

Startups and innovative centers in university environment – basis for an innovation concept

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Abstract: The researched issues gain relevance and significance, related to the increased importance of the role of innovative startups, as a new type of organizational cooperation in globalization conditions. Thus, in fact, the competitive advantage will depend on the development and implementation of unique products and services. The goal is to optimize the material and non-material resources used, the competitiveness, the development of new production and organization forms in the developing knowledge society.

Keywords: startup, innovative centers, education

Introduction

The case never stops being relevant. The different toolkit type used for analysis reveals new development trends in the field of palliative care. The guidelines for the development of knowledge-based economics, using the natural prerequisites for cooperation between state authorities, enterprises, and scientific research units, are topical.

Status of the research problem: There are many discussion questions: is there an adequate model for building the innovative behavior; which of the models and theories known in the literature are applicable in the studied organizations; can the specific norms, values, and attitudes of innovative organizations with included research collectives be brought out to support striving for creativity and innovation; how the innovative behavior corresponds to the environment; to what extent external factors help to build and maintain the innovative behavior, etc.

The research concept is based on the interdisciplinary, integrative nature of the problem, its scientific and psychological focus.

Aim of the study:

The aim of the study is to reveal the mutual influence of cooperation in an innovative start-up and the construction of innovation-oriented behavior in the field of palliative care, aimed at training and consulting.

Analysis of results:

Innovativeness: Innovative behavior is a behavior of taking the initiative in individual or collective manner, related to the assimilation of new working ways in various spheres of public life in material or non-material terms by the social subjects. Innovative behavior is a means of implementing social innovations, which refers to the active behavior types and is considered a perspective way of individual, collective and social development. Innovative behavior is also perceived as a strategic behavior type, a carrier of a wide range of possibilities. An important source of growth is scientific research and its application. **Innovative behavior** is analyzed in the aspect of establishing dominant values and norms of behavior to stimulate innovative activity in the conditions of sustainable orientation towards continuing education, organization structural changes and a dynamically changing environment. It is expressed in the knowledge, skills and purposeful training, in order to learn new things, to be

oriented to continuous education and organizational changes, even preceding the changes in the external environment.

Innovative behavior is considered part of the innovative culture and manifestation of personal orientation:

- the motives, knowledge, skills, habits, behavior norms, and worldview, which determine the attitude of the organization's members to the users and to the competitors in the environment.
- the dominant cultural values - for example, to work quality, to leadership, myths and legends accepted as important in organizational life.
- the rituals and ceremonies and the language of communication, which characterize the relations between the members in the organization, etc.

From this point of view, the innovative culture is seen as leading to the acceptance of new ideas, readiness and ability to implement them.

The specifics of innovative behavior are analyzed in three aspects based on the management parameters and the ways of influencing the innovation activity, the behavior type adopted in organization and communication with users.

- *Management parameters* are associated with maintenance of innovative processes, clear positive attitude towards innovations, openness to various adjustments in behavior towards employees, ability to listen to the others, etc.
- *The ways of influencing* the innovative activity are expressed in open maintenance of implementation of the innovative projects, flexible organization, rewarding all participants in the innovative activity, open attitude towards the "right to make a mistake" and the "right to risk".
- *Confidence in the opinion of consumers* contributes to accumulation of new ideas and development of innovations, fulfillment of promises, and satisfaction of user's complaints.
- *Motivation methods*: The management parameters are analyzed on the grounds of general ideas about the development of activity and the positive desire to contribute to the organization, the desire to maintain competitiveness and the motivation to develop innovations. The management of innovative behavior is mainly associated with targeted analysis of the existing culture in organization, and the ways of impact are confirmed according to the significant characteristics of the existing innovative culture.
- **The new concepts** in management, efficient activity of **the startup/company**, intensive innovation and better marketing are the basis of innovation concept. Rather, the concept is the "environment" where the strategy is developed.

Depending on which asset groups are emphasized, M. Porter formulated three general strategies of the firm (Porter, 2000):

- **leadership strategy in terms of total costs.**
- **product differentiation strategy.**
- **focusing strategy (concentration).**

In general, the common (main) strategy may involve the use of multiple means, in order to achieve a position from which the startup / company can work more successfully than the other companies in the industry.

Innovative strategy is a powerful tool of the startup / company, due to the fact that different types of products and/or technological innovation can contribute to form corresponding competitive advantage: low costs; product uniqueness or better service to a particular target industrial area. On this ground we assume that the innovative strategy defines the products, technologies and markets, as well as the means of their development (renewal), through which the competitive advantages pursued by the general strategy of the company are ensured or strengthened. In industries where the technological change is rapid or the level of technological sophistication is

high, the technological dimension of competitive strategy is a primary source of advantages pursued by the common strategy. Strategies in the other functional areas support and reinforce the advantages due to the technology. In industries with slow technological change and low technological level, the technological dimension of strategy supports and reinforces the competitive advantages provided in other functional areas (Porter, 2000).

