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OPEN INNOVATION CONCEPT AS THE BASIS FOR OPTIMIZING ENTERPRISE MANAGEMENT AND MARKETING SYSTEMS

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КОНЦЕПЦІЯ ВІДКРИТИХ ІННОВАЦІЙ ЯК ОСНОВА ОПТИМІЗАЦІЇ СИСТЕМ МЕНЕДЖМЕНТУ ТА МАРКЕТИНГУ ПІДПРИЄМСТВА

In the context of dynamic national economies, ensuring enterprise viability has become particularly critical. This is due to the fact that traditional management and marketing models no longer provide the necessary level of flexibility and adaptability for the effective development of enterprises operating in the "red ocean" of competition, nor do they facilitate the achievement of sustainable competitive advantages or entry into the "blue ocean" (according to the concept by W. Chan Kim and Renye Mauborgne). At the same time, the concept of open innovation is now regarded as an effective tool for transforming management and marketing systems, focused on the active use of knowledge, technologies, and creative solutions to enhance enterprise competitiveness. Accordingly, the purpose of this article is to examine the role of the open innovation concept as a foundation for optimizing enterprise management and marketing systems. Thus, the open innovation concept ensures systemic optimization of enterprise management and marketing by combining two key factors: efficiency within a competitive market and creativity with strategic flexibility in creating new market opportunities. This makes it a universal basis for the development of various types of enterprises-both those competing in saturated market niches ("red oceans") and those seeking to create new market spaces ("blue oceans"). Among the characteristics of the open innovation concept applied to optimizing management and marketing in enterprises operating in "blue oceans" are:

strategic orientation toward innovation and the creation of new market niches, decentralized and project-oriented management, integration of external partners into decision-making processes, innovation-oriented corporate culture, a shift in marketing from a competitive to a creative-value strategy, active involvement of consumers in product development, use of open digital platforms and data, and the formation of a partnership-based marketing ecosystem. For enterprises operating in "red oceans," the characteristics include: increased flexibility of management processes, shortening of the innovation cycle, optimization of organizational structures through cross-functional teams, involvement of external experts and partners, and a marketing focus on deep understanding of consumer needs, efficient use of resources, rapid testing of new products, and flexible communication policies.

В умовах динамічності національних економік питання забезпечення життєздатності підприємств набуває особливої актуальності. Це зумовлено тим, що традиційні моделі менеджменту та маркетингу вже не забезпечують необхідного рівня гнучкості й адаптивності для ефективного розвитку підприємств, які функціонують у "червоному океані" конкуренції, не сприяють досягненню стійких конкурентних переваг і виходу у "блакитний океан" (за концепцією Р. Моборна та Кіма Ві Чана). Водночас концепція відкритих інновацій сьогодні розглядається як ефективний інструмент трансформації систем менеджменту та маркетингу, що спрямований на активне використання знань, технологій і креативних рішень для підвищення конкурентоспроможності підприємства. Відтак метою статті є дослідження ролі концепції відкритих інновацій як основи оптимізації систем менеджменту та маркетингу підприємства. У межах дослідження констатовано, що концепція відкритих інновацій забезпечує системну оптимізацію менеджменту та маркетингу підприємства завдяки поєднанню двох ключових чинників: ефективності в умовах конкурентного ринку та креативності й стратегічної гнучкості у процесі створення нових ринкових можливостей. Доведено, що саме це робить її універсальною базою для розвитку підприємств різного типу — як тих, що конкурують у насичених ринкових нішах ("червоні океани"), так і тих, що прагнуть формувати нові ринкові простори ("блакитні океани"). Серед ознак концепції відкритих інновацій, що застосовується для оптимізації менеджменту та маркетингу підприємств, які діють у "блакитних океанах", виділяють: стратегічну орієнтацію на інновації та створення нових ринкових ніш; децентралізоване та проєктно-орієнтоване управління; інтеграцію зовнішніх партнерів у процес прийняття рішень; інноваційно-орієнтовану корпоративну культуру; перехід маркетингу від конкурентної до креативно-ціннісної стратегії; активне залучення споживачів до створення продуктів; використання відкритих цифрових платформ і даних; а також формування партнерської маркетингової екосистеми. Серед ознак концепції відкритих інновацій, що застосовується для оптимізації менеджменту та маркетингу підприємств, які діють у "червоних океанах", виділяють: підвищення гнучкості управлінських процесів; скорочення інноваційного циклу; оптимізацію організаційної структури через кросфункціональні команди; залучення зовнішніх експертів і партнерів; а також орієнтацію маркетингу на глибоке розуміння потреб споживачів, раціональне використання ресурсів, швидке тестування нових продуктів і гнучкість комунікаційної політики.

