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## METHODOLOGICAL FOUNDATIONS OF STRATEGIC ANTI-CRISIS MANAGEMENT IN ENSURING ENTERPRISE STABILITY

### Abstract

This article analyzes the methodological foundations of strategic anti-crisis management in ensuring enterprise stability. In the context of global economic instability, external economic threats, and internal resource constraints, comprehensive approaches aimed at early identification, assessment, and mitigation of crisis situations arising in enterprise operations are gaining increasing importance, including physical education and sports profile. The study develops an effective model of anti-crisis management based on the interrelation between the system, mechanisms, and processes of strategic management.

**Key words:** anti-crisis management, strategic management, stability, systemic approach, risk management, strategic mechanism, innovative development, early warning, external economic threats.

## KORXONANING BARQARORLIGINI TA'MINLASHDA STRATEGIK INQIROZGA QARSHI BOSHQARUVNING METODOLOGIK ASOSLARI

### Annotatsiya

Mazkur maqolada korxonaning barqarorligini ta'minlashda strategik inqirozga qarshi boshqaruvning metodologik asoslari tahlil qilingan. Jahon miqyosidagi iqtisodiy noaniqlik, tashqi iqtisodiy tahdidlar va ichki resurs cheklovlari sharoitida korxona faoliyatida, jumladan, jismoniy tarbiya va sport sohasida yuzaga keladigan inqirozli holatlarni erta aniqlash, baholash va yumshatishga qaratilgan kompleks yondashuvlar muhim ahamiyat kasb etmoqda. Tadqiqotda strategik boshqaruv tizimi, mexanizmlari va jarayonlari o'rtasidagi o'zaro bog'liqlikka asoslangan samarali inqirozga qarshi boshqaruv modeli ishlab chiqilgan.

**Kalit so'zlar:** inqirozga qarshi boshqaruv, strategik boshqaruv, barqarorlik, tizimli yondashuv, xatarlarni boshqarish, strategik mexanizm, innovatsion rivojlanish, erta ogohlantirish, tashqi iqtisodiy tahdidlar.

## МЕТОДОЛОГИЧЕСКИЕ ОСНОВЫ СТРАТЕГИЧЕСКОГО АНТИКРИЗИСНОГО УПРАВЛЕНИЯ В ОБЕСПЕЧЕНИИ УСТОЙЧИВОСТИ ПРЕДПРИЯТИЯ

### Аннотация

В статье анализируются методологические основы стратегического антикризисного управления в обеспечении устойчивости предприятия. В условиях глобальной экономической нестабильности, внешних экономических угроз и внутренних ресурсных ограничений все большую значимость приобретают комплексные подходы, направленные на раннее выявление, оценку и смягчение кризисных ситуаций, возникающих в деятельности предприятия, в том числе и физкультурно-спортивного профиля. В исследовании разрабатывается эффективная модель антикризисного управления, основанная на взаимосвязи системы, механизмов и процессов стратегического управления.

**Ключевые слова:** антикризисное управление, стратегическое управление, устойчивость, системный подход, управление рисками, стратегический механизм, инновационное развитие, раннее предупреждение, внешние экономические угрозы.

Nowadays, due to intensifying market competition, globalization processes, and the volatility of external economic factors, the risk of instability and crisis in organizations' economic activities is increasing. In recent years, disruptions in logistics systems caused by the pandemic and raw material shortages have had a negative impact on companies' stability. Under such conditions, one of the key tasks facing every economic entity, especially those involved in physical culture and sports activities is to identify potential crisis situations in advance and define strategic measures to prevent or mitigate their effects.

According to some researchers, anti-crisis management is a management mechanism aimed at balancing the internal production processes of an enterprise, socio-economic factors and connections with the external environment. This approach contributes to the formation of strategic directions for ensuring the sustainability of the enterprise, effective management of development and recovery processes, regulation of production volumes and minimization of the impact of crisis factors [6].

Rational use of strategic management methods and principles is a key factor in ensuring the sustainability of the entity. Through this management model, the company can assess internal and external risks in advance, allocate resources efficiently, prepare for critical situations, and respond promptly when necessary. Additionally, it serves to protect the long-term interests of the enterprise.

Although crisis situations often arise suddenly, most of them can be identified in advance through specific warning signs. The process of detecting, analyzing, and making decisions based on these indicators forms the methodological foundation of strategic management. This approach enables the anti-crisis management system to function not only reactively, but also proactively.

