

## INTELLECTUAL POTENTIAL AS A FACTOR OF SUSTAINABLE DEVELOPMENT OF THE ENTERPRISE

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*The article defines the category of "intellectual capacity" in relationship with the "intellectual capital" category. The intellectual potential of the structure, its features and principles are considered. The importance of the intellectual potential for sustainable development of the enterprise is determined.*

In conditions of transition to the information economy specific knowledge is essential for a successful, competitive companies that is held by employees of the enterprise, effective control mechanisms, collection and processing of data, the relationship with customers, investors, suppliers and other contractors. In this regard, issues of effective formation and management of those resources become more important. The theory of the intellectual potential as a key factor of the enterprise development is widespread, but the mechanisms and impact of intellectual resources on the efficiency of the enterprise is not uniquely identified.

To be effective in the management of intellectual potential of enterprises, it is necessary to define the basic theoretical aspects of intellectual potential. The existence of different approaches to the theoretical definitions leads to problems in the diagnosis and management of intellectual potential, and proves the need for such research.

Among the foreign authors who devote considerable attention to the problems of formation, development and effective use of intellectual potential we can highlight: D. Bell, E. Brooking, G. Belinger, G. Katrug, Jh. Galbraith, B. Genkin, A. Dreval, L. Edvinson, M. Malone, G. Probst, P. Sullivan, P. Strassman, T. Stewart etc.

Intellectual potential of economic systems is opportunities offered by the intellectual resources in a particular period and in the future, and can be used to solve specific problems or to achieve determined goal. The intellectual potential is a system with its inherent elements: intellectual capital; knowledge management system, links and properties (innovation, competitiveness); security system (informational, functional, organizational) [1, p. 66].

The concept of intellectual potential is similar to the concept of intellectual capital, but, if the elements of intellectual capital involved in the activities of enterprise and generate income, then the elements of the intellectual potential do not fully participate in the activities of the enterprise and at a particular time does not generate revenue, but have the ability to bring it in the future.

Intellectual capital is the relationship of knowledge, experience and key competencies of staff, corporate relations with partners and clients, which ensure the creation of added value and unique competitive advantages of enterprises in the selected segment of the market [2, p. 111].

Deep penetration of intellectual capital (and potential) in the production changes its character, provide the growth of its effectiveness, issues related to the theoretical and practical principles of effective use and development of all the elements of intellectual capital are getting particular importance.

The structure of the intellectual capital of the enterprise, and also illustrating the structure of intellectual potential, shown in figure 1.

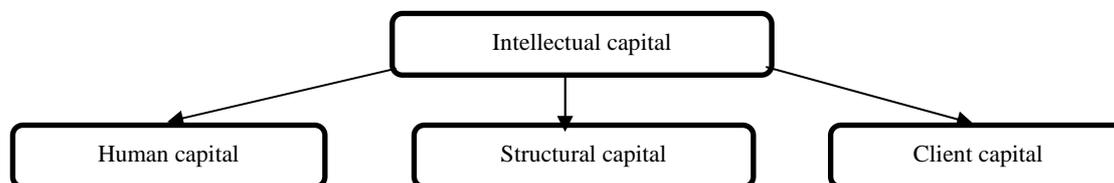


Fig. 1. The structure of the intellectual capital and potential of the enterprise

Source: author's own design based on [3, p. 2].

The structural or organizational capital includes the methods and structure of the relationship, to ensure effective interaction of employees within the enterprise, as well as with external partners in the course of its activities. Organizational capital includes management systems, databases, trademarks, copyrights, company culture etc.

Under the client or consumer, or attitudinal, capital is understood a system of stable links and relations with clients and consumers. It includes goodwill, contracts and agreements with customers and partners, brand etc.

However, this separation into components of intellectual capital is conditional, because in reality they are not separated, and function together providing a synergy effect.

The market demand what has value. Exactly in a market society inequality of people in their intellectual abilities is most noticeable. The gap between what actually is a human and his achievements, on the one hand, and what he thinks about his abilities and achievements, on the other hand, becomes apparent. Intellectual potential - it is, above all, a set of professional knowledge, skills and creative abilities of intellectual property, which are used in all types of economic activities and become a source of additional income (intellectual rents, royalties, lump-sum payments), providing strong market prospects and competitive advantages to the staff, enterprise, society.

