The influence of the innovative mechanism of procurement on the implementation of managerial and organizational work of a research and production enterprise

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Abstract. The article discusses the innovative mechanism of procurement, its features, factors and elements (both stimulating and limiting its development), as well as possible negative consequences that may arise during its implementation. The modern domestic economic system literally requires reforming and innovative transformation of the procurement system, because the procurement activity is the one that is an important tool for regulating the development of not only various innovative and scientific-industrial sectors, but also the country's economy as a whole. Taking into account this fact, the author emphasizes that in the conditions of the modern market; an innovative procurement mechanism needs adaptation and prompt restructuring to the current requirements of trade and market policies. The author of the article pays special attention to the role of influence and features that have direct impact on the formation and nature of the implementation of the principle of innovation of procurement in the management model of domestic research and production enterprises. The innovative mechanism is a composition of various managerial and economic processes, which, in turn, is focused on increasing the efficiency of the company's activity and development as the main goal. The article analyzes the main factors that have direct impact on the process of implementing the innovative procurement mechanism, provides recommendations of how to improve the innovative transformation and efficiency of the procurement process of products of research and production enterprises within the domestic economy.

1 Introduction

The purpose of the article is a theoretical analysis and identification of the main elements of the innovative mechanism of the procurement system in modern economic conditions that helps increasing the efficiency of scientific and production enterprises and the development of the innovative sector in the industrial complex, as well as the economy as a whole.

Relevance of the topic. Today, the main tasks of the development of modern research and production enterprises in the conditions of economic instability are rise of competitive
positions in the market; increase in profits due to increased demand for goods or services of the enterprise; maximization of the quality of products; prompt response and adaptation to current requirements, as well as market conditions. This requires the management to continuously analyze, based on logistics, as well as improve the mechanisms and methods of managing the economic activity of the enterprise. The general guideline of most foreign enterprises of scientific and industrial field in the most developed countries is the assessment of the effectiveness of inventory management, as well as their marginal minimization, which in turn leads to an increase in the turnover of funds and the level of competitiveness of the company.

It should be noted that the existing increase in competition in the global market, the active transformation of its conditions and requirements encourage companies to have direct impact on the market structure. This in turn requires an analysis of all business processes of the organization, including the maintenance of a unified information database, which can favorably facilitate the implementation of effective procurement and supply. The lack of fulfillment of the needs of all the participants of procurement and supplies leads to an increase in the level of stocks and illiquid assets, a decrease in the production volumes and violation of the procurement terms, an increase in purchase prices and the cost of transporting products, which in turn has an extremely negative effect on the efficiency of the enterprise.

It should be noted that increasing the competitiveness of products requires the enterprise to increase rationality, modernize and develop new management solutions in all areas of activity. At the same time, one of the main factors in increasing the competitiveness of products released will be the process of procurement activities of the enterprise, as purchases are the largest part of the cost of the finished product. Therefore, increasing the efficiency and profitability of the enterprise is directly related to its procurement activities.

It should be noted that a well-constructed procurement mechanism is one of the factors contributing to the favorable implementation of social and economic tasks. Rational, coordinated, as well as clear management and organization of the procurement activities of the enterprise have an extremely positive impact on the financial well-being, competitiveness and efficiency of the scientific and production enterprise.

It is believed that the procurement process is effectively organized only if each ruble invested during the procurement process has been used with maximum efficiency and greatest financial return. Of course, such a product has to have parameters such as high quality, affordable price for the consumer, innovativeness. It should be noted that logistics and innovative modernization of procurement are aimed at increasing the level of loyalty of suppliers and consumers, maximizing the quality of final products, reducing possible costs, as well as the amount of time spent on transportation, increasing profits and maximizing the level of overall efficiency of the enterprise (with the help of innovative products as well).

