

**MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
UKRAINIAN-AMERICAN CONCORDIA UNIVERSITY**

School of Management and Business
Department of International Economic Relations, Business & Management

Bachelor's Qualification Work

_____Crisis Management: Prevention, Intervention, Diagnosis_____

(based on_____Dim 9000_____case)

Bachelor's student of
Field of Study 07 – Management
and Administration
Specialty 073 – Management
Educ. program – Management

Anton Prima



Research supervisor



_____Liudmyla Syerova _____

(First Name, Last Name)

Ph.D. in Economics

Kyiv – 2023

Abstract

Despite the common phenomena of being afraid of danger, risks are a daily part of our routine across all forms of lifestyles within our modern day and age. Risks, dangers, and crises are inevitable factors that not only hinder us, but construct obstacles that we as humans have to overcome in order to function within society, yet the question which arises is what exactly constructs danger and up brings this term in a negative connotation. The research will concentrate in depth on crises in real life, the necessity of them, their types, factors which they impact, systems towards negating crisis, forms of crisis management, analysis of a company on the basis of geopolitical crisis within the apartment complex service industry, and proposals/solutions towards development in crisis conditions. The research will concentrate on expanding the idea of crisis as a threat that should not be perceived negatively, but rather the phenomena should be tackled as the potential and lessons to be learned outweigh all the negatives in which the crisis presents itself. The company "DIM 9000" will be the main subject of the analysis of the crisis as it's located in Ukraine where they have faced major threats which as "The Invasion of Russia on Ukrainian Sovereignty" which will be the main basis of the crisis analyzed. The research will suggest and illustrate the changes not only for the company to implement from the perspective of a crisis manager but also depict for the viewers the difficulties and real-life scenarios of a business functioning in unstable conditions within the service industry.

Keywords: Crisis, danger, threat, crisis manager, "DIM 9000", service, company, invasion, factors, types, industry, apartment complex, forecast.

Анотація

Незважаючи на поширені явища, пов'язані зі страхом перед небезпекою, ризики є щоденною частиною нашого повсякдення в усіх формах способу життя в сучасному світі. Ризики, небезпеки та кризи є неминучими факторами, які не лише заважають нам, але й створюють перешкоди, які ми, як люди, повинні долати, щоб функціонувати в суспільстві, проте виникає питання, що саме конструює небезпеку та надає цьому терміну негативної конотації. Дослідження буде поглиблено зосереджене на кризах у реальному житті, їх необхідності, типах, факторах, на які вони впливають, системах протидії кризам, формах антикризового менеджменту, аналізі компанії на основі геополітичної кризи у сфері обслуговування багатоквартирних будинків, а також пропозиціях/рішеннях щодо розвитку в кризових умовах. Дослідження буде зосереджене на розширенні уявлення про кризу як загрозу, яку не слід сприймати негативно, а навпаки, з цим явищем слід боротися, оскільки потенціал і уроки, які можна винести, переважають усі негативи, які несе в собі криза. Компанія "ДІМ 9000" буде основним об'єктом аналізу кризи, оскільки вона розташована в Україні, де вони зіткнулися з основними загрозами, такими як "Вторгнення Росії на український суверенітет", що буде основною основою аналізу кризи. Дослідження запропонує та проілюструє зміни не тільки для компанії з точки зору кризового менеджера, але й зобразить для глядачів труднощі та реальні сценарії функціонування бізнесу в нестабільних умовах у сфері послуг.

Ключові слова: Криза, небезпека, загроза, кризовий менеджер, "DIM 9000", послуга, компанія, вторгнення, фактори, види, галузь, житловий комплекс, прогноз.

PHEE-institute «Ukrainian-American Concordia University»

School of Management and Business

Department of International Economic Relations, Business and Management

Educational level: **bachelor degree**
Specialty: **073 “Management”**
Educational Program **“Management”**

APPROVED

Head of Department Prof. L. Zharova



“ ” 202

TASK
FOR BACHELOR’S QUALIFICATION WORK

Anton Prima

1. Topic of the work

Crisis management: prevention, diagnosis and intervention (based on LLC DIM 9000 case)
Supervisor of the work Liudmyla Syerova PhD of Economics, Associate Professor

(surname, name, degree, academic rank)

Which approved by Order of University from **“22” September 2022 № 22-09/2022-3c**

2. Deadline for bachelor’s qualification work submission “10” May 2023

3. Data-out to the bachelor’s qualification work







Materials from internship received during consultation with representatives of the company. Information from open resources in the Internet, official reporting of financial and economic activities of the enterprise.

4. Contents of the explanatory note (list of issues to be developed) *There are three main topics/tasks for the thesis: theoretical and methodical bases of crisis management; research of the organizational and economic mechanism of management of the enterprise; development of measures to improve the crisis management of the enterprise.*

5. List of graphic material (with exact indication of any mandatory drawings)

Graph for illustrating the dynamic of financial indicators of the company activity and schemes for visualization the organization management system of the company.

6. Consultants for parts of the work

Part of the project	Surname, name, position	Signature, date	
		Given	Accepted
1			
2			
3			

7. Date of issue of the assignment

Time Schedule

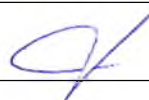
№	The title of the parts of the bachelor's qualification work	Deadlines	Notes
1.	I chapter	31.12.2022	In time
2.	II chapter	20.02.2023	In time
3.	III chapter	11.04.2023	In time
4.	Introduction, conclusions, summary	23.04.2023	In time
5.	Pre-defense	27.04.2023	In time

Student



(signature)

Supervisor



(signature)

Conclusions:

The bachelor thesis of A. Prima is relevant and devoted to the crisis management of the enterprise. The reviewed bachelor thesis consists of content, introduction, 3 sections, conclusions, and recommendations. The content of the paragraphs is fully complied with the parts' titles and the topic of the bachelor thesis. The content and structure of the work meet the requirements and current standards for obtaining an educational bachelor's degree. Illustrative materials facilitate the perception of presented information and indicate persistence in the collection and processing (analyzing) of statistical data. The practical significance of this bachelor thesis is proved by the opportunity of using of a proposed improving set of measures on the company. Proposed recommendations will increase the efficiency of the management system of the company. The bachelor thesis is a completely independent study of current theoretical and practical aspects of management. The bachelor thesis of A. Prima is recommended for defense with the highest score.

Supervisor



(signature)

TABLE OF CONTENTS

INTRODUCTION.....	4-8
CHAPTER 1. THEORETICAL AND METHODOLOGICAL FUNDAMENTALS OF CRISIS MANAGEMENT	9
1.1. The essence and content of crisis management.....	9-15
1.2. Characteristic of crisis management mechanism within organizations.....	16-24
1.3. Methodological approaches to the crisis management assessing.....	25-31
CHAPTER 2. STUDY OF CRISIS MANAGEMENT OF “DIM 9000” COMPANY	32
2.1. Organization structure and characteristics of financial and economic activity of “DIM 9000” Company.....	32-49
2.2. Analysis of internal and external environment of “DIM 9000” Company...	50-62
2.3. Investigation of crisis management of “DIM 9000” Company.....	63-89
<u>CHAPTER 3. WAYS OF IMPROVEMENT OF CRISIS MANAGEMENT OF "DIM 9000" COMPANY THROUGHOUT CONDUCTING PREVENTION, DIAGNOSIS, AND INTERVENTION.....</u>	90
<u>3.1. Analysis of the innovative activity management enhancement of “DIM 9000” Corporation.....</u>	<u>90-93</u>
<u>3.2. Appraisement of the process of implementation of priority proposals.....</u>	<u>94-101</u>
<u>3.3. Analysis of the effectiveness of the proposed improvements.....</u>	<u>102-115</u>
<u>CONCLUSIONS.....</u>	<u>116-118</u>
<u>REFERENCES.....</u>	<u>119-121</u>
<u>APPENDICES.....</u>	<u>122-125</u>

INTRODUCTION

Whenever you think of crisis the first thing what usually comes to your mind is where is the danger? Danger in itself is a unique concept as the term in itself is consistently intertwined with the concept of preservation or human instincts protecting our needs and a critical moment. On one hand, people think that experiencing danger or immersing yourselves in consistent crisis situations is a negative aspect which should be eliminated at all costs without any regards to the core of the issue. Majority of people envision danger as a negative issue which it technically is on one hand, but we never think about why exactly it occurs and the structural reason towards maintaining such a concept within our society.

For instance, whenever someone is in a critical situation or in danger, the first reaction we tend to have is who and what is the danger and then everything else. For an average person this is a reasonable reaction, yet if we just dissect the elements of crisis and danger maybe we could understand how we could utilize those forms of negative impacts towards a positive change. A majority of times within our daily lifestyles we have to fathom at our early stages of development as human beings that crisis within our lifestyles should be avoided at all costs which is a reasonable advice, yet that's also partly accurate.

You see, sure, we could just take into consideration that danger is simply bad and should never be discussed, or it could be analyzed a little bit more in depth and focused on the positive aspects on how it can influence society from political, social, and even economical perspectives. For example, even though danger for a majority of people can become as we know a traumatic or even sour experience, it's also considered to be one of the most valuable life lessons in our life. Those types of moments within our lifestyles are the major reasons why we are capable of preserving ourselves and capable of sustaining a lifestyle with the basic formula of preventing the issue, diagnosing the essence of our danger, and then intervening with solutions we have come up on the spot. Danger has always been for humans an instinctual form of preservation and survival mechanism which has not only been discovered, but it has also been evolving rapidly with

our lifestyles and the general complexities of the issues we face as human beings on a day to day basis.

To continue, even during the medieval age's scholars would use a unique technique in order to teach their pupils about certain concepts or studies, yet the problem they faced was how to effectively deliver the materials which would retain throughout the whole lives of the pupils. In this instance, one of the medieval scholars came up with a methodology in order to resolve this issue which on one hand seemed unethical, yet it has proven to us that it's efficiency can be utilized even in our modern day and age. The solution which they came up with was after the scholars would teach students their lessons and new materials, they would take their pupils to a freezing lake and throw them into the body of water with certain precautions of course. On one the flip side, this visual alone seems barbaric, however there is a logical reasoning towards why this methodology had been developed and utilized during this era. The whole purpose of this teaching methodology was to force students to raise their adrenaline levels which heighten a majority of our senses, unlocks our physical limits by raising them, it triggers a fight-or-flight response, triggers blood vessel movements, yet the other major function adrenaline can impact is the brain activity in our amygdala. By throwing the students and forcing them to be in danger the students were capable of retaining this information for prolonged periods of time as it would always be triggered by traumatic experiences and at the same time learn the materials efficiently. This example already portrays to us the aspect that even though danger is constantly perceived as a negative trait, but it should be investigated and researched from various perspectives as it can also bear fruits from unknown discoveries or understanding of it.

However, the question which would arise with the majority of the question is how can danger be implemented for instance in the socio-economic industry. Let's talk a look at a relatively simple example which may occur within a company or even a business industry. Imagine you are the crisis manager of a computer tools production in which your brand designs one of a kind computer tools for repairs of gadgets. However, one day you are contacted by one of your manufacturers of those tools to come and investigate an

issue which has arisen while producing the tools. After arriving to the facility, you meet instantly the head of the manufacturing facility in which they explain dilemma which they are facing. The head of the manufacturing facility who oversees all operations tells you that a specific type of metal has gone out of stock in their inventory which they use to produce screwdrivers and ordering that specific resource will take approximately two months to deliver from one place to your own manufacturing facility. However, the head of the manufacturing facility proposes an alternative in which they can order a cheaper quality metal which can be delivered in a couple of weeks approximately, however the issue with this alternative is that this metal is not as durable being weaker in durability two times more, in comparison to the specific type of metal that the company originally utilizes for their screwdriver production. You as a crisis manager are in a dangerous situation as you are facing a major dilemma, on one hand you could stick to your game plan and not sacrifice the quality of the product under any circumstance in which you decide to wait two months in order for that specific metal to be shipped to the manufacturing facility which will postpone the process and agitate the consumers who are interested in the product which is lackluster at the moment. However, you also have another alternative which is to select the cheaper quality metal which will be shipped faster, however you are risking the chance that the consumer who purchase your goods will be dissatisfied with the quality and potentially demand refunds which will harm the overall brand reputation and further development. The end question is, do you risk by purchasing the cheaper quality material and hoping for the best, or do you postpone the process by agitating the consumers but ensure yourselves that you are receiving high quality materials which will suffice the consumers. This prime example being provided here is what is called Crisis Management: Prevention, Diagnosis, and intervention.

Crisis or danger surrounds us on a daily basis and potentially threatens our daily lifestyles as humans' beings. However, the same concept also applies for a majority of business industries as they are also entities who face struggles, dilemmas, issues, ethical concerns, and conflicts which arise from all directions which can range from internal to external issues such as the management or the geopolitical situation with a nation which

is why crises is omnipresent no matter the circumstance. Rather than just avoiding it or just neglecting the issue, crisis management has to be tackled directly and rapidly as it can cause harm not only to the business, but also to the whole business industry or even the consumers who are the end receivers/supporters of your business. Crisis management is a tool which can assist in resolving those types of issues and attempt on mitigating issues which the business faces as we understand that the foundation of business-entities is nimble and just as feeble as the ground we stand on which is why it's a crucial asset which should be utilized at any cost.

The **relevance** of this work is identified as a substantial and obligatory research in which crisis management concentrates on to elements the negative effects and overturn the issues into positive advantages with minimal collateral damages.

The **aim of the qualification work** is to analyze and discern on how exactly the crisis management framework impacts the foundation of business industries and their development, as well as it advantages/disadvantages or large-scale economies.

-To reach the given objectives, the subsequent objectives were placed including variables such as:

-Developing a general understanding about the concept of crisis management and its essence;

-Understanding in depth the tools of crisis management which are the "Prevention, Diagnosis, and Intervention."

-Learning in depth about the impact of crisis management on an economical foundation of a business

-Studying the positive and negative impacts of crisis management on international and foreign markets within the service industry

-Providing a general consensus and understanding of the modern business within the Ukrainian service industry by completing an internship at a LLC “DIM 9000” and analyzing its competitiveness and strategic opportunities

-Conduction of research based on how crisis management can influence the further development of businesses worldwide.

-Discover the necessity of crisis management on global economies and indicate the new methodologies towards business development/improvement.

The **methodological basis** for this work will be comprising of various literary resources such as scientific journal, online internet resources, publications, and analytical materials from calculations.

The **research objects** consist of crisis management and impact on business development within the context.

The **research subject** is a collection of theoretical, methodological and practical methodologies in order to set the foundation for business development advancements which define the company’s overall competitiveness for LLC “DIM 9000”.

The qualification work comprises of an introduction, three chapters, conclusion, list of references and one annex. The work is carried out on __153__ sheets, consisting of __11__ tables, __0__ graphs, and __27__ figures. References include __42__ literary sources.

The research doesn’t under any circumstance condone behavior which can jeopardize safety and a life of a person, so please take into notice and maintain proper safety. However, the whole purpose of this research it is to shine the limelight on the aspect that danger shouldn’t just be steered clear of as it has a plethora of opportunities in which it can offer, the good and the bad sides which is why we are going to analyzing it from economical perspective.

CHAPTER 1. THEORETICAL AND METHODOLOGICAL FUNDAMENTALS OF CRISIS MANAGEMENT.

1.1. The essence and content of crisis management

The word crisis in itself is an extensive term which has multiple meanings and various perceptions from other people which is why it's crucial for us to establish what exactly is crisis in the context of this research. According to Ivy panda.com, they define crisis as a type of process by which the company handles an unexpected situation or even an event which can threaten its existence. This terminology already gives us a solid foundation in understanding the aspect that crisis is a form of danger which threatens certain existence of someone or something depending on the scenario. Continuing, Ivy panda.com focuses on crisis management as a methodology which consists of ways of response towards the crisis in both the reality and perception. Crisis is usually an unexpected catastrophe occurring in or to a company which threatens the general operation of the brand. Situation such as floods, fires, cutthroat competitions deflation, inflation, misconduct or even company mismanagement are forms of crisis which can occur to companies. Following up, stated by Ivy panda.com, they also define what exactly is company crisis which is defined as a type of unstable position within the company in which it affects the operations and activities of the brand. The majority of those situations are commonly unpredictable or even sporadic which is why they are considered to be a major threat, yet that's the reason why crisis management is a tool which should be utilized and researched in-depth in order to pinpoint not only the scientific mechanism, but also, it's true essence. To continue, a crisis also has major characteristics which have to be taken into consideration when dealing with any dilemma within business which includes: crisis being commonly unexpected and out of routine, crisis constructs uncertainty, crisis commonly creates threat to the company's achievements, and even crisis commonly usually requires transformation which is a change of an older system towards a more effective modern solution. Without those basic four principles of crises formulation a crisis manager will not be capable of implementing any tools as it's

obligatory to understand of what dangers consist of and what exactly should be taken into consideration when resolving any issue. For instance, if there is a crisis potentially occurring within a company and a crisis management is facing an issue which is should they deal with minimizing the damage and save the reputation of company, or sacrifice the brands awareness but resolve the issues at any costs? Those are just one of the few questions which a qualified crisis manager has to consider in order to resolve one of those issues with highest proficiency.

However, after looking at what embodies crisis in itself as a terminology, we should concentrate on what exactly is crisis management. According to Techtarget.com, they define crisis management as a type of application of strategies which are designed to assist an organization deal with unforeseen and significant negative scenarios. A crisis can occur at any moment or unpredictable event which fatal consequences as a chain reaction which is a potential risk for all parties taking part within the process. Crisis management is a type of tool which in any instance requires decisions to be made rapidly in order to limit the collateral damages to the organization. This brief and simple terminology already paves for us the path and depicts a picture showing how exactly it's crucial and why such tools shouldn't be neglected under any circumstances. Majority of society would claim that prevention management can be done by anyone with common sense and just some rationale thinking which is true, but that's not exactly how the economy works. As a majority of foreign and domestic financial markets are volatile because of external and internal changes, it requires a specialist who has general knowledge of the country and its culture, but the theoretical applications with practical skills of how to mitigate an unforeseen issue which is backed with practical applications. As we all have potentially heard that having theoretical knowledge is fantastic and a potential utility for majority of society, without robust practical skills and strong understanding of theoretical knowledge being in synchronicity a common person will not be capable of resolving such issues just on perception of our surroundings, which is why crisis management covers this gap. We shouldn't forget about the aspect that in order for a crisis management manager to resolve any conflict they have to consider aspects such

as theory of planning/management, guidelines/preparations towards changes, the goals of his role, and a plethora of strategies ranging from communication to management control.

Moving onwards, the guidelines, preparation and goals of crisis management are also crucial not only for any manager, but even for an economist to understand the true value of such a branch which focuses on preservation rather than mitigation in most instances. We shouldn't forget that a majority of brands who start at first their businesses think about maximizing their revenues and total income which is the correct methodology, however after the brand has developed into a corporation or even a conglomerate their priorities almost instantaneously change as their main objectives are to retain the market and preserve the brands reputation, market, and even protection from external threats which is why this section of management is requisite. For instance, according to Ivypanda.com, they state that a majority of company should always have intact and prepared a contingency plan prior to the crisis as the team involved within the plan should be capable of rehearsing the plan by constructing a drill in an emergency. This type of preparation may seem similar to safety guidelines within workspace, yet those types of preparations permit companies to efficiently postpone the threat with minimal damages as sometimes just executing the plan from start to finish can become the difference between making it or being torn to shreds by the threat. Following this idea, there are also goals which crisis management follows which includes aspects such as enabling the company to shut off further destruction by acknowledging rapidly. The other instance which Ivypanda.com mentions regarding the goals is that crisis management attempts on preventing substantial media coverages being showcased as it can harm the company's reputation which is worth. Furthermore, crisis management has to even deal with the involvement of governments in cases which can lead to a closed down or receivership which is another instance manager within this sphere have to take into consideration.

Succeeding with the terminology's essences and their primary goals, we should now concentrate on the types of content crisis management concentrates on, specifically the types of strategies which can be implemented by crisis managers which consists of

stakeholder strategies, crisis management strategies, and even media management strategies. For instance, according to Ivypanda.com the first type of strategy which crisis managers use when they face external threats is stakeholder strategy. This type of strategy usually entails stakeholders who are the parties which are commonly impacted by the actions or operations as they have indirect and direct stake within the company. For example, if there is a potential threat than the stakeholders which should be contacted and informed includes: employees who should be notified through meetings and memos, the government who should be called by the relevant departments, the shareholders who should receive emails or fax messages for instantaneous communication, the suppliers/consumers who should be called or sent emails/letters in order to inform about the ongoing situation, and even sometimes the communities in which the information should be communicated through media or social media platforms. By implementing such a strategy this will ensure the crisis manager that everyone within the party will be informed during critical situations which are arising, as having the key data within serious crisis can make a major impact on the company. The second type of strategies which can be implemented when dealing with crises includes crisis management strategies. For example, stated by Ivypanda.com, the types of strategies consist of variables such as: communication, recognition of the crisis, response team, maintenance of positive reputation/plan for reconstruction, and even identification of the audience being involved by responding effectively to the press. The communication aspect entails in itself the aspect that a spokesman or public relation department have to take responsibility in delivering information, whereas the recognition of crisis deals with identification of potential effects of the crisis on the company requiring to take decisive measures. The response team in this strategy focus on the construction of a crisis management team which identify the potential effect of the given crisis on the company by taking actions, in comparison to maintenance of positive reputation which considers the management and protection of the brands image which can take prolonged periods of time just to rebuild it in case of a crisis. Lastly the identification of the audience involvement/response to effective press is also a crucial matter within this strategy as it deals with preparation and delivery of information to the stakeholders without misleading them

which gives an opportunity for the company to combat the media presence. The crisis management strategy is described as a type of strategy which should be capable of directly handling any situation under almost any unforgiving scenarios. Following with the last strategy which isn't the most recognizable, but is one of the most crucial which is the media management strategy. For instance, corresponding to Iyypanda.com, the media will be constantly involved within any crisis matter, in spite of the fact the company policies or even the magnitude of the crisis, which is why it's important to have a certain strategy to cover those bases. The major principles which are highlighted within the media management strategies consists of variables such as: hope for no publicity, meeting the medias expectations in order to suffice their needs as if it's not done appropriately than they will reconcile by their means, using jargons and phrases to drag away attention from the audience, limited comments and opinionated expressions in order to limit the damage to the reputation, and addressing the core issue rather than emotions. All of those principles illustrated may be viewed as irrelevant or basic, yet we shouldn't forget about the aspect that just by implementation of such simple tactics a majority of issues may be resolved as during a crisis a majority of situations become unpredictable which is why maintaining neutrality is a key essence towards addressing any issues without harming your business.

Strategies are a crucial aspect of any structure in resolution of an issue, yet we should also analyze the types of teams, communications, and forms of evaluations within a crisis in order to reach peak results. For example, as mentioned by Iyypanda.com, it's almost obligatory to select teams which will handle the issues which are occurring as those teams a comprised of groups of competent decision-making personas who can not only assess the situation, but at the same time determine the scope of the crisis. For example, the article mentions that the types of teams which must be present during a crisis includes: the crisis management team which is the main responsibility for them, the facility management team which concentrates on managing the company during the crisis to mitigate any further damages, the risk management team manage the crisis itself, the legal team concentrates on fixing any legal matters, the financial team which takes care

of all financial issues revolving the costs of managing the crises, the technical team which focuses on taking care of any equipment or machinery, the human resource team which manages the employees or any victims during the crisis, and even the public relations team which handle the communication with the stakeholders and media outlets. It may seem to an average person that it's an overabundance of teams which may seem unnecessary for a crisis prevention mission, however let's recall the aspect that whenever there is an issue all parties have to group up and collaborate in synchronicity in order to resolve any issues so you are not harmed as a consumer. The second aspect which crisis management values the most during struggles or intense situations is the communication between all parties who are a part of the issue as the form of delivery of information is initially designed to defend and even shield the company from common groups such as the media outlets, authorities, and even allegations. The types of communications which are prevalent in crisis management includes variables such as crisis communication which involves the maintenance of information flow within an organization during a crisis which allows efficient handling of the media and stakeholder's desires, crisis communication plan just simply permits to have effective management of the communications system which contains transparency on vital matters, and lastly a crisis communication team which consists of personnel who are appointed to deal with the communications during a critical situation. This is a vital solution as during any crises which can range from political to economical issues communicating and delivering information to necessary parties should always be the major priority as making the most rapid decisions can sometimes alter the whole course of the parties.

Yet, we shouldn't forget that in order to understand the effectiveness of the efficiency of our tools or resources, we should also have a couple evaluation methodologies within crisis management. Stated by Ivypanda.com, they claim that crisis management evaluation techniques consist of three methods which includes: ensure the public's protection from the crises, analysis and review of the crisis, and even recommendations. The insurance of the public concentrates mainly on the extraction or elimination of the threat for the safety of the community, the review and analysis of the

crises mainly focuses on determining the causation of the crises which includes solutions, and the recommendations simply reflect upon the actions taken which allows to implement additional changes in case of the cycle repeating. The process of prevention, diagnosis, and intervention is implemented almost in every business structure as it's the essence of crisis management which allows us to reflect upon our actions based on a systematic process which eliminates all the unnecessary deviations within our analysis.

Overall, crisis management may seem as a type of unique branch of management, it's still a crucial aspect of our daily lives which permits us as society to develop without having to reconsider the majority of threats which can affect us negatively. Crisis management is a utility tool which can be effective or inefficient depending on who is wielding it properly, however it's still a necessary aspect of any business to utilize in order to prevent, manage, mitigate, dissipate, etc. any crisis which can impacts thousands of lives almost in an instant.

1.2. Characteristic of crisis management mechanism within organizations

After establishing the true essence of crisis and what embodies crisis management, we should now analyze the types of mechanisms which crisis management can influence business within organizations. For instance, according to Diva-portal.org, they state that crises are structured into stages which consist of four variables which includes: prodromal crisis stage, acute crisis stage, chronic crisis stage, and even crisis resolution stage. The reasoning towards the construction of such a system permits crisis managers to identify quickly initial signs of warning signals for an upcoming crisis, grated that it might be challenging to detect them, especially if the crisis is within the prodromal state. Majority of crisis may be apparent to certain organization, however not a lot of action are taken in order to mitigate or avoid it which is why when an organization passes the initial stage, then the crisis will begin to cause damage depending on the preparedness and effectiveness of the organization. The third stage of the crisis which is chronic crisis stage, also referred to as the “clean-up” stage, attempts to reclaim from the crises and even learn from the errors made, at the same time measuring the success of the crisis response. At last, the final stage of crisis management mentioned by the article which is the crisis resolution stage focuses mainly on the organization attempts to return back to the original dormant state or in simple terms the usual state of businesses daily operations. Those stages and comprehensive analysis already depict the picture to us that one of the mechanisms which is commonly used with crisis management consists of stages as it a flow process which permits managers within the industry to analyze and forecast threats in a systematic matter.

Following up, even though we know about one type of crisis management mechanisms, majority of society would ask if there are any events which could influence such a crisis management mechanism? Well, according to Diva-portal.org, they state that professor Mitroff has developed a model in which crisis typologies may be evaluated based on events which can occur including aspects such as: economic, international, human resource, physical, psychopathic acts, natural disasters, and even reputational.

Professor Mitroff continues to expand on the theory that this system enhances and even attempts to advance the typologies which are developed elsewhere. The groups of activities are not mainly unique to themselves in any form or shape, yet since natural disasters may have a more impactful effect on the situation if they are not taken managed by the organization or even the stakeholders. For instance, if the employees within the organization potentially impede with the data, this could result in criminal activity since the it is considered as an informational event and the human resource. This following statement has shown that crisis management is dependent on the events which occur as a crisis without an event is not possible which is why understanding the types of events is crucial. Let's not forget about the aspect that a majority of crisis which business face on a daily basis mainly includes broad spectrum events such as controversy or even natural disasters which can impact the flow and operations of the business for long-term periods which is why understanding the types of events which can impact a business is the number one priority when dealing with the stages of crisis management mechanism.

Yet, if events can impact the stages of crisis, a major part of society would ask, is there any other alternative systems or mechanisms when dealing or focusing on types of crisis? Expertly answering the question, stated by Diva-portal.org, they claim that one of the types of crisis mechanisms which exists when dealing with the concept was developed by Shaluf, Ahmadun, and Aini. They state within the system that the first distinction between a crisis is a community crisis and non-community crisis. The community crisis later breaks down to several subcategories which includes aspects such as: natural crisis, industrial and even non-industrial crisis. The natural crisis simply occurs from natural disasters, whereas industrial crisis is mainly the result of the socio-technical disasters. Following up, non-industrial crisis which can include examples as political conflicts or non-conflict dilemmas. Yet, the non-industrial crisis splits into two additional categories which consists of conflict type situation and non-conflict types of crisis. This conflict type situation is divided into additional subcategories which is internal and external in which the external categories usually relates to issues dealing with war, relation breakdowns, threats, embargos, blockades, etc., whereas the internal category focuses on aspect such

as political conflicts, terrorist attacks, strikes, riots, executive kidnappings, sabotages, etc. The non-conflict type situation narrows down to the social and even economic crisis in which events occurring such as the East Asia financial crisis were considered to be a financial crisis. Even events such as the UK's BSE crisis and UK's foot-and-mouth crisis fell into the same financial crisis categories. Moving onwards, the social crisis includes following events such as: false rumors, blackmail, on-site sabotage, copycat threats, off-site sabotage, price fixing, bribery, racism, etc. This type of crisis system already assists us in portraying the picture that this model aids in breaking down the model of crisis into political, social, and even economical perspectives through dissection of the population scale and impact.

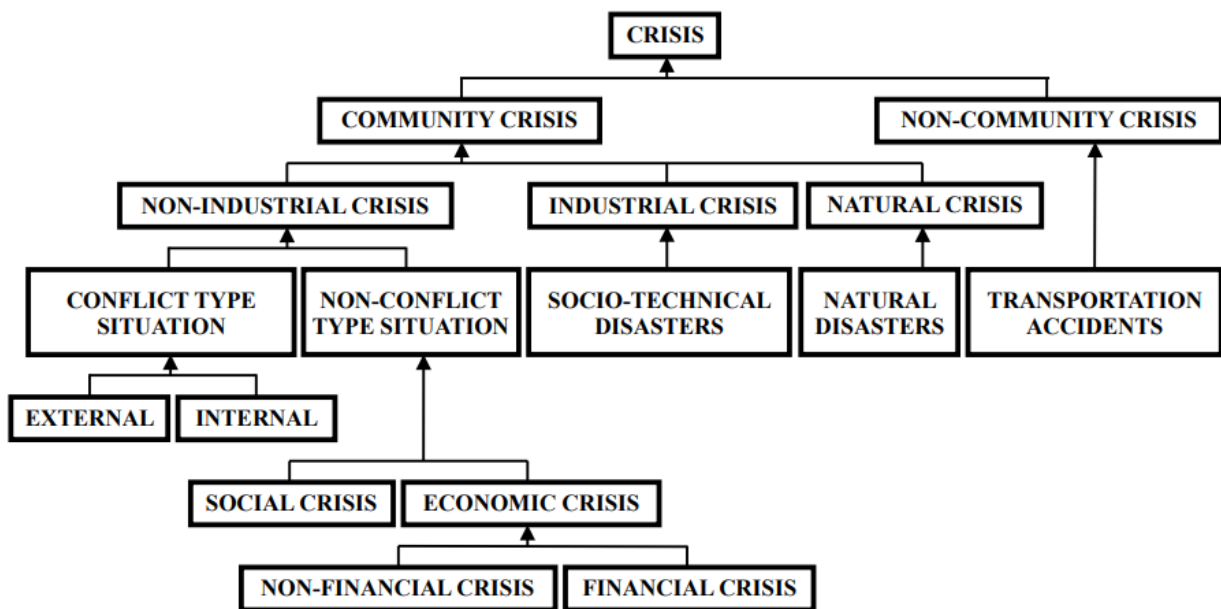


Fig. 1.1.

