

STRATEGIC ASPECTS OF DEVELOPMENT OF BUSINESS INCUBATORS IN COUNTRIES WITH TRANSFORMATIONAL ECONOMY**Kusakova Yu., Pysariev O.***Zaporizhzhia National University
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The article is devoted to the theoretical bases of the development of the strategy of development of business incubators. The expediency of using strategic planning in the countries with a transformational economy, which is characterized by a high degree of the risk of activity and a relatively low level of development of the business environment, has been substantiated. The potential of attraction of financial means for financing of the newest business projects has been outlined. It has been proved that business incubators are able to accumulate free financial resources.

In Ukraine, as well as in other countries with a transformational economy, existing business incubators do not always demonstrate effective and productive activities, which necessitates the development of a strategy for their development. In turn, the strategic aspects of the development of business incubators should be based on theoretical principles. The authors have proved and characterized the purpose of developing the strategy of development of business incubators, its main tasks, principles of construction. Considerable attention has been paid to the structure of the strategy, its main elements. In particular, it should be noted that the development strategy of the business incubator should take into account: its mission, taking into account the needs of entrepreneurs, regions and the state; key stages of development and goals; compliance of the incubator's tasks with the principles of SMART and sustainable development; analysis of the current state of activity, its capabilities and reserves; prospects for the emergence of new business incubator clients, which involves assessing the impact of the external environment; the procedure for selecting those candidates for which the incubator will be most useful; a methodological basis for assessing the quality of resources used during business incubators; analysis of the material base; a system for assessing the contribution of a business incubator to the overall development of a regional economy; measures to increase the role of the incubator in accelerating the development of the regional economy; critical analysis of the path of development of the incubation environment for the stage of complete stability; a system for informing society about the goals and objectives of the incubator.

СТРАТЕГІЧНІ АСПЕКТИ РОЗВИТКУ БІЗНЕС-ІНКУБАТОРІВ У КРАЇНАХ ІЗ ТРАНСФОРМАЦІЙНОЮ ЕКОНОМІКОЮ**Кусакова Ю.О., Писарєв О.Ю.***Запорізький національний університет
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бізнес-інкубатор, стратегія, сталий розвиток, мета стратегії, завдання стратегії, країни з трансформаційною економікою.

Статтю присвячено теоретичним основам розробки стратегії розвитку бізнес-інкубаторів. Обґрунтовано доцільність використання стратегічного планування саме в країнах з трансформаційною економікою, які вирізняються високим ступенем ризикованості діяльності та відносно невисоким рівнем розвитку підприємницького середовища. Окреслено потенціал залучення фінансових коштів для фінансування новітніх бізнес-проектів. Доведено, що саме бізнес-інкубатори спроможні акумулювати вільні фінансові ресурси.

В Україні, а також в інших країнах з трансформаційною економікою, існуючі бізнес-інкубатори не завжди демонструють ефективну та результативну діяльність, що зумовлює необхідність розробки стратегії їхнього розвитку. Своєю чергою стратегічні аспекти розвитку бізнес-інкубаторів повинні базуватися на теоретичних засадах. Автори довели та охарактеризували мету розробки стратегії розвитку бізнес-інкубаторів, її основні завдання, принципи побудови. Значну увагу приділено структурі стратегії, її основним елементам. Зокрема зазначено, що стратегія розвитку бізнес-інкубатора повинна враховувати: його місію, з урахуванням потреб підприємців, регіонів та держави; ключові етапи розвитку та цілі; відповідність завдань інкубатора принципам SMART та сталого розвитку;

аналіз поточного стану діяльності, його можливостей та резервів; перспективи появи нових клієнтів бізнес-інкубатора, що передбачає оцінку впливу зовнішнього середовища; процедуру відбору тих кандидатів, яким інкубатор буде найбільш корисним; методологічну базу оцінки якості ресурсів, які використовуються під час діяльності бізнес-інкубаторів; аналіз матеріальної бази; систему оцінки внеску бізнес-інкубатора в загальний розвиток регіональної економіки; заходи для підвищення ролі інкубатора в прискоренні розвитку регіональної економіки; критичний аналіз шляху розвитку інкубаційного середовища до етапу повної стійкості; систему інформування суспільства про цілі й завдання інкубатора.

Statement of the problem

Recently, the number of business incubators in Ukraine has grown significantly. Some of them are of an artificial nature, hence, the effectiveness of their activities is low. Others, by contrast, have shown significant results in the implementation of new business projects and support for small businesses. In addition, the forms and types of business incubators are diverse. Thus, academic business incubators are becoming more and more popular, which allow students during their studies to generate and implement their own ideas and business projects. However, in Ukraine, as in most transitional economies, the classical business incubators, venture capital incubators require payment for their services take their share from the business yield.

