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Abstract

The article deals with the development of approaches to improving the innovation process management at enterprises. It is established that the innovative development of enterprises is an integral part of the innovative development of the economy and an important aspect of the reproduction of the industrial relations, and it includes the renewal of the composition and construction of fixed assets. It is revealed that each organization that is engaged in entrepreneurial activity should have more innovative ideas and projects in stock than it can actually implement, because otherwise, the enterprise may find itself on the path leading to stagnation and bankruptcy. It is proved that in the context of a dynamically changing economy and increasing market competition, the emerging advanced technologies can determine the prospects for the enterprise's activity. It is determined that the flexibility of the enterprise, its adaptability to innovations remains the main and only key factor of its survival and development.

Keywords

Management – Innovation – Enterprise – Economy – Quality – Market – Production

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Introduction

The contemporary market economy is characterized by a significant acceleration of the implementation of the scientific and technological progress results in the production and management of the enterprise that increases competition among enterprises for sales markets and consumers, on the one hand, and on the other hand, aims at improving the quality characteristics of products that will provide more complete satisfaction of market needs.

In this regard, the sustainable economic development of economic entities is largely determined by the pace, scale of implementation of innovative activities and promotion trends of innovation processes. In this case, the innovation is a process of transforming existing knowledge into innovation, during which the innovation is converted from the idea, from the intention to the measured result, product, technology, or service, and is implemented into practical use.

It is also necessary that innovations bring specific economic and social benefits to the consumer. This determines the spread of innovations in the market. Therefore, the development of the innovation sector is particularly important, and it requires serious consideration from regional management bodies and innovative business entities.

The study of issues related to innovation processes at enterprises is reflected in the works of N.B. Akatov¹, K.N. Borodin², I.M. Zaichenko³, M.S. Korolev⁴, E.N. Starikov⁵, M. V. Chekadanov⁶, etc. However, it should be noted that management approaches to the promotion of innovation processes have not yet been sufficiently studied, and barriers to enhancing the innovation capacity of enterprises have not been identified that emphasizes the need and priority for improving the innovation management process.

Methods

The theoretical and methodological basis of the research includes an abstract-logical method, methods of induction, deduction, analysis, synthesis, and systematization to justify approaches to improving the innovation process management at enterprises, as well as statistical-economic and graphical methods to study the level and trends in the development parameters of innovative technologies at the present stage.

¹ N. B. Akatov; D. Yu. Bryukhanov y A. N. Ivanova, "Integrirovannaya sistema menedzhmenta promyshlennogo predpriyatiya: sinergeticheskij podhod", Social and Humanitarian Knowledge Vol: 3(2) num 10 (2017): 95-105.

² K. N. Borodin, "Ponyatie «vysokotekhnologichnoe promyshlennoe predpriyatie» v kontekste strategii razvitiya", Schumpeter Readings num 1 (2016): 32-38.

³ I. M. Zaichenko y A. M. Smirnova, "Analiz innovacionnyh strategij v usloviyah cifrovoj transformacii biznesa", Scientific Bulletin of the Southern Institute of Management Vol: 2 num 26 (2019): 12-17.

⁴ M. S. Korolev, "O formirovanii koncepcii biznes-modeli promyshlennogo innovacionnogo-predprinimatel'skogo predpriyatiya", Bulletin of the Perm National Research Polytechnic University. Social and Economic Sciences num 4 (2016): 320-328.

⁵ E. N. Starikov; I. N. Tkachenko y L. A. Ramenskaya, "Osobennosti strukturno-tekhnologicheskoy modernizacii promyshlennosti Rossijskoj Federacii", Bulletin of the Saratov University. Economics. Management. Right Vol: 19 num3 (2019): 265-273.

⁶ M. V. Chekadanova, "Razvitie teoreticheskikh podhodov k postroeniyu biznes-modelej sektoral'no-territorial'nyh innovacionnyh klasterov", Business. Education. Right Vol: 3 num 44 (2018): 193-203.

