

МЕНЕДЖМЕНТ MANAGEMENT



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The main directions and ways to improve the management of innovative development of urban infrastructure

Abstract. The article deals with the main directions and ways to improve the management of innovative development of the city and its infrastructure on the example of Nur-Sultan. The main objective of article is carrying out an innovative research of urban infrastructure by the analysis of efficiency of realization of regional investment, industrial, transport and environmental policy and measures of the state support and development of small and medium-sized business. The statistical data of the relevant authorities on the state of these types of policy of innovative development of urban infrastructure and modern indicators of small and medium-sized businesses in the region are given on the example of the city of Nur-Sultan. Theoretical foundations of the article the main ideas and suggestions, judgments and conclusions provided in it make a certain contribution to the theory of management of innovative development and can be used for effective management of innovative development of the city and its infrastructure. The theory of effective management is constantly transforming since the basic content, structure and functions, methods and forms of management of innovative development of the city and its infrastructure to ensure sustainable economic growth of the city.

Keywords: infrastructure, urban infrastructure, innovative development, complexity, special economic zone, investment policy, small and medium business, industrial policy, transport policy, environmental policy.

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Each city needs a specific and clear set of infrastructure development. Infrastructure development affects the formation and development of economic life of any city, as the quality of infrastructure, characterized as «complexity», is very important for the economic growth of the city, as all its consumers are always in need of all infrastructure services.

In modern conditions, the problems of management and innovative development of urban infrastructure are characterized by the following features:

- action of economic entities in limited territories;
- the purpose of urban infrastructure development is a set of interrelated indicators and their values for the development of a particular city;
- the use of mainly local resources for the implementation of the urban infrastructure development program;
- all programs of development of city infrastructure provide development of all its branches as uniform, management of implementation of the program is carried out centrally.

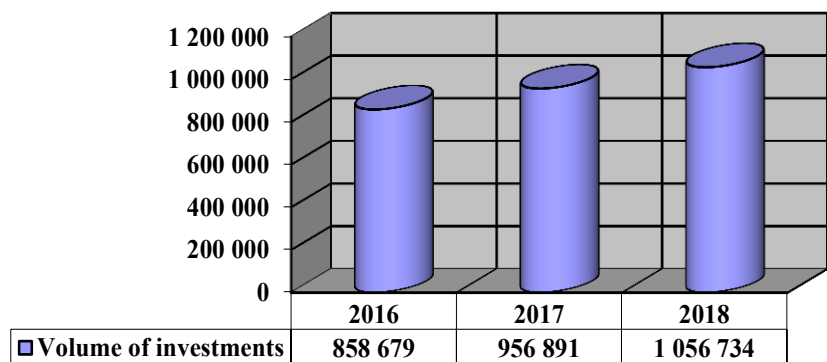
Thus, local authorities puts before the task of developing new forms of management and transition to the development of an innovative economy that contribute to the effective operation of all elements of urban infrastructure. The city Executive bodies play an important role not only in solving various issues of the city development, but also in the administration of economic entities, enterprises and other organizations not subordinate to the city akimat at the same time. To do this, it is necessary to create a unified management system, improve the quality of management of urban infrastructure. The activities of local governments should be aimed at the formation of a systematic approach to the organization and management of innovative development of urban infrastructure [1, 235-236 p.].

As the world experience shows, the development of urban infrastructure is impossible without a targeted regional investment, industrial, transport, environmental policy that stimulates the development of infrastructure, as well as the development of small and medium-sized businesses.

Investment policy. The investment policy of each city, for example, the city of Nur-Sultan has specific features determined by a set of external and internal factors. In addition, we can note the General features of investment policy, among them are:

- priority development of facilities and activities that are important for the city;
- maximum use and development of existing production, natural resource potential and cultural and demographic characteristics;
- equalization of the socio-economic situation throughout the city, the creation and strengthening within its framework of one economic space.

According to the statistics bodies, the total volume of investments attracted to the city of Nur-Sultan amounted to about 8 trillion tenge over 20 years. (Picture 1.).



Picture 1 - The volume of investments in fixed capital in Nur-Sultan, million tg. on 2016-2018.

