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## **ORGANISATIONAL AND ECONOMIC MECHANISM FOR ENSURING THE INNOVATION AND INVESTMENT POTENTIAL OF AN ENTERPRISE IN THE CONTEXT OF POST-CONFLICT TRANSFORMATION**

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**Abstract.** The article clarifies the understanding of the structural and logical essence of the organisational and economic mechanism for ensuring the innovation and investment potential of an enterprise in the context of post-conflict transformation, which is proposed to be understood as a system of financial, technological and organisational decisions, principles, forms, methods, approaches and management bodies that allow for an effective impact on the innovation and investment business processes of an enterprise. This interpretation of the definition, unlike the existing ones, allows to include into the system of relations (which, traditionally, when considering the organisational and economic mechanism, scholars have detailed only through the prism of economic and organisational elements) fundamentally new technological solutions, which are necessary in the changed business environment. Also, ensuring of the innovation and investment potential of an enterprise (by which we mean the possibilities for effective involvement of all types of resources (material, technical, financial, scientific, research, information, interface, personnel, etc.) for its successful activity) in the definition is specified in the innovation and investment business processes, which makes it possible to specify and further formalize such activity.

Structural elements of the scheme of the organisational and economic mechanism for ensuring the innovation and investment potential of an enterprise in the conditions of post-conflict transformation are clarified, which allows to formalise the process of developing/improving the mechanism and implementing it in the future at various types of enterprises.

**Keywords:** innovation and investment potential, organisational and economic mechanism, enterprise, post-conflict transformations, organisational management structures, business processes.

### **Introduction**

The creation of an effective system for ensuring innovation and investment potential depends entirely on the enterprise itself, but, nevertheless, it is subject to the significant influence of external factors. This duality requires certain attention and additional efforts from enterprises to form and maintain it in an up-to-date state.

### **Theoretical framework or literature review**

Scientists widely study the issues of improving or developing effective organisational and economic mechanisms for ensuring the innovation and investment potential of domestic enterprises. Thus, Denysenko M.P., Brodyuk I.V. and Stasheniuk D.G. (2016), considering the main provisions on the formation of the investment and innovation strategy of the enterprise, emphasise that it is of particular

relevance to improve the principles, methods and approaches to investment support of innovation processes, rationalise the mechanism for managing the process of attracting investment in innovation, and assess the feasibility of investing in innovation projects.

Various aspects of the problem of developing mechanisms for ensuring the innovation and investment potential of enterprises have been studied by scientists: Dovgan L.E. and Dudukalo G.O. (2012), Pogorila I.I. and Kovalchuk N.O. (2013), Kret I.Z. and Petrushka T.O. (2018), Polozova T.V. (2017), Radzivilo I.V. (2012), Savchuk O.V. (2003), Tirinov A.V. (2015) and others. In particular, Polozova T.V. (2017) proposed a definition of the concept of "organisational and economic mechanism for managing the innovation and investment capacity of an enterprise", which means a basic platform for establishing a system of elements, determining the nature of their interaction processes and building a conceptual model for managing the innovation and investment capacity of an enterprise.

Kret I.Z. and Petrushka T.O. (2018) noted that the ability to form and effectively use innovative potential is becoming a decisive factor in ensuring the competitiveness and development of domestic enterprises. Pogorila I.I. and Kovalchuk N.O. (2013) stated that the lack of effective structures and mechanisms for managing enterprises leads to irrational use of resources and, as a result, to a decrease in the return on their development. Radzivilo I.V. (2012) noted that the mechanism of formation of innovation potential as a complex multi-element, dynamic and polystructural system involves structuring and identification of all elements and depends on the available and hidden, subjective and objective interaction caused by the specifics of the enterprise and its environment.

**The problem.** In our opinion, the issue of innovation and investment activity in the context of post-conflict transformation has not been sufficiently studied, since this is a new situation and a new state for domestic enterprises, therefore it is relevant and requires scientific substantiation.

**The purpose and objectives of the article.** The aim of the article is to substantiate the improvement of the organisational and economic mechanism for ensuring the innovation and investment potential of an enterprise in the context of post-conflict transformation.