“Types of Crises According to Shaluf, Ahmadun, & Aini.”

Source: pg. 7

However, mentioned by Diva-portal.org, they state that according to Pearson and Clair, those researchers concentrated on attempting to define organizational crisis and even the crisis management by listing a variety of different types of crisis which an organization may face. The variety they propose of crises might affect the organization and indicate even to which extent the organizations may be vulnerable to the types of

crises. To add, Pearson and Clair reported that in spite of the plain differences within the crisis situation, a majority of them share a number of components. For example, the chart shows that the majority organizational crises which may occur includes aspect such as extortion, hostile takeover, product tampering, copyright infringement, environmental spill, security break, work-related homicide, malicious rumor, bribery, sexual harassment, plan explosion, assault of customers, personnel assault, counterfeiting, escape of hazardous materials, workplace bombing, etc. In comparison to Shaluf, Ahmadun, and Aini types of crisis management model which is more intricate and elaborate, this model by Pearson and Clair is more of a simplistic approach towards identifying the threats in a system, yet with a simple catch. Pearson and Clair claim that all crises generally share three similarities. The first similarity is that crises are commonly believed to be uncertain situations where the cause and effects are mainly unknown. The second similarity is that they have a low probability of occurring, however they always pose a severe threat to an organization and the stakeholders. The third similarity is that the response times when the crisis strikes the organization is miniscule. This simplistic system proves to us the aspect that there is not only a plethora of threats which can impact an organization which is why it's necessary to take difficult and drastic actions or measures in order to combat the crisis, but their will always be uncertain outcomes which should be taken into consideration.

At last, there is another system which categorizes and identifies the types of crises as a mechanism which is according to Coombs methodology. For instance, as mentioned by Diva-portal.org, they state that by Coombs method is one of the easiest methodologies to understand as it consists of variables which includes: internal, external, intentional, and even unintentional. For example, the internal-external dimension of this crisis management system addresses the aspect such as where exactly the crisis will hit.

AN ARRAY OF ORGANIZATIONAL CRISES	
<ul style="list-style-type: none"> - Extortion - Hostile takeovers - Product tampering - Vehicular fatality - Copyright infringement - Environmental spill - Computer tampering - Security breach - Executive kidnapping - Product/service boycott - Work-related homicide - Malicious rumor - Natural disaster that disrupts a major product or service - Natural disaster that destroys organizational information base 	<ul style="list-style-type: none"> - Bribery - Information sabotage - Workplace bombing - Terrorist attack - Plant explosion - Sexual harassment - Escape of hazardous materials - Personnel assault - Assault of customers - Product recall - Counterfeiting - Natural disaster that destroys corporate headquarters - Natural disaster that eliminates key stakeholders

Fig. 1.2.

“Types of Crises According to Pearson and Clair”

Source: pg. 8

Do not forget that the internal variable according to the system generally refers to the organization itself causing the crisis, whereas the external factor just means that something or someone outside of the organizational environment has brought the crisis. The other dimension within this system which is the intentional-unintentional attributes mainly to the crisis which happened. For instance, if the crisis was caused by people, then the crisis was initially intentional, however if it was the opposite than it was unintentional meaning that no people has committed the crisis on purpose. Furthermore, within the diagram we can see four ourselves that within the square there are additional four sections which includes: faux pas, terrorism, accidents, and even transgressions according to Coombs system. A faux pass occurs mainly when an external agent attempts to transform an unintentional action into a crisis specifically. The initial stages of the faux pass mainly occur when an organization take actions accordingly to what they believe are appropriate, without having any malicious intent to do amiss. The general external agent states that the organization has taken actions which were inappropriate for the company, whereas the split opinions on those matters are considered to be a faux pas. This is the aspect in which the general public have to decide on which opinion to deny and which to accept, as the public can most commonly construct protests or even boycotts because of such matters. Those types of scenarios demand responsibility from organizations due to the

external and even unintentional nature of the dilemma. Yet, majority of organization are capable of managing the situations by influencing certain actions. Continuing, accidents are mainly an internal and unintentional actions which commonly occur during daily operations of the organization. According to Diva-portal.org, it states that accident is most often random and totally unintentional within the organization which has minimal responsibility of the situations. A majority of organizations meet with the public by providing an excuse of the situation which can be an idealistic strategy as it can strengthen the organizations overall lack of obligations. The term accident according to Coomb can be separated into additional sub categories which consist of acts of human mistakes and nature. The act of nature concerns with the incidents which were caused by the nature such as natural disasters, whereas human mistakes are commonly referred to as product defect, workplace injuries, or even industrial accident depending on the scenario. In spite of that, the public most often accept the nature of accidents more often than human accidents which is anticipated as organizations have barely any control over nature, in comparison to the acts of humans and their mistakes. Yet, organizations need to learn and understand how to cope with accidents in a healthy matter in order to eliminate or at least mitigate the collateral damage. Moreover, transgressions within Coomb's systems is known as scenarios which were developed by organization when they intentionally concealed the harmful data from the general public. Examples of transgressions according to Diva-portal.org, includes aspects such as: defective products, dangerous products for sale, violation of laws, withholding safety data from the local authorities. The bulk of organizations contain control over their activities, since the scenarios happen internally or even intentionally. One of the ideal methods to cope with this issue is through mortification since it doesn't prohibit responsibility, yet it attempts to repent the crisis in some matter. At last, terrorism is one of the most extreme external and international actions as its intent is mainly to harm or threat an organization in plethora of methodologies such as workplace violence, sabotage, bombings, etc. The most idealistic strategy for an organization with dealing such scenarios is the suffering strategy which mainly concentrates upon being a victim of the external variable.

	UNINTENTIONAL	INTENTIONAL
EXTERNAL	Faux Pas	Terrorism
INTERNAL	Accidents	Transgressions

Fig. 1.3.

“Crisis Types According to Coombs”

Source: pg. 10

Nevertheless, after reviewing multiple forms of crisis management mechanisms and structures, yet a question which would arise from a majority of society is about what factors influence crisis management? Stated by Trandfonline.com, they state that there are seven major factors which influence crisis management which consists of: information technology, strategic planning, communication/social media, knowledge management, governance, leadership, and even professional outlets. For example, with more than 23 studies and 301 citations which discussed the role of Crisis management between the periods of 1993-2020, it has shown that information technology had a positive impact and contribution towards crisis management in reducing major threats. It shown that a majority of institutions should implement reasonable, secure, and modern IT infrastructure in order to attain efficient, effective, and accurate information for the decision-making process. Strategic planning which had more than 16 studies and more than 548 citations between periods of 1995-2020 shown that strategic planning was dependent on the desire of qualified managers, motivation of the management, and even the employees. In most cases the earliest warning system of crisis, the behavior of the people on macroeconomics levels, as well as cultural background of institutions who achieved success in preparation, prevention, and intervention were able to subdue the crisis. But, because of high variability of the crises and the general limitations of the

capacity of statistical tools made to derive information, it's complicated to forecast a crisis, unless if organizations concentrate on strategic planning and update of the system. Yet, communications and social media had a little different impact and changes towards crisis management in an unexpected matter. For instance, as mentioned by Trandfonline.com, with more than 66 studies and 2,366 citations from the period of 1983-2020 has demonstrated to the researches that a mediated communication proposes opportunities and challenges for organizations, yet communication may provide opportunities in reduction of uncertainty, threats, and even assist in resolution of crisis. To add, communication may establish rumors, miscommunication, and even confusion which can also provide a serving element for crisis which can postpone in its resolves. The most efficient form of communication is considered to be a major challenge for emergency responders during a crisis which is why clear communication and social media can become helpful with utilized correctly. Moving onwards, with more than 38 studies and 2,109 citation between the period of 2001-2020 has shows that knowledge management has contributed in a plethora of ways ranging from designing policies which lead to higher quality crisis management such as achieving goals and establishing competitiveness. Knowledge management considers the experience and learning integral parts of learning initiatives, sharing, institutionalization, and even knowledge facilitation attainment. Governance also plays a major role in crisis management 24 case studies and more than 1,738 citations between the period of 2001-2020 has shown that corporate governance has had a major impact on crisis management which included factors such as promotion of transparency, applying governance, responsibility, and even fostering integrity of the financial markets. To continue the idea, leadership was also another factor which was underestimated in crisis management as with more than 2,315 citations from the periods of 1986-2020 have indicated that leadership styles were a major key essence towards resolving crisis. For instance, stated by Trandfonline.com, indicated that transactional, charismatic, and even transformational leadership styles have one of the most notable positive impact on crisis management. Also, it mentions that the practice of transformational leaderships affects the preparedness quality, whereas charismatic leadership strictly deals with growth tactics of an organization which usually obligate

modifications during a crisis. At last, even professional entities are a major factor which impact crisis management in its own distinctive approach. For example, in accordance with Trandfonline.com, they state that professional entities have influenced the guidelines and regulations on the improvement of business, risks, managed threats, and even crises. Several examples of professional entities mitigating crisis management includes: The International Federation of Accountants (IFAC), Committee of Sponsoring Organizations (COSO), and even International Accounting Standard Board (IASB) who all concentrated on minimizing threats within their spheres of competence with more than 16 studies and 160 citations between the period of 2006-2020. All of those factors individually depict to us ideally that crisis management can be impacted by a plethora of resources in a variety of way which can be from the IT infrastructure to leadership styles which can influence the organization positively or, in worst case scenarios, negatively which is why it's a necessity for a crisis manager to understand the limitations and implications of the given factors within the business industry.

After analyzing various types of systems and factors, we can confidently state to ourselves the aspect that all of them are unique in their own rights and address the forms of crisis in a plethora of unique ways. Some of those crisis management system mechanisms concentrate mainly on specific types of issues which organizations may face, whereas other attempt to dissect the true form of crisis within organizations by breaking it down to even additional sub-categories in order to categorize the issues flow, movement, and effects on the organization. This just goes to show that even though there are numerous types of systems and mechanism towards structuring and understanding crisis, everyone interprets it differently and have strategies which may be more effective than others depending on the scale and influence of dilemma which is why understanding those main systems can already give an upper hand to any crisis manager. The reason being that understanding the various types of crisis systems and mechanisms will allow any specialist within the crisis management field to utilize their theoretical understanding of the crisis structure in constructing a solution towards any upcoming crisis within an organization.

1.3. Methodological Approaches to the crisis management assessing

Succeeding the characteristics and mechanisms of crisis management within organization, we should now analyze in-depth the variety of possible assessment methodologies. We shouldn't forget the aspect that even though we know what is crisis and its types within the business industry, crisis managers should also be capable of assessing approaches to crisis management as understanding how to combat and examine the process which could be utilized within SME's (Small and Medium Enterprises).

For instance, according to Sagepub.com, proposes one of the methodologies in order to assess crisis management which is known as the "Internal and External Perspectives of the Crisis Process". In this chart, it shows a process in which consists of internal and external perspectives as the main relationships and correlations within crisis assessment, however there are also three major stages which the crisis process occurs being: Pre-crisis prevention, crisis management, and post-crisis outcomes. Within Pre-crisis prevention stage there are two factors which vary between internal and external perspectives which are organizational preparedness and stakeholder relationships, whereas crisis management factors vary between crisis leadership and stakeholder perceptions. Following up with the last stage which is the post-crisis outcomes, this stage also splits into two varying factors which are the organizational learning and social evaluations. Please refer to the figure at the bottom to be acquainted with the following material. Yet, a majority part of society would question what are those factors within each given stage and how can they influence an organization crisis management assessment? Well, this is where we will explain in detail the necessity and importance of each of those factors within each given stage in order to understand the assessment value within crisis management. For example, as mentioned by Sagepub.com, The major three elements which re-surface from the internal perspectives which focus organizational preparedness includes aspects such as: firstly, organizing for a high reliability is often managed as a cognitive or behavioral task, secondly, a plethora of

studies have suggested that the high-reliability organizations are more competent in preventing crises, and thirdly, other external variables may impact the likelihood of a crisis happening which can include the structure and organizational culture. Even though they are not studied directly, it still can be correlated to the aspect that the cultural and structural factors can potentially expand the likelihood of a crisis which can make it more strenuous to organize reliability for organizations. However, researching high-reliability organizations and even organizational preparedness has been highly criticize by researchers as they lack clarity which is one of the key elements within research. For instance, one of the researchers claim that the concept is somewhat abstract and the general nature of the theory proposes that comprehensive and detailed analysis is necessary from high-reliability organizations. The external factor within the pre-crisis prevention stage which is stakeholder relationships can have a major impact on the assessment process. For example, according to Sagepub.com, they state that stakeholders' relationships state that the major variables which should be taken into consideration includes: stimulation of positive stakeholder relationships is necessary and negative relationships can potentially escalate crisis. Majority of positive relationships require to be founded on reasonable expectations with open communication in order to mitigate or dodge the strains which are correlated with the unjustified goals. By concentrating on establishing such foundations it will be more likely that the obligations of the stakeholders and organizations where the organizations will focus on managing the expectations and even communication transparently, whereas the stakeholders will concentrate on being mindful of their inflated expectations which may assist in avoiding crisis, yet this may potentially have negative inferences for the organization's overall performance. One example of this includes an aspect where the shareholders may view the attempts for change as a methodology towards managing expectations negatively, specifically the aftermath of the positive results or performance. This provides an opportunity for a future case study in investigating the tradeoffs which exist between the organizations attempts to maintain stakeholder's expectations.

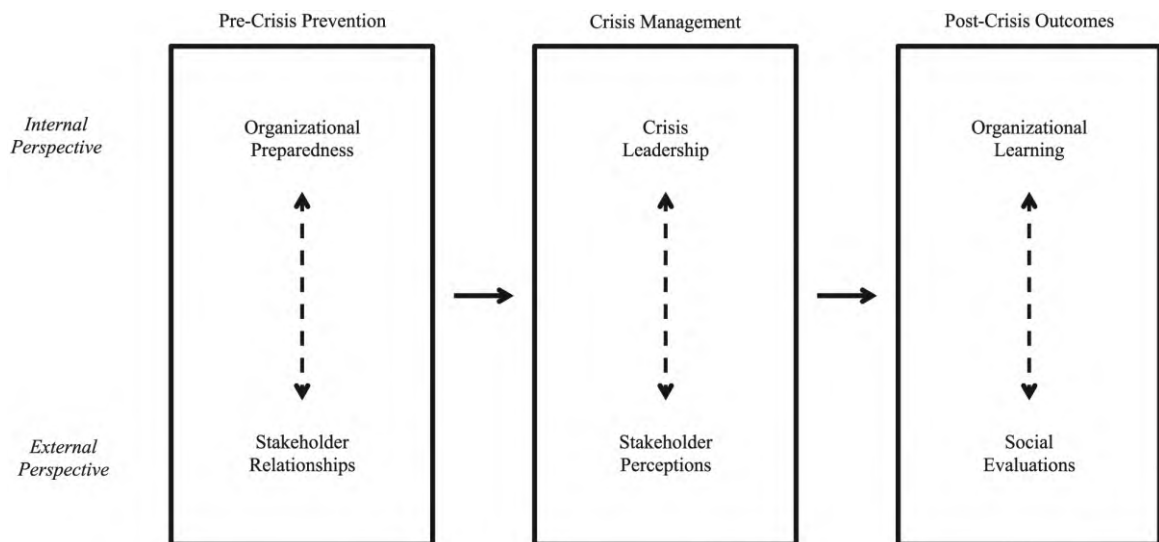


Fig. 1.4.

“Internal and External Perspectives of the Crisis Process”

Source: pg. 1

Furthermore, let's discuss the crisis management stage and its internal and external factors which can influence the performance assessment. For example, as mentioned by Sagepub.com, the internal perspective which is one of the crisis management stage factors proposes that the leaders are a crucial to the crisis management process and that a plethora of variables influence their capability to lead as a manager. As mentioned with the organizational preparedness factor in the pre-crisis prevention stage, the research on the crisis leadership is often constructively criticized for the lack of clarity which spirals down to the attempts in empirical investigation of the recommended literature such as the development of organizational structures with the assistance of data processing and resource allocation. Some researchers exclaim that more exploration and research is necessary in order to expand the modern organizational theories of crisis management. To continue, the other aspect which has seen a change is the different internal factors gathered together to impact the crisis management is also amongst the midst, as research has suggested that a combination of powerful board and strong CEO should enhance the internal crisis leadership within the organization, in spite of that, the powerful boards may collaborate in order to maintain

the CEO authoritative levels, whereas CEO's will seek for the reeducation of the boards influence within the organization resulting in a unique form of power gap differences. The research has also shown that CEO's with excessive power may be more prone in taking risks which may cause a high rate of potential crisis which may lead to a more effective internal crisis management as a paradox. As a result, this will spiral down to developing more crisis through this strategy. Following up, the external factor within the crisis management stage which is called stakeholder perceptions can also have major influence. For instance, according to Sagepub.com, they state that they're re three variables which should be noted regarding this factor which consists of aspect such as: the stakeholders' perceptions are at great are predicated on their attributions, research has asserted that the organizations response strategy can impact the stakeholder's perception of the company, and lastly that the additional variables which may impact crisis perceptions can be social evaluations. This type of factor has been criticized drastically for the aspect that the studies are mainly theoretical or just case based as those which are empirical typically only consider a few of the given factors. The research conducted has also sown that the normative perception which can consist of managing perceptions can potentially distract from more functional characteristics of crisis management such as searching and resolving underlying dilemmas.

Yet, after discussing about pre-crisis prevention and crisis management, what about the last stage of within crisis management which is the post-crisis outcomes. For instance, as mentioned by Sagepub.com, the post crisis stage takes into consideration one of the internal factors which is organizational learning indicating that learning from a crisis is a possibility, yet it is subject to the given conditions which may impact the types of lessons being learnt, simultaneously the degree at which the lessons have been internalized. In general, this is a rather new concept which has a number of possibilities such as examining the contingencies simultaneously or even developing a qualitative comparative analysis model in order to understand crisis more in-depth. Many researchers also propose that within this sphere that the research is mainly confined entirely to the duty environment in which the organizations mainly operate which is

why it's necessary to move beyond the organization process and research the necessities to embrace a more expansive groups, industries, and even institutional processes of learning. The last external factor which influences crisis management assessment within the last stage is the social evaluations factor which has two primary outcomes which should be noted. The first aspect which should be taken into consideration is that an organizations response strategy can become pivotal for managing the social evaluations. The second primary aspect which should be denoted is that the additional responsibility for a crisis which is attributed to the organization could result in additional collateral damage to be expected. However, while there is interest within this sphere growing, there are still a plethora of opportunities waiting such as the presence of a well-executed crisis response strategy which organizations are most likely to experience negative social response. There is rare instance which researchers mentioned such as well-handled crisis can potentially improve the social perceptions, but unfortunately the research hasn't shown systematically how to identify those set conditions and how those social evaluations might improve after the crisis occurring. Continuing, in a plethora of cases it has shown that crisis can potentially lead to a stigmatization or even a certain perception which an organization posse becoming fundamentally flawed. Those examples of all the internal and external factors within the crisis management process has shown that despite the implications for the stakeholders and the organizations, the research on crisis and its management is collected in pieces, yet with limited studies there are also an abundance of opportunities to discover and understand the necessity of this research.

Other researchers propose that there are other approaches which can be taken in order to analyze the assessment procedure within crisis management. For instance, stated by technical Research Centre of Finland, they have proposed an approach which will have reduced negative consequences and generate an abundance of benefits by utilizing different types of mitigation measures which is known as the process for the economic assessment of mitigation options. The process takes a more decision support approach which can be applied within the investment planning phase in which the major

target groups within this approach is the authorities on a different level of the public decision-making process. To add, the economic assessment can product date for other intentions, for example, this can include insurance companies, private sector investors and even international aid providers. By utilizing such an approach this permits the decision makers to create or develop a basic understanding of the decision alternatives and their possible potential consequences before the decision is set. Yet, in order to meet such standards an analysis should be developed by exerts in order to make key successful decision by recognizing the internal and external sources of economic and even informational damages. To add, it's also necessary to be capable of reading weak signals which it can indicate and the decisions-maker is obligated to efficiently take advantages of the existing knowledge and information. The proposed assessment approach also contains a direct passage from the vulnerability analysis and even the potential damage estimation to loss assessment, by concentrating on answering a set of questions such as the damage which may convert directly into economic losses. This basic assessment of the baseline scenario can present the impacts of the crises without even having to implemented any mitigation measures. The baseline for such a scenario is often compared to a scenario which includes certain mitigation measures and all the way up to evaluation of benefits which is the change in costs and damage. The procedure provided below will depict the applications which can determine the economic effectiveness of various mitigation investments and even compare them between each other in search of a correlation. Let's not forget that this approach is also systematically developed which considers the aspects such as the present/future costs and even benefits of controlling investments. For instance, the beneficial part can consist of intangible aspects such as preserving lives or even memorabilia which has an unquantifiable value.

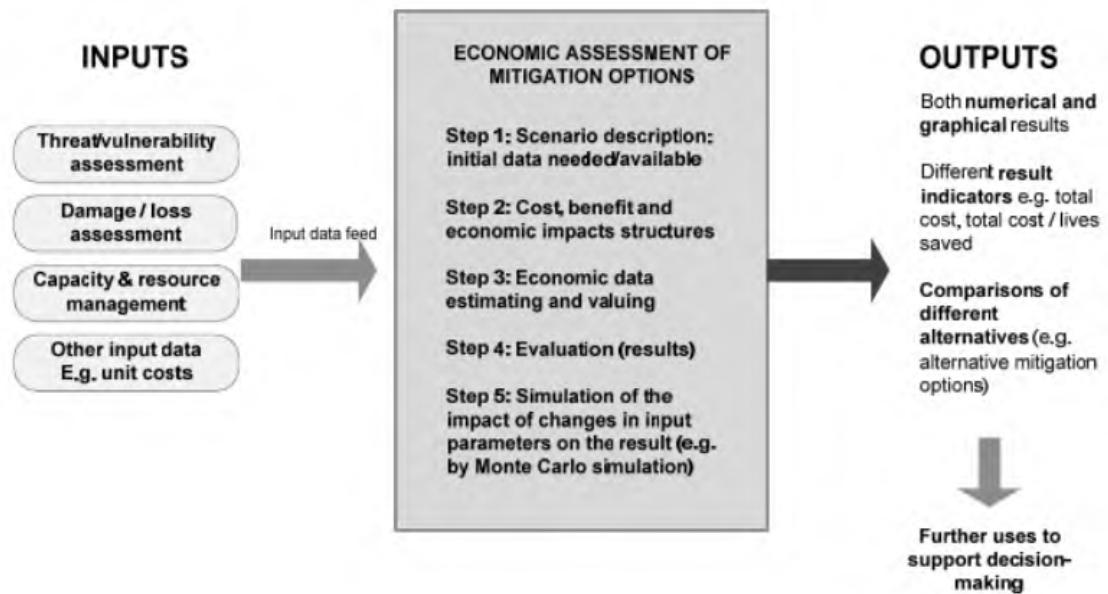


Fig. 1.5.

“The Process for the Economic Assessment of Mitigation Options”

Source: pg. 233

Overall, there are a plethora of methodologies in which we can assess crisis management. Some of them can be more effective or efficient, while other can be utilized to the fullest potential under any circumstances with certain drawbacks. However, the importance which should be considered when dealing with assessments is that those models are tools which can be adjusted and tailored to the liking of any crisis manager. In return, this permits the crisis manager to unlock their potentials during unforeseen circumstances which develops and evolves for the future generations of complex crises. Assessments should be used as a baseline towards realizing at what stage we are in and what are the further changes to implement as each assessment allows to understand the setbacks and traits which could assist in preserving our economy, businesses, and even potentially human lives.

CHAPTER 2. STUDY OF CRISIS MANAGEMENT OF “DIM 9000” COMPANY

2.1. Organization structure and characteristics of financial and economic activity of “DIM 9000” Company

At first, before we move onto analyzing in depth the whole housing complex service industry and the economic activities of the company “DIM 9000” we should take a look at the company in itself and what it embodies. We should take an in-depth look on what the company potentially represents, functions, services, and the general structure of the brand within the given service industry they perform. For instance, “DIM 9000” is a recently registered company, which was officially registered on May 13th, 2021, and it is known as an LLC (Limited Liability Company.) For instance, as stated by Investopedia.com, they define a Limited Liability Company as a type of business structure which protects owners from potential personal responsibility for the debts or liabilities. Furthermore, most corporations or companies that are LLCs are hybrid entities that combine the distinct characteristics of a corporation with a mix of partnership or sole proprietorship characteristics. The major reason why they are an LLC company in comparison to other forms such as LTD, PLC, partnerships, joint ventures, sole proprietorships, etc. is that, as a reasonably new start-up company which has been situated within the Ukrainian market only for a year, they decided that it would be equitable to minimize liability risks. For instance, according to Howtostartanllc.com, they state that the major benefits of being a limited liability company include variables such as liability protection, straightforward start-up process, minimal compliance paperwork, distribution flexibility, management flexibility, minimized potential restrictions, charging orders, and even credibility distribution to a business. All of those factors alone listed can sum up the aspect that "DIM 9000", as a recent player in the service industry, decided to form such a business structure in order to minimize potential collateral damage when taking part within the service industry from potential outside threats such as geopolitical, social, and even economic shifts. To continue,

Ukraine's corporate interest tax rate is approximately 15% for companies on average, which is why registering as an LLC or Limited Liability Company permits "DIM 9000" to minimize expenditures on taxes as it is lower for such companies. To continue, LLCs are structured to have a default tax structure, yet companies that are registered as LLCs are permitted to elect S Corp tax status, which results in minimizing additional tax expenditures in comparison to a sole proprietorship. "DIM 9000" overall organization form of management is a horizontal organizational structure as it allows the LLC company to have minimal levels between the upper management and even staff level employees. In continuation, this type of structure is commonly implemented in start-up businesses, which is why it only made sense for "DIM 9000" to implement such a system that would permit them to grow their organizational structure in the long-run and develop additional departments, which are limited at the moment. The horizontal organizational structure maintains this structure even in prolonged cases of the company's development as it provides a major benefit, which can include encouragement of minimal supervision and even potential higher involvement rates of all employees. For instance, the most common types of advantages of a horizontal organizational structure tend to include positive traits such as: giving employees additional responsibilities; fostering an environment with open communication; and even developing advancement in coordination/implementation of brand-new ideas. Yet the company also addresses major disadvantages of such a system which they typically face on a day-to-day basis, which consist of: potential generation of confusion since employees do not have clear supervision roles; production of employees with general skills and knowledge; and even maintenance of company growth beyond the initial start-up stage. Furthermore, the form of ownership of a "DIM 9000" company is classified as non-state ownership, which simply means that the company is not owned by any governmental structure or body. It's a company that is its own entity in the private sector, providing services to the general public and loyal consumers who represent themselves as a brand within this industry. In spite of that, after analyzing the company's foundation, organizational structure, and form of ownership, we should now focus on the company and investigate "DIM 9000" functions it executes as by

understanding the types of services may provide an insight towards their economic forecasting and their economic sustainability models. The company itself positions itself as a management company that serves your home and the surrounding territory of your area. The slogan that they utilize in their campaign is "Feel free to leave all household questions to us!". It may seem at first that for a relatively brand-new company may seem unreasonable to concentrate on matters such as slogans, yet it all fits into the structure of the company as knowing what you are serving can become a key indicator from differentiating yourself within the market niche. To put it all simply, the company focuses on specific apartment compounds or complexes that have their own private territory in which they provide services ranging from maintenance to territory development based on the clientele. For instance, according to "DIM 9000," the types of services which they execute on a day-to-day basis include work such as:

1. Complex maintenance of facilities (Primary Service)
2. Transmission of electricity
3. Distribution of electricity
4. Hot water supply and air conditioning.
5. Sewerage waste and water removal treatment
6. Collection of safe waste
7. Treatment and disposal of safe waste
8. Construction of residential and non-residential buildings
9. construction of other structures, sites, etc.
- 10.installation of water supply networks, heating, and air conditioning systems.
- 11.Roofing works
- 12.Business and management consulting for clients
- 13.Advertising agencies
- 14.Intermediation in the placement of advertisements in mass media
- 15.Other cleaning services include houses and even industrial sites.

After listing all of those functions or tasks which the company has to execute, we can already illustrate to ourselves the aspect that by providing a wide array of such services, it requires a resourceful quantity of managers within departments in order to accomplish their standard guidelines. In continuation, even though it's a brand-new registered company within the Ukrainian market, it has already made for itself numerous prestigious clients. For example, according to "DIM 9000", the clientele which they service at the moment includes compounds such as: "Варшавський", "Галактика", "Seven", "Ліпінка", and "Варшавський плюс". However, "DIM 9000" also has upcoming projects on which they are concentrating as their ambitious projects, which consist of three upcoming apartment compounds being "Great", "Варшавський 2," and "Ok'land". However, the intellectual property that the company officially owns and informs their clientele directly is the data collection from using the service. For instance, when you download the "DIM 9000" application on the app store or Google Play, the company will recollect all of the data as their unique intellectual property, yet they will describe in detail in their contract how the data is collected, what data is collected, the goal of data collection, and the use of personal data and data processing. Lastly, the major aspect which sets apart the "DIM 9000" services compared to others is the condition that they will act as a major intermediary player between the residents, developer, and city/state authorities, which is a massive advantage for a business, as not only is it a market niche in Ukraine, but it also develops trust within the Ukrainian construction business industry. By acting as an intermediary, "DIM 9000" is capable of resolving conflicts more quickly with minimal collateral damage or even the necessity of additional resources, as they can contact the vital organizations directly, which can sometimes be time-consuming. Not to mention, when clientele is purchasing their new long-term asset such as real estate, it can sometimes also become a major liability, which is why acting as an intermediary that maintains the value of the property minimizes the liabilities and risks for the consumers, which allows the real-estate market to develop, which consequentially provides high demand from "DIM 9000".

