

MINISTRY OF EDUCATION AND SCIENCE OF UKRAINE
TERNOPIL IVAN PULUIJ NATIONAL TECHNICAL UNIVERSITY

Economics and management

(Faculty)
Department of Innovation Activity and Services Management

(Department)

QUALIFYING PAPER

For the degree of

Master

(education level)

Topic:

**Enterprise development management based on innovations
(Dobby's Bakery shop as a case study)**

Performed by: sixth year student

Group: IBUm-62

Speciality: 073 «Management»

(signature)

Nwankwo Nkemjika Adaobi
(full name)

Supervisor

(signature)

Kuz T. I.
(surname and initials)

Standards verified by

(signature)

Stoyko I. I.
(surname and initials)

Head of Department

(signature)

Sherstiuk R. P.
(surname and initials)

Reviewer

(signature)

Lutsykiv I. V.
(surname and initials)

Ternopil – 2020

Ministry of Education and Science of Ukraine
Ternopil Ivan Puluj National Technical University

(full name of higher education institution)

Faculty Economics and Management
Department Innovation Activity and Services Management Department
Educational degree master
Field of study 073 Management (code and title)
Specialization “Management of innovation activity” (code and title)

APPROVED BY

Head of Department Roman Sherstiuk

Assignment

FOR MASTER’S THESIS FOR STUDENT

Nwankwo Nkemjika Adaobi

(surname, name, patronymic)

1. Master’s Thesis theme Enterprise development management based on innovations
(Dobby’s Bakery shop as a case study)

Master’s Thesis supervisor Kuz Tetiana Ivanivna Ph.D.

(surname, name, patronymic, scientific degree, academic rank)

1. Approved by university order as of 30.09.2020 № 4/7-706

2. Student’s Master’s Thesis submission deadline 10.12.2020

3. Master’s Thesis design basis Materials of production and economic activity of
Dobby’s Bakery shop as a case study

4. Contents of engineering analysis (list of issues to be developed)

Abstract, Contents, Introduction, Theoretical and Methodological, Analytical and Calculation, Project
and Calculation, Labor protection and safety in emergencies, Conclusions, References

5. List of graphic material (with exact number of required drawings, slides)

Illustrative materials on the content of the master's qualification work in quantity of 10-12 units

ABSTRACT

Nwankwo Nkemjika Adaobi. Innovative directions of a confectionary enterprise development ("Dobby Bakery Store").

Master's work (61p., 11 table., 41 lit. sources) on education and qualification level «master» in the specialty 073 «Management» of the specialization «Innovation Management». – Ternopil Ivan Pul'uj National Technical University. Faculty of Economics and Management. – Ternopil, 2020.

The master's thesis is devoted to the issues of formation of innovative directions of development of the enterprise of confectionery industry. The paper investigates the issues of innovation and enterprise development in the present conditions. The confectionery industry and the main technical and economic indicators of production and economic and financial activity of the studied enterprise – "Dobby Bakery Store" are analyzed, the range, price and sales policy of the enterprise in the context of its innovative development are characterized. Innovative ways of development of "Dobby Bakery Store" are substantiated, in particular in the direction of its product innovation policy, technical updating of production and effective management of personnel potential.

Keywords: innovations, innovative activity, innovative development, competitiveness, confectionery industry, strategy.

The practical importance of the work. The results of the analysis, the analytical calculations and the proposed innovative directions for the development of the confectionery industry were approved prior to implementation at the studied enterprise of "Dobby Bakery Store".

CONTENT

| | |
|--|----|
| INTRODUCTION | 7 |
| CHAPTER 1. THEORETICAL AND METHODOLOGICAL INNOVATION AND ENTERPRISE DEVELOPMENT IN THE PRESENT ENVIRONMENT | 11 |
| 1.1. Research on the essence of the development of modern economic entities in a competitive market environment | 11 |
| 1.2. Innovation, innovation and innovation processes in the context of industrial development | 13 |
| 1.3. Innovative development of industrial enterprises in the context of integration processes | 15 |
| Conclusions to Section 1 | 22 |
| 2. CHAPTER 2. ANALYTICAL AND CALCULATION ANALYSIS OF EFFICIENCY AND DEVELOPMENT INDICATORS CONFECTIONERY ENTERPRISES DOBBY'S BAKERY SHOP | 23 |
| 2.1. General characteristic "Dobby's Bakery shop" | 23 |
| 2.2. Main technical and economic indicators of production, economic and financial activity "Dobby's Bakery shop" | 25 |
| 2.3. Analysis of production and economic activities of Dobby's Bakery shop by indicators of efficiency of use of production potential | 30 |
| Conclusions to Section 2 | 32 |
| 3. CHAPTER 3. PROJECT AND CALCULATION INNOVATIVE DIRECTIONS OF ENTERPRISE DEVELOPMENT CONFECTIONERY | 38 |
| 3.1. Improvement of product innovation policy of Dobby's Bakery shop in the context of increasing its competitiveness in the market | 38 |
| 3.2. Technical re-equipment of the enterprise as a direction of ensuring its innovative development | 42 |
| 3.3. Labor efficiency in implementing a new line and improving the quality of Dobby's Bakery shop products | 45 |
| Conclusions to Section 3 | 51 |
| 4. CHAPTER 4. LABOR PROTECTION AND SAFETY IN EMERGENCIES | 52 |

| | |
|---|----|
| 4.1. Occupational health at work | 52 |
| 4.2. Ensuring the operation of the Dobby`s Bakery shop in emergencies | 54 |
| CONCLUSIONS | 56 |
| REFERENCES | 57 |
| APPENDICES | 61 |

INTRODUCTION

Innovative activity is an indicator of an enterprise movement towards the formation of competitive advantages, since it is the implementation of innovations under the conditions of the rapidly changing external world and the limited resources that determine the further corporate development. Innovation at the present stage is becoming one of the most important systemic factors of economic growth, increasing the competitiveness of domestic products and ensuring the national economic security. When studying corporate innovation activity, management is an integral part of that, as management becomes an increasingly important tool for enhancing the competitiveness of various economic entities, an effective source of their successful operations, increasing profitability and investment attractiveness and growing market attractiveness.

The emphasis on competitiveness, innovation and efficiency is an important part of the current economic situation. In most works, the innovative management is considered within the traditional interpretation, in which it is directed primarily at material objects. Meantime, the management as such and the way of bakeries are increasingly becoming an object of innovations. The success of financial and economic operations of most enterprises will ultimately be determined by the level of development of the innovative management.

The decisive condition for effective innovative management is a well-established system of performance indicators for the development of timely, informed decisions at various levels of the management hierarchy, enabling to identify the effectiveness of the measures taken and that of innovative management in general. It seems expedient to make decisions taking into account the available technological capabilities of the enterprise and the possibility of implementing innovative products on the market.

Currently, there is no universal methodology for analyzing and evaluating the innovative potential of an enterprise and existing developments are usually based primarily on expert assessments of a factor, which makes their application more difficult and does not allow to objectively assessing the prospects for innovative development. It is advisable to use complex methods to assess the effectiveness of innovation. Such an assessment, therefore, should employ the principle of continuity, the availability of

stable indicators and allow to adequately assessing the state and readiness for innovative changes, to objectively predict factors and prospects for innovative development to form objective recommendations for the development of innovation strategy and mechanisms for its implementation. To fulfill the tasks of innovative management, it is required to provide its objective, reliable, operative, structured information base, including qualitative and quantitative characteristics of the management system, encompassing all interconnected areas that directly or indirectly affect the effectiveness of innovation activity, including in each group of factors the parameters of external and internal environment that pervades various levels of the management hierarchy.

Actuality of theme Modern practice shows that the problems that exist in today's economy cannot be solved without the formation of an effective mechanism for ensuring the development of the enterprise, built taking into account the principles of strategic management. Note that any economic dynamics today is considered exclusively in inseparable connection with the processes of creation and implementation of the latest technologies, equipment, goods and services. In the context of this approach, innovation is the main factor that directs economic dynamics in a qualitative direction.

Awareness that the lack of proper attention to innovation will slow down the development of the enterprise, lead to technological backwardness, weaken its market position, is a constant incentive to ensure the effective work of top management in this area.

After all, innovation is the driving force of the progressive development of the enterprise, the key to increasing its competitiveness in domestic and foreign markets.

It should be noted that when studying the development of industrial enterprises, including innovation, it is necessary to take into account the internal and external environment of its activities, the status of competition in the market and so on.

Thus, the successful development of the enterprise depends on a significant number of factors that often affect in opposite directions. Therefore, the analysis and evaluation of development indicators must be carried out taking into account the

influence of conditions and factors that determine the competitiveness of the enterprise and affect its own economic development, taking into account modern realities.

The purpose of this study is to improve the theoretical foundations and develop practical recommendations for determining innovative areas of development of the confectionery industry.

To achieve this goal in the work it is determined to solve a number of such tasks:

- explore the definition of "development" and identify its types, models, stages;
- to consider the conceptual apparatus in relation to economic terms: "innovation", "innovation process", "innovation activity", "innovation development", to find out their features, principles and evaluation criteria;
- to detail the research of the problem of innovative development of industrial enterprises in the conditions of European integration processes;
- explain with description Dobby's bakery enterprise
- to analyze the main technical and economic indicators of production, economic and financial activities of the studied enterprise;
- to study and understand the production and economic activity of Dobby bakery based on the potential production of the enterprise;
- describe the range, pricing and sales policy of the enterprise in the context of its innovative development;
- the innovative ways of development of Dobby's bakery in particular in the direction of its product innovation policy, technical renewal of production and effective management of human resources;
- to offer innovative and logistical directions of ensuring the development and improvement of the baking enterprise

The object of research of the master's work is Dobby's Bakery.

The subject of the study is the main theoretical provisions for the development of the enterprise, including innovation, analysis of the main technical and economic indicators of production, economic and innovation activities of Dobby's bakery

The methodological basis of the study is systemic and situational approaches, the fundamental provisions of modern economic theory and management.

The following methods were used in the process of solving the tasks: theoretical search, historical, abstract-logical, system analysis, comparison and grouping tabular, main provisions of scientific works of domestic and foreign scientists; organizational, managerial and financial report of Dobby's bakery materials of scientific and online zoom meetings for information gathering, articles, periodicals and the Internet.

