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STRATEGIC MANAGEMENT OF INNOVATION ACTIVITY OF RAILWAY TRANSPORT ENTERPRISES

© 2025 **DYKAN V. L., KORIN M. V., KUZNETSOV Y. M.**

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Dykan V. L., Korin M. V., Kuznetsov Y. M. Strategic Management of Innovation Activity of Railway Transport Enterprises

The article determines that the modern economy is characterized by the growing instability of the external environment, events are escalating in unusual and unrecognizable manner, the pace of changes is accelerating, significantly surpassing the speed of the company's response, the frequency of unexpected events and sudden changes is increasing, leading to greater unpredictability. In such conditions, it becomes impossible to manage by reacting to problems that have already arisen on the basis of previous experience or its extrapolation: for a timely and effective appropriate response, foresight, research and creativity are necessary, which determines the need to introduce mechanisms for strategic management of the activation of innovative activity at railway transport enterprises. The content of the concept and the main provisions of building an effective mechanism for strategic management of the innovative activity of railway transport enterprises are disclosed. It has been determined that the mechanism of strategic management for activating the innovative activities of railway enterprises should include the creation of a system that ensures a constant and targeted influence directed towards achieving the established results of innovative activity. On this basis, the functions of the mechanism for strategic management of the innovative activity of railway transport enterprises and the sequence of their implementation are characterized. A mechanism for strategic management of the innovative activity of railway transport enterprises is formed, which is based on a value approach and provides for the formation of an adaptive configuration of the innovation ecosystem according to such stages of organizing innovative cooperation as initiator, accelerator, concept, pilot, project, scale. It is concluded that it is co-created value that is the driving force of innovation, which, thanks to adaptive structures, favorable interaction, and empowerment, brings mutual benefit to the participants of the innovation ecosystem.

Keywords: *підприємства залізничного транспорту, стратегія, стратегічне управління, механізм, функції.*

Fig.: *2.* ***Bibl.:*** *15.*

Dykan Volodymyr L. *– Doctor of Sciences (Economics), Professor, Head of the Department of Economics and Management of Industrial and Commercial Business, Ukrainian State University of Railway Transport (7 Feierbakha Square, Kharkiv, 61050, Ukraine)*
E-mail: *dikanvladimir@gmail.com*
ORCID: *https://orcid.org/0000-0002-5173-2469*

Korin Myroslava V. *– Doctor of Sciences (Economics), Professor, Professor of the Department of Economics and Management of Industrial and Commercial Business, Ukrainian State University of Railway Transport (7 Feierbakha Square, Kharkiv, 61050, Ukraine)*
E-mail: *miraslava87@ukr.net*
ORCID: *https://orcid.org/0000-0002-4671-5162*

Kuznetsov Yevhen M. *– PhD, Lecturer of the Department of Economics and Management of Industrial and Commercial Business, Ukrainian State University of Railway Transport (7 Feierbakha Square, Kharkiv, 61050, Ukraine)*
ORCID: *https://orcid.org/0009-0000-2294-0720*

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Дикань В. Л., Корінь М. В., Кузнецов Є. М. Стратегічне управління інноваційною активністю підприємств залізничного транспорту

