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DEVELOPMENT OF TOOLS FOR ORGANIZING INNOVATION ACTIVITY OF ENTERPRISES IN EXTREME CONDITIONS OF TODAY

Summary

The development of innovation activity is an important direction in the development of management science. It is aimed at implementing the main processes of innovation and innovation management. Planning and organization of innovation activities of enterprises should be considered in the context of interrelated elements. In this section, we offer in a concise form theoretical foundations, concepts, methodology and practical directions for the development of tools for organizing innovative activities of enterprises in extreme conditions. The tasks of using the tools for planning and organizing innovation activity of enterprises are: determining the goals of innovation activity of enterprises; determining and analyzing strategically forming factors; analyzing and planning the growth of innovation activity of the enterprise, its components; substantiating and choosing the direction of innovative development for each of the subsystems: production, scientific and technical research, management; development innovation policy of the enterprise. The composition of the toolkit depends on many factors that affect both the innovative development of the enterprise and its strategy.

Introduction

Innovative entrepreneurship is inextricably linked to investments in research or development. It is recommended to increase funding for scientific research aimed at creating new products and technologies, as well as developing new business models. Particular attention should be paid to the formation of partnerships with scientific institutions and universities for the joint implementation of innovative projects.

An important condition for the development of innovative entrepreneurship is the creation of favorable conditions at the state level. It is recommended to intensify measures to develop tax incentives for innovative enterprises, provide state grants for the development of innovative projects, as well as form a developed innovation infrastructure, including technology parks, business incubators and technology transfer centers.

An effective marketing strategy is an important element for promoting innovative products to the market. It is recommended to actively use digital marketing tools, including big data analytics, social media, and platform communication, to more accurately identify consumer needs and increase market share. It is also worth developing strategies for promoting innovative products in international markets. Innovative projects are always accompanied by a high level of risk. For their successful implementation, enterprises need to introduce risk management systems that provide for the identification of possible threats, their assessment and the development of mechanisms for minimizing negative consequences.

This includes not only financial risks, but also risks associated with technological failures, market failures, or changes in the regulatory environment. Successful development of innovative entrepreneurship requires an integrated approach that combines the improvement of internal processes of the enterprise, the intensification of investment activities, the development of human capital and support at the level of state policy.

The implementation of these recommendations will allow enterprises to increase their competitiveness and contribute to sustainable economic growth.

Chapter 1. Applied aspects of the development of tools for organizing innovative activities of construction enterprises in extreme conditions

1.1. Development of innovation activity of enterprises

Innovative activity of an enterprise is the process of creating new ideas, products, services or business models. This process is aimed at meeting the needs of the market and achieving a competitive advantage of the enterprise. Innovation activity, as a rule, is a whole complex of scientific, technological, production, organizational, financial and commercial measures, the totality of which leads to innovations in the form of a new or improved product.

The essence of innovation activity of an enterprise can be characterized by the following aspects: (Table 1)

Table 1

The essence of the concept «innovation activity»

Essence	Aspects
Creating new ideas	Innovation activity begins with the generation of new ideas for new products, services or business models.
Development of new concepts	New ideas must be developed and transformed into concepts for new products, services or business models.
Introduction of innovations	Innovative concepts must be put into practice through new products, services or business models.
Implementation of innovations	The implemented innovations should be implemented by providing them to consumers and achieving a competitive advantage of the enterprise.
Support for innovation activities	Innovation activity should be supported by creating a favorable environment for innovation, providing the necessary resources and motivation to the employees of the enterprise.

Source: formed by the authors according to [1; 3-5; 8]

As we emphasized earlier, the innovation activity of an enterprise is a complex process of creating, using and distributing innovations in order to obtain competitive advantages and increase the profitability of its production. In the market economy, the innovative activity of enterprises is one of the most significant significant factors that allow the enterprise to occupy sTable market positions and gain an advantage over competitors in the industry that is the sphere of commercial interests of this enterprise.

According to their nature and functional purpose, the following novelties and innovations are distinguished (Table 2):

Table 2

Classification of innovations

Species	Affiliation
Technical	New products, technologies, structural and auxiliary materials, equipment.
Organizational	New Methods and Forms of Organization of All Types of Activities of Enterprises and Their Institutional-Voluntary Associations.
Economic	Methods of economic management of science, production and other areas of activity through the implementation of the functions of forecasting and planning, financing, pricing, motivation and remuneration, evaluation of performance results.
Social	Various forms of activation of the human factor, including new forms of professional training of personnel, stimulation of their creative activity, creation of comforTable living and working conditions.
Legal	New and transformed laws and various regulatory legal documents (acts) that define and regulate all types of activities of enterprises and organizations, certain groups or individuals.

Source: formed by the authors according to [3; 5; 7-9]

The essence of the innovation strategy of the enterprise is that the effective development of the enterprise is associated with gaining an advantage over competitors and increasing profits not so much due to price manipulation, but by constantly updating the range of products and expanding the activities of the enterprise.

In a market economy, the advantage is given to those enterprises that quickly and actively master innovations [2]. This allows them to expand the markets for their products, conquer new market segments, and in the case of mastering fundamentally new innovations, temporarily take a dominant position in the market for new products, which is directly related to the possibility of obtaining much higher profits by the enterprise than other enterprises. Innovative entrepreneurial activity is a special process of economic organization, which is based on the constant search for new opportunities to improve technical and technological factors of production. It is associated with the willingness of an entrepreneurial structure (individual or legal entity) to take on all the risks of implementing a new project or improving an existing one, as well as the financial, moral and social responsibility that arises.

1.2. Ways of performing innovation activities

In general, innovative entrepreneurial activity can be defined as a social technical economic process that leads to the creation of better goods (products, services) and technologies through the practical use of innovations.

Innovation activity of an enterprise can be performed in different ways, in particular (Table 3):

Table 3

Ways of Performing Innovation Activities

Ways	Their essence
Innovation process	An enterprise can develop its own innovation process by creating new ideas, developing new concepts, and introducing innovations.
Innovative partnership path	An enterprise can collaborate with other businesses, organizations, or organizations to develop new ideas and innovate.
Innovative accelerator path	An enterprise can use innovation accelerators to develop new ideas and implement innovations.

Source: formed by the authors according to [4-6; 8]

– The innovation process is a sequence of actions and activities that help an enterprise create new ideas, develop new products or services, innovate and achieve a competitive advantage in the market. Implementation of a new or significantly improved production or delivery method (including significant changes in machinery, equipment and/or software). Not considered innovations: minor changes or improvements, increase in production or service capabilities by adding production or logistics systems that are very similar to those already in use, to abandon the use of the process, simple capital substitutions or expansions, changes due purely to changes in the prices of factors of production, adjustment, regular seasonal and other cyclical changes, trade in new or significantly improved products.

