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e-mail: michaladam.lesniewski@wp.pl

pdzikan@interia.eu

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ORCID-ідентифікатор: <https://orcid.org/0000-0003-2411-8911>ORCID-ідентифікатор: <https://orcid.org/0000-0003-4065-0043>**Michał Adam Leśniewski,***Ph.D, Krakow Academy of Andrzej Frycz Modrzewski, Faculty of Management and Social Communication, Institute of Management and Quality, avenue Gustawa Herlinga-Grudzińskiego 1, 30-705 Krakow, e-mail: michaladam.lesniewski@wp.pl, ORCID 0000-0003-2411-8911***Paweł Dziekański,***Ph.D, Jan Kochanowski University, Faculty of Law and Social Sciences, Department of Economics and Finance, Żeromskiego 5 street, 25-700 Kielce, e-mail: pdzikan@interia.eu, ORCID 0000-0003-4065-0043***Jan Puchala,***Magister, Armada Clinic, Topografów 11 street, Kraków (Polska)***INNOVATIVE ENTERPRISE – THEORETICAL PERSPECTIVE**

Innovation is an inseparable element of all human activity in the conditions of the progressing globalization process. In order to develop an enterprise, innovation must be implemented in it, which in turn will result in the emergence of an innovative enterprise. The article presents an innovative enterprise as a concept of development of organizations subject to the influence of globalization processes. A literature study on the subject was used in this study. The study is a discussion on an innovative enterprise. The article is theoretical.

Keywords: innovative enterprise, innovation, innovation, model, concept.

Міхал Адам Лєснєвський,*доктор філософії, Краківська Академія ім. Анджея Фрича Моджеєвського, Факультет менеджменту і соціальної комунікації, Інституту менеджменту і якості***Павел Джєканський,***доктор філософії, Університет ім. Яна Кохановського, Факультет права і соціальних наук, Кафедра економіки і фінансів***Ян Пучала,***магістр, Армада Клінік, Краків (Польща)***ІННОВАЦІЙНЕ ПІДПРИЄМСТВО – ТЕОРЕТИЧНА ПЕРСПЕКТИВА**

Інновація є невід'ємним елементом людської діяльності в умовах прогресуючого процесу глобалізації. З метою розвитку підприємства інноваційність має бути впроваджена у діяльність, що у свою чергу відобразиться у перетворенні цього підприємства на інноваційне. Стаття представляє інноваційне підприємство як концепцію розвитку господарського суб'єкта в умовах впливу глобалізаційних процесів. У цьому дослідженні використаний аналіз наукової літератури, що стосується предмету дослідження. Дослідження є дискусією щодо іновативного підприємства. Стаття є теоретичною.

Ключові слова: іновативне підприємство, інновація, інноваційність, модель, концепція.

1. Introduction

Man and organization (enterprise) form an inseparable combination of two fundamental development systems (Rzepka, Leśniewski, 2019, pp. 55-62). There is a person behind every change in the organization. In order to be able to adapt to changes taking place in the environment, the enterprise must develop innovation and innovation, that is, have creative employees (innovative employees). Innovation can be defined as the process of creating innovation and innovation is the result of innovation. Depending on the employees, the company's innovation will be shaped. One of the factors contributing to innovation is the technology owned by a given enterprise. Each employee should be able to use the benefits of technology, which is to contribute to the improvement of working conditions. Innovative enterprises should constitute the majority of enterprises of every national economy that



is included in the permanent processes of globalization. Through innovation, it is possible to build resilience to economic crises or maintaining a competitive advantage in the market / markets.

The aim of the study is to present an innovative enterprise which is very important in the functioning of national economies under the influence of globalization processes. A literature study on the subject was used in this study. The study is a discussion on an innovative enterprise.