Key words: consumer needs understanding; decision-making process; corporate culture; management; marketing; open innovation; optimization.

Ключові слова: розуміння потреб споживачів; процес прийняття рішень; корпоративна культура; менеджмент; маркетинг; відкриті інновації; оптимізація.

PROBLEM STATEMENT

In the context of dynamic national economies, ensuring enterprise viability becomes particularly relevant. This is because traditional management and marketing models no longer provide the necessary level of flexibility and adaptability for the effective development of enterprises operating in the "red ocean" of competition, nor do they contribute to achieving sustainable competitive advantages and entering the "blue ocean" (according to the concept of W. Chan Kim and Renye Mauborgne).

At the same time, the concept of open innovation is now viewed as an effective tool for transforming management and marketing systems, aimed at the active use of knowledge, technologies, and creative solutions to enhance enterprise competitiveness.

Since 2003, Henry Chesbrough has not only proposed the concept of open innovation as an alternative to the traditional ("closed") model of innovation but has also created a flexible platform based on intensive interaction with the external environment — startups, customers, partners, and even

Table 1. Directions of action of the open innovation concept forming the basis for optimizing enterprise management and marketing systems

Direction of action of the concept	Orientation of the concept's action, providing an optimizing effect on both management and marketing systems	Result of optimizing enterprise management and marketing systems
Shift in management paradigm	Expands management boundaries by creating a networked interaction system, where decisions are made based on collaboration with external partners, customers, universities, and startups.	Increased flexibility, faster decision-making, and greater adaptability to environmental changes.
Innovation-based management system optimization	Encourages the enterprise to implement new organizational structures, such as innovation hubs, cross-functional teams, and collaboration platforms.	Reduction of duplicated functions, decreased R&D costs, and optimized use of human and technological resources.
Optimization of marketing strategies	Marketing is transformed into an approach focused on co-creating value together with customers and partners. This allows the enterprise to reduce the risks of misguided marketing decisions and enhance the effectiveness of advertising, communication, and sales strategies..	Enhanced understanding of market needs, development of personalized products, effective positioning, and rapid testing of new ideas.
Synergy between management and marketing	Open innovation integrates management and marketing processes into a single, unified system, where the exchange of knowledge and information between departments and external stakeholders ensures coordinated decision-making.	Creation of a dynamic, customer-oriented management and marketing model that is capable not only of responding to changes but also proactively shaping new market opportunities.

Source: created by the authors based on [2; 4; 6—7].

competitors. In the course of its rapid evolution, this platform has transformed into a modern theoretical model of systematic production, research, commercial, or other economic activity, which has proven its effectiveness both for independent business entities operating in the "red ocean" (where open innovation helps optimize management processes and strengthen market positions) and for those in the "blue ocean" (where it serves as the foundation for creating new market niches, innovative products, and unique customer value).

ANALYSIS OF RESEARCH AND PUBLICATIONS

The features of the open innovation concept have been systematically studied in the works of scholars such as Poberezhna Z., Levshuk A. [4], Miroshnychenko O. [3], Smerichevskyi S., Hura S. [6], and Kuznietsova M. [2]. In particular, these authors have primarily focused on analyzing the essence of open innovation, its role in ensuring enterprise competitiveness, as well as the mechanisms of interaction between research institutions, businesses, and the state in the implementation of innovative solutions.

Moreover, Pushkar T. A., Mykhailova K. V., and Tarannik Ya. S. [5] have examined open innovation as a tool for shaping an innovation ecosystem based on partnership, knowledge exchange, and co-creation of value.

