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SELECTION OF INNOVATION STRATEGY FOR EFFECTIVE DEVELOPMENT AS THE BASIS FOR SUCCESSFUL FUNCTIONING OF POST OFFICES IN CURRENT ECONOMIC CONDITIONS

Problem statement. In conditions of changing market environment and economic and administrative reformation in Ukraine, based on innovation development strategy, an important feature of mentioned development is the company's ability to adapt to the changes that occur in the external and internal environment. In these circumstances the level of innovationness of enterprises of different industries and, above all, of post offices, is one of the important tasks of preservation of current state and development of the economy. The level of preparedness of the post office to implement innovation projects determines the potential of the company.

Analysis of recent researches and publications. A sufficient amount of scientific papers is devoted to the research and study of the problems of companies' innovation development.

On the one hand, a large number of publications on specified topics supposedly ensure its legitimacy. And on the other hand – almost none of the publications contains proper interpretation of innovation development, particularly of the enterprise; often its interpretation doesn't differ from the definition of development. The most common reason for usage of this term is "innovation development occurs through innovation" [5, p. 94].

In native scientific publications the term "innovation development" is widely spread.

In particular, a significant contribution to the methodology of forming, evaluating and management of innovation potential of economic entity is made by V.Oleksandrova, Y. Bazhalo, B. Burkynskyi, A. Vlasova, E. Galushka, I. Galitsia, V. Heyts, S. Glaziev, N. Goncharova, S. Illiashenko, S. Ilienkov, N. Krasnokutska, O. Lapko, B. Malitskyi, V. Medynskyi, W. Mansfield, B. Santo, I. Shumpeter, Y. Shypulina, Y. Yakovets.

Formation of scientific principles and applied tools of development of communication services market and solving of the problems of communication field were considered in scientific works of native scholars: L.Berkman, S. Dovhyi, M.Dudchenko, V.Zahorulko, N.Knyazieva, O.Knyazieva, L.Kuznietsova, V.Orlova, S. Skliarenko. However, most of works of the above mentioned scientists have generally theoretical nature and devoted to solving specific aspects of the problem.

Despite significant contribution of the investigators to the theory of innovation management, the tasks of formation of methodological basis of the innovation management and company's strategic development were not set in their works. Therefore, the conceptual approaches, forms and methods of company's strategic development based on innovation were not defined in the researches. Nowadays the principles and sources of effective innovation development need theoretical systematization. At the same time, the interrelations between strategic and innovation processes and their integration mechanism that justifies the evaluation, selection and analysis of areas of enterprise development, particularly postal services, through innovation, require structuring. Scientific study and practical guidelines are needed also to identify the ways of forming an effective innovation policy.

Thus, the relevance of the study and the presence of unresolved theoretical and practical problems, principles and methods of innovation development of Ukrainian post offices determined the choice of direction of the research.

Target statement. The aim of the article is to examine the theoretical aspects of companies' innovation development in scientific literature, analysis of approaches to determination of the term "innovation strategy". While forming the innovation development strategy - to define the mission and strategic goals of the state enterprise of post service - USEP "Ukrposhta".

Exposition of the main material of the study. The term "innovation development of an enterprise" is widely used in domestic native scientific papers on economy and management. It should be noted that the term "innovation development" is hardly ever used in foreign literature. Instead, scientific works of similar content use the combination "innovation for development". Along with this, in such researches a correlation is made between the characteristics of innovation activity and the level of the development, and there is assessed the impact of innovation on a long-term development of socio-economic systems and explored the innovation strategy as a part of development strategy [2].

One of the first researchers of innovation development of enterprises is supposed to be a Ukrainian scientist M. Tuhon-Baranovskyi. His theory is based on the fact that a welfare rise is only possible if the achievements of scientific and technological progress are used [1, p. 7]. It grounds on the explanation of

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declines and rises of the national economy, which are determined by scientific and technical progress of tools.