According to the priorities of innovative government policy, the main object of the procurement activity is the innovative product, since it is able to provide stable income due to constant consumer demand and is the basis for improving innovative and scientific potential, which enormously increases the competitive advantages of the enterprise in the market conditions. Such an approach significantly updates such an important economic task as stimulation and development of innovation policy. One of the most effective tools for solving this problem is the innovative procurement mechanism, as it is the main factor in the innovative development and reform of all economic sectors. Thus, the study of the possibilities of the innovative mechanism of procurement in management and organization of work of scientific and production enterprises is a very important and relevant issue of our time, requiring careful analysis.

Today, innovative activity is becoming most important for the development, prosperity and improvement of the welfare of the world. The development of the innovation is focused
on the creation of qualitatively new technologies that are capable of ensuring stable economic growth both in the long and short run. The development and global digitization of innovation determines the dynamics and nature of the global economic situation.

It should be noted that the economic well-being of any country largely depends on the level of innovative development of the industrial sector. In Russia, many investments in the economic transformation of existing innovations, as well as the development of new innovative products and offers, do not meet the real needs of the economy. Innovative activity in Russia as a whole is underdeveloped due to the lack of the necessary full-fledged support from the government. Correction of the existing situation is possible through indirect financing of innovative projects in order to develop innovative activity and priority sectors of the economy.

Due to the fact that the main source of development of enterprises and the economy as a whole is procurement (since they are the main part of public sector expenditure in the long term), it is they that have the most intensive influence on the development of all economic sectors. It should be noted that with the normalization of demand and maintaining a positive balance of orders, as well as its flexibility, it is possible to obtain a positive pricing effect. Possible risks of high costs in the procurement process at the regional level actualize the need to improve and develop the procurement process management system, analyze legislative and other mechanisms and components of the procurement process, as well as its role in economic development and regulation of individual sectors of the economic complex.

The study of the features of the procurement process requires a review and, if necessary, selection of new approaches, as well as methods for implementing procurement management and their impact on the economic component. This, in turn, determines the relevance of the study of the features of the influence of the quality of the procurement system on changes in the development of the scientific and production enterprise, which additionally requires taking into account the knowledge of methodological and practical foundations, as well as taking into account the managerial, organizational and economic aspects of development. Improving the procurement system increases the efficiency and rationalization of the use of material and economic means; increases the transparency of the procurement and placement of orders; contributes to the development of adequate competition, mutually exclusive to the corruption component, which has a fairly positive effect on economic and innovative development.

2 Main part

An innovation is the application, development or use of a fundamentally new or significantly modernized method or process, as well as a product or service for the practice of a given enterprise (this includes both initially created products/services/methods borrowed from other companies). Innovation activities include all actions whose main purpose is aimed at the development and implementation of innovations (financial, technical, organizational and marketing) [1]. At the same time, in terms of novelty, innovative products (goods, services, methods and technologies) can be either fundamentally new or created based on existing material (technologically advanced).

It should be noted that now there is no clear classification of criteria for innovative products, however, the following types can be attributed to the most frequently identified types of innovation [2]:

1. marketing;
2. process;
3. organizational;
4. product.
It should be noted that the regulation of public procurement and procurement of an innovative nature is carried out in accordance with Federal Law No. 44 of 04/05/2013, and the regulation of procurement of certain types of affiliates and legal entities in accordance with Federal Law No. 223 of 07/18/2011. These laws are complementary, extend to the rules of the planning, and control system for procurement, the selection of suppliers, and the process of forecasting, auditing and monitoring the quality of the contractual procurement system with suppliers. However, in Federal Law No. 223 part 4, article 4 the criteria for products of an innovative nature is defined applicable to the implementation of the procurement plan for such products [4]. Moreover, the criteria given in the law does not describe the specifics of innovative procurement products (these are various general characteristics that are not specific) for a particular sector of the economy.

