#### ҚАЗАҚСТАН РЕСПУБЛИКАСЫ ҰЛТТЫҚ ҒЫЛЫМ АКАДЕМИЯСЫНЫҢ

## ХАБАРШЫСЫ

### ВЕСТНИК

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# COMPETITIVENESS OF BUSINESS STRUCTURES IN THE INNOVATION ENVIRONMENT AND DEFINITION OF THE CONCEPT OF «INNOVATION FORESIGHT» SYSTEMATIC APPROACH

**Abstract.** The problems of ensuring effective management and forming competitiveness of industrial enterprises are relevant regardless of the conditions for conducting business activities.

The fact is that the competitiveness of business structures in modern conditions is not ensured by simply owning factors of production (labor, capital, land), and even entrepreneurial talent is not currently a source of obtaining stable or exclusive competitive advantages.

In order to obtain sustainable or exclusive competitive advantages that constitute strategic competitiveness, the business structure needs to have an intellectual (educational) component of development, including the production and implementation of innovations, as well as readiness for changes.

Subject of research. On the basis of innovative foresight, ensuring the competitiveness of business structures of the production industry is a set of organizational, managerial and economic relations that arise in the process of formation.

Purpose and objectives of the study. Development of proposals to improve the competitiveness of business structures based on innovative foresight.

A number of theoretical, methodological and practical issues related to the formation and implementation of a strategy for managing the innovative development of entrepreneurial structures based on innovative foresight remain insufficiently studied and require further development of rules for its creation and functioning.

At the same time, despite a detailed description of the problems of strategic management of innovative development of business structures, the research of foreign scientists was carried out in relation to the relatively stable conditions of the economy of developed countries, the practical application of the mechanisms proposed by them in the conditions of the Kazakh economy requires mandatory revision, taking into account the specifics of the modern economy and industry.

**Key words:** entrepreneurship, competitiveness, innovation, innovative environment, innovative foresight, economic efficiency.

**Introduction.** Updating the concepts and paradigms of management of modern business structures is an objective and legal phenomenon based on a new picture of the strategy and tactics of development of small, medium and large socio-economic systems.

Over the past two or three decades, not only the specifics of the evolution and development of society have changed, but also the specifics of the development of the business environment.

At present, business is an incoming, irregular phenomenon, the organization of business, conducting business activities is no longer one of the main drivers of social, economic and scientific progress. At the same time, one of the most important tasks is to ensure the stability of the development of business structures, maintain and increase their competitiveness.

Here, the ability of the management of business structures to anticipate changes in the external environment, identify signals about these changes and correctly interpret them comes to the fore.

In practice, here is the task of predicting the future state of the entrepreneurial structure, as well as the task of active actions in the present, so that the future state is described as close to what it wants [1].

It should be understood that predicting the future or looking into the future is not an occult thing, on the contrary, the study of the future is based on objective current trends in changes in the external environment and, first of all, on social, scientific, technical and technological aspects. The formation of a comprehensive picture of the future state of a particular object or system, including the business structure, is based on scenarios that characterize possible changes in society, economics and science that may occur after the identified changes.

**Methods.** The paper uses methods of modeling and comparative analysis. To solve individual tasks, we used the methods of the «tree» of goals and expert assessments. The information and empirical base of the study is the normative legal acts of the regional and municipal levels; official data of the republican and regional authorities; methodological, scientific, educational and reference literature, Internet materials, as well as research conducted by the authors.

Methodological research is a general method of scientific cognition-analysis and synthesis, content-media analysis of sociography, system-comparative method, which allows to determine the Genesis, sequence and functioning of the stages of development of competitiveness of pre-entrepreneurial structures in an innovative environment.

Research and development work in the field of development and effective adaptation of foreign experience in managing the development of innovative foresight.

**Results and discussion.** Currently, demand is focused not on quantitative or price parameters, but on a new quality of supply. And here the new quality of the offer can only be provided by an entrepreneurial structure that has some specific (not marketing) unique or distinctive abilities and capabilities.

And since the specifics of the functioning of two relatively identical business structures in an individually acquired area are approximately equal (in the aspect of factors of production), and the availability of resources is always limited, it became clear that the best offer is able to provide a structure that can more effectively conduct recommendations of factors of production and resources in order to obtain a unique or unique result under the given restrictions. This conclusion, achieved as a result of effective recombination of factors and resources, is that a particular entrepreneurial structure has a new unique or significant ideal market offer [3].

