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SUSTAINABLE MARKETING INNOVATION AS MANIFESTATION OF SOCIAL RESPONSIBILITY IN BUSINESS

СТАЛІ МАРКЕТИНГОВІ ІННОВАЦІЇ ЯК ПРОЯВ СОЦІАЛЬНОЇ ВІДПОВІДАЛЬНОСТІ В БІЗНЕСІ

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The article is devoted to the current topic of development and implementation of sustainable marketing innovations based on the concept of socially responsible marketing to ensure business competitiveness. The work provides definitions of «marketing innovation» by various authors (P. Drucker, S. Jobs, J. Notter, L. Duncan, V. Govindarajan, M. Porter), highlighting the diverse nature of innovation, covering everything from the introduction of new products and services to cultural and organizational change. Marketing innovation has been proven to play a key role in driving sustainable business development by shaping consumer behavior, improving brand reputation, promoting stakeholder engagement, and creating a positive impact on the environment and society. During the innovation process, it is important to consider the concept of VUCA (Variability, Uncertainty, Complexity and Ambiguity). It is stated that sustainable marketing innovations go beyond traditional marketing practices, integrating environmental and social responsibility into the core of business strategies.

Keywords: concept of sustainable development, marketing innovation, social responsibility, sustainable marketing innovation, VUCA concept.

Стаття присвячена актуальній темі розробки та впровадження стійких маркетингових інновацій на основі концепції соціально-відповідального маркетингу для забезпечення конкурентоспроможності бізнесу. Визначено, що теорія концепції маркетингу інновацій виникла разом із концептуалізацією проблем у сфері інновацій. Значний вплив на посилення ролі інноваційної діяльності мало динамічне підвищення ролі інноваційної діяльності в соціально-економічному розвитку підприємства та держави в цілому. В роботі приведено визначення «маркетингових інновацій» різних авторів (P. Drucker, S. Jobs, J. Notter, L. Duncan, V. Govindarajan, M. Porter), що висвітлюють різноманітну природу інновацій, що охоплюють усе: від впровадження нових продуктів і послуг до культурних та організаційних змін. Доведено, що маркетингові інновації відіграють ключову роль у стимулюванні сталого розвитку бізнесу, формуючи поведінку споживачів, покращуючи репутацію бренду, сприяючи залученню зацікавлених сторін і створюючи позитивний вплив на навколишнє середовище та суспільство. Під час процесу створення інновацій важливо враховувати концепцію VUCA (мінливість, невизначеність, складність і неоднозначність – якості, які ускладнюють аналіз ситуації або умови, реагування на них або планування). Сформульовано, що сталі маркетингові інновації виходять за рамки традиційних маркетингових практик, інтегруючи екологічну та соціальну відповідальність у ядро бізнес-стратегій. Це відображає прагнення долати глобальні виклики та сприяє створенню більш стійкої та соціально свідомої бізнес-екосистеми. Автори дійшли висновку, що стійкі маркетингові інновації – це розробка та впровадження маркетингових стратегій, практик та ініціатив, які надають пріоритет екологічним, соціальним та етичним міркуванням і водночас сприяють зростанню бізнесу. Цей підхід передбачає створення та просування продуктів або послуг у спосіб, який мінімізує негативний вплив на навколишнє середовище, підтримує соціальну відповідальність і дотримується етичної ділової практики в усьому ланцюжку створення вартості. Сталі маркетингові інновації

прагнуть інтегрувати принципи довгострокової сталості в маркетингові процеси, вирішуючи екологічні та соціальні проблеми, одночасно забезпечуючи цінність як для бізнесу, так і для суспільства.

Ключові слова: концепція сталого розвитку, маркетингові інновації, соціальна відповідальність, стійкі маркетингові інновації, концепція VUCA (мінливість, невизначеність, складність і неоднозначність).