The implementation of government procurement and contractual activities (including the implementation of R&D) in accordance with Federal Law No. 44 takes place based on tenders where the main priority is given to the supplier (with qualifications corresponding to the procurement goal), which is one of the main tools for the development of innovations. Qualifications-based selection of possible participants can significantly reduce the risk of poor execution of the procurement contract. Moreover, another significant advantage of this law is that it foresees the possibility of anti-dumping measures during the auction [5]. However, in real conditions, they are not a significant obstacle, and with a high threshold for lowering prices, antidumping measures (the threshold is determined depending on the object of the procurement) and mechanisms may not be sufficient. At the same time, when organizing an innovative approach, the significance of non-cost criteria in scientific-technological and design research work can reach 85%, and cost-15% [6].

It should also be noted that from a strategic point of view of the development of a country's economic policy, focusing on purchases at a reduced price is in most cases not the right approach, because it is often taken too literally. Such an approach can significantly reduce the final quality of the goods received and, consequently, reduce consumer demand for end product.

The process of implementing innovative projects requires an initial determination of the needs and requirements of the organization, with the analysis of the development of innovative technologies in the market niche of the sector of interest. The most effective implementation of innovative technologies in the procurement process takes place at the development and abiding to the technical requirements (as well as on the basis of the legislation of the Russian Federation) [7].

The introduction of any of the innovative mechanisms in organization and management of the procurement process has to be carried out during their preliminary testing, taking into account possible changes at the legislative level and any possible options for placing an order.

We should note that the diligence of introducing innovations correlates with the level of intensity of the introduction and development of improved or fundamentally new technologies and products in the turnover of enterprises. The main indicator of activity is the amount of innovative products, applied solutions and technologies [8].

According to world market statistics, the share of innovative high-tech products in Russia is 0.3%, where of all scientific and production organizations only 9.4% are really quite active in the field of continuous innovative development. The main factor of innovative development is the innovative potential, which is a set of various resources (financial, marketing, intellectual-technical, etc.), which at any moment may be applicable in order to increase the level of one's own economic development [9].

Innovative transformation appears in the formation and change of technologies and business models, the transformation of the requirements and needs of consumers in various...
parameters, increasing the level of opportunities aimed at the development of innovations. We should note that the mechanism of procurement has a significant impact on economic and innovative development in the scientific and production sphere and is one of the main factors combining processes of various complexity and specificity, regulated by various industries [10].

In order to successfully develop the enterprise and increase its success in the market, it is necessary to develop strategic plan competently and clearly (also taking into account weaknesses and strengths). Due to the fact that the process of management and development of the enterprise is influenced by a very large number of internal and external factors, which implies a large number of changes, the company should take them into account when choosing and developing strategies. Given the rapid variability of factors, in order to maximize profits and maintain competitive positions, an enterprise needs to be able to quickly adjust and adapt to them, which is a rather difficult process for large research and production enterprises [11]. In any case, the main goal will be the development of the organization’s strengths, and the weaknesses should be sufficiently studied for their further transformation into positive aspects or complete elimination.

Now, it should be noted that the most urgent problem is the development and competent use of the innovative mechanism of procurement in order to stimulate both state and regional economic development. The procurement mechanism is a system of the formation and regulation of economic relations between parties involved in procurement (object and subject), which is a set of different methods and tools (financial, economic and managerial) aimed at ensuring the interests of both parties and improving the efficiency of the procurement process and the effects obtained in the result of its implementation [12]. It should be noted that the procurement mechanism is the main link that connects the activities of the government and entrepreneurship. However, now, in this tandem the impossibility of establishing full-fledged productive interaction is noted. The effectiveness of budget costs, the state of the competitive environment, and the development of the innovation sphere depend on the quality of the organization of the procurement.

In order to maintain stable economic development, it is necessary to introduce innovations in the marketing of enterprises, as well as the general improvement of their innovative activities, including the analysis and identification of products that negatively affect the process of organizing and purchasing innovative products. It should be noted that the implementation of the innovation process in the managerial sphere is a fairly powerful economic mechanism that must be implemented in accordance with the requirements and criteria of the effectiveness of the innovation development policy and focused on the implementation of the tasks of ensuring import substitution. This requires the creation of a legislative framework that would clearly regulate these requirements and performance criteria.

