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JUSTIFICATION OF THE NECESSITY OF DEVELOPING A STRATEGY FOR INNOVATIVE DEVELOPMENT OF THE ENTERPRISE

Summary. The paper proposes a scientific approach to determining the need to develop a strategy for innovative development of the enterprise. Effective management of innovative activity of the enterprise is impossible without understanding the essence, methodology and principles of strategic management of innovative development of the enterprise. This necessitates the study of basic principles, approaches, the correct understanding of which contributes to the effective strategic management of the enterprise, coordination of its efforts to achieve high rates of innovative development. It is noted that the development of innovation in the enterprise is impossible without the developed innovation strategy, which is an important component of the overall strategy of enterprise development. In view of this, there is the need to develop a strategy for innovative development of the enterprise which will significantly increase the competitiveness of the enterprise and the ability to enter new spaces.

Key words: strategy, innovative development, strategic management, competitiveness, industry.

The problem statement. One of the main conditions for the formation of a competitive strategic perspective for the development of the enterprise is, first of all, its innovative activity. The introduction of innovations is often seen as the only way to increase the competitiveness of goods, maintain high rates of development and profitability, condition for the development of innovation. At the same time, this determining factor of the economy is not used enough in Ukraine now, which is due to extremely unfavorable conditions for innovation. Insufficient pace of innovation is due to lack of funds and resources for innovation, weak interest of manufacturers in implementing new developments, the destruction of the production apparatus in industry and other sectors of the economy, which led to the shutdown and closure of many enterprises. For Ukrainian industrial enterprises, the problem of organizing production on the basis of the formation of innovation potential and ensuring the effectiveness of the innovation process remains unsolved. Thus, there is a need to find and implement appropriate levers, approaches and methods of modern organization of production in enterprises that can increase innovative development.

Overview of recent research and publications. The problem of strategic management of innovative development of the enterprise was considered from different levels and different positions in the works of world-famous economists: I. Ansoff, K. Bowman, M. Porter, A. Thompson. A significant contribution to the development of this problem was also made by Ukrainian scientists – A. Grinev, K. Grinchenko, T. Lepeyko, V. Vasilenko. However, the great potential developed in this area of domestic science is often inapplicable to the current situation, which is characterized by the emergence of fundamentally new problems and opportunities in the field of strategic management.

The purpose of the study (task statement). The purpose of the work is to deepen the theoretical and methodological approaches to justify the need to develop a strategy for innovative development of the enterprise.

Research results. The successful operation of industrial enterprises in an unstable environment largely depends on the effectiveness of their innovation and the soundness of the strategy of socio-economic development. Globalization, as the main trend of economic growth in developed market countries, requires companies to pay close attention to establishing the international relations, which should be based on the use and exchange of high technology, intellectual resources that can increase the competitiveness of all participants in foreign economic activity. The strategic orientation of the use of innovations is the basis for the active development of industrial enterprises not only in the context of their international policy but also domestic and regional markets.

According to leading economists [7], strategic management should be based on the organic unity of general worldviews, methodological principles, general scientific methods of cognition and specific methodology. In this aspect, it is a theory and methodology of philosophy (methodological element of science, general scientific methodology and local system of methodology of strategic planning), sociology and economics.

The current situation in the innovation sphere of the Ukrainian economy is primarily due to the lack of innovation strategy in the management of innovation because it is the basis of modern innovative economic development in a constantly changing environment. Today the main purpose of the innovation strategy in our country is to prevent the collapse of the scientific and innovative sphere and create conditions for rapid and effective implementation of technical and technological innovations in all spheres of economic activity, pro-

viding structural and technological prerequisites for development, especially at the enterprise level economy as a whole.

The economic development of the country should be accompanied by a steady increase in the competitiveness of industrial products. The basis of the national industrial policy should be the establishment of Ukraine as a high-tech state, whose industry is able to produce the latest quality products.

There are two ways to increase the competitiveness of products: lower prices and higher quality. The price component is almost exhausted, so manufacturers have realized that companies can survive only with constant improvement of technical, economic, ergonomic, marketing performance of products. This problem can be solved only through the constant implementation of innovative projects, the transition to the trajectory of innovative development of the entire industry.

Innovative activity is aimed, first of all, at overcoming the technical lag, reorienting the production potential to create competitive industrial productions, the development of which depends on the level of susceptibility of enterprises to innovations in industries. Analyzing the results of economic development over the past three years, it can be argued that in Ukraine there is an unstable trend towards expanded reproduction and reconstruction of existing enterprises, as well as to deepen and expand research, create new models and improve production technology, expand product range, introduce new methods for the organization of production and management.

The results of the study of the scale and effectiveness of innovation in the industry of Ukraine indicate a low activity in the production of scientific and technical achievements, their weak involvement in solving the problems of a market economy. Innovations have not yet taken place of the main factor of economic development of industrial production and ensuring its financial stability.

