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## Directions and recommendations for enterprises to overcome crises using anticipatory teams

Kristina Sukhetska<sup>\*</sup>, Ljudmila Aleshkina, Anastasiia Movchaniuk, Inna Novak, Nina Pitel

Uman National University of Horticulture  
20300, 1 Institute Str., Uman, Ukraine

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**Abstract.** Anticipatory management plays an important role in the quality functioning and development of the enterprise, which determines the relevance of the study of the selected problem. The purpose of the article is to substantiate the importance of anticipatory management in the management of agricultural enterprises through the introduction of anticipatory teams into the organizational structure, which was caused by the destabilization of the external and internal environment in the conditions of the Russian-Ukrainian war. During the research, general scientific and special methods were used: analysis and synthesis, abstract-logical. The types of crisis situations that may occur on the enterprise have been studied. The main factor of the onset of the crisis in agricultural enterprises of Ukraine has been determined. Special attention is paid to the consequences of Russian military aggression. An analysis of the main performance indicators of agricultural enterprises was carried out. The share of Ukrainian companies that have anticipative teams was determined. The urgency of forming anticipatory teams in agricultural enterprises is indicated, which is a necessary means of forecasting and overcoming all possible crises. The basic structure of the company's anticipatory team has been formed. It was established that solving the current crisis problems requires the involvement of specialists both at the state level and consultants from international organizations. It is recommended to create anticipatory teams at the level of agricultural enterprises, which will provide an opportunity for producers to quickly respond to crisis situations; it will be appropriate to implement the recommendations developed by the anticipatory team of donors. Thus, this study brings new knowledge about the specifics of the functioning of anticipatory teams and has practical value for Ukrainian agricultural enterprises in overcoming the consequences of crisis situations, including the Russian-Ukrainian war

**Keywords:** anticipatory management, crisis situations, war, crisis teams, agricultural enterprises



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<sup>\*</sup>Corresponding author

## INTRODUCTION

In recent years, the agricultural economy is becoming more and more popular among several other areas of the economy, starting another round of qualitatively new cyclical development. The reaction of various state and international institutions, professional communities of investors, and the population confirm the trend of increased interest in this industry. Therefore, agricultural enterprises and agro-industrial formations in modern conditions must develop state-of-the-art intellectualized and computerized systems of anticipatory management, which can be an effective tool on the way to achieving complex, short- and long-term goals of economic development.

Among scientists, there is still no consensus on the definition of the concepts of "anticipatory management" and "anticipatory team" and their significant influence on the effective management of the enterprise (Kistion, 2019). Thus, V. Morozov & Sova (2020) consider anticipatory management as a type of anti-crisis management, which covers the financial activities of the enterprise and is aimed at the prevention and prevention of crisis phenomena, as well as the use of chances of operating conditions. In contrast, Poberezhets and Klymenko (2019) consider it as management, which is aimed at forming a complex of management decisions regarding the effective and rational functioning of the enterprise under the conditions of external and internal threats.

However, there are studies that show that the development of anticipatory management has a significant impact on the further development of the enterprise. In the works of Scott Graffin *et al.* (2011), V. Miroshnichenko and N. Tanklevska (2019), special attention is focused on the need for effective management of financial potential, due to several problems of anticipatory management. Thus, these tasks represent the basis for managing the financial potential of the enterprise. Scientists also considered conceptual approaches to managing the financial potential of an enterprise based on anticipatory management. The work of these authors carries not only the theoretical validity of the importance of anticipatory management but also practical value, which consists in the application of the proposed conceptual approaches to the management of financial potential based on anticipatory management in practical activities, which will allow for quick detection, response and prevention of crisis situations. Therefore, today, the formation of anticipatory teams is a significant advantage for every enterprise that wants to maximize its own profit and occupy a leading position in the market, which is constantly undergoing changes.

A significant number of scientists are engaged in the study of this topic and related issues. B. Kaminska (2018)

in her works analysed the features of anti-spacious management on the potential of enterprises and recognized the special importance of its further research and development. V. Komunyar (2022) was engaged in modelling anticipatory trade at agricultural enterprises. He highly appreciated the role of anticipatory management in modern agriculture, but he paid little attention to the theoretical basis of this concept. After all, its complete understanding makes it possible to fully apply its capabilities in practice. Therefore, the theoretical principles of anticipatory management are reflected in the works of: J. Derbyshire (2017), R. Poli (2017), V. Rogov (2018), S. Melnyk (2020), I. Petruk (2021), V. Yanchuk (2018), Thakral & Tô (2021) and others. In their works, scientists tried to reveal the concept of "anticipatory management" in more detail and characterize its significance for socio-economic development. It is also worth noting the works of Z. Harbar and V. Horynska (2021), in which researchers pay attention to the formation of the anticipatory management mechanism at agricultural enterprises. As for ways to ensure the economic stability of agricultural enterprises using anticipatory management, this opinion is revealed in the works of O. Butkova (2020).

