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**ORGANIZATIONAL AND ECONOMIC MECHANISMS  
AND INFORMATION TECHNOLOGIES IN THE MANAGEMENT  
OF INNOVATIVE ENTREPRENEURSHIP IN THE PARADIGM  
OF SMART ECONOMY**

*The article examines the features of the formation and functioning of organizational and economic mechanisms for the management of innovative entrepreneurship in the paradigm of smart economy. It is substantiated that the modern conditions of the digital transformation of the economy necessitate the integration of information technologies into the business management system, which contributes to increasing the efficiency of innovation processes and the competitiveness of enterprises. The role of digital platforms, information and communication technologies and intelligent systems in ensuring effective management of innovation processes is analyzed. It is determined that organizational and economic mechanisms for the management of innovative entrepreneurship should combine institutional tools for supporting innovation activities, economic incentives for the development of enterprises and modern information technologies. Particular attention is paid to the formation of innovative ecosystems, cluster models of development and integration of enterprises into the digital economic environment. It is proven that the use of information technologies in the enterprise management system allows optimizing business processes, improving the quality of management decisions and ensuring effective interaction between participants in innovation activity. It is generalized that the development of organizational and economic mechanisms for managing innovative entrepreneurship in the smart economy paradigm creates the prerequisites for the formation of an intellectualized business environment, increasing the innovation potential of the economy and ensuring sustainable economic development.*

*Keywords:* innovative entrepreneurship, smart economy, organizational and economic mechanism, information technologies, digitalization of the economy, innovative ecosystems, cluster development, innovation management.

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**ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНІ МЕХАНІЗМИ ТА  
ІНФОРМАЦІЙНІ ТЕХНОЛОГІЇ В УПРАВЛІННІ ІННОВАЦІЙНИМ  
ПІДПРИЄМНИЦТВОМ У ПАРАДИГМІ СМАРТ-ЕКОНОМІКИ**

*У статті досліджено особливості формування та функціонування організаційно-економічних механізмів управління інноваційним підприємництвом у парадигмі смарт-економіки. Обґрунтовано, що сучасні умови цифрової трансформації економіки зумовлюють необхідність інтеграції інформаційних технологій у систему управління підприємницькою діяльністю, що сприяє підвищенню ефективності інноваційних процесів та конкурентоспроможності підприємств. Проаналізовано роль цифрових платформ, інформаційно-комунікаційних технологій та інтелектуальних систем у забезпеченні*

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*ефективного управління інноваційними процесами. Визначено, що організаційно-економічні механізми управління інноваційним підприємництвом повинні поєднувати інституційні інструменти підтримки інноваційної діяльності, економічні стимули розвитку підприємств та сучасні інформаційні технології. Особливу увагу приділено формуванню інноваційних екосистем, кластерних моделей розвитку та інтеграції підприємств у цифрове економічне середовище. Доведено, що використання інформаційних технологій у системі управління підприємствами дозволяє оптимізувати бізнес-процеси, підвищити якість управлінських рішень та забезпечити ефективну взаємодію між учасниками інноваційної діяльності. Узагальнено, що розвиток організаційно-економічних механізмів управління інноваційним підприємництвом у парадигмі смарт-економіки створює передумови для формування інтелектуалізованого підприємницького середовища, підвищення інноваційного потенціалу економіки та забезпечення сталого економічного розвитку.*

*Ключові слова:* інноваційне підприємництво, смарт-економіка, організаційно-економічний механізм, інформаційні технології, цифровізація економіки, інноваційні екосистеми, кластерний розвиток, управління інноваціями.

**Problem statement.** The formation and development of innovative entrepreneurship in modern conditions is characterized by high dynamics of technological changes, globalization of economic processes and the growing role of digital technologies in the system of economic activity management. Within the framework of the formation of the smart economy, a deep transformation of traditional approaches to the organization of entrepreneurial activity is taking place, which necessitates the rethinking of organizational and economic mechanisms for managing innovative processes. Enterprises are increasingly operating in a digital environment, where the key factors of success are information, knowledge, technological innovations and the ability to quickly adapt to changes in the market environment. In this regard, the problem of forming effective management mechanisms that are able to ensure the integration of innovative processes with modern information technologies is becoming more relevant. In traditional models of economic management, innovative activity of enterprises is often considered as a separate area of economic activity, while in the paradigm of the smart economy it acquires a systemic character and covers all levels of the enterprise's functioning. Such a transformation requires fundamentally new approaches to the organization of innovative entrepreneurship management, combining economic incentives, digital technologies, institutional mechanisms and modern management models. At the same time, in practice there are a number of contradictions between the rapid development of information technologies and the insufficient adaptation of organizational and economic management mechanisms to new business conditions. This is manifested in the fragmented implementation of digital tools, insufficient integration of information systems into enterprise management processes and limited use of analytical technologies for strategic decision-making.

