

Problem – oriented way and multi-aspect character of research of innovative management of competitive enterprises at the stage of global transformations

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Abstract. In this article the special role of innovative management aimed to enhancing innovation enterprise is arguments. It shows appropriateness of research of innovation issues, innovative ideas and innovative staging purposes which were raised in the process of innovation management. The attention is focused on the study of the climate for innovation and innovative business management tools . Problematic points were marked in the research process of innovation in components of the enterprise.

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Introduction.

Global changes occurring in the environment, impact on the activities of businesses. This necessitates a shift of focus to the innovation component search unconventional ways of managing socio - economic activities of businesses in the Russian conditions. At the same time effective way to achieve socio - economic goals serves innovative management, which aims at improving the competitive advantage of enterprises.

We share the view of researchers [1, 2], drew attention to the lack of elaboration in the present, in terms of innovation - oriented economy, the definition and validation of innovative management concept on the principles of integrity and system in the context of creative - innovative nature of modern management. In this regard, the use of innovative management companies has problem - oriented focus. Given the many aspects of innovation management and the possibility of its application in practice by business entities in order to enhance their competitiveness, it is advisable to focus on some methodological basis of the research of innovative management, which, in our opinion, may be the basis of our proposed holistic concept.

Quite challenging in terms of theory and practice, and therefore should be dealt with and resolve is the question that reflects identifying and addressing emerging issues in this case in the context of the innovation component. Systematizing the various ways of classifying the problems they can cause three main types: operational problems, the problem of improving and developing systems, innovative problem [3]. In considering this aspect of

the investigation, we have drawn attention to the innovation problem, the study of which justified the emergence of exciting new ideas and innovations. It should be noted that it is semi-structured or unstructured problems, study and solution of which is primarily due to the emergence of fundamentally new ideas and application of methods, based on experience and intuition. There is no doubt that innovation is the problems require new approaches.

Main part.

Examining and studying the formation process of innovation management at the microeconomic level, the level of enterprises and organizations, it should be stated that he just accompanied by the appearance of a number of problems. We draw attention to the fact that the identified complex problems require new innovative primarily innovative ideas that should be considered in the further development of innovative management methodology. At the same time as the main features of innovative ideas is their compliance with current directions of the specific area of management and demand in the domestic economy. Given that the innovative idea should be based on current scientific understanding, use the latest technical developments [4], to apply advanced technology and organizational charts, as its main characteristics is the focus in the future on a strategic perspective. In this case, innovative ideas ensure continued existence, development and promotion.

Special position in identifying innovative ideas takes Peter Drucker, which identifies seven areas of analysis that serve as sources of innovative ideas:

- An unexpected event for the company (its success or failure) or an unexpected event in the environment;

- Discrepancy between the reality of what it actually is, and our ideas about it;

- Improvements that are planned in advance;

- Sudden changes in industry structure or market;

- Demographic changes;

- Changes in the value orientations of people, their moods and social attitudes;

- New knowledge gained as a scientific and practical way. [5]

Practice innovation is based on logical and heuristic methods for generating innovative ideas.

As the results of the study of the causes that impede the development of innovative enterprises is the lack of most business entities clear benchmarks, clear strategy, ideas, and generally valid single mission development. At the core of these concepts is the goal category, representing a key link management process . The purpose of the activity is accompanied by the staff in the organization, gives meaning to the existence of human activity.

With this in mind, we can confidently assert that one of the most critical moments in the process of adoption of innovation- oriented management solutions business entities is precisely the choice of target activity.

It should be noted that the purpose of various kinds of activities certainly determined objectively, that is based on the realization of objective needs, not ample existing reality and reality as well as stipulations that must be.

Achieving the goals is possible, subject to certain conditions create a real, potential , various means. It should be noted that it is quite possible a transition from an indefinite commitment to a specific activity of a particular purpose. Thus, the formulation of objectives and as will be shown below, innovative goals, the next step in becoming advocates of the research methodology.

Economic entity in the implementation and achievement of conducting a series of changes in the management system , and this in turn affects the rebuilding processes that include specific types of work and activities , the implementation of which , in turn, requires a certain level of staff training (knowledge, skills, skills, personal qualities, abilities). Consideration of these characteristics contribute to the definition of personal models (officials) competencies such as adaptability to change, the ability to simulate a variety of processes, etc.). At the same time certain competencies can be included in the requirements for a specific position. It should be emphasized that some of the qualitative characteristics are formed as a result

of training and experience, while others are inherent and inborn predisposition identified individual.

