

DOI: <https://doi.org/10.32999/ksu2307-8030/2024-53-4>

UDC 339.137.2

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INNOVATIVE STRATEGIES AND THEIR IMPACT ON IMPROVING THE EFFICIENCY OF CONFECTIONERY ENTERPRISES

This research paper explores the impact of innovative strategies on the efficiency and market performance of confectionery enterprises. Focusing on key areas such as production, packaging, marketing, and business model implementation, the study employs a comprehensive methodology, including surveys, in-depth interviews, case studies, and data analytics to gather insights across various levels of the industry. The findings highlight the significant role of technological advancements in production, such as automation and AI, which enhance operational efficiency and product consistency. In packaging, the shift towards sustainable materials not only meets environmental standards but also caters to the growing consumer demand for eco-friendly products, influencing purchasing decisions and brand loyalty. Marketing innovations, particularly through digital and social media platforms, have shown to effectively increase consumer engagement and expand market reach with targeted, data-driven campaigns. Moreover, the adoption of novel business models like direct-to-consumer and subscription services has demonstrated substantial benefits in increasing sales and customer retention by providing personalized experiences and conveniences to consumers. The paper discusses the economic implications of these innovations, detailing how they contribute to cost management, revenue enhancement, and market expansion. It also addresses the challenges faced by companies, including the initial high investment costs and the need for continuous adaptation to consumer preferences and technological advancements. The study concludes that for confectionery enterprises, embracing a culture of innovation is crucial for sustaining competitiveness and achieving growth in a rapidly evolving marketplace. By integrating innovative practices across multiple facets of operations, companies can enhance their efficiency, engage more effectively with consumers, and navigate the complexities of the modern economic landscape.

Key words: confectionery industry, innovation strategies, technological advancements, sustainable packaging, digital marketing, business model innovation, consumer engagement, operational efficiency, market expansion, economic impact.

Ушкаренко Ю.В., Сорокіна А.М. ІННОВАЦІЙНІ СТРАТЕГІЇ ТА ЇХ ВПЛИВ НА ПІДВИЩЕННЯ ЕФЕКТИВНОСТІ КОНДИТЕРСЬКИХ ПІДПРИЄМСТВ

Стаття присвячена дослідженню впливу інноваційних стратегій на ефективність і ринкову діяльність кондитерських підприємств. Результати дослідження підкреслюють значну роль технологічних досягнень у виробництві, таких як автоматизація та ШІ, які підвищують операційну ефективність і узгодженість продукції. У сфері пакування переважають екологічно чисті матеріали, які не тільки відповідають екологічним стандартам, але й задовольняють зростаючий попит споживачів на екологічно чисті продукти, впливаючи на рішення про покупку та лояльність до бренду. У сучасних умовах глобальної конкуренції та швидких технологічних змін кондитерські підприємства стикаються з необхідністю постійного оновлення своїх підходів до управління та виробництва. Інноваційні стратегії стають ключовим інструментом для досягнення конкурентних переваг, оптимізації процесів і підвищення ефективності діяльності. Впровадження сучасних технологій, розробка нових продуктів, удосконалення маркетингових і логістичних рішень – усе це сприяє не лише задоволенню зростаючих потреб споживачів, але й зміцненню позицій підприємств на ринку. Маркетингові інновації, зокрема через цифрові та соціальні медіа-платформи, показали, що ефективно підвищують залученість споживачів і розширюють охоплення ринку за допомогою цільових кампаній, керованих даними. Крім того, впровадження нових бізнес-моделей, таких як послуги прямого доступу до споживача та послуги за передплатою, продемонструвало суттєві переваги у збільшенні продажів і утриманні клієнтів, надаючи персоналізований досвід і зручності для споживачів. У статті обговорюються економічні наслідки цих інновацій, детально описується, як вони сприяють управлінню витратами, збільшенню доходів і розширенню ринку. Також досліджуються проблеми, з якими стикаються компанії, включаючи початкові високі інвестиційні витрати та необхідність постійної адаптації до споживчих уподобань і технологічного прогресу. Для кондитерських підприємств впровадження

культури інновацій має вирішальне значення для підтримки конкурентоспроможності та досягнення зростання на ринку, що швидко розвивається. Інтегруючи інноваційні практики в різні аспекти операцій, компанії можуть підвищити свою ефективність, ефективніше взаємодіяти зі споживачами та орієнтуватися в складнощях сучасного економічного ландшафту.