An additional factor complicating the management of innovative entrepreneurship is the growing level of economic uncertainty, which is associated with global crisis phenomena, changes in the structure of international markets and increased technological competition. In such conditions, enterprises are forced not only to modernize production processes, but also to transform the innovation management system, focusing on the use of digital technologies and intelligent information systems.

However, the lack of comprehensive organizational and economic mechanisms that would ensure the effective combination of information technologies with management processes hinders the development of innovative entrepreneurship and limits the possibilities of realizing its potential. An important problem also remains the insufficient level of coordination between various participants in the innovation ecosystem, in particular enterprises, scientific institutions, government agencies and investment structures. In the smart economy paradigm, the effectiveness of innovation activity largely depends on the level of integration of these entities into a single information and communication system that ensures the rapid exchange of knowledge, technologies and management decisions. However, in practice, the interaction between them is often fragmentary, which complicates the formation of effective mechanisms for managing innovative entrepreneurship. These problems necessitate the scientific substantiation of modern approaches to the formation of organizational and economic mechanisms for managing innovative entrepreneurship in the smart economy paradigm. Of particular relevance is the study of the role of information technologies in increasing the efficiency of management decisions, optimizing business processes and forming innovative models of enterprise development. In this context, there is a need to create a comprehensive management system that ensures the integration of economic, organizational and technological components of innovative activity and contributes to the formation of a competitive business environment in the conditions of digital transformation of the economy.

**Analysis of publications.** The issue of forming organizational and economic mechanisms for managing innovative entrepreneurship in the smart economy paradigm is actively studied by modern scientists in the context of the digital transformation of the economy, the development of innovation ecosystems and the integration of information technologies into the business management system. Analysis of scientific sources indicates the multi-vector nature of research, which covers institutional, organizational, technological and socio-economic aspects of the functioning of innovative entrepreneurship. An important area of scientific research is related to the development of cluster models of the economy and their role in the formation of innovation systems. Thus, D. V. Solokha, A. S. Pavlovska and E. V. Buryak (2019) investigate the processes of integration of economic entities within the framework of regional cluster policy and emphasize the importance of coordinating the economic interests of various participants to ensure sustainable socio-economic development. The authors justify that cluster structures are able to form a favorable environment for the development of innovative entrepreneurship, as they provide a concentration of resources, knowledge and technologies within a certain territory [1]. Researchers also pay considerable attention to the problems of human capital management in the system of innovative development of enterprises. I. A. Hnatenko and Yu. E. Kulikova (2016) analyze promising areas for improving personnel management in organizations, emphasizing the need to form new approaches to the development of employee competencies that meet the requirements of the modern digital economy [2]. Similar approaches are supported by M. Zos-Kior, V. Ilyin and E. Svyryda (2020), who consider the development of labor potential as an important factor in the effective management of organizations and increasing the innovative activity of enterprises [3]. A separate block of research is devoted to the formation of a smart economy

and the role of innovative technologies in its development. E. Buryak, K. Redko, O. Mashtaler and I. Sydoruk (2022) consider the innovative development of Ukrainian industry on the basis of a smart economy, emphasizing the importance of digitalization of production processes and the introduction of modern information technologies into the enterprise management system [4]. Similar ideas are developed by V. Voronkova, V. Nikitenko and N. Metelenko (2023), who analyze the evolution of the concept of smart education to a smart economy and smart business, emphasizing the relationship between the development of digital competencies, innovative activities and economic growth [5]. The issues of adaptation of enterprises to new technological conditions are also covered in the research of S. V. Avershyn (2021), who analyzes the transformation of innovative aerospace clusters in the direction of an industrial and intellectual economy. The author proves that the integration of digital technologies into production and management processes creates the prerequisites for increasing the efficiency of innovative activities of enterprises [6].

