

THE ROLE OF INNOVATIVE APPROACH IN SMALL AND MEDIUM ENTERPRISES

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Abstract: *In economically developed countries of the world and in our country, the sector of small and medium enterprises has been recognized as one of the main pillars of economic stability and economic development. The European Commission has drafted a framework program for initiating the competitiveness and innovation in the field of small and medium-sized enterprises. The innovative approach always puts into operation all the potential resources available. Innovative companies accept the philosophy that there's always a better way of doing business and they search for new ideas that will increase their value and reduce costs. To accelerate the component of innovation in small and medium enterprises, the market offers consulting services aimed to provide for companies recommendations and advice in order to improve existing business or resolve problems within certain areas of business.*

Keywords: *innovative approach , small, medium enterprises*

1. INTRODUCTION

In economically developed countries, in Europe, and in our country, the sector of small and medium enterprises has been recognized as one of the main pillars of economic stability and economic development. The European Commission has drafted a framework program for competitiveness and innovation for the period 2007-2013, with a special focus on small and medium-sized enterprises (hereinafter SMEs). Many countries in the region have their own national development strategies of the SME sector more in line with the said program, and Serbia is among them.

The aim of the Strategy for Competitive and Innovative SMEs from 2008 to 2013, is the development of an entrepreneurial economy based on knowledge and innovation, which creates a strong, competitive and export-oriented SME sector, but also significantly contributes to increasing the standard of living in Serbia. Implementation of the Strategy in the

coming period should allow the creation of a more efficient business environment of small and medium-sized enterprises, balance the number of small and medium-sized enterprises and encourage faster development of this sector.

Support to development of entrepreneurship has the main goal to help create a framework for the development of sustainable, internationally competitive sector of small and medium-sized enterprises, oriented towards exports. One of these goals is achievable through increased efficiency of government policy that should promote private sector entrepreneurship.

Basic things that are currently affecting the development of enterprises and entrepreneurship in Serbia are reflected in the institutional flaws that exist within government institutions and business support organizations, discontinuity of financial institutions, the existence of certain legal obstacles, human resource development, incomplete information and statistical system, the lack of a mechanism of strategic consulting, inefficient coordination of donors, etc. On the other hand, because of the transition process which is underway, our business, and their management the role of innovation place into the background and not as a priority for their own progress and increase of their role in the market. The constant presence of this problem has caused resorting to other forms of promoting and supporting the development of enterprises and entrepreneurship. One of these forms is the role of "Innovation consulting" in supporting the development of small and medium-sized enterprises.

2. TRANSITION - ADVANTAGE OR DISADVANTAGE FOR THE DEVELOPMENT OF SMES

When we compare a variety of transitions, we come to the conclusion that among them there are many similarities. Serbia has been in the process of transition for just a few years and in some neighboring countries the transition has been going on for over 20 years. Serbia is, so to speak, in the initial phase and it is a fact that is important to keep in mind. Another important element is the fact that Serbia has a long entrepreneurial tradition compared to the countries of the former Eastern Bloc. The people of Serbia traveled, worked with foreign companies, which is a good prerequisite for the development and promotion of entrepreneurship in Serbia.

Innovation is an essential factor of development. Innovation always leads to new ideas, new solutions, new forms of business, particularly in the SME sector.

Especially in times of crisis and transition, entrepreneurs need to think about new products, new processes and new ways of working. This is in order to, with better price, better quality product or service, not only survive in the market, but also improve the existing market position. In this way we get new ideas which bring new jobs.

The main competitive advantage of every modern company is its ability to innovate. Innovation in a company results in an advantage over the competition, and achieved competitive advantage results in an increase in profit as the main goal of every modern company. Improving of overall social innovation capacity and the development of entrepreneurship, is one of the key factors of social development. By raising awareness of the need for innovative consulting in SMEs we would create an environment that would be conducive to SME development and innovation in general. The future of SMEs in business development is based on knowledge. A company that is able to offer a quality resource of intellectual capital, will

surely find partners. Today, most wanted goods and services are the ones that are based on innovation and knowledge.