The innovation process consists of several stages:

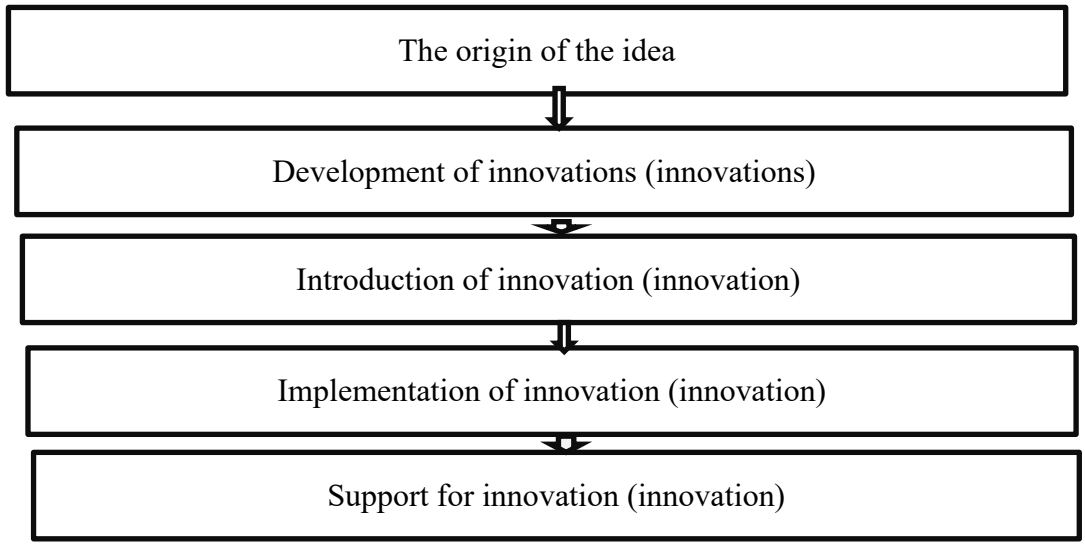

Figure 1. Structure of the innovation process

Source: grouped by the authors

1. Idea:
– Generating new ideas for new products, services or business models.
– Market and competition analysis to identify opportunities and threats.
2. Development:
– Developing ideas for new products or services.
– Creating concepts for new products or services.
– Testing new products or services.
3. Implementation:
– Introduction of new products or services to the market.
– Creating a marketing strategy to launch new products or services.
– Preparation of the enterprise for the introduction of new products or services.
4. Implementation:
– Implementation of new products or services on the market.
– Monitoring the results of the implementation of new products or services.
– Market and competition analysis to identify opportunities and threats.
5. Support:
– Supporting the innovation activity of the enterprise by creating a favorable environment for innovation.
– Supporting the company's employees through training and developing their skills.
– Supporting business activities by providing financing and other support.

The innovation process can take different forms, in particular (Figure 2):

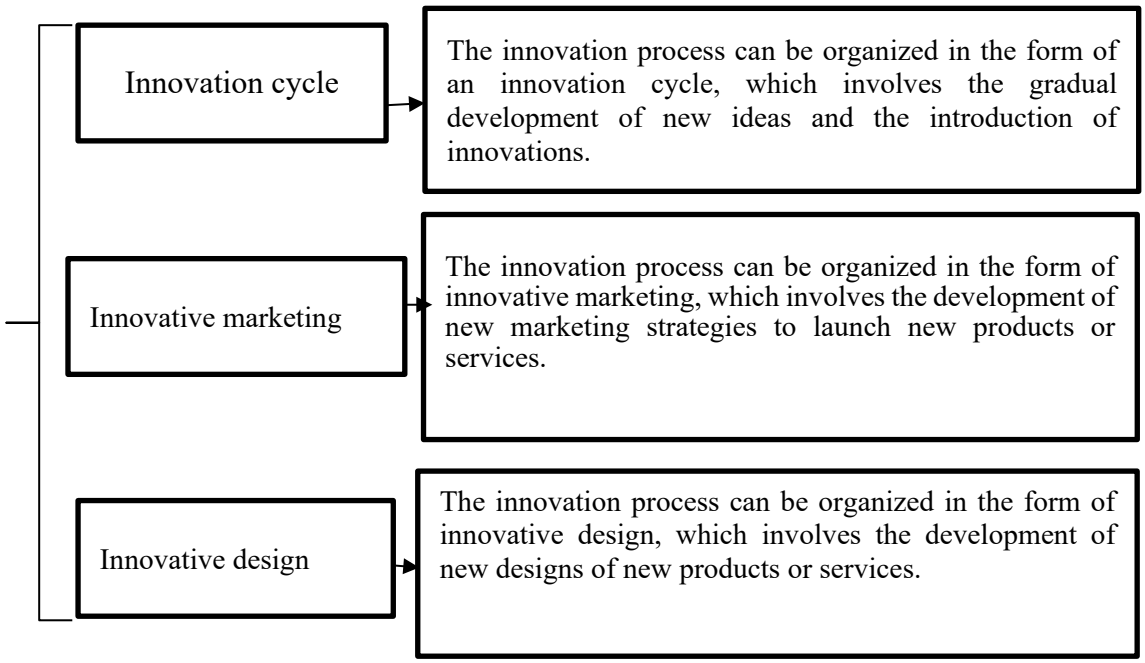

Figure 2. Forms of the innovation process

Source: formed by the authors according to [2; 7]

The innovation process has many advantages for the enterprise, in particular: (Table 4).

Table 4

Advantages for the enterprise when using the innovation process

Benefits	Her explanation
Increasing competitive advantage	The innovation process helps the enterprise to achieve a competitive advantage in the market.
Increased efficiency	The innovation process helps the enterprise to increase the efficiency of production or provision of services.
Cost reduction	The innovation process helps the enterprise to reduce the cost of production or provision of services.
Increase profits	The innovation process helps an enterprise increase profits by increasing sales of new products or services.

