

STRATEGIC MANAGEMENT OF INNOVATION COMPETITIVENESS OF AN ENTERPRISE

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Increasing competitiveness of an enterprise – is a long-term consistent process of developing and implementing strategic management decisions in all areas of its operations. However, the implementation of strategic management prevents resistance from the staff. In modern strategic management theory three resistance levels are highlighted: individual, group and organizational.

Individual reasons for resistance to change:

- Psychological reasons: inertia, the desire for stability and conservatism;
- Emotional reason: fear of imaginary or real negative consequences;
- Absence of respect for managers, unfair system of remuneration, etc;
- Demographic characteristics of staff: age, sex, level of education and qualification.

Group causes resistance to change:

- Group cohesion at mismatch goals of the group and organization;
- Group norms that contradict by its content strategic change;
- Threat of losing power unit.

Organizational causes resistance to change:

- Structure of the company, which impedes the organizational changes;
- Features of the organizational culture;
- Lack of a clear development strategy;
- Ineffective management of organizational changes;
- Imperfect system of organizational communications.

Thus, the resistance of strategic changes happens at all hierarchical levels of the organization and can cause significant obstacles to the strategic management, especially in innovation. Therefore, the main task of the strategic management is the formation of innovative high-level perception. The organizational structure, corporate culture and work with staff influence at the specified parameter.

Organic structures affect innovation positive, because they are more flexible and adaptive in comparison with mechanistic structures. Organizational culture of innovative enterprises encourages creative thinking, experimentation, risk. Working with staff encourages training and development of its employees, guarantee them a high degree of workplaces protection and stimulates to innovation.

Consequently, there is a close link between the implementation of the strategic management and achievement of innovative competitiveness of the enterprise: drag reduction personnel during strategic changes provides implementing innovative ideas and vice versa – innovative activities of the enterprise requires eliminating the causes of resistance to change at all levels of management hierarchy, development of creative thinking and create conditions for the implementation of innovations. Formed closed system of cause-effect relationships and completed management cycle, the result of which is increasing the competitiveness of enterprises based on the innovation component.