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USE OF THE INTERNATIONAL EXPERIENCE OF ANTI-CRISIS MANAGEMENT OF ENTERPRISES IN THE REPUBLIC OF KAZAKHSTAN

Abstract. The theoretical and practical aspects of the formation of professional anti-crisis management of enterprises in the Republic of Kazakhstan and the use of international experience in cooperation of state bodies with self-regulating organizations in the field of bankruptcy are considered in the article. Existing discrepancies call for a new and adequate theoretical and conceptual foundations of anti-crisis state economic regulation and implementation of applied mechanisms of promoting the economic growth and increasing the base of growth through stimulating the direction of financial flows to development of domestic commodity production by means of taxation and regulation of the financial services sector, implementing the concept of import substitution by creating additional demand for domestic products, including through public procurement and implementation of mechanisms of attracting capital from temporary financial instability areas.

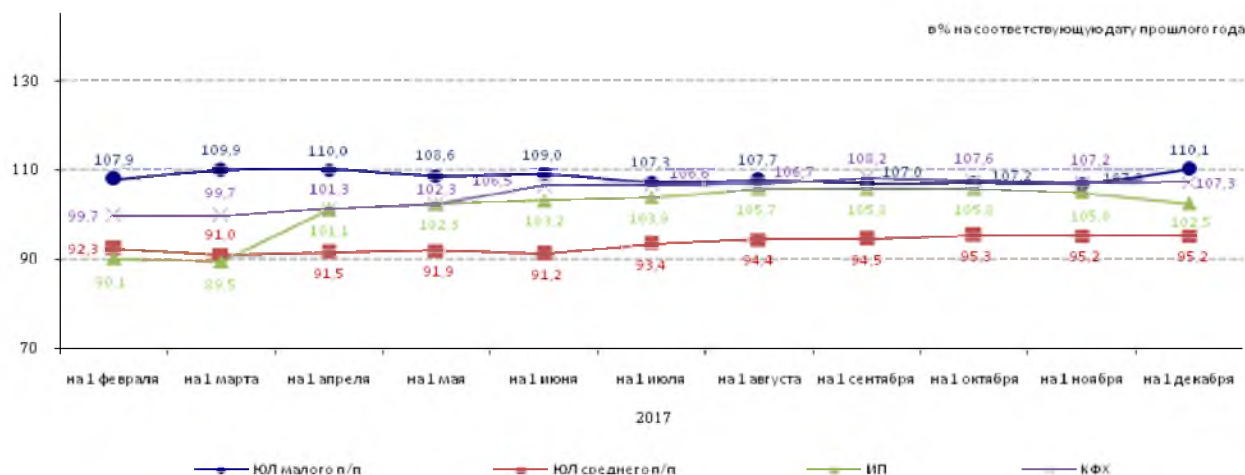
Keywords: crisis management, bankruptcy institute, crisis management of enterprises, macroeconomic state strategy.

Introduction. Currently, the problems of crisis management remain relevant, since the existence of socio-economic systems has always been a cyclical process, which is characterized by the regularity of the onset and resolution of crises.

In the scientific literature, a crisis always presents an extreme aggravation of contradictions in the socio-economic system (enterprise), threatening its resilience in the environment. As a rule, a crisis can be considered as the next stage in the development of the socio-economic system, which is necessary to eliminate tensions and the resulting imbalance.

In this regard, the institution of bankruptcy comes to the forefront, which implements a macroeconomic state strategy, thereby helping to maintain the existing production potential of the state and is a creating force.

Nevertheless, the experience of Kazakhstan shows that most business entities practically do not see in the bankruptcy procedure the main mechanism for improving the situation. In recent years, only 2 to 5% of insolvent debtor enterprises undergo a rehabilitation procedure, mainly many of them self-destruct. Actual data for the last year only confirm a similar trend. In the total number of SMEs, the share of individual entrepreneurs was 65.4%, legal entities of small business - 18%, farms or farms - 16.4%, legal entities of medium-sized enterprises - 0.2%. (figure 1).

