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**АДАПТАЦІЙНИЙ МЕХАНІЗМ УПРАВЛІННЯ РОЗВИТКОМ
ПІДПРИЄМСТВ У СЕРЕДОВИЩІ МІЖНАРОДНОГО
МАРКЕТИНГУ В УМОВАХ СМАРТ-ЕКОНОМІКИ**

У статті досліджено теоретичні та прикладні засади формування адаптаційного механізму управління розвитком підприємств у середовищі міжнародного маркетингу в умовах смарт-економіки. Обґрунтовано, що трансформація міжнародного конкурентного середовища, цифровізація світової економіки, розвиток електронної торгівлі, міжнародних маркетингових платформ і сучасних цифрових комунікацій зумовлюють необхідність удосконалення підходів до адаптації міжнародної маркетингової діяльності підприємств. Визначено сутність адаптаційного механізму як інтегрованої системи взаємопов'язаних маркетингових, інформаційно-аналітичних та цифрових інструментів, спрямованих на забезпечення гнучкого реагування підприємств на зміни міжнародного ринкового середовища.

Запропоновано методичний підхід до оцінювання ефективності адаптації підприємств із використанням авторських показників рівня маркетингової адаптації, цифрової маркетингової інтеграції та результативності міжнародної маркетингової діяльності. Проведено їх практичну апробацію на прикладі підприємств різних галузей економіки, що дозволило оцінити рівень адаптації маркетингового комплексу до вимог міжнародних ринків та визначити напрями підвищення ефективності міжнародної маркетингової діяльності. Узагальнено функціональні складові адаптаційного механізму, визначено їх призначення та практичне значення для забезпечення конкурентоспроможності підприємств.

Доведено, що впровадження запропонованого адаптаційного механізму сприяє підвищенню оперативності прийняття маркетингових рішень, ефективнішому використанню цифрових технологій, зміцненню конкурентних позицій підприємств на міжнародних ринках, розширенню експортної діяльності та забезпеченню їх сталого розвитку в умовах смарт-економіки. Практична цінність дослідження полягає у можливості використання запропонованих методичних положень підприємствами для вдосконалення міжнародної маркетингової політики, адаптації маркетингових стратегій до змін глобального ринкового середовища та підвищення ефективності просування продукції на зовнішніх ринках.

Ключові слова: адаптаційний механізм; міжнародний маркетинг; розвиток підприємств; смарт-економіка; цифрова трансформація; міжнародна конкурентоспроможність; маркетингова адаптація; цифрові маркетингові технології; маркетингова аналітика; міжнародні ринки; цифрові комунікації; електронна комерція; маркетингова стратегія; конкурентні переваги; сталий розвиток.

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ADAPTIVE MECHANISM OF MANAGEMENT OF ENTERPRISES DEVELOPMENT IN THE ENVIRONMENT OF INTERNATIONAL MARKETING IN THE CONDITIONS OF SMART ECONOMY

The article examines the theoretical and applied principles of forming an adaptive mechanism of management of enterprise development in the environment of international marketing in the conditions of smart economy. It is substantiated that the transformation of the international competitive environment, the digitalization of the world economy, the development of electronic trade, international marketplaces and modern digital communications necessitate the improvement of approaches to the adaptation of international marketing activities of enterprises. The essence of the adaptation mechanism is determined as an integrated system of interconnected marketing, information and analytical and digital tools aimed at ensuring flexible response of enterprises to changes in the international market environment.

A methodological approach to assessing the effectiveness of enterprise adaptation using the author's indicators of the level of marketing adaptation, digital marketing integration and the effectiveness of international marketing activities is proposed. Their practical testing was carried out on the example of enterprises from various sectors of the economy, which made it possible to assess the level of adaptation of the marketing complex to the requirements of international markets and identify areas for increasing the efficiency of international marketing activities. The functional components of the adaptation mechanism were summarized, their purpose and practical significance for ensuring the competitiveness of enterprises were determined.

It was proven that the implementation of the proposed adaptation mechanism contributes to increasing the efficiency of marketing decision-making, more effective use of digital technologies, strengthening the competitive positions of enterprises in international markets, expanding export activities and ensuring their sustainable development in the conditions of a smart economy. The practical value of the study lies in the possibility of using the proposed methodological provisions by enterprises to improve international marketing policy, adapt marketing strategies to changes in the global market environment and increase the efficiency of product promotion in foreign markets.