Knowledge base of the present article includes statistical data of state bodies, legislative and normative documents that regulate innovation activity aspects, estimation of implementation efficiency of innovative technologies in the enterprises' activities in the context of the digital economy globalization, as well as results of scientific studies⁷.

In the course of the research, it is planned to systematize the innovative aspects of the enterprises' operation, develop measures to coordinate activities between the main participants in the context of an innovative economy, compare different approaches to the use of innovative technologies, and determine their individual characteristics in the current context.

Results

The practice has shown that innovation processes represent a set of progressive, qualitatively new changes continuously occurring in time and space. Innovation processes include the assessment, adoption, and implementation of new solutions in the field of engineering, technology, as well as organizational forms and methods of management. They start in certain branches of science and culminate in production (Fig. 1).

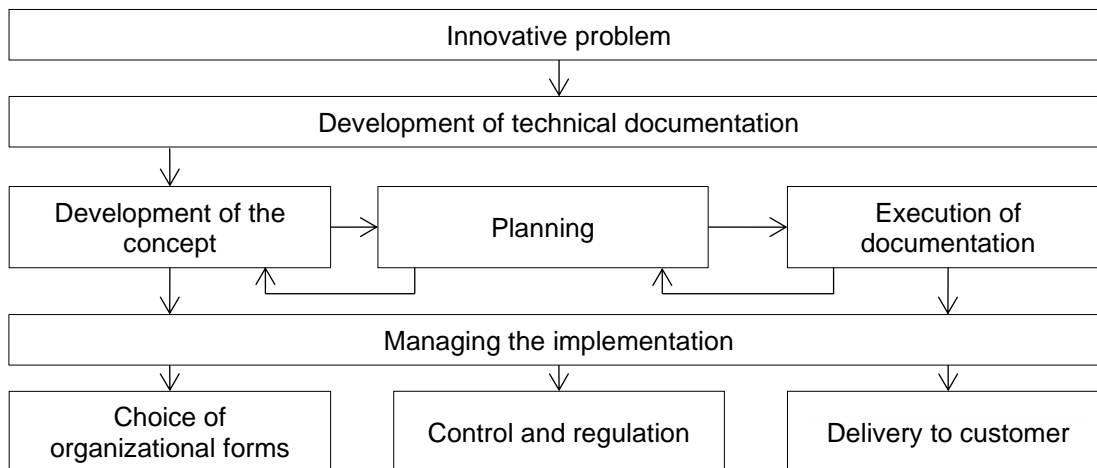


Figure 1

The innovation process management at the enterprise

The innovation process also includes the transformation of scientific knowledge, scientific ideas, and inventions into a physical reality that changes society. The innovation process is based on the creation, implementation, and dissemination of innovations, whose necessary characteristics are a scientific and technical novelty, their practical application, and commercial actualization in order to meet new public needs.

⁷ I. N. Abanina; E. V. Ogloblina; N. N. Drobysheva; M. I. Seredina y K. A. Lebedev, "Methodological techniques for assessing the unevenness of economic development in the world", *The Journal of Social Sciences Research* num 3 (2018): 8-12; I. L. Cherkasov; M. I. Seredina; O. I. Mishurova; T. A. Adashova y O. Ye. Lebedeva, "The effect of international tourism on the development of global social-economic processes", *Journal of Environmental Management and Tourism* Vol: 8(6) num 22 (2017): 1166-1170 y E. Yu. Nikolskaya; N. I. Kovaleva; M. E. Uspenskaya; N. I. Makshakova; E. N. Lysoivanenko y K. A. Lebedev, "Innovative quality improvements in hotel services", *European Research Studies Journal* Vol: 21 num 2 (2018): 489-498.

The innovation process is influenced by the condition of the environment in which it takes place (type of market, nature of competition, the government regulation practice, level of education, organizational forms of interaction between science and production; the internal environment condition of an individual organizational and economic systems (financial and territorial-technical resources, application of technology, communication with the external environment)), and the specifics of the innovation process as a subject to management.