CHAPTER 1. THEORETICAL AND METHODOLOGICAL INNOVATION AND ENTERPRISE DEVELOPMENT IN THE PRESENT ENVIRONMENT

1.1. Research on the essence of the development of modern economic entities in a competitive market environment.

In contemporary economy innovations were one of the key factors determining the prospects for social and economic development of enterprises. The practice of management shows that innovative adjustment in the current development of modern enterprises can not only provide high rates of economic development, but also improve the competitiveness of their export potential and will help to solve economic, environmental and social problems. Innovative activity is a major component of the process to ensure successful operation of enterprises, because current economic conditions require intense innovation, effective organizational research and development, regular innovations, reducing innovation risks and strategic management of innovation activities of each company.

As you know, the concept of "innovation" translated from English means scientific and technological achievement, innovation, the result of the introduction of novelty.

It has been a long time since the concept of "innovation" appeared. There is such an interesting fact that the founder of the innovative theory of economic development was a Ukrainian scientist, the first Minister of Finance of the Ukrainian People's Republic, a world-class classic economist Mykhailo Tuhan-Baranovsky. His line was completed by the Austrian economist Josef Schumpeter, who formulated on its basis a holistic innovation theory in the work "Theory of Economic Development" (1911). However, then it was not actually about innovation, but only about "new combinations" of means of production, which determined the form and content of economic development. However, the very concept of "innovation" J. Schumpeter used later, in

the 1930s. It was understood as a change in order to introduce and use new properties of consumer goods, production and vehicles, markets and forms of organization in industry. However, for a longer period of time, the issue of innovation research was left out of the mainstream of economic research.

However, in the 1960s, interest in innovation increased significantly.

Today, the problem of producing and providing innovations has resulted in a "rapid flow" of research. Such scientists as B. Andrushkiv, A. Galchynsky, V. Geets, M. Yokhna, S. Ilyashenko, V. Zyanko, T. Kuz, O. Lapko work in this direction, developing it. Prodius, I. Stoyko, A. Cherep, L. Fedulova, N. Chukhrai and others [1,17,18,22,24,25,26,32,37,38,39,41,42].

Today, in order to ensure efficient and uninterrupted operation of enterprises, very important to the activation of innovation processes, as well as focusing on innovative development, they set themselves new challenges, the importance of which is associated with increased competitiveness; ensure that the value of products for the consumer; social responsibility of businesses, which includes: social responsibility before each citizen to the state, the staff and the consumer sector of the economy. All socio-economic systems should seek to form innovative development model, which will help direct the growth of scientific knowledge, and their mandatory application to improve the efficiency of the enterprise as a whole. The issue of innovation activity towards efficiency and quality aspects of production and business activities can be ensured not only the constant improvement of the production process, but also from businesses transition to innovative way of development. In the modern business environment innovation - a necessary and objective factor of competitive development of each enterprise. It should be noted that in recent years there are contradictions between the economic interests of the state and companies focused on innovative path of development whose solution requires thorough research. On the development of innovative pour a lot of factors that contribute to or hinder innovation of innovation in the enterprise. Among the limiting factors of innovative development of enterprises occupies an important place insufficient number and variety of funding sources, including the main source of financing innovation enterprises of The level of

development of enterprises depends largely on acquisition of new technologies that provide long-term competitiveness, high economic performance of enterprises.

It should be noted that one should not invest in the projects that are developed and used in other countries. Exploring the theoretical basis of innovation, it is necessary first of all to pay attention to the term "innovation", because innovation is the main component of innovative development company. Which ensured an effective integrated use of all its components, but in terms of knowledge economy, socio-techno-economic paradigm of innovation and the theory of "open innovation" intellectual component of innovative enterprise development is more important than material. To improve the situation in the sphere of innovations require immediate resolution issues: improving regulatory support for innovation; financial incentives activation of innovative processes; improving and expanding innovation infrastructure; intellectual property protection in the innovation sphere; strengthening the relationship between science and industry; providing adequate information towards balancing the supply and demand for innovations like.

1.2: Innovation, innovation and innovation processes in the context of industrial development

The actions required to create new ideas, processes or products which when implemented lead to positive effective change. While invention requires the creation of new ideas, processes or products, innovation moves one step further and requires implementation of the inventive act. Innovation also implies a value system which seeks to derive a positive outcome from the inventive act. For example, actions which lead to a negative performance metric would not be considered innovative, even if they met the requirements of novelty and enabling actions.

Innovation is creating new value and/or capturing value in a new way. Value is the key word, stressing the difference between innovation and invention. The definition

is simple, easy to memorize and also good enough to encompass innovation in all the value chain.

An innovation is an idea that has been transformed into practical reality. For a business, this is a product, process, or business concept, or combinations that have been activated in the marketplace and produce new profits and growth for the organization. I differentiate radical and disruptive innovation from the incremental kind, since the latter can happen if the company is simply great at what it already does. True innovation is far more than an extension of what is done normally, and while being different, uses capabilities that exist in a company. Therefore, something is an innovation not simply because it is new to that company, but because it is simply new.

The availability of relevant knowledge as well as the ability to use it determines the directions and rates of economic growth. The ability to produce and utilize (commercialise) new relevant knowledge is an important competitive advantage for enterprises, as well as the economy as a whole. Effective knowledge management allows enterprises to adapt to continuously changing conditions of the external macro- and micro-environment caused by waves of technological innovations. It also helps to find and implement new market opportunities for innovative development; to produce and commercialise innovative developments; and to compete successfully in national and foreign markets, segments or niches.

It is relevant to address the problem of improving the efficiency of knowledge management in enterprises in the context of ensuring their innovative development. It becomes especially relevant for industrial enterprises as a leading industry, the development of which determines the pace of scientific and technological progress of the national economy as a whole. An answer to this problem will allow most enterprises to purposefully choose the trajectories of advanced innovative development, form and strengthen their competitive advantages, create conditions for sustainable economic growth, and improve the quality of life.

Legislative transition of Nigeria to the innovative type of development and formation of directions of intensification of innovative activity is defined by a number of normative documents (presidential decrees, laws, bylaws in the form of government

decrees, etc.), which, in turn, determine economic, organizational and legal principles of state regulation of innovation countries, as well as aimed at supporting the development of the Nigerian economy through innovation, establish forms of stimulating state innovation processes.

It should be noted that innovative projects, the latest technologies, the results of intellectual work, infrastructure improvements, etc. are among the main objects of innovation. However, the lack of adequate funding does not allow to implement original proposals and projects in practice. Therefore, the implementation of all these types necessitates financial support.

The need to intensify innovation in our country today is quite relevant. According to most researchers, the main obstacles to the intensification of innovation are the weakness of market instruments of the economy, the illogicality and incompleteness of economic transformation; preservation of economic relations with the developed countries of the world, based on the import of high-tech equipment; lack of management systems at all levels of government, which would be focused on improving product quality, competitiveness of enterprises, social development.

Examining the sources, we note that the main prerequisite for the intensification of innovation and the implementation of innovation processes is a favorable innovation environment, the quality of which in Nigeria, unfortunately, is improving very slowly.

The well-known World Intellectual Property Organization (WIPO) published in the Global Innovation Index 2020 a survey of factors influencing innovation and their evaluation, which compares the innovation performance of 129 countries and economies around the world.

1.3. Innovative development of industrial enterprises in the context of integration processes.

Having considered the terms "innovation", "innovation process", "innovation activity" it is expedient to stop and detail the concept of "innovation development". The

main task of Nigeria is a deep adjustment of the economy, the goal of which is not just economic growth, but its acquisition of social nature as a basis for stable economic growth. Raising for consideration and discussing the need to intensify the innovative sector of the economy by the public, business, public authorities, we witness that in recent years, in the context of deepening African integration processes, many resolutions and decisions have been adopted, government programs aimed at improving innovation enterprises. However, it should also be noted that most of them failed to be fully implemented in the real economy due to certain circumstances, constraints and adverse factors. In these conditions, there are economic conflicts between the interests of the state and enterprises focused on the innovative path of development, the solution of which requires thorough research in this area. In the scientific field, the issues of innovative economic development are dealt with by many scientists, each of whom has his own vision of the problem, offers current ways and directions of its solution taking into account modern realities.

Studies have shown that the economic literature presents two main approaches to understanding the term "innovative development".

Studies have shown that the economic literature presents two main approaches to understanding the term "innovative development":

1) subject-technological or results-oriented, in which innovative development is considered as the end result of scientific or scientific-technical activities;

2) functional, in which innovative development is associated with the functions of creation, implementation, dissemination of innovations, implementation of innovative projects .

Currently, in most cases, in the studies of both domestic and foreign scientist the term "innovative development" is used when referring to the appropriate type of development at the macro level and research on the mechanism of scientific and technological progress in the economic development of the country, region, the formation of the so-called knowledge economy, search for new sources of economic growth development models, etc. In this case, the innovative type of development means a way of economic growth based on constant and systematic innovations aimed

at significantly improving all aspects of the economic system, factors in the creation of innovative products and the formation of competitive advantages, and innovative is considered to be a model of development that is directly based on obtaining new scientific results and their technological implementation in production, ensuring gross domestic product growth mainly through the production and sale of science-intensive products and services.

As a rule, the term "innovative development" has long been used at the micro level (ie at the level of enterprises and companies).

The existing definitions of the concept of "innovative development of the enterprise" presented in the scientific works of scientists are heterogeneous.

According to S. Ilyashenko [25.26], innovative development is a process of management based on continuous search and use of new ways and spheres of realization of potential of enterprises in changing environmental conditions within the chosen mission and accepted motivation of activity and is connected with modification of existing and formation of new markets.

A similar point of view is shared by a group of scientists: A. Galchynsky, V. Geets, V. Seminozhenko [18], who also identify innovative development with the effective use of innovation potential and note that "... this is not only the main innovation process, but also the development of factors and conditions necessary for its implementation, ie the effective use of innovation potential.

L. Fedulova [40] in his works notes that innovative development is the development of the enterprise, where the source of development is innovation.

Familiarization with the work of scientists and the position of business leaders suggests that the generally accepted definition of "innovative enterprise development" (IRP) does not exist. In most cases, it is identified with the technical and technological state of the enterprise, innovation potential, the process of innovation, and so on. Studies have shown that IRP is a complex concept. It is characterized by the following determinants:

- Frequency and efficiency of innovation implementation in the enterprise (these parameters reflect the actual experience of the enterprise with innovations. Regarding

information on the effectiveness of innovation, then it also does not indicate the magnitude of innovation potential and the level of readiness of employees for change, but only allows us to draw conclusions about what results of innovation were obtained with the available innovation potential and the actual readiness of employees for change. The availability of information on the frequency and effectiveness of innovation is a necessary but not sufficient condition for forming a conclusion about the producer price index.

