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ҚАЗАҚСТАН РЕСПУБЛИКАСЫ  
ҰЛТТЫҚ ҒЫЛЫМ АКАДЕМИЯСЫНЫҢ  
Абай атындағы Қазақ ұлттық педагогикалық университетінің

# Х А Б А Р Ш Ы С Ы

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НАЦИОНАЛЬНОЙ АКАДЕМИИ  
НАУК РЕСПУБЛИКИ  
КАЗАХСТАН  
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**MECHANISM FOR MANAGING INNOVATIVE ACTIVITY OF  
BUSINESS STRUCTURES IN THE INDUSTRIAL SECTOR  
OF THE REPUBLIC OF KAZAKHSTAN**

**Annotation.** One of the main components of the socio-economic policy of the Republic of Kazakhstan is the innovation policy, which is aimed at solving the problems of creating competitive industries, stimulating the development of modern technologies and the export of domestic innovative products. Increasing the competitiveness of manufacturing enterprises is closely related to the activation of innovative processes, namely, the introduction of high technologies into production, including resource-saving ones, and the expansion of the production of innovative products with the best consumer properties and able to successfully compete with foreign analogues.

The economies of countries with developed industry form such a system of relations between science, industry and society, in which innovations become the basis for the development of industry and society, and those stimulate, in turn, the development of innovations and determine their directions in scientific activity. The article discusses the theoretical and methodological developments and conclusions of domestic and foreign researchers on the problems of formation and development of innovative entrepreneurship in the field of production.

The main trends, patterns and mechanisms of development of innovative entrepreneurship identified in the course of the study can be used in the

formation of sustainable development of the economic system in the face of increased global competition, in the development of regional programs for socio-economic development.

**Key words:** innovation, management, industry, entrepreneurship, mechanism, competition, technology.

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## **ҚАЗАҚСТАН РЕСПУБЛИКАСЫНЫҢ ӨНЕРКӘСІП СЕКТОРЫНДАҒЫ КӘСІПКЕРЛІК ҚҰРЫЛЫМДАРЫНЫҢ ИННОВАЦИЯЛЫҚ ҚЫЗМЕТІН БАСҚАРУ МЕХАНИЗМІ**

**Аннотация.** Қазақстан Республикасының әлеуметтік-экономикалық саясатының басты құрамдас бөліктерінің бірі инновациялық саясат болып табылады, ол бәсекеге қабілетті өндірістерді құру, қазіргі заманғы технологияларды игеруді ынталандыру және отандық инновациялық өнімдерді экспорттау міндеттерін шешуге бағытталған. Өндірістік кәсіпорындардың бәсекеге қабілеттілігін арттыру инновациялық процестерді жандандырумен, атап айтқанда өндіріске жоғары технологияларды енгізумен, оның ішінде ресурстарды үнемдеумен және ең жақсы тұтынушылық қасиеттері бар және шетелдік аналогтармен сәтті бәсекеге түсе алатын инновациялық өнімдер өндірісін кеңейтумен тығыз байланысты.

Дамыған индустриясы бар елдердің экономикасы ғылым, өнеркәсіп және қоғам арасындағы қатынастар жүйесін қалыптастырады, онда инновациялар өнеркәсіп пен қоғамның дамуына негіз болады, ал олар өз кезегінде инновациялардың дамуын ынталандырады және олардың ғылыми қызметтегі бағыттарын анықтайды. Мақалада өндіріс саласындағы инновациялық кәсіпкерлікті қалыптастыру мен дамыту мәселелері бойынша отандық және шетелдік зерттеушілердің теориялық және әдістемелік әзірлемелері мен тұжырымдары қарастырылған.

Зерттеу барысында анықталған инновациялық кәсіпкерлікті дамытудың негізгі тенденциялары, заңдылықтары мен тетіктері жаһандық

бәсекелестіктің күшеюі жағдайында экономикалық жүйенің тұрақты дамуын қалыптастыруда, әлеуметтік-экономикалық дамудың өңірлік бағдарламаларын әзірлеуде пайдаланылуы мүмкін. даму.

