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N. Liba,
Doctor of Economic Sciences, Professor of the Department of Accounting, Taxation and Marketing, Mukachevo State University
ORCID ID: https://orcid.org/0000-0001-7053-8859
O. Korolovych,
PhD in Economics, Professor, Associate Professor of the Department of Accounting, Taxation and Marketing, Mukachevo State Universit
ORCID ID: https://orcid.org/0000-0001-5878-0925
V. Proscura,
Doctor of Economic Sciences, Professor,Professor of the Department of Management, Managementof Economic Processes and Tourism, Mukachevo State University
ORCID ID: https://orcid.org/0000-0001-5494-0039

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THE FEATURES OF FORMING THE ORGANIZATIONAL POTENTIAL FOR THE IT SECTOR DEVELOPMENT

Н. С. Ліба,
д. е. н., професор кафедри обліку і оподаткування та маркетингу, Мукачівський державний університет
О. О. Королович,
к. е. н., професор, доцент кафедри обліку і оподаткування та маркетингу, Мукачівський державний університет
В. Ф. Проскура,
д. е. н., професор, професор кафедри менеджменту,управління економічними процесами та туризму, Мукачівський державний університет

ОСОБЛИВОСТІ ФОРМУВАННЯ ОРГАНІЗАЦІЙНОГО ПОТЕНЦІАЛУ РОЗВИТКУ ІТ СФЕРИ

Information technologies (IT) are a trigger for the development of modern economies, serving as a key component of innovation progress and globalization. Ukraine, as part of the global technological space, also aims to leverage the IT sector as a driver of economic growth and development. The formation of the organizational potential of the IT sector is a critical aspect that determines the effectiveness of using innovative technologies in various areas of life and contributes to the integration of the country into international information networks. Therefore, the aim of the article is to examine the features of forming the organizational potential of the IT sector in Ukraine. The study emphasizes that the formation of the organizational potential for the development of the IT sector in Ukraine is the result of comprehensive and systematic efforts, rather than one-time measures or blind copying of external models. It is stated that this potential is formed and enhanced through the accumulation of intangible strategic assets, which provide organizations with competitive advantages, long-term value, and the ability to achieve their strategic goals. It has been proven that both businesses and government authorities play an important role in this process, contributing to the creation of organizational capabilities, among which the following are highlighted: operational capabilities, strategic capabilities, goal-oriented capabilities, contextual capabilities, and behavioral capabilities. It should be noted that the features of forming the organizational potential for the development of the IT sector through the aforementioned organizational capabilities lie in the creation of current, long-term, and latent organizational potential for development. At the same time, the current organizational potential for the development of the IT sector is a combination of resources, capabilities, skills, and competencies of the business that enable it to effectively carry out its activities and achieve the set goals at a specific point in time. The long-term organizational potential for the development of the IT sector is the ability of a business to sustain and expand its activities, achieve strategic goals, and effectively adapt to changes in the external and internal environment over an extended period of time. The latent organizational potential for the development of the IT sector refers to the resources, capabilities, and potential of the organization to achieve high results that are currently not being utilized or are not fully realized.

