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# USING ADAPTIVE POTENTIAL TO COUNTERACT CRISIS SITUATIONS IN THE CONTEXT OF ENSURING FINANCIAL SECURITY AND BUSINESS SUSTAINABILITY OF ENTERPRISES

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**Abstract**

The main purpose of the article is to identify key factors of adaptive potential that can have a significant impact on counteracting crisis situations and increasing the level of financial security and business resilience of enterprises. The object of the study is determination of the factors of adaptive potential that directly affect the system of financial security and business sustainability of a enterprise. The scientific task is to model the hierarchical ordering of the key factors of adaptive potential according to the level of their significance in influencing crisis situations in the context of ensuring the financial security and business sustainability of enterprises. The research methodology involves the use of expert analysis methods with the additional use of the Delphi method, the method of hierarchical analysis, and graph theory. As a result of the study, a list of the most significant factors of adaptive potential for countering crisis situations was presented. As a result, the factors of adaptive potential are hierarchically ordered from the most significant to the least significant in ensuring the financial security of the enterprise. The innovativeness of the results obtained is revealed through the proposed approach to modeling the determination and order of factors of adaptive potential to counteract crisis situations. The study is limited by not taking into account the specifics of specific enterprises. Prospects for further research are aimed at taking into account the specific type of activity of enterprises for a specific country.

**JEL classification**: L53, C02, M21, O12

**Keywords**: Financial Security, Business Sustainability, Enterprises, Crisis Situations, Adaptive Potential, Modeling, Digital Transformation, Business Resilience, Crisis Conditions

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## Introduction

Countering crisis situations in the system of ensuring the financial security of an enterprise is extremely important today for several reasons. Today, the business landscape is characterized by high unpredictability and volatility, driven by globalization, technological innovation, and political instability throughout the world. These factors can cause sudden financial crises, which without proper preparation can threaten the stability of the enterprise. The financial security of an enterprise is key to its business sustainability. Without a strong financial base, businesses cannot compete effectively in the marketplace, invest in new technologies, or expand their operations. Crisis situations, such as significant financial or market losses, can seriously undermine this foundation, making their response critical.

The stability of an enterprise is important not only for owners and employees but also for investors, creditors, suppliers, and customers. Crisis situations can undermine the confidence of these parties, which can lead to a decrease in investment, lending, and sales. Many jurisdictions impose financial transparency and sustainability requirements on businesses. Failure to address crises can result in legal consequences, fines, or even loss of business licenses. Financial security and business sustainability are intrinsically linked, serving as foundational elements for the long-term viability and resilience of any enterprise. Financial security, characterized by the ability to manage debts, maintain liquidity, and withstand economic fluctuations, provides a stable platform from which a business can operate and grow. This stability is crucial for sustaining operations, investing in innovation, and pursuing strategic goals without the constant threat of financial distress. On the other hand, business sustainability focuses on operating in a manner that ensures long-term growth and survival, often incorporating economic, environmental, and social considerations. It demands adaptability, responsible resource management, and a commitment to meeting stakeholder needs. Together, financial security ensures that a business has the necessary economic foundation to implement sustainable practices, while sustainability strategies can enhance financial performance by improving efficiency, opening new markets, and building brand loyalty. Thus, financial security and business sustainability are mutually reinforcing, with each contributing to the capacity of a business to thrive over time amid changing market and environmental conditions.

It should be noted that enterprises that effectively cope with crisis situations are usually more adaptive and flexible, which allows them to quickly respond to changes in the business environment and find new opportunities for growth, even in difficult circumstances. This, in turn, ensures more sustainable and sustainable development of the enterprise.

The adaptive potential of an enterprise is a key element in counteracting crisis situations and ensuring its financial security. In a world where market conditions change rapidly, technological innovation constantly evolves, and the economic and political environment remains unpredictable, the ability of a business to quickly adapt to new conditions becomes critical. Adaptation may include changes to strategy, optimization of operational processes, implementation of new technologies, or revision of financial plans. Effective adaptation allows an enterprise not only to survive in difficult conditions but also to use crisis situations as an opportunity for development and growth. In addition, adaptive potential helps to increase the financial security of an enterprise, since it allows it to effectively respond to financial challenges and ensure income stability. Agile businesses can proactively identify financial risks, such as pricing changes, currency fluctuations, or rising costs, and take action to minimize or eliminate them. Such flexibility and predictability in financial planning and risk management are important for maintaining the credit rating, investment attractiveness, and overall economic stability of the enterprise.