Formulation of the problem. The concept of «marketing innovation» appeared relatively recently. The theory of the concept of innovation marketing arose along with the conceptualization of problems in the field of innovation. The dynamic increase in the role of innovation in the socio-economic development of the enterprise and the state as a whole had a significant impact on strengthening the role of innovation. Being within the framework of the economic approach to the creation and implementation of innovative projects, innovation marketing is focused on working with the material results of innovation activity or with technical and technological ideas that can ultimately lead to commercial success and increased competitiveness. There is a need to implement both commercial and non-commercial marketing of innovations. The main task of commercial marketing of innovations is to ensure the release and sale of innovative technologies, goods and services based on economic value. The goal of non-profit marketing of innovations is to ensure mutual adaptation of innovations and the environment for their implementation, as well as to stimulate social activity, creativity and initiative as the main guarantor of sustainable development, competitive advantages, responsible activities and long-term progressive development.

Analysis of recent research and publications. Scientific developments of famous Ukrainian and foreign scientists and practitioners, such as: P. Drucker, S. Jobs, J. Notter, L. Duncan, V. Govindarajan, M. Porter, S. Ilyashenko, M. Oklander, I. Reshetnikova and others are devoted to the issue of studying and generalizing the experience of applying marketing innovations. In general, the set of views of scientists on the marketing of innovations can be presented as follows: 1) as a concept of the market activity of the enterprise; 2) as a process of analyzing market opportunities; 3) as a means of active influence on consumers; 4) as a function of innovative management; 5) as a means of orienting enterprises to innovative development.

Highlighting previously unresolved parts of the overall problem. However, despite the presence of a significant number of scientific works, it should be noted that there is insufficient

coverage of the issues of studying the experience of applying innovation marketing tools as a key to the development of modern business in the context of the concept of sustainable development, which determines the relevance and necessity of this study.

Formulation of the goals of the article. The purpose of the article is to formulate the essence, definition of the concept and specifics of innovative marketing in the activity of the enterprise.

Presentation of the main research material. Innovation is the process of creating, developing, and implementing new ideas, products, services, or methods that result in significant positive change, improvement, or value creation. It involves the transformation of creative concepts into practical solutions, often to address challenges, meet needs, or seize opportunities [3]. Innovation can occur in various domains, including technology, business, science, culture, and social systems, and it is characterised by a continuous and dynamic pursuit of improvement and advancement.

To understand better the specifics and wide range of innovation it is necessary to consider the different definitions which highlight various aspects of innovation (Table 1).

These definitions highlight the diverse nature of innovation, encompassing everything from introducing new products and services to cultural and organizational change. It often involves creativity, problem-solving, and a willingness to take risks to achieve positive and impactful outcomes. From a marketing perspective, innovation goes beyond just the creation of new things, it's about introducing fresh and impactful ideas that solve specific customer problems or unmet needs in a way that enhances their experience and drives business growth, redefining value in the marketplace and therefore building competitive advantage.

Innovation manifests in diverse forms, categorised into various types according to distinct criteria. Its multifaceted nature allows it to span a spectrum of expressions, ranging from technological breakthroughs to novel business models, reflecting the dynamic and adaptable essence of creative progress across various fields and industries. The main forms of innovation can be listed as:

Table 1

Definitions of innovation

Definition	Author	Aspect
Innovation is the specific instrument of entrepreneurship. The act that endows resources with a new capacity to create wealth.	P. Drucker	Creating value from ideas
Innovation is not about saying 'yes' to everything. It's about saying 'no' to all but the most crucial features.	S. Jobs	Continuous improvement
Innovation is learning, not just doing. It is a search for the truth, not a confirmation of existing prejudices.	D. Drucker	Learning and experimentation
Innovation is change that unlocks new value.	J. Notter	Problem-solving
Innovation is the ability to convert ideas into invoices.	L. Duncan	Risk and uncertainty
Innovation is not just about new products or services. It is about creating value for customers in new ways.	V. Govindarajan	Customer-centric perspective
Companies achieve competitive advantage through acts of innovation. They approach innovation in its broadest sense, including both new technologies and new ways of doing things	M. Porter	Creating competitive advantage

Source: compiled by the authors taking into account [4; 10]

Product Innovation which involves creating new or improved products or services. It can include technological advancements, design improvements, or entirely new offerings. Examples include the introduction of the iPhone or electric cars;

Process Innovation focuses on improving the way products are manufactured, delivered, or serviced. This can lead to cost savings, increased efficiency, and better quality. Lean manufacturing and Six Sigma are examples of process innovations.

Business Model Innovation involves rethinking and redesigning the fundamental way a company creates, delivers, and captures value. Companies like Uber and Airbnb are known for their business model innovations in the transportation and accommodation industries, respectively.

