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ORGANIZATIONAL AND MARKETING SUPPORT AS A FACTOR IN THE DEVELOPMENT OF THE INNOVATIVE POTENTIAL OF LIGHT INDUSTRY ENTERPRISES

The article It was concluded that innovative activity is a complex concept that combines the flow of the main and accompanying innovation processes with the aim of obtaining the final result - an innovative product. Achieving the appropriate result is possible under the condition of considering the innovation process as an integral (generalizing) phenomenon and applying a comprehensive approach to the management of the innovative potential of the enterprise. Summarizes the global changes that are taking place in social life and create challenges and obstacles for the development of entrepreneurship. Modern business structures try to adapt to a dynamic environment, ensure efficient work and activate innovative processes.

The purpose of the article is to study the peculiarities of managing the entrepreneurial potential of business structures under the conditions of global challenges and the use of marketing tools in the formation of market business activity. The following methods were used for the research: systemic - for revealing the content of entrepreneurial potential, researching marketing tools and levers, specifying the place of marketing support in the management system of business structures; structural and logical analysis - to determine the features of modern trends in the development of entrepreneurial potential; graphic - for building a logical block diagram; logical generalization - to specify recommendations.

The article defines the essence of entrepreneurial potential and the place of innovations and marketing tools in the management system of business structures. A logical block diagram of the formation of entrepreneurial business activity of business structures on the market is built. The peculiarities of modern structural problems of the light industry of Ukraine, regarding the formation of entrepreneurial potential, the development of innovative activity and the formation of marketing support for the management of business structures are analyzed.

The article uses elements of scientific research aimed at more effective solutions to certain issues. For this, the information contained in various literary sources was collected and analyzed, its generalization was carried out, and conclusions and proposals were formulated. It has been established that a characteristic feature of managing business structures and their entrepreneurial potential with the use of marketing tools is that strategic management is formed not as a separate direction of the enterprise's activity, but as a short- or long-term business development plan. It was concluded that in today's conditions, one of the most progressive approaches to conducting a profitable business is the use of marketing tools in the management of business structures and their entrepreneurial potential.

Keywords: innovation, innovation potential, entrepreneurial potential, organizational and marketing support, business activity, European integration, management.

АНТОН БЕРДИЧЕВСЬКИЙ

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ОРГАНІЗАЦІЙНО-МАРКЕТИНГОВЕ ЗАБЕЗПЕЧЕННЯ ЯК ФАКТОР РОЗВИТКУ ІННОВАЦІЙНОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВ ЛЕГКОЇ ПРОМИСЛОВОСТІ

У статті зроблено висновок, що інноваційна діяльність є складним поняттям, яке поєднує потік основних та супутніх інноваційних процесів з метою отримання кінцевого результату – інноваційного продукту. Досягнення відповідного результату можливе за умови розгляду інноваційного процесу як цілісного (узагальнюючого) явища та застосування комплексного підходу до управління інноваційним потенціалом підприємства. Узагальнено глобальні зміни, що відбуваються у соціальному житті та створюють виклики й перешкоди для розвитку підприємництва. Сучасні бізнес-структури намагаються адаптуватися до динамічного середовища, забезпечити ефективну роботу та активізувати інноваційні процеси.

Метою статті є дослідження особливостей управління підприємницьким потенціалом бізнес-структур в умовах глобальних викликів та використання маркетингових інструментів у формуванні ринкової ділової активності. Для дослідження використовувалися такі методи:

- *системний – для розкриття змісту підприємницького потенціалу, дослідження маркетингових інструментів і важелів, уточнення місця маркетингового забезпечення в системі управління бізнес-структурами;*
- *структурно-логічний аналіз – для визначення особливостей сучасних тенденцій розвитку підприємницького потенціалу;*
- *графічний – для побудови логічної блок-схеми;*
- *логічне узагальнення – для уточнення рекомендацій.*

У статті визначено сутність підприємницького потенціалу та місце інновацій і маркетингових інструментів у системі управління бізнес-структурами. Побудовано логічну блок-схему формування підприємницької ділової активності бізнес-структур на ринку. Проаналізовано особливості сучасних структурних проблем легкої промисловості України щодо формування підприємницького потенціалу, розвитку інноваційної діяльності та створення маркетингового забезпечення управління бізнес-структурами.

