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Кафедра підприємництва, торгівлі та біржової діяльності

**СТРАТЕГІЧНІ ПРІОРИТЕТИ РОЗВИТКУ  
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Shcherbachenko V.O.<sup>1</sup>

<sup>1</sup>PhD in Economics, Associate Professor, Sumy State University, Ukraine

#### **ANALYSIS OF STAKEHOLDERS INVOLVED IN THE INNOVATIONS COMMERCIALIZATION PROCESS**

The work of scientific organizations around the world is increasingly valued in terms of cost-effective use of technology. Research and development is an integral part of the economic process, as it is not only a tool for creating competitive products and increasing profits, but also it ensures the growth of industrial production [1].

The increase in sales and revenues takes place at those enterprises that implement innovations. The desire of manufacturers to identify trends in the market and promote new high-quality products, that focused on meeting current and future needs and desires of consumers, is relevant in modern conditions. [2].

Production of innovations is a long, multi-stage process that requires the generation of new knowledge, restructuring of the management system, creating on the basis of marketing principles of operational search for new areas and ways to realize their potential based on new products, new technologies, new methods of production and sales [3].

Stakeholders of innovation commercialization are stakeholders (individuals or institutions) who can directly or indirectly, positively or negatively influence or be influenced by the commercialization of innovation.

Stakeholder analysis includes four stages:

- 1) identification of stakeholders;
- 2) determining the impact of the initiative on stakeholders;
- 3) identification of possible types of cooperation between stakeholders;
- 4) building a stakeholder engagement plan based on the type of cooperation and the initiative stage.

The first step is to identify the list of stakeholders involved in the focus of the initiative, as well as their key interests. According to [4], the Community Tool Box methodology for identifying all participants is easy to use even in conditions of limited data. Among other things, it is recommended by the World Bank for this purpose.

Thus, according to this methodology, stakeholders are divided into the following groups: priority, representing those for whom this initiative was created; secondary are those persons on whom the initiative has an indirect impact (additional or side effects of the initiative); key - those persons who may not belong to the previous two, but without them the implementation of the initiative may be impossible [4].

The second stage of this methodology involves the analysis of stakeholders for their impact on the implementation of the initiative; as well as their initiatives for their activities. The initiative can be formed by stakeholders, and can also influence them during its implementation.

The third stage involves identifying possible types of stakeholder cooperation in the implementation of innovation policy. According to this method, the following types of cooperation are distinguished [4]: informational, consultative and involved cooperation.

The fourth stage envisages the construction of a stakeholder engagement plan based on the type of cooperation and the initiative stage: planning, implementation, evaluation, control.

Thus, the main stakeholders in the process of commercialization of innovations are producers of innovative products, consumers, higher education institutions, innovation entities (venture funds, business incubators, technology parks, crowdfunding and information platforms), society, government agencies, financial institutions.

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