



Strategic Management of Innovation-Oriented Activities of Business Structures, Taking into Account Noospheric and Sustainable Development Approaches Transformed on an Advanced Methodological Basis

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Abstract

The purpose of this study is both the analysis of strategic management of innovation-oriented activities of business structures from the point of view of its resource provision, and the design of components of its improvement in the context of the noospheric approach and the approach of sustainable development transformed on a new methodological basis.

The authors proceed from the fact that the innovation-oriented activity of business structures that are under state strategic management and aimed at the transition to the newest, transformative and creative type of thinking and action, contribute to the newest innovative mode, which can become a prerequisite for the formation of the innovation economy and the corresponding type of society.

This paves a real path to the true noosphere, since real universal reasonableness, intelligence, consciousness can emerge only in the processes and relationships of positive inclusive productive and transformative activity and communication. This also leads to the achievement of true sustainable development, since the continuous production and implementation of useful innovations that are in demand in society guarantees real stability and balance of the progressive dynamics of development.

Based on this main perspective and taking into account the challenges of Russia's sustainability in the conditions of sanctions, the main directions for improving the strategic management of innovative activity of business structures and strengthening its resource provision are identified, and appropriate methodological recommendations are provided.

Keywords

Strategic management of innovation activities · Innovation-oriented business structures · Noospheric approach · Concept of sustainable development · Transformational-overcointegrative methodology

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1 Introduction

An integral characteristic of the development of the current economy is the formation of an innovative mode. In these conditions, the urgent problem is the need to improve the strategic management of innovative activities of business structures.

This is primarily due to the need for maintaining a constant balance and positive dynamics of qualitative changes in socio-economic systems, which is quite consistent with **the goals of real sustainable development**. Ultimately, this also corresponds to the noospheric approach, since the formation of an innovative economy forms the necessary basis for the transition to a transformative and creative type of society in which all its members are called upon to act on **the basis of true reasonableness and general consciousness**.

At the same time, it is urgently necessary to create such a mechanism for strategic management of innovation-oriented activities that would facilitate the consolidation of the aspirations of various participants: the state, business structures, educational and scientific organizations, venture companies, as well as development institutions based on the principles of public partnership.

Special attention is required by such a specific mechanism of strategic management of innovative activity of

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entrepreneurial structures as the functioning of a complex structure of institutional elements capable of providing funds for reproduction, accumulation, distribution, as well as for a comprehensive assessment of the effectiveness and efficiency of using the necessary resources to ensure a high-quality level of strategic management of innovation activities and the transformation of entrepreneurial structures **into an innovation-oriented type**.

All this presupposes the formation of the newest type of strategic management—transformation-oriented, which is based on foresight and the corresponding necessary improvement of the resource provision of innovative activity of business structures with the development and implementation of anticipatory management decisions.

This creates opportunities not only for strengthening the foundations of an innovative economy, which is built on a fundamentally new paradigm of universal regulation of various types of resource provision for strategic management of innovation-oriented activities, but also for the formation of such a new type of society, in which **transformative and creative** and therefore **truly reasonable and conscious intelligence** already dominates.

2 Methodology

The methodological basis of the research is the latest, advanced transformational-overcointegrating methodology, which allows to link together (overcombine, overgeneralize, overintegrate) on a universal basis and thereby transform various existing approaches, including formational (historical-dialectical), global-evolutionary, civilizational, systemic (system-universal), situational, noospheric ones, as well as sustainable development approach.

This advanced methodology considers all socio-historical and, above all, socio-economic processes and relations in their generally-general connectedness and consistency. That is why it makes it possible to see the foundations of conceptual types of management in the logical-historical types of socio-economic systems.

With regard to such approaches as the noospheric and the sustainable development approach, it should be noted that they eliminate their inherent disadvantages and limitations and strengthen their cognitive and projective potential when transformed on this latest overcointegrating methodological basis.

3 Results

The results have not only research and analytical characteristics, but also projective and proactive activity properties, which is due to the advanced nature of the methodology used.

It is urgently necessary to foresee the main vector of socio-economic, as well as socio-structural and socio-cultural development of society, and in addition, the nature of the systemic transformations required in this connection in order to direct activities in the right direction.

And this not only has a global-planetary dimension, but is also relevant in relation to the situation in the Russian Federation.

