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DOI <https://doi.org/10.26661/2414-0287-2022-1-53-05>**EFFICIENCY OF TRADE ENTERPRISES ON THE BASIS OF INNOVATIVE ACTIVITY****Cherep O.G., Uliashyn I.A.***Zaporizhzhia National University
Ukraine, 69000, Zaporizhzhia, Zhukovsky str., 66***Key words:**innovation, innovation,
efficiency, enterprise, risks,
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activation

It is established that the main purpose of innovative activity of trade enterprises is to create a new product (service) and maximize profits from their sale. The factors influencing the development of the innovation process are singled out. The expediency of carrying out innovative activities and developing measures to improve the efficiency of such activities, especially commercial enterprises in conditions of fierce competition. Methods for evaluating the effectiveness of innovative activities of commercial enterprises are studied. It is determined that innovations are mostly associated with significant or radical changes in the work of the enterprise, so there is always a significant risk of losses from the use of innovative solutions or the introduction of innovative products. The causes of uncertainty and the risks caused by the influence of macro- and micro-environmental factors are described. Measures to minimize the risks of innovation activity of trade enterprises are proposed. The expediency of the enterprise's choice of innovation strategy of its development is substantiated. Proposals have been made to develop innovative activities in order to increase the competitiveness of commercial enterprises.

**ЕФЕКТИВНІСТЬ ТОРГОВЕЛЬНИХ ПІДПРИЄМСТВ
НА ЗАСАДАХ ІННОВАЦІЙНОЇ ДІЯЛЬНОСТІ****Череп О.Г., Ульяшин І.А.***Запорізький національний університет
Україна, 69000, м. Запоріжжя, вул. Жуковського, 66***Ключові слова:**інновації, інноваційна
діяльність, ефективність,
підприємство, ризики,
розвиток підприємства,
фактори, активізація

Встановлено, що головною метою інноваційної діяльності торговельних підприємств є створення нового продукту (послуги) та максимізація прибутку від їхньої реалізації. Виокремлено чинники, які впливають на розвиток інноваційного процесу. Обґрунтовано доцільність здійснення інноваційної діяльності та розробки заходів щодо підвищення ефективності такої діяльності, особливо торговельних підприємств в умовах жорсткої конкуренції. Досліджено методики оцінки ефективності інноваційної діяльності торговельних підприємств. Визначено, що інновації здебільшого пов'язані із суттєвими або радикальними змінами в роботі підприємства, тому завжди містять значний ризик отримання втрат від застосування інноваційних рішень чи впровадження інноваційного продукту. Охарактеризовано причини невизначеності і, спричинені ними, ризики, які пов'язані із впливом факторів макро- і мікросередовища. Запропоновано заходи щодо мінімізації ризиків інноваційної діяльності торговельних підприємств. Обґрунтовано доцільність вибору підприємством інноваційної стратегії свого розвитку. Внесено пропозиції щодо розвитку інноваційної діяльності з метою підвищення конкурентоспроможності торговельних підприємств.

The aim of the article is to further develop theoretical and methodological provisions for creating an effective model of innovation management in trade, taking into account current trends in the science and practice of management.

Researching methods: Analytical, economic-statistical methods, system-structural analysis and synthesis and the method of logical generalization were used in the research.

Formulation of the problem

Innovative projects and programs are an essential component of the economic mechanism for managing the

country's innovative development. Practice shows that low efficiency of innovation processes is formed at the micro level, so the current areas of research determine the issues of innovative development of enterprises, due to the need to form a scientific and methodological basis capable of describing the process of innovative development of enterprises and management mechanisms. These issues are also relevant because in the context of strengthening the course of European integration, the leadership of domestic trade enterprises is faced with the task of identifying as soon as possible methodological and practical experience of innovation management

Analysis of recent research and publications

The issues of investment activity of the enterprise were covered in the works of such domestic and foreign scientists as: Glukhova N.V. [2], Kaplun S.O. [1], Lozovsky O.M. [2], Tovma L.F. [1], Fedulova L.I. [3], Khomutovsky D.I. [4], and many others. Unfortunately, nowadays in the scientific literature there are still unresolved theoretical and methodological problems associated with the existence of the term «innovation» and «efficiency of a commercial enterprise».

