IMPROVEMENT OF THE PARTNERSHIP MECHANISM IN THE DEVELOPMENT OF THE INFRASTRUCTURE FOR THE COMMERCIALIZATION OF THE RESULTS OF INNOVATIVE ACTIVITIES

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Annotation. *Today, society faces the task of transition to innovative development and economic modernization. In such conditions, an active search for means of stimulating the innovative and investment activity of private capital, ensuring the most effective combination of the interests of state and business structures is carried out. Public-private partnership can be used as such a tool.*

Key words: *innovative activity, innovation, commercialization, product, new scientific developments, organizational-economic mechanism.*

In recent years, the terms "public-private partnership" and "innovation" began to be used more often in both scientific literature and periodicals. Increasing public attention to this issue proves the relevance of the issue of interaction between the state and business in the process of innovative development of the state.

In world practice, public-private partnership is understood in two ways. First, as a system of relations between the state and business, widely used as a means of national and international, regional, municipal economic and social development. Second, as specific projects jointly implemented by state bodies and private enterprises on state and city property.

As an effective tool for the implementation of innovation policy, public-private partnership is of particular importance, firstly, taking into account the interests of business and with its active participation, it determines the development of innovative infrastructure, and secondly, by increasing efficiency, public property and budget costs, including innovation use of support funds; thirdly, it is determined by encouraging the private sector to develop entrepreneurship in areas with the greatest potential for high-quality economic growth.

Depending on the presence of certain characteristics, various forms of interaction of business structures with state authorities and management bodies can be recognized as PPPs:

1) existence of a long-term contractual agreement between a state body and an economic entity on the implementation of a separate project;

2) transferring part of the tasks related to the activity of the state or city government to a private business;

3) attraction of capital (private financing) for the project;

4) risk sharing in the project between public and private partners.

The World Bank presented a general understanding of PPPs: "PPPs are agreements between public and private parties for the production and provision of infrastructure services designed primarily as a means of increasing efficiency in order to attract additional investment."

PPPs are also understood as forms of cooperation between public authorities and administrative bodies that serve the purpose of financing, construction, modernization, management, infrastructure management or service provision.

Making sure that private enterprises work more efficiently than the bureaucratic work of state and municipal structures and have more financial resources than the state or municipality is the main condition for creating PPP. Therefore, private business is involved to help in areas of activity for which it is responsible, but does not have sufficient funds and powers. This means the commercialization of the innovation infrastructure and the innovations created in it.

Summarizing all of the above, PPP is a legally approved form of interaction between the public and private sectors in relation to innovative infrastructure facilities in order to ensure the implementation of innovations for effective commercial purposes, from the point of view of commercialization of innovations.

1. The World Bank is doing a lot of work on the radical transformation of PPP projects, and the following classification of PPP forms has been identified:

2. 1. Management and lease contracts: a private company takes innovative facilities under its management or on a lease basis for a certain period of time. Investments in the created research and development works are made by the state. In a management contract, the government covers the costs of the private partner, while the private partner bears operational risks. In the lease agreement, the state receives rent from the lessee and the operational risk is borne by the private company (innovation - technical re-equipment/modernization and its commercialization).

3. 2. Concession (Concession). The word "concession" comes from the Latin word "concession", which means concession, permission, agreement, discount. This word is a word related to economic categories that have different interpretations, lack terminological and semantic clarity, and cover

different objects. Enterprise, type of activity, right to provide services can be transferred to concession. Sometimes the concession is understood as the concession agreement itself.

4. The essence of the concession is that the government gives the private sector the right to own and use the existing innovative infrastructure on the basis of a payment agreement, subject to a buyback condition. The public sector owns the innovative infrastructure object (its real estate), while the private sector retains the right to expand it and all improvements made during the period specified in the concession agreement. A private company bears operational and investment risks.

5. Of all forms of PPP, concession is actively used abroad today. They are ahead of all other forms of partnerships in terms of the number of transactions, the volume of private investments involved and other economic indicators.

6. Concession is the most advanced and complex form of PPP. First, unlike other forms, it is always long-term, which allows both parties to carry out strategic planning of their activities. Second, in the concession, the private sector has complete freedom in making management decisions, which distinguishes them from, for example, mixed-type enterprises. Thirdly, the state, within the framework of the concession agreement and public law, in general, has many means of influencing the concessionaire when there is a need to protect the public interest.

7. There are the following types of concession: 1) reconstruction-management-transfer (Rehabilitate-Operate-Transfer, ROT); 2) reconstruction-lease-transfer (Rehabilitate-Lease-Transfer, RLT); 3) expand-manage-transfer (Build-Rehabilitate-Operate-Transfer, BROT). In terms of innovation commercialization infrastructure, concession agreements can be modified as follows: joint financing - innovation design - innovation creation - exploitation - commercialization.

8. 3. Projects involving new construction (Greenfield projects): a private enterprise builds and commissions new production facilities within the period specified in the contract. The following types of such contracts are distinguished: 1) construction - lease - ownership (Build - Lease - Own, BLO); 2) construction - ownership - management - transfer (Build - Own - Operate - Transfer, VOT); 3) construction - ownership - management (Build - Own - Operate, BOO).