The research results allowed identifying the following stages of the innovation process: basic research, applied research, product development, market research, design, pilot production, market testing, and commercial production. All these stages are mutually dependent and ensure the success of the innovation only if they are integrated into an integral whole.

At each stage of the innovation process, the management of innovative activities is an integral part of the production and economic activity of the enterprise. This management carries certain impetus based on new approaches to solving familiar production goals. The optimal combination of production and innovation allows not only constantly improving the production process and products but also acting ahead of the curve, identifying new promising areas or forms of business, and diversifying activities in order to meet new public needs.

Practice has shown that the innovation process management covers strategic and operational aspects, and, on the one hand, should be aimed at creating or promptly attracting innovations that will ensure the preservation and strengthening of the enterprise's market positions in the long term, and on the other hand – focus on systematic and targeted activities to improve existing technologies, techniques, and ways of performing work due to which the life of innovations is extended.

In addition, strategic management of innovation activities aims at implementing large-scale innovative projects and defines the main directions of scientific, technical, and production activities of the enterprise in the development and implementation of new products, attracting new resources and technologies to production activities, and developing new methods of production engineering.

To achieve these goals, it is necessary to develop innovative programs, justify projects for creating new products, develop effective organizational forms of management, and manage the resource support of innovative programs and projects. In this case, it is proposed to draw up plans and programs of innovative activity based on a thorough study of environmental considerations such as economic, scientific and technological, demographic, ecological factors, as well as the level of competition in the industry.

At the same time, it is possible to assess the real capabilities of the enterprise to invest in innovative projects, since their implementation requires significant investments associated with changes in the technical and technological base. In this case, ongoing management of innovative activities of the enterprise includes drawing up the timeline of activities and monitoring their implementation; studying economic, organizational, managerial, social and psychological factors that affect the ability of the enterprise to carry out innovative activities; as well as developing effective forms of organization of innovative activity.

The organization of innovation activities also provides for the development of an incentive system to encourage initiative, involvement in innovative changes, and discussion of problems arising in the course of implementation of innovation. In this case, an effective system of stimulating innovation activity provides a shift in the emphasis on the staff motivation from simple socialization and the desire to satisfy material processes to the actualization of their own abilities through participation in the project, obtaining achievements through its successful implementation.

Research shows that the active involvement of employees in innovative activities increases the potential for its development, creates new innovative opportunities since development of new scientific ideas is carried out by the direct participation of entire team in generating ideas and creating innovation based on insight into the enterprise's capabilities rather than doing this under pressure from top management.

At the same time, the innovation process management at the enterprise includes the following components:

1. Analyzing the external environment and forecasting its development. Investigating the current market situation and its determining factors, and developing a forecast of market conditions.

2. Analyzing the internal environment of the enterprise. Identifying the strengths and weaknesses of the activities of the enterprise, examining past performance, and analyzing the efficiency of the enterprise's operation, as well as its development trends.

3. Identifying directions and options for innovative development of market opportunities by comparing opportunities and dangers caused by the external environment, as well as the strengths and weaknesses of the enterprise, for example, using SWOT analysis.

4. Selecting target market segments to implement innovative development projects of economic entities, developing approaches to form the target market based on certain segments.

5. Analyzing and assessing quantitatively the risk at the stages of innovative development and the entire process in general, adjusting works based on the results of the conducted analysis (if necessary).

6. Identifying priority areas of activity. Proposing goals for the current and long-term activities, based on the analysis of selected options of innovative development of market opportunities given the segmentation data, as well as determining priority tasks, whose solution contributes to the achievement of set goals.

7. Forming the organizational structure of innovative development management. Creating matrix-based organizational structures according to the system of goals and tasks which need to be solved. These structures should consist of specialists of different profiles, namely, marketers, economists, financiers, designers, and sales workers to manage the innovative development of market opportunities.

8. Planning of production, sales, and financial activities in the selected priority areas. Developing long-term and current plans, including project budgets, which ensure

the planning of necessary amount of investments in innovations, determine the sources of their financing and form the optimal investment structure.

