

ECONOMIC DEVELOPMENT STRATEGY

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THE MECHANISM FORMATION OF COMPANY'S INNOVATION POLICY AS THE INDUSTRY'S DEVELOPMENT STRATEGY

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Abstract

Purpose: forms its own innovation policy, focusing on innovation policy, which defines priority directions of NTP and provides support own interests and resource capabilities and needs of the market. **Methods:** To study the innovation policy was used combining technical goals and policy investments and focused on new technologies and products. Innovation policy involves research facilities identified in which the company is trying to promote the first systematic search for new technological opportunities. **Results:** Development of innovative enterprise policy involves determining the goals and strategies of development in the near future and prospects based on the evaluation of the enterprise potential and its supply of appropriate resources. In practice, the formation of scientific and technical enterprise policy decision on the basis of a new product (the transition to new technology) is a difficult task – how in technical, organizational, and in commercial terms. **Discussion:** The constant changing market environment factors and customer needs, accelerate NTP developed countries on the one hand makes it difficult, on the other – pushing becomes a prerequisite of conscious innovation policy Ukrainian enterprises.

Keywords: enterprise; innovation; innovation policy; innovation enterprise policy; NTP.

1. Introduction.

Company forms its own innovation policies, focusing on state innovation policy, which defines priority directions of STP and provides support their own interests, resource capabilities and market needs [6]. Interestingly, the idea of a new technical solution or path to it, suggests the market needs (45%), production conditions and analysis of technical capabilities (21%).

Innovation policy goals will combine technical policy and investments and focused on new technologies and products. It provides a range of specified research objects in which the company is trying to promote systematic search for new technological opportunities.

2. Analysis of the latest research and publications.

Problems related to the development of innovation and marketing support of this sphere studied such

famous foreign experts and scholars as: I.Ansoff, H.Assel, J.Westwood, E.P.Golubkov, P.R.Dikson, V.Kondratiev, F.Kotler, V.G.Medynskyy, K.Menger, G.Mensh, M.Porter, E.O.Utkin, R.A.Fatkhutdinov, K.Freeman, F.Hayek, Y.Schumpeter; domestic researchers as: A.G.Voychak, T.E.Voronkova, A.P.Grechan, T.P.Danko, V.Y.Kardash, M.P.Denisenko, N.V.Kudenko, A.I.Kredisov, S.M.Ilyashenko, O.L.Kanisshenko, T.S.Maksimova, V.L.Pylyushenko, I.V.Semenyuk, S.A.Starostina, I.L.Reshetnikova, V.Tarasevich, N.I.Chukhray.

3. Research tasks.

The relationship of the state innovation policy and innovation policy of the company is reflected in Fig. 1.

In this sense, the strategic management of innovation focused on achieving future results directly through the innovation process (stage research, innovation in production use, the introduction of a new product in the market environment).