- The potential of the enterprise to develop and implement innovations (the potential of the enterprise to implement innovations - is the fact that the company has innovative resources. Innovative resources, in this case, means a set of intellectual, informational, material, financial and other resources that can be used for the development of new ideas, for preparation of ideas for implementation and the realization of innovations);

- Readiness of the company's staff for change (represents the level of awareness of employees through awareness, nature and consequences of innovations that can be implemented, and the level of employee interest in the implementation of innovations. Review of literature sources and acquaintance with the materials of existing companies). in the context of the analysis of employees' readiness for change should be carried out both from the standpoint of actual or current readiness, and from the standpoint of the potential ability of employees to implement innovations).

Reasons i.e. measures of enterprise managers, which are implemented in the control and regulation of IRP should be consistent with the system of enterprise goals and goals of innovation in particular. That is, these measures should contribute to the goals of the enterprise, not contradict them. implementation of decisions, when of choosing methods and forms of control and regulation of IRP, specify the goals of the enterprise, in particular the goals of innovation, document decisions on setting goals and objectives and properly register these documents, form an effective monitoring system that would ensure timely detection of discrepancies actual indicators from the expected, non-compliance of the set goals with the measures that are planned to be implemented or are being implemented by the heads of the enterprise, etc.).

Table 1.1.

Principles of evaluation and regulation of innovative development enterprise.

| | |
|---|---|
| The principle of purposefulness | Measures should promote the goals of the enterprise, not contradict them. |
| The principle of certainty | Implementation of control and regulation activities should be preceded by a clear definition of the parameters of processes and phenomena. |
| The principle of complexity | Evaluating and regulating the IRP should be carried out by taking into consideration the state and direction of changes in complex characteristics. |
| The principle of completeness of coverage | Full coverage of all spheres of activity of the enterprise by the mechanism of formation of innovative development |
| The principle of systematicity | it is better to use a systematic approach During evaluation and regulation of the IRP. |
| The principle of interdependence | Evaluating is used to identify the qualitative and quantitative analysis and it is an element of control function. |
| The principle of sequence | The sequence goes from the levels of the process of management which includes planning, controlling, organizing, motivating and regulating. |
| The principle of efficiency | Manifested in the timeliness of control measures, drawing to conclusions about the state of the controlled object; developing and implementing of regulatory solutions. |
| The principle of dynamism and development | Periodicity of realization of the measures defined by the management of the enterprise regulated by instructions |
| The principle of responsibility | Decisions and orders forms adherence to the principle of regularity which contributes to the improving of the discipline of labour, consistent improvement and increase in the level of innovative development of the enterprise. |

Note References [28,35,36,37]

- certainty (implementation of control and regulation functions should be preceded by a clear definition of the parameters of processes and phenomena that are the objects of evaluation and regulation. As you know, control is carried out by detecting deviations of actual values from expected.

Therefore, it is not possible to implement control measures without establishing the criteria that the facility must meet. To specify the expected results from the implementation of innovations, as well as to ensure the legitimacy and mandatory implementation of the control function, the parameters of the controlled objects are documented in the form of plans. The information contained in the plans forms the basis of the directions for verification received by persons directly performing control measures. As for regulation, it is a general management function, which is implemented by eliminating the deviations of the actual parameters of the object from the expected

ones detected during the control. As you can see from the definition, the control function can be implemented only after the detection of deviations, after monitoring. Thus, certainty (criterion) is the initial condition for the implementation of control functions and IRP regulation establishing criteria for absolute and relative indicators, which characterize the IRP can be carried out in different ways. The choice of approach to the establishment of acceptable values of IRP depends on the development strategy of the enterprise);

- Complexity of evaluation and regulation of IRP should be carried out taking into account the state and prospects of change of such characteristics of IRP as:

- 1) Frequency and efficiency of introduction of innovations at the enterprise;
- 2) The potential of the enterprise to develop and implement innovations;
- 3) Readiness of the personnel of the enterprise to changes (innovations).

- Regularity (when evaluating and regulating the IRP, it is advisable to apply a systematic approach. One of the forms of implementation of the principle of systematization is the selection and classification of indicators that characterize the IRP, as well as methods to ensure the expected values of the IRP);

- Interdependence (evaluation is an element of the control function. It is carried out to identify quantitative and qualitative parameters of the controlled object. The control functions and within it the evaluation process is implemented continuously at all stages of the management process. The same applies to the regulation function. IRP regulation is that the application of regulatory measures is a consequence of identifying deviations of the actual parameters of the controlled object from the expected. In turn, to ensure the effectiveness of regulatory measures, managers must control the implementation of regulatory measures, their implementation and regulatory consequences);

- Sequence (the essence of the principle of sequence follows from the stages of the management process. As you know, from the standpoint of a functional approach, the management process involves planning, organizing, motivating, controlling and regulating. The above functions logically follow from each other Subjects of

management, as well as communications between entities. The essence of the principle of consistency in management.

The IRP is that despite the methods and forms of control that can be used in the management of IRP, the variety of objects of regulation, the implementation of the regulation function is always a consequence of the deviation of the actual parameters of the controlled object from the expected);

- Efficiency (it is manifested in the timeliness of control measures; the formation of conclusions about the state of the controlled object; development and implementation of regulatory decisions. implementation of innovative projects, etc.

Among the ways to ensure the implementation of the principle of efficiency of evaluation and regulation of IRP are:

1) Specification in administrative documents (decisions, orders, directives, etc.) of the period during which the measures provided by management must be performed;

2) Creation of an automated system for monitoring indicators that characterize the state of the controlled object;

3) Identification and classification of typical states of controlled objects, as well as the development of algorithms for eliminating the detected deviations of the actual indicators of the IRP from the expected ones.

- Regularity (its essence is the periodicity of implementation of measures defined by the management of the enterprise in the forms specified in the instructions, orders and decisions. A survey of business leaders showed that most of them ensure the implementation of this principle by developing: clear instructions for monitoring and regulatory measures, control schedules of management facilities, databases that reflect the conditions of implementation of control and regulatory measures, and the sequence of their application).

The above principles, innovation project managers are able to accelerate the PPI, achieve risk reduction in innovation, to ensure the efficiency of investment in innovation As M. Tysko [40] notes in his research, in the formation of innovative development of market-type enterprises, it is necessary to focus on the values of developed economies, which are to recognize the extraordinary role of the human

factor. The formation of a system of social and labor relations in Ukraine on this basis, adequate to a socially oriented market economy, should provide for the humanization and intellectualization of labor; stability and efficiency of employment; protection of the national labor market; decent work; proper social protection and social security.

In general, it should be noted that the above issues are extremely relevant in the context of African integration processes and should take into account the world practice of doing business and innovation. Having considered in our previous research the actual foreign experience of innovation, features of innovation processes and analyzing the activities of leading companies in this field and comparing them with Nigeria, we can conclude that the formation and development of innovation management in Nigeria only is formed.

In view of this, one of the priority tasks should be to create an economic and legal mechanism for the development and implementation of new technologies and innovations in practice. These mechanisms will contribute to the formation of appropriate conditions for the development of innovative activities of domestic enterprises in various sectors and areas of the national economy.

Conclusions to section 1

Having considered in this section the theoretical foundations and etymological meaning of the concepts "development of modern business entities", "innovation", "innovation process", "innovation activity", "innovation development" it should be noted about their close relationship, interdependence and interdependence. . All of them are key determinants that determine the effectiveness of modern reforms in the direction of intensifying the European integration policy of our state and the formation of platforms for its successful implementation.

The development of the enterprise is always a positive progress, which means qualitative changes in its activities, including updating the organizational structure, improving the management system, improving efficiency in general, based on such key areas as: improving technology, introducing new techniques and methods of work

organization, improving quality products and competitiveness, increasing export potential, etc.

As for the innovative development of the enterprise, it is, in most cases, identified with the technical and technological state, innovation potential, the process of innovation, and so on.

In general, in our opinion, this is a complex concept, which is fully characterized by such determinants as: frequency and effectiveness of innovation in the enterprise; its potential for the development and implementation of innovations, i.e. the efficient use of all available resources for this; the readiness of the company's staff to change and the level of employee interest in the results of innovation.

CHAPTER 2. ANALYTICAL AND CALCULATION ANALYSIS OF EFFICIENCY AND DEVELOPMENT INDICATORS CONFECTIONERY ENTERPRISES DOBBY'S BAKERY SHOP

2.1. General characteristic "Dobby's Bakery shop"

Today, the bakery industry is one of the most developed in the food industry of Nigeria.

The purpose of Dobby's activity is:

- increasing the efficiency of the enterprise, its production, financial and marketing activities;
- improving the quality and expanding the product range;

The main purpose of the enterprise is the production and sale of confectionery, saturation of the consumer market and meet the demand of the population in the products of the enterprise.

The main activity of the company is:

- Wholesale and retail trade in products of own production and providing services to the population of the country and abroad in the field of trade and catering;
- trade and procurement activities in the field of industrial goods.

Dobby's bakery is a bakery shop which consists of making any thing flour based. This establishment started in the year September 2017. Dobby's bakery makes Bakery products, which include bread, rolls, cookies, pies, pastries, cakes and muffins, are usually prepared from flour or meal derived from some form of grain. Good pastries at Dobby's bakery depends on the following factors:

1. A good oven : It is very important to have a good oven at your preparation place whether be a wood fired or an electric oven.
2. Pastries making techniques: There are a number of process differences that makes a pastry different from another. Additives, sugar and salt content, water composition, oil being used.
3. Freshness: A good bakery is that which has fresh baked things for sale no one likes stale bread, soggy biscuits and old cakes and pastries. Analyze your daily business and then optimally control the quantity of baked goods.
4. Customer Service: It is a really important thing for a business. You need to a good businessman and have good relationship with your customers to help survive and proliferate your business. You may have the best baked things in your shop but if not sold with the best attitude they will never leave the shelf.

Also, excellent taste and high quality products, care for the interests of the consumer - these are the main features that ensure the competitive status of the company in the market.

