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**INTEGRAL ASSESSMENT OF THE LEVEL OF PROVISION OF STRATEGIC MANAGEMENT  
OF INNOVATIVE DEVELOPMENT OF THE ENTERPRISE**

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**Abstract**

The article demonstrates the results of a study of the process of the comprehensive assessment of the enterprise innovative development embeddedness level into strategic management based on the methodology of a multipurpose analysis of decision-making situations in conditions of uncertainty, conflict and risk. There was formed a system of generalized and partial indicators of the enterprise functioning affecting the level of its innovative development, including: a subsystem of generalized assessment of the state of organizational, technical and economic development of the enterprise; a subsystem of effective quality indicators for assessing the level of strategic management of an innovative enterprise development; a subsystem for determining the results of the situations, events, facts and reflecting the results of alternative options for enterprise management in conditions of uncertainty and change.

**Keywords**

Conflict – Innovative activity – Innovative development – Integral assessment risk

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## Introduction

The relevance of managing the innovative activities of enterprises in a market economy is primarily due to the need to ensure their competitiveness and improve their image in the field of a potential consumer segment. At the same time innovative activity certainly is the basis for the progressive development of an enterprise, in the context of which its activity is understood as updating technological processes, creating and selling innovative products, while bringing scientific and technical ideas to a practical result.

The desired characteristics of the production system of an enterprise, as a rule, are contrary to the conditions of its efficiency. Thus, they require the development of differentiated local production capabilities instead of merging them, and the creation of a reserve of capacities instead of converging them. The control system of production and economic processes should be flexible enough. For this purpose, it is necessary to constantly have up-to-date information about the state of affairs at the enterprise and about competitors, clearly and quickly solve pressing production and economic issues. At the same time, the growing interest in enhancing the innovative activities of enterprises requires the continuous initiation and generation of new ideas, the creation of favorable conditions for the development and introduction of competitive innovative products to the markets of potential consumers. However, the competitive advantages of innovative products do not guarantee its leadership in the long term.

Thus, each time, there is an urgent issue of effective professional management of the innovative activity of an enterprise, aimed at creating a sufficiently high level of ensuring the strategic management of the innovative development of an enterprise based on the use of scientifically grounded methods of comprehensive integrated assessment and forecasting of production and economic processes.

## Theoretical framework

Quite a number of scientific studies and publications are devoted to the trends and prospects of innovative management of activities and the development of strategic innovation processes, which highlight the theoretical and methodological foundations of investment and innovation management of organizations. In particular, significant attention is paid to the problems of flexibility and appropriate response to global changes in the modern world economy; business administration as a component of the enterprise management system; development, adaptation and implementation of investment and innovation projects<sup>1</sup>.

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<sup>1</sup> I. N. Kosareva y V. P. Samarina, "Features of enterprise management in the context of digitalization", *Bulletin of Eurasian Science*, T. 11 num 3 (2019); E. I. Kutsenko y A. M. Muratova, "Features of the management of a manufacturing enterprise based on a systems approach". *Theory and practice of modern science* num 10(52) (2019): 98-101; M. I. Grigoriev y S. V. Volodin, "Anti-crisis management of an industrial enterprise (on the example of a joint stock company)", *Bulletin of the International Institute of Management LINK*, num 1 (2013): 69-76; N. V. Shashlo y G. V. Petruk, "Innovative-oriented cluster systems as performance growing points in agroindustrial complex of the far east of Russia", *Journal of Engineering and Applied Sciences*, Vol: 12 num S1 (2017): 5806-5813; N. V. Shashlo; G. V. Petruk y A. A. Korostelev, "Determinants of integration interaction among the subjects of the entrepreneurial innovation ecosystem of macro region", *Amazonia Investiga*, Vol: 7 num 13 (2018): 351-363. <https://amazoniainvestiga.info/index.php/amazonia/article/view/569> y Sh. A. Arzuova y E. N. Madenova, *Strategic management of an industrial enterprise of a regional production*

However, in our opinion, there are still some unresolved issues concerning the improvement of the methodology for integrated assessment and forecasting of the level of efficiency of the processes of providing the strategic management of the innovative development of the enterprise.

The purpose of the article is to improve methodological approaches to assessing the level of ensuring strategic management of the innovative development of an enterprise based on the financial and economic indicators of an economic entity. The objective of the article is to form instruments for assessing the level of innovative strategic development of an enterprise based on the construction of a complex target functional of key financial and economic indicators using the criteria for their normalization in the dynamics of the retrospective period.

