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Olga Girzheva

State Biotechnology University, Kharkiv, Ukraine

ORCID ID: <https://orcid.org/0000-0003-4548-3512>

MARKETING AND COMMERCIAL INNOVATIONS IN THE SYSTEM OF SALES MANAGEMENT OF AGRICULTURAL ENTERPRISES

Introduction

Practice shows that in today's environment, innovation is becoming one of the main factors in the development of enterprises and institutions. Permanent changes in the external macro- and micro-environment increase the degree of uncertainty of business and require adaptive actions aimed at ensuring that internal development opportunities (organization's potential) are in line with external ones. The natural way to ensure such compliance is through innovation.

Purpose, subject and methods of the study

Innovative activity is associated with a high degree of risk, which hinders the innovation activity of organizations. However, those companies that do not create and implement innovations run even greater risks. The inability to conduct innovative activities leads to the inability to adapt to changes in environmental conditions with all the consequences that follow. About 100,000 new products are launched annually on the global market, of which only 2% are true innovations, but no more than 25% achieve commercial success.

According to research results, about 75% of new product ideas are generated based on the analysis of market needs, while 75% of their market failures are mainly due to market factors. Accordingly, the marketing department should analyze market threats and opportunities for innovative development, select the optimal options that meet the potential of a particular enterprise and external conditions and identify target markets (their segments or niches) to implement the selected options or form a new target market. In other words, innovation activity requires mutually coordinated work on the creation and production of innovations, as well as their marketing support.

Many foreign and domestic scholars have studied the issues of marketing support for innovation activities. The fundamental aspects of innovation marketing are outlined in the works of F. Kotler and D. Kraevens. Among the specialists who in their works emphasize marketing as one of the most important factors of success

of innovation activities, the following should be noted: L.V. Balabanova, I. Berezin, N.V. Bilotserkivska, G.Y. Goldstein, M.M. Yermoshenko, N.Y. Konina, O.P. Kostina, M.Y. Matviyiv, Y.S. Matkovska, M. Porter [85] and others. They have deeply worked out the methodological and theoretical and methodological foundations of innovative marketing and innovation marketing.

However, the applied aspects of the use of methods and tools of innovation marketing, as well as innovative marketing tools in the innovation activities of domestic producers have not been sufficiently studied.

Results of the research

The state of innovation activity in Ukraine is defined by most experts and scientists as a crisis and inconsistent with the current level of innovation activity in countries that have embarked on the path of innovative development. Of particular concern are the low indicators characterizing innovation activity in the industry, the state of which directly affects the pace of development of virtually all sectors of the economy.

According to available data [6], the share of Ukrainian enterprises engaged in innovation activities is 14.6%, including technological innovations - 9.5% (5.2% - product and 7.2% - process), non-technological - 8.6% (4.7% - organizational and 6.4% - marketing). However, it is also noted there that due to changes in the organization and conduct of state statistical observation of innovation activities of enterprises, a direct comparison of data with similar data from previous years is incorrect. In any case, the number of enterprises that do not engage in innovative activities significantly exceeds the number of innovative enterprises, which indicates a deepening gap with the countries leading innovative growth.

Table 1 shows the main factors that significantly influenced the decision of enterprises to develop and implement innovative projects or hindered the implementation of innovative activities in 2010-2019.

Table 1 The main factors hindering the innovation activities of enterprises

Factors.	Share, %.
No good reason to innovate	82,2
including through:	
- low demand for innovations in the market	6,0
- previous innovations	3,9
- low competitiveness of the enterprise in the market	3,0
- lack of good ideas or opportunities for innovation	7,4
The possible introduction of innovations is hampered by significant factors	17,8
including:	
- lack of funds at the enterprise	11,4
- no loans or direct investments	6,1
- Lack of qualified employees at the enterprise	1,7
- difficulties in obtaining state aid or subsidies for innovation	5,8
- Lack of cooperation partners	1,9
- uncertain demand for innovative ideas	2,1
- too much competition in the market	4,3