To the general characteristics of the DOBBY'S bakery:

- Using fresh and quality ingredients in Baking
- Baking cakes and desserts as per hygienic and FSSA (food safety and standard authority).
- Providing quality and taste in baked goods
- Variety is the king
- Different types of flavor choices

- Cake decoration
- Add on options like gifts, flowers, plants
- Delivery choices like same-day, midnight, and express delivery
- Affordable prices
- Free-shipping benefits
- Discounts and Coupons
- Customer Support services
- Overall excellent services

Thus, the main priority in Dobby's work is product quality and affordable price, which has raised the level of sales not only

Within the city, but also outside it to the highest level. The company has expanded the range of products of all product groups: waffles, gingerbread, cakes, cookies, marmalade, holiday marshmallow sets and more.

2.2. Main technical and economic indicators of production, economic and financial activity "Dobby's Bakery shop"

There are a number of factors which affect the business environment of the bakery industry. These include political factors, economic factors, social factors, technological factors, legal factors and environmental issues.

Economic factors consists of rising prices, revenue enhancement, involvement rates, currency exchange rates, depression. Etc. Those factors will act upon the buying power and disbursement forms of client. If the involvement rate increased, the people would wish to salvage their money in bank alternatively passing of them and that will ensue in lessening of purchase power therefore, net income of company will cut down. Inflation causes lessening of purchasing power, inflation puts a batch of force per unit on people and they will diminish day to day disbursals. It may act upon the bakery shop industry.

Interest Rate

Interest Rate is a major factor affects the liquidity of cash in the economy. With an increase in investment cash flow in country decrease and result in a decrease in liquidity of country whereas with a decrease in investment cash flow in country increase and result in an increase in the liquidity of country.

A higher return on investment will attract investors. But if the interest rate on loan increase cash flow in country decrease and result in a decrease in liquidity of country whereas with the decrease in interest rate over loan cash flow in country increase and result in the increase in the liquidity of country. So, the interest rate affects the economy.

Exchange Rate

The exchange rate comes into the picture in case of export and import. It affects international payment and price of goods and that affects the economy.

Tax Rate

The tax rate is a crucial part of the economy. The tax rate affects the price of goods and its sales which affects the economy.

Inflation

With the increase in demand price of goods or service increase which results in inflation and with inflation money supply in the market increases.

Labor

Labor and its cost or wage is always an important economic factor that affects the economy. Many countries have started outsourcing of labor from other countries. The company starts its plant or production where labor is cheap.

Demand / Supply

Demand or supply of goods or services affects the economy as with the increase in demand price of goods or service increase which results in inflation and with inflation money supply in economy increases and with increases in the supply of goods or services price of the same decreases. Demand and supply are depended on each other.

Wages

Wages paid to labor or employee is a direct cost to the company which is added to the cost of goods or services through which it affects the economy and another way

through which wages affect the economy is with an increase in wages consuming the power of one increases and increase consumer spending.

Natural Resources

Natural resources available like a tree, water, soil, oil, coal, metal, etc. affect the growth of the country as if resources are available in-country one will not to pay for its export and existing resources will help in job creation and increase in wealth of country which will increase overall economy.

Power and Energy Resources

Power and energy resources are the main resources required for the functioning of industry, company, and country. Resources can be man-made like biogas and natural resources like petrol, coal, gas, etc. These powers are required for the development of the country and hence will affect the economy and develop it.

Transportation

Transportation is having a crucial role in economic development as for the circulation of one good or service good means of transportation is required. If a country is having good means of transportation it will able to increase the reach of goods or services to consumers and this will result in the economic development of the country.

To analyze the main technical and economic indicators, it is necessary to evaluate the results of economic activity of the enterprise for previous and current years, as well as identify factors that positively or negatively affected the final performance, decide on the efficiency of the studied enterprise, the solvency of Dobby's bakery, opportunities and production potential for the development of activities and increase the efficiency of production. The initial data for the analysis are given in table 2.1.

The table shows that revenue from sales in 2018 compared to 2017 decreased by 30.02 thousand dollars. and amounted to 1006.48 thousand dollars, and in 2019 - by 89.91 thousand dollars, respectively, amounted to 916.57 thousand dollars. In turn, the cost of goods sold during this period decreased by 39.93 thousand dollars. and amounted to 837.07 thousand dollars, and in 2019 compared to 2018 by 9.89 thousand dollars and amounted to 827.18 thousand dollars. - such changes are due to the

improvement of product quality and renewal of fixed assets, which is quite positive for the further activities of the enterprise.

Table 2.1

Analysis of the main technical and economic indicators of efficiency of production and economic activity of the enterprise for 2017-2019.

| No | Indexes | year 2017 | year 2018 | year 2019 | Deviation of 2018 from 2017 | | Deviation of 2019 from 2018 | |
|-----|--|--------------|--------------|--------------|--------------------------------|--------|--------------------------------|--------|
| | | | | | +/- | % | +/- | % |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 |
| 1. | Income (revenue) from sales, thousand dollars | 1036,5 | 1006,48 | 916,57 | -30,02 | 97,1 | -89,91 | 88,4 |
| 2. | Volume of sold innovative products, thousand dollars | 725,6 | 704,5 | 641,6 | -21,1 | 97,1 | -62,9 | 91,1 |
| 3. | Cost of goods sold, thousand dollars | 876,3 | 837,07 | 827,18 | -39,23 | 95,5 | -9,89 | 94,4 |
| 4. | Profit from sales, thousand dollars | 160,2 | 169,4 | 89,39 | 9,2 | 1,057 | -80,01 | 52,7 |
| 5. | Profitability of sold products,% | 18,3 | 20,2 | 11 | 1,9 | 10,38 | -9 | -45,54 |
| 6. | Net income, thousand dollars | 26,22 | 14,5 | 14,8 | -11,72 | 55,3 | 0,3 | 2,06 |
| 7. | Asset value, thousand dollars | 248,8 | 209,9 | 168,3 | -38,9 | 84,3 | -41,6 | 80,1 |
| 8. | Return on assets,% | 10,5 | 6,9 | 8,9 | -3,6 | -34,29 | 3,0 | 43,5 |
| 9. | Equity, thousand dollars | 121,6 | 107,03 | 41,4 | -14,57 | 88,01 | -80,2 | 38,6 |
| 10. | Return on equity,% | 21,6 | 13,6 | 35,8 | -8,0 | -37,04 | 22,2 | 163,2 |
| 11. | Number of employees, pers. | 50 | 79 | 109 | 29 | 158 | 30 | 137 |
| 12. | Labor productivity, thousand dollars | 20,7 | 12,7 | 8,4 | -8 | 61,3 | -4,3 | 66,1 |

As can be seen from the data in Table 2.1, net profit in 2018 decreased by 11.72 thousand dollars, in 2019 it increased and amounted to 14.8 thousand dollars. which is a positive aspect of Dobby's bakery.

To analyze the financial condition of the studied enterprise, we will calculate its main indicators (table 2.2)

Table 2.2

Calculation of financial performance of the enterprise

| No | Indexes | Optimal value | The actual value by years | | |
|----|--|---------------|---------------------------|-----------|-----------|
| | | | Year 2017 | year 2018 | year 2019 |
| 1 | Coverage ratio (total liquidity) | 1 | 1,3 | 1,22 | 1,37 |
| 2 | Rapid liquidity ratio | 0.6-0.8 | 0,5 | 0,48 | 0,51 |
| 3 | Absolute liquidity ratio | 0,2-0,35 | 0,04 | 0,01 | 0,03 |
| 4 | Coefficient of autonomous financial independence | 0,5 | 0,83 | 0,82 | 0,85 |
| 5 | Coefficient of financial stability | 1,0 | 5,0 | 4,56 | 5,2 |
| 6 | Coefficient of own working capital | 0,1 | 0,52 | 0,30 | 0,43 |
| 7 | Efficiency of equity efficiency | growth | 0,03 | 0,04 | 0,06 |
| 8 | Capital structure ratio (financing) | 0,5-1,0 | 0,2 | 0,22 | 0,3 |
| 9 | Equity coverage ratio | 0,5-1,0 | 0,56 | 0, 50 | 0,69 |

The following conclusions can be drawn from Table 2.2 of Dobby's bakery indicators:

- indicators of general and rapid liquidity are within the normative limits, which, in turn, indicates the company's ability to partially cover its debts by mobilizing funds in settlements with debtors and income from business activities;

- The absolute liquidity ratio during 2017-2019 is quite low, much lower than the norm, which indicates a relatively small amount of money in Dobby's bakery accounts for repayment

- Urgent obligations;
- the financial stability ratio is also quite high compared to the regulatory value of the indicator, which indicates the ability of Dobby's bakery to meet its obligations and shows a low level of its financial risks;
- The coefficient of autonomy during 2017-2019 is quite high, which indicates a significant share of equity (85%) in the structure of the balance sheet and financial independence of Dobby's bakery from creditors;
- The ratio of own working capital during 2017-2019 is also significantly more than the norm, which indicates the financial stability of the enterprise in today's conditions;
- The capital structure ratio during 2017-2019 is at a stable level: in the range of 0.2-0.3 and indicates the independence of the enterprise from borrowed funds;
- the efficiency ratio of equity during the analyzed period gradually increases: from 0.03 to 0.06, which indicates a positive dynamics of enterprise development;
- the ratio of equity liabilities for the analyzed period is within the theoretically acceptable, which indicates the dominance of equity over borrowed.

After analyzing the data we can conclude that for the period 2017-2019. Dobby's bakery's financial condition is in satisfactory condition. This situation indicates the financial independence of the enterprise, its capabilities and production potential for business development and production efficiency. Today, Dobby's bakery has a trend of financial growth, which is a very positive phenomenon for the further development of the enterprise.

2.3. Analysis of production and economic activities of Dobby's Bakery shop by indicators of efficiency of use of production potential

Early and timely implementation of plans and order for production, shipment and sale of product depends on many factors, which can be divided into three primary

groups-factors of living labor, means and object of labor, which are known to relate to the production potential of the company

The proofs of the enterprise's economic activity are majorly determined by the security and efficiency of living labor- which is the most effective indicator in the process of production. The analysis of the resources of labor is one of the areas of economic work at the enterprise, the reason of which is to signify reserves for improving production efficiency by increasing its volume with better use of labor. To generally assess the company's labor resources characteristically in accordance with their actual average number which meets the requirements of the enterprise is by comparing them to understand and determine the absolute deviation in the number, any changes in the number of workers in whole and in group categorically, and also signify the factors causing the change

Calculating and determining the average number of employees helps to examine the number of working staff you have during a specific period of time. It is not very economical to count the number of the working staff daily to find the average. At Dobby's bakery, the number of employees are calculated from the beginning number of the employees and also the ending number for a specific period of time to find the average.

