

**Polina Puzyrova***Ph.D., Associate Professor,**Associate Professor of the Department of Entrepreneurship and Business**Kyiv National University of Technologies and Design, Kyiv, Ukraine***Vita Dovbush***Ph.D., Associate Professor,**Associate Professor of the Department of Entrepreneurship and Business**Kyiv National University of Technologies and Design, Kyiv, Ukraine*

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**RELEVANCE OF SECURITY MANAGEMENT IN THE MANAGEMENT OF  
ENTREPRENEURIAL ACTIVITY**

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**Abstract.** *The article considers one of the central problems of the organization and economy of entrepreneurial activity, which concerns all areas and organizational forms of business support, in particular management, as an important factor in the success of entrepreneurial activity. The viability of entrepreneurship and the success of a business that has been started depend to a large extent on effective management. Entrepreneurship management has a complex, multifaceted nature, associated with the performance by individual managers of certain management responsibilities. The article also focuses on the safety of entrepreneurship as a universal concept that focuses on the need to protect business entities at all levels - from the state to every citizen. Therefore, an increase in the number of enterprises with a high level of economic security and its resistance to possible threats will contribute to strengthening the economic security of Ukraine.*

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**Introduction.**

It is difficult to name a more important and multifaceted sphere of activity than management, or management, on which production efficiency and satisfaction of the population's needs for goods and services depend to a large extent. Modern management as a complex management system for firms, enterprises, organizations operating in a market economy, involves the creation of conditions necessary for their effective functioning and development of industrial and economic activities [1-2].

To date, world practice has accumulated rich management experience in the fields of industry, trade, cooperation, agriculture, etc. Although there is a lack of theoretical study of these issues. Ukraine has also accumulated significant, unique experience in successfully solving complex social and economic problems, both in stable and in extreme conditions. Domestic and foreign scientists have made a significant contribution to the formation and development of management theory and practice.

At the same time, an analysis of the domestic practice of recent decades indicates the unsatisfactory use of the accumulated domestic and world experience and theoretical developments, the inadequate use of modern models, but more often - models of firms and states with developed market economies, without taking into account modern economic conditions. This, in turn, necessitates the preparation of competitive, professional managers - managers who meet modern requirements [1,2,4].

Transformational transformations in the Ukrainian economy are characterized not only by the formation of new production capabilities, but also by a change in relations in other areas of life. Transitions to market relations have been characterized by various kinds of crises, including political, economic, and social ones. Crises are usually accompanied by various negative phenomena in the economy: the spread of unfair competition; increased crime; the emergence of corruption; an increase in the share of the criminal shadow sector of the economy. In this case, business entities are increasingly becoming targets of various kinds of threats. Thus, the need has objectively formed for the implementation of measures to protect the business aimed at creating a counter to such threats [3-4].

### **1. Management and its role in business management.**

In the period of sharp aggravation of competition in the Ukrainian and world markets, the expansion of the scale and frequency of technological, organizational and other innovations changes, successes are achieved by those entrepreneurial structures whose management is able to critically assess the state of affairs faster than others, overcome stereotypes of effective management in the past and develop a strategy for transforming their organizations and workers employed by them. In these conditions, Ukrainian entrepreneurs need to acquire new knowledge and learn how to use it in practice. An important part of this knowledge, as international experience shows, is the mastery of science and management skills [1-3].

Under the management is understood a set of methods, forms, means of managing business activities to achieve the goal. Management means management - a function, type of activity for managing people in a wide variety of business structures. Management is also a field of human knowledge that helps to carry out the function of managing business activities. Management - as generalized from managers - is the corresponding category of people, the social layer of those who carry out business management activities. The goal of management is to increase the efficiency of business and increase profits [3-4].

An entrepreneurial structure is a group of people whose activities are deliberately coordinated to achieve common goals. The role of managers is not limited to their presence only in large and ramified corporate governance structures. In a developed market economy, equally important structures of small business.

By quantity - this is more than 95% of all business enterprises, by definition - this is the closest approximation to the daily needs of consumers, at the same time it is a testing ground for technological progress and other innovations. Skillfully managing an entrepreneurial structure means surviving and thriving in a competitive environment, building up productive capacity and increasing profitability. How to achieve this is one of the main issues of management [1,3].

