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# TOOLS FOR MARKETING MANAGEMENT OF THE INNOVATION AND INVESTMENT ACTIVITY

## ABSTRACT

The paper examines the necessity to use the tools for marketing management of innovation and investment activity and identify possible approaches to their implementation. It is clarified that modern competitive challenges force enterprises to strengthen innovation and investment activity, which is no longer considered as one of the possible goals, but as a critical and vital condition for the enterprise operation. Theoretical provisions and conceptual-and-categorical apparatus of the research of marketing management tools for the marketing management of innovation and investment activity of enterprises are generalized. It is established that innovation and investment activity of the enterprise can be defined as the processes of directing and regulating relations aimed to create and implement innovations and investments into the objects of business and other types of activities in order to make a profit or get some other effects. The necessity of reorientation of traditional management of innovation and investment activity as management built on the principles of marketing and comprehensive application of its tools is substantiated. It is proposed to divide the tools of marketing management of innovation and investment activity into two groups, in particular tools of marketing management and tools used for its implementation. Marketing tools for managing the innovation and investment activity of enterprises include marketing research and marketing information system, while marketing tools for the implementation of management include marketing product, price, distribution and communication policies of the enterprise. Possible levels of marketing management of innovation and investment activity of enterprises based on marketing approaches and the use of marketing management tools are identified due to the application of Harrington's desirability function. It is substantiated that the priorities in the management of innovation and investment activity of the enterprise should involve interpretation of consumer demands, direct response and feedback of innovations and related investments with the opportunities, needs and values of consumers, demand development, diffusion of innovations and long-term orientation through the use of appropriate marketing management tools.

**Keywords:** marketing management tools, innovation and investment activity, enterprise, support tools, implementation tools, desirability function

**JEL Classification:** M31

## INTRODUCTION

Modern competitive challenges force enterprises to strengthen innovation and investment activity, which is no longer considered as one of the possible goals, but as a critical and vital condition for the enterprise operation. Innovations and their commercialization are currently considered to be a key source of the enterprise competitive advantages. According to M. Porter's theory of competitive advantage, innovations and investments are the main structural sources of economic development [1]. In such conditions, innovation and investment activity becomes one of the main factors of the enterprise development, and traditional management of innovation and investment activity has to be improved.

Market orientation of innovation and investment activity is something that is desirable, something that many companies lack, and that can help them create a better competitive position in the future [2]. Marketing management of the innovation and investment activity of the enterprise should be market-oriented and based on the modern marketing

concept, formation of a new way of thinking and a new way of action, development of the enterprise's communication links with the market and widespread use of marketing tools of management.

Theoretical approaches to the management of innovation and investment activity of enterprises should be generalized and systematized. Application of marketing approaches and tools in the management of innovation and investment activity of enterprises becomes especially relevant in the conditions of dynamic changes of the marketing environment.

## LITERATURE REVIEW AND PROBLEM STATEMENT

Theoretical and practical aspects of managing innovation and investment activity of enterprises are widely represented in the works by H. Chesbrough [3], P. F. Drucker [4], F. Kodama [5], J. Tidd [6] and other scientists. These researchers soundly consider innovations as a driving force of economic development of the enterprise that needs investments.

Close interaction of innovations and investments can form an innovation and investment or investment and innovation economic models of the enterprise [7]. According to the first model, investments are made in innovations, the second model involves the search and use of innovative tools of investment activity, and the combination of these models activates the innovation and investment process.

Close relationship between investments and innovations does not allow to consider these processes separately from each other, since they represent an independent sphere of economic activity of the enterprise, which in the management process is based on investment and innovation principles, methods and implementation mechanisms, innovation and investment decision-making criteria [8]. The relationship between innovations and investments is strengthened by the significant marketing potential of investments in the form of new areas of production and services, reconstruction and renewal of enterprises in all innovation-based industries [9].

According to the works of economists A. A. Holubenko [10], M. P. Denysenko, I. V. Brodiuk and D. H. Stasheniuk [8], T. O. Zahornaia [11], M. N. Ivanov [12], Z. B. Lytvyn [13], N. P. Novak [14], Yu. Ye. Petrunia and V. M. Razzhyvin [15], V. H. Semenova and M. V. Obertailo [16], N. M. Stolbunenko and V. A. Prybok [7], A. V. Cherep and S. V. Markova [17] and many others, there is a need to use a combined economic category of «innovation and investment activity», which allows us to consider the concepts of «innovation» and «investment» in a more systematic and diverse manner. These authors consider investment activity the basis of innovation, which provides its financial needs and emphasize the role of investment resources for innovative development of the enterprise, but it is stated that such components of innovation and investment activities as scientific, methodological, informational, personnel, logistical, etc. are equally important. We share these scientific positions.

