

## SUBSTANTIATION OF SOURCES OF INNOVATIVE IDEAS

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The process of developing a new product begins with putting forward ideas. The company's management must determine which products and which markets should be focused on and what goals should be achieved in the production of a new product. It is necessary to establish how to distribute the company's efforts between the development of original products, modification of existing ones and copying products produced by competitors.

There are many sources of ideas for new products: ideas can come from consumers, scientists, employees of the company, competitors, dealers of the company and senior management (Fig. 1).

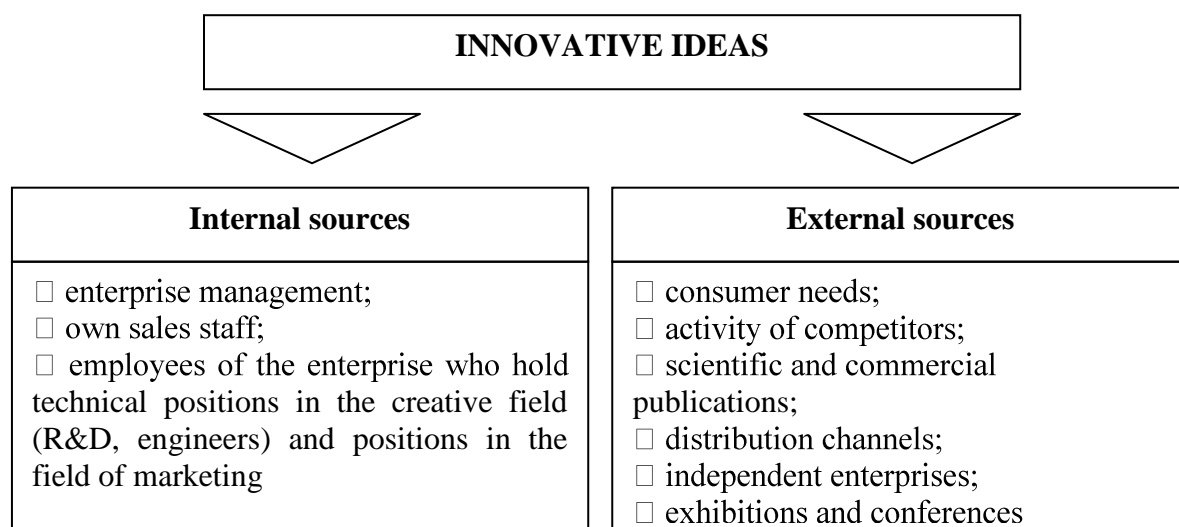


Figure 1 - Sources of innovative ideas

*Source:* developed by the authors

The concept of innovative marketing is based on the fact that it is most logical to consider the starting point in the search for new ideas of consumer needs and desires. Most ideas for new industrial goods came from consumers. Businesses that produce industrial equipment can learn a lot from their leading users, ie consumers who use their products most professionally and feel the need to improve it before other customers. The wishes and needs of customers can be monitored through surveys, design tests, group discussions and consideration of proposals and consumer complaints. Many of the best ideas were born after consumers were asked to describe the problems that arise when using the product.

The company can also expect new ideas from its scientists, engineers, designers and other employees. Successful companies encourage the desire of employees to find ways to improve production processes, as well as goods and services of the enterprise.

Good ideas also come when studying the goods and services of competitors. You can learn a lot about the activities of competitors from distributors, suppliers and sales representatives, find out which qualities of new products attract competitors and which they do not like. You can buy competitors' products, disassemble them into parts and make your own on their basis, but of better quality. Japanese companies have proven themselves to be unsurpassed masters in copying goods while improving them.

A great source of ideas for new products are sales representatives and dealers. They are in constant contact with customers, know their needs and complaints. Often they are the first to learn about new developments of competitors. There is a growing number of companies in which sales representatives, distributors and dealers are specially trained to find new ideas and rewarded for success in this field. Another source of ideas can be the top management of the enterprise.

There are other sources of new ideas, including inventors, patent attorneys, university and commercial laboratories, industry consultants, advertising agencies, marketing research agencies, industry publications, and other idea generators.

Ideas can come from many sources, but the likelihood that they will attract the attention of management depends on the employee to play the role of an influential defender of the product, without which, as a rule, the product idea is never taken seriously.

Generating as many ideas as possible to create a new product is the most important prerequisite for successful innovation processes. The technology of searching for innovative ideas in conducting innovative research and development in the general case can be based on formalized or heuristic methods.

Formal search methods implement clearly defined procedures for obtaining new solutions for specific tasks. Such methods have proven themselves well, for example, in information and patent research, in the analysis of the funds of known technical solutions, etc. Usually such methods are quite effective when used at a higher intellectual level of already known development, ie the creation of an innovative product based on a borrowed idea. In this case, the main task of the researcher is to find the necessary idea, already expressed earlier. Note that there is nothing wrong with this process. The development of scientific and technological progress does not involve the promotion of only new, original ideas that have not yet been expressed, but even more involves the further development and improvement of previously expressed ideas, which form the basis, the foundation for moving forward. The practice of innovative activity shows that in many enterprises successful and effective innovation is not its original, but borrowed development. In this case, problems may arise at the level of civilized borrowing of such a design. It is no secret that Ukraine does not yet have an appropriate culture of using other people's intellectual achievements. The primitiveness of the relationship between enterprises and individual subjects of production and entrepreneurial activity in matters of illegal use of intellectual property often leads to outright theft. Unfortunately, the legislation of our country in this direction is far from perfect.

