



# Strategic and operational planning of anti-crisis measures

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## Abstract

The article is devoted to the issues of strategic and operational planning of anti-crisis measures in organizations. The study is based on the analysis of scientific works by domestic and foreign scientists, which allowed us to analyze key tools that help companies adapt and respond to crisis situations. The necessity of introducing innovative approaches to managerial decision-making in order to eliminate the problem of uncertainty is substantiated. The article highlights the disadvantages of a typical form of enterprise rehabilitation, as well as the expediency of implementing strategic controlling. The signs of strategic anti-crisis planning and the directions of the anti-crisis financial strategy are highlighted. As an innovative solution in the field of organizing anti-crisis measures, the introduction of a balanced Scorecard (BSC) is proposed, which allows creating a holistic picture of the organization's performance. The system allows you to manage external and internal risks through preliminary strategic analysis and monitoring of indicators of various areas of the organization's activities. The article presents the stages of implementation of the balanced scorecard system according to the BSC model. In addition, the study focuses on the importance of a process-based approach to controlling indirect costs, due to their significant share in the organization's cost structure. The article provides an example of a system of balanced indicators for a segment of the financial sector of an operating enterprise, including specific indicators, as well as a cost management model based on the ABC (Activity-Based Costing) method. The results are summarized on the importance of strategic and operational planning to ensure the sustainability of enterprises in a crisis. The necessity of an integrated approach to crisis management, including innovative tools, is proved. Thus, the article can be useful for both researchers and practitioners involved in management and finance.

**Keywords:** crisis management, controlling, ABC method, balanced performance system, Balanced Scorecard

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## 反危机措施的战略和业务规划

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## 简介

文章专门讨论了组织中反危机措施的战略和业务规划问题。研究基于对国内外科学家科学著作的分析, 这些著作有助于分析帮助企业适应和应对危机情况的关键工具。文章论证了和管理决策中引入创新方法以消除不确定性问题的必要性。文章阐述了典型的企业复兴形式的弊端, 并明确了实施战略控制的适宜性。文章强调了反危机战略规划的特点和反危机财务战略的方向。作为反危机措施组织领域的创新解决方案, 建议实施平衡计分卡 (BSC), 通过对组织活动各领域指标的初步战略分析和控制, 全面了解组织绩效, 管理外部和内部风险。本文介绍了根据 BSC 模型实施平衡计分卡系统的各个阶段。此外, 由于间接成本在组织的成本结构中占很大比重, 本研究重点关注基于流程的间接成本控制方法的重要性。论文介绍了一个运营公司财务分部平衡计分卡的实例, 包括具体指标, 以及基于 ABC (基于活动的成本计算) 方法的成本管理模式。文章说明了战略和业务规划对于确保企业在危机条件下的可持续性的重要性。文章证明有必要采取综合方法进行危机管理, 包括创新工具。因此, 文章对从事管理和财务工作的研究人员和从业人员都很实用。

**关键词:** 反危机管理、控制、ABC 方法、平衡计分卡、Balanced Scorecard

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## Introduction

In modern conditions, many Russian enterprises are experiencing difficulties due to financial problems. Using crisis management tools and approaches is essential for the sustainable and continuous operation of businesses.

In modern conditions, many Russian enterprises are experiencing difficulties due to financial problems. Using crisis management tools and approaches is essential for the sustainable and continuous operation of businesses [Burdina et al., 2023]. A review of domestic and foreign sources allows us to conclude that a crisis can be defined as an unstable situation or process characterized by threats and dangers that require response measures [Ekimova et al., 2019].

Worthy of attention is the opinion of I.V. Nikitushkin and co-authors, who interpret an economic crisis as a state in which the economic system is unable to perform its basic functions. They take into account the differentiation of the problem according to the indicator of the share of unstable enterprises in their total number and the volume of government spending on supporting industry in a crisis [Nikitushkina et al., 2020]. However, this approach is largely debatable, as the presence of problematic enterprises is only one of many destabilising factors in the economy.

A large amount of scientific research into the problems of crisis emergence is associated with studying them at the level of individual economic entities. V.N. Vyatkin, V.A. Gamza, and D.D. Hampton associate crisis situations with internal (microeconomic) factors due to an ineffective enterprise management system [Vyatkin et al., 2021]. When considering modern approaches to the main factors in the emergence of financial and economic crises, it should be noted that many authors consider financial instability in a country and the decrease in the liquidity of companies as the main ones.

