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**Ruslan Kubanov**

Candidate of Pedagogical Sciences, Docent,  
Associate Professor at the Department of Economics,  
Management and Territorial Management,  
Separate structural subdivision "Institute of Innovative Education  
of the Kyiv National University of Civil Engineering and Architecture"  
ORCID: <https://orcid.org/0000-0002-0121-4858>  
Researcher ID: L-6715-2018

**Oleksii Yashchenko**

Candidate of Architecture, Associate Professor,  
Head of Department of Innovative Architecture and Design,  
Separate structural subdivision "Institute of Innovative Education  
of the Kyiv National University of Civil Engineering and Architecture"  
ORCID: <https://orcid.org/0000-0001-6181-6597>

**Dmytro Makatora**

Candidate of Engineering Sciences, Associate Professor  
Department of Printing Machines and Automated Complexes,  
National Technical University of Ukraine  
"Igor Sikorsky Kyiv Polytechnic Institute"  
ORCID: <https://orcid.org/0000-0002-1909-900X>  
Scopus Author ID: 58572089000  
Researcher ID: AHB-4079-2022

## ADAPTIVE STRATEGIES FOR MANAGING THE COMPETITIVE POTENTIAL OF AN ARCHITECTURAL AND CONSTRUCTION COMPANY

**Introduction.** Adaptive strategy is a key in the modern business environment as it allows businesses to respond effectively to changes in market conditions and ensures their competitiveness. The adaptive strategy for managing the competitive potential of the architectural and construction company was not investigated at the level of a separate study. **The purpose** of the study is to determine the nature and characteristics of an adaptive strategy for managing the competitive potential of an architectural and construction company. The process of forming the competitive potential of the company as a comprehensive strategy of actions aimed at achieving competitive advantages over a certain period of time is considered. The strategies of growing, stabilising, surviving and adapting are analysed. The principles, functions and stages of operation of the adaptive management system are the subject of the article. According to the authors, an adaptive strategy for managing the competitive potential of architectural and construction companies is an approach aimed at continuously adapting the company's management strategies to the changing internal and external environment in which it operates. This approach implies flexibility and readiness for rapid response to changes in market conditions, technologies, competition, legislation and other aspects of activity. It has established that a flexible organisational structure, staff competence and continuous improvement of products and services are the components of the adaptive strategy methodological triangle. Using such a methodological triangle allows architectural and construction organisations to be flexible and adaptable to changes in the competitive environment, to adapt quickly to new conditions and to maintain their competitiveness. According to the authors, the characteristics of the adaptive strategy for managing the competitive potential of architectural and construction companies include the following aspects: intellectual capital of companies in the field; ensuring the uniqueness of products in a particular market segment; pricing; ensuring the quality of products and services; availability of financial resources; information and innovation activities; introduction of resource-saving technologies in a construction company; use of innovative approaches to the design, construction and operation of buildings. **The results** of the study can be used in the process of formation and implementation of adaptive strategies for managing the competitive potential of the architectural and construction company.

**Key words:** adaptive strategy, competition, competitive environment, competitive potential of an architectural and construction company, market conditions, system, transformation, adaptation.

Кубанов Р. А.

Відокремлений структурний підрозділ «Інститут інноваційної освіти  
Київського національного університету будівництва і архітектури»

Яценко О. Ф.

Відокремлений структурний підрозділ «Інститут інноваційної освіти  
Київського національного університету будівництва і архітектури»

Макацьора Д. А.