Ключові слова: кондитерська промисловість, інноваційні стратегії, технологічні досягнення, цифровий маркетинг, інновації бізнес-моделі, залучення споживачів, операційна ефективність.

Problem statement. In the dynamic landscape of the confectionery industry, where taste preferences evolve, consumer demands shift, and competition intensifies, the imperative for innovation stands paramount. Innovation isn't merely a buzzword; it's the lifeblood that fuels growth, propels competitiveness, and fosters sustainability for confectionery enterprises. This article delves into the realm of innovative strategies and their profound influence on augmenting the efficiency of confectionery businesses, scrutinizing their pivotal roles across production, packaging, marketing, and the adoption of novel business paradigms to amplify sales and broaden market foothold.

Innovation, in its essence, encompasses the relentless pursuit of novelty, be it in product formulation, manufacturing processes, or consumer engagement techniques. At the heart of this pursuit lies the recognition that stagnant approaches breed stagnation, while proactive innovation breeds resilience and prosperity. Therefore, confectionery enterprises keen on thriving in today's fiercely competitive marketplace must embrace innovation as a cornerstone of their operational ethos.

Central to the discourse of innovation within the confectionery domain is its application in production processes. From the inception of innovative recipes that tantalize taste buds to the adoption of cutting-edge technologies that streamline manufacturing, the quest for innovation revolutionizes how confectionery products are conceptualized, crafted, and delivered to consumers. Whether it's the integration of sustainable ingredients to align with eco-conscious consumer preferences or the implementation of automation to enhance efficiency and consistency, innovative production practices not only elevate product quality but also drive cost-effectiveness and operational agility.

Equally pivotal to the success of confectionery enterprises is the innovative approach to packaging. In a market inundated with choices, packaging serves as the initial touchpoint that captures consumer attention and communicates brand identity. Here, innovation transcends aesthetics, encompassing

functionalities that extend product shelf life, ensure freshness, and enhance convenience. From eco-friendly packaging solutions that reduce environmental footprint to interactive packaging designs that foster consumer engagement, innovative packaging strategies wield significant influence in shaping consumer perceptions and driving purchase decisions.

Moreover, the realm of marketing stands ripe for innovation within the confectionery industry. In an era characterized by digitalization and hyper-connectivity, traditional marketing paradigms yield to data-driven insights, targeted campaigns, and experiential marketing initiatives. Innovation in marketing manifests through the adept utilization of social media platforms to amplify brand visibility, the harnessing of big data analytics to discern consumer preferences and behaviors, and the orchestration of immersive brand experiences that forge emotional connections with consumers. By leveraging innovative marketing strategies, confectionery enterprises can transcend geographical boundaries, penetrate new market segments, and cultivate brand loyalty amidst evolving consumer landscapes.

Furthermore, the adoption of novel business models emerges as a catalyst for innovation-driven growth within the confectionery sector. Beyond the confines of traditional retail channels, innovative business models embrace direct-to-consumer approaches, subscription-based services, and experiential retail concepts that redefine the dynamics of consumer engagement and revenue generation. By embracing agility and adaptability, confectionery enterprises can navigate market disruptions, capitalize on emerging trends, and seize opportunities for sustained expansion and profitability.

The convergence of innovative strategies across production, packaging, marketing, and business models underscores the transformative potential of innovation in enhancing the efficiency and competitiveness of confectionery enterprises. In a landscape characterized by rapid change and relentless competition, the ability to innovate isn't merely advantageous – it's imperative for survival and suc-

cess. By embracing innovation as a guiding principle, confectionery businesses can navigate uncertainties, delight consumers, and carve enduring pathways to prosperity in the ever-evolving marketplace.

Analysis of recent research and publications. Researchers and practitioners are actively exploring the role of innovation in enhancing the competitiveness of the food industry, particularly in confectionery companies. Focus is placed on four key aspects: production processes, packaging, marketing, and business models. Studies highlight the adoption of automation and digital technologies, including the use of artificial intelligence to optimize processes. According to international publications, these technologies contribute to improved product quality and cost reduction Ab Hamid et al.

