

ISSN 1998-7927(print) ISSN 2664-6498 (online)

DOI: <https://doi.org/10.33216/1998-7927-2026-302-4-33-38>

УДК 330.341.1:005.336.1:338.24

## RESOURCE POTENTIAL FOR INNOVATIVE DEVELOPMENT OF ENTERPRISES

Velytchenko O.A., Yankovskyi Y.V.

## РЕСУРСНИЙ ПОТЕНЦІАЛ ІННОВАЦІЙНОГО РОЗВИТКУ ПІДПРИЄМСТВ

Велитченко О.А., Янковський Я.В.

*The article examines the resource potential of innovative development of enterprises as a systemic basis for forming their innovative capacity and long-term competitiveness. It is substantiated that under conditions of dynamic changes in the external environment, technological transformations, and increasing competitive pressure, decisive importance belongs not only to the availability of individual resources but also to the enterprises' ability to integrate and effectively utilize them in innovation activities. Emphasis is placed on the fact that the resource potential of innovative development should be considered as a dynamic economic category that reflects the overall capabilities of enterprises to generate, implement, and commercialize innovations. The study summarizes contemporary scientific approaches of Ukrainian and foreign scholars to the interpretation of resource potential and reveals the limitations of fragmented analysis of its individual components. A systemic vision of the resource potential of innovative development is proposed, based on the interaction of material and technical, financial, human, information-intellectual, and organizational-managerial components. It is shown that imbalance or insufficient development of certain components may significantly constrain innovative activity and reduce the efficiency of resource utilization. The article reveals the mechanism for implementing resource potential in the innovative activity of enterprises, which includes the stages of identifying resource capabilities, integrating resources, managerial influence, and transforming resource potential into innovative results. It is substantiated that the effectiveness of this mechanism depends on the quality of strategic management, organizational flexibility, and the enterprises' ability to adapt to changes in the external environment. It is proved that the systemic implementation of resource potential creates prerequisites for accumulating innovative experience, developing key competencies, and strengthening the*

*innovative sustainability of enterprises. The practical significance of the research results lies in the possibility of applying the proposed theoretical provisions in the formation of enterprise innovation development strategies and in improving the resource potential management system. Further research should focus on developing methodological approaches to quantitative assessment of the resource potential of innovative development, taking into account industry specifics and stages of the innovation life cycle.*

**Keywords:** resource potential; innovative development; innovative capacity; resource management; enterprise competitiveness; innovation activity

**Introduction.** The current stage of enterprise development is characterised by the growing role of innovation as a key factor in ensuring their sustainable operation and competitiveness. In the context of dynamic changes in the external environment, technological shifts and growing uncertainty, the ability of enterprises to develop innovatively is increasingly determined not only by the availability of individual resources, but also by the level of development of their resource potential. The resource potential for the innovative development of enterprises encompasses a combination of material, financial, human, information, technological and organisational resources, as well as the enterprise's ability to effectively integrate and use them in innovative activities. It is this integrative property of resource potential that determines the ability of enterprises to generate innovations, implement them and commercialise them in conditions of growing competitive pressure. At the same time, scientific

research often considers the problem of resource potential for innovative development in a fragmented manner, through the analysis of individual types of resources or innovative factors, without forming a holistic systematic approach. This approach complicates the understanding of the mechanisms of influence of resource potential on the innovative dynamics of enterprises and limits the possibilities for developing effective management decisions in the field of innovative development.

In this regard, there is a need for an in-depth theoretical understanding of the essence of the resource potential of innovative development of enterprises, determining its structure and role in ensuring the innovative activity and adaptability of enterprises to changes in the external environment. This necessitates further scientific research aimed at forming the conceptual foundations for managing the resource potential of innovative development of enterprises.

#### **Analysis of basic research and publications.**

In contemporary scientific literature, the issue of resource potential for innovative development of enterprises is considered in the broader context of resource management and its role in ensuring competitiveness [1-8]. Ukrainian studies highlight the essence of an enterprise's resource potential as a set of material, financial and intangible resources that determine the possibilities for innovative activity and the effective use of these resources in the process of innovative development of individual industries, in particular the agricultural sector. Foreign studies present several theoretical approaches to the interpretation of resource potential and its components. Thus, the resource-based view (RBV) emphasises that the combination of resources and capabilities is a source of sustainable competitive advantage, and the dynamic capabilities of an organisation determine its ability to adapt to changes in the environment. Within the framework of RBV, individual studies show that basic research and knowledge expansion in R&D significantly enhance innovation activity and the ability of an enterprise to generate breakthrough innovations, which affects its competitive position. Other scientific approaches focus on the classification and measurement of resources used for eco-innovation, including economic, financial and environmental resources that correlate with the results of innovation projects. Professional management studies also emphasise the role of human resources and innovation-oriented competencies as components of resource potential that contribute to the flexibility of organisations and

their ability to adapt innovation strategies under competitive pressure.