Національний технічний університет України

«Київський політехнічний інститут імені Ігоря Сікорського»

## АДАПТИВНА СТРАТЕГІЯ УПРАВЛІННЯ КОНКУРЕНТНИМ ПОТЕНЦІАЛОМ АРХІТЕКТУРНО-БУДІВЕЛЬНОЇ КОМПАНІЇ

*У сучасних умовах глобалізації та швидкого розвитку архітектурно-будівельної галузі, ефективне управління конкурентним потенціалом стає критичним для успіху будівельних організацій. Забезпечення конкурентоспроможності в даній сфері вимагає постійного вдосконалення та адаптації до змін, що відбуваються на ринку. Адаптивна стратегія є ключовою у сучасному бізнес-середовищі, оскільки вона дозволяє підприємствам ефективно реагувати на зміни ринкових умов та забезпечує їхню конкурентоспроможність. У статті застосовано сукупність методів та підходів наукового дослідження: системний, факторний, порівняльний, синтезу, узагальнення, наукового абстрагування та інші. Розглянуто процес формування конкурентного потенціалу підприємства як комплексну стратегію дій, спрямовану на досягнення конкурентних переваг протягом певного періоду. Проаналізовано стратегії зростання, стабільності, виживання та адаптації. За думкою авторів, адаптивна стратегія управління конкурентним потенціалом архітектурно-будівельних компаній – це підхід, спрямований на постійне адаптування стратегій управління компанією до змін у внутрішньому та зовнішньому середовищі, що оточує її. Цей підхід передбачає гнучкість і готовність до швидкої реакції на зміни у ринкових умовах, технологіях, конкуренції, законодавстві та інших аспектах діяльності. Визначено, що складові методичного трикутника адаптивної стратегії включають гнучку організаційну структуру, компетентність персоналу та постійне вдосконалення продуктів та послуг. Застосування такого методичного трикутника дозволяє архітектурно-будівельним організаціям бути гнучкими і адаптивними до змін у конкурентному середовищі, швидко адаптуватися до нових умов та утримувати свою конкурентоспроможність. На думку авторів, особливості адаптивної стратегії управління конкурентним потенціалом архітектурно-будівельних компаній включають наступні аспекти: інтелектуальний капітал компаній у цій галузі; забезпечення унікальності продукції в конкретному сегменті ринку; ціноутворення; забезпечення якості продукції та послуг; наявність фінансових ресурсів; інформаційно-інноваційна діяльність; впровадження ресурсозберігаючих технологій на будівельному підприємстві; використання інноваційних підходів до проектування, будівництва та експлуатації будівель; реалізація архітектурно-економічного концепту малоповерхової забудови.*

**Ключові слова:** адаптивна стратегія, конкуренція, конкурентне середовище, конкурентний потенціал архітектурно-будівельної компанії, ринкові умови, система, трансформація, адаптація.

**Problem statement and its significance.** In today's globalised and rapidly evolving architecture and construction industry, effective management of competitive potential is critical to the success of construction organisations. Continuous improvement and adaptation to market changes are required to ensure competitiveness in this area. Effective management of competitive advantage in the architecture and construction industry has to do with a number of key factors, the first of which is strategic management. This involves the identification of the firm's distinctive competitive advantage, the development of objectives and development strategies, as well as the planning and monitoring of their implementation. Quality and innovation management is the second aspect. In order to remain competitive in the face of constant change, it is important to continuously develop and improve the quality of the services provided and to introduce new technologies and innovative solutions. The third aspect is managing people and resources.

For a company to operate successfully in a competitive market, effective team management and attracting and developing highly qualified staff are important factors. Therefore, a comprehensive approach and systematic work on improving strategies are required to effectively manage competitive potential in the architecture and construction industry. We believe that adaptive strategy is key in today's business environment, as it enables companies to respond effectively to changing market conditions and ensure their competitiveness.

Adaptation is closely related to the market activities of Ukrainian companies. It affects not only the process of their functioning in the sales markets, but also the achievement of results. The modern market is undergoing constant changes, including major transformations such as digitalisation, globalisation, privatisation, and using the latest information and marketing technologies. The pace of these changes is so rapid that the ability to adapt to them is becoming a key competitive advantage

for businesses. It is important for companies to abandon traditional methods of working with the market and focus on new approaches, principles and management methods based on adaptation in their efforts to strengthen their competitive position in a rapidly changing business environment. This is a functional management method that allows companies to adapt quickly to new conditions while maintaining a strategic direction of development.

