

Отримано: 13.08.2025

Прийнято: 16.09.2025

Опубліковано: 22.10.2025

УДК 330.341

DOI: 10.30857/2786-5398.2025.5.6

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**RESEARCH ON THE GENESIS AND ROLE OF INNOVATIVE MANAGEMENT
SYSTEMS FOR ENTERPRISE DEVELOPMENT**

The article substantiates the role of innovation management systems in enterprise development. It is proven that the lack of formation of innovation management systems in enterprise development is an indicator of the complex and long path of enterprises' transition from functional to modern innovation management. Constant monitoring of the competitive environment is the basis for rapid adaptation of the innovation strategy of enterprises to market conditions and needs. In the era of innovative and technological breakthrough of wartime, it is necessary to research, develop and implement effective innovation management systems in enterprise development. This study substantiates the role of innovations in Ukraine in ensuring a high level of innovation activity of enterprises and society as a whole. The level of entrepreneurial innovation activity of enterprises is low, and in conditions of martial law, interregional disparities in the placement of the institutional infrastructure of innovation activity are gradually increasing. Innovation management is a key element for ensuring sustainable development and growth of any modern enterprise that strives for innovation leadership. The article examines the features of innovation systems at the individual level, innovation systems at the macro level, innovation systems at the meso level and, accordingly, at the global level. The genesis and role of the functioning of innovation development management systems of enterprises are determined.

Keywords: *efficiency; innovation; innovative and technological breakthrough; innovative technologies; innovative strategies; business competitiveness; enterprise management systems; systems; business development strategies; market.*

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**ДОСЛІДЖЕННЯ ГЕНЕЗИ ТА РОЛІ СИСТЕМ ІННОВАЦІЙНОГО УПРАВЛІННЯ
РОЗВИТКОМ ПІДПРИЄМСТВ**

В статті обґрунтовано системи інноваційного управління розвитком підприємств. Доведено, що несформованість систем інноваційного управління розвитком підприємств, є вказівником складного і довгого шляху переходу підприємств від функціонального до сучасного інноваційного управління. Постійний моніторинг конкурентного середовища є основою швидкого адаптування інноваційної стратегії підприємств до умов і потреб ринку. В епоху інноваційно-технологічного прориву воєнного часу необхідним є дослідження, розробка та впровадження ефективних систем інноваційного управління розвитком підприємств. В даному дослідженні обґрунтовано роль інновацій для забезпечення високого рівня інноваційної активності підприємств і суспільства в цілому. Досліджено, що рівень підприємницької інноваційної активності підприємств є низьким, а в умовах воєнного стану поступово зростають міжрегіональні диспропорції у розміщенні інституційної інфраструктури інноваційної діяльності. Управління інноваційною діяльністю є ключовим елементом для забезпечення сталого розвитку та зростання будь-якого сучасного підприємства, що прагне до інноваційного лідерства. В статті досліджено особливості інноваційних систем індивідуального рівня, інноваційні системи макрорівня, інноваційні

системи мезорівня та, відповідно, глобального рівня. Визначено тенеу та роль функціонування систем управління інноваційним розвитком підприємств.

Ключові слова: ефективність; інновації; інноваційно-технологічний прорив; інноваційні технології; інноваційні стратегії; конкурентоспроможність бізнесу; системи управління підприємством; системи; стратегії розвитку бізнесу; ринок.

Problem Statement. Today's Challenges In a turbulent environment, market oversaturation, increased competition for consumers, and better conditions for obtaining and distributing resources, the primary task for any business is not only to maintain its leading position in the market, but also to constantly search for new innovative ways of development and expanding opportunities for the comprehensive realization of the enterprise's potential. Therefore, entrepreneurs must answer for themselves simple and at the same time complex key questions in directing the evolution of their own business: where am I, where am I going, and what result do I strive to achieve.

Unresolved parts of the problem. In conditions of high energy resources, increased competition, taking into account the rapid development of information and communication technologies, practically the only effective option for ensuring the competitiveness of an enterprise with limited resource provision, the implementation of innovations becomes a decisive factor in business development. And before investing huge amounts of money in research and development or purchasing modern production equipment, it is necessary to first develop an effective innovation strategy adequate to the existing potential of the enterprise.

Through innovative enterprise development management systems, managers are looking for promising directions for the company's development, the production of fundamentally new goods or the provision of new services through scientific research, and the permanent use of advanced innovative technologies.

Analysis of recent research on the problem. Analysis of the works of foreign and domestic scientists has shown that today there is no single approach to defining the concept of "innovative management" in the context of enterprise (business) management. Such a disparity of interpretations is explained by the long historical evolution of the concept of innovative activity, when the focus of managers gradually shifted from the internal environment of the enterprise to the external factors of its functioning in order to adequately respond to constant changes in society [9].

Another American scientist B. Karloff notes that management systems are "... the art and science of formulating, implementing and evaluating interfunctional solutions that will allow the organization to achieve its goals" [8]. At the same time, Giedroyc gives a broader interpretation and treats management systems as "the process of implementing a concept that combines targeted and integrated approaches to the activities of an enterprise, which makes it possible to set development goals, compare them with the existing capabilities (potential) of the enterprise and bring the latter into line by developing and implementing a system of strategies" [4].