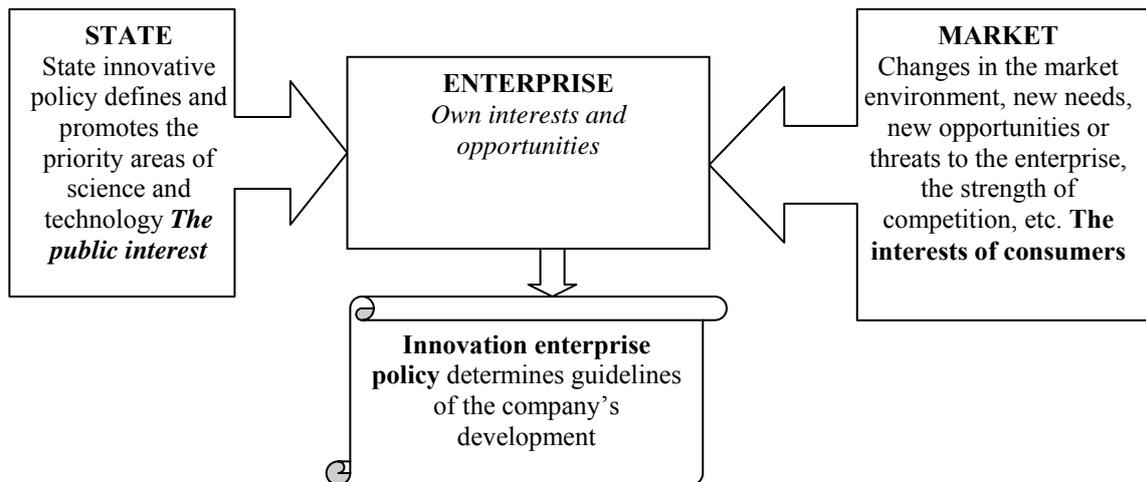


Fig. 1. Factors influencing on the formation of innovative enterprise policy

4. Presentation of main material.

Development of innovative enterprise policy involves determining the goals and strategies of development in the near future and prospects, based on the evaluation of the potential of the enterprise and its supply of appropriate resources.

If we consider the goals that picture of future results, which directed the efforts of entrepreneurs, they are divided into functional (support made of the system) and new (entry system new qualitative state). The strategic goals of the enterprise characterize quantitative (market objectives: volume growth, market share) or qualitative (innovative behavior) towards expected results and innovative strategic goals usually do not have quantitative characteristics [5]. They are formulated in the form of declarations of intent innovation, including emerging business concept of the company, defines its basic functionality and strategy, allowing it to implement, and developed a formal system operational plans. Setting and formulating strategic goals is the starting point for the selection and development strategies that ensure their implementation. The strategy, in general terms, – a search for the most effective options for putting into action resources (capital, labor) in accordance with the main goals of the company and taking into account the market situation as at present and expected. The strategy includes the development of reasonable actions and rules (programs, projects) to achieve these goals, given the scientific and technical potential of the company and its market and sales opportunities.

Consider the basic components of the innovative enterprise policy – namely, goals and strategies of development (Fig. 2).

Development of innovative strategies in the enterprise is the prerogative of the highest levels of management and is based on solving complex problems:

- developing strategic objectives; assessing the capabilities and resources of the enterprise for implementation;
- analyzing trends in marketing activities in science and technology;
- identifying innovative strategies with a choice of alternatives;
- preparing detailed operational plans, programs, projects and budgets;
- evaluation of the company (separate strategic level) based on certain criteria, taking into account established objectives and plans.

There are the following types of innovation enterprise strategies:

- Traditional – desire to improve the quality of fabricated products, in the long run is a guarantee of lagging enterprises in technical, technological, and them – in an economic aspects;
- Opportunity – when the company efforts aimed at finding such type of product that does not require much spending on research and development, but allows the manufacturer for a period to be present in the market alone. Finding and using these niches are based on a thorough knowledge of the market situation, the high level of technical and technological development and adaptive capability of large enterprises, which,

