

INNOVATION DEVELOPMENT OF AN ENTERPRISE IN THE CONTEXT OF WAR IN UKRAINE

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Abstract. *The article aims to outline the elements of a strategy for promoting the innovation development of Ukrainian enterprises in the context of war and to highlight the key areas for the innovation development of enterprises with a focus on innovation.*

The elements of the strategy for promoting the innovation development of enterprises in the conditions of war in Ukraine are outlined: analysis of the situation and determination of priorities of enterprise activities, flexibility and adaptability of enterprises, adaptation of enterprise products and services, investments in technology for innovation enterprise development, talent management and team development in a business environment, strategic partnership and cooperation, financing of innovations and new ideas, strategic management together with all functions.

The key areas of innovation development of enterprises with a focus on innovations are highlighted: development of reliable and adaptive supply chain solutions to ensure uninterrupted operations despite disruptions in the production process, focus on creating new products that meet the urgent needs of consumers, implementation and optimization of remote work technologies to support productivity and collaboration between disparate teams, use digital tools to maintain strong customer relationships and provide support through online platforms and social media, studying environmental practices that can reduce costs and increase sustainability.

Keywords: *strategy, innovation development, enterprises, investments, technology, financing.*

Formulation of the problem. The war in Ukraine has presented unprecedented challenges for businesses, forcing them to adapt and innovate to survive. However, even in these difficult times, innovation remains a critical driver of success.

Business in Ukraine today works in conditions of readiness for the most difficult scenario of the development of events. Problems with relocation from combat zones, loss of personnel, customers, suppliers, periodic power outages, and lack of financial resources require thoughtful actions and decisions from managers. Some employees switched to a remote work format. Many citizens moved and resigned, which created a shortage of qualified personnel and the need to find new employees, etc.

The advantages of innovation development of enterprises in the conditions of war are increased competitiveness, reduced costs, opening of new markets, and increased stability. Innovation enables businesses to stay ahead of competitors and offer new products or services that meet market needs. The introduction of innovative technologies helps enterprises to reduce costs and optimize their processes, enter new markets and expand their client base. Innovation enterprises are better prepared for new challenges. Today, there is great potential for Ukraine in the development of military security and cyber security. Thus, compared to 2014, the field of military-technical solutions grew from 3 to 7 times, depending on the field. Ukrainian developments, tested and tested in conditions of full-scale war, may also be interesting for Western STATES because European countries and the USA are also ready to invest in improving security. Ukrainian IT companies have proven themselves at the global level as reliable partners, during the war, despite the risks and fears of global customers, they proved to the world their resilience, stability and desire to work and create new technological trends [1]. Modern investors usually choose companies with the potential to enter not only national but also international markets. There is a list of conditions for attracting investors. For example, the first requirement from projects is an idea capable of making a global contribution [8].

Analysis of recent research and publications. Many scientists consider innovation development as a process of increasing competitiveness and forming competitive advantages. Taking into consideration the diversity of economic views, it is important to clarify the elements of a strategy for promoting the innovation development of Ukrainian enterprises and key areas for the innovation development of enterprises with a focus on innovation.

Such scientists were engaged in the study of problems devoted to the content of innovation development of enterprises, Bezruchko A. [1], Borowiecki R. [2], Burton W. [3], Odnorog M. [5], Kruhlyakova V. [9], Maksymiv B. [10], Stephenson J. [6], Summers D. [7], Gavrilyuk M. [4] et al.

Despite numerous studies of foreign and national economists in the field of innovation management, we believe that these problems have not yet been sufficiently studied.

Research objectives. The article aims to outline the elements of a strategy for promoting the innovation development of Ukrainian enterprises in the context of war and to highlight the key areas for the innovation development of enterprises with a focus on innovation.

Research methods: analysis, synthesis, generalization induction and deduction to reveal the key areas and elements of a strategy for promoting the innovation development of Ukrainian enterprises.

Presenting main material. Business in Ukraine during the war is deprived of support in the form of access to credit at reduced rates, grant programs and tax benefits for new business ideas. Problems with logistics at customs points significantly affect the efficiency of work. There are difficulties with booking recruits, as the business may be left without qualified personnel, which is reflected in the company's performance.

