

KEY AREAS FOR IMPLEMENTING MANAGERIAL INNOVATIONS WITHIN DOMESTIC AND MULTINATIONAL COMPANIES OPERATING IN RUSSIA

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Abstract. The highly complex, ambiguous, and turbulent business environment forces the leading multinational companies to search for new strategic capabilities, and managerial innovations are treated as an imperative for this development. However, top-management of the domestic companies operating in the Russian market is not focused sufficiently on managerial innovations. This paper considers the process of managerial innovations and key areas of their implementation within domestic and multinational companies operating in Russia. The empirical study described below involves 1025 employees from 791 companies operating in Moscow and Moscow region. According to the collected data, the companies operating in the Russian market primarily focus on employee motivation and building an effective communication process as the priority areas for implementing managerial innovations. Moreover, the type of economic activity, business size, and the company's degree of internationalization are taken into account in the empirical study. Several peculiarities of the implementation areas of managerial innovations for domestic and multinational companies operating in Russia are identified.

Keywords: managerial innovations, process of managerial innovations, implementation of managerial innovations, implementation areas of managerial innovations, domestic companies, multinational companies.

INTRODUCTION

Under the conditions of volatility, uncertainty, complexity, and ambiguity (VUCA), managerial innovations (MIs) are an integral part of forming the competitive advantages of most multinational companies. As noted in [1], managerial innovations are more important for creating a competitive advantage than R&D results. The global scientific community also pays great attention to studying the formation and implementation of managerial innovations in managing multinational companies; for example, see the papers [2–4] and other publications.

The term “managerial innovations” was first used by J. Kimberly. He defined it as “...programs and techniques related to strategy, structure, and processes, representing the first, not previously implemented, transition from the current state of management, affecting the essence, quality, and quantity of information

available in the decision-making process...” [5]. Later, G. Hamel gave a broader definition of this concept, noting that managerial innovation is something that “changes the content of manager’s work” [6]. Due to the keen interest in managerial innovations, such multinational companies as DuPont, GE, Procter, Visa, Linux, Toyota, and Whole Foods achieved outstanding success [6]. The Oslo Manual, the main methodological document in the field of innovations in the Organization for Economic Cooperation and Development (OECD), defines “managerial innovation” as an innovation representing “a new or improved business process for one or more business functions that differs significantly from the firm's previous business processes and that has been brought into use in the firm” [7].

Analysis of Russian and foreign researches in the field of managerial innovations for more than fifty years allows distinguishing two main processes of managerial innovations:



- the formation of a managerial innovation [2, 8–16],
- the implementation of a managerial innovation [2, 10–12, 14–17].

This paper considers the second process—the implementation of managerial innovations—and presents the authors' empirical study of the implementation areas of managerial innovations within domestic and multinational companies operating in the Russian market, based on the data obtained within the HSE research project “Study of managerial practices and innovations of Russian and global companies operating in Russia” in 2019–2020.

This paper consists of five sections as follows. Section 1 considers the theoretical aspects of the implementation of managerial innovations. In Section 2, the methodology and empirical base of the authors' study are described. Section 3 examines the key implementation areas of managerial innovations within Russian and multinational companies operating in the Russian market, highlighting the key features in the implementation areas of managerial innovations depending on the types of economic activity and business size. Section 4 presents an analysis of the implemented managerial innovations within domestic and multinational companies operating in the Russian market for 2016–2019. In Section 5, the limitations of this study and some lines for further research are discussed. In the Conclusions, the main outcomes on the implementation areas of managerial innovations within domestic and multinational companies operating in the Russian market are summarized.

1. IMPLEMENTATION OF MANAGERIAL INNOVATIONS

The implementation of managerial innovations was used in many English-language sources to describe the process of adopting new managerial practices, approaches, processes, and techniques [18–21]. Webster's Dictionary¹ defines the term “implementation” as “the process of making something active or effective.” In this paper, the implementation of managerial innovations is understood as the process of deciding by an organization to start using new managerial practices, approaches, processes, and techniques and using them as well. This interpretation reflects the organization's execution of the approaches and processes embedded in the essence of managerial innovation.

