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**MODELING OF INNOVATIVE ACTIVITIES AT AN ENTERPRISE
IN THE CONDITIONS OF CORPORATE CULTURE**

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Abstract

The article is devoted to the elaboration of approaches to modeling of innovative activities at an enterprise in the conditions of corporate culture. It has been established that it is necessary to continue further re-search related to the development of management parameters and to develop a system designed to fix innovative processes. It has been proved that in practice, there can be a symbiosis of two or three models as part of the measures taken to form and develop sub-cultures of the corporate culture at an enterprise. Studies have shown that once a model of innovative development is chosen it is essential to focus on how to bring it to fruition. Among possible ways, one can highlight reactive, active, and gradual, which are determined depending on the specified goals and objectives, as well as timeframe indicated for transformation. It has been established that among methods aimed to form and manage innovation and transformation, it is possible to single out the spontaneous method carried out by independently the executive, only by experts and consultants on their own, and by the executive when services are provided by experts and consultants.

Keywords

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Modeling – Innovative activity – Enterprise – Market – Globalization – Economy – Information

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Introduction

Processes related to the operation and development of market relations are substantially stipulated by the transparency of the external environment. Progressing globalization, stronger influence of technologies, especially of information communication systems, and bigger role played by information resources in the global economy nowadays have formed necessary prerequisites for the development of a new structure of production and commercial relations that are called the information economy. In light of the aforementioned global trends, it becomes necessary to ensure that innovative decisions are made promptly to help an enterprise operate in the conditions of the corporate culture.

If it is not possible to satisfy consumer demand by improving existing products and technologies, it is necessary to introduce the latest approaches, with a focus on innovative enterprises potentially being one of them. Such enterprises are established from earlier unlinked assets that initially execute single orders.

The study of issues related to the modeling of innovative activities at an enterprise in the conditions of corporate culture has been reflected in the articles written by A.Yu. Bulatetskaya¹, Yu.B. Vinslav², A.A. Vlaskin³, K.B. Eremenko⁴, D.S. Tagaverdieva⁵, V.S. Tsirenschikov⁶, etc. At present, there is no integrated methodology for the formation of a set of strategic innovative solutions of an enterprise in the conditions of corporate culture.

Methods

The study's theoretical and methodological basis includes the method of abstraction and logic, techniques of induction, deduction, analysis, synthesis, and systematization used to substantiate approaches to modeling of innovative activities; statistical, economic, and graphical methods are used to study the level and tendencies in the development parameters of innovative activities at the level of an enterprise. The article's information basis includes statistical data provided by government bodies, legislative and statutory documents that regulate economic and legal aspects of management of innovative activities, assessments of the efficiency of operations carried out by enterprises in the conditions of corporate culture, as well as results of conducted research⁷.

¹ A. Yu. Bulatetskaya, "Sotsialnye tekhnologii onlain obshcheniya i kraudsorsinga v innovatsionnoy deyatelnosti korporatsiy", *Journal of Legal and Economic Studies*, num 3 (2017): 172-179.

² Yu. B. Vinslav y D. A. Lunkin, "Integratsionnoye vzaimodeistviye kom-paniy gornometallurgicheskogo kompleksa: factory promyshlennoy i korporativnoy politiki", *Russian Economic Journal*, num 3 (2019): 36-59.

³ A. A. Vlaskin y E. M. Lisin, "Razrabotka modeli otsenki effektivnosti innovatsionnogo predprinimatelstva na osnove printsipa shablonnogo biznes-modelirovaniya", *International Research Journal*, num 6 Vol: 37 (2015): 23-27.

⁴ K. B. Eremenko y A. V. Kiryushina, "Razvitie predprinimatelstva v Rossii v svete teorii pokoleniy", *Treatises of the Free Economic Society of Russia*, Vol: 194 num 5 (2015): 76-80.

⁵ D. S. Tagaverdieva, "Kompleksnaya otsenka kachestva korporativnogo upravleniya promyshlennykh predpriyatiy", *Finansy i kredit*, num 37 Vol: 661 (2015): 45-51.

⁶ V. S. Tsirenschikov, "Forsait-prognozirovanie v evropeiskikh kom-paniyakh", *Modern Europe*, num 6 Vol: 78 (2017): 94-105.

⁷ O. A. Blokhina; O. N. Beketova; E. E. Kuzmina; O. Ye. Lebedeva y M. I. Podzorova, "Improving the technology of innovation systems management at an enterprise." *International Journal of Civil*

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In the course of the study, we plan to systematize economic aspects of management of innovative activities at an enterprise, to develop measures aimed to coordinate activities among main structures of innovation, and to substantiate economic provisions concerning the management of innovative activities in the conditions of corporate culture.

