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THE FORMATION OF INNOVATION POLICY OF THE SEAPORT

Abstract. Nowadays the economic development of countries is determined not by natural resources and industrial production, but by the aggregate ability of economic entities to implement new ideas to meet consumer demand for certain goods or services. Seaports are key points of foreign trade. The quality and volume of exports of transport services, the level of competitiveness of national goods on the world market depend on the efficiency of seaports. There is a question of the necessity to develop an innovation policy that will stimulate economic activity, increase competitiveness, encourage the implementation of innovations, and resolve emerging contradictions.

In this article, the concept of "innovation policy" as a systematic approach to innovation in the enterprise was described. The main components of the enterprise innovation policy are considered in general and the seaport in particular. The main purpose of this work is to study the theoretical aspects of the innovation policy of the seaport, highlight the main stages of its formation and determine the method of attracting investment as an integral part of innovation development.

The following stages of the formation of the innovation policy were defined: revealing the relevance of the formation of the innovation policy for the enterprise; evaluation of innovation potential (proposed system of indicators); the formation of strategy of innovative development of the enterprise (the concept of innovation strategy and its types are considered); development of the program of innovative activity; the creation of a system of evaluation of the innovation program (as the main way of efficiency of introduction of innovations in the enterprise).

The classification of innovation strategies and a system of indicators for a comprehensive assessment of the innovation potential of the enterprise are highlighted. The types of effect from the implementation of innovation policy are determined. We identified the relevance of the formation of innovation policy for seaports of Ukraine, ways to determine their innovation potential, as well as proposed a way to attract investment as an integral part of innovation. The most effective is the introduction of concessions (forms of public-private partnership - PPP), which will stimulate the development of innovation in ports. For the state, the concession is always an instrument of economic growth and increases the level of market competition, attracting management resources, the latest equipment, technology, and modern organization of production processes while reducing budget costs. The investor is also interested in the concession like in the possibility of risk sharing, guarantees of protection of the concessionaire's rights, the imposition on the state of obligations to facilitate the implementation of projects.

The result of the implementation of innovation policy depends on taking into account the peculiarities of the state of the maritime trade enterprise. The analysis of the study showed that the application of innovations in domestic seaports is necessary and should be accompanied by attracting a significant amount of investment.

Keywords: innovation, innovation policy, seaport, innovation activity, indicators of the effectiveness, innovation potential.

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ФОРМУВАННЯ ІННОВАЦІЙНОЇ ПОЛІТИКИ МОРСЬКОГО ПОРТУ

Анотація. У даній статті розглянуто поняття «інноваційна політика», як системний підхід до впровадження інновацій на підприємстві. Розглянуті головні складові інноваційної політики підприємства загалом та морського порту зокрема. Сформовано загальний порядок її формування. Саме дотримання порядку формування інноваційної політики підприємства забезпечує ефективну інноваційну діяльність.

Було визначено наступні етапи формування інноваційної політики: виявлення актуальності формування інноваційної політики для підприємства; оцінка інноваційного потенціалу (запропоновано систему показників); формування стратегії та головні її види; розроблення програми інноваційної діяльності; створення системи оцінки інноваційної програми (як головний спосіб визначення результативності впровадження інновацій на підприємстві).

Виділено класифікацію інноваційних стратегій та запропоновано систему показників для комплексної оцінки інноваційного потенціалу підприємства. Визначені види ефекту від реалізації інноваційної політики. Було зазначено актуальність формування інноваційної політики для морських портів України, способи визначення їх інноваційного потенціалу, а також запропоновано спосіб залучення інвестицій, як невід'ємної частини інноваційної діяльності.

Ключові слова: інновації, інноваційна політика, показники ефективності, морський порт, інноваційна діяльність, інноваційний потенціал.

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ФОРМИРОВАНИЕ ИННОВАЦИОННОЙ ПОЛИТИКИ МОРСКОГО ПОРТА

Аннотация. В данной статье рассмотрено понятие «инновационная политика», как системный подход к внедрению инноваций на предприятии. Рассмотрены основные составляющие инновационной политики предприятия в целом и морского порта в частности. Сформирован общий порядок ее формирования. Именно соблюдение порядка формирования инновационной политики предприятия обеспечивает эффективную инновационную деятельность.