Generalities. Based on the source [2].

The volume of investments in fixed assets amounted to 1 056 734 billion tenge in January-December 2018 in Nur-Sultan, which is 10.4% more than in January-December 2017, compared to 2017, it is more than in 2018. the volume of foreign investments in fixed assets in Nur-Sultan amounted to 256 billion tenge in January-December 2018, this is 31.2% more than in 2017. The state budget funds in the context of funding sources are 30%, own funds of enterprises and organizations-55%, Bank loans-5%, other borrowed funds - 10%

In the table below you can see the volume of investments in fixed capital in the main areas of application of economic sectors and services in Nur-Sultan.

Table 1

**the Volume of investments in fixed capital in the direction of action in Nur-Sultan,
million tg. on 2016-2018**

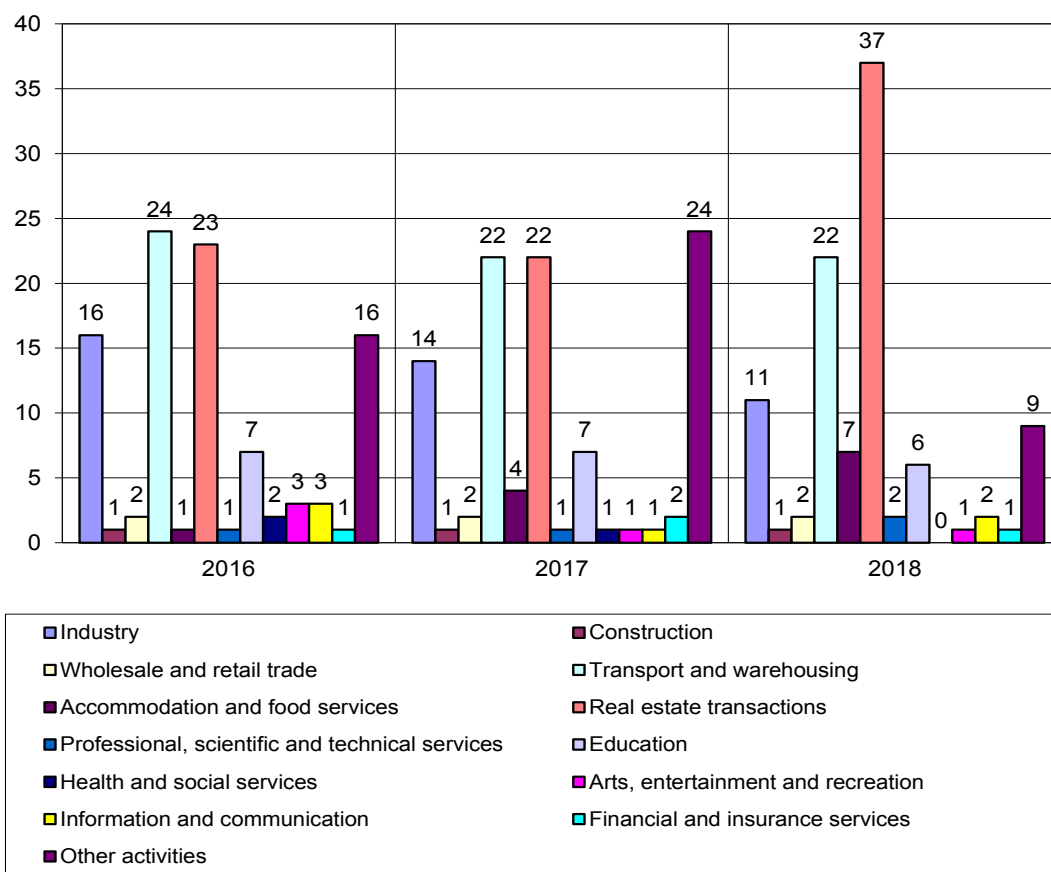
№	Course of action	2016	2017	2018
1	Industry	126 132	122 379	100 684
2	Construction	9 888	6 874	7 469
3	Wholesale and retail trade	14 527	14 187	18 941
4	Transport and warehousing	189 434	186 245	209 864
5	Accommodation and food services	7 224	34 030	67 768
6	Real estate transactions	176 107	189 577	357 572
7	Professional, scientific and technical services	9 953	11 588	19 422
8	Education	52 743	58 332	56 563
9	Health and social services	14 334	7 041	4 689
10	Arts, entertainment and recreation	25 347	9 852	9 474
11	Information and communication	21 266	7 032	14 875
12	Financial and insurance services	10 976	10 376	6 976
13	Other activities	124 395	201 529	82 654

Generalities. Based on the source [2].

