

## ENTREPRENEURIAL ECOSYSTEM FORMATION: THEORETICAL ASPECTS

**Background.** Modern trends, such as globalization, open markets, the development of knowledge-intensive industries, artificial intelligence, automation, and robotics, lead to a decrease in the need for labor since many tasks that humans previously performed can now be performed by machines. According to World Bank forecasts, about 600 million new jobs will be needed by 2030 to fill the growing global workforce. The international community recognizes that entrepreneurship can effectively perform the mentioned task, which makes its development and support a priority of the state policy of various countries. In developed countries the importance of creating entrepreneurial ecosystems as an environment and stimulus for the growth and support of entrepreneurship and innovation is recognized. However, there is no single definition of an entrepreneurial ecosystem, and the factors that contribute to an entrepreneurial ecosystem's success are still being explored. Therefore, the purpose of the article is to summarize the existing theoretical approaches to the definition of the entrepreneurial ecosystem and its key elements. The object of research is the entrepreneurial ecosystem, which is considered a complex system consisting of various interconnected elements, including entrepreneurs, investors, mentors, educational institutions, and government bodies.

**Methods.** General scientific and special research methods were used, including the system method, methods of analysis, synthesis, abstraction, and generalization.

**Results.** The entrepreneurial ecosystem was defined as a set of legal entities and individuals from various sectors, different in nature of the activity, which functions for the development of innovation and entrepreneurial activity by combining the efforts of various groups of stakeholders. Key components of the entrepreneurial ecosystem include policy development, infrastructure, finance, innovation, markets, support, culture, and human resources. Entrepreneurial ecosystems can be developed through various activities such as creating an enabling environment for entrepreneurship, providing support to entrepreneurs, and raising awareness of entrepreneurship.

**Conclusions.** The research demonstrated the high importance of entrepreneurial ecosystems for the development of business, described its major components, and identified the roles of the key stakeholders in the process of entrepreneurial ecosystem formation.

**Keywords:** entrepreneurial ecosystem, innovation ecosystem, entrepreneurs, investors, mentors and advisors, educational institutions, government, infrastructure.

### Background

In the era of rapid development of artificial intelligence, automation, and robotics, the role of entrepreneurship is growing. These technologies lead to a reduction in the need for labor in traditional sectors of the economy. As a result, people will be forced to look for new ways to earn money, and entrepreneurship is one of those ways. In 2000, 1.2 mln enterprises were registered in Ukraine. Instead, in 2023, their number increased to 2.4 mln according to the State Statistics Service of Ukraine. The increase in the number of enterprises in Ukraine has a positive effect on the country's economy. Enterprises create jobs, ensure economic development, and contribute to the growth of the population's well-being.

Entrepreneurial ecosystems play an important role in the development of entrepreneurship. They provide entrepreneurs with the resources and opportunities they need to succeed. In the era of digitalization, entrepreneurial ecosystems are becoming increasingly important as they allow entrepreneurs to access new technologies and markets.

Issues of entrepreneurship development were considered in the papers of researchers of different periods, including I. Adizes, K. Bodo, E. Dolan, P. Drucker, R. Cantillon, J. M. Keynes, D. Lindsay, H. Mangold, K. Marks, G. Simon, P. Samuelson, Zh. B. Say, A. Smith, E. Reinert, D. Ricardo, F. Hayek, R. Khizrych, J. Schumpeter and others. The papers of such scientists as Z. Ax, D. Isenberg, P. Auerswald, M. Belitsky, R. Brown, K. Brooks, B. Cohen, E. Mak, K. Mason, J. Moore, D. Odretch, E. Stam, B. Spiegel, and others were dedicated to the issues of entrepreneurial ecosystem.

