

ECONOMIC SECURITY

UDC: 330.131:656.2

DOI 10.31733/2078-3566-2023-5-245-254



Larysa MARTSENIUK[©]
Dr.S., Professor
(Ukrainian State University
of Science and Technologies,
Dnipro, Ukraine)



Anastasiya BARABASH[©]
Student
(V. N. Karazin Kharkiv
National University)



Biswajit DAS[©]
Ph.D. (Management),
Professor
(Institute of Industrial
technologies (KSOM),
Odisha, India)

TECHNOLOGIES FOR IMPROVING ANTI-CRISIS COMMUNICATION OF STATE-OWNED ENTERPRISES (on the example of JSC "Ukrzaliznytsia")

Лариса Марценюк, Анастасія Барабаш, Ігор Басовський. ТЕХНОЛОГІЇ УДОСКОНАЛЕННЯ АНТИКРИЗОВОЇ КОМУНІКАЦІЇ ДЕРЖАВНИХ ПІДПРИЄМСТВ (на прикладі АТ «Укрзалізняця»). Стаття присвячена дослідженню типології криз та антикризових комунікацій як невід'ємної складової загальної комунікативної діяльності підприємств на прикладі державного підприємства АТ «Укрзалізняця». У роботі вивчено теоретичні та розроблено практичні рекомендації щодо розвитку сучасних технологій антикризових комунікацій АТ «Укрзалізняця». Об'єктом дослідження виступає процес впровадження сучасних технологій антикризових комунікацій АТ «Укрзалізняця». Предметом – сукупність теоретичних положень щодо формування розвитку сучасних технологій антикризових комунікацій АТ «Укрзалізняця».

Інформаційною базою дослідження слугували дані з відкритих джерел статистичної звітності, наукові дослідження провідних українських вчених, а також провідних міжнародних організацій та іноземних науковців. Практична значущість дослідження полягає в широкому порівняльному аналізі сутності та типології криз, а відповідно і напрямів розвитку антикризових комунікацій та надання дієвих рекомендацій для запровадження на державному підприємстві – АТ «Укрзалізняця». Мета роботи полягає у розробці теоретичних і практичних рекомендацій щодо розвитку сучасних технологій антикризових комунікацій АТ «Укрзалізняця». Аналіз джерельної бази дозволив: 1) надати опорні визначення поняттям «криза», «антикризові комунікації» та 2) типологізувати досліджувані явища. Результатом аналізу також є розробка рекомендацій розвитку сучасних технологій антикризових комунікацій АТ «Укрзалізняця», що відобразилося в Стратегії

© Martseniuk L., 2023

ORCID iD: <https://orcid.org/0000-0003-4121-8826>
rwinform1@ukr.net

© Barabash A., 2023

ORCID iD: <https://orcid.org/0009-0004-2536-9135>
nastya.vyhrest@gmail.com

© Das B., 2023

ORCID ID: <https://orcid.org/0000-0002-0817-2929>
biswajit@ksom.ac.in

антикризових комунікацій АТ «Укрзалізниця». Далі напрацювання зможуть стати у нагоді для подальших досліджень зі вказаної теми. У роботі використовувалися наукові праці вітчизняних та іноземних вчених, власні дослідження, наприклад, проведення SWOT-аналізу. Важливим кроком у повсякденному існуванні Укрзалізниці є формування групи антикризового реагування, це мають бути спеціально підготовлені фахівці, які знатимуть, як правильно відреагувати на той чи інший скандал, пов'язаний з Укрзалізницею, як швидко забезпечити комунікація з людьми з керівництвом, якщо потрібно, які новини швидко завантажувати в мережу, щоб зменшити негативні події. Важливою антикризовою технологією є методика One voice.

Ключові слова: комунікація, комунікативні стратегії, антикризові комунікації, Укрзалізниця, електронне врядування.

Relevance of the study. Communications play an important role both in the life of each individual and the country as a whole. Individuals, legal entities and states communicate with each other. They differ in type depending on objective factors, for example, circumstances, orientation, purpose, and others.

Ukraine has all the prerequisites for the development of modern communications both within the state and at the international level. The coronavirus pandemic in the period 2020-2022, and then the full-scale invasion of Russia into Ukraine from February 24, 2022, forced a reorientation of communications to the use of anti-crisis technologies in order to prevent disinformation and not allow the Ukrainian people to be divided. Communications is a tool for the sustainable development of communities, contributes to the democracy of citizen participation and ultimately increases the satisfaction with life and generally improves the quality of life of community residents. One of the leading industries of Ukraine is the transport industry, because it plays an important role in the functioning of the state. Ensuring the mobility of the population and the delivery of goods to different parts of the country. Considering that the railway transport of Ukraine has an extensive network and a long history, and also plays an important role in the transportation of goods and passengers, we believe that this department should apply modern effective anti-crisis communications with stakeholders (from investors to passengers, from consignors to ticket cashiers, etc.).