As it can be shown from the table, in Nur-Sultan, the largest share of investments in fixed capital is occupied by industries, transport and warehousing, real estate operations.

In the picture below you can see the contribution to the structure of investments in fixed assets in the areas of application in the city of Nur Sultan (Picture 2).

However it is possible to notice that the volume of investment into the industry decreases from year to year or by 5% for the same three years, and growth of investments into operations with the real estate grew by 14%. You see a trend of growth of investments in the sphere of public catering and catering services at the same time. Similar divergences can increase efficiency of investment policy of the city from the point of view of structure of sectors of economy. In particular, it is necessary to take measures for restoration and increase in the volume of investment into the industry in the next years.



Picture 2 - the volume of the structure of investments in fixed capital in the direction of action in the city of Nur Sultan, in percent on 2016-2018
Generalities. Based on the source [2].

The city Nur-Sultan has become the center of investment attraction and the capital of investment projects. Economic and business potential of Nur-Sultan opens up significant advantages for investments. Thanks to the active support of the city, its image of Nur-Sultan of the world level, it becomes very attractive for business. As we have already noted, today 55% of all investments attracted to the economy of Nur-Sultan are at the expense of private capital.

The special economic zone «Nur-Sultan – new city» solves the problem of attracting effective investments. It acts as a «free economic zone», which is used worldwide as a tool to stimulate investment in the region. Since the creation of the special economic zone its territory made 2.0 trillion tenge. more than 60% of investments (1.2 trillion tenge) were used at implementation of projects. [2].

Thus, the priorities of the investment policy are the strengthening and development of infrastructure, including the development of transport infrastructure, water and energy supply, support for agriculture, industrial development, environment, social sector development.

In this regard, work will continue on the implementation of vital investment projects for the development of the city through funding from the national budget, the direct investment Fund, the Single program «business Road map-2020», the entrepreneurship development Fund «Damu», the joint stock company «Baiterek Venture Fund» and other sources [3]. Cooperation with international financial and economic organizations will be strengthened in order to promote the attraction of new, especially green investments through the international financial center «Nur-Sultan» [4]. Purposeful information and propaganda work will be continued to provide investment

opportunities of the city, its innovative potential, as well as participation in economic forums, exhibitions, commissions for trade and economic cooperation [5].

In order to fully saturate the city's market with products of its own production, it is planned to implement investment projects in the future.

Industrial policy. The growth of industrial production will be formed by increasing the volume of permanent enterprises mainly in the woodworking, engineering, metallurgical industry, food industry, light industry, production of construction materials and equipment of the construction industry, production of electricity, gas and water, production of plastic and rubber products in Nur-Sultan in the future.

According to the official data of the Committee on statistics of the Ministry of national economy of the Republic of Kazakhstan, industrial enterprises of Nur-Sultan (including small enterprises, subsidiary production, household sector) in current prices amounted to 601,7 billion dollars. production for tenge in 2018 compared to the same period in 2017, the inflation rate was 104,8%. In the manufacturing industry in 2018 compared to the level of 2017 increased by 111,2% and came in first place in the country. The volume of production in the engineering industry increased 8,2 times; production of light industry-86,7%; the volume of production in the metallurgical industry increased by 218,3%. In addition, the production of other non-metallic mineral products amounted to 34,6%, production of rubber and plastic products decreased by 29,9%. In power supply, gas supply, steam and air conditioning in January 2018 compared to the level of January 2017, the volume index increased by 2%. In January 2018, the volume index in the water supply, Sewerage system, control over the collection and distribution of waste compared to the level of January 2017 amounted to 118% [6].

