

The Development of Features of Entrepreneurship's Expression in an Enterprise

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Recent years globalization processes, growing competition and pressure in the market rise new challenges for managers and enterprises. New strategies, valued decisions, new ways of thinking are implied in business. But there are some traditional viewpoints to business which creates added value. One of them is entrepreneurship. The phenomenon is known from the times than business was not so much researched as now is. The value and meaning of this phenomenon is important and even growing.

Entrepreneurship can be described by the features of its expression. These features in the article are crystallized from theoretical research works on entrepreneurship and the whole of them reflects the modern concept of entrepreneurship in an enterprise nowadays. Development of features of entrepreneurship's expression strongly depends on the economic and society transformations. The features encounter economic, managerial, social cohesion and technological activities in the enterprise.

As the theoretical analysis allowed to identify and to ground the features of entrepreneurship's expression in an enterprise, an empirical analysis of the development of features is important and useful in practice. Entrepreneurship is tightly connected with small and medium-sized enterprises (SMEs). Expression of entrepreneurship is more intensive in SMEs.

Important support for SMEs is structural funding from the European Union (EU). Financial support goes under appropriate priorities, there is often declared that innovative entrepreneurial SMEs have to be supported in the documents. So, possible expression of entrepreneurship and its features is researched in this article in this kind of projects supported by the European Commission (EC) as to clarify how the concept of entrepreneurship is understood by the experts valuating projects and giving funding for the SMEs.

The other part of empirical research is based on the Lithuanian enterprises, treated as innovative. Such environment as a science park could give the appropriate conditions to the enterprises for implying and developing entrepreneurship. So, interviewing enterprises of Kaunas University of Technology (KTU) Regional Science Park might disclose the view of business practitioners to the expression of entrepreneurship. They could value the features of entrepreneurship's expression from innovative SMEs attitude.

Empirical research methods: content analysis of SMEs supporting projects; interview of experts (managerial staff) of enterprises of KTU Regional Science Park.

The research results conclude that development of the features of entrepreneurship's expression depends on economic transformations, also is related with new innovation, technologies, and knowledge used. The pressure of competitors makes impact on activity directly. The society pressure raises conditions for social features' development. The consolidated features of entrepreneurship's expression are meaningful and important as well as newly developed features.

Keywords: *entrepreneurship, features of entrepreneurship's expression, innovation, new technologies, knowledge.*

Introduction

The theoretical conception of entrepreneurship and perception of entrepreneurship in business practice reflect that there could be disclosed essential features, which are expressing in such activities of an enterprise as economic, managerial, social cohesion, and technological. The conception of entrepreneurship in business changes as it does in every human activity. Recently essential economic transformation develops towards the knowledge-based one. It is possibility, that this process would influence the conception of entrepreneurship in an enterprise.

An interest exists what features of entrepreneurship's expression are needed to develop. Some of the features

might become not as important as they are now. So, the theoretical interest exists, but also it is important to business practice, especially when business quality, its perspectives are valued, and entrepreneurship is promoted.

As recent economics transforms to knowledge-based, society becomes knowledge-based society, the theoretical and practical interest develops to accumulate the information and considerations from different scientific sources, and to synthesize the model of expression of entrepreneurship, reflecting the modern conception of entrepreneurship in an enterprise.

It becomes rational to analyze supported by European Commission (EC) projects for small and medium-sized enterprises (SMEs) and to clarify what new features of

expression of entrepreneurship might find out. It is interesting to know what features might become stronger and more or less actual.

Although business from its nature is dynamic, but inertia is also its feature. Entrepreneurship helps to reach the most important aim of business – profitability. Business subjects are not evenly prepared and intense to imply entrepreneurial factors in their activity. The existing business environment and other objective circumstances do the huge influence.

So, **the scientific problem of the research** is identifying of consolidated features of entrepreneurship's expression in an enterprise; what features are developed by recent economic and society transformations; how innovative business subjects react to such changes.

The aim of the research is identifying of theoretical features of entrepreneurship's expression, developed through the recent few hundred years of economic development; foreseeing, which features might be developing and getting stronger by supporting entrepreneurship by EC projects; defining how development of features of entrepreneurship's expression is valued by innovative business practitioners.

Research methods: content analysis of SMEs supporting projects; interview of experts (managerial staff) of enterprises of Kaunas University of Technology (KTU) Regional Science Park.

