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FOUNDATIONS FOR THE FUNCTIONING OF INSTITUTIONS FOR SUPPORT AND DEVELOPMENT OF SMALL AND MEDIUM ENTREPRENEURSHIP

The article considers the conceptual foundations of the functioning of institutions for support and promotion of the development of small and medium businesses. The author defines the significance of such institutions, and the value of their product, that is, the services for small and medium entrepreneurship (SME), which allows a better understanding of the main functional and applied role and purpose of these entities.

Given the lack of trust from the population of Ukraine for government agencies and organizations, the presence of a number of problems in the SME support system, and especially the inadequate legislative regulation of the status and definition of the functions of the main performers of SME development policy, the article notes that this area needs a qualitative institutional change.

The study uses the methods of analysis and synthesis, comparison, generalization, and induction and tests the methodology of Canvas Business Model strategic planning of the activities of SME support entities.

Guided by the principle of functionalism, the author conventionally groups the SME support institutions into five main types: business support funds, business centers, business incubators, business innovation centers, and business associations. For each type of SME support institution, the main functional purpose and, accordingly, the main type of operational activity are specified. There are proposals that allow understanding the essence, the functional and applied role and the mission of individual elements of the SME support infrastructure. In practical terms, they can be used in state purpose-oriented programs to promote the development of small and medium businesses in order to qualitatively improve the final product for SME.

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The author develops a model of the activity for a typical SME support entity, which is applicable, can be adapted to specific conditions and is flexible over time. Strategic planning of the entity's activities based on the methodology of Canvas Business Model allows defining both the value of the product (services for SME), as well as the general value of the entity's activities, which is extremely important in the SME support system.

It is emphasized that each institution of the SME promotion infrastructure performs an important social function. The key values recommended following for SME support institutions are trust, partnership, and righteousness.

Keywords: *institution, SME support system, value, Canvas Business Model*

Problem Statement. The effective functioning of a support system for small and medium-sized enterprises (SMEs) ensures a reduction in unemployment, the welfare of a large part of the population, and the formation of a strong middle class in the country. This is particularly relevant after 2020 – in the context of the COVID-19 pandemic, when the market conditions for goods and services and the social division of labor have changed.

In Ukraine, while there are a number of enterprises, institutions, and organizations involved in SME support, a clearly defined SME support policy is still missing, and the status of SME institutions remains legally unregulated. In fact, there is a lack of scientific justification of the main idea, value, role and the functional purpose of the organizations ("players", according to the famous Douglas North concept [1]) of the SME support system.

According to the World Values Survey [2], there are some negative changes in our country, in terms of democratic development, which may indicate an aggravation of certain aspects in terms of traditional and survival values. In particular, there is a decrease in trust in most state institutions, for example: courts, government, Verkhovna Rada, educational institutions, public institutions and services. On the contrary, the trust in the Armed Forces of Ukraine and National Police has increased. The trust in public organizations and large businesses has also decreased. In 2020 more than a third of Ukrainians trusted public institutions and services - 37.5% (2.6% of respondents had a complete trust, 34.9% trusted them to some extent). For comparison, in 2011 the level of confidence in these public institutions was 44.4% (complete trust - 4.3%, partial trust - 40.1%) [2]. This also confirms the need for institutional reform in Ukraine, including qualitative institutional changes in the SME support system.

The formulation of objectives. The purpose of the study is to review and clarify the conceptual framework for the functioning of institutions of the SME support and promotion system, including defining the values, mission (vision) of their work, the main functional purpose of these structures, as well as designing the strategic

management of their activities in practical terms using the business modelling methodology.

The analysis of publications. The problems of institutional mechanisms of support and development of small and medium entrepreneurship have been dealt with by many scientists, including A. Butenko (the state support of SMEs, technological entrepreneurship), Z. Varnalii (entrepreneurship and investment security), T. Vasyltsiv (the place of entrepreneurship in the regional development), V. Heyets (institutional interaction between state and business environment), S. Dryha (management mechanisms and state support of small entrepreneurship), I. Mantsurov (the influence of the state on the development of small and medium enterprises), N. Suprun (SME development in the context of institutional transformation of the Ukrainian economy), M. Pyvovarov (development mechanisms of small business infrastructure), and N. Shlafman (ways to improve the entrepreneurship productivity).

