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BUILDING COMPETITIVE ADVANTAGES FOR ENTERPRISES IN THE ECONOMIC DEVELOPMENT SYSTEM BASED ON INNOVATIVE MODELS

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This article examines the theoretical and methodological foundations for building competitive advantages for enterprises within the economic development system based on innovative models. The relevance of this topic stems from the need to enhance the operational efficiency of enterprises amid digital transformation and increasing competition. Innovation is a key factor in ensuring sustainable development, creating added value, and strengthening enterprises' market positions. The aim of this study is to substantiate and develop scientific and methodological approaches to building competitive advantages for enterprises by integrating innovative models into their economic development system. To achieve this goal, a set of general scientific and specialized methods was used, including systems analysis, economic and statistical methods, factor analysis. This article systematizes contemporary innovative models of enterprise development – specifically, technological, digital, platform-based, and ecosystem-based models – and identifies their role in shaping competitive advantages. It is demonstrated that the effective combination of these models contributes to increased productivity, the optimization of business processes, the scaling of operations, and the development of innovation ecosystems. It is argued that the key factor in the successful implementation of innovation models is the level of development of an enterprise's innovation potential, which includes resource, organizational, and intellectual components. A mechanism is proposed for integrating innovative models into the system for building a company's competitive advantages. The results indicate that innovative development models are a key factor in the long-term economic growth of enterprises and the formation of their sustainable competitive advantages.

Keywords: innovation potential; digital transformation; strategic management; innovation activities; corporate competitiveness.

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Introduction and formulation of the problem

The current stage of economic development is characterized by the deepening of globalization and digital transformation, as well as intensifying competition, which necessitates a reevaluation of traditional approaches to ensuring the economic development of enterprises. In this context, innovation is the key factor driving long-term growth, the establishment of sustainable competitive positions, and the enhancement of business structures' adaptability to external shocks. As noted in contemporary scientific research, the innovative activity of enterprises directly influences their ability to generate added value and strengthen their market positions [1].

The theoretical foundations of the relationship between economic development and innovation were first laid out in the works of J. Schumpeter, who established the role of innovation as a driving force behind economic dynamics [2]. This concept was further developed in the works of M. Porter, where

competitive advantages are viewed as the result of the effective use of resources, innovation, and strategic positioning of the enterprise [3]. In today's environment, these approaches are evolving under the influence of digitalization and the development of innovation ecosystems, which significantly expands the toolkit for building competitiveness [4; 5].

The relevance of the issue of building competitive advantages based on innovative models is heightened by the instability of the economic environment, the rise in technological risks, and the need for businesses to adapt quickly to change. Ukrainian scholars emphasize that the innovative development of enterprises is not only a factor in improving efficiency but also the foundation for ensuring their economic security and sustainability [6; 7]. In particular, studies by domestic authors confirm that the implementation of innovative business models contributes to the optimization of resource potential, increased productivity, and the strengthening of enterprises' competitive positions [8].

At the same time, recent studies indicate the growing role of digital technologies, artificial intelligence, and platform-based solutions in the transformation of economic processes. The use of digital tools enables enterprises not only to improve operational efficiency but also to create new sources of competitive advantage through innovative business models [9; 10]. In this context, the concept of dynamic capabilities takes on significant importance, emphasizing the ability of enterprises to quickly adapt to changes in the environment through the integration, development, and reconfiguration of internal and external competencies [1].

Contemporary research places particular emphasis on the development of enterprises' innovation potential as the foundation for ensuring their competitiveness. Domestic researchers emphasize that effective management of innovation potential enables enterprises to create unique competitive advantages that are difficult for competitors to replicate [11]. In this regard, it is also important to develop innovation ecosystems that bring together enterprises, research institutions, and government agencies to stimulate innovation.

Despite the significant number of scholarly works devoted to the study of innovative development and competitive advantages, a number of issues remain unresolved. In particular, the integration of innovative models into the economic development of enterprises remains insufficiently explored, and there is a lack of a comprehensive approach to assessing the effectiveness of building competitive advantages based on innovation. Furthermore, the relationship between innovative business models and the strategic development of enterprises in the context of the digital economy requires further research [12; 13; 14].

