

**STRATEGIES OF INNOVATIVE DEVELOPMENT OF ENTERPRISE  
IN THE CONTEXT OF CURRENT ECONOMIC PROBLEMS****Shcheblykina I.A., \*Shcheblykina Z.V.***Zaporizhzhia National University  
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innovation, innovative activity, strategy, strategic innovation, lifecycle.

The article analyses the essential characteristic of the strategy of innovative activity of economic development. It has been determined that at the present stage of economic activity, the strategic innovative development of enterprises is a process of purposeful change of the general state of an enterprise, and it depends, to a certain extent, on the innovative potential of the enterprise. The characteristic features of the strategies and their existing tendencies have been considered. The necessity of introduction and formation of the strategy of innovative development at the enterprise has been analysed. It has been determined that the main tasks of the innovative strategy are efficient distribution and use of available resources and opportunities necessary for development on the basis of innovations and innovative activities (potential of innovative development) and adaptation to changes in the conditions of the environment by finding new ways and areas of realization of the company's potential, bringing compliance of internal development opportunities with external ones, generated by market. The approaches to the management of strategic innovative development existing at the enterprises have been described and have been embodied in the works of many foreign and domestic scientists. The link between the strategies of innovative development of enterprise and life cycle stages has been presented. The systematization of approaches to the formation and implementation of strategies for innovative development has been analysed. It has been noted that the peculiarities of formation of innovation strategy of enterprise development are considered at three levels: corporate, business and commodity levels. At the corporate level, the general principles of the innovation strategy as a component of the general economic development strategy have been developed. At the business level, it is planned to develop, within the framework of an innovation strategy, measures for the development and implementation of innovations in each of the strategic areas of economic activity, make strategic decisions regarding the modification of the existing product range and product assortment, which include the generation of ideas for new products and their selection, development of the design of goods and verification. At the product level, develop a commodity innovative strategy and marketing programs to promote each of the product innovations has been developed, analysed the current market situation in the market and its prospects, analysed the market positions and prospects of the company and its products, carry out a detailed description of the marketing complex for each product group and commodity units. The main world tendencies of development of strategic innovative development have been highlighted, the analysis of innovative activity in the global perspective has been presented. Conclusions have been made as for existing problems of conducting strategic activity in Ukraine, and ways of overcoming them have been offered.

**СТРАТЕГІЇ ІННОВАЦІЙНОГО РОЗВИТКУ ПІДПРИЄМСТВА В РОЗРІЗІ СУЧАСНИХ  
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інновації, інноваційна діяльність, стратегія, стратегічна інновація, життєвий цикл.

Досліджено сутнісну характеристику стратегії інноваційної діяльності в розрізі розвитку економіки. Визначено, що на сучасному етапі господарювання стратегічний інноваційний розвиток підприємств являє собою процес цілеспрямованої зміни загального стану підприємства, і залежить він, певною мірою, від інноваційного потенціалу підприємства. Розглянуто характерні особливості стратегій та існуючі тенденції. Проаналізовано необхідність упровадження та формування стратегії інноваційного розвитку на підприємстві.

Визначено, що головними завданнями інноваційної стратегії є ефективний розподіл і використання наявних ресурсів і можливостей, необхідних для розвитку на основі інновацій та інноваційної діяльності (потенціалу інноваційного розвитку), та адаптація до змін умов зовнішнього середовища шляхом пошуку нових способів і сфер реалізації потенціалу підприємства, приведення у відповідність внутрішніх можливостей розвитку до зовнішніх, які генеруються ринком. Окреслено підходи до управління стратегічним інноваційним розвитком, що існують на підприємствах, та висвітлені в працях багатьох зарубіжних та вітчизняних учених. Наведено зв'язок між стратегіями інноваційного розвитку підприємств та стадіями життєвого циклу. Проаналізовано систематизацію підходів щодо формування й реалізації стратегій інноваційного розвитку. Зазначено, що особливості формування інноваційної стратегії розвитку підприємства розглядають на трьох рівнях – корпоративному, бізнес-рівні, товарному. На корпоративному рівні розробляються загальні засади інноваційної стратегії як складової загальноекономічної стратегії розвитку. На бізнес-рівні здійснюється розробка заходів щодо розроблення й упровадження інновацій для кожної зі стратегічних зон господарювання. На товарному рівні розробляють товарну інноваційну стратегію й маркетингові програми з просування кожної з товарних інновацій на ринку. Висвітлено основні світові тенденції розвитку стратегічного інноваційного розвитку, подано аналіз інноваційної діяльності в глобальному розрізі. Зроблено висновки щодо наявних проблем ведення стратегічної діяльності в Україні, та запропоновано шляхи їх подолання.

