

MODERN APPROACHES TO THE FORMATION OF THE CONCEPT OF "MANAGEMENT OF INNOVATIVE ACTIVITY STRATEGY"

Cherep O.G., D. e. s, professor¹, Bondarchuk M.K., D. e. s, professor²
Zaporizhzhia National University¹, National University «Lviv Polytechnic»²

Annotation. The essence of the concept "management of the strategy of innovation activity" is explored. The groups of factors of the external and internal environment that influence the management of the strategy of innovative activity of industrial enterprises are distinguished. The necessity of using methods and tools that will reduce or neutralize the factors of the external and internal environment and increase the effectiveness of the strategy of innovative activity of industrial enterprises is substantiated. The author's definition of the theoretical essence of "management of the strategy of innovation activity" is proposed.

Keywords. Management, strategy, innovation activity, innovation development, process, efficiency, algorithm, stages, factors.

Analysis of recent researches and publications. Domestic and foreign scientists were engaged in the study of issues related to the definition of the theoretical essence, the role of the concept of innovation strategy management in the activity of enterprises, management of the innovation strategy, innovation development management, and innovation activity management, among them: Dudar T.G. [1], Kasyanova L.P. [5], Kozlovsky V.O. [2, 3], Kovtunencko K.V. [9], Kolinko N.O. [4], Lebedev I.B. [5], Melnychenko V.V. [1], Novak O.V. [5], Sokolovsky S.A. [7], Stadnyk V.V. [8], Stanislavyyk O.V. [9], Yokhna M.A. [8], Tarasenko V.V. [11], Telenchuk V.S. [10], Shapiro S.B. [11]. Note that for today the essence of the concept of management of the innovation activity strategy is not sufficiently thoroughly investigated, since most researchers carry out an analysis of the concept of management of innovative activity and do not take into account the specifics of this economic category.

Results. The continuous development of a market economy, the emergence of innovative technologies, research and development require industrial enterprises to take timely measures to introduce innovations in order to increase competitive positions, penetrate new markets, gain advantages along with competitors in the production of new types of products or services. Therefore, achievement of the above-mentioned results is possible on the basis of the use of effective strategies of innovation, which are an integral part of the enterprise's activities. The effectiveness of the innovation strategy is achieved on the basis of factors influencing the market environment, that is: at the country level - socio-economic development; the level of taxation of enterprises; optimality of the credit system of commercial banks; the effectiveness of the legislation on the regulation of innovation activity; the level of the investment climate; the experience of world leaders in the development and implementation of innovations; at the enterprise level - coherence of the mechanism of work of the enterprise; level of qualification of the personnel; diversification of production; directions of innovation activity; level of competition; implementation of research and development; assortment of products; the coverage of a particular market segment; the ratio of costs, risks, effects received. In turn, according to the selected group of factors of the external and internal environment, there is a need for the use of methods, means, tools that will reduce or neutralize their effect and increase the effectiveness of the strategy.

Telenchuk V.S. analyzed in detail the features of the management of IA [11], she considered that it covers two areas of operation of the enterprise, namely: investment development, investment capital, resource availability; level of introduction of innovative technologies, production of new products. That is, the author focuses on the feasibility of using innovative technologies, the assessment of environmental factors that will contribute to the development of the enterprise and an incentive for further growth, but left out of attention the strategic aspect, the model of business development.

A similar point of view was observed by Stadnyk V.V., Yokhna M.A. [9, p. 74-75], who under the control of the IA considered a complex mechanism aimed at gaining competitive advantage of the enterprise, meeting the demand of consumers, developing a new market of products, subject to the establishment of the process of organization and planning of innovation

The main way that will timely identify the threats of the market environment, develop effective methods of protection, build a clear system of actions for the organization of work and the adoption of sound management decisions, to determine the future options for enterprise activities is to manage the strategy of innovation. Calculated management of the strategy at the enterprise will allow, at the development of new products, to assess the needs of the manufacturer, investors, the domestic and foreign market, as well as the consumer, to identify prospects for development in the future, taking into account the introduction of innovative technologies.

Industrial enterprises have the necessary prerequisites, that is, resource potential, geographic location, technical capabilities, to carry out research, but there is no mechanism for not only developing but also managing the strategy. Therefore, it is advisable to implement at the enterprises of the management strategy of innovation, which will allow not only to manage the strategy, but will also ensure its implementation, on conditions that a set of interrelated measures is developed, an algorithm for action is created, and a sequence of development and application of innovative technologies is established to achieve the formed goals. The foregoing proves the expediency and necessity of researching the essence of the concept of "management of the strategy of innovation activity", the peculiarities of the implementation of the strategy management process, the identification of stages or the algorithm of the construction of the management process, the importance of using the system and mechanism for managing the innovation activity of the enterprise (MMIAE).

