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FUNCTIONAL SUPPORT OF THE ORGANIZATIONAL AND ECONOMIC MECHANISM MANAGEMENT OF INNOVATION AND INTEGRATION POTENTIAL ENTERPRISES

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Introduction. The results of the analysis of social development over the period of human history show that it is based on various innovations that periodically radically changed the foundations of civilization. In a market economy, we should not abandon the methods of scientific planning, systems analysis, forecasting, optimization and programming, but on the contrary, dramatically improve the quality and efficiency of their application at all levels of government and all problems that need urgent solution.

The hypothesis of scientific research is to model the innovation process in enterprises as a necessary condition for the functional support of the organizational and economic mechanism of management of integrative and innovative development of existing potential.

The purpose of the study is to substantiate at the theoretical level the elements of the functional support of the organizational and economic mechanism for managing the integration and innovation potential of enterprises.

The methodology of scientific research is general and special research methods: abstract-logical method – to substantiate and specify the main provisions of integrative-innovative development of enterprise potential; in the analysis of social phenomena and clarification of the economic essence of the categorical series, dialectical-logical – to determine the presence of a synergistic effect of forms of network organization of production by determining the functional support of organizational and economic mechanism of integrative and innovative development of enterprises.

Conclusions. It is determined that the substantiation of functional bases of organizational and economic mechanism of management of integration and innovative development of potential is based on transition to new business model which essence consists in transfer of accents in activity of the enterprise on growth of added value, increase of competitiveness provided not only by production of knowledge-intensive products. and the development of the knowledge economy, new organizational structures, types of services.

Keywords: innovations; integration potential; commercialization of innovations; organizational and economic mechanism; capacity management.

NUMBER OF REFERENCES	NUMBER OF FIGURES	NUMBER OF TABLES
10	0	0

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ФУНКЦІОНАЛЬНА ПІДТРИМКА УПРАВЛІННЯ ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНИМ МЕХАНІЗМОМ ІННОВАЦІЙНО-ІНТЕГРАЦІЙНИМ ПОТЕНЦІАЛОМ ПІДПРИЄМСТВ

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Вступ. Результати аналізу суспільного розвитку за період історії людства свідчать, що він базується на різного роду нововведеннях, які періодично докорінно змінювали основи цивілізації. В умовах ринкової економіки не слід відмовлятися від методів наукового планування, системного аналізу, прогнозування, оптимізації та програмування, а навпаки, різко підвищувати якість і ефективність їх застосування на всіх рівнях управління і з усіх проблем, що потребують нагального вирішення.

Гіпотеза наукового дослідження полягає у моделюванні інноваційного процесу на підприємствах, як необхідної умови функціонального забезпечення організаційно-економічного механізму управління інтегративно-інноваційним розвитком наявного потенціалу.

Метою дослідження є обґрунтування на теоретичному рівні елементів функціонального забезпечення організаційно-економічного механізму управління інтеграційно-інноваційого потенціалу підприємств.

Методологією наукового дослідження є загальнонаукові та спеціальні методи дослідження: абстрактно-логічний метод – для обґрунтування і конкретизації основних положень інтегративно-інноваційного розвитку потенціалу підприємств; при аналізі суспільних явищ та уточненні економічної сутності категоріального ряду, діалектико-логічний – для визначення наявності синергетичного ефекту від форм мережевої організації виробництва шляхом визначення функціонального забезпечення організаційно-економічного механізму інтегративно-інноваційного розвитку потенціалу підприємств.

Висновки. Визначено, що обґрунтування функціональних засад організаційно-економічного механізму управління інтеграційно-інноваційним розвитком потенціалу базується на переході до нової підприємницької моделі, суть якої полягає в переносі акцентів у діяльності підприємства на ріст доданої вартості, підвищення конкурентоспроможності, що забезпечується не тільки виробництвом наукомісткої продукції, але й розвитком економіки знань, нових організаційних структур, видів послуг.

Ключові слова: інновації; інтеграційний потенціал; комерціалізація інновацій; організаційно-економічний механізм; управління потенціалом.

Statement of the problem. Organizational and economic mechanism (OEM) management of innovation and integration potential of enterprises should work in harmony, as a holistic system that ensures the continuity of the innovation process – from obtaining research results and developing an innovative product to its commercial use.