## Methodology

The study was conducted by methods of scientific analysis of the phenomenon under study, namely: the dialectical method of cognition, methods of analysis and synthesis, comparison, deduction and induction, methods of statistical analysis, methods of mathematical statistics, modeling, extrapolation, the method of idealization, together with methodological methods of systematization, generalization, review and comparison, juxtaposition of scientific facts, abstraction. The research methodology is based on the theory of scientific knowledge and a systematic approach to the study of phenomena and processes. The results of scientific and creative understanding of the achievements of foreign and national scientists in the field of strategic management and innovative development were also used.

## Results and discussion

The methodology for formal presentation of the individual characteristics of the innovation activity of enterprises for the purpose of a comprehensive assessment of the level of ensuring the strategic management of the innovative development of an enterprise involves the use of an integral indicator, which is a function of variables characterizing both the innovation potential of the enterprise itself and the market space (region, individual countries and the global) in which the company carries out its innovative activities. The correct assessment of the quantitative values of such an indicator, as well as the justification and acceptance of appropriate management decisions in the formation and implementation of an innovative strategy is the main task of ensuring the progressive flexible development of any enterprise in the context of a constant transformation of the competitive market environment<sup>2</sup>. The factors affecting the innovative activity of the enterprise should be classified into groups that are combined into blocks in accordance with two main areas of activity, characterize and shape the innovative activity of the enterprise: adaptability and mobility of the enterprise in the external environment in the context of uncertainty and change, conflict and risk; stability of functioning relative to the internal environment<sup>3</sup>.

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cluster in the collection: Materials of the 68th International Scientific and Practical Conference, 2017. 203-208.

<sup>2</sup> A. V. Soroka y D.M. Kalimullin, "The process of managing the investment activities of an enterprise. In the collection: Management of the economy, systems, processes", Collection of articles of the III International scientific-practical conference, 2019. 124-126.

<sup>3</sup> A. A. Kuzubov, "Formation of a new paradigm of international business management", Azimuth of Scientific Research: Economics and Administration, Vol: 5 num 2(15) (2016): 144-147.

In our opinion, to assess the Integral Indicator of the formalized situation of making innovative decisions, it is advisable to use a fairly practical and relevant assessment - a modified aggregated rating assessment criterion that takes into account the weight coefficients of each detailed indicator<sup>4,5</sup>:

$$R = \left(\frac{n}{2}\right) \times \left(\sqrt[n]{\prod_{i=1}^n K_i(1 + a_i)}\right)$$

where R - is the quantitative value of the integral indicator according to the modified aggregated rating criterion;

ki - is the weighting coefficient of the significance of the i-th functional component (quantitative assessment of the integral indicator);

ai – detailed indicators of the rating assessment (for the i-th functional component (indicator));

n – is the number of functional components (indicators).

The selected modified aggregate criterion for assessing the rating, which is based on the geometric mean of detailed indicators, allows you to obtain integrated assessments, reducing the effect of leveling individual indicators, values that fall out of the general trend in the development of the processes under study. It should be noted that the geometric mean of detailed indicators is characterized by the property of accounting for the antagonism of the economic environment (the geometric mean does not exceed the arithmetic mean), that is, to a certain extent, the influence of factors of the enterprise's competitive environment is taken into account.

Generalized block diagram for constructing the functional for assessing the integral indicator of the formalized situation of making innovative decisions in accordance with the factors of solving the problem of a multipurpose task (v – is a normalizer; u – priority ratio; w – convolution criterion) is shown in Figure 1. In this case, normalization is applied to pass to comparable scales of values of the estimate of functionals (F).

<sup>4</sup> V. M. Radchenko y G. S. Avdonina, "Using the potential of independent financial control in the enterprise management system", Energy - XXI century, num 4 (108) (2019): 5-8.

<sup>5</sup> A. V. Pototsky, Formation of a mechanism for managing the sustainable development of an industrial enterprise in the collection: Tools and mechanisms for the formation of the competitiveness of economic systems. Collection of articles on the results of the International Scientific and Practical Conference. 2019. 62-65.

