

## CONCEPTUAL BASES OF DEVELOPMENT OF INNOVATIVE ENTERPRISES

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The theoretical aspects of economic transformation in Ukraine which there are elements out of the system-wide crisis require active development and implementation of innovative management of enterprises. In research innovative management problems which not only unexplored. Assigned tasks no concept of strategic management adequate conditions of economy and transformation that in scientific research is not enough clearly defined system of categories of innovative management none of in which considered innovative management positions mutually impact the company and its external environment which defined the innovation management technology.

**Keywords:** management, enterprise crisis, innovation, transformation.

**F**ormulation of the problem. Ensuring the long-term socio-economic growth provides the transition from an industrial-type economic development of Ukraine for innovation. The scale and significance of the formation of an innovative economic model requires a strategic approach to innovation management as at the macroeconomic level and at the level of a separate entity – company. The term «innovative capacity» is treated as a combination of different types of resources, factors and conditions necessary for the implementation of innovation.

**Analysis of recent research and publications.** Theory of innovation Management Developed by Western scientists [4] Ackoff P., Ansoff I., Druckler P.F., Karlofom B., Klilandom D., Strickland A.Dzh., Thompson A.A. etc.

**Bold still unsolved aspects of the problem** the base of our research is the concept of «innovation», which is ambiguous and has many interpretations. On the one hand, we will treat innovation as a business. The term «innovation» novatio from the Latin meaning «renewal», ie the process. Family word innovating in English translates to innovation, ie activities innovators. On the other hand, innovation can not be seen as an action to achieve a result, and as the result itself – innovation (innovation).

**Purpose of the article.** Development of theoretical principles strategic management in economic transition which use will improve the efficiency of both individual enterprises and the economy in the country.

**The of Main material.** According to foreign experts, of the draft «Oslo Manual», developed under the auspices of the Development Fund industry Nordic countries in 1992, «Innovation, aimed at creating new products or product innovations (product innovation), – a commercialization of products, which embodies technological change.

The starting point of our research is the recognition of the undoubted need for state regulation, stimulate and support innovation. Thus, the term «innovation» also requires special explanation. You can generally assume that such regulation is carried out mainly by [3; 2]:

- Define and support priorities for innovation national, sectoral, regional and local levels;
- Formulation and implementation of national, sectoral, regional and local innovation programs;
- Creating a legal framework and economic mechanisms to support and stimulate innovation;

- Protection of rights and interests of innovation;
- Financial support for implementation of innovative projects;
- Encouraging commercial banks and other financial institutions that lend to the implementation of innovative projects;
- Preferential taxation of innovation;
- Support for the operation and development of modern innovation infrastructure.

It is clear that subjects of innovation can be both physical and legal persons, associations of all kinds, including those representing foreign governments. The main areas of regulation and technology transfer and innovation are the relationships that are formed in the process [6]:

- Establishing ownership of scientific development, know-how, samples of new technology and new technology;
- Programs of scientific and technical activities;
- Use of scientific and technical activities;
- Stimulating innovation;
- Protection of national scientific research, know-how, designs new techniques and new technologies.

To install these coordinates using a list of assumptions that lead to the most significant factors influencing the scope and on which the rating, namely:

1. types of efficiency – scientific, technical, economic, social, environmental, special (national) results;
2. The dynamic characteristics – intermediate (at a given time), integrated (at regular intervals) and outcomes;
3. The importance of customer innovative project – the most or least important results (in rank of importance);
4. Costs – large, medium, small (by rank);
5. Profit margins –large, medium, small, etc. ;

The innovative nature of the economy by definition requires business entities use permanent research and practical inventions, new technological concepts and relevant research results.

a) General objectives and goals of the state innovation policy are divided into two groups.