У статті використано елементи наукового дослідження, спрямованого на більш ефективне вирішення окремих питань. Для цього було зібрано й проаналізовано інформацію, що міститься в різних літературних джерелах, здійснено її узагальнення, сформульовано висновки та пропозиції. Встановлено, що характерною особливістю управління бізнес-структурами та їх підприємницьким потенціалом із використанням маркетингових інструментів є те, що стратегічне

управління формується не як окремий напрям діяльності підприємства, а як коротко- або довгостроковий план розвитку бізнесу. Зроблено висновок, що в сучасних умовах одним із найпрогресивніших підходів до ведення прибуткового бізнесу є використання маркетингових інструментів в управлінні бізнес-структурами та їх підприємницьким потенціалом.

Ключові слова: інновації, інноваційний потенціал, підприємницький потенціал, організаційно-маркетингове забезпечення, ділова активність, євроінтеграція, управління.

The state of the modern economy and society, which are characterized by transformational changes in the market and business conditions, associated with global digitization processes, adaptation of enterprises to the conditions of the COVID-19 pandemic, and the activation of Internet communications. The conditions of Russia's war against Ukraine and a number of other resolved armed conflicts in the world, the actualization of environmental problems, lead to the emergence of new communications and relationships, different from the industrial economy. The most important factor in the development of socio-economic systems is knowledge, innovation, scientific research of business processes, taking into account the processes of their digitalization and the level of innovation. Given the modern approach to the development of entrepreneurial activity, it is necessary to investigate entrepreneurial and innovative potential, intellectual capital, and modern marketing tools for the activation of entrepreneurial activity [1, 2, 3, 4, 5]. Taking into account the importance of small and medium-sized businesses, the realization of entrepreneurial potential becomes the main factor in stabilizing the macroeconomic situation in the country and activating the reserves for increasing the competitiveness of entrepreneurial structures and the country in general, and requires the efforts of the state, regional governing bodies, individual business structures and entrepreneurs, to find new opportunities for development. improving the management of entrepreneurial potential.

The purpose of the article is to study the peculiarities of managing the entrepreneurial potential of business structures under the conditions of global challenges and the use of marketing tools in the formation of market business activity.

In order to carry out effective management of business processes and increase the business activity of business structures on the market, it is necessary to understand a clear sequence of important transformations and to distinguish the stages of digital transformation of the business model of the enterprise, to outline the main changes and the necessary innovative tools that will ensure such transformations.

The analysis of the most common approaches to the essence of entrepreneurial potential is mostly dominated by an autonomous approach to its interpretation at the level of an economic sector, region or country in general; there is a local definition of the object-subject and the disclosure of the substantive foundations of the theory of formation and evaluation. The scientific works of domestic scientists: O. Alokhin, I. Dolzhanskyi, I. Karapeichyk, F. Kotler, N. Krasnokutskaya, Zh.-Zh. Lamben, E. Lapina, O. Olesyuk, I. Otenko, I. Porter, I. Repinai, O. Fedonina [4, 6, 7, 8] and others. Scientists such as: O. Amosha, B. Andrushkiv, V. Geyets, S. Ilyashenko, V. Khomyakov have devoted scientific works to the study of the theory of the formation and development of business entrepreneurship, approaches to its evaluation, and various aspects of management [4, 8, 9, 10] and others. For the most part, scientists emphasize the importance and features of the development of entrepreneurship, the role of small enterprises in the development of the national economy.

However, taking into account the intensification of European integration processes, the role of entrepreneurship in increasing the competitiveness of the economy of any country in general and of Ukraine, in particular, the role as a key source of national income formation and economic growth of the country, the issues of management of entrepreneurial potential at the enterprise level require further research. In addition, not all researchers single out the use of marketing tools in entrepreneurial activity. These and other circumstances determined the relevance of the topic of the work and the need to substantiate modern mechanisms of managing entrepreneurial potential and innovative activity of business structures using marketing tools.

In modern scientific literature, there are opinions that the potential is identified with the scale of the enterprise's activities and the volume of production or service provision, and to characterize it, such indicators as production capacity, the number of products per unit of production area, etc. were most often used to characterize it. This opinion is supported by E. V. Lapin [11, p. 360]. Also in this direction, M. V. Boychenko defines the economic potential of the enterprise as a category that characterizes the possible volume of production of material goods and services under conditions that ensure the most efficient use of available economic resources in terms of time and productivity [8].

