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## BASIC PRINCIPLES OF FORMING THE ORGANIZATIONAL AND ECONOMIC SUPPORT FOR THE INNOVATIVE DEVELOPMENT OF ENTERPRISES IN THE TRANSPORT SECTOR

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БАЗОВІ ЗАСАДИ ФОРМУВАННЯ ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНОГО ЗАБЕЗПЕЧЕННЯ  
ІННОВАЦІЙНОГО РОЗВИТКУ ПІДПРИЄМСТВ СФЕРИ ТРАНСПОРТУ

***Complex and unpredictable circumstances facing the transport sector as a core component of the economy compel organizations involved in cargo and passenger transportation and providing related transport services to actively transform to maintain viability. To successfully adapt to new realities, businesses need to focus on implementing cutting-edge technologies and ensuring the flexibility of core processes. In this context, the importance of innovative development in the activities of transport enterprises cannot be underestimated, as innovations provide the necessary flexibility and adaptability, which are critically important in a rapidly changing market environment. The article aims to define the fundamental principles for forming the organizational and economic support for the innovative development of enterprises in the transport sector. The study emphasizes that transport enterprises ensure innovative development through innovations in the design of new vehicles and systems, optimization of transport processes, enhancement of energy efficiency, and improvement of road safety. It has been demonstrated that innovative development is not possible without proper organizational and economic support, which performs the function of sustaining focus on internal processes that promote innovative activities, as well as on external factors that create conditions for its activation. In the development context, such a focus means identifying the most important aspects of an issue or question to concentrate resources, time, and effort to achieve maximum effectiveness or results. It has been established that transport enterprises require organizational and economic support for innovative development, which will exist as a set of dynamic measures aimed at creating and maintaining conditions that directly influence the potential for enhancing competitiveness, the potential for increasing operational efficiency, reducing negative environmental impact, and meeting the rising needs of customers. As a result of the study, attention has been drawn to the appropriateness of distinguishing the following basic components of organizational and economic support for the innovative development of transport enterprises: strategic planning, innovative culture, innovation financing, and research and development activities.***

**Складні та непередбачувані обставини, в яких перебуває транспортна галузь як ключовий складник національної економіки, змушують організації, що займаються перевезенням вантажів і пасажирів, а також наданням супутніх послуг, пов'язаних з транспортом, активно трансформуватися для збереження своєї життєздатності. Для успішної адаптації до нових реалій таким підприємствам необхідно зосередитися на впровадженні новітніх технологій та забезпеченні гнучкості базових процесів. У цьому контексті значення інноваційного розвитку у діяльності підприємств сфери транспорту не можна недооцінювати, адже саме інновації забезпечують необхідну гнучкість та адаптивність, що є критично важливими в умовах швидко змінюваного ринкового середовища. Метою статті є визначення базових засад формування організаційно-економічного забезпечення інноваційного розвитку підприємств сфери транспорту. У дослідженні звернено увагу на те, що підприємства сфери транспорту забезпечують інноваційний розвиток через впровадження інновацій у розробці нових транспортних засобів і систем, оптимізації транспортних процесів, підвищення енергоефективності транспорту та безпеки дорожнього руху. Доведено, що інноваційний розвиток неможливий без належного організаційно-економічного забезпечення, яке реалізує функцію підтримки сталого фокуса на внутрішніх процесах, що сприяють інноваційній діяльності, а також на зовнішніх факторах, які створюють умови для її активізації. У контексті розвитку такий фокус означає виділення найважливіших аспектів проблеми чи питання, на яких потрібно сконцентрувати ресурси, час і зусилля для досягнення максимальної ефективності або результатів. Констатовано, що підприємства сфери транспорту потребують організаційно-економічного забезпечення інноваційного розвитку, яке існуватиме як комплекс динамічних заходів, спрямованих на створення і підтримку умов, що забезпечать безпосередній вплив на: можливість прирощення конкурентоспроможності, збільшення ефективності функціонування, зменшення негативного впливу на довкілля та задоволення висхідних потреб клієнтів. За змістом дослідження звернено увагу на доцільність виокремлення таких базових компонентів організаційно-економічного забезпечення інноваційного розвитку транспортних підприємств, як стратегічне планування, інноваційна культура, фінансування інновацій та науково-дослідна діяльність.**

