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SYSTEMATIZATION OF BALANCED INDICATORS FOR INDUSTRIAL AND TRADE ENTERPRISES

СИСТЕМАТИЗАЦІЯ ЗБАЛАНСОВАНИХ ПОКАЗНИКІВ ДЛЯ ПІДПРИЄМСТВ ПРОМИСЛОВОСТІ ТА ТОРГІВЛІ

The socio-economic potential of Ukraine is capable of ensuring freedom, security, and the restoration of basic sectors of the economy in the post-war period, provided that effective strategic management is in place. The purpose of this study is to develop a strategic map of a balanced scorecard for industrial and trade enterprises. The information base of the study is the EU framework programs, data from expert surveys of business representatives, national and international regulations. The methodological basis of the study are methods of observation and abstraction, concrete and abstract comparative characteristics, critical, historical-logical and dialectical analysis and synthesis of socio-economic realities, axiomatic method and method of analogy, as well as the method of market reviews and forecasts and foresight. The strategic analysis of innovative development of business in the conditions of disorder of economic processes which results are aggregated in the form of conceptual model of management of innovative development of enterprises which is based on development of a strategic map long term. The developed model has proven to be a practical and effective tool for managing innovative enterprise development. The results of this study will be useful to all who study the problematic issues of strategic management of innovative business development in difficult socio-economic conditions.

Keywords: *management, strategic map, balanced scorecard, trade, industry, innovation development, model.*

Соціально-економічний потенціал України здатний забезпечити свободу, безпеку і відновлення базових галузей економіки у післявоєнний період за умови ефективного стратегічного управління. У цій зв'язці метою даного дослідження є розробка концептуальної моделі управління соціально-економічним та інноваційним розвитком підприємств промисловості та торгівлі – особливих галузей національної економіки, які можуть взяти на себе весь тягар повоєнного відновлення. Інформаційною базою дослідження є рамкові програми ЄС, дані експертного опитування представників бізнес-середовища, національні та міжнародні нормативно-правові акти, галузеві стратегії відновлення і трансформації. Методичною основою дослідження є методи спостереження і абстрагування, конкретних та абстрактних порівняльних характеристик, критичний, історично-логічний та діалектичний аналіз і синтез соціально-економічних реалій, метод кон'юнктурних оглядів, прогнозів і форсайту. Проведено стратегічний аналіз розвитку підприємництва в умовах невизначеності економічних процесів, результати якого представлено у вигляді концептуальної моделі управління соціальним, економічним та інноваційним розвитком підприємств, яка базується на розробці стратегічної карти збалансованої системи показників підприємств промисловості та торгівлі. Результати дослідження будуть корисні всім, хто вивчає проблемні питання стратегічного управління підприємництвом у складних соціально-економічних умовах.

Ключові слова: *управління, стратегічна карта, збалансована система показників, торгівля, промисловість, інноваційний розвиток, модель.*

Problem statement. Debatable issues of socio-economic and innovative development of entrepreneurship in wartime and postwar times due to the essential characteristics of development as a process of quantitative and qualitative changes not only positive but also negative, the severe consequences of military conflict for the economy and the priority recovery of industries. Fortunately, Ukraine has already built a solid foundation of innovation ecosystem, and modern innovative enterprises have long been creating their innovations at the intersection of different ideas, concepts, areas of activity, so economic revival is possible just on the basis of innovative development (for example, C4ISR, space quantum sensors, artificial

intelligence, autonomous control, hypersonic systems – based on bioinformatics, avionics, aerostatics, medicine, kinematics, toxicology, cognitology, STEM – is an example of the application of innovations in military technology). Therefore, the study of socio-economic and innovative development of entrepreneurship as a targeted and natural change in enterprises, which should be guided by strategic guidelines, is timely [1]. It seems especially important to consider efficiency indicators for different sectors of the national economy – industry and trade.

