Urgency of the research. Increasing competition forces companies to adopt newer approaches to strengthening their own competitiveness. In this regard, becomes more important the use of intangible assets, which expresses the ability of the company to own rights to the latest management technologies.

Target setting. The ability of enterprises to create, attract and effectively use intangible assets depends on the formation and realization of their own competitive potential. This determines the relationship between the use of intangible assets and the competitiveness of the enterprise.

Actual scientific researches and issues analysis. Such well-known scientists as V. Apopiy, K. Idris, A. Kyriienko, H. Kozachenko, O. Lyashenko, O. Marchenko, V. Muntiyan, V. Ponomaryov, B. Pshyk, M. Fleychuk, V. Franchuk have made a significant contribution to the development of the theory and methodology of strategic management of intangible assets of enterprises.

Uninvestigated parts of general matters defining. It will require identification of priorities and means of effective strategic management of intangible assets that will strengthen the competitiveness of enterprises.

The research objective. The purpose of the article is substantiation of strategic approaches to the effective use of intangible assets as a prerequisite for strengthening the competitiveness of enterprises.

The statement of basic materials. The article determines the trends in the creation and use of intangible assets by the Ukrainian enterprises. The authors present scheme for coordinating the strategic approaches and consistent implementation of strategic priorities for increasing the efficiency of the use of intangible assets and the model for the formation and use of financial and resource support for the management of intangible assets by them, with the help of which one can solve the problem of strengthening the competitiveness of enterprises.

Conclusions. Formation and effective use of intangible assets of enterprises should be carried out according to a clearly defined strategic plan with gradual progress and implementation of separate stages. The policy of managing intangible assets requires adequate financial and resource support that can be accumulated by enterprises from different sources.
Urgency of the research. An objective trend in the development of modern economic relations is the increasing role and importance of the use of intangible factors of production and drivers of enterprise competitiveness through both increasing the volume and share of intangible assets in the structure of goods (services) sold and using them more actively and effectively.

A direct relationship can be observed between the increase in the share of intellectual property and other intangible assets in the structure of assets and the level of socio-economic development of enterprise. The use of intangible assets gives of enterprise the following advantages, such as increases the capitalization of economic activity, improved the assortment structure and ensured diversification of the product, increasing the level of innovation and technological efficiency of production processes, etc. The activation of the processes of using the intangible assets by enterprises allows for the country to reduce the level of economy's shadowing, increase the volume of GDP and budget revenues, strengthen the competitiveness and increase the economic efficiency, and improve its participation in the international division of labor.

Therefore, mastering the system of management of intangible assets, namely, the processes of the creation, inclusion in assets, commercialization, protection and use, makes it possible to increase the efficiency of functioning as a separate enterprise, and the economy as a whole.

Target setting. In recent years the role of intangible assets in the activities of enterprises has become more and more decisive. In the era of the development of the information society, the Internet-relationships, etc., traditional competitiveness factors go into the background, giving way to the changes and innovative solutions (which are created and implemented through intellectual property), as well as the access to natural and other resources and assets (through the access to the other parts of intangible assets - activity rights). But, on the other hand, the enterprise's ability to create, attract and effectively use intangible assets depends on the formation and implementation of competitive capacity. All this determines the relationship between the use of intangible assets and the competitiveness of the enterprise.

Actual scientific researches and issues analysis. Such scientists as V. Apopiya, K. Idris, A. Kyryienko, G. Kozachenko, O. Lyashenko, O. Marchenko, V. Muntiyan, V. Ponomaryov, B. Pshyk, M. Fleychuk, V. Franchuk and others has studied the theoretical and practical aspects of managing the intangible assets of enterprise, that found its way into their scientific works.

Uninvestigated parts of general matters defining. The management of intangible assets of the enterprise directly as a system has not been sufficiently developed yet and is used in an incomplete way. The definition of the priorities and means for effective strategic management of the system of economic entities' intangible assets requires further development, within which it will be possible to achieve the strengthening of its competitive status on the market.

The research objectives. The purpose of the article is substantiation of strategic approaches to the effective use of intangible assets as a prerequisite for strengthening the competitiveness of enterprises.

