

MANAGING THE INNOVATIVE POTENTIAL OF ENTERPRISES IN CONDITIONS OF VARIABLE ECONOMIC DEVELOPMENT

УПРАВЛІННЯ ІННОВАЦІЙНИМ ПОТЕНЦІАЛОМ ПІДПРИЄМСТВ В УМОВАХ ВАРІАТИВНОГО ЕКОНОМІЧНОГО РОЗВИТКУ

The article explores the theoretical and methodological foundations of managing the innovative potential of enterprises under conditions of variable economic development, which is characterised by instability of the external environment, structural transformations of the economy, and limited availability of economic resources. It is substantiated that under such conditions innovative potential becomes a key factor in ensuring enterprise competitiveness and forming long-term trajectories of economic development. Modern scientific approaches to the interpretation of alternative options for enterprise economic development based on innovative potential are analysed. In economic literature, such options are most often associated with reserves, hidden opportunities, and surplus resources that can be mobilised in the process of innovation activity. The classification of alternative options for enterprise economic development is systematised, including unused and underutilised resources, reserves for the formation of innovative potential, losses arising from innovation activity, as well as opportunities that re-emerge as a result of the implementation of innovative products, technologies, and organisational solutions. The expediency of considering alternative options as an important object of management that requires a systematic approach, continuous monitoring, and evaluation of the effectiveness of their use is substantiated. A methodological approach to assessing the effectiveness of managing alternative options for enterprise economic development based on innovative potential is proposed. This approach takes into account time parameters of innovation activity, changes in production scale, quality of management processes, the level of implementation of innovative technologies, cost dynamics, and profitability of innovation activity. Particular attention is paid to the identification of both explicit and hidden reserves formed in the course of innovation activity, which determine additional opportunities for improving the effectiveness of enterprise economic development management. The practical significance of the research results lies in the possibility of applying the proposed approaches in the system of strategic and operational management of innovative potential in order to mobilise internal reserves, reduce costs, increase the efficiency of innovation activity, and ensure sustainable economic development of enterprises under conditions of variability and uncertainty.

Key words: innovative potential, enterprise management, economic development, variability, alternative options, reserves, innovation activity, management efficiency.

У статті досліджено теоретико-методологічні засади управління інноваційним потенціалом підприємств в умовах варіативного економічного розвитку, що характеризується нестабільністю зовнішнього середовища, структурними трансформаціями економіки та обмеженістю ресурсного забезпечення. Обґрунтовано, що за таких умов інноваційний потенціал стає ключовим чинником забезпечення конкурентоспроможності підприємств і формування довгострокових траєкторій їх економічного розвитку. Проаналізовано сучасні наукові підходи до трактування альтернативних опцій економічного розвитку підприємств на основі інноваційного потенціалу, які в економічній літературі переважно отожднюються з резервами, прихованими можливостями та надлишковими ресурсами, що можуть бути мобілізовані в процесі інноваційної діяльності. Узагальнено та систематизовано класифікацію альтернативних опцій економічного розвитку, до складу яких віднесено невикористані та недовикористані ресурси, резерви формування інноваційного потенціалу, втрати, що виникають у процесі інноваційної діяльності, а також можливості, які повторно з'являються внаслідок упровадження інноваційних продуктів, технологій і організаційних рішень. Обґрунтовано доцільність розгляду альтернативних опцій як важливого об'єкта управління, що потребує системного підходу, постійного моніторингу та оцінювання ефективності їх використання. Запропоновано методологічний підхід до оцінювання ефективності управління альтернативними опціями економічного розвитку підприємств на основі інноваційного потенціалу, який передбачає врахування часових параметрів інноваційної діяльності, змін масштабів виробництва, якості управлінських процесів, рівня впровадження інноваційних технологій, динаміки витрат і прибутковості інноваційної діяльності. Особливу увагу приділено ідентифікації як явних, так і прихованих резервів, що формуються у процесі інноваційної діяльності та визначають можливості підвищення ефективності управління економічним розвитком підприємств. Практичне значення результатів дослідження полягає в можливості використання запропонованих підходів у системі стратегічного та оперативного управління інноваційним потенціалом підприємств з метою мобілізації внутрішніх резервів, зниження витрат, підвищення результативності інноваційної діяльності та забезпечення стійкого економічного розвитку в умовах варіативності та невизначеності.