Due to the situation in the country, businesses need to develop a development action plan and have sufficient stocks of goods and materials that are necessary for the innovation development of enterprises in case of new problems.

It is worth considering the possibility of investments, participation in government grants, as well as accumulating a sum of money as insurance in case of difficult and unexpected circumstances. It is impossible to predict the development of events, but experienced entrepreneurs understand that it is advisable to prepare in advance for various scenarios of the development of events.

Ukrainian businesses should pay attention to the possibility of diversifying the range of services or production products, exporting their products and entering European markets.

For enterprises that plan to sell their products abroad, scale up production and develop business, the government introduced the creation of a state catalogue of exporters. Any Ukrainian company that has an English-language website, an excellent reputation and does not conduct trade relations with Russia or Belarus can get into it. The government program provides an opportunity to apply for grants for businesses from scratch or existing enterprises. For example, the program "Your Own Business" is designed for a small company with the creation of one or more jobs. The entrepreneur will receive up to 250,000 hryvnias for the purchase of equipment, purchase of materials, payment of room rent, advertising and other expenses. Companies engaged in the processing of raw materials, and the production of furniture, clothing, fittings and other finished goods can apply for a grant of up to 8 million hryvnias, provided that 25 jobs are created. New enterprises in the field of digital technologies and innovations have the right to apply for participation in the grant in the amount of up to UAH 3.5 million. The grant is intended for payment of salaries, marketing, advertising, and new research. The program is under development and aims to increase IT exports and create 3 or more jobs [4].

For many enterprises, the state of war became a kind of impetus for revising the innovation development strategy. Analyzing risks and opportunities, choosing strategic directions for innovation development, and accumulating capital as a financial reserve have become an integral part of the work of modern enterprises in Ukraine.

The sources of formation of financial reserves are mainly internal sources: enterprises can set aside part of their profits for the creation of financial reserves, use depreciation deductions to replenish financial reserves, look for opportunities to save money, for example, by optimizing their costs or improving work efficiency [2; 3].

It is worth outlining the elements of a strategy to promote the innovation development of enterprises under these conditions:

1. Analysis of the situation and determination of priorities of enterprise activities [5]:
 - Risk and opportunity assessment. Identification of key risks impacting the business and new opportunities arising from the changing landscape.
 - Focus on critical areas. This includes the following areas with the greatest potential for innovation growth, such as logistics, security, and digital solutions.
2. Flexibility and adaptability of enterprises. Adaptation of enterprise products and services [6]:
 - Flexible business models. Developing a business model that can quickly adapt to changing conditions. For instance, shifting to online sales or remote work arrangements.
 - Product and service adaptation. Modification of products or services to meet the emerging needs of the market, such as producing essential goods or protective equipment.
3. Investment in technology for innovation enterprise development [9, 10]:
 - Digital transformation. Implementation of digital technologies to optimize business processes, including automation, cloud services, and data analytics.
 - Cybersecurity. Enhancing cybersecurity measures to protect data and infrastructure from increased threats.

4. Talent management and team development in a business environment:
 - Employee support. Ensuring the physical and psychological support for employees, including safe working conditions and access to mental health resources.
 - Training and development. Investing in upskilling and reskilling employees, particularly in new technologies and innovation practices.
5. Strategic partnerships and collaboration:
 - NGO and government collaboration. Seeking support and partnerships with NGOs, government bodies, and international organizations for joint projects.
 - Innovation ecosystems. Participating in clusters and innovation ecosystems to share knowledge and co-develop new solutions.
6. Innovation financing and new ideas [7]:
 - Diverse funding sources. Exploring alternative funding sources, such as grants, venture capital, and crowdfunding.
 - Cost optimization. Implementation of cost-saving measures to free up resources for innovation projects.
7. Strategic management together with all functions:
 - Long-term planning. Developing a long-term strategic plan that considers different scenarios and potential developments.
 - Continuous monitoring and adjustment. Regularly monitoring the implementation of plans and make adjustments based on real-time feedback and changing circumstances.