Інформаційні технології є тригером розвитку економік сучасних країн, становлячи важливу складову інноваційного прогресу та глобалізації. Україна, як частина глобального технологічного простору, також прагне використовувати ІТ-сектор як фактор економічного зростання та розвитку. Формування організаційного потенціалу ІТ-сфери є критичним аспектом, який визначає ефективність впровадження інноваційних технологій у різних сферах життя та сприяє інтеграції країни в міжнародні інформаційні мережі. Відтак, мета статті полягає в аналізі особливостей формування організаційного потенціалу ІТ-сфери в Україні. У рамках дослідження підкреслено, що формування організаційного потенціалу розвитку ІТ-сфери в Україні є результатом комплексних і системних зусиль, а не одноразових заходів чи сліпого копіювання зовнішніх моделей. Констатовано, що цей потенціал формується та вдосконалюється через накопичення нематеріальних стратегічних активів, які забезпечують бізнесу конкурентні переваги, довгострокову цінність і здатність досягати своїх стратегічних цілей. Доведено, що важливу роль у цьому процесі відіграють як самі суб'єкти бізнесу, так і органи державної влади, які сприяють створенню організаційних можливостей. Серед таких можливостей виділяються: операційні можливості, стратегічні можливості, мета-можливості, контекстні можливості та поведінкові можливості. Зазначимо, що особливості формування організаційного потенціалу розвитку ІТ-сфери за рахунок наведених вище організаційних можливостей полягають в утворенні поточного, довгострокового та прихованого організаційного потенціалу розвитку. При цьому поточний організаційний потенціал розвитку ІТ-сфери є сукупністю ресурсів, можливостей, здібностей та компетенцій бізнесу, що дозволяють йому ефективно виконувати свою діяльність і досягати поставлених цілей у конкретний момент часу. Довгостроковий організаційний потенціал розвитку ІТ-сфери — це здатність бізнесу підтримувати та розвивати свою діяльність, досягати стратегічних цілей і ефективно адаптуватися до змін у зовнішньому та внутрішньому середовищі протягом тривалого часу. Прихований організаційний потенціал розвитку ІТ-сфери — це ресурси, можливості та здатність організації досягати високих результатів, які наразі не використовуються або не повністю розкриті.

Key words: organizational potential; capabilities; intellectual property; business entity in the IT sector; software; cloud services; infrastructure.

Ключові слова: організаційного потенціал; можливості; інтелектуальна власність; суб'єкт бізнесу в ІТ-сфері; програмне забезпечення; хмарні послуги; інфраструктура.

PROBLEM STATEMENT

Information technology (IT) serves as a trigger for the economic development of modern countries, constituting a crucial component of innovation progress and globalization. Ukraine, as part of the global technological space, also strives to leverage the IT sector as a driver of economic growth and development. The formation of the organizational potential of the IT sphere is a critical aspect that determines the effectiveness of innovative technologies in various spheres of life and facilitates the country's integration into international information networks. For example, Ukraine holds leading positions worldwide in developing IT outsourcing services. Ukrainian companies such as EPAM, SoftServe, Luxoft, and GlobalLogic are among the largest providers of software and engineering solutions for global corporations. Thanks to a well-developed organizational structure, effective talent management, and flexible business models, Ukrainian IT outsourcing has become a foundation for economic growth, service exports, and attracting investments. In addition to outsourcing, Ukraine is actively developing product-based IT companies that create technological solutions. For example, Grammarly (an AI-powered writing assistant) and Petcube (innovative gadgets for pet owners) are successful Ukrainian startups that have entered the international market.

It has become possible thanks to effective organizational potential, including investments in R&D, innovative management, and strategic partnerships with global players. At the same time, one of the main challenges in developing the IT sector in Ukraine is the insufficient consideration of intangible strategic assets, which companies use to perform their work, implement their business strategies, and meet customer needs.

In this context, organizational potential determines the effectiveness of utilizing existing

Operational capabilities. Strategic capabilities.

Forming components Forming constituents

Contextual capabilities

Current[1]	Long-term [2]
Formation of the organizational potential for the development of the IT sector	
Hidden [3]	

Meta-capabilities

Forming elements

Behavioral capabilities.

Figure 1. Features of the formation of organizational potential for the development of the IT sector

Note:

1. A set of resources, capabilities, abilities, and competencies of a business that allow it to effectively perform its activities and achieve set goals at a specific point in time.
2. The ability of a business to maintain and develop its activities, achieve strategic goals, and effectively adapt to changes in both external and internal environments over an extended period.
3. Resources, opportunities, and the ability of an organization to achieve high results that are currently underutilized or not fully realized.

Source: compiled based on [1—2; 5—6].

technologies and the country's ability to adapt to a rapidly changing technological environment, creating favorable conditions for innovation and entrepreneurial activity.

Analysis of research and publications. The issues of organizational development in the IT sector have been studied by many researchers, including P. O. Kutsyk, A. I. Protsykovych, Yu. P. Mazur, P. M. Borovyk, S. V. Zhurilo, and others. However, most of these studies primarily focus on the organizational development of service-based (outsourcing) IT companies, as this segment demonstrates significantly higher growth rates compared to the global industry average.

