

ADAPTATION OF ENTERPRISES TO MARKET CONDITIONS

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At the present stage of market relations development in the context of external environmental factors that are constantly changing and affecting an industrial enterprise, the object of economic activity must not only function effectively in different conditions, but also has the capabilities and potential to plan its actions and tendencies development.

An external environment is a set of external elements that are outside the structure of an organization. It is a determining factor in the development of the organization. Most importantly – be able to adapt to any changes in the environment, otherwise there is a threat of loss of competitiveness and "backwardness" in development.

The external environment is extremely dynamic and unpredictable. Its uncertainty lies in the fact that not all economic entities have access to valuable information from the market system and the economy as a whole.

However, it is within the power of the firm to develop systems of adaptation to the external environment, allowing to make contact with it and, accordingly, to receive information about any changes. There are the following adaptation tools:

1. Creating an information system. This will reduce uncertainty at the entrance and exit of the organization, receive timely accurate information from the first person and, as a consequence, maximize the degree of protection against unforeseen circumstances. All this can be accomplished through the creation of a marketing system, a start-up and, of course, a strategic planning department.

2. Predicting possible changes in the development of the environment and implementation of strategic planning. Organization can predict the strategy and trends of the environment with the help of it, which significantly reduces the risk. In addition, the organization has the ability to set long-term goals and develop strategies to achieve them.

3. Mergers and strategic alliances. Such tactics allow organizations to change their positions in the market, to become more flexible, adaptive, stable.

4. Creating a flexible organizational structure. An organization that works on this principle, not bound by norms, traditions, and frameworks of development, is able to respond as quickly as possible to the smallest changes in the environment. Such a firm has the ability to reorient itself in a minimal time, change the direction of development and, finally, as the economy requires, radically change its specialization.

5. Establishing partnerships between the management of the organization and its staff. As a manager, he is able to delegate decision-making process,

consult with employees and give them the opportunity to show initiative and creativity, motivation and efficiency of work are rapidly growing.

Adaptation processes are a form of behavior that is constantly being improved in the course of the enterprise's operation in order to increase the efficiency of its activities in response to the environmental impact.

Adaptation enhances the industrial enterprise, creating a certain level of protection against the influence of negative factors of the internal and external environment in the future.

There are two main areas of enterprise adaptation:

1) change of the internal characteristics of the enterprise depending on the state of the environment is the internal side of adaptation;

2) the impact of the system on the environment in order to reduce the impact of negative phenomena and enhance the impact of favorable – this is the outside of adaptation.

In modern conditions of work of enterprises, it is possible to isolate the classification of different types of adaptation types, which facilitates the selection and implementation of measures to improve the activity of research objects. There are the following types of adaptations:

6. By scope:

- political
- economic
- spiritual
- ecological
- technological
- social

7. By influence on the enterprise:

- progressive – favorably influences;
- regressive – adversely affects.

8. The size of the enterprise to be adapted:

- small – changes are made by a small business;
- medium – changes are made by an average enterprise;
- big – changes are made by a large company.

9. In the direction of adaptation:

- production adaptation – change of production process;
- non-production – change of non-production component of enterprise

activity.

10. For adaptation reasons:

- external – the activity of the enterprise depends on the change of external factors;
- internal – adaptation is related to the shortcomings in the internal environment-higher enterprises.

11. By the nature of the changes:

- active – change of environment (external factors);

– passive – adjustment of internal components of the enterprise.

12. In scale:

– systemic – adaptation actions are aimed at changing the whole activity of the enterprise;

– local – adjustment of the functioning of a certain unit or a certain object of the enterprise.

Adaptation of an industrial enterprise to changes in an unstable external environment is a complex process that cannot be accomplished without the formation of a modern organizational-economic system of enterprise adaptation.

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AUSWIRKUNG DER DIGITALISIERUNG AUF BUSINESS

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Die Digitalisierung hat sich im privaten Alltag längst durchgesetzt: Über 80 Prozent der Deutschen nutzen beispielsweise ihr Smartphone, um per WhatsApp zu kommunizieren, zu shoppen oder Streaming-Dienste zu nutzen. Unternehmen tun sich mit der Digitalisierung deutlich schwerer. Viele könnten auf der Strecke bleiben, weil sie zu spät sind oder einem falschen Ansatz folgen.

Kodak ist ein gern zitiertes Beispiel: Der Weltmarktführer im Bereich Fotografie musste 2012 Insolvenz anmelden, obwohl das Unternehmen 1975 die erste Digitalkamera erfunden hatte. Kodak scheiterte, weil es nicht konsequent auf die digitale Technologie setzen, sondern sein Geschäft mit analogen Produkten nicht gefährden wollte. Kodak hatte den disruptiven Wandel unterschätzt.

Was macht die Digitalisierung aus?

Uber, Airbnb oder die Vielzahl neuer Fintechs illustrieren, worum es bei der Digitalisierung geht: Neue Technologien haben das Potenzial, ganze Branchen umzukrempeln und traditionelle Unternehmen und ihre Geschäftsmodelle zu verdrängen. Dabei geht es nicht nur darum, dass analoge Produkte durch digitale verdrängt werden. Der disruptive Wandel ergibt sich aus dem Potenzial der digitalen Daten und den daraus möglichen neuen Geschäftsmodellen. Physische Produkte oder Prozesse werden mit Hilfe der Informationstechnologie durch digitale Lösungen ersetzt, Geschäftsmodelle