The creation of conditions for the development of industry will ensure the satisfaction of the city's needs in essential goods, as well as the development of export potential, the development of the production of competitive products from its own raw materials.

Currently, the town has a very important job in enhancing the business activities of enterprises in the manufacturing industry. New types of production have been mastered in the manufacturing industry:

1. Food industry production: flour, bread, flour confectionery and pasta, meat, eggs, milk, natural juices and juices, milk and cheese products, clean drinking water, mineral water and soft drinks, sausages and semi-finished products, etc.

2. Engineering production: agricultural machinery, equipment and pumps, production of passenger cars» Talgo», production of helicopters, compressor equipment and machines, photovoltaic modules, road barriers, led equipment, etc..

3. Woodworking production: lumber, wooden Windows, doors, stained glass, furniture, wooden building materials, wooden products, wooden houses and baths, gazebos, etc.

4. Production of plastic and rubber products: ceramic sanitary products, fiberglass pipes and standard products, composite wood, laminated plywood, plastic doors and Windows, skylights and lights, pipes and fittings for heating and water supply systems, plastic sheets, polyethylene pipes, plastic bags for goods, etc.

5. Production of building materials: mortar, lime, insulation, cement mix, concrete products, construction steel structures, mixed concrete and dry concrete mix, dry mix, reinforced concrete structures for civil, industrial construction, wall blocks, wire products, manufacture and Assembly of plastic and aluminum products, and silicate facing brick, coatings, shapes, glass, metal, white cement, aerated blocks, concrete blocks and Pembroke slab and concrete pipe, etc.

6. Production of light industry: clothing and accessories, special clothing, professional and uniform, etc.

7. Production of electricity, gas and water.

However, there are some drawbacks to industrial policy:

- a small number of export-oriented and import-substituting industries, low level of technology;
- insufficient domestic investment;
- morally and physically obsolete equipment at the enterprises;
- nonconformity of quality of products to the international standards [7].

To eliminate these shortcomings in the innovative development of the infrastructure of the city of Nur-Sultan, in our opinion, based on the analysis of indicators of socio-economic development of the city, we can present the following directions and ways to improve industrial policy:

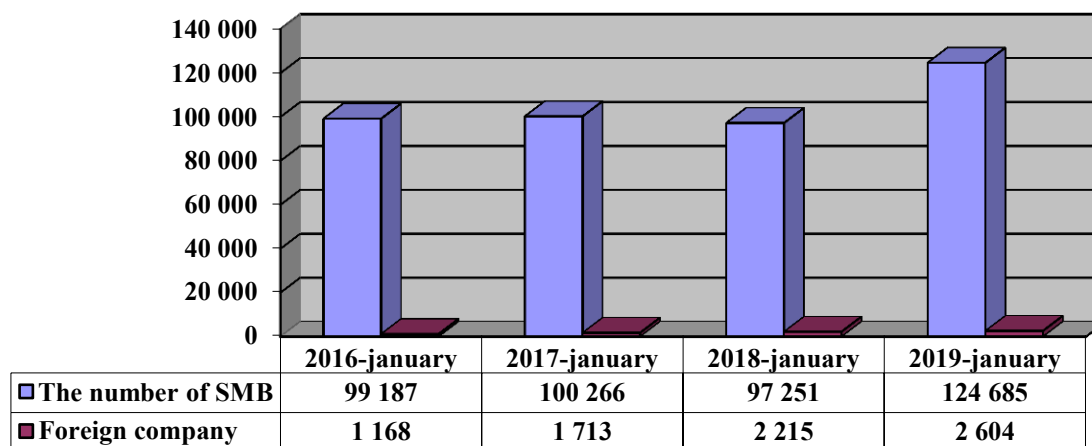
- The mayor's office of Nur-Sultan should be supported in the development of a set of measures to improve the efficiency of industrial production and reduce the number of unprofitable enterprises through direct and indirect regulation of effective management;
- the regional industrial policy supporting increase of competitiveness of the industrial productions which are engaged in deep processing of types of products should be considered as the priority direction and to create conditions for alignment of branch structure of the industry towards increase in a share of branches of the manufacturing industry;
- accumulation and replenishment of financial resources at the expense of natural resource and production potential of the region. This is possible by creating a stabilization fund by increasing the taxation of enterprises of the mining industry of the city;
- due to the elimination of administrative barriers, the use of simplified taxation, the use of legal guarantees issued to investors, it is necessary to intensify and further increase the attractiveness of the investment climate of the city;
- organizational and economic forms of development of new financial and economic structures of the city should be aimed at the production of products with high added value in the city and create an effective system of private enterprise in all sectors of the city's economy.

