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ADAPTIVE MANAGEMENT OF ENTERPRISE DEVELOPMENT IN THE CONTEXT OF ENSURING ECONOMIC SECURITY

Permanent changes in the external environment in recent decades lead to changes in the tactical and strategic orientations of the enterprises' functioning, which requires quick perception and understanding, as well as an operational response to them. Therefore, adaptability to external changes and the accumulation of practical experience regarding flexibility in managing the enterprises' development in the context of ensuring economic security can be considered a modern scientific trend.

Adaptive management of the enterprises' development contributes to increasing the competitiveness of enterprises and ensuring economic security through:

- increasing efficiency due to the implementation of innovative development strategies;
- effective communication, which is based on the establishment of communication links between departments, subdivisions, teams, which contributes to the prompt adoption of management decisions and the resolution of assigned tasks;
- reduction of risks, which occurs due to the identification of potential threats, their neutralization or assistance in reducing the negative impact;
- work with clients, which consists in studying the needs of consumers and quickly adapting to changes in market demand;
- improvement of quality control, which is achieved by maintaining high standards of product quality and prompt response to changes and problems that may affect the quality of products and the image of enterprise;
- activation of innovative activity, explained by the fact that the innovative orientation of enterprises is influenced by the modern needs of consumers and the successes of competitors, which causes the need to improve products and introduce new types of them;
- ensuring flexibility, which is achieved due to quick adaptation to the challenges of the external environment and adjustment of strategies;
- cost reduction, which is achieved due to adaptation to modern challenges and the use of opportunities to reduce production costs, purchase of goods, costs for marketing, sales, etc.;

- increase in profitability – based on adaptive management methods, enterprises optimize decision-making processes, which helps to maximize profit;

- the efficiency of decision-making, which is achieved through the use of digital technologies, analytical data, contributes to increasing the level of validity of decisions.

Adaptive management of the enterprises' development in the context of ensuring economic security consists in qualitative changes of outdated technologies, forms, methods and methods of organizing production processes and directions of interaction with the environment, which requires economically justified and effective organizational and technical approaches and solutions in relation to the set goals and objectives activation of innovation and investment processes [1-3]. The adaptation of the organizational structure of the enterprise to the conditions of its functioning takes place taking into account the peculiarities of the economic entity, competitive positions, the formation of conditions for achieving sustainable functioning of the enterprise in harmonious evolutionary relationships with the organizational, technological, socio-economic environment for its reconstruction. The level of typicality of external changes affects the nature of the adaptive process, because the similarity of changes makes the process of adaptation more automatic. However, drastic changes occurring in the external environment lead to discretionary adaptation.

The mechanism of adaptive management of the enterprises' development should be aimed at ensuring the economic security of enterprises and allow using the advantages of the market conditions of the economic system's functioning and maximum consideration of the enterprises' interests. The adaptive mechanism of development management is an element of the management system of enterprise, which contributes to influencing the factors that depend on the efficiency and effectiveness of the enterprise's activity as a factor of ensuring economic security.

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TRANSFORMATION OF THE APPROACH TO LABOUR SAFETY AT THE ENTERPRISE UNDER DIGITALIZATION

Today, there is a rethinking of approaches to ensuring human occupational safety and health. The prerequisites for reforms in the safety area in Ukraine are obvious. It is a change in the attitude of the owners and the employees to issues of safety at workplaces. It appears in demand for a safe and high-quality working environment, an actual decrease in accidents, need to develop a safety culture. Also, the development of innovations in production and industrial technologies in the era of Industry 4.0: modern IT technologies, the accelerating digital transformation of management and production processes, and changes in the professional data and competencies of employees put forward new requirements for the management of safety and occupational health.

Currently, reforming occupational health and safety policy in Ukraine is taking place in two key directions – at the legislation level and the digital transformation one. The need to implement international occupational health and safety standards in Ukraine acquires practical significance due to Ukraine’s aspirations to join the European Community. By signing and ratifying the Association Agreement between Ukraine and the EU, Ukraine undertook to ensure the gradual adaptation of European legislation and its implementation.

The development of new technologies making it possible to automate work processes and production digitalization impacts reforming and rethinking labour safety issues in Ukraine. Ukrainian enterprises are interested in programs that will make it possible to find digital solutions for automating routine processes to reduce injuries and improve the safety culture. Digital technology, automation and robotics, application of nanotechnology, artificial intelligence, “The Internet of Things”, “Big data”, and sensor technologies are becoming significant for increasing safety and occupational health. Ukrainian enterprises have reached such a level of development, which helps to