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FEATURES OF THE DEVELOPMENT OF TOOLS FOR PLANNING INNOVATION ACTIVITY OF ENTERPRISES

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Abstract. *The peculiarities of the development of modern tools for planning the innovation activity of enterprises in the conditions of the digital economy are considered. Attention is focused on the integration of strategic, analytical and managerial approaches that ensure the efficiency of the innovation process and increase the competitiveness of the enterprise.*

Keywords: *innovation activity, planning, tools, digital analytics, adaptive management.*

Introduction. In the context of global competition and technological changes, planning of innovation activities is becoming a key factor in increasing the efficiency of enterprises. Modern tools should ensure the integration of strategic vision, digital analytics and operational flexibility, which allows enterprises to respond to market challenges and risks in a timely manner.

Main text. In modern conditions of global competition and technological dynamics, innovation activity becomes a determining factor in the sustainable development of enterprises. The formation of effective tools for innovation planning is a necessary prerequisite for increasing innovation capacity, minimizing risks and ensuring strategic flexibility. Planning of innovation activity is the process of forming a system of goals, means and resources for the implementation of the innovation strategy of the enterprise. Its development is based on the principles of adaptability, integration and orientation to the result. Adaptability means responding quickly to changes in the environment; integration — coordination of strategic, analytical and operational levels; result-oriented — reliance on data, KPIs, and evidence-based solutions. Modern tools for planning innovation activities are based on the synthesis of such components (Tab. 1). This combination forms an innovative management circuit that integrates the analytical, strategic and executive planning planes.

Table 1 - Components of modern tools for planning innovation activity of enterprise

Components	Characteristic
Analytical block	Application of digital technologies, Big Data, predictive analytics
Strategic block	Foresight, scenario planning, identification of innovation priorities, development roadmaps, KPIs of systems
Organizational and management block	Agile management methods – agile, lean innovation, open innovation
Financial and risk block	Real options analysis, stage investing, crowdfunding, life cycle analysis

Notes: grouped by authors *3a* [1-2].

Let us highlight the following features of the development of tools:

- transition from linear to dynamic planning, taking into account rapid changes in the technological environment;
- use of digital platforms and analytical systems to monitor innovation processes in real time;
- application of adaptive management models and scenario planning;
- strengthening the integration of the strategic and operational levels of planning through an innovative management circuit;
- focus on the effectiveness and value component of innovations, and not only on resource indicators.

The main challenges remain high market uncertainty, investment deficit and low level of digital maturity of enterprises. Improving the toolkit involves: creation of unified digital platforms for innovation management; development of analytical competencies of management; implementation of a KPI system for monitoring innovation efficiency.

Summary and conclusions.

The development of tools for planning innovation activities allows enterprises to use resources efficiently, increase innovation culture, reduce time horizons for the introduction of innovations and provide strategic flexibility in a changing environment. The development of tools for planning innovation activities of

enterprises is aimed at the formation of an adaptive, analytical and integrated approach to management. The combination of strategic vision, digital analytics and operational agility creates the basis for effective innovative development, increases the effectiveness of decisions and strengthens the competitiveness of enterprises in the digital age. It is these approaches that ensure the sustainability of innovative development of enterprises in modern conditions.

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