Thus, the relevance of this research topic stems from the need to develop theoretical and methodological foundations for building competitive advantages of enterprises based on innovative models within the framework of their economic development.

Purpose of the article

The purpose of this article is to substantiate and develop scientific and methodological approaches to building competitive advantages for enterprises through the implementation of innovative development models.

To achieve this goal, the following research objectives have been identified:

– to sum arize theoretical approaches to economic development and competitive advantages;

– to examine modern innovative models of enterprise development;

– to develop a mechanism for integrating innovations into the system of building competitive advantages;

– to substantiate directions for improving the effectiveness of enterprises' economic development.

The proposed approach allows for a deeper scientific understanding of the role of innovations in building competitive advantages and lays the groundwork for developing effective strategies for enterprises' economic development in modern conditions.

Presentation of the main material

Contemporary academic discourse on the economic development of enterprises is increasingly focusing on the role of innovation models as a key tool for building competitive advantages. An analysis of recent studies indicates that the innovative vector of development is viewed not only as a factor in improving operational efficiency but also as a fundamental condition for ensuring the sustainability of enterprises in a dynamic economic environment [7].

Ukrainian scholars have made a significant contribution to the development of the theoretical foundations of innovative enterprise development, focusing on the transformation of traditional management models under the influence of digitalization. In particular, the works of Prof. A. M. Tkachenko substantiates the need to use economic and statistical tools to formulate enterprise development strategies in the context of e-commerce, which allows for more well-founded management decisions [12]. In another study by the same author, the importance of enterprises adapting to the innovation economy through the integration of modern management approaches and strategic development

tools is emphasized [13].

O. V. Arefieva and D. Yu. Dolzhenko have made significant scientific contributions to the study of innovative development in enterprises; they propose a comprehensive and adaptive approach to managing innovation activities that takes into account the interaction of internal and external factors [6]. A similar position is held by R. L. Lupak, N. V. Nakonechna, and O. Z. Mykytyna, who define innovative development as a systemic process requiring the coordination of strategic and tactical decisions [15].

An important area of research is the study of factors influencing the competitiveness of enterprises. In particular, O. O. Kuzmenko and D. Krul identify innovation factors as key drivers of growth in enterprises' competitive positions under current conditions [14]. N. V. Reznikova examines competitive advantages in the context of globalization processes, emphasizing the importance of strategic flexibility and adaptability [16].

Contemporary research also emphasizes the need to develop integrated models of innovative development. T. V. Serbina proposes conceptual approaches to constructing such models that account for the interconnection between innovative activity and enterprises' economic performance [7]. D. S. Davydov and V. A. Varvashchenko justify the feasibility of using innovation strategies as the basis for the long-term development of enterprises [8].

A promising area of research is the study of innovation ecosystems, which serve as an environment for the generation and implementation of innovations. In particular, A. Tkachenko emphasizes that the effective functioning of innovation ecosystems contributes to increasing the competitiveness of enterprises [12].

In the international academic literature, the issue of building competitive advantages based on innovation is examined from the perspectives of strategic management and the theory of dynamic capabilities. In particular, D. J. Tice emphasizes that a firm's ability to rapidly adapt and integrate innovations is a key condition for building sustainable competitive advantages [1]. M. Porter, in turn, views competitive advantages as the result of the effective use of innovations and the strategic positioning of a company [3].

Contemporary research also emphasizes the role of digital transformation in building competitiveness. For instance, S. Zheng and Y. Zhou argue that the digitalization of business processes contributes to improving the efficiency of enterprises and creating new sources of competitive advantages [9]. S. Brunswicker and M. Prietula emphasize the importance of innovation ecosystems in the development of digital innovations [4].

An important area of contemporary research is the use of artificial intelligence as a tool for economic development. In their work, T.-H. Ng and co-authors demonstrate that the implementation of AI technologies contributes to increased innovation activity and economic growth of enterprises [10]. Reports by international organizations, notably the OECD and WIPO, confirm the key role of innovation in ensuring long-term economic development and enhancing the competitiveness of national economies [5; 17].

At the same time, despite the significant body of research, it should be noted that there are certain gaps in the scientific understanding of this issue. In particular, the integration of innovative models into the economic development of enterprises remains under-researched, and there is no unified methodology for assessing the effectiveness of building competitive advantages based on innovation. Furthermore, the mechanism of interaction between innovative business models and strategic enterprise management in the digital economy requires further substantiation [12; 13].

