

Digital Marketing Tools In The Value Chain Of An Innovative Product

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Abstract: Innovative development is relevant for companies and organizations of any scale and any specificity. Global trends, such as the advent of breakthrough technologies, digitalization and the acceleration of the product life cycle, are leading to radical changes in most industries. Value chains are changing, profitability zones are shifting, new players are appearing, and this fundamentally changes the balance of forces in industries, significantly accelerating the implementation of new ideas and developments. The frequency of new opportunities and threats, as well as the speed of their penetration into markets, continues to increase. Every year, new technologies penetrate our lives faster and faster, and companies have less time to implement them. Innovative products are a specific product on the market. The difficulties in perceiving new developments, especially those that form unique needs or replace existing goods and technologies, do not immediately allow us to organize a normal process of communication with potential consumers. This is mainly due to the formation of barriers for consumers to perceive new products, to overcome which unique methods are needed. The expansion of traditional marketing with digital marketing tools dramatically facilitates the task of exploring a new product, studying demand and promoting an innovative product. This article is devoted to the analysis of marketing and innovation activity at the stages of the value chain and the role of digital marketing in the value chain.

Index Terms: Digital Marketing, General Marketing, Innovative Product, Innovation Activity, Innovation Market, Marketing Tools, Value Chain.

1 INTRODUCTION

AT the moment, more and more enterprises are striving to move to an innovative development path. This is primarily due to the increased competitiveness of the organization. Focusing on the needs of customers, manufacturers are trying to offer customers better and better products that have value characteristics and are in demand by potential customers. According to statistics, in 40% of cases, new products in the field of consumer goods do not adapt to the market. Among industrial goods and services, 20% of new products remain unclaimed. The main reasons for the unsuccessful sales of modern innovative products on the market are non-compliance with the requirements imposed by consumers on new products - 32%, imperfection of innovations in the technological plan - 23%, high price - 14%, flaws in marketing activities - 13%, late sale new products - 10%, the policy of competitors in the market - 8%. Thus, commercial failures associated with a weak marketing company do not exceed 45% [1-3]. Innovation and marketing are increasingly seen as the key competencies of a leading company in a post-industrial economy built on knowledge and digital technology. Studies that provide an understanding of the interaction of innovation and marketing activity allow a better understanding of the mechanisms of formation of innovative potential that offers the market potential of a company. At the same time, analysis of a company's business activity from the perspective of analyzing the entire value chain in which it is included is becoming an increasingly relevant strategic analysis method. This logic is supported by the concepts of core competencies and "open innovation," which explain the modern process of creating

competitive advantages in high-tech markets, based on interaction with partners to create consumer value and the distribution of core competencies between them [4-6]. The purpose of the study is to identify, formulate and pre-evaluate the problems of interaction between companies and their partners in the value chain in the process of developing and promoting innovations (new products and technologies), as well as the degree of implementation of digital marketing tools.

2 THEORETICAL RESEARCH OF MARKETING INNOVATION

2.1 Features of the innovation market

The innovation market as a public institution facilitating the exchange and/or bringing together sellers and buyers of innovative products has the following features:

- unlike the traditional, but in this market, the supply significantly prevails the demand for innovation. The seller must convince the buyer of the advisability of acquiring precisely his product, and not the product of a competitor.
- when choosing or purchasing an innovative product, the consumer has specific psychological barriers.
- the capacity of this market depends on the state of the macro and microeconomics and their innovative activity.
- the innovation market is global.
- unlike conventional sites, innovation does not have a specific place and distribution channels.
- professionals acquire innovation (with the exception of innovative consumer goods), in a dialogue with which competence and general terminology are essential.
- the goods of this market are distinguished by their specificity. Also has a specific specificity of their purchase/sale.
- due to the underdevelopment of the innovation market, its subjects (technology parks, research institutes, enterprises and others) are often forced to perform unusual functions.

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Innovative products are a specific product on the market. Along with the novelty, they have other properties:

- the degree of risk of innovative products, as well as their effectiveness and attractiveness, is established after they are put into operation since it is impossible to predict consumer attitudes to innovative products in advance. The same reason is enhanced by the uniqueness of the product.
- The authorship of innovative products (industrial property or intellectual property) determines their correct personalization, which depends on the subjects of innovative activity (their talent, knowledge and experience).
- In some cases, these objects can multiply, that is, unlimited exchange, for example, of a license.
- Innovation creates new needs for consumers, as a result of which a new market may arise.

