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FORMATION OF AN INNOVATIVE ENTREPRENEURSHIP MANAGEMENT SYSTEM BASED ON ORGANIZATIONAL AND ECONOMIC MECHANISMS AND INFORMATION TECHNOLOGIES OF THE SMART ECONOMY

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ФОРМУВАННЯ СИСТЕМИ УПРАВЛІННЯ ІННОВАЦІЙНИМ ПІДПРИЄМНИЦТВОМ НА ОСНОВІ ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНИХ МЕХАНІЗМІВ ТА ІНФОРМАЦІЙНИХ ТЕХНОЛОГІЙ СМАРТ-ЕКОНОМІКИ

The article presents a comprehensive study of the theoretical and methodological principles of the formation of a management system for innovative entrepreneurship in the context of the emergence of a smart economy, based on the integration of organizational and economic mechanisms and modern information technologies.

It is substantiated that innovative entrepreneurship is a system-forming factor of economic growth and competitiveness of enterprises, and its effectiveness directly depends on the level of digital transformation of management processes, the adaptability of organizational structures and the ability to integrate digital technologies into all functional areas of the enterprise.

It is proven that organizational and economic mechanisms provide the basic architecture of innovative activity management, covering the processes of planning, motivation, organization and control, while information technologies of the smart economy perform the function of a digital toolkit that provides automation of management processes, analytical support for decision-making and the formation of a single information space of the enterprise.

A conceptual model of the formation of an integrated innovative entrepreneurship management system is proposed, which is based on a synergistic combination of organizational and economic mechanisms and digital technologies, which ensures increased efficiency of management decisions, acceleration of innovation processes and reduction of uncertainty in the business environment. An economic and mathematical toolkit for assessing the effectiveness of the system has been developed, which includes an integral efficiency indicator, an innovation activity coefficient, a digital maturity index and an indicator of synergistic effect. It has been established that the key principles of the functioning of a modern innovative entrepreneurship management system are adaptability, integration, innovation, digital orientation and synergy. The practical significance of the results lies in the possibility of their use for developing strategies for digital transformation of enterprises, improving management systems and increasing their competitiveness in the conditions of a global smart economy.

У статті здійснено комплексне дослідження теоретико-методичних засад формування системи управління інноваційним підприємництвом в умовах становлення смарт-економіки, що базується на інтеграції організаційно-економічних механізмів та сучасних інформаційних технологій.

Обґрунтовано, що інноваційне підприємництво виступає системоутворюючим фактором економічного зростання та конкурентоспроможності підприємств, а його ефективність безпосередньо залежить від рівня цифрової трансформації управлінських процесів, адаптивності організаційних структур і здатності до інтеграції цифрових технологій у всі функціональні сфери діяльності підприємства

Доведено, що організаційно-економічні механізми забезпечують базову архітектуру управління інноваційною діяльністю, охоплюючи процеси планування, мотивації, організації та контролю, тоді як інформаційні технології смарт-економіки виконують функцію цифрового інструментарію, який забезпечує автоматизацію управлінських процесів, аналітичну підтримку прийняття рішень та формування єдиного інформаційного простору підприємства.

Запропоновано концептуальну модель формування інтегрованої системи управління інноваційним підприємництвом, яка ґрунтується на синергетичному поєднанні організаційно-економічних механізмів та цифрових технологій, що забезпечує підвищення ефективності управлінських рішень, прискорення інноваційних процесів та зниження рівня невизначеності в бізнес-середовищі. Розроблено економіко-математичний інструментарій оцінювання ефективності системи, що включає інтегральний показник ефективності, коефіцієнт інноваційної активності, індекс цифрової зрілості та показник синергетичного ефекту.

Встановлено, що ключовими принципами функціонування сучасної системи управління інноваційним підприємництвом є адаптивність, інтегрованість, інноваційність, цифрова орієнтованість та синергетичність. Практичне значення результатів полягає у можливості їх використання для розроблення стратегій цифрової трансформації підприємств, удосконалення управлінських систем та підвищення їх конкурентоспроможності в умовах глобальної смарт-економіки.

Key words: innovative entrepreneurship, smart economy, organizational and economic mechanisms, digital technologies, management, competitiveness.

Ключові слова: інноваційне підприємництво, смарт-економіка, організаційно-економічні механізми, цифрові технології, управління, конкурентоспроможність.