Small and medium business. Support and sustainable development of entrepreneurship is considered one of the main directions of formation and expansion of production of competitive goods and services, as a tool for creating new jobs and a source of replenishment of the budget, as well as increasing its share in various sectors of the economy in Nur-Sultan.

Currently, state support provides the formation of small and medium-sized businesses (SMB) as an important factor in the development of the economy. Implementation of programs to support and develop small and medium-sized businesses will lay the Foundation for the formation and development of private entrepreneurship in the city.

The mobility and flexibility of small and medium-sized businesses in a low-risk economy and requiring a smaller part of investment allowed for a short time to change and stabilize the situation, first of all, the situation in the sphere of trade and services.

In the further innovative development of the city infrastructure of Nur-Sultan, the support of SMB from the state is of great importance. It will be implemented in accordance with the long-term priorities of the infrastructure development of the city, through the support and financing of SMB. Now we describe the results of these activities on the following indicators. The city has formed a sufficient structure of the economy, which is committed to small and medium-sized businesses. Thus, in 2018, the volume of output of small and medium-sized businesses in the city amounted to \$ 4,889 billion tenge. Nur-Sultan is becoming the leading region in terms of the share of small and medium-sized businesses in the total value added among the regions of Kazakhstan, respectively, in 2018, the share of small and medium-sized businesses in the gross regional product amounted to 54,4% and is the highest among the regions of Kazakhstan. According to data for January 2019, the number of small and medium-sized businesses amounted to 124 685 units and foreign companies-2 604 units in Nur-Sultan. (Picture 3).



Picture 3 - number of operating SMB and foreign companies in Nur-Sultan 2016-2019
Generalities. Based on the source [8].

One of the main and key priorities identified in the program of socio-economic development will be considered measures to develop new mechanisms for financing SMB, subsidizing their business projects and microcredit in Nur-Sultan. It can be seen in the results of the activities carried out within the framework of the unified program «Business road map-2020» in Nur-Sultan. Thus, within the framework of the entrepreneurship development Fund «Damu» program in Nur-Sultan from 2010 to February 1, 2019, the number of recognized SMB projects reached 805 and these projects amounted to 186.81 billion credited in tenge [9, 4 p.].

Based on such data, Nur-Sultan is among the first three active regions of lending to SMB, recognition and subsidizing of business projects within the framework of the program. In General, the SMB segment remains one of the most important areas of urban infrastructure development.

Transport policy. The purpose of transport policy is the development of the market of services for transportation by all modes of transport, meeting the needs of the economy and the population in transport, the implementation of transit opportunities, including through the construction of new road and railway junctions.

At present, full demonopolization has been carried out on the road transport of Nur-Sultan and a competitive environment has been created. There is a trend of growth in the volume of passenger traffic carried out by specialized transport companies. Within the framework of the project «New transport system of Nur-Sultan», including light rail transport (LRT), high-speed bus transport (BRT) and intelligent transport system (ITS), a program of development and modernization of the capital's transport complex is being implemented. The development and modernization programme is a tool to make the intentions and activities of the real actors open to all stakeholders without prejudice to those activities. The programme formulates the intention of action and the structure of the work and is presented in its entirety. The existence of an activity program increases the transparency of the city administration, as before the start of the activities of the actors it is possible to get acquainted with the loyalty and consistency to combine intentions with the actions presented in the program. The formation of an effective system of management of innovative development of the city and its infrastructure in the modern economy will increase the principles of consolidation, progress, transparency, dynamism. At the same time, to ensure sustainable growth of the city and its infrastructure, the main structures and functions, methods and forms of management of innovative development are being purposefully changed.