2.2 Innovation promotion

The difficulties in perceiving new developments, especially those that form new needs or replace existing goods and technologies, do not immediately allow us to organize a normal process of communication with potential consumers. This is largely due to the formation of barriers for consumers to perceive new products, to overcome which unique methods are needed. The researchers found that at the stage of virtual consumption of new items, preparations are underway for actual consumption and, if the product is not recognized, recognized as unknown, the human mind may prohibit its further use. The emergence of such a barrier, which was called the "lack of fundamental knowledge", means that the need is not formed, or not realized [7]. Accordingly, efforts and innovative methods are required to overcome this barrier. In addition to psychological barriers of perception, traditional barriers also arise in the way of any innovative product: unsuccessful positioning, price barrier, administrative barriers, healthy conservatism of consumers, the resistance of the company's personnel, where the novelty is introduced ("technological fear" syndrome), etc. The expansion of traditional marketing with digital marketing tools greatly facilitates the task of exploring a new product, studying demand and promoting an innovative product. The increase of the "4P" marketing mix by digital technologies is illustrated (Fig 1).

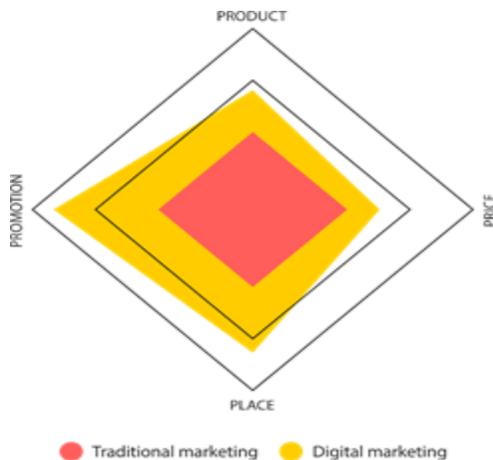


Fig 1. The ratio of digital and total marketing complexes in "4P" model

When communicating with potential consumers, the language of communication and the ability to present the benefits (benefits) from using the new product are essential. In practice, it is much easier to describe the properties of innovative products than to determine the utility (result) that a consumer of a novelty will receive. In general, marketing activities within the framework of the innovation process depend on the stage at which the development is located: as the elaboration of the development of the event becomes more detailed. If at the initial stages the concept of the novelty is evaluated from the perspective of the consumer and possible areas of use, then at the next stages the "adaptation" of the novelty to the requirements and wishes of consumers is carried out. Understanding these features of innovation marketing is vital for developing a strategy for the commercialization of new products without which it is impossible to move towards an innovative economy.

2.3 Marketing innovation

Following the parameters of the innovation sales platform and the properties of innovative products, the objectives, approaches, methods and marketing tools are determined (Table 1).

Table 1
The objectives of marketing concerning innovative products and the processes of their creation

Area of activity	Tasks	Marketing Methods and Tools
Market assessment in the process of developing new products	organization of search and market assessment of ideas, search for potential areas of application of innovations	benchmarking, crowdsourcing and co-creation, observation, Abel's scheme and Cooper's innovative arena, roadmaps, lateral marketing, other methods of morphological analysis
	step-by-step refinement of consumer properties; market testing of new products	Cooper tests: conceptual, alpha and beta tests, trial marketing, imitation, market experiments, empathic modelling, neuromarketing, minimally appropriate product (MCP)
Market Formation: Commercialization and Diffusion of Innovation	early market development (commercialization of innovations)	Rogers innovation diffusion model, Bass communications model, freemium model, MCP, novelty attributes that determine its penetration rate
	Entering the main market (diffusion of innovations)	Holistic product for a market niche, bowling alley methods, pricing based on perceived value
New Marketing Strategy	manoeuvring from an early market to a market niche and leadership	technology implementation life cycle, MCP - a holistic product - a holistic product + 1 (differentiation)
Innovation promotion	overcoming barriers to the perception of new products by consumers, building	market map, appeal to analogues, communication visibility of news, marketing evangelism, viral marketing, neuromarketing and ZMET method, testimonial, freemium

	communication channels	model, gamification, storytelling
	formation and communication of the value of an innovative product to consumers	Kano method, DART system, value-based pricing, "work" that the novelty does
Competition and Partnership	formation of distinctive market positions	asymmetry of incentives and competencies of companies, evaluation of competitors from the view of resources, procedures and values
	strategic partnership within the concept of open innovation	co-competition, communication mechanisms in open systems



