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Alina Shapovalova*

Simon Kuznets Kharkiv National University of Economics
61166, 9A Nauka Ave., Kharkiv, Ukraine

Theoretical and Practical Foundations for the Development of Innovation Activities of Small and Medium-Sized Enterprises

Abstract. The article is devoted to the problem of substantiating the theoretical and practical foundations for the development of innovation activities of Ukrainian small and medium-sized enterprises in the face of modern challenges. The study aims to develop conceptual provisions, substantiate the principles and conditions for the development of innovation activity, as well as develop scientific and methodological tools for identifying drivers and triggers for finding new opportunities. The methods of strategic analysis used in the study are: PEST-analysis to identify factors that influence the implementation of innovation activities; perspective analysis to search for and identify new opportunities for the development of innovation activities. The paper clarifies the known principles of the development of innovation activity by introducing the principle of wholeness into scholarly discourse. This principle lies in the consistency of produced innovations with rapidly changing market requirements, the demands of society and the trends in the development of the economic system. The study presents a five-factor model of flexibility of innovative behaviour of small and medium-sized enterprises which includes the following elements: communication flexibility; management flexibility; technology flexibility; economic and operational flexibility. The author justifies the essential concept of “funnel of development of enterprise’s innovation activity”, develops a scientific and methodological approach to conducting a strategic BOB analysis and carries out its approbation. The results revealed the drivers and triggers for the development of innovative activities of small and medium-sized enterprises which form the points of their growth. The analysis shows the barriers and brakes that constrain and prevent the transformation of new external opportunities into the internal potential of the enterprise’s innovation activity. The conducted research shows that generally conditions exist in the macro environment for new impulses of change and activation of innovative development. The results obtained present scientific and practical value for the development of small and medium-sized innovative enterprises. They can be used in further theoretical studies of innovative processes and for specification of applied measures to enhance innovation activity in the modern context of Ukrainian economy

Keywords: behaviour; development; drivers; flexibility; innovations; small and medium-sized enterprises; triggers

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INTRODUCTION

World experience proves that it is small and medium-sized enterprises that create the foundation of the economic system. According to studies, small and medium-sized enterprises in the USA, Ukraine and China are the creators of GDP, creating from 44 to 60% of the value added in the national economy in these countries [1; 2]. In the context of the development of the knowledge economy, innovations are the source of social and economic changes. In countries

that are members of the Organization for Economic Cooperation and Development (OECD), every fifth innovation is created by small or medium-sized businesses [1]. This forms the foundation of an innovative economy and an atmosphere of entrepreneurial spirit and creative activity in the national economy. In Ukrainian economy, the innovation activity of small and medium-sized enterprises is gaining momentum, but it needs state support as well as

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*Corresponding author

a favourable institutional and operational environment. Thus, the task of developing the modern economy turns into the task of developing the innovation activity of the backbone of the economic system, which is small and medium-sized enterprises. To ensure the development of innovation activity of the leading business in Ukraine, one should learn the key theoretical and applied foundations of such development.

The theory of evolutionary dynamics is based on the famous works of J.A. Schumpeter [3; 4] and the research of modern economists who solve the problems and paradoxes of microevolution and macroevolution of economic systems in an innovative way. The problem of innovation is the subject of many studies: from the potential of small and medium-sized enterprises in creating innovations [3], coordinating dynamic interaction at the macro level between innovations, demand and income generation in terms of neoclassical development theory [5; 6] – to the disruptive nature of the impact of innovations on the formation of new markets [7; 8], creating new consumer opportunities [9]; as well as benefits and values from the commercialisation of innovative technologies [10].

Special attention should be paid to the change in behavioural determinants, organizational resilience [11] and development trajectories of innovation under the influence of digital transformation [12-14], which changes the life cycle of products and the model for maintaining the competitiveness of small and medium-sized enterprises [15]. The stimulating effect of the digital transformation of the innovation system of an enterprise leads to reducing costs, increasing benefits, increasing efficiency and stimulating open innovations [12; 16]. The results of numerous studies have emphasized the importance of the impact of COVID-19 on the complexity and unpredictability of innovation management [17], identifying a special role in versatility and organisational flexibility in the formation of open innovations [16]. Another important area of applied aspects of the study of innovation activity development is its features at the micro level which reflect the innovative component of changing business models [18; 19].

The direction of this study was chosen due to the unresolved problems at the theoretical and applied level of determining the factors contributing to the development of innovation activity, models of innovative behaviour, effective tools for enhancing the innovation activity of small and medium-sized enterprises (SMEs).