Franchuk et al. (2020) embarked on an exploration to identify and counteract threats to the financial security of high-tech enterprises. Through a comprehensive analysis, the study delineates various vulnerabilities that high-tech enterprises face in the dynamic economic environment. The researchers adopted a methodological approach to pinpoint specific threats and proposed strategies to mitigate these risks. The findings emphasized the importance of recognizing external and internal threats to financial security, ranging from technological obsolescence to market volatility, and highlighted the need for enterprises to adapt swiftly to changes. In a subsequent study, Rushchyshyn et al. (2021) investigated the regulatory and legal aspects of ensuring a state's financial security. This research underscores the critical role of legal frameworks and regulatory measures in safeguarding financial stability and fostering a conducive environment for business sustainability. By analyzing the legislative landscape and its impact on financial security, the authors propose that a robust legal foundation is paramount in preventing financial crises and ensuring the long-term viability of enterprises. The study suggests that the adaptation of regulatory policies to the evolving economic and technological context is essential in mitigating risks and enhancing the resilience of the financial system. This work provides insights into how regulatory and legal components contribute to financial security and the sustainable growth of enterprises.

The synthesis of these studies highlights the multi-faceted approach needed to counteract crisis situations and ensure the financial security and sustainability of enterprises. Franchuk et al. (2020) and Rushchyshyn et al. (2021) collectively emphasize the importance of adaptability, innovation, and a strong regulatory framework in navigating the complexities of the modern economic landscape. While Franchuk et al. focus on the enterprise level, identifying specific threats and adaptive strategies, Rushchyshyn et al. bring attention to the broader regulatory and legal context that supports financial security. In the context of ensuring financial security and business sustainability, it is evident that enterprises must leverage their adaptive potential to respond to and mitigate crises effectively. This entails not only recognizing and countering threats through innovative solutions but also navigating and influencing the regulatory environment to support resilience and sustainability. The literature suggests a holistic approach, combining internal adaptive measures with external regulatory support, to foster an ecosystem conducive to financial security and sustained enterprise growth.

Finally, Stashchuk et al. (2020) discuss a comprehensive system for the financial and economic security of enterprises, presenting a holistic view of enterprise security management. This study's comprehensive approach provides a valuable reference point for understanding the multi-faceted nature of financial security and anti-crisis management.

This literature review underlines the complexity and multi-dimensionality of financial security, anti-crisis management, and business sustainability. The referenced studies offer diverse perspectives and insights, enriching our understanding of adaptive potential as a key component in navigating enterprises through challenging economic landscapes (Table 1).

**Table 1: The main gaps in literature**

| Gaps | Characteristic |
|---|---|
| Lack of comprehensive models integrating the hierarchical ordering of adaptive potential factors | While existing literature extensively discusses various aspects of crisis management and enterprise resilience, there is a noticeable gap in studies that systematically model the adaptive potential factors. Specifically, there is a lack of research that hierarchically orders these factors according to their significance in influencing crisis situations. |
| Limited application of advanced methodological approaches in anti-crisis management research | Another gap is the underutilization of advanced methodological approaches, such as the Delphi method, hierarchical analysis, and graph theory, in the study of financial security and crisis management. While these methods are mentioned in the literature, their application in creating practical, actionable models for enterprise resilience is not widespread. |
| Inadequate focus on the dynamic interplay between adaptive potential factors and financial security | Current literature often treats the concepts of adaptive potential and financial security as separate entities, with limited exploration of their interplay. There is a need for more research that delves into how the factors of adaptive potential directly influence and interact with the system of financial security and business sustainability. |

*Source: Author's own work.*

The scientific task is to model the hierarchical ordering of the key factors of adaptive potential according to the level of their significance in influencing crisis situations in the context of ensuring the financial security and business sustainability of enterprises. The structure of the article includes a review of existing literature, a description of the research methodology, a presentation of the results, their comparison with the literature and conclusions. The main purpose of the article is to identify key factors of adaptive potential that can have a significant impact on counteracting crisis situations and increasing the level of financial security and business resilience of enterprises. The object of the study is the factors of adaptive potential that directly affect the system of financial security and business sustainability of a enterprise.

