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LEPEYKO Tetyana

Simon Kuznets Kharkiv National University of Economics

<https://orcid.org/0000-0001-8667-509X>

lepeyko.tetyana@gmail.com

DRUHOVA Olena

Simon Kuznets Kharkiv National University of Economics

Drugova.elena.sergeevna@gmail.com

<https://orcid.org/0000-0002-2404-1910>

MOSUMOVA Ainura

Simon Kuznets Kharkiv National University of Economics

<https://orcid.org/0009-0003-6918-7643>

ainura.mosumova@hneu.net

INNOVATIVE DEVELOPMENT OF INDUSTRIAL ENTERPRISES BASED ON GREENING AND ESG PRINCIPLES

The article examines the theoretical and applied principles of innovative development of industrial enterprises based on environmentalization and ESG principles. Modern trends in the transformation of the industrial sector amid digitalization, decarbonization, and rising environmental requirements are identified. The role of environmental innovations in ensuring sustainable development of industrial enterprises, improving resource efficiency, reducing negative environmental impact, and strengthening competitive advantages is substantiated. The study analyzes the dynamics of the industrial sector's contribution to Ukraine's GDP, the level of implementation of ESG practices, and the development of investment in green technologies. Attention is paid to the impact of digital technologies on the modernization of industrial production and the formation of environmentally oriented management systems.

The key directions of ecological transformation of industry are determined, including digitalization of production processes, development of the circular economy, improvement of energy efficiency, automation of environmental monitoring, and implementation of ESG-oriented management approaches. It is established that integrating ecological innovations with digital technologies enhances the adaptability, transparency, and investment attractiveness of industrial enterprises. Statistical indicators confirming the gradual growth of ESG implementation and investments in renewable energy and green technologies are analyzed.

The research emphasizes that industrial enterprises currently operate amid heightened environmental risks, resource constraints, and technological instability, necessitating new approaches to strategic management. The importance of combining ecological innovations, digital solutions, and effective state support mechanisms for ensuring sustainable industrial development is substantiated. The results of the study confirm that the implementation of ESG principles and ecological innovations forms the basis for long-term competitiveness, resilience, and sustainable economic growth of industrial enterprises amid global transformational changes.

Keywords: innovations, environmental innovations, innovative development, ecology, sustainable development, sustainability, industrial enterprises, industry, sustainable industrial development, ESG principles, digitalization, transformation.

ЛЕПЕЙКО Тетяна, ДРУГОВА Олена, МОСУМОВА Айнура

Харківський національний економічний університет імені Семена Кузнеця

ІННОВАЦІЙНИЙ РОЗВИТОК ПРОМИСЛОВИХ ПІДПРИЄМСТВ НА ЗАСАДАХ ЕКОЛОГІЗАЦІЇ ТА ESG-ПРИНЦИПІВ

У статті розглядаються теоретичні та прикладні принципи інноваційного розвитку промислових підприємств на основі принципів екологізації та ESG. Визначено сучасні тенденції трансформації промислового сектору в умовах цифровізації, декарбонізації та зростання екологічних вимог. Обґрунтовано роль екологічних інновацій у забезпеченні сталого розвитку промислових підприємств, підвищенні ресурсоефективності, зменшенні негативного впливу на навколишнє середовище та посиленні конкурентних переваг. У дослідженні проаналізовано динаміку внеску промислового сектору до ВВП України, рівень впровадження ESG-практик та розвиток інвестицій у зелені технології. Увага приділена впливу цифрових технологій на модернізацію промислового виробництва та формування екологічно орієнтованих систем управління.

Визначено ключові напрямки екологічної трансформації промисловості, включаючи цифровізацію виробничих процесів, розвиток циркулярної економіки, підвищення енергоефективності, автоматизацію екологічного моніторингу та впровадження ESG-орієнтованих управлінських підходів. Встановлено, що інтеграція екологічних інновацій з цифровими технологіями сприяє підвищенню адаптивності, прозорості та інвестиційної привабливості промислових підприємств. Проаналізовано статистичні показники, що підтверджують поступове зростання впровадження ESG та інвестицій у відновлювану енергетику та зелені технології.

У дослідженні наголошується, що промислові підприємства наразі працюють в умовах підвищених екологічних ризиків, обмежених ресурсів і технологічної нестабільності, що зумовлює необхідність формування нових підходів до стратегічного управління. Обґрунтовано важливість поєднання екологічних інновацій, цифрових рішень та ефективних механізмів державної підтримки для забезпечення сталого промислового розвитку. Результати дослідження підтверджують, що впровадження принципів ESG та екологічних інновацій формує основу довгострокової конкурентоспроможності, стійкості та сталого економічного зростання промислових підприємств в контексті глобальних трансформаційних змін.

Ключові слова: інновації, екологічні інновації, інноваційний розвиток, екологія, сталий розвиток, стійкість, промислові підприємства, промисловість, сталий промисловий розвиток, принципи ESG, цифровізація, трансформація.

