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# APPLICATION OF INNOVATION IN FORMATION OF COMPANY'S DEVELOPMENT STRATEGY: INTERNATIONAL EXPERIENCE

The transformation of the economic environment: the availability of venture capital growth, increase in economic integration processes, internationalization of business activities, the development of globalization and the emergence of new information and communication opportunities identified further development of innovation management. Economic cooperation of the national innovation system with innovative systems of other countries strengthens global innovation potential of the world economy. However, a deeper analysis shows that such cooperation has been uneven. accounting sectoral, regional and enterprise features of different countries in innovation shows a different level of innovative activity in various areas of economic activity. This causes a specific national character of innovation competitiveness in a global world. In this regard, high-efficient national innovation system should be considered as a system in which not only provided a high rate of rapid economic growth, but the growth of social standards and standards of living. In some countries a competitive advantage of innovative growth have large businesses and organizations the mining industry, in other countries - the main sectors of innovative growth: agriculture, health, education, financial services. at the same time, many countries are still unable to take advantage of innovative growth.

**Key words**: innovations, strategy, world experiences, company development.

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## Компанияның даму стратегиясын қалыптастыруда инновацияларды қолдану: әлемдік тәжірибе

Экономикалық ортаның трансформациясы: венчурлық капиталдың қолжетімділігінің өсуі, экономикалық интеграция процестерінің артуы, шаруашылық қызметінің интернационализациясы, жаһандану дамуы және жаңа ақпараттық-коммуникациялық мүмкіндіктердің пайда болуы, инновациялық менеджменттің одан әрі дамытуды анықтады. Ұлттық инновациялық жүйенің өзге елдердің инновациялық жүйелерімен экономикаық тұрғыдағы өзара іс-әрекеті, байланысы әлемдік экономиканың жаһандық инновациялық әлеуетін күшейтеді. Алайда, терең талдау көрсеткендей, мұндай іс-әрекет әркелкі сипатқа ие. Экономикалық іс-әрекеттің түрлі салаларындағы инновациялық белсенділіктегі әр елдің өзіндік салалық, өңірлік және кәсіпкерлік ерекшеліктерін есепке алу керек. Бұл дегеніміз жаһандық әлемдегі түрлі өздеріне ғана тән ұлттық сипаты бар инновациялық бәсекеге қабілеттілікті негіздейді. Осыған байланысты, жүйені өнімділігі жоғары тиімді ұлттық инновациялық жүйе деп санауға болады, егер де тек қана жоғары қарқынды дамитын экономикалық жүйелі емес, сонымен қоса, халықтың өмір сүруінің әлеуметтік стандарттарының өсуі де орын алу қажет. Бірқатар елдерде инновациялық дамудың бәсекелестік артықшылықтарына ірі кәсіпорындар мен өндіру өнеркәсібі кәсіпорындары ие болса, басқа елдерде – инновациялық дамудың негізгі салалары болып ауыл шаруашылығы, денсаулық сақтау, білім беру, қаржылық қызметтер саналады. Сонымен қатар, көптеген елдер әлі күнге дейін инновациялық даму мүмкіндіктерін пайдалана алмауда.

**Түйін сөздер**: инновациялар, стратегия, шетелдік тәжірибе, компания дамуы.

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**Применение инноваций в формировании стратегий развития компаний: мировой опыт**

Трансформация экономической среды: рост доступности венчурного капитала, нарастание процессов экономической интеграции, интернационализации хозяйственной деятельности, развитие глобализации и появление новых информационно-коммуникационных возможностей, определила дальнейшее развитие инновационного менеджмента. Экономическое взаимодействие национальной инновационной системы с инновационными системами других стран усиливает глобальный инновационный потенциал мировой экономики. Однако более глубокий анализ показывает, что подобное взаимодействие носит неравномерный характер. Учет отраслевых, региональных и предпринимательских особенностей разных стран в инновационной сфере демонстрирует разный уровень их инновационной активности в различных областях экономической деятельности. Это обусловливает специфический национальный характер инновационной конкурентоспособности в глобальном мире. В этой связи высокопроизводительной эффективной национальной инновационной системой следует считать такую систему, в которой обеспечиваются не только высокие темпы интенсивного экономического роста, но и рост социальных стандартов уровня жизни населения. В ряде стран конкурентными преимуществами инновационного роста обладают крупные предприятия и организации добывающей промышленности, в других странах – основные секторы инновационного роста: сельское хозяйство, медицинские, образовательные, финансовые услуги. Вместе с тем, многие страны до сих пор не смогли воспользоваться возможностями инновационного роста.

