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MODEL OF ADAPTIVE BEHAVIOR OF ENTERPRISES IN THE CONTEXT OF TRANSFORMATIONAL CHANGES ASSOCIATED WITH THE AGGRAVATION OF THE CLIMATE CRISIS

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It is stated that in the current conditions of the activity of enterprises, the external environment acts as a catalyst for adaptive organizational changes, which in recent years has been increasingly acquiring cardinal transformations, thereby predetermining the VUCA conditions for the functioning of business entities, which requires the mandatory formation of an adaptation policy by them, as an integral part of the management system. and fundamental basis for further development. It is noted that ensuring the effectiveness of the adaptation policy, as practice shows, is possible only with the right choice of strategy and model of adaptive behavior of enterprises aimed at achieving certain guidelines for their development. It has been substantiated that the specificity of the modern conditions of managing enterprises determines the expediency of an organic synthesis of the theory of adaptation with the theory of strategic management. It is emphasized that the adaptation of the existing potential to the requirements and needs of the future involves the formation of an adaptation strategy by enterprises, which, in the conditions of accelerated transformations, in particular, as a result of the exacerbation of the climate crisis, should be determined according to the scenario approach, which will allow building a portfolio of the external environment, and, consequently, a vision of the expected the prospects for its changes on short-term and long-term time horizons. The definitions of the interpretation of the concept of “adaptation” are considered and the approaches to their formation are analyzed. It has been proved that the strategic management of enterprises, adapted to economic transformations due to climate change, should focus primarily not on solving existing problems, but on using the opportunities and strengths of the enterprise. It is emphasized that, depending on the role and importance of adaptive elements, as well as readiness for an adaptive response, it is customary to distinguish three models of behavior of enterprises, each of which determines the readiness for adaptation: a model of active, conservative and mixed behavior. Each of the models of adaptive behavior of enterprises is analyzed. The need for accelerated climate change and transformations in the economy to apply a mixed model of adaptive behavior of enterprises is substantiated.

Keywords: adaptation, adaptation policy, adaptation strategy, adaptation behavior of the enterprise.

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Introduction and problem statement

In modern conditions of enterprise activity, the catalyst for adaptive organizational changes is the external environment, which in recent years has been increasingly acquiring cardinal transformations,

thereby causing volatility, uncertainty, complexity and ambiguity (hereinafter — VUCA) conditions for the functioning of business entities [1, p. 126], which requires the mandatory formation of an adaptation policy by them, as an integral part of the management

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system and the fundamental basis for further development [2, p. 44].

Instead, ensuring the effectiveness of the adaptation policy, as practice shows, is possible only if the strategy and model of adaptation behavior of enterprises are chosen correctly, aimed at achieving the defined benchmarks of their development. Therefore, the issue of forming an adaptation strategy and model of adaptation behavior of enterprises in today's conditions is becoming particularly relevant.

Analysis of recent research and publications

Adaptation as an important category and form of change of the established existence occupies a prominent place among the problems inherent in transformational processes, primarily caused by changes in the external environment of the functioning of enterprises. And therefore, in the scientific environment, this issue is considered in a broad context. In particular, the scientific works of Wang Z., Zhao Y. and Wang B. [3], Venkatramanan V., Shah S. and Prasad R. [4], Nelson D.R. [5], Vyshnevska K. [1], Grosul V., Askerov T. [7], Donets L. [10], Kalinichenko Z. [6], Kolodina O. [11], Lepeyko T., Kryvobok K. [8], Krysko J. [9], Mishchuk E., Holiver V. [12], Yanchenko N. [2], Yaremko A. [13] and others are devoted to the issue of the formation of the adaptation policy of enterprises. Considering the essence of the concepts of “adaptation” and “adaptation policy”, scientists mainly emphasize the efficiency of the enterprise's functioning and its economic security [7,10,13], organizational-economic and social regulators [6, 8, 11], competitiveness, preservation and reproduction of competitive advantages of business entities, formation of their competitive potential. Therefore, preference is given to such tools of adaptation as restructuring, reengineering, management based on impulses, modernization, management “by weak signals”, etc. Therefore, they emphasize the need to develop mechanisms and tools aimed at ensuring the competitiveness of enterprises in the changing conditions of their operating environment. However, the defined list of tools, in our opinion, is effective only under the condition of the predicted external environment. Under the conditions of accelerated transformations, as a result of climate changes and the lack of a vision of the future, the use of the specified tools is insufficient, since the toolkit of adaptation, models of adaptive behavior of enterprises and their nature must be determined by the adaptation strategy of enterprises, formed according to the scenario approach, the flexibility of which will allow the choice of tools and options for behavior depending on the situation, the

