

Voronkova A.E.,
*dr.sc.(econ.), professor, head of international
business management department*
Babenko M.K.,
graduate student
Volodymyr Dahl East Ukrainian National University

STRATEGIC CUSTOMIZATION OF WORKERS AS BACKGROUND FOR INNOVATIVE DEVELOPMENT OF THE ENTERPRISE

A prerequisite for the development of innovative activity of the modern enterprise are workers, their knowledge, experience and competence. Accordingly, there is a need to develop an approach for the differentiation of workers by roles in relation to the chosen strategy of innovative development of the enterprise. Development of this approach provides a basis for targeted investments in competencies of employees, whose contribution to the goals of innovative development is the most important.

As workers in different positions make different contribution to the achievement of the strategic goals of innovative development of enterprise, then the performance of some categories of workers are more valuable than others. This provides a basis for differentiation workers in the degree of contribution to the achievement of the strategic goals of innovative development of enterprise. Solving the problem of differentiation workers concerning their contribution to achieving the goals of innovative development of enterprise can promote the use of tools classification of occupations and positions, such as ranks method, digits method and grading method.

Accordingly, the aim of the article is to present the results of research on the analysis and generalization of methodological approaches to differentiation of workers by roles in relation to the chosen strategy of innovative development of enterprise.

This article provides a meaningful analysis described in the literature and those used in the practice of foreign companies concepts of differentiation jobs, professions (positions), workers under the corporate strategy. The main value in the context of solving this problem is the approach to differentiate workers

proposed by M. H'juzlid, B. Bekker and R. Bitti.

They see three levels of differentiation strategies workforce: strategy "basic best practices", strategy "basic differentiation of labor" and strategy "strategic customization workforce". The three-level strategies in the article presented as a continuum of transformation of labor into a strategic asset of the enterprise, which is the foundation of HR-management system. Foremost in the developed continuum of differentiation strategy takes "strategic customization workforce" as anticipatory strategy in context of achieving strategic goals identified in the strategic activities.

The article provided a meaningful description of each of the strategies of differentiation workers and identified their strengths and weaknesses in the context of solving the problem of innovative development of enterprise. Based on the comparative characteristics of differentiation strategies workers concluded that the most appropriate strategy for implementation is "strategic customization workforce". This strategy corresponds to the third (highest) level of continuum transformation of labor into a strategic asset of the enterprise. It is characterized by high corporate strategic influence, a high degree of differentiation of labor and high performance implementation of the expected functions of management knowledge workers at low cost, making it the most appropriate in the context of the objectives of innovative development enterprise.

Results form the basis for the integration of strategic customization workers in the process of innovation management according to the number of defined principles and necessary resources. Accordingly, it is necessary to develop an approach to isolating workers, whose contribution to the achievement of the objectives of the enterprise innovation is most important. That the guidelines will streamline personnel policy in the enterprise and create a framework for the development of innovative activity of the enterprise in terms of knowledge economy. The basis of this approach in the context of development of innovative activity of the enterprise has become the strategic identification of professions (positions), which is an integral part of the strategy of innovative development of

the enterprise.

References

1. Kaplan, Robert S. and Norton, Deivid P. (2003), *Sbalansirovannaya sistema pokazateley. Ot strategii k deystviyu* [The Balanced Scorecard: Translating Strategy into Action], Translated by M. Pavlov, Alpina Biznes Buks, Moscow, Russia, 320 p.
2. Kaplan, Robert S. and Norton, Deivid P. (2005), *Strategicheskie karty. Transformatsiya nematerialnykh aktivov v materialnye rezultaty* [Strategy Maps. Converting intangible assets into tangible outcomes], Translated by M. Pavlov, ZAO "Olimp-Biznes", Moscow, Russia, 512 p.
3. Kozyreva, T.A. and Baramonova, S.V. (1996), *Problemy otsenki truda* [Problems of labor Evaluation], KGU, Krasnoyarsk, Russia, 83 p.
4. Samoukina, N.V. (2008), *Effektivnaya motivatsiya personala pri minimalnykh finansovykh zatratakh* [Effective motivation of personnel with minimal financial costs], Vershina, Moscow, Russia, 224 p.
5. Corporate Management Technologies. Grading and competence, available at: http://www.iteam.ru/publications/human/ection_48/article_3244
6. Huselid, Mark A., Becker, Brian E. and Beatty, Richard W. (2007), *Otsenka personala: kak upravlyat' chelovecheskim kapitalom, chtoby realizovat' strategiyu* [The Workforce Scorecard: Managing Human Capital to Executive Strategy], Translated by O. Pelyavskiy; Moscow, Russia, 432 p.
7. Henderson, Richard I. (2004), *Kompensatsionnyy menedzhment. Strategiya i taktika formirovaniya zarabotnoy platy i drugikh vyplat* [Compensation management. The strategy and tactics of the formation of wages and other benefits], Translated by N. Gorelov; St.-Peterburg, Russia, 880 p.
8. Porter, Michael E. "What is Strategy?", available at: <https://hbr.org/1996/11/what-is-strategy>