Fig. 2. Digital to General Marketing Ratio

2.4 Stages of Marketing Innovation

There are three stages to marketing innovation. At the first stage, the functions of strategic marketing are realized: conducting market research (assessing market performance); consumer segmentation, determination of target segments; calculation of sales forecast for a new product; development of functional strategies; determination of an oriented marketing budget for the launch of a new product. At the second stage, operational marketing functions are implemented: pricing policy (determining the base price, system of discounts and payment terms); product policy (approval of the basic concept of a product and its range); communication policy (development of a promotion campaign); sales policy (determination of sales channels, regions, customers); master plan for all policies; The budget necessary to implement the developed strategies. At the third stage, the consolidated program developed at the second stage is implemented, as well as marketing campaigns, including the launch of products on the market, sales and receipt of planned revenues. Marketing support for an innovative product is carried out using marketing techniques, including digital ones, which allow you to collect vital information on customers, the market, competitors and the external environment.

2.5 The role of digital marketing in general marketing

Internet marketing does not replace, but only complements, traditional marketing. However, in the era of global digitalization and the introduction of new technologies, most of the tasks go from classical marketing to digital marketing. This is primarily due to the relatively lower cost of studying the client and promoting the product and the processing speed of big data. Traditional marketing is engaged in the analysis of demand, competitors, opportunities and the formation of tasks for production, testing products for potential consumers, product promotion, etc. Internet marketing, in turn, helps to a great extent promote products on the network, analyze demand and offers of competitors as well as test the product (Fig 2).

At present, it is not possible without digital marketing tools to evaluate the market environment; competitive environment; analysis of the target audience; analysis of the brand and product offer. It is the digital marketing tools that contribute to the formation of a creative concept of participation in social networks to promote the brand; preparation and promotion of video content; KPI and budget rationale for marketing. The objective function of digital marketing is to concentrate marketing efforts on the effective use of information technologies and services as a result of timely reimbursement of investments (return on investment - ROI) and obtaining the intended profit. Internet marketing is a complex that allows a company to implement traditional types of marketing activities (increasing sales, increasing loyalty, etc.) on the Internet. This complex is built based on the company's marketing strategy and includes the use of the necessary tools to achieve a specific goal (SEO; PPC; SMM; PR; Direct mail; Content marketing, etc.)

2.6 The benefits of digital marketing.

According to Forrester Research, using software, algorithms and automation can attract and retain a client ten times cheaper. Such new business models as Trading digital platforms, direct interaction with customers, Internet of things and services (IoT), artificial intelligence, digital products and services, insight services - increase the importance of marketing in the value chain of innovative products. Consumers feel comfortable by calling Uber, booking on Airbnb, or signing up for Netflix. The main elements of the model are virtual market entities, digital marketing tools, the information field, taking into account the influence of geo-economic and geopolitical factors and factors of the digital environment (Fig 3).

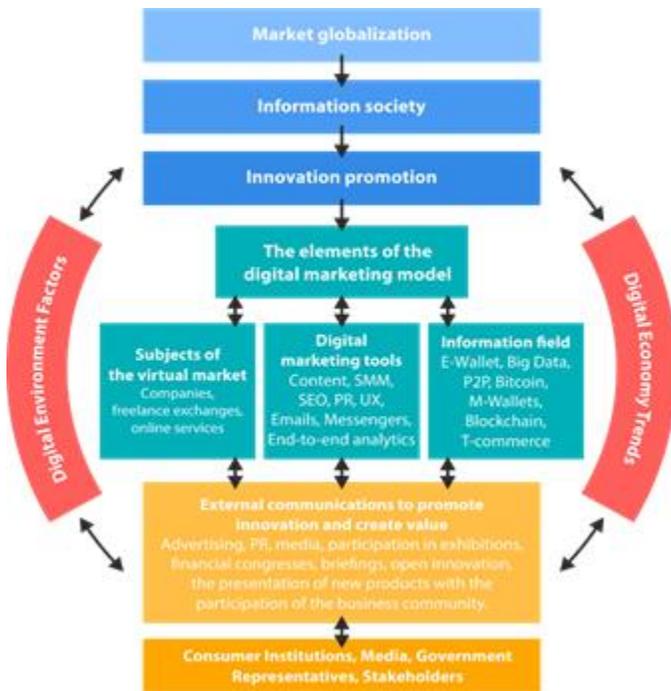


Fig. 3. Elements of the digital marketing model in the value chain of an innovative product

In the practical implementation of the digital marketing model for promoting innovation, it is important to consider that all the phenomena of the virtual market are systematized and depend not only on the market environment (geo-economic and geopolitical factors), but also on trends, patterns of development of society, the digital economy, and innovative technologies.