### Statement of the problem

The guarantee of the purposeful development of the enterprise is the quality of orderly developments and ideas that reflect the orients of the enterprise, as well as possible directions of development.

The lack of substantiation of these ideas suggests the existence of existing threats to the normal life of the enterprise. It is because of this that particular attention needs to be paid to improving the mechanism of implementation and formation of the strategy of innovative development at the enterprise.

Despite the fact that Ukraine is taking decisive steps to stabilize macroeconomic indicators, there are currently no significant changes in the formation of a qualitative system of innovative development of enterprises in the domestic market. The formation of the optimal productive strategy of enterprises requires such a methodology that would enable to analyse of the existing strategy, reveal and show the problems of Ukrainian enterprises, and identify ways to increase competitiveness in the domestic and foreign markets.

### Analysis of recent studies and publications

The research on strategic planning problems is common among many foreign and domestic scientists. There are works of O.E. Kuzmin [1], I.V. Kolodyazhna [2,3], O.I. Kuzmak [6], L.G. Kapranova [12], O.I. Didchenko [13], V.V. Levitsky [14], V.E. Komandrovskaya [15], P. Mikityuk [16] and others.

They studied various aspects of management of innovative strategies of enterprises and problems of innovative development in general.

In the analysis of authors, scientific research becomes clear that the approaches to strategic innovative management existing at enterprises focus on more stable conditions of management.

However, as you know, nowadays the processes of development of almost all domestic enterprises can be characterized by inability and stagnation. In addition, in the financial and economic literature, the issue of

implementation and formation of innovative development strategies of the enterprise has not been sufficiently developed. And this greatly complicates the processes of making managing decisions on increasing the efficiency of financial and economic activity, ensuring a stable innovation development of the enterprise.

### Objectives of the article

The purpose of this article is to improve the basic principles of the methodical approach to the formation and implementation of the strategies of innovative development of enterprises at the present stage of management.

### The main material of the research

At the current stage of management, the strategic innovation development of enterprises is a process of purposeful change in the general state of the enterprise, which depends to a certain extent on the innovative potential of the enterprise. Its source is innovation, which creates completely new opportunities for enterprises through the introduction and implementation of the ability to seek new ideas and solutions as a result of innovations [6]. From the analysis of the researchers presented above, we can conclude that today there is no single approach to the formation of strategies for enterprise innovation.

After analysing the systematization of approaches to the formation and implementation of strategies for innovation development, it is clear that the criteria for choosing innovation strategies are the stages of its life cycle.

The link between the strategies of enterprise innovative development and the stages of the life cycle has been manifested in the theories of the life cycle and “long waves” by M. Kondratiev.

Let's consider each of the strategies individually:

1. The strategy of survival and renewal is used on the stage of depression, that is the birth of the life cycle of the enterprise. It corresponds to a rather high level of

strategically innovative development. This strategy involves finding ways to eliminate the dangers for the normal operation of the enterprise. These dangers include a radical restructuring, which in the future will contribute to the deceleration and counteract the development of stagnation processes, and will allow the company to survive completely.

2. The strategy of intensifying efforts is used not only at the stage of growth, but also at the stage of decline of the enterprise's life cycle. Such strategy involves measures to support positive positions and does not allow a company to become a threat, where the activities of the negative factors are rather destructive. The strategy of intensifying efforts means creating such prerequisites for overcoming the crisis and overcoming the existing effects of negative factors, which in the future will improve the existing position of the enterprise. The strategy aims to develop at all levels of enterprise management, the system of measures aimed at intensifying the use of all types of labour, energy, raw materials and equipment resources, and eliminating unproductive costs.

3. The strategy of preventing the actions of negative factors is based on the emergence of a risk. It is used not only in the stage of growth, but also in the downfall, therefore, the strategy provides for measures to support growing positive positions and to prohibit the transition to threats, acts of destructive factors. This strategy should provide a direct transition to an increase in the performance of the enterprise, thereby creating conditions for growth and ensuring its security.

4. The strategy of stabilization and strengthening of positions is aimed at supporting the security of the enterprise, as well as creating new conditions for strengthening. Such a strategy has the character of directing the enterprise's efforts to support a diversified, balanced development of the enterprise, increasing the role of financial indicators, expanding the boundaries of reproductive processes. The strategy of stabilization and strengthening of positions contributes to the achievement of a completely new stage in the stabilization of the enterprise, which is the first stage of the life cycle for future growth [5,6].

Therefore, in order to use the strategy of stabilization and strengthening of positions, the enterprise should have a basis for stable, effective growth of production and creation of proper conditions for maintaining and increasing the growth of enterprises.

The innovation strategy is defined as an interconnected set of actions for ensuring the conditions of long-term survival and development of the enterprise in the market through the creation and implementation of innovations.

