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Fabo, Ladislav; Supekova, Sona Chovanova; Durda, Lukas et al.

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Kontakt/Contact

ZBW – Leibniz-Informationszentrum Wirtschaft/Leibniz Information Centre for Economics

Düsternbrooker Weg 120

24105 Kiel (Germany)

E-Mail: [rights\[at\]zbw.eu](mailto:rights[at]zbw.eu)

<https://www.zbw.eu/econis-archiv/>

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SUCCESS FACTORS FOR PRODUCT DEVELOPMENT AND NEW PRODUCT LAUNCH PROJECTS

Ladislav Fabo,  ORCID: <https://orcid.org/0000-0002-2414-2359>

Pan-European University in Bratislava, Slovakia

Sona Chovanova Supekova,  ORCID: <https://orcid.org/0000-0002-3817-3594>

Ph.D., Associate Professor, Pan-European University in Bratislava, Slovakia

Lukas Durda,  ORCID: <https://orcid.org/0000-0001-5979-9855>

Ph.D., Pan-European University, Czech Republic

Krzysztof Gajdka,  ORCID: <https://orcid.org/0000-0002-8113-6780>

Ph.D., Associate Professor, Pan-European University, Czech Republic

Corresponding author: Sona Chovanova Supekova, sona.supekova@paneurouni.com**Type of manuscript:** research paper

Abstract: *The paper discusses the success factors influencing product development design and product launch projects. The lives of people and businesses have been threatened and affected by the global COVID-19 pandemic for more than two years. Knowing these factors can help us make the right decisions and develop an effective project plan and matrix. Nowadays, project management is a very important part of work in companies of different sizes. Project management can be seen as applying innovation processes in an enterprise. The authors conducted quantitative and qualitative research on 544 companies in the Slovak Republic. The research focuses on aspects of project management and individual success factors. The data obtained by the questionnaire survey were processed by statistical methods, where the authors chose the nonparametric Kruskal-Wallis test as the basic method and the Wilcoxon two-tailed test for independent sample data sets. An essential variable in the sample of enterprises surveyed was, in particular, the sector of the economy in which the enterprise surveyed operates. Two key factors were considered when developing the product – employee education and the implication of social responsibility. The study's uniqueness lies in surveying all types of enterprises, irrespective of their size, line of business, and financial turnover. The percentage distribution of the maximum use of CSR among the surveyed companies in each sector was most positive in the Logistics industry. Training and certification of employees are primarily one of the most important factors to ensure an increase in the success of those projects aimed at launching new products on the market; in the case of the surveyed sample, this is more than 40% of enterprises. Based on the sub-results, we can conclude that enterprises place more emphasis on new product development projects and the environmental concept of CSR. Still, the launch of new products or services is underestimated by the project management of enterprises. After more than eight years, the research has shown an increase in the importance of using social responsibility in management processes for new product development. A breakthrough finding is comparing the use of CSR in small businesses in Slovakia to global trends in which we perceive the dominance of multinational corporations. Enterprises are advised to focus specifically on new product launches and detailed planning.*

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Introduction. The article's central theme is the success factors that can significantly impact the design process during new product development and marketing projects. From this perspective, it is important to identify those factors that will lead the project management to a successful final product launch in new markets. Currently, when the lives of people and businesses have been threatened and affected by the global COVID-19 pandemic for more than two years, knowing these factors can help us make the right decisions and develop an effective project plan and project matrix. Coronavirus has already changed the perception and use of CSR activities (He and Harris, 2020). The research focuses on two specific and key factors associated with product development and its implications in the marketplace – employee education and the importance of social responsibility in governance and management processes. According to a study by Yuan et al. (2020), the difference in CSR implementation depends on the company's strategy – innovative companies use CSR more intensively than companies with a strategy focused on financial efficiency. This is because the innovation capabilities of businesses make them implement new processes in their operations (Civelek et al., 2021; Civelek et al., 2023) since they have more flexibility and adoption abilities regarding implementation (Kljucnikov et al., 2021).

The education of project managers has a big impact. Education is one of the possible foundations for building corporate environmental and social responsibility, where the impact of training and education of project managers cannot be forgotten (Chovanova Supekova and Krchova, 2019), also because education makes them behave more proactively (Kljucnikov et al., 2020). Education is also crucial for managers' perceptions regarding their business practices (Kljucnikov et al., 2022). Today, we consider the ability to implement social responsibility projects and projects related to product development crucial for the future success of an enterprise. The scope of the project manager's appropriate competencies can determine this ability. Project managers must perform many tasks to achieve project completion within the triple constraints of scope, time, and budget to meet the project objectives' quality requirements and stakeholders' expectations.