Marketing Innovation implies new approaches to promoting and selling products or services. This can include novel advertising strategies, social media campaigns, or influencer marketing;

Organizational Innovation focuses on improving the structure, culture, or management practices within a company. It can involve changes in leadership styles, team dynamics, or the adoption of new work processes;

Service Innovation involves developing new ways to deliver and enhance services. For example, the introduction of online banking or the use of chatbots in customer support is a service innovation;

Open Innovation calls for collaborating with external partners, such as customers, suppliers, or other organisations, to generate new ideas and bring them to market. Open innovation can help companies tap into broader expertise and resources;

Sustainable or Green Innovation focuses on creating environmentally friendly products, processes, or technologies. It's driven by the need to address environmental concerns and reduce the carbon footprint;

Social Innovation addresses social issues and seeks to improve the well-being of communities and society as a whole. It can involve creating new solutions to problems like poverty, healthcare access, or education;

Technological Innovation centres on the development of new technologies or the improvement of existing ones. This includes advances in fields such as artificial intelligence, biotechnology, and renewable energy.

Cultural or Artistic Innovation pertains to advancements in culture, art, and creativity. It includes breakthroughs in music, literature, fashion, and the arts.

These are just some of the many forms of innovation, and often, innovations can overlap or combine elements from multiple categories. Successful businesses and organisations often engage in a mix of these innovation forms to stay competitive and meet evolving customer needs.

Conducting additional research into the influence of innovation on a company's

performance necessitates a focused examination of the correlation between existing and new products/services, target markets, and customer engagement with used technologies. These distinct combinations delineate four primary categories of marketing innovation: radical, incremental, disruptive, and architectural (Figure 1).

Radical Innovation refers to a significant and fundamental breakthrough or change in products, services, processes, or business models that often disrupt existing markets and create entirely new ones. It represents a departure from the norm, introducing novel approaches, technologies, or concepts that

redefine industry standards and challenge established practices.

Radical Innovation is crucial for organisations seeking long-term growth and competitiveness.

However, it requires a willingness to take risks, invest in research and development, and cultivate a culture that fosters creativity and experimentation. Organizations that successfully embrace radical innovation can position themselves as industry leaders and shape the future of their markets.

Incremental Innovation goes into a series of small, continuous improvements or adjustments made to existing products, services, processes, or methods within an organization. Unlike

