

Development of A Mechanism For The Formation of An Innovative Strategy For Textile Enterprises

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Abstract

The article discusses approaches to the formation of an innovative strategy for the development of an textile enterprise. Choosing the right innovation strategy is an important part of organization's activities. The article presents the technology for developing the mechanism of innovation strategy. The purpose of the study is to find the most appropriate conditions for creating an optimal mechanism for developing an innovative strategy for textile enterprises.

Keywords: strategy, innovation strategy, innovative development, innovative development, innovative activity, competitiveness, management, key factors, classification of factors.

Introduction

The sustainable development of an organization, which ensures high performance indicators of its activities, is primarily associated with the use of a well-designed mechanism for the formation and implementation of an innovative strategy, by which we mean a consistent set of interactions between a production organization and external and internal consumers, through which the main goal of the organization's activity is ensured in the field of innovative development [1,2,3,4].

Based on the conducted research and systematization of the experience of developing textile enterprises, as well as on the basis of the studied methods, systems and models for managing the innovative development of organizations, it was found that the mechanism for the formation and implementation of an organization's innovative strategy can be represented as an algorithmic structure consisting of a certain number of elements reflecting the functional features, goals and objectives of the system. The proposed author's model of the mechanism for the formation and implementation of an organization's innovative strategy is formed on the decomposition of goals and objectives at various stages and activities necessary to achieve the goals [5,6,7,8].

Literature Review

At present, a significant analysis of the innovative strategy of an enterprise has been carried out by various foreign and domestic authors: an analysis of the formation of an innovative strategy, its goals and directions, and in particular the factors that have the greatest influence in the process of its development [9,10,11,12,13].

In the works of these scientists, aspects of the effective innovative development of an enterprise are considered. At the same time, insufficient attention has been paid to the issues of determining the methods of rational organization of enterprise management.



The purpose of this article is to analyze the effectiveness of the implementation of an innovative enterprise development strategy [14,15,16,17].

Research Methodology

When conducting scientific research, methods such as induction and deduction, analysis and synthesis, structural analysis, statistical analysis, abstract logical thinking were used. Literature and articles by foreign and domestic economists are analyzed as the methodological basis of the article.

Analysis and Discussion of Results

The general sequence of activities carried out in the process of developing and implementing an organization's innovative strategy can be represented by five stages:

- I - preparatory stage - awareness of the need for changes, specification of parameters;
- II-stage strategy formation;
- III - the stage of developing an innovative development strategy;
- IV - stage of implementation of the strategy of innovative development;
- V- stage of assessing the effectiveness of changes and coordination of actions.

Modern theory and practice of economic analysis offers a large number of methods and tools for evaluating the effectiveness of innovative strategies [18,19]. The most common is the balanced scorecard, which allows you to analyze the compliance with the goals and objectives of the organization's development.

The innovation strategy of an organization is a functional strategy and serves as a means to achieve its organizational goals:

- Achieving a larger market share by strengthening the competitive position;
- reducing the risks of environmental impact;
- entering a new market niche with an innovative product;
- creation of a market niche;
- Growth of volumes of production of an intangible product.

The need to develop an innovative strategy for an organization arises when and where a complex of changes in the external environment is formed, associated with:

- the emergence of basic innovations on the market;
- fundamental changes in technology and technology in accordance with the commercialization of basic innovations;
- the emergence of new competitors on the market with high innovative activity;
- global changes in the external economic situation.

Basic innovation strategies, depending on the characteristics of the external and internal environment of the company, can be considered in various directions.

The formation of an organization's innovative strategy largely depends on the economic entity's awareness of changes in the external and internal environment, causing a change in the current vector of its development [20,21].



The rational functioning of the innovation development management system is possible only if all elements of the innovation development strategy and its management model are mutually consistent.

The innovative activity of organizations in an unstable, dynamically changing external environment is an important driver for the development of any organization. That is why many organizations choose an innovative development path to strengthen their competitive position and improve their performance. In modern economic conditions, special attention in the formation of the competitiveness of organizations should be given to forecasting the impact of innovations on various processes of its activities. A more stable competitive position in the market will allow you to achieve greater results with the least expenditure of resources [22,23,24].

To select the optimal innovation strategy, the author proposes a methodology for selecting alternative innovative enterprise strategies based on expert assessments, which consists of a number of stages:

Stage 1. Formation of a matrix of organizational environmental factors that determine the effectiveness of innovative development strategies

Stage 2. To assess the factors, a group of qualified experts is selected that meets certain qualification characteristics.

A questionnaire is being developed for the survey of the expert group.

