



MARKETING INNOVATIONS MANAGEMENT IN THE CONTEXT OF INTEGRATED ENTERPRISE DEVELOPMENT

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ABSTRACT

The main purpose of the research is development of the effective management mechanism of marketing innovations in order to increase the enterprise development effectiveness. For this research, 15 Ukrainian enterprises of light industry, for which a development trajectory was built on the basis of the dynamic integration function, were selected. The article forms the mechanism of marketing innovations effective management. The main trends in the development of marketing innovations in Ukraine emphasized, which confirm the need for development of marketing innovations management in order to strengthen the position of the enterprise and meet the needs of consumers, the conquest of new market segments, increase the level of competitiveness and performance of domestic companies.

Keywords: competitiveness, efficiency, enterprise management, innovation management, integrated development, marketing innovation

Cite this Article: BOICHENKO, Kateryna S, SHVYDANENKO, Genefa A, BESARAB, Svitlana A, SHVYDKA, Oksana P, KYRYLIUK, Oksana V, Marketing Innovations Management in the Context of Integrated Enterprise Development, *International Journal of Management*, 11 (5), 2020, pp. 126-137.

<http://www.iaeme.com/IJM/issues.asp?JType=IJM&VType=11&IType=5>

1. INTRODUCTION

The modern state of the global economy is characterized by an increased interest in the innovative goal of development, which is being chosen by the growing number of enterprises.

The necessity for this is that, firstly, increase in the level of competition from manufacturers, and secondly, more demanding consumers' attitude to goods. Manufacturers, focusing on the needs of consumers, are trying to offer the market better and improved products with value characteristics, due to the growth of consumer demand from potential customers.

According to American experts, the main reasons for the modern innovative products failure are: biased requirements evaluation for consumers for goods-novelties – about 32%, technological imperfection of goods-novelties – 23%, high level of prices for goods-novelties – 14%, imperfect sales activity – 13%, delayed start of sales goods-innovations - 10%, the policy of competitors in the market - 8% (Grizovska & Romanova, 2018).

The results of the domestic market research show that about 80% of innovation projects are facing difficulties associated with ineffective marketing strategies for market positioning of the product and sales channels (Danilova & Marchuk, 2019). Thus, most of the mistakes when introducing into the innovative products market are associated with the marketing component or errors in marketing activities. This means that businesses need to pay particular attention to marketing product support for the market or innovations marketing.

2. LITERATURE REVIEW

Innovation discloses the buyer's needs, going beyond the product. Marketing innovations promote the perception of customer value and create new opportunities for unsatisfied consumers, based on which companies can offer innovative products (Aksoy, 2017; Liczmanska-Kopcewicz, 2018).

The concept of marketing innovation, which was characterized as a mechanism of competitive advantage and the key to market survival, is multidimensional and includes a marketing strategy, on the one hand, and marketing indicators, on the other (Muddaha et al., 2018a; Quaye & Mensah, 2019). Such marketing innovation as for example calorie-based packaging or unusual distribution channels can encourage new products appearance. If a company uses a double strategy, simultaneously invests in innovative marketing and research and development (R&D), productivity decreases resulting from their complexity, considering the theory of competencies development and the innovation diffusion (Grimpe et al., 2017; Na et al., 2019).

Market conditions for the competition development encourage improving of the innovative activities performance of the enterprise. Different levels of market competition themselves influence the effectiveness of enterprise innovation. Marketing innovations and various levels of innovation marketing have an impact on the effectiveness of the company's innovative development (Xu, 2019).

Marketing innovations promote the formation of sustainable competitive advantages, setting targets and business activity performance. (Cruz - Ros et al., 2017; Muddaha et al., 2018b; Ramirez et al., 2018).

Determining customer needs through relationship managing and their transformation into marketing innovations is the major process of customer value establishment. This encourages improvement of the enterprise's competitive position not only towards the profitability increasing, but also reducing the level of costs, as well as the efficiency of the new technologies introduction (Sánchez-Gutiérrez et al., 2019).

Nowadays, marketing innovations are often associated with the big data analysis (Mařík, 2016). Marketing innovations and their impact on industry 4.0. are vigorously explored in the technical literature. Marketing innovation plays the same essential role as product innovation (Ungerman et al., 2018).