У статті визначено, що для сучасної економіки характерна зростаюча нестабільність зовнішнього середовища: події стають дедалі більш незвичними та невпізнанними, підвищуються темпи змін, які значно перевершують швидкість відповідної реакції підприємства, зростає частота появи несподіваних подій, раптових змін, їх непередбачуваність. За таких умов стає неможливим здійснювати управління шляхом реакції на проблеми, що вже виникли, на основі попереднього досвіду або його екстраполяції: для своєчасної та ефективної відповідної реакції необхідні передбачення, дослідження та творчість, що й зумовлює необхідність упровадження механізмів стратегічного управління активізацією інноваційної діяльності на підприємствах залізничного транспорту. Розкрито зміст поняття та основні положення побудови ефективного механізму стратегічного управління інноваційною активністю підприємств залізничного транспорту. Визначено, що механізм стратегічного управління активізацією інноваційної діяльності підприємств залізничного транспорту має передбачати створення такої системи, яка забезпечує постійний і цілеспрямований вплив, орієнтований на забезпечення встановлених результатів інноваційної діяльності. На цій основі охарактеризовано функції механізму стратегічного управління інноваційною активністю підприємств залізничного транспорту та послідовність їх реалізації. Сформовано механізм стратегічного управління інноваційною активністю підприємств залізничного транспорту, який ґрунтується на ціннісному підході та передбачає формування адаптивної конфігурації інноваційної екосистеми за такими етапами організації інноваційної співпраці, як ініціатор, акселератор, концепт, пілот, проєкт, масштаб. Зроблено висновок, що саме спільно створена цінність є рушійною силою інновацій, що завдяки адаптивним структурам, сприятливій взаємодії та наданню повноважень приносить взаємну вигоду учасникам інноваційної екосистеми.

Ключові слова: *підприємства залізничного транспорту, стратегія, стратегічне управління, механізм, функції.*

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Дикань Володимир Леонідович *– доктор економічних наук, професор, завідувач кафедри економіки та управління виробничим і комерційним бізнесом, Український державний університет залізничного транспорту (площа Фейєрбаха, 7, Харків, 61050, Україна)*
E-mail: *dikanvladimir@gmail.com*
ORCID: *https://orcid.org/0000-0002-5173-2469*

Корінь Мирослава Василівна *– доктор економічних наук, професор, професор кафедри економіки та управління виробничим і комерційним бізнесом, Український державний університет залізничного транспорту (площа Фейєрбаха, 7, Харків, 61050, Україна)*
E-mail: *miraslava87@ukr.net*
ORCID: *https://orcid.org/0000-0002-4671-5162*

Кузнецов Євген Миколайович *– доктор філософії, викладач кафедри економіки та управління виробничим і комерційним бізнесом, Український державний університет залізничного транспорту (площа Фейєрбаха, 7, Харків, 61050, Україна)*
ORCID: *https://orcid.org/0009-0000-2294-0720*

Management of innovation activity is the most important component of the management of railway transport enterprises. It should be borne in mind that the modern economy is characterized by increasing instability of the external environment: events are becoming more unusual and unrecognizable, the pace of change is increasing, which far exceeds the speed of the enterprise's response, the frequency of unexpected events, sudden changes, and their unpredictability is increasing. Under such conditions, it becomes impossible to manage by reacting to problems that have already arisen on the basis of previous experience or its extrapolation: for a timely and effective response, foresight, research and creativity are needed, which necessitates the introduction of mechanisms for strategic management of the intensification of innovation activities at railway transport enterprises.

The issue of forming a strategy for managing the innovation activities of enterprises, including railway transport enterprises, is considered in the research of such scientists as Brushkova N. O, Dykan V. L., Ilyashenko S. M., Ovchynnikova V. O., Korin M. V., Obruch H. V., Korin M. V., Lutc V. Y., Tkachenko P. V., Tokmakova I. V., Fedotova I. V., Chernoivanova G. S. and others [1–7]. Giving due credit to the contribution of scientists to the development of a methodology for strategic management of the innovation activity of enterprises, the changing environment of functioning of railway transport enterprises requires the transformation of the system of management of their innovation activity and the development of an adaptive strategy for increasing the ability to perceive and produce innovations.

The aim of the article is to develop a mechanism for strategic management of innovation activity of railway transport enterprises, based on a value-based approach and involving the formation of an adaptive configuration of the innovation ecosystem.

In the economic encyclopedia, the concept of "mechanism" is defined as a system, device, method that establishes the order of a certain type of activity [8, p. 355]. V. Hertsyk interprets the control mechanism as a system of control elements, which include goals, functions, methods, structures, objects and subjects of control. All these elements are closely interconnected and actively interact with each other. In this system, as a result of the influence of the control elements, the state of the control objects changes [9].