Now that we have discussed and analyzed the general structure of the company and what it technically embodies, it's time to dive deep down into the financial and economic activities of this company and how they generally operate. We shouldn't forget the aspect that the reason we overview the econometric indicators or financial activities is not to see if they are just profitable or not, but rather to depict if the model functions properly depending on the given scenario. For example, the major component or even economic indicator when analyzing the stability of a company is the structural integrity and flow of data being maintained. The company "DIM 9000" can handle high volumes of information and data flow, which can become a major potential liability if not taken into consideration as potential liabilities such as mismanagement or even leak of clientele information can become a major hassle for companies to deal with and manage without jeopardizing their reputation. This has to be denoted as the economic indicators such as total gross income and net margins do not suffice the businesses activities, as net losses, tax payments, and even liabilities are also a major barrier which have to be considered in order for the business to survive their grueling environment. This is why, the company "DIM 9000" focuses on three major key indicators, which are services being provided, maintenance of confidentiality, and general financial econometric statistics such as app downloads within the given platform. Those indicators at first may seem as unreasonable, yet those are all rationale choices as not only each of them is intertwined, but every single one of those indicators serve a major purpose. For example, if we take a look from the service perspective we can already outline to ourselves the aspect that this section alone can become a major game changer when developing brand. For instance, when speaking from the perspective of crisis, we shouldn't forget that when selecting the type of services, they have to address a plethora of factors which can consistent from ranges such as econometric variables and all the way up to future-proofing the company for any upcoming dangers. Some services have to differentiate for instance from other companies who are in the same relative niche in order to stay relative and competitive within the market. In the end, we should note to ourselves that if the company is a product or service-based brand, then the core products which should be prioritized as it can set apart the operations and flow of the company. Confidentiality is another major concern which a

plethora of parties have which includes third party suppliers, the business, and the end users which are the consumers. Without proper confidentiality policies and guidelines any company will face devastating liabilities which could force the brand to file a bankruptcy as the end result which is why this aspect shouldn't be neglected under any circumstances. To add the financial econometric statistics such as app downloads can also become a crucial variable as understanding the activity and performance of your platform you provide which in our case is a service maintenance app from "DIM 9000" can indicate to us if the business has forecasted growth or serious lack of activity. Moving onwards, according to their documents, "DIM 9000" takes serious measures towards listing their services which they provide to their clientele as having a common ground base and responsibilities are the key aspects towards developing a mutual relationship between the business providing a service and the clientele receiving the company's service. The services which "DIM 9000" provides include aspects such as: receiving news from the management company; creating appeals (requests) to the management company/consulting with the support service; construction of initiatives which will be put to a vote by all of the residents of the housing complex; contacting the concierge; paying utility bills/other payments; and even leaving applications for receiving any other additional paid services fee outside of the standard tariff. At first, it may seem that listing the general services is not considered as an economic indicator or even a measurement of the company's performance. However, if we take a look from a different perspective, providing a list of services that develop and change can not only show the historical development of the brand but also the path and even changes that the company is willing to take in order to retain profits and economic changes without sacrificing their initial values. For example, according to "DIM 9000", the company can accept or even potentially refuse certain requests from the residents depending on the available opportunities to fulfill such a request or for other reasons. To continue, "DIM 9000" has the potential to accept or even refuse to cancel access to certain services at its sole discretion. The major reason why accentuating the services is a crucial aspect for "DIM 9000" is that constructing such common grounds permits structured growth of the company and residents to have mutual understanding on how to develop changes without

breaching common rules. By taking such radical initiative from the perspective of "DIM 9000", this permits us to make changes and at the same time take rapid counteractive measures in case external factors will impact the growth of the company, such as social, economic, or even political influence. By focusing on setting standards, they have the potential to focus on the macro and micro economic levels of the company, which can range from economic to behavioral indicators, whilst maintaining an integral company structure and satisfying the needs of the residents.

After discussing about the status and the outcomes of “DIM 9000” what about their economic planning and the enterprises activity. It’s one thing to analyze the business activities of a company, but we should concentrate on the aspect on how they plan their business operations in order to minimize any crisis’s and following a path which will position the company strategically in the right market. For example, whenever we think of economic planning we start to associate with terminologies such as forecasting, analysis, development, adaptation, etc, yet that’s only partially correct for the company "DIM 9000". The reason why is because the company believes that integrating and implementing personal terminologies for the clientele of the company’s services as this permit to not only have a common understanding, but to analyze the economic planning and the general movements of the company’s development onwards. Terminologies are considered to be one of the most crucial concepts not only to develop company identify, but also to structure the brands structure in a manner to understand the end goal. For instance, stated by "DIM 9000", they have listed numerous quantities of terminologies which impact the overall economic planning of the company and their activities as not only they are the part of conduct which they must follow, but a liable document which enforces to follow those values between themselves and the clientele they are servicing. The terms include:

1. The Dim 9000 platform is a website or a mobile application through which communication occurs between the management company and the residents while being carried out.
2. management company—defined as a legal entity which provides residents with the services provided within the agreement.
3. A resident is a natural inhabitant or a person who is relevant to the residential complex and uses the provided services by the company.
4. A residential complex (apartment) is a single real estate complex, which mainly includes one or even more apartment buildings or outbuildings.
5. Employees hired to administer additional paid services; providers of communal services (supply and distribution of electricity, water, natural gas, and so on).
6. account, which is known as the residents' account on the platform, with the help of which they can implement the functionality of the platform, which includes: leaving applications; creating initiatives for implementation within the residential complex; and even ordering additional paid services.
7. "DIM 9000" services are known as a collection of services which are provided by the management company and contain services which are directly provided or correlated to the standard tariff or additional paid services.
8. A demo version is generally known as a test account of a future resident within the residential complex, which provides temporary access to the "DIM 9000" mobile app in order to get acquainted with the overall UI (interface) and the general functionality.
9. Additional paid services are known as services which are not included within the standard tariff and involve the participation of third parties (plumbing, electricity, repair, etc.).
10. The "standard tariff" is defined as a fixed monthly fee paid by the residents for utilizing the "DIM 9000" platform. The general rate of the standard rate tariff is calculated on the basis of the total area of the resident's apartment within the residential complex.

Subsequently listing the terminologies, we can already portray to ourselves the aspect that even though their general economic focus is the advancement of their "DIM 9000" platform and growth of their potential services, the company also focuses on those terminologies as a stepping stone towards maintaining the overall understanding of the business motif and organizational structure. The terminologies allow the employees to have a foundation on which they should push off to fulfill the necessary requirements of the residents without breaching the contracts when implementing changes. The terms allow for the setting of legal and structural grounds for both parties (company and residents), which gives an opportunity to construct developments which could impact the daily lives of the residents, whilst the company implements the changes towards exponential monetary growth, which includes making deals with secondary projects to increase the clientele database for cheaper services or new features within the application. However, "DIM 9000" also took into consideration the aspect of the importance of the mobile application, which is why they addressed major key liability components. For instance, according to "DIM 9000," the major aspects which they warn about proprietary software or use of alternative applications can include variables such as: use of (robots, crawlers, automatic devices, programs, scripts, algorithms, methodologies, similar processes to access, modifications), creation of derivative work, adaptation, remake, imitation, transfer of resources, distribution of spam, junk mail, fraudulent messages, phishing, access to "DIM 9000" resident accounts through an means, etc. The reason why addressing the liabilities and warning about harmful activities is a necessity for the company is that if something were to occur with the application, not only would it require additional resources to fix the dilemma, but it could postpone a majority of operations, forcing the company into an unfavorable economic situation. That is why crisis management is one of the key aspects of their daily economic planning. We also have to remark to ourselves the aspect that terminologies are an essence of any company as understanding the essences of terminologies can provide the potential capabilities and limitations within any company. For instance, if we break down the term "Demo-version" the first thing which comes up to our mind is the aspect that demo is shortened for the word (demonstration)

which usually means demonstration of a product or even a service which in our case is a mobile application service. The other part of the word which is version which is defined as a “particular release of a piece of computer software” which again is the mobile app “DIM 9000.” Those terms individually don’t grant any authority of power to a brand, however by combining those two terms together you already not created a safety mechanism, but in addition prevented from any future liabilities which could ensue any brand. For example, let’s take a look from a perspective of a potential consumer utilizing the software and the brand delivering such software to consumers. “DIM 9000” decides to release a piece of digital software which is supposed to address, resolve, or even aid in daily lifestyles of the apartment complex residents, yet the company only has a rough draft of this software but the deadlines are already pushing the deadlines for release to the public and requires testing from real life exhibits and specimens which in our case is the consumers. Instead of just releasing the software in a rough state and praying that not a single issue will arise during its product lifecycle phase, the company decides to take pre-emptive crisis management steps to ensure safety when releasing a product into the market. They decide that they will just label the mobile application by “DIM 9000” as a demo-version which simply means that it’s a product which is mainly complete, however there are potential issues or errors which could arise during its usage which warns the users of its state. To put it simply, it can be defined as a form or type of state which the mobile application is currently which in our case is almost finalized. Now let’s take a look from the consumers perspective. The consumer who just received a notification from a company being notified that their application is available online in which the user decides to install the app onto their mobile device. The consumer as soon as he/she enters the application is asked to register and input personal data in order to begin utilizing the piece of software which was released by the company, however that’s where common issues could arise. When utilizing the software, the consumer has realized that it would often lag, wouldn’t permit to select certain services, or the UI is utterly unusable which frustrates the consumer. In addition, they notice that their data for some apparent reason was leaked onto the internet as they noticed that they have been receiving random phone calls, text messages, and other notifications which

regarded about their personal data. The consumer becomes frustrated and demands from the company which in our case is “DIM 9000” not only a refund for the software which they utilized, but also additional compensation for the harm caused, yet that’s where the terminologies come into play. Remember how we mentioned that it’s crucial to standardize and identify the core essence of terminologies, well that’s what permitted the company to preserve safety and avert a potentially dangerous crisis for the new brand on the market within the apartment complex service industry. As they have marked and notified the consumers that the application is a demo-version, this permits the company to not take any accountability or at least responsibility for the damages which has caused the consumer as they have clearly stated that the application is only a “Demo-version” which means that not only it’s a temporary app which allows the user to test it without paying or purchasing, but if it causes any harm than the company isn’t liable as it’s not the full version of the core product. This on one hand isn’t morally ethical as one of the consumers was harmed during the process which could physically and morally harm the wellbeing of the consumer in the long-run, yet the consumer knew that because this application was a demo-version they held all accountability if something would occur to them or their device by taking a risk of installing the application. Yet, the company shouldn’t also just sign from the aversion of crisis as they technically could face future retaliation from the consumer which can include lawsuits, potential negative reviews of the brand, and misreading incorrect information which could damage the wellbeing of the company which is why the reasonable solution in this case would consist of aiding the consumer in resolving their issues and assisting them as much as possible in their dire need to “make it right” if the company wants to stay afloat in the vicious service industry. Let’s not forget that this scenario is just hypothetical for the brand, yet without pre-emptive measures, plans, and forecasts not a single brand would be capable of surviving a long life-span without being aware of prevalent dangers within the business industry. To add, this example doesn’t only include a specific service or product, this can occur almost on any basis or grounds depending on the scenario such as the terms & agreement, disagreement in settlements, or even just unlawful actions of the brand. Yet, this is why it’s crucial for brands to

establish a set list of guidelines and terminologies as not only it protects the company, but it also protects the clients themselves as they are direct consumers of the service/product who are technically the most vulnerable group towards internal/external changes which is why companies take additional care towards endowing on their terminologies and standardized policy guidelines. Moreover, let's take a look from the perspective of business law as we have to understand that for any criminal or unlawful activities, any businesses are held accountable for their actions which they have committed. We should understand that whenever we speak of law the first aspect which comes to our mind is courts and the types of justice system which in our case includes two variants around the world which are mainstream, we are going to exclude sub-types which follow a different strict regime depending on the nation. The two most common types of law which are prevalent within our societies consists of the civil law and common law. However, a major part of society would question, how does understanding the types of civil system permit to avoid any forms of crisis? Well, it may be a non-standardized solution, however there is a major purpose towards understanding the legal system in order to utilize it to your advantages and knowing the boundaries of the so called "acceptable boundaries." Before we move onwards, we should break down what does the civil law and the common law have in common and the major differences they possess in order to utilize those components within business. For instance, the whole purposes or objective of the legal systems is to possess' certain control of processes which can take place within the legal domain through interpretation and even enforcement of the law in majority of cases. Furthermore, if we take a look at the Anglo-Saxon system which is commonly referred to as the common law system in which the court decisions are considered a primary source of law. This has to be taken into notice as the concept of common law has a major flaw and complications which is that self-representation is futile as there is an abundance of laws which have to be taken into consideration in order to persuade or prove an argument. Following the statement, the whole premise of such a system depends greatly on the court decisions to be convinced by representatives of law which are usually lawyers/attorneys. In counter argument, the civil law is quite different in comparison to the common law as it's

known as the Romano-Germanic form of justice system which takes a different approach to justice. The system concentrates mainly on the basis for all rulings are usually the laws themselves which contain the power, rather than the judge's judgement which as we know can contain hindsight bias. The laws in the Romano-Germanic system are written in such a precise manner which means that misinterpreting the laws is minimal making the whole court case simplified. Another aspect which we should consider when comparing those two systems is that the courts in civil law mainly concentrate on enforcing the laws or the decisions which have been made based on the court case rather than the common law system which consists of an aggregate of laws which have to be argued in order to reach a certain common grounds or consensus. Returning back to the argument, the reason why understanding the difference between common and civil law is crucial because within crisis management, we shouldn't forget that even the court of law systems can impact or rationale on the decision-making process when constructing our plans on elements which includes prevention, diagnosis, and intervention. For example, "DIM 9000" in our case is a company which is located in Ukraine, which means that the court of law which a crisis manager will have to take into consideration when dealing with the justice system is the civil law in our instance. This is a crucial aspect which shouldn't be neglected as the preparation or even the development of a business's highly differs not only from nation to nation, but from the forms of justice systems which are prevalent within the nations. Just because a nation has a civil law system as Ukraine, doesn't mean that they operate exactly identically which means that the progression of a company will require additional resources in order to construct a business within the given environment. Continuing this argument, "DIM 9000" also realized the aspect that because of a civil law system, their approach towards operations and crisis management will be impacted as the preparation of a legally set documents in order to function without constant liabilities in their path. For example, the company has a plethora of documents which range from the "Опeрeтa" to "Політика конфідeційності" in which they clearly state not only all of their guidelines, rules, standards, services provided, obligations and terminologies which play a key role. Furthermore, if the company will ever deal with a lawsuit they will have a more

simplified court case as because of their standardized terminologies provided could become a basis for reaching a verdict, rather than the common law system which wouldn't only drain the resources of a recently new company on the market, but also construct dilemmas as an aggregate of laws would require in order to prove to court the arguments presented during the hearing.

After we have discussed in-depth about the organization structure and characteristic of “DIM 9000” economic activity, we should now analyze the financial aspects of the company as that's also a crucial segment of the economics which shouldn't be neglected. However, before we move onto the financial activity or structure of “DIM 9000” we should take a look on what exactly is finance and what does it embody in order to understand the thinking process of the company and their overall planning structure towards crisis. For instance, according to corporatefinanceinstitute.com, they clearly state that finance is defined as the management of money and includes activities such as investing, borrowing, lending, budgeting, saving, and even forecasting. This statement alone already depicts to ourselves the aspect that “DIM 9000” requires and considers crisis management as dealing with operations which include investing, lending, budgeting, and even saving are all in their own right risks which can't be constantly predetermined as they can be effortlessly influenced by internal and even external factors. To add, the statement from the “Corporate finance institute”, also mentions a major keyword for managers and especially crisis manager which is forecasting. The reason why we should accentuate on this phrase is because we can see that not only finance and forecasting are intertwined, but it also illustrates to us ideally the aspect that risks may be prevalent and if not considered as the word demonstrates that planning for dangers is almost a necessity in any type of organization. To add, as stated by [corporate finaceninstitute.com](http://corporatefinanceninstitute.com), they state that there are also three major types of finance which consist of: personal, public/government, and of course corporate which we will be overseeing with “DIM 9000”. In spite of that, after we have mentioned finance briefly, then what is exactly financial activities specifically within a company as this is also a form of terminology which differs from the root phrase of finance. For

example, according to Marketbusinessnews.com, they clearly state that “Financial activities are activities that companies undertake to help achieve their economic goals and objectives. They include events and transactions that affect a business’ equity and long-term liabilities. Anything to do with the movement of money, i.e., cash inflows and outflows, is a financial activity.” This definition now gives us a more definitive picture of what exactly we should be seeking when overviewing financial activity as it deals more with the processes of finance rather than the root form of finance which concentrates more on the management of money. Yet, a majority of people would beg the question, what is the purpose understanding financial activity of a business when dealing with crisis management. Well, we shouldn’t forget that after this statement this also gives us an indication towards the aspect that the companies who deal with large inflows/outflows of financial activities or operations are prone to risks or crises which could harm their business which can include aspects such as: theft, mismanagement of resources, neglect of financial resources, betrayal of the company for competitors, etc. Those are just a few of those factors which can become the ultimate demise for a majority of organizations. Marketbbusinessnews.com, also state that examples such as purchasing and selling assets or products, organizing accounts, maintaining account, selling bonds/stocks are all prime examples of financial activities. The whole objective of financial activities within the company is to mainly resolve or achieve “specific monetary objectives”, as mentioned by marketbusinessesnews.com. All of those statements give us a depiction that crisis can be persistent in any setting, situation, or environment as long as you construct the perfect conditions in order for it to occur. Returning back to the initial argument, we shouldn’t forget that the major initial goals or objectives for a majority of brands is to maximize their revenue with minimal input and receive maximum output, however it depends solely individually on the company and their initial stage of their development. For instance, for some companies who are just establishing their organization are considering where to gain initial capital to jump start their business, other more experienced companies will consider on how to expand their empire in order to reach other markets for additional revenue streams, yet the most dominant conglomerates who have gone through all the PLC (Product life cycle) or

stages of business development will consider the aspect on how to preserve or maintain their status as an organization within the market without having major losses to their maximum revenue streams. All of those stages are reunited under the assumption that financial gains or monetary objectives are crucial for business to sustain their lifespan, yet crises can be prevalent within any stage and form which is why monetary objectives are only situational based, whereas crisis doesn't need to take into consideration any factor as it can become threatening in any stage of the business's development. For instance, let's take a look at how each stage of the vaguely based business development could face crisis in a plethora of ways. For example, a business who are kicking off their project with their new investors can face a financial crisis in which if their project doesn't bring them any profits or desirable results could then face major lawsuits from the investors as they haven't meet the terms of agreements which were established meaning that the end results could end in bankruptcy and the owners of the new projects forced to pay-out compensation for the liabilities they have caused. In the second stage it could at first seem that a crisis couldn't occur under any circumstances as they have capitals to cover any crises or dangers which could head their way, yet this stage in general would be considered as the most threatening to the company as the concern for expansion could oversee certain basics or pre-emptive measures which could be impacted by aspects such as neglect, incapability of managing projects, lack of management, overestimating expectations, etc. This is just a few of those examples, but this stage is one of the most threatening as tunnel vision and the illusion of almightiness could result in negative changes to the company which could also face charges and lawsuits for the inadequate actions because of lack of pre-emptive safety mechanisms. The final stage seems to be the most secure for dominant organizations within their retrospective markets, yet crisis could also affect drastically the brand which usually includes aspects such as: lack of responsibility, controversies, allegations, neglect in quality control, underperformance within the market, etc. Those are a few of aspects which a large corporation could face in their lifespan as they have already manifested to their peak form in which they should concentrate mainly on maintaining unity within they structure ranging from internal to external environments or self-preservation

mechanism. All of those factors can apply to every single stage as companies can vary from the market and all the way up to the management structure, however those are usually the most prone factors to be prevalent within every single stage. The major reason why we took an in-depth look in the financial activity within companies is because “DIM 9000” also took notice of those aspects when constructing their business model which is why they have constructed guidelines for their financial and management of accounting within their given enterprise. For example, "DIM 9000" in the section of management of accounting and financial transactions of the enterprise follows multiple cost of service and payment procedures which are listed in their official documentation. For instance, the types of rules they abide by regarding financial operations consist of aspects such as:

1. The paid services of the management company apply to all of the residents.
2. The general cost of the services provided by the management company depends on the total area of the apartment within the residential complex, which includes: payment of the standard tariff and payment for additional paid services depending on residents' demands.
3. The resident is compelled to reimburse the full amount of the standard tariff each month, along with the full amount of the additional paid services provided.
4. The pricing of the management company services can be re-considered every month and can be changed unilaterally at the discretion of "DIM 9000."
5. The majority of the costs are related to the transfer of the funds, which consists of the services of a banking institution and financial agents, for which the resident is responsible.
6. The residents who already utilize the services of the management company will be notified in advance about the changes being implemented in the cost of services within 30 calendar days.
7. In the event of partial or full non-payment of the cost of the management company, then "DIM 9000" will deliver a notification to the resident about the obligation to pay the cost of services and also has the right to limit the usage of

the platform, which can spiral down to the deletion of the user's account on the mobile application platform.

All of those points listed are the general financial guidelines of the company, which enforces and strictly follows those points that are demanded from the client's side in order to maintain stability in the cash flow of the company. After reviewing the guidelines "DIM 9000" has established for themselves they have taken note of the aspect of client and company relationship regarding financial matters as developing a common ground between two parties minimizes the risks for a crisis occurring for the consumer and the company. Not to mention, as a recently brand-new company within the apartment complex service industry they have taken notice that by developing simple seven points regarding financial activities they secured themselves safety mechanisms and precautions which could lead to miniscule collateral damages which is just as important as resolving an issue as sometimes irreversible damages can become worse for the brand than even bankruptcy in limited cases.

2.2. Analysis of internal and external environment of “DIM 9000” Company

After we have discussed extensively the organization structure and characteristics of financial and economic activity of “DIM 9000”, we should now focus or at least concentrate on the simple concepts of internal and external environments of any organization. A majority of people would question the aspect which would consist of the aspect why is it crucial to understand the internal and external environment of a business when you have developed the general structure or at least a rough sketch of a business. Well, by analyzing the internal and external environment of any organization, we can depict to ourselves certain information which isn't visible with a naked eye which can include aspects such as internal company dilemmas, staff issues, underperformance, inter-reliant, neglect of the job for internal factors, whereas external factors can include sabotage from competitors, predatory marketing, manipulation of the market, legislative changes, and even geopolitical conflicts are all simple examples of external conflicts. The one thing which is viable or at least noticeable when deciphering those internal and external conflicts is that threats are prevalent within any organization which is why it's crucial to break-down any organization from the ground up. We have to understand to ourselves as crisis managers that it's our true essence to work from the foundation and all the way to the top to see any cracks which are leaking into the system and their depth as neglecting those issues or not providing any temporary solutions which just continue to develop a cracking domino effect in which the whole system will just abruptly fail which is why “DIM 9000” have noticed the necessity for their business model. Just by looking at this example we can sum up to ourselves shortly the aspect that reviewing the internal and external environment of any organizations will give us a better understanding of the businesses condition and potential crises which could await from certain factors depending on the scenario.

However, what do primary resources mention or state regarding environment just in general. Well, according to sources such as keydifferences.com, they clearly state that the internal environment “pinpoints in-house factors of the firm, which are often constitutional in nature,” whereas, the external environment is “composed of those factors

which are exterior to the firm.” In simple terms, we can synthesize to ourselves the conditions that internal mainly refers to variables which are impacted within the environment, whereas the external environment is composed of an aggregate of factors which are mainly relevant on the exterior to the business. However, that’s where it becomes more interesting with the internal and external environments concepts as they have their own independent system. For example, as stated by keydifferences.com, they continue denoting the aspect that a business refers mainly to a cumulative endeavor which of a firm is generating cash by purchasing or selling merchandise, product, or even a service. Yet, every business has to operate or even function in certain environments which are known for businesses orientated organizations as a “Business environment.” A businesses environment, as mentioned by keydifferences.com, mentions as an environment which is composed of various components which has a major significance on the decision-making process which moves and even executes functions of the business. This alone already depicts to us the aspect that internal and external factors are not just independent variables which coincide in the business environment, but rather they are different concepts which are unified under one main structure which are basically controlled to a certain degree. If we just break down the term business environment we can already depict to ourselves the aspect that this concept which unified both internal and external environments in the main gear within the mechanism, whereas the internal and external environments are smaller gears which shift their weight in order to force the main gear to function and execute its main tasks.

A major part of society would beg the question, what is then internal environment in our instance, rather than being just a part of a major system? That’s where we are going to have to take a look at what embodies the internal environment of a businesses before we can move onwards onto analyzing “DIM 9000” conditions or its internal environment. For example, as mentioned by keydifferences.com, they accentuate on the aspect that an internal environment is known as a part of segment of the business environment which is primarily concerned with a wide array of factors which are prevalent within the organization. Those can consist of variables such as the conditions, members, forces, and even the events which all have their own capabilities to impact or

even influenced the company's decision-making process. They mainly determine the methods in which certain actions are carried out within the organization which might as well include all the immediate and information sources which can be financial, technical and even physical depending on the organization. As mentioned by keydifferences.com, they elaborate that those internal factors comprise of five major elements within any firm which is value system, vision, mission and objectives, management structure and internal power relationship, human resource, and even the tangible/intangible assets. First of all, let's take a closer look at what every single one of those terms embody within themselves and how they can impact a crisis manager. For example, as stated by keydifferences.com, they state that a value system is defined as a set of rules with logical and consistent values which are mainly aligned with the company's value (standard guide) which permits to regulate even conduct in any types of circumstances. The vision variable refers to the overall picture of what the enterprise desires to obtain, whereas the mission main concentrates on the organization and its overall business function such as the reason for the company to exist within the given market. Following, the objective in comparison to vision and mission mainly emphasizes or refers on the basic milestones which are appointed to be completed or at least achieved within a given time frame with the resources at our disposal. Continuing the train of thoughts, the management structure and the internal power relationship is where it gets a little bit tricky as it's defined or at least it's implied as a form of organizational hierarchy at which the tasks are delegated and how they can relate, a span of management, the relationship amongst the assorted functional areas such as the composition of the board of directors or the shareholding pattern. In spite of that, we should denote to ourselves that the internal power relationships which describe the relationship cordiality between the CEO and even the board of directors. It also states that the degree of assistance and even contribution received from the employees or even from the members within the organization bolsters the organizations decision making capabilities and "It's organization-wide implementation." The human resource aspect is more simplified as this segment is considered as one of the most crucial assets within any origination as they chiefly are responsible or at least play a critical role in

making/breaking down the organization. The types of interpersonal skills, attitude, dedication, competencies, moral, commitment, and even qualities which can influence the company's overall strength or weaken it to its lowest form. Finally, for the last internal elements which is tangible assets mainly refer to the physical assets which the company can own such as the land, building, machinery, whereas intangible assets concentrates on the amount of research and development, technological capabilities, marketing or even financial resources depending on the needs of the organization. However, after we have looked at the key elements of internal environment of an organization, how does "DIM 9000" add or equal up to par with those listed qualities. Well, let's take a look at it from the perspective of one of those elements from the internal variables which is from the human resource management perspective. For instance, according to techtarget.com, human resource management is defined as the general practice of recruiting, hiring, deploying, and even managing an organization's employees. HRM is also often referred to as human resources, in which the company or organizations' HR departments are most commonly responsible for developing, enacting, and guiding policies governing the workers and the mutual relationship of the organization with its employees. The general term "human resources" was originally implemented in the 1900's, yet it has only become widespread within the business industry in the 1960's, which was utilized to characterize the employees who worked for the organization. The most crucial aspect which should be taken into consideration when dealing with human resource management (HRM) is that the main emphasis within the business has to be the employees, as they are the most crucial asset for the company that moves the locomotive gears by generating profit. This type of concept mentioned previously is also known as human capital in which other business assets make effective use of the employees by attempting to reduce risk and even maximize return on investment. The reason why this data is important is because, without understanding the core concepts of human resource management, attaining and retaining talent can become a difficult task, which could make or break the company, which is why "DIM 9000" took that into consideration. For instance, the human resource management department goes through a rigorous screening process in which a potential

candidate goes through several stages in order to meet the necessary requirements within the given business industry. For example, the stages which the company implemented in order to understand the candidate in depth from the personal background, data, soft and hard skills, knowledge, motivation, and even behavioral patterns, which is why the screening process is implemented. Through the use of the screening process, the company was able to dissect the candidate or intern and understand how they could utilize the candidate to the fullest potential without having to invest the maximum quantity of resources and time. As selecting a major portion of interns can also become a burden for the company, which could result in liabilities. That is why the selection process requires stages to eliminate personas who don't meet the requirements. For example, "DIM 9000" had multiple stages of recruitment which included variables such as: application for the internship position, resume preview, video call, and certain aptitude tests depending on the scenario, which was a behavioral test in order to understand my personality and the ideal fit within the company's departments. The process at first may seem rigorous from the perspective of the brand, but we should take into consideration the aspect that by going through such a lengthy process they can ensure that the candidate is willing to pursue that path and is the right fit for the company, as liabilities are the highest concern when selecting potential employees. To continue, according to [techtarget.com](https://www.techtarget.com), they state that the main objectives of human resource management tend to include factors such as: societal, organizational, functional, and even personal objectives. The major reason why they are a critical concern for companies such as "DIM 9000" is that human resource management is not only about recruiting a persona, but the most volatile and essential matter which isn't considered is the retention process. This is why, through the use of a variety of methodologies such as attraction, recruitment, onboarding, development, retention, daily meetings, team building activities, departmental meetings, and then separation. Most human resources objectives will aim to maintain ethical/legal/socially responsible policies; efficient use of employees' skills and abilities; ensuring employees receive proper training; effective communication; management of external factors; assistance in organization towards achieving goals; and building/maintaining positive

internship/work experience with high satisfaction rates, which all occurred in the human resources department is an integral part of a business as it's the major part of any business that permits growth of the business through minimizing liabilities with future employees and reducing the turnover rates in a company. The HR department is the gate which gives potential candidates an opportunity to pursue their interests through potential experience, whereas companies have an opportunity to increase their business and utilize additional talent to the highest capacity rates with minimal collateral. This information can already depict to ourselves as a crisis manager that the internal environment is drastically different in comparison to the external environment in the aspect that it's more of a controlled variable which is managed mainly by the internal personal of an organization. For example, according to the previous statement about human resource managers are similar to gatekeepers in which they have the most authoritarian power to limit, strengthen, or even weaken the organization through their interpersonal qualities/personality which is why it's crucial to understand your company from within. "DIM 9000" has shown to us ideally just through simply the screening process which seems to an average person complex, however we shouldn't forget that when we construct such barriers or limitations, we also ensure ourselves safety from the conflicts which would the company be forced to mitigate if something threatening would occur to the company.

