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ASSESSMENT OF THE POTENTIAL OF MANAGEMENT OF INNOVATIVE ACTIVITIES OF ENTERPRISES IN THE CONTEXT OF SUSTAINABLE DEVELOPMENT

ОЦІНКА ПОТЕНЦІАЛУ УПРАВЛІННЯ ІННОВАЦІЙНОЮ ДІЯЛЬНІСТЮ ПІДПРИЄМСТВ В КОНТЕКСТІ СТАЛОГО РОЗВИТКУ

The article is devoted to the formation of the potential of management of innovative activities of the enterprise, the introduction of the latest technologies in the context of sustainable development. It was determined that in Ukraine there is no single comprehensive approach to the processing and use of general indicators of the effectiveness of the use of innovative potential and innovative activity. For evaluation, we suggest choosing indicators that characterize the direct relationship between the financial condition of enterprises and the increase in values over the years in dynamics. A set of indicators of liquidity, financial stability and profitability will make it possible to evaluate the effectiveness of ordinary activities and its components (operational, investment, financial) and identify potential opportunities enterprises regarding the formation of profit. In order to propose innovative ideas for the enterprise, it is useful to carry out a SWOT analysis in order to collect comprehensive information about the strengths and weaknesses, opportunities and threats that production may face, in order to analyze its opportunities and minimize risks when developing new innovative ideas. A management model is proposed for the development of innovative activities of enterprises using alternative options, namely, a subsystem is created that is directly related to the work of the enterprise, after which a temporary working group is formed from representatives of departments and experts engaged in making creative decisions for the implementation of projects, in case if the innovation management subsystem does not cover all management and control subsystems, the third method is used – a combination of the first and second options.

Key words: management, enterprise management, innovative development, management of innovative development, innovative activity, sustainable development, globalization.

Стаття присвячена формуванню потенціалу управління інноваційною діяльністю підприємства, впровадження новітніх технологій в контексті сталого розвитку. Визначено, що в Україні не існує єдиного комплексного підходу до обробки та використання загальних показників ефективності використання інноваційного потенціалу та інноваційної діяльності. Пропонуємо для оцінки обирати показники, які характеризують пряму залежність між фінансовим станом підприємств та збільшенням значень за роками в динаміці. Розрахунок необхідно здійснювати за середніми значеннями даних форм звіту про фінансовий стан та звіту про сукупний дохід. Сукупність показників ліквідності, фінансової стійкості та рентабельності дасть змогу оцінити ефективність звичайної діяльності та її складових (операційної, інвестиційної, фінансової) і визначити потенційні можливості підприємства щодо формування прибутку. В основу розрахунку оцінки фінансово-економічної готовності підприємств до інноваційної діяльності покладено порівняння щорічних результатів діяльності підприємства по всім групам показників з відмінно-взірцевим роком, який містить кращі результати в розрізі всіх показників досліджуваної часової сукупності. Тобто для розрахунку використовуються найбільш високі результати діяльності досліджуваного підприємства. Отже, можна стверджувати, що показовий рік містить найбільш сприятливі показники для впровадження інноваційної діяльності на досліджуваному підприємстві. Щоб запропонувати інноваційні ідеї для підприємства корисно здійснювати SWOT-аналіз щоб зібрати вичерпну інформацію про сильні та слабкі сторони, можливості та загрози, з якими може стикнутися виробництво. Це допоможе при прийнятті управлінських рішень про розвиток та

розширення бізнес-операцій. Відповідна інформація за допомогою SWOT-аналізу стане корисною для підприємства, щоб проаналізувати свої можливості та мінімізувати ризики при розробці нових інноваційних ідей. Запропоновано модель управління для розвитку інноваційної діяльності підприємств із використанням альтернативних варіантів, а саме створюється підсистема яка прямо пов'язана з роботою підприємства, після чого формується тимчасова робоча група з представників відділів та експертів, що займаються прийняттям креативних рішень для реалізації проектів, у випадку, якщо підсистема управління інноваційною діяльністю не охоплює всі підсистеми управління та менеджменту, застосовується третій метод – поєднання першого і другого варіанту.

Ключові слова: управління, менеджмент, управління підприємством, інноваційний розвиток, управління інноваційним розвитком, інноваційна діяльність, сталий розвиток, глобалізація.

Statement of the problem. In modern conditions, the introduction of innovations is an important aspect of the management system of every agricultural enterprise. In today's increasingly competitive world, innovation helps businesses stay ahead and win the competition. The creation of an effective system of management of agricultural enterprises is key to the introduction of innovations. This means that the company must have clear goals and strategy that meet the needs of the market, as well as an action plan to achieve them. The enterprise should also attract qualified innovation management specialists who will help implement new technologies and production processes. Innovations must be integrated with other aspects of business activity in the management system of agricultural enterprises. This means that innovation must be supported by effective processes for managing production, finance, logistics and marketing, and the introduction of new production technologies must be accompanied by a review of the supply chain to ensure process efficiency and reduce costs. As a result, the problem of potential formation and management of innovative activities of enterprises becomes especially relevant.

