

O. Kharkovyna,*Postgraduate,*

ORCID 0009-0001-4224-3743,

e-mail: harkovina@snu.edu.ua,**Guangming Shi,***Postgraduate,**Volodymyr Dahl East Ukrainian National University, Kyiv*

FORMATION OF PERSPECTIVE INNOVATIVE STRATEGIES FOR EVALUATING THE MANAGEMENT OF ECONOMIC DEVELOPMENT OF ENTERPRISES

Formulation of the problem. In view of the change in the paradigm of the structural state and development of indicators and characteristics of economic mesosystems from the theories of globalisation to localisation directions, it is necessary to formulate sound principles and concepts of efficiency of management of economic development of enterprises on the basis of its innovative potential in the new conditions – conditions of localisation. These circumstances necessitate the formation of effective development of national economic mesosystems within the framework of the new State economic policy through a new strategy for the formation and implementation of the innovative potential of enterprises, as well as a methodology for assessing the forecasting of its development.

The active influence of geopolitical factors on enterprises, in particular, pandemics and countering Russian aggression, necessitate identifying the dependence of management processes and the efficiency of using innovative potential on the degree of localisation of economic systems. The consequence of this is the intensity of change in technological modes, which justifies the creation of theoretical and methodological concepts of efficiency of management of the development of the innovative potential of enterprises.

Analysis of recent achievements and publications. The problems of developing a strategy for regional economic development have been studied by the following scholars: G. I. Bashnyanyn, M. Butko, A. Galchynskyi, V. Heets, B. Danylyshyn, M. Dolishnyi, Y. Zhalilo, I. Irtysheva, V. Miklovda, H. Monastyrskyi, B. Panasiuk, I. Mykhasiuk, S. Panchyshyn, L. Shablysta, B. Yazliuk, L. Yakovenko, and others [1-8]. The analysis of scientific sources leads to the conclusion that strategic management of economic development of regions is currently gaining relevance for the development of the country as a whole, since Ukraine's accession to the European Union determines the strategic management of the region. However, there

are still many unresolved problems that require theoretical, methodological and practical solutions.

The purpose of the article is to formulate promising directions for assessing the performance indicators of economic development of an enterprise on the basis of its innovative potential, which is based on a study of the prerequisites for such formation.

Presentation of the main material. Innovations are a key factor that ensures the formation and development of the economy, and innovation potential provides guarantees for such development. To analyse and evaluate innovation potential, a comprehensive system of parameters is required, with the efficiency of economic development management being at the centre of it. This system is not static, but dynamic, i.e. with the development of economic processes, new assessment indicators are needed that allow for a more complete assessment of the potential and new processes of its formation and development. The dynamism of development of methods for assessing the efficiency of managing the innovation potential of enterprises intensifies its use. Promising directions for assessing the efficiency of economic development of enterprises based on its innovation potential include:

development of methodological indicators of assessment, taking into account the formation of a base of target indicators;

development of criteria for changes that reflect the dynamics of changes in the efficiency of innovation potential development under the influence of management decisions;

development of parameters of effectiveness of management of development and intensification of application of innovation potential in the forecast periods;

evaluation of innovation performance indicators to address the challenges of improving the efficiency of innovation potential development management;

formation of a system of monitoring, accounting and control of current performance indicators of management of innovation potential development [6].



The study of the issues of assessing the performance indicators of managing the economic development of an enterprise on the basis of its innovation potential in the context of localisation is a fairly new process that requires the study of a significant amount of scientific works that reflect the methodology of scientific works that study methodological changes in conceptual provisions and theoretical and methodological approaches.

Instrumental research aimed at enriching scientific knowledge on modelling the process of formation and development of the innovative potential of economic mesosystems is outlined in the works of such domestic and foreign scholars as [1-8]. At the same time, it is necessary to update the system paradigms regarding the structural hierarchical building of the original and model building of original and model objects.