Several international studies support the theory that companies implementing CSR have some advantage over their competitors. Actively engaging in CSR environmental activities leads to building a firm's reputation (Metzker et al., 2021), to make sustainable economic development (Vavrova, 2022) and thus creates a source of competitive advantage for companies (Mai et al., 2021). Corporate social responsibility has been a means of meeting corporate social objectives and a phenomenon of corporate management and marketing recently and since its acceptance by the public. This process, which we perceive as social but is, above all, a philosophy of corporate management, is applied not only in multinational companies but also in medium and small enterprises. There are now several studies that examine CSR concerning the financial and reputational success of individual companies in different market segments and link CSR to it (for example, Dang et al., 2020; Javed et al., 2020; Kowalczyk and Kucharska, 2020; Metzker and Zvarikova, 2021). Any quality corporate social responsibility project is the domain of corporate planning and processes subject to corporate project managers' management. The experience and insight of the project manager are extremely important for the success of these processes and the long-term achievement of objectives.

Moreover, for these reasons, the project manager's perspective is very important and often highly debated. Projects that focus on the creation of new products, be they goods or services, and the subsequent launch of the new product on the market is all the more debated if the next objective is the fulfilment of the company's socially responsible strategy towards its customers, its employees, and the environment. The activities of companies that implement CSR in their processes aim to obtain certain benefits, whether financial (cost savings) or non-financial (building brand image, improving reputation) (Rozsa et al., 2020).

Nowadays, project management is a very important part of work in companies of different sizes. Project management can be seen as applying innovation processes in an enterprise. Nowadays, projects may vary in their objectives, needs, and requirements. Projects are often used to achieve an organisation's strategic plan (Chovanova Supekova and Krchova, 2019). Social responsibility is seen as part of the corporate portfolio in project management. The corporate portfolio is the company's program to achieve its strategic objectives (Wielicka-Ganczarczyk, 2020).

Literature Review. Looking at the path to success in product development and its placement on the market is a very subjective matter within individual industry sectors. It is decided by an infinite number of factors, which we can cover in two words – project management. An important step in understanding this issue is a historical perspective. The differences between the success of a product and its failure will allow us to get a comprehensive idea of managing the project, developing a new product on the market and the individual success factors. From a historical perspective, it is estimated that around 70% of new products fail before they are launched on the market. Of every seven to ten new projects, only one usually enjoys commercial success (Cooper, 2017). However, the whole project management must be devised and implemented by someone.

Simply put, the essence of quality management is an inseparable matter of success. Important tasks of management in project creation (Cooper, 2019):

- quality execution of each operation;
- an adequate number of new projects (focus on quality, not quantity);
- an adequate number of key tasks in project management for individual components of production;
- preparation of business and marketing strategies already in the pre-development phase.

The development and management of new products must be under the full control of every company. Each product goes through all the life cycle phases, from development through distribution to withdrawal from the market. The open market economy is putting pressure on companies, perhaps in every industry segment. Continuous product innovation is important for the survival of individual companies. Companies must be able to develop new products and services that replace obsolete ones. In addition to development, implementing products on the market and subsequent activities aimed at growing or stabilising demand for a given product are equally important (Kotler and Keller, 2013). The use of project management tools is related to the introduction of innovations, products and overall changes, but also significantly to the environmental conditions that facilitate such changes in the enterprise (Krchova, 2019). Marketing strategies related to this issue must be flexibly adapted to the formation of consumer and competition demands throughout the product's lifespan. In other words, in order to sustain competitiveness, companies must provide a steady stream of new products while quickly bringing them to market (Cheng and Yang, 2019). Marketing activities also increase the awareness of customers regarding goods and services. Thus, enterprises can increase their revenues (Civelek et al., 2020). Companies' Green marketing methods also enable them to hit their sustainability targets (Cheng et al., 2022). The alpha and omega of the success of the preparation of product development and all other phases, up to the finalisation, is the harmonisation of individual processes with the initial ideas expressed in the target strategy, which is formed before the initial actions. Development products that result from such a sequence are more likely to succeed (Wagner et al., 2021).

