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AREAS OF CRISIS MANAGEMENT OF OPERATIONAL ACTIVITIES OF INDUSTRIAL ENTERPRISES IN THE PANDEMIC COVID-19

Statement of the problem. Both the problems of crisis diagnosis and the methods of effective response in anti-crisis management are understudied in domestic economic and management science. Crisis situations can arise at any stage of the enterprise's life cycle, and each such case will have its own unique features, which makes it impossible to have a universal formula for getting out of a crisis situation.

This topic has become especially relevant due to recent events – the COVID-19 pandemic, during which the world and national economic systems found themselves in a zone of prolonged instability. The majority of Ukrainian enterprises are forced to carry out anti-crisis management by means of cost optimization, reduction of staff, changes in the strategy and tactics of activity and other measures.

Business processes are accompanied by such unsatisfactory factors as: non-fulfillment of contractual obligations by counterparties, increase in receivables, forced dismissal of personnel, increase in fraud, etc. Ensuring the successful conduct of business activities in the conditions of a pandemic and crisis is possible provided that anti-crisis management is adapted to quarantine and restrictive measures by the state.

Therefore, it is necessary to review previously assessed risks with maximum use of alternative procedures and modern technologies [1].

Analysis of recent research and publications.

The problem of the application of anti-crisis management is considered in the publications of a number of domestic and foreign authors. In these publications, the works devoted to the experience of introducing anti-

crisis management for the purpose are of greatest interest increasing the efficiency of the functioning of enterprises. In particular, the works of such scientists as S. I. Panchenko, V. L. Dykan, V. A. Koyuda, N. B. Kushnir, D. W. Voytovych, I. Yu. Epifanova, N. A. Oranska, O. D. Steshenko, O. O. Tereshchenko, N. I. Tulenkova, E. A. Utkina, O. I. Frost, O. A. Smetaniuka, V. A. Koshkina, V. A. Shamrykov and others.

Given the large number of different points of view regarding the identification of key aspects of anti-crisis management, in particular its tools, an attempt to determine the most effective of them is relevant.

The purpose of the article is to determine the key aspects of anti-crisis management of the operational activities of industrial enterprises, in particular, the selection of the most effective tools in the context of the COVID-19 pandemic.

Outline of the main results and their justification. Today, industrial enterprises need to develop and implement anti-crisis management tools for operational activities, which is caused by the occurrence of numerous dangers, threats, and the variability of the external environment. Important for stabilizing the work of enterprises is the stability of the internal environment, that is, the presence of a development strategy, qualified personnel, supply of resources, effectiveness of personnel decisions, work of the marketing department, labor productivity, organization of logistics, sales systems, creation of proper working conditions, introduction of innovations in management, making balanced managerial and administrative decisions, organization of production activities, updating of equipment, automation,



mechanization of production, supply of raw materials and materials, adjustment of payables and receivables, increase in profitability, application of management methods. Ignoring these factors is a prerequisite for the emergence of crisis phenomena, deterioration of the situation at the enterprise. Anti-crisis management of activities is carried out on the basis of data analysis of the financial state, economic, production, investment activities, external and internal environment and provides for the development of anti-crisis measures to increase the efficiency of operations, restore solvency, liquidity, predict the probability of bankruptcy, overcome the signs of a crisis, and improve the management of enterprises in the long and short term. It is appropriate to use anti-crisis management tools to restore financial stability, competitive status, profit growth, formation of strategic directions of development, adoption of effective strategic decisions. In the conditions of economic instability and the lack of an appropriate response to the risks caused by the corona crisis, there is a threat of loss of financial stability and a decrease in the level of liquidity.

In view of this, the question of identifying directions, the research of which will allow to reduce or neutralize the impact of the pandemic on the financial stability of enterprises, is being updated. Among the main ones, we can highlight such as:

1. Development of a financing plan in case of unforeseen situations.

The liquidity management plan should be part of the overall crisis management and business continuity strategy. To this end, it is important to develop a supply chain plan, because the cash, liquidity and risk management methods used can affect not only the companies implementing them, but also their suppliers and customers.

