SCIENTIFIC AND METHODOLOGICAL APPROACHES TO THE INCORPORATION ADAPTATION POTENTIAL IN ENTERPRISE MANAGEMENT SYSTEM STRATEGIC

Urgency of the research. Proved that in terms of socio-economic transformation success of the company depends on its ability to respond quickly and effectively to external factors influence and adapt to them. It adaptive capabilities ensure strategic stability in a turbulent business environment, and this is due to the relevance of theoretical and methodological research in this area.

Target setting. The article aims to study the incorporation of methodological approaches potential adaptation enterprises in strategic management to ensure business effectiveness.

Actual scientific researches and issues analysis. Question enterprise adaptation to changes in the competitive environment, clarify the definitions of “adaptive capacity” of evolution and adaptation strategic management concepts are the focus of many leading academic economists Biloshkurskoiy N. V., Ivanova A. D., Stepanova J. L., Srahovych V. G., Tischchenko A. N., Haralmonovoyi O. I. and others. Uninvestigated parts of general matters defining. While acknowledging the theoretical and practical values of previous research results, should determine the need to study the adaptation potential of the company in the context of strategic management to ensure business effectiveness.

The statement of basic materials. The impact of the business depends on the adaptive capacity and level of development of the region for the location of businesses and industry specifics. Potential adaptation - a multicomponent set of enterprise resources that allow it to adapt to a dynamic environment and are crucial for the realization of opportunities and avoid threats or warnings. Depending on the value of adaptive capacity, sensitivity and willingness of enterprises to respond to the challenges of internal and external environment company chooses adaptation strategy and model behavior: active, passive, situational.

Conclusions. In the process of incorporation adaptation capacity in strategic management in selecting strategies is necessary to determine its compatibility and a balance of external conditions and internal capabilities of the enterprise. Depending on the level of adaptation capacity, speed, scale and predictability of changes in the market the company chooses the appropriate strategies and behaviors.
УПРАВЛІННЯ ПІДПРИЄМСТВОМ

Keywords: potential adaptation; adaptation strategy; strategic and adaptive management; business performance.

Ключові слова: потенціал адаптації; стратегічна адаптація; стратегічно-адаптивне управління; результативність бізнесу.

Urgency of the research. In the context of dynamic social and economic transformations, changes in vectors of partnership and priorities for regional and international market success of the enterprise depends largely on its ability to quickly and effectively respond to external influences and adapt to them. It is adaptable capabilities that provide strategic stability in a turbulent business environment, and this is due to the relevance of the theoretical and methodological research in this area.

Target setting. The study of methodological approaches of enterprise adaptation capacity incorporation in the system of strategic management to ensure business effectiveness.

Actual scientific researches and issues analysis. Most scientific papers on strategic adaptation issues are written in the context of creating ways of enterprise adaptation to changes in market conditions, building models of rapid advance of competitors and search for resources. Enterprise adaptation in the competitive environment issues are discussed in publications such scholars as: Biloshkurska N. V., Ivanov A. D., Stepanova Yu. L., Srahovych V. H., Tyshchenko A. N. Enterprise adaptation issues in a changing environment are studied by Harafonova O. I. [6; 7], the adaptive capacity definition was clarified by Lepeiko T. I. [8], strategic adaptation management concept evolution is considered by other national scholars [9].

However, paying tribute to the theoretical and practical value of the previous scientific achievements, the necessity for enterprise adaptation potential study in the context of strategic management to ensure business effectiveness should be determined.

The research objective. The objective of the paper is to develop strategic management concept, based on the study of scientific and methodological approaches to determining the adaptive capacities of the enterprise system, which will allow, depending on the level of adaptive capacity, strength, speed, scale and predictability of changes in the market to choose the appropriate enterprise strategy and behaviour.

Uninvestigated parts of general matters defining. Transformational period’s peculiarities require enterprise adaptation potential determination, and its adapting mechanism development. The main components of such a mechanism should be levers of balancing internal environment with the external dynamic business environment. The adaptation process to changes in the external environment may be directed to the management system improvement, building new organizational structure, restructuring, modification or introduction of new owners, the transformation of the organizational culture, business processes optimization, innovation, personnel professional competencies development and other active management actions. Thus, business performance will depend on the adaptive capacity, the definition of which is based on a thorough study of enterprise external and internal environment, as well as taking into account the development level of business location region and industry specifics.

Adaptive capacity is a prerequisite for enterprise viability and ignoring the importance of this indicator leads to the emergence of enterprise crisis in the future, which is a sad illustration of the current state of many domestic enterprises. Thus, depending on the value and importance of adaptive capacity elements, as well as the sensitivity and readiness of the enterprise to respond quickly and in a timely manner to the challenges of the internal and external environments three enterprise adaptive behaviours: active, passive (conservative) and situational (mixed).

According to [3; 8; 9] and the authors interpretation in Table 1 enterprise adaptive behaviour models are presented.

Thus, the potential for adaptation is a multi-component set of tangible and intangible strategic enterprise resources, which enable it to adapt to a dynamic environment and are essential for the realization of opportunities and the prevention or avoidance of risks in market self-organization.

Zaitseva O. I., Betina V. O. Scientific and methodological approaches to the incorporation adaptation potential in enterprise management system strategic
Enterprise Adaptive Behaviour Models

<table>
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<th>Model поведінки</th>
<th>Enterprise Behaviour Strategy</th>
<th>Adaptive Capacity Level</th>
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<tr>
<td>Active</td>
<td>Strategic paradigm changing, establishment of new, viable business linkages and partnerships, production structure adaptation to the market demands, efficient technologies introduction and the use of environmentally friendly materials, the search for investors for innovative programs and modern forms of remuneration (direct dependence of remuneration on results), flexible network introduction, project-oriented organizational structures, social business focus, strong corporate culture.</td>
<td>The high level of adaptive capacity (0.7 - 1) is an open, proactively organized enterprise new type, ready to adapt the speed to adapt to changes is high, flexible adjustment mechanism designed to ensure strategic stability in the market environment, adaptation nature is wide, covers all the vital functions of the enterprise system.</td>
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<td>Passive (Conservative)</td>
<td>The operation of inefficient, established, traditional commercial associations, inflexible, centralized management structure, an outdated product portfolio of output, the old pricing model, costly technologies, the lack of information logistics, low organizational culture of the enterprise, the enterprise is not recognizable on the market, branding culture lack, motivated change leaders are not encouraged, resistance to change, the existence of internal competition and conflict in the divisions and corporate obscurities, the lack of common goals and inspiring mission, the company is not socially oriented.</td>
<td>The low level of adaptive capacity (0 - 0.49): The company has a low &quot;market immunity&quot;, commercial behaviour is not active, rather inertial, adaptation speed to change is low, traditional management techniques, rigidly centralized adaptation mechanism is not formed, adaptation to change is unsystematic, has multivector local character, takes place in separate units, is not linked with the overall strategy.</td>
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<td>Situational (Mixed)</td>
<td>The company strives to provide the necessary adaptive flexibility in order to be able to move to a new management style that fits the situation. Strategic programmes of how to adapt to the specific organization requirements, how to make changes and permutations most efficiently and safely, how to create adaptive capacity are being developed. Managers examine the situation, define its parameters, choose appropriate management decisions and act according to the developed plan, this stage is characterized by conflict in group decision-making methods.</td>
<td>The average level of adaptive capacity (0.5 - 0.69): the company chooses situational management, selective adaptation, depends on external environment intensity, moderate adaptation pace, balanced and reasoned management actions, adaptation to changes are implemented in phases, taking into account their impact on the enterprise subsystem, analysis of all alternatives and corresponding consequences are carried.</td>
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Conclusion. Summing up, it can be concluded that adaptive capacity formation and development is a requirement of time for all businesses, and the results of the study demonstrate the need to implement strategic adaptive management in today's business environment. The authors note that in the process of adaptive capacity incorporation in strategic management the choice of strategy is necessary to determine its compatibility with the balance of external environment and enterprise internal capabilities. Depending on the level of adaptive capacity, strength, speed, scale and predictability of changes in the market and competitive environment, the company selects the appropriate strategy and behaviour model.

References

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