

УДК 339.138:330.3

JEL M31, D20

DOI 10.18524/2413-9998.2025.1(59).333225

A. S. Telnov,

Dr. Sc. (Economics), Professor,
Khmelnytskyi National University,
11 Instytut'ska St., Khmelnytskyi, 29000, Ukraine.
e-mail: tas201@ukr.net
ORCID 0000-0002-1859-106X

ARCHITECTONICS OF THE MECHANISM FOR DEVELOPMENT OF THE ECONOMIC POTENTIAL OF AN ENTERPRISE BASED ON THE MARKETING CONCEPT 6.0

The article considers approaches to the development of the economic potential of the enterprise, which ensures its stable functioning in conditions of crisis phenomena in the economy. Taking into account the influence of informatization processes, it is substantiated that the economic potential is a real economic resource that requires the application of qualitatively new requirements for marketing management of processes of interaction with consumers based on marketing technologies 5.0 and 6.0. The economic potential of the enterprise can be fully developed through effective marketing strategies.

The purpose of the study is to substantiate the composition of the elements of the mechanism for developing the economic potential of an enterprise and their relationships by presenting the architectonics of this mechanism based on the concept of marketing 6.0.

The article substantiates the role and significance of developing the economic potential of an enterprise in the context of changes in accordance with the concept of marketing 6.0. The main differences between marketing 5.0 and marketing 6.0 are identified. Digital technologies used to improve interaction with customers are characterized. The essence of the mechanism for developing the economic potential of an enterprise is specified as a set of principles, laws, management methods, tools and functions, with the help of which the economic processes of formation, development and implementation of economic potential are regulated in order to achieve the strategic goals of the enterprise. The purpose of its functioning is determined, which is to increase economic potential and strengthen the competitive advantages of the enterprise in the long term.

The structural components of the mechanism for developing the economic potential of an enterprise are substantiated on the basis of marketing 6.0. The methodological basis of the proposed mechanism is determined by the principles, laws, functions and methods. The need to take into account the action of internal and external factors of influence, taking into account trends in the concepts of marketing 5.0 and 6.0 on the development of the economic potential of an enterprise, ensuring the coordinated operation of its structural components is established. It is concluded that the proposed approach to implementing the mechanism of economic potential will allow the enterprise to gain competitive advantages and ensure sustainable development in the long term.

Keywords: mechanism, development, economic potential, structure, enterprise, marketing 5.0, marketing 6.0.

Introduction. The development of the economic potential of enterprises is especially relevant in the conditions of a global information society, in which the main strategic resource is information. New information and communication technologies are increasingly penetrating almost all spheres of society, including the economy. For successful economic activity and development of domestic business, enterprises must have a developed economic potential. Managing the activities of an enterprise based on the development of economic potential will ensure its proper functioning in conditions of crisis phenomena in the economy.

Globalization processes and competitive conditions of enterprises encourage them to implement achievements in the field of digital technologies. In particular, the use of digital marketing tools in the economic activities of the enterprise allows you to create a brand, more effectively promote goods and services to a wider target audience. At the same time, the processes of market research, adaptation to changing consumer needs, and increased interaction between the enterprise and the client occur more actively.

In the modern world, enterprises are trying to fully develop the potential of advanced technologies in their marketing strategies, tactics and operational activities. In this context, the modern stage of economic development, characterized by complex informatization processes, determines the transformation of economic potential into a real economic resource, causes the need for organizational restructuring of management with network structures, the application of qualitatively new requirements for marketing management of customer interaction processes based on marketing technologies 5.0 and 6.0.

The economic development of an enterprise today is a prerequisite for ensuring the proper level of competitiveness of products, integration of the domestic economy into the world, sustainable development in the context of aggravating social contradictions and increasing the impact of digitalization of many processes and activities of business entities. In this regard, the problem of forming and structuring the mechanism for developing the economic potential of an enterprise, taking into account the conceptual principles of marketing 6.0, becomes particularly relevant.

Literature review. The problems of forming the economic potential of an enterprise, determining its essence, and analyzing existing concepts of its development are addressed in the works of domestic scientists, such as: I. A. Ajaman, O. V. Berezina, B. M. Hnatkivskyi, O. M. Zhdan, O. I. Zhidkov, N. S. Krasnokutska, A. S. Koryak, E. V. Lapina, A. M. Lysenko, O. I. Maslak, V. Ya. Nusinov, A. I. Orekhova, M. S. Panteleeva, N. O. Shura, D. V. Chubarov, etc. [1–5]. Many scientific works contain thorough research on the formation of the component structure of the mechanism for developing the economic potential of an enterprise.