2. Assessment of the impact of currency, price and interest risks. Analysis of the impact of risks should begin with an accurate definition of the goal that the company seeks to achieve. The actual risk may differ from the values shown on the balance sheet and in the statement of financial results.

A more accurate analysis should be conducted to help determine the strategic goal of risk management (for example, keeping part of the proceeds from sales denominated in foreign currency in hryvnias for a certain period of time), the duration of their impact and the frequency of manifestation.

3. Checking the creditworthiness of counterparties. It is necessary to quickly identify counterparties that may face serious financial problems. First, the credit rating of counterparties should be updated and trade credit limits adapted to the new situation, taking into account the potential impact of the pandemic on the activities of business partners.

The analysis can be carried out quickly enough and its results can be turned into methods of increasing the company's liquidity.

4. Liquidity analysis. When conducting the analysis, it is worth preparing not only a moderate scenario,

but also extreme scenarios, which include the possibility of unlikely events occurring in normal market conditions.

Advanced models and statistical tools are usually used to perform such analysis.

5. Use of financial instruments that improve liquidity. The use of such financial instruments as factoring and forfeiting (in the case of a significant amount of receivables) and reverse factoring (in the case of liabilities) can contribute to the release of cash.

Enterprise groups can further optimize the use of cash pooling for better liquidity management and currency position of the enterprise.

6. Analysis of cash release methods. Many initiatives that can contribute to the release of cash are preferably implemented in the short term. For example: reduction of payment terms for some counterparties, revision of payment terms, analysis of settlements by financial obligations and establishing their priority.

7. Release of cash frozen in current assets. Comprehensive optimization of working capital and the accompanying implementation of such improvements as speeding up the invoicing process, systematizing the payment process, optimizing monitoring functions and repayment (collection) of debts can contribute to the release of funds that can be directed to financing current operations and achievement of established strategic goals.

8. Implementation of IT tools. It is worth considering the possibility of implementing IT systems that support the process of managing risks, liquidity and finances in a broader sense, or expanding the functionality of IT systems currently used at the enterprise.

The general anti-crisis strategy contains a wide range of tasks and goals, however, in our opinion, the priority component of the anti-crisis strategy is the financial component, which is determined by the following: the financial strategy, although it is a functional part of the general rehabilitation strategy, at the same time exerts a significant influence on it.

«After all, it is in the process of its implementation that the company's budget and financial resources are formed, which are necessary for ensuring other functional areas of the company's activity, and therefore, for the implementation of the overall rehabilitation strategy...; a significant number of factors causing the emergence of crisis phenomena are located precisely in the field of financial activity of the enterprise...; it is through financial indicators that the level of development of crisis phenomena is assessed, the need for remediation is substantiated and its effectiveness is determined...» [2, P. 69–70].

In general, the «tree of goals» of the financial strategy is shown in fig. 1. The «Tree of Goals» was compiled taking into account existing problematic issues and key factors of the crisis of industrial enterprises of Ukraine.

The success of the development of anti-crisis financial measures depends primarily on a thorough and comprehensive assessment of the financial condition of the business entity.

A wide range of various methods are used to quantitatively assess the financial condition, the basis of which is the analysis of relative and absolute indicators of financial stability, liquidity, business activity, profitability, property status, etc. The main goal of anti-crisis

management of operational activities is to prevent, overcome and reduce the probability of crisis phenomena, bankruptcy situations, neutralization of threats in operational activities, maintaining the efficiency of production, sales, and financial activities, stabilization of the enterprise, increasing resistance to the influence of the external environment, the level of economic development [3].

