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MECHANISMS AND PROCEDURES OF ENTERPRISES' INNOVATIVE DEVELOPMENT IMPLEMENTATION IN THE CONDITIONS OF INCLUSIVE ECONOMIC GROWTH

This article studies the mechanisms and procedures of enterprises' innovative development implementation in the conditions of inclusive economic growth and analyses its domestic and European experience. Each mechanism of enterprises' innovative development implementation is analyzed in detail in the context of increasing enterprises' efficiency, economic growth, improving product quality, efficient resource use, and prevention of the industrialization's environmental consequences. It is proved that it is inclusive economic growth that contributes to the dynamic self-development of enterprises and ensures competitiveness at all hierarchical levels. The introduction of an effective procedure for implementing the innovative development of enterprises in the context of inclusive economic growth is justified.

Keywords: mechanisms, enterprise, procedures, innovations, innovative development, inclusive economic growth.

Introduction. In the newest conditions of Ukraine's integration to the European community, urgent priority belongs to the increase of the national economy's competitiveness through the large-scale application of the newest technologies and innovations, as a basic means of intensive economic recreation. As far as on this stage overcoming of economic, social, institutional and political crisis is a strategic task, the activation of innovative practices on state and regional levels, in the context of design and technological modernizations and stimulations of innovative entrepreneurship, stipulates the necessity of forming an effective system of its investment support, coordination of interests of state, region, financial institutions and economic subjects concerning the procedure and mechanisms of enterprises' innovative development implementation.

In order to provide progressive sustainable development of Ukraine's regions, it's highly important to develop the system of theoretical principles and effective practical measures for activation of the mechanisms of enterprises' innovative development implementation in the conditions of inclusive economic growth and to form regional innovative systems by creation of effective investment mechanism of innovative policy implementation, directed on overcoming of existent crisis limitations.

Analysis of recent research and publications. The problems of enterprises innovative development implementation in the conditions of economic growth were covered by many academic papers of both foreign and domestic scientists such as: Yu. Atamanova, Yu. Bazhal, S. Voit, M. Denysenko, D. Jobber, P. Drucker, B. Reisberg, Z. Rumiantseva, B. Santo, D. Sakhal, O. Skibitskyi, P. Skupskyi, A. Sumets, B. Tviss, D. Tidd, L. Tranchenko, P. Fatkhudinov, F. Haberland, G. Khamel, M. Khuchek, D. Chervanov, V. Shmatko, J. Schumpeter, Yu. Yakovets, and others.

Research of theoretical and methodological aspects of mechanisms and procedures of the enterprises' innovative development implementation were studied by scientific publications of: S. Briu, O. Vasylyk, H. Vozniuk, M. Jonk, R. Dornbusch, A. Zahorodniy, I. Irtyshcheva, I. Prodius, B. Karlof, O. Kovtun, J. Colbert, I. Komarov, K. McConnell, T. Men, L. Neikov, A. Peresada, P. Rohozhyn, M. Stehnei, E. Fisher, D. Chervanov, V. Shevchuk, R. Schmalensee, and others.

Theoretical framework of the study consists of scientific publications concerning the problem of enterprises innovative development in the conditions of inclusive economic growth by V. Bolhov, Yu. Bondarenko, Yu. Dorofeieva, O. Dotsenko, O. Zhykhor, V. Iziumska, O. Komelina, V. Lahodiienko, M. Lesechko, O. Luchakova, L. Pryima, O. Prosovykh, O. Savluk, N. Skorobohatova, T. Umanets, Ye. Khanov, A. Chemerys, O. Chemerys, and others.

Scientific works mentioned above serve as a basis and form the scientific background of mechanisms and procedures of the enterprises' innovative development implementation in the conditions of inclusive economic growth. However, the number of problems in development and introduction of an effective

mechanism of enterprises' innovative development implementation in the conditions of inclusive economic growth at the regional level remains incompletely solved, that is why there is a necessity of the detailed research of the proposed problem. The importance of these issues impacted the topic choice and identification of research purpose and tasks.

The purpose of the article is to hold a theoretical analysis and empirical investigation of the mechanisms and procedures of enterprises' innovative development implementation in the conditions of inclusive economic growth.