Ключові слова: інноваційний потенціал, управління підприємством, економічний розвиток, варіативність, альтернативні опції, резерви, інноваційна діяльність, ефективність управління.

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Formulation of the problem. The current stage of economic development is characterised by increased instability in the external environment, growing uncertainty, structural transformations and

limited resource provision for enterprises. Under such conditions, traditional models of economic development are losing their effectiveness, which necessitates the search for new approaches to

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managing the development of enterprises that can ensure their adaptation to change and increase their competitiveness. One of the key factors in the economic development of enterprises under these conditions is their innovative potential, which determines the possibilities for the formation and implementation of innovative activities. The variability of the economic development of enterprises is manifested in the multiplicity of possible growth trajectories, which are formed under the influence of internal and external factors. In such conditions, the management of innovation potential as a complex dynamic object capable of generating alternative options for economic development becomes particularly important. Such options include unused and underutilised resources, reserves for the formation of innovative potential, hidden opportunities and surplus elements of the resource base of enterprises that can be mobilised in the process of innovative activity.

Despite the existence of a significant number of scientific studies devoted to the issues of innovative development and management of innovative activity of enterprises, the problems of assessing the effectiveness of innovation potential management, taking into account alternative options for economic development, remain insufficiently studied in modern economic literature. The vast majority of scientific approaches focus on evaluating the results of innovation activities or the overall level of innovation potential, while the issues of identifying and using explicit and hidden reserves formed in the process of innovation activities remain outside the scope of attention. Given the limited economic resources and growing demands for effective management decisions, there is a pressing need to develop methodological approaches to assessing the effectiveness of managing the innovative potential of enterprises, focused on identifying and mobilising alternative options for economic development. This necessitates the improvement of scientific and methodological support for the management of the innovative potential of enterprises in order to increase the effectiveness of innovation activities and ensure sustainable economic development in conditions of variability and uncertainty.

Analysis of recent achievements and publications. Today, we are witnessing an intensification of scientific research in this area. Having analysed scientific works, we can note that scientists have made a significant contribution to its solution. Strategic management of regional development is considered in the works of such scholars as: O. Zavytii, O. Zarichna, S. Kozlovskiy, V. Kubinii, N. Rogatina, A. Tishchenko, F. Shandor and others [1-9]. However, in the economic literature, there is practically no assessment of the effectiveness of alternative sources of formation and development of innovation potential, which are formed through

the use of new opportunities that have arisen as a result of innovation activities. In addition, there are no methods for assessing the efficiency of management of alternative options for the development of the innovative potential of enterprises on the basis of newly discovered opportunities for innovation, which represent a significant potential for improving the efficiency of management of its economic development.

The purpose of the article is to justify the theoretical and methodological foundations and develop a methodological approach to assessing the effectiveness of managing the innovative potential of enterprises in conditions of variable economic development, which involves identifying and using alternative options for economic development based on explicit and hidden reserves of innovative activity.

Presentation of the main material. The search for alternative options for the economic development of enterprises based on its innovative potential is a prerequisite for effective management of innovation activities.

The tasks of managing alternative options for economic development of enterprises based on its innovation potential include [7]:

- definition, identification, creation and implementation of possible options for the development of the innovation potential of enterprises;
- creation of a mechanism and tools for implementing various options for the development of innovation potential, which are determined by the objectives of its creation and application;
- Identification of reserves, including latent ones, for the creation and realisation of innovation potential;
- analysis and evaluation of alternative options for managing the development of the innovation potential of enterprises;
- assessment of the effectiveness of alternative options for managing the development of innovation potential and the level of efficiency of the use of innovation potential and the level of efficiency of the use of its potential reserves;
- assessment of the level of intensity of use of reserves of innovation potential development.