*Key words: strategic planning; innovative culture; innovation financing; research and development activities; cargo and passenger transportation; logistics systems.*

*Ключові слова: стратегічне планування; інноваційна культура; фінансування інновацій; науково-дослідна діяльність; перевезення вантажів і пасажирів; логістичні системи.*

## PROBLEM STATEMENT

Given the increasing challenges posed by Russia's aggression against Ukraine (including the systemic restructuring of routes, logistics processes, and infrastructure) and the processes of globalization (the necessity for continuous adaptation of enterprises to new operational conditions), the organizational and economic support for the development of transport sector enterprises is becoming an increasingly significant focus for researchers. Undoubtedly, increasingly complex and unpredictable operational conditions are emerging, forcing organizations involved in cargo and passenger transportation, as well as in providing related transport services, not only to actively transform but also to resort to numerous innovative solutions to maintain their viability. In order to successfully adapt to new realities, businesses need to focus on implementing cutting-edge technologies and ensuring the flexibility of core processes. In this context, the importance of innovative development in the activities of transport enterprises cannot be underestimated, as innovations provide the necessary flexibility and adaptability, which are critically important in a rapidly changing market environment.

## THE ANALYSIS OF RECENT RESEARCHES AND PUBLICATIONS

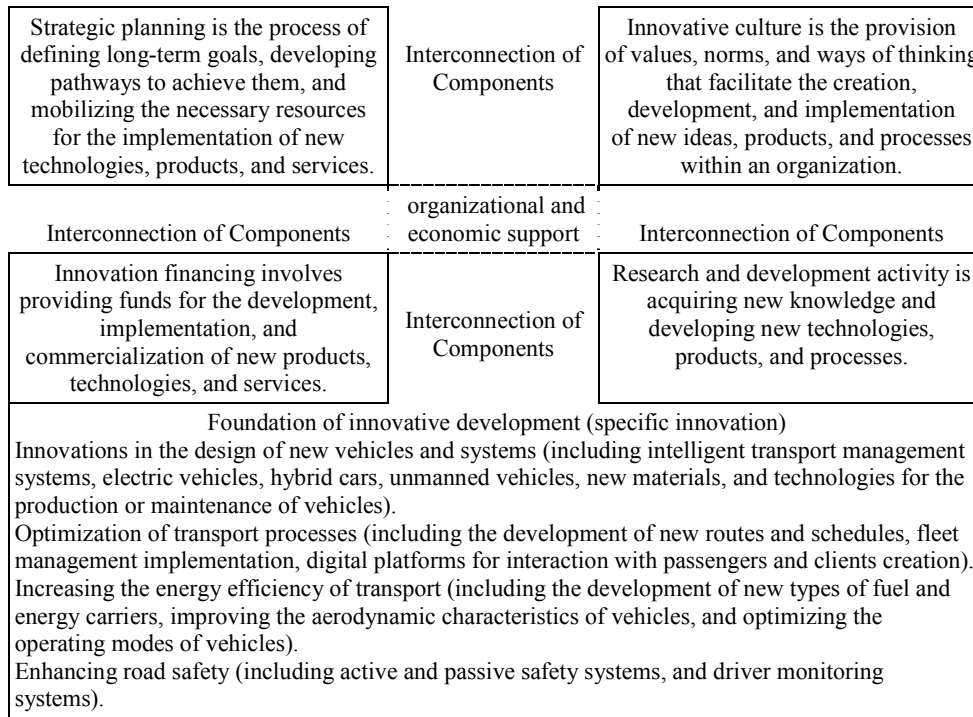
Despite the significant interest in the innovative development of transport enterprises, as evidenced by the works of researchers such as Vovk O. M., Abdhuseynova A. R., Dmytryk K. Yu., and Komchatnykh O. V., the issue of organizational and economic support for innovative processes in this field requires more detailed study. Most studies focus on characterizing risks and identifying promising directions, while the issue of forming an effective support system for innovations remains insufficiently explored.

## PURPOSE OF THE ARTICLE

The article aims to define the fundamental principles for forming the organizational and economic support for the innovative development of enterprises in the transport sector.

