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INTELLECTUAL PROPERTY MANAGEMENT

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УПРАВЛІННЯ ІНТЕЛЕКТУАЛЬНОЮ ВЛАСНІСТЮ

In today's environment, effective and comprehensive management of intellectual property (IP) is a key factor in driving innovation, enabling the commercialization of research outcomes, and supporting the economic growth of enterprises and organizations. The aim of this article, therefore, is to provide a scientific rationale for establishing and implementing a comprehensive IP management system, and to examine the role of integrated IP management strategies in fostering innovation, facilitating the commercialization of research results, and improving the economic performance of enterprises and organizations. The research results illustrate that fragmented or isolated application of intellectual property management tools does not ensure the full realization of the economic potential of IP objects and leads to loss of rights, low integration of research and development results into production processes, and limited commercial opportunities. The authors emphasize the need for a new, comprehensive approach to IP management, which enables enterprises to realize their innovation potential, increase competitiveness, and ensure long-term economic development. Based on a theoretical analysis of the components of a comprehensive IP management system, it has been demonstrated that such a system coordinates all stages of the IP lifecycle – from creation and identification to legal protection, economic valuation, and commercial use. It is shown that the

practical value of a comprehensive IP management system lies in its provision of: systematic monitoring of protection documents, management of contractual relationships, integration of IP objects into economic activities, licensing and technology transfer, as well as economic valuation and strategic planning of the intangible assets portfolio. Future research should aim to develop and implement methods for evaluating the effectiveness of comprehensive intellectual property management systems, adapted to various economic sectors and organizational types. It should also examine how these systems impact innovation, the commercialization of scientific and technical developments, and the long-term economic growth of enterprises.

У сучасних умовах ефективно, цілісне управління об'єктами інтелектуальної власності є одним із ключових тригерів, що стимулює інноваційну діяльність, забезпечує комерціалізацію результатів наукових досліджень та сприяє економічному зростанню підприємств і організацій. Відтак, мета статті полягає у науковому обґрунтуванні необхідності формування та впровадження цілісної системи управління інтелектуальною власністю, а також у дослідженні ролі комплексних стратегій управління об'єктами інтелектуальної власності в стимулюванні інноваційної діяльності, забезпеченні комерціалізації результатів наукових досліджень і підвищенні економічної ефективності підприємств та організацій. За результатами дослідження проілюстровано, що фрагментарне застосування інструментів управління інтелектуальною власністю не забезпечує повної реалізації економічного потенціалу об'єктів ІВ і призводить до втрати прав, низького рівня інтеграції результатів науково-дослідної діяльності у виробничі процеси та обмеження комерційних можливостей. Звернено увагу на потребу у новому, цілісному підході до управління ІВ, що дозволяє реалізовувати інноваційний потенціал підприємств, підвищувати конкурентоспроможність і забезпечувати довгостроковий економічний розвиток. За теоретичним аналізом складових цілісної системи управління інтелектуальною власністю доведено, що вона узгоджує всі етапи життєвого циклу об'єктів ІВ — від їх створення та ідентифікації до правової охорони, економічної оцінки та комерційного використання. Доведено, що практична цінність цілісної системи управління ІВ в тому, що вона забезпечує: системний моніторинг охоронних документів, управління договірними відносинами, інтеграцію об'єктів ІВ у господарську діяльність, ліцензування та трансфер технологій, а також економічну оцінку і стратегічне планування портфеля нематеріальних активів. Перспективи подальших досліджень полягають у розробці та впровадженні методологій оцінки ефективності цілісних систем управління інтелектуальною власністю, адаптованих до різних галузей економіки та типів підприємств та організацій, а також у вивченні впливу таких систем на їх інноваційну активність, комерціалізацію науково-технічних розробок і економічний розвиток.

Key words: management systems; economic potential; research and development; production processes; limitations of commercial opportunities; intellectual property objects.

Ключові слова: системи управління; економічний потенціал; науково-дослідна діяльність; виробничі процеси; обмеження комерційних можливостей; об'єкти інтелектуальної власності.

PROBLEM STATEMENT

In today's conditions, effective management of intellectual property (hereinafter IP) is one of the key triggers that stimulates innovation activity, ensures the commercialization of research results, and promotes the economic growth of enterprises and organizations. For example, companies that have implemented the management of their own patents, trademarks, and know-how are able to effectively integrate them into their business models through the creation of innovative products with high added value. At the same time, the absence of a systematic approach in this area leads to a number of problems, including fragmented use of intangible assets, loss of legal protection, failure to realize potential eco-

omic benefits, and a decline in innovation activity [7]. Under such conditions, the results of research and development activities often remain unrealized or do not find practical application in the market. This means that the formation and implementation of a comprehensive system for managing intellectual property objects becomes not merely a supporting function, but a strategic necessity for enterprises, research institutions, and organizations.

