

# *Strategic Resource Configuration and Organizational Adaptability in Innovation-Driven Enterprises*

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**Keywords:** Resource Provision, Market Adaptability, Innovation-Oriented Enterprises, Competitiveness, Digital Transformation, Resource Management

**Abstract:** This article discusses the key role of resource supply in improving the market adaptability and competitiveness of innovative enterprises. Based on the latest research in enterprise resource management, this paper proposes a comprehensive framework for understanding resource supply as a systematic approach, covering financial, technical, human, and information resources. The article analyzes how enterprises can optimize resource allocation strategies to improve market responsiveness and maintain competitive advantages in a dynamic business environment. The article focuses on optimizing financial resources, advancing technological progress through digital transformation, functional restructuring, developing human capital, and improving information management systems. Research results show that effective resource supply management requires a holistic approach that integrates multiple resource dimensions while maintaining flexibility to adapt to the changing market environment.

## **1. Introduction**

In today's global economy, as they adapt to rapidly changing market environments, innovative enterprises face unprecedented challenges, namely maintaining competitiveness. The ability to allocate and manage resources effectively has become a key determinant of organizational success and sustainable development. As argued by Vivchar and his colleagues, enterprises not only need sufficient resources but also a well-designed resource allocation and utilization mechanism to achieve strategic goals [1]. In innovation-driven industries, technological progress, market fluctuations, and competitive pressure require enterprises to continually adjust their organizations. Therefore, the importance of resource allocation is particularly prominent.

The concept of resource allocation goes beyond simple resource availability and encompasses system management and the optimization of various organizational assets. Contemporary research shows that effective resource allocation is the basis for achieving expected financial performance and can also support broader economic, social, environmental, and innovation goals [2]. Adequate resource allocation and strategic deployment can create important development opportunities and

favorable conditions, which are crucial to maintaining a high degree of market adaptability and long-term competitiveness [3].

Although the academic community has paid considerable attention to enterprise resource management, there is still a significant cognitive gap in understanding how innovative enterprises can optimize their resource allocation strategies in the current economic environment. This article aims to fill these research gaps, put forward a comprehensive framework, integrate multiple dimensions of resource supply, and emphasize the common contribution of these dimensions to market adaptability and competitive advantage. The analysis draws on the latest theoretical developments and empirical research to offer practical guidance for enterprise managers and policymakers.

## **2. Literature Review and Theoretical Framework**

### **2.1 Conceptualizing Resource Provision**

In recent decades, academic discussion on the supply of enterprise resources has made great progress. Vivchar, Gaida, Gorelova, Kvasnitska, Nadtochy, Pajk, Ruus, Fernstrem, and Khrystenko. He has made important contributions to scholars such as Chorna. Together, these scholars have enhanced our understanding of how enterprises can effectively manage and deploy resources to achieve strategic goals. However, as noted in recent literature, many aspects of resource supply management remain controversial, especially the choice of the best method in a dynamic economic environment [1].

The analysis of existing literature shows that the essence of resource supply is usually understood through four core dimensions. First, it covers the collection of resources required for enterprise development. Secondly, it involves the amount of resources and structural allocation required to achieve economic benefits at a specific point in time. Third, it involves the dynamic process of enterprises acquiring, introducing, and utilizing various resources. Fourth, it includes an institutional framework for governments and organizations to ensure that resources are transformed into means of achieving strategic goals through material, legal, and institutional measures [2].

Based on the above concepts, this paper proposes a comprehensive definition: resource supply refers to the overall system of resources that can be used in a scientific and reasonable manner in enterprises' production processes, including financial, human, material, and information assets [1]. This definition not only emphasizes the ownership and availability of resources but also underscores system management and optimal configuration in production practice, thereby representing a comprehensive approach to ensuring enterprise competitiveness.

### **2.2 Resource supply structure**

Berdar's conceptualization of the resource supply structure provides valuable insights into the organizational dimension of resource management. According to Berdar, the resource supply structure encompasses the combination of resources used by enterprises to achieve their goals, as well as the specific links and interactions among these resources [3]. This structural perspective believes that effective resource supply requires not only the accumulation of individual resources but also their systematic integration and coordination.

