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*Levkovets N. P., Doctor of Economics, Associate Professor
National Transport University*

ANTI-CRISIS MANAGEMENT OF TRANSPORT ENTERPRISES

The problem of enterprise management in crisis situations, both in the system of the regional and national economy as a whole, is extremely important and relevant, since management itself, as one of the integral functions of any organized system, is designed to ensure the preservation and development of this system and requires the adaptation of each individual enterprise to a new environment. One of the important tasks of the exit of a motor transport enterprise (ATP) from a crisis situation is the choice of such an optimal management structure that would best meet the goals and objectives of the ATP.

The enterprise is subject to the action of internal factors that cause a financial crisis at the enterprise, among them:

- low level of marketing;
- financing deficits;
- deficits in the organizational structure;
- low level of personnel qualification;
- low quality of management.

In any enterprise, at any stage of its life cycle, the issue of personnel management is one of the most significant, since the achievement of strategic, tactical and operational tasks depends on the personnel, their cohesion, productivity, motivation, nature of response to managerial influences. in front of the company. Anti-crisis personnel management is a set of purposeful actions of the company's management, aimed at social protection, creation of proper conditions for effective use and development of personnel potential of the crisis company [1].

One of the reasons for the onset of a crisis at an enterprise is the incompetence of the enterprise's management, which is unable to recognize and eliminate the causes of the crisis in a timely manner and to make a timely decision to overcome it. Decision-making in the process of anti-crisis management must meet the general requirements for any management decisions.

Decisions must be justified, purposeful, quantitatively and qualitatively determined, legitimate, optimal, timely, complex, flexible, appropriately designed, etc. Only under the conditions of compliance with these principles, the adopted decisions will perform managerial (promoting the achievement of set goals), coordinating (coordinating individual actions, decisions, activities of individual specialists and divisions) and mobilizing (activation of executors and personnel) functions.

The purpose of ATP activities is to ensure the organizational potential of the enterprise, which consists of a set of resources:

- management personnel resources (the ability to set operational and strategic goals and form optimal management solutions that ensure the achievement of these goals);
- resources for the technical equipment of management work (reliability of a complex of technical means, which ensures the uninterrupted functioning of the management system and quick response to changes in the goals of activity);
- information support resources (providing management personnel with reliable information in full at the required time and the required place for the development of optimal management decisions).

The manager must provide management of the organization, that is, 2/3 of the working time is in contact with subordinates (guide, manage, train, change, etc.). He spends the rest of his time performing auxiliary management functions: planning, financial analysis and control.

The manager must have a sufficient number of subordinates under his command: their excess leads to inefficient management, and the lack – to the fact that the manager begins to look too closely at the work of each employee. Strive to minimize the number of management links, which provides savings in the payment of managerial labor and contributes to the growth of labor productivity of grassroots performers. Performers should be engaged in a clearly limited range of tasks, and not spread out and not spend energy on doing too many things at the same time. There should be no duplication of functions of departments, which occurs due to improper distribution of functions. All decisions to improve the management system are made on the basis of a systemic approach, that is, all improvements must take into account economic, technical, social consequences, impact on competitiveness and efficiency.

Effective implementation of changes in the management structure during a crisis at the enterprise is possible only with the active participation of the entire team. For this, it is necessary to provide timely information and promote the expediency of the introduced changes. Thanks to coordinated management decisions and active anti-crisis measures, enterprises will be able to reduce and optimize their costs, reduce payables, increase the level of motivation and loyalty of personnel and reduce the consequences of the crisis for the enterprise as a whole. Among the priority tasks that the management of the enterprise should set before itself is the acquisition of new rolling stock, improvement of the quality of service, development of the enterprise and, accordingly, the route infrastructure of the city.

Literature

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*Касич А. О., д.е.н., проф.
Герасименко В. К.*

Київський національний університету технологій та дизайну

УПРАВЛІННЯ ЦІНОВОЮ ПОЛІТИКОЮ ПІДПРИЄМСТВА

Компанії будь-якого розміру повинні звертати увагу на ціноутворення. Саме ціни є основою визначення успіхів чи поразки компанії. Управління ціноутворенням є важливим для бізнесу, оскільки воно допомагає їм збалансувати зростання компанії з позицій матеріального та вартісного розвитку. Контролюючи ціни, підприємства можуть бути впевнені, що вони отримують прибуток, водночас забезпечуючи своїх клієнтів необхідними продуктами чи послугами. Це особливо важливо для малих підприємств, які можуть не мати ресурсів для виживання, якщо вони не встановлять правильну ціну на свою продукцію. В сучасних умовах цифрова трансформація, яка впливає на всі бізнес процеси та процеси управління не може не впливати на процеси управління ціновою політикою підприємства.

Метою даного дослідження є дослідження процесів управління ціноутворенням та основних чинників, які на них впливають.

Питання формування цінової політики підприємства певним чином досліджуються вченими. Так, базисні положення управління ціноутворенням