2. The concept of innovation and innovation in the enterprise

There are constant changes in enterprises and in their environment (Maciaszczyk, Rzepka, Kocot, 2021, pp. 47-59). Progressing globalization accelerated the processes of innovation in those enterprises that focus on strategic development in the market economy (Chodyński, 2018, pp. 39-40). As a result, the company is affected by stimuli stronger than before, stimuli that force changes (Świtalski, 2005, p. 11). If changes are to affect an organization in a creative way, it must take the form of innovation. There is a one-sided relationship between innovation and change. This means that every innovation is change, but not every change is innovation. Changes often imitate solutions that already exist and then transform them in such a way that they are better adapted to the requirements of the environment (Penc, 1999, p. 41). The change loses its innovative character when the majority of entities that have similar methods and actions have already introduced a similar change, or when a change has already been introduced that has a higher utility than the existing solution (Penc, 1999, p. 69). In the concept of I. Durlik, innovations need readiness to seek changes, which is to ensure them more effective actions. Preparation for changes must be included in specific procedures, this is to prevent confusion and chaos under the guise of changes (Durlik, 1998, p. 15). A similar position is presented by A. Pomykalski, who believes that organizations should introduce innovation management, in which randomness in matters of innovation is replaced by a systematic search and use of innovation opportunities (Pomykalski, 2001, p. 7). There are many stimuli that are the sources of innovative changes, most often they are related to the organization's desire to increase its competitiveness, improve its image in society and improve its results. Numerous studies show that by introducing innovative changes, organizations have a good chance of achieving the above-mentioned goals (Fatuła, 2018, pp. 17-33). On the other hand, the factor discouraging from innovative activities is the fact that changes are burdened with the possibility of incurring financial losses and the possibility of losing the good image of the company in the environment (Świtalski, 2005, p. 70). It should be emphasized that by introducing changes, the organization may lose in this process what was the source of successes in the past (Stachowicz-Stanusch, 2007, p. 31). Staying with the practices currently in force and the production of the same products using the same methods in the long run may result in losses that will exceed innovative activities by not using the possibility of adapting the organization to the conditions in which it will function in the future (Świtalski, 2005, p. 70). J. Bogdanienko believes that innovations determine the company's competitiveness, that is, its ability to survive on the market. And that is why the statement that introducing innovations is risky is not true – conversely, the lack of their introduction may pose a threat to the existence of the enterprise (Bogdanienko, 1998, p. 10). A similar position is presented by W. Janasz and K. Koziół, who state that in order to be able to develop, a company needs innovation, ie new technologies, services or management methods. According to the authors of this assumption, if a given enterprise does not introduce innovative changes, then it is at risk of stagnation and lagging behind the competition (Janasz, Koziół, 2007, p. 11). It should be noted that not all ideas of innovative changes submitted to the company should be implemented, but ideas that seem attractive in theory and worthless in practice, both economically and socially (Pomykalski, 2001, p. 20), should be avoided.

Discrepancies in the approach to defining innovation result from theoreticians' view of the depth of changes and their scale of novelty, because some innovations associate even minor improvements, while others are ground-breaking inventions (Nawrocki, 2012, p. 14).

However, the characteristic features of innovation can be distinguished, and these are (Nawrocki, 2012, p. 15):

1. innovation is a deliberate change made by a human being,
2. it is necessary for the change to be applied in a given community, e.g. an enterprise,
3. the subject of innovative changes are: processes, products, market, organization, management methods,
4. innovative changes should lead to specific economic, technical or social benefits,
5. for innovation to occur, specific resources of technical, scientific, economic, market and socio-psychological knowledge are needed.

A. Pomykalski draws attention to two important aspects that are related to innovation (Pomykalski, 2001, pp. 76-77):

1. innovations are possible to plan, thanks to which it is possible to manage them by the organization in such a way that it achieves the expected and optimal results,

2. innovations involve a high risk due to the needs of consumers, hard to predict market demand, reactions of potential competitors or related to the implementation of the investment project.



A. Pomykalski believes that despite the uncertainty and random structure of innovation, a specific formula for its success can be found. It is important to see the issue of "management" in the sense of using the organization's resources and their optimal coordination with the environment (Pomykalski, 2001, p.77). In A. Pomykalski's concept, innovation is the search, based on resources, of such types of innovation that make the innovation process more effective in confrontation with the challenges posed by the market, competition, and customer to the organization (Pomykalski, 2001, p. 84).

