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# Х А Б А Р Ш Ы С Ы

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**ВЕСТНИК**

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## **INTERACTION BETWEEN INNOVATION FORESIGHT AND ENSURING THE COMPETITIVENESS OF BUSINESS STRUCTURES**

**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.** In the previous sections, we found that foresight, as a tool for actively building the future, is a tool (way) to increase the competitiveness of business structures. Such active design is based on innovations, as well as uses the accumulated intellectual capital, objective and relevant information aimed at ensuring the adoption and implementation of long-term decisions on the formation of the basis for strategic sustainable and competitive development of business structures in the long term [1,2].

This allows us to create unique competitive advantages that are currently based on the core competencies of the management of innovative foresight business structures and maintain and increase competitiveness in the future. Since the uniqueness of competitive advantages is directly or indirectly expressed in the product produced and implemented by the entrepreneurial structure, innovation foresight is primarily considered as the ability of the enterprise to generate innovative solutions.

**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.** Such innovative

solutions ensure the creation of new qualities of the functioning of business structures or encourage the creation of new qualities in products produced and implemented by the business structure.

Innovative solutions bring direct and indirect economic and non-economic benefits to business structures, which corresponds to the essence of the concept of «competitiveness» [3]. Thus, we can say that innovation, being the implementation of the accumulated organizational knowledge (intellectual capital) and key competencies, forms the basis for intensifying the development of business structures. In previous studies, we have justified this thesis both from the point of view of theory and from the point of view of experience in managing the strategic competitive development of business structures [4]. It should be noted that innovations used in the complex of innovative iorsit procedures can be classified on several grounds.

A classification of innovations is proposed, which is the basis for the development of the innovation foresight methodology, which ensures the formation of strategic competitiveness of business structures [5].

Over the past 5 years, the average GDP growth has been 3.3%. In general, during this period, growth was based on the expansion of production in the non - oil sector, the share of which increased from 70.2% in 2016 to 76.0% in 2018, amounting to 2/3 of GDP.

The trend of decline in the industrial sector observed in 2018 and 2019 (-1.6% and -1.1%) has shifted to a positive zone with an increase of 7.3% in 2020. At the same time, the manufacturing industry remained in a positive trend (an increase of 6.4% over the past 3 years), showing the best rates for mining (3.7%). The leading growth in processing is due to an increase in the pace in the main processing industries.

These are pharmaceuticals (increased by 53.7% over the past 3 years), metallurgy (increased by 29.6%) and food production (increased by 10.4%). Real GDP growth in 2020 was 4%.

The main catalysts of growth were the expansion of production in trade sectors, the increase in investment activity and the gradual recovery of domestic demand. Thanks to the measures taken to diversify the economy, there have been qualitative changes in the structure of GDP. If in 2017 the share of the mining industry was 15.2%, then in 2020 it fell to 13.6%.

In 2018, the third modernization was launched, which included three important renewal processes: modernization of the economy through technological development; political and institutional modernization to increase the transparency and competitiveness of the population, and modernization of public consciousness [6]. The state program «Digital Kazakhstan» has been launched, aimed at translating the entire economy and public sector into a digital basis.

It should be noted that the program has the potential to create added value and reduce costs in the economy, which will allow us to achieve the growth rate of the country's GDP at the level of 4.5% per year on the horizon from 2025.

Within the framework of «Nurly Zhol» program, an effective transport and logistics infrastructure was formed, aimed at the development of export and transit opportunities of the country.

In order to strengthen the development of interregional trade and Economic Cooperation, about 1.8 thousand km of roads have been built and reconstructed since the beginning of the program. Traffic along the Western Europe-western China Transit Corridor has been fully opened. New logistics hubs have been built. On the border with China, A Dry Port «Khorghos-Eastern Gate» was built. It is the first land port in Kazakhstan and the largest logistics park in Central Asia.

In order to ensure non-shipment of transit cargo in the west of the country and develop multimodal transfers to the Caspian Sea, a project for the construction of a ferry complex in the Port of Kuryk has been implemented. In general, the implementation of the state program «Nurly Zhol» will increase the volume of transit cargo to 18 million tons. «I don't know», he said.