Thus, crises arising from the processes of the functioning and development of the economy can lead to both a systemic crisis and the recognition of companies as insolvent, and lead to their reorganization or bankruptcy. Destructive factors do not ensure the efficient functioning of the business sector, significantly reducing the competitiveness of a country.

## 1. Problem statement

In order to make effective financial and economic decisions, it is necessary to provide effective methodological, informational, and coordination support for them. The need for this support, including the use of scientific methods to justify decisions, increases during times of uncertainty and increased risk [Narkevich, 2020; Pronyaeva et al., 2023]. The uncertainty factor, which is closely related to risks, complicates the process of forecasting activities and financial indicators [Stynych,

2023]. If negative processes are out of control, they can lead to the emergence of a financial crisis in the enterprise. The professional use of financial control tools allows to solve the problem of uncertainty to some extent in making financial decisions [Ivanov, 2021; Burdina et al., 2022]. In the context of anti-crisis management, we mean the widespread introduction of the latest technologies in the process of strategic and operational planning for anti-crisis measures, cost management, and quality control over the implementation of an anti-crisis programme [Marsen, 2020].

It is necessary to distinguish between two types of anti-crisis planning: preventive and remedial. Preventive planning is implemented at the stage of prevention of a financial crisis, where measures aimed at preventing crisis situations are planned. This includes planning measures within the early warning and response subsystems [Chen, 2024]. If there is no risk management system and the enterprise is experiencing a financial crisis, then it is necessary to move to the second stage, which involves using a recovery-type anti-crisis management approach - financial recovery planning.

The organisation of anti-crisis measures is largely subject to legislative regulation. The main document in the field of anti-crisis management is the Federal Law No. 127-FZ of 26 October 2022 'On Insolvency (Bankruptcy)'<sup>1</sup>. Normative legal regulation in this area stems from the need to establish safeguards against manipulation and abuse by certain interest groups.

A study of the structure of a recovery plan approved by a regulatory legal act allows us to identify a number of shortcomings in this approach to crisis planning:

1) regardless of the circumstances in which anti-crisis measures are implemented, their planning should be carried out on two levels - strategic and operational. At the same time, the standard form of rehabilitation recommended lacks a strategic level of planning and analysis;

2) a necessary condition for successful anti-crisis management is effective risk management, which involves identifying, analysing and neutralising risks [Yang et al., 2021]. However, the standard form of the reorganisation plan does not include risk management mechanisms;

3) to conduct a qualitative assessment of the financial condition of an enterprise, it is necessary to analyse the factors that led to its insolvency. It is also necessary to analyse its assets, accounts receivable, and payable, as well as the profitability of the company, long-term and current financial investments. Adequate analysis methods are required for this, which are not mentioned in the regulatory act mentioned above;

4) planned measures to restore the debtor's solvency and pay off claims to creditors must be integrated into the system of strategic and operational planning and supported

<sup>1</sup> [https://www.consultant.ru/document/cons\\_doc\\_LAW\\_39331/](https://www.consultant.ru/document/cons_doc_LAW_39331/).

by specific planned indicators [Prizhigalinskaya et al., 2020]. For this purpose, an integrated system of anti-crisis plans should be developed, including their forms;

5) an integral part of the anti-crisis plan should include a forecast assessment of its effectiveness. At the same time, the socio-economic consequences of the proposed rehabilitation plan are too general. It is unclear which financial indicators of debtor activity are being planned, and what criteria will be used to determine the success or failure of anti-crises measures [Apolzan Arădăvoaicei et al., 2023].

In order to improve the quality of crisis management planning, we will introduce a number of innovative tools to the arsenal for crisis financial control. A strategic element should be added to the crisis planning system. Therefore, it is appropriate to conclude that strategic control of the company's activities and development of a plan to prevent insolvency is one of the main measures for crisis financial management [Grebennikov, Tarasevich, 2021; Mekerova, 2023]. A group of economists has identified the main features of strategic anti-crisis planning:

- falls within the competence of top management (the highest level of enterprise management);
- is focused on the development of the enterprise over the long term;

- compared to operational planning, it is accompanied by a significantly higher level of uncertainty [Bozhko, 2022];
- creates the framework conditions and the basis for operational planning of anti-crisis measures [Titova, 2017].