**The purpose of the article is to** theoretically comprehend the resource potential of innovative development of enterprises, systematise its components and substantiate the role of resource potential in shaping the innovative capacity and long-term competitiveness of enterprises.

**Materials and results of the study.** In today's environment, the innovative development of enterprises is increasingly determined not so much by the volume of available resources as by the ability of the enterprise to form and realise its own resource potential. It is resource potential that serves as the systemic basis for innovative activity, as it integrates various types of resources into a single whole aimed at creating, implementing and commercialising innovations [7].

The resource potential of innovative development should be viewed as a dynamic economic category that reflects an enterprise's ability to attract, combine and effectively use tangible and intangible resources to achieve innovative goals. Unlike the static approach, in which resources are considered in isolation, the systemic interpretation of resource potential takes into account the interaction of resources, organisational mechanisms and management decisions that determine the innovative capacity of an enterprise [3].

An important characteristic of the resource potential for innovative development is its ability to transform under the influence of changes in the external environment. Enterprises with flexible resource potential are able to adapt more quickly to technological shifts, changes in market conditions and competitive pressure. In this context, resource potential is not only the basis for innovative activity, but also a factor in increasing the adaptability and sustainability of enterprises in the long term.

The systemic nature of resource potential is also manifested in its close connection with management processes at the enterprise. The level of resource potential development largely depends on the quality of strategic management, the ability of management to make innovation-oriented decisions and the development of organisational competencies [5]. Effective management of resource potential ensures consistency between the innovation goals of the enterprise and the available resource capabilities, which increases the effectiveness of innovation development. Thus, resource potential should be viewed as the systemic basis for the innovative development of enterprises, formed as a result of the interaction of resources,

management mechanisms, and organisational capabilities. Awareness of this systemic nature of resource potential creates the theoretical prerequisites for further analysis of its structural components and mechanisms of implementation in the innovative activities of enterprises.

The resource potential for innovative development of enterprises has a complex multi-component structure, which is formed as a result of the interaction of various types of resources and determines the ability of an enterprise to carry out innovative activities. Considering resource potential through the prism of its structural components allows for a more complete assessment of the innovative capabilities of enterprises and justifies the directions of their development in a dynamic external environment.

One of the key components of resource potential is the material and technical component, which covers the production capacity, equipment, infrastructure and technological base of an enterprise [2]. The level of development of this component determines the enterprise's ability to introduce new technologies, modernise production processes and provide technological support for innovative solutions. An insufficient level of material and technical support can limit the innovative activity of enterprises, while its renewal creates the preconditions for increasing the effectiveness of innovative development.

An important place in the structure of the resource potential for innovative development is occupied by the financial component, which provides the possibility of financing innovative projects at various stages of their implementation. Financial resources determine the scale and pace of innovative activity, as well as the enterprise's ability to attract external sources of financing. In conditions of increased uncertainty, effective management of the financial component of resource potential is critical for maintaining innovation activity and reducing the risks of innovation development.

The human resource component of the resource potential of innovation development reflects the level of professional competencies, knowledge, skills and creative potential of the enterprise's personnel [4]. It is human capital that is the main carrier of innovative ideas and the driving force behind innovative changes. The formation of an innovation-oriented corporate culture, the development of a training system and staff incentives contribute to enhancing the role of the human resources component in ensuring the innovative development of enterprises.

No less important is the information and intellectual component, which includes knowledge, information resources, research results, patents, know-how, and other intellectual property. This component determines the enterprise's ability to generate and use new knowledge in the process of innovative activity. In a knowledge economy, information and intellectual resources become a strategic asset for enterprises and play a key role in shaping their innovative capacity.

The organisational and management component of the resource potential for innovative development characterises an enterprise's ability to effectively coordinate innovation processes, make management decisions and adapt its organisational structure to innovative changes. The presence of flexible organisational mechanisms, an innovation-oriented strategy and an effective management system contributes to the integration of individual resources into a holistic resource potential focused on innovative development.

