

---

## STRATEGIC AND TACTICAL LEVEL RECOMMENDATIONS FOR IMPROVING THE EFFICIENCY OF COMMERCIALIZATION OF SMALL ENTERPRISES' INNOVATION

---

**Stefani Togba Sarah**, postgraduate student

Belgorod State Technological University named after V. G. Shoukhov, Kostyukova str., 46, Belgorod, Russia, 308012; e-mail: stephanietogba@gmail.com

*Importance:* the development of small entrepreneurship in the innovation sphere is a priori difficult to develop without certain preferences and support from the state, including within the framework of the implementation of national projects. *Purpose:* research and analysis of the main directions of support for innovation activities of small enterprises to form strategic and tactical level recommendations to improve the efficiency of the process of commercialization of innovations by these enterprises. *Research design:* during the study, an overview of current national strategic documents of Russia has been conducted, which reflect the processes of development and stimulation of small businesses in the innovation sphere. The activity of the Foundation for Assistance to Small Innovative Enterprises in Science and Technology, including the Commercialization and Cooperation Programs implemented by the Foundation, aimed at launching new projects to finance small innovative enterprises for the implementation of their scientific products in the form of grants, is analyzed; to develop partnerships between small innovative enterprises and medium and large businesses (industrial partners). *Results:* a package of recommendations has been formed to improve the processes of commercialization of innovations of small enterprises.

**Keywords:** innovation, small enterprise, commercialization, innovation support.

**DOI:** 10.17308/meps/2078-9017/2022/9/54-64

### Introduction

Most of the innovative developments of small enterprises in Russia are financed by government agencies and authorized foundations and centers. The government supports directly small and medium-sized businesses at the stages of innovation commercialization, which are creating, protecting, and harnessing

innovation. This is a key advantage for small innovative business, but also a drawback that hinders the market conditions for promoting innovation. Small innovative business, receiving state funding, often loses a lot of its «activity» after development and registration of innovation as an object of intellectual property.

### **Methods and Results**

The article proposes to analyze the areas and forms of support for innovation activities of small enterprises existing in Russian practice. Forming strategic and tactical level recommendations for improving the efficiency of commercialization of small enterprises' innovation, it is necessary in the first place to build on the most relevant national strategic documents of Russia, which reflect the processes of development and stimulation of small businesses in the innovation sphere.

In October 2021, the Russian government presented 42 strategic initiatives that will serve as vector guidelines for the country's economy by 2030. The initiatives are grouped into such blocks as «Social sphere», «Construction», «Ecology», «Digital Transformation», «Technological Breakthrough», «State for Citizens» [17].

One of the initiatives in the «Technological Breakthrough» block is the 38th strategic initiative «Rise – from Startup to IPO».

To create favorable conditions for the emergence and development of the maximum number of startups in the technological and digital spheres, as well as their support at all stages of growth it is planned to allocate 172.6 billion rubles. At the same time, by 2030 11 thousand technology entrepreneurs (relative to 2020) should be supported, 100 small – and mid-cap tech companies should enter the IPO, 4 thousand startups should be launched, and 27 thousand jobs should be created.

Moreover, in the context of the study we are interested in the 40th strategic initiative «University Technology Entrepreneurship Platform», which implies foremost the mass creation of university startups.

By 2030, it is planned to create 50 university startup studios (now a small number of universities have only individual startup projects) and 30,000 new university startups (in 2020 only 455 start-ups were launched).

We would like to pay special attention to the Foundation for Assistance to Small Innovative Enterprises in Science and Technology, which has been created and operates in Russia since 1994 [18]. More than 70% of the Foundation's funding goes to supporting innovative projects in the regions of the Russian Federation.

Currently, 77 agreements on cooperation between the Foundation and the administrations of the Russian regions have been signed. Agreements have been concluded to organize joint work, including on the development of small business in the scientific and technical sphere and the implementation of scientific and innovative projects to increase the effectiveness of socio-economic development of regions.

Interaction with administrations is carried out through regional representatives, who play an important role in the implementation of the Foundation's regional strategy. The main tasks of the regional representatives are informing and popularizing fund programs; interacting with the departments responsible for innovative development of the region, and the objects of the regional innovation system on the issues of the Foundation; consulting support for participants of competitions of the Foundation.