In the field of scientific research, modern scientists pay great attention to intangible resources. These resources are formed as a result of realizing the intellectual potential of the company's personnel and ensure the introduction of innovations into economic activity. Intangible resources are expressed in inventions, innovations, patents, licenses, information. According to P. F. Drucker's forecasts in the 21st century, there will be a gradual transition from enterprises that are "built on the rational organization of production processes" to companies that are "based on knowledge and information" [10]. Such trends are already becoming evident today.

The connection of resources and the production process with the activity of the business entity is obvious, which led to the emergence and application of the concepts of "resource potential", "production potential", "general potential" of the enterprise in economic science.

The use of the existing potential by the enterprise to carry out financial and economic activities from the point of view of usefulness and obtaining economic benefits in the future leads to the identification of the concept of

aggregate potential with the term "economic potential" of the enterprise, since the involvement of a set of resources in the enterprise is considered through the prism of the level of efficiency or the amount of their profitability use [12, p. 162].

The review of definitions and interpretations of the "economic potential of the enterprise" also shows the diversity of approaches to their formulation. The common denominator of the proposed approaches in the given direction is the selection of two directions for the study of the economic potential of the enterprise. On the one hand, the economic potential is considered as a set of means and resources of the business entity and, thus, forms the resource direction of the formulation. On the other hand, scientists consider the economic potential to be the ability of an enterprise to process its available resources to meet consumer needs, that is, they identify an effective direction of interpretation. The level of the enterprise's ability is determined by the availability of labor, material, financial and other types of resources. Accordingly, the value of the economic potential depends on the maximum amount of material and spiritual goods that the enterprise can produce under the conditions of available resources, their quantity and quality.

The logically correct position would be the combination of both approaches to the interpretation of the essence. Summarizing, the economic potential of the enterprise expresses its ability to continue functioning on the basis of available resources. The presence of signs characterizing the specified ability, in the long-term aspect, indicate a greater potential.

Thus, the results of the epistemological analysis of the existing developments of scientific schools regarding entrepreneurial theory, classical and innovative models of entrepreneurship, as well as the conceptual and categorical apparatus of entrepreneurial potential, allowed us to build a logical chain of formation of entrepreneurial business activity of the enterprise on the market. The established phasing of the process can become the basis for the further formation of the concept of managing the entrepreneurial potential of the business structure.

The analysis of the main characteristics of entrepreneurship, defined by leading scientific schools, and a critical assessment of the development of the enterprise potential management paradigm made it possible to determine the key characteristics of determining the content of entrepreneurial potential and the features of managing the processes of its formation at the enterprise level. Thus, the essential and substantive characteristic of entrepreneurial potential is as follows – entrepreneurial potential at the enterprise level characterizes the integral ability of enterprise personnel to proactive and risky business activity in relation to economic activity, realization of market opportunities and maximization of positive results.

It has been established that the essence of the entrepreneurial potential of the enterprise is the importance of such a component as opportunities. The influence of the latter on the value of the economic potential is accumulated based on the level of efficiency of use of: available resources; circumstances and situations that have developed in the internal and external environments of the business entity.

We support the opinion that opportunities, in the first case, are expressed by the level of use of reserves. Their search is carried out as a result of economic analysis and, accordingly, they are classified into detected and undetected. Reserves at the enterprise are considered from different positions. So, on the one hand, reserves are commodity values, the use of which is possible under certain circumstances (force majeure situations). This includes predetermined volumes (norms) of insurance reserves of raw materials, materials, fuel, etc. They are necessary components to ensure a smooth production process and stable operation of the enterprise. On the other hand, reserves are unused opportunities to increase the efficiency of production and financial and economic activity of the business entity as a whole. For a long period of time, in practice, only the elimination of the causes of downtime and losses was attributed to the improvement reserves. In modern economic conditions, this also includes the actual overspending of materials and time per unit of products, works, and services.

