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MANAGEMENT OF INNOVATIVE DEVELOPMENT OF ENTERPRISES IN THE CONDITIONS OF DIGITALIZATION: STRATEGY MODELING

Purpose. To determine the essence of managing innovation development of a company in the context of digitalization.

Methodology. In the process of studying the management of innovative development of enterprises, additional approaches to analysis were applied. Among them, the following can be highlighted: expert assessment (involving experts from various fields of economic activity), scenario modeling (developing various scenarios of strategic management of innovative development allowed for the analysis of possible consequences and outcomes of each), and systemic analysis (considering the interconnections between various aspects of innovative development of enterprises in the context of digitalization and their impact on the economy as a whole).

Findings. The authors have examined the fundamentals of managing the innovative development of the enterprise, with particular emphasis on considering innovative development in a strategic context and comprehensively. It was found that enterprises do not pay due attention to the formation of a strategic set of management of innovative development and do not make appropriate forecasts. The authors proposed a strategic set that affects the innovative potential of the enterprise, changing its direction, and, if necessary, may be very time-consuming, require resources and effort to return to the previous state of management. The characteristic of the implementation of the management strategy of innovative development of the enterprise, which, unlike the existing characteristics, includes a digital process, is considered. A complex of factors that determine the further intensification of innovative development of enterprises is analyzed, namely diversification of activities, multi-channel financial support, improvement of information and analytical support, use of public-private partnership and clustering tools, development of new types of technologies and communications, implementation of risk protection methods, development of modern network communications and organizational design and others.

Originality. For the first time, the work has comprehensively explored the management of innovative development of the enterprise in the context of digitization and identified new regularities in the innovative development.

Practical value. The research results can be utilized for the formulation of an effective innovation policy within enterprises in the context of the digitization of the state. They can also be applied in the development of measures to support innovative activities within businesses.

Keywords: *management strategy, innovative development, innovation financing, experience economy, digitalization*

Introduction. The rapid advancement of science and technology on the global market undeniably shapes the course of economic processes within enterprises. Transitioning to market conditions, the Ukrainian economy faces scientific and technological lag behind industrially developed countries. Nevertheless, the domestic economic complex possesses significant scientific and technical potential for further development.

One of the key problems in the field of innovation is the lack of an effective methodology for managing these processes. Such a methodology should take into account national peculiarities, the level of digitization, and promote the effective development of the innovative potential of enterprises.

Unfortunately, the existing system for managing innovation activity is insufficient and does not meet modern requirements. For effective innovation development, a company needs a viable and well-organized system for managing the innovation sphere, a carefully planned strategy for such management, and consideration of opportunities for enterprises to become more digitized.

In light of this, the relevance of creating and implementing an effective strategy for managing innovation de-

velopment processes within enterprises becomes the cornerstone for addressing problems related to ensuring the competitiveness and sustainable development of Ukrainian enterprises in the modern world.

Literature review. A significant contribution to the research on the problems of strategic management of innovative development of enterprises has been made by numerous prominent scholars, both of Ukrainian and foreign origin. Among them, it is difficult not to mention researchers such as Bazhal Yu., Bayura D., Hudz O., Aleinikova O., Mykytiuk P., and others.

In their works, Bazhal I. and Dombrovska A. investigated issues of strategic planning and implementation of innovations in enterprises [1], while D. Bayura focused on aspects of strategic management of innovative development, particularly on the development and implementation of innovative strategies [2].

Works by Gudz O., Fediunin S., and Shcherbyna V. are dedicated to studying commercialization strategies of innovations and their impact on enterprise development. The author highlighted aspects of strategies for cooperation between enterprises and research institutions to stimulate innovative development [3]. Her research addresses the following issues:

1. The role of partnerships with R&D in stimulating innovation: analysis of the interaction between enterprises and research institutions to promote innovative development and enhance competitiveness.

2. Mechanisms and tools of cooperation: studying different strategies and tools of interaction, such as technology transfer, joint research activities, licensing agreements, etc.

