

UDC 658.1:330

DOI: <https://doi.org/10.18664/btie.94.361532>

STRATEGY FOR DEVELOPING THE ECONOMIC GROWTH POTENTIAL OF AN ENTERPRISE IN CONDITIONS OF TURBULENCE

Buzetskyi I., Candidate of Economic Sciences

(Individual entrepreneur Buzetskyi I. H.)

ORCID: <https://orcid.org/0009-0002-6767-2138>

The article explores the theoretical and methodological principles of forming the potential for economic growth of an enterprise in the conditions of turbulence in the external environment. It is substantiated that the modern economy operates in conditions of permanent shock caused by military, energy and financial factors, as well as the transformation of consumer behavior and the digitalization of business processes. It is established that traditional management models are losing their effectiveness, which necessitates the transition to adaptive approaches to enterprise development. It is substantiated that the key drivers of the formation of the potential for economic growth are the digitalization of business processes, the development of human capital, increasing operational flexibility and ensuring financial resilience. It is proven that effective management of this potential requires a transition from static models of strategic planning to the concept of dynamic capabilities, which implies the ability of an enterprise to quickly reconfigure its resources, competencies and business models in accordance with changes in the external environment. On this basis, the conceptual foundations of the strategy for developing the economic growth potential of an enterprise are revealed, which is based on the integration of four key vectors: operational determination (Agile transformation), technological imperative and digital convergence, the development of cognitive potential and human capital, as well as the formation of strategic resilience and financial immunity, the synergy of which will contribute to the formation of an adaptive

business architecture capable not only of minimizing the negative impact of crisis phenomena, but also of transforming them into a source of competitive advantages for enterprises. It is determined that the implementation of this strategy will allow the formation of an integrated economic growth potential capable of ensuring flexibility, financial stability and technological competitiveness of the enterprise in conditions of high turbulence.

Keywords: *strategy, potential, economic growth potential, enterprises, tools, turbulence, digitalization.*

СТРАТЕГІЯ РОЗВИТКУ ПОТЕНЦІАЛУ ЕКОНОМІЧНОГО ЗРОСТАННЯ ПІДПРИЄМСТВА В УМОВАХ ТУРБУЛЕНТНОСТІ

Бузецький І., канд. екон. наук (ФОП Бузецький І. Г.)

У статті досліджено теоретико-методичні засади формування потенціалу економічного зростання підприємства в умовах турбулентності зовнішнього середовища. Обґрунтовано, що сучасна економіка функціонує в умовах перманентного шоку, зумовленого військовими, енергетичними та фінансовими факторами, а також трансформацією споживчої поведінки та цифровізацією бізнес-процесів. Встановлено, що традиційні моделі управління втрачають ефективність, що обумовлює необхідність переходу до адаптивних підходів розвитку підприємств. Обґрунтовано, що ключовими драйверами формування потенціалу економічного зростання є цифровізація бізнес-процесів, розвиток людського капіталу, підвищення операційної гнучкості та забезпечення фінансової резильєнтності. Доведено, що ефективно управління цим потенціалом потребує переходу від статичних моделей стратегічного планування до концепції динамічних здатностей, що передбачає здатність підприємства швидко реконфігурувати свої ресурси, компетенції та бізнес-моделі відповідно до змін зовнішнього середовища. На цій основі розкрито концептуальні основи формування стратегії розвитку потенціалу економічного зростання підприємства, яка базується на інтеграції чотирьох ключових векторів: операційна детермінація (Agile-трансформації), технологічна імперативність та цифрова конвергенція, розвиток когнітивного потенціалу й людського капіталу, а також формування стратегічної резильєнтності та фінансового імунітету, синергія яких сприятиме формуванню адаптивної бізнес-архітектури, здатної не лише мінімізувати негативний вплив кризових явищ, а й трансформувати їх у джерело конкурентних переваг підприємств. Визначено, що реалізація даної стратегії дозволить сформуванню інтегрований потенціал економічного зростання, здатний забезпечити гнучкість, фінансову стабільність та технологічну конкурентоспроможність підприємства в умовах високої турбулентності.