Были определены следующие этапы формирования инновационной политики: выявление актуальности формирования инновационной политики для предприятия; оценка инновационного потенциала (предложена система показателей); формирование стратегии и главные ее виды; разработка программы инновационной деятельности; создание системы оценки инновационной программы (как главный способ определения результативности внедрения инноваций на предприятии).

Выделена классификация инновационных стратегий и предложена система показателей для комплексной оценки инновационного потенциала предприятия. Определены виды эффекта от реализации инновационной политики. Была отмечена актуальность формирования инновационной политики для морских портов Украины, способы определения их инновационного потенциала, а также предложен способ привлечения инвестиций, как неотъемлемой части инновационной деятельности.

Ключевые слова: инновации, инновационная политика, показатели эффективности, морской порт, инновационная деятельность, инновационный потенциал.

Problem statement. Nowadays, the economic development of countries is determined not by natural resources and industrial production volumes, but by the aggregate ability of economic entities to implement new ideas to meet consumer demand for certain goods or services. Seaports are key points of foreign trade. The conditions for the entry of the national economy into the global and European regional economic systems cause complete changes in the field of maritime transport and in the system of seaports of Ukraine. The quality and volume of exports of transport services, the level of competitiveness of national goods on the world market depend on the efficiency of seaports. The question arises of the need to develop an innovation policy that will stimulate economic activity, increase competitiveness, encourage innovation, and resolve emerging contradictions.

Review of the last research and publications. Among the scientists who studied innovation policy, we can mention S. Ilyashenko [1], R. Kvasnytska, and S. Ardashkina [2], M. Rymar and N. Lykun [3], T. Maksymov [4], O. Chernenko [5] and others. The problems of innovative development of sea-ports are devoted to the works of O. Alyabieva [6], M. Maltsev [7], M. Postan [8], N. Roshchina [9] and others, but their researches don't take into account the full process of creating innovation policy for seaports.

Problems of seaports are multifactor, ambiguous, and require a systematic approach, especially in times of crisis, as they determine both the interests of the state and the interests of strategic investors in port capacity. The process of privatization of property, the

formation of new economic relations on its basis will allow the demonopolization of the industry's economy and create a competitive environment among port operators. The issue of attracting investment in the context of innovation, with some exceptions, was insufficiently considered. As ports play an important role in foreign trade and production of the state, the formation of innovation policy of the port has not been considered, this is what the study will be devoted to.

The aim of the research. The main purpose of this work is to study the theoretical aspects of the innovation policy of the seaport, highlight the main stages of its formation and determine how to attract investment as an integral part of innovation development.

The basic material of research. The Austrian scientist Josef Schumpeter (1883-1950) introduced the term and concept of «innovation» as a new economic category. J. Schumpeter, in the work «Theory of Economic Development» (1911), first considered the impact of innovation on development and gave a definition of the innovation process. Firstly, innovation is a new or improved product, service, technology, introduced in the market, in production and economic activities, consumption, public life. Secondly, it is a process of implementation of changes and introduction of innovations [10]. Both foreign and domestic authors give different options for defining the concept of «innovation» (table 1).

Summarizing the concepts considered, we're able to conclude that the term «innovation» is interpreted in most of two positions: innovation as a specific process aimed at achieving results, and innovation as a result.

Table 1

Definition of the term «innovation»

Author/Source	Definition
J. Schumpeter [10]	Innovations are the processes of the scientific and technical changes in order to create and use new types of consumer goods, production and vehicles, new markets and forms of industrial organization. In the process of creating innovations, there are three stages: inventions, innovations, diffusion.
Law of Ukraine «On innovation activity» [11]	Innovations are newly created and (or) improved competitive technologies, products or services, organizational and technical solutions of production, administrative, commercial, or other nature, which improve the structure and quality of production and (or) social sphere.
P. Drucker [12]	Innovations are the results, all the rest are costs. This is the main tool of entrepreneurship, which gives resources the ability to create material goods. In other words, anything that allows keeping more benefits that are material from available resources.
D. Chervaneva, L. Neikova [13]	Innovation is the technical and economic process, which due to the practical use of intellectual products – ideas and inventions, leads to the creation of the best properties of new products and new technologies, which, appearing on the market as innovations, can provide additional income.
R. Fatkhutdinov [14]	Innovation is the result of the implementation of an innovation in order to change the object of management and obtain economic, social, environmental, scientific, technical, or another effect.

