

INNOVATION & ENTERPRISE INNOVATION STRATEGIES

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Purpose: The purpose of this work is to presents the concept of innovation and its function in an enterprise. The sources and types of innovations have been described in this work. Innovation strategies used in enterprises were also presented.

Design/methodology/approach: Due to the cognitive nature of the article, the aim of the work will be achieved using the method of analyzing the literature on the subject. Literature studies include Polish and foreign publications.

Findings: Innovations are a multi-faceted concept and relate to various areas of a company's operation – products, distribution channels, business processes, service methods, relationship with business partners, marketing and strategic alliances, etc. Nowadays, innovations are the most compelling way to gain a competitive advantage in the market. Innovation strategy depends on the type and size of the enterprise, as well as a company's financial capabilities. Thanks to financing innovative activities, a company has a chance to achieve long-term growth. In today's world, it is difficult to survive without innovations. Innovative enterprises have become the driving force of the economy.

Originality/value: The article is a review of the literature on innovation. This work can help entrepreneurs who want to innovate their companies and achieve long-term growth. Managers can choose the optimal innovation strategy appropriate for the enterprise.

Keywords: innovations, strategy, enterprise.

Category of the paper: Research paper.

Introduction

High development dynamics and intense competition characterise the world economy. The ability to acquire and process knowledge and information is an essential aspect accompanying the development of enterprises. Factors such as entrepreneurship, knowledge and, in particular, innovation are gaining in importance. Due to the increasing requirements of

customers, innovations are increasingly crucial in enhancing the competitiveness of a given entity. Thanks to this, other companies undertake innovative activities by seeking new, unconventional solutions in order to strengthen the competitive position of a country in the international arena. More and more companies pay special attention to improving the quality of their products and services. Human capabilities and increasingly better equipment allow for the implementation of new technical and technological solutions, which in turn allow for the improvement of existing products and services or the creation of entirely new, previously unknown products and services. Therefore, innovations are very important for companies. They are an inseparable element of the modern economy, but they also affect all human activities. There are many works on innovation. This work focuses on concise presentation of the concept, differentiation and indication of sources of innovation and presentation of the innovation strategy in an enterprise.

1. The concept and essence of innovation

In the modern world, the concept of innovation is comprehensive. This term has its origin in the Latin word "innovatio", which means renewal (Kopaliński, 2007). The concept of innovation is also often defined as the Latin word "novus", which means novelty (Borowski, 2011). It is worth paying attention to the explanation of the concept of innovation in the classic approach suggested by Schumpeter. In this theory, which is one of the most well-known in entrepreneurship, innovation was presented as the primary phenomenon in economic development. It is an original combination of capital and a means of production, covering five combinations occurring in the following cases (Schumpeter, 1960):

- making a new product or introducing products with unconventional properties onto the market,
- introduction of an innovative production method,
- introduction of a new market,
- obtaining unknown sources of raw materials,
- introduction of new market structures in an industrial organisation.

In this approach, innovation is the introduction of a new solution to practice. While the author was formulating the definition, he focused mainly on technical innovations and their impact on the economy. Schumpeter is the creator of the concept of so-called "creative destruction", consisting in the constant destruction of old structures and the creation of new ones characterised by greater efficiency. Innovation is a process containing all activities related to the creation of a concept, the emergence of new products, as well as the implementation of a new or modernised product, process or service (Figure 1) (Isaksson et al., 2019).