As the continuation to M. Tuhan-Baranovsky's theory are considered ideas of Cobb-Douglas and M. Leontiev, who consider all the means of production as interchangeable. P. Romer's model is based on the fact that among the factors of production (people, capital) knowledge – is a special factor that corresponds to the available level of knowledge and can not be substituted (rate of substitution is zero).

A.S. Halchynskiy and V.M. Heiets noted that "in practice, innovation development did not become one of the main characteristics of the national economic growth of Ukraine, as positive trends are mostly temporary in nature" [7, 3]. It can be seen that in this case "innovation development" is used as a characteristic of a process of economic growth.

A leading specialist in innovation development S.M. Illiashenko defines innovation development as "the process of management, based on the continuous search and usage of new methods and areas of potential of the enterprises in changing environmental conditions within the chosen mission and acceptable motivation and connected with the modification of existing and formation of new product markets" [6].

S.M. Illiashenko and O.A. Bilovodska while analyzing the process of the innovation development management are addressing to the strategic management paradigm, to describe which they clearly use the notion of systematic approach, "the strategic management of innovation process is carried out in accordance with the requirements of systematic approach - from general to specific. This clarifying (correction) of the strategies of higher levels occurs through the feedback. Therefore the process is hierarchical and cyclic and may involve several iterations, the number of which is determined by the calculations of economic expediency" [6]. Management of innovation development, according to the authors' point of view, "is focused on achieving their goals in a competitive environment circumstances when the targets of other entities may not coincide with them and, as a rule, do not coincide. This contradiction of objectives should be considered, harmonizing set goals with the possibilities of their achieving." [6]. At the same time, S.M. Illiashenko and O.A. Bilovodska state that "the process of innovation development must be considered from the point of a particular entity in the specific economic, political, environmental, legal and other conditions" [6, p. 141].

L.I. Fedulova defines innovation development of the economy in general as "increase of its characteristics, supported by the implementation of innovation projects and introduction of innovations" [14, p. 35]. The author notes that the mechanism of bringing to life the scientific and technical progress at the macro level is ensured by the implementation of innovation processes at the micro level.

The problems of economic growth, increase of competitiveness in the circumstances of information-technology revolution can be solved through the effective strategies of innovation development. The need for the development of the strategic innovation development mechanism of enterprises requires the clarification of semantic component of "innovation strategy" in the modern business environment, and also the development of new approaches to the process of its formation and selection.

The most common approach to the definition of innovation strategy used in scientific and methodological literature is systematic approach, when the innovation strategy is regarded as an element of corporate development strategy or as part of the overall social and economic strategy [4, p. 10]. Innovation strategy in this case contribute to the other types of functional strategies [5], especially the strategy of sales, production, human resources and financial.

In this approach, the main attention is paid to strategic aspects of innovation management within an overall strategy, while innovation activity is allocated only as a separate mean of achieving goals in the system of overall development. It is considered as an element inherent only for specific business processes of an enterprise, and given a unifying function. The strategy of innovation development is defined as a part of an innovation management and business strategy that determines to which combination of product-market needs to be addressed the innovation activity of the company. [16].

According to the systematic approach innovation strategy - is one of the components of economic strategy, defined as a set of rules, methods and tools for finding the best perspective directions of the development of scientific and technical researches, resource policy [11].

Less common notion that needs to be considered is the objectives and tools approach, which is based on determining the organization's goals and ways to achieve them. Within this approach, the innovation way of activity is emphasized as a main way of achieving the targets of organization, that differs from the others by its novelty, especially for this organization, for various markets, consumers, country in whole. That is, in this case, the innovation management strategy assumes the role of corporate development strategy [16].

