

Issues of Formation and Management of the Innovation Strategy of Higher Education Institutions

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Abstract: The article deals with the goals and objectives of the mechanism innovation strategy of higher education institutions, analyzes the problems of the development of its Innovative activity, as well as recommendations.

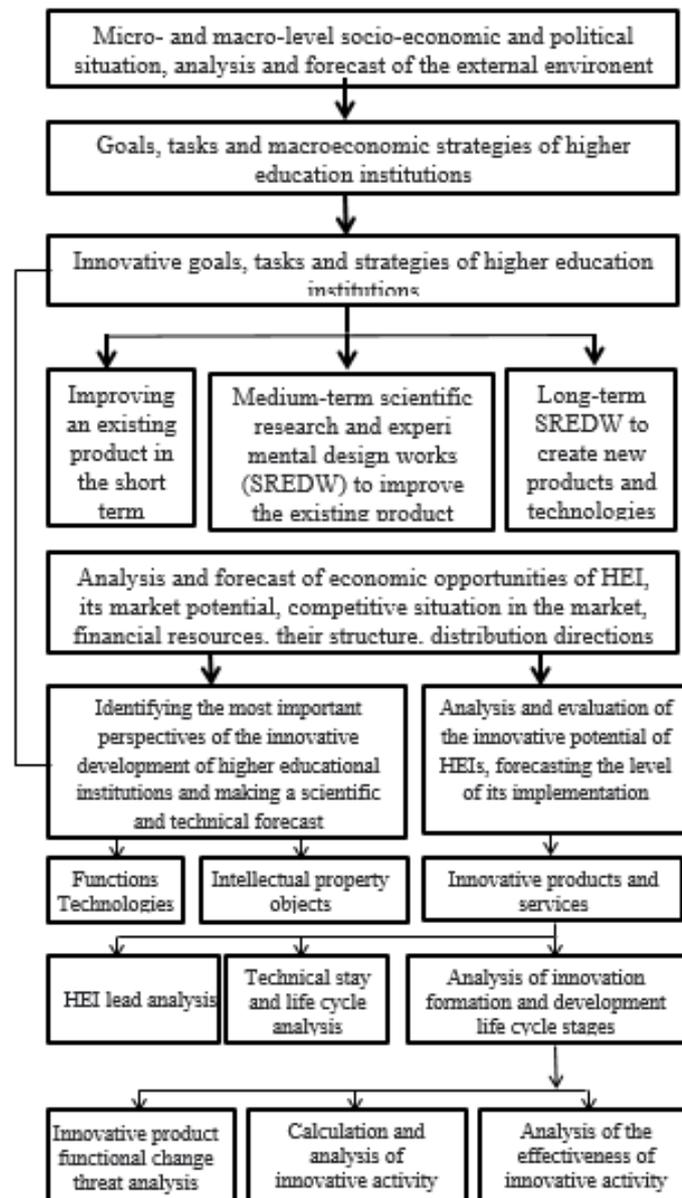
Keywords: innovation strategy, development, economic strategy, the basic elements of a choice, measures of financial performance, the methodology, the concept of governance.

The innovative strategy of higher educational institutions (HEI) connects the development of its innovative activities with the system of long-term goals, the priorities of the forms and trends of innovative development, the nature of resource distribution and redistribution, the trajectory of innovative development of the higher educational institution, the stages of the implementation of long-term innovative goals. It is described as a part of the economic strategy, which represents a systematic concept that determines the sequence [1].

Innovative potential is the basic element of the mechanism for implementing the goals and objectives of the innovative strategy. It allows to evaluate the possibility of implementing innovative activities. The process of forming an innovative strategy is the most important component of the strategic selection system of HEIs. The system of functional strategies for the strategic development goals of HEIs, specific types of activities (including innovative activities) and the methods of formation, distribution and redistribution of resources are among the main elements of the innovation strategy.