The statement of basic materials. The creation, commercialization and effective use of intangible assets provides the business entities with objective advantages, but also requires significant investments and financial resources for further ongoing support. With, taking into account the peculiarities of the Ukrainian economy we can state, that most of domestic enterprises do not have access to investment resources, which would allow in a sufficient amount of intangible assets and maintain their functional status [1, p. 11-28; 2, p. 74-86].

We believe that an unconventional approach has to be used. This should be an activity that provides for a systematic and integrated approach to managing all types of intangible assets, but also with rational involvement for this purpose and usage of financial and resource. On the other hand, the activities in this direction should be strategically oriented, which is confirmed by the organizational complexity of the creation, duration and unpredictability of the results of the use of intangible assets.

A low activity of enterprises has been observed for a long time in the Ukrainian economy in the creation and use of advanced technologies, rationalization proposals and objects of intellectual prop-
УПРАВЛІННЯ ПІДПРИЄМСТВОМ

Управління підприємством

property rights (OIPR), underdevelopment of the patenting and implementation of developments, a small number of patent applications and their inadequate implementation (Tab. 1).

Table 1
Indices of creation and use of intangible assets by the Ukrainian enterprises in 2010-2015 (units)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of enterprises that have developed advanced technologies</td>
<td>154</td>
<td>172</td>
<td>179</td>
<td>176</td>
<td>106</td>
<td>97</td>
<td>63,0</td>
<td>91,5</td>
</tr>
<tr>
<td>Number of enterprises that have used advanced technologies</td>
<td>1590</td>
<td>1958</td>
<td>2134</td>
<td>2073</td>
<td>1636</td>
<td>1520</td>
<td>95,6</td>
<td>92,9</td>
</tr>
<tr>
<td>Number of enterprises that have used OIPR</td>
<td>...</td>
<td>...</td>
<td>419</td>
<td>428</td>
<td>333</td>
<td>301</td>
<td>...</td>
<td>90,1</td>
</tr>
<tr>
<td>Number of enterprises that have used rationalization proposals</td>
<td>196</td>
<td>182</td>
<td>169</td>
<td>146</td>
<td>100</td>
<td>95</td>
<td>48,5</td>
<td>95,0</td>
</tr>
<tr>
<td>Number of created technologies</td>
<td>376</td>
<td>447</td>
<td>516</td>
<td>486</td>
<td>309</td>
<td>275</td>
<td>73,2</td>
<td>63,6</td>
</tr>
<tr>
<td>Number of copyright protection documents issued for the created advanced technologies</td>
<td>850</td>
<td>1030</td>
<td>1217</td>
<td>1012</td>
<td>769</td>
<td>677</td>
<td>79,6</td>
<td>88,0</td>
</tr>
<tr>
<td>Number of inventions in the technologies used</td>
<td>157</td>
<td>333</td>
<td>207</td>
<td>149</td>
<td>149</td>
<td>66</td>
<td>42,0</td>
<td>44,2</td>
</tr>
<tr>
<td>Number of applications for OIPR</td>
<td>11678</td>
<td>11595</td>
<td>11784</td>
<td>11291</td>
<td>11121</td>
<td>11015</td>
<td>94,3</td>
<td>99,0</td>
</tr>
<tr>
<td>Number of copyright protection documents issued for OIPR</td>
<td>38278</td>
<td>38536</td>
<td>49183</td>
<td>53522</td>
<td>44427</td>
<td>47813</td>
<td>124,9</td>
<td>107,6</td>
</tr>
<tr>
<td>Number of applications for OIPR</td>
<td>31396</td>
<td>30954</td>
<td>30356</td>
<td>30763</td>
<td>29677</td>
<td>26076</td>
<td>83,1</td>
<td>96,5</td>
</tr>
</tbody>
</table>

Source: [3, p. 25-150]

As of the beginning of 2016, in Ukraine there were 1710 enterprises and organizations, engaged in the creation and use of advanced technologies and OIPR, as well as the use of rationalization proposals, that is 27.2 percentage points less than in the previous year. With the decrease in the number of enterprises their patent activity also decreased. In particular, of the beginning of 2016 to the State Intellectual Property Service of Ukraine received 9.1 thousand or 20.5% less applications for OIPR than the previous year [3, p. 50-74].