## THE PAPER MAIN BODY WITH FULL REASONING OF ACADEMIC RESULTS

Transport enterprises ensure the innovation of their development through specific innovations related to vehicles and systems, optimization of transport pro-



**Figure 1. Components of organizational and economic support for the innovative development of enterprises in the transport sector**

Source: formulated by the authors.

cesses, enhancement of energy efficiency, and road safety improvement [1; 5].

Firstly, innovations in the design of new vehicles and systems enable the implementation of more modern technologies, making transport more environmentally friendly and efficient. For example, innovations in design and materials, such as carbon fibers and aluminum, reduce vehicle weight, which decreases fuel consumption and increases energy efficiency [6].

Secondly, transport process optimization through automation and digital technologies contributes to increased productivity and reduced costs. For example, dispatch systems enable effective planning and coordination of routes, decreasing travel time and enhancing transportation productivity [4; 6].

Thirdly, the energy efficiency of transport reduces the impact on the environment, aligning with current trends in sustainable development. For instance, advancements in engine technologies, the introduction of alternative fuels, and the use of new materials decrease fuel consumption help [5—6].

Finally, innovations in road safety systems significantly reduce the risks of accidents and enhance safety for all road users.

Thus, innovative development is not possible without proper organizational and economic support, which serves to maintain a steady focus on internal processes that promote innovative activities, as well as on external factors that create conditions for their activation [1; 4]. In the context of any development, such a focus always means identifying the most important aspects of an issue or question on which to concentrate resources, time, and effort to achieve maximum effectiveness or results.

Thus, enterprises form their organizational and economic support for innovative development as a set of

targeted measures aimed at creating and maintaining conditions that will directly influence [1; 4]: 1) the potential for enhancing competitiveness. Indeed, innovations allow transport companies to offer higher quality, faster, and more cost-effective services; 2) the potential for increasing operational efficiency. Indeed, new technologies and the appropriate conditions for their implementation help optimize production processes, reduce costs, and enhance productivity; 3) reduction of negative environmental impact. Innovative solutions from transport enterprises contribute to the development of eco-friendly modes of transport and logistics systems; 4) meeting the growing needs of customers. It is worth noting that innovations enable the development of new products and services that meet the current consumer demands. Thus, the relevance of distinguishing core components for the organizational and economic support of innovative development in transport enterprises was established: strategic planning, innovative culture, financing of innovations, and research and development activities (see Fig. 1).

Indeed, strategic planning, as a component of the organizational and economic support for the innovative development of enterprises in the transport sector, involves the development of a long-term strategy [1]. Consequently, it allows these entities to define market position, anticipate future innovative changes, and outline the core actions needed to achieve those changes. According to modern strategic planning practices, this process is implemented through analysis of the external environment, evaluation of internal resources, determination of strategic innovation goals, development of innovative alternatives, selection of optimal innovations, creation of an innovation implementation plan, and monitoring and evaluation of the innovation implementation process. It is worth noting that

**Table 1. Characteristics and content of the main components of strategic planning for the innovative development of enterprises in the transport sector**

Component of strategic planning for innovations	Characteristics of the components of strategic planning for innovations	Impact on the content of organizational and economic support for the innovative development of enterprises
Analysis of the external environment	Study of trends in the transport market, competitors, technological changes, legislative regulations, and other factors that may impact the innovative activities of the enterprise.	Enables the identification of opportunities and threats, determines priority areas for innovative activities, and allows for adaptation to changes in the transport services market.
Evaluation of internal resources	Analysis of the strengths and weaknesses of the transport enterprise, its potential for innovation, and available resources (financial, human, and material).	Allows for the assessment of the transport enterprise's readiness for innovation and the identification of the resources necessary for the implementation of innovative projects.
Definition of strategic innovation goals	Setting specific, measurable, achievable, relevant, and time-bound goals related to innovative development.	Defines the direction of the transport enterprise's development, motivates employees, and allows for the assessment of the effectiveness of innovative activities.
Development of innovative alternatives	Creating various options for the innovative development of the transport enterprise to achieve the set goals.	Ensures the selection of the best solution and allows for consideration of various scenarios for innovative development.
Selection of optimal innovations	Justified selection of the format of innovations that best aligns with the capabilities and needs of the transport enterprise.	Defines priorities for investments, resources, and efforts.
Development of an innovation implementation plan	Creation of a detailed action plan that includes the identification of responsible persons, deadlines for task completion, and necessary resources.	Ensures effective coordination of innovative projects and monitors their implementation.
Monitoring and evaluation of the innovation implementation process	Regular monitoring of the implementation of strategic plans and making necessary adjustments.	Allows for the assessment of the effectiveness of innovative projects and makes necessary adjustments to the strategy.