**Түйін сөздер:** инновация, басқару, өнеркәсіп, кәсіпкерлік, механизм, бәсекелестік, технологиялар

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## **МЕХАНИЗМ УПРАВЛЕНИЯ ИННОВАЦИОННОЙ АКТИВНОСТЬЮ ПРЕДПРИНИМАТЕЛЬСКИХ СТРУКТУР В ПРОМЫШЛЕННОМ СЕКТОРЕ РЕСПУБЛИКИ КАЗАХСТАН**

**Аннотация.** Одной из главных составных частей социально-экономической политики Республики Казахстан является инновационная политика, которая направлена на решение задач создания конкурентоспособных производств, стимулирования освоения современных технологий и экспорта отечественной инновационной продукции. Повышение конкурентоспособности производственных предприятий тесно связано с активизацией инновационных процессов, а именно с внедрением высоких технологий в производство, в том числе ресурсосберегающих, и расширением выпуска инновационной продукции, обладающей лучшими потребительскими свойствами и способной успешно соперничать с зарубежными аналогами.

Экономика стран с развитой промышленностью формирует такую систему взаимоотношений между наукой, промышленностью и обществом, при которой инновации становятся основой развития промышленности и общества, а те стимулируют, в свою очередь, развитие инноваций и определяют их направления в научной деятельности.

В статье рассматриваются теоретико-методологические разработки и выводы отечественных и зарубежных исследователей по проблемам формирования и развития инновационного предпринимательства в сфере производства.

Выявленные в процессе исследования основные тенденции, закономерности и механизмы развития инновационного предпринимательства могут быть использованы при формировании устойчивого развития хозяйственной системы в условиях усиления глобальной конкуренции, при разработке региональных программ социально-экономического развития.

**Ключевые слова:** инновации, управление, промышленность, предпринимательство, механизм, конкуренция, технологии

**Introduction.** Demand has a direct impact on the activity of an enterprise's innovation processes, since the ultimate goal of innovation relations is to create innovations that become goods in a particular market. Demand is a source of improving innovations that are aimed at certain properties of a technology or product. The amount of demand for product innovations depends on the relevance of the needs for this type of goods, the financial capabilities of individual groups of consumers, the demand of buyers for novelty and quality of goods. While the demand for technological innovations depends on the possibility of their production implementation, availability of financial resources, recognition of the advantages of new technologies. It can be said that weak demand is a key factor constraining the promotion of innovation in the country.

Unfortunately, today in Kazakhstan there are no special regulatory measures of the state to develop the demand for innovations, including through technical regulation, the system of public procurement, giving a special status to an innovative company. In 2012, a new Law of the Republic of Kazakhstan «On State support for Industrial and innovative activities» was adopted, opening up new opportunities and reflecting an increased understanding of the need to stimulate demand for innovation. Nevertheless, the effectiveness of government intervention often remains limited due to insufficient development of the market for innovative services and market infrastructure.

In addition to the demand for innovative activity of enterprises, supply influences the prices of resources. We are talking here about the offer of financial resources for the implementation of innovative activities, the offer of highly qualified specialists who are able to find applications and introduce new developments into production. The rather low level of offers of domestic innovative products and services is explained by the current state of the business sector. It is clear that the insufficient level of entrepreneurship development will hinder the increase of innovation activity in the country.

Competition from other companies acts as a significant factor in stimulating

innovation activity. To assess the degree of impact of competition on innovation activity, it is important to take into account the degree of intensity of competition. Moderate competition accelerates the process of introducing innovations, but with increased competition, financial resources are depleted, and the innovation process slows down or stops.

In modern conditions, a factor capable of intensifying competition is dynamic competition in the domestic market due to its openness. In order to win in the competitive struggle, enterprises should strive for technical leadership, find new and transform old markets, strive to guess changes in consumer preferences as accurately as possible and implement them as fully as possible in their respective products. But there is practically no competitive market in Kazakhstan capable of generating innovations.