The first one covers actions that can yield tangible results in the short term. These actions, in particular, include [4]:

- Adaptation of financial and tax system and monetary policy needs to support innovation-based economy, including loans on terms that allow in-

vestors to engage in innovative activities with long-cycle sales, increased risk of long term or return of capital;

- Formation of policy exchange of goods, which strengthens the state currency;
- Creating a legal environment that stimulate and accelerate the organization of new innovative enterprises and companies;
- The development of computer systems for collecting and processing information, decision support, and systems consulting for businesses and individuals.

The second group includes long-term action. It particularly includes:

- Raising and expansion of R & D (research and development work), including through systematic increase spending on science in the state budget;
- The development of economic sectors that are of particular importance for the economy under the innovative rails;
- Change in some property within the economic system of organizational units in science;
- Formation of new facilities in the community to promote innovation through the introduction of new educational programs, development of continuing education (advanced training) in science, economics, production;
- Organization of technology parks, incubators, companies that implement new technologies in the economy and production;
- Development of new organizational and economic mechanism of technology transfer, creating a political, legal and economic conditions to increase foreign capital inflows, and activates the import and export of technology.

b) The subjects participating in the implementation of the state innovation policy are:

- Industrial enterprises and service all sectors of the property;
- Any institution for education and science;
- Office and commercial entities operating in the public relations and mediation between science and economy;
- Subjects of information and computer infrastructure;
- Entities that operate in agriculture, the food industry and in services for agriculture;
- Individuals that affect innovative solutions.

c) the main stages of innovation should be:

- Develop a comprehensive socio-economic and scientific-technical development forecast for the long term;
- Formation of the list of strategic direction and government programs related to innovation in key sectors of the economy and social development, such as the food sector, health care, pharmaceuticals, construction materials, environment, etc;
- Creation of system of regulation of innovation starting with national level institutions and agencies that provide control and organize the implementation of relevant decisions at all levels of government;
- Formation of an optimum network of research institutions;
- Create effective mechanism for concentration of scientific and technical resources to priority areas and funding innovative projects able to produce competitive products.

d) the main activities to implement the following stages of innovation policy in Ukraine should be considered:

- Improvement of the organization of the executive authorities and their cooperation at the national and regional levels;
- Creating a network of regional centers of innovation and dissemination of progressive, competitive technologies;
- Promoting innovation funds formation of risk capital to support innovation cycle – from design to manufacturing and distributing finished products;
- Organization of training, able to work in market conditions and lead small and medium innovative business structures;
- Establishment of a system providing relevant information in terms of the formation of problem-oriented databases, and in terms of establishing the relevant issue of advertising, information materials, conferences, symposia, etc.)

Innovative design – as a special case of the widespread practice of project is a set of measures aimed at implementing innovation. Develop innovative project is preceded by [5; 2]:

- Collection and systematization of information on technical innovations and trends in the markets, wishes of customers
- Analysis of business opportunities for the design and development of potential product risk assessment;

The first step in creating an innovation project is scientific research (GDR). A prerequisite for effectiveness research are properly selected research areas, compliance with these areas of specialization scientific departments dealing with such investigations.

The second step is the development of an innovative project of the ROC, the main stages are as follows:

- Development of design documentation;
- Design and creation of pilot plant, production of pilot batch production;
- Development and technological requirements of technical and economic parameters developed technology.

The fourth stage of the innovation project – production of products created under the portfolio of orders.

The fifth stage – exploitation (for durable goods) or consumption (for raw materials, fuel, etc.) customer.

The relationship between producer and consumer determines the supply contract. Fully all of the stages of the innovation process is usually only in the case of large high-quality innovative changes. Analysis of the internal and external environment is reduced not only to establish the factors affecting the company. The main task is to select strategic objectives and strategies for the effective operation of the enterprise in the future. Meeting these objectives can be achieved through the use of scientific methods as diagnostic analysis; analysis of the main factors of the environment in an integrated (social, technological, economic, political, natural) [2]. (SWOT-analysis) strategic analysis capabilities, competitive advantages, business conditions and the attractiveness of the industry based on specially developed nomogram to identify

a global strategy for the enterprise or base – for its fields of activity [4].

