

## GENERAL FRAMEWORK OF TECH CONSULTING APPLICATION FOR COMMUNITIES' INNOVATION DEVELOPMENT\*

## ЗАГАЛЬНІ ОСНОВИ ВИКОРИСТАННЯ ТЕХНОЛОГІЧНОГО КОНСАЛТИНГУ ДЛЯ ІННОВАЦІЙНОГО РОЗВИТКУ ГРОМАД

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*Tech consulting is crucial in modern conditions for rural communities due to its ability to address the unique challenges and opportunities presented by the digital age. As technology rapidly evolves, rural areas often lag behind urban centers in access to and utilization of these advancements, leading to disparities in education, economic development, healthcare, and social inclusion. Tech consulting bridges this gap by introducing and implementing digital solutions tailored to the specific needs of rural communities. The aim of this article is to identify and analyze the general characteristics and benefits of utilizing technological consulting to promote innovative development in rural communities. The article seeks to demonstrate how technological consulting can address the unique challenges faced by rural areas, enhance economic growth, improve quality of life, and foster sustainable development through the implementation of advanced technologies and tailored solutions. Authors demonstrate that the next production revolution entails a confluence of technologies ranging from a variety of digital technologies to new processes. Rural areas are characterized by low density economy and by shortage of labour including depopulation and ageing, and these emerging technologies may help overcome these challenges in rural areas. The role of tech consulting in rural communities is vital for fostering development and improving quality of life. By enhancing education, driving economic growth, improving healthcare services, promoting social inclusion, supporting agricultural development, facilitating sustainable practices, and fostering community resilience, tech consulting helps bridge the gap between urban and rural areas. As technology continues to advance, the impact of tech consulting in rural communities is likely to grow, paving the way for a more inclusive and equitable society.*

**Key words:** communities, inclusion, digital solutions, technological consulting, innovation development, rural areas.

*Технологічний консалтинг в сучасних умовах має вирішальне значення для сільських громад через його здатність вирішувати унікальні виклики та можливості, які відкриває цифрова ера. Оскільки технології швидко розвиваються, сільські райони часто відстають від міських центрів у доступі та використанні цих досягнень, що призводить до виникнення нерівності в освіті, економічному розвитку, охороні здоров'я та соціальній інтеграції. Технологічний консалтинг усуває цю прогалину, допомагаючи впроваджувати технологічні рішення, що адаптовані до потреб конкретних сільських громад. Метою статті є визначення та аналіз загальних характеристик і переваг використання технологічного консалтингу для сприяння інноваційному розвитку сільських громад. Стаття демонструє як технологічний консалтинг може вирішити унікальні проблеми, з якими стикаються сільські території, прискорити економічне зростання, покращити якість життя та сприяти сталому розвитку шляхом впровадження передових технологій та індивідуальних рішень. Автори демонструють, що наступна технологічна революція передбачає поєднання технологій, починаючи від різноманітних цифрових технологій і закінчуючи новими процесами. В статті показано, що сільські території характеризуються низькою щільністю економіки та браком робочої сили, включаючи депопуляцію та старіння, і ці новітні технології можуть допомогти подолати ці проблеми. Обґрунтовано, що роль технічного консалтингу в сільських громадах є важливою для сприяння розвитку та покращення якості життя. Покращуючи освіту, сприяючи економічному зростанню, покращуючи послуги охорони здоров'я, сприяючи соціальній інтеграції, підтримуючи розвиток сільського господарства, сприяючи сталим практикам і зміцнюючи стійкість громади, технологічний консалтинг допомагає подолати розрив між містом і сільською місцевістю.*

**Ключові слова:** громади, інклюзія, цифрові рішення, технологічний консалтинг, інноваційний розвиток, сільські території.

**Introduction.** Tech consulting is crucial in modern conditions for rural communities due to its ability to address the unique challenges and opportunities presented by the digital age. As technology rapidly evolves, rural areas often lag behind urban centers in access to and utilization of these advancements, leading to disparities in education, economic development, healthcare, and social inclusion. Tech consulting bridges this gap by introducing and

implementing digital solutions tailored to the specific needs of rural communities. For example, it enhances educational access through e-learning, drives economic growth by integrating local businesses into digital marketplaces, and improves healthcare services with telemedicine and electronic health records. Additionally, tech consulting promotes social inclusion by providing digital literacy training and ensuring affordable internet access. It also supports

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sustainable agricultural practices and renewable energy solutions, fostering environmental stewardship and resilience. In essence, tech consulting empowers rural communities to fully participate in the modern digital economy, enhancing their overall quality of life and ensuring they are not left behind in the technological revolution.

