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MECHANISM OF INNOVATIVENESS DEVELOPMENT OF CONFECTIONERY ENTERPRISES UNDER UNCERTAINTY CONDITIONS

The article substantiates the theoretical, methodological and applied principles of forming an adaptive-oriented mechanism for the development of innovativeness of confectionery enterprises in conditions of uncertainty of the macroenvironment. It is shown that modern transformation processes in the food industry are accompanied by extreme turbulence, destructive challenges of the VUCA world, infrastructural instability, personnel shortage and a significant change in the structure of consumer demand, which actualizes the need to find new tools to ensure the viability of the business.

The need to transition from classical, static management methods to the formation of a complex three-level mechanism is proven, which ensures the integration of the corporate, business level and functional blocks into a single adaptive management system on the basis of continuous updating of the assortment, technologies and marketing strategies.

The influence of uncertainty factors on the financial and economic stability of confectionery enterprises is revealed and the role of alternative sources of financing, in particular state and international non-returnable grant programs, in minimizing investment risks of R&D activities is substantiated. At the same time, the significance of the spatial-geographical and economic-legal differentiation of the territories of Ukraine was determined, which allowed us to distinguish the specifics of the functioning of enterprises in the front-line and rear economic zones.

A toolkit for preliminary typification of business entities was proposed by constructing a matrix of innovativeness parameters based on multidimensional cluster analysis. The essence of the mechanism for developing innovativeness as a dynamic, adaptive and multilevel system of managerial influence was clarified, combining methods of fiscal optimization, D2C ecosystems, digital marketing communication channels and grant-budget support tools in order to capitalize on market asymmetries in favor of the enterprise.

A structural and logical scheme of the mechanism was presented, which is closed on a single target core and ensures the flexibility of the assortment matrix, technological readiness of production for the greening of packaging according to EU regulations, digitalization of sales and stable integration of the domestic confectionery business into the European economic space. The proposed

mechanism allows enterprises to transition from reactive survival to strategic advance and the formation of long-term competitive advantages.

Keywords: development mechanism, enterprise innovation, confectionery industry, uncertainty, VUCA, digitalization, grant funding, D2C model, spatial differentiation, adaptation.