ANALYSIS OF RESEARCH AND PUBLICATIONS

The problems of intellectual property (IP) management are actively studied by many scholars, including S. Rogach

[4], T.V. Pavlenko [3], M.M. Samoilenko [5], V.H. Semenova [6], and H.A. Bratus [1]. In their works, they focus on:

- the basic mechanisms of legal protection of the results of intellectual activity;
- factors leading to unsuccessful commercialization of innovations and slow technology transfer;
- the role of IP in forming competitive advantages for enterprises and in the innovative development of the economy.

At the same time, the issue of forming and implementing a comprehensive system for IP management is insufficiently covered in the scientific literature. This leads to a number of negative consequences:

- loss of economic benefits from the commercial use of IP objects;
- failure to implement a significant portion of scientific and technical developments into production;
- reduced efficiency in the use of intangible assets;
- risks of losing rights to intellectual activity results due to untimely patenting, breaches of confidentiality, or improper management of contractual relationships.

Thus, the lack of a comprehensive approach to IP management negatively affects the commercialization of innovations and the effective use of intangible assets, highlighting the need to study the mechanisms for forming an integrated system of intellectual property management.

FORMULATION OF THE ARTICLE'S OBJECTIVES

Therefore, the aim of this article is to provide a scientific justification for the necessity of forming and implementing a comprehensive system of intellectual property management, as well as to study the role of integrated IP management strategies in stimulating innovation activity, ensuring the commercialization of research results, and enhancing the economic efficiency of enterprises and organizations.

THE PAPER MAIN BODY

In contemporary literature, there is no universally accepted definition of intellectual property. It is currently described as:

- a key resource for achieving competitive advantages and stimulating the innovation development of economic entities (Rogach S. [4]);
- a source for creating new products and services (Rogach S. [4]);
- an object of legal protection and a tool for safeguarding innovative ideas and technologies from competitors (Pavlenko T. V. [3], O. Orlyuk, N. Korogod [2]).

In our view, intellectual property should be regarded not only as an object of legal protection but also as a strategic intangible asset integrated into an organization's innovation development system. This perspective reflects the evolving role of intellectual activity in the knowledge economy, where intangible assets determine an entity's innovation potential, competitiveness, and market value.

In this context, legal protection serves as a fundamental prerequisite for establishing exclusive rights to intellectual property objects, ensuring legal certainty, enabling legitimate use, and protecting against unauthorized appropriation. At the same time, limiting the

understanding of intellectual property solely to this aspect does not allow its economic and innovative potential to be fully realized [1; 3].

In the current context, intellectual property objects are acquiring the characteristics of strategic resources, capable of serving as a source for creating added value, forming sustainable competitive advantages, and ensuring the long-term innovative development of organizations [2]. For this reason, intellectual property requires not only legal protection but also systematic strategic management aimed at its integration into production, managerial, and market processes.

In this context, the formation of a comprehensive system for intellectual property management becomes particularly relevant, as it ensures the coordination of all stages of the intellectual property lifecycle — from the creation and identification of intellectual activity results to their legal protection, economic valuation, commercial use, and rights enforcement. Fragmented or isolated application of individual management tools (such as patenting, licensing, or contractual regulation) does not provide such coordination, leading to loss of rights, inefficient use of intangible assets, and limited opportunities for the commercialization of innovations.

The authors argue that the lack of systematic integration of legal, organizational, economic, and strategic mechanisms for managing intellectual property creates structural imbalances, which are manifested in [3—4; 7]:

- loss of legal protection (due to untimely or improper registration of rights);
- low levels of involvement of intellectual property objects in economic activity;
- weak linkage between the results of research and development and market needs.

This issue leads to a significant portion of the innovation potential of enterprises and organizations remaining unrealized. In particular, according to aggregated estimates presented in analytical reports by McKinsey & Company, Deloitte, and the OECD, only 20—25% of created intellectual property objects are actually engaged in economic circulation. At the same time, over 60—70% of patents and other protection documents are used solely for formal legal registration of intellectual activity results and are not integrated into production, innovation, or commercial processes.

The financial outcomes from the use of intellectual property also remain limited: in most enterprises, the share of income from licensing, technology transfer, or the use of their own IP objects does not exceed 2—3% of total revenue. Meanwhile, in companies with developed and institutionalized intellectual property management systems—particularly in high-tech multinational corporations in the pharmaceutical, IT, and engineering sectors (IBM, Qualcomm, Siemens, Samsung, Pfizer), as well as in universities and research centers with advanced technology transfer infrastructure (MIT, Stanford University, University of Cambridge)—the share of income generated from the use and commercialization of IP objects can reach 15—30% or more.