The aim of the study is to substantiate the theoretical and applied foundations for the development of innovation activities of SMEs, which is achieved through the following

objectives: substantiation of the principles, conditions and models for the development of innovation activities of SMEs; development and testing of scientific and methodological tools to identify drivers and triggers of innovation.

The article presents new research results, which are as follows. The conceptual framework for the development of innovation activity of SMEs has been clarified, combining specific principles for the development of innovation activity, the institutional basis, environmental conditions, features of the innovative behaviour of SMEs. This allows building a system to promote the development of innovation activity of such enterprises in accordance with drivers and triggers that lead to changes and define new challenges. The scientific and practical approach to identifying drivers and triggers for the development of innovation activities of SMEs has been improved. Unlike others, it is based on the use of the developed strategic BOB-analysis which logically connects the background, opportunities and conditions for a breakthrough with the state and changes of environmental factors, which makes it possible to identify incentives and impulses for innovation among them.

MATERIALS AND METHODS

Alongside general scientific methods, specific methods were used in the study: PEST-analysis – to determine and specify environmental factors; scoring and scaling – for formalisation and scoring of the influence of certain environmental factors on the prospects for the development of innovation activities of SMEs. A method for designing the future is proposed, based on BOB-analysis, which logically links the background and preconditions, opportunities and breakthrough conditions for innovation activities of SMEs. In order to search for and identify new opportunities for the development of innovation activity, the method of prospect analysis was applied.

RESULTS AND DISCUSSION

The conducted research is based on the results of the study of fundamental and applied works [4; 9; 18] in the field of development of innovation activity, particularly SMEs regardless of industry specifics. Based on these, the conceptual framework for the development of innovation activities of SMEs has been developed (Fig. 1).

There is an active scientific discussion in scholarly papers [20; 21] about the conceptual foundations in the field of innovation activity of enterprises and its development. Conditions and features of innovative activities of SMEs meet the basic principles for the implementation of such activities (Fig. 1).

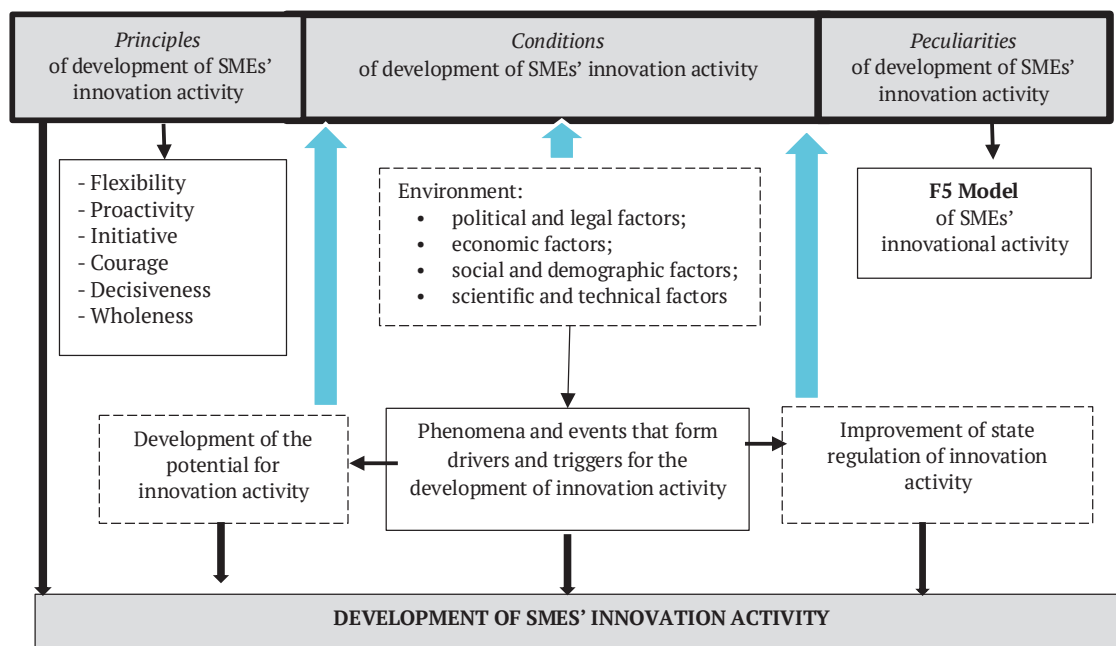


Figure 1. Conceptual framework for the development of innovation activities of small and medium-sized enterprises

The key principles in the scholarly literature are: scientific justification and effectiveness; determination; continuity; complexity; consistency; balance; globality; multi-optionality; alternativeness; scale; adaptability; economic expediency; variability; consumer orientation; the principle of interaction; optimality; competitiveness etc. Compliance with these principles is a priori to ensure the efficiency and effectiveness of innovation. Their widespread use justifies them as classic and mandatory. However, in the face of modern challenges, it has become necessary to supplement specific principles the observance of which will help ensure the development of innovation activity.

