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**ІННОВАЦІЙНІ СТРАТЕГІЇ РОЗВИТКУ БІЗНЕСУ В УМОВАХ ПОВОЄННОГО  
ВІДНОВЛЕННЯ ЕКОНОМІКИ УКРАЇНИ**

*У статті представлено результати досліджень щодо інноваційної стратегії розвитку бізнесу в умовах повоєнного відновлення економіки. Сформовано ключові стратегічні імперативи розвитку бізнесу в умовах воєнного та повоєнного відновлення економіки України, які базуються на основі угоди про Асоціацію з ЄС та створюють нові можливості як на внутрішньому, так і на міжнародних ринках. Встановлено, що лише близько 5,9% підприємницьких структур здійснюють діяльність з експорту товарів та послуг, проте більшість підприємницьких структур задіяно у виробничих ланцюжках великих експортерів, що в такий спосіб отримують певні переваги від лібералізації торгівлі. Обґрунтовано необхідність приведення української нормативно-законодавчої бази щодо конкуренції та інституційної структури у відповідність до європейських стандартів і практик, що своєю чергою має сприяти зменшенню монополізації економіки, та відповідно, мотивуватиме розвиток підприємницького сектору. В обґрунтованих стратегічних інноваційних перспективах розвитку бізнесу в умовах воєнного та повоєнного відновлення економіки України, доведено, що прикордонні регіони України, які включено до програми транскордонного партнерства, мають додаткові можливості досягнення стратегічних цілей розвитку в рамках реалізації регіональних інноваційних стратегій розвитку бізнесу в умовах воєнного та повоєнного відновлення економіки України через використання залучених інвестиційних ресурсів.*

**Ключові слова:** *бізнес; інновації; інноваційний розвиток; інноваційні стратегії; стратегічний розвиток; конкурентоспроможність; умови воєнного та повоєнного відновлення економіки України.*

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**INNOVATIVE BUSINESS DEVELOPMENT STRATEGIES IN THE CONDITIONS  
OF THE POST-WAR ECONOMIC RECOVERY OF UKRAINE**

*The article presents the results of research on the innovative strategy of business development in the conditions of post-war economic recovery. The key strategic imperatives of business development in the conditions of the war and post-war economic recovery of Ukraine were formed, which are based on the Association Agreement with the EU and create new opportunities both on the domestic and international markets. It was established that only about 5.9% of business structures are engaged in the export of goods and services, however, most of the business structures are involved in the production chains of large exporters, which in this way receive certain benefits from trade liberalization. The need to bring the Ukrainian regulatory and legislative framework on competition and institutional structure into compliance with European standards and practices, which in turn should contribute to reducing the monopolization of the economy, and accordingly, motivate the development of the business sector, is substantiated. In the substantiated strategic and innovative perspectives of business development in the conditions of war and post-war recovery of the economy of Ukraine, it is proved that the border regions of Ukraine, which are included in the cross-border partnership program, have additional opportunities to achieve strategic development goals within the framework of the implementation of regional innovative strategies of business*

*development in the conditions of war and post-war recovery of Ukraine's economy through the use of invested investment resources.*

**Keywords:** *business; innovations; innovative development; innovative strategies; strategic development; competitiveness; conditions of war and post-war economic recovery of Ukraine.*

**Statement of the problem.** In the conditions of martial law, the processes of economic development of the country, increasing the competitiveness of the economy through the development of entrepreneurship is of strategic importance.

The choice of the path of development and formation of state innovation policy for the government of any country begins with the formation of a development strategy and program as the fundamental, basic elements of state policy that determine its main directions.

**Unsolved parts of the strategy problem** are formed under the influence of national-economic, political, environmental and other factors, and are implemented in the form of important interdisciplinary projects for the creation, development and dissemination of technologies capable of radically changing the technological base of the national economy.

**Analysis of publications on the problem.** As evidenced by the experience of technologically developed countries and their post-war recovery, a well-thought-out mechanism for substantiation and determination of priorities at the state level, as well as reliable monitoring of their implementation, become a mandatory condition for the effectiveness of state policy.

**The purpose of the article is** to justify the strategic goals of business development in the conditions of war and post-war recovery.

**Outline of the main material.** The Association Agreement with the EU is one of the most strategic of all the agreements signed by the country. It provides for a deep liberalization of trade and, most importantly, a reform to harmonize regulation and increase the predictability of changes in the regulatory environment after the end of the transition period.

