

**SCI-CONF.COM.UA**

# **SCIENCE, TECHNOLOGY AND GLOBAL CHALLENGES**



**PROCEEDINGS OF VIII INTERNATIONAL  
SCIENTIFIC AND PRACTICAL CONFERENCE  
APRIL 2-4, 2026**

**TOKYO  
2026**

**UDC 001.1**

The 8<sup>th</sup> International scientific and practical conference “Science, technology and global challenges” (April 2-4, 2026) CPN Publishing Group, Tokyo, Japan. 2026. 440 p.

**ISBN 978-4-9783419-7-6**

The recommended citation for this publication is:

*Ivanov I. Analysis of the phaunistic composition of Ukraine // Science, technology and global challenges. Proceedings of the 8th International scientific and practical conference. CPN Publishing Group. Tokyo, Japan. 2026. Pp. 21-27. URL: <https://sci-conf.com.ua/viii-mizhmarodna-naukovo-praktichna-konferentsiya-science-technology-and-global-challenges-2-4-04-2026-tokio-yaponiya-arhiv/>.*

**Editor**

**Komarytsky M.L.**

*Ph.D. in Economics, Associate Professor*

Collection of scientific articles published is the scientific and practical publication, which contains scientific articles of students, graduate students, Candidates and Doctors of Sciences, research workers and practitioners from Europe, Ukraine and from neighbouring countries and beyond. The articles contain the study, reflecting the processes and changes in the structure of modern science. The collection of scientific articles is for students, postgraduate students, doctoral candidates, teachers, researchers, practitioners and people interested in the trends of modern science development.

**e-mail:** [tokyo@sci-conf.com.ua](mailto:tokyo@sci-conf.com.ua)

**homepage:** <https://sci-conf.com.ua>

©2026 Scientific Publishing Center “Sci-conf.com.ua” ®

©2026 CPN Publishing Group ®

©2026 Authors of the articles

## PHILOLOGICAL SCIENCES

63. *Lyubimova N. V., Talash M.* 355  
ECONOMY OF THE WORD: LINGUISTIC RESOURCES AS A  
FACTOR OF MARKET VALUE
64. *М'ягкота І. В.* 360  
ДО ПИТАННЯ ПРО ВИКОРИСТАННЯ ШІ НА ЗАНЯТТЯХ З  
УКРАЇНСЬКОЇ МОВИ ПРОФЕСІЙНОГО СПІЛКУВАННЯ У ЗВО
65. *Рахимбаева Ажар Нуржанкызы* 365  
COMMUNICATIVE STRATEGIES OF FEMALE RESISTANCE IN  
SALLY NICHOLLS' NOVEL "THINGS A BRIGHT GIRL CAN DO"

## ECONOMIC SCIENCES

66. *Sukhetska K.* 371  
INNOVATIVE ACTIVITY OF AN ENTERPRISE AS THE  
FOUNDATION FOR BUILDING STRATEGIC COMPETITIVE  
POTENTIAL
67. *Yegana Abbasova Aziz, Fikretly Fikret Oktay* 375  
STRUCTURAL DIVERSITY AND DEVELOPMENT DIRECTIONS  
IN AGRICULTURAL PRODUCTION
68. *Бурєннікова Н. В., Гордійчук А. П.* 384  
SEE-РИЗИКИ В SEE-УПРАВЛІННІ СИСТЕМАМИ У КОНТЕКСТІ  
АКСІОЛОГІЧНОЇ ТА МЕТОДОЛОГІЧНОЇ ФУНКЦІЙ ТЕОРІЇ  
РЕЗУЛЬТАТИВНОСТІ
69. *Кузнецова В. Г.* 390  
НАУКОВА РОЗРОБКА ТЕОРІЇ ПОСТІНДУСТРІАЛЬНОЇ  
ЕКОНОМІКИ
70. *Мартин О. М., Благуца В. В.* 397  
УПРАВЛІННЯ ЛЮДСЬКИМИ РЕСУРСАМИ У СИСТЕМІ  
РОЗВИТКУ ПІДПРИЄМСТВА
71. *Сологуб О. В.* 406  
РОЗВИТОК ДЕРЖАВНО-ПРИВАТНОГО ПАРТНЕРСТВА У  
СФЕРІ ІННОВАЦІЙНОЇ ДІЯЛЬНОСТІ АГРАРНОГО СЕКТОРУ
72. *Солодовник О. В.* 411  
ТРАНСФОРМАЦІЯ РИНКУ ПРАЦІ УКРАЇНИ В УМОВАХ  
ВОЄННОГО СТАНУ

## LEGAL SCIENCES

73. *Shafiyava Shafaq Rovan* 415  
INTERNATIONAL LEGAL STANDARDS IN THE FIELD OF STATE  
SECRETS
74. *Вишневський А. Є.* 419  
ЄВРОПЕЙСЬКІ СТАНДАРТИ АДМІНІСТРАТИВНО-ПРАВОВОГО  
РЕГУЛЮВАННЯ АГРОСЕКТОРУ

# ECONOMIC SCIENCES

UDC 658.589:005.21:339.137.2

## INNOVATIVE ACTIVITY OF AN ENTERPRISE AS THE FOUNDATION FOR BUILDING STRATEGIC COMPETITIVE POTENTIAL

**Sukhetska Kristina,**  
PhD in Management,  
teacher of the Department of Management,  
Uman National University  
Uman, Ukraine

**Annotation:** The thesis investigates the relationship between enterprise innovation activity and the formation of its strategic competitive potential in the context of digital transformation and intensifying global competition. The essence of competitive potential as a polystructural system encompassing three dimensions – resource-based, reserve-based, and prospective is revealed. The functional interrelation between innovation potential and enterprise innovation activity is substantiated. The structural components of innovation potential and the mechanism of its transformation into sustainable competitive advantages through the strategic management system of innovative development are identified. Types of innovation strategies depending on the level of innovation activity are characterised. The synergistic effect arising from the interaction of production-technological, market-economic, organisational-managerial, personnel, marketing, financial, and information-digital dimensions of enterprise competitiveness enhancement is substantiated.

