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INNOVATIVE MANAGEMENT TOOLS OF INTERNATIONAL COMPANIES

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The article covers conditions, factors and features of the continuous implementation of innovative management tools of international companies, as a basis of their global competitiveness. Empirical evidences of the leading consulting companies relating to the development of modern corporate management tools are provided in this article. It also proves the efficiency of strategic use of breakthrough innovation management solutions in the transformation of key management tools

Keywords: globalization, innovation, breakthrough innovation, open innovation, management tools, innovation management

У статті досліджуються передумови, фактори і особливості безперервного процесу впровадження інноваційних інструментів у менеджменті міжнародних компаній як запоруки їх глобальної конкурентоспроможності. Узагальнено емпіричні дані провідних консалтингових компаній стосовно створення новітніх інструментів корпоративного менеджменту. Доведено ефективність пріоритетного використання проривних інноваційних управлінських рішень у процесі трансформації ключових інструментів менеджменту

Ключові слова: глобалізація, інновації, проривні інновації, відкриті інновації, інструменти менеджменту, інноваційний менеджмент

1. Introduction

At the micro level competitive development is provided by innovation-oriented strategies and management models in the global environment. At the macro level key imperative is a close correlation between global socioeconomic changes and innovative development of international companies, shaping the system of new management tools, successful implementation of which determines not only their place in modern cross-sector competition, but also affects the competitive positions of certain countries and regions. In the context of the latest trends of post-industrial development the following issues are crucial: replacing labour by knowledge, labour activity by creative work, diminishing distinctions between work and free time, transformation of social production into innovative one, pluralism of property rights relationships with preferred intellectual property, overcoming all limitations of traditional resources and benefits and setting new priorities – time and information [2].

The actual development of knowledge economy and global market of intellectual labour keep current the problem of search for creative means of management influence on activation of innovation activity primarily of international companies.

2. Formulation of the problem

The issue of effective innovation management is the most relevant for companies organizing and carrying out their activities at international markets, where local competitive advantages at micro level are mitigated and national protectionist tools are neutralized.

3. The aim of the article

The aim of the article is to summarize the experience of implementation of innovative management solutions in the activities of international companies and identification of innovative tools of modern management. It requires not only in-depth analysis of the theoretical

foundations of innovation management but also successful business practices of the most dynamic corporations at the global market.

4. Literature review

Based on the fundamentals of the theory of innovations established by such scientists as: M. Castells, G. Mensch, A. Toynbee, A. Toffler, Ch. Freeman, F. Fukuyama, J. Schumpeter and others, the researchers has been focusing their attention on management micro problems of innovative development in recent years. Original ideas and approaches are presented in the works of P. Drucker, M. Dell, H. Takeuchi, H. Chesbrough and Ukrainian scientists D. Lukianenko, E. Panchenko, A. Poruchnyk, I. Pavlenko and others.

5. The evolutional transformation of the management tools

More and more popular innovative resources of investigation of current problems of innovation management are analysis results and reports of the companies, specializing on international consulting and auditing, including McKinsey & Company, The Boston Consulting Group, Bain & Company, PricewaterhouseCoopers, Grant Thornton International et al., who are able to carry out systematic assessments of innovative and highly creative practices of hundreds of corporations and their leaders – global innovators in different sectors and areas, including B. Gates, S. Jobs, R. Kroc, K. Matsushita, D. Packard, G. Soros, J. Welch and others.

Efficiency of modern system of management may be evaluated through the implementation of the innovative and creative tools at the maximum level from the point of view of quantitative and qualitative measurements. The quantitative measurement characterizes the implementation of several the most relative and acceptable innovative and creative management tools depending on the specificity of the company's

activity, corporate culture, strategic imperatives. Researches of the international consulting company Bain & Company state that the number of implemented tools in the activity of international companies is decreasing: at the beginning of 2000 international companies implemented at average 16.2 new management tools in their activity, and in 2012 its number decreased to 9.2. Such tendency proves both more weighted approach to the application of the management tools [3], and its innovative content.

The qualitative measurement characterizes the informational process of improvement, integration and development of exclusively modern management tools on the basis of own corporate experience, as well as through the development of the strategic partnership, implementation of world practices.

Taking into account that today the majority of Directors General of the research companies predict improvement of the global socioeconomic situation in 3–5 years, the problem of transformation of business models from the concept of support of the operational efficiency of activity, which was implemented during the crisis, to the concept of determination of the potential capabilities of the market with help of the strategy of the innovative development may occur.