Taking into account the speed and depth of transformational processes, the classical principles of adaptability, justification and continuity must be supplemented with a specific principle of flexibility that comes before others in Figure 1. In accordance with it, medium and small enterprises must instantly respond and implement changes in products, processes and technologies in the conditions of dynamic changes. Sometimes managers and/or business owners may have only a few days to make decisions, which provide a new "window of opportunity" that will enhance competitive advantages and strengthen the position of the enterprise in the market.

In addition, the principle of adaptability somewhat loses its relevance as a principle of innovation. Adaptation means adapting to new conditions, staying in trend. The accumulated practical experience indicates the inertness of changes in the processes and technologies of innovative activity, especially in those enterprises in which high results have been achieved. However, the ongoing changes are so drastic that even highly effective "yesterday" approaches seem outdated nowadays, and their observance in the future generally threatens the enterprise with the loss of the relevance of products and services and consequently their positions. Simple adaptation may temporarily ensure the further functioning of the enterprise. Therefore, a transformation is required, which should take place on the basis of the principle of activity. In accordance with this principle, it

is important to foresee, and it is better to be ahead of probable changes, that is, to act in advance. This requires constant monitoring of events, processes and phenomena occurring in the global world, and trying to constantly monitor trends, signals of change and future prospects. While earlier it was enough to stay in trend, now it is necessary to predict the trend, but it is better to get ahead of it.

For the modern development of innovation activity, it is important to constantly act, look for opportunities, initiate changes in products, processes, technologies. Therefore, among the specific principles, it is singled out the principle of initiative, the observance of which, thanks to the constant identification and use of new prospects, the stimulation of innovative ideas will ensure the continuity and cyclicity of innovation activity and hence its development. The principle of initiative will allow overcoming resistance to change, pessimism, expectations of stabilisation, thereby giving an additional impetus to the intensification of innovation and ensuring a constant desire for innovation.

Along with the principle of initiative, one should follow the principle of courage and determination. Traditional or trivial products and services, even slightly improved ones, do not ensure market success. Therefore, in today's conditions of rapid development of technologies and their constant improvement, bold proposals will be in demand: original products and services with unprecedented competitive advantages. Courage is also required for introduction of completely innovative ideas when there is a high level of risk associated with the uncertainty of how consumers will perceive an innovative product. In this context, creativity, critical thinking, the ability of the team to go beyond the usual and traditional, inspiration are important. In some situations, it is advisable to be a daring innovator in order to achieve an unconditional victory over competitors and become leaders. Thanks to the principle of courage and determination, it becomes possible to overcome pessimism and indecision in innovative activity, which will contribute to its development.

In the conditions of modern changes, the success of innovation largely depends on the compliance of the product

or service with the modern needs of consumers, the world technological level; requirements of safety, resource saving and environmental friendliness. Therefore, it is considered the principle of wholeness as a relevant principle for the development of innovative activity, which is aimed at ensuring the consistency of innovation with the requirements and needs of society, the achievements of science and technology, synergy with world development.

Thus, in contrast to the existing views presented in the works by S. Bondarenko [21], M. Teplyuk [13], L. Fedulova [22], A. Chukhrayeva [23], V. Sharko [20], who developed the classical principles of innovation activity, the author highlights the specific principles of its development: flexibility, proactivity, initiative, courage, determination and introduces into scholarly discourse the principle of wholeness. Its essential content lies in the consistency of produced innovations with highly dynamic market requirements, the needs of society, the trends of scientific and technological development, the achievements of a global scale and the potential of the economic system. Compliance with the specific principles of the development of innovation will ensure its transition for SMEs to a new qualitative level, which will make it possible to establish innovation processes in accordance with modern requirements and challenges, to make them more efficient and effective.

