

CLASSIFICATION OF INNOVATIVE STRATEGIES OF INDUSTRIAL ENTERPRISES

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Annotation. *In this article the classification of innovative strategies of industrial enterprises is considered in detail. It is substantiated that there is a need for a systematic study of existing approaches, a comprehensive classification of innovative strategies has been developed. It is argued that the innovation strategy is the basis of the overall strategy and, at the same time, the main condition for the competitive development of the enterprise. The formation of a corporate competitive strategy by using the achievements of innovative management is based on the interaction between the external environment, a functioning system (organization), which strives for stability, and the management system, which ensures the adaptation of the organization to the operating conditions (to the external environment). Large companies that use the system of strategic innovation planning have the opportunity to constantly implement innovative activities according to a certain scheme (or strategy). According to modern international standards, innovations are permanent when they are implemented at least once every 1 to 3 years. In addition, it is common for large companies to use a combination of several strategic lines, which ensures high mobility and innovation efficiency.*

Keywords: *industry, innovation strategy, technology leadership strategy, imitation strategy, company behavior model, strategic planning, strategic management*

In modern local and foreign literature, various definitions of strategy are widespread. Each author in his own way determines the need to form a strategy. In our opinion, the most complete is the interpretation of the strategy as a time-ordered system of priority areas, forms, methods, means, rules, methods of using the resource, scientific, technical, production and marketing potential of an enterprise in order to cost-effectively solve the tasks and maintain a competitive advantage [7]. In this interpretation, the author defines not only the target orientation, but also the whole range of tools to achieve it.

The innovation strategy is the leading functional strategy of a high-tech industrial enterprise. It involves the formation of a whole range of measures for the technological improvement of production, changes in the organizational structure of the enterprise, the introduction of modern management technologies. In other words, a strategy is a detailed multilateral plan for the comprehensive achievement of the company's goals.

The strategy involves consistent behavior that allows the company to position itself in the environment, and changes in the strategy are a response to changes in external conditions

Understanding an innovation strategy as a particular model of an enterprise's behavior under new market conditions, two groups of strategies can be distinguished: active and passive.

The first type of strategy is also called technological, which is a response to changes in the external environment through the constant introduction of technological innovations [4]. The enterprise, choosing active strategies, relies on the use of a new technological idea. Among active innovation strategies, two types of strategies can be distinguished: leadership and imitation. Their fundamental difference lies in the fact that if the technology that is embodied in a new product or service is absolutely new to the market, then in this case the company implements a technology

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leadership strategy. With an imitation strategy, an enterprise is among the first to use a technological idea that is already known on the market.

Passive or marketing innovation strategies are continuous innovations in marketing. In this case, the enterprise often chooses an innovative strategy in the field of product differentiation, while it highlights its completely new competitive advantages. The segmentation strategy is based on the continuous search for new segments or entire markets, as well as the use of new market and / or enterprise methods to attract buyers of these groups. When an enterprise chooses passive innovation strategies, constant innovations in the form and method of marketing products reflect the reaction to changes in external conditions.

When an enterprise chooses a “leadership” strategy, a policy of continuous entry of completely new products on the market is implemented. Therefore, the entire range of research and development, as well as production and marketing systems, is aimed at creating a product that would have no analogues. Enterprises that have chosen the strategy of "leadership" direct the bulk of their investments to R&D (Research & Development - research and development), and these studies are not only applied, but also of a fundamental nature. The consequence of this is the need to create strategic alliances in the field of R&D with other scientific and technical organizations, the creation of venture funds and divisions within the company [3].

Having chosen the “follow the leader” strategy, the company is waiting for a competitive company to launch new products on the market, and after that it begins to produce and sell similar products. One of the main reasons for the success of the "follow the leader" strategy is the recognition and reputation of the enterprise as a brand, since this allows the novelty to become commercially successful in a short time.

Strategies in general, including innovative ones, are aimed at developing and realizing the potential of an enterprise and are considered as a reaction to a change in the external environment. Therefore, the variety of innovative strategies is associated with the existing components of the internal environment of the enterprise.