New opportunities are created for business development on the basis of the Association Agreement with the EU both in the domestic and international markets, both in the conditions of war and post-war recovery. Until now, the role of entrepreneurship in Ukraine's foreign trade is quite limited. It is worth noting that only about 5.9% of business structures are engaged in the export of goods and services. At the same time, many business structures are involved in the production chains of large exporters, and in this way receive certain benefits from trade liberalization [1, 7–10].

Bringing the Ukrainian regulatory and legislative framework on competition and institutional structure into compliance with European standards and practices should contribute to reducing the monopolization of the economy and, accordingly, will motivate the development of the business sector. Better protection of intellectual property rights will stimulate innovation and accelerate economic development. Increasing transparency and predictability in trade policy is beneficial for the business sector, as it is this sector that suffers most from the lack of information.

The main goal of the proposed innovative business development strategy is to create favorable conditions for doing business, which will allow to reveal the existing potential in ensuring sustainable economic and social development of the country and to expand international directions of cooperation in the conditions of war and post-war recovery.

Based on the previous analysis, in particular, in the part of the tasks and conclusions given above, it is important in the formation of an innovative business development strategy in the conditions of war and post-war recovery to adhere to the main principles, namely:

Evolutionary focus on business development. The organization of the interaction of the participants of entrepreneurial activities is based on this principle, the consideration of which will allow to use the existing entrepreneurial potential as fully as possible, all types of key competencies

and professional experience for the implementation of joint projects in the conditions of war and post-war reconstruction.

Entrepreneurship development option. Investment opportunities with the greatest potential for the formation of added value often arise in conditions of high uncertainty caused by technological and product innovations, changes in consumer behavior, etc. Under such circumstances, business entities have two alternatives: to make a full investment directly, hoping for an optimistic version of the project's development (otherwise they may suffer significant losses), or to wait until the situation on the market becomes absolutely clear (which often leads to the capture of the initiative by competitors). However, another alternative often appears – investing a small amount of funds to secure a foothold in the market with the possibility of further extended investment. In conditions of uncertainty in the development of industries and markets, business entities can invest funds in projects with potential negative financial indicators based on strategic considerations, as this will strengthen the general position and create a basis for future investment. This is the essence of development options.

SMART-specializations, which provide for the identification of separate strategic goals and tasks for the development of types of economic activity that have innovative potential (taking into account the competitive advantages of the region) and contribute to the transformation of economic sectors into more efficient ones.

Synergism. In this context, the property of the integrity of any system becomes important. In the context of market-oriented interaction of process participants, the property of integrity manifests itself in various scientific and technical, technological and socio-economic effects. The goal of forming any system within the framework of partnership and the basis of stimulating the integration of elements is to achieve the effect of synergy. It is appropriate to assert that the combined functioning of various interconnected elements generates qualitatively new functional properties of the whole (for example, the ability to receive additional income), which have no analogues in the properties of its elements.

Integration. The implementation of this principle will ensure a sufficient level of influence of system-forming factors that determine the potential of centripetal forces of elements of a market-oriented cross-border partnership.

Profitability and self-financing. This principle is a natural continuation of the previous ones and is connected with the basic economic sense of the functioning of entrepreneurship.

It is also worth noting that the successful implementation of all the developed principles will depend on the formation of appropriate effective mechanisms. These mechanisms must be integrally interconnected and interact in the process of transformation of entrepreneurship in the conditions of war and post-war recovery.

In the formation of an innovative business development strategy in the conditions of post-war recovery, certain factors are distinguished, the action of which is similar to various determinants of competitive advantage, which allows to select at the micro level structural elements of the entrepreneurial infrastructure from a set of elements (individual entrepreneurs, small firms, individual specialists, organizational divisions) that are successfully interact and compete with each other within the framework of cross-border partnerships.

To achieve the goal of the innovative business development strategy, the following strategic goals were defined, which are presented in the table 1.