In domestic and foreign theoretical sources, various approaches to describing the implementation of managerial innovations were presented. A common feature of most approaches is the description of two subpro-

cesses that are integral parts of implementing a managerial innovation:

- the decision to implement an MI (see the papers [13, 14, 16, 21–24]),
- the direct implementation of an MI (see the papers [13, 14, 16, 18, 23, 24]).

The authors [13] defined the decision to implement an innovation as the starting point of this process when company leaders decide to develop an idea and allocate resources. Simultaneously, it was noted that the managers' consent is a distinctive feature of this stage since direct implementation requires the consent and commitment of ordinary employees. The difference in the need to involve different levels of employees at different implementation stages of managerial innovations is a development of the idea expressed in the paper [25]. The cited authors drew attention to the fact that company leaders are not active innovators themselves but act as “arbitrators.”

As we believe, the most interesting study of the decision process on implementing managerial innovations is the paper [26], which divided the decision process under consideration into internal and external validation. Thus, the authors expanded the concept of “decision-making on the implementation of managerial innovations” by company leaders: all participants of the process must agree with such a decision, and only then can the innovation be successfully implemented. For internal validation, the need for using internal examples of the new idea's efficiency and the concept of “small wins” was emphasized. For external validation, it was proposed to involve four main subjects: academic business schools, consultants, media, and professional associations. Combining internal and external validation allows overcoming barriers to innovation among employees and launches the immediate implementation and popularization of innovation.

The paper [18] defined “the implementation of innovation” as a transition period within which organization employees acquire the skills to use innovation and accept it as a new approach to work. “The transition period,” according to the authors, is a critical gateway from deciding to introduce an innovation to its sustainable use and routinization. The fundamental problem in the innovation process is to guarantee the use of an innovation by the organization's employees to which it is directed. In other words, the problem is to change the day-to-day behavior of the employees.

As underlined in [20], a managerial innovation is implemented not at the moment of a corresponding decision within an organization but when this innovation begins to be actively used in it. According to the descriptions of the implementation process of general innovations and, in particular, managerial innovations

¹ <https://www.merriam-webster.com/dictionary/implementation>.

in the works of various authors, this process represents a separate element of the entire innovation process, and the decision to adopt an innovation does not guarantee the successful implementation of the innovation itself [27–30].

The authors [31] draw attention to the fact that the implementation process of innovations is cyclical since innovations are implemented after the ones implemented earlier. They proposed considering the implementation of a set of innovations within an organization rather than the implementation of a single innovation. In this regard, the implementation areas of managerial innovations in organizations become relevant.

There are some domestic and foreign studies of the implementation areas of managerial innovations. For example, a set of possible managerial innovations was presented in the report [32] by the Russian Managers Association, but without any clear logic for structuring these areas. Klevtsova [33] endeavored to structure the implementation areas, paying attention to the organizational structure, the introduction of new technologies, and the improvement of management techniques. Such an approach also seems controversial. Western researchers paid attention to studying specific types of managerial innovations such as structure and strategy, digital solutions, costing methods, agile method, etc. [34–38], considering various organization processes as the formation areas of managerial innovations.

Therefore, this area of research is of interest. A clear understanding of the priority implementation areas of managerial innovations is required depending on the type economic activity, the company's degree of internationalization, and its size for domestic and multinational companies operating in the Russian market.

2. METHODOLOGY AND EMPIRICAL BASE OF STUDY

For this study, *the main research question (RQ)* was formulated: In what key areas of management activities are managerial innovations implemented within domestic and multinational companies operating in the Russian market?

Two additional research questions were formulated to understand the specifics of the implementation areas of managerial innovations within domestic and multinational companies operating in the Russian market.

- RQ 1: What are the features of the implementation areas of managerial innovations depending on the types of economic activity, business size, and the company's degree of internationalization?

- RQ 2: What managerial innovations have been implemented in companies operating in the Russian market over the past three years?

The research questions were answered by analyzing the data obtained during the HSE research project “Study of managerial practices and innovations of Russian and global companies operating in Russia.” Respondents in Moscow and Moscow region were polled using quantitative analysis methods in 2019–2020.