Current issues of implementing marketing tools 5.0 and 6.0 into management practice are raised in the works of well-known domestic scientists, such as: V. Bugas, A. Golitsyn, S. Golitsyna, S. Kobernyuk, V. Pylypchuk, I. Ponomarenko, A. Ramsky, M. Severyn, S. Solntsev, A. Fedorchenko, A. Rozkladka and others [6–9].

The works of foreign authors present scientific views on the development of Marketing 5.0 and the changes that arise as a result of the use of its tools in economic activity. Thus, V. Dutt defines Marketing 5.0 as an era of technology and analyzes the challenges that it faces. In the work of T. Alanazi, an empirical study of the expected impact of Marketing 5.0 on the effectiveness of marketing activities was carried out [11]. The study of N. Hermina highlights the results of the relationship between Marketing 5.0 and consumer behavior of the millennial generation (Generation Z) in terms of its impact on improving business efficiency [12].

In general, scientists rely on the basic works in the field of marketing evolution by Philip Kotler. In their research, the author and his colleagues show how the latest technologies are turned into their own advantage and used to satisfy consumer demands even at the personal level. At the same time, a number of obstacles are taken into account, such as: generational conflicts, division of society by level of wealth and technological inequality, rapid digitalization, etc. [13–14].

However, despite the significant number of studies by scientists, it should be noted that some issues related to the justification of the mechanism for the development of the economic potential of an enterprise in the context of global competitive changes and the need to implement marketing tools 6.0 in practical activities require additional study and elaboration. The study of these issues will allow the use of new, innovative marketing tools that will allow influencing the formation and development

of the economic potential of an enterprise.

Objectives and tasks. The purpose of the article is to substantiate the composition of the elements of the mechanism for the development of the economic potential of the enterprise and their relationships by presenting the architectonics of this mechanism on the basis of the marketing concept 6.0. To achieve this goal, the following tasks were set in the work:

- to identify and substantiate the reasons that determine the need to introduce the marketing concept 5.0 «Technologies for Humanity» into the economic activities of enterprises;

- to outline the main features of marketing 6.0 and determine the possibility of applying its conceptual principles to develop the economic potential of the enterprise;

- to form the architectonics of the mechanism for the development of the economic potential of the enterprise and substantiate its component structure.

Research Methods. The research used the information search method – to obtain informative data from scientific sources and the Internet; methods of logical analysis, classification and comparative analysis – to highlight the main features of marketing 5.0 and marketing 6.0, to substantiate the component structure of economic potential; systems analysis – to clarify the composition and interrelationship of the constituent elements in the mechanism of development of the economic potential of the enterprise; structural-functional and graphic methods – to describe, explain the construction and visual illustration of the mechanism of development of the economic potential of the enterprise; abstract-logical method – to substantiate tasks, generalizations, the essence of key categories and the formulation of conclusions.

Results and discussion. Economic mechanisms play an important role in ensuring the achievement of the enterprise's goals, involving in the use of all possible resources and means, organizing the interaction of subjects when making decisions and implementing them in activities. For the effective functioning of the mechanism for developing the economic potential of an enterprise, it is important to take into account the action of a number of factors of internal and external influence, ensuring the coordinated work of all types of potential in its structure. At the same time, the processes of formation, development and implementation of the economic potential of an enterprise depend on the influence and new

challenges of the concepts of marketing 5.0 and 6.0.

Digital marketing today is one of the important areas of the modern information society, which allows you to attract and retain customers using digital channels. Underestimating the role and importance of digital marketing tools in the economic activity of an enterprise can lead to serious negative consequences, a decrease in sales of goods (provision of services), a decrease in the target audience and consumer loyalty, and a decrease in profits.

Digital technologies are increasingly penetrating domestic markets, and enterprise personnel are becoming more technically literate due to their mastery of digital skills. In such conditions, domestic enterprises must use innovative marketing strategies to interact with customers.

In 2017, the leading marketing concept was considered to be the «Marketing 4.0» concept, which was based on an orientation towards human values and the use of digital technologies [8]. In 2021, the «Marketing 5.0» concept emerged, which includes elements of human-centric marketing 3.0 and technology-enhanced marketing 4.0.

The need to implement the Marketing 5.0 concept in the economic activities of enterprises is due to a number of reasons (Table 1).