But taking into consideration the common features of innovation and strategic management [10] and the interrelations between them [17], it is reasonable to consider the notion of innovation strategy from a position of integrated approach. It will allow, without reducing the impact of these two components on the planning of enterprise's development, with their full cooperation, to achieve the innovation strategy as the final product. In this case, the innovation management strategy, becoming crucially important element of the overall organizational strategy, will allow to associate 'priorities for future development of the company with the level of its innovation potential, and to make new quality of production main tool to and management the main tools for achieving the goal of the company"[8]. Considering the problem from this side, the innovation

strategy can be defined as a part of the overall business strategy that focuses on identifying and achieving long-term goals, directly through the innovation process [16, p. 97]. That is, following the general logic of strategic management, innovation strategy greatly expands, deepens and refines the overall strategy of the company. This indicates that there is not only unilateral subordination, that is characterized by integrity and connection with the goals of general management strategy of the enterprise, but also there is a reverse correcting connection. Due to this interrelation "innovation management strategy, on the one hand, takes full account of the intensive development strategy, while on the other hand, it creates the necessary conditions for such development" [16, p. 32]. Randomness of innovation implementation becomes an organized, informationally supported process. And the results of their purposeful implementation, analysis and forecasting of future prospects derive business to a new level of competitiveness. The choice of an effective strategy of innovation development becomes the foundation of success of innovation activity. Only the right strategy of continuous innovation development gives chance not only to keep but also improve the position of the company. [16]

The process of formation of innovation development strategy and its functional components is dependent on the objectives and strategic goals of the enterprises. Typology and components of the strategy depend on the level and scope of the decisions taken during the operation of the strategy. Depending on the features of the "level of decision-making" there are distinguished corporate, business, functional and operational strategy. As the innovation development is a priority direction of development of post offices, the strategy of innovation development is formed as a corporate strategy. At the same time, the diversity of functional tasks of post offices in current circumstances determines the need for functional strategies, the aim of which is the management of functional areas of business. [9]

It should be noted that the post - is old, with century history kind of communication that had a long way of development and not only did not lose its relevance today, but also is constantly being improved and provides people with better and more convenient services.

Postal service is an important part of economy of each country, which is characterized by specific trends in its development and shaping of innovation society. Postal service is the most important and available type of communication that promotes economic, social and technological development of each country. Communication refers to the most important sector of economy that provides functioning and coordinated work of all governmental and commercial systems. This is one of the profitable markets of Ukraine that is developing dynamically, and presents an essential element of economic development. As a result of global changes in the structure and scale of production, accelerating of scientific and technological progress, increasing of economic activity of society, the growth of the educational and cultural level of the population, the expansion of connections on the national and international level, the role of communication services significantly increases. In the post-industrial stage of society the role and importance of communication services dramatically increases. Communication market plays a special role in the economy of the country, as its primary function is to ensure the needs of society for the transmission of information. [13].

Exploring the market of postal services of Ukraine over the past decade, it is clear that it has changed dramatically. First of all, it was due to the impact of external and internal factors on the development of communication. It is obvious that postal services' companies develop geographically (i.e. their location is distributed throughout the Ukraine), and the scope of their services expands (kinds of services) [13].

Postal industry of Ukraine is presented by Ukrainian state enterprise of posts "Ukrposhta" (hereinafter - USEP "Ukrposhta"), which is the national postal operator of state, and bears a huge responsibility for the proper level of development of the post, meeting the growing needs of society for qualitative modern services, maintaining high standards of work, protection of national interests on the international level.

The company has the country's largest network of post offices, one of the largest labor groups of postal employees, provides a wide range of postal, financial, information, communication and other services [15] in all regions of the country, especially in rural and mountainous areas, where there is a limited access of consumers of these areas to the postal services, promote employment and a fuller stimulation of innovation in the creation and development of new postal services (devices etc.), [12] implements the socially oriented state projects [15]. USEP "Ukrposhta" is added to the list of entities that have a monopoly (dominant) position on the national market of wholesale postage stamps and provided activity in the field of selling of postage stamps in retail.