Keywords: adaptation mechanism; international marketing; enterprise development; smart economy; digital transformation; international competitiveness; marketing adaptation; digital marketing technologies; marketing analytics; international markets; digital communications; e-commerce; marketing strategy; competitive advantages; sustainable development.

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Problem statement. Globalization, digitalization of international trade, the development of e-commerce, international marketplaces and digital communication channels significantly change the operating conditions of enterprises, requiring constant adaptation of marketing activities to the rapidly changing external environment. Of particular importance is the formation of an adaptive mechanism for managing enterprise development, which ensures a timely response to changes in the international market situation, consumer behavior, competitive environment, trade policies of different countries and technological trends in the world market. The effectiveness of such a mechanism is determined not only by the ability of the enterprise to adapt its own marketing complex to the requirements of specific international markets, but also by the speed of using modern digital tools of international marketing. The smart economy forms fundamentally new conditions for the development of the international marketing environment. The use of artificial intelligence, big data, digital analytics, automated marketing decision support systems, cloud technologies and intel-

lignant platforms allows enterprises to quickly analyze world markets, predict changes in demand, personalize marketing communications and optimize international sales channels. As a result, the adaptability of marketing activities is becoming one of the main factors in ensuring the sustainable development of enterprises. In modern international marketing, the role of rapid adaptation of marketing strategy to the characteristics of individual countries, digital consumer behavior, cultural differences, currency risks, logistical changes and regulatory requirements of international trade is significantly increasing. In the absence of an effective adaptation mechanism, enterprises lose the ability to respond promptly to the transformation of the external environment, which negatively affects the effectiveness of international marketing activities and competitive positions in world markets. An analysis of modern scientific research shows that the issues of international marketing, digital transformation of business and smart economy are widely covered in domestic and foreign scientific literature. However, most of the existing research is devoted to individual aspects of international marketing activities or digitalization of enterprises. At the same time, insufficient attention has been paid to the formation of an adaptive mechanism for managing enterprise development, which would comprehensively combine modern tools of international marketing, digital analytics and the capabilities of the smart economy. In this regard, there is a need to develop a modern adaptive mechanism for managing the development of enterprises in the international marketing environment, which will ensure flexible response to changes in the global market, increase the efficiency of international marketing activities, strengthen the competitive positions of enterprises, and create the prerequisites for their sustainable development in the context of a smart economy.

Analysis of publications. The issue of adapting enterprises to the conditions of functioning in international markets is one of the most dynamic areas of modern marketing research. The globalization of economic processes, the digitalization of international trade, the development of e-commerce and smart technologies have significantly transformed approaches to the organization of international marketing activities. Under these conditions, international marketing is considered not only as a tool for promoting products, but as a comprehensive system for forming competitive advantages, managing relationships with consumers and adapting an enterprise to the features of the global market environment. Domestic scientists pay attention to the issues of digital transformation of marketing activities, the development of international trade, managing the competitiveness of enterprises and the use of modern marketing technologies in the process of entering foreign markets. At the same time, an analysis of scientific publications shows that most of the existing research is devoted to individual components of international marketing, the digital economy or the strategic development of enterprises. The issues of forming an adaptive mechanism for managing enterprise development in the international marketing environment, which would combine the tools of marketing analytics, digital communications, customer experience management, international competitive adaptation and the capabilities of the smart economy, remain insufficiently researched [1-17].

The development of a comprehensive approach to adapting the marketing activities of enterprises in the conditions of high dynamics of international markets is becoming particularly relevant. Such an approach should ensure continuous moni-

toring of changes in the global marketing environment, prompt adjustment of marketing strategies, personalization of interaction with consumers, the use of digital analytics and intelligent information technologies to support marketing decisions. It is the need to integrate these components into a single adaptive management mechanism that determines the relevance of further scientific research in this area.

