

POSSIBILITIES OF CHOOSING THE STRATEGY OF ANTI-CRISIS AND COMPETITIVE MANAGEMENT BASED ON THE OWN ECONOMIC POTENTIAL OF THE ENTERPRISE

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Annotation: The ability of any enterprise to manage based on its economic potential is determined by its ability to act decisively and actively in a crisis, the interest in overcoming it, the periodic nature of the development of socio-economic systems that allow predicting crisis situations.

Based on this, this study is based on the need for early monitoring of the internal and external environment of the enterprise in order to identify early risks of a crisis, timely detection of signs of deterioration in the state of the object, its competitive status, rational and effective implementation of rehabilitation measures, etc., the work also reflects the idea of adaptation it to new economic conditions by creating new conditions for development.

Keywords: Enterprise, economic potential, technology, competition, strategic management, crisis, production.

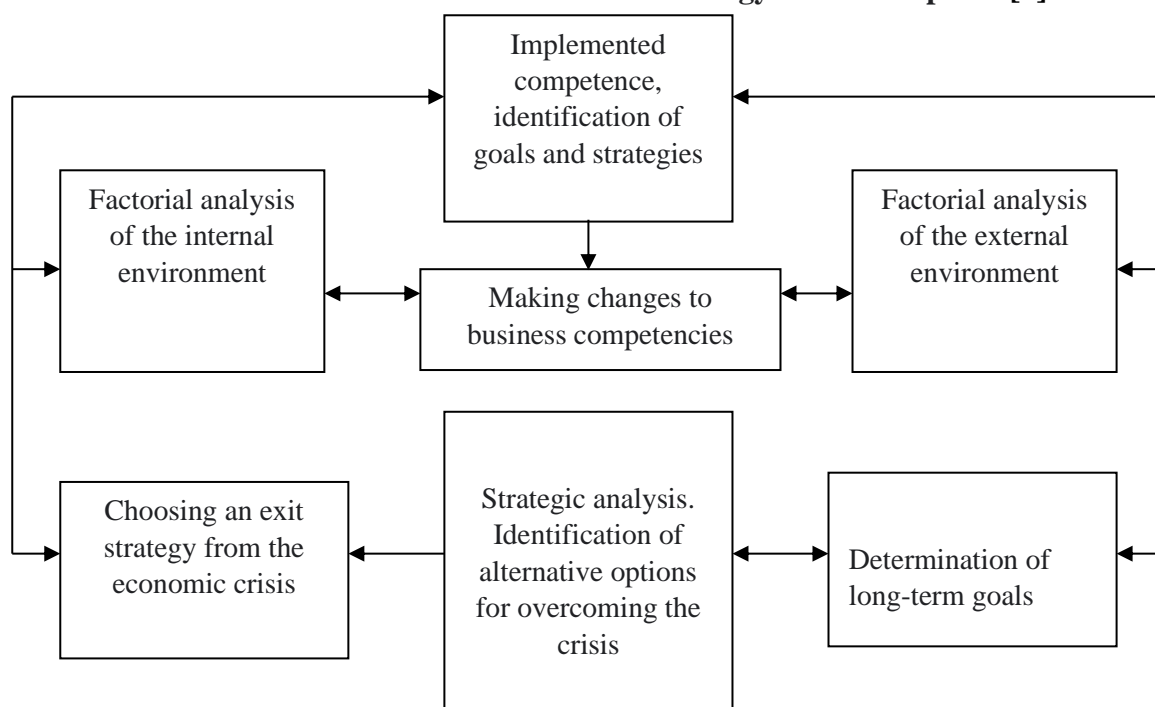
The role of anti-crisis management in a healthy and crisis economy in the economic mechanism of an individual country is radically different. In the Republic of Uzbekistan, the state implements a certain policy in the field of bankruptcy, regulates the process of restructuring bankrupt, economically insolvent enterprises. The main task of state regulation of insolvency and bankruptcy of enterprises and other business entities in Uzbekistan today is to implement structural changes, conduct an active investment and innovation policy, develop appropriate legislation and legal norms to create a competitive environment, introduce market mechanisms and create an economic environment. Ultimately, the state of the national economy, the effective functioning of its real sector and enterprises depend on this. In the context of an impending or ongoing crisis, an incorrectly chosen management mechanism can lead to serious financial losses and the organization's exit from the relevant market. In this context, it is important to know the stages of enterprise development, which allow you to anticipate crises and prepare for them. Understanding the nature of the crisis and its