Theoretical studies of alternative options for the economic development of enterprises based on its innovation potential are reflected in the form of:

- additionally existing potential opportunities for creating innovative potential;
- unused or underutilised resources for the formation of innovation potential;
- losses that arise in the process of innovation activity;
- reserves for creating innovative potential, represented in the form of unused opportunities that are potentially ready for use (unused innovative reserves, excessive stocks, additional and reserve production capacities, etc);

– reserves that reappear due to the use of new qualities and properties of innovative products.

The author's presentation of alternative options for the economic development of enterprises based on its innovation potential is shown in Fig. 1.

Researchers of innovation potential consider alternative options for its development as a possibility of additional realisation of technological, organisational, resource, managerial, personnel and other potentials of an enterprise with the identification of factors of their influence to reduce losses.

In economic studies, alternative options for the development of innovation potential, sometimes called alternative sources of economic development, most often refer to the category of «reserves», which reflects a part of the unused potential known or deliberately formed by business entities [6].

The researcher [4] belongs to the representatives of the scientific school, which reflects the use of alternative options for the development of innovation potential by presenting the position in which the reserves for the development of efficiency of the use of innovation potential are various (both planned and unplanned), newly emerging and unused opportunities to obtain maximum performance at minimum labour costs at all stages of the life cycle of

innovation, which leads to an increase in the level of use of innovation resource [6] refers to the alternative options for the development of innovation potential as reserves for the production of innovative products, which are determined by unused opportunities that lead to an increase in the final indicators of innovation activity at all stages of the life cycle of innovative products due to a number of significant reasons. The researcher identifies the following reserves: current and prospective reserves, loss reserves, and potential reserves.

The researcher [7] understands alternative options for the development of innovation potential as unused potential opportunities and abilities that reduce current and advanced costs of the resource base, as well as financing for a certain development of innovation activities.

The author [2] considers alternative options for the development of innovative potential as innovative reserves of an economic entity, which are the possibilities of its innovative activity that are not currently used, as well as temporarily not used in the innovation process, but potentially ready for use of the entity's own resources, as well as commissioned production facilities, but not involved in the formation of innovative products.