Results

Research shows that an enterprise is usually a system providing a certain service to the market; a voluntary temporary form of cooperation among several independent partners which, through the optimization of a system designed to produce benefits, provides customers with a significant benefit, an organizational structure; a structure consisting of heterogeneous components located in different places.

In this regard, the expansion of the idea of virtualization gains momentum, leading to the formation of the so-called virtual network of an enterprise that can be determined as a system of standalone firms, which cooperate in order to achieve some agreed goals or as an integrated, flexible, and dynamic structure that is adapted for the fastest output of products or a temporary network of enterprises that hold key competences for the best execution of a market order.

However, it is appropriate to establish such innovative enterprises only in those markets that require high flexibility and speed of reaction. Such approach requires the transformation of traditional economic models, proceeding from the assumption about rationality and availability of information about all critical factors of economic development. At the same time, if the integration of enterprises leads to the creation of value-added chains, then the competitiveness of the chain can be supported only by manufacturing innovative products and looking for new assets and competences. The behavior of innovative enterprises switches over to competition in abilities when not products but production processes provide a steady competitive position. At the same time, the efficiency of operations depends on those processes that add value to a product. Moreover, investment in infrastructure that unites the executed functions results in tougher competition. All these factors allow enterprises to focus on main areas of business, thereby reducing the scope of resources used for inefficient activities.

The value-added chain is improved by developing the current possibilities held by participants of the production process. When doing so, innovative enterprises should be considered as a complicated adaptive complex of self-organized systems, which are based on dynamic systems. For this reason, the non-linear performance is typical for such systems. The non-linear behavior is explained by disagreements in the rules of operation of feedback components.

The presence of positive relations leads to the high pace of growth that ends at the time when the transition to a new stage of operation is complete. At the time when the new rules take effect, participants of market interaction, which are unable to adapt themselves

Engineering and Technology, num 9 Vol: 13 (2018): 137-143; E. Yu. Nikolskaya; N. I. Kovaleva; M. E. Uspenskaya; N. I. Makshakova; E. N. Lysoivanenko y K. A. Lebedev, "Innovative quality improvements in hotel services", European Research Studies Journal, Vol: 21 num 2 (2018): 489-498 y

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to new requirements, are excluded. It is necessary to note that the size of innovative enterprises, the number and the strength of connections among them cannot grow all the time (each system reaches the maximum use of its potential) and a positive connection turns into a balancing connection.

Later, there is either a transition to the new model of development or a gradual transition from growth to equilibrium and degradation. In this case, only innovation can help the enterprise make a transition to the new model of development. Accordingly, the possibility of such a transition depends on the ability of participants to accept innovation. The general logic of modeling is based on innovative sensitiveness and reflects the diffusion of knowledge. The main hypothesis is the transformation of innovative potential into innovative capital (Figure 1).

Research shows that the general effect of interaction drops once technologies become outdated because the outflow of accumulated resources will rise in this case. In addition, the cost of supporting innovative interactions also depends on the diffusion of innovative knowledge and the ability of participants of interaction to train themselves (to accept innovation). For this purpose, we propose to introduce a logistical function that performs modeling through training parameters and certain factors of influence. It is assumed that the lower is the level of innovation and the higher is sensitiveness, the faster is the return to the initial condition.