The theoretical analysis of features of entrepreneurship's expression might be consolidated by *the first hypothesis* that the development of features of entrepreneurship's expression and economic societal development, its transformations has an existing connection.

Getting in touch with the conception of SMEs projects supported by EC level *the second hypothesis* arises that new features of entrepreneurship's expression in an enterprise form or the new preconditions arise for new features development. These new features are related with societal economic transformations and rising efforts fighting with growing ecological problems and social stress between various social groups.

Theoretical and practical interest how the features of entrepreneurship's expression are valued by Lithuanian innovative business representatives might be fulfilled by interviewing the managers of enterprises KTU Regional Science Park. *The third hypothesis* of the research states that because of the inertia of business the enterprises of KTU Regional Science Park should differentiate viewpoint valuating the features of entrepreneurship's expression. More emphasis should be devoted to the consolidated features.

Theoretical features of entrepreneurship's expression in an enterprise

As theoretical research problem reveals, entrepreneurship's concept is changing depending on economic and social development and its transformation. Importance of entrepreneurship as phenomenon is nevertheless smaller than in previous economic situation, but the context and its perception might be different.

Analyzing research works on entrepreneurship and related questions (Shumpeter, 1934; McClelland, 1961; Shapero, 1975; Vesper, 1980; Pinchot & Pinchot, 1983; Hisrich, 1986, 1989; Siropolis, 1986; Peters, 1989; Drucker, 1992; Lydeka, 1996, 2000, 2001; Mintzberg, 1998; Jucevicius, 1998; Swedberg, 2000; Messeghem, 2003; Grebel, 2004; Zakarevicius, 2004; Stokes, 2004; Bannock, 2005; Fuller, 2001, 2006; Warren, 2006; Ginevicius & Sudzius, 2006; Kvedaravicius, 2006; Krisciunas & Daugeliene, 2006; Janiunaite, 2007; Duening, 2010; Down, 2010; Bygrave, 2011; Greblikaite, 2011; Marshall, 2011 and others), and the evolution of research schools, it is possible to identify features of entrepreneurship's expression as qualitative category of business. Those features can be divided into the appropriate groups. Those groups encounter different theoretical features of entrepreneurship's expression in economic, managerial, social cohesion, and technological (also environmental) activity of the enterprise. Those mentioned features are crystallized analyzing scientific theories of economy, and management, starting from J. Schumpeter works and reflect the context of entrepreneurship's concept in the economy, based on knowledge, innovation and technologies (see Table 1). They consist of a compound reflecting a modern concept of entrepreneurship in an enterprise.

Complexity of entrepreneurship's phenomenon implicates further research. One of the important questions is how to evaluate expression of entrepreneurship. The question is fragmentally analyzed in mentioned theoretical works and implicates more detailed studies in this sphere.

Combination of theoretical features of entrepreneurship's expression can disclose perception of expression in an appropriate researched area or object. The whole compound of features should reflect fuller perception of entrepreneurship and penetration in practice, developing innovative, competitive, knowledge, and technology based entrepreneurial business.

Research methodology

Research is based on two researching objects – EC FP-6 supported projects for SMEs (2002-2006) and enterprises of KTU Regional Science Park. The research aim is to identify the features of entrepreneurship's expression in projects as to clarify the experts' opinion on analyzed features. The detailed aim of this research was to identify theoretical features in practice, to confirm the existing and to find the new developed if there were any.

Three groups of projects were analyzed: Collective Research, Co-operative Research and Economic and Technological Development projects, devoted to SMEs' development in the EU. 213 projects have been analyzed. The results of content analysis allowed to fulfill the cluster analysis of features expressed in the projects.

The compound of modern features of entrepreneurship’s expression in an enterprise

| | |
|--|--|
| <p><u>Economic activity</u> Striving for profitability Activity effectiveness Striving for competitiveness Economic risk Economic vitality Strengthening of financial investments Risk capital investments Development of production/ services process Coordination of production factors Activity dynamics Added value creation Development of the value of trade mark Creation of new job places</p> | <p><u>Social cohesion activity</u> Responsiveness to the owner Responsiveness to investors Responsiveness to employees Responsiveness to society Friendliness to problematic social groups</p> |
| <p><u>Managerial activity</u> Innovation creation and usage Knowledge creation and usage Human resources quality and management Learning and training Team work motivation Leadership Meaning of decision making Entrepreneurial motivation Development of intrapreneurship Networking Virtuality Consumer needs’ research Change management Organizational development Implementation of sustainable development concept</p> | <p><u>Technological (also environmental) activity</u> Appliance of scientific and technological research and their results Appliance of new (production) technologies Usage of information technologies Saving of non renewable resources Implementation of cyclical production Implementation of cleaner production</p> |

Source. Greblikaite J., 2011.