Thus, the analysis conducted indicates a high level of scientific interest in the problem of innovative development and the formation of competitive advantages, while highlighting the need for further research aimed at developing comprehensive approaches to integrating innovative models into the system of economic development of enterprises.

The methodological foundation of the study is based on a combination of modern theoretical concepts of economic development, innovation, and strategic management of enterprises' competitive advantages. Given the complexity and multidimensionality of the subject matter under study, the work employs an integrated approach that combines elements of systemic, institutional, and resource-based approaches, as well as the concept of an enterprise's dynamic capabilities [1; 3].

The theoretical foundation of this study is based on the principles of the innovation theory of economic development, according to which innovation is a key factor in the formation of new competitive advantages and the transformation of economic systems [2]. In this context, modern approaches to the formation of an innovation-driven economy, based on the use of knowledge, digital technologies, and intellectual capital, are also taken into account [5].

To achieve the set goal, a combination of general scientific and specialized research methods was used. In particular, the method of scientific abstraction was applied to generalize theoretical approaches to defining

the essence of innovative models of economic development and the competitive advantages of enterprises [6; 15]. The method of systems analysis allowed us to consider the enterprise as a complex open system that functions under the influence of external and internal factors and requires adaptive management of innovation processes [7].

Economic and statistical methods were used to assess the impact of innovation activity on indicators of enterprises' economic development. In particular, methods of descriptive statistics, correlation, and regression analysis were applied to identify relationships between the level of innovation activity and indicators of competitiveness [11; 12]. This allowed for a quantitative justification of the importance of innovation in the formation of competitive advantages.

To conduct an in-depth analysis of the structure of competitive advantages, we employed factor analysis, which enabled us to identify the key factors influencing the economic development of enterprises and to determine the significance of innovative components within the overall system of competitiveness building [14; 16].

To study the relationship between innovation models and the economic performance of enterprises, the structural equation modeling (SEM) method was applied, which allows for simultaneously accounting for multiple dependencies between variables and assessing complex cause-and-effect relationships [7; 9]. This approach is particularly relevant in the context of the digital transformation of the economy, where the interaction of factors is nonlinear. A comparative analysis was used to compare various innovative models of enterprise development (technological, digital, platform-based, and ecosystem-based) to determine their effectiveness in creating competitive advantages. This made it possible to identify the most effective models for current economic conditions. Particular attention was paid to the expert assessment method, which was used to determine the weight of individual indicators of innovative development and enterprise competitiveness. The use of this method made it possible to account for qualitative characteristics that cannot be directly measured quantitatively [8]. The research was based on statistical data from enterprises, analytical materials from international organizations, in particular the OECD and WIPO, as well as the results of contemporary scientific research in the field of innovative development and competitiveness [5; 17]. The use of these sources ensured the reliability and relevance of the results obtained. The application of a comprehensive methodological approach allowed for the formation of a holistic understanding of the mechanisms for creating competitive advantages for enterprises based on innovation models and ensured the scientific validity of the conclusions obtained.

The development of competitive advantages for enterprises in today's economic environment is based on the integration of innovative models into the strategic management system. As recent studies show, it is innovation that not only ensures increased operational efficiency but also fosters long-term resilience to external challenges and transformations in the market environment [1; 6]. In this context, the key task is to develop a comprehensive mechanism that combines innovative potential, strategic management, and the enterprise's competitive advantages.

It should be noted that innovative models of enterprise development can be viewed as a complex of interrelated elements that ensure the creation, implementation, and commercialization of innovations. In particular, such models include technological, digital, platform, and ecosystem models, each of which has its own specific impact on the formation of competitive advantages [4; 7].

An important characteristic of innovation models is their ability to transform an enterprise's resource potential into sustainable competitive positions. According to the resource-based view, competitive advantages are formed on the basis of unique resources and competencies that are difficult for competitors to replicate [1; 3]. In this context, innovation serves as a tool for strengthening such resources through the implementation of new technologies, management approaches, and business models [11; 15].

Systematizing innovative models of enterprise development makes it possible to identify their key characteristics and their impact on economic development (Table 1).

