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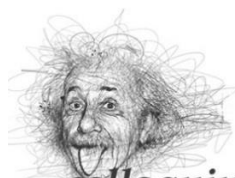
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ECONOMIC SCIENCES

УДК: 330.3

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FEATURES OF INNOVATION POLITICS OF ENTERPRISES

Abstract.

The analysis of the level of innovative activity of enterprises is carried out. The main types of innovation politics are described: offensive, evolutionary, defensive and the main tasks and stages of innovation politics. The main components of the formation of innovation politics of enterprises and the algorithm for the formation and implementation of this politics are presented. The grouping of factors by groups (exogenous and endogenous) influencing the innovative development of enterprises is carried out.

Keywords: *innovations, innovation politics, strategy, innovation project, innovation activity.*

The need to develop innovation politics is due to the need for strategic management of innovation. The innovation politics of the enterprise should take into account the specifics of the industry to which it belongs, which provides for the formation of appropriate innovation politics to ensure the implementation of the chosen strategy.

Strategy - a long-term model of development of the organization, which is adopted to achieve its strategic goals and takes into account the limitations of the internal and external environment.

The strategy of any organization can be described as a strategy of offensive, stable development, defensive. The offensive strategy is based on offensive-risk and offensive types of innovation politics.

Offensive-risky type of innovation politics is aimed at the rapid implementation of radical innovations created by the firm. This type of strategy is used by venture (risk) firms that specialize in creating a new product, their innovation politics is risky, high knowledge-intensive products, efficiency of innovation.

The main tasks of the innovative politics of offensive-risk type are:

- monitoring of the consumer market in order to identify changes in market conditions in a timely manner;
- formation of highly professional research teams capable of creating a new product in various fields of activity;
- stimulating the initiative of the company's employees in producing new ideas;
- selection of promising ideas and concentration of efforts on bringing them to the stage of commercialization [1].

The offensive type of innovation politics is usually typical of powerful firms with their own research laboratories, departments that are constantly working to create new products in the industry or companies that are able to allocate significant funds to acquire the right to produce a new product from another firm.

The main objectives of the offensive-type innovation politics are:

- monitoring of the consumer market in order to timely identify new consumer demands and new market segments;
- monitoring the innovation market to quickly attract those that may be beneficial to the firm now and in the future;
- support for the activities of our own specialized research units;
- stimulating the initiative of the company's employees in the production of new ideas, the organization of intra-firm entrepreneurship;
- assessing the prospects of new ideas and their constructive development and implementation;
- making changes in the internal environment of the firm, necessary for the rapid implementation of innovations.

Stability strategy. It consists in maintaining the existing size of the enterprise and areas of its business activity. As a rule, it is followed by firms that manufacture products with long-term stable demand. In this case, the innovation politics should provide conditions for increasing the competitiveness of these products in order to maintain market position and share [2].

The main task of such a politics is to create an atmosphere of creativity, encourage initiative of all employees of the firm (including workers) in improving their work, improving its quality, productivity and efficiency.

Protective strategy. It aims to maintain the company's position in the market and prevent bankruptcy. It relies, as a rule, on innovation politics of the evolutionary type, but innovation search (due to limited financial resources) focuses on measures that allow to reduce production costs in order to reduce its price and maintain competitiveness.

Depending on the market situation and the stability of the financial position of the enterprise within the protective strategies distinguish:

- cost reduction strategy;
- strategy of "elimination of excess" (units or activities that are no longer profitable);
- strategy of diversification (reorientation of business activity to another, more profitable type of activity) [3].

Principles of formation of innovation politics - norms, rules of conduct of the organization, which establish the relationship between the development of the enterprise and the directions of its innovative activity.

Planning of innovation politics of the enterprise within the general strategy covers the following stages:

1. Analysis of the external environment and forecasting its development. At this stage, analyze the current market situation and its determining factors, predict the development of the situation. There are factors that contribute to the development of the enterprise, creating new opportunities for it, and factors that can pose a threat, their ratio affects the choice of general and innovative strategy of the enterprise.