Marketing innovations are implemented in such six spheres: market entry, product promotion or price-setting, product delivery, design of product or packaging, product placement or communication channel, and the provision of services. For example, various applications and social networks usage, or launch of business processes for consumers (Chen & Huang, 2017).

The relationship between the new product and the performance level of the company's functioning significantly increases in high-tech enterprises, as a result of the introduction of marketing innovations. In low-tech enterprises, innovations in business processes directly and positively influence performance. This creates a synergistic effect of marketing innovations, which can be changed considering the innovation level and the specificity of industry factors of the company's activity (Lee et al., 2019).

It is proposed classification of innovations which is widely used in marketing, based on the nature of their influence on the behavior of the social group. He distinguishes three types of innovations: continuous, dynamically continuous, interrupting (Syrotynska, 2014).

Marketing innovations are attributed to the category of organizational and managerial innovations. Marketing innovations include the following components: 1) forms and methods of promoting scientific and technological innovation and the formation of new markets (secondary innovations in the field of marketing, driven by the development of science, engineering and technologies); 2) new ways of stimulating consumer activity (pure organizational and managerial innovations in the field of marketing); 3) combined approaches, containing both of the above areas in the field of marketing innovation (Kiselyov & Degtyaryova, 2014).

The authors related to the study of the marketing innovations features, there is a two-way integrated approach to the study of the functioning and implementation processes. On the one hand, marketing innovation is developed for the consumer (either in order to meet his needs, or for the purpose of organizing marketing support, for example, to attract attention to the product), on the other hand, it acts as a product or technology of innovative marketing for an enterprise engaged in phased commercialization tasks marketing innovations and evaluating the effectiveness of such implementation.

The analysis of publications on the study subject showed that it has not yet received a sufficiently complete scientific understanding of the new theoretical approaches to marketing innovations, as for independent marketing direction, as well as in modern domestic innovation there is no single conceptual approach to the formation of the specific characteristics of marketing innovations and there is no coherent concept for categories and species characteristics of marketing innovations.

2.1. Problem Statement

The commercialization of innovations necessitates the implementation of marketing innovations, therefore issues related to the development of marketing innovations and the creation of mechanisms for their implementation in order to increase the potential and competitiveness of Ukrainian enterprises, become of particular relevance in the current conditions of economic development of the country.

The purpose of the study is to develop a mechanism for effective marketing innovations management in order to increase the effectiveness of enterprise development. Proceeding from the stated goal, it is necessary: to identify the combination of approaches, types and essential content of the definition of "marketing innovation", to distinguish key elements of company marketing innovations management, to study the foreign and domestic experience of introducing marketing innovations and to substantiate the directions of increasing the efficiency of their implementation at domestic enterprises.

3. METHODS AND MATERIALS

For the research, 15 Ukrainian enterprises of light industry, which represent its various sub-sectors from different regions, were selected: "Voronin" Garment factory", "Gloria" Manufacturing and trading company" (Kyiv), "Rosa" Knitting factory (Kyiv), JSC

“Arsaniya”, “Manufacturing and commercial firm “Lesia” (Zhytomyr Region), “Volodarka”, “Khmilnytsky garment factory “Lileya” (Vinnitsa Region), “Goryn” (Khmelnysky Region), “Edelvika” (Volyn region), “Kalyna” (Lviv region), “Rivne factory of nonwoven materials”(Rivne region), “Santa Ukraine”(Mykolaiv region), “Cherkasy silk mill” (Cherkasy region), “Chernihiv shoe factory “Beregina” (Chernihiv region) and “Zoryanka” garment factory” (Kirovograd region)., The development diagnostics was carried out for every enterprise in such spheres as financial and resource provision, marketing, intellectual and innovative potential, economic security, and the level of risks.

Ukrainian enterprises of light industry need to use integrated marketing innovations that create new functionalities, satisfying the requirements of all stakeholders at minimal cost. Considering the fact that the value of light industry enterprises is represented by sales (Q), which are regulated by their marketing discriminants (D), their development trajectory can be depicted as follows:

$$Q = F(X,D) = F(X(D)) \approx F(D) \quad (1)$$

where X – production factors different from the discriminants D (specific production factors of the company).