In 2014, the Foundation launched the Commercialization Program, which is constantly improving and launching new projects that allow small innovative enterprises to receive funding in the form of grants for the implementation of their scientific products. Grant amounts can vary up to 25 million rubles.

In addition, the Foundation implements the Cooperation Program, aimed at developing partnership between small innovative enterprises and medium and large businesses (industrial partners), as well as expanding the practice of involving small science-based enterprise organizations to develop product lines of manufacturing companies with a formed marketing network, and creating new ones and updating existing high-tech industries.

In 2020, competitions of the Commercialization Program were held as part of the implementation of the «Small and Medium-Sized Business and Support for Individual Entrepreneurial Initiatives» National Project of the «Acceleration of small and Medium-Sized Enterprises» Federal Project in accordance with the Decree of the Government of the Russian Federation dated April 26, 2019 No. 506.

Within the framework of the «Small and Medium-Sized Business and Support for Individual Entrepreneurial Initiatives» National Project, 3 competitive selection of Commercialization Program (stages X-XII) were held. According to the results of competitions in 2020, 279 winners were selected with grants worth 4.9 billion rubles [5].

Below we present the key conclusions of the Annual Report on the activities of the Foundation for Assistance to Small Innovative Enterprises in Science and Technology 2020.

Table 1

Distribution of small enterprises, which are winners of the Commercialization Program in 2020

Region	Number of projects, pcs.	Amount of funding, million rubles	Region	Number of projects, pcs.	Amount of funding, million rubles
Altai Krai	6	115	Republic of Karelia	2	40
Republic of Bashkortostan	5	80	Kemerovo Region	1	20
Belgorod Region	5	84	Kirov Region	1	20
Vladimir Region	2	32	Krasnodar Krai	2	40
Volgograd Region	4	80	Krasnoyarsk Krai	5	85

Region	Number of projects, pcs.	Amount of funding, million rubles	Region	Number of projects, pcs.	Amount of funding, million rubles
Vologda Region	6	102	Republic of Crimea	1	14
Voronezh Region	6	111	Kurgan Region	1	20
Republic of Dagestan	1	20	Kursk Region	1	9
Ivanovo Region	6	120	Leningrad Region	3	60
Kaliningrad Region	1	20	Lipetsk Region	3	59
Kaluga Region	7	96	Republic of Mordovia	3	58
Moscow	44	742	Republic of Sakha (Yakutia)	2	40
Moscow Region	11	214	Sverdlovsk Region	15	247
Nizhny Novgorod Region	3	60	Stavropol Krai	1	20
Novgorod Region	1	18	Republic of Tatarstan	28	488
Novosibirsk Region	8	121	Tver Region	1	20
Omsk Region	1	20	Tomsk Region	7	97
Penza Region	11	214	Tula Region	2	38
Perm Region	5	90	Tyumen Region	3	35
Rostov Region	4	53	Udmurt Republic	8	141
Ryazan Region	2	40	Ulyanovsk Region	3	66
Samara Region	3	50	Chelyabinsk Region	10	188
Saint-Petersburg	24	440	Yaroslavl Region	7	130
Saratov Region	3	55	In total	279	4901

In 2020, the Commercialization–Export Competition was held to bring Russian competitive products to foreign markets.

In total, the competition received 29 applications for 383 million rubles. According to the results of the competition, 10 winners were selected with grants worth 100 million rubles.

Table 2

Winners of the Commercialization–Export Competition in 2020, by region

Region	Number of projects, pcs.	Amount of funding, million rubles	Region	Number of projects, pcs.	Amount of funding, million rubles
Belgorod Region	1	3	Sverdlovsk Region	1	2
Volgograd Region	1	5	Republic of Tatarstan	1	10
Kaluga Region	1	20	Tomsk Region	1	3
Kemerovo Region	1	17	Yaroslavl Region	1	20
Samara Region	1	1.5	In total	10	100
Saint-Petersburg City	1	18.5			

As part of Commercialization Program, the Socium-DT Competition was realized. This competition is held within the framework of the implementation of «Digital Technology» Federal Project of the «Digital Economy of the Russian Federation» National Program and is aimed at the implementing of innovative projects related to the development of digital services, that improve the quality of life online.