3. POTENTIAL IN SMALL AND MEDIUM SIZED ENTERPRISES

SMEs are the driving force on which more and more economies of the European Union rely. In Europe there are about 20 million small and medium-sized enterprises, and they account for over 99% of enterprises in most EU member states. Small and medium enterprises represent an important and basic source for the creation of new businesses and the expansion of new business practices. SMEs make a significant contribution for the gross domestic product. This rule applies both to small and medium enterprises in Serbia as well as those that are located anywhere in the world. The role of small and medium-sized enterprises is particularly important in countries that are in transition. The advantage of small and medium-sized enterprises, in addition to many other advantages, is reflected in innovation. SMEs in Serbia proved to be very resilient during the 90s of the twentieth century, although this period was marked by a very harsh economic environment (UN sanctions, civil war broke out in the region, bombing in 1999, the lack of incentive regulation for SMEs, legal and economic instability, etc.). Over the years, the number of SMEs had even increasing rate, which indicates the huge potential and flexibility of SMEs. The latest data (Blic Online 23.11.2007) show that there are 60,552 active companies (legal entities) in Serbia, most of which are small businesses - 94.1% (56,993). There are 2,573 medium enterprises (4.3% of total) and 986 large companies (1.6% of total). Also there are more than 200,000 entrepreneurs.

In the 21st century, innovation is a key driver of economic growth. Innovation conditions the competitiveness of the region and the nation. In order to further its economic development Serbia has a good chance to develop in the direction of an innovative society. The chance is in creating knowledge-based economy, which provides support for innovation in SMEs, and therefore increases its competitiveness in the market.

The innovative approach always puts into operation all the potential resources available. In our case, one of the potential resources can be even the transition of the old bulky industries that are directed toward new forms of business, particularly to the SME sector.

In the process of transition, people are usually forced to change the paradigm. Pressed by the new circumstances they need to think about new products, new processes and new ways of working. Thus new businesses are born that create new jobs, new ideas, new products and new market access, new services. Raising awareness about the importance of innovation is a great chance to prepare well for entry into the market "arena" called the EU. I believe that it is necessary to use the time ahead of us to prepare the SME sector and provide training for innovative ways of thinking and operating.

The concept of innovation should not be linked only to science and high technology. Innovation is an innate part of every human being. Innovation has always been the human virtue. Innovation is the driving force that has always throughout history resulted in progress. Innovation in SMEs is very important. It is inconceivable to conduct business in small and medium-sized enterprises without a permanent progress and innovation. Innovation is "effectively putting into operation the latent potential that exists in the organization."

The goal of innovation is "to make a profit on the ideas that are new to the organization." Innovation should be a key element of the strategy of each company. Innovation is a

process! The process of innovation begins with an idea, the idea turns into a proposal, the proposal becomes a plan. When the idea is turned into a plan, then we perform a detailed business plan in which we can be invest. The investment, when implemented, increases the value of the organization and brings profit.

Innovation is the key driver of economic growth and development. It means he introduction of new and improved technology, and development of new and improved ideas. Continuous improvement of quality and services, is one of the basic conditions for the survival of any company in the market. Especially in transition countries where the economy is less developed it is very important to promote and provide an environment for innovation and innovative approach. Innovation and development are the key elements for any product or service to be competitive in the market.

It is necessary to have organized and applicable development that will result in new innovative product or service at a competitive market. Often innovation requires a much smaller investment and achieves much greater results.

Innovation is the foundation on which rests the future of any company. Whether it is a large company or a small or micro enterprises. Innovations enable significant progress in business and increased utilization of company resources.

The concept of innovation includes not only technical innovation but also economic, social and institutional innovation.