Analysis of recent research. World scientists who in their research focus on the problems of theory and practice of management of integrative and innovative potential in production are: R. Burgelman, P. Drucker, S.J. Klein, T. Kuhn, F. Kodam, R. Roswell, B. Santo, K. Freeman, J. Schumpeter and others. A large number of works not only by foreign but also domestic scientists O. Amosha, N. Verkhohlyadova, L. Vorotina, A. Galchynsky, V. Geets, V. Gerasymchuk, L. Hanushchak-Yefimenko are devoted to the formation of innovation policy and innovation processes. M. Yermoshenko, S. Yerokhin, S. Illiashenko, O. Kuzmin, O. Manoilenko, B. Paton, V. Solovyov, P. Khariv, D. Chervanev, O. Chubukova, M. Chumachenko, N. Chukhrai, V. Shevchuk, A. Shegdy, V. Shcherbak, A. Yakovleva and others) insufficient attention is paid to the issues of determining the expediency of introducing innovations in entrepreneurial activity.

The purpose of the study is to substantiate at the theoretical level the elements of the functional support of the organizational and economic mechanism for managing the integration and innovation potential of enterprises.

Presentation of the main material Organizational and economic mechanism of management of innovation and integration potential of enterprises (IIP) can be defined as a set of organizational forms, economic methods and levers of external and internal influence on IIP, which are aimed at its fullest implementation and development in order to increase the efficiency of financial and economic activities. The whole OEM management of the IIP can be divided into two components: intra-corporate and external mechanism. The state is the subject of application of the external mechanism of management of IIP, and it consists of all regulatory levers by means of which the state creates the corresponding economic and organizational conditions for increase of innovative activity of the enterprises. This part of the OEM does not depend on internal efforts and should be perceived by him as a condition of the external environment, which affects the financial and economic activities of enterprises. Intra-corporate OEM is created by the enterprise itself, its effectiveness depends on the forms, methods and tools used by each company. The main elements that make up the intra-corporate organizational and economic mechanism.

The OEM of the IIP management usually cannot be separated from the general internal corporate organizational and economic mechanism, it is organically built into it and is an integral part of it.

We believe that the creation of an OEM that can provide effective management of IIP is an individual process of an individual enterprise, it is based on specifics. In this case, managers can use forms, methods, economic levers, already known in economic science and practice, to learn from other companies, or to introduce organizational and economic innovations.

In our opinion, the main conditions necessary for innovation should include the following:

- availability of corporate development strategy;
- economic interest in innovation;
- readiness and ability of management to perceive innovations;
- flexibility of the organizational structure of corporate governance.

OEM management of IIP should be aimed primarily at:

1) implementation of a single innovation policy: coordination of activities in this area in production units;

2) study of projects to create new products;

3) development of plans and programs of innovation activity;

4) control over the development of new products and their implementation;

5) providing innovative activities by qualified personnel;

6) providing finances and material resources for innovation programs. The improvement of OEM is to improve the traditional, as well as the use of new specific organizational forms, economic methods and incentives aimed at ensuring a clear functioning of the system "R&D – production – sales – post-sales service". Given that foreign corporations have accumulated extensive experience in the rational organization of innovation, stimulating research and development, obtaining new technologies and products, strengthening their competitive position, we consider it appropriate to study and use foreign experience in practice, usually taking into account domestic economic conditions.

In particular, the practice of leading companies in developed countries shows that their success is associated with the development of a holistic system of innovation management. These companies have created an innovative structure and management culture in which the directions of technological development are integrated into general strategic plans, growth policy is directly linked to the constant development of promising products and penetration into new areas of business. They are characterized by decentralization of creative management and extensive use of the principles of small business, based on the use of so-called "venture capital" – free funds of the company and its branches. Improving innovation management for most companies is an important means of supporting their activity in the developed industries and expansion in new areas. The integrated use of new management principles is of great importance for increasing the efficiency of innovations. The main ones are the following:

- creating an atmosphere that stimulates the search and development of innovations;
- the focus of all innovation activities on consumer needs;
- definition of priority directions of innovative work proceeding from the purposes and tasks of firm;
- reducing the number of levels in management in order to accelerate the process of "research – production – sales";
- maximum reduction of terms of development and implementation of innovations, organization of work not on the "relay" principle, but on the basis of simultaneous parallel solution of innovative tasks. In the direction of implementation of these principles in companies is the search for effective organizational forms of innovation management, which are part of the organizational and managerial link of the OEM. The generalization of data on the activities of foreign companies showed that the search goes in two directions. The first is related to the separation of departments that deal with innovation and long-term development problems of the firm. The second direction reflects the need to create a mechanism for integration and coordination of units, cross-functional interaction in the development and implementation of innovations. Most often, corporations use both approaches with priority use of one of them.

Note that in large corporations there is a tendency to organizational separation of units dealing with issues of long-term development (this includes R&D services, strategic planning, socio-political and economic forecasting, human resources development, organizational design, etc.) from the units responsible for current production and economic and management activities.

