

СЕКЦІЯ І. ЕКОНОМІЧНА ТЕОРІЯ, МАКРО- ТА РЕГІОНАЛЬНА ЕКОНОМІКА

INNOVATION MANAGEMENT STRATEGIES AT HIGH- TECH INDUSTRIAL ENTERPRISES IN THE FORMATION OF ECONOMIC POTENTIAL

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The complex mechanism of assessing the economic potential of the enterprise and the analysis of its structural elements is associated with the insufficiency of determining the relationship of its individual components with the action of the external environment, its uncertainty and instability. The life cycles of the enterprise are accompanied by corresponding changes in the relationship with the external environment, the transformation of individual business processes, which affects the efficiency of its functioning. Considering this fact, the analysis of the structural elements of the mechanism for the development of the economic potential of an industrial enterprise should be based on theoretical and analytical material, an assessment of the external and internal motives of its functioning.

In the latest National Economic Strategy until 2030 emphasized: "54 percent of Ukraine's exports consist of goods with low added value, despite the existing potential for the production of high-tech goods" [1, p. 19]. Therefore, the vision of direction 10-Industry in this strategy is formulated as follows: industry is a catalyst of economic growth and a pillar of sustainable development.

According to the Strategy for the Development of Innovative Activity in Ukraine, 40 industrial parks, 26 science parks, 16 technology parks, 24 innovation and technological transfer centers, 22 innovation centers, 38 commercialization centers, 24 innovative business incubators, one investment and technology cluster have been created and are operating in Ukraine today. , more than 30 clusters, one industrial association, other start-up schools, incubation programs, intellectual property centers, venture and investment funds, centers of scientific, technical and economic activity, etc. [2, p. 9]. On the basis of this background, the Government of the country has set the goal of "...building a national innovation ecosystem to ensure the rapid and high-quality transformation of creative ideas and innovative products and services, increasing the level of innovativeness of the national economy, which involves the creation of favorable conditions for the development of the innovative sphere, increasing the number of implementation developments, increasing the economic return from them, attracting investments in innovative activities" [2, p. 9].

The defined basic principles of the development of the economic strategy of industrial enterprises suggest new approaches to the management of the latest developments at high-tech industrial enterprises in the formation of economic potential. Thus, the competitiveness of industrial enterprises producing high-tech products is largely determined by the ability to develop new technologies and use them in serial production.

Distinguishing features of high-tech enterprises are a high specific weight of research

and development costs, as well as sufficiently long innovation cycles. Therefore, at present, it is necessary to note the insufficient scientific validity of the modern process of implementation of innovative projects and the absence of a system for monitoring their implementation. The implementation of this direction should be carried out on the basis of identifying the factors of the external environment. This is the basis for the formation of an innovative strategy of an industrial enterprise for the release of the latest products, which in some cases can be characterized by a long-term life cycle. At the same time, it is advisable to use the controlling tools. In addition, the choice of a conceptual approach and the appropriate management model of innovative projects depend on the company's choice of innovation strategy.

Activation of innovation and investment development in the context of monitoring the state of economic potential is the basis for the formation of endogenous and exogenous capabilities of the enterprise, aimed at achieving targeted results in each area of its activities [3, p. 89].

The determination of factors affecting the external environment is directly related to the requirements for the management system of the latest developments at high-tech industrial enterprises, which is due to the increase in costs for innovative research and increased requirements for the ecological and social characteristics of the latest products, which is characterized by the systematization of the factors shown in fig. 1.