However, the works of many scientists do not reflect promising methods for assessing the effectiveness of managing the development of the innovation potential of enterprises, and do not take into account the specifics of regional economic processes.

Thus, the analysis and evaluation of the transformation of scientific ideas about the effectiveness of management of economic development of enterprises on the basis of its innovation potential have shown the need to research and substantiate promising methods of evaluation depending on the level and dynamics of managerial influences.

Having evaluated various approaches to the development of methods for assessing the innovation potential of industrial enterprises, we found that all the used assessment methods reflect its application and improvement.

At the same time, promising tools for assessing the efficiency of managing the economic development of enterprises based on its innovation potential are determined by the development of methods of its use and intensification.

Proceeding from the above, we highlight the promising directions of development of tools for assessing the innovation potential of enterprises at the present stage (Fig. 1).

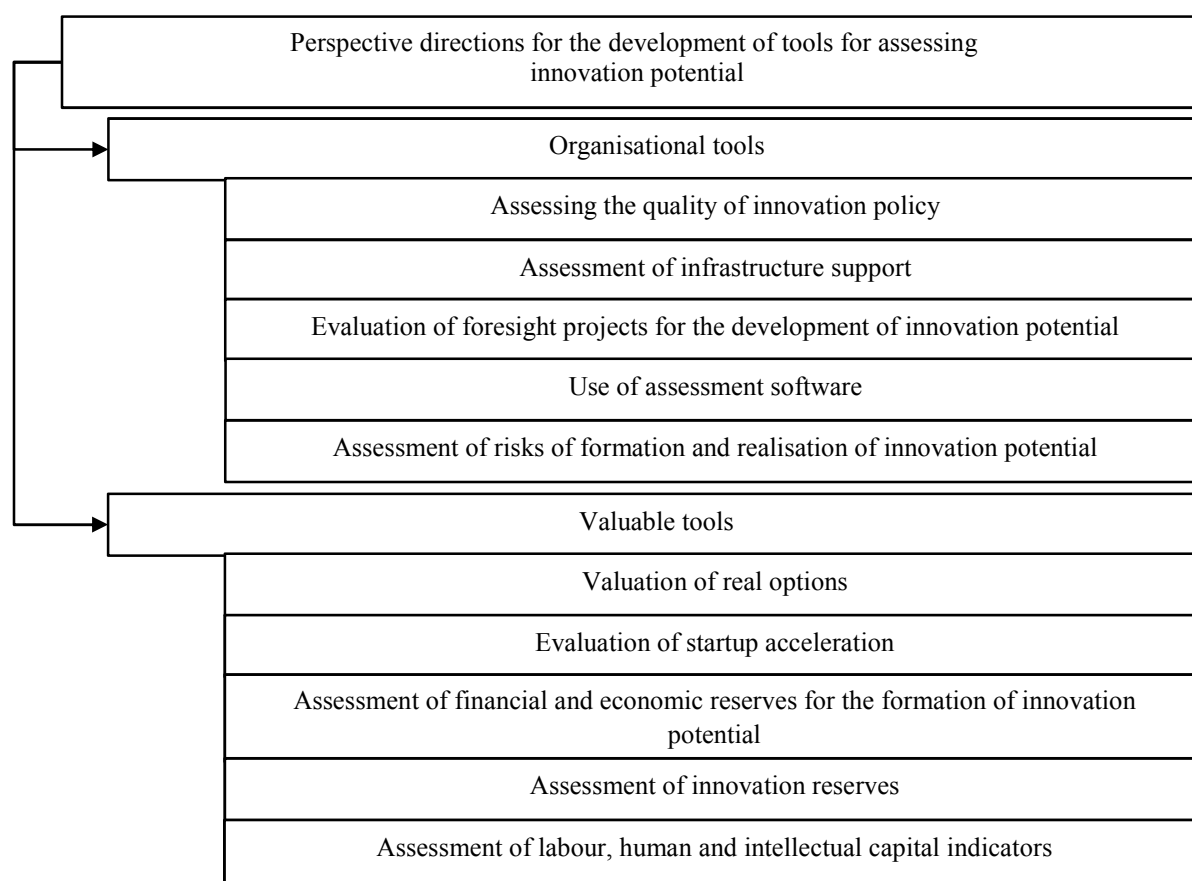


Fig. 1. Promising directions of development of tools for assessing the innovation potential of enterprises

