# РАЗДЕЛ 4. ИННОВАЦИОННАЯ ПОЛИТИКА И РАЗВИТИЕ РЕГИОНОВ

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## THEORETICAL ASPECTS OF SOCIAL CAPITAL DEVELOPMENT FOR RURAL ENTREPRENEURSHIP

The aim of article — presentation of current outlook of social capital issues, which fixes the entrepreneurship review. The comprehensive theoretical and empirical reearch is linked to analysis of entrepreneurship determinants of entrepreneurial process, where entrepreneurial orientation and results differ according the entrepreneurial behavior, local resources and socio-cultural environment. The main point of scientific findings are concentrated on social capital structure concerning rural entrepreneurship issues, identification of interaction between social needs and entrepreneurial behavior in such different social capital development levels.

Entrepreneurship concept is based on the guidelines of definition and contextual elements of regional development and human resources.

Main domain of human creativity and social innovations lets to accept entrepreneurship as a strategic management tool to enrich rural activities. Social capital serves for rural entrepreneurship as a radical framework in specific field of social life in rural areas. Limited resources in rural areas restrict the social welfare. Entrepreneurship positively forces social activity and investment in rural areas. More significant analysis and results are presented as research about social capital development opportunities in rural areas.

Research problem is focused on interaction, how social capital development is performing entrepreneurship and how structural changes of social capital affect the entrepreneurial behavior in rural areas.

**Research object** — social capital development framework.

**Research goal** — to highlight the issues of social capital development and entrepreneurship in rural areas. Research tasks:

- make a theoretical review of social capital development concept;
- reveal the interaction between social capital development and entrepreneurship in rural areas.

Research methods: the scientific literature analysis and synthesis, logic generalisation is applied as a methods for review of social capital development and conceptional issues of rural entrepreneurship.

#### Research findings

## 1. Theoretical background of social capital development

Social capital is composed of human capital, which has natural, physical and performed issues. Mainly, internal social and cultural coherence of society by norms and values refers about social capital context. The operationalization of social capital concept helps to display the supportive areas and find the best development issues (Autio et al., 2014). Entrepreneurship is an important measure for rural population. Entrepreneurship is available outcome of social capital development when innovation launch is available (Kruger, 2004).

Activity based on the creativity and innovation for rural population can get opportunities to develop itself. Entrepreneurship is a significant outcome of social capital developmet with challanges for social welfare. Consequently, debates about social capital development and entrepreneurship concern on entrepreneurial behavior.

Great research results about entrepreneurship with prime ideas of R. Cantillon (in XVIII century), J.B. Say and J. Shumpeter are presented by M.A. Hitt (2002), K.S. Christensen (2004), M.E. Kruger (2004). Social capital development has a great interest among the world scientists because of progress in social capital initatives (Grootaert, Bastelaer, 2001). The World Bank presented a practical concept of social capital development in 1996 called «social capital initiatives» as generuos framework in three levels micro, meso and macro. The construct of social capital is placed in lots of conceptual structures: 1) partnership (relations among institutions and society); 2) attitudes and values, which contribute social and economic development; 3) networking (networks of social groups and entrepreneurs).

Observations of J. Coleman (1988), R. Putnam (1993) and others make definition on the social capital concept, and only several scientists D. Pickernell et al. (2007), M.A. Hitt et al. (2010), H. Westlund et al. (2012) match social capital development with the entrepreneurship output. More clear deterministic implications arised M.E. Kruger (2004), K.S. Christensen (2004), R.D. Ireland (2001), R.L. Martin (2008) and others, who predicted entrepreneurship development challanges. Social capital developmet is available on the focus on entrepreneurers' behavior for growth of business and social wealthfare, and analysis of interaction between entrepreneurship (self-employment) and social capital development (social networking).

Entrepreneurship definition could cover the constraints — uncertainty and risk, complementary management competence, creative opportunism. M.A. Kruger (2004) mentions about non-systematized list of entrepreneurship determinants, which depends only on individual entrepreneurial behavior. Essentially, entrepreneurial behavior is changing according the environment of local (rural) business. Hence, entrepreneurship includes overall economic, socio-cultural and local political factors that influence local (rural) communities to undertake entrepreneurial activities. This fact is important in analysis of a social capital, that small outcome plays negative role on local (rural) activities and low-impact entrepreneurship (Henrekson, 2010). Structure of social capital has

to be changed overtime, then rural entrepreneurial behavior refers less autonomy, innovativeness, high risk, proactiveness, competitive aggressiveness (Lumpkin, 2001). Entrepreneurial behavior is changing under creation of new demand patterns. Thus, entrepreneurial behavior is successfully generates and exploites for the social purposes. Even negative social rate of return for productive entrepreneurs doesn't play any role, because they perform entrepreneurial activities, in which the social outcome is positive and based on wealth generation (Henrekson, 2010). The great problem arises in rural regions, where people are not active in their partnership, and their activity depends on their initiatives. Structural changes of social capital and problems in regional labour market (high unemployment) and high migration of people impigne functioning of competence, reduce entrepreneurial innitiatives.