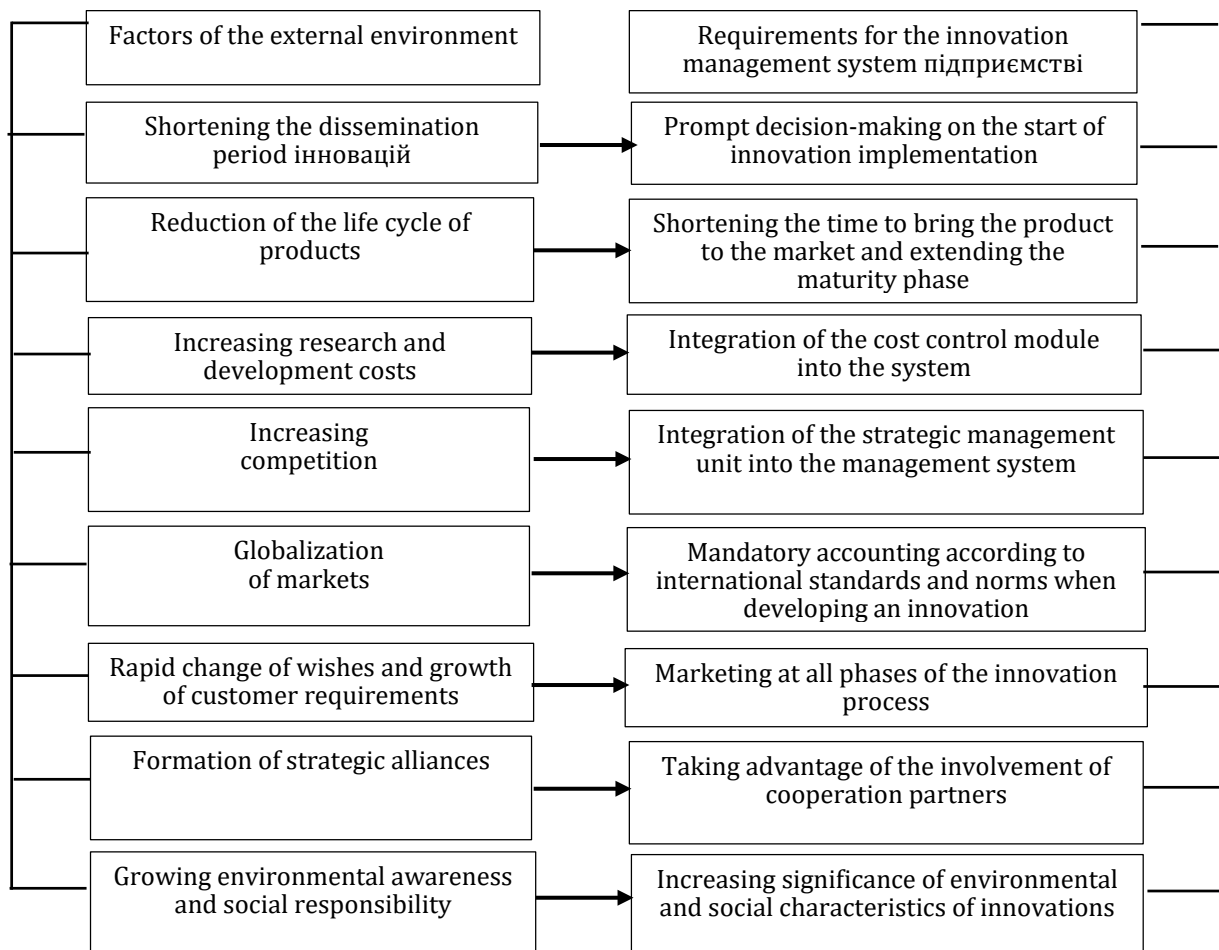


Fig. 1. Factors of the external environment for the formation of an innovative strategy of an industrial enterprise

Source: Compiled from [4]

The concept and management models of innovative projects depend significantly on the company's choice of innovative strategy. At the same time, enterprises can

simultaneously implement different innovative strategies for different business processes. The typology of innovative strategies of an industrial enterprise from the perspective of market and technological orientation is shown in fig. 2.

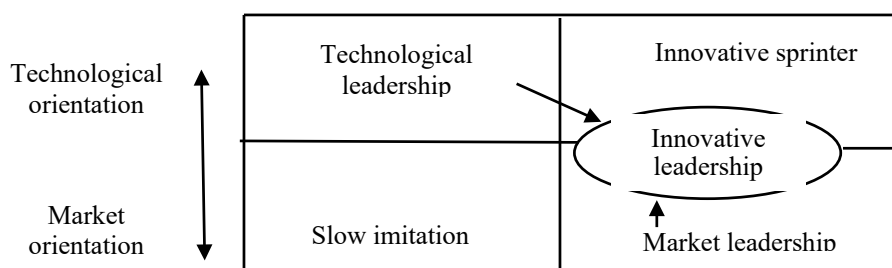


Fig. 2. **Typology of innovative strategies of an industrial enterprise**

Source: Compiled from [4, c. 37]

The most attractive is the strategy of innovative leadership, which should be aimed at shortening development terms and quick response to changes occurring in markets and technologies. It is desirable to implement such strategies within the framework of the methodology of controlling innovative projects. The main function of controlling innovative projects consists in informational, analytical and methodical support of the processes of control, accounting, control and analysis of project parameters, as well as consulting management during the development of solutions regarding the further process of implementing the phases of the project. In the tactical aspect, operational controlling is mostly aimed at supporting the processes of current planning, control and regulation of the implementation of innovative projects. In the strategic aspect, controlling supports the decision-making process about the direction of innovative activity and is based on the appropriate tools of strategic controlling. Based on the results of the analysis of chances and risks, as well as the strengths and weaknesses of the enterprise, controlling helps managers reject strategically unpromising innovative ideas. For complex innovative projects, which are distinguished by a high level of innovativeness and uncertainty, it is suggested to use the phase principle of planning. Its essence is that, in the early phases, alternative implementation options with corresponding alternative terms and costs should be provided.

Conclusions. Identification of elements of the mechanism of development of the economic potential of the enterprise should be based on theoretical and analytical material, evaluation of external and internal motives of its functioning. The identified factors of the external environment of a modern industrial enterprise, which are the basis for the formation of requirements for the management system of the latest developments in the process of implementation of innovative projects, are investigated. It was determined that the most attractive is the strategy of innovative leadership, which should be aimed at shortening development terms and quick response to changes occurring in markets and technologies.

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