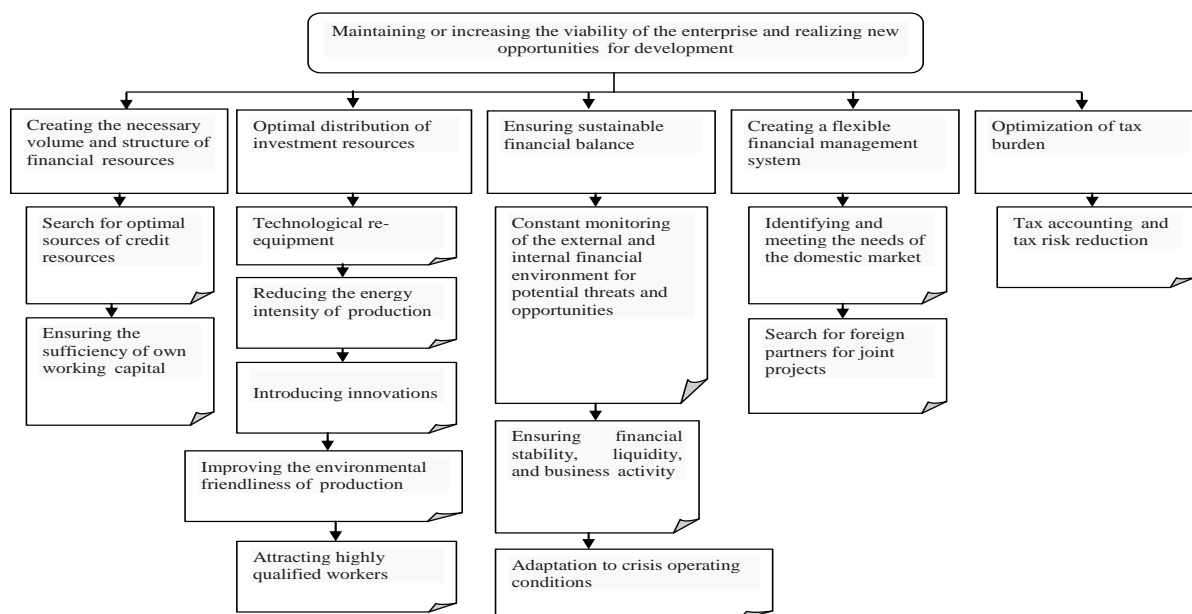


Fig. 1. «Tree of objectives» of the financial strategy (in the context of anti-crisis management in the conditions of the Pandemic)

Source: formed by the authors on the basis of [2]

The mechanism of anti-crisis management of operational activities of industrial enterprises consists of a set of interconnected elements, the implementation of which is aimed at improving management activities. Regarding the elements of the anti-crisis management mechanism, the following should be highlighted:

- economic component (actions aimed at increasing the efficiency of the enterprise, increasing the wages of employees, rational use of resources, forecasting performance indicators, stabilization of development in crisis conditions);
- financial component (assessment of the financial capabilities of the enterprise and the possibility of overcoming the crisis, use of financial resources, use of reserves, management of financial flows, increasing liquidity, profitability, financial stability, solvency);
- social component (creation of social guarantees for employees, favorable social and psychological climate, improvement of the social protection system);
- organizational component (provision of management entities, legal regulation, organization of the enterprise structure, arrangement of information data);
- technological component (technical support of activities, use of technical means, introduction of new technologies, technological strategy);
- personnel component (ensuring the efficiency of the use of labor

resources, improving their qualifications, creating subdivisions of anti-crisis activities);

- information component (aimed at maintaining interaction between structural units, employees, timeliness of information transfer, data exchange);
- marketing component (actions aimed at promoting products, satisfying consumer needs, improving production, taking into account the needs of society, improving products, conducting advertising activities, analyzing the market, increasing the level of competitiveness);

- production component (actions aimed at the organization of production activity, mechanization, automation of production, production of a new type of product, organization and planning of the work of divisions, increasing the efficiency of production activity);
- innovative component (actions aimed at introducing innovations, software, improving the document flow system, increasing innovative development) (Fig. 2).

The primary goal of crisis management is to ensure successful outcomes – planned or accidental – through effective organization, achieved through the use of the environment based on well-placed people and communications management.

