



ENTERPRISE

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INTEGRAL ASSESSMENT OF THE INNOVATION OF THE ENTERPRISE'S ACTIVITY

It is proved that the marketing of innovations is an indicator of the innovation activity of the enterprise and the structural component of its innovation policy. Formed in such areas as market research, pricing and innovative renewal of the enterprise. The methodical approach of the integrated assessment of innovation marketing of an enterprise is substantiated, which synthesizes a number of indicators into a single quantitative one and creates conditions for determining the qualitative and quantitative aspects of innovation activity of the enterprise.

Keywords: innovativeness of activities, marketing innovations, innovation policy, innovations, market research, price setting, directions of innovation upgrade, integral indicator.

Блакита А., Лановская Г. Интегральная оценка инновационности деятельности предприятия. Доказано, что маркетинг инноваций является индикатором инновационности деятельности предприятия и структурной компонентой его инновационной политики, который формируется в таких направлениях, как исследование рынка, установление цен и инновационного обновления предприятия. Обоснован методический подход к интегральной оценке состояния маркетинга инноваций предприятия, который синтезирует ряд показателей в единый количественный и создает условия для определения качественных и количественных аспектов инновационности деятельности предприятия.

Ключевые слова: инновационность деятельности, маркетинг инноваций, инновационная политика, инновации, исследования рынка, установление цен, направления инновационного обновления, интегральный показатель.

Background. The modern domestic economy under the influence of globalization processes is in search of mechanisms for stimulating economic growth both on a country scale and on a separate enterprise.

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The priority direction in the international economic sphere for the last years are the development of innovation and implementation of high-tech developments.

It should be noted, that purposeful innovation activity is becoming one of the inevitable factors of financial and economic development of business entities. The primary direction of increasing the innovation activity of the enterprises is the formation and implementation of innovation policy. The complexity of the formation of innovation policy is determined by its different nature and direct participation of various divisions. So, among the main areas are the presence of marketing research, definition of innovative capacity planning of innovation, selection of innovations and developments of their implementation. Combination of these directions affects the introduction of effective plan of innovative enterprise development.

The important step in the formation of innovation policy is the choice of its type with the research of innovative climate, innovation activity and innovation potential of the enterprise. It should be noted that marketing innovations in turn allow to achieve the purposes of innovative development, include the market research areas of innovative update and setting up communications, pricing, organization, promoting innovation to the market.

The lack of methods of complex assessment marketing innovation activity of the enterprise makes it impossible to determine the vector of its innovation policy.

Analysis of recent researches and publications. The main aspects of developing the content of marketing innovation are disclosed in the methodological document "Oslo Manual" [1], prepared by the Organization for Economic Cooperation and Development of the Statistical Board of the EU. Scientific and theoretical substantiation of the essence of marketing of innovations is considered in the writings of foreign and Ukrainian researchers, in particular P. Drucker, I. Balabanov, N. Illyashenko, T. Oklander, N. Tunitskyi, N. Aldokhina, O. Komarist, S. Ilyashenko, Y. Karakai, A. Gurzhii, D. Tabachnik, P. Mikitiuk, O. Ovsyanyuk-Berdadina, J. Krysko, S. Skoczylas, T. Danilovich, N. Chukhray, V. Koyuda, T. Mazko, E. Harrington, E. Vozniak, F. Kotler, K. Keller, A. Pavlenko [2–15], and other scholars. At the same time, the issue of the content of the structural components of marketing of innovations, research of their formation and effectiveness within the limits of realization of the innovation policy of the enterprise remain unsolved.

The **aim** of the article is to substantiate theoretical foundations on the essence of marketing of innovations in the company's innovation policy, the definition of the main structural components and the development of a method for the integrated assessment of its status as an indicator of innovation activity.

