

Electronic scientific and practical journal
**INTELLECTUALIZATION OF LOGISTICS
AND SUPPLY CHAIN MANAGEMENT**

#31 (2025)
June '25



WWW.SMART-SCM.ORG

ISSN 2708-3195

DOI.ORG/10.46783/SMART-SCM/2025-31

ISSN 2708-3195



9 772708 319005

Electronic scientific and practical publication in economic sciences

Electronic scientifically and practical journal “Intellectualization of logistics and Supply Chain Management” included in the list of scientific publications of Ukraine in the field of economic sciences (category "B"): **Order of the Ministry of Education and Culture of Ukraine dated October 10, 2022 No. 894 (Appendix 2)**

Field of science: Economic.

Specialties: C1 (051) – Economics; D3 (073) – Management

ISSN 2708-3195

DOI: <https://doi.org/10.46783/smart-scm/2025-31>

The electronic magazine is included in the international scientometric databases:
Index Copernicus, Google Scholar

Released 6 times a year

№ 31 (2025)

June 2025

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In 2020, the International Center for Periodicals (ISSN International Center, Paris) included the Electronic Scientific and Practical Edition "Intellectualization of logistics and Supply Chain Management" in the international register of periodicals and provided it with a numerical code of international identification: ISSN 2708-3195 (Online).

Recommended for dissemination on the Internet by the Academic Council of the Department of Logistics NAU (No. 7 of February 26, 2020). Released 6 times a year. Editions references are required. The view of the editorial board does not always coincide with that of the authors.

Electronic scientifically and practical journal "Intellectualization of logistics and Supply Chain Management" included in the list of scientific publications of Ukraine in the field of economic sciences (category "B"): **Order of the Ministry of Education and Culture of Ukraine dated October 10, 2022 No. 894 (Appendix 2)**

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BUILDING STRONG PARTNERSHIPS THROUGH STRATEGIC COMMUNICATIONS AND CONFLICT MEDIATION

UDC 330.3

JEL Classification: O10; O14; O31; P42.

Received: 9 April 2025

Marchenko I.V. Federation Internationale de Football Association (Ukraine)

ORCID – 0009-0001-9784-2487

Researcher ID –

Scopus author id: –

E-Mail: i.march@outlook.com

STRATEGIC GUIDELINES FOR INNOVATIVE DEVELOPMENT OF ENTERPRISES IN THE CONTEXT OF A DYNAMIC ECONOMIC ENVIRONMENT

Ivan Marchenko. "Strategic guidelines of innovative development of enterprises in the conditions of dynamic economic environment". The article is devoted to the substantiation of strategic guidelines for the innovative development of enterprises in the context of the dynamic economic environment. The relevance of the research topic is explained by the need to formulate strategic guidelines for the innovative development of enterprises that would meet the challenges of a dynamic economic environment, ensure the synergy of innovative potential and strategic goals, and also contribute to increasing their sustainability and adaptability. It is substantiated that innovation activity is a key factor in ensuring the adaptability, competitiveness and long-term growth of enterprises in the context of growing economic uncertainty and security challenges. The current state of innovation development in Ukraine is considered, taking into account the positions in the Global Innovation Index. The dynamics of expenditures on innovations of industrial enterprises is analyzed, which indicates their significant decline in recent years under the influence of external factors. The key internal and external barriers that hinder innovation development are identified. It is outlined that overcoming the systemic barriers to the innovative development of enterprises creates the basis for the formation of an effective strategic trajectory of their growth, based on the development of intellectual potential, technological renewal and digital transformation. A number of strategic guidelines for the innovative development of enterprises are proposed, including: digital transformation, improvement of organizational and managerial mechanisms, intensification of partnerships, development of innovative infrastructure and formation of innovative culture. It is substantiated that the innovative development of enterprises acts as a catalyst for structural changes in the national economy, stimulates the development of knowledge-intensive industries, influences the formation of innovative infrastructure, promotes employment and activates domestic demand for intellectual products. It is emphasized that innovation-oriented enterprises play a key role in shaping a modern economic model capable of ensuring long-term growth and integration of Ukraine into the global innovation space.