The philosophical and conceptual principles of the development of the smart economy are considered in the works of G. Oleksenko, G. Garbar and R. Andriukaitene (2024), which emphasize the importance of creativity, imagination and innovation as key factors in the formation of an intellectualized economic system. Scientists emphasize that the modern economy is based not only on material resources, but primarily on knowledge, information and the intellectual potential of society [7]. The changing role of business entities in the conditions of digitalization of the economy is considered in the study of I. I. Cherniy and O. V. Panukhnyk (2025), where the authors emphasize the transformation of the functional roles of enterprises in the digital environment. In their opinion, modern enterprises increasingly operate in network structures, which implies new forms of interaction between business, the state and scientific institutions [8]. Institutional aspects of the development of economic systems are revealed in the studies of V. I. Shary, M. V. Zos-Kior, and I. M. Kyrylyuk (2020), who analyze the institutional model of land relations in Ukraine and its impact on economic development. The authors prove that the effectiveness of the functioning of economic mechanisms largely depends on the quality of the institutional environment and the coherence of regulatory and legal instruments [9]. Scientists pay special attention to the development of innovative entrepreneurship in a cluster environment. I. A. Hnatenko, E. O. Snitko, R. V. Markov and V. P. Utkin (2021) study the management of clustering projects of innovative entrepreneurship in the agri-food sector, emphasizing the role of digitalization, logistics and human resources management in the formation of effective innovation systems [10]. A similar position is expressed by O. V. Yakushev, D. Yu. Artyomov and A. V. Bilyk (2019), who consider the creation of innovation and educational clusters as a tool for forming a smart economy and increasing the competitiveness of regional economic systems [11]. The international dimension of economic development and cooperation is explored in the works of I. P. Skorokhod, O. D. Borzenkova, G. M. Chirva and T. V. Konstantinova (2023), which consider priority areas for stimulating mutually beneficial economic relations with Ukraine's partner countries. The authors emphasize the importance of integrating the national economy into global innovation networks, which contributes to the development of entrepreneurial activity [12]. A significant contribution to the study of the innovative economy was made by I. A.

Hnatenko, Yu. M. Popova, I. G. Bachkir and K. V. Nechyporenko (2021), who consider state priority strategies in the context of scenario foresight of innovative economy management. In their work, the authors model the development of the country's scientific, technical and intellectual potential as a basis for the formation of innovative economic policy [13]. Conceptual approaches to the formation of smart industrial policy were developed by O. O. Nosyrev (2018), who substantiates the need to introduce the smart concept into the state's industrial policy in the conditions of a digital economy. The author emphasizes that the effective development of entrepreneurship requires the integration of digital technologies, innovative management tools and modern organizational and economic mechanisms [14].

The generalization of the results of scientific research shows that modern scientific thought pays significant attention to the problems of the formation of innovative entrepreneurship, the development of cluster structures, the digitalization of the economy and the formation of a smart economic model of development. At the same time, the issue of integrating information technologies into the system of organizational and economic mechanisms for managing innovative entrepreneurship requires further in-depth research, which determines the relevance of this work.

**Presentation of the main results.** The current stage of the development of the world economy is characterized by the active introduction of digital technologies, the formation of new business models and the transformation of approaches to the management of innovative entrepreneurship. The smart economy paradigm reflects the complex integration of intellectual technologies, digital platforms and network institutions into the processes of creation, dissemination and commercialization of innovations. Under such conditions, traditional organizational and economic mechanisms for managing entrepreneurship need to be modernized, as they often do not take into account the speed of change, high intensity of information flows and the need for flexible response to market transformations. Innovative entrepreneurship is one of the key drivers of the development of the smart economy, as it ensures the formation of new technological solutions, increasing the productivity of economic systems and creating added value based on knowledge and data. In this context, organizational and economic mechanisms for managing innovation processes should combine economic incentives, institutional tools and information technologies, which allows to increase the efficiency of the coordination of entrepreneurial activity. A special role in such mechanisms is played by the integration of innovative enterprises into digital ecosystems, where business, scientific institutions, government agencies and investors interact. The development of information technologies significantly changes the logic of innovative entrepreneurship management, as it creates opportunities for the use of large data sets, digital analytics and intelligent systems to support management decisions. Digital platforms allow you to optimize business processes, accelerate information exchange and increase the transparency of economic activity. Thanks to this, enterprises gain access to new markets, sources of financing and innovative resources, which helps to increase their competitiveness [2; 4; 8; 11].

