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METHODICAL APPROACH TO MANAGING THE POTENTIAL OF A SECURE-ORIENTED ENTERPRISE

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Annotation. The work analyzes the strategies of secure-oriented development of world leaders. The peculiarities and conditions of formation of the potential of security-oriented development are determined: digital transformation of business processes, blasting innovations, involvement and use of organizational knowledge, observance of socio-ecological responsibility. The result of the formation of security-oriented development of the company is the achievement of sustainable competitive advantages in international markets.

Keywords: security-oriented development, methodological approach, principles of management, strategy, innovative activity, financial and economic stability, organizational adaptability, socio-ecological responsibility.



Анотація. У роботі проаналізовано стратегії безпеко-орієнтованого розвитку світових компаній-лідерів. Визначено особливості та умови формування потенціалу безпеко-орієнтованого розвитку: цифрова трансформація бізнес-процесів, підривні інновації, залучення та використання організаційних знань, дотримання соціально-екологічної відповідальності. Результатом формування безпеко-орієнтованого розвитку компанії виступає досягнення стійких конкурентних переваг на міжнародних ринках.

Ключові слова: безпеко-орієнтований розвиток, методичний підхід, принципи управління, стратегії, інноваційна активність, фінансово-економічна стійкість, організаційна адаптивність, соціально-екологічна відповідальність.



The process of enterprise potential management is considered in the context of combining paradigm of sustainable development and strategic development of development. Therefore, in the potential, technical, technological, information and social components in the form of unique opportunities for the use of information technologies and resources, organizational knowledge and experience that meet the requirements of scientific and technological progress, challenges of digital economy, standards of social responsibility. This approach provides stable competitive positions to the enterprise in international markets, greatly expanding the range of choice and implementation of models of strategic behavior, growth of enterprise income.

In recent years, studies have shown that successful leaders' companies use innovative growth strategies that repeat a certain organizational model, pattern, template [1; 2; 3; 4]. These strategies are primarily related to subversive innovation and are therefore commercially successful. Underwhelm strategies require innovative products, services, technologies that transform existing markets or create new ones and give up pure quality, complexity in favor of simplicity, convenience, accessibility and prevalence.

In the face of rapid growth and changes in scientific and technological progress, leading world companies demonstrate strategic priority for innovation, digitalization and socio-ecological responsibility in their activities. This is evidenced by the results of the analysis of the ratings and activities of the most innovative companies in the world [5]. According to researchers, the high level of their innovative activity is confirmed by common features of competitive advantages in global markets: the use of new business models and organizational forms of transformations, active



use of digital means and artificial intelligence, increasing the costs of technological innovations and appropriate tools, active implementation of social measures. Such trends are observed by comparing the results of the rating at different times. Thus, according to the results of the BCG consulting agency ratings for 2023 compared to 2022, two-thirds of the leaders' companies retained their positions (Apple, Amazon, Alphabet, Hauwei) and significantly improved them (Tesla, Siemens, BYDA. Among the most innovative Thor-50 companies are some of those that first emerged in the ranking and are newcomers in the global market (such as Biontech, Schneider Electric, Honeywell Sinopec) and are those who have returned to the previously lost leadership positions (BYD company, exxon.

The countries with the fastest development of the IT sphere include India and China, as evidenced by the growth of global exports of products and service services over the last 10-15 years. According to international consulting agencies, analytical reports and research, the volumes of exports of IT services of India and China have made more than half of the world export service [1].

It should be noted that in the ratings of the most innovative companies [5], most of the leadership positions are occupied by IT industry, and a key feature etc. Their business-oriented development business models are created at the expense of a sufficient level of innovative potential, considerable concentration of strategic organizational knowledge and organizational capabilities (forms, structures, methods), which allows companies to constantly engage in innovation, create value and exchange it with consumers, actively involving them.

Formation of the base of personalized knowledge has dosage companies to actively use the knowledge of customers, consumers. An example of such involvement is the Google platform when the consumer decides individually how he or she will use it (personalize), taking into account his needs (such as entertainment or training). Researchers [2,3] have been defined as a «value of innovation», which is ensured by individual experience and involvement of consumer knowledge.

At the same time, the transition of companies to the variant of global supply chains and interaction with specialized manufacturers significantly strengthened their potential, that is, expanded the conditions of access to local and global sources of resources (especially personnel). Thus, the transformed business model is explained by the nature of changes that create the basis for achieving competitive advantages in the global business environment.

Innovative potential management is considered by leaders as a process of consumer expectations or as a constant response to changes in needs, behaviors and consumer experiences. With the use of new management approaches, information and analytical tools, staff with skills, skills, knowledge, these companies demonstrate considerable stability in global business space, creating innovative values and competitive advantages of competitors.

A clear example of the formation of safety-oriented development potential for companies is to comply with the principles of social and environmental responsibility (Table 1). For world leaders, it has become compulsory in corporate and social responsibility ratings.

Leadership positions brought the BMW Group concern in one of the first world ratings on corporate and social responsibility. The company actively responds to innovative changes in society. Economics and ecology and in the electrification system remains the leader in the production of engines for vehicles with zero emissions. In addition to the above, the company introduced a mandatory position of manager in its organizational structure, which is responsible for compliance with environmental standards in the production of products. The company's social measures relate to the fields of education (development of curricula), health care (participation in the treatment of patients with HIV/AIDS).

Table 1

Examples of corporate and social responsibility (CSR) in international companies

Company	Measures with CSR
1	2
UAE Airline «Emirates» - Creating a positive image of Dubai city	Supporting a healthy lifestyle through the advertising of great sports events, the cultivation of football and sponsorship of England's football Cup, well-known football clubs Arsenal, Real Madrid, Gamburg, Olympiacos, BenFica
Microsoft Company Formation of Innovation Culture by Social Responsibility Landmarks	Implemented a social project to support the Spaniards during a crisis, the main components of which are: employment; financial assistance, legal consulting services, training training and retraining programs, providing educational services for employment and implementation of their own projects



Table 1 (the end)

1	2
Tesla Motors Corporation - Provision of high levels of safety and environmental friendliness of a car	Emphasis on the implementation of the policy of innovative value, providing a signal for investors on the impact of social responsibility on its formation. The company's annual information about the need to comply with this principle by using electric vehicles to prevent the risk of environmental disaster. A third of working in the corporation is engaged in research activities in the fields of energy technologies and environmental technologies
Toyota Corporation - TPS philosophy is maintained	The use of hybrid technologies in the company's products. More than 7 thousand new technologies in the development of automobile engines are patented. The basic principles are long-term perspective, staff development, quality and continuous improvement of the technological process
Tata Motors -	The ecological focus of the locomotives produced - replacement of hydrocarbon fuel with alternative ecological species. OneCAT car uses short air
Dow Chemical - a policy of protecting from pollution of the natural environment	Improving your own staff safety: robotics and unmanned vehicles at the company's employees. It is a leading investor in the Project Protection of the Ocean from Pollution. Introduces and promotes carbon-neutral technologies in the production of products. Develops new recycling business models and plastic waste control

Thus, the characteristic features of the formation of the potential of security-oriented development of companies-participants in the world ratings are: formation of a high level of culture of innovation and strategic thinking; active international cooperation in the field of innovation; significant concentration of investments and efforts on the use of experience and knowledge of participants in the processes of creation, implementation and implementation of innovations; reduction of risks and improving the efficiency of cooperation in the field of research and research activities (R&D); expansion of partnerships through online platform; socialization and environmental responsibility of business.

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