3. Sources of innovation in the enterprise

According to W. Janasz and K. Koziół, innovations are the result of costly research that is based on the work of many individuals and teams that often represent different fields of knowledge. An important source of innovation is randomness, but technical progress and economic development are too important for the development of society and economies to be able to focus only on this source (Janasz, Koziół, 2007, p. 27). A. Pomykalski states that the source of innovation is everything that inspires a person to the process of change. Thus, the source of innovation is the environment that stimulates the process of change, allowing people to react creatively to the changing environment (Pomykalski, 2001, p. 34).

However, according to the views of P. Drucker, systematic innovation requires following seven sources, which are (Drucker, 1992, p. 44):

1. an unexpected external event or unexpected success,
2. there should be a discrepancy between reality and the image of it,
3. the needs of the process that creates innovation,
4. changes in the structure of the market or industry that will surprise everyone;
5. demographic changes;
6. changes in moods, values and perceptions;
7. new knowledge in the field of exact sciences and other fields.

P. Drucker notes that the search for sources of innovation opportunities should be carried out in a systematic and regular manner. It is not enough just to be sensitive to them (Drucker, 1992, p. 19). In the literature on innovation, you can find publications that point out that the main source of inspiration for innovative activities in companies should be the market (Jasiński, 1992, pp. 50–54). According to P. Drucker, innovation must be close to the market, be market-oriented, and in fact be inspired by it (Drucker, 1992, p. 153). Due to the speed of changes taking place in technology and technology in recent years, the market is losing its importance as an inspiration for the implementation of new innovations. Too much customer orientation of the company may lead to short-sightedness and poor innovation, which may contribute to innovative competences. The essence of this fact is noted by J. S. MacDonald who claims that customers often may not know what they really want, because they may not be fully aware of the current trends and technological possibilities. Therefore, the market that acts as a source of information does not necessarily provide relevant insights for the needs of companies' innovation activities (MacDonald, 1995, pp. 8-27).

Sources of innovation can be considered in terms of whether there is a new solution at the beginning, for which it will then have to be used, and they are the so-called supply sources, or the opposite – the primary one is the need for change, which requires a solution – the so-called demand sources (Janasz, Koziół, 2007, p. 31).

The classification of the sources of innovation that occurs in the literature presents its division into exogenous (external) and endogenous (internal). Exogenous sources are divided into domestic and foreign, commercial and market sources as well as public and scientific-research (classification according to the Oslo textbook of 2005). According to the Oslo Manual, in the classification of the sources of innovation, if we exclude from it internal and external sources, public sources stand out, which, due to the fact that information can now spread quickly and easily, is important.

Table 1.

Information sources used in the innovation process

Internal sources within a company or group of companies	Third party market / commercial sources	External scientific research and public sources	Publicly available sources of information
<ul style="list-style-type: none"> – own research and development activity, – marketing, – production, – distribution, – other companies within the group, 	<ul style="list-style-type: none"> – competitors, – customers and buyers, – consulting companies, – suppliers, – private laboratories 	<ul style="list-style-type: none"> – higher education, – state research institutions, – private research institutions, – institutions supporting innovative activities, 	<ul style="list-style-type: none"> – disclosed patents, – conferences, industry meetings, industry magazines, – fairs and exhibitions, – informal contacts, – standardization agencies,

Source: (OECD, 2005, pp. 81)



Table 1 clearly shows that innovations come from different sources. Each source of innovation plays an important role in the development of innovativeness of a company or other organization (e.g. schools, hospitals or local governments).

4. Innovative enterprise

An innovative company (Charles-Pauvers, Schieb-Bienfait, Urbain, 2004, pp. 67–99) is characterized by a high innovation index. In the literature on the subject, you can find many definitions that present an innovative enterprise in various ways:

1. an innovative enterprise initiates problem-solving, finances basic and applied research, reacts to changes in the environment and organizes the tactics of its enterprise accordingly (Francik, 2003, p. 68);

2. an innovative enterprise has the ability to allocate resources in order to shape appropriate competitive advantages (Bielski, 2000, p. 166);

3. an innovative enterprise is an organization that generates and implements innovations and, due to the high level of competitiveness and modernity, is appreciated by recipients (Sosnowski, Łobejko, Kłopotek, 2000, p. 13).