Analysis of recent research and publications. A considerable number of works by domestic and foreign scientists are known in the direction of methodological, organizational, and practical support of the subject of research. The original theoretical material and methodological approaches of the authors' are based on a critical generalization of research results of innovative development of business structures based on the study of the new role of knowledge and innovation, reflected in the works of many modern scientists, including M. Iansiti, R. Levien, V. Hartman, R. Kapoor, R. Adner, R. Venzheha, O. Amosha, I. Pidorycheva, A. Zemliankin and others. Theoretical and methodological basis of strategic aspects of innovative development of entrepreneurship in the works of modern scientists and practitioners is contained in the study of O. Bilovodska, where an assessment of the implementation of modern investment strategies for innovative development of enterprises [2]; Yu. Bocharova and R. Venzheha, where the strategic principles of innovation infrastructure development are studied [3; 4]. The issues of competing technologies and their corresponding technological transitions and new ecosystems in which they are embedded, as well as forecasts for the future and strategy of enterprises were studied by R. Adner and R. Kapoor [5; 6]. Some aspects of the legal and institutional support of the strategic foundations of innovative development of entrepreneurship are contained in the eighth and ninth EU framework programs – FR 8 Horizon 2020 and FR 9 Horizon Europe, National Economic Strategy 2030, strategies of the National Institute for Strategic Studies of Ukraine "Priorities for the development of national entrepreneurship in the context of digital transformations", Roadmaps for integration into the European scientific and digital space, etc. The problems of wholesale and retail trade in wartime are studied by modern scientists L. Kucher, R. Rusyn-Hrynyk, S. Bolila, V. Pavlova and O. Parasyuk. However, despite the large number of theoretical, methodological and applied studies on this issue, many provisions remain controversial.

The purpose of the article. The purpose of this study is to develop a conceptual model for managing the socio-economic and innovative development of enterprises in leading sectors of the economy – industry and trade, which are called upon to take the full brunt of the post-war recovery. This model is based on the development of a strategic map of a balanced scorecard, which clearly reflects the enterprise's strategies, goals and directions. The specified purpose was concretized in following research tasks:

– to present the method of strategic analysis of innovative development of entrepreneurship, which precedes the development of the strategic map;

– to develop practical recommendations on strategic management of innovative development of enterprises in Ukraine in conditions of uncertainty.

Presentation of the main material. The main imperatives for implementing the strategy of innovative development of entrepreneurship are based on several crucial provisions:

1) The main priority of innovative development for Ukrainian entrepreneurship, first of all, is EU integration (ERA, EFTA, FP);

2) In the current situation, under the influence of globalization and glocalization challenges, global economic crisis, Russian-Ukrainian war, one of the main tasks for enterprises should be active involvement in the development of Ukraine's innovation ecosystem on public-private partnership, outsourcing, open source, insourcing, offshoring business models, with the mandatory involvement of startups, micro, small and medium businesses. According to O. Amosha, I. Pidorycheva and A. Zemliankin, these «new forms of horizontal cooperation are radically different from bureaucratic hierarchies and firms in their classical sense» [7, p. 11–12];

3) The need to develop and implement a strategy of innovative development of entrepreneurship due to the innovative nature of modern enterprises, which on the principles of continuity, expediency, openness, generosity, adaptability, equality of innovation, analytical support and complexity, conduct strategic analysis, namely:

– strategic analysis of the macro-environment of enterprises, including statistical research (collection, compilation, grouping and processing of data, their systematization, analysis and evaluation), analysis of government programs and strategies for innovation development, reviews, reports, statistics, economic modeling, PEST analysis, etc. In addition, the analysis of the macro-environment includes an analytical assessment of foreign programs and strategies;

– strategic analysis of the microenvironment of enterprises, including methods of expert assessment, analysis of input and output barriers of the industry, benchmarking, cluster analysis, BCG, Shell / DPM, HOFER / SCHENDEL, LOTS, SPACE, GAP, PIMS, etc.;

– strategic analysis of the internal environment with the main components – cause-and-effect analysis, analysis of competencies and capabilities, analysis of time series, SWOT-analysis, SNW-analysis, etc.;

– strategic financial and economic analysis, which includes strategic assessment of the effectiveness of innovation, development of financial ratios, strategic investment analysis, etc.;

– analysis of strategic decision-making – the final stage of strategic analysis, resulting in other types of analysis and includes analysis of key success factors, development of a strategic plan [8];

4) analysis of the factors of the innovation ecosystem of Ukraine in comparison with the leading countries of the world shows a weak level of their influence on the development of the ecosystem.