Increasing the level of development of the organization and management of state procurement system helps to maximize positive effects, such as [13]:

1. increase of the competitive advantages of the enterprise;
2. expansion of the marketing system and export potential;
3. the development of innovation and R&D;
4. stimulation of the development of certain economic sectors;
5. expansion of the number of positions for personnel.

However, the successful development of positive effects is hindered by a number of different factors and reasons, including those specific to the economy of the Russian Federation, which generally have a significant slowdown in the innovative development of the country’s economic sectors, as well as stimulating a decrease in the need for innovations at large scientific and production enterprises of the country.
Because the dynamics of procurement does not have the necessary impact on economic and innovative development in general, it can be said that the innovative mechanism of procurement is not well developed and does not have the proper impact on innovation. Herewith, the main problem of the mechanism is the imperfection of economic efficiency (focused not on quality, but purely on saving money) [14].

In order to increase the efficiency of innovation activity, it is necessary to use the procurement system not only as a direct mechanism that provides financing for innovations, but also as a mechanism for the development and regulation of innovations through the development of the innovation market and stimulating demand, as well as through the application and procurement of new technologies and products. The maximum realization of the needs and requirements of the customer forms and stimulates the prerequisites for the development of innovations. This requires the development of mechanisms and forms of effective interaction between participants of procurement (for example, the state and the enterprise) and the scientific environment.

The development of the innovative mechanism of procurement stimulates demand for products, helps regulating innovation processes, and expands the possibilities of creating prerequisites that stimulate the development and intensification of innovations. The result of the accomplishment of the order is services, products and various works (that regulate the activities of the enterprise), which are inherently innovative.

We should note that in developed European countries, the signing of contracts for R&D, as well as the release of innovative goods, is the main tool stimulating the development of small and medium-sized enterprises. This implies a clear definition of the necessary components of projects (budget, timelines, expectations, possible risks and costs). The development of programs aimed at increasing the level of innovation is done based on their technical and economic feasibility (includes drawing up and approving the budget, selecting a supplier, fulfilling contract terms and analyzing the effectiveness of their implementation). The implementation of these programs requires compliance with the principle of innovation, as well as the creation of a mechanism that can significantly increase and prioritize the demand for innovation and innovative products during the organization and implementation of procurement.

The mechanism of procurement innovation at the federal and regional levels for the most effective and retaining a positive effect for a long time period requires the observance of conditions that must be fulfilled in the following order:

• identification of the most important industries;
• development and implementation of the program in critical sectors, as well as those at risk;
• development and implementation of a system of evaluations and support for the development of innovations in the enterprise, taking into account the current program, industry, territorial and legislative features.

According to Federal Law No. 44, the implementation of the procurement activity of innovative goods must be carried out at an open tender of reliable and innovatively oriented participants, including limited participation with pre-qualification selection, including setting the qualification level of participants (see article 56 of this law), established within non-price evaluation criteria. In such a case, the significance level of the evaluation criteria for the sale of innovative products is not provided; it is a rather negative factor for the implementation of the main procurement task. It should be noted that innovative procurement is characterized by obtaining improved properties of products, and the same higher total price compared to analogues in the market (it can increase the level of expenses in the development and production process, but it saves money over the entire life cycle of the product). Focusing on the possibility of rate setting for innovative products, one should pay attention to the fact that this is unlikely at the initial planning stage, therefore, when...
it is necessary to carry out long-term and significant justifications, which in turn can reduce the risk of “redundancy” of consumer properties of the goods.

The negative aspects of the procurement process that negatively affect the implementation of an innovative approach include:

- Unregulated requirements for the acquisition of innovative products.
- Absence of clear financial directivity (budgeting, planning, development or acquisition of goods).
- Absence of clearly defined obligations of the parties in the legislation.

