Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2025): 8.619 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 12 | Issue: 10 | October 2025 -Peer-Reviewed Journal

PROSPECTS FOR ANTI-CRISIS MANAGEMENT IN INDUSTRIAL ENTERPRISES

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ABSTRACT
In the article, the study highlights the main directions for improving the anti-crisis management system in industrial enterprises. It emphasizes the importance of early risk identification, rapid decision-making, and efficient use of resources. In addition, the implementation of digital technologies, including ERP and Kanban systems, is noted to enhance management efficiency. The research results contribute to the development of strategic approaches that help enterprises maintain stability, reduce losses, and increase competitiveness.
KEY WORDS: *Anti-Crisis Management, Industrial Enterprises, Risk Management, Strategic Planning, Resource Optimization, ERP Systems, Kanban Methodology, Innovation, Competitiveness, Sustainability.*

1. INTRODUCTION

In the conditions of a market economy, the stable operation and competitiveness of industrial enterprises are directly dependent on the effectiveness of their management systems. In recent years, financial and production crises, price instability, and the increasing influence of geo-economic risk factors in the global economic system have made ensuring the economic security of enterprises even more complex. Therefore, the formation and improvement of an anti-crisis management system are recognized as one of the most urgent directions in modern management theory and practice.

The main directions of anti-crisis management include risk assessment and monitoring, strategic crisis planning, cost optimization based on financial analysis, and the development of human capital. At the same time, the use of digital technologies and artificial intelligence makes it possible to respond quickly to market signals, forecast potential risks, and automate decision-making processes.

In the future, it is expected that the efficiency of anti-crisis management in enterprises will significantly increase through the implementation of innovative approaches, digital management systems, and the deepening of intersectoral integration. Anti-crisis management in industrial enterprises encompasses several key concepts:

1. Arbitration management in bankruptcy proceedings:

This concept involves arbitration managers who oversee crisis situations within the framework of bankruptcy proceedings. Their role is to manage enterprises through restructuring processes aimed at mitigating the negative consequences of bankruptcy and facilitating financial recovery.

2. Management during national economic crises:

From this perspective, crisis management refers to strategies for managing industrial enterprises amid broader national economic downturns. It involves adapting management practices to address challenges arising from general economic crises and ensuring the enterprise's stability and operational continuity despite external pressures.

3. Systematic crisis management:

This concept views crisis management as a structured and orderly process aimed at ensuring the enterprise's stability and growth. It includes preventing and responding to adverse situations by identifying potential threats in advance, developing strategic plans to minimize their impact, and emphasizing the importance of effectively resolving emerging crises.

2. LITERATURE REVIEW

The analysis of the literature on this issue shows that the problems encountered in the formation and effective implementation of the anti-crisis management system in enterprises can be conditionally divided into four main groups.

1. The problems of recognizing pre-crisis situations in an enterprise involve the ability to promptly detect the onset of a crisis, accurately identify its nature, and timely implement appropriate anti-crisis mechanisms to effectively counter it[1].

2. In resolving the vital and methodological problems faced by an enterprise, the decision-making process plays a decisive role, especially under crisis conditions. During such periods, it is crucial to clearly define goals, strategies, tools, and management methods to overcome challenges effectively. This set of problems mainly includes economic issues such as the need to identify and secure additional resources and sources of financing.

3. Effective crisis management requires not only the immediate resolution of emerging problems but also the anticipation of potential issues and the ability to predict the firms behavior under crisis conditions. This involves analyzing data, evaluating potential scenarios, and implementing strategies that can guide the organization through turbulent times.

4. The problem of properly developing unqualified employees, who often lead to crisis situations, is a critical issue. In crisis conditions, control mechanisms are designed to address urgent and emerging problems, ensure rapid response, and maintain adaptability. This involves restructuring roles, streamlining decision-making processes, and improving communication channels to ensure effective crisis management. The main focus shifts from routine control to prioritizing critical issues, managing risks, and implementing prompt solutions. Adapting the management structure in this way helps the enterprise navigate crises more effectively and maintain operational stability during severe periods of disruption[2].

At the same time, scientific research on crisis management issues in industrial enterprises is expanding. Garina E., Kuznetsov V., Yashin S., Romanovskaya E., and Potashnik Y. (2017) conducted an in-depth analysis of the mechanisms for utilizing “in-company reserves” the internal capabilities of industrial enterprises during crisis periods. According to the authors, improving production processes, using internal resources efficiently, and reducing costs are among the most crucial factors for overcoming crises.

