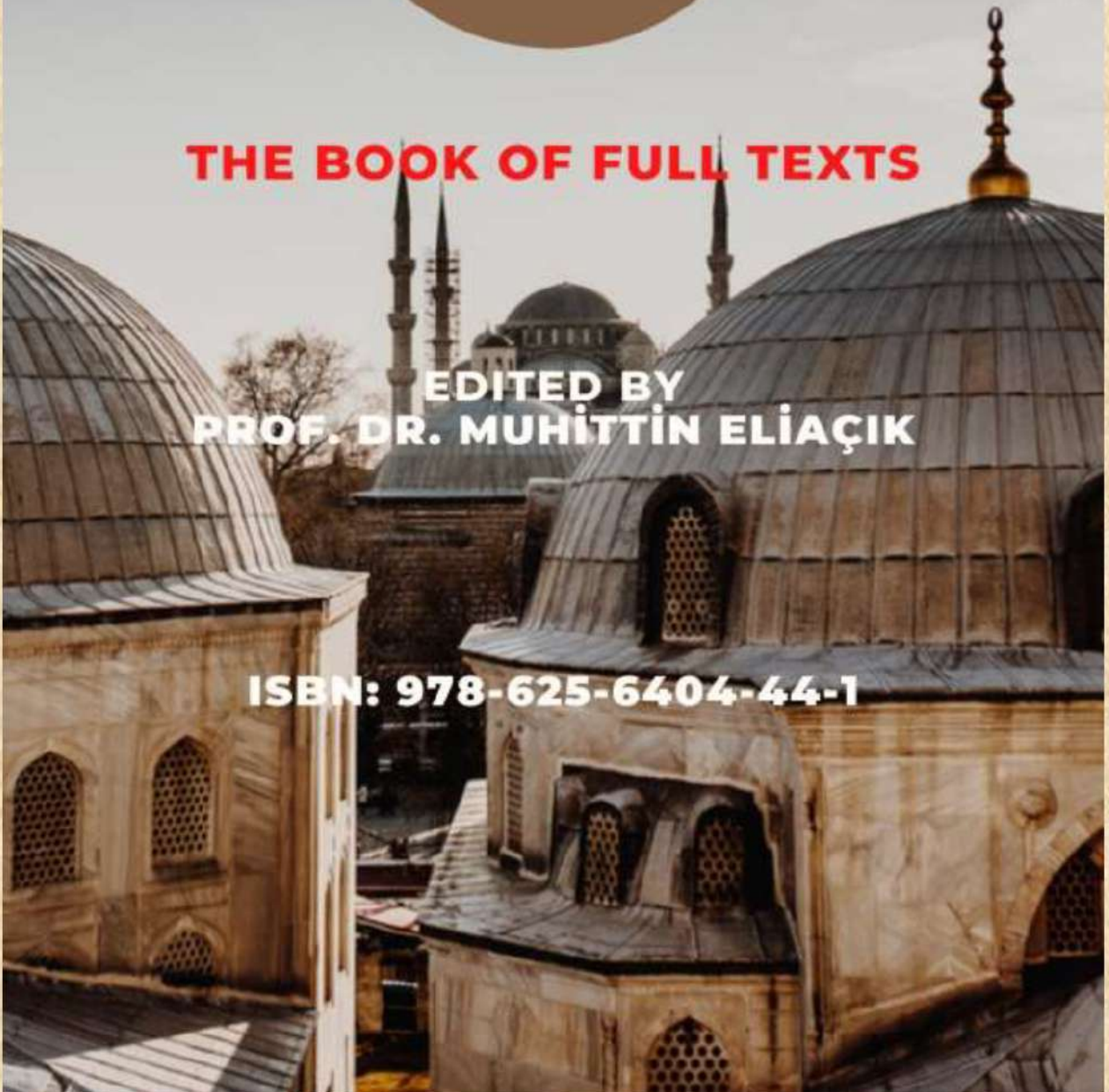


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## **THEORETICAL AND APPLIED PRINCIPLES OF ANTICIPATIVE PLANNING AT ENTERPRISES**