Source: generated by the authors according to [2; 5-7; 9]

– An innovation partnership path is a way of developing new ideas and implementing innovations through the collaboration of a company with other businesses, organizations or organizations. It can be carried out in the form of various models of cooperation, in particular (Figure 3):

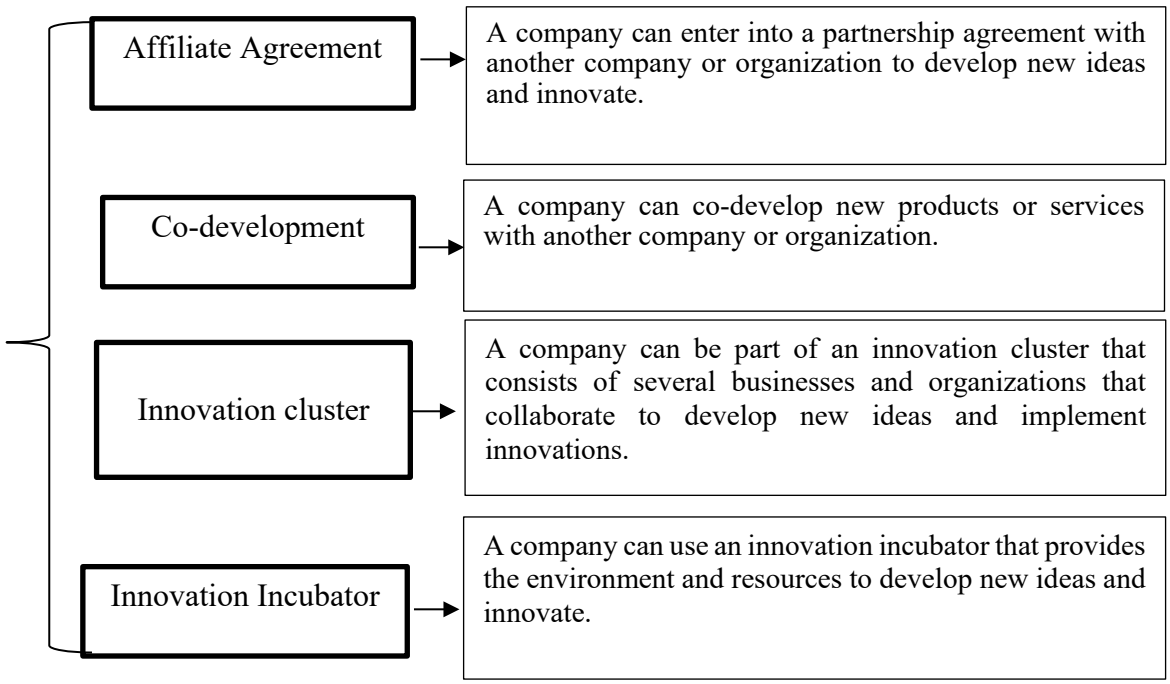

Figure 3. Models of cooperation between companies in an innovative partnership path

Source: generated by the authors

The innovative partnership path has many advantages, as well as risks in the activities of the business structure, which we will present in Table 5.

Table 5

Advantages and risks in the activities of a business structure

Advantages	
Increasing competitive advantage	The innovative partnership path helps the company achieve a competitive advantage in the market by developing new ideas and introducing innovations.
Increased efficiency	An innovative partnership path helps a company increase the efficiency of production or service delivery by developing new processes and introducing innovations.
Cost reduction	Innovative partnership path helps a company reduce the cost of production or provision of services by developing new materials and technologies.
Increase profits	An innovative partnership path helps a company increase profits by increasing sales of new products or services.
Risks	
Privacy risk	The company may not have control over confidential information and intellectual property when cooperating with other businesses or organizations.
Risk of financial loss	A company may suffer financial losses when collaborating with other businesses or organizations if the development of new ideas and the introduction of innovations are not successful.

Source: generated by the authors at [2; 7; 8]

The innovative partnership path can be applied in various industries (Figure 4), in particular:

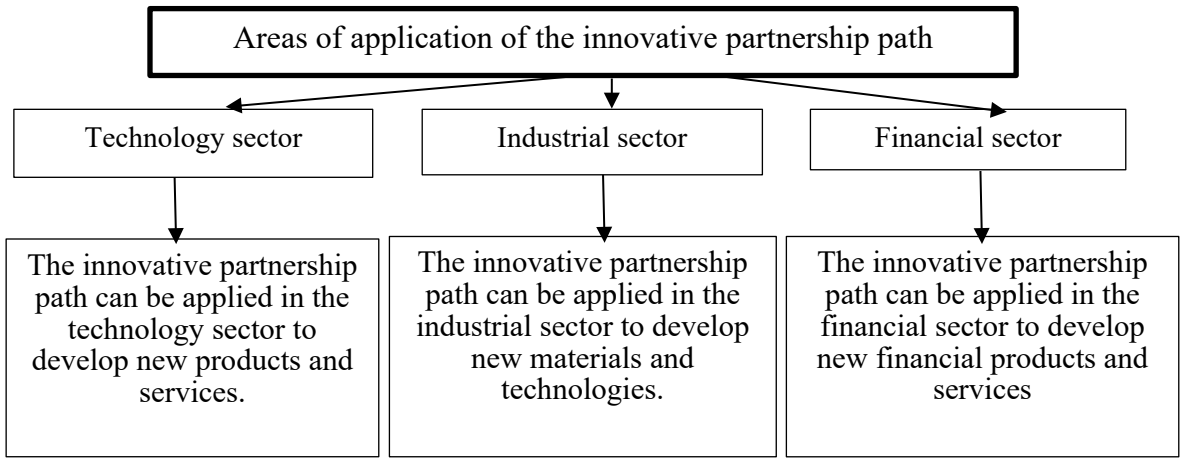

Figure 4. Areas of application of the innovative partnership path

Source: generated by the authors according to [1; 2; 7; 9]

An innovation accelerator path is a path of developing new ideas and implementing innovations through the use of innovation accelerators that provide the necessary resources and support for the development of new ideas and the implementation of innovations. This path can be carried out in the form of various models of cooperation, in particular (Figure 5):