After reviewing the internal environment of the organization, what about the external environment and how does that structure impact "DIM 9000". Well, we first have to take a look at what exactly the external environment embodies in itself in order to understand it's influence on our businesses. For example, according to keydifferences.com, they state that an external business environment mainly composes of all "extrinsic factors", which consists of aspects such as: influence, events, entities, conditions, etc. In spite of that, there are also existing outside boundaries of a company which still have a minor impact on the survivability of the brand which includes: the operation, profitability, performance and the survival of the business enterprise. The article keeps on denoting the aspect that "For the purpose of continues and

uninterrupted functioning of the business, the enterprise has to act, react or even adjust according to those factors. These factors are not under control of the enterprise!” This statement gives us a hint that in comparison to the previous statement regarding internal factors and being more of a controlled variable, external environment factors are more unpredictable or uncontrollable which is why they shouldn’t be also neglected by any company if they do not want to expect fatal threats from their external environment. Also, as mentioned by keydifferences.com, they state that the elements of the external environment are divided into two major categories which includes micro environment and macro environment. Let’s take a look at the micro and macro environments in order for us to understand their impact on organization which in our case will be “DIM 9000”. For instance, according to keydifferences.com, they state that a micro environment consists of variables which includes: competitors, suppliers, customers, intermediaries, shareholders, employees, and even the media. The suppliers mainly carry out the production process of the raw materials necessary for production of a product or service. The customers are known as the targeted audience in which they are the ones who purchase, utilize, and consumer the final product being one of the main playing figures within every business are the products are mainly constructed for the consumers. The intermediaries are known as a number of individuals or even firms which assist the business enterprise to sell, promote, deliver, and even distribute the product/service to the consumers which can include examples such as distributors, agents, dealers, wholesalers, retailers, etc. The shareholders are a little bit more interesting situation as they are the actual or original owners of the business in which they invest the money into the businesses which stimulates the external economy of the businesses from the outsider’s assistance who are only related to the business only through the ownership of the company’s stocks. Continuing, the employees within the external environment are more referred to the businesses staff who are employed to execute work the brand in order for them to reach their objectives which they have stated in their documents and mission. Without the proper understanding of employee hiring and retention by motivating them a business could externally suffer within their micro-environment which could construct collateral damage for the crisis manger to have to potentially

resolve. At last, the media would be considered as one of the most unpredictable and crucial external environments as they can have the most influence on your businesses reputation and overall potential future developments within the given industry as negative press has caused a majority of businesses to suffer fatal consequences which is why PR managers which are similar to crisis managers attempt to avert allegations regarding a business. The media according to the article states that they play an important role in the daily life of a company which can make a product or service popular overnight or even defame them. This is due to the following fact the media's coverage is far more expanded than any business can extend which is why social media presence from large media outlets can result in positive or adverse effects depending on the situation of any corporation.

Subsequently, we have discussed about the micro environment of a businesses and its general structure, but what about the macro environment and its impact on an organization from the perspective of external environment? Now, this is where macro environment plays a key role in unifying and segmenting major aspects a business faces on the grand scale. For example, as stated by keydifferences.com, they claim that the general environment or the macro environment at large affects the whole industry and not just a single brand which is why the majority of factors in this segment are truly uncontrollable in their own nature forcing a majority of companies to respond to those changes and adapt according to the given macro environment. Those factors consist of: economy environment, political/legal environment, technological environment, socio-cultural environment, demographic environment, and even global environment. Let's take a look at those factors in-depth in order to understand what they truly represent and how they can be beneficial within our study. For instance, the economic environments focus mainly on the economic conditions of a specific nation or region as a whole significant system which props up the businesses profitability in the long run. For this system to be utilized effectively by crisis managers they consider variables such as econometric indicators which can include: purchasing power, per capita income, saving habits, household income, etc. As a result, this depends drastically on the nation's

economic position as it regulates the demand for the company's products/service necessity. The political and legal environment consist mainly of aspects such as the rules, legislations, regulations, laws and even policies which the company must obey. The reason why this is a considerable factor which can influence a business is because those laws may force companies to switch up or even change their decisions to open up the gates to new opportunities or a flood of threats to the brand. The technological environment considers the ever-changing technology which is constantly improved and modified at launched with the current state of the art tech we as humanity possess. This can be a positive and a burden as the race for technological advancements can force new remarkable changes to the consumers lifestyle, however at what costs is the question which can become unpredictable for a crisis manager. To continue, it can aid the company to promote their product to a more expanded pool of consumers, yet if the technology fails than not only time has been sacrificed to develop the technology and the cash flow invested to reach the companies vision which can sometimes be distant. Moving onwards, the socio-cultural environment consists of other sub variables which are more orientated on aspects which includes: traditions, beliefs, values, morals, tastes, preferences, and even customs of the society in general. A company has to denote this aspect as these variables matter in advertising a product/service, making decisions, hiring employees, or even influence the decision-making beliefs based on personal prejudices. The demographic environments simply take a look at demographical data which is usually the level of education, race, gender, religion, types of environment, structure, size and even the distribution of the geographical area. This type of data of the environment will assist any brand to finalize an optimal strategy for targeting the desired demographic or population. At last, the global environments are more focused on the "liberalization domestic company's" which can provide their services or materialistic hoods to other nations for sale. Globalization has opened up a majority of companies to operate on international grounds which may seem as a once a lifetime opportunity, yet the most prevalent threat which a crisis manager would have to deal with would have to be with international laws which can construct difficulties and threats if the guidelines of the company are not met. The response just to not abide to

international laws or responding to the dilemma inadequately can subsequently force a crisis manager into taking dire measures in order to mitigate any further global collateral damage for the company. Now that we have broken down the external environments thoroughly, we should take a look at “DIM 9000” in order to understand their thinking process towards reaching their objectives. For example, the increase of the competition within the global market generally factors that the innovation and internationalism are a vital concern of all major enterprise in which the border regions cross border co-operation offers many potential advantages from small and even medium enterprises, stated by Olha Krasovska. To continue, according to Olha Krasovska, she claims that the promotion of the innovation activity as the grounds for competitiveness of business is one of these advantages: entrepreneurs in border regions may collaborate with business in neighbouring countries to construct, diffuse, and even potentially exploit knowledge in all sectors of an increasingly competitive, international economy. This aspect is particular value to transition economies suffering, amongst other deficiencies which range from low level of innovation within domestic small and medium enterprises. After analysing these words, we can already picture to ourselves the aspect that through utilization of globalization or cross-border activities majority of companies may potentially increase their competitiveness not only within domestic markets as an SME (small and medium enterprise), but also have an opportunity to take part in international activities such as representing or gaining knowledge from international businesses. Furthermore, mentioned by Olha Krasovska, innovation is at the moment no longer viewed or even seen as the exclusive domain of technological leaders. In a knowledge based-economy innovation in low and medium technology firms is no less important than that in high-technology enterprises for the sake of a superior balance in industrial policy. This statement alone illustrates to ourselves ideally that in our modern society that utilization of cross-border activity isn't dependent on large corporations in order to succeed as modern SME's have the opportunity to utilize the technologies and knowledge for personal growth as in the case with “DIM 900”. In comparison to other companies within Ukraine, “DIM 9000” clearly state in their document that they work with third-party service providers who provide them with web

site development, hosting of sites, maintenance, emailing, marketing, technical support, provisioning, information technology, cyber security, and even customer services. Those contractors are granted permission to process the personal data on the behalf of “DIM 9000” as a part of providing service to them. To continue, “DIM 9000” does limit the quantity of information provided to their service providers in order to perform their functions in reasonable manner. After stating all this information, we can see that through the use of third-party vendors, “DIM 9000” was capable of applying the benefits of cross-border activities in order to sustain and develop their domestic business within Ukraine as a service company. Furthermore, the company uses a variety of services, in particular, analytics tools (Facebook, Pixel, Google analytics, etc) services for adjusting advertisements, third part online chats on the website, cloud storage, and even other third-party services related with the mobile application from the company. Without the use of cross-border activity and international programs than they wouldn’t have the capability to compete with other services and position themselves within the Ukrainian market which is why making an accent on cross-border activity is one of the many primary concerns. After reviewing this material, we can confidently state to ourselves the aspect that “DIM 9000” as a brand has taken a unique approach towards that they consider external factors into consideration as they prioritize competitiveness and on the industry as a whole from the perspective of micro and macro environments. The business unfortunately has taken a step to reach the global arena, yet just by concentrating on the domestic market they have understood the aspects that liabilities may arise with expansion of their global environments factor. To add, they have considered the demographic environments which is the Ukrainian market segment, the socio-cultural environments which is the beliefs the brand has developed in their official documents, technological environments which is their unique niche within the market by providing an app to address the needs of apartment complex services clientele, the legal which is addressing any regulations to their industry, and economic which is the profitability of such a system. Yet, they have also depicted clearly the microeconomic environments which is addressing the shareholders and employees needs through common grounds, they have established contact with

intermediaries who are going to assist in expanding the application to various projects which “DIM 9000” are collaborating on, concentrate on the consumers who desire constant changes and improvements to the “DIM 9000” system of service providing by adding new changes or options, the suppliers which are their third-party software developers to gain a competitive advantage within their industry which is archaic within Ukraine, and even address the media which hasn’t been a vital part of the companies daily routine, but it still can become prevalent sooner or later.

Following up with the data, another aspect we should consider is that the analysis of the internal and external effectiveness of a company as in the case of “DIM 9000” can be measured through a variety of strategic tools. In the case of a crisis managers, one of the most notorious tools which could be utilized by such professions can include the SWOT (Strength, Weaknesses, Opportunities, Threats) diagram which clearly depicts four categories in which the business prospers in, yet at the same time lacks or attempts to compensate with. For instance, if we take a look at table 2, then we can clearly see for ourselves that the SWOT analysis may be a simplistic form of crisis management, yet it’s one of the most standard documents which can be prepared in order to construct a baseline. We have to grasp the concept that the document doesn’t serve as a form of additive, but it can be refereed to as a certain baseline or even a starting point. Just by viewing table 2 we can clearly see for ourselves that “DIM 9000” as a company has certain positive aspects, yet there are also major threats which should be accounted for as neglecting them especially during the geopolitical conditions within Ukraine is the worst combination imaginable for any business which concentrates on maximizing their revenues.

Table 2.0

“DIM 9000 SWOT Analysis”, 2022

Strengths

1. Vast pool of talents
2. Strong market position within Ukraine
3. Adaptability
4. Uniqueness
5. Powerful Brand Identity
6. Addressing market niches

Weaknesses

1. Lack of presence within the market (marketing potentially)
2. Limited possibility to expand from lack of resources
3. High R&D costs production of other services.
4. High cost of goods regarding database management.
5. Issues with attracting a wider spectrum of clientele from various apartment complexes.

Opportunities

1. Develop additional services.
2. Providing a wide spectrum of new services
3. Focusing individually more in depth-with clientele (Loyalty programs)
4. Marketing Developments
5. Grasping the war-torn

Threats

1. Potential competition from the success of the DIM 9000 platform.
2. Failure of technology such as databases or any other applications.
3. Data mismanagement, privacy, security.
4. Hacking
5. Geopolitical situation
6. Many available niches for newcomers

Source: made by the author based on company's data

To finalize this data, in accordance with keydifferences.com, they mention that a company has to “properly” acknowledge the business environments from internal and even external perspective in order to increase the survivability and operation flow without any dilemmas. By following this route, this will ensure that any company will be capable of expanding their business hierarchy or structure in the long-run which is key when dealing with projects like in the case with “DIM 9000.”

2.3. Investigation of crisis management of “DIM 9000” Company

After we have reviewed the two sections which were the organization of “DIM 9000” and the internal/external environment of “DIM 9000” we should finally review the company and investigate it from the perspective of crisis management. However, before we move onto any analysis, we will need background information for us to understand the statistics and financial data which will be provided about the company. In addition, the main information or prelude to all of the statistics will be provided here in order to have a deeper understanding of the information and what it depicts to us as crisis managers. The statistics which will be provided are also potentially rough estimates and may be subject of matter to change which is why deviations may occur, however this should not impact drastically the findings and the overall results in our research. All the statistics which will be depicted in this section of the research will be based on “DIM 9000” documents which will be provided in the annex section for personal review of the material.

Moving onto the background information, during the analysis of the company we should recollect information that the brand works with apartment complexes which means that they are a hired service for every apartment compound executing the functions in their missions and vision. The reason why this is important is because we decided to analyze four main complexes which they service which includes: “ЖК Ліпінка”, “ЖК Севен”, “ЖК Галактика”, and “ЖК Варшавський”. Those are the four main apartment complexes which they serve on a constant basis and the company who constructs those compounds have countless years of experience. Continuing, the currency which will be mentioned or discussed during the analysis portion of this paper will be Ukrainian Hryvna as it's the national currency of the Ukrainian government. At last, the final piece of information which will be mentioned often is the type of crisis which we will be analyzing all of our statistics which in our case will be referring to the geopolitical instability within Ukraine. The crisis which has plagued and harmed Ukraine in a plethora of ways is referred as the Russian invasion on Ukrainian territory and the occupation of Kyiv Region. The reason why we are specifying this matter is because we all know that the

Russian Invasion has not been concluded and is still ongoing and many cities are being occupied by Russian Federation, however some of Ukrainian lands and areas which were under occupation were freed from the Russians. To finalize, we shouldn't forget to ourselves the aspect that a majority of businesses including "DIM 9000" were drastically impacted which is why we are going to analyze this form of crisis as not only it's relevant, but it's obligatory to learn from those tragedies in order for them to never occur throughout our lifespan.

After providing the background information, we should not take a look at "DIM 9000" statistics and the crisis management they have faced during the geopolitical conflict within Ukraine. The first aspect which we will take an in depth look at "DIM 9000" is their service as a whole and their performance during the crisis. For instance, if we take a look at table 2.1 we can see for ourselves the chart which is labeled as "Number of processed requests." This chart depicts to us the performance of "DIM 9000" in the four apartment complexes they service on a day to day basis. If we take a closer look at the chart we can already see for ourselves the aspect that each apartment complex has a certain number of requests for services which a company provides ranging between months during the occupation of Kyiv region and after the occupation of Kyiv Region. What's fascinating about this data is that during the occupation of Kyiv Region, the quantity of requests was drastically lower in comparison to when the Kyiv Region was freed from the Russian invasion which shows the uncertainty during that time period from the companies and the residents' perspectives. Yet, what's surprising is that even after such a calamity, the company was capable to pick up it's pace and attempt to increase the quantity of requests processed during the short period of time. For instance, if we take a look at the requests processed ratio in percentages than we can clearly deduct for ourselves that the company "DIM 9000" was capable of increasing the quantity of requests in certain compounds to phenomenal 300%, whereas the lowest is 27%. However, just because the percentage is low, doesn't mean that it's underperformance as we should remember that working and providing service in such harsh and difficult conditions is phenomenal as a majority of companies during that timeframe were only capable of making break-even point in their performance, whereas other companies

dipped or fluctuated to negative areas which would be also reasonable because of the conditions.

Table 2.1

“Apartment Complexes (Number of processed requests)”

Apartment Complexes (Number of processed requests)

Year	Month	ЖК “Ліпінка”	ЖК “Севен”	ЖК “Галактика”	ЖК “Варшавський”
2022	January				
	February				
	March	834	320	463	1615
	April				
	July				
	August	474	1325	998	1165
	September				
	Requests processed ratio %	43.165467625899%	314%	115.55075593952%	27.863777089783%

Source: made by the author based on company’s data

However, if we take a look at table 2.2, than we can also finalize to ourselves that during the Russian occupation of Kyiv Region the amount of requests were reasonably minimal in certain compound complexes in comparison to others, whereas after the Kyiv Region was freed the amount of requests increased or decreased depending on the severity of damages each of the apartment complexes have faced which we shouldn’t forget is liabilities for any company which is why crisis management in this situation was crucial in order to mitigate any further collateral damages. Also, we should denote to ourselves that each housing complex varies in size, location, and quantity of residents which is why such fluctuations in statistics can occur as depicted in table 2.2.

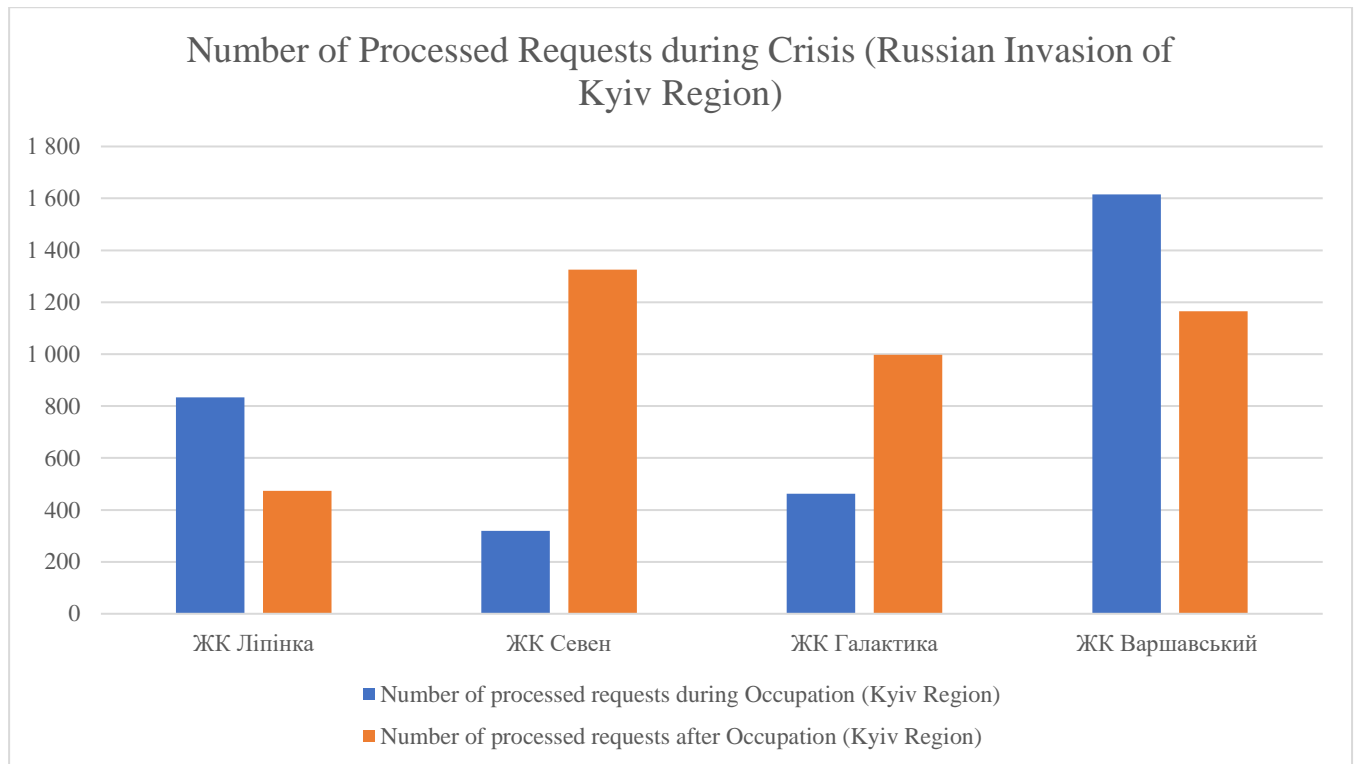


Fig. 2.2.

“Number of Processed Requests during Crisis (Russian Invasion of Kyiv Region)”

Source: made by the author based on company’s data

Moving onwards, servicing clients is one thing as “DIM 9000” main premise is to serve every resident within a housing complex, but how effectively of delivering their promises and executing their tasks. It’s understandable one thing to just have a plethora of requests and promises, but what about the actual work which has been completed as a service is a form of intangible asset which means that just producing a materialistic goods and delivery the final product to the consumer isn’t applicable in our scenario. Well, “DIM 9000” took note of this matter and decided to utilize their crisis management skills during the geopolitical condition occurring within Ukraine. For instance, if we take a look at table 2.3, we can see for ourselves a similar scenario in which each apartment complex within the first months from January to April had minimal tasks completed for almost a majority of the apartment complexes which goes to show that external environment of any businesses can become a determinantal factor towards the downfall or rise of any business. Yet, the company noticed that the tasks and effectiveness of their performance was being hindered drastically which is why they decided to increase their turnover rates

in tasks completion which has almost doubled for every single apartment complex. For example, if we take a look at the tasks completed ratio in percentages, then we can clearly break down the aspect that some housing complexes were capable to increase their performance almost all the way up to 200% which is just a phenomenal result, whereas others dipped as low as 40%. Those results for the tasks completed would be a positive indicator for a crisis manager as the effectiveness of their plan has proven itself to yield positive results. Furthermore, the rapid jump from the completed tasks alone could become a more worry some matter for the company as sometimes rapid surges can cause conflicts or dilemmas if not considered, however as a short-term solution for the crisis which the company faces within Ukraine this is a positive matter according to the statistics.

Table 2.3

“Apartment Complexes (Number of Tasks Completed)”

Apartment Complexes (Number of Tasks Completed)

Year	Month	ЖК “Ліпінка”	ЖК “Севен”	ЖК “Галактика”	ЖК “Варшавський”
2022	January				
	February				
	March	35	12	21	53
	April				
	July				
	August	96	35	30	85
	September				
	Tasks completed ratio %	174.28571428571%	191.66666666667%	42.857142857143%	60.377358490566%

Source: made by the author based on company’s data

Continuing the train of thoughts, the company has been capable of proving to us the aspect that any company working in the harshest conditions is adept to overturn the

situation with appropriate measures. For example, if we take a look at table 2.4 than we can already illustrate to ourselves that “DIM 9000” was able to prove to us that any external environments are just an obstacle if they are considered and the type of solutions being implemented in order to revert the negative impact the geopolitical condition has caused to the business. For instance, table 2.4 depicts to us that during the occupation of the Kyiv Region, the number of tasks was barely being completed as the people were fleeing from the residency in order to ensure their safety, whereas others postponed the execution of their deeds in order not to jeopardize others towards unnecessary dangers. We can see that “ЖК Ліпінка” had only approximately 35 tasks completed, however after being freed from the Russian occupation of Kyiv Region the tasks drastically grew to approximately 96 tasks. This just goes to show that geopolitical conflicts can have a serious impact on any business which is why prevention, diagnosis, and intervention are tools which should be utilized constantly as a crisis manger.



Fig. 2.4.

“Number of Completed Tasks during Crisis (Russian Invasion of Kyiv Region)”

Source: made by the author based on company’s data

A major part of society would proclaim or argue that just processing and executing the requests or tasks are an obligation for any form of business which doesn't depict the effectiveness of "DIM 9000" during the crisis which they are facing? On one hand that's true, however "DIM 9000" as a company also took note of the financial changes which were occurring during the crisis in order to understand to forecast their next movements within the Ukrainian market as a service for apartment complexes. For instance, if we take a look at table 2.5 we can clearly see for ourselves that every single apartment complex has a certain amount of debit which ranges from 3 million to 10 million UAH. Just looking from a glance, a majority of people would exclaim that the debt is a serious issue and it's a liability which has to be resolved instantaneously which is partially, however there is also another side of the coin. We can see for ourselves that the debt is just a certain amount of liquidity which hasn't reached the company meaning that it's not fatal and if controlled appropriately than it won't deal any harm to the business, yet if it reaches a certain threshold which the company would calculate than it could become an issue. We also shouldn't forget that just because we have a negative value doesn't mean it's always an issue as the business for instance decided to invest more into itself in order to increase the threshold of cash flow movement, improving efficiency, effectiveness of the process, etc. This is why in our case debt isn't exactly threatening, in spite of that it's rather a dilemma on how it will be dealt with as any improper actions will lead to negative consequences for the business. Moreover, if we take a look at table 2.5, we can see that "DIM 9000" has found a methodology towards resolving the issue with debt as some apartment complexes such as "ЖК Севен" were capable of decreasing the debt by more than 2 million UAH in approximately a timespan of four months which is astounding considering that the environment in Ukraine has been unwavering for most businesses operating within the nation. The same also even occurred with "ЖК Варшавський" where the company "DIM 9000" were able to decrease the amount of debt to approximately 3 million UAH which is even more impressive knowing that they are not only a recently new company, but the conditions being provided would make any crisis manager doubt themselves in resolving such conflicts without proper experience. However, just decreasing the debt is one thing, but how efficiently was the company able

to manage such an issue in a certain time frame. Well, if we take a look at the debt ratio difference in percentages which is in table 2.5, then we can deduct to ourselves that almost every single apartment complex was proficient in minimizing the total debt by approximately 30% for every single company. This is an interesting statistic to take notice of as not only the company “DIM 9000” skillfully managed to overturn the debt and reach positive threshold mark, but they managed to uninformedly manage the growth across all apartment complexes which means that their measures have been effective all across the board. We can see a pattern that almost every single apartment complex stayed in the 30th percentile and even if they weren’t they managed to almost reach the mark meaning that the crisis strategies which impacted the Ukrainian economy in various of ways managed to save “DIM 9000” from potential demise within the service market.

Table 2.5

“Apartment Complexes (Total Debt, UAH)”

Apartment Complexes (Total Debt, UAH)

Year	Month	ЖК “Ліпінка”	ЖК “Севен”	ЖК “Галактика”	ЖК “Варшавський”
2022	January				
	February				
	March	€5,008,608.00	€10,456,454.00	€7,256,646.00	€10,964,309.62
	April				
	July				
	August	€3,271,954.57	€7,067,709.29	€4,543,446.68	€7,690,250.16
	September				
	Debt Ratio during and after Russian Occupation	€1,736,653.43	€3,388,744.71	€2,713,199.32	€3,274,059.46
	Debt Ratio Difference %	34.673374917742%	32.408163513176%	37.389164636114%	29.861063518562%

Source: made by the author based on company’s data

Besides, if we glance at table 2.6, we can confidently ensure to ourselves that the strategies “DIM 9000” implemented were effective to a certain degree with minimal collateral damages. For instance, just by observing the graphs in table 2.6, we see clear as day that during the Russian occupation of Kyiv Region the debts were almost at an all-time high for reasons which could be: fear of uncertainty, malfunctioning bank systems, limited transactions movements, restriction of cash flow within the country, societal fear of losing property, saving liquidity for worst case scenario, etc., although right after the Kyiv Region was freed from the Russian invasion people were able to return to paying back their fees for the service as uncertainty was driven off to a certain level. Society had the opportunity to return back to their daily lifestyle with certain legislative changes because of the geopolitical changes which have been brewing within the nation. Most of all, another factor which has most likely forced or initiated people to return back towards paying their debts was because the law regarding “Credit Holidays” which permitted people to not pay their debts for certain period of time was disbanded after a couple month period.

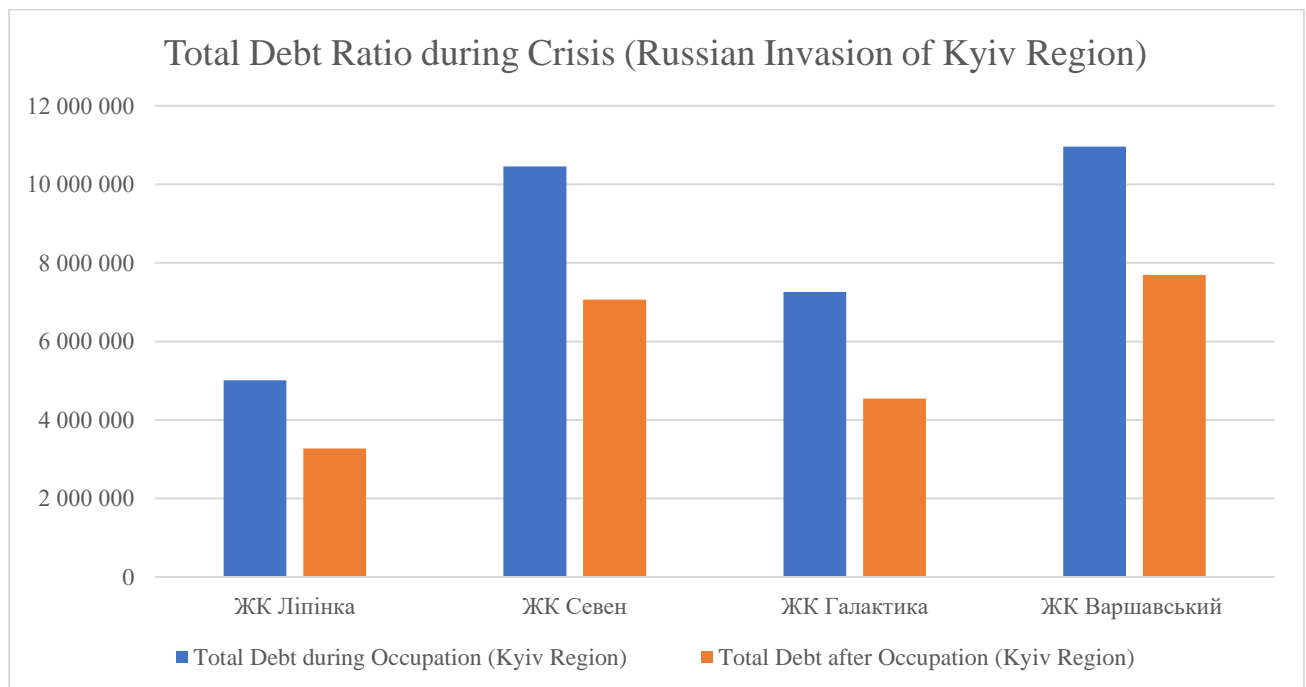


Fig. 2.6.

