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INNOVATION MANAGEMENT IN THE CONDITIONS OF ECONOMIC CRISIS

Abstract. There are many uncertainties in the innovative behavior of enterprises. The key role is played by the availability of sufficient financial resources, especially in the context of the financial and economic crisis; the interest of enterprises in direct budget support is increasing. At the same time, such restrictions as high cost of innovations, economic risk and long payback periods are maintained and even strengthened. A characteristic feature in the management of innovative activities of enterprises abroad is the persistent injection of funds, innovative development, as the main subject of economic growth in developed countries. Enterprises in the RK are aware of the insufficiency of their own innovative potential – the weakness of the research base, the lack of readiness to master the latest technological achievements, the lack of qualified personnel, and the lack of cooperation ties. They lack information on new technologies and potential markets for innovative products. Moreover, as a positive in terms of the potential growth of innovation, activity, one should assess the tendency to increase the interest of enterprises in obtaining information about new technologies. In this connection, the authors propose the main methods of innovation management in a crisis.

Key words: Innovation, crisis, management, competitiveness, strategic approach.

Introduction. In the economies of leading countries, information technologies, computerized processes, innovative technologies in production and the innovative organization of various spheres of human activity began to play a paramount role. Obviously, the result of the ongoing social and technological revolution should be a transition to a new form of economic organization - an innovative economy.

Innovation is the end result of innovation, embodied in the form of a new or improved product introduced on the market, a new or improved technological process used in practice or in a new approach to social services.

Innovation is the result of a comprehensive scientific, technological, organizational, financial, investment, production and marketing processes, through which ideas and technologies are transformed into technologically innovative products (services) and processes that have commercial value, as well as new directions for using existing innovative products and services, in the formation of innovative markets.

Main part. It is innovations that should become the main driving element of the modern economic structure, the main source of revenue generation in the innovative economy.

Signs of an innovative economy:

- the availability of modern and advanced information technologies and computerized systems and processes;
- the presence of a developed, high-tech infrastructure;
- accelerated computerization and automation of all spheres and industries of production and management;
- Creation and implementation in practice of innovations of various functional purposes;
- the presence of a system of training and retraining of qualified specialists;
- the presence of a developed financial system that can support a constant flow of investment in innovation.

In addition to the above signs, an innovative economy should rely on a special innovative infrastructure and institutions supporting the innovation process:

- Innovation centers, directing research, analyzing innovation demand and supply, coordinating the efforts of development teams;
- legislation governing relations in the field of innovation;

- centers for the commercialization of technologies and developments that could lead innovation through the whole long way from the idea to the final product;
 - financial institutions (public and private) that support innovation through grants and loans;
 - educational centers, institutes and schools, on the basis of which they will train not only engineers and scientists, but also other specialists focused on innovative processes (economists, managers, entrepreneurs).
- In developed countries, 80-95% of gross domestic product growth is accounted for by new knowledge embodied in engineering and technology, i.e., an innovative economy is developing in these countries.