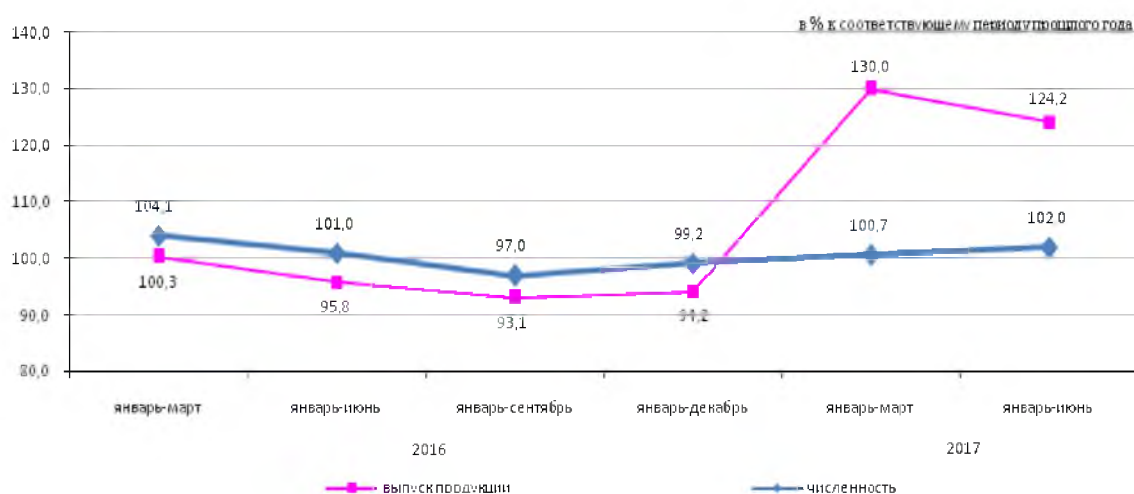


*Source. <http://www.stat.gov.kz/>

Nevertheless, according to official statistics of the CPV MF RK as of 01.12.2017 in the republic of all insolvent enterprises that ended up in lawsuits:

- 184 business entities are at the rehabilitation stage, which is only 5.7% of their total number;
- 1897 business entities at the liquidation stage - about 75% of the total number,
- and only 508 business entities were liquidated through the use of bankruptcy proceedings - 19% of the total.

In addition, on figure 2 we can see a change in the main indicators of the activity of small and medium-sized enterprises in the Republic of Kazakhstan, indicating a decrease in their output.



*Source <http://www.stat.gov.kz/>

In accordance with what, the question arises, why the tasks of the Bankruptcy Institute are not realized? In our opinion, it is necessary to focus on the existing problems of the effective use of crisis management in the Republic of Kazakhstan:

- 1) the problem of forming a positive attitude of society to the procedures of the institution of insolvency (bankruptcy);
- 2) the problem of creating a system for regulating the activities of managers in insolvency proceedings;
- 3) the problem of the professional activities of crisis managers.

The establishment of goals and objectives of management in the field of insolvency of this institution is facilitated by a clear understanding of the terminology used in this field. The main reason for the negative attitude of society and business structures is a misunderstanding of the concept of “bankruptcy” due to its ambiguity, distortion in understanding the problem of crisis management of an enterprise.

In the Republic of Kazakhstan, in practice, the understanding of “bankruptcy” has become widespread only as a procedure for the liquidation of a debtor, thereby causing a negative attitude towards it from society and enterprises, as initially, the phrase “crisis management” was translated from English into Russian as “crisis management”. What caused a negative connotation, since the definition of “crisis” was supplemented by the prefix “anti”. And accordingly, this contributed to the distortion of the essence of the crisis management problem, thereby causing a negative attitude.

In Western countries, the object of “crisis management” is the crisis itself as a situation or process and does not appear to be something that inevitably leads to disaster. Whereas in the countries of the post-Soviet space, including the Republic of Kazakhstan, the object of crisis management is considered to be an enterprise that is undergoing a crisis or that it threatens, seems like a deadly threat.

