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**BUILDING INNOVATIVE FRAMEWORKS TO ENHANCE
INTEGRATED BUSINESS STRUCTURE DEVELOPMENT IN ENTREPRENEURSHIP**

The article presents the research findings on building innovative frameworks to enhance integrated business structure development in entrepreneurship. It is argued that integrated business structures that take into account the development trends and business activity rate to boost opportunities for the use of various organizational and legal management frameworks is the optimal management pattern to ensure entrepreneurship success. The study suggests that the specifics of business development strategy triggers the need to explore certain methodological aspects in management decision-making to boost integrated business structure activities. The article provides insights into specific features of innovative frameworks of integrated business structure development as well as identifies their structural elements. An emphasis is put that business structure performance is greatly affected by organizational, technical, financial, economic and operational business factors as well as the number of links in management chains. It is justified that in the context of selecting business structures, the integration goals and strategy are of critical importance. The study has identified the following structural elements of innovative frameworks to enhance integrated business structure development in entrepreneurship: providing targeted operational control in the areas of management; implementing strategic, systemic and tactical principles in the management process, ensuring optimal development of all business components subject to its key structural elements; type of organizational and legal business pattern; capital type and structure of integrating business structures; the model of financial arrangement and business interaction between the participants; management paradigm; the type of control; the degree of integration; the strategic priorities in business development.

Keywords: *innovation opportunities for integrated business structures; technological capacity; strategic management; innovative frameworks; innovation activity; integrated business structures; entrepreneurship.*

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**ФОРМУВАННЯ ІННОВАЦІЙНИХ СИСТЕМ ДЛЯ РОЗВИТКУ ІНТЕГРОВАНИХ
БІЗНЕС-СТРУКТУР У ПІДПРИЄМНИЦТВІ**

У статті викладено результати досліджень щодо побудови інноваційних систем розвитку інтегрованих структур бізнесу в підприємстві. Доведено, що для успішного підприємництва оптимальною формою господарювання є інтегровані структури бізнесу, які враховують специфічність розвитку й рівень активності для формування можливостей використання різних організаційно-правових форм управління. Особливості стратегій розвитку підприємства зумовлюють необхідність дослідження методичних аспектів у прийнятті управлінських рішень для активізації діяльності інтегрованих структур бізнесу. У статті визначено характерні риси та структурні елементи інноваційних систем розвитку інтегрованих структур бізнесу в підприємстві та підкреслюється, що вони залежать від організаційно-технічних, фінансово-економічних та виробничо-господарських факторів, а також від кількості ланок в ланцюгах управління. Обґрунтовано, що під час вибору інтегрованих структур бізнесу надзвичайно важливими є цілі та стратегія інтеграції. Структурними елементами інноваційних систем розвитку інтегрованих структур бізнесу в підприємстві визначено такі: цілеспрямоване оперативне регулювання

діяльності за напрямками управління; реалізація стратегічних, загальносистемних та тактичних принципів у процесі управління; забезпечення оптимального розвитку всіх складових бізнесу з урахуванням базових елементів; організаційно-правова форма організації; форма капіталу підприємницьких структур, які інтегруються; форма фінансово-господарської взаємодії між учасниками; форма управління; форма контролю; ступінь інтеграції; пріоритет стратегічних цілей розвитку підприємництва.

Ключові слова: інноваційні можливості інтегрованих підприємницьких структур; технологічна спроможність; стратегічне управління; інноваційні системи; інноваційна діяльність; інтегровані структури бізнесу; підприємництво.

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ФОРМИРОВАНИЕ ИННОВАЦИОННЫХ СИСТЕМ ДЛЯ РАЗВИТИЯ ИНТЕГРИРОВАННЫХ БИЗНЕС-СТРУКТУР В ПРЕДПРИНИМАТЕЛЬСТВЕ

