

FEATURES OF CRISIS MANAGEMENT AT THE ENTERPRISES OF A HOUSING AND COMMUNAL SERVICES AND INFRASTRUCTURE

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Abstract: The housing and communal services are the socially important and strategically isolated sphere of life of citizens of any state. Transition to new forms of functioning of housing and communal services in Russia means existence of the transparent and effective mechanism of sanitation or elimination of the inefficient forms of government in housing sector. Now growth of number of the enterprises of the housing-and-municipal sphere is observed, but at the same time the quantity and quality of the provided services grows slightly. It means that growth of number of the enterprises of housing sector happens only due to growth of tariffs for services and mechanical crushing of the existing enterprises, and it cannot infinitely proceed.

Keywords: crisis management, housing and communal services and infrastructure, financial improvement, crisis, regulation, strategy.

1 Introduction

Problems of the sphere of housing and communal infrastructure are one of the most sensitive for the population of the country. Therefore identification of the causes of crises and features of application of crisis management in the sphere of the housing and communal services enterprises is especially relevant today.

In recent years the number of the enterprises of the housing-and-municipal sphere grows, but at the same time range of services grows slightly. It means that this growth happens only due to growth of tariffs for services and mechanical crushing of the existing enterprises, and it cannot infinitely proceed. Already today debts for the services provided by the housing and communal services enterprises grow. Current situation with debt constantly worsens. Growth of debt demonstrates deepening of financial crisis in housing sector that also is aggravated today with a pandemic when many lost income sources. Still debts to suppliers of resources and in budgets of all levels by 1.45 times exceed debts of consumers and customers of services of the housing and communal services enterprises. All this testifies to the need of introduction of procedures and actions of crisis management applied specifically at the enterprises of housing sector (Gabbrakhmanov et al., 2016).

The purpose of work is to investigate features of crisis management in the sphere of housing and communal infrastructure, taking into account importance of the industry in strategic development of the state in general and the Republic of Mari El in particular. For achievement of a goal in a research the following tasks are solved:

1. structure of housing stock of the Republic of Mari El is analyzed;
2. volume of the rendered and paid utilities is estimated;
3. structure of the organizations providing housing and communal services is analyzed;

4. reasons for which the housing and communal services organizations get to a crisis zone are established;
5. main directions of development of strategy of recovery from the crisis of the housing and communal services enterprises are defined;
6. main strategy of recovery from the crisis for the housing and communal services enterprises are allocated and measures for realization of these strategy are listed;
7. actions for financial improvement of the sphere of housing and communal infrastructure are given;
8. main results of crisis management at the enterprises of housing sector are defined.

2 Method

For the last ten years the volume of housing stock increases, and in Russia the increase in city settlements and rural areas happens in proportion to average growth rates 1.02. This growth rate in the Republic of Mari El corresponds to the all-Russian trend and approximately corresponds to growth rates in general across the Volga Federal District.

At the same time it should be noted growth of a share of the shabby and hazardous dwelling that potentially demands big costs of its contents and replacement of all existing systems and structures. All this lays down on the enterprises of housing sector. Though, since 2013, the situation tends to improvement, but it still is not enough for removal of a burden of additional expenses from the enterprises of housing sector. As this housing does not conform to modern standards of ensuring quality of housing and communal services (Eidelman & Fakhrutdinova, 2016).

The volume of the provided utilities per capita constantly grows, however respectively it is possible to note growth of a share of costs of their payment in revenue breakdown of the population. And it is observed as across the Russian Federation in general and across the Volga Federal District and the Republic of Mari El in particular. As a result the share of debts of the population for the provided services grows and respectively losses of the enterprises of housing sector grow.

If to consider the specific weight of the profitable and unprofitable enterprises, then it is possible to draw a conclusion that their quantity in Russia in general is reduced and it is a positive trend. One of factors of reduction of the unprofitable enterprises in housing sector just also is application of approaches of crisis management for increase in efficiency of their activity.

A few other picture develops in regions, for example, in the Republic of Mari El the number of the unprofitable enterprises of housing sector much more than on average in Russia, but their quantity is reduced too.