Organizational and economic mechanisms for managing innovative entrepreneurship in the smart economy paradigm are characterized by a high level of integration of digital tools into the strategic management system. The use of information and analytical platforms, data processing technologies and digital communication chan-

nels contributes to the formation of new management models based on the principles of flexibility, adaptability and openness to innovation. In such conditions, enterprises can quickly respond to changes in the external environment, predict market trends and use intellectual potential more effectively. An important component of the development of innovative entrepreneurship in the smart economy is the institutional support for the functioning of digital infrastructures and innovation ecosystems. The state plays a key role in shaping the regulatory environment, stimulating innovation activity and supporting technological development. Effective organizational and economic mechanisms involve the use of state support instruments, innovation clusters, technology parks and venture financing, which contributes to the activation of entrepreneurial activity and the spread of innovations. In the context of global digital transformation, the integration of information technologies into the enterprise management system is of particular importance. The use of artificial intelligence technologies, cloud services, digital platforms and knowledge management systems forms a new quality of organizational and economic mechanisms that ensure effective interaction between all participants in innovation activity. Such integration contributes to the formation of an intellectualized business environment, where knowledge, information, and technological innovations become key resources [1; 3; 5; 9].

Thus, organizational and economic mechanisms and information technologies play a decisive role in the development of innovative entrepreneurship in the smart economy paradigm. Their interaction forms a new model of business management, which is based on digital tools, institutional support and integration of innovative resources. The implementation of such approaches creates the prerequisites for increasing the efficiency of enterprises, strengthening their competitive positions and ensuring sustainable economic development in the context of the digital transformation of the global economy [6-7; 10; 14].

Further development of organizational and economic mechanisms for managing innovative entrepreneurship in the smart economy paradigm is due to the need to form a holistic system of interaction between technological, managerial and institutional components of modern management. The conditions of digital transformation change the nature of business activity, since the key factor of competitiveness is the ability of enterprises to quickly generate, process and use information to make management decisions. In this context, information technologies cease to perform an auxiliary function and turn into a strategic resource that determines the possibilities of innovative development of business structures.

The formation of an effective organizational and economic mechanism for managing innovative entrepreneurship in a smart economy involves a combination of institutional support, digital platforms, innovation infrastructure and modern knowledge management models. Enterprises are increasingly integrated into digital ecosystems that unite research institutions, startups, technology companies and financial institutions. Such integration creates new conditions for the formation of innovative products and services, as it ensures a constant exchange of knowledge, technologies and management experience. As a result, economic entities are able to adapt faster to changes in the market environment and use intellectual potential more effectively [3; 8; 11; 13].

An important aspect of the functioning of organizational and economic mechanisms in a smart economy is the structural interaction between information tech-

nologies and management processes of the enterprise. Digital tools allow for constant monitoring of production processes, optimize resource use and improve the quality of management decisions. In modern conditions, information technologies not only provide automation of business processes, but also create the basis for strategic forecasting, analytics, and modeling of economic activity.

**Table 1. Functional components of the organizational and economic mechanism for managing innovative entrepreneurship in the smart economy**

Mechanism component	Characteristics	The role of information technology
Institutional	Legal regulation of innovation activity	Digital platforms for government services, e-government
Economic	Financial incentives, investment support, venture capital	Financial technologies, digital investment platforms
Organizational	Enterprise management structure, partner networks	Project management systems and corporate information systems
Technological	Introduction of innovative technologies into production	Cloud services, analytical platforms, data processing systems
Informational	Knowledge and information flow management	Big Data, artificial intelligence, digital communication systems

The presented structure indicates that the organizational and economic mechanism for managing innovative entrepreneurship in the smart economy is complex and involves the interaction of various elements of the economic system. A key factor in the effectiveness of such a mechanism is the integration of digital technologies into the process of managing the innovative activities of enterprises. In modern conditions, the development of information and communication infrastructure, which ensures the functioning of innovative ecosystems, is of particular importance. The use of digital technologies allows enterprises to optimize production processes, expand opportunities for cooperation with partners and form new business models. Business structures that actively use digital management tools have a significantly higher level of adaptability to changes in the market environment and are able to implement innovative projects more effectively.