It is the innovative strategy of enterprise development that:

- ensures sustainable growth and functioning in the future and is based on the use of scientific and technical achievements, technology, management;
- is on the complex of innovations associated with the attraction of material resources, extensive use of intellectual potential;
- is characterized by flexibility and ability to adapt to changing market conditions;
- takes into account the influence of external factors that cannot be controlled by the enterprise.

In view of this, for industrial enterprises of Ukraine an effective management tool is the development of an innovative development strategy, as it accelerates the continuous development of the enterprise in market conditions; provides competitive advantages based on leadership in technology, development and implementation of new products, product quality; determines the market position; creates a basis for public recognition of the enterprise.

Innovative activity is directed, first of all, on overcoming of technical lag, reorientation of production potential on creation of competitive industrial productions development of which depends on the level of susceptibility of the enterprises to innovations. Thus, the innovative strategy of the enterprise in conditions of competition must not only ensure the achievement of goals but also achieve their best results, otherwise the company will not be able to compete for the market of its products.

Success in this way depends on the mechanism of scientific development ideas, its development, implementation of results and consumption.

The most influential factor for innovation is the time factor, because even the most advanced technology will not succeed if it is offered late or enters an unprepared market. It is also important to consider the ability to transmit and receive

information about innovative products in a short time, provided by modern communication technologies. In addition, the experience of implementing innovation strategies in other countries, the possibility of adopting alternative strategic programs for the region and the likely consequences are studied.

There are also studied the changes in economic and scientific-technological policy, choice of strategy and appropriate concentration of resources, improvement of the company's internal system. When developing a strategy and tactics of behavior, domestic enterprises should determine the determining factor of innovation potential, which should be able to provide a competitive advantage to the international environment. It should be borne in mind that a competitive product will not appear without efficient flexible production, and a competitive country is the one that has a dynamic potential to produce new products – world market leaders.

Strategic innovation planning is a subsystem in the general planning system at the enterprise in a market economy. The object of strategic innovation planning at the enterprise is innovative activity, considering which we can note:

- in modern conditions there is an objective need for independent development of innovation strategy at the enterprise, based on the main goals and objectives of enterprise development, taking into account resource provision and risk factors, with preliminary forecasting of the state of the environment and own innovation opportunities;
- the main content of innovation is the development and implementation of scientific and technical policy in the field of new competitive products and its production and technologies in order to obtain the maximum possible profit;
- in the implementation of the innovation strategy importance of R&D and the degree of risk in their implementation increase;
- innovation is closely linked to all other activities in the enterprise, and above all, with production and marketing.

The company's strategy forms and orients the strategy of management of scientific and technological progress, i.e., determines the role, place, base and content of innovation. In turn, the innovation strategy deepens, clarifies and promotes the implementation of the company's strategy. It also contributes to the achievement of goals, priorities outside the enterprise in terms of the national economy, such as the rational use of resources; achieving highly efficient and favorable socio-economic results; achieving savings through the introduction of innovations in the entire network of production and non-production organizations and throughout the cycle "science – research – design work – research production – commissioning", both in terms of time and rationality and quality of work.

There is no single model of innovation strategy for all enterprises, as well as a single universal method of strategic innovation management. Each enterprise operating in a market economy is unique in its characteristics, so the content of strategic management of the innovation process is specific, and its forms and methods cannot be replicated for many enterprises. Virtually all thriving businesses owe their results to innovation, but not all innovative businesses succeed. Accordingly, the innovation strategy of the enterprise should reflect the features of this path of development.

The central element of strategic management is strategic planning. It is at this stage that the future success or failure of the firm is forced. Analysis and generalization of foreign experience allowed revealing the features of this process, to justify the need to develop a strategy of innovative development as an important component of the overall strategy of enterprise development.

The formation of the innovation strategy of the enterprise should be carried out in several stages (Figure 1).

