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**FORMING AND REALIZATION OF  
TERRITORIAL ENTREPRENEURIAL  
POTENTIAL IN THE CONDITIONS OF THE  
MACROECONOMIC ENVIRONMENT  
DETERIORATION**

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**The relevance of the research:** small and medium-sized businesses play an important role in raising the level of employment of the population, reducing social tension, ensuring a competitive environment, economic stability and innovation growth, creating preconditions for the formation of the middle class. It is one of the most important signs of a market economy and a basis for increasing socio-economic development of the country. Taking into account the complex economic and political situation in Ukraine, there is a need to investigate the current state of small and medium enterprises, territorial entrepreneurial potential in the conditions of deteriorating macroeconomic conditions that will allow them to find out the directions of their development and identify ways to improve their entrepreneurial activity.

**Hypothesis of the scientific research:** it is assumed that the importance of internal factors, defining the state of entrepreneurial potential of territorially localized formations, increases on the phases of crisis and depression of the medium-term economic cycle. At the same time, the importance of external factors increases on the phases of activity and recovery.

**The aim of the research** is to reveal the key elements of entrepreneurial potential, which defines positive dynamics of business activity and efficiency indicators; to suggest the theoretical and methodical approach to the

maintenance of methods of state regulation of entrepreneurial potential of territorially localized formations.

**The methods of the research:** it was proved by means of correlation analysis, that the most significant elements of entrepreneurial potential in terms of ensuring positive dynamics of business activity and efficiency indicators are the following: the consumer value creation, the dynamics of the macroeconomic environment, the business competition level and the quality of entrepreneurial thinking.

**The results of the research:** theoretical and methodical approach to the matter of state regulation of entrepreneurial potential of territorially localized formations is suggested; the methodical approach to the efficiency evaluation of measures of state regulation of entrepreneurial potential of territorially localized formations is developed.

**Conclusions:** it is proved that the efficiency of state regulation measures of entrepreneurial activity is defined by completeness of accounting of features of entrepreneurial potential of separate territorially localized formations and their compliance to the implementation phase of entrepreneurial potential.

**Keywords:** entrepreneurship; territorial entrepreneurial potential; small and medium business; state regulation.

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## ФОРМУВАННЯ ТА РЕАЛІЗАЦІЯ ТЕРИТОРІАЛЬНОГО ПІДПРИЄМНИЦЬКОГО ПОТЕНЦІАЛУ В УМОВАХ ПОГІРШЕННЯ МАКРОЕКОНОМІЧНОЇ КОН'ЮНКТУРИ

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**Актуальність дослідження:** малий і середній бізнес відіграє важливу роль у підвищенні рівня зайнятості населення, послабленні соціальної напруженості, забезпеченні конкурентного середовища, економічної стабільності та інноваційного зростання, створенні передумов для становлення середнього класу. Є однією з найважливіших ознак ринкової економіки та підґрунтям для підвищення соціально-економічного розвитку країни. Враховуючи складну економіко-політичну ситуацію в Україні, виникає потреба дослідити сучасний стан малого і середнього підприємництва, територіального підприємницького потенціалу в умовах погіршення макроекономічної кон'юнктури, що дозволить з'ясувати напрямки їх розвитку та визначити шляхи покращення підприємницької діяльності.

**Гіпотеза наукового дослідження:** припущено, що на фазі кризи і депресії середньострокового економічного циклу підвищується значимість внутрішніх факторів, що визначають стан підприємницького потенціалу територіально локалізованого освіти, на фазах погравлення і підйому – зовнішніх чинників.

**Метою** є виявити ключові елементи підприємницького потенціалу, що визначають позитивну динаміку індикаторів ефективності підприємницької діяльності; запропонувати теоретико-методичний

підхід до змісту методів державного регулювання підприємницького потенціалу територіально локалізованого освіти.

**Методи дослідження:** за допомогою кореляційного аналізу доведено, що найбільш значущими елементами підприємницького потенціалу з точки зору забезпечення позитивної динаміки індикаторів ефективності підприємницької діяльності є створення цінності для споживача, динаміка макроекономічного середовища, рівень конкуренції і якість підприємницького мислення.

