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MECHANISM FOR IMPLEMENTING SOCIO-ECONOMIC TOOLS FOR MANAGING AN INNOVATIVE ENTERPRISE

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МЕХАНІЗМ РЕАЛІЗАЦІЇ СОЦІАЛЬНО-ЕКОНОМІЧНИХ ІНСТРУМЕНТІВ УПРАВЛІННЯ ІННОВАЦІЙНИМ ПІДПРИЄМСТВОМ

The current stage of economic development is characterized by the growing role of innovative activity of enterprises as a key factor in ensuring their competitiveness and long-term economic sustainability. In such conditions, enterprises are forced to adapt management systems to the new requirements of the market environment, which involves the active use of socio-economic development tools. Innovative activity requires not only financial resources and technological potential, but also effective organization of management processes, development of human capital and formation of a favorable socio-economic environment. At the same time, traditional approaches to enterprise management do not always provide the proper level of stimulation of innovative activity, which necessitates the formation of a comprehensive management mechanism that combines economic, organizational and social levers of influence. The article examines scientific approaches to managing the innovative development of enterprises and determines the role of socio-economic tools in increasing the efficiency of innovative activity. It is substantiated that such tools include financial and economic, organizational and managerial, social and motivational and institutional and regulatory mechanisms of influence, which provide a comprehensive stimulation of innovation processes. The main elements of the mechanism for implementing socio-economic instruments for managing an innovative enterprise are identified and their relationship with the formation

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of the organization's innovative potential is revealed. It is proven that the effectiveness of innovative development of enterprises largely depends on the integration of economic resources, human capital, organizational culture of innovation and a favorable institutional environment. Particular attention is paid to the role of human capital as a key factor in generating new ideas, technologies and management decisions. The structure of the mechanism for implementing socio-economic instruments of management is proposed, which includes economic, social, organizational and innovative blocks. It is concluded that the comprehensive use of socio-economic instruments contributes to increasing the efficiency of management of innovative activities, activating innovation processes and forming sustainable competitive advantages of enterprises. A promising direction for further research is the development of economic and mathematical models for assessing the effectiveness of using socio-economic management tools for innovative enterprises in the context of digital transformation of the economy.

Сучасний етап економічного розвитку характеризується зростанням ролі інноваційної діяльності підприємств як ключового чинника забезпечення їх конкурентоспроможності та довгострокової економічної стійкості. У таких умовах підприємства змушені адаптувати системи управління до нових вимог ринкового середовища, що передбачає активне використання соціально-економічних інструментів розвитку. Інноваційна діяльність потребує не лише фінансових ресурсів і технологічного потенціалу, але й ефективної організації управлінських процесів, розвитку людського капіталу та формування сприятливого соціально-економічного середовища. Водночас традиційні підходи до управління підприємствами не завжди забезпечують належний рівень стимулювання інноваційної активності, що зумовлює необхідність формування комплексного механізму управління, який поєднує економічні, організаційні та соціальні важелі впливу. У статті досліджено наукові підходи до управління інноваційним розвитком підприємств і визначено роль соціально-економічних інструментів у підвищенні ефективності інноваційної діяльності. Обґрунтовано, що такі інструменти охоплюють фінансово-економічні, організаційно-управлінські, соціально-мотиваційні та інституційно-регуляторні механізми впливу, які забезпечують комплексне стимулювання інноваційних процесів. Визначено основні елементи механізму реалізації соціально-економічних інструментів управління інноваційним підприємством та розкрито їх взаємозв'язок із формуванням інноваційного потенціалу організації. Доведено, що ефективність інноваційного розвитку підприємств значною мірою залежить від інтеграції економічних ресурсів, людського капіталу, організаційної культури інновацій та сприятливого інституційного середовища. Особливу увагу приділено ролі людського капіталу як ключового чинника генерування нових ідей, технологій та управлінських рішень. Запропоновано структуру механізму реалізації соціально-економічних інструментів управління, що включає економічний, соціальний, організаційний та інноваційний блоки. Зроблено висновок, що комплексне використання соціально-економічних інструментів сприяє підвищенню ефективності управління інноваційною діяльністю, активізації інноваційних процесів та формуванню стійких конкурентних переваг підприємств. Перспективним напрямом подальших досліджень визначено розроблення економіко-математичних моделей оцінювання ефективності використання соціально-економічних інструментів управління інноваційними підприємствами в умовах цифрової трансформації економіки.

Key words: innovative enterprise, socio-economic instruments, enterprise management, innovative development, economic mechanism, human capital.