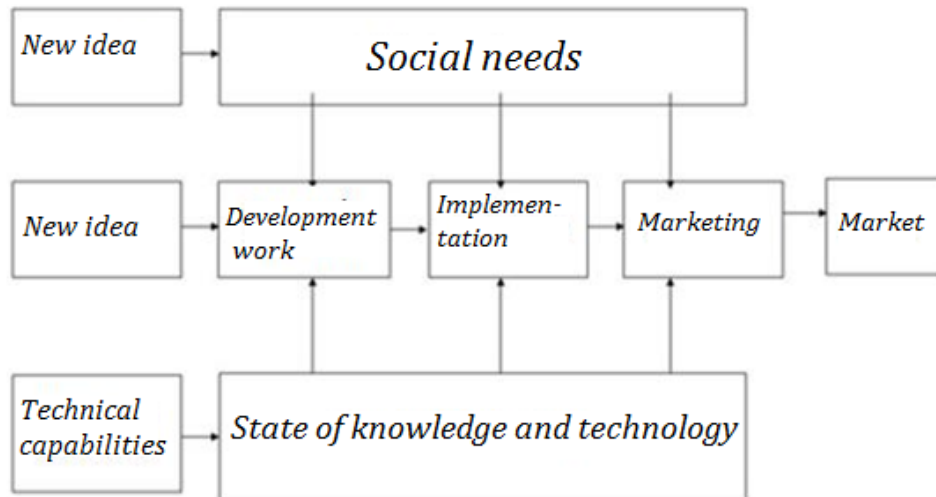


Figure 1. Innovations model. Adapted from: „Zarządzanie innowacjami” by A. Pomykalski, Copyright 2001 by PWN, p. 26.

The fundamental point of innovation is the theoretical concept or vision. However, the concept itself is not an innovation or an invention; it remains only a vision which starts the innovation process. Innovations are a consequence of implemented social, legal, organisational, cultural and economic processes. Innovation conceals a specific set of processes and phenomena that include not only the creation and introduction of innovation, but also its economic and social efficiency (Kozłowski, Latusek-Jurczak, 2014). Peter Drucker sees innovations as being of an economic or social nature rather than technical, which means a change of worth, as well as satisfying consumer needs through the use of given resources. Innovations are an essential tool in the hands of an entrepreneur aimed at providing new services or starting a new business (Drucker, 1985). In his opinion, "systematic innovation is a targeted and organised search for changes and a systematic analysis of the opportunities that these changes can offer for economic or social innovation". Continuing this idea, systematic innovation is, therefore, monitoring the following innovative sources:

1. something unforeseen,
2. the contradiction between what is currently and what should be,
3. the desire for success,
4. modification of the industry or market structure,
5. the demography,
6. changes in perception, trends, significance,
7. new scientific and unscientific skills (Strużycki, 2006).

The first four points take place within the enterprise or a given sector and are visible to people within the organisation. The other three sources are the result of changes in the external environment. Brillman presents a slightly different outline of innovation. He recognises that innovation is a corollary of the implementation of some original idea. It confirms the fact that thanks to innovations, companies have a better chance of development and meeting the

challenges posed by competitors. In the aspect presented by Brillman, creativity is a specific skill represented by a company. He distinguishes between two types of creativity: adaptive and innovative (Brillman, 2002). First – adaptive creativity characterises employees who, thanks to improving their skills, contribute to the better functioning of the company. On the other hand, innovative creativity outlines the discovery of new, unconventional solutions, methods and ways that can become the dominant point of a company (Hong et al., 2019). It is undeniable that making a creative company or conditions conducive to the development of creativity is a huge challenge (Trompenaars, 2010).

Innovation is a definitionally contentious issue related to concepts such as creativity, change and vision. Some people associate innovation with all changes (Euster, 2019). Innovation should be analysed as a continuous process. Given the speed at which new technological ideas are assimilated, it can be said without any doubt that progress is continuously being made. Therefore, further changes and further innovations are needed so that the effects persist. One-time improvement without continuing development can even lead to a falling out of the market. The constant pursuit of something perfect is represented by the "kaizen" philosophy, called the philosophy of continuous improvement. In the production of products, it is characterised by the desire to provide customers with products of the highest quality (Stabryła, 2005). Conditions of a turbulent environment, uncertain globalisation and the future exert pressure on companies to familiarise themselves with upcoming trends in theory and practice.