Currently, the concept of purpose is very popular in the works of scholars and experts. However, in our literature , especially in terms of innovation orientation , this category is little developed, even though its attributive character.

The main directions of innovative management , which has an impact on strengthening the innovative capabilities of social development to achieve the object , it is possible , in our view , to define - analysis , improving the innovation capacity , and in particular its basic and important resource - human capital , improving the climate for innovation in order to more complete disclosure of potential staff; different kind of ongoing and innovation ; significant growth of intellectual capital; sufficiently representative number of creative teams and innovative enterprises.

Innovation purpose represents a particular final result of company activities (executors and managers) in the form of novelty (innovation) implemented in a fairly limited period of time and with certain limited resources, aimed at its substantial qualitative development.

Innovative activity of subjects of innovation process primarily involves innovative compositional structuring of an innovation purpose, namely construction of a goal graph, which is determined by a specific form of innovation. Further ideas are converted into projects, and the latter – into a program. That is how the first stage of the innovation process is carried out. These ideas, projects and goals are innovative.

Considering innovations as implemented ideas of changes, it is important to note that it is goal that reflects these ideas.

The main features of innovative ideas, projects, programs, considered as specific management objects are as follows: the nature of formation process, artists, extent and timing, costs, external environment, ways to promote results, organizational forms and management techniques.

Importance of formulating an innovation goal can be seen in the process of achieving the company innovation strategy. We should pay close attention to the target management.

The following can be regarded as innovative purposes, to which we have drawn attention above: development of new competitive products, identifying a new type of service, using modern technology which has not been previously used, introduction of a new kind of life, creating a new effective management system, a new flexible organizational structure, etc.

In formulating innovative purposes, lines of development are to be primarily determined.

It should be noted that in most cases a

professionally formulated goal meets certain requirements.

While explaining the methodological approach of innovative management, we emphasize that main tasks in the designated area include the following:

- emphasis on introduction of innovation as a key component of the process of innovation management;
- allocating a substantial amount of annual investment in innovative projects;
- providing innovative product development of each project;
- innovative managers training, including managers of innovation projects;
- registration of each employee in an online course on innovation in business sector;
- inclusion of an assessment of innovation in a long-term incentive plan for top managers;
- allowing additional time to discuss innovative work of each company division;
- creating an Internet portal, which will give employees an access to a directory of innovative tools and information related to key company innovations;
- establishing a metric systems to track innovative production costs (number of technical hours devoted to innovative projects), innovation performance (number of new ideas which form the basis of company innovations) and output (getting the price advantage as a result of providing specifically different products and customer loyalty).

According to leading scientists, who consider the above problems through an innovative perspective, the implementation of a new paradigm of economic development of the country depends on the innovation climate in the country as a whole, as well as in knowledge intensive and high-technology sectors of the economy, in particular [6]. Unfortunately, the prevailing climate of innovation in the domestic economy can be characterized as not complying with the required one.

Company innovative climate, which refers to a set of external conditions affecting its innovative potential, contributes to innovation goals, the role cannot be overestimated in the process of innovation management. Innovative climate, which is characterized by general trend to innovation, is considered to be the most favorable.

The main parameters of the company innovation climate most often are:

- identifying important areas and strategic guidelines for innovation and market development by the personnel;
- concerted efforts in promoting new viable ideas , overcoming resistance to change, development of staff creative abilities, increased attention of all employees to achieving high quality products and

services and enhance company reputation;

- awareness of each employee of his role in the implementation of innovative development strategies;
- perception of dynamic changes in the field of science, technology and organizational aspects of leadership at all levels of the enterprise.

An important feature of a favorable climate for innovation, which should be emphasized in the analysis of innovation management, is that it has a positive effect on the efficient work of the personnel, suggests an atmosphere of trust, helps to identify and overcome constraints to joint creative efforts and search teamwork of the staff, expanding the range of responsibilities of the staff, who are acting as innovators in the workplace, using a large array of organizational and psychological tools to facilitate the generation of new ideas.

It should be noted that the evaluation of the innovation climate is carried out with the account of economic, intellectual, infrastructural, resource and other potentials of an economic entity.

It is quite obvious that innovation is one of the main management elements in the innovation area.

