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MULTILEVEL ADAPTIVE METHODOLOGY FOR THE STRATEGIC ALIGNMENT OF DEMAND AND PRODUCTION OF CONSTRUCTION MATERIALS

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Abstract: The article proposes a multilevel methodology linking the diagnosis of imbalances in construction materials with verifiable management action. Design science, systems, and structural-functional approaches are used to construct a cycle of “data — IMI profile — Package Z — D0–D5 response — S&OP/RACI — monitoring — new vintage.” The enterprise, product segment, region, and national industry are integrated through flows of objectives, constraints, evidence, and feedback. Gates V0–V5 align decision irreversibility with the level of verification, from construction audit to measured impact. Currently, V0 has been completed, V1–V2 have been partially completed, and V3–V5 have not been confirmed by a corporate pilot; therefore, economic efficiency is not claimed. The novelty lies in the joint consideration of signal strength, evidence quality, feasibility, and authority.

Keywords: adaptive management, demand, production, construction materials, S&OP, evidence gates, RACI, strategic coordination.

Annotatsiya: Maqolada qurilish materiallari nomutanosibligi diagnostikasini tekshiriladigan boshqaruv harakati bilan bog'lovchi ko'p darajali metodologiya taklif etilgan. Dizayn-ilmiy, tizimli va strukturaviy-funksional yondashuvlardan foydalanib, “ma'lumotlar — IMI profili — Z paketi — D0–D5 reaksiyasi — S&OP/RACI — monitoring — yangi vintaj” sikli shakllantirilgan. Korxona, mahsulot segmenti, hudud va milliy tarmoq maqsadlar, cheklovlar, dalillar va teskari aloqa oqimlari orqali birlashtirilgan. V0–V5 darvozalari qaror qaytarilmasligini tekshiruv darajasi bilan bog'laydi: konstruksiya auditidan o'lgan samaragacha. Hozirda V0 yakunlangan, V1–V2 qisman bajarilgan, V3–V5 esa korporativ pilot orqali tasdiqlanmagan; shu sababli iqtisodiy samaradorlik da'vo qilinmaydi. Ilmiy yangilik signal kuchi, dalillar sifati, amalga oshirish imkoniyati va vakolatlarni birgalikda hisobga olishdan iborat.

Kalit so'zlar: adaptiv boshqaruv, talab, ishlab chiqarish, qurilish materiallari, S&OP, daliliy darvozalar, RACI, strategik muvofiqlashtirish.

Аннотация: Статья предлагает многоуровневую методологию, связывающую диагностику дисбаланса строительных материалов с проверяемым управленческим действием. Дизайн-научный, системный и структурно-функциональный подходы использованы для построения цикла «данные — профиль IMI — пакет Z — реакция D0–D5 — S&OP/RACI — мониторинг — новый винтаж». Предприятие, продуктовый сегмент, регион и национальная отрасль объединены потоками целей, ограничений, доказательств и обратной связи. Ворота V0–V5 соотносят необратимость решения с уровнем проверки: от аудита конструкции до измеренного эффекта. Сейчас V0 завершён, V1–V2 выполнены частично, а V3–V5 не подтверждены корпоративным пилотом; экономическая эффективность поэтому не заявляется. Новизна состоит в совместном учёте силы сигнала, качества доказательств, выполнимости и полномочий.

Ключевые слова: адаптивное управление, спрос, производство, строительные материалы, S&OP, доказательные ворота, RACI, стратегическая координация.

INTRODUCTION

Aggregated statistics can show simultaneous growth in construction and materials output, even though a specific region or product category continues to face shortages, logistical disruptions, or resource constraints. Even accurate diagnostics do not automatically suggest a course of action. A manager needs information about the reliability of the signal, the critical component, the response time, mandatory constraints, the responsible person, and the procedure for verifying the decision made.

Organizational information processing theory asserts that increasing uncertainty raises the need for information-processing capacity and horizontal coordination [1]. The dynamic capabilities framework links sensing changes, seizing opportunities, and reconfiguring resources [2–3]. S&OP provides regular alignment of demand, operations, and finance [4–8]. However, transferring corporate S&OP to industry and regional levels requires a clear delineation of authority, evidence, and mandatory constraints.

In Uzbekistan, the development of construction materials is associated with investment, the raw material base, energy efficiency, standards, and the expansion of demanded product assortments [9]. Under these conditions, the methodology should prevent two symmetrical errors: investing on the basis of a weak signal and inaction in the face of a confirmed shortage. The aim of this article is to develop a multilevel adaptive architecture that transforms a diagnostic signal into an evidence-constrained decision and feeds the result back into the next planning cycle.