In the conditions of the modern world, when individuals, legal entities and individual states, and accordingly the whole world as a whole, are forced to exist in rapidly changing conditions and to be able to adapt to these changes. Scientists believe that these changes occur as a result of the onset of certain crises, therefore, in order to live and work effectively, we all need to predict, recognize the crisis in time and take measures to mitigate the consequences of crises.

Recent publications review. There are quite a few definitions of the concept of "crisis" in the scientific literature, but all of them come to the conclusion that a crisis can be called an unplanned, unwanted process or phenomenon, to overcome the consequences of which there is a limited time. The term "crisis" from the Greek krisis is interpreted as a turning point. The academic explanatory dictionary of the Ukrainian language contains the following definition of crisis: it is a sharp change in the usual state of things, breakdowns, aggravation of the situation [1]. Undoubtedly, a crisis is a phenomenon that goes beyond the usual, prompting to make some decisions.

As stated in the interdisciplinary management dictionary, edited by D.M. Chervanov, the crisis is an extreme aggravation of contradictions in the socio-economic system, which threatens its sustainability in the environment [2].

We agree with this definition, especially in the part that it is an extreme aggravation of contradictions, because a crisis is already the most acute phase of crisis signs and a crisis state. At the same time, regarding the fact that the crisis threatens viability, on the one hand, it is true, on the other hand, the crisis gives an impetus to the adoption of quick, sometimes innovative decisions, which in the post-crisis period will bring the economic entity to a leading position. This was also the case during the coronavirus period, when companies were forced to quickly reorient themselves to the conditions that arose. For example, if it concerned the restaurant sector, restaurants began to prepare food to order for take-out, so to speak, with home delivery or offered customers to eat in the fresh air. Or travel agencies started organizing virtual tours. It is clear that the profitability decreased sharply, but the enterprises managed to at least keep the staff. With regard to educational institutions, the issue of setting up distance learning also arose, on the one hand, this revealed huge problems – the lack of gadgets and the Internet for both teachers and students, and on the other hand, they encouraged both of them to study distance technologies. If we talk about universities, then almost all of them switched to

studying with the help of the world-famous, quite popular educational platform moodle. That is, as we can see, a crisis is not always a way to completely end the existence of a particular enterprise, it is often an impetus for development.

Scientists consider the crisis as a turning point in the development of the system, which gives space to a new round of economic changes [3].

A crisis is a certain stage of the functioning and development of the socio-economic system, which determines the objective necessity of its qualitative transformation. As the author rightly points out, the definition of the concept of crisis should be approached, taking into account not only the existing negative consequences, but also positive cause-and-effect relationships [3]. After all, as you know, a crisis does not always lead to the bankruptcy of an enterprise, but often to its renewal, positive transformation.

A crisis is a non-standard situation or a certain turning point, after which vital signs will improve and the patient will live or die, that is, either a sharp interruption or a predicted decline [4].

Crises are classified according to different characteristics. Let's consider the most significant of them. Yes, the causes of the crisis are natural, social and environmental. It is very difficult to fight against nature, because man is only a small economic entity compared to nature, but the fact is that it is man who is the source of all the troubles that occur in nature, because excessive man-made load on nature by mankind, unjustified excessive the use of resources, which leads to their complete exhaustion, eventually signal to humanity about the wrong activity by various kinds of natural crises, it can be floods, earthquakes, acid rain, etc.

According to the scale of manifestation, there are general crises – those that cover the entire socio-economic system, and local ones – they cover only part of it, that is, the crisis can cover both a separate department of the enterprise, and the entire enterprise as a whole, and an entire industry in which this enterprise works, which will ultimately be reflected in the country's GDP. So, as we can see, even a local crisis can threaten the stability of the state's functioning.

According to the structure of relations in a specific socio-economic system and the differentiation of problems related to its development, separate groups of crises are distinguished: economic, social, political, organizational, psychological, technological and others. A structural crisis is one of the most dangerous types of crises, because it is a violation of the law of proportional development of social production. This ultimately manifests itself in serious disproportions between various industries, on the one hand, and the production of the most important types of products in natural terms, necessary for sustainable balanced development, on the other [5]. In terms of predictability or forecasting, crises can be predictable or unpredictable. For example, if we have ten people working in our department and they are all 70 years old, then it is clear that in ten years we can expect a personnel crisis in this department, because most of these employees can retire due to their health. Regarding Ukrzaliznytsia, it is safe to say that now we are witnessing the anticipated crisis of a shortage of rolling stock due to its aging and scrapping (if the state would purchase new wagons for railway transport of Ukraine on time, rhythmically, annually, then the rolling stock fleet would gradually be updated and we would not now observe the lack of new modern rolling stock in Ukrzaliznytsia).

The research paper's objective is to investigate the typology of crises and anti-crisis communications on the example of the state-owned enterprise JSC "Ukrzaliznytsia" and to develop practical recommendations for the development of modern technologies of anti-crisis communications of JSC "Ukrzaliznytsia".