3. Effectiveness of innovation partnerships: assessment and analysis of the effectiveness of interaction strategies with research developments in achieving innovation goals.

In the work, Aleinikova O. V., et al. illuminated aspects of strategic management of innovative development, particularly in the context of globalization [4]. Her research includes:

1. Global challenges for innovation development: analysis of how globalization influences enterprise innovation development strategies, considering international and regional aspects.

2. International innovation strategies: studying the specifics of strategies that enable enterprises to successfully implement innovations in the global market.

3. Global competitiveness through innovation: examining the relationship between strategic innovation management and achieving competitiveness on a global scale.

Mykytiuk P. focused his attention on the importance of information technologies in the context of strategic innovation management, namely [5]:

1. The role of information technologies in digital transformation: studying how information technologies influence the processes of digital transformation of organizations, their flexibility, and innovation opportunities.

2. Analysis of big data usage and analytics: investigating how large volumes of data (big data) and analytics affect strategic decision-making in the innovation field.

3. Innovations in information technologies: examining the relationship between innovations in the field of information technologies and strategic management to achieve competitive advantages.

4. Cybersecurity in the context of innovation: exploring the challenges and opportunities of cybersecurity in strategic innovation management, particularly in the face of increasing digital threats.

Mykytiuk P. also researched the importance of information technologies as a critical element for the development and implementation of innovations, as well as their role in creating effective management strategies to support innovative development of enterprises [5].

These scholars are distinguished by their significant scientific contributions in the field of strategic management and innovation development. Their research has been crucial for shaping new approaches, concepts, and methodologies in this field. In particular, their contributions to understanding strategic management, implementing innovative practices, and supporting an innovative environment have laid an important foundation for the development of modern theories and practical recommendations in this area.

This significant contribution allows researchers to better understand and address the current challenges of managing innovation development of enterprises, considering the unique features of the modern economic environment. Therefore, their research not only reflects the current state of affairs in this field but also identifies directions for further research and development of strategies for managing innovation development of enterprises in the future.

Unsolved aspects of the problem. The necessity of studying the formation of strategic management of innovation development of domestic enterprises is determined by a number of factors that are relevant and important for the economic situation in Ukraine, and which, in our opinion, are insufficiently researched by scholars:

1. Global competition: In the conditions of an open global market, strategic management of innovation development becomes a key factor of competitiveness. Researching this issue can identify optimal strategies for domestic companies in a competitive environment.

2. Non-compliance with global standards: In the case of insufficient research and formation of innovation development strategies, domestic enterprises may lag behind in the adoption of advanced technologies and methods compared to global standards.

3. Internal problems and limitations: Some enterprises may face internal difficulties, such as inadequate financial support, low level of innovation culture, or lack of quality management approach to innovation. Research in strategic management can identify reserves for addressing these issues.

4. Consequences of global changes: Changes in the global economy, technological landscape, and society create new challenges and opportunities. Studying strategic management of innovation development allows enterprises to adapt to changes and utilize them to their advantage.

5. Development of the national innovation system: By contributing to the creation of an effective innovation management strategy, enterprises can contribute to the development of the national innovation system, which is crucial for the stability and competitiveness of the country.

Thus, studying the strategic management of innovation development in domestic enterprises becomes critically important for identifying ways to overcome internal and external challenges and ensuring sustainable and successful development of the Ukrainian economy in the conditions of the modern world.

The purpose of the article is investigation of the essence of managing innovation development of a company in the context of digitalization.

Methodology. In the process of studying strategic innovation management of enterprises, additional approaches to analysis were applied. Among them, the following can be highlighted:

1. Expert assessment: Involving experts from various fields of economic activity allowed obtaining additional conclusions and recommendations regarding innovation development of enterprises in the context of digitalization.

2. Scenario modeling: Developing different scenarios of strategic innovation management of enterprises enabled the analysis of possible consequences and outcomes of each.