To reach the purpose of the study, it is necessary to resolve the next tasks:

- to reveal the features of enterprises' innovative development implementation;
- to analyze the content of enterprises' innovative development implementation in the conditions of inclusive economic growth;
- to distinguish the mechanisms of enterprises' innovative development implementation in the conditions of inclusive economic growth;
- to investigate the procedures of enterprises' innovative development implementation in the conditions of inclusive economic growth.

Research results and discussion. Problems of enterprises' innovative development implementation in the conditions of inclusive economic growth considering modern methods, mechanisms and procedures of its development in the conditions of competitive activity strengthening on markets become more topical. Efficiency and effectiveness of every enterprise in the conditions of inclusive economic growth ultimately depends on the understanding of the essence of innovative policy formation mechanism and its implementation.

A modern enterprise perspective development in the conditions of inclusive economic growth needs the elaboration and introduction of the proper innovative policy. This policy should be based on strategic goals and solved tactical tasks for further enterprise development. In the case of enterprises' innovative policy elaboration, it is necessary to examine mechanisms and procedures of innovative development implementation in the conditions of innovative economic growth not as a separate structural unit, but as a complex issue concerning enterprise's each structural unit. Thus, it is possible to successfully introduce and implement innovative measures if there is a mechanism of enterprises innovative policy in the conditions of inclusive economic growth formation carefully thought out in advance¹.

Enterprises' innovative development are identified continuous changes, based on introduction and implementation of innovations, which determine the improvement of quantitative and high-quality descriptions of an enterprise activity, provide strengthening of its market positions and create terms for its progressive development.

An enterprise innovative policy in the conditions of inclusive economic growth foresees determination of the purpose of innovative strategy and realization mechanisms in the foreground of the enterprise innovative programs and projects by owners and management of the enterprise. Assessment, acceptance, and realization of decisions regarding the development and introduction of industrial practice innovations, such as new technologies, mechanisms, forms, and methods of management, constitute the basis of an enterprise innovative policy. Enterprises' innovative development in the conditions of inclusive economic growth is in providing effective implementation of functions, i.e. increase in the labor productivity, correct application of the material, and fuel- and energy resources, effective usage of main production funds².

Inclusive economic growth is the conception that provides fair possibilities and equality of rights for economic participants, that is accompanied by benefits, brought to every economic sector and different society layers. This approach extends the traditional patterns of economic growth and includes concentrating of attention on the equality of health, human capital, state of environment, social protection and food safety, as factors of world security in a broad sense³.

¹ Чайка, І. В. (2013). Проблеми та шляхи покращення фінансування інноваційних програм і проєктів в Україні. *Сталий розвиток економіки*, 1 (18), 234-237.

² Безус, А.М. (2018). Роль інноваційного розвитку у стійкості підприємства. *Науково-фаховий журнал Інвестиції: практика та досвід*, 8, 22-25.

³ Зянько, В. В. (2008). *Інноваційне підприємництво: сутність, механізм і форми розвитку. Монографія*. Вінниця: УНІВЕРСУМ-Вінниця.

The inclusive growth determination foresees direct connections between macroeconomic and microeconomic determinants of the economy and economic growth. The inclusive approach has a long-term perspective, as main attention is paid to productive employment as means of the social stratification in the profits level and increasing living standards of the disadvantaged population, and, ultimately, preserved ecology and healthy society will justify effort on the inclusive introduction. So, we can generalize, that it is not necessary to invest considerable money in little profit economic branches or little profit enterprises: development can take place due to general progress or microclimate improvement.

For the creation of innovative projects' implementation mechanism at an enterprise, it is necessary to take into account the factors of the world economy innovative development, factors of the state development and the most important are an enterprise's productive factors. To the important productive factors belong: the equipment modernization level, the staff's preparation level, the possibility of new products type mastering, its realization, etc.¹

Implementation of the enterprises' innovative development mechanisms in the conditions of inclusive economic growth foresees the complex introduction of science and technology achievements, i.e. innovations, into production and administrative activity. It must be based on the next conceptual positions:

- resource providing: sufficient presence of the financial, labor, economic, applied, and infrastructural feasibilities of an enterprise for the introduction of innovations and realization of system transformations;

- efficiency: dynamic reduction of the non-profit expenditures, profit increase from products made according to new technologies, expansion of production and strengthening of the enterprise's competitive positions at the market;

- balance: the presence of a balanced system of quantitative and high-quality assessment of enterprise's financial and operational activities, assessment of innovations introduction efficiency and system transformations;

- manageability: conformity of the actual innovative process state to the project one, planned, after realization of processes of management changes;

- coherence: synchronization in time, terms and resources of the implementation of innovative processes and technologies with necessary organizational transformations².

