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THE NEED TO DEVELOP AN INNOVATIVE DEVELOPMENT STRATEGY OF THE ENTERPRISE AND ITS COMPONENTS

Abstract: This article discusses the need to develop an innovative development strategy of the enterprise and its components, the strategy is grouped according to the influence of external factors, the structure of the components of the strategy is developed. The PDCA method was proposed in the organization of enterprise management, and a three-tier model of development strategy based on the PDCA management method was developed.

Key words: Innovative development, strategy, innovative potential, components of strategy, "PDCA" management method, innovative protection, innovative imitation, innovative expectation.

Language: English

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Introduction

Today, the organization of innovative processes in manufacturing enterprises, the level of their implementation and development, the role of innovative products produced by the country's residents in the national and global markets, the perfect development of the company's innovative development strategy are important conditions for stable economic development of the countries in the world. In addition, the company's innovative development management strategy directly lays the groundwork for further strengthening its national and international competitiveness.

Enterprises operating in various sectors and industries of the economy, including small, medium and large types of industrial enterprises, have developed innovative development strategies based on their levels of economic development and the specifics of the organization of production processes [1].

Taking into consideration this situation, it is necessary to develop an innovative development strategy to address existing problems, ensure sustainable innovative development of the industrial enterprise in the long run, to achieve the goals and objectives of innovative activities.

Research methods. Systematic analysis, induction and deduction, analysis and synthesis, comparative and econometric analysis and forecasting methods were used in the research process.

Analysis and results.

The results of research in the economic literature on the need to develop innovative development strategies of industrial enterprises and the mechanism of its implementation show that the implementation of this type of development program in the enterprise is characterized by long-term sustainability of enterprise management and innovation efficiency. In particular, the analysis shows that the innovative development strategies of industrial enterprises are based on the following principles [2]:

- priority of innovative activity; continuous improvement; management flexibility; proportionality (balanced); structural; integration; the presence of a desire to develop innovative potential; risk management; completeness and reliability of information; production and technological cooperation.

Based on the above principles, the development of innovative development strategy in the enterprise will increase the efficiency of management of

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innovative activities of the enterprise and lay the foundation for the transition of the economy of the country and its sectors to the path of innovative development. The following factors that affect innovation should be taken into account in the process of developing an innovative development strategy in the enterprise: the level of macroeconomic development of the country and the state of the industry; local market conditions, consumer behavior;

world market conditions; economic policy pursued in the country, including the conditions created for the development of innovative activities; the investment attractiveness of the country, in particular, the sector in which the enterprise operates, etc.

Based on the results of our research, we consider it appropriate to divide the innovative development strategy into "offensive" or "defensive" types (see Figure 1).

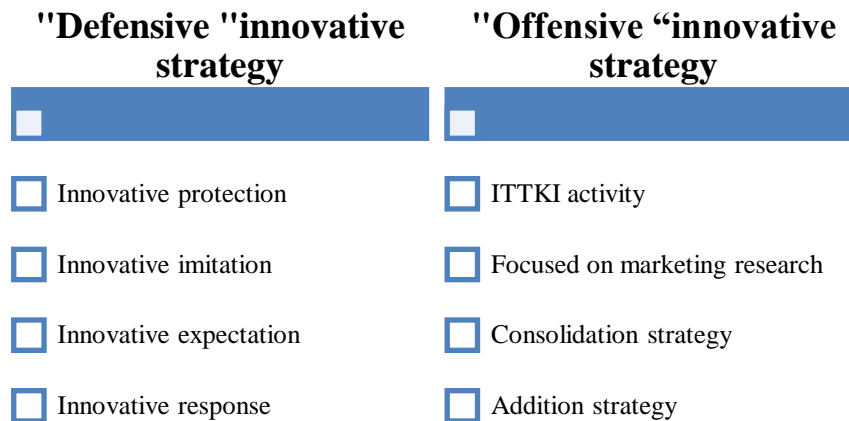


Figure 1. Grouping of innovative development strategies based on the influence of external factors [7]

The following can be included in the "protective" innovative development strategy:[7]

- "Innovation protection" strategy. This type of strategy is usually manifested in industries where protectionist policies are used to support local producers in emerging and developing market economies. Under such conditions, it provides protection from relatively high-quality products that are imported, similar to the product produced by a local manufacturer. That is, it seeks to make extensive use of spiritually outdated innovations in developed countries;

"Innovative imitation strategy"; "Innovative expectation strategy"; "Innovative response strategy". Innovative strategies "offensive" are common in the practice of large enterprises, which are grouped as follows [5]: "ITTKI activity" strategy; Innovative

development strategy "Market-oriented research"; "Consolidation" strategy; "Inclusion" strategy. The results of our research show that the development of any innovative development strategy is carried out in the following stages [6]:

- modeling the current situation;
- identify changes that need to be made;
- implementation of measures aimed at solving the goals and objectives;
- make appropriate changes to the strategy of innovative development based on the results achieved.