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PROBLEM STATEMENT

The modern development of industrial enterprises is taking place amid increasing environmental challenges, the digital transformation of the economy, and growing requirements to ensure sustainable development. The deepening of global environmental problems, the high resource intensity of production, the growth of industrial emissions, and the need to comply with international environmental standards underscore the importance of introducing environmental innovations as a key tool for improving the efficiency of industrial enterprises. Under such conditions, the greening of production processes becomes strategically important and forms the basis for developing a competitive model of industrial development.

These issues are particularly relevant in the context of the dissemination of ESG principles, which promote integrating environmental, social, and managerial aspects into the enterprise management system. The introduction of ESG approaches helps to increase the investment attractiveness of enterprises, strengthen their reputational capital, form sustainable competitive advantages, and adapt to the modern requirements of the international market. At the same time, a significant share of industrial enterprises exhibit insufficient innovation activity, low adoption rates of environmentally oriented technologies, limited financial support for environmental transformations, and insufficient integration of ESG principles into strategic management.

In this regard, there is a need to deepen the theoretical and applied foundations of the innovative development of industrial enterprises, grounded in greening and ESG principles, thereby ensuring the formation of effective mechanisms for the sustainable functioning of industry amid modern transformation processes.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

The analysis of recent studies and publications shows that the problems of the innovative development of industrial enterprises are actively considered in the modern scientific discourse through the prism of sustainable development, digitalization, greening, and enterprises' adaptation to an unstable business environment. L. Sokolova, R. Kodrul, and O. Manuylov study the innovative development of industrial enterprises in the context of the implementation of the sustainable development goals of Ukraine, focusing on the need for a combination of economic efficiency, technological renewal, and environmental responsibility [1]. Similar in content are the developments of A. Dunska and U. Pysmenna consider the formation of an innovative mechanism for an enterprise based on sustainable development [5]. An important role in ensuring the strategic foundations of the state's sustainable development is played by the Strategy for Sustainable Development of Ukraine until 2030, which defines the need to green the economy and develop the innovative potential of industry [2].

The issue of intensifying the innovative development of industrial enterprises is highlighted in the works of L. Sokolova, V. Ivanova, G. Veryasova, and O. Kurdenko, which emphasize the relevance of the innovative renewal of Ukraine's industrial sector [10]. Certain aspects of innovative development of enterprises in the context of modern challenges are studied by S. Reznik [4], O. Yemelyanov [12], K. Doroshkevych, V. Ivasyuk and O. Iskiv [7], K. Kovtunencko and A. Kotsaga [8], I. Fomichenko, V. Bashtovyi, D. Kozhurin and O. Pakhomova [9]. These works reveal the essence of innovative development, its strategic and tactical dimensions, methods for managing innovation, and the obstacles that limit enterprises' innovative activity.

An important place in modern research is occupied by the digital dimension of innovative development. I. Myhus and Y. Koval consider the innovative development of enterprises in the context of digitalization of the economy, emphasizing the role of digital technologies in increasing the adaptability and competitiveness of business structures [13]. T. Polozova and A. Tkachenko investigate the model of innovative development of a competent organization, which allows linking innovativeness with the development of managerial competencies, organizational flexibility, and the ability of the enterprise to transform [6]. Special attention is paid to the development of science and technology in Ukraine in the materials of the Ministry of Education and Science of Ukraine [3].

The theoretical basis of the study of innovative development is complemented by the works of V. Shuberansky, devoted to the interpretation of the theory of innovations in the Ukrainian intellectual space [14], as well as the works of K. Doroshkevych, N. Kolinko, and R. Dzvoniuk, in which the essence, significance, and components of innovative development of enterprise are revealed [15]. V. Vavrynets focuses on the innovative development of an industrial enterprise in modern conditions, which is important for understanding the specifics of the transformation of the industrial sector [11].

At the same time, the analysis of scientific sources shows that, despite significant attention to issues of innovative development, digitalization, and sustainable development of enterprises, the integration of environmental innovations, ESG principles, and digital transformation into a single model for the development of industrial enterprises remains insufficiently disclosed. This necessitates further research into the theoretical and applied foundations of innovative development of industrial enterprises based on greening, ESG-oriented management, and the introduction of digital technologies.

FORMULATION OF THE OBJECTIVES OF THE ARTICLE

The article examines the theoretical and applied foundations of the innovative development of industrial enterprises, based on the greening of production processes and the integration of ESG principles into the management system, to ensure sustainable development, increase competitiveness, and enable enterprises to adapt to modern transformational conditions.

Presentation of the main material of the study. Increasing environmental risks, growing requirements for the rational use of natural resources, decarbonization of production, and the need to ensure energy efficiency necessitate the reorientation of the industrial sector toward the principles of sustainable development [1; 4]. Under such conditions, traditional models of industrial enterprise functioning become inefficient, necessitating the introduction of innovative approaches to organizing production processes, managing resources, and formulating long-term development strategies.