3. System analysis: Considering the interrelationships between different aspects of innovation development of enterprises in the context of digitalization and their impact on the economy as a whole.

The use of these methods allowed expanding the methodological base and delving deeper into the opportunities and prospects of strategic innovation management of enterprises in the context of digitalization.

Results. The importance of innovation development for the modern economy of Ukraine cannot be overestimated. It is a key factor that has a decisive impact on achieving economic growth in the near future. The system of strategic management of innovation activity of companies serves as the basis for predicting future crisis situations and implementing crisis management by economic entities. A well-implemented innovation strategy not only contributes to the development of the enterprise but also allows anticipating possible crisis challenges, ensuring resilience, and competitiveness [6, 7]. Such an approach opens the way for improving business processes, implementing cutting-edge technologies, and ensuring efficient resource utilization. Innovative development of enterprises becomes a catalyst for sustainable economic growth, which is a key task for the Ukrainian economy in modern conditions. The development of innovative activities of enterprises is a complex and multifaceted process determined by the influence of various factors. Among these factors, the following are important:

1. Acceleration of scientific and technological progress: rapid development of scientific and technological achievements provides a stimulus for creating new innovations. Interaction with cutting-edge scientific discoveries forms the

basis for the development of advanced technologies and products.

2. Budgetary funding for priority scientific research: providing financial support for priority scientific research contributes to the emergence of fundamental innovations that define new directions for enterprise development.

3. Establishment and support of scientific and research organizations: scientific and research organizations play an important role in transforming intellectual creativity into innovations. Ensuring a steady flow of innovations from these organizations is critical.

4. State support for the development of innovative activities of enterprises: government support includes financial assistance, stimulation of private investment in innovation, and the development of necessary infrastructure, which is crucial for the formation of a favorable innovation ecosystem.

5. Development of entrepreneurial environment: creating an entrepreneurial environment that actively promotes innovations is a crucial step. The ability of enterprises to compete and adopt innovations determines success in the economy. In summary, effective development of innovative activities of enterprises requires the interaction of various factors and support from the government, business environment, and scientific and technical community. For strategic planning and successful implementation of innovations in the enterprise, specific innovation strategies are used, aimed at identifying the most promising paths of development [8]. These strategies focus on the production of new products and services through scientific research and advanced technologies, allowing for efficient resource utilization [9, 10].

The main features of the enterprise innovation management strategy are determined by the following characteristics:

Completion of the strategy development process: The strategy is completed by forming general directions capable of guaranteeing economic growth. This involves defining key development paths aimed at achieving successful outcomes.

Strengthening feedback loops: Ensuring effective feedback for the innovation development strategy of the enterprise is an important element. This allows for identifying optimal decisions among multiple alternatives and adjusting previously defined strategic goals.

Uncertainty: The strategy is characterized by a degree of uncertainty, as it is not always possible to predict the paths of development for the enterprise. The reality of innovation development dictates the need for adaptation and adjustment of strategies depending on circumstances and new market opportunities [11].

The use of such strategies is determined by a constant readiness to adapt to changes and address tasks related to innovation implementation, characterized by flexibility and responsiveness to internal and external factors.

The aim of improving research and development organization is to achieve higher efficiency at all stages of the product life cycle, which includes innovation organization. The main tasks in this context include reducing innovation risks and shortening the implementation periods of innovations at the enterprise [12, 13].

The implementation of new decisions is always associated with risk. Each innovation interferes with existing production activities and leads to changes affecting economic indicators such as profit, cost, labor productivity, and production volumes. This necessitates a cautious approach by managers to innovations, where each innovation initiative must be carefully justified considering future benefits and current costs.

In particular, it is important to focus on optimizing the innovation implementation process, reducing the likelihood of risks, and improving strategies for managing innovation projects. This may include improving communication between departments, identifying key risk factors, and

developing effective strategies for their management. Additionally, exploring opportunities to use advanced technologies and innovative methods that accelerate the implementation process and provide more precise control over it is essential [14, 15].