In 2020, a special competition was held to support projects addressing the global pandemic.

In total, 5 projects with grants worth 95 million rubles were supported, including 2 projects from Moscow with grants worth 35 million rubles, 1 project from the Novosibirsk Region with a grant worth 20 million rubles, 1 project from the Sverdlovsk Region with a grant worth 20 million rubles, 1 project from the Republic of Buryatia with a grant worth 20 million rubles.

### Conclusion

In general, among the tactical level recommendations to improve the innovation processes of small enterprises, the following can be distinguished:

- formation of analytical reports with analysis of patent data and patent activity;
- financial assistance to technologists, inventors and researchers in need of laboratory services, analysis and performance testing;
- implementation of sectoral programs for the development of inventions;
- implementation of the conceptual prototyping program, which is possible use of laboratories and facilities of research institutes, state universities, and colleges to develop an initial working prototype of potential or actual invention and strengthen the laboratories and facilities of research institutes, state universities, and colleges.

Thus, recommendations for improving the processes of commercialization of innovations of small enterprises can be presented as follows:

Strategic level recommendations for increasing the efficiency of commercialization of small enterprises' innovation

- *the most active position of a small business in participating in national projects and government programs related to financing of the creation and commercialization of innovations; participating in the Commercialization Competitions of the Foundation for Assistance to Small Innovative Enterprises in Science and Technology*

Tactical level recommendations for increasing the efficiency of commercialization of small enterprises' innovation

- *Implementation of sectoral programs for the development of inventions;*
- *Financial assistance to technologists, inventors and researchers in need of laboratory services, analysis and performance testing; formation of analytical reports with analysis of patent data and patent activity;*
- *Implementation of the conceptual prototyping program.*

Fig. 1. Recommendations for improving the commercialization processes of small enterprises (compiled by the author)

At the stage of intellectual property protection, more attention should be paid to such programs as:

– inventors' assistance program, which brings together inventors from small enterprises with financial disabilities and patent attorneys who will provide free legal assistance for patent protection (free legal advice on how to apply for a patent to protect their inventions);

– intellectual property protection assistance program that can assist inventors, researchers, or individuals in securing appropriate intellectual property protection for their invention. Assistance may include financial support to pay application fees for utility model registrations;

– creating and developing an online shopping platform as a free marketing space for innovators who can place and promote their assets, as well as for enterprises or individuals who are looking for innovations for commercialization;

– venture financing program that accelerates the initial commercialization of new technologies by providing the necessary financial support for small businesses;

– innovative enterprise development program that provides funds to inventors to cover activities prior to commercialization, such as pilot trials, field trials, pilot production for market testing and commercialization, including raw materials, labor and overhead costs directly related to the production and purchase of equipment needed to produce new inventions.

The presented recommendations for improving the efficiency of commercialization of small enterprises' innovation will allow to some extent to set strategic guidelines for innovative business development.

