

**STRATEGIC MANAGEMENT OF INNOVATIVE CHANGES IN THE RUSSIAN  
ECONOMY: ASSESSMENTS AND MAIN APPROACHES**

**GESTÃO ESTRATÉGICA DE MUDANÇAS INOVADORAS NA ECONOMIA  
RUSSA: AVALIAÇÕES E PRINCIPAIS ABORDAGENS**

**GESTIÓN ESTRATÉGICA DE LOS CAMBIOS INNOVADORES EN LA  
ECONOMÍA RUSA: EVALUACIONES Y PRINCIPALES ENFOQUES**

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## ABSTRACT

The article presents the results of research into the processes of managing innovative changes in the Russian economy. It demonstrates the main trends that have developed in the management of modern companies and the factors and conditions for their implementation within the framework of organizational, marketing, and digital support. The authors conclude that this kind of support plays a major role in achieving high results in managing innovative changes. It serves as a growth point in the efficiency of companies, stimulating innovative changes in their organization and forming their high investment activity. The scientific interpretation of the need for innovative changes in the Russian economy determines the relevance of this article because organizational, marketing, and digital support is crucial for managing innovative changes. Conditions are created to increase the efficiency of using and intensifying existing resources, which emphasizes the scientific significance of the article. The methodological base of the study is formed in conformity with the theories of innovation economics, information society, innovation-oriented marketing, and its modernization and informatization. As a result, the article substantiates the concepts of an apparatus for the effective management of innovative changes in the Russian economy, proposing several tools for the effective use of innovative resources of modern companies and presenting an original vision of the prospects for managing innovative changes through organizational, marketing, and digital support.

**Keywords:** innovative changes, management in the field of innovation, innovation in demand, drivers of economic growth, digitalization, marketing, informatization.

## RESUMO

O artigo apresenta os resultados de pesquisas sobre os processos de gestão de mudanças inovadoras na economia russa. Demonstra as principais tendências que se desenvolveram na gestão das empresas modernas e os fatores e condições para a sua implementação no âmbito do suporte organizacional, de marketing e digital. Os autores concluem que este tipo de apoio desempenha um papel importante na obtenção de resultados elevados na gestão de mudanças inovadoras. Serve como ponto de crescimento na eficiência das empresas, estimulando mudanças inovadoras na sua organização e formando a sua atividade de alto investimento. A interpretação científica da necessidade de mudanças inovadoras na economia russa determina a relevância deste artigo porque o apoio organizacional, de marketing e digital é crucial para a gestão de mudanças inovadoras. Criam-se condições para aumentar a eficiência na utilização e intensificação dos recursos existentes, o que realça o significado científico do artigo. A base metodológica do estudo é formada em conformidade com as teorias da economia da inovação, da sociedade da informação, do marketing orientado para a inovação e da sua modernização e informatização. Como resultado, o artigo fundamenta os conceitos de um aparato para a gestão eficaz das mudanças inovadoras na economia russa, propondo diversas ferramentas para o uso eficaz dos recursos inovadores das empresas modernas e apresentando uma visão original das perspectivas de gestão das mudanças inovadoras através suporte organizacional, de marketing e digital.

**Palavras-chave:** mudanças inovadoras, gestão no domínio da inovação, inovação na procura, motores de crescimento económico, digitalização, marketing, informatização.

## RESUMEN

El artículo presenta los resultados de una investigación sobre los procesos de gestión de cambios innovadores en la economía rusa. Demuestra las principales tendencias que se han desarrollado en la gestión de empresas modernas y los factores y condiciones para su implementación en el marco del soporte organizacional, de marketing y digital. Los autores concluyen que este tipo de apoyo desempeña un papel importante a la hora de lograr altos resultados en la gestión de cambios innovadores. Sirve como punto de crecimiento en la eficiencia de las empresas, estimulando cambios innovadores en su organización y formando su alta actividad inversora. La interpretación científica de la necesidad de cambios innovadores en la economía rusa determina la relevancia de este artículo porque el apoyo organizacional, de marketing y digital es crucial para gestionar los cambios innovadores. Se crean las condiciones para aumentar la eficiencia del uso y la intensificación de los recursos existentes, lo que enfatiza la importancia científica del artículo. La base metodológica del estudio se forma de conformidad con las teorías de la economía de la innovación, la sociedad de la información, el marketing orientado a la innovación y su modernización e informatización. Como resultado, el artículo fundamenta los conceptos de un aparato para la gestión eficaz de los cambios innovadores en la economía rusa, proponiendo varias herramientas para el uso eficaz de los recursos innovadores de las empresas modernas y presenta una visión original de las perspectivas de gestión de los cambios innovadores a través de soporte organizacional, de marketing y digital.

**Palabras clave:** cambios innovadores, gestión en el campo de la innovación, innovación en la demanda, impulsores del crecimiento económico, digitalización, marketing, informatización.