Innovation strategies can focus on:

- obtaining new products, technologies and services;
- use of new methods in research and development, production, marketing and management;
- transition to new organizational structures;
- use of new types of resources and new approaches to the use of traditional resources.

Innovative strategies of industrial enterprises significantly complicate the conditions for managing an enterprise and projects, in particular, such conditions include:

- Increasing the level of uncertainty of the results - manifested in the addition of complexities that may be associated with a sharp increase in the level of uncertainty of the results in terms of timing, costs, quality and efficiency, which leads to the development of innovation risk management;
- An increase in the investment risks of projects occurs due to the novelty of the tasks being solved, namely, when an innovative component is added.

In solving the tasks set, a significant role is to be played by the theoretical developments of economists, which lay the scientific and methodological foundations for designing competitive industrial structures. This is based on the so-called biological approach to the classification of competitive behavior, proposed by the Russian scientist L.G. Ramensky. His biological classification was taken as the basis for the scheme of the competitive strategy of enterprises by the Moscow economist A.Yu. Yudanov and many of his followers. They correlated the mechanisms of adaptation of biological species to the environment with the strategies of enterprises in economic markets. According to this approach, strategic behavior can be divided into 4 types:

1. Violent is mainly characteristic of large enterprises that carry out mass production and enter the mass market if they have their own or purchased new products. Such enterprises are ahead of competitors by serial production and economies of scale.

2. Patent is based on the adaptation of the enterprise to narrow market segments through the specialized release of improved or completely new products with unique characteristics.

3. Explerent means that an enterprise enters the market with a completely new innovative product, capturing a part of the market.

4. Commutative is based on adapting to the level of demand of a given market, filling niches that are not occupied by “violents” and “patients”. The enterprise in this situation is developing new types of services that have arisen as a result of the emergence of new products, technologies, imitation of new products and their introduction to the widest segment of customers.

The well-known economist B. Twiss considers the following types of innovation strategy as the main ones: offensive, defensive, licensed, intermediate, robbery, the strategy of creating a new market [8]

On the basis of already existing classifications, author's types of innovative strategies were developed, which included four types of innovative strategies: aggressive-offensive, combat, defensive and licensed. These types of strategies can be combined into one group, since they characterize the process of their implementation.

An aggressive-attack strategy is typical for industrial enterprises seeking leadership in the implementation of innovations in a certain market segment.

A prerequisite in this situation is the availability of the necessary resources, which allows you to surpass potential competitors in the innovation and production areas. In most cases, this strategy is used in enterprises that operate in a rather narrow sector of the production range.

A large number of innovative products proposed for implementation are typical for combat strategy. This strategy is typical for a manufacturer that is focused on a wide range of consumers and is confident enough in a high level of superiority over future competitors. However, in conditions when competitors are strong and successfully implement an aggressive-attack strategy, the probability of losing the won position increases. This is characteristic of enterprises that implement significant technological advances and use a combat strategy.

The defensive strategy is chosen by the enterprise in the case of a small number of competitors in the market. This strategy is aimed at maintaining its position in the market. The enterprise in this case has the need to develop a system of measures for long-term and short-term competition. Combat.

If the company's enterprise is stronger in marketing than in R&D, then it is logical for it to choose a combat strategy. At the same time, one should not forget about the development of the level of scientific and technical potential, since this contributes to a timely response to the innovations of competitors.

In a borrowing strategy, an enterprise acquires a new technology or product from other enterprises, an example in this case is the purchase of a license.

In addition to all of the above, in the literature on strategic and innovation management there are various variations in the classification of innovation strategies. In a sense, they correspond to the methods we have listed. It is worth noting that quite often in different sources all kinds of innovative strategies can have the same names, or similar types of innovative strategies differ only in names, which makes it difficult to classify them. The above circumstances indicate the need for a systematic study of existing approaches and the creation of an integral integrated classifier of innovative strategies for industrial enterprises.

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