## References

1. Aleksashina T.V. Usloviya i organizatsionny`e formy` kommercializatsii innovatsij v e`konomike Rossii. *Strategicheskie napravleniya modernizatsii e`konomiki Rossii v usloviyax transformatsii modelej upravleniya*: kollektivnaya monografiya / Moskovskij universitet im. S.Yu. Vitte, Moscow, Moskovskij universitet im. S.Yu. Vitte, 2015, pp. 6-21. (In Russ.)
2. Anisimov Yu.P., Danilova Yu.S. Suschnost` i metody` kommercializatsii innovatsij. *E`KONOMINFO*, 2017, no. 3. Available at: <https://cyberleninka.ru/article/n/suschnost-i-metody-kommer-tializatsii-innovatsiy>. (In Russ.)
3. Arsenova E.V., Pankova O.N. Instrumenty` kommercializatsii innovatsij: e`mpiricheskoe issledovanie ry`nka FMCG. *SRRM*, 2017, no. 4 (103). Available at: <https://cyberleninka.ru/article/n/instrumenty-kommertsializatsii-innovatsiy-empiricheskoe-issledovanie-rynka-fmkg>. (In Russ.)
4. Barinova N.V., Nazarova T.N. Teoreticheskie podhody` k kommercializatsii innovatsij. *E`TAP*, 2018, no. 4. Available at: <https://cyberleninka.ru/article/n/teoreticheskie-podhody-k-kommertsializatsii-innovatsiy>. (In Russ.)
5. Godovoj otchet o deyatelnosti Fonda sodejstviya razvitiyu malyh form predpriyatij v nauchno-tekhnicheskoj sfere 2020. Moscow, 2021. Available at: [https://fasie.ru/upload/docs/GO\\_2020.pdf](https://fasie.ru/upload/docs/GO_2020.pdf).
6. Dashhenko E.A. Formirovanie e`ffektivnoj sistemy` raspredeleniya na ry`nke innovatsionnoj produkcii. *E`konomika i menedzhment innovatsionny`x texnologij*, 2014, no. 1. Available at: <http://ekonomika.snauka.ru/2014/01/3689/> (In Russ.)
7. Kachalkina M.S. Analiz metodov kommercializatsii innovatsij v RF. *E`konomika*

*i upravlenie: tendencii i perspektivy`.* *Materialy` II Mezhvuzovskoj ezhegodnoj nauchno-prakticheskoj konferencii,* Sankt-Peterburg, 1-2 marta 2021 goda. Sankt-Peterburg, Sankt-Peterburgskij gosudarstvenny`j arxitekturno-stroitel`ny`j universitet, 2021, pp. 112-119. (In Russ.)

8. Kommerzializaciya rezul`tatov nauchno-texnicheskoj deyatel`nosti: evropejskij opy`t, vozmozhny`e uroki dlya Rossii / pod. red. V. V. Ivanova [i dr.]. Moscow, Centr issled. problem razvitiya nauki RAN, 2006. 264 p. (In Russ.)

9. Kosa S.S. Razvitie metodov i form kommerzializacii vuzovskix innovacij v maly`x innovacionny`x predpriyatiyax / S.S. Kosa, I.A. Bareeva. *Iniciativy` molody`x – nauke i proizvodstvu : sbornik statej Vserossijskoj nauchno-prakticheskoj konferencii dlya molody`x ucheny`x i studentov,* Penza, 19-20 oktyabrya 2020 goda. Penza, Penzenskij gosudarstvenny`j agrarny`j universitet, 2020, pp. 106-110. (In Russ.)

10. Koxno P. Modeli sozdaniya intellektual`noj sobstvennosti. *Intellektual`naya sobstvennost`.* *Promy`shlennaya sobstvennost`*, 2013, no. 9, pp. 12-23. (In Russ.)

11. Kudashov V.I. Modeli kommerzializacii intellektual`noj sobstvennosti / V.I. Kudashov, Yu.V. Nechepurenko. *Innovacionny`e obrazovatel`ny`e texnologii,* 2015, no. 3, pp. 58-64. (In Russ.)

12. Kudashov V.I., Nechepurenko Yu.V. Formy` i metody` kommerzializacii intellektual`noj sobstvennosti. *Trudy` BGTU. Seriya 5: E`konomika i upravlenie,* 2015, no. 7. Available at: <https://cyberleninka.ru/article/n/formy-i-metody-kommertsializatsii-intellektualnoy-sobstvennosti/> (In Russ.)

13. Kupriyanova L.M. E`ffektivnaya model` kommerzializacii intellektual`noj sobstvennosti. *Mir novoj e`konomiki,* 2019, no. 1. Available at: <https://cyberleninka.ru/article/n/effektivnaya-model-kommertsializatsii-intellektualnoy-sobstvennosti/> (In Russ.)

14. Loseva O.V. Kommerzializaciya innovacionny`x rezul`tatov nauchny`x issledovanij: rossijskij i zarubezhny`j opy`t. *Voprosy` regional`noj e`konomiki,* 2019, no. 2(39), pp. 47-57. (In Russ.)