Scholars define innovation and investment activity of the enterprise as a set of practical actions aimed at creating and using innovations to obtain new or improve existing products, technologies, management methods and related investments. Innovations and related investments as well as relationships that arise in the process of their implementation and interaction are treated as the objects of management of innovation and investment activity of the enterprise.

P. F. Drucker [4], K. G. Gruner [2], P. Kotler [8], J. J. Lambin [19], E. J. McCarthy [20], R. McClean [21], T. Rust [22] justify the need to change traditional approaches to the enterprise management in general as well as approaches to innovation and investment activity in particular, concerning reorientation from the priority of enterprise needs to the needs of market environment and consumers, i.e. the need for marketing management implementation.

In their turn, V. Dubnytsky & O. Ovcharenko distinguish and define management of innovation and marketing development of the enterprise as a theoretical and practical tool aimed to increase its strategic competitiveness and consider that the content of management of innovation and investment activity of the enterprise is aimed at solving problems, contradictions and imbalances due to marketing orientation of management [23].

We agree with the conclusions of the above-mentioned scientists that there is a close relationship between the marketing orientation of the business and management of innovation and investment activity of the enterprise, but the mechanism of this relationship requires further study.

## PURPOSE OF THE STUDY

The purpose of this study is to substantiate the necessity to use the tools for marketing management of innovation and investment activity and identify possible approaches to their implementation.

## METHODOLOGY OF THE STUDY

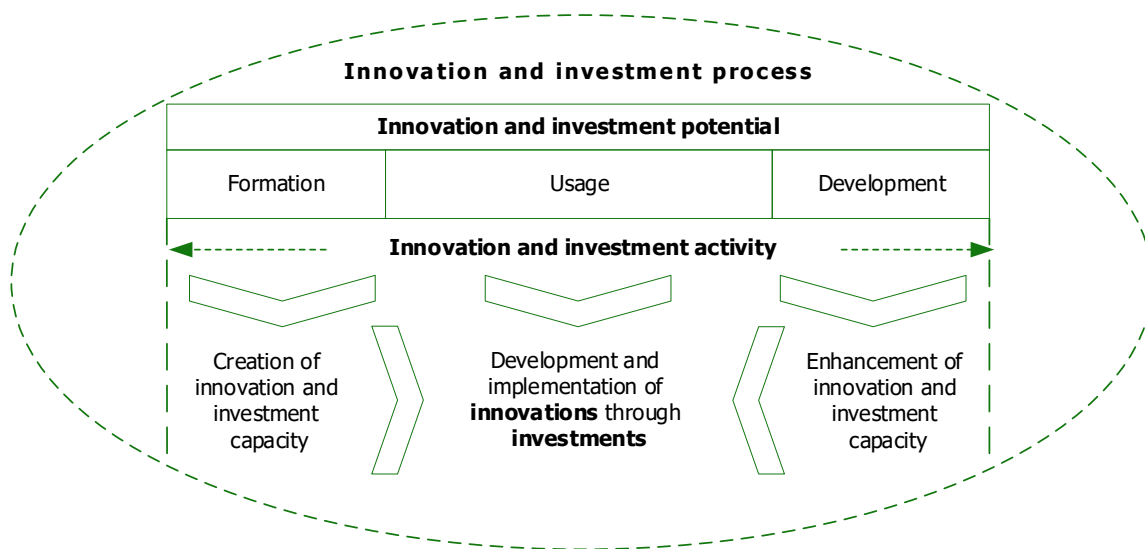
Theoretical and methodological basis of the study is formed by the scientific works of domestic and foreign scientists in the field of investment, innovation, marketing and management of innovation and investment activity of enterprises (to study genesis of the development of scientific approaches to interpreting the essence and content of marketing tools for managing innovation and investment activity of the enterprise), methods of economic-statistical and comparative analysis (for analysis of the marketing environment and the main results of innovation and investment activities of enterprises), methods of critical, system and process analysis (to determine the structure and content of marketing tools for managing innovation and investment activity of enterprises), method of expert evaluation (to assess the influence of marketing management tools on the innovation and investment activity), methods of graphical analysis (to demonstrate the results obtained), abstract-logical method (to carry out logical generalization of theoretical foundations and make research conclusions), and other methods of scientific research.

