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**TRANSFORMATION OF THE INTELLECTUAL POTENTIAL OF THE
ENTERPRISE IN THE MODERN ECONOMIC CONDITIONS
ТРАНСФОРМАЦІЯ ІНТЕЛЕКТУАЛЬНОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВА В
СУЧАСНИХ УМОВАХ ГОСПОДАРЮВАННЯ**

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Abstract. Transformation of the intellectual potential of the enterprise means the process of changes and improvement of knowledge resources, skills, experience and creative abilities of the organization to increase its competitiveness and adaptability in the conditions of the modern market environment. This process is multifaceted and covers several key aspects: human resource development, knowledge management, innovation activity, intellectual assets, technological innovation. The purpose of the presented work is to determine the main features of the impact of transformational changes on the intellectual potential of the enterprise, taking into account digitalization and innovative changes. The methods used in the work: the method of analysis and synthesis to determine the components of the intellectual potential of the enterprise; comparison method for determining the impact of transformations; methods of induction and deduction to determine the features of intellectual potential, its changes under the influence of the transformation of the economic space; graphic method for visual display of presented research results. As the main results of the work, it is possible to present the following theses, which represent the impact of transformations on the development of intellectual potential: improving the qualifications of employees, training and training, developing leadership qualities, as well as creating conditions for creative self-realization; creation of a system that allows efficient collection, storage, distribution and use of knowledge in the organization; the enterprise's ability to generate new ideas and translate them into new products, services or processes; management and development of intangible assets, such as patents, trademarks, copyrights and other forms of intellectual property; introduction of modern information and communication technologies to support and develop intellectual potential. The essence of the transformation of intellectual potential lies in a comprehensive approach to knowledge and innovation management, which allows the enterprise not only to maintain its competitiveness, but also to actively develop, adapting to constantly changing market conditions. This requires strategic vision, investment in human capital and technology, and the creation of an enabling organizational culture that encourages continuous development and improvement.

Key words: intellectual capital, intellectual potential, innovations, transformations, digitalization, innovative changes, development of intellectual potential

Introduction.

The transformation of an enterprise's intellectual potential is an important aspect of its strategic development in modern economic conditions. In the light of globalization processes and the rapid development of information technologies, intellectual potential is becoming a key factor in the competitiveness and innovative ability of enterprises [4, 9, 10, 15]. Modern business conditions are characterized by rapid changes in the market, the growing role of knowledge and innovation, as well as the need to adapt to new challenges and opportunities.

The intellectual potential of an enterprise includes the knowledge, skills, experience, and creative abilities of its employees, as well as intellectual assets, such as patents, trademarks, copyrights, and other intangible resources [1, 2, 3, 6, 8]. The



successful transformation of this potential involves not only the preservation and development of existing knowledge and competencies, but also the introduction of new approaches to management, the creation of innovative products and services, as well as the effective use of modern technologies.

The main goal of this work is to analyze the processes of transformation of the intellectual potential of enterprises in the conditions of the modern market environment, to determine the main factors influencing this process, and to develop recommendations for its optimization. Special attention is paid to the study of the role of knowledge management, the implementation of innovative technologies, as well as the development of human resources as key components of intellectual potential.

In today's world, successful enterprises are those that are able to quickly adapt to changes, think innovatively and effectively use their intellectual potential. Therefore, the study of the transformation of the intellectual potential of the enterprise is extremely relevant and important for achieving sustainable economic development and competitiveness in the market.

The study of the intellectual potential of enterprises is one of the most relevant topics in modern economic science. This is due to the fact that in the conditions of globalization, technological progress and rapid changes in the market, intellectual potential becomes a decisive factor in the competitiveness and sustainable development of enterprises. That is why the presented research problems were reflected in the works of many famous scientists and economists, both foreign and domestic: R. Augustyn, E. Brooking, V. Verba, R. Voloshyn, B. Genkin, V. Glukhov, O. Grishnova, V. Inozemtsev, V. Kolot, B. Milner, K. Nilson, I. Novikova, O. Ovechkina, O. Petrov, P. Senj, O. Sobko, T. Stewart, O. Toffler, A. Ukrainets, P. Shiyan, V. Shcherbak and others.

The study of the intellectual potential of enterprises is a complex and multifaceted process that requires a complex approach and the integration of various methods and approaches. Despite the existing problems and challenges, the development of intellectual potential is a decisive factor for ensuring the long-term success and competitiveness of enterprises in the modern market environment. Further research should focus on the development of effective tools for the assessment, management and development of intellectual potential, as well as on the creation of favorable conditions for innovative activities.

Main text. In the conditions of rapid development of technologies, globalization and dynamic changes in the markets, the intellectual potential of the enterprise becomes a key factor in its competitiveness and sustainability. The transformation of this potential is a necessary condition for adaptation to modern challenges and opportunities arising in business conditions.