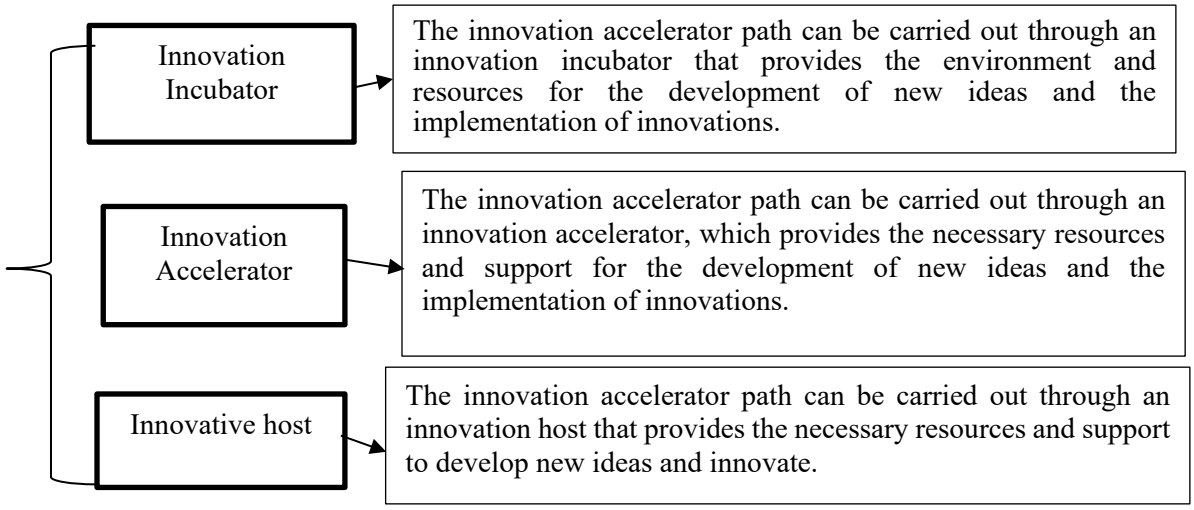

Figure 5. Models of cooperation between companies in the innovative accelerator path

Source: generated by the authors

The innovative accelerator path has many advantages, as well as risks in the activities of the business structure, which we will present in Table 6.

Table 6

Advantages and risks of the innovative accelerator path in the activities of the business structure

Advantages	
Increasing competitive advantage	The innovative accelerator path helps the company achieve a competitive advantage in the market by developing new ideas and introducing innovations.
Increased efficiency	An innovative accelerator path helps a company increase the efficiency of production or service delivery by developing new processes and introducing innovations.
Cost reduction	The innovative accelerator path helps the company reduce the cost of production or provision of services by developing new materials and technologies.
Increase profits	An innovative accelerator path helps a company increase profits by increasing sales of new products or services.
Risks	
Privacy risk	A company may not have control over confidential information and intellectual property when collaborating with innovation accelerators.
Risk of legislative non-distinction	A company may have legislative problems when cooperating with innovation accelerators from different countries or regions.
Risk of financial loss	A company may suffer financial losses when cooperating with innovation accelerators if the development of new ideas and the implementation of innovations are not successful.

Source: formed by the authors according to [1-4; 7]

The innovative accelerator path can be used in various industries (Figure 6), in particular:

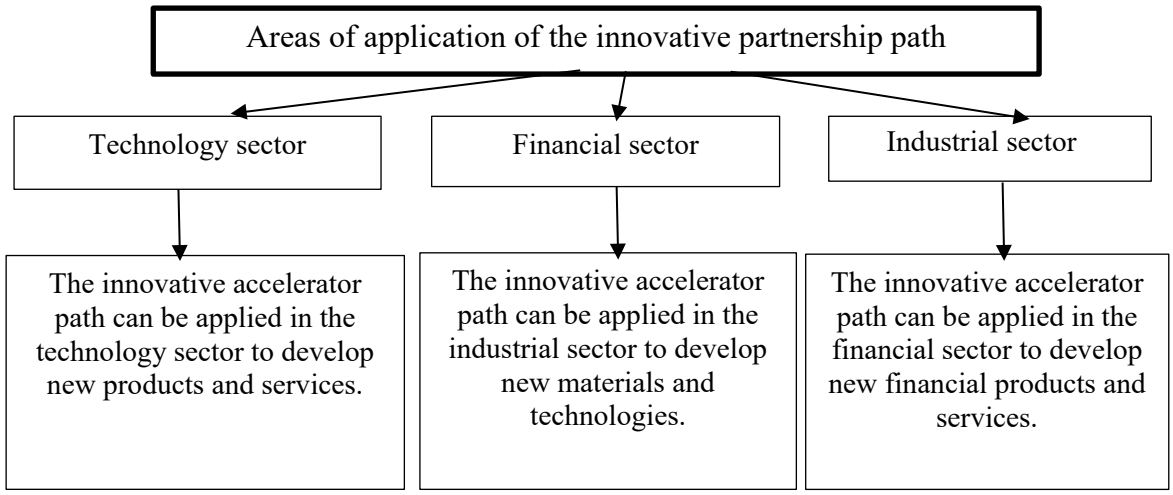

Figure 6. Areas of application of the innovative accelerator path

Source: formed by the authors according to [2; 4; 6]

1.3. Forms of innovation activity

Innovation activity of an enterprise can takes different forms (Figure 7), in particular:

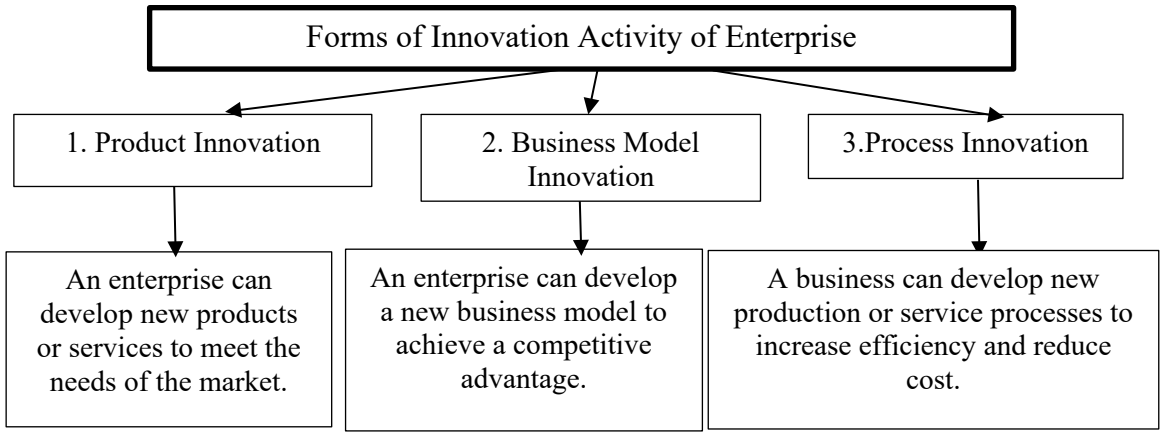

Figure 7. Forms of innovation activity of the enterprise

Source: generated by the authors according to [4; 7–9]

Let us describe in more detail the forms of innovation activity of the enterprise. Product innovation is the development of new or improvement of existing products and services in order to meet the needs of the market and achieve a competitive advantage of the enterprise. Product innovations can be of different types (Figure 8), in particular:

Product innovations can be achieved by:

1. Research and Development (R&D): An enterprise can invest in the research and development of new products and services.

