

Andriy Pylypenko

Simyon Kuznets Kharkiv National University of Economics
<https://orcid.org/0000-0002-6520-3146>

Andrii Kumbatov

Simyon Kuznets Kharkiv National University of Economics
<https://orcid.org/0009-0002-3749-318X>

BUILDING ADAPTIVE CAPACITY IN INTEGRATED PRODUCTION NETWORKS ACROSS THE ORGANIZATIONAL CHANGE LIFECYCLE

The growing instability of business conditions, combined with the increasing complexity of production and technological linkages, has created a need for enterprises to engage in integrative, cooperative interactions while undergoing corresponding cycles of organizational transformation. The purpose of this article is to develop the theoretical and methodological foundations and to formulate practical recommendations for shaping and developing the adaptive potential of participants in integrated production cooperation networks, taking into account the life cycle of cooperative interaction and the parameters of the related changes. The methodological basis of the study is the author's concept of integration development, applied to the management of phases of organizational change. In integrated production cooperation networks, these changes are interpreted as a purposeful transformation of the components of integration development. The scale of transformation is differentiated into deterministic stages, involving changes in the potential of network participants, and bifurcation stages, involving simultaneous changes in participant composition, integration constraints, and control concepts. Adaptive potential is defined as an actor's integrated ability to timely modify its resource-competence, technological, organizational, and institutional position without disrupting functional compatibility with other participants in the cooperation network and without violating the adopted control concepts. Five interrelated components of integration potential are identified: adaptive, competitive, integrative, innovative, and transformational. These components cover both the internal factors of a participant's activity and its external position within the network. The methodological toolkit for change management is further developed by introducing a procedure for comparing the scale of organizational reconfiguration with each network participant's adaptive potential. The transfer of competencies and knowledge is presented as a mechanism for forming the collective adaptive capacity of a production cooperation network. This capacity is achieved through the combined effects of knowledge diffusion, learning, the formation of shared routines, technological alignment, and the accumulation of interaction experience. The proposed approach enables moving from a general assessment of the network's readiness for change to a differentiated assessment of actors' ability to support a new configuration of interaction.

Keywords: adaptive potential, integrated production cooperation networks, integration development, organizational change, life cycle, change management, competency transfer, development management mechanism.