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Myroslav Kryshchanovych

D.Sc. in Public Administration,
Professor of the Department of
Pedagogy and Innovative Education,
Lviv Polytechnic National University,
Lviv, Ukraine;
e-mail: mf0077@ukr.net
ORCID: [0000-0003-1750-6385](https://orcid.org/0000-0003-1750-6385)
(Corresponding author)

Dmytro Mishchenko

D.Sc. in Public Administration,
Professor of the Department of
Marketing, University of Customs and
Finance, Dnipro, Ukraine;
ORCID: [0000-0003-0278-7209](https://orcid.org/0000-0003-0278-7209)

Veronika Chala

D.Sc. in Economics, Professor of the
Economic Theory and International
Economic Relations Department,
Ukrainian State University of Science
and Technologies, Dnipro, Ukraine;
ORCID: [0000-0002-2233-2335](https://orcid.org/0000-0002-2233-2335)

Pavlo Fisunencko

D.Sc. in Economics, Professor of the
Real Estate Development, Finance,
Accounting and Marketing Department,
Ukrainian State University of Science
and Technologies, Dnipro, Ukraine;
ORCID: [0000-0002-1339-5860](https://orcid.org/0000-0002-1339-5860)

Olha Tadeoshchuk

Candidate of Economy Sciences,
Associate Professor of the Department
of Management, Lviv University of
Trade and Economics, Lviv, Ukraine;
ORCID: [0000-0001-9416-8055](https://orcid.org/0000-0001-9416-8055)

Iryna Prokopenko

PhD in Economics, Department of
Management and International
Business, Lviv Polytechnic National
University, Lviv, Ukraine;
ORCID: [0000-0003-3178-7187](https://orcid.org/0000-0003-3178-7187)

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ASSESSMENT OF THE EFFECTIVENESS OF THE ADAPTIVE STRATEGY FOR MANAGING MARKETING ACTIVITIES OF OPEN SOCIO-ECONOMIC SYSTEMS THROUGH THE FORMATION OF SECURITY CONDITIONS FOR FUNCTIONING

ABSTRACT

The article identifies the features of the formation of an adaptive strategy for managing marketing activities of open socio-economic systems operating in a changing market environment. The need for a balanced approach is proven, which combines measures to improve marketing processes with the formation of security conditions for the enterprise's activities. For the purpose of in-depth analysis, the feasibility of using the method of forming complex assessments is substantiated, which allows quantitatively assessing the contribution of each component of the adaptive strategy, taking into account the probability of risks and potential benefits. The effectiveness of the expert analysis method is also established, thanks to which experts' assessments of the real suitability and flexibility of the developed strategy in conditions of market instability were obtained. The study characterized the main elements of the proposed adaptive strategy: direct and indirect forms of response to market challenges, hard and soft management mechanisms, and permanent and promising tools for ensuring the security of functioning. Based on the integration of comprehensive assessments and expert opinions, it is proven that the developed strategy not only provides a higher level of consumer satisfaction and growth in financial indicators but also contributes to the formation of sustainable reputational capital. At the same time, the possibilities for effective resource allocation and targeted prevention of possible crisis situations are expanded. Thus, it has been established that the proposed methodology for assessing and building an adaptive strategy for managing marketing activities of open socio-economic systems, which covers both quantitative indicators and an expert approach, is an effective tool for increasing the flexibility and security of the functioning of enterprises in modern conditions.

Keywords: adaptive strategy, marketing activities, open socio-economic systems, security conditions of functioning, method of forming comprehensive assessments, expert analysis, competitiveness