15. Marinchenko T.E. Instrumenty` kom-

merzializacii innovacij v APK. *Innovacionnoe razvitie agropromy`shlennogo kompleksa kak faktor konkurentosposobnosti: problemy`, tendencii, perspektivy`:* kollektivnaya monografiya. Kirov, Vyatskaya gosudarstvennaya sel`skohozyajstvennaya akademiya, 2020, pp. 151-164. (In Russ.)

16. Nugumanova G.R. Modeli kommerzializacii innovacij v Rossii i za rubezhom. *ANI: e`konomika i upravlenie,* 2020, no. 1 (30). Available at: <https://cyberleninka.ru/article/n/modeli-kommertsializatsii-innovatsiy-v-rossii-i-za-rubezhom.> (In Russ.)

17. Oficial'naya prezentaciya 42 strategicheskix iniciativ razvitiya Rossii. Available at: <http://static.government.ru/media/files/zysfy960208YoOGVHbs7fscvLyNwU5tT.pdf>.

18. Oficial'nyj sayt Fond sodejstvija razvitiyu malyh predpriyatij v nauchno-texnicheskoj sfere. Available at: <https://fasie.ru/fund>.

19. Pogosyan A.M. Faktory`, vliyayushhie na rasprostranenie i prinyatie innovacij v sfere platezhny`x texnologij. *E`ffektivnoe Antikrizisnoe Upravlenie,* 2016, no. 3 (96), pp. 86-93. (In Russ.)

20. Tolmachev A.V. Ry`nochnaya kommerzializaciya innovacionny`x razrabotok / A.V. Tolmachev, I.I. Saenko. *Institucional`ny`e preobrazovaniya APK Rossii v usloviyax global`ny`x vy`zovov: Sbornik tezisov po materialam V Mezhdunarodnoj konferencii,* Krasnodar, 15-16 iyulya 2020 goda. Krasnodar, FGBOU VO «Kubanskij gosudarstvenny`j agrarny`j universitet imeni I. T. Trubilina», 2020, p. 87. (In Russ.)

21. Fokina O.M., Krasnikova A.V. Kommerzializaciya innovacij i eyo formy` v rossijskoj praktike. *Organizator proizvodstva,* 2017, T. 25, no. 3, pp. 66-75. (In Russ.)

22. Xasanov A.R., Trachuk A.V. E`voljuciya teorij vy`voda na ry`nok novy`x produktov. *Strategii biznesa,* 2016, no. 1, pp. 24-28. (In Russ.)

23. Ciczarova N.M. *Innovacionny`j menedzhment.* Ul`yanovsk, UGTU, 2009. 195 p. (In Russ.)

24. Shumpeter J.A. *Teoriya e`konomicheskogo razvitiya. Kapitalizm, socializm i demokratiya / per. s nem.*



V.S. Avtonomova, M.S. Lyubskogo, A.Yu. Chepureno i dr. Mocsow, E`ksmo, 2008. 864 p. (Antologiya e`konomicheskoy my`sli). (In Russ.)

25. Avimanyu Datta, Debmalya Mukherjee, Len Jessup Understanding commercialization of technological innovation: Taking stock and moving forward. *Article in R&D Management*, May 2014. Available at: <https://www.researchgate.net/publication/261719373>.

26. Lin Bou-Wen, Yikuan Lee and Shin-Chang Hung: R&D intensity and commercialization orientation effects on financial performance. *Journal of Business Research*, 2006, pp. 679-685.

27. The features of the commercialization of innovations: theoretical aspect / Shayekina Zh.M., Mamrayeva D.G., Tashenova L.V. Available at: <https://rep.ksu.kz/handle/data/7181>.



