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METHODOLOGY OF STRATEGIC PLANNING IN ANTI-CRISIS MANAGEMENT

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ABSTRACT
This article is devoted to improving the methodology of strategic planning in anti-crisis management. The study interprets anti-crisis management as a continuous and institutionalized management process that is closely integrated with strategic planning. Based on the analysis of scientific literature, a systems approach, and methodological generalization, the key stages of strategic planning in anti-crisis management are identified, including diagnostics of the external and internal environment, risk assessment, development of strategic alternatives, resource reallocation, as well as monitoring and strategic control mechanisms.
KEY WORDS: *Anti-Crisis Management, Strategic Planning, Crisis Risks, Strategic Control, Financial Stability.*

1.INTRODUCTION

In recent decades, the global economic environment has entered a phase of persistent instability characterized by intensified volatility, recurrent financial crises, geopolitical disruptions, and accelerated technological transformation. These dynamics have fundamentally altered the conditions under which organizations operate, exposing them to systemic, financial, and operational risks that threaten not only short-term performance but also long-term organizational survival. Under such conditions, traditional management approaches largely oriented toward stability, incremental growth, and reactive problem-solving have proven inadequate for coping with complex and rapidly evolving crisis phenomena.

Against this backdrop, anti-crisis management has emerged as a critical domain of both academic inquiry and managerial practice. However, effective anti-crisis management cannot be reduced to isolated emergency measures or short-term corrective actions. Instead, it requires a strategic foundation that enables organizations to anticipate disruptions, coordinate responses across functional domains, and adapt continuously to uncertainty. In this regard, strategic planning assumes a pivotal role by transforming crisis management from a reactive response mechanism into a proactive and forward-looking governance process.

Strategic planning in anti-crisis management differs fundamentally from conventional planning practices designed for stable environments. It operates under conditions of heightened uncertainty, resource constraints, and elevated risk exposure, where strategic decisions must be made with incomplete information and under time pressure. Consequently, strategic planning should be conceptualized not as a set of episodic or situation-driven decisions, but as a continuous, adaptive, and institutionally embedded management capability that supports organizational resilience and long-term sustainability.

The methodology of strategic planning in anti-crisis management integrates systematic diagnostics of the external and internal environment, comprehensive risk assessment, and the development of alternative strategic options within a unified decision-making framework. Such integration enables organizations to detect early warning signals of crisis, evaluate their structural vulnerabilities, and design proactive strategies aimed at reducing both the probability and severity of crisis outcomes. Moreover, the effectiveness of these strategies depends on the coordinated mobilization of financial, human, and organizational resources, supported by monitoring and strategic control mechanisms that translate feedback into timely corrective action.

Despite the expanding literature on crisis management and strategic planning, there remains no widely accepted methodological framework that systematically links strategic planning processes with anti-crisis management objectives in a coherent and operational manner. Existing studies often address these domains separately,

overlooking their dynamic interdependence and limiting their practical applicability in environments characterized by chronic instability. This gap highlights the need for a comprehensive methodological approach that positions strategic planning as an integral and constitutive element of anti-crisis management rather than a supplementary managerial tool.

Accordingly, the objective of this study is to develop and substantiate a methodology of strategic planning in anti-crisis management that reflects the dynamic nature of crises and the institutional requirements of contemporary organizations. The study seeks to identify key stages, mechanisms, and analytical instruments through which strategic planning enhances crisis

2. LITERATURE REVIEW

In recent years, increasing attention has been paid in the academic literature to the relationship between strategic planning and crisis management. Studies indicate that strategic planning in anti-crisis management functions not only as a tool for defining reactive measures but also as a proactive and comprehensive management mechanism.

The literature indicates that strategic planning enhances an organization's ability to anticipate crises and prepare for them in advance, provides a solid foundation for resource alignment and long-term stability, and enables timely corrective actions through control and monitoring mechanisms.

However, many studies have not yet reached a full consensus on transforming the methodological approach to strategic planning into a systematic and widely accepted model within the context of anti-crisis management, which increases the scientific relevance and contribution of the present research.

Furthermore, Almudallal (2023) analyzed the impact of strategic planning on the development of anti-crisis strategies in organizations within the service sector. The study concludes that strategic planning capability enhances an organization's ability to adapt its processes during crisis situations and to respond more rapidly to environmental changes.

In addition, Alameer (2025) empirically confirmed the positive effect of strategic planning quality on crisis management effectiveness, using public sector institutions in Saudi Arabia as a case study. The findings demonstrate a strong correlation between the effectiveness of strategic planning and the level of organizational resilience ($r = 0.72$, $p < .001$).