When performing the tasks themselves, the knowledge of employees about individual processes is equally important. The success of new product development requires the competence of employees in every single activity. Competence is also conditioned by the level of education, which is achieved in companies through theoretical and practical training and consulting. Today, counselling covers almost all business areas, and its importance has changed significantly over the last decade (Szeiner et al., 2020). The training facilitates the exposure of employees to various management complications and, at the same time, opens the mind to various innovative activities. Training also helps companies maintain a skilled and motivated workforce that can work with the technologies needed to develop and create a product (Caloghirou et al., 2018). At the same time, however, it is also important to focus training in companies so that the company can anticipate and better adapt to future market requirements within the limits of innovation processes (Stanica and Peydro, 2016). Thus, if employees have a more diverse education, the company has a broader base of different knowledge variants, ultimately allowing for streamlining all processes related to developing and implementing a new product on the market (Bogers et al., 2018). Employees in different company functions require different incentives with the same set plan and face different limitations in the innovation process. These factors affect how employees can be motivated. The empirical analysis points to 3 main factors (Castellacci et al., 2018).

- Focus on quality and analytical details increases the intensity and interest of employees to participate in innovative processes and education used for the company's benefit.
- Employees are more likely to invest time in innovation if they work in companies that favour an innovative approach and support individual innovative activities and inter-enterprise collaboration.
- Central management and creating pressure on the result minimize the interest of employees in the creative activity and the educational process, which results in less interest of employees in the company's benefit. This is a negative dependence, especially for companies that operate in a highly competitive environment.

Today, many companies understand the position of consumers and their rights. As well as the trends and direction in the modern world. More and more companies are leaning towards sustainability and responsibility towards nature and the environment, thanks in particular to large regional economic groupings. For a long time, they have been opening and pushing this agenda in front of the representatives of individual nation-states at their meetings. Consumers' rights to information and protection are widely recognised globally. Many such companies have a positive attitude towards consumer protection movements and, at the same time, towards the environment concerning the benefit of consumers. Bhardwaj et al. (2018) define the impact of CSR on consumer utility in the decision of project management of companies to invest in CSR. Social responsibility (CSR) is now becoming an integral part of entrepreneurship. The results of the relevant analyses

prove that large companies are especially interested in ecology in their processes, especially in the region where they operate. Slightly lower environmental protection activities are recorded for small and medium-sized enterprises, which is understandable given their lower incomes. The involvement of project managers in individual training included in CSR issues increases the interest of individuals included in the creation of innovative projects also solutions containing CSR (Chovanova Supekova and Krchova, 2019). Research on customers in Spain has shown that CSR by companies indirectly positively impacts their loyalty and develops trust along the consumer-company route (Iglesias et al., 2020). In the long run, there is a growing interest in CSR projects among large companies. The BCG study from 2012 shows that up to 70% of managers of large companies stated that they have consistently implemented CSR within their projects and plans. (Chabowski et al., 2011; Chovanova Supekova and Krchova, 2019). In essence, corporate social responsibility in the initial stages can be considered as self-regulation of the business sector with a certain higher charitable goal, whether towards the environment or other ethical-oriented practices (Kotler and Lee, 2011). The large number of natural disasters in the last decade, combined with studies on global warming, have increased the demand for more detailed information from individual companies, not only about their economic or ethical characteristics but also about environmental activities. Today, CSR already covers all aspects of corporate governance. It also ensures the protection of human rights. It covers communication between the various components of society in all its activities, especially developing new products and their implementation on the market. The application of CSR and its application by individual employees can even improve the company's interpersonal relations if the company's project managers can create a fair reward system based on the implementation of CSR (Kong et al., 2022).

For example, research in the Czech Republic focused on small and medium-sized companies showed that less than half of the respondents knew the importance of applying corporate social responsibility, and managers needed help identifying its benefits. However, the findings showed a positive correlation between social responsibility and employee motivation. Companies practising social responsibility were likelier to gain calm and motivated employees (Metzker and Streimikis, 2020).

Methodology and research methods. The authors' focus is mainly on those success factors that could influence the design of new product development projects and their subsequent commercialisation. In this paper, the study addresses the behaviour of 544 selected small, medium and large enterprises in the Slovak Republic. A questionnaire survey was conducted as a part of the quantitative and qualitative research of 544 selected small, medium and large enterprises in the Slovak Republic, which focused on a questionnaire survey. The data obtained by the authors through the questionnaire survey and secondary research were processed using advanced statistical methods. The chi-square test was used to verify the individual responses of the respondents to the merit questions. Criterion analysis was used to identify the specific factors of the project management application in new product development and product launch in enterprises from the perspective of enterprise project management. SAS statistical program (Stehlikova, 2003) was used to process the data. As a nonparametric method, we used the Kruskal-Wallis test, which is the nonparametric equivalent of the one-factor analysis of variance, i.e. it allows us to test the hypothesis H_0 that k ($k \geq 3$) independent sets come from the same distribution. It is a direct generalisation of the Wilcoxon two-sample test for independent samples ($k \geq 3$) (Stehlikova et al., 2009). The following statistical hypotheses are tested:

Hypothesis 0: The mean values of the rank order in all independent samples are the same; the qualitative factor has no statistically significant effect on the dependent variable.