Based on the assessment of the above foreign experience, it is worth concluding the following. First, it is the enterprises that should be the initiators of innovation. In the pre-war period, we saw a clear trend towards the growth of startups as special institutions in the ecosystem. Since, by their nature, they are designed to solve socio-economic and other problems and alleviate "pain", we can expect their growth to resume in the near future. Practically the same applies to micro, small and medium enterprises. Particular attention should be paid to the strategic development of the flagships of the innovation ecosystem – high-tech industrial enterprises. In addition, it is necessary to make trade an innovative industry – develop online trade, improve business models, improve service, and qualitatively improve logistics.

Analyzing the second factor, it should be noted that in the countries of the technological core (United States of America, People's Republic of China, State of Japan, Federal Republic of Germany, United Kingdom of Great Britain and Northern Ireland, French Republic) and countries of the first technological circle (Canada, Italian Republic, Kingdom of Sweden, Australia, Kingdom of the Netherlands, Republic of Korea) the executors of innovations are exclusively universities. Unfortunately, the sequence of integration processes in education is disrupted in Ukraine, as the post-socialist countries of Eastern Europe and the CIS, according to the position of formation and inclusion of states in technological systems, are far from the technological core (and "center" of the world educational space) and the second technological circle. While the signs of the countries of the "center" of the world educational space (USA, China, Japan, Germany, England, France) are [10]:

– high literacy rate and high enrollment rate. According to the Sustainable Development Goals, one of the tasks is to improve the quality of higher education and ensure its close connection with science, to promote the formation of cities of education and science in the country. The share of persons who had completed higher education in Ukraine is only 39.4%, while the share of persons who had primary general education and those who had no education at all – 29.2% [11];

– high level of education funding and development of research work. Today we can talk about the high growing average cost of training specialists in universities, especially the training of doctors of science (while this indicator in two versions – doctoral graduates and foreign doctoral students – are part of the consolidated innovation index in the European Innovation Scoreboard, and their values are declining in Ukraine for a long time). The share of researchers under the age of 40 in the total number of researchers also decreased (relative negative growth was 13%). The share of expenditures on research and development in GDP is constantly decreasing: from 0.55% in 2014 to 0.4% in 2020 [11];

– duration of training not less than 15 years, sufficient number of teachers. In Ukraine today, lifelong learning based on the integration of life and learning is quite trendy;

– informatization of education, the availability of exports of educational services, involvement in global integration processes in education.

Third, Ukraine still does not have a legislative framework for innovation. The last significant step in improving the regulatory framework was the Draft Law of Ukraine "On Support and Development of Innovation", which finally clearly defines the basic concepts of "innovative small and medium enterprises", "startup", "subjects of innovation", etc. However, in the same law the state does not define itself as a subject of innovative activity, which, in our opinion, is unacceptable. In addition, this law lacks such systematic concepts as "innovation ecosystem", "innovation development", etc.

An important disincentive factor is the conduct of mostly basic research in Ukraine in most areas of science as opposed to foreign practice – conducting applied research. Some studies are conducted in public universities, there is little grant funding for startups, while in Greece, for example, 25% of all research is funded, and in the UK – up to 70%.

In general, the innovation ecosystem of Ukraine, its infrastructure, is underdeveloped in both theoretical and practical and methodological aspects. There are no studies to assess the qualitative and quantitative indicators of innovation ecosystem development. Therefore, we propose to develop a model for managing the innovative development of enterprises, which, in our opinion, can be used as a basis for a conceptual model for assessing the innovation ecosystem.

Presented Strategic Map of the Balanced Scorecard (BSC) is a conceptual model for managing innovative development of enterprises, which is able in uncertainty

to generate decisions on the selection of optimal options for innovative development based on the interactivity of proposed measures to compare results with primary and secondary goals and objectives.