Table 1

**Reasons for the need to implement the Marketing 5.0 concept
«Technology for Humanity» in the economic activities of enterprises**

Reason	Justification
Generation gap. The gap between more experienced corporate executives and younger managers and clients.	Baby Boomers and Generation X still hold the leading positions in business and have the highest purchasing power. However, the technologically-enabled Generations Y and Z already make up a significant portion of the workforce and consumer markets.
Inequality, polarization of society by level of wealth.	Polarization of markets, growth of the upper class with high-paying jobs, development of the luxury goods market. Increase in the mass market for low-quality budget goods. Shrinkage of the middle class, transition of market participants to the lower or higher segment to survive.
Digital divide between people.	Digitalization raises fears of the unknown with threats of job losses and concerns about privacy breaches. The positive consequences of digitalization are in the prospects of exponential growth and a better life for humanity.

Source: Compiled based on [13]

Marketing 5.0 uses technology to create and enhance customer value

throughout the customer lifecycle. The concept proposes “next-generation technologies” that include artificial intelligence (AI), natural language processing (NLP), sensors, robotics, augmented reality (AR), virtual reality (VR), the Internet of Things (IoT), and blockchain. These technologies help businesses deliver more personalized customer experiences and increase sales.

AI can also be used to suggest relevant offers to relevant customers. Big data analytics allows marketers to individually tailor their marketing strategies to each customer—segment-of-one marketing.

In the process of constant digitalization, consumers do not divide online and offline interactions, but strive for an immersive experience. Marketing 6.0 (metamarketing) offers further rapid digitalization of society, the transition of interaction between business and consumers to the Meta-universe, maximum personalization of interaction with the target audience [14]. Trends that shape the future of marketing are: artificial intelligence, augmented reality, metauniverse and the use of big data.

«Marketing 6.0» goes beyond traditional concepts. Philip Kotler sees metamarketing as the fusion of digital and physical worlds, which creates an interactive and exciting customer experience. This approach is designed for generations Z and Alpha, who are gaining purchasing power today. Within the concepts of marketing 6.0, a company can sell its products through the format of short videos and streams, release new products and broadcast values using AI, make the customer experience of generations Z and Alpha more attractive, use the five senses to promote its brand. Therefore, metamarketing is seen as a powerful tool in the competition for the customer.

Thanks to machine learning and artificial intelligence, companies can predict the probability of success of a new product with certain quality characteristics using a predictive algorithm. Artificial intelligence also helps to identify patterns in consumer behavior, which allows companies to recommend relevant products and content to consumers based on their profiles. Some companies in various industries use the capabilities of artificial intelligence to develop advertising with minimal human involvement. Therefore, the capabilities of marketing technologies 5.0 and 6.0 are a powerful tool in shaping the economic potential of the enterprise.

Economic potential is a complex concept that combines all the conditions for the production of necessary market goods, products and services. In the economic literature there are many definitions of the essence of economic potential. In general, they are based on the effective use of

resources, production capabilities that can be used to achieve the goals of its socio-economic development.

Representatives of the resource approach to the interpretation of economic potential are: O. V. Shevchuk, M. I. Lagun, A. E. Voronkova, O. Zhivoluga, N. S. Krasnokutska, N. O. Krykhivska, R. O. Kostyrko, I. P. Otenko, L. M. Malyarets.

The development of the concept of a resource-production-strategic approach emphasizes the importance not only of the optimal combination of resources and the maximum possible production of products from these resources, but also of the use of resources for the purposes of strategic development of the enterprise (O. K. Dobykina, V. S. Ryzhykov, S. V. Kasyanyuk, M. E. Kokotko, T. D. Kostenko, A. A. Gerasimov). Based on this, economic potential is understood as a set of resources and opportunities that, with the development of productive forces and economic relations, can be maximally used in the process of solving strategic problems [3].

Modern studies of the interpretation of economic potential combine basic concepts when considering them. In general, one of the fundamental concepts of the interpretation of the economic potential of an enterprise is the classical one, according to which the potential is identified with its resources. The target approach to the interpretation of economic potential treats it as a measure of the enterprise's achievement of the set goal.

In [1] it is stated that the economic potential of an enterprise reflects the capabilities and opportunities that are formed in the enterprise if there is a set of resources, production capacities, and other reserves at a certain point in time. Therefore, the economic potential reflects the internal potential of the enterprise for the production of goods (services), and on the other hand, the potential external (market) opportunities for the sale of such goods (services) to its consumers and income generation [4]. To ensure the effective realization of the economic potential of an enterprise, it is necessary to clarify the architecture of its development mechanism (Fig. 1).

The mechanism of development of the economic potential of the enterprise is defined by us as a set of principles, laws, management methods, tools and functions, by means of which the economic processes of formation, development and realization of economic potential are regulated in order to achieve the strategic goals of the enterprise. It plays a decisive role in the implementation of production activities, since the achievement of the goals of the enterprise depends on the effectiveness of the chosen tools.