#### **Analysis of recent research and publications.**

Various aspects of this problem have been the subject of study and presentation in the works of Ukrainian scientists, such as: O.V. Zozulov, T.O. Tsariova [1]; N.O. Shpak, M.I. Romanishyn [2]; Y.V. Balabai, E.O. Didenko [3]; A.D. Yaremko [4]; E.Yu. Kalinichenko [6]; O. Arefieva, S. Piletska [7]; L. Lipysh, I. Chornukha, I. Tsymbaliuk [8]; Y. Kondratiuk [9]; K. Pavlov, O. Pavlova [10]; M. Gronska [11]; A. Mokii, T.G. Vasylytsiv [12]; O.E. Kononova [13]; E.Yu. Belyaev [16]; A.V. Radkevich, I.A. Harutyunyan, D.V. Saykov [17]; N.M. Kraus, O.V. Zerniuk, A.O. Chaikina [18]; E.M. Bilousov, I.V. Borisov [19].

**The purpose of the article** is to determine the nature and characteristics of an adaptive strategy for managing the competitive potential of an architectural and construction company.

**Summary of the main research material.** In the context of the market economy, the orientation system of architectural and construction companies is an important organisational and economic tool. It provides an opportunity to effectively manage the organisational structure of the company, improve internal and external relations, minimise risks and create optimal conditions for its functioning. The main objective of an architectural and construction company is to maximise profits by satisfying the needs of clients through the production of high-quality and affordable construction products or services, expansion of the client network, increase in market share, growth in the volume of construction works and services, introduction of advanced technologies in production and creation of an effective management system. This is the justification for the ongoing work on the formation of a set of competitive advantages of the company.

The creation of the competitive potential of an enterprise is a comprehensive strategy of actions whose goal is the achievement of competitive advantages over a certain period of time. It is necessary to formulate a list of strategies that can be implemented by a company in order to use adaptive management to optimise the portfolio of strategies for creating the competitive potential of the business entity, in particular.

– growth strategy, which aims to increase the value of the company by entering new markets or segments of them. This strategy is often used by compa-

nies with a stable prospect of increasing their share in the existing market and with sufficient resources for investment [1, p. 29];

– stability strategy is mainly focused on the selection of criteria for the further activities in the existing fields of activity and on the organisational and financial support of these activities. It is used by companies when the growth strategy is unacceptable due to external circumstances making it difficult to adapt, or when the company is already satisfied with the results achieved because the market is not developing. The stability strategy allows to reduce the costs of possible improvements in the components of commercial and production activities and losses in their management and control [2, p. 49];

– survival strategy is a strategy aimed at maintaining the existing market conditions in order to preserve the existing parameters of activity. This approach is used by companies in conditions of limited anti-crisis capabilities, limited resources for operations and low competitiveness to ensure achieving their goals [3, p. 4];

– adaptation strategy is a new way of dealing with the components of the enterprise, focusing on the ability to adapt to external influences of the market environment in order to maintain a competitive position by creating anti-crisis potential. This includes the rapid identification and elimination of the negative impact of external and internal environmental factors, as well as the active involvement of all stakeholders and the maximum provision of the necessary resources and sources for creating them [4, p. 151].

Thus, the formation of the competitive potential of an enterprise is a constant iterative process, which requires the analysis of market conditions, internal opportunities and external threats, and the appropriate response to them. At the same time, to ensure a sustainable competitive advantage in the market, it is important to be ready for change and continuous improvement. This brings us to the issue of adaptation at the level of the corporate strategy.

Adaptation can be broadly defined as the process by which a system adapts to changes in the environment in which it is operating. Adaptive management means management in a system with incomplete a priori information about the managed process, which changes in the process of accumulating information in order to improve the quality of the system. According to the research results, the authors do not have a clear definition of the subject of adaptive management. In the opinion of the majority of researchers, it is a set of methods and actions which are characterised by the ability of the management system to respond to changes in the external environment [3; 5].

