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ADAPTATION AS AN IMPORTANT FACTOR OF COMPETITIVE ENTERPRISE DEVELOPMENT

The connection between the adaptation process of an enterprise and the process of ensuring its competitiveness is explored in detail, the classification of enterprise adaptation on the basis of the scale of this process is given, as well as the theoretical approach to the analysis and formation of the overall enterprise adaptation subject to the stage of its life cycle.

Keywords: adaptation; competitiveness; enterprise; enterprise life cycle.

Анатолій М. Турило, Катерина В. Богачевська АДАПТАЦІЯ ЯК ВАЖЛИВИЙ ЧИННИК КОНКУРЕНТОСПРОМОЖНОГО РОЗВИТКУ ПІДПРИЄМСТВА

У статті комплексно досліджено зв'язок адаптації підприємства з процесом забезпечення його конкурентоспроможності, визначено класифікацію адаптації підприємства за ознакою масштабу даного процесу, наведено теоретичний підхід до аналізу і формування рівня загальної адаптації підприємства в залежності від етапів життєвого циклу підприємства.

Ключові слова: адаптація; конкурентоспроможність; підприємство; життєвий цикл підприємства.

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Анатолій М. Турило, Катерина В. Богачевская АДАПТАЦИЯ КАК ВАЖНЫЙ ФАКТОР КОНКУРЕНТОСПОСОБНОГО РАЗВИТИЯ ПРЕДПРИЯТИЯ

В статье комплексно исследована связь адаптации предприятия с процессом обеспечения его конкурентоспособности, дана классификация адаптации предприятия по признаку масштаба данного процесса, приведен теоретический подход к анализу и формированию уровня общей адаптации предприятия в зависимости от этапов его жизненного цикла.

Ключевые слова: адаптация; конкурентоспособность; предприятие; жизненный цикл предприятия.

Problem statement. Adaptation to market conditions is an integral part of market system. For enterprises as the key link within the economy, the process of adaptation is present in greater or lesser degree, in one form or another, at all stages of life cycle. Enterprise adaptation is a complex and poorly studied category. There are quite a lot of issues related to the process of enterprises adaptation, which are under discussion, with many assumptions and views. Therefore, the authors of this paper present their vision of some aspects on the subject.

Recent research and publications analysis. Such prominent scholars as R. Ackoff (1972), I. Ansoff (1999), N. Biloshkurska (2010), O. Kucherenko (2008), I. Minko and L. Shamina (2011), V. Yachmenova (2007) and many others studied the theoretical issues of the adaptation concept. Their research neither solved the issue of adap-

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tive capacity, nor sufficiently investigated the connection of enterprise adaptation and the process of ensuring competitiveness. Partly, this issue is solved in (Turylo and Bogachevska, 2014).

The purpose of this study is the analysis of adaptation features as a factor of enterprise competitive development and elaboration of the theoretical approach to the analysis and formation of the level of the overall adaptation of an enterprise subject to the phases in its life cycle.

Key research findings. Adaptation of enterprises, in our opinion, is a category, which systematically describes all sides and aspects of enterprise activity, since estimation of the ultimate goal relies primarily on economic and social criteria of enterprise development.

Adaptation of enterprises is an objective and logical process in the general development of an enterprise. However, it should be noted that objectivity and regularity of adaptation process occur only under the existence and operation of business. Adaptation is an objective process that is a part of market mechanism, and objectivity of market mechanism is sufficiently substantiated in fundamental research and confirmed by the course of development of market relations in the global economy.

Adaptation is a natural process, subject to market economic laws, one of which is the law of competition.

Adaptation of enterprises is a category, an important feature of which is dynamics, because enterprises adaptation represents a process. It is also known, that any process within an enterprise takes place in space and time. Therefore, adaptation of enterprises can be characterized more widely as a spatial-dynamic category.

Objectivity of enterprise adaptation does not mean automaticity of its optimal flows. This requires serious efforts from enterprise management.

Regularity and objectivity of the adaptation process, its relevance and significance in the enterprise development, objectively impose a requirement for it as harmony, efficiency, sociality, competitiveness, innovation, strategic importance (Figure 1).