Taking into account the above, the mechanism of strategic management of innovation activity of railway transport enterprises should be understood as a system of interrelated elements that ensure the activation of innovation processes. The use of the mechanism for managing innovation processes, according to the research of V. Tsipurinda, makes it possible to define it as an integral system of basic elements that regulate the process of managing its innovation activity [10]. Considering the concept of the mechanism of strategic innovation development from the point of view of a systematic approach, A. Shegda interprets the structure of the management mechanism as a system of economic laws, principles, and management methods [11].

In order for the mechanism of strategic management of innovation activity of railway transport enterprises to function effectively, its construction should be based on the following basic provisions:

- innovation processes are in continuous motion and change, the system of their management is a single whole in which all processes are interconnected;
- management of innovation activity is characterized by internal contradictions that manifest themselves between the old and the new;
- innovation activity is carried out in organizational forms characterized by a certain stability;
- the innovation management system ensures dynamic and proportional development of the economy;
- management involves the elimination of the inertial approach to innovative decision-making and the transition to modern methods based on knowledge and use of existing potential opportunities.

In view of the above, it can be stated that the mechanism of strategic management of intensification of innovation activities of railway transport enterprises involves the creation of a system that provides a constant and targeted impact aimed at ensuring the established results of innovation activities.

The carried out analysis of the essence of the concept of "mechanism" in the context of strategic management of innovation activity of railway enterprises shows that it is a complex and multifaceted concept, a characteristic feature of which is its dynamism, constant change and improvement.

At the present stage of economic development, according to the research of scientists [3; 6], the construction of a mechanism for strategic management of the innovation activity of railway transport enterprises should be based on system-dynamic, process, functional and value approaches that comprehensively reveal its content.

Due to the fact that the factors of innovation management can be of economic, social, organizational, legal and political nature, a comprehensive mechanism for strategic management of innovation activity of railway transport enterprises should be a system of economic, social, organizational mechanisms formed under the influence of regulatory legal acts. Of great importance for the formation of an effective mechanism for strategic management of innovation activity is the coordination of factors, functions and methods of its management. It can be stated that from the functional and instrumental point of view, the mechanism of strategic management of innovation activity of railway transport enterprises is a set of economic, organizational and legal ways of purposeful interaction of business entities and influence on their activities, which ensure the coordination of interests of interrelated parties, objects and subjects of innovation management.

It is important that the organizational form and structure of railway transport enterprises are comprehensively adjusted and innovative. Improving the organizational structure of railway transport enterprises can not only increase their mobility in the field of generating production innovations, but also promote optimization and innovation in the information, target and resource management of the enterprise, thus forming a new internal dynamic management system. The task is to create a general self-learning organizational management structure that can not only help achieve the overall goal of intensifying innovation activities, but also organize the use of innovative methods and management modes, thereby increasing the efficiency of management in general.

From the point of view of the functions of the management process, the mechanism of strategic management of the innovative activity of railway transport enterprises represents their following sequential implementation: determining the global goal – landmarks, the vector of innovative transformations; establishing target parameters of innovative activity; analyzing the factors influencing the innovative business model of railway transport enterprises; forming a scenario of strategic innovative development; developing management systems for innovative development projects; implementing measures for implementing the innovation strategy; building a flexible mechanism for monitoring the implementation of the innovation strategy at each stage; assessing the effectiveness of management and, if necessary, taking corrective actions (*Fig. 1*).

