
УПРАВЛІННЯ ПІДПРИЄМСТВОМ

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Y. A. Romanenko, Doctor of Science in Public Administration,
Professor,**I. V. Chaplay**, Candidate of Science in Public Administration**MODERN ADMINISTRATIVE TOOL OF THE INNOVATIVE DEVELOPMENT OF THE ENTERPRISE**

Abstract. *In the article the theoretical foundations of the innovative development of the enterprise are considered. Methodical approaches to the evaluation of the innovative enterprise development and management strategy are analyzed. Using of the proposed approaches provides an opportunity to identify the strengths and weaknesses of the enterprise in relation to other company, estimate the size of the backlog, and develop management actions in order to strengthen weaknesses.*

Keywords: *administrative tools; innovative enterprise development; economic potential; business entities.*

Є. О. Романенко, д. н. з держ. упр., професор,**І. В. Чаплай**, к. н. з держ. упр.**СУЧАСНИЙ ІНСТРУМЕНТАРІЙ УПРАВЛІННЯ ІННОВАЦІЙНИМ РОЗВИТКОМ ПІДПРИЄМСТВА**

Анотація. *У статті розглянуті теоретичні основи управління інноваційним розвитком підприємства. Проаналізовані методичні підходи до оцінювання інноваційного розвитку підприємства та стратегії управління. Використання запропонованих підходів, дає можливість виявити сильні і слабкі сторони одного підприємства стосовно іншого, оцінити розмір відставання, розробити управлінські дії щодо посилення слабких місць.*

Ключові слова: *інструментарій управління; інноваційний розвиток підприємства; економічний потенціал; суб'єкти підприємництва.*

Е. А. Романенко, д. н. по гос. упр., професор,**И. В. Чаплай**, к. н. по гос. упр.**СОВРЕМЕННЫЙ ИНСТРУМЕНТАРИЙ УПРАВЛЕНИЯ ИННОВАЦИОННЫМ РАЗВИТИЕМ ПРЕДПРИЯТИЯ**

Аннотация. *В статье рассмотрены теоретические основы управления инновационным развитием предприятия. Проанализированы методические подходы к оценке инновационного развития предприятия и стратегии управления. Использование предложенных подходов, позволяет выявить сильные и слабые стороны одного предприятия по отношению к другому, оценить размер отставания, разработать управленческие действия по усилению слабых мест.*

Ключевые слова: *инструментарий управления; инновационное развитие предприятия; экономический потенциал; субъекты предпринимательства.*

Relevance of the research topic. The development of market relations, the need for Ukraine's entry into the global integration process, liberalization of innovation, providing companies and organizations that produce competitive products, the rights to market demand development of new approaches to regulation of innovation activity. Therefore, the study of various aspects of innovation management, both at the enterprise level, as the main priority and level of economic complex of the country and at the regional and national levels, is of great theoretical and practical significance. The key, of course, is to achieve macroeconomic stabilization and a complex internal economic reforms.

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

Importantly, the majority of domestic economic problems that occur in the transition countries - a decline in production and reduce its efficiency, rising unemployment, the crisis in the area of payments and naturalization of economic relations directly related to the influence of foreign factors.

Problem statement. Innovation management is particularly important in modern life, making significant influence on the strategies and objectives of management companies. Innovation activity creates not only the future of the company, determining its technology, products, potential customers, the environment, but also the basis of its competitive position, and hence the strategic position in the market. Effective innovation management company requires consideration of integral features of the innovation process - a large number of uncertainties due to search, research, experimentation, development, testing, etc., need repeated returns to previous stages, stages. In addition, innovative marketing activity is characterized by uncertainty: uncertainty about the future state requirements and options market, the prospects for the future of scientific research and development (hereinafter - R & D) capabilities of their applications and others.

Bold of the unexplored aspects of the problem. Given the unstable socio-political situation in Ukraine, the problems of the process of forming an effective system of innovative development of enterprise needs constant review and differentiation of approaches to research, because of it largely depends on economic development, welfare and their employment.

One of the effective stimulation of innovation is the use of economic instruments that are currently in Ukraine are not used in full and unproductive: no mechanism effective comprehensive regulation of industrial output, which would take into account the variability of the environment and realized at all levels of management: international, national, regional and entity level and others.

Objective setting. The main objective of this paper is the development of theoretical positions and practical recommendations to improve the system of innovative development of the enterprise, but also to develop a comprehensive system of assessment and effective development strategy its innovation.