Keywords: innovative development, enterprise, economic environment, strategic guidelines, innovative potential, innovative development of enterprises

Іван Марченко. «Стратегічні орієнтири інноваційного розвитку підприємств в умовах динамічності економічного середовища». Стаття присвячена обґрунтуванню стратегічних орієнтирів інноваційного розвитку підприємств в умовах динамічності економічного середовища.

Актуальність теми дослідження пояснюється необхідністю формування стратегічних орієнтирів інноваційного розвитку підприємств, які б відповідали викликам динамічного економічного середовища, забезпечували синергію інноваційного потенціалу та стратегічних цілей, а також сприяли підвищенню їхньої стійкості та адаптивності. Обґрунтовано, що інноваційна активність є ключовим фактором забезпечення адаптивності, конкурентоспроможності та довгострокового зростання підприємств в умовах зростання економічної невизначеності та безпекових викликів. Розглянуто сучасний стан інноваційного розвитку в Україні з урахуванням позицій у Глобальному інноваційному індексі. Проаналізовано динаміку витрат на інновації промислових підприємств, що вказує на їхнє значне зниження протягом останніх років під впливом зовнішніх факторів. Визначено ключові внутрішні та зовнішні бар'єри, які стримують інноваційний розвиток. Окреслено, що подолання системних бар'єрів інноваційного розвитку підприємств створює підґрунтя для формування ефективної стратегічної траєкторії їхнього зростання, що ґрунтуватиметься на розвитку інтелектуального потенціалу, технологічному оновленні та цифровій трансформації. Запропоновано ряд стратегічних орієнтирів інноваційного розвитку підприємств, серед яких: цифрова трансформація, удосконалення організаційно-управлінських механізмів, активізація партнерських зв'язків, розвиток інноваційної інфраструктури та формування інноваційної культури. Обґрунтовано, що інноваційний розвиток підприємств виступає каталізатором структурних зрушень у національній економіці, стимулює розвиток наукоємних галузей, впливає на формування інноваційної інфраструктури, сприяє підвищенню зайнятості та активізує внутрішній попит на інтелектуальні продукти. Підкреслено, що підприємства, орієнтовані на інновації, відіграють ключову роль у формуванні сучасної економічної моделі, здатної забезпечити довгострокове зростання та інтеграцію України до глобального інноваційного простору.

Ключові слова: інноваційний розвиток, підприємство, економічне середовище, стратегічні орієнтири, інноваційний потенціал, інноваційний розвиток підприємств.

Intraduction. In the current conditions of functioning of enterprises, the issue of ensuring their innovative development is becoming increasingly relevant, which is a key factor in maintaining competitiveness and sustainability in an unstable and dynamic economic environment. In the context of increasing global competition, technological transformation, intensification of digital processes, destructive influence of military and political factors, and macroeconomic uncertainty, there is a need to conceptualize new strategic guidelines for the innovative development of enterprises. Despite the growing awareness of the importance of innovation, many enterprises face difficulties in formulating clear strategic guidelines for innovative development. The lack of a systematic approach to strategic planning of innovation activities, insufficient investment in innovation, and limited human resources hinder the innovative development of enterprises. Based on the above, the issues of

forming strategic guidelines that would meet the challenges of a dynamic economic environment, ensure the synergy of innovation potential and strategic goals of enterprises, and contribute to their sustainability and adaptability are becoming more relevant.

Analysis of recent research and publications. The problems of innovative development of enterprises are reflected in the works of such scientists as Voloshchuk Y. O. [1], Grechan A. P. [2], Emelianov O. Y. [3], Nyzhnyk O. V. [6], Cherkasova T. I. [10], and others. However, given the economic and security challenges, there is a need for further research on this issue, which will not only identify existing external barriers and internal constraints to the innovation activity of enterprises, but also outline strategic guidelines for further development.