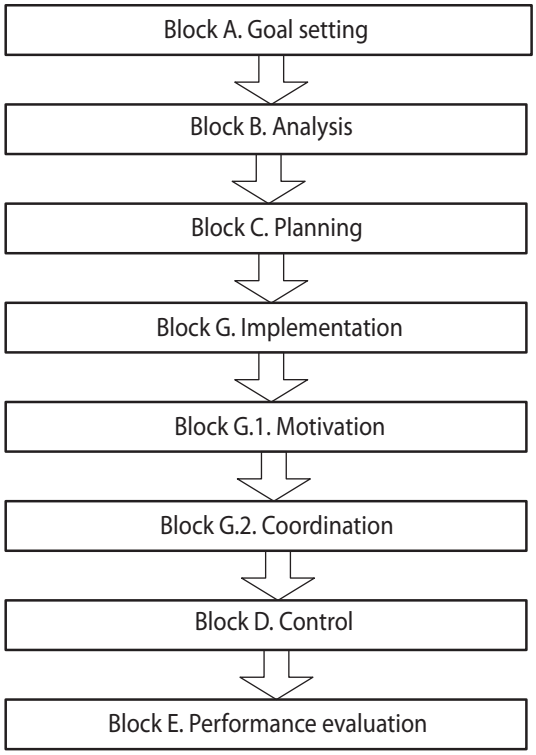

Fig. 1. Functions of the mechanism for strategic management of innovative activity of railway transport enterprises and the sequence of their implementation

Source: compiled by the author based on [2; 4; 7].

Block A. Goal setting. It consists in determining the benchmarks for the innovative development of railway transport enterprises. It is necessary to determine business goals and ways to achieve them. Strategic management of the innovative activity of railway transport enterprises is aimed at predicting global changes in the economic situation and the search and implementation of large-scale innovative projects that will contribute to the success of enterprises and

ensure their effective functioning and development in the long term.

Strategic innovation involves determining the main areas of scientific, technical and production activities of the enterprise. In this context, it is necessary to make a decision on promising innovative technologies, products and services that can bring the greatest benefit to railway transport enterprises. No less important role is played by decisions on determining methods for implementing innovations, taking into account the necessary changes in the business models of railway enterprises, relating to such parameters as organizational structure, business processes, production technologies, etc. In addition, the justification of target parameters is inextricably linked with the identification and assessment of potential risks caused by innovative activities.

Block B. Analysis. The information and analytical task of this block consists in a consistent strategic analysis and preparation of input data in the form of variables and constraints that will be used to build an innovation strategy model at the planning stage. The orientation of the analysis to create a primary sample is achieved by going through all stages of the block and coordinating primary information and feedback information. It is necessary to study in detail the main factors influencing the choice of innovation strategy, both internal and external, which reflect the strengths and weaknesses of the activities of railway transport enterprises. A thoroughly conducted analysis will allow you to better think through the innovation strategy of railway enterprises.

Block C. Planning. The planning task consists in studying, based on input data, alternative paths of innovative development, the proposed variables and constraints and forming an innovation strategy model that, on the one hand, satisfies the management's vision of the areas of strategic management of innovation activities, and on the other hand, reflects the real state of the internal resource support systems and external market needs. Planning is based on forecasting, which in strategic planning of innovative changes can be used in various ways, namely, building forecasts for the implementation of transport and logistics services; changes in the competitive environment based on the characteristics of "opportunities - threats"; assessing the impact of a combination of macro- and microenvironmental factors on consumer behavior, on their purchasing power; developing a "tree of goals" and alternative options for achieving them.

Block G. Implementation. Innovation strategy as a vector of innovative development of railway transport enterprises is restructured as a set of stages of reorganization of a complex dynamic system, each of which is a generalized goal of a certain subset of innovative goals. Therefore, the innovation strategy in the system view is a multi-level hierarchical structure with existing connections between its structural elements – innovation goals and stages, which in combination describe the process of forming alternative options for innovative development of the enterprise and choosing from them that innovative strategy that optimally satisfies existing needs and limitations.