Recently the XXVth Universal Postal Congress was held in the capital of Qatar, where a new strategy for post offices for the next 4 years was adopted. To meet the latest international market requirements, USEP "Ukrposhta" also developed measures to adapt to current circumstances, i.e. Ukrposhta Development Strategy for the years 2012-2017. By this time the national postal operator did not obtain a coherent, systematic strategy that negatively impacted all aspects of the company's activity, from inner efficiency to the place in the market. The new strategy will cover the areas of priority development and will ensure USEP "Ukrposhta" strengthening of the position in the inner and international markets. The main thing which is promoted by USEP "Ukrposhta" is the transfer of correspondence from hand to hand, the scope of IT, and financial services. In return, the Ministry of Infrastructure of Ukraine will strongly support the initiative of the national postal operator concerning the introduction of modern service standards, particularly in such market

segments as payment services, written correspondence, delivery (including - international) of parcels and freight, business communication

In the next 5 years USEP "Ukrposhta" according to the Development strategy, plans to modernize substantially the enterprise's infrastructure and implement a range of innovation products. Among them are "one-stop" administrative services, "the official e-post address", "hybrid post", "single payment window" for all types of payments of the population; electronic postage stamps etc. It is assumed that the implementation of the Strategy will increase the revenues by 50% and the profit of USEP "Ukrposhta" will increase by 75%.

In addition, employees of USEP "Ukrposhta" will be provided with decent salary and will get more than 18,000 computerized workplaces; the technological processes will be automated in all departments of the enterprise, reducing time for customer serving 4 times as short. Also will be created modern automated sorting centers and the standard speed of delivery of letters will increase from 5 to 3 days, packages - from 7 to 3 days, newspapers - from 2 days to - the "day to day", a centralized integrated information system of ERP class will be introduced; on-Line services for all kinds of services will be developed, and informational support of transactions will be provided. For remote settlements and settlements with low population will increase the number of mobile units. The plans of the company also contain the repairmen of all the post departments, including rural ones, and fleet renewal [18].

For formation of the innovation development strategy of the companies the selection of strategic orientation that allow to formulate an adequate strategy for innovation is required. Thus, O.A. Kniazieva introduced to the existing list of components (Table 1) the parameter "Correlation of growth tempo between labor productivity and salaries," which is the most important parameter for companies with significant manual labor part, i.e. postal enterprises [9].

Each parameter is used to evaluate the companies' activity in order to determine the level of development - extensive, intensive or innovation. Dedicated strategic goals form the basis for determining the components of the strategy of innovation development of post offices.

For innovation development of post offices it is needed to select corporate growth strategy, within which on the basis of usage, and building of their own innovation potential the positive results of innovation development are achieved.

Table 1

Methodological principles of defining the strategic orientations of innovation development of post offices

Parameters	Levels of enterprises' development			Strategic orientations
	extensive	intensive	innovation	
Tendencies of development	Output growth	Costs reduction	Profit growth	Economic effectiveness
Market Coverage	All market segments	Selective segments	Selective segments	marketing activity
Type of competition	Practically absent	Mostly pricing	Mostly qualitative	competition for quality characteristics
Correlation between the production costs (P_c) and sales costs (S_c)	$P_c >> S_c$	$P_c \approx S_c$	$P_c < S_c$	marketing activity
The share of intellectual (Sh_{int}) and manual work (Sh_{manual})	$Sh_{int} << Sh_{manual}$	$Sh_{int} < Sh_{manual}$	$Sh_{int} \geq Sh_{manual}$	Human Resource management
Approach to the management	Administrative	System	Situational	Management optimization
Correlation between the dynamics of labor productivity (D_{lp}) and salary (D_{salary})	$D_{lp} < D_{salary}$	$D_{lp} \geq D_{salary}$	$D_{lp} > D_{salary}$	Кадровий менеджмент

Source: [9]

Corporate Strategy of increasing of innovation capacity ($F_{strategy}$) is a strategically-oriented system consisting of a set of interrelated components - functional strategies. The methodological apparatus of the process approach to the formation of innovation development strategy is shown in Figure 1.

The choice of functional strategies ($f_{strategy}^n$) is performed by arrangement of strategic goals and outlined strategic orientations selected by pairwise comparisons. Within each functional component operational strategies are developed that present organizational and economic mechanisms of functional strategies ($F_{mechanism}$).