Source: Developed by the authors using [10-14]

Every manager should strive for constant innovation in his company. Thus, the goods and services produced become high quality and cheap, so, therefore, meet the needs of their customers. Enterprise innovation policy (EPP) is a part of the general policy of the enterprise, which determines the purpose, conditions, and process of innovation of the enterprise and establishes the order of interaction of scientific and technical, production, economic and marketing activities in the development and implementation of innovations. Promising the development of a modern enterprise requires the development and implementation of appropriate innovation policy, which should be based on strategic goals and solving tactical tasks for further development of

the enterprise [3; 4].

The theoretical foundations of innovation policy are adjusted depending on the type of activity of the enterprise. Therefore, when considering the innovative policy of the seaport, it is important to determine its special characteristics (purpose, objectives, functions, principles, etc.) (Fig. 1).

Innovation policy is based on two opposite subsystems. On the one hand, it is the needs of the market, consumers, marketing policy of the enterprise, and on the other – resources: achievements in science and production, technology, management mechanisms, organizational culture of the enterprise, material, labor, financial and information resources.

Fig. 1. Theoretical foundations
of the concept of «innovation policy of the seaport»

Source: Developed by the authors using [2-9; 15]

Having identified the main theoretical principles of innovation policy, it is important to identify components of the innovation policy of the enterprise, which equally apply to the seaport [4; 6; 15] (Fig. 2).

1. Marketing policy is not only an element of innovation policy but also a tool that regulates and determines inno-

vation. On the one hand, marketing policy involves the development, management, and modernization of market and product strategies. On the other hand, marketing policy is a tool for innovation, because it determines the feasibility of innovations, their relationship with the market situation and the internal environment of the enterprise.

2. Innovation is an intellectual product because by its origin it involves the implementation of new research or design solutions (R&D). Accordingly, research and development are a source of innovation, and therefore an integral part of innovation policy.

3. The organizational structure of the enterprise must correspond to the ongoing innovation processes. Accordingly, the ability of the management system to function effectively should be ensured by the management structure of

the organization. Therefore, it is important to create a unit that will be responsible for the implementation and monitoring of innovation processes. Personnel policy determines the general directions of work with employees of the enterprise, forms requirements to existing and potential specialists. The corporate policy of the enterprise determines the attitude of employees not only to the company and to each other, but also to innovation processes.

Fig. 2. Components of the innovation policy of the enterprise

Source: Developed by the authors using [4; 6; 15]

Having studied the essence of innovation and innovation policy, we can determine the stages of implementation of innovation policy in the enterprise (Fig. 3).

The first step to the development of innovation policy of the enterprise is to identify the relevance of the formation of the innovation policy for the organization and assess its innovation potential. The definition of this criterion is possible by applying a system of indicators that (table 2):

- have to include indicators that

characterize the innovation potential for all components;

- have to provide an opportunity to compare the indicators used for analysis at different enterprises;

- have to focus on the implementation of current and future tasks of the enterprise;

- must be consistent with the existing reporting at the enterprise;

- have costs for collecting and processing information according to the selected system of indicators should be minimal.

Fig. 3. The stages of implementation of innovation policy in the enterprise

Source: Developed by the authors using [5]

To ensure a systematic approach to planning and implementation of innovation activities at the enterprise, it is necessary to organize and compliance to a certain order of innovation policy. Therefore, the next step towards its implementation will be the choice of innovation strategy.

According to J. Gilbert, innovation strategy determines the extent to which and how a firm tries to use innovation, execute its business strategy and increase its productivity [1].

An apt definition of the innovation strategy as a purposeful activity to identify the most important areas, the choice of priorities for the development of the enterprise and the development of a set of measures necessary to achieve them.

This is a set of rules and regulations that determine the procedure for changing the system of selection and implementation of innovations, both in technology and in technology management [18].