Discussion. The external causes of crises are usually associated with the trends and strategy of macroeconomic development of the state or even the development of the world economy, large-scale competition, and the political situation in the country. Internal – with the degree of riskiness of marketing strategies, as well as internal conflicts, shortcomings in the organization of production, imperfection of management (it depends on the management whether the enterprise will achieve success, because it is the management that forms the development plan, stages of implementation, persons responsible for the implementation of plans, monitors the implementation of plans and harmonizes internal and external policy among themselves so that the enterprise is adapted to changing external economic conditions), innovation and investment policy (this is a very important point, because without innovation there is no development, there is no attractiveness for consumers of goods and services. At the same time, to introduce an innovation, funds are needed for its implementation – from

scientific development to launch to mass production). At the micro level, a crisis can usually be associated with the reduction or capture by competitors of a strategic economic zone; and also due to the discrepancy between the volume and structure of the products of this enterprise and the volume and structure of demand of modern consumers of products; inconsistency of the style, forms and means of management of the enterprise with its existing status, strategic management goals, quality of personnel, etc.; discrepancy between cash income and expenses of the enterprise, general imbalance of the financial mechanism of the enterprise.

It is desirable for the company to have a risk manager or a group of specialists who could periodically forecast the occurrence of certain external and internal risks, as well as give their recommendations to the managers on how to act in a particular situation, and the managers themselves would make decisions depending on your own experience, knowledge and intuition. At the same time, supporters of the classical school consider risk as a mathematical expectation of those costs that arise as a result of the implementation of the chosen decision (J. Mill, N.U. Senior). And the representatives of the classical school insist on the essence of risk and its economic significance as the probability of deviation from the set goals, that is, as the possibility of receiving both an unexpected profit and, unfortunately, a loss (A. Marshall, A. Pigou). As scientists rightly point out in their research, every enterprise in the process of carrying out its own industrial and economic activity faces various kinds of risks, therefore, the fate of the enterprise depends on complete and operational information, whether it will be possible to avoid certain risks and crises [6]. In order for the consequences of crises to be minimal for the enterprise, the management needs to implement anti-crisis measures, which must be developed and approved in advance, and the participants of these anti-crisis measures must know how to act in certain non-standard conditions.

The consequences of the crisis, of course, directly depend on the effectiveness of anti-crisis management, which can either mitigate or exacerbate the crisis. The list of the set of hypothetically possible positive and negative consequences of the onset of various types of crises is quite extensive:

- 1) renewal, rehabilitation or even reconstruction of the socio-economic system or its complete destruction and the subsequent emergence of a new, larger crisis;
- 2) aggravation or easing of the crisis and a soft exit of the enterprise from an undesirable situation;
- 3) sharp changes in the socio-economic system, or on the contrary, a soft exit from the crisis;
- 4) long-term, short-term, qualitative, quantitative changes (or all together or modification of various characteristics of crisis phenomena);
- 5) irreversible or reversible changes (irreversible does not mean catastrophic, sometimes on the contrary, it involves development, for example, the transition of accountants from ordinary notebooks to calculating wages in modern programs, for example, 1C).

Thus, the consequence of the onset of the crisis can be both recovery and destruction. Therefore, the exit from the crisis is not always associated with positive consequences. A transition to a new crisis (even deeper and longer) cannot be ruled out. Crises can occur as a chain reaction. There is a possibility of conservation of crisis situations for a rather long period (most often this is due to certain political reasons). Therefore, making decisions of an anti-crisis nature is extremely responsible for management.

Considering that crises happen to every individual, legal entity or the state as a whole, anti-crisis communications are an important tool for reducing the negative consequences of various types of crises. If we are talking about an enterprise, in our case, Ukrzaliznytsia, then it is implied that the management should apply anti-crisis communications of various levels – within the organization and there should be communications with representatives of the external environment.

The crisis, on the one hand, endangers the reputation and, in general, the expediency of the existence of the business entity, and on the other hand, it is an impetus for the search for innovative directions of development in order to update the purpose and goals of the enterprise, for search for new ways of attracting consumers (passengers and freight carriers), which will ultimately have a positive effect on the company's profitability.

Crises almost always have an element of surprise, and the fate of the enterprise as a whole in the future will depend on how quickly the top managers will take certain anti-crisis decisions.

Anti-crisis communications is understood as a set of communicative measures, which

are aimed, first of all, at forecasting, and then at preventing or reducing the magnitude and overcoming of crises, if they occur. Anti-crisis communication should be comprehensive and directed at both the internal and external environment.

It is important to correctly define the type of crisis, because the choice of an anti-crisis strategy depends on it. Joint-stock company "Ukrzaliznytsia" is the national carrier of Ukraine, which has an extensive transport network and carries out transportation of goods and passengers in suburban, national and international connections. The enterprise is a monopolist in the transport sector in the field of railway transport in all areas of service provision.

Analysis of existing anti-crisis communications of Ukrzaliznytsia.

