

PROPOSAL OF SYSTEM FOR WORK WITH INNOVATIVE IDEAS, OPPORTUNITIES AND INNOVATIONS IN THE COMPANY

Viliam Lendel, Michal Varmus

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Abstract

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The paper is based on a detailed analysis of literature and conducted research to create a system for work with innovative ideas, opportunities and innovations in company. This paper reports the main results of the research that authors conducted on a sample of 318 respondents. Main purpose of the research was to identify the key elements of the use of innovation in marketing management system for work with innovation, opportunities, knowledge and application of lateral thinking. This paper deals with the identification of the main preconditions for successful use of the proposed system for work with innovative ideas, opportunities and innovations in business. Attention is also paid to the identification of the most common problems in the use of innovation and innovative ideas in business. The paper presents a series of recommendations to minimize the described problems and serves valuable tool for marketing manager for the efficient use of labour with innovative ideas, opportunities, innovation and expertise in the company. Following methods were used for research: comparative method of qualitative evaluation method, the method of structured and structured interviews, observation method, the method of document analysis (method of content analysis) and questionnaire method.

innovation, invention, innovation opportunities, innovative potential, innovation management, system for work with innovations

Innovation activities of business companies have currently significant development potential especially for those businesses that do not have sufficient capital or technological strength to by succeed in a competitive contest with business members of the European Union (Ondáková, 2010). Its competitiveness must therefore build on the rapid and flexible response to developments in the market. In this area, small and medium-sized companies dominate, unless they can effectively evaluate their innovative potential. There we see a place for the proposal of system for work with innovative ideas, innovations and opportunities in the companies to ensure effective use of market opportunities arising through innovation.

The issue of the proposal of system for work with innovative ideas, innovations and opportunities

in the companies is interesting for several reasons. In business practice are encountered more errors on the part of managers and marketers in this area. It is mainly a misunderstanding of the concept of innovation and lack of innovation potential of company. Successful marketers are characterized mainly by their ability to assess the innovation potential of the company, determine the correct marketing activities, resources and tools to achieve it. As a result of their activities is the successful application of innovation in the market.

Managers and marketers of companies operating in Slovakia are increasingly aware of constantly increasing demands and requirements of the customers asked to design, performance, quality of products, but also services. The system works with innovative ideas, opportunities and innovations is

an efficient tool to create a place and space in the company to ensure the proper implementation of innovation and effective alignment for the purpose of satisfying customer needs. An important role in this process is management.

MATERIAL AND METHODS

The main aim of the paper is to acquire new knowledge in the field of innovation management focusing on the area of marketing and show the possibility of creating system for work with innovative ideas, opportunities and innovations. Proposal of system for work with innovative ideas, opportunities and innovations in companies can significantly help to identify weaknesses of a business in this area and identify space for further improvement. The paper contains recommendations for trouble-free operation with innovative ideas, opportunities and innovations in company as well as the proposed system. These recommendations should be served mainly to marketing managers like a valuable tool in the use of innovation in marketing management. The paper also identified areas of potential problems to those the managers have to focus on achieving a seamless work with innovations and knowledge of the business enterprise. Solution of the examined issues in the paper requires the use of several methods depending on the character of each part of the solution.

For the acquisition and collection of information were used analysis of documents (when analysing current and historical data relevant to the issue), questionnaire method and the method of semi-structured interviews (data collection in empirical research). The necessary information was received directly in businesses by observation during the selected innovation and marketing processes.

For the information processing was used mainly method of quantitative assessment (formation of statistical averages, percentages, application of statistical tests and other statistical methods) and the comparative method (when comparing data obtained from the relevant empirical research and the collation of data from the analysis of secondary sources).

The objects of the research were businesses operating in all sectors of national economy in Slovakia. Specifically, the companies included in the medium and large businesses based on the number of employees by the Statistical Office of the Slovak

Republic (SO SR). The target group of research were businesses. These businesses had to meet the following selection criteria:

- scope of Slovakia,
- number of employees more than 50.

Directive of the European Commission no. 2003/361/EC, adopted in 1996, defined the essence of small and medium-sized businesses (Tab. I). As a basic criteria for quantitative classification of businesses is used the number of employees, annual turnover and balance sheet total from the annual balance sheet.

Based on these criteria (including the aforementioned directive), it can be concluded that target group were medium and large businesses operating in the territory of Slovakia. The final respondents were the managers at the top and middle management level of businesses.

For the sampling was chosen representative technique. Its advantage is, that when analysing the data it was possible the found results to generalize to basic set. Specifically, it was used a sample survey on a random basis.

For calculate the sample size was used application available on the internet. The application provided also alternative scenarios for sampling error and sample size.