The article is aimed at studying the peculiarities of innovative development of enterprises in the context of adaptation to the

challenges of the modern economic environment.

Summary of the main research material. In today's dynamic economic environment characterized by high turbulence, digital transformation and global challenges, innovation is becoming a determining factor in ensuring the competitiveness of enterprises. Innovative development is no longer an additional option, but is becoming a strategic necessity for enterprises seeking to adapt to new market realities, ensure sustainable growth and integrate into global production and information processes. In this context, the ability of enterprises to formulate and implement long-term innovation strategies focused on the use of modern technologies, digitalization of business processes, and human capital development is important.

Every year, the World Intellectual Property Organization (WIPO) comprehensively assesses the innovation

potential of more than 130 countries. The value of the Global Innovation Index (GII) is significant, as in the context of rapid transformations in the global economic environment, a country's ability to form an effective system of innovative development is becoming a key factor in its competitiveness. According to the data for 2024, Ukraine ranked 60th, which, despite a decline of several positions, confirms its status as a country with innovative development (Fig. 1). Given these conditions, it is extremely important to rethink the strategic guidelines for the innovative development of enterprises as key actors in the national economy. It is the business sector that plays a leading role in transforming scientific and technological achievements into real products, services and technologies that can ensure economic development even in the face of military challenges and economic instability.



Figure 1 – Changes in Ukraine's ranking positions according to the Global Innovation Index
Source: compiled by the author according to [11; 13].

Today, the level of innovation activity of most Ukrainian enterprises remains insufficient, which leads to the lack of dynamic innovation development or its minimal manifestations and, in turn, negatively affects their competitiveness. The dynamics of expenditures on innovations of Ukrainian industrial enterprises is characterized by a downward trend (Fig. 2) [7]. A particularly significant decline was observed in 2022-2023, which was a direct

consequence of a full-scale war, economic instability, disruption of supply chains, and revision of business priorities. In this context, we agree with O. Y. Yemelianov and O. T. Danilovych that innovation activity needs to be rethought and intensified, since in conditions of economic instability, increased security risks and reduced investment, innovation can become a driver of recovery and a source of increasing the sustainability of enterprises [3, p. 478]. Therefore, the

intensification of innovation activity becomes not just desirable, but a necessary condition

for ensuring the competitiveness of enterprises in the face of constant challenges.

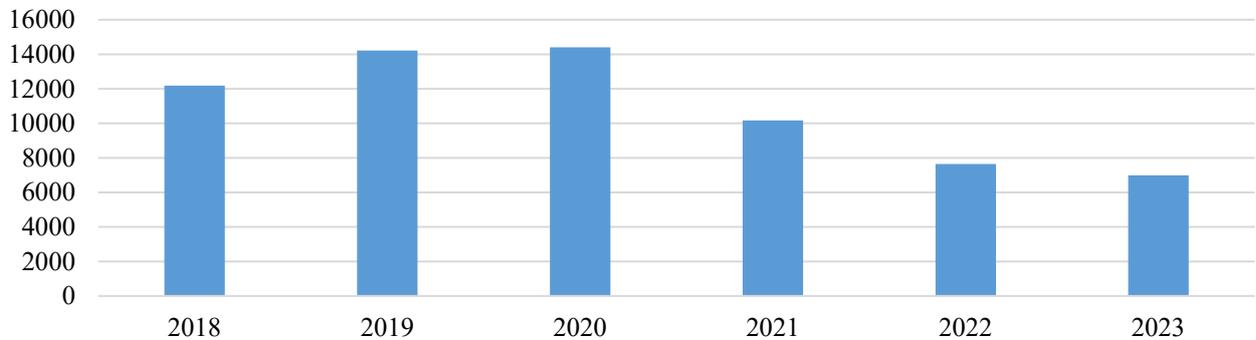


Figure 2 – Dynamics of expenditures on innovations by industrial enterprises in 2018-2023, UAH million

Source: compiled by the author based on [7].