Assessment of the effectiveness of innovation potential development management should be carried out in the context of an integral system of potentials that characterise the resource, innovation, institutional and

resultant components. The division of the tools shown in Fig. 1, meets the requirements of the systemic analysis for assessing the processes of formation and development of the innovative potential of enterprises,

which consist in combining models and methods of assessment, which, in turn, contributes to their development.

The choice of an instrument for assessing the efficiency of managing the economic development of enterprises on the basis of their innovation potential is based on qualitative and quantitative methods. Among the key qualitative methods most often used to assess the management of innovation potential are: modifications of expert evaluation methods, brainstorming, goal tree; matrix methods, simulation and dynamic methods, situational modelling methods, information methods, and scenario method [3].

Quantitative methods include statistical, analytical, logical, dynamic, discrete, set theory, linguistic, and graphical methods [2].

Based on the above assessment methods, we note that the most common and promising are statistical expert methods, characterised by small amounts of data and ease of implementation.

Modern digital technologies have significantly changed approaches to assessing the innovation potential of enterprises, providing additional opportunities that increase the accuracy of assessing the effectiveness of economic development management.

The most popular digital technologies for assessing innovation potential today are artificial intelligence and the Internet of Things [4]. These technologies have the greatest prospect of being used in the near future. The digital transformation of business processes makes it possible to take into account all possible resources for the formation and development of innovation potential.

On the basis of digital technologies, the author proposes to create digital projects for managing the economic development of enterprises based on its innovation potential. In this proposal, innovation potential is presented in the form of a project, the implementation of which requires management with a certain degree of efficiency. In this context, to assess the effectiveness of managing the development of the innovative potential of enterprises, the author proposes to create innovative competence centres (Fig. 2).

The concept of innovation competence centres is to create a digital vision of future markets based on the National Technology Platform and tools for assessing the prospects for realising innovation potential. Digital processes make it possible to assess the market maturity of management technologies and readiness for their implementation.