JEL Classification: M12, M31

INTRODUCTION

In the modern economy, the transition of commodity producers in their activities to marketing principles, methods, functions, and methodological approaches marked a real revolution in the organization, management and control of the process of activity of such open socio-economic systems as enterprises. Each enterprise is part of the environment, and the task of managing this enterprise is to establish optimal relationships between it and the environment in which it operates. Given that the conditions for the activities of Ukrainian enterprises are becoming increasingly dynamic and complex, the study of all available opportunities for their profitable operation is quite relevant. First of all, this means studying the needs and capabilities of buyers, dividing the market into segments, identifying the most promising ones, and allocating products accordingly. Marketing strategy plays a basic role in the development of the enterprise's strategy

and performs an important forecasting function, which consists of analytically and scientifically predicting the future state of all subsystems and individual elements in the relevant management decisions, the result of which is the formation of strategic alternatives for marketing strategies for such open socio-economic systems as enterprises. At the same time, we also note that the importance of changes in the adaptive strategy for such open socio-economic systems as enterprises is determined by the contradiction between the practical goals of the enterprise and the current situation. Recently, more and more enterprises have resorted to developing development strategies and, accordingly, to strategic planning. Strategic planning allows the enterprise to determine its goals and what it needs to strive for, with the help of which to develop its business or simply survive in increased competition.

LITERATURE REVIEW

The relevance of this study, the essence of which lies in the formation of an adaptive strategy for managing the marketing activities of open social economic systems, is due to the fact that today enterprises face difficult conditions for conducting business and increased competition in the market. This situation forces enterprises to search for and implement new management mechanisms that would allow the latter to quickly respond to changes in consumer interests, economic conditions and technological development. It is the ability or inability of an enterprise to effectively adapt to market fluctuations and promptly integrate innovative measures that become a decisive condition for its survival and further development.

It should be noted that the connection between effective marketing management and the competitiveness of an enterprise is direct and strong since well-thought-out and balanced marketing activities determine the latter's ability to fully satisfy the interests of consumers and the ability to improve its share of influence on the market while maintaining its resilience to external conditions. The importance of forming long-term adaptive strategies for enterprise development is constantly growing due to the significant level of environmental turbulence, where innovations and changes are dynamically manifested. At the same time, dependence on global supply chains, only increasing the interconnections between national economies, multiplies the vulnerability of enterprises to external factors. This situation requires the management system to implement monitoring activities not only in relation to local but also global trends, ensuring prompt adaptation of internal processes to new conditions. In this context, marketing activities, including such processes as market analysis, design of competitive advantages of goods, pricing, communication and distribution formation, perform an important strategic function, while becoming the key to maintaining and increasing the level of competitiveness. At the same time, due to the high complexity of modern market conditions, the analysis and formation of adaptive strategies for marketing activities should include an interdisciplinary approach, the methodology of which should be based on an effective synthesis of economic, managerial and social theories. Thus, the use of modern tools for the formation of complex assessments allows for a detailed assessment of the weight of each component of the marketing strategy, while determining the overall level of effectiveness. This approach determines the scientific novelty of the study since it integrates quantitative (expert assessment and questionnaires) and qualitative analysis (definition of trends and study of motivational factors), which makes it possible to more comprehensively and fully influence strategic decisions on business development.

In principle, it can be argued that the scientific and practical literature is oversaturated with works on the formation and implementation of marketing strategies. For example, Taherdangkoo, et al. (2019) and Borutska, et al. (2024) note that the socio-cultural characteristics of consumers of the enterprise's products, and other features of the external environment require the enterprise to form adapted marketing strategies within the framework of a common business strategy. Such adaptation is especially relevant for enterprises that radically change the geography of their sales. Adaptive solutions for different markets (their segments) lead to the emergence of many variations of the marketing strategy for certain products of the enterprise, which further contributes to strengthening the competitive position of the enterprise in different markets. We agree in the context of the need for adaptation. In our opinion, adaptation is not a crisis process and naturally changes under the influence of certain factors. Chiang, (2019) and Hoffman, (2022) also say that the issues of marketing strategy and its components have been studied by a large number of theorists and practitioners, but there is currently no systematic classification of marketing strategies of the enterprise. Also, in the field of formation and implementation of marketing strategies, there are a significant number of unexplored issues, which necessitates the search for specific algorithms and approaches to implementing marketing tools in the activities of the enterprise that increase the effectiveness of the enterprise's marketing efforts. However, they immediately emphasize that assessing the effectiveness of the components of such strategies is still relevant and new. But at the same time, as Gupta et al. (2020) and Kolisnichenko, et al. (2023) rightly point out, the development of a marketing strategy involves determining ways to achieve the enterprise's marketing goals, taking into account the market requirements and capabilities of the enterprise. The place of this stage in the structure of strategic marketing management (strategic adaptive marketing) is decisive since it is at this stage that strategic

behaviour planning takes place and a system of strategic marketing goals is determined. To strengthen the review of current research trends, it is important to mention the contribution of Shanmugam et al. (2023), who emphasize the catalyzing role of artificial intelligence in digital marketing. According to their findings, artificial intelligence significantly improves both profitability and market potential by automating decision-making processes, personalizing consumer interactions, and enabling real-time market responsiveness.

