

Directions of strategic development and project management in Russia

A N Boyko^{1*}, O V Panina¹, A I Galkin¹ and S A Zudenkova¹

¹Financial University under the Government of the Russian Federation, 49 Leningradsky Avenue, Moscow, 125993, Russia

E-mail: ANBoiko@fa.ru

Abstract. The article investigates the present-day problems of strategic development in Russia and the possibilities of their solution on the basis of the project approach. The main problems of implementation of innovative development and project approach are defined and systematized. Methodological approaches to their solution and improvement of project management taking into account advanced innovative development are proposed. The main obstacle to the application of project management methodology is the lack of elaboration of methods, mechanisms and tools for the management of innovative projects in high-tech enterprises of Russia. Great hopes in Russia are centered on the development of a state innovative project management strategy, within which development and implementation of a program to restore production potential based on technological modernization of industry, as well as creation of a forward strategic fundamental scientific foundation for future development are necessary.

1. Introduction

The processes of integration of states into the system of world economic relations, acceleration of the democratization of society's life evoked the necessity of fundamental transformations in scientific approaches to the system of project management of the economy. At the beginning of the 21st century, it becomes quite clear that innovative principles of development tend to prevail as key factors for the sustainable economic growth. Compared with the traditional attraction of additional resources, the use of innovatively oriented development methods provides a higher level of return, so it is the innovation sphere that becomes the most influential factor in the competitiveness of each state in the international economic activity.

To ensure a breakthrough in Russia's scientific, technological and socio-economic development, to raise the living standards, to create comfortable conditions for life and work, the government of the Russian Federation set the goals of national development for the period until 2024. These goals include the following: to accelerate technological development of the Russian Federation and increase the number of organizations engaged in technological innovation; to ensure digitization in economy and in the social sphere; to put every effort into making Russia one of the top five world economies by enhancing economic growth so that growth rates would exceed the world rates and by maintaining macro-economic stability; to create a highly productive export-oriented sector relying on modern technologies and highly qualified workforce within the key branches of economy, primarily manufacturing industry and agriculture.

Project management is an approach that is becoming increasingly popular abroad as one of the



most effective and innovative management approaches. This management trend is also coming to Russia today, which is due to some obvious advantages of this approach compared to traditional ones. First of all, this is the opportunity to focus on the activities of individual centers of responsibility. Another reason for the growing interest of domestic managers in the project approach is a reduction in the level of activity risk, since the implementation of the project is preceded by detailed planning for the development of the situation in the future. In addition, despite certain political obstacles for Russia, domestic enterprises are more and more involved in the process of globalization of the economy, which obliges us to study foreign practices. Thus, the structuring of scientific, theoretical and applied aspects of project management is a significant contribution to the development of modern economic science and an actual direction of management.

Analysis of recent research and publications. The issue of selecting ways of strategic development of the country on an innovative basis, the definition of algorithms, methods, mechanisms for project management of innovation activities are constantly in the center of attention of such scientists as Bezugly (2017) [1], Gnatenko (2017) [2], Novikov (2007) [3], Fedorchak (2016) [4], Antipin I. A. (2018) [5], Lavrikova Y. G., Pryadein A. A., Suvorova A. V. (2016) [6], Surnina N. M., Shishkina E. A. (2013) [7], Kleiner G. B. (2010) [8], Brem A. (2011) [9], Sieradzka K. (2013) [10], Eremin N.M. [11] etc.

Unresolved issues that are part of a common problem. At the same time, the issues of the nature and role of the innovation strategy in the system of project management of the economy were and remain the most complex and need serious scientific and methodological study and grounding.

The aim of the article is to analyze and identify the essential features of innovative strategies for further use of the best practices in the development of mechanisms for the formation and implementation of them in Russia.

The economic growth, the factors of which are the quantity and quality of labor and natural resources and the volumes of fixed capital, ensure the development of key industries and the innovation sphere (science, education, high technologies, high-tech industries). The scientific and technical progress based on the transformation of science into a leading factor in the development of social production affects the scale and nature of production, changes the conditions, nature and content of labor, the sectoral and professional structure of society, as well as of the entire world economy.