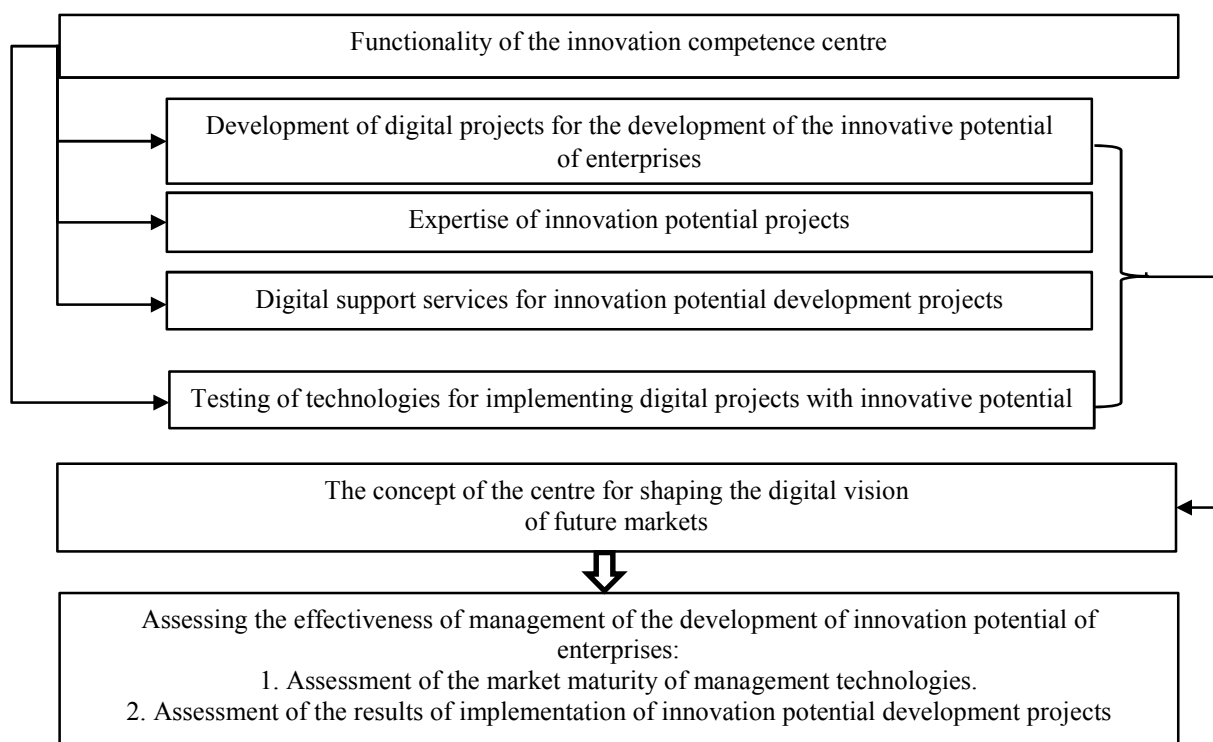


Fig. 2. Functionality of the innovation competence centre

Based on different approaches to assessing the innovation potential of enterprises, the author proposes promising directions for the development of methods for assessing the efficiency of managing the economic development of enterprises based on its innovation potential (Table 1).

By studying these models and methods of evaluation, directions of development of the evaluation methodology, **the author draws the following conclusions:** the key objectives of evaluation of efficiency of management of economic development of enterprises based on its innovation potential are:

Table 1

**Promising directions of development of methods for assessing the efficiency
of management of economic development of enterprises based on its innovation potential**

Promising methods and methodological approaches to evaluation	Content and ways to develop the evaluation methodology and tools
1	2
Methods for assessing the effectiveness of managing the formation and implementation of projects of the innovation potential of enterprises	They are the most effective method used to assess the priority areas of enterprise activity. Assessing the effectiveness of management of the formation and implementation of innovation potential projects is an assessment of the long-term prospects for the innovation activities of enterprises. The purpose of assessing management effectiveness projects is to formulate strategic directions for creating, building and using innovation potential. Evaluation methods are used to formulate long-term economic development strategies based on potential future scenarios. The areas of project evaluation include forecasting methods and monitoring of their evaluation
Methods for assessing the market maturity of technologies for the formation of digital projects for the development of innovation potential	Assessing the market maturity of technologies involves forming a digital vision of future markets and tools for assessing the prospects for realising innovation potential. Digital processes make it possible to assess the market maturity of management technologies and readiness for their implementation
Methods for assessing innovation potential using artificial intelligence	These methods are based on modern digital technologies that have significantly changed approaches to assessing the innovation potential of enterprises, reflecting additional capabilities that improve the accuracy of development management efficiency. The most popular digital technologies for assessing innovation potential today are artificial intelligence and the Internet of Things. These technologies have the greatest prospect of being used in the near future, and allow taking into account all possible resources for the formation and development of innovation potential
Methods for assessing intellectual capital	Innovation potential is largely measured by the value of intellectual capital: trademarks, patents and licences, know-how, start-ups, etc. Intellectual capital valuation methods call for a revision of traditional valuation methods
Methods of valuation of real options	This method is based on the assumption that investments in an innovative project to create innovative potential are considered as a financial option, i.e. the right, not the obligation, to acquire certain assets in the process of its formation
Methods for assessing organisational, human and social capital in the structure of innovation potential	These assessment methods represent organisational, human and social capital in the structure of the innovation potential of enterprises, but do not quantify their parameters: the scope and level of influence on the formation and development
Methods for assessing start-up acceleration	These methods not only provide for the amount of potential project implementation prospects in monetary terms, but also allow determining the sustainability of a startup from the perspective of accelerator investment, as well as assessing the likelihood of business development in the face of risks
Methods for assessing the innovation activity of enterprises	Assessment of innovation activity is a multi-criteria approach to both its individual indicators and the processes of this phenomenon as a whole. When assessing the innovation activity of enterprises, it is necessary to present the level of development of innovation activity of business entities, which is determined by the development of innovation potential and its components
Methods for assessing alternative sources (reserves) of innovation potential formation	When assessing options for alternative sources (reserves) of development of the innovation potential of enterprises, it is necessary to carry out an economic assessment of the effectiveness of their use in the current and future periods. The areas of assessment of the efficiency of management of alternative sources (reserves) of development of the innovative potential of enterprises are assessments of the 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 overt, 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 assessment of the effectiveness of an innovation project, which is carried out at the beginning of the implementation of an innovation project and after its completion
Methods of assessment of investments and financial resources for the creation of innovative potential of enterprises	From the point of view of efficiency of innovation potential management, assessment of investments and financial resources for formation of innovation potential of enterprises is presented as a lost profit, an indicator of the value of the added economic effect. This condition determines the evaluation of investments and financial resources for the development of innovation efficiency during project implementation
Methods for assessing labour economics indicators in the management of enterprise innovation potential	These assessment methods are aimed at creating conditions and prerequisites for effective management of the development of the innovation potential of enterprises. One of the main provisions of the assessment is the formation of adequate tools for assessing the object of study, as well as recommendations for substantiating management decisions on the development of innovation potential