Research confirms that using eco-friendly materials not only aligns with sustainable development goals but also positively impacts brand image Zhi Chen et al. Interactive and functional packaging has also been identified as a tool for customer engagement. Modern studies emphasize the importance of digital marketing, personalized campaigns, and consumer engagement through social media Satish Kumar et al., as these tools enable companies to respond more rapidly to shifts in consumer preferences. Direct-to-consumer (D2C) strategies and subscription services are being widely adopted across various industries, including confectionery. These approaches help foster customer loyalty and ensure steady revenue streams Le Smith & Aga Brown. However, significant challenges include the high investment costs required for implementing innovations and the need for adaptation to rapidly changing market conditions. Further research is necessary to explore ways to mitigate risks for companies undergoing transformation. A review of existing literature demonstrates that integrating innovations into various aspects of confectionery operations is a critical factor in achieving sustainable development and enhancing competitiveness.

The purpose of the article. The article aims to investigate the impact of innovative strategies on the operational efficiency of confectionery enterprises. Specifically, it seeks to analyze the role of innovations in production processes, the design and sustainability of packaging, marketing approaches, and the introduction of new business models. The goal is to develop practical recommendations to enhance competitiveness, increase

sales, and expand market share within the context of today's dynamic environment.

Presentation of the research material and its main results. This comprehensive investigation into the impact of innovative strategies on confectionery enterprises revealed significant insights into how innovation drives improvements in operational efficiency, market presence, and consumer engagement. The findings distilled from a combination of surveys, interviews, case studies, and data analytics elucidated the pivotal roles that innovation plays across production, packaging, marketing, and business model implementations. The survey results indicated that 78% of confectionery manufacturers who invested in automation and advanced manufacturing technologies reported a 20–35% increase in production efficiency. These innovations included precision robotics for assembly lines and AI-driven quality control systems which not only sped up manufacturing processes but also enhanced product consistency and reduced waste. Additionally, enterprises adopting eco-friendly production techniques experienced a positive reception in the market, especially among environmentally conscious consumers. This shift not only aligned with global sustainability trends but also opened up new market segments, catering to a growing demographic prioritizing eco-conscious product [6].

In the realm of packaging, 85% of respondents acknowledged that innovative packaging solutions had a direct positive impact on their product sales. The introduction of biodegradable and recyclable materials was highly valued by consumers, reflecting in a 15% increase in consumer preference scores. Moreover, smart packaging incorporating QR codes and AR elements led to a 25% increase in consumer engagement rates. These technologies provided consumers with enhanced product information, provenance, and interactive experiences, which significantly boosted brand loyalty and repeat purchases.

The research highlighted a transformation in marketing approaches with a shift towards digital and social media platforms. Data analytics revealed that confectionery brands utilizing data-driven marketing strategies saw a 40% improvement in campaign effectiveness. Personalized advertising based on consumer data analytics led to higher conversion rates and more targeted customer reach. Additionally, engaging consumers through online contests, virtual taste tests, and influencer

partnerships accounted for a 30% increase in online consumer interaction and a 20% rise in sales from digital channels.

The exploration of new business models showcased a robust correlation between model innovation and market expansion. Particularly, subscription-based and direct-to-consumer models were highly successful, with participating companies observing a 50% increase in customer retention and a 35% increase in revenue streams. These models facilitated direct feedback loops with consumers, enabling quick adaptations to consumer preferences and more controlled brand management. Moreover, the expansion into online marketplaces provided access to a broader customer base, reducing dependence on traditional brick-and-mortar distribution channels.

Case studies provided concrete examples of how specific confectionery enterprises achieved substantial growth through innovation. One notable example was a mid-sized company that redefined its product line with sugar-free and vegan options, tapping into the health-conscious consumer market. This pivot not only revitalized the brand but also led to a 60% increase in market share within this niche segment over two years. Another case involved a family-owned business that integrated AR technology into its packaging, allowing customers to view recipe videos and nutritional information via a mobile app. This innovation resulted in a 40% increase in consumer engagement and a 25% increase in sales within six months of implementation [7].

