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6. Fedirets, O., Ustik, T. (2019). The strategy of innovation support for agrarian enterprises as an element of technological safet. S*ecurity of the XXI century: national and geopolitical aspects: collective monograph / in edition I. Markina. Nemoros s.r.o.,* 333-338.

CRISIS MANAGEMENT AT ENTERPRISE: PROFIT MANAGEMENT

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Overcoming the crisis of profitability at the enterprise in the process of managing its reorganization requires the use of crisis management tools for profit management. Taking into account the content of reorganization [1; 2, p. 8-11], in our view, profit management in the conditions of enterprise's reorganization should be considered as the process of making strategic and operational managerial decisions to achieve or restore the profitability of enterprise. Profit management during reorganization, as well as under regular enterprise's operating, has to take place at the stages of formation, distribution, and use of profits.

The main tools for managing profit formation at the enterprise are the methods of analyzing the ratio of "expenses – volume – profit" and operating leverage. The methodology of analyzing the ratio of "expenses – volume – profit" according to [3, p. 113-116], enables: to carry out the optimization of proportions between variable and fixed expenses, price and product sales volumes; minimize business risk; evaluate and forecast financial results; identify reserves and ensure a sufficient reserve of financial stability; substantiate recommendations for improving the operation of the enterprise.

Taking into account the method of calculating the point of loss free basis for a certain product in kind (formula (1)) and monetary value (formula (2)) [4, p. 56], it is obvious that fixed expenses for manufacturing goods, commodity unit price and variable expenses per commodity unit are the factors influencing the point of loss free basis:

$$PLFB_V = \frac{FE}{CUP_U - VE_U} \tag{1}$$

where PLFBV is the volume of product selling at the point of loss free basis, units;

FE are fixed expenses for manufacturing goods, UAH;

CUPU is commodity unit price, UAH;

VEU are variable expenses per commodity unit, UAH;

$$PLFB_R = \frac{FE}{1 - \frac{VE_U}{CUP_U}} \tag{2}$$

where PLFBR are money receipts from selling goods at the point of loss free basis, UAH.

The denominator of formula (1) is the gross margin per commodity unit, and the denominator of formula (2) is the gross margin ratio in the commodity unit price.

The practical application of formulas (1)-(2) enabled to come to the conclusion as to certain methodological consequences of changing the point of loss free basis for the enterprise concerning a particular product, depending on changes in commodity unit price, variable expenses per product unit and fixed expenses for manufacturing such product (Table 1).

Table 1

The influence of individual factors on the point of loss free basis of certain commodity at the enterprise

Change of the effective sign – the point of loss free basis	**Changing factor characteristics**		
	of fixed expenses	**of commodity unit price**	**of variable expenses per commodity unit**
Increase	Growth	No changes	No changes
	No changes	Reduction	No changes
	No changes	No changes	Growth
	Growth	No changes	Growth
	Growth	Reduction	No changes
	No changes	Reduction	Growth
	Growth	Reduction	Growth
Decrease	Reduction	No changes	No changes
	No changes	Growth	No changes
	No changes	No changes	Reduction
	Reduction	No changes	Reduction
	Reduction	Growth	No changes
	No changes	Growth	Reduction
	Reduction	Growth	Reduction

Source: own development

The increase (decrease) of the point of loss free basis in natural units ensures a faster growth (reduction) of fixed expenses for manufacturing goods as compared with the growth (reduction) of gross margin per commodity unit. The decrease (increase) in the volume of selling goods at the point of loss free basis will be in case of faster growth (reduction) rates of gross margin per commodity unit than the growth (reduction) rates in fixed expenses for manufacturing the product.

The increase (decrease) at the point of loss free basis in monetary value occurs in case of outpacing growth (reduction) of fixed expenses for manufacturing the product in comparison with the growth (reduction) of the gross margin ratio in the commodity unit price. The increase (decrease) in money receipts from selling goods at the point of loss free basis will be in case of faster growth (reduction) rates of gross margin ratio in the commodity unit price than the growth (reduction) rates of fixed expenses for manufacturing the commodity.

The operating leverage impact force is calculated by formula (3) and shows how many times the profit changes depending on the change in revenue by one percent:

$$OL_{IF} = \frac{GM}{P} \tag{3}$$

where OLIF is the operating leverage impact force, times;

GM is gross margin, UAH;

P is profit, UAH [5, p. 68].

With the expected increase in money receipts from selling goods, the enterprise is better to have as larger operating leverage as it is possible, and vice versa, if the receipts are expected to decrease in the planned period, then smaller operating leverage is better.

The practical application of formula (3) made it possible to determine certain methodological consequences of changes in the operating leverage impact force depending on changes in the price and variable expenses for individual goods at the enterprise (Table 2). The increase (decrease) in the operating leverage impact force, in addition to changes in factor characteristics considered in Table 2, provides a faster (slower) growth rate of gross margin per commodity unit than the profit.