2.7 Marketing in the value chain of an innovative product

The classical Value Chain is presented in the works of M. Porter as a tool for analyzing potential sources of providing more excellent value to consumers and identifying synergies. The value chain includes all types of organization activities (chain links) aimed at creating value for the consumer. In the classic organization model, these activities include the development, production, marketing, marketing and support of their products. These activities are grouped into

- main activities (input logistics - providing production operations with everything necessary; production operations - production of finished products; output logistics - handling of finished products; marketing, including sales, and services)
- supporting activities (organization's infrastructure - ensuring effective management, finance, human resources management, technological development, procurement, involving the acquisition of everything necessary to conduct core business).

Within the framework of this study, the value chain concept proposed by R. Kaplinsky and M. Morris [8] is more relevant, which defines it as covering the "full range of activities necessary to ensure that a product or service passes the full cycle from the moment of its creation through the intermediate stages of production to delivery to final consumer and disposal after use." In this interpretation, the value chain consists of 4

main links: Research and Development, production, marketing and consumption (Fig. 4).

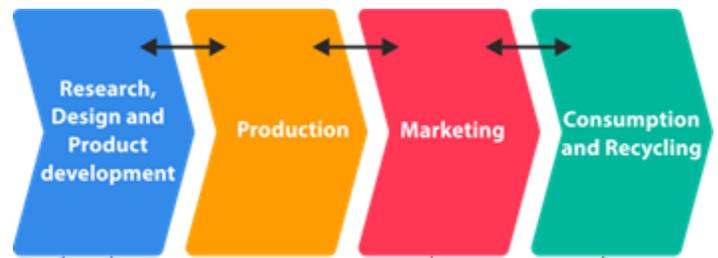


Fig. 4. Value Chain by R. Kaplinsky and M. Morris

The vast majority of works [9-13] exploring the problems of innovation are devoted to the analysis of the first link in the chain - R&D. This is understandable, since the emergence of changes, their generation is the stage at which any innovation process begins. However, problems can arise at any stage of the chain, including marketing and the consumption process. Modern models of open innovation are increasingly based on involving end customers in the interaction with the aim of their participation in the creation of value. The paradigm of "open innovation" proceeds from the importance of creating an external technological base that will deliver innovation; that is, we are talking about technological insourcing when the partner's resources become your resources. On the one hand, the company gives a part of R&D to outsourcing; on the other hand, you carry out technology insourcing. The company initiating innovation activity is not able to fully control the model of open innovation as opposed to the model of closed innovation. However, closed innovation models have ceased to give high returns [14-15]. At the stage of production of new items, a whole series of problems arise related to the development of new products by various departments and personnel of the company itself, as well as by its suppliers and sub-suppliers. Therefore, these processes require the development of detailed plans for the development of new products and investments. At the stage of marketing and sales, serious problems arise with the promotion of innovation on the market of buyers (intermediaries) and consumers. Here, perhaps, unprepared companies are waiting for the most difficult to solve problems associated with the market's unwillingness to purchase new products. Therefore, any innovations are pre-evaluated on the potential of their market (in the process of marketing research and assessment of the potential of innovation). In order to identify problems related to the development and promotion of innovation in the value chain, as well as the urgency of the problem of marketing innovation in the value chain, there has been qualitative and quantitative study based on in-depth interviews with representatives of the high-tech business. To develop a guide, analyzed relevant studies, which detected the presence of a methodology to identify the problems at different stages of development of innovations. The concept of the value chain, consisting of three stages: idea generation, conversion and diffusion allows us to analyze the innovative potential of the company. To assess the weaknesses of the company in the innovation value chain, a scale was developed with questions that relate to the internal situation in the company and the problems of interaction with partners in the value chain. Issues related to the effectiveness of the company's external

communications with partners in the value chain in the process of innovation development were added to the assessment of innovative potential.