Basic material presentation. The system of mechanisms to implement innovative component of entrepreneurship, presented interrelated elements of innovation and business systems that can be called innovative mechanisms of business. There is a clear need deep research about the functioning of the system. Therefore, there is an independent scientific and economic problem forming system mechanisms to activate innovation entrepreneur, realizing this activity expanded, not only as a scientific-technical and innovative businesses.

Innovative development in this study suggested viewed from two perspectives:

- as a means of strategic benefits organization for which actual innovation is not the main activity;
- as an activity (eg, innovative firms) which is the product of specific scientific, technical and other results can be used as a basis for innovation in other industries.

The innovative mechanism - a form of economic organization and implementation of innovation and promote its implementation, finding innovative solutions, but also a lever to stimulate and regulate this activity (Melnyk, 2009). There are many such mechanisms that perform specific functions. Moreover, this store is not closed and new mechanisms is a legitimate event. The above arrangements should ensure functional form of business organizations in relation to the stages of their life cycle. When providing functional understand innovation, investment and financial support. Innovative software should facilitate the emergence of innovation and effective search. Must be in place appropriate mechanism to accelerate the generation of innovations. Then you need to create the conditions of investment (investment) to commercialize innovations and their introduction into production. Naturally, solve problems and create innovative solutions investment can not be implemented without appropriate funding. On the other hand, needs no special explanation of the fact that the mechanisms of functional software will be different, depending on what stage of development is one or another business structure.

These mechanisms "included" when you need to carry out development and innovation, or, in more general form - to ensure efficient flow of innovation processes.

Innovative mechanisms exist at three main levels: the macro level, regional level and at the enterprise level (Vodachek, 1999). At the macro level solved three major problems: state innovation strate-

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

gy is formulated; Innovation creates favorable climate for the economy as a whole; government implemented innovative programs. At the regional level there are similar problems, but they are tied to specific features of regions. And macro - and regional level to create conditions for an intensive course of innovation processes at businesses. These innovative mechanisms designed to ensure the implementation of state and regional innovation strategies at micro channel into innovation priorities entrepreneurial initiative.

These mechanisms should operate in sequence characterized and consistency of action.

The mechanism of focused on the formation and reorganization of carrying out innovative processes. This formation can occur in various forms, the main ones are: the creation, acquisition, integration and innovative market allocation (Krivenko, 2008).

Creation - is the formation of new companies, business units, or units designed to innovate. Most significant elements of the new organizational forms are: matrix structure, scientific and technical departments, scientific and technical organizations that operate on market principles and internal ventures.

The creation of new innovative organizations are particularly important for large enterprises. These companies have a complex system of management innovations often focus on large projects that must almost immediately or within a short period of time, to ensure receipt of high income. Largely for this reason, the amount of innovation in these structures are not great as in small businesses. In our view, the effectiveness of innovation could be significantly decreased by creating innovative new subdivisions and structural units, designed to create new directions in the activity of large enterprises. These innovative units may be established on a permanent or temporary basis.

Scientific and technical units established on a permanent basis, they have no independence and their activities at the expense of the budget. These units can be decentralized and focused on specific production units or - centralized and submit directly to the leadership of the company. Their peculiarity is that they transfer their development in the production of directly setting internal market mechanisms. Independent scientific and technical organizations, by contrast, have its own budget and they sell their development of production units. This increases the responsibility for the results of their compliance with the objectives and requirements of the market. Internal ventures tend to run direct innovation focused on new market niche. In some cases, very effective institutional mechanisms can be large acquisitions by small innovative firms, whose activities outside the scope of interest of the company. The mechanism that complements the acquisitions is to establish close ties of large companies and small innovative firms, based on creating long-term contractual relationship, the totality of which include innovative market integration. In this case, innovative firms retain their independence but are within the scope of market relations of production of a large company. The combination of processes and market uptake of innovative integration gives reason to suggest the use of so-called "fan" of the innovation process (Fig.1).

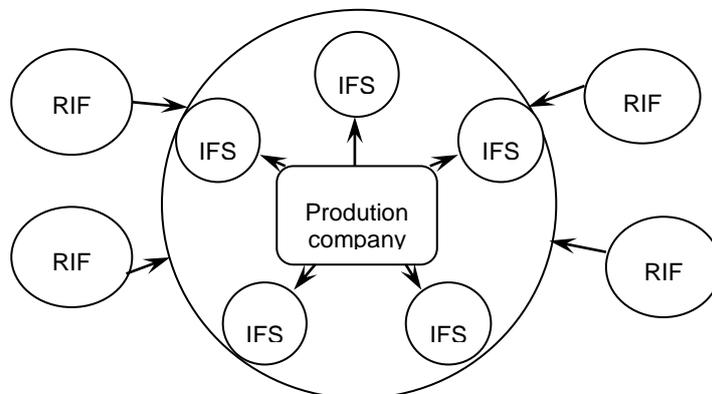


Fig. 1. "fan" organization of innovation

Source: The results of the research

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

Its meaning is to create an innovative environment manufacturing company, consisting of companies for which committed absorption (IFS), but also marketintegrated companies (RIF) (Krivenko, 2008).

