

## SYSTEMATIZATION OF PRINCIPLES FOR ASSESSING ENTERPRISE POTENTIAL

Oles Honchar Dnipro National University

**Abstract.** *The article is devoted to the analysis of the principles of assessing the potential of an enterprise in the conditions of modern turbulence and martial law in Ukraine. The need for the transformation of traditional approaches with the inclusion of strategic orientation, predictive orientation and the principle of resilience, which ensures the adaptability and stability of the enterprise, is substantiated. The presented systematization of principles serves as a tool for integrating potential assessment into the process of strategic management of enterprise development.*

**Keywords:** *enterprise potential, potential assessment, strategic management, resilience, adaptability, enterprise development.*

The relevance of creating a development strategy for modern Ukrainian enterprises in today's conditions is extremely high, since they operate in conditions of multidimensional turbulence. Full-scale war, the introduction of martial law, significant destruction of infrastructure, limited access to resources, frequent power outages and disruptions to logistics chains create an extremely complex external environment. In these conditions, enterprises cannot rely only on traditional approaches to planning and management; to ensure survival and sustainable development, a systemic and adaptive strategy based on an assessment of the enterprise's potential is needed. Assessing the potential of an enterprise today is transforming from an isolated analytical procedure into a key tool for forming and substantiating a development strategy. It allows taking into account not only internal resources and operational efficiency, but also external challenges, including the personnel crisis, shortage of qualified specialists, limited supply capabilities and energy instability.

In addition, modern approaches to assessing potential allow enterprises to proactively respond to crisis factors, predict possible risks and determine strategies for their minimization. This creates the basis for more flexible management in conditions of high uncertainty, allows you to optimize the use of limited resources and form development strategies that take into account both socio-economic and technological aspects, as well as the need to adapt to military and crisis circumstances. As a result, the integration of potential assessment into strategic planning becomes not only desirable, but also a critically necessary condition for ensuring the sustainability and development of modern Ukrainian enterprises.

At the same time, the complexity of the modern environment and the multiplicity of crisis factors indicate that traditional principles of assessing the potential of an enterprise are insufficient for comprehensive strategic planning. Enterprises operating in conditions of martial law, lack of qualified personnel, limited energy supply and disrupted logistics chains require approaches that take into account not only available resources and financial indicators, but also flexibility, adaptability and the ability to quickly respond to external challenges. This creates the prerequisites for the conceptual expansion of traditional assessment methods, when they begin to perform not only an analytical, but also a strategic function, becoming a tool for substantiating and forming long-term directions of enterprise development. Such a transition from a classical to an integrated approach forms a natural bridge to the discussion of new principles of assessing the potential of an enterprise and methods of their application in conditions of modern turbulence.

Since the assessment of the potential of an enterprise should perform not only the function of fixing its current state, but also contribute to the identification and use of opportunities for targeted development in the long term, it is advisable to expand the traditional set of principles. The new principles should ensure the strategic orientation of the assessment, integrate it into the enterprise development management system and form the basis for making informed decisions on increasing the competitiveness and sustainability of the organization. The principle of strategic orientation of enterprise potential assessment is fundamental, since without comparing the results with long-term goals, the assessment loses its practical value for development management. Using this principle allows you to identify strategic gaps between available resources and desired

development guidelines, focus on critically important indicators and avoid excessive detail, ensuring the strategic significance of the assessment. At the same time, ensuring the interpretability and internal consistency of the results allows you to integrate analytical conclusions into practical management decisions, forming an information basis for strategic planning and monitoring the effectiveness of capacity-building measures.

The principle of predictive orientation and comprehensive integration of resource, functional and strategic aspects emphasizes the systemic nature of the enterprise's potential. Assessment according to these principles allows us to consider the enterprise as a holistic system capable of implementing a development strategy through the coordinated strengthening of all its components. This is especially relevant in conditions of limited resources, when the development of individual components of the potential without taking into account systemic interdependence can lead to imbalances and loss of strategic effectiveness.

Modern Ukrainian enterprises operate in an extremely complex and unpredictable environment, marked by martial law, destruction of production and logistics infrastructure, shortages of financial and labor resources, frequent power outages, and increased operational risks. In such conditions, assessing potential must go beyond traditional analysis and take into account the organization's ability to maintain functional resilience, adapt to change, and recover from crises. The principle of resilience becomes critically important in this context. It involves assessing the ability of an enterprise to counteract destabilizing influences, maintain critical functions, and recover from shocks without losing strategic orientation. The integration of this principle into the system of assessing potential allows for the formation of development strategies that not only ensure growth, but also increase the viability and stability of the enterprise in an extremely dynamic and crisis environment. The systematization of the principles of assessing the enterprise's potential is given in Table 1.