The level of commercial implementation of research and development results remains critically low: on average, less than 5% of scientific developments reach the stage

Table 1. Components of legal protection of intellectual activity results ensuring the integrity of the IP management system

Component of legal protection	Role of the component in the IP management system	Feature of ensuring system integrity	Result of integrating the component into the IP management system
Identification of IP objects	Detection and classification of intellectual activity results subject to protection	Ensures full coverage of IP objects within the system and coordinates subsequent actions	Identification of a new software algorithm for patenting.
Patenting	Grants exclusive rights to an invention, utility model, or industrial design	Integrates legal protection into strategic innovation management.	Patent for a medical device.
Trademark registration	Protection of a brand, logo, or slogan that identifies products.	Provides legal protection for intangible assets and allows for their commercial use.	Registration of a company brand or logo.
Trade secret protection	Protection of confidential information with economic value.	Supports the security of innovation processes and the integration of all IP elements into business processes.	Product formulas, algorithms, client database.
Documentation of rights	Confirmation of ownership of IP objects.	Ensures legal certainty and enables effective management of the IP portfolio.	Patent certificates, copyright certificates, registrations.
Contractual regulation	Establishment of rules for the use of IP objects by other parties.	Integrates IP into commercial and partnership relationships, ensuring system integrity.	Licensing agreements, joint development contracts, NDAs.

Source: created by the authors based on [1; 5—6].

of a marketable product, and only 1—2% produce a stable economic effect.

These quantitative indicators show that a fragmented approach to intellectual property management does not allow it to be transformed into a full-fledged strategic development resource. This highlights the need for a scientific justification and practical implementation of a comprehensive system of intellectual property management, which ensures coordination between the creation of intellectual activity results, their legal protection, economic valuation, and effective commercialization.

The integrity of an intellectual property management system lies in integrating legal, organizational, economic, and strategic mechanisms into a unified management model aligned with the organization's long-term development goals. This system encompasses the entire lifecycle of IP objects—from creation and identification to legal protection, economic valuation, commercial use, and enforcement of rights—ensuring that all processes are coordinated with each other and with the organization's innovation development strategy [4]. The authors emphasize that the formation and implementation of such a system should ensure [1; 4—6]:

- legal protection of intellectual activity results;
- increased efficiency in the use of intellectual activity outcomes;
- minimization of risks associated with losing IP rights;
- creation of conditions for the successful commercialization of innovations.

The importance of legal protection of intellectual activity lies in its role in establishing the legal basis for lawful ownership and use of intellectual property objects. It ensures the exclusive rights of the owner, prevents unauthorized use by third parties, and provides a necessary foundation for economic valuation, commercial exploitation, and investment in innovation activities. Furthermore, an adequate level of legal protection fosters trust among participants in the innovation process and creates institutional conditions that support the sustainable development of the organization.

Naturally, a comprehensive intellectual property management system ensures this protection through the timely identification of intellectual property objects, the selection of appropriate forms of legal protection (such as patenting, trademark registration, and security of trade

Table 2. Components for increasing the efficiency of using intellectual Activity results ensuring the integrity of the IP management system

Component for increasing efficiency	Role of the component in the IP management system	Feature of ensuring system integrity	Result of integrating the component into the IP management system
Integration of IP objects into economic activity	Inclusion of intellectual property objects in production and business processes	Ensures practical application of IP, increases productivity and competitiveness.	Use of a patented technology in mass production.
Inclusion in innovation and production processes	Ensures IP participation in the creation of new products and services	Promotes the transformation of scientific developments into commercially successful products.	Implementation of a new software algorithm into the company's product line.
Licensing	Grants rights to use IP to third parties.	Creates additional revenue streams and encourages technology dissemination.	Sale of a license for manufacturing innovative equipment to another company.
Technology transfer	Transfer of technologies between organizations or research institutions.	Facilitates commercialization of scientific developments and implementation of innovations in production.	Transfer of R&D results from a university to an enterprise.
Strategic management of the intangible assets portfolio	Planning and optimizing the use of all IP objects within the organization.	Ensures maximum efficiency in IP application and synergy between individual assets.	Allocation of patents, copyrights, and trademarks within the business strategy.

Source: created by the authors based on [2—4; 6].

secrets), and the proper documentation and contractual formalization of rights [5—6]. A more detailed characterization of the components of legal protection of intellectual activity results, which ensure the integrity of the intellectual property management system, is presented in Table 1.

The importance of increasing the efficiency of utilizing the results of intellectual activity lies in the fact that only the active and purposeful application of intellectual property objects allows their economic and innovative

potential to be realized. This, in turn, contributes to creating added value, enhances the organization's competitiveness, attracts investment, and integrates scientific developments into production and market processes [2].