Thus, in the concept of “crisis management” (“crisis management”), the key term is “crisis” and the content of crisis management directly depends on what content is embedded in its concept.

The term “crisis management” arose relatively recently. It is believed that the reason for its appearance is the reform of the Kazakhstani economy, the gradual entry of Kazakhstan into the zone of crisis development. Not many expected that the result of the reforms would be a crisis, but many today realize that only a qualitatively new type of management can lead the economy out of the crisis, which would help solve two interrelated problems - recognition of the crisis and its prevention.

In the concept of crisis management, in recent years, the methods of crisis management and enterprise risk management have been used more and more closely in the world practice, while a crisis is considered to be an emerging or developing dangerous unstable situation that requires an immediate response, and any probable threat is considered a risk.

Hence it can be stated that the area of crisis management is expanding, while preference is given to crisis prevention, namely, the preventive implementation of measures to prevent risks. The term “crisis management” arose relatively recently. It is believed that the reason for its appearance is the reform of the Kazakhstani economy, the gradual entry of Kazakhstan into the zone of crisis development. Not many expected that the result of the reforms would be a crisis, but many today realize that only a qualitatively new type of management can lead the economy out of the crisis, which would help solve two interrelated problems - recognition of the crisis and its prevention.

The crisis management system includes: risk assessment of potential crises, measures to reduce the likelihood of crises, development of crisis management plans, identification of signs of crisis development, liquidation of the consequences of crises and prevention of crises in the planned future. The typology of crisis management of enterprises used in Western countries distinguishes two main large groups:

- corporate crisis management carried out within the framework of the corporate or Civil Code and is not regulated by any special regulatory acts;
- crisis management in the procedures of insolvency of enterprises, namely bankruptcy.

Unfortunately, the main focus of anti-crisis management on overcoming the crisis and eliminating its consequences still remains in the economy of the Republic of Kazakhstan.

In our opinion, only a correct understanding of the essence of the institution of bankruptcy can contribute to the formation of a positive attitude of society to bankruptcy as a natural economic process that contributes to the recovery of the country's economy.

The decision to increase the effectiveness of the institution of bankruptcy, rehabilitation and crisis management may be the creation of an effective system for regulating the activities of managers in the insolvency proceedings of enterprises.

In addition, the system of regulating the insolvency of enterprises should be formed with the participation of the state in the person of its authorized body. Currently, in Kazakhstan this is the Committee on Insolvent Debtors under the Ministry of Finance of the Republic of Kazakhstan. However, the functions of the authorized body of the state in the field of bankruptcy are assigned to the Tax Committee under the Ministry of Finance of the Republic of Kazakhstan. It turns out that the state in the person of the authorized body determines the standards for the activities of managers, while at the same time being a creditor of the debtor in terms of paying taxes, which is nonsense. The experience of foreign countries excludes such a phenomenon. For example, in the UK, the bankruptcy authority of the state is the Insolvency Service, which is part of the Department of Enterprise and Innovation.

A classic example of effective state regulation of economic insolvency of enterprises is the transfer by the state of the functions for the operational management of insolvent enterprises to self-regulatory professional organizations, leaving only the control and incentive functions.

International experience in the cooperation of state bodies with self-regulatory organizations in the field of bankruptcy is carried out in such areas as licensing specialists for assessing the insolvency of enterprises, their training, the development of professional codes and ethical standards, the adoption of disciplinary measures, and the very appointment of a specialist for the bankruptcy procedure of an enterprise.

The international experience of forms of cooperation between government bodies and self-regulatory professional organizations identifies three categories of their cooperation.

The state represented by the state agency involves such organizations in the implementation of certain functions and powers; So the role of a government agency in Canada is greater than in the United States of America;

In the United Kingdom of Great Britain and Northern Ireland, for example, the roles of a state body and self-regulatory professional organizations are approximately equal, since the law allows for the delegation and empowerment of delegation of state bodies.