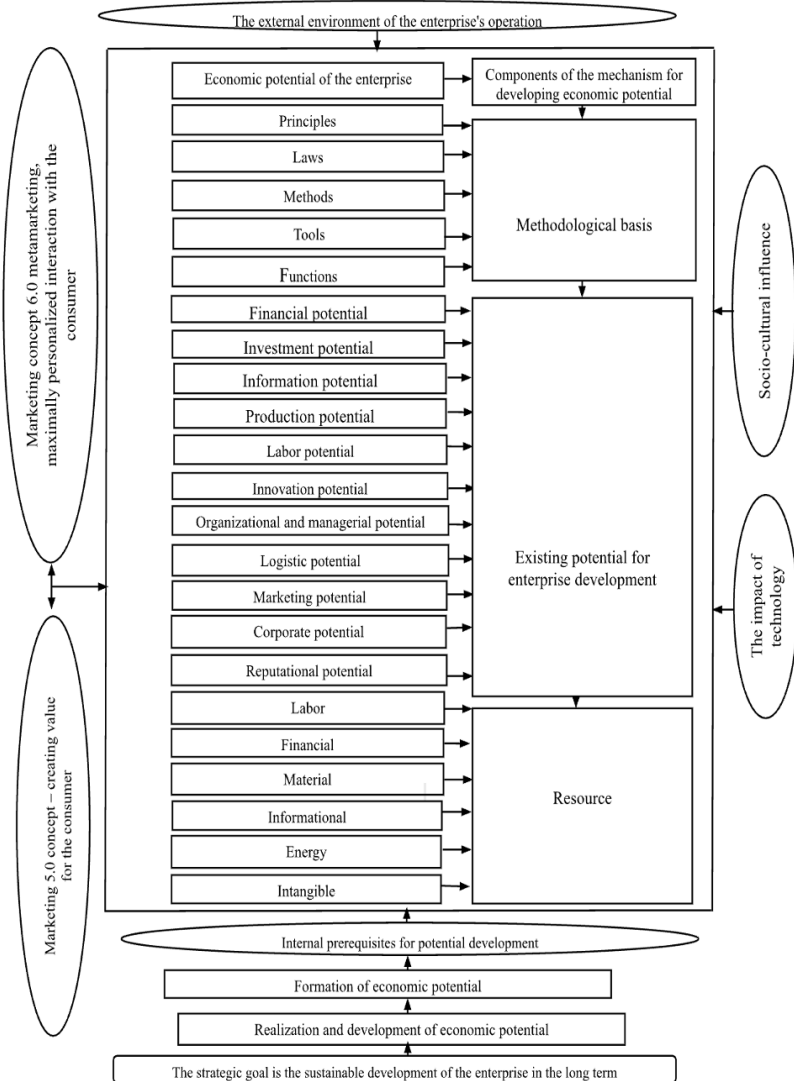


Fig. 1. Architectonics of the mechanism for developing the economic potential of an enterprise

Source: compiled by the author

The purpose of its functioning is to increase the economic potential and strengthen the competitive advantages of the enterprise in the long term.

The methodological basis of the mechanism for developing the economic potential of an enterprise is formed by principles, laws, functions and methods. The basis for managing the development of the economic potential of an enterprise is laid down by basic and specific principles.

We propose to take into account the following principles of the mechanism for developing the economic potential of an enterprise:

- systematicity — consideration of economic potential as a system with all its inherent laws;
- isomorphism — the presence of a unique (isomorphism) or partial (homomorphism) correspondence of the structure of one system to the structure of another, which allows modeling one or another system using another similar to it in a certain respect;
- emergentness — arises as a result of the joint interaction of elements and is characteristic only of systems;
- nonlinearity — multivariate processes, choice of alternatives, different speeds of process development;
- organization — coincidence in space and time of phenomena and processes, their interdependence and mutual agreement;
- dynamism — the presence of active processes and phenomena, moving connections, etc.;
- structurality — a method of stable connections, placement and order of the elements of the mechanism, which will ensure their balance;
- synergism — oriented on the internal properties of the system, its own laws of evolution;
- integrity — consideration of the process of economic potential development in the context of interaction of economic system entities as a continuous, consistent and balanced process;
- hierarchy — multi-level management with a combination of vertical and horizontal directions of distribution of responsibility and duties, taking into account subordination in the internal structures of economic development entities;
- purposefulness — formation of a set of goals in accordance with the strategy for realizing the economic potential of the enterprise, as well as their decomposition into lower-level goals for all entities participating in this process according to the requirements of specificity, significance,

timeliness, measurability, and attainability (SMART goals;

- decomposition — division of a complex object into parts for their further implementation as programs, projects, specific types of work with appropriate requirements for timing, quality and content for the effective implementation of the development of the economic potential of the enterprise;
- communication — the economic system is interconnected with other systems, connected by communications with the institutional environment.