Considering that innovations are based on new system principles, different from traditional management principles, they include a wide range of methods, techniques and processes, and also act as part of a continuous process of innovation, which ultimately leads to specific improvements and create long-term benefits [7,8].

Therefore, to increase effective performance, management processes need to be revised.

To understand functional significance of innovation management it is of particular interest to study the tools of the above process of impact as a central problem of innovative management methodology.

One of the most important tools, in our view, is innovative marketing [9, 10].

Turning to the nature and content of innovation marketing it should be noted, that it is a way of thinking and company management style, a non-standard view on the processes, i.e. universal technology for the use of a set of marketing activities. In this interpretation, innovative marketing is of particular importance for realization of innovative ideas and manifested in two aspects:

- allows to achieve a certain synergy in developing and implementing innovations while reducing barriers of their informational and psychological perception through the use of modern methods of interactive connection between those who develop innovative ideas and potential customers (concept of interactive marketing);
- contributes to implementation of an integrated approach to innovative development of an enterprise

through systematic and purposeful application of marketing techniques with the account of comprehensive market research and internal potential of a company (the concept of integration marketing) [11].

Purposeful and powerful impact on innovation management, in our opinion, have a marketing technology as a management tool, as the strategy of economic entities should be focused on improving the quality of life of the population and, consequently, on the level of growth and the creation of conditions to meet its needs.

The concept of developing a set of marketing technologies is determined by the evolutionary development of the target market, the essential attributes of which being high uncertainty of forces of the external environment, strategic unpredictability, high competitive costs. The above suggests that theoretical and methodical implementation of marketing technologies are not static. The idea of building marketing technologies contains a dynamic element - the need for constant search of advantages over competitors. The earlier success on the market in the absence of systematic marketing efforts can, in some time interval, be crossed over by the activities of competitors.

However, we should mention insufficient attention paid by domestic enterprises to market research and personnel training to be able to work using new technologies (respectively 1.6 and 0.6 % of

the total cost of innovation). [6] With the account of the above, prospects for further research in this area is beyond any doubt. First of all, it is reasonable to improve methodological and instrumental basis subsequent introduction of management practices of modern innovative methods and means of competition by domestic organizations and enterprises.

Under the conditions of formation of an innovative model of development of socio-economic systems the value of innovative counseling increases [12] as one of the significant tools presented using advanced techniques to ensure updating and development of all spheres of company activity through solutions of complex, unconventional problems, which is focused on the search for and production of fundamentally new solutions (Fig. 1).

One of the most widely used forms of innovative management solutions to problems in today's realities is project management [13]. Therefore, innovative consulting in this area involves the use of specific methods and tools. As features of innovative consulting the following should be highlighted:

- company's focus on strategic prospects by using modern technologies based on an array of theoretical knowledge and practical experience;
- priority development in the intellectual sphere, use of its achievements;
- encouraging independent and creative search for effective innovation-oriented solutions.