It is advisable to specify the features mentioned above in the direction of anti-crisis strategic planning attributed not simply to top management, but also to financial controlling as part of company management. In addition, in some cases, issues related to anti-crises planning in general, and strategic planning in particular, can be outsourced to consulting or auditing firms. According to the conclusions drawn in [Sizova, Sizova, 2017; Stynych, 2023], the key areas of an anti-crisis financial strategy should include a thorough analysis of the accounts payable and receivable structure, long-term loan debt, measures to optimise self-financing and depreciation policies, improving current asset management, and the creation of target reserve funds. The strategic reasons limiting company activities are shaped by assessing both the external and internal environments of company operations.

Table 1 presents the summary results of a strategic analysis of the external environment for one of the

Table 1  
Assessment of the strategic impact of the external environment (points)

Factors	Impact on the industry	Impact on the company	Direction of impact (+/-)	Overall rating
Unstable economic situation in the country	4	2	–	–6
Fall of the national currency and significant inflation	3	3	–	–6
Restrictions on market access by other countries	4	2	–	–8
Signing of an agreement with other countries	4	4	+	8
High requirements for flight quality by other countries	3	1	–	–4
Credit and investment ratings of the country	3	2	–	–5
Increase in the volume of services	2	1	+	3
Rising cost of energy	2	2	–	–4
Decrease in the population of the country	2	2	–	–4
Fall in real income of the population	2	2	–	–4
Activation of enterprise development	2	2	+	4
High scientific and technical potential	4	4	+	8
Importance of the industry for the country (region)	3	3	+	6
High interest rates on credit resources	3	1	–	–4
Total	–14			

Source: compiled by the authors.

operating companies in the aviation industry (on a 5-point scale in negative and positive directions). The data in Table 1 indicate that macroenvironmental factors have mainly a negative impact on both the industry as a whole and the company under study.

The main problems affecting the sector as a whole and the activities of the research object include high levels of inflation, significant capital costs, market restrictions, falling domestic demand, and general financial and economic instability.

The results of the study of microenvironmental factors of the analysed enterprise in terms of key points are presented in Table 2. Analysis of microenvironment factors reveals a high potential of the company in the financial, commercial and image areas. At the same time, negative factors, depending on industry and the analysed

company, include an unsatisfactory asset structure, lack of a control department and problems with suppliers of raw materials.

Taking into account the preliminary anti-crisis financial diagnostics of the enterprise, as well as the analysis of external and internal qualitative factors influencing the activities of the research object, Table 3 presents a SWOT analysis which systematises strengths and weaknesses.

Sector 1 visualises the need for an offensive strategy based on using the enterprise's potential and opportunities arising from favorable external factors.

Sector 2 indicates that it is necessary to use strengths to mitigate external threats, and the diversification strategy is justified. This strategy is useful for most companies that need to reorient themselves away from Russian markets and towards other countries.

Table 2  
Strategic diagnostics of the microenvironment (points)

Factors	Impact on the industry	Impact on the company	Direction of impact (+/-)	Overall rating
Perfection of the organisational management structure	0	2	+	2
Presence of a marketing department	1	2	+	3
Completeness of the performance of functional duties by employees	0	3	+	3
Quality of the structure of the range of services provided	3	3	–	–6
Systematic quality control of services	6	3	+	9
Presence of a flexible policy	3	3	+	6
Use of progressive sales tools	3	3	+	6
High level of indirect costs	0	6	–	–6
Level of accounts receivable	3	3	+	6
Compliance with the golden rule of financing	0	2	+	2
Capital costs of the enterprise	3	3	–	–6
Credit ratings of the enterprise	3	3	+	6
Relations with suppliers	3	2	–	–5
Presence of a controlling system	0	6	–	–6
Image among end consumers	1	2	+	3
Business rating	1	2	+	3
Technologies of the process of providing services and asset structure	4	2	–	–6
High sensitivity of customers to the quality of services	2	2	+	4
Favorable attitude of customers to new types of services	2	2	+	4
Provision by suppliers of forms of payment and terms of delivery that are favorable for the enterprise	1	2	+	3
Total	+21			

Source: compiled by the authors.