Olaniran *et al.* (2020) highlighted the importance of the process of identifying weak signals that affect the enterprise. As a result, the structure of the crisis communication centre using the model of anticipatory management was proposed. This structure will be able to play a role in determining the most necessary resources for anticipatory management.

Furlanetto & Poli (2018) demonstrate the difference between uncertainties and risks. After all, risks allow for calculating probabilities, when uncertainties do not have such an opportunity. Therefore, by distinguishing these concepts, enterprises will be able to build a correct strategy for preventing the emergence of crisis situations. In turn Kerem (2017), T.T. Binh (2022), Gasca & Schindel (2022), Glaister & Gold (2022) in their works explore the importance of feedback between management and employees from the perspective of anticipatory management. These scientific works provide an understanding of the importance of the contribution of team supervision. That is, the strengthening of the culture of responsibility, the involvement of other employees in the development and implementation of anticipatory management, reporting mechanisms and their effective interaction change the landscape of surveillance and monitoring, which will significantly strengthen preventive stimulation and expectations of the quality of surveillance and monitoring functions in the future. In contrast to the above, T. Merritt (2002)

focused attention not on the concept of “anticipatory management”, but revealed the concept of a “road map” of anticipatory management, which can become indispensable in every enterprise. Its development and implementation are no less important than the formation of an anticipatory team. Thus, by having a clear and understandable action plan, employees who are involved in the anticipatory team will be able to understand their goals and step-by-step actions.

In their research, these scientists tried to develop various methodological approaches to the development and implementation of anti-discharge management in the activities of enterprises. The authors' conclusions are indeed very important for the formation of anticipatory management at enterprises, but little attention has been paid to the concept of an “anticipatory team”, which is the component responsible for managing crisis situations.

Therefore, based on the above, the purpose of this study is to justify the importance of anticipatory management implementation in the management of agricultural enterprises through the introduction of anticipatory teams, which was caused by the destabilization of the external and internal environment in the conditions of the Russian-Ukrainian war. To achieve this purpose, the following tasks were set: definition of the concept of “anticipatory team”; consider and analyse the main indicators of the activity of the agrarian industry; determine the main crisis situations from the beginning of a full-scale invasion; to propose basic proposals for eliminating crisis situations.

### THE IMPORTANCE AND IMPACT OF ANTICIPATORY MANAGEMENT

The crisis is considered to be the events, most of which the enterprise can foresee, having an anticipatory team of specialists. The anticipatory team (AT) is a group of specialists who direct their actions on minimizing or completely eliminating risks in the company's activities. A coordinated anticipatory management team allows the enterprise solving the following tasks: to ensure the maximum contribution of managers and various specialists of the company to Association for Computing Machinery (ACM); to support the readiness of people in the company to make efforts and even sacrifice their own interests to solve the problems of the crisis; to accumulate additional resources for diagnosis and identification of organizational weaknesses and their elimination; to ensure the development of documents, templates, booklets, procedural formats and other materials necessary for effective communication with the media and stakeholders that will be

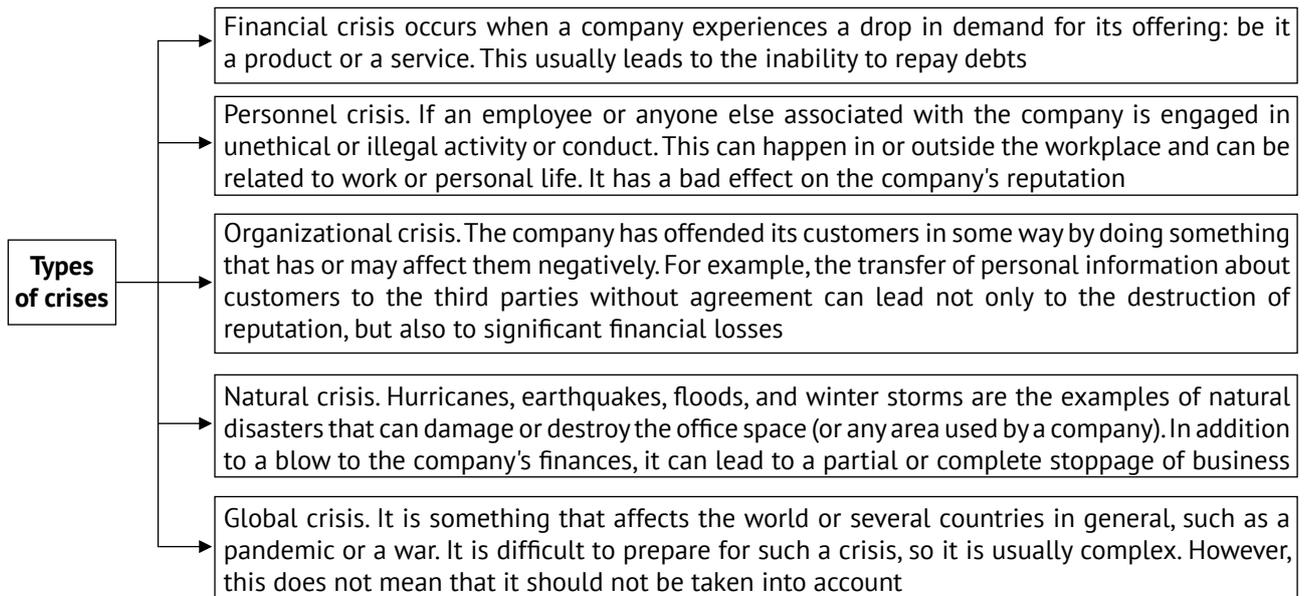
needed during a crisis; to attract consultants and organize training for managers and specialists concerning behaviour during a crisis.

