Аналіз останніх досліджень і публікацій *показав, що попри наявність окремих наукових доробок залишаються невирішеними питання стосовно змісту структурних компонент маркетингу інновацій, дослідження їх сформованості та результативності в межах реалізації інноваційної політики підприємства.*

Метою *статті є обґрунтування теоретичних основ щодо сутності маркетингу інновацій у складі інноваційної політики підприємства, визначення основних структурних компонент та розробка методики інтегрального оцінювання його стану як індикатора інноваційності діяльності.*

Матеріали та методи. *У роботі використано загальнонаукові методи аналізу, синтезу, індукції та дедукції, а також концептуальні положення теорій: управління, інновацій, організацій.*

Результати дослідження. *Висунуто наукові гіпотези про те, що всі компоненти інноваційної політики підпорядковуються стратегічним цілям та тактичним завданням підприємства. Так, своєчасне розпізнавання новітніх ринкових тенденцій забезпечується високоякісним маркетингом інновацій, за наслідками яких визначаються напрямки провадження інновацій на підприємстві. За результатами цього дослідження розроблено комплекс пропозицій.*

Висновки. *Науковці виділяють окремий вид маркетингу, а саме маркетинг інновацій як концепцію ринкової діяльності підприємства, що розвивається інноваційним шляхом. Запропоновано маркетинг інновацій визначати як структурну компоненту інноваційної політики підприємства і до основних принципів маркетингу інновацій віднести принцип активізації інноваційної діяльності підприємства. Розроблено комплексну практично орієнтовану методику оцінки стану маркетингу інновацій підприємства, що включає систему індикаторів, які інтегровано в єдиний узагальнюючий показник.*

Ключові слова: інноваційність діяльності, маркетинг інновацій, інноваційна політика, інновації, дослідження ринку, встановлення цін, напрямки інноваційного оновлення, інтегральний показник.

UDC 005.4

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USING THE ORGANIZATION'S PERFORMANCE CURVE IN CHANGE MANAGEMENT

The paper begins with the presentation of efficiency curve during the organizational change, and it's determinants. It is emphasized, that change managers can influence on depth and time of endure the efficiency. On this background paper presents the actions which could diminish the costs of changes. They are divided into phases of change process.

Keywords: change, efficiency, the efficiency curve.

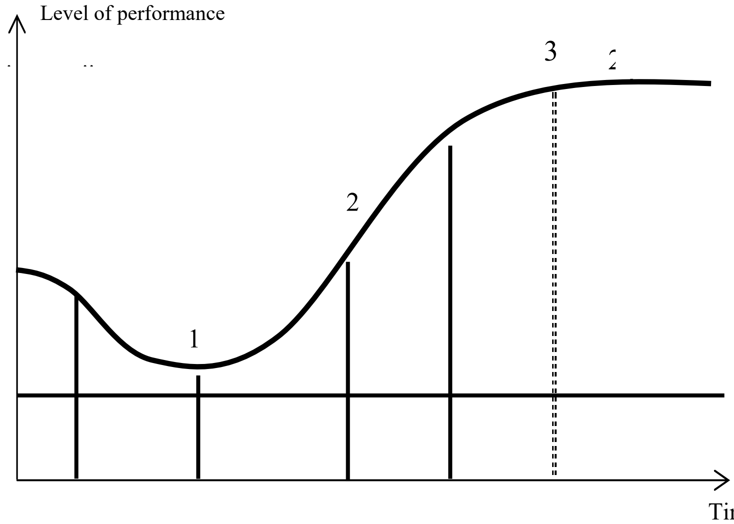
Ясинская И. Применение кривой эффективности организации в управлении изменениями. *Исследована кривая эффективности в ходе организационных изменений, определены ее детерминанты. Подчеркивается, что менеджеры могут влиять на глубину и время поддержки эффективности. Предложены действия, которые могут снизить снизить стоимость изменений. Представлены фазы изменений.*

Ключевые слова: изменения, эффективность, кривая управления изменениями.