Strategic Map of a Balanced System of Indicators for Managing Innovative Development of Enterprises includes the following sectors:

1) Stakeholders (clients, investors, suppliers, founders, shareholders);
2) Finances & Investments;
3) Business;
4) Personnel management;
5) Marketing;
6) Organizational;
7) Information & Technology;
8) Ecology.

For sector 1, the goals are: coordination of open innovation strategies; creation of profile innovation groups responsible for the development of innovation strategy; control over the organization of processes; monitoring and parity of level management; conclusion of state research contracts; establishing innovative priorities in the relationship between suppliers and the company; strengthening communication and integration.

For sector 2 – Growth of market value of the enterprise; in-depth analysis of financial, venture and investment trends; funding to attract external experts; creating a budget for testing hypotheses; creation of internal venture funds; development of an alternative model of profit; financial assessment of innovation potential.

For sector 3 – Formation of the concept of innovation, the plan of development of innovations; maximization of share capital and management efficiency; business assessment of innovation potential; joining foreign production innovation chains; rapid prototyping; creation of a corporate business incubator / internal startups; creation of an innovative outpost in accordance with the profile of opportunities for innovative development of enterprises.

For sector 4 – Growth of potential value of the enterprise; formation of demand for innovation within the enterprise; development of an intrapreneurship program; personnel assessment of innovation potential; transformation of recruitment approaches; "Sensitive" mentoring; mindfulness, soft skills (support of mental health of employees, development of emotional intelligence, financial and digital literacy); financial and non-financial system of motivation; overcoming resistance to change.

For sector 5 – Determining the competitive position of the enterprise (SBU); analysis of the company's strengths from the standpoint of functioning in related industries; analysis of international innovation hubs; assessment of market niches that should show significant growth in the near future; speed of innovative changes of competitors; marketing assessment of innovation potential; benchmarking.

For sector 6 – Organizational assessment of innovation potential; optimization of innovation processes; development (revision) of new (organizational) business models; focus on intangible asset management; development of innovation culture; organization of innovative tours (excursions); creation of joint projects; adaptation of the innovation strategy of the enterprise to the Strategy of development of the sphere of innovation activity of Ukraine and European strategies.

For sector 7 – Technical and technological assessment of innovation potential; partnership with technology centers (universities); technological scouting; improvement of IT infrastructure; competitive intelligence and comparative analysis of technologies; analysis of benefits (patents and / or own technology); development of a roadmap for digital transformation; improvement of the integrated information system, development of the software and hardware complex on management of innovative activity

Balanced system of indicators of management of socio-economic and innovative development of enterprises in modern conditions is significantly diversified and serves to develop and implement basic, business and a number of functional strategies – innovation, financial and investment, business, marketing, personnel, operational, information technology and environmental. To its core sectors – finance, customer, business and training – we have added marketing, organizational, information technology and environmental. The main result, expressed in the parameters of the perspective – a balanced position in the strategic management zone, corresponds to the marketing perspective; The main objectives are: to determine the competitive position of the company (or SBU), analysis of the strengths of the company from the standpoint of functioning in related industries, analysis of international innovation hubs, assessment of market niches that should demonstrate significant growth in the near future, benchmarking. Organizational perspective – creation of added value as a tool for managing innovative development, organization of multicultural innovative entrepreneurship. Accordingly, the organizational goals are organizational assessment of innovation potential, optimization of innovation processes, development (or revision) of new (organizational) business models, focus on intangible assets management, development of innovation culture, organization of innovation tours, creation of joint projects of enterprises and scientists, adaptation of the innovation strategy of the enterprise to other strategies of development of the sphere of innovation activity of Ukraine and the EU. The main result of the information and technological perspective of the enterprise is to improve the context of formation of architectural practice

Table 1

Indicators & KPI (financial and non-financial)

