

MECHANISM OF INTRODUCING INNOVATIONS IN CORPORATIVE STRUCTURES WITH REGARD TO RUSSIAN ECONOMY PECULIARITIES

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Keywords: saving the resources, delivery chain, competitive advantages, basic competences.

Resource-saving in delivery chain can be viewed as the source of innovative projects development, the introduction of which is becoming one of the main means of turning saved resources into satisfaction of production needs growth and preserving resource potential in subsequent reproduction cycles of resources provision process.

Nowadays the sources of more than 40% of income on many markets are new products launched last year. So, if constant flow of new products is not created consumers will use other delivery chains.

It is very important (in view of fast introducing the product to the market) to bring together basic competences - both internal functional subdivisions and external suppliers in delivery chain in time. Producers pay more and more attention to technical knowledge and competence but they have to rely on external suppliers as far as satisfaction of their non-basic needs is concerned. It is particularly important when we speak about new products. When developing new products enterprises attract suppliers to participation in the project on early stages.

This approach should include strategies and tactics providing direct contribution of supplier in the process of development of new products. Such practice assumes that strong adherence of a company to internal technological development (in-sourcing) is not always necessary to provide success. One more way of providing stable competitive advantage is purchase or joint development of effective technologies. In such cases borrowed technology can be tested many times by other companies for quite a long period of time.

Factors influencing attraction of suppliers to the development of new products are specific organizational structure, the level of responsibility for the results of projecting, specific responsibilities in the process of requirements formulating, the schedule of supplier's participation in a specific project, effectiveness of cooperation between companies, agreements on intellectual property rights, participation of supplier in projecting and correspondence of organizational purposes with the results of suppli-

er's participation in the development of new products.

It is very important for Russian corporative structures to learn how to look at the creation of a new product (process or service) from the point of view of process thinking. The process of a new product development is the consequence of interrelated, often intersecting stages after finishing of which a new product (process or service) passes the way from an idea to a readiness for large-scale production or servicing. While the product concept is passing all these stages the initial concept is specified and estimated for its economic and technical feasibility, drafting is made, sample is made and tested, final projecting is made and everything is prepared for full-scale operations (technology, tooling, personnel, equipment is chosen). At the same time different questions concerning costs, productivity, timing, quality and so on are solved. As a result the design is changed and it can be changed many times before projectors come to an agreement and choose a final variant.

On the first stage of the process (generation of ideas) projectors and marketing people study the need in a corresponding product and study consumers' opinions on the functions of this product (process or service) and its assumed price. On this stage potential technologies are studied, and suppliers who have a new technology are particularly interesting. On the second stage a group of specialists makes expert appraisal of a new product and define technical decisions which satisfy the requirements of potential consumers.

On the third stage product (process or service) concept is developed. Technical characteristics of a product (process or service) are frozen on this stage. For more accurate defini-

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tion of a concept prototype model is sometimes made.

The following conclusions can be made:

1. For successful management of the process of an innovative product development it is necessary to assume T_{kp} - the moment of time after which the level of costs of making amendments to the project becomes inadmissible, projecting flexibility decreases sharply and further projecting becomes irrational.

2. With $T_{kp} \rightarrow T_0$ where T_0 - is the beginning of projecting process, the effectiveness of

the developed innovative product (service) is maximized.

$$\mathcal{E}_{\text{проекта}} \rightarrow \max.$$

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Received for publication on 12.11.2009