**Результати:** запропонований теоретико-методичний підхід до змісту державного регулювання підприємницького потенціалу територіально локалізованого освіти; розроблено методичний підхід до оцінки ефективності заходів державного регулювання підприємницького потенціалу територіально локалізованого освіти.

**Висновки:** обґрунтовано, що ефективність заходів державного регулювання підприємницької активності визначається повнотою врахування особливостей підприємницького потенціалу окремих територіально локалізованих утворень, їх відповідністю фазі реалізації підприємницького потенціалу.

**Ключові слова:** підприємництво; територіальний підприємницький потенціал; малий та середній бізнес; державне регулювання.

**Problem statement.** In the conditions of the macroeconomic environment, deterioration and sharpening of geopolitical risks, the role of entrepreneurial community in ensuring the progressive development of the Ukrainian economy increases significantly. Recognition of the need to increase the level of domestic managing subjects competitiveness as the key factor of overcoming raw materials orientation of export, growth of the importance of the entrepreneurial corps role in solving different social problems in the conditions of growing government budget deficit, strengthening of labor market indicators dependence on the volume of private investment expenses and the condition of self-employment of population lead to the understanding of the role of entrepreneurial potential in the system of measures of anti-recessionary regulation of national economy.

The analysis of contents and results of transformation of the Ukrainian society at the end of the XX – beginning of the XXI century leads to a conclusion that the measures, directed to the stimulation of entrepreneurial activity, were obviously or implicitly defined in the program documents of the Ukrainian state, providing the creation of favorable environment for the enterprises, increase in investment attractiveness of separate territorial formations, creation of "growth points" and zones of the advancing development. The realization of target points of national economy development assumed the need to use labor, financial, organizational, investment potentials of the business sector, which can be used for the development and deployment of managerial, technological and product innovations under certain conditions. At the same time, the special role in the content of entrepreneurial community regarding the initiation of the innovation activity is carried out by small and medium-sized enterprises (SMEs).

Forming and realization of entrepreneurial potential assumes the need to solve the array of problems among which – the determination of contents and structure of entrepreneurial community capacity that will allow to reveal objects of direct influence; the differentiation of powers among public and local authorities regarding the realization of the measures of impact; the development of structure of indicators of the entrepreneurial potential condition, taking into account the subject structure of its carriers – separate entrepreneurial structures, entrepreneurial community of territorially localized formations, national economy in general etc. The need to carry out such a research, taking into account the peculiarities of the current stage of the Ukrainian economy development, defined the choice of the dissertation, its theoretical and practical importance.

**The analysis of recent publications and the unsolved part of the problem.** The theory of economy of an entrepreneurship underwent the long process of development. Separate aspects of business activity were reflected in

the works of representatives of the classical school of political economy – the matter of target points of entrepreneurship subjects (R. Cantillon, A. de Montchrestien), freedom of business activity (A. Smith), an entrepreneur as an investor (D. Ricardo), the matter of the entrepreneurial income, separation of the capital of property and the capital of function (K. Marx), a combination of production factors as a key function of an entrepreneurship (J.-B. Say). Within the frameworks of neoclassical direction managerial's capability as an independent production factor along with the traditional resources were studied by A. Marshall, the doctrine about the essence of the entrepreneurship, taking into account its personal qualities and justification of behavioural motivation of an entrepreneur, was formulated by J. Schumpeter. The further development of interpretation of the notion of an entrepreneur as a carrier of innovation ideas was reflected in P. Drucker's works. Historical and social factors of entrepreneurial activity were introduced in W. Sombart's and M. Weber's works. Capabilities of the entrepreneur to predict changes of factors of the external environment, taking into account its uncertainty and risks, were analyzed in F. Knight's and J. Thünen's works.

The complete multifunctional theory of entrepreneurship is submitted in the works of I. Kirtsner, L. von Mises, F. von Hayek, who treated the process of profit gaining as a factor of market balance restoration. Specific features of business activity are introduced in the works of R. Barre (diffusion of entrepreneurial function between employees of the enterprise), G. Briefs (control of the prices and costs, their correlation as a function of an entrepreneur), B. Karloff (entrepreneurial capabilities as the ability to creatively solve the problems of coordination of needs with production resources), C. McConnell and S. Brue (interpretation of an entrepreneur as a subject allocated with the capability to connect resources, tendency to innovations and independence in adoption of strategic decisions), G. Pinchot (the intra-corporate entrepreneurship). In the conditions of regulated market economy, special attention is devoted to the regulations on the importance of the development of competitive environment of the entrepreneurship, the maintenance of budgetary-financial and monetary-credit regulators (J. Keynes, P. Samuelson, J. Hicks).