Despite the decrease in applications, the patenting of OIPR take course also slowly. Thus, at the beginning of 2016 67.0% of patents from the total number of applications were granted for inventions, of which 66.7% in the name of national applicants, for utility models – 94.6% (94.5%), industrial design – 92.5% (87.0%), marks for goods and services under the national procedure – 50.3% (44.9%). At the same time, there are significant disproportions in the issuance of patents in the name of foreign and national applicants regarding applications filed – the ratio of the corresponding applications for inventions was 1.29; utility models – 1.30; industrial designs – 1.20; marks for goods and services under the national procedure – 1.32 [3, p. 81-108].

In addition, production applicability of granted patents for OIPRs remains low. As of the beginning of 2016, only 7.0% of inventions, 6.0% of utility models, and 4.0% of industrial designs were used [3, p. 122-135].

It is known that enterprises that are active in the market of intangible assets and objects of intellectual property can choose several fundamental strategic approaches in order to effectively manage their own intangible assets. These are, for example, the strategy of protecting competitors, the strategy of attacking competitors, the strategy of optimizing financial and economic activities, the strategy of creating an image, etc. Obviously that an enterprises can choose one of these types of strategies, prepare and implement it. However, for the development of domestic enterprises it is perspective combined in a system of strategic management of intangible assets various options for
achieving predicted results. This conclusion is justified by the fact that, firstly, intangible assets are objectively not the key (but only supporting, additional) factor in the further development of the enterprises, therefore it is not appropriate to concentrate all resources and efforts on the implementation of the only chosen strategy in this area and, secondly, the enterprise does not have sufficient financial and resource support and market opportunities for such purposes.

Therefore, we present in Fig. 1 the principal scheme for coordinating strategic approaches and for the consistent implementation of strategic priorities for improving the efficiency of the use of intangible assets, which should be used by domestic enterprises.

<table>
<thead>
<tr>
<th>Sequence of implementation of strategic priorities</th>
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<tbody>
<tr>
<td>Formation of the intellectual capital of the enterprise</td>
</tr>
<tr>
<td>➢ artificial intelligence (competence, organizational knowledge, management techniques and technology, management information, information and technology infrastructure, rights to intellectual property objects, results of innovation and R &amp; D);</td>
</tr>
<tr>
<td>➢ quality and productive staff (able to generate, create and commercialize and manage the intangible assets – intangible assets)</td>
</tr>
<tr>
<td>Compilation of enterprise’s intangible assets package</td>
</tr>
<tr>
<td>➢ own objects that are registered and used;</td>
</tr>
<tr>
<td>➢ own objects that are provided for usage, including on the basis of joint activities;</td>
</tr>
<tr>
<td>➢ temporarily own objects, the rights to which are acquired under license;</td>
</tr>
<tr>
<td>➢ objects involved from external entities;</td>
</tr>
<tr>
<td>➢ objects belonging to employees or related persons</td>
</tr>
<tr>
<td>Arrangement of the intangible assets protection system</td>
</tr>
<tr>
<td>➢ compiling the protection document;</td>
</tr>
<tr>
<td>➢ entering all objects on the balance sheet;</td>
</tr>
<tr>
<td>➢ conclusion of insider contracts;</td>
</tr>
<tr>
<td>➢ protection through cooperation agreement</td>
</tr>
<tr>
<td>Improvement of the intangible capital system of the enterprise</td>
</tr>
<tr>
<td>➢ bringing objects in the registered capital;</td>
</tr>
<tr>
<td>➢ optimization of depreciation policy;</td>
</tr>
<tr>
<td>➢ application of alternate accounting schemes;</td>
</tr>
<tr>
<td>➢ identification and accounting of all objects</td>
</tr>
<tr>
<td>Achievement of a positive and sufficient economic effect from the use of enterprise intangible assets</td>
</tr>
<tr>
<td>➢ increasing the efficiency of the use of intangible assets objects;</td>
</tr>
<tr>
<td>➢ focusing on complex commercialization of intangible assets objects</td>
</tr>
<tr>
<td>Achieving social and marketing intangible assets potential</td>
</tr>
<tr>
<td>➢ application of patents and certificates for advertising purposes and for improving the socio-economic image</td>
</tr>
</tbody>
</table>