Table 1

Comparative characteristics of innovative models of enterprise development

Model	Key feature	Source of competitive advantages	Economic impact
Technological	Implementation of new technologies	Improving productivity	Increased efficiency
Digital	Digitization of business processes	Management optimization	Cost reduction
Platform-based	Development of digital platforms	Business Scaling	Increase in revenue
Ecosystem-based	Integration with partners	Synergy of resources	Enhancing innovation

Source: authors' development based on data

As can be seen from the table, different models generate competitive advantages through various mechanisms; however, their common feature is a focus on innovation and adaptability to changes in the environment [9]. The digital transformation of enterprises is of particular importance, as it significantly changes approaches to building competitive advantages. The use of digital technologies allows enterprises to accelerate management decision-making, optimize business processes, and create new channels for customer interaction [5; 9]. Furthermore, the implementation of artificial intelligence technologies contributes to improved forecasting accuracy, process automation, and the development of new business models [10]. At the same time, the effectiveness of innovative development largely depends on the level of development of the enterprise's innovation potential. As researchers note, innovative potential encompasses the set of resources, competencies, and organizational capabilities that ensure an enterprise's capacity for innovative activity [11]. Managing this potential involves optimizing resource utilization, developing human capital, and fostering a supportive institutional environment [6]. This study proposes a mechanism for integrating innovative models into the system for building a company's competitive advantages (Table 2).

Table 2

Mechanism for building competitive advantages based on innovative models

Stage	Content	Instruments	Results
Diagnostics	Assessment of Innovation Potential	SWOT, factor analysis	Identifying opportunities
Strategy Development	Choosing an innovative model	Strategic analysis	Identifying areas for development
Implementation	Implementation of innovations	Digital tools, AI	Improving efficiency
Control	Evaluation of results	KPI, monitoring	Strategy adjustment

Source: authors' development based on data

The proposed mechanism is based on a phased approach to innovation implementation and ensures a systematic approach to building competitive advantages. Its key feature is the integration of strategic management and innovation activities, which aligns with the concept of an enterprise's dynamic capabilities [1].

Building competitive advantages in today's environment is impossible without considering external factors. Globalization, digitalization, and intensifying competition require enterprises to demonstrate a high level of adaptability and the ability to respond quickly to changes [16; 17]. In this context, the development of innovation ecosystems that facilitate interaction between enterprises and research institutions, government agencies, and other economic actors is crucial [4].

Thus, the research findings indicate that innovative development models are a key tool for building competitive advantages for enterprises. Their effective use enables increased economic efficiency, strengthened market positions, and long-term sustainability of enterprises in a dynamic environment.

Conclusions

The study demonstrates that innovative business development models serve as a key tool for building sustainable competitive advantages in today's dynamic economic environment. It has been demonstrated that traditional approaches to ensuring economic development are gradually losing their effectiveness, whereas the integration of innovation, digital technologies, and new business models forms a qualitatively new paradigm of enterprise management [5; 6]. It has been established that enterprises' competitive advantages are systemic in nature and are formed as a result of the interaction between innovative potential, strategic management, and the external environment. Innovations serve not only as a growth factor but also as a mechanism for enhancing adaptability, enabling enterprises to effectively respond to the challenges of globalization, technological change, and market instability [1; 3; 16].

The systematization of innovation models (technological, digital, platform-based, and ecosystem-based) has made it possible to identify their specific impact on the formation of competitive advantages. In particular, technological innovations contribute to increased productivity, digital innovations to the optimization of business processes, platform innovations to the scaling of operations, and ecosystem innovations to the creation of synergies between resources and knowledge [4; 7]. This confirms the advisability of their comprehensive use in the strategic development of enterprises.

It has been demonstrated that the key factor in the effectiveness of innovative development is the level of maturity of an enterprise's innovative potential, which includes resource, organizational, and intellectual components. Effective management of this potential

enables the creation of unique competitive advantages that are difficult for competitors to imitate [11].

The proposed mechanism for integrating innovation models into the system of building an enterprise's competitive advantages has proven its conceptual integrity and practical significance. Its use ensures the consistency of management decisions—from diagnosing innovation potential to monitoring the results of strategy implementation—which aligns with modern approaches to strategic management and the concept of dynamic capabilities [1; 12].