To ensure a sustainable result, it is necessary to overcome a number of barriers that hinder this process. Many of these constraints are of an internal nature, as their sources are concentrated in the internal environment of enterprises - in the management system, human resources, organizational culture, financial capabilities and level of readiness for change. In this context, T. I. Cherkasova and O. M. Talakh [10] identify three main areas by which barriers and challenges to the innovative development of enterprises can be classified:

1. Financial and organizational.

Implementation of innovative solutions requires significant investments, which is becoming a significant challenge for enterprises. Limited access to funding sources, high cost of raising capital, and imperfect internal organizational structure complicate the implementation of innovative strategies. In addition, insufficient flexibility of management processes and lack of effective mechanisms for coordinating innovation activities increase the vulnerability of enterprises to changes in the external environment.

2. Lack of qualified personnel and knowledge.

Successful implementation of innovative initiatives is impossible without the

participation of highly qualified specialists capable of working with the latest technologies. However, the shortage of such personnel in the labor market and the low level of innovation culture at enterprises limit development opportunities. Often, staff do not have the necessary knowledge and competencies, which requires additional investment in professional development, advanced training and education.

3. Risks and uncertainties associated with innovation activities.

Innovative activity is accompanied by an increased level of risk due to the difficulty of predicting the final results. Uncertainty of market reaction, possible technological failures, changes in consumer preferences or in the regulatory environment create additional barriers. In order to minimize the negative consequences, enterprises should implement effective risk management systems, conduct a comprehensive assessment of innovative projects and develop appropriate strategic development scenarios [10].

Thus, effective overcoming of these barriers requires the implementation of measures aimed at strengthening the institutional, human and financial capacity of enterprises, as well as at developing flexible

mechanisms for responding to external challenges.

Overcoming the systemic barriers to innovative development of enterprises creates the basis for an effective strategic trajectory of their growth. In a dynamic economic environment, it is extremely important to reorient from short-term response to challenges to long-term strategic planning based on the development of intellectual potential, technological upgrades, and digital transformation. In this context, we agree with Y.O. Voloshchuk that the definition of strategic guidelines for the innovative development of enterprises should be based on the level of formation of their intellectual and innovative potential, which is the basis for the realization of qualitatively new opportunities in such areas as

- comprehensive technical and technological modernization of the production base of enterprises;
- implementation of automation, robotization and digital business process management tools;
- Integration of advanced technologies, including nano-, bio-, cognitive, information and communication technologies, into production systems;
- searching for alternative sources of raw materials and implementing resource-efficient technologies;
- active digitalization of key functions of enterprises;
- updating technical means of production;
- introducing creative management practices and educational approaches focused on human capital development, institutional flexibility, and modern models of labor organization;
- expanding the scope of economic activity through diversification of activities;
- strategic focus on consumer needs, development and promotion of innovative products with high added value [1, p. 67].

These areas are not only a response to current challenges, but also appropriate tools

for shaping the competitive advantages of enterprises in the medium and long term.

Based on the above, the innovative development of enterprises should be based on proactive adaptation, openness to change, and integration of new knowledge and technologies. Accordingly, given the dynamism of the economic environment, a number of strategic guidelines can be formed (Fig. 3). In particular, an important component should be a focus on creating high value-added products that can compete not only on the basis of price but also on the basis of uniqueness, functionality, and creative solutions. Businesses should also ensure the development of internal mechanisms for managing innovation activities, in particular through strategic planning tools, economic analysis, innovation project management, and the introduction of modern information systems and motivational technologies. In the context of economic instability, it is also extremely important to form partnerships with research institutions, participate in international technical assistance programs, and establish effective connections that will expand innovative horizons. Such an approach will not only minimize the risks associated with the instability of the external environment, but also turn these challenges into opportunities for strategic renewal and growth.