We partially agree with the opinion of Juščius, (2006) and Gligor, (2019) that when developing an adaptive marketing strategy, enterprises operating in different markets should take into account local differences in language, cultural, legal and regulatory requirements and distribution channels. Offering standard products in all territories can lead to failure if the product does not meet the standards, requirements and rules of the local market. In fact, it becomes obvious that it is precisely modern conditions that require socio-economic systems to form an effective adaptive marketing management system capable of managing their strategic activities. In particular, it is necessary to conduct an analysis of market opportunities, select target markets, develop an effective marketing strategy and successfully use market tools in their activities. Thus, a marketing strategy is a set of basic decisions aimed at achieving the goals of the enterprise, taking into account its own capabilities, as well as environmental factors. An effectively developed marketing strategy will help a company function in a dynamic market environment (Frösén, 2016; Elgarhy, 2023). But first, it must be properly evaluated.

AIMS AND OBJECTIVES

The purpose of the study is to develop and substantiate an effective adaptive strategy for managing marketing activities in open socio-economic systems, which takes into account the need to create safe conditions for functioning and is based on the principles of flexibility, stability and an innovative approach. In this regard, the tasks include: identifying key components of adaptation assessing their impact on marketing activities; and forming methodological foundations for a comprehensive assessment of effectiveness, including quantitative and expert analysis.

METHODS

The assessment is based on a methodology for forming comprehensive assessments, which defines a system of formal and expert procedures. The use of the method of forming complex assessments makes it possible to determine the integral indicator of the effectiveness of the adaptability of the marketing strategy through a quantitative assessment of a number of criteria.

The first stage of this method is the identification of key success factors, in particular the flexibility of production processes, the availability of innovative infrastructure, a balanced marketing budget, personnel qualifications and the stability of partnerships. In the next step, an assessment scale is formed for each factor (the limits of this scale will be within the range from minimum to desired efficiency). Based on this scale, a system of weighting coefficients will be formed, reflecting the relative importance of each of the criteria for the overall result. The calculation of the complex assessment will occur through the aggregation of points and weights, which will allow for obtaining the final index of the effectiveness of the selected strategy.

The second key research method is expert analysis. This method involves the involvement of competent specialists to assess the relevant aspects of marketing activities and risks associated with the adaptation of strategies. In practice, this method includes the development of questionnaires and scenarios that will be assessed by experts according to certain criteria and conditions. Before experts begin their work, they receive all the necessary reference materials and data on the system being studied, key indicators and planned strategic changes. As a result of the expert analysis method, experts provide their professional assessments, which will then be converted into quantitative indicators on a developed scale (for example, probability and level of impact). This will allow them to be integrated with the data obtained through the previous method.

RESULTS

We will form the author's vision of an adaptive strategy for managing marketing activities of open socio-economic systems through the creation of secure operating conditions taking into account modern requirements for implementing marketing activities in today's conditions (Figure 1).

