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## **DECOMPOSITION OF MANAGEMENT PROCESSES INNOVATIVE DEVELOPMENT OF ENTERPRISES IN THE CONDITIONS OF THE DIGITAL ECONOMY**

This article considers the innovative development of the enterprise as a basis for improving the efficiency of its activities and at the same time as a process of high-quality change based on innovation. Theoretical and methodological aspects of the digital economy as an economy based entirely on digital computer technology and information and communication technologies have been studied. The necessity of involving enterprises in the system of strategic management of innovative development to create competitive advantages, such as market expansion, cost optimization, access to foreign markets, revenue growth has been proved.

**Key words:** innovative development of enterprises, digital economy, planning, organization, motivation, control.

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## **ДЕКОМПОЗИЦИЯ ПРОЦЕССОВ УПРАВЛЕНИЯ ИННОВАЦИОННЫМ РАЗВИТИЕМ ПРЕДПРИЯТИЙ В УСЛОВИЯХ ЦИФРОВОЙ ЭКОНОМИКИ**

В связи с трансформацией роли предпринимательства в современном мире в данной статье исследовано инновационное развитие предприятия как основа повышения эффективности его деятельности и одновременно как процесс высококачественных изменений на основе инноваций. Исследованы теоретико-методические аспекты цифровой экономики как экономики, полностью основанной на цифровых компьютерных и информационно-коммуникативных технологиях. Подчеркнута необходимость привлечения предприятий в систему стратегического управления инновационным развитием для создания конкурентных преимуществ. Отмечена необходимость создания на предприятиях отдельных центров инноваций и цифровых технологий, а также привлечение в штат инновационных менеджеров. Доказано преимущество инновационных подходов к мотивации персонала предприятий перед традиционными.

**Ключевые слова:** инновационное развитие предприятий, цифровая экономика, планирование, организация, мотивация, контроль.

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## **ДЕКОМПОЗИЦІЯ ПРОЦЕСІВ УПРАВЛІННЯ ІННОВАЦІЙНИМ РОЗВИТКОМ ПІДПРИЄМСТВ В УМОВАХ ЦИФРОВОЇ ЕКОНОМІКИ**

У зв'язку з трансформацією ролі підприємництва в сучасному світі було досліджено інноваційний розвиток підприємства як основу підвищення ефективності його діяльності та водночас як процес високоякісних змін на основі інновацій.

У даній статті доведено істотну необхідність управління інноваційним розвитком підприємств в умовах цифровізації та розкрито його основні функції – планування, організацію, мотивацію та контроль. Досліджено теоретико-методичні та практичні аспекти цифрової економіки як економіки, повністю базованої на цифрових комп'ютерних та інформаційно-комунікативних технологіях. Підкреслено необхідність залучення підприємств у систему стратегічного управління інноваційним розвитком для створення конкурентних переваг, таких як розширення ринку, оптимізація витрат, вихід на зовнішні ринки, зростання доходів тощо. Окреслено основні проблеми підприємництва на шляху інноваційного розвитку, породжені наслідками поширення гострої респіраторної хвороби COVID-19, спричиненої коронавірусом SARS-CoV-2.

Наведено приклади маркетингових, збутових, організаційно-управлінських і антикризових інновацій та запропоновано їх застосування в інноваційній діяльності підприємств. Наголошено на необхідності створення на підприємствах окремих центрів інновацій та цифрових технологій (підрозділів науково-дослідних та дослідно-конструкторських робіт), а також залучення до штату інноваційних менеджерів. Доведена перевага інноваційних підходів до мотивації персоналу підприємств над традиційними.

Запропоновано проведення анкетування для визначення стану і рівня професійної мотивації працівників підприємств з метою їх залучення до інноваційної діяльності. Наголошено на гострій необхідності співпраці підприємств з науковими організаціями, технологічними компаніями та вищими навчальними закладами.