The combined interaction of these structural components forms the holistic resource potential of innovative development of enterprises, the level of which determines their ability to implement innovations and ensure long-term competitiveness. At the same time, the weakness or imbalance of individual components can significantly limit the innovative capabilities of enterprises, which necessitates a comprehensive approach to managing resource potential in the innovation development system.

The realisation of resource potential in the innovative activities of enterprises occurs through a complex multi-level mechanism that combines the processes of resource mobilisation, integration and transformation into the results of innovative development. Resource potential alone does not guarantee innovative success; what is decisive is the enterprise's ability to transform existing resources into innovative products, technologies and management decisions that provide competitive advantages.

The initial stage of the mechanism for realising resource potential is the identification and assessment of an enterprise's resource capabilities, taking into account the strategic goals of innovative development. At this stage, the correspondence between the available resources and the innovation priorities of the enterprise is determined, which allows avoiding inefficient dispersion of resources and focusing efforts on the most promising areas of innovation activity.

The next element of the mechanism is the integration of the structural components of resource

potential, which involves the coordination of material, technical, financial, human, information, intellectual, and organisational and managerial resources within a single innovation system of the enterprise. It is the integration capacity that determines the level of innovation capability of the enterprise, as it ensures synergy between different types of resources and increases the efficiency of their use.

An important role in the mechanism of resource potential realisation is played by organisational and managerial influence, which manifests itself through the formation of an innovation strategy, the development of a staff motivation system and the creation of a favourable innovation environment. Management decisions determine the pace and direction of the transformation of resource potential into innovative results, as well as the level of adaptability of the enterprise to changes in the external environment.

The final stage of the mechanism is the transformation of resource potential into innovative results, which manifests itself in the creation of new or improved products, technologies, business processes and management decisions. The effectiveness of this stage depends on the enterprise's ability to ensure feedback between the results of innovative activity and the further development of resource potential. Such feedback contributes to the accumulation of innovative experience, the development of competencies and the increase in the innovative sustainability of the enterprise. The mechanism for realising resource potential in the innovation activities of enterprises can be represented as a continuous process that encompasses the assessment of resource capabilities, resource integration, managerial influence and the transformation of resource potential into innovative results. The functioning of this mechanism not only ensures the realisation of the enterprise's current innovation potential, but also forms the basis for its further development, increasing the competitiveness and adaptability of enterprises in the long term.

The formation and development of the resource potential for innovative development of enterprises are influenced by a set of interrelated factors that determine the ability of enterprises to accumulate, integrate and effectively use resources in the process of innovative activity. Taking these factors into account is a necessary prerequisite for increasing the innovative capacity of enterprises and ensuring their adaptability to changes in the external environment.

Internal factors influencing the formation of resource potential for innovative development include the enterprise's strategic priorities, the level of development of management competencies, organisational structure and corporate culture. An innovation-oriented strategy creates conditions for the concentration of resources in promising areas of development, while effective management promotes the integration of different types of resources into a single system. A corporate culture that supports innovation stimulates the development of human capital and contributes to the generation of new ideas.

Human resources factors, in particular the level of staff qualifications, learning ability and innovative creativity, play an important role in the development of resource potential. Investments in human capital development ensure the growth of the information and intellectual component of resource potential and increase the effectiveness of enterprises' innovation activities.

Financial and economic factors, which determine the possibilities for attracting and redistributing resources, have a significant impact on the formation of the resource potential for innovative development. The stability of an enterprise's financial condition, access to investment resources, and the ability to manage financial risks create the preconditions for the implementation of innovative projects and the development of the material and technical base.

External factors of resource potential development include market environment conditions, the level of competition, institutional support for innovation activities, and state innovation policy. The regulatory environment, tax system, access to innovation infrastructure, and state support mechanisms significantly influence the opportunities for enterprises to form and develop resource potential.

In summary, the factors shaping and developing the resource potential for innovative development of enterprises are complex in nature and require systematic consideration in the strategic management process. Their identification and analysis enable enterprises not only to use existing resources more efficiently, but also to form a long-term basis for innovative development and increased competitiveness.

**Conclusions and proposals.** The article substantiates that the resource potential of innovative development of enterprises is a key systemic basis for the formation of their innovative capacity and long-term competitiveness. It is proved that in conditions of dynamic changes in the

external environment, it is the ability of enterprises to form, integrate and effectively use various types of resources that determines their capabilities for generating and implementing innovations.

The study clarifies the essence of the resource potential of innovative development as a dynamic economic category that combines material and technical, financial, human, information and intellectual, and organisational and managerial components. It is shown that the systemic nature of resource potential manifests itself in the interdependence of its components and determines the ability of enterprises to adapt to changes in the technological and competitive environment.