Table 1: Systematization of principles for assessing enterprise potential

№	Evaluation principle	Characteristic
<i>General scientific principles</i>		
1	Systematics	forming a holistic view of the potential of the enterprise as an interconnected multi-level system
2	Integrity	avoiding fragmentation of assessment and ensuring a coherent vision of potential as a single management object
3	Complexity	taking into account resource, functional, organizational and strategic components of potential
4	Multi-aspects	analysis of potential from various managerial, economic and strategic positions
5	Scientific	application of sound methods and assessment models, which increases the reliability of management conclusions.
6	Accuracy and validity	minimizing subjectivity and errors in the evaluation process
7	Independence and objectivity	ensuring the impartiality of assessment results as the basis for management decisions.
<i>Principles of organizing the evaluation process</i>		
1	Consistency	synchronization of evaluation goals, methods and results with the management needs of the enterprise
2	Optimalities	achieving a balance between the depth of analysis and the cost of resources for conducting the assessment
3	Variability	the possibility of using alternative assessment methods and scenarios depending on the operating conditions
4	Cost-effectiveness of the evaluation process	excess of the management effect of the assessment over the costs of its implementation
5	Discretions	the possibility of conducting evaluations at specific management stages, taking into account the strategic cycle
6	Operational efficiency	timely receipt of assessment results for making management decisions
7	Current events	compliance of indicators and assessment methods with the current operating conditions of the enterprise
8	Time consistency	ensuring correct comparison of assessment results over time

9	Individuality	changing the evaluation system according to the specifics of the enterprise, industry and stage of development
<i>Strategically oriented principles of potential assessment</i>		
1	Strategic focus	subordinating the process of assessing the potential of an enterprise to long-term goals and strategic guidelines for its development
2	Strategic significance of indicators	selection and use of such indicators for assessing potential that directly affect the implementation of the enterprise's development strategy
3	Institutionalization of results	formalized consolidation of the results of the assessment of the enterprise's potential in internal regulations, procedures and management practices
4	Interpretability of results	ensuring the clarity, visibility and logical structure of the results of assessing the enterprise's potential for management entities
5	Internal consistency of the scorecard	avoiding duplication, contradictions and imbalances in the system of indicators, their logical and functional interrelationship
6	Predictive orientation	using the results of assessing the enterprise's potential to substantiate possible development scenarios and choose strategic alternatives
7	Comprehensive integration	a coordinated combination of resource, functional, organizational and strategic aspects of the enterprise's potential in a single assessment system
8	Resilience	assessing the ability of an enterprise's potential to maintain functional capacity, adapt to crisis impacts and recover from destabilizing events without losing its strategic focus on development

*Source: summarized and systematized by the author*

Therefore, assessing the potential of an enterprise is not only an analytical tool for recording the current state of resources and efficiency of activities, but also a strategic mechanism that ensures the formation and justification of a long-term development strategy. Traditional principles of assessment require transformation and conceptual expansion to take into account the dynamism of the external environment, limited resources and increased risks characteristic of modern Ukrainian enterprises, especially in conditions of martial law. Systematization of the principles of assessing the potential of an enterprise allows us to identify key areas that ensure strategic focus, the significance of indicators, consistency and integration of assessment, predictive orientation and institutionalization of results. Particular attention is paid to the principle of resilience, which determines the ability of an enterprise to resist external and internal destabilizing influences, maintain critically important functions and recover from crisis situations without losing strategic focus. The inclusion of this principle in the potential assessment system is especially relevant in conditions of high uncertainty, destruction of infrastructure, resource shortage and personnel crisis.

Thus, the conceptual expansion of the system of principles for assessing potential and including the principle of resilience forms the basis for adaptive and strategically oriented management of enterprise development, which is critically important for ensuring long-term competitiveness and sustainability in difficult and crisis conditions.

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**Valeriy Chychotka**, third-level (educational and scientific) student, Oles Honchar Dnipro National University, Dnipro, Ukraine, e-mail: chychotka\_valeriy@meta.ua

**Чичотка Валерій Валентинович**, здобувач третього (освітньо-наукового) рівня, Дніпровський національний університет імені Олеся Гончара, м. Дніпро, Україна, e-mail: chychotka\_valeriy@meta.ua