In the process of determining ways to implement strategic vectors of innovative development of enterprises, along with a comprehensive assessment of its resource and innovation potential, detection of deviations and identification of strengths, the diagnosis of hidden competitive potential is of particular importance. This approach is important because it opens up opportunities for a significant increase in the level of competitiveness of enterprises by optimizing internal management processes and using available resources without the need to attract additional external investments, which allows to effectively direct efforts to

implement innovative solutions in priority
areas of development [6, p. 95]

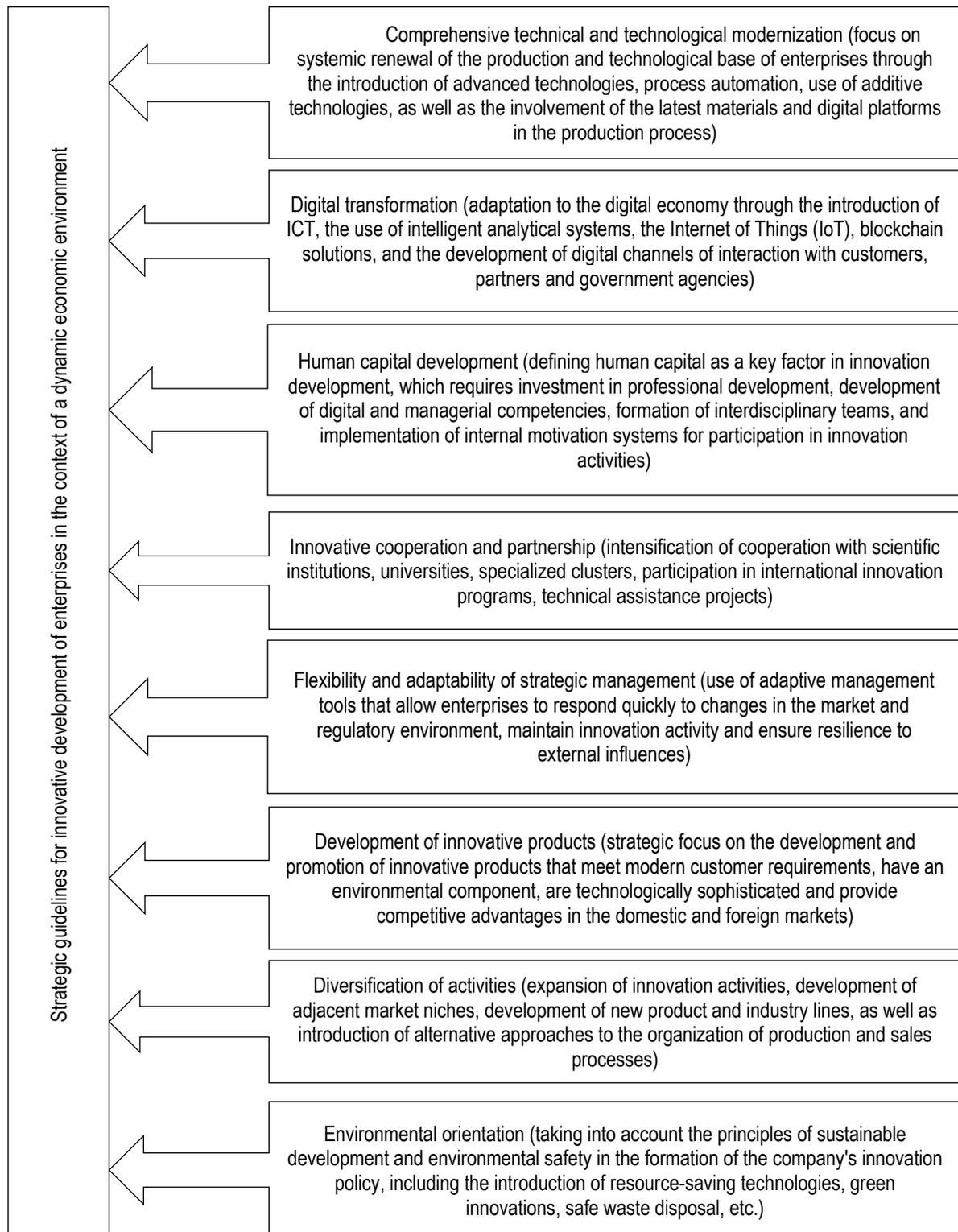


Figure 3 – Strategic guidelines for innovative development of enterprises in a dynamic economic environment

Source: developed by the author according to [4; 5; 8; 9; 12].