In recent years, with the development of digitalization, Ukrzaliznytsia has significantly improved communication links with passengers and shippers. If earlier those who use the services of the railway could leave their complaints and wishes, or vice versa, kind words addressed to railway workers, they could do so only in writing, writing in the book of complaints and wishes, now the communication of an ordinary passenger with the management of Ukrzaliznytsia has become faster and is possible with the help of modern means and communication channels. Yes, Ukrzaliznytsia has its own channel in the popular Telegram application, there are already 235 thousand subscribers to the news of this channel, there is the possibility of communication in the chat, thousands of photos and videos are posted, and there are useful links. That is, if earlier a passenger who had complaints or suggestions did not convey them to the railway management, because it is not very convenient to look for a book of complaints together with heavy suitcases, now all messages can be sent quickly through messengers, and the most important thing is to get a response.

In 2020, Ukrzaliznytsia also launched a communication channel with passengers through Facebook Messenger, which allows customers to quickly send their message to railway employees.

In addition, Ukrzaliznytsia started to use the popular ChatGPT to process passenger requests – it is an artificial intelligence that allows fast processing of information. This chatbot is popular among customers, because according to Ukrzaliznytsia, the railway receives almost one and a half thousand trip evaluations from passengers every day through this chatbot.

Through the app, the customer can contact the railway employees, in a few seconds using keywords, the artificial intelligence will select one of the 21 topics stored in the app memory, from service quality to delays, and direct to the appropriate department. After that, appeals broken down into categories are loaded into the analysis system, which allows you to monitor the dynamics of complaints by specific trains and routes by days, weeks and months.

High-quality and quick analysis by artificial intelligence allows the management of Ukrzaliznytsia to quickly see problems and promptly respond to them [7].

The official website of Ukrzaliznytsia works rhythmically. On it, clients can find the information they need, and if necessary, the client's communication channels with railway representatives are listed. Hotline telephone numbers can be found on the website. As well as hyperactive links to popular social networks and messengers in which Ukrzaliznytsia is registered, and where you can write a message. Also, a form for filling out is available on the website, where in the window the client can choose which issue he is concerned about – passenger or freight transportation, in suburban or long-distance transportation, the issue of corruption or the purchase of electronic tickets. With the help of a convenient, in our opinion, form, the client can quickly fill in his contact data and send a message [8].

An important step in communication with passengers is the "Barrier Literacy" educational program, which Ukrzaliznytsia recently launched for its employees. 10,000 people have already been trained, and soon other railway workers will also gain useful knowledge about effective communication with passengers, in this case the program is aimed at training personnel (train and station employees) who could work with passengers with disabilities. Taking into account the program of the first lady of Ukraine Olena Zelenska "Barrier-free Ukraine", it is important to do everything possible in all areas, so that all citizens, regardless of their state of health, can comfortably live in our country and use various services, including rail transport. As professors L. Nalivayko and L. Martsenyuk rightly note, first of all, there will be broad prospects for barrier-free access only when the Ukrainian legislation provides for appropriate norms for the protection of vulnerable segments of the population [9].

An important aspect is the psychological support of passengers by railway workers, because currently Ukrainians are mentally vulnerable as a result of the war. In this context, as part of the initiative of First Lady Olena Zelenska to create a National Program of Mental

Health and Psychosocial Support, a training was held for Ukrzaliznytsia employees who work with people every day and who must possess psychological techniques to make the passenger feel comfortable both while waiting for the train and both on the way to the destination and after arriving at the destination [10].

Russia's full-scale invasion of Ukraine forced the state as a whole and some of its industries and enterprises to switch to new forms of communication with society. The main thing is to prevent disinformation in order to cause mistrust of society in its leaders. In the Ukrainian infospace during the war, you can find a lot of positive things about Ukrzaliznytsia, because it was this department that courageously performed and continues to perform its work of transporting passengers and cargo in dangerous conditions. Millions of passengers were evacuated from the east of Ukraine to the west or to other countries, hundreds of thousands of tons of cargo were transported by railway (in addition to planned cargo, the railway also carries cargo that can be delivered by water transport, as was planned before the war). At the beginning of the full-scale invasion, brands communicated in different ways. A certain part ceased its activities and simply stopped addressing the audience. Some were silent in the first days because they were engaged in relocation. Some (mostly large international companies) reacted very cautiously, not immediately, as if waiting to see how events would develop, so as not to risk their reputation. And some actively broke into the information space with their support from the first hours of the invasion. The story with Ukrzaliznytsia became a real revolution in the brand's view. It is a national carrier of people and goods and a monopolist of the railway sector in Ukraine. Before the full-scale war, most customers criticized Ukrzaliznytsia for lack of comfort, for low speed, for not quite modern staff, etc. However, since the morning of the terrible February 24, 2022, Ukrzaliznytsia has shown itself to be one of the most reliable structures.