2. Analysis of the internal environment of the enterprise. At this stage, analyze the results of past activities, the effectiveness of the enterprise as a whole and by individual activities, based on which determine its strengths and weaknesses.

3. Defining the overall strategy of the enterprise. Carried out on the basis of comparing the mission of the enterprise, its strengths and weaknesses, as well as opportunities and threats to the environment. Is to choose one of the possible directions of behavior of the enterprise in the future.

4. Identification of innovation opportunities. It involves comparing the innovation potential of the enterprise and the innovation and investment climate formed in the country, for which you can use the standard method of SWOT-analysis. Innovative opportunities are the basis for determining the innovative goals of the enterprise.

5. Formation of strategic innovation goals. This is the definition of the main tasks of innovation in view of the overall strategy of the enterprise and its innovative position. The choice of development goals depends on the innovation potential of the enterprise and the innovation and investment climate in the country.

6. Development of the concept of innovation strategy. Provides for the definition of innovative strategies that can be implemented by the company in view of its market position and innovative opportunities. The basis for developing an innovation strategy is the theory of product life cycle, market position of the firm and its scientific and technical politics [4].

Formation of plans and programs of innovation activity. It consists in determining the promising areas and topics of SRRCW, planning activities for product renewal, creation and development of new types, improving the technological and organizational level of production.

Development and implementation of innovative projects. Projects differ from programs in that, focusing on a certain aspect of the organization's development,

they have a certain cost, schedule, technical and financial parameters, ie detailed. In the process of project development, their budgets must be planned and sources of funding determined. Management of the implementation of innovation projects belongs to the function of operational innovation management.

Innovation planning. It covers product-thematic, technical-economic and calendar. Product-thematic planning.

Provides for the formation of product-thematic portfolio of innovation, preparation of programs and measures for product renewal, improvement of technology and organization of production, optimization of production programs of the enterprise as a whole and its individual units.

Technical and economic planning. Determines the amount of work to be performed on each innovative project, calculates the need for material, financial and labor resources and identifies the sources of their involvement. It involves evaluating the economic results and effectiveness of innovation, drawing up appropriate budgets, developing a system of motivation for employees who carry out innovative activities.

Calendar planning. It consists in determining the scope of work for each calendar period of the year (quarter, month, decade, day), planning the loading of departments and contractors, developing calendar schedules for individual innovative projects and their coordination with the calendar plans of current production.

Organizing. In its process, the tasks are distributed in space - by units involved in the innovative project, and individual jobs. Determine the order of receipt of funds and supply of material resources and outline the tasks of each executor.

Motivation. It involves the development of certain incentives aimed at both the submission of innovative proposals and the promotion of their use.

Control. Ensures the implementation of plans in accordance with the schedule and allocated resources, allowing timely adjustments to the plans or actions of the executors.

At the state level, the state innovation politics is developed, which reflects the attitude of the state to innovation, determines the purpose, directions, forms of activity of public authorities in the field of science, technology and implementation of their achievements.

The formation of innovation politics of enterprises is: the choice of innovation activities; choice of sources of funding for these areas; analysis of potential capabilities of the enterprise and marketing research; ensuring the continuity of the creation and implementation of innovations; - forecasting the economic effect associated with the sale and use of innovations (Fig. 1).

