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METHODOLOGICAL APPROACH TO FORMATION OF CRISIS MANAGEMENT OF A CHEMICAL ENTERPRISE MARKETING ACTIVITY

Objective. *Objective of this article is a substantiation study of methodological approach and necessary research instruments based on considering a number of important factors of crisis management that have an influence on efficiency of a chemical enterprise marketing activity.*

Methods. *In the research process the following methods are used: historic lookback – to characterize processes of formation and development of the chemical sector in Ukraine; analysis and synthesis – to determine the interrelation between factors of external environment and economic strategy of an enterprise; strategic analysis – to separate trends of an enterprise activity on the industrial market; formalization – to structure the process of strategy development of a chemical enterprise.*

Results. *On the grounds of conducted research a scientific-methodological approach has been propounded for crisis management related to organization and administration of a chemical enterprise activity directed at ensuring stable competitive positions under conditions of dynamic marketing environment and increasing of investment appeal.*

Academic novelty. *Propounded instruments of crisis management related to organization and administration of a chemical enterprise which in contrast to existing ones are directed at conditions of dynamic marketing environment and increasing of investment appeal under conditions of ensuring stable competitive positions.*

Practical importance. *Practical importance lies in the fact that general provisions specified in the article are developed into methodological and practical recommendations and in argumentation of reasonability of crisis management instruments and concept of a chemical enterprise marketing activity.*

Key words: *crisis management, marketing, methodology, efficiency, chemical enterprise.*

Problem definition. In contemporary social and economic conditions of harsh competition, planning and development of new product range that determines the procurement portfolio offered by an enterprise, analysis and development of methodological approach to marketing administration of separate segments of consumption market with consideration of crisis management becomes especially topical. Special positions are taken by dynamic changes in environment, appearance of new technologies of marketing tools usage, changes in consumption tastes and demands,

peculiarities of Ukrainian consumers' mentality, necessary adequate marketing administration and organization of efficient marketing activity relying on characteristics of definite segments, their special features and benchmarking research.

Analysis of the latest research studies and publications of well-known researchers such as Bazarov G. [1], Azaryan O.M. [2], Vasylenko V. [3], Porter M., Strickland A., Meckon M. [8], Utkin E. [8] etc. demonstrates that nowadays not enough attention is paid to research of transformation changes in the system of crisis management at the chemical enterprises of Ukraine that have direct effect upon their marketing decisions and structure of marketing mix.

Underlined problems set out objective necessity to further research and predetermined relevance, objective and purpose.

Objective of this article is a substantiation study of methodological approach, necessary research instruments based on considering a number of important factors having influence on efficiency of marketing activity. Development of crisis management instruments.

To achieve this objective the following target has been formulated:

- to reveal the nature of crisis management,
- to show the problem analysis of efficiency in formation and performance of marketing system of chemical sector enterprises,
- to work out instruments of crisis management.

Recitals of general materials of the research. Crisis management of economic system of Ukraine in general and such strategic part as chemical sector is based on principles of collaboration strategies with use of marketing factors and concepts and in modern economic conditions is a basis for stable development and guarantee for effective integration of Ukraine into international economic area.

Problem of increase in competitiveness of domestic chemical sector is very topical for Ukraine and shall be correspondingly considered in general economic area. This demands to reconsider practice of chemical enterprises development on principles of formation of adequate administrative decisions related to interrelation with sectors of the nearest and general economic area. At the same time, matters of formation of adaptive administration system on enterprises working at the market of chemical products did not receive deep systematic development as well as practical mechanism of specified system performance. All the aforesaid prearrange the specific coordinated actions concerning chemical sector overcoming the crisis and demand the use of active anti-crisis means. Therefore, topic of chemical sector development with use of innovative managerial technologies, furthermore in combination with considering the consequences of the world crisis is considered to be very important and well-timed.

Nowadays the chemical sector is a multi-vector and ambiguous category in Ukraine.

Survey of theoretical principles of administration of chemical sector enterprises in modern economic conditions is analyzed through parameters of crisis situation and principles of decision making for crisis overcoming are suggested.

It should be mentioned that considering the nature of term “crisis management” all researches agree that crisis management is a specific management requiring use of specific means, forms and technologies of management.

Only complex approach to determination of crisis management nature from macro- and microeconomic point of view including means and methods of prevention processes management, administration in crisis circumstances and providing certain means for crisis situation overcoming shall develop an efficient system of crisis management at the enterprise that would comply with contemporary conditions of economy. Herewith the main target of crisis management is ensuring of stable position at the market on the basis of preventive strategic arrangements.