The manager necessarily takes a permanent position in the relevant business structure, and people are subordinate to him. The difference between a manager and an entrepreneur can be very large if the manager strives for a bureaucratic style of leadership. However, the difference to an appropriate degree disappears if the manager adheres to an entrepreneurial management style. When working in a market economy, the management structure of entrepreneurial structures should be focused on the use of methods, forms and means of management. Production management is a complex structure that consists of a number of relatively independent, but interconnected, simpler types of managerial work, which are called management functions. The distribution of the complex management process into separate functions is conditional and allows various approaches, especially in conditions of effective management of business structures. It has become widespread that there is an acceptable management process for any business structure to implement the functions that any manager should perform [1-4].

We give detailed characteristics of the general functions of managing the entrepreneurial structure [1-2].

1. The planning strategy is a set of relevant actions and decisions implemented by management, and lead to the development of specific strategies to help the company achieve its goals. The strategic regulatory process is a tool that helps provide effective management decisions. Four main types of managerial activity are identified as part of the strategic planning process. These include resource allocation, adaptations to the external environment, internal coordination, and organizational strategic foresight.

2. Planning for the implementation of the strategy is carried out by developing additional plans and specific instructions to ensure the goals using appropriate tactics, procedures and rules. Developing short-term plans consistent with an overall long-term strategy is called tactics. The strategy is always developed at the level of leadership of the entrepreneurial structure, and tactics are a plan of action for grassroots links to introduce measures into the production process.

3. Organization as a process is a function that is most obvious and directly related to the systematic coordination of many tasks and the formal relationships of people who perform them. Organization is the process of creating an enterprise structure that enables people to work together effectively to achieve their goals.

Two main aspects of the organizational process should be highlighted. One of them is the division of the business structure into units in accordance with their goals and strategies. The second fundamental aspect of building an entrepreneurial structure is the relationship of authority that connects senior management with lower levels of employees and provides opportunities for the distribution and coordination of tasks [3,4].

The means by which management builds relationships between levels of authority is through delegation. It is impossible to understand the organizational process without clarifying the concept of delegation and the associated powers and responsibilities. Delegation is the transfer of tasks and powers of a person who assumes responsibility for their implementation. It is a means by which management distributes among the employees countless tasks that must be performed to achieve the goals of the entire enterprise. Thus, delegation is an act that turns a person into a leader.

4. Building an organizational structure. Organization of work is a function that all managers should carry out regardless of their rank. The decision to choose the structure of an entrepreneurial organization is almost always made by senior management. The task of managers is to choose a structure that best suits the goals and objectives of the enterprise. The design of the structure should be based on the strategic plans of the enterprise. Since the strategy changes over time, appropriate changes may also be necessary in the organizational structures of the enterprise.

In accordance with the classical theory of organization, the structure of the enterprise should be developed from top to bottom. First, managers must distribute the business organization to broad areas, and then set specific tasks. At the same time, a certain sequence of actions is supported when designing or improving the organizational structure. Distribute the entrepreneurial organization horizontally into broad blocks that correspond to the most important areas of activity for the implementation of the strategy. Establish the correlation of powers of various posts. Distribute job duties as a set of relevant tasks and functions, entrust them to specific individuals [1,3].

5. Motivation. Managers are often called executive managers, because the main point of their activity is to ensure that the work is carried out by the relevant entrepreneurial organization. Motivation is the process of motivating oneself and others to take action to achieve personal goals or the goals of an enterprise.

6. Control. The control process consists of introducing standards, the type of results actually achieved, and making adjustments when achievements are significantly different from the standards introduced. Control is the process of ensuring that the business structure achieves its goals.

Managers begin to implement functions in control from the moment they formulate goals and objectives and create a business structure.