Materials and methods. The theoretical and methodological basis of the research is the conceptual provisions of the theory of management, the theory of innovations, the theory of organizations and the works of domestic and foreign scientists on the issues of innovation activity, the formation of innovative enterprise policy and the marketing of innovations. In the process of research, such general scientific methods as analysis and synthesis, induction and deduction were used. Through analysis were identified the components of marketing innovation, their study, identification of essential features and relationships. Synthesis has created conditions for the combination of fragmented structural components of innovation marketing into integrity, taking into account the interrelationships between them. The method of induction allowed to formulate a generalization of the theoretical concept of "marketing of innovations" and make grounded conclusions on the basis of studying the factors and methods of its formation. The most significant aspects of the process of marketing innovation, its distinctive features and contradictions were based on the dialectical method of research. Using in the work the integral method allowed to develop a methodological approach of assessing the marketing of enterprise innovations.

Results. Effective formation and rationally weighed introduction of innovation policy ensures stability of activity of the subject of entrepreneurship, achievement of its competitive advantages and strengthening of the position of the enterprise in the market environment. Effective innovation policy of an entity is likely provided that its structural components interact: marketing of innovations; research and development policy; structural changes policy; technical and investment policy. It should be noted that all components of innovation policy are subject to the strategic goals and tactical objectives of the enterprise. Thus, timely recognition of the latest market trends is ensured by high-quality marketing of innovations, the results of which determine the direction of innovation in the enterprise.

Exploring the essence of marketing innovations, we came to the conclusion, as to the opposition of opinions among scholars. Thus, the English researcher Peter Drucker argued that "in business there are only two and only two main functions – marketing and innovation. It is marketing and innovation that produces results, everything else – costs" [2, p. 72].

In the methodological document "Oslo Manual" prepared by the Organization for Economic Cooperation and Development of the Statistical Board of the EU, marketing innovation is seen as the introduction of a new marketing method, including significant changes in the design or packaging of a product, its placement, market promotion, or pricing. Also in this document it is noted that marketing innovations are aimed at better satisfying the needs of the consumer, opening new markets or gaining new positions for the company's products on the market in order to increase sales [1, p. 149].

Marketing of innovations I. Balabanov defines as a process that includes planning for the production of innovations, market research, communication, price setting, organization of innovation promotion and expansion of service services. This target marketing is emphasized by a scientist who is based on the choice of a particular market segment with the further development of innovations and a marketing mix in relation to this segment, and deals only with new products and new technologies [3, p. 155, 160].

S. Ilyashenko and his colleagues define the essence of marketing of innovations, as an analytical process, which involves identifying market opportunities for innovation development; as a means of active influence on consumers and the target market as a whole, connected with the output and promotion of innovations on the market; as a function of innovation management, aimed at identifying possible areas of innovation activity, their materialization and commercialization. At the same time it is possible to consider simultaneously the innovation management as a function of marketing of innovations, aimed at realizing the achievements of science and technology in new products, able to satisfy the needs and demands of consumers and provide the commodity producer (seller) profit; as the means (market instruments) of orientation of individual economic entities, and, at the same time, of the national economy as a whole, on innovative development [4, p. 270]:

His vision of marketing innovations to a scientist T. Oklander, namely, the use of the concept, methodology, methods, marketing technologies in the innovation cycle at the stages of applied research and production. The researcher argues that in this case, the subjects of marketing of innovations are scientific organizations-manufacturers of scientific products and enterprises-manufacturers of new science-intensive products" [5].

The use of the innovation marketing system at the enterprise points out, N. Tunitskyi should be combined with the use of new information technologies, organization of information flows, as well as various advertising tools. In carrying out innovation activities, one must also take into account the fact that [6, p. 30]:

- innovations should be tied to the needs of consumers, rather than the achievement of a technical advantage as an end in itself;
- the introduction of innovations to the market should be accompanied by useful information about the product so that consumers can understand why it is necessary to buy the particular product;
- before introducing innovations to the market, it is necessary to conduct a deep marketing analysis;
- marketing should emphasize the competitive advantages of the product.

The term "marketing of innovations" is claimed by O. Komarist and N. Aldokhina can be defined as a set of actions, techniques, methods, systematic activity of economic relations subjects in the development and promotion of new products, services and technologies on the market to meet

the needs and demands of consumers (society) in a more efficient way than competitors on the basis of updating and increasing the level of potential components of the enterprise, finding new directions and means of its use for the purpose of profit and ensuring the conditions of long-term survival and development in the market.