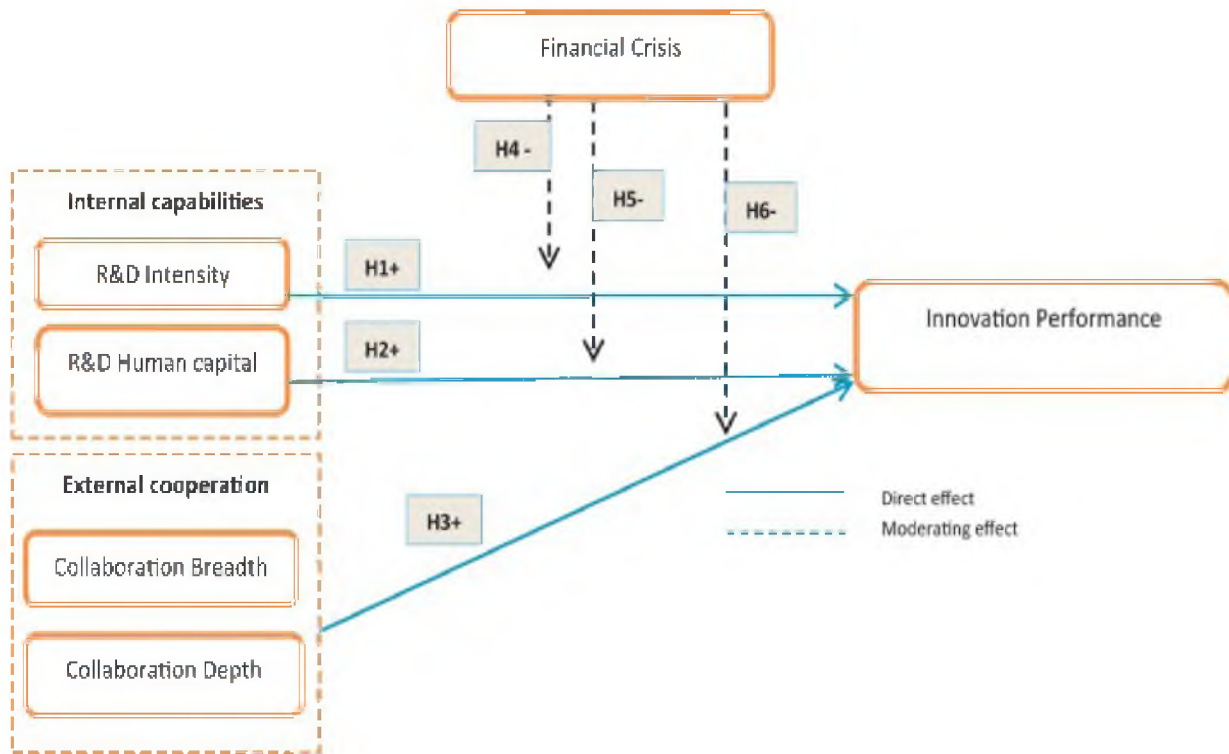


Figure 1 - The impact of the global financial crisis on corporate innovation

The basis of the innovation economy is innovation obtained through investment activity, which is based on a developed innovation infrastructure - the national innovation system. But the transition to a new type of management is impossible without highly qualified and highly productive personnel.

An innovative economy is an economy based on knowledge, innovations, on the benevolent perception of new ideas, new machines, systems and technologies, on the readiness for their practical application in various fields of human activity. In this economy, under the influence of scientific and technological knowledge, the traditional spheres of material production are transformed and radically change their technological basis, since production that does not rely on new knowledge and innovations turns out to be unviable in an innovative economy.

The results of domestic and foreign studies confirm that the creation of an innovative economy is a strategic direction for the development of our country in the first half of the 21st century.

A crisis is a negative, deep, and often unexpected change, but at the same time it brings with it new development opportunities. Crises reveal what is imperceptible in a normal situation, set in motion the forces that contribute to the development of the system.

The main function of the crisis is the destruction of those elements that are the least stable and viable and that violate the organization of the whole as much as possible. There is a simplification of the system and increase its stability.

In the economy, the crisis destroys many of the weakest and least expediently organized enterprises, discarding obsolete methods of production, forms of organization of enterprises in favor of more modern methods and forms.

An essential component of overcoming the crisis is innovation, which ensures the competitiveness of products by increasing its technical level and reducing costs.