Such an approach will not only reduce risks but also increase the organization's readiness to adopt innovative decisions, ensuring a balance between the benefits and costs of innovations.

Managers and business owners understand that innovation carries a certain risk. However, they also understand that innovation opens up a new level of profitability, which, on average, exceeds traditional levels by 25%. This increased profit becomes the basis for expanding the enterprise's production activities and is a key factor in its development and transformation [16, 17].

However, despite the potential benefits, employees of the enterprise may exhibit resistance to innovation. Such attitudes can hinder the successful integration of innovations into the workflow. Therefore, an important task for management is to create an effective mechanism to stimulate the positive perception of innovations by all employees, which will ultimately lead to employees' readiness to implement and test innovations.

This can be achieved through the implementation of incentives for creative search, inventions, and initiative in conducting research projects aimed at promising areas of enterprise activity. Such an approach promotes the creation of a corporate culture that supports and encourages an innovative spirit among the staff.

Thus, within the framework of strategic management of the enterprise's innovation activity, crucial importance is given to the creation and implementation of an innovation strategy. This is a strategic document based on which strategic reporting is formed, reflecting important indicators of the effectiveness of the enterprise's innovation activity [18].

Creating an innovation management strategy for the enterprise is a complex task, as it requires not only analyzing the internal environment of the enterprise but also taking into account external factors affecting the market and industry, including digitization. This approach allows enterprises to adapt to rapid changes in the technological environment and leverage new opportunities to gain competitive advantages.

Strategic reporting, based on the innovation strategy, includes key performance indicators such as the volume of the innovation portfolio, market positions of new products or services, investments in research and development. These indicators allow assessing the effectiveness of the innovation strategy and identifying ways for further improvement [19].

Therefore, highly effective strategic reporting becomes key components of successful strategic management of enterprise innovation activities [20, 21].

The further development of enterprise innovation activities depends on a complex of factors, the identification and deployment of which becomes a key task. Consider some of the most important factors that determine the further intensification of innovation development of enterprises:

1. Diversification of activities: expanding the range of products or services can help enterprises occupy new market positions and reduce dependence on one direction.

2. Multichannel financial support: developing and utilizing various sources of financing, such as investments, loans, grants, can significantly facilitate access to resources for innovation.

3. Improvement of information-analytical support: using advanced technologies for data collection, analysis, and interpretation allows for effective management decisions based on objective information processed using digitization tools (e.g., big data).

4. Utilization of public-private partnership and clustering tools: cooperation with governmental institutions and other companies in partnership form can catalyze innovation and allow for pooling resources to achieve common goals.

5. Development of new technologies and communications: the application of advanced technologies such as artificial intelligence, the Internet of Things, and blockchain can catalyze the creation of innovative products and services.

6. Implementation of risk resilience methods: developing risk reduction strategies allows enterprises to take ambitious steps in innovation development, ensuring resilience to potential challenges.

7. Development of modern network communications and organizational design: aimed at creating flexible and adaptive structures, promotes interaction and rapid implementation of innovations in the activities of enterprises actively developing and implementing innovations and digital solutions.

8. Expansion of the customer base and improvement of service quality: focusing on understanding and satisfying customer needs allows creating products and services that meet real market requirements.

9. Implementation of advanced management technologies: using modern management methods allows for effective management of innovation development processes and timely response to changes in the environment.

10. Development of creativity and company competencies: continuous development of creative and professional skills of personnel ensures the creation and implementation of innovative solutions and products.

11. Focus on generating promising ideas: fostering the creation and implementation of ideas that meet market and societal demands determines the success of the innovation strategy.

12. Screening alternatives for innovation provisioning: considering various ways of implementing innovative solutions, including internal resources and external partnerships, expands the opportunities for enterprises.

13. Staff qualification improvement: investing in the professional development of personnel allows maintaining a high level of expertise and innovation activity.