9. Carrying out monitoring over the implementation of measures aimed at uncovering the innovative development potential. Collecting and analyzing at this stage information, characterizing the processes taking place in the external environment, processes within the enterprise itself, determining the progress of planned research, development, production and sales activities, and identifying the reasons for deviations of the actually implemented program from the planned one (by terms, volume, and efficiency).

10. Preparing decisions on timely change of priorities and searching for new innovative activity areas. Based on the results of the control, it is necessary to form a decision on adjusting and changing the activity priorities, up to the suspension of works on inefficient development options. At this stage, it is necessary to make a decision on developing new options for innovative development. This function plays a special role in orienting the enterprise’s production and sales activities to market niches where changing priorities is common practice.

At the same time, the lack of innovation orientation of Russian enterprises makes them uncompetitive among foreign enterprises. That is why authors have developed a model for managing innovation processes at the enterprise in the context of transformational processes (Fig. 2).

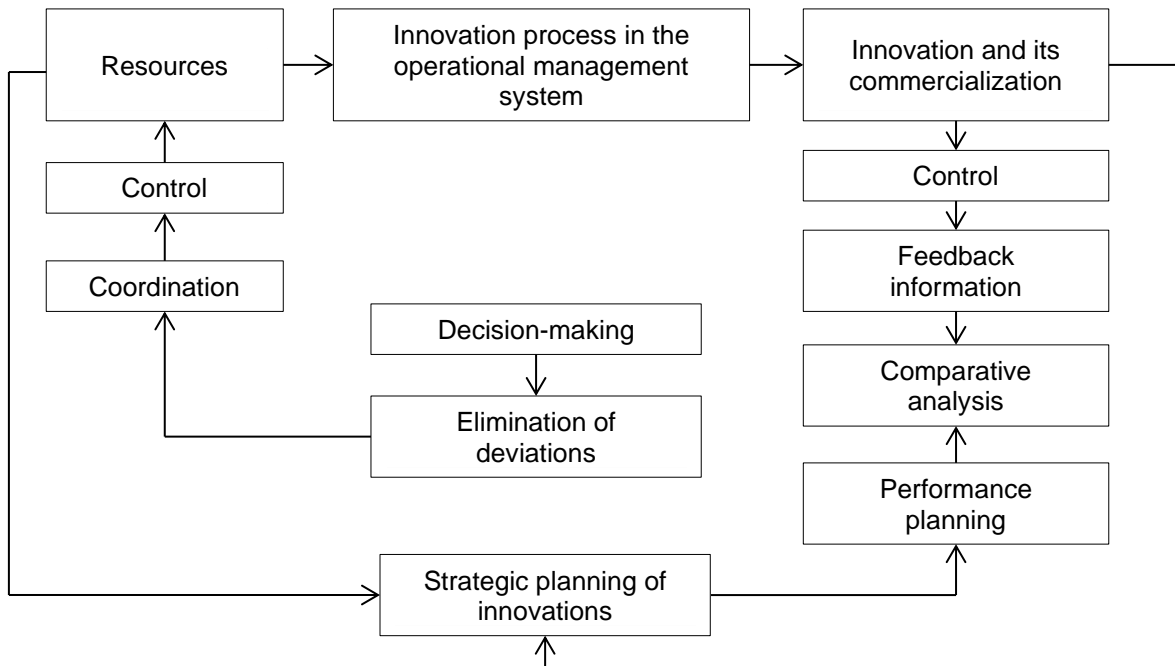


Figure 2
Innovation process management model at the enterprise.

However, improving the competitiveness of enterprises is impossible without a comprehensive modernization of not only the enterprises themselves but also their management system. Therefore it is necessary to implement new methods of enterprise management that would take into account the features of the current economic situation and would be sensitive to the influence of external and internal risks.

Discussion

The reliability of the presented approaches is confirmed by the fact that in order to mainstream innovative activity, first of all, the enterprise needs to create an innovative resource base, which is grounded on scientific research⁸. At the same time, sources for financing of expenses for performing scientific and technical works can be state budget funds, special-purpose funds, enterprise's own funds, funds of customers, and other sources.

