

## Features of the formation of innovation strategy in telecommunications industry companies

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The relevance of this problem lies in the fact that the telecommunications industry in Ukraine is partially outdated, therefore it needs innovative measures aimed at the activities of these enterprises.

Compared to the traditional attraction of additional resources, the use of innovation-oriented development methods provides a higher level of return, therefore, at this time, it is the innovation sphere that is becoming the most influential factor of the state's competitiveness in the international economic system, and the innovative activity of the regions acquires importance as their most important competitive advantage, as well as .

Questions regarding the choice of ways of strategic development of countries on an innovative basis, the definition of algorithms, methods, mechanisms of strategic management are constantly in the center of attention of such scientists as S. Glazyev, D. Lviv, G. Fetysov [4], V. Anshin, O. Dagaev . [6], Mensh H. [18], Yakovets Yu. [16] and others.

**The purpose of this work** is to analyze the telecommunications industry in Ukraine and the implementation of an innovative strategy at these enterprises.

The innovation process is a set of stages between the concept of an idea and its implementation. It's a streamlined process that's managed in a way that reflects the company's structure and innovation goals.

A clear innovation strategy will help companies in the telecommunications industry to develop a system in accordance with specific competitive needs. Finally, without an innovation strategy, different parts of the

organization can easily find themselves in conflicting priorities, even if there is a clear business strategy.

Innovation planning is aimed at determining specific actions to achieve the goals outlined in the company's innovation strategy.

Thus, in our opinion, the innovation strategy represents the main strategy of qualitative growth of the modern national economy, it defines the general goal, model and mechanisms of development, priorities, and the role of various participants in the process of its implementation (Fig. 1).

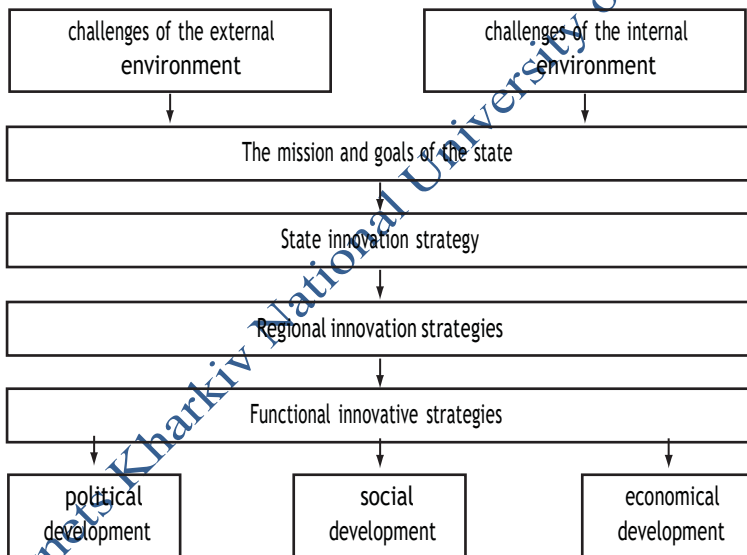


Fig. 1. The place and significance of the innovation strategy of the state

Having an effective innovation strategy gives the state a number of special opportunities:

- ▮ with more efficient activity of enterprises operating in the same and closely located areas, the so-called synergistic effect occurs;

- ▮ formation of an effective national innovation system;
- ▮ the use of research results, which, in turn, causes technical-organizational changes and the corresponding economic effect, and this process has a feedback loop;
- ▮ «second-order technologies» appear – the most important strategic resource of developed countries;
- ▮ the importance of small enterprises and individual specialists in the innovation process increases;
- ▮ venture small entrepreneurship itself is spreading;
- ▮ there is a «technological gap», which is expressed in the technical failure of developing countries compared to developed countries that have key technologies ( macrotechnologies) of the post-industrial era;
- ▮ «Closing technologies» appear – production methods or technologies, as a result of which the entire economic sector, types of products and human resources become ineffective, less necessary or unnecessary at all;
- ▮ education, science and knowledge are of primary importance as a strategic potential, and in the considered context, it is necessary to consider the role of not general education, but rather the creative potential and level of the scientific-technical and organizational -political elite to be important.

The main feature of the innovation strategy can be called the combination of two directions of influence in it, the first of which is aimed at the international environment and contributes to increasing the country's competitiveness among other players in the world market, and the second – at ensuring the internal optimization of the national economy.

Figure 2 shows the growth of capital investments and net profit from 2012 to 2021.

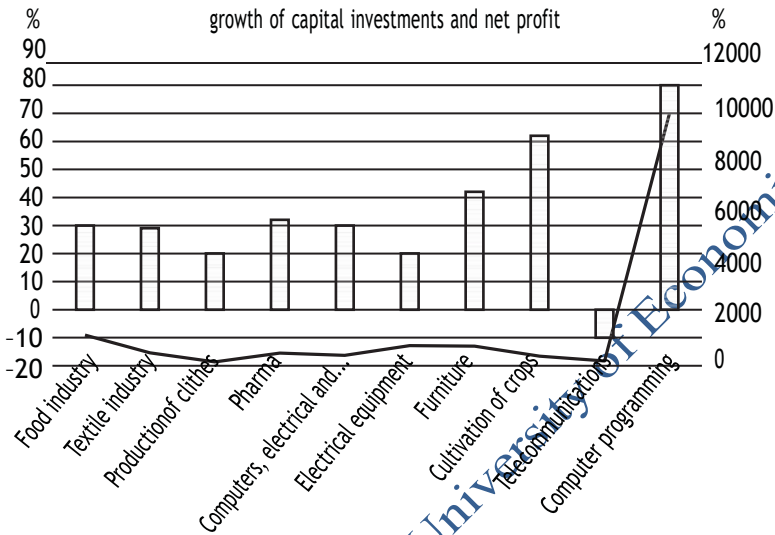


Fig. 2. Growth of capital investments and net profit from 2012 to 2021

Thus, despite a 39% drop in capital investment over 9 years, the telecommunications industry (electricity) showed a 184% increase in net profit. If it were not for the crisis years of 2014–2015, the growth would have been even greater. The volume of sold products increased by 55%. As you can see, telecommunications has the lowest level of capital investment compared to other industries.

Revenues from the provision of communication services in 2019 amounted to UAH 72,961 million, the share of revenues from the provision of telecommunication services was 91%, and from the provision of courier services and postal services – 9%. Revenues from the provision of telecommunication services and postal services and courier services increased compared to the previous year in 2018 and amounted to UAH 66,422 million. and UAH 6,539 million, respectively. A significant share – more than 80% – in the structure of revenues from the provision

of telecommunication services in 2019 was made up of mobile (mobile) communication and fixed access to the Internet.

Also, according to a number of researchers, the innovative strategy is a much more effective tool in the competition than all traditional methods [10], it allows you to distance yourself from the competition, minimize the influence of competitive forces on the activity of the national economy.

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