GENERAL STATEMENT OF THE PROBLEM AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

The current stage of economic development is characterized by the formation of a smart economy, in which information technologies, innovations and knowledge play a key role. Enterprises operate in a highly dynamic environment, where the speed of change exceeds the capabilities of traditional management systems. Innovative entrepreneurship is becoming one of the key factors of economic growth, ensuring the creation of new products, technologies and business models. At the same time, its effective development requires the formation of a modern management system that takes into account the features of the digital environment, ensures flexibility of management decisions and the integration of information technologies into business processes. The problem of

combining organizational and economic management mechanisms with digital tools of the smart economy, which allows to increase the efficiency of management of innovative activities and ensure sustainable development of enterprises, is of particular relevance.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS, IN WHICH THE SOLUTION OF THIS PROBLEM WAS INITIATED AND ON WHICH THE AUTHOR RELIES, HIGHLIGHTING PREVIOUSLY UNRESOLVED PARTS OF THE GENERAL PROBLEM, TO WHICH THE SPECIFIED ARTICLE IS DEVOTED

In modern scientific literature, considerable attention is paid to the problems of developing innovative entrepreneurship, digitalization of the economy and trans-

formation of enterprise management systems [1—20]. The first group of studies focuses on the study of organizational and economic mechanisms of enterprise management. These works consider the issues of forming effective systems of planning, motivation, control and regulation of enterprise activities in a market economy [1-7]. The second group of scientists studies the development of the smart economy and the impact of digital technologies on entrepreneurial activity. Particular attention is paid to the use of information systems, data analytics, process automation and digital platforms [8—15]. The third direction is related to the study of innovative entrepreneurship as a complex system that includes the interaction of economic, organizational and technological factors. These works substantiate the need to form integrated approaches to managing innovative activities [16—20]. At the same time, the issue of a comprehensive combination of organizational and economic mechanisms and information technologies in the innovative entrepreneurship management system requires further research.

FORMULATION OF THE OBJECTIVES OF THE ARTICLE (TASK STATEMENT)

The purpose of the article is to substantiate the theoretical foundations and develop practical approaches to the formation of an innovative entrepreneurship management system based on organizational and economic mechanisms and information technologies of the smart economy. To achieve the set goal, the following tasks were identified and solved in the study. First of all, a theoretical generalization of the essence of innovative entrepreneurship in the conditions of the smart economy was carried out and its role in ensuring the competitiveness of enterprises was clarified. The next step was to study the content and structure of the innovative entrepreneurship management system as a multi-component dynamic model. An important task is the identification and systematization of organizational and economic management mechanisms that ensure the effective functioning of the enterprise's innovative activity. In parallel, an analysis of modern information technologies of the smart economy was carried out and their impact on the transformation of management processes was determined. Special attention was paid to the justification of the relationship between organizational and economic mechanisms and digital tools in the context of the formation of an integrated management system. The research also formed a structural and functional model of the innovative entrepreneurship management system, which reflects the interaction of its key components. In addition, an economic and mathematical toolkit for assessing the effectiveness of the management system was developed, which allows for quantitative diagnostics of its condition. The final task was to identify the main areas for improving the effectiveness of innovative entrepreneurship management and to formulate practical recommendations for its improvement in the context of the digital transformation of the economy.

PRESENTATION OF THE MAIN MATERIAL OF THE STUDY WITH A FULL JUSTIFICATION OF THE OBTAINED SCIENTIFIC RESULTS

The innovative entrepreneurship management system is a complex multi-level structure that includes a set of interconnected elements aimed at ensuring the effective functioning and development of an enterprise in the digital economy. In the context of a smart economy, innovative entrepreneurship management acquires new characteristics, among which the key ones are the digitalization of management processes, the use of data analytics, automation of decision-making and the integration of enterprises into digital ecosystems. Organizational and economic mechanisms serve as the basic basis for the formation of a management system, since they determine the management structure, the system for stimulating innovative activity, the distribution of resources and mechanisms for coordinating the activities of the enterprise. Information technologies of the smart economy, in turn, provide digital support for management processes, increase the speed of information processing, and allow for forecasting and optimization of business processes (Table 1).