Table 2

*The system of indicators for integrated assessment
of innovative potential of enterprise*

The component of the enterprise' activity	Indicators
Financial component	<ul style="list-style-type: none"> - the share of internal expenses on research and development and acquisition of technologies in the total costs of production; - knowledge intensity of the products that are produced; - provision of the intellectual property; - the share of costs for the acquisition of intangible assets in total costs for R&D; - the share of costs for enhancement of human resource skills in the total costs of R&D; - state sources of funding R&D.
Staff components	<ul style="list-style-type: none"> - the share of workers engaged in R&D in the total number of employees; - staffing of the highest qualification - the level of wages of scientific and technical workers.
Material and technical component	<ul style="list-style-type: none"> - technical and technological base intended for R&D; - the progressiveness of equipment; - equipment modernization; - the rate of introduction of new equipment.
Information component	<ul style="list-style-type: none"> - costs of information activities; - personnel engaged in information activities.
Market component	<ul style="list-style-type: none"> - rate of development of new products; - the share of innovative products in general volume of industrial production; - the profitability of innovative products.

Source: Developed by the authors using [6; 16; 17]

Innovative strategies are full of diversity. They are classified according to the following characteristics: according to the direction of innovative development of the organization (product, technological, market, marketing, management strategy); according to the type of competitive strategic innovation behavior (violent, expert, commutative and patient); according to the type of reaction to breakthrough strategic innovations (ignoring innovations, destruction of innovations, implementation of innovations and switching to a new way of doing business); according to the degree of openness of the innovation model of

the organization (strategies of open and closed innovation model); by the level of novelty of the introduced innovation (active and passive); by the type of competitive market behavior according to M. Porter and R&D strategy. An apt classification of innovation strategies by M. Matvienko based on the model of R. D'Aveni [19].

The choice of the necessary strategy is followed by its gradual implementation through the components of innovation policy (marketing policy, implementation of R&D, changes in organizational structure, corporate culture and personnel policy). The implemen-

tation of innovations is considered effective if the set goals are achieved and the quantitative economic indicators correspond to the planned ones. The main criteria for evaluating the results of innovation are relevance, significance and multifaceted nature. Types of effect from the implementation of innovations are given in table. 3.

Economic efficiency after the implementing innovations is characterized by the amount of additional income, for this purpose, calculate the annual economic effect.

In the transition period of a market economy, the introduction of new technical and technological solutions, modern production processes capable of producing competitive goods, as well as a systematic assessment of the results of such implementation using the considered indicators is relevant.

Seaports of Ukraine are participants in the European and world economy and exist in the transition from the stage of post-industrialization to the stage of «new economy» («knowledge economy»), where the importance of innovation increases as a factor of economic growth. In order to create competitive advantages over foreign competitors, Ukrainian maritime enterprises need to develop and apply innovative technologies in their activities. Therefore, the urgency of implementing an innovation policy for Ukrainian seaports is more relevant than ever.

When assessing the innovative potential of the port, it is advisable to use a resource assessment approach [17].

Careful analysis should be carried out on human resources because it can be both a determining factor in the suc-

cess of innovation and the main obstacle to innovative change.

When developing a strategy for innovative development of the seaport, it is important to take into account some features [9]:

- the need to coordinate the innovative activities of the port with similar activities of other maritime transport enterprises (shipping companies, shipyards, stevedoring companies, freight forwarding companies, etc.), due to their close relationships;

- the existence of a mechanism for effective management of innovation risks, necessary due to the fact that innovation in ports is a capital-intensive and time-consuming process;

- state control over the implementation of significant innovative changes due to the important socio-economic importance of sea trade ports in the national economy;

- constant monitoring of domestic and world trends in scientific and technological progress and appropriate adaptation of the strategy and its components.

Significant capital investments are needed to reform the port economy. In order to implement the relevant innovation strategy, it is necessary to attract private investors, as ports, to a large extent, don't have the opportunity for self-investment.

The interest of the main exporters of products, state support, and stimulation of investors in minimizing risks and stabilizing tax legislation are important. Therefore, to increase investment attractiveness requires the cooperation of four main participants in the process: the legislature and the executive, business, and investment institutions [21].

