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## THE MECHANISM OF FORMATION AND IMPLEMENTATION OF THE STRATEGY FOR ENSURING THE INNOVATION ACTIVITY OF A TRANSPORT ENTERPRISE

**Statement of the problem.** In the conditions of an innovation-oriented market economy, transport enterprises face the problem of a flexible operational response to the instability of the market environment, on the one hand, and the formation of a long-term competitive policy and strategy to ensure the innovation activity of enterprises, on the other. In this regard, theoretical, methodological and practical advances in the field of both strategic management of enterprises and its systemic support are of particular importance. The strategic management system is one of the most effective ways to improve the efficiency of management of a modern enterprise.

**The article is aimed** at developing a mechanism that will ensure an increase in the efficiency of formation and implementation of the strategy for ensuring the innovation activity of enterprises in the transport industry.

**Summary of the main research material.** The high efficiency of innovative development of enterprises directly depends on a rationally organised mechanism that ensures the formation and implementation of an innovative strategy and provides for systematic interaction with all stakeholders in order to ensure the efficient organisation of transport processes, which is the basis for achieving the strategic goals of an enterprise in the context of innovative development.

The process of forming strategic alternatives involves the creation of a system of management procedures that ensures the enterprise's ability to be strategic flexible. Strategic flexibility is manifested in the ability of an enterprise to quickly adapt to changes in the external environment, make necessary adjustments to strategic plans and respond effectively to opportunities and threats.

Flexibility is created through innovation, which provides opportunities that other businesses that fail to make similar investments in time will not have. Timely investment in new technologies allows you to use them in the future or use them more efficiently than your competitors.

The author has developed a mechanism for the formation and implementation of a strategy for ensuring the innovation activity of enterprise, which is presented in the form of a structured model and is a structured

system of interrelated elements that determine the functional features, strategic goals and specific objectives of the innovative development of transport enterprise in a dynamic external environment (Fig. 1).

The developed mechanism of formation and implementation of the strategy of ensuring innovation activity of transport enterprises is a complex system of interrelated economic instruments and organisational measures aimed at development, implementation and assessment of efficiency of innovation projects, determines the sequence of stages, decision-making procedures and responsibility of executors at each stage of formation and implementation of the innovation strategy.

The purpose of the developed mechanism is to define specific goals and objectives for improving the innovation potential of a transport enterprise, as well as to develop effective ways to achieve them, which will ensure the sustainable development of the enterprise.

The main principles of the proposed mechanism are as follows:

1) improving the efficiency of work and ensuring the innovative activity of transport enterprises – implemented through the maximum use of innovative technologies to optimise production processes, reduce the cost of services and improve their quality;