Such a phenomenon as innovation was later identified by J. Schumpeter. The concept of innovation has long been firmly embedded in scientific and business circulation. As a rule, innovations are understood as the first practical application of theoretical knowledge, which is implemented in the form of technical organizational and economic, industrial or other solutions, including those used to intensify the development and increase the competitiveness of business structures.

In particular, according to the control data of the state statistics service for three years, the number of innovatively active enterprises in all segments

The ability and ability of an entrepreneurial structure to predict its own future based on an innovative type of development is based on the theory and practice of foresight.

The modern theoretical interpretation of the term «foresight» as a general scriptural vision of the future follows from the semantics of the word «foresight» – «looking to the future». Foresight's approach, based on a comprehensive and systematic representation of the development of a particular object, distinguishes socio-economic systems at the macro and micro levels from other tools, methods and mechanisms of management [4,5,6].

Experience, diversification of the economy of Kazakhstan, the introduction of another component based on high-tech knowledge in the political, economic and cultural picture of the country require active participation of the state, science and business in the processes of forming a modern and effective innovation system:

- 1. It should be noted that such a concept, in contrast to the prevailing view, does not involve abandoning the raw material and energy development of the economy, but only creates another point of development, which is very necessary for the political and economic stability of the country. In the strategy of increasing the competitiveness of the national economy, as well as Russian business structures on world markets, in addition to consistent and targeted investments, it is necessary to assess technological capabilities and identify priority areas of activity to respond to the system of threats and threats that arise to Russia.
- 2. Critical (nonlinear) development zones are often associated with the dynamics of three environments of human activity (one natural and two artificial.

3. First of all-modeling climate changes of natural and artificial origin: tectonic movement, death, storm formation, Typhoon formation, Mountain Formation, natural cyclones and anticyclones, climate mythology, the impact of near space on the Earth's sociosphere, etc.

The internal boundaries of state structures run along their contours: within the community, state legislation, as well as public morality and ethics, is no more than an external framework. Foresight of small social circles assesses the expected level of creativity of society and the framework for setting the educational task.

These three medium dynamics form the basis for studying the future at the national macroeconomic and microeconomic corporate level. Vision for the Future (Foresight) is necessary for comparing current decisions with the consequences of their implementation, which allows us to assess the quality of previously made decisions, as well as assess the impact of decisions on maintaining conditions for sustainable development of small and large socio-economic systems.

Since foresight as a tool, technology and method of studying the future is the most sought-after management tool, it is necessary to study in detail the general theoretical framework accumulated at the moment in terms of the essence and content of the foresight definition. It should be noted that foresight as a means of management and as a way to form the future state of systems and objects, including business structures, does not yet have clear scientific definitions, while many scientists perceive foresight, in particular, futurology as a whole, fictional, without a scientific basis.

On the contrary, E. V. Balitsky believes that forecasting, planning futurology and foresight are four main approaches (figure 1) that determine the specifics of the vision of the future and the features of its impact on the future in the present.

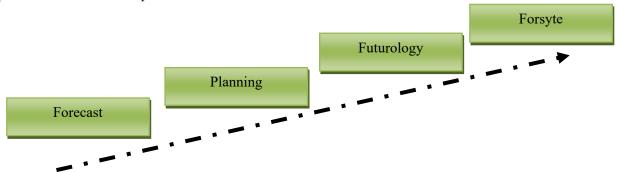


Figure 1 – Four consistent approaches to studying the future state of objects and systems.

Note. Made by the author on the basis of the materials studied.

It should be agreed with E. V. Balitsky that, on the one hand, futurology and foresight are scientific categories that do not have sufficient experience in their Applied use. But on the other hand. «Traditional forecasting gives successful results, and Orthodox planning causes rejection at both the macro and micro levels of the economic system. All this creates a methodological confusion, an unnecessary struggle of opinions, and requires reasonable harmony...» [7].

We are not talking about replacing forecasting and planning procedures and technologies with foresight technologies, but about determining the continuity and sequence of use of these technologies and procedures in order to invariantly distinguish the presence of links between these approaches, as well as managing the sustainable development of macro-and micro - level socio-economic systems.