1	2
Methods for assessing the use and effectiveness of software products for the formation of innovation potential	These methods actualise the task of developing and applying adaptive software products, which are an additional tool for assessing innovation potential in the context of digital technologies
Methods for assessing the risks of formation and implementation of innovation potential	These methods are aimed at assessing the minimisation and elimination of risks in the implementation of innovative projects. A large number of methods of risk assessment, hedging and mitigation are used in the practice of evaluation. This article presents methods of financial and non-financial risk assessment. Financial assessment is carried out using financial indicators, while non-financial assessment is based on measures not related to direct risk mitigation costs

– presentation of substantiated results of the level of its development for making managerial decisions on the organisation of innovation activity;

– providing reasonable data for the formation of a comprehensive system of planning, stimulation and coordination of innovations, as well as accelerating the production of new products through the possibilities of innovation potential.

In addition, the assessed indicators allow enterprises to formulate and adjust their innovation strategy, determine how and where the innovative assets

of business entities and innovation infrastructure will be used. Of particular importance are the processes of integrating the innovation potential assessment system into the innovation strategy of enterprises, which makes it possible to assess the degree of its implementation, as well as the level of use of innovation potential in various areas of enterprise activity. Today, the prospects for the development of the economic system are formed on the basis of an assessment of the effectiveness of management of the formation and use of its innovative potential.

Literature

1. Великий тлумачний словник сучасної української мови (з дод. і допов.) [уклад. і голов. ред. В. Т. Бусел]. Київ : Ірпінь: ВТФ «Перун», 2005. 1728 с.
2. Жаліло Я. А., Покришка Д. С., Белінська Я. В. Післякризовий розвиток економіки України. Київ : НІСД, 2011. 66 с.
3. Богуславська С. І. Ключові елементи стратегічного управління розвитком регіональних соціально-економічних систем. *Глобальні та національні проблеми економіки*. 2016. Вип. 11. С. 565-570. URL : <http://globalnational.in.ua/archive/11-2016/118.pdf>.
4. Kotler P. What Consumerism Means for Marketers. *Harvard Business Review*. 1972. Vol. 50. P. 48 – 57.
5. Стоянець Н. В. Методологічні аспекти соціально-економічного розвитку підприємств. *Науковий вісник Мукачівського державного університету. Серія Економіка*. 2015. Вип. 2 (4). Ч. 2. С. 208-213.
6. Міклова В. П., Брітченко І. Г., Кубіній Н. Ю., Колодинський С. Б., Ціцак Л. М. Стратегічне управління конкурентоспроможністю: епістологічні підходи та практична проблематика : монографія. Полтава: ПУЕТ, 2013. 307 с.
7. Бухаріна Л. М. Теоретичні підходи до формування цілей і стратегії соціально-економічного розвитку підприємств. *Теоретичні і практичні аспекти економіки та інтелектуальної власності*. 2013. Вип. 1, Т. 2. С. 298-302.
8. Управління регіональним розвитком: проблеми та перспективи : монографія / Н. Л. Гавкалова, Л. Й. Аведян, Г. М. Шумська та ін. ; за заг. ред. докт. екон. наук, професора Н. Л. Гавкалової. Харків : Вид. ХНЕУ ім. С. Кузнеця, 2013. 400 с.