---

# РЕКОМЕНДАЦИИ СТРАТЕГИЧЕСКОГО И ТАКТИЧЕСКОГО УРОВНЯ ПО ПОВЫШЕНИЮ ЭФФЕКТИВНОСТИ КОММЕРЦИАЛИЗАЦИИ ИННОВАЦИЙ МАЛЫХ ПРЕДПРИЯТИЙ

---

**Стефани Тогба Сарах**, асп.

Белгородский государственный технологический университет им. В.Г. Шухова, ул. Костюкова, 46, Белгород, Россия, 308012; e-mail: stephanietogba@gmail.com

*Предмет:* развитие малого предпринимательства в инновационной сфере априори сложно развивать без определенных преференций и поддержки со стороны государства, в том числе и в рамках реализации национальных проектов. *Цель:* исследование и анализ основных направлений поддержки инновационной деятельности малых предприятий с целью формирования рекомендаций стратегического и тактического уровня по повышению эффективности процесса коммерциализации инноваций данными предприятиями. *Дизайн исследования:* в ходе исследования был проведен обзор актуальных национальных стратегических документов России, в которых находят свое отражение процессы развития и стимулирования малого бизнеса в инновационной сфере. Проанализирована деятельность Фонда содействия развитию малых предприятий в научно-технической сфере, в том числе реализуемая Фондом программы «Коммерциализация» и «Кооперация», направленные на запуск новых проектов по финансированию малых инновационных предприятий для реализации своих научных продуктов в форме грантов; на развитие партнерства между малыми инновационными предприятиями и средним и крупным бизнесом (индустриальными партнерами). *Результаты:* сформированный пакет рекомендаций по совершенствованию процессов коммерциализации инноваций малых предприятий.

**Ключевые слова:** инновации, малое предприятие, коммерциализация, поддержка инноваций.

## Список источников

1. Алексашина Т.В. Условия и организационные формы коммерциализации инноваций в экономике России // *Стратегические направления модернизации экономики России в условиях трансформации моделей управления: коллективная монография / Московский университет им. С.Ю. Витте. Москва, Московский университет им. С.Ю. Витте, 2015, с. 6-21.*
2. Анисимов Ю.П., Данилова Ю.С. Сущность и методы коммерциализации инноваций // *ЭКОНОМИНФО*, 2017, no. 3. Доступно: <https://cyberleninka.ru/article/n/suschnost-i-metody-kommertsializatsii-innovatsiy>.
3. Арсенова Е.В., Панкова О.Н. Инструменты коммерциализации инноваций: эмпирическое исследование рынка