The principles of adaptive management can be defined as follows: the principle of variability of decisions – the possibility of choosing different options for

solving problems, systematic selection of options, their comparison and finding the best option; the principle of transparency – ensuring the fullest possible consideration of the interests of various participants in the management process through the provision of information to management units; the principle of information provision – the availability of a single information space; the principle of sustainability and adaptability – the ability to adapt to new conditions; the principle of hierarchy – the definition of orderly horizontal and vertical relationships within the company; the principle of management efficiency – the creation of a modern material base, the training of qualified and motivated personnel. The functions of the adaptive management system are closely related to the basic functions, such as forecasting and planning, work organisation, activation and stimulation, coordination and regulation, control, accounting and analysis [7, p. 411].

Management decision-making plays the main role in implementing adaptive management. Adaptive management implies the ability of an organisation to respond quickly to changing external as well as internal factors, thereby ensuring efficiency and competitiveness. The decision-making process involves analysing and selecting the best course of action to achieve a goal or solve a problem. Adaptive management requires flexibility in decision-making, a willingness to adjust strategies and tactics in response to changes in the environment. It also takes into account external factors such as new technologies, market trends, competitors' actions, etc., as well as information from within the organisation.

The following stages of the system's operation should be considered when assessing an adaptive management system 1) establishment of an evolutionary relationship that includes the composition of system variables, types of disturbances, their patterns and parameters, control algorithms and other aspects; 2) clarification of goals and criteria for the functioning of the control system (e.g. mathematical expectation of indicators may be one of the criteria for an adaptive system); 3) development of a planning model that includes formalisation of constraints, criteria, dynamics, conditions and methods for solving the planning problem; 4) creation of a regulation model, where a model of the influence of the regulator on the coordinates with constraints is formed and a method of selection of regulatory influences is chosen; 5) construction of a market environment diagnostics model, where methods of forecasting, evaluation and adaptation of parameters are determined; 6) creation of a simulation model (formalisation of components: selection of methods for generating random variables with probability distribution; selection of an influence operator; definition of a control system model); 7) parameterisation (division of parameters into control and planning phases; setting limits); 8) development of a structural

adaptor (creation of an algorithm and formulation of adaptation objectives; selection of modifications to algorithms and models); 9) creation of an external adaptor (allocation of groups of homogeneous external adaptors; development of an algorithm and formulation of adaptation goals for each group; verification of compliance with a real object); 10) development of an internal adaptor (actions identical to the seventh stage); 11) identification of exogenous variables in the adaptive modelling of control and planning systems [5, p. 190]. Consideration of these stages will allow a comprehensive assessment of the adaptive management system and ensure its effective and optimal functioning.

According to the study we conducted competitive potential depends directly on market factors that characterise the productive, financial, resource, marketing and managing processes of an architectural and construction company. Production factors influence the level of competitiveness of a construction company and reflect market advantages over competitors in the market, such as the cost per square metre of living space and the time of commissioning of a residential property. The production factors are based on the technological, design, technical, production, organisational and innovative components of the entire production process of the building contractor. The financial and resource potential of a company has a direct impact on its position in the market, as it characterises its overall financial position, investment opportunities, ability to provide material and human resources, energy dependence, etc. Marketing factors also play an important role in how a company is positioned. Regulating the marketing processes in the company makes it possible to clearly identify possible changes in production, which will help the company to develop and ensure its competitive advantages on the market. Providing the company with information about the market conditions can be considered as the most important component of managing its activities.

The market position of a construction company is also significantly influenced by the management decisions of the developer. The management of a construction company is a kind of concept of planning the company's activities, organisation of production, distribution of financial and investment resources, and logistics management [10, p. 126]. From this it can be concluded that the competitiveness of any construction company is dependent on a number of different factors. Each of these factors will contribute to the creation and maintenance of strong competitive advantages of the company with the right strategy for managing the company's activities. We believe that it is necessary to focus on the company's ability to adapt.

Adaptation is the ability of a company to respond to changes in the internal and external environment in a timely manner by adjusting its strategy, its process-

es and its products to the new conditions. An adaptive strategy for the management of the competitive potential of architecture and construction companies is an approach that is aimed at the continuous adaptation of the company's management strategies to changes in the internal and external environment. This approach implies flexibility and a willingness to respond quickly to changes in market conditions, technology, competition, legislation and other aspects of the business.