The formed organizational and economic mechanisms reflect the basic logic of innovative entrepreneurship management, which combines classical management functions with modern flexible management tools. Their effectiveness largely depends on the ability of the enterprise to adapt these mechanisms to the conditions of the digital environment and integrate them with information technologies. The formation of an innovative entrepreneurship management system in a smart economy requires a transition from linear management models to integrated digitally-oriented systems. In such a system, the synergy between organizational and economic mechanisms and information technologies plays a key role, which not only provides support for management processes, but also forms a new quality of decision-making [2—6; 8; 10—14; 19]. In this context, information technologies act not as an auxiliary, but as a system-forming element of management. They provide continuous collection, processing and analysis of data, which allows enterprises to switch to a data-based management model. This, in turn, significantly increases the validity of strategic decisions and reduces the level of uncertainty. Of particular importance is the use of smart economy technologies, which form the digital infrastructure of innovative entrepreneurship and

Table 1. Organizational and economic mechanisms for managing innovative entrepreneurship

Mechanism	Content	Implementation tools	Effect
Planning	formation of innovative development strategies	strategic planning, foresight analysis	long-term sustainability
Motivation	stimulation of innovative activity	bonuses, KPIs, innovation funds	increased productivity
Organization	construction of flexible structures	project teams, agile	speed of innovation
Control	performance assessment	audit, digital monitoring	increased efficiency

Source: proposed by the authors.

create the prerequisites for the development of intelligent business systems (Table 2).

The conclusions of the table 2 indicate that the integrated management system of innovative entrepreneurship within the smart economy is formed as a multi-level, structurally coordinated model, in which each component performs not an isolated, but a complementary function. The strategic level provides long-term orientation of the enterprise's development and forms the vector of innovation policy, while the operational component transforms these guidelines into specific business processes, ensuring their effective implementation through digital management systems. The innovative component acts as the core of the system, since it is it that generates new value in the form of products, technologies and business models, which allows the enterprise to maintain competitive positions in a dynamic market [1; 9; 15—18]. At the same time, the investment block creates a financial basis for the implementation of innovative solutions, ensuring the continuity of the innovation process and its scaling. The communication component plays an important role in the formation of an open innovation ecosystem, contributing to the establishment of interaction with stakeholders and expanding the market opportunities of the enterprise. The intellectual component, in turn, ensures the accumulation, transformation and effective use of knowledge, which is a key factor in long-term development in the knowledge economy. In general, it can be stated that the effectiveness of the presented system is determined not only by the functioning of its individual elements, but primarily by the level of their integration and coherence. The synergistic effect resulting from the interaction of components is manifested in increasing the adaptability of the enterprise, accelerating innovation processes, optimizing the use of resources and forming sustainable competitive advantages in the digital environment of the smart economy. The further development of the innovative entrepreneurship management system in the smart economy should be considered through the prism of its dynamic adaptation to changes in the external environment [16-20]. This means that the system is not a static structure, but is constantly transformed under the influence of technological innovations, market challenges and institutional changes. In this context, the coordination of strategic, operational and innovative solutions with the digital capabilities of the enterprise is of particular importance. It is this consistency that ensures the formation of an effective management architecture that can quickly respond to changes and generate new competitive advantages.

An important aspect is also the balance between technological modernization and human capital develop-

Table 2. Information technologies of smart economy in the innovative entrepreneurship management system

System component	Organizational and economic content	Digital tools	Management functions	Result	Synergistic effect
Strategic	formation of innovation policy and development strategies	analytical platforms	planning, forecasting	increased competitiveness	coherence of strategic decisions
Operational	management of current business processes	ERP, CRM systems	organization, coordination	optimization of activities	increasing the efficiency of processes
Innovative	development and implementation of new products	digital platforms, R&D systems	generation of innovations	acceleration of the innovation cycle	development of innovative potential
Investment	providing financing for innovations	fintech solutions, blockchain	resource management	increase in investment activity	financial sustainability
Communication	interaction with internal and external stakeholders	digital channels, social platforms	communication, feedback	market expansion	strengthening partnerships
Intellectual	management of knowledge and competencies	LMS, knowledge systems	training, development	improvement of skills	knowledge expansion

Source: proposed by the authors.

ment. Excessive focus only on digital tools without developing personnel competencies can reduce management efficiency. Therefore, a modern innovative entrepreneurship management system should combine technological solutions with the intellectual development of the organization. In order to generalize the relationships between the key characteristics of the system, it is advisable to highlight the basic principles of its functioning. The key principles of forming an innovative entrepreneurship management system in a smart economy are shown in Fig. 1.