chosen scenario and the intensity of the influence of external factors on the performance of enterprises, the study of which requires further research.

The purpose of the article

The purpose of this article is to substantiate the correctness of the choice of the enterprise adaptation strategy and the model of their adaptive behavior under accelerated transformational changes associated with the exacerbation of the climate crisis.

Presentation of the main material of the study with a full justification of the obtained scientific results

The aggravation of the climate crisis and accelerated economic transformations lead to the intensification of competition, and therefore the need for enterprises to acquire skills to work with the future, that is, not only to predict it, but also to adapt to it and respond in a timely manner [1, p. 128] because, as noted by D. Nelson, V. Yedger and K. Brown, “...for enterprises operating in conditions of high volatility, the key strategic orientations should be not just survival, but also ensuring continuous development” [5, p. 397]. The truth of this hypothesis lies in the fact that in the conditions of the present, transformation is an economic reality that requires the management of constant changes, adaptation in the face of continuous crises, and the adoption of creative socially responsible decisions in the interests of present and future generations. [6, p. 229]. Therefore, such a context provides an adaptation of the strategic characteristics and links it to the strategic transformational changes, the strategic process and the strategic content.

Seeing the future not as a source of threats, but as new development opportunities and adapting the existing potential to the requirements and needs of the future involves the formation of an adaptation policy [1, p. 128] by enterprises, which, in the context of accelerated transformations, in particular, as a result of the aggravation of the climate crisis, should be determined by a scenario approach, which will allow building external portfolio. environment, therefore, and the vision of the expected prospects for its changes in the short and long term time horizons. Therefore, the specificity of the modern conditions of managing enterprises determines the expediency of an organic synthesis of the theory of adaptation with the theory of strategic management.

In the theory of strategic management, the environment is understood as certain factors (external and internal) and conditions that directly or indirectly affect the state, functioning and development of enterprises. [7, p. 24]. From the point of view of the complexity of situations arising in the external environment, it is customary to distinguish the

following types: 1) simple situations (clear, obvious cause-and-effect relationships); 2) extraordinary situations (cause-and-effect relationships that can only be explained by specialists or experts); 3) complex situations (the presence of cause-and-effect relationships is not obvious, which does not allow identifying the reasons for their occurrence and predicting the consequences of actions); 4) a situation of chaos (random phenomena, when the course of events cannot be predicted and reproduced) [1, p. 126]. So, the adaptive development strategy of the enterprise should be flexible and provide for the development of several alternatives. Modern enterprises are able to build and structure themselves, it is only necessary to correctly initiate the desired trends of self-development. Therefore, in conditions where the problem of the need for a thrifty and rational use of resources is especially relevant, the concept of synergy should operate – a positive feedback between the elements of the potential and further development of the enterprise that follows this process. This concept should become a modern paradigm of adaptive strategic management of enterprise development [6, p. 227].