The size of the sample represents 345 respondents (medium and large businesses) for the desired 95% confidence interval a maximum permissible error of 5%. Because the research involved 318 respondents the maximum sampling error reached 5.23%.

For solve of the problem were used methods of induction, deduction, synthesis (in developing of system for work with innovative ideas, innovation opportunities and innovation in companies, abstraction and modelling.

The current state of dealing with the issue

The word innovation came from Latin and means "restoration". Despite the fact that the content is constantly updated and reviewed, terminological and methodological apparatus is developed, in understanding the nature of "innovation" in academic and professional circles governmental rare coincidence. For the essence of innovation in most scientific disciplines means planned and controlled change to the new system and better state.

Currently in the literature may be encountered with the use of multiple definitions of innovation, the following characteristics are most used: application of new ideas, new idea, a change for the

I: *Classification of businesses in EU*

Category of business	Number of employees	Annual turnover in EUR	Annual balance sheet in EUR
Micro	Less than 10	Less than 2 million	Less than 2 million
Small	Less than 50	Less than 10 million	Less than 10 million
Medium	Less than 250	Less than 50 million	Less than 43 million
Large	250 and more	50 million and more	43 million and more

Source: Directive of the European Commission No. 2003/361/EC

II: Definitions of innovation

Author(s)	Definition
Kovalová (2009)	Innovation is managed process of development, transfer and implementation of ideas into practical applications that induce substantial qualitative change and customers will appreciate it as a new added value for which he is willing to pay.
Dupal et al. (1997)	Innovation is a creative process that combines existing two or more things in a new way with an intention to produce a unique new thing.
Sivák (2009)	Innovation is the introduction of a new or significantly improved product (good or service process, a new marketing method, or a new organizational method in business practices, workplace organization or in the external relations).
West & Farr (1990)	Innovation is the intentional introduction and application of ideas, processes, products or procedures in the role, groups or organizations that are new to the relevant department and have significant benefits for the individual, group, organization or wider society.
Crawford & Di Benedetto (2005)	Common understanding of the concept of innovation, "changes in the industry, particularly in the technological development and their application in products, production processes and services".
Tureková & Mičeta (2003)	Innovation is the practical transfer of ideas into new products (goods and services), processes, and systems of social relations.
21st Century Innovation Working Group (2004)	Innovation transforms insight and technology into new products, processes and services that create new value for stakeholders to drive economic growth and improve living standards.
Hamel (2006)	Innovation is a deflection from traditional management principles, processes and practices or a deflection from customary organizational forms that significantly change the way management.
Christensen (1997)	Innovation is a condition that goes from disturbing existence to somewhat amicable environment.
Wright (2010)	Innovation is the successful exploitation of new ideas to increase customer value and create wealth for society.

Source: own elaboration

better and invention (Kovalová, 2009, p. 183). From a wide spectrum of opinion marketing theorists and practitioners can be selected the most accurate definition of innovation. Their overview is given in Tab. II.

Based on an analysis of the literature we can say that innovation is managed process of creation, transfer and implementation of ideas into practical application, which causes a significant qualitative change and customer will appreciate it as a new added value for which he is willing to pay. Kovalová (2009) points out that while creativity is engaged in the generation of new ideas, innovation extends creativity to the implementation of these ideas. Research again changing money to knowledge and innovation converts knowledge into money.

According Sivák (2009) innovation must meet a minimum requirement that a product, process, marketing method or organizational method is new (or significantly improved) for the company that provides them. Tidd (2007) points out that the basis of innovation is the ability to see the connection observe and exploit the opportunities. According to him, innovation is not just about opening new markets, but also refers to their ability to provide new ways of exposure to existing markets. Important role attributed to knowledge when he states "the point is to create new opportunities by combining different sets of knowledge."

In this paper is paid attention mainly to issues of marketing innovations. The concept of marketing

innovation can take numerous forms. Shergill and Nargundkar (2005) understand marketing innovation as innovation in marketing programs or methods, including the four Ps of marketing. An interesting look at the concept of marketing innovation brings Harms and Rohmann (2002), under which it is new element of the marketing mix, capable of promoting new and evident advantages for companies. Comprehensive view on this issue brings Moreira *et al.* (2012), which states that the ability to generate a variety of new products and services successfully and find new forms of communicating and distributing them is vital for many organizations, since the sustainability of marketing activities is an essential factor for adapting to the market and the immediate changes, new technologies, and competitors' moves. Ren *et al.* (2010) considered marketing innovation as a continuous process in which the entrepreneur re-combines the key marketing elements and establishes a marketing system with stronger market competitive capabilities to facilitate the launch of new products and the promotion of new markets. As the main characteristics of successful marketing innovations indicates a marketing strategy, the path taken in the market, the level of management skills within the firm and its unique organizational culture may be difficult for competitors to imitate or replicate. A particular combination of these factors determines if a marketing innovation will deliver strategic value to a firm (Ren *et al.*, 2010,