14. Harmonization of the resource provisioning structure: balancing the use of resources in accordance with innovation goals allows maximizing cost efficiency.

15. Transition to resource-saving technologies: utilizing technologies aimed at optimizing resource usage contributes to sustainable innovative development of enterprises.

16. Development of customer-oriented innovations: focusing on meeting customer needs and expectations is a key factor in creating innovations that find demand in the market.

Taking into account the above-mentioned factors, enterprises will have the opportunity to effectively implement their innovation strategies and achieve stable and sustainable development in the conditions of the modern business environment.

The strategic set for managing enterprise innovation development is not just a collection of individual elements; it is a systematically constructed structure that defines the strategic direction and prerequisites for achieving sustainable and irreversible innovation outcomes in business. This concept indicates that the use of a specific strategic set affects the innovation potential of the enterprise, changing its direction, and may require significant time, resources, and effort to return to the previous state of management if necessary [22, 23].

Such a strategic set may include various components that together create optimal conditions for stimulating innovation development in enterprises and achieving set goals. For example, this may include:

1. Strategic vision and mission: Clearly defined goals and vision guide all other aspects of strategic management of enterprise innovation development in the context of digitization.

2. Financial plan and investments: Effective allocation of financial resources to support innovation initiatives.

3. Human capital and educational programs: Development of qualified personnel and provision of training for the implementation of new ideas and technologies.

4. Partnerships and networks: Establishment of effective collaborations and partnerships for exchanging innovative ideas and resources.

5. Technological stack: Ensuring access to cutting-edge technologies and their use in innovative processes of enterprises moving towards digitization.

6. Marketing strategies and market research: Development of effective strategies for introducing innovations to the market and analysis of the competitive environment.

7. Risk management and internal control: Systems that minimize risks and ensure control over the processes of innovation development of enterprises in the conditions of digitization.

Such an integrated approach to strategic management of enterprise innovation development allows for the creation of a robust and effective system aimed at achieving long-term and significant innovation results, taking into account the conditions of digitization [24, 25].

It is important to note that the strategic set for managing enterprise innovation development should meet the requirements that consider the comprehensive aspects of the innovation process. The main requirements for such a set can be formulated as follows:

1. Alignment of strategic innovation needs and potential investment volumes: An effective strategy should address specific strategic tasks of the enterprise, taking into account the possibilities and limitations of investment attraction.

2. Determination of the optimal combination of expected profitability and potential risks and uncertainties: The strategic set should be flexible and adaptable to changes in the market and the internal environment of the enterprise, ensuring an optimal balance between profitability and risk management.

3. Setting time limits for innovation implementation: Clear definition of timelines for innovation implementation helps attract investors who see a specific schedule for achieving the goals and objectives of innovation development.

Justifying the strategic set for innovation development of enterprises involves not only defining tasks in terms of management objectives but also continuous monitoring and analysis of changes in the external and internal environment for effective adaptation of the strategy to new conditions and challenges.

It is important to note that the strategic set for managing enterprise innovation development should be formed in accordance with the principles of the chain sequence of formation and selection of its components. These principles include key characteristics that support the quality of management in the strategic range, namely:

1. Orientation: defining clear goals and tasks of enterprise innovation development aimed at achieving strategic objectives.

2. Achievability: ensuring the realism and achievability of strategic tasks in the context of enterprise resources and constraints.

3. Flexibility: the ability of the strategy to adapt to changes in the external environment and internal conditions.

4. Specificity: formulating strategic tasks and actions in a clear and specific manner.

5. Completeness: considering all key aspects of innovation development, allowing for the creation of a comprehensive strategy.