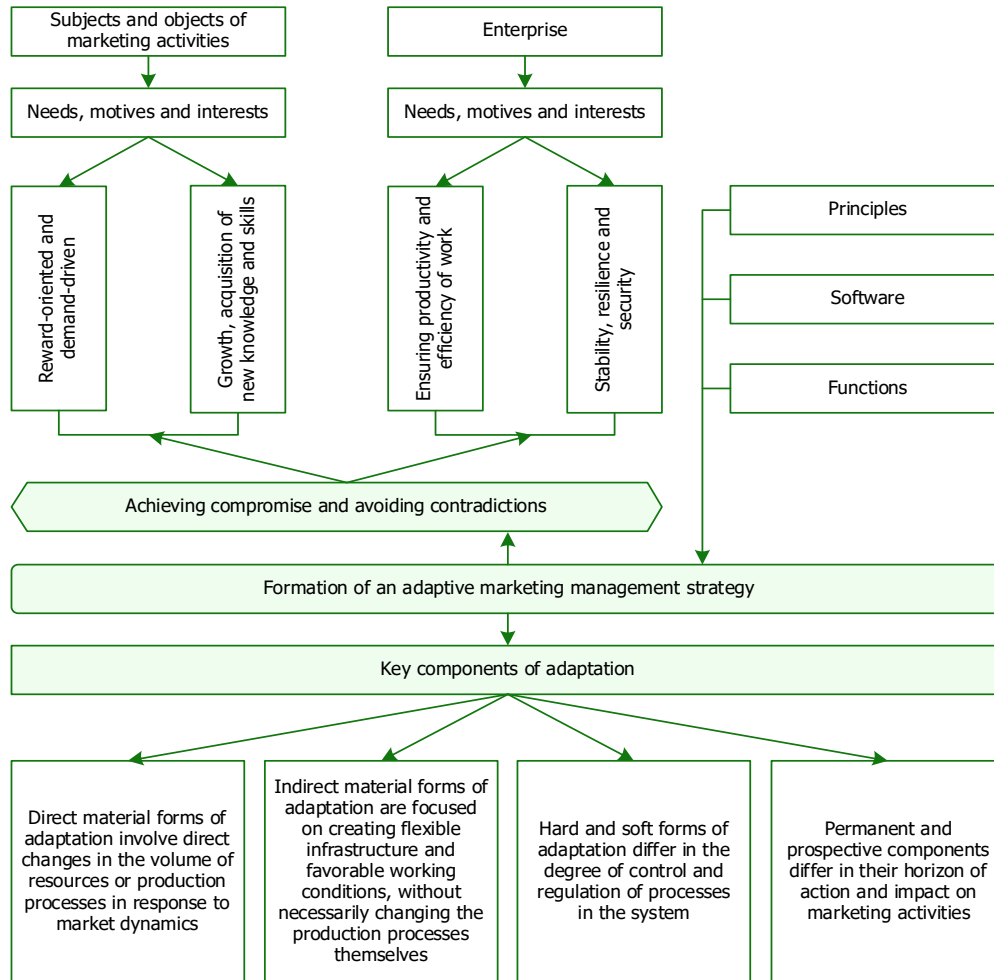


Figure 1. Adaptive strategy for managing marketing activities of open socio-economic systems through the creation of secure operating conditions.

So, as noted in Figure 1, the author's view of the adaptive strategy for managing marketing activities of open socio-economic systems through the creation of safe conditions for functioning provides for four key components for adaptation, based on which we will assess its possible effectiveness through the experts involved, who have previously familiarized themselves with them and presented their assessment results through a questionnaire. The list of components itself will be separately grouped and given conventional designations for the convenience of further modelling (Table 1).

Table 1. Components of the adaptive strategy used to assess its potential effectiveness.		
Components	The essence of the component	Marking
Direct material forms of adaptation	Increase in production capacity. It involves increasing capacity, for example, through equipment modernization or attracting additional resources. Such a step allows you to respond more quickly to increased demand and form a margin of safety against potential market fluctuations. As a result, the company gains a competitive advantage due to the ability to promptly meet consumer needs	CM1
	Optimization of logistics chains. It is based on reviewing supply routes, warehousing and distribution of goods, taking into account current market requirements. This reduces time and money costs and minimizes risks from delays or disruptions in supply. Ultimately, the level of service improves and the reputation is strengthened	CM2
Indirect material forms of adaptation	Investment in information systems. This creates new ways of segmenting the market and personalizing offers. In the long term, this reduces operating costs and increases customer loyalty	RM1
	Development of partner networks. This involves entering into strategic alliances and cooperation with suppliers or distributors to strengthen market positions. Such interaction allows for the exchange of resources and experience, which accelerates adaptation to market changes. As a result, a sustainable business ecosystem is formed, where partners mutually strengthen each other's competitive advantages	RM2

(continued on next page)

Table 1. Continued.