The analysis of the projects was fulfilled in such steps:

- 1) based on theoretically identified features of entrepreneurship’s expression the content analysis was fulfilled; the frequency of features was identified;
- 2) cluster analysis was made for the expressing features;
- 3) results of the empirical research were concluded.

The other part of the research is a research based on interviewing managers of enterprises of KTU Regional Science Park. The enterprises of the park are considered highly entrepreneurial, competitive, and innovative. For that reason they are meaningful and appropriate for research of features of entrepreneurship’s expression. The aim of interview was to identify important features expressing in the activity of enterprises of KTU Regional Science Park. The interviewed experts were managers of the highest or middle level, with high education, had to be acquainted very good with the analyzed question.

KTU Regional Science Park joins 44 enterprises and 25 enterprises – as associate members¹. Interview was fulfilled in 12 enterprises, found as the most progressive and competitive in the park. The enterprises have different

activity: information technologies, consultancy business, advertising, new IT products, and scientific services. Interview has been fulfilled in enterprises: joint-stock company “Balteck”, joint-stock company “Dami Digital”, joint-stock company “Elinta”, joint-stock company “Fotofabrikas”, a firm of scientific services “GTV”, joint-stock company “Infora”, joint-stock company “Net Frequency”, joint-stock company “Optimal Group”, joint-stock company “Soft Artis”, joint-stock company “TPS”, joint stock company “Uniplicity”, joint-stock company “Valdymo sistemu programavimo centras”.

The research instrument was an interview questionnaire. The questionnaire was constructed from 5 parts, based on theoretical reasoning of researched features. The first part of questionnaire is devoted to relativity of features. The second part is appointed to research the meaning of features for overall business success. Features meaningful for Lithuanian business are presented and evaluated by managers of the park in the third part. The fourth part of interview questionnaire was constructed for displaying features in researched enterprises. The fifth part of questionnaire was constructed for evolution of features of entrepreneurship’s expression.

¹ www.ktc.lt

Question types are various for seeking to guarantee reliability and exactness of information, as well as informativity.

The analysis of experts' evaluation results was fulfilled in such steps:

- 1) sources and factors influencing and changing the concept of entrepreneurship were analyzed;
- 2) the most important features of entrepreneurship's expression for overall business and Lithuanian business were identified;
- 3) features expressing in the enterprises of KTU Regional Science Park were ranked;
- 4) the results of expert's interview were concluded.

The new features of entrepreneurship's expression in an enterprise, influenced by economic transformations

Entrepreneurship is an old phenomenon, researched even from 17th century by Richard Cantillon 1730. The essence of entrepreneurship has not changed, but talking about its expression in business there are some changes and they might be valued as essential. The theoretical analysis of entrepreneurship revealed that the essence of the phenomenon could be described by its expression's features in an enterprise.

There are some traditional features not concerned by time and economic transformations. Profitability, economic risk, risk capital investments, entrepreneurial motivation are traditional features of entrepreneurship's expression.

The new features have become important because of changing economic and business environment. Especially important is technological development which influenced by innovation creation and usage, appliance of new technologies, usage of information technologies, as also networking. Virtuality expression became visible and of growing importance. Knowledge creation and usage is also one of the new features development of which is based on preconditions of knowledge-based economy.

Also the growing competition has changed the management methods. Some important changes in enterprises' management has changed the expression of entrepreneurship as well. Human resources' quality and management, learning and training, team work motivation, leadership, meaning of decision making, change management, organizational development have become natural and useful in enterprises' management systems.

In the 1990s the conception of social responsibility in business became popular and often discussed (Krisciunas & Rinkevicius, 2002). Features related with social responsibility of business became important and to entrepreneurs as the concept of sustainable development became modern in an enterprise in these years also. The entrepreneurs have developing their activity based on new assumptions and preconditions arising from the economic transformations. The strengthening competition rises new goals and new requirements for business even the small one and/ or entrepreneurial.