Unprecedented crisis challenges have changed the environment for innovation, bringing to the fore such dynamic properties of the organization as agility, flexibility, agility, openness and resilience to unpredictable conditions. The flexibility of the organization turns into a key property to change and generate innovations [24]. The behavioural component of the innovation activity of small and medium-sized enterprises involves the implementation of a five-factor model of flexibility (5F):

- FC (flexibility of communications) involves establishing interaction in the internal environment (owner – employee) and the external environment (enterprise – consumer; enterprise – partners; enterprise – state);
- FM (management flexibility) manifests itself in short chains of decision-making and speed in their execution;
- FT (technological flexibility) is due to the small scale of activities and the ability to quickly respond to market demands, change products and rebuild technology;
- FE (economic flexibility) is explained through the high turnover of equity capital and implies the possibility of attracting additional financing;
- FO (operational flexibility) is the basis for antifragility of the enterprise, the ability to withstand the pressure of the external environment by restructuring business processes.

Thus, in the conditions of dynamic changes, innovation activity should develop and be carried out according to new principles. Development is a dynamic characteristic, and therefore, the development process is influenced by numerous forces, phenomena and events which together form a certain environment consisting of many factors. A special influence on the development of innovative activity is exerted by factors that are not subject to influence by economic entities: these are environmental factors that are grouped in accordance with a certain model of their analysis:

- 4 groups of factors – PEST analysis, which provides for the analysis of political, legal, economic, social, scientific and technical factors;
- 5 groups of factors (STEEP analysis), providing for the analysis of social, scientific, technical, economic, environmental and political and legal factors;
- 6 groups (SWOT analysis), providing for the analysis of political and legal, economic, demographic, scientific and technical factors; natural-climatic, cultural order;
- 8 groups of factors (TEMPLES), which involves the analysis of scientific, technical, economic, market, political, legal, environmental, socio-demographic factors.

In order to avoid micronisation and fragmentation of groups of factors in this study, a PEST analysis model was chosen which allows to determine the key factors influencing the innovative development of SMEs in the relevant groups. For the further development of innovation activity, it is important for managers and/or owners of SMEs to know the consequences of processes and phenomena that occur with high dynamism in all spheres of life. At the same time, it is necessary to understand which factors slow down or accelerate innovation processes, which of them are natural or random, which are long-term or short-term, which provide opportunities and create certain threats.

The constant development of innovation activities of SMEs on an innovative basis is an imperative for their successful and long-term functioning in the market, which requires the development of scientific and methodological tools for searching and identifying new opportunities. To solve this problem, it is advisable to conduct a perspective-oriented analysis of environmental factors, the logic of which is shown in Figure 2. The proposed “enterprise innovation development funnel” is a mechanism for tracking the global impact on processes and phenomena in the external environment that predetermine specific macroeconomic conditions for the implementation of innovation activities of SMEs and serves as a theoretical basis for the development of analytical tools for searching for innovation opportunities.