p. 82). Weizhen (2009) Marketing innovation is considered as a complex process that involves setting up new marketing concept, creating new marketing measures, enhancing customer's consumption ability and efficiency. It also includes acquiring commercial benefit through taking hold of potential market profit-making opportunities and by reorganizing marketing factors to build a marketing system with more market competitiveness. In conclusion can be indicated the definition of marketing innovation by OECD (2005), according to which marketing innovations involve the implementation of new marketing methods. These can include changes in product design and packaging, in product promotion and placement, and in methods for pricing goods and services.

The basis of every innovation is invention. It is the expression of the creative impulse and the impulse of the individual form. Term invention means in Latin resourcefulness and funny idea. Zaušková (2006) defines invention as new knowledge that results in a change in the structure and level of knowledge. According to her it is about an idea of a new potential change, respectively new solutions.

The innovative idea (invention) is a necessary condition however insufficient. The idea must be feasible and qualify potential success. It is about finding opportunities - the process of change idea into an opportunity. Convert of inventions to innovation opportunity is a complex process that requires some consideration of up to 100 ideas for one successful product (Zaušková & Loučanová, 2008, p. 40). It is therefore essential that the company builds a system of work with invention and innovation, which provides concrete ideas (vague ideas have to be resolved), has the necessary experience and know-how for evaluation, not least the account of the needs and desires of customers. Methodological convert procedure ingenuity to innovate opportunity is shown in Fig. 1.

The first step is to analyse the idea, if it is clearly articulated. In case of need it is necessary to input and make any changes in collaboration with the creator of the idea. After meet it this condition leads to the creation of groups of ideas. Criteria of create of groups are particularly reality of realization and reality of sales.

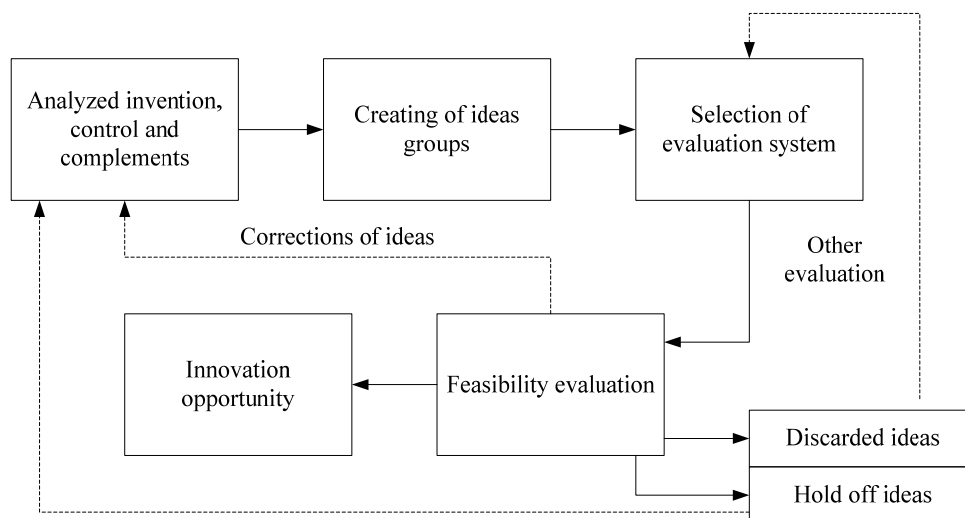
In the next step, there is a choice of evaluation system. Company can create own evaluation system. During evaluating process marketers must reckon with feedback in the form of correction and improvement ideas, making connections, and the partitioning (Zaušková & Loučanová, 2008, p. 40).

It is important to remember that not all marketing opportunities are immediate important for the company. Therefore it is necessary ideas with low current utility to register for future use. Marketers should be actively in finding resources of innovation based on a systematic evaluation of current and future customer needs.