- FMCG. *СРРМ*, 2017, no. 4 (103). Доступно: <https://cyberleninka.ru/article/n/instrumenty-kommertsializatsii-innovatsiy-empiricheskoe-issledovanie-rynka-fmcg>.
4. Баринова Н.В., Назарова Т.Н. Теоретические подходы к коммерциализации инноваций // *ЭТАП*, 2018, no. 4. Доступно: <https://cyberleninka.ru/article/n/teoreticheskie-podhody-k-kommertsializatsii-innovatsiy>.
5. Годовой отчет о деятельности Фонда содействия развитию малых форм предприятий в научно-технической сфере 2020. Москва-2021. Доступно: [https://fasie.ru/upload/docs/GO\\_2020.pdf](https://fasie.ru/upload/docs/GO_2020.pdf).
6. Дащенко Э.А. Формирование эффективной системы распределения на рынке инновационной продукции // *Экономика и менеджмент инновационных технологий*, 2014, no. 1. Доступно: <http://ekonomika.snauka.ru/2014/01/3689>.
7. Качалкина М.С. Анализ методов коммерциализации инноваций в РФ // *Экономика и управление: тенденции и перспективы. Материалы II Межвузовской ежегодной научно-практической конференции*, Санкт-Петербург, 01-02 марта 2021 года. Санкт-Петербург, Санкт-Петербургский государственный архитектурно-строительный университет, 2021, с. 112-119.
8. Коммерциализация результатов научно-технической деятельности: европейский опыт, возможные уроки для России / под. ред. В. В. Иванова [и др.]. Москва, Центр исслед. проблем развития науки РАН, 2006. 264 с.
9. Коса С.С. Развитие методов и форм коммерциализации вузовских инноваций в малых инновационных предприятиях / С.С. Коса, И.А. Бареева // *Инициативы молодых – науке и производству : сборник статей Всероссийской научно-практической конференции для молодых ученых и студентов*, Пенза, 19-20 октября 2020 года. Пенза, Пензенский государственный аграрный университет, 2020, с. 106-110.
10. Кохно П. Модели создания интеллектуальной собственности // *Интеллектуальная собственность. Промышленная собственность*, 2013, no. 9, с. 12-23.
11. Кудашов В.И. Модели коммерциализации интеллектуальной собственности / В.И. Кудашов, Ю.В. Нечепуренко // *Инновационные образовательные технологии*, 2015, no. 3, с. 58-64.
12. Кудашов В.И., Нечепуренко Ю.В. Формы и методы коммерциализации интеллектуальной собственности // *Труды БГТУ. Серия 5: Экономика и управление*, 2015, no. 7. Доступно: <https://cyberleninka.ru/article/n/formy-i-metody-kommertsializatsii-intellektualnoy-sobstvennosti>.
13. Куприянова Л.М. Эффективная модель коммерциализации интеллектуальной собственности // *Мир новой экономики*, 2019, no. 1. Доступно: <https://cyberleninka.ru/article/n/effektivnaya-model-kommertsializatsii-intellektualnoy-sobstvennosti>.
14. Лосева О.В. Коммерциализация инновационных результатов научных исследований: российский и зарубежный опыт // *Вопросы региональной экономики*, 2019, no. 2(39), с. 47-57.
15. Маринченко Т.Е. Инструменты коммерциализации инноваций в АПК // *Инновационное развитие агропромышленного комплекса как фактор конкурентоспособности: проблемы, тенденции, перспективы*: коллективная монография. Киров, Вятская государственная сельскохозяйственная академия, 2020, с. 151-164.
16. Нугуманова Г.Р. Модели коммерциализации инноваций в России и за рубежом // *АНИ: экономика и управление*, 2020, no. 1 (30). Доступно: <https://cyberleninka.ru/article/n/modeli-kommertsializatsii-innovatsiy-v-rossii-i-zarubezhom>.
17. Официальная презентация 42 стратегических инициатив развития России. Доступно: <http://static.government.ru/media/files/zysfy960208YoOGVHbs7fscvLyNwU5tT.pdf>.
18. Официальный сайт Фонда содействия развитию малых предприятий в научно-технической сфере. Доступно: <https://fasie.ru/fund>.
19. Погосян А.М. Факторы, влияющие на распространение и принятие инноваций в сфере платежных технологий // *Эффективное Антикризисное Управление*, 2016, no. 3 (96), с. 86-93.
20. Толмачев А.В. Рыночная коммер-

циализации инновационных разработок / А.В. Толмачев, И.И. Саенко // *Институциональные преобразования АПК России в условиях глобальных вызовов: сборник тезисов по материалам V Международной конференции*, Краснодар, 15-16 июля 2020 года. Краснодар, ФГБОУ ВО «Кубанский государственный аграрный университет имени И.Т. Трубилина», 2020, с. 87.

21. Фокина О.М., Красникова А.В. Коммерциализация инноваций и её формы в российской практике // *Организатор производства*, 2017, т. 25, no. 3, с. 66-75.

22. Хасанов А.Р., Трачук А.В. Эволюция теорий вывода на рынок новых продуктов // *Стратегии бизнеса*, 2016, no. 1, с. 24-28.

23. Цицарова Н.М. *Инновационный менеджмент*. Ульяновск: УГТУ, 2009. 195 р.

24. Шумпетер Й.А. *Теория экономического развития. Капитализм, социализм*

*и демократия* / пер. с нем. В.С. Автономова, М.С. Любского, А.Ю. Чепуренко и др. Москва, Эксмо, 2008. 864 с. (Антология экономической мысли).

25. Avimanyu Datta, Debmalya Mukherjee, Len Jessup Understanding commercialization of technological innovation: Taking stock and moving forward // *Article in R& D Management*, May 2014. Доступно: <https://www.researchgate.net/publication/261719373>.

26. Lin Bou-Wen, Yikuan Lee and Shin-Chang Hung. R&D intensity and commercialization orientation effects on financial performance // *Journal of Business Research*, 2006, pp. 679-685.

27. The features of the commercialization of innovations: theoretical aspect// Shayekina Zh.M., Mamrayeva D.G., Tashenova L.V. Доступно: <https://rep.ksu.kz/handle/data/7181>.