Ключові слова: *стратегія, потенціал, потенціал економічного зростання, підприємства, інструменти, турбулентність, цифровізація.*

Problem statement. The modern transformation of consumer behavior architecture of world and national economies associated with the digitalization of the economy. The modern consumer is characterized by a high level of awareness, sensitivity to price and demandingness for the quality of service and personalization. In addition, an additional burden is created by structural shifts in the transport and logistics

system caused by the war, which led to a significant increase in operating costs, in particular for energy, logistics and infrastructure, and significantly limit the development opportunities of enterprises. In addition to these challenges, the worsening shortage of qualified personnel has become a systemic threat, transforming human capital into a key strategic resource and requiring enterprises to transform the system of intangible motivation, develop corporate culture and invest in personnel training. In parallel, large-scale digitalization (E-commerce, integration of artificial intelligence, automation of warehouse and transport logistics) has turned from a competitive advantage into an alternative survival condition, under which even a slight ignoring of the innovative vector of development by enterprises leads to an irreversible loss of market positions and competitiveness. Under such conditions, traditional, inertial management models demonstrate functional unsuitability, since they do not provide the necessary dynamics of adaptation and necessitate the formation of economic growth potential. It is the latter, in conditions of turbulence, that acts as the integrated ability that allows enterprises not only to mitigate the consequences of crisis phenomena, but also to proactively transform internal business processes to ensure strategic stability and competitiveness in conditions of extreme uncertainty.

Analysis of recent research and publications. The scientific understanding of the content and tools for forming the potential for economic growth of enterprises was devoted to the research of such scientists as Azaman I., Amosha O., Zhydkov O., Arefieva O., Bohma O., Ganekho I., Gitis T., Dykan V., Korytko T., Opikunova N., Piletska S., Shvets E. and others [1-8]. These scientists formed a theoretical and methodological foundation that reveals the essence of economic potential as a complex system of resources and capabilities of the enterprise. In their works, considerable attention is paid to the mechanisms of strategic management, the

assessment of competitiveness and the identification of internal factors that ensure the increase in production rates. Paying tribute to the scientific achievements of the above-mentioned authors, it is worth noting that in conditions of turbulence, when traditional growth strategies face a critical shortage of resources, changing logistics vectors and the need for accelerated digital transformation, there is a need to rethink the traditional system of strategizing the potential of economic growth by integrating adaptive management mechanisms, digitalization of business models and prioritizing the development of human capital as a key stabilizing factor.

The purpose of the article is to reveal the key provisions of the strategy for developing the potential of economic growth of an enterprise in conditions of turbulence.

Presentation of the main material. Modern enterprises operate in an environment characterized by a high level of turbulence. Turbulence is understood as the instability and unpredictability of external and internal factors that affect the activities of the enterprise and can manifest themselves in rapid changes in market conditions, fluctuations in exchange rates, political and economic crises, technological breakthroughs, as well as in the transformation of consumer preferences [9]. In such conditions, traditional methods of strategic planning lose their effectiveness, and enterprises need new approaches to forming a strategy for developing the potential for economic growth.

The strategy for developing the potential for economic growth of an enterprise in turbulent conditions should be based on the principles of flexibility, adaptability and innovation. It should take into account not only economic indicators, but also social, technological and environmental aspects. The key task is to create a management model that allows the enterprise to quickly respond to changes and use them as a source of new opportunities.

The central element of such a model is the dynamic ability of the enterprise to transform its own structure and resource

portfolio. In conditions when the life cycle of competitive advantages is shortened, the management of economic growth potential is shifting from the plane of “exploitation of existing assets” to the plane of “generation of new competencies” and involves a transition from rigid hierarchical systems to network management structures, where the speed of decision-making on the ground prevails over bureaucratic accuracy.