To achieve this goal, the article formulates a set of tasks:

- to analyse the structural and logical essence of the definition of the organisational and economic mechanism for ensuring the innovation and investment potential of enterprise;
- to improve the definition of the organisational and economic mechanism for ensuring the innovation and investment potential of enterprise in the context of post-conflict transformation;
- to clarify the structural elements of the scheme of the organisational and economic mechanism for ensuring the innovation and investment potential of enterprise in the conditions of post-conflict transformation.

**The subject:** mechanisms of economic activity of business entities.

**The object:** innovation and investment processes that take place at enterprises.

**Research methods:** logical analysis, generalisation, systematisation and interpretation.

**Summary.** Scientists define the mechanism in different ways: from the standpoint of subject-object relations, interaction of sub-mechanisms or subsystems, interconnection of various elements.

For example, I.V. Radzivilo (2012), singling out the internal subsystem of formation of the innovative potential of an enterprise, identifies potential, innovative and effective management components.

Marchenko V.M. and Tsvirkun A.S. (n.d.) propose an algorithm for managing the innovation potential of an industrial enterprise:

- Strategic analysis of the external environment.
- Determination of innovative goals of an industrial enterprise.

- Assessment of the potential for innovative development of the external and internal environment of the enterprise.
- Development of an innovation strategy of an industrial enterprise.
- Development and implementation of a programme for the development of the innovative potential of an industrial enterprise.
- Assessment of the achievement of the set goals and results of the implementation of the programme for the development of the innovation potential of an industrial enterprise.

Tisko M.M. (2017) proposes such a mechanism for managing the innovation potential of an enterprise:

- Strategic analysis of the external environment.
- Determination of innovative goals of the enterprise.
- Assessment of innovation potential.
- Development of an innovative strategy for enterprise development.
- Development and implementation of a programme for the development of the enterprise's innovation potential.
- Evaluation of achievement of the set goals and results of implementation of the programme for development of the enterprise's innovation potential.

If we interpret the essence of the mechanism as a system of interconnected elements, the interaction of which is aimed at the successful implementation of specific tasks, then we propose to understand the organisational and economic mechanism for ensuring the innovation and investment potential of an enterprise in the context of post-conflict transformation as a system of financial, technological and organisational decisions, principles, forms, methods, approaches and management bodies that allow to effectively influence the innovation and investment business processes of an enterprise. Let us consider in detail the elements of the organisational and economic mechanism for ensuring the innovation and investment potential of an enterprise. New technological solutions that can potentially ensure the implementation of innovation and investment activities of an enterprise include new software that allows for effective management and meets modern requirements for business processes of business entities that are common in economically developed countries:

- ERP (integrated management information system),
- "BAS ERP" (information system for managing a diversified enterprise - useful for introducing innovations as one of the activities),
- BAS Document Management Corp (business process management of the management system),
- Bitrix24 (automated business process management),
- etc.

The forms (organisational structures) of management include:

- linear
- functional;
- linear-functional;
- divisional
- programme-targeted;
- matrix;
- "inverted pyramid" (acceptable for small innovative enterprises).

Management methods include:

- economic (planning, economic incentives and financial responsibility, cost efficiency, pricing, lending, tax policy),
- administrative (regulation, regulation, planning),
- social and psychological (management of social processes, group management, social prevention, social regulation, role changes),
- regulatory and legal (legal regulation, normative regulation),
- technological methods.

Methodological approaches include:

- transfer management,
- algorithmic management,
- creative management.

The innovation and investment activity of an enterprise is under constant pressure from external and internal factors. External factors primarily include:

- destroyed/damaged infrastructure in Ukraine;
- globalisation and virtualisation of markets;
- development of the information economy;
- digitalisation of business processes;
- acceleration of scientific and technological processes;
- political, economic, social, technological and other factors;
- market requirements;
- etc.

Internal factors include:

- resource support (material and technical, financial, scientific, research, information, interface, personnel, etc.);
- continuity of interaction with stakeholders in the 24/7 format;
- involvement in the problems of the region and the territory where the company is located;
- availability of progressive forms and methods of organising activities;
- etc.

