

## **Ways to Preserve the Innovative Potential of a Startup During its Evolutionary Development**

**E.A. Mashina (ITMO University)**

**Scientific supervisor – Ph.D., P.V. Balakshin  
(ITMO University)**

The paper considers the problem of the gradual reduction of the innovative potential of a startup during its growth into a large company and discusses ways to preserve the innovative potential of a startup by creating an effective system for hiring employees of such enterprises by providing an objective and reasonable comparison of the innovative competencies of an employee and the requirements of multidisciplinary development of the company.

The purpose of the work is to identify ways to preserve the innovative potential of a startup by improving the efficiency of the system of hiring employees of innovative enterprises by providing an objective and reasonable comparison of employee competencies and the requirements of innovative development of the company.

At the beginning of the 20th century, German economist Joseph Schumpeter defined innovation as the most effective means of development of any economic entity [1]. At the beginning of the 21st century, Nobel Laureate in Economics Joseph Stirling formulated a thesis about [2] the struggle for innovation as the most significant manifestation of the competitive struggle of modern times.

At the same time, the greatest obstacle to the innovative development of companies is considered to be the lack of qualified personnel, since the modern labor market is experiencing an acute shortage of qualified specialists capable of generating innovations [3].

This leads to the fact that one of the main directions determining the success of almost any business is the selection of highly qualified personnel, on the one hand, having the necessary level of knowledge and competencies in a particular field, on the other hand, ready to generate innovations independently.

The effectiveness of innovation competition is determined for the most part by the organization of the company's business processes, which depends on the characteristics of the organization, its size, and the positioning of the company in the market.

At the same time, young innovative companies, often startups, are structures that actively generate new ideas. The distinctive features of such companies are small size, work in emerging areas of technology or services, a high proportion of the use of their know-how in innovative developments, and the multidisciplinary nature of the work [4]. The success of such companies largely depends on the individual efforts of individual researchers and developers based on their human experience, market knowledge, and advanced ideas.

A different attitude to innovation is observed in large companies [5]. There is little doubt that innovation for such companies is also important to improve business and respond to external market changes. However, the larger the company becomes, the more it turns into a structure that is not particularly designed for innovation. At the same time, there is such a situation that generators of new ideas and innovations objectively become inconvenient for such large economic structures. At the same time, if a large company manages to retain such people and allow them to implement their innovative ideas, such companies continue their growth. However, this does not always happen and strategies are most often implemented when such companies buy external startups, keeping them as an independent division within the company, which, as practice shows, in a large number of cases turns out to be disastrous for a startup and does not bring great benefits to the large company that absorbed it [6].

In this connection, the issue of preserving the innovative potential of the company during its transformation from a rapidly developing independent startup into a large company claiming to

dominate the market is extremely relevant. At the same time, the main difficulty of growing a rapidly developing startup into a large enterprise is, for the most part, the extreme locality of most startup developments [7].

Therefore, one of the most effective ways to transform innovative startups into large companies that have not lost their innovative potential during their growth is to take into account the possibility of switching from local innovations to multidisciplinary developments at the very beginning of the formation of an innovative company (startup).

For the most effective construction of such a process at the very first stages of the formation of startups, special attention should be paid to the recruitment of personnel with innovative potential in related fields of science and technology, allowing the considered innovative enterprise to independently transfer ideas developed by a startup to related branches of technology and knowledge, allowing for the sustainable development of a startup to the size of an independent large company.

In this regard, one of the main issues being solved by a developing startup should be the issue of creating a company's recruitment system that allows for further independent development of the company's innovative ideas. Therefore, improving the efficiency of the system of hiring employees of such enterprises by providing an objective and reasonable comparison of the innovative competencies of the employee and the requirements of the multidisciplinary development of the company.

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