The principles of mechanisms and procedures of enterprises' innovative development implementation in the conditions of inclusive economic growth are presented in Fig. 1.

There are two possible directions of the formation and implementation of an enterprise innovative policy mechanism: innovative and active.

The innovative direction is based on the modernization of production and an enterprise operating activity through technologies, which have been created on the base of already existing innovations. The base of this direction is borrowed innovations, that do not give substantial advantages in the competitive environment but require considerably fewer charges on the way of an enterprise innovative development. The active direction is based on organization and providing the proper creative environment for its own scientific-research and design works in the enterprise, thus forming its own innovative policy and selecting directions of development that give considerable advantage in the competitive conditions. At the same time, when choosing this development direction, it is necessary for an enterprise to take into account that this way needs considerable financial investments³.

For the formation and selection of directions of an enterprise's innovative development mechanism it is necessary to take into account a complex of factors, which determine the possibility of their realization, and, in our opinion, may be divided into two groups (Table 1).

¹ Безус, А.М. (2018). Стратегія підвищення інноваційної діяльності підприємства. *Ефективна економіка*. <<https://economy.nayka.com.ua>> (2019, листопад, 15).

² Філіппова, С.В. (2018). Інноваційні стратегії та інноваційні технології. *Економічний журнал Одеського політехнічного університету*, 1 (3), 49-61 <<http://economics.opu.ua/ejopu/2018/No1/49.pdf>> (2019, November, 15).

³ Громова, А. Е. (2015). Інноваційна діяльність як складова успішного розвитку промислових підприємств. *Науковий вісник Херсонського державного університету. Серія Економічні науки*, 15 (2), 76-79.