В статье изложены результаты исследований по формированию инновационных систем развития интегрированных структур бизнеса в предпринимательстве. Доказано, что для успешного предпринимательства оптимальной формой хозяйствования являются интегрированные структуры бизнеса, учитывающие специфичность развития и уровень активности для формирования возможностей использования различных организационно-правовых форм управления. Особенности стратегий развития предпринимательства обуславливают необходимость исследования методических аспектов в принятии управленческих решений для активизации деятельности интегрированных структур бизнеса. В статье определены характерные черты и структурные элементы инновационных систем развития интегрированных структур бизнеса в предпринимательстве и подчёркивается, что они зависят от организационно-технических, финансово-экономических и производственно-хозяйственных факторов, а также от количества звеньев в цепях управления. Обосновано, что при выборе интегрированных структур бизнеса чрезвычайно важны цели и стратегия интеграции. Структурными элементами инновационных систем развития интегрированных структур бизнеса в предпринимательстве определены: целенаправленное оперативное регулирование деятельности по направлениям управления; реализация стратегических, общесистемных и тактических принципов в процессе управления; обеспечение оптимального развития всех составляющих бизнеса с учётом базовых элементов; организационно-правовая форма организации; формы капитала интегрируемых предпринимательских структур; форма финансово-хозяйственного взаимодействия между участниками; форма управления; форма контроля; степень интеграции; пріоритет стратегических целей развития предпринимательства.

Ключевые слова: инновационные возможности интегрированных предпринимательских структур; технологическая способность; стратегическое управление; инновационные системы; инновационная деятельность; интегрированные структуры бизнеса; предпринимательство.

Statement of the problem. Methodological aspects of the formation of a modern organizational and economic mechanism of innovation, in our opinion, should be considered in terms of innovative systems for the development of integrated business structures. In the methodological aspect, the consideration of the innovation system determines the need for a holistic approach to the innovation process, its formation and implementation.

Analysis of recent publications on the problem. The theoretical basis for the study of the formation and functioning of integration structures were the works of classics of economics: A. Weber, K. Arrow, R. Coase, A. Marshall, S. North, S. Rosenfeld, E. Polymer, D. Solier, J. Tyrol, O. Williamson, G. Hacken, E. Chamberlin, J. Schumpeter and others. The study of integration mechanisms is given attention in the works of modern foreign and domestic economists: R. Akoff, I. Ansoff, D. Bayura, K. Boyarinova, M. Voynarenko, V. Gerasymchuk, V. Dergacheva, A. Dunska, O. Zozulyova, G. Kleiner, S. Myers, R. Matthews, D. Morris, Y. Pappe, O. Petukhova, M. Porter, L. Smolyar, D. Stechenko, A. Strickland, S. Filippova, D. Hay, L. Shulgina and others. Problems of quasi-integration and the formation of quasi-integration structures are paid attention in part, in particular in the works of K. Adamova, B. Asheim, S. Baranovsky, V. Biryukov, K. J. Blois, L. Hanushchak-Yefimenko, Z. Gelmanova, J. K. Jarillo, V. Dementieva, S. Solntseva, D. J. Tisa, V. Tretyak, J. Ussio, M. Sheresheva, M. Yanchuk and others.

The purpose of the study is research of formation of innovative systems of development of integrated structures of business in business.

The main results and their justification. The innovation system is identified by many authors with the innovation infrastructure, with the elements associated with innovation. In our opinion, the emphasis should be not only on the structure (it is a reflection of the internal elements of the organization), but on the essence – the mechanism of interconnection.

From this point of view, the innovation system should be understood as economic relations arising from the implementation of innovative activities of integrated business structures.

The main function of innovative systems for the development of integrated business structures – the production of new knowledge, various innovations, the use of innovations in practice. This function must also be performed by the organizational and economic mechanism of innovation – to form the innovation potential of integrated business structures and use it effectively.

Innovative systems of development of integrated business structures are proposed to be considered at three levels: microlevel – constant updating of products and its parameters on the basis of improving innovations, mesolevel – change of generations of equipment, renewal of active part of fixed assets underlying medium-term economic cycles, macrolevel – change of technological ways based on changes in basic innovations.

Innovation is the result of the functioning of a complex system that has a certain structure. The basic elements of the structure of the innovation process is the field of R & D, production, consumption. In the field of R&D, innovation is created, in the field of production it is replicated, in the field of consumption its quality is realized. The innovation process will be effective if the information moves freely in both directions, when each component of the innovation structure meets its purpose, and the transition from one stage of innovation to another is carried out at minimal cost. Thus, the structure of an innovation system depends on the connections between its elements.