Fig. 1. Strategic approaches and strategic priorities for improving the efficiency of enterprise intangible assets management (author’s contribution)

Vasylytsiv T. G., Lupak R. L., Kunytska-Iliash M. V. Strategic approaches to the effective use of intangible assets as a condition for strengthening the competitiveness of enterprises
We believe, that enterprises if a certain sequence in the management of intangible assets, can achieve set purpose in the studied sphere. In fact, at the first stage the enterprises has to form its own intellectual capital, which consists of artificially and naturally acquired intelligence and competent, qualified trained personnel. We are convinced that without skilled personnel who are constantly developing in the professional and qualification plan, we can't speak not only about high efficiency, but about the activities of an enterprise in the field of intangible assets in general. That is why we define this strategic priority in the analyzed sphere as paramount [4, p. 310-341; 5, p. 62-72]. In the future, the top management of domestic enterprises has to determine and form their own package of intangible assets. The point is that the management teams of many enterprises do not realize that the assets operated can consist not only of their own and also those that are on its account, but also of involved. Consequently, their search involves solving the corresponding strategic task. Moreover, the top management of domestic enterprises can work in such a way as to recruit skilled, innovative-oriented workers who own (dispose of) their own intellectual development [6; 7; 8, p. 330-332].

It is important to connect the list of strategic priorities, that an enterprise should achieve, with the consistent introduction of an appropriate type of strategic behaviour. Thus, it is important to combine the implementation, provision and measures of the strategy of protection from competitors with the formation of a full-fledged system of protection of intangible assets of this enterprise; the strategy of formation of the statutory capital – with improving of an intangible assets; the strategy of forming its image – with the achievement of a positive and sufficient economic effect from the use of intangible assets and the carrying out its social and marketing potential.

The formation of the financial and resource support for intangible assets of the enterprise management has a strategic and long-term character, that to a large extent depends on external environment factors (competitors, consumers, investors, government support, market infrastructure elements, the level of scientific and technological progress), although the initiation of such business ideas goes on in internal structural units (that is, it depends on factors of the internal environment, such as tooling and production potential, the quality of staff). Therefore, in the system of strategic management of intangible assets, the search for possible sources of financial and resource support for the realization of the set goal and goals must be constantly searched (Fig. 2).

It is known that predominance of equity in its overall structure is an expressed feature of the formation of financial and resource support for economic activity. Therefore, the accumulation of own resources that are able to provide solutions to the main strategic objectives in the analyzed area should be considered as the priority direction of intangible assets management in enterprises.

It is known that a pronounced sign of the formation of financial and resource support for economic activity is the predominance of equity in its overall structure. Therefore, the priority direction of management of intangible assets at enterprises should consider the accumulation of own resources, which are able to provide solutions to the main strategic objectives in the field.

The process of formation, use and development of internal and external financial and investment support to intangible assets management are important factors in ensuring the competitiveness of the enterprise. Positive changes in the sphere of interest are possible only when the enterprise top managers develop effective mechanisms for managing financial resources, allowing the formation of financial reserves, to optimize, if necessary, creditor adversary, increase the profitability of equity capital, etc.

The effective formation and development of the intellectual and human potential plays a significant role in the system of financial and resource management of intangible assets, as prerequisites for ensuring the financial and economic viability of the enterprise and strengthening its competitive positions. In particular, the achievement of such targets will include the use of approaches that will actively stimulate the progressive growth of intellectualization of labor, the implementation of training and retraining programs, creativity and the ability of workers to generate innovation.

We believe that the activation of the investment and innovation activities of the enterprise cannot be achieved without improving the logistical support. It should be noted that a decrease in the solvency of the enterprise, a decrease in working assets, an increase in accounts payable and, as a result, a reduction in capital investments in the formation and effective use of intangible capital may lead to an
objective limitation of production and technological capacities, improper upgrading of the material and technical base, its physical and moral deterioration.