REVIEW OF LITERATURE ON THE SUBJECT

Galbraith considers organizational design as a mechanism for matching task uncertainty with information-processing capacity [1]. For the industry under consideration, this means that an aggregated annual report can be complemented by detailed information to address high seasonality, product assortment complexity, and spatial separation between the plant and the construction site. Product- and region-level data, unified classifiers, frequent updates, and horizontal coordination procedures support effective information processing and coordinated decision-making.

Dynamic capabilities explain adaptation through sensing, seizing, and transforming [2–3]. The existence of a capability can be assessed through a combination of profit, the number of meetings, signal quality, decision speed, resource reconfiguration, and the final outcome. This distinction strengthens the assessment of capabilities by connecting successful outcomes with the underlying organizational processes and measurable performance indicators.

The synthesis of S&OP demonstrates the importance of vertical and horizontal alignment, management meetings, information systems, performance indicators, and decision-making [4–6]. An empirical study of global S&OP confirms the need to consolidate local plans and unified KPIs, while highlighting opportunities for integrating heterogeneous systems and contexts [7]. Information exchange can be aligned with the specific environment and supported by an appropriate volume of data to strengthen coordination and decision-making [8].

The design science approach requires not only the creation of an artifact but also the determination of its usefulness, conditions of application, and evidence of validity [10–12]. This principle is particularly important for strategic methodology: a logically consistent framework provides a foundation for developing an implemented and economically efficient system. The research opportunity lies in developing an architecture linking multidimensional diagnostics, decision classes, authorities, and evidence levels for construction materials.

RESEARCH METHODOLOGY

The study was conducted as a methodological investigation following the logic of design science. First, four levels of analysis were established: enterprise, product segment, region, and national industry. Next, the principles of information processing theory, dynamic capabilities, S&OP, and risk management were integrated into a common framework. Based on this framework, the IMI profile, decision package Z, response classes D0–D5, RACI matrix, and evidence gates V0–V5 were developed. The final stage involved a constructive audit: for each input, the transformation rule, responsible participant, and observable output were verified.

The unit of a management signal is “product × region × period × vintage.” Vintage records what information was available at the time of the decision and prevents the use of future revisions when evaluating a past forecast. Each signal is accompanied by a data class A/B/C/N, coverage, uncertainty, mandatory vetoes, and an owner.

ANALYSIS AND RESULTS

The methodology begins with a data passport. If the key, unit, classifier, or cutoff date is not verified, the calculation receives D0 and does not proceed to decision-making. Next, a five-component IMI profile is formed: quantity, assortment, territory, time, and resource feasibility. The integrated score does not replace the profile; it is the minimum or veto component that determines the direction of verification.

Package Z contains: the object and decision level; evidence status; IMI profile; demand forecast and feasible capacity; active constraint; scenarios; permissible actions; owner; deadline; KPI; exit rule; and a reference to the original vintage. It prevents the transmission of a “red signal” without explaining the reason

and authorities.

Response classes D0–D5 are arranged according to the logic of reversibility and capital intensity. D0 means insufficient data. D1 represents a mandatory constraint or veto that first requires the violation to be remedied. D2 is an operational action: changing the schedule, inventory, or batch. D3 is logistical redistribution. D4 is a commercial or portfolio decision. D5 is an investment or structural capacity change. The greater the irreversibility, the stronger the evidence must be (Table 1).

Table 1. Levels of Adaptive Methodology and Typical Decisions¹

Level	Object	Main Decision	Feedback
Enterprise	Line, portfolio, inventory, resource	Production schedule and resource allocation	Forecast error, OTIF, utilization, downtime
Product segment	Brand, standard, substitutability	Assortment and technological changeover	Orders, price, imports, lost sales
Region	Demand, inventory, route	Relocation, consolidation, and service area	Lead time, cost, and spatial gap
National industry	Investment, energy, trade	Long-term capacity and institutional coordination	Shortage risk, imports, resource limit

S&OP performs the function of a regular decision-making forum. The monthly cycle includes demand updating, capacity and resource verification, preliminary alignment, executive decision-making, and monitoring. RACI establishes the following responsibilities: Responsible — prepares the calculation and executes the action; Accountable — approves the decision; Consulted — confirms technical and financial parameters; Informed — receives the result. Multiple Accountable parties cannot be assigned without an escalation rule.