In addition, innovative activities of enterprises should be aimed at using and commercializing the results of research and development activities, as well as predetermining market penetration by new competitive products and services. In this case, the main problems of innovative development are the lack of real mechanisms for pooling resources, their concentration on more significant and promising development areas, absence of the relationship between the increase in sales of private companies and the increase in funding for their research and development activities, lack of clear focus in innovation policy towards solving specific economic problems of the regions, and their restructuring taking into account market factors.

The number of Russian enterprises of various industries that implement innovations and new technological processes, as well as producing innovative products are characterized currently by a negative trend. In this case, the main reasons for the low level of innovation activity of Russian enterprises are insufficient financial support from the state and lack of own funds, lack of widespread practice to provide medium-term loans to innovative enterprises at reduced credit rates, significant costs for innovations, imperfection of the legislative framework in the innovation sector, lack of information about new technologies and sales markets, lack of a mechanism for providing benefits to enterprises that implement and sell innovative products.

In this case, it is possible to distinguish the barriers that prevent enhancing the innovation potential of Russian enterprises. These barriers are as follows: lack of scientific and methodological bases to create innovative system and consistency in the implementation of state measures for uncovering innovative potential of the national economy; state management of innovative activities is carried out without a clearly defined strategy of scientific-technological and innovative development; as well as lack of algorithm to implement a consistent and balanced foreign and domestic economic policy; lack of current system of priorities for science and technology development. In addition, the state administration apparatus is not prepared for substantive activities aimed at the innovative development of the economy. Also, state management of innovation activities is provided according to the industry principle at insufficient coordination of actions of innovation activity subjects. There is a lack of financial resources to ensure research and implementation of innovative developments. Besides, the development of the modern and large-scale market for innovative products is very slow.

⁸ E. V. Agamirova; E. V. Agamirova; O. Y. Lebedeva; K. A. Lebedev y S. V. Ilkevich, "Methodology of estimation of quality of tourist product", *Quality - Access to Success* Vol: 18 num 157 (2017): 82-84; V. V. Karpov; V. A. Kovalev; A. A. Korableva; B. G. Khairov; K. A. Lebedev, "Methodical framework of forming territorial innovation cluster based on import substitution mechanism", *Espacios* Vol: 38 num 58 (2017) y N. A. Zavalko, V. O. Kozhina, O. P. Kovaleva, R. V. Kolupaev, O. Ye. Lebedeva, "System approach to diagnostics and early prevention of a financial crisis at an enterprise", *Journal of Applied Economic Sciences* Vol: 13(1) num 55 (2018): 84-88.

In this case, it is necessary to attribute science to the priority areas of public funding at the legislative level, to improve the efficiency of use of scarce resources through investments in priority development areas of science and production, to ensure the effective combination of science, production, and investment capital by promoting the development of appropriate organizational and economic structures (associations, research consortia, holding companies, industrial and financial groups), as well as by expanding and accelerating the creation of appropriate innovation infrastructure (technoparks, technopolises, and business incubators).

Conclusion

Summing up, it can be noted that the innovative development of enterprises is an integral part of the innovative development of the economy and an important aspect of the reproduction of industrial relations. Innovative development includes updating the composition and construction of fixed assets and improving the organization of their use both at the stage of formation and scientific and technical preparation of production. In this case, the current trend in innovation research is to determine the prospects for the strategic development of the enterprise.

Studies suggest that every organization which is engaged in entrepreneurial activity should have more innovative ideas and projects in stock than it can actually implement because otherwise, the enterprise will likely find itself on a path that leads to stagnation and bankruptcy. Also, in the context of dynamic changes in the economy and increasing market competition, the emerging advanced technologies can determine the prospects for the enterprise's activity.

Therefore, the flexibility of the enterprise, its adaptability to innovations remains the main and only key factor for its survival and development. Further research should be focused on finding ways to eliminate barriers on the path of activating the innovative potential of enterprises. To do this, it is proposed to conduct surveys of managers of Russian enterprises regarding the development of measures to attract investment in order to expand their activities.

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