In the course of the study, many problems require the set and reasonable answers, and the proposed recommendations require further practical testing in various cities of Kazakhstan in the

spatial and temporal conditions of the market economy [10, 3-4 p.].

Environmental policy. The purpose of environmental policy is to reduce the burden on the environment through the practical implementation of environmental measures, taking into account the interdependence of environmental and economic interests of the city, but with the first priority. The city will introduce a system of mandatory production monitoring at enterprises engaged in environmentally hazardous economic activities.

Environmental policy of the city is carried out in compliance with the following principles:

- environmental protection must ensure that the needs of the present and future generations are met fairly;
- people have the right to Live healthy and fruitful in harmony with nature;
- international cooperation to preserve, protect and restore the integrity and condition of the ecosystems of the region.

The ecological infrastructure of the city is an important element of the urban environment, including a system of gardening, zones and territories favorable for people's living. The development of environmental infrastructure will be provided by the space-planning organization of the created urban residential structures taking into account the meteorological conditions of the external environment of the city, architectural and urban design and adjustment of the natural landscape framework.

Taking into account the current environmental situation in the city, the strategic objective of the capital is to reduce and recycle waste.

A waste management system will be introduced in Nur-Sultan, which includes the following stages: reduction of volumes, processing, utilization and utilization of waste.

The waste management program, which provides support for initiatives to reduce the volume of waste, their disposal, processing and disposal, promotion of efficient use of resources, will improve the competitiveness of the city's economy while mitigating negative consequences for the environment.

The result of the implementation of the program should be a reduction in the volume of waste disposed of to the landfill by about 30% by 2020 and 80% by 2030.

For stabilization and continuous improvement of environmental activities and strategic environmental safety of the city:

- creation of conditions in the field of nature protection and environmental management using information and analytical systems of social, economic, environmental and hygienic monitoring to change the mentality of residents and managers of enterprises of the city, reduce individual pollution indicators, environmental and habitat management;

- updating of city complex programs of measures on ecological safety of vehicles, including development of normative legal acts for step-by-step introduction in the territory of the city of a ban on operation of the motor transport which is not meeting ecological requirements, introduction of catalysts, use of neutralizers of the fulfilled automobile gases, creation of the scheme of regulation of transport flows taking into account the ecological situation in the city;

- promotion of reorganization of the production industry on the basis of science-intensive and resource-saving technologies, placement of new production facilities in accordance with the requirements of environmental safety;

- provision of effective sanitary protection of urban water intakes, development of duplicate water supply systems from artesian wells, stage-by-stage reconstruction of water intakes of the city;

- zoning of territories by improving the quality of the surrounding areas, expansion and improvement of reproduction, organization of monitoring, allocation and arrangement of recreation areas and rest areas as the basis of a single area of the city and the natural framework;

- the access of enterprises to actively enter the market of quotas on emissions;

- to provide arrangement of building of the left-Bank part of the city on prevention of flooding;

- development of an action plan aimed at improving the state of surface water resources and aesthetic appearance of the Ishim river Bank;

- Prevention of pollution, clogging and depletion of the Ishim river and its flow, preservation of the habitat of objects of fauna and flora of reservoirs, as well as in the water protection zone or strip (signs of a ban on car wash, as well as Parking, beaches, etc.) b. ensuring the establishment of water protection zones and strips on the rivers of Nur-Sultan in order to comply with the special regime of economic use;

- it is necessary to create a Center for environmental education of the population.

The solution of this problem provides for a further increase in the area of urban green spaces and Park areas provided by the state program of socio-economic development of Nur-Sultan for 2016-2020 and a comprehensive scheme of landscaping of Nur-Sultan until 2030.

The city administration, through a system of monitoring and various incentives, will support the implementation of a «cleaner production» strategy aimed at the destruction of toxic raw materials at the city's enterprises, reducing the volume and toxicity of all types of waste and waste before the completion of the production process. According to experts, the results of enterprises' application of the strategy «maximum clean production»:

- reduction of consumption of raw materials, electricity, water;

- from waste reduction;

- from enterprise cost savings;

- it is shown in improvement of an ecological situation in districts of the city.

