

IMPROVING THE CLASSIFICATION OF STRATEGY OF INNOVATIVE ACTIVITY OF THE ENTERPRISE

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Annotation. *The classifications of innovation strategy of industrial enterprises are investigated: their advantages and disadvantages are determined. Classifications of innovation strategy of industrial enterprises are improved. Classification features, types of strategies of innovation activity of industrial enterprises are characterized. The expediency of using a certain innovation strategy of industrial enterprises is substantiated.*

KEYWORDS. *Strategy, innovation activity (IA), characteristics, types, classification, factors, characteristics, improvement, indicators, evaluation.*

Analysis of recent researches and publications. Most researchers considered the classification of the innovation strategy only and did not investigate the classification features of the strategy of innovation activity, as well as in the mentioned classifications of innovation strategies, to a greater extent, the need to improve the activities of enterprises, the feasibility of using scientific and technological developments are taken into account, the quality of products, the production of a new product are emphasized, the needs of the consumer, evaluation of factors of the macro environment are considered, but there are no signs of innovation activity of industrial enterprises, the possibility of influencing the threats of the internal and external environment, resource availability, investment development, the long-term nature of the strategy, the sphere of activity and sector specificity of the enterprise, the direction of economic development.

Chubay V.M. conducted a thorough analysis of approaches to the classification of innovation strategy. [3, p. 6-7; 4, c. 349], in his study he distinguished a group of classification features: by way of satisfaction of existing consumer needs; by the areas of innovation; by location of the enterprise; in accordance with the objectives of the enterprise; depending on the position of the company on the market; depending on the stage of the life cycle and the level of competitiveness; by way of applying innovations; on the level of attractiveness of the market; by the level of efficiency of all types of activity of the enterprise. The advantage of the given classification is that the author takes into account the peculiarities of the activity of the enterprise, its divisions, the specifics of the process of manufacturing each individual product unit, defines the main objectives of the activity and the ways of achieving them, but the influence of risks on the development of the enterprise, the direction of innovation activity, the relationship between investment and innovation development of the industrial enterprise are not evaluated.

Another author Fedulova I.V. [1; 2, p. 126] in her study carried out a deep analysis of existing approaches to the classification of innovation strategies, considered the features of strategy development, analyzed the factors of influence on their formation. The author, based on the results of the research, identified a group of classification features of the innovation strategy, which include: the degree of novelty of the use of research (active, passive); by the level of accessibility of the innovative model (open, closed); depending on competitive behavior (patiences, violations, commutants); on the direction of development of the enterprise (market, commodity, production, management); depending on the development of technologies (availability of technologies, lack of innovation, financing of development, licensing); by the level of competitive positions (cost reduction, diversification, leadership). The given classification allows us to choose the innovative strategy that will help achieve the established goals of the activity, introduction of innovative technologies, crowding out competitors, and setting up innovative activities.

At the same time, in the given classifications there are some contradictions, inaccuracies and differences, they are not adapted for the activity of industrial enterprises, therefore we

consider it appropriate to supplement the classification of strategies of innovation activity of enterprises.

Results. In accordance with the results of the analysis carried out, we have identified the existing classification features and defined the essence of the supplemental classification (Table 1).

The table. 1 shows that the correct strategy gives a chance to establish the innovation activity of the enterprise through the successful construction of a business model, increasing the efficiency of introducing innovations, investment activity, improving the production process and entering new markets.

On the basis of the development of the enterprise, the competitive position and the level of investment activity, the following strategies have been formed: rapid growth - is characteristic for enterprises with a high level of economic development, protection from the influence of factors of the environment, which not only develop new technologies, but also introduce them into production, reduce the use of human resources, produce entirely new products, and not an analogue of any product, have energy-saving production; moderate growth - used by enterprises that have undergone the stage of basic development, are trying to implement innovations, produce products with new characteristics, provided with investment resources; reduction - there is a decrease in the volume of production of quality products, the pace of innovation is decreasing, but if there are investments, there are opportunities for improvement of activity; a rapid decline in production volumes - production is unprofitable, there is a decrease in demand for manufactured goods in connection with the appearance of analogues of lower price and higher quality, output only for the domestic market, limited range of consumers, reduction of competitiveness of the goods, absence of application of innovative technologies, deterioration of indicators of economic development, indicating the expediency of making adjustments to the management system of the enterprise, change of organization, planning, control over innovation activity.