Such an organization would be most effective in developed companies with aggressive strategy of innovative development. It allows you to develop and commercialize innovations and create technological discontinuities, innovation, which, in some cases, inaccessible competitor at a given time. Discharge - organizational mechanism that provides for the establishment of independent innovation companies that previously were part of the integrated production entities. Such actions shall be financed when formed new area of activity is not related to core business.

The next group is innovative mechanisms mechanisms of development and implementation. This group may include: mechanisms for finding innovative solutions and mechanisms for developing implementation mechanisms. The search engine designed to generate new ideas and technical solutions, creating innovations. This is a necessary stage of the innovation process that is the basis for further processes associated with the creation of innovations suitable for implementation. Develop mechanisms associated with bringing ideas to complete technical solution that can be innovation. For this, there must be the concentration of intellectual, material and financial resources, their effective combination in time and space. Funding mechanisms and incentives determine how entrepreneurship of financial resources and increase their interest in innovation. There are: credit arrangements, the formation of equity capital formation expenditure on R & D, linking the size of taxation with the intensity of innovation.

Through innovation process, especially if it is based on radical innovation and strategic entrepreneur carries costs, but not replacement cost of the actual product or service for a long time. Most manufacturing processes for its smooth implementation, require recharge credit resources for the short term. That is, there are in economic exchange lending money with commodity coverage. In the innovation process such coverage not. This is the main difference between lending and innovative manufacturing processes (Chirkov, 2008).

The relevant needs innovative form of borrowing is the issue of bonds. Their feature is long (decades) maturity.

Another form of raising funds is to increase the equity capital from external sources. In this case, it is possible to make emissions (or additional issue) of shares and, by doing so, to increase their capital. But not all companies use this mechanism, even if the conditions for that. The fact that in some cases increasing the number of business owners and managers there are opportunities uncontrolled movement controlling or blocking stake.

For start-ups exchange mechanism is not suitable, because their shares are not publicly traded. In this case, the necessary development of the OTC market shares, and also venture financing.

Stimulating innovation involves the creation of conditions in which these activities will be beneficial. The degree of profitability can be measured by size of net income, that is profit, the disposal of enterprises after taxes. This can be achieved by reducing tax payments, while increasing innovation efforts and investment company. It would be logical to link the size of the reduction in tax payments with the value of R & D expenditure. Decrease in current tax payments recommended proportion to the absolute increase in R & D expenses of limiting the size of the reduction in tax payments.

As the next item of business innovation mechanism could be called the mechanism of technology transfer. It is about the transfer of technologies developed in the public sector, the business sector.

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

The importance of such a mechanism is the fact that many important discoveries and technical solutions obtained in public research institutions (hereinafter - SRI), but their commercialization necessary to implement additional cost, and, in some cases, greater than those produced in the research stage. The state does not have sufficient funds to finance the implementation stages. Therefore, it would be the right business structures to the use in the production of such developments. To organize the transfer seems important, first of all define the principles of technology transfer. They should include: uses of accountability, further scientific and technological development, the absence of negative consequences for defense and strategic industries. The criteria for the selection of technologies for transfer to industry may be represented by two groups: the criteria characterizing and market needs and criteria associated with the possibility of transmission. The composition of these groups is presented in Fig. 2.