Miller's “Transforming the Future: Anticipation in the 21<sup>st</sup> Century” (2018), which explores and defines the theory and practice of forecasting around the world, fully conveys the true importance and impact of anticipatory management in today's world. The author uses the concept of “Literacy of the Future” as a tool for defining anticipatory systems. This is an important element because the future is not a constant value and over time every field, from social sciences to everyday life, undergoes changes, which in turn affects the financial success of enterprises. Thus, R. Miller fully discloses the concept of anticipatory management but does not give recommendations regarding anticipatory teams, on which this type of management should be built. After all, a full understanding by entrepreneurs of the importance of anticipatory management is only one of the components of securing leading positions in the market. Knowledge of the essence, meaning, functions and main composition of anticipatory teams is the basis that enterprises must possess.

Also, it is worth noting that scientists such as N. Podluzhna *et al.* (2020) and Pavlovski (2017) provided a detailed description of the effectiveness of anticipatory management, which should be integrated into all areas of corporate management. According to these scientists, the formation of a complex of anticipatory measures will ensure a more rational and less expensive management. Thus, based on the research of the above-mentioned scientists, it will be useful to study and analyse in more detail the meaning and impact of anticipatory teams on the activities of enterprises, which are a component of these measures.

### TYPES AND FACTORS OF CRISES

Analysing the types of crises, one should not forget about the force majeure circumstances that cannot always be predicted: for example, natural disasters, emergencies, war etc. (Fig. 1). The military aggression against Ukraine is classified as a “force majeure situation”, but its consequences can be predicted if the company has qualified specialists and uses anticipatory management, according to O.V. Kovalenko (2014). This statement is supported by the fact that the prerequisites for a full-scale Russian-Ukrainian war date back to 2014, and the most critical signals regarding the possible start of a full-scale war were observed in the autumn of 2022. Based on this, the company's anticipatory team should minimize losses from the occurrence of such a crisis.

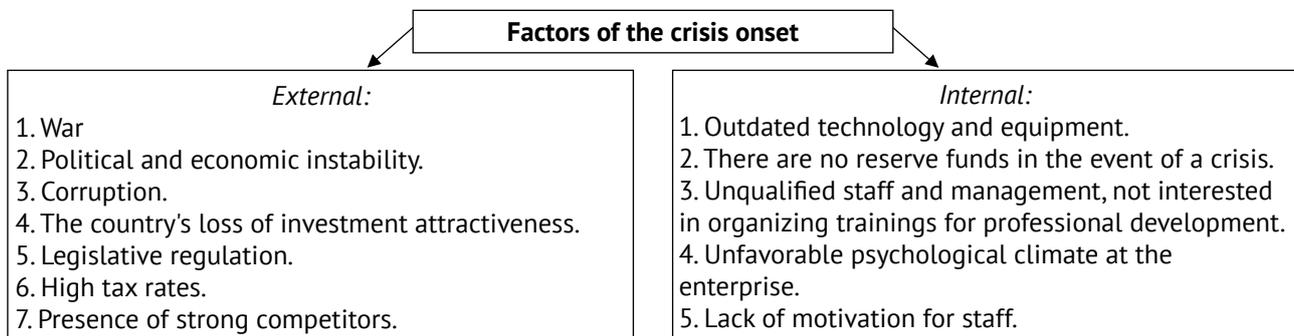


**Figure 1.** Types of crises that can probably happen to the company

**Source:** compiled by the authors based on data from Bakertilly (2022)

Considering the factors of the onset of the crisis in the activity of the enterprise plays an important role in effective and successful functioning. Therefore, the analysis of these factors in wartime and peacetime is an important component. If examine the crisis

phenomena which the company may face daily in peacetime, then when having the AT and adaptive management, the business entity has all the opportunities to occupy a leading position in the market of the relevant industry (Fig. 2).