It is not new that the concept of support of the operational efficiency of activity provides to a greater extent the use of such management tools as: reduction of personnel, scenario planning, prices optimization modeling, null-based budgeting, etc., whereas the strategies of innovative development are based on the strategic partnership, management of changes, management of relationships with the clients, huge data analysis, open innovations, knowledge management, etc.

Today the innovative development of the companies is considered to be efficient business ecosystem of the company, representing interactive links of innovative type between its key elements – consumers, suppliers, competitors, start-ups, business-clusters of the companies, academic and scientific institutions, authorities, non-governmental bodies. What is more, the innovative type of such links of the company consists not only in the implementation of new innovative technologies, including cloud technologies, on-line discussion platforms, mobile applications, but also in reconsideration of the general philosophy of management of business activity of the company for development of new innovative models, from the point of view of the global development tendencies.

According to the report on "Breakthrough innovations and growth" of the international network of the companies in the sphere of auditing and consulting – PricewaterhouseCoopers, the innovative development of the companies will be based on the implementation of innovations not in the increment concept (innovations relating to the improvement of goods and services), but in the breakthrough (technological and business models innovations) and radical (establish-

ment of new business, new business ecosystem) innovative solutions [4].

It is necessary to take into account the evaluation of the innovative development, according to which XXI will witness landmark technological, management, social and cultural innovations that will qualitatively change the system of the world structure [12].

In its turn, breakthrough and radical innovative solutions may be implemented through such innovative and creative management tools as open innovations (cooperation with foreign partners), design thinking (development solutions that are more complex oriented on the consumer), business-incubators (multiple-vector support of the small businesses) [4, 10].

According to the report on "Innovations: key to the future success" of the international organization, uniting proper auditing, accounting and consulting firms of Grant Thornton International, on the point of view of the Directors General, open innovation tool is one of the most efficient tool of the modern management system of international companies [8]. Indeed, the theory and practice of conducting business show that today the vector of innovations implementation is changing – from the concept of the closed innovations, established directly in the company, to the open innovations of global type on the basis of expending of relationships between the elements of business ecosystem [5]. It is known that, first-of-all, the innovative potential of the company is enhancing, secondly, internal innovation sources and capabilities of innovation intermediaries are arising, thirdly, the capability of search of innovations may be extended to the global scale [7]. It is necessary to emphasize, that according to the poll of the Directors General, 32 % of respondents mentioned the priority of the concept of open innovations, 25 % – design thinking, 11 % – corporate venturing, 10 % – business incubation (Fig. 1).

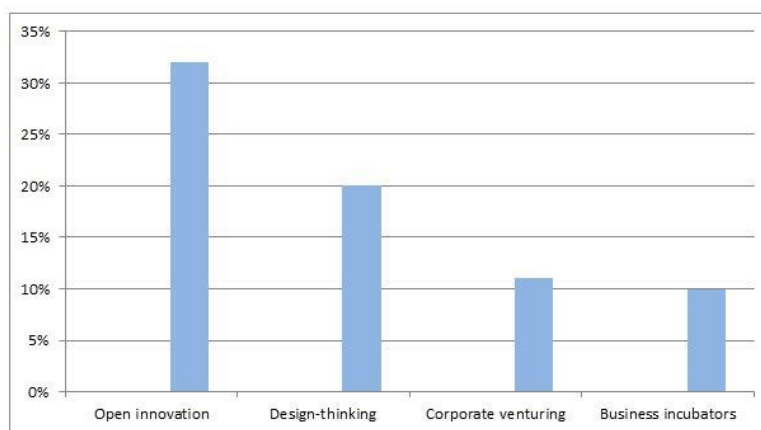


Fig. 1. The evaluation of importance of new development models of

At global scale, 33 % of respondents said that the concept of open innovations was successfully implemented in activities of the international companies and was included as the management tool into promising strategic plans. However, this tendency is more typical for the companies in Western Europe, and 16 % said that they are not familiar with this concept (they practically form the sector of potential implementators), 13 % – are well-informed, but do not implement this concept in the

company, arguing in favour of high value of corporate intellectual property. 6 % of respondents noted a negative result of implementation of this concept in the company (Fig. 2).

Under all conditions it has been confirmed that consumers play the decisive role in the development of open innovations, and their role is transformed from passive buyers of goods and services to innovative business partners having a significant impact on business culture of the companies. In global terms, the highest percentage of innovative proposals was provided by consumers – 41 %, executive directors – 35 %, R&D Departments – 33 % (Fig. 3).