This suggests that competition issues are particularly relevant for modern Kazakhstan. State-owned companies united in the National Welfare Fund of Kazakhstan «Samruk-Kazyna» or other large firms occupy a dominant position in the economy. While the sector of small and medium-sized enterprises is characterized by an almost atomistic market structure and more complex business conditions, which, in turn, constrains their growth. There are practically no medium-sized businesses in the republic. It seems that the presence of proper competition would cause more interest in innovation in the industry, which is currently dominated by several large enterprises. But with the current structure of the small and medium-sized business sector, the beneficial impact of competition is unlikely.

**Literature review.** Today, innovation is an integral and one of the most important components of the modern economy, a “stepping stone” to improving the quality of life and a stable environmentally safe future. The panorama of relevant research by domestic and foreign scientists is quite wide. In particular, Yu is engaged in the study of various aspects of innovation and innovative development. Bazhal, V. Geets, M. Gerasimchuk, S. Illashenko, B. Kvasnyuk, I. Lukinov, O. Buzgalin, S. Glazyev, N. Ivanova, V. Mayevsky, V. Makarov, K. Freeman, G. Hemel, Y. Yakovets, etc.

The works of a number of foreign scientists: P. Drucker, G. Mensch, D. Wiggins, B. Twiss, I. Schumpeter, etc., as well as researchers from neighboring countries: I.V. Boyko, V.A. Vasin, S.Yu. Glazyev, L.K. Gurieva, A.Y. Egorova, V.V. Ivanov, P.N. Zavlina, B.F. Zaitseva, E.V. Yevtushenko, N. Ivanova, S.D. Ilyenkova, A.K. Kazantseva, N.D. Kondratieva, N.I. Lapina, L.E. Mindeli, V.V. Novokhatsky, A.M. Prigozhina, I. Perlaki, V.M. Serova, V.K. Senchagova, B. Santo, A.I. Tatarkina, P.A. Fatkhutdinova, V. Fridlyanova, I.S. Khozhaeva, Yu.V. Yakovets, etc.

Among domestic scientists, the works of A. Kaynarbekova, A. Omarova,

T. Koshkarova, B. Saubetova, K. Ainabek, A. Marshalova, A. Taubaev and many others can be noted. The works of A. Granberg, V. Ignatov, V. Leksin, A. Gavrilova, M. Borovskaya, G. Brazhetskaya, S. Tyaglov, T. Ignatova, A. Voronin, innovations in strategic management of municipal development - V.A. Gnevko, V.N. Lazhentseva, V.I. are devoted to the analysis of theoretical aspects of the functioning of the industrial sphere of municipalities in the economic system of the region. Pavlenko, B.C. Selina, V.A. Zuckerman.

**Methodology.** The research methods used in writing the article were: analytical, comparative, historical, descriptive and systematization.

**Results and Discussion.** Over the past few years, the state's attention to the problem of stimulating innovation has increased significantly. Modernization of existing production facilities and creation of innovations in the country is interpreted as the main goal, with the achievement of which the Kazakh economy will be able to move from the class of "raw" economy to the knowledge economy. However, it should be understood that innovations cannot be developed in a short period of time. This is confirmed by the experience of foreign countries, for example, such as the USA, European countries and the most developed countries of Asia. These countries have been moving towards world leadership in the field of innovative and technological development for decades and have a fairly long and consistent history. The experience of economically developed countries indicates that Kazakhstan is still only at the beginning of the path towards the formation of a new knowledge-based economy. However, the necessary foundation for this has already been laid.

State support of innovation activity in the Republic of Kazakhstan is based on the following principles:

- observance of national interests in the implementation of innovative activities, which is the use of innovations through their introduction into various spheres of production and management of society;
- priority of innovation activities to increase the competitiveness of the national economy;
- equality of subjects of innovative activity in obtaining state support;
- economic efficiency and effectiveness of state support of subjects of innovative activity;
- complexity and consistency, ensuring constant interaction of subjects of scientific and scientific-technical activity and business entities;
- providing innovative activities with highly qualified personnel.