Today experts mark out the following signs of crisis at the housing and communal services enterprises (Yaroslavtseva, 2010):

- accounts payable of the housing and communal services enterprise grow also for its repayment not enough liquid current assets of the enterprise;
- following the results of two years the loss in absolute expression according to accounting records of the enterprise is received;
- steadily volumes of realization of the provided services decrease;
- the economic analysis of the housing and communal services enterprise showed that the actual cost of housing and communal services more than for 25% exceeds the approved tariff;
- the actual expense of resources (fuels, the electric power) is much higher than approved.

3 Results

The main feature of the crisis phenomena in the field of housing and communal services is what in the main role, here is played by local authorities. Investigating problems of crisis management in municipal units in relation to the enterprises of housing sector, it is necessary to allocate three main directions of action of local governments, they have to:

1. to be obligatory directly involved in financial improvement of debtor enterprises in the sphere of housing and communal infrastructure as their activity has important economic value for development of this territory;
2. to participate in processes of crisis management and sanitation of the municipal enterprises which are engaged in provision of services in housing sector;
3. to exercise crisis management by the municipal unit as the whole economic and territorial complex.

Objects of housing and communal services for the population of the municipal unit have the same strategic and social importance, as well as the city-forming enterprises concerning which the law "About Insolvency (Bankruptcy)" contains special articles (Article 132-138). Provisions of these articles of the law by analogy can be distributed to the enterprises of the housing-and-municipal sphere and communal infrastructure irrespective of their legal form and form of ownership. The property of the enterprises of communal infrastructure cannot be neither is liquidated, nor used for other designated purpose. For today the big problem is created by the management companies which are registered in the form of Ltd company but also concerning their legal framework is systematized and ordered (Malkanduyev & Cherkesov, 2018).

The current law "About insolvency (bankruptcy)" has essential gaps regarding legal support of procedures of bankruptcy of municipal utility companies, condominiums and management companies. Meanwhile, such enterprises almost in all regions of Russia already for many years are in crisis state for many reasons.

The first and most important reason is a lack of the reasonable tariffs covering full cost of the enterprises for implementation of the current activity and also the inappropriate direction of these means.

The second - big percent of underpays of citizens and the organizations of the budgetary sphere before the housing and communal services enterprises for the provided services and complexity of impact on debtors.

The third - absence of qualified personnel and also opportunities of their fast preparation according to modern approach.

The fourth - absence at heads of a clear financial, technical policy on a conclusion of the housing and communal services enterprises from crisis.

The fifth - not controllability of the enterprises of housing and communal infrastructure. At the state and the population are absent or poorly levers of impact on these organizations work.

The sixth - wear of housing stock. For 2019 according to the Government of the Russian Federation about 1 million people lives in the hazardous dwelling.

Search of ways of recovery from the crisis can be carried out only when developing strategy of recovery from the crisis. Formation of strategy of recovery from the crisis has to be followed by scientific approach and the detailed analysis of internal and external environments of the housing and communal services enterprise and also industry and the region in general (Eidelman et al., 2018).

Those components which really are important for the organization of housing sector and communal infrastructure are

allocated, collecting and tracking information on each component is carried out and on the basis of assessment of the real situation of the enterprise and the industry in general the reasons of crisis state become clear. It is carried out, complex, timely diagnostics of a condition of the enterprise of housing and communal infrastructure which is the first stage in development of strategy of crisis management by activity of the enterprises of housing sector.

For development of strategy of recovery from the crisis and for increase in profitability of activity of the housing and communal services enterprises it is necessary to carry out work on four directions (Lugovnina, 2018).

1. In the sphere of revenues of the enterprise.
2. In the sphere of expenses of the housing and communal services enterprises.
3. In the system of strategic development of the company.
4. In the sphere of work with debtors in housing and communal services.

Within implementation of the crisis response strategy at the enterprises of housing sector and within the region in general to minimize losses of housing and communal infrastructure and to reach in the short term break-even level, and then and profit, it is recommended to carry out and realize the following measures:

- preparation of documents, the feasibility study for attraction of external financing in a housing-and-municipal complex of the municipal unit;
- development and the help at the approval of investment programs, programs of energy saving;
- implementation of legal solutions of management and operation of a property complex;
- business planning of development of new perspective activities.
- calculation, justification and protection of economically reasonable tariff;
- statement of cost management systems of housing and communal services, motivations of personnel.