Under such conditions, sticking to the previously used traditional management methods may be associated with adverse effects in positioning a company on the market. Competitiveness, strategic advantage and generated profits do not depend entirely on skills and current management. Investment and development activities are also essential. Thanks to financing innovative activities, a company has a chance to achieve long-term growth. Challenges that accompany innovation increase the intensity of requirements and ever-changing customer needs and market competition. This process intensifies the continually advancing development of technology, which causes and intensifies the creation of original solutions. It is connected with new products or services and the possibility of diversification, which enterprises observe and try to exploit. Innovative activity is a response to these changes (Brojak-Trzaskowska, 2012). Alicja Jasińska noticed that innovation has various functions in enterprises. She divided them into internal and external.

Table 1.

Innovation functions

Internal function	External function
Flexibility	Adaptation
Integration	Use
Adaptation	Creation
Science	Maintenance

Adapted from: „Rola innowacji w działalności przedsiębiorstwa” by A. Jasińska, [in] „Innowacyjność we współczesnych organizacjach” by A. Stabryła, Copyright 2005 AE KRAKÓW, p. 315.

Internal functions include: Flexibility, i.e. guaranteeing the internal flexibility of a company's functioning in changing environmental conditions; Integration, which is divided into vertical and horizontal integration of processes carried out in the enterprise; Ability to adapt internal processes to the requirements of the environment and self-improvement of the enterprise. Among the external functions, the author included an adaptation that aims to create new values: Use, i.e. creating market opportunities; Creation is adapting the operating conditions of other market members; Maintenance is strengthening the competitive position of an enterprise (Kharchenko, 2016). The internal functions guarantee smoother operation of an enterprise, while the external functions ensure strengthening the market position. It is worth noting that enterprises deciding to implement innovations have a higher chance of interest from recipients, they take advantage of the opportunities of the environment, striving for further development and thus survival on the market. It is the innovative activities that allow for the recognition of opportunities associated with progress, which has an impact on changing the environment and the view of competition.

2. Types and sources of innovation

Innovations not only have many terms, but they are also classified differently. In literature on the subject, innovations have many classifications. The traditional classification is based on the subject criterion. This paper lists the types of innovations based on the Oslo Manual. According to this manual, they can be divided as follows:

- Product innovation is defined as the launch of a new good or service on the market by a company, or significant modernisation of previously offered goods/services concerning their characteristics or purpose. Modernisation can refer to technical characteristics, materials, components, software, as well as various functional features (Kahn, 2018).
- Process innovation means the implementation in practice of new or significantly improved distribution and production methods in an enterprise (GUS, 2018).
- Marketing innovation means using a new marketing method, including significant changes in product appearance, promotion, positioning, pricing policy or business model, which are the result of a new marketing strategy of a company.
- Organisational innovation means the implementation of a new organisation method into the business operations of an enterprise. It also applies to the organisation of jobs or the new organisation of external relations. The innovative settlement may be the result of a company's research and development activity, enriching the company with intangible knowledge (purchase of licenses, patents, software, know-how, training, etc.) or concluding contracts with cooperative companies and institutions (OECD, 2018).

It is essential to be able to see different types of innovations in borderline cases in innovation statistics. Many innovations can have features of several types. Classifying such cases as only one type of innovation can be a difficult challenge and can also lead to provisional registration of the types of innovation activities used by companies. Aggregation of data with different characteristics of innovation increases the quality of results (Strahl, 2010).

The distinction between products and processes is not complicated. However, in the case of services, it may seem less obvious, because the production, delivery and consumption of several services can take place simultaneously. The following tips are helpful when making a distinction (Kahn, 2018):

- When innovation concerns new or significantly improved features of the service offered to customers – it is about innovation within a product.
- If the innovation concerns new or significantly improved methods, devices or skills accompanying the provision of a given service – it is about innovation within the process.
- When innovation relates to significant improvements, similar to the features of the service offered, as well as the methods, devices or skills associated with the provision of a given service – it is about innovation within the product and process.

In many cases, service innovation will only belong to one type.