Among leading Ukrainian researchers who considered the various aspects of entrepreneurship development it is worth mentioning the following scientists: V. Bazilevich, F. Butynets, Z. Varnalii, L. Vorotina, V. Galasyuk, H. Geets, Z. Gerasymchuk, I. Gerchikova, N. Grazhevskaya, V. Hrynyova, I. Guzhva, V. Podsolonko, S. Reverchuk, N. Savina, A. Starostina, V. Onyshchenko, O. Ustenko, S. Chebotar, O. Chernyak, V. Shevchuk and others. Entrepreneurial ecosystems are highlighted in the works of Ya. Hlushchenko, O. Korogodova, T. Moiseyenko, S. Porev, N. Chernenko, and others.

However, in both foreign and Ukrainian literature, insufficient attention is paid to the issues of the theoretical definition of entrepreneurial ecosystems. Entrepreneurial ecosystems began to be actively researched by Ukrainian and foreign scientists during the last twelve years, so the issues of building effective institutional structures, and strategies, the interaction between participants of entrepreneurial ecosystems, and evaluating their effectiveness remain not fully disclosed and require further development. Therefore, the study of the theoretical approaches to the definition of the entrepreneurial ecosystem and its key elements deserves a comprehensive study both in theoretical and methodological dimensions. Therefore, the **purpose of the article** is to summarize the existing theoretical approaches to the definition of the entrepreneurial ecosystem and its key elements.

**The object of research** is the entrepreneurial ecosystem, which is considered as a complex system consisting of various interconnected elements, including

entrepreneurs, investors, mentors, educational institutions, and government bodies.

### Methods

For the purpose of solving the tasks and achieving the purpose of the study, both general scientific and special research methods were used, including the system method, methods of analysis, synthesis, abstraction, and generalization. The system method was used to consider the entrepreneurial ecosystem as a complex system consisting of various interrelated elements. This method allows us to study the entrepreneurial ecosystem as a whole, as well as the interaction between its elements. The analysis method was used to study existing theoretical approaches to the formation of entrepreneurial ecosystems. The synthesis method was used to create our definition of the entrepreneurial ecosystem and identify the main factors

that contribute to its development. Various theoretical approaches to the formation of entrepreneurial ecosystems were synthesized to obtain a more complete and comprehensive understanding of this phenomenon. The abstraction method was used to identify the main elements of the entrepreneurial ecosystem. The generalization method was used to form general conclusions about the formation of entrepreneurial ecosystems.

### Results

The concept of an entrepreneurial ecosystem arose as a result of the development of other, previous phenomena, in particular, such as agglomerations, clusters, national and regional innovation systems, etc. Tab. 1 below summarizes those concepts that preceded the emergence of the concept of entrepreneurial ecosystems.

**Table 1**  
**Concepts that preceded the entrepreneurial ecosystem**

Concept, representatives	Essence	The main players and their interaction
Agglomeration (Marshall, 1920). The end of the 19th century – the 20th century	Development of specialized infrastructure, human capital, and suppliers Industrial localization, specialization	<ul style="list-style-type: none"> <li>Market participants cooperate and share knowledge</li> </ul>
Clusters (Porter, 2000, p. 15; Yermoshenko, 2010), end of 20th century	Geographical concentrations of interrelated companies, specialized suppliers, service providers, firms in related industries, and associated institutions that compete, but also cooperate	<ul style="list-style-type: none"> <li>Firms, institutions, and individual players;</li> <li>Benefits of firms from local specialization, geographic location, and knowledge diffusion</li> </ul>
National innovation systems 1990s–2000s (Freeman, 1995; Lundvall, 2010)	Knowledge is the main resource in the economy; it is produced and accumulated thanks to innovative processes in the national institutional context, which is important for innovative results	<ul style="list-style-type: none"> <li>Systemic processes and their relation to localized generation and transmission of knowledge;</li> <li>Emphasis on relational aspects between subjects and innovative process</li> </ul>
Regional innovative systems 1990–2000s, (Cooke et al., 1997)	Networks and institutions that connect the centers that create knowledge, with innovative firms in the region, producing spread knowledge and increasing innovativeness	<ul style="list-style-type: none"> <li>Universities, research-controlling organizations, venture capitalists;</li> <li>Construction and transfer of knowledge during innovative processes in the regions</li> </ul>
National systems of entrepreneurship, (Acs et al., 2014)	Systems distribution resources conditioned search opportunities on individual basis levels by creating new enterprises, results whose are regulated by specific institutional characteristics countries (Acs et al., 2014)	<ul style="list-style-type: none"> <li>Entrepreneurs are key players;</li> <li>Systemic approach to the development of entrepreneurship</li> </ul>