An important component of the updated approach is the digital immunization of business [10]. It consists not only in the automation of routine operations, but in the creation of a data-centric ecosystem, where real-time analytics allows you to stay ahead of market trends. Thus, growth potential ceases to be a static value recorded in financial statements, and becomes intellectual capital that is able to generate value even in times of crisis.

In addition, resource resilience acquires special importance. Potential management should be aimed at forming adaptability reserves: diversification of supply chains, financial “cushion” and multifunctionality of personnel. Instead of striving for maximum efficiency at any cost (which often makes the system fragile), enterprises should choose the path of anti-fragility, where each external shock becomes a catalyst for internal renewal and entry into a new stage of the economic cycle.

Ultimately, the success of a strategy for developing potential in turbulent conditions is determined by management’s ability to integrate strategic vision with operational flexibility, transforming uncertainty from a threat into a strategic resource for scaling the business.

The objective complexity of modern business functioning in conditions of high uncertainty requires a revision of traditional management paradigms. If in a stable economy, strategic planning was based on extrapolation of past trends into the future, today such an approach becomes destructive, since it does not take into account the

nonlinearity of market processes.

Under such circumstances, managing the potential for economic growth is transformed from a process of simple accumulation of resources into a complex system of building the internal strength of the enterprise. It is about forming an intellectual and operational architecture of the business, which will allow it to be flexible, financially stable and technologically modern in a world where change is the only constant.

Modern enterprises are forced to exist in an environment with an extremely high level of turbulence. This state is characterized not only by the instability of external and internal factors, but also by their complete unpredictability. The transformation of consumer preferences, technological breakthroughs that eliminate old business models, and acute political and economic crises create conditions under which the viability of an enterprise is determined not by the volume of its assets, but by the speed of their adaptation.

The logical consequence of this is the need to develop and implement a specific strategy for developing economic growth potential, which is based on the principles of antifragility and innovation. Such a strategy should integrate economic indicators with social and technological aspects, creating a management model that is able to convert risks into new market opportunities. The foundation of this strategy is the transition from static resource management to the formation of dynamic capabilities that allow reconfiguring potential in accordance with fluctuations in the external environment. Its key elements should be the following vectors of transformation of a trading enterprise (Fig. 1).

1 Strategic vector of operational determination (Agile transformation). A key aspect of the strategy is to ensure a high degree of operational mobility. This is achieved by implementing the Asset-Light model, which involves minimizing illiquid non-current assets in favor of flexible infrastructure solutions.