6. Measurability: the ability to measure the results and productivity of the strategy using specific indicators.

7. Consistency: focus on consistency and logic in implementing strategic steps and tasks.

8. Adaptability: the ability of the strategy to adapt to changes in the internal and external environment.

9. Effectiveness: the efficiency and capability of the strategy to bring about necessary positive changes.

10. Unity: interaction and cooperation of all components of the strategy to achieve common goals.

11. Balance: rational allocation of resources and efforts among different directions of innovation.

12. Systematisms: consideration of interrelations and the impact of various factors on the strategic process.

Such a strategic set provides the necessary foundation for successful management of enterprise innovation development and supports its competitiveness in the market conditions of digitization [26].

According to the defined principles, the chain sequence of formation and selection of components of the strategic set for managing enterprise innovation development includes the following stages:

1. Defining the mission, purpose, goals, and objectives of enterprise innovation development: carefully formulating the mission, which defines the main essence and values of the enterprise; defining specific objectives and goals aimed at achieving innovation development of the enterprise.

2. Development and adoption of a system of tasks aimed at achieving the investment effect from providing innovations.

3. Justification of the system of indicators, criteria, and metrics for selecting components of the strategic set.

4. Setting time constraints and deadlines: establishing specific deadlines for mastering innovative projects and their financing.

5. Diagnosis of risks and external environmental factors affecting strategic prospects and innovation attractiveness of the enterprise.

6. Formation, selection, and diagnosis of components of the strategic set: considering strategic alternatives, opportunities, threats, and selecting a harmonious composition of the strategic set; refining and detailing the components and structure of the strategic set by directions of enterprise innovation development.

7. Justification of a complex of strategic measures: developing a complex of strategic measures to activate innovation development of the enterprise; detailing the action plan, including specific innovation projects, timelines, and channels of financial support.

This comprehensive approach to strategic management of innovation development will ensure the achievement of the desired level of innovation activity and contribute to the competitiveness of the enterprise in the market [27].

When developing strategies for enterprise innovation development, it is important to consider their dependence on the stages of the enterprise life cycle. In this case, it is proposed to consider directions for strategic management of innovation development, taking into account the directions of enterprise digitization.

Such an approach considers the close connection and interaction between economic, innovation, and digital development directions of the enterprise.

This approach involves integrating strategies for innovation and digital development, creating a synergistic effect. At the initial stages of the enterprise life cycle, the focus may be on implementing basic digital technologies and process optimization. At the mature stage, digital development may focus on developing innovative products and establishing strategic partnerships.

Such a flexible and balanced approach allows the enterprise to effectively utilize innovation and digital opportunities at each stage of its development, ensuring stability and competitiveness in the market.

This combination of directions not only defines the purpose of the innovation development strategy but also creates synergy between innovation development, development of intellectual resources, and features of economic growth of the enterprise. This global approach allows adapting the

strategy to the specific conditions and needs of the enterprise, promoting comprehensive and balanced development at all levels [28].

A key element in the strategic set for managing enterprise innovation development is the development of strategic alternatives focused on searching for and evaluating funding options and implementing real innovations. This includes analyzing innovative projects at various stages, considering various financial parameters such as interest rates, financing periods, and initial financial resources.

This strategy also considers different financing conditions, such as simple and compound interest rates, as well as measures to minimize innovation risks. However, it remains essential to consider the interrelation and impact of the endogenous and exogenous environment when defining the purpose and strategic tasks of innovation development. This approach defines the strategic set as a tool for achieving goals and implementing tasks, requiring the collaboration of all enterprise departments in a strategic mode.

Scientific approaches to managing enterprise innovation development are determined by a complex of factors, among which key ones are: development of innovation development strategies, effective management of innovation processes, consideration of the interrelation between the endogenous and exogenous environment.

Focusing on innovation financing aspects and considering real innovation projects becomes a key component of the strategic set for managing enterprise innovation development. Considering funding conditions, alternative options, and risk minimization measures allows the enterprise not only to define the purpose of its strategy but also to successfully achieve its set tasks.

The specified approach involves defining the strategic set as a tool for achieving goals and implementing tasks, and the involvement of all departments in the strategic process makes it comprehensive and balanced.

