

Organization of System of Innovative Management in Developer Companies

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Abstract. In article the organization of system of innovative management in developer companies is considered, taking into account specifics of their innovative activity. The author offers the schematic diagram of the organization of system of innovative management as one of functional elements of a general management system of the organization. The offered scheme of system of innovative management along with the solution of general tasks allows solving specific managerial problems when planning innovations, their ranging on activities of the organization, risk analysis of their implementation, and also determination of methods and directions of management of innovative projects.

1 Introduction

Stagnation in the market and a tough competitive environment force real estate development companies to develop actively. Builders should enhance constantly methods and technologies of work, to think out new marketing mixes and methods of customer acquisition.

Real estate development companies of any format, the size and level are forced to change approaches and vectors of movement. But if in a case with average and small builders the speech often goes about elementary survival and minimization of costs, then large developers fight for the client at other level – innovative.

Innovations can be implemented mostly by to leaders of the market, first, because this rather expensive and difficult pleasure, and, secondly, only her leaders can "punch" conservatism of a construction industry. As a result they become pioneers in implementation of the majority of the latest technologies which already considerably are picked up later by other builders. Creation of a special environment of comfortable accommodation with the emphasis on ecological compatibility and an energy efficiency becomes one of important tasks of the developer in case of implementation of investment and construction projects. The ecology and economy in understanding of the developer are a complex of the technologies allowing not only to conform to the international standards of ecological compatibility of projects, but also to guarantee to residents decent economy on operating expenses.

The developer companies are interested in ecological development, develop practice of expense reduction on the electric power at the expense of "smart" engineering and project

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decisions, practice of implementation of the eco-friendly decisions connected with water purification in case of complex development of the territory.

However a serious problem is implementations of innovations. In state corporations positions of innovation officers and the program of innovative development are entered, at the same time private companies take independent steps in this direction, and such initiative "from below" has "evolutionary and clear character". At the national level there are no mechanisms of stimulation of process of implementation of innovations in development therefore it is difficult to reevaluate a role of the private investor who of own will made the decision on a construction of the energy efficient and eco-friendly building. Innovative technological solutions, such as passing of communications, own generation of heat and energy, recovery and many others, shall be considered at a design stage. However in connection with high payment of technologies, the cost of housing becomes high, and the developer faces the choice: to cost qualitatively, but it is expensive or - is cheap, but with use of old technologies.

2 Methods

First of all the organization of system of innovative management which would include creation of an organizational structure at the level of the organization, the choice of methods and controlling mechanisms processes of development and implementation of innovative projects is necessary for successful implementation and implementation of new innovative products in developer organization for the purpose of increase in their competitiveness [1].

System of innovative management, taking into account the existing approach to management of innovative projects and processes, and also the principles and creations of organizational management systems, it is possible to characterize as set of methods of decision making concerning innovative activities [2], it is necessary to refer forecasting, planning of innovations, set of procedures for assessment of their efficiency, investment methods, an organizational structure and spheres of responsibility. In this case the system of innovative management will act as one of functional subsystems of a general enterprise management system which is used for preparation and implementation of innovative strategy and policy [3]. Innovative activities of the developer organizations are characterized by a row economic, the organizations and production features that is reflected in the figure 1.

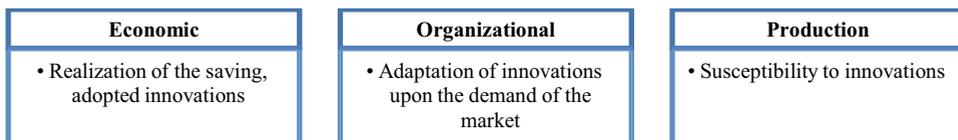


Fig.1. Specifics of innovative activities of developer organizations for groups of features

In view of the specific features [4, 5] which are listed above the system of innovative management of the developer organizations will act as one of functional elements of a general management system as the organization. At the same time it will be aimed at providing fixed growth of efficiency and competitiveness owing to implementation of innovative projects and implementation of innovative products.

In other words, the system of innovative management of the developer organizations is system of preparation and acceptance of the management decisions aimed at development of innovative capacity of the organization and its transformation into a decisive factor of economic growth of the entity [6]. In this case, such system will have project special-

purpose character. Proceeding from it, in case of its creation it is recommended to use project and system approaches to management, and also the cycle "Plan-Do-Check-Act" which is the cornerstone of the offered model of system of innovative management.