The SME support infrastructure is a kind of support system which forms a specific organizational and economic environment for the *promotion of entrepreneurial activities* and rapid adaptation of small and medium-sized enterprises to market conditions. The main task of this infrastructure is to create conditions for effective implementation of business activities, overcome difficulties and problems related to the lack of knowledge, business experience, and access to credit and necessary information, promote the creation of new jobs, reduce regional disparities in economic development, promote the SMEs' export capacity, productivity and restructuring, and facilitate their access to modern innovative technologies [3, p. 134-135]. At the same time, M. Pyvovarov notes that "... the complexity of infrastructure as a system is due to *the diversity of functions performed by its constituent elements*" [4, p. 344-345]. However, such a multi-vector activity of institutions promoting small and medium-sized businesses and the lack of a unified approach to the conceptual interpretation of the value of their work offsets the main task and effectiveness of the entire SME support infrastructure.

Thus, numerous fundamental works lack systematization and unified definition of the essence and main purpose of the SME support system, which remains unsystematized making the entire SME support rather chaotic and sporadic.

Research findings. Understanding a concept (the term "concept" comes from Latin "conceptio", which means "to comprehend", "to perceive") as a system of views and notions about certain phenomena or processes, the way of their interpretation, the main idea of any theory, and the main idea or plan for a new, original understanding [5], let us try to define the vision, the main idea and value of the institution of SME support infrastructure, and its main functional purpose.

The term "SME support institutions" in this paper comprises the totality of elements (objects) of the SME support infrastructure, in other words, enterprises, institutions and organizations, publicly or privately owned, producing (providing) *services for SMEs*, being such services of predominantly intellectual (consulting) nature. It is also important to specify that the above-mentioned institutions can represent the public sector (non-profit institutions and organizations, mainly

business support funds), the public (NGOs, coordination councils, associations, etc.) and the market infrastructure (business centers, innovation centers, leasing companies, etc.).

Better institutions, a more favorable environment and fewer barriers to free trade and investment boost the positive impact of R&D expenditure on multifactor productivity at the country level (as exemplified by the Organization for Economic Co-operation and Development (OECD)). In other words, the quality of institutions is one of the drivers of a country's multi-factor productivity growth, ensuring its economic progress [6]. At the same time, the authors of the study [7] show that when the quality of institutions is controlled, the influence of such factors as geographical location and market on the country's income and economic development is reduced.

Institutions are social forms of functions of subjects, objects, processes and results of economic activity that ensure the evolution of the system of social division of labor on the basis of statuses, norms, rules, instructions, regulations, contracts, standards and orders; and it is the concept of *functionalism* that should be recognized as a methodological basis for studying economic institutions [815, p. 56].

Thus, according to the Law of Ukraine "On Development and State Support of Small and Medium-Sized Businesses" [9], "business centers, business incubators, innovative business incubators, scientific and technological centers, technology transfer centers, small business support funds, leasing companies, consulting centers, other enterprises, institutions and organizations whose main task is to promote SME development" belong to the SME support infrastructure objects. State support for SMEs includes financial, informational, and advisory support, including support in the sphere of innovation, science and industrial production, support for SMEs that conduct export activities, and support in the field of training, retraining and professional development of managerial staff and business personnel [9].

Taking into account the existing regulations and the researchers' findings [10, 11], let us systematize the existing theoretical and applied provisions and specify the main functional purpose of individual institutions comprising the SME support infrastructure facilities in terms of their main types (Table 1).

In Table 1, SME support institutions are conventionally grouped into five main types according to their functional purpose: *business support funds* (state policy assistance and state aid), *business centers* (mainly consultancy services for SMEs), *business incubators* (physical infrastructure services and intellectual assistance in business establishment), *business innovation centers* (promotion of innovative activities among SMEs, implementation of innovative programs and projects), and *associations of entrepreneurs* (mainly lobbying the interests of certain groups of business structures).

This classification could be extended, but we have highlighted the most important, in our view, types of institutions according to the tasks they perform. It should be remembered that the main function of SME support infrastructure institutions is *to promote the development of SMEs* by providing them with resource, informational, referral, advisory, educational, promotional and other types of

assistance. This function at the same time fulfils a crucial social mission - it forms the *significance* of the SME support system institutions.

