

MECHANISMS FOR ACTIVATING AND MANAGING INNOVATION PROCESSES

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Annotation: This article provides an integrated theoretical and practical analysis of innovation processes, from idea generation to the diffusion of innovations in the economy. It explains each stage of the innovation lifecycle: ideation, research and development (R&D), prototyping and certification, implementation in production, commercialization, and diffusion. For each phase, relevant management mechanisms, institutional frameworks, financing models, and organizational strategies are examined. The study also discusses the significance of the national innovation system (NIS), Triple Helix collaboration, technoparks, cluster-based structures, and venture financing. The conclusion emphasizes that effective innovation management is essential for increasing competitiveness, technological modernization, and sustainable economic development.

Keywords: innovation; innovation process; research and development (R&D); technology transfer; commercialization; diffusion; venture capital; national innovation system; Triple Helix; innovation strategy; cluster; technopark; management mechanism.

The economy of the 21st century is shaped by knowledge and technology. Global competition and digital transformation require countries and enterprises to adopt new development paradigms. Innovation is not merely the creation of new products or processes; it is a systemic force that transforms the socio-economic environment. Therefore, activating and managing innovation processes has become a central component of strategic management at both national and enterprise levels.

The purpose of this paper is to analyze each stage of the innovation process in depth, identify mechanisms for activating innovation systems, and propose policy and managerial recommendations. The analysis is based on theoretical literature, empirical insights, and comparative institutional review.

- J. Schumpeter defined innovation as "new combinations" driving economic development: new products, new technologies, new markets, new sources of input, and new organizational structures.

- E. Rogers' diffusion theory explains how innovations spread within and across social systems depending on communication channels and adopters' characteristics.

- National Innovation Systems Theory (Freeman, Lundvall) emphasizes the role of institutional interactions in shaping innovation outcomes.

- Triple Helix Model (Etzkowitz & Leydesdorff) identifies collaboration between universities, industry, and government as the core driver of innovation ecosystems.

- Open Innovation (Chesbrough) suggests that firms enhance innovation by integrating both internal and external knowledge resources.

Innovation management integrates strategic planning, organizational design, financial instruments, intellectual property management, and commercialization approaches. Key frameworks include innovation portfolio management, technology roadmapping, stage-gate processes, and value chain integration.

Stages of the Innovation Process: Essence, Barriers, and Management Mechanisms

Idea Generation - emerges from scientific inquiry, market needs, technological opportunity, or creative initiative.

Mechanisms: interdisciplinary research environments, internal entrepreneurship programs, foresight studies, idea competitions.

Research and Development (R&D) - transforming ideas into feasible prototypes using scientific methodologies and experimental testing.

Mechanisms: stage-gate systems, R&D portfolio diversification, university-industry research partnerships, intellectual property strategy.

Technological Testing and Certification - verifying compliance with technical, environmental, and safety standards.

Mechanisms: early regulatory planning, collaboration with standardization bodies.

Implementation in Production - adapting prototypes for mass production, optimizing manufacturing processes, and training personnel.

Mechanisms: lean production systems, government subsidies, supplier network integration.

Commercialization and Market Entry - transforming innovation into economic value through sales.

Mechanisms: market segmentation, pilot launches, strategic partnerships, flexible pricing.

Diffusion - widespread adoption of innovations across sectors, regions, and organizations.

Mechanisms: education and training programs, cluster networks, policy incentives.

System-Level Mechanisms for Innovation Activation

National Innovation System (NIS) - A well-functioning NIS requires coordinated policies involving science funding, entrepreneurship support, intellectual property protection, and technology infrastructure development.

Triple Helix Collaboration - Universities provide knowledge and skills, industries ensure commercialization, and government creates regulatory and financial environments.

Clusters and Technoparks - Clusters enhance resource synergies among firms and institutions; technoparks support startups through infrastructure, mentoring, and professional services.

Financing Architecture - Innovation financing requires stage-appropriate instruments: seed funding, venture capital, grants, corporate investments, and blended public-private funds.

Innovation Management Strategies:

1. Strategic technology planning and roadmapping
2. Portfolio-based project selection and risk diversification
3. Intellectual property management and licensing
4. Open innovation partnerships and collaborative R&D networks

Practical Examples (Brief) - Examples include technopark startup incubation models, joint university-industry R&D labs increasing patent productivity, and venture financing accelerating commercialization timelines.

Effective innovation management requires coordinated actions across scientific research, industrial production, market strategies, and socio-institutional systems. A structured approach to innovation—from ideation to diffusion—combined with supportive policy, financing models, and collaborative ecosystems ensures sustainable economic and technological development.

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