СЕКЦІЯ 1

SECTION 1

АКТУАЛЬНІ ПРОБЛЕМИ МЕНЕДЖМЕНТУ БІЗНЕС-ОРГАНІЗАЦІЙ

ACTUAL PROBLEMS OF BUSINESS ORGANIZATIONS MANAGEMENT

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THE PHENOMENON OF ENTREPRENEURIAL ECOSYSTEM, ITS FORMATION AND DEVELOPMENT CHALLENGES

Summary. *Creation and development of entrepreneurial ecosystem is an actual issue today in developed and developing countries as well. Due to the technological breakthrough and global information space, ability of information transfer triggers competition in business.Generating, researching and supporting evolvement of new ideas and becoming final product and maintaining position on the market is getting more and more difficult. In a such condition, it is crucially important to form and develop entrepreneurial environment, which consists of numerous components. It does not differ from business environment, but it emphases general parts that are related to create the supportive environment from generating a business idea to a final product. The work analyses aspects of ecosystem functioning.*

Key words: *Entrepreneurial ecosystem.*

Introduction. Economic growth assurance is an economic policy objective of any state. Rapid pace of information share among countries is accompanied by positive and negative factors fast transfer that fierce the competition. Countries are forced to find novel ways for accelerating economic growth.

Developing entrepreneurship is that datum that should display hidden potential. According to some scientists, the future of economic growth in the world is dependent on entrepreneurial assistance.

Governments of the countries shouldn't be oriented on only analysis of macroeconomic terms what are convenient or inconvenient to start business. It is important to focus on local peculiarities that will form to display entrepreneurial potential, expansion and development opportunities. It is important to note that appearing fast increasing companies, is not enough term for the economic growth and due to it appeared approach of entrepreneurial ecosystem.

Distinguishing features of entrepreneurial ecosystems include the following: a core of large established businesses, including some that have been entrepreneur-led (entrepreneurial blockbusters); entrepreneurial recycling – whereby successful cashed out entrepreneurs reinvest their time, money and expertise in supporting new entrepreneurial activity; and an information-rich environment in which this information is both accessible and shared (Mason&Brown, 2014).

Scientists Stam and Spigel define ecosystem as: a set of independent actors and factors coordinated in such a way they enable productive entrepreneurship within a particular territory (Erik&Spigel, 2016). On Basis of critical studies of many countries practices, it is indicated that factors of ecosystem functioning vary. For example, in one case, bases of successful ecosystem functioning factors can be existence of industrial region, in another case, claster or innovative system. Each case has its actors and target data.

Introduction of scientific research results assures that opinions about peculiarities of phenomenon and functioning of entrepreneurial ecosystem differ. This motivates to research and analyze and have beneficial conclusions.

The article targets to to study the phenomenon of entrepreneurial ecosystem and it's effective functioning factors.

Results. Assistance and stimulating of entrepreneurial activity is accelerating way of economic growth. A number of works are dedicated to analyze entrepreneurial stimulating phenomenon and analysis of political outcomes.

Issues connected with entrepreneurial ecosystem, in spite of recent interests among academic scholars, politicians and entrepreneurs, its roots are beyond entrepreneurial ecosystem. Fundamental ideas were developed in 1980-90s. It was connected with shifting teaching of entrepreneurship, researches based on individual attitude to wide attitude; this includes discussing roles of social, cultural and economic forces in entrepreneurial process.

To answer these challenge countries select individual ways along with approved practices.It is envisaged that for certain entrepreneurship a relevant special type of support is effective. Mason and Brown indicate that, it is important that policymakers develop metrics in order to determine the strengths and weaknesses of individual ecosystems so that their strengths and weaknesses can be assessed to identify whether and how to intervene and monitor over time the effectiveness of such interventions (Mason&Brown).

To envisage local peculiarities, it is notable that one of the most important factors to support entrepreneurship is to make a decision about "partnership economy". It is connected with sharing expenses and risk.This type of cooperation is effective for a local budget and gives dual benefit. To cooperate in this field, is beneficial for private sector. Its representatives participate in decision making process. Offering inter assistance includes expansion of assisting entrepreneurship field, out of budget limitation for a local authority.

The challenges that local authority faces are often connected with weaknesses to support entrepreneurs. Analysis shows that the crucial factor of entrepreneurs' support is conservative policy of local authority.

Historic practice between entrepreneurship development and promotion of economic welfare pushes governments to enact policy of entrepreneurship stimulation. But till present interference scales and single mindedness of the state cause scientific debates.