9. 4. Partial privatization of assets (Divestiture): a private enterprise buys part of the shares of a state / municipal enterprise. Management of the enterprise may be transferred to a private company or remain under state

ownership.

10. 5. Participation in investment. The participation of the private sector in the capital of the state (municipal) enterprise of the innovative infrastructure takes place through equity or the creation of mixed enterprises with the participation of the parties (KIK, technopark). Business activities in joint-stock companies are carried out at the expense of shareholders, who can also be innovative entities of the state. In making administrative decisions, the degree of freedom of the private sector is determined by the share in the authorized capital. The smaller the share of private investors compared to the state, the narrower the scope of independent decisions that they can make without the intervention of the state or its opinion. The risks of the parties are distributed in proportion to the share in the capital.

Table 1

Justification of the choice of a specific form of PPP for a certain type of innovation

Type of innovation	Type of PPP	Basics
Management and organization: New methods of management	Property rental	This form of PPP includes the transfer of state or communal property to the private sector under certain conditions, for example: land, equipment, buildings, etc. directly related to housing.
Organization of business activities, quality control and certification systems of goods, development of testing system	Concession	Concession - covers a wide range of objects, the concession object can be almost any state or city property, as well as a wide range of economic activities, this form of private partnership is the main one for the road transport industry. The concession allows to create the necessary conditions for the effective development and operation of state and communal facilities.
Production:	Participation in capital	Participation of the private sector in the capital of a state or municipal enterprise takes place through joint ventures or joint ventures with the participation of the parties. With the participation of the state in the capital, the private sector has less independence and freedom in making investment, administrative and economic and other decisions, which are very important in providing resources to the

The next form of PPP, which can be used in the commercialization of technologies, is an agreement on the distribution of products, according to which it is given to the business entity (investor) for a certain period of time.

Analyzing the table, it should be added that the tasks of the sector include defining specific forms of PPP. For example, in the design of toll roads or wastewater treatment plants, "build, own, transfer" and similar mechanisms are more involved, while management contracts may be considered in the health or water supply sector. The most commonly used concession contract models for the transport sector are, long-term contracts or lifetime contracts (life cycle contracts, LLC), long-term investment contracts (ULI). The traditional model in the social sector is an agreement between state authorities and management bodies (regional or municipal) and investment contract manufacturers and builders.

However, it should be noted that no PPP option can be implemented without local adaptation. Options provide a choice of contract types that can be modified to suit specific project conditions. It may be necessary to include different components of different types of contracts or to use multiple contracts together. Additional changes may be required to respond to the concerns of potential partners, improve service to low-income populations, and facilitate financing of the operation to address labor issues. The use of different forms of PPP also varies greatly depending on the level of the budget system. It is known that the contractual (contractual) PPP model sector is diverse in different sectors of the economy (from leasing and concessions of public infrastructure to life-cycle contracts). The institutional forms of PPPs allow to structure the relationship between private business and the state at the level of participation in the capital of a company created to solve certain problems.

In order to create the necessary model of interaction between PPP entities in matters of increasing the efficiency of commercialization of innovations, it is necessary to highlight the participants of this process:

1. Organizations - consumers of innovations (production enterprises, companies providing various types of services, etc.);
2. Suppliers of innovations (NII, OTM, KB);
3. Temporary creative groups related to suppliers of innovations and other organizational forms of their development;
4. Representative of the regional and/or city government as a guarantee of financing of the innovative project;
5. Commercialization of innovations, a brokerage center that provides mediation services between consumers and suppliers of innovations;

6. A credit organization that finances the consumer or supplier of innovation (in most cases, this is a bank);

7. Providers of resources necessary for the implementation of innovations (information, material, etc., depending on the type of innovation);

8. An insurance company that makes insurance payments in case of accidental death or damage to the product.

There are several situations of interaction between the participants of the commercialization process:

1) the enterprise-consumer comes as the initiator:

1.1) the supplier of the necessary innovation is known to the consumer-organization, and the organization is in contact with them, that is, there is no need for the service of an innovation broker; the company's own funds are sufficient for the purchase and/or implementation of the innovation;

1.2) there is no need for the services of an innovation intermediary, credit resources are needed for the purchase and/or implementation of the innovation;

1.3) communication with the innovation supplier organization is carried out through an intermediary; sufficient financial resources;

1.4) communication with the supplier organization is carried out through an innovative broker; credit resources are needed;

2) the supplier of innovation comes as an initiator:

2.1) the organization providing the innovation knows the potential consumer and communicates with him, that is, there is no need for the service of an innovation intermediary; the company's own funds are sufficient for innovation creation and/or its implementation;

2.2) there is no need for innovation broker service, credit resources are needed for innovation creation and/or its implementation;

2.3) communication with the consumer-organization of the innovation is carried out through an intermediary; sufficient financial resources;

2.4) contact with the consumer is carried out through an innovative broker; credit resources are necessary.

In conclusion, it can be said that PPPs can be created when there is interaction through a brokerage center for the commercialization of innovations and when there is no possibility of own financing.

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