4. HOW TO INTRODUCE INNOVATIVE BUSINESS IN COMPANY?

Innovation is not the same as creativity. Innovation is the realization of profit from ideas that are new to the organization. The point is not in possession, but in the realization of profitable ideas. One should not forget that innovation in the enterprise necessarily results in improved competitiveness, and competitive advantage increases the profits.

Manifestation of entrepreneurship is innovation. According to the social dimension they can be defined as: social, socio-technical and purely technical innovations. According to the degree of innovation (change) they are divided into: radical, revolutionary, evolutionary, trivial and peripheral. They all have their significant aspects, because they represent innovations in process, product or production solution.

In defining the concept of innovation there are also certain difficulties. It is often not clear whether a certain novelty should be considered an innovation due to low or insignificant degree of change that it causes. Sometimes, however, under the innovation we mean invention, imagination and often some new solution which is, admittedly, quite different from innovation.

Invention is a unique idea, which is just an idea and there is a very long way to its commercialization. If, however the idea finds its commercial way and causes change in the process of innovation, product or solution, and achieves significant economic results, then it is innovation.

Imagination is not even an idea, but only a reflection, a sort of spiritual creative process. Imagination is the process of creating works of art, which certainly increases the social wealth of a nation, but does not directly contribute to its economic development.

Discovery is the process of finding something that has long existed.

Columbus did not invent America but had made this great historical discovery. Inno-

vation is not a discovery, it never existed in this form, it is the original act of an individual.

Based on all the above, it can be implied that innovation is “a novelty that is inserted into the current situation.” According to the nature and extent this novelty may be present as replacement and as renovation (supplement). In any case, it is the change of the former and the introduction of new, where future covers the existing situation.^[1]

Therefore innovations are:

- inventions
- technical improvements and
- improvement of organization and operation.

There is no innovation without entrepreneurship. In inverse social movements often innovation and entrepreneurship are mutually equal. This is certainly possible, provided that the holder, financier and implementer of innovation is the owner of the capital who with his assets bears the risk for the business decisions.

P. Drucker all causes of innovation is classified into seven groups:^[2]

- unexpected: success, failure and external event,
- discrepancy between current and normative reality,
- needs caused by some process,
- changes in the structure of the economy or the market,
- demographic trends,
- changes in perceptions, moods and meanings and
- new scientific and non-scientific knowledge.

Intuition, experience, knowledge and reality are the best components in the implementation of entrepreneurial ideas. One without the other does not create chances, does not solve problems, does not notice the danger or perceive a range of business decisions taken.

Innovative organization is inversely proportional to the economies of scale: the bigger the company, the less the percentage of innovative solutions. The real fact is not understood for a long time in large enterprises, which, with its mighty economic power, huge capital and number of employees, compensate for the lack of invention and innovation of their employees.

Small and medium-sized enterprises generate new ideas and seek prompt and effective economic solutions. Searching for opportunities and addressing risks belong to small and medium-sized enterprises, which are, by definition, more flexible and more adaptable than the powerful economic systems. Entrepreneurship as organizational skill here is a form of adaptation.

Development of small and medium-sized enterprises and the privatization of social ownership in our economy are the two necessary conditions for the reaffirmation of entrepreneurship. In such conditions between entrepreneurship and private initiatives we can often put an equal sign. One without the other does not exist, both are based on private property and essentially belong to small businesses.

Innovation is the development and application of new ideas or skills to commercialize new or improvement of products, processes and services, which leads to increased economic

and social prosperity.

Innovation is a new way to perceive things and the process, and a key element in creating a competitive strategy.^[3]

Innovative companies adopt the philosophy that there is always a better way of doing business and they search for new ideas that will increase the value, and reduce costs. Regardless of the opinions, which largely prevail with us, innovation is required every enterprise, from the smallest ones to those where innovation is the main driving force of development.