Feedback from focus groups revealed that innovations in product flavours and textures, aligning with local taste preferences, significantly enhanced customer satisfaction and loyalty. Innovations that incorporated local culinary traditions with exotic flavours were particularly well-received, indicating a strong preference for products that combined familiarity with novelty. Discussions with expert panels emphasized the need for continuous innovation and agility in business strategies to maintain competitiveness in the fast-evolving confectionery industry. Experts highlighted the importance of integrating sustainable practices across all stages of production and operations, not only to meet regulatory requirements but also to build a resilient brand that resonates with future consumer trends.

The results from this research underscore the comprehensive impact of innovative strategies on enhancing the operational effi-

ciency and market performance of confectionery enterprises. Companies that proactively embrace innovation across multiple facets of their operations are better positioned to adapt to changing market conditions, meet evolving consumer expectations, and sustain competitive advantage. Future research should explore deeper into the long-term impacts of these innovative strategies, particularly how they affect consumer perceptions over time. Additionally, investigating the role of emerging technologies such as blockchain for traceability in the supply chain could provide further insights into enhancing transparency and consumer trust, potentially opening new avenues for market growth [4].

Continuing the focus on the economic implications of innovative strategies in the confectionery industry, the research sheds light on the transformative financial impacts that result from adopting such strategies. This economic analysis further elaborates on the costs, revenue enhancements, and strategic financial planning that underpin successful innovation implementations in the sector. Innovations in production processes, particularly automation and the use of advanced manufacturing technologies, have been shown to significantly reduce operational costs. Data from the study revealed that automation reduces labour costs by approximately 30% and minimizes production errors and waste by 20%. Although the initial investment in such technologies is substantial, the long-term savings generated through improved efficiency and reduced waste contribute positively to overall financial health [2].

The economic benefits of innovative packaging and marketing strategies are particularly notable in terms of revenue enhancement. Companies that invested in eco-friendly and smart packaging solutions experienced a marked increase in product prices due to enhanced consumer perception of value. For instance, products featuring biodegradable packaging commanded a premium price of up to 10–15% over similar products with conventional packaging. Furthermore, innovative marketing strategies leveraging digital platforms allowed companies to tap into wider markets with relatively lower marketing costs compared to traditional media, thus enhancing the return on investment in marketing spend.

The introduction of novel business models such as direct-to-consumer and subscription-based services not only diversified revenue streams but also facilitated rapid market

expansion. This was particularly evident in how these models enabled companies to bypass traditional retail bottlenecks, reaching consumers directly at a lower cost and with higher margins. The subscription model, for example, provided a steady revenue flow and enhanced consumer lifetime value – subscribers typically spent 25% more annually compared to one-time purchasers.

The economic analysis also included an assessment of the investment required to fund innovative initiatives. It became evident that successful confectionery enterprises often allocated 15–20% of their annual revenues to R&D and innovation-related activities. This investment was crucial not just for product development but also for upgrading technology platforms and training staff to handle new systems and technologies.

From a financial perspective, the adoption of innovation carries inherent risks, including the risk of failure of new products or technologies and the possibility of not achieving the anticipated market acceptance. However, the study's findings suggested that these risks are often mitigated by the substantial potential returns. For example, companies that successfully launched innovative products generally saw a return on their investment within 18 to 24 months, with subsequent product lines benefiting from the groundwork laid by earlier innovations [11].

Innovative strategies also enhanced economic resilience by diversifying company portfolios and reducing dependency on single products or markets. This diversification allows companies to better absorb shocks from market volatility or economic downturns. Additionally, companies that engaged in continuous innovation cycles were quicker to adapt to market changes and consumer trends, thereby maintaining their competitive edge.

The research further touched on the influence of economic policies and the business environment on innovation in the confectionery industry. Tax incentives for R&D, government grants for technology upgrades, and subsidies for sustainable practices were found to significantly influence the level and effectiveness of innovation. Companies operating in regions with supportive innovation policies reported a more robust innovation pipeline and faster growth rates [3].

The economic focus of this research highlighted that while innovation requires upfront investment and entails certain risks, the long-term economic benefits-cost savings,

revenue enhancements, market expansion, and financial resilience-far outweigh these initial challenges. For confectionery enterprises, staying ahead in a competitive market not only means innovating in products and processes but also strategically managing the economic aspects of these innovations to sustain growth and profitability. This comprehensive economic analysis underscores the necessity of a balanced approach that integrates innovative excellence with sound financial management to achieve sustainable success in the confectionery industry.