In this context, the issue of implementing a set of effective management tools that can ensure the effectiveness of transformational changes at enterprises becomes particularly relevant. It is the instrumental content of innovation activities that determines the ability of an enterprise to respond promptly to external challenges, minimize risks and increase its competitiveness.

One of the key tools is strategic planning, which allows for the formation of long-term guidelines for innovative development, setting goals, predicting risks, and developing algorithms for neutralizing them. An important factor is also the effective management of innovation projects, which involves the application of modern approaches to the organization, implementation, and control of innovation processes, which helps to increase their effectiveness and alignment with the strategic priorities of the enterprise.

Financial and economic analysis of innovation activities plays a significant role in management decision-making, including assessing the feasibility of innovations, calculating the return on investment and economic efficiency of projects, taking into account risks. At the same time, the creation of an effective organizational structure will ensure coordinated interaction between the company's departments within the framework of the innovation strategy and will help to strengthen internal communication and integrate innovations into the corporate culture.

Equally important is the introduction of modern digital technologies and management information systems that automate key management processes, increase the speed of information processing, optimize communications, and respond quickly to changes. Particular attention should be paid to the formation of an effective system of staff motivation, which should encourage employees to actively participate in innovation through a combination of tangible and intangible incentives, creating favorable working

conditions and opportunities for professional development [2, p. 150-151].

In general, the integration of these tools into the strategic management system of an enterprise will not only ensure the stability of innovative development, but also form a flexible adaptive model of enterprise functioning that can effectively respond to dynamic changes in the environment.

Thus, the innovative development of enterprises is one of the key prerequisites for the modernization of the national economy, increasing its competitiveness and ensuring sustainable economic growth. In a dynamic transformational environment, increasing global competition and growing security challenges, the ability of enterprises to generate and implement innovations is becoming a critical factor in their adaptability, sustainability and economic viability. Innovative activity allows not only to increase productivity and technological level of production, but also to form qualitatively new approaches to management, organization of business processes, and interaction with the market environment. At the same time, the innovative development of enterprises acts as a catalyst for structural changes in the national economy, stimulates the development of knowledge-intensive industries, influences the formation of innovative infrastructure, promotes employment in the high-tech sector and activates domestic demand for intellectual products. Thus, innovation-oriented enterprises play a key role in shaping a modern economic model capable of ensuring long-term economic security and Ukraine's integration into the global innovation space.

Conclusions. In a dynamic economic environment characterized by a high level of uncertainty, instability, technological change, and constant transformation, innovations are becoming a source of new opportunities for growth and modernization. For Ukraine, innovation transformation is particularly relevant given the need to restore the economy, increase its resilience to external challenges, and achieve strategic goals of

sustainable development. Since enterprises play a key role in ensuring sustainable economic development of the state, implementing its strategic priorities, strengthening competitiveness and building innovative potential, it is important to rethink the strategic guidelines for their innovative development. The analysis of the current situation shows that most Ukrainian enterprises demonstrate a low level of innovation activity, which is a consequence of both external destabilizing factors (full-scale war, economic crisis, and reduced investment) and internal barriers (weak strategic management system, limited

financial and human resources, insufficient integration of the latest technologies and management practices). Therefore, innovative development should be viewed as a multidimensional process that encompasses not only technical or technological changes, but also social, managerial, institutional, and other transformations. It should be based on a strategic vision, adaptability, openness to change, and active implementation of new technological and managerial solutions that will not only allow to survive in the face of uncertainty but also to create competitive advantages in the long term.

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