Proceeding from the purpose and specific tasks of the entity, the schematic diagram of system of innovative management of the developer organizations can be provided as follows (fig. 2)

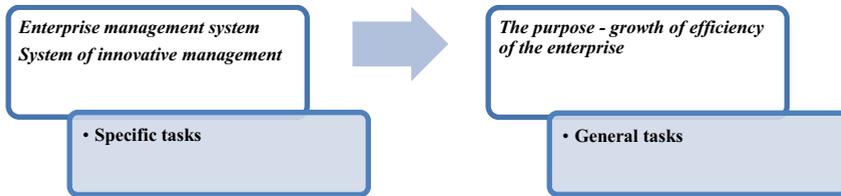


Fig. 2. Schematic diagram of system of innovative management

The offered schematic diagram of system of innovative management for the developer organizations relies on specifics of innovative activities of data of the entities and itself is characterized by a number of features. Strategic objective of the offered system of innovative management is forming of innovative organization activity, its support and development that is in turn directed to increase in competitiveness of the organization.

3 Results

Necessary functional elements for the organization of system of innovative management of the developer organization are [7]:

- providing a target orientation of innovative activities according to a vector of strategic priorities of the organization and its tactical opportunities;
- forecasting and analysis of tendencies of development of the target market of construction products;
- identification of problems and prospects of activities of an organization;
- the choice of innovations for the problem resolution and implementation of prospects of business development;
- assessment of level and risk management of innovative projects;
- monitoring and control of external and internal environment of the entity before implementation of innovations;
- efficiency evaluation of innovative activities;
- functional spheres of management of innovative projects;
- determination of need and feasibility of implementation of adjacent innovations;
- the systematic and managed nature of innovative activities of the entity.

Features of system of innovative management of the developer organizations are provided in the figure 3:

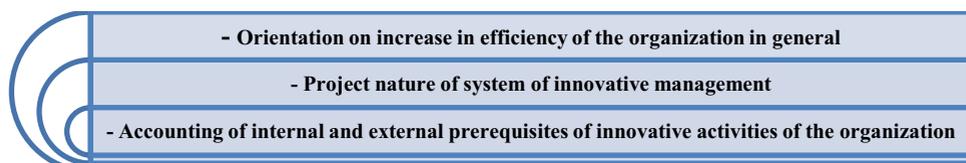


Fig. 3. Features of system of innovative management of the developer organization

The community of approaches to system of innovative management and a whole management system of developer company, prove ability to integrate these systems. In this case, the system of innovative management can be considered as one of functional elements of an enterprise management system providing the fixed growth of efficiency and competitiveness as a result of implementation of innovative projects and implementation of innovations.

System of innovative management provides simultaneous interaction of a subsystem of scientific maintenance, the target, providing, managed and managing subsystems which in total form the internal environment of the entity. [8]

The subsystem of scientific maintenance includes scientific reasons, the principles, approaches and methods of management of innovative activities. The target subsystem represents a portfolio of innovative products. Portfolio construction of innovations contains scientific developments, inventions, patents. Creation of a portfolio of innovations is a strategic plan of implementation of innovations and innovations (purchased and own development).

4 Discussion

After the analysis of the main conditions of a target subsystem it is necessary to determine efficiency of the subsequent functioning of the entity. After the analysis of an environment of firm and formation of a target subsystem it is necessary to set parameters of the providing subsystem [9]. The providing subsystem is directed to competitiveness analysis of parameters of "entrance" of a management system for providing the successful solution of tasks of a target subsystem.

The managed subsystem considering specifics of innovative activities of a developer organization is provided by set of projects and their elements on production and implementation of innovations according to lifecycle.

The managing subsystem is responsible for the processes happening in system of innovative management. Personnel management, development of management decision, coordination of accomplishment of innovative projects [10] is a part of a subsystem.

5 Conclusion

Thus, the system of innovative management is implemented by the organization to provide fixed nature of management of innovative activities, to organize and coordinate works within management of innovative activities, to exercise control and the analysis of results and effect of implementation of innovative activities, in other words, general managerial tasks. Along with the solution of general also specific managerial problems as the entity needs to plan innovations are solved, to range them in the directions of the activities, to perform risk analysis, and also to determine methods and the directions of their minimization, to manage innovative projects, to research the markets of resources and to find suppliers and customers.

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