Thus, rural entrepreneurship becomes important only on regional economic growth involving creativeness and knowledge use of rural population.

#### 2. Conceptual constraints of social capital development

The importance of social capital development arises from the understanding to improve the life in rural areas where the insensibility in business makes rural people poor. Scientific results refer about the structural changes of social capital over years. The main factor — entrepreneurial activities discover new opportunities for rural communities to change their socio-economical situation. The social capital concept is collated with the explanation upon social network building in rural areas and the entrepreneurial activities.

The channels of social capital are useful for identifying the the necessary types of assets — material and nonmaterial for social stabilty of rural communities.

Material assets serve for creation public or business infrastructure. Nonmaterial assets are useful for sharing information, starting beneficial collective activities and decisionmaking. Nonmaterial assets are directly depend on material assets, and vary according it's level. Entrepreneurial activities stand on delimitation domains of entrepreneurial behavior, creativity and innovation as a core context. The main elements for social capital development are idenified by R. Harper (2001) as social knowledge, relations and communication. These elements could be called social capital channel.

The real challenge for the entrepreneuriers in rural areas is to implement innovative ideas and to gain. The successful way to accomplish entrepreneurial activities is through entrepreneurial bahvior. Hyper-competitive environment and obligatory social capital with appropriate attributes — adaptability, flexibility, speed, aggressiveness and innovativeness, composes the possibilites for new entrepreneurial activities. Entrepreneurship domain is linked to unique boundaries (Gartner, 1988; Kruger, 2004) or concept limitation. D.B. Audretsch et al. (2006) defined entrepreneurship as activity that involves the new knowledge and succeds growth. Several researchers explain the idea that entrepreneurial behavior is a continuum (Dess, 2003; Kruger, 2004). It means, that interaction between social capital development and entrepreneurial behavior is clear; otherwise, changes of social capital is caused of the use of new knowledge, relations or communication, or generates this need.

Great number of researchers present their interpretations about entrepreneurship and social capital development in the frame of four fundamental research theories — systematic development theory, professional and career management theory, theory of organizational behavior and business ethics, process perspective for small business management theory (Trevisan, 2008). According to social capital development exists relationship between entrepreneurship and innovation reward (Lumpkin, 2001). The integration of these dimensions needs entrepreneurial behavior and performance of innovation. Personal attributes expressed as behavioural examples, which are important for entrepreneurship and link to investigations of innovation. Entrepreneurial activities are more important for communities in rural areas (Nieman, 2002). Entrepreneurship development makes higher capacity of social capital and influences on material and nonmaterial resources, knowledge and skills, innitiatives and projects.

Entrepreneural behavior impacts changes of social capital by three components — creativity, innovative decisions and innitiatives (fig.).

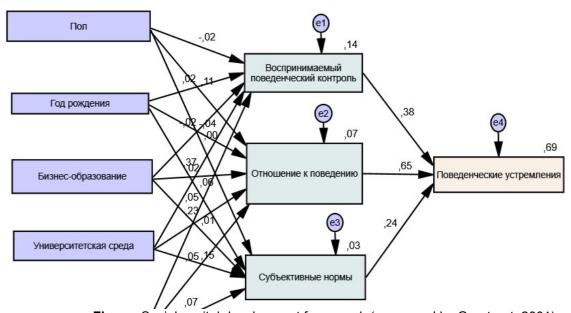


Figure. Social capital development framework (composed by Grootaert, 2001)

Framework of social capital development covers the impacting factors entrepreneurial content and entrepreneurship results, which consists of creativity, decisionmaking, innitatives, new activities and economic growth (Kruger, 2004). Entrepreneurial references are available to develop current conditions for social improvement system. Also social environment is impacting personal characteristics, such as cognitive skills, flexibility, openness, expressiveness, imagination and etc.