An important direction of transformation in industrial enterprises is the ecologization of economic activity, which entails integrating environmental considerations into the strategic and operational management system. Greening of industrial enterprises includes the introduction of resource-saving technologies, the reduction of industrial emissions, the use of alternative energy sources, the modernization of production equipment, the digitalization of environmental monitoring, and the development of circular production models. In modern conditions, environmental innovations are considered not only as a tool for minimizing negative environmental impact, but also as an important factor in the formation of the enterprise's competitive advantages [10].

In scientific literature, environmental innovations are defined as new or improved technologies, products, organizational decisions, and management approaches aimed at reducing the environmental burden and increasing the environmental efficiency of enterprises [5]. Their features are a combination of economic, technological, and environmental factors that enable them to balance production efficiency and compliance with environmental standards. At the same time, the efficiency of implementing environmental innovations largely depends on the enterprise's innovation potential, the availability of financial resources, the development of digital infrastructure, and the readiness of the management system for transformational changes.

Of particular importance in ensuring the innovative development of industrial enterprises is the ESG concept, which introduces new approaches to assessing the effectiveness of business entities. ESG principles focus on environmental, social, and governance considerations in strategic decision-making. Their integration into industrial enterprises contributes to greater investment attractiveness, a positive business image, improved stakeholder interactions, and stronger enterprise resilience to external challenges.

It is advisable to present the generalization of the key directions of ecologization of innovative development of industrial enterprises in the form of a table.

Table 1.

Key directions of ecologization of innovative development of industrial enterprises

Direction	Characteristics	Expected effect
Resource conservation	Introduction of technologies for the rational use of raw materials, energy, and water resources	Reducing production costs and increasing resource efficiency
Energy efficiency	Modernization of equipment and use of energy-saving technologies	Reducing energy consumption and reducing CO ₂ emissions
Digitalization of environmental management	Use of digital platforms, automated monitoring, and analytics systems	Improving the accuracy of environmental monitoring
Circular economy	Reuse of resources, recycling of waste, and minimization of losses	Formation of a closed production cycle
ESG integration	Implementation of ESG principles in the strategic management system	Increasing the investment attractiveness and sustainability of the enterprise
Environmental modernization	Renewal of production facilities in accordance with environmental standards	Reducing the man-made burden on the environment
Innovative development	Development and implementation of environmentally oriented innovations	Formation of competitive advantages of the enterprise

*compiled based on [4-7]

Presented in a table. 1 direction indicates the complex nature of the ecologization of innovative development of industrial enterprises. Their implementation requires not only technological renewal of production systems, but also transformation of management approaches, improvement of strategic planning mechanisms, and integration of digital technologies into the decision-making process. In modern conditions, it is the synergy of innovative, environmentally friendly, and digital components that forms the basis for the long-term development of industrial enterprises.

An important trend in the current stage of industrial development is the active adoption of digital technologies in environmental management. The use of artificial intelligence, Internet of Things technologies, Big Data, automated systems for controlling production processes, and digital platforms enables you to improve the environmental safety of enterprises, ensure operational monitoring of resource consumption, and optimize production processes. Digitalization contributes to the formation of a new model of industrial development based on adaptability, innovation, and environmental responsibility.

At the same time, the introduction of environmental innovations and ESG principles in the activities of industrial enterprises is accompanied by several problems. Among the main constraints, it is advisable to single out insufficient financial support for environmental transformations, the high cost of innovative technologies, imperfections in regulatory and legal frameworks, a shortage of highly qualified personnel, and limited development of environmental culture in industrial production. An additional factor is the instability of the external economic environment, which complicates the implementation of long-term innovation strategies [8].

In this regard, ensuring the innovative development of industrial enterprises based on greening and ESG principles requires establishing an effective organizational and economic management mechanism that integrates innovative technologies, environmental standards, and digital solutions into the enterprise's operating system.

The analysis of current trends in industrial development indicates a gradual strengthening of the role of environmental innovations and ESG principles in ensuring the sustainable functioning of enterprises. In the European Union, one of the key areas of industrial policy is the decarbonization of production and the adoption of resource-efficient technologies. In 2023, emissions in EU countries decreased by 15.5% compared to 2022, largely due to the transition to renewable energy sources and the modernization of the energy sector.

For Ukraine, greening the industrial sector is of strategic importance for post-war economic recovery and integration into the European economic space. Before the full-scale invasion, the industrial sector accounted for about a third of the country's GDP and was a significant part of employment. In 2021, more than 41 thousand people functioned in Ukraine. industrial enterprises, and the contribution of industry to GDP amounted to 16.7%. At the same time, the industrial complex remains characterized by high production energy intensity, significant carbon intensity, and insufficient technological modernization.

It is advisable to present the dynamics of the industrial sector's role in Ukraine's economy graphically (Fig. 1).

