

JEL Classification O33, O38, M21, M31

INTELLIGENT DRIVERS OF ADAPTATION OF MODERN ENTERPRISES IN THE CONDITIONS OF INDUSTRY 4.0

SAHAIDAK Myhailo,

*Professor of the Department of Economics and Entrepreneurship
Kyiv National Economic University named after Vadym Hetman*

KRYVORUCHKINA Olena,

*Associate Professor of the Department of Economics and Entrepreneurship
Kyiv National Economic University named after Vadym Hetman*

Annotation. *The basic changes of the business environment under the influence of the key trends of "Industry 4.0" are determined. The main intellectual drivers of adaptation of enterprises and the forecast transformation of their hierarchy are updated. The key competencies of the staff are structured. It is established their interrelation with ensuring the adaptation of enterprises to the conditions of the Fourth Industrial Revolution. Grounded the priority directions of competence development of the future.*

Keywords: *adaptation, "Industry 4.0", competency, competence, intelligent drivers*

The basic changes of the business environment under the influence of scale of key trends of "Industry 4.0" are determined. It is proved that modern threats to business growth in Ukraine are the risks of personnel shortage. It updates the problems of intellectual drivers of adaptation of domestic enterprises. The main trends of the concept "Industry 4.0" are systematized. Taking into account the fundamental changes in the business environment in the context of Industry 4.0, the intellectual determinants of adaptation of modern enterprises are described and directions of their activation are determined. It is established that the historical sources of modern intellectual drivers were based on the concept of "dominant logic", as the adequacy and timeliness of managers' responses to changes of different nature, taking into account the specifics of business and managerial experience. The accumulation of empirical data allowed to form a certain construct of the hierarchy of intelligent adaptation drivers for enterprises, taking into account the competences of the future and the fundamental changes that will take place in the modern business environment. It is proved that the mental and cognitive factors of ensuring the effective functioning and development of companies in the conditions of dynamic changes in the environment of the economy should be supplemented with a list of modern intellectual determinants of adaptation, namely talent, creativity, spontaneity in decision making and ideas existing in the

subconscious of the subjects of management and determine the feeling of special situations and ways of acting in them; the possibilities of adequate operationalization of the future, the content of changes and procedural changes to achieve the desired state of the enterprise, creative imagination; the ability to use unpredictable circumstances and randomness.

The guidelines of modern enterprise management are determined, which include the correspondence and timeliness of actions of nature management of changes; "Natural selection" of best practices and acquisition of new skills and the development of professional competences, providing the optimal combination of self-organization and flexible approaches to enterprise management. Significant potential in this context is the practice of personal development of personnel and involvement of employees as the basis for creating a culture of complicity, the positive effects of which are increased responsibility, initiative and going beyond purely professional responsibilities.

Defined priority directions of activation of intellectual factors of adaptation of modern enterprises, namely: use of the latest tools of personal development practices of personnel, creation of a team of changes, formation of an ecosystem of relations, which allows coordinating the interests of different groups of stakeholders on the basis of constructive communication interaction and digital technologies.

Implementation of the above-mentioned directions leads to the expediency of applying the principles of management, according to which top man-

agers should occupy the most talented and creative subjects, regardless of their social and economic background.

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