

FACTORS OF ENTERPRISE DEVELOPMENT IN THE CONTEXT OF ECONOMIC INTELLECTUALIZATION

Yana Salo¹

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Economic intellectualization is shaping fundamentally new conditions for enterprise functioning, where the key driver of development is no longer material resources, but the ability to create, accumulate, and effectively utilize knowledge. The growing role of intellectual capital, the digitalization of business processes, and the transformation of value creation structures necessitate a reconsideration of traditional approaches to enterprise development. Under these conditions, there is a shift from a resource-based development model to an intellectual-oriented one, in which enterprise competitiveness is determined by the level of human capital development, innovation capacity, and the effectiveness of knowledge management. This implies that traditional development factors are losing their dominant role, giving way to complex intangible drivers. At the same time, business practice reveals significant imbalances in the use of intellectual resources, manifested in the insufficient integration of human capital into strategic management systems, the fragmentation of innovation processes, and the limited use of knowledge management tools. This reduces the efficiency of enterprise performance and constrains their capacity for sustainable development. In this context, there is a growing need for a systematic study of the factors of enterprise development in the context of economic intellectualization, which would enable a comprehensive understanding of the mechanisms through which intellectual and innovation-driven factors influence enterprise development.

Enterprise development should be considered as a complex, multidimensional process of transforming its resource, organizational, and intellectual potential, aimed at achieving long-term efficiency and competitiveness [1]. In this context, development factors should be interpreted not merely as a set of internal and external conditions, but as key driving forces that determine the direction, intensity, and quality of changes in enterprise activities. Traditional approaches to identifying enterprise development factors are predominantly based on a resource-oriented paradigm, within which material, financial, and production factors dominate. However, the deepening of economic intellectualization processes leads to a substantial transformation

¹ Odesa National Economic University, Ukraine

of this paradigm, shifting the focus toward intangible and intellectual factors that form the foundation of modern economic growth. Within the intellectual-oriented approach, enterprise development factors can be interpreted as an integrated system of interrelated elements, including human capital, innovation potential, digital technologies, knowledge management mechanisms, and organizational flexibility. Their interaction ensures the enterprise's ability to generate new knowledge, adapt to dynamic environmental changes, and develop sustainable competitive advantages. The generalized structure of enterprise development factors is presented in Table 1.

Table 1

**System of Enterprise Development Factors in the Context
of Economic Intellectualization**

Group of factors	Content of factors	Impact on enterprise development
Human capital	knowledge, competencies, skills, creativity, ability to learn	ensuring innovation activity, increasing labor productivity, formation of intellectual potential
Innovation factors	research and development activities, development of new products and technologies, innovation activity	formation of competitive advantages, renewal of product portfolio, increased market adaptability
Digital factors	digitalization of business processes, use of IT technologies, data analytics	optimization of activities, improvement of management efficiency, acceleration of decision-making
Organizational factors	flexibility of organizational structure, corporate culture, management approaches	ensuring enterprise adaptability, increasing efficiency of internal processes
Knowledge management	accumulation, storage, and transfer of knowledge, development of intellectual capital	ensuring continuity of development, improving the quality of managerial decisions, formation of sustainable competitive advantages

Source: developed by the author

The systematization of enterprise development factors makes it possible to move from their fragmented consideration to the formation of a holistic understanding of the mechanisms ensuring enterprise development. The proposed structure reflects a shift in focus from traditional resource-based factors to intellectual and intangible drivers that determine the quality and dynamics of enterprise development. The identified groups of factors are interrelated and complementary, as the effectiveness of enterprise development

is shaped not by individual elements, but by the result of their integrated interaction. In particular, human capital serves as the foundation for the formation of innovation potential, digital technologies provide the instrumental support for its implementation, while effective knowledge management integrates the outcomes into the enterprise's strategic development system. A systemic approach to identifying enterprise development factors substantiates the necessity of their integrated management, which acts as a key prerequisite for ensuring effective enterprise development in the context of economic intellectualization.