The resource supply structures of different enterprises differ, and their specific composition depends on strategic goals and organizational tasks. Contemporary research has identified multiple categories of resources that constitute the resource supply system of enterprises: material resources (fixed assets and current assets), technical resources (process technology and innovation capacity), human resources (labor capacity group), financial resources (monetary funds), investment resources

(tangible and intangible assets of investment projects) , intangible resources (intellectual property rights and proprietary knowledge), spatial resources (physical infrastructure), information resources (data and document systems), time resources (time allocation), natural resources (raw materials) and legal resources (regulatory framework and compliance mechanism) [4].

### 3. Resource Provision Dimensions for Market Adaptability

Improving the market adaptability of innovative enterprises requires multi-dimensional strategic resource allocation. The following analysis focuses on five key areas: financial resource optimization, technological progress, functional restructuring, human capital development, and information system management. Each dimension makes a unique contribution to the organization's overall adaptability, and coordinated management is needed to create synergy [5].

#### 3.1 Allocation of financial resources

The allocation of financial resources is the foundation for enterprises' adaptability and market stability [2]. Contemporary innovative enterprises face many financial challenges that hinder their adaptability: insufficient short-term debt repayment capacity, low speed and cash ratios, structural dependence on bank loans, and significant fluctuations in profitability due to capital expenditure [6]. Addressing these challenges requires a comprehensive strategy to optimize the financial structure and enhance operational flexibility.

One of the main strategies is to optimize the balance between tangible and intangible value while reducing dependence on tangible production assets. For innovative enterprises, core competitiveness often comes from research and development capabilities, technological innovation, and intellectual property accumulation, rather than tangible asset ownership. However, many innovative enterprises still rely on hardware devices, terminal devices, and test platforms to transform technology into market applications. This tangible asset-oriented business model exposes enterprises to rising raw material costs, inventory pressure, and exchange rate risks, especially amid global supply chain fluctuations.

To improve financial adaptability and resource allocation efficiency, enterprises should promote the transformation of their product value structure from a hardware-intensive configuration to a software-and-hardware integration model. This transformation can be achieved through multiple mechanisms: developing software products and services as the primary source of income; adopting a licensing or subscription business model to reduce capital intensity; outsourcing non-core production activities to professional partners; and strengthening the collaborative ecosystem by leveraging external manufacturing capabilities. These methods enable enterprises to focus their internal resources on core technology research and development while maintaining the ability to respond quickly to market changes.

Diversification of financing channels is another key element of financial resource allocation. Santos, Cincera, and Cerulli (2024) argue that different financing sources have varying impacts on enterprise innovation and growth, with equity financing and government support generally playing a more effective role in promoting long-term development. In contrast, excessive reliance on traditional bank loans may constrain financial flexibility and increase vulnerability to credit market fluctuations. Therefore, innovative enterprises should actively explore diversified financing mechanisms, including equity financing through venture capital and private equity, bond issuance in capital markets, government innovation funds and subsidies, and strategic partnerships with industry-leading enterprises [7].

The establishment of a dynamic financial early warning system helps enterprises to carry out active financial risk management. Such systems should monitor multiple indicators, including

current ratios, debt repayment coverage, cash flow patterns, and profit trends. By implementing predictive analysis and scenario planning, enterprises can identify potential financial dilemma signals early and take corrective measures before the crisis breaks out. In addition, enterprises should formulate emergency plans and specific countermeasures for various financial pressure scenarios to ensure resilience in an unfavorable market environment.

Effective capital budget allocation is another key component of financial resource allocation. Innovative enterprises must strategically allocate financial resources to core business operations, short-term high-potential projects, and long-term development plans. Table 1 lists a recommended budget allocation framework that balances the stability of core business operations and the flexibility of strategic investment.