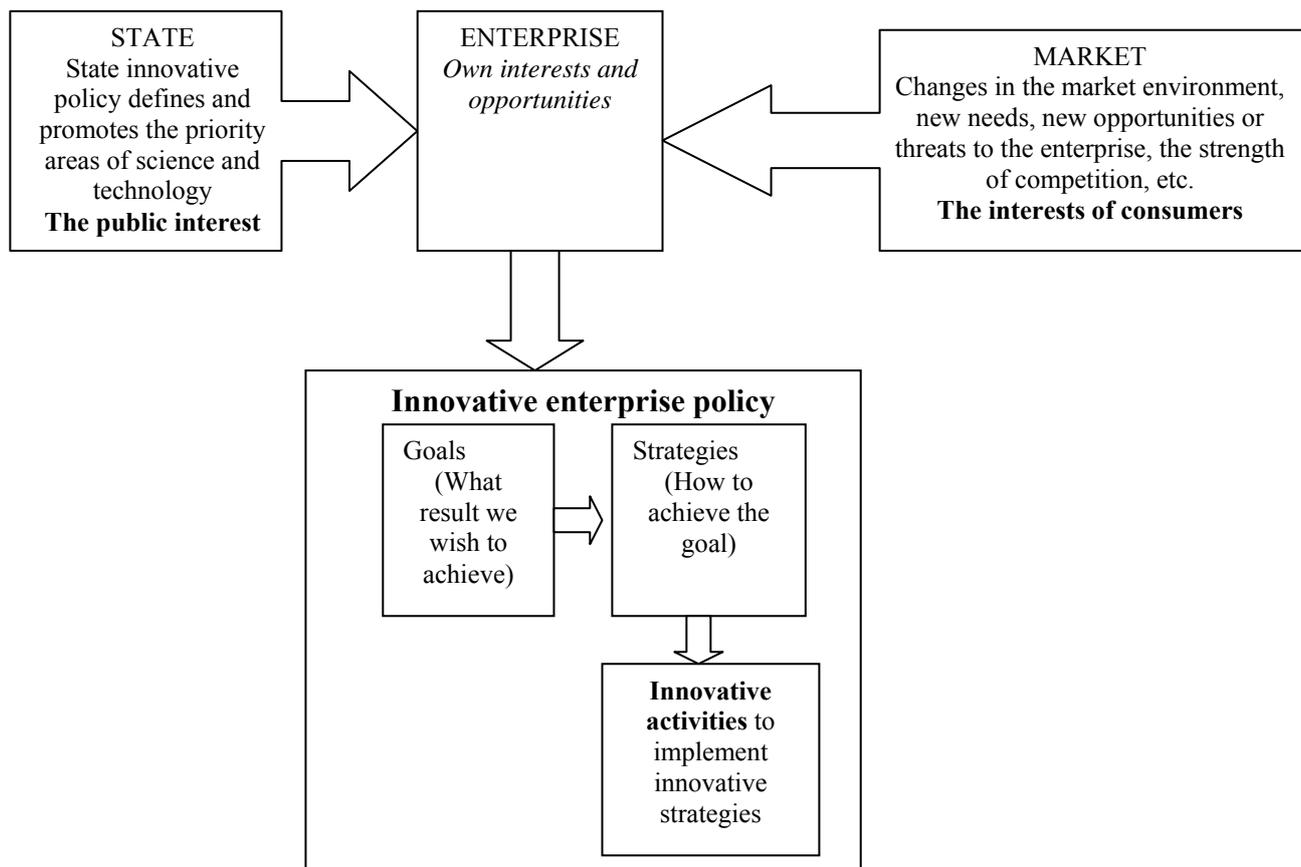


Fig. 2. The constituent elements of innovative enterprise policy

however, does not exclude high risk of rapid loss of monopoly;

- Imitation – acquiring new technology through the purchase of licenses. It is cheaper and more reliable than their design and costs of new inventions. This strategy is very successful, but to develop a genuine product of intellectual work, creating a monopoly situation, we need high qualification of specialists and ongoing support level achieved;

- Defense – it is a costly strategy of increasing the technical level of production, implementation of research and development which does not claim a leading position in a particular area, and is not to lag behind the other in technical and technological development;

- Sensitive – when small businesses do major order for the production of a new product or production method;

- Offensive – is winning first place in the market. Requires qualified professionals, of great organizing work, and have a number of advantages.

At the initial stage of the company development, given the degree of backwardness of its technical and technological level, start the offensive strategy impossible. The degree of readiness of the enterprise will allow using only the traditional type of strategy. With the transition to market-based economic enterprises have ample opportunity independent to choice of a direction of its development and, therefore, to use the set of strategic methods.

In market conditions the use of program-target method is effective only for a small number of priority innovations related to addressing the most pressing, individual problems. With the deepening of market relations for the economy to the forefront the issue of innovation processes acceleration and their front cover. Under these conditions, the task is to develop a coherent strategy for targeted management, which will enable to move from episodic action to create a sustainable mechanism for the target orientation of all elements of production to make the front of innovation enterprise policy. Meeting this challenge requires building a

strategic management system based on the principles of problem-oriented approach. Its essence is:

1) to provide permanent long-term enterprise readiness to accept, transformation, adaptation and mutually innovation in all areas;

2) to establish mechanisms for the implementation of quality frontal breakthroughs in innovation sphere.