Special attention should be given to the research by N. Yu. Tymoshenko and B. Yu. Ronsky analyzes the issues of structural transformation of IT companies and the adaptation of their business models to global changes. They emphasize that addressing these challenges is possible through a comprehensive organizational development of the IT sector, which includes improving management approaches, enhancing the flexibility of business models, and effectively utilizing human and technological resources.

Despite the significant body of scientific research, the issue of comprehensive organizational development in the IT sector, particularly the challenges of forming the corresponding potential, remains insufficiently covered in the academic literature.

FORMULATION OF THE ARTICLE'S OBJECTIVES

The article aims to examine the features of forming the organizational potential of the IT sector in Ukraine.

THE PAPER MAIN BODY

The study emphasizes that the formation of the organizational potential for the development of the IT sector in Ukraine cannot occur through isolated efforts or by simply following an external template. Instead, this potential is acquired and refined through the accumulation of high-quality intangible strategic assets (resources that lack a physical form but provide the organization with competitive advantages, long-term value, and the ability to achieve strategic goals) within each business entity belonging to this sector.

These processes must be supported both by the business entities themselves and by the state (through governmental bodies), contributing to the creation of organizational capabilities, including [3]:

1. Operational capabilities.
2. Strategic capabilities.
3. Meta-capabilities.
4. Contextual capabilities.
5. Behavioral capabilities.

It should be noted that the features of forming the organizational potential for the IT sector development through the aforementioned organizational capabilities lie in the creation of current, long-term, and hidden organizational potential parts for development, as illustrated by the data in Figure 1.

According to the above note, to form the actual current organizational potential for the development of the IT sector in Ukraine, its entities need to accumulate intangible strategic assets that enable them to effectively perform operational activities (such as employee knowledge and experience, organizational culture, intellectual

Table 1. Characteristics of intangible strategic assets that enable business entities in the IT sector to effectively perform operational activities

Intangible asset	Asset characteristics	Benefits of accumulation
Knowledge and experience of employees	Competencies, skills, and experience that enable the execution of complex tasks and ensure high work efficiency.	The ability to perform all core processes and operations that ensure the day-to-day functioning of the business*
Organizational culture	Values, norms, and communication processes that define how employees interact with each other and with other departments.	
Intellectual property	Patents, copyrights, trademarks that can be used to perform specific tasks or processes.	
Knowledge management systems	Databases, knowledge-sharing platforms, and tools for the effective use of knowledge in processes.	

Note
*This ensures the alignment of skills, procedures, and processes for operating in specific markets and meeting the needs of stakeholders.
**This ensures the formation of operations that are necessary to complete tasks but occur behind the scenes.
Source: compiled based on [1-3; 6]

property, and knowledge management systems) and operations necessary to complete tasks but are performed behind the scenes.

Operations that are necessary to complete tasks but occur "behind the scenes" may include processes invisible to end consumers yet are critical for the effective functioning of the organization. These may include [1—2]:

— Organizing the supply of material and immaterial resources (such as software, cloud services, or infrastructure);

— Ensuring the continuous operation of infrastructure, software updates, technical adjustments, monitoring and ensuring system security, server maintenance, organizing training, workshops, and the development of professional training programs for employees, which help improve their qualifications and competencies.

These "behind-the-scenes" operations ensure the stability and efficiency of the IT sector's activities and are an integral part of operational business management. It is about the gradual accumulation of operational and contextual capabilities. A detailed description of the outlined intangible strategic assets is provided in Table 1.

Through the accumulation of the assets listed in the table, business entities in the IT sector in Ukraine gain the opportunity to gradually improve the execution of key processes and operations that ensure their effective daily functioning. As an example of operational capabilities, let's consider the IT-BUSINESS LLC, which specializes in managing server infrastructure for financial institutions. Since security, stability, and data processing speed are critically important in this sector, the company's operational efficiency depends on the qualifications of its staff, technological infrastructure, and adaptability to changes in the IT sector.