**Literature review.** The literature on consulting and its various applications across different fields reveals significant insights into the practice and its impacts. Consulting in management information systems, as explored in [1], emphasizes the role of practical training in preparing students for professional careers. This empirical analysis highlights the importance of experiential learning in developing readiness for the job market.

In the realm of tax consultancy, research in [2] illustrates how consultancy firms contribute to reducing tax evasion, specifically in Cameroon. The study underscores the effectiveness of consulting in improving compliance and suggests policy recommendations for enhancing tax systems.

Professional service firms, particularly in rural management consultancy in India, are discussed in [3]. The case study examines how these firms operate as learning organizations, facilitating knowledge transfer and innovation within rural communities. An integrated approach to teaching IT management and consulting is presented in [4], where a comprehensive educational framework is proposed to enhance the skills of professionals in this field. The study advocates for a blend of theoretical and practical knowledge to bridge the gap between academia and industry needs. The organizational structures of knowledge transfer offices, as analyzed in [5], provide a comparative look at the top-ranked universities worldwide. This research offers insights into the different models and their effectiveness in facilitating technology transfer and innovation. Consulting in STEM environments is addressed in [6], which explores the dynamics of consulting to technical leaders, teams, and organizations. The book provides strategies for building leadership and fostering a culture of continuous improvement in technical settings. A typology of business model innovation is discussed in [7], where the study categorizes different approaches to innovating business models. This typology is crucial for understanding how businesses can adapt and thrive in changing environments. The report on technology transfer in Ukraine [8] details the state of technology transfer practices and their development from 2019 to 2020. It highlights the challenges and opportunities faced by Ukrainian institutions in fostering innovation. Involvement of technical consultants in high technology business markets is explored in [9]. The research indicates that technical consultants play a crucial role in the adoption and implementation of new technologies, enhancing

business performance. Innovative business models within the budgeting system are discussed in [10], presenting a model canvas that aids in effective budgeting and resource allocation. This study underscores the importance of innovation in financial management. Managing the technology acquisition process is examined in [11], where the focus is on strategies to efficiently acquire and implement new technologies within organizations. This research provides a framework for successful technology management. Sustainable business practices are clarified in [12], introducing a typology from business-as-usual to true business sustainability. The study provides a comprehensive understanding of what constitutes sustainable business practices and how they can be implemented. Efficient conduct of IT audits is discussed in [13], presenting perspectives from research, consulting, and teaching. The study offers practical guidelines for conducting thorough and effective IT audits. A practical model for technology transfer is proposed in [14], which outlines steps and strategies for successful technology transfer in practice. This model is designed to help organizations effectively manage and transfer technology. A new criterion for assessing discriminant validity in structural equation modeling is introduced in [15]. This methodological advancement is essential for researchers conducting complex statistical analyses in various fields. The role of knowledge-intensive business services as co-producers of innovation is explored in [16]. The study highlights the collaborative nature of these services and their impact on innovation. Consultant directiveness and support as predictors of consultation outcomes are discussed in [17]. This research provides insights into how the behavior and approach of consultants influence the success of consulting engagements. Competitive development of university technology transfer offices is examined in [18], with a focus on international experiences and the context of Ukraine. The study offers recommendations for enhancing the effectiveness of these offices. The gender typing of critical attributes for success in IT consulting is analyzed in [19]. This research explores the gender dynamics within the field and provides insights into what it takes to succeed as an IT consultant. Finally, research on sustainable business model patterns is reviewed in [20]. This study outlines the current state of research, methodological issues, and a future research agenda, contributing to the broader understanding of sustainable business practices.

The **aim of this article** is to identify and analyze the general characteristics and benefits of utilizing technological consulting to promote innovative development in rural communities. The article seeks to demonstrate how technological consulting can address the unique challenges faced by rural areas, enhance economic growth, improve quality

of life, and foster sustainable development through the implementation of advanced technologies and tailored solutions.