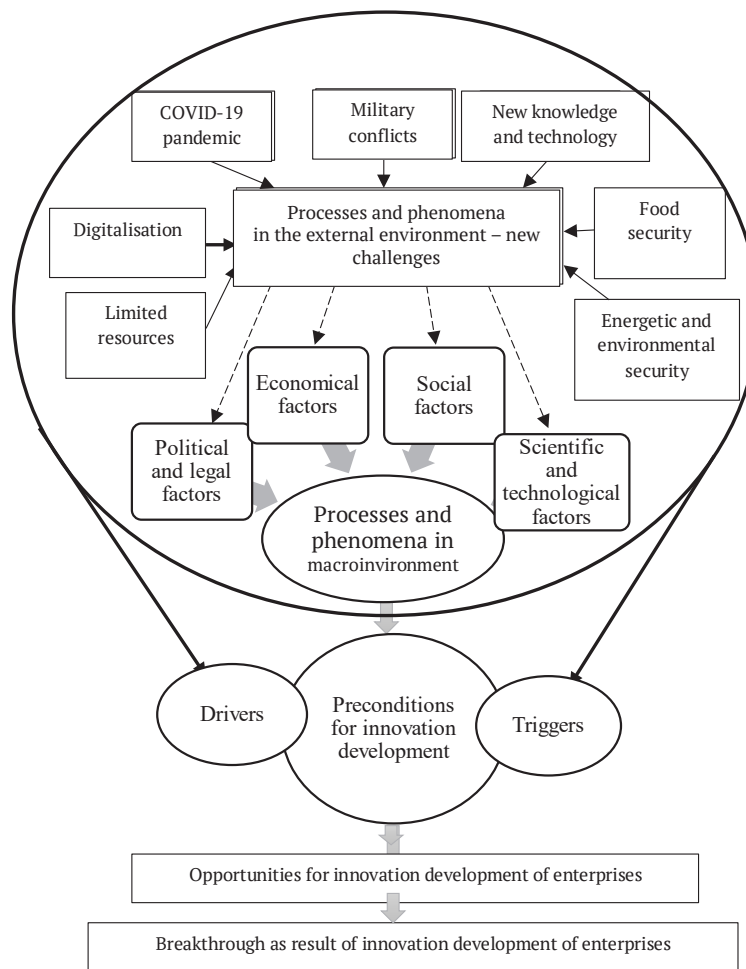


Figure 2. Funnel for the development of innovative activities of enterprises in the face of modern challenges

In each group of factors, there are events and phenomena that are diverse in strength (weak, moderate, strong), direction of influence (positive or negative), time of action (short-term, medium-term, long-term), which as a result of the impact can accelerate or slow down innovative processes, put pressure on them and provide a new vector of development. In this context, it is necessary to identify incentives – such a state of the factor which is characterised by circumstances that lead to favourable conditions or their improvement and encourage the intensification of innovative activity. In addition, force majeure factors, unpredictable phenomena and processes such as the COVID-19 pandemic, the military invasion of Ukraine have recently become a challenge for all business entities and as a result new circumstances have arisen that business structures have not yet encountered. Under the influence of these factors, significant changes took place that created new challenges and acted as a catalyst for certain processes. The most influential and effective factors that accelerate and give impetus to those considered as triggers of innovation, thanks to which innovation processes acquire accelerated and progressive development. Because

of the symbiosis of drivers and triggers, new opportunities and/or obstacles to innovation appear. The development of innovation activity using new opportunities can provide a breakthrough, the so-called upgrade, because of which enterprises will receive new prospects for further functioning. In case of ignoring new opportunities and not taking into account obstacles, the enterprise threatens to find itself at a low and/or insufficient level of compliance with new challenges.

From the one logic (Fig. 2), it becomes possible to implement the scientific task of developing methodological tools for identifying modern drivers and triggers that form the conditions for determining the priorities for the development of small and medium-sized enterprises. To implement BOB-analysis, a system has been developed for evaluating events, processes, phenomena that characterize the state and influence of environmental factors according to the interaction scheme: Prerequisite (background or precondition) ↔ Opportunity ↔ Breakthrough ↔ future design. The assessment system is based on a formalized scale, which will allow, on a 5-point scale, to determine the influence of the state and the influence of changes in a certain factor (group of factors) (Table 1).

Table 1. Formalisation of the scoring of the state and changes in environmental factors

Evaluated characteristic	Points				
	1	2	3	4	5
Influence of factor state	Barrier	Obstacle	Hurdle	Stimulus	Impulse
Influence of factor change	Brake	Retarder	Restrainer	Accelerator	Momentum

According to the proposed logic of BOB analysis (Fig. 3), the average score of the influence of the states of factors and changes in factors is determined using the arithmetic mean, which will determine the general conditions for the development of innovative activities of SMEs.

Taking into account the specifics of innovation activity which requires proper regulatory support, in the context of political and legal factors, special importance is attached to the State regulation of innovation activity. The modern normative support of innovation activity is quite actively criticised in the scientific community, in the works [21; 22; 25] they note disorder, inconsistency and too many legal acts regulating the innovation sphere; their non-compliance with modern requirements; the complementary nature of a significant number of regulations; ambiguity of interpretation; frequent changes in legislation. As a result of this situation, the pace of innovation development in Ukraine has slowed down in recent years. To stimulate and create favourable conditions for the development of innovation in general, and small and medium-sized enterprises in particular, it is necessary to systematically improve the regulatory framework, its unification and harmonization in accordance with modern challenges and European legislation [26].

The political climate in Ukraine is characterised by a difficult situation. Political instability, ongoing tensions, aggravation of the military conflict significantly increase entrepreneurial risk and worsen the conditions for the

development of innovative activities of SMEs. Corruption and bureaucracy, the shadow economy, the fight against which has not yet yielded the expected results, have a particularly negative effect on the innovation process. It is considered the current tax system, which is characterised by a weak stimulating effect on the development of innovative activities of SMEs, to be another constraining factor. The slowness of its improvement is noted, as a result of which the taxation system as a tool for stimulating innovation activity remains ineffective and requires special attention. The fastest way is to eliminate the disproportionate and unfair tax burden for innovatively active SMEs, introduce tax incentives, and generally ease tax pressure in order to increase the stimulating effect on the development of innovation activities.