According to innovative marketing, the concept of doing business stresses S. Illyashenko, who provides creation of improved or fundamentally new products (products, technologies, services, management decisions) – innovations – and use in the process of its creation and distribution of advanced or fundamentally new – innovative – tools, forms and methods of marketing in order to more effectively meet needs both consumers and producers [8, p. 27].

D. Tabachnyk, Y. Karakai, A. Gurzhii define "marketing of innovations as a system of organization, management and analysis of innovations on the basis of marketing information and with the help of marketing tools" [9].

Summarized the essence of marketing of innovations defined as a systematic activity in relation to the development and promotion of new products, services and technologies to meet the needs and demands of consumers (and society) to more effective than competitors, the image on the basis of increase of potential of the enterprise, finding new directions and ways of its use with a view to profit and ensure the long terms survival and development in the market [10, p. 103].

So, marketing of innovations is a structural component of innovative policy of an enterprise, combining the processes of market research, formation of the directions of innovative renewal of the enterprise, the establishment of pricing policy to achieve strategic innovation goals and tactical objectives.

During the implementation of innovative activities plays an important role in the choice of principles for the implementation of marketing activities. You can identify the following basic principles of marketing innovation [11, p. 164]:

- 1) aiming at achievement of final practical result of innovation;
- 2) capture a certain market share in line with long-term goals set before the innovation project;
- 3) integration of research, production and marketing activities in the management system of the enterprise;
- 4) the long-term perspective that requires careful attention to forward-looking research, development on their basis of innovation, which provide highly productive economic activity;
- 5) the use of interrelated and mutually agreed strategies and tactics of active adaptation to requirements of potential users of innovations with the simultaneous purposeful impact on their interests.

In our opinion, one of the important principles of marketing innovation is to increase innovative activities of the enterprise.

The researchers V. Koyuda, T. Mazco in their writings offer a methodical approach to integrated assessment of the marketing system of the enterprise, which is that private performance evaluation is taxonomic,

and then to a single generalized indicator, which is proposed to be corrected by a factor of awareness and to consider the influence of factors macro- and microenvironment of marketing a particular company [12, p. 134]. The development of a system to evaluate the marketing potential of the company devoted a lot papers, where to determine using an integrated assessment with the versatile components and indicators help to ensure that the company has achieved a specified level of target parameters, are formulated in its marketing and strategic plans. Exploring the theoretical aspects of the formation and implementation of innovative policy of the enterprise we have identified the lack of analytical methods for its evaluation, and quantitative research methods marketing innovation. We have proposed a system of indicators, including qualitative and quantitative assessment of marketing innovation that will allow you to set the strength of its influence on the development of innovation activity of enterprise (figure 1).