**Figure 2.** The main factors of the crisis onset in the agricultural enterprises of Ukraine

**Source:** compiled by the authors based on own development

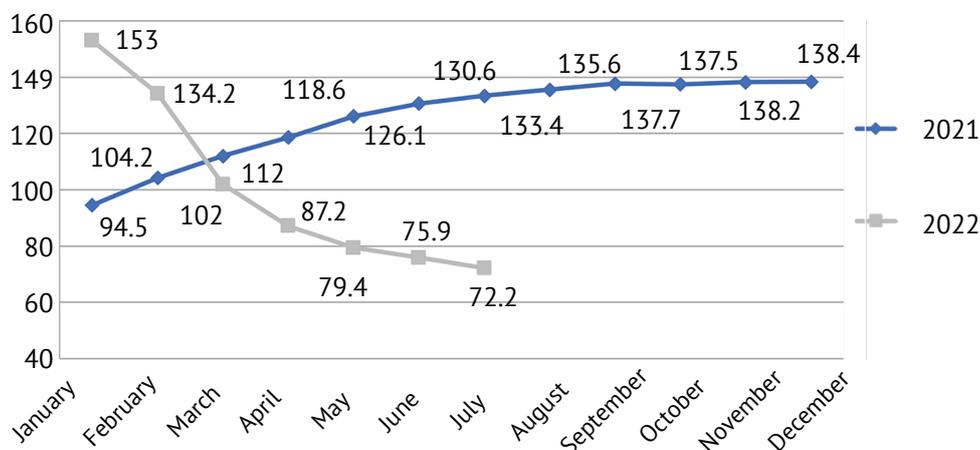
If management can control and eliminate internal factors as arise and thus avoid a crisis, then when it comes to external factors, in this case, the company can only adapt to them, with the aim of causing negative crisis consequences. That is why the use of anticipatory teams at enterprises is of such great importance because their main task is to prevent possible external and internal factors of the onset of a crisis. Timely detection of a crisis is the key to the successful functioning of the enterprise.

## ANALYSIS OF AGRICULTURAL INDICATORS

Before starting the research and a detailed analysis of the use of anticipatory teams in agricultural enterprises, it will be useful to consider the main indices of the activity of the agricultural sector of Ukraine, which determines its competitiveness. Namely, indicators of cultivated areas, rates of growth (decrease) of exports and imports, and volumes of production of agricultural crops, which will give a general understanding of the situation.

According to the Figure 3, there is a clear tendency to decrease the export of agricultural products by 34% in the first half of 2022 compared to the first half of 2021. This situation has had a negative impact on the incomes of the

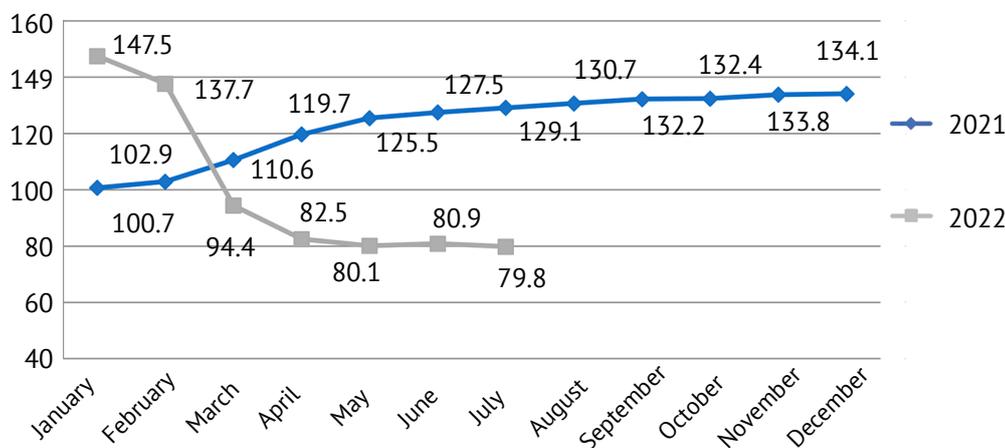
world population, as the prices of food products have increased significantly. Also, the decrease in the rate of export of agricultural products leads to a food crisis, which in turn causes other negative consequences for the world society.



**Figure 3.** Rates of growth (decrease) in the export of goods (in % compared to the corresponding period of the previous year)  
**Source:** compiled by the authors based on data State Statistics Service of Ukraine (2022)

The volume of import was 80.9%, and the deficit that arose in the country was tried to be compensated by substitute goods. The export-import coverage ratio is 0.90 (0.96 in the first half of 2021). This decrease in the import of goods during the period