The intellectual potential of an enterprise in conditions of digitalization includes several key components that ensure its ability to innovate, adapt to rapidly changing market conditions, and maintain competitiveness. Digitization provides new opportunities for the development of each of these components, which significantly increases their effectiveness. That is why in Table 1 we will present the key characteristics of the transformation of intellectual potential under the influence of digitalization.



Table 1 – Features of the transformation of intellectual potential under the influence of digitalization

Feature	Characteristic
Human capital	
Knowledge and skills	High level of employee qualification, knowledge of modern digital technologies, ability to work with large volumes of data and analytical tools
Creativity	Ability to generate new ideas, creative thinking and innovative activities
Continuous learning	Continuous professional development and training in new technologies and work methods through trainings, courses, seminars
Structural capital	
Information systems and technologies	Modern IT infrastructures, software for managing business processes, systems for data processing and analysis
Knowledge management processes	Knowledge storage, organization and distribution systems that contribute to the effective exchange of information within the enterprise
Organizational culture	A culture that supports innovation, openness to change and digital transformation
Intellectual assets	
Patents and copyrights	Intellectual property, including patents, software copyrights, know-how and other technological developments
Trade marks	The reputation of the enterprise and its brands that have recognition in the market
Data bases	Systematized data, which is a valuable resource for making management decisions and developing new products and services
Client capital	
Customer relations	Established relationships with customers, high level of customer satisfaction and loyalty thanks to the use of digital technologies
Digital marketing	Using digital channels to promote products and services, analyzing customer data to improve the effectiveness of marketing strategies
Personalization of offers	Application of technologies to analyze customer behavior and create personalized offers
Innovative capital	
Research and development (R&D)	Investments in research and development of new technologies, products and processes
Innovative projects	Implementation of digital solutions for process automation, development of new business models and creation of innovative products
Partnerships and cooperation	Cooperation with universities, scientific institutions, other enterprises and startups for joint development and implementation of innovations

Source: compiled by the author based on [7, 11, 12, 13, 14]



All these components together form the intellectual potential of the enterprise, which in the conditions of digitalization not only retains its relevance, but also receives new opportunities for development and increased efficiency. Digital technologies make it possible to optimize processes, reduce costs, improve the quality of products and services, and quickly adapt to changes in the market.

The transformation of the intellectual potential of the enterprise in modern business conditions is a critical factor for ensuring its competitiveness and sustainability [11, 14]. This requires a comprehensive approach, which includes investment in human capital, development of corporate culture, implementation of modern technologies and stimulation of innovative activities. Effective management of these processes will allow enterprises to adapt to rapid changes and ensure their sustainable growth and development.

Summary and conclusions.

The transformation of an enterprise's intellectual potential in the context of digitalization is an important process that determines its ability to innovate and competitiveness in a rapidly changing market environment. Intellectual potential encompasses human capital, structural capital, intellectual assets, customer capital and innovation capital. Digitization opens up new opportunities for the development of each of these components, which allows enterprises to effectively use knowledge and technologies to achieve strategic goals.

The main conclusions of the research on the transformation of intellectual potential include:

- in conditions of digitalization, it is important to invest in training employees, developing their skills and stimulating creativity. Continuous learning and adaptation to new technologies are key to maintaining competitive advantages;
- modern information systems and technologies significantly increase the efficiency of knowledge management and business processes. An organizational culture that supports innovation and openness to change is critical to successful digital transformation;
- enterprises must actively manage and protect their intellectual assets, such as patents, trademarks and databases, to ensure long-term competitiveness;
- using digital technologies to improve customer relationships, personalize offers and analyze customer data are important aspects of successful transformation;
- investments in research and development (R&D), implementation of innovative projects and partnerships with other organizations contribute to the development of the innovative potential of the enterprise.

For the further development of research in the field of transformation of intellectual potential in the conditions of digitalization, the following areas can be proposed:

- development of more accurate and comprehensive methods of intellectual potential assessment, taking into account the specifics of digital technologies and their impact on various potential components;

- research of effective approaches to knowledge management in the context of digitalization, in particular, the use of artificial intelligence, machine learning and big data to optimize processes;



- studying the role of innovative ecosystems, which include universities, scientific institutions, startups and large companies, in the development of the intellectual potential of enterprises;

- analysis of the impact of various digital platforms and tools on the transformation of business processes, knowledge management and the development of innovation potential;

- research on the impact of digitalization on social aspects, such as changing the role of workers, the development of new forms of employment and adaptation to new working conditions;

- analysis of the economic efficiency of investments in digital technologies and their impact on the productivity, competitiveness and sustainability of enterprises.

Further research in these areas will help to better understand the processes of transformation of the intellectual potential of enterprises and develop effective strategies for their successful adaptation to the conditions of the digital economy.

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