Block G.1. Motivation. The motivation system should distinguish internal and external components. External stimulation involves the creation of conditions under which the implementation of innovative activities will be profitable (profitable). The main levers of external (state) stimulation can be: the introduction of tax breaks; subsidizing part of the interest rates on loans for scientific development and research; attribution of R&D costs to the cost price; improving the business environment; increasing the efficiency of public institutions and the state apparatus; decentralization of state support, formation of a network of "development institutes"; support in the field of personnel training, promotion of product certification; provision of scientific and technical services to business. Internal motivation involves the creation of favorable conditions within the enterprise in order to develop the innovative abilities of employees. An organization favorable to innovation should support creative processes and provide opportunities for the implementation of positively assessed ideas up to successful implementation. The elements of internal motivation are: the position and behavior of managers, personnel policy, organization of information and communication processes, financial incentives, development of corporate culture, in-house training.

Block G.2. Coordination of the work of the strategic management mechanism consists in the coordination of information between its blocks. Management and organizational definitions of coordination revolve around two components - the organization of individual activities and the orientation towards achieving a common, common or mutually beneficial goal. This means that actions must be performed in such a way as to help achieve the goal, making their implementation interdependent. The meaning of coordination in the management function is a type of activity that, by organizing and coordinating efforts, unites the joint activities of people and a common goal in the organizations of participants who perform one or another task. Due to coordination, the interaction of various components of the enterprise occurs in the interests of fulfilling the tasks set for the organization. With the help of coordination, it is determined what, who performs and when, how they interact, and also determines the sequence of

transferring their results to other participants and using other results.

The problem of systemic coordination of participants in innovative activity turns out to be related not only to problems of an informational and organizational nature, but also to the peculiarities of psychology and cognitive activity and the interaction of individuals and social groups.

Block D. Control. In accordance with the selected block, control is planned to be carried out in the following areas: control of results and deviations, correction of deviations, monitoring of information changes. Without proper control, innovations can lead to costly mistakes. Control is a fundamental component of success, it includes setting up processes and procedures for managing resources, monitoring productivity and ensuring compliance with rules. Control provides a structure of consistency and stability, which is crucial for achieving long-term success. It is possible to use different methods of conducting the specified control. Depending on the method of control used (vertical or horizontal control), different indicators and approaches to assessing the innovative activity of railway transport enterprises can be used. Thus, the implementation of horizontal (project) control is aimed primarily at identifying discrepancies between actual and planned indicators, analyzing them, predicting a possible state, and also forming recommendations for management personnel.

Block E. Performance assessment. Assessment of the functioning of the mechanism for strategic management of innovation activity of railway transport enterprises includes determining the effectiveness of the innovation process and the effectiveness of the practical application of management models.

Nowadays, the innovation activities of railway enterprises must be connected to the external environment in order to effectively sense and exploit market opportunities. It is necessary to form a business model that can facilitate the joint creation of value [12]. An ecosystem brings together diverse players to create value greater than the sum of its parts. Ecosystem participants exchange complementary data, capabilities and assets in order to co-create new solutions that offer better value for customers and society as a whole, as innovative products and services meet their diverse and changing needs. For organizations, ecosystem innovation allows for the creation of new value at a scale that is not possible with a closed, isolated and inward-oriented approach to innovation. Innovation ecosystems connect different stakeholders together through knowledge flows and joint value creation processes [12]. Ecosystem rules are the result of co-evolution and interaction between their actors. Companies in innovation ecosystems develop mutually beneficial relationships with various stakeholders, including, for example, customers, suppliers and competitors. It should be noted that collaborative innovation activities increase with the use of more digital tools and platforms, which has a positive impact on the collective capacity to innovate.

This is because digital technologies allow the exchange of information between participants in the innovation ecosystem, thus supporting the process of obtaining, sharing and using knowledge. As a result of digitalization, innovations are increasingly based on systems integration and joint innovation implementation models. The contribution of digital transformation and the use of digital technologies promote internal and inter-organizational cooperation, which helps companies innovate. Digitalization has opened up wide opportunities for companies to interact with stakeholders, especially in terms of finding new smart solutions, new product and service offerings or innovative processes.