Sources: compiled by the authors.

At the end of the nineteenth century, the concept of agglomerations appeared. The agglomeration means the concentration of labor resources around settlements. Participants of agglomerations interact with each other and share knowledge. Agglomerations developed throughout the world during the twentieth century. The sequential process of agglomeration development caused the appearance of the concept of clusters. M. Porter was one of the leading founders of the clusters' concept. He defined clusters as "geographical concentrations of interconnected companies, specialized suppliers, service providers, firms in related industries and associated institutions that compete but also cooperate with each other" (Porter, 2000, p. 15). Cluster participants benefit from their participation through access to suppliers, geographic location, and knowledge. At the same time, national innovation systems are being formed. Within their framework knowledge is recognized as the main resource in the economy. The process of knowledge transfer is a key driver of the transfer and development of innovations in society. To support the mentioned process, it is necessary to create institutions that would ensure the quality transfer of knowledge in such systems. It is natural that at the same time, there is a need for regional innovation systems, which provide for the creation of networks for the transfer of knowledge and

innovations in the regions. Regional innovation systems include universities, research organizations, regulatory bodies, and venture capitalists. The next stage of systemic development of entrepreneurship support became national entrepreneurship systems, which, unlike national innovation systems focused on institutions, are aimed at individuals. At the center of such systems are entrepreneurs, however, the disadvantage of national entrepreneurial systems is the lack of focus on each entrepreneur.

Undoubtedly, each of the mentioned phenomena contains important elements of the entrepreneurial ecosystem, but none of them has a comprehensive systemic solution regarding not only the system, and institutions but also each entrepreneur who must receive support to ensure economic growth. Therefore, entrepreneurial ecosystems are meant to be such an approach.

McKinsey Research (2020) demonstrated that representatives of small and medium-sized enterprises spend 74 % of their time on non-core tasks, so the creation of an ecosystem for the development and support of entrepreneurs is timely. In confirmation of the urgency of solving the issue of ecosystem formation, in the Ukrainian information space, the concept of ecosystem is described on government resources. In particular, the portal for entrepreneurs from the Office for the Development of Small

and Medium Enterprises under the Ministry of Economic Development, Trade and Agriculture of Ukraine. It states that the entrepreneurship ecosystem is an opportunity to obtain the services of specialized specialists, including accountants, lawyers, marketers, intellectual property experts, etc., as well as business schools, associations of entrepreneurs, incubators, accelerators, and co-working spaces (Porter, 2000). This definition is apt but needs some development and clarification.

The analysis of existing definitions and approaches enables us to conclude that the ecosystem of entrepreneurship development or business ecosystem includes a set of involved parties and organizations, i.e., stakeholders. In this study, the term "entrepreneurial ecosystem" will be used. Therefore, the entrepreneurial ecosystem is a set of legal entities and individuals from various sectors, different in nature of the activity, which functions for the development of innovation and entrepreneurial activity by combining the efforts of various groups of stakeholders.