During 30 years in Ukraine, it has not been possible to form a powerful institutional basis for stimulating the innovation activity of SMEs. It is especially the weak development of intellectual value institutions, a contradictory institutional environment has developed, there is an imbalance of interests of various innovative active enterprises, and the interaction between business and the state remains insufficient and episodic. As in the case of improving the tax system, there is a slow pace of development of innovation institutions, the improvement of the institutional basis for promoting the intensification of innovation activities of SMEs is partial and periodic, which together hinders innovation processes.

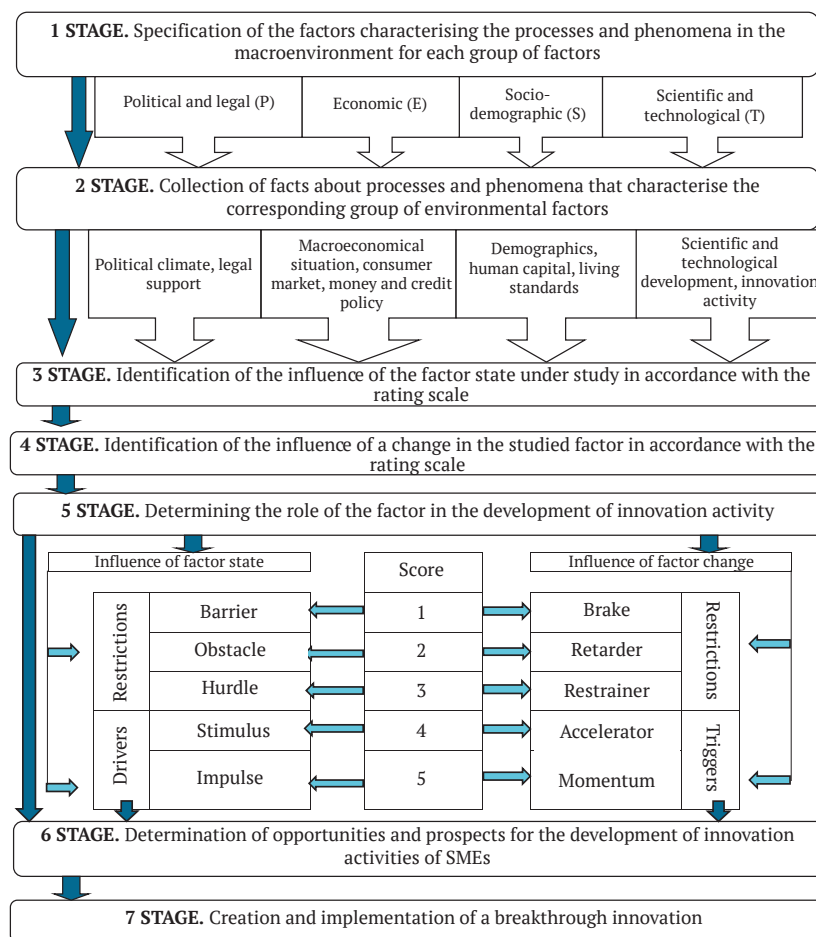


Figure 3. Logic of BOB analysis of SMEs' innovation technology

Among the identified political and legal factors, the best situation for promoting the development of innovation activity is observed in the context of international cooperation in the innovation sphere. In Ukraine, international relations in scientific, technical and educational areas are being strengthened and stabilised with leading scientific organizations from different countries. The processes of integration of Ukraine into the international economic and innovation space are constantly taking place, which creates certain opportunities for the development of innovation activity.

Among the economic factors, there is a negative impact of the macroeconomic situation due to a long phase of low rates of economic development, instability of the financial and economic situation. In this context, there is a growing role of small and medium-sized businesses in the economy of Ukraine. Flexibility, high adaptability and speed of response to ongoing expected and unpredictable phenomena and processes provide opportunities for the speedy recovery of SMEs, which in this case create impulses for the recovery of the economy as a whole and form its basis.

On the one hand, the development of the consumer market in Ukraine is assessed very low by international organizations and is considered to be holding back the development of innovative activity. Characteristic for Ukraine is a low level of income of the population, which limits effective demand, an imbalance in the structure of consumption, an orientation towards the price/value ratio, a certain conservatism in the perception of innovations. On the other hand, in the face of modern challenges, there is an increase in consumer demands, their desires and requirements for products and services. Under the influence of the development of digital technologies and changing cultural values, there is a significant change in consumer behaviour patterns, constant updating of customer experience, stimulating SMEs to constantly improve products, technologies, services and processes to ensure competitiveness and opportunities for further functioning in the market.