Analysis of the latest research and publications. The implementation of innovations in agriculture is an important factor in increasing competitiveness and efficiency of agricultural production. New technologies can be applied at various stages of production, including plant cultivation, animal husbandry, processing, and marketing of finished products. However, it is important to note that the implementation of innovations should be justified and aimed at improving the quality of products and production efficiency, rather than just cost and income indicators [1; 4].

Other researchers such as Andros S., Chang Shicao, Kvaterniuk, A. Fostolovych V., and Hurtovyi O. believe that it is important to ensure the necessary level of qualifications and competence of employees for the successful implementation of new technologies. Often, issues of competitiveness and profitability of the agricultural sector are related to complex economic conditions, including low levels of investment, limited resources, low market prices for products, incomplete development of infrastructure, and transportation logistics [1; 3; 5].

Foreign scientists Schwerdtner W., Siebert R., Busse M., Freisinger Cammarano A., Lamberti E.,point out that innovations are the main source of growth and competitive advantage for many organizations. To achieve innovations, planned and coordinated efforts of many diverse actors are needed, as well as the integration of specialized functions, fields of knowledge, and application contexts. Innovations are not just about technologies, but about the process of using ideas in new ways and combinations to obtain economic, social, and/or environmental benefits. Innovations can take various forms, including technological, organizational, business, social, and political, and can also be complex systems. Understanding this is important in assessing innovations [8; 9].

Highlighting previously unresolved parts of the general problem. However, the issues of forming the very potential of innovative activity of enterprises, the influence of internal and external environment factors in conditions of sustainable development remain insufficiently researched.

Formulation of the research task. Innovation in the agricultural sector is crucial for improving productivity, sustainability, and profitability. By introducing new technologies, practices, and techniques, farmers can enhance their efficiency, reduce environmental impact, and meet the growing demands of a changing global market. This not only benefits individual enterprises but also contributes to the overall economic development of a region or country. Investing in agricultural innovation is key to ensuring food security, promoting rural development, and driving economic growth. Implementing innovations in agricultural enterprises is crucial for enhancing overall productivity and efficiency. By adopting new technologies and practices, farmers can increase labor productivity, decrease costs, save resources, and enhance production volume and quality. The use of resource-saving technologies, adaptive plant varieties, productive livestock breeds, and energy-efficient equipment can all significantly contribute to the sustainability and success of agricultural operations. This continuous drive for innovation is essential for ensuring the long-term viability of the agricultural sector.

Summary of the main research material. Modern transformational processes taking place in the economy of Ukraine encourage the heads of enterprises to search for solutions that will ensure the rapid adaptation of enterprises to the constant changes in the environment in which they operate. It is argued that one of the advantages in this struggle is the enterprise's ability to conduct innovative activities.

There are three stages for the implementation of innovative activities in modern agricultural enterprises through the introduction of phased factors, namely human, biological and man-made factors (Figure 1).

In modern science, enterprises are active if they are engaged in innovative activities, that is, all scientific, technological, organizational, financial and commercial actions that really lead to the introduction of innovations or are aimed at this goal. The dynamic development of agriculture leads to increased competition between enterprises on the market of agricultural products. Therefore, intensive

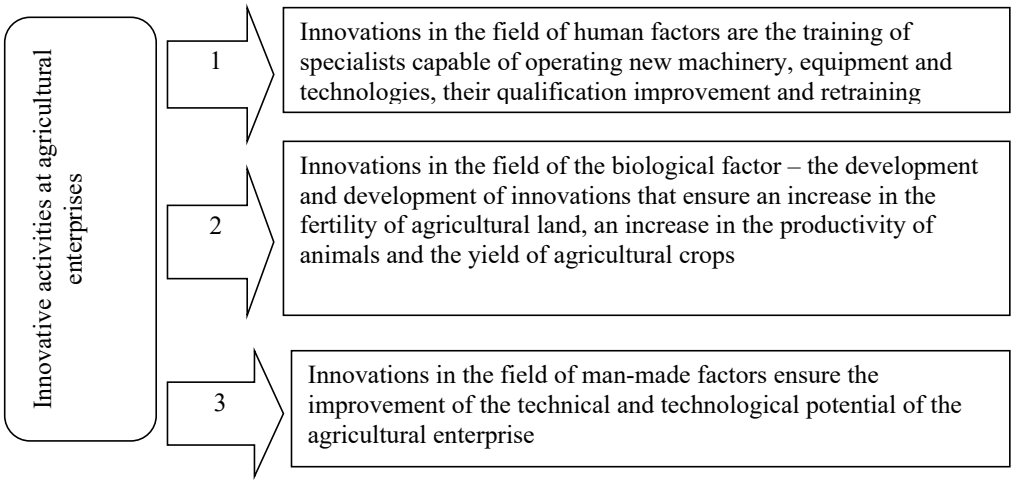

Figure 1. Features of the implementation of innovative activities at agricultural enterprises

Source: summarized and constructed by the author based on [3; 7]

innovative implementation in agriculture is an urgent issue today, as it will contribute to the growth of labor productivity, the saving of material, labor and financial resources, the increase of production volumes, etc.