Specific principles include: the principle of strategic orientation; vector integration and balance. The laws of the functioning of the mechanism for developing the economic potential of an enterprise are the general economic, general philosophical laws of development: ontogenesis, the transition of quantitative changes to qualitative ones; the laws of dialectics, denial, self-preservation and awareness.

Among the methods of the mechanism for developing the economic potential of an enterprise, economic, organizational-legal, and socio-psychological methods should be distinguished.

Economic methods include technical and economic analysis, justification and planning, financing, motivation of labor activity, labor remuneration, capital investment, lending, pricing, participation in profits and capital, taxation, insurance, establishment of material sanctions and incentives, transfer pricing, local economic regulators of economic activity, subsidizing, tariff regulation, economic benefits and sanctions.

Organizational-legal or administrative methods involve administrative, organizational and disciplinary actions to form the structure of management bodies, approve administrative norms and standards, legal regulation, issue orders and instructions, develop regulations, job descriptions and standards of activity, perform administrative functions in personnel management.

Socio-psychological methods are aimed at creating a favorable psychological climate, organizational culture, creative atmosphere, non-material motivation, meeting the cultural and spiritual needs of employees, establishing material sanctions and incentives, supporting initiative, responsibility and rationalization.

Among the functions of the mechanism for the development of the economic potential of an enterprise, we highlight: planning, organization, motivation, control, analysis, regulation, coordination.

The tools of the mechanism for the development of the economic potential of an enterprise are: regulatory, institutional and organizational, economic,

information and communication, market. The use of the listed tools contributes to technological modernization on the basis of digital transformation, increasing the competitiveness and economic mobility of business, stimulating production and sales through integration and cooperation, focusing on digital technologies and the development of smart infrastructure.

The totality of economic potential consists of material, labor, financial, organizational, information, investment, innovation and other types of resources. In its structure, the following types of potential can be distinguished: financial, investment, innovation, information, personnel, organizational and managerial, logistical, marketing, corporate, reputational. The presence and development of any type of potential determines to a certain extent the result of the enterprise's activities.

Innovative potential is the ability of an enterprise to generate and implement innovative solutions for their systematic technological, technical, production, organizational and managerial renewal. Quantitatively and qualitatively, innovative potential is represented by innovations and developments in the technical, organizational, economic and managerial spheres.

Financial potential includes financial resources and the ability to effectively use and reproduce them. The financial stability and competitiveness of the enterprise depend on the volume of financial resources and their proper use. Investment potential is considered as the ability to restore production capacity and the ability to attract investments.

The information potential of an enterprise is a set of technical, technological and economic information, information resources and computer information systems that interact with each other with the participation of qualified personnel and using means of communication and connection. The information potential includes a complex of technical, software-mathematical, organizational and economic means, the presence of special personnel for work on automating the enterprise management process, communication networks and software for accumulating and transmitting information.

The use of modern means of communication significantly accelerates and improves the quality of information transmission, optimizes information flows. In addition to standard communications, modern digital channels for distributing information are actively used. Modern programs that automate the management of information processes belong to the class of ERP systems. They allow you to create a single environment for automating the main business operations of the enterprise.

Production potential is the ability of an enterprise to attract and use factors to produce the maximum possible volume and quality of goods (services). This is a resource provision (means of production, natural resources, intangible assets, investment resources), which allows producing certain volumes of goods of the planned quality.

Labor potential is determined by the number of employees, their professional and qualification level and other qualitative characteristics. It is the total ability of the enterprise's personnel to realize their physical, intellectual, social and spiritual abilities in the process of production activities in specific socio-economic conditions.

Marketing potential is determined by the strength of the influence of a business entity on the consumer market, which results in the formation of a contingent of potential consumers of the enterprise, ready to make both primary and secondary purchases [5]. Marketing potential characterizes the ability to attract potential consumers to the purchase and consumption of goods (services), taking into account the resources available to the enterprise.

In this context, it is worth noting the role of marketing technologies 6.0, which allow creating unique customer offers that combine physical and digital interaction. At the same time, the company should develop a customer-centric strategy aimed at building emotional connections with the brand. Within the framework of implementing this strategy, consumers become not only buyers, but also co-authors of brands who are waiting for a unique and meaningful experience. At the same time, it is proposed to apply an ethical approach to the use of consumer data, which is the basis for a successful brand [14]. We are talking about the introduction of new approaches in marketing activities that will contribute to rapprochement with customers. For example, this may be the integration of artificial intelligence to personalize offers or the use of augmented reality to engage consumers in interaction with the product.