Anti-crisis management in the conditions of a pandemic should be concentrated in three main cycles (Fig. 3).

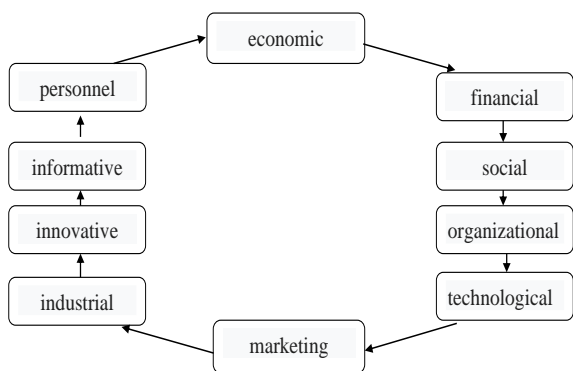


Fig. 2. Elements of the mechanism of anti-crisis management of operational activities of industrial enterprises

Source: formed by the authors on the basis of [2]

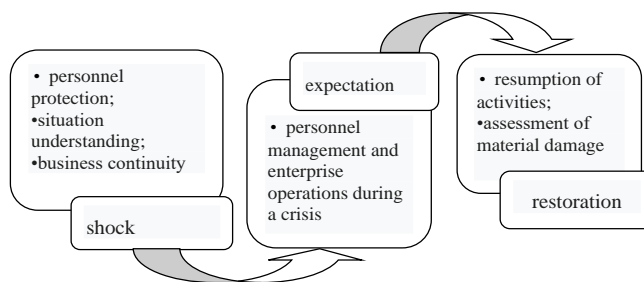


Fig. 3. The main cycles of anti-crisis management in the conditions of the Pandemic

Source: formed by the authors on the basis of [5]

Table presents the most used tools of anti-crisis management of the operational activities of an industrial enterprise in the conditions of the COVID-19 pandemic.

Table. The most used tools of anti-crisis management of the operational activities of an industrial enterprise in the conditions of the COVID-19 pandemic

Model	Characteristic
A model of anti-crisis management based on controlling	In the short term, it is a system for ensuring the survival of the enterprise, aimed at optimizing profits, and in the long term, at supporting the implementation of developed plans with a given level of accuracy
The model of restructuring in the process of anti-crisis management	A preventive anti-crisis management tool aimed at systematic adaptation of the enterprise to changes in the external and internal environment in order to prevent crisis situations
Reengineering as a component of crisis management	This is a new effective direction of management theory, which turns business design into an engineering activity aimed at improving the main indicators of the enterprise by modeling, analyzing and redesigning existing business processes
Model of financial rehabilitation	This is a system of financial-economic, production-technical, organizational-legal and social measures aimed at achieving or restoring the solvency, liquidity, profitability and competitiveness of the debtor enterprise in the long term
Diversification as an active method of responding to external threats	Expansion of the sphere of activity of the subject of management in any direction. The use of diversification strategies allows enterprises to create fundamentally new goods and services based on the use of advanced technologies, to develop new areas of entrepreneurship, to increase the quality characteristics of the products produced, to activate their policy on the market, which is aimed at overall improvement enterprises
Anti-crisis strategy of the enterprise in the conditions of the Pandemic	This is a tool for solving contradictions in the process of enterprise development in the conditions of the manifestation of a crisis or its threat, under the influence of crisis-forming factors, on the basis of limited resources
The system of anti-crisis innovative management of the enterprise in the conditions of the Pandemic	Conducting an analysis of product alignment with the company's development strategy. Selection of such types of products that are in high demand in the competitive market and give maximum profit in modern business conditions
Investment management in the strategy of anti-crisis management	This is a system of selected long-term goals and means of achieving them, which are implemented in the investment activities of the enterprise in order to prevent and eliminate crisis phenomena
Marketing in anti-crisis management	This is a systematic scanning of the external environment of the enterprise in order to determine the capacity of the market and (or) its segments, the study of buyer behavior, the practices of competitors, etc., that is, the study of signals indicating possible threats or the emergence of additional opportunities for the enterprise
Anti-crisis personnel management system in the conditions of the Pandemic	This is not only the formal organization of work with personnel (planning, selection, selection, arrangement, etc.), but also a set of factors of a social, psychological, ethical nature - a democratic style of management, a careful attitude to the needs of a person, taking into account his individual characteristics
Bankruptcy procedure as a method of anti-crisis management	Improving the economy of the debtor enterprise under the conditions of anti-crisis management, when there is a potential possibility of restoring solvency by selling part of its property and implementing other organizational and economic measures in order to continue its activity
Consulting management as an element of anti-crisis management	This is independent objective consulting and technical support of qualified specialists, the purpose of which is to provide services related to the rational use of the existing potential and resources of the enterprise to achieve the intended goals of anti-crisis management