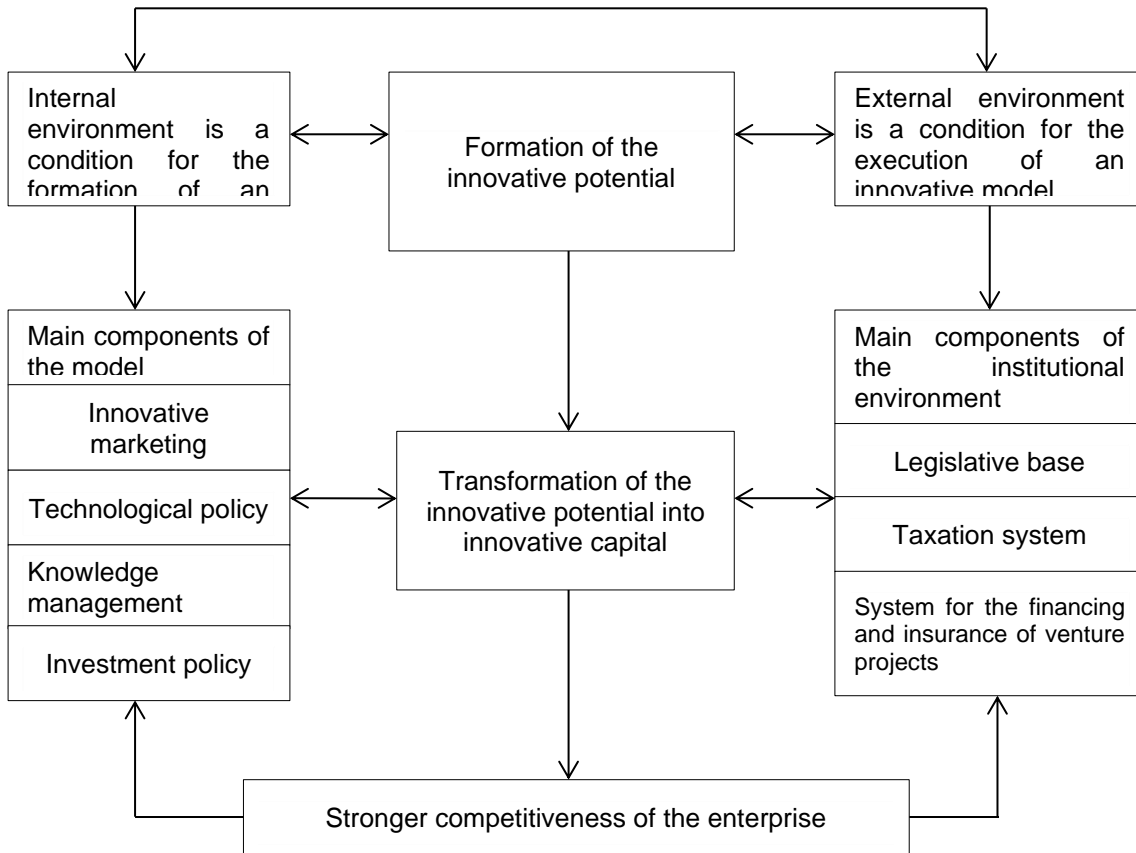


Fig. 1

Model of an enterprise's innovative activities

Such an effect arises when the cost of transactions is reduced or innovative connections are downloaded and set up. This effect is equivalent to the full cost of transactions that are removed following the emergence of innovative enterprises. At the same time, an important condition for the efficient development of enterprises is the search for effective methods of managerial influence on personnel.

One of the most important tools of such influence is the formation of the corporate culture. This is confirmed by the success of enterprises from various countries of the world, which declare main norms, principles, postulates, and rules of the corporate culture, recognizing it as a key factor of development and competitiveness.

In Russia, corporate executives most often do not pay much attention to corporate culture. In fact, there are no professionals for the formation and development of the corporate culture, there are no relevant training courses or mechanisms for the distribution of innovation in this area. One of the least expensive and, at the same time, fairly effective tools of managerial influence is applied at the very low level.

The introduction and application of efficient corporate culture systems at enterprises make it possible to solve the current problems of personnel management and take substantiated managerial decisions. However, the strategic management of an enterprise's development, as an aggregate of definite subsystems, is characterized by the definition of its mission, strategic planning, and forecasting, as well as the elaboration of a long-term innovative strategy of development.

On the one hand, innovative activities are a focus on external "distractors" (competitive management) and, on the other hand, on the analysis of internal resources (process-focused management). In these conditions, the corporate culture should be in the center of an enterprise's innovative development system. The elaboration of an enterprise's efficient corporate strategy is based on the consideration of its high-quality resource base, competitive advantages that become evident when the enterprise gains competitive positions, and establishment of an efficient management system.

At the same time, overall, the reason for an enterprise's development largely depends on the corporate culture, which corresponds to the modern economic conditions. As a whole, this leaves a direct imprint on the success of a business. The transformation of the corporate culture is inevitable but thorough from the standpoint of analysis of all factors of the model, long-lasting when it comes to the realization of its impact and complicated because it is linked with the overcoming of internal (on the part of personnel) and external (from consumers and customers) resistance.

However, the management of changes at enterprises, particularly in their corporate culture, is an aggregate of actions aimed to promptly react to changes in the internal and external environment that can be scheduled or dynamic. Changes in the conditions of innovative development, which are taken as input strategic information, make it necessary to adjust enterprises' strategic goals and, consequently, tools of the change in the management system.

An enterprise's innovative activities should be modeled taking into account the main functions (axiological, organizational, integrated, culturological, managerial, developing, adaptive, innovative, and backbone). All functions are interrelated with one

another and their interaction is characterized by certain specific features that are stipulated by the structure and features of the enterprise’s activities.

For the development of the corporate culture, we elaborated systematic conceptual models that take into account diverse factors of the internal and external environment, principles and functions of the corporate culture, technologies of the corporate governance of human potential, and subcultures of divisions. At the same time, the operation of such models is related to the main provisions and principles of corporate governance (Table 1).