Despite the increased attention to the conditions of entrepreneurial activity in Russia at the present time, a number of unresolved problems can be found. The main one, which is becoming the key one, is the misunderstanding of the essence of the main vector of socio-economic development and the resulting delay in creating conditions for innovation-oriented business structures, as well as, in general, in the organization of strategic management. The solution of this essential theoretical and methodological problem will pave the way for a full-fledged innovative development.

For Russia, the relevance of this is currently increasing due to the fact that it has to act under the growing pressure of sanctions.

We need to focus on the formation of a new complex of both socio-economic and organizational-economic relations, which would correspond to the conditions of the development of the **innovative** economy, and also contribute to reducing losses from economic sanctions applied against the country.

It should be particularly noted here that in the current type of economy, business structures operate in conditions of this type of competition, which leads to monopolization. It is obvious that entrepreneurship creates prerequisites for a competitive process that contributes to increasing innovation potential and enhancing its competitive advantages.

Based on this, a whole range of urgent tasks is already being implemented, contributing to the growth of the level of innovation of business structures:

- development of innovative technologies and products and their implementation not only in the production process, but also in the management system of individual organizations;
- active involvement in the processes of informatization (digitalization);
- creating conditions for the qualitative improvement of human capital, including through professional development and retraining programs, mastering not only narrow, specialized professional competencies, but also supra-professional, including transformational (creative and innovative) ones;
- active participation of business structures in various public-private partnership projects;
- formation of new types of partnership models, through integration processes, including on a network basis.

However, all this is **not sufficient** anymore—and not only for a successful business in the conditions of sanctions restrictions, but also taking into account the main socio-economic perspective. And in this regard, the noospheric and sustainable development approaches transformed on an advanced methodological basis, which has already been described above, contribute to a better understanding of many things.

They make it possible to understand which factors, integral in their nature, now are already of key, decisive importance, and even more so in the future.

The first of such factors, which it is necessary to single out, namely, the **innovation-oriented transformation** of the entire activity of entrepreneurial organizations. All organizations should be transformed **according to the innovation-oriented model**—and not only their production, but also their management.

Accordingly, the **next** most important integral factor is reorganization of the management system of business structures.

The fact of the matter is that strategic management, including strategic planning at the level of organizations, should no longer be carried out on the old methodological basis, but on a new one—**on the principles of transformational (creative and innovative) management**. That is, in fact, **the newest, most advanced style of thinking and action** is needed.

This **newest transformation-oriented style** fully corresponds to the tasks of the formation of a **true noosphere**—in which the reasonableness of reasonableness, the intellectuality of intelligence, the consciousness of consciousness dominates—because in this type of thinking and action, the determining factor is the focus not on private interests aimed only at one's own benefit and nothing more, but on the counting, cointegrating, cosocializing, generally-general interest.

And in fact, only this type of managerial, (comanagerial) thinking is capable of generating appropriate **collective actions** aimed at implementing the **goals and objectives of true sustainable development**, taking into account their systemic and complex nature.

This leads to an understanding of **another** important integral factor: after all, the **type of governance at the state level** should change accordingly. It should also become **transformation-oriented** and thereby strengthen its strategic nature.

This includes, of course, innovation-oriented structural transformations in the economy, implemented under the guidance of the state, as well as support for science and strengthening the macroeconomic integrity of the innovation process, the formation of an innovation-based management mechanism.

Strategic management and planning at the state level, which has such a focus, is the main tool for the development

of an innovative business environment. It, in its quality, just provides a direction to innovation priorities, as well as the concentration of the resource potential of entrepreneurial structures in the context of a universal system innovation-oriented approach.

Competition (competitiveness) at the same time changes its content and acts as a link of innovation activity, as well as an independent element of the system of resource provision and regulation of innovation activity of all socio-economic systems.

Thus, strategic management of the development of innovative mechanisms at the state level acts as a necessary pattern that requires its implementation in the activities of state bodies. The relevant type of state strategic management cannot be purely formalistic, only superficially economic and superficially supportive, but should be based on **the deepest economic innovation-oriented foundations**.

The main directions of resource provision of business structures from the point of view of strategic management of their innovation activities at different levels of the economic system are:

- achieving continuity in obtaining additional effect from the use of innovative resources;
- creation of a network of business structures with scientific organizations and universities;
- giving priority over professional, primarily transformative competencies and providing conditions for their mastering by employees.