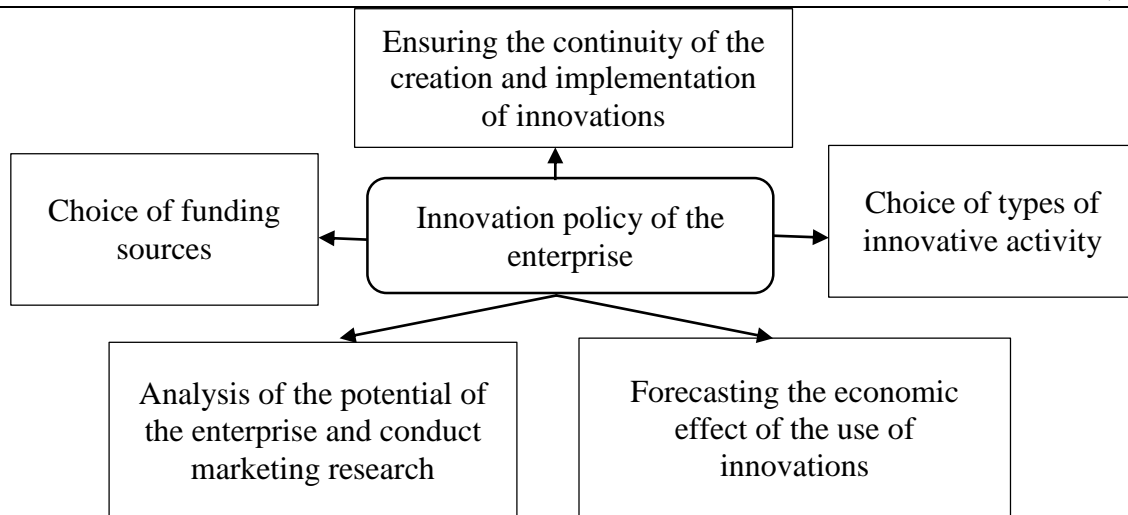


Fig. 1. Components of the formation of innovation politics of enterprises [5]

The formation of innovation politics must be carried out on the basis of certain principles, which should reflect the general, systematic approach to the management of innovation processes in the enterprise, to define the boundaries of innovation. The principles of innovation politics formation are the norms, rules of behavior of the organization, which establish the relationship between the development of the enterprise and the directions of its innovative activity. The components of innovation politics are [5]:

1. Marketing politics. Aims to form tactics and strategies of enterprise behavior in the market. Aims to solve the following tasks: determining the procedures and frequency of marketing research; development of commodity, price, sales, communication, service politics and creation of mechanisms for their implementation; analysis of the effectiveness of the implemented politics.

2. Politics in the field of SRRCW, its tasks are to determine the scientific potential of the enterprise; development of scientific and technical politics taking into account the results of marketing research; formation of technological politics; creation of mechanisms for the implementation of scientific, technical and technological politics and evaluation of its results.

3. The politics of structural change. Focused on the study of the internal environment and organizational form of the enterprise, the formation of adequate innovative tasks of the organizational structure and culture of entrepreneurship.

4. Technical politics. Identifies opportunities for innovation. The tasks of technical politics are to study the possibilities of production and requirements to it and, if necessary, to eliminate the identified discrepancies; development of directions of technical re-equipment (updating) of fixed assets of the enterprise; creation of a mechanism for implementing measures aimed at improving the technical and technological condition

of the enterprise; analysis and evaluation of the effectiveness of the implemented technical politics.

5. Investment politics. Covers all financial and economic aspects of the enterprise, ensuring the implementation of innovation politics. Aimed at managing cash flows in the enterprise in order to accumulate funds needed to implement innovative projects.

The algorithm for the formation and implementation of innovation politics of enterprises is presented in Fig. 2.

Thus, the creation and implementation of innovations is a process that involves all the internal elements of the enterprise, all structural units. Their constant interaction allows to implement innovative solutions in the planned time and within the allocated resources, to make timely adjustments in the course of innovation in order to identify the optimal way to implement innovations taking into account changes in the external environment.

The formation of innovation politics should be based on the following principles

1. The predominance of strategic orientation. Innovation politics should create conditions for the creation and maintenance of long-term competitive advantages of the enterprise, and this requires forecasting the development of the market situation in the long run. Therefore, innovation should be planned within the chosen strategy, and the implementation of innovations should ensure the achievement of strategic goals.

2. Focus on market needs. The development and implementation of innovations will be appropriate provided that they bring to the product or service (directly or indirectly, currently or in the future) that will favorably distinguish it from similar products of competitors, ie create a competitive advantage. This requires careful research of the market and its existing and hidden needs.