## Literature review

The literature review should be devoted to how other scientists and practitioners have carefully studied the problems of ensuring enterprise security in crisis situations. For example, Sylkin et al. (2021) discuss the intensification of the management of economic security in the post-pandemic space, emphasizing the need for adaptive strategies in the face of unprecedented challenges. Their insights on economic security align with our focus on adaptive potential, highlighting the importance of resilience in turbulent times. Bhargava et al. (2022) explore the moderating role of personality in financial attitudes and behaviors, shedding light on the human elements in financial decision-making. This study complements our research by underscoring the significance of individual-level factors in shaping enter-

prise responses to financial challenges. Li (2020) provides an innovative perspective by discussing financial crisis warnings through artificial intelligence. This technological approach to crisis prediction and management offers a valuable lens through which to view our study's focus on adaptive potential in the digital era.

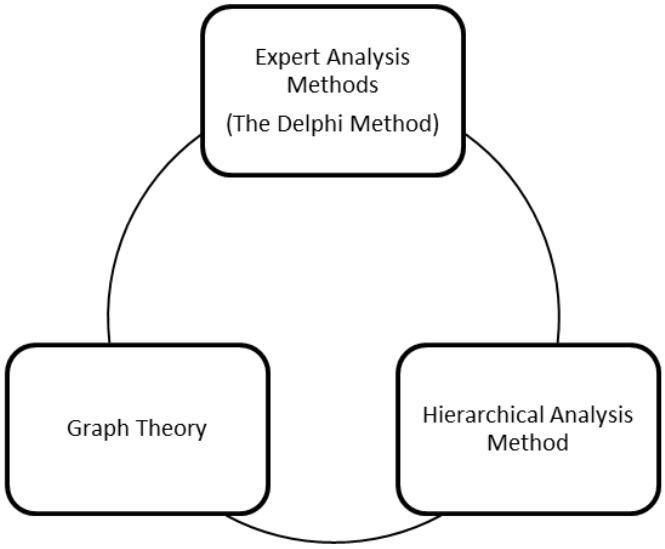
Also, in the next chapter, Sylkin et al. (2018) delve into assessing the financial security of engineering enterprises, presenting practical aspects of anti-crisis management. Their emphasis on sector-specific analysis enriches our understanding of the diverse applications of adaptive strategies in different industries. Sigidov et al. (2021) analyze financial risks in the context of enterprise management, highlighting the integral role of risk assessment in ensuring financial security. This study's focus on risk complements our research on the adaptive potential in preemptively managing crisis situations. Dubyna et al. (2023) investigate the role of digitalization in ensuring financial and economic security under external shocks. Their findings on the impact of digital transformation align with our study's emphasis on adaptability in a rapidly changing business landscape. Dokiienko (2021) presents an alternative approach to evaluating and managing enterprise financial security, offering insights that parallel our study's exploration of innovative strategies in financial management.

Next, Alazzam et al. (2024) propose a methodical approach to choosing business management strategies amid commercial activity changes, reinforcing the need for strategic flexibility that our research advocates. Sylkin et al. (2021) examine the impact of crises on socio-economic systems in a post-pandemic society, offering a broader context for understanding the ripple effects of crises on enterprises and their adaptive capacities. Also, Rushchyshyn et al. (2022) explore the management of innovative development of enterprises, focusing on financial and resource opportunities in the context of security. Their emphasis on innovation and resource utilization resonates with our study's focus on leveraging adaptive potential for resilience.

## Methodology

The research methodology employed in the study is multifaceted, incorporating several advanced methods to analyze and structure the factors of adaptive potential. Each method contributes uniquely to the study, enabling a comprehensive and insightful analysis (Figure 1).