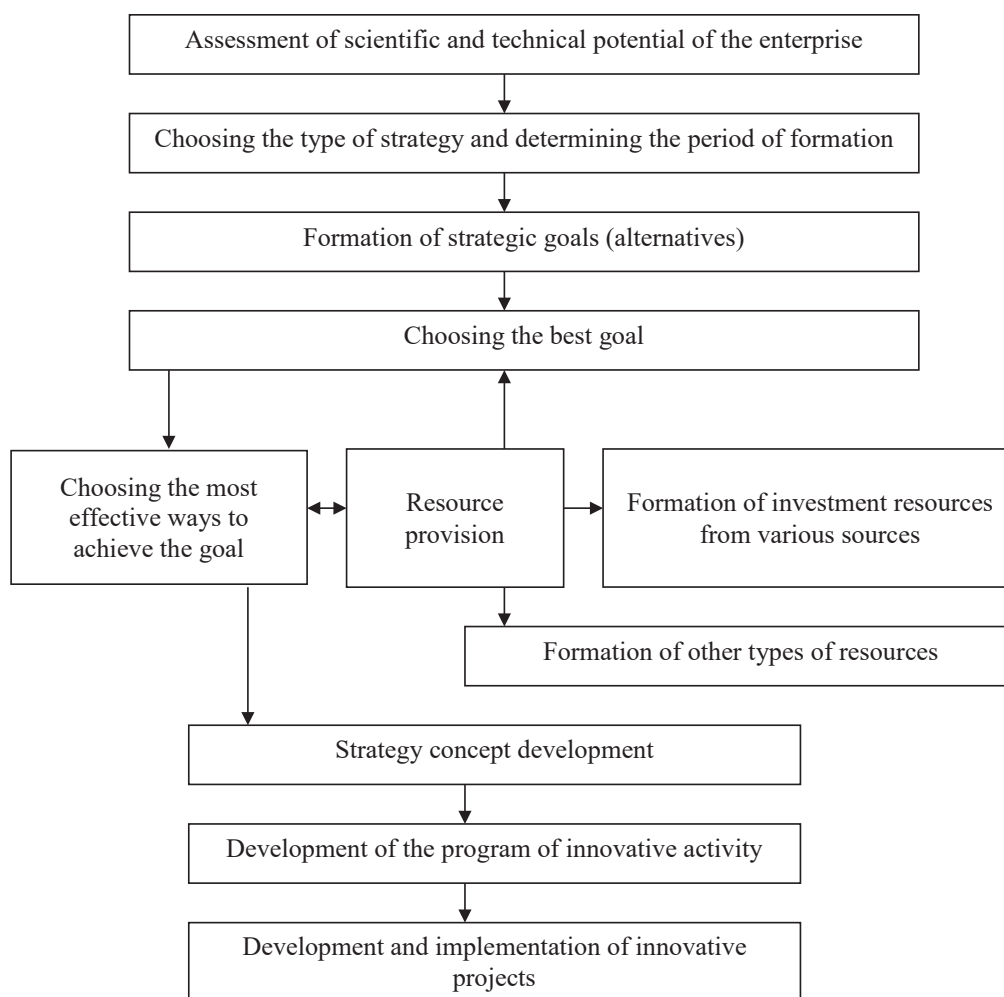


Figure 1. The process of forming an innovative strategy of the enterprise

Source: author's development

At the first stage, there should be carried out an assessment of the existing scientific and technical potential of the enterprise, which will identify its strengths and weaknesses. The next step is to determine the type of strategy. The choice of type of strategy depends on a number of factors: the global goal set by the company, its affiliation to a particular industry, the conditions of external and internal environment. In this procedure, it is important for the company to first anticipate the consequences that await it when choosing a particular type of strategy.

In the same initial stages, another important issue is addressed, which is related to determining the period of validity of the strategy. Innovation takes a relatively long time.

The most responsible stage is the formation of the goal of the innovation strategy. The starting point is the purpose of the overall strategy of enterprise development. But other factors have a certain influence on this process. In particular, the formation of the purpose of the innovation strategy, largely depends on the means of organizing the innovation process in the enterprise. This process should be related to the stages of the enterprise life cycle.

The main purpose of enterprise development, to which the goals of all other strategies should be subordinated, is to ensure the competitive advantage of the firm. It involves achieving the competitiveness of products, as well as gaining and strengthening positions in certain market segments (external or internal). The goals of the innovation strategy should

be, first of all, aimed at improving the technical level of production, technological mobility of the enterprise, which will allow, if necessary, quickly and at the lowest cost to make the transition from obsolete to new products in the market. Of the alternatives, preference is given to the fact that can ensure the achievement of competitive advantage of the firm to the greatest extent and at minimal cost. Thus, the best option for the strategic goals of the innovation strategy, as well as ways and means to achieve them.

An important component of the formation of innovation strategy is its resource provision. The resource provision system is being developed in several areas. One of them is the formation of sufficient financial resources for the development of the enterprise. It involves finding new sources of funding, determining the optimal ratio of own and borrowed funds. Within the framework of this direction the tasks of introduction of effective mechanisms of investment of innovative projects are solved also. Other areas of resource provision of the innovation strategy are related to logistics, staffing.

The main provisions of the innovation strategy are reflected in the concept and program of innovation of the enterprise. The concept contains the main directions of the innovation strategy and their justification, the program includes goals, objectives, stages of its implementation, interrelated in terms, resources and performers. The program also presents a list of specific measures for innovation. The most effective option is

to develop and implement research and production projects for each event or a combination of them.

Thus, the innovation strategy provides the dynamics of the reproduction process in the enterprise, primarily in terms of its quality characteristics. It seems to play the role of an engine in the overall strategy. In a number of industrialized countries, it is the innovation strategy that characterizes the company's relations with competitors, consumers, suppliers. The type of the general strategy of the enterprise depends on it.