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### **SUMMARY**

The economic activity of any enterprise can be considered as economically safe, in which there are no significant threats to its stable and effective functioning, and crisis, characterized by a state of disrepair, unprofitability and a lack of resources necessary for the development of the market entity. The modern complex conditions of the development of the economy and enterprises, in particular, require the search for sources of effective management. Anticipatory management plays an important role in such a situation. Anticipatory planning plays an important role in the high-quality functioning and development of enterprises, which determines the relevance of the study of the chosen problem. The purpose of the work is to justify the importance of researching the theoretical and applied principles of anticipatory planning in enterprise management. In the research process, general scientific and special methods were used: analysis and synthesis, abstract-logical. The main tools of anticipatory management, which play a leading role in setting goals and developing strategies, have been studied. Special attention is paid to the planning tool. The main factors according to which enterprises should carry out anticipatory planning have been determined. Thus, this study brings new knowledge about the importance of continuing to research the theoretical and applied principles of anticipatory management and has practical value for enterprises in overcoming the consequences of crisis situations.

**Keywords:** theoretical and applied principles, anticipatory planning, enterprises, management.

### **INTRODUCTION**

The modern market environment is characterized by dynamic and active transformations that significantly complicate the functioning of enterprises. New conditions and challenges require a well-founded and rational management mechanism. Along with that, it is worth noting that modern conditions are also characterized by a high level of uncertainty. Under such circumstances, anticipatory management, aimed at anticipating all possible events, becomes especially important. The relevance of its implementation and use is determined by the fact that this type of management ensures the highest possible level of training of enterprises. However, without clear planning of actions and understanding of the importance of this stage of anticipatory management, enterprises will not be able to achieve the goals they strive for in the process of overcoming crisis situations [1].

It is worth noting that in the system of anticipatory management, planning occupies an extremely important place, since this function includes a number of key tasks that are directly related to the early identification of potential phenomena of the operating environment by identifying and properly processing weak signals regarding their occurrence.

Theoretical and applied principles of planning have been researched and developed by scientists for more than one decade and at the present stage occupies an objectively necessary functional place. Various aspects of the implementation of planning at enterprises are reflected in the works of such domestic and foreign scientists as M. Albert, S. M. Hrybkova, O. I. Datsii, L. O. Zhilinska, O. E. Kuzmin, O. G. Melnyk, M. Meskon, O. O. Orlov, N. Ya. Petryshyn, V. S. Ryzhikov, O. P. Romanko, S.Ya. Saliga, F. Khedouri, L. A. Shvayka, O. V. Shimko, and others.

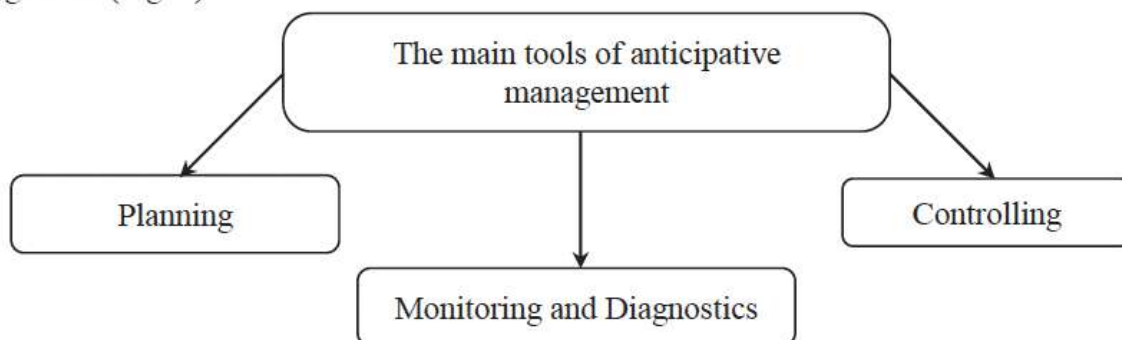
As for planning in the system of anticipatory control, in the literary sources devoted to the features of the implementation of anticipatory control, there is practically no specific separation of this function in management technology. At the same time, if we analyze the stages of implementation of anticipatory management in these scientific works in order to distinguish planning operations, we can notice the clear dominance of this function in management technology. This indicates, on the one hand, the important place and purpose of planning in the process of implementing anticipatory management, and on the other hand, the partial identification of anticipatory management with planning and the neglect of other important functions of management (organization, motivation, control and regulation) [2].