**Figure 1: The main methods used in an article**




*Source: Author's own work.*

Expert Analysis Methods. These methods involve consulting with and gathering insights from individuals who are recognized as experts in the field. The process typically includes structured interviews, questionnaires, and discussions to gather in-depth knowledge and perspectives on the subject matter. In this study, expert analysis was used to identify and understand the various factors of adaptive potential in enterprises. The insights from these experts provided a foundation for the study, ensuring that the identified factors were relevant and grounded in practical experience. 30 leading experts in the field of business security were involved. Among them, 20 work in Ukraine in the field of business security (large and medium-sized businesses), and the remaining 10 are scientists in the field of economic security. All experts have more than 10 years of

experience. Everything happened because of testing using the Delphi method. In this study, the Delphi method was utilized to achieve a consensus among the experts on the significance of different factors of adaptive potential. This method involves multiple rounds of questionnaires sent to a panel of experts. After each round, a facilitator provides an anonymous summary of the experts' forecasts and reasons for their judgments. This process is repeated until the group reaches a consensus. The Delphi method is particularly useful in addressing complex problems where there may be little or no definitive evidence and where opinion is important.

Hierarchical Analysis Method. This method is used to prioritize and rank different factors based on their level of importance. It involves structuring and organizing the factors into a hierarchy, from the most significant to the least significant. In this study, the hierarchical analysis method was used to order the identified factors of adaptive potential according to their significance in influencing crisis situations. This ordering helps in understanding which factors are most critical and should be given priority in the context of ensuring financial security and business sustainability.

Graph Theory. This is a branch of mathematics that studies graphs and the relationships between their nodes (which represent factors, in this context) and edges (which represent the connections or relationships between factors). In this study, graph theory was applied to model the relationships and interactions between the various factors of adaptive potential. This method helped in visualizing and understanding the complex interdependencies and influence pathways among the factors, providing a more nuanced understanding of how these factors work in conjunction to affect financial security and business sustainability.

Together, these methods form a comprehensive approach that allows for an in-depth exploration and understanding of the adaptive potential in enterprises, particularly in the context of crisis management and financial security. It should be noted that our approach represents a procedure for how enterprises in Ukraine can assess the influence of factors. The practical scenario is revealed through the presentation of the process of doing this.

## Results

The adaptive potential of an enterprise is its ability to quickly and effectively adapt to changes in the external and internal environment, especially in times of crisis. Using expert analysis to identify key drivers of adaptive capacity allows an enterprise to focus on critical aspects of its operations to ensure sustainability and financial security. According to the results of expert analysis, we have 7 key factors of adaptive potential, which we will mathematically designate as «O». Thus, we have the set O = {O1, O2, O3, O4, O5, O6, O7}. Here are seven key factors of adaptive capacity identified by experts:

$O_1$: Business process agility – the ability to quickly adapt business processes to changes in market conditions, technology, or the regulatory environment. Flexibility allows a company to effectively respond to unexpected events and reduce losses.

$O_2$: Innovation activity - the introduction of new ideas, products, services, or processes. Innovation not only opens up new opportunities for business development but also helps maintain the competitiveness of an enterprise.

$O_3$: Financial stability - having sufficient resources and the ability to manage finances effectively. Financial stability is important to support the activities of an enterprise during a crisis and ensure investment in development.

$O_4$: Strong company culture – a culture that promotes adaptation, collaboration, and innovation. A strong corporate culture helps attract and retain talented employees and increases staff motivation and commitment.

$O_5$: Effective risk management - the ability to identify, assess, and minimize risks associated with various aspects of the enterprise. Risk management helps reduce potential losses and negative impacts on the business.

$O_6$: Strategic planning and forecasting - developing long-term plans and strategies that take into account possible changes in the market environment. Effective strategic planning allows a company to stay one step ahead of change.

$O_7$: Openness to change - the enterprise's readiness and ability to quickly implement changes. Openness to change is necessary to adapt to new challenges and opportunities in a dynamic business environment.