The data in Table 1 show that the most important factor preventing enterprises from carrying out innovative activities is that they do not feel the need for it. However, as mentioned in the introduction, innovations and innovative activity are an effective means of ensuring the conditions for the long-term survival and development of enterprises in the market, which allows them to adapt to permanent changes in the external macro- and microenvironment, and ideally - to program these changes. In this situation, innovation marketing provides an opportunity to identify market opportunities and threats and, in comparison with the strengths and weaknesses of the enterprise, to determine the directions of innovation activities that will allow to realize favourable opportunities and avoid or counteract unfavourable ones. And marketing innovations (new marketing tools and methods) will allow the promotion of innovations in the market and satisfy consumer demands in a better way than competitors. Marketing of innovations and marketing innovations should be considered together as innovative marketing, which involves identifying new consumer needs and demands (or forming them for radical innovations) and applying innovative marketing tools to meet them.

The use of innovative marketing extends not only to the promotion of new products (goods or services) but also to the promotion of new technologies (sale of licenses for inventions and know-how incorporated in a new product or a technological process, as well as in equipment for its manufacture). New technologies (other than licenses) can be sold in the form of secondment of employees with the relevant know-how on a paid basis; fulfilment of orders for contract research and development (research and development and design and

technology); provision of engineering and consulting services; sale of educational services aimed at training the customer's personnel in the knowledge and skills that are embodied in new technologies, etc.

Based on the analysis of the market and market opportunities for innovative development, a marketing strategy is developed for creating and promoting (introducing) innovations to the market, the essence of which is to ensure that the internal capabilities of the enterprise's development are consistent with external conditions both at the moment and in the future. An important role in this strategy is played by new marketing methods and tools that increase the chances of perception of new products by consumers, provide opportunities to realize existing competitive advantages and win in the competition [2].

Activities on the creation and implementation of marketing innovations affect the productivity of an enterprise, and its ability to enter new national and foreign markets (their segments or niches). In this aspect, it is important to analyze the activities of domestic enterprises in the implementation of marketing innovations.

Fig. 1 presents data characterizing the implementation of organizational and marketing innovations by Ukrainian enterprises.

Given the diversity of innovative products, each enterprise develops its own marketing strategy for innovative development to promote them on the market. Each product requires its own marketing program that reflects the specifics of the product [1]. Marketers who develop it should have a set of knowledge and skills in the field of creating value for customers by providing them with new products (goods and services) of higher quality than traditional products, developing (using) the latest tools and methods of product promotion and sales, commercialization of innovations, etc. They must be able to build and maintain long-term mutually beneficial relationships with consumers.

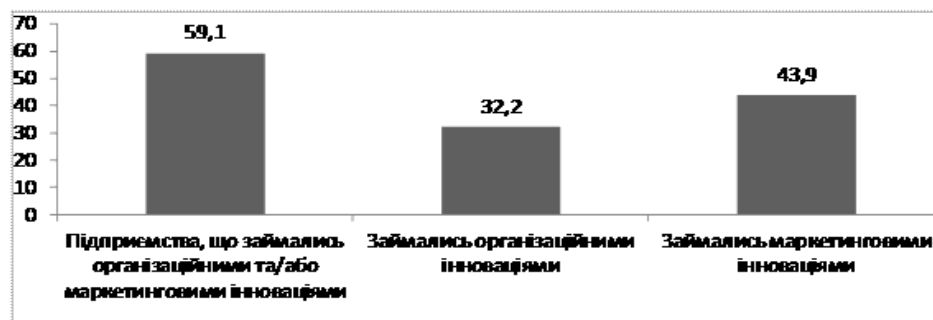


Fig. 1. Share of enterprises that implemented organizational and marketing innovations in the total number of innovation-active enterprises in 2010-2019

According to O.O. Yerankin, the emergence of innovation marketing is due, firstly, to objective circumstances that are independent of marketing activities (global conditions for the development of competition in world markets, promising circumstances of transition to innovative technologies, market circumstances that require the development of innovation activities, etc. Its peculiarities are determined by two factors: the availability of new products; the availability of new operations (technologies) put up for sale.