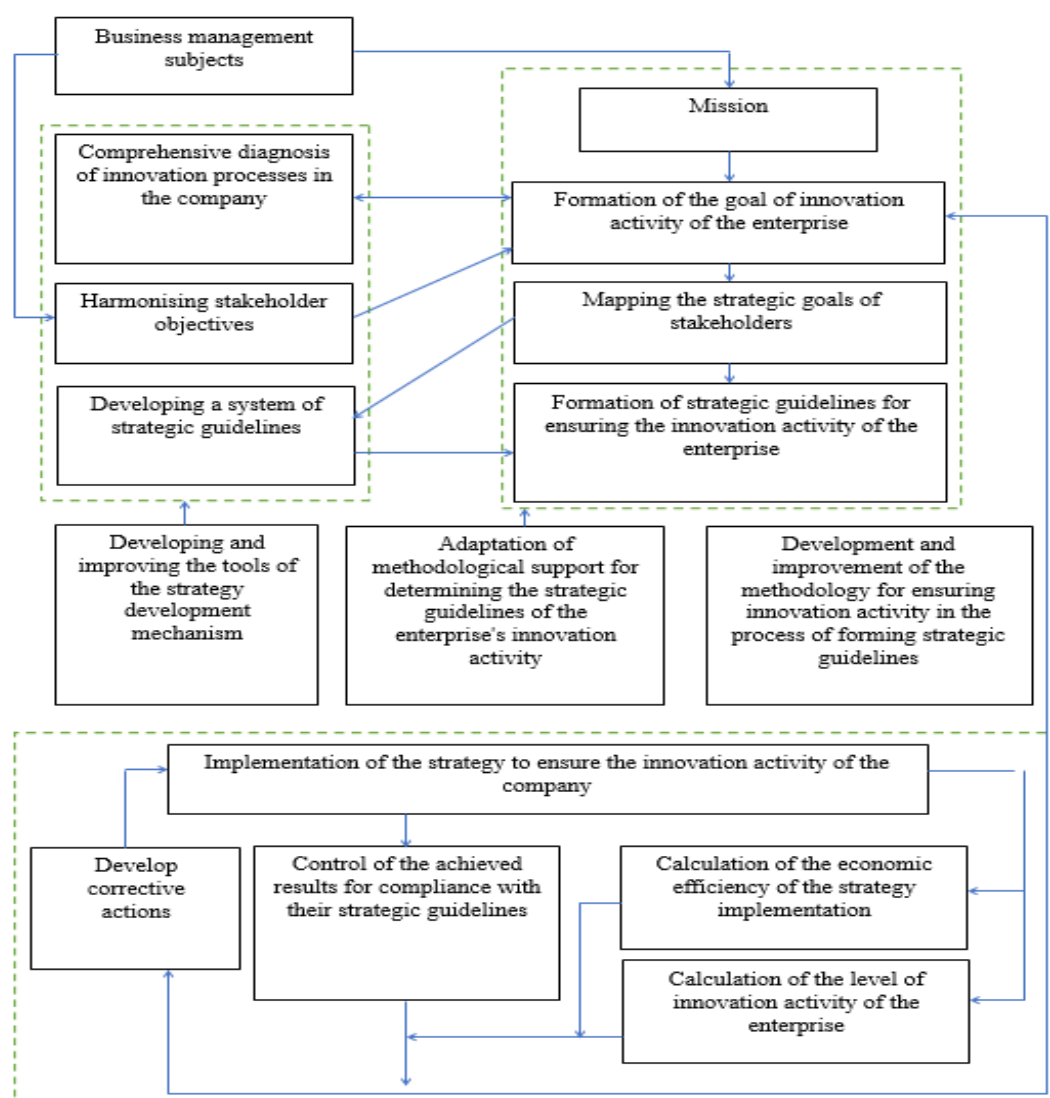
2) ensuring and growing the innovative advantages of the enterprise – implemented through the use of innovative projects aimed at ensuring competitive advantages in the transport services market;

3) systematic analysis of global technological trends – involves the introduction of modern equipment and advanced technologies, and ensuring the renewal of the company's technical park;

4) minimising energy consumption – implemented by introducing energy-efficient technologies and equipment, increasing the share of renewable energy sources in the company's overall energy balance, and optimising logistics systems to reduce transport costs;

5) reducing the negative impact of transport activities on the environment through the use of environmentally friendly technologies, creating a system for monitoring and controlling compliance with environmental norms and standards, and involving the public in the development and implementation of environmental programmes;





**Fig. 1. The mechanism of formation and implementation of the strategy for ensuring the innovation activity of the enterprise**

6) creating an effective motivation system that encourages employees to generate and implement innovations – implemented through systematic training of personnel in innovation management and new technologies, and creating a favourable psychological climate that encourages creativity.

The main stage in the development of a mechanism for forming and implementing a strategy for ensuring the innovation activity of transport enterprises is the stage of forming goals and a system of indicators for implementing a strategy for ensuring the innovation activity of an enterprise. This stage involves a detailed identification of the desired results of innovation activities that meet the strategic goals of the enterprise and take into account the interests of all stakeholders. The need to take into account the interests of all stakeholders creates a significant degree of uncertainty and complicates the process of ensuring innovation activity.

One of the most important processes in the development and implementation of the innovation strategy is the process of harmonising the interests of all stakeholders. This process is based on a comprehensive analysis of all interests. The comprehensive analysis of interests includes: identification and systematisation of interests; detailed study of the impact of stakeholder interests on the enterprise; identification of interrelationships between interests. Based on the collected information, a comprehensive analysis allows to create a detailed profile of each stakeholder, determine its priorities and expectations from the company's innovation activities.

An important component of the mechanism is the justification of the criteria according to which a company chooses strategic alternatives within the strategy of ensuring the innovation activity of companies.

The efficiency of implementation of the strategy for ensuring the innovation activity of a transport