Thus, the open innovation process in railway transport enterprises primarily involves optimizing the joint use of various resources (for example, knowledge, skills, know-how, equipment, infrastructure and finances) on the basis of a partnership of many participants. Accordingly, strategic management of innovation activity should be based on a value approach, which reveals the features of stakeholder involvement in the joint creation of innovation value. Co-creation of value is defined as actions through which relevant entities receive financial benefits through profits or incentives, i.e. an assessment of existing service or product offerings, and non-financial benefits are shared by all relevant entities [13]. Effective management of innovation through co-creation of value depends on the continuous participation of individual stakeholders over a long period of time. As they get to know each other better, develop inter-organizational trust, and learn how to best identify the needs and expectations of all parties, they can create more comprehensive and meaningful interactions, which allows them to find a balance between the needs and expectations of all parties and arrive at optimal solutions.

The advantages of organizing innovation cooperation for railway transport enterprises in terms of creating shared value are [13–15]:

1. *Joint research and development.* Railway transport enterprises conduct joint research and development with partners, combining their resources and expertise to accelerate innovation.

2. *Open innovation platforms.* In the context of digitalization, it is relevant to create platforms that allow external stakeholders, such as customers, suppliers, and even competitors, to contribute ideas and collaborate in the innovation process.
3. *Strategic partnership.* Forming strategic alliances with other organizations to use additional capabilities and resources, promote innovation through common goals and joint initiatives.
4. *Co-creation with customers.* Involving customers in the innovation process by obtaining their feedback, ideas and preferences leads to the development of transport services that better meet the needs of society.
5. *Collaboration in the ecosystem*. The interaction of rail companies with a wider ecosystem of partners, including start-ups, universities and research institutions, allows access to diverse perspectives and cutting-edge technologies.
6. *Licensing and technology transfer.* Collaborating with other companies to license or transfer technology ensures a positive exchange of knowledge and experience for mutual benefit.

Collaboration based on the creation of shared value contributes to an increase in the flow of better ideas, reduction of risk, increase in quality and speed of market entry, reduction of costs, formation of new skills, competencies, resources and assets of relations, improvement of brand image, power and influence, as well as formation of the ability to create value for the common good. When implementing a value approach to strategic management of innovation activity of railway transport enterprises, it is necessary to take into account that the decisive factor in ensuring the effectiveness of cooperation is the intensity of connections between individual participants and elements of innovation systems. This indicates the need to form an adaptive configuration of the innovation ecosystem, which would flexibly respond to changes and modern challenges (*Fig. 2*).

When analyzing the interaction of participants in the innovation process, the following points are important: a set of formal and informal rules that regulate interaction; the degree of participation in the initiation, development, implementation of projects and programs; the degree of interest and orientation of interests of various participants in the process of implementing innovations; the distribution of control functions and evaluation of results, the social effect of innovations.

At the initial stage, the "Initiator", potential participants in the innovation ecosystem of railway transport enterprises are dispersed, and resources are not mobilized, respectively, a strategy is needed to attract participants, coordinate actions and define common goals and agendas. However, it is necessary to take into account that trust between actors is still low and the potential of resources cannot be fully used.

At the "Accelerator" stage, it is necessary to provide employees with resources and appropriate tools both in terms of searching for and implementing new technologies and solutions, and in terms of methods for managing innovation projects. Although the organizational form of management and processes are certainly important, we must not forget that their effectiveness depends entirely on people. People, as the most important resource of any organization, must be focused on achieving the set goal, have the necessary competencies and resources for this, as well as the desire to achieve the results necessary for the company.

The "Concept" stage involves the use of collaboration tools to conceptualize ideas, and today the greatest popularity in this direction of the organization is centered around hackathons, which are a team competition where participants develop a prototype of the project.

The "Pilot" stage is implemented through the interaction of various participants in the innovation ecosystem, using their technological, material, technical, human and financial resources.