Summarizing the reasons for the growing interest of companies in new forms of cooperation, we can say that they take into account the complexity and cost of research, reducing the life cycle of science-intensive goods, the need for integrated use of various technologies to solve global business problems. Under such conditions, the cooperation of specialized companies in one or more industries is very effective in order to share costs and reduce the risk of successful competition with competitors in foreign markets. On this basis, for example, scientific and technical alliances are created, which can be defined as stable associations of firms of different sizes with each other and / or with universities, public laboratories on the basis of an agreement on joint R&D funding, product development or improvement. Sometimes scientific and technical alliances are divided into research (created to implement a specific research project) and research and production (for the development and production of new products). If partners from different countries take part in such cooperation, scientific and technical alliances become international. By creating new technologies beyond rigid national borders, international science

and technology alliances reduce the impact of individual factors, such as limited resources or tight government regulation. We emphasize that one of the main tasks of OEM is to create a favorable climate for innovation in the company and increase the company's ability to innovate. To do this, companies use various forms of material and moral incentives. Much attention is paid to encouraging and supporting the desire of employees for continuous training and retraining, encouraging the combination of professions and experimentation in different departments of the company by providing additional material and financial resources, awarding inventors and innovators, creating conditions for "teamwork", exchange of information between them. In developing directions for improving the OEM, in our opinion, it is necessary to proceed from what the main functions of this mechanism should perform and analysis of how fully these functions are performed in a particular enterprise. The most important feature of innovations is, in our view, their rather long life cycle, which can be roughly represented as the successive implementation of three phases: research, production and distribution (commercialization). Hence the need to develop a mechanism to ensure the passage of these phases by combining certain organizational and managerial forms with economic methods and levers. The specific decision to build such a mechanism depends on the scheme of organization of innovation, which chooses the company:

1. in the phase of using research:

1.1. uses the results of R&D performed by own forces, and in parallel acquires documentation and the necessary rights for the manufacture of new products (services) from third-party organizations that carry out R&D;

1.2. uses the results of R&D performed by own forces;

1.3. will acquire documentation and necessary rights from third-party developers of innovations.

2. in the commercialization phase:

2.1. sells innovative products and services, as well as R&D results (documents and rights to use);

2.2. sells innovative products (services).

The second specific feature of innovation is high risk, which is measured by the financial costs that increase the company as it moves from the research phase of the innovation life cycle to the dissemination phase. Accordingly, it requires the use of special mechanisms to reduce, neutralize, distribute financial risk. It is the need to neutralize and share the financial risks that accompany innovation, has led to the emergence of venture financing mechanisms in the West and the constant practical improvement of their application by Western companies. In particular, quasi-risk forms of their organization in corporations have become an effective method of accelerating innovation processes in the United States, the main ones being internal ventures and “relatives” programs.

Internal ventures are formed using the principles of organization of small firms (companies) in terms of corporate structures. Large corporations create special units to find and finance the most significant in terms of commercial innovations of a production nature.

If the company does not carry out R&D on its own, it can use the services of small venture firms that specialize exclusively in R&D. This kind of division of labor between large corporations and small innovative firms formed the basis for the emergence and active development of specialized venture capital companies, which invented specific mechanisms for promoting innovations and financing innovative projects of small ventures. Venture capital companies practice the use of a risk-sharing mechanism that reduces the entrepreneurial risk of investors and increases the ability of small innovative firms to obtain financing. The essence of the risk-sharing mechanism is that the venture capital company invests in the projects of not one but several small firms, carefully approaching the selection of business plans for innovative projects. The next specific feature of innovation, without which it is impossible to effectively use IIP, is the dominant role of intellectual capital, the main carrier of which is the human resources component of IIP. This requires the formation of a special corporate subculture – innovation culture. Innovative culture is characterized by a high educational level of staff, continuous learning process, creative atmosphere, desire for continuous improvement and experimentation, willingness to take risks, interest in innovation, dynamism in terms of creating opportunities to work creatively and encourage employees to innovate.

Conclusions and prospects for development Based on the above specific features of innovation, we formulate the necessary functional support of the OEM management of IIP:

1) ensuring compliance of the innovation strategy with the general strategy of the corporation's development;
2) long-term and current planning of innovation activities;
3) ensuring the reproduction and development of IIP;
4) the use of organizational forms of innovation, which provide effective management of IIP;
5) reducing the risks of innovation;
6) optimization of volumes and structure of expenses for innovative activity;
7) financial support of innovation activity;
8) creating a system of motivation for creative work of staff;
9) increasing the economic efficiency of IIP management;
10) constant monitoring of IIP management.

Execution of these functions should provide organizational forms, management decisions, economic methods and levers which are united in

system and make OEM of management of IIP built in the general organizational and economic mechanism of activity of corporation.

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