Thus, the innovation strategy is a purposeful activity of defining the most important directions, choosing the priorities of perspective development, developing requirements for the development of the enterprise and a set of measures to achieve these goals.

In the conditions of the Ukrainian economy, the strategic policy first of all aims to provide an opportunity of development on innovative type, namely – an infrastructure of such development. Therefore, the innovation development strategy should focus primarily on innovations of infrastructural and organizational-managerial type, which relate to the solution of many important national problems.

Conclusions and further research perspectives. Thus, the analysis of the current state of science, technology and innovation in Ukraine shows that the level of innovation, the state of production of high-tech products, funding for science, the development of infrastructure of innovative entrepreneurship in Ukraine lags far behind the world's leading countries. There is a mismatch between the scientific and technical potential of the country and the overall productivity of the national economy, due to the low efficiency of the national innovation system. The main problem hindering the development of the high-tech sector of the economy is the lack of funding and insufficiently effective state innovation policy, which leads to a reduction in the number of researchers, makes it difficult to obtain economic returns in the form of completed innovation proposals and their implementation in the domestic economy.

For each company, the problem of constant readiness to improve the process and product plays an important role. Strategic management of innovation differs in different enterprises depending on the initial state and setting goals, and also requires the use of new forms of organization of economic work.

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ОБґРУНТУВАННЯ НЕОБХІДНОСТІ РОЗРОБКИ СТРАТЕГІЇ ІННОВАЦІЙНОГО РОЗВИТКУ ПІДПРИЄМСТВА

Анотація. Аналіз сучасного стану науково-технічної та інноваційної сфери в Україні свідчить про те, що за рівнем інноваційної активності, станом виробництва високотехнологічної продукції, обсягами фінансування науки, розвитком інфраструктури інноваційного підприємництва України значно відстає від провідних країн світу. Існує невідповідність науково-технічного потенціалу країни загальній продуктивності національної економіки, що зумовлено низькою ефективністю національної інноваційної системи. Головною проблемою, що гальмує розвиток високотехнологічного сектора економіки, залишається відсутність фінансування та недостатньо ефективна державна інноваційна політика, що призводить до скорочення чисельності наукових працівників, ускладнює отримання економічної віддачі у вигляді формування завершених інноваційних пропозицій та їх реалізації у сферах вітчизняної економіки. В роботі пропону-

ється науковий підхід до визначення необхідності розробки стратегії інноваційного розвитку підприємства. Ефективне управління інноваційною діяльністю підприємства неможливе без розуміння сутності, методології і принципів стратегічного управління інноваційним розвитком підприємства. Це обумовлює необхідність у вивченні основних принципів, підходів, правильне розуміння яких сприяє забезпеченню ефективного стратегічного управління підприємства, координації його зусиль для досягнення високих темпів інноваційного розвитку. Відзначено, що розвиток інноваційної діяльності на підприємстві не можливий без розробленої інноваційної стратегії, яка є важливою складовою загальної стратегії розвитку підприємства. З огляду на це, обґрунтована необхідність розробки стратегії інноваційного розвитку підприємства, яка дозволить значно підвищити конкурентоспроможність підприємства та можливість виходу на нові простори. Для кожного підприємства проблема постійної готовності до вдосконалення процесу і продукту відіграє важливу роль. Стратегічне управління ж інноваційною діяльністю відрізняється на різних підприємствах залежно від початкового стану і постановки завдань, а також потребує застосування нових форм організації економічної роботи.

Ключові слова: стратегія, інноваційний розвиток, стратегічне управління, конкурентоспроможність, промисловість.

ОБОСНОВАНИЕ НЕОБХОДИМОСТИ РАЗРАБОТКИ СТРАТЕГИИ ИННОВАЦИОННОГО РАЗВИТИЯ ПРЕДПРИЯТИЯ

Аннотация. В работе предлагается научный подход к определению необходимости разработки стратегии инновационного развития предприятия. Эффективное управление инновационной деятельностью предприятия невозможно без понимания сущности, методологии и принципов стратегического управления инновационным развитием предприятия. Это обуславливает необходимость в изучении основных принципов, подходов, правильное понимание которых способствует обеспечению эффективного стратегического управления предприятия, координации его усилий для достижения высоких темпов инновационного развития. Отмечено, что развитие инновационной деятельности на предприятии невозможно без разработанной инновационной стратегии, которая является важной составляющей общей стратегии развития предприятия. Учитывая это, обоснована необходимость разработки стратегии инновационного развития предприятия, которая позволит значительно повысить конкурентоспособность предприятия и возможность выхода на новые просторы.

Ключевые слова: стратегия, инновационное развитие, стратегическое управление, конкурентоспособность, промышленность.