## 1. INTRODUCTION

Factors and conditions for the development of innovations in the modern economy interpret their implementation as a set of results that initiate positive dynamics in the main directions of production, technical, technological, management, and digital development (Voronina et al. 2023; Trofimov et al. 2022). According to P. Drucker, innovation should be regarded as a new result of creative activity in the form of a new or improved product or technology applicable and capable of satisfying specific needs, aimed at the implementation of innovative ideas and know-how to meet consumer requirements (Drucker, 2007; Safronova et al. 2023). In this connection, the innovation process is the activity of creating and disseminating innovations.

For an innovative company to achieve a favorable position, it is important to ensure and maintain competitive advantages through rapid entry into the market with innovative goods and services (Ragimkhanov & Zhukovskaya, 2023). The key to maintaining competitiveness is the effective use of research and development in the process of promoting innovation (Agasyeva et al. 2023; Nikolenko & Semina, 2022).

A driving force for the development of innovation processes is government regulation. State policy in the field of innovation, i.e., the development of innovation-oriented legislation, can significantly intensify innovation processes and stimulate companies in various industries and areas to invest in the development and manufacturing of innovative products, services, and technologies to ensure social, economic, and environmental evolution (Sadovnikova & Kuznetsov, 2023; Panasenko et al. 2023). For example, a large-scale policy in this area is the State Program of the Russian Federation “Economic Development and Innovative Economy” which has been successfully implemented in recent years (O vnesenii izmenenii v gosudarstvennuyu programmu Rossiiskoi Federatsii, 2021).

Effective innovation management plays a crucial role in ensuring innovative changes in the Russian economy (Petrina et al. 2023; Kozhabayev et al. 2023). Innovation management, which is a system of principles, methods, tools, and strategies for managing innovation processes, comprises the results of scientific research and development, the creation of Internet systems and complexes of computer equipment that multiply the intellectual capabilities of their operators, etc. (Borshch, 2019;).

For the rapid implementation of innovations, organizational, marketing, and digital support is required. The realization of this potential increases the relevance and significance of the article.

## 2. METHODS

The theoretical and methodological basis of this study is a complex of provisions and interpretations of some theories and concepts: innovation management, management theory, the theory of innovation economics, information society, innovation marketing, and the concept of modernization and informatization. We applied a systematic approach and used the following scientific methods: observation, comparison, description and evaluation, historical,

quantitative, and qualitative analysis, and structuring. The information and empirical base includes data from the Federal State Statistics Service and Russian associations of institutional market operators and statistical and information publications in the field of innovation. We utilized the results of some articles and monographs posted on various Internet sources.

### 3. RESULTS AND DISCUSSION

Changes in the field of innovation in the modern economy are considered by many authors. At present, the imperatives of innovation management include organization and planning; proactive management together with the development of plans for the implementation of innovations; activation of innovative activity; coordination to implement plans and improve the business climate; comparison of planned and actual economic parameters, etc. (Uskov, 2022; Golova, 2021). We need to highlight two scientific opinions.

S.Yu. Glaz'ev, an academician of the Russian Academy of Sciences, provides valuable and forward-looking interpretations of the modern transformation of innovations in the Russian economy. In one of his articles, Glaz'ev (2022a) highlights the importance of accelerating the implementation of innovations in Russia and the world to expand the use of personal and specialized computers, bioengineering, information and communication technologies, etc. This means the complete transition to a new technological structure. Thus, the Russian economy is acquiring the features of noonomy and acting as the core of a new technological and economic structure (Glaz'ev, 2022b).

According to Glaz'ev (2022a), innovation is traditionally viewed as a set of results of innovative activity that initiate positive dynamics in the main directions of production and technological development of the economy.

The ecosystem approach to managing innovation processes in Russian regions outlined by Professor I.M. Golova (2021) corresponds to modern changes in the Russian economy. This approach is based on the interpretation of regional innovation systems as a set of public and private organizations and the mechanisms of their interactions. The ecosystem approach formulated by Golova brings the understanding of the development of innovation systems and their management to a new level.

In the current challenging conditions connected with Russia's striving to succeed in the special military operation, an accelerated transition to an innovative development paradigm should be considered an objective need to ensure sustainable and stable growth as a real factor in approaching victory. The Strategy of Scientific and Technological Development of the Russian Federation (2016) recognizes the transformation of science and technology as a key factor in Russia's development and ensuring its ability to effectively respond to modern challenges. This document also determines priorities for scientific and technological development.

However, Russia holds a mediocre position in the world, given the low indicators of innovation activity and their minor positive changes in recent years (Table 1).

According to the data, the level of innovativeness in Russia amounted to 11.9% in 2021. This indicates that Russia is currently in a bad state in relation to innovation activity and the development of science. However, there are also positive aspects. An increase in research costs over the past two years compensates for their decrease in 2018. There is still a trend towards the development of fundamental research, accelerating the growth of intellectual capital, and increasing the number of highly qualified scientific personnel. In Russia, some areas of science are developing at an accelerated pace (medicine, biology, pharmaceuticals, tech, space research, energy, etc.), which shows positive trends (Gazprombank, 2023).