The problems that have an impact on the resource provision for improving the strategic management of innovation activities are related both to the current level of development of business structures and to insufficient financing of the domestic science and technology (Goldstein, 2014).

Back in the early twentieth century, it was proved that the peculiarities of the creation and functioning of entrepreneurial structures are due to the general scientific-technological, as well as socio-economic level of development of society. In this regard, it should be noted that the Russian scientists V.I. Vernadsky and then A.I. Anchishkin were among the first after K. Marx and F. Engels, who drew attention to the primacy of knowledge in the development of society, its subsystems, which means that it is aggregate knowledge that forms the noosphere as a sphere of mind. That is, transformative knowledge does not only guarantee economic development, but also opens the way to the true noosphere as a sphere of intelligent intelligence. These are interrelated things (Bogomolova, 2015).

In this regard, it is worth noting the fact that those entrepreneurs (as economic entities and as members of society) who consciously and responsibly reorient the activities of their structures on an innovation-oriented basis, thereby

become part of the newest social **transformational-creational over(trans)coclass**.

Sufficient mobilization of resources for strategic management of innovative activities of business structures largely determines the continuity of generation of promising ideas that can be implemented in innovation. There is a direct correlation in this issue.

It should be emphasized that serious changes are needed not only in the system of production and application of the latest knowledge, but also in the financial support of this system itself in the Russian Federation (Degtyarev et al., 2013).

In Russia, most business structures often show little interest in innovations in general and even less in domestic developments, which may explain the fact that many scientific solutions are not in demand by them.

Another problem is investing in the cutting-edge technologies and solutions.

Thus, foreign business organizations invest about 10–15% of their own turnover in fundamental research and R&D. In Russia, private structures invest significantly less in innovations, in general, three times less than the state (Khakimov, 2019).

We cannot be satisfied with the fact that the Russian Federation is in the top ten countries in terms of absolute spending on science—due to the fact that Russia is only in the top 30 countries in terms of the share of these expenditures in GDP (Alexandrova & Shilova, 2019).

Strengthening investment support measures for the production system and the application of the latest knowledge is an essential component of the strategic management of innovation activities of business structures. It is this factor that is extremely important, because it makes it possible to be one of the leading countries in international development. It is advisable to redirect both budgetary and extra-budgetary funds to support fundamental and applied science. In turn, science should give appropriate results that will ensure high profitability. It is also necessary to eliminate all barriers to innovation.

According to a number of economists, Russia needs such new venture funds that will be able to bring advanced technologies to the strategically important innovation market, including in the form of start-up projects in retail, as well as in the field of IT and e-commerce. Consequently, the impetus to increase resource support for the strategic management of innovative activity of business structures can come from the tasks of digitalization. The most important resource is the training of a new type of personnel with the latest level of both professional and, first of all, supra-professional qualifications, which is based on a new, **transformation-oriented** content of education.

A methodological and practical approach to the institutions of education and science as key drivers of

development can radically change the situation based on the following:

- advanced knowledge is among the most valuable resources capable of supporting and developing innovation-oriented activities of entrepreneurial structures;
- educational institutions perform the function of training advanced innovation-oriented personnel, while forming the main professional and transformative supra-professional competencies, thereby improving the intellectual capital of society;
- educational organizations can quickly change training profiles based on public demand for new directions.

Therefore, the triad “state—business structures—education” should be strengthened on the newest basis. According to the Ministry of Labor and Social Protection of the Russian Federation, the share of highly qualified workers in Russia is about 5% of the economically active population, which is much less than in developed foreign countries, for example, in Germany, where this indicator reaches almost 56% or in the USA, where it is about 43% (Dedov, 2019).

In our country, programs are already being implemented to form high-tech industries, as well as engineering centers together with universities and business structures. This includes the priority project of the RF Ministry of Science and Higher Education “Universities as centers for innovation creation”. Positive examples are seen in cities such as Voronezh, Krasnodar, as well as Tula, Novosibirsk, and Vladivostok, etc. Another such project “Modern digital Educational environment”, aimed at developing a high-quality and accessible online learning environment.

To confirm the importance of these measures, we can cite the statement of V.I. Belyaev that in the current conditions our country requires non-standard, non-trivial management decisions, which primarily relate to the sphere of science and education.