In the long-term perspective, account for discriminants can be considered proportional to investments in the enterprise's innovative development. Thus, the growing trajectory of sales volumes for enterprises can be described by such a function of economic growth controlled by In (integrated development):

$$\frac{dQ}{dln} = aQ(1 - \frac{Q}{Li}) \quad (2)$$

Considering the global development trends, formula (2) can be shaped in such a way:

$$\frac{dQ}{dln} = aQ(1 - \frac{Q}{Li}) \approx \frac{dQ}{dln} \quad (3)$$

Formula (3) was developed for a simple function of enterprise growth (BG - Business Growth), which provides for a special priority in an objective evaluation of the state, perspectivity of performance and development trajectory:

$$Q_s(In) = \frac{Li}{1 + be^{-aIn}} \quad (4)$$

where b – a coefficient indicating the initial state of integration.

Meanwhile, the integration level (Li) provides for constant Is through the regular growth process, particularly the adequacy of the interaction between marketing determinants and companies, demonstrates the asymmetry of the development process. This results in the creation of a new integration of the development as follows:

$$\frac{dQ(In)}{dln} = aQ(In)(1 - \frac{Q(In)}{Li(In)}) \quad (5)$$

These results in an increase within the dynamic integration of development (DID) function, that depicts that the level of integration of marketing innovations increases as development continues:

$$Q(In) = \frac{Li_k}{1 + be^{-aIn} + \frac{b_k}{1 - \frac{a_k}{a}e^{-a_kIn}}} \quad (6)$$

where Li_k – an ultimate integration, and a_k and b_k – coefficients similar to a and b.

Formula (6) demonstrates the regulation of dynamic integration, which results in growth.

Dynamic integration can be expressed from formula (5) as follows:

$$Li(In) = Q(In) \left(\frac{1}{1 - \frac{1}{a} \frac{dQ(In)}{dln} / S(In)} \right) \quad (7)$$

Li (In) increases along with the growth rate of Q (In) and its growth, aimed at the innovative development of the company. This means that the DID function depicts the

functionality development in the context of integrated functioning, and $Li(In)$ is the value of the integration function of marketing innovations.

Whereas the development potential of the integration functionality can be traced by the ratio of the development state and its upper boundary (ability, capability), the development of the functionality of the DID function can be determined by formula (7) as follows:

$$ID = \frac{Li(In)}{Q(In)} = \frac{1}{1 - \frac{1}{a} \frac{dQ(In)}{dIn} / Q(In)} \quad (8)$$

where ID – Integrated Development.

This equation shows that the integration function of marketing innovations provided by $Li(In)$ induces the development of functional integration, which results in over-functionality based on development asymmetry.

With the understanding that this integration function of marketing innovations can be referred to its suitability to the company's growth, due to its asymmetry development, within the framework of the dynamic integration function (DID), which increases functionality as it grows, rather than basic growth (BG), which decreases functionality.

4. RESULTS

Consequently, innovative marketing tools work at each stage of the life cycle of goods (services) and have their own characteristics based on the stage of the life cycle. It should be noted that marketing innovation can be developed in parallel with technological or product innovation, slightly modifying, supplementing or converting the final product. Marketing innovations can be of a separate nature and act as a separate product offered by the market and developed in accordance with the needs of consumers. Marketing innovation can be used to promote more effectively the existing product or service based on innovative marketing technologies.

The main task ahead of competitive actions in the market is to reduce the period during which the new product is projected. The time of the innovation process of the product-novelty should be as short as possible. We draw attention to the fact that in this classification marketing innovation is also considered in two aspects:

- as a separate product (when introducing significant changes in packaging, or changes in design);
- as an innovative marketing technology used in organizing innovation in the market (implementing a new marketing strategy, using new promotion techniques, using new sales channels, introducing new concept concepts, using new pricing strategies).

Thus, we can distinguish three main approaches to understanding marketing innovations:

firstly, marketing innovation is a separate product (product) offered on the market;

secondly, marketing innovation is a technology (method) of innovation marketing;

thirdly, marketing innovation is a consequence of the introduction of other types of innovations (technological, product, environmental and other innovations).