Adapted to economic transformations due to climate change, strategic enterprise management should focus primarily not on solving existing problems, but on using the opportunities and strengths of the enterprise. Researchers correlate the adaptive management systems of enterprises with the formation of flexible organizational mechanisms for functioning, adjustment of the management decision-making system, adaptation of production structures to environmental conditions, a strategy for maneuvering in the distribution and redistribution of resources, and the ability of the management system to effectively achieve short-term and long-term goals. Hence, flexibility, adaptability, self-organization should be the determining prerequisites for the development of a modern enterprise [6, p. 225], because, as A. Einstein notes, problems cannot be solved at the level at which they arose. If a problem arises, then its solution must be sought at the level of strategy formation, which determines the presence in the organization of such characteristics as innovation, competence, creativity, which are specific for the formation of key and dynamic abilities of the enterprise. [1, p. 127]. Therefore, the adaptation strategy of enterprises should be a set of possible options for action, behavior and readiness for changes in the external environment, since effective resistance to changes in the external environment is possible only when taking proactive measures aimed at maintaining its

viability and competitiveness, that is, when developing several scenarios for the future (in particular, basic, inertial, innovative, etc.).

Instead, before talking about the adaptation strategy and the model of adaptive behavior of the enterprise, we consider it necessary to consider the meaningful component of the concept of "adaptation", its signs, research methods and their information support.

Different approaches to defining the essence of the concept of "adaptation" of an enterprise are cited in the scientific literature. The concept of "adaptation" comes from the Latin term adaptation – adaptation and was introduced into scientific circulation by biologists with the aim of explaining various aspects of adaptation of living organisms to changing habitat conditions in the process of evolution. In economics, the formation of the theory of adaptation dates back to the 90s of the 20th century, when the dominant idea of management theory was "adaptation as a means of ensuring stable functioning in conditions of complexity, uncertainty and mobility of the external environment" [7, p. 24].

However, despite the ancient origin of this concept, a single opinion regarding the interpretation of its content has not yet been formed, as evidenced by the definitions given in Table.

The examination of the definitions of the concept of "adaptation" (Table) provided grounds for stating that the category "adaptation" itself has the status of a general scientific category that is used in various fields of knowledge, such as economics, management, philosophy, information technologies, ecology, etc. Instead, as S. Kaufman points out, "... no matter what we are talking about – living organisms or the economy – adaptation processes are subject to similar features" [14, p. 59]:

- firstly, adaptation is a process of active reflection that ensures self-preservation of the system in the process of its development;

- secondly, adaptation is manifested in relation to both external and internal influences;

- thirdly, adaptation is manifested as a tendency to establish a certain limit of harmony of the system with the external and internal environment [7, p. 24].

The listed features connect adaptation with the ability and readiness of the research objects to changes in the external environment. However, different types of adaptation have their specific form of manifestation, and therefore, when it comes to the adaptation strategy of enterprises, we cannot talk about a typical adaptation strategy and tactics of adaptation of enterprises to the external environment,

Definitions of the term “adaptation”

Authors	Meaningful component
Lepeyko T., Kryvobok K. [8, p. 247]	adaptation is the process of adjusting the enterprise to external changing conditions and involves a system of organizational, economic and social regulators and aims to ensure the stability of the organization's functioning in the long term
Yanchenko N. [2, p. 44]	adaptation is a complex phenomenon that includes a variety of conditions to which the system can adapt; and the ability to survive, that is, the strength of the system, which consists in preserving certain stable characteristics during the reconstruction; and directly the adjustment process itself
Krysko Zh. [9, p. 40]	adaptation is the ability to make adequate changes in a timely manner to correct the company's activities in accordance with the requirements of the external environment.
Donets L. [10, p. 41]	adaptation is the introduction of changes in the company's activities in order to ensure economic security
Mishchuk E., Goliver V. [12, p. 45]	adaptation of the enterprise is the ability to determine the enterprise's goals and the means of their achievement with the prediction of future changes with the help of situational (adaptive) analysis to strengthen competitive advantages in the changing conditions of the external environment, which requires an analysis of the economic, production, scientific and technical, financial and social spheres of enterprise activity (taking into account industry specifics).
Yaremko A. [13, p. 149]	adaptation is the process of adjusting parameters to the uncertain conditions of the external environment, which ensures an increase in the efficiency of their functioning throughout the entire life cycle
Grosul V. [7, p. 24]	adaptation - the process of timely adjustment to external unstable conditions of activity by determining the negative consequences of deviations in the enterprise's management system to ensure the stability of its functioning and development in the long term
Kolodina O. [11, p. 208]	the adaptation of the enterprise is a set of purposeful measures of the management staff of the enterprise in response to the action of environmental factors that affect the life-supporting processes of the enterprise with the aim of increasing the efficiency of activities, which occur through a balanced reorganization of connections, flows, elements in the internal environment of the enterprise in the course of mutual exchange with the external environment