Although traditional economics considers land, location, natural resources (minerals, energy), labor and the number of population [1] as key factors of competitive advantages for regions or countries, under present-day conditions the competitive advantage almost depends neither on the size of a country, nor on the availability of natural resources or even the size of financial capital. It is quite obvious that in the coming years those states will flourish that will be able to provide the most rational implementation of the professional abilities and talents of human resources, to master and introduce new knowledge into their activities, transform practical achievements into modern technologies and products better than other countries. For this purpose, it is advisable to use both declared government and market mechanisms that promote the rational reproduction, introduction and widespread dissemination of new technologies, and an increase in the output of products that are competitive in the domestic and global markets.

Modern scientific literature uses terms such as “innovation development strategy”, “innovation development strategy” or “innovation strategy”. Strategic planning and management have been extensively discussed in contemporary literature. There are different definitions of the term strategy (starting from the micro-level) (see table 1).

Qualitative changes in the structure of the economy occur due to the regulation of its components, reengineering of complex multi-layered business processes, changes in their algorithms, etc., for example, an increase in the share of manufacturing industries instead of extractive industries. The main reason for the emergence of the concept of “innovative development” is the need to continuously improve competitiveness and retain its level, the need to evaluate and develop predictive indicators for introducing innovations and their impact on functional and quantitative changes in both the internal elements of the economic system and this system as a whole.

Table 1. Definitions of the term "strategy". Source: it is made by the author.

Source	Definition
G. B. Kleiner	Strategy of an enterprise is a complex of coordinated decisions that have a major impact on the operation of this enterprise and that will have an all but irreversible long-term effect on its performance
M. Porter	Strategy is a set of offensive or defensive actions to create a defensible position in an industry, to cope successfully with competitive forces and thus get a higher return on investment
A. A. Thompson, A. J. Strickland III	Strategy is a set of competitive changes and business approaches that managers perform to achieve the best performance of the company. It is the managerial plan to enhance the organization's position in the market, boost customer satisfaction and achieve performance targets
I. Ansoff	Strategy is a set of rules for decision making to guide the behaviour of an organization
H. Mintzberg, J. B. Quinn, S. Ghoshal	Strategy is a combination of five Ps: 1. strategy as a plan; 2. strategy as a ploy – a manoeuvre intended to outwit an opponent or competitor; 3. strategy as a pattern, consistency in behaviour, whether or not intended; 4. strategy as a position, that is, a means of locating an organization in what organization theorists like to call an "environment"; 5. strategy as a perspective, its content consisting not just of a chosen position, but also of an ingrained way of perceiving the world
E. G. Animitsa, V.S. Bochko	Strategy is a prognostic plan incorporating mutually conditioned goals and objectives of the city's development, internal resources, policies and major organizational activities (or programs and projects) aimed at achieving the goals and implemented within the approved city policy
I. D. Turgel	Strategy is an institutionalized process of combining the existing and potential resources to achieve the key goals of urban development. This process relies on comprehensive analysis of the internal and external environment and should be approved by the local community
E. A. Utkin	Strategy is a detailed comprehensive plan intended to enable the organization to fulfill its mission and achieve its goals
R. A. Fatkhutdinov	Strategy is a program or a general plan of management to achieve strategic goals in any sphere
N. M. Surnina	Strategy is a direction, a trajectory of future development which is expected to lead to the achievement of desired goals

In the Russian and foreign scientific community, there is no single approach to the definition of innovative development. Analysis of a sufficient number of scientific sources devoted to innovative development shows that this concept is associated with the following aspects:

– innovative development consists of all decisions, activities and their results, from the recognition of the need or the problem, up to the research, development and commercialization of innovations through the absorption and adoption of advanced technologies by users, including their consequences and the process of knowledge transfer [12];

- a formal plan, or thought process, for mastering a new project from the idea stage to entering the market and beyond its limits [2];
- the growth of innovative potential subject to the reduction of the limited resource base of innovation [13];
- increased the level of competitiveness (while innovation is understood as the main factor of competitive advantage) [14];
- achieving the maximum efficiency of the innovation process due to the completeness and speed of movement in the innovation cycle [3];
- the ability to implement the technologies developed in economic activity, while understanding the degree of novelty of innovations under the driving factor of innovative development [15].