*Table 1. Budget Allocation Plan for Innovation-Oriented Enterprises*

Business Strategy	Project Expenditure	Budget Allocation (%)	Flexibility Range
Core Business	Management Expenses	15%	0%
	Sales Expenses	20%	
	Development Expenses	32%	
Short-Term High-Potential Projects	Management Expenses	5%	4%-8%
	Sales Expenses	8%	
Long-Term High-Potential Projects	Management Expenses	4%	4%-8%
Other Projects	Management Expenses	2%	0
	Sales Expenses	3%	
	Development Expenses	4%	

Source: Author's compilation

As shown in Table 1, the budget allocation framework prioritizes core business activities, and 67% of total resources are used for core business activities (of which 15% is for management, 20% for sales, and 32% for research and development), so as to ensure a stable source of income and competitive advantage. Short-term high-potential projects receive 13% of the resource allocation and can be flexibly adjusted between 4% and 8% to respond quickly to emerging opportunities. Long-term development projects receive 4% of resource allocation and have similar flexibility to support continuous innovation. Other projects receive the lowest allocation of resources (9% in total), reflecting their limited contribution to strategic goals. This structured approach enables enterprises to maintain operational stability while retaining financial flexibility for strategic adjustment.

### 3.2 Allocation of technical resources

Technological progress is the fundamental driving force for the market adaptability of innovative enterprises. The rapid development of digital technology has not only created opportunities for organizational transformation but also brought inevitable requirements. In particular, digital transformation has become a key strategic measure. It enables enterprises to optimize operational processes, enhance decision-making, and improve customer interaction through technologically empowered innovation.

Successful digital transformation requires comprehensive strategic planning and the harmonization of technical initiatives with overall business goals. Enterprises must first thoroughly

evaluate their current technical capabilities and digital maturity. The assessment should examine the existing information system, data management practices, employees' digital capabilities, and the integration of cross-organizational functions. Based on this assessment, enterprises can formulate a targeted roadmap for digital transformation and prioritize initiatives based on their strategic importance and implementation feasibility.

Figure 1 presents the strategic framework for enterprise technology resource allocation, comprising three key components: technology demand assessment and selection, technology supplier relationship building, and progressive technology introduction planning. The framework guides innovative enterprises in systematically developing and implementing their technical capabilities.

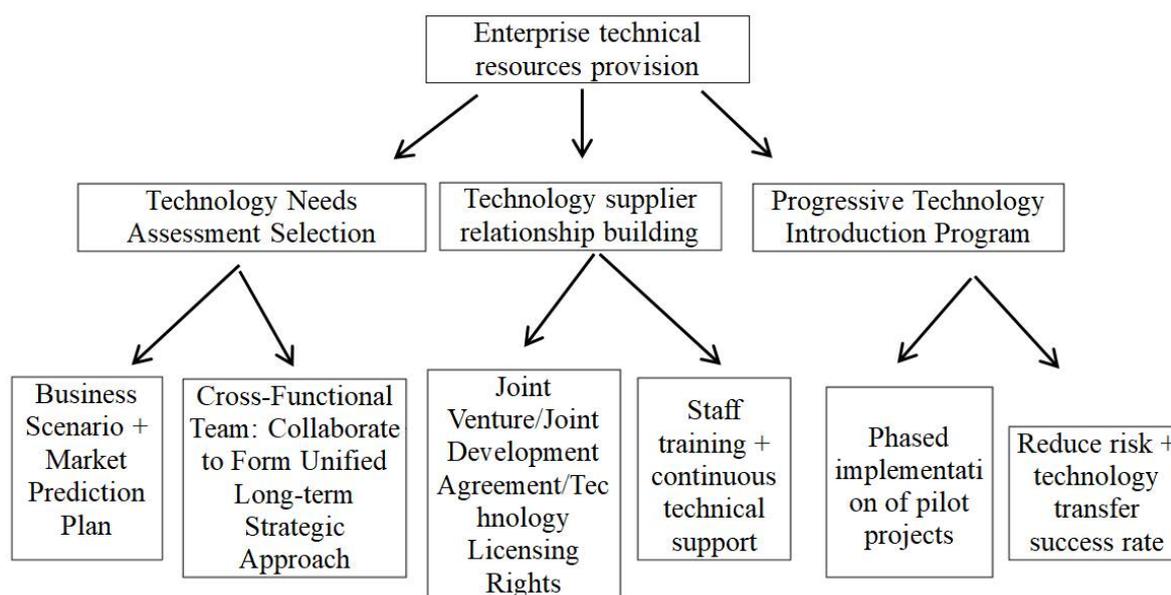


Figure 1. Framework of Enterprise Technology Strategy Promotion (Source: [13])

As shown in Figure 1, the technical resource allocation framework begins with a comprehensive demand assessment and technology selection process. This initial stage ensures that technology investments are aligned with strategic goals and operational needs. Enterprises should establish multidimensional evaluation standards that encompass technical maturity, compatibility, scalability, and cost-effectiveness. The cross-functional team should supervise this evaluation process to ensure the selected technology meets both current operational needs and the long-term strategic vision.

