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**FORMATION OF A CLUSTER BUSINESS DEVELOPMENT MECHANISM
IN UKRAINE IN MODERN CONDITIONS**

The article presents the results of a study on the formation of an organizational mechanism for cluster business development in Ukraine in modern conditions. It is proved that for effective management of entrepreneurship development in Ukraine, first of all, a developed innovation infrastructure is necessary. Such infrastructure assumes the presence of a market for innovations, a market for investments in innovative activities and a market for innovation competition, that is, competition between business entities that introduce innovations, new technologies, etc. at their own production facilities. It is substantiated that a feature of the innovative path of development is the formation of system-forming "profit centers" and clustering of critical industries in the plural, and not just separately. This will allow diversifying the economy, stimulating the innovative activity of market participants in many promising innovative areas at once. The study identified the following features that influence the formation of the cluster business development mechanism: development of innovation processes; development of the organizational and technical potential of the business, covering the main activity, support structures and service units; product renewal, which ensures an increase in the level of readiness of production for the release of new products and the level of organization of the implementation of innovative projects.

Keywords business: diversification; innovation; innovative economy; innovative projects; innovative activity; clusterization; cluster development; national innovation system.

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**ФОРМУВАННЯ МЕХАНІЗМУ КЛАСТЕРНОГО РОЗВИТКУ БІЗНЕСУ
В УКРАЇНІ В СУЧАСНИХ УМОВАХ**

В статті викладено результати дослідження щодо формування організаційного механізму кластерного розвитку бізнесу в Україні в сучасних умовах. Доведено, що для ефективного управління розвитком підприємництва в Україні, перш за все, необхідна розвинена інноваційна інфраструктура. Така інфраструктура передбачає наявність ринку нововведень, ринку інвестицій в інноваційну діяльність та ринку конкуренції інновацій, тобто конкуренції суб'єктів господарювання, які впроваджують інновації, нові технології тощо на власних виробничих потужностях. Обґрунтовано, що особливістю інноваційного шляху розвитку є формування системоутворюючих «центрів прибутку» та кластеризація критичних галузей у множині, а не лише окремо. Це дозволить диверсифікувати економіку, стимулюючи інноваційну активність учасників ринку одразу в багатьох перспективних інноваційних напрямках. У ході дослідження було визначено такі особливості, що впливають на формування механізму кластерного розвитку бізнесу: розвиток інноваційних процесів; розвиток організаційно-технічного потенціалу бізнесу, що охоплюють основну діяльність, структури забезпечення та обслуговуючі підрозділи; оновлення продукції, що забезпечує підвищення рівня готовності виробництва до випуску нової продукції та рівня організації реалізації інноваційних проектів.

Ключові слова: бізнес; диверсифікація; інновації; інноваційна економіка; інноваційні проекти; інноваційна активність; кластеризація; кластерний розвиток; національна інноваційна система.

Problem statement. An innovation-type economy requires the creation of effective mechanisms for restructuring industry in order to generally increase the innovative activity of the business sector of all industries.

In the world theory and practice of organizing territorial socio-economic development, there are many directions and concepts. The choice of specific provisions depends on the circumstances and factors affecting the regional economy. Today, the country's economy is in a crisis situation, its economic potential is not enough to support the dynamic pace of development of all spheres simultaneously.

Unresolved parts of the problem. A principled choice of critical areas is required, which should be emphasized to achieve the maximum positive effect. The cluster approach to forming innovation policy best corresponds to such specificity.

The purpose of the article is to research into the elements of cluster business development mechanisms in Ukraine in modern conditions.

Analysis of literary sources. Based on the analysis of foreign and domestic experience, the author has identified a number of methods for promoting the formation of clusters, which can be used in the process of developing Ukrainian innovation policy, in particular:

- programs aimed at uniting business people (in a certain field of technology or production) with the expectation that this will lead to the expansion of cooperation;
- initiatives for the selection of partners: for example, the creation of databases that can be used by companies looking for partners in their field of activity. At the European level, an example is the "Eureka" theme;
- financing of intermediary (agency) initiatives: an example is the program organized by the DTI company in Denmark and later extended to other countries;
- sponsorship initiatives: payment for the services of consultants who monitor the process of cluster formation from the first steps of cooperation. And in this case, an example can be given by the DTI company initiative. According to the Flemish project Plato, created in Belgium and extended to some regions of the Netherlands, large firms are allocated public funds to sponsor a group of smaller firms;
- funding of some cluster projects on a competitive basis. In this case, different cooperation projects can apply for subsidies, with only the best projects receiving public funds in part. Theoretically, with such competition, the net innovation effect of the subsidy can be very high.

Taking into account the analysis conducted, it is proposed to develop a cluster model of management of innovative development of entrepreneurship for the innovative development of the state economy with the formation of a set of specific measures for its implementation.