It is substantiated that the structural components of the resource potential of innovative development have no independent significance outside the processes of their integration and management. It is the effective interaction between individual components that creates a synergistic effect, which increases the effectiveness of innovative activity and contributes to the formation of sustainable competitive advantages of enterprises.

The article reveals the mechanism for realising resource potential in the innovative activity of enterprises, which covers the stages of assessing resource capabilities, integrating resources, managerial influence and transforming resource potential into innovative results. It has been proven that the functioning of this mechanism ensures the continuous development of the innovative capacity of enterprises and creates conditions for the accumulation of innovative experience and the development of key competencies.

It has been determined that the effectiveness of resource potential realisation largely depends on the quality of strategic management and innovation-oriented management decisions. The formation of flexible organisational mechanisms, the development of human capital and the use of information and intellectual resources are decisive factors in strengthening the innovation activity of enterprises in the long term.

The practical significance of the results obtained lies in the possibility of using the proposed theoretical provisions in the process of forming strategies for the innovative development of enterprises, improving the resource potential management system, and increasing the efficiency of resource use in an unstable economic environment. Further scientific research should be directed towards the development of methodological approaches to assessing the level of resource potential for the innovative development of

enterprises, taking into account industry specifics and the stages of the innovation life cycle.

## References

1. Fahy J. A resource-based analysis of sustainable competitive advantage in a global environment // *International Business Review*. 2002. Vol. 11, № 1. P. 57–77. DOI: [https://doi.org/10.1016/S0969-5931\(01\)00047-6](https://doi.org/10.1016/S0969-5931(01)00047-6).
2. Cho Y. S., Lee J., Kim T. Y. Resource-based product and process innovation model // *Sustainability*. 2020. Vol. 12, № 3. Art. 913. DOI: <https://doi.org/10.3390/su12030913>.
3. Kero C. A., Bogale A. T. A systematic review of resource-based view and dynamic capabilities of firms and future research avenues // *International Journal of Sustainable Development and Planning*. 2023. Vol. 18, № 10. P. 3161–3174. DOI: <https://doi.org/10.18280/ijstdp.181016>.
4. Teece D. J. Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance // *Strategic Management Journal*. 2007. Vol. 28, № 13. P. 1319–1350. DOI: <https://doi.org/10.1002/smj.640>.
5. Barney J. Firm resources and sustained competitive advantage // *Journal of Management*. 1991. Vol. 17, № 1. P. 99–120. DOI: <https://doi.org/10.1177/014920639101700108>.
6. Portillo-Tarragona P., Scarpellini S., Valero-Gil J., Rivera-Torres P. Classification and measurement of the firms' resources for eco-innovation // *Sustainability*. 2018. Vol. 10, № 9. Art. 3161. DOI: <https://doi.org/10.3390/su10093161>.
7. Нижник О. В. Інноваційний ресурсний потенціал підприємства: формування ефективних моделей // *Вісник Хмельницького національного університету. Економічні науки*. 2020. № 4, т. 2. С. 163–168. DOI: <https://doi.org/10.31891/2307-5740-2020-284-4-26>.
8. Чобіток І. О. Оцінка ресурсного потенціалу як основа формування управлінських рішень у промислових підприємствах // *Економічний вісник*. 2023. № 1. С. 181–188. DOI: <https://doi.org/10.32847/ev20231-181-188>

## References

1. Fahy, J. A resource-based analysis of sustainable competitive advantage in a global environment. *International Business Review*. 2002. Vol. 11, no. 1. P. 57–77. DOI: [https://doi.org/10.1016/S0969-5931\(01\)00047-6](https://doi.org/10.1016/S0969-5931(01)00047-6).
2. Cho, Y. S., Lee, J., Kim, T. Y. Resource-based product and process innovation model. *Sustainability*. 2020. Vol. 12, no. 3. Art. 913. DOI: <https://doi.org/10.3390/su12030913>.
3. Kero, C. A., Bogale, A. T. A systematic review of resource-based view and dynamic capabilities of firms and future research avenues. *International*