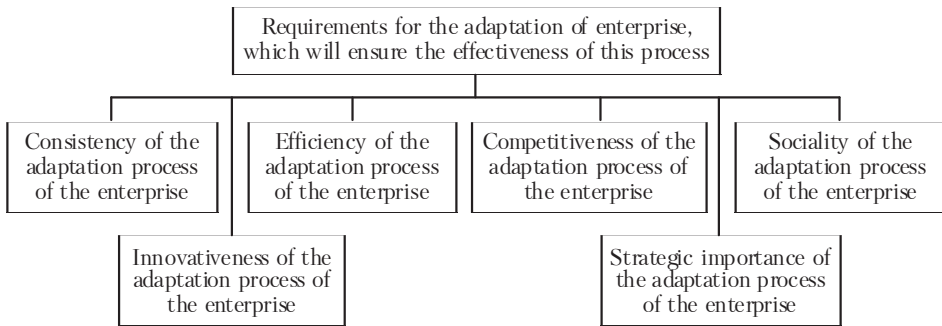


Figure 1. Requirements for adaptation of the enterprise as an objective and natural process of market economy, developed by the authors

The requirement of the enterprise adaptation process harmony lies in the fact that it should not occur by itself, but within the limits and in harmony with overall development of an enterprise (according to its strategic goals).

The requirement of efficiency of the adaptation processes is in outbalance of economic results due to losses associated with this process. Only in this sense, one can

speak about the adaptation as such and implement it. This is what makes such a diverse category as enterprise adaptation, in such cases, an economic category. Transformation of the complex and multifaceted category of enterprise adaptation into an economic category defines the obligatory nature of forecasting and planning in the enterprise framework in the process of adaptation, for it is through them one can find the answer on the reasonableness of costs and benefits of adaptation.

The requirement of sociality in the process of enterprise adaptation lies in the fact that this brings certain social effects to personnel, and through them, indirectly, additional motivation for efficient work.

The requirement of competitiveness lies in the fact that by adapting the increase of the general level of enterprise competitiveness is provided.

The requirement of innovation lies in the fact that enterprise adaptation should be carried out mainly through innovations, which should be systematic and effective.

The requirement of strategic importance lies in the fact that adaptation in the first place should ensure the implementation of strategic goals of an enterprise.

Thus, enterprises' adaptation should occupy its worthy place in the strategic development of a competitive enterprise, both scientifically and practically. The relationship between enterprise adaptation and the process of ensuring its competitiveness are shown in Figure 2.

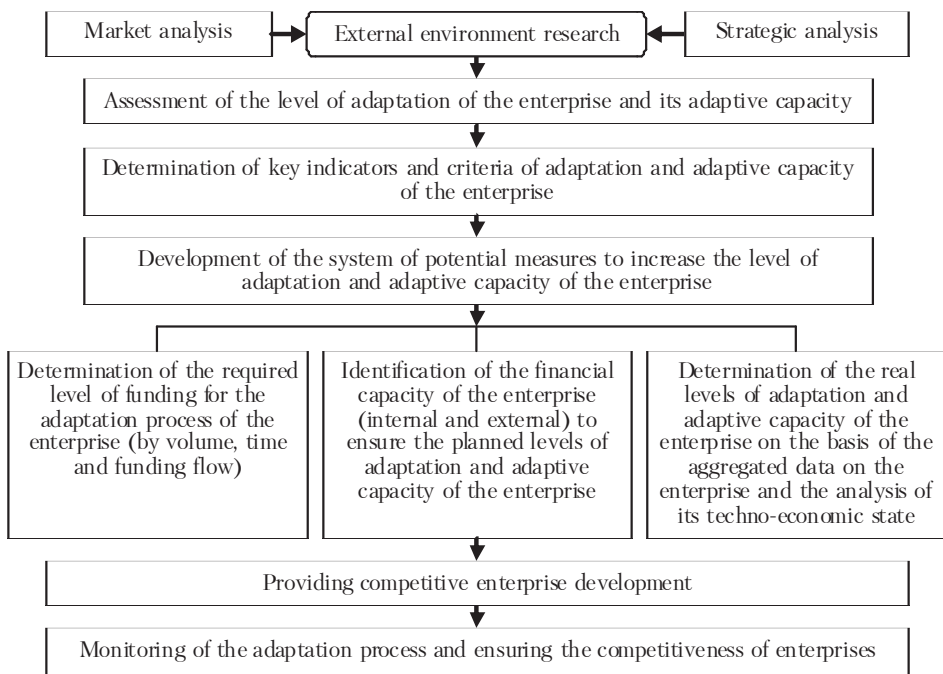


Figure 2. The relationship of enterprise adaptation and the process of ensuring its competitiveness, developed by the authors