Presentation of the main material. The cluster principle of state regulation of industries can also become a rational tool for increasing the innovative activity of the business sector of all industries of Ukraine. The proposed principle involves concentrating state resources on supporting not individual enterprises within industries, but industry clusters as a whole. At the same time, the task of creating and developing industry clusters in territories can be solved by forming a territorial network of innovation and technology centers.

In Western Europe, elements of the innovative infrastructure of applied research aimed at promoting innovation include cluster projects that ensure increased interaction between firms of different profiles, and subsequently, various knowledge industry organizations, such as research institutes.

There are three most widely known definitions of a cluster.

1. Regionally limited forms of economic activity within related sectors (technological affinity, such as a biotechnology cluster), usually tied to certain knowledge industry institutions (research institutes, universities, etc.).

2. Vertical production chains: rather narrowly defined sectors in which adjacent stages of the production process form the core of the cluster (for example, the chain "supplier – manufacturer – intermediary – consumer"), the same category includes networks formed around the main firms (focal clusters).

3. Industries defined at a high level of aggregation (e.g., chemical cluster) or a set of sectors at an even higher level of aggregation (e.g., agro-industrial cluster). They are usually called metaclusters with sharply different scales, ranging from simply local (e.g., horticulture in the Netherlands) to truly global (aerospace).

Of course, the above-defined types of clusters are not found in their pure form either abroad or in Ukraine. Most often, an industry cluster is a geographically localized set of innovatively active economic entities with motivated and stable cooperative relations that form a continuous synergistic set of elements of production, innovations in production, industrial output and sale of a market product in a separate industry segment. An industry segment is understood as an industry direction or a spectrum of related industry directions characteristic of a particular industry cluster.

The presence of an entire cluster of industries accelerates the process of implementing conditions where there is a group of internal competitors. All firms from a cluster of interconnected industries invest in specialized but related technologies, information, infrastructure, and human resources, which leads to the mass emergence of new firms. A cluster of competitive industries forms within itself the property of integrity and thus becomes a system, rather than a set of interacting elements.

The geographical localization of an industry cluster is determined by the principle of maximum synergy: within an industry cluster, the concentration of innovation carriers, human resource carriers, industrial sector enterprises, innovation infrastructure facilities, and related industry organizations is proportionally balanced. Groups of internal competitors are often surrounded by suppliers and are located in areas with the most significant and demanding consumers. The concentration of competitors, their buyers, and suppliers contributes to the growth of efficiency and specialization of production. Thus, the influence of determinants of a country's competitive advantages is enhanced by the influence of geographical proximity. Universities located near a group of competitors most often interact with it. Competitors support and finance the activities of local universities, suppliers located in the neighborhood have advantages in the possibility of mutual exchange and cooperation in R&D. Demanding neighboring customers offer affordable opportunities for information transfer, participating in the processes of forming the level of demand and exchange of technologies and imposing increased requirements for the level of service and product quality.

Geographic proximity of cluster elements increases the concentration of information and its mutual exchange among firms. Information exchange allows optimizing relationships in the "producer-consumer" chain. Firms more easily receive information about changing characteristics of needs, and accordingly react faster and more adequately. The speed of information flows and the rate of diffusion of innovations within the entire industry increase.

Depending on the geographical localization, industry clusters can be divided into regional and territorial. The feasibility of the cluster approach is confirmed by world experience. Industry clusters are the basis of the economy of almost all industrially developed countries. A vivid example of a foreign industry cluster is Silicon Valley in the USA, where the potential of the world's leading microelectronics manufacturers is concentrated in a limited area.

In the Netherlands, the country's economy can be divided into 10 metaclusters: assembly production by industry, chemical industries, energy, agro-industrial complex, construction, media, healthcare, commercial service industries, non-commercial service industries, transport.

Participants in the cluster operate in conditions of normal market competition, but at the same time they are in a favorable business environment that promotes the initiation of joint projects, including those aimed at optimizing supply chains in the common interest.

In other words, cluster companies compete with each other, and at the industry level they combine their efforts.

Conclusions and research prospects. The cluster approach makes the economy more transparent and manageable. Industrial potential is concentrated in the orderly sector of industry clusters, and the clusters themselves, as they develop, become centers of attraction for investments, the best human resources and related services.

In the process of implementing the clustering policy of the domestic economy, it is necessary to take into account the domestic specifics, in particular the positive interaction of competitive determinants that create the momentum necessary for economic development, deepening and expanding the cluster. But the same momentum also works in the opposite direction. The process of losing competitiveness that has begun will inevitably spread to the entire economy for some time. The loss of positions by advanced industries leads to the release of resources, reducing costs, which creates advantages for other industries. The problem is that the latter use resources with lower productivity, thus slowing down the pace of its growth. The development of the negative spiral can be stopped only if the country has the opportunity to create advantages in new, highly productive industries.

The cluster model should take into account the specifics of the innovative path of development, which assumes the implementation of innovations as the main tool, as well as the conquest of its market niches in the world market and obtaining significant competitive advantages for the economic development of Ukraine.

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