In the second case, the possibilities of using the circumstances and situations that have developed in the internal and external environments of the enterprise are determined by the level of application of the latter's advantageous positions on the market and favorable conditions for achieving the set goal (task). In this direction, marketing as a separate branch of research has gained wide application in practice, regardless of the types of economic activity.

Based on the production approach, the entrepreneurial potential can be characterized by the ability of the production enterprise to ensure the production of products (works, services) to meet the needs of the population. However, we believe that it is incorrect to equate the concept of the enterprise's entrepreneurial potential exclusively with the scale of its activity, because in the conditions of market relations, the volume of production is determined by the volume of sales. That is, the maximum volume of production provided by the available production capacities is not always achieved due to the influence of market factors.

According to the functional approach, entrepreneurial potential can be defined as the ability of an enterprise to ensure its activities in the long term by achieving commercial goals and maintaining its own positions on the market. It is clear that such opportunities must be supported by the company's available resources, means, workforce and other components. In general, the functional approach attests to the fact that the constituent components of the business entity's potential can change their functions in accordance with the commercial goals set before the company's management, based on the market situation. We believe that this approach to understanding the essence of the research object is quite justified in modern economic conditions, where there are constant changes and

variability of the market environment. It is determined that these views are shared by N.S. Krasnokutska and R.V. Marushkov [8, 13].

Dynamics of changes in business and internal

On the other hand, the dynamism of changes in business and intra-organizational conditions of economic activity actualizes the need to find effective management technologies that ensure the competitiveness of the economic entity. In the conditions of a sharp struggle with competitors, the key issue of the functioning of the enterprise's management system is the maximum possible adaptation of its activities to the development strategy and the change of tactics in accordance with the changing situation on the market. The use of marketing tools is one of the conditions for flexible adaptation of the enterprise's production, financial, commercial, marketing, personnel and other activities to the highly dynamic market situation.

In today's conditions, marketing tools in program and project management include a set of activities aimed at planning, organization, pricing, product development and delivery to existing and potential customers. Simultaneously with the formation of the marketing strategy, it is necessary to develop ways of improving the management of the company. Hence the interest in the use of marketing tools in the management of business structures and their entrepreneurial potential, which allows organizing the process of entrepreneurial activity with maximum benefits.

One of the most progressive approaches to proving a profitable business is the use of marketing tools in the management of programs and projects in the project management system. This is a special direction of activity management, based on the preliminary collegial development of a coherent system of actions to achieve the original goal aimed at the implementation of this model. This is a special direction of activity management, the purpose of which is the collegial development of a coherent system of actions to achieve the original goal aimed at the implementation of this model. Marketing tools in management can be applied to any objects.

If, for example, we analyze the processes of entrepreneurial potential formation in the light industry of Ukraine, we can conclude that the strengthening of the economic status of light industry will positively affect the overall level of the Ukrainian economy and contribute to the strengthening of the country's market position in the world economy. In addition, in the current conditions of a full-scale Russian war on the territory of Ukraine, it is the light industry that contributes a significant share to the formation of the country's national income, contributes to the increase of jobs, employment of the population and forms the basis for victory in the war. In the future, it is necessary to ensure the competitiveness of the products of Ukrainian light industry enterprises both on the domestic and foreign markets. One of the ways to achieve this is the formation of marketing potential, that is, more effective use and optimization of the existing marketing complex of light industry enterprises.

We will present the problems characteristic of light industry at the macro and micro levels. The market of Ukrainian light industry products in the pre-war period was distinguished by the stability of its demand, although it did not reflect the fashion trends and fashion wishes of consumers. Produced products, as a rule, did not stay on store shelves, and quality goods were in short supply. However, with the development of the market economy, the situation has changed dramatically. Structural problems of the light industry of Ukraine can be conditionally divided into three groups.

The first group of problems of light industry consisted in the fact that the economy inherited from the Soviet Union an industrial structure with a complex cross-industry exchange of production components.

The severing of "old" economic ties led to a significant deterioration in the activities of enterprises. For example, enterprises of the textile industry specialized in performing a limited number of technological and production operations and were significantly dependent on the production of fiber, dyes, equipment, and textile auxiliary substances. The study of applied aspects made it possible to conclude that the work of textile industry enterprises is provided by the two most important branches: machine-building and chemical (Fig. 1) [13], the peculiarities of the state of which in modern conditions have a number of problems.