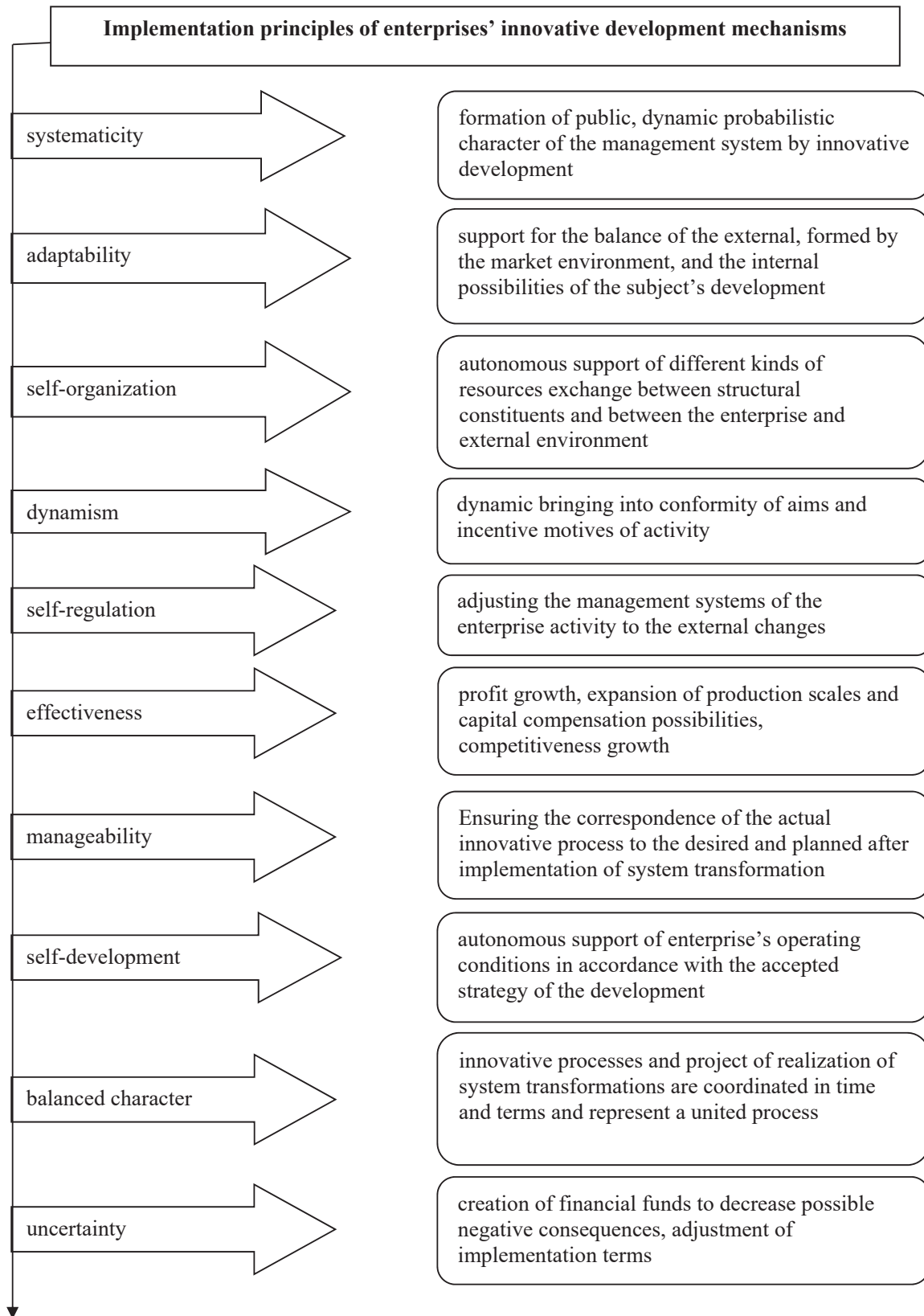


Fig. 1. The principles of mechanisms and procedures for the implementation of innovative enterprises' development in the conditions of inclusive economic growth

Table 1

**Factors that influence innovative development of enterprise's commercial mechanism
in the conditions of innovative economic growth**

Ser. No.	Factors type	Impact factors	Development factors	Development-inhibiting factors
Impact factors of external environment				
1	Factors that characterize the level of competitiveness	conjuncture, competitors development dynamics, conjuncture of overseas market development	competitiveness development, demand on innovative goods, consumer solvency increase	high economic risk, lack of information
2	financial and economic factors	bank crediting, inflation level, taxation system	developed system of preferential taxation	insufficient number of funding sources, sub-optimal taxation level
3	scientific and technological progress factors	favorable innovative climate, acceleration of research transfers	high level of scientific and technical development, international cooperation	absence of reliable informative base of innovative developments, long-term recoupment
Impact factors of internal environment				
1	Enterprise functioning factors	production, marketing, logistic activity of resource-saving technologies	availability of different resources stocks for innovative development	lack of personal resources, high economic risk
2	Strategic development factors	perspective planning of technical development and production base	flexible control system, international scientific and technological co-operation, creation of target groups	orientation to established markets, short-term recoupment, lack of information about markets
3	Enterprise social state factors	moral and psychological climate, motivation system	developed system of financial rewards for introduction of innovations	lack of financial incentives and creative labor conditions

Thus, in the formation of mechanism and procedure of an enterprise innovative development implementation in the conditions of inclusive economic growth, it is necessary to begin with the innovative development strategy formation. It should be directed on the achievement of long-term competitive advantages both on an enterprise external and internal market. First-priority development of an enterprise innovation strategy defines the innovative aims in relation to the procedure of innovative projects implementation, tasks formation, and the development of the organizational and economic measures which provide performance and implementation of the set tasks is also important¹.

¹ Філіппова, С.В.(2018). Інноваційні стратегії та інноваційні технології. *Економічний журнал Одеського політехнічного університету*, 1 (3), 49-61. <<http://economics.opu.ua/ejoru/2018/No1/49.pdf>> (2019, November, 15); Чайка, І. В. (2013). Проблеми та шляхи покращення фінансування інноваційних програм і проектів в Україні. *Сталій розвиток економіки*, 1 (18), 234-237; Продіус, О.І. (2017). Інклюзивні інновації в контексті соціальної відповідальності підприємства. *Науковий вісник Ужгородського національного університету*, 14, 84-87.

