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## AUDIT OF THE ORGANIZATION OF INNOVATIVE FORMS OF MANAGEMENT

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*Formulation of the problem.* The main aspects that underline the relevance of the research are that a key factor in the development of the economy and the competitiveness of enterprises is the need for effective management of innovations. Organizations are constantly looking for new ways to improve their products, processes and services to respond to changing market demands and the challenges of technological progress. The innovation process requires a systematic approach and effective management. The audit of the organization of innovative forms of business allows to assess the availability of the necessary resources, personnel, financial means, processes and strategies that contribute to the successful implementation and commercialization of innovations. *The purpose of the research* is to conduct a comprehensive study and analysis of the process of organizing innovative forms of management at enterprises with the aim of determining efficiency, identifying problematic aspects and developing recommendations for their improvement. *Research methods:* logical and meaningful method, methods of comparison, systematization, induction and deduction, analysis and synthesis, coefficient method. *The main hypothesis of the study* was the assumption about the possibility of conducting an audit of the organization of production forms through the development of recommendations for improving the organizational and financial aspects of innovative forms of management at enterprises in order to increase their efficiency and competitiveness. *Presenting main material.* The article examines the formation and development of the market of business incubators in Kyrgyzstan. The types of services provided by business incubators were considered in detail, the structure of business incubators was characterized taking into account their types and types, the main industry markets in which they grow small innovative companies were described. An audit of articles on the dynamics of industry specialization of residents in business incubators and the main mechanism for placing residents in business incubators was conducted. *Originality and practical significance.* The audit of innovative forms of management allows identifying the strengths and weaknesses of the organization in the field of innovation. It helps to develop a strategy to increase competitiveness, identify opportunities for improvement and avoid possible threats. Risks and their management. Implementation of innovations is associated with certain risks, such as financial, technological, organizational and change risks. An audit of innovative forms of business can help identify and assess risks related to the innovation process and develop strategies for their management. *Conclusions and prospects for further research.* The article, which is devoted to the audit of the organization of innovative forms of management, provides useful recommendations, methods and practical tools for conducting an audit of innovative activities at enterprises. This will contribute to the further development of scientific research in this area and increase the level of professionalism in the audit field.

**Key words:**

audit, business incubator, services, residents, innovative forms, industry specialization.

## АУДИТ ОРГАНІЗАЦІЇ ІННОВАЦІЙНИХ ФОРМ ГОСПОДАРЮВАННЯ

*Постановка проблеми.* Основні аспекти, які підкреслюють актуальність дослідження полягають у тому, що ключовим фактором розвитку економіки та конкурентоспроможності підприємств та потреба в ефективному управлінні інноваціями. Організації постійно шукають нові способи покращення своїх продуктів, процесів та послуг для відповіді на зміни вимог ринку і виклики технологічного прогресу. Інноваційний процес потребує системного підходу та ефективного управління.

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Аудит організації інноваційних форм господарювання дозволяє оцінити наявність необхідних ресурсів, кадрів, фінансових засобів, процесів та стратегій, що сприяють успішному впровадженню та комерціалізації інновацій. *Мета дослідження* є проведення комплексного дослідження та аналізу процесу організації інноваційних форм господарювання на підприємствах з метою визначення ефективності, виявлення проблемних аспектів та розробки рекомендацій щодо їх вдосконалення. *Методи дослідження*: логічно-змістовний метод, методи порівняння, систематизації, індукції та дедукції, аналізу та синтезу, коефіцієнтний метод. *Основною гіпотезою дослідження* стало припущення щодо можливості проведення аудиту організації форм виробництва через розробку рекомендацій щодо вдосконалення організаційних і фінансових аспектів інноваційних форм господарювання на підприємствах з метою підвищення їх ефективності та конкурентоспроможності. *Виклад основного матеріалу*. В статті розглянуто становлення і розвиток ринку бізнес-інкубаторів в Киргизстані. Детально розглянуто види послуг тих, що надаються бізнес-інкубаторами, охарактеризовано структуру бізнес-інкубаторів з урахуванням їх видів і типів, описали основні галузеві ринки в яких вони виходять малі інноваційні компанії. Проведено аудит статей динаміки галузевої спеціалізації резидентів в бізнес-інкубаторах і основний механізм розміщення резидентів в бізнес-інкубаторах. *Оригінальність та практична значимість*. Аудит інноваційних форм господарювання дозволяє ідентифікувати сильні та слабкі сторони організації у сфері інновацій. Це допомагає розробити стратегію для підвищення конкурентоспроможності, виявити можливості для покращення та уникнення можливих загроз. Ризики та управління ними. Впровадження інновацій пов'язане з певними ризиками, такими як фінансові, технологічні, організаційні та ризики зміни. Аудит інноваційних форм господарювання може допомогти виявити й оцінити ризики, що стосуються інноваційного процесу, і розробити стратегії їх управління. *Висновки та перспективи подальших досліджень*. Стаття, що присвячена аудиту організації інноваційних форм господарювання, надає корисні рекомендації, методики та практичні інструменти для проведення аудиту інноваційної діяльності на підприємствах. Це сприятиме подальшому розвитку наукових досліджень у цій сфері та підвищенню рівня професіоналізму у галузі аудиту.