Regardless of the type of training system administrators undergo, it must be adapted to:

— Type of databases used (e.g., SQL, NoSQL, in-memory solutions).

— Specifics of high-load systems and the need for their scalability.

— Cybersecurity requirements, considering modern threats and regulatory standards in the financial sector.

Through this approach, a highly efficient internal business process structure is formed (automation of monitoring, optimization of request processing, incident management), and effective external interactions with clients and partners are established. It allows for increasing trust levels, reducing operational risks, and successfully achieving the company's strategic objectives.

To form a real long-term organizational potential for the development of the Ukraine IT sector, the entities in this sector need to accumulate intangible strategic assets that influence their ability to achieve strategic goals. It refers to the presence of strategic orientation and planning, innovation processes, and the ability to adapt to change, management practices and methodologies, partnerships, and alliances that allow for the accumulation of:

Table 2. Characteristics of intangible strategic assets in the IT sector that directly impact business entities' ability to achieve strategic goals

Intangible asset	Asset characteristics	Benefits of accumulation
Strategic orientation and planning	A community of strategic concepts, models, and approaches that enable an organization to plan and adapt to changes in the industry.	The ability of business entities in the IT sector to successfully implement their long-term strategy through the effective use of resources, management practices, and processes.
Innovative processes and adaptability to change	A culture of innovation, flexibility, responsiveness to market changes, as well as investments in cutting-edge technologies.	
Management practices and methodologies	The use of advanced project management models (Agile, Lean) that allow for quick adaptation of strategies and ensure their execution.	
Partnerships and alliances	Establishing interactions with other companies, educational institutions, and startups to expand capabilities and achieve business goals.	

Source: compiled based on [1; 4—6].

— Strategic capabilities (the ability to achieve set long-term goals [2]).

— Meta-capabilities (the ability of a business to adapt to a changing business environment by reconfiguring its competencies [3]).

An example of achieving long-term goals through the reconfiguration of competencies can be seen in Apple, which accumulated these assets when it was just a computer manufacturer. Specifically, iPod creation is the result of Apple's understanding of the need for a compact, stylish, and consumer-attractive device despite the existence of MP3 players already on the market. The iPod significantly increased the company's stock value and marked the beginning of its transformation into an innovative leader in the consumer electronics industry [5]. A detailed description of the outlined intangible strategic assets is provided in Table 2.

Through the accumulation of the assets listed in the table, business entities in the IT sector in Ukraine gain the ability to successfully implement their long-term strategy by effectively utilizing resources, management practices, and processes, focusing on achieving specific goals.

To form the latent organizational potential for IT sector development, entities in the IT sector must accumulate intangible strategic assets that contribute to the development of behavioral capabilities.

These capabilities are the result of customer trust in the brand, customer loyalty, and satisfac-

Table 3. Characteristics of intangible strategic assets in the IT sector that contribute to the formation of brand trust, customer loyalty, and satisfaction with their needs

Intangible asset	Asset characteristics	Benefits of accumulation
Brand and reputation	A well-known brand that ensures customer trust and helps attract new consumers.	Facilitating the creation of a positive image for business entities, which contributes to the establishment of stable and long-term relationships with customers.
Understanding customer needs	Feedback systems, analytics, and market research that allow identifying and predicting consumer needs.	
Intellectual resources (data and analytics)	The ability to effectively analyze large volumes of data to identify trends and customer behavior patterns, enabling the formulation of personalized offers.	
Service culture and customer interaction experience	Approaches focused on long-term customer satisfaction, effective customer service management, and an innovative approach to customer support.	

Source: compiled based on [2; 6].

tion with their needs. Thus, we are talking about the brand and reputation, understanding customer needs, intellectual resources (data and analytics), service culture, and customer interaction experience. A detailed description of the outlined intangible strategic assets is provided in Table 3.

Through the accumulation of the assets listed in the table, business entities in the IT sector in Ukraine gain the ability to create a positive image. This includes processes that help build consumer trust in the products or services of both individual business entities and the entire IT sector.