Thus, the decisions in the field of profit management at the enterprise in the conditions of reorganization have to be made, taking into account that the increase (decrease) in the operating leverage impact force is favored

• the growth (reduction) in the price of goods in the absence of changes in profits and variable expenses per commodity unit;

• the reduction (growth) of variable expenses per commodity unit under the condition of constant price and profit per commodity unit;

• the simultaneous growth (reduction) in price and reduction (growth) in variable expenses per commodity unit under unchanging profit per commodity unit;

• faster (slower) growth rate of gross margin per commodity unit than the profit.

Table 2

The dependence of the operating leverage impact force on changes in the price and variable expenses for separate commodity at the enterprise

Change of the effective sign – the operating leverage impact force depending on the change of factor signs	Changing factor characteristics		
	of product price	of variable expenses per commodity unit	of profit per commodity unit
Increase	Growth	No changes	No changes
	No changes	Reduction	No changes
	Growth	Reduction	No changes
Decrease	Reduction	No changes	No changes
	No changes	Growth	No changes
	Reduction	Growth	No changes

Source: own development

In our opinion, two sub-stages should be taken into account in the management of profit distribution and use under the conditions of enterprise's reorganization: before and after income taxes. The scheme of distribution and use of enterprise's profits (before and after taxation), in our view, can be presented in Fig. 1.

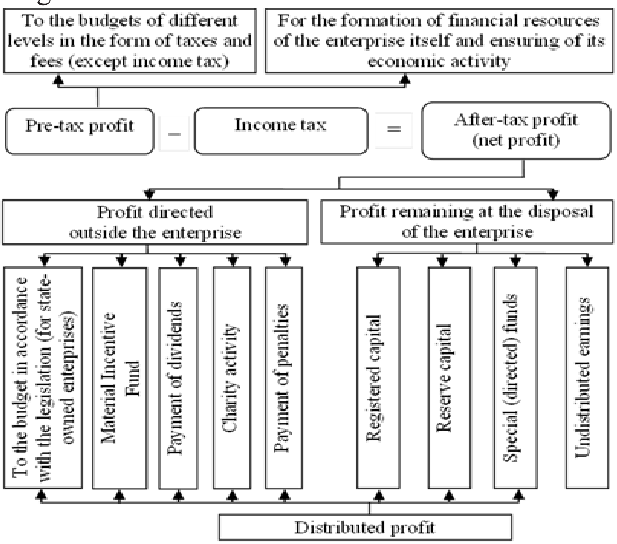

Fig. 1. The schematic representation of the distribution and use of enterprise's profits: before and after taxation

The source: developed based on [5, 6]

The enterprise’s pre-tax profit is used to satisfy various government needs and the needs of the enterprise itself. Firstly, it is directed at the formation of the state financial resources, financing budget expenditures by withdrawing part of the profits from enterprises to the state and local budgets.

Secondly, the profit is a source of the enterprise’s financial resources formation and is used for ensuring its economic activity. Thus, the legislative distribution of enterprise’s pre-tax profits is regulated in the amount that comes to the budgets of different levels in the form of taxes and fees (except for income tax).

The after-tax profit (net profit) is used in accordance with the enterprise’s Statute and is distributed in favor of the state, enterprise and owners and is divided into two parts:

1) the net profit, which is directed outside the enterprise in the form of the amount due to the budget in accordance with the legislation (for state-owned enterprises), payments to the enterprise’s owners and personnel as an incentive, as well as penalties and charity;

2) the net profit, which remains at the disposal of the enterprise and is the financial source for its development and investment activities (is directed to the registered capital, reserve fund, for the creation of special (purpose) funds or increases undistributed earnings.

However, managerial decisions as to the distribution and use of profits after opening bankruptcy proceedings at the enterprise are limited by the law and the impossibility to make decisions by the debtor’s administrative bodies on dividends payment during the procedure of property disposition [1].

Thus, under the conditions of enterprise’s reorganization, profit management should be understood as the process of making strategic and operational managerial decisions to achieve or restore the profitability of the enterprise. Overcoming the crisis of profitability at the enterprise at its reorganization has to be done by managing the formation, distribution and use of profits.

The dependencies, substantiated by us, are useful in ensuring the effectiveness of reorganizational strategic and operational managerial decisions of crisis management regarding the achievement or restoration of the enterprise’s profitability:

• the increase (decrease) at the point of loss free basis depending on changes in the price per commodity unit, variable expenses per commodity unit, fixed expenses for manufacturing goods, gross margin per commodity unit, and gross margin ratio in the price per commodity unit;

• the increase (decrease) in the operating leverage impact force depending on changes in the price of goods, variable expenses and gross margin.

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THEORETICAL ASPECTS, TASKS, PRINCIPLES AND STAGES OF FINANCIAL SECURITY MANAGEMENT OF THE ENTERPRISE

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The study of financial security management is very relevant due to the need to ensure the use of effective means and tools to counter threats, minimize financial risks, and prevent the negative effects of adverse threats on the enterprise financial condition. At the same time, the analysis of the scientific literature on the research topic showed the existence of diversity of views and terminological inconsistencies between the concepts of "financial security management", "financial security providing", "system of financial security management", and some others. That is why there is a need to study the concept of "financial security management of the enterprise".

Despite the large number of scientific papers, it should be noted the lack of a unified approach to the conceptual apparatus in the field of financial