In the current literature are many definitions of innovation potential there. In summary, it can be characterized as:

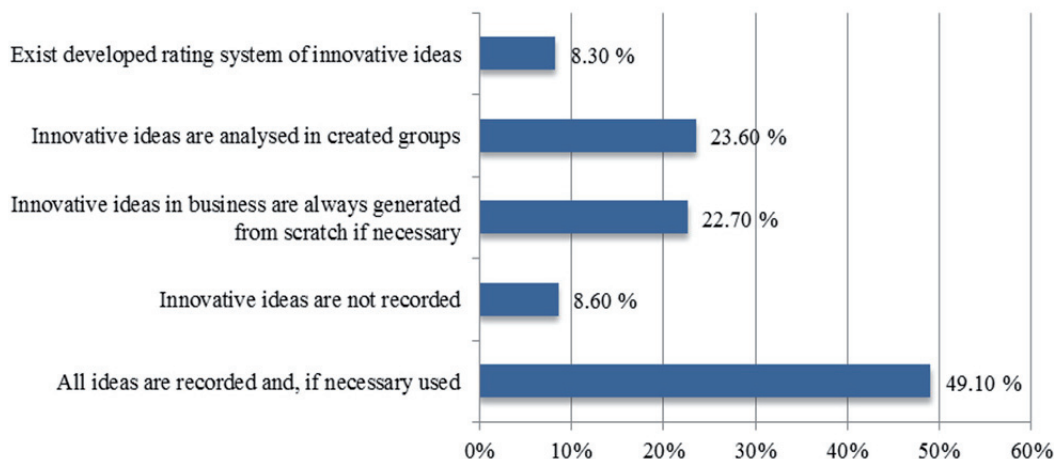
- The ability to use the results of creative work in the company (Mišík, 2002).
- Ability to use the knowledge and experience of its employees (Krško, 2003).
- The total capacity of the company to a successful, permanent pursuit of its vision (Pittner & Švejda, 2004).

Concise definition of innovation potential presents Zaušková and Horňáková (2008). According them the innovative potential refers to the degree of innovation ability of the company, which would be achievable with the optimum use of all parts of the innovation capacity of innovative and barrier-free conditions in company environment. The level of innovation potential depends on the level and quality of the individual components of innovation capacity of the company.



1: Methodology procedure of converting invention to innovation opportunity

Source: Zaušková & Loučanová, 2008, p. 41



2: Work with innovations ideas in Slovak companies
Source: own research

Innovative capacity of the company understand the sum of knowledge, experience, resources, and property management skills and skills that are available in the company, or is able to get in time.

Innovation is expressed in terms of business, such as real innovation potential achieved, respectively measure, such as the real business innovation capacity used (Horňáková & Zaušková, 2008, p. 100).

Empirical research – the situation in the Slovak businesses

In the period from January to November 2010 was carried out research whose primary task was to obtain and interpret information about level of innovation using in the marketing management of Slovak companies. The main purpose of research was to identify key elements of innovation in marketing management, system for work with innovations, opportunities, knowledge and application of lateral thinking. The data gave a complete view of the preparedness of Slovak companies to use (implement) innovations in marketing management.

The sample consists of 318 managers of medium and large companies operating in the Slovak Republic. Most managers were contacted through an electronic questionnaire (84.7%). 15.3% of managers were contacted through personal questioning by a structured interview. In the process of information processing have been used χ^2 test of independence marks of quality and cluster analysis.

Up 31.2% of surveyed respondents did not occupy with the issue of innovation in marketing management. In contrast, only 23.5% of respondents said they apply innovations in marketing management, which can be considered as a positive development. In the phase of the study is 8.9% of businesses surveyed, 6.1% are in the process of deciding on its relevance to business and to 30.3% of managers surveyed said they are trying to implement innovations in marketing management.

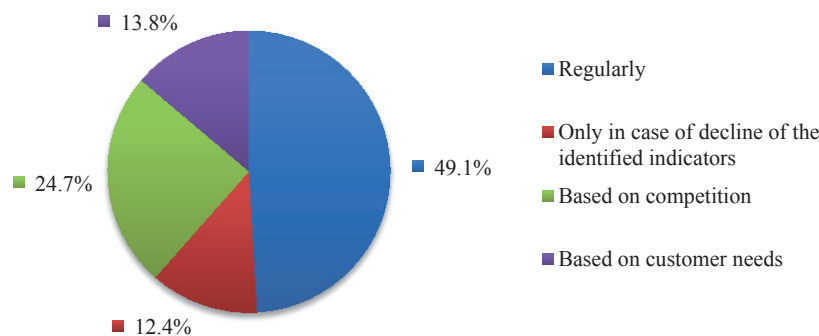
All ideas are recorded and, if necessary used only by 49.1% of respondents (Fig. 2). To contrast, only 8.6% of respondents recorded no innovative ideas. 22.7% of surveyed respondents reported that their innovative ideas in business are always generated from scratch if necessary. 23.6% of surveyed respondents use analysis of innovative ideas in created groups. Only 8.3% of respondents have developed rating system of innovative ideas, which is necessary for successful implementation of innovations in marketing management.