To date, many models of entrepreneurial ecosystems have been developed, but the model developed by Daniel Isenberg (Isenberg, 2011) has become more widely used. It was this outstanding researcher who began formulating what he calls "a strategy for the economic development of entrepreneurship". Isenberg (2011) argues that this approach could be a new way to stimulate economic prosperity. He believes that this approach can "replace" or become a "prerequisite" for other economic strategies, such as cluster strategies, innovation systems, knowledge economy, and national competitiveness policy. According to him, the entrepreneurial ecosystem is based on six pillars, let's call them components: politics, finance, markets, human capital, support, and culture. These components contain hundreds of elements that interact in extremely complex and unique ways. Isenberg (2011) emphasizes that each entrepreneurial ecosystem is unique because it develops under specific circumstances. "Ecosystems are geographically bounded but not bounded by a specific geographic scale", meaning that they can span a nation or be limited to smaller geographic

areas such as cities. In addition, there are examples of industry-specific ecosystems, but also those that span different industries. The author emphasizes that it is important to consider the context in which the ecosystem arises. Each ecosystem is unique because it is formed under the influence of various factors, such as geographical location, climate, availability of resources, etc.

According to Isenberg (2011), the ecosystem consists of six pillars, thereof:

- The policy envisages the support of state bodies both at the legislative level and the creation of normative acts and initiatives that promote entrepreneurial activity, essentially institutionalization measures;
- Financing stipulates the provision of simple and quick access to financing;
- Culture is designed to promote the development of entrepreneurship by disseminating information and knowledge about success stories to form a positive reputation for entrepreneurship in society;
- Support includes all necessary services, resources, and initiatives to support the entrepreneur and stimulate his growth;
- Human capital can be provided by the efforts of educational institutions, and universities, and through training for entrepreneurs. Isenberg (2011) emphasizes the importance of forming an entrepreneurial mindset as a necessary condition for entrepreneurial success and, ultimately, for business growth and development;
- Markets. This support is based on the creation of entrepreneurial networks, the existence of consumers who test beta products (pioneers), and from whom feedback can be obtained.

In the current paper, the Eisenberg model mentioned above will be expanded according to the current needs of entrepreneurs. Key components of the entrepreneurial ecosystem include policy development, infrastructure, finance, innovation, markets, support, culture, and human resources. The components of the entrepreneurial ecosystem are summarized in Fig. 1 below.

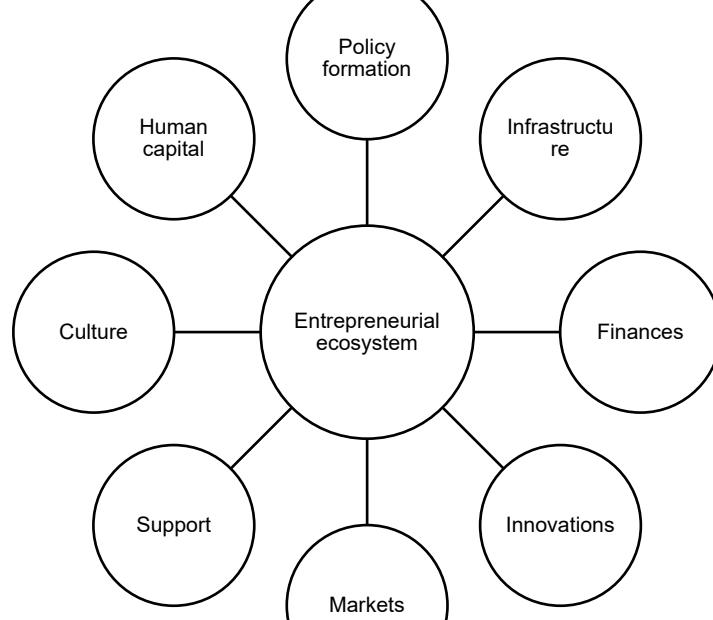


Fig. 1. Entrepreneurial ecosystem

Source: compiled by the authors.

The description of the selected components follows.