Source: supplemented by the authors based on the [6, P. 18-19]

In connection with the growing pandemic of COVID-19, at the beginning of 2020, the governments of all countries adopted a number of documents regulating the economy and entrepreneurship. First of all, this

is a tax deferral, a reduction in the amount of insurance premiums and a deferral of their payment, a deferral on loans, soft loans, bankruptcy moratoriums, a reduction in the supervisory burden, relaxation in licensing, permit procedures, rent leave, reduction of commissions for online sales of goods, exemption from administrative fines for currency violations, zero rate and exemption from VAT on the import of medical products to combat the Corona virus, support for developers, exemption from fines for late payment of housing and communal services [7].

It is possible to formulate general features of measures to support the economy of the USA, Russia, Germany, France, China. These are the absence of free aid, a combination of fiscal and credit measures, a combination of measures aimed at both production and consumption of gross domestic product, as well as targeted business support. The shortcoming of anti-crisis measures is the lack of diligence in calculating their effectiveness, assessing the costs and benefits of anti-crisis measures.

It is quite possible that the measures to stop the consequences of the pandemic will be more expensive than the direct consequences and losses that economic entities will suffer in the absence of state regulatory measures. During the Pandemic, the most important success factor in change management is the organization's ability to mobilize all available resources (financial, managerial, technological, etc.) in a short period of time to ensure the change process.

First, let's analyze the impact of COVID-19 on changes in the financial results of Ukrainian enterprises (fig. 4).

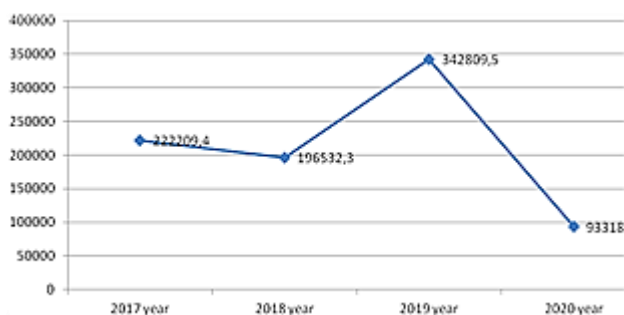


Fig. 4. Dynamics of the financial result before taxation of domestic enterprises for the period 2017-2020, mln. UAH

Source: formed by the authors on the basis of [8]

As can be seen from Figure 4, during 2020 Ukrainian enterprises suffered significant losses and compared to 2019, their income level decreased by 72.8%, mainly due to the closure of any activity (except those that were necessary for the population) and a complete lockdown. Most companies were simply not ready to face such changes and were forced to reduce their activities and declare themselves bankrupt. The key production indicators for 7 months of 2020 do not show an economic collapse, but the business was clearly hit: industrial production fell by 7.7%; electricity production decreased

by 7.1%, consumption - by 4.8%, including in industry - by 5.5%; the volume of cargo transportation decreased by 15.1%, including by rail - by 7.5%; the volume of completed construction works in January-June decreased by 5.5%; capital investment fell by 35.5% in the first quarter of 2020.

