

## **STRATEGICAL CREATIVE-INNOVATIVE FEATURES OF ECONOMIC ENTITY MANAGEMENT<sup>1</sup>**

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*Summary.*In article it is shown, that systemacy of the modern manufacture increases in connection with importance of the personal information growth. Principles of the told (not told) word by the employee of the enterprise as the major principles of modern management are stated. The intraeconomic innovative brainpowers' role as one of mechanisms of employee's creative-innovative potential stimulation and generating of the personal information is shown.

*Keywords:*employee's personal information, principles of the told (not told) word by the employee, intraeconomic innovative brainpowers.

In modern conditions a task of the search of new increased competitiveness sources is more sharp than usual. It is connected with a number of circumstances. Firstly, a level of the economic development instability raises as a result of so called "economic stresses" (qualitative jumps) in the economy. Secondly, many resources either have spent, or are on the verge of exhaustion. Thirdly, modern production, especially high-tech, significantly becomes more complicated both technologically and organizationally.

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In such conditions the task of the search of new increased competitiveness sources turns into the main objective of any economic entity. And these sources can be both in traditional spheres and in absolutely new spheres of enterprise's activity.

In modern conditions there is quite extensive literature devoted to a research of a human and intellectual capital [1-5 and others]. But, today value of individual information of the employee as competitive resource of the enterprise is almost not investigated. The purpose of this article just also is to study the matter.

In the course of the research methods of systems analysis and synthesis were widely used.

Paradoxically, but "the employee's word" can become one of the most powerful enterprise's increased competitiveness sources now. It is individual information known to one or another employee or generated by one or another employee.

The offers, generated by employees, always were an enterprise's competitive resource and were implemented with efficiency work systems. However, during an industrial era the efficiency work was perceived as an important, but only as an auxiliary competitive resource of the enterprise. In modern conditions employee's individual information turns into the enterprise's most powerful competitive resource. We understand employee's individual information (further - EII) as any information which is important for the enterprise. Such information is known to one or another employee at the moment irrespective of whether this information is generated by this employee personally or is received by him or her from outside.

Why does IIS role increase during a post-industrial era? There are two reasons of such regularity. Firstly, modern production systemacy increases significantly. Industrial production is hundreds, thousands and tens of thousands of system generating communications, and post-industrial production is hundreds of thousands and millions of system generating communications. Secondly, knowledge "life cycles" are reduced significantly. Those are a period when knowledge is actual and not replaced with new knowledge of higher level.

It is obvious that in such conditions any head and any group of experts can't possess all necessary information and knowledge for acceptance of the most effective decisions. We need to attract EII

widely to make such decisions. Because only the employees see deep enterprise's system generating communications which the management and leading experts can't simply see "from administrative height". Therefore, it is extremely necessary to accumulate, analyze and widely use any employee's individual information. People at the enterprise have to want to speak, and the enterprise's management has to want and be able for listening to them. Or, if it is simpler to speak, employee's individual information has to be transformed to enterprise's collective information.

It is necessary to note accurately that the employee has to be rewarded for every used EII. Such reward accords with results of economic using of this information at the enterprise.

The granting of EII to the management has to have an exclusively open character. It means that every employee can provide to the enterprise's management (or to the enterprise's special body) any EII, which he or she considers the necessary one. Such transfer has to be exclusively in his or her discretion, irrespectively of other persons' actions or inactivity. Any restriction in granting of EII to the enterprise's management can lead to one or another EII "move to competitors" and the enterprise lose considerable advantages in market fight.

Considering everything foregoing, it is possible to speak about two major principles of management of the modern economic entity - the principle of a said word and the principle of an unsaid word.

The principle of a said word consists in the following: any EII, which is provided to the management of the enterprise (or any of organizational structures), can be invaluable for increased competitiveness of the enterprise (the organizational structure) in strategic and tactical prospect.

The principle of an unsaid word consists in the following: any EII, which isn't provided to the management of the enterprise (or any of the organizational structures) or is provided to the management of the enterprise (the organizational structure), may be the most important factor of decreased competitiveness of the enterprise (the organizational structure) in strategic and tactical prospect and even the factor, which is resulting in enterprise's bankruptcy.

Thus the employee's word turns into the most powerful competitive resource of the enterprise (the organizational structure).

The effective use of employee's word can considerably strengthen the enterprise's competitiveness positions (the organizational structure). In the same time the employee's word disuse or the ineffective use of employee's word can considerably undermine competitiveness of the enterprise (the organizational structure) and result in economic entity's bankruptcy.

For understanding how important are the principles of a said word and an unsaid word, we consider some examples.