Also, any innovative development strategy consists of the following components [7]:

- problem identification;
- setting goals and objectives;
- implementation of innovation strategy;
- change management.

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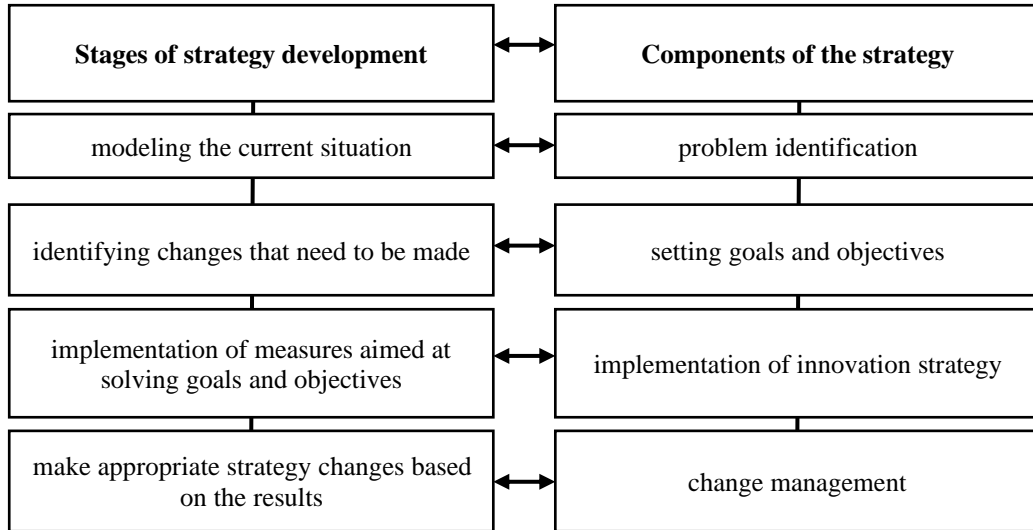


Figure 2. Correlation of the stages of strategy development with the components of the innovative development strategy [8]

The analysis shows that the stages of development of the innovative development strategy of the enterprise and its components should be in proportion to the order shown in Figure 2. We believe that this will increase the level of perfection of the enterprise's innovative development strategy.

The PDCA (Plan-Do-Check-Act) method is one of the most effective ways to reduce barriers to the performance of their functions by interconnected enterprises in the organization of management as a

result of the formation of modern theories in the field of management in the economic literature. (Figure 3). This method of organizing the management of the enterprise serves to increase the efficiency of its internal environmental management. In the PDCA method, the management of the internal environment of the enterprise is carried out by dividing the production process into the following four periods (cycles) [9]:

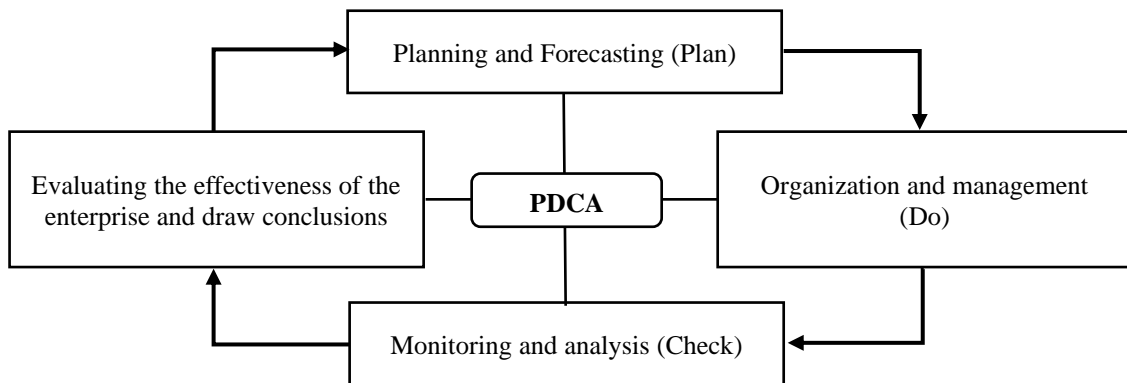


Figure 3. "PDCA" method of enterprise management [11]

- planning and forecasting (Plan);
- organization and management (Do);
- control and analysis.
- evaluate the effectiveness of the enterprise and draw conclusions (Act).