According to the results of the conducted researches in order to increase the effectiveness of the development of the enterprise, the mechanism of marketing innovations management (Figure 1) is proposed.

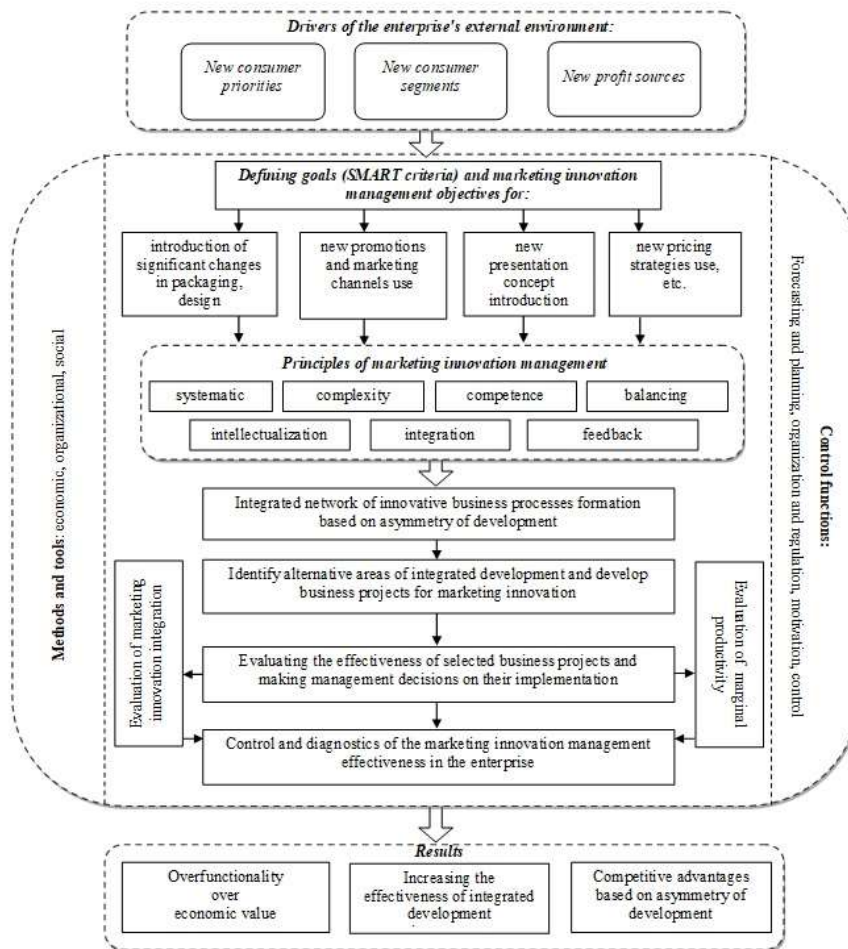


Figure 1 Management of marketing innovations in order to increase the effectiveness of enterprise development (*Developed by authors*)

Implementation of this mechanism of marketing innovation management will contribute to the formation of competitive advantages, value of the company, increase of business value, and increase of efficiency of the integrated development of the enterprise on the basis of the integrated network of innovative business processes in order to optimally combine all marketing measures at the expense of the synergy effect, the beneficiary. Integration of marketing innovations creates the need to create within the organizational structures of the special services management that deal with management in the organization of communications, their planning and control.

Regarding the development of marketing innovations in Ukraine, among the enterprises that introduced only marketing innovations in 2018, the largest number was manufacturing companies - 1334, wholesalers (except wholesale trade in motor vehicles and motorcycles) - 897, and coupled with 200 enterprises of information and telecommunications (Figure 2).

The largest number of enterprises that implemented marketing innovations in 2019 are located in Kyiv (779), and regions of Dnipropetrovsk (275), Lviv (200), Kharkiv (199), Kyiv (182). In this case, the largest number of enterprises - 3860 enterprises, that have introduced marketing innovations are companies with an average number of employees from 10 to 49 people (The official site of the State Statistics Committee of Ukraine, 2020).