In Austria, Germany, and the Netherlands, the law requires self-regulatory professional organizations to perform certain functions and powers in the system of insolvency of enterprises, in which case the role of the state agency naturally becomes less.

Thus, it can be noted that the formation of an optimal form of cooperation between the State body and self-regulatory professional organizations contributes to the management of insolvency by ensuring the independence of managers from various participants, increasing their responsibility for the results of bankruptcy proceedings.

It should be noted that in the economy of Kazakhstan at present, the problem of the lack of professionalism and quality of the activities of specialists on the insolvency of enterprises is relevant. With the development of the institution of bankruptcy in Kazakhstan, the number of crisis managers increases and, accordingly, this leads to increased competition in the labor market.

An analysis of the results of reforms in Kazakhstan shows that government efforts should focus on finding ways to maximize the use of existing scientific, technical and production potential, preserving human capital, and providing broad social support for reforms. Concrete methods should be developed for pursuing an active institutional, industrial and social policy.

Kazakhstani experience in crisis management has shown that it is possible to effectively use both the pros and cons in managing the economy. On the one hand, the high dependence on global energy demand and oil prices exacerbates the situation, but it was precisely oil revenues that created reserve funds that made it possible to take such large-scale measures to support the economy in a crisis. And when recovering from the crisis in the world market, energy prices primarily rise, which allows the economy of Kazakhstan to recover due to changes in oil prices. On the one hand, the low competitiveness of the Kazakhstani economy is undoubtedly a negative factor, but during the crisis, the orientation of local, weakly competitive in the world market, production to its own domestic market allowed avoiding a deeper recession. So far, it has not been possible to diversify the economy of Kazakhstan, restructuring, and move to an innovative development path. All this against the background of such unfavorable and widespread phenomena in all countries as a drop in production, an increase in unemployment, a drop in living standards exacerbates the situation. Differences between Kazakhstani and foreign anti-crisis measures are also related to the fact that in Kazakhstan the financial sector is underdeveloped, and funds for the purchase of bad assets are required much less, however, the weakness of the developing economy is reflected in a deeper recession in the industrial sector. The support of unprofitable enterprises by governments in Germany and France is considered impractical, and in Kazakhstan the government is forced to support such enterprises in order to avoid mass unemployment and social disasters.

Based on the foregoing, the central theoretical problem of development is the balance of state and market. The question now is not worth conceptually: to intervene or not state power in the economy. World experience confirms that the market cannot develop in a vacuum, it needs a legal and regulatory framework. The state forms such a basis for development, protecting and safeguarding property rights, creating legal and other regulatory systems, and promoting effective entrepreneurial activity of citizens.

The impact of the state can be in the form of regulation of private activity, take the form of financial support for soft loans, etc.

In our opinion, according to the theory of the modern world economy, taking into account the national specifics of the state, the principles of the successful organization of the activities of professional managers in bankruptcy cases should be reflected in the conditions created by the organizational, legal and economic policies of the state of the Republic of Kazakhstan.

Thus, the dynamics of overcoming the crisis, and then economic growth, is determined not by the power of the state, but by the effectiveness of indirect impact and regulation of institutional forms in the market environment, stimulating competition, and completing the structural adjustment of the economy. Behind the crisis, which is the destruction of everything outdated and leading to a revision of previous ideas, it is important to see the foundations of a new level of development of the national economic system.

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ҚАЗАҚСТАН РЕСПУБЛИКАСЫНДА КӘСІНОРЫНДАРДЫ DAҒДАРЫCҚA ҚАРCЫ БАСҚАРУДЫҢ ХАЛЫҚАРАЛЫҚ ТӘЖІРИБЕСІН ҚОЛДАНУ

Аннотация. Мақалада Қазақстан Республикасындағы кәсіптік дағдарысқа қарсы менеджментті дамытудың теориялық және практикалық аспектілері және мемлекеттік органдардың банкроттық саласындағы өзін-өзі реттейтін ұйымдармен ынтымақтастығындағы халықаралық тәжірибені пайдалану жолдары қарастырылады.