The use of a particular marketing strategy for innovative development also depends on the characteristics of innovative products, the degree of market saturation with their analogues (if any), and the ability to constantly update the range of products in accordance with changes in the external micro and macro environment. It should be borne in mind that in the context of the accelerating pace of STP and fierce competition, new technologies lead to a reduction in the life cycle of products and their commercialization period. This necessitates forecasting the duration of the innovation and life cycle (their stages) of a new product, developing plans on this basis for the creation and launch of its modifications, or fundamentally new products that meet existing needs in a new way (mobile telecommunications devices that replace traditional means of communication) or form new needs (3D printers that provide a fundamental opportunity to "print" human organs from its stem cells) [2].

That is, the type of innovation development strategy is chosen based on knowledge of the stages of innovation and the life cycle of new products (on an industry-wide scale, since the products may be new for the analyzed enterprise, but known to the industry). The selection scheme is presented in Table 2.

Table 2 The scheme of selection of strategies for innovative development of the enterprise

Strategy type	Stages of the innovation cycle				Stages of the product life cycle			
	Idea generation and concept development	Business analysis	Solution development	Market tests	Login	Growth	Stability	Exit.
Licensing								
Simulation								
Licensing								
Simulation								
Niche								
Traditional, Protective								
Niche								
Simulation								
Offensive								
Protective								

With regard to the innovation activities of Ukrainian enterprises, it is clear that almost 75% of organizations that use technological innovations in their activities have invested in new machinery, equipment and software to develop new or improve existing products and services. At the same time, about 25% of them have focused their efforts on introducing new products or radically updating traditional products and processes. According to the available data, every fifth company provided education and training to improve traditional products and processes or develop and implement new ones.

Domestic enterprises spend about 80% of the total amount of innovation expenditures on the purchase of machinery, equipment and software, only about 9% on internal R&D, and 4% on the acquisition of external knowledge and external R&D [6]. Management of this process (acquisition and use of new knowledge) is the task of knowledge marketing, which allows the identification of promising areas of production (acquisition) of new knowledge, as well as areas of its effective use (commercialization).

An important aspect of innovation marketing is the search for partners for innovation activities (suppliers, intermediaries, consumers, financial institutions, etc.). Their interest in the innovations that an enterprise can create significantly increases its chances of commercial success. From this point of view, an important task of marketing is to identify (form) the interests of possible economic counterparties (subjects of the innovation process) and take them into account

both in the characteristics of the products created and in the methods of their promotion and sale.

Summarizing the above, the author shows that the innovation activities of enterprises require appropriate marketing support. With the help of marketing tools, promising directions for bringing the enterprise's potential in line with the constantly changing environmental conditions are determined (the strategic aspect of innovation marketing). That is the direction of creation and implementation of innovations (new products, technologies of their manufacture, management methods, etc.) that allow adapting the enterprise's activities to changes in the external macro- and microenvironment.

The analysis of available statistical data on the use of marketing methods and tools at innovative enterprises has shown that marketing plays an important role in ensuring the effectiveness of their innovation activities. However, the scale of its application is insufficient. Thus, only 43.9% of innovatively active enterprises implemented marketing innovations, although (according to the results of the analysis) the tools and methods of marketing innovations and knowledge marketing were used by almost all enterprises that implemented technological innovations. Given that the share of innovatively active enterprises is 17.3% of the total number of enterprises, it can be concluded that their managers pay insufficient attention to marketing innovations. This makes it impossible to respond in a timely manner to changes in the market environment, to identify and analyze market opportunities and threats, and to find ways to survive and develop in the new environment. That is, to outline the areas of innovative activity that will allow to determine and strengthen the comparative competitive advantages of domestic enterprises in the national and international markets, to ensure the conditions for their innovative growth. Accordingly, it is necessary to increase attention to the use of marketing tools by domestic producers.