For the innovation development of enterprises, the following issues should be addressed in turn: shifting a part of production to essential goods manufacturing, implementation of remote work for administrative staff, strengthening cybersecurity to protect sensitive data, conducting training sessions on new technologies for production staff, providing the regular online mental health support sessions for employees. collaborating with local and international NGOs for raw material supply, engaging in joint projects with other companies to develop innovative products, attracting venture capital for innovation project funding, applying for international grants to expand production capacity, developing scenarios for potential developments and adaptation strategies, monitoring market conditions and adjusting business plans.

Let us highlight the key areas for innovation development of enterprises and focus on innovation:

1. Developing reliable and adaptable supply chain solutions to ensure continuous operations despite disruptions in the production process.
2. Focus on creating new products that meet the immediate needs of consumers.
3. Implementing and optimizing remote work technology to support productivity and collaboration between dispersed teams.
4. Use digital tools to maintain strong customer relationships and provide support through online platforms and social media.
5. Exploring environmental practices that can reduce costs and increase sustainability.

Conclusions. innovation development is not just about survival, but also about positioning enterprise for post-war recovery. By focusing on solutions relevant to the war's impact, optimizing resources, and collaborating with others, Ukrainian businesses can emerge stronger and more innovative. By adopting a comprehensive, adaptable strategy that prioritizes flexibility, technological investment, talent development, strategic partnerships, and continuous monitoring, businesses can not only survive but also thrive and innovate during the challenging times of war. This approach will help enterprises in Ukraine and similar conflict zones to remain competitive and resilient in the face of adversity.

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ІННОВАЦІЙНИЙ РОЗВИТОК ПІДПРИЄМСТВА ЗА УМОВ ВІЙНИ В УКРАЇНІ

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Анотація. Війна в Україні виробила безпрецедентні проблеми для підприємств, змушуючи їх адаптуватись до нової ситуації і впроваджувати інновації з метою виживання та розвитку. Однак, навіть у такі непрості часи, інновації постають

невід’ємним елементом розвитку, ключовим чинником досягнення успіху. Підприємства в Україні працюють за найскладніших обставин і мають бути готовими до будь-якого сценарію, розуміти необхідність інноваційного розвитку.

Мета статті – окреслити елементи стратегії сприяння інноваційному розвитку українських підприємств в умовах війни, виділити ключові напрями інноваційного розвитку підприємств з орієнтацією на інновації.

Методи дослідження: аналіз і синтез, узагальнення, індукція та дедукція для виявлення ключових напрямів та елементів стратегії сприяння інноваційному розвитку українських підприємств.

Окреслено елементи стратегії сприяння інноваційному розвитку підприємств в умовах війни в Україні: аналіз ситуації та визначення пріоритетів діяльності підприємств, гнучкість та адаптивність підприємств, адаптація продукції та послуг підприємства, інвестиції в технології. для інноваційного розвитку підприємства, управління талантами та розвитку команди в бізнес-середовищі, стратегічного партнерства та співпраці, фінансування інновацій та нових ідей, стратегічного менеджменту разом з усіма функціями.

Виокремлено ключові напрями інноваційного розвитку підприємств з фокусом на інновації: розробка надійних та адаптивних рішень ланцюга поставок для забезпечення безперебійної роботи, незважаючи на збої у виробничому процесі, зосередженість на створенні нових продуктів, які відповідають нагальним потребам максимальної кількості споживачів, впровадження, оптимізація технологій віддаленої роботи з метою підтримки продуктивності та співпраці між розрізненими командами, використання цифрових інструментів для забезпечення міцних і надійних стосунків із клієнтами та надання підтримки, з використанням онлайн-платформ та соціальних медіа, вивчення екологічних практик, які можуть зменшити витрати та покращити принципи сталого розвитку підприємств.

Ключові слова: стратегія, інноваційний розвиток, підприємство, інвестиції, технології, фінансування.

Стаття надійшла до редколегії 01.05.2024

Прийнята до друку 13.06.2024