State support for innovation activities is carried out in the following main areas:

- stimulating innovation activity by creating organizational and economic

conditions, including those ensuring the attraction of investments for the implementation of the state innovation policy;

- 1) identification of innovation development priorities;
- 2) formation and development of innovation infrastructure, which is a system of interacting specialized subjects of innovation activity;
- 3) state participation in the creation and implementation of innovations;
- 4) promotion of domestic innovations to foreign markets;
- 5) international cooperation in the field of innovation, including technology transfer.

In accordance with the legislation of Kazakhstan , the forms of state support for innovation activities include:

- participation in the creation of specialized subjects of innovation activity;
- creation, coordination of activities and further development of existing state development institutions;
- implementation of innovative projects at the expense of budgetary funds;
- provision of innovative grants on the terms defined by the budget legislation of the Republic of Kazakhstan;
- organization of personnel support for innovation activities, including through training in the basics of innovation management;
- creation of the necessary organizational, legal and economic conditions that ensure the attraction of investments for the implementation of state policy in the field of innovation.

In accordance with Figure 1, three types of basic elements are identified in the innovation infrastructure of the republic: specialized subjects of innovation activity (technological business incubators, technology parks, innovation funds). Technological business incubators and technology parks are accredited in accordance with the established procedure. The implementation of this procedure is entrusted to the authorized state body, designed to provide guidance and coordination in the field of innovation.

The financial infrastructure of NIS includes national development institutions, which, in particular, include:

1. JSC “National Welfare Fund “Samruk-Kazyna”. NWF “Samruk-Kazyna” was created on the basis of the merger of JSC “Kazakhstan Holding for the management of state Assets “Samruk” and JSC “Fund for Sustainable Development “Kazyna”. Since 2012, due to changes in legislation, the Fund has been called JSC “Samruk-Kazyna”.

JSC has been declared a national management holding, the main purpose of which is to manage the ownership stakes of national development institutions, national companies and other legal entities owned by it.