The primary difference between $O_4$ and $O_7$ lies in their focus and application within an organization. $O_4$ (Strong company culture) is about creating a cohesive internal environment that nurtures certain values and behaviors, impacting employee engagement and loyalty. It is more about the 'soft' aspects of the organization's environment. In contrast, $O_7$ (Openness to change) is about the organization's external adaptability and readiness to implement practical changes in response to the external environment.

These factors together form the basis of an enterprise's adaptive potential, helping it cope with crisis situations and maintain financial security in the long term.

A binary dependency matrix, used for pairwise comparison of multiple factors of adaptive potential and their possible relationships, is an effective tool for

analyzing and assessing interactions between different factors. In such a matrix, the dimension of which is 7 × 7 elements, the use of binary elements (1 or 0) makes it possible to clearly and simply represent the presence or absence of a relationship between pairs of factors. The designation «1» in the matrix means that a relationship between two specific factors. On the contrary, the designation «0» indicates the absence of a direct or significant relationship between pairs of adaptive potential factors. This means that one «O» does not directly affect the other, and any of them can be considered and processed independently (Figure 2).

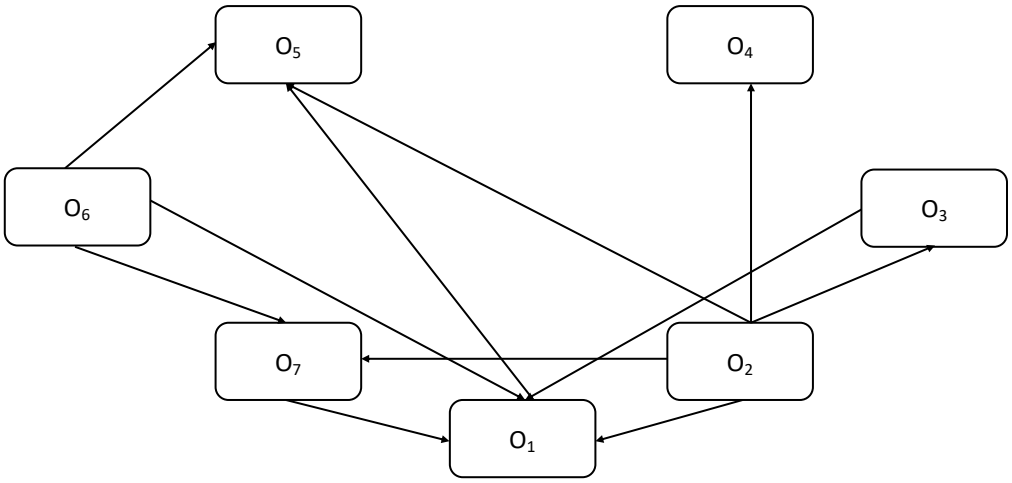
**Figure 2: Matrix of dependence of factors of adaptive potential for countering crisis situations**

| | $O_1$ | $O_2$ | $O_3$ | $O_4$ | $O_5$ | $O_6$ | $O_7$ |
|---|---|---|---|---|---|---|---|
| $O_1$ | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| $O_2$ | 1 | 0 | 1 | 1 | 1 | 0 | 1 |
| $O_3$ | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| $O_4$ | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| $O_5$ | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| $O_6$ | 1 | 0 | 0 | 0 | 1 | 0 | 1 |
| $O_7$ | 1 | 0 | 0 | 0 | 0 | 0 | 0 |

*Source: Author's own work.*

To analyze the connections between the listed factors of adaptive potential, we use the tools of graph theory and system analysis, which are important in solving such problems. Using the created dependency matrix, we will create a directed graph reflecting the connections between factors of adaptive potential to counter crisis situations and ensure financial security (Figure 3).

**Figure 3: Graph reflecting connections between factors of adaptive potential to counteract crisis situations and ensure financial security**




*Source: Author's own work.*

If there is a path in the graph that leads from a vertex $O_i$ to a vertex $O_j$, then the vertex is considered accessible or reachable. This group of reachable vertices can be denoted as S(O). Also, if the vertex Oi serves as the starting point of the path that leads to the vertex Oj, then it is recognized as a predecessor. We define the set of all such antecedents in the graph as a subset of P(O). Therefore, we develop a binary reachability matrix (Figure 4) with 7 × 7 elements to represent the connections between the vertices of the set O. In the reachability matrix, 1 is always placed along the diagonal for the reason that each vertex is considered reachable by itself. This is a fundamental principle in graph theory, where a path from a vertex to itself always exists, at least theoretically.