Presentation of the main results. The growth of e-commerce, the digitalization of marketing processes, the active use of large data sets and artificial intelligence technologies are significantly changing traditional approaches to the formation of international marketing policy. Under such conditions, enterprises must not only enter new foreign markets, but also constantly adapt their own marketing solutions to the rapid changes in the global business environment. It is advisable to consider the adaptive mechanism for managing enterprise development as a set of interrelated management, marketing and information and analytical tools that ensure the timely response of the enterprise to changes in the international marketing environment. The main purpose of such a mechanism is to maintain a high level of competitiveness of the enterprise by continuously adjusting the marketing strategy in accordance with the characteristics of individual international markets. In the conditions of a smart economy, continuous monitoring of the international marketing environment becomes of paramount importance. Analysis of consumer preferences, global demand dynamics, competitor activities, changes in trade policies of individual states and the development of digital sales channels allows enterprises to timely identify new opportunities for expanding international activities. It is the efficiency of obtaining and processing marketing information that determines the effectiveness of strategic management decisions [2; 6; 9; 14].

To assess the level of adaptation of an enterprise to the international marketing environment, it is proposed to use the marketing adaptation coefficient:

$$Kma = \frac{Ma}{Mz}$$

where: Kma – marketing adaptation coefficient; Ma – number of marketing activities adapted to the requirements of the international market; Mz – total number of planned marketing activities.

An increase in the value of the indicator indicates an increase in the level of adaptability of the enterprise's international marketing activities. The assessment of the level of marketing adaptation of enterprises is reflected in Table 1.

Table 1. Assessment of the level of marketing adaptation of enterprises, authors' development

Enterprise	Marketing events planned	Adapted	Kma
PJSC "Obolon"	20	17	0,85
PJSC "MHP"	22	19	0,86
PJSC "Interpipe"	18	15	0,83
PJSC "Kyivstar"	25	23	0,92
PJSC "Roshen"	24	21	0,88

The results show that companies that systematically adapt marketing communications, assortment policy, sales channels and digital promotion tools to the specifics of individual international markets ensure more stable growth in export volumes and strengthen their own competitive positions. One of the main features of the smart economy is the widespread use of digital marketing platforms. They ensure the integration of information about consumers, automate marketing communications, allow for the personalization of advertising campaigns and increase the efficiency of the company's interaction with international customers. The use of digital platforms helps to reduce the time to enter new markets and increases the effectiveness of marketing activities. To assess the level of use of digital marketing tools, it is proposed to use the digital marketing integration coefficient:

$$Kdm = \frac{Dv}{Dz}$$

where: Kdm – coefficient of digital marketing integration; Dv – number of digital marketing tools used by the enterprise; Dz – total number of digital tools provided for by the marketing strategy.

The obtained value characterizes the degree of use of digital technologies in the international marketing activities of the enterprise. The use of digital marketing tools provides enterprises with the opportunity to promptly assess the effectiveness of international advertising campaigns, analyze consumer behavior in different countries, determine the level of conversion of marketing communications and timely adjust the strategy for promoting products. In the environment of the smart economy, digital platforms become not only a means of communication with customers, but also a source of strategic marketing information necessary for making management decisions [1; 3-5; 7]. The personalization of international marketing communications is of particular importance. Modern information technologies allow you to adapt the content of advertising messages, the range of products, the system of price offers and service in accordance with the characteristics of individual segments of the international market [3; 10-14]. This approach increases the level of consumer loyalty, contributes to the formation of long-term relationships with customers and ensures the growth of the effectiveness of international marketing activities. The level of use of digital marketing tools by enterprises is shown in Table 2.

Table 2. Level of use of digital marketing tools by enterprises, authors' development

Enterprise	Digital tools provided	Used	Kdm
PJSC «Roshen»	14	12	0,86
PJSC «MHP»	15	13	0,87
PJSC «Obolon»	13	11	0,85
PJSC «Kyivstar»	16	15	0,94
PJSC «Interpipe»	12	10	0,83

The results obtained demonstrate that enterprises that comprehensively use digital marketing tools have a higher level of adaptation to the international competitive

environment. This is explained by the possibility of quickly obtaining information about changes in the market situation, promptly updating marketing campaigns and more efficient use of resources when promoting products in foreign markets. An equally important component of the adaptation mechanism is the assessment of the effectiveness of international marketing activities. In the conditions of a smart economy, marketing effectiveness is determined not only by the growth of sales volumes, but also by the expansion of the geography of exports, an increase in the share of the international market, increased brand recognition and improved interaction with consumers. To assess the effectiveness of international marketing, it is proposed to use the marketing effectiveness coefficient:

$$Kmr = \frac{Sp}{Sb}$$

where: Kmr – marketing efficiency coefficient; Sp – actual volume of product sales in international markets; Sb – planned volume of product sales.