The company expressed itself in the following way: "despite nothing, neither force majeure, nor intimidation from Russia, we do our work and even more." Ukrzaliznytsia has launched free evacuation trains that take people from territories where active hostilities are taking place. It also equipped wagons for the transportation of the wounded and other less mobile population groups. The company's employees risked their lives by going to hot spots to save people. Among the employees there are those who died at the workplace. The main communication brand of Ukrzaliznytsia – from words to actions! The social responsibility of both enterprises and individual citizens has increased. Classically, brand communications aim to raise awareness, increase trust, and change behavior. Since the beginning of the full-scale invasion, Ukrainians have been trying to eradicate everything Russian from their lives. This was also manifested in the pressure on international companies that continued to work in Russia. The effectiveness of marketing communications is the power of appeals to the audience, the degree of its coverage, the formation of consumer attitudes towards the brand and its services or products, and the creation of an image. Ukrzaliznytsia should pay attention to the following indicators as a result of communications: the level of trust (a marker of the successful long-term development of the company, its reputation), the indicator of visibility (this is an indicator of the mention of the enterprise – in our case, Ukrzaliznytsia – in the media), market and competitor analysis – the railway has an extensive network of railways, at the same time, in recent years, with the development of the fleet of own cars, passengers began to choose more often to move around the country by their own transport, rather than by rail; as for shippers, there are currently no real competitors in the railways [11].

We will give examples of anti-crisis communications of Ukrzaliznytsia with clients. For example, on June 8, 2023, on the Lviv-Kyiv train, a passenger in a compartment began to cling to a passenger, the woman asked the conductor to transfer her, but he refused. As a result, the woman complained about the conductor in the Ukrzaliznytsia chat and told about this incident. The railway department reacted quite quickly to the conflict, informed that they would look into the situation and that the conductor would be punished, and also explained that in the case of force majeure events on the train and the conductor does not intervene, it is necessary to call or write to the Ukrzaliznytsia hotline. On June 17, 2023, information was published on news sites that Ukrzaliznytsia will strengthen security measures in trains, in particular, it is about guarding trains [12]. A similar situation happened in 2020, when on July 31, on the Mariupol-Kyiv train, an unknown man attacked and beat a woman. As a result, the man was detained, a criminal case was opened, and the management of Ukrzaliznytsia announced their condolences on their page on August 2 and about negotiations with the insurance company for the payment of compensation to the injured woman. The summer of

2023 was spent by Ukrzaliznytsia in a language scandal, because on the Facebook network on July 25, 2023, the famous Ukrainian director and public figure Kateryna Chepura published a screenshot of her own boarding pass for the Przemyśl-Lviv train, where the information was indicated in two languages – English and Russian. that is, in the language of the aggressor. In addition to ordinary outraged citizens, the Commissioner for the Protection of the State Language Taras Kremin reacted to her message, who noted that indeed Ukrzaliznytsia violated the language law and should immediately eliminate the shortcomings, and the guilty should be punished.

On the same day, July 25, representatives of the railway department announced that an investigation had been launched into this fact. And the next day, on July 26, information appeared in the mass media that Ukrzaliznytsia agreed on the content of the ticket with foreign railways (because in this case it was about tickets for an international train) and published a photo of the ticket with updated data on its page [13].

On July 26, 2023, the same information was provided on social networks by the Commissioner for Human Rights, who published a post with an eloquent headline: "The scandal gave a result: Ukrzaliznytsia showed a new international ticket". In the autumn of 2023, on November 6, the mass media also reported that Ukrzaliznytsia was involved in a scandal. The fact is that the passengers of the Konotop-Fastiv suburban train were sold tickets for carriages that were disconnected from the train due to a malfunction (even before the start of the movement) and the passengers had to ride in the vestibule. Ukrzaliznytsia sincerely apologized to passengers on social networks and assured them that they would be compensated for the cost of tickets [14].

As can be seen from all the listed cases, Ukrzaliznytsia employees communicated competently with passengers who were dissatisfied with the department's work. The railwaymen did not give up, they admitted their guilt and compensated the victims for damages, and also sent messages that they would not allow similar cases in the future. Thus, it can be said that Ukrzaliznytsia correctly uses communication technologies in order not to deteriorate its reputation and not to lose customers.

As for internal communication, the Department of Corporate Social Responsibility works fruitfully at Ukrzaliznytsia. The management tries to apply the best practices of social responsibility of business to people and honest communication with the team. It is with the support of this Department that communication between employees and management is built, and there is an opportunity for colleagues to communicate with each other. One of the most important tasks of this unit is to form an understanding of changes in the team, to ensure communication between the top management and the team, to ensure that people's opinions are heard and taken into account when making management decisions. Establishing communication with employees and integrating the principles of sustainable development.