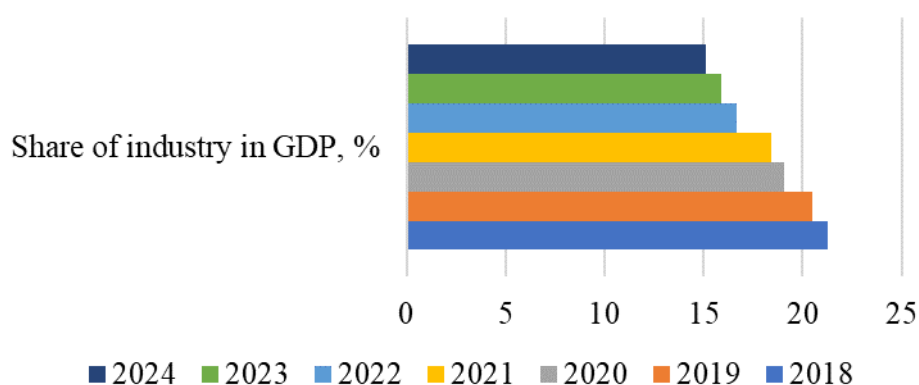


Fig. 1. Dynamics of the contribution of the industrial sector to the GDP of Ukraine in 2018–2024*

*formed based on analytical materials of international and state statistical sources [2, 3]

The data indicate a gradual reduction in the industry's share of the national economy, due to both crises and the technological backwardness of certain industries. At the same time, modern conditions create new opportunities for the structural transformation of industry based on digitalization, greening, and ESG-oriented development.

An important indicator of the ecological transformation of industry is the development of the renewable energy sector and investments in green technologies. In 2024, the Government of Ukraine approved a USD 20 billion investment plan to develop renewable energy, aiming to increase the share of renewable energy in energy consumption to 27% by 2030.

It is advisable to consider the structure of key areas of investment in the field of ecological transformation of industry in the following structure:

- renewable energy;
- energy efficiency of production;
- digitalization of environmental monitoring;
- modernization of industrial infrastructure;
- decarbonization of production processes;
- implementation of ESG reporting;
- automation of resource management systems;
- development of the circular economy.

In modern conditions, integrating ESG principles into the strategic management systems of industrial enterprises is particularly important. Practice shows that enterprises that actively implement ESG strategies exhibit greater investment attractiveness, adaptability, and competitiveness. Large industrial companies are gradually adopting decarbonization, environmental monitoring, energy management, and digital management of production processes.

At the same time, a significant share of industrial enterprises is characterized by limited financial resources, low levels of innovation activity, and a slow pace of adoption of environmentally oriented technologies. This necessitates the development of a comprehensive mechanism to support environmental innovations, based on a combination of state incentives, digitalization of production processes, development of ESG management, and intensification of investment activities.

In the context of modern transformation processes, environmental innovations are increasingly integral to the strategic development of industrial enterprises. Their implementation not only reduces negative environmental impact but also optimizes production costs, increases energy efficiency, and strengthens enterprises' market position. In this regard, the greening of industry is considered one of the key areas of ensuring the competitiveness of the national economy in the face of global environmental and economic challenges.

The use of digital technologies in the process of environmental modernization of industrial enterprises is of particular importance. The use of automated monitoring systems, artificial intelligence, Big Data technologies, and the Internet of Things enables you to ensure effective control of production processes, optimize resource consumption, and enhance environmental safety. At the same time, digitalization creates the prerequisites for the development of integrated ESG management systems that enable prompt strategic decision-making and enhance enterprises' adaptability to changes in the external environment.

It is advisable to summarize the main advantages of integrating environmental innovations and ESG principles into industrial enterprises' activities in a table.

Table 2.

Benefits of implementing environmental innovations and ESG principles in the activities of industrial enterprises

Direction of influence	Characteristics of the result
Economical	Reduced production costs, increased energy efficiency, increased profitability
Eco-friendly	Reducing emissions, minimizing waste, rational use of resources
Social	Improvement of working conditions, formation of a positive image of the enterprise
Investment	Increasing investment attractiveness and access to international financing
Technological	Modernization of production and introduction of digital technologies
Managerial	Improving the effectiveness of strategic management and ESG control
Competitive	Formation of long-term competitive advantages in the domestic and foreign markets

*compiled by the author

The data in Table 2 indicate the complex nature of the impact of environmental innovations on the functioning of industrial enterprises. Their implementation provides a synergy of economic, environmental, and social outcomes, which aligns with the modern concept of sustainable development. At the same time, the effectiveness of implementing ESG principles largely depends on the enterprise's level of digital maturity, its ability to adapt innovatively, and the availability of investment resources.

In modern conditions, considerable attention is paid to developing the circular economy as a component of the ecologization of industry. The transition to circular production models involves reusing resources, recycling waste, reducing the material intensity of products, and forming closed production cycles. This approach contributes not only to reducing the environmental burden but also to increasing the resource efficiency of enterprises.

An important component of ensuring the innovative development of industrial enterprises is state support for environmental transformation. In modern conditions, public policy should focus on stimulating the adoption of environmental technologies, supporting green investment, developing digital infrastructure, and creating a favorable regulatory environment for implementing ESG initiatives. Of particular importance is the harmonization of national legislation with European environmental standards and mechanisms for regulating sustainable development.