**Ключевые слова:** инновации, стратегия, мировой опыт, развитие компании.

## Introduction

In modern economical conditions innovations are the key factor of company competitiveness. National competitiveness is achieved by efforts at all levels of the economy, but above all - on the level of individual companies, which are competing with each other on national and international markets, create real welfare of the nation. The state's task is to form and maintain a national environment conducive to fully develop and improve the competitive advantages of domestic companies. At the present stage, these two concepts are complemented by the concept of innovative development of national economy and the inclusion in the overall competitive strategy of the innovative direction of the company [1].

In the first approach, the organization-innovator focused on obtaining significant profit in the short term, and in this case, innovation is increasingly hopping, discontinuous, and occurs only in the replacement of old products / services at the new sharp increase in demand or a significant reduction of costs. The second approach is based on constant research and technical activities of the company based on its long-term sustainable innovation strategy, aimed at making a profit and the improvement of other indicators in the long term by continuous innovation [2].

**Results and discussion**. In foreign practice widely used integrated innovation management system, the essence of which is that the units involved in the implementation of innovation policy and innovation management, distributed across different levels of the management structure, but have clear channels of communication and coordination system. Such an organization of innovative process allows for flexibility in innovation governance structures that use including horizontal communication between departments. The integrated management system of innovation activity is realized through the preparation and implementation of innovative programs, formulated taking into account the long-term development strategy of the organization, its mission, and technical policy and industry specifics. Management of innovative activity in this type of system is to justify the long-term goals of the organization, the implementation of measures in accordance with the projected opportunities and threats posed by environmental factors of the company, as well as taking into account the peculiarities of the internal environment: key competences, competitive advantages and weaknesses of the business side. The strategic direction of the development of innovative process control system makes large-scale introduction of new technologies and techniques, the solution of problems of physical deterioration and obsolescence of equipment, products, ideas, and increase production and economic performance of organization [3].

Among the major trends in the global innovation management experts, on the contrary, seeing an increase in the cost of innovation and increase the technological diversification, the growth of patenting and integrated technology development, production and

marketing. Industrialized countries can be conditionally divided into three groups according to the criterion of scientific and innovative development:

• focused on leadership in science, the implementation of large-scale innovative projects, covering all stages of the research and production cycle of the country: the United States, Britain, France;

• focused on innovation and the creation of an enabling environment of innovative country: Germany, Sweden, Switzerland;

• stimulating innovation processes through the development of innovative infrastructure, orientation to the world of scientific and technological progress and a one-time development of various areas of the country's science: Japan, South Korea [4].

One of the priorities of US innovation policy is to encourage scientific and technological progress. Over the past decade the scientific and technological changes have affected trade, banking, food production and medicine. Innovation activities of organizations contributing to the spread of automation in the industry, the use of integrated management systems, innovation and the emergence of new research methods [5, c. 5].

The US government encourages the formation of venture capital and research centers. Upon recommendation of the US National Science Foundation the best research centers and venture capital funds are in the first 5 years of operation, fully or partially financed from the federal budget. High studies state finances completely. The state promotes the development of market innovation, as it creates a network of distribution centers and counseling centers of innovation in the field of innovation. In the US, there is also the opportunity to get free license to use the inventions patented in the cost of research and held by the federal government, for commercial purposes. Much attention is paid to forecasting, standardization, optimization of management decisions in the field of innovation, public examination of innovative projects, maintenance of state statistics of innovation [6, p. 19].

The totality of these factors determine the active development and application of various types of innovative management systems, not only industry, but service organizations. Analysis of the international experience of the main types of innovation management systems has shown that most American companies are using an innovative integrated system. Germany, like the United States, has great scientific potential, while the costs of research and development in this country are among the highest in the world. Germany - one of the world leaders in obtaining patents per capita. However, while in the mechanical engineering industry, in particular in the automotive industry, for organizations characterized by increased innovation activity, new technological trends, such as the field of information, communication or biological research are less developed than in the US, Japan, Great Britain [7].