At the same time, the role of the open innovation concept in optimizing enterprise management and marketing systems remains insufficiently explored. Due to the limited study of the impact of open innovation on marketing strategies, there is no comprehensive understanding of how it transforms marketing activities, customer interaction, and the creation of unique value. In addition, the lack of systematic approaches to integrating open innovation into management prevents a thorough assessment of its impact on management structure, decision-making processes, and organizational flexibility.

FORMULATION OF THE ARTICLE'S OBJECTIVES

Therefore, the purpose of this article is to examine the role of the open innovation concept as a foundation for optimizing enterprise management and marketing systems.

THE PAPER MAIN BODY

The core idea of the open innovation concept lies in the understanding that valuable ideas can originate not only from within an enterprise but also from external sources, and can, in turn, extend beyond its boundaries to create additional value. This approach has both explicit and implicit impacts: explicitly, it allows enterprises to shorten the innovation cycle, reduce risks and development costs for products and services, and accelerate the market entry of new products; implicitly, it enhances the flexibility of management and marketing systems.

Thus, the concept of open innovation is a key component of the modern knowledge management paradigm, enabling enterprises to effectively adapt to rapid market changes and build competitive advantages based on collaboration, openness, and creativity.

Given this orientation, the concept is viewed as a foundation for optimizing enterprise management and marketing systems, in particular [2—3]:

1. The concept of open innovation transforms the classical view of management, which has traditionally focused on the enterprise's internal resources.

2. Open innovation encourages enterprises to implement new organizational structures such as innovation hubs, cross-functional teams, and collaboration platforms.

3. Within the framework of open innovation, marketing is transformed from a one-way influence on the consumer to the co-creation of value together with customers and partners.

4. Open innovation integrates management and marketing processes into a single, unified system.

Thus, we agree with Poberezhna Z. and Levshuk A. [4] that the implemented concept of open innovation, by its orientation (see Table 1), acts as a trigger for optimizing enterprise management and marketing systems.

Moreover, it has already proven its effectiveness in leading global corporations, such as Procter & Gamble (operating in the "red ocean" until 2003, and in the "blue ocean" after launching the Connect + Develop program), IBM (mid-2000s — "red ocean," implementation of open innovation — "blue ocean"), Intel (until 2005 — "red ocean," 2005-2015 — "blue ocean"), Siemens (until the early 2010s — "red ocean," from the early 2010s — "blue ocean"), and Lego (until 2008 — "red ocean," after launching the Lego Ideas platform — "blue ocean"). These companies operated both within the framework of traditional high-competition markets and new market niches created through innovation [6-7].

In fact, the combination of the "red" and "blue ocean" concepts with the open innovation concept lies in the fact that the latter produces qualitative changes in enterprise management and marketing systems regardless of the type of market environment.

Strong competitive ← orientation
Conservative corporate culture → Focus on efficiency and cost control
↑
Hierarchical or centralized ← management structure
Characteristics of an enterprise operating in a highly competitive market environment, competing for existing demand.
→ Standardized products and processes
↓
Limited Consumer Involvement in Innovation ←
Traditional marketing approaches
→ Limited focus on radical innovation

Figure 1. Characteristics of an enterprise oerating in the "Red Ocean"

Source: created by the authors based on [3—4; 7].

In the "red ocean," where intense competition prevails, enterprises compete for a limited market share (see Figure 1). In this context, open innovation is crucial, as it enables the enhancement of management and marketing efficiency by shortening the innovation cycle, leveraging external ideas and technologies, and optimizing organizational structures and resources [4; 7]. For example, Samsung Electronics operates in the "red ocean" of the smartphone market, where competition is extremely high and technological innovations quickly become obsolete.

To maintain its competitive advantages, the company actively leverages open innovation: collaborating with startups, universities, and research centers through the Samsung Next program, involving external developers in creating new features and services, and organizing international hackathons and innovation contests to find unconventional solutions beyond its own R&D departments. As a result, open innovation enables Samsung to shorten the innovation cycle by more quickly integrating new technologies into products, reduce development costs since part of the research is conducted by external partners, enhance marketing effectiveness by adapting products to the needs of different consumer segments, and strengthen its position in a saturated market, maintaining leadership among competitors.

