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EVALUATION OF ADAPTATION OF MINERAL-METALLURGICAL ENTERPRISES OF UKRAINE

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Annotation. *The logic of the retrospective assessment of adaptation of the enterprise based on the results and resource approaches is proposed. It is argued that it is expedient to analyze the totality of results of different nature on the basis of the economic condition, and resources and abilities for their use — on the basis of the potential of the enterprise. A set of indicators of adaptation estimation has been formed taking into account the specifics of the activity of the mining and smelting enterprises. The proposed approach to practice of domestic mining-metallurgical enterprises with the argumentation of the relevant conclusions is implemented.*

Key words: *adaptation, results, resources, economic status, potential, mining and metallurgical enterprises, production, sales, logistics.*

The appropriateness of the retrospective assessment of adaptation of the enterprise based on the results and resource approaches has been proved. The first approach allows us to analyze the past adaptive reactions of the enterprise, which manifests itself in the actual results achieved. The second approach makes it possible to assess adaptability as the ability to ensure that actual economic outcomes are met. It is argued that the formalization of the synthesis of various results is expedient to carry out on the basis of the indicator of the economic state, and adaptability - on the basis of analysis of resources and capabilities for their use, that is, the potential of the enterprise. The company's economic status is proposed to be evaluated according to traditional analytical projections: "Manufacturing", "Logistics", "Sales", "Finance"; but the potential — in terms of its main components: mineral raw materials, technical, technological, and intellectual. Within them, a system of indicators has been developed taking into account the specifics of the mining and metallurgical enterprises.

Estimation of the economic status of the sample of the investigated mining and metallurgical enter-

prises has allowed to note that the results of their activities are the result of situational reactive response to changing market conditions. According to the results of the analysis, a critically low level of adaptability of the sample of the investigated enterprises is established, due in the first place to the low level of innovation of technological processes, high degree of wear of fixed assets and the extensive nature of their reproduction. This discontinuities make it impossible to optimize the product structure by value added, are the reasons for the loss of promising markets and the low level of diversification of exports. Consistent long-term positioning of the investigated enterprises in the world market as producers of products with low value added, the orientation of investment resources in support of the technical and technological base in an able-bodied condition led to the loss of market positions of domestic mining and metallurgical enterprises. Managing focus on achieving the current results of activity and the lack of strategic orientation towards achieving the desired results in the long run will make it impossible to proactively react to changes in the environment of the enterprises under investigation.

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