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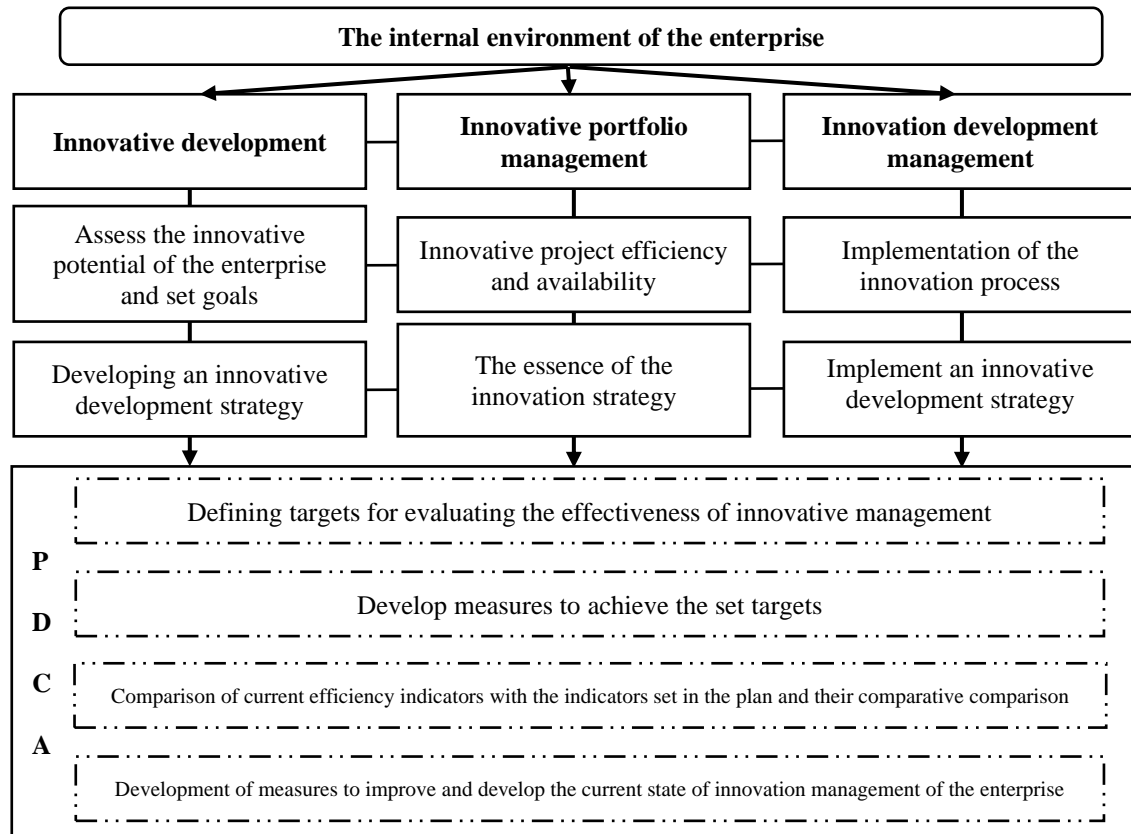


Figure 4. A three-tier model of industrial enterprise innovation development strategy based on the PDCA (Plan - Do - Check - Act) management approach

Created by the author

In developing a strategy for innovative development of the enterprise, we propose to use the method of "PDCA" (Plan - Do - Check - Act) in the organization of the management of the internal environment of the firm. At the same time, a three-tier model (Figure 4) was formed, in which the goals of the enterprise's innovative development strategy are directly related to the internal environment.

Conclusion

Development of an innovative development strategy of the enterprise on the basis of the proposed

method allows to achieve the following results: organizational divisions of the enterprise; innovative development strategy of the enterprise; increase the efficiency of innovative activities; ensuring timely and quality implementation of the goals and objectives set in the innovative development strategy of the enterprise; increase the level of competitiveness of the enterprise, including the strengthening of its position and position in the market; sustainable development of the innovative potential of the enterprise; The effectiveness of the implementation of innovative projects in the enterprise improves.

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