Table 2. Optimization changes in the management of an enterprise operating in the "Red Ocean"

Direction of changes	Specifics of optimization changes **in marketing**	Nature of optimization changes
Increased flexibility of management processes	The enterprise transitions from a hierarchical to a networked management model, where decisions are made faster through horizontal communications and external partnerships.	A more dynamic management model is formed, in which decisions are made based on knowledge exchange and feedback from partners.
Shortening of the innovation cycle	By leveraging external developments, ideas, and technologies, the enterprise reduces the time and resources required for research and implementation	
Optimization of management structure	The implementation of cross-functional teams, innovation offices, or collaboration platforms ensures more effective coordination between departments.	
Reduction of managerial decision risks	Open innovation involves testing ideas with the participation of external experts and users, minimizing the likelihood of unsuccessful projects.	

Source: created by the authors based on [2—3;5—6].

In this context, the following optimization changes in management are possible: increased flexibility of management processes, shortening of the innovation cycle, optimization of the management structure, and reduction of risks in managerial decision-making (see Table 2). Systematic accumulation of these changes can be achieved through the creation of open innovation platforms within the enterprise, which allow for the rapid integration of best market practices, reduction of time-to-market for incremental innovations in highly competitive environments, and minimization of managerial risks [2—3].

The nature of the aforementioned changes shapes a highly dynamic management model, in which decisions are made based on knowledge exchange and feedback from partners.

Moreover, in the "red ocean," optimization changes in marketing are possible through: transitioning to a customer-centric model, improving market analytics, optimizing marketing expenditures, and accelerating

Table 3. Optimization changes in marketing for an enterprise operating in the "Red Ocean"

Direction of changes	Specifics of optimization changes in marketing	Nature of optimization changes
Transition to a customer-centric model	Through open interaction with consumers, the enterprise develops marketing strategies that are maximally aligned with market needs.	The ability to receive direct feedback, test concepts before their full launch, and adapt marketing strategies to current market demands.
Improvement of market analytics	Leveraging external data enables more precise audience segmentation and demand forecasting.	
Optimization of marketing expenditures	Collaboration with partners, startups, and external agencies reduces expenses on promotion, advertising, and research.	
Acceleration of new product implementation	Using open communication channels allows for rapid testing of concepts and adapting products to meet consumer expectations.	

Source: created by the authors based on [1—2; 6].

Absence or Minimal ← competition	Shift of focus from product to customer experience ↑	→ High Level of Creativity and Entrepreneurial Culture
Innovative value ←	Characteristics of an enterprise operating in a market environment where it sets new industry standards or even creates a new industry, thereby changing the logic of competition..	→ Focus on Strategic Thinking Rather Than Reactive Measures
Creation of new demand	↓ Changing the rules of the game	→ Focus on both differentiation and Low Costs simultaneously

Figure 2. Characteristics of an enterprise operating in the "Blue Ocean"

Source: created by the authors based on [1; 3; 5—6].

the introduction of new products (see Table 3). Systematic accumulation of these changes can be achieved through the active use of crowdsourcing platforms, co-development of products with customers, or partnership marketing programs, enabling the enterprise to test them before a full market launch.

This reduces market research costs, improves positioning accuracy, and strengthens competitiveness in a saturated market environment.

Thus, within the "red ocean," the open innovation concept optimizes management by enhancing the efficiency of organizational structures and accelerating decision-making, while marketing is optimized through deeper consumer insights, rational resource use, and flexible communication policies.

In the "blue ocean," characterized by the creation of new market spaces and unique value propositions, the enterprise operates in an environment where open innovation acts as a catalyst for creativity and strategic development (see Figure 2).

Table 4. Optimization changes in management for an enterprise operating in the "Blue Ocean"

Direction of changes	Specifics of optimization changes in management	Nature of optimization changes
Development of strategic thinking and entrepreneurial culture	Management decisions are directed not only at improving the efficiency of current processes but also at identifying new development directions and creating innovative business models.	It acquires an innovation-oriented character, enabling proactive development and effective entry into new market spaces.
Implementation of project-oriented and decentralized management	Management provides autonomy to teams and units responsible for developing and implementing new ideas.	
ntegration of innovative eartnerships into the enterprise strategy	External stakeholders (universities, venture funds, startups) are regarded as co-creators of value rather than peripheral elements.	
Formation of an innovation-oriented corporate culture	The corporate culture fosters initiative, experimentation, and tolerance for risk.	