2. Market research: An enterprise can conduct market research to identify market needs and develop new products and services.

3. Systemic innovation: An enterprise can use systemic innovation, which involves an integrated approach to the development of new products and services.

4. Partnership: An enterprise can collaborate with other businesses and organizations to develop new ideas and innovate.

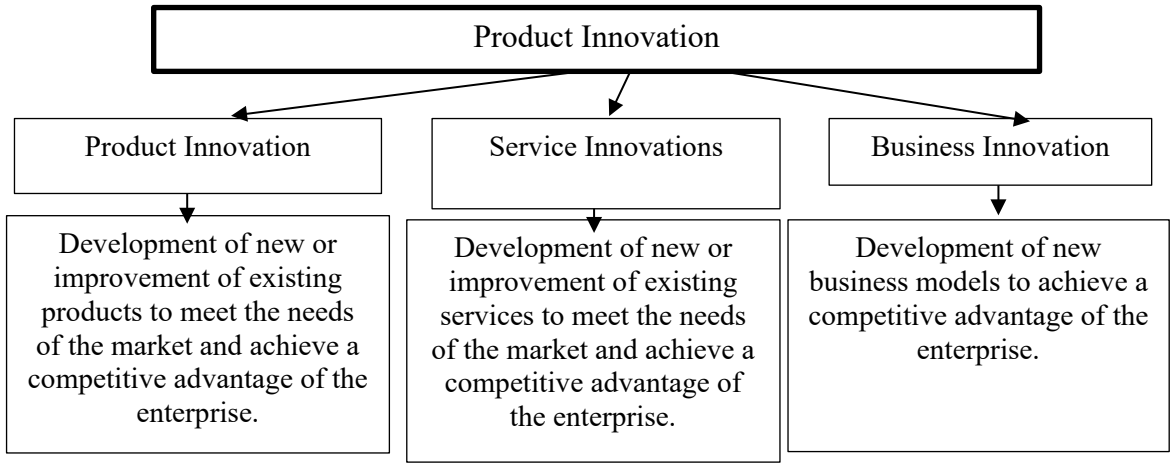

Figure 8. Classification of innovations of enterprise products

Source: generated by the authors according to [3; 5; 7; 9]

Product innovations can have many advantages and risks for the enterprise (Table 7), in particular:

Table 7

Benefits and risks of product innovations in the activities of the enterprise

Advantages	
Increasing competitive advantage	Product innovations help the company achieve a competitive advantage in the market.
Increased efficiency	Product innovation can help a business increase the efficiency of production or service provision.
Cost reduction	Product innovation can help a business reduce the cost of production or service provision.
Increase profits	Product innovation can help a business increase profits by increasing sales of new products and services.
Risks	
Risk of failure	Product innovations can be unsuccessful, which can lead to financial losses.
Risk of legislative non-distinction	Product innovations may have legal challenges when introduced to the market.
Risk of financial loss	Product innovation can be expensive to develop and implement, which can lead to financial losses.

Source: formed by the authors according to [1; 3; 6]

Business model innovation. Business model innovation is the development of new or improvement of existing business models in order to meet the needs of the market and achieve a competitive advantage of the enterprise. Business model innovations can be of different types (Figure 9), Including:

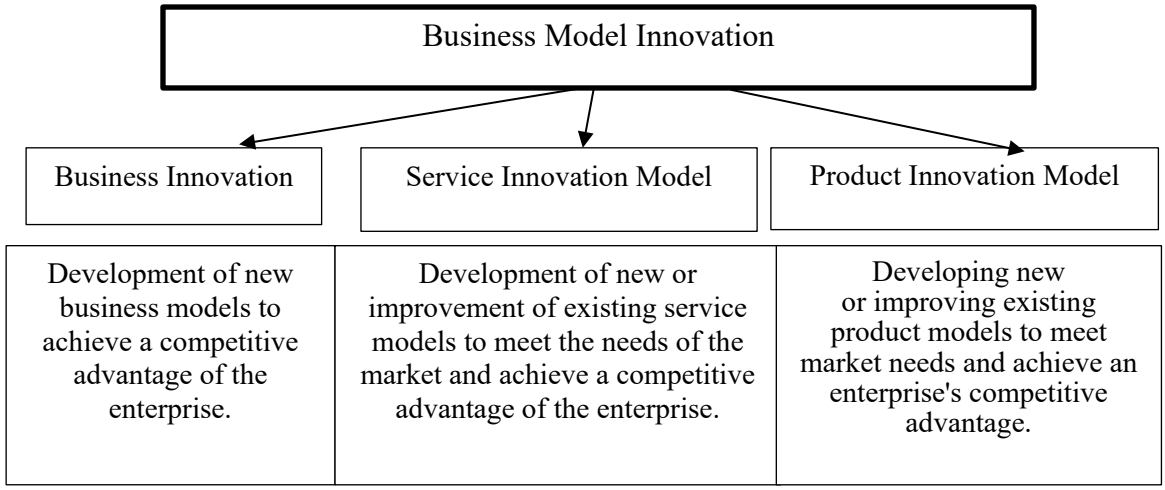

Figure 9. Classification of innovations of enterprise business models

Business model innovations can be achieved by: 1. Research and Development (R&D): An enterprise can invest in research and development of new business models. 2. Marketing Research: A business can conduct market research to identify market needs and develop new business models. 3. Systemic Innovation: An enterprise can use systemic innovation, which involves a comprehensive approach to developing new business models. 4. Partnership Collaboration: An enterprise can collaborate with other businesses and organizations to develop new ideas and innovate. Business model innovations can have both benefits and risks for the enterprise (Table 8), Including:

Table 8

Benefits and risks of business model innovations in enterprise activities

Benefits	
Increasing competitive advantage	Business model innovations help an enterprise achieve a competitive advantage in the market.
Cost reduction	Business model innovations can help a business reduce the cost of production or service provision.
Increase profits	Business model innovations can help businesses increase profits by increasing sales of new products and services.
Risks	
Risk of failure	Business model innovations can be unsuccessful, which can lead to financial losses.
Risk of financial loss	Business model innovations can be expensive to develop and implement, which can lead to financial losses.