The respondents for the poll were selected using random non-repeated sampling with the following requirements:

- The sample should include respondents reflecting the age and gender characteristics of the employed population of Moscow.

- The sample should contain respondents with different work experiences.

- The respondents in the sample should differ by the level of their position in companies.

- The sample should contain respondents from companies with foreign capital and domestic exporting companies.

The diversification of companies in the sample is conditioned by their differences in implementing managerial innovations under the environment's peculiarities. Multinational companies have many distinctive features in implementing managerial innovations due to the existing international managerial practices outside the Russian market.

The sampling procedure with the above-mentioned requirements yielded a sufficiently representative base of respondents. Note that the empirical study involved 1025 employees from 791 companies. The age and gender structure of the sample of respondents is shown in Figure 1. This structure is close to that of Moscow's employed population,² indicating that the sample of respondents who took part in the empirical study is representative.

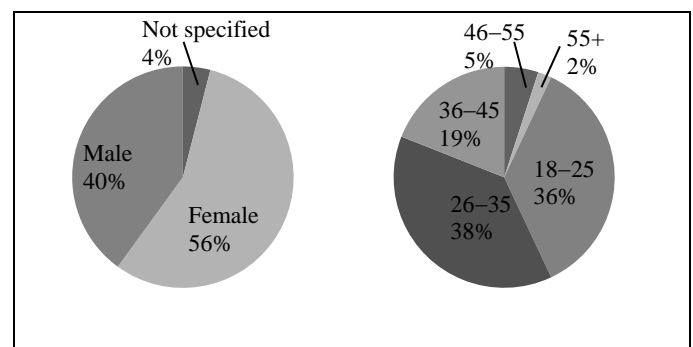


Fig. 1. Age and gender structure of the sample of respondents.

² Statistical report “Labor and employment of the population of Moscow in 2015”. The Moscow Department of Labor and Social Protection, 2015.

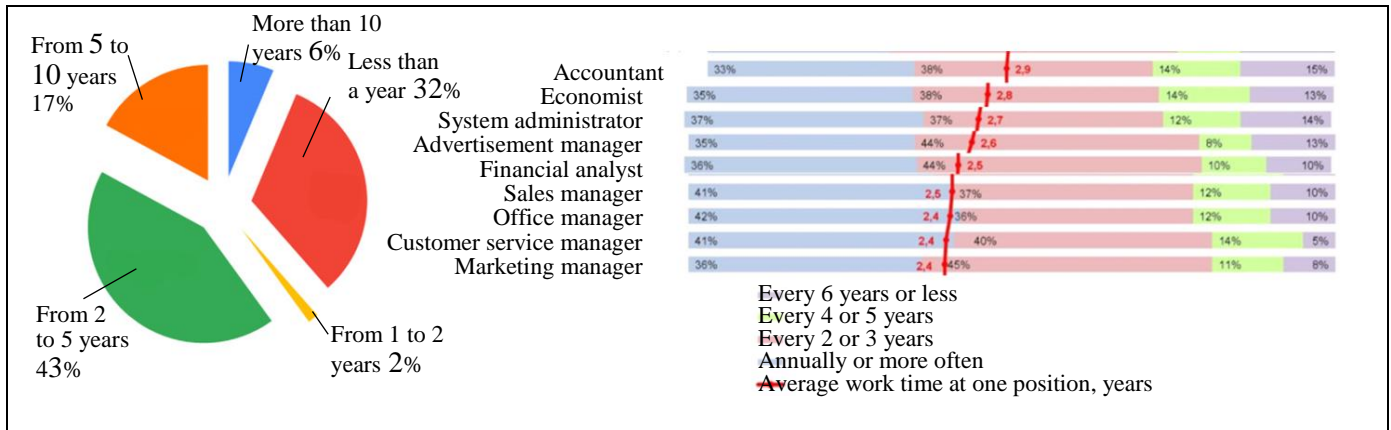


Fig. 2. Work experience structure of the sample of respondents.

The structure of various categories of employees with different work experiences in companies correlates with the data on the frequency of job changes among employees of domestic companies³; see Fig. 2.