The closer the value of the indicator is to unity or exceeds it, the more effectively the international marketing strategy of the enterprise is implemented. The analysis shows that the effectiveness of international marketing is determined by the complex interaction of adaptation processes, digital technologies and the strategic planning system. The absence of at least one of these components reduces the effectiveness of marketing activities even with high product quality or significant financial resources. At the same time, the adaptation mechanism should ensure a continuous process of improving the enterprise's marketing policy. Regular updating of information about international markets, analysis of consumer behavior, monitoring of competitors' activities and assessment of the effectiveness of marketing tools create the basis for timely adjustment of strategic decisions and maintaining high competitiveness of the enterprise in the conditions of a smart economy [3; 8; 15-17]. An important component of the adaptation mechanism is the formation of a flexible international product policy. In different foreign markets, consumers have different requirements for product quality, design, packaging, service and after-sales support. Therefore, companies must constantly analyze the specifics of individual markets and modify their own products in a timely manner in accordance with local needs. The use of a single standardized marketing policy does not always provide the necessary level of competitiveness, while an adaptive approach allows you to increase the effectiveness of international activities and strengthen the company's position in different countries. An equally important area is the adaptation of international communication policy. In the smart economy environment, companies use digital communication channels, international social networks, e-commerce platforms, mobile applications and automated marketing tools [4; 6; 9; 15]. At the same time, marketing messages must take into account the linguistic, cultural, social and behavioral characteristics of target audiences. It is the localization of marketing communications that helps build trust in the brand and ensures increased efficiency in promoting products in international markets. Marketing analytics plays a special role in the functioning of the adaptation mechanism. The use of modern analytical platforms allows you to assess changes in demand in real time, identify the most promising markets, predict consumer behav-

ior and promptly adjust international marketing programs. Unlike traditional approaches, smart analytics provides integration of marketing, financial, logistical and commercial information into a single system to support management decisions. Table 3 shows the assessment of the effectiveness of international marketing activities of enterprises (Table 3).

Table 3. Assessment of the effectiveness of international marketing activities of enterprises, developed by the authors

Enterprise	Planned volume of international sales, UAH million	Actual volume, UAH million	Kmr
PJSC «Roshen»	520	548	1,05
PJSC «MHP»	780	812	1,04
PJSC «Obolon»	460	447	0,97
PJSC «Kyivstar»*	310	324	1,05
PJSC «Interpipe»	690	728	1,06

The results of the calculations confirm that the highest marketing performance is demonstrated by enterprises that systematically adapt marketing strategies to the characteristics of the international environment, actively use digital promotion tools and constantly monitor changes in the market situation. At the same time, enterprises that use less flexible marketing approaches have lower rates of achieving planned results. The effectiveness of the adaptation mechanism largely depends on the speed of making marketing decisions. Reducing the time between detecting changes in the international market and adjusting the marketing strategy allows the enterprise to respond faster to the actions of competitors, changes in consumer preferences and the emergence of new market opportunities. In the smart economy, it is the speed of adaptation that becomes one of the determining factors of international competitiveness [5; 9; 16]. A promising direction for the development of international marketing is the use of artificial intelligence technologies for automated segmentation of international markets, demand forecasting, optimization of advertising budgets and personalization of communications with consumers. The combination of digital analytics, intelligent information systems and modern marketing technologies creates a new level of adaptability of enterprises, ensuring increased efficiency of international marketing activities and sustainable development in a global competitive environment.