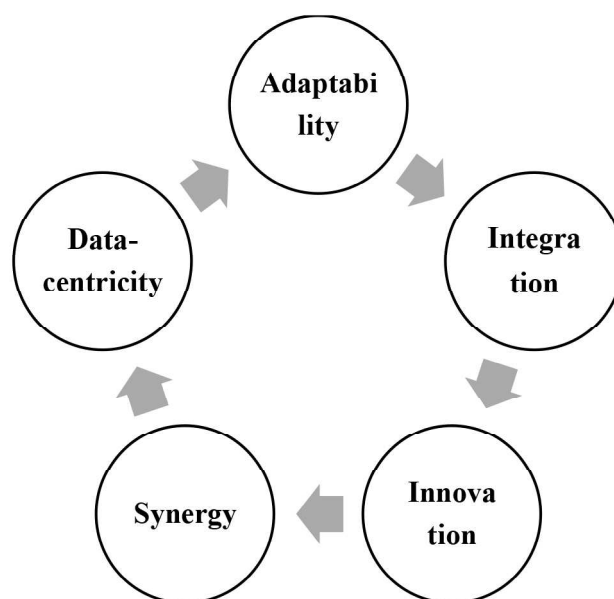


Fig. 1. Key principles for forming an innovative entrepreneurship management system in a smart economy

Source: proposed by the authors.

The generalization of the above principles allows us to state that the modern innovative entrepreneurship management system is formed on the basis of flexibility, technologicality and integration. It is focused not only on achieving short-term results, but also on forming long-term competitive advantages. Thus, within the framework of the smart economy, traditional approaches to management are being transformed towards the creation of intelligent, digitally integrated systems capable of ensuring the effective development of enterprises in a complex and dynamic environment [2; 4—6; 8; 11—14]. To deepen the scientific argumentation, it is advisable to formalize the process of forming an innovative entrepreneurship management system based on organizational and economic mechanisms and information technologies of the smart economy using a system of generalizing indicators. First of all, it is advisable to determine the integral level of effectiveness of the innovative entrepreneurship management system as a function of the key components of the system:

$$Isip = \alpha S + \beta O + \gamma In + \delta Dig + \lambda Int \quad (1),$$

Where *Isip* — integral indicator of the effectiveness of the innovative entrepreneurship management system;

S — strategic component;

O — operational component;

In — innovative component;

Dig — level of use of digital technologies;

Int — intellectual and competence component;

$\alpha \beta \gamma \delta \lambda$ — weighting coefficients of significance of the corresponding components.

This formula allows us to present the innovative entrepreneurship management system as a complex multi-component model, in which each structural element has a separate impact on the overall effectiveness of the enterprise. The practical value of this approach lies in the possibility of quantitatively assessing the strength of the influence of each component on the overall state of the system. To assess the innovative activity of the enterprise, it is advisable to use the following dependence:

$$Ain = Nip + Nnp + Nit/R \quad (2),$$

where *Ain* — coefficient of innovation activity of the enterprise;

Nip — number of innovative projects;

Nnp — number of new products;

Nit — number of implemented information technologies;

R — total amount of resources directed towards enterprise development.

The proposed formula (2) allows us to assess the intensity of innovative development through the ratio of the obtained innovative results to the resources used. Its application is appropriate for determining the effectiveness of the innovation policy of the enterprise, as well as for comparing the effectiveness of different models of innovative entrepreneurship management. The level of digital maturity of the innovative entrepreneurship management system can be determined by the formula:

$$Dsm = Terp + Tcrm + Tbi + Tai + Tcl/5 \quad (3),$$

Where *Dsm* — level of digital maturity of the management system;

Terp — level of use of ERP systems;

Tcrm — level of use of CRM systems;

Tbi — level of use of BI analytics;

Tai — level of use of artificial intelligence technologies;

Tcl — level of use of cloud technologies.

This formula reflects the average level of integration of key digital tools into the enterprise management system. Its use allows to identify the degree of digital adaptation of the organization and to substantiate the directions of further digital modernization in the conditions of the smart economy. The synergistic effect of the combination of organizational and economic mechanisms and information technologies is expediently determined as follows:

$$Sy = (Eo + Ed + Ei) - Eb \quad (4),$$

Where *Sy* — synergistic effect of the management system;

Eo — effect of organizational and economic mechanisms;

Ed — effect of digital technologies;

Ei — effect of innovative management decisions;

Eb — the basic effect of the system functioning without the integration of the specified components.