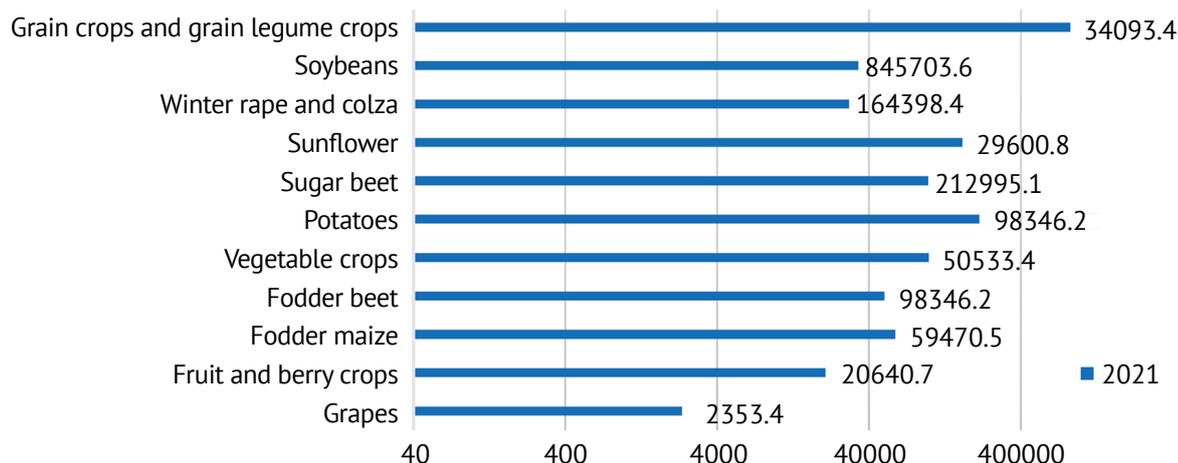
of hostilities is reflected in the shortage of certain goods, although efforts are being made to compensate with substitute goods. However, import is one of the components of the effective and smooth functioning of the market.



**Figure 4.** Rates of growth (decrease) in the import of goods (in % compared to the corresponding period of the previous year)  
**Source:** compiled by the authors based on data from State Statistics Service of Ukraine (2022)

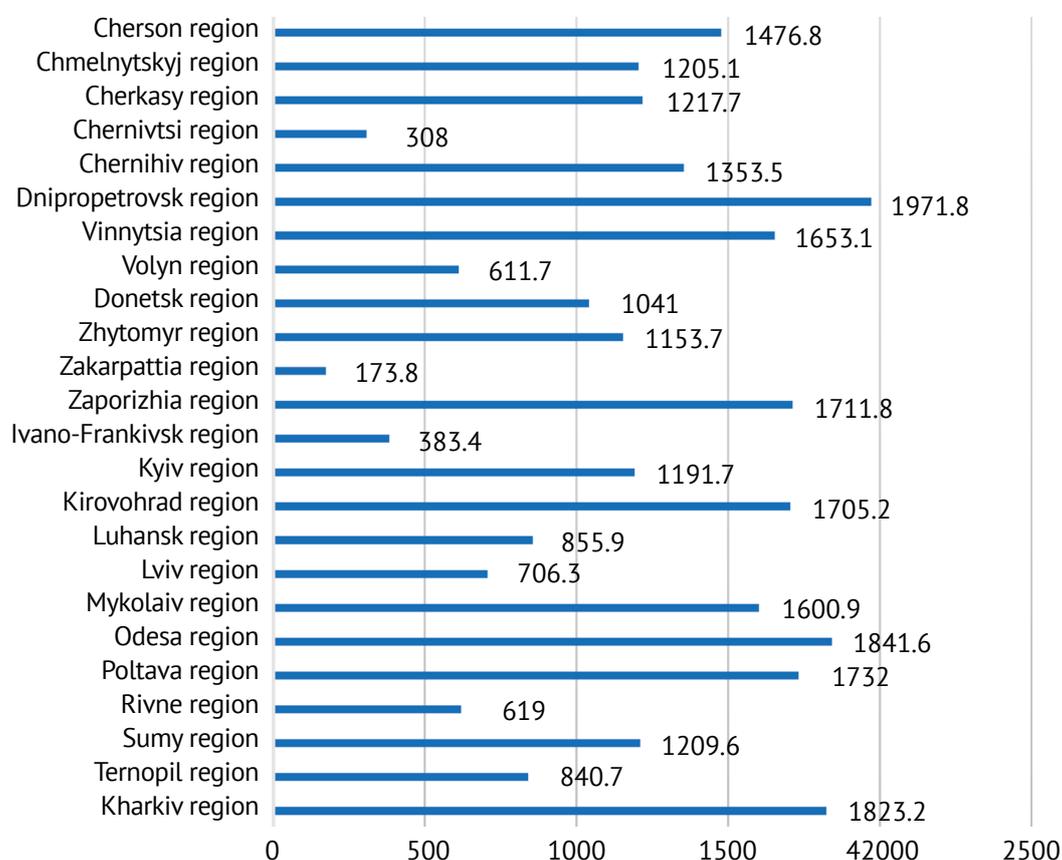
According to the statistical data, the sown areas in 2022 amounted to 28,387.5 thousand hectares. In the first half of 2022, the occupiers controlled approximately 22% of Ukraine's agricultural land. Thus, according to approximate data, now there are 22,142.25

thousand hectares left for the use of Ukrainian farmers. Before the full-scale war, Ukraine supplied 46% of world oil exports, 9% of wheat exports, 17% of barley exports, and 12% of corn exports on world markets (see Figs. 5-6).