“Total Debt Ratio during Crisis (Russian Invasion of Kyiv Region)”

Source: made by the author based on company’s data

Carrying on with crisis management, there was another aspect which “DIM 9000” took into account in order to minimize their damages from the crisis which Ukraine is facing by using a tool called “Marketing.” This may seem at first irrational or bizarre method towards combating crisis, however this has also proven to be an effective measure in addressing crisis and covering a frontier which could have otherwise harmed them in the long-run. For instance, as stated by Ama.org, the activity, set of institutions, and process for creating, communicating, delivering, and exchanging offerings that have value for customers, clients, partners, and even society at large is defined as marketing. Marketing, which is a widespread term, consists of a plethora of stages, processes, and phases which can be portrayed in the definition, which is why in any business, the marketing department is the major key component towards developing brand awareness within the business industry. As in the case of “DIM 9000”, as a service business model, they decided to also maintain a marketing or content department in order to promote the development and constant flow of content to the general public, as marketing can be considered the face of the brand, which can attract and potentially retain the clientele. “DIM 9000” marketing mainly consists of the majority of social media platforms in which loyal consumers can get updates on the new changes which could be implemented, whereas for new clients' content such as Instagram posts are being made in order to attract people to a type of service which is lackluster in their communities or apartment complexes. However, the most mainstream platform which “DIM 9000” constantly uses is Telegram, in which posts such as pictures, texts, and videos are almost always published on a daily basis, which notifies the news about overall development within the company and potential policy changes. This usually tends to include aspects such as notifying the residents of the apartment complexes of communal services being postponed; photo evidence of changes being implemented; wholesome content; and even delivery of documents such as applications. At the moment, “DIM 9000” has three main content platforms: Instagram, Facebook, and Telegram. However, Telegram has seen the most amount of content updates and developments, whereas Instagram has only recently developed with a minimal amount of data flow, which is why the company should consider this and potentially ramp up

content production. To continue, the main aspects which the "DIM 9000" focuses on when producing content are the product they want to promote, the placement, and the price, as those are considered to be the major key components within their business industry, which is why concentrating on Telegram is the most rational choice, as it's a widespread app within Ukraine which is utilized on a daily basis and offers a plethora of benefits in comparison to other media platforms. In spite of that, logistics is another segment that the company acknowledges and takes into consideration when concentrating on executing daily operations. For example, "DIM 9000" logistics are separated within the departmental sections in which each department shares responsibilities towards contacting necessary suppliers or personas in order to resolve the issue, such as requesting a third-party service such as maintenance to complete service repair works. However, depending on the scenario, if it's something that requires additional authorization, then the employees have to notify the upper management about the requested actions and wait for the instantaneous approval or postpone the task in order to find a more reasonable solution to the matter. For example, the company's logistics consists of daily meetings in which tasks are discussed within departments to understand the flow of the tasks necessary to be spread and what urgent requests have to be fulfilled, whereas other projects require additional allocation of resources and time in order to satisfy the clientele's needs, which is why the logistics is distributed amongst every employee management matrix. In continuation, we shouldn't forget the aspect that marketing shouldn't be viewed as a tool for promoting products but also as a specific type of prevention tool which can mitigate certain external effects, such as clients' lack of brand awareness. This statement may seem at first irrational or even radical, but if we even take a second to look from that perspective, we can already portray to ourselves a certain illustration that the major reason why a majority of large corporate entities market their products is not only because they want to diversify their segmented products to a plethora of demographics, but rather they are attempting to mitigate the inevitable, which is consumers transgressing about the brands' existence. The whole purpose of marketing at the initial stages of the business's progression and development with the marketing tool is to captivate and enchant their new clientele

base. However, the whole purpose of marketing at later stages of development for business entities is to retain the clientele and force them with any methodology to be aware of the services or products' news, updates, features, or even secondary reminder of the brand. For example, in Figure 2.7, we can clearly see that the company decided to create an Instagram account as their first social media platform to drive awareness and prevent clientele loss due to not receiving notifications or updates after noticing certain changes and lack of awareness regarding the clientele. We can see for ourselves that the graph ideally demonstrates to us that since the creation of the Instagram page on December 13th, 2021 and December 15th, 2022, there has been a huge spike in the clientele's awareness of the brand. Yet, because of additional external and internal factors regarding the drop-in viewership and page activity, this alone illustrates to us the aspect that the company is attempting to prevent the clientele from "walking away" from the business to other competitors. After making an inference regarding the success of the Instagram platform for DIM 9000, the company decided to diversify their social media platform by implementing Facebook as their additional crisis management prevention tool. For example, according to figure 2.8, this statistic alone already proves to us the aspect that, after analyzing the impact of Instagram, the company decided to diversify their client base and add Facebook, which turned out to have a more positive impact as the reactions, comments, and shared activities had an exponential linear growth in comparison to Instagram's charts. Yet, that was only the tip of the iceberg for DIM 9000 as their strategic plan of adding an additional social media platform, which had a potential miniscule risk, turned out to be their highest payout reward. This was the case with Telegram. For instance, according to figure 2.9, this figure alone sums up for us the condition that by analyzing the demographics of the social media platforms and implementing Telegram, which is commonly used in Ukraine with more than 39,701,739 registered users, it consists of 35.6% of users in Kyiv oblast, 11.6% in Kharkiv oblast, 10.3% in Odesa oblast, 9.3% in Dnipropetrovsk oblast, 6% in Lviv oblast, etc., according to statista.com. Besides, the company is officially registered and operating in Kyiv, Ukraine, so it made only sense for the brand DIM 9000 to implement Telegram, which Figure 2.9 proves to us the aspect that since its creation on January

27th, 2022, there has been phenomenal exponential growth of user activity, which ranged from viewership to external reactions on the platform, from potential loyal consumers to new clientele. The implementation of the platform and content uploads such as updates, news, general information, promo videos, and posts of the executed work proved that just maintaining the social media informational flow as one of their strategic plans turned out to be highly effective and cost-efficient. We shouldn't forget the aspect that marketing in itself has developed in such aspects that it only takes creativity and critical thinking in our modern times, which can minimize the time usage of traditional marketing methodologies and even have the same effectiveness at a fraction of the cost as with the examples of Instagram, Facebook, and Telegram. Moreover, according to figures 2.10, 2.11, 2.12, 2.13, and 2.14, all of those graphs regarding Telegram in detail confirm to us in detail the outlook that through strategic planning and crisis management implementation, Telegram was a reasonable choice of accenting the time and resources as the viewership allowed the brand to not only establish itself as a worthwhile competitor within the market but also construct its business operations based on those platforms, such as establishing transparency and efficiency through the B2C model (Business to Consumer). By viewing all of those figures, we can confidently state the aspect that the company has used marketing as a crisis management tool in which they focused on prevention, which was retaining loyal consumers abandoning the business service. The problem, in the case of DIM 9000, was the financial impact of consumers bailing on the service. The intervention process for DIM 9000 was the implementation of social media platforms, which consists of their repertoire such as Instagram, Facebook, and Telegram.

On one hand, marketing can be a valid indicator or a methodology towards combating crisis, however the real culprit which can aid us in understanding crisis management within the service industry would have to be financial indicators which in our case is the cash flow of the company. Let's not forget that cash flow may be considered as not a crucial financial document, yet you shouldn't dismiss it as it's an ideal standard data which can provide insight towards the companies flow of money, cash,

liquidity, and even their assets all across the board. For instance, if we just take a look at table 2.15, we can clearly see for ourselves the monthly income of the company for the year 2022. The reason why this financial indicator is crucial is because it provides us as crisis managers understanding of how the cash is being utilized within the company and what exactly is impacting the company. Is the crisis for instance internal or external? Is it political, social, or economical factor which is influencing the influx or redux within the cash flow? Those questions can all be simply answered by a crisis manager with a monthly income statement as the values give us a clear-cut understanding of how the money has been utilized within every month and monitor what exactly happened throughout that specific period. For instance, if we look at table 2.15, we can see that in February 2022 the monthly income of “DIM 9000” was approximately 14,000,000 UAH which is an impressive feat, yet if we look at January 2022 than we can see that the profits exceeded approximately 18,000,000 UAH which goes to show already that something most likely occurred during the month of February which we have stated previously within the research was the “Invasion of Russia on Ukrainian sovereign territories.” This is where the month of March in the year 2022 proves exactly that a full-scale invasion can impact any businesses as the monthly income of the business was only approximately 5,000,000 UAH which has significantly dropped in comparison to the previous months. Just by looking solely at this financial indicator we can already deduct that the invasion had a major impact on the cash flow movement of the company and it has caused a plethora of issues which could potentially reach all the way up to ceasing operations within the company from the “uncertainty” variable.

Table 2.15

“DIM 9000 Monthly Income in 2022 Approximation”

“DIM 9000 Monthly Income in 2022 Approximation”	
Period (2022)	Monthly Income in 2022 (Approximation)
January 2022	₹ 18,000,000
February 2022	₹ 14,000,000
March 2022	₹ 5,000,000
April 2022	₹ 13,000,000
May 2022	₹ 13,000,000
June 2022	₹ 12,000,000
July 2022	₹ 12,500,000
August 2022	₹ 14,000,000
September 2022	₹ 14,000,000
October 2022	₹ 13,500,000
November 2022	₹ 13,500,000
December 2022	₹ 14,900,000

Source: made by the author based on company’s data

For instance, if we take look at figure 2.16 we can illustrate for ourselves the greater picture that from January and all the way up to March there was a significant drop in the influx of cash entering the company’s receivables account. However, what’s surprising after reviewing this figure in depth is the aspect that right after March of 2022, there has been an instant rapid growth of cash flow where after April 2022, the company “DIM 9000” has only seen stability which goes to show that preemptive measures were most likely implemented within the company in order to stay afloat.

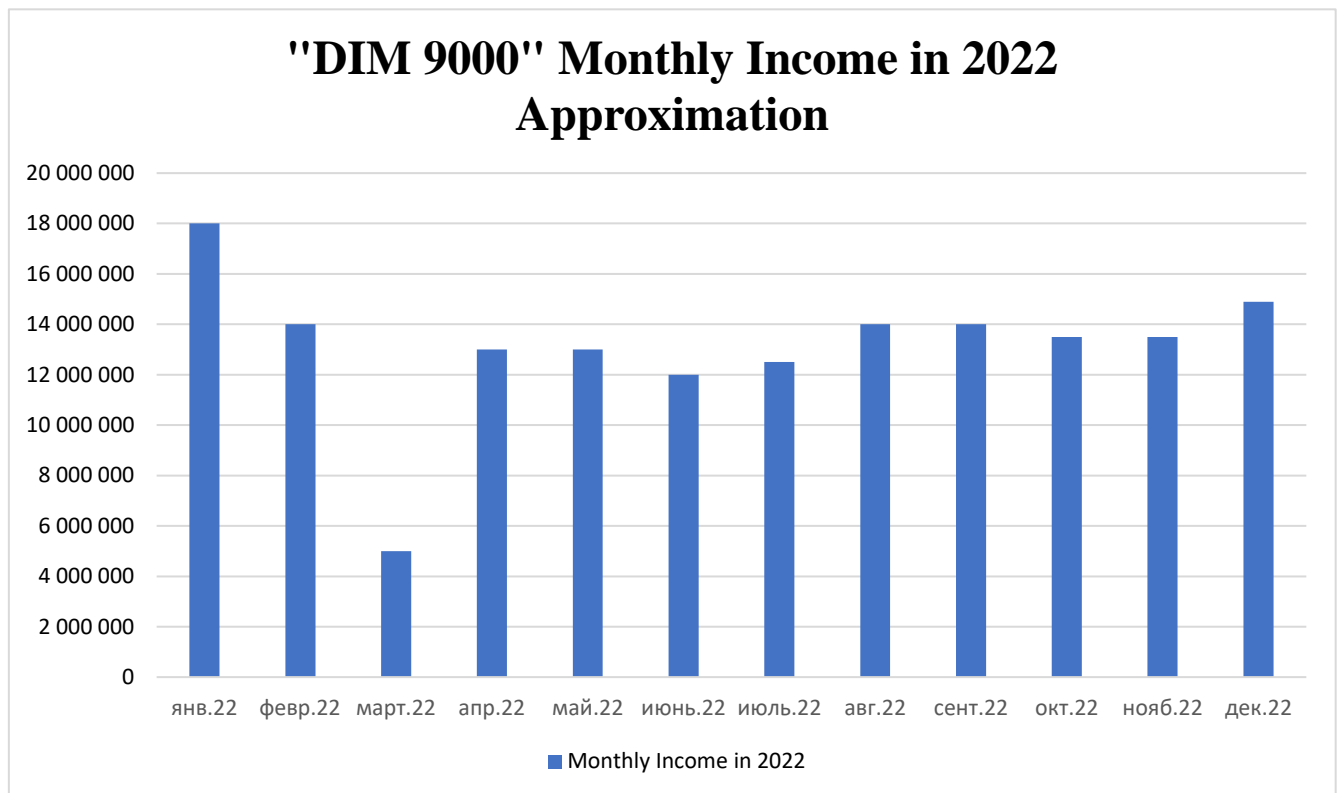


Fig. 2.16.

“DIM 9000 Monthly Income in 2022 Approximation”

Source: made by the author based on company’s data

In spite of that, a majority of people would exclaim that just reviewing the monthly income of a company isn’t sufficient as the major dip within statistics could be because of deviations within calculations or mismanagement of resources as a common culprit which is exactly why we will review additional financial indicators just to ensure for ourselves the true dynamics of the company’s financial position within the service industry by taking a look at the companies accruals and total payments. For example, if

we take a look at table 2.17, we can clearly see for ourselves the Total amount of accruals and payments construct a certain pattern in which the accruals which is known as “record of a sale of a service or good as revenue when the service or good is delivered to the consumer” which depicts that the company had certain exponential drops in their payments/accruals, but overall they have seen stability throughout the whole years. The only anomaly within this table when analyzing is the aspect that the spring time has seen the lowest number of accruals and even payments which ranged from 9,000,000 to 12,000,000 UAH, yet this could be explained simply by the aspect that COVID-19 was a predominant variable which was still impacting the Ukrainian markets and economy with self-isolation precaution measures.

Table 2.17

“DIM 9000 Total Accruals and Payments in 2021 Approximation”

“DIM 9000 Total Accruals and Payments in 2021 Approximation”		
Period (2021)	Total Amount of Accruals (UAH)	Total Amount of Payments (UAH)
January 2021	₴ 18,000,000	₴ 13,000,000
February 2021	₴ 19,000,000	₴ 15,500,000
March 2021	₴ 16,000,000	₴ 17,000,000
April 2021	₴ 13,000,000	₴ 15,000,000
May 2021	₴ 9,000,000	₴ 12,000,000
June 2021	₴ 10,000,000	₴ 10,000,000
July 2021	₴ 9,000,000	₴ 12,500,000
August 2021	₴ 10,000,000	₴ 12,100,000
September 2021	₴ 11,000,000	₴ 10,100,000
October 2021	₴ 22,500,000	₴ 23,000,000
November 2021	₴ 19,900,000	₴ 14,000,000
December 2021	₴ 19,200,000	₴ 13,000,000

Source: made by the author based on company’s data

For instance, if we take a look at figure 2.18, we can even see the dynamic of “DIM 9000” in which clear as day the company has seen certain setbacks within during COVID-19, however the company was capable of making a swift recovery and stabilize their accruals in the Fall season with their payments in accordance which sometimes even exceeded the accruals within “DIM 9000.” In general, the trendline is generally positive for 2021, in comparison to 2022.

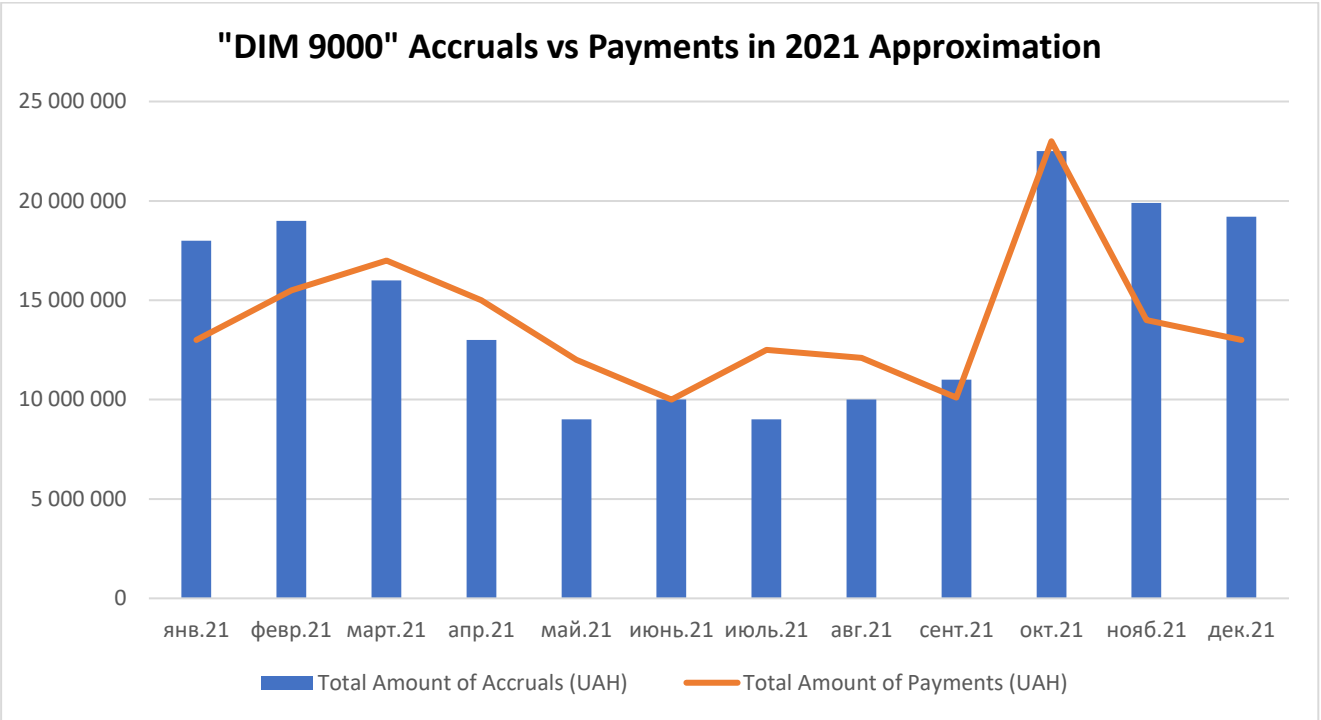


Fig. 2.18.

“DIM 9000 Accruals vs Payments in 2021 Approximation”

Source: made by the author based on company’s data

Unfortunately, the year 2022 has truly shown that COVID-19 was only a mere preparation towards an upcoming threat for the company as they have seen significant panic, fear and drops in accruals/payments because of the geopolitical instability within Ukraine. For instance, if we take a look at table 2.18, there we can already illustrate to ourselves that COVID-19 didn’t have as much of a radical impact on “DIM 9000” as the “Invasion of Russia on Ukrainian sovereign territories” in which the company from

24,000,000 UAH all the way up to 9,000,000 UAH in a single month which is a 15,000,00 UAH loss approximately. This is a large sum of money considering that the company has faced beforehand COVID-19 which also chipped away at the company's resources and their stability. However, the accruals were capable of stabilizing which can't be said the same for the total payments as the company has faced a significant drop in March, rather than in February. This may seem at first strange, yet the simplistic reason which a crisis manager in this scenario could provide is the aspect that since the beginning of the conflict within Ukraine, people were uncertain of their next movements as a majority fled to other nations or postponed the payments in order to save for the worst upcoming scenarios ahead of time. The majority of society first instinct when the crisis within Ukraine occurred wasn't any payments for services or bills which were piling for certain clientele, but rather prioritization of safety and securement of self-preservation. To add, even if "DIM 9000" hypothetically wanted to force their clientele to pay for their services, they legally couldn't have done that as the "National Ukrainian Bank" (NBU) were taken of liabilities and governmental punishments for not paying credits or services which gave people an opportunity to think through their personal finances, until it was later reinstated a couple months later.

Table 2.18

"DIM 9000 Total Accruals and Payments in 2022"

"DIM 9000 Total Accruals and Payments in 2022"		
Period (2022)	Total Amount of Accruals (UAH)	Total Amount of Payments (UAH)
January 2022	₴ 24,718,824.48	₴ 17,998,860.13
February 2022	₴ 9,770,041.61	₴ 14,855,784.78
March 2022	₴ 24,136,441.35	₴ 5,037,242.72
April 2022	₴ 11,630,931.33	₴ 13,205,805.43
May 2022	₴ 9,566,535.60	₴ 13,022,168.15
June 2022	₴ 9,905,766.52	₴ 11,766,597.65
July 2022	₴ 10,719,955.56	₴ 12,151,364.48
August 2022	₴ 11,412,855.52	₴ 13,755,313.41

September 2022	₴ 12,111,977.99	₴ 13,926,676.31
October 2022	₴ 12,897,945.75	₴ 13,649,420.51
November 2022	₴ 16,566,873.88	₴ 13,481,059.39
December 2022	₴ 20,222,060.45	₴ 14,853,833.36

Source: made by the author based on company's data

This can be simply proven by figure 2.19, in which we see a depiction of the total accrual's payment vs the payments where there have been catastrophic dips within those variables in which the accruals have suffered the most, in contrast to the payments. This doesn't mean that the payments didn't also take the brunt of the hit from the crisis, yet, there has been a more positive trend as it has seen certain stability and even markers of growth which is phenomenal considering the aspect that a majority of businesses concentrated mainly during the crisis within Ukraine to maintain stability, but "DIM 9000" has found solutions which were effective in combating the crisis for a certain period of time.

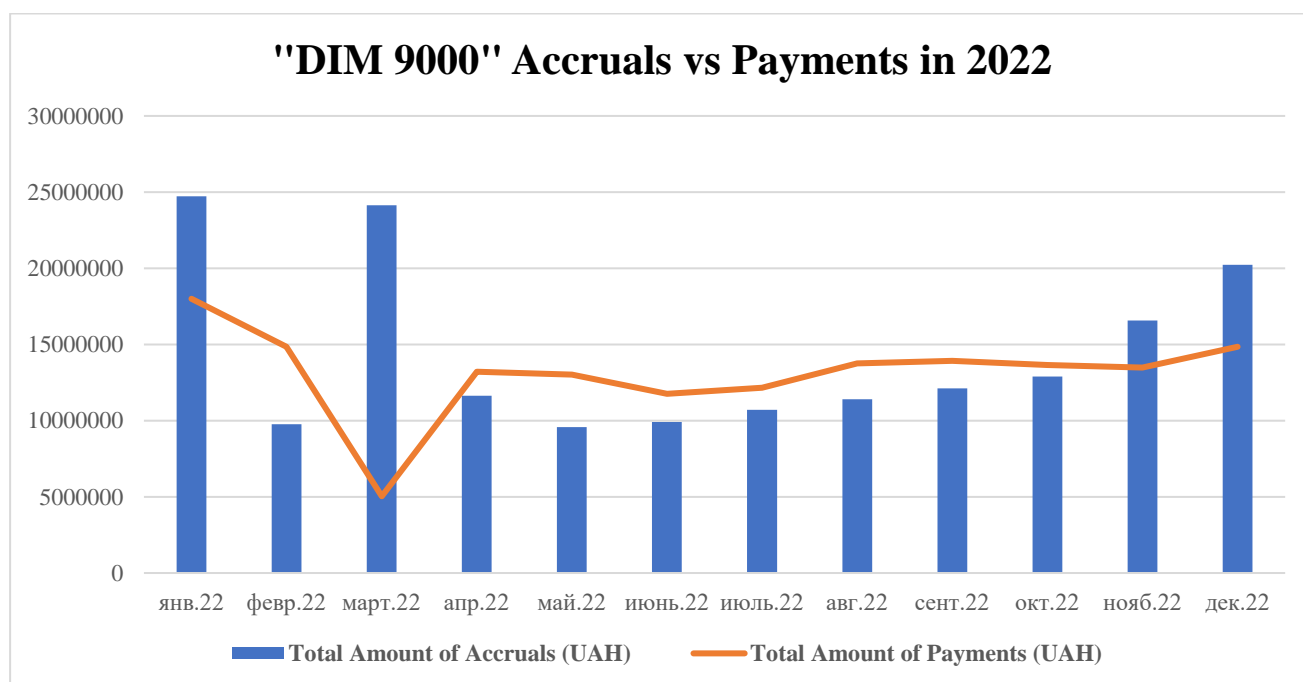


Fig. 2.19

"DIM 9000 Accruals vs Payments 2022"

Source: made by the author based on company's data

Continuing the trend with the financial indicators, a major part of society would exclaim that that monthly income or statistics regarding accruals are not an accurate indicator for crisis identification which is why we are going to consider the utmost imperatively crucial statistic which can't be disregarded when discussing crisis. The financial indicator which is being mentioned within this report which every company faces, especially within the service industry sector, is debt or accounts receivable. To be more specific, accounts receivable in simple terms is defined as "cash or money which is owed to the brand/company by the debtors or consumers". This simple definition already hints to us the aspect that the quantity of debt a company maintains can define if they are maintaining control of the market or are in serious crisis which has to be resolved. Debt shouldn't be associated instantaneously with negative connotation, as having high debt doesn't always mean that a company is suffering. The reason for high debt rates could just mean that the brand decided to invest their cash flow into other developments or resources which could pay off in the long-run. This is why analyzing the accounts receivable for "DIM 9000" will be a crucial matter towards understanding the market position within the service sector in apartment complexes. For instance, if we take a look at table 2.20, we can see the accounts receivable of "DIM 9000" which was quite uniquely stable during the year 2021 as again COVID-19 was a major impactor on Ukrainian economy, yet this goes to show that services actually gained benefit from the self-isolation as the consumers utilized the company's services on a constant basis. Most of all, the debt didn't deviate drastically which is a good sign as a rapid decline or growth could indicate shifts in consumer behavior not being interested in the service or downfall within the economy. The debt in case of the company depicts a visual in which they tended to prioritize investments into the company rather than mitigating it which is an interesting approach as long-term investments into growth of cash flow channels and streams are crucial for a majority of brands in order to sustain their business models. We can see this by the fact that the company on average 3,000,000 UAH between each month difference meaning that the company meticulously concentrated on not exceeding their accounts receivable threshold.

Table 2.20.

“DIM 9000 Accounts receivable schedule in 2021 Approximation”

“DIM 9000 Accounts Receivable Schedule in 2021 Approximation”	
Period (2021)	Accounts receivable schedule in 2021 (UAH)
January 2021	₺ 21,000,000
February 2021	₺ 24,000,000
March 2021	₺ 23,000,000
April 2021	₺ 21,000,000
May 2021	₺ 19,000,000
June 2021	₺ 19,000,000
July 2021	₺ 18,000,000
August 2021	₺ 17,000,000
September 2021	₺ 17,500,000
October 2021	₺ 15,000,000
November 2021	₺ 20,000,000
December 2021	₺ 26,000,000

Source: made by the author based on company’s data

For example, if we just take a look at figure 2.21, there we can envision for ourselves that the company maintained their debt constantly without deviating drastically within each month or even seasons, however the only exception in this case is the month of December. There could be a plethora of reasons why the debt for December was high which can include: the holiday season spending, high tariff rates, low income during winter season, etc. To add, if we even take a look at the linear forecast for the accounts receivable for “DIM 9000” there we can for sure state that the company has taken pre-emptive measures to decrease their debt exponentially which is actually crucial. Majority

of brands tend to have a disposition towards resolving conflicts rapidly which can sometimes backfire as an abundance of collateral damages could occur from rushed solutions without protocols and safety measures. For example, let's just take the company "DIM 9000" as our example, if the brand would hypothetically be interested in resolving the accounts receivable debt by forcing every client to pay by the due date without any leniency, this would backfire as consumers would not only be enraged in this scenario, but they could potentially reconsider their selection of a service forcing themselves to search alternatives or even solutions which wouldn't have to be dependent on the initial company providing the quality service. The service may not even be substandard, but because of the companies such drastic measures and behaviors, the clientele will have to re-think their choices which is why companies "think twice" before taking any action. This is exactly why the company had accentuated even during COVID-19, measures which weren't only effective towards resolving any underlying issues with the debt, but provide leniency for consumers to pay their debts in stress-free matter. Following up with the previous statement, we shouldn't also forget the aspect that the business models of a majority of apartment complexes or "homeowners associations" is quite different, in comparison to other forms of services. The service which "DIM 9000" provides depends on the continuity and loyalty of the consumer to proceed with payments for the services the company provides as it's not a one-time deal, but rather a continuous process. This business form is dependent on constructing relationships between the consumer and the brand in which trust bonds have to be developed without having to overstep any boundaries.

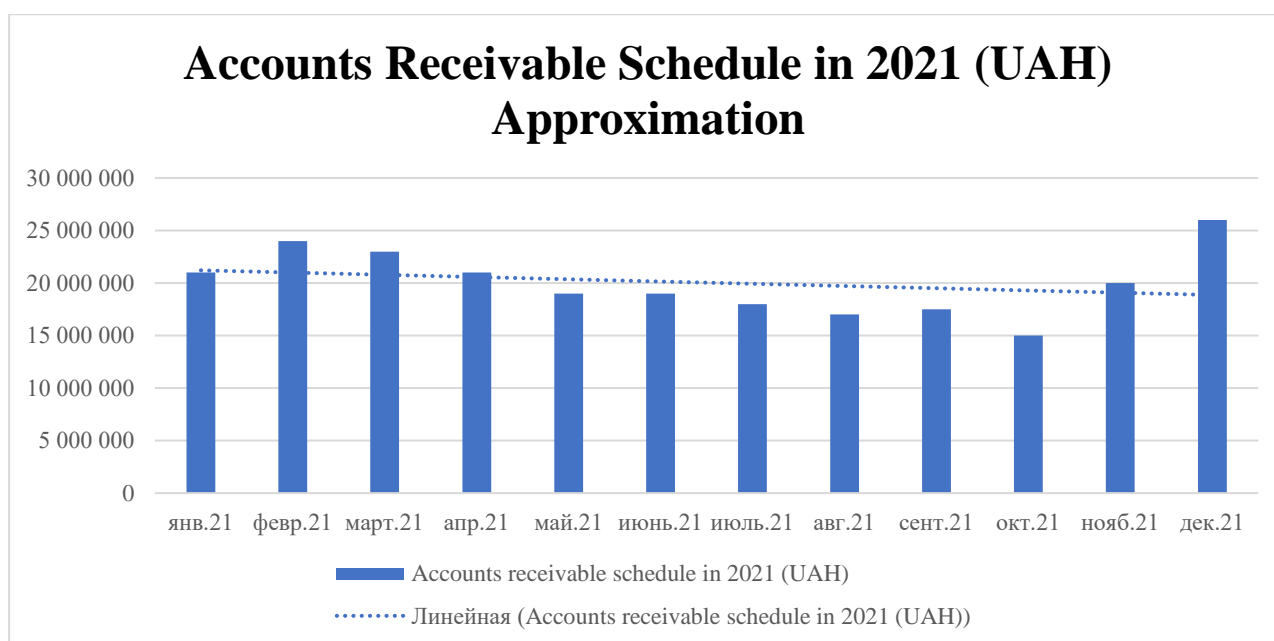


Fig. 2.21.

“Accounts Receivable Schedule in 2021”

Source: made by the author based on company’s data

However, the next table will simply definitively prove that the correlation between crisis and accounts receivable had a major impact on the company’s performance in comparison to the previous year in 2021. For example, according to our table 2.22, there we can clearly already see the differences between the previous and current fiscal years as the financial indicators in the year of 2022 almost doubled. Let’s not forget that only a single year has passed and the company has already faced detrimental impact on their accounts receivable in which the ever-growing debt could pose already a major potential risk for the company forcing them to take drastic measures such as restricting themselves or cutting the budgeting for their internal projects for the consumers. Most of all, the result of high debt could result from the aspect that the consumers are not paying in a timely manner which or the prices have gone up meaning that the price policy would also have to be reiterated in order to adjust for Ukrainian economy and the ever-growing interest rates. Yet, the first question which would pop up to people’s mind would be, why did the debt almost double in a single year. Well, this could be simply explained as in previous statistic which is “The invasion of Russia on Ukrainian sovereign territories” as the geopolitical conflict approximately occurred on February 24, 2022. For instance, if

we look at February the accounts receivable equated to 28,000,000 UAH, yet just after a single month, the value has grown in March all the way up to 48,000,000 UAH which is a rapid jump considering the fact that the company has faced recently stability. We can even see for ourselves that since the invasion of Russia on Ukraine, the accounts receivable has been only growing for a certain period of time and then slowing down. In spite of that, the values of the accounts receivable never returned to even the same conditions as they were before the geopolitical conflict.

Table 2.22.