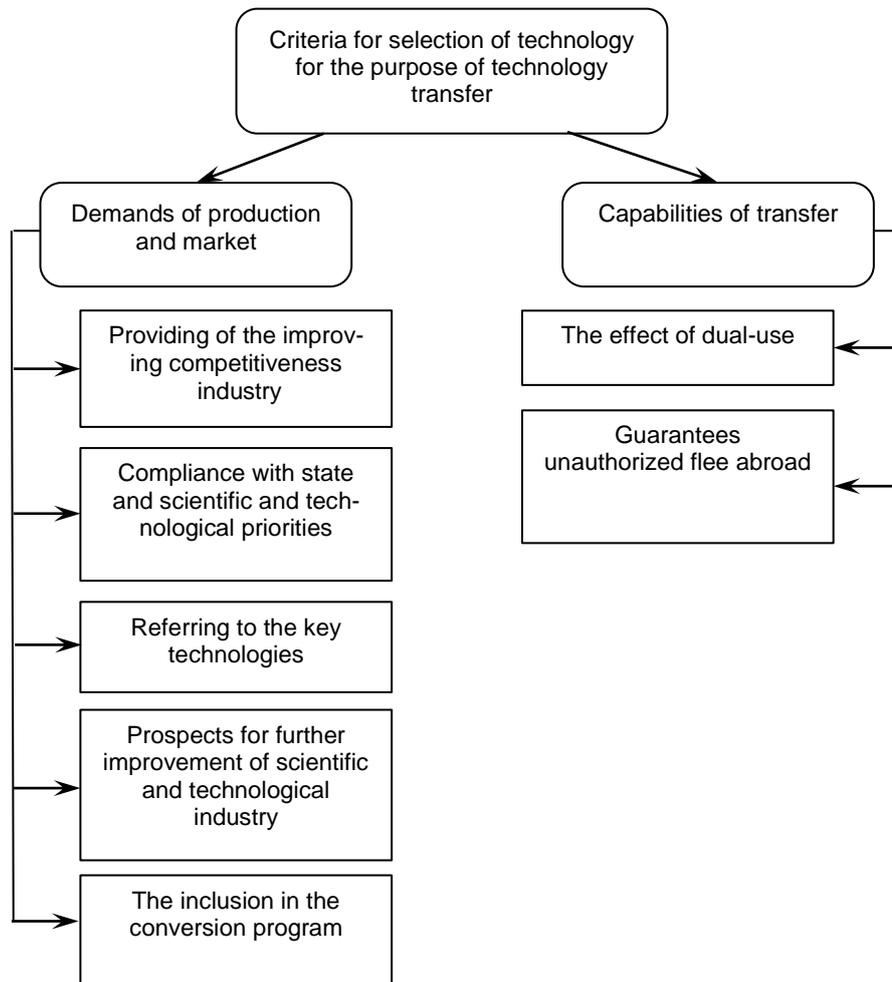


Fig. 2. Selection criteria for technology transfer
 Source: (Krivenko, 2008)

Depending on the nature of transferred technologies can be used various forms of such transfer. Proposed the set of the following forms:

- sale of licenses and patents;
- attract industrial companies to research at public research institutes, followed by the provision of industrial property;
- creation of public-private companies and consortia, joint implementation of the results of alrea

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

- creation of industrial companies, scientific and technical centers, working on complex research programs;

An important issue of technology transfer is the creation of an information infrastructure designed to serve this process. This infrastructure should provide dissemination of technology transferred, in addition, contain elements exchange (auction, tender) character to allow commerce technologies, and, in some cases, contribute to their competitive spread.

It should be noted that management innovation project (project management) is different from managing an enterprise which operates constantly (general management). Thus, methods of innovative enterprise development project comply with the general methods of project management.

The survival of organizations in today's dynamic conditions is possible only for their adaptation and constant adaptation to changes in the environment. These strategic objectives are solved in the design and development of any business or organization. Summary of practice and theoretical ideas about such problems converting innovative organizations in foreign literature called engineering. Engineering activities carried out both by companies and numerous engineering consulting (consulting) companies.

As for engineering innovation, this range of activities and services with innovative projects, which includes the creation, implementation, promotion and diffusion of certain innovations (see. Fig. 3).