Components	The essence of the component	Marking
Hard and soft forms of adaptation	Business process regulation (hard form). Clear quality standards, deadlines for completing tasks and the responsibility of each employee are established. This approach reduces the risk of inconsistencies and increases the effectiveness of communications in the team. However, it requires regular updating of regulations to take into account dynamic market changes	PR1
	Training and personnel development (soft form). Focuses on improving employee skills, team building and creating a positive climate in the team. Continuous learning contributes to the generation of new ideas and increases innovation and staff involvement. As a result, the company receives a more flexible organizational structure and better adapts to market challenges	PR2
Permanent and prospective components	It consists of supporting critical processes, such as continuous supply of resources, backup of important systems and risk planning. Constant focus on core operations ensures reliable operation of the company under normal and crisis market conditions. This creates a basis for the safe implementation of changes and innovations	HM1
	The emphasis is on researching untapped segments, forecasting future trends and forming long-term partnerships. This approach allows you to be a "carrier of change", preparing resources and competencies for new challenges in advance. As a result, this increases the chances of leadership positions and determines the vector of sustainable development	HM2

In essence, we have that, in our opinion, assessing the effectiveness of the set of components of an adaptive strategy makes it possible to determine a generalized indicator that characterizes the level of effectiveness of marketing management of open socio-economic systems through the creation of safe operating conditions, which is achieved through the application of a set of selected methods and, accordingly, the entire strategy (Figure 2).

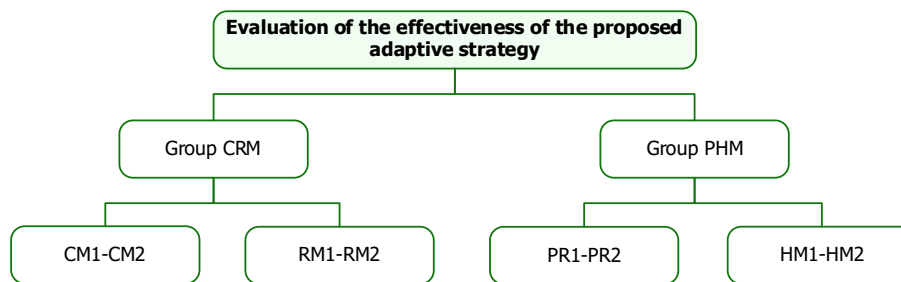


Figure 2. Tree for assessing the effectiveness of the adaptive strategy for managing marketing activities of open socio-economic systems through the creation of safe conditions for functioning.

In order to obtain an adequate assessment, an assessment scale was developed. Each value of the scale corresponds to some qualitative characteristic of the effectiveness of the key components of the proposed adaptive strategy for managing marketing activities of open socio-economic systems (Table 2).

Table 2. Scale for assessing the effectiveness of the adaptive strategy for managing marketing activities of open socio-economic systems through the creation of safe conditions for functioning.

Score j	Level	Probability	Safety level at the enterprise
:1	Minimum efficiency	Very low	Will significantly deteriorate
:2	Low efficiency	Low	Will partially deteriorate
:3	Acceptable efficiency	Significant	Will remain unchanged
:4	High efficiency	High	Will partially improve
:5	Desired efficiency	Very high	Will significantly improve

Let us now proceed directly to the evaluation of the initial components of the adaptive strategy for managing marketing activities of open socio-economic systems. To begin with, it is necessary to distribute the probability of the effect values t^*_{ij} (since we have 5 probabilities according to Table 2, then t will be 5) from the application of the groups of components of the proposed adaptive strategy selected by us (Table 3).

Table 3. Probability distribution of the effect values t^*_{ij} from the application of our selected groups of components of the proposed adaptive strategy (CRM/PHM).

t^*_{ij}	t^*_{i1}	t^*_{i2}	t^*_{i3}	t^*_{i4}	t^*_{i5}
t^*_{1j}	0	0.13	0.58	0.29	0
t^*_{2j}	0.03	0.45	0.52	0	0

The next step is to construct convolution matrices for the next level of aggregated components of the proposed adaptive strategy (Table 4).

Table 4. Logical convolution matrix for CRM and PHM groups of components of the proposed adaptive strategy.

