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OPTIMIZATION OF INNOVATION STRATEGY MANAGEMENT IN ENTERPRISES

The purpose of this paper is to examine the current state of innovation activity in Ukrainian enterprises, to identify systemic barriers impeding its effective implementation, and to substantiate a set of tools and organizational mechanisms for optimizing innovation strategy management under wartime and post-conflict conditions. The study employs methods of systems analysis, structural-functional and comparative analysis, classification and generalization, and tabular presentation of results. It is established that innovation strategy optimization is a systematic process of improving organizational approaches to developing, implementing, and managing innovation in order to fully unlock competitive potential. The study finds that Ukraine's innovation ecosystem remains underdeveloped relative to EU standards; however, wartime conditions have accelerated digital transformation, creating a unique environment of necessity-driven innovation. Five groups of innovation barriers are systematized – financial, human capital, managerial, regulatory, and infrastructural – with targeted overcoming mechanisms identified for each, including international grant attraction, Agile methodology adoption, EU-aligned legislative reform, and development of technology parks. Six categories of innovation management tools are classified: strategic planning (Stage-Gate), portfolio management (Innovation Ambition Matrix), resource allocation (real options valuation), performance measurement (Innovation Scorecard), digital transformation (Agile development), and open innovation collaboration platforms. A phased implementation logic is substantiated, progressing from innovation audits and cross-functional team formation through pilot projects to broader organizational scaling. It is determined

that effective optimization requires an integrated use of internal organizational mechanisms and external support instruments, including national programs, EU initiatives (Horizon Europe, EU4Digital), and resources of international financial institutions (EBRD, USAID). It is projected that Ukrainian enterprises successfully implementing these optimization strategies will attain EU-comparable innovation performance levels by 2030, while maintaining competitive advantages in emerging technology sectors and achieving integration into global innovation ecosystems.

Keywords: innovation activity, management optimization, innovation strategy, Ukrainian enterprises, innovation barriers, Stage-Gate, Agile, innovation portfolio, digital transformation, competitiveness.