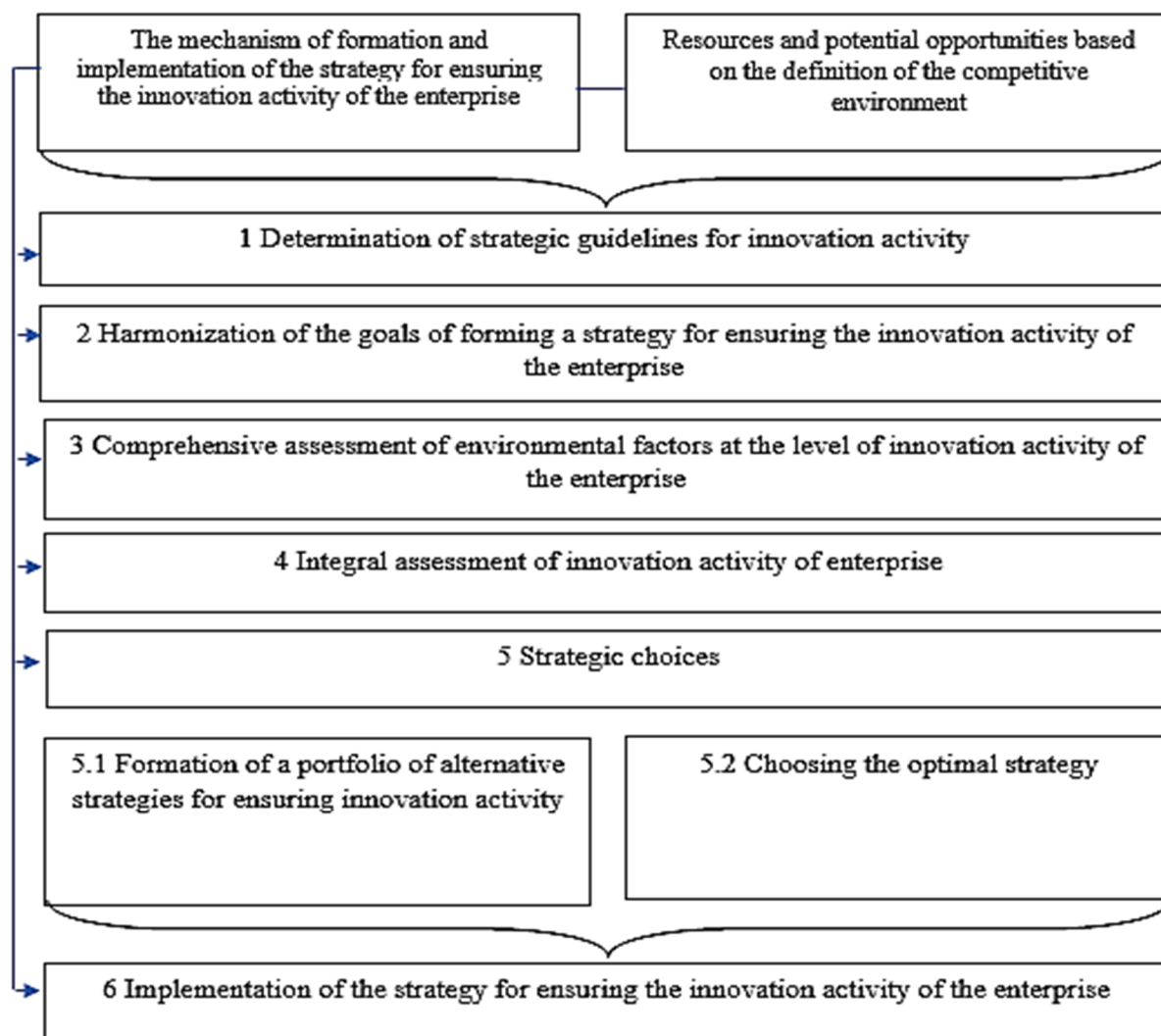
enterprise is largely determined by the quality and completeness of the methodological foundations that underlie it, and the mechanism for forming and implementing the strategy is an instrument that determines the sequence of actions, responsibility of performers and criteria for evaluating results.

This mechanism is aimed at increasing the innovative activity of transport enterprises and provides for the formation of a potential for responding to the external environment, which covers the conditions for maintaining or creating a sustainable competitive advantage based on efficiency, quality, initiative, customer confidence; development of distinctive competitive competencies: creating an environment for

organisational learning and a mechanism for continuous improvement and implementation of advanced economic instruments.

It is impossible to formulate and implement a strategy for ensuring the innovation activity of a transport enterprise without understanding the changes in the external and internal environment that determine the change in the strategic guidelines for their development.

The structural and logical scheme of formation and implementation of the strategy for ensuring the innovation activity of an enterprise determines the sequence of actions in the process of strategy formation and its implementation, as shown in Fig. 2.



**Fig. 2. Stages of forming and implementing a strategy for ensuring the innovation activity of an enterprise**

Special attention should be paid to the fifth stage, strategy formulation and implementation, because this stage has a high impact on the result and is highly dependent on the level of competence of the decision-makers. The choice of a strategy for ensuring the innovation activity of an enterprise is a key aspect of ensuring the efficiency of the enterprise. The conducted

research confirms that the efficiency of the enterprise's functioning on the market largely depends on the adequacy of the chosen strategy of innovation activity, since it is a prerequisite for the effective implementation of innovations, provides a systematic approach to innovation activity and integrates it into the overall strategic context of the enterprise. An incorrect choice

of innovation strategy can lead to chaotic and inefficient innovation processes and a decrease in the competitiveness of enterprises.