Thus, there is a problem with developing the strategic framework for the development of business incubators in Ukraine, taking into account the specifics of the transformational economy. After all, the strategic foundations for the development of each economic entity are a guarantee of effective activity over a long period of time. Lack of strategic vision, inability to take into account the influence of external and internal factors, and react in a timely manner to their change may cause an infertile operation of business incubators. Therefore, strategic aspects of the development of business incubators are an important part of the management cycle and increase the efficiency of their activities.

Analysis of recent studies and publications

Modern scientific studies, which mention business incubators, are mostly devoted to theoretical aspects, in particular the definition of the essence of business incubators, their main characteristics and their role in the economy. A rather interesting and systematic study is the dissertation work of O.V. Yakusheva [1] in which the business incubator has been considered as a component of the system of state support of small and medium-sized businesses at the regional level. Similarly, the regional aspects of the development of business incubators were studied by O. Yakushev [2]. Some perspectives of development of business incubators in Ukraine were investigated by L. D. Vodyanka and K. V. Goroshovska [3]. The experience of the formation of innovative business incubators in developed countries of the world was analysed by O. G. Cherep and A. A. Moiseyeva [4].

However, the strategy for the development of business incubators in Ukraine has not received enough attention.

Objectives of the article

Based on the above problems and insufficient coverage of this topic in scientific works, the purpose of this article

is to develop strategic aspects of the development of business incubators in Ukraine and other countries with a transformational economy.

The main material of the research

Countries with a transformation economy are countries that once functioned on the basis of state-planned economic management, but eventually began to reorganize themselves into a market economy. These are 12 Central and Eastern European countries, 15 former Soviet republics, as well as Mongolia, China and Vietnam. Ukraine belongs to transition economies as it was part of the USSR in the 20th century. This stage of economic development has brought both positive and negative aspects. The consequences of a positive impact on the economy of Ukraine can be seen today, as the infrastructure base, which serves both newly established enterprises and those that were found in the times of the USSR, is still functioning. In addition, it helps Ukrainian entrepreneurs to provide jobs. Negative effects also exist, and one of them is the economic inappropriateness of the conditions of the market economy of the population. As a result, a market economy in Ukraine acquires the features of "predatory" capitalism.

The business incubator, as part of the state's innovation infrastructure, is precisely the instrument that can solve the issue of non-acceptance of the market economy in Ukraine. Modern business incubators have a multi-disciplinary approach to educating students, young entrepreneurs and those who seek to adapt to a new way. In addition, business incubators can create a platform for communication between investors, grantees and young entrepreneurs who have business ideas and no financial means.

According to an American study, citizens aged 50-54 have the largest capital (Fig. 1).

A similar tendency is characteristic of the Ukrainian economy and other countries with a transformational economy. Citizens under the age of 60 have a certain amount of savings that they hold "on a black day." Finding an approach to the population of this age category will make it possible not only to raise the quality of life in the country, but also to use the money withdrawn from the economic processes and do not create added value.

One of such mechanisms may be developed Institute of Business Incubation. It is within the framework of incubators and other similar formations of the population that can increase their own savings, turning them into investments into promising business projects.

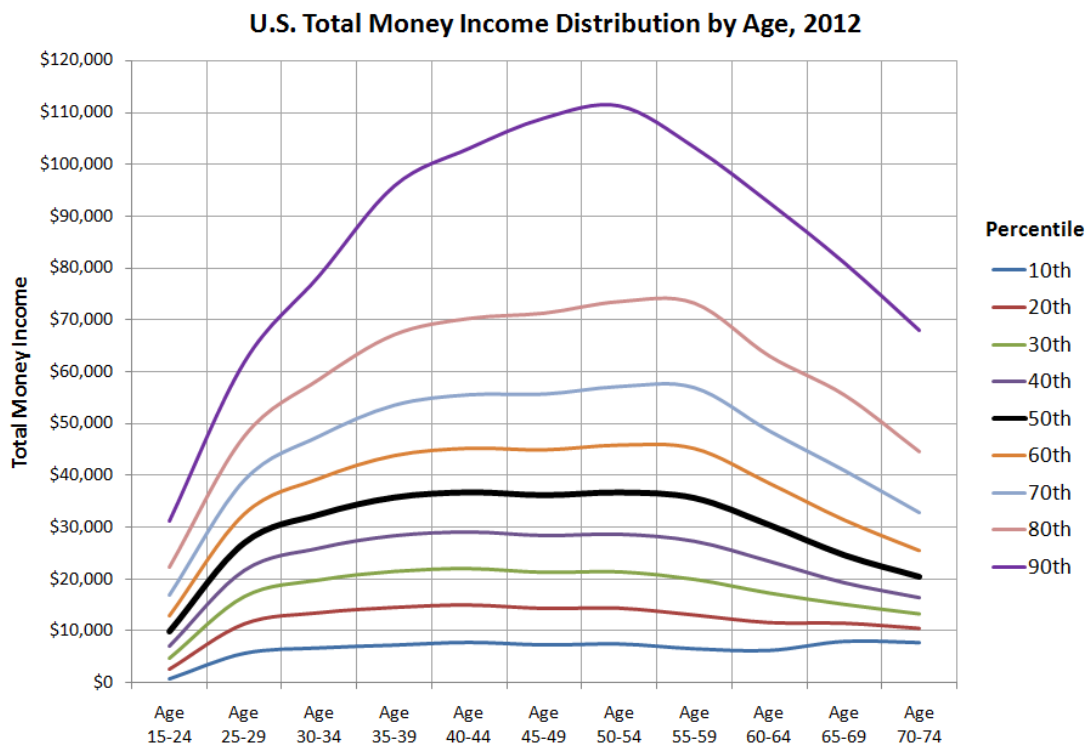


Fig. 1. U.S. Total Money Income Distribution by Age, 2012 [5]

