

JEL Classification: O320

УДК 330.322+330.341.1]:65

**THE CONCEPT OF MANAGEMENT OF
INNOVATION AND INVESTMENT ACTIVITY IN
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innovation, innovation and investment model of development, innovation and investment processes.

ABSTRACT

We propose a scientific approach and practical advices on the formation of the concept of management of innovation and investment activity of enterprises aimed at enhancing of innovation and investment processes, product updating, in order to increase its competitiveness.

Statement of a problem. In the system of regulation of the national economy one of the most important tasks of scientific and applied nature is the study of a number of measures for scientific and technological progress, the formation of an effective innovation and investment policy, which would ensure innovation-focused development of industrial and economic systems in the short and long term. The factor of intensification of innovation and investment activity is of paramount importance for the economic growth of Ukrainian enterprises especially considering the rapid increase in technological development of other countries. Results of changes in the global and domestic economy caused by the achievements of science and technology, the widespread introduction of advanced technologies and high-tech products, require continuous improvement of methods and models of innovation and investment processes in domestic enterprises.

In the system of economics and management of national economy one of the most important tasks of scientific and applied nature is the introduction of new theoretical and methodological bases of the various spheres of enterprises management and the formation of their innovation policy that enables to provide innovative directed development of industrial and economic systems in the short and the long term perspective. The factor of intensification of innovative activity has the main importance for economic growth of industrial enterprises, especially considering the rapid growth of the technological gap between Ukraine and EU leading countries.

The unresolved problems of forming an effective system of innovation and investment processes in enterprises, the lack of a comprehensive assessment and prediction of their effectiveness as a whole determine the relevance of the research. Particular noteworthy are the searching and studying the ways of enhancing innovation and investment activity and accelerating the process of innovation with the definition of possible directions of industrial products renewal.

Literature overview. Issues related to the development of theoretical bases and strategic directions of innovations management took attention of many researchers, such as: S. Winter, G. Hannt, G. Dos, R. Nelson, V. Prigogin, F. Taylor, J. Tymberhen, G. Ford and others. Innovation viewed in their works: Amosh A. Klaykneht, M. Kondratiev, Mensh G., B. Santo, R. Solow, J. Freeman, J. Schumpeter. To innovation in industry dedicated their works well-known domestic and foreign scientists - economists, including: Alymov A., I. Ansoff, X-K. Vahreyn, M. Denisenko.

However, some aspects in the formation of the concept of effective management in innovation processes of the processing industry in the modernization of Ukrainian industry require deep research, especially in the context of the transition of the national economy to innovation-investment model of development. This requires new approaches to the problem of activation of innovative processes in enterprises, and hence - the relevance of the topic and its research, the main goal and set specific objectives, which unsolving hampers the development of the economic science and its branches such as economics and business management.

The purpose and objectives of the study. The purpose of the study, the results of which are reflected in the article is the development of theoretical and methodological foundations and practical recommendations for formation of the concept of innovative and investment processes in the Ukrainian enterprises.

The main results of research. In the system of economic management in Ukraine today is a priority in the development of innovation and investment activity. Activation of innovation and investment activity has key importance for the economy development of our country, considering the rapid growth of the technological gap between Ukraine and EU leading countries. Results of changes in the global and domestic economy due to the achievements of science and technology and the widespread introduction of advanced technologies and high-tech products require rapid response, continuous improvement of methods and models of management of innovation and investment activity at different levels of directing. Unsolving problems of innovation and investment activity, the absence of comprehensive evaluation and prediction of the efficiency of the whole enterprise, resource-intensive nature of any businesses and their depreciation of fixed assets determine the relevance of the proposed extraordinary results and suggestions. We should note that in Ukraine has already recognized the importance of implementing the policy of intensification of the development of innovation and investment activity, approved a number of relevant laws, but tangible results are not achieved. The deterioration factors were:

- 1) a sharp decline in the production of socially oriented products;
- 2) violation of technological regimes in the processing industry;
- 3) significant deterioration of basic production equipment and facilities;

4) less-active innovation policy;

5) economic imperfect mechanism for implementing measures to enhance and development of innovation and investment activity in individual enterprises as well as in the domestic industry as a whole.