**Ключові слова:** інноваційний розвиток підприємств, цифрова економіка, планування, організація, мотивація, контроль.

**Introduction.** In times of Corona Crisis and overcoming its consequences, the problems of management and regulation of entrepreneurial activity, including innovation, are acutely felt. The crack in the state management of innovative development against the background of distrust in state institutions, corruption and economic weakness of the country, further makes it impossible to effectively ensure its main functions – planning, organization, motivation and control of economic processes. As a result, a large number of strategies for the development of high-quality content at all levels of government remain unrealized, documents with unsatisfactory results of statistical observation of socio-economic phenomena and processes and weak comparative characteristics of key economic indicators for successful countries.

The ontology of innovative entrepreneurship is an attempt to find answers to key business questions through reasoning, intelligence, knowledge, wisdom in order to guide the main actors of innovative development in building the innovation ecosystem of the country and the world. Such a special form of knowledge of the peculiarities of entrepreneurship is inherent in the heads of business structures, who best understand the general essential characteristics and fundamental principles of business and are able to make appropriate management decisions in a rapidly changing environment. That is why the problems of managing the innovative development of enterprises do not lose their relevance.

**Analysis of recent research and publications.** Problems of innovation development management were studied by scientists Aharon D., Akoff R., Bondarenko S., Geets V., Drury K., Ilyashenko S., Kalman R. and others. Technological trends and industries of the future are studied in the works of Kelly K. and Ross A. The influence of the digital economy and business transformation was studied by Hrinko P., Schwab K., Hicks R., Tapscott D. and others.

**Selection of previously unsolved parts of the overall problem.** Today, it is unfortunate that as the digital divide grows, Ukraine, as a developing country, is in danger of growing technological backwardness. Therefore, it is extremely important to develop practical recommendations for managing the innovative development of enterprises in a digital economy.

**Results of research.** Modern Ukrainian scientists interpret innovative development as «a continuous process of qualitative changes in the target nature associated with innovations that are implemented in accordance with the development strategy of the enterprise, through the effective use of all available, including intellectual resources, both own and involved; is characterized by a progressive change in the quality of all areas of the enterprise and is determined by its ability to create new competencies, which in the theory of strategic management are considered as dynamic abilities» [1].

Thus, the management of innovation development is a continuous complex process of qualitative change in the enterprise on the basis of innovation and implementation of management functions. Naturally,

business leaders to achieve goals perform all management functions: planning, organization, motivation and control.

The digital economy (Internet economy, new economy, web economy, network economy) due to the advanced pace of technology is considered by many economists as a new era of economic development; traditional economy; basis of the Fourth Industrial Revolution. This state of hers is hampered only by the declining socio-economic development. According to Ukrainian scientists, the problem of the transition to a digital economy is that this transition is happening at a very fast pace – not in millennia, as agrarian, not in a century, as an industrial way, but in just a few decades. A feature of the digital economy is its connection with the on-demand economy, which does not involve the sale of goods and services, and access to them just when it is needed [2].

Progressive business owners and managers, building a vision and business development strategy, prefer an innovative way of development over intensive and extensive ways. According to their concept of development, the purpose of doing business is to increase income. Such leaders choose a situational approach to management that has proven itself around the world, as opposed to administrative or systemic. At their enterprises the share of mental labor workers exceeds the share of manual labor workers or the corresponding organizational work in the direction of growth of mental labor is constantly conducted. The peculiarity of following the innovative path of development is the encounter of constant change and a rather sharp differentiation of consumer demands, which undoubtedly encourages the constant search for new ideas. In addition, the innovative path of development involves a mixed type of market buyer and seller. Although innovative products and services are created to «soothe pain» and solve urgent consumer problems, they are still «imposed» by the manufacturer and seller. The innovative way of development is dominated by small-scale and unit type of production, non-price competition, coverage of selected segments and niches of the market, the excess of marketing costs over production costs.

Involvement of enterprises in the system of strategic management of innovative development creates a number of competitive advantages: market expansion (for marketing and sales innovations), cost reduction (for anti-crisis innovations), access to foreign markets (for organizational and managerial innovations), revenue growth (for product innovations).