The concept makes it possible to focus on addressing key innovation issues arising from the philosophy of business policy and long-term intentions of the company; ensure organizational integration system based on mechanisms and participants in the innovation process; a strategic management system innovations that will ensure the transition from "reactive" to "active" management, built on the principles of advancing contradictions and problems in economic practice [3]. The principle of anticipatory governance is as follows. In theory the product life cycle, the last time dimension is a series of stages that are characterized by a certain level of sales and profits (stage development, introduction, growth, maturity, decline). With the gradual loss of the benefits of innovative product brings less profit, and sometimes becomes unprofitable. If a company based its activities on only one innovation, effectiveness and efficiency which, as we have noted over time decreases and eventually reach the limit, the company will sooner or later also have problems. [4] For limited "from above" resource capabilities and limited adoption rights of large-scale innovative solutions innovation process in the company is the nature of the reaction to a particular imbalance in the system that occurs sporadically. So it is mainly on the implementation of individual, usually local innovations.

In a market economy, enterprises have significant business opportunities. In the new conditions the company faced with the need to carry out long-term innovation policy, requiring global prediction of the dynamics of life cycles while many radical innovations of leading and making adjustments in the course of their life [1].

Business enterprises market-oriented portfolio includes dozens of innovations that are at different stages of the life cycle. Proactive management aimed at identifying the limits of efficiency innovations produced or in use innovative forecasting problems that require fundamental development. It involves identifying and understanding alternative ways of development and their boundaries to innovation, which has just entered into a phase of saturation, regardless of the

apparent profitability of this phase. The bases of the problem-oriented management of the innovation process as a single system are:

1) create a bank targeted innovation programs;

2) operational management in the implementation of programs.

The feature of the first stage is that it is provided with a transition from the development of the individual, usually organizationally and technologically the examined programs to form a single interconnected system of programs that use as a tactical instrument in the implementation of strategic innovation. A separate program is part of an integrated structure, providing its innovative contribution to the overall development of the company. Targeted programs of this type are the basis for the formation of the bank's programs, which is a necessary basis for the strategic management of innovation processes in the enterprise.

Targeted programs within the bank have the required details that show the location of the program, the role and the order of their cooperation in the implementation of innovation policy front the whole enterprise. Another provides:

- place the levels of the hierarchy of major and special, main and auxiliary programs;
- plan, organize, and adjust effects from getting between programmatic interaction;
- monitor;
- replicate programs (projects) of innovative content for their possible reuse in enterprises. Processes initial planning and operational management of the bank is recommended by the methods of network planning and management.

There are two approaches to developing and implementing science and technology policy and process innovation at the enterprise:

1. When the driving forces of the process is firm – innovators who first introduced innovations in their enterprises; their actions stimulated by the possibility of obtaining temporary significant profits. This approach links the introduction and subsequent spread of innovation or the ability to quickly and significantly reduce production costs or the rapid market success, which is manifested in a sharp increase in demand. Thus the STP is jumpy, intermittent changing technologies replace old products with new ones.

2. When the implementation process and further dissemination of innovations associated primarily with the ability to initially provide only a small

segment of the market and thus obtaining a minimum income. Further scientific-technical policy with the Marketing policy focused on further gains, possibly longer, much larger market share, which has, according to lead in the future to increase profits [2]. This scientific and technical policy provides for the company long-term and stable strategy in STP. This takes into account not only the specific market innovations, and deploying and related industries (this is especially important when implementing a radically new product that affects a wide range of industrial and personal use).