Innovation in companies can be seen through the sale of products and services, operation, organizing their own business, etc. In addition to the innovation it is necessary to develop many other skills in order to master them successfully.

Very few organizations can survive indefinitely without innovation. The urge to explore the latent potential of new ideas is not a privilege of only commercial enterprises.

Innovation is a process (Figure 1). It starts with an idea that is new, at least for an organization that is considering its adoption. Innovation takes place in stages. When the idea develops, often in combination with other ideas, it can become a “proposal” - something that an organization may choose to invest in it. If the organization decides to adopt the proposal, it usually requires investment and previous modes of work may need to change, sometimes radically. When the proposal becomes a reality, in the good case it starts to add value to the organization - then it can properly be described as “innovation”. We define innovation as “getting new ideas and fully exploiting their latent potential.”

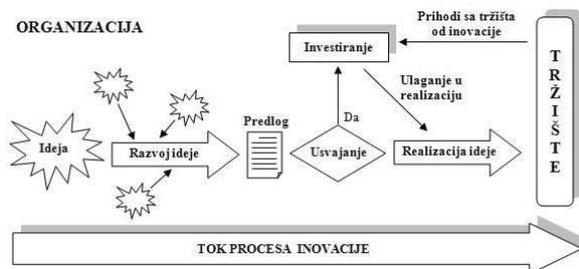


Figure 1.- Process of innovation

Each stage is an element of the innovation process. Separately they are important, but by themselves they are not innovations. If a company finds a new way to increase the safety of passengers in plane crashes and others use their ideas then the inventor can not be regarded as an innovator. Innovation requires the organization to benefit from the latent potential stored in the idea. Innovation is a strategy to receive and maintain competitive advantage.

Innovation helps organizations in five main ways:

- They can offer products and services that consumers consider that are better than those offered by rivals. It is a strategy of differentiation.
- Activities undertaken by the organization can be performed cheaper, thus reducing cost structure of the organization. This is the strategy of leadership in costs.
- The processes in the organization and supply chain operations may be more

robust and be delivered faster, allowing the organization to be flexible and provide opportunities. It is strategy of agility.

- New ways of selling products, brand or organization. This increases or changes awareness of the market and position of the product so that it has special worth. This is the strategy of market position.

- Sometimes a new formula for the formation of the business can be found. For example, the Internet offers an opportunity for banks to work outside of branches. In this case innovation was in the fundamental business model. New ways of forming the organization can open many opportunities. This strategy is a paradigm shift.

5. INNOVATION MANAGEMENT

How much innovation is needed depends on the industry. Companies should strive to be leaders in their industries and to be careful regarding the radical changes that may occur when the rules of the game change.

Usually, the organization wisely follow three interrelated approaches to innovation in a competitive relationship.

Those are:

- Taking many small innovations in every business activity. This gives organizational competence that is difficult to copy.
- Conducting a large number of valuable innovations that keep the organization in terms of the company that keeps up with the state of science.
- Exploring the possibilities for system innovations that can lead to transformational change and give a radically different ways of meeting the needs of consumers.

If organizations need to follow all three innovation strategy, they should have a general innovation capability. Francis A. Woodcock [3] presented a model of innovation possibilities with 8 segment-subcomponents. These are shown in Figure 2.

Innovative organizations need to create a culture that respects the system of values of the enterprise. Little can be achieved without the widely held belief in the value of opportunism and adventurism. Those people who are leading innovation should adopt a “pirate spirit.” New challenges need to be constantly searched for, and organizational culture should support them, and thereby strengthen the awards of the company.

Phases of action for the development of the company include:

- Identify the value of “drivers” (internal entrepreneurs).
- Accepting investment into the future.
- Determining the strategic objectives for the exploration of new areas.