3 METHODOLOGY AND RESULTS OF EVALUATING THE INNOVATIVE POTENTIAL OF COMPANIES

Qualitative research was built on an interview with companies participating in the high-tech and engineering cluster. All companies are directly related to the development and promotion of new information technologies and are focused on the development and promotion of innovations relating, first of all, information technologies, new types of software and equipment. The purpose of the study is to identify, formulate and pre-evaluate the problems of interaction between companies and their partners in the value chain in the process of developing and promoting innovations (new products and technologies), as well as the degree of implementation of digital marketing tools. As the objectives of the study were formulated as follows:

- identify the main generators (departments) of ideas within the company;
- identify the sources of ideas from outside the company (from the value chain);
- study the organization of the process of selecting approaches in the company;
- study the mechanisms and models for the development of innovation in the company, including the problems of interaction in the value chain;
- evaluate the effectiveness of diffusion of innovations with an emphasis on marketing technologies;
- assess the degree of implementation of digital marketing tools.

The sample was randomly generated by inviting companies to participate in the study using the study brief and a guide with a questionnaire. A total of 32 interviews and questionnaires were collected. At the end of the interview, each client filled out a questionnaire, which summarized all his answers.

3.1 Research results

All respondent companies are developing revolutionary innovations; therefore, the problem of marketing both at the stage of generating new ideas and at the stage of promoting new products is relevant for everyone. In general, it can be said that the development of innovative processes, their formalization or sophisticated procedures are significantly higher in companies that are representative offices or divisions of large foreign companies. In general, it can be noted that partnerships in the field of IT are most developed; companies are prone to joint development. However, different respondent companies have different levels of partnership skills, noting some difficulties when working with suppliers (IT vendors), technology companies, distributors, resellers, and customers. "Spontaneous innovators". Twenty companies that are very keen on releasing innovations were classified as spontaneous innovators. Still, as long as these processes are not standardized, there are no established procedures for both generating innovations and developing and promoting them. "Spontaneous innovators" note that the corporate culture is very focused on the emergence of innovations, but formal procedures do not support this. From this, we can conclude

that the "natural innovators" have not gone further than the declarations. Interestingly, new ideas come from both technical experts and marketers. Companies describe the interactions between IT professionals and marketers differently. Somewhere, these departments practically do not interact with each other, somewhere there is a connection, but a weak one. The lack of formalized business processes (more precisely, their absence) is felt everywhere in these companies. So, there are no special procedures providing for the mandatory discussion of new ideas within the company between departments. The process is spontaneous. The weak innovative culture is affected when there are no formal mechanisms and models for interaction, exchange of ideas, discussions, etc. Respondents noted a lack of time for discussing ideas and meetings. Companies do not have a conscious policy of involving partners in interaction, their platforms that attract partners. However, at the same time, companies are actively interacting with major technology developers and IT vendors. Nevertheless, new ideas come from outside, but not as a result of the conscious efforts of companies. Most often, new ideas appear as a result of close work with the customer, in the process of which a whole series of new problems has to be solved. If a solution is found, then attempts are made to replicate it. Companies are characterized by the absence of regular formalized communication with customers, which allows them to improve current products. This is due, among other things, to the lack of marketing specialists. A common problem of these companies is the dominance of techies in the company, not marketers, which does not allow them to understand the market and manage demand. The companies lack both standard methods for generating ideas and their selection and evaluation; there is no system of indicators for assessing the attractiveness of a project. Again, the weakness of marketing, the lack of qualified marketing specialists who can determine the market potential for innovation, develop recommendations for turning the product into a solution and its promotion on the market. Companies are also less risk-averse than "organized innovators," which can be explained by significantly less market experience and financial problems. As for the diffusion of innovations, almost all innovation projects do not finish on time; there are some problems with suppliers of individual solutions and products, partners. In addition, companies have questions with distributors and resellers, which does not allow to bring products to all markets and cover all sales channels. Weak marketing, lack of effective technologies for promotion and market experience and interaction in value chains are again affecting. The common problem of all these companies is the lack of formalized procedures for building innovative business processes, the lack of formal and tested models of innovation management both within the company and in the external environment, poor marketing, lack of marketing staff and marketing budgets, the chaotic use of digital marketing tools, and the lack of experience and effective mechanisms of interaction with partners at all stages of the innovation process. "Organized Innovators". The main difference between "organized innovators" is significantly greater experience in the market, as well as higher quality management, the presence of formalized business process management procedures, effective business models, often worked out in their markets and simply transferred to other markets. For example, companies have noted an influential innovation culture that fosters innovation. Moreover, such a culture is not just