A comprehensive intellectual property management system naturally ensures this process by incorporating IP objects into the organization's economic activities, embedding them into innovation and production processes, facilitating licensing and technology transfer, and strategically managing the organization's portfolio of intangible assets [4] (see Table 2).

The importance of minimizing the risks associated with losing intellectual property rights lies in the fact that any violation or non-compliance with legal norms can result in the loss of economic benefits, a decrease in the organization's competitiveness, and the inability to commercialize scientific and technical developments. A comprehensive intellectual property management system naturally mitigates these risks through systematic monitoring of protection document validity periods, ensuring compliance with confidentiality regimes, effective management of contractual relationships, and the prevention of IP rights infringements [2—4] (see Table 3).

The importance of successful innovation commercialization lies in its ability to transform the results of intellectual activity into economic benefits, enhance an organization's competitiveness, attract investment, and facilitate the introduction of new technologies into production and market processes [2]. Accordingly, a comprehensive intellectual property management

system creates the conditions for successful innovation commercialization by establishing organizational and economic mechanisms for valuing IP assets, selecting optimal models for their commercial use, and fostering effective collaboration between research institutions, businesses, and the market [6] (see Table 4).

Ultimately, a comprehensive intellectual property management system should establish the conditions for effectively integrating the key stages of IP management, ensuring a systematic approach, predictability, and control

Table 3. Components for minimizing the risks of losing intellectual property rights ensuring the integrity of the IP management system

Component for risk minimization	Role of the component in the IP management system	Feature of ensuring system integrity	Result of integrating the component into the IP management system
Systematic monitoring of protection document validity	Keeping track of patents, copyrights, and trademarks	Ensures continuity of legal protection and coordination of actions across IP objects	Prevents loss of rights due to expired protection documents
Ensuring compliance with confidentiality	Protecting trade secrets and sensitive information	Integrates information security throughout IP management processes	Reduces the risk of unauthorized disclosure and loss of competitive advantage.
Managing contracts effectively	Regulating third-party use of IP	Clarifies legal and financial relationships within the system	Minimizes conflicts and rights violations, ensures control over IP usage.
Preventing IP rights violations	Identifying and addressing potential infringements	Integrates preventive and monitoring mechanisms into the system	Reduces the risk of legal disputes, revenue loss, and reputational damage.

Source: created by the authors based on [1—2; 4].

over the use of creative, scientific, or industrial outputs, as well as trademarks and other legally protected assets for which the owner or creator holds exclusive rights.

CONCLUSIONS

The study illustrates that a fragmented or isolated application of intellectual property management tools does not fully realize the economic potential of IP assets and leads to loss of rights, low integration of research and development results into production processes, and limited commercial opportunities. The authors highlight the need for a new, comprehensive approach to IP management, which enables enterprises to harness their innovation potential, enhance competitiveness, and ensure long-term economic growth.

A theoretical analysis of the components of a comprehensive IP management system demonstrates that it coordinates all stages of the IP lifecycle — from creation and identification to legal protection, economic valuation, and commercial use. The practical value of such a system lies in its ability to provide systematic monitoring of protection documents, management of contractual relationships, integration of IP assets into economic activities, licensing and technology transfer, as well as economic evaluation and strategic planning of the intangible assets portfolio.

Future research should focus on developing and implementing methodologies for evaluating the effectiveness of comprehensive IP management systems, tailored to different economic sectors and types of organizations, as well as on studying the impact of such systems on innovation activity, the commercialization of scientific and technical developments, and the sustainable economic growth of enterprises.

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Table 4. Components of successful innovation commercialization ensuring the integrity of the IP management system

Component of successful innovation commercialization	Role of the component in the IP management system	Feature of ensuring system integrity	Result of integrating the component into the IP management system
Organizational and economic mechanism for valuing IP assets	Determines the market and economic value of IP assets	Provides uniform evaluation criteria for all IP assets.	Enables informed decision-making on commercialization and investment.
Organizational and economic mechanism for selecting optimal models of commercializing innovations.	Selects the most effective methods for bringing innovations to market (licensing, sale, joint production)	Ensures alignment of commercialization strategy with the overall IP management policy.	Increases the efficiency of innovation-related revenues and minimizes the risks of unsuccessful investments.
Organizational and economic mechanism for fostering collaboration between research institutions, businesses, and the market.	Establishes collaboration and partnership channels to implement innovations.	Integrates communication and coordination processes into the IP management system.	Facilitates fast and effective technology transfer, accelerating the market introduction of innovations/

Source: created by the authors based on [2; 6].

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