In recent years, the share of highly qualified scholars (doctors and candidates of sciences) has increased from 24.9% in 2000 to 28.7% in 2021 (Anisimov et al., 2023).

**Table 1.**

Main indicators of innovation activity in the Russian Federation between 2019 and 2021

No.	Indicators of innovation activity	2019	2020	2021	2021 vs. 2019
1	Level of innovation activity of companies, %	9.1	10.8	11.9	+2.8
2	Share of companies that implemented technological innovations in the total number of surveyed companies, %	21.6	23.0	23.0	+1.4
3	Volume of innovative goods, works, and services, billion rubles	4,863.4	5,189.0	6,003.3	+1,139.9
4	Share of innovative goods, works, and services in the total volume of goods shipped, works performed, and services provided, %	5.3	5.7	5.0	-0.3
5	Costs of innovation activities, billion rubles	1,954.1	2,134.0	2,379.7	+425.6

6	Share of costs for innovation activities in the total volume of goods shipped, work performed, and services provided, %	2.1	2.3	2.0	-0.1
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Source: compiled by the authors based on data from (Galkin et al., 2022; Anisimov et al., 2023)

In 2023, academician A.G. Aganbegyan stated that the main advantage of the Russian economy was the high intelligence and education of people. In terms of the quality of education, Russia is positioned high in the UN world rankings (Russian Presidential Academy of National Economy and Public Administration, n.d.).

The most important feature of innovation-oriented companies is their active digitalization. Table 2 presents digital means of supporting decision-making on the most important issues of modern marketing in innovating companies. They reflect brand-new technologies such as big data, digital modeling, augmented reality, cloning of goods, services, and information, artificial intelligence, the Internet of Things, etc.

**Table 2**

Digital means of supporting the modern market activity of innovative companies

No.	Key issues addressed in company marketing	Digital technologies used to solve key issues	Actions of an innovating company to solve key issues of modern marketing
1	What to produce?	Big data, digital modeling, augmented reality, cloning of goods, services, communications, and information	Collection and analysis of qualitative and quantitative information about consumer requests and manufacturer capabilities. Long-term modeling of consumption of goods and services of a given company
2	Who is the producer?	Planning the behavior of a manufacturing company based on augmented reality and analysis of the behavior of other manufacturers on the market	Rationalization of the relationship between competition and cooperation of commodity producers based on agent-based modeling



3	Who is the consumer?	Big data, blockchain, network information databases about consumers	Complete confidentiality of consumer information and its systematization. Unlimited time and space for storage of information about institutional and individual buyers of goods, services, works, projects, etc.
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Source: compiled by the authors based on data from (Galkin et al., 2022; Gazprombank, 2023; Ketova, 2022)

These data indicate that digital technologies used to solve key issues in the activities of a modern company contribute not only to the development of innovative competencies but also to managing the process of introducing innovations and stimulating their formation.

To a certain extent, these issues are solved within the framework of innovation clusters and science cities, which represent the second level in the innovation management complex, namely the mesosystem.

Currently, there are 31 innovative and 44 industrial clusters operating in innovative sectors of the Russian economy (Klastery Rossii, n.d.).

The main advantage of clusters is the possibility of simultaneous production of various types of innovations and the implementation of innovative solutions in companies within clusters and science cities.

Organizational support for innovation management at the macro level is provided through the implementation of innovation policy.

The methods of stimulating innovation activity at the state level are as follows:

- The development of digital platforms;
- The formation and comprehensive development of the cloud services market;
- The provision of mobile Internet access to a larger number of Russian residents;
- The intensification of the activities of data storage and processing centers;
- The creation of a digital environment and provision of reliable telecommunications means.

V.S. Uskov (2022) emphasized that there is an obvious need to develop legal instruments to stimulate the competitive behavior of companies in the innovation market.



Along with organizational and digital support for managing innovative changes in the Russian economy, marketing support also plays an important role. As a rule, it is implemented at the company level, but its significance goes far beyond it.

#### 4 CONCLUSIONS

The study of challenges and prospects for managing innovative changes in the Russian economy with due regard to organizational, digital, and marketing support helps to draw several conclusions and generalizations.

1. In modern conditions that are difficult for Russia, an accelerated transition to an innovative development paradigm should be regarded as an objective need to ensure sustainable competitive growth. This is true for implementing the development strategy and promoting innovations.

2. The formation and development of innovation and industrial clusters reflect the process of creating territorial clusters with a significant share of innovative products and a formed innovation infrastructure, including interaction between participants of the regional innovation system.

3. The organization of an innovation management system at the macro level is ensured through the implementation of innovation policy in the country. For modern Russia suffering from brain drain, the most significant components are the focus on a systemically developing innovation complex of industries and spheres; the creation of an effective innovation system integrated into the global economy; support for the dynamic development of the research and development sector with an optimal institutional structure.

4. As part of managing innovative changes in the Russian economy, one should create a flexible system of legal regulation of the digital economy and uplift priority barriers to the development of modern technologies and business in such areas as intellectual property, civil transactions, financial technology, telecommunications, legal proceedings, notaries, and standardization.

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