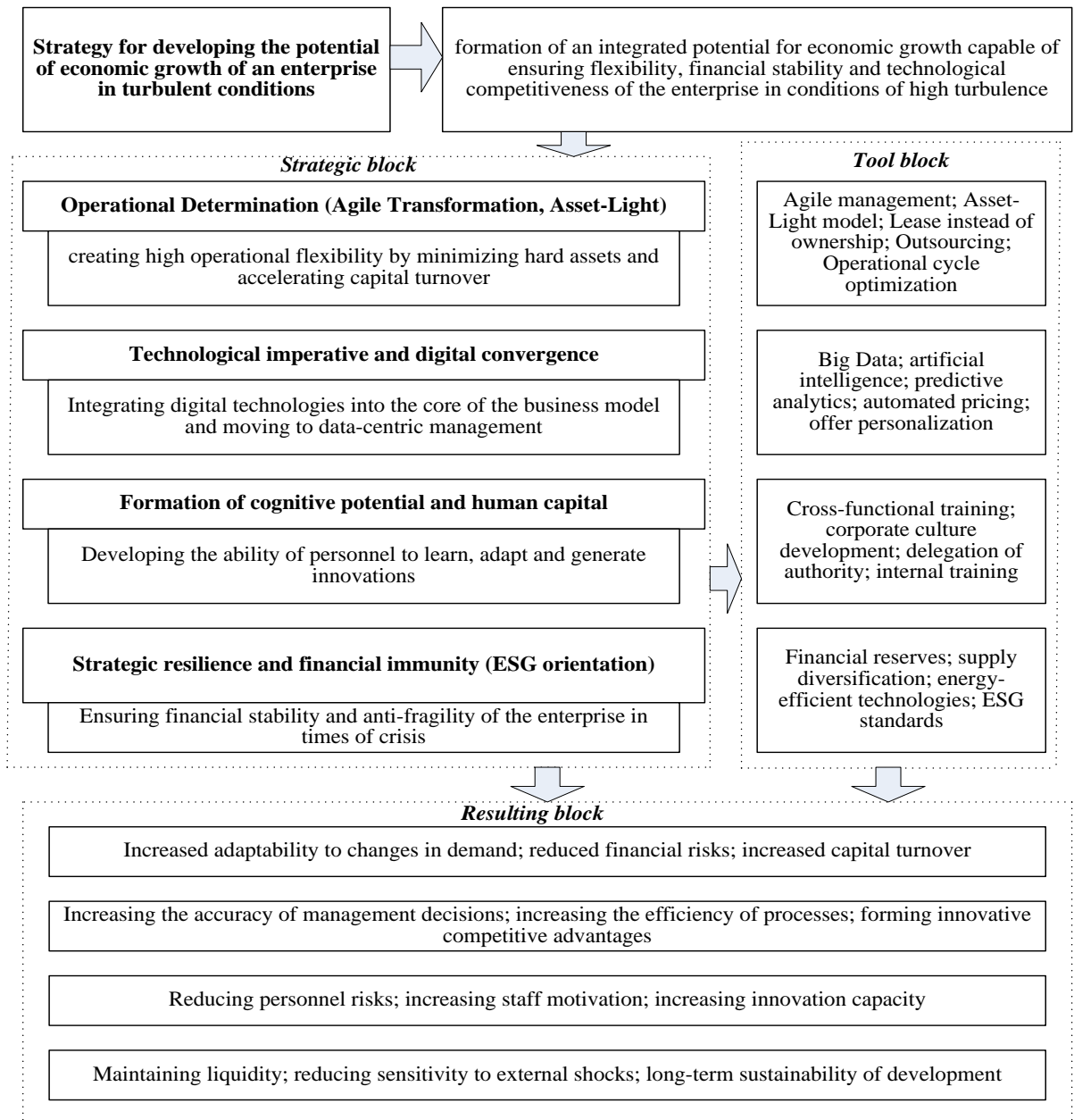


Fig. 1. Key provisions of the strategy for developing the economic growth potential of a trading enterprise in turbulent conditions

Within this vector, the strategy focuses on optimizing the operating cycle and ensuring high capital turnover, which minimizes financial risks during periods of sharp decline in market demand. The operational determination vector is based on the principles of Agile transformation, which involves the transition from rigid hierarchical management models to flexible, adaptive systems. In this context, the Asset-Light model is used, which focuses on minimizing low-liquid non-current assets (for example, excess real estate or

warehouse space) and replacing them with flexible infrastructure solutions - leasing, outsourcing, partner services [11]. Ensuring a high degree of operational mobility of the enterprise will allow:

- optimize the operating cycle, thereby reducing the time between the purchase and sale of goods, which ensures a quick response to changes in demand;

- increase capital turnover: the enterprise's assets are constantly operating in dynamics, which reduces the risk of their

freezing during periods of decline in market demand;

- reduce financial risks, because a flexible asset structure allows you to avoid significant losses in the event of sharp market fluctuations.

The implementation of the strategic vector of operational determination allows the enterprise to: increase adaptability to market changes, ensure the stability of financial flows, create a basis for long-term economic growth even in periods of turbulence. That is, Agile transformation through the Asset-Light model becomes the foundation of the enterprise's operational strategy, which allows you to combine flexibility, efficiency and stability in a changing environment [12].