Presentation of the main material

The current stage of development of Ukraine's economy is characterized by the reform of institutional, economic, social, financial and other relations, in the formation of which a special role belongs to the sphere of trade. Traditionally, trade is considered to be the sphere of employment and the source of human well-being, the system-forming link of economic relations, the channel of distribution of goods and services, the place of formation of public sentiments and needs. The state of trade development indicates the standard of living, education and the state of society's economy. As a source of current funds, trade is one of the prerequisites for ensuring the financial stability of the state. Meeting the needs of the population, preventing social tensions in society, a significant contribution to gross value added – the most important functions of retail [1, p. 265].

In addition, the price index in the retail trade of stable developing countries is increasingly recognized as an indicator of socio-economic development of society. At the same time, trade business as a component of the system of distribution of economic goods reflects the main contradictions and problems of the national economy, the state of formation of the information society, the degree of integration of economic processes. Trade, being the branch of the economy closest to the final consumer, is the main tool for regulating the main components of the production process (volume and range of products) and allows monitoring of consumer preferences, dynamics of quality of life and more. The analysis shows that the long-term implementation of the liberal course of economic development of Ukraine was accompanied by a significant weakening of state regulation of trade, strengthening the process of its spontaneous development and placement. As a result, along with the emergence of modern retail chains in modern cities equipped with modern equipment using high-performance trade technologies and qualified personnel, a large part of trade enterprises still have outdated storage methods, forms and methods of public service, insufficient level of qualifications of employees [3; 5].

In general, the current stage of development of trade in Ukraine is characterized by the fact that competition in this area of economic activity has increased significantly. At the same time in the competition in the domestic trade market there is an offensive of foreign participants. The weakest link in the organizational and economic mechanism of trade management is the implementation of innovations. In particular, they need to improve the methodological framework and mechanism for intensifying innovation,

which should contribute to the sustainable development of both the industry as a whole, and individual trade enterprises. The innovation process can be considered as a set of successive actions, as a result of which the innovation develops from an idea to a specific product and spreads during practical use. The course of the innovation process, like any other, is determined by the complex interaction of many factors. Success in this way depends on the management mechanism, which unites in a single stream the origins of the scientific idea, its development, implementation of the result in production, implementation, distribution and consumption. The development of the innovation process is influenced by:

- State of the external environment in which it takes place (type of market, the nature of competition, the practice of state regulation, level of education, organizational forms of interaction between science and industry, etc.);
- State of the internal environment of individual organizational and economic systems (financial and logistical resources, application of technology, relations with the external environment, etc.);
- the specifics of the innovation process as an object of management.

The effectiveness of the innovation process is determined only after the introduction of innovation, when it becomes clear how it meets the needs of the market.

Unlike the production process, the innovation process is characterized by:

- high risk and uncertainty of ways to achieve goals;
- the impossibility of detailed planning and focus on forecast estimates;
- the need to find understanding in the field of economic relations and in the interests of participants in the innovation process;
- depending on the socio-economic environment in which it operates and develops [2; 3].

The need for the innovation process is formed under the influence of such a contradiction as the relationship between the real and the desired situation in the development of society.

The introduction of effective innovative technologies allows, on the one hand, the company to gain competitive advantages: improve the competitive situation in the market of its product and its own financial condition, increase production capacity and staff capacity, etc., and on the other – requires significant resources and time expenses. To ensure high efficiency of innovation measures, today the relevance of systematic, timely and comprehensive analysis of innovation activities of the enterprise is growing [1, p. 266].

The efficiency of innovation is a value determined by the specific ability of innovation to save a certain amount of labor, material and financial resources per unit of created products, technical systems, structures, etc.

Managers-practitioners of countries with developed market economies pay due attention to the issue of evaluating the effectiveness of innovations. According to a study conducted by senior management of North American private enterprises, the effectiveness of implemented innovations is primarily assessed using a variety of numerical indicators – this approach is supported by more

than half of the 355 respondents to the survey. Numerical criteria under such conditions are: the impact of innovation on enterprise revenue growth (78%), customer satisfaction (76%), revenue growth from new products (74%), productivity growth (71%) and profit dynamics (68%). At the same time, researchers of the consulting company, which conducted the survey, emphasize that innovation groups, which quantify the results achieved, have much greater support from management than groups with goals that do not quantify the effect of implementation [1, p. 267].