The categories of employees differing by their gender, age, position, and work experience make the sample rather highly representative. Thus, we draw some conclusions about the characteristics of implementing managerial innovations at the company level, considering the specifics of individual groups of employees.

The position level structure of the sample of respondents is represented by all categories of employees (Fig. 3).

The structure of companies by their degree of internationalization is shown in Fig. 4. Since the sample included multinational companies and domestic exporting companies, we identified their inherent differences in the process of managerial innovations. These differences are due to another environment (global markets) in which the companies operate.

For answering RQ 1 on the implementation areas of managerial innovations, quantitative analysis methods were used. A closed list of processes (options) in an organization was formed, and the respondents were asked to select an appropriate option when answering each question of the poll. Based on practical experience, we identified the most innovative processes in the companies' activities, most often affected by managerial innovations. The list consisted of the following processes: internal communications, team building, negotiations, motivation, leadership, customer experience management, process management. Also, the respondents were offered the option "other" and the opportunity to specify an implementation area of managerial innovations, common in their company, but not included in the closed list.

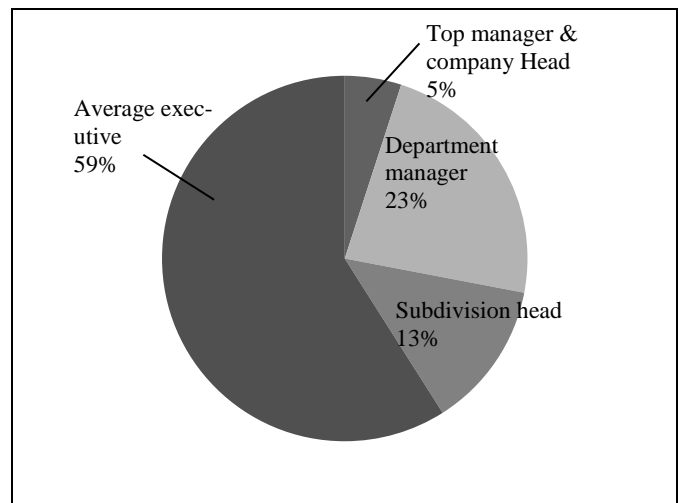


Fig. 3. Position level structure of the sample of respondents.

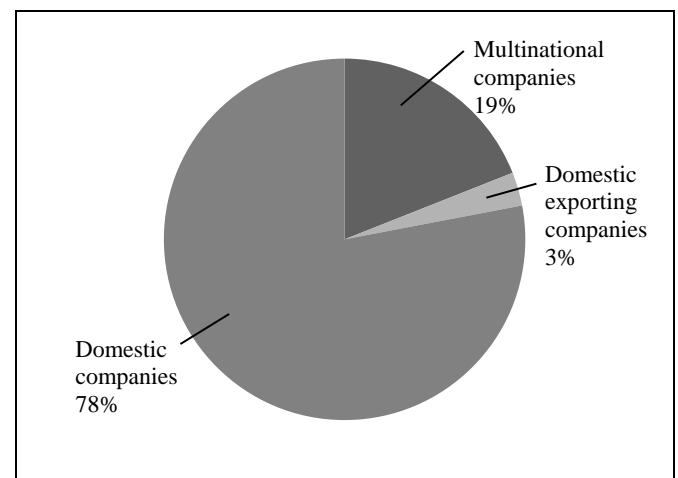


Fig. 4. The structure of companies by their degree of internationalization.

³ <https://www.superjob.ru/research/articles/111767/dolshe-vsego-na-odnom-meste-rabotayut-medsestry-i-uchitelya/>

Process management as an implementation area of managerial innovations includes approaches and managerial practices for reducing the resources consumed by internal corporate processes. In other words, this type of managerial innovation is not aimed at increasing the productivity of processes (like the other implementation areas of managerial innovations mentioned in the study) but at reducing the cost of supporting and maintaining them (increasing the efficiency of processes). Within this study, the productivity of innovations of this type was not measured: this problem is very extensive and requires separate consideration.