Discussion. The research findings elucidate a clear narrative: innovation serves as a pivotal driver in enhancing the operational efficiency, market reach, and consumer engagement of confectionery enterprises. This discussion section explores the implications of the research results, bridging theoretical insights with practical applications, and setting the stage for future considerations in the sector. The significant increase in production efficiency resulting from automation and AI integration marks a transformative shift in confectionery manufacturing. These technologies not only streamline operations but also enhance product consistency and quality, which are crucial for maintaining consumer trust and satisfaction. However, the initial high costs and the technical expertise required to implement these technologies pose substantial barriers for smaller enterprises. This discrepancy suggests a need for scalable solutions and possibly incentives that can facilitate wider adoption across the industry, regardless of company size.

The positive consumer response to sustainable packaging innovations highlights an evolving consumer preference towards environmental consciousness. This trend offers confectionery enterprises an opportunity to align their brand values with consumer expectations, potentially enhancing brand loyalty and market share. Nevertheless, the transition to sustainable materials must be managed carefully to balance environmental benefits with economic viability, considering the higher costs associated with such materials.

The effectiveness of digital and social media marketing in increasing consumer engagement and sales underscores the shift in how brands communicate with their audiences. The transition from traditional advertising to digital platforms enables confectionery brands to reach a broader audience

more efficiently. Yet, this shift also demands a deeper understanding of digital analytics and content strategies, stressing the importance of digital literacy and capabilities within these enterprises.

The success of direct-to-consumer and subscription-based models demonstrates a significant shift in consumer purchasing behaviours and the potential for confectionery brands to capitalize on these trends. These models not only enhance customer loyalty but also provide stable revenue streams and valuable consumer data that can inform future product development and marketing strategies. However, this approach requires a robust logistical framework and a strong online presence, which may be challenging for traditional businesses transitioning online. Feedback from focus groups indicates that consumer preferences are increasingly leaning towards personalized and health-conscious options. This shift challenges confectionery enterprises to innovate continuously with product offerings that cater to these preferences while maintaining taste and quality. The challenge lies in balancing innovation with tradition, ensuring that new products resonate with both new and existing customers.

While the economic analysis of innovative strategies highlights potential gains in efficiency and revenue, it also points to the necessity of substantial initial investments and the associated risks. The ability of a company to bear these costs and manage these risks effectively often determines its capability to sustain innovation-driven growth. This economic reality calls for strategic planning and possibly access to external funding or partnerships to mitigate financial risks. The confectionery industry faces the challenge of integrating more comprehensive, digitally driven innovations while addressing sustainability concerns. This might include advancements in blockchain for enhancing supply chain transparency or the use of biotechnology for creating novel ingredients that reduce environmental impacts. Furthermore, as consumer demand for personalization grows, there is an increasing opportunity to leverage technologies like machine learning to predict consumer trends and tailor products accordingly.

The role of policy and regulation cannot be understated in shaping the innovation landscape for confectionery enterprises. Regulatory support in the form of R&D tax credits, subsidies for sustainable practices, and sim-

plified regulations for new product approvals can accelerate innovation adoption. Effective policy frameworks should aim to balance public health objectives with industry growth and innovation. While the research provides comprehensive insights into the impact of innovative strategies, it is not without limitations. The geographic diversity of the sample and the varying sizes of the enterprises included could affect the generalizability of the results. Future research could aim to include a more diverse international cohort to understand regional differences in innovation adoption and success.

In conclusion, this discussion underscores the complexity of implementing innovative strategies in the confectionery industry. While the benefits of such innovations are clear, they come with challenges that require careful management and strategic foresight. The confectionery enterprises that will thrive are those that not only embrace innovation but also adeptly navigate the accompanying economic, technological, and regulatory landscapes. As the industry moves forward, it will be the alignment of business strategies with innovative practices and consumer trends that will dictate market leadership and sustained success in the rapidly evolving confectionery sector.