Ключові слова: інноваційне підприємство, соціально-економічні інструменти, управління підприємством, інноваційний розвиток, економічний механізм, людський капітал.

GENERAL STATEMENT OF THE PROBLEM AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

The current stage of economic development is characterized by the strengthening of the role of innovative activities of enterprises in ensuring competitiveness and long-term economic sustainability. In these conditions, enterprises are forced to adapt their own management systems to new market requirements, which involves the active use of socio-economic development tools. Innovative activities of enterprises require not only financial resources and technological potential, but also effective organization of management processes, development of human capital and formation of a favorable socio-economic environment. At the same time, traditional approaches to enterprise management do not always provide a sufficient level of stimulation of innovative activity. Limited financial resources, instability of the economic environment and increased competition require the formation of a comprehensive management mechanism that combines economic incentives, social tools and organizational mechanisms for enterprise development. In this regard, the study of the mechanism for implementing socio-economic tools for managing innovative enterprises, which allows ensuring effective interaction between economic resources, human capital and the innovative potential of the organization, becomes particularly relevant.

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ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS, IN WHICH THE SOLUTION OF THIS PROBLEM WAS INITIATED AND ON WHICH THE AUTHOR RELIES, HIGHLIGHTING PREVIOUSLY UNRESOLVED PARTS OF THE GENERAL PROBLEM, TO WHICH THE SPECIFIED ARTICLE IS DEVOTED

The issues of managing the innovative development of enterprises and the formation of effective mechanisms for the use of socio-economic instruments are actively studied in the works of domestic and foreign scientists. In the scientific literature, considerable attention is paid to the issues of forming the innovative potential of enterprises, developing a system for managing innovative activities and increasing the efficiency of resource use. In particular, the study by L. M. Shymanovska-Dianych, M. V. Shkrobot, Yu. G. Berezhnaya and I. A. Hnatenko identified strategic guidelines for the development of innovatively active enterprises in the context of tax policy transformation, investment risks and change management in the knowledge economy [1]. The conceptual principles of managing the innovative development of enterprises are revealed in the works of L. I. Fedulova, where the basic principles of forming an innovative model of enterprise development are substantiated and the role of management tools in ensuring their competitiveness is determined [2]. A significant contribution to the study of personnel management and human capital development in the conditions of an innovative economy has been made by the authors who consider methods of personnel assessment, approaches to the formation of a system of personnel assessment of an enterprise in a competitive environment, issues of accounting and analytical support for innovative development management, mechanisms for managing the innovative potential of an enterprise, management of innovative enterprises, resource efficiency of enterprises in the agro-food sector [3—13]. Issues of strategic management of innovative development of agricultural enterprises are also considered by N. V. Bondarchuk, L. M. Vasilyeva and A. V. Minkovska, who determine the main directions of increasing the financial and economic security of enterprises based on innovative activity [14]. At the same time, the works of O. V. Khodakivska, I. A. Hnatenko, T. O. Dyachenko and I. M. Sabii consider models of entrepreneurship in the conditions of an innovative economy and a knowledge economy, which provide for effective management of enterprise resources and the development of innovative entrepreneurial activity [15].

Despite a significant amount of scientific research in the field of innovative enterprise management, the issues of forming a comprehensive mechanism for implementing socio-economic instruments for innovative enterprise management require further scientific substantiation.

FORMULATION OF THE OBJECTIVES OF THE ARTICLE (TASK STATEMENT)

The purpose of the article is to substantiate the mechanism of implementation of socio-economic instruments for managing an innovative enterprise and to identify the main directions of increasing the efficiency of innovative activity based on the integration of economic and social factors of development. To achieve the set goal, it is necessary to solve the following tasks: to investigate the essence of socio-economic instruments for managing an innovative enterprise; to determine the main elements of the mechanism for their implementation; to substantiate the role of social factors in stimulating innovative activity; to form a model of the mechanism for managing the innovative development of an enterprise.