The main identified problems hindering the use of innovation in marketing management managers is the lack of necessary funds (43.7%), lack of enabling environment to support development of innovation (35.6%) and inefficient work with innovative ideas (34.4%).

The χ^2 test of independence of qualitative characters showed that there is no dependency between the application of marketing strategy and business company preparedness to exploit innovations in to marketing management.

Based on the results of cluster analysis can be stated that the majority of companies surveyed (54.8%) falls within a cluster. It is made up of marketing managers who attach great importance to the two crucial elements for the use of innovation in marketing management, and product and lateral thinking. They realize all the benefits of applying lateral thinking in relation to the product. Lateral thinking is understood as a way to achieve product innovation providing new needs for new customer groups.

A very small part of the businesses does not apply any upgrade (only 6.2%). The most frequently of them used product innovations include a focus on new opportunities to use the product (38.3%). About 32.6% of respondents use some variation of the characteristics of the product. The positive trend can be seen that only 28.7% of surveyed respondents transforms product, which then meet the new needs. The least used product innovations are changing the



3: Intensity approach to product innovation
Source: own research

size or shape of packing (only 11.4 %), change the product (20.4%) and facilitate the purchase of the product (24.5 %).

More than half of respondents (53.1 %) identified as the primary objective of innovation policy products to reach new target groups of customers. About 23.7% respondents considered the main objective of stabilizing the current market share. About 16.5% of surveyed respondents want to create new market space. Only 6.7% of respondents consider extending the product life cycle as its principal objective of innovation policy products.

Almost half of surveyed marketing managers (49.1%) stated that the innovation of products accessed regularly. 12.4% of respondents accessing product innovation only in case of decline of the identified indicators such as sales decline, the number of customers and so on. 24.7% of respondents in this area is governed by competition and 13.8% based on customer needs (Fig. 3).

By cluster analysis were discovered three main clusters. The first cluster consists of businesses whose marketing managers do not attach to product or lateral thinking high importance. Their attention is to other key elements of the application of marketing innovations such as the invention and innovative strategy. This cluster can be characterized as the least potential in terms of building a system to work with innovative ideas, opportunities and innovations in business.

The second cluster consist of marketing managers who oppose to both elements (product, lateral thinking) neutral. They are not considered them like irrelevant or very important.

The third cluster is formed by marketing managers, who attach great importance to both elements (product, lateral thinking). This is a very significant cluster. It consists of up to 62.8% of the interviewed businesses. Marketing managers located in this cluster are aware of all the benefits from the implementation of marketing innovations in relation to the product. They understood lateral thinking as the way to achieve product innovation providing new needs for new customer groups. This cluster can be described as the most potential in

terms of building a system to work with innovative ideas, opportunities and innovations in business.

Test of independence of qualitative characters confirmed that there is a relationship (dependency) between the applied dominant business concept and degree of readiness of medium and large businesses to use innovation in marketing. The second test of independent quality characteristics did not confirm that there is a relationship between the applied marketing strategy and business readiness for the application of innovation in marketing. Based on the above findings, it is necessary to design the system to work with innovative ideas, opportunities and innovations in business based on applied business concepts.

Proposal of system for work with innovative ideas, opportunities and innovations in company