Hypothesis 1: There is at least one pair of sample sets whose mean ranking values differ; the qualitative factor statistically affects the dependent variable.

Authors interpret the results of data processing as follows: if the P-value of the Kruskal-Wallis test is greater than 0.05, we do not reject the null hypothesis; conversely, if the P-value is less than 0.05, then we reject the null hypothesis and accept the alternative hypothesis. The effect of the quality factor under investigation on the explanatory variable is statistically significant (Stehlikova et al., 2009).

The questionnaire consisted of 5 questions related to the identification of the enterprise and four groups of questions related to project management, project implementation, project managers' education, project managers' critical thinking, areas where project management in the enterprise and CSR and project management interferes and focuses, and a group of questions related to information about the respondents (project managers) of the questionnaire survey. Between September 2019 and August 2020, the distribution of the questionnaire to selected enterprises from the authors' database of small, medium and large enterprises was arranged. The survey was implemented through an online form in Google Forms. The questionnaire survey was telling as the individual project enterprise managers confirmed basic information about the surveyed enterprise. As this is not an anonymous survey, the GDPR is secured by the authors' promise that

the outputs will always be presented in aggregate, not individually for the enterprises, but for the entire sample surveyed. In terms of business size, it was challenging to gather information from small businesses, specifically up to 50 employees, but the research team was able to obtain relevant responses from small businesses; however, at the end of the collection of responses, small businesses accounted for 56%, medium businesses accounted for 24%, and large businesses accounted for 20% of the research. The sector of the economy in which the surveyed enterprises operate was a very important variable. We also assume that because of the introduction of project management, most of the enterprises, 20.6%, were drawn from the public sector, and 19.1% were from industrial production enterprises (Chovanova Supekova et al., 2020).

Results. The research provided relevant information regarding the importance of project management and corporate social responsibility in the surveyed companies. We have divided this information as data precisely according to the sectors in which the interviewed companies operate. In order to get a comprehensive view of the issue, we also compared the results with the size of the companies according to profitability and the number of employees, which we consider to be the most relevant indicators in the context of our research project and the fulfilment of our objectives.

The survey was designed to obtain the following information:

- How the different business sectors use CSR.
- Size of companies using CSR (by employees).
- Size of companies using project management.
- Use of CSR based on each company's financial sales size.

The research shows an obvious trend of increasing interest in applying CSR, at least at a minimum level, in the individual decisions of companies implementing project management. The data summarised in the table below shows that the most pessimistic estimate within each of the sectors surveyed is that CSR is at least 'partially' emphasised within new projects in 70% of companies. Taking the average of the companies surveyed, «only» 16.9% of companies across all sectors do not factor CSR into project management decisions. Another significant positive finding is that the importance of the CSR implication is visible and perceptible in every market sector studied, as evidenced by the research results. From the point of view of environmental protection, as one of the most important points of CSR, it is important to focus on the industrial, chemical, and logistics sectors in particular, given their impact on the environment. From the information gathered, the chemical industry and logistics came out great in terms of intensive involvement of CSR practices; substantial involvement is also observed for the industry as a whole. Based on the results presented in the table, there is a positive trend towards creating new products and a greener approach to the industrial sectors in our region. The question is to what extent industrial companies can be effective in this equation. This raises the possibility of further research looking at the efficiency of these companies, for example, from a 2013 study of similar companies in the U.S. that says CSR led to higher productivity in the chemical industry (Sun and Stuebs, 2013).

Table 1. Application of CSR concepts to project management in different business sectors