## RESEARCH RESULTS

Innovation and investment activity of the enterprise can be defined as a set of goal-oriented processes that ensure economic development and economic growth of the enterprise by forming, using and enhancing innovation and investment potential (as part of the overall economic potential) for the transition to qualitatively new levels of operation (*Figure 1*).

Management of innovation and investment activity of the enterprise is considered as the process of directing and regulating relations on the creation and implementation of innovations and related investments, which are invested in the objects of business and other types of activities in order to make a profit or achieve some other effect. Management of innovation and investment activity of enterprises includes a set of elements and methods of their informational, organizational, motivational, personnel, financial and economic interaction.

Management of innovation and investment activity of enterprises should be based on a science-based methodology, a set of methods and tools of management, which are used in accordance with the specifics of the object of management.



**Figure 1.** Innovation and investment activity of the enterprise

During the history of mankind, three fundamentally different tools of management have been developed in the process of economic relations, namely: hierarchy, culture and market. According to P. Kotler, in market relations (and only in them) the leading role in management is played by marketing, which is a process in which companies create some value for customers and form close relationships with them to obtain other values in return [8]. Marketing acts both as a tool and the basis of the concept of enterprise management [24]. Classical definition of marketing defines it as the theory and practice of managerial decision-making based on the analysis of factors of the marketing environment.

To ensure more successful adaptation to the changes in the external environment, which became less and less predictable in the late twentieth and early twenty-first century, companies were developing more sophisticated management systems

designed to respond quickly to such changes [25]. Enterprises operating in fast-growing markets were the first to receive signals about the need for changes in the management mechanism of the competitive advantage formation and began to shift to the concept of market orientation of business. The onset of the phase of strengthening market orientation of the business and consumer orientation of enterprises is caused by two factors [8]: maturity of markets and saturation of the needs of the main market; acceleration of the diffusion of innovations and penetration of scientific and technical process. It should be noted that the influence of both factors is becoming more intense under current conditions of globalization and informatization of the world economy.

In market conditions, marketing begins to play a leading role in the enterprise management. Management of the enterprise and all areas of its activity requires the use of an integrated function that would apply individual marketing tools and marketing in general and there would be a flexible transition from one marketing concept to another, taking into account specific market conditions and prospects for change [26]. Thus, management of the enterprise and its innovation and investment activity becomes marketing by its nature.

The only way to attract attention of consumers is novelty [8], which encourages the strengthening of innovation and investment activity that is considered not just as one of the possible models of activity, but as a critical vital condition for the enterprise operation. Nowadays, innovations and their commercialization are regarded as a key source of the enterprise competitive advantage. Under such conditions, innovation and investment activity is becoming one of the main factors of the enterprise development, and traditional approaches to the management of innovation and investment activity need to be improved.

Marketing management of innovation and investment activity, as the management built on the principles of marketing, should be based on three main provisions [27]:

1. Information from the external marketing environment is the basis for making managerial innovation and investment decisions at the enterprise.
2. Constant market research determines innovation and investment activity of the enterprise in the market.
3. Management of innovation and investment activity of the enterprise is aimed at active influencing the needs and the market.

Innovations and marketing are closely linked. Mr. Drucker argues that business has two (and only two) productive functions, namely marketing and innovations, which lead to results, and the rest in business is expenses. According to the scientist, real marketing begins with the buyer, determination of what he values and needs [4]. We agree that the innovative component of the business ensures meeting economic needs, and a real innovation requires changes in customer's expectations, while the interests and needs of other market players remain beyond researcher's attention.

Marketing can be treated as a system of management tools that positively change and improve the structure and activities of the enterprise, its interaction with market players. To achieve such positive changes, marketing possesses a fairly wide range of management tools. However, among the totality of marketing management tools, there can be identified the main tools are that ensure the creation of a close relationship between the company and consumers, form a set of measures to influence market players.

The beginning of the scientific systematization of marketing tools is considered to be the 40's of the twentieth century, when the so-called «recipe approach» was used in the study of marketing costs, according to which the seller was defined as «compiler of the marketing program of ingredients». carries out planning of competition strategy and at the same time is the manager who is capable to integrate all components into a marketing complex.