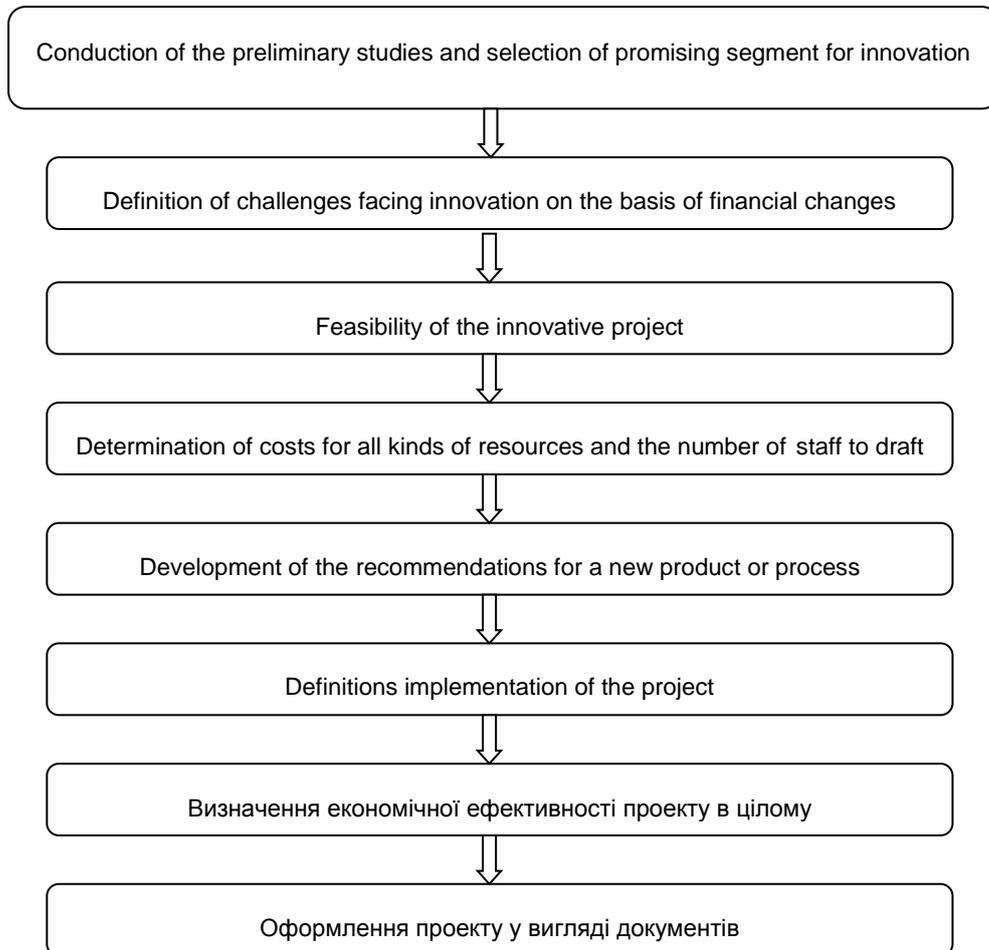


Fig. 3. Composite Engineering Innovation

Source: [6, p. 125]

УПРАВЛІННЯ ПІДПРИЄМСТВОМ

It should also identify the specific characteristics of engineering innovations:

- Engineering innovations embodied not only in material form of the product, but in its beneficial effects;
- addressing the subject of market innovation, engineering should have all necessary commercial properties;
- engineering innovation has to do with services that play and others.

Research innovation would be incomplete without considering the essence of reengineering. The latter involves a fundamental revision and radical redesign of business processes to achieve dramatic improvements such as critical performance indicators: cost, quality, service, rate.

A radical redesign can not be based on assumptions, it affects indigenous phenomenon, not a superficial change, because in its context, often offers a new way of work, that is an invention, not a modification (Shypulyna, 2004). The modern theory and practice of innovation management reengineering connects with the current needs or the strategic need for innovation. Therefore, the crisis distinguish reengineering and development. If focus more attention on re-engineering the crisis, then, of course, it caused a sharp decline in sales of the product by reducing the demand for it, or at the deteriorating image of vendor innovation.

By reengineering success factors are (Kybanova, 2005):

- reasonable motivation and competent project management;
- effective project management, clear roles and responsibilities;
- clarity (transparency) project;
- acceptable risk, tangible results;
- focus on priority targets;
- sufficient and timely project financing;
- Technological Support;
- provide the necessary consulting and others.

In conducting reengineering, there are obvious mistakes: an attempt only to improve the process, rather than to redesign it; lack of concentration in business processes; lack of understanding of the value and low corporate culture; lack of resources for re-engineering; uncertainty since the re-engineering; low staff responsible for the progress and quality of the program reengineering. Reengineering of innovation designed for promising for the development of the business process (Kybanova, 2005; Shlenov 2003). It provides a transition from business process to the business process-reengineering. The latter is the optimization and control of business processes using, while efficient technologies and eliminating the causes that hinder the process (Chirkov, 2008).

Thus, innovative reengineering is implemented a new business process, its implementation raises some. 3 Innovations other hand, reverse engineer acts as a method of innovation and a variety of innovative strategies, the object of which is the technology of business processes (Tvyss, 1989).

Conclusion. Summarizing the above mentioned, we can say that the task of innovation management major (global) companies under uncertainty, at present, are resolved using adaptive approach and adaptive management model, which is based on the formation program trajectory control system for a specific period of time, and a system control actions aimed at eliminating destabilizing disturbances that deflect managed system software from the trajectory.

Effective innovation management that ensures success in global competition Ukrainian enterprises, requires the use of modern heuristic iterative and adaptive approaches, methods and algorithms, research and synthesis of international experience in business, successfully operating in the global market.

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