Mechanisms of monetary policy do not work in Ukraine either, resulting in a feature of innovation processes in small businesses self-financing. The high interest rate on loans and the low availability of financial resources significantly limit the opportunities for the development of innovative activities of SMEs. The situation remains critical, due to the slow and insufficient improvement in the financial support of SMEs for the development of their innovative activities. At the same time, there is an insufficient volume, limited and unavailability of investment resources for SMEs. The processes that cause the deterioration of the investment climate in Ukraine lead to a decrease in the volume of investments in general, therefore, in this direction, investments as a source of financing for innovative activities of SMEs remain inaccessible.

The demographic situation in Ukraine remains difficult – low birth rate, increased mortality, migration processes, aging of the population worsen the quantitative indicators of the capacity of the domestic consumer market, and reduce the possibility of forming human capital. In addition, migration processes are characterized by the flow of intellectual capital from Ukraine, which is fraught with a decrease in innovation potential and in the future in such a situation creates significant threats that will lead to a further slowdown in innovation processes.

The level, quality, accessibility of education in Ukraine contributed to the formation of powerful human and intellectual capital. However, the lack of support for innovators and scientists led to the poor use of potential, knowledge, skills, and achievements for the development of innovative activities of SMEs. To promote the development of innovative activities of SMEs, it is important to direct the efforts of the state to the formation of an innovative culture and entrepreneurial skills, and material incentives.

One of the problems in Ukraine is the growth of unemployment, so more and more people are forced to look for opportunities to start their own business, that is, to switch to self-employment. The development of a new type of self-employment is facilitated by digital technologies that significantly expand commercial and communication opportunities, which together lead to an increase in employment in the field of SMEs. When entrepreneurs develop innovative competencies, these trends create opportunities for the development of innovative activities. In the context of demographic factors, the stubbornly low level and quality of life of the population remains an obstacle to the innovation activity of SMEs, the slow pace of improvement of which hinders its development.

The formation of the knowledge economy contributes to the increased requirements for innovation. Accelerating the pace of production and the emergence of new knowledge accelerates innovation processes, reduces the duration of the innovation cycle. Therefore, entrepreneurs need to respond more actively to the ongoing changes. However, in Ukraine there is a lag behind the world level of scientific and technological development in most industries, there is a repetition of obsolete technologies, which entails a weak position of Ukraine in international rankings in terms of the level of development of innovative activity. At the same time, the birth of Industry 4.0 creates new opportunities that need to be seen and exploited.

Most of these opportunities are associated with the development and spread of digital technologies. In Ukraine, digitalisation processes are quite active. Digital tools and technologies create the opportunity to improve business processes, interaction and communication. Along with this, there is an increase in the level of intellectualization and informatization of labor. It was digital technologies that contributed to the improvement of institutional support for the development of small businesses using the “Diia” platform, which encourages entrepreneurs to intensify innovation. In general, the high pace of the digital revolution provides new opportunities for improving business models, business processes, communications and interactions, automating processes, improving products and services, shaping new business practices, thereby providing new impetus to the search and generation of innovative ideas.

An unresolved problem is the insufficient level of development of the innovation infrastructure, the unsystematic and inconsistent measures and actions for its formation, and obstacles are created for the development of innovation activities of SMEs. Technology transfer also remains an object of increased attention, since commercialisation processes are mediocly debugged, including due to the lack of proper interaction between education, science and business. The slow development of innovation infrastructure, the lack of necessary facilities for establishing innovation processes, the problems of intellectual power and

the commercialization of innovations hinder the development of innovative activities of SMEs.

Slow innovation processes in Ukraine, due to the limited positive impact of the implementation of the chosen strategic course and state innovation policy, the imperfection of the national innovation system, the underdevelopment of high-tech production. Slowness in improving the conditions for the creation and functioning of innovatively active enterprises, developing an ecosystem of innovations, attracting domestic and foreign investors, and developing mechanisms for direct and indirect incentives hinder the development of innovative activities of SMEs.

According to the results of the author's analysis, a mediocre level of assistance to the development of innovative activity of SMEs has developed in Ukraine, which is characterized by the predominance of obstacles, the identification and elimination of which will improve the situation, provide opportunities for transforming existing incentives and impulses into innovative potential.