In this context, the activities of private sector SME support institutions are interesting, because they can also be seen as social business entities. O. Kirieieva's [12] opinion is quite correct: "social enterprises are completely *non-standard institutions*; that is, they are not private sector, while not belonging entirely to the public sector". It is important to evaluate the performance of such institutions not only by their economic component, but also by the social effect they provide to society and the country. "Social enterprises are a kind of hybrids, combining social values with commercial practices ... the activities of a social enterprise are based on social values, the desire to achieve positive social change and, to a certain extent, altruism" [12]. It is worth adding here that this "irregularity", or "hybridity", again constitutes the *significance* of SME support infrastructure institutions.

Table 1

Functional purpose of SME support institutions

Type of SME support institution	Main functional purpose	Operating activity
Entrepreneurship Support Fund	Implementation of state policy to promote SME development by organizing targeted budget programs	- Financial and credit support to SMEs through authorized banks and financial institutions; - implementation of various SME support programs and projects, in particular, to shape a positive image of SMEs; - coordination of SME support institutions at the relevant level (national/local).
Business Center (business advice center, business development agency)	Promoting the competitiveness of small and medium-sized businesses, raising the SMEs' awareness and preparedness	- Business training and business education; - consulting, information and referral support for SMEs; - individual consulting support for the selection and implementation of business ideas; - marketing, promotion of SMEs, etc.
Business Incubator (Business incubator (academic, office type, manufacturing), Business Accelerator)	Strengthening small and medium-sized business development, introducing business start-ups	- Resource support (provision of premises/equipment); - a set of consultancy services: counselling, individual support, information and referral support, business education, marketing, promotion, etc.
Business Innovation Center (science and technology center, technology center, innovation hub, technology park,	Introducing innovation in SMEs, organizing cooperation in the "science/education-production" chain,	- The implementation of projects and programs to promote innovation in SMEs; - organization of the implementation of scientific research into industrial production; - financial and credit, marketing, information and referral, consulting, logistic, resource, personnel support to small

Table 1(end)

technopolis, technology transfer center, innovation / technology business incubator)	promoting venture entrepreneurship	and medium-sized businesses that are engaged in innovative activities.
Business Associations (association, union, alliance, advisory/coordination councils, cluster, etc.)	Lobbying for business interests, development of individual areas and economic activities, cooperation	- Organising and conducting educational events, roundtable discussions with the authorities on topical business issues; - the implementation of joint partnership social and business projects; - organizing and holding exhibitions, trade fairs and other promotional activities - provision of services for SMEs in a particular sector of the economy.

Source: compiled by the author using [9-11].

Considering the state of the SME support infrastructure in the regions of Ukraine [13], we can observe the lack of a universal and objective approach to data generation, as well as the lack of reliable information and its untimely updating. For example, in Volyn and Kherson regions, as of January 1, 2019, one information and consulting institution was found, while in Odesa region there is none. On the other hand, 658 such structures were registered in Kyiv, 615 in Poltava region, 599 in Donetsk region, etc. [13]. Thus, at first glance, the author of the work [14, p. 33–34] correctly draws conclusions about the existence of territorially uneven location of business support institutions with their accumulation in regional centers and the capital, as can be seen in Fig. 1. The authors note that this is a primary obstacle that hinders the achievement of goals and increase in the competitiveness and attractiveness of the business environment of Ukraine. But we would identify the main problem as the lack of a defined policy to promote the development of small and medium-sized businesses, and systematic and clear work towards the development of infrastructure to support SMEs.

Here is another example to confirm inadequate regulatory policy and statistical monitoring of the number of SME support institutions in Ukraine. As can be seen in Figure 2, the most common SME support institutions are public associations of entrepreneurs (as of 01.01.2019 there were 4,296 of them, or 33.91% of total). At the same time, 2708 such associations are registered in Poltava region, which makes this region the leader in the overall structure (28% of institutions are concentrated in Poltava region – see Figure 1). At the same time, it is noted that in Zakarpattia region not a single public association of entrepreneurs is registered and there are no SME support infrastructure elements set up with the participation of local authorities. This calls into question the validity of the statistical data, in particular this may indicate the lack of a unified approach and appropriate explanations for their collection by local state administrations.