Policy formation. Central and local authorities are the main parties of the entrepreneurial ecosystem. It is very important to involve business representatives in policy development. The sustainable development of entrepreneurship can be ensured at the state level. Moreover, within the framework of this component, an important task is to work on creating a favorable business environment and improving the investment climate. Due to the policies at the national, regional, and local levels, all other components may develop and operate efficiently and effectively. The main players in this component are state and local institutions and associations of entrepreneurs. International donors may also be involved, contributing to the development of the private sector primarily through expert and consulting support. Mason and Brown (2014, p. 8) note that policy issues in business ecosystems have a dual nature. A top-down approach that focuses on creating a policy framework is insufficient here. It is necessary to apply a "bottom-up" approach, which involves the involvement not only of the authorities in such activities but also of representatives of non-governmental organizations, including entrepreneurs. It is then that political efforts will have a high effect, ensuring not just the creation of enterprises, but also their sustainable development.

The infrastructure provides a complex of services and industries that ensure the high-quality activities of entrepreneurs. In the entrepreneurial ecosystem, key elements of the infrastructure are transport, communication, including the Internet, and access to foreign customers and markets. The quality and availability of infrastructure is also an important issue. This component affects the investment climate in the region.

The "Finance" component is designed to ensure entrepreneurs' access to financing of various types of activity. Institutions such as banks, international institutions, private and venture capital funds, authorities, and business representatives (business angels) are involved in this process. There may also be state, regional, and local funding programs. It is important to ensure access to finance and develop the tools appropriate for enterprises in different fields and at different levels of development. Often this component is considered the most important, but the understanding of entrepreneurs' real need for funds, and the ability to determine those needs are much more important.

Innovation is the driver of the development of small and medium-sized enterprises in various industries, so research centers, startups, and various acceleration programs will be relevant in this component. Enterprises, business associations, Ukrainian and foreign mentors and consultants, business incubators, business accelerators, and academic institutions can promote innovation in various regions and at the state level (Yermoshenko, 2010). Benchmarking; assessment of current production practices and products; business incubators and business accelerators; and industrial parks are among the key tools to promote and support innovations. Moreover, the role of educational institutions in the process of development and implementation of innovations should be recognized. When it comes to the latest developments, it would be appropriate to create opportunities for entrepreneurs to make product prototypes and have access to research facilities.

The "Markets" component primarily means working with clients. It is not only about access to markets but also about the knowledge of entrepreneurs regarding effective marketing activities. In particular, entrepreneurs need to have access to effective tools and knowledge in the following areas:

- Market research will make it possible to identify the prospects of enterprises in each sector. Here, decisions should be focused on two areas: conducting market research by an external supplier; business training on how to conduct a market audit, market research, market selection, and even a research agency.

- Benchmarking is a search for benchmarks for the creation or operation of a company. It involves comparison and evaluation of oneself and the chosen standard. It is very effective both at the beginning of business operations and in the process of finding ways of development and new ideas. Ukrainian enterprises often have a unique opportunity to find inspiration from their more experienced foreign colleagues.

- Export opportunities. Based on research, entrepreneurs need educational and technical support to identify export opportunities.

- Certification for work on international markets needs clarification, as well as the presence of those organizations that could provide appropriate support.

While serving the customers, enterprises need to develop a marketing mindset, which means manufacturing those products and providing such services that are in demand on the market. It is necessary to form long-term relations with consumers, as well as enter new markets. Business associations, including chambers of commerce, business schools, educational institutions, marketing and consulting agencies, mentors, etc., could become important participants in this process.

The "Support" component includes donor organizations, both international and Ukrainian. It is about technical and financial assistance, including grants for the development of small and medium-sized enterprises. This component could become a source of knowledge, expertise, and funds to support the entire ecosystem. Important components of support are:

- access to knowledge on various aspects of business;
- access to free and non-refundable financial assistance (grants);
- consulting and expertise regarding any tasks of an entrepreneur.