In order to investigate the connection and the impact of enterprise adaptation on its competitiveness, as presented in Figure 3, a more detailed approach to the con-

tents and classification of enterprise adaptation is required. Figure 3 represents our vision of adaptation according to its classification on the basis of the scale and scope of enterprise activities covered by this phenomenon.

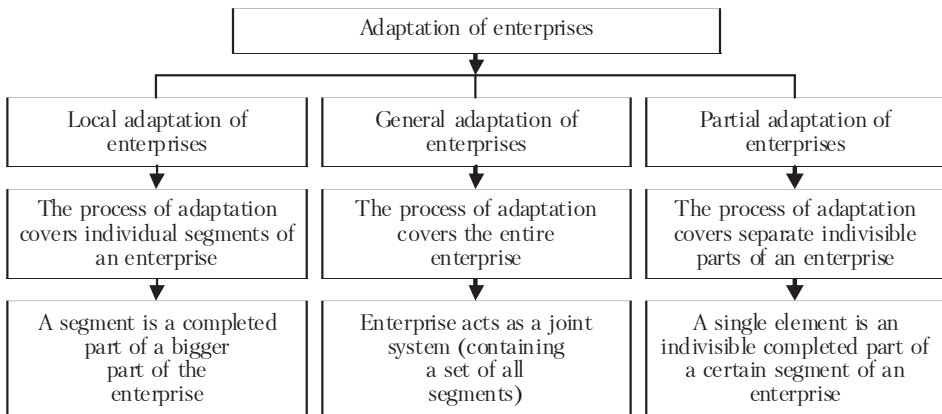


Figure 3. Classification of enterprise adaption on the basis of potential stakes of the process, developed by the authors

The key to competitive enterprise development process is its general adaptation process.

Local and partial adaptation of an enterprise are dynamic processes and their purpose is comprehensive strategy and detailed elaboration of formation, planning and providing the process of enterprise adaptation under the conditions of competition.

The higher the levels of the achieved local and partial adaptation are, the higher the level of the general enterprise adaptation is. Studies on the partial and local adaptation levels substantially increase the possibility of revealing all provisions for the increased efficiency of the general enterprise adaptation process.

An important direction of consistent and comprehensive approach to the development and planning process of adaptation at an enterprise is its analysis regarding the life cycle of this enterprise. This approach is shown in Figure 4.

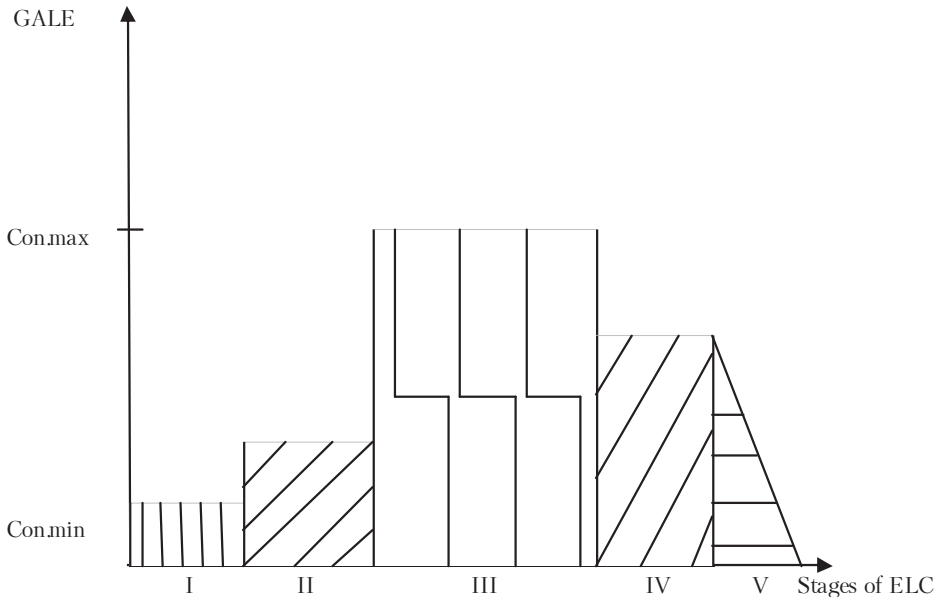
Figure 4 demonstrates that at the stage of enterprise creation the adaptation process, as such, has an absolutely minimum level ("con.min" in Figure 4) for all the aspects of external influence on the enterprise are already taken into account in the project of practical implementation of a new enterprise.