It is obvious that scientists consider the concept of “innovative development” in the narrow sense, from the viewpoint of the technological approach. But for the entire economic system of the country, innovative development is not only a set of technological advances that are used in the activities of enterprises and organizations, but the development of new industries and re-equipment of existing ones, improving their organization, eliminating inefficient industries, sustainable development of regions. The return on state decisions made here will be more significant compared with the traditional assistance to individual enterprises in the field of scientific and technological development.

Besides, Gnatenko introduced the distinction between the economic growth and economic development into economics, the latter primarily implies the emergence of something new, previously unknown, or in other words, innovation [2]. This is confirmed by the research of N. Kondratiev who considered the impact of innovation on the qualitative changes in the global economy in creating the theory of long waves of the economic situation in the 1920s. On the basis of extensive material of practical observations, he revealed empirical regularities accompanying long-term fluctuations in the economic life of the society. The scientist believed that at the beginning of the upward wave of each large cycle, radical changes occur in the economic situation, which is reflected in noticeable changes in the development of technology (which are preceded by technological discoveries and inventions). N. Kondratiev considered scientific and technical innovations to be of the foremost significance [16]. Today, in the phase of economic development of society, this process is intertwined with the direction of various sectors of the economy and enterprises to the innovative background.

Present-day scientists, along with large cycles of the economic situation characterized by Kondratiev (long waves or long-term cycles), consider medium-term and long-term cycles. Each of these types of cycles differs from the others by the length and degree of innovative transformations. Innovation and technological crises come to replace innovation cycles, the structure and nature of innovations is transformed. The beginning of a long-term wave is laid by epochal waves and a wave of basic (basic) innovations that fundamentally change the structure of the economy and its technological component when creating a new mode of production. They determine the turning points in the cyclical development of the economy of society. By definition, N. Shelyubskaya, basic innovation is a newly created material or means (method) that is used for the first time in the production, organization or creation of a market for a new, first-produced product. About once in half a century (50-55 years), there is a change (based on the cycle of basic innovations) of the dominant technological order, which underlies the Kondratiev wave and forms the vector of product competitiveness in the economy of the country. Once in ten years, the predominant generation of technology (technologies) changes, which is reflected in the wave of improving innovations that arise and operate within the existing technological paradigms.

Developing Kondratyev’s theory of long waves [15], Burkov and Novikov [11] introduced the concept of technological structures, which became the theory of long-term technical and economic development, its essence being “the uneven process of successive replacement of integral complexes of technologically related production – technological paradigms”. These scientists have studied in detail the content of each wave – paradigm. The first upward wave (the first technological wave) of 1785-1830 was based on the inventions and shifts in the textile industry and iron production. The growth in the period of the second wave (1830-1880) was primarily due to the development of

railways, the improvement of maritime transport (the core of the cycle was the emergence of the steam engine and railways). The third upward wave (1880-1930) is associated with inventions in the field of electronics, mass distribution of electricity, radio, etc. (this is the cycle of electricity and ferrous metallurgy). The fourth wave (1930-1980) was evoked by the development of high-speed highways, pipelines, telecommunications, electronic computers, and the development of air transport (the core of the wave was automobiles and synthetic materials). Today we are in the phase of the fifth innovation wave – an “intellectual” one – the core of which is the technologies of telecommunication systems, global computer networks, the Internet, satellite and cellular communications.

For the fifth wave, human (intellectual) capital is a characteristic innovation resource, since the most effective growth of the national economy and the largest incomes of the population are observed not in the country where goods and services are produced at low prices, but in the country where the innovative products in demand on the market are produced, optimal schemes of its industrial production are applied, the marketing system of their sale and protection against fakes is perfectly arranged.

Thus, innovations transmit the economic situation from the reducing to the increasing path of development, evoking the wave formation and being the basis of high-quality economic transformations. Therefore, we believe that the use of the term “innovative development” is a repetition of similar in economic content expressions of words or, if guided by logic, this is an identical statement. Development is impossible without innovation, and innovation is impossible without development.