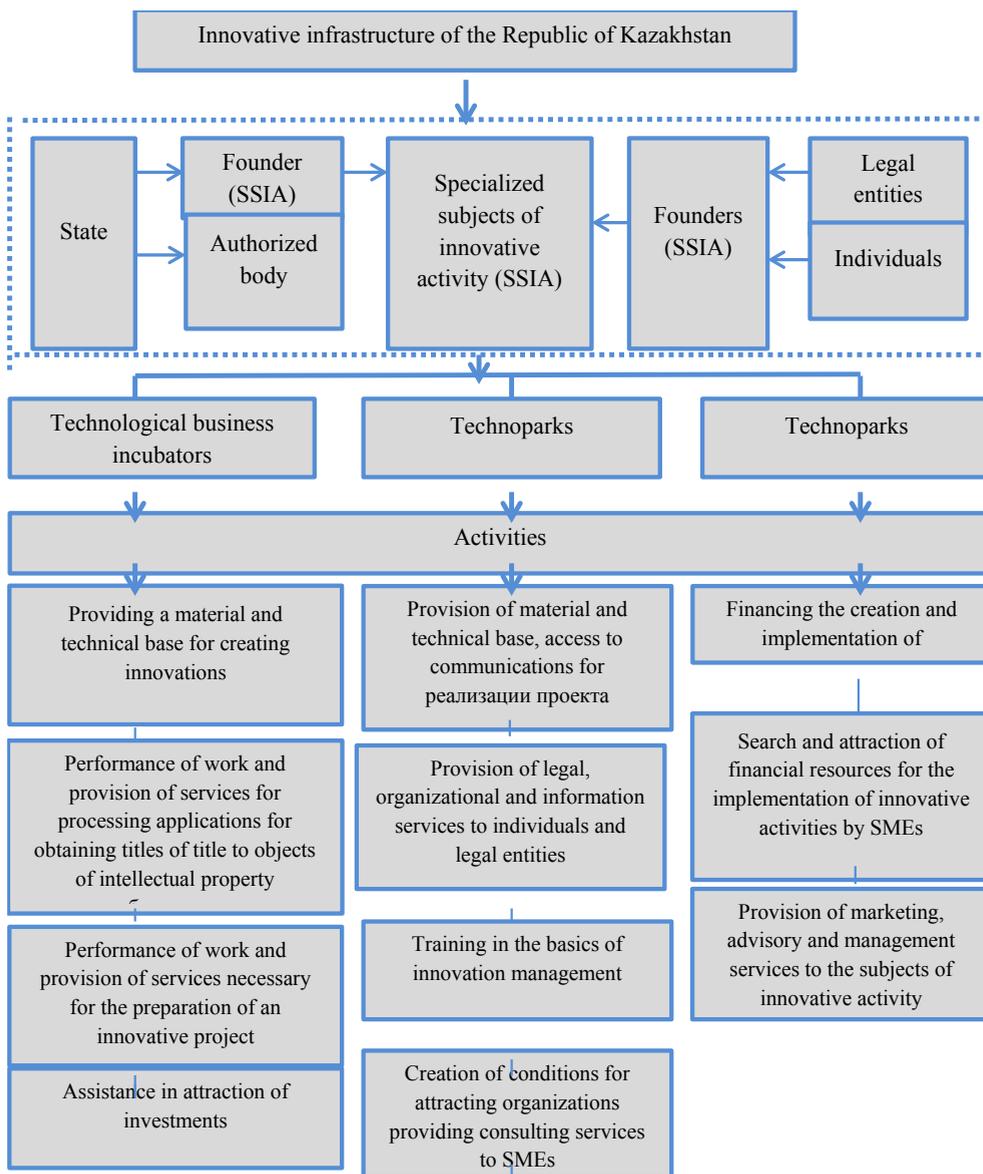


Figure 1 - Innovation infrastructure of the Republic of Kazakhstan

2. Kazyna Capital Management JSC (Kazyna Capital Management JSC) is an investor in private equity funds and was established in 2007. After the establishment of the Company, the state issue of the company’s shares was carried out, and the Kazyna Sustainable Development Fund JSC became its sole shareholder. At the end of 2008, after the completion of the reorganization procedures, JSC “National Welfare Fund “Samruk-Kazyna” was declared the sole shareholder of the Company.

3. JSC “State Corporation for Insurance of Export Credits and Investments” was established in 2003 with an authorized capital of 7.7 billion tenge. After the reorganization procedures were carried out, KazExportGarant Export Credit Insurance Company JSC was established on the basis of the company. KazExportGarant provides insurance (reinsurance) of exports of non-primary goods and services, insurance (reinsurance) of investments abroad, as well as consulting services on insurance of foreign economic activity.

4. DAMU Entrepreneurship Development Fund JSC, established in 1997. The main purpose of the Foundation is to stimulate the formation and economic growth of small businesses in the Republic of Kazakhstan, to increase the efficiency of the use of state funds allocated to support small businesses. Since its formation, the Fund’s shareholder has been Kazyna Sustainable Development Fund JSC, and since the end of 2008, Samruk-Kazyna NWF JSC has become the sole shareholder of the Fund.

Currently, the DAMU Foundation operates in accordance with the new strategy developed for 2009-2020 and focused primarily on promoting the qualitative development of small and medium-sized businesses, as well as microfinance organizations of the Republic of Kazakhstan as an integrator and operator of financial and consulting services.

Among the programs implemented by the Foundation, the following can be noted:

- a program for financing micro-credit entities. The duration of the program is 2008-2012, the volume of financing is 5.1 billion tenge in 2008, 6 billion tenge in 2009, 7 billion tenge in 2010, 8 billion tenge in 2011, 9.5 billion tenge in 2012;

- a program of conditional placement of funds in second-tier banks (STB) for subsequent lending to small and medium-sized businesses. The Fund provides second-tier banks (STBs) with financial resources under certain targeted and restrictive conditions;

- the program of direct financing of small and medium-sized businesses, which is implemented in accordance with the Decision of the State Commission on the Modernization of the Economy of the Republic of Kazakhstan. By the decision of the State Commission, the Fund was granted a loan in the amount of 3 billion tenge;

- a program to assist disabled entrepreneurs, aimed at providing support to entrepreneurs with disabilities. The program allows you to create conditions that encourage disabled entrepreneurs to conduct entrepreneurial activities, and also assists in improving the level of professional competence of entrepreneurs through distance business training organized by the Foundation;