The heuristic search for innovative ideas is based on the science of creative thinking - heuristics. Scientific and practical achievements of such sciences as psychology of creativity, systems analysis, operations research, game theory,

praxeology, etc. are also successfully used together with it. Heuristic search methods much more often lead to fundamentally new innovative solutions, which then acquire the status of invention or even discovery. In this regard, it is with the help of heuristic methods that you can intensify the process of obtaining original ideas, increase their concentration in their overall flow. The latter goal is the most important. It is incredible and sometimes crazy ideas that are not only the most competitive, but also provide the strongest innovative breakthroughs.

In our country and abroad, a large number of methods and techniques of formalized and heuristic search for innovative ideas, the scientific level and practical effectiveness of which is constantly increasing. If initially developmental methods were based only on the simplest methods of associative thinking, then modern methods of finding solutions are characterized by a comprehensive approach, systematic analysis of the problem and algorithmization of creative processes that help in a short time to find the most effective solution. Modern methods provide for the possibility of automated implementation of this process using the latest computer technology and using a global information network, which significantly expands the creative potential of man.

Methods of finding new ideas in their skilled application are a reliable and effective tool in the arsenal of innovation management.

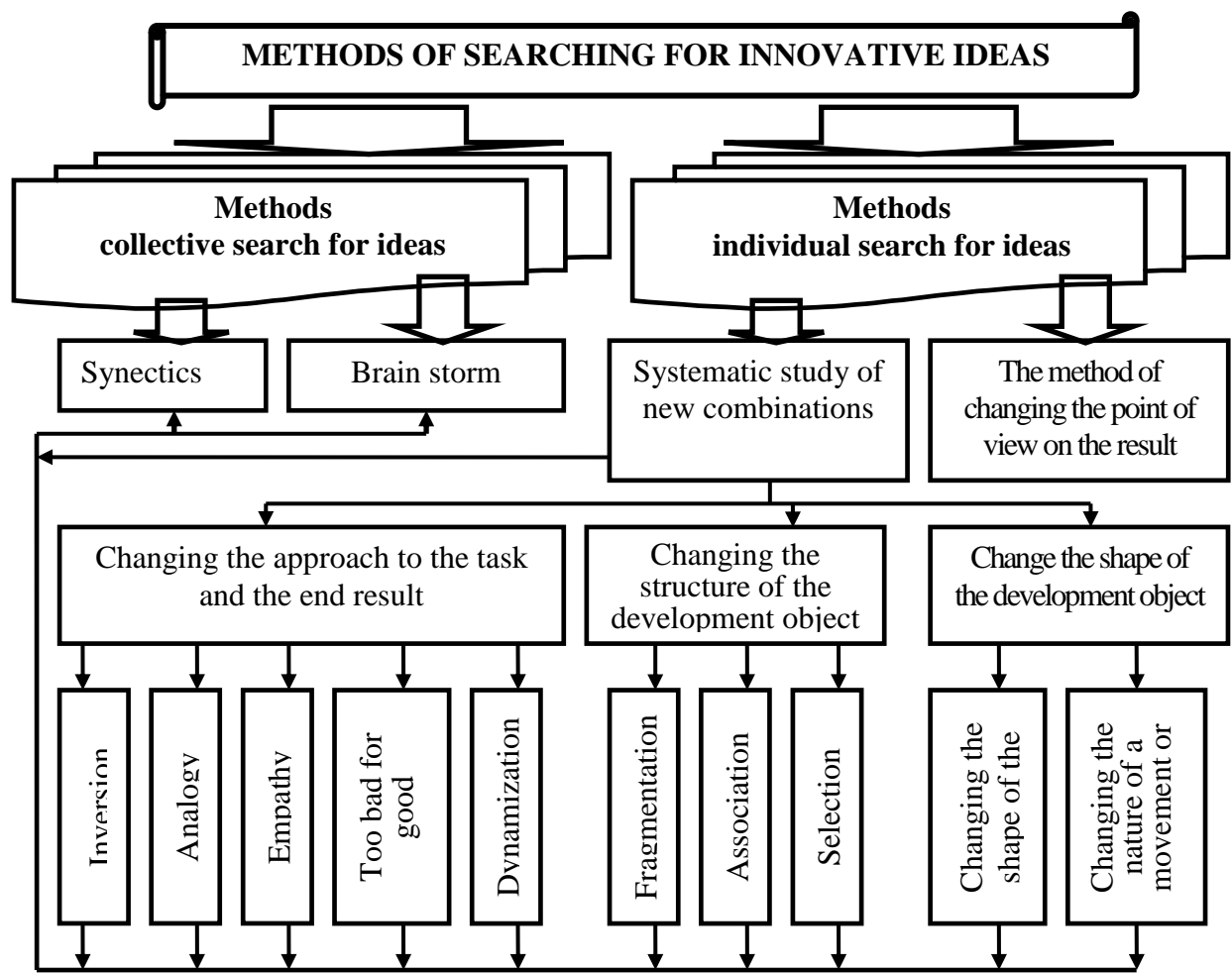


Figure 2 - System of methods for finding innovative ideas

*Source:* developed by the authors

Knowing and being able to use them is the direct responsibility of any leader working in the creative field. Psychological inertia often prevents the researcher from finding an unusual creative solution. It is caused by various factors: fear of penetrating someone else's industry, fear of putting forward a funny idea, ignorance of the basic techniques of putting forward incredible ideas. Existing methods of finding innovative ideas allow you to throw off the chain of psychological inertia, significantly increase the efficiency of creative processes.

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