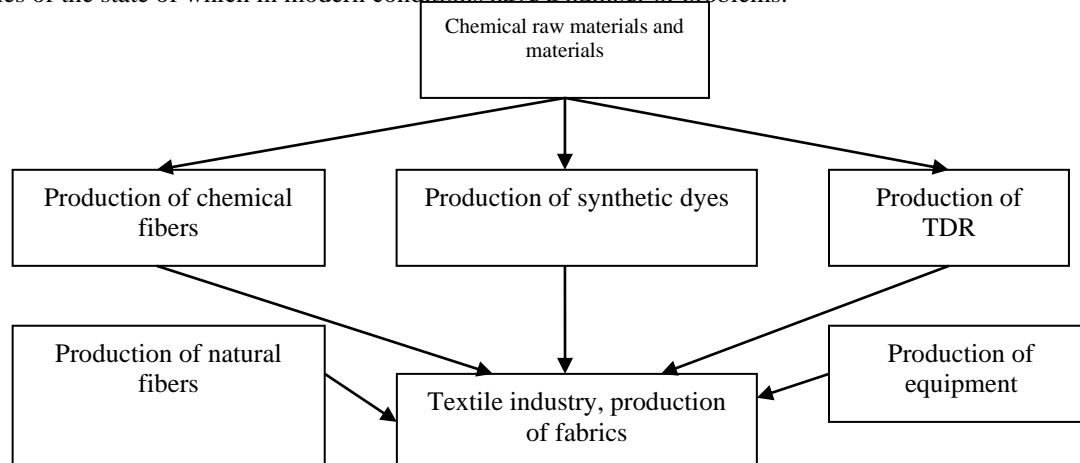


Fig. 1. The scheme of connection of the textile industry with the industries that ensure its work

The raw material problem remains a significant problem for light industry enterprises. In addition, today the Ukrainian economy is experiencing unprecedented losses: significant territories of the country have been captured or mined by the aggressor, are under massive shelling, there is total destruction of energy, industrial, transport and social infrastructure facilities, numerous industrial enterprises have been destroyed and damaged. Business structures from the North-Eastern regions were closed or were forced to relocate. There are significant losses of the labor, innovation and intellectual potential of the country due to the forced migration of the population, the activity of the light industry is within the limits of the survival strategy.

Under such conditions, the use of marketing tools becomes especially important.

A characteristic feature of managing business structures and their entrepreneurial potential with the use of marketing tools is that strategic management is formed not as a separate direction of the enterprise's activity, but as a short- or long-term business development plan. In this case, important importance in the management of business processes is given to the functions of planning, analysis and control. Conducting marketing research in the process of forming marketing tools should be based on theoretical and applied provisions that fully take into account the conditions of the business entity.

The use of marketing tools in the management of entrepreneurial potential, programs and projects in the project management system involves specialized plans that differ from strategy in that they have a specific "field" of implementation, a specific task, as well as a specific business plan with defined results. Project materials are a package of documentation with justification of the proposed project to ensure the competitiveness of the marketing management system. If we consider potential management as a process of managing labor, material, non-material and financial resources of the project, which must be carried out with the help of special methods and techniques, it will make it possible to obtain the highest results with minimal investments, which must be proven by economic and mathematical calculations. If we consider the management of entrepreneurial activity within the framework of the marketing system, then it should be indicated that the main object of project management will be the marketing activity of the enterprise, the main subject of management will be the management system of the enterprise through the involvement of the management system, and its main resources will be the production and market potential of the enterprise.

Therefore, in today's conditions, one of the most progressive approaches to conducting a profitable business is the use of marketing tools in the management of business structures and their entrepreneurial potential. This approach can be characterized as a separate direction of activity management, which is based on the collegial development of a coordinated system of actions to achieve the initial goal aimed at the implementation of this model. A characteristic feature of business potential management using marketing tools is that strategic management performs the functions of short- or long-term development planning and potential improvement. Internet marketing is an effective tool in this context. In further scientific research, it is proposed to focus attention on the criteria for the success of the implementation of marketing tools in individual business processes, the development of the components of entrepreneurial potential. In addition, the development of intellectual capital and the increase of innovative activity of business structures are becoming the main process in the activity of Ukrainian business entities.

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