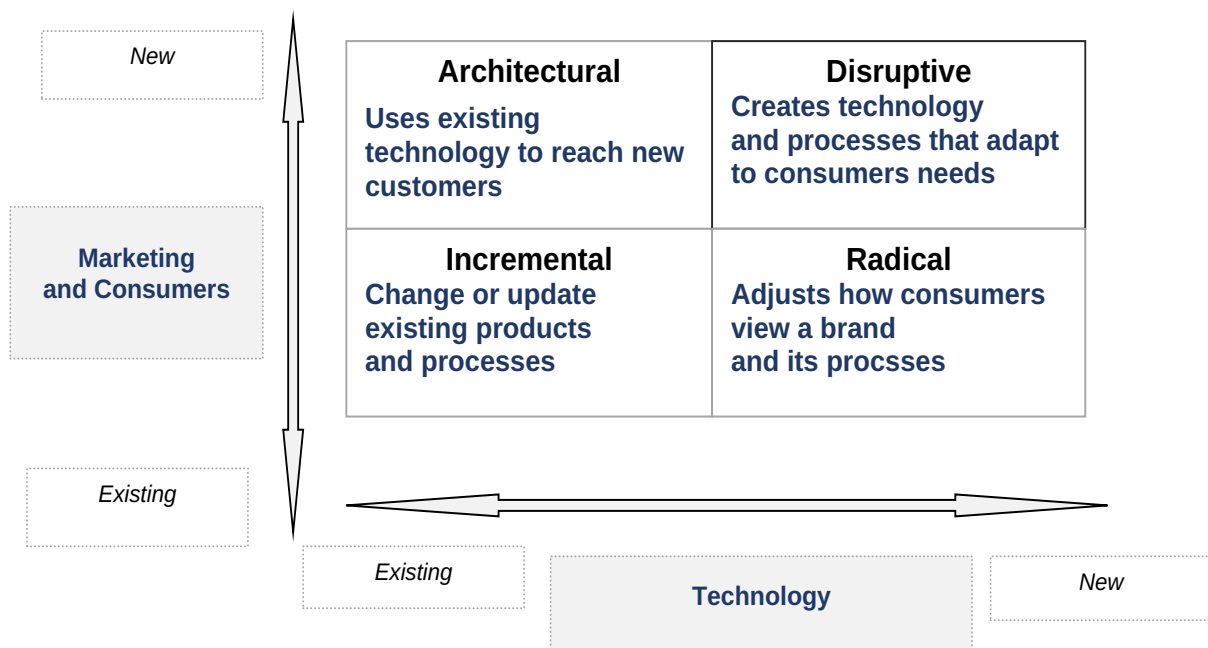


Figure 1. Types of innovation in marketing

Source: compiled by the authors taking into account [1; 8; 9]

Table 2

Key characteristics of radical innovation

Characteristics	Description
Disruptive impact	Radical innovations disrupt existing markets, challenging the status quo and often displacing established products or services.
Novelty and uniqueness	They involve the introduction of entirely new and groundbreaking ideas, technologies, or solutions that differ significantly from what currently exists.
High Risk and Uncertainty	Radical innovation is typically associated with a high level of risk and uncertainty, as it involves venturing into uncharted territory where success is not guaranteed.
Transformational Change	It goes beyond incremental improvements and results in transformative changes to products, processes, or business models.
Potential for High Rewards	While radical innovation carries high risks, it also offers the potential for substantial rewards, including competitive advantage, market leadership, and significant financial gains.

Table 3

Key characteristics of incremental innovation

Characteristics	Description
Continuous Improvement	Incremental innovation involves a step-by-step approach to improvement, making small adjustments over time rather than introducing radical changes all at once.
Low to Moderate Risk	Compared to radical innovation, incremental innovation typically carries lower risk and uncertainty. Organizations can build on existing knowledge and experiences to make incremental improvements.
Evolutionary Progress	It contributes to the gradual evolution of products or processes, allowing organizations to stay competitive by keeping up with changing customer needs, technological advancements, or market trends.
Utilisation of Existing Resources	Incremental innovation often leverages existing resources, knowledge, and technologies, making it a cost-effective approach for organizations to maintain competitiveness.
Customer Feedback	Feedback from customers and end-users plays a crucial role in incremental innovation. Organizations continuously gather insights and make adjustments based on customer preferences and needs.

radical innovation, which involves significant and disruptive changes, incremental innovation focuses on gradual, iterative enhancements to enhance efficiency, functionality, or user experience.

While incremental innovation may not result in groundbreaking shifts or disrupt markets in the same way as radical innovation, it is an essential strategy for organizations to remain adaptable, respond to evolving customer demands, and sustain competitiveness in dynamic environments. Many successful businesses combine both incremental and radical innovation

strategies to achieve a balanced and effective approach to innovation.

Disruptive Innovation refers to the introduction of a groundbreaking product, service, or business model that significantly alters the existing market landscape, often displacing established competitors and reshaping industry norms. This type of innovation typically targets underserved or overlooked segments of the market and initially may not be as appealing to mainstream customers.

Disruptive innovation, a concept introduced by Harvard Business School professor Clayton

Table 4

Key characteristics of disruptive innovation

Characteristics	Description
Market Transformation	Disruptive innovations have the potential to transform entire markets by offering a new approach that challenges traditional business models and industry practices.
Serving Underserved Markets	They often start by addressing the needs of underserved or overlooked customer segments that larger, established companies may ignore.
Affordability and Accessibility	Disruptive innovations often bring increased affordability, accessibility, or simplicity compared to existing solutions, making them more attractive to a broader audience over time.
Technology Enablers	Advances in technology frequently play a role in enabling disruptive innovations, whether through new materials, manufacturing processes, or digital platforms.
Gradual Market Adoption	Disruptive innovations may initially face scepticism and slower adoption, but they gain momentum over time as their benefits become more apparent.
Challenges Established Players	These innovations can challenge established industry leaders and traditional business models, forcing companies to adapt or face significant market share losses.