**Figure 4: The reachability matrix of factors of adaptive potential for countering crisis situations**

| | $O_1$ | $O_2$ | $O_3$ | $O_4$ | $O_5$ | $O_6$ | $O_7$ |
|---|---|---|---|---|---|---|---|
| $O_1$ | 1 | 0 | 0 | 0 | 1 | 0 | 0 |
| $O_2$ | 1 | 1 | 1 | 1 | 1 | 0 | 1 |
| $O_3$ | 1 | 0 | 1 | 0 | 0 | 0 | 0 |
| $O_4$ | 0 | 0 | 0 | 1 | 0 | 0 | 0 |
| $O_5$ | 0 | 0 | 0 | 0 | 1 | 0 | 0 |
| $O_6$ | 1 | 0 | 0 | 0 | 1 | 1 | 1 |
| $O_7$ | 1 | 0 | 0 | 0 | 0 | 0 | 1 |

*Source: Author's own work.*

The intersection between two subsets of the connection graph is the place where reachable vertices and ancestor vertices coincide, forming a separate subset (Equation 1):

$$R = S(O) \cap P(O) \quad (1)$$

Vertices that are not reachable from any other vertex in the residual set O establish a certain hierarchy order in the priority of the threats represented by these vertices. One of the key aspects is maintaining equality (Equation 2):

$$R = P(0) \quad (2)$$

Next, we will determine the first (lowest level) of significance among our list of factors of adaptive potential (Figure 5).

**Figure 5: Iterative matrix for determining the level of importance among the factors of adaptive potential**

| | S(O) | P(O) | R |
|---|---|---|---|
| $O_1$ | [1; 5] | [1; 2; 3; 6; 7] | [1] |
| $O_2$ | [1; 2; 3; 4; 5; | [2] | [2] |
| $O_3$ | [1; 3] | [2; 3] | [3] |
| $O_4$ | [4] | [2; 4] | [4] |
| $O_5$ | [5] | [1; 2; 5; 6] | [5] |
| $O_6$ | [1; 5; 6; 7] | [6] | [6] |
| $O_7$ | [1; 7] | [2; 6; 7] | [7] |

*Source: Author's own work.*

Equation 2 is applied for the 2nd factor of adaptive potential, as well as for the 6th. According to the hierarchy analysis methodology, these factors belong to the lowest priority level of influence on countering crisis situations and ensuring financial security. After this, we remove rows 2 and 6 from Figure 5, and in the i^th columns, we exclude numbers 2 and 6. As a result, we obtain Figure 6, which serves as the basis for the second iteration in the process of determining the next level of the hierarchy.