Initially, it should be noted that the scientific subject and phenomenon we are considering (foresight) has a deep philosophical basis. In this concept, we can distinguish two empirical components – vision of the future and stability of development, which allows us to come to the desired future. These two components form the imperative of change or change, which is now considered as conditionally stable socio-economic and scientific-technical processes.

The imperative of change determines the need to identify trends and predisposition to current changes in order to achieve the desired state in the future. I. Ansoff also pointed out that in the second half of the XX century, when the management of business structures was often based on strict plans, their effective identification (correct reading) [8].

These plans were usually formed on the basis of the indicators achieved by the business structure during the analysis, or on the basis of some forecasts, as a result of which possible scenarios for its further functioning were developed. These assumptions were determined by a large number of certain indicators. Forecasting, apparently, was the first econometric tool that had access to the ruling subsystem in the second half of the XX century, when forecasting technologies were scientifically based procedures based on an advanced mathematical apparatus.

Subsequently, planning tools were used at the macroeconomic and microeconomic levels. It should be noted that the system of Macroeconomic Planning until the last quarter of the XX century, relying to a lesser extent on forecast data, was actively developed corporate planning at the microeconomic level or at the level of entrepreneurial structures, which initially took into account Industry Market Forecasts and, first of all, consumer demand and the capacity of market segments.

According to E. V. Gontarenko, «... constant attention was paid to planning issues [6]. In the former Soviet Union, the main method of state regulation of the socialist economy was centralized planning...». In countries with a market economy (capitalist economy), macro-level planning is state programming.

Currently, planning is a tool and function of management activities in terms of creating and implementing a strategy, and the process of managing the activities of business structures itself.

According to E. N. Ilyin, «... strategic business planning is, first of all, a process of modeling the future, in which the goals should be defined and the concept of long-term development of a particular business structure (or their associations) should be formulated» [9].

Secondly, it is a managerial process of creating and maintaining a strategic correspondence between the goals of the business structure, its potential opportunities and future opportunities.

From a material point of view, planning should also be considered as actions aimed at developing a document for the development of the business structure (activity) in the coming period. This document approves the planned indicators, as well as the list of measures and decisions that need to be implemented to achieve the planned indicators of development (activity) of the business structure.

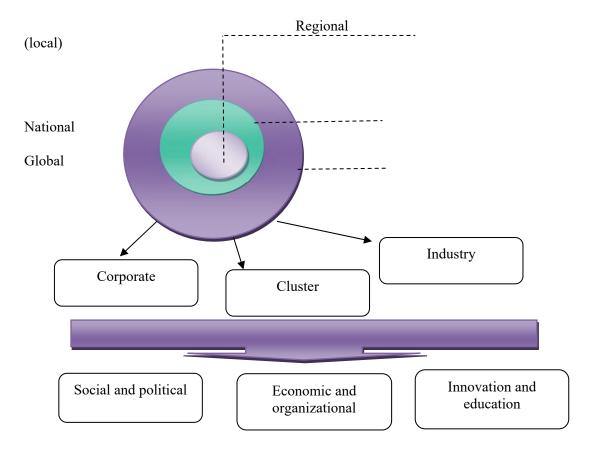


Figure 2 – Foresight classification.

Note. Made by the author on the basis of the materials studied.

Thus, planning should be understood as the process of making an informed management decision. This process is based on the processing of primary information (input), defines goals, tasks, tools and ways to achieve the goal (conversion of primary information) and, in invariant terms, forms the solution itself, which is then implemented as some actions aimed at achieving the goal.

So foresight is its essence-a true vision of the future. Since foresight combines in its definition the conditions for sustainable development of certain objects and systems and ways to achieve the desired growth rate, then this tool can often be considered in the strategic aspect of managing complex objects and/or systems. Moreover, after the general definition, foresight is always a convergence of Science and practice.

And in the context of ensuring strategic sustainable and competitive development of business structures, foresight is primarily a convergence of scientific, technical and technological knowledge and innovative - oriented practical activities [10]. Thus, as for ensuring strategic sustainable competitive development of business structures, we will consider foresight as a corporate tool that ensures dynamic growth, focused on the future and based on innovation. Nevertheless, foresight should be considered innovative as a tool and tool for managing the development of entrepreneurial structures (figure 2).

The sequence of development of procedures and approaches to the study of future business structures is based on the fact that initially possible forecasting and deterministic planning methods are used, which in general lead to the creation of a general picture of the future situation, that is, it can be said that in this case passive futuristic reasoning is formed.