We should note that the assessment of the impact and effectiveness of the innovative procurement mechanism should include the following set of procurement indicators that contribute to budget savings and minimize the likelihood of a decrease of positive effects, as well as the overall procurement efficiency.

Procurement can act as an effective tool for innovative economic policy. In this case, it is critical to involve the necessary sectors and regions in solving urgent problems of economic restructuring. The increase in the economic situation of Russia in the world market correlates with the innovative development of the scientific and industrial sector, but in most cases not innovative products and technologies are not taken into account and do not meet the needs, as well as the requirements of economic restructuring.

It should be noted that in 20 years in the world market of innovative and high-tech products, it was the development of the country that played the main role in developing the level of export and import of industrial products (for more details, see Figure 1).

It should be noted that Russia occupies a rather mediocre position because most innovative products are developed based on ready-made and borrowed ideas from foreign enterprises or purchased during the procurement of a ready-made imported foreign innovative product. Moreover, it shows that it does not develop its own unique innovative products or enterprise management model. In addition, the innovative development and structure of the industrial sector of Russia does not meet modern requirements of the world market and literally requires modernization, focused on an innovative approach.

The innovative procurement mechanism is able to minimize this trend by indirectly influencing innovation financing in the country’s priority economic sectors. The most developed in the field of innovation is the industrial sector, which now is in urgent need of structural economic rebuilding.

The need of transformational change of the economic structure requires accounting of procurement activities, which is a combination of various multi-element flows (information, resource, information, etc.). The development of an innovative mechanism for procurement is based on ensuring the consistency of these flows, aimed at the effective management of the organization in modern conditions of a mixed economic development model, focused on the maximum satisfaction of the expectations and needs of a wide client audience. This stimulates the overall development of certain market sectors and ensures an increase in the stability of demand for innovations. However, it should be noted that a perfect and universal management mechanism that takes into account all possible risks and situations for the conditions of the modern market is impossible. Therefore, when building a model, it is necessary to distinguish and work out the most priority blocks, elements and procurement tools, take into account the internal and external determinants that affect the procurement process, ensure the development of the need for products of innovative activity and contribute to the improvement of the elements of procedural subsystems (logistics, information, communication, etc.).
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Fig. 1. Hi-tech Exports by Country, 2021

We should note that the improvement and implementation of modified elements of subsystems in the organization’s activities, which will allow to obtain a synergistic effect manifested in the innovative development of various sectors of the economy, budget savings in the procurement process, the development of partnerships of procurement participants, the implementation of goals and objectives of development strategies in accordance with regulatory legal documentation of the company. When creating the most

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*Fig. 1. Hi-tech Exports by Country, 2021

What is high-technology exports? High-technology exports are products with high R&D intensity, such as in aerospace, computers, pharmaceuticals, scientific instruments, and electrical machinery.

* (In current US dollars) As of 2021

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*Data (2021) not available for South Korea, Singapore, Vietnam, Thailand, Ireland

Source: The United Nations

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favorable conditions for development, it is also likely that monetary, indicative, multiplicative and integral effects will occur, which will significantly increase the competitiveness of domestic enterprises and ensure intensive economic growth at the global level.

It is necessary to focus on the fact that at the moment procurement activity in Russia does not fully fulfill the functionality of a tool stimulating the development of innovation policy and activity, does not contribute to the creation of fundamentally innovative products (most of which are copying of finished imported foreign products and technologies). At the same time, from the point of view of legislation, price issues and criteria are given too great importance in the preparation of applications, while losing the importance of qualitative, functional, qualifying and innovative criteria, which are mandatory for the innovation sphere. This in turn leads to excessive savings, a formal approach for the execution of the order execution, and accordingly reduces the efficiency and profitability of the organization of procurement.