The content of this formula is that the total result of the integrated action of various elements of the management system can exceed the simple sum of their individual effects. It is this synergistic approach that is decisive for the smart economy, where competitive advantages are formed not only at the expense of resources, but primarily due to the quality of their combination and the effectiveness of management.

Thus, the proposed economic and mathematical tools allow formalizing the process of managing innovative entrepreneurship and transferring it from a purely descriptive level to the plane of quantitative analysis. The use of an integral indicator of the system's efficiency, the coefficient of innovative activity, the digital maturity index and the indicator of the synergistic effect creates a basis for a more objective assessment of the state and prospects for the development of the enterprise. The practical significance of the above formulas is that they can be used as a basis for building the author's methodology for diagnosing the effectiveness of innovative entrepreneurship management in the smart economy. Their application contributes to increasing the validity of strategic decisions, the accuracy of assessing managerial changes and the effectiveness of the enterprise's digital transformation.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER RESEARCH IN THIS DIRECTION

As a result of the research, a holistic view of the features of the formation of the innovative entrepreneurship management system in modern conditions of smart economy development was formed. It was established that transformation processes associated with digitalization, the development of information technologies and the intellectualization of economic relations necessitate a rethinking of traditional approaches to business management. Innovative entrepreneurship in such conditions acts not only as a tool for economic growth, but also as a key factor in the formation of a

new model of competitiveness. It is substantiated that an effective innovative entrepreneurship management system should be formed on the basis of the integration of organizational and economic mechanisms and information technologies, which ensures its adaptability, flexibility and ability to self-development. It is proven that it is the combination of strategic, operational, innovative, investment, communication and intellectual components that allows you to form a multi-level management system that can function effectively in conditions of high uncertainty and dynamism of the market environment. It is determined that organizational and economic management mechanisms play a fundamental role in structuring management processes, forming incentives for innovative activity, ensuring effective resource allocation and coordination of enterprise activities. At the same time, information technologies of the smart economy act as a catalyst for the transformation of these mechanisms, providing their digital support, increasing the speed of information processing and the accuracy of management decisions. It is proven that the introduction of modern digital technologies, such as artificial intelligence, the Internet of Things, cloud services and blockchain, allows enterprises to move to a new management model based on data, which significantly increases the level of validity of management decisions, reduces risks and contributes to the optimization of business processes. As a result, a digitally integrated management system is formed, capable of promptly responding to changes in the external environment. Particular attention is paid to the synergistic effect that arises as a result of the interaction of organizational and economic mechanisms and information technologies. It is established that the integration of these elements creates additional value that exceeds the sum of the effects of their separate use. Synergy is the key factor in increasing the efficiency of the innovative entrepreneurship management system in the smart economy. An economic and mathematical toolkit for assessing the efficiency of the management system is proposed, which includes an integral indicator, an innovation activity coefficient, a digital maturity index, and an indicator of synergistic effect. The use of these indicators allows for a comprehensive diagnosis of the state of the enterprise, to assess the effectiveness of management decisions, and to determine directions for further development. It is substantiated that the key principles of forming an effective innovative entrepreneurship management system are adaptability, integration, innovation, data-orientation, and synergy. Their observance ensures the formation of a flexible management system capable of rapid transformation and effective functioning in the digital economy. It is established that an important prerequisite for effective management is the development of human capital and digital competencies of personnel. The intellectual component of the management system determines the ability of an enterprise to introduce innovations, adapt to technological changes, and form new knowledge, which is critically important in the modern knowledge economy. Summarizing the results of the study, it can be stated that the formation of a management system for innovative entrepreneurship in a smart economy is a complex multi-component process that requires a comprehensive approach based on the integration of economic, organizational and technological factors. Such a system allows enterprises to increase their efficiency, ensure sustainable development and form long-term competitive advantages.

The prospects for further research should be directed towards deepening methodological approaches to assessing the effectiveness of digitally integrated management systems, developing models for predicting the development of innovative entrepreneurship, as well as studying the impact of new technologies, in particular artificial intelligence and automated management systems, on the transformation of management processes in the business environment.

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