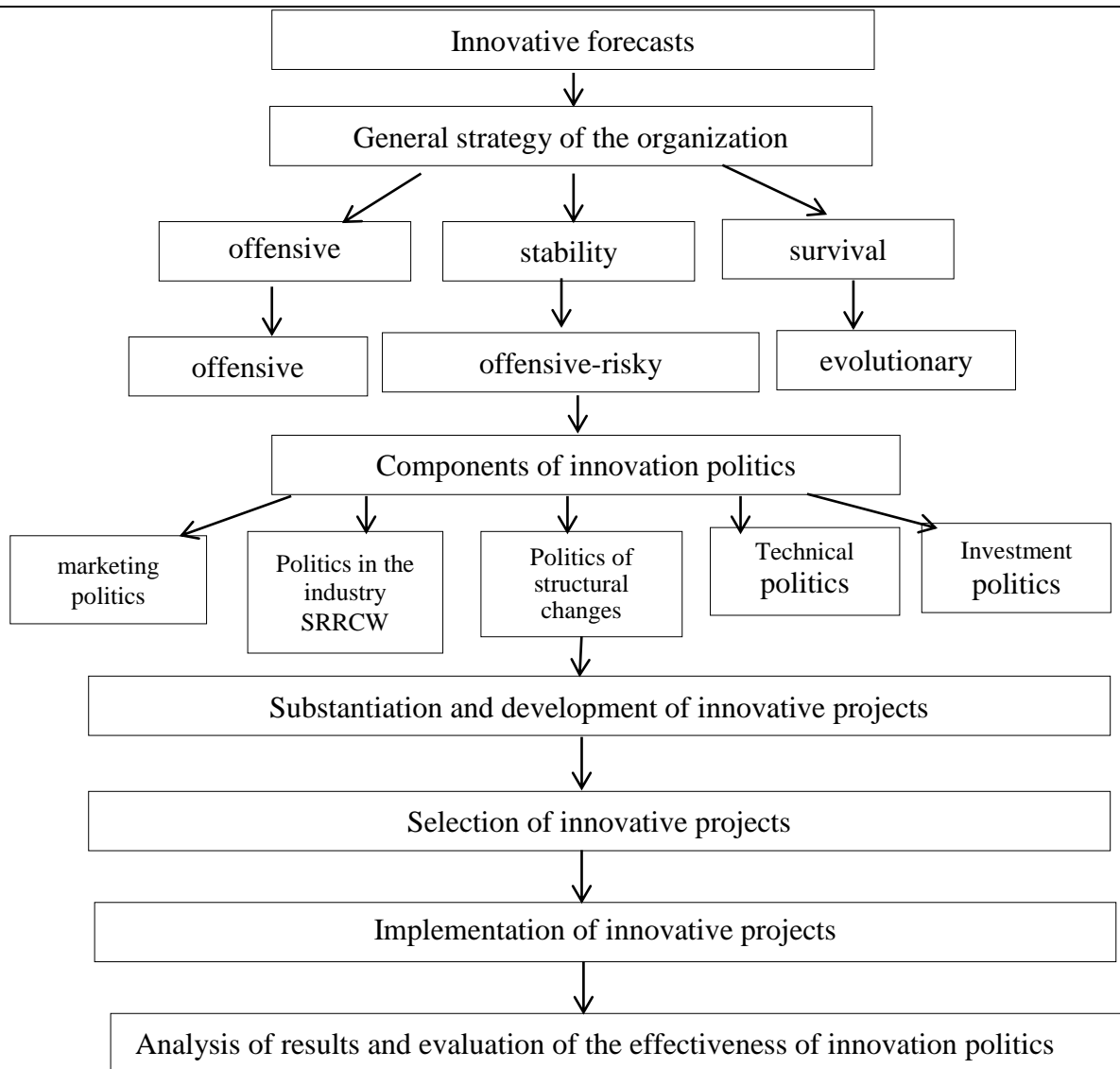


Fig. 2. Algorithm of formation and implementation of innovation politics of the enterprise [2]

3. Purposefulness. Any innovative changes in the enterprise should be carried out for a specific purpose. The goal is defined by senior management as the desired model of the enterprise in the future, the feasibility of which is assessed taking into account various internal factors (personal qualities of employees, level of professionalism, ratio of motives and incentives, etc.) and environmental factors that set resource and institutional constraints, possible achievement of the goal, or indicates the means to achieve it.