It has been proven that digital transformation and the use of artificial intelligence technologies significantly enhance the impact of implementing innovative models, ensuring increased operational efficiency, cost reduction, and the creation of new sources of added value [9; 10]. In this context, digitalization serves not only as an optimization tool but also as a strategic factor in competitiveness.

A synthesis of the study's findings has revealed that the development of competitive advantages based on innovative models is a continuous process that requires a systematic approach, the integration of internal resources and external opportunities, as well as the ongoing improvement of management mechanisms. Of particular importance is the development of innovation ecosystems that contribute to the intensification of innovation activities and the enhancement of the effectiveness of interaction among economic entities [4].

Thus, the achieved research objective – justifying scientific and methodological approaches to forming competitive advantages for enterprises based on innovative models – confirms that innovative development is a decisive factor in ensuring economic stability, competitiveness, and long-term growth of enterprises in modern economic conditions.

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ФОРМУВАННЯ КОНКУРЕНТНИХ ПЕРЕВАГ ПІДПРИЄМСТВ У СИСТЕМІ ЕКОНОМІЧНОГО РОЗВИТКУ НА ОСНОВІ ІННОВАЦІЙНИХ МОДЕЛЕЙ

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У статті розглядаються теоретичні та методологічні засади формування конкурентних переваг підприємств у системі економічного розвитку на основі інноваційних моделей. Актуальність цієї теми зумовлена необхідністю підвищення операційної ефективності підприємств в умовах цифрової трансформації та посилення конкуренції. Інновації є ключовим чинником забезпечення сталого розвитку, створення доданої вартості та зміцнення ринкових позицій підприємств. Метою даного дослідження є обгрунтування та розробка науково-методологічних підходів до формування конкурентних переваг підприємств шляхом інтеграції інноваційних моделей у систему їхнього економічного розвитку. Для досягнення цієї мети було використано комплекс загальнонаукових та спеціалізованих методів, зокрема системний аналіз, економічні та статистичні методи, факторний аналіз. У статті систематизовано сучасні інноваційні моделі розвитку підприємств – зокрема, технологічні, цифрові, платформні та екосистемні моделі – та визначено їхню роль у формуванні конкурентних переваг. Доведено, що ефективне поєднання цих моделей сприяє підвищенню продуктивності, оптимізації бізнес-процесів, масштабуванню діяльності та розвитку інноваційних екосистем. Стверджується, що ключовим фактором успішного впровадження інноваційних моделей є рівень розвитку інноваційного потенціалу підприємства, який включає ресурсний, організаційний та інтелектуальний компоненти. Запропоновано механізм інтеграції інноваційних моделей у систему формування конкурентних переваг компанії. Результати свідчать про те, що інноваційні моделі розвитку є ключовим фактором довгострокового економічного зростання підприємств та формування їхніх стійких конкурентних переваг.

Ключові слова: інноваційний потенціал; цифрова трансформація; стратегічне управління; інноваційна діяльність; конкурентоспроможність підприємства

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This article examines the theoretical and methodological foundations for building competitive advantages for enterprises within the economic development system based on innovative models. The relevance of this topic stems from the need to enhance the operational efficiency of enterprises amid digital transformation and increasing competition. Innovation is a key factor in ensuring sustainable development, creating added value, and strengthening enterprises' market positions. The aim of this study is to substantiate and develop scientific and methodological approaches to building competitive advantages for enterprises by integrating innovative models into their economic development system. To achieve this goal, a set of general scientific and specialized methods was used, including systems analysis, economic and statistical methods, factor analysis. This article systematizes contemporary innovative models of enterprise development – specifically, technological, digital, platform-based, and ecosystem-based models – and identifies their role in shaping competitive advantages. It is demonstrated that the effective combination of these models contributes to increased productivity, the optimization of business processes, the scaling of operations, and the development of innovation ecosystems. It is argued that the key factor in the successful implementation of innovation models is the level of development of an enterprise's innovation potential, which includes resource, organizational, and intellectual components. A mechanism is proposed for integrating innovative models into the system for building a company's competitive advantages. The results indicate that innovative development models are a key factor in the long-term economic growth of enterprises and the formation of their sustainable competitive advantages.

Keywords: innovation potential; digital transformation; strategic management; innovation activities; corporate competitiveness.

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