ლოგისტიკა ორგანულ კავშირშია მარკეტინგთან და მენეჯმენტთან. მარკეტინგის საფუძველზე მენეჯმენტის ძირითადი პრინციპია: **იწარმოოს ის, რაც შეიძლება გაიყიდოს და არა იყიდებოდეს ის, რაც იწარმოება.**

ლოგისტიკური მართვა, ვრცელდება საწარმოო-გასაღებითი საქმიანობის ყველა სტადიაზე, წარმოადგენს უფრო ფართო ცნებას, ვიდრე მატერიალური და არამატერიალური ნაკადის მართვა. ლოგისტიკა იყენებს მარკეტინგის მეთოდებს ბაზრის ანალიზისა და ამოცანების კომპლექსურად გადაწყვეტისათვის. ამოცანებში მოიაზრება: წარმოების პროცესის ორგანიზაცია და მისი წარმართვა; მარაგის, ტრანსპორტირების, სასაწყობო ოპერაციების მართვა; გასაღების ორგანიზაცია; ინფორმაციული და ფინანსური ნაკადის მართვა, რისთვისაც რიგ შემთხვევებში გამოიყენება ლოკალური ადმინისტრაციული მართვის მეთოდები.

INNOVATION AS THE BASIS FOR THE DEVELOPMENT AND IMPROVEMENT OF SMALL AND MEDIUM-SIZED ENTERPRISES

Ashot Matevosyan Varazdat
Armenian State Economic University,
Dean, Accounting and auditing, Doctor of Economics Sciences

Effective development of Russian economy objectively requires fundamental changes in technologies, the principles of building the organizational structures of enterprises, management of all processes going on in enterprises, including in the services sector.

All of this relates to the development and implementation of innovations that are essential to the progressive development of individual enterprise and the economy as a whole. Innovation processes are becoming increasingly important, their main objective is to achieve a competitive advantage and companies better udovletvoreniesprosa consumers in high-quality products and services[1].

To date, it may provide a generally innovation to be widely adopted and used in new economic conditions.

The scope of services in today's economic environment plays a critical role in meeting the needs of society. As the formation of our country post-industrial information society, the role of service will steadily grow as the needs of the population will continue to grow, and their diversity is constantly expanding.

Service industries in the world in today's environment is a powerful and diverse system that includes a variety of spheres of human activity: personal services, financial services, science and nauchnoeobsluzhivanie, physical education and sports, hotels, tourist services, health, education and transport, trade, insurance, consulting services, etc. With the development of science and technology service sector will continue to evolve and include entirely new areas of human activity: for example in recent times

1 Karnauhova, VK Service activities: training manual / VK Karnaukhova, T. Krakow. - M.: ICC "March", Rostov n / D: Publishing Center "March", 2006, 116 p.

there are many areas related to the Internet[1].

Development of services and increase its effectiveness удовлетворения потребностей society is directly related to innovation.

However, as evidenced by the practice, innovation in services are not well developed, especially in small and medium-sized enterprises. And not just because the companies do not have sufficient funds for their implementation, but also because the employees of business organizations, are generally not interested in using innovation and do not consider them as a continuous chain of technical innovations, economic, social and organizational nature.

Innovation management, and application of new methods of management and organization of small and medium-sized enterprises can bring a significant contribution to the effective and sustainable development of the whole enterprise. As is known, the position of the company, its competitiveness in the market in the future directly depends largely on how successfully today is working on innovation in all spheres of business activity[2].

The most promising way of intensive development of enterprises is an innovative development.

Entrepreneurship in the direct production of goods and services can focus on the production and placing on the market for traditional or innovative products and services. Практикапредпринимательской activity in any of her: the form includes sebyainnovatsionny process. The above-cited division of the types of entrepreneurial activity based on the belief that the production and placing on the market for traditional products is also using some new methods or techniques associated with the organization of production and technical elements of production or changes in the quality characteristics of produced goods and services. In this case, however, we can talk about the production of traditional products with the introduction of partial innovation. In the case where production is not part of, and is entirely based on innovation, the result of such acts as the

1 Buchwald, E., A. Vilensky Russian model of interaction between small and large business / / Problems of Economics, 2004. № 4 - pp.66-78.

2 Kulazhenkova MA The method of municipal development programs of small business development, Preprint. - St. Univ SAC, 2010. - 28 p.

organization of a new (not previously existing) product or service with fundamentally new properties, properties or fields of use.

Innovation is the result of creative business activities, which typically involves many departments of the company and which have an increasing impact, and external factors (government influence, environmental requirements, cooperation with other institutions, etc.). Innovation has its life cycle, beginning with the emergence of new ideas and ending with the introduction and adoption of a new product on the market. In this cycle can be divided into six phases with the typical characteristic of each activities, situations, decisions and results.

Phase, as a rule, follow one another, but does not exclude some cases of parallelism (and thus the intersection) of the individual phases. Thus, estimates and calculations of economic efficiency should be carried out not only in the phase of brainstorming, but also in subsequent phases. In the process of research and development in production and development of new solutions, on the one hand, and the introduction of a product to market, on the other hand, is repeated time and duplication of specific and meaningful tasks.

Phase 1: A Strategy for Enterprise and innovation

Strategic decisions on innovation can and should be taken only in connection with decisions on the overall business strategy and strategic program of production. At the same time, they determine the baseline decisions regarding follow-up process. The strategy allows you to pre-set the bar for innovation in the enterprise aspirations. Crucial for the innovation process are the following strategic decisions:

- selection of the market or market segment;
- approval of the technology;
- selection of products and services that must be made at the plant;
- decide on cooperation in the development, production and marketing;
- establishing the scope and speed of the upgrade process for goods and services.