Stage 3. A method for evaluating expert opinions is selected. As the most suitable method, it is proposed to use the Saaty hierarchy analysis method using the AHP relationship scale. The result of the analysis is the construction of a matrix of pairwise comparisons, on the basis of which the weight coefficients of the factors will be determined.

To develop an organization's innovation strategy, it is advisable to assess its current innovation activity, which includes a set of data on the organization's innovation potential, innovation climate, and data characterizing innovation activity.

Innovative potential is an indicator that characterizes the state of internal readiness of organizations to develop and implement various kinds of innovations in their activities (flexibility of the management system, organization of business processes, the formation of an innovative culture of personnel, the availability of a budget for development in the field of development and implementation of innovations, etc.). Thus, the innovative potential reflects the internal environment of the organization [25,26,27].

The innovation climate, in turn, is determined by a set of environmental factors, that is, a set of socio-economic conditions that stimulate or hinder the innovative activity of organizations. Thus, this group includes the level of economic development of the region, the regulatory framework, the educational and scientific potential of the territory, cluster industry policy, co-financing programs for innovations from the state and the region, etc.

Within a certain market, some companies take an active innovative position, developing and implementing innovations in their own activities, or commercializing them, while the other part remains relatively passive. Thus, as part of the study of the current activities of organizations in the non-material sphere, it is also necessary to assess the level of their innovative activity.



The innovative activity of organizations ultimately contributes to the achievement of the goals of sustainable economic development and competitiveness in the long term.

The study of the current state of innovation activity in general and innovation activity in particular forms the information base for making competent management decisions in the field of strategic management of innovative development of organizations.

Theoretical and methodological issues of evaluation of innovation activity are covered in the works of many domestic and foreign scientists. However, despite numerous studies of this issue, there is no single view on the assessment of current innovation activity [27,28].

The author proposes a technique based on a rating assessment, which makes it possible to determine, through a comparative analysis, the place of an organization in assessing its innovative potential in a competitive market.

The stages of assessing the innovative activity of enterprises include:

1. Formation of evaluation criteria.
2. Collection and analysis of data on the current state of innovation activity, involving the study of statistical information presented in statistical databases and reports of sectoral ministries and departments.
3. Collection and analysis of data on the quantity and quality of innovations in the analyzed organization.
 - 3.1. Development of assessment tools.
 - 3.2. Selection of an expert group. To conduct an expert survey, it is necessary to select a group of experts who meet the characteristics and level of competence in the area under study. The number and composition of the expert group will depend on the number of events being assessed, the degree of agreement of opinions.
 - 3.3. Expert assessment of the parameters on a 5-point scale, which is the most understandable and simple and narrows the possibility of distorting the result. The following gradation of value judgments is assumed: from 1 point - the parameter is completely absent and up to 5 points - a high degree of parameter expression.
 - 3.4. Ranking of grades.
4. Comparative analysis of the results of evaluation of various organizations.

The main comparison of innovation activity is made with the industry market leader. A competitor with the strongest position and proactive in relation to innovative development is considered as a leader [28,29,30].

Parameters for assigning organizations to specific groups:

- Group 1 assumes the deviation of the innovation index of the assessed organization by no more than 20% from the leader. Organizations included in this group are systematically engaged in innovative activities, have a strategic development plan and a budget for the development and implementation of innovations;
- Group 2 assumes deviation of the innovation index from the leader in the range from 20 to 40%. Organizations of this group mainly use the strategies of following the leader, imitation, differentiation, periodically introducing innovations that are new to the company, but not new to the market;
- Group 3 assumes deviation of the innovation index from the leader in the range from 40 to 60%. Organizations included in this group are passive and do not have in their arsenal of



- planned activities in the framework of innovation. Decisions on the introduction of innovations are made spontaneously and not always justified. The risk of innovative activity is increased, since the adoption of managerial decisions is not always justified;
- Group 4 assumes the deviation of the innovation index from the leader by more than 60%. Organizations included in this group are inert in the field of innovation and, like the 3rd group, are characterized by randomness and spontaneity.

Conclusions and Offers

It is assumed that there is a direct relationship between the innovation activity index and the ability of organizations to achieve a competitive advantage in the market. The more active an organization is in its innovative development, the more justified its strategic decisions and actions, the more opportunities it has to strengthen its competitive position in the industry market.

Organizations that choose innovative development options get the opportunity to increase the efficiency of the organization as a whole, the rapid pace of development of the organization, and achieve a competitive stable position in the market. Different types of innovations have different effects, both social and economic, which affect the achievement of the goals and objectives of the organization in the short and long term. The choice of the most appropriate method for assessing the effectiveness of innovation activity depends on many factors. Therefore, for greater objectivity, it is recommended to use several different methods.

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