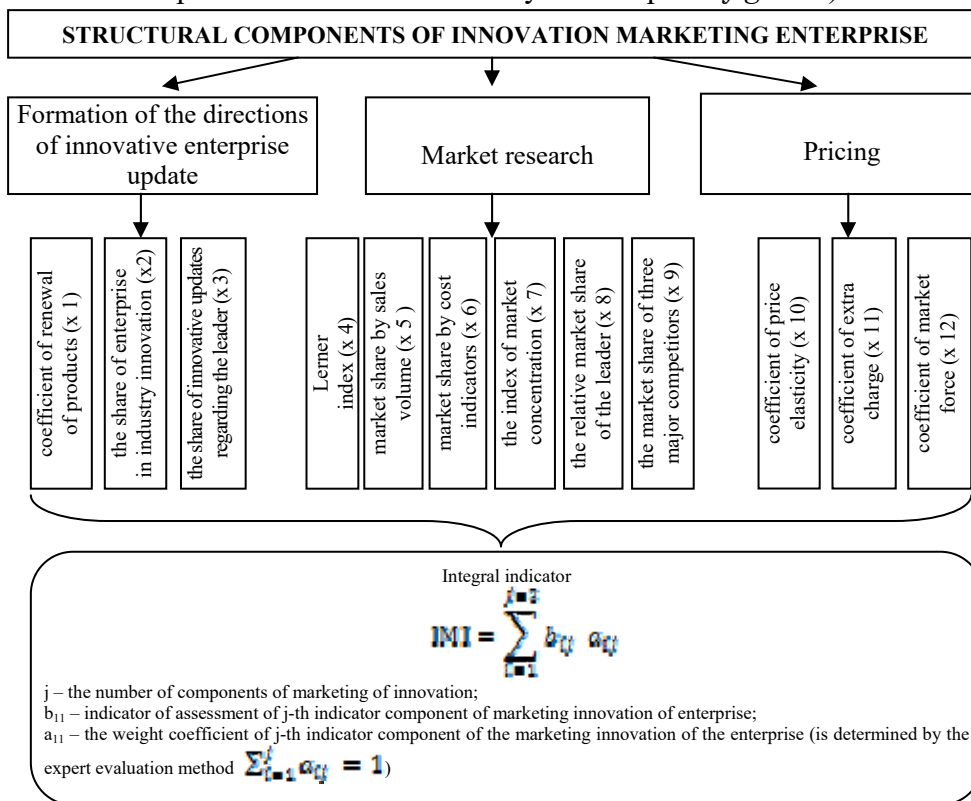


Figure 1. Metodology of integral assessment of the marketing innovation of the enterprise

The primary stage of formation of innovative policy of the enterprise is the study of market structure, sales volume, market share, level of demand and competition, behaviour of the buyer and the dynamics of its preferences, the availability of competing products and opportunities for the consolidation of innovative products on the market. These aspects are inherent in the marketing innovation of the enterprise.

Entities in the context of global competition strive to achieve monopolization in the market space. Among the economic indicators that characterize the level of market power of the enterprise, the most common is the Lerner index. This figure shows that the largest monopoly power can have an enterprise that bids in those markets where the elasticity of demand is less.

The following indicators, we elected to market share of enterprises in terms of sales and cost indicators. The competitiveness of enterprises is the key to its development and depends on its novacinema. Offer to enter into the analytical system of market research indicators such as relative market share for a competitor; relative market share for the leader; market share relative to key competitors. This approach will allow to evaluate the external environment of the enterprise in the system of marketing of innovations.

Formation of the directions of innovative renewal of the company includes innovative development, development of new and competitive products. To study this structure in the direction of marketing innovation of enterprise, we have determined the following most important indicators: rate of production, the share of enterprises in the innovative renovation of the industry and the share of innovative updates regarding industry leader. Their comparison will allow to determine the degree of innovatisation of the company's products and its place in the market environment of economic activities of the entity.

The choice of pricing methods, analysing competitors' prices, demand, supply and surplus production necessary factors of marketing innovation. Research in this direction is requested to determine the following indicators: the coefficient of elasticity, coefficient of market forces and margin ratio.

The proposed indicators organized into a single integrated indicator (IMI) (see *figure 1*). Indicators j -th direction of the i -th component of marketing innovation calculated by arithmetic mean values as one of the methods of generalization performance. To achieve comparability of indicators used the following methodology:

a) by maximizing the indicator:

$$a_{ij} = \frac{x_{ij} - x_{i \min j}}{x_{i \max j} - x_{i \min j}}, \tag{1}$$

b) by minimizing the metric:

$$a_{ij} = \frac{x_{i \max j} - x_{ij}}{x_{i \max j} - x_{i \min j}}, \tag{2}$$

x_{ij} – the value of j -th indicator in the direction of the i th structural components of marketing of innovations;

$x_{i \min j}$ – the minimum value of j -th indicator in the direction of the i th structural components of marketing of innovations;

$x_{i \max j}$ – indicator of j -the direction of the i -th structural components of marketing innovation.

To substantiate the criteria and limits of change of the integral indicator of the state of marketing innovation it is proposed to use a scale of Harrington [13], is based on the assumption that uneven distribution of the criterion and the formation of the ranges of its changes so that the probability of hitting the criterion in each was the same (*table 1*).