Thus, if each of these assets actively interacts with the others, it defines the uniqueness of the business entity and distinguishes it from its competitors.

For the entire sector, the development of intangible strategic assets should foster characteristics that are unique and not replicated in other countries. To achieve this, at the national level, it is crucial to implement measures aimed at supporting the development of intangible strategic assets in the IT industry. These efforts should focus on:

— creating conditions for innovation, education, attracting investments;

— creating conditions for fostering the development of competitive enterprises.

Among the main measures that can help form unique characteristics of the IT sector, difficult to replicate in other countries, are:

1. A comprehensive set of measures to support education and workforce development. Specifically, this set could include the development of technical education, investments in professional courses and training, and scientific research stimulation.

2. A comprehensive set of measures to create a favorable business environment for the development of the IT sector, including tax incentives and discounts for IT companies, licensing and regulation of the development, implementation, support, and use of software, hardware, networks, databases, and digital technologies for processing, storing, and transmitting information [6].

3. A comprehensive set of measures to support innovative ecosystems and startups in the IT sector. Specifically, this set could include stimulating startup investments and supporting international companies' partnerships.

4. A comprehensive set of measures for infrastructure and technology development, including improving infrastructure, stimulating the development of innovative technologies, and technology parks and IT clusters develop.

5. A comprehensive set of measures for international cooperation and globalization development. Specifically, this set could include participation in international programs and initiatives and assistance in promoting IT sector products and services in international markets.

6. A set of measures for intellectual property protection, specifically the creation of an effective legislative intellectual property protection system in Ukraine and raising business awareness regarding intellectual property rights.

For an individual business in the IT sector, the development of intangible strategic assets should be achieved by identifying, forming, and effectively utilizing combinations and characteristics of these assets that create a unique competitive advantage and differentiate products and services from other market players. It is not only the individual assets that matter but also their interaction, which forms brand recognition, customer trust, and a strong market position. These can include unique technologies, innovative business models, effective corporate culture, high user trust, or the ability to quickly adapt to changes.

For example, customers choose Apple products and services not only for their specific technical features but also for their innovative capabilities, flawless user experience, product ecosystem, and high-quality service. It demonstrates that a business's ability to continuously improve, develop cutting-edge solutions, and adapt to changing consumer needs makes the company competitive and capable of growth in the market.

Thus, among the key measures that can help accumulate intangible strategic assets for an individual IT business are [3—4]:

1. Creating new solutions that can become the foundation for long-term market advantages.

2. Fostering an environment that encourages innovation, creativity, and efficient teamwork.

3. Continuous staff training, enhancing their expert competencies.

4. Collaboration with other IT businesses to jointly develop technologies, products, and services.

5. Ensuring maximum convenience and meeting the needs of clients.

6. Ensuring the business's ability to adapt to changes in the external environment (such as qualitative changes in technology, products, and services).

CONCLUSIONS

The study emphasizes that the formation of the organizational potential for the development of the IT sector in Ukraine is the result of comprehensive and systematic efforts rather than one-time measures or blind copying of external models. This potential is developed and enhanced through the accumulation of intangible strategic assets that provide organizations with competitive advantages, long-term value, and the ability to achieve their strategic goals.

It has been proven that both businesses and government authorities play an important role in this process, contributing to the creation of organizational capabilities, among which the following are highlighted: operational capabilities, strategic capabilities, goal-oriented capabilities, contextual capabilities, and behavioral capabilities.

It should be noted that the features of forming the organizational potential for the IT sector development through the above-mentioned organizational capabilities lie in the creation of current, long-term, and latent parts for development. At the same time, the current organizational potential of the IT sector development is a combination of resources, capabilities, skills, and business competencies that enable it to effectively carry out its activities and achieve the set goals at a specific time point.

The long-term organizational potential for the development of the IT sector is the ability of a business to sustain and expand its activities, achieve strategic goals, and effectively adapt to changes in the external and internal environment over an extended period of time. The latent organizational potential for the IT sector development refers to the resources, capabilities, and potential of the organization to achieve high results that are currently not being utilized or are not fully realized.

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