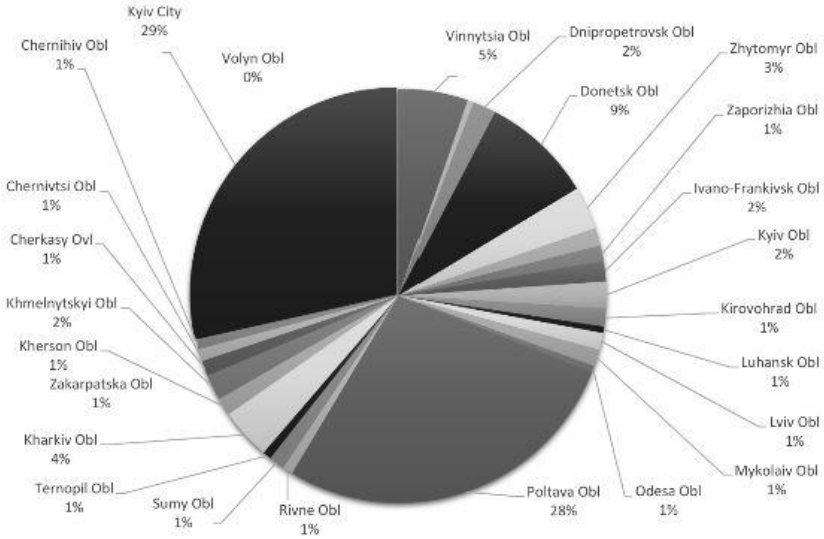

Figure 1. SME support infrastructure institutions by number according to regions of Ukraine as at 01.01.2019

Source: compiled by the author according to [13].

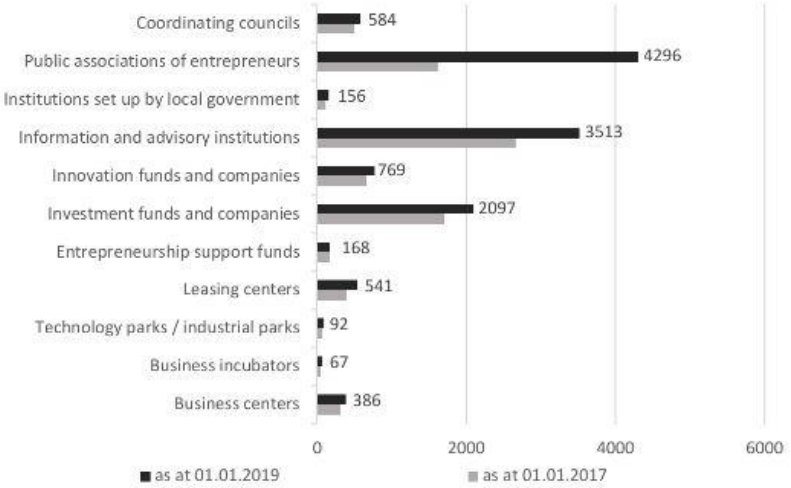

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Figure 2. SME support infrastructure in Ukraine by institution type in 2017-2019

Source: compiled by the author according to [13].

The criteria for classifying institutions as separate categories of SME support infrastructure elements also remain unclear. For example, which of them can be considered as information and advisory institutions, innovation funds and companies, etc. Often a business support foundation, business center or business incubator is referred to as an information and advisory institution - how should the reporting be interpreted in such a case and will there be no duplication?

According to the Ministry of Economic Development, in Ukraine as of 01.01.2019 there were 12669 institutions to promote the development of small and

medium-sized businesses, which is by 4434 units (or 53.8%) more than as of 01.01.2017 [13]. However, the above-mentioned problems of statistical monitoring do not allow us to objectively assess the state of development of SME support infrastructure.

It is worth mentioning a study prepared in 2016 by the Centre for Public Expertise with the support of the Friedrich Naumann Foundation for Freedom in Ukraine and USAID "Leadership in Economic Governance" Program [11], in which a catalogue was formed and the main achievements of SME support system institutions in Ukraine were highlighted. But updating the data and similar initiatives in general are not supported by the authorized bodies, which gives relevance to this research and similar researches in this field.