The logistics potential of an enterprise can be defined as the functional capability of systemically integrated units that cover all types of activities related to the movement in space and movement in time of personnel (transportation of employees, their placement in office premises); transportation according to the work schedule of materials and finished products (transportation, warehousing, storage, sorting and redistribution); energy and information flows (transmission, processing, storage and transformation). Taking into account the functional features, the logistics

potential is a complex system consisting of various types of logistics (personnel logistics, logistics of materials and finished goods, logistics of energy and information flows).

Organizational and managerial potential is considered as the ability of the management system to ensure a stable position of the enterprise in the market and its economic development. It depends on the degree of optimality of the organizational structure of the enterprise management, the level of organization of production and labor, and the effectiveness of personnel management methods.

The corporate potential of the enterprise is represented by the work of management bodies that effectively coordinate their interests and form a new level of corporate relations and corporate ethics [4]. In addition, due to the growing importance of business ethics and sustainable development in modern society, consumers are increasingly looking for brands that share their values and are socially responsible. The concept of marketing 6.0 emphasizes the creation of meaningful relationships and the promotion of social values, which finds positive feedback among domestic consumers.

Reputational potential involves creating a corporate identity, a brand, improving the image of the enterprise in a competitive environment, and forming consumer loyalty.

When developing strategic directions for the realization of economic potential, it is necessary to take into account the influence of external factors of the enterprise's functioning, as well as the formed internal aggregate potential of the enterprise. The system of such factors is an integral part of the process of forming competitive advantages. In conditions of increased competition, to form a competitive strategy for the development of economic potential, it is necessary to choose those priorities that are the strengths of the enterprise and correspond to the trends of the market situation. For the successful functioning of the enterprise in the modern market environment, it is necessary to have competitive advantages, to satisfy various changing needs of consumers better than competitors.

Conclusions. In modern business conditions, significant changes are observed in management, marketing, and economics. Traditional marketing approaches to the formation of sales policy, brand positioning, and interaction with the target audience are changing. Marketing concepts 5.0 and 6.0 are radically changing marketing communications with consumers.

In such conditions, there is a need to adapt marketing strategies to new

conditions. When forming a mechanism for developing the economic potential of an enterprise, it is necessary to take into account the conceptual provisions of marketing 6.0, which is indispensable for brands that want to remain competitive in the process of rapid change. The proposed architecture of the mechanism for developing the economic potential of an enterprise takes into account the influence of factors of the marketing environment, internal factors of enterprise development, and the latest technologies to stimulate innovative activity.

The use of digital tools offered by the concepts of marketing 5.0 and 6.0 will allow, when used comprehensively, not only to create product value for the consumer, but also to ensure maximum personalized interaction with him thanks to metamarketing. Such new, innovative approaches in economic and marketing activities that not only attract consumers, but also create long-term relationships, and technology and human needs coexist harmoniously.

References

1. Azhaman, I. A. & Zhydkov, O. I. (2018). The nature and structure of the economic potential of the enterprise [The essence and structure of the economic potential of the enterprise]. *Economy and state*, (4), 22–25. (in Ukrainian)
2. Hnativskiy, B. M. (2021). Osnovni komponenty struktury ekonomichnoho potentsialu pidpriemstv [Main components of the structure of the economic potential of enterprises]. *Ukrainian Journal of Applied Economics and Technology*, 4(6), 259–264. Available at: <https://doi.org/10.36887/2415-8453-2021-4-31>. (in Ukrainian)
3. Lysenko, A. M., Koriak, A. S. (2020). Poniattia ekonomichnoho potentsialu ta kontseptualizatsiia pidkhodiv do yoho traktuvannia. [The concept of economic potential and conceptualization of approaches to its interpretation]. *Central Ukrainian Scientific Bulletin. Economic Sciences*, 5(38), 221–227. Available at: [https://doi.org/10.32515/2663-1636.2020.5\(38\).221-227](https://doi.org/10.32515/2663-1636.2020.5(38).221-227). (in Ukrainian)
4. Nusinov, V. Ia., Shura N. O., Chubarov, D. V. (2016). Rol ekonomichnoho potentsialu v pidvyshchenni efektyvnosti upravlinnia pidpriemstvom korporativnoho typu [The role of economic potential in increasing the efficiency of corporate enterprise management]. *Efficient economy*. (11). Available at: <http://www.economy.nayka.com.ua/?op=1&z=5231>. (in Ukrainian)
5. Oriekhova A. I. (2018). Ekonomichniy potentsial pidpriemstva: sutnisni kharakterystyky ta strukturyzatsiia [Economic potential of the enterprise: essential characteristics and structuring]. *Economy and society*. (17), 308–313. Available at: <https://doi.org/10.32782/2524-0072/2018-17-45>. (in Ukrainian)
6. Buhas, V., Ponomarenko, I., Ramskyi, A., Fedorchenko, A., Roskladka, A. (2023). Blockchain Applications in Digital Marketing. *CEUR Workshop Proceedings*. (3421), 77–86. Available at: <https://ceur-ws.org/Vol-3421/paper8.pdf>