Information technologies also play an important role in the formation of new models of organizing innovative entrepreneurship. Thanks to digital platforms, enterprises can quickly attract investments, establish cooperation with scientific institutions and integrate into international innovation networks. This contributes to increasing the level of openness of innovative activities and accelerates the process of commercialization of scientific developments [3-6; 12].

In the process of innovative entrepreneurship management, a significant role is played by the information support system for management decisions. Digital analytical systems allow enterprises to forecast demand for innovative products, analyze the effectiveness of investment projects and identify promising areas of technological development. Thanks to the use of such systems, enterprises can significantly increase the accuracy of strategic planning and minimize the risks of innovative activity.

**Table 2. The impact of information technologies on the effectiveness of innovative entrepreneurship management**

Area of influence	The essence of transformation	Economic result
Business process automation	Using digital management systems	Reduction in operating costs
Data management	Analysis of large data sets	Increased accuracy of management decisions
Communication technologies	Digital platforms for interaction between market participants	Expanding partnership relations
Innovative financial instruments	Using digital investment platforms	Increased investment activity
Knowledge management	Formation of digital knowledge bases	Increased innovation potential of enterprises

The use of information technologies in the management system of innovative entrepreneurship allows you to form a new model of economic interaction, in which knowledge, information and technological innovations play a key role. Enterprises operating within the framework of the smart economy are given the opportunity to create intelligent production systems that are able to adapt to changes in the external environment and effectively use available resources. At the same time, the development of organizational and economic mechanisms for managing innovative entrepreneurship requires the formation of a favorable institutional environment that stimulates technological innovations and supports the development of entrepreneurial initiatives. State policy should be aimed at developing digital infrastructure, supporting innovative startups and stimulating cooperation between business and scientific institutions. It is this interaction that creates the basis for the formation of an effective innovation ecosystem that ensures long-term economic development.

Thus, the combination of organizational and economic management mechanisms and modern information technologies forms a new model for the functioning of innovative entrepreneurship in the conditions of the smart economy. This model is based on the integration of digital tools, institutional support for innovation, and effective use of the intellectual potential of enterprises. The implementation of these approaches will contribute to increasing the competitiveness of business structures, developing innovation infrastructure, and ensuring sustainable economic growth in the modern digital environment.

**Conclusions.** As a result of the study, it was found that the development of innovative entrepreneurship in the context of the emergence of a smart economy requires the formation of new organizational and economic management mechanisms based on the integration of modern information technologies, institutional support and innovative management approaches. The digital transformation of the economy significantly changes the nature of entrepreneurial activity, in which knowledge, information resources and technological innovations play a key role. In this regard, information technologies are becoming an important tool for increasing the efficiency of management processes, optimizing business processes and ensuring the competitiveness of enterprises. It has been proven that the effectiveness of the functioning of organizational and economic mechanisms for managing innovative entrepreneurship

largely depends on the level of development of digital infrastructure, innovation ecosystems and the institutional environment. An important factor in the development of innovative activity is the integration of enterprises into cluster structures and digital platforms, which contributes to the intensification of cooperation between business, scientific institutions and state structures. Such interaction ensures effective exchange of knowledge, technologies and management practices, which is a necessary condition for the formation of an innovative business environment. In the process of research, it was established that information technologies play a decisive role in the transformation of the enterprise management system, ensuring the use of digital analytical tools, management decision support systems and intelligent information platforms. Their application contributes to increasing the efficiency of innovative activities of enterprises, reducing operating costs, expanding opportunities for investment activities and forming new business models.

It was established that the development of a smart economy involves the formation of an intellectualized economic environment in which the key factors of economic growth are innovations, digital technologies and human capital. In such conditions, organizational and economic mechanisms for managing innovative entrepreneurship must ensure flexibility, adaptability and the ability of enterprises to quickly respond to changes in the external environment.

Therefore, improving the organizational and economic mechanisms for managing innovative entrepreneurship in the smart economy paradigm is an important prerequisite for the formation of an effective innovation system and ensuring sustainable economic development. The implementation of the proposed approaches will contribute to increasing the efficiency of enterprise operations, activating innovation activity, and integrating the national economy into the global digital economic space.

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