2 Technological imperative and digital convergence. In modern conditions of economic development of enterprises, the technological imperative becomes a key factor of competitiveness, which involves the integration of digital potential into the core of the business model. This means that data, algorithms and digital platforms are transformed into a strategic resource that determines the efficiency of management and the ability of the enterprise to grow. Formation of a strategy for the development of economic growth potential requires the creation of a data-centric ecosystem, where all management decisions are based on predictive analytics and artificial intelligence. Such an ecosystem allows:

- to forecast consumer demand and behavior;
- to optimize logistics and warehouse processes;
- to form an assortment policy in accordance with local needs;
- to provide personalized offers for customers in real time.

The transition to the concept of “algorithmic retail” means that key business decisions (assortment, pricing, marketing campaigns) are made automatically, based on algorithms, in real-time management mode. This ensures maximum compliance of the offer with current market demands, flexible pricing

depending on the competitive environment, reduction of risks of excess inventory and increase of efficiency of use of working capital. It is the implementation of technological imperative and digital convergence that ensures increase of accuracy of management decisions, increase of efficiency of business processes, formation of innovative competitive advantage, creation of the basis for long-term economic growth even in turbulent environment. Thus, technological imperative and digital convergence become the strategic core of the modern trading enterprise, turning data into a key asset and ensuring its sustainability and development.

3 Formation of cognitive potential and human capital. In conditions of turbulence of the external environment, human resources become the main source of innovation and adaptability. It is the personnel, their competencies and ability to learn quickly that determine the competitiveness of a commercial enterprise. Therefore, the strategy for developing the potential for economic growth should be aimed at the formation of cognitive potential and the effective use of human capital. The key task is the transformation of the personnel management system in the direction of developing intellectual liability – the ability of employees to quickly adapt to new conditions, change professional roles and generate innovative solutions. This involves the formation of a culture of continuous learning, the development of critical thinking and creativity, and the stimulation of teamwork and knowledge exchange. An important tool is the implementation of cross-functional training programs that allow employees to master related competencies and perform various functions depending on the needs of the enterprise. This approach increases the flexibility of the organization; reduces the risks of personnel imbalances, and creates conditions for the formation of multidisciplinary teams.

The strategy involves the delegation of strategic initiatives to lower levels of the hierarchy, which ensures the involvement of employees in the decision-making process, increased motivation and responsibility, and

the development of self-organization of the system, which is critically important in crisis situations. Thus, human capital, combined with cognitive potential, becomes the strategic core of the development of a trading enterprise, ensuring its ability to innovate and survive in a turbulent environment.

4. Vector of strategic resilience and financial immunity. The financial component of the strategy for developing the enterprise's economic growth potential in turbulent conditions should be aimed at maintaining the optimal balance between profitability and liquidity. This means that the enterprise must simultaneously ensure the profitability of its activities and have a sufficient level of financial flexibility to respond to unforeseen changes in the market environment.

An important element is the creation of strategic adaptation reserves that act as "shock absorbers" for external shocks. Such reserves may include: financial funds to cover unforeseen costs; insurance mechanisms to protect against risks; backup supply channels and diversification of partnerships, which allows the enterprise to maintain stability even during periods of sharp decline in demand or increase in the cost of resources.

At the same time, the strategy provides for investments in energy-efficient and environmentally sustainable technologies that comply with the ESG (Environmental, Social, Governance) principles, which ensures a decrease in the sensitivity of the enterprise to the increase in the cost of energy resources, optimization of energy consumption costs, formation of a positive image of a responsible business and increased investment attractiveness in the long term. Thus, financial immunity in combination with ESG orientation becomes a key factor in the strategic stability of a trading enterprise, allowing it not only to withstand crises, but also to lay the foundation for sustainable development in the future [13].