At the "Project" stage, innovative solutions are introduced into the activities of railway transport enterprises. At the same time, it is necessary to determine the areas of interconnection, which will help to analyze the project stakeholders, clarify the channels of communication with them, and will allow for a more reasonable appointment of those responsible for relations with specific stakeholders, taking into account their current qualifications and competencies.

The "Scale" stage is associated with a partnership for scaling innovations, with the involvement of new participants and, on this basis, the formation of a new round of growth in the value of innovations.

CONCLUSION

Thus, the article has formed a mechanism for strategic management of the innovation activity of railway transport enterprises, which is based on a value approach and involves the formation of an adaptive configuration of the innovation ecosystem according to such stages of organizing innovative cooperation as initiator, accelerator, concept, pilot, project, scale. Co-created value is the driving force of innovation, which, through adaptive structures, favorable interactions, and

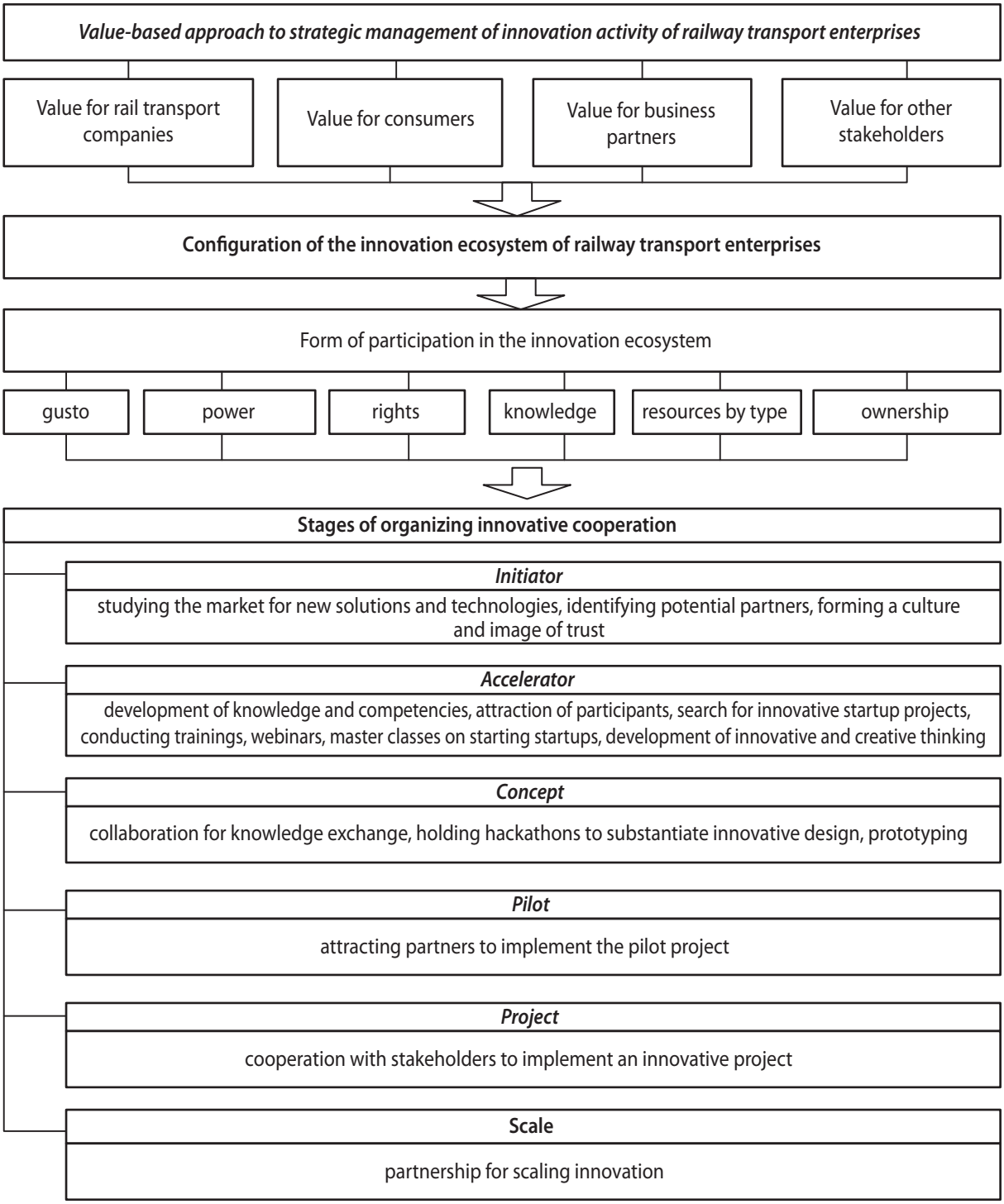

Fig. 2. Mechanism of strategic management of innovative activity of railway transport enterprises based on a value approach

empowerment, brings mutual benefits to participants in the innovation ecosystem. ■

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АДАПТАЦІЯ ДО УМОВ ЦИКЛІЧНОЇ ЕКОНОМІКИ ЯК ІНСТРУМЕНТ ЗАБЕЗПЕЧЕННЯ ЕКОНОМІЧНОЇ БЕЗПЕКИ ПІДПРИЄМСТВА

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Василега В. Є. Адаптація до умов циклічної економіки як інструмент забезпечення економічної безпеки підприємства