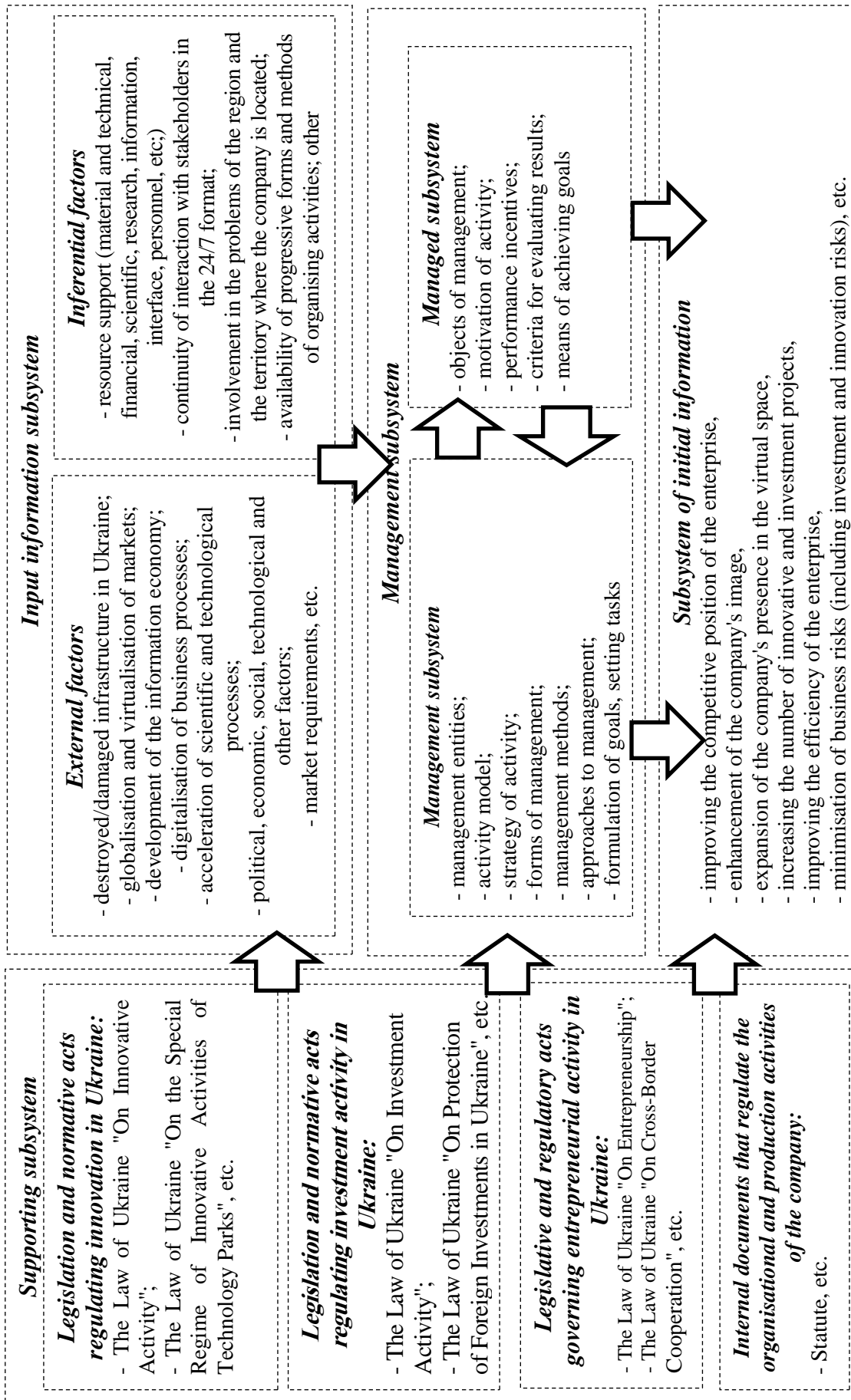
The results of creating an effective organisational and economic mechanism for ensuring the innovation and investment potential of an enterprise can be as follows:

- increasing the level of competitive position of the enterprise,
- strengthening the image of the enterprise,
- expanding the company's presence in the virtual space,
- increasing the number of innovative and investment projects,
- improving the efficiency of the enterprise,
- minimising business risks (including investment and innovation risks),
- etc.