| Sector | # | Always | Mostly | Frequently | Rarely | Never | Total |
|-----------------------------------|-------|--------|--------|------------|--------|-------|-------|
| Telecommunications/I.T. sector | Count | 4 | 7 | 9 | 16 | 14 | 50 |
| | % | 8,0 | 14,0 | 18,0 | 32,0 | 28,0 | 100,0 |
| Media/entertainment | Count | 2 | 15 | 9 | 4 | 8 | 38 |
| | % | 5,3 | 39,5 | 23,7 | 10,5 | 21,1 | 100,0 |
| Retail/consumer goods | Count | 8 | 16 | 20 | 6 | 6 | 56 |
| | % | 14,3 | 28,6 | 35,7 | 10,7 | 10,7 | 100,0 |
| Industry | Count | 7 | 29 | 31 | 26 | 11 | 104 |
| | % | 6,7 | 27,9 | 29,8 | 25,0 | 10,6 | 100,0 |
| Public sector services | Count | 3 | 2 | 8 | 9 | 6 | 28 |
| | % | 10,7 | 7,1 | 28,6 | 32,1 | 21,4 | 100,0 |
| Chemistry | Count | 4 | 6 | 2 | 6 | 4 | 22 |
| | % | 18,2 | 27,3 | 9,1 | 27,3 | 18,2 | 100,0 |
| Financial sector | Count | 4 | 2 | 6 | 6 | 8 | 26 |
| | % | 15,4 | 7,7 | 23,1 | 23,1 | 30,8 | 100,0 |
| Real estate/construction industry | Count | 6 | 14 | 28 | 14 | 10 | 72 |
| | % | 8,3 | 19,4 | 38,9 | 19,4 | 13,9 | 100,0 |
| Public sector services | Count | 12 | 29 | 31 | 29 | 11 | 112 |
| | % | 10,7 | 25,9 | 27,7 | 25,9 | 9,8 | 100,0 |

Continued Table 1

| Sector | # | Always | Mostly | Frequently | Rarely | Never | Total |
|-----------|-------|--------|--------|------------|--------|-------|-------|
| Logistics | Count | 6 | 4 | 4 | 6 | 2 | 22 |
| | % | 27,3 | 18,2 | 18,2 | 27,3 | 9,1 | 100,0 |
| Other | Count | 2 | 6 | 2 | 2 | 2 | 14 |
| | % | 14,3 | 42,9 | 14,3 | 14,3 | 14,3 | 100,0 |
| Total | Count | 58 | 130 | 150 | 124 | 82 | 544 |
| | % | 10,7 | 23,9 | 27,6 | 22,8 | 15,1 | 100,0 |

Sources: developed by the authors.

Within the companies that participated in our survey, CSR is most intensively becoming a part of project management for public sector service providers in terms of the number of participating companies. The percentage distribution of the maximum use of CSR among the surveyed companies in each sector was most positive in the Logistics industry. Overall, 85% of companies are at least partially and more involved in CSR, now more than in the 2012 BCG study paraphrased in the literature review. Based on our survey, the general increase in the implication of social responsibility is 14%. The main reason may be the increasing pressure of consumers on companies' responsibility for the environment and, in particular, compliance with human rights. Especially with the example of events in the United States in recent years, there is a much higher trend today in the observance of human rights and gender balance in modern companies.

Table 2. Using the CSR concept according to the size of the company (by employees)

| Number of employees | # | Always | Mostly | Frequently | Rarely | Never | Total |
|---------------------|-------|--------|--------|------------|--------|-------|-------|
| 49 and less | Count | 46 | 77 | 98 | 49 | 36 | 306 |
| | % | 15,0 | 25,2 | 32,0 | 16,0 | 11,8 | 100,0 |
| 50–249 | Count | 8 | 29 | 34 | 38 | 19 | 128 |
| | % | 6,3 | 22,7 | 26,6 | 29,7 | 14,8 | 100,0 |
| 250 and more | Count | 4 | 24 | 18 | 37 | 27 | 110 |
| | % | 3,6 | 21,8 | 16,4 | 33,6 | 24,5 | 100,0 |
| Total | Count | 58 | 130 | 150 | 124 | 82 | 544 |
| | % | 10,7 | 23,9 | 27,6 | 22,8 | 15,1 | 100,0 |

Sources: developed by the authors.

In the case of companies with a predefined number of employees, companies with fewer employees are more involved in CSR from our survey and percentage point of view. This result can be defined by closer relationships between the various components of companies and a greater emphasis on cooperation and interpersonal relationships concerning development and progress.

Table 3. The size of the company and its intensity in using project management (number of employees)

| | | | The importance of project management | | | | |
|---------------------|--------------|-------|--------------------------------------|------------------|-----------|----------------|-------|
| | | | Not important | Partly important | Important | Very important | Total |
| Number of employees | 49 and less | Count | 42 | 96 | 108 | 60 | 306 |
| | | % | 13,7 | 31,4 | 35,3 | 19,6 | 100,0 |
| | 50–249 | Count | 6 | 36 | 64 | 22 | 128 |
| | | % | 4,7 | 28,1 | 50,0 | 17,2 | 100,0 |
| | 250 and more | Count | 2 | 14 | 74 | 20 | 110 |
| | | % | 1,8 | 12,7 | 67,3 | 18,2 | 100,0 |
| | Total | Count | 50 | 146 | 246 | 102 | 544 |
| | | % | 9,2 | 26,8 | 45,2 | 18,8 | 100,0 |

Note: Not important – only used in small internal projects; partly important – used only sometimes in strategic projects; important – used regularly in strategic and innovative projects; very important – it is crucial for our company; we are a project-oriented company

Sources: developed by the authors.