The greatest influence on a negative financial condition of the enterprises of housing and communal infrastructure, economically unreasonable tariffs and non-payments for the rendered services and also low collecting of payments render.

It is necessary for financial improvement of the sphere of housing and communal infrastructure (Kozhevnikov, 2015).

1. To introduce the state control of the quality of services provided by the enterprises of housing sector and also legal responsibility for unfair activity of the housing and communal services organizations.
2. To carry out restructuring of debt of the enterprises and the population for housing and communal services.
3. To change the system of regulation and the statement of tariffs, having developed uniform methodical recommendations from the Ministry of Construction, Housing and Utilities of the Russian Federation with a possibility of accounting of specific features of each object of housing and infrastructure (Vinokurova, 2016).
4. To change a system of control and responsibility of the enterprises of housing sector, having changed the system of economic incentives and punishment for participation in corruption schemes and creation of monopolies.
5. To modernize communal infrastructure, to update the system of communications, to install the systems of energy saving and to improve metering devices for increase in efficiency and cost reduction at the enterprises of housing sector.
6. To create new housing stock for resettlement of the shabby and hazardous dwelling, and with attraction of federal and regional financing (Eidelman et al., 2016).
7. To introduce public control, through creation of non-profit public organizations which will control capital repair, to estimate quality and cost of the carried-out works in

housing sector and also to request concrete services in housing sector for concrete objects (for example, gardening of parks, creation of playgrounds, improvement of the yards and so on).

4 Summary

The main results of crisis management at the enterprises of housing sector have to become:

- exception of the subjective reasons, first of all a human factor, as factor of possibility of technogenic catastrophes in the housing-and-municipal sphere and infrastructure of the country;
- elimination of the factors defining negative development of housing and communal services and in general the housing-and-municipal sphere of the country. Transition from a wastefulness resource in the housing-and-municipal sphere to resource-saving;
- development and strengthening of positive trends of development of housing and communal services and housing sphere in general;

Additional results of crisis management and the solution of problems in housing sector can become:

- increase in respect from the population for bodies of the local and federal authority;
- achievement of financial stabilization and development of a housing and utilities sector;
- lack of the social shocks connected with transfer of housing and communal services in the mode of profitable work and the termination of its budgetary subsidizing at the expense of budget funds (Rubtsov et al., 2015).

The enterprises of housing and communal services and infrastructure in the system of crisis management in the Russian Federation hold special position as holding anti-recessionary actions infringes on the interests of all population of the territory. Holding anti-recessionary actions in housing sector have to be carried out only after careful and detailed study of each action and in the presence of really positive outcome of the held events.

5 Discussion and Conclusion

In development of any organization including at the enterprises of housing and communal infrastructure, there is a crisis approach probability. It is characteristic of market economy, and natural result of crisis, such as bankruptcy and elimination in the sphere of housing it is impossible as its services are socially important. Therefore, the crisis is more serious, the more funds from the budget should be allocated for a solution. The sharpness of crisis can be reduced if to consider its features, in time to distinguish it and to see approach. In this regard any management in housing sector has to be crisis, that is constructed on accounting of an opportunity and danger of crisis and also search and preparation of ways of an exit of it.

The choice of ways of recovery from the crisis is directly connected with elimination of the reasons promoting its emergence. For this purpose it is necessary to carry out the

detailed analysis of external and internal environment of the enterprises of housing sector, to allocate those components and features which really matter for the organizations of housing and communal infrastructure, to carry out collecting and tracking information on each component and on the basis of assessment of the real situation of the enterprise and the industry in general and also regional features, to find out the reasons of crisis state. Which have to be solved taking into account features of each enterprise, its social and strategic importance for each territorial entity.

Acknowledgements

The work is performed according to the Russian Government Program of Competitive Growth of Kazan Federal University.

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Primary Paper Section: A

Secondary Paper Section: AE, AH