References

1. Busel, W. T. (Ed.). (2005). *Velykyi tлумachnyi slovnyk suchasnoi ukrainskoi movy (z dod. i dopov.)* [Large explanatory dictionary of the modern Ukrainian language (with additions and additions)]. Kyiv, Irpin; VTF «Perun». 1728 p. [in Ukrainian].
2. Zhalilo, Ya. A., Pokryshka, D. S., Belinska, Ya.V. (2011). *Pisliakryzovyi rozvytok ekonomiky Ukrainy* [Post-crisis development of the economy of Ukraine]. Kyiv, NISD. 66 p. [in Ukrainian].
3. Bohuslavskaya, S. I. *Kliuchovi elementy stratehichnoho upravlinnia rozvytkom rehionalnykh sotsialno-ekonomichnykh system* [Key elements of strategic management of the development of regional socio-economic systems]. *Hlobalni ta natsionalni problemy ekonomiky – Global and national problems of the economy*, Issue 11, pp. 565-570. Retrieved from <http://globalnational.in.ua/archive/11-2016/118.pdf> [in Ukrainian].
4. Kotler, P. (1972). What Consumerism Means for Marketers. *Harvard Business Review*, 50, pp. 48-57.
5. Stoianets, N. V. (2015). *Metodolohichni aspekty sotsialno-ekonomichnoho rozvytku rehionu* [Methodological aspects of socio-economic development of the region]. *Naukovyi visnyk Mukachivskoho derzhavnoho universytetu – Scientific Bulletin of Mukachevo State University. Economics Series*, Issue 2 (4), Part 2, pp. 208-213 [in Ukrainian].
6. Miklova, V. P., Britchenko, I. H., Kubinii, N. Yu., Kolodynskyi, S. B., Tsitsak, L. M. (2013). *Stratehichne upravlinnia konkurentospromozhnosti: epistomolohichni pidkhody ta praktychna problematyka* [Strategic management of competitiveness: epistemological approaches and practical problems]. Poltava, PUET [in Ukrainian].
7. Bukharina, L. M. (2013). *Teoretychni pidkhody do formuvannia tsilei i stratehii sotsialno-ekonomichnoho rozvytku rehionu* [Theoretical approaches to the formation of goals and strategies for socio-economic development of the region]. *Teoretychni i praktychni aspekty ekonomiky ta intelektualnoi vlasnosti – Theoretical and practical aspects of economics and intellectual property*, Issue 1, Vol. 2, pp. 298-302 [in Ukrainian].
8. Havkalova, N. L., Avedian, L. Y., Shumska, H. M. (2013). *Upravlinnia rehionalnym rozvytkom: problemy ta perspektyvy* [Regional development management: problems and perspectives]. Kharkiv, Publishing House of S. Kuznets KhNEU. 400 p. [in Ukrainian].