Calculating the average no of employees

1. JANUARY 2017 – December 2017

No of emp in jan 2017 -45

No of emp in dec 2017

Calculating the average number in 1 year

$$45 + 55 = 100$$

$$100/2 = 50$$

Average number in 2017 is 50

2. Jan 2018 –dec 2018

No of emp in jan 2018 – 75

No of emp in dec 2018 – 84

Calculating the average number in year 2018

$$74 + 84 = 158$$

$$158/2 = 79$$

Average number in 2018 is 79

3. Jan 2019 – dec 2019

no of emp in jan 2019 – 98

no of emp in dec 2019 – 120

$$98 + 120 = 218$$

$$218/2 = 109$$

Table 2.3.

Dynamics of the workforce of the enterprise Dobby's bakery

| INDEXES | Year 2017 | Year 2018 | Year 2019 |
|-----------------------------|--------------|--------------|--------------|
| Average no of all employees | 50 | 79 | 109 |
| Main workers | 22 | 50 | 70 |

From the data given above it is shown that the average number of employees of the enterprise has been growing steadily and in 2019 reached 109 people.

It should be noted that the company pays considerable attention to improving the skills of employees. This is evidenced by the constant growth of young workers, because modern market conditions require high-quality products, and such results can be provided only by good professionals who are well versed in their work, have high intellectual potential, good knowledge and skills, creative thinking and more.

The company also has an increase in the number of key workers, due to the expansion of production and growth in production which is a positive phenomenon for the company.

It should also be noted that Dobby's bakery pays considerable attention to the implementation of the training plan and professional development. At the same time, it is established how much the organization of recruitment and advanced training of employees meets the need for replacement and renewal of personnel; whether the organization of recruitment was properly planned; applications are given to educational institutions for specialists required by the enterprise; training agreements are signed

with educational institutions, in particular internships with the possibility of further employment.

The next step in the analysis of labor resources is to check the movement of labor. To do this, we use the data of the personnel department, on the basis of which we calculate the turnover ratio for admission, disposal and turnover rate.

Voluntary turnover:

3 people left during the year 2017

Company started with 30

Ended with 20 dec 31

Average number in 1 year = 50

Annual turnover = $3/50 \times 100 = 6\%$

6 people left in 2018 started

Company started with 60

Ended with 55

Average number in 1 year = 79

Annual turnover = $6/79 \times 100 = 7.6\%$

10 people left in 2019

Company started with 90

Ended with 82

Average number in 1 year 109

Annual turnover $10/109 \times 100 = 9.2\%$

Involuntary

9 people left in 2017

Company started with 100

Ended with 90

Average number in 1 year 50

Annual turnover $9/50 \times 100 = 18\%$

12 people left in 2018

Company started with 96

Ended with 90

Average number in 1 year 79

Annual turnover $12/79 \times 100 = 15.2\%$

10 people left in 2019

Company started with 120

Ended with 110

Average number in 1 year 109

Annual turnover $10/109 \times 100 = 9.1\%$

Table 2.4

Labor turnover at the enterprise

| No | Indexes | year 2017 | year 2018 | year 2019 |
|----|--------------------------|-----------|-----------|-----------|
| 1 | Average no of staff | 50 | 79 | 109 |
| 2 | Received-together | 15 | 25 | 20 |
| 3 | Voluntary turnover % | 6% | 7.6% | 9.2% |
| 4 | involuntarily turnover % | 18% | 15.2% | 9.1% |

This calculation explains the tabular representation of the annual turnover of employees voluntary and involuntary.

The performance of the company's duty in line with amount of manufactured goods primarily depends on the availability of employees and also how they make use of their working time. The idea of using the resources of labor of the company gives the funds of operating time and it is dependent on the number of workers, the number of working days operated by each worker and the period of working days.

From the given data of the tabular analysis, it is finalized that in 2019 the operating time of employees increased compared to the last years by 3,203 and this was gotten by subtracting operating time fund of 2019 by operating time fund of 2018

(38424 – 35221). In comparison to 2017 by 8,300 hours which was gotten by subtracting the year 2019 by 2017 (38424 – 30124).

Table 2.5

Tabular analysis

| NO | YEARS | Operating time fund | Used time | Non-operated time | Annual leave | Temporary disability |
|----|-------|---------------------|-----------|-------------------|--------------|----------------------|
| 1 | 2017 | 30124 | 21462 | 12,123 | 2000 | 1000 |
| 2 | 2018 | 35221 | 23222 | 8087 | 1200 | 1350 |
| 3 | 2019 | 38424 | 27568 | 3027 | 800 | 1570 |

Importantly, un operated working hours since have been constantly reducing and got to 3027 hours, which is 9096 (3027 – 12123) . this is a very good and positive result for the society and this is because of the developing and widening of the capacity of production. In the analysis of the uses of resource of labor, enough concentration is given to the study of productivity of labor.

Calculation of productivity in Dobby’s bakery enterprise

And the formula to be used is

$$\frac{\text{output}}{\text{input}} = \text{partial factor productivity}$$

Data provided is based on input and output

In 2017

$$\frac{800,000}{15000} = 5.3 \text{ partial factor productivity}$$

The Output of Dobby’s bakery annually is 800,00 naira worth of cakes and input 150,000 naira worth of labour, material and other cost. The partial factor productivity of doobby’s bakery in 2017 was 5,3.

Data provided is based on input and output of doobby’s bakery

In 2018

$$\frac{900000}{282000} = 3.2 \text{ partial factor production}$$

The output of the company in 2018 is 900000 naira worth of cakes and jams and input of 282000 naira worth of labor, material and other costs. The partial factor productivity is 3.2

In 2019

$$\frac{500000}{300000} = 1.7 \text{ partial factor production}$$

In 2019 the output of the company reduced drastically as a result of the COVID-19 and lockdown measures. The partial factor production for 2019 is 2.6

Table 2.6

| SWOT ANALYSIS OF DOBBY'S BAKERY | |
|--|--|
| <p>STRENGTH</p> <ul style="list-style-type: none"> - Have a wide varieties of products - Good equipments for products - Good and well trained employees - Location - New product line - packaging - Storage facility for bottled products - Small sizes with few calories - Great customer service - Product quality - Great operations and cleanliness - | <p>WEAKNESS</p> <ul style="list-style-type: none"> - perishable bakery products - pricing - poor media marketing - financing - marketing challenges |
| <p>OPPORTUNITIES</p> <ul style="list-style-type: none"> - Expansion - Market growth - Potential to become international - Bakery institute - Wholesale market - Bakery trucks - Reduction in flour price - Great profit in high traffic locations | <p>THREATS</p> <ul style="list-style-type: none"> - Competitors - Downturn of economy - Healthy eating trends - Consumers that are health conscious - Government regulations - COVID 19 |

Dobby's baker's performance in terms of production volume generally depends on the availability of its employees, as well as on how much working time is used by the people who work. The use of Dobby's baker's workforce is best illustrated by the

man-hour working time fund. Its value depends on the number of employees, the number of working days worked by one worker and the total length of the working day.

It is also worth noting that the study of labor productivity in the analysis of the use of labor resources is given considerable attention.

A generalized indicator of labor productivity is the output per employee for a certain period of time or the cost of working time per unit of output.

The intensity of production is that the main share of growth in its volume is provided by increasing the productivity of workers.

Conclusions to Section 2

The bakery industry is one of the most developed and pronounced food industry not just in Nigeria but the whole as a whole and that's why quality matters as there are a lot of competition in the market.

The purposes of Dobby's bakery is to make sure that there is an effective increase in the company's products efficiency, finances and marketing strategies.

Dobby's bakery which started off in 2017 makes products which mostly consist of flour, butter, eggs, and sugar. Example, cakes, pies, cookies etc. And the quality and effectiveness of the producers and products depends on the technologies, skills and materials used. E.g. good oven, pastry techniques, freshness, design and customer service. At Dobby's bakery enterprise the main priority is product quality and affordable price to meet different customers budgets. There are numerous indicators of production, economic and financial activity of which affect the business and these indicators e.g., exchange rate, tax rate, inflation, recession, labor, demand/supply, transport determines the buying and selling power of products.

Analysis of the production of the enterprise shows these indicators from 2017 to 2019, show (1036.5, 1006.48, 916,57). And these numbers shows that there has been an increase in the income revenue from sales of the company the.

From the analysis of the indicators, it shows that the volume of sold innovative goods from 2017 to 2019 (725.6, 704.5, 641.6) to wasn't progressive as there was a

decrease in the volume of sold goods. All these changes are due some of the indicators of production and improvements in the product quality and renewal of fixed assets.

The company should make sure that the workers are skilled according to their level to maintain height quality products.

Analysis of the la our resources if the company from table 2.4 shows the annual average number of staff from 2017 to 2019 and with a slightly increase in the annual turnover of employees each year. 2017 (6%) 2018 (7.6%) 2019 (9.2%). These idea of resources of labor gives the company funds of working time which is dependent on each worker.

The swot analysis of Dobby's bakery according to table 2.6 has shown the strengths, weaknesses, opportunities and threats of the enterprise of which more attention show be paid to weaknesses and threats due to a very high and competitive industry.

Good quality depends on not just the company but the employees, material and machineries for a better and well improved product that meets the need of the customers.

3. CHAPTER 3. PROJECT AND CALCULATION INNOVATIVE DIRECTIONS OF ENTERPRISE DEVELOPMENT CONFECTIONERY

3.1. Improvement of product innovation policy of Dobby's Bakery shop in the context of increasing its competitiveness in the market.

This present market economy, a very salient indicator in the victory of the producers is the consistent increase in the level of competitiveness of products. This factor for any enterprise is reflection of the results of most of its services and departments and also its response to changes in external factors. The quick and adequate response provided by the enterprise aids in customer behavior, tastes and needs.