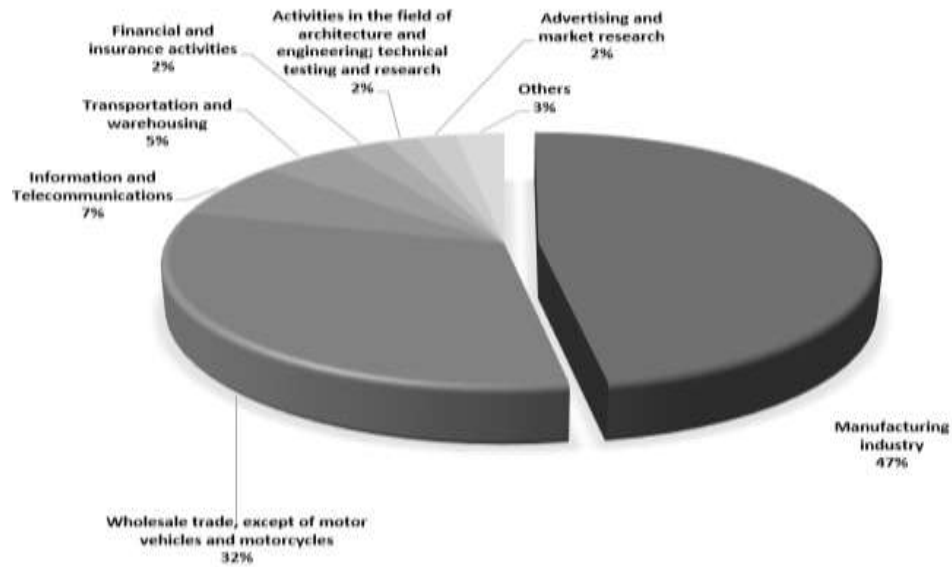


Figure 2 The number of enterprises that introduced marketing innovations (by economic activity)
(Formed by authors on the basis of State Statistics Committee of Ukraine, 2020)

Fig.3 depicts the dynamics of the enterprises of light industry in 2019 in transforming a decrease in efficiency into over-functionality in order to increase economic value with the aid of integrating marketing innovations and satisfying the interests of business stakeholders.