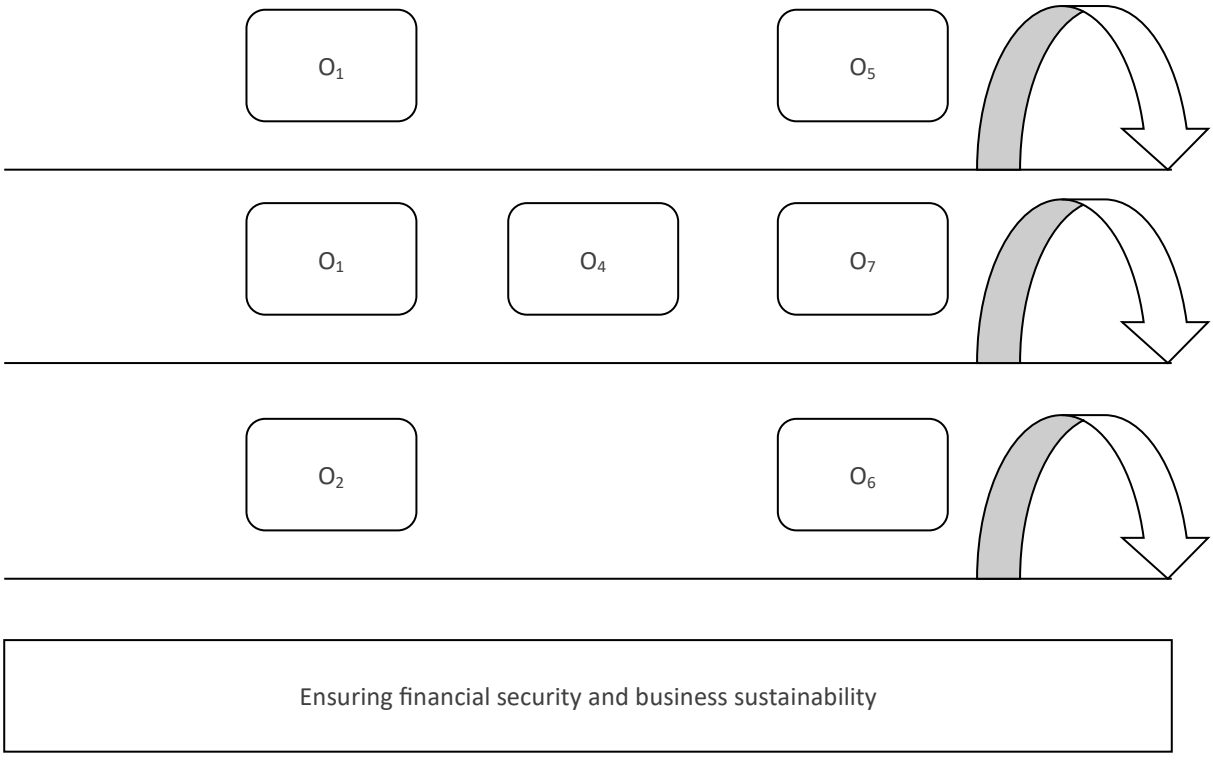
**Figure 6: Iterative matrix for determining the second level of importance among the factors of adaptive potential**

| | S(O) | P(O) | R |
|---|---|---|---|
| $O_1$ | [1; 5] | [1; 3; 7] | [1] |
| $O_3$ | [1; 3] | [3] | [3] |
| $O_4$ | [4] | [4] | [4] |
| $O_5$ | [5] | [1; 5] | [5] |
| $O_7$ | [1; 7] | [7] | [7] |

*Source: Author's own work.*

As we see, now equality is satisfied for factors number 3, 4, and 7. They are removed and the process is repeated. Let us omit the intermediate calculations in this way and present the final hierarchy of ordered factors of adaptive potential that most significantly influence the response to crisis situations and financial security (Figure 7).

**Figure 7: Model of hierarchically ordered factors of adaptive potential that most importantly influence countering crisis situations and ensuring financial security**




*Source: Author's own work.*

We need to say that Figure 2-7 was prepared based on experts' answers. It should be noted that the hierarchy we presented is not universal and is based on expert opinion exclusively for the country and enterprises in it. The results may vary for other countries. In addressing the challenges posed by crisis situations, enterprises must leverage their adaptive potential effectively to ensure financial security and resilience. One critical factor in this regard is $O_1$: Business Process Agility. This element refers to the ability of a business to rapidly adapt its processes to evolving market conditions, technological advancements, or changes in the regulatory landscape. In a crisis, this agility becomes paramount as it enables a company to pivot quickly, seizing new opportunities or mitigating threats as they emerge. For instance, during a market downturn or a sudden shift in consumer preferences, a business with agile processes can swiftly reorient its strategy, adjust its operational model, or even pivot to new product lines. This flexibility is not just about survival; it's about thriving amidst uncertainty. By being able to adapt quickly, a company can minimize losses and potentially gain a competitive advantage. Agility in business processes, therefore, acts as a buffer against the shocks of crisis situations, ensuring that the enterprise remains dynamic and capable of navigating through turbulent times.