Background. The efficiency curve is widely described in literature as to its essence and its effects. However, it did not translate into the practical actions of change managers. The aim of the article is to translate the consequences of the efficiency curve into practical actions to improve the direction of change.

Resalts. Curve of efficiency – essence, determinants of depth and duration.

The point of departure of the reflections will be the following *figure 1*, illustrating the essence of the phenomenon. The level of organization efficiency in the change process was determined by the ordinate. There is one synthetic measure of efficiency that is missing, so it is practical to use a set of specific, detailed criteria. It can be considered that the efficiency curve presented in the above figure is the result of these detailed measures (individual course of each one may differ from this one and differ in practice). The diagram shows the common phenomenon that each change is accompanied by a temporary decrease in the level of organization efficiency, after some time the efficiency returns to the level before the change.



1 – minimal, yet acceptable level of efficiency; 2 – moment of change;
3 – maximum waiting time for effects 0.

Figure. 1. Performance curve of the organization during the change period

Source: author´s development.

It is only afterwards that "consumption" of the effects of change takes place. This law is objective and reveals itself even in the case of a corrective change. It does not mean, however, that the organizers of the change will only accept the existence of this regularity. They may have an impact on how long a fall in fitness and what is the scale of this fall. It's up to them to decide whether and how quickly the organization will achieve the previous efficiency and will begin to discount the effects of the change. Therefore, the point of departure for considering the directions of practical use of the curve is to identify the determinant of the duration and depth of this decline. These are:

a) scope and depth of change. Well, the wider the area of the organization involves changes and the more revolutionary they are, the longer and longer the decline in efficiency. Greater strength of social resistance, greater cost of implementation;

b) the correctness of the project. This is about the compatibility of the project with the future conditions of its implementation. The more the project responds to these conditions, the less the efficiency falls and the shorter it takes;

c) strategy for the implementation of the change. In general, the literature cites two extreme implementation strategies: stepping and striking. The first one means the deployment of time-to-phase implementation. This results in a smaller decrease in efficiency, but lasts longer. It is time to reach the planned level of efficiency. However, you should be aware of the loss of some of your planned benefits and beyond the time that your stakeholders expect. Radical change brings with it a shorter but deeper fall in organization efficiency. This may endanger efficiency below the level acceptable to the stakeholders. The problem is illustrated in *figure 2* longer acquisition time;

d) scope of obtaining contractors for the change. This is not only about reducing the resistance, but also about inducing the change in the authenticity of the participants to change the authenticity of the whole process (from the decision to take, through the design of solutions to the realization). The greater the scale of contractor co-operation in the change process, the smaller and shorter the downtime is. Under optimum conditions, even after the implementation, there may even be a short-lived and slight increase in the efficiency of the organization's functioning. This is due to the mobilization of additional energy among change implementers. R. Curie [1, p. 22] expresses the view that it is precisely the social aspects of change that most significantly affect the efficiency of an organization in a time of change;

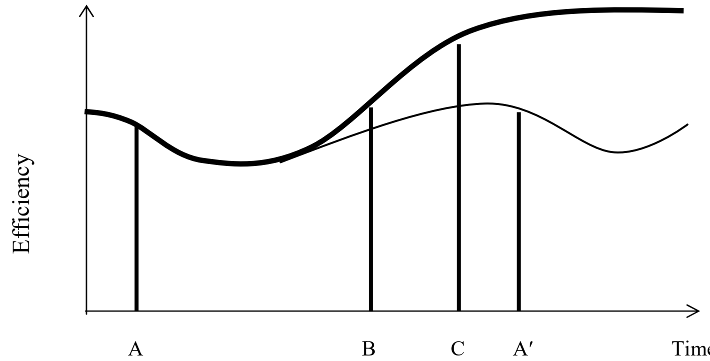
e) preparation of changes. It is about technical, organizational and personnel preparation. Deployment and preparation are inversely propo-rtional. Inadequate preparation of the change results in prolongation of the implementation time, discouraging contractors – and consequently a longer and deeper decline in the efficiency of the organization.

