

**IMPROVEMENT OF THE ENTERPRISE'S INNOVATIVE  
MANAGEMENT SYSTEM BASED ON STRATEGIC MANAGEMENT**

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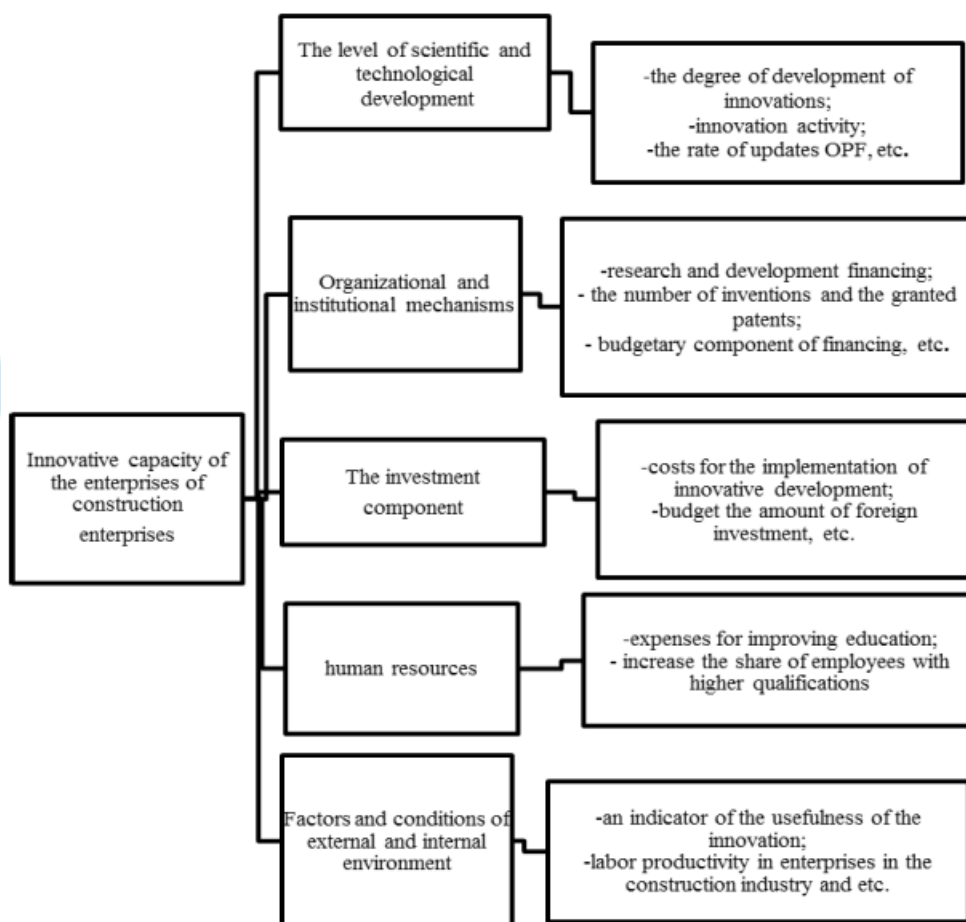
**Abstract:** The article discusses the methods of innovative development of construction material production enterprises, the prospects and stages of developing innovative strategies.

**Key words:** innovative activity, innovative development, innovative projects, innovation effectiveness, innovation management.

For the economic development of the real sector of the national economy, a cluster approach is used, which allows connecting the interests of enterprises, state bodies, science and education into a single entity. At the same time, enterprises will have opportunities to ensure competitiveness within the framework of the production of innovative products, expand the geography of sales, increase the volume of production and export, create new demanding jobs, and obtain financial, labor and material resources. This approach can be used in the construction materials industry, which is currently considered as one of the elements of the construction cluster, not as an independent system with its own characteristics, features and development characteristics.

The need to organize an innovation management system activity of the company is present in actively developing enterprises, enterprises with a number of innovative areas in their activities, multi-structural and branched enterprises (having branches, remote divisions, etc.). The traditional idea of the management system is changing in the conditions of an innovation-oriented market economy, which requires a transition from operational management to a system of strategic management of innovation activities due to new economic conditions. The strategic nature of innovation management is confirmed by the fact that when considering innovation, the company is always focused on the long term and takes into account the dynamism of the environment, thus there is a relationship between strategic management and innovation management. A feature of strategic management of innovation activities is the focus on achieving the intended short-term and long-term goals and results of the company, creating conditions for innovative development, an increased level of competition and risky activities. The basis for the strategic management of the company's innovative activities is the innovative development strategy.

Based on the above, we have developed a mechanism for forming the innovative potential of construction materials industry enterprises (Fig. 1).



**Fig. 1.** The mechanism of formation of innovation potential of construction companies.

The formation of an innovative development strategy is a systemic process that allows, on the basis of strategic thinking, to analyze the content of the conditions in which innovative activities are carried out, determine the mission, strategic innovative goals and objectives, identify the main directions of innovative development while maximizing the use of all possible resources and minimizing the impact of emerging ones.

With the help of a correctly chosen and effective strategy for the innovative development of a company, it is possible to determine the current level of innovative potential of the analyzed company and facilitate adaptation in the conditions

changing both internal and external environments, which will lead to ensuring the economic sustainability of its structural divisions.

The company's innovative development strategy should be based on the company's overall development strategy. According to the general development strategy of the enterprise, it includes the following main sections:

- summary;
- characteristics of the enterprise;
- marketing strategy;
- strategy for using the competitive advantages of the enterprise;

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- strategy for updating the product range;
- production development strategy;
- strategy for providing production with resources;
- strategic financial plan of the enterprise;
- strategy for the international activities of the enterprise;
- management development strategy;
- investment strategy;
- innovation strategy;
- organizing the implementation of the enterprise strategy;
- strategy for implementing an e-commerce system;
- bankruptcy prevention strategy;
- behavioral strategy for business process reengineering;
- applications.

Developing an innovation strategy for the long term is the initial stage of managing the innovation activities of any company. Subsequently, the company's innovative development strategy must be periodically adjusted depending on dynamic changes in environmental conditions, the functioning and development of the company.

The development of a company's innovative development strategy and its individual structural elements is the initial stage of the company's innovation management system. Thus, the strategy of innovative development of a company is understood as a new tool or method of achieving the formulated strategic innovative goals, which is oriented towards the continuous development of the company, the introduction of innovations in various forms and areas of activity. A clearly developed and implemented strategy can significantly increase the market value of a company. It has been determined that the strategy of innovative development must be subject to certain adjustments in accordance with the dynamics of changes in environmental conditions and the characteristics of the company's functioning in it, and in conditions of organizational crises, revolutionary internal changes can occur, bringing it to a new level of development. The presence of risks in innovation activities hinders the success of its implementation; it is also necessary to determine the organizational, economic, motivational and institutional subsystems for the effective implementation of the strategy. This leads to even closer attention to the innovation management system. Consequently, further justification for an effective company's innovation management system should be taken into account with an emphasis on its integration with the strategic management process to ensure the achievement of the company's strategic innovation goals, as well as the most prompt identification and prevention of risks arising on the strategic horizon.

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