In addition, an important area of development for industrial enterprises is adopting ESG reporting to assess environmental and social responsibility. The availability of transparent ESG reporting helps strengthen the trust of investors, partners, and society and provides an opportunity for a comprehensive analysis of the effectiveness of the implementation of environmental innovation. In this regard, modern industrial enterprises are gradually moving toward integrated management models, in which environmental, social, and managerial aspects are considered interrelated elements of strategic development.

The generalization of statistical data shows that the ecological transformation of industry is accompanied by a gradual increase in investments in green technologies, digitalization of production, and energy efficiency. In the European Union, environmental innovations are among the key tools for implementing the policy of decarbonizing the economy. In 2023, emissions under the European Emissions Trading System decreased by 15.5% compared to 2022, due to increased use of renewable energy sources and modernization of the industrial sector.

For Ukraine, the issue of greening industry and developing ESG-oriented management models is especially relevant in the context of post-war economic recovery. According to analytical estimates, the share of industry in Ukraine's GDP has been declining in recent years, due to both crises and structural imbalances in the national economy. At the same time, the industrial sector remains a strategically important element of the state's economic development, providing a significant share of exports, employment, and the country's investment potential.

It is advisable to present a comparative analysis of the environmental and innovation characteristics of Ukraine's industrial development in a table.

Table 3.

Main indicators of ecological and innovative transformation of the industry of Ukraine

Indicators	Aug. 2021	Aug. 2022	Aug. 2023	Aug. 2024
Share of industry in GDP, %	18,4	16,7	15,9	15,1
Share of renewable energy in the structure of energy consumption, %	8	9	10	12
The volume of investments in "green" energy, billion dollars.	5,2	6,1	8,7	20,0*
Level of digitalization of industrial processes, %	34	38	42	47
Level of implementation of ESG practices by large enterprises, %	21	27	35	43

*approved investment plan for the development of renewable energy until 2030 [16]

Table 3 shows the gradual strengthening of the role of environmental innovation and digitalization in the process of industrial transformation. In particular, the growth in the share of renewable energy and the adoption of ESG practices indicate enterprises' adaptation to modern international standards of sustainable development. At the same time, increasing the level of digitalization of production processes creates the prerequisites for optimizing resource consumption, automating environmental control, and improving the efficiency of production system management.

Of particular importance is the development of ESG reporting as a tool to increase the transparency of enterprises' activities and to ensure access to international funding. In 2024, the Cabinet of Ministers of Ukraine approved a strategy for implementing sustainability reporting in accordance with the European ESRS standards, which provides for the phased implementation of ESG reporting mechanisms by Ukrainian enterprises from 2026 to 2030.

It is advisable to present the dynamics of the implementation levels of ESG practices at industrial enterprises in Ukraine graphically (Fig. 3).

The increasing integration of ESG principles into industrial enterprises' activities indicates the gradual formation of a new model of industrial development focused on environmental responsibility, digital transformation, and long-term business sustainability. At the same time, most enterprises remain characterized by limited financial resources, an insufficient level of innovation activity, and high dependence on traditional energy-intensive technologies.

In modern conditions, an important direction of the ecologization of industry is the development of a circular economy, which aims to minimize waste, reuse resources, and establish closed production cycles. According to recent research, the adoption of circular economy principles helps reduce environmental burdens, increase resource efficiency, and create new competitive advantages for industrial enterprises [10-13].

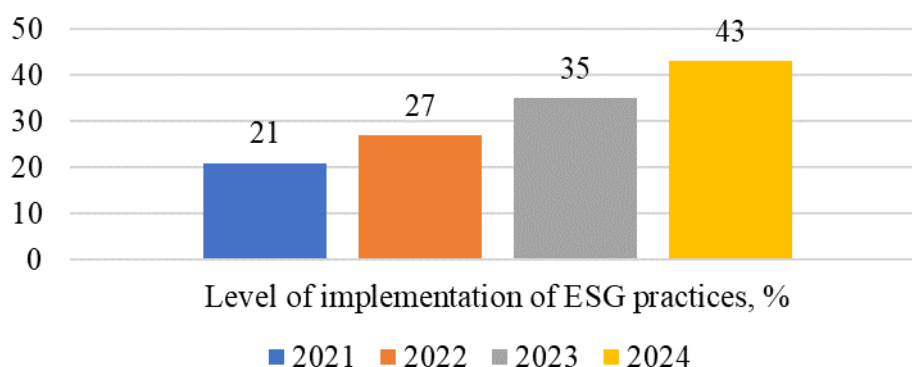


Fig. 3. Dynamics of the implementation of ESG practices by industrial enterprises of Ukraine in 2021–2024. [2,3]

The introduction of circular economy principles into industrial enterprises' activities creates the prerequisites for transitioning from the traditional linear production model to a closed-cycle resource-use system. This approach involves reusing raw materials, minimizing waste generation, developing recycling technologies, and optimizing resource consumption. In modern contexts, the circular economy is considered not only an environmental tool but also an important driver of economic efficiency, innovation, and the sustainability of industrial enterprises.