Sectors	For industrial enterprises	Additionally for trade enterprises
Stakeholders	– assessment of loyalty from the exogenous innovation management system; – share of new customers in the customer segment; – assessment of the level of differentiation of customer requests, elasticity of needs, dynamism and diversity of their structure	+ loyal policy of importers and exporters
Finances & Investments	– return on investment in innovation; – EVA, MVA per 1 employee; – profitability of innovative products; – assessment of temporary economic rent; – the share of internal R&D expenditures and new technologies in total expenditures; – the level of knowledge-intensive products; – the share of costs for the acquisition of intangible assets; – indicators of business activity and financial stability	+ sales volume; + sales per square meter; + conversion rate, average check; + number of returns; + salary intensity
Business	– innovative effect; – pure reduced effect; – indicators of growth in the value of the enterprise and shares; – the share of innovative products in total products; – the volume of exports of innovative products; – assessment of the business reputation of the enterprise; – indicator of innovation saturation of investments	+ share of high-tech products and services in the structure of exports of goods and services, %
Personnel management	– salary level of scientific and technical specialists and innovation manager; – provision of highly qualified personnel; – the share of staff engaged in innovation in the total number of staff; – the share of staff who have improved soft & hard skills, the level of digital literacy; – the share of the value of intellectual assets in the capital structure	+ the number of employees employed in medium and small enterprises, individuals + small business entities in the field of trade
Marketing	– the share of the enterprise in the (profile) market; – profitability of marketing costs; – assessment of the level of competitiveness of the enterprise; – SWOT, BCG, Shell/DPM, HOFER/ SCHENDEL, LOTS, SPACE, GAP, PIMS, PEST analysis	+ carrying out a set of measures aimed at improving the movement of purchase flows, the correct location of trading equipment, racks, and the placement of goods, taking into account merchandising technologies
Organizational	– number of innovative projects; – indicator of new product development; – assessment of time spent on the development of an innovative project; – assessment of the risks of excessive expectations from the use of technology and productivity fees	+ improving service, creating a favorable interior, designing the building facade, signs, shop windows, displaying goods on retail equipment, the workplace and appearance of service personnel, using advertising materials, brand names and signs, and accompanying documentation
Information & Technology	– level of engineering and technological risk; – the level of intellectual capacity of innovative works; – level of modernization and progressiveness of equipment; – level of development of new technology and equipment; – assessment of the technological base of R&D; – expenditures on information activities (scientific and technical literature, information about competitors, design documentation); – indicators of scientific efficiency	+ expanding the export of innovative environmental technologies; + intensive implementation of bicycle infrastructure, electric vehicles and efficient public transport networks for transporting goods
Ecology	– assessment of innovation and environmental efforts at the enterprise level (SBU); – indicators of saving energy, raw materials, water, waste minimization, use of RES	+ pricing that takes into account environmental costs for the implementation of the concept of sustainable development; + implementation of a system of strict environmental standards and requirements for imported products

Source: prepared by the author based on [5–8; 12–15]

of the enterprise on the basis of innovations, as well as qualitative change of its metamodel. Objectives are: technical and technological assessment of innovation potential, partnership with technology centers (universities), technology scouting, improvement of IT infrastructure, competitive intelligence and comparative analysis of technologies, analysis of advantages (patents or proprietary technology), development of digital transformation roadmap, improvement of the integrated information system, development of software and hardware complex for innovation management, etc. The environmental perspective corresponds to the result of creating (or improving) a business model with elements or based on a circular conceptual plan, the consistency of innovation opportunities with the Sustainable Development Goals. The goals are strategic environmental assessment of innovation potential, the presence of signs of eco-innovation projects, the company's involvement in national, European (such as Green Deal) and global environmental programs.

Conclusions. It was established that the recovery of the economy is possible only under the condition of effective strategic management and implementation of a long-term strategy of innovative development. A conceptual model of management of innovative development of industrial and trade enterprises has been developed, which is based on the development of a strategic map of a balanced system of financial and non-financial indicators of innovative development of these industries. This model turned out to be a practical and effective tool for managing the innovative development of an enterprise. The practical significance of the results obtained is that the main provisions substantiated by the authors in the article are brought to the level of specific methodological and practical recommendations in the economic activities of LLC "STC "Metallurg" regarding the development and adaptation of a strategic map of the development of a balanced system of indicators, as well as the NGO "Innovation Partnership Platform" (YEP) in the implementation of the project "Entrepreneurial University" in order to bring university entrepreneurship in Ukraine to a qualitatively new level and create additional opportunities for the professional and personal development of students through the implementation of their own business ideas.

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