Table 3  
Strengths and Weaknesses Analysis (SWOT) Matrix

External environment Internal environment	Opportunities: entering new markets, significant development of the industry, the importance of the industry to the state	Threats: limited access to foreign markets, high interest rates, rising inflation, rising energy prices
Strengths: experienced management staff, market expertise, long-term partnerships with Russian companies, high company credit rating, and high levels of solvency indicators	Sector 1: increasing the diversity of services offered; raising service standards; reducing systemic risks; investing in advanced technologies	Sector 2: development of competitive strategies, search for alternative sales markets, diversification of sources of capital, and attraction of highly qualified personnel.
Weaknesses: high capital costs, insufficient level of service diversification, low quality of control, low level of performance, significant volume of indirect costs	Sector 3: reducing implicit capital costs, upgrading fixed assets, improving financial planning, expanding the range of services, introducing innovative approaches to management	Sector 4: use of modern methods of control, reduction of energy costs, development of additional sales markets, optimisation of indirect costs, and use of insurance mechanisms to protect against currency risks.

Source: compiled by the authors.

In sector 3, it is required to implement strategies to overcome weaknesses due to external capabilities, as well as to use cost reduction tools.

Finally, sector 4, the ‘crisis field’, indicates the need for anti-crisis strategies aimed at overcoming external and internal threats to the company. Based on the strategic SWOT analysis, the enterprise in question is recommended to use a set of strategies aimed at eliminating external threats by activating internal resources.

## 2. Research findings

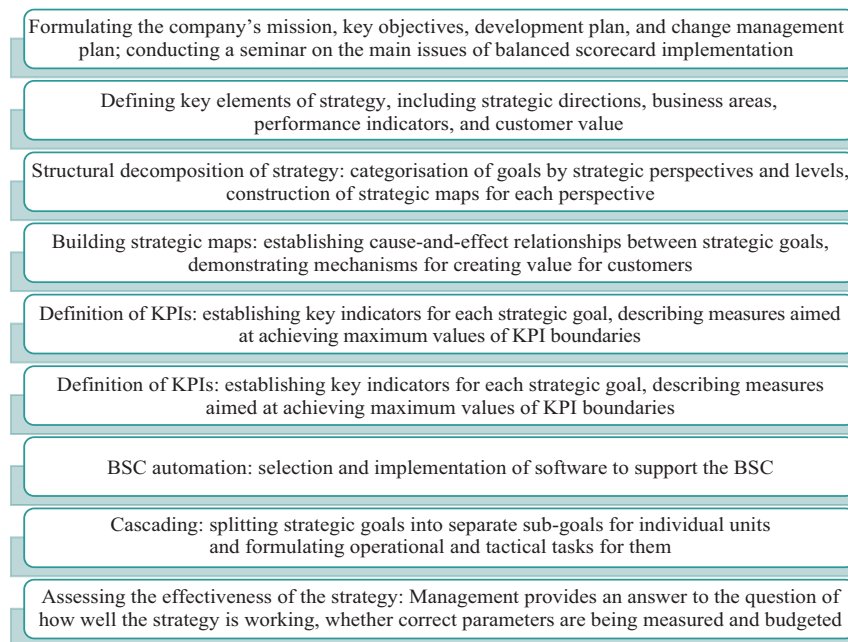
It is proposed to implement mechanisms of strategy using the balanced scorecard (BSC) system. The Balanced Scorecard System can be considered an innovative tool for strategic control, in particular, in the context of planning anti-crisis measures. This system integrates both quantitative and qualitative aspects of the company’s activities. Based on the identification of critical success factors, the balanced

Fig. 1. The system of balanced indicators in the framework of anti-crisis strategic planning

Financial sphere		Operational activity	
Strategic goals	Indicators	Strategic goals	Indicators
- increase in enterprise value; - reduction of financing risks	- ROCE and cost; - integral indicator - Z	- cost reduction; - profit growth	- operating profitability; - marginal profit
Market/consumers/suppliers		Innovations/personnel	
Strategic goals	Indicators	Strategic goals	Indicators
- growth of market share; - expansion of product range	- market share; - sales volumes	- reducing the level of conflicts; - retaining personnel	- number of conflicts; - number of key frames

Source: compiled by the authors.

Fig. 2. The stages of implementing the balanced scorecard according to the BSC model



Source: compiled by the authors.

scorecards record the strategic goals of a company in four main categories (perspectives): financial, market/client, operations/business process, and personnel/innovations. The system has been designed so that it can promptly identify external and internal risks to the company'. Among the indicators included in the financial projection, it is proposed to include a value-oriented indicator - ROCE (return on capital employed), an absolute indicator of company value and an integrated indicator of financial condition (Z), which could be the Altman creditworthiness index or any other criteria of the probability of potential bankruptcy. These indicators could serve as early warning indicators for a crisis. A diagram of the BSC system is presented in Figure 1.