The size of companies according to the number of employees using project management was another important survey useful to obtain a comprehensive view of the issue. Of the surveyed companies, they again

use CSR the most intensively, with less than 10 to 49 employees, which continues the trend of previous findings. However, there are minimal differences. The company's size increases the importance of using project management, which is the logical outcome of our research. For up to 67% of the surveyed companies, which have from 50 to 249 employees, project management is an important part of managing innovative processes in creating new products and their implementation in the market. Only a very small number of companies do not consider project management important; this approach is most noticeable in companies with the lowest number of employees.

Table 4. Annual sales of the company in applying the concept of CSR in project management

| Sales | # | Always | Mostly | Frequently | Rarely | Never | Total |
|----------------------|-------|--------|--------|------------|--------|-------|-------|
| Under 2 mil. € | Count | 46 | 78 | 85 | 46 | 35 | 290 |
| | % | 15,9 | 26,9 | 29,3 | 15,9 | 12,1 | 100,0 |
| 3–10 mil. € | Count | 8 | 23 | 29 | 32 | 18 | 110 |
| | % | 7,3 | 20,9 | 26,4 | 29,1 | 16,4 | 100,0 |
| 11–50 mil. € | Count | 2 | 17 | 22 | 19 | 10 | 70 |
| | % | 2,9 | 24,3 | 31,4 | 27,1 | 14,3 | 100,0 |
| 51–200 mil. € | Count | 2 | 6 | 7 | 13 | 12 | 40 |
| | % | 5,0 | 15,0 | 17,5 | 32,5 | 30,0 | 100,0 |
| More than 200 mil. € | Count | 0 | 6 | 7 | 14 | 7 | 34 |
| | % | 0,0 | 17,6 | 20,6 | 41,2 | 20,6 | 100,0 |
| Total | Count | 58 | 130 | 150 | 124 | 82 | 544 |
| | % | 10,7 | 23,9 | 27,6 | 22,8 | 15,1 | 100,0 |

Sources: developed by the authors.

The research showed an interesting trend in using CSR concepts based on the size of companies according to their revenues. However, it follows Table 2, which talks about the use of CSR in the number of employees. The principles of CSR are used the most within companies with the lowest turnovers, according to the survey, and with the fewest employees. On the contrary, the companies in Slovakia with the largest number of employees and turnovers use CSR the least in their processes, which is the opposite trend compared to the world. A study partially contradicts our findings (Bardos et al., 2020) that although CSR has a 10.5% positive impact on the market perception of the product, this did not translate into an increase in the company's value for the companies we studied that apply CSR. The trend of appealing to social responsibility can be seen in all businesses, regardless of size. The importance of corporate social responsibility is most perceived within the confines of an important part of management. Given the development of this issue, we expect a further increase in social responsibility in the structures of enterprises in Slovakia. It is also interesting to compare the data we obtained with a study that concluded through its own research that the application of CSR positively impacts almost all essential components of the company. The company thus gains a competitive advantage in the market, which is also reflected in its financial result (Padilla-Lozano and Collazzo, 2021). Based on the data we obtained, the application of CSR by Slovak companies shows that using CSR tools in our region is less effective than abroad. However, the limitations of our research here do not allow us to directly assess the CSR tools used by companies and the process by which they use them.

Table 5. The example of testing the variables by a Kruskal-Wallis test of a variable branch of the company and internal training of project managers

| Wilcoxon Scores (Rank Sums) for Variable o_24_1_interne_skolenia Classified by Variable o_1_odvetvie | | | | | |
|---|----|---------------|-------------------|------------------|------------|
| o_1_odvetvie | N | Sum of Scores | Expected Under H0 | Std Dev Under H0 | Mean Score |
| 1 | 2 | 3 | 4 | 5 | 6 |
| 1 | 25 | 3951.0 | 3412.50 | 324.376246 | 158.040000 |
| 2 | 19 | 2709.0 | 2593.50 | 286.198679 | 142.578947 |
| 3 | 28 | 4028.0 | 3822.00 | 341.196441 | 143.857143 |
| 4 | 52 | 7772.0 | 7098.00 | 441.513081 | 149.461538 |
| 5 | 14 | 1402.0 | 1911.00 | 248.087244 | 100.142857 |
| 6 | 11 | 1053.0 | 1501.50 | 221.180665 | 95.727273 |
| 7 | 13 | 2419.0 | 1774.50 | 239.525702 | 186.076923 |
| 8 | 36 | 4460.0 | 4914.00 | 380.485241 | 123.888889 |
| 9 | 56 | 7376.0 | 7644.00 | 453.995400 | 131.714286 |

Continued Table 5

| 1 | 2 | 3 | 4 | 5 | 6 |
|----|----|--------|---------|------------|------------|
| 10 | 11 | 1053.0 | 1501.50 | 221.180665 | 95.727273 |
| 11 | 7 | 905.0 | 955.50 | 177.788031 | 129.285714 |

Average scores were used for ties.