In this approach, STP (within individual enterprises) is not seen as abrupt process, but rather as a continuous [6]. In practice, the development of scientific and technical policy of the company is usually allocating 4 functional areas (among which there are broad areas of overlap) management innovations:

- 1) research and development;
- 2) quality management and certification in accordance with the composition and volume of items GOST;
- 3) the creation updated production base;
- 4) development of market innovations. In the research and development of isolated units such as:
 - search and basic research;
 - applied research;
 - technical development (research and engineering, project and organizational) and pilot production;
 - first innovation development (technical and economic);
 - dissemination and replication of innovations.

Creating update production base is a kind of revamping plan in the form of business plans for investment projects to control fixation period, return, net present value and internal rate of interest for each business plan.

The development of market innovation is a system of activities related and consistent with the relevant provisions of the marketing policy. Every new product can be viewed from two perspectives:

- 1) presence of a new technical solutions and their value;
- 2) the impact of new products on the market.

The product may contain many technical innovations and yet have no market novelty if it satisfies the same requirements as traditional. Price at these changes slightly, and it is unprofitable. At the same product market innovation can be achieved without new scientific and technological solutions – by changing the appearance, size, shape, color and so on.

5. Conclusions.

In practice, the formation of scientific and technical enterprise policy decision on the need to implement innovation and release on the basis of a new product (the transition to new technology) is a difficult task – how in technical, organizational, and in commercial terms. The constant changing market environment factors and customer needs, accelerate NTP developed countries on the one hand makes it difficult, on the other – pushing becomes a prerequisite of conscious innovation policy Ukrainian enterprises.

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Механізм формування інноваційної політики підприємства як стратегія розвитку галузі.

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Мета: формування своєї інноваційної політики, спираючись на інноваційну політику, яка визначає пріоритетні напрямки НТП і забезпечує підтримку власних інтересів і можливостей ресурсів та потреб ринку. **Методи дослідження:** об'єднання технічних цілей та інвестиційної політики і зосередження на нових технологіях і товарах. Інноваційна політика включає в себе науково-дослідні центри, в рамках яких компанія намагається просувати перший систематичний пошук нових технологічних можливостей. **Результати:** розробка інноваційної політики підприємства передбачає визначення цілей і стратегій розвитку в найближчому майбутньому і перспективи, засновані на оцінці потенціалу підприємства і його поставку відповідних ресурсів. На практиці формування рішення наукової і технічної політики підприємства на основі нового продукту (перехід до нової технології) є складним завданням – як в технічних, організаційних, так і в комерційному плані. **Обговорення:** постійні фактори навколишнього середовища мінливого ринку і потреб клієнтів, прискорити НТР розвинених країни з одного боку, ускладнює, з іншого – штовхаючи стає передумовою свідомого інноваційної політики українських підприємств.

Ключові слова: інновація; інноваційна політика; інноваційна політика підприємства; НТП; підприємство.

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Механизм формирования инновационной политики предприятия как стратегия развития отрасли

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Цель: формирование своей инновационной политики, опираясь на инновационную политику, которая определяет приоритетные направления НТП и обеспечивает поддержку собственных интересов и возможностей ресурсов и потребностей рынка. **Методы исследования:** объединение технических целей и инвестиционной политики и сосредоточения на новых технологиях и товарах. Инновационная политика включает в себя научно-исследовательские центры, в рамках которых компания пытается продвигать первый систематический поиск новых технологических возможностей. **Результаты:** разработка инновационной политики предприятия предполагает определение целей и стратегий развития в ближайшем будущем и перспективы, основанные на оценке потенциала предприятия и его поставку соответствующих ресурсов. На практике

формирования решения научной и технической политики предприятия на основе нового продукта (переход к новой технологии) является сложной задачей – как в технических, организационных, так и в коммерческом плане. **Обсуждение:** постоянные факторы окружающей среды меняющегося рынка и потребностей клиентов, ускорить НТР развитых странах с одной стороны, усложняет, с другой – толкая становится предпосылкой сознательного инновационной политики украинских предприятий.

Ключевые слова: инновация; инновационная политика; инновационная политика предприятия; НТП; предприятие.

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