declared but is supported by formal procedures in the form of a connection between the initiative and innovation of the employee and his career growth. Organized innovators are characterized by a close and active connection of technical specialists with marketers (product managers) - a combination of "Research and Development - Marketing". This allows you to offer more realistic ideas. Besides, concepts are actively discussed between departments of the company, as well as between different business units. Being quite well-known and often large developers (IT-vendors), companies have a formalized and strong policy of interaction with other technology developers, IT-vendors and partners, using both the Alliance system and their own platforms for generating new ideas. Companies are active in organizing joint events (seminars, conferences) to search for new ideas. Marketing is one of the leading divisions, critical, carrying out regular feedback with customers, collecting wishes, feedback on new products. Actively apply modern digital marketing tools. Digital marketing companies are able to assess the market potential for new developments more accurately. The critical role of marketers is provided by their sizeable specific gravity - more than 25%. The development of innovations encounters several problems related, first of all, to external causes relating to both the macro environment and interaction with development partners. At the same time, the distribution chain of the

product to the end customer is functioning efficiently; the presence of proven technologies for interaction between the vendor - distributor - reseller affects the years. Companies have specialists like Senior Channel Marketing who are fully responsible for promoting products and solutions from the company to the end user, managing the value chain. The diffusion of innovation is quite successful thanks to effective marketing and promotion. Companies use a lot of creativity, which allows them to bring products to the market very quickly and provide wide coverage of all possible markets and sales channels. Thus, "organized innovators" have significantly more experience in the markets, well-developed marketing, and better management, which is typical for global companies.

3.2 Assessment of the innovative potential of companies

To formalize the interview data for the two types of companies, a comparative assessment of their innovative potential was carried out, for which we calculated the coefficients characterizing the level of use of the companies potential for each factor and for a group of factors in accordance with the approach of Yokomizo et al. This allowed us to determine the most characteristic problems for different types of companies (Table 2).

Table 2
Comparative assessment of the innovative potential of the surveyed companies

Activities in the value chain of innovation	Statements	Spontaneous Innovators (20 companies)		Organized Innovators (12 companies)	
		Total score for answers	% of max. number of points (x / 100 *100%)	Total score for answers	% of max. number of points (x / 100 *100%)
Inside-company idea generation and cross-branding	Our corporate culture fosters new ideas.	55	55.0%	57	95.0%
	Most of the ideas came up with the employees of our company.	91	91.0%	50	83.3%
	Many new product ideas were suggested by technical staff.	49	49.0%	36	60.0%
	Many ideas for new products were offered by marketing staff (product managers, salespeople)	56	56.0%	38	63.3%
	All our new ideas are actively discussed internally before being evaluated externally.	57	57.0%	51	85.0%
Group total	Harnessing the potential of generating innovation within the company	308	61.6%	232	77.3%
External generation	Many good innovative ideas came from outside the company	96	96.0%	60	100.0%
	It is customary for us to involve suppliers in the development of new products	80	80.0%	57	95.0%
	It is customary for us to involve end customers in the development of new products	55	55.0%	60	100.0%
	It is customary for us to involve intermediaries in the development of new products	39	39.0%	29	48.3%
	We regularly conduct or participate in various forms of interaction with partners to search for new ideas.	37	37.0%	60	100.0%