Internal and external (trade) balance in the environment of the enterprise is possible only under the conditions of purposeful and constant improvement of all aspects of its activity, maintenance of the gained and formation of new competitive advantages. Determining the areas and directions of innovation, justification and selection of innovative projects, the organization of their implementation are carried out in the process of managing the innovative development of the organization. Innovation development management covers strategic and operational aspects and should be, on the one hand, aimed at creating or promptly attracting such innovations that will maintain and strengthen the market position of the organization in the long run, and on the other – systematic and focused activities to improve existing technologies, techniques and methods of work, thanks to which the life of innovations is extended [4].

Innovation is associated with risk, because the main function of innovation and innovation is change, and change is always associated with some uncertainty about the expected results and, consequently, with risk.

For the objectivity of the analysis, the consideration of risks of innovation projects should be conducted from the standpoint of specific actors in the innovation process. However, given that from the standpoint of each of them other entities can be considered as environmental factors (microenvironment), and macro-environmental factors affect the risks of all entities, it will be legitimate to consider innovation risks from the standpoint of manufacturer-innovator can often combine both a developer and an investor. In a general sense, there are the following main reasons for the uncertainty and the risk it poses to developing and bringing a new product to market:

- inaccuracy, incompleteness and inconsistency of information that became the basis for making innovative decisions;
- unexpected or accidental changes in the conditions of innovation and management in general, due to external and internal factors;
- active opposition from other market counter-parties [6, p.15].

The risks of innovation projects for the innovator are often manifested in the fact that new products are not sold in certain volumes and at certain prices, increase the time of the innovative project, due to which there is a loss of profit or loss. The source of risk of innovative activity of the enterprise is the influence of micro- and macro-environmental factors, as well as factors of the internal environment. Risks caused by the influence of macro-environmental factors are divided into:

- economical, as changes in the economic situation may lead to a loss of competitiveness of innovative products;
 - political and legal, which manifests itself in the form of possible adverse changes in the social or legal environment of preparation or implementation of innovative projects;
 - socio-demographic, which arise due to the conflict of interests of different social groups, which may lead to non-acceptance of innovation at the beginning of the innovation process or after the introduction of innovation on the market;
 - environmental, which manifests itself as potential losses of producers due to the eco-destructive effects of consumption or production of goods;
 - technological, which arise due to possible changes in the scientific and technological progress [2; 7, p. 153].
- In the practice of enterprises, the minimization of risks caused by macro-environmental factors is carried out through the diversification of production and marketing, streamlining the selection of economic activities by maximizing the opportunities and avoiding the impact of destructive factors. Risks caused by the influence of microenvironmental factors are divided into:
- competitive, which arise as a result of ahead of innovation actions of competitors;
 - suppliers, due to the difficulty of obtaining new types of resources for the production of innovative products;
 - commercial, which arise as a result of changes in the conditions of interaction with trade and sales intermediaries, which may not always be able to fully adequately and quickly respond to changes in the range of enterprises;
 - consumer, which arise due to the rational expectations of consumers and changes in their demands [6].

Innovation strategy is one of the means to achieve the goals of the organization and is characterized by novelty, especially for the organization, and often – for industry, market, consumers. Depending on the purpose and position in the market, the following types of innovation strategies are distinguished: offensive strategy, protection strategy, imitation, dependent, traditional strategy and strategy «on occasion» («niche» strategy) [7, p. 154; 8, p. 370].

The company's choice of a particular innovation strategy depends on many factors, including: environmental conditions and factors, the scope of the firm, the range and range of its products, the life cycle of goods, its ability to monitor scientific and technical information on the innovation market, the level of scientific and technical and technological potential, etc. When justifying the choice of innovation strategy, managers must take into account its compliance with the overall development strategy of the organization, its acceptability in terms of risk, market readiness to accept the novelty.

Conclusions

In trade as an economic sphere of the national economy of Ukraine there is a constant improvement of trade enterprises, initiated by innovations. Trade enterprises develop and implement more efficient methods of customer

service, expand trade services, offer new methods of pricing and sales, form new approaches to sales management, form new legal relationships with intermediaries, introduce modern approaches to personnel management, introduce the latest tools for work automation and so on. The development of innovation in trade can significantly increase competitiveness, financial stability, as well as more fully meet all customer needs. activities.

Given that the integrated enterprise management system based on innovative approach is built taking into account the consistency of goals not only of all participants in its activities, but also of all participants in the market environment in which the company is located, it will help achieve synergies in innovative development. The main factor in the success of innovative activities of a commercial enterprise is to achieve consumer satisfaction.

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