Revenues from transit traffic amounted to about млрд 1 billion. US. At the same time, in order to diversify the country's economy and export potential [7], in order to increase export volumes, the implementation of the National Export Strategy has begun, which defines new export products, new niches in foreign markets. A comprehensive system of export support has been created from production to delivery to the final buyer. To support exporters, there is a single operator «KazakhExport». To attract the world's leading technologies and investments, the national investment strategy until 2022 is being implemented, focused on attracting foreign investment in export-oriented non-resource sectors.

The development of entrepreneurship is an important factor affecting the well-being of the country's economy. The government is constantly working to reduce administrative barriers, improve the business climate and support entrepreneurship [8]. Thanks to these measures, small and medium-sized businesses are developing dynamically in Kazakhstan.

To achieve these goals, the government has developed systematic measures aimed at reducing administrative pressure on Business and radically improving the conditions for entrepreneurial activity. A large-scale audit of the control and supervisory sphere, the licensing system, information tools, as well as all legislation was carried out in terms of identifying and reducing administrative barriers, business costs and norms that hinder competition. The results of the work carried out are reflected in the law of the head of state dated May 24, 2018.

«On amendments and additions to some legislative acts of the Republic of Kazakhstan on improving the regulation of business activities».

In total, the law introduced about 1000 amendments to 14 codes and 109 laws.

The law is aimed at reforming state control and supervisory activities, improving the mechanism for regulating information tools and analyzing regulatory impact, reforming mandatory services provided by subjects of natural monopolies and quasi-public sector, as well as removing norms that hinder competition.

Thus, in order to further methodological development of the use of innovative foresight as a way to increase the competitiveness of business structures, we propose to classify all innovations on four grounds:

- first, in relation to the object of research (business structure) [9];

- secondly, regarding the types and methods of organizing the activities of the research object (business structure);

- third, on the right to the results of research work, in which further innovative solutions aimed at increasing the competitiveness of the business structure are formed;

- fourth, creating (generating) profits for the business structure based on the ability of innovation and innovative solutions [10].

Let's look at several proposed classification schemes of innovations that can form a complex of innovative foresight, which are used to increase the competitiveness of business structures.

Thus, in relation to the object of research-a privately acquired business structure – all innovations can be classified as either directly related to the activities of this structure or not directly related to the activities of this structure. In previous studies, we have found that the following types of innovations can be directly attributed to the activities of the business structure [11]:

1. Technological innovations;
2. Environmental innovations;
3. Economic Innovation;
4. Organizational innovations.

Innovations that are not directly related to the activities of business structures can be the following main types:

1. Socio-political innovations;
2. State and legal innovations;
3. Innovations in the field of State Security and law and order.

It should be noted that these lists of innovations, directly related to and not related to the activities of business structures, should be considered interrelated and mutually influencing.

For example, economic innovations implemented in the form of a foresight project in an individual entrepreneurial structure are dependent and derived from socio-political and state-legal innovations. Or

technological innovations that have been successfully implemented within the framework of an individual entrepreneurial structure, in particular, can be used to ensure law and order.

The second direction of classification of innovations is carried out in relation to the object of research – the types of activities of the business structure [2].

As it turned out, the three types of activities of the business structure are the main (operating) activities, investment and financial activities for which the product is created.

In addition to these types of activities, there are at least four types of business processes: basic, auxiliary business processes; management business processes, and development business processes.

If innovative solutions contribute to changes in product production technology (changes in the main business process, the formation of a new consumer value of products), they should be considered as product-oriented innovations.

If innovative solutions are aimed at changing other business processes or are organizational, economic or Environmental, they can and should be considered process-oriented innovations. The distribution of these innovations in relation to the object of research and in relation to the types of activities of the object of research is often conditional, since the essence of innovations, which are considered as stable formation of changes and their implementation within small and large socio-economic systems, is not considered as a scientific category with invariant logical completion.

But we will consider the entrepreneurial structure of the real sector of the economy as an object in this study, and in the future we will adhere to these classification bases.

The third direction of classification is the right to the results of scientific research, development and development. Innovations and innovative solutions can be produced both by business structures themselves and by third-party organizations as a result of the integration of scientific, technical and technological activities [7].

The results of the development may be leased (licenses) or owned by an entrepreneurial structure (patents), while the copyright holder of the innovative solution may not carry out it himself, but may transfer it to contract works (subcontracting) or scientific and technical outsourcing.