Therefore, this study **aims** to analyze the methodological and conceptual foundations of strategic anti-crisis management in ensuring enterprise stability, to explore existing conceptual approaches, and to develop practical recommendations and solutions. These approaches serve as an important theoretical and practical basis for the systematic management of the activities of any organization, including physical education and sports organizations, and ensuring their sustainable development.

The methodological foundations of strategic management in ensuring enterprise stability represent a set of systematic and comprehensive approaches aimed at supporting the company's long-term development, reducing crisis risks, and enhancing its competitiveness.

Within such a management framework, the enterprise's internal capabilities and external threats are thoroughly analyzed, strategic objectives are defined, and resources are allocated efficiently. Moreover, early identification of crisis indicators, application of innovative approaches, and development of alternative strategies are key components of strategic management.

These methodological approaches enable the enterprise to maintain its operations even under

unstable conditions, adapt to market demands, and respond swiftly and accurately to changes in the external environment. Strategic management is not only a response to problems but also a tool for anticipating them, minimizing risks, and achieving sustainable development.

The analysis of scientific and methodological literature on strategic anti-crisis management in ensuring enterprise stability shows that this field has become increasingly **relevant** in the context of today's global economic instability.

Thus, individual authors have substantiated the systematic and comprehensive nature of anti-crisis management in their approaches. They emphasize the importance of early identification of risk factors threatening company operations, strategic allocation of resources, and active monitoring as essential elements of effective crisis prevention. These approaches are considered a crucial methodological foundation for ensuring the long-term stability of the enterprise [1].

A number of researchers propose new perspectives on strategic anti-crisis management, emphasizing the necessity of developing preventive strategies to enhance enterprise resilience [2].

However, some authors, based on the experience of Japanese enterprises, has demonstrated that strategic clarity and decentralized management ensure rapid adaptability in times of crisis [4].

In addition, some economists from Central Asian countries offer approaches to the practice and methodology of anti-crisis management in the context of Uzbekistan and Kazakhstan. Their perspectives emphasize the development of context-specific strategic decisions that account for regional economic realities to ensure enterprise stability [3, 5].

**The methodological approach** applied in this study serves to thoroughly analyze the theoretical and practical potential of strategic anti-crisis management in ensuring the sustainability of any enterprise, including those typical for a physical education and sports entity.

Throughout the research, classical scientific methods such as analysis, synthesis, generalization, comparison, and parallel evaluation were extensively utilized. These methods enabled a comprehensive examination of various aspects of the problem, assessment of the current situation, and formulation of well-grounded conclusions.

In addition, the research findings are presented using graphical tools, statistical tables, and visual materials to enhance clarity and understanding.

During the study, the activities of several enterprises were examined, and the level of their strategic anti-crisis management was analyzed. It was found that a significant portion of enterprises take action only after a crisis has already occurred, which leads to significant losses of time and resources. Only a few enterprises have practices in place for assessing risks in advance and developing preventive action plans.

The analysis shows that for strategic management to be effective, processes such as planning, risk assessment, and prompt decision-making are essential. Proper utilization of internal resources, continuous monitoring of the external environment, and maintaining readiness for crisis

situations contribute significantly to enterprise stability.

From a practical perspective, companies that have implemented new technologies and digital control systems tend to be significantly more resilient to crises. Therefore, it is essential for all enterprises to adopt strategic management approaches in a timely manner, conduct continuous monitoring, and develop proactive anti-crisis plans on a regular basis. Anti-crisis management mechanisms within an enterprise are a set of strategic management tools designed to identify instability at an early stage, prepare in advance, and minimize the potential consequences of such

situations.

The presence of such management mechanisms strengthens the enterprise's long-term competitiveness and protects it from financial and organizational decline. Conversely, the absence of these systems weakens the enterprise in times of crisis, leading to resource mismanagement, delays in decision-making, and an increased level of risk.

Therefore, the development of anti-crisis management mechanisms and their continuous improvement based on a systematic approach is a strategic necessity for any organization (fig. 1).