The second factor, $O_5$: Effective Risk Management, is equally crucial for safeguarding a company's financial security. Effective risk management involves the identification, assessment, and minimization of risks that could negatively impact the enterprise. In crisis situations, the importance of this factor escalates as the landscape of potential risks broadens and their impact intensifies. For example, during a financial crisis, risks related to credit, market volatility, and liquidity surge, requiring companies to have robust mechanisms in place to detect and mitigate these risks promptly. Effective risk management enables a company to foresee potential pitfalls and put in place contingency plans, thus reducing the likelihood of significant losses. It is a proactive approach to crisis management, allowing companies to not only shield themselves from the immediate impacts of a crisis but also to position themselves advantageously for the post-crisis environment. By systematically managing risks, an enterprise can maintain its financial stability, ensuring that it does not only endure the crisis but emerges from it stronger and more prepared for future challenges.

## Discussion

Our study's focus on identifying and hierarchically ordering the factors of adaptive potential aligns with the themes explored in Blikhar et al. (2022) and Blikhar et al. (2021), which delve into the economic and legal aspects of enterprise security in innovation and crisis contexts. However, our approach adds a new dimension by offering a strategic framework for prioritizing these adaptive potential factors, thus providing a more targeted strategy for crisis management and financial security. Similarly, while Melnychuk et al. (2022) and Yuryk et al. (2021) concentrate on rights protection in conflict situations and the balance between medical secrecy and employer's rights, our study complements these discussions by highlighting the importance of a nuanced approach in crisis situations. This theme resonates with our emphasis on structured adaptation in enterprise management, underlining the significance of tailored strategies in complex scenarios.

In comparing our findings with Gonchar et al. (2020) and Grosu et al. (2021), who explore financial security assessments and conceptualizations in enterprise management, our research extends the discussion by not just assessing but actively enhancing financial security through a structured approach to adaptive potential. This methodology offers a proactive strategy for enterprises, aligning well with the themes of financial management and security in dynamic business environments. Furthermore, the themes of anti-crisis personnel management by Melnyk et al. (2020) and the optimization of financial resources in dynamic environments by Kopytko et al. (2024) intersect with our study's focus. Our model incorporates both human resource and financial aspects into the adaptive potential framework, offering a comprehensive and integrated approach to anti-crisis management and economic security.

Our research contributes a distinctive perspective to the existing body of knowledge on enterprise resilience and anti-crisis management. By providing a hierarchical model for adaptive potential, our study not only aligns with the broader themes discussed in contemporary literature but also introduces a practical and innovative approach that can be applied across various enterprise scenarios for effective anti-crisis management and resilience building. This approach, emphasizing both strategic prioritization and integration of diverse factors, marks a significant advancement in the field.

## Conclusions

To summarize, we should briefly but clearly outline exactly what we determined as a result of our research. The research presented in our article significantly advances our understanding of the crucial role of adaptive potential in navigating businesses through crisis situations. This study has successfully identified key factors of adaptive potential that are instrumental in enhancing an enterprise's financial security and resilience in the face of crises. The innovative approach of hierarchically ordering these factors from the most

significant to the least significant provides a clear, structured view of priorities for businesses to focus on. This not only aids in resource allocation but also serves as a strategic guide for decision-making during anti-crisis management. The study's methodological robustness, combining expert analysis with the Delphi method, hierarchical analysis, and graph theory, adds depth and credibility to its findings. This comprehensive approach ensures that the conclusions drawn are well-supported and grounded in analytical rigor. The practical implications of this research are manifold, offering enterprises a novel approach to anti-crisis management that emphasizes the strategic assessment and leveraging of internal adaptive capabilities. The study's innovativeness lies in its preemptive focus on internal factors contributing to an enterprise's resilience, moving beyond traditional anti-crisis management strategies.

However, the research acknowledges its limitations, particularly in not accounting for the specificities of different types of enterprises and industry requirements. This acknowledgement paves the way for future research, which is aimed at incorporating these specificities and tailoring the model to diverse business environments in various countries. In conclusion, this study marks a significant stride in understanding and utilizing adaptive potential in the realm of business sustainability. It provides actionable strategies for businesses, extending beyond academic discourse, to thrive in the challenging and unpredictable global market environment.

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