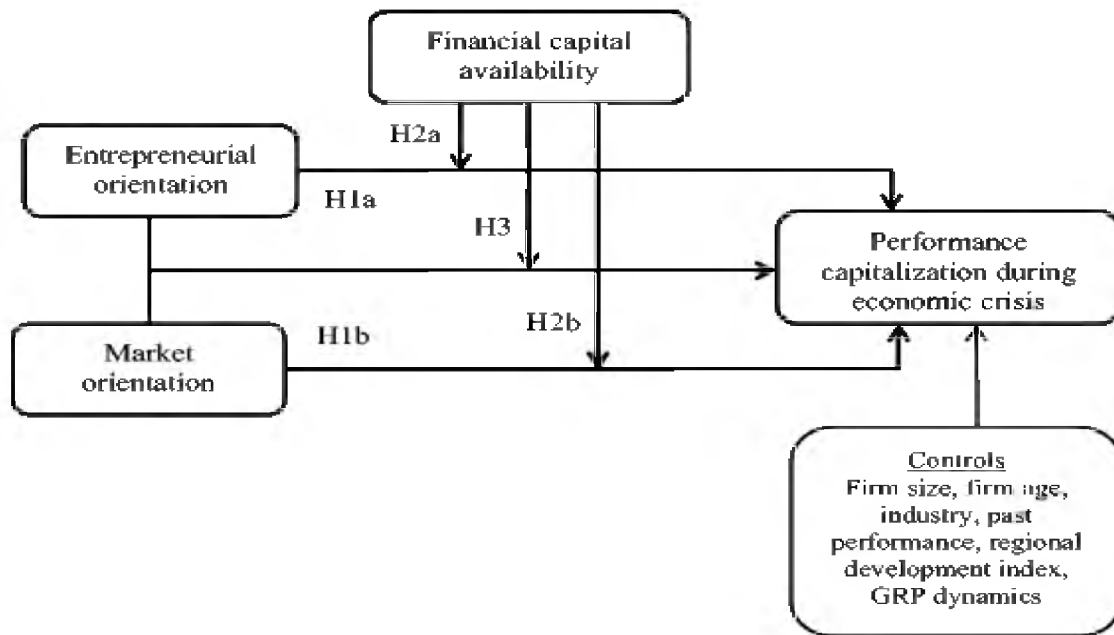


Figure 2 - The benefits of the economic crisis

Innovation will allow the global economy to survive the depression and begin rapid development. Any socio-economic system is successful if it is in a state of consistent and steady development. Development is the acquisition of a new quality that determines the activation and sustainability of the organization's life, its growth. No matter how successful it may be, but if its management is not aimed at mastering new technologies that allow it to produce new types of products of higher quality and at the lowest cost, the organization risks becoming uncompetitive after a certain period of time. And this means a weakening of positions in the sales markets, loss of product consumers and a decrease in profit margins, which contributes to a crisis in the company and can cause bankruptcy.

The current situation in the Russian economy is characterized by a general decline in production and competitiveness of products, a decrease in the interest of most producers in carrying out innovative activities, and the almost complete absence of a comprehensive innovation policy among state structures.

The crisis in the country's economy is aggravated by the innovation crisis, which manifests itself in a sharp decrease in the controllability of the processes of creating and introducing innovations, in the absence of sources of financing, in curtailing the activities of research creative teams. With this in mind, the search for possible solutions to the problems of managing innovative processes is becoming one of the most important tasks of crisis management.

At the same time, the nature and features of the development of innovative processes are determined not only by the general economic situation, but also by the laws of development peculiar to the innovation sphere, the study of which is carried out in the framework of the theory of innovations from the moment of its occurrence. In addition, such an element of anti-crisis development is important as assessing the possibilities for the effective use in world practice of world management experience in general and innovative processes in particular.

The reasons for slowing down the introduction of innovations in the activities of economic entities of the country are the same ones that hinder normal business activity: formalism, administrative barriers, corruption, irresponsibility, lack of developed infrastructure, economic illiteracy, disregard for accumulated experience, poor information system, lack of far-sighted entrepreneurial strategies, not worked out regulatory framework, undeveloped markets, lack of healthy competition. Given the general acceleration of scientific and technological progress, globalization and internationalization of the market, increased competition, which is accompanied by a reduction in the duration of competitive advantages and the need to divide the market into sectors, niches and microsegments, innovation becomes a key success factor, if not the only means of survival. And the strategic management of innovations is the most important task of the anti-crisis policy of the enterprise; the implementation of such management largely depends on the quality of the adopted innovative decisions, on the ability to find solutions that can organizationally and economically ensure the achievement of the goal of creating competitive products. When making this kind of management decisions, one should proceed from the features of the innovation process, take into account the degree of novelty of innovations, their potential, and resource potential of the enterprise.

Innovation activity is associated with attracting various resources, the main of which are investments and time spent on research and development and technological development of large-scale production of new products; A special role here belongs to the management staff, its ability to develop and make innovative decisions.

The process of forming an effective system of innovative management depends on the level of innovative potential of the enterprise - its capabilities in terms of achieving set innovative goals. The realization of these goals on a global scale acts as a means of obtaining sufficiently high profits in the long term, strengthening and then expanding competitive opportunities in the market, solving the crisis problem and the problem of survival in general.

