

# **ECONOMY OF ENTERPRISE AND CORPORATE GOVERNANCE: MODERN INTEGRATION PROCESSES**

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## **MANAGEMENT OF THE DEVELOPMENT OF THE BALANCED POTENTIAL OF ENTERPRISES IN THE CONDITIONS OF THE KNOWLEDGE ECONOMY**

Under the conditions of the unceasing development of crisis phenomena in the economy of Ukraine, the unpredictability of the dynamics of social processes, military actions in the country, the effective activity of enterprises, their ability to adapt is one of the key factors in ensuring the stability of functioning and forming the prerequisites for the progressive development of the economy of Ukraine as a whole. The lack of a well-founded mechanism for managing the balanced development potential of enterprises has led to the emergence of economic and social problems: worsening of the deficit of working capital; low level of competitiveness and attractiveness for foreign investments; lack of an effective policy aimed at stimulating the growth of financial resources; insufficient level of financial potential and economic base.

Taking into account the fact that the internal source of the enterprise's development is its potential, that is why systematic and complex studies of the patterns of functioning, development mechanisms, factors of formation and mechanisms for realizing the balanced potential of enterprises, awareness of their results and application in practice are a necessary condition for the effective operation of the entire national economic complex of the country. Current issues of researching the problems of managing the balanced potential of enterprises at the current stage of economic development, transformation of social relations, formation of a knowledge economy, the signs of which are: a change in civilizational values, the growth of social consciousness, the strengthening of the human role in the management and

production of goods, the transformation of knowledge and information into a key production resource and the factor of development, awareness of the environmental threat that has reached the planetary level, the need for continuous innovative development. This indicates the growing importance of humanizing factors both in the activities of enterprises and in the environment surrounding them, and the need for a radical change in the logic and principles of forming and realizing their potential [2].

It is proposed to consider that the key factor in the management of the potential development of enterprises and an important condition for the enterprise to achieve the goal of functioning and the realization of its mission is to ensure the balance of potential components. The main factor in the balance of potential is the correspondence between the potential capabilities of the enterprise and the set development goals. The potential balance formed according to this scheme includes inter-element and intra-element balance [7].

In order to ensure the effective formation of capital and resources of the enterprise, as components of potential opportunities, a process-functional approach to balance can be used in practice. Balance provides a synergistic effect, since all potential components are in a complex relationship and interaction. A change in the value of one component causes automatic changes in other components, the level of which depends on the closeness of the connection, correlation, and mutual influence [4].

The proposed components of potential opportunities take into account the innovative, informational, knowledge and environmental component, which in the conditions of the development of modern society is the key to the successful implementation of the company's strategy, minimizing the risks of both operational and financial and investment activities. It should be noted that the selected components of potential opportunities of the second level of decomposition can be expanded, since, for example, such components as innovative, informational, and financial are present in all elements of the second level [6].

The human factor in the conditions of the formation of the knowledge economy becomes decisive in the formation of the company's potential. Actually, it is the human factor that activates the company's potential, turning it into potential. In addition, the globalization processes taking place at the current stage of society's development make new demands on the workforce in terms of its qualifications, general education level, and mobility. Knowledge management is aimed at forming the knowledge component of the company's potential capabilities. The level of financial results and competitiveness of the enterprise depends on the sufficiency, innovativeness and structure of the knowledge potential [1].

The main elements of the knowledge component of potential opportunities of enterprises: professional, general, environmental knowledge;

value characteristics of the individual – maturity of the individual; personality qualities (character traits); intuition; the ability to think logically; communication potential; ability and ability to learn; ability for self-development; ability to work in a team; the ability to use integrated knowledge [3].

In modern enterprises, the implementation, maintenance and development of the knowledge management system creates a solid foundation for the effective transformation of information into a strategic intangible asset of the enterprise. It represents the specific, unique, rare knowledge possessed by each individual employee of the company, and is a key factor of success in the competitive struggle in the conditions of the development of the "new" economy.

Implementation of the knowledge management system contributes to the realization of the following tasks [5]:

1) implementation and development of information technologies for corporate knowledge management on a scale that takes into account the needs and capabilities of a specific enterprise;

2) personnel development, exchange of knowledge and acceleration of their assimilation;

3) ensuring timely organizational changes and overcoming resistance to these changes among personnel;

4) integration of knowledge about the enterprise and its business environment;

5) ensuring maximum transparency of the company's information flows for personnel, taking into account the requirements of information security and confidentiality. The formed set of tools for the formation and realization of the potential of enterprises has an integral effect on the results of the enterprises' activity, forms a synergistic effect, the components of which include economic, ecological and social effects.

Prospects for the development of the potential of enterprises can be positive, and the implementation of the formed set of measures will achieve the desired result only under the condition of absolute, unwavering, general observance of the specified principles by all interested parties. In order to implement all the mentioned areas of development of the potential of transport enterprises, it is necessary for the management of enterprises, the industry and the state to realize the responsibility for the development of transport and its transformation into intentions and real actions.

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