Economic intellectualization leads to significant changes in the structure and nature of the impact of enterprise development factors, manifested in a shift from material-resource-based to intellectual and intangible drivers. This transformation redefines their role and establishes a new logic for ensuring enterprise development. Human capital acquires the status of a key strategic factor, as it determines the enterprise's ability to generate knowledge, foster innovation, and adapt to change. Innovation factors evolve into a continuous process that permeates all areas of enterprise activity and ensures its ongoing renewal. Digitalization acts as a catalyst for transformation, facilitating the transition to data-driven management, improving the efficiency of business processes, and accelerating decision-making. At the same time, organizational factors evolve toward more flexible and adaptive structures, enabling the effective implementation of innovation. Knowledge management integrates these factors by ensuring the accumulation and effective use of the enterprise's intellectual potential as a foundation for its development [2]. Thus, the transformation of enterprise development factors necessitates a shift toward an integrated management model, in which intellectual, innovative, and digital drivers form a unified system for ensuring enterprise development.

The generalization of the research findings allows the logic of the influence of enterprise development factors in the context of economic intellectualization to be presented in the form of an integrated model that reflects the interrelationship between key drivers and development outcomes (Fig. 1).

The proposed model reflects a step-by-step process of the transformation of enterprise development factors under the influence of economic intellectualization. It is based on the premise that external transformational processes lead to changes in the structure of development factors, within which intellectual and intangible drivers gain priority. The key factors – human capital, innovation, digitalization, and knowledge management – form an integrated system, the interaction of which ensures the achievement of intermediate outcomes, including increased productivity, adaptability, and innovativeness of the enterprise. The combined effect of these outcomes

determines the enterprise's capacity for effective development, the formation of competitive advantages, and the achievement of sustainability.

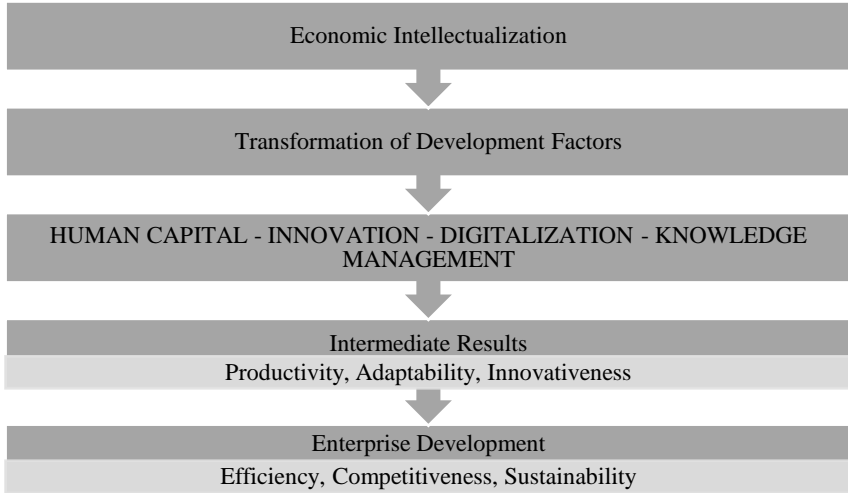


Fig. 1. Model of the Influence of Enterprise Development Factors in the Context of Economic Intellectualization

Source: developed by the author

Thus, enterprise development is determined by the transformation of the system of development factors under the influence of economic intellectualization, which leads to the increasing importance of intangible and intellectual resources. Human capital, innovation, digitalization, and knowledge management acquire key significance, forming an integrated system for ensuring enterprise development. The systematization and analysis of development factors have made it possible to substantiate their interrelationship and synergistic nature of influence, where development effectiveness is determined not by individual elements, but by the result of their integrated interaction. The proposed model reflects the logic of transforming development factors into strategic outcomes of enterprise activity and emphasizes the need to shift toward an integrated approach to their management.

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