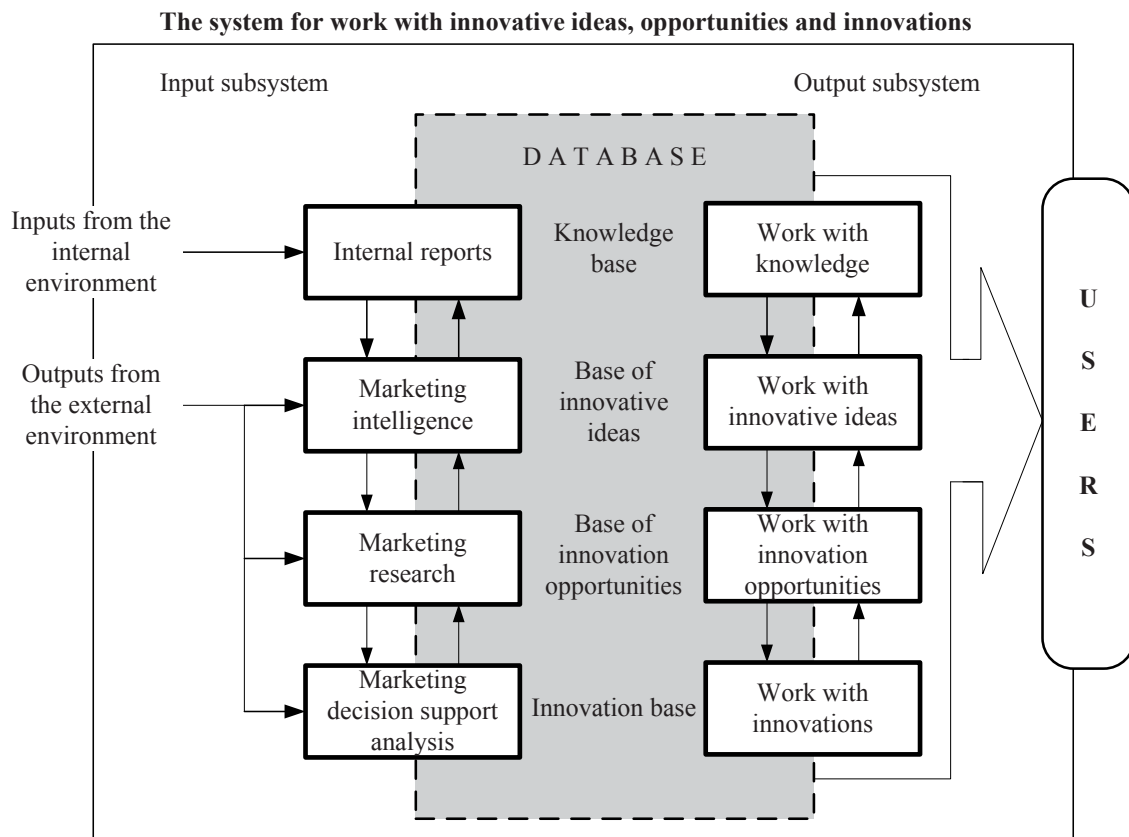
An essential prerequisite for the success of innovation management in a company can be an effective system to work with innovative ideas, knowledge and innovation. Our proposed system (Fig. 4) is based on the marketing information system, which includes four main modules (Kotler, 1998):

- Module: Internal reports,
- Module: Marketing intelligence,
- Module: Marketing research,
- Module: Marketing decision support analysis.

The proposed system uses the following modules of marketing information system, which is extended by four basic modules:

- Module: Work with knowledge,
- Module: Work with innovative ideas,
- Module: Work with innovation opportunities,
- Module: Work with innovation.

Interconnection of modules ensures the smooth flow of the necessary information required by the marketing staff of the company in real-time. Each module includes a database as a basic building block. The main objective of the proposed system is to eliminate the problems in working with innovation in the company.



4: The proposed system for work with innovative ideas, opportunities and innovations
Source: own elaboration

Users of the proposed system are marketers, managers of marketing departments who have the authority to work with databases of individual modules. Business executives can set access privileges for marketing staff (full authority, limited authority). Users of the proposed system are individual marketers who use knowledge and innovative ideas in their work.

Module for work with knowledge

The main task of this module is to ensure effective working with knowledge when is needed. It is important that knowledge is registered in one database, from which it will be possible, if necessary, request the knowledge. Knowledge base ensures that the company will know exactly such knowledge there are, by what are minimizing the common situation where the marketer needs the knowledge, which knowledge although has his colleague. When the company does not operate any recording system, this knowledge must be obtained new by marketer, which requires, in some cases, considerable funds and above all time, which could be used for other marketing activities. Marketing staff has the ability to store the knowledge in the database, update and search the knowledge database. If necessary, the marketer has the opportunity apply for the necessary knowledge. If this knowledge is in the database, then it is given. Otherwise, experts with

whom the company cooperates are contacted and it is assumption that they have the desired knowledge.

Module for work with innovative ideas

Innovative ideas are considered to be essential, but not necessary, condition for the establishment of innovation opportunities and thus the creation of innovation. It is necessary that the company maintain detailed evidence of their innovative ideas in a central database serving directly for this purpose. If necessary, the marketer has opportunity to examine all the innovative ideas that business registers. Found out an innovative idea enters to the module of work with innovation opportunities. It is also important that in database innovative ideas and register all ideas, i.e. regardless of their current topicality use in marketing.

Module for work with innovation opportunities

An innovative idea in this module is further processed. It is subjected to rigorous analysis. This will create a group of ideas, which are subject to assessment of their feasibility. If innovative ideas are not used in the present they are transferred back to the database of innovative ideas as hold off ideas. These are then monitored at a later stage in the case of the possibility of their application they are used. Innovative ideas are feasible; they are excluded from the total of the proposed system. Innovative

ideas are evaluated as a viable transformed into an innovative opportunity that is stored in the innovation opportunities. If necessary, it can be requested that it be made available.

Module for work with innovations

Innovation opportunity is subject to rigorous analysis. It is then evaluated and leads to its application. In this process it is important that the company used and relied on the knowledge stored in the database. Product innovation created is stored in the innovation. Here is a detailed registered all innovations that company has (in service, in reserve...). If it is required marketer can receive the necessary information about product innovation.