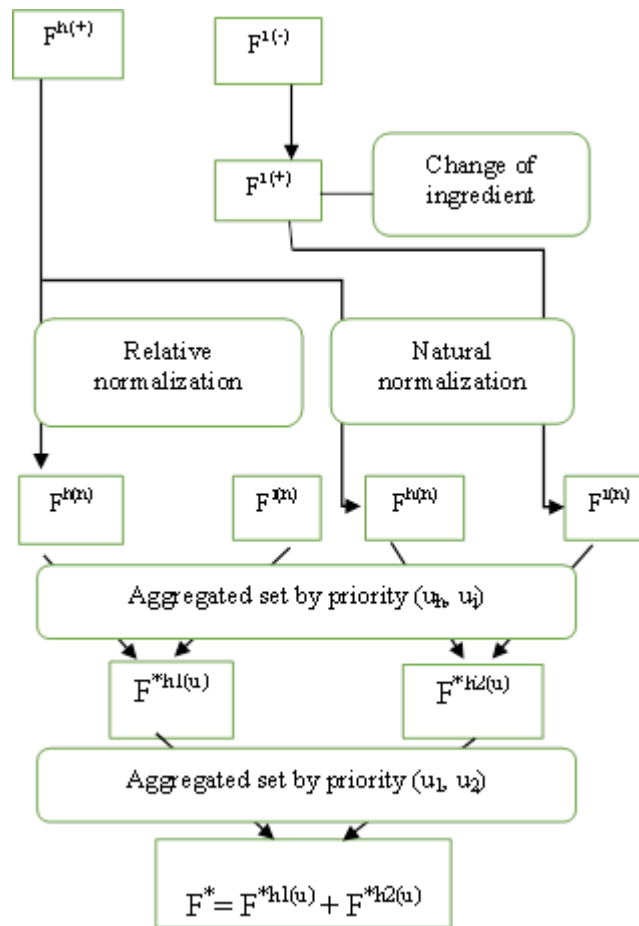


Figure 1

Block diagram of the construction of the functional for assessing the integral indicator of the formalized situation of making innovative decisions ( $F^*$ )

To obtain adequate integral indicators of a comprehensive assessment to ensure the level of strategic management of the innovative development of an enterprise, a corresponding system of generalized and particular indicators of the functioning of the latter will be formed. These indicators affect the level of its innovative development in conditions of uncertainty and change, conflict and risk.<sup>6</sup>

<sup>6</sup> I. A. Sorochaikin, "Formation of financial strategy and financial risk management of an enterprise In the collection: Economics, management and law in modern conditions", Interuniversity collection of articles. Edited by M. Matveev, Tolyatti. 2019. 57-60; N. V. Shashlo y G. Liu, "Conceptual provisions of the strategic management process of the competitiveness of manufacturing and entrepreneurships of the food industry". Azimuth of Scientific Research: Economics and Administration. Vol: 8 num 2 (27) (2019): 374-377; A. A. Kuzubov, "Features of the inventory management system in the logistics system of the enterprise", Azimuth of Scientific Research: Economics and Administration, Vol: 6 num 4 (21) (2017): 137-140; A. A. Kuzubov; N. V. Shashlo y A. V. Rodionov, "Cryptocurrency market: preconditions for formation, economic features, promising areas of development", Espacios, T. 39 num 50 (2018); A. N. Maksimenko, "Organization of management situational accounting", Accounting, num 16 (2008): 75-77 y L. V. Obolenskaya; I. G. Tyutyunnik; E. L. Moreva y N. P. Simaeva, "Matrix Analysis of Obstacles to Innovation for Managing a Multisectoral Complex",

The system of indicators for a comprehensive assessment of the level of ensuring the strategic management of the innovative development of an enterprise contains three functional-target subsystems of indicators (indicators of a generalized assessment of organizational, technical and economic development, qualitative indicators of performance).

I.- Subsystem of indicators of generalized assessment of the state of organizational, technical and economic development of the enterprise

1.1. Organizational and technical level of development of productive forces:

- a) Coefficient of depreciation rate of fixed assets;
- b) Coefficient of renewal of fixed assets;
- c) Return on assets;
- d) Coefficient of financial support for the development of productive forces.

1.2. Break-even production extent.

1.3. Net profit from product sales.

1.4. Cost price.

II.- Subsystem of effective quality indicators for assessing the level of strategic management of innovative development of an enterprise.

2.1. Coefficient of profitability ratio of fixed assets.

2.2. Coefficient of profitability ratio of working capital.

2.3. Economic efficiency.

2.4. Financial safety margin.

III.- Subsystem of identification indicators for assessing situations, events, facts and reflecting the results of alternative options for enterprise management in conditions of uncertainty and change.

In our case, there is a situation of making strategic innovative decisions, according to which, in contrast to the traditional approach to assessing managerial decisions regarding alternative options with their normalization according to the states of the economic environment, it is proposed to build a target complex integrated functional of key indicators (parameters) to assess the level of innovative strategic development of enterprises using the criteria for their normalization in the dynamics of the retrospective period (table 1).

This allows, when assessing the results of the formation and implementation of innovative strategies of an enterprise, to receive both its generalized complex assessment and to extract from it the value of the level of the margin of financial strength and efficiency of the enterprise.

According to the schematic diagram (Table 1), the process of assessing the level of strategic management of the innovative development of an enterprise is carried out according to the following stages:

Monitoring of indicators of generalized assessment of the state of organizational, technical and economic development of the enterprise and effective quality indicators for assessing the level of strategic management of innovative development of the enterprise.