The main task of the business incubator is the creation of successful companies or to reconstruct the ones that, having received all the complex of services, they have received financial and organizational independence.

To date, different types of business incubators exist and operate in Ukraine. However, most of them are artificial and have a low “efficiency.” In our opinion, the development of strategic aspects of the development of business incubators will increase the efficiency of their activities, create a certain strategic vision and solve the problem with one-day incubators.

First of all, strategic aspects of the development of business incubators should be based on the theoretical basis. These include: the purpose of strategy development, its main objectives, the structure of the strategy, its main elements, principles of construction, etc.

The purpose of the strategy development is to formulate and propose concrete actions that will promote the acquisition of additional competitive advantages, thereby reducing the risk and increase the efficiency of the development of business incubators.

The development of business incubator development strategies should always be geared towards fulfilling a number of tasks that serve as a guideline for the sustainable development of the region where they are located.

The key tasks of the development strategy of any business incubator, as well as any enterprise, are:

- assessment of the existing potential of the organization, its capabilities and unused reserves;
- selection and analysis of the influence of external and internal factors influencing the functioning of organizational education, in order to develop a set of

measures to minimize the negative effects and use of positive changes;

- development of a business incubator roadmap for promoting economic development and job creation through the integration of talent, the spread of technology, know-how and capital within a network that supports the development of new companies.

- Foreign experience shows that for the "cultivation" of successful enterprises it is necessary to introduce an effective quality management system for a business incubator that would allow the necessary changes to be made in the development strategy to achieve the planned results. For the specific tasks of creating a quality management system for business incubators it is necessary to include:

- development of a system of indicators of "best practice", which can be used to assess the development of business incubators. This element is important for monitoring the activities of top management and director of the institution;

- creation of a general information base for incubators on effective methods for training beginners and the development of enterprises in various fields, as well as the specific difficulties faced by these enterprises;

- business incubators should regularly re-evaluate their activities and their effectiveness, in order to improve them, thereby maintaining the principle of the continuity of the functioning of the business incubator.

The business incubator must work as an efficient and sustainable enterprise. Consequently, like any other enterprises, in its activities, it must adhere to special principles when developing strategies. The main principles of forming a strategy for business incubators include:

- principle of effective management of the business incubator development strategy;
- the principle of developing an optimal and flexible policy of reception, as well as the exit of enterprises;
- the principle of elaboration of the policy of interaction of business incubators with other organizations of innovation infrastructure, as well as authorities of state and regional authorities.

In our opinion, the most successful elements of the strategy for the development of business incubators are highlighted in the work of L. A. Gamidllayeva [6]. However, they should be supplemented in the light of the tasks set forth above, as well as put in a logical sequence, which will enable the strategy to be clearly defined in the future. Thus, the main elements of the strategy are like the following:

- the mission of the incubator, taking into account the needs of entrepreneurs, regions and the state, who are interested in the activities of these organizations;
- key development stages and objectives of the incubator;
- compliance to the objectives of the incubator with the principles of SMART (i.e. they must be specific, measurable, consistent, realistic, clearly measurable in time) and sustainable development of the region and the state as a whole;
- an assessment of the level and number of provided internal and external business services, taking into account the analysis of the current state of the organization's activities, its capabilities and reserves;
- the prospect of the emergence of new business incubator clients, which involves assessing the impact of the external environment;

- the procedure for selecting the candidates for which the incubator will be most useful is prescribed;
- methodological basis for assessing the quality of resources used during the activity of business incubators;
- analysis of the material base, i.e. resources, equipment and infrastructure for the development of the incubator itself and directly the incubators that use its services;
- a system for assessing the contribution of the business incubator to the overall development of the regional economy;
- measures to increase the role of the incubator in accelerating the development of the regional economy;
- critical analysis of the development of the incubation environment to the stage of complete stability;
- a system for informing society about the goals and objectives of the incubator.

Conclusions

Consequently, the establishment of a business planning system will help business incubators provide high-quality services to start-ups and entrepreneurs, with a focus on providing opportunities for developing business skills that are consistent with the reality of activities in countries with a transformational economy.

Such a system of planning, of course, must have a significant impact on the effectiveness of quality management of business incubation in general, promoting the development of small business, business skills incubators. Thus, a developed system of business incubation will contribute to the socio-economic development of the country as a whole.

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