Kruskal-Wallis Test

Chi-Square 25.2345

DF 10

Pr > Chi-Square 0.0049

Sources: developed by the authors.

The above test (Table 5) shows that the value of $P=0.0049$ means that the industry in which the firm operates is a statistically significant variable concerning in-house training. Internal training leads to the right design decisions in new product development and new product launching, as the newly developed product needs to be introduced to the consumer in the right way, explained the service, and properly supported in marketing communication.

Table 6. Spearman Correlation Coefficients/variables size of the company

| Spearman Correlation Coefficients, N = 544 | | | | |
|--|---------------|-----------------------|-----------------------|-----------------------------------|
| Prob > r under H0: Rho=0 | | | | |
| | o_2_size_comp | o_20_project_planning | o_34_new_product_proj | o_35_launching_new_product_market |
| o_2_size_company | 1.00000 | -0.14119 | 0.17832 | -0.09652 |
| | | 0.0198 | 0.0032 | 0.1123 |
| o_20_project_planning | -0.14119 | 1.00000 | 0.09138 | -0.09338 |
| | | 0.0198 | 0.1328 | 0.1245 |
| o_34_new_product_project | 0.17832 | 0.09138 | 1.00000 | -0.31214 |
| | 0.0032 | 0.1328 | | <.0001 |
| o_35_launching_new_product_market | -0.09652 | -0.09338 | -0.31214 | 1.00000 |
| | 0.1123 | 0.1245 | <.0001 | |

Sources: developed by the authors

Table 6 concludes the results of the study. This table calculating the Spearman Correlation Coefficient, where the variable was the size of the enterprise, shows that the size of the enterprises studied, which were small, medium, and large enterprises, has a statistically significant effect on project planning as such, irrespective of the type of project. For projects primarily focused on new product development on the planning of such a project, the size of the enterprise also has a statistically significant effect in the sample of enterprises we studied. However, the product has already been developed, and it is a matter of bringing this new product to the market. In that case, regardless of whether the market is domestic or foreign, the size of the enterprise does not impact this type of project.

Discussion. In Slovakia, there is a correlation between the use of the CSR concept and the importance of project management, especially for smaller companies with lower turnover and public service providers. This brings an interesting finding given global trends, where large multinational companies, particularly, «dominate» this issue. These findings are also consistent with a 2020 study on selected businesses, which found a significant impact of small business social responsibility on regional communities in their vicinity. CSR can have an independent positive impact on company efficiency, and this positive impact on productivity is driven by the involvement of (smaller) domestic companies in local community CSR initiatives rather than the more strategic CSR initiatives of large multinational companies (Newman et al., 2020).

The limited use of CSR by companies with more employees and higher financial revenues is low in Slovakia compared to an international study focusing on this issue in larger companies. The analysis of CSR use in large companies abroad showed that these companies are aware of its positive impact not only on the financial result but also on the values in the eyes of the public. In comparison with our findings, these findings may support the use of CSR by larger companies operating in the Slovak Republic with positive benefits in terms of profitability and improving public image (Abugre and Anlesinya, 2019). Based on an analysis of several international studies from 2020, a positive or neutral relationship between CSR and a company's financial performance can be confirmed (Barauskaite and Streimikiene, 2021). Compared to our findings, the

survey's findings and subsequent analysis cannot directly confirm the financial gain resulting from the implementation of CSR.

Another stated objective of the research team was to find the link between the impact of CSR in companies and the importance of internal learning in these companies in developing a new product and its implementation in the market. More than 40% of the companies we surveyed consider employee training and certification as one of the most important factors in the potentially successful introduction of new products to the market. Across industries, the finance sector received the highest ratings for employee training in our survey. Companies in the finance sector are 70% careful to incorporate CSR at least partially into their philosophy, which is the average figure across the sectors surveyed. On a positive note, the finance sector is among the most responsible for strongly integrating CSR into business philosophy. On the other hand, the chemical and logistics sectors are less concerned with employee training, which is an interesting finding given the intensity of their involvement in CSR. In the chemical and logistics sectors, there is scope for further intensive research focusing specifically on employee training so that CSR can be more effectively implemented in the decisions of project managers.