Table 1

**Strategic goals of business development in the conditions of war and post-war recovery**

Strategic goals	Content part	Toolkit for implementation
<p><b>Formation of a favorable environment for business development in the conditions of post-war recovery</b></p>	<p>Formation of an effective environment for business through the prism of a transparent legal framework and preferential policy</p>	<p>- Systematic review of the legal framework for the relevance, effectiveness and compliance of its provisions with European legislation, with further preparation of relevant proposals, in particular, regarding the cancellation, amendment or preservation of the regulation in its current state.                      - Independent examination of legal acts related to the spheres of entrepreneurship in order to identify those that need to be canceled or amended and evaluate the effectiveness of changes within the scope of the work of an independent non-governmental organization - the office of effective regulation, which will cooperate with the government, business and civil society (office effective regulation was created at the initiative of the Ministry of Economic Development and Trade).                      - Introduction of control from the creation of new barriers for entrepreneurship to ensure effective state regulation of business, while each new regulation introduced must be accompanied by an analysis of the regulatory impact with the determination of quantitative consequences for business from its implementation.</p>
<p><b>Provision of the institutional, organizational and regulatory legal basis for business development in the conditions of post-war recovery</b></p>	<p>- The basis for ensuring the development of entrepreneurship is the regulatory and legal field, statistical data, developed and approved development strategies and programs, institutions responsible for the formation and implementation of policies, as well as interdepartmental cooperation and public-private dialogue, the corresponding favorable investment climate for international donors.</p>	<p>- Strengthening the work of the "Single window" and the digital program of the DIA, in particular, by differentiating the services of the Centers for the provision of administrative services (CSPs), which already work in the regions, with the implementation of their functions of supporting entrepreneurship in terms of the existence of a single portal for providing advice and assistance in completing formal questions online.                      - Provision of objective information and statistical data on entrepreneurship: the diversity of data and their qualitative analysis is a necessary condition for the formation of effective state policy and the creation of a favorable investment climate.                      - The formation of a public-private dialogue at the level of legislation is a necessity of conducting consultations with all interested parties in the process of discussing projects of normative and legal acts, for the development of entrepreneurship at the regional and macro levels. There is a need for further permanent bilateral dialogue and cooperation, based on the reformed and reorganized Council of Entrepreneurs under the Cabinet of Ministers of Ukraine through a working group focused on the needs of entrepreneurship within the framework of cross-border partnership.</p>

*Continuation of table 1*

Strategic goals	Content part	Toolkit for implementation
	- Ensuring the development of entrepreneurship in social groups, namely internally displaced persons, demobilized military	- Contract enforcement / out-of-court dispute resolution: contract enforcement remains ineffective and judicial settlement is not effective. This is reflected in the low position of Ukraine in the rating.
	- Development of innovative business activities through participation in international development programs	- "Doing business" according to the indicator "Ensuring the fulfillment of contracts" (81st place). It is necessary to strengthen control over the conduct of court hearings on small claims, limit the duration of adjournments, as well as the absence of electronic procedures. - Public procurement: The introduction of a more transparent electronic procurement system is important, as it reduces the risks of corruption during their implementation, while increasing their efficiency and creating a favorable investment climate. This additional business opportunity is becoming available to a wider range of businesses, but requires appropriate short-term training to increase entrepreneurial potential.
<b>Improving business financing in post-war recovery</b>	It is necessary to improve financing from commercial banks, diversify financial products (guarantee schemes, leasing, factoring, concession, etc.) and ensure adaptation of financial products to the needs of the business sector, since a significant share of enterprises covers their own financing needs at the expense of internal funds and retained earnings.	- Improving credit guarantee instruments through the creation of an independent and reliable credit guarantee fund, which will provide targeted financing to the entrepreneurial sector with reliable business plans, in particular, the creation of a credit guarantee fund under the EU SURE program. Loan guarantee schemes (hereafter SGC) are important because they remove an obstacle for commercial banks in the field of lending to enterprises that do not have appropriate collateral. Effective SGCs, which require moderate financial support to operate, could be a relatively inexpensive solution to improve access to finance for entrepreneurship. SGCs should be designed to operate on a commercial basis and be targeted at existing, viable, profitable businesses whose development is held back by the inability to meet the current collateral requirements of commercial banks. - Development of cooperation with commercial banks regarding the development of credit and guarantee mechanisms for entrepreneurship. - Improvement of legal regulation of operations with credit guarantees. - Development of optimal, transparent rules for the selection of applicants for obtaining guarantees.