What is the performance curve for the practice? The problem is worth considering in relation to the three phases of the change management process.

Preparation phase. Determination of stakeholder acceptability, duration and depth of decline. Change agents are both the employees of the organization and its management, board of directors, owners, customers, suppliers, banks, social organizations. When deciding to change, the organization must recognize how profound and long-lasting decline they are able to accept (how long workers agree to freeze their wages, how much credit, and how long they will agree to wait for suppliers), to pay as long as management are willing to wait for the effects of change and how much change costs they will accept). Be aware that if an organization does not have enough resources to implement the change, even the most promising endeavors need to be accepted by stakeholders (internal and external). They are involved in the cost of change. The level of their acceptance should depend on the depth, scope of change and the way they are implemented. It may turn out that some solutions will have to be abandoned or delayed. Neglect in this area results in conflicts, discouragements, difficulties in implementing change. At worst, the organization can not achieve the level of performance before the change.

Determining the moment of change. The two most common mistakes are too early and too late to make a change. In the first case it is a conviction that (due to variability of conditions) the only permanent element of the organization's functioning is change. Changes are made before the organization takes advantage of all the opportunities inherent in the solution so far, thereby reducing the resources that can be invested in the future change. It is also worth recalling here the concepts of K. Lewin [2, p. 18], who distinguished three phases of each change – thaw, change, freeze. Every change must leave the performers time to learn, acquire, practice, create new social relationships. A source of haste may also be discouraged by changes resulting from errors in the implementation of the change and an increase in waiting time for the effects. Instead of identifying and eliminating dysfunctions in implementation, we are dealing with a waiver of change.

On the other hand, there is often a delay in the change until the risk of losing the organization's ability to continue functioning. The symptom of this may be the persistent loss of financial liquidity, the threat of takeover, bankruptcy, the introduction of commissioning. This is all the more alarming that the research conducted by the authors indicated that 95% of the managers and the strongest motives for making changes are to realize their inevitability. This results in a shift from a very low ceiling of efficiency. This narrows the scope and depth of the change that can be implemented and the time it takes. In practice, managers later explain the difficulties with insufficient financial possibilities. The described situations are presented in the following figure.



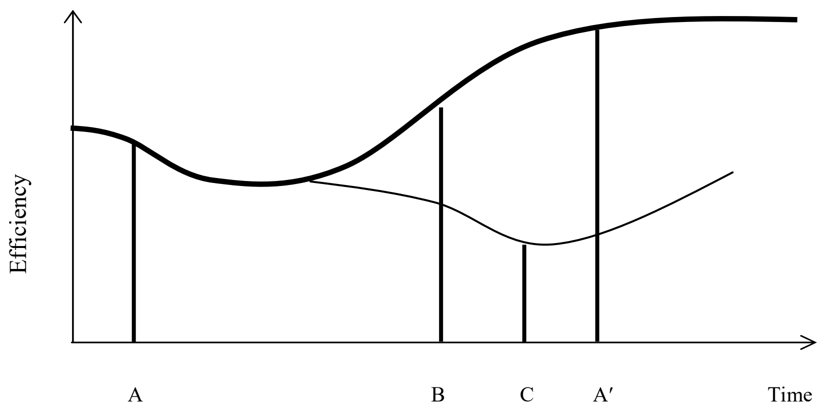
– planned performance during the change period;

– the efficiency of the change taken too early (withdrawal from the current change).

A – change initiating the process;
B – planned performance before change A;
C – planned efficiency level as a result of change A;
A' – another change (taken too early, before reaching the efficiency intended for change A).

Figure 2. The course of the organization's performance when the change is taken too early

Source: author´s development based on: [3, p. 45].



– planned performance during the change period;

– the efficiency of the change taken too late.

A – change taken at the right moment;
B – planned performance before change A;
C – planned efficiency level as a result of change A;
A'– another change (taken too late).

Figure 3. The course of organization performance when the change is taken too late

Source: author´s development based on: [3, p. 56].