Subsystem for the formation of financial and resource support

**Own financial support:**
- net and reinvested profit;
- depreciation deductions;
- insurance indemnities;
- raising funds;
- financial result from alternative use of assets and resources;
- internal financial liabilities

**Logistical support:**
- up-to-date material and technical basis;
- computers;
- facilities and devices;
- optimal stock of attachments, etc.

**Involved financial investment basis:**
- bank loans and credits;
- funds of non-bank credit institutions;
- modern (factoring, forfeiting, leasing venture funds) tools and means of financial management;
- funds of insurance market entities;
- budget and grant support;
- funds of subjects of institutional financial infrastructure

**Technique and technological basis:**
- automated accounting system;
- intelligent production systems;
- management techniques and technologies;
- energy saving technologies;
- systems of informatization of production and economic activities

**Intellectual and human capital:**
- highly qualified staff;
- professional training and retraining programs;
- high creativity of employees, the ability to generate innovation;
- effective use of intellectual and human potential;
- high labour productivity

**Information and analytical support:**
- analysis and diagnostics of internal and external environment;
- information and analytical center for strengthening the activities on the management of intangible assets

**Subsystem of the management of enterprise’s financial and resource support distribution**

**Self-sufficiency**
Formation of the basis for stable functioning

**Stability**
Creation of conditions for investment and innovation development

**Development**
Ensuring the development of the enterprise on an innovative basis

**Subsystem of using financial and resource support**

We should add that, taking into account the need to improve the management of intangible assets is the introduction of innovative technologies in the internally production processes. We are talking about the formation of a technical and technological basis for the implementation of intangible means of strengthening the competitiveness of the enterprise. Augmenting the technical and technological potential of the enterprises and its efficient use by saving material and operating costs creates prerequisites for the implementation of the strategic programs for the effective use of intangible assets.

An increasing influence on the formation of financial and resource management of intangible assets of the enterprise has got the information and analytical support. The introduction and comprehensive use of modern information technologies in the activities of enterprises provides an information and analytical basis for making managerial decisions at all levels, provides information needs of staff, creates conditions for the objective formation of public opinion on the quality of their activities. Also, the result of financial and resource management of intangible assets should be the introduction of in-
novations and technological products (automated control systems, energy saving technologies, IT technologies).

Conclusion. In the conditions of globalization and informatization of economic relations, the competitiveness of domestic enterprises more and more depends on the factor of non-material resources and assets, that have in their structure intellectual property and access rights to different resources. Formation and effective use of intangible assets of enterprises should be carried out in accordance with a clearly defined strategic plan with gradual progress and implementation of such stages as formation of intellectual capital of the enterprise, layout of the package of its intangible assets, development of security system and protection of intellectual property, improvement of the structure of intangible capital of the enterprise, achievement of positive and sufficient economic effect from the use of intangible assets, realization of social and marketing potential of intangible assets.

The policy of intangible assets management requires appropriate financial and resource support that can be accumulated by domestic enterprises from the following sources: own financial support, attracted financial investment fund, intellectual and personnel capital, material and technical support, technical and technological basis, information and analytical component. The attraction and use of resources in these areas can guarantee the conditions of self-sufficiency (formation of the base of stable functioning), stability (creation of conditions for investment and innovation development) and development (ensuring of the development of the enterprise on an innovative basis).

References

Литература

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### Strategic approaches to the effective use of intangible assets as a condition for strengthening the competitiveness of enterprises

**Vasyltsiv T. G., Lupak R. L., Kunytska-Iliash M. V.**

**Title:** Strategic approaches to the effective use of intangible assets as a condition for strengthening the competitiveness of enterprises

**Abstract:** The article discusses the importance of intangible assets in the competitiveness of enterprises. It highlights the role of strategic approaches in managing and utilizing these assets effectively. The authors propose a framework for assessing the impact of intangible assets on business performance and suggest strategies for enhancing their value.

**Keywords:** Intangible assets, strategic management, competitiveness, enterprises.