

Scientific and Methodological Approaches to the Evaluation of Innovation Development Strategy of Post Offices

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Abstract – The report identifies the main scientific and methodological approaches to evaluation of performance of innovative development strategy of mail service enterprises.

Key words – innovative development, strategy, mail service, approaches.

I. Introduction

For most modern enterprises in the conditions of unstable market environment a problem of competitiveness decrease is relevant. According to this an issue of choosing the most effective instrument of evaluation of performance of innovative development strategy to increase innovation activity of the enterprise becomes urgent.

II. Exposition of the main material of the study

A significant contribution to the methodology of forming, evaluating and management of innovation potential of economic entity is made by Y. Bazhalo, A. Vlasova, E. Galushka, S. Illiashenko, N. Krasnokutskaya, O. Lapko, B. Malitskiy, V. Oleksandrova, I. Shumpeter, Y. Yakovets.

Despite significant contribution of the investigators to the theory of innovation management, the tasks of formation of methodological basis of the innovation management and company's strategic development were not set in their works.

The process of formation of innovation development strategy and its functional components is dependent on the objectives and strategic goals of the enterprises. Typology and components of the strategy depend on the level and scope of the decisions taken during the operation of the strategy [1].

Postal service is an important part of economy of each country, which is characterized by specific trends in its development and shaping of innovation society [2].

Postal industry of Ukraine is presented by Ukrainian state enterprise of posts "Ukrposhta" (hereinafter – USEP "Ukrposhta"), which is the national postal operator of state, and bears a huge responsibility for the proper level of development of the post, meeting the growing needs of society for qualitative modern services, maintaining high standards of work, protection of national interests on the international level [3].

To meet the latest international market requirements, USEP "Ukrposhta" also developed measures to adapt to current circumstances, i.e. Ukrposhta Development

Strategy for the years 2012-2017. It is assumed that the implementation of the Strategy will increase the revenues by 50 % and the profit of USEP "Ukrposhta" will increase by 75 % [7].

For formation of the innovation development strategy of the companies the selection of strategic orientation that allow to formulate an adequate strategy for innovation is required.

Each parameter is used to evaluate the companies' activity in order to determine the level of development – extensive, intensive or innovation. Dedicated strategic goals form the basis for determining the components of the strategy of innovation development of post offices.

For innovation development of post offices it is needed to select corporate growth strategy, within which on the basis of usage, and building of their own innovation potential the positive results of innovation development are achieved.

Corporate Strategy of increasing of innovation capacity is a strategically-oriented system consisting of a set of interrelated components – functional strategies.

The choice of functional strategies is performed by arrangement of strategic goals and outlined strategic orientations selected by pairwise comparisons. Within each functional component operational strategies are developed that present organizational and economic mechanisms of functional strategies.

The integral result of the innovation development strategy is an innovation recovery of post offices, which displays a synergistic effect, that includes social, economic, organizational and environmental components.

To achieve the conceptual completion of methodological apparatus of implementation of the process approach before the formation of innovation development strategy of post offices, scientists developed scientific and methodological approaches to the evaluation of strategies and formed criterial evaluation system of strategy efficiency [1].

Scientific and methodological approaches to the evaluation of innovation development strategy of post offices determine the quantitative values of the obtained social, organizational and economic effect.

Such approaches were developed.

1. First approach. If during the implementation of the strategy fundamentally new results are achieved, that are unique in this area of economic activity, efficiency is reflected by the integral index:

$$I_{se} = \sum_{i=1}^n B_{impi} K_{ali}, \quad (1)$$

where: I_{se} – integrated indicator of strategy efficiency according to the first approach,

B_{impi} – the importance of the i^{th} factor used for the estimation;

K_{ali} – coefficient of the achieved level of the i^{th} factor;

n – number of factors of evaluation.

In relation to each of the factors, with the help of the expert method, a numerical value of its significance (B_{impi}) is calculated.

The coefficient of the achieved level of the i^{th} factor is estimated by calculation using the formula:

$$K_{ali} = \frac{1}{L_a - L_e}, \quad (2)$$

where: L_a - the achieved level of the i^{th} factor after implementation of the strategy;

L_e - the existing level of the i^{th} factor before the implementation of the strategy.

2. Second approach. If during the implementation of innovation development strategy the improvement or optimization of existing technologies, constructive organizational and other decisions occur, the assessment of effectiveness is made on the basis of comparison of the results achieved during the implementation of the strategy parameters with the existing parameters before the implementation of the strategy. In this case, the integral factor is calculated using the formula:

$$I_{se}' = \sum_{i=1}^m B_{impact_i} K_{r_i}, \quad (3)$$

where: I_{se}' - is an integral indicator of the effectiveness of the strategy;

B_{impact} - is the extent of impact of the i^{th} factor on the effectiveness of company's economic activity;

K_{r_i} - relative coefficient of rise of the i^{th} factor;

m - the number of factors used for the estimation [1].

The relative coefficient of the factor's increase is defined as the correlation between the achieved value of the i^{th} factor in the process of strategy implementation and the value of the i^{th} factor before the strategy implementation.

The overall estimation of the innovation development strategy effectiveness of post offices is the sum of the obtained integral values. The closer the obtained score to 0, the less effective is the developed strategy. The choice of the approach according to which the evaluation will be carried out, is made by an expert.

Conclusion

In modern conditions of economic management the implementation of effective strategies of innovative development is the main method of supporting of high rates of development and achievement of necessary profitability level of economic entities.

The analysis has shown that the necessary condition for achievement of positive results of innovative development of mail service enterprises is the use and

innovative capacity building of their own namely the choosing the corporate strategy for capacity building.

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