In addition, W. Timothy Coombs and Daniel Laufer (2018) explored the current state and future prospects of crisis management on a global scale. They emphasize the importance of preparing enterprises for potential crises to enable rapid decision-making during critical periods and to improve post-crisis analysis mechanisms. This approach plays a crucial role in stabilizing strategic decisions and enhancing adaptability to external factors within industrial enterprises.

Thus, Al-Gharbawi Hussein Rahman Naeemah and Ahmed Q. Jalal (2021) conducted an in-depth study of the challenges faced by industrial enterprise management systems during the pandemic. They highlighted the need to develop new anti-crisis strategies due to production stoppages, disruptions in supply chains, and the limited ability of employees to work remotely.

3. RESEARCH METHODOLOGY

The methodology applied in this study allows for an in-depth analysis of the interrelationship between mechanisms that shape the anti-crisis management system in industrial enterprises. The research extensively employs methods such as synthesis, generalization, analysis, and parallel comparison, which make it possible to assess management efficiency during crisis situations and identify directions for sustainable development.

4. ANALYSIS AND RESULT

Anti-crisis management prospects in industrial enterprises play a crucial role in ensuring the stability of companies under market economy conditions. Analysis shows that creating an effective anti-crisis system requires the integration of financial, organizational, and managerial mechanisms.

The establishment of mechanisms for early identification of crisis situations and the implementation of rapid response measures help enhance competitiveness. At the same time, introducing innovative approaches and digital technologies into management processes ensures production stability.

The research results indicate that improving the anti-crisis management system strengthens the enterprise’s financial capacity, promotes efficient use of resources, and increases production efficiency.

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[1] *De Gyuter, Anna Starosta Anti-crisis Management Strategies. The case of companies inthe Greater Poland Voivodeship. Anti-crisis Management Strategies. The case of companies in the Greater Poland Voivodeship. 10.2478/manment-2014-0019 Management 2014 Vol.18, No. 1 ISSN 1429-9321, pp.255-265.*

[2] *Lymbersky, C. “Evolution Management: Managing con- stant change in organisations“Turnaround Management, July (2013)*

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In the future, it is necessary to further develop risk management, strategic planning, and effective human resource management systems in industrial enterprises. Based on these measures, companies will be able to maintain stable operations even under economic crisis conditions.

In addition, the Kanban methodology is an important tool for increasing efficiency in anti-crisis management. This methodology enables maximum utilization of resources by managing projects and visualizing workflows. Kanban helps ensure full control over processes and facilitates quick decision-making, as it clearly shows each stage of a task and allows for balanced workload distribution. In turn, this helps the organization reduce losses and maintain operational efficiency during crises.

Another advantage of Kanban is its ability to prevent bottlenecks and overloads by ensuring a balanced distribution of workload. Such an approach is especially valuable during crises when there is a shortage of labor, time, or material resources.

As a result, the organization can continue its production or service activities without interruption, simplifying processes and minimizing losses. At the same time, work efficiency is maintained, which plays a crucial role in the successful implementation of anti-crisis management strategies.