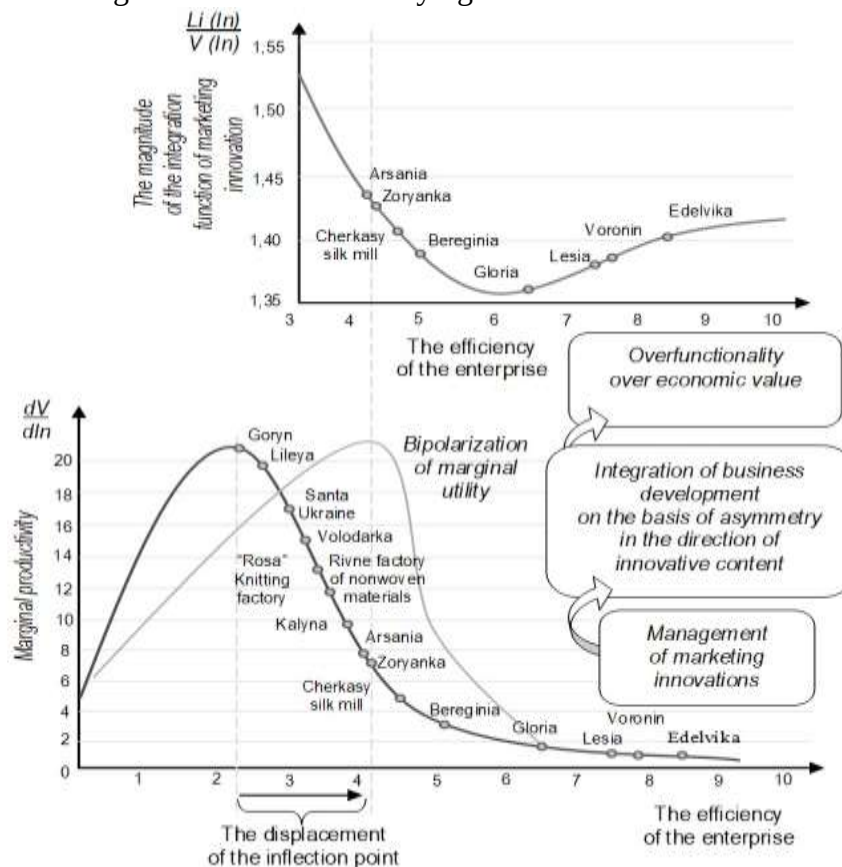


Figure 3 The transformation of the effectiveness of enterprises' marketing innovation in the context of the asymmetry of integrated development, where $VQ(In)$ – the quantitative value in BG (equivalent to $Qs(In)$), $VL(In)$ – the quantitative value of DID (equivalent to $Q(In)$), $LiL(In)$ – the dynamic integration of marketing innovations in DID (equivalent to $Li(In)$) (Formed by the authors)

Fig.3 depicts the development trajectory of the 15 Ukrainian light industry companies. This trajectory has moved from BG to DID, therefore intensifying the hidden function of marketing innovations integrating as investments in innovative business development increase. This can be a countermeasure against marginal productivity and a decrease in the effectiveness of information and communication technologies, exceeding a specific level of investment in R&D (level of inflection).

The level of inflection behind the DID function is much higher than behind BG without a self-integration function, with the help of which it can be suggested that light industry enterprises can avoid a decrease in efficiency to some extent by means of trying to increase the self-integration function.

However, there is a certain limit for supporting the increased integration of marketing innovation. Accordingly, excessive dependence on innovative potential (proportional to ICT, R&D, including the bilateral nature of price-setting) requires the effective use of external resources (activity of light industry companies using the interconnected cycle between In and MP, and/or external resources that should not accelerate turnover) to compensate for the decline in performance.

Taking into consideration the decline in marginal productivity, the integration function of marketing innovations is increasing in companies with a high level of information and communication technologies, such as Gloria, Lesya, Voronin and Edelvika, with their high level of integration development function on the whole. Thus, bearing in mind the advantages of stakeholders, these companies are moving to the level of over-functionality and increasing the level of efficiency based on asymmetries in business development.

5. DISCUSSION

The implementation of the mechanism of marketing innovations management promotes the receipt of the following results by the enterprise: expansion of the range of goods, improving the quality of customer service, creating a new positive image of the company, redistribution of the personnel duties and increase of time on consultation of buyers, increase of labor productivity and efficiency of trading space use, increase in sales, income and profits (Syrotynska, 2014).

Enterprises can maintain or improve their competitive advantages on the bases of the integration of certain sources and abilities. The results of our research are also confirmed by the alternative “Resource Capability Vision (RCBV)” structure, which provides strategic marketing direction for small and medium-sized businesses by means of combining innovative marketing practices and dynamic marketing opportunities in order to create a sustainable competitive benefit (Quaye & Mensah, 2019).

Successful implementation of the proposed mechanism requires corporate and strategic conformity, integrated customer-oriented marketing, which significantly encourage innovative marketing in small and medium-sized businesses. In other words, small and medium-sized enterprises can improve their marketing innovations by means of appropriate corporate and strategic decision-making, integrated marketing activity, changing in marketing processes and in analysing of the preferences and tastes of customers (Zakerian et al., 2017)

The integration of cooperation increases the level of companies` innovation and creates significant benefits, including a rise in the number of partnerships that has a positive effect on the performance of marketing innovations in the process of business development (Radicic et al., 2019).

In companies, it is necessary to change not only technology, but also the way of thinking. This is due to pressure on the innovation rate, when the response time to market changes will

be completely redefined. The impact of innovation marketing related to Industry 4.0 can be divided into three parts (MPO, 2016), which can be complementary to the proposed mechanism:

First of all, horizontal integration of marketing innovations (value chain) - full computer integration of all marketing directions into the enterprise from placing an order through the supply chain, development and production to shipment and distribution;

Secondly, the vertical integration of marketing innovations – from the lowest level of management in real-time through production planning and a marketing system for making effective decisions at the highest level;

Thirdly, the integration of product development processes (life cycle of a product) along the entire engineering chain - from research, development, prototyping and production planning to designing and implementation into the process of the entire life cycle of a product.