In the writings of Malceva S.V. [6] the essence, appropriateness of the formation and features of the use of strategic management of the IA are considered in detail. The strategy of management of the IA is considered as a set of actions, a set of rules aimed at using the mechanism of production of new products in order to meet the needs of customers, improving the image of the enterprise, organizing the application of the development strategy. The disadvantage of this approach is that the impact of environmental risks on the implementation of the strategy is not defined, there is no algorithm for managing the company's or company's IA.

development, development of innovative projects. The advantage of the above interpretation is the definition of the role of innovation projects in the implementation of the IA, the feasibility of attracting investment capital, but the need to adapt to the factors of the environment and eliminate the factors of the internal environment.

Dudar T.G. [1], Kozlovsky V.O. [2] also focused on the study of the essence of the concept of management of innovation activities and concluded that it aims at achieving the long-term goals of the enterprise, provided that planning, control, and stimulation of innovation processes are implemented. Accordingly, the authors focused on the mechanism of implementation of innovation activities in order to increase the level of competitiveness and not noted the possibility of changing the goals and directions of innovation development.

Another author analyzed the interaction of innovation management with innovation activity, as management studies the process of production of new products, the development and implementation of inventions, improving the quality of goods and their consumer values, meeting the needs of consumers, the relationship of the company with the markets of products [7, p. 5-6]. However, this approach is aimed at researching the process of managing innovation, rather than identifying the peculiarities of innovation and innovative development of business.

A different approach was observed by Lebedeva I.B. [5, p. 24-26], who, under the direction of innovation activity, understood the method or tool of applying innovative technologies, the attraction of innovations, the advancement to the market of improved products, as well as the unity of actions of public authorities in channeling funds to the development of the IA. Note that the author considered the management mechanism at the state-level for its innovative development and did not mention the peculiarities of innovation at the enterprise level.

In contrast to the previous approach, Shapiro S.B. [12, p. 42-46] conducted an analysis of the management of innovation activities at the enterprise level, the state. The basis of the activity of any enterprise is the use of the process of managing the IA in order to interest employees in the development of innovative technologies, raising the level of qualification. At the same time, the state should be interested in providing financial

assistance for the implementation of innovative projects. The advantage of the analyzed approach is to determine the appropriateness of training the personnel of the enterprise.

Kolinko N.O. [4, p. 12] argued that the management of the IA aimed at achieving various kinds of effects in the enterprise on the basis of the tasks performed, the coherent work of staff, the rational use of their own resources, the production of new or improvement of existing products. The advantage of the approach is to take into account the factors of the internal and external environment for the operation of the enterprise and the process of innovation, but the role of innovation strategy is not defined.

Despite the diversity of approaches to interpreting the definition of management of the innovation strategy, there is no single approach to its definition, the systematization of the influence of factors on the use of the strategy, the failure to take into account the volatility of market needs, the sequence of actions for the organization of innovation activities, the implementation of control over the implementation of innovations, the conditions of the enterprise development and the question remains as to the role and practical significance of the management process for the activities of industrial enterprises. Consequently, the results of the study expanded the meaning of the concept of "management of the strategy of innovation activity of the enterprise", since it is not appropriate to identify with other concepts (Fig. 1).