The modern concept of marketing determines the work of an enterprise based on information about consumer demand and its changes in the near future. An enterprise should try to build its activities based not on production capabilities, but on consumer demands. Based on the above marketing principles, enterprises have the opportunity to choose the goals of their activities.

In terms of social significance, there are four alternative marketing goals:

- achieving the highest possible consumption, which contributes to the maximum growth of production and employment;
- maximizing customer satisfaction;
- providing a wide range of goods and services (maximizing consumer choice);
- improving the quality of life.

Obviously, it is not possible to achieve these goals equally. Different goals may dominate in society at different stages of its development. In the last decade (primarily in developed countries), there has been a tendency to increase the

importance of solving problems of improving the quality of life and to draw attention to it from the state and various public organizations.

The main goal of marketing is achieved through intermediate (specific) goals, which include: meeting the requirements of consumers and buyers; gaining market share; ensuring growth in sales; achieving advantages over competitors; improving marketing structures for sales management; intensifying incentives and advertising activities; and applying new methods of market research.

The achievement of the set goals is based on the fulfilment of tasks. By reviewing the literature [1,3,5,6], we have determined that the most important task of marketing is to ensure the maximum possible sustainability in the enterprise's activities, systematic development and achievement of strategic goals. In the process of marketing activities, other, more specific tasks of the enterprise are also solved:

- Providing reliable, timely and accurate information about the market, products, consumers and competitors;
- creating a product that best suits the company's capabilities;
- impact on consumers, demand, the market and competitors;
- planning and coordination of the company's production, sales and financial activities;
- marketing communications;
- analysis of marketing activities and control over their implementation.

Thus, the economic content of marketing is to achieve the following results: the creation of competitive products; successful promotion of goods, i.e. timely delivery of products to those customers for whom they are intended; acceleration of return on investment; profitability of production and sales.

The marketing activities of an agro-industrial enterprise begin with market research and continue with changes in the production and sales activities of the enterprise.

Based on the theories of marketing, organization and management, the marketing function is a set of stable, separate and specific areas of marketing activity, united by a commonality of actions in the preparation, adoption and implementation of decisions. In the course of the study, we identified four approaches to formalizing marketing functions [5,6]:

- coordinating the production of goods;
- goods movement and distribution;
- analysis of results and planning;
- controlling;
- generating demand and stimulating sales;
- pricing and finance;
- consumer motivation;
- setting goals and choosing a strategy.

However, there is another approach to defining marketing functions, which is to systematize them into four groups:

1) analytical (research of a specific market; consumer research; research of goods and product structure; research of the internal environment of a market entity, or enterprise; research of market participants (competitors, intermediary firms);

2) production (organization of production; organization of logistics; development and implementation of modern technologies; quality management of products and services; management of competitiveness of marketable products and services);

3) distribution and sales (organization of the goods movement system; organization of the system for generating demand and sales of products; organization of transportation and storage of products; implementation of a targeted product and pricing policy);

4) management and control functions (organization of operational and strategic planning; information support of marketing activities; marketing control).

In our opinion, the second group of functions (production) is not related to marketing activities.

From the American perspective, marketing functions are presented in three groups, and they differ significantly from the domestic approach:

1) exchange functions (purchase - searching for sources of product supply, purchases to create stocks of raw materials; sale - concentration of various activities: trading, displaying goods in shop windows, on shelves, counters; advertising and other means of product promotion; choosing types of packaging, packaging, the best distribution channel, a good place of sale);

2) physical functions (storage; transportation; processing);

3) facilitation functions (standardization is the establishment and maintenance of homogeneous parameters that may relate to the quality and quantity of products; financing is the use of money to carry out various financial actions in the field of marketing; risk (risk taking); market intelligence (collection of market information) is the work of collecting, interpreting and disseminating various data necessary for the smooth implementation of the marketing process.