Source: generated by the authors according to [1; 2; 6]

Process innovation. Process innovation is the development of new or improvement of existing processes of production and service provision in order to increase efficiency and reduce cost. Process innovations (Figure 10) can be of different types, in particular:

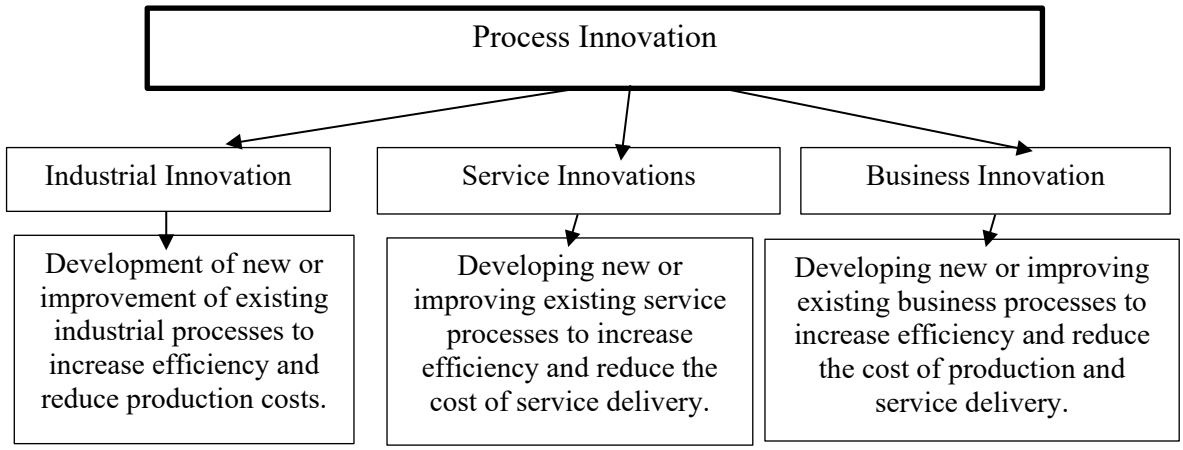

Figure 10. Classification of innovations in the process of enterprise activity

Source: formed by the authors according to [1; 2; 6; 8]

Process innovation can be achieved by: 1) Research and Development (R&D): An enterprise can invest in the research and development of new processes; 2). Marketing research: An enterprise can conduct market research to identify market needs and develop new processes; 3). Systemic innovation: An enterprise can use systemic innovation, which involves an integrated approach to the development of new processes; 4). Partnership: An enterprise can collaborate with other businesses and organizations to develop new ideas and innovate. Process innovations can also have many benefits and risks for the company's activities (Table 9), in particular:

Table 9

Benefits and risks of process innovation in the activity of the enterprise

Benefits	
Increased efficiency	Process innovation can help a business increase the efficiency of production or service delivery.
Cost reduction	Process innovation can help a business reduce the cost of production or service provision.
Increasing competitive advantage	Process innovation can help an enterprise achieve a competitive advantage in the market.
Increase profits	Process innovation can help an enterprise increase profits by increasing sales of new products and services.
Risks	
Risk of failure	Process innovations can be unsuccessful, which can lead to financial losses.
Risk of legislative non-distinction	Process innovations may have legislative challenges when implemented in the market.
Risk of financial loss	Process innovation can be expensive to develop and implement, which can lead to financial losses.

Source: formed by the authors under [7-9]

Innovative activity of an enterprise can have a number of advantages, in particular: 1. Increase competitive advantage: Innovation activities can help an enterprise achieve a competitive advantage in the market. 2. Increase efficiency: Innovative

activities can help a business increase the efficiency of production or service delivery. 3. Cost reduction: Innovative activities can help a business reduce the cost of production or service delivery. 4. Increased profits: Innovative activities can help businesses increase profits by increasing sales of new products or services. From the above, we see that innovation activity is a vital direction in the development of modern society. There are such key aspects as: 1. Innovation process: highlight the mechanisms of the innovation process, including the generation of ideas, the development of new products and services, the implementation of new business models, etc. 2. Innovative economy: address the economic aspects of innovation activity, in particular, the formation of an innovative economy, the role of the state in supporting innovation, etc. 3. Innovation culture: emphasis is placed on the study of the formation of innovation culture, in particular, the influence of organizational culture on the innovation process.

Chapter 2. Features of the development of tools for organizing innovative activities of construction enterprises in extreme conditions of today

2.1. Tools for planning and organizing innovation activities of enterprises

Let us focus in more detail on the tools for planning and organizing innovation activities of enterprises.

Further (Figure11) we will give a classification of tools for planning and organizing innovation activities of enterprises.

As we can see, the tools for planning and organizing innovation activities of enterprises consist of various techniques, techniques and tools that help enterprises create, implement and manage innovations.

The following are some tools for planning the innovation activity of the enterprise:

1. SWOT Analysis: A tool that helps businesses assess their internal strengths and weaknesses, as well as external opportunities and threats, in order to develop an effective innovation strategy.

2. Enterprise Innovation Potential (IPP): A tool that assesses an enterprise's ability to create and implement innovations by analyzing its innovation potential.

3. Porter's Five Forces Analysis: A tool that helps businesses assess the competitive situation in the market and develop an effective innovation strategy.

4. Product Development Innovation Cycle (PDC): A tool that helps businesses develop a plan for the development of new products and services by analyzing the product development cycle.

5. Service Development Innovation Cycle (SDC): A tool that helps an enterprise develop a plan for the development of new services, by analyzing the service development cycle.

6. Innovative Business Model (BDC): A tool that helps an enterprise develop a new business model by analyzing an innovative business model.

7. Brainstorming: A tool that helps an enterprise generate new ideas for innovative enterprise development.

8. Innovation Competition: A tool that helps an enterprise choose the best ideas for the innovative development of an enterprise.

9. Product Innovation Potential (IPP): A tool that assesses the ability of an enterprise's products to create value for consumers.

10. Entrepreneurship Innovation Potential (IEP): A tool that assesses an enterprise's ability to innovate through entrepreneurial activity.