Cleaner production is based on improved technology, knowledge and skills. Also, a mechanism for improving urban planning and financing of environmental activities in Nur-Sultan will be developed, taking into account the methodology used by international financial organizations [11].

Thus, the innovative development of the city in the near future will be provided through the implementation of new strategic actions, programs and projects in various sectors of the economy.

Summing up, it can be noted that the main prerequisites for quality management of innovative development of the city infrastructure of Nur-Sultan are high rates of implementation of investment, industrial, transport and environmental policy, as well as the development of small and medium-sized businesses. All this will determine the main elements and stages of innovative development of urban infrastructure. Thus, it is necessary to stimulate investment in priority sectors of the economy in order to achieve the goals and objectives of the city, aimed at the development of the city's infrastructure and improvement of the production and social structure of the economy.

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Қалалық инфрақұрылымның инновациялық дамуын басқарудың негізгі бағыттары мен жетілдіру жолдары

Аннотация. Мақалада Нұр-Сұлтан қаласының мысалында қаланың инновациялық дамуын және оның инфрақұрылымын басқару мәселелерінің негізгі бағыттары мен жетілдіру жолдары қарастырылады. Мақаланың негізгі мақсаты болып өңірлік инвестициялық, өнеркәсіптік, көліктік және экологиялық саясаттардың тиімді жүзеге асырылуын және шағын және орта бизнесті мемлекеттік қолдау мен дамыту шараларын талдау арқылы қалалық инфрақұрылымның инновациялық дамуына зерттеу жүргізу табылады. Нұр-Сұлтан қаласының үлгісінде қалалық инфрақұрылымды инновациялық дамытудың аталған саясат түрлерін жүргізу жағдайының және өңірдегі шағын және орта бизнестің қазіргі уақыттағы даму көрсеткіштері туралы тиісті органдардың статистикалық деректері келтірілген. Мақаланың теориялық негіздері ондағы қарастырылған негізгі ой-пікірлер мен ұсыныстар, пайымдаулар мен қорытындылар инновациялық дамуды басқару теориясына белгілі бір үлес қосады және қаланың және оның инфрақұрылымының инновациялық дамуын тиімді басқару кезінде пайдаланылуы мүмкін. Себебі, мұндағы тиімді басқару теориясы қаланың тұрақты экономикалық өсуін қамтамасыз ету үшін қаланың және оның инфрақұрылымының инновациялық дамуын басқарудың негізгі мазмұнын, құрылымы мен қызметтерін, әдістері мен нысандарын үнемі түрлендіре түседі.

Түйін сөздер: инфрақұрылым, қалалық инфрақұрылым, инновациялық даму, арнайы экономикалық аймақ, инвестициялық саясат, шағын және орта бизнес, өнеркәсіптік саясат, көліктік саясат, экологиялық саясат.

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Основные направления и пути совершенствования управления инновационным развитием городской инфраструктуры

Аннотация. В статье рассматриваются основные направления и пути совершенствования вопросов управления инновационным развитием города и его инфраструктурой на примере города Нур-Султан. Основной целью статьи является проведение исследований инновационного развития городской инфраструктуры путем анализа эффективности реализации региональной инвестиционной, промышленной, транспортной и экологической политики и мер государственной поддержки и развития малого и среднего бизнеса. На примере города Нур-Султан приведены статистические данные соответствующих органов о состоянии проведения данных видов политики инновационного развития городской инфраструктуры и современных показателях развития малого и среднего бизнеса в регионе. Теоретические основы статьи предусмотренные в ней основные мысли и предложения, суждения и выводы вносят определенный вклад в теорию управления инновационным развитием и могут быть использованы при эффективном управлении инновационным развитием города и его инфраструктуры. Поскольку теория эффективного управления здесь постоянно преобразует основное содержание, структуру и функции, методы и формы управления инновационным развитием города и его инфраструктуры для обеспечения устойчивого экономического роста города.

Ключевые слова: инфраструктура, городская инфраструктура, инновационное развитие, комплексность, специально-экономическая зона, инвестиционная политика, малый и средний бизнес, промышленная политика, транспортная политика, экологическая политика.

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