The formation of a sustainable and balanced mechanism for resource support of strategic management of innovative activity of business structures is the basis of permanent progressive development of Russia’s economy.

Considering innovative resources as the core of modern economic processes allows, in our opinion, to carry out the necessary evaluation measures to fix qualitative changes in the strategic management of innovative activities of business structures in a more reasoned manner. We need not only a comprehensive assessment of the results of the innovation strategy, but also operational adjustments for the development of resource provision aimed at improving management methods.

Both theoretical and methodological developments and practice-oriented recommendations on the assessment and

improvement of the resource support of strategic management of innovative activity of business structures, including in terms of mastering the latest transformation-oriented thinking, the transition to the model of innovation orientation, improving the production system and the implementation of the latest knowledge and technologies, should be directed to the above tasks.

Here, the following tasks become relevant for accounting in strategic innovation-oriented management:

- implementation of new theoretical and methodological research on the meaning and essence of innovation, as well as on improving the system of science and technology as a key resource for strategic innovation management;
- increasing the level of responsibility in government agencies and business structures for the growth and preservation of advanced innovative resources for present and future generations;
- revision of the content of all factors (conditions, means) of production in order to ensure their compliance with the innovative mode;
- adjustment of mechanisms to stimulate the growth of domestic results in the development and use of the latest knowledge and technologies;
- improvement of the legal regulation of innovations.
- improvement of the legal regulation of innovation resources.

4 Conclusion

The conducted research makes it possible not only to generalize the results obtained in its course, but also to formulate the main priorities in improving the strategic management of innovation-oriented activities of business structures. Moreover, these priorities are identified in the context of the application of the potential of the noospheric approach and the approach of sustainable development, transformed and thereby strengthened with the help of the advanced **transformational-overcoordinating methodology**.

It was revealed that the radical improvement of strategic management of innovation-oriented activities of entrepreneurial structures is a fundamental pattern that corresponds to the main vector of socio-economic, socio-structural and socio-cultural development of society, leading to the formation of a true noosphere (reasonable reasonableness, intellectual intelligence, conscious consciousness) and true sustainable development.

In the sphere of strategic management of innovative activity of business structures, it is necessary to operate and improve **the mechanism of resource provision**, which includes a set of components, including:

- formation of the newest type of thinking and action—transformation-oriented, both in public governance and at the level of management of business structures;
- stimulating the transfer of business structures to the latest, **innovation-oriented model** of production and management;
- improving the system of production and application of the advanced knowledge and technologies with their implementation in **innovations**, as well as strengthening the investment of this system.

This issue is very relevant for the Russian Federation, its business system in order to ensure not only its survival, but also to achieve leadership positions in the conditions of the ongoing and intensifying sanctions war against it.

Also, in the near future, measures aimed at creating a methodology and methods for assessing the effectiveness of strategic management of innovative activities of business structures and its improvement should become a priority in the Russian Federation.

The analysis showed that, firstly, the formation of a true noosphere is impossible without a transition to a **transformative and creative** (that is, a **truly intelligent, truly intelligent, truly conscious**) type of thinking and action based on the latest **innovation-oriented** model of production and management. Secondly, truly sustainable development is unthinkable without it, since stability, continuity and balance of development are determined by generally useful **transformative and creative activities**, for which the generally-general public interest is prioritized (not divided by private spheres) is a priority, and, accordingly, by transformative-oriented communication.

The resulting set of conclusions makes it possible to formulate the following methodological recommendations in order to optimize the system of resource support for strategic management of innovative activity of business structures:

- the need to take into account the growth prospects of high-tech markets that can be used to implement the strategic priorities of the Russian Federation;
- creation of a more efficient production system and practical implementation of innovations;
- more extensive application of the results of fundamental and applied science;
- proactive measures to prevent and remove barriers to innovation;
- designing both new types of organizational management systems and the necessary new legal norms, advanced forms of management, fundamentally new management methods corresponding to the above trends.

All this makes it possible to essentially update the mechanism of resource provision of strategic innovation management of business structures, to achieve the objectives of the innovation development strategy, ensuring the maintenance of its balanced integrated dynamics and the transition to a new, transformational-oriented concept of state regulation of resource provision of strategic innovation management.

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