Controlling the economy requires competition and this control needs a little cost. It aids in creating and providing customers with high quality goods in time. Production requires specialists in the area to make better and high quality goods, so most times it's hard to find these specialists. It is very necessary for the selection of raw materials, semi-finished goods and other things needed to meet up production. Planning, production and evaluation is needed to understand the complexity and efficiency, creating new products and organizing labor. Quality is used to understand the natural properties of products manufactured and its compositions.

Quality of product is a wide interest and demand in the market which has a significant hold in the producing sector and in consumers market. The enterprise should focus on reducing the differences between the required characteristics by customers and the characteristics of the actual products. The finished product's quality and cost depends on the technological processes and the project quality, which is determined by the fixed assets that is existing at the enterprise that is, the facilities and technological equipment. Planning, manufacturing and product's quality control are extremely necessary.

The producer must be able to determine how the product quality depends on the parameters of the process of technology. The parameters of the technology needs to improved, observed, stabilized, and also applying of the original raw material in accordance with the rules and regulations of the technology and equipment. The most salient aspect of Dobby's bakery is the time of its consumption. The short life span of products, the inconsistency of the main shelf life which is very necessary to stock up on products, reduce losses and demolish parts that are not sold which cannot be consumed. This results to increased and more production size, materials and labor which leads to reduction in production efficiency.

The business policy of Dobby's bakery focuses on forming a well managed system to make sure of the safety of food based on the HAZARD ANALYSIS AND CRITICAL CONTROL POINT (HACCP) which according to the company

- Producing and supplying safe and quality goods that meets the needs of the consumers.

- Meets up with the latest regulatory needs of the legislation of Nigeria on food safety through applying for programs with requirements and principles of the hazard analysis and critical control point (HACCP).
- Educate workers/employees on the safety of food.
- Make available packages and labels to protect the safety of the consumers.
- Persistently improving the safety of food management according to the Requirements of the ISO 22000 in Nigeria.

A part of quality improvement that is very important is the way the products comply with the international standard according to the originality and identification of products. Identifying the products involves marking and labeling of raw materials, its components and finished products along with documentation of technologies on them. This can be used to trace out the use of each object that is marked so as to identify the main causes of the drawback in production and technological process. With the information gathered a complete explanation of the quality of product and the qualification of the supplier in line with the requirements of the HAZARD ANALYSIS AND CRISIS CONTROL PROGRAM SYSTEM (HACCP). Enough attention needs to be given to the quality and safety management system at the company and this is based on the next step by step model of implementation of measures to ensure it.

Stage 1. Ensuring the innovative development and improving the economic condition of the enterprise.

Stage 2. Expansion of existing or venturing into new market with products that is high in quality and safe for consumers.

Stage3. Achieving a better and higher quality of products than the competitors.

Stage 4. Pays attention on satisfying the customers which depends on the market segment and individual regions.

Stage5 Improvement of the raw materials and technical base of the enterprise.

Stage6. Developing new products and services.

Stage7. Improvement of product quality and delivery service, improving packaging and also improving service.

Stage8. Making sure that product safety in accordance with the requirements of the HAZARD ANALYSIS AND CRITICAL CONTROL PROGRAM (HACCP).

A very salient factor that is influencing the purchasing buyer's ability is the amount of the finished product. The finished products will be very competitive if its selling price does not exceed the market price, and the quality is not low to goods for similar purposes represented by competitors. An important thing to note when buying goods for consumer at the same amount and opportunities shows the picture of the company and design, taste and characteristics of products and this result to preferences given to goods of a popular brand.

It is important to create the reputation of the brand and reduce cost of production to have persistent sales of products in the domestic market and to increase in terms of economic parameters.

The latter achievement is gotten through the introduction of new and modern technologies. Implementing a good quality control system and product safety at all stages of technological cycle by acquiring the new equipment and facilities. The picture of the company is achieved and high quality product with the condition of its financial stability according to promotional activities and the gradual implementation of which will allow not only price reduction of the products but also improve the quality. For a better and effective pricing policy, submission of discounts/surcharges to price list prices. It is advisable to use the following basic components of the standard discount system.

Discount given depends on the term of payment and an easy wholesale discount is made available beginning from a specific threshold or volume of transaction.

Cumulative discount is provided to the customer beginning from a certain point of amount of its overall purchase and this discount is specifically effective to attract consistent and inconsistent customers. It is important to make sure that transactions with such discounts in a regular operation is accounted for no more than 10-15% of sales.

It is very necessary to note that the buying of products are evaluated and influenced by the customers' tastes, needs, behavior, and mentality. Dobby's bakery is considered one of the best bakeries in Nigeria, although there are also a lot of

competitions in the baking industry in Nigeria of which some are good and some are bad quality. A better way of creating good images is by developing links of information of the enterprise with various sectors of the population, medias, and government bodies internationally and this activity is called public relations. This activity helps the company to improve the level of safety, product quality, organizing events

Functions for the enterprise in the public relations are:

Interview

Public speaking by ambassadors of the enterprise

Coordinating of events and presentations

Persist and increased provision of materials about the functions of the enterprise

Maintain and attracting new customers

Sponsorship

Show casing activity. At doobby's bakery, these activities are usually put in place 4 times in 3 months and thrice during festive seasons.

3.2. Technical equipment of the enterprise as a direction ensuring its innovative development.

The need to improve the efficiency of production by applying changes in the economy solely relies on the creation and use of assets that are fixed. For further improvement in the production of doobby's bakery. High quality equipment is needed to help the enterprise in the bakery market as there a lot of competition.

Activation of innovative activity and scientific-technical and technological progress led to the display of equipment with extremely high quality and capacity of finished goods that meets the needs of the consumer in the market, and that's the reason the enterprise the company offers to launch a new product of Jams and lozenges.

Dobby's bakery will produce the following range of sweet products on the new line:

- Bottled Jam: Made in a way that would meet the needs of individual differences by making a large quantity and bottled.
- A 5 inches jar bottle: is made with different separation of flavors in one bottle. The first layer, has the orange flavor, the second layer has cherry flavor and the third layer has the strawberry flavor
- Lemon cookies: baked in different forms and taste from sweet to savory to entice individuals of different age and dietary plan.
- Nutella cheesecakes: made in a circular form gotten by baking the cheese cake or melding the cake in a small cake pan to serve just an individual.

Based on these new sweet production, doobby's bakery has an alternative to buying new bottles for the jam , and also the 5 inches bottle, buy a new machinery for the lemon cookies to help with production.

The process of production of jams and lozenges are widely dimensional, and for it to be completed, the former room with the inundated machineries can be used. When bottling jam with the new bottles, the enterprise will be able to adequately use bottling and capping facilities and use the resources of labor while bottling and capping the jam, and this new product with its bottling and design will increase the market demand, which is linked with low costs and the quality and taste of the product improved.

To ensure that the new line of production is completed, the company will need to buy more cooling machineries worth 250,000 naira, a crate for distribution worth 70,000 naira and also take into account cost of adequately transporting products which will be 55,000 naira, and the cost of bringing and setting these machineries is 14,000 naira. To prevent the entrance of defective products into the market, it is best to make sure of safe and careful quality control of goods from the store room to the market, additional staff is necessary.

Generally, reconstruction an already existing area does not include the re-equipment and also the main auxiliary facilities and without the expansion of existing buildings and structures of the main purpose and its economical and technical level increased.

Reconstructing a facility is carried out in order to increase the capacity of production, change ranges of product and improve the quality without the need to increase the number of employees while making improvements in their working conditions and environmental protection. The technical re-equipment of the already existing enterprise includes measures to improve the technical and economic level of each industries, stores and areas based on the introducing new and advanced equipment and technologies, mechanization and automation of the production and replace of old and worn out working equipments with new, more productive and improving primary services.

The obtained research data was used by the marketing department of Dobby's bakery, the demand for these products will vary ranging from 50 to 80 crates each year and for 3 years it will be from 90 to 120 crates of jams and lozenges but mostly jams. In assumption, the probability of sales of such volumes is 0.2 and 0.4. Hence, the expected cash return (UI) will be defined as the sum of the expected gains (losses) on each of the

Basically, organizational structure of project management is quite small in size and does not divert the focus of the administrators involved in it from functioning well in their direct duties.

Unfortunately everything with an advantage has a disadvantage and the disadvantage of the project is that its implementation requires a pause of production, and this will lead to a stop for a certain period of time in the production process. There is also a problem with the placement of temporarily lay off staff. Administration should decide to transfer these staff to other manufacturing sites where labor is needed. This is because sometimes some employees retire due to due time.

At the process of the design works, basic and new control over their implementation and the pace of achieving the planned production capacity is carried out. Project control is also carried out after its implementation; the efficiency of the new machinery is monitored, because a number of factors can be noticed only during a period. To carry out this control, data gotten for a certain period of work of the equipment on the basis of technical and economic indicators of its operation are used.

3.3. Labor efficiency in implementing a new line and improving the quality of Dobby's Bakery shop products

At the implementation of this project, the enterprise will receive extra income because three employees involved in maintaining the old machineries engaged in production were laid off. The layoff was because a great percentage of quality products are made and it encourages the enterprises management. This situation contributed to the fact that the company will receive extra savings of 30,000 naira annually.

Number of primary staff per person, which will cause savings in the amount of 50,000 naira per annually and this, can lead to certain problems in the company between staff and administrator of the company. In order to avoid misunderstandings related to the laying off of staff, administration should decide to transfer these staff to other manufacturing areas where there is a need for labor, like shops where there is an overload of workers.

As a result of the implementation of this project there will also be a reduction in the number of key employees per person, which will lead to savings in the amount of 30000 naira annually. This can lead to certain problems and misunderstandings in the company between employees and management of the company. In order to avoid misunderstandings related to the dismissal of employees, management should decide to transfer these employees to other production sites where there is a need for labor, such as in those shops where there is an overload of employees. In particular, in the sections for the production of shortcakes and shortbread, as here for a short period of time laid off two employees of retirement age. Therefore, it would be appropriate to involve the dismissed workers here.

The advantage of using this type of equipment is the production of high quality products, but like any other equipment, it requires clear control and attention during operation, and only in this case you can achieve the desired quality results.

Effective levers to stimulate product quality include bonuses. So we offer to start application at the enterprise in all production divisions of system of defect-free manufacturing of high-quality production and delivery of its control department from

the first presentation. For this, workers are paid a bonus. Its size is determined by the degree of achievement of various indicators: grade or score of product quality, the share of high quality products. We propose to set a differentiated scale of premium sizes at the enterprise depending on the share of the fastest delivered high-quality products.