Thus, as a result of the analysis of scientific works devoted to the specifics of implementing anticipatory management at enterprises, it is possible to interpret planning as a basic function of anticipatory management and, at the same time, to assert an insufficient level of disclosure in literary sources of the features of the implementation of this function. In particular, there is no thorough logical sequence of implementation of anticipatory planning, as well as an exhaustive list and content of its stages.

## RESEARCH AND FINDINGS

Regardless of the factors behind which crisis situations arise at the enterprise, the main cause of the crisis is inefficient management. In order to get out of an unfavorable situation as quickly and less problematically as possible, anticipatory management measures are being developed at the enterprise [3].

The main task of anticipatory management is to prevent and anticipate a possible crisis situation. To fulfill this task, enterprises should focus their attention on the studied basic tools of anticipatory management (Fig. 1).



**Fig. 1. The main tools of anticipative management**

*\*built by the author on the basis on materials [4]*

Understanding the importance of each of the tools presented above will make it possible to achieve the set goals in anticipatory management. Thus, a theoretical study of each of them will provide a clearer and clearer picture of their significance in crisis management.

Monitoring is one of the most effective tools for forecasting and adjusting the development of the enterprise, as well as anticipatory management of its activities. The main goal of creating an economic policy monitoring system is to provide information on financial and economic operations. Diagnostics is carried out by various methods - analytical, expert, linear and dynamic programming, mathematical modeling. The possibility of conducting monitoring and diagnosis allows the company to obtain a rational decision and draw conclusions regarding the economic development of the company being diagnosed.

Controlling is a control and information system for ensuring the management of the development of the enterprise based on the measurement of resources, costs and results of intra-economic activities, business processes and all activities of the company. The most important task of controlling is the coordination of the activities of the management system. The implementation of the controlling system allows to increase the speed of reaction of the management personnel to changes in the external and internal environment, to shift the emphasis from the control of the past to the analysis and forecasting of the future [5].

Despite the undeniable importance of monitoring and controlling during anticipatory management, however, planning takes the main place. After all, without a clear formulation of the problem, it is impossible to start developing an anticipatory strategy. The most important thing is setting company goals, because goals are the starting point of planning systems. The planning process forms methods of analysis and planning of alternatives based on the depth of the economic crisis. The process of determining the tactics of implementing operational planning begins.

Let's list the main reasons why enterprises should carry out anticipatory planning [6]:

1. Crisis situations occur in every organization.
2. Many crises can be prevented or their impact on the organization significantly reduced before they cause significant damage.
3. A properly prepared organization will act more focused, decisive and effective in the event of a crisis.
4. When a crisis occurs, it is necessary to make many decisions, to carry out a significant number of actions and to prepare a lot of informational materials. Much of this work can be done in advance, without haste, by carefully discussing and weighing the alternatives.
5. The contribution of the organization's personnel to the adoption of anti-crisis decisions can be greater if the necessary conditions for this are created in advance.

Thus, the results of anticipatory planning are characterized by valuable information content regarding the potential emergence of opportunities or the elimination of threats in the enterprise's activities and form a reasonable basis for the development of anticipatory management decisions within the anticipatory management of enterprises. In view of the above, in modern conditions, the implementation of planning within the anticipatory management of the enterprise is of particular relevance as a key function in the performance of the specific purpose of anticipatory management, which is connected with ensuring the maximum preparation of economic entities for any potential events.

## CONCLUSION

In today's forced, extremely uncertain and poorly predicted conditions of activity, anticipatory management is an effective direction for the development of the management process from the point of view of improving its interaction with the environment of the enterprise's functioning. However, little researched theoretical and applied principles of anticipatory planning in the scientific environment reduce and sometimes make impossible the effective application of anticipatory management. Therefore, their further research is relevant, which is related to the importance of anticipatory planning in the formation and development of strategy, and the construction of long-term (short-term) goals of enterprises.

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