Theoretical analysis made in the article *confirmed the first hypothesis* of the research that the development and change of features of entrepreneurship's expression and

economic societal development, its transformations has the existing connection.

The evaluation of features of entrepreneurship's expression by business practitioners

The content analysis of SMEs projects supported by EC level indirectly presented the appropriate results. It became obvious that in supported activity of enterprises were important such features as development of production/ services process, coordination of production factors, profitability, competitiveness, economic vitality. Also important care innovation creation and usage, appliance of new technologies, appliance of scientific, technological research and their results because the EC promotes spread of innovation. Expression and importance of such features is connected with the priorities of projects.

From managerial activity in an enterprise the most important features of entrepreneurship's expression are human resources' training and learning, quality and management, also consumer needs' research.

Projective activity creates appropriate motives and financial support for solving ecological problems as sustainable development reveals new goals and aims. Saving resources and cleaner production are often expressed features in innovative SMEs supporting projects by the EC. In enterprises social responsibility features were not clearly expressed or supported in SMEs projects supported by EC.

Goals and tasks of the projects promoting SMEs in the European Union (EU) are related with progressive dimensions of business development. The most important task for European business is to be competitive in global market and to resist growing competition from China and other markets. One of the strengths of SMEs is strong entrepreneurial ability supported by national and the EU levels. The EC reveals a lot of recommendations how to develop business, and development of entrepreneurship is almost necessary in SMEs. Promoting innovation, new technologies, knowledge transfer is the most popular and modern ways of supporting SMEs. So, these requirements develop a need of such features of entrepreneurship's expression externally as also internally from the enterprises themselves, striving to get financial support from different sources. The emphasis of innovation, new technologies, information technologies, new production methods exist supporting SMEs. Sustainable development features are promoted as well as they become inseparable from entrepreneurial business also. Social responsibility factors are mentioned in the EC documents. The precondition for development of social cohesion between society and business form, and the pressure is more and stronger from society itself.

According the research results *the second hypothesis* can be treated as true because the external pressure of markets and internal development of business itself promote new features or one or another become stronger in different time periods.

The research of features of entrepreneurship's expression in KTU Regional Science Park was made by interviewing the managerial staff of enterprises.

The results disclose that the most important features of entrepreneurship's expression are appliance of scientific and technological research and their results, and appliance of new technologies. Less, but also important are such features as profitability, activity effectiveness, innovation creation and usage, responsiveness to the owner,

responsiveness to investors, responsiveness to employees, to society, usage of information technologies. Competitiveness, activity dynamics, creation of new job places, knowledge creation and usage, human resources' quality and management, responsiveness to society are meaningful features in researched enterprises (Table 2).

Table 2

The most important features of entrepreneurship's expression in Lithuanian innovative SME

| | |
|---|--|
| <p><u>Economical activity</u> Striving for profitability Activity effectiveness Striving for competitiveness Activity dynamics Creation of new job places</p> | <p><u>Social cohesion activity</u> Responsiveness to the owner Responsiveness to investors Responsiveness to employees Responsiveness to society</p> |
| <p><u>Managerial activity</u> Innovation creation and usage Knowledge creation and usage Human resources quality and management</p> | <p><u>Technological (including environmental) activity</u> Appliance of scientific and technological research and their results Appliance of new (production) technologies Usage of information technologies</p> |

Source. Greblikaite J., 2011.

As not important such features of entrepreneurship's expression were mentioned: development of production/services process, development of the value of trade mark, development of intrapreneurship, networking, virtuality, consumer needs' research, implementation of sustainable development concept, and implementation of cleaner production. The interviewed enterprises are not production enterprises, so appropriate features might be not important for them.

In the research a biggest part of theoretically emphasized modern features were distinguished as meaningful and important reflecting the expression of entrepreneurship in these enterprises. The most meaningful features are related with innovation and technologies, and the responsibility of decisions to owners, investors, and employees. This dependence of features could imply the possible solutions' dependence on the owners of enterprises. The role of investors is strong and important in such SMEs activity. The investors, owners, and managers' perception of entrepreneurial ability could change the overall perception of category in the enterprise, also its practical meaning to enterprise (Krisciunas & Greblikaite, 2006). Entrepreneurship creates added value to SMEs, as also gives a competitive advantage.