One of the key areas of the modern development strategy of enterprises is the combination of financial immunity with an orientation towards ESG (Environmental, Social, Governance) principles. Due to such

integration, the company not only protects itself from crisis phenomena, but also forms long-term competitive advantages due to a responsible attitude towards the environment, society and corporate governance.

Environmental dimension (Environmental). Investments in energy-efficient and environmentally sustainable technologies allow the enterprise to: reduce dependence on traditional energy resources; reduce energy consumption costs; reduce risks associated with fluctuations in energy prices. Thus, environmental orientation becomes not only a matter of image, but also a tool for economic stability [13].

Social dimension (Social). The development of ESG strategy involves creating a comfortable and safe environment for consumers and employees, supporting a culture of responsible consumption and building public trust in the company as a socially responsible business [13].

Governance dimension (Governance). Corporate governance, built on the principles of transparency and responsibility, ensures effective investment decision-making, compliance with international standards of corporate ethics, and increases the company's investment attractiveness in the long term, which becomes a guarantee of business stability and predictability [13]. It is worth noting that the combination of financial immunity with ESG orientation creates strategic sustainability of the enterprise, as it forms the ability to withstand crises (economic, energy, environmental); ensures cost optimization and increased resource efficiency; contributes to the creation of a positive image, which opens access to new markets and partnerships; lays the foundation for sustainable development in the future.

Financial immunity in combination with the ESG approach turns into an integral mechanism of strategic stability, allowing enterprises not only to protect themselves from external threats, but also to actively form competitive advantages, ensuring a balance between economic benefit, social responsibility and environmental safety.

The proposed strategy for developing the potential of economic growth of an enterprise in turbulent conditions is based on four interrelated vectors: operational determination, technological imperative, cognitive potential and strategic resilience. Their integration creates a holistic management system that allows the enterprise not only to resist crisis phenomena, but also to use them as a source of new opportunities. The implementation of this strategy allows the enterprise to form a unique competitive advantage – the ability to advance transformation, which is a fundamental prerequisite for sustainable economic growth in conditions of global instability.

Conclusion. Thus, the modern business environment is characterized by a high level of turbulence, caused by a combination of military, economic, energy and technological challenges, which led to a change in approaches to managing economic growth. It is argued that the potential for economic growth in conditions of uncertainty is transformed from the category of resource provision into a complex integrated ability of the enterprise for continuous transformation, innovative development and ensuring strategic sustainability. It is substantiated that the key drivers of the formation of the potential for economic growth are the digitalization of business processes, the development of human capital, increasing operational flexibility and ensuring financial resilience. It is proven that effective management of this potential requires a transition from static models of strategic planning to the concept of dynamic capabilities, which implies the ability of the enterprise to quickly reconfigure its resources, competencies and business models in accordance with changes in the external environment. On this basis, the conceptual foundations of a strategy for developing the economic growth potential of an enterprise are proposed, which is based on the integration of four key vectors: operational determination (Agile transformation), technological imperative and digital convergence, the development of cognitive potential and human

capital, as well as the formation of strategic resilience and financial immunity, the synergy of which will contribute to the formation of an adaptive business architecture capable of not only minimizing the negative impact of crisis phenomena, but also transforming them into a source of competitive advantages for enterprises.