Source: created by the authors based on [3; 5].

So, open innovation is crucial, as it improves collaboration with external partners, startups, and research communities, opening opportunities for the creation of new business models, the development of innovative products, and going beyond industry standards.

In this context, the following optimization changes in management are possible: development of strategic thinking and entrepreneurial culture; implementation of project-oriented and decentralized management; integration of innovative partnerships into the enterprise strategy; and formation of an innovation-oriented corporate culture (see Table 4).

For example, an enterprise can create an open innovation ecosystem in which internal teams collaborate with external partners-universities, research centers, and startups-to carry out joint projects for the development of new products or technological solutions. This form of collaboration allows the strategic vision of management to be combined with the entrepreneurial potential of external participants, enhancing decision-making speed and organizational flexibility.

As a result, the enterprise's management acquires an innovation-oriented character, enabling proactive development and effective entry into new market spaces.

Regarding marketing, open innovation in the "blue ocean" facilitates its optimization in several ways (see Table 5), including the shift from a competitive to a creative-value strategy. For example, a company can launch an open co-creation platform where customers and partners propose ideas for new products or services, while marketing teams evaluate their viability and potential market value. This approach enables the development of unique value propositions, the creation of new market niches, and the effective adaptation of marketing strategies to the needs of potential consumers before direct competition emerges.

As a result, marketing becomes not only a tool for promoting products and services but also a catalyst for the enterprise's strategic development in new market segments.

Thus, the open innovation concept serves as a shared platform that ensures the enterprise's adaptability, flexibility, and efficiency under any market conditions-both within the "red ocean" of high competition and the "blue ocean" of innovative development.

CONCLUSIONS

Thus, the open innovation concept ensures systemic optimization of an enterprise's management and marketing by combining two key factors: efficiency within a competitive market; creativity, and strategic flexibility in creating new market opportunities. This makes it a universal foundation for the development of enterprises of various types- both those competing in saturated market niches ("red oceans") and those aiming to create new market spaces ("blue oceans").

Among the characteristics of the open innovation concept applied to optimizing management and marketing in enterprises operating in "blue oceans" are: strategic orientation toward innovation and the creation of new market niches, decentralized and project-oriented management, integration of external partners into decision-making, innovation-oriented corporate culture, shift in marketing from a competitive to a creative-value strategy, active involvement of consumers in co-creating products, use of open digital platforms and data, and the formation of a partnership-based marketing ecosystem.

For enterprises operating in "red oceans," the characteristics include: increased flexibility of management processes, shortening of the innovation cycle, optimization of organizational structures through cross-functional teams, involvement of external experts and partners, and a marketing focus on deep consumer understanding, efficient resource utilization, rapid testing of new products, and flexible communication policies.

Table 5. Optimization changes in the marketing of a company operating in the "Blue Ocean"

Direction of changes	Specifics of optimization changes in the marketing	Nature of optimization changes
Shift from a competitive to a creative-value strategy	Marketing focuses not on competing for existing customers but on creating new value that generates demand where none existed before.	It becomes not only a tool for promoting products and services but also a catalyst for the enterprise's strategic development in new market segments.
Active involvement of consumers in the innovation process	Customers become co-creators of new products, enabling more precise identification of future market trends and needs.	
Use of open digital platforms and data	The collection and analysis of large volumes of internal and external data allow the identification of unmet market needs and the creation of new market niches.	
Creation of a partnership ecosystem	The enterprise's marketing efforts are reinforced through collaboration with other market players—from startups to creative agencies and research institutions—ensuring a comprehensive approach to creating customer value.	

Source: created by the authors based on [3—4].

Further research on the application of the open innovation concept in enterprise management and marketing could focus on studying the impact of open innovation on the management and marketing systems of enterprises across different economic sectors.

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