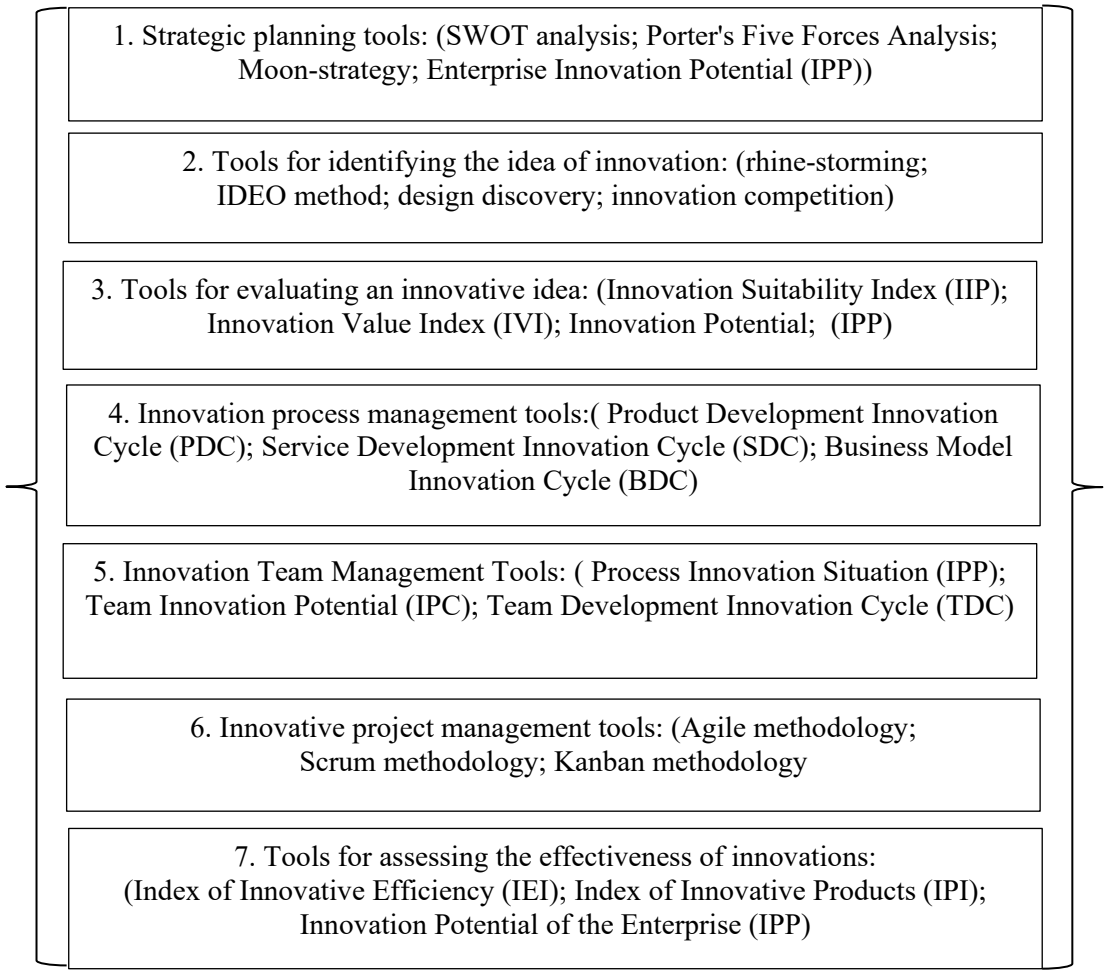

Figure 11. Classification of Tools for Planning and Organization of Innovation Activity of Enterprises

Source: generated by the authors by [3; 7; 9]

The need to organize innovative entrepreneurial activity is due to:

– the needs of increasing the technical and technological level of production;

– increase in costs and deterioration of economic indicators of enterprises;

– rapid obsolescence of equipment and technology;

– the decisive role of science and increasing the efficiency of the development and implementation of new equipment;

– the importance and economic feasibility of strengthening intensive factors of production development, based on the use of scientific and technological progress in all spheres of economic activity; the need for a significant reduction in the time for creating and mastering new equipment; the importance of the development of mass creativity of inventors and innovators and the use of their proposals.

In practice, three main types of innovative entrepreneurial activity are mainly distinguished (Figure 12):

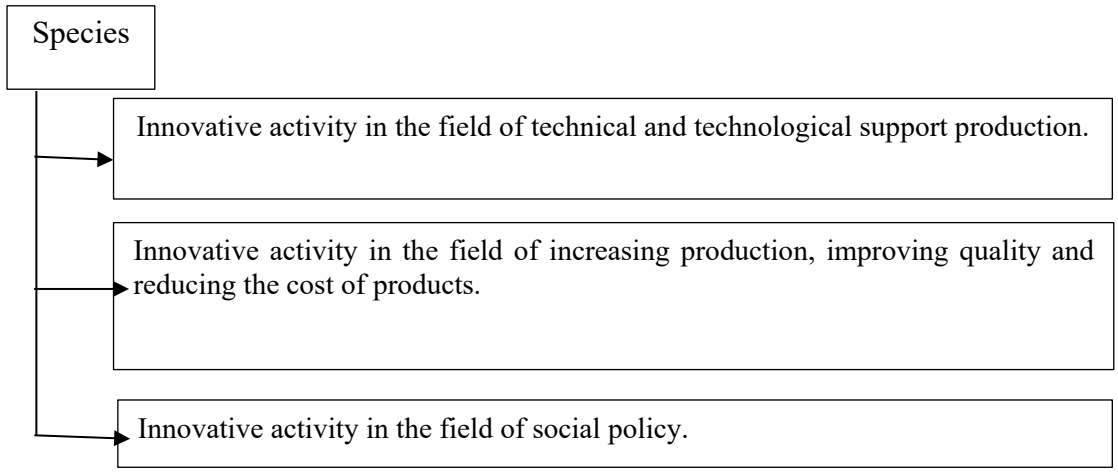

Figure 12. Types of innovative entrepreneurial activity

Source: generated by the author according to [3; 5; 8]

The first type of innovative entrepreneurial activity is associated with the process of quantitative and qualitative renewal of production potential, which is aimed at increasing labor productivity, saving energy resources, raw materials and materials, and, accordingly, increasing profits.

The second type of innovative entrepreneurial activity is a process of qualitative improvement of products, their cheapening, expansion of the range, which is aimed at more fully satisfying the needs of the population.

The third type of innovative entrepreneurial activity is related to the expansion and improvement of the service sector for the population, which is aimed at creating normative conditions for work and recreation and, accordingly, at increasing labor productivity.

There are three ways of organizing innovation activity: innovation activity on the basis of internal organization, when an innovation is created and (or) mastered within the company by its specialized divisions on the basis of planning and monitoring their interaction on an innovation project; innovation activity on the basis of an external organization with the help of contracts, when an order for the creation and (or) development of an innovation is placed between third-party organizations; innovation activity on the basis of an external organization with the help of ventures, when a firm establishes subsidiary venture firms for the implementation of an innovative project, which attract additional third-party funds (funds).