The growing role of environmental innovations necessitates intensifying investment in industrial production modernization. Global practice shows that enterprises that invest in "green" technologies are characterized by greater adaptability to external changes, lower energy costs, and greater investment attractiveness. In this regard, it is important to establish an effective system of financial support for the ecological transformation of industry that combines state incentives, private investment, international financial support, and enterprises' internal resources.

The development of environmental innovations in industry is shaped by a combination of economic, technological, environmental, social, institutional, and informational factors. Economic factors determine enterprises'

ability to finance environmental modernization, the renewal of production facilities, and the introduction of energy-saving technologies. Technological factors include the level of digitalization, the automation of production processes, the availability of modern equipment, and enterprises' ability to innovate. Environmental factors include strengthening requirements for decarbonization, reducing emissions, rational resource use, and compliance with international environmental standards [14].

At the same time, social factors reflect the growing role of environmental culture, corporate social responsibility, and human resources in implementing ESG-oriented strategies. Institutional factors include public policy, regulations, international standards for sustainable development, and mechanisms to support green investment. Information factors underpin the development of digital platforms, analytical systems, ESG reporting, and automated environmental monitoring.

It is advisable to present the generalization of the key directions of ecological transformation of Ukraine's industry as a figure.

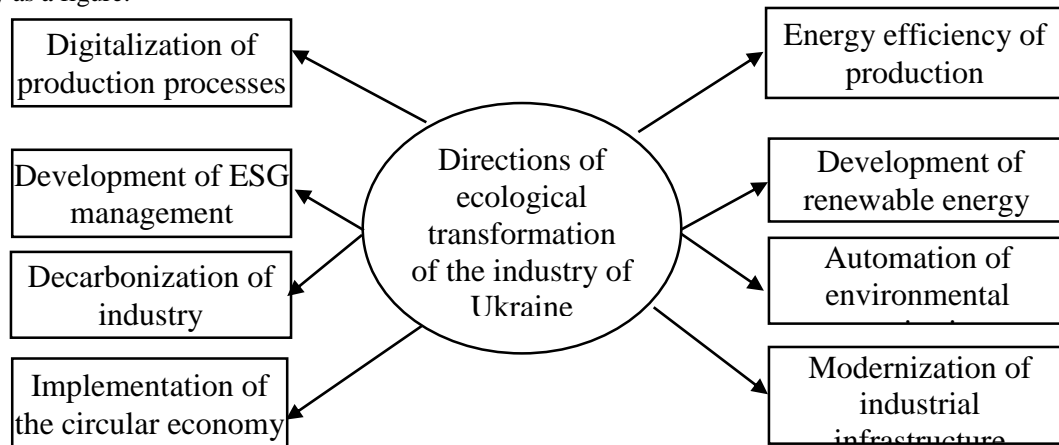


Fig. 4. Key directions of ecological transformation of Ukrainian industry

In modern conditions, the digitalization of environmental management systems is of particular importance. The use of digital platforms, automated environmental monitoring systems, Big Data technologies, and artificial intelligence enables you to ensure effective control of production processes, timely detection of environmental risks, and greater accuracy in management decisions. In addition, digital technologies contribute to greater transparency in ESG reporting and to the formation of a unified information environment for managing enterprises' environmental performance.

Thus, environmental innovations and ESG principles are gradually forming a new model for the development of industrial enterprises, focused on ensuring sustainability, adaptability, and competitiveness amid global transformations. The implementation of environmental modernization of industry requires a comprehensive combination of innovative technologies, digital solutions, effective state support, and strategic management to create the prerequisites for the long-term sustainable development of the economy.

CONCLUSIONS

Thus, the innovative development of industrial enterprises, based on greening and ESG principles, is an important direction for ensuring sustainable economic development amid ongoing transformations. The introduction of environmental innovations, digital technologies, and ESG-oriented approaches helps increase production efficiency, reduce resource intensity, mitigate negative environmental impacts, and strengthen the competitive position of industrial enterprises.

The modern transformation of industry is characterized by the intensification of digitalization, decarbonization, the development of a circular economy and the introduction of environmental management systems. At the same time, the industrial sector of Ukraine remains characterized by significant energy intensity of production, insufficient technological modernization, limited investment resources, and uneven implementation of ESG practices.

The analysis of statistical data indicates a gradual increase in the level of implementation of ESG principles and investments in green technologies, which form the prerequisites for the environmental modernization of the industrial sector. Further development of industrial enterprises should be based on a comprehensive combination of environmental innovations, digital solutions, state support, and effective strategic management.

The implementation of these directions will contribute to increasing the stability and adaptability of industrial enterprises, the formation of long-term competitive advantages, integration into the European economic space, and ensuring the sustainable development of Ukraine's industry.