According to the research results the most important features are related with growing competition requirements and globalization processes. Priority goes to research, new technologies, innovation which can bring to enterprises earnings and profit. Concerning the third hypothesis of the research the appropriate assumptions can be made. Traditional and consolidated features of entrepreneurship's expression in an enterprise are important but not so much

as those developed from economic transformations and might be treated as modern.

Conclusions

1. The expression of entrepreneurship can be described by its features in an enterprise. Theoretically distinguished features can be expressed in the economic, managerial, social cohesion, and technological activities. There are features consolidated in theoretical works starting from J. Schumpeter, the other develop from economic transformations.

2. The development and change of features of entrepreneurship's expression and economic societal development, its transformations has an existing connection.

3. The fulfilled research analyzing innovative SMEs projects supported by the EC revealed that projects' activity has some priorities as innovation, knowledge, technologies, but also preconditions for sustainable development and social cohesion. The external pressure of markets and internal development of business itself promote new modern features.

4. The interview of the enterprises of KTU Regional Science Park revealed that the most important features are related with growing competition requirements and globalization processes. Priority goes to research, new technologies, and innovation.

The features of entrepreneurship's expression in an enterprise are valued with an appropriate view depending on changing economic conditions. The new features arise depending on competition pressure and new challenges in the global market.

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Antrepreneriškumo raiškos raida ir bruožai įmonėje

Santrauka

Pastaruoju metu globalizacija, didėjanti konkurencija bei rinkų spaudimas kelia naujų iššūkių vadybininkams ir įmonėms. Naujos strategijos, įvertinti sprendimai, nauji mąstymo būdai yra diegiami versle. Tačiau yra ir tradicinių požiūrių į verslą, kurie sukuria pridėtinę vertę. Vienas iš jų yra antreprenerystė. Šis reiškinys seniai paplitęs, tačiau jo reikšmė yra didėjanti, todėl svarbi.

Antreprenerystė įmonėse pasireiškia antrepreneriškumo kategorija. Antrepreneriškumas gali būti nusakomas tam tikrais jo raiškos bruožais. Šie bruožai yra iškristalizuoti iš teorinių darbų antrepreneriškumo ir antreprenerystės tema. Šių bruožų visuma atskleidžia dabartinę antrepreneriškumo koncepciją įmonėje. Antrepreneriškumo raiškos bruožų tobulinimas įmonėje ypač priklauso nuo ekonominių ir visuomenės transformacijų. Bruožai apima ekonominę, vadybinę, socialinę sanglaudos ir technologinę veiklos sritis įmonėje. Yra svarbus visas bruožų rinkinys, suformuojantis šiuolaikinę antrepreneriškumo koncepciją įmonėje. Skirtingose įmonėse gali būti pasireiškiantys vieni ar kiti bruožai, skirtingas jų stiprumas, raiškos ypatybės, netgi kilmė, bei pati išraiška, kuri gali būti ir kiekybinė, ir kokybinė. Teoriškai nustatytųjų ir išskirtųjų antrepreneriškumo raiškos bruožų rinkinys atskleidžia darniosios raidos koncepcijos nuostatas.

Antrepreneriškumo raiškos bruožus išryškina antrepreneriškumo raidos tyrimai. Analizuojant raidą išaiškėjo, kad kai kuriuos antrepreneriškumo raiškos bruožus galima laikyti tradiciniais, nesąlygojamais ekonominių transformacijų. Tokie bruožai yra pelningumas, ekonominis rizikingumas, rizikos kapitalo investavimas, verslumo motyvacija.

Naujieji bruožai radosi ir plėtojosi besikeičiant ekonominei ir verslo aplinkai. Ypač yra svarbi technologinė pažanga, kurią skatina ir lemia inovacijų kūrimas ir naudojimas, naujų gamybos ir informacinių technologijų taikymas, tinklaveika. Žinių kūrimas ir naudojimas yra vienas iš šiuolaikinių antrepreneriškumo raiškos bruožų, sąlygotas žiniomis grįstos ekonomikos plėtros.

Prie naujai besiradusių broužų priskirti aplinkosaugos dimensiją įmonėje nusakantys antrepreneriškumo raiškos broužai. Išteklių taupymas, švaresnės gamybos įgyvendinimas įmonėse yra sąlygoti konkurencijos, vartotojų bei visuomenės spaudimo.