Depending on the intended purpose of the innovation activity and the sphere of operation, the following types of strategies are defined: at the level of separate units - updating the range of products due to the needs of consumers, directing innovations only in separate departments, narrow specialization of the enterprise, expectations of rapid growth of profit; at the enterprise level - aimed at a comprehensive upgrade of obsolete equipment, the development and implementation of innovative technologies, the monitoring of constant changes in the development of researches, acquirement of licenses, personnel training; at the state level - production for the needs of the state, export of goods, distribution of goods in the foreign market, gaining competitive positions, receiving state support, modernizing existing technologies; at the level of the region - updating of the main types of activity, introduction of nanotechnologies, resource-saving technologies, high-tech development, raising the level of welfare of the population, environmental protection, meeting the needs of consumers, social, economic, financial development of the region and support of enterprises; at the level of a separate branch - production of products for the needs of agriculture, food industry, energy, transport, manufacturing goods depending on the needs of

the industry, increasing the volume of orders, establishing contacts with customers, finding new customers and new suppliers, the

application of information technology, the introduction of technologies in a certain area of activity.

Table 1 Classification of the strategy of innovation activity of the enterprise

№	Classification indication	Kind of innovation strategy	Characteristics of the classification indication
1.	Level of enterprise development, competitive positions and level of investment activity	growth at a fast pace; moderate growth; reduction; a rapid decline in production volumes	Determines the company's ability to innovate, increase the pace of investment activity, assess the level of security of investment capital, allow the organization of business processes of the enterprise, increase the level of competition.
2.	Depending on the purpose of the IA and the sphere of functioning	at the level of separate departments; at enterprise level; at the state level; at the regional level; at the level of a particular industry	They are used because of the need to assess the list of main tasks of the enterprise, industry orientation, the definition of the market niche and the needs of consumers, the need to apply several strategies, depending on the scale of activity, geographical location.
3.	The ratio of the directions of the IA and the objectives of the enterprise	basic (investment); development (growing); professional; reduction	Allows you to assess the attractiveness of the market, win leading positions, outline the prospects of functioning, the feasibility of introducing innovations and the production of new products.
4.	The effect of innovative activity	financial; environmental protection; production; investment	Implementation of these strategies will allow to fulfill the tasks, evaluate the effectiveness of the chosen strategy, make adjustments in line with changes in the needs of the enterprise, and assess the level of investment activity.
5.	The degree of riskiness of innovation	high-; medium-; moderately risky	Estimation of the level of risk impact on the development of enterprises, the possibility of innovation activities under the conditions of the threat of the environment.
6.	Depending on economic expediency	maximizing profits; minimize risks; resource availability; R & D; leading positions; social security; economic security	They are used to ensure an increase in the efficiency of the enterprise, increase financial indicators, which will allow to evaluate the prospects of innovation and how to manage innovative development.
7.	The level of potential of enterprise IA	stable development; development of innovation activity; avoidance of risks; combined	The existing level of financial performance of an enterprise contributes to the choice of strategy depending on the assessment of the possibilities for further development, investment potential and IA, which will allow to achieve the established goals.
8.	Accomplishment of innovative activity, realization of innovation	first-introduction; traditional; the strategy is focused on the introduction of innovations; maintaining a benchmark for the use of innovative technologies	Assist to evaluation the effectiveness of functioning of traditional business, assessment of threats of market environment, determination of expediency of investment to the development of innovation, substitution of production spectrum, attraction of competitors technologies, change of organization form.

Note: Designed by the author on basis [3, 4]

On the basis of the ratio of directions of innovation activity and goals of the enterprise activity, the following strategies were identified: basic (investment) - it is expedient under the condition of initial stages of enterprise development, production with using of outdated technology, insignificant amount of investment resources, but there are opportunities for improvement of performance indicators, introduction of innovation technology; development (growing) - the possibility of output for other industries by updating its characteristics, satisfying the needs of a wide range of consumers, increasing the level of competitiveness of products, sufficient amount of investment resources; professional - characteristic for enterprises with a high level of investment potential, production of qualitatively new products, the creation of new machines and equipment, innovative competitive products are produced in order to conquer new markets, production is provided with new equipment, economic development is increasing; reduction - is formed under the condition of increasing the influence of factors of the market environment on the innovation activity of the enterprise, the crisis situation, the growth of the number of competitors, the lack of opportunity to produce new products in connection with the increase in costs and causes the decline in production capacity, the transition to another kind of strategy or change in product range.

In accordance with the received effect from the implementation of innovation activities, the strategies were divided into: financial - coherence of the work of all departments of the enterprise, balanced decision-making, effective management system of the enterprise, the justification of the development of its own base of innovation, reduction of threats to the market environment; environmental protection - application of energy saving technologies, automation of production process, ecological compatibility of packaging, reduction of pollutant emissions, implementation of payments for pollution of the environment; production - replacement of manual labor on automated systems, modernization of equipment, improvement of staff qualification, reduction of raw materials and materials, search of new clients; investment - availability of sufficient resources for the purpose of development of innovation activities, directing funds for conducting research works, development of the spheres of enterprise activity, achievement of competitive positions in the market.