	We are open to cooperation with any companies capable of generating new ideas.	88	88.0%	60	100.0%
Group total	Harnessing the potential of external idea generation	395	65.8%	326	90.6%
Selection	We are able to conduct qualified marketing and assess the market potential for innovation.	36	36.0%	55	91.7%
	We have a specific scorecard for selecting new projects	28	28.0%	60	100.0%
	We take risks by investing in new ideas.	44	44.0%	45	75.0%
Group total	Harnessing the potential of selection	108	36.0%	160	88.9%
Development	New product development projects always complete on time	45	45.0%	33	55.0%
	We have no problems with suppliers when developing new products	25	25.0%	34	56.7%
	We have no problems with intermediaries in promoting new products	29	29.0%	60	100.0%
	We have no problems with subcontractors in the development of innovation	41	41.0%	53	88.3%
Group total	Harnessing development potential	140	35.0%	180	75.0%
Diffusion	We quickly bring new products to the market.	51	51.0%	55	91.7%
	We have the technology to market new products effectively	32	32.0%	58	96.7%
	We are actively using digital marketing tools.	77	77.0%	59	98.3%
	We penetrate all possible markets, channels, customer groups and regions with new products.	25	25.0%	51	85.0%
Group total	Harnessing the potential of diffusion	185	46.3%	223	92.9%
TOTAL	Coefficient of using innovative potential in the value chain	1136	48.9%	1121	84.9%

As you can see, the most serious problem for "natural innovators" (utilization rates less than 50%) is the problem of inefficient and/or weak marketing, sometimes its absence, because there are not enough qualified employees. Ineffective marketing is manifested both at the stage of selecting ideas (inability to assess the market potential for new ideas) and at the stage of diffusion of innovations when companies cannot cover the entire potential market and use all the promotion channels. Despite the fact that companies use the interaction with customers, they pay little attention to regular customer feedback. Little or no use is made of the potential of interaction in professional communities - seminars, round tables, conferences, etc. events that form the professional community of specialists who can generate new ideas, give forecasts, identify trends. In contrast, "organized innovators" have reliable and effective marketing, are able not only to provide interaction within the company between technical specialists and marketers but also to ensure regular communication of marketing and customers to give feedback to customers. Marketing is useful both at the stage of selecting ideas and at the stage of diffusion of innovations. Marketing specialists play a critical role in companies, occupy a high proportion. The idea of the strengths and weaknesses of each type of company by type of activity within the innovation value chain is given in Table. 3. As you can see, the generation of ideas within different groups of companies is approximately

the same, although "spontaneous innovators" lag behind in terms of the effective organization of an innovative culture, environment and business processes. The used potential of the external generation of ideas is significantly higher for "organized innovators" companies. The most severe problems for "spontaneous innovators" begin at the stages of selection, development and diffusion of innovations, lagging "organized innovators" by 2, and sometimes even more. As a result, the level of utilization of the innovative potential of "spontaneous innovators" is almost two times lower than that of "organized innovators".

Table 3
Strengths and weaknesses of various types of companies by type of activity in the innovation value chain

Activities	The level of use of innovative potential by "spontaneous innovators", %	The level of use of innovative potential by "organized innovators", %
Corporate idea generation and cross-company generation	61,6	77,1
External generation	60,4	90,4

Selection	36,6	88,5
Development	35,3	75,0
Diffusion	36,0	91,4
TOTAL	47,0	84,2

4 CONCLUSION

The study showed that the fundamental problem of the majority of respondent companies, which causes low innovative potential, is the lack of effective models and mechanisms for the interaction of companies with partners in the value chain, including end consumers, that is, the problem of the absence or ineffective marketing of interaction and marketing engagement. Ineffective marketing is caused, first of all, by the lack of sufficient market experience for companies that could ensure the availability of proven models and mechanisms for interacting with partners and their involvement in the innovation process. Ineffective marketing is also associated with poor quality company management, unable to ensure the development of an innovative culture, the development and implementation of standard business processes that stimulate the continuous development and implementation of innovations in companies. A significant factor in the effectiveness of marketing is the use of modern digital marketing tools. At the same time, we can say that for any type of company (both for organized and spontaneous) innovators, the most challenging stage is the stage of innovation development related to ensuring the fulfilment of project terms by partner companies along the value chain. The value chain is the ability of a product, service or activity to satisfy a need or provide benefits to a person, organization, society. Successful companies understand that the goal of any business is to create value for customers, employees, investors and that the interests of these three groups are inextricably linked. Consumers are the final link in the value chain. Everything starts and ends with the client, and the only core of profit is the client. The business has only two paths to success: marketing and innovation. They work for the result, and everything else multiplies the costs. Modern marketing concepts are focused on creating value for consumers. The company's task is to develop a marketing plan for their creation, promotion and provision. As part of the marketing plan, marketing activities are developed for the elements of the marketing mix. And modern society and technology dictate the rules for the active use of digital marketing in the value chain of goods.

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