This process is to a certain extent interrelated with other elements of the strategic choice of higher education institutions and includes twelve stages. The innovative strategy helps to integrate the goals and directions of innovative activities of higher education institutions with the mechanisms of their implementation in the forecast period (Chart 1).

Chart 1. System of formation of innovation strategy of higher education institutions



Combining strategies:

- attack
- protection
- an analogy
- dependency
- traditional
- opportunistic
- creating a new market, etc.

In order to increase the efficiency of its activity, the existing methods of managing the innovative organization and their classification are researched when choosing a tool that allows the implementation of the innovative strategy in the HEI with the optimal use of its innovative potential:

- systematic methods, methods focused on indicators of financial activity;
- methods focused on the organization's internal environment and internal processes;

- methods focused on the organization's external environment.
- On the one hand, the indicated group of methods is instrumental (a set of tools used in a field), and on the other hand, it is a methodology, and in some cases it can participate as a management concept [2].

In the innovative strategy of HEI, the dynamics and volume of innovative potential of HEI allow to separate strategies of growth, integration and diversification in order to achieve effective results.

The choice of priority innovation strategies of HEIs is not only a description of the new components of innovation potential, but also the architecture of their integration. The choice of one or another innovation strategy of the HEI and its directions are determined by its general economic goals and objectives, HEI development strategies and the status of indicators of innovative potential.

In this case, the innovative potential is the basic element of the innovation strategy and the mechanism for implementing its goals and tasks, which allows to evaluate the possibility of implementing innovative activities.

The innovation strategy of HEI includes:

- Innovative potential management strategy in HEIs, development of innovative resources, management of intellectual assets, HEI core competencies, knowledge management and creation of new knowledge, development of innovative infrastructure, development of relations with science, industry, business and government;
- commercialization of the results of scientific and technical activity (CRST) and technology transfer, entering the markets and creating new markets in accordance with HEI, the innovative potential reaches a high level of quality, the implementation of the innovative strategy, that is, taking into account all aspects of its effective development, Balanced Scorecard (BSC - Balanced Scorecard, VBS) was selected as a management method that allows to transfer expressed strategic goals and tasks to specific actions at the level of operational management, to coordinate financial and non-financial indicators. In relation to HEI, ICT should be considered not only as an operational assessment system, but more as a means of strategic management of innovative potential in HEI, with the formation and implementation of HEI innovation strategy.

As a management tool that enables strategic goals to be projected to the level of rapid management of HEI innovation potential, MKT provides a format for describing HEI activity with a set of key indicators for each strategic perspective. In our opinion, an important methodological characteristic of this system is the possibility to include it in HE activities, taking into account modern combinations of indicators, expanding prospective projections and making corrections to hierarchies.

We believe that the hierarchy of projections for higher education institutions will be somewhat different because HEIs, as non-profit organizations, view finance as a proxy rather than a consumer satisfaction goal. Higher education institutions can change the order of perspectives by considering the scope of organizational development scientific-educational and innovative growth as a strategic goal.

The proposed MKT implementation methodology includes five steps related to thirty-two technological actions, the execution of which ensures the transformation of the strategic goal into a set of specific tasks and indicators. In the MKT structure, eight components are distinguished that describe the processes of HEI in accordance with the systematic approach to management. society, consumers, finance, processes, innovative potential, development, personnel, social obligations.

A specific set of indicators is proposed for inclusion in each component. In the introduction of ICT, it is necessary to make the first changes to SREDW management, intangible assets management, personnel management, finance and budgeting management [4].

The formed innovation strategy of HEI provides advance consideration of possible options for the development of external, first of all, factors of the innovation environment, which are not under the control of the higher education institution, by reducing risks from the influence of external environmental factors to an acceptable level, it allows to minimize the negative consequences for the innovative activity of HEI, and also the general management of HEI organizational structure and strategic changes in the innovative culture of HEI are considered as one of the basic conditions.

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