
СТРАТЕГІЇ ІННОВАЦІЙНОГО РОЗВИТКУ ПІДПРИЄМСТВ В УМОВАХ ГЛОБАЛІЗАЦІЇ

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FORESIGHT AS A MODERN TOOL FOR STRATEGIC PLANNING OF A BUSINESS SUBJECT

The transformation of the processes of society development and socio-economic conditions of functioning requires the development of new non-standard approaches, tools and management mechanisms, the implementation of which will achieve significant results for both business entities and for the country as a whole. One of such modern approaches to management is strategic planning based on strategic thinking, forecasting changes in environmental factors for the period when the strategic goal is achieved and allows the development and implementation of strategic plans of business entities. The economic benefit of using strategic planning is to make the most efficient use of resources to ensure long-term development.

Strategic planning is the main component of strategic management, which is a process consisting of four stages: the formation of strategic goals, the definition of the strategy of the enterprise; development of a complex of measures for implementing the firm's strategy; control and identification of the main problems in implementing the strategy. Based on the goals and results of strategic analysis, top management decisions have been made on promising directions of activity of the subject of entrepreneurship. Analysis and forecasting of changes in environmental factors allows us to determine market opportunities and risks of development in the strategic period. The success of the strategy depends on the commitment of the staff and the system of motivation. Control includes feedback, assessment of the compliance of the results achieved with the target and adjustments based on the results of strategic control. The process of strategic planning has a cyclical nature, which is continuously implemented by the subject of entrepreneurship and is aimed at the future.

One of the methods of investigation the future is Forsyth's technology. According to a generalized approach under Forsyth, it can be understood «systematic attempts to assess the long-term prospects of science, technology, economics and society, in order to determine the strategic directions of research and new technologies capable

of providing the greatest socio-economic benefits.» [1]. The term «Foresight» as well as «strategy» was first used in military affairs to determine promising military technologies. [2].

Under current conditions, foresight gradually becomes one of the tools of strategic planning of successful entrepreneurship and the integration of foresight into making strategic decisions. Foresight implementation is based on the principles: – volatility – strategic changes are made up and down, with the rate of change may be different and changes can be spread unpredictably;

- uncertainty of the future result – there is no certainty of a particular result;
- ambiguity – the lack of clear estimates of the future associated with the use of expert assessments and the lack of uniformity of the technology of foresight;
- turbulence – changes, together with increased volatility and ambiguity, lead to the turbulence of the environment of the business entities;
- probability of the results – there are no similar historical data, events with high impact can play turning points that change the direction of the trend or system.

Foresight as a research method is based on a systematic approach and considers changes from the point of view of systems. Each system and its parts are part of any other system. Interaction of the system and its parts can cause unexpected and non-intuitive results. System thinking is aimed at better understanding of the goals of the system.

Foresight helps to get a better and systematic understanding of changes in the world and around the organization. Strategic Foresight enables entrepreneurs to learn about volatility, uncertainty, complexity and ambiguity of trends and future events in the world. The methods and practices of strategic foresight make it possible to make informed management decisions regarding short-term actions, through a better understanding of the strategic future. It should be borne in mind that the subject of entrepreneurship can affect the future, albeit within the limits set by the world. Today, as a kind of foresight, scenario planning and forecasting of the «official future» based on the construction of matrices are used. Strategic prediction addresses changes in the world that may affect the achievement of the strategic objectives of the business entity. Influential developments can be called change drivers, and the main scenarios for future events are developed around the dynamic aspects of these drivers. Scenarios are numerous alternative futures built on the basis of intuitive logic. The expected future can be one of the scenarios. Script is a description of contextual developments beyond the scope of the subject of entrepreneurship.

Foresight technology is only actualized in Ukraine, but every year it becomes more and more popular.

Consequently, the strategic foresight does not provide the best forecasts for the future, but forms strategic prediction better preparedness for various future events that are possible and plausible. Strategic prediction requires a systematic analysis of the identification of driving forces and changes to the development of strategic plans. This allows you to take advantage of future market opportunities and make successful strategic management decisions, break new business strategies.

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НЕКОТОРЫЕ АСПЕКТЫ ОПЫТА СТРАН ЕС И США В ФОРМИРОВАНИИ ИННОВАЦИОННЫХ КЛАСТЕРОВ

Как известно, в последнее двадцатилетие в развитых странах взят курс на построение инновационной экономики. В настоящее время и перед Грузией стоит такая задача. Поэтому, чтобы совершить меньше ошибок при ее построении, следует изучить опыт развитых стран в этом направлении, в частности, в сфере опыта формирования инновационных кластеров.

Территории на которых размещены инновационные кластеры могут охватывать часть административного региона, полностью регион или даже страну. Так, например, в Дании в рамках программы конкурентоспособности выделено 16 кластеров общенационального уровня и 13 регионального. Причем Дания как страна сама по себе по европейской классификации NUTS является территориальной единицей первого уровня. Крупные кластеры общенационального уровня есть и в Финляндии (которая также относится в целом к территориальной единице NUTS первого уровня), например, телекоммуникационный кластер. Другим значительным инновационным кластером