Therefore, the relationship between the four main approaches to studying the future state of business structures can be presented as follows, according to the scheme shown in figure 3 below.

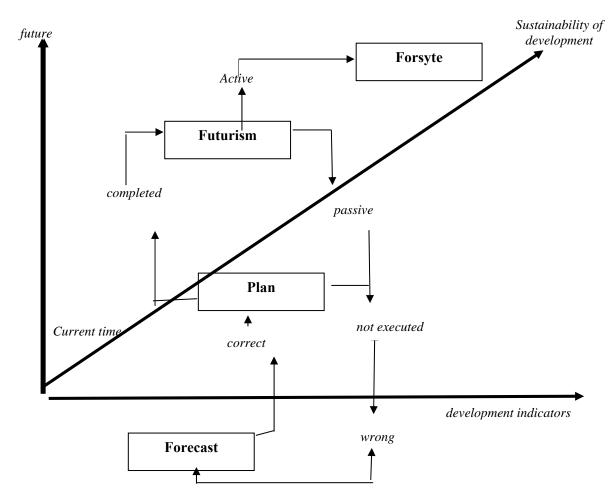


Figure 3 – Historical sequence of procedures and approaches to the study of future business structures. *Note.* Made by the author on the basis of the materials studied.

However, in the event that the passive futuristic approach is replaced by an active futuristic design and there is a formation of Foresights, including innovative Foresights that contribute to ensuring the competitiveness of business structures [11].

Next, we will consider only one type of foresight – innovation-it is necessary to give its author's definition.

Conclusion. In our understanding, the innovative foresight is a unique tool for shaping the future state of the entrepreneurial structure through the convergence of actions and thinking based on the vision of the sustainability of the development of these structures, which is achieved by obtaining qualitatively new results in innovative - practical and scientific-technical activities. Yu. Yakovets to the classification of innovations proposed by yakovets, with the foresight classification (epochal, basic, improving, micro -, counter -, and pseudo-innovations), it can be seen that foresight on a global scale is aimed at providing the basis for creating epochal innovations, foresight at the macroeconomic level allows you to create fundamental innovations, foresight at the micro level (at the level of corporate or entrepreneurial structures) creates enhancers or micro-innovations [12].

The totality of all innovative efforts, including those made and implemented through foresight, must lead to a change in the social formation or technological order. That is, the creation of local innovations at the expense of the scale effect potentiates the creation of complex or systemic innovations.

We believe that strategic stability is the ability of an entrepreneurial structure to maintain equilibrium - sustainable development, or to quickly return to a state of relative equilibrium when leaving it, since the system receives an impulse of development only when leaving the state of equilibrium. In turn, the competitiveness of the business structure should be considered as the ability to occupy and maintain the best positions in the chosen industry.

At the same time, such positions provide the business structure with economic and non-economic benefits that are not available to direct competitors.

Thus, it becomes clear that the formation and retention of the best competitive positions in the chosen field of activity depends on many factors, but the main one of these factors is innovation and active construction of the future state. Thus, the main essence of our research is the competitiveness of business structures in the market, including through innovative active or innovative-oriented development. Accordingly, there is a need to study the basics of competitiveness of business structures and present the main factors influencing ensuring competitiveness in the context of current and long-term development.

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# ИННОВАЦИЯЛЫҚ ОРТАДАҒЫ КӘСІПКЕРЛІК ҚҰРЫЛЫМДАРДЫҢ БӘСЕКЕГЕ ҚАБІЛЕТТІЛІГІНЕ ЖҮЙЕЛІ КӨЗҚАРАС ЖӘНЕ "ИННОВАЦИЯЛЫҚ ФОРСАЙТ" ҰҒЫМЫН АНЫҚТАУ

**Аннотация.** Өндірістік кәсіпорындардың тиімді басқарылуын қамтамасыз ету және бәсекеге қабілеттілігін қалыптастыру проблемалары кәсіпкерлік қызметті жүргізу шарттарына қарамастан өзекті болып табылалы.

Кәсіпкерлік құрылымдардың қазіргі жағдайда бәсекеге қабілеттілігі өндіріс факторларына (еңбек, капитал, жер) жай ие болуымен қамтамасыз етілмейді, тіпті кәсіпкерлік талант қазіргі уақытта тұрақты немесе айрықша бәсекелестік артықшылықтарды қол жеткізу көзі болып табылмайды.