“DIM 9000 Accounts Receivable Schedule in 2022 Approximation”

“DIM 9000 Accounts Receivable Schedule in 2022 Approximation”	
Period (2022)	Accounts receivable schedule in 2022 (UAH)
January 2022	₴ 32,000,000
February 2022	₴ 28,000,000
March 2022	₴ 48,000,000
April 2022	₴ 47,000,000
May 2022	₴ 41,000,000
June 2022	₴ 40,000,000
July 2022	₴ 39,000,000
August 2022	₴ 38,000,000
September 2022	₴ 35,000,000
October 2022	₴ 34,000,000
November 2022	₴ 37,000,000
December 2022	₴ 42,000,000

Source: made by the author based on company's data

For instance, according to figure 2.23, we can see clearly that in comparison to the year 2021, there has been significant growth of the debt all across each month in which the values have increased to approximately 40,000,000 UAH on average. Yet, if we take a look at the linear forecast for accounts receivable in 2022, then this is where the true picture is depicted as the forecast has seen exponential growth without any signs of slowing down, neither dropping which isn't a positive sign. If the previous fiscal year for accounts receivable forecast had potential of dropping down, then this forecast only indicates to us that there will be constant growth of the debt from the customers. This doesn't mean that the situation is irreversible or unsolvable, however efforts will be required in order to overturn the situation. Most of all, figure 2.23 also depicts to us that a crisis like a geopolitical conflict within a nation can overturn anyone's internal economy upside down in an instant. Unfortunately, when the conflict began within Ukraine, it's evident in the figure 2.23, we can clearly see that the company was simply unprepared for the repercussions, yet it's hard to judge as anyone within their shoes would be unprepared for such calamities.

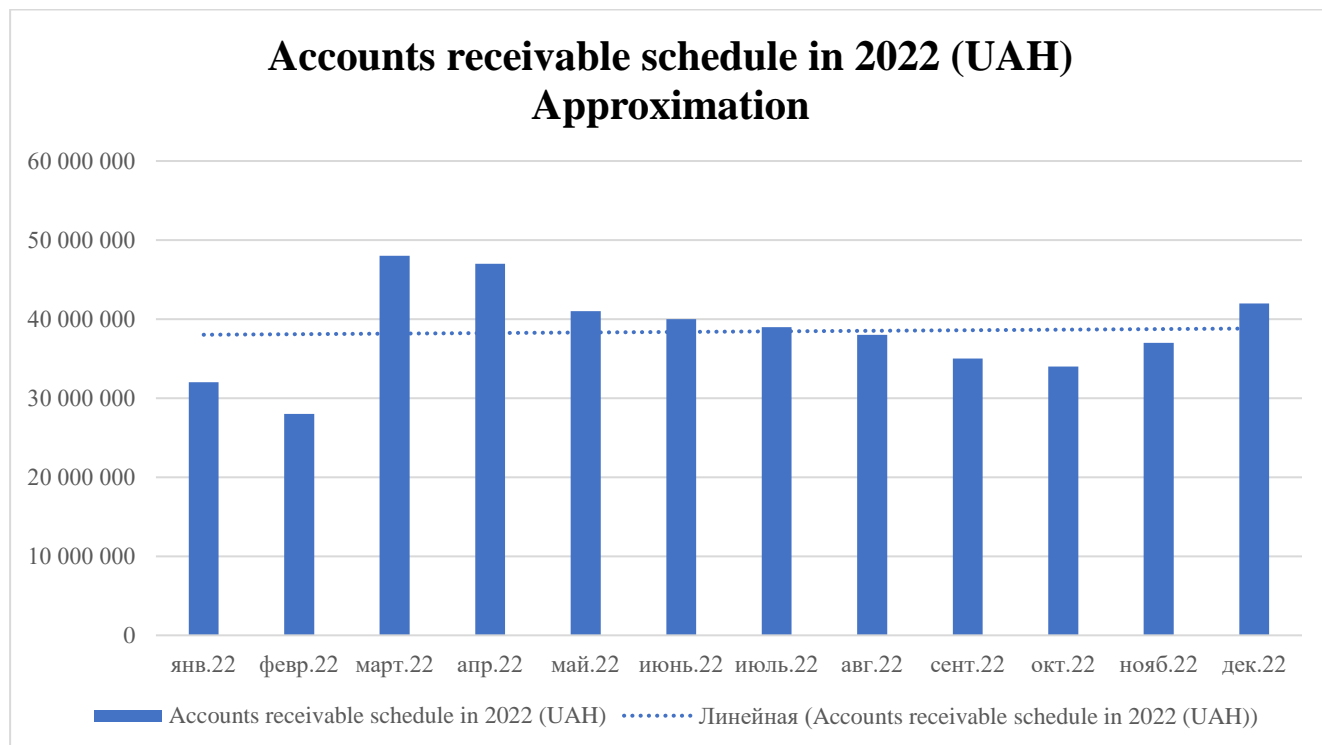


Fig. 2.23.

“Accounts Receivable Schedule in 2022 Approximation”

Source: made by the author based on company's data

Overall, after reviewing this section we can state that crisis can occur anywhere and to anyone, yet effective measures and understanding of the situation will give you a higher survival rate chance for a business to succeed within any given environment. We saw for ourselves clearly that even during the Russian invasion of Kyiv Region, “DIM 9000” as a business decided not to back down even though they had every right to abolish or diminish their project, in spite of that they decided to take a gamble with this situation knowing a lot was at stake. It’s not simple for every business to manage crisis knowing that risks are prevalent, however without utilizing those risks into an advantage will never unravel the potential of a true crisis manager which is why this crisis has truly depicted to us the potential of this branch of management.

CHAPTER 3. WAYS OF IMPROVEMENT OF CRISIS MANAGEMENT OF "DIM 9000" COMPANY THROUGHOUT CONDUCTING PREVENTION, DIAGNOSIS, AND INTERVENTION

3.1. Analysis of the innovative activity management enhancement of “DIM 9000” Corporation

As mentioned we have looked at chapter 2 and the innovative activity of “DIM 9000” we can surely exclaim to ourselves the aspect that they are definitely not stranger to innovation in their activity for the sole purpose of management enhancement. For instance, we have clearly seen for ourselves not only the types of activities they constantly introduce, but the types of conditions they have to function in which is not only admirable, but it is difficult as changes to management is the key component in staying afloat during the roughest conditions which are thrown at you as a business owner. For instance, even though “DIM 9000” as a company itself is a relatively new within the market of housing complex service industry, they have found way to introduce innovative activity by implementing a roadmap with definitive goals towards reaching great peaks such as the four key market niches. To explain shortly, the for key market niches or components which they address within the Ukrainian service business industry consists of variables such as: “Taking care of your home as long as you live to the fullest; your residential complex has a separate office with employees who constantly monitor order and state of affairs; the procedure of processing all applications and appeals is tracked online; customer service availability 24/7; and even a multi-channel: single phone for calls, inbox, offices, social networks, telegram, etc.” It may seem at first that they are just goals or even vision of the company which is partially true, however there is the other side of the coin which is commonly not visible to the consumer which is the reason towards such a structure. If you notice at the structure, we can already see a pattern that its highly consumer orientated and dependent on the service variable meaning that utilizing a common hierarchal form of management will not cut it when dealing with consumers who need constant support. Let’s not forget

the aspect that within the service housing complex a plethora of issues may arise at any time of the day, week, month, year, etc., and not only the company should be constantly on its toes, but it also has to be capable and ready towards responding to those changes almost instantaneously as the success of their brands depends on emergency responses and high-quality service provided in dire situations. In addition, just through the implementation of just those four key strategies we can depict to ourselves the picture that not only they took a minimalistic approach in developing the keyframe and execute their tasks based on efficiency, but they decided to also address with those niches the relevance within the given business industry. Moving onwards, just through the integration of human resources, which are one of the most important assets, and technology, the company was capable of distinguishing themselves and the services that they are capable of providing, in comparison to other brands who attempt to replicate a similar path to follow for long-term or short-term sustainability. By accentuating technology as their major asset, they as a company were able to utilizing such sphere to the fullest brink without having to invest an overabundance of resources such as time and cash which can sometimes be a game changing variable for a majority of SME's (Small and Medium enterprises). Just by looking at this statement we can see that the company also decided not to adhere to the norms and standards of the industry, and utilize technology to its fullest extent which is a reasonable form of management. The reason why it's crucial isn't only because IT managers are a trendy form of management manipulation within the business industry, but the integration of technologies into the company can provide not only unfathomable results, but it can also give a company an understanding of the companies and internal and external environment by using technology to the fullest extent. For example, if you as a manager integrate technology into almost every sphere and inch of the company, you will receive data and statistics regarding information which could simply impact the performance of a company. A majority of large corporations who for example faced COVID-19 realizing that the employees would have to be isolated and management had to adapt to those new conditions as being present within the office and being monitored by the middle management wouldn't be a viable option which is why new solutions and forms of

control had to be implemented. The solution to monitoring employees was through a plethora of software's such as HRM software and trackers which would be installed onto the primary device of the employee and monitored their efficiency. The point which is trying to be illustrated here is the aspect that adhering to simple standardized forms of management and control are not always viable in the conditions which companies are situated which is why non-standardized innovations within the management enhancement process of a company is crucial. Not to mention, by overloading your company with technological developments not only you will realize the extent of what your brand is capable of maintain with an IT network, but it can also show the thresholds of brands on how much data they can analyze and process without having any internal bottlenecks. Furthermore, even though the company has other potential innovative technological developments which are being dealt with, they also have to address the legislative aspect in order to protect the innovative activity, which is why they focus on the laws and intellectual property of the company. For example, according to DIM 9000 documentation, "The compliance with the legislation focuses on privacy policies which comply with the laws of each country or legal jurisdiction in which they seek to operate. If you believe that this policy does not comply with the law of your jurisdiction, we would like to receive feedback from you. Yet it is ultimately your personal choice as to whether you desire to utilize our platform." Even though legislation can limit or restrain a company's overall development, it's also an opportunity for brands to think outside of the box and construct creative solutions towards restrictions which "DIM 9000" tends to address when developing their platform, which is the Law of Ukraine "On Protection of Personal Data". By addressing the legislative issues in their documentation and notifying the residents, this gives a clear path for the company to focus on development and adjustments to their growth without neglecting the Ukrainian laws. However, what sets apart most companies, in contrast to start-ups or large enterprises, is their intellectual property, which can be considered as their main asset, which constructs the overall brand identity. For instance, as stated by "DIM 9000", their intellectual property is a license to their mobile platform which permits users to download/install the mobile application exclusively to one or

more devices as well as access, stream, and even download on such mobile device services available on the mobile applications in accordance with the terms and solely for their personal purpose. The company positions their property as an agreement which grants a worldwide, non-sublicensable, non-exclusive, and even revocable license to their application, which shows that they take deep consideration and initiative to protect their company's asset as their own unique idea. Not to mention, "DIM 9000" states to the consumers about their intellectual property that they are aware and agree that the mobile application is licensed to the consumer rather than sold, which means that the consumer does not acquire any ownership interest within the mobile application or website under the terms or any other rights. To finalize, "DIM 9000" are licensors who retain all of the rights, title, and interest in the mobile application/website, which consists of all copyrights, trademarks, and other forms of intellectual property. The legislative aspect in itself also requires a form of management which can be referred to a certain degree as Risk Management in order to negate or at least mitigate the issues which could arise from undetermined liabilities. Lastly, if we even take a look from the perspective of operations management, the company also has to consider as the service is dependent on the effectiveness and efficiency variables which can become crucial for differentiating businesses. For instance, if the company has terrible internal operations or inefficiencies in providing or executing tasks, this will all reflect and result at the end of the day a loss in potential and current consumers of the service which is why developing effective solutions is also a component for DIM 9000 as they can't be stagnant in their daily operations as with limited personnel, they have to utilize themselves to the fullest extent without any hinderance.

3.2. Appraisalment of the process of implementation of priority proposals

A majority of people would exclaim what is the purpose or necessity for crisis manager to set priority proposals in comparison to classical high-risk professions such as police officers or firefighters. Well, just like those professions, risks can have an unpredictable response to external and internal stimuli in which someone who is inexperienced or unqualified could drastically cause more harm and danger to the employees constructing higher risk rates than it was truly necessary. For instance, one example which could simply occur within any type of company is a fire hazard within the building. The first instinct of humans would be running away and saving your lives at all costs, yet this is where this is an issue already as such behavior could construct chaos and harm others in an unprecedented way which is why crisis managers could be utilized in order to prevent such catastrophes unravel in negative ways. For instance, the crisis managers would construct priority of proposals such as who would evacuate first, who would stay in order to reassure safety of others, who or what should be evacuated, when should emergency services be called, when to pull the fire alarm, etc.? Those questions to us as common folk seem that should be done instantaneously, yet it can't be all done simultaneously which is why crisis for such scenarios are planned. We have to understand that planning and forecasting are the cornerstone of any crisis prevention and without those schematics' companies could not only face liabilities, but also consequences for their neglect and lack of action from the constructed plans. Crisis managers are the ones who plan and rush into danger in order to prevent major losses as we have determined throughout our whole research that crisis are unpredictable events which have patterns, yet no one is safe from crisis as they can affect anyone which is why it's crucial to never neglect such a role within any industry. For instance, as mentioned by Forbes.com, they state that there are 16 major practical steps which businesses should prioritize during a crisis which includes: grounding yourself within your mission, having clear purpose and values, embracing flexibility, acknowledging the heat, building resilience, pausing and assessing, being ready to pivot, asking key

questions, dealing with the areas most affected, developing a clear plan of action, distributing leadership, learning how to win, focusing on clients needs, communicating with staff, ensuring employee safety, and even listening to the concerns of others. Just by looking at those variables and the appraisal process of implementation of priorities we can illustrate to ourselves that this issue is not only complex, but requires intricate planning as any misstep could cost someone job or even life. Forbes already depicts to us simply with those steps or process that crisis managers have to take into consideration a plethora of priorities which should not only be implemented within the general plan, but effectively be synchronized throughout the whole organization and be suited to the company's environment which is why having a priority system is crucial. For example, as stated by vistage.com, they state that the top five priorities for CEO's (Chief Executive Officers) to manage during a crisis includes aspects such as: finding clarity of the mission, assess/evaluate, getting creative, getting alignment versus agreement, and acting. Just by comparing the two types of priorities list based on the articles we can deduct to ourselves clearly the aspect that without a doubt each system will differ drastically which is why appraisal of a system is not only difficult on one hand, but it's also impossible for the system of priorities to be standardized as there is unique niche to every environment, business, and industry. To continue, another article by the name of Uic.org, mentioned on the contrary that one of the most crucial aspects of crisis management plan is the "Operator's Philosophy" for handling the crises. To be more specific, what exactly does the operator regard as his apex priority during a crisis? The decisions and all of the actions taken must be checked against the philosophy which consists of 4 variables which are: saving lives and preventing serious injuries, minimizing damage to the environment, property and assets, protecting the operator's reputation/image, and lastly business continuity/returning to normal operations. This example highlights and does raise an important question which is the operators bias and personal philosophy. We shouldn't forget that a crisis manager at the end of the day is a human which means that he is prone to prejudice, bias, and personal beliefs which means that the priorities will differ drastically from one man to another regarding crisis priorities. However, the one thing which the article emphasizes which should be

denoted, as mentioned by Uic.org, is that “Saving lives and preventing serious injuries should always be the top priority and not negotiable.” Without a doubt this is a reasonable statement as even though philosophies towards tackling a problem differentiates from one person to another, yet safety should be the major pillar of any crisis managers viewpoint of philosophy. Continuing the thought of train, as stated by UIC.org, they state that it’s crucial to initiate at the right time by starting early and have everything in the right places as soon as the situation deteriorates which is why they proposed an appraisalment priority system which is called an “Alarm System.” If you take a look at table 3.1, we can clearly see for ourselves the aspect that there are 5 official levels of priority proposals when reacting to an external crisis. If we take a look for example at level zero we can see that there aren’t any actions which should be taken in which the only activity towards responding an external environment is normal operations. However, if we take a look at the most critical scenario which is level four there we can clearly already see that the severity is critical and the priorities are set in place where severe emergency is obligated in this matter. This includes aspects such as responding to the media, the measures which must be activated which is the crisis management plan, the resources which is external aid from authorities, and even possible characteristics which can be events which may occur within the crisis and to who even as a matter of fact. This may seem as a basic system, yet this just goes to show that maintain priorities is crucial as during the event not only your mind will be impaired from the flow of adrenaline and cortisol during stressful situations, but everyone who you are responsible as a crisis manager should also be capable of knowing their tasks during the emergency and respond.

Table 3.1

“Alert Levels and Escalatory Steps in a Crisis”

Level 0	Green	Normal Operation		
Possible Characteristics	• Normal operations			
Media	• If at all, inquiries to general topics			
Measures	• None			
Resources	• No additional resources required			
Level 1	Brown	Limited Incident	Minor Incident	Striking
Possible Characteristics	• Incident, potential or actual, which is not seriously affecting the overall operations • While some damage and/or interruption may occur, the conditions are localized			
Media	• No, low or local media attention			
Measures	• On-duty employees can handle the situation on their own			
Resources	• Additional resources may be required on a local or low scale			
Level 2	Yellow	Crisis Watch	Potentially Critical	...
Possible Characteristics	• Incident does not cause major interruption of operations or services • Incident is a localized one with limited impact • Incidents that are isolated, minor but are repeating (danger of "smoldering crisis")			
Media	• Situation is attracting slow media response • Little, but steady online media coverage • Little or no public attention			
Measures	• Observe development (be aware of "smoldering crisis") • Notify superiors, inform internally • Crisis Management Plan is not activated, but working groups may be summoned • On-duty employees/operations centers can still handle the situation on their own			
Resources	• Additional resources may be required on a regional or larger scale • Efforts are becoming visible externally • External support is required			

Level 3	Orange	Crisis Warning	Crisis Alert	Critical
Possible Characteristics	<ul style="list-style-type: none"> • A major emergency that disrupts the normal operations and has knock-on effects to other business units or regions • Outside emergency resources are required, as well as a major effort from internal resources • A serious event that disrupts one or more operations/relations • Circumstances of the incident/issue are known outside the corporate office or operation • Incident is posing a major risk to personnel, customers, clients, reputation or resources • Decisions are required urgently 			
Media	<ul style="list-style-type: none"> • Media Crisis causes growing attention from local media, and online media sites post reports 			
Measures	<ul style="list-style-type: none"> • Observe development closely • Start regular information updates, and protocol of developments and decisions • Working groups are summoned • Crisis Management organization is partially activated, or the activation should be considered (e.g. working groups of business units are in place, communication starts explicit monitoring of social media, etc.) 			
Resources	<ul style="list-style-type: none"> • Additional resources and external support of numerous entities may be required • Efforts are highly visible • Resources and support from other regions, areas is required 			
Level 4	Red	Major Crisis	Crisis	Acute Crisis
Possible Characteristics	<ul style="list-style-type: none"> • A severe emergency. Operator must request mutual assistance from outside (e.g. civil aid services, armed forces, etc.) • A serious event that severely impairs or halts the operations of the operator and/or has an impact on other stakeholders • Incident has caused fatalities or injuries to personnel, customers, clients, and/or major damage to operator's reputation or resources • External organization and entities are massively affected • Operations are severely disrupted 			
Media	<ul style="list-style-type: none"> • Media have immediate and urgent need for information about the crisis, fatalities, injured or missing persons • Broad coverage in social and online media • Broadcast, TV and/or print media appear on-site for live coverage • Communications are increasingly difficult to manage 			
Measures	<ul style="list-style-type: none"> • Crisis Management Plan organization is activated 			
Resources	<ul style="list-style-type: none"> • External support and aid of authorities and other organizations is required on a large scale • The efforts are highly visible and require a large amount of coordination with other organizations 			

Source: pg. 14-16

Another instance where “DIM 9000” as a company truly shine is from the aspect that the company has a generic, yet an effective system which could truly impact the company in a positive manner during a crisis. For instance, if we take a look at figure

3.3, after collecting the data and combining into a Gantt Chart for “DIM 9000” we can illustrate to ourselves that the process which they have is quite meticulous in the aspect that basic scenarios such as documentation or project planning all have their time spans which isn’t all executed in one simple day. They accentuate mainly on the aspect through the appraisal process that systems do not have to be overcomplicated or solutions have to elaborate, but rather the whole process should be intricate as missteps are usually the key variable which can negatively impact a company. Most of all, the Gantt Chart is also a phenomenal system to utilize within the company as not only it manages the process within the company, but it also at the same time permits the company to track their workflow and make certain adjustments depending on the crisis which is impacting the company. For example, let’s take an instance where an air raid siren has been activated within the Kyiv region, according to the protocol from the government, employees are obligated to go down to a bomb shelter and wait out the threat which can be missile strikes or drone attacks. This is not only a concern of time management, but it also impacts the safety which means that everything has to be shifted as time moves onwards, yet the tasks are not completed or can’t be postponed as the variable of a missile strike is an unpredictable and also an uncontrollable threat. This is where the Gantt chart can come into assistance as the chart permits the company employees to view and shift the tasks on a specific project as the threat which was imminent has postponed the internal and external operations of the company. This just goes to show simply that not always overcomplicated systems are required to combat threats or crisis which “DIM 9000” has proven simply with this chart of how to manage projects even during the most difficult conditions the country has ever faced.

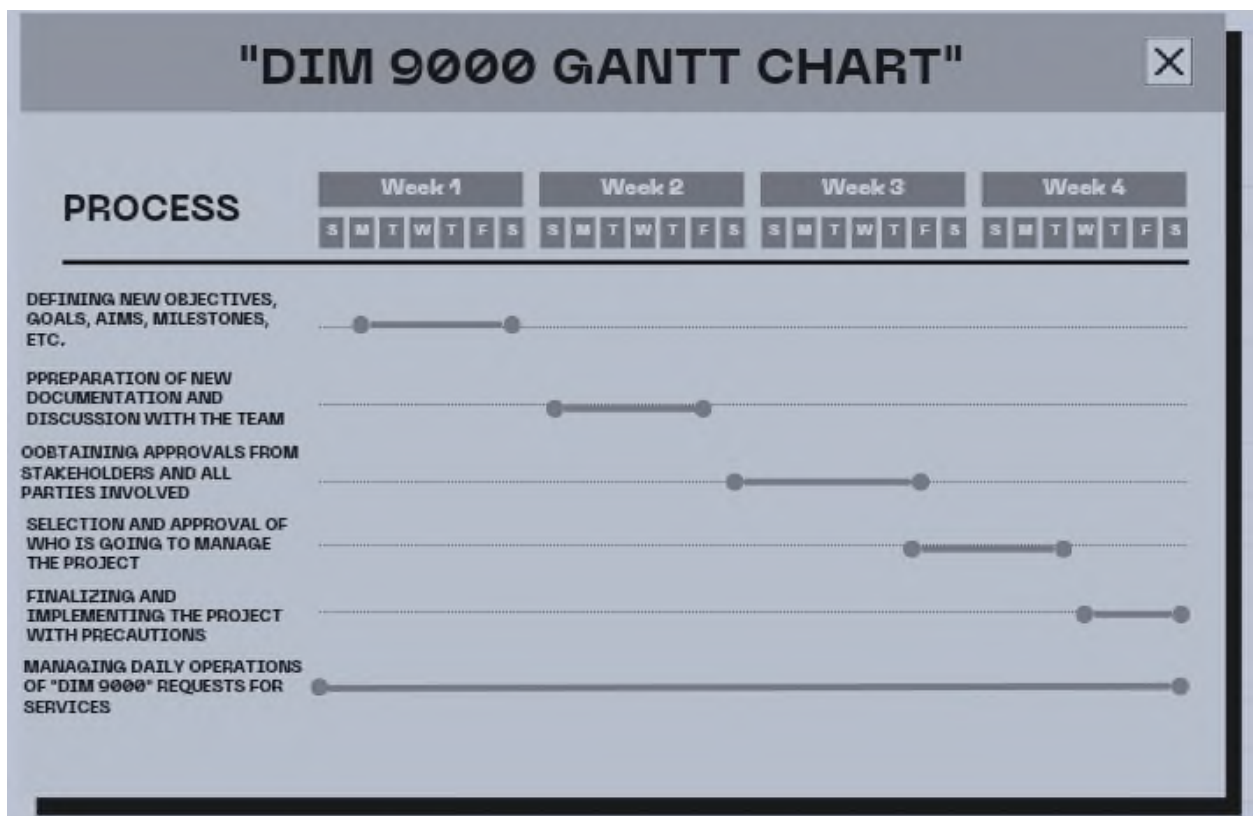


Fig. 3.3.

“DIM 9000 Gant Chart”

Source: made by the author based on company’s data

However, the question which would arise with a majority of people would be how does “DIM 9000” appraise their priority proposals during crisis. Well, as we know recently with Ukraine and its geopolitical conditions, a majority of crises have arisen as well as safety mechanisms as in the case with priority proposals which the company had to enforce in order to protect its business, the employees, and the consumers who are all inter-dependent which is why neglecting this matter was not an option for the company. They do not have the most intricate or elaborate safety mechanisms as they are a recently brand-new company, yet they have certain guidelines and methodologies such as the Gantt chart they stick to during a potential threat which includes the bomb shelter evacuation protocol fire safety protocol, and even evacuation of personal in case of an emergency. To add, as the majority of their work is done digitally, there is no need to evacuate a plethora of documents which permits them in case of serious catastrophes to

grab their devices and flee the scene without having to worry about total destruction of their brand. After the geopolitical instability within Ukraine, the company decided to focus on constructing an elaborate back-up system in which all the data which is digital they try to store on servers if something gets demolished from any aerial attacks, they will have data which will permit them to postpone the process rather than restart everything from scratch. The reason why they potentially also do not have an elaborate crisis management plan, but rather simple schematics is because we shouldn't forget that at the end of the day it's almost impossible to plan for every scenario and action as the situation and humans are unpredictable which is why creating a simple policy and guidelines within the company regarding crisis is more than enough for them which is only commendable during such difficult times.

3.3. Analysis of the effectiveness of the proposed improvements

After we have analyzed the what is crisis management, characteristics of “DIM 9000”, and the overall crisis management operations within “DIM 9000” through statistical data, however we should take a look at the effectiveness and potential improvements for DIM 9000. Before we move onto giving or stating any improvements, we should first take a look at statistics regarding crisis management within Ukraine as the company is located in that country and understanding the dynamics of your own market is crucial. As we have mentioned throughout the whole qualification work, Ukraine currently in the year 2023 is still facing a major nationwide crisis which is the Invasion of Russia on Ukrainian territories and impacting our sovereignty which has constructed a plethora of crises for the nation which should be taken in consideration. For instance, if we take a look simply from Euua.europa.eu, we can already see for ourselves the aspect of how drastically the Invasion of Russia has impacted Ukraine in numerous ways where more than 11.3 people have crossed the border just in 2022 alone. Just think about it, the population of Ukraine which according to the World Bank just for the year of 2021 was more than 43.79 million people. If we calculate the difference we can deduct to ourselves just by those official statistics more than 32.49 million people are left within the borders of Ukraine which is a 74% of the population left. In spite of that, we should also add that this has been statistics for only 2022 and this is currently the official data. We shouldn't forget that not only in the year of 2023 the number of people crossing the border could increase, but also, we should denote to ourselves the aspect that there is also a major population of people who have unofficially crossed the border mean that the rough calculations we have conducted is just a rough approximation under positive circumstances. To add, more than 4.7 million people have applied for registration regarding temporary protection which us also important as this clearly depicts to us the aspect that most likely if people will find affordable and acceptable living conditions, the citizens of Ukraine will presumably not leave the nation as they have settled into an environment which is retrospectively safer

in long-term vision. The issue which we also should be brought up is that this statistic only considers the European continent, meaning that this does factor in other continents such as North/South America, Asia, Africa, and even Australia. This is a crucial aspect which should be noted as this could mean for Ukraine that more and more people are leaving meaning that there are less citizens within the nation's borders paying taxes, purchasing products, and financing the service sector within Ukraine.

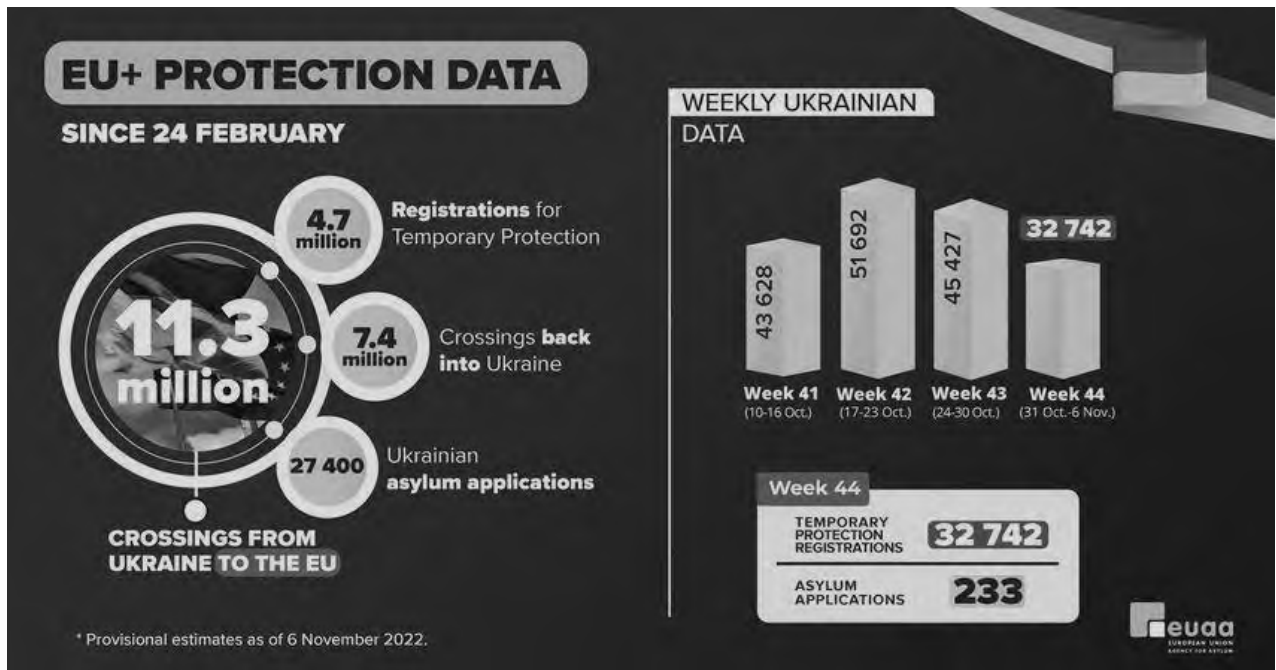


Fig. 3.4.