Theoreticians and practitioners clearly suggest that the change should be considered when the organization is in the maturity phase when it uses and cumulates the effects of the previous change. Thinking does not mean to introduce anymore, but it means predicting future conditions, the direction of potential changes, taking steps to prepare conditions. Then we start to change with the financial backdrop of the previous change. So we have a better chance to decide the extent, depth and timing of the change. Only then can you decide on the change, its purpose (assumed level of elimination of dysfunction) and the cost of conducting.

Are there really techniques managers and team leads can use to engage their teams during times of change? J. Jellison′s, a professor of social psychology at the University of Southern California, believes so [4, p. 14]. Jellison has developed a J curve diagram that lays out what he calls the five stages of change – from resistance through acceptance. Stage one, the plateau, is where we start on our journey of change. We′re going along just fine doing our work; we have a high degree of mastery; we know the routine. Suddenly, news of a big change arrives. Suddenly, we′re faced with the great unknown: What will this mean to me?

After a period of turmoil and questioning, we approach stage two, the cliff. Here′s where we step into the abyss, because we feel we have no choice but to go along. "Performance drops sharply", writes J. Jellison. "The Stage 1 pattern is reversed: failures now outpace successes". The problems accumulate. We consider ourselves failures. We begin to panic. We want to escape [4, p. 24].

That is when we begin to enter stage three, the valley. "Things begin bottoming out. Errors aren′t as frequent or as large, and workers are starting to do more things correctly". At some point, we begin thinking, "Maybe I can, sort of, do this".

That is when we begin our ascent, stage four. Performance improves – "impressively". Our attitudes change. Challenges that appear insurmountable in previous stages now begin to look like obstacles we can overcome with a bit of creative problem-solving.

At some point, we make it to the mountaintop – stage five. We begin to feel good about ourselves again. We begin to think, "We should have done this long ago!" (As Jellison points out, some of the biggest naysayers "may even claim it was their idea".

J. Jellison he talks about "persuasion tactics", in which managers assume they have to change employees' attitudes before they'll actually move in a new direction. Rarely do they work. People may leave the vision meeting feeling good, but then reality hits and the J curve ride has begun. A technique he labels "activation". It′s also known as "learning by doing". You can change peoples' attitudes by changing their behavior. He explains a set of tools that you can apply as the need arises and gives ample examples for how to use them. For example, one activation tool is "the bamboo technique". Just as bamboo bends and then snaps back when a strong wind blows through, so should you, by acknowledging the other person′s feelings. Maybe somebody on your team is complaining, "We′ll never make this work". "You bend", writes Jellison, "by saying, You may be right that it's going to be challenging to make this work" [4, p. 34].

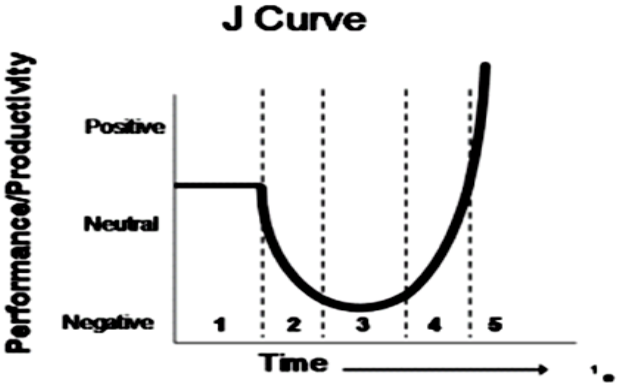


Figure 4. The J. Jellison curve of change

Source: Managing the Dynamics of Change, 2006 [4, p. 14].

In other words, you get the person focused on taking a particular, concrete, doable action. And you keep doing it – because the J curve has no predetermine timeline. People adjust at their own paces.

Jellison offers up numerous "scripts", spells out why even the tiniest of signs of progress deserve celebration, and provides several techniques for getting people started in the direction where you want them headed. His suggestions are simple and require a measure of sincerity — because they involve meeting people not at the 30,000-foot level where corporate visions often reside, but on the ground, where members of your staff are trying to do their jobs. [4, p. 54–67].