If we consider marketing as a method of managing production and sales activities, it performs general management functions:

- collecting and analyzing initial data;
- planning and organization of production;
- choosing a solution;
- analysis, control and forecasting.

The specific functions that are formed based on the above principles and objectives of marketing include: market research; consumer and demand research; environmental analysis; implementation of product policy (decision-making on

the development of new products, modification of goods, discontinuation of products, planning of product range); pricing and pricing policy (development of pricing strategy, determination of prices for goods and services, decision-making on price changes); product circulation and sales; communication policy; control

In the process of marketing activities, general and specific functions are interrelated. When performing any specific or particularized function, all general functions are performed. It should be noted that all functions can be performed by one manufacturer. However, there are specialized marketing entities that can take on some of the functions, facilitating the work of producers, especially in the agricultural sector: marketing research agencies, product transportation companies (sea, rail and road transport), brokers, dealers, and the wholesale trade system (agricultural trading houses, wholesale food markets).

Based on the principles, tasks, and functions of marketing, a model (system) of the marketing activities of an enterprise is built.

In the methodological recommendations on the organization of marketing at an ordinary agro-industrial enterprise, V.A. Klyukach, I.V. Sokolova, and L.L. Tatarchuk propose to implement marketing activities gradually in five stages:

- 1) advertising and sales promotion;
- 2) Developing an approach to marketing management that would make the customer satisfied with the purchase of products and after-sales service;
- 3) continuously updating production and improving the quality of services offered;
- 4) studying existing opportunities and taking a certain position in the market by conducting market segmentation;
- 5) performing all functions related to market and needs analysis, planning, accounting and regulation of work in the field of market development.

In our opinion, this approach implies a big mistake: it is inappropriate to advertise products that may not meet consumer demands and to update production without analyzing the market, consumer motivations, competitors, and their own capabilities.

The second approach was developed by G. Assel. This model assumes that the marketing management process is a mechanism by which a marketing-oriented enterprise interacts with consumers. The task of the marketing manager is to initiate and control these activities. First, the company identifies the needs of consumers. Then it develops and implements marketing strategies to meet those needs. Finally, the reaction of consumers is analyzed, and how well their needs are met. In addition, the process of marketing management requires taking into account the factors of the marketing environment - competitors, i.e., data on the external environment is collected with the subsequent development of strategies to gain advantages over competitors. After that, the reaction of competitors and external conditions is assessed.

The third approach is proposed by A.O. Starostina. The main stages of the marketing process in this case are developed through the construction of a market and product strategy. In the first stage, the author proposes to develop a market strategy for the organization, which consists in analyzing market problems and opportunities (analysis of marketing environment factors, consumer motivations and determination of the market type) and selection of target markets (selection of market coverage strategy, competitive strategy, product positioning and determination of market capacity). At the second stage of the marketing process, the company must develop its product strategy, i.e., the marketing mix. And the final third stage involves managing these activities, i.e. marketing planning, controlling the implementation of marketing plans and creating organizational structures for marketing management.

The fourth approach (by L.A. Moroz and N.I. Chukhrai) involves building marketing activities using three consecutive stages. Marketing activity begins with market research (consumer behaviour research, analysis and evaluation of marketing opportunities of the enterprise, market segmentation and selection of target segments, and product positioning in the market), and continues with the development of a marketing complex. However, these stages are possible due to the third block - functional support of marketing activities (creation of a marketing service, functioning of a marketing information system, marketing planning and control over these activities). In our opinion, this model reflects the process of marketing activities.