4. Complexity. This principle indicates the need to involve in the process of developing innovations of all internal elements of the enterprise. This is due to the functioning of the enterprise as an integrated mechanism, the change of one part of which will inevitably cause changes in one or more other elements, and not always in the desired direction.

5. Planning. Complexity in innovation planning involves a system of coordination of all plans of the enterprise, regardless of their functional affiliation and purpose, level of development and application. Innovation planning should take into account the objectives of different innovations, differences in the stages of creation and implementation of innovations, differences in

the involvement in these processes of different services of the enterprise.

6. Information security. Provides for the formation of innovation politics taking into account the current achievements of STP and trends in science and technology in the field. Therefore, the company's management should provide SRRCW services with free access to sources of scientific and technical information in order to provide them with regulatory and technical, design documentation, patent descriptions, own developments, know-how on production organization, etc. in those areas of activity [4].

The formation of innovation politics according to the above principles meets the requirements of the market, reveals the potential of the enterprise, increases its competitiveness in the long run, ensures the optimal development of all components of the business.

The innovation politics of enterprises should determine the directions of its changes in accordance with the requirements of the external environment, outline the range of possible innovative solutions, form innovative tasks depending on the type of strategy chosen, create conditions for the rapid implementation of innovations.

Innovative solutions are extremely important for the existence of dynamic enterprise development. They should be focused on the needs and preferences of the relevant class of consumers, analyzing which, you can identify trends in demand and prospects of the product, the direction of its modification and opportunities for further development, taking into account the technical and technological potential of the enterprise.

The innovation politics also shows the attitude of management to the innovative activities of the enterprise, determines its goals, directions, functions and organizational forms. It is embodied in relevant strategic, tactical and current plans and programs.

The enterprise forms its own innovation politics, focusing on the state innovation politics which determines the priority directions of STP development and provides their support, own interests and resource opportunities, market needs.

Innovation politics should be aimed at creating conditions for:

- formation of approaches to determining the position of the entrepreneur in the market and areas of its activities in accordance with market trends;