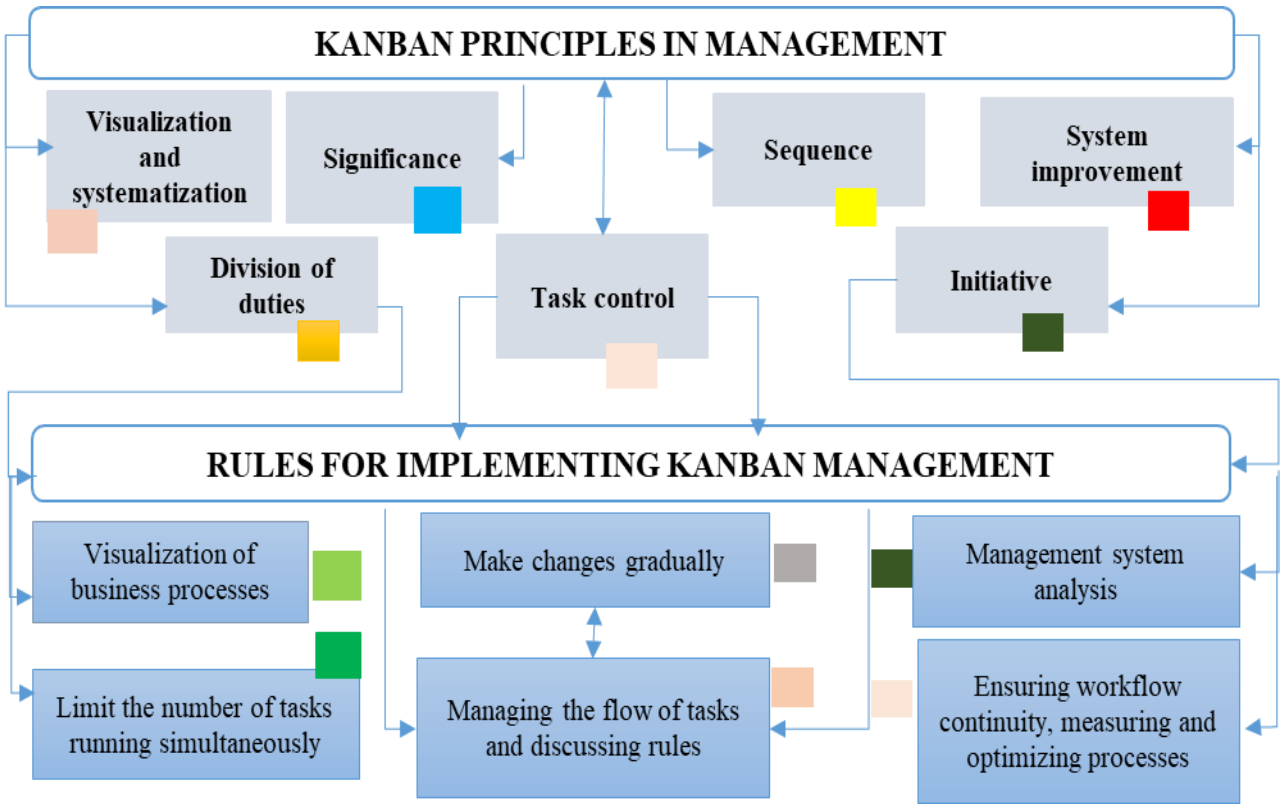


Figure - 1. Description of the principles and implementation rules of Kanban in anti - crisis management[3]

One of the main advantages of Kanban in anti-crisis management is its flexibility and transparency. By continuously monitoring the workflow, it becomes possible to identify and eliminate unnecessary stages in the process. The methodology helps detect existing problems at all stages of work and enables their prompt resolution.

At the same time, Kanban cards and visual boards enhance team collaboration, allowing for more efficient management of resources during crisis situations. As a result, the organization can adapt its strategy and successfully adjust to economic or organizational challenges.

Increasing organizational transparency and strengthening collaboration through digital technologies play a crucial role in anti-crisis management. Digital tools such as ERP (Enterprise Resource Planning) systems or Kanban

[3] *By Made Author*

platforms allow centralized management of workflows and ensure that all team members have full access to relevant information.

5. CONCLUSION

Based on the above analysis, we summarize the conclusions and the achieved results:
The prospects for anti-crisis management in industrial enterprises are emerging as a strategic factor in ensuring organizational stability amid economic uncertainty, global competition, and rapid technological change. Modern production systems require quick responses to crises, flexible decision-making, and efficient utilization of available resources.

The results of the study show that the foundation of effective anti-crisis management lies in the early identification of risks, diversification of management mechanisms, and strengthening of financial stability. At the same time, enhancing human capital activity, improving motivation systems, and developing organizational culture are recognized as key factors in overcoming crises.

The introduction of digital technologies in industrial enterprises particularly ERP systems, Kanban and Lean methodologies ensures transparency in management processes, promotes efficient resource use, and minimizes excessive losses in production. This approach enables the successful implementation of anti-crisis strategies in practice.

Future directions for improving anti-crisis management systems include the development of strategic monitoring, innovative management, and systematic risk analysis. These measures will help enterprises not only adapt during crises but also identify and create new opportunities for growth.

In general, the prospects for anti - crisis management in industrial enterprises rely on the concept of sustainable development, playing a decisive role in ensuring economic security, competitiveness, and innovative capacity. In this way, enterprises can strengthen their position in the global economic system and achieve long-term stability.

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