Marketing-mix-related type innovations and sales innovations include distribution policy, rebranding, image, and more. For organizational and managerial innovations – the introduction of a quality management system, for anti-crisis – the creation of separate centers of competence for innovation and digital technologies, corporate innovation centers or retail innovation center (or to start marketing, logistics, R&D).

Some large high-tech companies have a so-called «technological sandbox» – a platform for testing hypotheses, conducting pilots with startups and implementing innovative solutions; strategic analytics service, which prepares analytical materials on innovative solutions for business and IT departments; analytical (innovation) centers (even several) engaged in innovative development of enterprises, etc. [3].

Today's leaders need to focus on Open Innovation.

The realities of today are that, as before, most companies force innovation to comply with laws and regulations, or to increase operational efficiency or PR. The share of companies engaged in innovation to enter new markets and launch new products and have the positions of director of digital technologies or heads of digitalization programs, or units that would deal with innovation and R&D – does not exceed 5% (according to one of the largest auditors companies and networks that provide professional services KPMG) [3].

Note that the positions of innovation managers can be called differently: director of innovation, digital products, new business or technology.

Specialists distinguishes three types of innovation managers:

- 1) IT specialists, people with engineering education and experience;
- 2) financiers and lawyers who manage corporate venture funds;
- 3) managers who understand technology and management (positions of vice presidents for innovation).

It is these groups of professionals who are able to respond to changes in the business environment. It is obvious that companies will lose a lot if they do not carry out digital modernization. Modernization should be carried out at the whole enterprise, in each of its departments, in each newly created department. Special documents should be developed to regulate such modernization at enterprises. Of course, the transformation processes will be different in small, medium and large enterprises. This must be taken into account. Another

issue is the radical nature of these changes. Therefore, companies can completely destroy the old model or improve it. We support the second model of change.

Motivational attitudes of professional development depend on many reasons, the main of which is the choice of approach to employee motivation. Scientist S. Bondarenko compared traditional and innovative approaches to motivating enterprise staff.

Thus, the traditional approach does not provide for a direct link between the motivation of the company's staff and the implementation of its goals. Employees are not involved in the formation and management of the corporate structure of the enterprise. The motivator for employees is wages, the growth and size of which do not depend on efficiency and effectiveness. The results of the enterprise is considered to be the sum of the results of each employee. Only a «vertical» career is possible for all employees. It provides for full or partial management and management decisions by the head of the enterprise or heads of departments.

According to the innovative approach of congruity – the formation of a system of targeted motivation, an open system of remuneration, linking the social package to individual performance and efficiency indicators. The role of teamwork is growing, during which employees are involved in negotiations, development, research and management decision-making. In addition to the bottom-up «vertical» career, there is a «horizontal» («matrix») career. Lifelong learning, formation of ideas and views creating shared values (CSV) is envisaged [1].

Domestic enterprises have just begun to develop corporate social responsibility: to make useful products and services, donate money to vulnerable groups, do charity within the budget, immediately found themselves immersed in the creation of common value - job creation, innovation, economic and social mechanisms, integration of public value into the business model. Thus the social value influences formation of the budget of the enterprise, instead of on the contrary. Researchers studying social entrepreneurship believe that today the only corporation in the world that can be called innovative in CSV is Tesla [5].

A study on the implementation of innovation in enterprises conducted by the consulting company KPMG found that most enterprises do not have separate systems of financial and non-financial motivation for innovation: rewards are determined on formal grounds and are not compared with the effect of innovation, while non-financial motivation is used sporadically.

About 10% of respondents remuneration depends on the real effect of innovation, as many motivation system covers all participants in innovation [3].