Стратегиялық бәсекеге қабілеттілікті құрайтын тұрақты немесе айрықша бәсекелестік артықшылықтарға қол жеткізу үшін кәсіпкерлік құрылымға дамудың зияткерлік (білімдік) компоненті, оның ішінде инновацияларды өндіру және енгізуді, сондай-ақ өзгерістерге әзірлікті иелену қажет.

Зерттеу пәні. Инновациялық форсайт негізінде өндірістік саланың кәсіпкерлік құрылымдарының бәсекеге қабілеттілігін қамтамасыз ету, қалыптастыру процесінде туындайтын ұйымдастырушылық-басқарушылық және экономикалық қатынастардың жиынтығы болып табылады.

Зерттеудің мақсаты мен міндеттері. Инновациялық форсайт негізінде кәсіпкерлік құрылымдардың бәсекеге қабілеттілігін арттыру бойынша ұсыныстарды әзірлеу болып табылады.

Инновациялық форсайт негізінде кәсіпкерлік құрылымдардың инновациялық дамуын басқару стратегиясын қалыптастыру және іске асырумен байланысты бірқатар теориялық-әдістемелік және практикалық мәселелер жеткілікті зерттелмеген болып қала береді және оны құру мен жұмыс істеу ережелерін одан әрі әзірлеуді талап етеді.

Сонымен қатар, кәсіпкерлік құрылымдардың инновациялық дамуын стратегиялық басқару проблемаларының егжей-тегжейлі сипатталуына қарамастан, шетелдік ғалымдардың зерттеулері дамыған елдер экономикасының салыстырмалы тұрақты жағдайларына қатысты жүргізілді, Қазақстандық экономика жағдайында олар ұсынатын тетіктерді іс жүзінде қолдану қазіргі экономика мен өнеркәсіптің ерекшеліктерін ескере отырып, міндетті түрде қайта қарауды талап етеді.

**Түйін сөздер:** кәсіпкерлік, бәсекеге қабілеттілік, инновациялар, инновациялық орта, инновациялық форсайт, экономикалық тиімділік.

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# СИСТЕМНЫЙ ПОДХОД К КОНКУРЕНТОСПОСОБНОСТИ ПРЕДПРИНИМАТЕЛЬСКИХ СТРУКТУР В ИННОВАЦИОННОЙ СРЕДЕ И ДЕФИНИЦИЯ ПОНЯТИЯ «ИННОВАЦИОННЫЙ ФОРСАЙТ»

**Аннотация.** Проблемы обеспечения эффективного управления и формирования конкурентоспособности производственных предприятий являются актуальными независимо от условий ведения предпринимательской деятельности.

То, что конкурентоспособность предпринимательских структур в современных условиях не обеспечивается простым обладанием факторами производства (труда, капитала, земли) и даже предпринимательский талант в настоящее время не является источником получения устойчивых или исключительных конкурентных преимуществ.

Для получения устойчивых или исключительных конкурентных преимуществ, составляющих стратегическую конкурентоспособность, предпринимательской структуре необходимо владение интеллектуальным (образовательным) компонентом развития, в том числе продуцирование и внедрение инноваций, а также готовность к изменениям.

Предмет исследования. Обеспечение конкурентоспособности предпринимательских структур производственной сферы на основе инновационного форсайта представляет собой совокупность организационноуправленческих и экономических отношений, возникающих в процессе формирования.

Цель и задачи исследования. Разработка предложений по повышению конкурентоспособности предпринимательских структур на основе инновационного форсайта.

Ряд теоретико-методических и практических вопросов, связанных с формированием и реализацией стратегии управления инновационным развитием предпринимательских структур на основе инновационного форсайта, остается недостаточно исследованным и требует дальнейшей разработки правил его создания и функционирования.

Вместе с тем, несмотря на подробное описание проблем стратегического управления инновационным развитием предпринимательских структур, исследования зарубежных ученых проводились относительно относительно стабильных условий экономики развитых стран, практическое применение предлагаемых ими механизмов в условиях казахстанской экономики требует обязательного пересмотра с учетом особенностей современной экономики и промышленности.

**Ключевые слова:** предпринимательство, конкурентоспособность, инновации, инновационная среда, инновационный форсайт, экономическая эффективность.

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