The first factor – the staff. The need for strategic management of this factor no doubt. It covers a large range of problems. It is all a question of personnel policy, recruitment, assessment, placement, adaptation and training, problem solving, social development staff and service facilities.

The second factor – the technical development. Some authors have integrated this factor is divided into several: technology, equipment, tools. This group of factors is dependent on the level of scientific and technological progress, mission enterprise market needs. To provide strategic technical development, production and necessary to carry out research and development work.

The third factor – production. It covers issues of labor, primary and secondary industries, levels of manufacturability, power consumption, labor, material consumption and capital intensity; technical condition of equipment and other assets, levels of capacity utilization, standardization and certification of products.

The fourth factor – the economy. Consider the question of efficient use of company assets and other resources of production; production, intensification of production, accounting, and finance companies.

The fifth factor – marketing. It covers marketing strategy based on market research, promotion channels to market goods, logistics and pricing.

The sixth factor – the control system, which plays an important role in the strategy. This is one of the factors that require special attention at the present stage of economic development.

The seventh factor – address business location. Previously location paid great importance from the

standpoint of production efficiency, address social, national and regional problems. However, the sphere of influence of this factor is much broader.

In practice, no less important is not only a group of factors internal environment, but also the nature of their interactions with external factors. The analysis of the external and internal environment jointly analyzing the strengths, weaknesses, opportunities and threats using well-known methods SWOT-analysis (from the English. Strength – strength, weakness – weakness, opportunities – opportunities and threats – threats).

SWOT-analysis provides:

1. Formation of the list of strengths, weaknesses, opportunities in the whole enterprise and in every sphere of its activities.

2. Install the chain links between the strengths, weaknesses, opportunities and threats to companies that can later be used to formulate problems and develop strategic directions of the company.

**Conclusions and suggestions.** Strategic innovation management is aimed at implementing large-scale innovative projects and defines the main directions in scientific, technical and production activity in the areas of development and introduction of new products, involvement in productive activities and resources for new technologies, development of new methods of production. Today economic growth is based on a combination of extensive and intensive factors. In modern conditions growth opportunities and production services through greater employment and economic involvement in the turnover of new natural resources are becoming more limited. Regulation and stimulating innovation themselves become an essential aspect of economic policy.

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## КОНЦЕПТУАЛЬНІ ОСНОВИ РОЗВИТКУ ІННОВАЦІЙНОГО ПІДПРИЄМСТВА

### Анотація

Теоретичні аспекти економічної трансформації в Україні, які існують в елементах з загальносистемної кризи, що вимагають активного розвитку і впровадження інноваційного управління на підприємствах. У дослідженні інноваційних завдань управління недостатньо чітко визначено системою категорій інноваційного управління жоден фактор. Розглядаються ключові позиції управління взаємно впливають на компанію і її зовнішнє середовище, яка визначає технологію інноваційного управління, які не тільки являються невивченими, а й не мають поставлених завдань. Також немає концепції інноваційного управління при адекватних умовах економіки і трансформації, що в наукових дослідженнях.

**Ключові слова:** управління, підприємство, криза, інновація, трансформація.

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## **КОНЦЕПТУАЛЬНЫЕ ОСНОВЫ РАЗВИТИЯ ИННОВАЦИОННОГО ПРЕДПРИЯТИЯ**

### **Аннотация**

Теоретические аспекты экономической трансформации в Украине, которые существуют в элементах из общесистемного кризиса, требующие активного развития и внедрения инновационного управления на предприятиях. В исследовании инновационных задач управления недостаточно четко определено системой категорий инновационного управления ни один фактор. Рассматриваются ключевые позиции управления, взаимно влияющие на компанию и ее внешнюю среду, которая определяет технологию инновационного управления, которые не только являются неизученными, но и не имеют поставленных задач. Также нет концепции инновационного управления при адекватных условиях экономики и трансформации, что в научных исследованиях.

**Ключевые слова:** управление, предприятие, кризис, инновация, трансформация.