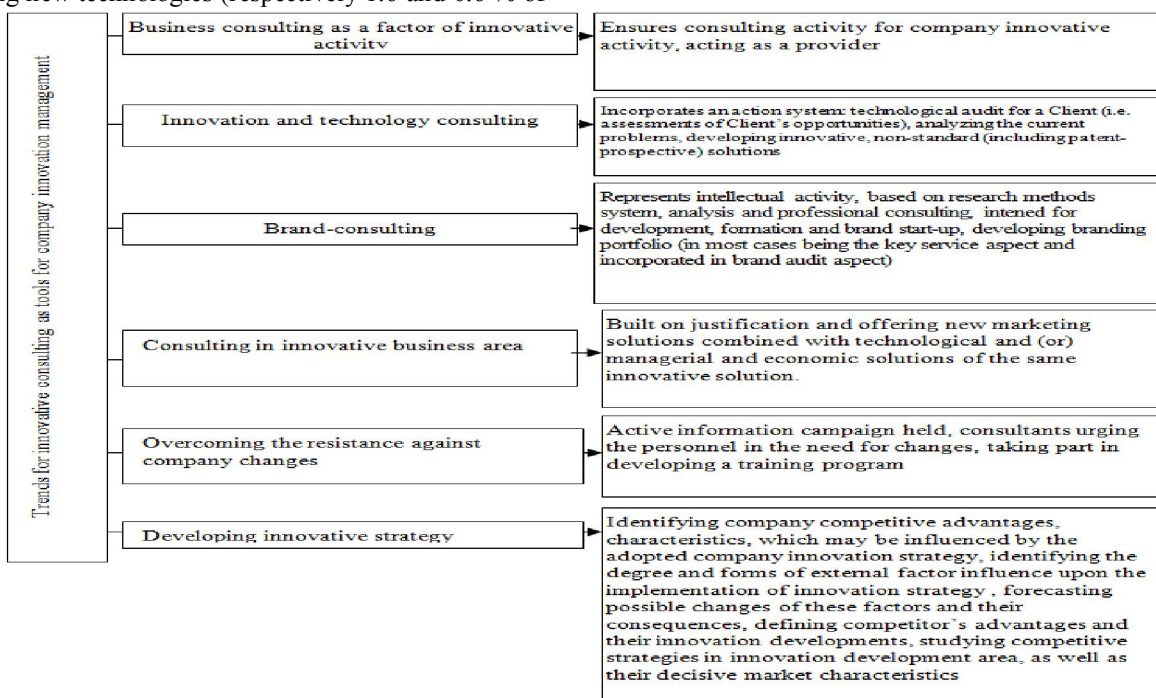


Fig. 1. Innovative management as instrument of company innovation management

One of the innovative features of innovative consulting is the specificity of the consultant's work with the customer. The basic idea, on which the work of innovative consultants is based is to assist the staff in emergence of new ideas, new understanding, awareness of a situation, a problem.

In the context of the problem under investigation, successful activities can be arranged by managers possessing innovative management style, which is determined by certain conditions such as:

- conceptual understanding of preconditions and spread of innovation in managerial activities with the account of recognized theoretical positions;
- encouraging awareness of the possibility of manager's self determination in the course of professional realization of innovative activity;
- development of management culture and the subject-object interaction in the process of managerial activities;
- updated values of creativity in the professional activity of a chief executive officer;
- providing feedback on the effectiveness of the use of innovation , new principles, approaches , attitudes and concepts; revision of traditions and dogmas which restrict creative thinking , use of examples and analogies that contribute to a new definition of options.

Solution of problems of enhancing innovative activities largely depend on the saturation of the labor market with competitive specialists, who are first of all able to promote and implement the results of scientific - research works on the target market of innovative products.

Developing requirements for an innovative type manager (innovation manager) to enable him to efficiently carry out the innovation process, involves the analysis of the mechanism and tools Institute his work (Fig. 2).

To implement a program of company innovative development, it is necessary to construct an appropriate implementation mechanism, which, in our view, should include a number of key elements , including: basic principles; exclusive competences of an innovative organization ; innovative growth - point; innovation leverages; innovative multipliers ;innovation systems.

Scientific - practical view of the problem-oriented focus and diversity study innovative management enabled us to develop a holistic concept of innovative management business entities to ensure they achieve their goals, providing a competitive advantage by identifying new opportunities in various fields of activity, and above all - in control (Fig. 3).

Conclusion. In this research we would like to attract the attention of managers, top managers to organizations of innovative methodology, the aim of

which is manifested in the formation of an innovative environment and a group of like-minded persons who are able to effectively implement innovative projects. The results show that the issue of comprehensive, integrated, synthetic approach to the various processes of innovation orientation was the challenge for employees for a long time. The innovative methodology, which allows to build a methodical system capable of perception and the generation of innovative ideas to self-transformation was the answer to identified problems. If you look at the aggregate level of innovation activity of companies in 2012 according to the summary information of the companies of mining, manufacturing, production and distribution of electricity, gas and water and also services in the format of international comparison, we will get that in Russia it was 10.3%, whereas in Germany it was 79.3%, Brazil - 75.8%, Canada, 75, 8%, Israel - 75.2%, etc.[14].

Based on the results of researching we suggest a holistic concept of innovative business management provided by the five main blocks. In order to implement the program of innovative development companies need to build a mechanism that includes a number of basic elements and innovative managers supposed to implement this mechanism. The identification and testing instruments which have an important place in the research process and have many aspects of the problem - oriented focus of innovative management competitive enterprises is an important area of research. In the current situation of Russian reality one of the most effective, proven and widely used tools for solving problems of innovation management is project management, consulting and other innovative.

We also think that marketing technology has sufficiently effective and targeted influence on its effect on innovation management. We would like to pay your attention to the innovative marketing which is one of the most important tools.