The higher the level of innovative potential of an enterprise, the more successfully it avoids possible crisis situations. The innovative potential of the enterprise is determined by both technical factors and management. These include:

- the previously developed level of development of production;
- the state of the mechanism and control system;
- type and orientation of the organizational structure;
- trends in economic and innovation policy;
- understanding of the need for various kinds of changes and the willingness of staff to them.

To ensure a high competitive status, an enterprise needs to develop a strategy aimed at achieving its global goals related to innovative processes in the field of production, technological processes, increasing the competitiveness of products, improving financial stability, developing a useful social orientation, and environmental safety of production.

At present, the competitiveness of an enterprise, first of all, depends on the tendency of its "business" to innovate and modernize, through which the latter has advantages in the competition with other enterprises. Constant and focused work is needed to create a positive image of the enterprise and its products in the domestic and foreign markets.

At present, there is no single definition of the concept of "competitiveness", which is due to the different initial positions of economists, as well as the fact that either a single enterprise, or an industry or the whole economy is considered as a producer. In a general sense of the word, the competitiveness of an enterprise can be characterized by the degree of real or potential satisfaction of a specific need in comparison with similar facilities on this market.

When conducting competition, as a rule, one of three strategic approaches is used:

- the desire for the lowest production costs in the industry (a strategy for the role of management in the field of production costs);
- focus on a narrow part, and not on the entire market (focus or niche strategy);
- the choice of a development path in which the differentiation of manufactured products relative to products manufactured by competitors is intensified (differentiation strategy).

Conclusion. In our opinion, these strategic approaches are acceptable for "survival" in the competition only for enterprises covering a small segment of the domestic market. As for large companies operating both in the domestic market and having a high proportion in the foreign market, this group of strategic approaches to conducting competition, and most importantly to winning it, should be more voluminous. The main emphasis should be placed on the introduction of innovations in the specifics of the company.

Thus, the success of the development of innovative processes in the enterprise, due to the ability to transform new knowledge into new processes and products, and as a result, its high competitiveness, will directly depend on the right strategy for its development.

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ЭКОНОМИКАЛЫҚ ДАҒДАРЫС ЖАҒДАЙЫНДА ИННОВАЦИЯЛЫҚ БАСҚАРУ

Аннотация. Кәсіпорындардың инновациялық мінез-құлқында белгісіздік көп. Жеткілікті қаржылық ресурстары шешуші рөл атқарады, әсіресе қаржы-экономикалық дағдарыс жағдайында тікелей бюджеттік қолдауға кәсіпорындардың қызығушылығы артып келеді. Сонымен қатар, инновациялардың қымбаттығы, экономикалық тәуекел және ұзақ мерзімдік өтелім сынды шектеулер сақталады және тіпті күшейтіледі. Шетелдегі кәсіпорындардың инновациялық қызметі басқарудағы тән белгі – дамыған елдердегі экономикалық өсудің негізгі субъектісі ретінде қаражатты тұрақты енгізу, инновациялық даму. ҚР кәсіпорындары инновациялық әлеуетінің жеткіліксіздігін – зерттеу базасының әлсіздігін, соңғы технологиялық жетістіктерді игеруге дайын еместігін, білікті кадрлардың жетіспеушілігін және кооперативті байланыстың жоқтығын жете біледі. Оларға жаңа технологиялар мен инновациялық өнімдердің әлеуетті нарығы туралы ақпарат жетіспейді. Сонымен қатар, инновациялық белсенділіктің әлеуетті өсуі тұрғысынан тиімділік ретінде

кәсіпорындардың жаңа технологиялар туралы ақпарат алуға деген қызығушылығын арттыру тенденциясын бағалау керек. Осыған байланысты авторлар дағдарыстағы инновациялық менеджменттің негізгі әдістерін ұсынды.

Жетекші елдер экономикасында ақпараттық технологиялар, компьютерлендірілген үдерістер, өндірістегі инновациялық технологиялар және адам қызметінің түрлі салаларын инновациялық ұйымдастыру басты рөл атқара бастады. Қазіргі әлеуметтік-технологиялық төңкерістің нәтижесі экономикалық ұйымдастырудың жаңа формасына – инновациялық экономикаға көшу тиіс.