From the point of view of Russian economists V.I. Bespalov and Y.A. Tsyppkin, the rational technology of the agro marketing process in small business formations (farms, tenants, small farms) consists of five stages: market research; forecasting and planning; organization of activities; coordination, regulation and control of the marketing process; evaluation of marketing activities.

In our opinion, it can be applied not only to these entities but also to medium and large agricultural enterprises and processing industries, with the following elements of marketing activities:

- Identification of existing and potential customer demand for products and services through a comprehensive study of the state of the market for agricultural products and processed products, as well as identification of prospects for its development;
- organization of maintenance, development of containers and packaging, selection of special methods of advertising and sales promotion;
- organization and improvement of methods and forms of product sales;
- Developing a pricing system, analyzing its effectiveness and improving it;
- product range management, coordination and production management;
- analysis of the economic efficiency of using raw materials, organizing relations with suppliers and assessing their reliability;

- development of a marketing plan;
- ensuring control and management of marketing functions.

The most successful from the marketing point of view is the approach of V.I. Pohabov and I.V. Ponomarenko to the formation of the enterprise marketing system. It assumes that the marketing system consists of three subsystems: activity management; function management and demand management. The first subsystem is a strategically important area in the enterprise marketing system, since it shows how the management treats marketing activities, uses its principles in the production sphere, and contains four components: market orientation of top management and staff, the interaction of top management with staff, and readiness of the enterprise to meet consumer problems. The actual management processes in marketing are carried out through a function management system, which includes planning, organization, motivation and control. Marketing activities performed directly by the marketing service and aimed at creating demand for products are the subject of the demand management subsystem, which includes elements of the marketing complex.

We believe that such a structure is suitable for agricultural enterprises that have three- or four-stage management structures, with top management represented not by one or two people, but by a large group of employees. In addition, these enterprises are closer to end consumers, i.e., they can sense changes in the preferences of their customers, in particular, the population that buys products for personal consumption. Finally, they have a complex management system that must be strictly regulated in terms of mission, goals, values, procedures, and rules.

Conclusions

Practice shows that in modern conditions, innovation is becoming one of the main factors in the development of economic entities. Permanent changes in the external macro- and micro-environment increase the degree of uncertainty of business and require adaptive actions from it, the purpose of which is to ensure that internal development opportunities, i.e. the potential of the organization, are in line with external ones. The natural way to ensure such compliance is through innovation. However, it is associated with a high degree of risk, which hinders innovation activity. However, those companies that do not create and implement innovations run even greater risks. At the same time, the most effective in the short term and the least risky in terms of the risks of deterioration of the financial and economic condition of the enterprise in terms of the volume of investment resources required is the way of introducing commercial and marketing innovations, i.e. those that are focused on rationalizing the sales stage of the production and commercial cycle.

Accordingly, the study substantiates the criterion principles for choosing commercial and marketing innovations with further improvement of their

typology. In turn, it is proved that the most rational criterion, i.e., the defining feature, for choosing commercial and marketing innovations in the management of sales activities of an agricultural enterprise is their orientation towards the occurrence of certain events, namely: increasing the market share of the enterprise in the target market, increasing the selling price of the enterprise's products by developing certain target groups of consumers of products, as well as changing the position of the enterprise in the structure of the market distribution channel by diversifying the types of production and

Therefore, the company's sales strategy should be integrated into its overall business strategy, as this is the only way to stabilize the company's development.

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Abstract

The article reveals the role of innovations in the system of sales management and substantiates the need for their management. The state of innovation activity in Ukraine is analyzed. The main factors that significantly influenced the decision of enterprises to develop and implement innovative projects or hindered the implementation of innovative activities are indicated. It is emphasized that the activity of creating and implementing marketing innovations affects the productivity of the enterprise, and its ability to enter new national and foreign markets. The study substantiates the criteria for choosing commercial and marketing innovations with further improvement of their typology.

Keywords: innovations, innovative activity, marketing innovations, commercial innovations, marketing strategies, innovative development

JEL Classification: M00, M31,