However, as the results of synthesizing information show that the proportion of companies which provide marketing innovation in the total number of companies by economic activities in general in the Russian regions, tends to decline - in 2011 the figure was 2.5%, whereas in 2012 it amounted to 2.2%. The subject of our research was Belgorod region, these costs are also reduced - from 2.7% in 2011 to 1.5% in 2012. At the same time the costs of marketing innovation by economic activities across the Russian Federation grow - in 2011 they amounted to 1661 mln., and in 2012, 2010,7 mln. [14].

Findings. Characteristics of innovative management which we have identified in our research of the study

at the enterprise level is largely caused by the specifics of regional innovation management. In general, innovative management business entities is inadequate level of maturity. It prospects require some

work. This research will change the course of the implementation of innovative management practices and offer new perspectives for investigated problems which will contribute competitiveness of businesses.

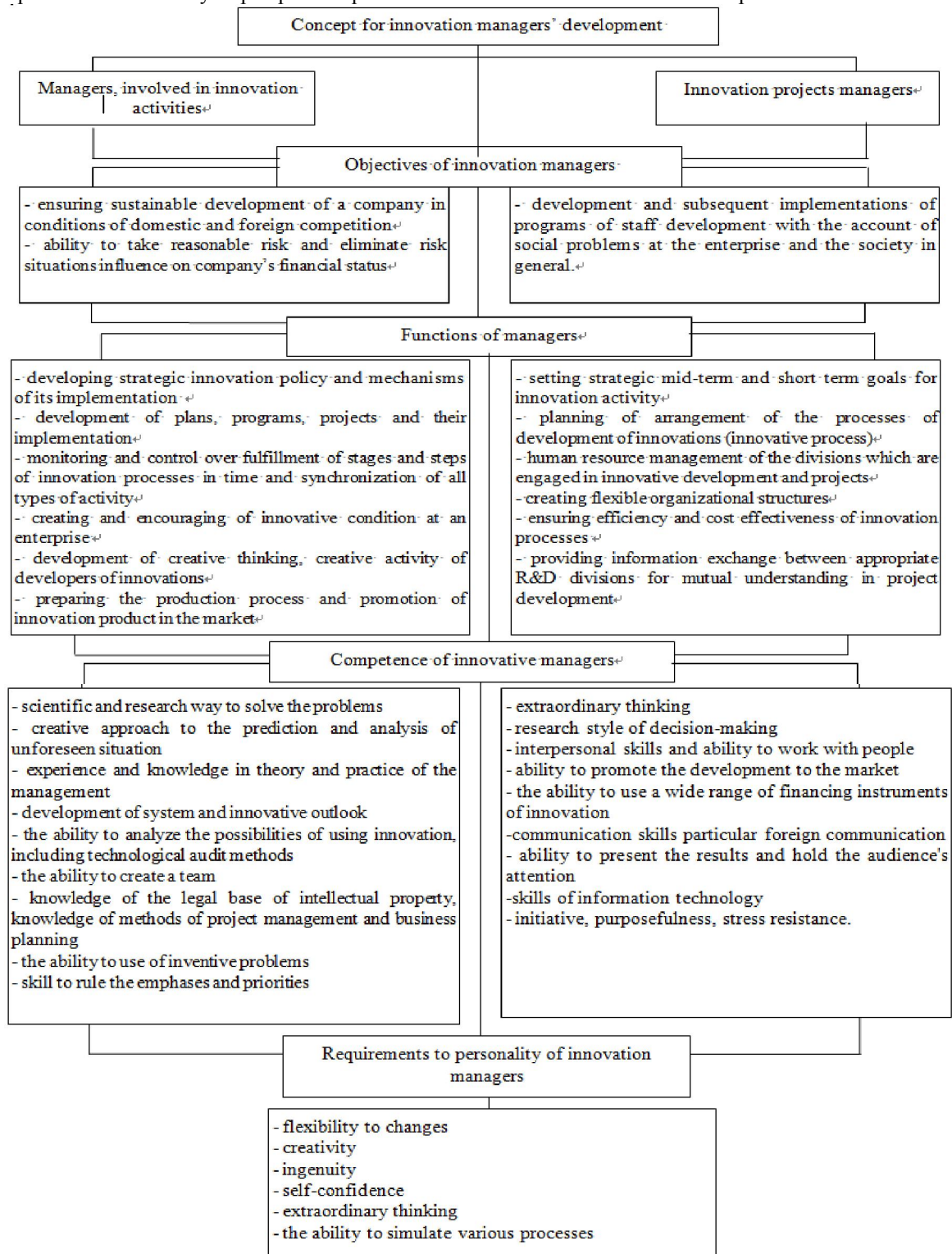


Fig. 2. Mechanism and tools of work of innovation manager

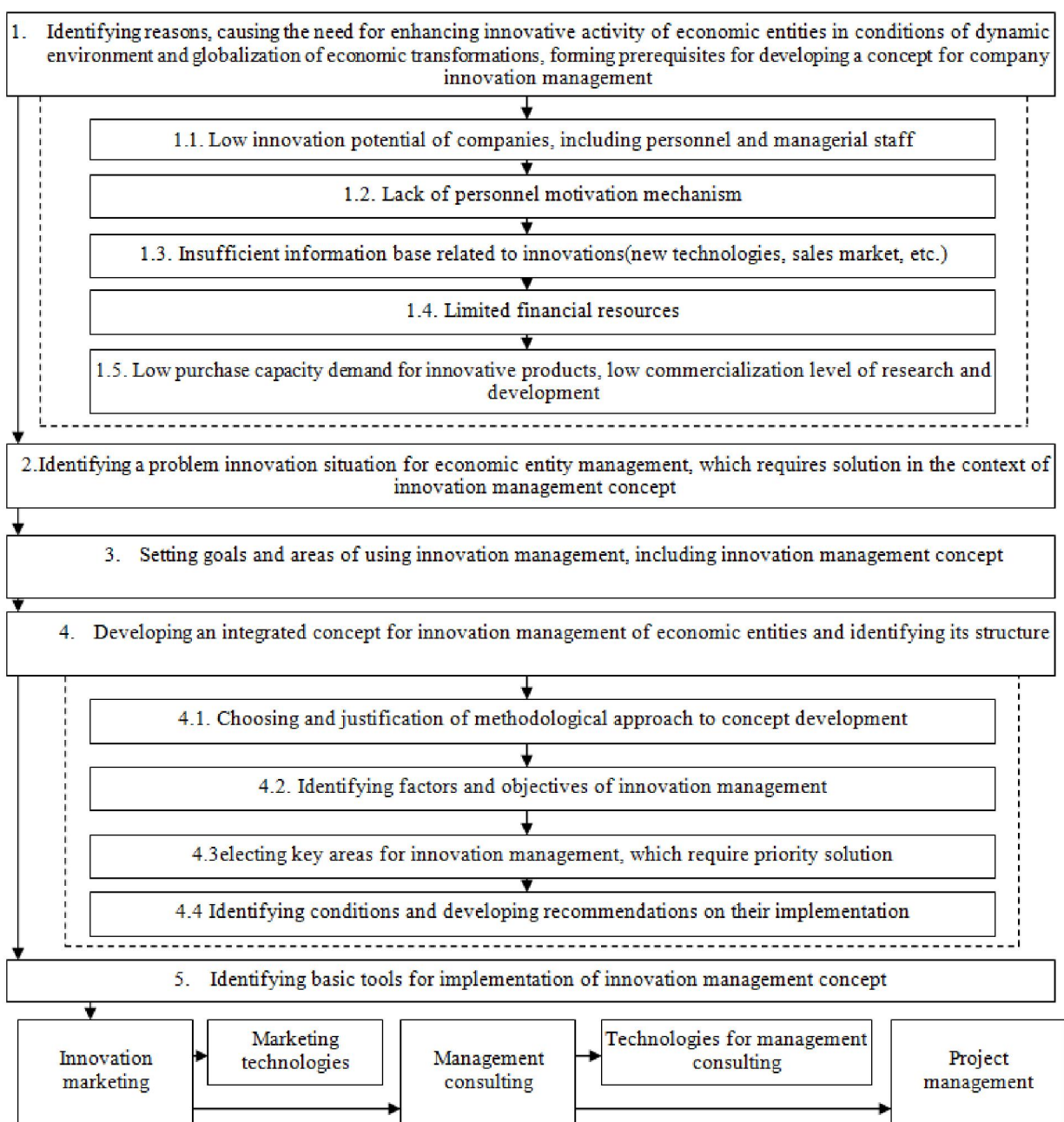


Fig.3. Structural building of integrated management concept by economic entities

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