- Journal of Sustainable Development and Planning*. 2023. Vol. 18, no. 10. P. 3161–3174. DOI: <https://doi.org/10.18280/ijdsdp.181016>.
4. Teece, D. J. Explicating dynamic capabilities: The nature and microfoundations of (sustainable) enterprise performance. *Strategic Management Journal*. 2007. Vol. 28, no. 13. P. 1319–1350. DOI: <https://doi.org/10.1002/smj.640>.
  5. Barney, J. Firm resources and sustained competitive advantage. *Journal of Management*. 1991. Vol. 17, no. 1. P. 99–120. DOI: <https://doi.org/10.1177/014920639101700108>.
  6. Portillo-Tarragona, P., Scarpellini, S., Valero-Gil, J., Rivera-Torres, P. Classification and measurement of the firms' resources for eco-innovation. *Sustainability*. 2018. Vol. 10, no. 9. Art. 3161. DOI: <https://doi.org/10.3390/su10093161>.
  7. Nyzhnyk, O. V. Innovatsiyni resursnyi potentsial pidpriemstva: formuvannya efektyvnykh modelei. *Visnyk Khmelnytskoho natsionalnoho universytetu. Ekonomichni nauky*. 2020. No. 4, vol. 2. P. 163–168. DOI: <https://doi.org/10.31891/2307-5740-2020-284-4-26>.
  8. Chobitok, I. O. Otsinka resursnoho potentsialu yak osnova formuvannya upravlinskykh rishen u promyslovykh pidpriemstvakh. *Ekonomichnyi visnyk*. 2023. No. 1. P. 181–188. DOI: <https://doi.org/10.32847/ev20231-181-188>.

**Велитченко О.А., Янковський Я.В.**  
**Ресурсний потенціал інноваційного розвитку підприємств.**

У статті досліджено ресурсний потенціал інноваційного розвитку підприємств як системну основу формування їх інноваційної спроможності та довгострокової конкурентоспроможності. Обґрунтовано, що в умовах динамічних змін зовнішнього середовища, посилення технологічних трансформацій і зростання конкурентного тиску вирішального значення набуває не лише наявність окремих ресурсів, а здатність підприємств до їх інтеграції та ефективного використання в інноваційній діяльності. Акцентовано увагу на тому, що ресурсний потенціал інноваційного розвитку слід розглядати як динамічну економічну категорію, що відображає сукупні можливості підприємства щодо генерації, впровадження та комерціалізації інновацій. У межах дослідження узагальнено сучасні наукові підходи українських і зарубіжних авторів до трактування ресурсного потенціалу та визначено обмеженість фрагментарного підходу до аналізу його складових. Запропоновано системне бачення ресурсного потенціалу інноваційного розвитку

підприємств, яке ґрунтується на взаємодії матеріально-технічного, фінансового, кадрового, інформаційно-інтелектуального та організаційно-управлінського компонентів. Показано, що дисбаланс або недостатній розвиток окремих складових може істотно обмежувати інноваційну активність підприємств і знижувати ефективність використання ресурсів. Розкрито механізм реалізації ресурсного потенціалу в інноваційній діяльності підприємств, який охоплює етапи ідентифікації ресурсних можливостей, інтеграції ресурсів, управлінського впливу та трансформації ресурсного потенціалу в інноваційні результати. Обґрунтовано, що ефективність цього механізму визначається якістю стратегічного управління, організаційною гнучкістю та здатністю підприємств адаптуватися до змін зовнішнього середовища. Доведено, що саме системна реалізація ресурсного потенціалу створює передумови для накопичення інноваційного досвіду, розвитку ключових компетенцій і підвищення інноваційної стійкості підприємств. Практичне значення результатів дослідження полягає у можливості використання запропонованих теоретичних положень у процесі формування стратегій інноваційного розвитку підприємств і вдосконалення системи управління ресурсним потенціалом. Подальші наукові дослідження доцільно спрямувати на розробку методичних підходів до кількісного оцінювання ресурсного потенціалу інноваційного розвитку підприємств з урахуванням галузевої специфіки та стадій життєвого циклу інновацій.

**Ключові слова:** ресурсний потенціал; інноваційний розвиток; інноваційна спроможність; управління ресурсами; конкурентоспроможність підприємств; інноваційна діяльність

**Велитченко Олексій Андрійович** – аспірант СНУ ім. В. Даля.

<https://orcid.org/0009-0000-1605-2110>

**Янковський Ярослав Віталійович** – аспірант СНУ ім. В. Даля.

<https://orcid.org/0009-0002-3509-701X>

Дата першого надходження статті 23.02.2026.

Дата прийняття статті до друку після рецензування 25.03.2026.

Дата публікації 26.05.2026.



Стаття з відкритим доступом,  
 відповідно до умов ліцензії  
[Creative Commons \(CC BY 4.0\)](https://creativecommons.org/licenses/by/4.0/)