Design change. In this area the manager should be aware of the following relationships:

- the more rational (in line with anticipated future implementation conditions) is the project, the shallower and shorter the decline will be;
- the existence of the so- The "birth defects" of the project is an objective phenomenon, mainly due to two premises. First of all, the element of the project is human and its behavior is subjective, difficult to predict. Secondly, there is no way to simulate the functioning of a project, as it sometimes has in terms of technical systems. As a result, actual project verification takes place only when it is implemented. However, this does not release the change managers from the obligation to make any necessary adjustments;

- the quality of the project is important for the design team. The literature [5, p. 14–16] gives three possible solutions to the problem. You can outsource the project to a consulting company. This results in the following consequences: - good knowledge of design methods and techniques, modern solutions, objectivity, but poor knowledge of the specificity of a particular organization, alienation of workers. The opposite is to set up a design team with your own employees. Here in turn we have a good knowledge of the interior of the organization, a sense of subjectivity of the employees, but poor knowledge of leading solutions, methods and techniques of design, the risk of entanglement in internal systems, preferential solutions. It seems that it is most rational to appoint teams composed of own employees and outside professionals. Because this solution carries the risk of conflict between the two groups of team members, it is important that each of them assign tasks corresponding to their competencies. Thus, specialists should develop research methods and techniques, supervise research, participate in design and oversee project implementation. Employees should conduct research, participate in project design and implementation. It is also important to choose the participants of the team. They should come from all basic areas of the organization to ensure the interdisciplinarity of the project. They should be able to articulate and justify their proposals, be open to the suggestions of others, and consider projects of change from the interests of the whole organization. It is also important for members of the team to act as a liaison with the rest of the team. It is about promoting, justifying the solutions adopted, to provide feedback and suggestions to the rational design team, the variant in design is important. It's about leaving the "first satisfactory" solution. We then have a chance to find a project of higher rationality. We also have ready-made possible variants for other than expected conditions of functioning,

Another issue is the choice of the project strategy. In this case, J. Machaczka [6] proposes two different approaches [7, p. 455]. One assumes the design of a reactive (follow-up) change. This means designing a change tailored to the current conditions. With the current turbulent environment, the change after implementation may be outdated. The second proactive approach (anticipation) implies anticipation of the future operating conditions of the organization and design of change under these future conditions. While this is a risk-free approach, it is the only one if you want to take on a competitive position. The more proactive we use, the less likely we will be forced to make changes and bear the costs. By choosing an approach, however, we need to adapt them to the level of volatility in our industry.

An interesting approach to the change strategy is presented by C. Suszyński [8, p. 137–144]. It draws attention to the need to associate incremental changes (for ongoing coordination and ad hoc improvement) with a vision of structural change (necessary for long-term building and development of organizations). The former should be seen as providing revenue needed to offset or even specifically buffer the future costs of structural change that build long-term market opportunities for the organization. However, one should be aware of the dangers of this approach. Deleting resources for future proactive changes involves time-consuming "consumption" of current changes, employee conflicts, the need to modify or abandon proactive changes, and stay with incremental adjustments.

Lastly, there is the problem of choosing the scope and rate of change. They should be dependent on their own financial capacity and the recognized level of acceptance by stakeholders of the depth and duration of the decline in efficiency. So be aware that the more radical changes and faster implementation, the deeper the decline, but the shorter it will take. However, we must either have our own means of covering change costs or accepting certain financial support from our shareholders. Otherwise we are forced to either limit the scope of the change or lengthen its implementation. This, however, poses a certain risk of discouraging performers, necessity of making another change later.

Implementation phase.