To answer RQ 2, the respondents were asked an open-ended question on the most significant managerial innovations implemented in the company over the past three years. The response received within this poll block was grouped by the type of processes mentioned by the respondents and then analyzed for compliance with the implementation areas of managerial innovations within domestic and multinational companies over the past three years. As a result, we validated the closed list of the implementation areas of managerial innovations used in the poll.

3. KEY AREAS FOR IMPLEMENTING MANAGERIAL INNOVATIONS WITHIN DOMESTIC AND MULTINATIONAL COMPANIES

3.1. Identifying key areas of managerial innovations

According to the results of the empirical study, employee motivation is the most characteristic area for implementing managerial innovations within domestic and multinational companies operating in the Russian market (Figure 5): its share is 20% among all implementation areas mentioned by the respondents. Next, internal communications – 18% of all the respondents' answers – was ranked 2nd. Thus, every fifth innovation within the companies operating in the Russian market is implemented either to increase the efficiency of employee motivation, involving them in the process of achieving the company's goals, or to ensure internal communications. This conclusion is interesting and unexpected since, initially, customer experience management was considered a priority area for implementing managerial innovations within companies operating in the Russian market, closing the top 3 areas according to the empirical study results; see Fig. 5.

Initially, we considered process management within companies operating in the Russian market as a potential priority area for implementing managerial innovations. However, this process was ranked 4th in the list (14%), not entering the top 3 areas.

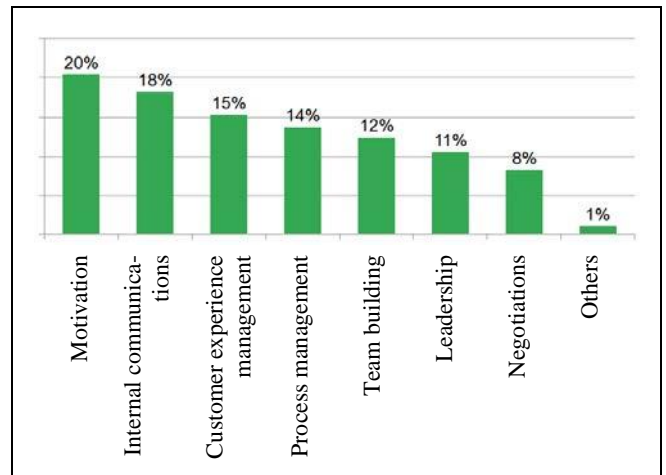


Fig. 5. Implementation areas of managerial innovations.

Team building (12%) and effective leadership (11%) have a slight difference by significance, but they are noticeably inferior to the leaders of the ranking list of the implementation areas of managerial innovations. Effective negotiation skills became an outsider in this study (8%).

For understanding the features and specifics of the implementation areas of managerial innovations for domestic and multinational companies operating in the Russian market, we analyzed these areas depending on various types of economic activity, business size, and the company's degree of internationalization. This analysis showed significant differences in the implementation areas of managerial innovations.

3.2. Features of the implementation areas of managerial innovations depending on the types of economic activity

The implementation areas of managerial innovations were examined by considering the following types of economic activity of the companies included in the empirical study:

- industrial production,
- transport, information and communication,
- wholesale and retail trade,
- hotel and restaurant business,
- publishing and printing activities,
- education and science,
- culture and sports,
- others.

According to the data analysis, the companies from the groups “industrial production,” “education and science,” and “culture and sports” differ by the significance of the implementation areas of managerial innovations from the general sample of the companies included in the empirical study; see Table 1 and Fig. 5.



Table 1

Implementation areas of managerial innovations by the types of economic activity

Type of economic activity	Implementation areas of MIs, %							
	Internal communications	Team building	Negotiations	Motivation	Leadership	Customer experience management	Process management	Others
Industrial production, including storage	26	11	8	16	8	13	15	2
Education and science	21	12	8	18	7	19	15	0
Culture and sports	14	16	11	20	13	14	11	0

For companies from the industrial production group, the most significant implementation area of MIs is internal communications (26%); motivation is noticeably less important, amounting to 16%. On the contrary, internal communications are most significant compared to the companies with other types of economic activity. In general, we can assert that for the companies from the industrial production group, there are some of the lowest values in all implementation areas of managerial innovations related to personnel: team building (11%), motivation (16%), and leadership (8%). We also emphasize a rather low degree significance for the areas related to customer interaction: negotiations (8%) and customer experience management (13%). Thus, the industrial production companies primarily focus on managerial innovations of internal processes, paying little attention to the processes related to personnel and customers, compared to the companies with other types of economic activity.

