

3. «Крихкий» рух уперед». Основні економічні тенденції та очікування у грудні 2025 за результатами нового щомісячного опитування підприємств. [Електронний ресурс] – Режим доступу: file:///C:/Users/%D0%9A%D0%BE%D1%80%D0%B8%D1%81%D1%82%D1%83%D0%B2%D0%B0%D1%87/Downloads/_NRES_December_25_ua_Final.pdf (дата звернення 14.01.2026)

DOI 10.70286/ISU-21.01.2026.011

ADAPTIVE MANAGEMENT OF ORGANIZATIONS IN THE ERA OF DIGITAL TRANSFORMATION

Krysko Zhanna

Ph.D., Associate Professor

ORCID: <https://orcid.org/0000-0002-6968-0759>

Department of Management, Public Administration and Personnel
West Ukrainian National University, Ukraine

Modern organizations operate in an environment characterized by profound socio-economic, technological, and institutional transformations. For Ukrainian enterprises, these challenges are intensified by war-related disruptions, supply chain instability, forced migration, changes in consumer behavior, and accelerated digitalization. Under such conditions, traditional hierarchical and rigid management models prove to be increasingly ineffective, as they are unable to ensure timely responses to rapidly evolving environmental dynamics. Consequently, adaptive management emerges as a core managerial paradigm that enables organizations to maintain stability and competitiveness in a volatile context [1; 2].

Adaptive management can be conceptualized as the systemic capacity of an organization to continuously perceive, interpret, and respond to signals originating from both external and internal environments. These signals are transformed into managerial decisions that guide the adjustment of strategy, organizational structure, and operational processes. This approach integrates strategic, organizational, digital-informational, and behavioral components of management, ensuring coherence between long-term development goals and short-term adaptive actions [2]. In the context of digital transformation, adaptive management shifts from reactive and experience-based decision-making toward data-driven, predictive, and scenario-oriented governance [3].

Digital technologies significantly enhance the effectiveness of adaptive management by generating a new quality of managerial information. Business intelligence systems, CRM platforms, customer analytics, and digital monitoring tools enable organizations to identify emerging trends, anticipate risks, and evaluate the consequences of alternative managerial decisions. In this way, digitalization transforms

uncertainty from a destabilizing factor into a manageable source of strategic insight [3].

Ukrainian enterprises increasingly demonstrate practical applications of adaptive management supported by digital tools. For example, «MOLOKIA» COMPANY applies CRM systems and sales analytics to manage customer relationships and product portfolios in the context of unstable demand and disrupted logistics, which corresponds to the logic of adaptive restructuring and strategic adjustment [4]. These tools allow the company to adjust marketing strategies and production planning in real time, thereby strengthening customer loyalty and operational efficiency.

Nova Post provides another illustrative case of adaptive management in practice. By employing big data analytics and digital logistics platforms, the company continuously monitors shipment flows and dynamically redesigns delivery routes in response to security risks, infrastructure damage, and migration-driven changes in demand. This adaptive approach reflects the dynamic capabilities framework, which emphasizes the importance of sensing, seizing, and transforming organizational resources in turbulent environments [2]. Ukrzaliznytsia has also adopted elements of adaptive management through the introduction of e-ticketing systems and passenger flow analytics, which enable more flexible management of transportation capacity and service availability, thereby enhancing organizational resilience [1].

Table 1. Manifestations of Adaptive Management in Ukrainian Enterprises

Enterprise	Key Challenge	Digital Tool	Manifestation of Adaptive Management	Result
«MOLOKIA» COMPANY	Demand and logistics instability	CRM systems, sales analytics	Flexible management of customer base and product portfolio	Increased customer loyalty
EVA Retail Chain (RUSH LLC)	Changes in consumer behavior	Omnichannel platforms, big data analytics	Transition to a digitally integrated business model	Growth of online sales
Nova Post	War-related and migration challenges	Digital logistics platforms, big data	Rapid reconfiguration of logistics networks	Continuity of service
Ukrzaliznytsia	System overload	E-services, traffic analytics	Flexible management of passenger flows	Improved service accessibility

These examples demonstrate that adaptive management in Ukrainian organizations functions as a practical mechanism for aligning digital capabilities with managerial objectives. By embedding digital analytics, customer-centric platforms, and flexible organizational structures into decision-making processes, enterprises are able to enhance resilience, mitigate the risks of maladaptation, and secure long-term sustainability [1; 3]. In the era of digital transformation, adaptive management therefore represents not merely a reaction to environmental turbulence, but a fundamental managerial capability that underpins the strategic development of modern organizations.

References

1. Lengnick-Hall, C. A., Beck, T. E., & Lengnick-Hall, M. L. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resource Management Review*, 21(3), 243-255. <https://doi.org/10.1016/j.hrmr.2010.07.001>
2. Teece, D. J. (2007). Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*, 28(13), 1319-1350. <https://doi.org/10.1002/smj.640>
3. Vial, G. (2019). Understanding digital transformation: A review and a research agenda. *The Journal of Strategic Information Systems*, 28(2), 118-144. <https://doi.org/10.1016/j.jsis.2019.01.003>
4. Krysko, Zh. L. (2009). Adaptatsiia pidpriemstva do zmin zovnishnoho seredovyscha cherez mekhanizm restrukturyzatsii [Adaptation of the enterprise to changes in the external environment through the mechanism of restructuring]. *Halytskyi ekonomichnyi visnyk*, 2, 38-42. URL: https://elartu.tntu.edu.ua/bitstream/123456789/292/2/GEB_2009_No2-J_Krisko-Turning_to_the_external_environment_company__38.pdf