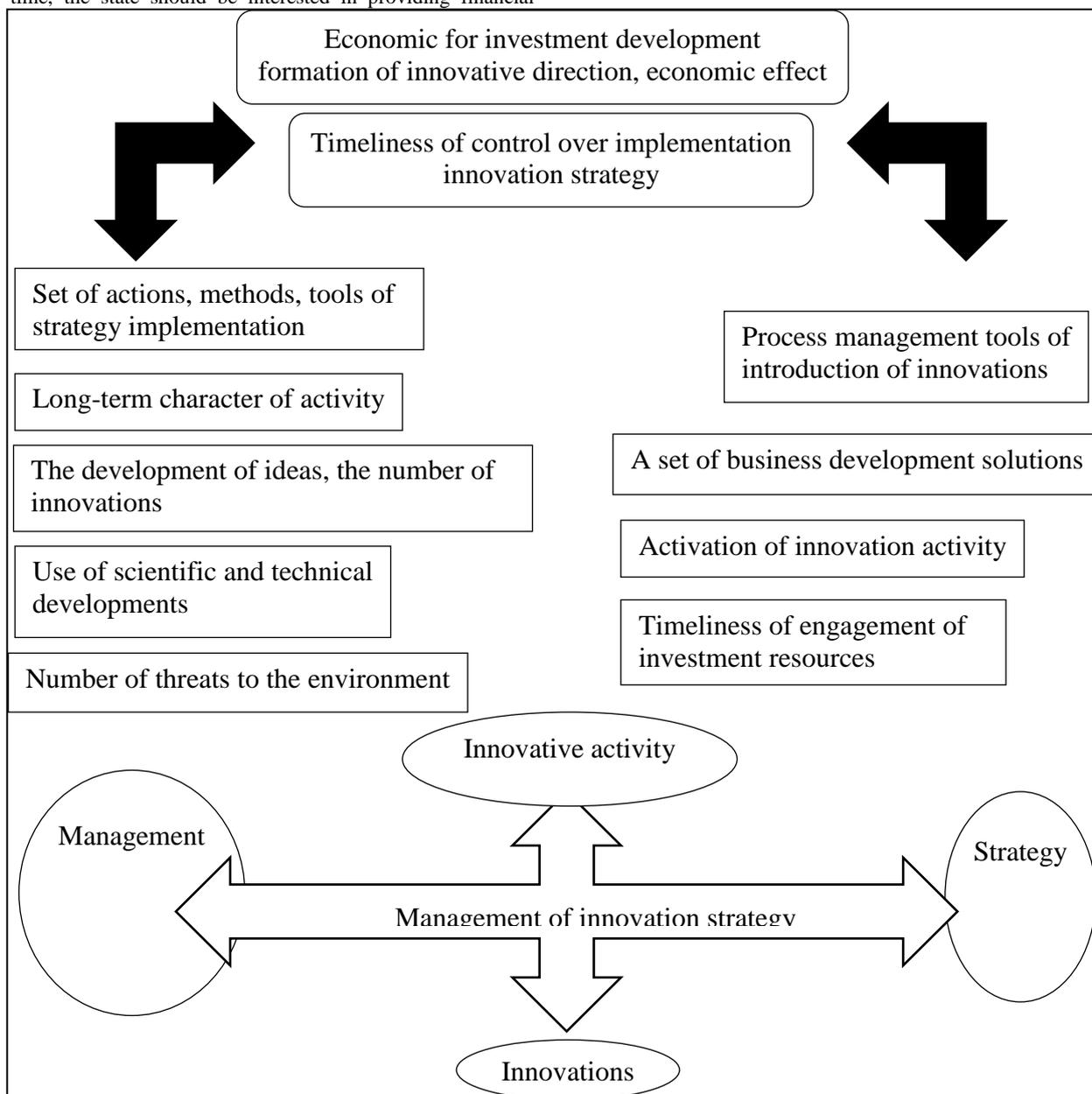


Fig. 1. Scheme of forming the essence of the concept of "management of the strategy of innovation"

Note: developed by the author

It is determined that management of the strategy of innovative activity of the enterprise is a process of strategy development, which includes methods, tools, means of management of innovative activity, covers the implementation of a strategy for resource use, innovation development, technology implementation, which will determine the prospects of economic development in accordance with the variability of the needs of the environment.

Conclusions. In the proposed definition, unlike the existing: there is the relationship in the direction of "management - strategy - innovations - innovation activity - management of innovation strategy", which reflects the combination of actions from the use of tools, the formation of a business model to the introduction of technologies, the production of new products and use of the algorithm for implementing the enterprise strategy; it is established that it is not advisable to identify this concept with the essence of the definition of the management of innovation strategy, the management of innovative development, since it is wider and covers the directions, goals, tasks of the IA, the peculiarities of organization and management of this strategy.

In the above definition, the strategy is considered not only as a set of measures, algorithm of decisions but also as a system of related actions, methods, tools, a set of rules that contribute to the assessment of environmental factors, the formation of strategies for protecting the strategy from their actions, the identification of innovation activities directions, the development of innovative technologies, the selection of innovations that should be implemented that will meet the needs of participants in innovation activities. At the same time, the system of interrelated actions are understood as follows: the definition of the goals of the organization; assessment of the internal environment; evaluation of the feasibility of a new product; sequence of innovation implementation; the procedure for implementing the strategy of innovation activity; interaction of participants in innovation activities and coherence in the adoption of managerial decisions; control over the process of management and implementation of the strategy. The choice of a more effective strategy is also provided by a management process that facilitates comparisons of several strategies, assessment of the factors affecting them, the implementation of the chosen strategy, identifying a set of actions that will allow the use of innovations, and establish enterprise activities.

Achievement of the economic effect from the implementation of the process of managing the strategy of enterprise IA depends on: determining the sequence of implementation of the steps necessary for the realization of the strategy; construction of an algorithm of

planning, organization and management of the strategy; determining the factors of the external and internal environment that affect the IA; development of methods of protection against the risks and methods of competitive struggle; adjusting the goals of the activity; search and introduction of innovative technologies; realization of scientific researches and development of innovations; making calculated management decisions.

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