Schematically, the relationships between the subsystems of the organisational and economic mechanism for ensuring the innovation and investment potential of an enterprise in the context of post-conflict transformation are presented in Scheme 1.

**Conclusions.** Thus, based on the results of the research, the following conclusions can be drawn:

- the understanding of the structural and logical essence of the organizational and economic mechanism of ensuring the innovation and investment potential of the enterprise in the conditions of post-conflict transformation is clarified, under which it is proposed to understand such a system of financial, technological and organizational solutions, principles, forms, methods, approaches and management bodies that allow effective influence on innovative and investment business processes of the enterprise, which, unlike the existing ones, allows to include in the system of connections (which, traditionally, when considering the organizational and economic mechanism, scientists detailed only through the prism of economic and organizational elements) fundamentally new technological solutions, which are necessary precisely in the changed conditions of entrepreneurship; also, ensuring the innovation and investment potential of the enterprise (by which we understand the possibilities for the effective involvement of all types of resources (material and technical, financial, scientific, research, information, interface, personnel, etc.) for its successful activity) in the definition specified in the innovative and investment business -processes that provide an opportunity to specify and further formalize such activity;



**Scheme 1.** Organisational and economic mechanism for ensuring the innovation and investment potential of an enterprise in the context of post-conflict transformation (drawn up by the author)

- the structural elements of the scheme of the organisational and economic mechanism for ensuring the innovation and investment potential of enterprise in the context of post-conflict transformation have been clarified, which allows to formalise the process of developing/improving the mechanism and implement it in future at different types of enterprises.
- The results of the study can be used as a basis for further scientific research, as well as in the practical activities of business entities.

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### Conflict of Interest

None.

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## ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНИЙ МЕХАНІЗМ ЗАБЕЗПЕЧЕННЯ ІННОВАЦІЙНО-ІНВЕСТИЦІЙНОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВА В УМОВАХ ПОСТКОНФЛІКТНОЇ ТРАНСФОРМАЦІЇ

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**Анотація.** Проблематика інноваційно-інвестиційної діяльності в умовах постконфліктної трансформації, на думку авторів, досліджена недостатньо, оскільки це нова ситуація та новий стан для вітчизняних підприємств, тому є актуальною та потребує наукового обґрунтування. Метою статті є обґрунтування вдосконалення організаційно-економічного механізму забезпечення інноваційно-інвестиційного потенціалу підприємства в умовах постконфліктної трансформації. У статті уточнено розуміння структурно-логічної сутності організаційно-економічного механізму забезпечення інноваційно-інвестиційного потенціалу підприємства в умовах постконфліктної трансформації, під яким пропонується розуміти таку систему фінансових, технологічних та організаційних рішень, принципів, форм, методів, підходів і органів управління, які дозволяють здійснювати ефективний вплив на інноваційні та інвестиційні бізнес-процеси підприємства. Таке трактування визначення, на відміну від існуючих, дозволяє включати у систему зв'язків (яку традиційно при розгляді організаційно-економічного механізму науковці деталізували лише крізь призму економічних та організаційних елементів) принципово нові технологічні рішення, які є необхідними саме в змінених умовах підприємництва. Також забезпечення інноваційно-інвестиційного потенціалу підприємства (під яким розуміємо можливості для ефективного залучення всіх видів ресурсів (матеріально-технічних, фінансових, наукових, дослідницьких, інформаційних, інтерфейсних, кадрових тощо) для успішної його діяльності) у визначенні конкретизоване в інноваційних та інвестиційних бізнес-процесах, що дає можливість уточнити й надалі формалізувати таку діяльність. Уточнено структурні елементи схеми організаційно-економічного механізму забезпечення інноваційно-інвестиційного потенціалу підприємства в умовах постконфліктної трансформації, що дозволяє формалізувати процес розроблення / удосконалення механізму і надалі впроваджувати його на різних видах підприємств.

**Ключові слова:** інноваційно-інвестиційний потенціал, організаційно-економічний механізм, підприємство, постконфліктні трансформації, організаційні структури управління, бізнес-процеси.