To evaluate the artifact, a V0–V5 evidence ladder is proposed. It distinguishes logical correctness from actual impact (Table 2).

Table 2. Evidence Gates V0–V5 and Current Status²

Gate	Question to Be Verified	Minimum Evidence	Current Status
V0 — Construction	Are the concepts, rules, and outputs logically connected?	Construct matrix, formulas, prohibitions, and traceability	Completed
V1 — Data	Are comparable core data and vintages available?	Data passport, units, coverage, source files	Partially completed
V2 — Technical operation	Do the calculations and rules execute correctly?	Algorithm tests, solver statuses, boundary cases	Partially completed
V3 — Shadow pilot	Does the system improve decision-making without intervention?	Parallel calculation using real data	Not confirmed
V4 — Comparative pilot	Is the result better than the baseline practice?	Control/before–after comparison, KPIs, and uncertainty	Not confirmed
V5 — Implementation	Is the system institutionalized and does it deliver a sustained effect?	Regulation, formal act, repeatable KPI, economic impact	Not confirmed

At V0, definitions, class consistency, the NA rule, veto, and result traceability are verified. V1 requires actual orders, inventories, shipments, capacity, and resources; public aggregates are insufficient. V2 verifies formulas, optimization status, reproducibility, and responses to boundary values. V3 launches a “shadow” calculation without affecting production and compares the recommendation with the actual decision. V4 requires a pilot passport, baseline, KPIs, and comparison method to be frozen in advance. V5 is possible only after roles, regulations, data, and repeatable effects have been established.

The minimum KPIs include MASE/WAPE and forecast bias, interval coverage, OTIF, backlog, inventory days, feasible capacity utilization, downtime, decision time, share of urgent logistics, and cost per unit of service. Economic impact is not equal to the sum of all improvements: reductions in inventory, logistics costs, and lost sales may have a common causal basis; therefore, double counting is excluded.

The go/no-go rule is formulated before the pilot. The methodology is scaled when data quality meets the threshold, mandatory requirements are satisfied, the forecast performs at least as well as a simple benchmark, service quality improves, the decision remains stable under small parameter changes, and the economic

¹ Source: Author's development based on [1–8].

² Source: Author's development based on design science principles [10–12].

impact is supported by verified assumptions. Continuing is a valid scientific result and a meaningful project achievement.

Compared with corporate S&OP, the proposed framework expands both the scale and the logic governing authorization to act. The cycle encompasses the relationships between the enterprise, product, region, and industry, while evidence status becomes an independent condition supporting the transition to action. Requirements for composite measurement and official statistics strengthen the traceability of source data [13–15]. Thus, a Class C signal is sufficient for additional information gathering or a reversible pilot, while a capital-intensive step is supported by stronger evidence. Conversely, a Class A signal can proceed when an environmental requirement has been satisfied.

The methodology does not create a new government body or change regulatory powers. It proposes a functional architecture for existing participants. The current level of evidence provides a foundation for further development: the constructive audit has been completed, and some data and technical tests are available, while V3–V4 corporate pilots and a V5 implementation act represent opportunities for further validation. Therefore, the system offers a promising basis for improving profits, reducing inventories, and supporting implementation in the industry as further evidence is established.

CONCLUSIONS AND SUGGESTIONS

The result of the study is a closed adaptive cycle: source data are transformed into five-component diagnostics and Package Z, followed by a D0–D5 response, S&OP/RACI responsibility allocation, and KPI monitoring; the observation outcome generates a new vintage. This sequence aligns the irreversibility of a management action with the actual strength of the evidence.

Practical implementation should begin with one product and one enterprise: create a passport for orders, inventories, shipments, and actual capacity; complete V1; then conduct a technical V2 and a three- to six-month V3 shadow pilot. A comparative V4 is permissible after KPIs and the baseline have been registered. Economic impact and institutional implementation may be claimed only after V4–V5.

The scientific novelty lies in evidence-constrained multilevel management: a signal does not become a decision without data, feasibility, authority, and feedback. Further research should test the validity of the D0–D5 classes and the impact of the methodology on forecasting, service, inventories, and decision-making time.

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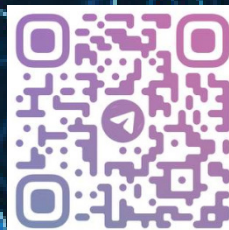
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