In this way, the relationship between personal responsibility and fair pay could be clearly articulated.

Table 3.1

Award scale of employees of Dobby’s bakery

| The share of the fastest delivered high quality products % | The amount of the premium as a percentage of the tariff rate or piecework earnings. |
|--|---|
| 60-75 | 15 |
| 75-85 | 15 |
| 85-100 | 20 |

Bonuses to managers, specialists and employees should also be set not only for volume indicators, as has been done at the company so far, but also for achieving higher product quality indicators, given that the company has enough funds to provide such incentives.

We propose to set bonuses to employees of the quality control department depending on the quality of products manufactured by the company, to accrue a full premium to controllers, if there is no return of products, no complaints due to the control department, full work to reduce loss.

We offer to reduce the premium to the controllers of the control department if due to their fault the accompanying documentation was incorrectly executed, low-quality raw materials were accepted, and the schedule of control over the technological process was not fulfilled.

Measuring the efficiency of the labor of doobby’s bakery

Efficiency measures the quality of goods and we will be using the formula

$$\frac{\textit{standard labour hours}}{\textit{Amount of time worked}} \times 100 = \textit{efficiency}$$

In Jan 2017

Standard labor hour – 90

Actual Amount worked – 102

$$\frac{90}{102} \times 100 = 90\%$$

In June 2017

Standard labor hour – 100

Actual amount worked – 110

$$\frac{100}{110} \times 100 = 91\%$$

In December 2017:

Standard labor hour – 85

Actual amount worked – 89

$$\frac{85}{95} \times 100 = 89\%$$

Tabular representation of the efficiency of labour in 2017

| Beginning (January) % | Middle(June) % | End (December) % |
|-----------------------|----------------|------------------|
| 90 | 91 | 89 |

The data above shows the efficiency of labor of doobby's bakery from the beginning, middle and end of 2017. The result in percentage shows the increase in the efficiency of labor leading to the production of quality goods until December. According to the result of the efficiency of labor in December, there was reduction in the quality of goods produced as a result of temporary employee turnover.

In January 2018

Standard labor hour – 110

Actual amount worked – 120

$$\frac{110}{120} \times 100 = 91\%$$

In June 2018

Standard labor hour – 115

Actual amount works – 125

$$\frac{115}{125} \times 100 = 92\%$$

In December 2018

Standard labor hour – 120

Actual amount worked – 125

$$\frac{120}{125} \times 100 = 96\%$$

| Beginning (January) % | Middle (June) % | End (December) % |
|-----------------------|-----------------|-------------------|
| 91 | 92 | 96 |

The data above shows the efficiency of labor of doobby's bakery from the beginning, middle and end of 2018. The result in percentage shows that there was a progressive increase in the efficiency of labor from the beginning of the year till the end of the year leading to the production of quality goods until. According to the result of the efficiency of labor in December, there was a high production quality of goods and this is because new employees were appointed for extra work due to the high amount of demand for product as a result of the festive season.

In January 2019,

Standard labor hour – 98

Actual amount worked – 105

$$\frac{98}{105} \times 100 = 93\%$$

In June 2019

Standard labor hour – 97

Actual amount worked – 102

$$\frac{97}{102} \times 100 = 95\%$$

In December 2019

Standard labor hour – 90

Actual amount worked – 110

$$\frac{90}{110} \times 100 = 82\%$$

| Beginning (January) % | Middle (June)% | End (December)% |
|------------------------|----------------|-----------------|
| 93 | 95 | 82 |

The data above shows the efficiency of labor of doobby's bakery from the beginning, middle and end of 2019. The result in percentage shows that there was increase in the efficiency of labor leading to the production of quality goods until December. The decrease was a result of the COVID-19 where restrictions were made and curfew was laid. This affected the labor production of goods at doobby's bakery due to rule governmental rule of social distancing.

Calculating the customer growth of doobby's bakery annually

Using the growth rate formula

$$\text{growth rate} \frac{\text{present} - \text{past}}{\text{past}}$$

In 2017

Past – 500

Present – 700

$$\frac{700 - 500}{500} = \frac{200}{500} = 0.4$$

This implies that the growth rate of doobby's bakery in 2017 was 40% which means that it is bigger than the previous past value. If the current value was smaller than the past value, the result would be negative.

In 2018

Past – 750

Present value – 900

$$\frac{900 - 750}{750} = \frac{150}{750} = 0.2$$

Find the percentage of 0.2

$$0.2 \times 100 = 20\%$$

In 2019

Past – 1000

Present – 1250

$$\frac{1250 - 1000}{1000} = \frac{250}{1000} = 0.25$$

Find the percentage of 0.25

$$0.25 \times 100 = 25\%$$

Calculating the gross profit margin:

The gross profit margin measures the profitability of doobby's bakery enterprise and to do this, subtraction of cost of goods from revenue is very salient.

Formula for gross profit margin is:

$$\frac{\text{revenue} - \text{cost of goods}}{\text{revenue}} = \text{GPM \%}$$

850 000 in revenue

Created 200000 naira worth of labor

$$850000 - 200000 = 650000$$

$$\frac{650000}{850000} = 0.7 \text{ or } 70\%$$

This means that the immediate cost of manufacturing the products that is sold by the company consumes 30% of its revenue. It has 70 of its revenue to help cover unplanned and indirect expenses and create more profit for the enterprise.

Conclusions to Section 3

Quality is very important to be progressive in business especially when there are a lot of competitors in the market. Quality products need quality producers with consistent and progressive improvements in order to meet the customer's needs and also stand out in the market. Planning, is the number primary factor for a business or product followed by the production of the goods with the material needed and lastly is evaluating the products to see the quality and after results. Good and better planning and production leads to good and quality finished goods. These finished products depending on the quality will meet up the consumer's needs and also the general market. The parameters of the technology are solely determined by the quality of products through the producers. It is very paramount that the producers of Dobby's bakery bear in mind the time life span of the products and know which ones to re stock and which ones to remove. Producing goods that have a short life span will bring great losses to the company, thus, it is better to produce the goods in a way that will have little to no loss.

The Dobby's bakery has a goal of well managed system and customer services and this goal works in line with the hazard analysis and critical control point (HACCP)

and models of implementation of measures to ensure that. This enough attention is given to the quality and safety administrators. It is also necessary to make sure that the cost of production will not be a problem to the selling of the products. Meaning when cost of production is too high, their won't be persistent sales as not everyone can afford it, but when the cost of production is on a minimal level, consistency of sales would increase.

The company implementation of new line of products with varieties and taste would widen their opportunities in the market.

Employees especially the quality control department are duly recommended and appreciated with bonuses

Measuring the efficiency of labor of Dobby's bakery for the last three years showed that there has been an increase in the effectiveness of quality products in the company over the years and by calculating the growth of the customers that the company has had an enormous increase in new costumers. The cost of margin of Dobby's bakery shows that the has 70% of the revenue out of 100% to help cover any unplanned expenses

CHAPTER 4. LABOR PROTECTION AND SAFETY IN EMERGENCIES

4.1. Occupational health at work

The labour protect at Dobby's bakery enterprise is carried out according to the rules and regulations of the constitution of Nigeria, the law of Nigeria on "labour protection", The Nigerian code of labour law, The Nigerian law "on fire safety", the law of Nigeria "on the compulsory insurance of the state against any form of accident at work place and occupational disease that may have been a factor of disability and company's instructions.

The safety of the occupation during work starts with the organization of occupational safety management. The employer is required to create a good working

condition in each structural unit and place of work according to the rules and regulations, also to ensure compliance with the needs of the legislation on the rights of workers in the aspect of labour protection.

The Dobby's bakery enterprise makes sure that the functioning of the labour protection management processes and system in the following areas

- Makes available better services and assign administrators that ensure solutions to specific problems of labour protection and accepts guidance on their functions, rights and responsibilities for the achievement of their duties, and also monitor their submissiveness.
- Developing with the engagement of the group with a unified agreement and apply a thorough measures to achieve the established standards and increase the existing level of labour protection.
- Proposes technologies that are new and advanced, proofs and result of science and technology, mechanisation and automation of production means, requirements of ergonomics, and labour protection experience
- Makes sure that there is an appropriate elimination of the cause of accidents, occupational diseases, and the application of safe and preventive measures determined by the administrators on the basis of the proofs of the inspection and examination of the root causes.
- Establish and accept regulations, directions, guidelines and other acts on labour protection that works inside the enterprise, and develops rules and regulations of performance of duty and workers behaviour in the environment of the enterprise, in the factory environment, on duty place in accordance to the state and branch regulation of legal act on labour protection.
- Ensures to takes precautions based on the proof to dispose dangerous and harmful things to health production factors
- Coordinates the audit of labour protection, tests of good laboratory working conditions, workplace certification for complying with the rules and regulations of labour protection in the ways and terms made by the government.

- Execute consistent control over the workers compliance with the technological processes, guidelines for handling machines, equipments and any other production means, the use of unified and individual protection, the labour protection requirements for work performances.
- Take emergency precautions to help casualties involved and ensure to call the professional rescue teams in case of accidents at the company and the organization is responsible for if any of these requirements are violated.
- Coordinates and promotes safe method of work and comply with workers in the field of labour protection.

4.2. Ensuring the operation of the Dobby`s Bakery shop in emergencies

The duty of the workers to obey the rules and requirements of the regulations on labor protection are narrowed down to the points below:

- Have an advanced knowledge and obey with the requirements of regulations on protection of labor, machine handling rules and regulations and other means of manufacturing products, use the process of unifies and individual protection.
- Go through preparatory and systemic medical examinations in the prescribed way.
- Ensure to take care of personal safety and health and also the health and safety of others in the process of any function or during the presence on the company`s environment.

The workers are responsible for any violation of these rules and requirements.

In a way to make sure that the adequate engagement of workers in the company to sort out any problem of safety, occupational health and the area of work by the agreement of the labor collective can create an administration on labor protection.

The administration includes ambassadors of the company and the union of trade and also warranted by employees, specialists in safety, occupational health and other services of the enterprise according to the standard of regulations accepted by a special

authorized important executive body for labor protection supervision. These decisions of the commission are highly recommended.

The budget of Dobby's bakery makes available basic and timely medical examinations of the employees who handle the food section or those where special selection is needed and also yearly compulsory medical checkups of individual under the age of 21 years old during appointment and employment.