Today it is typical that international companies are guided by long-term relationships with customers implementing new management tools. They usually cover opportunities of solutions to a significant number of issues beyond traditional marketing. Above all, it is a strategic planning, customer relationship management, management of customer loyalty.

Historically, the priority system of management tools of the international companies was formed depending on the global market conditions, on the one hand, and reflected their organizational and structural development potential, on the other hand (Table 1).

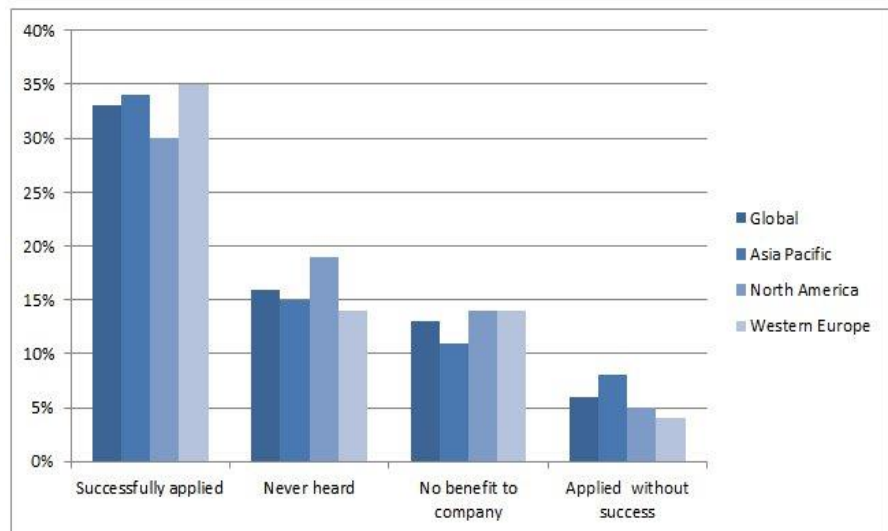


Fig. 2. Evaluation of the results of implementation of the open innovations concept of the international companies [8]

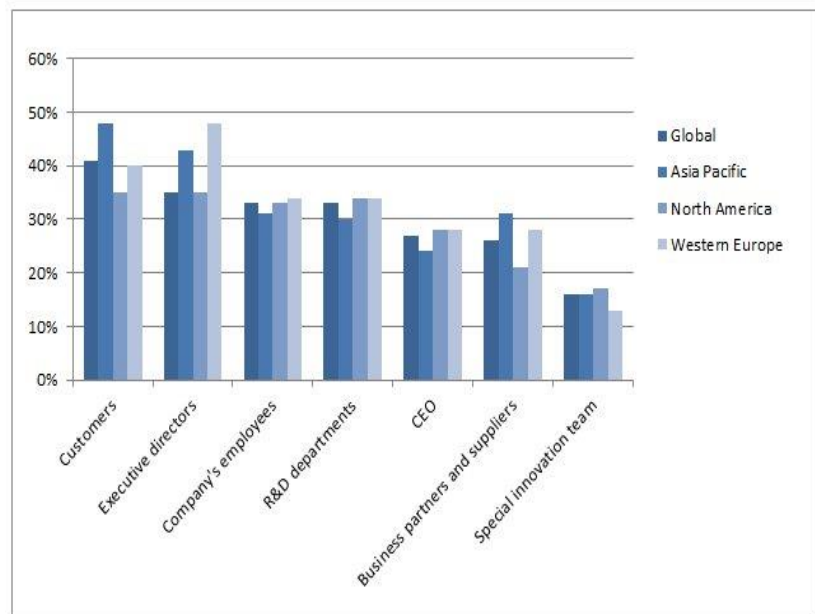


Fig. 3 Structure of origin of innovative ideas [8]

Table 1

Transformational dynamics of key management tools of international companies

1990s	The beginning of the 2000s	2008	2013–2015 years
Mission and vision	Scenario planning	Benchmarking	Strategic planning
Customer satisfaction	Customer segmentation	Strategic planning	Change management programme
Total quality management	Remuneration according the results of work	Customer relationship management	Customer relationship management
Reduction of timing	Key competences	Outsourcing	Quality management system
Self-organizing teams	Benchmarking	Balanced scorecard	Key competence
Remuneration according the results of work	Outsourcing	Customer segmentation	Benchmarking
Profiling of competitors	Business process reengineering	Business process reengineering	Balanced scorecard
Benchmarking	Zero-based budgeting	Key competence	Big data analytics
Business process reengineering	Supply chain management	Staff redundancy	Open innovation
Strategic alliances	Strategic alliances	Mergers and acquisitions	Strategic alliances

