

of minds nowadays are overwhelmed with bold and extraordinary ideas. The thing is only to bring them to life. And I just wish them good luck and resoluteness.

References

1. *Tsirinova, N.S.* Modern innovative technologies in the tourism industry [Electronic resource] / N.S. Tsirinova // Young scientist. — 2016. — Mode of access: <https://moluch.ru/archive/131/36459/>.

2. State program of tourism development in the Republic of Belarus [Electronic resource] // Sports and Tourism Ministry of the Republic of Belarus. — Mode of access: <http://www.mst.by/ru/programma-razvitiya-turizma-ru/>.

M.K. Makysh

Eurasian National University L.N. Gumilev (Nur-Sultan)

Foreign consultant — H.A. Shmarlovskaya,

Doctor hab. of Economics, professor

MANAGEMENT OF INNOVATIVE PROCESSES IN BANKING

The concept of “innovation” is interpreted by modern economic science as “the end result of innovation activity, embodied in the form of a new or improved product introduced on the market, a new or improved technological process used in practice, or in a new approach to social services”. In relation to the topic of the article, we mean the creation of a banking product that has more attractive consumer properties compared to the previously proposed one, either a qualitatively new product that can satisfy the previously untapped needs of its potential buyer, or the use of more advanced technology for creating the same banking product [1]. All innovative processes existing in the bank can be divided into three logical groups [2]:

1) a simple internal organizational innovation process, i.e. a process involving the creation and use of innovation within the same bank. In this case, the innovation does not take the form of a new banking product, but only improves the production technology of existing products or any service technology;

2) a simple inter-organizational process involving the formation of a new banking product intended to be promoted on the market as a subject of sale;

3) an expanded innovation process, mainly related to the formation of an integrated banking product, when, during its creation, the bank cooperates with its partners, thereby redistributing the innovation process among several participants.

Examples include acquiring services, remote account management systems, package provision of insurance services, etc. In general, any in-

novation process in a bank is cyclical in nature. The activity, which is based on the innovation process, logically breaks down into distinct elements that are implemented chronologically sequentially, and often by different divisions of the bank. Schematically, the cycle of the innovation process is as follows. Each stage of the innovation process is designed to solve a specific problem [3]: the emergence of ideas and the formulation of the task of the upcoming innovation process; drawing up a plan of action and activities necessary to achieve the goal; determination of resource requirements (human, technological, material) necessary for the implementation of the innovation process, setting local tasks for performers; carrying out by executors (bank employees responsible for carrying out innovative activities) actions related to the implementation of the tasks; control, analysis and adjustment of activities. Evaluation of the effectiveness of an innovative project, of innovative management decisions and additional analytical work to clarify the plan for follow-up activities to implement the results of innovative processes.

Analysis of organizational structures of Kazakhstan commercial banks shows that most of them have a linear-functional structure with a high degree of centralization of management. The dynamics of innovative processes is greatly influenced by the organization of bank employees' work which is traditional for Kazakhstan's banks, that is based on the following rules-principles: act in strict accordance with existing instructions; avoid any mistakes and failures; not to show initiative, and to wait for instructions from above; to act only within the framework of the assigned work; thinking mainly about your own safety.

The challenge of innovation management is to transform the organizational structure of the Bank or its divisions from the existing states in the required time and cost-effective manner. Innovation management should be understood as the development of methods achievement of the set goal (for example, new schemes of work organization, new arrangements of existing and newly hired personnel), and achieve the required high efficiency of the organizational structure bank.

Conclusion. To initiate managed innovation, aimed at the development of the successful functioning of the Bank, and the creation of the conditions for its effective implementation should be guided by following principle:

- creating incentives to identify trends and crystallize ideas, potential prerequisites for innovation (this principle applies mainly to the actions of the management team bank);
- conscious underutilization of the intellectual potential of the Bank in the calculation of on the spontaneous emergence of ideas and proposals that can be beneficial to affect the development of the Bank's product range;
- optimization of management levels (downsizing) in order to accelerating the cycle of any innovation process;
- minimization of terms of development and introduction of banking products, not by reducing the number of stages of the innovation pro-

cess, but by coordination of several parallel processes in order to avoid «relay» effect;

- orientation of all innovative activities of the Bank to the consumer created banking products with the possibility of total control over the first steps of innovation.

References

1. *Fatkhutdinov, R.A.* Innovation management / R.A. Fatkhutdinov. — Moscow : Peter, 2008. — 448 p.

2. *Abramov, R.A.* Features of budget financing of innovations in regions / R.A. Abramov // Finance and credit. — 2009. — No. 37. — P. 25–30.

3. *Pelevina, K.* The role of venture capital in financing innovation / K. Pelevina // Bulletin of the Institute of Economics. — 2009. — No. 3. — P. 185–193.

2-е место по итогам работы секции

О.П. Мусская, М.А. Серякова

БГЭУ (Минск)

Научный руководитель — М.А. Ярмолицкая

ECOLOGIZATION: CHANGING INDUSTRY, CHANGING MINDS

Nowadays, tourism and hospitality industries are getting the most rapidly developing areas of economy. The growth is connected with increasing flows of tourists through applying innovations. As a result, the impact on environment is becoming more intense and it leads to ecological crisis. Avoiding this crisis can be reached by using ecological approaches to business that are environmentally friendly: where managers are eager to institute programs that save water as well as energy and reduce solid waste. At the same time, taking into account the idea of saving money — to help to protect both the earth and the environment [1].

Nowadays people are more careful to environmental issues than ever. Despite the fact that “green technologies” increase the cost of work by 10–15 %, saving resources during the further operation can be considered as a key criteria [1]. There are 3 crucial steps towards making your business proecologic:

1. Eco-construction can be a starting point in establishing eco-business. It means creating eco-standards at the very beginning — during design and construction: usage of eco-friendly materials (wood, glass, clay, straw, soil, natural stone, reed etc.), installing alternative energy sources (solar panels, wind generators etc.), usage of natural phenomena for their own purposes (collecting rainwater for technical needs), reduction