- a program to support private business entities engaged in the manufacturing

industry. Within the framework of the STB program, the funds of the Fund in the amount of 20 billion tenge are deposited for crediting projects of private entrepreneurs engaged in the manufacturing industry. Moreover, second-tier banks participate in financing with their own resources in the ratio of 70:30, i.e. 70% are the funds of the Fund, and 30% are the funds of the bank;

- a program for financing leasing transactions of small and medium-sized businesses engaged in the manufacturing industry through STB and leasing companies. The following leasing companies participate in the program: JSC “SK Leasing”, JSC “Leazing group”, JSC “Temirleasing”, LLP “Eurasian Leasing”;

- program of anti-crisis measures to assist borrowers, increase the level of repayment of loans and improve the quality of the loan portfolio of the DAMU Fund;

- The direct lending program by the DAMU Foundation for Microcredit Organizations (MCOs) is aimed at promoting the qualitative development of microfinance in rural areas;

- the program of conditional placement of funds in the STB for subsequent micro-crediting of women’s entrepreneurship. The purpose of the program is to stimulate the economic activity of women entrepreneurs through preferential lending to projects. The program involves JSC “Bank CenterCredit”; JSC “Tsesnabank”, JSC “Eurasian Bank”, JSC “Delta Bank”, JSC “Temirbank”. The total amount of the program funds is 1748 million tenge;

- the program of regional financing of small and medium-sized businesses is implemented in order to develop business in the regions by financing projects of business entities in priority sectors for the region or individual territorial units. Lending is carried out through JSC “Bank CenterCredit” and subsidiary bank of JSC “Sberbank of Russia”;

- The Entrepreneurship Support Center program is aimed at providing non-financial support, the purpose of which is to create support centers for small and medium-sized businesses and individual entrepreneurs. The centers provide services in the field of marketing, management, consulting, development of investment and business projects, etc.

5. JSC “Investment Fund of Kazakhstan” was established in 2003 with one hundred percent participation of the state in its authorized capital. The Company’s stake is in the trust management of the Ministry of Industry and New Technologies of the Republic of Kazakhstan. To date, the sole shareholder of the Fund is JSC “NWF “Samruk-Kazyna”. The main industry areas of the Fund’s investment are: production of building materials; metallurgy; mechanical engineering; forest woodworking industry; processing of agricultural products; chemistry, petrochemistry, pharmaceuticals.

6. JSC “Development Bank of Kazakhstan” was established in 2001 as one of the conductors of the state investment policy. Its sole shareholder is JSC “NWF “Samruk-Kazyna”. The bank’s mission is to assist the state in developing a competitive non-resource sector of the economy of Kazakhstan.

According to table 1, most of the loans were issued by the Damu Foundation for entrepreneurial activities in the food industry and least of all in the textile industry.

Table 1 - Structure of loans granted to JSC “Entrepreneurship Development Fund “DAMU” by industry

Industry	actually issued		Average loan amount, million tenge	Jobs created, units
	amount, million tenge	share, %		
food industry	38143,7	38,0	219,2	1879
Textile industry	1009,2	1,0	48,1	96
Woodworking industry and furniture production	5277,0	5,3	135,3	144
Chemical industry	12640,1	12,6	332,6	301
heavy industry	17963,3	17,9	304,5	773
Production of non-metal industry	23697,4	23,6	257,6	1272
Other types of manufacturing industry	1750,7	1,7	116,7	53
Total	100481,4	100,0	229,4	4618
Note - compiled on the basis of data from JSC "Entrepreneurship Development Fund" DAMU "				

The credit instruments of JSC «Development Bank of Kazakhstan» are:

- loans for investment projects (from 5 to 20 years, minimum amount of 1 million US dollars);
- loans for export transactions (from 1 year to 3 years, minimum amount of 1 million US dollars);
- project financing, provision of guarantees, agency service of state projects;
- new instruments, starting from 2009, - equity participation, mezzanine financing, interbank lending, working capital financing.