Preparation of implementation conditions. The better prepared conditions for the implementation of the change, the faster and faster the implementation, the greater the range of creativity and activity of the implementers. The fall in fitness is less deep and shorter. The scope of the preparatory actions will depend on the scale of the project's needs and the current state of the needs. However, preparation does not mean that all conditions need to be prepared before implementation, but it is certain that the necessary conditions are met in accordance with the implementation schedule. The change manager should take and implement the following actions: obtaining approval for the adopted change proposal. The first thing is to get the consent of the decision makers or stakeholders (eg supervisors, board, supervisory board, owners, banks). The choice of the decision-making body will depend on the depth and scope of the change. On the other hand, it is also necessary to accept the project by contractors. This should be thought from the moment the change is planned. Various techniques are known and described for the acceptance of change implementers. The most comprehensive and most synthesized are P. Schlesinger, V. Sathe, L. Schlesinger, J. Kotter [9, p. 99] who cite: assistance and support, communication, education, participation, negotiations, cooptations. It is also important to recognize the attitudes to changes in the individual employees and to assign them the right role in a particular change. This problem presents the two-dimensional classification of "players".

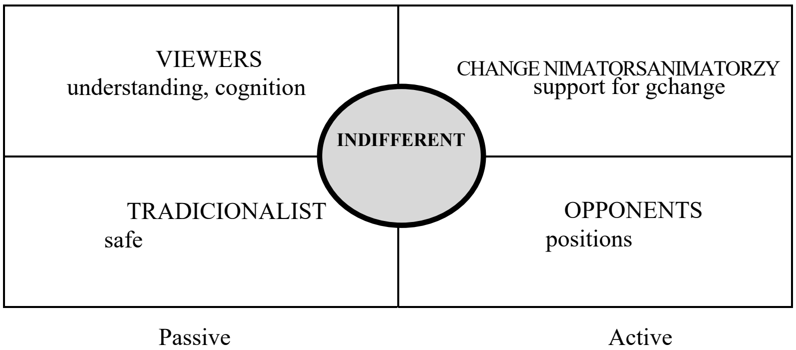


Figure 5. Classification of "players"

Source: author´s development based on Z. Chrościcki [9].

Traditionalists should be able to emphasize what was good in the current solution, to pay attention to the possible dangers of the adopted solutions. You will then be able to make the appropriate adjustment and reduce the risk of too early or unreasonable change. Indifferent must be convinced to change, showing its assumed effects. Lastly, animators should monitor the organization, indicate the time and place of possible changes. Their proposals, however, must be analyzed. You can not assign permissions to a change. This could threaten the "vicious circle of change" with all its negative consequences:

a) organizational preparation. It starts with planning a deployment schedule, in which we envisage implementation time, stages and implementers, division of tasks. We must take into account the fact that over-decomposition in time weakens the dynamics of change and, on the other hand, takes into account our own possibilities of real time reduction. It is also important for everyone to know what is his role in the change process;

b) technical preparation. It means gaining timely technical resources necessary to implement the change (eg premises, technologies, raw materials, machinery and equipment). It allows you to smoothly and seamlessly implement the change and fit in the schedule. It is necessary to define here the scope, the quality and the date of acquisition and the source of the conditions and form of the acquisition;

c) staff preparation. These include the following: recruitment, dismissal, training.

Supervision and ongoing correction of correctness and timeliness of implementation. The aim of supervision is to take corrective actions, in case of irregularities, to implement the change correctly and in time. This is not an ex post check, where the irregularities will only appear as negative end effects – prolonging the time and depth of degradation. It is about control in the course of action, which makes it possible to make the change as intended. It is worth noting that control should be vanishing until it reaches normal level of control.

Control effects. The main problem is the awareness of the two "bottom right" recommendations. First of all, you can not control the effects as soon as you make a change, because you will always notice a drop in performance. Practice shows that change managers do not always follow this guideline. Observing the decrease in efficiency starts the next change and the next decrease in efficiency. This is due to lack of awareness, and sometimes it is intended to discredit the change. Secondly, with effect control it is necessary to wait until the performance parameters of the organization stabilize. It can then be assumed that the organization has achieved the level of efficiency resulting from the change.

It is difficult to uniquely determine the temporal limits of effects control. This is a task for the change manager and requires experience. Surely consider the scope and depth of changes, preparation of conditions for implementation.