For companies from the education and science group, customer experience management is most significant (19%) among all companies considered. This process is of slightly greater importance than motivation (18%); see Table 1. Thus, among the companies operating in the Russian market, the companies related to education and science are most focused on customer experience management.

For companies from the culture and sports group, team building (16%) is more significant than process management (11%). Also, team building (16%) is more important than internal communications (14%) for the companies of this type; see Table 1. At the same time, note that process management for this group of companies is least significant compared to the companies with other types of economic activity. On the contrary, team building is most important com-

pared to the companies with other types of economic activity. Simpler internal processes explain the obtained results for the companies of this group compared to other companies. Therefore, internal communications and process building are less important for them than team building and motivation of.

3.3. Features of the implementation areas of managerial innovations depending on business size

The structure of the respondents' answers depending on business size shows some differences in the importance of the implementation areas of managerial innovations compared to the general sample of companies; see Table 2 and Fig. 5.

Considerable differences were identified for negotiations. This area is most important for medium-sized companies (14%) and least for the large businesses (6%): the tougher competitive environment of medium-sized companies requires innovative approaches in negotiations with suppliers and buyers. In contrast, for the large businesses, the negotiations area is a more established business practice not requiring innovative approaches. Also, this difference in significance is explained by that many employees are not involved in the negotiation process in large companies, thereby not implementing managerial innovations in this area.

For medium-sized companies, approximately the same degree of significance is characteristic for all implementation areas of managerial innovations, except motivation (21%); see Table 2. According to the obtained results, the medium-sized businesses pay more attention to motivation and equally focus on all other implementation areas of managerial innovations.

Customer experience management as the implementation area of MIs is most important for small

businesses (17%), while the least significance is noted for large businesses (13%); see Table 2. Such differences are explained by the levels of influence of their customers. For small businesses, the costs of consumers' switching are quite low, and customer loyalty is very important for this segment. This factor may be less significant for large companies due to the large volume of contracts, large discounts, and monopoly position.

3.4 Features of the implementation areas of managerial innovations depending on the company's degree of internationalization

The implementation areas of managerial innovations have some features depending on the company's degree of internationalization; see Table 3.

For the domestic exporting companies, internal communications (21%), customer experience management (17%), and negotiations (11%) are more sig-

nificant than for other types of companies; see Table 3. These results are due to a tougher competitive environment for such companies and prompt decisions required to win and retain customers.

The multinational companies focus on customer experience management and process management noticeably less than the domestic ones (12% vs. 16% and 11% vs. 15%, respectively) when implementing managerial innovations. As we believe, the established practices of customer experience management and organization of internal processes reduce the need to implement managerial innovations in these areas for multinational companies. However, managerial innovations in leadership and team building are more typical for the multinational companies (Table 3). This situation is explained by a lower readiness for changing leadership styles among the domestic companies: their top management remains conservative when implementing new managerial practices in personnel management processes in general and leadership in particular.

Table 2

Implementation areas of managerial innovations by business size

Business size	Implementation areas of MIs, %							
	Internal communications	Team building	Negotiations	Motivation	Leadership	Customer experience management	Process management	Others
Large	19	13	6	22	12	13	14	1
Medium	14	13	14	21	11	14	13	1
Small	19	12	9	20	10	17	14	1

Table 3

Implementation areas of managerial innovations depending on the company's degree of internationalization

Company's degree of internationalization	Implementation areas of MIs, %							
	Internal communications	Team building	Negotiations	Motivation	Leadership	Customer experience management	Process management	Others
Multinational company	19	14	7	22	12	12	11	1
Domestic exporting company	21	13	11	21	7	17	10	0
Domestic company	18	12	8	20	10	16	15	1



Within the study, we analyzed the key features of the implementation areas of managerial innovations depending on the types of economic activity (Table 1), business size (Table 2), and the company's degree of internationalization (Table 3). According to the obtained results, the type of economic activity, business size, and the company's degree of internationalization affect and determine the specifics of the implementation areas of managerial innovations.