since each enterprise deals with different manifestations of the influence of external factors, has its own unique operating environment and unique capabilities and resources, that is, its own unique adaptation potential. Therefore, the adaptation strategy, as well as the mechanism of strategic planning, should be unique for each enterprise [8, p. 249].

Instead, one of the main criteria for choosing an adaptation strategy should be the temporal aspect, which allows establishing the duration, speed and sequence of adaptation behavior. Time plays one of the most significant roles in adaptation processes, such phenomena as the speed of reaction to changes, the depth of the time perspective formed in the process of making relevant adaptation decisions, etc. are related to it [1, p. 126].

Such a criterion as acquired experience is not inferior in its significance when choosing an adaptation strategy. If this meaningful construction is translated into the language of strategic management, then organizational experience is the basis of knowledge formation, which occurs as a result of its synthesis with the generalization of information. It is this that allows you to build your own understanding of the external world, vision of

the future and formulation of tasks that lead to an understanding of adaptation elements [1, p. 127].

It should be noted that depending on the role and importance of adaptive elements, as well as readiness for an adaptive response, it is customary to distinguish three models of enterprise behavior, each of which determines its readiness for adaptation: a model of active, conservative and mixed behavior [8, p. 247].

The active model of enterprise behavior is most adapted to competitive market influences. It involves the development of different models of adaptive response, depending on the nature of predictive changes and the degree of their importance for the activities of the enterprise.

With a conservative model of behavior, the adaptive reaction has a forced and local character, that is, changes in the activity of the enterprise occur only when it is faced with a choice: either damage up to bankruptcy, or transformation, but only for certain aspects of the activity or in separate divisions of the enterprise, which does not have a significant impact on the activities of the entire enterprise.

With a mixed model of enterprise behavior, it is not an adaptation model that is developed, but

only its general principles and approaches to behavior in market conditions, and the adaptation itself depends on the type and degree of intensity of the impact of environmental factors: with intense exposure, the general principles of adaptation are implemented in a certain way in the activities of the enterprise, and at low intensity, the implementation of the principles of adaptation is superficial and non-systemic. [8, p. 247].

The choice of one or another model of adaptive behavior of the enterprise should be determined by the level of adaptability, which is characterized by a set of such characteristics of the enterprise as the speed of response to changes, flexibility, efficiency, rotation, economy, mobility (maneuverability), reliability [1, p. 127].

Conclusions

Thus, based on the results of the research it is stated that in the current conditions of the activity of enterprises, the external environment acts as a catalyst for adaptive organizational changes, which in recent years has been increasingly acquiring cardinal transformations, thereby predetermining the VUCA conditions for the functioning of business entities, which requires the mandatory formation of an adaptation policy by them, as an integral part of the management system. and fundamental basis for further development. It is noted that ensuring the effectiveness of the adaptation policy, as practice shows, is possible only with the right choice of strategy and model of adaptive behavior of enterprises aimed at achieving certain guidelines for their development. It has been substantiated that the specificity of the modern conditions of managing enterprises determines the expediency of an organic synthesis of the theory of adaptation with the theory of strategic management. It is emphasized that the adaptation of the existing potential to the requirements and needs of the future involves the formation of an adaptation strategy by enterprises, which, in the conditions of accelerated transformations, in particular, as a result of the exacerbation of the climate crisis, should be determined according to the scenario approach, which will allow building a portfolio of the external environment, and, consequently, a vision of the expected the prospects for its changes on short-term and long-term time horizons. The definitions of the interpretation of the concept of “adaptation” are considered and the approaches to their formation are analyzed. It has been proved that the strategic management of enterprises, adapted to economic transformations due to climate change, should focus primarily not on solving existing problems, but on