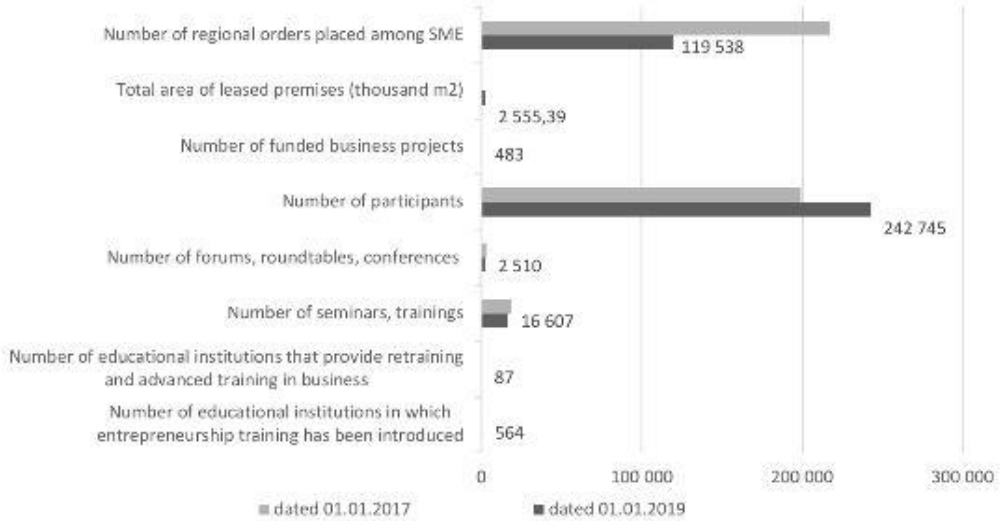

Figure 3. The indicators of SME support and development in Ukraine in 2017-2019

Source: compiled by the author [13].

Regarding the performance of SME support institutions operating in Ukraine (Figure 3), we note the focus of statistical monitoring bodies on quantitative indicators of the performance of infrastructure elements and the presence of significant discrepancies in the reported data across the country's regions.

In recent years, new SME support institutions at the national level have been established, in particular: in 2018 – the Ukrainian National Startup Fund, the Small and Medium-Sized Enterprise Development Office of the Ministry of Economy of Ukraine, in 2019 – the Coordination Council for the Development of Micro and Small Scale Entrepreneurship. These facts are quite optimistic, but under such conditions the status of the institutions, whose functioning was envisaged by the relevant law, remains unclear [9]. Today, the Department of Regulatory Policy and Entrepreneurship of the Ministry of Economy, Trade and Agriculture of Ukraine (as the successor of the State Committee for Regulatory Policy and Entrepreneurship) acts as a specially authorized body in the field of SME development, and deregulation of economic activities is coordinated by the State Regulatory Service of Ukraine (in parallel

with other bodies) [15]. But, unfortunately, the efficiency of Ukrainian and regional funds for entrepreneurship support mentioned in the Law [9] is practically zero.

Thus, the main problem of the existing SME support institutions in Ukraine remains the lack of proper state policy to promote SME development, and uncertainty and often duplication of functions and tasks of the institutions authorized to implement it. Taking this into consideration, the coordination of economic goals of the state and entrepreneurs, the consolidation of their efforts, and formation of mechanisms to ensure effective interaction between stakeholders require managerial approaches to the organization and planning of SME development infrastructure activities [16, p. 430-431].

As to the development of SME support institutions over time, we can improve their performance by developing the internal structure of the organization based on quality and effective business models or strategic business plans. As A. Osterwalder and I. Pignet point out, first of all the management of the institutions should answer an important question: "What do you envision your organization (institution) in two, five or ten years from now, will you be among the dominant players?" [17]. Business models describe the rationale for how an enterprise, institution, or organization creates, delivers and captures *the significance*; the concept should be simple, relevant and understandable, although complex functioning should not be oversimplified [17].

In our opinion, one of the effective tools for short- and medium-term strategic planning of SME support institutions could be the methodology of Business Model Canvas (canvas means "stencil" or figuratively - "basis", "template"), whose development in practice can comprehensively identify features, weaknesses and "points of growth", and, in our case, conceptually summarize the principles of functioning of an SME support infrastructure institution.

It is important to remind that SME support institutions produce (provide) *services for SMEs*, in other words, they act as full participants in the relevant market, mainly in the field of consulting. Therefore, we consider it appropriate to use this methodology for strategic planning of their activities.

Therefore, we will try to build a model of a typical SME support institution (Figure 4). Note also that we are considering a rather generalized case of an SME support infrastructure institution, because it is important for us to determine the *significance of the product* for SMEs (services for SMEs) and the *significance* of the institution as such, the overall vision of its work, functional purpose and development over time. Of course, when building a model for a specific institution, the design needs to be adjusted and adapted accordingly.