In order to ensure an effective response to changes in market conditions and consumer needs, an adaptive strategy for managing competitive potential in architecture and construction organisations is needed. It involves flexibility in choosing strategic directions, in approaching product development and in managing human resources. The main components of the methodological triangle of the adaptive strategy are as follows 1. A flexible organisational structure – the organisation should be able to respond quickly to change and adapt to new conditions by being simplified and divided into functional units. 2. Staff competence – continuous development of staff through training, education and general exposure to innovative technologies and methods is a must. 3. Continuous improvement of products and services – the organisation should be committed to the development of new and innovative products and services that meet high client standards. The application of such a triangle of methods enables architecture and construction organisations to be flexible and adaptable to changes in the competitive environment, to adapt quickly to new conditions and to maintain their competitiveness.

All conditions for the implementation of the strategy are created in the process of strategy implementation. The conditions for successful strategy implementation are as follows: managers of the organisation have a developed strategy in the form of clear strategic guidelines and their implementation in accordance with the current operational plan for the implementation of strategic changes; managers ensure that all necessary resources for this process are obtained; top managers support the implementation process by controlling all organisational goals and making adequate flexible decisions aimed at practical achievement of these goals; compliance of the strategy with the criteria of its effectiveness; stratification of the strategy; and the intellectual capital of the architecture and construction companies.

A special role should be given to the intellectual capital of architectural and construction companies. The main function of intellectual capital is to ensure the sustainable profit and value of the company by realising the competitive advantages generated by the system of intangible assets. The main functions of intellectual capital are accumulative, reproductive, productive and stimulating, in addition to the primary function. Other functions are the enhancement of competitiveness and productivity, the

support of economic freedom and the assurance of sustainable economic growth. The fulfilment of all the functions of intellectual capital can only be achieved if these processes are properly supported institutionally. Individual structural components of intellectual capital embody knowledge and ideological concepts that contribute to the development of industry [9, p. 33].

It is necessary to ensure product differentiation in a given market segment in order to create competitive advantages in the field of architecture and construction. The chosen strategy can be implemented using the marketing mix. It does not require a detailed study of similar products of competitors, but only the determination of one's own position in the market. It is worth noting that the potential of an architectural and construction company depends not only on the rational organisation of production, efficient use of resources, optimising costs and increasing productivity, but also on the ability to adapt to the external environment, taking into account consumer needs, competition and distribution channels [11, p. 30].

In particular, it is necessary to take into account the acceptable value of the offer, the cost of production and to analyse the prices and quality of similar products of competitors when setting prices for certain types of products, works or services in construction production. The use of competitive pricing by means of tendering procedures is particularly appropriate in the construction industry. The sales activities of general construction companies are characterised by the use of direct marketing. This is a sales channel with no intermediaries. Analysing the markets for final products makes it possible to answer the question of where there is unsatisfied demand for final construction products and where new facilities need to be built to satisfy this demand [14, p. 333].

Therefore, an adaptive approach, taking into account the peculiarities of the market situation and consumer needs, is required when choosing a marketing strategy for an architectural and construction company.

An important factor in the competitiveness of construction products is their quality, which has a significant impact on the total cost of the object, the level of customer satisfaction and the level of profit of the architectural and construction company. The implementation of a quality management system is linked to modern requirements for architecture and construction. The activities of a construction company should be considered as a set of processes, based on the current understanding of product quality as a set of characteristics ensuring the ability to meet certain needs in accordance with its intended purpose, and the ability of a construction company to initiate, develop, implement and complete several projects simultaneously. Foreign experience confirms that adopting and implementing effective quality assurance measures is possible only with a comprehensive approach to managing all aspects of the enterprise [12, p. 91].

The choice of strategy is significantly influenced by the financial resources of construction companies. Significant financial costs are associated with any change in the activities of architectural and construction firms, such as entering new markets, developing a new product or expanding into a new industry. Therefore, construction companies with large financial resources or easy access to them are in a more favourable position when choosing a strategy compared to companies with limited financial resources [13].