Without control, chaos forms and it becomes impossible to unite the activities of any groups. Control is an integral element of the very essence of any organization. One of the most important features of control, which should be considered by managers in the first place, is that control should be comprehensive. Each leader, regardless of his rank, must exercise control as an integral part of his duties. A manager can be called a person only when she makes organizational decisions or implements them through other people. Decision making, as well as information exchange, is the main part of any managerial function. The need for decision-making permeates everything that a leader does in the process of setting goals and achieving them. The solution is the choice of an alternative. The manager chooses the direction of actions not only for himself, but also for the business structure and other employees [3,4].

Making decisions is part of the manager's daily work. The nature of the manager's work depends on the level of management at which he is in the business structure. There is a difference in the nature of decisions that are made at the appropriate levels of enterprise management. An organizational decision is a choice that a manager must make in order to fulfill the duties assigned to him in accordance with the position he occupies. The purpose of the organizational decision is to ensure movement towards the tasks set for the business structure. The most effective solution is a choice that will be successfully implemented and will make a significant contribution to achieving the ultimate goal. The head of an entrepreneurial structure that works efficiently must understand that the alternative he chooses may have flaws. When analyzing decision-making processes, two points should be considered. First, making decisions is usually relatively easy. It's hard to make the right decision. Secondly, decision making is a psychological process. Human behavior is not always logical, and therefore sometimes logic drives us, sometimes feelings. The leader is constantly influenced by such psychological factors: social attitudes, accumulated experience and personal values. The decision-making process is intuitive, based on considerations, or rational. An intuitive decision is a choice made only on the basis of feelings that it is true [1-3].

Decision-based solutions are choices based on knowledge and experience. Reasoning as the basis of an organizational decision is useful because numerous situations in business structures tend to be repeated frequently. A rational decision is justified using an objective analytical process. The problem of the decision-making process is to compare the pros and cons in order to obtain the greatest economic gain. Managers who are at the lower levels of the hierarchy, but who show abilities when considering interconnected decisions, often become candidates for promotion.

## 2. Business Security.

Entrepreneurial activity is carried out under conditions of varying degrees of uncertainty at each stage of its development. It is not based on elimination, but minimization of risks, which are an integral part of this activity. Risks in entrepreneurial activity are not only economic, but also non-economic in nature, which is why uncertainties increase. Work to ensure the safety of business requires an integrated approach, in-depth analysis, forecasting, the timely adoption of measures to minimize external and internal threats, as well as significant financial costs. Each enterprise is unique and inimitable, for this reason it chooses its own form and program to ensure its safety. At the same time, there are certain invariants (standard approaches, general principles) for the implementation of the safety of entrepreneurial activity [5-7].

It is very important to understand that without constant service security, a modern business is impossible. The share of costs for its safety varies in different industries from 15 to 60%, depending on stability and risk indices. Therefore, ensuring security is an integral part of entrepreneurial activity. Moreover, the security of entrepreneurial activity cannot exist independently in isolation from management, the economy, various branches of law, psychology and sociology, forensic psychiatry, etc. Thus, this is not only the practical activity of legal entities and individuals involved in this field of business, it is an interdisciplinary branch of knowledge about how to achieve sustainable, continuous and continuous business development in the face of uncertainty [6-7].

The term “threat” is understood as the real possibility of an action of an intentional or unintentional nature that violates the functioning of the enterprise (firm), causes material or moral damage, and removes it from a state of stable equilibrium. Threats, by their origin, are divided into those that come from outside (exogenous) and those that arise within the enterprise (endogenous). In addition, these threats to human activity are divided into objective and subjective [8].

Objective - threats that are caused by natural disasters (earthquake, flood, hurricane, etc.) [9-11]. Subjective - associated with human activities. In addition, in the direction and nature of the impact, they can be divided into economic, physical and intellectual:

- economic threats can be realized in the form of corruption, fraud, unfair competition, the use of inefficient banking production technologies by banks;
- physical threats are realized in the form of thefts, robberies, breakdowns, equipment failure;
- intellectual threats are manifested in the disclosure or misuse of banking information, discrediting a bank in the banking services market, as well as in the form of various kinds of social and psychological conflicts around banking institutions or within themselves.