**Main material.** At the beginning of the XXI century, to characterize the stages of economic development, such a concept as creative economy began to be used, the importance of which is proven by the experience of developed countries of the world. Creative services are one of the important elements of the creative economy. A practical approach to the definition of the term "creative services" is connected with quantitative assessments of the concept in various statistical and economic studies. For these purposes, it is important to define "creative industries" by referring to them certain branches of the economy.

According to the currently accepted classification (UNCTAD), creative industries include cinema, music, television, radio broadcasting, fine and performing arts, exhibition activities, fashion, publishing, advertising, design, architecture, computer development, etc. In another approach, creative services include education; advertising and marketing activities; professional, scientific and technical activity; art, sports, entertainment.

From the point of view of innovation policy, the use of the second approach is the most appropriate, since creative services are part of the creative economy as an economy of knowledge, creativity and innovation. Creative industries represent a field of entrepreneurship that combines organizations and enterprises that use the work of a significant part of creative workers, the results of which are directly dependent on the constant implementation of innovations. Creative industries form innovative practices and business skills, which are based on creative and intellectual components. That is, we can claim that creative industries form the resources of the innovation process of other sectors of the economy.

Subjects of the provision of creative services according to the forms of business organization are mainly represented by small enterprises and medium-sized business companies.

The analysis made it possible to determine the significant impact of the digital transformation factor on the field of creative services. In the conditions of rapid digital transformations, entities that provide a wide range of services for solving creative and technical tasks for various services and products in the Internet space are becoming active market participants.

Creative industries create an impetus for the development of the national economy, create new jobs and contribute to development at the local level. In the conditions of a creative economy, creative industries increase the value of another part of the economic sector and society as a whole. For example, research conducted in Estonia showed that on average one euro in the budget of a local cultural

festival attracts four euros directly into the local economy due to increased turnover and employment.

In Ukraine, business is not yet ready to work in the field of providing creative services, which makes the development of strategic foundations for work in this market an urgent theoretical and practical task.

The role of the creative economy and the peculiarities of the functioning of enterprises of the creative sector in the crisis were considered in research and analytical materials.

The specificity of business in the field of creative services makes the task of developing innovative theoretical and conceptual foundations of strategic planning of small firms in creative industries particularly relevant. However, when solving this task, a number of problems arise, in particular, the aspect of understanding the essence of a creative service and the development of appropriate scientific and methodological approaches to its definition. It is worth noting that comprehensive research on the construction of business strategies for the provision of creative services has not been done so far, and attention is focused on certain aspects of their provision.

In the research of the authors, the transformation of the business processes of the enterprise, which is expedient to consider in the context of business development in the field of creative services. It is worth noting the relevance of the considered aspects, but at the same time, their integration within the framework of a business strategy, taking into account the specifics of creative services, is necessary. Therefore, it is necessary to determine the main features of creative services, which are important for the development of business in this area.

We will begin the study of issues of business development in the field of creative services with the characteristics of the creative economy. Prepared at the UN Conference on Trade and Development, the "Report on the Creative Economy - 2010" defined the creative economy as a concept based on the value of creativity, capable of ensuring economic growth and development. Experts also noted that it has the following characteristics:

1) the potential to increase profits, create jobs and receive income from exports through the involvement of various social groups, the use of cultural diversity and the development of human potential;

2) combines economic, cultural and social aspects with technologies, intellectual property and tourism;

3) is a set of knowledge-based economic measures aimed at development, which use an interdisciplinary approach at the macro- and micro-levels of the world economy.

In turn, we can characterize the business features of creative enterprises as follows:

– the presence of dynamic cycles of development, production and sale of services that use creativity and intellectual capital as the main resources;

- the need to use a set of knowledge-based activities, focused not only on art itself, the income from which is provided by trade or intellectual property rights;

- a combination of tangible products and intangible intellectual or creative services with creative content, economic values and certain goals in the market.

As a result of these features, the pace of development of creative industries is significantly higher than other branches of activity, in particular industrial production: even during the economic downturn, the volume of the world's creative sector grew by 14%. We will also mention the successful experience of Poland, which in recent years has begun to export a wide range of digital services in the legal, accounting, and IT spheres. Before the corona crisis, these services were largely provided remotely, and after the lockdown, the demand for them increased even more.

Among the reasons for the increased growth of the world's creative sector, industry experts note a high share of added value in all branches of the creative economy and the absence of natural barriers, both from the point of view of production and from the point of view of consumption. That is, the creation of the product does not require large material costs, while it can be consumed everywhere and without any restrictions.