“EU+ Protection Data Since 24 February”

Source: pg. 1

Moving onwards, your action as a brand can also have an impact on your further development in which political conditions can test your moral and philosophical beliefs determining your position as a brand. It's true that the idealistic position for a majority of brands to maintain neutrality as catering a service to everyone is more viable as discriminating anyone within our modern society is just immoral which is why companies have tended to restrain themselves and focus on being apolitical in a majority of situations, yet sometimes your beliefs as a business owner will come hand to hand with a test in which you have to determine which side you are picking at the end of the day. For instance, if we take a look at figure 3.3, we can clearly see that this

statistic in percentage value depicts the nations consumer per 500 respondents their viewpoint on purchasing different products because of the brands support for a social cause. If we take a look at Ukraine we can clearly see that Ukraine had the lowest statistic statistics out of the majority of nations in which not only there was an approximate equilibrium of people who believe and do not believe in the cause they have to support, but the aspect that society values their services/products more than their viewpoints on social matters. This may seem at first a negative, however this statistic proves the aspect that the residents of Ukraine have unwavering philosophical viewpoints meaning that their beliefs and values do not hinder under any circumstances which can be a positive matter as when critical times come as with the Invasion of Russia on Ukraine, a certain population of people will stay to support Ukraine and the businesses will respond by providing an unwavering support to the government in any way possible in order to protect their nation.

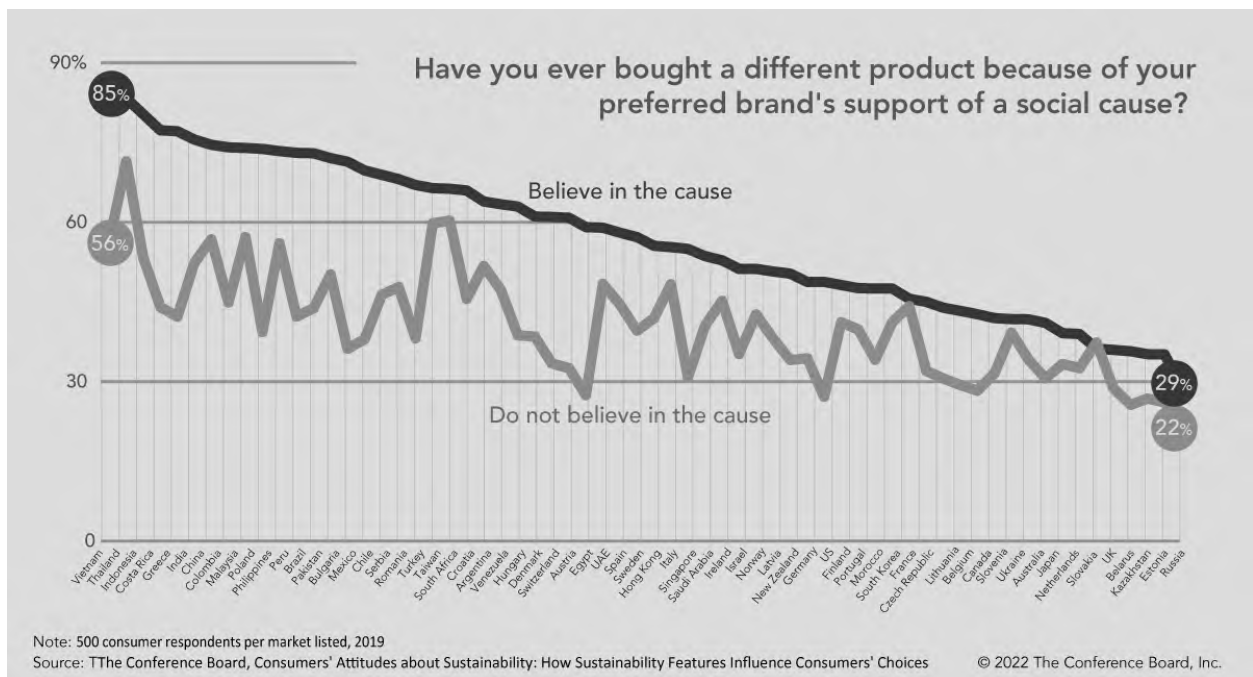


Fig. 3.5.

“Analysis of Product Support and Moral Obligations during Crisis”

Source: pg. 1

However, before we move onwards towards discussing in-depth the improvements for “DIM 9000” and their moral beliefs/obligations, we should take a look at some forecasts of the company’s trajectories and how the solutions could build upon or improve the conditions of the company. For instance, if we take a look at table 3.6 than we can see for ourselves the total debt ratio for each apartment complexes which is depicted in the Ukrainian currency (UAH). The reason why this table is crucial is because we can clearly for ourselves the aspect that during the crisis which is still ongoing within Ukraine, we can clearly envision that during the most difficult moments within the geopolitical conflicts, the company was capable of reducing the amount of debt which is owed to them and carry on with their operations. Sure, it may seem that it’s not a major difference, but we shouldn’t forget the major variable which is that the quartiles between 1 and 2 have decreased dramatically during the crisis which is just impeccable considering the aspect that the lifestyle within Ukraine still has a high probability for volatility and uncertainty, yet the company has managed to take control of the variables. For examples, by looking at table 3.6, we can see that “ЖК Галактика” and “ЖК Варшавський” have seen immeasurable downfall in the debt rate which was ranging from 7,000,000-10,000,000 UAH before the apex of the conflict, seeing a downfall all the way up to 4,000,000 and 7,000,000 UAH approximately.

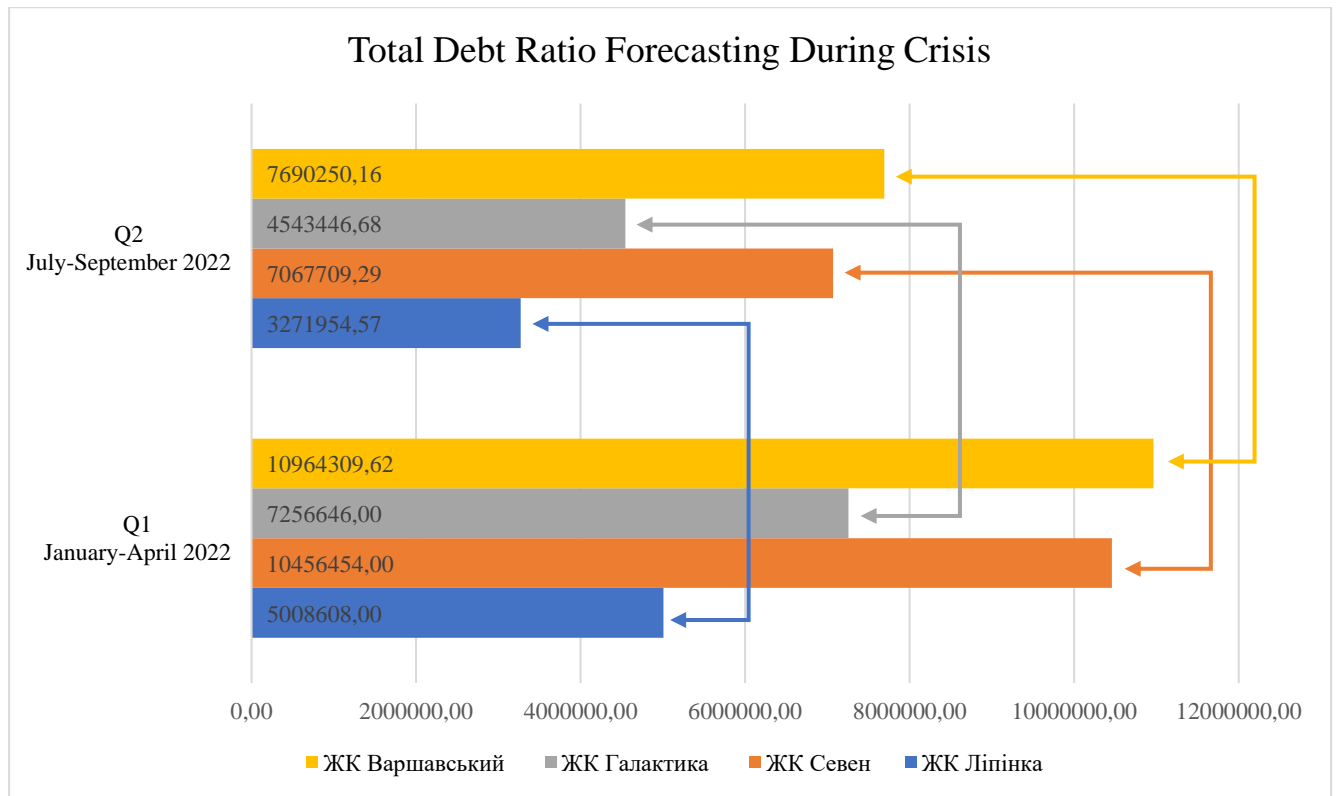


Fig. 3.6.

“Total Debt Ratio Forecasting During Crisis”

Source: made by the author based on company’s data

In this instance we could clearly state to ourselves that the company has high potential and probability of diminishing the negative impacts of the crisis which is flowing downhill at the moment. In spite of that, we should still reconsider and take a look from another perspective of data to ensure the positive prognosis for “DIM 9000” with their apartment complexes and future projects. For instance, if we take a look at table 3.7, we can clearly see a bar graph without multiple apartment complexes which are all represented in the values of percentages. The percentages of each complex symbolize the total debt difference from certain time periods in which the audits were established and published. For instance, if we take “ЖК Ліпінка” we can see that the percentage for the total debt ratio from January to April 2022 was approximately 60% which was calculated by taking the debt which was by calculating the total debt of both periods which was totaling to ₪8,280,562.57 UAH and then divided by the specific time

frame period which in our case was ₦5,008,608.00. After doing those steps, all that had to be done was multiplied by 100 in order to receive the percentages which permitted for us to label and graph the percentage ratio of total debt for each time frame which are indicated within the table. The basis on why this table is crucial for our forecasting is because if we take a look at the two time periods we can see already the aspect that there has been a decrease in the total debt which has dropped from the average of 60% from January-April all the way up to 40% which ranged from July-September. By calculating the difference which is 20%, we can already draw the picture that for a business to drop which is a phenomenal as the average recovery rate for businesses within the economics which is “good sign” tends to be approximately 10% which just goes to show that the company exceeds expectations and attempts to take control of the crisis even though there are major obstacles and scenarios which are uncontrollable, yet that’s not a justification for “DIM 9000”. Just for reference, as stated by Access.com, they claim almost 40% of businesses fail to reopen after a disaster. This statement singlehandedly just proves that “DIM 9000” who is a relatively a new player within the service industry market is more than capable on taking upon challenges which are thrown at them as maintain a business during geopolitical conflicts within a nation is not an trouble-free deed which can have numerous amounts of complications.

Following up with the forecasting, if we look at table 3.7 again, we can see that there are liner forecasts which are depicted for each apartment complex and they all clearly illustrate to us that the businesses crisis levels or threats are moving downhill which is a positive sign considering that at any moment everything could crumble. On one hand, the argument could be stated here that there is insufficient amount of data to make a forecast for the future of the company, but even if we just take those two data segments, which is true, let’s not forget that just by taking the sheer unpredictability factor it’s almost impossible to make any predictions which is why this table is a positive representation of a business during the crisis and a company which is more than sufficient enough to operate within the country. Most of all, the linear forecasts just go to show that any improvement which the company has implemented or could utilize will only come at hand. The only aspect which should be considered when dealing with

forecasts is that they are only rough assumptions and estimations on the basis of the values. Forecasts are mainly utilized in order to have a certain picture of the conditions which are occurring within the company which can be positive or negative.

Unfortunately, picking and choosing forecasts for a company is not beneficial as masking or denying the dilemmas which the brand faces will only postpone its inevitable demise which is why forecasts are constantly concluded by crisis managers. Table 3.7 is just a clear-cut example of not only the necessity for prognosis, but it permits to make judgments of our data and the trajectory at which the company has to move onwards not to only survive within the given market during a crisis, but to even potentially outperform everyone as with every crisis comes an opportunity which a crisis manager should take advantage of as it's a once in a lifetime opportunity. Be mindful of the fact that even though there is a geopolitical conflict in Ukraine, there are still opportunities for brands if the conflict diminishes or comes to a full-stop providing companies a chance to grasp the market before the competitors take part within the industry.

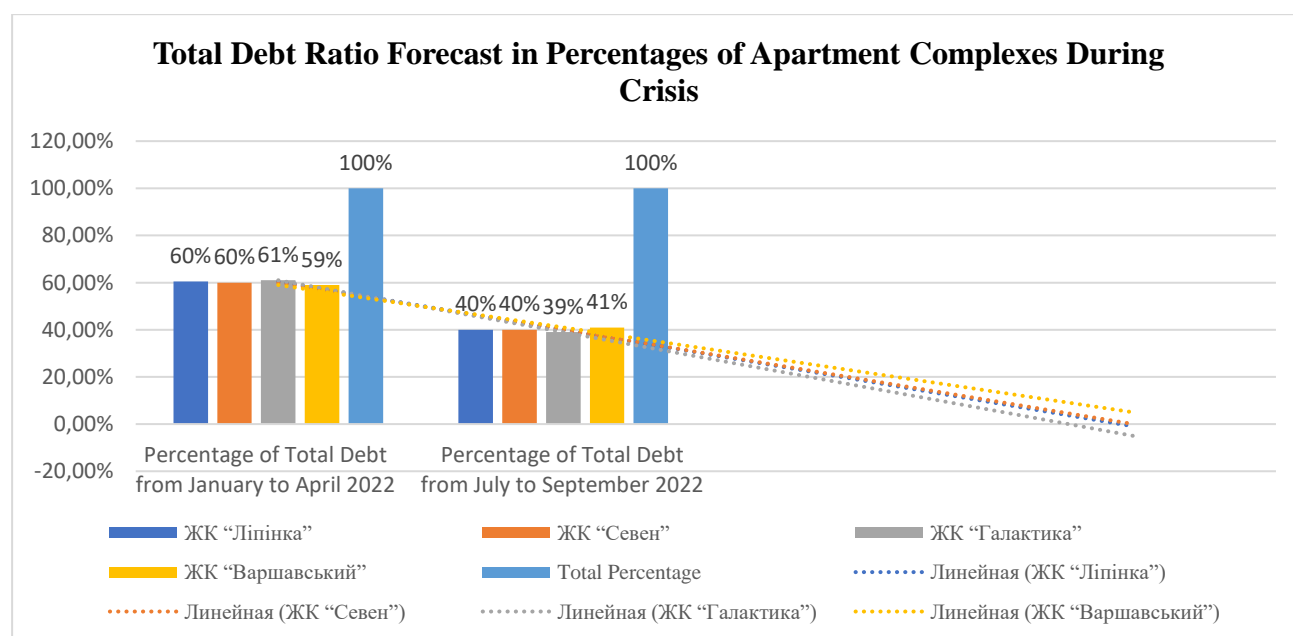


Fig. 3.7.

“Total Debt Ratio Forecast in Percentages of Apartment Complexes During Crisis”

Source: made by the author based on company's data

Yet, to finalize the forecasting of our data, we should also take a rough look at our numerical values in order to understand and follow through with the states forecasts which have been done within this qualification work. Before we move onto analyzing another forecast within table 3.8, the only data in here which will be crucial will have to the mean and the standard deviation of sample and population. The other indicators are also part of the forecasts, yet the data can be viewed in other similar tables and reviewed additionally to clear up any misunderstandings throughout the qualification work.

Continuing, if we take a look at table 3.8, specifically the mean in this case we can see that the average of the total debt within DIM 9000 doesn't exceed the 10,000,000 UAH mark which is a positive sign as exceeding the mark would construct conflicts. The reason why the mean was calculated in this instance was because it's important for us to understand the center distance of our values in order to understand what is the starting point of the data and how to move onwards with resolving the issue. However, the standard deviation is where things get more fascinating with the total debt of "DIM 9000." For instance, the whole purpose of standard deviation within economics is to show the major dispersion of values or resources which in our case is the UAH currency. The standard deviation in our instance concentrates on measuring the absolute distribution in which the higher dispersion or variability than the greater the standard deviation will be. The purpose of standard deviation in our case permits us to view if the assets or our project have relative riskiness and should they be dispersed of immediately in case of grave danger. By looking at the datasets, we can say that at the moment that considering the geopolitical conditions and volatility of the market, the numbers are not threatening, yet it should be accounted for as this value is an ideal benchmark for the company to understand the dispersion and the potential deviation of the data.

Table 3.8

“Apartment Complexes (Total Debt Forecast, UAH)”

<i>Apartment Complexes (Total Debt Forecast, UAH)</i>					
Year	Month	ЖК “Ліпінка”	ЖК “Севен”	ЖК “Галактика”	ЖК “Варшавський”
2022	January	₴5,008,608.00	₴10,456,454.00	₴7,256,646.00	₴10,964,309.62
	February				
	March				
	April				
	July	₴3,271,954.57	₴7,067,709.29	₴4,543,446.68	₴7,690,250.16
	August				
	September				
Total Debt in UAH for each apartment complex		₴8,280,562.57	₴17,524,159.29	₴11,800,092.68	₴18,654,559.78
Percentage of Total Debt from January to April		60.48%	59.66%	61.49%	58.77%
Percentage of Total Debt from July to September		39.51%	40.33%	38.50%	41.22%
Percentage Difference of Total Debt from January to September		20.97%	19.33%	22.99%	17.55%
Mean		₴4,140,000	₴8,762,000	₴5,901,000	₴9,327,000
Standard Deviation (Sample)		₴1,228,000	₴2,396,000	₴1,917,000	₴2,315,000
Standard Deviation (Population)		₴868,300	₴1,694,000	₴1,356,000	₴1,637,000

Source: made by the author based on company’s data

In spite of that, it's beneficial to have personal forecasts based on internal data of the company in order to make judgement and solutions towards conflicts, but in some instances it's also beneficial to take a look from an outside perspective and view other external forecasts which could impact the movement and the trajectory of the company within the given market. For instance, if we take a look at figure 3.9 we can clearly see for ourselves the aspect that the development of the "OSBB" or the "Homeowners Association" is rapidly growing without any signs of potential exponential decline. For instance, if we take a look at the year 2013, then there were only 15,000 registered homeowners association, yet if we take a look at the year 2023 than we can see that the expected growth is approximately more than 38,000 which has almost doubled the amount throughout those years. To add, the higher growth in a single year took place in 2017 in which more than 8000 new homeowners association grew which is a colossal value considering the fact than all the other years barely had only 1,000 homeowners associations developing. This statistic is just a major opportunity for "DIM 9000" to capitalize on the market as there are constant developments and growth rates which are almost of the charts considering that the geopolitical conditions throughout the years within Ukraine were constantly unstable which ranged from "Maidan Revolution" all the way up to the "Invasion of Russia on Ukrainian Sovereign Territories." Just by analyzing those forecasts we can state to ourselves that "DIM 9000" has made the right choice of staying within the market and concentrated on developing themselves as a company as the opportunities outweigh the threats in this instance. After reviewing all of the forecasts, "DIM 9000" is currently is moving in a positive trajectory in which the solutions and improvements which they kickstarted have gone into action and only time will tell if they will pay off. The forecasts dictate on our case that the company has taken the correct approaches and still have a high potential to unravel themselves as a full-blown dominant competitor within the service industry of apartment complexes.

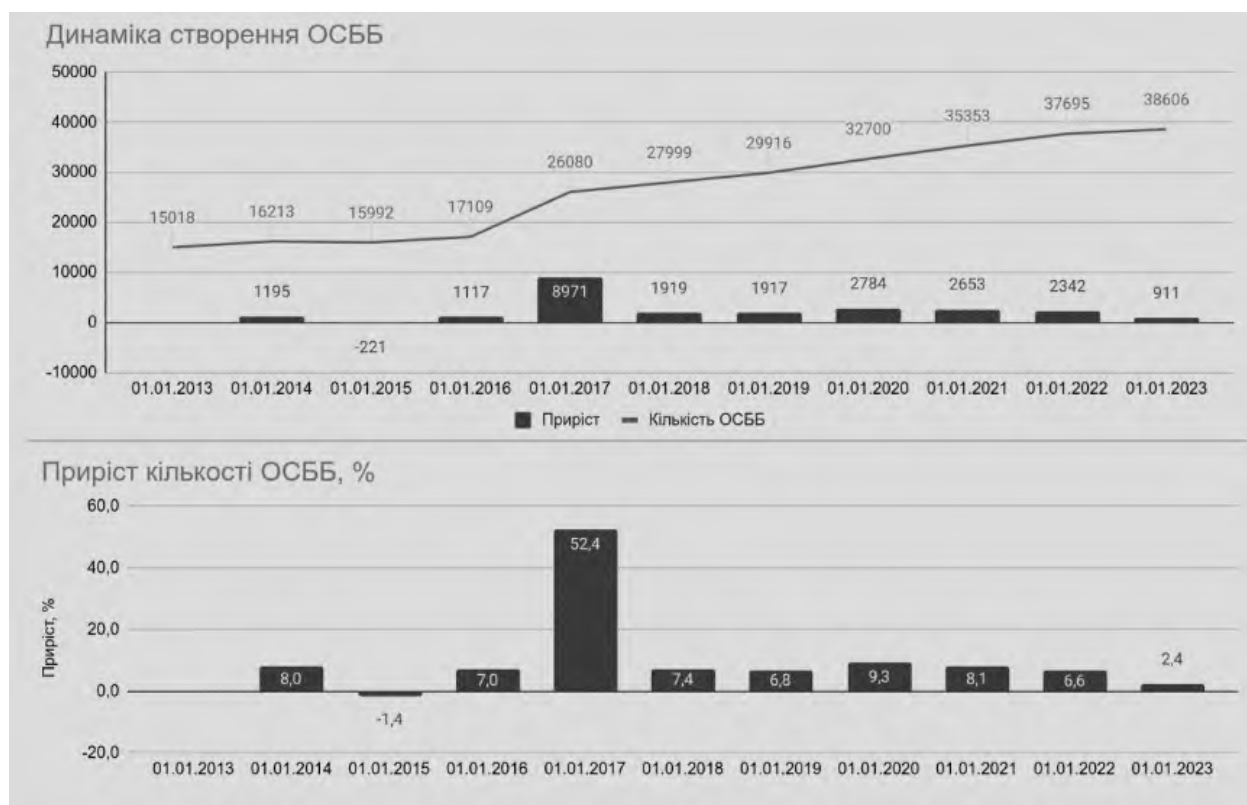


Fig. 3.9.

“Dynamics of Development and Growth of Homeowners Association”

Source: pg. 1

The major question which would a major part of society questions is, how does moral obligations and people leaving the borders of Ukraine affect the effectiveness of proposed proposals, and the answer in this case is simply everything. Remember, economical social, and political factors will always be intertwined in which they work in a perfect symbiosis forming a unified triangular system. Yet, if you start tipping the scales in favor of one of those variables than the system will not be imbalanced, but there will also be major potential consequences which a company may face in collaterals through inadequate actions and responses towards the crisis, which is why this is something which should be noted. For example, if we take a look simply at the quantity of people leaving the borders of Ukraine, as a business you would be afraid as not only the market is crumbling but the potential clientele who you may be servicing is leaving meaning that your revenue or cash flow is diminishing with every single

persona leaving. “DIM 9000” is a prime example of a company which has faced the dilemma as a major of people have been fleeing the nation because of the full-scale invasion which means that the apartments left behind are in no need of the service because there is technically there is no-one to service. To add, out of the 11 million approximate people who left the borders of the nation it could be hundreds of people who were part of the “DIM 9000” program meaning that the clientele database for the company has shrunk causing a spiral down effect for the brand which could potentially be lethal for any business. Now talking about the moral obligations or philosophical standpoint of the company, as we have mentioned with the statistic regarding “Have you ever bought a different product because of your preferred brand’s support of a social cause?”, this is just a clear-cut example depicting perfectly that in certain conditions, a brand must take a stand which is why “DIM 9000” decided not to bail on it’s residents and citizens, and stay with them through ice and fire. For example, according to “DIM 9000” telegram channel, you can clearly see the timeline in which the company gave official audits and have shown the progress they have made and been doing throughout the most intense months of the conflicts providing not only a high-quality service, but also quick response knowing that they could have simply left the Ukrainian market and simply re-located to safer areas even within Ukraine, however that’s not the case with the brand. They have stayed through blood and water, and kept on providing a service which is why one of the improvements which I would propose in this scenario would be building upon this mentality and maintain a strong philosophical ground as your values as a company will always be tested throughout its lifespan, yet the actions and standpoints taken may differ periodically though time. The second proposed improvement I would provide for DIM 9000 would have to be hiring a mentor or specialist to teach more in-depth about Crisis Management and developing elaborate crisis management plans in order to operate more efficiently in the critical conditions. Even though it may seem that “DIM 9000” has the necessary knowledge and skills to apprehend the crisis, yet additional aid and assistance from specialists could provide enlighten for the brand towards more unique solutions within the conditions “DIM 9000” is operating currently. The third improvement would have to be utilizing the

crisis management tools which are: prevention, intervention and diagnosis to the maximum and not being afraid of testing the company's threshold even during the most critical situations. Sure, it's daring and frightening for a majority of brands to take risks, yet we have learned to ourselves that danger can teach the most viable lessons within our lifetime. This doesn't mean that people should insinuate and put themselves in unnecessary risks, but if the dire situation ever occurs, lessons must be grasped and learnt rapidly as the response time is the key difference between successful and failing companies. This is why everything within "DIM 9000" crisis and troubles should be recorded because of the geopolitical conflict within Ukraine as this is information which could potentially aid other brands who could face a similar situation within Ukraine or any other nation internationally. The fourth improvement I would propose would have to be focusing on rather than just mitigating the situation, take the crisis which is a negative and turning it into an overwhelming advantage. This may seem as something miraculous, however the point of this improvement is that just mitigating or controlling situation is reasonable for any crisis manager, yet true difference between crisis managers are the ones who are capable of overturning the flow of the tide into an advantage which can be used against not only the crisis, but potential competitors in the long-run. This has been again utilized by large corporations such as Amazon during the pandemic in which people were isolated within their homes, so the company decided to ramp-up it's delivery/productions as the negative situation from the pandemic provided a once in a lifetime opportunity to capitalize on that and deliver the most sales in the history of the company. The company "Zoom" which is a video conference software has also faced the issue in which the pandemic forced society into isolation, however that negative instance provided the company to capitalize on that moment and monopolize the market with their high-quality software which is still used to this day even within the geopolitical condition of Ukraine, bringing a high surge of consumers which has never been seen by the brand. Finally, the for the fifth improvement, I would propose expanding the management team with other specialists as the company and its projects are expanding which is why neglecting the staff and their capabilities could become an internal crisis of its own. However, the only thing I would emphasis highly on is to have

a rigorous screening process of each employee as every employee within the company should not only be an ideal fit for the brand, but every player within the game is a difference between the downfall and victory which is why this should be denoted. Massively hiring employees within the company will result not only in negative consequences such as mass layoffs and downfall of the company's cash flow, but it could also result in negative reputation for the brand which isn't viable especially in those conditions. At the moment, they are planning on expanding and accepting new employees, yet because of the geopolitical conditions they are limited in resources, however the plans are in the works regarding that matter. Overall, on one hand we can't analyze the improvements currently as the majority of proposed recommendations are all mainly long-term conditions which is why they can be analyzed only after a certain period of time. In spite of that, after the end of the geopolitical conflict within Ukraine, we will surely see unprecedented results of the company as they have constructed a rough draft and layout of their future plans towards tackling the Ukrainian apartment complex service market.

CONCLUSIONS AND PROPOSALS

It's true that from the whole research and analysis we can make ourselves the conclusion that crisis manager is the one who not only prevents, diagnosis, and intervenes when there is a crisis, but rather there is a more ideal description of crisis manager from the research. A crisis manager from all the data can be described more as a person who takes a negative situation and turns into a positive. Sure, the main priorities of a crisis manager are the one to mitigate and minimize collateral damages, yet that's what makes a majority of crisis manger mediocre within the industry, however those who take it a step beyond and turn the tide from the a negative to a positive will set apart from everyone else as this is what truly crisis is about. Think about it for a second, whenever we face a crisis within our daily lifestyle the majority of us already know that some scenarios like economic collapse or natural disasters are inevitable, yet instead of just mourning and grieving over the situation, a majority of people's coping mechanisms is to laugh it off and move forward with life. A crisis manager isn't in the same threat category as a police officer or a fireman when it comes to danger, in spite of that the scale and the responsibility of a crisis manager is on par with those professions to a certain degree and every action has a consequence which is why crisis managers need to utilize certain degree of risk awareness. Yet, according to this study what truly sets apart the top 1% of crisis managers is the ones who grasp the true concept of danger, it's limitations, and potential towards overturning the crisis into a positive variable. As mentioned in the introduction of this research, humans have a natural tendency to constantly assess dangers within our surroundings which is why we have natural instincts, however what if those instincts are the reason what limits us from taking a step forward and leaping into danger in order to find out the true answer or our potentials. Crisis managers who are aware of the risks and aren't truly afraid on taking on the challenge in order to overturn the situation into a benefit. To be honest, those who risk to learn from the danger will the ones who will reap the most fruits from the labor and the situation as instead of setting limits on ourselves. We as future crisis

mangers should concentrate on pushing the boundaries and restrictions which could later in the long-run prevent not only prevent global large-scale crisis, but also at the end of the day save even lives in numerous methodologies. It's time to forget about dangers and avoiding it as some kind of a natural super phenomena, but rather we should embrace it and learn how to use it to our advantage in order to prevent crisis from ever occurring again in unapparelled ways. The company "DIM 9000" has proven to us numerous times in their operations as a brand ranging from their: organizational structure, internal/external environment, and even investigations of crisis managers all the way up to their innovative activity, solutions, appraisalment of priority proposals, and even their effectiveness of improvements are without a doubt non-standardized. The company throughout their whole road and existence had plethora of opportunities to fund an easy route towards operating their business such as relocation or disbanding their operations as other major companies have done such as "IKEA" they did quite the opposite. They embraced the danger and decided to face head on as not only leaving the business wasn't a viable option for them, but the residents who were in occupied areas of Kyiv couldn't be left which is why the company knew that staying was their only option. They knew exactly that the conditions would be abysmal and difficult to operate and sustaining a business which is especially concentrated on servicing apartment complexes could become a major liability for the brand on every step of the way, they kept on pushing and operating during even the climax of the invasion being overwhelmed by numerous threats. To finally add, after experiencing multiple companies who have minimal experience, "DIM 9000" has simply proven that even with minimal staff, outrageous conditions, constant threats, and growth of crisis, having numerous years of experience as a company doesn't mean anything as "DIM 9000" is the definitive proof that a company who was only one-year present within the market overturned their tide and kept on moving onwards which is only commendable in this case. At the end of the day, if the big leap isn't taken by crisis managers within companies or organizations, then only gradually more cases/crises will keep on occurring which is why rather than just neglecting and steering clear of issues, we should once and for all tackle the challenge and learn the most from it, as it can one day

benefit society in unknown ways. "DIM 9000" as a company, ranging from their business to values, has proven themselves to be a major player within their business industry who is devoting themselves towards constructing a long-term change for the prospering of Ukrainian residents' daily lifestyles.