Source: formulated by the author based on [1; 3; 5–6].

each component of strategic planning is interconnected [6]. For example, the results of the external environment analysis directly influence the formulation of strategic innovation goals. At the same time, the overall description and content of the main components of strategic planning for the innovative development of enterprises in the transport sector are presented in Table 1.

Indeed, strategic planning is not a static point but a dynamic cycle that ensures the continuous adaptation of transport enterprises to changes, provided that a developed innovative culture is in place.

Innovative culture, as a component of the organizational and economic support for the innovative development of enterprises in the transport sector, involves creating an atmosphere that fosters the generation of new ideas and their implementation [1]. This outlined culture is shaped through a system of leadership, values, communication, appreciation of ideas, tolerance for failure, continuous education, and the flexibility and adaptability

of all enterprise structures. More details on the components that are advisable for developing an innovative culture in a transport enterprise are presented in Table 2.

It is important to note that the innovative culture must continuously evolve through the joint efforts of the transport enterprise's management and all company employees. To this end, it is advisable to create an innovation center or a development department to encourage employees who propose interesting ideas and successfully implement them. For example, Uber's innovation center in 2022 supported and implemented an innovation for creating a driver evaluation system using machine learning algorithms (which currently enhances service quality), while the development department of Deutsche Bahn in 2023 supported and implemented an innovation utilizing big data to optimize train routes and schedules (which currently minimizes fuel and lubricant costs).

Financing of innovations, as a component of the organizational and economic support for the innovative development of transport enterprises, is formed through the active involvement of external resources (which include bank loans, venture capital investments, private investments, angel investments, and IPOs) and the creation of internal sources of financing for innovations (which consist of profits, depreciation allowances, and reserve funds) [2]. More detailed components for forming a system of financing innovations at a transport enterprise are presented in Table 3.

At the same time, it should be noted that at different stages of innovation development, both internal and traditional funding sources may be relevant.

However, the higher the level of risk, the more difficult it is to attract funding from internal and traditional sources (such as banks).

Therefore, the interaction of the outlined financing components is crucial, as it ensures a comprehensive approach to the financial support of innovations, which is a key factor for the successful innovative development of a transport enterprise [2]. Bolt exemplifies a company that effectively utilized a comprehensive approach to financing the development of its mobile app, enabling users to hail a taxi easily, anytime, and anywhere. At the initial stages of its development, Bolt used the founders' funds to develop a minimum viable product (MVP) and launch the service in test mode in Tallinn. To accelerate development and expand the geographical reach of its mobile app, Bolt attracted investments from experienced entrepreneurs who believed in the potential of the taxi-hailing app (angel investments). The increased popularity of Bolt caught the attention of venture capital funds for its mobile app. The investments

**Table 2. Components for developing an innovative culture in a transport enterprise**

Component of innovative culture	Characteristics of the components of innovative culture	Impact on the content of organizational and economic support for the innovative development of enterprises
Collaboration and openness	Creating an environment where employees feel free to express their thoughts, collaborate with each other, and engage with external partners.	Stimulates the generation of new ideas, promotes the exchange of knowledge and experience, and enhances the effectiveness of the development and implementation of innovations.
Tolerance for failure	Creating an atmosphere where mistakes are viewed as opportunities for learning and improvement rather than as reasons for punishment	Encourages employees to experiment and facilitates the quick identification and correction of mistakes
Appreciation of ideas	Systematic collection and evaluation of employee suggestions and identification of promising ideas.	Stimulates creativity, enhances employee engagement, and fosters a culture of continuous improvement.
Examples of leadership	Creating an environment in which the enterprise's management demonstrates commitment to innovation, supports new ideas, and encourages employees to implement them	Defines the directions for the enterprise's development, shapes the innovative culture, and motivates employees.
Flexibility and adaptability	Ensuring readiness for change and adaptation to new conditions. Management should be prepared to review its processes and structure to implement new ideas.	Facilitates quick responses to market changes, enhancing the competitiveness of the transport enterprise.
Continuous education	Creating conditions in which management supports continuous investment in employee training, providing them with access to new knowledge and technologies.	Improves employee qualifications, fosters the emergence of new ideas, and ensures readiness for the implementation of new technologies.