4. MANAGERIAL INNOVATIONS IMPLEMENTED WITHIN DOMESTIC AND MULTINATIONAL COMPANIES IN 2016-2019

In the study, the respondents were asked the following question: What are the most significant managerial innovations implemented within your company over the past three years? The results obtained (Fig. 6) reflect the general trend in the implementation areas of managerial innovations (Fig. 5). However, certain peculiarities do exist.

The respondents identified employee motivation as the most significant area of managerial innovations implemented within domestic and multinational companies operating in the Russian market. It amounted to 26% of the total number of the respondents' answers. Such results correlate with the poll data on the list of implementation areas of managerial innovations (Fig. 5), where the respondents rated the motivation process as most significant (20% of the total number of answers).

The advanced training of employees (17%) was ranked 2nd by significance among the managerial innovations implemented within the companies over the past three years. These results differ from the poll data on the implementation areas of managerial innovations (Fig. 5), in which the advanced training of employees was not highlighted. The reason is that we considered advanced training an integral part of innovations in other processes (motivation, internal communications, customer experience management, etc.). Nevertheless, the results obtained indicate the need to put the advanced training of employees in a separate block as one of the most significant areas for implementing managerial innovations.

Management system development (13%) was ranked 3rd by significance among the managerial innovations implemented over the past three years within domestic and multinational companies operating in the Russian market. We compared this process with the process management identified during the poll on the implementation areas of managerial innovations (Fig. 5). As mentioned above, process management as an implementation area of managerial innovations in-

cludes approaches and managerial practices for reducing costs (increasing the efficiency of processes). Thus, we conclude that process management is a fairly high priority but not the most significant implementation area of managerial innovations for companies operating in the Russian market.

Team building and communications (13%) were ranked 4th by significance among the managerial innovations implemented over the past three years. According to the respondents, internal communications, team building, and motivation are important among the managerial innovations implemented over the past three years.

The empirical study of the implemented managerial innovations confirms the earlier conclusion that the domestic and multinational companies operating in the Russian market focus primarily on internal processes of interaction and employee motivation.

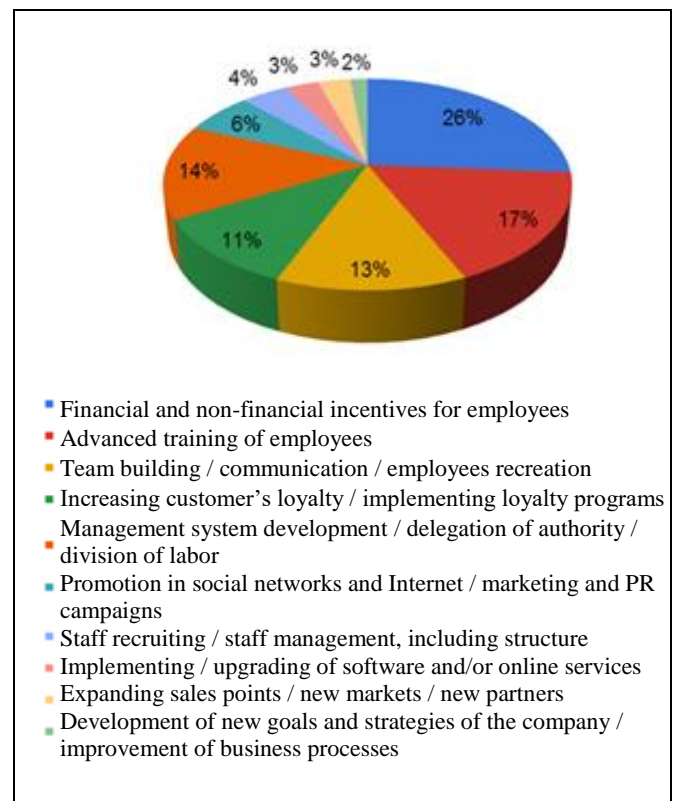


Fig. 6. Structure of most significant managerial innovations implemented within companies operating in Russian market in 2016-2019.