But we have established that in Ukraine there is no single comprehensive approach to processing and using general indicators of innovative potential utilization and innovative investment activities. To assess, we suggest selecting indicators that characterize the direct relationship between improving the financial condition of enterprises and increasing the values of the indicators. Taking into account the relative nature of the chosen indicators for assessment, their calculation should be carried out using average values from financial statements, where data from the financial statement and the statement of comprehensive income are used in the calculations [10–11].

The feasibility of selecting indicators of business activity for analyzing the performance of enterprises. The aggregate of profitability indicators allows evaluating the effectiveness of ordinary activities and its components (operational, investment, financial) and determining the potential opportunities of the enterprise for profit generation and assessing its financial position. Various indicators are used to analyze profitability, depending on the nature of assessing the efficiency of the enterprise's activities and are used to determine the potential opportunities of the enterprise for profit generation.

In the third group, liquidity and financial stability indicators were combined, as they are closely related to each other. Liquidity indicators characterize the ability of the enterprise to meet its obligations and determine the availability of free resources on the enterprise. The main indicator of liquidity is the positive ratio of current assets to short-term liabilities, as if they are in an unstable state at the enterprise, the technological process may be disrupted. In turn, financial stability indicators characterize the state and structure of the company's assets and the company's ability to ensure stable development while maintaining solvency and creditworthiness.

It is well known that the period between investing resources in innovative activities and obtaining results can range from 6 months to 24 months. The calculation for assessing the financial and economic readiness of enterprises for innovative activities is based on comparing annual performance results of the enterprise across all indicator groups with an excellent-performing year, which contains the best results across all indicators in the studied time period. In other words, the highest performance results of the researched enterprise are used for the calculation. Therefore, it can be argued that the excellent-performing year contains the most favorable indicators for implementing innovative activities at the researched enterprise.

To propose innovative ideas for a company operating in risky production conditions, it is useful to conduct a SWOT analysis of the agribusiness. This will allow us to gather comprehensive information about the strengths and weaknesses, opportunities, and threats that our business may face. This will help in making decisions regarding the development and expansion of our business operations. The relevant information obtained through a SWOT analysis will be very beneficial for the company to analyze its opportunities and minimize risks when developing new innovative ideas.

SWOT analysis has great potential for comprehensive analysis of the internal and external environment of an enterprise. Its results allow predicting future market conditions and provide a clear understanding of the current state of the industry. Thanks to its simplicity and experience, SWOT analysis is an ideal qualitative tool that helps identify the strengths and weaknesses of the company, as well as determine the challenges and threats it may face.

For enterprise management systems, the innovation management system should develop in the following directions: quantitative development will be expressed in the growth of production volumes, cultivation and sale of innovative products, including the application of modern fertilizers and plant protection methods, adaptation of resource-saving innovative technologies and industrial technologies, and scientifically justified agricultural systems. Qualitative development will be expressed through the activation of utilization and training of employees, leading to a qualitatively new state of the innovation man-

agement system and ensuring competitive advantages over an extended period of time.

Given the conditions of the development implementation process, it is necessary to consider all factors and conditions, mechanisms, and incentives that will ensure the continuity and sustainability of the pace of economic development of the agrofirm itself, which are needed to achieve the development goals set by management entities. Therefore, managing innovative activity for the enterprise will be characterized by goal setting and strategy selection, as well as four stages of the cycle: planning, conditions establishment and organization, implementation, leadership. The distribution of functions in innovation management is determined by the diversity of managerial activities in the chain, from idea – research – development – design – production – implementation of innovations.

First, it is necessary to assess the level of development of the innovation management system of the enterprise and then propose directions for its further development. If the management system is insufficiently developed, it will not be able to function properly and perform the necessary management functions. This can lead to disruptions in the production and economic activities of the agro-firm. Therefore, it is necessary to carefully analyze the existing management system and make the necessary changes and improvements to increase its effectiveness. The number of management personnel should be sufficient and represented by the director and heads of departments and divisions, the financial and economic performance of the enterprise is negative as a result of the reduction in the scale of activity caused by the war, other turnover ratios also have a negative, but not critical, dynamics. We determine that the basic goals of the innovation management system are the goals of the agrofirm itself, and the development of this system should be aimed at implementing innovations as the main goals of activity.