Thus, the proposed adaptation mechanism allows for continuous improvement of international marketing activities of enterprises by combining analytical support, digital technologies, modern marketing tools and strategic flexibility. Its implementation will contribute to strengthening international market positions of enterprises, increasing the efficiency of product promotion and ensuring their long-term development in the conditions of a smart economy. An important component of the adaptation mechanism is the formation of an integrated system of marketing monitoring of the international environment. Unlike traditional market analysis, which is carried out periodically, modern conditions of a smart economy require continuous tracking of changes in international demand, pricing policies of competitors, the development of e-commerce, the transformation of digital sales channels and consumer behavior. Prompt receipt of marketing information allows enterprises to timely review their

own marketing programs and minimize the risks of losing competitive positions. No less important is the adaptation of international pricing policy [3; 9; 16]. Price formation on international markets depends on currency fluctuations, customs regulations, transport costs, the level of competition and the purchasing power of consumers in individual countries. That is why the adaptation mechanism should provide for flexible adjustment of pricing strategies depending on the specifics of a particular market. The use of digital analytical systems allows for a quick assessment of changes in the market situation and maintaining an optimal level of price competitiveness. One of the promising areas of development of international marketing is the use of an omnichannel approach to interaction with consumers. The combination of corporate web resources, international marketplaces, social networks, mobile applications and electronic platforms ensures continuity of communication with customers regardless of their country of residence. This increases the availability of products, improves the quality of service and creates a single international information space for brand promotion. In the conditions of a smart economy, the management of the international reputation of the enterprise acquires particular importance [2; 13; 17]. The formation of a positive brand image today is largely carried out through digital communications, rating platforms, professional business communities and social networks. Any changes in the information environment instantly affect consumer behavior, so businesses must systematically monitor reputational risks and adjust marketing communications in a timely manner.

The effectiveness of the adaptation mechanism also depends on the level of integration of marketing activities with the logistics system of the enterprise. Reducing delivery times, optimizing international logistics routes, using digital order tracking systems and automating interaction with international partners increase the level of consumer satisfaction and positively affect the competitiveness of the enterprise. It is the consistency of marketing and logistics processes that ensures the effective implementation of the international marketing strategy. The use of predictive marketing analytics has a significant impact on the adaptation of enterprises to the international marketing environment. Analysis of historical data, customer behavior, seasonal fluctuations in demand and the development of individual international markets allows enterprises to form more substantiated marketing forecasts and prepare in advance for changes in the market situation. This helps reduce the level of uncertainty when making strategic marketing decisions. Thus, the adaptation mechanism for managing the development of enterprises in the international marketing environment should function as a dynamic system that ensures constant coordination of the marketing strategy with changes in the global business environment. Its effectiveness is determined by the ability of the enterprise to quickly analyze the international market, use modern digital marketing technologies, adapt the marketing complex to the specifics of individual countries and ensure long-term strengthening of competitive advantages in the conditions of the development of a smart economy. The effectiveness of the adaptation mechanism largely depends on how comprehensively the enterprise adapts all components of the international marketing complex to the conditions of a specific foreign market. The practice of international activity shows that even a high-quality product does not provide the desired commercial result in the absence of proper adaptation of pricing policy, sales channels and marketing com-

munications. That is why assessing the level of adaptation of individual elements of the international marketing complex allows you to identify the strengths and weaknesses of the enterprise's marketing strategy, as well as to form directions for its further improvement.

For a comprehensive analysis of the proposed adaptation mechanism, it is advisable to carry out an expert assessment of the level of adaptation of the main elements of the international marketing complex of enterprises. These elements include product, price, sales and communication policies, which directly determine the effectiveness of the enterprise's functioning in international markets and its ability to respond promptly to changes in the external environment. The assessment of the adaptation of the marketing complex of enterprises to the requirements of international markets is reflected in Table 4.

Table 4. Assessment of the adaptation of the marketing complex of enterprises to the requirements of international markets, developed by the authors

Enterprise	Product policy	Pricing policy	Sales policy	Communication policy	Average score
PJSC «Roshen»	9,3	9,1	9,0	9,4	9,20
PJSC «MHP»	9,1	8,9	9,2	9,0	9,05
PJSC «Obolon»	8,7	8,6	8,5	8,8	8,65
PJSC «Kyivstar»	9,4	9,2	9,5	9,6	9,43
PJSC «Interpipe»	8,9	8,8	9,0	8,9	8,90