We cannot agree with the statement that market competition, marketing innovation and innovation efficiency in enterprises have an interaction effect (Xu, 2019), because it is market competition that is the factor in creating marketing innovations, which, resulting in integration, have a greater stimulating influence on innovation efficiency of the enterprises rather than the traditional approach to the functioning and development of the enterprise.

Our research allowed us to highlight the main trends in the development of marketing innovations in Ukraine, backed up by research by other scientists:

- The use of artificial intelligence, which involves replacing the usual messages on the site chat-bots with an individual personality, specifically, the introduction of online consultants to improve the quality of cooperation with clients. In this case, personalization of messages with the help of Account-Based Marketing (ABM) creates the possibility of forming messages for each consumer personally, taking into account his interests.
- The use of blockchain platforms, which creates advertising opportunities on sites that do not pose a threat and danger to the potential consumer (Varelas et al., 2019).
- Integration of marketing innovations into the consumer lifecycle, whose key task is to formulate a managed contact or communication strategy through personalized appeals and retargeting to support existing and potential customers (Sánchez-Gutiérrez et al., 2019).
- Formation of a communication messenger channel, through which an entrepreneur can study his target audience (Xu, 2019).
- Formation of marketing content augmented reality (AR). Domestic marketing begins to work with sponsored and branded AR content.
- Use of predictive analytics. For example, using a tool like Infer, becomes possible to "crawl" web pages with only an e-mail address and to determine the consumer's willingness to buy.
- Intensify the use of BigData to identify consumer desires and needs.

Crisis phenomena in Ukraine have affected the functioning of enterprises of all spheres of activity, most of which are forced to reduce marketing budgets, save on marketing activities, which leads to a drop in their marketing activity, resulting in slower sales, lowering financial and economic performance and efficiency. As a result, there are threats to reduce competitiveness, loss of a certain market share and even - loss of business. It is therefore advisable to intensify the search for marketing innovations, especially those that do not require significant financing. Such opportunities provide the development of information and communication technologies, in the area of which are finding innovative solutions in the field

of Internet marketing. In general, marketing innovations are closely linked, intertwined and synergistically interact with product, process and organizational innovations.

Nowadays, when domestic manufacturers enter into a struggle for consumers with each other, the winner will be the one who builds his activity mainly on the basis of an innovative approach and the main goal of the strategic plan is marketing innovation.

6. CONCLUSIONS

Marketing innovation can be seen as a product, technologies, a consequence of other innovations. The conducted researches made it possible to consider marketing innovation as a process that integrates the interactions of the subjects of the marketing system in the innovative functioning with various means of marketing communications.

The developed mechanism of marketing innovations management creates opportunities for formation of competitive advantages of domestic companies, increase of their value, increase of business cost and increase of efficiency of enterprise integrated development.

The most relevant implementation of marketing innovations today was in the enterprises of manufacturing, wholesale trade, information and telecommunications. Marketing innovations have become most widespread in Kyiv and regions of Dnipropetrovsk, Lviv, Kharkiv and Kyiv. The function of marketing innovations integrating is increasing in companies with a high level of information and communication technologies, such as Gloria, Lesya, Voronin and Edelvika, with their high level of integrated development function in general based on the decrease in marginal productivity. Therefore, these companies are moving to the level of over-functionality, considering the benefits of stakeholders.

The main trends of the development of marketing innovations in Ukraine are highlighted, in particular, the use of artificial intelligence for forming messages to the consumer taking into account his interests, blockchain platforms, predictive analytics, BigData in order to determine the desires and needs of consumers, the integration of marketing innovations in life form, augmented reality communication and content marketing channel, drone implementation.

Under the conditions of correct and effective implementation, marketing innovations can strengthen the position of the company and to a greater extent contribute to meeting the needs of consumers, the conquest of new market segments, increasing the competitiveness of the enterprise, improving its image, obtaining better results and ensuring higher efficiency. Thus, in general, marketing innovations are qualitatively new solutions at the strategic and / or operational level of marketing as a functional subsystem of business, which are a prerequisite for the effective development of the enterprise.

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