Source: formulated by the author based on [5—6].

raised allowed the implementation of new services (micromobility, food delivery) in the app. Meanwhile, to finance its operational activities, Bolt utilized bank loans. What's specific is that each subsequent funding source is used to achieve new goals and scale the business.

Research and development activities involve the transport enterprise directly conducting research aimed at developing new technologies and products [5]. This also

includes collaboration with research institutions and other companies for experience sharing and joint projects. These activities can be shaped through several means [5—6]:

- Establishing in-house research departments or laboratories;
- Implementing innovation management systems;
- Forming agreements for scientific and technical cooperation with universities and research institutes;

**Table 3. Components for forming a system of financing innovations at a transport enterprise**

Component of the innovation financing system	Characteristics of the components of innovation financing	Impact on the content of organizational and economic support for the innovative development of enterprises
Creation of internal sources of financing for innovations		
Profit	The portion of the enterprise's net profit that is systematically allocated for financing innovative projects.	Provides stable financing for innovations, promotes self-financing, and increases the financial independence of the enterprise
Depreciation allowances	Funds allocated for replacing worn-out equipment with new, more productive ones, used for financing innovative projects related to the modernization of production.	
Reserve funds	Funds created to cover unforeseen expenses, including financing promising but risky innovative projects.	
Active attraction of external resources		
Bank loans	Targeted loans provided by banking institutions to finance innovative projects on the terms of repayment, profitability, and timeliness.	Attracting funding for the implementation of large-scale innovative projects.
Venture capital investments, angel investments	Investments in promising but risky projects and technologies, as well as their commercialization.	Provides financing in the early stages of development of innovative projects.
Private investments	Investments from individual investors or other companies that are partners of the transport enterprise.	Provides funding for the development of partnership innovative projects.
IPO (Initial Public Offering)	Initial public offering (IPO) to attract large amounts of capital (which, however, requires high costs for preparation and implementation of the IPO).	Allows attracting significant amounts of funding for the implementation of large-scale innovative projects.

Source: formulated by the author based on [2; 4].

— Participating in joint projects with other industry enterprises;

— Utilizing services from incubators and accelerators, among other initiatives.

Through these components, research and development activities should address the current challenges faced by the enterprise while creating new opportunities for growth and development.

It is important to apply the outlined components (strategic planning, innovation culture, financing of innovations, and research and development activities) within an open system, as this not only facilitates the management of resources and processes that enable the implementation of innovative initiatives but also allows for real-time adjustments to the innovation development process.

### CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER EXPLORATION IN THIS DIRECTION

The study highlights that enterprises in the transport sector ensure innovative development through innovations in the design of new vehicles and systems, optimization of transport processes, enhancement of energy efficiency, and improvement of road safety. In this regard, the following conclusions have been drawn:

1. It has been demonstrated that innovative development is impossible without adequate organizational and economic support, which fulfills the function of maintaining a sustainable focus on internal processes that promote innovative activity and on external factors that create conditions for its activation. In the context of development, such a focus means identifying the most important aspects of a problem or issue on which to concentrate resources, time, and efforts to achieve maximum effectiveness or results.

2. It has been noted that transport enterprises require organizational and economic support for innovative development, which will exist as a complex of dynamic measures aimed at creating and maintaining conditions that ensure a direct impact on opportunities for increasing competitiveness, opportunities for enhancing operational efficiency, reducing negative environmental impacts, and satisfying the growing needs of customers.

3. As a result of the research, attention has been drawn to the appropriateness of distinguishing such basic components of the organizational and economic support for the innovative development of transport enterprises as strategic planning, innovative culture, innovation financing, and research and development activities. It is important to note that these components should be applied within an open system, as this not only facilitates the management of resources and processes that ensure the implementation of innovative initiatives but also allows for real-time adjustments to the innovative development of transport enterprises.

The prospects for further research lie in the development and implementation of effective models for the organizational and economic support of innovative development in transport enterprises,

which take into account the dynamics of internal and external factors. Additionally, it involves studying the impact of these components on enhancing competitiveness and sustainable development in the industry.

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