The second component is to establish a strategic partnership with technology suppliers. These relationships go beyond simple transactional cooperation and cover collaborative innovation, joint development programs, and risk-sharing mechanisms. Strong supplier partnerships can provide cutting-edge technology, expertise, and continuous technical support to accelerate technology integration and application [8]. The cooperation agreement should include terms of personnel training, continuous maintenance, and collaborative problem-solving to ensure the smooth deployment of technology and continuous operational efficiency.

The third component emphasizes the gradual introduction of technology through phased implementation. Given the complexity and potential risks of major technological changes, enterprises should adopt a gradual approach, starting with manageable, controllable pilot projects [9]. These initial deployments will generate valuable operational data and user feedback to inform subsequent deployment stages. This iterative method reduces implementation risk, verifies the

technology's effectiveness on a small scale, and enables systematic knowledge accumulation. Based on the pilot results, enterprises can refine their implementation strategy and gradually expand the application of technology across a wider range of organizational fields.

Technology selection and integration are key challenges in the digital transformation plan. Given the wide range of available technologies and platforms, enterprises must establish a systematic evaluation mechanism to assess technical options across multiple dimensions, including maturity, stability, security, compatibility, scalability, and maintainability. These assessment frameworks should take into account not only current functional needs, but also long-term strategic fit and adaptation potential. Regular technical reviews ensure that the selected system continues to meet the organization's changing needs and identify opportunities for upgrading or replacement.

Data governance has become the core competitiveness of the digital age. As enterprises increasingly rely on data-driven decision-making, the quality, security, and accessibility of data resources become crucial. A comprehensive data governance system should establish data quality standards, security protocols, and management procedures to ensure the accuracy, integrity, and security of data throughout its life cycle. This includes implementing advanced data collection technologies, developing efficient storage and processing platforms, and deploying complex analytical algorithms to extract actionable insights from the organization's data assets.

### **3.3 Functional Resource Provision and Organizational Adaptation**

Functional resource allocation encompasses the organizational structure, processes, and capabilities required to achieve effective resource utilization and market responsiveness. Against the background of digital transformation and market adaptation, the traditional hierarchical organizational structure is often insufficient to meet the rapid decision-making and cross-functional collaboration required in a dynamic business environment. Therefore, enterprises must reorganize their structures to build a flatter, more flexible one to quickly adapt to a changing market environment.

Organizational restructuring should break down traditional sectoral barriers and hierarchical barriers that hinder the flow of information and collaborative problem-solving. Cross-departmental collaboration teams and agile workgroups help speed up business process optimization and improve decision-making response time. These structural changes enable enterprises to accelerate the innovation cycle, improve customer responsiveness, and adapt to emerging market opportunities and competitive threats more quickly.

Process optimization and automation are the core elements of functional resource allocation. By introducing automation tools and technologies such as robotic process automation (RPA) and business process management (BPM) systems, enterprises can reduce manual intervention, minimize errors, and significantly improve operational efficiency. Process optimization should start with a comprehensive review of the existing workflow to identify bottlenecks, redundant links, and opportunities for improvement. Advanced management methods such as lean management and Six Sigma provide a systematic framework for continuous process improvement.

### **3.4 Human resource allocation**

For innovative enterprises, human capital may be the most critical resource, because knowledge, creativity, and adaptability ultimately reside in the organization's members [10]. Existing literature suggests that effective human resource allocation relies on a comprehensive talent management strategy that includes talent acquisition, development, retention, and deployment. In the context of digital transformation and evolving market conditions, scholars have highlighted the growing

importance of cultivating digital competencies and fostering an organizational culture that supports continuous learning and innovation.