The problem of innovation and investment development of industrial enterprises of light industry is closely linked with the choice of strategy development of the country, and is its priority. Strategic innovative position of the organization is determined during the consideration of internal and external environment, which is innovative capacity and innovative climate. The assessment of an innovative position is held through various matrices. At all hierarchical levels and in all structural units of industrial and economic systems it is necessary to clearly define direct media interests to achieve certain goals, and if any hierarchical link will not be involved in the interaction, than the probability of achieving the ultimate goal reduced. That hierarchical scheme of objectives should reflect the interests of the individual-consumer.

The overall objective of innovative activity of industrial enterprises in Ukraine is the adaptation to the needs of consumers. We only note that there are also risks derived from the existence of non-equilibrium state of the strategy of innovative activity – that is, for example, possible actions and reactions to stimuluses in the environment, the understanding of which is based on continuous analysis of hazards and threats in the market area [1]. The current period can be characterized as a period of accumulation of threats that is why it is reasonable to define the features of the macro and micro environment, which influence innovative activity.

Operational management of innovation and investment activity is impossible without the use of uniform criteria for assessing final outcomes. Therefore, to assess the effectiveness of innovation and investment processes of an enterprise we must use a single indicator of the effectiveness of innovation and investment processes, which demonstrates the company's ability to effectively assimilate and apply ideas, knowledge, devices, equipment and technologies that are (tools) essence of innovation and investment activity in optimal time within existing resource constraints. The value of this index is proportional to the resistance level of implementation of innovations and hence is determined by factors of individual and systemic resistance. The index should consider the following factors: the level and likelihood of existing risks, the effectiveness of investment; the number of implemented innovations; the dynamics of products updating [2]; management effectiveness; number of advanced technologies; the relative length of innovative application in the enterprise. Thus, management of innovative investment process involves solving two major problems:

1) increasing the impact of factors that contribute to a high level of readiness for the implementation of innovation and investment processes and enhance its efficiency;

2) reducing the impact of factors causing resistance in managing innovation and investment processes, and therefore reduce its effectiveness.

These objectives are based on keeping the most important organizational characteristics which directed to achieve a steady state of implementation of human needs and to avoid an imbalance that is based on the properties of the alignment mechanism. This method is based on a scientific hypothesis that any situation at any time, is not a static, but is in dynamic equilibrium under the influence of two interdependent groups of opposing factors and that can be both internal and external. That is, there is always in the enterprise dynamic equilibrium of forces that support and hinder implementation and adaptation of any innovation.

Thus, the situation related to the management of innovation and investment processes observed as a set of polar forces. Implementation of innovative investment process means changing balance and involves the use of at least one of the following methods (use several increases the probability of success): amplification of at least one of the supporting factors and / or the introduction of new supportive factors; weakening steps at least one inhibitory factors and / or removal of inhibitory factors; conversion inhibitory factor for supporting.

Using this approach causes the necessity of the assessment of the relative power favorable and restrictive factors to determine the intensity of their impact on innovation and investment process. Therefore there is a need to construct a system of management of innovation and investment processes in enterprises that attracts the best mechanisms for managing individual and systemic resistance, based on diagnostic analysis of complex factors of readiness of enterprises to innovative processes to identify potential sources of temporary and financial losses. According to the results of the diagnostic analysis of the factors of individual and systemic resistance carried out corrective action on the implementation of innovation and investment activity: planning the development and implementation of innovations, organization of the implementation process, staff motivation, monitoring the process of implementation [3].

Accomplished the analysis helped to determine the level of readiness of the enterprise to effectively managing innovation and investment activities, which is determined by many factors of individual and systemic resistance, which are different in nature and it is difficult to quantify them.

This creates additional difficulties in determining the intensity of areas of influence of each individual factor, determines the need in separation in the management system of a particular type of enterprise-readiness diagnostics for effective innovation and investment activity, and the determination of mechanisms to control individual and systemic resistance. Thus, the more complex is a management object, the more elements it has, and there are more difficult are links between these elements. Therefore, you should use as much as possible the individual and system factors of resistance and determination of their parameters. Number of factors as is determined by their ranking on the degree of influence on the readiness of the enterprise to innovation and investment activity.