Christensen, emphasises that innovations can reshape industries by offering new, often simpler and more accessible, solutions that appeal to a broader market. It highlights the importance of being vigilant to emerging trends and adaptable to change to remain competitive in dynamic business environments.

Architectural Innovation refers to a significant redesign or reconfiguration of the components, structure, or underlying architecture of a product, service, or system. Unlike incremental or disruptive innovation that focuses on individual features or functions, architectural innovation involves rethinking the overall design or organization of a solution.

Architectural innovation is essential for organizations seeking to stay ahead in dynamic markets, as it allows them to rethink and reposition their products or services to better align with emerging trends, technologies, and customer demands. It requires a strategic vision and a willingness to make substantial changes to achieve long-term success.

Selecting the appropriate innovation type aligning with business requirements enhances its market performance and ensures prolonged customer satisfaction by comprehending the unmet needs of underserved customer segments. A comprehensive strategy should encompass all four types of innovation, executed through a meticulously crafted innovation plan, to facilitate growth, operational efficiency, and sustained competitiveness, surpassing industry counterparts.

Marketing innovation plays a pivotal role in driving sustainable business development by shaping consumer behaviour, enhancing brand reputation, fostering stakeholder engagement,

and creating a positive impact on the environment and society. It aligns the business with evolving market expectations and positions it for long-term success sustainably and responsibly. Therefore, effective process of marketing innovation development and implementation is an integral part of the business development process.

But during the innovation creation process is essential to take into consideration the VUCA concept. VUCA is an acronym that stands for volatility, uncertainty, complexity and ambiguity – qualities that make a situation or condition difficult to analyse, respond to or plan for. Understanding how to mitigate these qualities can greatly improve the strategic abilities in innovation implementation.

Volatility is the quality of being subject to frequent, rapid and significant change. Small triggers may result in large changes. In a volatile market, for example, the prices of commodities can rise or fall considerably in a short period, and the direction of a trend may reverse suddenly.

Uncertainty occurs when events and outcomes are unpredictable. The cause and effect are not well understood, and previous experience may not apply to the situation. It is unclear which direction events will go; in an uncertain market, for example, it is not clear if the price will go up or down or by how much.

Complexity involves a multiplicity of issues and factors, some of which may be intricately interconnected. The relationships between items and people are difficult to understand. A change in one place may cause unintended changes to other things down the line. Cause and effect are obscured by many layers, and it is not clear which factors are important in the decision-making process. In a complex market, for example,

Table 5

Key characteristics of architectural innovation

Characteristics	Description
Redesign of Core Elements	It involves restructuring the fundamental elements and relationships within a product, service, or system. This can include changes to the overall design, composition, or the way components interact.
Enhancing Performance or Functionality	The goal of architectural innovation is often to improve overall performance, functionality, or efficiency rather than focusing on isolated features.
Holistic Approach	Architectural innovations take a holistic approach to change, considering the entire system rather than making isolated modifications. This can lead to more profound and systemic improvements.
Integration of New Technologies	It may involve the integration of new technologies or the adoption of a new technological paradigm to enhance the overall capabilities of the solution.
Alignment with Strategic Objectives	Architectural innovation is often driven by strategic objectives, aiming to position a product or system for long-term success in the market.

the changes in gas prices affect the prices of many other items that are not directly related.

Ambiguity is shaped by a lack of clarity and difficulty understanding exactly what the situation is. Information may be misread or misinterpreted. During ambiguous situations, all the facts are not clear. The goal or intended outcome may not be evident to all parties involved. In an ambiguous market, for example, not all information is public and unseen factors may be affecting prices. In essence, taking into consideration the VUCA concept during the innovation creation process is a strategic

imperative. It helps organisations proactively navigate the challenges posed by a dynamic and unpredictable business environment, ultimately increasing the chances of successful and sustainable innovation.