Table 3

Types of effect after the implementation of innovation policy in the seaport

Types of effect	The result	Indicators
Scientific and technical	Shows changes in technical & operational and consumer characteristics of innovations	<ul style="list-style-type: none"> - increasing the scientific, technical and organizational level of production; - increasing in the number of copyright certificates, patents, know-how, licenses, etc .; - increasing the share of new information technologies and technological processes; - increasing the competitiveness of the enterprise and its products.
Economic	Includes in value terms all types of results and costs due to the implementation of innovations	<ul style="list-style-type: none"> - sales of innovative products; - introduction of a new technological process; - improving the use of production capacity; - implementation of inventions, utility models, industrial designs, innovation proposals, etc.
Resource	Reflects the impact of innovation on the volume of production and consumption of a particular type of resource	<ul style="list-style-type: none"> - increase in labor productivity (or it's decreasing); - increase in capital productivity of fixed assets (or decrease in labour cost); - accelerating the turnover of inventories, receivables, cash, etc.
Social	Includes social results of implementing innovations	<ul style="list-style-type: none"> - changes in the number of jobs at facilities where innovations are implemented; - improving the working conditions of workers; - increase in income of the organization's staff; - changes in the structure of production staff and their qualifications, in particular changes in the number of employees, including women engaged in harmful types of work, changes in the number of employees of different qualifications, and those who need to improve it.
Ecological	Includes the impact of innovation on the environment	<ul style="list-style-type: none"> - reduction of pollution of the atmosphere, land, water by harmful emissions; - reduction of production waste; - increasing the ergonomics of production (reducing noise, vibration, electromagnetic field, etc.).

Source: Developed by the authors using [6; 7; 20]

The Ukrainian state is able to harmonize plans for the development of port infrastructure by developing effective mechanisms for cooperation with PJSC «Ukrainian Railways» and the State Agency of Roads of Ukraine [23]. Seaports are not subject to privatization, as they are included in the list of state-owned objects of strategic importance for the economy and security of the state (Resolution of the Cabinet of Ministers of 04.03.2015 № 83). Thus, the most effective way to stimulate the development of innovation in ports is the concessions (forms of public-private partnership PPP) [22]. For the state, the concession is always an instrument of economic growth and increase the level of market competition, attracting management resources, the latest equipment, technology, and modern organization of production processes while reducing budget costs. The investor is also interested in the concession given the possibility of risk sharing, guarantees of protection of the rights of the concessionaire, the imposition on the state of obligations to facilitate the implementation of projects. Thanks to such an effective source of investment, it will be possible to implement the following innovative tasks:

- to introduce SMART-infrastructure and technologies that promote automation and robotization of transshipment processes at sea terminals, and «green» technologies aimed at reducing harmful emissions from production processes in ports and obtaining energy from alternative sources;
- to ensure the implementation of innovative solutions for the creation of appropriate infrastructure for the possibility of receiving and servicing vessels that use liquefied gas as marine fuel;

- to renew the fixed assets of state stevedoring companies;

- to create specially designated places for temporary placement of freight transport with the provision of appropriate storage conditions for cargo that meet current environmental and sanitary standards [23].

Thus, domestic seaports need innovations to reach a new level and become 3rd and 4th generation ports.

Conclusions. Innovation policy is a part of the general policy of the enterprise, which determines the purpose, conditions, and process of innovation activity of the enterprise and establishes the order of interaction of scientific and technical, production, economic, and marketing activities in the process of development and implementation of innovations. When deciding on the implementation of innovation policy in the enterprise, it is important to choose the appropriate direction. Innovation policy consists of marketing policy, R&D, the organizational structure of the enterprise, personnel policy, and corporate culture. The application of innovation policy should involve all its components, so being in interaction and based on the principle of synergy, the organization will be able to achieve the greatest effect from such interaction.

The implementation of innovation policy in the seaport should be carried out in stages: identifying the relevance of innovation policy for the port, assessing the innovation potential, choosing a strategy for innovative development of the enterprise, developing an innovation program, and forming an evaluation system.

All implemented innovations must be evaluated for efficiency. There are many types of effects from innovative measures, which are measured by rele-

vant indicators. Nowadays, there is no simple uniform and suitable for all management conditions indicators of the effectiveness of innovation. We have considered only some of them. During the study of evaluation methods, it was found that for a comprehensive analysis it is necessary to evaluate enterprise' innovation policy not by one method, but by several at once. Thus, it is possible to cover a wider range of indicators and to examine in more detail the effectiveness of innovation policy.

Seaports of Ukraine are participants in the European and world eco-

nomy. The set of competent management actions for the innovative policy of the seaport leads to its competitive advantage in the variable states of the external and internal environment, which, in turn, leads to its competitiveness.

The result of the implementation of innovation policy depends on taking into account the peculiarities of the state of the maritime port enterprise. The analysis of the study showed that the application of innovations in domestic seaports is necessary and should be accompanied by attracting a significant amount of investment.

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