Біздің ойымызша, бұл стратегиялық тәсілдер бәсекелестік жағдайында «өмір сүру» үшін ішкі нарықтың аз бөлігін қамтитын кәсіпорындар үшін қолайлы болып саналады. Ішкі нарықта жұмыс істейтін және сыртқы нарықтағы үлесі жоғары ірі компанияларға келетін болсақ, бәсекелестікке, ең бастысы, оны жеңуге бағытталған стратегиялық тәсілдер тобы көп болуы қажет. Компанияның ерекшелігіне инновацияларды енгізуге баса назар аударылуы керек.

Осылайша жаңа білімді жаңа үдерістер мен өнімге айналдыру мүмкіндігінің арқасында және кәсіпорындағы инновациялық үдерістерді дамытудың артықшылығы, жоғары бәсекеге қабілеттілігі дамудың дұрыс стратегиясына тікелей байланысты. Нарықтағы экономикалық жүйелерді басқарудың отандық теориясы мен тәжірибесі бұл бағытта белгілі бір жетістіктерге ие. Бүгінде басқарудың барлық деңгейіндегі басқару рөлін түсінуде белгілі бір өзгерістер болды. Бұл өзгерістер басқару әрекеті мазмұнындағы және оның теориялық негізіндегі сапалы өзгерістерге байланысты. Кәсіпорындарды басқару тек өткен тәжірибені жинақтау және жүйелеу негізінде ғана жүзеге асырылмайды, қазіргі кезде басқару үдерісі инновациялық технологиялар арқылы сипатталады.

Түйін сөздер: инновация, дағдарыс, басқару, бәсекеге қабілеттілік, стратегиялық тәсіл.

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УПРАВЛЕНИЕ ИННОВАЦИЯМИ В УСЛОВИЯХ ЭКОНОМИЧЕСКОГО КРИЗИСА

Аннотация. В инновационном поведении предприятий остается много неопределенностей. Ключевую роль играет наличие достаточных финансовых ресурсов, особенно в условиях финансово-экономического кризиса, заинтересованность предприятий в прямой бюджетной поддержке увеличивается. Одновременно сохраняются и даже усиливаются такие ограничения, как высокая стоимость нововведений, экономический риск и длительные сроки окупаемости. Характерной особенностью в управлении инновационной деятельности предприятий за рубежом является упорное вливание средств в инновационное развитие как главный субъект роста экономики развитых стран. Предприятия в РК осознают недостаточность собственного инновационного потенциала — слабость исследовательской базы, неготовность к освоению новейших технологических достижений, нехватку квалифицированных кадров, отсутствие кооперационных связей. Им недостает информации о новых технологиях и потенциальных рынках сбыта инновационной продукции. При этом как положительную в плане потенциального роста инновационной, активности следует оценить тенденцию к повышению заинтересованности предприятий в получении сведений о новых технологиях. В связи с чем авторы предлагают основные методы управления инновациями в условиях кризиса.

В экономиках ведущих стран информационные технологии, компьютеризированные процессы, инновационные технологии в производстве и инновационная организация различных сфер человеческой деятельности стали играть первостепенную роль. Очевидно, что результатом продолжающейся социальной и технологической революции должен стать переход к новой форме экономической организации – инновационной экономике.

По нашему мнению, эти стратегические подходы приемлемы для «выживания» в конкурентной борьбе только для предприятий, занимающих небольшой сегмент внутреннего рынка. Что касается крупных компаний, работающих как на внутреннем рынке, так и имеющих значительную долю на внешнем рынке, эта группа стратегических подходов к проведению конкуренции и, что наиболее важно, к ее победе, должна быть более объемной. Основной упор следует сделать на внедрение инноваций в специфику деятельности компании.

Таким образом, успех развития инновационных процессов на предприятии, благодаря возможности трансформировать новые знания в новые процессы и продукты и, как следствие, его высокая

конкурентоспособность, будет напрямую зависеть от правильной стратегии его развития. Отечественная теория и практика управления экономическими системами в условиях рынка имеет определенные успехи в этом направлении. Сегодня уже произошли определенные сдвиги в понимании роли управления на всех уровнях власти. Эти изменения сопряжены с качественными изменениями содержания управленческой деятельности и ее теоретического фундамента. Управление предприятием осуществляется не только на основе обобщения и систематизации прошлого опыта, сейчас процессу управления присущи инновационные технологии.

Ключевые слова: инновации, кризис, управление, конкурентоспособность, стратегический подход.

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