

СЕКЦІЯ 2. ЕКОНОМІКА ПІДПРИЄМСТВА В СУЧАСНОМУ КОНКУРЕНТНОМУ СЕРЕДОВИЩІ

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Innovative component of the management of enterprise

The continuous enterprise`s development cannot occur without the implementation of innovations. Due to conditions of constant market` growth and increasing competition among economic entities, managers face the task of finding innovative methods of enterprise management to gain advantages in the struggle against economic rivals. Nowadays innovations become decisive factors that urge enterprises to search for new or improved management technologies to ensure profit growth and enterprise development.

The comprehensive nature, multifacetedness, and diversity of innovations, as well as the variety of spheres and methods of their application, require their classification, the use of which will allow for a more objective assessment of innovative activities and a comprehensive determination of the effectiveness and direction of the innovation process. According to the spheres of application, the following types of innovations could be defined as technical-technological, organizational, managerial, economic, social, and legal innovations [1].

Despite the diversity of innovations, they are interrelated, that determines the formation of the innovation mechanism and it`s functioning. For example, technical-technological innovations, by influencing the content of production processes, simultaneously create conditions for the application of managerial innovations, as they bring changes to the organization of production. The basis for managerial innovations is the change in tasks that the enterprise solves, which, in turn, is caused by objective reasons occurring in its external environment.

The new management paradigm in developed countries is based on systemic and situational approaches to management. Enterprises are considered as “open” systems, the success of which is linked to how well they adapt to the external

environment, whether they can timely recognize threats to their operations, take advantage of favorable opportunities and ultimately maximize their benefits. These are the main criteria for the effectiveness of the entire management system. The situational approach to management, associated with the construction of an organizational management system, is nothing more than a response to various influences from the external environment, as well as consideration of production technology and the quality of human resources.

The most significant quality of management due to today's conditions is flexibility, the ability to adapt to new challenges and to use new, context-appropriate forms and methods of management. An important characteristic of managerial innovation is its radical nature. Only early innovators can ensure the development of enterprise activities, while latecomers can only adapt the innovation to these conditions of activity. Before implementing managerial innovation, it must go through certain stages, at each of which it acquires necessary characteristics. Defining the stages of implementing managerial innovation enables qualitative development of measures not only for planning and control but also for creating conditions for the course of the innovation process.

The stages of implementing managerial innovation can be outlined as follows: the intention, the emergence of the innovation idea, the initiation, the investigation and verification of the feasibility of implementing the idea through the use of information technologies, the diffusion, the implementation of the idea capable of improving the efficiency of specific units or the enterprise as a whole [2].

The main factors hindering the implementation of managerial innovations in enterprises are lack of sufficient financial resources for forming managerial potential, insufficient qualification of managerial personnel, lack of information about effective innovations in management and the opportunity to receive qualified assistance and consultation.

A professional manager inevitably utilizes the advancements in the field of processes, methods, and forms of managerial activity that enhance the efficiency of business operations. Thus, the key factors influencing the effectiveness of enterprise

activities are new information technologies and the competence of managers, which generate managerial innovations and ensure the growth of managerial potential.

It is necessary to note that many specialists associate innovations only with the technical sphere of enterprise activity, while measures to change the management system are defined as a form of its improvement. However, management scholars, studying this issue, adhere to the view that managerial and technical innovations are similar in nature.

Any innovation is based on models that contain familiar structural elements. This is also true for managerial innovations, as managerial decisions involve certain elements (techniques, principles, models) that are standard procedures. Achieving the necessary result in conditions of uncertainty (complete or partial) using information that differs from standard procedures or rules is a characteristic feature of managerial innovation.

In the ever-changing conditions of market relations, the use of innovative management methods by enterprises is relevant, as it accelerates the implementation and realization of innovative processes by ensuring the long-term ability of the enterprise to perceive, transform, and adapt to innovations; forming mechanisms for implementing global transformations in innovativeness. To develop and achieve the goals of enterprises, development scenarios are devised, containing coordinated and interconnected paths of development, taking into account the influence of internal and external factors. Depending on the chosen direction or scale of innovative management methods, enterprises employ various strategies to achieve their objectives.

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