Thus, the task of effective functioning of the concept of innovation and investment activity management indicates in the following: in the development of methods of assessing the readiness level; in obtaining reliable information; in development of control measures taking into account the results of the assessment. To solve these tasks we need to: identify the optimal performance of the factors of readiness of the enterprise to innovation and investment activity according to influence the effectiveness and efficiency of innovation and investment process "reference state" readiness; assess the actual level of readiness of the company to innovation and investment; determine the potential resource and raw material losses as a result of the resistance of organization as well as transition costs of the actual level of readiness for "reference state"; develop management measures to control individual and systemic resistance with a goal to switching of the "reference state" readiness for innovation and investment activity taking into account economic effectiveness of these actions.

Note also that total losses from resource resistance of innovation and investment activity is the sum of losses: reduction of labor productivity as a management and production staff; declining in the quality of products / services; losses of working time due to additional temporary expenses spent on development and implementation of individual stages of innovation; unproductive idles of equipment; increase in absenteeism, tardiness, sick leaves etc.; increasing rates of employee turnover, and therefore increasing the cost of recruitment, training and retraining of personnel; additional (unplanned) costs in the implementation of innovation or the introduction of advanced technology systems. Therefore, quantification of the amount of losses from the resistance to changes caused by these sources of resource losses is possible can mainly after the process of development and innovation. Thus, in the case of ignoring the problem of resistance, resource losses will increase, thus reducing the effectiveness of the design and implementation of next innovation.

Thus the process of developing of control measures in the management of innovation and investment activities requires diagnostic procedures of readiness of the enterprise to its implementation, as well as mechanisms for managing individual and systemic resistance.

Let us define areas of introducing the concept of management of innovation and investment activity. On the basis of strategic management [4] in the study proposed the concept of management innovation in enterprises in order to achieve socio-economic results of appropriate definition of the nature of processing industry, which is to achieve their goals through learning and meet the needs of customers better than the competition. The author defined the concept argues the following activities that precede the formation of the enterprise system. Grounded following priority areas for implementation of the strategy of innovation and investment processes in enterprises:

- 1) monitoring capabilities of the enterprise;
- 2) formation of databases
- 3) study the competitive position of the company;
- 4) determination of the risks and threats;
- 5) development of pricing policies;
- 6) formation of strategic alternatives;
- 7) the choice of optimal organizational, technical and technological solutions;
- 8) the diversification of operations of the company;
- 9) forecasting demand for innovative products / services and choice of management methods;
- 10) adaptation forecast-operative system to the new economic conditions.

As a result of specific production innovation, industry efforts should target demand management innovations that will encourage cost-effective introduction of innovative technologies. Formed components of socio-economic consequences of effective and rational use of innovative resources.

Economists argue that functions of innovative enterprise policy is a complex construction, real space, and the more likely objectification, which applies to most categories of workers, including the bulk of their material and spiritual power, resources and opportunities. Therefore, to priority responsibilities of innovative policy of an enterprise it is appropriate to include:

- the formation of workers consistent understanding of the nature of innovation-directed development of industrial and economic systems in the current economic conditions in order to prevent threats to existence (worldview function);
- adequate understanding of the challenges to maintain and increasing the level of innovation and investment activity of the enterprise (methodological function);

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- ensure coordinated activities to achieve the set goals of all structural units (regulatory function);
 - creating economic conditions for the effective management of the capacity factor and system-universal operation of the business, ensuring effective management of innovation and investment processes (organizational and mobilization function);
 - forming and strengthening in the minds of workers spiritual values that define their commitment to the general interest of meeting action steps to eliminate threats and risks reducing innovation activity of the enterprise (educational function);
 - predictions prospects of development of innovative processes at the enterprise in their constructive and destructive aspects, forecasting of enterprise development, ways to optimize the use of innovations, developments in the real implementation of an enterprise (predictive function).

The functions can be considered as the basis of the strategic potential of the country as a whole and individual enterprise in particular.

The updated views on the nature and content of the strategic potential [1, 4, 5] allow to structure it on the basis of multiline and multi-level analysis, which greatly enhances the possibilities for the objective awareness of the processes associated with changes in the economic sphere of Ukraine.

Multiline and multi-level approach to thinking about the nature of strategic potential isolates much more complex set of potentials divided into groups by independent basis [4]. Differentiation of potentials into separate groups does not mean their independent functioning and the isolated impact on relations between departments. In the author's view, in the formation of innovative management processes the special attention deserve the group of potentials which includes organizational, managerial, academic, labor and intellectual potentials. These potentials provide revitalization of investment and innovation processes in the enterprise and efficiency in managing them. Therefore, minimizing risks and economic losses even with the likelihood of significant changes in external conditions of the enterprise can be achieved through the implementation of a rapid transition to adaptive management and capabilities of providing optimum level of the efficiency of management decisions.