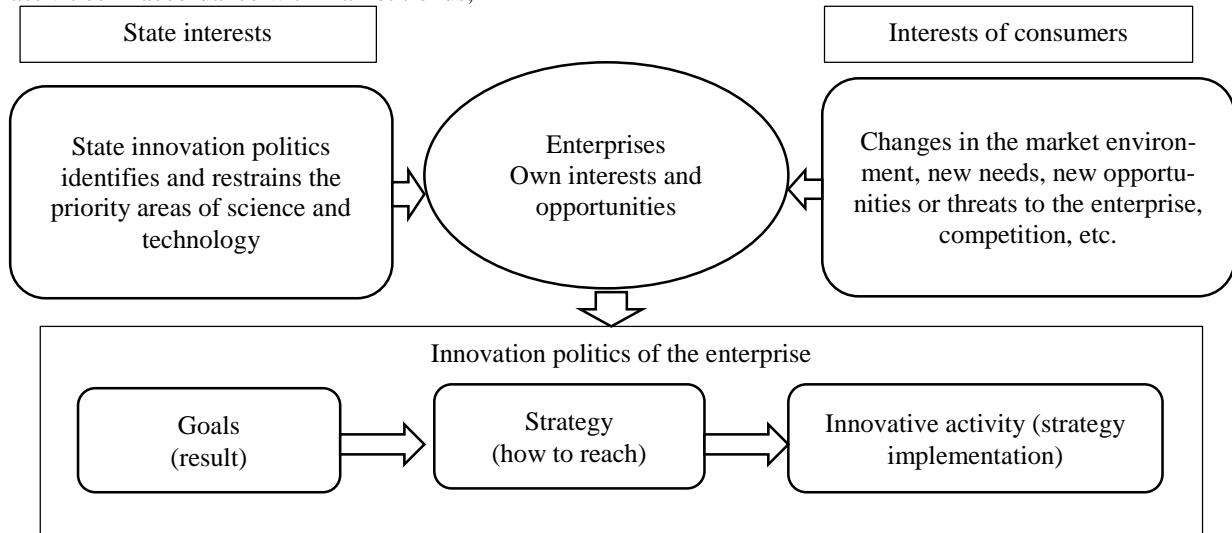


Fig. 3. Features of innovation politics of the enterprise

In addition, innovation politics should take into account the regulatory mechanisms of the external economic environment and be formed in such a way as to ensure the development of business ideas to achieve the goals of the enterprise and create mechanisms for their implementation. Therefore, innovation politics should [3]:

- be strategic in nature;
- take into account external threats and opportunities;
- take into account the resource capabilities of the enterprise;
- be based on a systematic approach to its formation;

- forecasting for the purpose of substantiation and organizational support of the concept of enterprise development developed for the future;

- carrying out works on improvement of the existing technology and the organization of production, creation of technological base which will enable in the future more flexible, faster and more effective reaction to innovations, requirements and needs of the market;

- increasing the role of the human factor, stimulating motivation for innovation, which will ensure the development of staff, increase their professionalism.

Strategic innovation management is focused on identifying and achieving long-term goals in a competitive environment, which is reflected in the system of innovation plans.

The formation of innovation politics should be carried out on the basis of certain principles, which should reflect a general, systematic approach to the management of innovation processes in the enterprise, to delineate the boundaries of innovation.

Features of the innovation policy of the enterprise are shown in fig. 3.

- to ensure the continuity and complexity of the innovative activity of the enterprise, its coverage of all internal elements;

- to ensure the continuity of innovation politics and modern achievements of scientific and technological progress.

The main factors that promote or constrain the innovative development of Ukrainian enterprises are presented in table 1.

The formation of innovation politics should be carried out based on the following principles: the predominance of strategic orientation, focus on market needs, focus, balance, complexity, planning, and information security.

Table 1

The main factors that promote or constrain the innovative development of Ukrainian enterprises

Factors contributing to innovative development	Factors hindering innovative development
Exogenous:	Exogenous:
- high level of competition in the industry; - formation of the legal framework for the protection of intellectual property; - reduction of duties on some types of science-intensive imported products; - development of innovation infrastructure; - state support of the industry; - promotion of international scientific and technical cooperation; - training of highly qualified workers.	- development of inflationary processes; - high risk associated with the development and marketing of new products; - lack of financial resources for research; - imperfection of normative-legal provision of innovation activity; - lack of tax and financial benefits; - low scientific and technical potential of the state; - outflow of scientific personnel.
Exogenous:	Exogenous:
- innovative, production and marketing, financial potential; - the need to form competitive advantages; - intellectual potential of employees; - material incentives for employees; - diversification of production; - strategic orientation of the enterprise; - coordination of factors of the quality system of the enterprise and the level of satisfaction of consumer needs; - scientific and technical cooperation with universities and research institutions.	- lack of operational regulation and coordination of units; - lack of sound innovation strategy; - inconsistency of organizational structure and culture with innovative goals of enterprises; - inconsistency of resource needs and innovation opportunities; - ineffective communication between units; - lack of a full-fledged information base on innovative developments; - low level of employee motivation.

Source: [5, 6]

The formation of innovation politics of the enterprise should take place in a certain sequence, starting with the analysis of the external environment, taking into account innovative forecasts of scientific and technological progress and determining the overall strategy of the enterprise. Based on the strategy of the enterprise, the type of innovation politics is determined, which corresponds to the resource provision and economic potential of the enterprise (Fig. 3).

The general order of formation of innovation politics can be used as a basic for the enterprise of any

branch and having considered the tools, which can be used at each stage.