Socialinės atsakomybės dimensija yra pakankamai nauja įmonėse. Antrepreneriškumo raiška įmonėse yra neatsiejama nuo socialiai orientuotos veiklos, kuri yra susijusi su atsakomybe akcininkams ir investitoriams, atsakomybe darbuotojams, savininkų atsakingumu, atsakingumu visuomenei bei draugiškumu probleminėms socialinėms grupėms. Socialinės atsakomybės dimensija vis plačiau atsiskleidžia per diegiamas įmonėje vertybes. Dažnai, anksčiau mokslininkų vadinta *verslo etika* šiandien jau įvardijama kaip vertybių vadyba. Būtent ši vadybos pakraipa atsako už socialinius įmonės ryšius su aplinka.

Didėjanti konkurencija keičia ir vadybos metodus. Toku būdu keičiasi antrepreneriškumo raiškos broužai, pasireiškiantys įmonės vadybos veikloje. Žmogiškųjų išteklių puoselėjimas, mokymas(is), komandinio darbo plėtra. Lyderiavimo skatinimas, sprendimų priėmimo reikšmingumas, pokyčių valdymas, organizacijos plėtra tapo naudingais ir reikalingais įmonėse.

Teorinės analizės metu buvo išskirti ir pagrįsti antrepreneriškumo raiškos broužai įmonėje. Toliau tikslinga ištirti juos empiriškai. Antreprenerystė yra glaudžiai susijusi su smulkiosiomis ir vidutinėmis įmonėmis (SVĮ), jose yra daugiau pastebima antrepreneriškumo raiška. Įmonių savininkai neretai yra antreprenieriai arba turi antreprenierio potencialą. Nedidelės įmonės kolektyvą gali sudaryti ne vienas antrepreneriškumu pasižymintis darbuotojas.

Svarbiausia struktūrinė parama atkeliauja iš Europos Sąjungos (ES). Tai liečia ir smulkias bei vidutines įmones. Skiriama parama yra susijusi su tam tikrais prioritetais. Dokumentuose skelbiama, kad yra remiama inovatyvios ir antrepreneriškos smulkios ir vidutinės įmonės. Taigi, galima antrepreneriškumo raiškos broužų paieška tokiuose projektuose, kuriuos remia ir kuriuose skatina dalyvauti Europos Komisija (EK). Empirinio tyrimo tikslas, nagrinėjant šiuos progresyviuos ir efektyviuos broužų raiška projektuose, atsižvelgiant į tai, kaip netiesiogiai ekspertai vertina antrepreneriškumą smulkiose ir vidutinėse įmonėse Europos Sąjungoje.

Kita empirinio tyrimo dalis yra paremta inovatyvių Lietuvos įmonių tyrimu. Tokia aplinka, kaip mokslo parkas, gali suteikti reikiamų sąlygų įmonėms plėtojant antrepreneriškumą. Interviu Kauno technologijos universiteto (KTU) Regioninio mokslo parko įmonėse atskleidžia antrepreneriškumo raiškos ypatumus. Tirtos progresyviuos ir efektyviuos veikiančios parko įmonės, o interviu ekspertai pasirinkti pagal jų išsilavinimą, užimamas pareigas, informuotumo apie tiriamąjį klausimą lygį.

Europos Komisijos remiamų smulkiųjų ir vidutinių įmonių projektų analizė atskleidė, kad juose pasireiškia tokie broužai kaip gamybos/ paslaugų proceso plėtra, gamybos veiksmų koordinavimas, pelningumas, konkurencingumas, ekonominis gyvybingumas. Taip pat yra svarbūs tokie broužai kaip inovacijų kūrimas ir panaudojimas, naujų technologijų taikymas, mokslinių tyrimų atlikimas ir jų rezultatų taikymas. Tokių broužų pasireiškimas projektuose yra sąlygotas projektų prioritetų, skatinamų Europos Komisijos.

Europos Komisijos remtuose inovatyvių smulkiųjų ir vidutinių įmonių projektuose iš vadybinės įmonės veiklos, yra svarbūs tokie antrepreneriškumo raiškos broužai kaip žmogiškųjų išteklių mokymas(is), jų puoselėjimas, taip pat vartotojų poreikių tyrimų skatinimas.