According to an analytical study by KPMG, today the traditional system of management and control of innovative development in enterprises is unable to meet market conditions and encourage business to constantly generate ideas. Most companies are forced to use innovations to protect their current market position or «force innovation to comply with laws and regulations, to increase operational efficiency» and even to promote PR. A small proportion of enterprises are engaged in innovation to enter new markets and produce new goods and services [3]. In our opinion, the innovation manager has to control innovation activity at a concrete enterprise, who should be a high-class analyst who will be able to plan, organize, inspire and control creation of ideas and their conversion into successful projects for increase of economic efficiency of current processes. customer experience and scalability.

It will be expedient to conduct a survey and testing at the enterprise and further processing the answers to the questions:

- What is the purpose, mission, vision and corporate strategy of the enterprise ?
- How many ideas are there at the enterprise now ?
- Availability of «internal startups» with risky ideas;
- Is there an alternative model of profit ?
- Is there a digital strategy in the enterprise ?
- What are the goals and requirements for the IT-architecture of the enterprise ?
- The level of digital literacy of employees of the enterprise;
- What are the benefits for each stakeholder from the company?

State regulation and support of innovative development of entrepreneurship is carried out in legal, political, economic, subsidiary and other aspects. Since entrepreneurship is inherently innovative, we will consider its core – small and medium enterprises as objects of management. State support for the

development of small and medium enterprises is provided by means of providing educational, training and consulting services, in particular:

- 1) introduction of training in the basics of entrepreneurship;
- 2) retraining and advanced training in the field of entrepreneurship;
- 3) conducting educational seminars, trainings, forums, round tables and conferences;
- 4) financing of business projects.

According to the Ministry of Economic Development, Trade and Agriculture, the leading regions in the first indicator are Lviv region, the second – Cherkasy, the third – Donetsk and the last – Lviv region [6].

It should be noted that the infrastructural support of small and medium enterprises by regions is disproportionate (in 2019 the number of public associations of entrepreneurs in Poltava region was 2708 units, while in Volyn region – 28, Ternopil – 30, Odessa and Luhansk – 38 units; the largest number of information and consulting institutions was naturally in Kyiv (658 units), Poltava region (615 units), while in Kherson and Volyn regions – 1, in Odessa – none). It is natural to accumulate business centers, technology and industrial parks in industrial regions. However, in our opinion, the complete absence of business incubators in Vinnytsia, Kirovohrad, Luhansk, Odesa and Chernihiv oblasts, the absence of leasing centers, investment and innovation funds in Volyn and Chernihiv oblasts is unjustified [6].

Institutions to support small and medium-sized businesses operate in all regions of Ukraine. For example, in the Dnipropetrovsk region, these are the PO Dnipropetrovsk Coordination and Expert Center for Regulatory Policy (since 2005), PO Human Rights Association (since 2006), and the PO Ukrainian Defense (since 2011), PO «Dnipropetrovsk Regional Organization of Employers of Expert and Inspection Organizations» (since 2015), PO «Agency for Economic and Social Development of Ternivka, Dnipropetrovsk region» (since 2012), ME Company «Arlen» (since 2000), PA «International Business Association» (since 2015), PO «Nikopol Regional Development Agency» (since 2015). In the Kharkiv region there is a charity organization «IDP Business Space – social business space», which includes coworking, event area for events, presentations, training area for workshops, trainings, negotiation area and production area; PO «Good Will» and Business Incubator of Kharkiv National University of Municipal Economy Beketov, supporting newly established enterprises; Association of Entrepreneurs «Slobozhanshchyna», Association of Private Employers and some others [7].

Among the main activities of these institutions are information, analytical, consulting, legal and communication support, curricula and trainings, protection of rights and representation of interests.

**Conclusions and prospects for further research.** Thus, it is logical to conclude that today all management functions are permeated by digitalization. Therefore, progressive owners and managers should choose an innovative way of development; to include an innovation center in the organizational structure of enterprises (R&D unit, corporate innovation center, service center of strategic analysis or center of technological expertise and development); to create a system of financial and non-financial motivation for innovation; to establish partnership with scientific organizations, technology companies and higher educational institutions.

The purpose of further research is to study innovative cluster effects of enterprises.

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