Undoubtedly, when it comes to entering new markets, developing new products, expanding into new industries, etc., companies with large financial resources have an advantage. They can more easily invest in R&D, production facilities, upgrading technology, marketing campaigns and other strategic areas. On the other hand, companies with limited financial resources may find it difficult to implement such strategies due to a lack of funds. They may be limited in their ability to expand their operations, product improvement, large-scale marketing activities, etc. Thus, a company's ability to implement development strategies can be significantly affected by the level of its financial resources. A rational strategy for managing financial resources as part of the adaptation mechanism will be important for the company, which will optimise their use and ensure effective development in the future.

As enterprises (organisations, institutions, companies, firms) are a key factor in the formation and implementation of innovations, information and innovation activities play an important role in the context of digital transformation. This includes using different types of innovation, new communication technologies such as the Internet, developing network management and communication, and disseminating innovation through concepts such as critical mass, diffusion of innovation, digitalisation and digitisation. The development of information and innovation strategies in enterprises in the context of digital transformation is a complex socio-economic and technological process determined by social construction [15, p. 400].

Today, within the framework of algorithmic architecture, the construction industry is moving towards the fusion of architectural and structural forms. New architectural and structural forms can be created by using highly accurate BIM models and taking into account technological requirements. The team working together on a single file in three dimensions is the main principle of designing with BIM. This technology makes it possible for each member of the team to see all the new solutions and modifications in real time. This greatly simplifies and speeds up the project process [16, p. 11]. In general, the use of BIM technologies and algorithmic architecture in the construction sector opens up great opportunities for the creation of innovative and effi-

cient construction projects that are in line with modern requirements in terms of design, efficiency and sustainable development. We believe that this is an element of adapting to modern market demands. BIM enables the virtual modelling of a building, taking into account various parameters, as well as the simulation of its operation after commissioning. It also makes it possible to automate the design and design generation processes on the basis of certain algorithms through the use of algorithmic architecture. This makes it possible to create complex architectural forms and structures more quickly and efficiently, using computer algorithms to optimise the design and solve various problems. It is widely recognised that the introduction of BIM technologies and algorithmic architecture in the construction sector is an important step towards a modern and innovative approach to design and construction. This will contribute to the efficiency, quality, sustainability and adaptability of construction projects.

In order to ensure the necessary scale and coverage of national and regional initiatives for the digital transformation of the construction industry, as well as business initiatives, the creation of digital industrial platforms in architecture and construction and their adaptation to market realities is becoming increasingly important. The Digitising European Industry (DEI) initiative aims to combine efforts of common interest in the platform economy and create future global standards for the connected smart factory, and includes investment in digital innovation capabilities based on information and communication technology standards and resource adaptation [18]. It should be noted that one of the most pressing issues is to ensure competitiveness and raise the level of the economy using the capabilities of Industry 4.0 in the context of significant economic changes in Ukraine, based on the economic model of the European Union member states. Industry 4.0 is based on developing and implementing digital technologies [19, p. 4].

It is necessary to define the client's role in adaptation processes of architectural and construction companies. The main objective of any construction project is the client's profit as a result of the investment and expenditure on the project. In other words, the client must be confident in the feasibility of the investment, especially when it comes to budget financing of construction projects. The role of the client is played by the state or state structures and subdivisions. On the basis of the above, we can define the basic concept of the organisation of construction production of contractors, which is the search, development and application of systematic methods to reduce all types of losses, including losses caused by overproduction, time losses and losses caused by waiting. This methodological paradigm is based on the principles of optimisation and adaptation models of organisational processes [17, p. 54].

The architecture and construction industry faces many challenges due to the rapid development of cities and population growth. Developing effective and innovative approaches to the design, construction and operation of buildings is one of the key aspects of the industry's economic development [20, p. 37].