*Continuation of table 1*

Strategic goals	Content part	Toolkit for implementation
		<ul style="list-style-type: none"> <li>- Stimulation of more active use of leasing services by creating a favorable legislative framework; development of the subleasing mechanism; expansion of leasing structures, development of the guarantee system; reducing the cost of leasing in order to reduce the financial burden on the participants of the leasing agreement; factoring should be considered separately: this is another way for businesses to access financing using their receivables as collateral.</li> <li>- Expanding access to credit programs through the transformation of international loans into credit resources for entrepreneurship in such areas of investment financing as the introduction of new technical or technological solutions, the purchase of machinery and equipment, the expansion, adaptation and modernization of production, commercial or service facilities.</li> <li>- Facilitating the access of startups to financing within the framework of international development programs; development of lending and financing schemes, in particular, venture capital, guarantee funds for startups. Venture capital and other similar forms of financing, such as business angels or crowdfunding, are currently not very actively used by startups and the entrepreneurial sector, although domestic legislation has favorable conditions for the creation of venture funds.</li> <li>- Stimulation of lending to the export-oriented business sector.</li> <li>- Social entrepreneurship should be implemented through specific targeted programs of state support for entrepreneurship for IDPs and former military personnel. It is important to use Ukrainian and international best practices to ensure more effective targeting and support of the combination of finance and business development services for key target groups.</li> </ul>
<p><b>Support of entrepreneurial culture and development of corporate social responsibility in the conditions of post-war recovery</b></p>	<p>For the development of entrepreneurial potential and strengthening of competitive advantages in the conditions of post-war cultural recovery both at the regional and macro levels. In particular, it needs attention at all levels</p>	<p>- Entrepreneurial culture should work in the direction of creating the key competence of entrepreneurship. The most effective way to achieve this goal and develop entrepreneurial skills. For this purpose, it is considered expedient at the level of the Ministry of Education and Science to include entrepreneurship as a basic competence in educational programs and curricula at all levels of education. Training in entrepreneurial skills and laying the foundations of the culture of entrepreneurship, as well as the formation of corporate social responsibility, should be implemented as mandatory components of end-to-end educational</p>

*Continuation of table 1*

Strategic goals	Content part	Toolkit for implementation
	<p>of the education system. It is considered appropriate to conduct a long-term information campaign to overcome existing stereotypes, in particular, through presentations of entrepreneurial role models, stories of domestic business success, etc.</p>	<p>programs in the structure of ensuring a modern quality educational process in Ukraine.</p> <ul style="list-style-type: none"> <li>- Internationalization of entrepreneurship. Data on the development of entrepreneurship in the EU demonstrate a direct connection between international business activities and company performance. It is important to develop the network potential of enterprises, especially in key sectors of the economy.</li> <li>- Financial literacy for entrepreneurship. A low degree of financial literacy negatively affects the level of productivity of entrepreneurship. There is a need to raise awareness and conduct training in order to increase the level of financial literacy among entrepreneurs within the framework of interaction with commercial banks, non-bank credit and financial institutions, business associations, etc.</li> </ul>
<p><b>Promotion of the internationalization of entrepreneurship in the context of the Association Agreement with the EU and the Agreement on the Free Trade Area (hereinafter UA/FTA)</b></p>	<p>The use of UWZVT not only opens up new opportunities, but also presents new challenges for the development of entrepreneurship. The road map of the strategic development of trade of Ukraine defines the priorities and measures of the national trade policy and the development of entrepreneurship in the conditions of post-war recovery</p>	<ul style="list-style-type: none"> <li>- The FTAA will promote positive changes in the domestic market and trade liberalization, causing high competition, while offering wider access to capital and resources. With EU regulations, the business environment is predicted to become not only more predictable, more transparent, but also more costly in terms of compliance with regulatory requirements. It is expedient to attract entrepreneurship to international production and sales chains by encouraging business connections and industrial clusters. The WTO creates new opportunities for exporters by providing duty-free and low non-tariff barriers to the EU market, which has more than 500 million consumers.</li> <li>- Export readiness of the enterprise is not active. Today, only a small share of business entities is directly involved in export activities. Strengthening trade support institutions is essential to address lack of partners and a range of information challenges. Further education and professional training with an emphasis on export readiness as well as B2B co-financing is needed to develop entrepreneurial potential.</li> <li>- European Enterprise Network (EEN): currently, Ukraine is not sufficiently represented in the European Enterprise Network, which offers opportunities for finding trade partners inside and outside the EU. Only single ones private companies are registered with EEN. In addition, the regional representation of Ukraine should be expanded. It is also necessary to promote the participation of entrepreneurs in EEN in order to increase the number of business connections and in this</li> </ul>