Widely explained the fact, that entrepreneurship is based on changes of entreprenurs' behavior. It means that limitations upon the entrepreneurship content and results influence on creative behavior. Creative behavior serves for a new value, unconventional thinking, higher motivation, newideas under uniqueness with higher value (Kruger, 2004). Upon changes of entrepreneurial behaviour, essentially, there are available entrepreneurial results — added value, created value and designed opportunities. Social capital development needs positive result from entrepreneurial activities (Hvide, 2010). Knowledge in the field of innovation, networking, internationalisation, organizational learning, top management teams and growth serves for entrepreneurial results (Christensen, 2004).

Thus, entrepreneurship focuses on local environment resources in a way that generates innovation. It means that entrepreneurship is standing for corporate business, innovation, organizational learning with the commercialisation link (Hvide, 2010).

#### 3. Social capital development and entrepreneurship in rural areas

The results of multiple researches in EU countries highlight that the majority of local entrepreneurship cases and social activities with strongly focus on social capital building and rurality are developed under entrepreneurship content and results. Social capital development can be important tool for entrepreneurial activities (Harper, 2001; Davidsson, 2003). Traditionally, rural businesses have problems with effective social capital and networking Entrepreneurship in rural areas differs from urban, and competitive advantage is poorly aproval upon local resources (Strikis et al., 2005). Tangible resources are easily accessible, but intangible resources, such as core competencies and skills of employees, can't be easily transferred to proper place in case to achieve positive entrepreneurial result. Social capital needs knowledge reproduction and exchange in research, education, commercialization of R&D processes (Westlund, 2012). In terms of resourcing there is evidence, that local resources are supplementing from unitary authorities, and social capital and entrepreneurial activities in rural areas are becoming supportive. Social capital in rural areas, as intangible resource, has a high perspective to constitute as a big potential for entrepreneurship. The question how entrepreneurial activities should be organised, especially within the local (rural) resource perspective, which is less developed than the others, and however, the merits of intrapreneurship or exopreneurship vary within market of resources changes under control of local (rural) business.

The social capital needs the norms and social relations embedded in social structures that enable people to coordinate action to achieve desired goals. Social capital has emerged to explain entrepreneurship importance (Martin, 2008; Westlund, 2012). Thus, social capital has a sophisticated framework constructed from different conceptual dimensions — structural, relational, cognitive. Normally, rural entrepreneurs try to improve social environment, helping to create wealthfare to their communities or improve social capital. Entrepreneurship makes the changes in the structure of business and society. As an example, sophisticated ways to maximise the social capital impacts, which are most suited to social and general entrepreneurial activities (Strikis et al., 2005). Also many debates report about non-inherent idea, that in rural areas entrepreneurial activities become a more powerful force for sustainable rural policy and financial support (Pickernell, 2010). Accordingly, entrepreneurers gain from social activities, but more gain gets the communities from active entreprises in their region. Entrepreneurship and social captal development problems in EU are arised highly, because social entrepreneurship is so poor in low developed rural areas. The main reason is high intrapreneurship, and low —exopreneurship.

Consequently, social capital depends more on entrepreneurship. It means, that interaction between entrepreneurship and social capital is so intense. Social networking is forming new relations and possibilities in rural areas, where entrepreneurial activities are more tidy interacting with local authority, communities and rural residents. Social capital perspectively presumes that networking provides access to knowledge and other useful resources. Social networking affects not only the entrepreneurial content, but also create the new opportunities by internalizing other results. The importance of social networking is tremendous, because rural residents and organizations need entrepreneurial opportunities to develop socio-economical environment.

Mainly important ideas is that accumulation of social capital in rural areas is the base of entrepreneurship outcomes.

## **Conclusions:**

- 1. The article clarifies the concept of social capital developmet by identifying entrepreneurship determinants in the context of social capital formation in rural areas: entrepreneurs' creativity and proactiveness, regional economy growth, innovation, local (entrepreneurial) resources, social networking, social entrepreneurship, high-impact entrepreneurship in a value creation process concerning the strategic objectives of rural business.
- 2. The social capital development framework helps to analyse entrepreneurship in the context of entrepreneurial content and results as the important constraints of entrepreneurial activities.
- 3. Determinants of social capital upon diferent managerial theories link to entrepreneurial process where entrepreneurial content and results differ according the entrepreneurial acitivities and local resources up to entrepreneurers' knowledge and socio-cultural environment.
- 4. The interaction between social capital development and entrepreneurship in rural areas has a unique base. The entrepreneurship depends on rural resources and the development level of a region. Literature
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# МАРКЕТИНГОВЫЕ ТЕХНОЛОГИИ КАК ИННОВАЦИОННЫЙ ИНСТРУМЕНТ УПРАВЛЕНИЯ КОНКУРЕНТОСПОСОБНОСТЬЮ ГОРОДА