using the opportunities and strengths of the enterprise, development of adaptation strategy and selection of the model of adaptation behavior of the enterprise. It is emphasized that the model of adaptive behavior of the enterprise is the adaptation of the enterprise to changing, uncertain conditions of the environment, which ensures the increase of efficiency of functioning throughout the life cycle. It is emphasized that, depending on the role and importance of adaptive elements, as well as readiness for an adaptive response, it is customary to distinguish three models of behavior of enterprises, each of which determines the readiness for adaptation: a model of active, conservative and mixed behavior. Each of the models of adaptive behavior of enterprises is analyzed. The need for accelerated climate change and transformations in the economy to apply a mixed model of adaptive behavior of enterprises is substantiated.

The practical application of the submitted proposals will help to prevent risks and minimize their impact on the performance of enterprises.

Further research will be aimed at studying the threats and risks of enterprises associated with the aggravation of the climate crisis.

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МОДЕЛЬ АДАПТИВНОЇ ПОВЕДІНКИ ПІДПРИЄМСТВ В УМОВАХ ТРАНСФОРМАЦІЙНИХ ЗМІН, ПОВ'ЯЗАНИХ ІЗ ЗАГОСТРЕННЯМ КЛІМАТИЧНОЇ КРИЗИ

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Констатовано, що за сучасних умов діяльності підприємств каталізатором адаптивних організаційних змін виступає зовнішнє середовище, яке протягом останніх років все активніше набуває кардинальних трансформацій, тим самим, зумовлюючи VUCA умов функціонування суб'єктів господарювання, що потребує обов'язкове формування ними адаптаційної політики, як невід'ємної складової системи управління та фундаментального підґрунтя подальшого розвитку. Наголошено, що забезпечення ефективності адаптаційної політики, як свідчить практика, можливе лише за умови правильного вибору стратегії та моделі адаптаційної поведінки підприємств, спрямованих на досягнення визначених орієнтирів їх розвитку. Обґрунтовано, що специфіка сучасних умов господарювання підприємств зумовлює доцільність органічного синтезу теорії адаптації з теорією стратегічного менеджменту. Підкреслено, що адаптація існуючого потенціалу до вимог та потреб майбутнього передбачає формування підприємствами адаптаційної стратегії, яка в умовах прискорених трансформацій, зокрема, внаслідок загострення кліматичної кризи має визначатись за сценарним підходом, що дозволить вибудувати портфоліо зовнішнього середовища, а отже, і бачення очікуваних перспектив його змін на коротко- та довгострокових часових горизонтах. Розглянуто дефініції трактування поняття «адаптація» та проаналізовано підходи щодо їх формування. Доведено, що адаптоване до економічних трансформацій через кліматичні зміни, стратегічне управління підприємствами має орієнтуватись переважно не на вирішення наявних проблем, а на використання можливостей і сильних сторін підприємства. Акцентовано, що залежно від значення адаптаційних елементів, а також готовності до адаптивної реакції прийнято виокремлювати три моделі поведінки підприємств, кожна з яких визначає його готовність до адаптації: модель активної, консервативної та змішаної поведінки. Проаналізовано кожен з моделей адаптаційної поведінки підприємств. Обґрунтовано необхідність за умови прискорених кліматичних змін та трансформацій в економіці застосовувати змішану модель адаптаційної поведінки підприємств.

Ключові слова: адаптація, адаптаційна політика, адаптаційна стратегія, адаптаційна поведінка підприємства.

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