Of course, the implementation of projects financed by the bank to create new competitive industries increases the industrial potential of the regions and the export potential of the Republic of Kazakhstan, contributes to strengthening the country’s infrastructure, the creation of cluster industries, and the development of the stock market.

7. Kazakhstan Investment Promotion Center LLP implements many projects in the field of marketing, consulting. The partnership cooperates with the largest Kazakhstani and foreign companies. Its sole shareholder is JSC «NWF «Samruk-Kazyna». Using the principle of «from ideas to

implementation», the Company undertakes all stages of creating a corporate image product.

8. JSC «Corporation for the Development and Promotion of Exports» as one of the national development institutions is designed to promote the diversification of the economy of the Republic of Kazakhstan by creating the most favorable conditions for the development, promotion of Kazakhstan's non-resource exports and attracting foreign direct investment in priority sectors of the economy.

The main activities of the corporation are:

- assistance in the development of export capacity of organizations, i.e. assessment of export potential, training of Kazakhstani entrepreneurs, formation of a database of exporters, provision of information on trade finance methods, customs procedures, etc.;

- promotion of exports of Kazakh products, namely, support of relations with other countries, holding exhibitions;

- assistance in attracting foreign investments;

- development of institutional capacity, i.e. preparation of recommendations for improving trade procedures, development of competence in the field of trade;

- conducting analytical research.

Thus, in recent years, the state has managed to create the institutional framework of the Kazakh NIS.

It should be noted that the Republic of Kazakhstan recognizes the need to stimulate production with increased knowledge intensity. To achieve these goals, institutions were created that stimulate the creation of knowledge, its dissemination in the business community and further use in practice. Thus, in 2003, the NIF was established, aimed at the development of high-tech innovative small and medium-sized enterprises. The JSC «Center for Engineering and Technology Transfer», which became part of it, was supposed to contribute to the introduction of domestic innovations. For this purpose, in particular, it was planned to create design bureaus to support small and medium-sized enterprises, especially those engaged in the manufacturing sector; science and technology parks to support the activities of scientific and technological small and medium-sized enterprises.

In order to solve problems in the field of space technologies, nanotechnologies and biotechnologies, technologies in the field of renewable and nuclear energy, the Science Foundation was established in 2006. The Fund provides loans to scientists who plan to create an enterprise or implement the results of their research activities within 3-5 years.

**Conclusion.** In modern conditions, a characteristic feature of the market

economy is the increasing acuteness of the competitive confrontation of economic entities. At the same time, innovation activity becomes one of the main factors of success in the struggle for market positions. World practice clearly shows that success is achieved not by those who are limited to increasing the volume of production, but by those who enter the market with new or, at least, modified products. Undoubtedly, the opportunities for success in innovation activities for large, medium or small enterprises are different. The search for ways of effective participation of entrepreneurship in the industrial and innovative development of the Republic of Kazakhstan makes it necessary to constantly and systematically study successful foreign experience.

Of course, much of what is used in economically developed countries has already been introduced into Kazakh practice. In particular, a number of institutions and mechanisms for stimulating the development of entrepreneurship are projections of foreign experience. But, despite this, many elements of effective foreign practice still remain out of sight.

It should be noted that the stimulation of innovative activity on the part of the state and proven methods of supporting innovative developments give high results. So, in Japan, France, Germany, the USA, Canada, the UK, all scientific and technical problems are solved only with the active participation of government agencies. Innovative business is supported through the development of small entrepreneurship as such, as well as through the development of enterprises that conduct active innovation activities.

Research and development work, as well as the development of new production technologies are stimulated by the following measures:

- reduction of tax rates;
- obtaining preferential loans;
- involvement of insurance companies;
- direct financial investments in venture entrepreneurship.

Enterprises engaged in innovative activities receive benefits due to the work of special departments and ministries, scientific and technological funds, commercial banks, technology parks, insurance funds, etc. In addition, what is especially important, industrial and intellectual property, as well as innovative activities are regulated and protected by legislation.

The state supports enterprises engaged in innovative activities by various direct and indirect methods. The methods of administrative and targeted regulation are used as direct methods. The administrative-departmental method is carried out with the help of grants and financial assistance to innovative businesses.

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