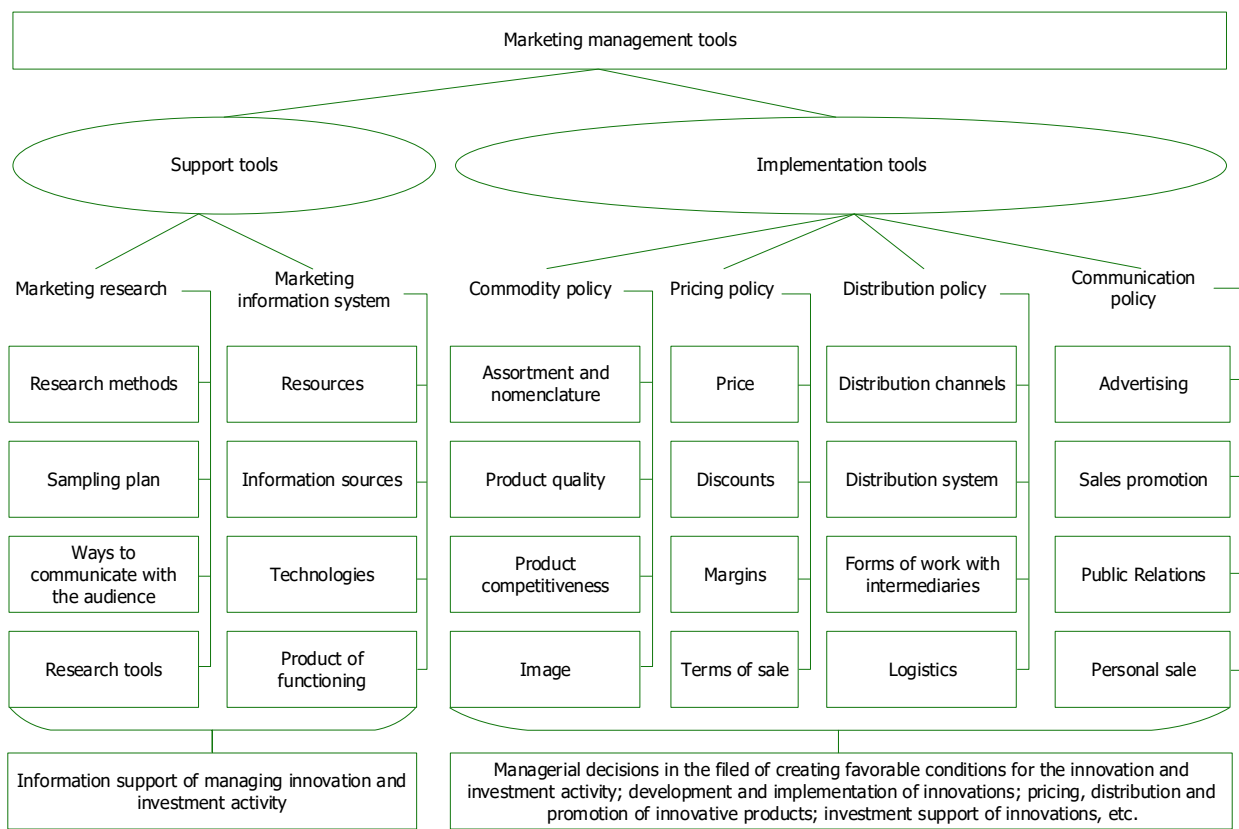
Scientific systematization of marketing tools originated in the 40's of the twentieth century, when the so-called «recipe approach» to the study of marketing costs was used, according to which the seller was defined as «the organizer of the marketing program from ingredients», since it is he who plans the competition strategy and at the same time is a manager who is able to integrate all components into the marketing mix.

The authors of the theory of marketing mix are scientists N. Borden and E. J. McCarthy. In 1960, E. J. McCarthy published his scientific work «Basic Marketing. A Managerial Approach» that described the concept of «4 P» (product, price, promotion, place) [20; 21], which was later developed by N. Borden as an idea of a marketing mix. According to N. Borden, a manager should act as a «mixologist» of the organization, and marketing tools used to achieve organization's goals should be based on a marketing mix [21]. Later, the theory of the marketing mix and its tools was further developed and improved.