With the acceleration of technological change and the continuous evolution of market demand, the importance of employee training and skill development is increasingly prominent. Enterprises should establish dedicated funds and scholarship programs to encourage employees to pursue digital training, professional certification, and continuing education. These investments in human capital development will deliver multiple benefits, including stronger operational capabilities, greater innovation potential, and higher employee satisfaction and retention rates. The training program should cover technical capabilities related to new technologies and soft skills such as cross-functional collaboration, agile project management, and design thinking.

Career development system and promotion opportunities are important parts of human resource allocation. Clear career paths, transparent promotion standards, and meaningful growth opportunities help attract and retain talent and motivate employees to achieve excellence [11]. Enterprises should implement a structured performance evaluation system to recognize and reward individual excellence and teamwork contributions. These systems should balance short-term performance and long-term ability development, and encourage employees to continuously improve and innovate.

### 3.5 Information Resource Provision

In today's business environment, the quality and speed of decision-making increasingly determine the outcome of competition, and information resources are crucial assets. Effective information resource allocation requires a complex system to collect, store, process, analyze, and disseminate information throughout the organization [12]. These systems must ensure the accuracy, timeliness, accessibility, and security of information while supporting rapid insight generation and knowledge sharing.

The information management system should integrate data from various sources, including internal operating systems, market intelligence, customer feedback, and competitive analysis. Advanced analytical capabilities enable enterprises to extract meaningful patterns and insights from this data, thus supporting evidence-based decision-making at the strategic, tactical, and operational levels [12]. Special attention should be paid to developing predictive analysis capabilities to anticipate market trends, customer needs, and competitors' movements, enabling proactive rather than reactive responses.

## 4. Conclusion.

This article discusses the multidimensional characteristics of resource supply for innovative enterprises and emphasizes its key role in enhancing market adaptability and maintaining competitive advantage. Analysis shows that effective resource supply is far more than simple resource accumulation; it encompasses systematic management and strategic deployment across multiple dimensions, including finance, technology, functions, manpower, and information. Each dimension makes a unique contribution to organizational adaptability, and coordinated management is needed to produce synergy.

The research results emphasize several key principles for successful resource supply management. First of all, financial resource optimization must balance stability and flexibility, enabling enterprises to maintain operational continuity while pursuing strategic innovation. The budget allocation framework proposed in this article (Table 1) shows how enterprises can systematically allocate resources to core operations, high-potential projects, and long-term development plans while maintaining financial flexibility. Secondly, the supply of technical

resources requires strategic investment in the digital transformation plan, supplemented by sound data governance and a systematic technical evaluation framework, as shown in the technical strategic framework (Figure 1).

Third, the supply of functional resources needs to be reorganized in a flatter, more agile direction, supplemented by process automation and optimization. Fourth, the development of human capital has become a core priority, which requires continuous investment in training, career development, and cultural construction to promote innovation and adaptability. Fifth, the supply of information resources can realize evidence-based decision-making and the rapid dissemination of knowledge through advanced information management systems, analytical capabilities, and collaboration platforms. The integration of these dimensions can build a resilient organizational system that can thrive in a dynamic, competitive environment.

Future research should explore several important avenues for expanding the framework. Empirical research examines the relative importance of various resource-supply dimensions across industries, providing valuable insights for practice. Studying how enterprises can effectively balance multidimensional resource investments under budget constraints will provide practical guidance for resource-allocation decision-making. In addition, a longitudinal study of tracking the evolution of resource supply strategies and their impact on performance can reveal the dynamic adjustment process and identify the leading indicators of successful adaptation.

The resource supply framework proposed in this article has both theoretical and practical significance. In theory, it integrates the previously dispersed enterprise resource management perspective into a comprehensive multidimensional model that recognizes the interdependence among different resource types and management methods. In fact, it provides enterprise managers with a systematic approach to diagnosing resource allocation gaps and formulating targeted improvement strategies. As the market environment continues to accelerate, the ability to effectively allocate and deploy organizational resources will increasingly be the difference between successful, innovative enterprises and less adaptable competitors.

### Acknowledgements:

We sincerely thank Igor Sikorsky Kyiv Polytechnic Institute for their support and guidance during this research.

### Funding:

This research did not receive any specific grant from funding agencies in the public, commercial, or not-for-profit sectors.

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