When developing the strategic set for managing enterprise innovation development, it is important to consider the type and quantity of innovation projects planned for implementation simultaneously. This determines not only the scope of tasks but also the level of resources necessary for their successful implementation.

To achieve innovation development goals, it is also necessary to clearly define the sources of innovation funding and allocate financial resources among different directions of innovation activity.

The strategic set should include clear strategic landmarks that define the directions of enterprise innovation development. It is also important to establish an evaluation system for strategic alternatives, which will help determine the effectiveness of the chosen development paths and provide the opportunity to adjust the strategy according to changes in the environment and the results of innovation projects.

Conclusions. Thus, this article outlines the theoretical foundations of strategic management of enterprise innovation development, with particular emphasis on considering innovation development in a strategic and comprehensive context.

It has been identified that many enterprises do not pay sufficient attention to forming a strategic set for managing innovation development and do not conduct appropriate forecasts.

It is noted that the development of strategic alternatives for managing innovation development plays a key role in determining effective ways of financing and implementing real innovations, considering various aspects such as initial financial resources, interest rates, and financing periods.

Additionally, it is emphasized that the strategic set is not just a tool for achieving goals and implementing tasks but also requires all departments of the enterprise to work in a strategic mode.

When developing the strategic set for managing innovation development, it is important to consider not only the type and quantity of innovation projects but also to efficiently allocate financial resources among different directions of innovation activity. Such a comprehensive approach is necessary for the successful implementation of innovation development within the context of enterprise strategic management.

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Управління інноваційним розвитком підприємств в умовах цифровізації: моделювання стратегії

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Мета. Визначення сутності управління інноваційним розвитком підприємства в контексті цифровізації.

Методика. У процесі вивчення управління інноваційним розвитком підприємств застосовувалися додаткові підходи до аналізу. Серед них можемо виділити наступні: експертна оцінка (залучення експертів із різних галузей господарської діяльності), сценарне моделювання (розробка різних сценаріїв стратегічного управління інноваційним розвитком підприємств дала мож-

ливість проаналізувати можливі наслідки й результати кожного з них), системний аналіз (урахування взаємозв'язків між різними аспектами інноваційного розвитку підприємств в умовах цифровізації та їх впливу на економіку в цілому).

Результати. Авторами проаналізовані основи управління інноваційним розвитком підприємства, де особлива увага приділяється розгляду інноваційного розвитку у стратегічному контексті й комплексно. Виявлено, що підприємства не приділяють належної уваги формуванню стратегічного набору управління інноваційним розвитком і не ведуть відповідних прогнозів. Авторами запропоновано стратегічний набір, що впливає на інноваційний потенціал підприємства, змінюючи його напрямки, та за необхідності може вимагати значних витрат часу, ресурсів і зусиль для повернення до попереднього стану управління. Розглянута характеристика впровадження стратегії управління інноваційним розвитком підприємства, що, на відміну від існуючих характеристик, включає в себе цифровий процес. Проаналізовано комплекс чинників, що визначають подальшу інтенсифікацію цього розвитку, а саме диверсифікацію діяльності,

мультиканальне фінансове забезпечення, удосконалення інформаційно-аналітичної підтримки, використання інструментів державно-приватного партнерства та класифікації, розробка нових видів технологій і комунікацій, впровадження методів ризикозахищеності, розвиток сучасних мережевих комунікацій, організаційного дизайну та інші.

Наукова новизна. У роботі вперше комплексно досліджене управління інноваційним розвитком підприємства в умовах цифровізації та виявлені нові закономірності цього процесу інноваційного розвитку.

Практична значимість. Результати дослідження можуть бути використані для формування ефективної інноваційної політики підприємств в умовах цифровізації держави. Вони можуть також бути використані для розробки заходів підтримки інноваційної діяльності на підприємствах.

Ключові слова: *стратегія управління, інноваційний розвиток, фінансування інновацій, економіка вражень, цифровізація*

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