PRESENTATION OF THE MAIN MATERIAL OF THE STUDY WITH A FULL JUSTIFICATION OF THE OBTAINED SCIENTIFIC RESULTS

The development of innovative entrepreneurship is one of the key factors of economic growth and increasing the competitiveness of the economy. Innovative enterprises are the main generators of new technologies, products and management solutions, which contributes to the modernization of production processes and increasing the efficiency of resource use. In modern conditions, the management of innovative enterprises should be based on the use of a complex of socio-economic instruments that provide a combination of economic incentives, organizational mechanisms and social factors of development [3—7]. This approach allows creating favorable conditions for the formation of the innovative potential of enterprises and ensuring their long-term development. Socio-economic instruments for managing an innovative enterprise include a system of methods, levers and mechanisms of influence on economic and social processes aimed at increasing the efficiency of the enterprise. Such instruments include financial stimulation of innovative activity, development of human capital, formation of an organizational culture of innovation, as well as improvement of the institutional

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Table 1. System of socio-economic tools for innovation management

Group of instruments	Content of managerial influence	Main implementation tools	Expected result for innovative development
Financial and economic	Formation of the resource base of innovative activity and ensuring economic stimulation of innovative processes	Innovative investments, venture financing, tax incentives, research and development financing	Increase in the innovative potential of the enterprise and increase in the efficiency of capital use
Organizational and managerial	Improvement of the innovative activity management system and optimization of internal business processes	Project management structures, innovation units, strategic innovation planning	Increase in the efficiency of management of innovative processes
Social and motivational	Stimulation of creative activity of personnel and development of intellectual potential of employees	Systems of material and non-material motivation, corporate training, development of innovation culture	Increase in the innovative activity of personnel and labor productivity
Institutional and regulatory	Formation of a favorable external environment for the functioning of innovative enterprises	State innovation support programs, innovation infrastructure, partnership with scientific institutions	Strengthening the competitiveness of the enterprise and expansion of innovative activity

Source: proposed by the authors based on sources [2; 6; 10; 13—15].

environment of the functioning of enterprises. The system of socio-economic instruments for managing an innovative enterprise is shown in Table. 1.

The system of socio-economic instruments for managing an innovative enterprise presented in Table 1 allows us to comprehensively reveal the mechanism of forming and implementing management decisions aimed at activating innovative activity and ensuring sustainable development of the enterprise. The generalization of the above instruments indicates that the effectiveness of managing an innovative enterprise largely depends on a balanced combination of economic, organizational, social and institutional levers of influence. First of all, financial and economic instruments play an important role, which form the material basis of the enterprise's innovative activity. Ensuring access to investment resources, developing venture financing, using tax incentives and attracting financial mechanisms to support research and development create the prerequisites for activating innovative processes [1—4; 6—9]. It is financial instruments that allow enterprises to modernize production, introduce new technologies and expand innovative potential. An equally important element of the management mechanism are organizational and managerial instruments. Their implementation is aimed at improving the internal structure of enterprise management, forming effective mechanisms for strategic planning and optimizing management processes. The use of project forms of work organization, the creation of specialized innovative units and the introduction of modern management technologies contribute to increasing the efficiency of implementing innovative strategies of the enterprise. At the same time, social and motivational tools ensure the formation of an innovative environment within the enterprise and stimulate the development of human capital. The development of professional competencies of employees, the introduction of systems of material and non-material incentives, support for the creative initiative of personnel and the formation of an innovative organizational culture contribute to increasing the innovative activity of employees [7—9; 11; 13—15]. It is human capital that acts as a key factor in the generation of new ideas, technologies and management decisions. An important role in the development of innovative entrepreneurship is also played by institutional and regulatory tools that form the external environment of the functioning of enterprises. State programs to support innovation activities, the development of innovation infrastructure, the formation of an effective system of interaction between business, scientific institutions and state institutions create favorable conditions for the implementation of innovation projects and increasing the competitiveness of enterprises.

Thus, the systematic use of socio-economic management tools allows you to form a holistic mechanism for the development of an innovative enterprise, which combines economic incentives, organizational management mechanisms and social factors of development. Such integration contributes to increasing the efficiency of management processes, activating innovation activities and forming sustainable competitive advantages of the enterprise in the conditions of the modern economy [4; 8; 11; 14]. A promising direction for further research is the development of comprehensive models for assessing the effectiveness of the use of socio-economic management tools by innovative enterprises, taking into account the digital transformation of the economy and global innovation trends.

An important element of the implementation of socio-economic tools is the formation of an effective system of employee motivation, which

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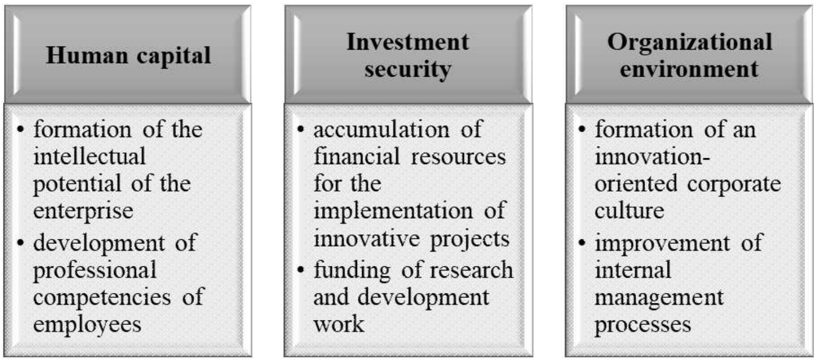