REFERENCES

1. Ajaman I. A., Zhidkov O. I. (2018). Sutnist' ta struktura ekonomichnoho potentsialu pidpryyemstva [The essence and structure of the economic potential of the enterprise]. *Economy and State*. No. 4. P. 22-25. URL: http://www.economy.in.ua/pdf/4_2018/7.pdf.
2. Amosha O., Bryukhovetska N., Buleev I. (2020). Industry as a Dominant in the Formation of an Ukraine's Self-Sufficient Economy [Industry as a Dominant in the Formation of an Ukraine's Self-Sufficient Economy]. *Economic Bulletin of Donbass*. No. 4 (62). P. 30-37. DOI: [https://doi.org/10.12958/1817-3772-2020-4\(62\)-30-37](https://doi.org/10.12958/1817-3772-2020-4(62)-30-37).
3. Arefieva O. V., Piletska S. T., Zabolotna D. V. (2020). Stratehichni resursy zabezpechennya ekonomichnoho potentsialu v konteksti intehratsiyno-dyversyfikatsiynoho rozvytku pidpryyemstva [Strategic resources for ensuring economic potential in the context of integration and diversification of enterprise development]. *Business Inform*. P. 398-404. DOI: <https://doi.org/10.32983/2222-4459-2020-11-398-404>
4. Bogma O., Ganechko I., Lyamar V. (2022). Ekonomichnyy potentsial pidpryyemstva: zmist ta klyuchovi kharakterystyky [Economic potential of an enterprise: content and key characteristics]. *Bulletin of the Kyiv National University of Trade and Economics*. No. 141 (1). P. 58-68. DOI: [https://doi.org/10.31617/visnik.knute.2022\(141\)04](https://doi.org/10.31617/visnik.knute.2022(141)04).
5. Gitis T. P., Bornikov A. S., Dupliakina S. V., Moroz S. O. (2021). Doslidzhennya suchasnoho stanu ekonomichnoho potentsialu promyslovykh

pidpryyemstv Ukrainy [Research into the current state of the economic potential of industrial enterprises of Ukraine]. *Economic Bulletin of Donbass*. No. 3 (65). P. 92–98. DOI: [https://doi.org/10.12958/1817-3772-2021-3\(65\)-92-98](https://doi.org/10.12958/1817-3772-2021-3(65)-92-98).

6. Dykan V. L. (2015). Kompleksnyy pidkhid do upravlinnya stiykym rozvytkom pidpryyemstv mashynobuduvannya [A comprehensive approach to managing the sustainable development of machine-building enterprises]. *Bulletin of the Economy of Transport and Industry*. No. 49. P. 11-18. DOI: <https://doi.org/10.18664/338.47:338.45.v0i49.50932>.

7. Piletska S., Korytko T., Lukarzhavska-Myalyk V. (2022). Ekonomichnyy potentsial rozvytku pidpryyemstva v systemi upravlinnya yoho bezpekoyu [The economic potential of enterprise development in the system of its safety management]. *Economy and Society*. No. 44. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/1791>. DOI: <https://doi.org/10.32782/2524-0072/2022-44-34>.

8. Opikunova N. V., Shvets E. V. (2017). Zastosuvannya systemnoho pidkhodu do formuvannya ekonomichnoho potentsialu pidpryyemstva [Application of a systemic approach to the formation of the economic potential of an enterprise]. *Scientific Bulletin of Uzhgorod National University. Series: International Economic Relations and the World Economy*. Issue 16. Part 2. P. 37-40.

9. Kotler F., Caslione J. (2009). Khaotyka: upravlinnya ta marketynh v epokhu turbulentnosti [Chaos: Management and Marketing in the Age of Turbulence] / ed. T. V. Spivakovskaya, S. V. Spivakovsky; trans. from English. Kyiv: Khimzhest, PLASKE. 208 p. (in Ukrainian)

10. Top Strategic Technology Trends for 2023. *Gartner: website*. URL: https://higherlogicdownload.s3.amazonaws.com/SIMNET/3c7e7dc2-4f7b-4789-bbaa-c45d1bca08cf/UploadedImages/Top_Strategic_Technology_Trends_for_2023.pdf.

11. Agile transformation. *ProdPad: website*. URL: <https://www.prodpad.com/glossary/agile-transformation/>.

12. Asset-light model. *VCBeast Venture Capital Glossary: website*. URL: <https://vcbeast.com/venture-capital-glossary/asset-light-model>.

13. Environmental, Social and Governance (ESG). *PwC: website*. URL: <https://www.pwc.com/im/en/issues/esg--environmental--social--governance-.html>.