In this case it is the ideal (theoretical) process. In the practice of entrepreneurship and maybe the opposite, ie innovation can have a decisive influence on the strategic direction of enterprise policy. In small and medium-sized enterprises often happens that the only innovation determines the long development of the whole enterprise.

Phase 2: the search for ideas and their evaluation

In this phase, carried out searches of creative ideas for problem solutions. Here are three ways to search:

- Development of new ideas (generating ideas);
- a critical review and modification of the well-known problem solutions, or solutions of certain options;
- search for already employed general or particular solutions (using the well-known scientific and technical expertise and knowledge, the acquisition of licenses).

When looking for new ideas for small and medium-sized enterprises is particularly recommended increasingly turn to external sources of information, such as data banks, licensed brokers, materials, trade fairs and research centers.

For intra-generating ideas you can use several methods.

In the application of intuitive methods of the central point is the spontaneous generation of creative ideas of people who have above-average intelligence and expertise. As an example, search for new ideas, methods can be called “brainstorming”, competitions, expert surveys.

The main place in the analytical methods occupy a logically structured procedure. This includes a decision tree method, morphological methods, methods of analogies, scenarios, sinectica, as well as heuristic methods.

Found ideas are estimates: first, discarded inappropriate, then tested the most promising at the same time revealing their potential market opportunities. The result of the selection of the best ideas is the proposal to manufacture a new product, which sets out a framework for future activities.

3rd phase: product solutions

In this phase, the company must ensure that the product because of the idea will be developed by a real product that can be included in the strategic program for enterprise and advanced on the market. All this requires extensive planning, which includes:

- setting goals and objectives for the product;
- preparation time schedule of the resources required under this phase;

- production planning for the enterprise as a whole;
- Planning of marketing with the calculation of economic efficiency.

Such a plan contains all the important tasks that are necessary for further analysis in the process of research and development up to the successful implementation of the product on the market. It outlines the points of intersection of marketing and production innovations set the region of contact, program planning and marketing.

4th phase: research and development, technology transfer

In the field of research and development, the following differences: basic research are not directly related to the product, application focused on the future use of the results obtained in the course of development of the main interest is the result of a specific market. With regard to this sector in small and medium-sized enterprises, they have limited it, as a rule, development, research in the strict sense is moving away into the background.

Based on its tseleustanovok these companies can realize the technical implementation of the product through its own development (possibly research) or to resort to cooperation with other companies. In principle, this problem should be solved taking into account the following points:

- a final clarification of the problem and develop a policy decision on a new product or new service;
- structural development of the product up to the prototype;
- design and production preparation for a new product to manufacture and test a prototype, production equipment and zero series.

And in this phase is strongly recommended to resort to external sources of knowledge, such as in the following forms:

- Exchange of scientific and technical information through participation in conferences, exhibitions, publication of articles;
- transfer of knowledge through the adoption of the work of employees with special training, university graduates;
- Joint research with other enterprises;
- acquisition of patents and licenses for use in a special project;
- Cooperation in development.

Ever-growing influence of modern technology on the competitiveness of small and medium-sized enterprises require dedicated use of all available technology transfer opportunities. Even in its high-technology leaders of today are rarely able to follow all the directions of technological progress and appropriately implement the latest theoretical and practical achievements.

5th phase: the development of production

Product development is considered complete when we can start production, and all the attention focused on the product in the manufacturing phase. The value of this transition phase in the innovation process often underestimated, resulting in an important loss of time and losses for the company. In this phase, it is important that:

• Adaptation of the prototype to the production and technical requirements;

• familiarization of staff involved with the process, methods, and new areas of tasks;

• the launch of machines and equipment to the prescribed limits of power;

• seek new channels of supply.

For innovation management in this phase it is important that as soon as possible the deployment of production, in particular through appropriate training and planning, as well as flexible goals. Reducing the time pre-production market often provides a competitive advantage and allows you to quickly reduce costs and increase profits.

6th stage: introduction to the market

The innovation process is completed the introduction of new products to market. As shown by empirical research, the introduction ends with a failure by about one third of new products, and among introduced only about a third makes a profit above the average, the rest can only cover the costs.

By the introduction of market goods or services means checking with the help of market testing the competitiveness of products, as well as proper use of marketing tools. Phase ends with the successful introduction of fixing the product on the market. As the crucial prerequisites for successful implementation of long-term training should be a market for new products. This can be achieved through appropriate public relations work, advertising, consulting clients, as well as through the use of additional marketing tools (such as pricing). In this case the correct calculation of important terms, ie correct choice of the entry in the enterprise market with new products.

In large enterprises before the final introduction of new products are tested and the market opportunities in the earliest possible stage of the innovation project. With these tests, you can reduce the risks, but this is due to high costs. Therefore, food, and market testing is conducted by small and medium-sized enterprises only in rare cases. Most often, they rely here on the “theoretical” statements, as well as on the experience and intuition of participants in the innovation process.

Each phase of the innovation process, along with the time requires a fairly large amounts of money. The tasks of the innovation management are to manage the process so that optimal use of resources needed. The table below shows the approximate distribution of the total cost of innovation projects in small and medium-sized enterprises. Studies show that these enterprises greatly underestimated the costs attributable to the last phase - the introduction to the market.