Išteklių taupymas, švaresnės gamybos taikymas yra tie broužai, kurie pasireiškia inovatyviuose smulkiųjų ir vidutinių įmonių projektuose. Socialinės atsakomybės broužai nėra aiškiai išreikšti ar remiami nagrinėtuose projektuose.

EK remtų inovatyvių smulkiųjų ir vidutinių įmonių projektuose 2002-2006 metais, svarbiausieji antrepreneriškumo raiškos broužai yra susiję su inovacijomis, naujomis technologijomis, naujomis žiniomis, moksliniais tyrimais. Taip pat akcentuojama gamybinė veikla. Antrepreneriškumas ES yra remiamas, tačiau jis turi pasižymėti šiuolaikiškais raiškos broužais. Rekomenduotina ekspertams išplėsti antrepreneriškumo koncepcijos rėmus vertinant projektus, bei skatinant įmones dalyvauti siekiant finansinės paramos veiklai plėsti.

KTU Regioninio mokslo parko įmonės nori prisiderinti prie verslui keliamų reikalavimų, kartu išlaikydamos ir tam tikrą savitumą bei antrepreneriškumo dvasią. Įgyvendinant konkurencingo verslo tikslus, įmonės neatsisako nei rizikingumo, nei rizikos kapitalo investavimo, tačiau koncentruojamasi į rinkos keliamus reikalavimus, siekiant ne tik pelno, bet ir socialiai atsakingo veiklos rezultato. Tyrimas atskleidė tokius antrepreneriškumo raiškos broužus pasireiškiančius ir svarbius KTU Regioninio mokslo parko įmonių veikloje: pelningumo siekimas, veiklos efektyvinimas, konkurencingumo siekimas, veiklos dinamiškumas, naujų darbo vietų kūrimas. Tai klasikiniai antrepreneriškumo raiškos broužai, tačiau jų svarba yra neatsiejama nuo verslo tikslų.

Antrepreneriškumas ir jo raiška inovatyviose SVĮ yra neatsiejami nuo technologijų plėtros. Žiniomis grįstos ekonomikos plėtra keičia tiek požiūrį į verslą, tiek ir patį verslą. KTU Regioninio mokslo parko įmonėse yra suprantama tokių antrepreneriškumo raiškos broužų kaip naujų (gamybos) technologijų taikymas, informacinių technologijų naudojimo svarba. Įmonėse yra aktualūs moksliniai ir technologiniai tyrimai bei jų rezultatų taikymas. Išteklių taupymas yra laikomas svarbiu inovatyviose SVĮ ir tai galima paaiškinti, visų pirma, bendru išlaidų mažinimu. Taršos prevencijos įgyvendinimas įmonėse yra siektinas tikslas.

Svarbu pabrėžti, kad KTU Regioninio mokslo parko įmonėse yra svarbūs tokie socialinės sanglaudos srities antrepreneriškumo raiškos broužai kaip atsakingumas savininkui, atsakingumas investitoriams, atsakingumas darbuotojams bei atsakomybė visuomenei. Yra svarbu, kad įmonės supranta glaudaus socialinio kontakto svarbą, nes tai didina ir jų konkurencinę poziciją rinkoje. Socialinės atsakomybės įgyvendinimas sustiprina įmonių pozicijas konkurentų akyse bei kelia pasitikėjimą tarp visuomenės narių.

Tyrimo metu pasitvirtino trys straipsnyje iškeltos tyrimo hipotezės. Pirmojoje hipotezėje teigiama, kad egzistuoja ryšys tarp antrepreneriškumo raiškos broužų raidos ir ekonominės bei socialinės raidos, jos transformacijų. Antrojoje hipotezėje sakoma, kad formuojasi nauji antrepreneriškumo raiškos broužai įmonėje arba, kitaip sakant, formuojasi atitinkamos prielaidos naujų broužų radimuisi ir jų plėtrai. Trečiojoje, pasitvirtinusioje hipotezėje teigiama, kad KTU Regioninio mokslo parko įmonės turėtų diferencijuotai vertinti antrepreneriškumo raiškos broužus, akcentuodamos ir nusistovėjusius klasikinius antrepreneriškumo raiškos broužus, ir naujai besirandančius.

Raktažodžiai: *antrepreneriškumo raiškos broužai, antrepreneriškumas, inovacijos, žinios, naujos technologijos.*

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