Isolation of drivers and triggers will allow SMEs to act proactively – ahead of the curve; substantiate the strategy and priorities for the development of innovative activities; determine and, if necessary, form/strengthen internal reserves to enhance innovation. On the other hand, knowledge of barriers and inhibitors will help optimize the resource potential of SMEs, find ways to solve existing problems and those that arise in the near future.

CONCLUSION

Based on the results of the study, the conceptual framework for the development of innovative activities of SMEs based on an interdisciplinary approach was determined, which made it possible to clarify the principles for the development of innovation activities, substantiate the model of innovative behaviour and determine the conditions for the development of innovative activities of small and

medium-sized enterprises in order to identify motivating drivers and triggers, accelerating these processes. In the conditions of unpredictability and variability of the external environment, a model of innovative behaviour of SMEs is substantiated, which includes five elements: communication flexibility (FC); management flexibility (FM); technological elasticity (FT); economic elasticity (FE); operational elasticity (FO). The rapid progression of change requires a new approach to the development of innovation, based on a model of flexibility and the principles of activity, initiative, courage, determination and wholeness.

Based on the fact that new challenges are caused by global factors affecting the macro environment, a funnel for the development of innovative activities of SMEs has been formed, in the context of which it is shown that it is necessary to analyse processes and phenomena at the macro level in order to identify drivers and triggers for finding new opportunities for innovative development of enterprises. In accordance with the opportunities found for SMEs, prerequisites are created, certain changes in processes, technologies, and products. To identify drivers and triggers for the development of innovative activities of SMEs, a scientific and methodological approach to BOB analysis has been developed, including a formalized scoring system for the state and changes in environmental factors, as well as a structured logic for its implementation. The conducted studies made it possible to establish that, in general, in the macro environment, there are appropriate conditions for new impulses of change and activation of the innovative development of SMEs, but whether they will turn into opportunities depends on the internal potential of the business.

The results obtained provide a theoretical basis for further scientific research on the innovation activity of small and medium-sized enterprises in the face of new challenges in the development of the Ukrainian economy.

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Аліна Олександрівна Шаповалова

Харківський національний економічний університет імені Семена Кузнеця
61166, просп. Науки, 9-А, м. Харків, Україна

Теоретико-прикладні засади розвитку інноваційної діяльності малих та середніх підприємств

Анотація. Стаття присвячена проблемі обґрунтування теоретико-прикладних засад розвитку інноваційної діяльності українських малих та середніх підприємств в умовах сучасних викликів. Мета дослідження полягає у розвитку концептуальних положень, обґрунтування принципів, умов розвитку інноваційної діяльності, розроблення науково-методичного інструментарію виявлення драйверів і тригерів для пошуку нових можливостей. Використано методи стратегічного аналізу: PEST-аналіз для виявлення чинників, що впливають на здійснення інноваційної діяльності; перспективно-орієнтований аналіз для пошуку і виявлення нових можливостей розвитку інноваційної діяльності. У роботі уточнено відомі принципи розвитку інноваційної діяльності шляхом введення в науковий обіг принципу органічності. Зміст даного принципу полягає в узгодженості продукованих інновацій з швидко змінними вимогами ринку, запитами суспільства, трендами розвитку економічної системи. Визначено п’ятифакторну модель гнучкості інноваційної поведінки малих та середніх підприємств, що включає такі елементи: гнучкість комунікацій; гнучкість управління; гнучкість технологій; економічну та операційну гнучкість. Обґрунтовано сутнісне поняття «воронка розвитку інноваційної діяльності підприємств»; розроблено науково-методичний підхід проведення стратегічного BOB-аналізу та здійснено його апробацію. За її результатами виявлено драйвери та тригери розвитку інноваційної діяльності малих та середніх підприємств, які утворюють точки її росту. Встановлено бар’єри та гальмувачі, які стримують і перешкоджають перетворення нових зовнішніх можливостей у внутрішній потенціал інноваційної діяльності підприємства. Проведені дослідження дозволили встановити, що в цілому склалися умови в макросередовищі для нових імпульсів змін і активізації інноваційного розвитку. Одержані результати становлять науково-практичну цінність для розвитку малих та середніх інноваційних підприємств та можуть бути використані у подальших теоретичних дослідженнях інноваційних процесів та для конкретизації прикладних заходів активізації інноваційної діяльності в умовах сучасних реалій економіки України

Ключові слова: інновації; розвиток; малий та середній бізнес; поведінка; драйвери; тригери; гнучкість