The purpose of the article is to determine the role of innovative management systems in enterprise development in modern conditions of a turbulent environment.

Presentation of the main material A comprehensive and thorough answer to the questions raised can be given by the application of effective systems of innovative business management and the direction of this system for the permanent development of the latter.

The modern macroenvironment of the existence of an enterprise is characterized by greater aggressiveness, competitive activity, dynamism, overload of information events, challenges caused by the COVID-19 pandemic, martial law, and the microenvironment is characterized by the growing pickiness of buyers, the growth of the number of competitors (especially startup projects) and other factors. Therefore, the main tasks for firms are currently assessing the market, forecasting demand and supply on it, analyzing sales channels and their improvement, studying the process of

choosing goods or services by buyers, researching major counterparties, competitive organizations. All this requires the use of methods, concepts, models and other management tools, which will allow the formation of progressive systems of innovative management of enterprise development [6].

Also, many domestic scientists consider the issues of innovation management in their works, providing original approaches to interpreting the definition of "management systems". According to these Ukrainian scientists, the consideration of innovative enterprise development management systems is understood, although strategic, but only as a business management tool that managers use to achieve the set goals, which includes an analysis of the environment (external and internal) of the enterprise for the most complete use of resources related to the specified goals [2].

Given the different views on the genesis of innovative enterprise development management systems at the enterprise, they can be considered as:

- the process of generating a company's strategy and management for the effective implementation of this strategy;
- a type of innovative company management based on human potential and directing production to meet market interests, helping to quickly respond to environmental changes, solving the issue of obtaining competitive advantages, improving the level of adaptability to structural transformations within the company. All this together allows the enterprise to successfully achieve its strategic goals in the long term [11].

Today, it is not enough to simply manage a company using various methodological and organizational foundations. It is necessary to constantly improve all business processes of the organization, to look for new directions and vectors of innovative vision, therefore, gradually domestic entrepreneurs realize the critical need to transition from traditional enterprise management to systems of innovative management of its direct development as such.

Taking into account the views of scientists and taking into account the need for modern enterprises to transition from management to systems of innovative management of enterprise development, we define innovative management of enterprise development as a vector influence of the management system on the managed one in order to implement the process of transformation of the latter from the current state to a more perfect one compared to the previous state, taking into account the systems of innovative development [3].

The goal of innovative management of enterprise development is to form such a flexible management system that can provide powerful competitive advantages for the enterprise in the long term by generating and applying effective innovation systems [10].

The theoretical and methodological basis for the implementation of all components of innovative management of enterprise development systems are the initial provisions, rules, norms of behavior that managers are guided by when making management decisions – the principles of innovative management.

The main principles include:

- the principle of purposefulness and perspective (the enterprise must have a clear goal (objective) with a vector for achieving a specific result in the long term);
- the principle of continuity (innovative management is carried out constantly, taking into account changes in the organization's environment) [1];
- the principle of iterativeness – innovative management is carried out in stages and requires repeated re-analysis at each of these stages;
- the principle of complexity and systematicity – for a timely and adequate response to changes in the enterprise environment, it is necessary to study and keep track of a large amount of information and the impact of factors that are studied in their comprehensive effect on the company.

Systematicity means conducting innovation management in such a way that the goals set in one direction of the organization's work do not contradict the goals in another;

- the principle of cyclicity [7];
- other principles of innovation management.

Research and integration of elements of innovation management systems for enterprise development allows us to state that they include the following stages):

- mission generation and development of innovation goals for the enterprise;
- strategic analysis;
- selection of a model of innovation management for enterprise development;
- integration of innovation management systems for enterprise development;
- control and evaluation of the innovation strategy [6].

Taking into account the innovative trends in the development of modern economic relations and the processes of digitalization of the economy, we present an innovative approach to defining a strategy proposed by L.E. Dovgan, Yu.V. Karakai and L.P. Artemenko [4].

Strategy is a long-term, thoroughly defined direction of development of an organization aimed at strengthening the company's position in the market, achieving the set goals, and meeting the needs of customers with the highest quality through the use of innovative management methods and technologies.

The modern strategy of an enterprise involves the implementation of innovations on a long-term basis. A correctly selected and implemented business development strategy solves the main task: it ensures the effective application of innovations and changes through the formation of resource potential and its correct distribution, flexibility in the company's adaptation to external threats and challenges, and makes it possible to predict the future [7].

Conclusions and prospects for further research. The strategy is a comprehensive plan that is generated to implement the mission of the enterprise and achieve its goals [7], in order to maintain and constantly improve the competitiveness of the organization due to, first of all, the introduction of innovative approaches in the activities of the latter.

Since business development management involves constant changes and flexible adaptation to these changes, let's consider the basic or reference strategies for enterprise development. Basic strategies determine the direction of the firm's actions in the market. The isolation of these strategies is based on a change in the current state of one or more management objects: the market, the company's position within the industry, the industry itself, the product, technology [6], and they are also the basis for creating a variety of other strategies focused on increasing competitive advantages:

1. Concentrated growth strategy
2. Integrated growth strategy.
3. Diversified growth strategies.
4. Planned reduction strategies.

The advantages of using innovative enterprise development management systems are expressed in:

- creating competitive advantages;
- achieving set goals;
- sustainable growth
- increasing managerial awareness.

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