Culture. Peter Drucker (1980) said: "Culture eats strategy for breakfast". In fact, culture acts as an invisible success factor of any strategy, which ensures the achievement of goals, and, what is important, the sustainability of the functioning of the entire ecosystem. In the entrepreneurial ecosystem, it is worth highlighting several cultural dimensions, without which it will not be able to develop effectively (Fig. 2):

- entrepreneurial culture, i.e., approaches and ways of doing business, approaches to building partnership relationships, etc.;
- business ethics, the practice of human resources management, which involves the treatment of personnel;
- attitude to the environment and society, that is, the interaction of entrepreneurs with the environment and society.

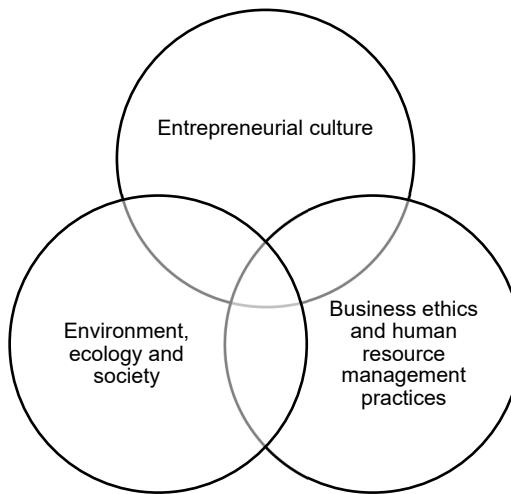


Fig. 2. Ecosystem – cultural dimensions

Source: compiled by the authors.

Business associations and representatives, along with educational institutions and government, can be involved in the process of culture formation through the following efforts:

- Promotion of business ethics, partnerships, and cooperation.
- Promotion of an ecological way of doing business, as well as work standards.
- Business education, community building.

Human capital. Even in the eighteenth century, A. Smith (Smith, 1776) considered human capital as an asset of economic value, paying special attention to the economic results and consequences of the existence and use of human capital. Regarding entrepreneurs, J. Schumpeter (Schumpeter, 1931) recognized the importance of an individual entrepreneur, who is a creative destroyer, a destructor with his motives, wishes, aspirations, and activities. Organization for Economic Co-operation and Development (OECD) (Mason, & Brown, 2014, p. 10) defines human capital as "knowledge, skills, competencies and other attributes embodied in individuals or groups of individuals, acquired during their lifetime and used to produce goods, services or ideas in market conditions". The key to the success of any enterprise and entrepreneurial ecosystem, in general, is the availability and opportunities to attract and retain a workforce with appropriate qualifications. Therefore, this component should focus on the following goals: development of entrepreneurial skills, development and retention of talents, attraction of new qualified

personnel; maintenance and development of available qualified human resources. The stated goals can be achieved by the joint efforts of educational institutions (universities, institutes, colleges, and vocational schools); local authorities; businesses, and trade unions. An important task is the involvement of employers in the process of training and development of training programs.

In the "Manual for the Development of Entrepreneurial Ecosystems", developed by German specialists (Kreuzer, Mengede, Oppermann, & Regh, 2018), it is proposed to consider entrepreneurial ecosystems in the process of their formation as a product of three elements. In particular, the environment, that is, the business environment and investment climate; ecosystem participants; culture. Undoubtedly, the creation, interaction, or influence on the business environment, and investment climate, as well as the formation of a network of interaction of ecosystem participants is a key task in the process of its formation.

The Donors' Committee on Enterprise Development (DCED) (Donor Committee for Enterprise Development, 2018) defines the business environment as "the complex of political, legal, institutional and regulatory conditions governing business activity, which includes the administrative and legal machinery created to implement public policy, as well as the institutional machinery that affects the activity of key subjects (for example, government institutions)". Taking into account the key aspects of the investment and business environment, the participants and roles in entrepreneurial ecosystems were defined (Tab. 2).