Its main tasks are:

- efficient distribution and utilization of available resources and opportunities required for development on the basis of innovation and innovation (innovative development potential);
- adaptation to changes in the environment by finding new ways and areas for implementation of the company's potential, bringing in internal development opportunities to external, generated by the market.

The most common definition of the concept of innovative strategy is the systematic approach when an innovative strategy is considered as an element of the corporate development strategy of an enterprise or as part of a general socioeconomic strategy. At the same time, the innovative strategy adds other types of functional strategies, especially marketing, production, personnel and financial strategies.

Let's consider the features of the formation (development) of the innovative strategy of enterprise development. It is expedient to consider it at three levels of generalization [8,16]:

1) the corporate level, which develops the general principles of innovative strategy as a component of the general economic development strategy (along with marketing, personnel, financial, technological and other components), its mutual agreement with other functional strategies is carried out. Particular attention should be paid to the mutual harmonization of innovation, marketing and financial strategies, which, in fact, determine the success of innovative activities, including commodity innovations;

2) the business level, which involves the development within the innovation strategy of measures for the development and implementation of innovations in each of the strategic areas of management (for each business project that covers a single market, its segment or a separate product group). At this level, they make strategic decisions regarding the modification of the existing commodity range and product range, which include the generation of ideas for new (modified) products and their selection, development of the design of goods and inspection;

3) the actual product level at which the product innovation strategy and marketing programs are developed to promote each of the product innovations (within individual business projects) on the market. They contain an analysis of the current marketing situation on the market and its prospects, analysis of market positions and prospects of the enterprise and its products (both traditional and new), a detailed description of the marketing complex for each product group and product unit.

The strategy of innovative development determines the borders of the future enterprise, namely, what kinds of activities it will deal with, what segment of the market will work and how the business processes of the company will be established. At the same time, the basis of business management is not just a strategy development, but also its adaptation to the specifics of the enterprise with a subsequent phase by phase implementation. The strategy is a comprehensive business management plan for the company. It is aimed at strengthening the market position of the enterprise and ensuring coordination of operations of units with the ability to successfully compete on the market, attract customers and achieve global goals [13].

Resolution of the Verkhovna Rada of Ukraine "On Recommendations of the Parliamentary Hearings" on the topic: "Strategy of Innovative Development of Ukraine for 2010-2020 in the context of globalization challenges" and numerous subordinate acts of Ukraine have created a

rather solid regulatory framework that not only provides for common guidelines for strategic innovation for development of economics, but also outlines the main mechanisms for introducing such a course into practice by the state. However, the real implementation many of these mechanisms in Ukraine did not happen.

Despite this situation, there is a tendency for the growth of innovative actively operating enterprises and the introduction of strategic innovative projects for Ukrainian enterprises (fig. 1).

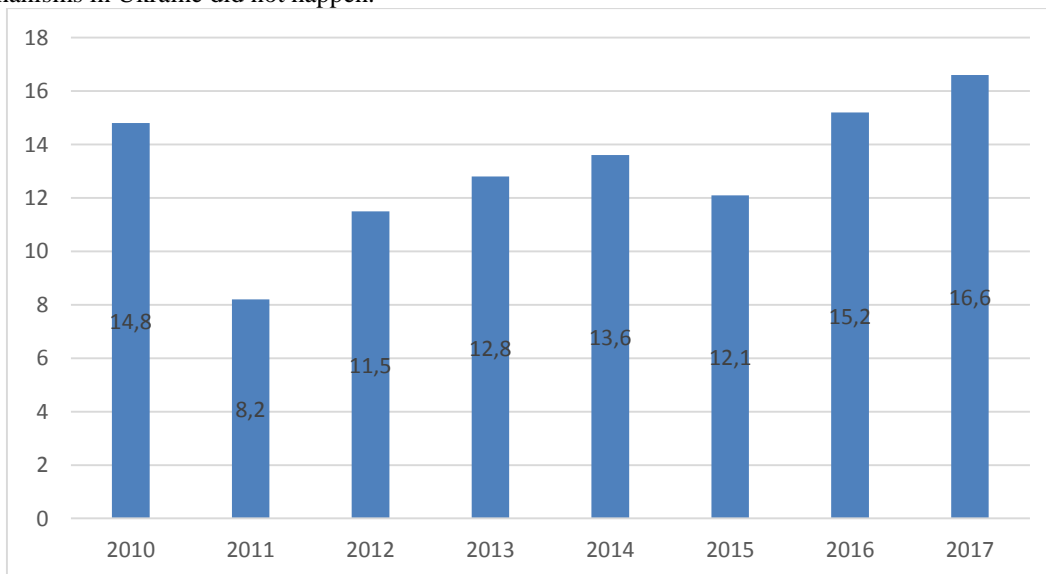


Fig. 1. Share of Ukrainian enterprises that implemented innovations, %

According to the analysis of all types of economic activity of enterprises in 2017, the largest number of industrial companies implementing innovation strategies was the processing industry – 2,083 (80,9% of the number of enterprises implementing innovations), including the engineering industry – 476 (20,5%), food production – 311 (17,5%), chemical and petrochemical industry – 136 (11,7%).