The model presented takes into account that youth entrepreneurship and women's business should constitute separate SME promotion policy priorities. In other words, young people and women are special categories of target service recipients. An analysis of 50 economies, according to the Global Entrepreneurship Monitor (GEM) 2019/2020 [18], confirms that more men than women are more active in starting a business, so policies to promote women's entrepreneurship continue to be an important challenge for many countries around the world. In terms of the age profile of entrepreneurs, young people are more willing to take entrepreneurial risks, even though they have less access to resources, including capital, knowledge and experience [18].

The business model methodology provides for the *successive* formation of nine components (segments) which, in the case of a typical SME support institution model (Figure 4).

Thus, the presented model of activity for a typical institution to promote the development of small and medium-sized businesses (for example, for a business incubator), confirms the social effect that is created by the results of such a structure. It is not only the intensification of business development in the respective area, but at the same time the formation of an active and socially responsible community, as well as caring, and economically conscious citizens – civil society as a whole. As it was noted, the main benefits of SME support institution services should remain quality, accessibility and comprehensiveness. The consumer, in other words, the SME, has the opportunity not only to be satisfied with the service, but also to receive additional benefits (communication with like-minded people, other kinds of social communication and interaction, individual counselling, advertising, promotion of own ideas and further activities, etc.). The key values proposed to be preserved and developed in the activities of SME support institutions are trust, partnership, and integrity.

Conclusions and prospects for further research

1. According to their functional role for SMEs, small and medium business development institutions can be conventionally grouped into the following main types (groups): enterprise support funds, business centers, business incubators, business innovation centers, and associations of entrepreneurs – this would significantly improve the statistical record of their activities. The mechanism of a kind of "standardization" and refinement of consulting services provided by SME support institutions (which is a subject for further scientific research), would help to avoid abuses and improve the quality of such services.

2. According to the Ministry of Economic Development, there are many SME support infrastructure institutions in Ukraine, but the compilation and systematization of statistical monitoring data on their availability and performance reveals a number of problems, in particular: lack of a unified approach to defining the status and functions of individual institutions, untimely updating and lack of information support, focus on quantitative measurement indicators, and most importantly, doubts about the reliability of information. It is recommended to harmonize the tasks of existing and new SME support infrastructure institutions at the national level, as well as to streamline the reporting of other SME support institutions in Ukraine in terms of their functionality, which will ensure the effectiveness of the SME support system and enable a qualitative assessment of its impact on SMEs.

3. SME support institutions have an important social mission in enhancing entrepreneurial development. For such market-infrastructure institutions, it is advisable to use the Canvas Business Model methodology, which is flexible over time, upgradable, and at the same time reflects the conceptual framework of the institutions' functioning and the value of their product. Optimization of SME support institutions in Ukraine will contribute to strengthening the competitive environment and realizing the entrepreneurial potential of the population, which is the basis of the national economy and growth of people's welfare.

8. KEY PARTNERS
1) local executive authorities and local self-government bodies, UTC;
2) institutions of higher education, scientific institutions;
3) consulting companies, regional development agencies, specialized NGOs, business associations and other business support infrastructure institutions.

7. KEY ACTIONS
1) assessing the problem - the need for a specific type of service for SMEs and forming the conceptual provisions for its provision;
2) solving the organizational and legal issues of the activity;
3) the development of a mechanism for interaction with the consumers of the service - establishing communication;
4) the system of monitoring the implementation of project activities / service delivery to SMEs.

6. KEY RESOURCES
1) human capital, intangible assets;
2) financial resources;
3) premises, equipment, technology, etc.

2. VALUE OFFERS (PRODUCT, SERVICE)
1) information and reference and consulting support;
2) access to financial resources, fundraising for business;
3) business training and business education;
4) resource support;
5) cooperation with other service users / participants of events, the result of the synergy effect, moral satisfaction from friendship, social interaction, self-fulfillment;
6) assessment of business potential, identification of "points of growth", strategic planning of business activities, ensuring economic security and sustainable development;
7) representation and lobbying of business interests, promotion of activities and products.
Key advantages: quality, accessibility, comprehensiveness. ***Key values:*** trust, partnership, integrity

4. RELATIONS WITH CUSTOMERS
1) effective communication with service consumers/clients on an ongoing basis;
2) individual support, counselling during the life cycle of the business idea implementation;
3) building and maintaining databases and communication platforms with clients, assistance and after-sales service

3. DISTRIBUTION CHANNELS
The value of *communication*:
1) individual contacts and interactions, personal meetings, hotlines;
2) information systems and social networks: website, Viber and Telegram groups, e-mail correspondence, Facebook groups and pages, synchronous and asynchronous interaction platforms, telephone, etc.;
3) offline or online contact: classes, meetings, presentations, information seminars, training sessions, forums, exhibitions, etc.;
4) interviews, video messages, press conferences, thematic TV programs, etc.