Table 1

Criterion of the integral indicator of the state of marketing innovation according to Harrington's scale

Qualitative assessment of the integral index	High	Average	Low
The limits of quantitative values of integral indicator	[0.640;1]	[0.360;0.639]	[0.00;0.359]

It should be noted that in determining the criteria for low and high scores were considered interval with a length of 0.36 and the formation range of the average of the interval has a length of 0.28.

Method of integral evaluation is that one indicator, however important it may be, is not enough to study the marketing innovations of an enterprise. Therefore, the essential group of indicators that collectively reproduced, quantitative as well as qualitative aspect of the structural component areas that will confirm the status of marketing innovation of the enterprise. Therefore, these indicators are combined into a single complex (integral) indicator. The use of an integrated assessment of the state of marketing innovation provides the opportunity to synthesize the impact of all factors on innovation activity, to determine the degree innovative activities and authorizes the implementation of a market prospects of innovative development of enterprises, strengthening its market positions, providing a competitive advantage in the long run.

Conclusion. Considering the conducted study, it should be noted that scholars distinguish a separate type of marketing-innovation marketing as the market concept of enterprise activity, developing an innovative way. So, we proposed to define marketing innovation as a structural component of innovative policy of the enterprise. The main principles of marketing of innovations prophets to include the principle of activation of innovative activity of the enterprise. Innovative activity can be characterized by the degree innovative activities, and consequently on the state of marketing innovation.

Developed a comprehensive, practically oriented method for evaluation of marketing innovations of an enterprise, including a system of indicators in the areas of its components, which are integrated into a single summary measure.

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Блакита Г., Лановська Г. Інтегральна оцінка інноваційності діяльності підприємства.

Постановка проблеми. Пріоритетним спрямуванням у міжнародному економічному просторі останніми роками є розроблення інновацій та впровадження високотехнологічних розробок. Врахування цих тенденцій дало змогу обґрунтувати основні напрямки інноваційної політики підприємства та впровадити інтегральну оцінку стану маркетингу інновацій як індикатора інноваційності діяльності підприємства.

Аналіз останніх досліджень і публікацій показав, що попри наявність окремих наукових доробок залишаються невирішеними питання стосовно змісту структурних компонент маркетингу інновацій, дослідження їх сформованості та результативності в межах реалізації інноваційної політики підприємства.

Метою статті є обґрунтування теоретичних основ щодо сутності маркетингу інновацій у складі інноваційної політики підприємства, визначення основних структурних компонент та розробка методики інтегрального оцінювання його стану як індикатора інноваційності діяльності.

Матеріали та методи. У роботі використано загальнонаукові методи аналізу, синтезу, індукції та дедукції, а також концептуальні положення теорій: управління, інновацій, організацій.

Результати дослідження. Висунуто наукові гіпотези про те, що всі компоненти інноваційної політики підпорядковуються стратегічним цілям та тактичним завданням підприємства. Так, своєчасне розпізнавання новітніх ринкових тенденцій забезпечується високоякісним маркетингом інновацій, за наслідками яких визначаються напрямки провадження інновацій на підприємстві. За результатами цього дослідження розроблено комплекс пропозицій.

Висновки. Науковці виділяють окремий вид маркетингу, а саме маркетинг інновацій як концепцію ринкової діяльності підприємства, що розвивається інноваційним шляхом. Запропоновано маркетинг інновацій визначати як структурну компоненту інноваційної політики підприємства і до основних принципів маркетингу інновацій віднести принцип активізації інноваційної діяльності підприємства. Розроблено комплексну практично орієнтовану методику оцінки стану маркетингу інновацій підприємства, що включає систему індикаторів, які інтегровано в єдиний узагальнюючий показник.

Ключові слова: інноваційність діяльності, маркетинг інновацій, інноваційна політика, інновації, дослідження ринку, встановлення цін, напрямки інноваційного оновлення, інтегральний показник.

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USING THE ORGANIZATION'S PERFORMANCE CURVE IN CHANGE MANAGEMENT

The paper begins with the presentation of efficiency curve during the organizational change, and it's determinants. It is emphasized, that change managers can influence on depth and time of endure the efficiency. On this background paper presents the actions which could diminish the costs of changes. They are divided into phases of change process.

Keywords: change, efficiency, the efficiency curve.

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