When Ford's corporation began to lose to European and Japanese companies, it changed its policy. The call "create the car of your dream – give your proposals" were thrown to workers. Usual simple proposals sometimes gave a colossal effect. One of worker offered to unify bolt heads for don't use different keys [6]. If the management ignored these proposals it would to sustain considerable casualties.

Another example. One of Hewlett-Packard Company's employees suggested to develop equipment for biotechnological industry. This offer was rejected because of incompatibility with product specialization of the enterprise. The employee left the enterprise and set up his own enterprise for production equipment for biotechnological industry at the expense of a venture fund. That enterprise had great success [7]. The corporation, which ejected employee's offers, suffered huge losses.

From our point of view, principles and a mechanism of the intraeconomic intellectual and innovative elite (IIIE) can be effectively used for the maximum use of creative and innovative employees' potential of the enterprise and stimulation of them for generation of new knowledge.

The intraeconomic market of intellectual resources is actually created by means of IIIE. Because it is necessary the attainment of the best result of intellectual activity (further – RIA) for getting IIIE. Therefore, the employees of the enterprise constantly compete for the attainment of the best RIA for getting IIIE.

In any area of activity elites are a "gold pool" of the most competent specialists and the principal competitive resource. Generally speaking, an elite in a certain type of activity may include a class of individuals possessing the best professional characteristics and yielding the best professional performance. There are regular

references to literature, scientific, medical, legal and other professional elites.

But under modern conditions the world changes drastically. It undergoes transition from an industrial to global postindustrial stage, where equipment, technology and energy carriers are not the basic resource any longer – it is rather new knowledge, turned into an innovation potential. Therefore, individuals able to generate new knowledge are the main competitive resource of both the state and a certain business entity. This is especially true for business entities.

If we define an intracompany intellectual and innovation elite (hereinafter – the IIIE), broadly speaking, this is a group of a company's employees having the greatest intellectual and innovation potential and yielding the best intellectual and innovation results.

In this respect, it would be a mistake to believe that this elite may only include individuals with a high level of formal education. There are numerous examples in the history of science and engineering when outstanding intellectual and innovation results were yielded by individuals without formal education. Therefore, the only criterion of becoming a part of this elite is obtaining the best intellectual and innovation performance.

Intellectual competition reveals a group of company employees yielding the greatest innovation results. This group represents the intellectual and innovation elite of the company, being its “gold pool” and one of the most important competitive resources. As a rule, loss of any of its members (let alone its certain part) causes a decrease (sometimes significant) in the company's level of competitiveness. That is why as comfortable conditions as possible should be created for activity of the intellectual and innovation elite. Its members should have economic, social, moral privileges that would stimulate their most efficient innovation activity on the one hand, and would “bind” them to “their own” company on the other, because dismissal would mean loss of all privileges.

Privileges for representatives of the innovation elite should be created not only for the period of their professional life, but also after retirement: this would instill confidence in the future and bind” them to “their own” company even more.

It should be mentioned that intellectual and innovation elites should be fully open systems: any employee of the company should be

able to enter there. The only criterion entitling to enter an elite is relevant intellectual and innovation achievements. Thus, elites will be replenished by innovators with the best performance. Any restrictions for entering an elite, other than corresponding intellectual and innovation achievements, may have a strong adverse impact on the company.

Life makes the problem of formation and management of intracompany intellectual and innovation elites a matter of paramount importance. In this respect, while previously such elites were perceived as some vague phenomenon, today intellectual and innovation elites should be developed as distinct intracompany institutes having their own structure, inclusion criteria and regulation mechanisms.

In this respect, it should be mentioned that the IIIIE is not only a powerful innovative development factor – this is also an important investment resource, as these elites generate new intellectual results and intellectual property objects. In turn, such intellectual results and intellectual property objects may serve, on the one hand, as an investment object, i.e. be invested in certain activities, and on the other – as a investment subject, when certain resources are invested directly in such results and objects.

IIIIE creates additional incentives for activation and increase of efficiency of intellectual and innovative activity as to enter VIIE it is necessary to create as much as possible and as it is possible the best quality of results of intellectual activity which are commercialized and turn then into the competitive In more detail the essence, system and the VIIE mechanism are described in article of the author [8].

Conclusions. As a result of a research we can come to the following conclusions.

1. During post-industrial age the role of individual information of the employee as competitive resource of the enterprise considerably increases.

2. Increase of a role of individual information of the employee is directly connected with increase in systemacity of modern production and reduction of "lifecycles" of knowledge.

3. In modern conditions crucial importance is purchased by two principles of enterprise management: the principle of the told word

and the principle of not told word. These principles are proved in this article.

4. Theoretical bases of intraeconomic intellectual and innovation elite are developed for the maximum use of individual information of the employee by the author.

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