Component 2 – Energy

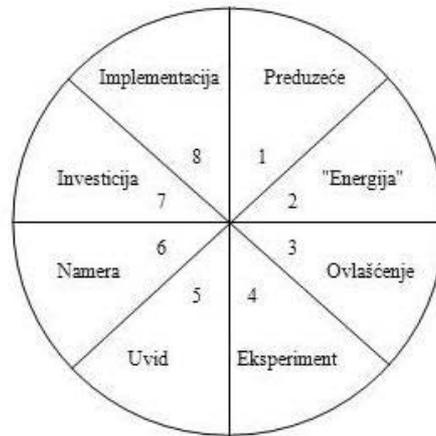


Figure 2. – Model of innovation capability Component 1 - Enterprise

Organizations that are innovative are optimistic. They are full of energy. High levels of energy are natural in the organization that are based on teams, but stiffness, narrow thinking, fear and pessimism can hijack the organization excitement, passion and enthusiasm. Such “energy sinks” can undermine, maybe even destroy innovation ability. Managers need to release the latent energy and channel the passion to explore the potential of new ideas. Like most organizational features, bringing energy to organization should start with bringing energy to oneself. Organizational leaders must be excited by ideas and must be enthusiastic. They should be role models and leaders.

Phases of action for the development of organizational energy:

- Employing of people with unusual energy.
- Adoption of rapid, positive decisions about what needs to be done.
- Investment in personal development of key employees.

Component 3 – Authorization

In small organizations, the owner or general manager is often the only source of innovation but, as the organization grows, it becomes impossible. No individual can be a source of innovation for large enterprise. Many people must be involved and be able to contribute, they must all be authorized.

Authorization is vital to innovation, because good ideas can come from anywhere. Innovation will stagnate unless people feel they have the right to explore ideas. Considerable creativity is released when every employee feels the need to look around and find new and better ways to do something. The most innovative organizations expect people to develop ideas and they measure innovation performance of each individual.

Authorization for innovation encourages people to seek ideas, experiment and make suggestions. Given that innovation initiatives may require the secured assets, it is necessary for management to take care of that. Accordingly, innovation requires a partnership between authorized, creative employees and decisive managers who can act.

Phases of action for the development of authorization:

- Ensure that there are expectations that everyone should contribute to innovation
- Train leaders to empower the members of their teams
- Ask key employees to develop new ideas.

Component 4 – Experiment

Innovation requires experimentation. A huge number of ideas may need to be reviewed, examined and investigated, but only a small part of them will be adopted. It makes sense to adopt those ideas that provide the maximum benefits. Often the latent value of the ideas is hidden when the idea is first suggested. Ideas must be explored in order for costs and benefits of implementation to become clearer.

Industries based on creativity, such as fashion, film industry and pharmaceutical research, know the importance of experimentation. They deliberately try out ideas and use the most objective procedures available to them to assess the ideas. Such techniques are applied to a growing number of industries.

Experimentation is necessary for three main reasons. First, it forces the development of ideas. Second, it reduces the risk because objective information provides a solid basis for making decisions. Third, the experiment is a powerful source of learning those involved get firsthand insight into the reality of the idea put into practice.

Phases of action for the development of experimentation:

- The establishment of the fund for speculative initiatives.
- The formation of special groups of experimental work.
- Accepting that some projects will fail.

Component 5 – Insight

Successful organizations are not engaged only in innovation. They innovate with the goal. In order to know where there is a need for innovation they must have insight. They require insight into the desires and needs of the people. For this purpose market research techniques can be used. Equally important is the knowledge of customers and insight into potential ideas. Insight requires powers of observation, open-mindedness and persistence. It is necessary to look further than the others and to see deeper. This requires people with a vision of working together to create a picture of what will be in the future. Getting insight should become a way of life.

Phases of action for the development of insight:

- The inclusion of many people in the convergence of consumer and market research.
- Research of needs and desires of people who are not your customers.
- Research of potential of emerging technologies.