	PHM					
	t21	t22	t23	t24	t25	
CRM	t11	2	3	3	4	4
	t12	2	3	4	4	4
	t13	3	4	4	4	5
	t14	3	4	4	5	5
	t15	4	4	5	5	5

Based on the above logical convolution matrix, we will describe the probability of using the CRM and PHM groups of components of the proposed adaptive strategy (Table 5).

Table 5. Probability of application of the main components for different cases when making and implementing management decisions in the context of marketing activities of open socio-economic systems.

J	Cases of application of components	Probability of obtaining a positive effect t_{ij}^*	Probability of using components according to the t_{ij} strategy
Minimum efficiency	the chance of simultaneous application of CRM and PHM is 0	T_1	0
Low efficiency	the chance of simultaneous application of CRM and PHM $j=1$	T_2	$t_{11}*t_{21}+t_{12}*t_{21}$
	the chance of application of CRM is small $j = 2$, and PHM is extremely small $j = 1$		
Acceptable efficiency	the chance of application of CRM is extremely small $j = 1$, and PHM is small $j = 2$	T_3	$t_{11}*t_{22}+t_{11}*t_{23}+t_{12}*t_{22}+t_{13}*t_{21}+t_{14}*t_{21}$
	the chance of application of CRM is extremely small $j = 1$, and PHM is significant $j = 3$		
	the chance of simultaneous application of CRM and PHM is small $j = 2$		
	the chance of application of CRM is significant $j = 3$, and PHM is extremely small $j = 1$		
High efficiency	the chance of application of CRM is high $j = 4$, and PHM is high $j = 4$	T_4	$t_{11}*t_{24}+t_{11}*t_{25}+t_{12}*t_{23}+t_{12}*t_{24}+t_{12}*t_{25}+t_{13}*t_{22}+t_{13}*t_{23}+t_{13}*t_{24}+t_{14}*t_{23}+t_{15}*t_{21}+t_{15}*t_{22}$
	the chance of application of CRM is extremely small $j = 1$, and PHM is extremely high $j = 5$		
	the chance of application of CRM is small $j = 2$, and PHM is significant $j = 3$		
	the chance of application of CRM is small $j = 2$, and PHM is high $j = 4$		
	the chance of application of CRM is small $j = 1$, and PHM is extremely high $j = 5$		
	the chance of application of CRM is small $j = 2$, and PHM is significant $j = 3$		
	the chance of application of CRM is small $j = 2$, and PHM is high $j = 4$		
	the chance of application of CRM is small $j = 2$, and PHM is extremely high $j = 5$		
	the chance of using CRM is significant $j = 3$, and PHM is low $j = 2$		
	the chance of using CRM and PHM simultaneously is significant $j = 3$		
	the chance of using CRM is significant $j = 3$, and PHM is high $j = 4$		
	the chance of using CRM is high $j = 4$, and PHM is low $j = 2$		
Desired efficiency	the chance of using CRM is high $j = 4$, and PHM is significant $j = 3$	T_5	$t_{13}*t_{25}+t_{14}*t_{24}+t_{14}*t_{25}+t_{15}*t_{23}+t_{15}*t_{24}+t_{15}*t_{25}$
	the chance of using CRM is extremely high $j = 5$, and PHM is extremely low $j = 1$		
	the chance of using CRM is extremely high $j = 5$, and PHM is low $j = 2$		
	the chance of using CRM is significant $j = 3$, and PHM is extremely high $j = 5$		
	the chance of using CRM and PHM simultaneously is high $j = 4$		
	the chance of using CRM is high $j = 4$, and PHM is extremely high $j = 5$		

Now we substitute the values from Table 4 into the expressions from the last column of Table 5 and obtain the values of Q1, Q2, Q3, Q4 and Q5. The results obtained allow us to calculate a generalized assessment of the effectiveness of the proposed adaptive marketing management strategy. Therefore, the assessment is carried out according to formula (1):

$$R = \sum_{j=1}^5 jT_j \quad (1)$$

The principle of operation of formula (1) is based on weighted averaging of results: probabilities are multiplied by the corresponding efficiency levels (scores) and summed, which allows obtaining a generalized numerical indicator that reflects the overall level of efficiency of the strategy based on scenario analysis. In our case, it will look like this:

$$R = 1 * 0 + 2 * 0.01 + 3 * 0.09 + 4 * 0.9 + 5 * 0 = 3.8$$

The results of the calculations demonstrate the high efficiency of the components used in the selected adaptive strategy for managing marketing activities of open socio-economic systems through the creation of safe conditions for functioning according to the selected scale of assessments. It should also be noted that the value of such a complex assessment of effectiveness can be considered fair only for a certain period of time, that is, the assessment may change in the future due to a change in the assessment of its components. The proposed methodological approach makes it possible not only to assess the effectiveness of the adaptive strategy but also to clarify (adjust) the tactics of applying these components.

DISCUSSION

In analyzing and validating the results obtained, it is important to compare them with the scientific work of other researchers whose research area is related to ours. Thus, of the entire body of research devoted to studying the impact of marketing tools on the competitive advantages of enterprises and their market performance, Davcik and Sharma (2016) emphasize the importance of marketing resources in forming a competitive advantage. In contrast to the study of these authors, ours emphasizes the outstanding role of the safety environment as the main determinant of development sustainability. At the same time, Wang (2020) demonstrates in his work a strong positive effect of the use of modern analytical technologies and mathematical models to improve marketing activities. These results are consistent with our conclusions about the advisability of combining quantitative assessment methods with expert methods. At the same time, the work of Chin, Lo and Ramayah (2013) focuses on market orientation and its impact on organizational performance, identifying the key role of customer service quality. Our research methodology includes a broader perspective that covers the risk management aspects associated with adaptation to rapid environmental changes. In turn, Dahmiri, Junaidi, Johannes, Yacob, and Indrawijaya (2024) confirm the fact that there is a strong direct relationship between market orientation and marketing performance, highlighting competitive advantage as a key intermediate link. This thesis coincides with our results, which also emphasize the importance of a harmonious combination of different forms of adaptation.

At the same time, the study conducted by experts from the Association of Southeast Asian Nations (2023), which focuses primarily on the development of micro, small and medium-sized enterprises in the ASEAN region, emphasizes the exceptional importance of joint efforts and support programs. Our findings on the development of partner networks in the context of adaptation are consistent with the findings of the experts from the above-mentioned Association. This is especially relevant since in today's globalized environment, the formation and maintenance of inter-organizational links and the exchange of experience play an exceptional role in ensuring sustainability. At the same time, the research of Lapinskaitė and Rutkauskas (2013) emphasizes the importance of optimizing marketing losses. These results can be complemented by our recommendations for an integrated approach to budgeting when not only economic benefits but also potential risks are taken into account.

Also important are the studies by Correia, Dias, and Teixeira (2020), which consider dynamic capabilities and competitive advantages as mediators between market orientation and enterprise performance, while Sylkin, Kryshtanovych, Zachepa, Bilous, and Krasko (2019) propose the application of crisis management models. All the results of the above-mentioned scientists agree with our proposals for a multidimensional analysis, in which marketing activities are closely related to the ability of an enterprise to adapt to dynamic conditions, while simultaneously ensuring the security of its activities. Thus, our study differs from the previous ones in its broader coverage of the issue of the security component. In addition, the latter focuses on the importance of flexibility and adaptability as a factor in long-term competitiveness. But at the same time, the theses and results that were derived from our study agree with the key findings of scientists and experts regarding the decisive role of marketing strategies in the development processes of modern enterprises.

CONCLUSIONS

To summarize the conducted research, the conducted comprehensive assessment demonstrates the high relevance of the selected criteria and assessment scales, which allowed to minimize the influence of subjectivity and one-sided analysis. A specially formed scale of efficiency levels (from minimum to desired) allowed to detect both weak and strong sides of marketing initiatives focused on adaptation. At the same time, quantitative data obtained through experts allowed to assess the probability of occurrence of various types of scenarios and the level of risks, which are caused by high market dynamics and changes in trends. As a result, we received the final efficiency indicator, the calculation of which was carried out through the method of integrating weights and assessments. This confirms that an effectively formed adaptive strategy makes it possible to significantly enhance the results of the enterprise's marketing activities.