2. Materials and methods

Experimental technique of the investigation mainly embraces following theoretical methods:

- theoretical analysis of the academic literature and academic books;
- comparison of the different data;
- generalization of the given data;
- synthesis of the results.

As a part of the study works of such scientists as Bezugly, Burkov, Novikov, Gnatenko, Shelyubskaya, Ghazaryan, Kamolov, Kondratiev were used.

During the research theoretical basis of the following study was analyzed, various aspects of the innovative development were studied, views of matter under discussion of different scientists were considered, special opportunities of project management strategy were examined, principles of the main goal of the innovation strategy achieving were learned and the priority goals of the national innovation strategy in the Russian context were developed.

3. Results and discussion

There are many interpretations of the concept of innovation strategy for project management of the economy, and this indicates the absence of consensus in the scientific community and a common approach to this problem. A detailed definition of the essence of the innovation strategy is considered in the work by S. Ghazaryan [13]. In general, the following basic approaches to the scientific study and understanding of the essence of the “innovation strategy” of the economic system can be distinguished:

- it is understood as a result of combining theoretical developments in the field of innovation and strategic management;
- it is defined as an element of innovative activity and attribute of its productivity and efficiency;
- it is presented as a form of complex long- and medium-term planning of innovation activities;
- it is interpreted as a means of minimizing innovation risks.

Table 2 presents the synthesis of the typology of innovative development strategies. Therefore, the most important elements regarding the classification criteria, types of strategies were collected and there is also a short description of them.

As we can see, each of the abovementioned strategies does not function spontaneously, because

specific relationships can be noticed among them. The enterprise (sector), defining and implementing a given innovation strategy, determines the fundamental factor in its implementation. The consequence of such a process is the fact that the remaining factors of other strategies are subordinated to the overarching strategy.

Table 2. Synthesis of the typology of innovative development strategies.

Source: it is made by the author.

Classification criteria	Types of strategies	Characteristic
The goals of innovation	product, process and organization al	new products, new functional features, new processes, modernization of old processes, implementation of new organizational systems, increase in management efficiency
Factors of innovation	R + D	development of own R & D base, cooperation with external R & D units
	purchase of a license	purchases of domestic and foreign licenses
	staff training	creating own intellectual potential, occasional education; shortening the innovation cycle
Ways of implementing innovations	pioneer	isolated, bound, market leader
	imitative	isolated, bound, cost leader
A reference to ecological problems	cost reductions	cost reductions at the producer and operating costs at the customer's
	improving quality	production of ecological products
	greening	greening of products, processes, packaging
Market	customer education	permanent, occasional
	searching for new markets	education, constant contact with the client,
	maintaining old markets	convenience in purchasing consumer goods, shares of "eco" products

In implementing the development strategy, it is important to analyze both the main and strategic goals. Establishing them will allow us to manage our innovation strategy in a better and more effective way.

In this case, the main goal will only be realized if the second- order goals are met, namely the strategic goals. Three of them refer to processes that effect in increasing innovation. The other two focus on providing the potential for innovation, which is built through shaping attitudes and developing knowledge in society. It is worth adding that each of the strategic goals has also assigned an operational objective.

Each of these approaches characterizes a certain aspect of the innovation strategy of the economic system, emphasizing its most significant features and characteristics. From the above definitions, it is also clear that the place of innovation development strategy in the long-term planning and project management of the state is fundamental. Currently, a significant number of researchers consider it as one of the competitive or functional strategies. But from the standpoint of a systematic approach to the innovative development of the state, in our opinion, it is worth considering project management as a basic strategy (model) of innovative development.

The innovative activity of Russian enterprises is presented in table 3. After analyzing the data of table, it is worth noting that since 2015 the proportion of organizations implementing technological innovations in the Russian Federation has been declining. Most enterprises in 2018 used technological investments in the Central Federal District, this is due to the fact that the Central Federal District

includes a city of federal significance (Moscow), as well as the Lipetsk Region, which is the leader in the production of refrigerators and freezers in Russia. The dynamics of innovative activity of Russian enterprises is presented in Figure 1.

Table 3. Innovative activity of Russian enterprises (the proportion of organizations implementing technological, organizational, marketing innovations in the reporting year, in the total number of organizations examined). Source: it is made by the author.