В настоящее время признанной формой управления развитием города, составляющей основу планирования повышения конкурентоспособности в США, Западной Европе, Российской Федерации является стратегия развития. В Беларуси стратегия развития разрабатывается только на национальном уровне. В методических рекомендациях по разработке региональных стратегий, разработанных в рамках проекта международной помощи ЕС «Поддержка регионального и местного развития в Беларуси» отмечается назревшая необходимость разработки стратегий на региональном и местном уровнях. На их основе в 2015 году всеми областями разработаны проекты стратегий развития, анализ которых позволил выявить следующие недостатки: а) отсутствие продвижения процесса разработки стратегии, и, как следствие, недостаточность общественного участия; б) нечеткая формулировка видения будущего, в) отсутствие сформулированной миссии, слабая связь стратегических целей с образом будущего, г) отсутствие сценарного подхода, рассмотрение преимущественно эволюционных путей развития, д) слабо проработанные возможные источники финансирования реализации стратегии; е) игнорирование возможностей территориального маркетинга; ж) отсутствие внимания к развитию областных центров [1]. В настоящей статье будут рассмотрены пути преодоления выявленных недостатков стратегического планирования развития.

Опираясь на опыт стратегического управления развитием в Российской Федерации, можно сделать вывод, что одним из самых необходимых условий разработки стратегии развития становится способность к согласованию интересов и действий органов власти, коммерческих и некоммерческих организаций, населения и всех заинтересованных субъектов. В противном случае разработанная и утвержденная стратегия становится нежизнеспособной. Необходимость согласования интересов различных групп приводит к необходимости поиска инновационных механизмов, инструментов при разработке стратегий.

В настоящее время в качестве инструмента долгосрочного планирования развития территорий, ориентированного на изучение потребностей резидентов территории и позволяющего согласовать их интересы, все шире используется маркетинговый подход. Это связано с осознанием того факта, что традиционные механизмы, предлагающие универсальный подход к управлению без учета особенностей города, устарели.

Обращение к маркетинговым технологиям, то есть необходимость использования новой философии управления, предопределяется рыночной ориентацией современной экономики, приоритезацией потребностей населения. Маркетинг в настоящее время рассматривается как триединство следующих аспектов: «...это особая философия бизнеса; это комплекс инструментов, с помощью которых фирма изучает ситуацию на рынке и воздействует на нее, это функция управления, в рамках которой осуществляется планирование, организация, контроль, стимулирование и руководство рыночной деятельностью предприятия» [2, с. 14]. Единство вышеперечисленных аспектов обеспечивается ориентацией на удовлетворение потребностей потребителей наилучшим образом чем у конкурентов.

Масштабное применение маркетингового подхода к управлению территориями вызвано именно усилением конкуренции между ними, в целях успешной ее «продажи» целевым аудиториям на основе изучения их потребностей. Города всегда имели особое значение для экономических субъектов, которые рассматривают их, особенно крупные, как места размещения бизнеса, концентрирующие ресурсы и рынки сбыта. Глобализация экономики конца XX — начала XXI века, рост мобильности экономических субъектов только усилили данный интерес. Органы власти же, утеряв монопольное положение в отношении распределения ресурсов, стали более зависимыми от решений, касающихся как размещения бизнеса, так и его интересов. В связи с этим отношения между органами власти и бизнесом в городах стали меняться на партнёрские, «при этом власти всё более напоминают услужливых «продавцов» территории, а бизнес — разборчивых «покупателей» [3]. Кроме того, существенно увеличились туристические потоки, в настоящее время для некоторых городов и даже стран, туризм является одним из основных источников валового продукта и, как следствие, города вступают в конкуренцию и на этом рынке. С позиций маркетингового подхода город рассматривается как специфический товар, обладающий «мультиполезной потребительной стоимостью» [4] и управление его конкурентоспособностью возможно при взаимопроникновении стратегического управления и маркетинга, «адаптированного куникальным географическим, социальным и экономическим характеристикам» [5].

То есть, можно говорить о том, что предпосылками использования маркетинга в управлении территориями является следующее: