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**Valentyna Chychun**, Candidate of Economic Sciences,  
Associate Professor,

<https://orcid.org/0000-0001-8691-8338>

**Halyna Polianko**, Senior Lecturer,

<https://orcid.org/0000-0002-6556-681X>

**Nataliya Maksymiuk**, Candidate of Phylological Sciences,  
Senior Lecturer,

<https://orcid.org/0000-0002-3970-2016>

Chernivtsi Institute of Trade and Economics of SUTE,  
Chernivtsi

## **ACTIVELY-ADAPTING INFLUENCE ON THE EXTERNAL ENVIRONMENT AS AN INCREASING FACTOR OF THE ENTERPRISE'S COMPETITIVE STATUS**

### *Summary*

**The relevance of the topic** is due to the fact that the modern external environment of enterprises is characterized by an extremely high level of complexity, dynamism and uncertainty. A correctly selected and built diagnostic system of adaptive processes determines the effectiveness of adapting the economic mechanism of the enterprise's functioning and the possibility of increasing the competitive status of the enterprise itself. The need for operational diagnostics of the adaptive state of the enterprise is actualized by the evidence of problematic situations in the development of the economic mechanism of the functioning of enterprises in market conditions, the need for an accelerated pace of activity regulation, strategic adjustment, management and marketing systems.

**The purpose of the study.** The purpose of the article is the generalization of theoretical provisions and substantiation of practical recommendations for ensuring the adaptation of the enterprise to the unstable conditions of the external environment. As a result it will increase the competitive status of the enterprise.

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*ECONOMICS AND MANAGEMENT OF ENTERPRISES  
ACCORDING TO TYPES OF BUSINESS ACTIVITY*

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**Methodology.** The problem of adaptive influence on the external environment, the theoretical justification of adaptation using the method of cognition and the method of deduction, the system approach was studied; the define the concept of "adaptation" we used the method of analysis. The development of practical recommendations for increasing the competitive status of the enterprise was carried out with the help of the modeling method and the analysis method.

**The results.** The problem of adaptive influence on the external environment, the theoretical justification of adaptation and the development of practical recommendations for increasing the competitive status of the enterprise were investigated. The main task of adaptive management was determined. The need to implement measures for adaptation to new environmental conditions and ensuring sustainable development, increasing the sustainability and efficiency of activities was proposed. Changes that are constantly occurring in the external environment force companies to change as well. Business enterprises give over the production of old products and master the manufacture of new ones, they look for new consumers in the market, use new technological processes, divide into smaller enterprises or on the contrary, merge with others, enter the markets of other countries or stop operating. In order to maintain financial stability, the enterprise needs following: to implement systematic control over the state of payment by buyers for the services received; to prevent the receipt and payment of low-quality, redundant or unnecessary products by clearly observing the terms of the contracts and effective work between the company's employees. Adaptation to changes in the external environment is important for all enterprises today. In order to survive and develop in the conditions of an extremely dynamic and uncertain external environment (and these are general characteristics of the modern environment of domestic industrial enterprises), enterprises need to adapt to changes, as well as actively shape their future. Therefore, strategic management plays a decisive role in market conditions, the informational basis of which is the analysis of the enterprise's macro- and microenvironment.

**Practical meaning.** By means of an active-adaptive influence on the external environment, the possibility of practical application in the future of certain measures and proposals to increase the level of the company's activity has been recognized.

**Prospects for further research.** A proposal to optimize the status increase of the enterprise requires the further study.

*Keywords:* adaptation, adaptive influence, external environment

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**Валентина Чичун**, к.е.н., доцент,

<https://orcid.org/0000-0001-8691-8338>

**Галина Полянко**, старший викладач,

<https://orcid.org/0000-0002-6556-681X>

**Наталія Максимюк**, к.філол.н., старший викладач,

<https://orcid.org/0000-0002-3970-2016>

Чернівецький торговельно-економічний інститут ДТЕУ,

м. Чернівці

## **АКТИВНО-АДАПТИВНИЙ ВПЛИВ НА ЗОВНІШНЄ СЕРЕДОВИЩЕ ЯК ЧИННИК ПІДВИЩЕННЯ КОНКУРЕНТНОГО СТАТУСУ ПІДПРИЄМСТВА**

### *Анотація*

Актуальність теми дослідження обумовлена тим, що сучасне зовнішнє середовище підприємств характеризується надзвичайно високим рівнем складності, динамізму і невизначеності. Адже правильно вибрана і побудована система діагностики адаптивних процесів визначає ефективність адаптації економічного механізму функціонування підприємства та можливість підвищення конкурентного статусу самого підприємства. Необхідність проведення оперативної діагностики адаптивного стану підприємства актуалізована наявністю проблемних ситуацій в розвитку економічного механізму функціонування підприємств в умовах ринку, потребою прискореного темпу регулювання діяльності і стратегічного коректування, і, перш за все, систем менеджменту і маркетингу.

Метою статті є узагальнення теоретичних положень та обґрунтування практичних рекомендацій щодо забезпечення адаптації підприємства до нестабільних умов зовнішнього середовища та, як наслідок, підвищення конкурентного статусу підприємства.

У статті досліджено проблему адаптивного впливу на зовнішнє середовище, визначено основне завдання адаптивного управління, запропоновано необхідність впровадження заходів щодо адаптації до нових умов середовища, забезпечення сталого розвитку, підвищення стійкості і ефективності діяльності підприємства.

Зміни, що постійно відбуваються у зовнішньому середовищі, змушують змінюватись і підприємства. Бізнесові підприємства припиняють випуск старої продукції і освоюють виготовлення нової, шукають нових споживачів на ринку, використовують нові технологічні процеси, розділяються на дрібніші підприємства, або ж, навпаки, зливаються з іншими, виходять на ринки інших країн чи припиняють діяльність на них.

Для підтримання фінансової стійкості підприємству необхідно вжити дії щодо здійснення систематичного контролю за станом сплати покупцями за отримані послуги, не допускання фактів надходження і сплати неякісної, зайвої чи непотрібної підприємству продукції шляхом чіткого дотримання умов договорів та ін. На сьогоднішній день адаптація до змін зовнішнього середовища має важливе значення для всіх підприємств. В цілях виживання і розвитку в умовах надзвичайно динамічного і невизначеного зовнішнього середовища підприємствам необхідно пристосовуватися до змін, а також самим активно формувати своє майбутнє. Тому визначальне значення в ринкових умовах грає стратегічне управління, інформаційною основою якого є аналіз макро- і мікросередовище підприємства.

Шляхом активно-адаптивного впливу на зовнішнє середовище, визнано можливість практичного застосування в майбутньому окремих заходів та пропозицій щодо підвищення рівня ефективності діяльності підприємства.

*Ключові слова:* адаптація, адаптивний вплив, зовнішнє середовище.

*Кількість джерел:* 6, *кількість рисунків:* 1.

**Formulation of the problem.** The problems of the effective operation of enterprises are associated with significant changes in the external environment and the impact on the results of its activity accordingly the problem of improving the mechanism of adaptation of the enterprise to changes in the external environment and the problem of timely response to them arises. The development and implementation of an effective system of adaptation to changes in the external environment of the enterprise contributes to its stable functioning on the market which provides a certain advantage over competitors.

Analysis of recent research and publications. The problem of applying actively-adaptive influence on the external environment was laid by such scientists as V. N. Antonov, M. Bodson, L. A. Rastrigin, S. Sastry, G. Selye, U. R. Ashby, S. Bir, V. A. Zabrodskyi, V. Prabhu and V. I. Skurikhin. They dealt with the issues of adaptation of production and economic systems. Among the specialists of the developed countries of Western Europe and the USA, who did significant contribution to the research of this topic, it is necessary to single out such authors as: U. Ouchi, F. Taylor, J. Forrester, M. Follet, A. Fayol,

R. Ackoff, D. Han, A. Chandler, R. Bramzemann, A. I. Gutstein, D. Mooney, E. Z. Maiminas, A. Reilly, E. Mayo, R. Wiener, A. Maslow, I. V. Blauberg, D. McGregor, P. Drucker, and others. Among modern Ukrainian scientists who dealt with the issues of adaptation of economic systems are N. A. Kyzym, T. S. Klebanova, V. N. Tymokhin, V. V. Prokhorova, O. O. Kucherenko, A. N. Kalinichenko, V.O. Vasyurenko and others.

**Formulation of the goals of the article.** The purpose of the article is to study the actively-adaptive influence on the external environment as a factor in increasing the competitive status of the enterprise. To achieve this goal, the following tasks are to be solved:

- definition of the concept of "adaptation";
- definition of types and approaches of adaptive management at the enterprise;
- analysis of the mechanisms of adaptation of the enterprise to changes in the external environment;
- determination of external factors influencing the competitive status of the enterprise;
- the need to introduce measures to adapt the external environment and ensure sustainable development of the enterprise.

Presentation of the main research material. In the modern business environment, the existence of any enterprise, organization or institution is impossible without high-quality and intelligent management. An important factor in ensuring continuous development and achieving a high level of competitiveness of a business entity is the ability to respond promptly and quickly to changes both from the outside and from within the organization. The question of the formation of the competitive status of the enterprise in the conditions of changing economic conditions, growing instability of the external environment and constant transformational processes that dictate new rules for market participants require increased attention from

scientists. Under the conditions of a high level of unpredictability and complexity of the external environment only adaptation can provide the enterprise with the opportunity to level the effect of negative environmental factors and ensure long-term development in the future.

Adaptation is a complex continuous evolutionary process of development and functioning of the system. And only a comprehensive consideration of this process, a systematic analysis of its regularities and principles will allow us to determine the most important directions for solving the problem of successfully adapting the enterprise to changes in the external environment and improving the efficiency of its management. The concept of adaptation is universal, it includes adaptation to changes by making amendments in the activities or internal organization of the enterprise, which relate to strategic goals, and the approach to management. The concept of adaptation is universal, it includes adaptation to changes by making amendments to the company's activities or internal operations, which relate to strategic goals, and the approach to management. This concept is used in different meanings and is the subject of independent research. In the context of ensuring economic security as an active activity it involves the process of purposeful changes in the parameters, structure and properties of any object in response to changes occurring both in the external environment of the object's activity and inside it. Different scientists interpret this definition in their own way, S. E. Pavlov described adaptation as a continuous process of purposeful, specific structural and functional adaptation of an object to the conditions of existence, which are formed under the influence of environmental factors, which manifests itself through a set of adaptive reactions of the organism to the impact made on it, K. Meyer and S. Davis defined adaptation as an evolutionary process during which

organisms or systems change their structure and behavior in order to successfully resist environmental influences [5].

There are also many interpretations and formulations taking into account the definition of the "concept of enterprise adaptation." O.O. Kucherenko defines the adaptation of the enterprise as a certain orderly set of changes made both in the enterprise development strategy and in the internal system of the enterprise, the implementation of which determines effective activity of the enterprise in changed conditions; I. S. Minko and L. K. Shamina defines the adaptation of the enterprise as the process of forced adaptation of the enterprise to changes in the conditions of existence, while changes can occur both in the external environment and in the internal environment of the enterprise; E. A. Pastukhov describes the "adaptation" of the economic system as follows: the process of fitting the economic system, its subsystems and individual elements to the changing conditions of the external or internal environment in order to ensure the survival of the system, ensure stability and establish a dynamic balance between the system and the environment. The consequence of system adaptation is the transition of its elements from one state to another, acquiring at the same time qualitatively new features, characteristics, etc.; Yu.O. Kapitanets examines the adaptation of the enterprise to the external environment in the context of ensuring competitiveness and considers it as a form in the development of the enterprise, characterized by quick response and flexible adaptation of the internal capabilities of the enterprise to future changes in the external environment of its functioning.

The process of adaptation to the competitive environment is aimed at making changes in the mode of operation of the enterprise, its structure and resource reserves in order to achieve effective adaptation to changes in the market situation and instability in the socio-economic policy of the state [1]. Since market relations involve a

change in the competitive environment, the ultimate goal of adaptation of an enterprise in a market economy is victory in the competition for consumers and sales markets as a natural result of its integrated efforts to implement an organizational and economic system of adaptation and a timely increase in competitiveness, which is the main factor of adaptation in competitive environment. To increase the competitive status of the enterprise, it is necessary to approach a multidimensional concept and to measure it, it is necessary to use special variables of adaptability, competitive advantages and results of economic activity. One of the important areas of management of "enterprise adaptation" is the development of methods of increasing its competitive advantages and adaptive properties. Adaptation aimed at survival involves purposeful actions directed to the formation of properties in the enterprise that ensure its undamaged functioning in the external environment. Adaptation which is aimed at development is used by enterprises that feel confident in the existing operating conditions and seek to increase the efficiency of their activities in order to expand the scale of production [2, p. 38]. Crisis phenomena worsen the work of almost all business entities, but depending on their stability to varying degrees, based on this, the means of development adaptation lose their relevance and the means of survival adaptation become the primary priority. The purpose of adaptation of enterprises to factors influencing the external environment is to ensure the economic security of the enterprise by increasing the efficiency of the use of financial resources, ensuring the balance of financial interests with the subjects of the external environment, strengthening or preserving its market positions to ensure the competitiveness of products. Adaptation of the enterprise to the influence of the external environment is a multi-stage process, the implementation mechanism of which consists of principles, tasks, models, methods, functions and



levels of management, as well as the regulatory and legal framework, programs and projects.

Moving to higher stages of development or, on the contrary, finding themselves in crisis situations, enterprises need to change their goals, strategies and methods of their implementation. Studying and taking into account the theoretical and practical processes of the cyclical development of enterprises will allow managers to make informed management decisions in the future. An important task is to manage the life cycle of the enterprise depending on the correct choice of the model of adaptive behavior. In the system of adaptation of the enterprise to the effects of the external environment, two components of adaptation are distinguished: the adaptive reaction of the enterprise and the actual process of adaptation [3, p. 236].

The famous scientist R.L. Ackoff believed that adaptation is a reaction to a change in conditions that counteracts the actual or possible decrease in the efficiency of the system's behavior. Changes can be internal or external. Adaptive response can be of two types. The first type is passive adaptation, when the system changes its behavior in order to improve the efficiency of its activity. Passive adaptation involves more active activities to ensure potential quality characteristics at the enterprise in a changing environment. The second is active adaptation, when the system changes the environment in such a way that its activities are effective. Active adaptation involves activities aimed at changing the external environment in order to improve the operating conditions of the enterprise or to find another more favorable environment and to build a mechanism for regulating the subsystems of the enterprise in order to influence the external environment and to create favorable conditions for the functioning of the enterprise. The adaptive response of the enterprise to the influence of the external environment means a change in the strategic goals of the enterprise or ways of achieving

these goals, which significantly affect the relations of the enterprise with the external environment. The process of adaptation should be understood as the process of making changes in the functioning of internal systems and activities of the company's divisions, accompanying the adaptive reaction [4, p. 60]. The adaptation process is considered as a complex category that has a dual nature: both as a process and as a result that characterizes adaptation from an economic point of view. Therefore, the analysis of adaptation processes should be carried out by simultaneously analyzing the process of organizational changes and evaluating their final result.

Adequate response to changes in the external environment is provided by adaptive management, which contributes to the adaptation of the internal environment higher business systems to the challenges of society. There are three main approaches to understanding adaptive management:

1) adaptation as the level of adaptability of the enterprise to the industry - understanding adaptation as a rapid change in the form of ownership, complete economic isolation, free access to foreign markets, independence in planning, production and sale of competitive products, striving for profit maximization and cost reduction, liquidation of unprofitable productions, optimization of the number of personnel, etc. Note that this understanding of adaptation is characterized by excessive "economy";

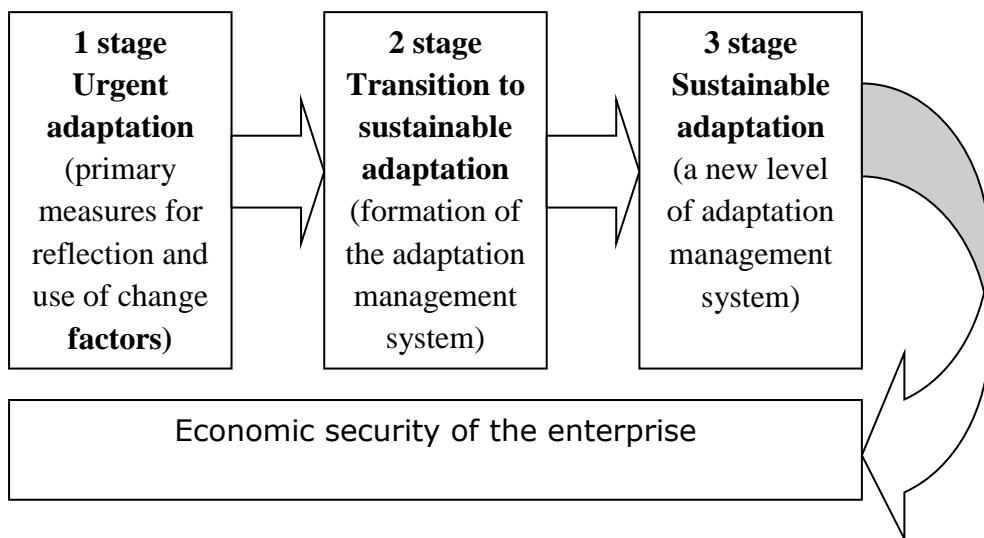
2) "survival" of the enterprise in the period of economic recession, pandemics and crises and sharp limitation of the economic functions of the state which in market conditions ceases to be a regulator and coordinator of the activities of enterprises, the main consumer of their products and an investor. It should be determined that with such an approach, the vision of the company's development prospects is lost;

3) assimilation and implementation of new methods of conducting the activities of business structures in a fundamentally different,

constantly changing internal and external environment, adaptation to the conditions of existence and activity in order to ensure the stability of functioning in the long term. According to the third approach, adaptive management means the process of changing the business structure, which ensures effective functioning and promotes an adequate and timely response to external and internal changes.

Adaptation that is aimed at development is used by enterprises that feel confident in the existing operating conditions and seek to increase the efficiency of their activities in order to expand the scale of production. Crisis phenomena worsen the work of almost all business entities, but depending on their stability to varying degrees, based on this, the means of development adaptation lose their relevance and the means of survival adaptation become the primary priority. The purpose of adaptation of enterprises to factors influencing the external environment is to ensure the economic security of the enterprise by increasing the efficiency of the use of financial resources, ensuring the balance of financial interests with the subjects of the external environment, strengthening or preserving its market positions to ensure the competitiveness of products. Adaptation of the enterprise to the influence of the external environment is a multi-stage process, the implementation mechanism of which consists of principles, tasks, models, methods, functions and levels of management, as well as the regulatory and legal framework, programs and projects [6].

In order to ensure economic security, the process of adapting the enterprise to the influence of the external environment goes through three main stages (Drawing 1).



Drawing 1. Adaptive process of the enterprise

Adaptation of the enterprise to external conditions requires timeliness, flexibility and economy, that is, it must be adequate to the state of the economy that is taking place in a specific period of time. As a result, there is a need to properly provide objective and reliable information, information from various sources, because the speed of obtaining data directly affects the speed of the company's adaptive response. According to the concept of the formation and development of adaptive management, the goal of adaptation should be consistent with the purpose of the enterprise and the main tasks for its achievement, and each enterprise should have its own system of adaptive management that is formed based on the problems and tasks that are relevant exclusively for it.

Therefore, the adaptation of modern enterprises is an objective reality. In terms of economic content, it consists of purposeful and consistent actions by the management and personnel of the enterprise based on adaptive competencies (abilities) to achieve and maintain an optimal state, ensure stability and development through the

transformation of the enterprise's activities, increase its flexibility and adaptability to changing external conditions, change algorithms of functioning in the conditions of unforeseen changes.

The primary task of adaptive management is to take care of competitive development, preservation and reproduction of competitive advantages, increase of competitive potential and competitiveness in general. It is this approach that allows solving production-economic, ecological-economic, environmental and social problems and accumulates concepts of sustainable development of the business environment. Only competitiveness will allow us to resist negative globalization processes, accumulate positive experience of European and international integration, and strengthen the state's position on the world food market. So, it is about the need to develop competitive strategic directions, scenarios, mechanisms and tools that would serve as models of adaptation to the complex conditions of the changing business environment [5, p. 170].

Considering the adaptation of the enterprise from the point of view of realization of competitive advantages, it is proposed to distinguish the following types of it: adaptation to the actions of competitors, adaptation to the influence of the state, adaptation to changes in demand for products, adaptation to the actions of suppliers, adaptation to changes in sales markets. At the same time, the implementation of the specified areas of adaptation in terms of increasing the competitiveness of the enterprise can be carried out in the following sectors of activity: structural-fundamental, scientific-technical, qualitative, operational, resource-saving, economic and organizational-management. The analysis of the competitive context of enterprise adaptability has certain drawbacks: the macroeconomic classification of industries used in official statistics is too general to present the necessary data; statistical data on the sales volumes of individual products correspond to a significant scale, since the field of activity can

cover several products; analytical data are retrospective in nature, and the direction of activity is mostly based on the results of growth prospects.

In connection with the prospects of Ukraine's accession to the European Union, the issue of adaptation of Ukrainian enterprises to the European environment is gaining relevance. In this case, the following problems must be solved for successful adaptation:

- the problem of product competitiveness;
- problems related to the transition from the accounting system to IAS (International Accounting Standards), accordingly, there is a need to improve the qualifications of employees in this area;
- problems of social adaptation in the European environment (taking into account business culture, consumer characteristics, etc.).

Enterprises introduce modern international regulations and rules into the procedures of their operational activities and corporate governance; implement special products and programs to solve social problems; disclose the provisions of sustainable development for their clients, partners, authorities and social communities; voluntarily reflect the results of their activities in areas of sustainable development based on international recommendations (GRI. IR); carry out monitoring and a set of best global practices; contribute to the development of international contacts of partner banks, entrepreneurs and young people. Enterprises are recommended to implement the following best global practice measures for adapting to new environmental conditions and ensuring sustainable development, increasing the sustainability and efficiency of operations:

- transparent decision-making procedures;
- unambiguous rules of conduct and corporate culture;
- independence of risk management and internal control;
- training and long-term motivation of personnel;

- transparent reporting according to national and international standards;
- modern and constantly developing information systems;
- quick response to changing business conditions and liquidity management;
- innovative development of technologies, operations and products.

Ukrainian enterprises, especially exporters, in order to carry out activities with other countries, are forced to invest funds in harmonizing their own production and management with the standards and norms contained in the directives and regulations of the HACCP, ISO, ESG systems. Therefore, on the basis of foreign experience and experience emerging in Ukraine, it is proposed to implement the practice of potential formation and adaptive management strategies at each enterprise; proposed principles, approaches, technologies of adaptation to environmental changes.

Today, risk is one of the main elements of enterprise activity, which must be taken into account when planning their development, it is impossible to avoid risks. In addition, company managers do not always manage to successfully exit risky situations, which can lead to negative consequences.

The functioning of organizations in conditions of risk determines the expediency of introducing risk management due to the need to take into account its impact on their activities. In one sense or another, the management of all enterprises, organizations, and institutions, without exception, carries out the process of risk management, but most often it is characterized by fragmentation, the absence of clear action algorithms, incompetence due to the failure to take into account modern methods and practices of risk management. At the same time, the influence on the activities of enterprises draws more and more attention of scientists and specialists to the problems

of risk management in view of their prevalence, diversity, manifestations of a negative aspect, which leads not only to a decrease in the level of profit, but also to the receiving losses.

The adaptive dynamic concept of modern risk management is implemented not as a one-time act, but as a process. This process of active risk damping runs parallel to the main economic activity of the enterprise. Adaptive management involves the adaptation of the enterprise to changes in the external and internal environments with the possible adjustment of operational goals, tasks and plans depending on the emerging situation. The set of methods of the economic risk management mechanism of enterprises in post-crisis conditions is very diverse, and has a large number of options for their combination, which depend on the industrial, economic, financial, market situation of the enterprise and its specifics. The mechanism of risk management can be effective if it involves the use of an adaptive approach to risk management in combination with the tools of process, anti-crisis and innovative approaches.

When developing approaches to risk management, it is necessary to be based on the following basic principles: the possibility of transferring risks; reasonable acceptance of risks; comparison of the level of accepted risks with profitability; cost-effectiveness of risk management; taking into account the time factor. From the standpoint of timely use of measures to neutralize and reduce possible losses, the following approaches to risk management are distinguished: active management, adaptive approach, conservative approach. Active management means maximum use of available information and means to minimize risks. With this approach, management influence should precede risk factors and events that may affect the implementation of the operation being performed. This approach involves the costs of risk forecasting and assessment, as well as the organization of their continuous control and monitoring. An adaptive approach to risk



management is based on the principle of adaptation to the existing situation. According to this approach, managerial influence is carried out during the economic situation as a response to a change in the environment. In this case, it is possible to avoid only part of the losses. With a conservative approach, managerial influence is delayed. If a risky event occurs, the damage from it is absorbed by all participants of the operation. In this case, management is aimed at localization of damage, neutralization of its impact on subsequent events. Often, the cost of risk management with this approach is minimal, but the potential losses can be very high.

As a result of the evolution of risk management, the concept of static risk management based on the idea of "adjustment" was replaced by the concept of active dynamic use of risk prevention tools and simultaneous creation of opportunities to increase shareholder value in the enterprise management system. The concept of active behavior is based on a more accurate and, in general, optimistic assessment of prospects. The use of this concept requires not only significantly more resources (intellectual and material), but also the adaptation of modern improved methods of administrative management. Such prompt response will be especially useful for minimizing the consequences of unexpected risks. In part, it is this aspect that has prompted multinational corporations to adopt an adaptive approach. This approach involves adjusting for forecast errors and enables to resolve all contradictions and resolve disputes in the mode of active management. The main thing that can be achieved in the process of implementing an adaptive approach is the elimination of the dangers of the negative impact of those phenomena that were not or could not be and taken into account at a certain moment.

**Conclusions from this study and prospects for further research in this direction.** So, summarizing the above, it can be stated that the adaptation of the enterprise to external conditions

requires timeliness, flexibility and economy, that is, it must be adequate to the state of the economy that takes place in a specific period of time. The successful development of enterprises in the conditions of constant changes in the environment, the formation and improvement of potential are determined by the power of interconnection and effective interaction of business processes. As a result, there is a need to properly provide objective and reliable information, information from various sources, because the speed of obtaining data directly affects the speed of the company's adaptive response. According to the concept of the formation and development of adaptive management, the goal of adaptation should be consistent with the purpose of the enterprise and the main tasks for its achievement, and each enterprise should have its own system of adaptive management, formed based on the problems and tasks that are relevant exclusively for it.

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