Region	2014	2015	2016	2017	2018
Russian Federation	10.1	9.9	9.3	8.4	8.5
Central Federal District	10.7	10.9	10.9	10.3	9.9
Northwestern Federal District	10.7	10.3	9.6	8.3	8.6
Southern Federal District	7.2	7.7	7.6	7.1	8.4
North Caucasus Federal District	5.9	6.5	4.7	2.9	3.2
Volga Federal District	11.7	11.4	10.6	9.4	9.1
Republic of Bashkortostan	12.3	10.4	9.1	7.3	7.4
Mari El Republic	8.8	7.1	8.3	5.9	7.1
The Republic of Mordovia	16.9	18.3	16.6	13.4	12.5
Republic of Tatarstan	21.0	20.5	20.5	21.3	22.2
Udmurtia	10.3	10.5	10.2	7.6	6.7
Chuvash Republic	18.8	23.7	24.0	24.5	24.7
Perm region	11.4	11.1	10.5	7.9	6.4
Kirov region	9.1	9.4	9.8	9.6	9.5
Nizhny Novgorod Region	15.4	14.3	13.5	12.8	11.1
Orenburg region	12.5	12.4	10.8	7.1	6.4
Penza region	15.6	17.1	14.7	20.1	20.7
Samara Region	5.4	5.8	5.0	3.9	4.3
Saratov region	6.4	6.8	6.3	4.8	5.0
Ulyanovsk region	7.1	5.1	5.2	3.6	3.4
Ural federal district	9.6	8.9	7.9	8.2	8.2
Siberian Federal District	9.1	8.8	8.0	6.9	7.3
Far Eastern Federal District	9.5	8.9	7.2	6.4	6.4
Region	2014	2015	2016	2017	2018
Russian Federation	10.1	9.9	9.3	8.4	8.5
Central Federal District	10.7	10.9	10.9	10.3	9.9
Northwestern Federal District	10.7	10.3	9.6	8.3	8.6
Southern Federal District	7.2	7.7	7.6	7.1	8.4
North Caucasus Federal District	5.9	6.5	4.7	2.9	3.2
Volga Federal District	11.7	11.4	10.6	9.4	9.1
Republic of Bashkortostan	12.3	10.4	9.1	7.3	7.4
Mari El Republic	8.8	7.1	8.3	5.9	7.1
The Republic of Mordovia	16.9	18.3	16.6	13.4	12.5
Republic of Tatarstan	21.0	20.5	20.5	21.3	22.2
Udmurtia	10.3	10.5	10.2	7.6	6.7
Chuvash Republic	18.8	23.7	24.0	24.5	24.7
Perm region	11.4	11.1	10.5	7.9	6.4
Kirov region	9.1	9.4	9.8	9.6	9.5
Nizhny Novgorod Region	15.4	14.3	13.5	12.8	11.1
Orenburg region	12.5	12.4	10.8	7.1	6.4

Penza region	15.6	17.1	14.7	20.1	20.7
Samara Region	5.4	5.8	5.0	3.9	4.3
Saratov region	6.4	6.8	6.3	4.8	5.0
Ulyanovsk region	7.1	5.1	5.2	3.6	3.4
Ural federal district	9.6	8.9	7.9	8.2	8.2
Siberian Federal District	9.1	8.8	8.0	6.9	7.3
Far Eastern Federal District	9.5	8.9	7.2	6.4	6.4