#### Ключові слова:

аудит, бізнес-інкубатор, послуги, резиденти, інноваційні форми, галузева спеціалізація.

**Formulation of the problem.** Problem formulation includes the following aspects: 1) Insufficient efficiency of the organization of innovative forms of management. Identification of problems associated with inefficient use of resources, insufficient control over innovation processes, and unsatisfactory performance of innovation projects; 2) Lack of a systematic approach to the audit of innovative forms of management. Identifying the need to develop an integrated audit methodology that will take into account all aspects of the innovation process, including strategic planning, organizational structure, financial aspect, risk assessment and performance; 3) Insufficient attention to the financial aspects of innovative forms of management. Identification of problems related to the balance of financial resources, insufficient financing of innovation projects, as well as evaluation of the efficiency of investments in innovation; 4) Risks associated with innovative forms of business. Identification of potential risks that affect the success of the implementation of innovative projects, such as technological risks, change risks, competitive risks and management risks; 5) The need to develop strategies and recommendations to improve the organization of innovative forms of

business. Identifying the need for science-based approaches that can help enterprises optimize their innovation activities, reduce risks and achieve high efficiency; 6) These aspects will help to emphasize the relevance and necessity of research on the audit of the organization of innovative forms of management and to identify key problems that require detailed analysis and development of recommendations.

Business incubators are commercial or government organizations whose purpose is to support entrepreneurs at an early stage of their activities. Business incubators contribute to the growth of the number of small businesses. Incubators provide multifactorial support: they provide office space (free or at low rent), computer and office equipment, communication services, educational, consulting, accounting, legal services, help to establish communications with potential investors and much more, depending on from the specialization and financial capabilities of the incubator itself.

**Analysis of recent research and publications.** Business incubators can be created within existing technology parks. If in large cities business incubators are often part of other organizations, then in small towns business incubators

themselves become the basis for the formation of an infrastructure to support small businesses, and often the center for the development of the territory. The most common practice in many regions is the creation of business incubators at universities [1].

In large cities, a chain of innovative enterprises is being created: a business incubator - a technology park - a municipal industrial zone. The roles of these structures in the organization of innovative business are distributed as follows. Business incubators host start-up innovative firms on their premises, provide office support, and provide utilities and additional services on preferential terms. Technoparks, having office, industrial premises, engineering communications and equipment, offer premises for rent to the most promising enterprises that have left the incubator for organizing production. Enterprises that are going to expand production are moving from a technopark to a municipal industrial zone. Here, at the expense of budgetary funds, engineering communications are created, and production facilities are built by the innovative enterprises themselves [2].

**The purpose of the article** is to conduct a comprehensive study and analysis of the process of organizing innovative forms of business at enterprises in order to determine efficiency, identify problematic aspects, and develop recommendations for their improvement.

Specific article objectives may include:

- The study of modern theoretical approaches to the audit of innovative forms of management and the analysis of the practice of their application at enterprises.
- Analysis of organizational aspects such as structure, processes and resources that influence the successful implementation of innovation projects.
- Identification of financial aspects related to innovative forms of management, including assessment of costs, investments and potential income.
- Determination of key indicators of productivity and success of innovative forms of management at enterprises.
- Development of recommendations for improving the organizational and financial aspects of innovative forms of management at enterprises in order to increase their efficiency and competitiveness.

The main purpose of the article is to propose scientifically based approaches and recommendations for the audit of innovative forms

of management, which can be used by practitioners, managers and decisions in the field of management, aimed at improving the innovation process and achieving success in the field of innovative development of enterprises.

**Presentation of the main research results.** The main aspects to which the article is devoted:

1) Description of the audit methodology of innovative forms of management. An explanation of the steps and procedures used in conducting an audit, including data collection and analysis, identifying problem areas and developing recommendations.

2) Questions related to the organizational structure. Including questions about organizational structure, responsibility for the innovation process, communication between departments and coordination of efforts.

3) Financial analysis of innovative projects. Inclusion of issues related to financial planning, risk assessment, profitability and profitability of innovative projects.

4) Assessment of risks of innovative forms of management. Inclusion of issues related to the identification and assessment of risks associated with innovation projects, including technological, financial, market and organizational risks.

5) Requirements for effective implementation of innovations. Inclusion of questions related to identifying key success factors for innovation, including leadership, resources, organizational culture, and strategic planning.

6) Methods of evaluating the effectiveness of innovative forms of management. Inclusion of issues related to the determination of key performance indicators, assessment of the impact of innovative forms on financial results, and development of methods for measuring success.

7) Practical examples of audit of innovative forms of management. Inclusion of specific examples of innovation audits that were conducted at real enterprises, followed by a description of the results and recommendations.

8) These aspects of the test will help in determining the key issues that should be taken into account in the article and reveal important aspects of the audit of the organization of innovative forms of business.