The second method of organizing innovation activity is most often used – the company places orders for the development of novelty, and masters them on its own. The relative rarity of using the first method is explained by the insufficient potential of proprietary science.

All types of innovation activities are based on: creation and development of new types of products (services); production, creation of values, goods and other goods. In innovation activity, it is important to take into account the life cycle of innovations

– the period of time when an innovation goes from the emergence of an idea to its commercial use, when there is an active demand of the population for this innovation, after which there is a transition of the innovation to the category of ordinary products, processes, products.

In this case, the organization, if it continues to want to have competitive advantages, must timely curtail the already ineffective innovation (i.e., when it does not have active consumer demand) and start implementing the innovation.

With the introduction of an innovation, the life cycle of the previous one ends.

2.2. Organizational and economic tools of the strategy of innovative development of enterprise

Taking into account the above, we can state that it is necessary to classify the organizational and economic tools of the strategy of innovative development of the enterprise (Table 10), which will allow you to choose tools according to the stages, i.e. at each stage of the life cycle of the strategy of innovative development of the enterprise.

Table 10

Classification of organizational and economic tools of the strategy of innovative development of enterprise

Stages
1: determining the period of strategy development and the horizon of its action;
2: analysis of environmental factors, identification and analysis of strategic-forming factors;
3: analysis of strengths and weaknesses of the enterprise, which determines the features of its innovative development;
4: comprehensive assessment of the strategic innovation position of the enterprise, innovation potential and its components;
5: defining the goals of innovative development;
6: justification and selection of the direction of innovative development for each of the three subsystems: scientific and technical research, production, management;
7: choosing a strategy for innovative development;
8: development of target strategic standards and indicators of innovative development;
9: making the main strategic decisions regarding: growth of innovation potential, innovation policy, innovation infrastructure, innovation culture;
10: selection of organizational and economic tools of the strategy;
11: evaluation of the developed strategy of innovative development, its tools;
12: ensuring the implementation of the strategy of innovative development: development of the innovation policy of the enterprise;
13: control of the process of implementation of the innovation development strategy, achievement of innovation goals and strategic intentions;
14: Adjusting the strategy. Possible iteration into steps 1-13.

Source: generated by the authors

Its advantages are in the following aspects:

– step-by-step binding to the life cycle of the strategy of innovative development;

– ease of further use for the selection of certain tools;

– combination of general theoretical features of classification to deepen the understanding of the content of the toolkit with practical ones designed to simplify the use of organizational and economic tools of the strategy of innovative development of an industrial enterprise. General theoretical features and features in the practical plane complement each other, deepening the content characteristics of organizational and economic tools and providing the management of enterprises with the opportunity to choose the right tool. Among the organizational and economic tools, analytical tools play an important role, since they provide the validity of managerial decisions in the strategy of innovative development at all stages of its life cycle – from the first to the last step. The characteristics of the main analytical tools applicable at different stages of the life cycle of the innovation development strategy are highlighted in Table 11. Among the above tools, there are those that are traditionally widespread or actively developing recently. Some of them are:

Table 11

Main analytical tools used at different stages of the life cycle of the innovation development strategy

Analytical tools and their purpose
SWOT analysis and SNW analysis, designed to identify opportunities and threats, strengths and weaknesses of the object. SNW analysis is applicable to identify potential risks and diagnose the state of the enterprise
PEST-Analysis for in-depth analysis of environmental factors
Competitive analysis according to Porter provides detailed information about the market situation, industry barriers to entry-exit, expected actions and costs of competitors for promotion, consumers' inclination to substitute goods, their sensitivity to the level of prices, potential suppliers, etc
Evaluation of innovation projects involves long-term budgeting, monitoring and forecasting of innovation costs
Strategic analysis of negative and positive external and internal factors, assessing future opportunities
Boston Consulting Group (BCG) matrix analysis combined with product life cycle analysis in-depth evaluates the company's product range and relevant innovation projects
Benchmarking compares the parameters of the enterprise and establishes negative deviations: a) performance indicators of its own divisions; b) products, production processes of the enterprise with competitors; c) processes, functions, methods and technologies in comparison with other enterprises
GAP analysis extrapolates trends according to target parameters, real data of the enterprise and the main competitor, predicts trends
Enterprise Potential Analysis (IRS) assesses the actual potential of the enterprise and determines the losing positions where the leaders are ahead of it
Search for "bottlenecks" is an internal diagnostic tool that searches for a resource, capacity (bandwidth) that is less than necessary for the implementation of innovative activities or an innovative project, innovative development
A roadmap or strategy map is designed to visualize strategy, linking strategic goals, tactical decisions, and business functions over time. Its application provides a graphical representation of existing technologies, products and markets at the present time and their formation and development in the future, helping to plan and combine the development strategy with the goals of innovative development. The use of road mapping requires determining the amount of information that is a trade secret and the circle of persons who have the right to access all or a significant part of strategic information.

Source: generated by the authors

Conclusions

So, summing up the typology and content characteristics of the organizational and economic tools for planning and organizing innovation activities of enterprises, it can be summarized that: 1) the content of planning and organizing innovation activities of enterprises is unique, formed under the influence of a different set of factors of the internal and external environment. Methods are a set of actions organized to achieve a certain goal, and tools are a set of actions organized to solve certain problems; 2) the tasks of applying the tools for planning and organizing the innovation activity of enterprises are: determining the goals of innovation activity of enterprises; determining and analyzing strategically forming factors; analyzing and planning the growth of innovation activity of the enterprise, its components; substantiation and selection of the direction of innovative development for each of the subsystems: production, scientific and technical research, management; development innovation policy of the enterprise; 3) the composition of the toolkit depends on many factors that affect both the innovative development of the enterprise and its strategy.

The strategic-forming factors include:

a) basic or basic: innovation goals, innovation potential, field of innovation, innovation infrastructure, size of the enterprise;

b) additional or complementary: innovation risks, scale and type of innovations, strategic position and innovation policy, information and analytical support of management.

The use of tools is determined by: industry specifics of the enterprise; content of tasks; qualification of managerial personnel; sources of information. The vast majority of authors highlight the tools of innovation activity at the macro-, meso-, micro-level and recognize the tools of strategic management of innovation activity, innovation process, innovative development of enterprise. However, there are no organizational and economic tools for planning and organizing innovation activity as a definition of the theoretical basis. To assess the practical significance of the proposed developments, it is necessary to assess the capabilities and needs of enterprises in terms of organizational and economic tools of the innovation strategy.

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