It should be noted that according to the degree of riskiness of an innovation strategies can be: high-risk, that is, the implementation of this strategy can cause the enterprise to be damaged, because there are no effective methods for combating risks, the introduction of innovations takes place at the level of their borrowing from competitors, increases the amount of costs, there is

a loss competitive positions in the commodity market; the medium risk is characteristic for enterprises that produce products with new properties, but are not convinced of the possibility of growth in demand for products and at the same time the possible improvement of the results of innovation activity as a result of meeting the demand of a certain circle of consumers; moderate-risk is a way of preserving competitive positions, introducing innovations in various spheres of activity, conducting research works, cooperating with foreign firms, developing intellectual potential, diversifying production, a prerequisite for the company to enter a new stage of innovation development.

Depending on the economic feasibility the strategies are divided into: the strategy of maximizing profit determines the directions of increasing the profitability of the enterprise, aimed at improving the management system, development and implementation of technological developments that will reduce the cost of servicing obsolete equipment; risk minimization defines measures, methods of combating identified risks, allows us to find out the list of threats to the external and internal environment; the availability of resources characterizes a sufficient amount of not only their own, but also attracted investment resources, which are the prerequisites for the IA; research and development aimed at development, use in practice of resource-saving technologies, attraction of innovations, monitoring of the dynamics of technology market development; leading positions ensures the preservation of competitive positions of the enterprise provided the production of quality products, the timely introduction of innovative technologies; social protection guarantees the creation of proper working conditions, the establishment of the atmosphere in the team, the application of various incentives for labor; economic security determines the company's readiness for economic development, the possibility of using innovations, aimed at the harmonious functioning of all units, increasing the stability of activities.

By the level of potential of enterprise IA, the following types of strategy were identified: the strategy of sustainable development is used by enterprises with favorable conditions of functioning, sufficient level of investment resources, available potential of successful innovation, reduction of the number of threats to the environment; the strategy of innovation development is possible provided that there is a free investment capital, the use of available technologies, the availability of competitive advantages, the ability of the enterprise to develop, attracting foreign investors; risk avoiding strategy is used by the enterprises with insufficient investment resources, low level of innovation development, but only when the profits cover costs; a combined strategy is a combination of several strategies and is appropriate on conditions that according to predicted data the business will flourish, and it will allow to assess the prospects of economic development of the enterprise.

By the necessity of the implementation of the IA and the accomplishment of innovations some strategies were determined: the before innovative strategy is used by the enterprise when it was decided that the use of innovation is inappropriate, does not threaten development and there is no need to attract investment resources, change in management structure. The implementation strategy is typical for the enterprises that see the use of innovation as a prospects for development, which will gain advantages over competitors, increase the attractiveness of products among customers, improve the production process. The traditional strategy is the direction of investments into traditional spheres of activity, use of proven innovative technologies, minimize the risks, lack of attempts to produce new products, improve product quality; the strategy focused on the introduction of innovations is used by enterprises that operate in the market for a long time, introduce several types of researches, produce innovative types of products of different types, follow the development of the technology market, force out competitors. A strategy to maintain a benchmark for the

use of existing technologies describes enterprises with a slower rate of attraction of innovations which make calculated management decisions, prefer proven technologies, change the way of doing business, finance research and development, covering the narrow consumer sector.

Conclusions. The classification is improved, which, in contrast to the existing ones, allows us to choose a more effective strategy and methods for its implementation in the process of forming the strategy, takes into account the specifics of the strategy implementation at industrial enterprises, the availability of sufficient resources, permits us to evaluate the possibilities for implementing the strategy, to form competitive advantages, to determine the required amount of investments for the development of innovation activity, all this makes it possible to assess the peculiarities of the implementation of the strategy, taking into account the potential of the enterprise, the level of its development, the target purpose of innovation activity and the sphere of functioning, the ratio of directions of innovation activity and goals of activity, the effect of innovation activity, the level of riskiness, economic feasibility, the need for innovation, and creates opportunities for achieving strategic goals, reducing the risks, assessing the economic effect, complex development.

The use of the above classification allows to find out the type, main features, advantages and disadvantages of each strategy, to select and evaluate the effectiveness of the strategy of innovation, to determine the possibilities of the enterprise, innovation and resource potential, the feasibility of using the strategy as a tool for improving the efficiency of the operation of the enterprise, the preconditions for economic development on conditions that there is a sufficient amount of investment resources.

In practice, most enterprises use several strategies for innovation activity in order to achieve their full development, consolidate competitive positions, and the possibility of a rapid transition from one type of strategy to another, since each type of strategy has a number of characteristics, benefits, and peculiarities of functioning that allows organizing the enterprise, promoting innovative transformations in all departments.

The IA strategy plays a significant role in the development of the enterprise and permits to solve a number of weighty problems and the main tasks. At the same time, it is impossible to implement one or another strategy of innovation activity if the enterprise is at the initial stage of its activity and only a general strategy is implemented. Only after the introduction of technologies, the establishment of the level of economic security at the enterprise there is an opportunity to use the strategy of innovation, which also depends on the economic, political situation in the country, the position of the company on the market, investment and innovation potential, equipment with modern outfit, type of products, methods of protection against threats, level of competition.

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