

Summary

Subject matter of qualification paper (Master's dissertation): FORMATION AND REALIZATION OF INNOVATIVE DEVELOPMENT STRATEGY OF GAS INDUSTRY ENTERPRISES (based on the example of innovative development strategy of PJSC "GAZPROM")

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Information about internship organization: JSC "Gazprom gazoraspredelenie Cherkessk" as a structural subdivision of PJSC "Gazprom".

Relevance of the research: The intensification of economic processes in the oil and gas sector and limited natural resources determine the need for the transition of the gas industry enterprises for an innovative type of development, allowing them to provide sustainable functioning through the effective use of their own potential opportunities, focusing on the development of science and technology. The most important reason, forcing gas industry enterprises to move to the innovative path of development, is a tough competition in the international market as well.

Objective of qualification paper (Master's dissertation): is development of theoretical positions, scientific and practical recommendations to improve the formation and implementation of innovative development strategy processes of the gas industry enterprises in Russia on the basis of analyzing innovative development program of PJSC "Gazprom" to 2020.

To fulfill the objective of the final qualification paper, the following **tasks** were set:

- to characterize the innovative activity of the enterprise as an essential element of its development;
- to reveal the concept and essence of innovative enterprise development strategy;
- to examine the process and methods of formation and implementation of enterprise innovative development strategy;
- to distinguish the peculiarities of the basic activities and structure of the gas industry enterprises, which are members of the PJSC "Gazprom" Group;
- to carry out research of necessity, challenges and opportunities of state regulation in innovative development of the gas industry enterprises of Russia;
- to analyse existing trends and elements of innovative development program of PJSC "Gazprom" to 2020;
- to consider the possibility of applying the concept of gas industry

enterprises business management as a mechanism of innovative development strategy formation;

- to make recommendations on the development of innovative corporate culture, as well as to investigate its impact on the implementation of innovative development strategy;

- to single out recommendations relating to the reform of the innovative activity management structure at gas industry enterprises.

Scientific novelty of the research consists in developing a theoretical and methodological basis of the systemic approach and practical recommendations for the formation and implementation of the innovative development strategy of gas industry enterprises, based on the use of innovative management concept, innovative corporate culture and an adequate control system to ensure strategic orientation in market conditions.

Theoretical significance of the research lies in extending theoretical knowledge on enhancing the processes of formation and implementation of the innovative development strategy for gas industry enterprises, and systematization of scientific knowledge in this sphere. The theoretical and methodological results are modified into specific recommendations for Human Resources department to develop and implement innovations.

Practical significance of the research is determined by the fact that the results of the research study can be used in practical activity of PJSC "Gazprom" in order to improve the formation and implementation of innovative development strategy. Directly developed recommendations are of practical interest for personnel services, strategic planning services and engineering services of gas industry enterprises.

Results of the research:

To realize market opportunities the organization implements strategic innovation management. A strategy is a plan and course of action, which determine the allocation of resources, retaining the obligation to implement certain actions in time to achieve their goals. Depending on the object of strategic management the scientists distinguish: corporate strategy; business strategy; functional strategy. In the world of new technologies strategy and innovation should merge, as innovations increasingly define the basic prospects of enterprise development.

The algorithm of strategic behavior formation for an innovative organization can be represented by the following successive stages: "analysis" (assessment of external and internal environment, definition of mission, formulation of goals); "planning" (the choice of strategy, setting goals); "realization" (plans development, structural changes and the formation of corporate and innovation culture, formation of budgets); "control" (operative management, evaluation and monitoring).

Recommendations:

- to make the transition from a closed to an open management concept, implying the existence of an innovative outlook of the gas industry enterprise;
- to form the concept of innovative development and methods of improving efficiency, which is a document of a more global level and requires a different philosophical approach to the gas industry;
- to use the following mechanism of innovative development of gas industry enterprise formation: defining the concept of gas industry enterprise management; selection of organizational and financial flows, as objects of management, and establishing management center; monitoring of institutional and financial flows; analysis of monitoring data, adoption and implementation of the necessary decisions;
- as an instrument of formation and implementation of innovative development strategy for gas industry enterprises innovative corporate culture should be used which is conducive to innovation and consists of: innovative culture of workers (except managers); innovative leadership culture; the impact of the company's history of innovation; the impact of the enterprise innovation potential; the impact of innovative capabilities of the enterprise;
- to develop a special program for the formation of corporate culture, which includes the following steps: collection and analysis of information; program of action; creation of preconditions; the formation of innovation culture of the gas industry enterprise; implementation of the program to form the innovative culture of gas industry enterprises; control over the formation of innovative culture;
- to implement a project element in the functioning of the organizational structure of gas industry enterprise through the program-target method, which will contribute to the effective formulation and implementation of innovative development strategy.