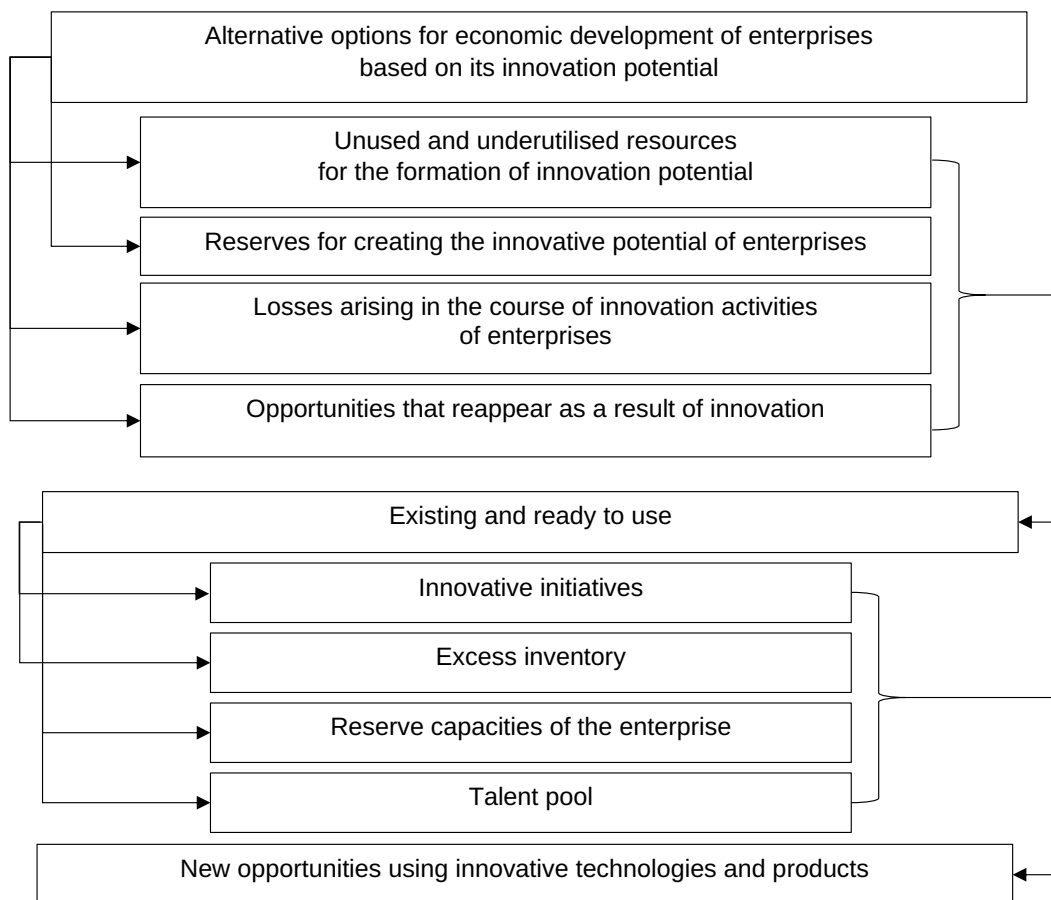


Figure 1. Alternative options used for economic development of enterprises based on their innovation potential

Researcher [3] offers a broader definition of alternative options for the development of innovation potential - its reserves. According to this author, the category of «alternative sources of innovation potential creation» is a kind of complex ability to increase the efficiency of innovation activity, which is based on:

- internal factors of production and innovation activity;
- factors of influence of the socio-economic environment;
- innovative relations in the creation and sale of products;
- maintaining a dynamic balance between these factors.

Researchers [5] reveal the essence of alternative options for the development of innovation potential in terms of systemicity, which reflects the internal capabilities of the business entity to form and implement innovation activities, which occurs through more efficient use of material, financial and labour resources, increase of innovation capacities.

In their works, these researchers reflect the possibilities of development of innovation activity, which is a consequence of intensification of innovation activity of a business entity. In their view, the term «reserves» reflects additional resources required by a business entity, including new technologies and technical means of production, new materials and other innovations. As a result, the organisation of the use of these measures leads to additional investment attraction, rather than reflecting an increase in the ability to save existing resources [7].

D. Sahal, analysing the issue of redundancy of economic systems in the context of STP development, notes that scale and redundancy constitute their important characteristic – innovation potential [6]. The analysis of this relationship, identified by D. Sahal, is interesting from the point of view of

considering the current conditions of economic development, which is expressed in the fact that in many industries there are significant unused reserves, the volume of which reaches up to 90% of production capacity. This redundancy is caused by the legacy of the remaining command economy and underutilisation of production due to the obsolescence of production assets, which necessitates the restructuring of industrial enterprises. On the other hand, it reflects the ability of business entities to develop innovations and other innovative products, reflecting their untapped potential. At the same time, the triad of the cause-and-effect relationship «redundancy-reserves-innovation potential» demonstrates the effectiveness of using alternative sources of innovation potential formation.

Thus, the innovative activity of enterprises, on the one hand, is conditioned by the availability of unused reserves for the formation of innovative potential, and on the other hand, it contributes to its formation and development. Hence the logical relationship «reserves-innovation potential-development».

As a result of the requirements to ensure the development and growth of innovation potential in the context of limited economic resources, the task of mobilising available reserves and improving the efficiency of managing its development arises.

One of the key tasks of managing alternative options for the economic development of enterprises based on their innovation potential and assessing their effectiveness is to find reserves for increasing the efficiency of innovation activities, as well as reducing costs and the cost of products manufactured by the enterprise, while increasing their competitiveness and quality.

The general scientific principles of forming a system for managing reserves (alternative options) to improve the efficiency of business entities are presented in Table 1.