**Key words:** innovation activity, competitive potential, strategic management, innovative development, enterprise competitiveness, innovation strategy, synergistic effect.

In the context of the digital transformation of the economy and intensifying global competition, a company's ability to systematically generate and implement innovations is shifting from a desirable trait to a necessary condition for survival. Companies that fail to maintain an adequate level of innovation inevitably lose market share under pressure from more technologically dynamic competitors.

This study aims to provide a theoretical justification for the relationship between a company's innovation activity and the formation of its strategic competitive potential.

An analysis of scientific approaches demonstrates that a company's competitive potential is a multi-level system encompassing a systematic set of coordinated capabilities, namely production, scientific and technical, marketing, human resources, financial, and informational capabilities, aimed at gaining and maintaining competitive advantages in a changing market environment. At the same time, the key characteristics of this system are adaptability and innovation, which determine the nature of the enterprise's relationship with its external environment. The level of competitive potential is determined by the competitiveness of its components and comprises three dimensions: resource-based (accumulated properties), reserve-based (the ratio of realized to unrealized capabilities), and prospective (orientation toward future development) [1, 2].

An enterprise's innovative activity is the dynamic factor that transforms existing resource potential into real competitive advantages. In contemporary scientific literature, it is viewed as the intensity of introducing new or improving existing production technologies, while innovative potential is defined as the ability to accumulate and effectively utilize various types of enterprise resources to achieve the innovative goals set forth in the development strategy. There is a functional interconnection between these concepts: innovative potential defines the boundaries of possible innovative activity, while realized activity, in turn, expands and qualitatively renews the potential. Structural-innovative potential includes resource provision, the research and development component, the level of technological development, the effectiveness of marketing activities, the organizational structure,

and the management system. The quality of this potential is determined not only by the magnitude of individual resources but also by their balance and the presence of optimal proportions between them. Consequently, the management of innovation potential precedes the management of innovations themselves and serves as a logical prerequisite for the latter. The link between innovation activity and competitive potential is realized through the mechanism of strategic management of innovation development, which constitutes a complex system of interrelated elements: strategic analysis and planning, organizational support, management of innovation processes, financial support, motivation, and control. It is this system that transforms a company's innovation activity into sustainable competitive positions — through technological leadership, increased adaptability, improved economic efficiency, and strengthened market positions. It is practically important to distinguish between types of innovation strategies depending on the level of a company's innovation activity. An offensive strategy involves high rates of fixed asset renewal (over 20%), the development of fundamentally new markets and products (over 30% per year), and the presence of an in-house R&D base. A defensive strategy focuses on the technological modernization of production and the improvement of the existing product portfolio. Imitative and passive strategies are characterized by lower levels of innovation activity and limited use of debt financing. The choice of strategy is determined not only by the current level of innovation potential but also by the enterprise's innovation goals, which must align with overall strategic objectives [3].

A comprehensive improvement in competitiveness, resulting from effective strategic management of innovation, manifests itself in several interrelated dimensions: production and technology (modernization of facilities, increased productivity), market and economic (market share expansion, entry into new segments), organizational and managerial (optimization of business processes, increased structural adaptability), human resources (building innovative competencies), marketing, financial, and information-digital. The interaction of these dimensions creates a synergistic effect that ensures sustainable growth in competitiveness over the long term [4]. Thus, an enterprise's innovative activity is a

fundamental factor in shaping its strategic competitive potential. It not only determines the current level of competitive advantages but also sets the trajectory of the enterprise's development amid uncertainty and dynamic changes in the market environment. Management of innovative potential, as a prerequisite for innovative activity, must encompass all planned and unplanned, controlled and uncontrolled changes in strategy, production processes, structure, and corporate culture, with constant monitoring of changes in the external environment and adjustment of the company's own development programs in response to these changes. Promising areas for further research include the development of methodological tools for quantitatively assessing the relationship between the level of innovation activity and the components of a company's competitive potential, as well as the study of sector-specific characteristics of this relationship in the context of the digital transformation of the domestic economy.

## REFERENCES

1. Kouda, V. O. (2019). Development and use of the enterprise competitive potential. *Market Infrastructure*, Vol. 29, pp. 195-204.
2. Markina, I. A., Voronina, V. L., & Khoroshko, D. R. (2020). Innovative potential management as a factor of the strategic development and competitive advantages of the enterprise. *Eastern Europe: Economy, Business and Management*, Vol. 3 (26), pp. 76-81.
3. Kapinos, H. I., & Larionova, K. L. (2025). Strategic management of enterprise's innovative development as the basis for ensuring its competitiveness. *Herald of Khmelnytskyi National University. Economic Sciences*, No. 1, pp. 564-573.
4. Sharko, V. V., & Marshuk, L. M. (2019). Formation of competitive strategy of innovative development of machine-building enterprise. *Scientific Bulletin of Kherson State University. Series: Economic Sciences*, Vol. 36, pp. 68-75.