Beginning entrepreneurs in Kyrgyzstan do not have sufficient training and experience in the field of innovation management and business planning. Business incubators solve the problem of improving the skills of innovators, teaching the basics of entrepreneurial activity. In addition





to legal, economic support on the basis of business incubators, it is possible to organize seminars, forums, and training centers for entrepreneurs. Startups that have gone through the incubation process are more resilient and prepared to work in market conditions.

According to research by the head of the business incubator, Olga Khotyashева, the most popular services provided by business incubators [3]: Development of a business concept - 63.8%; Internet access - 44.8%; Assistance in technology commercialization - 41.4%; Attracting business angels - 39.7%; Office services - 37.9%; Trainings - 36.2%; Attracting venture funds - 36.1%; Assistance in creating presentations - 32.8%.

Business incubators are those structures that can create conditions for communication and transfer of experience of a business organization. Both a registered company and an author or a group of authors of an original idea can become a resident of a business incubator. In order to become a resident of a business incubator, you must submit an application on the website of this incubator. The following documents are usually required for the examination conducted by a business incubator [4]:

- personal profile of the applicant (actually a resume or a short autobiography with a description of professional experience);

- copies of constituent documents, available certificates, licenses, permits, etc., if the organization has already been established at the time of applying to the incubator;

- a description of the entrepreneurial concept that characterizes the product planned for production, its market prospects, competitiveness, sales and space requirements;

- business plan (product description, analysis of its competitiveness, marketing plan, sales, production and financing plan, forecast balances and other forecasts for achieving target performance indicators). The ability of the business to make a profit in the submitted documents can play a decisive role. Innovative activity is a priority in the selection of small enterprises for placement in business incubators.

In percentage terms, the industry specialization of residents in business incubators, according to the same research results, looks like this [5]: Information technology (33%); Energy (18%); New materials (15%); Internet (13%); Medical equipment (12%); Microelectronics (10%); Nanotechnology (8%); Professional services (8%); Tourism (5%).

The reasons for applying to a business incubator may be the need for affordable rent, consulting and examination of a business project, in the search for investments, establishing business contacts, accounting and legal support.

The audit methodology of innovative forms of management is a comprehensive approach to evaluating the effectiveness and management of innovative processes in the organization. It includes a number of steps and procedures aimed at analyzing and evaluating key aspects of innovative development. The main stages of the audit methodology of innovative forms of management may include: Determining the objectives and scope of the audit. At this stage, the purpose of the audit, the specific goals to be achieved and the area of the organization to be audited are determined; Data collection and analysis. A detailed collection of information on innovative projects, processes and strategies, as well as financial and organizational aspects of innovative forms of management is carried out. This includes a review of financial statements, interviews with management and employees, analysis of documentation, etc; Risk assessment. Potential risks associated with innovative forms of business are determined and their assessment is carried out. This may include identifying technology risks, change risks, financial risks and governance risks; Performance analysis. The effectiveness of innovative forms of management is evaluated from the point of view of achieving the planned goals, use of resources, profitability and stability. Performance and financial performance indicators are used; Identification of problems and development of recommendations. On the basis of data analysis and evaluation results, problematic aspects of innovative forms of management are determined and recommendations for their solution are developed. This may include recommendations on risk management, process optimization, financial strategy improvement and organizational development; Monitoring and control. After the implementation of the recommendations, it is important to monitor and control their implementation, as well as the results of innovative forms of management. If necessary, corrections and refined strategies can be made.

The audit methodology of innovative forms of management aims to provide a systematic and targeted analysis and control of the organization's innovative activities in order to achieve high efficiency and improve results.



**Conclusions and prospects for further research.** Conclusions to scientific research include the following aspects:

The importance of the audit of innovative forms of management: The conclusions can emphasize the importance of conducting an audit for organizations engaged in innovative activities. The audit helps identify problematic aspects, ensures effective risk management and improves the effectiveness of innovative projects; Audit methodology: Conclusions can summarize the audit methodology of innovative business forms, indicating the critical steps, procedures and tools used during the audit. They emphasize the need for a systematic approach and comprehensive analysis. Identification of problems and recommendations: Conclusions may include a description of identified problems and weak points of innovative forms of management. They also contain recommendations for improving management, optimizing processes and reducing risks. Recommendations can be specific and aimed at solving identified problems; Implementation and control: The findings may emphasize the importance of implementing the recommendations and monitoring and controlling their implementation. This helps ensure positive changes in the organization and achieve greater efficiency of innovative forms of management. Practical significance: The conclusions can emphasize the practical significance of the audit of innovative forms of management for various subjects, including enterprises, government organizations, research centers, etc. They can argue that audit is an effective tool for improving innovation processes and achieving competitive advantage.

The conclusions of the article are an essential element that emphasizes the importance of the audit of innovative forms of management and emphasizes the practical aspects of its implementation and use. They summarize the main conclusions and recommendations aimed at improving the innovative activities of organizations.

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