causes allows us to develop procedures suitable for this type of crisis, with the help of which you can get out of the crisis in a short time and with minimal losses [2]. In our opinion, financial management is one of the key components of anti-crisis management. It combines the strategic and tactical components of business financing, which allow you to manage cash flows and find optimal solutions. However, the main role of financial management in anti-crisis management is due to the fact that the financial resources of the enterprise are one of the main resources. The financial results of the enterprise have become important indicators of its effectiveness for the internal and external environment of the company (partners, credit institutions, investors, competitors, the state and the business community). In anti-crisis management, it is the anti-crisis strategy that is the tool that helps the company to get out of the crisis with optimal results. The definitions of an anti-crisis strategy found in the literature are vague, it includes the stages of strategic management (analysis of the external environment, determination of the mission and goals of the enterprise) or is considered as strategic management in general. In general, strategic management is: the art of top management, leading the organization to strategic goals, and a symbiosis of inner feeling; high professionalism and creativity of employees, ensuring the relationship of the enterprise with the environment, updating the organization and its products, as well as the implementation of current plans; active involvement of all employees in the fulfillment of the tasks of the enterprise, the search for optimal ways to achieve the goals [2].

The model for the formation of an enterprise anti-crisis strategy is shown in the figure below.

Picture

Model of formation of an anti-crisis strategy of an enterprise [1].



The problem of choosing an anti-crisis management strategy for an enterprise (anti-crisis strategy) is both a theoretical, methodological and practical problem, and it can be divided into five marketing strategies aimed at improving the enterprise: the strategy of returning the enterprise to the market; market development, i.e. strategy for expanding the market for goods; product development strategy; diversification strategy; Exit strategy - liquidation of a legal entity or division [4].

In order to distinguish the features of different anti-crisis strategies, indicators are needed that are qualitatively new [1].

Thus, in anti-crisis management, extrajudicial mechanisms for working with enterprises in a crisis situation in Uzbekistan make it possible to detect such objects in a timely manner and apply precautionary measures to them. Also, the preliminary identification of an enterprise crisis is a key concept of crisis management, and it, in turn, has a freedom of action and a wide choice of anti-crisis procedures compared to the scope of measures taken in anti-crisis regulation.

In the modern economy, the anti-crisis strategy plays a decisive role in ensuring the long-term functioning and effective activities of the enterprise in a competitive environment. The anti-crisis strategy is a means change management and aims to find alternative solutions for the exit of the enterprise from a state of crisis [4].

The ability of a trading enterprise to get out of the crisis directly for depends on its ability to access the factors of influence that determine a certain company sustainability. The influence of factors such as lack of resources, disruption of technology, inability to innovate can lead to a reduction in the life cycle of an enterprise and directly affect the absence of business processes in an enterprise.

The activities of enterprises in the conditions crisis is focused mainly on the implementation of urgent financial measures that ensure solving problems of financial recovery, establishing relations with creditors, organizing release of a new competitive product.

In times of crisis, as a priority the task is to preserve at all costs fixed assets and key technologies, core labor collective. It is also important to pay attention to the strategic perspective. Necessary develop a strategy for the future enterprise activities.

The instability of the market environment, the incompleteness of information about the future for the enterprise causes the need to develop an anti-crisis strategy that ensures the stability of the development of the enterprise and allows you to form adaptive mechanism to changing market conditions. Development of an anti-crisis strategy allows you to make effective management decisions related to the development of a trading enterprise in the face of changing external and internal factors, to mitigate their negative consequences, as well as to ensure the further development of the enterprise, that is, it is a tool to overcome the crisis [5].

Prospects for further research in this direction is the analysis of trade enterprises, their condition and further development at the present stage, and on the basis of the results obtained - the development of basic tools and methods of anti-strategy, which will give the trading enterprise the opportunity to foresee its further development in advance and avoid a crisis.

Literature

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