On the basis of the proof of timely medical checkups, if important, the administration must make sure that good and appropriate health measures are implemented. Medical examinations checkups are solely determined by professional authority and executive body in the area of health care.

If by any means the compulsory medical check-up was violated, Dobby's bakery has the right to discipline the individual or individuals responsible and has the right lay off the employee without pay.

Urgent medical check-up are provided for the employees at the budget of Dobby's bakery when:

- The employees demands and affirm that his or her health is deteriorating due to the conditions of work.
- The employee's state of health does not allow him or her to perform their functions.

At the time of the medical checkups of the employee, his or her position and pay are held back.

At the budget of Dobby's bakery, all employees must be directed, have training in occupational safety, give first aid to casualties of accident and rules of conduct in the event of an accident.

Special training and annual test of knowledge of important regulations on labor practice must be done by employees operating in a highly dangerous area or where there is a need for professional appointing.

Works that are highly hazardous is approved by the specially authorized body for labor protection supervision.

Administrators, whose functions are associated to the organization of safe duty at the period of employment and one time every three years, undergo special training to test the knowledge on occupational safety with the trade union's attendance.

All workers including the untrained administrators without the directions and test of knowledge on labor protection are band to work, whole employees, including administrators who have unsatisfactory knowledge of occupational safety must go through re-training and test of knowledge within the period of one month.

The budget for sponsorship of labor protection is carried out by doobby's bakery and these funds belongs to the gross costs of a legal body that uses hired labor according to the law and are determined according to the lists of specific measures of labor protection that is approved and endorsed by the ministry of Nigeria commission.

Conclusions

Summarizing the existing theoretical approaches to defining the essence concepts of "development of modern business entities", "innovation", "Innovation process", "innovation activity", "innovation development" their close relationship, interdependence and interdependence. They are all key determinants the effectiveness of modern reforms in the direction of intensifying African integration policy of our state and the formation of platforms for its successful implementation. Enterprise development is always a positive progress, which means qualitative changes in its activities, in particular the renewal of the organizational structure, improving the management system, increasing efficiency functioning in general, based on such key areas as: improvement of technology, introduction of new equipment and methods of organization labor, improving product quality and competitiveness, building export potential, etc. As for the innovative development of the enterprise, it, in most cases, identified with the technical and technological condition, innovation potential, the process of innovation implementation, etc.

In general, in our opinion, this is a complex concept, which in full characterize such determinants as: frequency and effectiveness of implementation at the enterprise of innovations; its potential for development and implementation innovation, i.e. efficient

use of all available resources for this; readiness of the company's staff for changes and level of interest employees in the implementation of innovations. In the context of increasing market competitiveness the studied enterprise identified ways to implement commodity innovation policy, the focus is on quality and safety products in today's conditions, in particular compliance with its HACCP system and DSTU ISO 22000. A step-by-step model is proposed in this direction implementation of measures to ensure the quality and safety of Dobby's bakery products products Improving production efficiency, in the future conducting economic change depends largely on the ability to timely and respond properly to changes in consumer demand. This is possible only for availability and unity of all operational prerequisites, including availability advanced and flexible equipment and facilities of appropriate quantity and quality of labor resources, opportunities for the creation and production of new species products and more.

Making sure that the important working conditions and fire safety of the investigated company of doobby's bakery relies on the coordination of the administrator and its ability to manage the organization for a good and healthy environment in the workplace and this is determined by the availability of necessary and needful funds to provide workers with personal protective equipment, ventilation, general automated fire extinguishing system.

Occupational safety is very important in the company's daily activities, as it reduces the loss of health of employees and protects their lives from various dangers and threats.

References

1. Andrushkiv BM, Malyuta L.Ya. Strategic management of innovative development of the enterprise: textbook. way. Ternopil: Terno-Graf, 2010. 280p.
2. Article on innovation management by chuck frey: novationmanagement.se/2008/01/07/how-do-you-define-innovation-and-make-it-ractical-and-saleable-to-senior-management.

3. Sciendo journals: <https://content.sciendo.com/configurable/contentpage/journals> hypulina, Yu. S. (2017). Upravlinnya rozvytkom innovatsiynoyi kul'tury promyslovykh pidpryyemstv [Management of development of innovative culture of industrial enterprises]. Sumy, Ukraine: TOV "Trytoria".
4. Rot-Sierov, Ye. V. (2016). Rol i mistse znan u komertsializatsiyi innovatsiy yak instrumentu realizatsiyi potentsialu pidpryyemstva [The role and place of knowledge in the commercialization of innovations as a tool for realization of enterprise potential]. Prychornomors'ki ekonomichni studiyi, 12(2), 33–37
5. <https://www.tradegecko.com/?hsLang=en-us> The Global Innovation Index (2020). Retrieved from <https://www.globalinnovationindex.org/analysis-indicator>. Google Scholar
6. Babichev OP Organization of industrial enterprise management: scientific method. manual. K .: KNEU, 2004. 90 p.
7. Bosenko VA General theory of development. K .: Ex. Ob, 2001. 311p.
8. Chládková H. (2007): Comparison of the selected indicators of the Czech and German bakery mar-ket. Agricultural Economics – Czech, 53 (7): 312–317.
9. Byshuk YI World trends in innovation management. Theoretical and practical aspects of sustainable development of the economy of Ukraine: materials of the All-Ukrainian student scientific-practical conference (Chortkiv, November 14-15, 2019). S.256-257.
10. Vasyuk NV Formation of the mechanism of sustainable development of enterprises. Innovation economy. 2012. No10. Pp. 125-131.
11. The Nigerian labour act under civil right section 175 pg-505
12. Voloshin A. The mechanism of management of development of the enterprises Scientific notes of TNPU. 2007. No21. Pp. 139-146.p
13. Gerasimchuk VG Enterprise development: diagnostics, strategy, efficiency: monograph. K .: Higher school, 1995. 265p.
14. Presová R., Tvrdoň O. (2005): Importance of integrated purchasing for food businesses. Agricultural Economics – Czech, 51 (11): 521–529.

15. Nigerian law on health and safety Tomšík P., Chládková H. (2005): Comparison of analyses of winegrowing and wine-production in the Czech Republic, EU, and South Africa. *Agricultural Economics – Czech*, 51 (7): 322–328.
16. CSO (Czech Statistical Office): www.czso.cz [Quoted 2008] Gornyak OV Dolenko LH Enterprise development in modern theoretical concepts. *Bulletin of Khmelnytsky National University. Series: Economic Sciences*. Khmelnytsky, 2011. No 2. T 3. P.29-32.
17. Chukhrai NI, Patora IR Commodity innovation policy: innovation management in the enterprise. K .: Condor, 2008. 374p.
18. Galchynsky A., Geets V., Seminozhenko V. Innovative strategy of Ukrainian reforms: monograph. K .: Knowledge of Ukraine, 2002. 336p.
19. Germanchuk Commercial activity: Marketing, logistics, sales: textbook. manual K .: "Professional", 2004. 288p.
20. Grinyov AV Innovative development of industrial enterprises: concept, methodology, strategic management: monograph. H .: INZHEK, 2003. 308 p.
21. Drucker P.F. Management of innovative results: lane. with English M .: Technological school of business, 1992. 192p.
22. Zhykhor O.B.Kutsenko TM Innovative development of the region: monograph. K .: UBS NBU, 2012. 251 p.
23. Zabrodsky VA, Kizim NA Development of large-scale economic and production systems. Kharkiv: Business Inform, 2000. 72 p.
24. Yokhna MA Economics and organization of innovation: textbook. way. K .: VC "Academy", 2005. 400 p.
25. Ilyashenko SM Management of innovative development: problems of concept, methods: textbook. way. Sumy: VTD "University Book", 2003. 278 p.
26. Ilyashenko SM Marketing. Management. Innovations: Sumy monograph: Papyrus Printing House LLC, 2010. 623p
27. Innovation in Ukraine: European experience and recommendations for Ukraine. Volume 3. K .: Phoenix, 2011. 76 p.

28. Investment and innovation factors in the formation of development and management of competitive potential of the enterprise: a monograph / DV Solokha et al. Donetsk: SPD Dmitrenko LR, 2010. 400 p.
29. Innovative development of industry of Ukraine: monograph / [O. I. Volkov, MP Denisenko, AP Gerchan and others]. K.: KHT, 2006. 648с.
30. Innovative development of the enterprise: textbook. way. / for ed. P.P. Mikityuk. Ternopil: PE "Printer Inform", 2015. 224p.
31. History of economic doctrines (modern stage): a textbook / under common. ed. A.G. Худокормова. М. : INFRA-M, 2002. 720 s.
32. Kuz T. State regulation of innovative development of machine-building enterprises in conditions of social instability [Electronic resource] / Tatiana Kuz // Socio-economic problems and the state. - 2017. - Vip. 2 (17). - P.74-83. - Journal access mode: <http://sepd.tntu.edu.ua/images/stories/pdf/2017/17ktiusn.pdf>. Наливайко А.Л. Theory of enterprise development strategy. Current state and directions of development: monograph. K.: KNT, 2001. 227p.
33. Mocherny SV Methodology of economic research: monograph. Lviv: Svit, 2001. 416p.
34. Pogorelov YS Development of industrial enterprises: monograph. K.: Знання, 2008. 227с
35. Pyatnytska GT Enterprise development management in the era of globalism: a monograph. K. : Logos, 2006. 568p.
36. Rud NT Economics and organization of innovation: textbook way. Lutsk, RVV LSTU, 2007. 356 p.
37. Savitskaya GV Economic analysis of the enterprise: textbook way. K.: Знання, 2007. 668 с.
38. Stoyko II, Bishuk YI Development of small knowledge-intensive firms in foreign countries. Actual problems of modern technologies: coll. abstracts of international reports. scientific and technical conf. young scientists and students, (Ternopil, November 27-28, 2019). Volume 3. Ternopil: TNTU, 2019. 181p. S.162.

39. Tysko M. Methods of managing the innovative development of enterprises based on improving the quality of working life. *Economic analysis*. 2013. Volume 14. № 3. pp. 72–76.
40. Fedulova LI *Innovative economics: a textbook*. K. : Lybid, 2006. 480 p.
41. Schumpeter I. *Theory of economic development*. M. : Progress, 1982. 455p.