Conclusion. The existence of a "right" is an objective, independent of the rationality of the change process. Managers of change, however, have, by their actions, affected the depth and duration of this decline in efficiency. This article outlines the steps that will be taking place in each phase of the change cycle to help organizations manage long-term changes.

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Ясінська Й. Застосування кривої ефективності організації в управлінні змінами.

Постановка проблеми. *Управління змінами є важливим аспектом загального управління організаціями, оскільки глобалізація, необмежене розповсюдження і доступ до інформації, наростаюча конкуренція призвели до того, що утриматись на* *ринку і досягнути успіху сьогодні можуть тільки технологічно і структурно гнучкі та інноваційні утворення. Однак для успішного впровадження бажаних новацій необхідні відповідні знання і досвід у сфері управління змінами. Недостатньо сконцентрувати увагу на так званих жорстких чинниках, насамперед необхідно усвідомити, що жодна зміна не може бути реалізована, якщо персонал підприємства не вважатиме її доцільною. Водночас управління змінами має фундаментальне значення і для методології управління організаціями в кризових ситуаціях з пошуком умов і шляхів виходу з них.*

Управління змінами є процесом подолання несприйняття та неготовності до них організаційних складових – труднощів, що з'являються в соціальній, технічній, організаційній, економічній і юридичній сферах. Найважливішою є соціальна сфера, в якій виникає особливо багато невідповідностей та збурень, у зв'язку з чим ця сфера повинна займати пріоритетне місце у впровадженні вдосконалень і стати основним джерелом пошуку можливостей успішного управління процесами змін в організаціях.

***Аналіз останніх досліджень і публікацій** показав, що попри наявність окремих наукових доробок і рекомендацій з управління змінами в організаціях з використанням технічних і організаційних інновацій, питання застосування кривої ефективності організації в управлінні змінами потребують окремого спеціального дослідження.*

***Мета** статті – теоретичне та емпіричне дослідження проблеми удосконалення процесів управління змінами в організаціях з орієнтацією на ідентифікацію та нівелювання дисфункцій їх перебігу з використанням методичного інструментарію кривої ефективності.*

***Матеріали та методи.** Використано інтердисциплінарний пізнавальний і методологічний інструментарій, що включає методи наукової абстракції, аналізу і синтезу, індукції та дедукції, способи системного підходу, графічне моделювання.*

***Результати дослідження.** Досліджено криву ефективності в ході організаційних змін і здійснено аналіз її детермінант. Показано, що зміни охоплюють найрізноманітніші явища, незалежно від їх характеру, сфери і глибини. Продемонстровано, що еволюція поглядів і розвідок на тему змін однакова як у зарубіжній, так і польській літературі з управління. Підкреслено, що менеджери змін можуть впливати на глибину і час підтримки ефективності. Запропоновано дії, які можуть знизити вартість змін. Представлено фази змін.*

***Висновки.** Питання використання методичного інструментарію кривої ефективності в управлінні змінами необхідно розглядати з позицій його мультиаспектності. Досліджено взаємозв'язок між впливом змін, напрямами організаційного розвитку, в межах яких виникло багато моделей та інструментів, що збагатили науку про управління змінами. Одним із чинників, що обумовлюють успіх змін, є ефективне управління процесами їх підготовки і реалізації, які набувають особливого значення стосовно змін, притаманних організації в цілому та її окремим складовим. Аналіз проблем ефективного управління змінами вказує на необхідність належного управління процесами змін, невиконання якого може спричинити кризові ситуації. Детермінантами кризових ситуацій в організаціях можуть бути безпосередні й опосередковані чинники як в їх внутрішньому середовищі, так і в оточенні. Причинами здебільшого є внутрішні чинники, які знаходяться під безпосереднім контролем її системи управління, визначаються рівнем якості останньої, місцем, роллю та переліком необхідних характеристик і компетенцій керівників організацій. Умови розробки та впровадження доцільних і необхідних організації змін визначаються складністю, змінністю і непередбачуваністю організаційного оточення й потребують застосування спеціального інструментарію оцінювання ефективності управління змінами.*

Ключові слова: зміни, ефективність, крива управління змінами.