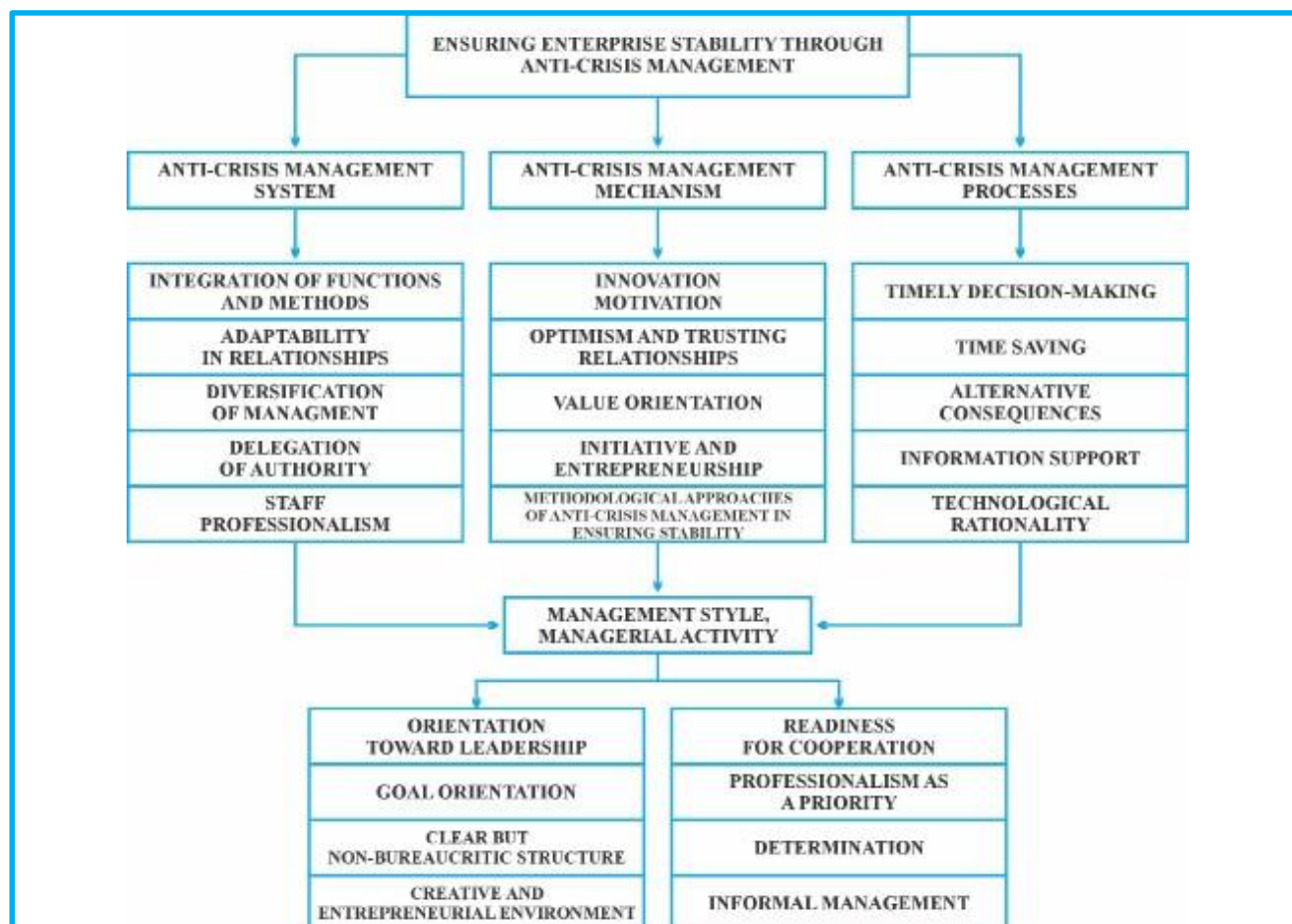


Figure 1. Classification of ensuring enterprise stability based on the system, mechanism, and processes of anti-crisis management

Thus, in ensuring enterprise stability, the system, mechanisms, and processes of anti-crisis management must operate in harmony. The system integrates functions and methods, the mechanism is based on innovation and core values, while the processes ensure rapid decision-making, information flow, and technological grounding. Together, through a unified management approach, they contribute to the company's resilience against crises and support its sustainable development.

Strategic mechanisms of anti-crisis

management in the organization are a set of systematic tools aimed at ensuring long-term stability by forecasting potential crisis situations, developing appropriate strategies, and managing resources efficiently. Through these mechanisms, the enterprise identifies internal and external threats, makes prompt and well-informed decisions based on alternative action plans, and succeeds in maintaining its competitive advantage (fig. 2).