The essential identifier of product and marketing innovations is a significant change within the product's functions or applications. Products and services with improved functionality or usability compared to existing products are defined as product innovations. The introduction of a new marketing concept that requires a significant change in the design of an existing product is marketing innovation. However, it does not belong to product innovations, provided that the functional or usable features of a given product do not change significantly. Individual cases can be considered as product and marketing innovations. This event occurs when companies introduce changes to existing products that entail significant changes in not only the function but also the use of products, as well as significant changes in the form and appearance as part of the new marketing concept (OECD, 2018). The primary condition for distinguishing service innovations from marketing innovations is their affiliation. Companies are usually able to distinguish between sales/marketing methods and products, and the distinction may depend on the type of business. Process and marketing innovations can be based on new methods of information or product flow, although their goals differ in each case. Process innovations relate to production and delivery methods, as well as other categories of ancillary activities specialised in reducing unit costs or increasing product quality.

On the other hand, marketing innovations aim to increase the scale of sales by standing out on the market. Borderline cases can occur when marketing innovations involve the introduction of new sales channels. If these innovations are aimed at increasing sales and reducing unit distribution costs, they must be considered as process innovations, as well as marketing innovations (OECD, 2018). Innovation research generally recognises borderline cases requiring

a distinction between process and organisational innovations. Both types are characterised by the desire to reduce costs through the use of new and more effective concepts for production, delivery and internal organisation. Because of this, many innovations can consist of both types. Given the differences between process and organisational innovations which are based on the type of activity, process innovations refer to the introduction of new devices, software, etc., while organisational innovations refer to people and work for the organisation. Below are hints on how to distinguish these two types in borderline cases (OECD, 2018):

- When innovation relates to new or significantly improved production or delivery methods that are designed to reduce unit costs or improve product quality – it is about process innovations.
- If the innovation concerns the use of new organisational methods in a company's operating principles for the first time, in creating a workplace or in relations with the environment – it is organisational innovation.
- Where innovation relates to new or significantly improved production or delivery methods, as well as the use of organisational methods for the first time – it is about process innovation and organisational innovation.

Borderline cases can also take place in the case of innovations that introduced to marketing and organisational methods for the first time. As mentioned above, if an innovation has the characteristics of both types of innovation, it is a marketing and organisational innovation. On the other hand, organisational innovations related to sales activities that are not related to the implementation of new marketing methods are not included in marketing innovations.

Breakdown criteria (Niedzielski, Markiewicz, Rychlik, 2007):

- the originality of changes,
- size level,
- sources of innovation,
- the scale of multidimensionality of the innovation process,
- psychosocial situation,
- the scale of impact,
- type of knowledge,
- environmental impact.

Depending on the use of criteria, the following types are distinguished (Freemans, Perez, 1998):

- radical innovations,
- gradual innovations,
- technical innovations
- managerial innovations,
- strategic innovations,
- tactical innovations.

Radical innovations are entirely new products or technologies which replace products previously used in a given field. The implementation of such innovations on the market causes profound transformations in the competitiveness structure in a given industry. Continuous innovations are primarily characterised by the improvement of an existing product, service or technology. This type of innovation is much safer than radical innovation, but at the same time, it is less spectacular and brings less income. Technical innovations are changes in the physical appearance of a product or service, achievements or production processes. Managerial innovations consist of the introduction of new company management methods. Better satisfaction of customer needs and stabilisation of the distribution position is a result of these innovations. This often prevents a company from going bankrupt. Despite producing the right product, the managed company does not match the competition. Strategic innovations are associated with long-term innovative activities that have a significant impact on the development of an enterprise. Tactical innovations are various current activities aimed at modernising production methods, as well as the product itself (Acosta et al., 2016). The innovations mentioned above are aimed at improving the functioning of a company, improving the quality of company management, introducing into production new and improved products, as well as satisfying the needs of customers as much as possible. A significant division of innovations, which is most often used in enterprises, refers to the changes they introduce (Rajapathirana, Hui, 2017). From this perspective, the division of innovations follows five primary groups (Pomykalski, 2001):

- functional innovations,
- subject innovations,
- technological innovations,
- organisational innovations,
- ecological innovations.