Thus, economic security is a universal concept that focuses on the need to protect business entities at all levels - from the state to every citizen. Therefore, an increase in the number of enterprises with a high level of economic security and its resistance to possible threats will contribute to strengthening the economic security of Ukraine. The security of entrepreneurial activity is closely associated with risks, which are an integral part of the market form of management. Risk is the ability to deviate the results of specific decisions and actions from planned ones. They can be associated with both additional income and additional costs. Therefore, risk is a type of danger that needs to be addressed. Dangers of economic activity of enterprises can be: tangible and intangible assets, finances, information, personnel [11-13].

The above list of threat areas provides an opportunity to highlight certain types of security:

1. Material and technological safety is protection against possible losses due to theft of real estate, equipment, products, inventions, programs, etc., as well as protection against possible losses due to accidents, disasters due to the use of physically obsolete equipment, low qualifications and irresponsibility of employees .

2. Financial security is protection against possible financial losses and prevention of bankruptcy of an enterprise. It is leading and decisive, since in the market conditions of management it is the "engine" of any economic system.

3. Information security is the protection of confidential information, the prevention of its leakage, the protection of software products.

4. Human security, which consists in preventing and reducing the risk of negative impact on economic security due to the actions of insufficiently qualified workers, inefficient management of the enterprise, as well as in protecting individuals (life and health) from criminal attacks [12-13].

In practice, all these types of security are carried out by the security (guard) service, which organizes access control, protection of buildings, structures, premises, equipment. Protects information from unauthorized access, provides confidentiality of documents and materials. So, the security of entrepreneurship is aimed at eliminating or reducing the risk of economic damage. Business security issues in countries with developed market economies are considered to be one of the main issues, and 10% to 15% of profits are spent on security measures in commercial structures [9-11].

In the process of achieving this goal, specific tasks are implemented that combine all areas of security. Tasks solved by the business security system: forecasting potential threats to the security of the enterprise; organization of activities to prevent possible threats (preventive measures); identification, analysis and assessment of real threats to the enterprise's security; making decisions and organizing activities to respond to emerging

threats; continuous improvement of the business security system. The organization and functioning of an integrated business security system for maximum efficiency should be based on a number of the following principles: legality, economic feasibility, continuity, a combination of preventive and reactive measures, differentiation, and the principle of coordination. The object and subject of the business security system are closely interconnected. The object of the system as a whole, as already mentioned, is the stable economic condition of the subject of entrepreneurial activity in the current and future period. The specific objects of protection are resources: financial, material, informational, personnel [11-13].

The subject of the business security system is more complex, since its activity is determined not only by the features and characteristics of the facility, but also by the specific environmental conditions that surround the subject of entrepreneurial activity. Based on this, we can distinguish two groups of entities that ensure the security of entrepreneurship: external entities and internal entities.

External entities include legislative, executive and judicial authorities designed to ensure the safety of all, without exception, law-abiding participants in entrepreneurial relations; moreover, the activities of these bodies cannot be controlled by the entrepreneurs themselves. These bodies form the legislative basis for the functioning and protection of entrepreneurial activity in its various aspects and ensure its implementation. Internal entities include individuals directly involved in protecting the security of that particular business entity. Such entities may include: employees of the company's own security service (enterprise); invited workers from specialized firms providing services for the protection of entrepreneurial activity [7-10].

Entities that ensure the security of entrepreneurship carry out their activities on the basis of a certain strategy and tactics. Strategy is a long-term approach to achieving a goal. The general security strategy is expressed through the general concept of an integrated business security system. In addition to the general strategy, special strategies are also highlighted (for example, depending on the stage of entrepreneurial activity). Finally, functional security strategies can be applied. The security strategy includes, first of all, a system of preventive measures implemented through regular, continuous, work of all departments of a business entity to check counterparties, analyze proposed transactions, examine documents, comply with the rules for working with confidential information, etc. The security service in this case acts as a controller. The strategy of reactive measures used in the event of or real implementation of any threats to the security of business. This strategy, based on the application of the situational approach and taking into account all external and internal factors, is implemented by the security service through a system of measures specific to the situation [6-8].

Security tactics involve the application of specific procedures and the implementation of specific actions in order to ensure the security of a business entity. These actions, depending on the nature of the threats and the severity of the consequences of their implementation, can be, for example: expanding the legal service of the company; taking additional measures to preserve trade secrets; creation of a computer security unit; filing claims with the offending counterparty; appeal to the judiciary; appeal to law enforcement agencies [8-10].