The concept of innovation system of integrated business structures is closely related to the innovation process. This is the implementation of investments, ie the process that combines science, technology, economics, entrepreneurship and management; gradual replacement of old technology with new. The types of innovations correspond to this process: economic innovations are innovations in economic activity; financial innovations are innovations in the financial sphere that are implemented in the financial market in the form of a financial product or financial transaction; social – is a qualitative change in the conditions of organization and remuneration; product – is the creation of new products; technological – these are new ways of producing old or new products; scientific and technical – is the creation of new scientific and engineering support and bringing it to the industrial design.

The structure (stages) of the innovation process is often called nine elements: basic research – applied research – development – market research – design – market planning – research production – testing – commercial production (Table 1).

The innovative type of development of integrated business structures is embodied with the help of an innovative model.

Table 1

The structure of the innovation process

Basic research	Dological research				Non-productive sphere
	Theoretical research				
	Purposeful research				
	Search research				
Applied research	Applied systems research				Sphere of material production
	Applied integrated research				
	Applied operational research				
Technical developments	Environmental research	Project research	Technological research	Organizational research	
Initial mastery of innovations	Experimental production				
	Trial				
Industrial production of a novelty	Technological preparation of production				
	Organization and start of production				
	Small-scale production				
	Serial production				
	Mass production				
Using the novelty	Dissemination				Scope of operation
	Effective application				
	Aging				

Source: [1, 5, 8].

Innovative model of economic development is a theoretical expression of innovative priorities, directions, structures, motivations, strategies, mechanisms, etc., which are aimed at forming an innovative type of expanded reproduction of national economies [1].

The innovative model of development of integrated business structures can be used for separate territories, branches, the enterprises. It can be the basis for the expanded reproduction of all forms of ownership on the basis of the use of innovative ideas and products. The innovation model, combining economic interests, can form a flexible knowledge-intensive production and market of innovative products, integrate the joint efforts of the state and entrepreneurs to develop and implement strategic innovation policy [8].

Internal organizational factors include lack of resources for marketing research or experiment, lack of production capacity or experience, unsatisfactory relations with related companies, rapid increase in research costs, lack of base for research and development.

The innovative model of development of integrated business structures contributes to positive changes in the whole economy and may have the following features.

First, in the innovation zone, under the influence of integrated business structures, decentralization processes take place in large companies, large structures become more flexible in the field of innovative production. The reorganization of large associations leads to the integration of large and small businesses: small innovative enterprises unite on a cooperative basis, and large firms establish cooperation with small businesses through a system of subcontracting. All this

contributes to the fuller use of the benefits of large and small-scale production for innovative development.

Secondly, on the basis of the innovative model of integrated business structures, changes are taking place in the management strategy of local authorities.

Priority for them is: creation of new jobs in the knowledge-intensive sphere on the basis of innovative enterprises; support for companies that implement innovations and expand production; financing innovation costs related to economic risk. As a result, the financial and economic mechanism of effective functioning of innovative enterprises is formed at the regional level [5].

Third, the innovation environment leads to the emergence of a network of small innovative firms, develops cooperation between entrepreneurs and trade unions in the region based on the restructuring of production [6].

In general, in conditions of capital shortage, the innovative model of development is the most acceptable, because it allows Ukraine to make optimal use of its own economic resources within national needs.

Conclusions. Trends of changes in the market economy, associated with the intensification of competition between economic entities, require new scientific solutions. Of particular importance are the problems of forming an effective system of inter-organizational relations, which would ensure the achievement of common goals of economic entities (leading sectors of the economy). As a result of the destruction of economic relations that took place in the Soviet period and the change in technological patterns of production, there was an objective need to create new forms of industrial associations capable of concentrating and intensifying cooperation in the use of production potential. It is substantiated that integration processes are relevant for the development of entrepreneurship, they are a manifestation of a high socio-economic, political, organizational, legal and cultural degree of development of any economic system. It is established that an important motive for inter-firm integration is the desire of firms to increase profits by reducing the cost of forming a price mechanism in comparison with intra-firm costs, ie the desire to increase the efficiency of their operation.

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