**Figure 5.** Production volumes of agricultural crops in 2021, thousand dt\*

**Source:** compiled by the authors based on data from State Statistics Service of Ukraine (2022)



**Figure 6.** Sown areas of agricultural crops in 2022 (by region), thousand ha\*

**Source:** compiled by the authors based on data from State Statistics Service of Ukraine (2022)

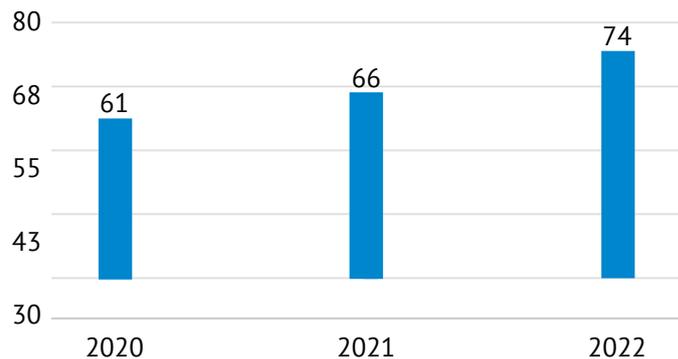
At the same time, the experts predict that the harvest in 2022 will be much smaller than in 2021, but larger than expected, considering the military aggression. In particular, the forecast for a sufficient wheat harvest is at a level of 19 million tons. In general, the harvest of grain and oilseed crops in Ukraine in 2022 is expected a level of 65-70 million tons, which, under a positive scenario, will be about 70% of the 2020-2021 index.

According to the forecasts of the Ministry of Agrarian Policy and Food of Ukraine, there may not be enough warehouses to store the harvest in autumn, which poses another challenge to the farmers. It cannot also be eliminated within the specified time limit. Thus, studying the production indices of agricultural enterprises in 2022, it is definite that the negative forecasts of experts are confirmed, which will directly affect the

profitability of producers and indirectly on consumers due to the increase in the cost of food products (Ovcharuk, 2022). Therefore, according to the obtained data, it can be concluded that the year 2022 became a challenge for every farmer because many crisis situations arose that had to be dealt with in the short term. It becomes obvious that the issue of forming anticipatory teams in agricultural enterprises is not just relevant, but a necessary means of forecasting and overcoming all possible crises.

### ANALYSIS OF THE SHARE OF COMPANIES WITH ANTICIPATORY TEAMS

With the beginning of the full-scale Russian-Ukrainian war, Ukrainian agricultural enterprises faced a number of problems for which they were not prepared. According to statistics provided by the EY company, by the beginning of 2022, only 74% of enterprises had the anticipatory teams. Other manufacturers are on the verge of bankruptcy. The increase in the share of enterprises that began to form such teams' dates back to 2020, when the world faced the COVID-19 (Fig. 7).



**Figure 7.** The share of Ukrainian companies that have anticipatory teams, %

**Source:** compiled by the authors based on data from LIGA360 (2022)

One can assume that the tendency of increase of this percentage will continue in the future. The end of active phase of war, although it will stop the growth of crisis, but will not get rid of them completely; it may take decades to restore economic stability. Thus, enterprises should already adapt activities to the new conditions of existence using anticipatory teams.

### THE ESSENCE OF ANTICIPATORY TEAMS

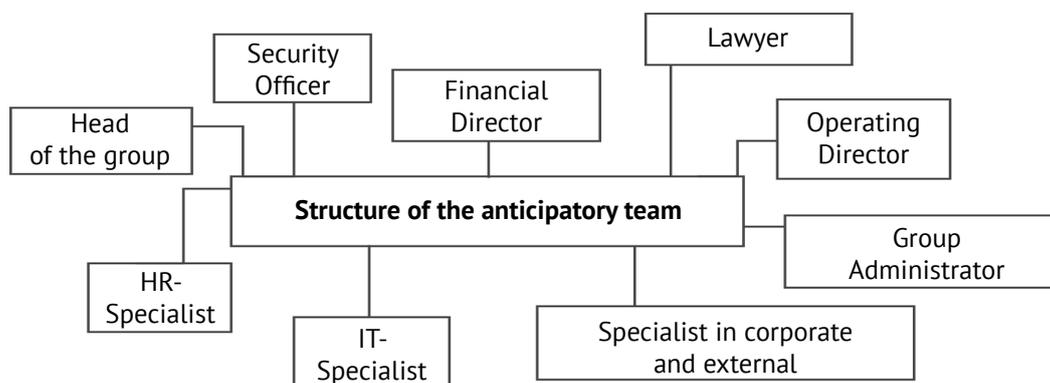
As stated above, most scientists in their writings single out the very concept of “anticipatory management” forgetting about its main component – the team. Therefore, in contrast to this, in the scientific works of D. Burrus (2018), it is proposed to consider the very concept of an “anticipatory team”. The similarity of opinions makes it possible to rely on the works of the specified scientist in this study. It is worth noting that the main idea of the scientist's works, which is supplemented in each subsequent work, is “An organization that involves waiting: can turn changes into an opportunity and an advantage”. That is, according to the scientist's opinion, the enterprise should become anticipatory, in which the strategy of the transition of the organization from reactive to anticipatory thinking is proposed, so that changes create opportunities and progress, not chaos, and without understanding the concept of “anticipatory team” it is impossible to do this.