7. Holitsyn, A., Pylypchuk, V., Holitsyna, S. (2023). Using blockchain and machine learning technologies in marketing management. *Marketynh v Ukraini : Zbirnyk materialiv Mizhnar. nauk.-prakt. Internet-konf.* (m. Kyiv, 20 zhovtnia 2023 r.). K.: KNEU. (393–394). Available at: <https://ir.kneu.edu.ua/items/ace05e0a-3e39-4456-b35c-121dfca84316/full>
8. Koberniuk, S. (2023). *Marketynh 5.0 v ukrainskykh realiakh* [Marketing 5.0 in Ukrainian realities]. *Grail of Science.* (25), 67–68. Available at: <https://doi.org/10.36074/grail-of-science.17.03.2023.009>. (in Ukrainian)
9. Severyn M. A., Solntsev S. O. (2020). *Rozvytok marketynhovykh informatsiinykh system vitchyznianskykh pidpriemstv v umovakh informatyzatsii suspilstva* [Development of marketing information systems of domestic enterprises in the context of informatization of society]. *Economic Bulletin of KPI.* (17), 361–371. Available at: <https://doi.org/10.20535/2307-5651.17.2020.216379>. (in Ukrainian)
10. Dutt, V. (2023). Marketing 5.0: the era of technology and the challenges faced by it. *International Journal of Advances in Engineering and Management (IJAEM).* 5(4), 1397–1411.
11. Alanazi, T. (2022). Marketing 5.0: an empirical investigation of its perceived effect on marketing performance. *Marketing and Management of Innovations.* 13(4), 55–64. DOI: 10.21272/mmi.2022.4-06
12. Hermina, N., Rahma, Y. D., Gusnia, A. R. (2022). Marketing 5.0 and consumer behavior of the millennial (Gen Z) generation as business performance boosting on Covid-19 Pandemic (Case study: SMEs in West Java). *Central Asia and the Caucasus.* 23(1), 3732–3744. Available at: <https://doi.org/10.37178/ca-c.23.1.274>
13. Kotler, P., Kartajaya, H., Setiawan, I. (2021). *Marketing 5.0: Technology for Humanity.* John Wiley & Sons, 2021. 224 p.
14. Kotler, P., Kartajaya, H., Setiawan, I. (2023). *Marketing 6.0: The Future Is Immersive.* John Wiley & Sons, 2023. 256 p.

Стаття надійшла 12.04.2025 р.

А. С. Тельнов,

доктор економічних наук, професор,
Хмельницький національний університет,
вул. Інститутська, 11, Хмельницький, 29000, Україна.
e-mail: tas201@ukr.net
ORCID 0000-0002-1859-106X

АРХІТЕКТОНІКА МЕХАНІЗМУ РОЗВИТКУ ЕКОНОМІЧНОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВА НА ЗАСАДАХ КОНЦЕПЦІЇ МАРКЕТИНГУ 6.0

У статті розглядаються підходи до розвитку економічного потенціалу підприємства, який забезпечує його стабільне функціонування в умовах кризових явищ в економіці. З урахуванням впливу процесів інформатизації обґрунтовано, що економіч-

ний потенціал є реальним економічним ресурсом, що потребує застосування якісно нових вимог до маркетингового управління процесами взаємодії зі споживачами на основі маркетингових технологій 5.0 та 6.0.

Розвинути в повній мірі економічний потенціал підприємства можливо за рахунок ефективних маркетингових стратегій. Застосування інструментів цифрового маркетингу в економічній діяльності підприємства дозволяє створити прихильний бренд, забезпечити ефективне просування товарів і послуг ширшій цільовій аудиторії, підвищити рівень взаємодії підприємства і клієнта за рахунок персоналізації пропозицій.

У статті обґрунтовано роль і значення розвитку економічного потенціалу підприємства в умовах змін відповідно до концепції маркетингу 6.0. Визначено основні відмінності між маркетингом 5.0 і 6.0. Охарактеризовано цифрові технології, які використовуються для покращення взаємодії з клієнтами.

Уточнено сутність механізму розвитку економічного потенціалу підприємства як сукупності принципів, законів, управлінських методів, інструментів та функцій, за допомогою яких регулюються економічні процеси формування, розвитку і реалізації економічного потенціалу задля досягнення стратегічних цілей підприємства. Визначено мету його функціонування, яка полягає у нарощуванні економічного потенціалу та зміцненні конкурентних переваг підприємства у довгостроковій перспективі.