1. CONSUMER SEGMENT
1) potential business entities - all those wishing to start their own business;
2) start-up entrepreneurs;
3) existing business entities seeking to diversify or intensify their business;
4) social entrepreneurs;
5) intellectual entrepreneurs, socially responsible, environmentally friendly business, etc.
Needs of the target audience: attention, assistance, realization of own potential and ambitions, belonging to a community.
Consumer traits: ambitious, creative, able to take responsibility and make decisions

9. COST STRUCTURE
1) start-up (pre-investment) costs and the organization of SME services, including the purchase of equipment;
2) expenditures for office maintenance, salaries of full-time employees, engaged consultants on the basis of civil law contracts;
3) expenditures for research, development of an intellectual product/service, printing of handouts;
4) costs and monitoring, promotion of events and activities;
5) other administration costs of providing services to SMEs

5. INCOME FLOWS
1) grant-based project activities;
2) allocation of funding for the implementation of activities of complex targeted budget programs from the state and local budgets;
3) partial compensation of the cost of the service by consumers/clients (subscription fees, membership fees or partial cost coverage of an individual service);
4) non-repayable financial aid from private entities, assets received free of charge, sponsorship funds;
5) other receipts not prohibited by the current legislation of Ukraine

Figure 4. Model of a typical SME support institution

Source: compiled by the author developed based on the form and structure of the Canvas business model [17], taking into account the explanations of the methodology [19, 20].

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ЗАСАДИ ФУНКЦІОНУВАННЯ ОРГАНІЗАЦІЙ ПІДТРИМКИ ТА РОЗВИТКУ МАЛОГО І СЕРЕДНЬОГО ПІДПРИЄМНИЦТВА

Стаття присвячена розгляду концептуальних засад роботи інституцій підтримки і сприяння розвитку малого та середнього бізнесу; визначено цінність існування таких організацій, цінність їхнього продукту – послуг для малого і середнього підприємництва (МСП), що уможливлює точніше розуміння основної функціонально-прикладної ролі і призначення цих структур.

В умовах недостатньої довіри населення України до державних установ та організацій, наявності ряду проблем у системі підтримки МСП, а першочергово – щодо неналежного законодавчого врегулювання статусу і визначення функцій основних виконавців

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політики сприяння розвитку МСП, відзначено, що цей напрям потребує якісних інституційних змін.

При дослідженні використано методи аналізу і синтезу, порівняння, узагальнення, індукції, апробовано методологію бізнес-моделі Канвас (Canvas Business Model) для стратегічного планування діяльності інституцій підтримки МСП.

Керуючись принципом функціоналізму, інституції підтримки МСП умовно згруповано за п'ятьма основними типами (видами), як: фонди підтримки підприємництва, бізнес-центри, бізнес-інкубатори, центри інновацій в бізнесі, об'єднання підприємців. Для кожного типу (виду) інституцій сприяння розвитку малого та середнього бізнесу уточнено головне функціональне призначення і, відповідно, вид операційної діяльності. Надані пропозиції дозволяють зрозуміти сутність, функціонально-прикладну роль та місію окремо взятих елементів інфраструктури підтримки МСП; а у практичній площині можуть бути використані у державних цільових програмах сприяння розвитку малого і середнього бізнесу з метою якісного покращення кінцевого продукту для МСП.

Розроблено модель діяльності для типової інституції сприяння розвитку малого та середнього бізнесу, що має прикладне застосування, може бути адаптованою до конкретних умов і є гнучкою в часі. Стратегічне планування діяльності інституції за методикою бізнес-моделі Канвас дає можливість визначати цінність як її продукту (послуг для МСП), так і загалом її діяльності, що має важливе значення для ефективності функціонування системи підтримки МСП.

Наголошується, що кожний елемент інфраструктури сприяння розвитку малого і середнього бізнесу виконує важливу соціальну функцію. Ключовими цінностями, якими рекомендовано керуватися інституціям підтримки МСП, є довіра, партнерство, доброчесність.

Ключові слова: *інституція, система підтримки МСП, цінність, бізнес-модель Канвас*