Characteristics of the development of Ukrainian entrepreneurship in the modern economy were investigated by Z. Varnalius [1], O. Dikan [2], P. Gaiducky [3], E. Karpov, L. Chubareva [4], D. Katryska, Y. Zhalilo, D. Lyapin, Ya. Belinskaya [5]. Some aspects of entrepreneurial activity have been studied in the writings of representatives of Ukrainian economic thought, among them – the construction of a cluster model of innovation development in entrepreneurship in Ukraine (L. Ganushchak-Yefimenko [6]); the formation of the integration power of the brand on the basis of component structuring (P. Dudko, O. Nifatova [7]); resource conservation as a priority trend in the

development of entrepreneurial potential in certain sectors of the economy (V. Scherbak [8]).

Despite the considerable amount of work devoted to certain aspects of entrepreneurial activity, the entrepreneurial potential of Ukrainian society remains unexamined, it does not reveal its distinction from the entrepreneurial potential of developed and developed countries. A number of normative values of the entrepreneurial community remain not internalized and can not be considered as an instrument for regulating the behavior of business entities.

**The aim of the research** is the scientific justification of theoretical and methodical approaches to the forming and development of entrepreneurial potential of a territorially localized formation in the conditions of the macroeconomic environment deterioration.

**The results of the research.** The entrepreneurial potential of territorially localized education is defined as the aggregate of the carriers of realized and latent components of entrepreneurial success – residents of territorial education who are at the stage of development of a project for the development of an entrepreneurial structure in the conditions of insufficient information on the state of the industry market, low level of network interaction with other subjects of entrepreneurship (potential and operating).

They are also characterized by low-motivated change of mood (internal ability) and the lack of a strategic objective of development.

Adaptation of methodical approach of the international "Global Entrepreneurship Monitor" project (GEM) [9] to the analysis of entrepreneurial potential of territorially localized system, gave the opportunity to specify the structure of development stages of a potential and early entrepreneurship, having allocated the phase of forming of the entrepreneurial idea; a phase of a latent entrepreneurship, on which state registration of entrepreneurial structure is performed; a phase of the starting entrepreneurship, on which entrepreneurs gain sporadic income; a phase of an early entrepreneurship, on which entrepreneurs gain a regular income, however they still cannot define the long-term goals and tasks of the enterprise functioning; a cooperation phase, on which entrepreneurs join regular cooperation interactions in the form of participation in network formations, contractings with the participation of product consumers, suppliers of the resources, consulting, marketing and other services, non-profit organizations and public authorities involved in the sphere of the entrepreneurship development.

Abstraction of the last stage, as an independent phase of the entrepreneurial potential of a territorially localized formation development, is caused by the fact that the current stage of economy development is characterized by the strengthening of economic agents 'associativity, that finds its reflection in a networking of the economic space and forming of nonlinear open network forms

of interaction of an entrepreneurship subjects of various scale [6]. Disintegration and modulization of technologies both create the conditions to form the chains of added value creation within flexible fragmentational systems. Thereby, even at the stage of a potential entrepreneurship, the prerequisites to overcome the delays in development based on the loan (imitation) of innovations appear.

As at 1 January 2018 there were registered 1.86 million business entities in Ukraine, among them 291.000 were registered as small enterprises and 1.5 million – as individual entrepreneurs. The enterprises of small and medium-sized businesses employ 17.7 million people (every fourth employee), including in individual entrepreneurship – 5.45 million people (30.9%). These figures do not take into account the state of the shadow economy. A comparative analysis of the state of this sector of the business community in Ukraine and abroad shows that its share in the country's GDP does not exceed 20–25%, while the same indicator in the countries with developed economies approaches a value of 70–80%.