Therefore, innovations are a multifaceted phenomenon. This applies not only to products, but also to distribution channels, business processes, service methods, the ability to use new market phenomena, relationships with business partners, marketing and strategic alliances, etc. There is no doubt that today's innovations are the most essential and most effective way to achieve competitive advantage. One of the most challenging areas is managing human creativity. Every innovation has its basis, the place where it started. The vision, which became the inspiration for innovation, is identified with the source of innovation (Philipson, 2020). Literature on the subject contains many definitions and classifications of sources of innovation. One of these is the division into internal and external sources. It should be noted that the source of innovation is impulses, causes and places for shaping new technical knowledge and the factors determining this process. Internal (endogenous) sources of innovation are located inside an enterprise. They include the work of the research and development department, management staff who rewards employees for innovative ideas and a pro-innovative organisational culture. The basis of external sources is the market and commercial information from suppliers,

customers and competitors. This also includes cooperation with scientific and research institutes, results of the work of research and development units, purchase of licenses, patents and know-how. It is worth noting the importance of external sources of innovation, which H.W. Chesbrough presents in his literature. He is the creator of the "Open innovation" model. In his opinion, sources of innovation cannot be based solely on internal R&D departments, but on the entire environment of the organisation, because it seeks to integrate internal and external knowledge, as well as the use of many ways to bring innovation to the market (Chesbrough, 2003). However, P.F. Drucker distinguished sources such as:

- demand, which includes an unforeseen event, contradiction and discord, market or industry changes, process recommendations, demographic changes, changes in reasoning; among the demand sources of innovation, it is worth considering the importance of the client in terms of an active participant who is involved in the innovation process;
- supply, created by science and then implemented in the economy.

Due to the variety of sources, for effective innovation management, we must manage extensive mechanisms for identifying, transforming and selecting information from the active environment that surrounds us (Drucker, 1992).

3. Innovation strategies

Enterprise development strategies can be defined in many ways. There is no specific position on the features, composition of the strategy or single criteria for its assessment.

The main divisions differ in three ranges (Obłój, 1998):

- freedom of decision,
- formal improvement of strategy,
- improving the strategic focus of the strategy.

The strategy is complex, ambiguous and changeable, so it cannot be expressed as a uniform model. It is the result of the existence and coexistence of many methodological concepts for strategy formulation. Their foundations are various premises and methodological assumptions related to the strategic management of business entities. Therefore, the strategy is based on the producer's constant game along with the entire external environment. This can be defined as a set of critical decisions in the following areas of operation (Kieżun, 1997):

- choice of leading product, technology, market,
- quantifying the objectives,
- cash allocation,
- gathering staff.

The task of enterprises is, therefore, to choose products, the market and technology based on market recognition and resource disposition. The primary purpose of enterprise strategy is to formulate decisions within:

- manufacturing products and services,
- acquiring customers,
- geographical space of the activity.