Table 1

Principles of forming a system of management of alternative options (reserves) for the development of innovative potential of enterprises

Principle	The content of the principle
Science	Organisation of production based on the use of economic laws, ways of creating and interacting elements of the enterprise's resource base, search for effective options for available reserves for the formation of innovation potential
Targeted use of reserves	Use of reserves to fulfil the main mission and targeting system of innovation potential development
Systematic approach	Identification and use of reserves in the process of innovation. Continuous recording and tracking of potential reserves in all areas of activity
Complexity	Taking into account the maximum number of factors affecting the system of managing innovation reserves
Efficiency	Timely utilisation of newly emerging reserves, which help to reduce production costs and increase the company's profit
Economy	Focusing reserves on reducing costs within the framework of formation and development of the innovative potential of the enterprise, increasing the return on it

The effectiveness of managing alternative options (reserves) for economic development of enterprises based on its innovative potential involves:

- identification and assessment of directions and potential of their possible use;
- formation and adjustment of plans for their application in the development of innovation potential;
- assessment of the effectiveness of development management and the prospects of using the newly discovered reserves of innovation potential.

When formulating the economic significance of management processes based on reserves for improving the efficiency of economic development of enterprises based on its innovation potential, the time savings, which is manifested in the rational use of their resource base, are primarily used.

For all variants of alternative sources (reserves) of economic development of enterprises on the basis of its innovation potential, it is necessary to carry out an economic assessment of the effectiveness of their use in the current and future periods.

The directions of assessment of efficiency of alternative sources (reserves) of economic development of enterprises on the basis of its innovation potential are assessments of use of the main capacities of economic entities, increase of labour productivity, innovation activity, and human resources.

Depending on the types of reserves manifested in innovation activities, they are classified as obvious, i.e., those that provide real opportunities for the development of the innovation potential of business entities, and hidden, which can be identified during the evaluation of the effectiveness of an innovation project carried out at the beginning of the implementation of an innovation project and after its completion.

To assess the hidden reserves of economic entities, which are identified as a result of innovation activities, the author proposes a methodology for assessing the economic development of enterprises based on its innovation potential.

When forming this methodology, we will use the parameters of emerging opportunities or redundancies from the introduction of innovations that affect the final result – the effectiveness of managing the development of innovation potential, which are determined by:

- time parameters of innovation activities;
- improving the quality of management processes;
- changes in the scale of production;
- improvement of quality indicators of manufactured products;
- use of new innovative technologies;
- reduction of production costs for innovations;
- growth of profit dynamics from innovation activities.

It is worth noting that the redundancy of reserves and the development of innovation potential are

directly proportional: the volume of innovation activity is determined by the available reserves, and the development of innovation potential contributes to their formation. Hence, the interconnection 'innovations-reserves-development of innovation potential' can be traced. Identification of hidden reserves formed through the use of additional opportunities from innovation activities is part of the process of managing the development of the innovation potential of enterprises.

The application of this methodology makes it possible to identify hidden reserves determined by the introduction of innovations in the activities of business entities through the improvement of products, technologies used, and new labour organisation. One remark should be taken into account here: when assessing the costs of implementation and use, it is necessary to ensure that they do not exceed the effects of implementation.

Conclusions. Based on different approaches to assessing the innovative potential of enterprises, the author proposes promising areas for the development of methods for assessing the effectiveness of management of economic development of enterprises based on its innovative potential: methods for assessing the market maturity of technologies for the formation of digital projects for the development of innovative potential – assessment of the market maturity of management technologies and readiness for their implementation. The article also considers methods for assessing innovation potential using artificial intelligence; methods for assessing intellectual capital; methods for assessing real options; methods for assessing organisational, human and social capital in the structure of innovation potential; methods for assessing start-up acceleration; methods for assessing the innovation activity of enterprises; methods for assessing alternative sources (reserves) of innovation potential; methods for assessing investments and financial resources for creating innovative projects. Also important are methods for assessing labour market indicators in the management of an enterprise's innovation potential; methods for assessing the use and effectiveness of software products for the formation of innovation potential; methods for assessing the risks of forming and implementing innovation potential. Based on the use of these methods, depending on the economic condition of enterprises, promising directions for its development can be proposed.

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