Implementing customer loyalty programs was ranked 5th by significance among the managerial innovations implemented within the domestic and multinational companies over the past three years. This process correlates with customer experience management, highlighted in the poll of respondents on the implementation areas of managerial innovations; see Fig. 5. The results obtained indicate that customer experience

management and process management are important but not included in the top 3 implementation areas of managerial innovations within the companies operating in the Russian market.

In conclusion, note that the respondents did not indicate the negotiation process as one of the significant innovations implemented by the companies operating in the Russian market for 2016–2019. This process also received the least significance among the key implementation areas of managerial innovations within the domestic and multinational companies. Thus, the negotiation process, “soft skills,” and competencies of employees in this area are not considered by the domestic and multinational companies as the most significant managerial innovations.

5. LIMITATIONS AND FURTHER RESEARCH

This study involved a representative base obtained by polling 791 domestic and multinational companies operating in the Russian market. Nevertheless, there are several limitations – as we believe – directions for further research:

- Expanding the geographical scope of the study by including other regions of the Russian Federation will reveal some regional differences in the implementation areas of managerial innovations.
- Supplementing the sample by companies from other groups (financial activity and real estate; transport, information, and communications) will reveal the specifics of managerial innovations for these types of economic activity.
- The case study of individual practical examples of implementing managerial innovations will reveal the distinctive characteristics of the managerial innovation process for particular types of managerial practices and companies.

CONCLUSIONS

This paper has studied, theoretically and empirically, the implementation areas of managerial innovations within domestic and multinational companies operating in the Russian market.

The theoretical part has analyzed the implementation process of managerial innovations. As proposed in the paper, the implementation of managerial innovations is treated as the process of deciding by an organization to start using new managerial practices, approaches, processes, and techniques and using them as well. The implementation process of managerial innovations has been assigned a new interpretation as two subprocesses: the decision to implement an MI and the direct implementation of an MI.

The empirical part has been conducted using a database obtained by polling 1025 employees from 791 domestic and multinational companies operating in the Russian market. The empirical study has yielded answers to the research questions on the implementation areas of managerial innovations; see Section 2.

The main research question has been to study the key implementation areas of managerial innovations within domestic and multinational companies operating in the Russian market. It has been decomposed into two second-level research questions (RQ 1 and RQ 2). According to the results obtained, domestic and multinational companies operating in the Russian market focus primarily on the internal processes of interaction and employee motivation.

RQ 1 has been to identify the features of the implementation areas of managerial innovations depending on the types of economic activity, business size, and the company’s degree of internationalization. Among the features, let us highlight the following:

- The companies from the industrial production group primarily focus on managerial innovations in internal processes, paying insufficient attention to the processes related to personnel and customers compared to the companies with other types of economic activity.
- The medium-sized companies give higher priority to the process of motivation, being noticeably less (but equally) focused on all other implementation areas of managerial innovations.
- The well-established practices of customer experience management and internal processes reduce the need to implement managerial innovations in these areas for multinational companies compared to domestic companies.

RQ 2 has been answered by studying the managerial innovations implemented within the companies operating in the Russian market for 2016–2019. According to the results obtained, domestic and multinational companies focus on internal processes of interaction and motivation and separate the advanced training of employees. Moreover, two implementation features of managerial innovations characteristic of the companies operating in the Russian market have been revealed:

- Customer experience management and process management are considerable but not significant implementation areas of managerial innovations among the companies operating in the Russian market.
- There is no attention to developing managerial innovations in negotiations among the domestic and multinational companies operating in the Russian market.

The results obtained within this study are of practical importance. For example, industrial production



companies should be more concerned with the processes related to personnel and customers. Internal processes and customer experience management require more effort from the domestic companies, as they lag behind the multinational companies in this area. Negotiations need special attention from the companies' management since soft skills are an important component for increasing the competitiveness of companies both in the Russian and global markets.

The outcomes of this study are useful for further research and the practice of innovative company management.

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