Name	Conditions	Target direction	Functional direction
Evolutional	The external environment: the loss of some positions in a definite market. The internal environment: inconsistency of the pace of socio-economic development of the desired level or a substantial slowdown.	To generate the highest possible socio-economic benefits from innovative activities at a certain stage of the enterprise’s development.	To expand possibilities for the rational use of the enterprise’s available resources in order to improve its innovative development.
Stabilization	The external environment: principles of social partnership prevail over purely economic principles in the development. The internal environment: inconsistency between the established system of social and labor relations and reality of innovative activities.	To develop an economic entity as a coordinated socio-economic system of innovative interrelations.	To strengthen the system of social and labor relations and the corporate culture, as well as the process of innovative production.
Revolutionary	The external environment: to strengthen the influence of factors of one or another level of the external innovative environment. The internal environment: to increase the influence of factors of one or another level of the internal innovative environment.	Comprehensive development taking into account the influence of components from various levels of the external and internal innovative environment, with a special role played by management and personal areas.	Comprehensive registration of the system of factors of the internal (corporate, organizational, managerial and personal cultures) and external environment (national innovative culture).

Table 1
Development models for innovative activities in the conditions of an enterprise’s corporate culture

Pursuant to the systematic conceptual model, the corporate culture develops taking into account its leading principles. The whole of the enterprise’s personnel relations, which is accumulated by these principles, allows them to embody themselves relevantly as part

of corporate management. They reflect the content of the strategy and the mission of activities. These principles are an important component for the resolution of problems faced in the innovative area.

The practice has shown that modeling of an enterprise's innovative activities depends on the targeted and functional directions of the model, a system of established prerequisites, subjective characteristics, and tools for its introduction. The optimization of a type of corporate culture and style of management plays an important role in this process. The structural model of innovative activities is acceptable amid changes in the corporate structure, undoubtedly leading to the appearance of new intra-production innovative formations (sub-cultures of new departments formed; structural divisions). Meanwhile, changes in the corporate culture are universal but not profound.

The model is based on a focus of the enterprise's corporate development on measures designed to stimulate innovative activities related to the elaboration and introduction of innovation. This requires the formation of the innovative corporate culture that operates on the basis of the principle of innovation or changes in the current culture in this direction. The structure of those who possess the corporate culture can also change towards a higher portion of innovation-focused personnel with a high level of development of their personal research culture.

Discussion

The reliability of the presented approaches is confirmed by the fact that they can be considered as fundamental ideas and rules of conduct for executives and personnel to carry out innovative activities, the compliance with which is ensured by the efficiency of the enterprise's management⁸. All approaches are directly or indirectly interrelated with one another. For this reason, their integrated introduction can bring some success to modeling of innovative activities.

Furthermore, the developed conceptual model is characterized by a number of components, with a complicated hierarchic structure of each component that performs a definite, only its inherent, function. As a result, innovative activities are executed.

Overall, components, which are combined into the corporate governance system, can generate higher final results than aggregate possibilities of their individual unsystematic actions. Such a result can be called the effect of interaction that cannot be achieved beyond the system. At the same time, the conceptual model provides for the use of various forms and methods of corporate governance.

In these conditions, in order to increase the quality of the corporate culture of importance are training technologies (training programs for the development of innovative activities) and post-training courses, with the relevant skills and knowledge to be mastered

⁸ K. A. Lebedev; O. S. Reznikova; S. D. Dimitrieva y E. I. Ametova, "Methodological approaches to assessing the efficiency of personnel management in companies", *Journal of Advanced Research in Law and Economics*, Vol: 9 num 4 (2018): 1331-1336; N. A. Rykhtikova; E. Ya. Anisimov; S. Yu. Evdokimov; E. V. Ivanova y O. Ye. Lebedeva, "Improvement of enterprise financing system in unstable economic environment", *The Journal of Social Sciences Research*, S3 (2018): 298-303 y A. A. Shakhmamatov; I. A. Strelets y K. A. Lebedev, "Strategic mechanisms for the future development of the international e-commerce market", *Espacios*, Vol: 39 num 27 (2018).

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by holding roundtable meetings and the relevant masterclasses. They should aim to form individual knowledge, abilities, and skills with regard to specific corporate requirements for the formation and development of innovative activities.

Conclusion

To sum up, we can note that the article discloses the possibility of modeling interaction among enterprises while establishing innovative structures. When doing so, there is a possibility to set various levels of sensitiveness to innovation for participants through different abilities to learning. At the same time, the development of management parameters and the elaboration of a system designed to fix innovative processes require further research. At the same time, it is quite difficult to adhere only to one model when developing innovative activities.

In practice, there can be a symbiosis of two or three models as part of the measures taken to form and develop sub-cultures of the corporate culture at an enterprise. Studies have shown that once a model of innovative development is chosen, it is essential to focus on how to bring it to fruition. Among possible methods, one can highlight reactive, active, and gradual, which are determined depending on specified goals and objectives, as well as the timeframe indicated for transformation. Among methods aimed to form and manage innovation and transformation, it is possible to single out the spontaneous method carried out by the executive independently, executed only by experts and consultants on their own, and by the executive when services are provided by experts and consultants.

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