Entrepreneurial ecosystems emerge and evolve in response to specific circumstances, usually operating in combination. In some cases it is triggered by the contraction or closure of an established company. Hence, policy is unable to influence when an entrepreneurial ecosystem develops momentum. On the other hand, the spin-off process, which drives the growth of the ecosystem, is facilitated by particular environmental attributes, notably the presence of talented people, knowledge, networks, the presence of role models and the availability of advice, mentoring and resources to support entrepreneurial activity (Mason&Brown, 2013). Newer forms of policies will require a significant shift away from the dominant focus on conventional transactional incentives which continue to dominate most policy frameworks (Brown et al, 2014).

A state is able to prefer long term data to direct financing of firms, it means institutional supporting of normal functioning of general business environment components. Different countries practices show educational institutions and supporting business incubators for encouraging entrepreneurs is more effective.

The entrepreneurial ecosystem approach differs from industrial district, cluster, and innovation system approaches by the fact that the entrepreneur, rather than the firm, is the focal point of analysis. The entrepreneurial ecosystem approach thus begins with the entrepreneurial individual instead of the company but also emphasizes the role of the social and economic context surrounding the entrepreneurial process (Stam E., Spigel, 2016).

Some authors indicate the special role of network and consider this factor as an accelerator for fostering innovation and entrepreneurship in less developed regions and for attracting further venture-capital investors. For example, Voicu-Dorabantu et al (2014) based on the experience of the past decades emphasize the key features that foster innovation and entrepreneurship: a dense concentration of human talent, a competitive spirit, easy access to capital, and a supportive environment. They also note that, innovative business accelerators are functional and located in areas with critical masses of talent and competitive spirit.

According to Acs et al (2014) argue that while the formal institutions conducive to generating wealth create necessary conditions for economic development, these are not sufficient conditions. Based on the research they concluded that it is only when the opportunities generated by strong institutional frameworks are realized by entrepreneurs through an ecosystem that economic growth follows. Entrepreneurs commercialize innovations and therefore represent the mechanism transferring advances in knowledge into growth. The stronger the institutions, the more productive will be entrepreneurship and the greater the impact of entrepreneurs on growth. They propose the idea that the combination of agency and institutions represent the "missing link" in knowledge-based models of economic growth.

Among the researchers of entrepreneurship exist the opinion that ecosystem and cluster are the same system, but some scientist highlights, that cluster studies focus on firms and industries, including their dynamics (Frenken et al. 2015).

This issue is studied by Georgian scientists. For instance, in works of Gagnidze (2015, 2016, 2017) the role of universities is emphasized in formation of entrepreneurial cluster and maintaining its vitality. The role of a state is dominant in some works to encourage innovative activity and support in formation knowledge-bazed economy (Papachashvili, 2010, 2014, 2016; Sepashvili, 2016, 2017; Tsetskhladze, 2016; Gogorishvili&Gvelesiani, 2014) and due to certain regulations, supporting functioning of entrepreneurial

environment. Some scientist highlight issues connected with working out and implementing the right strategy, as in state level and in particular firm level as well and considers challenges of entrepreneurial way of thinking as well (Lekashvili, 2015, 2017).

Conclusions. The entrepreneurial ecosystem is the complex phenomenon. It includes the broad spectrum of socio-cultural and economic factors related to the emergence of a new entrepreneurial idea, development of these ideas to the final product, as well as to facilitate the functioning of firms in the market. The focus of ecosystems research is oriented on the entrepreneur and the startup rather than larger, more established firms or slower growing SMEs.

Other factors influence the ecosystem are: networks of entrepreneurs, leadership, finance, talent, knowledge, and support services. Interaction among them is crucial to the success of the ecosystem.

Introducing practical examples assures us that there is no uniform approach to explain the preconditions of successful ecosystems. Emergence and function of such systems are depended on different factors. In some cases, it is related to the existence of people with entrepreneurial ideas, in some cases, the system's development relates to the successful companies. Based on the evidence revealed that universities in the formation of the entrepreneurial ecosystem have the central role.

State interference in the process of formation entrepreneurial ecosystem is controversial in scientific discussions, but its dominant role in the issues related to the entrepreneurial education is exemplified.

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ПРИКЛАДНІ ПРОБЛЕМИ МУЛЬТИПРОЕКТНОГО УПРАВЛІННЯ ТА НАПРЯМИ ЇХ ВИРІШЕННЯ

Анотація*. В роботі акцентовано увагу на проблемах, що виникають на підприємствах в умовах управління декількома однотиповими проектами, які є складовою портфелю проектів компанії, та розглянуто основні методичні та організаційні аспекти їх вирішення.*