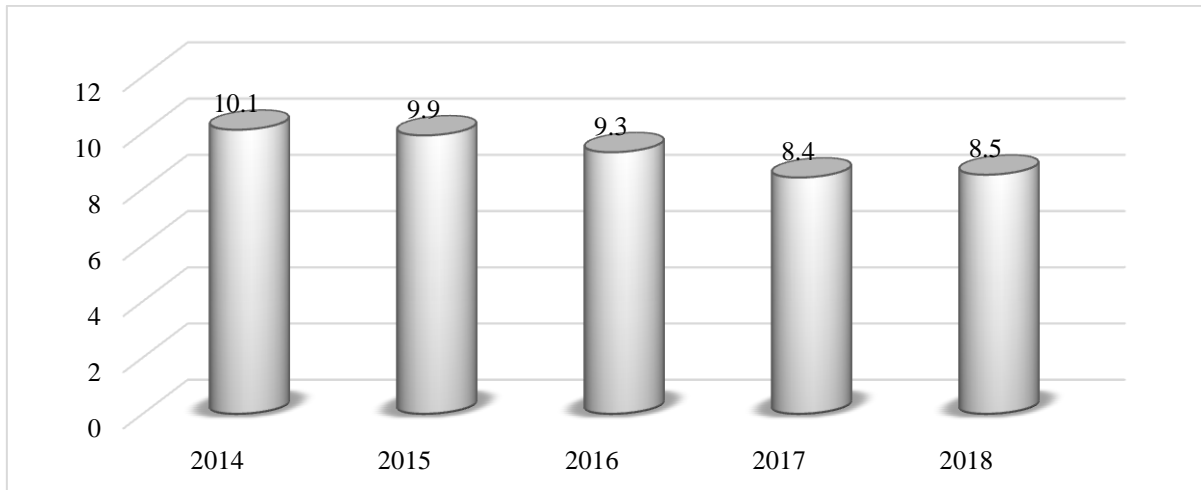


Figure 1. Dynamics of innovative activity of Russian enterprises. Source: it is made by the author.

Having a sound project management strategy gives the state a number of special opportunities:

- with more efficient activities of enterprises operating in the same and closely located spheres, a so-called synergistic effect occurs;
 - formation of a capable national innovation system;
 - use of research results, which, in its turn, causes changes and a corresponding economic effect, and this process has a feedback;
 - the “second-wave technologies” occur, i.e. the most important strategic resource of developed countries;
 - the importance of small enterprises and individual specialists in the innovation process increases;
 - small venture is promoted;
 - a “technological gap” occurs, which is reflected in the technical failure of developing countries compared with developed countries that have key technologies of the post-industrial era;
 - the so-called “closing technologies” appear, i.e. production methods or technologies, as a result of the appearance of which, entire sectors of the economy, types of products and human resources become ineffective, less necessary or even unnecessary;
 - education, science and knowledge as a strategic potential acquire paramount importance.
- Moreover, in the context under consideration, it is important to consider the role of not general education, but of the creative potential and level of the scientific and technical elite. The main feature of the project management strategy is the combination of two directions of influence in it, the first of which is aimed at the international environment and contributes to increasing the country’s competitiveness among other players on the world market, and the second one is aimed at ensuring the internal optimization of the national economy.

We believe that the answer to the question about the restructuring of the economy of the Russian Federation, bringing it to the international level in terms of competitiveness and economic security is

solely in the direction of implementing a viable state innovative project management strategy, which should be based on the development of the technological base of production, positive changes in its structural organization due to the implementation of the innovation process, which will enable ability to achieve cost savings or provide appropriate conditions for this.

The main goal of the innovation strategy of the project management of the state is to ensure a high level of welfare of the population, boost the development and mastering of new products and services with high competitiveness indicators in the world market, preferential use of advanced environmentally friendly, safe, energy- and resource-saving industries, as well as consolidating strong geopolitical positions of the state. This can be achieved by adhering to the following principles:

- a high level of adaptability: an innovative project management strategy should evolve over time, that is, allow making adjustments to its course and, perhaps, even allowing to reduce losses on innovation if necessary. An innovative project management strategy and appropriate execution should be able to adapt to new ideas, even if it requires moving in several directions;
- adequacy of resources: the volume of resources should now be available for the successful implementation of innovations. Resources in the specified context include finance, hardware, software, human resources, etc.
- recognition of the priority of the model of innovative development of the economy;
- knowledge and skills: assessment of the current level of skills and knowledge from innovation users;
- sufficient time and time compensation for innovation users to get the appropriate education and become experts in how to use innovation. This condition refers not only to the willingness to provide time, but also to the willingness of innovation users to spend time on learning how to implement the project management strategy;
- maximum use of market mechanisms to enhance innovation and entrepreneurship;
- appropriate use of the scientific and technical potential of the state and the introduction of organizational transformations in the structure of the scientific and technical component;
- reduction to one vector of efforts of developers, product manufacturers and investors.