It should also be noted that different strategies may be appropriate at different stages of a company's development. The choice of strategy also depends to a large extent on the availability of the necessary resources (financial, human, technological).

**Conclusions.** Thus, an effective mechanism for creating and implementing a strategy for ensuring the innovation activity of an enterprise is a strategic tool for ensuring the sustainable development of enterprises, which allows not only to implement individual innovation projects, but also to create a long-term competitive advantage in the market. In order to be successful, companies must constantly improve their

mechanisms for ensuring innovation activity and adapt them to changing market conditions. The implementation of the strategy is a prerequisite for the long-term success of any enterprise, as it allows to ensure an appropriate level of innovation activity, targeted investment in innovation, increase competitiveness, efficient use of available resources and mitigate risks.

Further development should be aimed at improving the mechanism for implementing the strategy for ensuring innovation activity, which is a necessity for a company seeking long-term success and allows it to transform innovation from random events into a systematic process that ensures sustainable business development.

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**Храпач В. Механізм формування та реалізації стратегії забезпечення інноваційної активності транспортного підприємства**

Стаття присвячена формуванню та реалізації стратегії забезпечення інноваційної активності транспортних підприємств. Мета статті полягає у розробці механізму, який забезпечить підвищення ефективності формування та реалізації стратегії забезпечення інноваційної активності підприємств транспортної галузі. Зроблено висновок, що ефективний механізм формування і реалізації стратегії забезпечення інноваційної активності підприємства є стратегічним інструментом для

забезпечення стійкого розвитку підприємств, який дозволяє не тільки реалізувати окремі інноваційні проекти, але й формувати довгострокову конкурентну перевагу на ринку. Зазначено, що висока ефективність інноваційного розвитку підприємств безпосередньо залежить від раціонально організованого механізму, який забезпечує формування та реалізацію інноваційної стратегії та передбачає систематичну взаємодію з усіма зацікавленими сторонами з метою забезпечення ефективної організації транспортних процесів.

Визначено основні етапи формування та реалізації стратегії забезпечення інноваційної активності підприємства. Обґрунтовано високу значимість процесу формування стратегії забезпечення інноваційної активності транспортного підприємства, а особливо процесу вибору стратегії забезпечення. Вибір стратегії залежить не тільки від якості формування стратегічних альтернатив та ситуації на момент вибору. Також вибір стратегії має сильну залежність від рівня кваліфікації управлінських кадрів. Оскільки, результат вибору має довгостроковий ефект та може призвести до великих збитків, процесу вибору стратегії забезпечення інноваційної активності підприємства необхідно приділити особливе значення.

*Ключові слова:* інноваційна активність, інноваційна стратегія, інновації, стратегічні альтернативи, транспортні підприємства.

#### **Khrapach V. The Mechanism of Formation and Implementation of the Strategy for Ensuring the Innovation Activity of a Transport Enterprise**

The article is concerned with the formation and implementation of a strategy for ensuring the innovation activity of transport enterprises. The aim of the article is to develop a mechanism that will ensure an increase in the efficiency of formation and implementation of the strategy for ensuring the innovation activity of transport enterprises. It is concluded that an effective mechanism for the formation and implementation of a strategy to ensure the innovation activity of enterprise is a strategic tool to ensure the sustainable development of enterprises, which allows not only to implement individual innovation projects, but also to form a long-term competitive advantage in the market. It is noted that the high efficiency of the innovative development of enterprises directly depends on a rationally organised mechanism that ensures the formation and implementation of an innovative strategy and provides for systematic interaction with all stakeholders to ensure the efficient organisation of transport processes.

The main stages of formation and implementation of the strategy for ensuring the innovation activity of enterprise have been determined. The high significance of the process of forming a strategy for ensuring the innovation activity of a transport enterprise, especially the process of choosing a strategy for ensuring it, has been substantiated. The choice of strategy depends not only on the quality of formation of strategic alternatives and the situation at the time of choice. Also, the choice of strategy has a strong dependence on the level of qualification of management personnel. Since the result of the choice has a long-term effect and can lead to large losses, the process of choosing a strategy for ensuring the innovation activity of the enterprise should be given special attention.

*Keywords:* innovation activity, innovation strategy, innovations, strategic alternatives, transport enterprises.

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