Sustainable marketing innovation refers to the development and implementation of marketing strategies, practices, and initiatives that not only drive business growth but also prioritize environmental, social, and ethical considerations. It involves creating and promoting products or services in a way that minimizes negative impacts on the environment, supports social

Table 6

Reasons for the importance of the VUCA concept during the innovation process

Characteristics	Description
Risk Management	VUCA factors highlight the risks associated with the innovation process. Understanding and anticipating them allows organisations to develop risk mitigation strategies and contingencies.
Adaptability and Flexibility	Innovations must be adaptable to changing circumstances. By acknowledging VUCA elements, organizations can design innovations that are flexible and capable of adjusting to unforeseen challenges or shifts in the market environment.
Market Responsiveness	VUCA conditions signify a dynamic market. Considering these factors during innovation creation ensures that products or services are designed to respond effectively to the evolving needs and preferences of customers.
Strategic Planning	Organizations need to plan strategically in the face of VUCA challenges. Integrating the VUCA concept into the innovation process helps in crafting strategies that account for volatility, uncertainty, complexity, and ambiguity, fostering more resilient plans.
Customer-Centric Innovation	VUCA emphasizes understanding customer needs in uncertain and complex environments. By considering VUCA, organizations can create innovations that directly address customer problems, enhancing their experience and increasing the likelihood of success in the market.
Competitive Advantage	Innovations developed with VUCA in mind can provide a competitive advantage. Companies that can navigate and capitalize on the VUCA landscape are better positioned to outperform competitors and lead in rapidly changing markets.
Fostering Innovation Culture	Recognizing VUCA conditions encourages an organizational culture that embraces change and innovation. It promotes a mindset where teams are more open to experimentation, learning, and adaptation, fostering a culture conducive to sustained innovation.
Resource Allocation	VUCA factors impact resource allocation decisions. Understanding the volatile and uncertain nature of markets helps in allocating resources judiciously, optimising investments based on the ever-changing conditions.
Reducing Ambiguity	Ambiguity can hinder decision-making. By acknowledging and addressing ambiguity during the innovation process, organizations can work towards reducing uncertainties, making clearer decisions, and achieving more predictable outcomes.
Long-Term Sustainability	Innovations designed with VUCA considerations are more likely to be sustainable in the long term. They are better equipped to withstand external shocks, navigate uncertainties, and remain relevant in dynamic markets.

Source: compiled by the authors taking into account [4; 10]

responsibility, and maintains ethical business practices. Key elements of sustainable marketing innovation are presented on Figure 2.

Green Marketing involves promoting products and services based on their environmentally friendly attributes. This can include highlighting energy efficiency, recyclability, and other eco-friendly features to attract environmentally conscious consumers. *Social Impact* involves addressing social issues and promoting positive social change. This may include initiatives such as fair labour practices, community engagement, and support for social causes. *Ethical Business Practices*: sustainable marketing emphasizes transparency and ethical behaviour in business operations. This includes fair trade practices, ethical sourcing, and transparent communication about the company's values and practices. *Circular Economy Approaches*: embracing circular economy principles involves designing products and services with recycling and reusability in mind. This minimizes the impact of waste on the environment and promotes a more sustainable use of resources. *Consumer*

Education and Engagement: sustainable marketing seeks to educate consumers about the environmental and social impact of their choices. It encourages responsible consumption and empowers consumers to make informed decisions that align with sustainability goals. *Long-Term Value Creation*: sustainable marketing is focused on long-term value creation rather than short-term gains. It considers the impact of business activities on future generations and aims to create a positive legacy for the company. *Compliance with Standards and Certifications*: adhering to recognized sustainability standards and certifications, such as those related to organic products, fair trade, or environmental certifications, provides credibility and assurance to consumers. *Stakeholder Collaboration*: sustainable marketing often involves collaboration with various stakeholders, including suppliers, customers, and communities. Engaging stakeholders in the decision-making process can lead to more sustainable and socially responsible business practices.



Figure 2. Sustainable marketing innovation structure
 Source: compiled by the authors taking into account [2; 6; 7]

In summary, sustainable marketing innovation goes beyond traditional marketing practices by integrating environmental and social responsibility into the core of business strategies. It reflects a commitment to addressing global challenges and contributes to building a more sustainable and socially conscious business ecosystem.

Conclusions. Sustainable marketing innovation is the development and implementation of marketing strategies, practices, and initiatives that prioritise environmental, social,

and ethical considerations while simultaneously driving business growth. This approach involves creating and promoting products or services in a manner that minimises negative environmental impacts, supports social responsibility, and maintains ethical business practices throughout the entire value chain. Sustainable marketing innovation seeks to integrate long-term sustainability principles into marketing processes, addressing environmental and social challenges while delivering value to both businesses and society.

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