At the stage of enterprise development (the enterprise is entering the market environment) several technological and economic problems in the enterprise activity turn up and this defines the individual circumstances, associated with the enterprise adaptation process.

The most important, significant and economically important ELC stage is stage III (the stage of the enterprise sustainable development). Therefore, at this stage thorough measures to ensure enterprise adaptation are required. However, they should bring the process of adaptation to the maximum level (con.max in Figure 4).

At the ELC fourth stage it is important to do to everything to ensure the minimal economic damage to the enterprise during the process of downturn in economic

development. In this sense, the measures on enterprises adaptation are an important factor in addressing this task.



GALE – General adaptation level of the enterprise; Con.max – conditional maximum level of GAE; Con.min – conditional minimum level of GAE; ELC – enterprise lifecycle; Stage I – enterprise creation; Stage II – development of enterprise; Stage III – sustainable development of enterprise; Stage IV – downturn in enterprise development; Stage V – liquidation of the enterprise.

Figure 4. Theoretical approach to the analysis and formation of GALE depending on the ELC steps, developed by the authors

It is also important to note that analysis and formation of the adaptation process may not only be based on the enterprise life cycle, but also regarding the life cycle of a certain type of product, i.e. according to the classification of the enterprise adaptation it is a partial adaptation within the enterprise.

Conclusions and prospects for further research. In conclusion we'd like to emphasize that the enterprises activity and their dependence on external processes in the competitive environment lead to the managerial need to consider the adaptation characteristics. Thus, theoretical and methodological approaches described in this paper allow a more thorough analysis, development and planning of the adaptation process at an enterprise.

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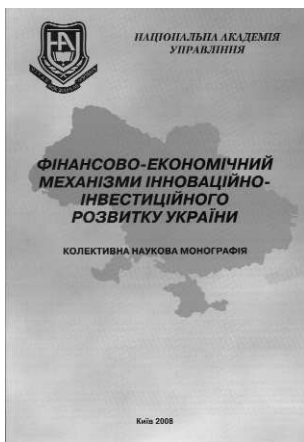
КНИЖКОВИЙ СВІТ



СУЧАСНА ЕКОНОМІЧНА ТА ЮРИДИЧНА ОСВІТА
ПРЕСТИЖНИЙ ВИЩИЙ НАВЧАЛЬНИЙ ЗАКЛАД

НАЦІОНАЛЬНА АКАДЕМІЯ УПРАВЛІННЯ

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Фінансово-економічні механізми інноваційно-інвестиційного розвитку України: Колективна наукова монографія / Кириченко О.А., Єрохін С.А. та ін.; За наук. ред. д.е.н., проф. О.А. Кириченко. – К.: Національна академія управління, 2008. – 252 с. Ціна без доставки – 25 грн.

Монографія присвячена актуальній проблемі світової та вітчизняної економічної науки, викладені теоретико-методологічні питання формування стратегії інноваційно-інвестиційного розвитку національної економіки та формування її фінансово-економічного механізму. В основу викладу матеріалу монографії покладені багаторічні дослідження науковців в галузі економічної теорії, фінансів та банківської справи, які були апробовані на сторінках авторитетного журналу "Актуальні проблеми економіки" в 2004–2007 роках. В монографії обґрунтовано шляхи переходу економічної системи України від підприємства до рівня держави на більш високий цивілізаційний рівень за рахунок створення ефективного фінансово-економічного механізму інноваційно-інвестиційного розвитку.