Environment and players in the components of entrepreneurial ecosystems

Component	The players	Environment element
1	2	3
Infrastructure	Power structures, service organizations	I4. Infrastructure B4. judicial system and alternative dispute resolution mechanisms B5. public-private dialogue
Component	The players	Environment element
1	2	3
Policy formation	Power structures, Association of entrepreneurs International organizations	I1. economic predictability I2. political situation I3. market labor B1. legal environment B2. Taxation B4. judicial system and alternative dispute resolution mechanisms B5. public-private dialogue

Table 2

End of the table 2

Component	The players	Environment element
1	2	3
Infrastructure	Power structures, service organizations	I4. Infrastructure B4. judicial system and alternative dispute resolution mechanisms B5. public-private dialogue
Finances	Governmental structures, investment funds, banks, associations of entrepreneurs	I1. economic predictability B2. taxation B3. access to finance
Innovations	Authorities, associations of entrepreneurs, research institutes, universities, business incubators, business accelerators	I3. market labor I4. infrastructure B6. access to market information
Markets	Association of entrepreneurs, service organizations, universities, institutes, government structures	I4. infrastructure B1. legal environment B6. access to market information
Support	Service organizations, government structures, business schools, universities, business incubators, business accelerators	I1. economic predictability I4. infrastructure B1. legal environment B2. taxation B3. access to finance B4. judicial system and alternative dispute resolution mechanisms B5. public-private dialogue B6. access to market information
Culture	Association of entrepreneurs, business schools, universities, educational institutions, business incubators, business accelerators	I1. economic predictability I2. political situation B2. taxation B4. judicial system and alternative dispute resolution mechanisms B5. public-private dialogue B6. access to market information
Human capital	Educational institutions, universities, business schools, government structures	I3. market labor I4. infrastructure B5. public-private dialogue B6. access to market information

Source: compiled by the authors.

The participants of the ecosystem and their influence on various elements of the environment essentially form the business ecosystem. The power structures, entrepreneurs, and their associations are involved in almost all components of the entrepreneurial ecosystem. On the other hand, some participants (stakeholders) are involved in several components or one component. Nevertheless, their influence on the formation of certain components and the attractiveness of the environment is very significant. For example, educational institutions, research institutions, business schools, universities, and service organizations essentially form the components where they are involved. Entrepreneurial ecosystems are influenced by various elements of the investment and business environment. At the same time, it is important to understand that stakeholders act as shapers of factors. For example, the state has considerable influence on such factors as the legal environment, taxation, the judicial system, and the state-legal dialogue. At the same time, it can be clearly stated that the environment for the formation and existence of the entrepreneurial ecosystem is highly dependent on the involvement of stakeholders.

#### Discussion and conclusions

The issues of the creation and development of entrepreneurial ecosystems require constant attention and refinement. Within the framework of this paper, the components and roles of stakeholders in entrepreneurial ecosystems were defined. Further research is needed to formalize the process of entrepreneurial ecosystems forming. Also, the development of individual components of ecosystems needs further analysis. In particular, the building of an entrepreneurial culture requires a more systemic approach. It is also important to develop recommendations for the involvement of stakeholders in the

processes of formation and functioning of entrepreneurial ecosystems at the national, regional, and local levels.

The findings of this study have several important implications for understanding and supporting entrepreneurial ecosystems. First, the study confirms that entrepreneurial ecosystems play an important role in the economic growth and development of countries. Entrepreneurial ecosystems are complex systems that are based on the interaction of various elements. This means that policymakers and other stakeholders must focus on creating an enabling environment for all these elements to flourish.

Second, the study shows that entrepreneurial ecosystems can vary in size and composition and that they can evolve. This shows that there is no universal approach to the development and support of entrepreneurial ecosystems. Policymakers and other stakeholders must tailor their efforts to the specific needs of their local ecosystem. Entrepreneurial ecosystems can be developed through various activities such as creating an enabling environment for entrepreneurship, providing support to entrepreneurs, and raising awareness of entrepreneurship.