Стаття присвячена обґрунтуванню теоретичних засад і підходів до адаптації підприємств до умов циклічної економіки як інструменту забезпечення їх економічної безпеки в умовах трансформаційних змін. Визначено, що циклічна економіка охоплює періоди зростання, спаду, кризи та відновлення, і кожен з цих етапів по-різному впливає на фінансові, виробничі та управлінські процеси на рівні підприємства. Доведено, що економічна складова адаптації до зовнішніх умов спрямована на підвищення ефективності реалізації заходів, орієнтованих на стійкість і ресурсоефективність підприємства, що відповідає ключовим принципам циклічного розвитку: мінімізації втрат, оптимізації використання ресурсів та збереженню економічної цілісності. Зазначено, що об'єктом адаптаційного впливу виступає сфера діяльності підприємства, яка зазнала найбільшого впливу від негативних зовнішніх факторів. Умовами адаптації підприємств до циклічної економіки є: інституційна готовність підприємства, інноваційна трансформація виробництва, управління ризиками в умовах економічної нестабільності, енергетична ефективність, фінансова стійкість, кадрове забезпечення адаптації, цифровізація, партнерська взаємодія та інтеграція. Обґрунтовано, що адаптація до зовнішнього середовища в умовах циклічної економіки представляє собою послідовну, цілеспрямовану, комплексну діяльність підприємства щодо зміни кожного з елементів бізнесу, викликану попитом, обумовлену науково-технічним прогресом і спрямовану на діючу організаційну структуру, технологічні процеси, стиль і методи управління, джерела сировини та матеріалів, ринки збуту та інше. Виходячи з даного дослідження, під адаптацією треба розуміти інструмент забезпечення економічної безпеки підприємства, який дозволяє своєчасно усувати внутрішні та зовнішні загрози шляхом проведення послідовних цілеспрямованих змін у діяльності підприємства.

Ключові слова: *адаптація, економічна безпека, забезпечення, циркулярна економіка, трансформація, ризики, цифровізація, ефективність, ресурси, кадри, інновації, підприємство.*

Рис.: *1.* ***Бібл.:*** *10.*

Василега Вадим Євгенович *– аспірант кафедри економіки, Державний університет «Київський авіаційний інститут» (просп. Любомира Гузара, 1, Київ, 03058, Україна)*
E-mail: *3890009@stud.nau.edu.ua*
ORCID: *https://orcid.org/0009-0001-5002-6351*