WORKS CITED

1. "Business in Times of War: A Ukrainian Perspective." Payoneer 19 Feb. 2023
<https://www.payoneer.com/resources/business-in-times-of-ukrainian-war/>.
2. "Challenges for Companies Caused by Ukraine War." F24 10 Aug. 2022
<https://f24.com/en/challenges-for-companies-caused-by-ukraine-crisis-2/>.
3. "Crisis Management - Extreme Events." IIA <https://www.iaa.org.uk/resources/auditing-business-functions/business-continuity-planning/crisis-management-extreme-events/>.
4. "Crisis Management in the Organization - 1184 Words: Research Paper Example." Free Essays
<https://ivypanda.com/essays/crisis-management-research-paper/>.
5. "Development of Cooperative Forms of Housing Ownership in Ukraine." Mistosite
<https://mistosite.org.ua/ru/articles/development-of-cooperative-forms-of-housing-ownership-in-ukraine>.
6. "Finance Definition." Corporate Finance Institute 27 Nov. 2022
<https://corporatefinanceinstitute.com/resources/wealth-management/what-is-finance-definition/>.
7. "How to Take Risks That Pay off Personally and Professionally." How to Take Risks That Pay Off Personally and Professionally <https://www.betterup.com/blog/how-to-take-risks>.
8. "Overcoming the Many Challenges of Entrepreneurship in Wartime: United Nations Development Programme." UNDP 26 Oct. 2022 <https://www.undp.org/ukraine/press-releases/overcoming-many-challenges-entrepreneurship-wartime>.
9. "Pros and Cons of Buying a New Apartment in Ukraine." ContactUkraine 10 Dec. 2017
<https://www.contactukraine.com/real-estate/buying-a-new-apartment-in-ukraine>.
10. "Restart Ukraine. War Accommodation Crisis." ReStart Ukraine
<https://restartukraine.io/accomodation/>.
11. "Strengthening Ukraine's Crisis Management and Emergency Response Capacities: United Nations Development Programme." UNDP 22 Feb. 2023 <https://www.undp.org/ukraine/press-releases/strengthening-ukraines-crisis-management-and-emergency-response-capacities>.
12. "Study: 40 Percent of Businesses Fail to Reopen after a Disaster." Access 28 Oct. 2021
<https://www.accesscorp.com/press-coverage/study-40-percent-businesses-fail-reopen-disaster/>.
13. "Ukraine Crisis Response Strategy." Ukraine | World Vision International
<https://www.wvi.org/publications/ukraine/ukraine-crisis-response-strategy>.
14. "Ukraine Crisis: Data and Analysis." European Union Agency for Asylum
<https://euaa.europa.eu/ukraine-crisis-data-and-analysis>.
15. "Ukraine: Leadership Lessons for a Crisis." CIPD <https://www.cipd.co.uk/news-views/changing-work-views/future-work/thought-pieces/responsible-business-leadership-crisis#gref>.

16. "What Are Financial Activities? Definition and Examples." Market Business News 19 July 2019
<https://marketbusinessnews.com/financial-glossary/financial-activities/#:~:text=Financial%20activities%20are%20activities%20thatoutflows%2C%20is%20a%20financial%20activity.>
17. "Динаміка Створення ОСББ в Україні." ПроОСББ 1 Feb. 2023 <https://proosbb.info/node/936>.
18. 2010:133 Bachelor Thesis Crisis Management - Diva-Portal.org. <http://www.diva-portal.org/smash/get/diva2:1029467/FULLTEXT01.pdf>.
19. 8 Strategies for Leading Businesses through Crisis | Ampleo.
<https://ampleo.com/insights/blog/business-crisis-management-8-strategies-for-leading-businesses-through-crisis/>.
20. Assessing the Economic Impacts of Crises: A Decision-Support Approach ...
https://www.researchgate.net/publication/269031128_Assessing_the_economic_impacts_of_crises_A_decision-support_approach_to_long-term_strategic_planning.
21. Baker Kristen. "How Crisis Management Can Change Your Business and Customer Relationships." HubSpot Blog HubSpot 7 Dec. 2021 <https://blog.hubspot.com/service/crisis-management>.
22. Beers Brian. "How Companies Can Reduce Internal and External Business Risk." Investopedia Investopedia 19 Dec. 2022 <https://www.investopedia.com/ask/answers/050115/how-can-companies-reduce-internal-and-external-business-risk.asp>.
23. Collins Gord. "Choosing an HOA Management Company." ManageCasa 8 July 2020
<https://managecasa.com/articles/hoa-vs-property-management-companies/>.
24. Contributor PESTLE analysis. "Internal Factors That May Affect the Business Organization." PESTLE Analysis 31 May 2022 <https://pestleanalysis.com/internal-factors-affect-business-organization/>.
25. Council Forbes Coaches. "Council Post: 16 Practical Steps Businesses Should Prioritize during a Crisis." Forbes Forbes Magazine 10 June 2020
<https://www.forbes.com/sites/forbescoachescouncil/2020/06/09/16-practical-steps-businesses-should-prioritize-during-a-crisis/?sh=c22e6fe4da12>.
26. Crises and Crisis Management: Integration ... - Sage Journals.
<https://journals.sagepub.com/doi/10.1177/0149206316680030>.
27. Crisis Management to Ensure Effective and Continuous Performance.
https://www.researchgate.net/publication/273193454_Crisis_management_to_ensure_effective_and_continuous_performance.
28. Developing Crisis for Owners of Multi-Apartment Buildings in Ukraine.
<https://archive.kyivpost.com/article/content/business-wire/the-developing-crisis-for-the-owners-of-multi-apartment-buildings-in-ukraine-due-to-the-1-july-2016-deadline-for-their-building-management-arrangements-to-be-in-place-411617.html>.
29. Full Article: Factors Influencing Crisis Management: A Systematic ...
<https://www.tandfonline.com/doi/full/10.1080/23311975.2021.1878979>.

30. Home | UIC - International Union of Railways.
https://uic.org/IMG/pdf/crisis_management_report.pdf.
31. HR_Brew. "For Companies with Employees in Ukraine the Russian Invasion Is a Test of Crisis Management." HR Brew Morning Brew 2 Mar. 2022 <https://www.hr-brew.com/stories/2022/03/02/ukraine-invasion-crisis-management>.
32. Lysiuk Oksana. "The Construction of New Housing in Ukraine Dropped by 38%." UBN 27 Feb. 2023 <https://ubn.news/the-construction-of-new-housing-in-ukraine-dropped-by-38/>.
33. NaviRisk. "Crisis Management in Ukraine - What You Should Know about Doing Business in a Zone of Potential Armed Conflict." LinkedIn <https://www.linkedin.com/pulse/crisis-management-ukraine-what-you-should-know-doing-/>.
34. O'Keeffe Dunigan et al. "Crisis in Ukraine: Respond and Reposition." Bain 31 May 2022 <https://www.bain.com/insights/crisis-in-ukraine-respond-and-reposition/>.
35. Performance Assessment of Crisis Management Plans with the Contribution ...
https://www.researchgate.net/publication/266871079_Performance_Assessment_of_Crisis_Management_Plans_with_the_Contribution_of_Multi-agent_Systems.
36. Published: "Registration of OSMD (OSBB) in Ukraine - Finance Business Service." Law Firm Finance Business Service: Offshore Registration Tax Planning Legal Services 11 May 2018 <https://fbs-tax.com/en/business-support/registration-of-association-co-owners-of-apartment-houses/>.
37. Regalla Leanne. "A Guide to Crisis Management Planning for Customer Service Leaders." Hiver <https://hiverrhq.com/blog/customer-service-crisis-management-tips>.
38. Rochelle Perper Ph.D. "The Psychological Benefits of Risk Taking." Therapy Changes 1 July 2019 <https://therapychanges.com/blog/2014/06/psychological-benefits-risk/>.
39. S Surbhi et al. "Difference between Internal and External Environment (with Comparison Chart)." Key Differences 14 Feb. 2020 <https://keydifferences.com/difference-between-internal-and-external-environment.html>.
40. Staff Vistage et al. "5 Crisis Management Priorities for CEOs to Focus on Right Now: Vistage." Vistage Research Center 27 Apr. 2020 <https://www.vistage.com/research-center/business-leadership/20200316-crisis-management/>.
41. Validation Request <https://www.conference-board.org/topics/geopolitics/six-steps-to-guide-corporate-reputation>.
42. White Kim. "What Is Crisis Management?" Everbridge 23 Mar. 2023 <https://www.everbridge.com/blog/what-is-crisis-management/>.

APPENDIX

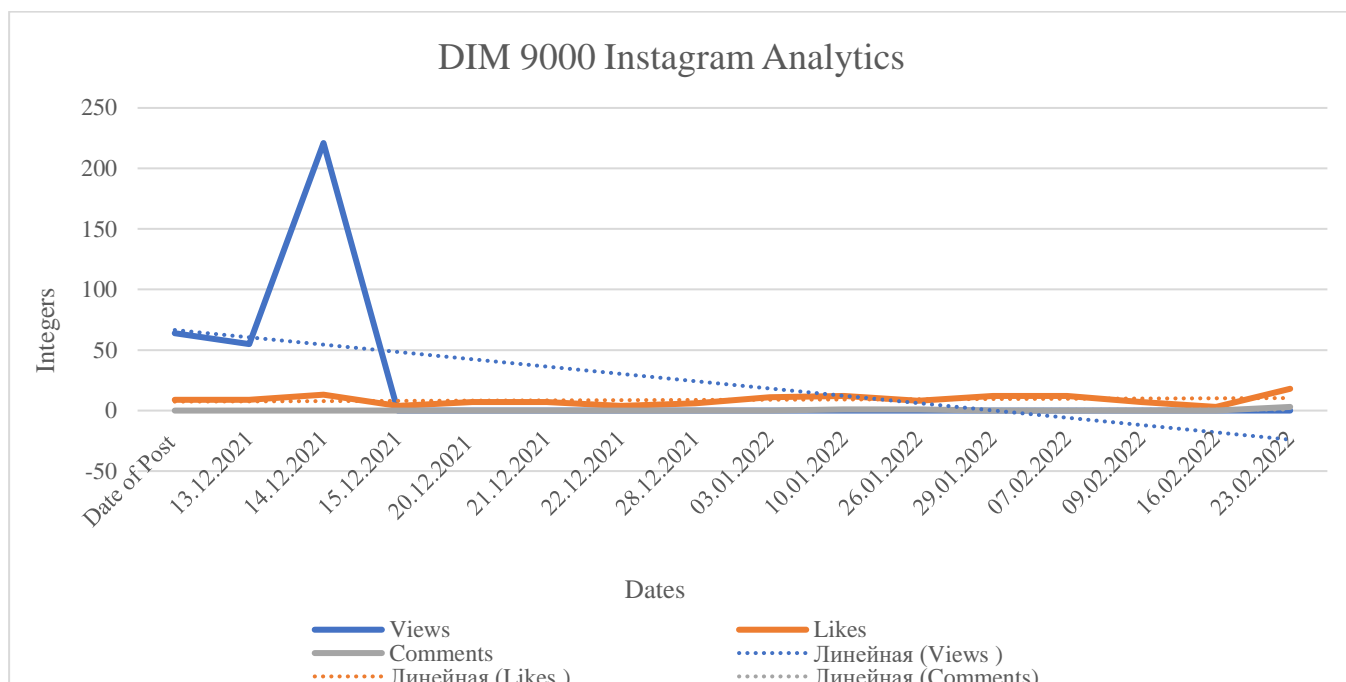


Fig. 2.7

“DIM 9000 Instagram Analytics”

Source: made by the author based on company’s data

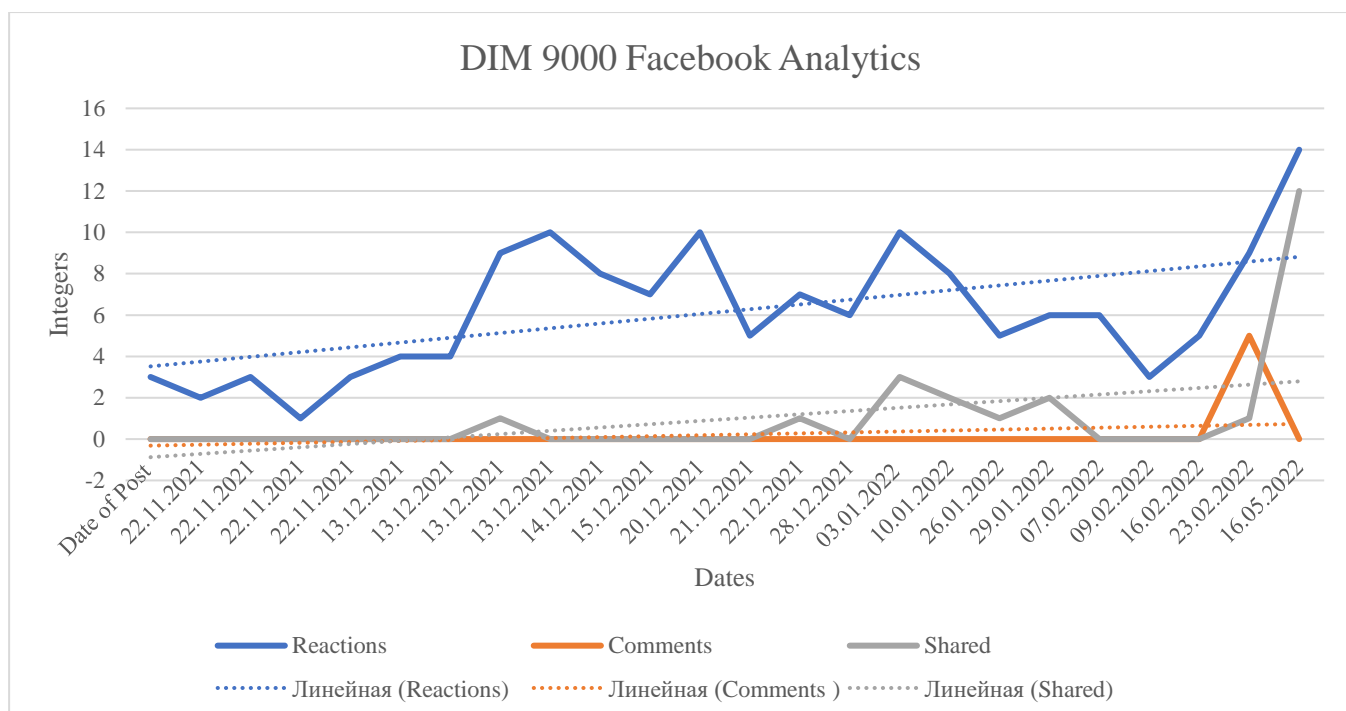


Fig. 2.8

“DIM 9000 Facebook Analytics”

Source: made by the author based on company’s data

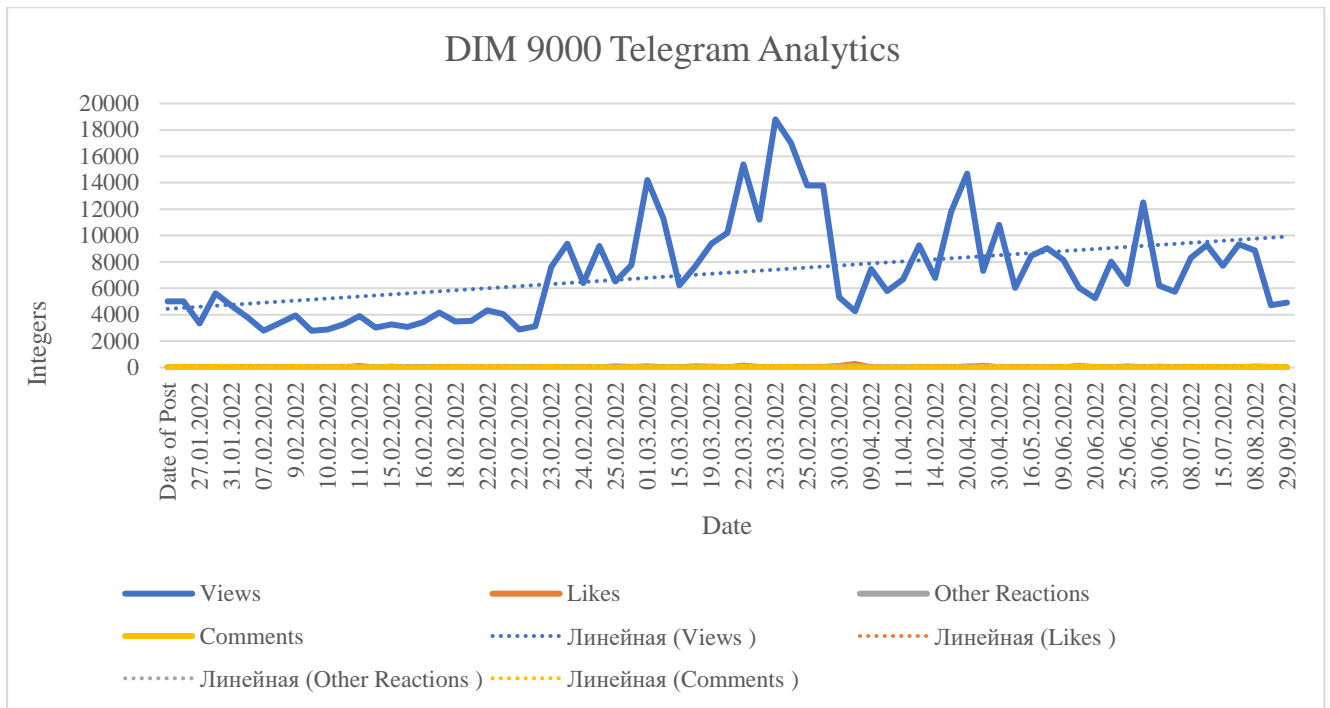


Fig. 2.9

“DIM 9000 Telegram Analytics”

Source: made by the author based on company’s data

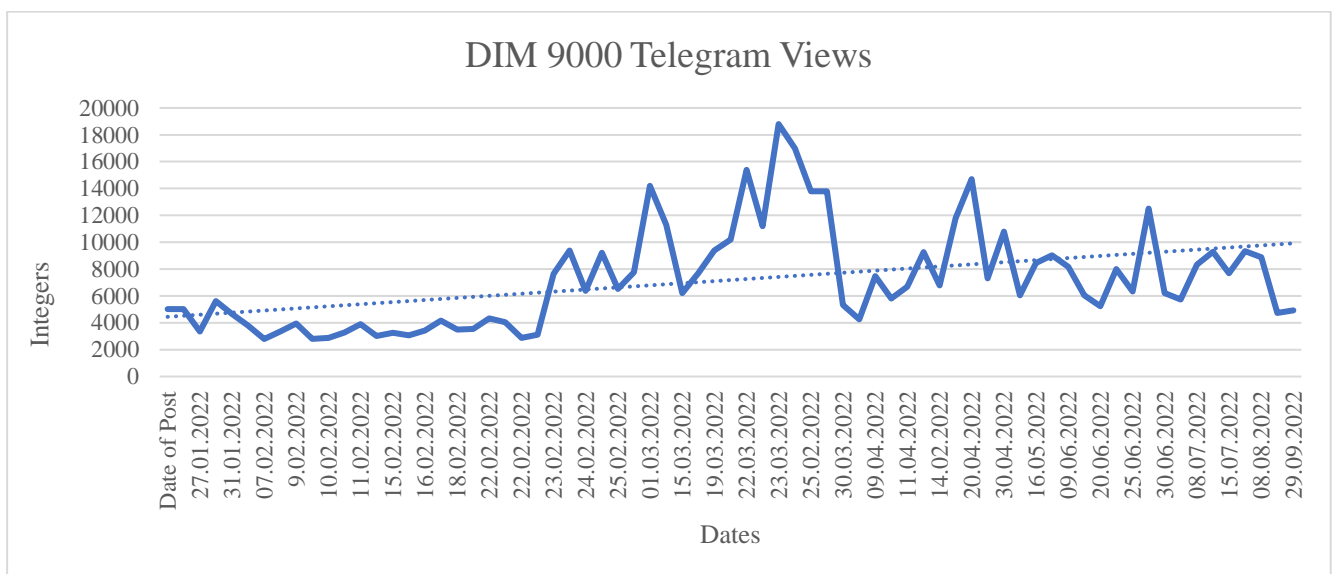


Fig. 2.10

“DIM 9000 Telegram Views”

Source: made by the author based on company’s data

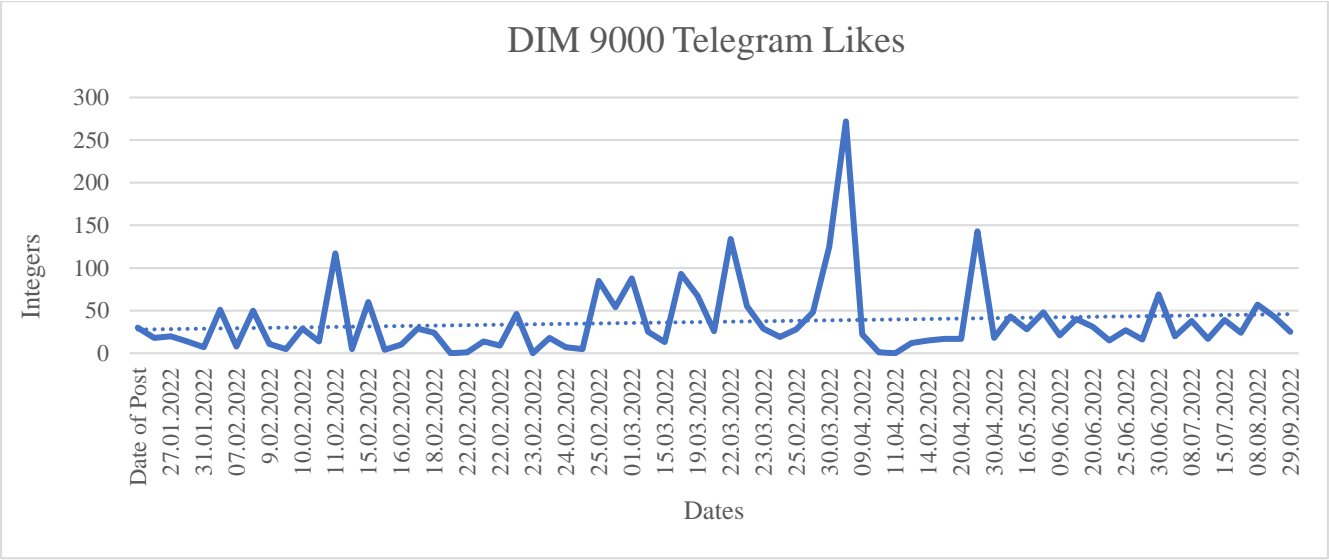


Fig. 2.11

“DIM 9000 Telegram Likes”

Source: made by the author based on company’s data

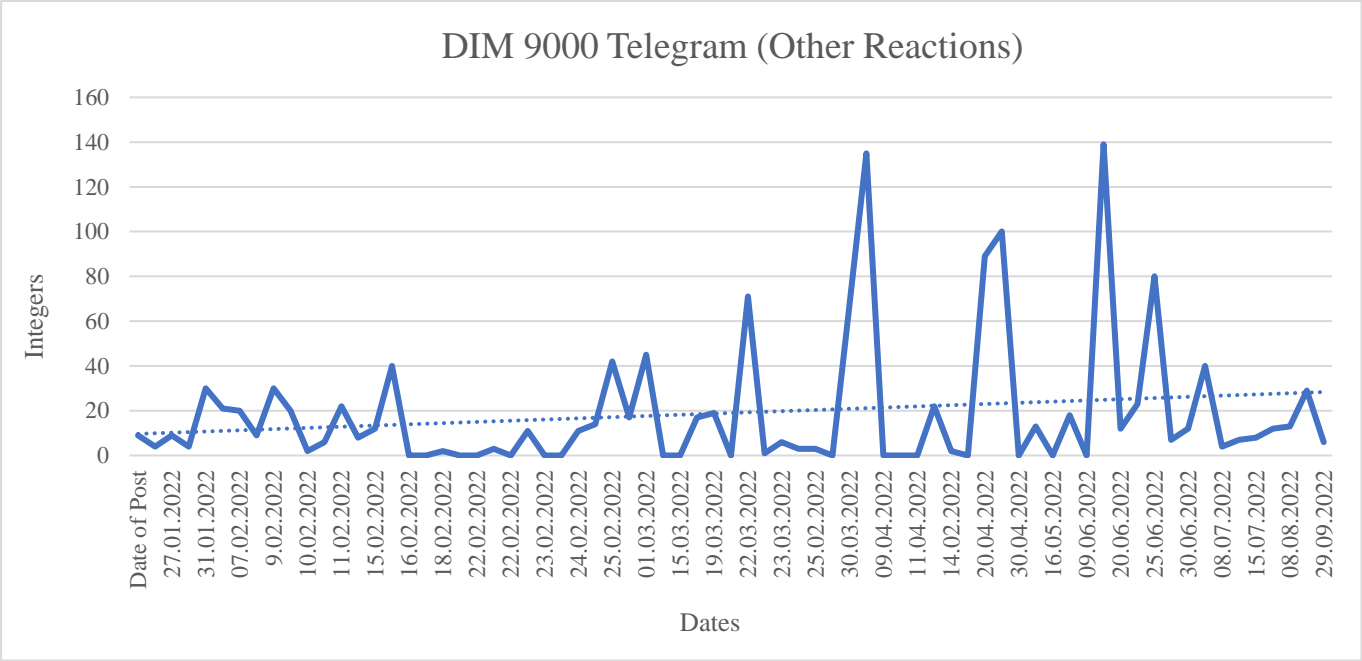


Fig. 2.12

“DIM 9000 Telegram (Other Reactions)”

Source: made by the author based on company’s data

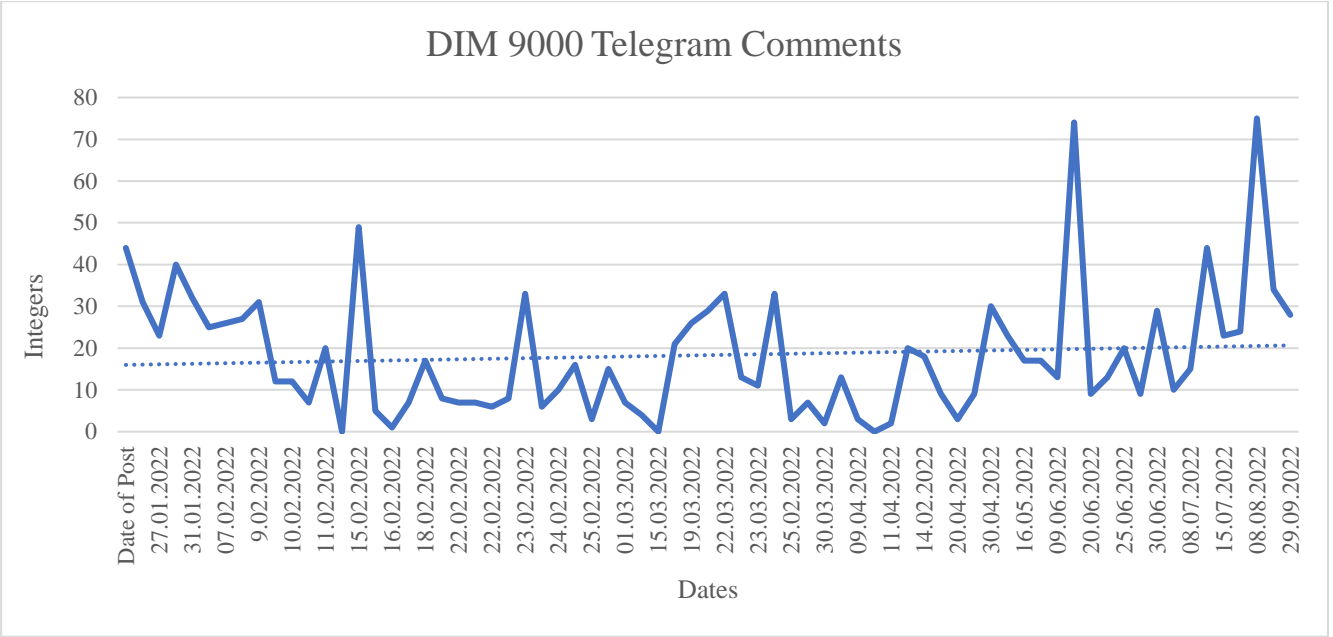


Fig. 2.13

“DIM 9000 Telegram Comments”

Source: made by the author based on company’s data

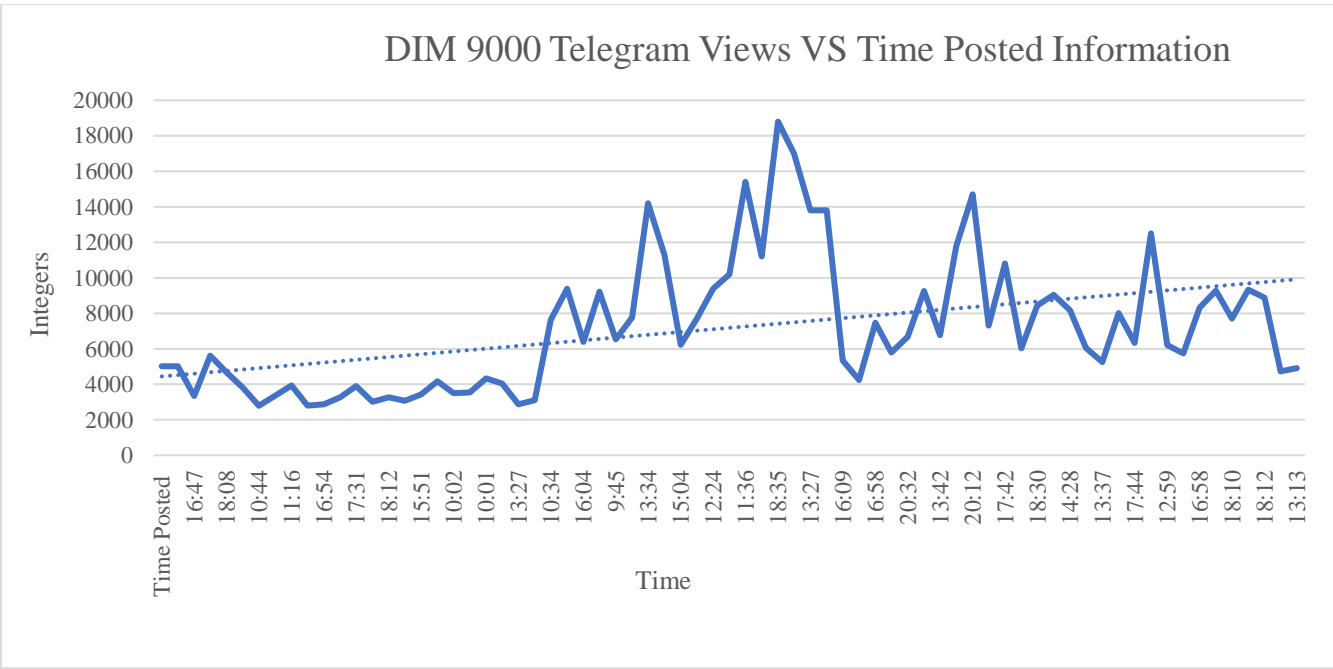


Fig. 2.14

“DIM 9000 Telegram Views VS Time Posted Information”

Source: made by the author based on company’s data