Module for internal reports

This module is designed to collect and create knowledge and innovative ideas coming from the internal environment of the company. This is particularly the use of the innovative potential of the company, which depends on the use of its innovative capacity. It is all about knowledge, experience, marketing, leadership and skills held by employees. An important part of the innovation potential of the resources and assets of the company. This module also uses the information about orders, sales, pricing, claims and liabilities and also receives information from its own financial and statistical records, accounts, analysis of the business and economic reporting dealers. The analysis of this information enables to marketers to identify innovation opportunities and important issues hindering their use.

Module for marketing intelligence

This module aims to provide marketers information about every day and expected developments in the marketing environment of the company. The module is designed to collect and create knowledge and innovative ideas coming from the external environment. The external environment is made up of mainly business customers who bring new ideas, new needs that create the necessary pressure to innovate. Research institutes, experts, universities, consulting organizations are also part of the external environment. This group is the source of much knowledge, which can then be applied in marketing and innovative use. Contractors and government agencies as part of the external environment also provide important information that can be variables on knowledge.

Module for marketing research

This module allows marketers through marketing research to solve specific business problems and opportunities. It is all about getting to know the behaviour and actions of customers, competitors and identify the changes that occur in the area of product innovation.

Module for marketing decision support analysis

This module gives marketers decision support systems. Its mission is to create and provide a variety of ideas for future development by the award of any variant of input conditions. For better decision-making provides to marketers a model of decision support.

DISCUSSION

The basic prerequisite for the successful operation of the proposed system for work with innovative ideas, opportunities and innovations is a detailed analysis of the innovation activities of the company. For this purpose, a company can use several marketing analysis (SWOT, SPACE, STEEP, Porter, etc.) from which emerge sub-problems, which them is company struggling in marketing and in applying their innovation activities (Lendel & Varmus, 2011).

These analyses mostly confirmed low level work with innovation and their use in company. Another problem is the lack of use of innovation potential, which results in a low utilization rate of innovation in marketing. In the analysis it is necessary to focus on the business area of product policy and the frequency with which company approach to innovation products. There is a need to identify the main factors, which accesses a company to innovate their product (sales, competitive behaviour...).

In the field of product policy, the company should pay attention to the issue of implementation of marketing. The company should use only vertical marketing minor modifications characteristic of the product, material change, or its colour, shape, size and packaging. The analysis should identify innovative environment and the appropriateness of the application of lateral marketing distinctive by using of lateral thinking.

Important areas examined in the analysis are innovative marketing ideas. It is necessary to clearly define from what environment (external, internal) come these ideas and appropriately adapt communication in the company in order to avoid barriers to adoption of these ideas (from company employees, partners, organizations...)

The most important area in the framework of the analysis is evidence of coming innovative ideas. If the analysis confirms that innovative cases coming from the external and internal environment are not registered in the company, it often contributes to inefficient work of marketers who are either engaged in inbound invention, all or just follow one invention. The same situation may also occur in the register and work with innovation opportunities. Important in this case is that the company's management realized the need to work with innovation and create innovation activities. The above problems can be summarized as follows:

- Absence of evidence inventions, innovation opportunities and innovations,
- Inefficient work with innovative ideas,

- Narrowly limited innovation policies based on the principles of vertical marketing,
- Non-use of innovation potential,
- Lack of appropriate environment conducive to the creation of innovation.

To minimize the problem of *non-use of the innovation potential of the company* may suggest that company pay attention to devote a detailed analysis of its innovation capacity. The company must keep track of their knowledge, experience, resources, property and managerial ability and skills available to it and can be fully used in the development and management of innovation in the field of product policy. This requires, however, that the company management had an exact idea of the work of innovation, which must be reflected in the marketing strategy and marketing plan, underpinned by the corresponding human and financial resources. The company must actively communicate with the marketing staff and involve them in the development of marketing strategies. Also, to top management may be recommended to create an incentive program that will encourage marketers in bringing innovative new ideas and suggestions.

In *the absence of a registration system of inventions, innovation opportunities and innovation* can be undertaken to recommend its innovative ideas, innovation opportunities and innovation of records in the relevant databases related to information systems. The prerequisite for the application of lateral marketing can be to work with innovative ideas. Everyone in the company in case a motion to innovation must know exactly how to load it. This will be only reliable evidence on the state of inventions, innovation opportunities and innovation. Company may be advised to register all the innovative ideas (invention), i.e. and those that are not currently apply.