The stages of implementing a balanced scorecard system in accordance with the BSC model are presented in Figure 2. Generally, the implementation of a BSC system is considered successful if it allows reducing gaps and inconsistencies between strategic objectives and operational decisions. Therefore, specific strategic objectives should be defined, that is, converted into measurable and controlled values. Key performance indicators (KPIs) for the financial dimension should characterise priority financial parameters of an enterprise, indicating the level of achievement of strategic goals of an organisation.

The scoring card for the 'market/client/supplier' perspective should describe target benchmarks and

Table 4  
Direction 'Financial sphere' of the balanced indicators system

Goals	Indicators	Events (project)	Fact	Plan			
			2023	2024	2025	2026	
Growth of credit ratings	Z	Ensuring stability of profitability and solvency indicators	1,35	>1,35	>1,35	>1,35	
Growth of value-oriented indicator	ROCE (%)	Improving the asset structure, rationalising working capital, reducing WACC, ensuring operating profitability	04	27	29	34	
Reduction of risks	WACC (%)	Reducing implicit costs of equity	19	16	14	12	
Growth of company value	Cost (mln rub.)	Reducing indirect costs, reducing capital costs, increasing operating cash flow	195	217	219	225	

Source: compiled by the authors.



measures to ensure necessary conditions for the enterprise in markets for product sales and raw materials supply. Supplementing the classic BSC model with a ‘supplier’ option is fully justified, as the quality of raw materials consumed by an enterprise largely depends on the quality of products (work, services) provided to clients. Therefore, this perspective should include an answer to how to build cooperative relations with suppliers in order to achieve strategic objectives. In the ‘personnel/innovation’ area, it is necessary to identify ways to unleash the potential of an enterprise through personnel and innovation to achieve strategic goals.

Thus, the proposed innovations for constructing scoring cards are as follows:

- specific indicators have been introduced to signal crisis phenomena and monitor the progress of anti-crisis strategies;
- the traditional ‘market/client’ projection has been supplemented by the ‘supplier’ option.

Table 4 shows the developed segment of the balanced scorecard - a detailed scoring card for the ‘financial sphere’ direction for the company under study.

Table 4 practically presents the main positions of the financial strategy of the enterprise. Upon achieving specified financial parameters, the organisation will be able to ensure sustainable viability and generate added value. The construction of scoring cards for market/customer/supplier projections, operational activities, business processes, personnel, and innovations is in the realm of marketing, personnel management, and service provision functions, i.e., it does not directly relate to financial controlling competence. In general, the strategy for the future activity of the company under study focuses on expanding the range of services (diversification), reconstructing fixed assets, improving the financial position, reducing capital costs, and other indirect expenses.

The enterprise in question does not have any problems with liquidity or fulfillment of its obligations, either in the long- or short-term. At the same time, its performance situation, particularly with value-oriented metrics, is rather tense and unstable. Therefore, crisis management measures should focus on ensuring positive value for value-oriented indicators and increasing the value of the company.

Successful implementation of planned indicators largely depends on the ability of an enterprise to ensure cost savings, particularly to reduce the level of indirect costs. It also depends on its ability to adhere to strategic objectives defined by the balanced scorecard system. To achieve this, it is important to introduce innovative tools for evaluating the effectiveness of anti-crisis measures and controlling them [Nazarenko, Zhuzhginov, 2022].

In theory and practice, one can find descriptions of numerous operational cost control methods, including

direct costing and cost-volume-profit analysis. However, significant impact on the amount and structure of costs is achieved mainly through strategic cost control. At the same time, there is a conditional limit between operational and strategic control methods. Often the same method is effective both in short-term and long-term perspectives. For indirect cost allocation in enterprises selling many types of products and services, standard method of calculating indirect costs is often used with an expertly chosen base.. This method does not always ensure an objective allocation of indirect costs, in particular, expenses not directly related to the production of certain goods or provision of services. In connection with this, enterprises may face strategic problems, as errors will arise in the process of pricing, resource allocation and determining the assortment policy.

Cost control methods should focus on those types and places where they occur, where it is possible to identify the largest reserves for reducing costs. The key problems at enterprises are a result of extremely high levels of indirect and one-off costs hidden in items of administrative, financial and other sales expenses. It is at these weak points in cost management that anti-crisis measures should concentrate, which it would be advisable to single out for additional analysis. Strategic tools for cost control will be useful here, particularly the process-based ABC method, which focuses on identifying cost savings hidden in indirect expenses. Attention should be largely focused on this factor in developing an anti-crises strategy for enterprises.