Харковина О., Ши Гуамин. Формування перспективних інноваційних стратегій оцінювання управління економічним розвитком підприємств

Сучасні умови господарювання вимагають від підприємств не лише адаптації до динамічних змін зовнішнього середовища, а й впровадження інноваційних підходів до управління економічним розвитком. У статті досліджено питання формування перспективних інноваційних стратегій оцінювання ефективності управління економічним розвитком підприємств. Акцент зроблено на необхідності інтеграції сучасних технологій, зокрема цифрових рішень, штучного інтелекту та аналітики великих даних, у процеси оцінювання та ухвалення управлінських рішень.

Проаналізовано існуючі методики оцінювання ефективності управління економічним розвитком підприємств, визначено їхні переваги та недоліки. Виявлено, що традиційні підходи, засновані на статичних показниках, не завжди відображають реальний стан справ, що знижує їхню практичну цінність у стратегічному управлінні. У зв'язку з цим запропоновано інноваційні методи, що враховують комплексний аналіз внутрішніх та зовнішніх чинників розвитку підприємств, їхню адаптивність до ринкових змін та здатність до сталого зростання. Виокремлено перспективні напрями розвитку інструментарію оцінювання інноваційного потенціалу підприємств на сучасному етапі. На основі різних підходів до оцінювання інноваційного потенціалу підприємств в статті пропонуються перспективні напрями розвитку методів оцінки ефективності управління економічним розвитком підприємств на основі його інноваційного потенціалу. У контексті оцінки ефективності управління розвитком інноваційного потенціалу підприємств в статті пропонується створення інноваційних центрів компетенцій.

Особливу увагу приділено застосуванню інтегральних показників ефективності, використанню прогностичних моделей та впровадженню цифрових платформ для моніторингу ключових економічних параметрів. Доведено, що інноваційний підхід до оцінювання сприяє підвищенню конкурентоспроможності підприємств, зниженню ризиків та розробці більш обґрунтованих управлінських рішень. Результати дослідження можуть бути корисними для науковців, керівників підприємств, аналітиків та фахівців з управління економічним розвитком, які прагнуть впроваджувати сучасні технології та методи оцінювання у своїй діяльності.

Ключові слова: інноваційні стратегії, економічний розвиток, інноваційний потенціал, перспективні напрями, цифрові технології, оцінювання.

Kharkovyna O., Shi Guangming. Formation of Perspective Innovative Strategies for Evaluating the Management of Economic Development of Enterprises

Modern economic conditions require enterprises not only to adapt to dynamic changes in the external environment, but also to introduce innovative approaches to economic development management. The article examines the issues of forming promising innovative strategies for assessing the effectiveness of economic development management of enterprises. The emphasis is placed on the need to integrate modern technologies, in particular digital solutions, artificial intelligence and big data analytics, into the processes of evaluation and management decision-making.

The existing methods for assessing the effectiveness of management of economic development of enterprises are analysed, their advantages and disadvantages are identified. It is found that traditional approaches based on static indicators do not always reflect the real state of affairs, which reduces their practical value in strategic management. In this regard, innovative methods are proposed that take into account a comprehensive analysis of internal and external factors of enterprise development, their adaptability to market changes and ability to sustainable growth. Promising directions for the development of tools for assessing the innovation potential of enterprises at the present stage have been allocated. On the basis of different approaches to assessing the innovation potential of enterprises, the article proposes promising directions for the development of methods for assessing the efficiency of management of economic development of enterprises based on its innovation potential. In the context of assessing the effectiveness of management of the development of the innovation potential of enterprises, the article proposes the creation of innovation centres of competence.

Particular attention is paid to the application of integrated performance indicators, the use of forecasting models and the introduction of digital platforms for monitoring key economic parameters. It is proved that an innovative approach to assessment contributes to increasing the competitiveness of enterprises, reducing risks and developing more informed management decisions. The results of the study may be useful for scientists, business managers, analysts and economic development management specialists who seek to implement modern technologies and evaluation methods in their activities.

Keywords: innovation strategies, economic development, innovation potential, promising areas, digital technologies, evaluation.

Received by the editors: 23.10.2024

Reviewed: 22.11.2024