In addition, sustainable construction and architecture is a strategy that responds to the challenges of the modern construction industry in the context of sustainable development at economic, social and environmental levels. This is a modern trend. It is recommended that the circular economy model, which offers the reuse of materials, be used to create the concept of sustainable development. Applying the architectural and economic concept of low-rise buildings can contribute to economic sustainability, sustainable development and improve the quality of living in the country [21]. Architects and builders should have this in mind in the design of the final product of architectural and construction activities.

The relationship between sustainable construction and architecture and economic, social and environmental development is of paramount importance to modern society. Sustainable construction meets the needs of the present without compromising the ability of future generations to meet their needs. This means conserving natural resources, reducing emissions and using efficient and renewable energy. The construction industry can benefit from the circular economy model, which is based on the concept of reusing materials. It maintains the quality and functionality of buildings while reducing waste and resource consumption. In addition, the application of the concept of low-rise development can contribute to the optimisation of land use, the improvement of residents' comfort and the reduction of maintenance costs. Taking these principles into account in the development and implementation of construction projects is important for Ukrainian architects and developers. It is possible to promote the development of an efficient, environmentally friendly and socially responsible construction industry in Ukraine by integrating architectural and economic concepts of sustainable construction. This will contribute to the sustainable economic development of the country, as well as improving the quality of life of its citizens.

The production of construction works depends on many factors of the external and internal environment, namely: natural and climatic, technical and geological, economic, suppliers and subcontractors. As a result, it is impossible to obtain precise information on the conditions of project implementation, which leads to a variety of projected cost and time indicators for a given construction project. Thus, the challenge of continuous rational use and search for new energy sources is posed by limited raw material resources and the threat of their depletion. Therefore, in an unstable market environ-

ment and with limited resources, the introduction of resource-saving technologies in a construction company can have a significant economic impact [22].

In our view, other elements of an adaptive strategy for managing the competitive potential of an architectural and construction company are the introduction of resource-saving technologies in a construction company, the use of innovative approaches to the design, construction and operation of buildings, and the implementation of the architectural and economic concept of low-rise buildings.

In particular, the introduction of resource-efficient technologies reduces the consumption of energy, water and other resources during the construction and operation of buildings, thereby reducing costs and improving environmental sustainability. Improving the quality and efficiency of construction projects and reducing the time required to complete them through the use of innovative approaches to design and construction. Implementing the architectural and economic concept of low-rise development can open up new opportunities in the design and development of residential and commercial properties. It can provide comfortable and functional spaces with a focus on cost-effectiveness. Such initiatives will help companies to meet the challenges of the modern market place and to secure a sustainable competitive advantage. Companies can respond quickly to changes in the environment and improve their strategy for success through an adaptive approach to managing competitive potential.

**Conclusions.** An adaptive strategy for the management of the competitive potential of architectural and construction companies is an approach that aims at the constant adaptation of the management strategies of the company to the changes in its internal and external environment. Characteristics of an adaptive strategy for managing the competitive potential of an architectural and construction company: use of intellectual capital in this area; ensuring the uniqueness of production in a particular market segment; pricing; ensuring the quality of products and services; availability of financial resources; implementation of information and innovation activities; introduction of resource-saving technologies in a construction company; using innovative approaches to building design, construction and operation; Implementing the architectural and economic concept of low buildings.

Architectural and construction organisations need to be open to change and constantly improve their approaches to managing competitive potential in the face of constant evolution and competition. Adaptive strategies are the key not only to market survival but also to success and sustainable development in the face of constant change. Architectural and construction companies can remain competitive, respond to market needs

and ensure sustainable development through constant readiness to adapt and innovate. In the future, it will be important not only to define goals and strategies, but also to systematically implement and improve them in practice in order to successfully implement an adaptive strategy for managing competitive potential. The key element is constant monitoring of the implementation of the strategy, evaluation of its effectiveness and timely

adjustments to achieve the objectives. In general, architectural and construction organisations can respond effectively to changes in the environment and ensure sustainability and development in difficult market and industry conditions by adopting an adaptive strategy for managing competitive potential. This approach helps to increase competitiveness and achieve success in the modern business environment.

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