In the general sense, the marketing mix is a set of marketing tools, a totality of tools that the company uses to influence the target market in order to achieve the desired response from it. In its classic form, the marketing mix consists of such

marketing tools as product, price, promotion, and place. The main marketing tools are the means of marketing product pricing, distribution and communication policy of the enterprise. These tools are selected and used in the marketing mix.

Based on the proposed approach to understanding the essence of innovation and investment activity of the enterprise, we consider it appropriate to divide marketing tools for managing innovation and investment activity into two groups, namely, support tools and implementation tools (*Figure 2*). It may seem that the list of marketing tools for managing innovation and investment activity shown in *Figure 1* differs insufficiently from the marketing innovation tools. We agree that modern marketing management of the process of development and implementation of innovations is carried out on the basis of innovation marketing with the use of its tools. However, it should be noted that innovation marketing, in its turn, uses the tools of classical marketing, taking into account such features as [28]: poor predictability of the innovation market; probability assessment of the target consumer audience; novelty of the product that requires systemic services; lack of basic pricing experience; newly created distribution system; specifics of promoting innovation in the market; priority of interpretation of consumer demands, demand development, diffusion of innovations; innovative and competitive strategies of the enterprise development, etc.



**Figure 2.** Marketing tools for managing innovation and investment activity of the enterprise

As it has been noted, innovations have always been related to investments, as the development and implementation of innovation requires investment resources. When exploring possible sources of their involvement, the enterprises deal with investments, the investment market, and, therefore, they use marketing in the field of innovations and investments and its classical tools. It should be noted that their use, as in the case of marketing innovations, has its own specifics.

For example, marketing research is aimed at qualitative and quantitative evaluation of alternative development options, forecasting for future periods, and, as a result, choosing an alternative management decision on innovation and investment activity. Making and adopting of optimal management decisions in the field of innovation and investment activity requires marketing information to determine [29]: a list of basic requirements of innovation investors, their potential number and percentage; the level of interest of potential innovation investors and potential demand for investments in innovations; the volume of demand for innovative products and potential market capacity; pricing, distribution and promotion strategies; possible profit of the firm in order to determine the feasibility and potential effectiveness of the use of investment resources involved in innovations; market conditions for raw materials, components, fixed assets and innovations in the industry;

the impact of the country's investment attractiveness rating on decision-making by potential investors; the level of competition and competitiveness of the enterprise in attracting investments in innovations. Specifics of the application of classical tools of the marketing product, pricing, distribution and communication policy in the field of innovation and investment activities of the enterprise are similar. Therefore, in our opinion, it is reasonable to consider enterprise's innovation and investment activity management comprehensively, on the basis of marketing with the full use of its tools.

According to F. Kodama, a modern innovation process is based on marketing, the consistent implementation of a set of tools and methods of which creates it and is based on marketing research and consistent formation of long-term demand for product development and its transformation into a working product [5]. In addition to product innovations, other types of innovations (technological, raw materials, organizational and managerial, sales, infrastructure) can be implemented as a result of the innovation process.

Directions and specifics of the implementation of marketing tools for the management of innovation and investment activity are influenced by approaches to the content, principles, goals and objectives of innovation and investment activity, which are used by the management of each particular enterprise. They can be outlined within the principles of the model of closed and open innovations developed by H. Chesbrow [3] at the beginning of the XXI century, having supplemented it with possible sources of investment resources to finance innovation.

In the most «closed» version, the company uses the approach of closed innovations and the use of its own sources of investment resources, while in the most «open» one it uses the approach of open innovations and attracted sources of investment resources. When choosing the most «closed» option, the role of the component of the investment activity management is somewhat reduced, but the value of the efficiency of the component of the innovation activity management is significantly increased. When choosing the most «open» option, the company extensively uses all available marketing tools to manage innovation and investment activity. In practice, enterprises combine the use of closed innovations with open ones, apply and attracted individual sources of investment resources, which determines marketing tools for managing innovation and investment activity and the specifics of their use.

As a result of the study conducted using E. C. Harrington's «desirability function», possible levels of application of marketing tools for managing innovation and investment activity of enterprises have been identified (Table 1).