*Continuation of table 1*

Strategic goals	Content part	Toolkit for implementation
		way to revive trade and intensify participation in value chains.
<b>Increasing the competitiveness and innovative potential of business</b>	Helping to increase the innovative potential of business allows you to gain access to potential opportunities in foreign and domestic markets, namely: development of business support and business consulting services, creation of startup support infrastructure, assistance to companies in attracting scientific research and development, access to EU programs.	<p>- Provision of business development services aimed at increasing the efficiency of activities, competitiveness, innovation, productivity, standardization, energy efficiency, access to new domestic and international markets, which have become available due to an increase in the number of donor initiatives and initiatives of the Government of Ukraine at the national and regional levels for dissemination of best practices in the field of cross-border partnership.</p> <p>- Business consulting support is important, especially in the provision of those services that add significant business value within the framework of cross-border partnerships through cooperation mechanisms and membership in international business associations.</p> <p>- International business support organizations play an important role in supporting the development of entrepreneurship on the basis of cross-border partnerships at the regional and national levels by informing, training, providing support and protecting their members.</p> <p>- Development of regional and local entrepreneurship in the conditions of post-war recovery The level of entrepreneurship development differs significantly from region to region, while it is necessary to consistently implement and implement program documents within the framework of the national development strategy, as well as coordination of these efforts between regions that have such cooperation.</p> <p>- Development of business infrastructure. Today, Ukraine has all kinds of business infrastructure to support the development of entrepreneurship, but most of such business projects were created with the support of donors, and very often they stop functioning immediately after the end of such support.</p> <p>- Academic entrepreneurship is a way of transferring knowledge and technologies from the field of science and higher education to the private business sector, which can contribute to increasing innovation and competitiveness. Academic entrepreneurship is underdeveloped in part because of an ineffective infrastructure to support it. There are science parks, business incubators and other similar institutions in the system of higher education and in public scientific institutions, but they, as a rule, lack resources and</p>

*Continuation of table 1*

Strategic goals	Content part	Toolkit for implementation
		<p>potential. Cooperation between institutions is limited, so they cannot take advantage of potential economies of scale and the positive effects of the learning curve (the equation between increasing efficiency and investing in the effort to increase it). It is necessary to promote the cooperation of existing science parks and all other initiatives of research institutes and institutions of higher education, which are aimed at encouraging and supporting academic entrepreneurship with an emphasis on its further development.</p> <p>- Clusters / chains of added value: there is a need to implement a comprehensive program of support and strengthening of promising clusters with a focus on the development of entrepreneurship on the basis of cross-border partnerships, in particular, using the knowledge quadrangle model – these are partnerships between enterprises, the state, donors and education and science. Currently, the integration of entrepreneurship into global value chains is one of the weakest aspects of development policy.</p> <p>- Technology transfer (TT): provides an opportunity to increase the competitiveness of entrepreneurship within the framework of cross-border partnerships. Initiatives of the EU COSME Program should promote the activation of technology transfer through participation in the European Network of Enterprises and other thematic technological platforms that become available through closer integration with the EU. In addition, additional state policy measures should be implemented that encourage the connection between business and science (for example, cluster initiatives, technology parks, dialogue between business and science, etc.), as well as stimulate the expansion of cooperation and interaction between the business sector, broad scientific circles and research institutes.</p> <p>- The COSME program is a program to increase the competitiveness of small and medium-sized businesses, has a budget of 2.3 billion euros and is aimed at strengthening the competitiveness and sustainability of Ukrainian entrepreneurship, encouraging entrepreneurial culture. The program can help improve access to financing (loan guarantees, risk capital, etc.); provide support to companies looking for partners; promote access to new markets; conduct research, etc.</p>

*Source: compiled by the author on the basis [1, 3, 5, 7–10].*

**Research conclusions and perspectives.** So, the main strategic goals for business development in the conditions of war and post-war recovery are:

1. formation of a favorable environment for business development in the conditions of war and post-war recovery;
2. provision of an institutional-organizational and normative-legal basis for business development in the conditions of war and post-war recovery;
3. improvement of business financing in conditions of war and post-war recovery;
4. support of entrepreneurial culture and development of corporate social responsibility in the conditions of war and post-war recovery;
5. promotion of the internationalization of entrepreneurship in the context of the Association Agreement with the EU and the Agreement on the Free Trade Area;
6. increasing the competitiveness and innovative potential of business in the conditions of war and post-war recovery.

The effectiveness of measures will directly depend on funding, the quality of the established monitoring, reporting and evaluation system.

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