However, the business that provides creative services is increasingly faced with the limitations of the application of classical theories of developing business models and strategies due to changes in the social and economic factors of the environment, as well as the characteristics of the creative sector, which, according to the authors, requires the development of innovative theoretical and conceptual basics of strategic process design.

In today's rapidly evolving digital landscape, the intersection of technology and creativity is more crucial than ever. Tech consulting plays a vital role in the creative services industry by providing the expertise needed to navigate complex technological advancements, streamline processes, and enhance the quality and delivery of creative outputs.

Tech consultants bring a wealth of knowledge about the latest tools and technologies, enabling creative firms to adopt cutting-edge solutions that foster innovation. This helps creative teams experiment with new ideas and deliver more engaging, high-quality products. By optimizing workflows and automating repetitive tasks, tech consulting can significantly improve operational efficiency. This allows creative professionals to focus more on the creative aspects of their work, rather than being bogged down by administrative or technical issues.

As creative projects and teams grow, the need for scalable technological solutions becomes paramount.

Tech consultants can design and implement systems that support growth, ensuring that infrastructure keeps pace with expanding business needs. Creative services increasingly rely on data analytics to inform decision-making processes. Tech consultants can set up robust data collection and analysis frameworks, providing insights into audience preferences, market trends, and performance metrics that drive more effective strategies and campaigns.

With the rise of digital content creation and distribution, protecting intellectual property and ensuring compliance with regulations are critical. Tech consultants help implement strong security measures and ensure that all operations adhere to relevant laws and standards. Creative services often involve multiple platforms and channels, from social media to web and mobile applications. Tech consultants can ensure seamless integration across these platforms, providing a cohesive experience for both creators and consumers. Effective tech consulting can help creative services manage costs by identifying cost-saving technologies and optimizing resource allocation. This ensures that investments in technology provide maximum return and contribute to the overall profitability of the business.

Staying ahead in the competitive creative industry requires continuous adaptation to technological changes. Tech consultants enable creative firms to stay ahead of trends, adopt best practices, and maintain a competitive edge. Implementing new technologies often requires training and ongoing support. Tech consultants provide the necessary training to ensure that creative teams are proficient with new tools and systems, and offer ongoing support to address any technical challenges that arise.

Tech consultants contribute to long-term strategic planning by aligning technological capabilities with business goals. They help creative firms anticipate future technological needs and trends, ensuring sustained growth and relevance in the industry.

In summary, tech consulting is indispensable for creative services as it enhances innovation, efficiency, scalability, and security, while also providing valuable data insights, cost management, and strategic advantages. By leveraging the expertise of tech consultants, creative firms can harness the full potential of technology to deliver exceptional creative outputs and achieve long-term success.

Tech consulting has emerged as a pivotal force in bridging the digital divide between urban and rural areas, providing rural communities with the necessary tools and knowledge to leverage technology for socio-economic development. The role of tech consulting in these communities is multifaceted, encompassing education, economic growth, healthcare improvement, and social inclusion.

The next production revolution entails a confluence of technologies ranging from a variety

of digital technologies to new processes (Figure 1). Rural areas are characterized by low density economy and by shortage of labour including depopulation and ageing, and these emerging technologies may help overcome these challenges in rural areas.

One of the primary roles of tech consulting in rural communities is to enhance educational opportunities. Consultants assist in setting up digital classrooms, providing training for teachers on how to integrate technology into their teaching methods, and implementing e-learning platforms. This not only improves the quality of education but also ensures that students in rural areas have access to the same resources as their urban counterparts. As a result, students can gain the skills necessary to compete in a globalized economy.

Tech consulting plays a crucial role in driving economic growth in rural areas. Consultants help local businesses adopt new technologies that can streamline operations, improve efficiency, and reduce costs. For instance, the introduction of e-commerce platforms enables rural businesses to reach broader markets, increasing their sales and revenue. Additionally, tech consultants can provide training on digital marketing, helping businesses to effectively promote their products and services online. This digital transformation can create new job

opportunities and stimulate economic activity in rural communities.

Figure 2 illustrates the guiding principles for sustainable digitalization in rural areas. These principles request experts' participation.

