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SCENARIOS METHOD AS A WAY OF ENTERPRISE INNOVATIVE POTENTIAL MANAGEMENT

Leonid N. DAVYDENKO

Doctor of Science in Economics, Head of the Department of Economics, El Belarussian State Pedagogical University named after Maxim Tank

Zinaida V. BANNIKOVA

Senior Lecturer, Department of Finance and Credit of El "Francisk Skorina Gomel State University"

Summary. The article describes the directions of economic interpretation of the results of enterprise innovative potential estimation by scenarios method including determination of the level of company innovative potential formation, specification of trends in this area and choice of optimal innovation strategy.

Key word: *innovative potential of an enterprise, scenarios method, classes and options of scenarios, trends of innovation potential of an enterprise.*

Problems of management of innovative potential of an enterprise (IPE) as initial condition for the implementation of innovation activity are of particular important at the stage of innovative economy development. IPE management is based on its quantitative evaluation and qualitative interpretation of received results.

The article proposes to carry out the calculation of an integral formation of IPE index on the basis of selected indicators of its structural components using the method of consolidated ratios. Integral index ranges from 0.00 to 100.00 weighted scores into five groups, each of which has an optimal innovative strategy. The strategy I – «marking time» – corresponds to IPE zero-level and means the absence of opportunities to implement even minor improvements. The strategy II – «minor modifications» – at the level of IPE equal to 0,01-30,00 weighted scores indicates the possibility of slight changes in the products that have no effect on the parameters, properties and cost of product. The strategy III – «follower» – should be selected by an enterprise with IPE level of 30,01-50,00 weighted scores, it implies the implementation of simulation innovations previously released by other manufacturers, but still new for the market, through the purchase of licenses, business acquisitions or one's own development. The strategy IV – «follow the leader» – is peculiar to enterprises with innovation capacity level of 50,01-80,00 weighted scores, that have a possibility to conduct their own R&D or

acquire the leaders' latest developments. The strategy V – «leader» – (80,01-100,00 weighted scores), is characterized by the possibility of the introduction of radical innovations – creating fundamentally new types of products, technologies, methods of organization and management.

Innovation strategy identifies the directions of innovative activity and ways of formation and implementation of innovative potential.

Implementation of innovative strategy is advisable to carry out on the basis of scenarios classes and variants that describe and clarify IPE trends in details. The author has developed four scenarios of forming IPE class (A, B, C, D), where A – is the most favorable for enterprise scenarios class corresponding to the most advanced innovation strategy of the type V (the strategy of «leader»), and three groups of scenarios variants: negative, stable and positive trends of IPE development. In the group of negative and positive trends there may be slow, moderate and progressive tendencies.

Positive (negative) progressing trends describe the situation of increase (decrease) of generated level in comparison with basic IPE and innovative strategy by three points respectively. Positive (negative) trends moderate trends increase (decrease) the level of IPE leading to a change in innovative strategy by two points. Positive (negative) slow trends characterize increase (decrease) of IPE level and innovative strategy by one point.

Stable trends exist in a situation when the value of formed integral IPE index is on level of the basic one, and innovative strategy remains the same. They are common for all four classes of scenarios. Stable trends are divided on negative, neutral and positive.

Scenarios class for IPE level with weighted scores equal to 0.00 (zero level) is not provided, because at the absence of IPE it is not logically to talk about the trends of its development at the period.

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