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Management Mechanisms for Innovative Activities in Economic Systems

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Abstract: To launch mechanisms for the development and implementation of innovations, an appropriate concentration of intellectual, material and financial resources, their effective combination in time and space is required. The totality of all economic resources available to an economic entity (land, labor, capital, human entrepreneurial abilities) determines the basis of its potential.

Keywords: innovations, resources, stimulation mechanism

The world practice offers a wide range of economic instruments, scientific - technical, innovation and industrial policy, with which you can manage the process of innovation in economic systems. Within the framework of this study, the study of innovative mechanisms at the micro level is of particular interest. Among the Russian authors whose work concerns this issue, it should be noted A.A. Dagaeva, V.M. Anshina, P. Sheko, G.D. Kovalev, V.A. Kolokolov, E. Varshavskaya, V.I.Kabalina. Despite the scientific significance of the works of these authors, the issue of systemic elements of the innovation management mechanism has not been fully investigated.

It is necessary to clarify some concepts and highlight a number of additional mechanisms of innovation management carried out at the enterprise level. Based on the definition proposed by V.A. Kolokolov, by the innovative mechanism we mean the organizational and economic form of implementing innovative activities and facilitating their implementation, the search for innovative solutions, as well as the levers of stimulation and regulation of this activity.

In our opinion, it is necessary to distinguish between two terms connecting innovation and management: "innovative management" and "innovation management". Despite their apparent similarities, they deal with two different aspects of governance [1-4]. The first term can be attributed to the area of the actual management of the enterprise through new approaches used by management to solve the problems facing various departments, groups of teams. The object of management in this case is the enterprise and its constituent parts. In this case, we mean innovative management, i.e. management, mainly aimed at improving the efficiency of the functioning and development of the enterprise. The term "innovation management" is associated with the "adaptation" of the actual innovation (innovation processes,

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activities, changes), implies a set of measures to stimulate innovative ideas and their implementation in the framework of production, service and other processes at the enterprise. The objects of management are innovative ideas, developments, new products, personnel and their potential, etc.

With this approach, the system of innovation management mechanisms can be represented by the following functional groups: mechanisms for organizing innovation; development and implementation of innovations; financing of innovative activities; motivational and stimulating innovative mechanisms; technological transfer mechanisms; intellectual property; mechanisms for planning innovative activities and control; mechanisms of interaction between participants in the innovation process. Let's take a look at some of them [5-9].

The group of mechanisms for the development and implementation of innovations can include mechanisms for finding innovative solutions, mechanisms for development and implementation. Search mechanisms are aimed at generating new ideas, technical solutions, etc. There are three ways to search for ideas: development of new ideas (generating ideas); critical review and modification of known problem solutions or specific solutions; search for already working general or private solutions (use of well-known scientific and technical experience and knowledge, acquisition of licenses). All ideas and developments may vary depending on the time and money spent for their implementation.

To launch mechanisms for the development and implementation of innovations, an appropriate concentration of intellectual, material and financial resources, their effective combination in time and space is required. The totality of all economic resources available to an economic entity (land, labor, capital, human entrepreneurial abilities) determines the basis of its potential [10]. In approaches to the definition of innovative potential, a number of common points can be distinguished. In the structure of innovation capital, a set of resources are allocated, which are necessary for the effective implementation of innovative activities. When determining the innovative potential of an enterprise, they assess not only the capabilities of the innovation sphere, but also analyze the sufficiency of resources for current production, financial and economic support of production. In addition to the resource component, modern economic theory emphasizes the decisive importance of the control unit. The innovative potential is associated with the level of development of such functions as production, marketing, research and development, material and technical supply, as well as the applied competitive strategies. The innovation potential is considered in unity with the innovation infrastructure and innovation culture of the enterprise.

Based on the above basic ideas, it is possible to define innovation potential as the ability of the considered object of the real sector to provide a sufficient degree of renewal of production factors, their combinations in the technological process of the manufactured product, organizational and management structures and corporate culture [11].

In the system of incentive and motivation mechanisms, internal and external components should be distinguished. External stimulation involves the creation of conditions in which the implementation of innovative activities will be beneficial (profitable). The main levers of external (state) incentives can be: introduction of tax incentives; subsidizing part of the interest rates on loans for research and development; allocation of R&D costs to cost; improving the business environment; increasing the efficiency of public institutions and the state apparatus; decentralization of state support, formation of a network of “development institutions”; support in the field of personnel training, assistance in product certification; providing business with scientific and technical information and R&D results; provision of space on the territory of state universities or research institutes on preferential terms; support not for individual enterprises, but for groups of industry associations; the formation of innovative clusters, perhaps joint training and effective exchange of best practices between small, medium and large enterprises.

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Internal stimulation involves the creation of favorable conditions within the enterprise in order to develop the innovative abilities of employees. An innovation-friendly organization must support creative processes and provide opportunities for the implementation of positively evaluated ideas until successful implementation. The elements of internal motivation and incentives are: the position and behavior of managers, personnel policy, organization of information and communication processes, financial incentives, development of corporate culture, in-house developmental training.