In today's conditions, when the country's complex socio-economic situation has a major impact on the stabilization and restoration of the national economy is entrepreneurship, especially a small and medium-sized enterprises. Indeed, effective enterprise activity affects economic growth and provides employment in the country, which directly increases the standard of living of the population. Unfortunately, the analysis of the dynamics of the results of the activities of small, medium and large business entities in Ukraine shows that in recent years there have been no significant changes and shifts to the better (Table 1).

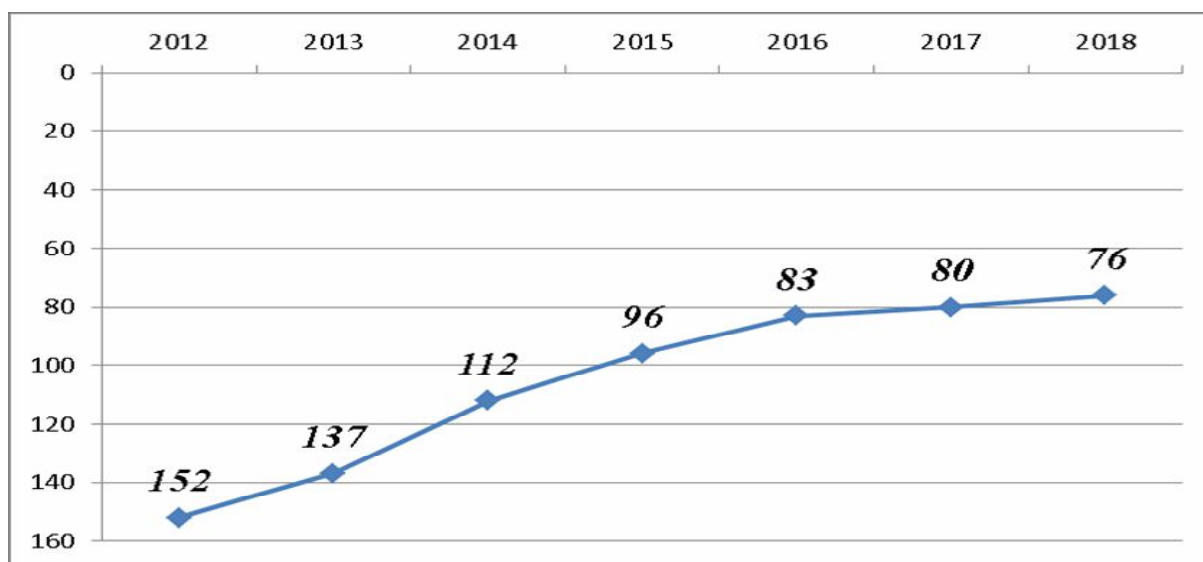
Table 1

**Indicators of structural statistics of enterprises according to their size**

Year	2010	2012	2013	2014	2015	2016
Total number	2183928	1600127	1722070	1932161	1974318	1865530
Large	587	698	659	497	423	383
<i>in % to the total number of enteties</i>	0,03	0,04	0,04	0,03	0,02	0,02
Medium	20983	20189	20983	15906	15203	14832
<i>in % to the total number of enteties</i>	0,96	1,26	1,22	0,82	0,77	0,80
Small	357241	344048	373809	324598	327814	291154
<i>in % to the total number of enteties</i>	16,36	21,51	21,71	16,80	16,60	15,61
Individual entrepreneurs	1805118	1235192	1325925	1591160	1630878	1559161
<i>in % to the total number of enteties</i>	82,65	77,19	77,00	82,35	82,60	83,57

Recourse: constructed by the author according to the data [10].

Analyzing the data given in Fig. 1, we can observe the reduction of total number of small, medium and large enterprises in Ukraine since 2014. Individual entrepreneurship accounts for a considerable share of total number of entities – 83.57%, meanwhile small enterprises take 15.61%; medium – 0.8% and large – only 0.02%. In general, about 40% of employed population of working-age reengaged in the sphere of small and medium entrepreneurship, taking into account individual entrepreneurship. However, Ukraine holds the 76th position on the World Bank's annual Ease of Doing Business rankings according to the results of the conducted research "DoingBusiness-2018" [11]. The position of Ukraine increased up to four points in comparison with 2017 (Figure1).