The integral result of the innovation development strategy is an innovation recovery of post offices, which displays a synergistic effect, that includes social, economic, organizational and environmental components. In the mathematical form of the effect of the implementation of the strategy (F_{effect}) is represented as functional

$$F_{effect} = \sum_{i=1}^m \sum_{j=1}^n P_{ij} \rightarrow \max, \quad (1)$$

where: i - type of achieved effect; j - factor for each i-th type of effect; m - number of species of effect; n - number of factors for each effect; P_{ij} - a factor that describes the type of achieved effect.

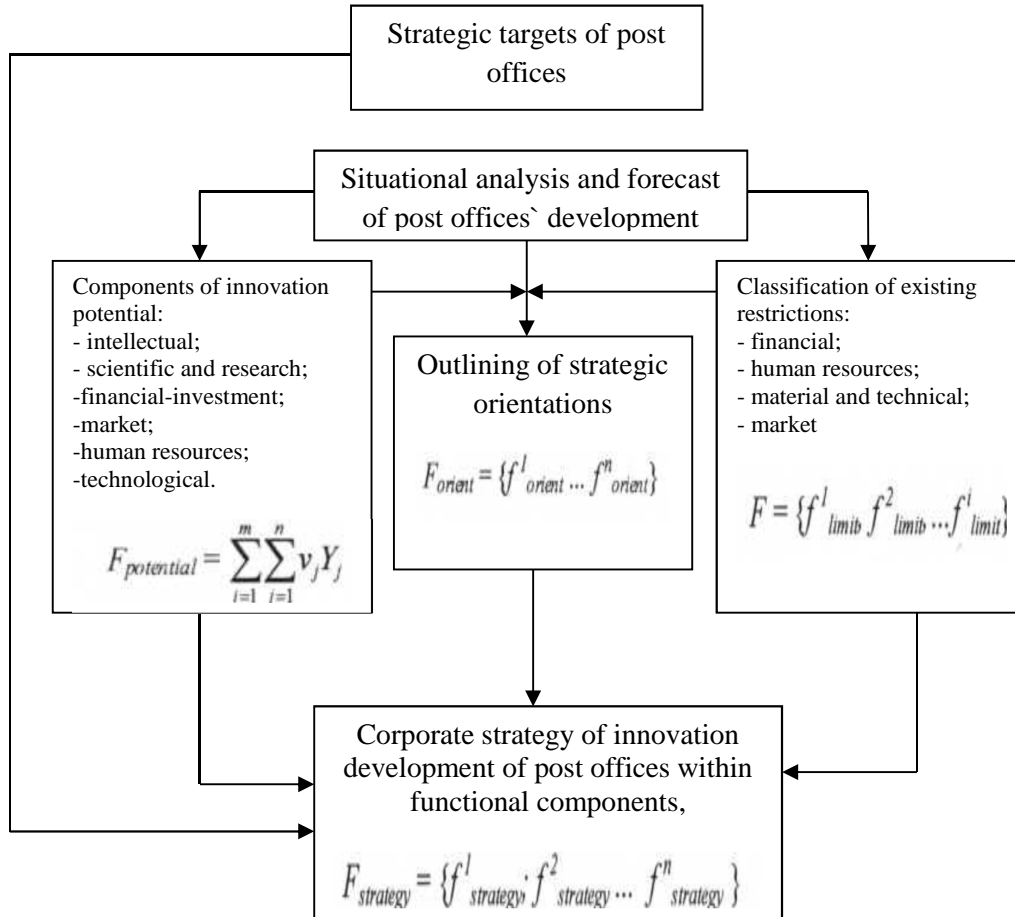


Figure 1. The methodological apparatus of the process approach to the strategy of innovation development of post offices

To achieve the conceptual completion of methodological apparatus of implementation of the process approach before the formation of innovation development strategy of post offices, scientists developed scientific and methodological approaches to the evaluation of strategies and formed criterial evaluation system of strategy efficiency [9].

Scientific and methodological approaches to the evaluation of innovation development strategy of post offices determine the quantitative values of the obtained social, organizational and economic effect.

Such approaches were developed.