In our overall analysis of the level of strategic innovation in 2018, our country was also a participant in the study.

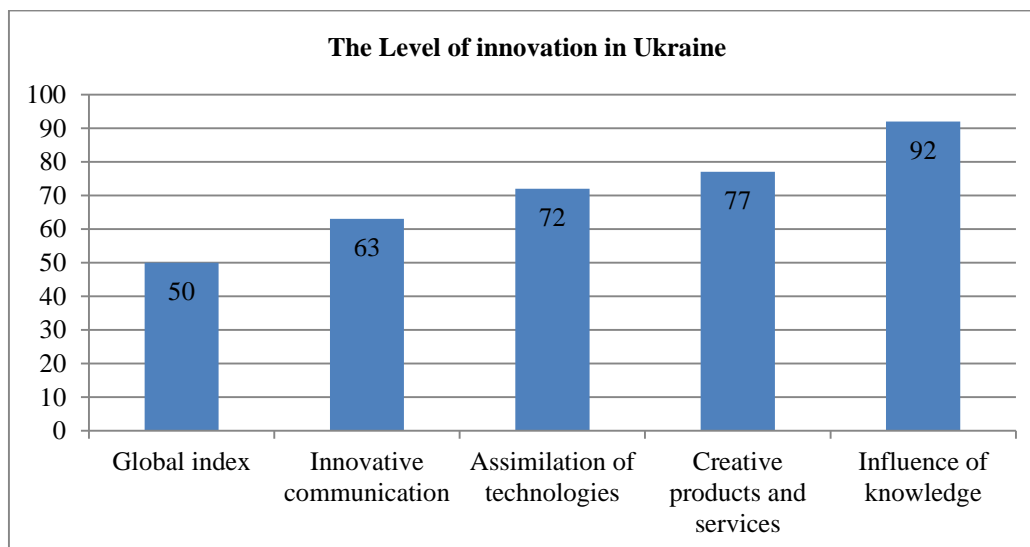
Ukraine ranked 43th out of 126 in the ranking of the most strategically innovative countries in the Global

Innovative Index 2018. We exceeded the last year’s parameter by seven points.

The rankings are held every year at Cornell University, as well as the INSEAD School of Business and the World Intellectual Property Organization.

Among the leading countries in the innovative sector are Denmark, Germany, Canada, Sweden, United Kingdom, USA, Finland, Singapore, South Korea, Israel, the Netherlands, Japan and others.

Switzerland Headed the rating, which has been holding this place for a couple of years. For the first time, China has joined the top 20 countries. Ukraine has become entrenched only in the top-50 [11].



\* 126 countries of the world have been declared in the general rating

Fig. 2. Level of innovative activity of Ukraine

Such a situation is strongly influenced by the following factors:

- politics;
- terms of business;
- macroeconomic environment.

However, despite these factors, the introduction of innovation depends on the activities of managers and business owners. And the main condition, in this case, is the availability of effective instruments for the introduction of technological innovations existing present in Ukraine.

### Conclusions

We can confirm that it is necessary for strategic innovative development in Ukraine:

- to ensure the preservation and realization of the existing intellectual potential;
- to introduce favourable tax, financial, credit, customs policy;
- provide insurance of strategic innovative risks by the state;

– to create a unified legal and regulatory framework for innovative development, including protection of intellectual property;

– to ensure close interaction between science and business;

– to control the effective functioning of strategic innovative infrastructure, etc.

Modern conditions of the economy can be characterized by the influence of negative crisis phenomena, lack of own innovative resources, the availability of financial risk, high inflation, low level of liquidity of the enterprise, etc. Therefore, in order to ensure strategic innovation in these conditions of management, they must monitor innovative activity. It would be advisable to increase the static and dynamic potential of strategic innovative development. In order to solve the problems, it is necessary to introduce control over the management of the strategies of innovative development, both at the individual enterprise and at the macroeconomic level.

Ukraine's strategy of innovative development should be simple, clear and understandable, with present real development priorities that can be really realized for a certain period. To put into the operation such strategy it is necessary to borrow from foreign practice aspects of doing business, monitor changes, formulate clear goals and provide resource support for their achievement.

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