**Table 1.** Characteristics of the levels of application of marketing tools for managing innovation and investment activity of enterprises

The level and its numerical intervals according to Harrington's scale	Brief characteristics of the level
Very high (ultrahigh) (0,81–1,00)	High efficiency of all areas of marketing management; high profitability of marketing activities; successfully developed marketing mix; optimally selected marketing tools; successful implementation of marketing management; high level of marketing potential; high competitiveness of the enterprise
High (0,64–0,80)	High efficiency of most elements of marketing management; high profitability of marketing activities; optimal combination of elements of the marketing complex and marketing tools; minor deviations in the implementation of marketing management
Medium (0,38–0,63)	Medium efficiency of the use of elements of marketing management; medium profitability of marketing activities; satisfactory combination of elements of the marketing mix and marketing tools; deviations in the implementation of marketing management; medium level of marketing potential; medium level of competitiveness of the enterprise
Low (0,21–0,37)	Low efficiency of the use of elements of marketing management; low profitability of marketing activities; weak combination of elements of the marketing mix and marketing tools; significant deviations in the implementation of marketing management; low level of marketing potential; low level of competitiveness of the enterprise
Extremely low (0–0,20)	Low efficiency of the use of elements of marketing management; low profitability of marketing activities; unsatisfactory combination of elements of the marketing mix and marketing tools; critical deviations in the implementation of marketing management; low level of marketing potential; critical level of competitiveness of the enterprise

Source: developed by the authors with the use of [30].

Assessment of the level of application of marketing management tools by the method of «desirability function» is general and does not reveal the degree and nature of the impact of individual tools. At the same time, we consider it possible to use Harrington's «desirability function» scale as an indicative to determine the need to intensify the use of marketing tools to manage innovation and investment activity.

To achieve the objectives of this study (as part of a broader study of marketing management of innovation and investment activity of enterprises), there was conducted an expert assessment of the impact of marketing management tools on innovation and investment activity of oil and fat enterprises in the food industry (*Table 2*).

**Table 2.** Assessment of the level of application of marketing management tools to innovation and investment activity

Tool blocks	Weighted expert assessment	Assessment of the level of impact
Block 1. Marketing product policy	0.65	High
Block 2. Marketing pricing policy	0.51	Average
Block 3. Marketing distribution policy	0.56	Average
Block 4. Marketing promotion policy	0.64	High
Block 5. Marketing research system	0.71	High
Block 6. Marketing information system	0.64	High

Evaluation was conducted through a questionnaire survey of selected members of the expert group. There were 10 experts in the expert group, including scientists and specialists of the Ukroliiaprom Association, representatives of the top management of oil and fat enterprises, professionals in the field of research having different types of thinking and a high level of erudition. At the time of the survey, each top management expert had at least 10-year experience, and each scientist had at least five publications on the research topic. The survey was conducted in 4 rounds.

For the independent evaluation, in one of the questions of the questionnaire of the second round of the survey, the experts were asked to assess the level of relative importance of the impact of different blocks of marketing management tools on innovation and investment activity of enterprises. For evaluation, it was agreed with the experts to use a 5-point scale, in which numerical score «5» meant the maximum impact, score «1» — minimum. Score «2» meant almost no effect, score «3» — indirect effect, score «4» — sufficient influence. When processing the obtained estimates, the generalized opinion of experts was defined as the arithmetic mean of each pair of factors. Objectification of experts' answers was carried out with the help of statistical and mathematical methods, which excluded random judgments. The consistency of expert assessments was determined using the coefficient of variation. In case of non-compliance with the generally accepted mathematical limitations of the coefficient of variation (exceeding the level of 33%) of the assessments of various experts, such factors were excluded from the list of assessments.

According to results of the analysis of obtained expert assessments in the interpretation of the scale of Harrington's «desirability functions» (from 0 to 1), it was found that the highest level of influence on innovation and investment activity of enterprises is performed by the tools of the marketing research unit. According to experts, a high level of influence is made by the tools of the blocks of marketing product policy and promotion policy, as well as the block of tools of the marketing information system. According to the analysis results, the tools of the medium level of influence include the tools of the blocks of marketing pricing policy and distribution policy. Thus, all blocks of marketing tools for managing innovation and investment activity have a medium or high level of influence.

To maintain and improve innovation and investment activity of the enterprise, the assessment of the level of application of marketing management tools should be within the value of the integrated indicator of assessment of the level from 0.38 to 1 i.e. at medium, high or ultrahigh levels.

For a long time, marketing management of innovation and investment activity of the enterprise was carried out with the help of traditional marketing tools. At the same time, changes in the market situation and approaches to management stimulate the development of marketing as the basis of the concept and tool of management. The use of management tools of innovation marketing and innovative marketing is becoming widespread.