1. First approach. If during the implementation of the strategy fundamentally new results are achieved, that are unique in this area of economic activity, efficiency is reflected by the integral index:

$$I_{se} = \sum_{i=1}^n B_{impi} K_{ali}, \quad (2)$$

where: I_{se} - integrated indicator of strategy efficiency according to the first approach,
 B_{impi} - the importance of the i-th factor used for the estimation;
 K_{ali} - coefficient of the achieved level of the i-th factor;
n - number of factors of evaluation.

In relation to each of the factors, with the help of the expert method, a numerical value of its significance ($B_{\text{imp}i}$) is calculated.

The coefficient of the achieved level of the i^{th} factor is estimated by calculation using the formula:

$$K_{\text{ali}} = \frac{1}{L_a - L_e} \quad (3)$$

where: L_a - the achieved level of the i^{th} factor after implementation of the strategy;

L_e - the existing level of the i^{th} factor before the implementation of the strategy.

2. Second approach. If during the implementation of innovation development strategy the improvement or optimization of existing technologies, constructive organizational and other decisions occur, the assessment of effectiveness is made on the basis of comparison of the results achieved during the implementation of the strategy parameters with the existing parameters before the implementation of the strategy. In this case, the integral factor is calculated using the formula:

$$I_{\text{se}}' = \sum_{i=1}^m B_{\text{impact}i} K_{ri}, \quad (4)$$

where: I_{se}' - is an integral indicator of the effectiveness of the strategy;

B_{impact} - is the extent of impact of the i^{th} factor on the effectiveness of company's economic activity;

K_{ri} - relative coefficient of rise of the i^{th} factor;

m - the number of factors used for the estimateion. [9]

The relative coefficient of the factor's increase is defined as the correlation between the achieved value of the i^{th} factor in the process of strategy implementation and the value of the i^{th} factor before the strategy implementation.

If the improvement of the factor is connected with a decrease of its quantitative value, the value of $K_{\text{np}i}$ is calculated with the help of inverse relation.

The degree of influence of the i^{th} factor on the economic activity of the post service enterprise is estimated by an expert.

The overall estimation of the innovation development strategy effectiveness of post offices is the sum of the obtained integral values. The closer the obtained score to 0, the less effective is the developed strategy. The choice of the approach according to which the evaluation will be carried out, is made by an expert.

Conclusions and further research.

On the basis of the carried out research the following conclusions can be drawn:

1. The analysis of scientific achievements show that in current economic conditions the main mean of maintaining high growth rates and achieving the desired level of profitability of entities becomes their continuous introduction of innovations, that's why the activation of innovation development is one of the most important factors of survival of local businesses in a brutal competitive conditions.

2. The above mentioned problems can be solved by introducing effective innovation strategies.

3. As innovation development is a priority direction of post offices' development, the innovation development strategy is formed as a corporate strategy.

4. Postal service is an important part of each country's economy, that is characterized by specific trends in its development and formation of innovation society, and represents the most important and available type of communication that promotes economic, social and technological development of the country.

5. Over the past decade Ukrainian postal market has radically changed. First of all, it was due to the influence of external and internal factors on the development of communication. Post offices develop geographically and the scope of their services expands.

6. Postal industry of Ukraine is represented by Ukrainian state enterprise of posts "Ukrposhta" (hereinafter - USEP "Ukrposhta"), that is the national postal state operator of state, and bears a huge responsibility for the proper level of post development, meeting the growing needs of society for qualitative modern services, maintaining high standards of work, protection of national interests on the international level.

To meet the latest international market requirements, USEP "Ukrposhta" developed Ukrposhta Development Strategy for the years 2012-2017, the implementation of which will increase company's revenues by 50% and its profit will increase by 75%. Development and implementation of the Strategy will allow USEP "Ukrposhta" to obtain a leading position in the universal postal services' market for households and business.

7. For the formation of innovation development strategy of companies is required the selection of strategic orientations that will allow to formulate an adequate innovation strategy.

Methodical principles defining strategic orientations of innovation development of post offices are introduced, taking into consideration the parameters, levels of business development.