Within the framework of anti-crisis financial control, the use of this method will ensure the fulfilment of the following objectives:

- identification of indirect costs that caused the crisis situation at the enterprise;
- distribution of indirect costs, in particular, of departments not directly related to production, to individual product types;
- identification of reserves for cost reduction based on determining the need for appropriate actions.

The logic of the process-based cost management method can be described as follows: partial or auxiliary business processes are formed based on a combination of a certain set of transactions; main business processes are formed as a result of combining certain sets of partial (auxiliary) processes. Final products are formed through combining certain main business process activities, which are used to produce manufactured products (works, services). Individual cost centers provide specific partial processes (operations), which are combined into main processes, and then allocated among products. In the initial phase of implementing the process-oriented cost management approach, it is essential to identify indirect expenses with a disproportionately large share in the expense structure, which may lead to financial

difficulties. After that, it is important to determine the expenses of each structural unit and the business processes associated with those expenses. The difficulty lies in clearly identifying and describing the business process, as well as justifying its necessity to ensure production activities. To do this, one should use procedures such as surveying the heads of individual departments or responsibility centers, interviewing key specialists who ensure the process, studying job descriptions and internal regulations, analysing accounting and technical documentation, analysing the functions performed by a certain structural unit [Radchenko, Bobrovskaya, 2023]. In addition, one should try to obtain relevant information on similar enterprises.

The next stage of ABC implementation is the distribution of costs by structural division to individual processes (main or auxiliary). In general, the distribution of costs to processes is carried out using a direct method based on expert assessments, and using the distribution base as an indirect method. At large enterprises, using the first approach is associated with significant labor costs, so it is recommended to use the second method for these business entities. For this purpose, the amount of personnel costs or number of man-years, man-hours, or man-days can serve as the distribution basis. The scale of business processes is assessed by calculating so-called cost drivers, which must coincide with quantitative factors affecting the volume of indirect costs [Sorokina, 2021]. The problem is how to distribute the costs of a separate product between processes, whose costs do not depend on productivity levels. It is advisable to combine these costs arising in all structural divisions of the company under the heading 'other costs'. When determining the full cost of individual services, it is also advisable to distribute remaining costs depending on their amount. The main disadvantages of this approach are the use of multi-level systems for distributing indirect costs and different bases, based on the principle of proportionality. Business processes that cause indirect costs should be examined for their contribution to the aggravation of the financial crisis on the one hand and their contribution to value creation at the enterprise on the other. If a process leads to disproportionate high costs and does not produce the expected effect in terms of value creation, it should be replaced. Implementation of the ABC method in domestic enterprises should be accompanied by active business process reengineering that focuses on radical

restructuring of businesses and supporting processes. In general, introducing cost control tools can help improve cost management efficiency, reduce costs, and manage cash flows.

In combination with other anti-crisis measures, cost control will ensure the profitability of the enterprise at an adequate level. Within the framework of financial crisis management, the concept of integrating process cost management tools and reengineering business processes can be successfully applied.

## Conclusion

Regardless of the circumstances under which anti-crisis measures are implemented, their planning should be carried out at two levels: strategic and operational. The success of an enterprise's anti-crisis financial strategy is determined by its ability to flexibly adapt to risk factors in the external environment and effectively influence them. To overcome the gaps between the strategic goals of the enterprise and operational anti-crises measures, it is advisable to take into account qualitative factors in planning, introducing a balanced scorecard system that is integrated into the early warning and response systems.

The proposed innovations for constructing a balanced scorecard as a tool for anti-crisis financial controlling are described as follows: specific indicators (ROCE indicator, company value indicator and financial condition indicator) have been introduced to the financial projection of BSC, capable of promptly signaling crisis phenomena and allowing high-quality monitoring of progress of the anti-crises strategy; traditional market/client projection has been supplemented by supplier option; strategic goals have been divided into separate planning periods.

An important area of anti-crisis financial control is cost control, which should focus on the economic use of resources and their rational allocation. Thanks to measures to reduce the need for financial resources, cost control makes a feasible contribution to the financial support for anti-crises measures, on the one hand, and the generation of value added by the enterprise, on the other hand.

Thus, the importance of developing an anti-crisis strategy is due to the need to achieve enterprise goals related to financial stability, which is impossible without understanding guidelines for further development, analysing risks from external and internal environments, and conducting cost control.

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