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ЛОЗОВСЬКА Ганна

Одеський національний технологічний університет

<https://orcid.org/0000-0003-3322-2219>

aniko85@ukr.net

БАХЧИВАНЖИ Людмила

Одеський національний технологічний університет

<https://orcid.org/0000-0001-8381-9684>

7462686@ukr.net

БАСЮРКІНА Наталія

Одеський національний технологічний університет

<https://orcid.org/0000-0001-9342-8863>

nataliabasiurkina@gmail.com

РОЗВИТОК МАРКЕТИНГОВИХ ІНСТРУМЕНТІВ В УПРАВЛІННІ КОНКУРЕНТНОСПРОМОЖНІСТЮ БІЗНЕСУ

У статті досліджуються сучасні підходи до управління конкурентоспроможністю бізнесу шляхом застосування маркетингових інструментів у різних видах діяльності підприємства. Підкреслюється, що в сучасних умовах високої ринкової конкуренції та швидких змін здатність компанії підтримувати та зміцнювати свої конкурентні позиції значною мірою залежить від комплексного та систематичного впровадження маркетингових стратегій. Автори наголошують, що ефективне управління конкурентоспроможністю вимагає інтеграції традиційних маркетингових інструментів із сучасними цифровими технологіями, що дає змогу підприємствам оперативніше реагувати на зміни у споживчому попиті, поведінці та діяльності конкурентів.

У дослідженні розглядається роль маркетингових досліджень, сегментації ринку, таргетування та позиціонування у формуванні стратегічних управлінських рішень, що забезпечують стійкі конкурентні переваги. Особлива увага приділяється цифровим інструментам, таким як CRM-системи, автоматизовані канали зв'язку, аналітичні платформи, SEO, SMM та контент-маркетинг, які дозволяють персоналізувати взаємодію з клієнтами, оптимізувати маркетингові витрати та підвищити ефективність управлінських рішень. Демонструється, як поєднання цих інструментів з бренд-орієнтованими та клієнтоорієнтованими стратегіями зміцнює ринкові позиції та розвиває довгострокові конкурентні переваги.

У статті пропонується узагальнена схема комплексного використання маркетингових інструментів, що ілюструє логічну послідовність від маркетингових досліджень до оцінки ефективності та постійного вдосконалення стратегій управління конкурентоспроможністю. Підкреслюється важливість ключових показників ефективності, включаючи ROMI, LTV, CAC та NPS, як засобу систематичної оцінки динаміки конкурентних позицій підприємства та ефективності впроваджених маркетингових заходів. Крім того, у дослідженні обговорюється майбутній розвиток маркетингових інструментів у контексті цифровізації та глобалізації ринку, що є критично важливим для стратегічного планування й управління конкурентоспроможністю в умовах високої невизначеності.

Ключові слова: управління конкурентоспроможністю бізнесу, маркетингові інструменти, стратегічний маркетинг, цифровий маркетинг, бренд-менеджмент, конкурентні переваги, CRM, SMM, аналітика.

LOZOVSKA Ganna, BAKHCHIVANZHI Liudmila, BASIURKINA Nataliya

Odesa National University of Technology

DEVELOPMENT OF MARKETING TOOLS IN MANAGING BUSINESS COMPETITIVENESS

The article investigates contemporary approaches to managing business competitiveness by applying marketing tools across various enterprise activities. It emphasizes that in today's highly competitive, rapidly changing market, a company's ability to maintain and strengthen its competitive position largely depends on the comprehensive, systematic implementation of marketing strategies. The authors highlight that effective competitive management requires integrating traditional marketing tools with modern digital technologies, enabling enterprises to respond more promptly to changes in consumer demand, behavior, and competitors' activities.

The study examines the role of marketing research, market segmentation, targeting, and positioning in forming strategic management decisions that ensure sustainable competitive advantages. Special attention is given to digital tools such as CRM systems, automated communication channels, analytical platforms, SEO, SMM, and content marketing, which enable personalized customer interactions, optimize marketing expenditures, and enhance the effectiveness of managerial decisions. It demonstrates how combining these tools with brand-oriented and customer-centric strategies strengthens market positions and develops long-term competitive advantages. The article proposes a generalized scheme for the integrated use of marketing tools, illustrating the logical sequence from marketing research to performance evaluation and continuous improvement of competitiveness management strategies. The importance of key performance indicators, including ROMI, LTV, CAC, and NPS, is emphasized to systematically assess the dynamics of enterprise competitive positions and the effectiveness of implemented marketing measures. Furthermore, the study discusses the future development of marketing tools in the context of market digitalization and globalization, which is critical for strategic planning and competitiveness management amid high uncertainty.

Thus, the research demonstrates that managing business competitiveness through marketing tools is a complex process that involves continuous improvement of marketing methods, integration of digital technologies, analysis of market and competitive conditions, and systematic evaluation of the effectiveness of decisions. This approach allows enterprises not only to maintain their competitive positions but also to actively develop long-term market advantages.