At any stage of change, it is important to directly, accessible and honestly inform the company's employees about the reforms, the logic of the decisions being made, and the main goal of the reforms – restoring stability and confidence in the future. Therefore, it is the task of the internal communications team to create information channels, attract the right speakers and talk about the difficult. For this, a portal for employees was created, there is a Lotus newsletter, there are information boards in administrative buildings, and the implementation of the digital channel "Buksa. Railwayman's assistant" (this channel communicates with employees via Viber and Telegram. It sends corporate news, explains management decisions and plans, asks the opinion of the railwaymen themselves, entertains, provides social benefits in the form of discounts on goods and services). Brand management of Ukrzaliznytsia and brand communication also require a whole set of systemic measures. The brand is one of the main factors in the formation of the value and stability of the company. For example, the value of the world-famous Coca-Cola brand is about 80 % of the company's tangible assets. Ukrzaliznytsia is a client company, so now the managers of the railway department have begun to transform the UZ brand so that it helps the company earn money and is associated with services and workplaces that are in demand on the market. Ukrzaliznytsia supports its reputation as a reliable partner, planned actions to make the railway an interesting partner for all stakeholders. Each division of the railway must feel like an important link and understand how important its activity is in the overall impression of the railway vis-a-vis service users.

Railroads understand that open communications is a two-way street. Therefore, employees should have a free opportunity, accessible to everyone, to express their opinion regarding management decisions, existing problems in the company and propose ways to solve

them. Two-way communication tools are integrated into internal communication channels. One such tool is regular opinion surveys of key stakeholders. Recently, a comprehensive sociological survey was conducted among the Society's employees throughout the country. Based on the results of the survey, recommendations were made to the board regarding the adoption of management decisions to solve the identified problems.

Conclusions. Ukrzaliznytsia's communication strategy with stakeholders should be as follows.

1. It is necessary to minimize the negative consequences of a crisis or scandal.
2. Respond quickly to a scandal, the first hours of communication are important.
3. To treat passengers and freight carriers with maximum respect, because they are the employers of railway workers.
4. Information in the mass media should be provided promptly, fully, accurately, perhaps even to adhere to some schedule of news releases about Ukrzaliznytsia.
5. Involve the public in the analysis of the situation.
6. To show that the crisis situation or scandal in which Ukrzaliznytsia found itself is an accidental, not a systemic phenomenon.
7. Offer victims compensation.
8. To assure the society about the prevention of scandals.

An important step in the day-to-day existence of Ukrzaliznytsia is the formation of an anti-crisis response team, these should be specially trained specialists who will know how to correctly react to one or another scandal related to Ukrzaliznytsia, how to quickly provide communication to people with management, if necessary, what news quickly upload to the network to reduce negative events. An important anti-crisis technology is a technique called One voice. This means that in the event that Ukrzaliznytsia falls into the scandal, together with this state-owned carrier, it is up to the authorities or other influential groups of people to assure ordinary citizens that everything will be fine in the future. It should be noted that you should not use the phrase: "No comments!", because this may reflect even more negatively on the reputation of Ukrzaliznytsia.

In addition to overcoming a quick negative reaction to a specific event among passengers, it is important to shift their attention to the further development of the railway, focus on future innovations, for example, talk about the introduction of high-speed traffic or the introduction of railway tourism.

Conflict of Interest and other Ethics Statements

The authors declare no conflict of interest.

References

1. Криза. Академічний тлумачний словник з української мови. URL: <http://sum.in.ua/s/kryza>.
2. Міждисциплінарний словник з менеджменту : навч. посіб. / [Д. М. Черваньов, О. І. Жилінська, М. В. Петровський та ін.] ; за ред. Д. М. Черваньова, О. І. Жилінської. К. : Нічлава, 2011. 624 с.
3. Кухта П. Кризи, їх причини та наслідки. Ефективна економіка. 2012. № 10. URL: <http://www.economy.nayka.com.ua/?op=1&z=1439>.
4. Чорновіл І.А. Сутнісна характеристика кризи підприємства та причини її виникнення. URL: http://journals.khnu.km.ua/vestnik/pdf/ekon/2011_2_1/010-013.pdf.
5. Василенко В. О. Антикризове управління підприємством : навч. посіб. [для студ. вищ. навч. закл.] / В. О. Василенко. К. : ЦУЛ, 2003. 504 с.
6. Ткачук, А. Ю., Біляк, Т. О., & Виговський, В. Г. (2023). Розуміння природи криз та ризиків у процесі забезпечення ефективності управління підприємством. Економіка, управління та адміністрування, (1(103)), 70–75. URL: [https://doi.org/10.26642/ema-2023-1\(103\)-70-75](https://doi.org/10.26642/ema-2023-1(103)-70-75).
7. Укрзалізниця почала використовувати ChatGPT для обробки звернень пасажирів. URL: https://lb.ua/society/2023/05/11/554772_ukrzaliznitsya_pochala.html.
8. Офіційний сайт Укрзалізниці. <https://uz.gov.ua/passengers/hotline/>.
9. Наливайко Л. Р., Марценюк Л. В. «Безбар'єрна Україна»: проблеми та перспективи // Нове українське право. 2023. № 4. С. 82-93.
10. Працівники Укрзалізниці пройшли тренінг із психологічної підтримки. URL: https://lb.ua/society/2022/09/09/528933_pratsivniki_ukrzaliznitsi_proyshli.html.
11. Український досвід: комунікації брендів під час війни. URL: <https://cases.media/article/ukrayinskii-dosvid-komunikaciyi-brendiv-pid-chas-viini>
12. В Укрзалізниці відреагували на гучний скандал з «домаганнями в купе». URL: <https://trueua.info/news/v-ukrzaliznici-vidreaguvali-na-guchnij-skandal-z-domagannyami-v-kupe>.