Resourse: constructed by the author according to the data [11].

**Figure 1. Ukraine in the World Bank's annual Ease of Doing Business rankings**

Positive shifts happened in 4 of 10 principal components of the research (registration of the enterprise, obtaining the construction permit; connection to the power supply systems; registration of property, obtaining credit, protection of the minority investors' rights, taxation; international trade, ensuring performance of contracts; solving the problem of insolvency). Significant improvement in positions can be noted in only two of them – "obtaining the construction permit" on which Ukraine took the 35<sup>th</sup> place (against the 140<sup>th</sup> place in 2017) and on the "taxation" indicator (the 43<sup>rd</sup> place, against the 84<sup>th</sup>) [11].

According to the conducted analysis, entrepreneurial potential is defined by such parameters as: the quality of entrepreneurial thinking, the level of motivation of the entrepreneur, trends of behavior of the entrepreneur, the

dynamics of the macroeconomic environment, peculiarities and the level of development of the industry, competition level, value creation for the consumer and the quality of choice of an entrepreneurial opportunity. The research shows, that the measures of the state influence are, as a rule, focused on the changes of activity features in the industry, restructuring of the competitive environment and regulation of macro environment, whereas other elements of entrepreneurial potential are regulated in much smaller degree. It dictates the need of the analysis of the importance of all listed factors to determine the impact on success of business activity, which is characterized by a range of financial indicators.

The analysis of dynamics of entrepreneurial potential in Ukrainian regions during the period from 2013 to 2018 shows the deterioration of its indicators. It is caused both by internal (negative expectations, etc.) and external factors (deterioration of macroeconomic environment at the internal and external markets, etc.). Low quality of assessment of current state of a system of corrective actions and the incorrect choice of its optimum state, can act as the reasons of a low performance of state regulation of entrepreneurial potential together with the management decisions, which are not adapted to a condition of entrepreneurial potential and a condition of national economy. Therefore, to form the optimal measures of state regulation of entrepreneurial potential as a complex behavioral system, its research from the position of the compliance to the principles of activity and balance is expedient.

The activity of entrepreneurial potential of territorially localized system is shown in its orientation to the transformation into the settled entrepreneurship (according to the GEM classification) or, in its contrast – in a state of passivity and indifference, which causes the setback of entrepreneurial community and its disintegration or regression, recovery from the crisis and a new optimum. At the same time, the achievement of goals (forming of the settled entrepreneurship), efficiency (economic, social, budgetary, or the effect, comparable to costs for a territorially localized formation; obtaining the results, significant for potential entrepreneurs; balance of business, social and state interests while implementing the assigned functions by the state authorities), resource capability (a ratio between resource requirements regulation of entrepreneurial potential and the actual volumes), effectiveness (extent of achievement of the results by potential entrepreneurs, adequate to the purposes of state regulation of business activity and satisfying the interests of local community), timeliness (making necessary adjustments before undesirable irreversible processes take place), reliability (capability of a system of state regulation to keep balance of entrepreneurial community and between entities of public administration).

Rationality (compliance of potential entrepreneurship goals with the long-term goals of territorial formation development, capability of potential



entrepreneurs to cooperate with the operating entrepreneurial community) and stability (capability of entrepreneurial potential as an open dynamic system to return to the state of balance after the completion of the influence, which had an influence on its parameters) can be treated as criteria of an indifferent condition of measures of state regulation. Among the criteria of passivity of measures of state regulation, we should take into account the following: disorganization (reduction of subjects of potential entrepreneurship), destabilization (violation of balance as a result of the broken links), a state of crisis (transition to an optimum or passive state at the high level of uncertainty of the final result) and the dissolution (the collapse of the entrepreneurial potential management system).

At the same time, the entrepreneurial potential of territorially localized system can develop innovatively, if it stimulates the development of other subsystems of the mesoeconomic system and other components of entrepreneurial community; conservatively, if it develops according to the directions of development of other subsystems of the mesoeconomic system and other components of entrepreneurial community; to be in a passive state if it constrains the development of other subsystems.