Thirdly, the ecosystem for the development of small and medium-sized enterprises (entrepreneurial ecosystem) includes a set of involved parties and organizations. An entrepreneurial ecosystem includes the following components: policy development, infrastructure, finance, innovation, markets, support, culture, and human resources. Their effective interaction within the entrepreneurial ecosystem can ensure sustainable and effective development of entrepreneurship.

The findings of this study are consistent with the findings of other researchers who have studied entrepreneurial ecosystems.

**Authors' contribution:** Lidia Pashchuk – conceptualization, analysis of sources, literature review, theoretical foundations of research; Ernesto Tavoletti – methodology, analysis of sources, literature review.

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Лідія ПАЩУК, д-р екон. наук, доц.

ORCID ID: 0000-0003-1184-1545

e-mail: lidiapashchuk@knu.ua

Київський національний університет імені Тараса Шевченка, Київ, Україна

Ернесто ТАВОЛЕТТИ, канд. (Екон.), доц.

ORCID ID: 0000-0002-2225-7574

e-mail: ernesto.tavoletti@unimc.it

Університет Мачераті, Мачерата, Італія

## ФОРМУВАННЯ ПІДПРИЄМНИЦЬКОЇ ЕКОСИСТЕМИ: ТЕОРЕТИЧНІ АСПЕКТИ

**В с т у .** Такі сучасні тенденції, як глобалізація, відкриті ринки, розвиток наукомістких галузей, штучний інтелект, автоматизація та робототехніка призводять до зменшення потреби в робочій сили через те, що багато завдань, які раніше виконувала людина, тепер можуть виконувати машини. За прогнозами Світового банку, до 2030 р. знадобиться близько 600 млн нових робочих місць, щоб забезпечити робочими місцями зростаючу кількість світової робочої сили. Міжнародне співтовариство визнає, що підприємництво може ефективно виконувати зазначене завдання, що робить його розвиток і підтримку пріоритетом державної політики переважної більшості країн. Ряд розвинених країн визнає важливість створення підприємницьких екосистем як середовища і стимулу для зростання та підтримки підприємництва й інновацій. Однак єдиного визначення підприємницької екосистеми не існує, а фактори, які сприяють успіху підприємницької екосистеми, і досі вивчаються. Тому мета дослідження – узагальнити існуючі теоретичні підходи до визначення підприємницької екосистеми та її основних елементів. Об'єктом дослідження є підприємницька екосистема, яка розглядається як складна система, що складається з різноманітних взаємопов'язаних елементів, серед яких підприємці, інвестори, ментори, навчальні заклади та державні органи.

**М е т о д и .** Використано як загальнонаукові, так і спеціальні методи дослідження, зокрема системний метод, методи аналізу, синтезу, абстрагування та узагальнення.

**Р е з у л ь т а т и .** Підприємницьку екосистему визначено як сукупність юридичних і фізичних осіб різних секторів, різних за характером діяльності, яка функціонує для розвитку інноваційної та підприємницької діяльності шляхом об'єднання зусиль різних груп зацікавлених сторін. Основні компоненти підприємницької екосистеми містять розробку політики, інфраструктуру, фінанси, інновації, ринки, підтримку, культуру та людські ресурси. Підприємницькі екосистеми можна розрізняти за допомогою різноманітних заходів, а саме: створення сприяливативного середовища для підприємництва, надання підтримки підприємцям та підвищення обізнаності про підприємництво.

**В и с н о в к и .** Дослідження продемонструвало високу важливість підприємницьких екосистем для розвитку бізнесу, охарактеризувало його основні складові та визначило ролі головних стейкхолдерів у процесі формування підприємницької екосистеми.

**К л ю ч о в і с л о в а :** підприємницька екосистема, інноваційна екосистема, підприємці, інвестори, ментори, навчальні заклади, уряд, інфраструктура.

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