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INNOVATION AS A WAY TO INCREASE THE COMPETITIVENESS OF AN ORGANIZATION

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Key words: competitiveness, organization, innovation; innovation potential; innovation activity; innovative activity; strategy.

Аннотация: Главным условием экономического развития страны является выпуск конкурентоспособной продукции и укрепление конкурентных позиций отечественных организаций как на внутреннем, так и внешнем рынках. В этой связи одним из ключевых факторов обеспечения конкурентоспособности предприятий и экономики страны в целом являются инновации, способствующие получению и создающие условия формирования экономической выгоды или улучшающие потребительские свойства продукции (товара, работы, услуги).

Summary: The main condition for the country's economic development is the production of competitive products and strengthening the competitive positions of domestic organizations in both domestic and foreign markets. In this regard, one of the key factors in ensuring the competitiveness of enterprises and the country's economy as a whole is innovation that facilitates the receipt and creates conditions for the formation of economic benefits or improves the consumer properties of products (goods, work, services).

At the present stage of development of relations in the economic sphere, scientific and technological progress is important, as well as the processes of development of innovations that could ensure the constant modernization of production. This can be achieved by resorting to the development of science and technology. Livestock

farming occupies a leading place in agricultural production in Belarus. Many consider the livestock industry to be the most difficult in agricultural production, since it is characterized by the high complexity of the technological processes taking place in it, which implies the need for constant modernization of automation and mechanization processes. In addition, there is a need to create a food supply that could provide continuous, adequate feeding. Products with a short shelf life, high capital intensity, and long innovation development times are a specific feature of the industry. In the agro-industrial sector, innovation processes are a system of activities for conducting research, developing innovations and their implementation with the main goal of increasing income and increasing the competitiveness of products.

In other words, innovation is a powerful competitive tool that allows you to beat competitors by mastering effective technological processes or entering the market space with new products or entering untapped markets or finding your niche. And many organizations today have already realized the need to constantly search and develop new products and technologies, as well as intensify innovation activities. This is due to many factors, primarily, increased competition among manufacturers, the development and diversification of new technologies. The relationship between innovation and the competitiveness of an enterprise is manifested in the fact that the level of development of the innovative potential of an enterprise affects its innovative capabilities, the creation and use of advanced approaches to production, increasing the “innovativeness” of products, the progressiveness of technology and the level of competitive advantages. And the implementation of competitive opportunities increases the overall level of competitiveness of the enterprise.

Research shows that innovative activity provides business entities with the opportunity for effective development in terms of the dynamics of financial and economic processes, depending on the state of the market. At the same time, among the main types of innovative activity of enterprises, the following can be distinguished:

- 1) product related to the development and production of modern, improved types of products;
- 2) organizational, due to the improvement of management structure and production methods;
- 3) marketing, seeking new areas for the introduction and use of products;
- 4) technological, latest or improved production processes, technologies. As practice shows, these types of innovations can be implemented in various forms, incl. through synthesis [1].

To carry out effective innovation activities, enterprises must have innovative potential, which, according to the sources studied, is a combination of:

- 1) labor resources;
- 2) natural resources and their combinations;
- 3) new production assets and technologies;
- 4) norms and rules for carrying out innovative activities;

- 5) forms of innovative activity;
- 6) accessibility and reliability of information.

The following strategic decisions are decisive for the innovation process: choice of market type; identification of market segments; determining the target niche; technology development; selection of goods and services; making decisions regarding cooperation in development, production and sales; determination of the planned sales volume [2].

However, it must be taken into account that the development and implementation of innovations are associated with various types of risks: market (commercial) risk, determined by the degree of originality of the concept and its complexity; technological risk associated with the technical aspects of innovation; strategic risk, characterized by the compatibility of innovations with the market and existing technologies.

Having studied the literary sources, we can distinguish the following types of innovative strategies of the organization:

1. Offensive strategy, within which the development of innovations is proactive. This requires large investments and involves significant risks. Large organizations that are market leaders operate with a similar strategy. At the same time, their personnel must be highly qualified, have the ability to see prospects and be able to quickly analyze information and make decisions that are appropriate for a particular situation.

2. Defensive innovation strategy, which, as a rule, is used by medium-sized enterprises that occupy a strong position in the market, which, however, cannot be characterized as leading. The risk of using this strategy is lower than that of an offensive strategy, but the potential gain itself is also lower.

3. A defensive innovation strategy is appropriate for business entities that are able to increase profits in a competitive environment through effective production and marketing management and the formation of advantages due to lower costs.

4. Licensing (absorbing) strategy, which is focused on the development of innovative solutions (protected by patents or know-how) assigned to other organizations. Most often, the absorption strategy is used by small innovative enterprises, which, due to the limited scale of their activities, do not have the opportunity to implement a full-fledged offensive strategy.

5. Intermediate strategy, which is based on product differentiation and the organization's desire to be a leader and maintain a competitive advantage. This is explained by the desire to avoid direct competition with market leaders, competition with which in this segment in the production of standard products is initially doomed to failure [3].

The main factors determining the choice of innovation strategy are: 1) information about the behavior of competitors during economic changes; 2) risk leveling or distribution policy; 3) trends and prospects for the development of the industry, etc. Thus, in conditions of an actively developing industry and a low level of competition, an offensive strategy is preferable for an enterprise; in the case of market development and increased competition, a defensive strat-

egy, product improvement or licensing strategy. At the stage of maturity, a protective strategy of technological innovation or an industry licensing strategy is most appropriate for an economic entity.

On the world market, everything is not so simple for a country - to achieve the proper level of competitiveness, advantages are needed, which are almost impossible to achieve in the shortest possible time [4]. The development, implementation and application of innovations in the industry leads to economic benefits, which are expressed in greater product output and cost reduction, leading to accelerated progress in the field of scientific and technological progress, which in turn raises commodity producers to improve existing innovations and creating new, higher quality and easier to use in production.

Consequently, the transition to a new level of production is impossible without proper investments, government support, developments in the field of scientific and technological progress and increasing the level of knowledge of personnel, which in turn leads to the use of technologies that ensure an increase in productivity and technology, reducing costs for production and increasing its competitiveness - all this requires a certain amount of time. But we must not forget that innovative developments can ensure the stability of the functioning of organizations, create conditions for updating reproduction processes, and provide additional impetus for economic growth in production efficiency in general.

In this regard, the type of innovative development acquires particular importance, and the innovation process itself requires strategic planning and management of innovations to expand the market and meet existing and potential needs, thereby contributing to the competitiveness of enterprises. Ensuring the competitiveness of an enterprise in modern conditions can only be achieved on the basis of an appropriately organized process of enhancing innovation activity. The development and implementation of innovations is the basis for increasing the competitiveness of an enterprise, but also a stimulus for the economic development of the country as a whole.

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