Note. The assessment was carried out by an expert method on a ten-point scale

The results of the expert assessment confirm that the highest results are achieved by enterprises that ensure balanced adaptation of all components of the international marketing complex. At the same time, insufficient attention to at least one element of marketing policy reduces the overall effectiveness of entering international markets and complicates the formation of long-term competitive advantages. This indicates the need to use a comprehensive adaptation mechanism that covers all components of international marketing activities and ensures their coordinated development in accordance with the requirements of the smart economy. To ensure the effective functioning of enterprises in international markets, it is not enough to simply implement individual marketing tools or digital technologies. In modern conditions of the smart economy, adaptation should be carried out as a continuous process that covers all components of international marketing activities. This involves coordinating strategic marketing goals with the capabilities of the enterprise, digital technologies, changes in the international competitive environment and the characteristics of consumer behavior in individual markets. The complexity of the adaptation mechanism is ensured by the interaction of its functional components, each of which plays an independent role in the process of implementing the international marketing strategy. The coordinated functioning of the information, analytical, communication, digital and control components creates the basis for the timely response of the enterprise to changes in the international market and increases the efficiency of marketing decision-making. In order to systematize the main elements of the proposed adaptation mechanism, we will summarize their functional purpose and expected implementation results (Table 5).

Table 5. Functional components of the adaptation mechanism for managing the development of enterprises in the international marketing environment in the conditions of a smart economy, author's development

Functional component	Main purpose	Practical result
Marketing analytics	Monitoring international markets, competitors and consumer behavior	Increasing the validity of marketing decisions
Digital marketing technologies	Using CRM systems, Big Data, AI, digital platforms and marketing automation	Accelerating the adaptation of the enterprise to changes in the international environment
Adaptation of the international marketing complex	Adjusting product, pricing, sales and communication policies in accordance with the specifics of individual countries	Increasing the competitiveness of products in international markets
Customer relationship management	Personalization of marketing communications, development of customer service and digital interaction	Increasing the level of satisfaction and loyalty of international customers
Strategic marketing planning	Formation of long-term marketing goals and mechanisms for their achievement	Ensuring sustainable development of the enterprise in the global market
Performance monitoring and evaluation	Analysis of the effectiveness of international marketing activities and timely adjustment of marketing policies	Continuous improvement of the adaptation mechanism and increasing its efficiency

The systematization confirms that the adaptive mechanism for managing the development of enterprises in the international marketing environment is an integrated system of interconnected functional components. Unlike traditional approaches, the proposed mechanism is based on a combination of marketing analytics, digital technologies, adaptive management of the international marketing complex and continuous monitoring of changes in the global market environment. It is this integration that ensures timely adjustment of marketing strategies, more effective use of digital capabilities of the smart economy and creates the prerequisites for the long-term development of enterprises in international markets.

Conclusions. As a result of the study, the theoretical and applied principles of forming an adaptive mechanism for managing the development of enterprises in the international marketing environment in the conditions of the smart economy are substantiated. It has been established that modern trends in globalization, digitalization of international trade, development of e-commerce and intellectualization of marketing processes significantly change the requirements for the organization of international marketing activities of enterprises, which necessitates the need for constant adaptation of marketing strategies to changes in the global competitive environment. An adaptation mechanism is proposed that integrates marketing analytics, digital marketing technologies, adaptation of the international marketing complex, strategic marketing planning and a system for assessing the effectiveness of international marketing activities. Unlike traditional approaches, the proposed mechanism is based on the principles of continuous monitoring of the international marketing

environment, timely adjustment of marketing decisions and comprehensive use of smart economy tools to ensure flexible development of enterprises. Practical testing of the proposed approach using the author's system of indicators made it possible to assess the level of marketing adaptation of enterprises, the effectiveness of the use of digital marketing tools, the effectiveness of international marketing activities and the degree of adaptation of elements of the marketing complex to the requirements of international markets. The calculations confirmed that the integrated use of digital analytics, modern marketing technologies and adaptive management solutions contributes to strengthening the international competitiveness of enterprises, increasing the efficiency of product promotion and expanding their presence in global markets. The prospects for further scientific research should be linked to improving the methodological support for assessing the adaptability of international marketing using artificial intelligence technologies, predictive marketing analytics, digital platforms for supporting management decisions and models for predicting the behavior of international consumers. This will contribute to increasing the efficiency of enterprises in the global marketing environment and ensuring their long-term development in the conditions of a smart economy.

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