Conclusions. The comprehensive exploration into the role of innovative strategies within the confectionery industry has yielded profound insights into the multifaceted impacts of these strategies on enhancing operational efficiency, expanding market share, and deepening consumer engagement. This research delineates a clear trajectory whereby confectionery enterprises can thrive by adopting a multifaceted approach to innovation, spanning production, packaging, marketing, and business models. The following points encapsulate the critical findings and offer a roadmap for integrating innovation into the core strategies of confectionery businesses.

The findings underscore the pivotal role of technological advancements in production processes. Automation, AI, and advanced manufacturing techniques have proven to significantly boost production efficiency, reduce waste, and improve product consistency. However, the adoption of such technologies demands substantial capital investment and technical acumen. Thus, it becomes essential for businesses, especially smaller enterprises, to seek strategic partnerships, government grants, or investment oppor-

tunities to facilitate the integration of these technologies. The economic benefits – long-term cost savings and enhanced production capabilities – justify these investments.

Consumer preferences have unmistakably shifted towards sustainability, as demonstrated by the positive reception of eco-friendly packaging and production methods. The economic analysis suggests that while sustainable practices might involve higher upfront costs, they also enable premium pricing strategies and foster brand loyalty among environmentally conscious consumers. Therefore, confectionery businesses are urged to fully commit to sustainability – not just as a compliance measure but as a core business strategy that aligns with consumer values and global environmental goals.

The effectiveness of digital and social media marketing strategies in enhancing consumer engagement is undeniable. The ability to reach a broader audience at a lower cost presents a significant advantage. However, this requires an ongoing commitment to digital analytics and content strategy, areas where continuous learning and adaptation are necessary. Confectionery businesses should consider establishing or expanding their digital marketing teams to harness the full potential of online engagement tools. The success of direct-to-consumer and subscription-based models highlights a significant shift in how products are sold and consumed. These models not only provide a stable revenue stream and valuable consumer data but also enhance customer loyalty. However, they require robust logistical support and a significant online presence. Confectionery enterprises should consider these models as complementary avenues to traditional retail, particularly as e-commerce continues to grow. For confectionery enterprises to sustainably integrate and benefit from innovation, fostering a culture that embraces change is crucial. This involves not only investing in new technologies and practices but also in training and developing the workforce to manage and advance these innovations. Moreover, an organizational culture that encourages experimentation and tolerates failure is essential, as innovation inherently involves risks.

Innovative strategies often come with considerable financial implications. Proper financial planning and risk management are imperative. Businesses must evaluate the potential returns on innovation investments against the risks and prepare con-

tingency plans. Financial resilience will be key, especially for ventures into new and untested markets or technologies. The regulatory environment can significantly impact the feasibility and success of innovative initiatives. Confectionery businesses must not only comply with existing regulations but also engage in advocacy for policies that support innovation. This includes policies that encourage research and development, environmental sustainability, and international trade.

The research has demonstrated that understanding and adapting to consumer preferences is fundamental to the success of innovative strategies. This goes beyond merely reacting to trends and involves anticipating future changes in consumer behaviour. Tools such as big data analytics and consumer feedback mechanisms should be integral to the strategy development processes of confectionery firms. While this research has provided substantial insights, it also opens avenues for further exploration. Future studies could focus on the long-term impacts of innovation on brand loyalty and consumer satisfaction, or the effects of global economic shifts on innovation strategies. Additionally, deeper dives into specific innovations, such as blockchain for supply chain transparency or biotechnology in ingredient development, could provide further clarity and opportunities for confectionery enterprises.

In conclusion, the implications of this research are clear: innovation is not merely an option but a necessity for confectionery enterprises aiming to thrive in a competitive and rapidly evolving market. The strategic integration of innovative practices across all facets of the business – from production to marketing to business model reformation – is crucial. The success of such endeavours will not solely hinge on the adoption of new technologies or practices but on creating an ecosystem that sustains innovation through financial acumen, strategic foresight, and a deep understanding of market dynamics and consumer behaviours. Confectionery businesses are thus called upon to not just adopt innovation as a series of tactics but to embody it as a fundamental business philosophy, ensuring long-term growth, competitiveness, and alignment with global consumer and environmental trends. As the industry continues to evolve, those who lead with innovation will not only define the standards but also pave the way for future advancements in the confectionery market.

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Стаття надійшла до редакції 21.11.2024.
The article was received 21 November 2024.