We will consider the main scenarios of the development of Ukrainian enterprises by economic sector in connection with the fourth wave of the pandemic in the fall of 2021 (fig. 5).

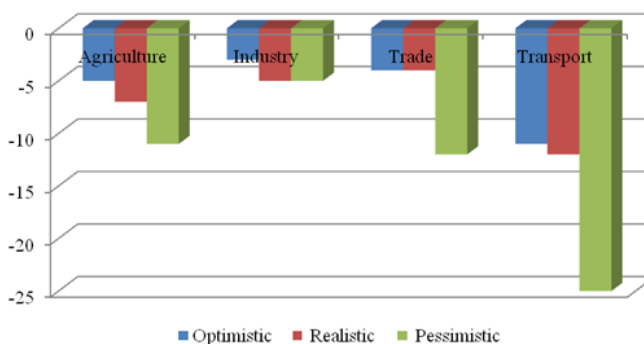


Fig. 5. Scenarios of the dynamics of the development of domestic enterprises by sectors of the economy for the fall of 2021, %

Source: formed by the authors on the basis of [8]

The most sensitive to the Pandemic are transport enterprises, which are directly dependent on the openness of borders and roads within the country. Also, agricultural enterprises are affected, most of whose products are exported (on average, agricultural exports account for 30-35% of total exports). In order not to repeat the collapse of 2020, enterprises you need to be as prepared as possible for the increase in the number of cases and the introduction of a lockdown by the state. Today, the adaptation of both managers and employees occurs instantly, while everyone knows perfectly well that a change management program usually takes at least two years to ensure successful implementation in the future, and a digital transformation program transformation - at least five years. Econsultancy founder Ashley Friedline believes that for large enterprises, the successful implementation of changes in digital transformation should exceed this period, the process of information exchange inside and outside the organization is accelerated, which requires greater focus of personnel on the tasks set, which are included in the organization's development program; there is the need to create an information environment that allows you to more mobilely communicate with all your employees, regardless of their location, and combine internal communication with the corporate network [9].

Thus, during the spread of COVID-19, in conditions of increased uncertainty, some companies, reducing the time of decision-making, will benefit in achieving results. Too closed and inflexible organizations, more focused on profit, turned out to be inert and unable to respond to changes in a timely manner.

The pandemic forced other enterprises to focus on the most important changes and reduce decision-making deadlines, thereby ensuring the process of effective anti-crisis management of economic activity [9].

The COVID-19 pandemic has forced businesses within the framework of anti-crisis management to strengthen the work of forming online teams, new ways of working have appeared, focused on speed and reaching the audience. As companies master new ways of working, flatter and non-hierarchical management structures have become more in demand, which has made it possible to speed up the decision-making process.

Flexible structures have proven to be more effective due to the fact that workplaces have become autonomous and, at the same time, closer to the organization, customers and partners, and a higher degree of coherence between work groups has also been achieved.

So, what previously complicated the process of anti-crisis management of the enterprise's economic activity as a result of commitment to hierarchy in management, has lost its power in the period of COVID-19.

The main changes are related to the acceleration of digital transformation, the creation of structures of variable costs and the introduction of elements of flexible methodologies in the processes of anti-crisis management. To date, targets in company development programs are set based on trends in health care and changes in the economic environment. Intelligent enterprises are formed in which data management is based on cloud technologies, which contributes to their constant adaptation to the factors of change.

Anti-crisis management of the operational activities of enterprises in the conditions of the Pandemic should provide for an assessment of the appropriate duration of the quarantine regime, taking into account all identified risks and ensuring the appropriate adaptation of anti-crisis measures, in particular:

1) creation of a multi-level risk management system and improvement of strategic planning and analysis, as important elements of crisis management and decision-making at the enterprise;

2) provision of remote workplaces for rapid adaptation at an appropriate level, namely, transfer of most employees to remote work mode with provision of the necessary equipment;

3) providing the necessary support that can be provided thanks to decentralized digital workspaces. This approach activates the collective intellectual potential of the enterprise and provides employees with the means of effective mutual support in the conditions of self-organization;

4) operational support of clients and partners;

5) increasing the flexibility of the organization, additional requirements for cyber security;

Therefore, anti-crisis management is a management function that ensures: avoiding crisis situations; reduction or elimination of the consequences of the financial crisis at the enterprise; ensuring the appropriate level of solvency. The effectiveness of anti-crisis measures at enterprises will depend on their future existence or the curtailment of their activities.