The first implementation phase of an enterprise's innovative projects in the conditions of inclusive economic growth is the study of the external and internal environment. It includes assessment of strong and weak sides of an enterprise, and searching for funds for increasing an enterprise innovative activity. The external environment in our case is normative and legislative base study, achievements of science and technology, scientific and technical policy of the state, the state's technological support, regional innovative policy.

The internal environment includes assessment of financial resources on innovative project implementation (own money, credit drawing facility, liquid assets); material resources assessment (raw material, equipment for innovative products manufacture, technological base, etc.); labor resources assessment (availability innovative active employees, their qualification); information resources assessment (information on development actuality, market necessities, patent defense, possibilities to promote the goods on the market); instrumental providing (ideas generating methods, innovative decisions efficiency assessment methods, methods of management change (benchmarking, outsourcing)).

The second phase is marketing research. This phase involves the patent research conduction with the goal to identify which niches are occupied, and which are not, and also study of internal and external market possibilities. It gives the opportunity to adapt to the formed market conjuncture (for the large enterprises) and to determine with the own market segment (for the small enterprises)¹.

The next phase is the engineering. It includes the conduction of academic research, new types of product development, economic feasibility for the implementation of innovations. The economic explanation of innovations involves calculation drafting of all charges related to project implementation; price substantiation on innovative products, revenue forecasting from the project implementation, etc.

The next is the basic stage which is called – entrepreneurial (organizational), as exactly here are the most important processes: an optimum organizational structure is formed, financial prerequisites are created, investors are attracted, there is a collaboration with the state bodies, and communicational policy marketing is formed. This policy involves: advertising, products brand formation, work with society, sales promotion and participation in various exhibitions.

Then comes the innovative project implementation, after which it is needed to assess the efficiency of innovative project commercialization. This assessment includes: calculation of all actual expenditures related to the project implementation; the income analysis from the project implementation; comparison of planned and actual income and expenditures; determination of the project profitability.

Thus, constant mechanisms improvement for innovative policy formation with consideration to market needs and external changes guarantee to an enterprise stable functioning and development. In such case, the innovative policy will be effective, viable in a market environment and will provide the enterprise with competitive advantages.

Conclusions and perspectives for further studies. Thus, an enterprise innovative activity is one of the most important indicators of regional economic development and the country as a whole. The innovation effectiveness depends on the interest of all the participants in the production process, exchange and consumption, as well as the investment climate in the country.

Innovative development is a determinative factor of an enterprise activity's efficient growth, economic growth, production quality improvement, economical resources usage, prevention of ecological consequences of industrialization. Particularly an innovation promotes the dynamic self-development and provides competitiveness at all hierarchical economic levels.

Particularly due to innovations there is more effective resource usage in the socio-economic system. Investments in new technologies provide return higher than the industry average, the economic structure also changes, new resource- and energy-efficient technologies emerge. The economic organization of society is changing, in other words, the ownership patterns are transforming, new management technologies developing, procedures of economic regulation are also changing, legal norms as well. Also, the distribution of innovations connects different social and economic entities in the unique unit.

Implementation mechanisms for enterprises' innovative development in the conditions of economic innovative growth foresee the complex introduction of science and technology's actual achievements, in other words – innovations, in the productive and administrative activity.

¹ Безус, А. М. (2018). Роль інноваційного розвитку у стійкості підприємства. *Науково-фаховий журнал Інвестиції: практика та досвід*, 8, 22-25.

The main advantage of the introduction of inclusive growth conception is that it gives an impulse to the economic upturn without application of hard measures, pays attention to economic diversification (intellectual developments), takes into account the problems of ecology and social injustice and promotes the employment level. The disadvantages are the reluctance of the legislative base, underrating of the external debt problem, the necessity of financial investments at the start.

If there is a need to promote the innovative potential level, the program of enterprises' innovative development implementation in the conditions of inclusive economic growth should be developed. The innovative potential development program will be realized through such processes as the program measures realization in the set terms, financial providing and organizational accompaniment of the program implementation process, the program fulfillment control. At the final stage, the results from the implementation of the innovative potential development program are evaluated. For this reason, the creation of effective mechanism and procedure of enterprises innovative development implementation in the conditions of inclusive economic growth will allow to accept the reasoned decisions in the management sphere at strategic level, to reduce the innovative activity risk which can arise as a result of introduction of innovative potential complex estimation and considerably to promote efficiency of resource use of the enterprises.

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