For corporations or large companies with many branches, it makes sense to create a permanent

anticipatory team. Medium-sized companies can combine some positions into one or delegate responsibilities to one or more employees. A small business should think through a plan of action in case of crises and make a list of the third-party specialists to whom they can turn. The scientists distinguish three types of anticipatory management teams (Hliebova, 2015).

Regional teams are the regional emergency management groups that monitor local needs in a crisis. If the company has an extensive business with the offices in different cities or regions, this team will manage to overcome the consequences of the crisis that affect the region. This type of team is usually consisting of people who already live and work in the region. Emergency response team is the team that works with the crisis there where it happened. If it is in another city or country, they go there. This team includes field workers, assigned workers and local officials. Business support teams manage the impact of the crisis on the business as a whole. This team often consists of employees, who ensure that all management plans are implemented to resolve the crisis. Business support teams can include employees from several different locations and offices (Elexa *et al.*, 2019).

To understand what kind of specialists are needed in the anticipatory management, the structure of the main team of anticipatory headquarters should be considered (Fig. 8).



**Figure 8.** The structure of the main team of the Anticipatory Headquarters

**Source:** compiled by the authors based on data from A. Dudareva (2019)

In the Figure 8, the basic structure for forming an anticipatory team is shown. The agricultural enterprises can use this structure as a model for the further formation of ATs at the enterprises, with its further improvement, if necessary. When forming the structure of the headquarters of the anticipatory management team, took into account the three stages of the crisis and the tasks that will be performed by the employees of the AT (Butkova & Kravchenko, 2021):

1. A period of stability – crisis prevention: monitoring the state of the enterprise, forecasting potential risks and developing preventive measures;

2. The period of crisis aggravation – countermeasures: detailed diagnosis of the situation, development of an anti-crisis plan, distribution of responsibilities between responsible persons and monitoring of compliance with the plan;

3. “Aftermath” or crisis completion – “correction of mistakes”: analysis of the crisis impact on the company’s activities, assessment of the effectiveness of the anti-crisis team, “learning lessons” for countering crises in the future.

The functions of the anticipatory team, depending on its composition, can be as follows (Dovhan, 2013):

ensuring the financial stability of the company during a crisis situation; implementing solutions aimed at supporting employees affected during the crisis, relocating employees; communicating with the employees, partners, and media; assessing physical damage at objects; solving issues related to insurance reimbursements; ensuring uninterrupted operation of the company’s IT infrastructure; cooperating with local and national law enforcement agencies; assessing of risks, the legality of anti-crisis plans and their legal consequences.

### RESEARCHING NEW CHALLENGES AND FINDING SOLUTIONS

The war in Ukraine causes an extremely difficult crisis situation for the economy of the country and the world as a whole, at the same time, the existence of other crisis factors also determines the need for the creation of anticipatory teams. First of all, this is due to the fact that the micro- and macro-environment are not a constant, but a space that daily undergoes changes and influences, to which it is necessary to be ready or react quickly if the business entity wants to remain competitive in the future. Therefore, agricultural enterprises are currently facing a considerable number of problems in their activities (Fig. 9).

#### Crisis situations since the beginning of a full-scale invasion

1. Elimination of the VAT refund mechanism from the export of products.
2. Lack of a stable logistics corridor.
3. Rising energy prices.
4. Occupation of a part of agricultural land. Lack of stability of the land market.
5. Land tax in the occupied territories.
6. Absence of regulations regarding the mobilization of equipment.
7. Shortage of employees, due to the active mobilization of workers of technical specialties from the agrarian sphere.
7. Lack of extension of state guarantees to the bank.
8. Impossibility to harvest due to mining of territories or burned equipment.
9. Expropriation of business by the “new government”.
10. Partial or complete destruction of crops and storage facilities, etc.

**Figure 9.** Risks and crises arising from the beginning of the aggressor’s full-scale invasion of Ukraines

**Source:** compiled by the authors based on data from A. Dykun (2022)

The above-mentioned risks and crises, which have become relevant for agricultural producers since the beginning of the full-scale Russian invasion of Ukraine, require the immediate formation of an anticipatory management mechanism. Therefore, it was offered the following suggestions for solving these problems:

1. It is worth introducing electronic queues at the border and in logistic hubs in order to stabilize the logistics corridor.