Thus the aim of the concept of innovation and investment management in enterprises is to meet universal and interdependent goals: survival of the enterprise, to ensure the integrity, stability, development, preserve its economic system based on the dominance of innovative processes; implementation of security aspects of national development, the intensification of innovation as an important component of national security. However, the objective awareness of a content of the author's conception is impossible without explaining significant factors of influence on its intrinsic properties, which must include:

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- Economic interests in the production of its own innovation policy - an axiom of business, which has not lost relevance in the current situation;
 - The potential and the present opportunities (economic, resource, scientific, technological, demographic) that can actually provide these interests;
 - Internal and external conditions in which it is expedient to include character of the country development, global and regional processes.

Significant changes in these factors able to stimulate revision of economic interests of the enterprise, the possibilities of ensuring, purpose and means of innovation strategy, methods of formation.

Based on the above reasons, we note that the structure of the concept - is a complex combination of at least three groups of constitutively key elements:

- Firstly, set of basic ideas, principles and guidelines, which are designed for the long term;
- Secondly, current plans and decisions with which help there is a realization of the theoretical study of this type of strategy;
- Thirdly, direct action of the structural elements of entrepreneurship that allows achieving innovation economic targets in enterprise according to the formula «here and immediately.»

Therefore, to the structure of the concept it is necessary to add the following:

- 1) from predication and determination of the criteria and generalized indicators of efficiency of enterprise innovation processes, indicators of their level;
- 2) from evaluation of offer and demand of innovation to 5-30 years for the different versions of the forecasts;
- 3) rationale for the choice of the basic version as the most appropriate for the enterprise;
- 4) from determination the stages realization of the concept;
- 5) from operational detailing of directions to reach efficiency of innovative processes in enterprises (development and implementation of programs to accelerate the implementation of innovation, implementation of programs of increasing of the technical standards and modernization of the equipment and so on.

Improvement of the efficiency of innovative activity should be provided through increasing the number of innovative development; reducing the time required for implementation and realization of innovations; increase the number of implementations of innovations in production; increase the number of innovative products and services of total production; increase production using innovative technologies; mandatory introduction of innovative management mechanisms.

To summing up and developing the author's theories mentioned in this article, we suggest the following: the concept of management of innovation and investment activity in enterprises is ordered interaction of its components; it is needed structural and functional optimization of the system to look at which it is possible satisfactorily solve urgent problems of implementing innovative model of economic growth of enterprises.

Conclusions. Conducted by the author research of the problems of effective application of innovation in enterprises based on the experience of industrial policy leading countries of the world allow to reveal the internal reserves of efficiency increasing of investment and innovation processes and to identify ways to enhance, accelerate innovations. The main reserves of enterprises in a market economy is to develop systems to ensure the effectiveness of innovation and investment processes based on a systematic approach to evaluating and forecasting efficiency innovative application.

As it is known, the deficit of shunting capacity, a significant proportion of obsolete and outdated equipment, inadequate supply of industrial enterprises own raw materials in Ukraine, difficulties in developing and introducing innovations, their possible negative impact on the environment, limited financial resources for the development of innovation activity in enterprises create unfavorable conditions for innovation and investment processes in the processing industry. Great influence on production and economic activity of industrial enterprises has the state innovation policy. Under these conditions, businesses appropriate to use modern innovation management system, based primarily on the principles of strategic management.

Therefore, the system of intensification of innovation and investment activity is forming by adaptive system of management of innovation and investment activities of the company in the process of transformation of resources and raw materials, as well as interaction of industrial enterprises, development and assimilation of their own innovation and investment potential. Improving information and methodological base becomes complex, which necessitates the definition and evaluation of a large number of different indicators that provide initial information base.

All mentioned makes it possible to offer adapted to modern requirements and real social and economic processes taking place in Ukraine's industry, the model of the concept of management of innovation and investment activity in the enterprise and the logic circuit operation and the relationship of its target subsystems: maintenance, monitoring, updating products, justification of technical and organizational level of production, forecast and control. Solving of actual problems of industry development in Ukraine in view of the limited available resources requires their concentration on the most pressing areas of implementation and enhance of innovation and investment activity.

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