Input indicators	Periods				Performance indicators	
	t <sub>1</sub>	t <sub>2</sub>	...	t <sub>n</sub>		
Subsystem of indicators of generalized assessment of the state of organizational, technical and economic development of the enterprise.						
1. Coefficient of depreciation rate of fixed assets, share of units.	f <sub>11</sub>	f <sub>12</sub>	...	f <sub>1n</sub>	The organizational and technical level of development of the productive forces.	
2. Coefficient of renewal of fixed assets, share of units.	f <sub>21</sub>	f <sub>22</sub>	...	f <sub>2n</sub>		
2. Coefficient of of fixed assets turnover (Return on assets) , share of units.	f <sub>31</sub>	f <sub>32</sub>	...	f <sub>3n</sub>		
4. Coefficient of financial support for the development of productive forces, thousand rubles / person.	f <sub>41</sub>	f <sub>42</sub>	...	f <sub>4n</sub>		
5. Net income from product sales, thousand rubles.	f <sub>51</sub>	f <sub>52</sub>	...	f <sub>5n</sub>		TR
6. Cost price, thousand rubles.	f <sub>61</sub>	f <sub>62</sub>	...	f <sub>6n</sub>		Ceб
7. Volume of break-even production, thousand roubles.	f <sub>71</sub>	f <sub>72</sub>	...	f <sub>7n</sub>		On
Subsystem of effective quality indicators for assessing the level of strategic management of innovative development of the enterprise.						
8. Economic efficiency, share. units	g <sub>11</sub>	g <sub>12</sub>	...	g <sub>1n</sub>	Э	Integral indicator for
9. Financial safety margin, share. units	g <sub>21</sub>	g <sub>22</sub>	...	g <sub>2n</sub>	3ΦΠ	
Integral indicator for assessing the level of security of strategic management of innovation activity						
Integrated comprehensive assessment of the level of strategic management of innovative development of the enterprise.						

10. Coefficient of profitability ratio of fixed assets.	$g_3$ 1	$g_3$ 2	...	$g_3$ n	$K_o$			
11. Coefficient of profitability ratio of working capital.	$g_4$ 1	$g_4$ 2	...	$g_4$ n	$K_a$			
Subsystem of identification indicators for assessing situations, events, facts and reflecting the results of alternative options for enterprise management in conditions of uncertainty and change.								
12. The subsystem is represented by engineering indicators to identify and reflect financial, managerial, strategic and accounting situations, events, facts in the context of risks and changes (the subsystem uses over 80 different engineering metrics).	$h_{n1}$	$h$ n 2	...	$h_{nn}$	$K_{jn}$	Engineering indicators to identify and reflect actions, events, facts in conditions of risks and		

Table 1

Schematic model of the assessment of the level of ensuring the strategic management of innovative development of the enterprise

1. Assessment of the organizational and technical level of development of the productive forces of the enterprise.
2. Integral assessment of the level of strategic management of innovative activities.
3. Integral assessment of the level of efficiency of ensuring the strategic management of innovative development of the enterprise.
4. Integrated comprehensive assessment of the level of efficiency of strategic management of innovative development of the enterprise.

Separately, it should be noted that in the process of assessing and forecasting the level of ensuring the strategic management of the innovative development of an enterprise, it is important to control the margin of financial stability, one of the key indicators that the enterprise should take into account when forming your strategy.

In particular, if an enterprise has a "sufficient" financial safety margin, then its development strategy may consist in investing in production, in personnel, in the development of new markets and new types of products, in other activities.

## Conclusions

In the context of the transformation of economic systems in the context of changes and instability of the competitive market environment, rapid fluctuations of economic systems of all levels, a number of problematic tasks arise, concerning, first of all, the strengthening of the implementation of innovative activities of the enterprise, which is a prerequisite for the effective development of all subjects of market relations, where their production and economic activity is based on economic autonomy and independence. Considering the great importance of the above in solving problems related to the intensification of the innovative activity of the enterprise, there is a further development of the methodology and corresponding methodological approaches to obtain adequate integral indicators of a comprehensive assessment of the level of ensuring the strategic management of the innovative development of the enterprise. At the same time, an important issue is the formation of an appropriate system of generalized and particular indicators of the functioning of an enterprise that affect the level of its innovative development. Such a system should contain three functional-target subsystems, namely: a subsystem of indicators of a generalized assessment of the organizational, technical and economic development of an enterprise, a subsystem of effective quality indicators and a subsystem of engineering indicators. In our opinion, the prospect for further research in this direction is the development and improvement of methodological approaches to assessing the quality of indicators of the functioning of an enterprise, affecting the level of its innovative development, in particular, such as: financial stability margin, which can rightfully be considered one of the key indicators of management efficiency, characterizing the level of ensuring effective strategic management of investments in the innovative development of an enterprise; the coefficient of financial support for the development of productive forces; engineering indicators for their identification and assessment of alternative options for enterprise management in conditions of uncertainty, risks and changes, etc.

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