

Conditions and factors of influence on the formation of enterprise potential in the knowledge economy

The definition of the concept of enterprise potential is revealed. The conceptual provisions for the consistent formation of enterprise potential are substantiated. The internal and external conditions for the formation of potential capabilities of enterprise are allocated. The goal of the socio-economic system in the context of the knowledge economy is defined.

Based on the interpretation of the definition of "enterprise potential", it can be generalised that it is an integral property of an enterprise, which determines the ability to meet the needs of society, is a consequence of the systemic interaction of the totality of enterprise processes and conditions of its functioning, which results from the activation of the potential capabilities of the enterprise through management to implement changes, and is implemented through the consistent achievement of the set goals, which in general ensures the development of the enterprise. Within the framework of a static approach to defining the content of the category "potential", the conceptual provisions for its consistent formulation are substantiated (Fig. 1).

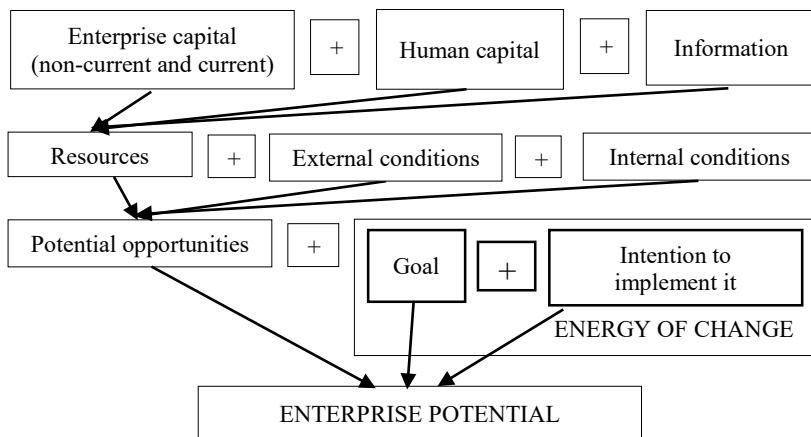


Fig. 1. Conceptual scheme of enterprise potential formation

According to this approach, the process of forming the enterprise potential at all stages includes the influence of factors related to human activity and increasing its role in value creation in the era of the knowledge economy. Fixed and working capital of an enterprise under the influence of a person (his/her professional knowledge,

skills, personal qualities) with the use of available information create enterprise resources. The latter, in turn, under the influence of external and internal conditions, formulate potential opportunities. Potential opportunities can be transformed into enterprise potential only under the influence of the goals set. If the available potential opportunities are used to achieve the set goals, a positive potential is formed; if the available potential opportunities are not used or are used contrary to the goals of the enterprise, a negative potential is formed, which reduces the enterprise's resources and capital.

It is necessary to dwell on the aspect of goal setting in more detail. The point is that the goals of an enterprise that are merely formulated by management either verbally or on paper have a low probability of effective implementation unless they are understood, realised and accepted as their own by all members of the team. The achievement of goals ensures maximum efficiency and productivity of each performer in the process of achieving them. Setting goals takes time. This process involves communicating the goals, providing reasonable consequences for achieving the goals, aligning the goals of all stakeholders, using an effective system of motivation for achieving the appropriate performance results, and establishing the appropriate position of each employee and a clear intention to achieve the goals. Some researchers call this process reframing the organisation.

It should be noted that the above conceptual framework for capacity building considers the momentary characteristics of the enterprise. Therefore, for example, such type of resources as investment resources in this scheme is transformed into fixed and working capital (in terms of already attracted resources), as well as into conditions for the formation of potential opportunities (in terms of the potential ability of the enterprise to attract additional resources).

The internal conditions that form the potential capabilities of an enterprise include the organisational structure of the enterprise, the motivation systems used, the level of the organisational culture of the enterprise, the level of its investment attractiveness, competitiveness, image, etc. External conditions include the competitive environment, investment climate, tax legislation, regulatory framework, political situation, etc. Potential opportunities can be transformed into the potential of an enterprise only if achievable goals are set, all team members accept them and formulate the intention to achieve them. Thus, the potential is defined as the potential capabilities of an enterprise activated for implementation by the conscious intention to achieve the goals.

Enterprise management is carried out through the implementation of four main functions: planning, organisation, motivation, and control. Effective implementation of these functions is facilitated by the coordination function, which provides a systematic relationship between the basic functions. The management process, as a process of implementing functions, is carried out in a certain sequence and to achieve a certain goal of the enterprise's activities. The basic stage that determines the entire further process of enterprise management is the stage of goal setting.

The goal of the socio-economic system in the knowledge economy is to ensure the most favourable conditions for the reproduction of the basic element of the system - the human being. The plan should ensure that the goals of the sub-systems of

different levels are coordinated and achieved within the established timeframe. In practice, management is ensured by decomposing the system goal into sub-goals and bringing them down to the subsystems of the lower levels of the hierarchy. And, as defined above, it is at this stage that the potential is formed, the value of which depends on the level of the goal. Therefore, optimisation of the goal setting process is very important. The goal should be realistic, achievable, provided with resources, quantifiable, have a specific timeframe for implementation, etc.

Conclusion. The managerial influence should be directed primarily at the enterprise (as a carrier of potential), not at its potential (since it is only a property of the socio-economic system that characterises the difference in its potential states). At the same time, the main task of enterprise management should be considered not to ensure the growth of potential, but to ensure the most efficient realisation of its potential.

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