We believe that the priority goals of the national innovation strategy in the Russian context are as follows:

- development of an innovative project management system aimed at increasing the effectiveness of cooperation between the three key parties: government agencies, the academic sector and business;
- innovative support of the entire sector of the latest technologies in the Russian Federation aimed at ensuring the technological security of the state;
- stimulation of the innovation potential of the business sector and the development of favourable environment for its continued existence;
- increasing the intensity of knowledge circulation and interaction between industry and scientific institutions;
- strengthening the capacity of research institutions to develop innovation and conduct technology transfer;
- empowerment of human resources, development and implementation of educational programs at all educational levels;
- stimulation of increased productivity of the national economy in the direction of achieving competitive results based on the best practices;
- preservation and increase of national wealth;
- ensuring sustainable rates of economic development.

4. Summary

Considering the above, the following conclusions can be drawn:

1. The dynamics of economic cycles, especially of the last phase, confirms that the optimal model,

able to provide a transition to the new technological wave, is an innovative model of economic system development, based on its qualitative changes, caused precisely by the emergence and spread of innovations.

2. Development of strategic development. Strategic development of the economy based on the mechanisms of project management of the state is impossible without the use of new technologies and methods in all spheres of its life.

3. Great hopes in Russia are centered on the development of a state innovative project management strategy, within which development and implementation of a program to restore production potential based on technological modernization of industry, as well as creation of a forward strategic fundamental scientific foundation for future development are necessary.

5. References

- [1] Bezugly O V 2017 *Management of regional projects in the context of territorial development tasks* (Management of regional development projects: materials of the scientific-practical conference) 9-14
- [2] Gnatenko A I 2017 Features of strategic planning as a means of managing regional development. In *Regional Development Project Management*. Science publishing house. Moscow
- [3] Novikov D A 2007 *Project Management: Organizational Mechanisms* PMSOFT publishing house Moscow
- [4] Fedorchak O V 2016 *Project Approach as an Innovative Mechanism of Public Administration* (Science) **3** 346-353
- [5] Antipin I A 2018 *Strategic priorities in the development of large Russian cities (R-economy)* **4** 144-150
- [6] Lavrikova Y G, Antipin I A, Pryadein A A, Suvorova AV 2016 *Major City Development Forecast: Designing the Innovative Future* (Economic and Social Changes: Facts, Trends, Forecast) **6** 214-235
- [7] Surnina N M, Shishkina E A 2013 *Developing the Methodology for Regional Strategic Planning: Increasing Coherence and Effectiveness* (Upravlenets = The Manager) **1** 56-63
- [8] Kleiner G B *Systemic Structure and Systemic Regulation of Economy*. In G.B. Kleiner (Ed.) 2010 (System Analysis in Economics: Proceedings of Scientific and Practice Conference) **24-25** 90-96
- [9] Brem A 2011 *Linking innovation and entrepreneurship – literature overview and introduction of a process-oriented Framework* (International Journal of Entrepreneurship and Innovation Management) **1** 14
- [10] Sieradzka K 2013 *Innovativeness of enterprises in Poland* (Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis) **7** 2729-2735
- [11] Eremin N M, Ryabov P A 2020 *Monitoring of innovative development of naukographs* (Modern Economy Success) **1** 109-115
- [12] Burkov V N, Novikov D A 2016 *How to manage projects* Sinteg publishing house Moscow
- [13] Shelyubskaya N 2016 *Indirect methods of state stimulation of innovations: the experience of Western Europe* (Problems of Theory and Practice of Management International journal) **3** 6-9
- [14] Ghazaryan S 2018 *Theoretical substantiation of the ways of introducing advanced foreign experience in regional development project management* (Regional development project management: materials of the scientific-practical conference) 25-30
- [15] Kamolov S G 2017 *Digital public governance: trends and risks*, Department of Public Administration and Law (Bulletin of MGIMO University) **1** 185-194
- [16] Kondratyev N D 2008 *Large conjuncture cycles and the theory of foresight: Selected works*. Yu V Yakovets, L I Abalkin (ed) (Economy publishing house) Moscow

Reproduced with permission of copyright owner. Further reproduction prohibited without permission.