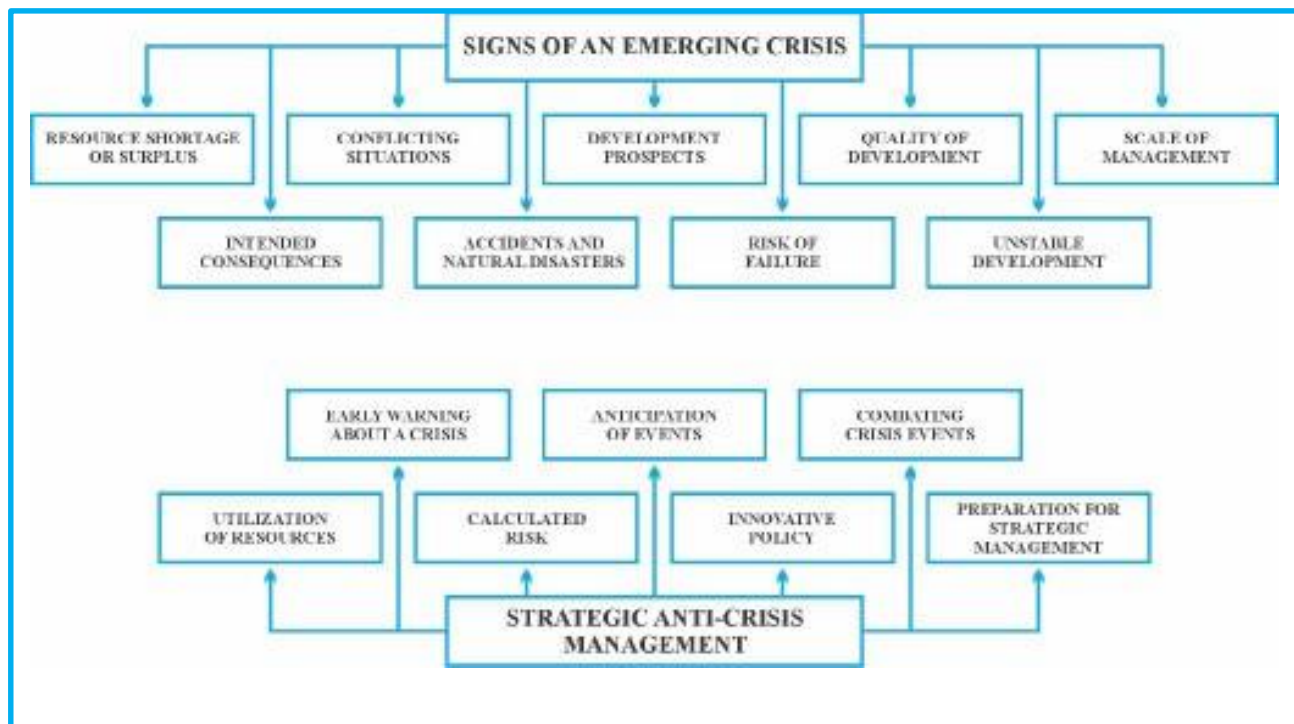


Figure 2. Strategic management model for identifying and mitigating crisis indicators

The effectiveness of strategic anti-crisis management in an enterprise primarily depends on the early identification and thorough analysis of initial crisis indicators. Such indicators include resource shortages, a decline in growth rates, managerial conflicts, and overall instability, which in sports activities is reflected in sports results.

Based on this, it becomes essential to forecast potential developments, assess risks, and develop flexible response measures. Anti-crisis management is implemented through three main directions: early warning, anticipation of events, and comprehensive actions against crisis situations. These processes, driven by calculated risk, innovative approaches, and efficient use of resources, lead the enterprise toward sustainable

development.

**Thus**, anti-crisis management should not be viewed merely as a set of reactive measures, but rather as a comprehensive, systematic, and long-term strategic management approach. Through this strategic perspective, enterprises not only mitigate the consequences of crises but also seize new opportunities, strengthen their stability, and market position through innovative development.

Therefore, at the enterprise level, the development and continuous improvement of strategic anti-crisis management mechanisms is a vital strategic necessity in today's dynamic economic environment, which is inextricably linked with bringing physical education and sports activities to a new effective level.

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