Conclusions. Planning in the project management of SMEs and large enterprises is an integral part of the management of enterprises. These facts are manifested in all areas of project management of the sample of enterprises studied. This paper focuses primarily on such projects, which are oriented in the selected sample of Slovak enterprises to developing a new product and launching a new product on the domestic or foreign market. Developing new products in the current turbulent business environment, affected not only by pandemic measures and has been for more than a year but also by the increasing concentration of competition in domestic and foreign markets, poses major business challenges. This is partly because new views of society and consumers are turning towards socially responsible corporate activity in many areas. This is an area both environmental and social. Moreover, in the ecological field, the ecological concept that a company applies in its business should be respected by the corporate management, starting from the moment of the development of new products. Within this planning process, the ecological aspects of CSR need to be kept in mind by project managers, and the various standards must be adhered to.

As can be seen from the investigation results, the size of the enterprise, i.e. the number of employees, plays an important role in the planning of new product development projects. This fact is explained by the better staffing of large enterprises than that of small and medium-sized enterprises. This is also reflected in the opportunities for staff training and education, not only for project managers but also for other staff. Education, training, and certification of project staff are one of the most important factors that can increase the success of new product launch-oriented projects for more than 40% of the enterprises surveyed. However, if we turn our attention to new product or service launch projects, regardless of whether the market is domestic or foreign, the company's size is no longer important. A deeper examination of other variables reveals that this difference lies in the different management of the enterprise itself. At the same time, based on the sub-results, enterprises emphasise new product development projects and the environmental concept of CSR. However, the launch of new products or services is underestimated by the project management of enterprises. More emphasis is placed on communication tools than the overall project of marketing a new product with all its aspects. Enterprises are advised to focus specifically on new product launches, and detailed planning of this process is extremely important for the product's success in any market.

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Ладіслав Фабо, Пан-Європейський університет Братислава, Словаччина

Сона Чованова Супекова, Ph.D., Пан-Європейський університет Братислава, Словаччина

Лукас Дурда, Ph.D., Пан-Європейський університет, Чехія

Крузсзоф Гайдка, Ph.D., Пан-Європейський університет, Чехія

Ефективні моделі розроблення та реалізації нових продуктів

Сьогодні управління проектами є важливою частиною роботи в компаніях різного розміру. Управління проектами можна розглядати під призвою застосування інноваційних процесів на підприємстві. При цьому необхідним є використання релевантних моделей управління ними, що сприятиме розробленню раціонального плану реалізації проекту та його матриці. Метою статті є аналіз моделей, що впливають на дизайн продукту та ефективність його запуску. У ході роботи проведено кількісне та якісне дослідження 544 компаній у Словацькій Республіці. Дослідження фокусується на аспектах управління проектами та індивідуальних моделях успіху. Дані, отримані в результаті анкетування, були оброблені з використанням непараметричного тесту Крускала-Уолліса в якості основного методу і двосторонній тест Вілкоксона для незалежних наборів даних вибірки. Суттєвою змінною у вибірці опитаних підприємств була, зокрема, галузь економіки, в якій працює опитане підприємство. При розробці продукту було враховано два ключові фактори – освіта працівників та рівень їх соціальної відповідальності. Унікальність дослідження полягає в опитуванні всіх типів підприємств, незалежно від їх розміру, сфери діяльності та фінансового обігу. Відсотковий розподіл максимального використання КСВ серед опитаних компаній у кожному секторі виявився найбільш позитивним у галузі логістики. Навчання та сертифікація працівників є насамперед одним з найважливіших факторів, що забезпечують підвищення успішності тих проектів, які спрямовані на виведення нових продуктів на ринок, а у випадку досліджуваної вибірки це більше 40% підприємств. Виходячи з проміжних результатів, можна зробити висновок, що підприємства надають більшого значення проектам з розробки нових продуктів, які корелюють з цілями концепції КСВ. Проте, запуск нових продуктів або послуг недооцінюється проектним менеджментом підприємств. У статті здійснено порівняння використання КСВ у малому бізнесі в Словаччині зі світовими тенденціями, в яких домінуючу роль мають транснаціональні корпорації. Зроблено висновок, що підприємствам слід зосередитися на запуску нових продуктів і детальному плануванні цього процесу.

Ключові слова: КСВ, розробка продукту, проект, управління проектами, моделі успіху.