Figure 1. The essence of key factors influencing innovation activity

Source: proposed by the authors.

contributes to the development of the creative potential of personnel and stimulates the introduction of innovations. Employees involved in the process of innovative development of the enterprise should be interested in achieving the strategic goals of the organization. The essence of the key factors influencing innovation activity is depicted in Fig. 1.

The development factors presented in Figure 1 reflect the key areas of influence of socio-economic instruments on the formation of the innovative potential of the enterprise. Their generalization allows us to determine that the effectiveness of the implementation of the innovation strategy largely depends on the complex interaction of the enterprise's internal resources and the external institutional environment. It is the combination of these factors that forms the basis for activating innovation processes, modernizing production systems and increasing the competitiveness of enterprises in modern economic conditions. One of the key development factors is human capital, which ensures the formation of the intellectual potential of the enterprise and is the main source of innovative ideas. The development of professional competencies of employees, stimulation of their creative activity and the formation of conditions for professional self-development contribute to increasing the innovative activity of personnel [3; 7; 9; 12; 14]. As a result, the enterprise gets the opportunity to more effectively implement new technologies, improve management processes and increase labor productivity. An equally important role is played by investment support for the enterprise's innovative activity. The presence of sufficient financial potential allows enterprises to implement innovative projects, finance research and development and modernize the production base. Effective use of investment resources contributes to the acceleration of technological development of the enterprise and increases its ability to adapt to changes in the economic environment.

An important factor is also the organizational environment of the enterprise, which forms the internal conditions for the development of innovative activity. The formation of an innovation-oriented corporate culture, the development of effective communications between employees and the improvement of the management system contribute to increasing the efficiency of the implementation of innovative projects. In enterprises where staff initiative is supported and a creative approach to solving production tasks is encouraged, innovative processes develop much faster.

The institutional environment, which forms the external conditions for the functioning of enterprises, also has a significant impact on the development of innovative entrepreneurship [6; 9; 14]. State support for innovative activity, the development of innovative infrastructure, as well as cooperation between enterprises, scientific institutions and educational organizations create favorable conditions for the activation of innovative processes. Such mechanisms contribute to the attraction of new technologies, the expansion of scientific and technical cooperation and the increase in the level of competitiveness of enterprises.

Thus, the effective development of an innovative enterprise is possible only if the interaction of economic, organizational, social and institutional factors is systematically taken into account [1; 3; 6; 11]. The integrated use of these factors allows you to form a sustainable model of innovative development of the enterprise, which ensures its adaptation to changes in the economic environment, increases the effectiveness of management decisions and contributes to the formation of long-term competitive advantages. The implementation of

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Table 2. Structure of the mechanism for implementing socio-economic management instruments

Mechanism element	Contents	Management result
Economic block	Financial support for innovation activities	Increase in enterprise efficiency
Social block	Development of personnel and motivation system	Increase in labor productivity
Organizational block	Improvement of the management system	Optimization of business processes
Innovation block	Implementation of new technologies	Formation of competitive advantages

Source: proposed by the authors, taking into account the sources [3; 5; 9; 11; 15].

socio-economic management tools for an innovative enterprise involves the formation of a comprehensive mechanism that includes the interaction of the enterprise's internal resources with the external economic environment. The structure of the mechanism for implementing socio-economic management tools is shown in Table. 2

Thus, an effective mechanism for implementing socio-economic tools for managing an innovative enterprise should be based on the integration of economic, social, and organizational development factors.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER RESEARCH IN THIS DIRECTION

Thus, socio-economic tools play an important role in the formation of an effective management system for innovative enterprises. Their use allows for the rational use of resources, increases the efficiency of innovation activities and strengthens the competitive position of enterprises in the modern economic environment. The developed mechanism for the implementation of socio-economic tools for managing an innovative enterprise involves the complex interaction of financial, organizational, social and institutional elements of management. This approach contributes to the formation of the innovative potential of enterprises, increases labor productivity and ensures long-term economic development. Promising areas of further research are the development of economic and mathematical models for assessing the effectiveness of socio-economic tools for managing innovative enterprises, as well as studying the impact of digital technologies on the transformation of management mechanisms for enterprise development.

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