Search of effective ways to manage the existing intellectual potential becomes a strategic objective of higher-level management executives to provide high competitive advantage in the market. There are the following features of the intellectual capital and capacity as an economic category [4, p. 6]:

- formation of intellectual capital has the character of accumulation in the form of knowledge, skills and experience;
- character and types of investment in intellectual capital are determined with historical, national, cultural features and traditions;
- investment in intellectual capital should provide the holder receiving higher income;
- investment in intellectual capital provide quite significant in terms of volume, long-time and integrated by the nature economic and social effects. The earlier investments in intellectual capital, in particular human component are made, the faster they begin to return. But it should be noticed that the higher-quality and long-term investments bring higher and more long-term effect. The investment period in intellectual capital is much longer than the physical. Investment period in physical capital is from one year to five years, and that form of investment in intelligence, education, investment period can be up to 12–20 years, continuing in the future the entire working life. Intellectual capital is different from the degree of liquidity of physical capital and is not as current capital;
- transformation of intellectual capital in the intellectual property in the form of a patent or other intellectual property rights may be bought or sold.

Thus, the economic system of intellectual capital as the potential inherent in the basic principles that define its character and main properties [4, p. 6].

1. The integrity of a system of intellectual capital. Its character is not a sum of the properties of its content elements, on the contrary, functioning of each element of the system it depends on its location and connections within the whole.
2. The relationship of elements within the system of intellectual capital as well as the interaction with the external economic environment, and this feedback.
3. Purposefulness and self-organization of the system. For the economic system of the intellectual capital these principles act as a natural trend.
4. Presence in the economic system of intellectual capital transfer and exchange of information.
5. Considered economic category has the properties of the goods: the ability to generate additional cash flow share under certain control conditions.
6. Cyclical and continuity of the acquisition process, accumulation, transformation, capitalization of intellectual capital.

Thus, when the elements of the intellectual potential are used in the enterprise activity, the intellectual potential becomes intellectual capital and begins to generate revenue from its using. Transfer of intellectual potential into intellectual capital precisely in direction and field which are essential for the enterprise now, providing its adaptation to the changing conditions of the environment and preservation of sustainable development vector. Consequently, there is a need to assess the existing potential.

To evaluate the intellectual capacity following indicators with their integral estimates should be used [1, p. 67]:

- unit personnel intellectual potential;
- intellectual material support – based on the number of personal computers, the quality and availability of modern means of communication, availability of computer support systems, enterprise management systems, etc.;
- intellectual scientific and technical potential – based on parameters such as the amount of scientific research, the number of patents and innovations, the number of awards for new developments and participation in exhibitions and conferences, publications in scientific journals and the like. This indicator should show a generalized quantitative expression of the intellectual development of the structural unit;
- intellectual information base – is characterized by the possibility of fixing the knowledge of the individual so that they can be transferred to other and stored in a knowledge base, information about consumers and suppliers, the history of relations with clients, etc.

For comparison of indicators in frames of integrated estimates of groups and calculating the final rating is used weighted sum where the weights are given by experts.

It is advisable to determine the intellectual potential not only of the enterprise and its divisions, but of each employee. This indicator will help to solve problems of personnel policy. Knowledge of the intellectual level of the enterprise and its subsidiaries helps to solve the following problem [1, p. 68]:

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**Economics**

- confirmation of enterprise capabilities to achieve its strategic objectives (whether the enterprise has the necessary expertise and technology);
- restructuring of the enterprise (which features highlight in the new organizational structure, and which on the contrary, merge or liquidate, etc.);
- expansion of corporate memory boundaries by creating a knowledge base containing information about intellectual potential of every employee.

The process of changing the enterprise's intellectual potential and its units should be carried out annually. Continuous monitoring of the dynamics and timely corrective action to make better use of the intellectual potential of the enterprise to improve the performance of industrial and economic activities and improve enterprise stability. Therefore, the intellectual potential of becoming an important factor for sustainable development.

Thus, currently an enterprise can be competitive and sustainable if based on knowledge and human potential, the main principle of which is the dissemination and use of knowledge and the potential of its staff to ensure their growth and development.

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