In this regard, it is advisable to activate direct measures of impact on the external factors of the entrepreneurship potential in the conditions of crisis and a depression (establishing the competitions institutions, development of the mechanism of the formal enforcement of contracts), in the conditions of revival and rise – indirect measures of impact on internal factors of entrepreneurial potential (establishing the social sphere institutions, which determine the volume and quality of human capital investments), activation of self-regulation of business activity.

Types of conditions of a state regulation system of entrepreneurial potential of territorially localized system are presented in Table 2.

To assess the effectiveness of measures of state regulation of entrepreneurial capacity of regions of Ukraine for the period of 2013–2018, during the first stage of the research the grouping of regional formations according to the number and dynamics of small enterprises was carried out. At the second stage, the development evaluation of small business entities according to the regions of the Interim financial reporting was conducted. It studied the dynamics of absolute measures (turnover in the enterprises, the number of employees, investments into fixed capital; estimates characterizing the intensity of small business development: turnover in the enterprises per 1 employee and per 1 small enterprise, the amount of investments per 1 small enterprise; rates of indicators change for the period) (Table 3).

Table 2

**Types of conditions of the state regulation system of entrepreneurial potential of territorially localized system**

Types of equilibria		stable	unstable	unstable
		Activity		
activity of the state regulation system	progress	Stimulation of the state regulation system development of entrepreneurial potential; resourcing of all the constituent parts of the state regulation system, development of the connections between its elements	Use of the entrepreneurial potential for solving the tactical issues, limitation of resourcing	Changes of strategic goals of regulation; capacity building by changing organizational values, transition to the progressive conceptions of regulation
	conservation	Maintaining the integrity of the state regulation system in adapting to the stable goals of the territorially localized system development	Adjustment of the goals taking into account tactical goals of development, maintenance of the internal development at a minimal level	Optimization of the state regulation system based on the processes of formalization and use of progressive technologies
	regression	Limitation of the resources, violation of the integrity of state regulation, not using of its results	Significant limitation of recourses for the state regulation system, breaking the links with other elements of the state regulation system	Localization of state regulation as a result of the recourses limitations and realization of mainly social goals of regulation

Table 3.

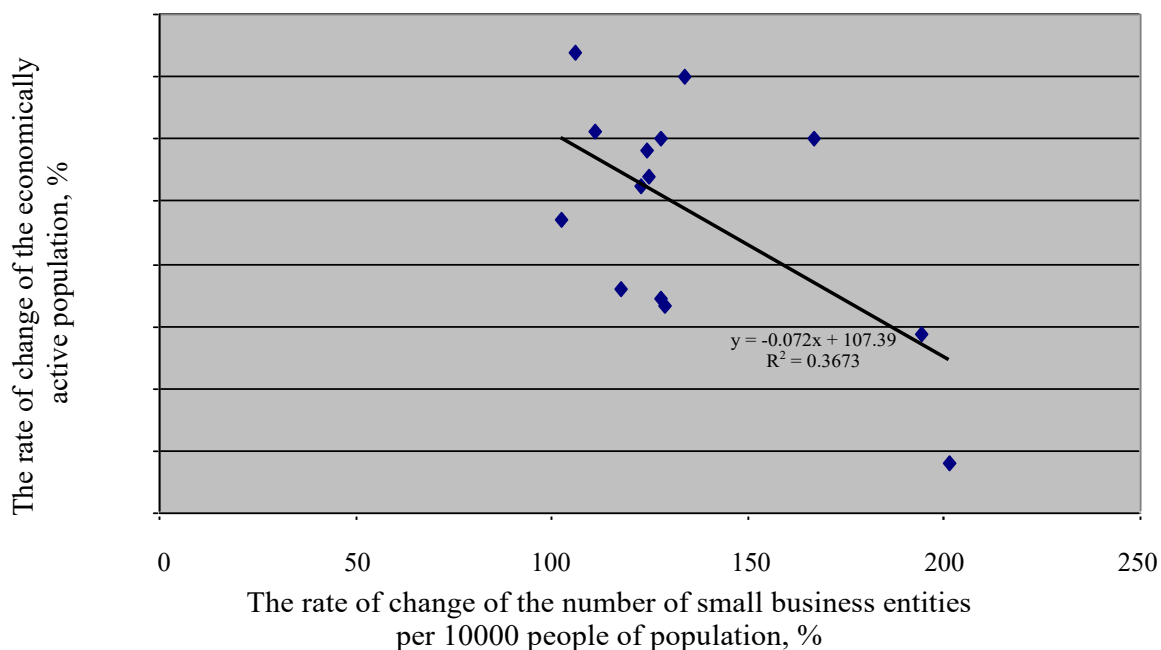
**Grouping of the Interim financial reporting regions according to the number and dynamics of the small business entities (including individual entrepreneurs), 2013–2018**