13. Нещасний випадок чи зумисні дії: УЗ розбирається з ситуацією щодо нападу на пасажирку у потязі. URL: <https://www.unian.ua/society/anastasiya-lugova-uz-rozbirayetsya-z-situaciyeyu-shchodo-napadu-na-pasazhirku-u-potyazi-novini-ukrajini-11098259.html>.

14. Після мовного скандалу "Укрзалізниця" показала оновлений квиток: омбудсмен розпочав перевірку. URL: <https://rubryka.com/2023/07/26/pislya-movnogo-skandalu-ukrzaliznytsya-pokazala-onovlenyj-kvytok-ombudsmen-rozpochav-perevirku/>

Submitted 27.11.2023

1. Kryza. Akademichnyy tлумachnyy slovnyk z ukrayins'koyi movy [Crisis. Academic explanatory dictionary of the Ukrainian language]. URL: <http://sum.in.ua/s/kryza>. [in Ukr.].

2. Mizhdystyplinaryny slovnyk z menedzhmentu [Interdisciplinary dictionary of management: teaching. Manual]: navch. posib. / [D. M. Chervan'ov, O. I. Zhylyns'ka, M. V. Petrovs'kyi ta in.]; za red. D. M. Chervan'ova, O. I. Zhylyns'koyi. K. : Nichlava, 2011. 624 p. [in Ukr.].

3. Kukhta P. Kryzy, yikh prychny ta naslidky [Crises, their causes and consequences]. *Efektivna ekonomika*. 2012. № 10. URL: <http://www.economy.nayka.com.ua/?op=1&z=1439>. [in Ukr.].

4. Chornovil I.A. Sutnisna kharakterystyka kryzy pidpryyemstva ta prychny yiyi vynyknennya [Essential characteristics of the enterprise crisis and its causes]. URL: http://journals.khnu.km.ua/vestnik/pdf/ekon/2011_2_1/010-013.pdf. [in Ukr.].

5. Vasylenko V. O. Antykryzove upravlinnya pidpryyemstvom [Anti-crisis management of the enterprise: training. Manual]: navch. posib. [dlya stud. vyshch. navch. zakl.] / V. O. Vasylenko. K. : TSUL, 2003. 504 p. [in Ukr.].

6. Tkachuk, A. YU., Bilyak, T. O., & Vyhovs'kyi, V. H. (2023). Rozuminnya pryrody kryz ta ryzykiv u protsesi zabezpechennya efektyvnosti upravlinnya pidpryyemstvom [Understanding the nature of crises and risks in the process of ensuring the effectiveness of enterprise management]. *Ekonomika, upravlinnya ta administruvannya*, (1(103), 70–75. URL: [https://doi.org/10.26642/ema-2023-1\(103\)-70-75](https://doi.org/10.26642/ema-2023-1(103)-70-75). [in Ukr.].

7. Ukrzaliznytsya pochala vykorystovuvaty ChatGPT dlya obrobky zvernenn' pasazhyriv [Ukrzaliznytsia started using ChatGPT to process passenger requests]. URL: https://lb.ua/society/2023/05/11/554772_ukrzaliznytsya_pochala.html. [in Ukr.].

8. Ofitsiyny sayt Ukrzaliznytsi [Official website of Ukrzaliznytsia]. <https://uz.gov.ua/passengers/hotline/>. [in Ukr.].

9. Nalyvayko L. R., Martseniuk L. V. «Bezbar'yerna Ukrayina»: problemy ta perspektyvy ["Barrier-free Ukraine": problems and prospects]. *Nove ukrayins'ke pravo*. 2023. № 4. P. 82-93. [in Ukr.].

10. Pratsivnyky Ukrzaliznytsi proyshly treninh iz psykholohichnoyi pidtrymky [Employees of Ukrzaliznytsia underwent psychological support training]. URL: https://lb.ua/society/2022/09/09/528933_pratsivnyky_ukrzaliznytsi_proyshly.html. [in Ukr.].

11. Ukrayins'kyi dosvid: komunikatsiyi brendiv pid chas viyny [Ukrainian experience: brand communications during the war]. URL: <https://cases.media/article/ukrayinskii-dosvid-komunikatsiyi-brendiv-pid-chas-viini>. [in Ukr.].

12. V Ukrzaliznytsi vidreaguvaly na huchnyy skandal z «domahannyamy v kupe» [Ukrzaliznytsia reacted to the high-profile "harassment in the compartment" scandal]. URL: <https://trueua.info/news/v-ukrzaliznici-vidreaguvali-na-guchnij-skandal-z-domagannyami-v-kupe>. [in Ukr.].

