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## **TECHNOLOGICAL SCOUTING AS A TOOL FOR INNOVATION COMMERCIALIZATION**

In today's globalized world, characterized by the rapid pace of technological advancement, innovation has become a key driver of economic growth, competitiveness, and enterprise resilience. However, the mere creation of an innovation does not guarantee its successful integration into the market environment. The commercialization of innovations is a complex, multifactorial process that requires not only technical implementation but also strategic management, marketing support, and financial backing. In this context, technological scouting emerges as an effective tool for identifying, evaluating, and implementing promising technological solutions with high commercial potential [1].

Technological scouting is a systematic process of searching for, analyzing, and selecting new technologies that can be integrated into a company's production or business model to enhance its innovation activity and market efficiency. Its economic essence lies in reducing transaction costs associated with the search for relevant technologies, shortening the time required to develop in-house solutions, and minimizing risks related to the uncertainty of the innovation environment. Through technological scouting, enterprises gain access to external sources of knowledge, enabling them to adapt to market changes, integrate open innovations, and build sustainable competitive advantages.

One of the key principles of technological scouting is its orientation toward open innovation, which involves active interaction with

external sources of knowledge—universities, research institutes, startups, patent databases, and other actors within the innovation ecosystem. The economic rationale of this approach is based on reducing internal research and development costs, accelerating the implementation of new solutions, and expanding the technological capabilities of the enterprise. Open innovation allows companies not only to attract external ideas but also to effectively commercialize their own developments through licensing, joint ventures, or venture capital funding.

Another important aspect of technological scouting is strategic analytics, which includes monitoring technological trends, assessing patent activity, analyzing the competitive landscape, and forecasting the potential of innovations. The economic significance of the analytical component lies in improving the accuracy of managerial decisions, reducing the risks of investing in ineffective technologies, and optimizing the portfolio of innovation projects. With the help of analytics, enterprises can respond in a timely manner to changes in the technological landscape, develop long-term development strategies, and ensure sustainable commercialization of innovations.

Technological scouting also involves the active use of digital platforms, databases, and artificial intelligence tools to automate the process of searching for and evaluating technologies. The economic essence of digitalizing scouting lies in reducing the costs of analytical activities, increasing the efficiency of processing large volumes of information, and ensuring prompt access to relevant technological solutions. The use of digital tools enables enterprises to scale the technological scouting process, integrate it into the overall innovation management system, and ensure synergy between technical and business units.

In summary, technological scouting is an integral component of the modern model of innovation commercialization, which is based on openness, flexibility, and strategic knowledge management. Its implementation enables enterprises not only to effectively adapt to changes in the technological environment but also to develop innovative business models that ensure sustainable economic development. In the context of Industry 4.0 and digital transformation, technological scouting becomes particularly relevant as a tool for

integrating innovations into market practice, enhancing investment efficiency, and ensuring the long-term competitiveness of enterprises.

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## **MARKETING OF INNOVATIONS IN SMART ENTERPRISES: DIGITAL TOOLS, ANALYTICS, AND MANAGERIAL DECISIONS**

In the context of smart city development, marketing ceases to be a communicative function and becomes a system-forming mechanism integrated into digital architecture. Unlike traditional companies, smart enterprises view innovation as a continuous and measurable process, where data flows become both source material and criteria for management decisions. This transformation turns marketing into a dynamic analytical environment capable of detecting weak signals of market changes and turning them into structured development scenarios [1–4].

A defining feature of smart enterprises is the integration of IoT sensors, cloud analytics modules, and customer interaction platforms into a single information space. Such technologies make it possible to record user reactions even before formal feedback appears. Predictive models based on data often outperform expert assessments, especially in volatile conditions. The enterprise receives not just an aggregate satisfaction score, but a detailed map of microbehavioral patterns: frequency of interactions, changes in usage scenarios, manifestations