The main functions of the company's security service are the following: organization and implementation of protection of confidential information together with the company's divisions; verification of information about attempts to blackmail, provocations and other actions against personnel with the aim of obtaining confidential information about the activities of the company; organization of collection, accumulation, automated accounting and analysis of information on security issues; conducting inspections in the divisions of the company and providing them with practical assistance on the safety of their activities; development and implementation of a regulation on trade secrets; checking the rules for conducting closed office work; checking employees for compliance with the rules for ensuring economic, information and physical security; rendering assistance to the personnel department for working with personnel in matters of selection, placement, job transfer and staff training; collection, processing, storage, analysis of information about counterparties in order to prevent transactions with unscrupulous partners; fulfillment of instructions of the company's management, which are within the competence of the service; interaction with law enforcement agencies, taking measures to identify and prevent various types of financial and economic offenses; conducting internal investigations into the disclosure of confidential information, loss of official documents by employees of the company and actions threatening the economic security of the company [11-13].

The goals of ensuring business security are: elimination of external and internal threats to the economic well-being of the company, company, organization; ensuring favorable conditions for the implementation of the main interests enshrined in their constituent documents. The tasks of ensuring security are: timely identification of real and potential threats to the vital interests of the firm, company, corporation; effective counteraction and combating factors that impede the realization of legal rights, interests of the company, company and their employees; preservation of intellectual and material property of a company, company, corporation organization; the disclosure of internal causes and conditions conducive to causing the company, company, corporation, organization, their employees material, psychological, physical or other damage; development and implementation of a mechanism for rapid response to emerging conditions and negative trends in the development of the situation in relation to the company, company, corporation,

organization; collecting, analyzing, evaluating and presenting to management information regarding illegal actions in respect of a company, company, corporation, organization by individuals and legal entities; prevention of penetration into the structure of criminal elements; counteraction to technical penetration of illegal entities by the enterprise; physical and technical security of the company, company, corporation, organization, their territory and transport; assistance in the formation and enhancement of a positive image of a company, company, corporation, organization among partners, customers, the public and the public; localization or mitigation of the harmful effects of actions in relation to a company, company, corporation, organization by external and internal threats [6-9].

Thus, entrepreneurs should clearly realize that security is a science that needs to be studied and developed, it is an art that needs to be understood, it is a culture that businessmen need to be educated; every business is only worth something when it is reliably protected; danger is easier to prevent than to deal with it; the basis of success in business is timely received, correctly understood and skillfully used information.

### **Conclusions.**

One of the central problems of the organization and economy of entrepreneurship is the competitiveness of their own business. It applies to all areas and organizational forms of business support, in particular management (management) - an important factor in the success of entrepreneurship. The viability of entrepreneurship and the success of a business that has been started depend to a large extent on effective management. Entrepreneurial management is an art and at the same time a great science. The company's management is directly related to the forms of organization of economic activity, the size of the company, and the characteristics of the business sphere [14]. For example, if in small and in part medium-sized enterprises management is mainly performed by the owner, then in corporations it is carried out by a professional manager. Thus, the management of entrepreneurship has a complex, multifaceted nature, associated with the performance by individual managers of certain management responsibilities [15-16]. These specific areas and areas of focusing managers' efforts on fulfilling a goal or preventing a certain unpredictable situation are called management functions [17].

The realities of economic life are such that entrepreneurs in their practical activities encounter not only economic, organizational, legal difficulties in the process of creating their own business and its development, but also with the negative impact of some entities, often of an unlawful nature. This, in turn, necessitates maintaining a sufficient level of business security. The normal functioning and development of the sphere of entrepreneurship in the economy of any country requires the presence of certain conditions that ensure these processes.

One of the most important conditions is business security. Business security should be understood as the state of protection of a business entity at all stages of its functioning from external and internal threats that have negative, primarily economic, as well as organizational, legal and other consequences. Business security can be assessed using various criteria, that is, features based on which an assessment is made [16].

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