Crisis management is based on general principles and methods as any management process including the following basic functions.

Initial step of management process is planning – instrument for taking management decisions, this is formation of a mission and targets of an enterprise, development of strategy and tactics for resolution of set tasks including related to preventing and recovery of financial condition of the enterprise.

Organization foresees ensuring fulfillment of anti- crisis planning, distribution of material, financial and labour resources of anti-crisis process, use of organizational regulated methods of management (laws, statutes, provisions, instructions, orders, and rules).

Motivation is aimed at implementation of motivational factors of objects of anti-crisis process (enterprise owners, personnel, crisis group).

Accounting is a system that ensures monitoring, estimation, execution, registration, processing, storing and submission of initial, current, financial and tax information.

Analysis is a process that with the help of methods of information collecting, processing and storing allows to foresee possibilities of crisis risk from external and internal environment of an enterprise. Risks from external environment can form a group of economic, political, market, social and international, from internal environment – marketing, financial, technological and recourses, etc.

Important function of crisis management is control. Control, as the author thinks, is a system of observation and study of economic mechanism of expenses management at a specific enterprise with the purpose of searching the way of efficient business activity conduct oriented at further development of the enterprise. One of the reasons for crisis situations at the most Ukrainian enterprises is lack of control. It is unqualified and improper actions of the administration that has lead many objects of economic activity to the verge of bankruptcy. Important factor predetermining inefficient administration decisions taken at domestic enterprises is the lack of control being performed in many countries by the controlling service.

Taking into account that any enterprise implies the process of interrelation between management system and manageable system, system of crisis management should also include certain management instruments aimed at prevention and avoidance of bankruptcy and adaptation to market requirements for economic conditions at the domestic enterprises.

On the basis of conducted research we may separate the following instruments of crisis management: crisis management, strategic management, risk management, reengineering, benchmarking, restructuring and reorganization.

Crisis management is the management of financial insolvency and management of financial restructuring process at the enterprise.

Bankruptcy management is the management of judicial and voluntary liquidation of an enterprise.

Strategic management is the management aimed at fulfillment of enterprise development strategy according to changes in external environment conditions.

Risk management is the management of risks aimed at reduction of losses from possible negative situations in the enterprise activity.

Reengineering is the management transfer from individual transactions to inter-functional business processes.

Crisis reengineering is the bankruptcy prevention on the basis of unprofitable subdivisions liquidation, improvement of production and labour organization, sell of the part of property, reduction of optional expenses, finance reorganization.

Benchmarking is management by objectives over investment, innovative and marketing projects on the basis of market estimation of competitive positions of the company.

Benchmark study of competitive abilities of similar companies and implementation of the best technologies samples into production.

Reorganization is a system of measures taken for prevention of the enterprise bankruptcy and recovery of financial and economic position of the debtor.

It is worth mentioning the high level of study of theoretical as well as practical aspects of state and prospects for further development of the chemical sector of Ukraine, full validity, representative and correct submission of information being its absolute advantage.

Resume and further study prospects. Crisis management instruments shall be dynamic and take into consideration changes in external environment factors, potential of own finance resources formation, economic development rates, organization forms of production and financial activity, financial position and other parameters of the enterprise functioning.

Generation of any managerial decision in the sphere of crisis management, choice of trends and forms of their level regulation shall foresee alternative options and ensure variability of approaches to development of individual managerial decisions.

It should be mentioned that concept model of crisis management shall be implemented on complex basis ensuring interdependent resolution of set objectives. Only such approach shall facilitate stable position of an enterprise on the market of economic, political and social metamorphosis on the basis of preventive strategic measures.

Implementation of such requirements may be possible only on the basis of correct determination of main elements of crisis management system. Crisis management is a totality of separate elements of the whole system having the properties ensuring continuous process of all-embracing influence over the enterprise activity

aimed at reduction of possible crisis situations, reduction of possible losses arising from crisis situation, increase of strategic potential and intensification of resistance to crisis effects, increase of the enterprise adaptation abilities and consolidation of its competitive positions.

Use of contemporary methods of economic systems management, methodological components of crisis management mechanism and specified model will allow to facilitate process of enterprise goals adjustment consisting of development and determination of the system of quality and quantity performance being the main criteria for estimation of mechanisms and processes offered for its achievement as well as the results.

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