Picture 2 illustrates the position of the innovation management subsystem in the enterprise management system, as well as the placement of a temporary working group for creating creative solutions and implementing innovative projects.

At the enterprise, three alternative methods can be used for the development of innovative activities. The first step is to create a subsystem for managing innovative activities in an agribusiness, after which a temporary working group is formed with representatives from departments and experts involved in making creative decisions for project implementation. In cases where the subsystem for managing innovative activities does not cover all the management subsystems and management in the company, the third method is applied – a combination of the first and second options.

Important to note that the peculiarity of the management model of an existing enterprise is that the proposed subsystem will be directly related to the company's operations and involve all its departments, as the staff and organizational structure are insignificant. This is a characteristic feature of management structure for creating a new management subsystem. To implement innovative projects and work during military times within the agrofirm, a temporary working group will be formed. For this purpose, specialists with relevant specialization of the enterprise will be involved, who will be able to work on projects without being detached from production. To ensure opportunities for collective work and achievement of set goals, necessary equipment, material, informational, and financial resources will be used.

Innovative activity is strategic in its essence, since its management involves the selection of the latest technologies, methods of labor organization, marketing and management, as well as methods of acquisition and use of these technologies, together with methods of obtaining, collecting, storing and processing data, knowledge and informa-

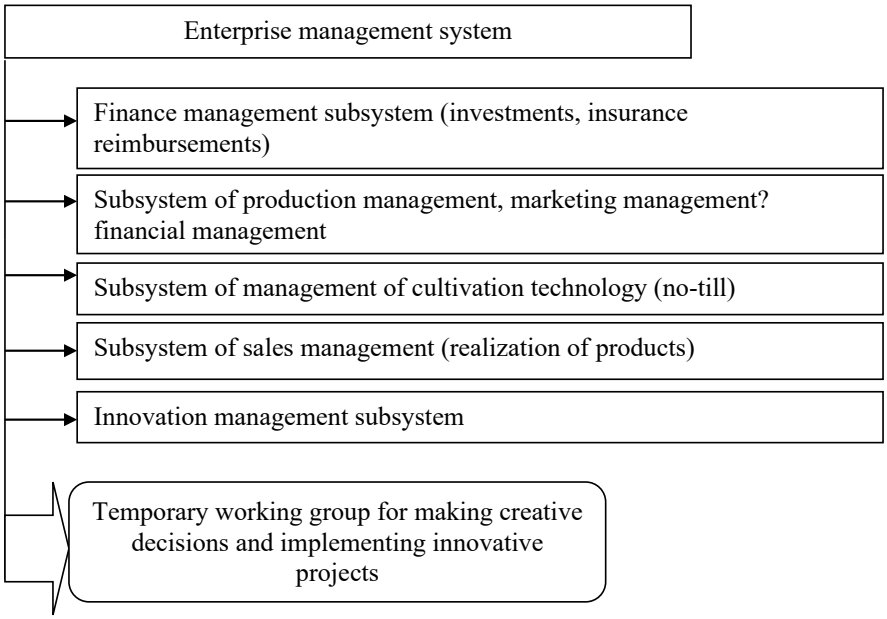

Figure 2. Place of the innovation management subsystem and the temporary working group for making creative decisions and implementing innovative projects in the management system

tion, taking into account legal, financial, administrative, social, process-structural, environmental and strategic aspects. Management of innovative activities combines planning, decision-making, organization, control and is aimed at the use of all resources of the organization, such as material, human, information and financial. These steps make it possible to manage innovative activities in an orderly manner.

Conclusions. To ensure the survival and success of the enterprise, management must constantly learn in the field of innovative activities and have access to appropriate tools for controlling other processes at the self-control level. Managing the adoption of innovative decisions is a key factor in achieving success, so management must work on improving the quality and efficiency of decision-making. It is important to constantly change methods of analysis provided that they adapt to the modern development of information technologies and take into account changes in the external environment.

In order to overcome the insufficient level of innovative and technological equipment of enterprises of the agrarian sector, certain changes must be made. Let's pay attention to the following aspects: the need for institutional and legal support for the introduction of innovative methods in agriculture; – the importance of developing the intellectual potential of the agrarian sphere and the activation of agrarian science; improvement of the organizational and economic mechanism of technological security of the agrarian sector; the need to improve the qualifications of workers in the agricultural sector and improve the level of their training; creation of state financial support for enterprises of the agrarian sector engaged in the implementation of innovative activities; implementation of relevant strategies and programs for the development of innovative activities in the agricultural sector; attraction of investors for the implementation of scientific and technical achievements in the production activities of enterprises; development and introduction into business practice of effective mechanisms for stimulating innovations in the agro-longitudinal sphere; increasing the competitiveness of agricultural products in the context of eco- and bio-development.

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