To increase the efficiency of the innovative organization, the following guiding questions can be asked, for example:

- Does the organization value the information and opinions of external sources, such as users, colleagues, and competitors when evaluating current products and services?
- Are people who generate innovative ideas accepted as a separate part of the production?
- Are the creative idea and its successful application rewarded in the organization?
- Do scientists, inventors, engineers, and product creators communicate with each other; do they share their ideas with colleagues inside/outside the organization?
- What role do users play in product development?
- If the idea promises to be successful, how quickly does it pass its stage of development to the market?

In the innovation process, the following are of essential importance:

1. Design and implementation of the innovative product
2. Planning the duration of the innovative process

Systematic and analytical research – selection of the best alternatives

Design and implementation of innovations

1. Concept project
2. Working project
3. Implementation
4. Market adoption

To motivate people means to guide them and to take the necessary steps, in order to help them get where they can overcome their inequities. To motivate someone means to make him want to go somewhere at his own will, or to encourage him by all available means, in order to set out purposefully and achieve success upon arrival, namely: inclusion in situation, changing the thesis, removing the obstacle, empathy, surrendering control, and replacing the situation.

"Inequities overcome" will create opportunities, source of competitive advantage, uniqueness of cases, innovation diversity, diverse innovation partnerships, joint use of intelligence, creative exchange and transfer of knowledge, strategic partnership, communication between different "actors", poly linear communication, "circulating" knowledge;

Using partnership allows creating an optimal organizational model, as well as reducing the funds needed for NIRD. This is the effect of open innovations (Chesbaugh, 2007), which aims to create a conceptually new market for innovative production. (The term was introduced by Henry Chesbaugh in his book: "Open innovations, a new way to create and use technologies", 2003). To sum up, the logic of the open innovation model is based on "circulating" knowledge that the organization has obtained during its research and is not limited by internal routes leading to the market, and the process of scientific research and elaboration is perceived as an open system that can rely on cooperation with other organizations, with universities, etc. NIRD personnel, together with those employed in scientific and technological activity, measure the human resources, directly responsible for the creation, application, and dissemination of new knowledge.

In this regard, a startup was created at a research university in Bulgaria for developing social innovations based on scientific research and developing activities, upgrading training in university environment and consultations in the field of palliative care, student practices, and volunteering. The startup includes experts from the fields of

medicine, psychology, social work, economics, university professors, students, and PhD students. An important source of sustainable growth is scientific research and its application. New combinations of educational factors and interdisciplinary communications in the field of palliative care are considered sources of competitive advantage. The project concept follows the understanding of acquiring competitive advantage through the dynamic development of knowledge and competences, typical for the palliative activity and the effectively used internal and external resources of the university environment (Porter, 2000, Porter M. Competition.: Trans. with English.: School supplies - Moscow: "Williams" Publishing House, 2000. - 495 p.206, 207.: ill. 92), which are expressed in human and natural resources, scientific and informational potential, and infrastructure. Thus, human resources and intellectual capital create new combinations, new types of communications and prerequisites for organizational values and norms aimed at innovative attitudes in the field of palliative care. To find out the readiness for an innovative behavior type, a preliminary study was conducted in the period April 2021 - June 2022 in three hospitals in the country that are partners in the startup - Sofia, Plovdiv, Stara Zagora, with more than 800 respondents by filling in the self-assessment questionnaires. The questionnaires represent a proven psychological toolkit in the field of dominant value orientations and leadership styles. Predispositions to innovative behavior have been studied both within the organization itself and at the inter-institutional level. One of the most important arguments for studying the innovative behavior is that it explains the processes and reveals the essential characteristics at the individual, group and organizational level. It also delineates the distinguishing features of one working way from another.

The results of the research show that the innovative behavior is possible, including cooperation, communication, and coordination in current unstudied fields, such as palliative care in Bulgaria, as well as student practice and volunteering in cooperation with other universities, hospitals and complex centers.

Confirmation of the start-up project as a leader in the field of training specialists, commitment to providing professional consultations in social and health institutions in the regions of Plovdiv, Pazardzhik, Kardzhali, Smolyan, Stara Zagora, Haskovo, children hospices and boarding houses for children and other organizations. The implementation of the offered services will ensure high competitiveness of the company and increase in the number of contracts.

Psychosocial support is part of the activity of the interdisciplinary team of palliative care providers. Patients with a life-threatening or terminal illness and their caregivers go through great stress, and the healthcare professionals who treat them must be adequately trained or prepared to help them cope with the stress. The health system and health facilities may need functions that facilitate patient needs – psychosocial support, spiritual needs, family support, legal support, and a motivating physical environment.

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