13. Neshchasnyy vypadok chy zumysni diyi: UZ rozbyrayet'sya z sytuatsiyeyu shchodo napadu na pasazhirku u potyazi [Accident or deliberate actions: UZ deals with the situation regarding the attack on a passenger on the train]. URL: <https://www.unian.ua/society/anastasiya-lugova-uz-rozbirayetsya-z-situaciyeyu-shchodo-napadu-na-pasazhirku-u-potyazi-novini-ukrajini-11098259.html>. [in Ukr.].

14. Pislya movnogo skandalu "Ukrzaliznytsya" pokazala onovleny kvytok: ombudsman rozpochav perevirku [After the speech scandal, "Ukrzaliznytsia" showed an updated ticket: the ombudsman started an inspection]. URL: <https://rubryka.com/2023/07/26/pislya-movnogo-skandalu-ukrzaliznytsya-pokazala-onovlenyj-kvytok-ombudsmen-rozpochav-perevirku/>. [in Ukr.].

ABSTRACT

The article deals with study of the typology of crises and anti-crisis communications as an integral component of the general communicative activity of enterprises on the example of the state-owned enterprise JSC "Ukrzaliznytsia". The paper studied theoretical and developed practical recommendations for the development of modern anti-crisis communications technologies of JSC "Ukrzaliznytsia". The object of the study is the process of implementing modern anti-crisis communications technologies of JSC "Ukrzaliznytsia". The subject is a set of theoretical provisions regarding the development of modern technologies of anti-crisis communications of JSC "Ukrzaliznytsia".

Data from open sources of statistical reporting, scientific studies of leading Ukrainian scientists, as well as leading international organizations and foreign scientists served as the information base of the

study. The practical significance of the study lies in a broad comparative analysis of the essence and typology of crises, and accordingly, the directions of development of anti-crisis communications and the provision of effective recommendations for implementation at the state-owned enterprise – JSC "Ukrzaliznytsia". The purpose of the work is to develop theoretical and practical recommendations for the development of modern anti-crisis communications technologies of JSC "Ukrzaliznytsia". The analysis of the source base allowed: 1) to provide basic definitions of the concepts of "crisis", "anti-crisis communications" and 2) to typologize the studied phenomena. The result of the analysis is also the development of recommendations for the development of modern technologies of anti-crisis communications of JSC "Ukrzaliznytsia", which was reflected in the Strategy of anti-crisis communications of JSC "Ukrzaliznytsia". Further, the findings can be useful for further research on the specified topic. The work used scientific works of domestic and foreign scientists, own research, for example, SWOT analysis. An important step in the daily existence of Ukrzaliznytsia is the formation of an anti-crisis response group, these should be specially trained specialists who will know how to properly react to this or that scandal related to Ukrzaliznytsia, how to quickly ensure communication with people and management, if necessary, which news to be quickly uploaded to the network to reduce negative events. An important anti-crisis technology is the One voice technique.

Keywords: *communication, communication strategies, anti-crisis communications, Ukrzaliznytsia, electronic governance.*

UDC 338

DOI 10.31733/2078-3566-2023-5-254-258



**Yevheniia
KOVALENKO-
MARCHENKOVA** ©
Ph.D. (Economics),
Associate Professor



**Nataliia
PROTOPOPOVA** ©
Lecturer

*(Dnipropetrovsk State University of Internal Affairs,
Dnipro, Ukraine)*

ENSURING ECONOMIC SECURITY AT THE LOCAL LEVEL

Євгенія Коваленко-Марченкова, Наталія Протопопова. ЗАБЕЗПЕЧЕННЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ НА МІСЦЕВОМУ РІВНІ. У статті досліджено регіональну економічну безпеку. Авторами визначено, що вона є певною величиною, яка є загальним відображенням стану різних сфер держави. Визначено, що механізм забезпечення економічної безпеки регіону повинен сприяти зміцненню безпеки економіки у різних регіонах може допомогти покращення регулювання зростання економіки з боку держави завдяки виготовленню документації регіонального, а також територіального планування, формування комплексної концепції контролю ризиків, у тому числі активна грошова політика держави.

Проаналізовано та визначено в дослідженні, що комплексний аналіз регіональної економічної безпеки має ґрунтуватися на концепції індикаторів, які показують основні аспекти того, в якому стані знаходиться виробництво, наука, техніка, інвестиції, суспільство, а також демографічна ситуація в регіоні.

Ключові слова: *економічна безпека, місцеве самоврядування, регіон, країна, загрози, індикатори.*

© Kovalenko-Marchenkova Ye., 2023
ORCID iD: <https://orcid.org/0000-0001-7350-7740>
kovalenko.marchenkova@gmail.com

© Protopopova N., 2023
ORCID iD: <https://orcid.org/0000-0002-0207-9301>
k_aem@dduvs.in.ua