Component 6 – Intention

Good ideas are often found because someone is looking for them. It is not possible to guarantee creativity, but targeted search often brings results. This means that there is a close link between innovation and strategy. Directing efforts towards presenting innovation with a clear intention is the task of leaders. Managers must illuminate the direction the organiza-

tion should follow.

Phases of action for the development of intention (for innovation):

- Establish a powerful ad hoc teams to investigate defined “areas of opportunity”.
- Establish alliances with innovative companies that are just starting and share ideas.
- Develop scenarios what the future will be like - and define your role in it.

Component 7 – Investment

Some innovations are free. The company can begin to pay suppliers via electronic money transfers which requires little or no additional effort or cost. However, many innovations require investment. In the early stages, while the ideas are searched for, the likely investment is in time and effort people. Later it may be required to invest additional resources, including significant amounts of money and time of management.

Innovation requires intensive work. When the leadership of the organization chooses to invest in a large innovation project they open one door of opportunities but the other doors are likely to remain closed. An organization can only deal with a certain amount of innovation. If they follow too many ideas at the same time, resources are wasted and creative intensity weakens. Innovation poses a dilemma for financial managers because it is difficult, perhaps impossible, to predict the value that will be created once the idea is put to use. Accordingly, it requires a lot of skills of managers, rational mind and good intuition.

Phases of the investment in innovation:

- Allocate a fund for innovation.
- Better to invest a lot in several initiatives, rather than wasting resources.
- Set aggressive targets for innovation projects

Component 8 – Implementation

Wonderful creative ideas are inspiring, but they are only the first step in the innovation procedure. Ideas should be applied if they are expected to give some contribution in return. Implementation of small innovation often occurs between the working groups and represents local challenges. Great innovation initiatives may require complex changes that require a lot of cooperation among the groups and present great challenges for managers. Some forms of innovation, especially in the technical products, begin in the department for research and development and are then transferred to production departments. Efficient implementation of product innovation demands that the horizontal processes are optimized and arranged.

Phases of action to improve implementation of innovations:

- Setting of good, structured process of innovation (e.g., recognition of phases and outputs).
- Appointment of a person responsible for the overall innovation process.
- Try to reduce useless boundaries between groups.

6. THE ROLE OF CONSULTANTS IN THE PROCESS OF INNOVATIVE APPROACH

SMEs often do not have the ability to afford professional staff specialized in investment, marketing, improvement of the quality of products, processes and management systems, process of improvement and quality, the application of new technologies or business transformation through cooperation and integration into larger systems. On the other hand, there is a quality experience and expertise of individuals and agencies that are trained and competent in the implementation of quality processes. To initiate component of innovation in small and medium enterprises, the market offers consulting services that aim to, among other things, help in the first place managers to accept different organizational climate, which emphasizes the importance of changes in behavior and not only in increasing the knowledge .

Consulting or business consulting is the activity through which companies provide recommendations and advice, in order to improve existing business or solve problems within certain areas of business. Business consulting means to help companies to, through various analysis and research, improve existing business.

The role of consultants in the innovative approach of the company is significant for several reasons. The consultant has a neutral approach, providing a second viewing angle (“you can see better from the outside”), increases the efficiency and rationality, focuses on the result and brings a new quality and value.

In the process of consulting the consultant should:

- Identify and define the current situation.
- look at the problem and clearly define the causes and consequences.
- Generate possible solutions.
- According to the criteria provide help in choosing the best solution.
- Implemented the plan and, if necessary, participate in it.

The process of consulting includes: Defining the business requirements by gathering facts based on research (questionnaires and surveys)

- Testing and analysis of specific business functions, plans and objectives
- Record and report on the current situation and proposals for development strategies
- Preparation of a clearly defined action plan and participation in its implementation
- A detailed evaluation of the degree of effectiveness of the operation

There are various models that can be applied in the consultation process. The model that is offered by CENTRIM⁴ for the execution of the service innovation consulting consists of 9 steps. These 9 steps (shown schematically in Figure 3) require the systematic point of view (the client is “organization”) and review the innovation in the value chain, but also in the broader context of value flows.