ПЕРЕЛІК ВИКОРИСТАНИХ ДЖЕРЕЛ

1. Ажаман І. А., Жидков О. І. Сутність та структура економічного потенціалу підприємства. *Економіка та держава*. 2018. № 4. С. 22-25. URL: http://www.economy.in.ua/pdf/4_2018/7.pdf.

2. Amosha O., Bryukhovetska N., Buleev I. Industry as a Dominant in the Formation of an Ukraine's Self-Sufficient Economy. *Економічний Вісник Донбасу*. 2020. № 4 (62). С. 30-37. DOI: [https://doi.org/10.12958/1817-3772-2020-4\(62\)-30-37](https://doi.org/10.12958/1817-3772-2020-4(62)-30-37).

3. Ареф'єва О. В., Пілецька С. Т., Заболотна Д. В. Стратегічні ресурси забезпечення економічного потенціалу в контексті інтеграційно-диверсифікаційного розвитку підприємства. *Бізнес Інформ*. 2020. С. 398–404. DOI: <https://doi.org/10.32983/2222-4459-2020-11-398-404>.

4. Богма О., Ганечко І., Лимар В. Економічний потенціал підприємства: зміст та ключові характеристики. *Вісник Київського національного торговельно-економічного університету*. 2022. №141 (1). С. 58–68. DOI: [https://doi.org/10.31617/visnik.knute.2022\(141\)04](https://doi.org/10.31617/visnik.knute.2022(141)04).

5. Гітіс Т. П., Борніков А. С., Дулякіна С. В., Мороз С. О. Дослідження сучасного стану економічного потенціалу промислових підприємств України. *Економічний вісник Донбасу*. 2021. № 3 (65). С. 92–98. DOI: <https://doi.org/10.12958/1817->

3772-2021-3(65)-92-98.

6. Дикань В. Л. Комплексний підхід до управління стійким розвитком підприємств машинобудування. *Вісник економіки транспорту і промисловості*. 2015. № 49. С. 11-18. DOI: <https://doi.org/10.18664/338.47:338.45.v0i49.50932>

7. Пілецька С., Коритько Т., Лукаржевська-Мялик В. Економічний потенціал розвитку підприємства в системі управління його безпекою. *Економіка та суспільство*. 2022. № 44. URL: <https://economyandsociety.in.ua/index.php/journal/article/view/1791>. DOI: <https://doi.org/10.32782/2524-0072/2022-44-34>.

8. Опікунова Н. В., Швець Є. В. Застосування системного підходу до формування економічного потенціалу підприємства. *Науковий вісник Ужгородського національного університету*. Серія: Міжнародні економічні відносини та світове

господарство. 2017. Вип. 16. Ч. 2. С. 37-40.

9. Котлер Ф., Касліоне Дж. Хаотика: управління та маркетинг в епоху турбулентності / за ред. Т.В. Співаковської, С.В. Співаковського; пер. з англ. Київ : Хімджест, ПЛАСКЕ, 2009. 208 с.

10. Top Strategic Technology Trends for 2023. *Gartner: website*. URL: https://higherlogicdownload.s3.amazonaws.com/SIMNET/3c7e7dc2-4f7b-4789-bbaa-c45d1bca08cf/UploadedImages/Top_Strategic_Technology_Trends_for_2023.pdf.

11. Agile transformation. *ProdPad : website*. URL: <https://www.prodpad.com/glossary/agile-transformation/>.

12. Asset-light model. *VCBeast Venture Capital Glossary : website*. URL: <https://vcbeast.com/venture-capital-glossary/asset-light-model>.

13. Environmental, Social and Governance (ESG). *PwC : website*. URL: <https://www.pwc.com/im/en/issues/esg--environmental--social--governance-.html>.

Стаття надійшла 06.04.26

Стаття прийнята до друку після рецензування 23.04.26

Стаття опублікована (оприлюднена) 29.05.26