Обґрунтовано складові структури механізму розвитку економічного потенціалу підприємства на засадах маркетингу 6.0. Методологічною основою запропонованого механізму визначено принципи, закони, функції та методи. Встановлено необхідність врахування дії чинників внутрішнього і зовнішнього впливу, виявлених тенденцій у концепціях маркетингу 5.0 і 6.0 на розвиток економічного потенціалу підприємства, забезпечення злагодженої роботи його структурних компонентів. Запропонований підхід до реалізації механізму економічного потенціалу дозволить підприємству отримати конкурентні переваги та забезпечити сталий розвиток у довготривалій перспективі.

Ключові слова: механізм, розвиток, економічний потенціал, структура, підприємство, маркетинг 5.0, маркетинг 6.0.

Список використаної літератури

1. Ажаман І. А., О. І. Жидков. Сутність та структура економічного потенціалу підприємства. Економіка та держава. 2018. № 4. С. 22–25.
2. Гнатківський Б. М. Основні компоненти структури економічного потенціалу підприємств. Український журнал прикладної економіки та техніки. 2021. № 4(6). С. 259–264. URL: <https://doi.org/10.36887/2415-8453-2021-4-31>.
3. Лисенко А. М., Коряк А. С. Поняття економічного потенціалу та концептуалізація підходів до його трактування. Центральнотрадянський науковий вісник. Економічні науки. 2020. Вип. 5(38). С. 221–227. URL: [https://doi.org/10.32515/2663-1636.2020.5\(38\).221-227](https://doi.org/10.32515/2663-1636.2020.5(38).221-227).
4. Нусінов В. Я., Шура Н. О., Чубаров Д. В. Роль економічного потенціалу в підвищенні ефективності управління підприємством корпоративного типу. Ефективна економіка. 2016. № 11. URL: <http://www.economy.nayka.com.ua/?op=1&z=5231>.
5. Орехова А. І. Економічний потенціал підприємства: сутнісні характеристики та структуризація. Економіка і суспільство. 2018. № 17. С. 308–313. URL: <https://>

/doi.org/10.32782/2524-0072/2018-17-45.

6. Buhas V., I. Ponomarenko, A. Ramskyi, A. Fedorchenko, A. Roskladka. Blockchain Applications in Digital Marketing. CEUR Workshop Proceedings. 2023. vol. 3421. pp. 77–86. URL: <https://ceur-ws.org/Vol-3421/paper8.pdf>.
7. Holitsyn A., Pylypchuk V., Holitsyna S. Using blockchain and machine learning technologies in marketing management. Маркетинг в Україні : Збірник матеріалів Міжнар. наук.-практ. Інтернет-конф. (м. Київ, 20 жовтня 2023 р.). К.: КНЕУ. 2023. С. 393–394. URL: <https://ir.kneu.edu.ua/items/ace05e0a-3e39-4456-b35c-121dfca84316/full>.
8. Кобернюк С. Маркетинг 5.0 в українських реаліях. Грааль науки. 2023. № 25. С. 67–68. URL: <https://doi.org/10.36074/grail-of-science.17.03.2023.009>.
9. Северин М. А., Солнцев С. О. Розвиток маркетингових інформаційних систем вітчизняних підприємств в умовах інформатизації суспільства. Економічний Вісник КПІ. 2020. С. 361–371. URL: <https://doi.org/10.20535/2307-5651.17.2020.216379>.
10. Dutt V. Marketing 5.0: the era of technology and the challenges faced by it. International Journal of Advances in Engineering and Management (IJAEM). 2023. Т. 5, №4. pp. 1397–1411.
11. Alanazi T. Marketing 5.0: an empirical investigation of its perceived effect on marketing performance. Marketing and Management of Innovations. 2022. № 13(4). P. 55–64.
12. Hermina N., Rahma Y. D., Gusnia A. R. Marketing 5.0 and consumer behavior of the millennial (Gen Z) generation as business performance boosting on Covid-19 Pandemic (Case study: SMEs in West Java). Central Asia and the Caucasus. 2022. 23(1). P. 3732–3744. URL: <https://doi.org/10.37178/ca-c.23.1.274>.
13. Kotler P., Kartajaya H., Setiawan I. Marketing 5.0: Technology for Humanity. John Wiley & Sons, 2021. 224 p.
14. Kotler P., Kartajaya H., Setiawan I. Marketing 6.0: The Future Is Immersive. John Wiley & Sons, 2023. 256 p.