Alone is *not sufficient evidence of innovative ideas*. It is necessary for the business to ensure effective work with innovative ideas. To achieve this, to the company manager can be recommended (Lendel & Varmus, 2012):

- A system to work with innovative ideas, knowledge and innovation,
- Creation of knowledge base, which will include a summary of the knowledge, experience, abilities and skills useful in developing new products for new target groups of customers,
- Connection of the system to the marketing information system,
- The use of an expert.

When it is *applying narrowly defined innovation policy* based on the principles of vertical marketing, manager of the company may suggest that the company began to use lateral thinking. These thinking causes business marketers will be happy to invent something new and a solution will often just use unconventional methods. Managers must explain the benefits marketers, resulting in the application of lateral thinking. This will enable a smooth transition to the use of lateral marketing.

In the absence of an enabling environment conducive to the development of innovative company manager recommends focusing on creating pro-innovative business culture with appropriate settings incentive program. In addition to the above mentioned recommendations, the application of ways of improving the work environment of innovation, it is necessary to focus on the marketing staff. Top management should seek to stimulate their activity by creating appropriate environment that will ensure open communication, discuss innovative ideas and work in teams. Marketers must transmit their enthusiasm to new solutions.

CONCLUSIONS

Based on the analysis (literature, empirical research carried out) were discovered the facts that helped to create System and pointed to the problems that affect the work with innovative ideas, innovation opportunities and innovation in companies. The goal of company marketing should be continuous improvement of products, carrying new ideas, visions and emotions into them and enter them on the market as yet unopened areas, where they develop to meet new customer needs. For this purpose it is necessary for the company to operate an efficient system for work with innovative ideas, innovation opportunities and innovation.

Solution of the paper was aimed at the creation system for work with innovative ideas, innovation opportunities and innovations in company, and its crucial outcome is to identify the main problems in the implementation of created system. For the smooth progress have been developed the recommendations, which represent a valuable tool for marketing managers in developing and implementing system for work with innovative ideas, innovation opportunities and innovations in company. Recommendations are not only for reducing the likelihood of problem areas and as prevent, but also as a tool to improve innovation processes in the business.

SUMMARY

The main aim of this paper is to gain new knowledge in innovation management, marketing management, specifically identifying the main problems hindering the successful use of the system for work with innovative ideas, innovation opportunities and innovations in company and provide appropriate recommendations to minimize their occurrence.

The necessary information was obtained on the basis of scientific literature and through carried out empirical research on a sample of 318 respondents who were managers of medium and large businesses operating in the Slovak Republic.

Solving of problems required the use of multiple methods, and methods of analysis of documents, questionnaire method, semi-structured interviews, observation methods, the method of quantitative evaluation, methods of induction, deduction, synthesis and abstraction.

Based on the analysis of scientific literature, the authors defined the definition of the innovation: *It is a managed process of creation, transfer and implementation of ideas into practical application, which causes a significant qualitative change and customer will appreciate it as a new added value for which he is willing to pay. We also defined the basic concepts of innovation management, i.e. inventiveness, innovation ability of company, innovation, innovation capacity.* Carried out by empirical research brought the following major findings:

- Up 31.2% of surveyed respondents did not occupy with the issue of innovation in marketing management,
- Only 8.3 % of respondents have developed rating system of innovative ideas, which is necessary for successful implementation of innovations in marketing management,
- The main problems hindering the use of innovation in marketing management managers identified the lack of necessary funds (43.7 %), lack of enabling environment to support development of innovation (35.6%) and inefficient work with innovative ideas (34.4 %),
- More than half of respondents (53.1%) identified as the primary objective of innovation policy products reach new target groups of customers,
- Almost half of surveyed marketing managers (49.1 %) stated that the innovation of products accessed regularly.

System was created to work with innovative ideas, innovation opportunities and innovation in business, which consists of eight modules:

1. Module: Work with knowledge
2. Module: Work with innovative ideas
3. Module: Work with innovation opportunities
4. Module: Work with innovations
5. Module: Internal reports
6. Module: Marketing intelligence
7. Module: Marketing research
8. Module: Marketing decision support analysis.

Also were identified major problems to the use of innovative ideas and innovation in company and proposed recommendations to the contrary, to ensure trouble-free operation with them. Each identified problem is characterized, and the recommendations are designed to minimize the problem. These recommendations do not only serve to reduce the likelihood of problem areas, as prevention, but they are also as a tool to improve innovation processes in business.

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Address

Ing. Viliam Lendel, PhD., Ing. Michal Varmus, PhD., Faculty of Management Science and Informatics, Dept. of Management Theories, University of Zilina, Univerzitná 8215/1, 010 26 Žilina, Slovak Republic, e-mail: viliam.lendel@fri.uniza.sk, michal.varmus@fri.uniza.sk