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PECULIARITIES OF ORGANIZING SALES MANAGEMENT IN PROCESSING ENTERPRISES UNDER CONDITIONS OF EXTERNAL ENVIRONMENTAL TURBULENCE

Abstract. The purpose of this study is to establish a sound theoretical and methodological foundation for the adaptive management of sales activities in processing enterprises and to develop a model that facilitates the adaptation of sales decisions to turbulence in the external environment. The relevance of this approach is обусловед by the need to transition from static sales management models to flexible adaptive systems capable of responding promptly to geopolitical, logistical, economic, and technological challenges.
Keywords: adaptive management; sales activities; processing enterprises; turbulence; dynamic capabilities; digitalization; sales adaptability.

Modern turbulence in the external environment is proposed to be viewed as a state characterized by the high intensity, speed, frequency, and interdependence of changes, which complicate the forecasting of the operating conditions of domestic enterprises and increase the need for rapid managerial decision-making.

This is precisely what distinguishes turbulence from ordinary uncertainty. Uncertainty indicates an incomplete understanding of future conditions, whereas turbulence implies the dynamic fluctuations of the environment itself. Under such circumstances, enterprises must accumulate information and establish mechanisms for its rapid transformation into managerial decisions.

The main characteristic of adaptive management is a systematic response. An enterprise needs to take into account the combined impact of all factors on the sales system rather than considering the influence of each factor separately.

Another important principle is responsiveness. In the current phase of geoeconomic turbulence, the effectiveness of managerial decisions decreases, particularly when they are formulated in response to market trends that have already materialized. Therefore, the information capabilities of the sales department should encompass continuous monitoring of customers, sales, distribution channels, logistics, and the competitive environment [1-2].

Another critically important principle is the ability to restructure rather than merely adjust. When significant changes occur in the external environment, reducing prices or modifying an advertising campaign may, in themselves, be insufficient to

ensure business prosperity. Addressing current challenges requires comprehensive restructuring of distribution channels, modification of partnership models, reassessment of the product portfolio, and the transfer of part of sales activities to digital channels. This study proposes a categorization of the main types identified through an analysis of scientific approaches.

The key requirement for the sales system of a processing enterprise operating under conditions of turbulence is its ability to maintain functionality while promptly restructuring processes, channels, resources, and managerial decisions in response to changes in the external environment. In other words, it is essential for the system to maintain an acceptable level of performance under the influence of both internal and external factors while remaining capable of timely adjustments to its structure, processes, channels, resources, and managerial decisions in accordance with these changes.

Adaptive sales management can be defined as a continuous process involving the monitoring of changes in the external environment, the assessment of the adaptive capacity of the sales system, the selection and implementation of managerial responses, the restructuring of sales processes, and the rapid reassessment of the results obtained.

An important element of adaptive management is the behaviour of sales employees. Bourguignon, B., Boeck, H., and Brashear Alejandro, T. demonstrate that the sales force is the first to respond to external changes and propose examining "sales agility" through four responsive roles [3]. Within the adaptive system of a processing enterprise, these roles can be interpreted as follows [4-5]:

- Innovate – developing new approaches to customer interaction or introducing new sales solutions.
- Cooperate – strengthening cooperation with partners and customers to overcome challenges.
- Mitigate – minimizing the negative impact of risks.
- Amplify – leveraging favourable changes to increase sales.

The scope of adaptive management should not be limited exclusively to the top management level. Delegating authority to make operational decisions directly to sales personnel is an essential condition for organizational effectiveness, particularly in situations where initial signals of changing customer needs reach sales representatives significantly earlier than centralized management structures. In this context, digital tools should be regarded not merely as instruments for improving operational efficiency but as fundamental information infrastructure for adaptive management.

In particular, CRM systems enable the cumulative accumulation of customer interaction histories, analytical platforms facilitate the proactive detection of fluctuations in demand, while Big Data and artificial intelligence (AI) technologies make it possible to process large datasets for accurate forecasting and the identification of latent market patterns. At the same time, the development of electronic commerce (e-commerce), combined with omnichannel principles, ensures the seamless integration of physical and digital touchpoints into a single, flexible sales ecosystem.

The temporal dimension of adaptation is of particular importance. The total adaptation time is proposed to be considered as an aggregate measure comprising the time required for information identification, decision formulation, and subsequent implementation. This approach makes it possible to shift the focus of evaluation from exclusively financial results towards the enterprise's ability to restructure its sales system promptly.

Further research is recommended to focus on the empirical validation of the proposed model using a sample of Ukrainian processing enterprises. In addition, it is advisable to develop an integrated index of sales adaptability and quantitatively assess the relationship between the level of adaptability, management responsiveness, and enterprise sales performance.

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