The choice of strategy of innovative development of the enterprise should be based on its innovative potential. However, the assessment of innovation potential is not the only method of choosing a strategic direction. For a more in-depth study of the enterprise, as well as detailing the chosen strategy and determining further vectors of innovation, you can use different marketing methods and models.

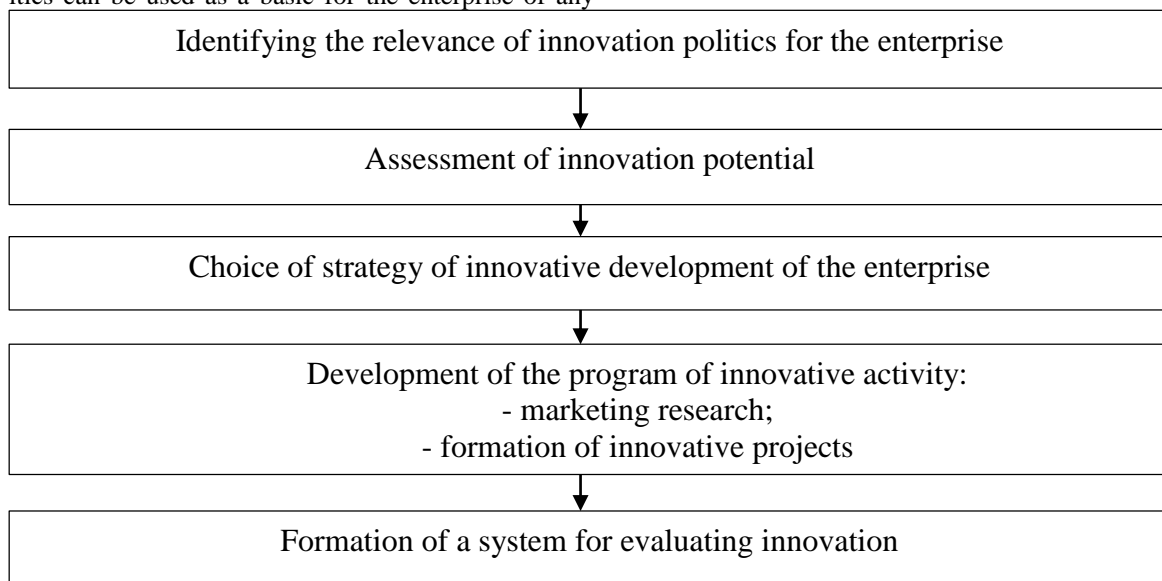


Fig. 3. The order of formation of innovation politics [7]

The stages of the innovation strategy are aimed at implementing the following main tasks: substantiation of the base for innovative growth of the enterprise, ensuring the continuity of innovative changes and their

support within the enterprise (organizational, technical, financial, etc.), control and analysis of the implemented innovations due to changes in competitiveness enterprises. System properties of the mechanism of strategic

innovative development of the enterprise allow to include in its structure such elements connected with development (creation) and management of innovative strategy inseparably from tasks of the general strategy of the enterprise, as methods and means, forms, tools and models. Efficiency of work of all system passing of sequence of stages.

By types of economic activity, the largest shares of introduced innovative products fall on enterprises for food production (25.2%), for the production of machinery and equipment (19.8%) and for the production of basic pharmaceutical products and pharmaceuticals (7.3%) [8].

Thus, the components of innovation politics are marketing politics, politics in the field of research and development, structural change politics, technical and investment politics. Elements of innovation politics are in constant interaction, each of them can initiate certain innovations aimed at solving problems in a certain functional area. The innovation politics of the enterprise must take into account the specifics of the industry to which it belongs.

The motivating factors of formation of innovation politics are the formed competitive environment, the state support of innovations. The general formation of innovation politics can be represented as follows: identifying the relevance of the formation of innovation politics for the enterprise; assessment of innovation potential; formation of strategy of innovative development of the enterprise; development of the program of innovative activity; creation of an evaluation program of the innovation program.

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