According to the approach of L. Frid (2018), crisis situations arising in organizations are primarily associated with imbalances between revenue (profit) and resource costs, as well as disruptions in the financial equilibrium between attracted and allocated funds, net value, and borrowed capital. The author emphasizes that the failure to identify these imbalances in a timely manner leads to a decline in the quality of strategic decision-making. From this perspective, the methodology of strategic planning in anti-crisis management is regarded as an essential instrument for the systematic diagnosis, analysis, and elimination of financial imbalances through the formulation of targeted strategic measures.

At the same time, S.S. Smirnova (2018) substantiates that the effectiveness of strategic planning in anti-crisis management is manifested through its integration with modern analytical technologies, including digital monitoring systems, risk management platforms, and corporate restructuring mechanisms. According to the author, these technologies enable timely and well-grounded decision-making within the strategic planning process, reduce financial risks, and enhance strategic flexibility. As a result, strategic planning emerges as a central methodological element of anti-crisis management, serving not only to overcome crisis situations but also to shape the long-term development trajectories of organizations.

A similar approach is also observed in the studies of A.G. Gryaznova and E.P. Jarkovskaya. The authors interpret anti-crisis management as a strategic management mechanism aimed at balancing an enterprise's internal production processes, socio-economic factors, and interactions with the external environment. According to their perspective, strategic planning plays a decisive role in ensuring this balance, managing development and recovery processes, and identifying strategic directions aimed at minimizing the impact of crisis phenomena.

3. RESEARCH METHODOLOGY

This research methodology is aimed at optimizing management processes and restoring economic stability in corporate structures by improving strategic planning within anti-crisis management. The study analyzes internal

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and external factors influencing crisis situations and substantiates strategic planning mechanisms that support early risk identification, digital monitoring, and timely decision-making. As a result, a flexible strategic approach is developed that enables real-time analysis of financial indicators and more efficient resource utilization.

4. ANALYSIS AND RESULT

The application of the strategic planning methodology in anti-crisis management has been shown to significantly enhance organizational stability and the effectiveness of managerial decision-making. Systematic assessment of internal and external factors, early risk identification, and the implementation of digital monitoring mechanisms enable proactive measures to be taken at the initial stages of emerging crisis signals. The results indicate that organizations adopting flexible strategic planning achieve higher efficiency in resource utilization, improved financial stability, and greater adaptability under conditions of uncertainty. Furthermore, the presence of continuous monitoring and strategic control mechanisms allows timely adjustments to strategic decisions, thereby reducing both the depth and duration of crisis impacts.

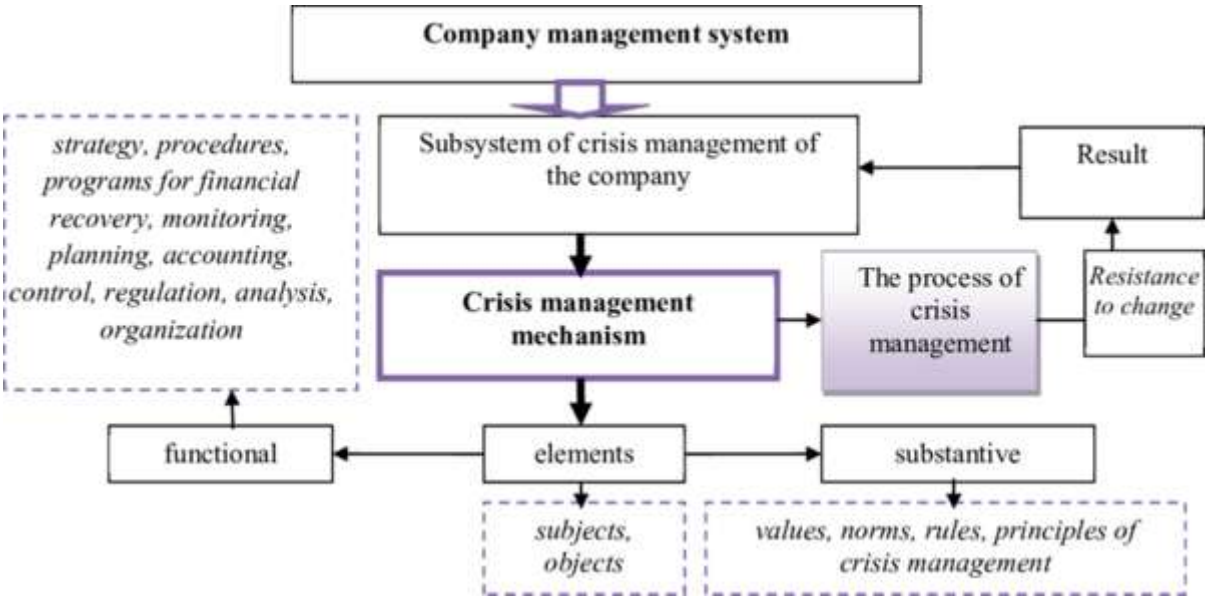


Figure1 Classification of the anti-crisis management process and strategic control mechanisms[1]

The linkage between strategic elements such as strategy, procedures, financial recovery programs, monitoring, planning, and control and the values, norms, and principles of crisis management demonstrates that effective anti-crisis management is not limited to operational measures but requires institutional consolidation. The distinction between functional and substantive elements reveals the dual nature of crisis management, whereby managerial actions are shaped not only by formal mechanisms but also by organizational culture and governance principles.