An innovative enterprise is divided into three types (Jin, Hewitt, Dundas, Thompson, 2007, pp. 258-259):

1. *adaptive* – are enterprises that are focused on accepting innovations from the outside and then they are used to change the conduct of basic activity;

2. *creating* – the enterprise is focused on producing new products, but there are no changes in the way of basic activity;

3. *comprehensively innovative enterprises* – enterprises that focus on renewing the proposed product offer and at the same time introduce changes in their core activities.

The presented definitions show that an innovative company has the potential that is expressed by the ability to create innovation, and that it knows how to use it in a good way by introducing innovative solutions to its practice (Elenkov, Manev, 2005, pp. 381-402).

It is worth quoting here the definitions of innovation orientation, which defines this concept as a multidimensional structure of knowledge including the philosophy of learning, strategic orientation and beliefs, which guides and guides all strategies and activities of the organization, including those within formal and informal systems, behaviors, competences. and organizational processes to promote innovative thinking and facilitate the successful creation, development and implementation of innovation (Siguaw, Simpson, Enz, 2006, p. 560).

Each company has its own vision for the perception of innovation, which is caused by different ways of conducting innovative activities, which include the possessed competences, resources, vision of the future and the market environment (Terjesen, Patel, 2017, pp. 1421-1446). Some companies focus on creating new solutions and applying them for practical use, others reduce costs and the risk of innovative activity by focusing on using someone else's solutions. Smaller companies can focus on finding a market gap, thus avoiding confrontation with the competition. On the other hand, enterprises with high financial potential often decide to take over qualified staff from another enterprise (Pomykalski, 2001, pp. 233-258).

An innovative enterprise is able to create and implement new products / services or other solutions and is characterized by the ability to permanently adapt to changes taking place in the environment (Foss, Saebi, Fifteen, 2017, pp. 200-227). Such an enterprise cares about the high creativity of its employees. and strives for technological leadership (Bauer, Baran, 2015, pp. 128-134). An innovative enterprise should create an organizational culture that will keep the enterprise constantly striving for excellence.

Table 2

Factors of an innovative enterprise

Factors of an innovative enterprise
Creative employees of the enterprise, implementation of new products / services of the enterprise, adapting to changes in the enterprise, culture of enterprise innovation, the ability to use technology in the enterprise, technologically advanced in the enterprise, the ability to make quick decisions

Source: (own study based on: Leśniewski, 2021, pp. 155-168, Leśniewski, 2019, pp. 34-43)

Table 2 presents the factors of an innovative enterprise, i.e. factors that should be found in an enterprise that wants to be an innovative entity. Based on the study of the literature on the subject, it can be concluded that there is no one model (concept) of an innovative enterprise, but there are as many people as people dealing with the problem of an innovative enterprise, each author has his own point of view. Table 2 shows the factors, the order



of which is not important, but what is important is their quality, i.e. the fact that they are present in the enterprise as well as the complementarity and synergy of these factors.

5. Summary

Innovation, along with globalization, is a concept present every day and in every enterprise (organization). Innovation is not only to be one of the factors of competitiveness, but should be the core of the development of any enterprise that wants to maintain a permanent competitive advantage on the market. The typology of enterprises should take into account the type of innovative enterprise which is very important in a free market economy. Building and then shaping an innovative enterprise is not an easy, simple and obvious procedure. You must have a concept from which to start creating an innovative enterprise. Undoubtedly, an important factor of such an enterprise are creative employees from whom you can start building and shaping an innovative enterprise. This enterprise can be viewed through the prism of soft management and soft competitiveness (Leśniewski, 2015, Leśniewski, 2020). When analyzing the literature on the subject, it can be concluded that there is no one universal model (concept) of an innovative enterprise, it can also be stated that each enterprise may constitute an individual, i.e. it is not always possible to fully use the model from another enterprise in another enterprise, only a certain modification of a given enterprise should be made. An innovative enterprise should react very quickly to changes in the environment. An effective and efficient model of an innovative enterprise means permanent changes in its factors and components. In times of constant change, an innovative enterprise must remain fully flexible so that it can cope with the challenges of global competition.

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