The strategy is defined as the concept of the product mission, markets and technologies in the scope of a given industry. This depends on the demand and efficiency of markets (Janasz, 2014). The choice of strategy depends on the type of business, existing opportunities, method of financing resources and environmental variability. As a rule, the innovation strategy of enterprises includes activities of economic entities that are aimed at producing new products, modernising existing ones and implementing new technology. Isolating levels of innovative strategies of enterprises is useful, especially in the descriptive and normative aspect. This is a consequence of the complexity of this type of strategy and the need to identify it. It can be stated that the innovation strategy is part of a company's strategy that corresponds to internal and external innovation processes. In a descriptive context, strategy means regularity, a specific structure of enterprise behaviour during changes. In a normative aspect, it presents a diagram of a company's activities relative to the environment. The flexible global economy is looking for a new concept and new enterprise development policy, i.e. mainly know-how, capital or information (Gao, Hsu, Li, 2018). Conducting a standard, coordinated foreign trade policy is characterised by the concept of open, integrated development of enterprises. It provides for the unification of solutions for managing the development of enterprises in the supranational sphere and is characterised by the portability of human, industrial and banking capital in its entirety, which translates into an intensive modernisation of the potential of enterprises. Attention should be focused on the application of standardised principles and instruments, as well as standardised technical, economic and administrative standards. This requires the management of pro-innovation, patent and license policies, as well as diffusion of technology at the global level. Forms of enterprise development depend on the choice of fields in which specialisation takes place in the international division of labour. High-tech oriented growth can be used as an example (Zakrzewska-Bielawska, 2011). Thanks to the orientation in the production and export of high technology products, there is a chance to acquire and maintain technological dominance in given fields. This is connected with the transition to innovative competition. A widely used strategy specialised for the development of high technology enterprises is an increasingly used structure for the development of entities in high and less developed countries (Karpiński, 1994). However, this idea is not easy to implement. Countries that are more developed supervise their monopoly, which is not always conducive to the development of less developed countries. According to Western experts, these countries should focus on producing high technology products (Karpiński, 1997). This is justified by the fact that slower-developing countries do not have adequate scientific capacity. The view on the development of enterprises in the field of high technology has mainly two varieties:

- Hardware solution.
- Software solution.

Hardware solution concerns the hardware concept, while the second concerns the service concept. In summary, the most favourable point of their implementation is the orientation to the global market and the development of high technology enterprises. This leads to stimulation of product exports and improvement of the sector's competitiveness on the global market. These strategies have a significant role in highly developed countries and should generally be innovative strategies (Antoszkiewicz, 1996).

Most often, innovation strategies are divided into two groups:

- Introversion, which includes:
 - Strategies for product attractiveness and increasing market share.
 - Product strategies, especially significant for added value.
 - Productivity strategies for resources and human capital.
- Extraversion:
 - Offensive strategies – targeted at entities with an unusual position on the market due to their significant competitive advantage.
 - Defensive strategies – refer to market leaders who strengthen their market position.
 - Controversial strategies – they seek to modify and develop products to extend their life cycle on the "hybrid" development market, aimed at combining current and new technologies, rising above the competition and acquiring the primary staff of competing companies.

Considering the level of innovation, we can distinguish imitation or overtaking strategies. The imitation strategy strives for the already known concept of enterprise development, but in given conditions, it can be a transition to an overtaking strategy. This is distinguished by considerable creativity, and thus is associated with high investment expenditure, which threatens to upset the balance of foreign trade and the market. This strategy is targeted at individual enterprises, their groups, sectors and even industry as a whole. The typology criteria for innovative development strategies, as well as the concept of innovation, do not have a harmonised definition. Thanks to the appropriate criteria of the typology of innovative development strategies, it is possible to determine the behaviour of enterprises and make a choice of determinants affecting innovation, as well as the possibility of influencing its effectiveness.

The development of enterprises depends on many factors. These include the environment, availability of professional services, human resources and the use of EU funds (Penc, 2002).

4. Summary

Innovation is a definitionally contentious issue related to concepts such as creativity, change and vision. Innovations are a consequence of implemented social, legal, organisational, cultural and economic processes. This applies not only to products, but also to distribution channels, business processes, service methods, the ability to use new market phenomena, relationships with business partners, marketing and strategic alliances, etc. There is no doubt that today's innovations are the most important and are the most effective way to achieve a good position in the market. Thanks to financing innovative activities, a company has a chance to achieve long-term growth. In order to enter the market, stay in the market and achieve the intended profits, an enterprise must compete with other companies. As a result of this competition, new products, services, company management methods and technological solutions are introduced to the market. This is connected with innovation. In today's world, it is difficult to survive without innovations. Innovative enterprises have become the driving force of the economy. There are many works on innovation; however, it is a topic that is constantly evolving. This is due to fast-growing economies and high technologies. In the future, it is worth focusing on selected innovation strategies, indicating their advantages and disadvantages.

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