Marketing tools for managing the innovation and investment activity of the enterprise increase the investment attractiveness of the enterprise, form the ways for more affordable and profitable investments. In the process of managing innovation and investment activity of the enterprise, the use of marketing tools solves the problem of profit maximization within the overall goal of increasing the value of its assets [22]. Effective implementation of a set of marketing actions with the

use of marketing management tools improves the enterprise's position in the market, its financial condition and increases its value, and thus it increases its investment attractiveness. It should be noted that one of the important indicators of the effectiveness of management of innovation and investment activity of enterprises on a marketing basis is the index of investor satisfaction, which is characterized by a set of «investment» criteria.

It should be noted that along with the traditional marketing tools there appear new marketing tools for managing innovation and investment activity of enterprises, including digital marketing tools, the effectiveness of which can be assessed in real time, as well as new tools for the marketing research of the consumer needs and preferences as well as market development trends.

## CONCLUSIONS

Management of innovation and investment activities of the enterprise can be considered as the processes of directing and regulating relations on the creation and implementation of innovations and related investments, which are invested in business and other activities in order to make a profit or achieve some other effect. In current dynamically changing market conditions, application of marketing approaches and tools for managing innovation and investment activity of the enterprise, which includes a set of elements, methods and ways of their informational, organizational, motivational, personnel and financial and economic interaction, is of great relevance.

Marketing tools for managing innovation and investment activity of enterprises should include support tools and implementation tools. The key element that combines marketing tools and ensures its rational use in the process of marketing management is the marketing information system of the enterprise.

Priorities of marketing management of innovation and investment activity of the enterprise should involve interpretation of consumer demands, direct response and feedback of innovations and related investments with consumer opportunities, needs and values, demand development, diffusion of innovations and long-term orientation provided through the use of marketing management tools.

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## **ІНСТРУМЕНТИ МАРКЕТИНГОВОГО УПРАВЛІННЯ ІННОВАЦІЙНО-ІНВЕСТИЦІЙНОЮ АКТИВНІСТЮ**

Досліджено необхідність застосування інструментів маркетингового управління інноваційно-інвестиційною активністю підприємств і визначено його напрями. Зазначено, що сучасні конкурентні виклики спонукають підприємства до посилення інноваційно-інвестиційної активності, яку розглядають уже не як одну з можливих поставлених цілей, а як критичної та життєво важливої для існування підприємства умови. Узагальнено теоретичні положення і понятійно-категоріальний апарат дослідження інструментів маркетингового управління інноваційно-інвестиційною активністю підприємств. Визначено, що під управлінням інноваційно-інвестиційною активністю підприємства розуміють процеси спрямування і регулювання відносин щодо створення та реалізації інновацій і пов'язаних із ними інвестицій, які вкладаються в об'єкти підприємницької та інших видів діяльності з метою одержання прибутку або досягнення іншого ефекту. Обґрунтовано необхідність переорієнтації традиційного управління інноваційно-інвестиційною активністю як управління побудоване на засади маркетингу та всебічне застосування його інструментів. Запропоновано здійснити поділ інструментів маркетингового управління інноваційно-інвестиційною активністю на дві групи: інструменти маркетингового забезпечення управління та інструменти, які використовуються при його реалізації. До маркетингових інструментів забезпечення управління інноваційно-інвестиційною активністю підприємства віднесено маркетингові дослідження та маркетингову інформаційну систему, до маркетингових інструментів реалізації управління – маркетингові товарну, цінову, розподільчу та комунікаційну політики підприємства. Методом «функції бажаності» визначено можливі рівні застосування і вплив інструментів маркетингового управління на інноваційно-інвестиційну активність підприємства. Обґрунтовано, що пріоритетами в управлінні інноваційно-інвестиційною активністю підприємства мають стати інтерпретація запитів споживачів, прямий і зворотний зв'язок інновацій та пов'язаних з ними інвестицій із можливостями, потребами та цінностями споживачів, розвиток попиту, дифузія інновацій і довгострокова орієнтація, що забезпечуються за допомогою застосування відповідних інструментів маркетингового управління.

**Ключові слова:** інструменти маркетингового управління, інноваційно-інвестиційна активність, підприємство, інструменти забезпечення, інструменти реалізації, функція бажаності

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