It is worth noting that, through government regulation in the field of Japanese lending organizations receive substantial financial resources for the development and introduction of new technologies at low cost. A characteristic feature of Japanese innovation management system is to have developed horizontal linkages between public and private organizations. Features Management of innovative activity in Japan and the opportunity to form an integrated innovation policy covering all areas of science and technology. Support from the state is manifested in a meaningful impact on the innovation activities of organizations through the distribution of financial resources from the state budget on the existing ministries and agencies. actively carried out research in the Japanese government laboratories, private companies and research organizations [8].

Innovation strategy developed countries, largely based on the development and modernization of high-tech industries, the export of high technology has brought advances in recent years. If 10 years ago a large proportion of the industry in the economy was seen as a sign of backwardness, it is now proved that this knowledge-intensive industry can successfully offer technologies and solutions for global problems. However, currently conducted the debate about in Germany that a number of the most technologically intensive fields (pharmaceuticals, electronic data processing, space exploration technologies, aircraft industry), the country's position is weaker than that of the United States. The report of the Expert Commission on the German Innovation noted in 201 of the country is in a kind of "grip" between the classical manufacturers of high technology, such as the US, Japan, and rapidly developing Asian rivals, particularly China, liquidates its technological backwardness. Given the high cost of labor in Germany, the growing trend of the transfer of production facilities and research centers, even in rapidly developing Asian countries only leadership in high-tech areas of the country can bring a stable position in the world. These factors determined the need for a more focused strategy for action in the form of high-tech support for selected core technologies (energy, bio- and nanotechnology, optical, micro- and nano-electronics, aerospace, manufacturing, ICT) and future projects, which meet specific objectives of scientific and technological development for a period of 10 to 25 years.

Key technologies are designed to provide competitive advantages in all countries, and to support these technologies created many special programs, innovation alliances and strategic partnerships. Thus technological areas such as the development of medical equipment, large equipment for research, energy technologies is planned to allocate the largest amount of funding the government. Among the new initiatives in this area need to be called National Development Strategy Bioeconomy to 2030, adopted in 2012 to strengthen the scientific base of research on the use of biological resources as fuel.

In future projects, the main areas of technological development associated with the creation of "green" economy, sustainable transport, ICT and solving social problems. At the same time, along with Japan, Germany, is one of the few countries where the increase in productivity combined with decreasing energy consumption.

The second project unit has a social orientation and is connected with the study of methods for more effective prevention and treatment of diseases, as well as the impact of future demographic changes on society. According to demographic projections in 2030 in Germany, 29% of the population or 22 million. People will be over 65 years old. Therefore, along with the study of the causes and consequences of these processes, it is important to the development of new services, products, for example, the concepts of care for the elderly or building solutions that improve the quality of life in adulthood.

The third important area - the development of environmentally friendly and energy-saving modes of transport, where the main focus is to create one of the world's leading electric vehicle markets. To this end, developed mechanisms to stimulate demand for these products.

The last group of projects in varying degrees, based on the development of ICT: in particular, the establishment of reliable systems for digital identification, the development of Internet services in the economy and the mix of different ICT systems with each other, creating "smart" production systems. Value of ICT for the future can not be overestimated: in industries such as automotive, medical technology, logistics 80% of innovations associated now with the development of ICT. In 2012, in Stuttgart was officially put into operation one of the fastest supercomputers in the world. In the ranking of supercomputers used in the industry, he won first place, and in the list of the fastest supercomputers in the Top 500 - 12th place.

**Conclusions**

1. Innovation in the modern economy and society as a whole, are not limited to technological innovation. Innovation - these are the innovation, whether economic, technological, organizational, social, etc., which, if put into practice, creating a real beneficial effect for the area in which they are implemented. In other words, not all of the ideas, not all knowledge and all scientific achievements can serve as the basis of innovation, but only commercially applicable and make it possible to achieve the very useful effect.

2. Formation of a truly effective competitive innovation strategy for any company, and especially, its implementation can not suffer the influence of the state and public policy. And, on innovation strategy affects not only the innovation policy of the state, but also other aspects of government policy and activities, including the institutional aspect, legislation on business activities in general, infrastructure (not only science and technology but also banking, social, etc. P.). This fact should be taken into account in the development of state economic policy.

3. The functions of the state to increase the competitiveness and the real welfare of the society are:

- creating a competitive environment that is conducive to the development of national companies;
- policy in support of the implementation of innovative stragegy companies;
- the formation of a balanced economic policy in order to support competitive initiatives of national companies, but at the same time avoiding unnecessary intervention in the economy and the violation of the national competitive environment.

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