Based on the calculations of the integral indicator using formula (1), the final value of the strategy effectiveness assessment was $R = 3.8$, which corresponds to a level between "high efficiency" and "desired efficiency" on the adopted scale. This value confirms that the proposed adaptive strategy has a strong potential to improve marketing performance under volatile external conditions. The results substantiate the effectiveness of the adaptive strategy proposed by us for managing marketing activities of open socio-economic systems through the creation of safe conditions for functioning through the selected methodological approach, the idea of which is based on assessing its key components of adaptation as a process. The results obtained, in accordance with the developed evaluation scale, became the basis for concluding the high effectiveness of the proposed adaptive strategy for managing marketing activities of open socio-economic systems through the creation of safe conditions for functioning. We believe that this, in turn, can further lay the necessary information basis for specifying (adjusting) the tactics and strategy for the safe development of such open socio-economic systems as enterprises as a whole.

The theoretical significance of our study is that the latter expands the understanding of the relationship between marketing activities and the processes of ensuring the functioning of open socio-economic systems. This confirms the hypothesis about the importance of conducting a comprehensive analysis, simultaneously including various aspects of internal organization, external market signals and potential threats. The approach proposed in the study can be supplemented in the future by mathematical modelling of risks and simulations of various scenarios, as well as the use of modern technological advances in the processing and analysis of large data arrays. In further studies, it will also be important to pay attention to the practical specifics of various industries, in order to better understand the specifics of implementing each of the components of the adaptive strategy, and tracking the effect of long-term changes.

ADDITIONAL INFORMATION

AUTHOR CONTRIBUTIONS

All authors have contributed equally.

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CONFLICT OF INTEREST

The Authors declare that there is no conflict of interest.

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Криштанович М., Міщенко Д., Чала В., Фісуненко П., Тадеошук О., Прокопенко І.

ОЦІНЮВАННЯ ЕФЕКТИВНОСТІ АДАПТИВНОЇ СТРАТЕГІЇ УПРАВЛІННЯ МАРКЕТИНГОВОЇ ДІЯЛЬНОСТІ ВІДКРИТИХ СОЦІАЛЬНО-ЕКОНОМІЧНИХ СИСТЕМ ЧЕРЕЗ УТВОРЕННЯ БЕЗПЕКОВИХ УМОВ ФУНКЦІОНУВАННЯ

У статті визначено особливості формування адаптивної стратегії управління маркетинговою діяльністю відкритих соціально-економічних систем, що функціонують у мінливому ринковому середовищі. Доведено необхідність збалансованого підходу, який поєднує заходи з удосконалення маркетингових процесів із формуванням безпекових умов діяльності підприємства. З метою поглибленого аналізу обґрунтовано доцільність застосування методу формування комплексних оцінок, що дозволяє кількісно оцінити внесок кожного компонента адаптивної стратегії, беручи до уваги ймовірність ризиків і потенційні вигоди. Також встановлено ефективність методу експертного аналізу, завдяки якому отримано оцінки фахівців щодо реальної придатності та гнучкості розробленої стратегії в умовах нестабільності ринку. У ході дослідження охарактеризовано основні елементи запропонованої адаптивної стратегії: прямі та непрямі форми реагування на ринкові виклики, жорсткі та м'які механізми управління, постійні й перспективні інструменти забезпечення безпеки функціонування. На підставі інтеграції комплексних оцінок і експертних висновків

доведено, що розроблена стратегія не лише забезпечує вищий рівень задоволеності споживачів і зростання фінансових показників, а й сприяє формуванню стійкого репутаційного капіталу. При цьому розширюються можливості для ефективного розподілу ресурсів і цілеспрямованого запобігання можливим кризовим ситуаціям. Отож, встановлено, що запропонована методологія оцінювання та побудови адаптивної стратегії управління маркетинговою діяльністю відкритих соціально-економічних систем, яка охоплює й кількісні показники, і експертний підхід, є результативним інструментом для підвищення гнучкості й безпеки функціонування підприємств у сучасних умовах.

Ключові слова: адаптивна стратегія, маркетингова діяльність, відкриті соціально-економічні системи, безпекові умови функціонування, метод формування комплексних оцінок, експертний аналіз, конкурентоспроможність

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