Conclusions.

The mechanism of anti-crisis management of operational activities of industrial enterprises is aimed at the successful implementation of the management process, recognition of signs of crisis, implementation of effective methods of anti-crisis management. The situation with the spread of the coronavirus revealed a low readiness to respond to the threat of a large-scale pandemic, demonstrated the imperfection of national crisis management systems, as well as the presence of significant vulnerabilities in various areas (primarily health care and biosafety, economy, etc.). Anti-crisis management of enterprises must solve a number of problematic issues, including: impossibility of early identification, assessment and prevention of threats; lack of sufficient capabilities, reserves, alternative strategies in case of a crisis situation; absence or irrelevance of integrated response plans, uniform standards and agreed action protocols; unwillingness of most enterprises and the population to work under quarantine restrictions, including remotely; slow response from the authorized state and local bodies of anti-crisis management, low efficiency of coordination of measures at different levels, absence or irrelevance of integrated response plans, uniform standards and agreed action protocols; unwillingness of most enterprises and the population to work under quarantine restrictions, including remotely; slow response from the authorized state and local bodies of anti-crisis management, low efficiency of coordination of measures at different levels.

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Надійшла до редакції 16.09.2025 р.

Прийнята до друку 20.10.2025 р.

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Received: 16.09.2025

Accepted: 20.10.2025

Belikova O., Voloshina O., Melchenko V., Barkova S. Areas of crisis management of operational activities of industrial enterprises in the pandemic Covid-19

In the context of a global pandemic, one of the main tasks of enterprise management should be to create an effective anti-crisis management system. The article examines the problem of application of crisis management in the enterprise in a Pandemic, theoretical justification and development of practical recommendations for enterprise management in a crisis. Differences between traditional crises and business destabilization due to the pandemic have been identified. Indicators of support of entrepreneurial activity by state structures of the world are analyzed. It is determined that to prevent the negative impact of factors on operating activities in a crisis, it is advisable to use effective methods, forms of crisis management. The expediency of using the mechanism of anti-crisis management of operational activities of domestic enterprises has been clarified. The necessity of introduction of the system of anti-crisis management at the domestic enterprises for the purpose of maintenance of economic development is substantiated.

Keywords: anti-crisis management, global crisis, pandemic, financial stability, industrial enterprise, operational activity, mechanism of anti-crisis management of operational activity.

Белікова О., Волошина О., Мельченко В., Баркова С. Напрями антикризового управління операційною діяльністю промислових підприємств в умовах пандемії COVID-19

В умовах глобальної Пандемії одним із основних завдань управління підприємством має бути створення ефективної системи антикризового менеджменту. У статті досліджено проблему застосування антикризового управління на підприємстві в умовах Пандемії, теоретичне обґрунтування та розробка практичних рекомендацій з управління підприємством в умовах кризи. Визначено відмінності між традиційними кризовими явищами і дестабілізацією бізнесу із-за пандемії. Проаналізовано показники підтримки підприємницької діяльності державними структурами країн світу. Визначено, що для попередження негативного впливу чинників на операційну діяльність в умовах кризи доцільним є використання ефективних методів, форм антикризового управління. З'ясовано доцільність використання механізму антикризового управління операційною діяльністю вітчизняних підприємств. Обґрунтовано необхідність впровадження системи антикризового управління на вітчизняних підприємствах з метою забезпечення економічного розвитку.

Ключові слова: антикризове управління, глобальна криза, пандемія, фінансова стабільність, промислове підприємство, операційна діяльність, механізм антикризового управління операційною діяльністю.