8. It is needed to choose the corporate growth strategy for the innovation development of post offices, within which on the basis of use, and expansion of their own innovation potential the positive results of innovation development will be achieved.

9. The results obtained through the research can be recommended:

- to use by USEP "Ukrposhta" in Ukrainian post offices;
- to use in the educational process of the Odessa National Academy of Telecommunications named after A.S. Popov within the study "Fundamentals of Management" and "Management" (for students of basic training areas "Business Economy", "Management", "Management and Administration") in qualification papers and diploma projects of students of economic specializations.

10. The prospects of the research are seen in the development and implementation of new innovation projects and programs, improvement of the quality of services offered by USEP "Ukrposhta" to its customers in the sharpened competitive conditions among postal operators in Ukraine

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Krupska V.A. SELECTION OF INNOVATION DEVELOPMENT STRATEGY AS A BASIS OF SUCCESSFUL ACTIVITY OF THE ENTERPRISES OF POSTAL COMMUNICATION IN THE MODERN CONDITIONS OF ECONOMY

Purpose. The purpose of this paper is to consider the theoretical aspects of innovative development of enterprises in scientific literature, to analyse going near the definition concept of innovative strategy, to define a mission and complex of strategic aims of state enterprise of postal connection – USEPC "UkrPost".

Methodology of research. One of the important tasks of maintenance of the existent state and development of economy is a level of innovation enterprises of different spheres of activity and, first of all, the enterprises of post connection. The level of readiness of connection enterprise to introduction of innovative projects determines the potential of enterprise.

Research methodology is based on the connection of scientific methods (dialectical method, methods of analysis and synthesis, analytical method) and has to define and choose the effective strategy of

innovative development as bases of successful activity of enterprises of postal connection in the modern terms of manage. Methodology has structural direction and includes such basic stages:

- 1) consideration of general innovative development of enterprises is in the scientific literature;
- 2) analysis of approaches to the study of concept of innovative strategy (attention is paid to the strategic aspects of innovation management within the overall strategy);
- 3) analysis of postal connection as a component part of economy of every country, which is characterized by specific tendencies in development and forming of innovative society;
- 4) during forming of strategy of innovative development to define a mission and a complex of strategic aims of state enterprise of postal connection – USEPC “UkrPost”;
- 5) selection of strategic targets, that are necessary for forming of strategy of innovative development of enterprises of postal connection;
- 6) presentation of scientific and methodical approaches to assess the effectiveness of the strategy of innovative development of enterprises of postal connection, which is to determine the quantitative values obtained social, organizational and economic effect.

Findings. It has been determined that in the current economic conditions the primary means of maintaining high growth rates and achievement the necessary level of profitability entity becomes a permanent implementation of innovations. Activation of innovative development is one of the most important factors of survival of domestic entities in conditions of severe competition.

Development Strategy of UkrPost in 2012-2017 has been substantiated, the implementation of which will increase the company revenue by 50% and profit increase by 75%. Implementation of the Strategy will allow USEPC “UkrPost” to lead in the market of provision of universal postal services to the public and business.

It has been proved that the innovative development of post offices should choose a corporate growth strategy. The positive results of innovative development are achieved on the basis of usage and increase their own innovation potential.

These findings solve the important scientific and practical tasks of the development of theoretical and methodological foundations of selection an effective strategy of choice of innovation Development as the basis of successful activity of post offices in the contemporary economy.

Originality. The direction of innovative development of post offices, which is based on corporate growth strategy that involves the use of own innovation potential for achieving positive findings of innovation development has been substantiated.

Practical value. We should note that the results of the study can be recommended for use in post offices of Ukraine and in the educational process of the Odessa National Academy of Telecommunications named after O.S. Popov in teaching such disciplines as "Fundamentals of Management" and "Management" (for students of basic training areas "Economics of Enterprise", "Management", "Management and Administration") as well as for use in the course and diploma projects of students of economic specialties.

Keywords: innovative strategy, innovative development, enterprise, postal connection, USEPC “UkrPost”, approach, estimation, index.