Keywords: business competitiveness management, marketing tools, strategic marketing, digital marketing, brand management, competitive advantages, CRM, SMM, analytics.



ПОСТАНОВКА ПРОБЛЕМИ У ЗАГАЛЬНОМУ ВИГЛЯДІ ТА ЇЇ ЗВ'ЯЗОК ІЗ ВАЖЛИВИМИ НАУКОВИМИ ЧИ ПРАКТИЧНИМИ ЗАВДАННЯМИ

У сучасних умовах посилення конкуренції, стрімкого розвитку цифрових технологій та зростання вимог споживачів питання забезпечення й підтримання конкурентоспроможності бізнесу набуває особливої актуальності. Традиційні підходи до управління конкурентними перевагами вже не забезпечують належної ефективності, оскільки ринкове середовище характеризується високою динамічністю, технологічною насиченістю та мінливістю споживчих переваг. Водночас поява нових маркетингових інструментів – цифрових платформ, аналітичних систем, технологій персоналізації та автоматизації – радикально змінює механізми взаємодії бізнесу зі споживачами та конкурентами.

Попри широкий спектр доступних маркетингових інструментів, значна частина підприємств стикається з проблемою їх фрагментарного, неструктурованого або неефективного застосування. Це знижує результативність управлінських рішень і ускладнює формування стійких конкурентних переваг. Відсутність комплексного підходу до використання маркетингових інструментів призводить до розривів у комунікації з клієнтами, необґрунтованих витрат, низького рівня персоналізації та некоректної оцінки ринкових можливостей.

Крім того, стрімкий розвиток цифрових технологій висуває нові вимоги до системи управління маркетингом, зокрема щодо інтеграції маркетингових інструментів у загальну систему менеджменту, застосування аналітичних індикаторів ефективності, а також адаптації стратегій до динаміки зовнішнього середовища. У цьому контексті виникає потреба у поглибленому теоретичному та практичному дослідженні того, яким чином сучасні маркетингові інструменти впливають на управління конкурентоспроможністю підприємства, які інструменти є найбільш результативними та як сформулювати комплексну модель їх інтегрованого використання.

Вирішення цих питань визначає актуальність дослідження та підкреслює необхідність формування науково обґрунтованих підходів до розвитку маркетингових інструментів у системі управління конкурентоспроможністю бізнесу.

АНАЛІЗ ОСТАННІХ ДОСЛІДЖЕНЬ І ПУБЛІКАЦІЙ

Сучасні дослідження підтверджують значний вплив цифрових маркетингових інструментів на конкурентоспроможність підприємств. Digital-маркетинг (SEO, SMM, онлайн-реклама, контент-стратегії) підвищує видимість бренду, залучення клієнтів і фінансові результати малих і середніх підприємств [1, 2]. Використання аналітики та AI-технологій стимулює інновації в продуктах і сервісах, формуючи довгострокові конкурентні переваги [3]. Цифрові можливості підприємств та організаційна готовність модулюють ефективність маркетингових стратегій [4, 5].

В українських дослідженнях також підкреслюють важливість інтеграції традиційних і цифрових маркетингових інструментів для підвищення конкурентоспроможності. Карпенко О.О. та Матвійчук Є.І. [6] акцентують на цифровій трансформації та автоматизації процесів, Бойко В.В., Зарічний М.Я. [7] аналізують маркетингові інструменти в умовах воєнного стану, а Макарова В.В. [8] досліджує застосування маркетингового комплексу в агробізнесі. Токар К.Т. [9] наголошує, що управління комплексом маркетингу має бути інтегроване з digital-інструментами для стратегічного підвищення конкурентоспроможності. Інші роботи фокусуються на специфіці малих підприємств і галузевих особливостях [10-12].

Попри це, залишається невивченою синергетична взаємодія традиційних і цифрових інструментів маркетингу та їхній вплив на підвищення конкурентоспроможності бізнесу [13]. Саме це питання є перспективними для подальших теоретичних та прикладних досліджень.

ФОРМУЛЮВАННЯ ЦІЛЕЙ СТАТТІ

Метою статті є обґрунтування теоретико-методичних засад і розроблення цілісної моделі використання маркетингових інструментів в управлінні конкурентоспроможністю бізнесу, а також визначення їх впливу на формування стійких конкурентних переваг у сучасних умовах ринкової динаміки.

У дослідженні використано наукові публікації, аналітичні звіти та статистичні джерела, що висвітлюють еволюцію маркетингових інструментів і підходи до управління конкурентоспроможністю бізнесу. Методологічну основу становлять методи системного аналізу, порівняльного аналізу, структурно-логічного узагальнення та контент-аналізу літературних джерел. Системний підхід застосовано для визначення взаємозв'язків між маркетинговими інструментами та елементами конкурентоспроможності. Порівняльний аналіз дозволив виокремити відмінності між традиційними та цифровими інструментами. Метод узагальнення використано для формування цілісної моделі їх застосування.