		Dynamics of small business entities	
		Below the average	Above the average
The number of small business entities (including individual	Below the average	Group 4	Group 3
		Cherkasy Region, Ternopil Region, Odesa Region, Donetsk Region, Luhansk Region	Ivano-Frankivsk Region, Volyn Region, Zhytomyr Region, Zakarpattya Region, Zaporizhzhya Region, Kirovograd Region, Lviv Region, Mykolayiv Region, Poltava Region, Rivne Region, Sumy Region, Kherson Region, Khmelnytsky Region, Chernivtsi Region, Chernihiv Region
	Above the average	Group 2	Group 1
		Dnipropetrovs'k Region, Kyiv Region, Vinnytsya Region, Kharkiv Region	The City of Kyiv

Resource: compiled basing on [10; 12; 13].

According to the results of the research, the high rates of development were demonstrated by the regions with intensive factors (the city of Kyiv, the Dnipropetrovsk, Kyiv, Vinnytsia and Kharkiv regions). They are characterized by the high investment activity and labour productivity improvement. Two regions (the Volyn and Zaporizhzhya regions) have mainly extensive development and are characterized by the decrease of the investment activity and significant increasing in the number of working people. The development of other regions takes place according to the mixed type.

Measures of state regulation of entrepreneurial potential of territorially localized formation can be recognized as effective, if the potential entrepreneurship is transformed into the settled small and medium business. The analysis of the entrepreneurial activity, taking into account the regions, was carried out on the example of regions of the Interim financial reporting for the period from 2013 to 2018. To assess the entrepreneurial activity, the indicator of number of small enterprises per 10000 people of population was used. On the basis of this indicator, the rate of change of an indicator for the specified period was determined. During the research the hypothesis of the importance of demographic factor for transformation of the potential entrepreneurship into the settled one (Figure 2) was confirmed.



Resourse: compiled by the author basing on [10; 12; 13].

**Figure 3. The evaluation of the interrelation between the indicators of the rate of change of small business entities per 10000 people of population and the rate of change of the economically active population according to the regions (2013–2018)**

The research showed that the number of population has a significant impact on the transformation of a potential entrepreneurship into a settled one, and is defined, in its turn, by a demographic situation (including migration flows, structure of the population according to the age). Studying of the age structure of population, involved in business activity, demonstrates that the greatest activity is shown by people aged from 25 up to 45 years. Data throughout Ukraine reflect the dynamics of increase in average age of entrepreneurs that in general reflects the general trend of aging of economically active population. Thereby, the general regularities of forming of entrepreneurial potential with specific features of the territorial formations, caused by their absolute and relative benefits are implemented.

**Conclusions and suggestions.** Thus, the efficiency of state regulation of entrepreneurial potential of territorially localized systems is defined by completeness of accounting of the set of objective (external and internal) factors of its forming and realization, and at the same time, assumes the development of methods of impact on factors of subjective character through the implantation in the system of standard values of the population, positive perception of an entrepreneurship and its role in forward macroeconomic dynamics.

The suggested set of measures of state regulation of entrepreneurial potential of territorially localized systems is defined as optimum if it provides its internal and external balance as a condition of achievement of the goals of regulation. They have to provide the increase, use, preserving and development of entrepreneurial potential, taking into account long-term goals of development of the state, territory of placement and requirements of local community. At the same time, forming and realization of entrepreneurial potential have to contribute to the forward development of all components of national and regional economic systems. Achievement of an optimum condition of measures of state regulation of entrepreneurial potential assumes the need of accounting of features of the phase of economic cycle, which is characterized by the change of a role of external and internal factors of entrepreneurial potential forming.

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