The next element of the innovative management mechanism is the technology transfer mechanism. It is the transfer of technologies developed in the public and business sectors. In manufacturing enterprises (especially medium and small ones), the field of research is usually limited to development, and fundamental and applied research can be transferred through technology transfer. External sources of knowledge in this case may be: the exchange of scientific - technical information through participation in conferences and fairs; transfer of knowledge through the recruitment of employees with special training, university graduates; joint research with other enterprises; acquisition of patents and licenses for use in a special project; cooperation in development.

The most significant requirements for the mechanism of intellectual property within the enterprise are: low-cost patenting processes; the possibility of free purchase of a license to organize the production of new products and technologies; ensuring legislative protection of property rights to an intellectual product.

To the above mechanisms, in our opinion, it is necessary to add mechanisms for planning and control of in-house innovation, as well as a mechanism for interaction between participants in the innovation process. Insiders can be participants in the innovation process. These include employees of the enterprise: managers of different levels, specialists - economists, engineers, designers, technologists, as well as ordinary workers. Outsiders include external owners, banks, representatives of federal, local authorities and public organizations, research organizations and technology providers, and other enterprises. When analyzing the interaction of participants in the innovation process, the following points are important: a set of formal and informal rules governing interaction; the degree of participation in the initiation, development, implementation of projects and programs; the degree of interest and focus of interests of various participants in the process of introducing innovations; distribution of functions of control and evaluation of results, social effect of innovations.

In world practice, a wide range of management approaches and techniques have been tested that contribute to both the formulation and implementation of a general development strategy for a particular economic community (associations, companies, etc.), and the development of effective and demanded policies from their side: scientific and technical , innovative, industrial, etc. This activity is designed to contribute to the creation of real conditions for the implementation and stimulation of innovation at the macro and micro levels of the functioning of the economic system. Here, the main problem faced by economic entities involved in the implementation of this type of activity is, taking into account the accumulated world experience, to choose and implement in practice such types and forms of management that will be most effective and in demand in certain conditions. management. In other words, it is necessary to determine such approaches to the formation and development of the organizational and economic mechanism of management at all levels of its functioning, which will allow reaching the optimal trajectory of general innovative growth with the lowest socio-economic costs.

The proven experience shows that at the present stage of development, the most popular types and forms of implementation of this organizational and economic mechanism are:

- development of venture mechanisms for mastering innovations;

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- creation of favorable conditions for attracting private investment in the field of research and development and the development of new technologies;
- development of the innovative potential of regions, territories by activating their scientific and technical resources;
- using the possibilities of technology transfers, both at the national and international levels.

Venture mechanism

The venture mechanism at the present stage plays a significant role in the formation and development of the main branches of the economy, focused on the search, testing and application of innovative scientific and technical achievements. For example, microprocessor technology, personal computers, genetic engineering, etc. However, for example, in the practice of the United States, the annual investments of venture capital in recent years, despite the rapid growth in the development of this financing mechanism at the beginning of our millennium, are in total dozens of times less government spending on R&D and are comparable to the costs of individual largest companies.

It is believed that the main source of high efficiency of venture investments is the optimal development of the course itself, aimed at the implementation of fundamentally new innovative projects. This optimization is based on the harmonious interaction of the following processes:

- successfully tested methods of managing innovative activities, which allow to minimize the accompanying financial risks to the utmost;
- with the formation of appropriate incentives for the implementation of this activity on the part of its main subjects: scientists, inventors, investors, managers, etc.

The main sources of the formation and development of venture capital at the present stage can be attributed, in particular, in Russian practice:

- closed joint stock companies (financial savings of pension funds, large private investors, etc.) with their subsequent transformation into open joint stock companies;
- open - ended venture capital funds created in the form of partnerships;
- venture capital of concerns with the formation of their own investment association, for example, in the form of a pool, where venture investments are viewed as a kind of "research", "development" that can bring companies and their owners significant benefits.

World experience shows that for the successful establishment and development of a venture business, special tax incentives are needed to support and stimulate high-risk medium-term and long-term investments.

The need for financial support for scientific and applied innovations does not raise objections at all levels of management of the economic community. However, due to the existing budgetary resource constraints and, at the same time, the presence of the most diverse vital social and economic problems, the governments of states each time have to make a choice in favor of one or another direction of development. Due to this, the most priority, from the point of view of direct government funding, are those types and forms of innovation that cannot be supported by the commercial sector due to the high, accompanying, uncontrollable risk, as well as because of the commercial uncertainty of their results. (for example, during the commercialization of basic research). In addition, they also include large-scale projects, the implementation of which is associated with the incurring of hard-to-recover costs for their implementation, in particular, large-scale scientific and technical projects. The state also traditionally participates in the process of direct financing of R&D in areas where it is the main customer of high-tech

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products / services, for example, in the development and development of military equipment, or in those areas where there is a real threat to national manufacturers from international competition.

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