Resources: [1, 3, 6, 9, 11]

Universal tendency for competitive companies at a global scale is a dynamic transformation from management tools system of specific management methods to management techniques that are the most efficient complex programs of improvement of business ecosystem as a whole, basing mainly on modern IT management potential and creative management capabilities – managed collective processes of finding effective non-standard management decisions [13]

6. Evaluation of results

Basic research results are relevant and practically important for innovation-oriented companies operating both in the real and financial sectors of the national economy at the macro level. Author's summary and proposals are formed in the process of training the part-time Masters at the Institute of Business Education of Kyiv National Economic University named after Vadym Hetman and in projects of the Ukrainian Centre of Corporate Governance.

7. Conclusions

1. Global scientific, technological and especially informational challenges cause no alternative corporate innovation strategies, business models and tools. This is especially important for the companies, engaged in extensive activities at the international markets which are characterized by increased competition not only for consumers but also for resources and development conditions.

2. Innovative style of thinking and behaviour management is a key factor for competitive success in the cross-cultural business environment. It is confirmed by the conclusions of the leading consulting companies based on reliable empirical studies. Thus, the best result is achieved by the international companies actively implementing open innovations, changing not only specific business processes and strategic development models but also corporate culture.

3. Today the actual direction in academic research is not only the effective implementation of management tools based on analysis of the market conditions of conducting business in certain sectors and activities, but also the development of new innovative and creative management tools that are adaptive to the dynamic global competitive environment, on the one hand, and are able to generate systemic synergistic effects, on the other hand.

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МОДЕЛЬ ОЦІНКИ ІННОВАЦІЙНОГО ПОТЕНЦІАЛУ ПІДПРИЄМСТВА

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Досліджені основні складові процесу оцінки інноваційного потенціалу підприємства. Запропонована концептуальна модель оцінки інноваційного потенціалу, яка містить: суб'єкти, об'єкти, мету, інформаційне забезпечення, принципи, методичні підходи, методи, критерії, показники оцінки. Відзначено, що інноваційна сміливість характеризує перехід від поточного до стратегічного рівня інноваційного потенціалу і характеризує тим самим склад об'єктів з позиції внутрішнього користувача

Ключові слова: оцінка, інноваційний потенціал, підприємство, модель, методичний підхід, принципи, критерії, макроекономіка, мікроекономіка, стратегія

The basic components of the enterprise's innovative potential evaluation process are investigated. It is offered the conceptual model of evaluation of the innovative potential that includes: subjects, objects, purpose, provision of information, principles, methods, criteria, indicators. It is noted that the innovative capacity characterizes the transition from the current to the strategic level of innovation potential and, thus, characterizes the composition of objects from position of user

Keywords: evaluation, innovative potential, enterprise, model, methodical approach, principles, criteria, macroeconomics, microeconomics, strategy

1. Вступ

Зростання в Україні уваги до інноваційного розвитку промислових підприємств безпосередньо пов'язано з необхідністю прискорення соціально-економічного розвитку країни. Посилення ринкових відносин, прагнення побудови відкритої економічної моделі національної економіки, інтеграція у світові ринкові відносини зумовлюють актуальність проблеми формування інноваційного потенціалу промислових підприємств на основі генерації нових знань, технологій та їх прискореному освоєнню у виробництві. Оцінка інноваційного потенціалу створює підґрунтя для формування інноваційного потенціалу, здатного забезпечувати стабільний розвиток економіки у цілому та промислових підприємств зокрема.

2. Постановка проблеми в загальному вигляді

Необхідність впровадження інновацій на підприємствах будь-яких сфер економіки з метою забезпечення необхідного рівня їх конкурентоспроможності та обґрунтування можливих напрямків розвитку їх діяльності ставить перед керівниками та інвесторами питання про потенційну готовність економічних суб'єктів до переходу на інноваційний шлях розвитку. З урахуванням наведеного вище необхідним етапом аналізу економічної діяльності вітчизняних підприємств стає дослідження інноваційного потенціалу.

Відправною точкою для детального вивчення і подальшого проектування можливих напрямків роз-