Қолданыстағы сәйкессіздіктер дағдарысқа қарсы мемлекеттік экономикалық реттеудің жаңа және барабар теориялық және тұжырымдамалық негіздерін және экономикалық өсуді ынталандырудың, өсу базасын ұлғайтудың қосымша тетіктерін енгізуді, салық салу және қаржылық қызмет көрсету секторын реттеу арқылы ішкі тауар өндірісін дамытуға қаржы ағындарын ынталандыру, импортты алмастыру тұжырымдамасын іске асыру арқылы қосымша тауар өндірісін отандық өнімге сұраныс, мемлекеттік сатып алу және уақытша қаржылық тұрақсыздық аймақтарынан капиталды тарту тетіктерін енгізу арқылы дамытуды талап етеді.

Экономикалық даму сапасының көрсеткіштерінің бірі елдің экономикалық жүйесінің құрылымы болып саналады, онда өзінің дамуы үшін қолайлы жағдайы бар және қайталама болып табылатын нарық пен нарық секторлары анық көрінеді. Біз бүкіл әлем экономикасының құрылымдық сипаттамаларын тауар нарығы секторларының аспектісінде немесе өндіріс циклінің фазалары бойынша ескеру қажет деп санаймыз. Мұндай тәсіл елдің ресурстық секторының (ауылшаруашылығы өндірісі, тау-кен өндіру өнеркәсібі), қайта өңдеу секторының, сондай-ақ инфрақұрылым мен тұтыну секторының басымдылығын талдауға мүмкіндік береді.

Дағдарысты басқарудағы қазақстандық тәжірибе көрсеткендей, экономиканы басқаруда жағымды және тиімді жағын да пайдалануға болады. Бір жағынан, энергияның әлемдік сұранысы мен мұнай бағасына жоғары тәуелді жағдайды ушықтырады, бірақ дәл мұнайдан түсетін түсім резервтік қор құрды, бұл дағдарыс жағдайында экономиканы қолдау үшін осындай ауқымды шараларды қабылдауға жағдай жасайды. Дүниежүзілік нарықтағы дағдарысты қалпына келтіру кезінде, ең алдымен, энергия бағасы қымбаттайды, бұл мұнай бағасының өзгеруіне байланысты Қазақстан экономикасын қалпына келтіруге мүмкіндік береді. Бір жағынан, Қазақстан экономикасының бәсекеге қабілеттілігінің төмендігі сөзсіз жағымсыз фактор болып саналады, бірақ дағдарыс кезінде әлемдік нарықта бәсекеге қабілетті жергілікті, өндірісті өзіндік ішкі нарыққа бағыттау терең рецессиядан аулақ болуға жол ашады. Өзірге Қазақстан экономикасын ертаратпандыру, қайта құрылымдау және инновациялық даму жолына көшу мүмкін болмады. Бұл барлық елдерде өндірістің құлдырауы, жұмыссыздықтың өсуі, өмір сүру деңгейінің төмендеуі сияқты қолайсыз және кең таралған құбылыстар аясында жағдайды ушықтырады. Қазақстандық және шетелдік дағдарысқа қарсы шаралар арасындағы айырмашылықтар Қазақстанда қаржы секторының дамуына және нашар активтерді сатып алуға қаражат аз талап етілетіндігіне байланысты, дегенмен экономиканың әлсіздігі өнеркәсіп секторындағы құлдырауы анық байқалады. Германия мен Франция үкіметі зиянды кәсіпорындарға іс жүзінде қолдау көрсете алмайды, ал Қазақстанда жаппай жұмыссыздық пен әлеуметтік апаттың алдын алу үшін үкімет мұндай кәсіпорындарды қолдауға мәжбүр.