The risks of self-production of innovative solutions in general are equal to the risks of acquiring foreign results of previously conducted searches. The risks of conducting own search studies can also be compared with the risks of providing search studies in the case of outsourcing to a contractor or third party.

In addition, in another case, there may also be a loss of confidential information, a dispute over the rights to search results, and an initial error in



the hypotheses of search studies, which leads to significant economic losses. The fourth direction of classification of innovations is their ability to generate profit for the business structure.

Innovations that do not bring any benefit to the entrepreneurial structure are not considered by us, as this contradicts the essence of competitiveness.

In terms of basis and ability to generate profit, we consider innovations as direct and indirect economic profit-generating innovations and non-economic profit-generating innovations.

Direct economic benefits are generated by improving product production technologies, i.e. the emergence of new consumer values that create a high added value in the product. In general, in the theory of innovation, the creation of new consumer value in a product is always considered as a source of high added value. We allow ourselves to disagree with this, since individual innovations, on the contrary, can be aimed at creating consumer values that are characterized by the property of accessibility.

The available product is characterized by a relatively low price, but since an innovative solution has contributed to increasing the availability of the product, this product is no longer reduced, but can be purchased by an expanded circle of buyers.

This, in turn, increases the economic benefits of the entrepreneurial structure from innovation-oriented activities.

Indirect economic benefit is formed either by changing the characteristics of the functioning of subsystems of the business structure, or by qualitative changes in business processes that differ from the main ones. In fact, new value added is not created in the product, but because the internal environment of the business structure is subject to changes, and these changes allow us to reduce the level of costs of a particular resource and, accordingly, indirect economic benefits.

In addition to direct and indirect economic benefits, business structures can receive non-economic benefits from creating and implementing innovative solutions.

### Summary and Conclusion

The results of search studies and scientific and technical searches can be an intangible asset and an element of goodwill or an image of an entrepreneurial structure, in itself, the presence of intangible assets and business reputation does not bring direct or indirect economic benefits until a certain point.

When a business structure begins to actively interact with counterparties or actively develop in the market, the use of intangible assets, as well as the presence of a business reputation or reputation, allows you to convert non-economic benefits into direct or indirect economic benefits.

Thus, based on the above, we understand that innovations and innovative solutions that can be directly attributed to the activities of the business structure are product or process innovations produced by the business structure itself, as well as purchased from other organizations and can generate additional profit.

Macro-and micro-level innovations are not infinite and interact, which creates long-term competitiveness of both small and large, as well as national socio-economic systems.

These innovations form an innovative foresight complex, which can be implemented by a private enterprise structure, provided that it is aimed at actively building the future.

In order to ensure the strategic competitiveness of business structures, innovation itself must be competitive. Competitiveness in the innovation itself should be considered as a set of technical, economic, and organizational indicators that allow us to resist competition with other similar innovations in the market.

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## ИННОВАЦИЯЛЫҚ ФОРСАЙТ ПЕН КӘСІПкерлік ҚҰРЫЛЫМдардың БӘСЕКЕГЕ ҚАБІЛЕТТІЛІГІН ҚАМТАМАСЫЗ ЕТУДІҢ ӨЗАРА БАЙЛАНЫСЫ

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

Кәсіпкерлік құрылымдардың қазіргі заманғы жағдайларда бәсекеге қабілеттілігі өндіріс факторларына (еңбек, капитал, жер) жай ие болуымен қамтамасыз етілмейтіндігі және тіпті кәсіпкерлік талант қазіргі уақытта тұрақты немесе айрықша бәсекелестік артықшылықтарды алу көзі болып табылмайды.

Стратегиялық бәсекеге қабілеттілікті құрайтын орнықты немесе айрықша бәсекелестік артықшылықтарды алу үшін кәсіпкерлік құрылымға дамудың зияткерлік (білімдік) компоненті, оның ішінде инновацияларды продуциялауды 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 қалыптастырумен 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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## **ВЗАИМОСВЯЗЬ ИННОВАЦИОННОГО ФОРСАЙТА В ОБЕСПЕЧЕНИИ КОНКУРЕНТОСПОСОБНОСТИ ПРЕДПРИНИМАТЕЛЬСКИХ СТРУКТУР**

**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 организационно-управленческих 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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