Furthermore, the explicit identification of the subjects and objects of crisis management highlights their role in ensuring coordinated interaction between responsible actors and the areas targeted by managerial intervention. The feedback mechanism between outcomes and resistance to change reflects the dynamic nature of crises and substantiates the need for continuous adaptation.

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Table 1
Methodology of strategic planning in anti-crisis management[2]

Methodological Stage	*Content (in the Anti-Crisis Context)*	*Key Outcome*
1. Diagnosis of the External and Internal Environment	A comprehensive analysis of macroeconomic instability, market conditions, competitive pressure, financial performance indicators, management systems, and institutional constraints is conducted.	Identification of crisis factors and organizational vulnerabilities
2. Assessment of Crisis Risk	Financial stability indicators (liquidity, profitability, leverage), as well as operational and strategic risks, are evaluated to determine the likelihood and severity of a crisis.	Determination of the probability and depth of crisis
3. Definition of Strategic Objectives	Strategic goals are formulated with a focus on restoring financial stability, optimizing costs, and improving managerial efficiency in the short and medium term.	Clearly defined and measurable anti-crisis objectives
4. Development of Strategic Alternatives	Alternative strategies such as diversification, restructuring, cost reduction, innovation, and institutional transformation are developed and assessed.	Selection of the most appropriate anti-crisis strategies
5. Reallocation of Resources	Financial, human, and organizational resources are redirected toward priority areas, while inefficient activities are reduced or eliminated.	More efficient use of limited resources
6. Strategy Implementation	Strategic decisions are implemented through management mechanisms, internal control systems, and clearly defined responsibilities.	Effective execution of anti-crisis measures
7. Monitoring and Strategic Control	Continuous monitoring of results is conducted, and the strategy is adjusted in response to changes in the external environment.	A flexible and sustainable anti-crisis management system

The proposed methodology of strategic planning in anti-crisis management is presented as a flexible approach that integrates systematic diagnostics of the external and internal environment, comprehensive risk assessment, and strategic decision-making into a single and continuous management process.

This methodology is not limited to reactive measures aimed solely at mitigating crises after they occur; rather, it ensures a proactive management approach through the early identification of crisis factors and the institutional and financial vulnerabilities of the organization. The consistent integration of stages related to the formulation of strategic objectives, the development of alternative strategies, and the reallocation of resources enables the most efficient use of limited resources and facilitates the achievement of short-term stabilizing effects.

Furthermore, the implementation of continuous monitoring and strategic control mechanisms enhances the organization's ability to respond promptly to external economic shocks and internal inefficiencies, thereby increasing the robustness of managerial decision-making.

As a result, this methodology not only supports the restoration of financial stability but also contributes to the formation of an effective anti-crisis management system that promotes long-term competitiveness and sustainable development under conditions of economic uncertainty.

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Figure2 Stages and classification of strategic planning in anti-crisis management[3]

At the same time, strategic planning in anti-crisis management is interpreted not as a set of episodic or situation-driven decisions, but as a continuous and institutionalized management process aimed at ensuring organizational stability under conditions of external and internal uncertainty.

At the strategic planning stage, the systematic analysis of macroeconomic factors, internal resources, and risks enables the development of alternative strategies, thereby contributing to the early mitigation of crisis probability.

The implementation of the strategy enhances operational effectiveness through the targeted mobilization of resources and the coordinated application of anti-crisis measures. At the stage of control and performance evaluation, the outcomes of strategic decisions are continuously monitored, and timely adjustments are introduced when necessary, ensuring the adaptability and resilience of the management system.

5. CONCLUSION

Based on the above analysis, we summarize the conclusions and the achieved results:
Firstly, the application of the strategic planning methodology in anti-crisis management has confirmed its significant importance in ensuring organizational stability and enhancing the effectiveness of managerial decision-making.

Secondly, the research findings demonstrate that the systematic analysis of internal and external factors provides a solid basis for identifying the underlying causes of crisis situations and managing them more effectively.

Thirdly, the implementation of early risk identification, digital monitoring, and strategic control mechanisms facilitates the formation of a proactive approach to crisis management.

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Fourthly, organizations that adopted flexible strategic planning experienced increased efficiency in resource utilization, strengthened financial stability, and enhanced capacity for rapid adaptation under conditions of uncertainty.

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