2. Energy prices are an acute problem for every farmer. The use of flexi tanks, which can be filled with diesel and installed in grain trucks when the latter return from Europe to Ukraine after shipping grain, will partially help to relieve the energy tension in the country.

3. To solve the problem of paying taxes in the occupied territories, it is necessary to provide a clear definition of the term "occupied territories" at the legislative level as its absence forces agricultural producers who have left cultivated lands to pay land tax for them.

4. Regarding the unjustified mobilization of equipment, there is a need to establish standards at the legislative level.

5. The problem of agrarians, namely the lack of state guarantees to the bank can be solved only by extending the state guarantee system until the moment when producers sell products and receive payments under the terms of the contracts.

Solving these problems requires the involvement of specialists at the state level as well as consultants from international organizations. Therefore, offer the creation of an anticipatory team of donors for Ukraine, which would be appropriate to include: investors, international creditors, representatives of the Ministry of Agrarian Policy and Food of Ukraine, companies producing related products for the agricultural industry and scientists. It is this combination of specialists that will allow the development of effective measures to restore the volume of domestic agricultural production and eliminate the food insecurity that exists in the world today.

The formation of anticipatory teams at the level of agricultural enterprises will provide an opportunity

for producers to quickly respond to crisis situations, while it will be appropriate to apply the recommendations developed by the Anticipatory Team of donors. Of course, the creation of anticipatory teams is an important step to securing enterprises from the onset of new crises. However, in times of war, businesses must also change their approach to business as a whole.

Therefore, agricultural entrepreneurs, first of all, should reformat their view on the business processes development, taking into account the new conditions. It is also worth considering that if large enterprises and holdings have the financial opportunity to create an anticipatory department or team, small and medium-sized enterprises do not have such an opportunity and need support. In this situation, the recommendations developed by the Anticipatory Donor Team will be appropriate.

## CONCLUSIONS

In the conditions of a high level of dynamism and uncertainty of the agrarian enterprises functioning, anticipatory management is a relevant type of management activity that improves resource, information and time provision of the process of making various anticipatory management decisions regarding the use of opportunities or elimination of threats to activity. Therefore, the formation of anticipatory teams is an urgent need of every enterprise, which will protect it from possible crises.

An approximate structure of the advanced headquarters is proposed, and its main functions are defined. The agricultural enterprises can use this structure as a model for the further formation of AT. At the same time, the recommendations developed by the Donor Anticipatory Team will also be relevant. Prospects for further research of anticipatory management after the beginning of the full-scale invasion of the aggressor country into Ukraine is becoming increasingly important, as its skilful application will allow agricultural enterprises maintaining production volumes, thus avoiding the preconditions for the onset of the global food crisis.

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**Напрями та рекомендації підприємствам  
щодо подолання кризових ситуацій з використанням антисипативних команд**

**Крістіна Вікторівна Сухецька, Людмила Петрівна Альошкіна,  
Анастасія Валентинівна Мовчанюк, Інна Миколаївна Новак, Ніна Якимівна Питель**

Уманський національний університет садівництва  
20300, вул. Інститутська, 1, м. Умань, Україна

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**Анотація.** Антисипативне управління відіграє важливу роль у якісному функціонуванні та розвитку підприємства, що зумовлює актуальність дослідження обраної проблеми. Метою статті є обґрунтування важливості випереджувального менеджменту в управлінні сільськогосподарськими підприємствами через впровадження в організаційну структуру випереджувальних команд, що було викликано дестабілізацією зовнішнього та внутрішнього середовища в умовах російсько-української війни. У процесі дослідження використано загальнонаукові та спеціальні методи: аналізу та синтезу, абстрактно-логічний. Досліджено види кризових ситуацій, які ймовірно можуть трапитися з підприємством. Визначено основні чинники настання кризових явищ у сільськогосподарських підприємствах України. Особливу увагу приділено наслідкам російської військової агресії. Проведено аналіз основних показників діяльності сільськогосподарських підприємств. Визначено частку українських компаній, які мають антикризові команди. Вказано на актуальність формування антисипативних команд в сільськогосподарських підприємствах, що є необхідним засобом прогнозування та подолання всіх можливих кризових явищ. Сформовано базову структуру антикризової команди підприємства. Визначено, що вирішення сучасних кризових проблем потребує залучення фахівців як на державному рівні, так і консультантів міжнародних організацій. Рекомендовано створювати антисипативні команди на рівні сільськогосподарських підприємств, що надасть можливість виробникам оперативно реагувати на кризові ситуації, доречним буде впровадження рекомендацій, розроблених антисипативною командою донорів. Таким чином, дане дослідження привносить нові знання щодо специфіки функціонування випереджувальних команд та має практичну цінність для українських сільськогосподарських підприємств у подоланні наслідків кризових ситуацій, у тому числі російсько-української війни

**Ключові слова:** антисипативне управління, кризові ситуації, війна, кризові команди, аграрні підприємства

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