Figure 3. - Model for the execution of innovative consulting services

The very process of innovation consulting is carried out through the nine steps:

Step 1 – Clarification of strategic intent

Purpose: To understand the way in which the business going. *Assessment:* Where a company wants to be in 3 years? For 10 years?

Step 2 – Defining competitiveness strategy

Purpose: To understand current and planned competitiveness strategy. *Assessment:* Why do people turn to you and not your competition? How do you plan to keep the advantage in the next few years?

Step 3 – Analysis of professional skills

Purpose: Assess whether the company is one of the “world class”. *Assessment:* Looking at the company as a whole, which activities are performing well? What should be improved?

Step 4 – Analysis of the industry

Purpose: To define the generic drivers of change.
Assessment: Looking at other companies of the same profile, consider what changes will happen in the next few years? What impact will they have on the company?

Step 5 – Market analysis

CENTRIM - Centre for Research in Innovation Management <http://centrim.mis.brighton.ac.uk>

Purpose: To identify the changing needs of consumers. *Assessment:* Who would be your

choice consumers within a few years? How will their preferences differ from today?

Step 6 - Defined plan of innovation at the company level

Purpose: To determine where there is need for innovation.

Assessment: Where are, in your opinion new ideas most needed for the development of your business enterprise?

Step 7 - Evaluation of innovation capability

Purpose: Reveal the areas where the organization needs to develop.

Assessment: Looking at the entire business (including suppliers and customers) where are your innovation strengths and weaknesses?

Step 8 - Determination of the objectives of the innovation activity in the development of the organization

Purpose: To define the requirements in terms of organizational development. *Assessment:* What new or better skills you want to have in the future?

Step 9 – Realization

Purpose: concrete activities.

Assessment: What should be done? Who will do it? How will we know that we have succeeded?

7. CONCLUSION

Small and medium enterprises are the main carriers of development directions of each country. During the last period it is evident that the number of SMEs is growing and they are becoming more competitive. Small and medium enterprises are oriented on smaller parts of the market and thus to certain consumers. They are more adaptable to change, more quickly recognize and respond to potential chances, as well as potential threats.

Small and medium-sized enterprises because of their flexibility and homogeneous structures have a solid basis to develop innovation and thus enhance the market competitiveness. The flexibility of small and medium-sized enterprises is particularly evident during periods of slowing economic activity and crises. There is evidence that small businesses are an important driving force of economic development of each country and are a potential generator of entrepreneurial ideas and innovations. It is not realistic that our SMEs expect to become branch leaders in the EU market. The direction in which small and medium-sized enterprises in Serbia can develop is the innovative approach to real market needs. The condition for the survival of any company is constantly improving the competitiveness and investments in product innovation and service.

The strategic advantage of small and medium-sized enterprises in Serbia should be based on innovation, developing partnerships, striving to conquer the regional market. Yet

what is also characteristic of small and medium enterprises in Serbia, is the relatively low awareness of the role of skills and training in the areas of management and business functions. Successful operation and management of small and medium enterprises has become unthinkable without adequate data, information, new knowledge and continuous innovation process. Business and management is significantly different in the "Age of Knowledge" in which we are, from the management of the organization and its processes in the industrial era. In the "Age of Knowledge" intellectual resources have a special value in relation to material resources. An important form of intellectual property are information, knowledge and skills that can be reflected through the ongoing process of innovation. Strategy of development of small and medium enterprises based on knowledge and innovation guarantees success. Innovation is the key driver of economic growth and development of each country. For this reason it is very important for the management of small and medium-sized enterprises, to develop awareness of the necessity of creating a creative atmosphere in their companies. In other words, they should raise the level of culture of the organization to the level of awareness of employees about the necessity of changing innovative character. In all this a great role should be played by individuals or agencies that provide consulting services.

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