To minimize the above negative effects, it is necessary to develop a fundamentally new approach that considers working with an order not only as a mechanism for regulating the economic policy of the state, but also a tool that has a modernizing and improving effect not only on certain economic sectors, but also on the business as a whole. Increasing innovation and scientific and technological activity is possible through the modernization of the organizational and managerial structure of the enterprise.

Thus, summarizing the abovementioned, we should note that the targeted use of modern and innovative methods and technologies can more efficiently organize the procurement process, but is limited by financial, tangible and intangible resources [7]. The innovative mechanism of procurement requires obligatory study with the subsequent calculation of indicators in order to analyze the compliance of the needs of innovative development with the general state policy and the scientific and industrial sector of the country. In this case, the most difficult task in the implementation and improvement of subsystems of procurement is the establishment of additional requirements and criteria for its evaluation.

At the same time, the presence of such requirements as: obtaining the results of analysis and solving possible problems in accordance with the regulated terms specified in the contract; the possibility of lending to the contractor during the entire process of work; providing guarantees for the purchase of final products by the customer.

Improving the innovative mechanism of procurement allows us to improve and work out the mechanisms of interaction of participants in the procurement process, to improve the quality of the procedures carried out during the organization of the order, which positively affects the structural elements and factors of the institutional environment, as well as the innovative sphere as a whole. Accounting and actualizing the expectations and needs of clients in the development and creation of innovative products stimulates a general increase in the level of innovative activity through the development of marketing mechanisms and the demand for innovations and the newest solutions.

3 Conclusion

Summarizing the abovementioned, we should conclude that the economy and innovative development in Russia do not meet the requirements of the world market. Therefore, in order to increase profitability and competitiveness, national enterprises must not only meet such requirements, but also increase the level of diffusion of innovations. We should note that the procurement of innovative and high-tech products, as well as those based on the application of innovative marketing techniques and technologies must be classified as a separate type of procurement that requires special conditions. Competently built and implemented innovation policy involves not only the introduction of innovative methods but also the creation of new solutions and the implementation of innovative ideas.
and technologies in the work of enterprises in various industries, but also the creation of certain mechanisms that contribute to the best adaptation of innovations to certain production structures. The introduced additions and changes to the procurement model for organizing the work of customers are the main prerequisites that stimulate the active growth of the level of innovative potential in the Russian economy.

In order to minimize existing shortcomings in the course of procurement activities by domestic enterprises, it is necessary:

• at the legislative level: to work out the general concept of the term “innovation”, approve and consolidate the list of priorities and responsibilities of procurement participants, especially the client (at all stages of the product life cycle and development of innovative products);

• to determine clear criteria for innovative products (methods, technologies, goods, services), to establish norms and standards for environmental compatibility;

• to develop necessary conditions that stimulate the creation of innovative working methods and products.

We should also note that literacy issues in the implementation of procurement activities and import substitution are directly correlated with the stimulation of innovative and high-tech activities, as well as products. We should note that in modern conditions, import substitution has a mandatory nature due to which there are certain negative effects such as: a decrease in the level of quality of products and services, raised prices of the end product, ruble devaluation (reducing the ability to purchase high-quality raw materials, or purchasing them at higher prices), longer delivery and implementation of innovative projects, reduced export potential. It is also necessary to take into account the fact that the existing system of expenditure on innovation, as well as the mismatch of various innovative products introduced, in most cases does not meet the conditions and requirements of structural transformation, therefore, it only intensifies the current economic situation of the country.

Sanctions of the European Union also further limit the potential of the Russian economy, so domestic enterprises are forced to focus solely on import substitution. This additionally complicates the implementation of the principle of innovative stimulation of the activity and work of enterprises of a scientific and industrial nature. The elimination of existing shortcomings and the maximum extermination of present gaps in the procurement system helps maximize the profits of domestic enterprises through more efficient use of budgetary funds, which in general will positively affect the country's innovative and economic development.

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