Инвестициялық белсенділікті арттыруға және ішкі сұранысты ынталандыруға ұйымдастыруды қолдау ішкі және сыртқы нарықта өнім сатуды көздейтін жаңа индустриялық жобаларға ҚР Ұлттық Банкінің үлестік несие беру сызбасын іске асыру арқылы жүзеге асады.

Түйін сөздер: дағдарысты басқару, банкроттық институты, кәсіпорындарды дағдарысты басқару, макроэкономикалық мемлекеттік стратегия.

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ИСПОЛЬЗОВАНИЕ МЕЖДУНАРОДНОГО ОПЫТА АНТИКРИЗИСНОГО УПРАВЛЕНИЯ ПРЕДПРИЯТИЯМИ В РЕСПУБЛИКЕ КАЗАХСТАН

Аннотация. В статье рассмотрены теоретические и практические аспекты особенностей становления профессионального антикризисного управления предприятиями в Республике Казахстан и использования международного опыта по сотрудничеству государственных органов с саморегулируемыми организациями в сфере банкротства. Существующие несоответствия требуют новых и адекватных теоретических и концептуальных основ антикризисного государственного экономического регулирования и внедрения прикладных механизмов стимулирования экономического роста и увеличения базы роста за счет стимулирования направления финансовых потоков на развитие отечественного товарного производства посредством налогообложения и регулирования сектора финансовых услуг, реализации концепции импортозамещения путем создания дополнительного спроса на отечественную продукцию, в том числе за счет государственных закупок и внедрения механизмов привлечения капитала из зон временной финансовой нестабильности.

Одним из показателей качества экономического развития является структура экономической системы страны, в которой четко видны рынки и секторы рынка, которые имеют благоприятные условия для своего развития, и те, которые являются вторичными. Мы считаем необходимым учитывать структурные характеристики экономик всего мира в аспекте секторов товарных рынков или по фазам цикла производства. Такой подход позволит проанализировать приоритетность ресурсного сектора страны (сельскохозяйственное производство, горнодобывающая промышленность), перерабатывающего сектора, а также инфраструктуры и потребительского сектора.

Казахстанский опыт антикризисного управления показал, что в управлении экономикой можно эффективно использовать как плюсы, так и минусы. С одной стороны, высокая зависимость от мирового спроса на энергию и цен на нефть усугубляет ситуацию, но именно нефтяные доходы создали резервные фонды, которые позволили принять такие масштабные меры для поддержки экономики в условиях кризиса. А при выходе из кризиса на мировом рынке цены на энергоносители, в первую очередь, растут, что позволяет экономике Казахстана восстанавливаться за счет изменения цен на нефть. С одной стороны, низкая конкурентоспособность казахстанской экономики, несомненно, является негативным фактором, но во время кризиса ориентация местной, слабо конкурентной на мировом рынке продукции на собственный внутренний рынок позволила избежать более глубокого спада. До сих пор не было возможности диверсифицировать экономику Казахстана, провести реструктуризацию и перейти на путь инновационного развития. Все это на фоне таких неблагоприятных и широко распространенных явлений во всех странах, как падение производства, рост безработицы, падение уровня жизни усугубляет ситуацию. Различия между казахстанскими и зарубежными антикризисными мерами также связаны с тем, что в Казахстане финансовый сектор развит слабо, а средства на покупку плохих активов требуются гораздо меньше, однако слабость развивающейся экономики отражается на более глубоком спад в промышленном секторе. Поддержка нерентабельных предприятий правительствами Германии и Франции считается нецелесообразной, а в Казахстане Правительство вынуждено поддерживать такие предприятия во избежание массовой безработицы и социальных катастроф.

Организационная поддержка повышения инвестиционной активности и стимулирования внутреннего спроса возможна за счет реализации схемы эмиссионного кредитования Национального банка РК для новых промышленных проектов, что предполагает продажу продукции на внутреннем и внешнем рынках.

Ключевые слова: кризис-менеджмент, институт банкротства, антикризисное управление предприятиями, макроэкономическая государственная стратегия.

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