The healthcare sector in rural areas often faces challenges such as a lack of resources, insufficient medical staff, and limited access to advanced medical facilities. Tech consulting can address these issues by implementing telemedicine solutions, which allow patients to consult with specialists remotely. This can be particularly beneficial for communities located far from urban centers. Furthermore, tech consultants can assist in setting up electronic health records (EHR) systems, ensuring that patient data is securely stored and easily accessible to healthcare providers. These improvements can lead to better healthcare outcomes and increased life expectancy in rural areas.

Tech consulting also promotes social inclusion by ensuring that rural communities are not left behind in the digital age. Consultants work to provide affordable internet access, establish community computer centers, and offer digital literacy programs. These initiatives empower residents with the skills and knowledge to participate fully in the digital world. Social inclusion through technology can also enhance

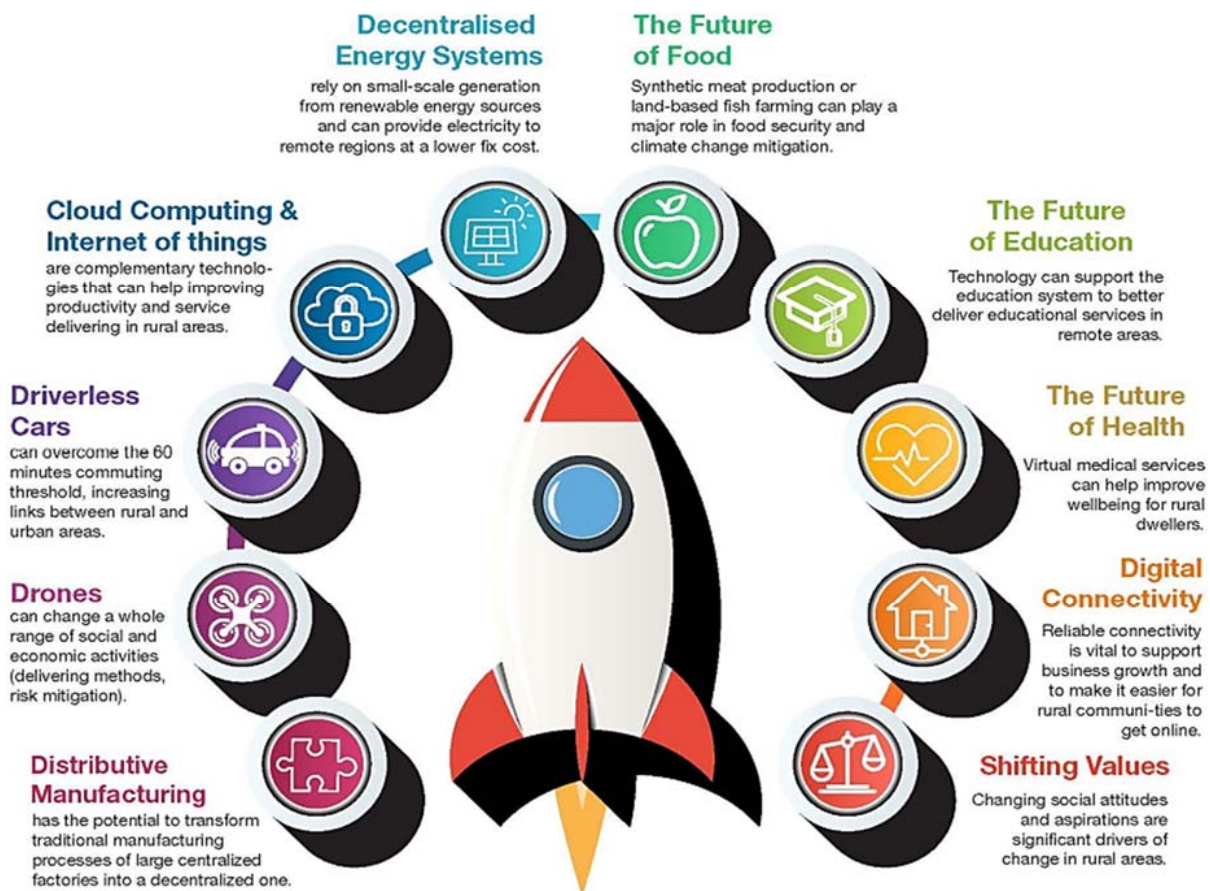


Figure 1. 10 key drivers of rural change [21]

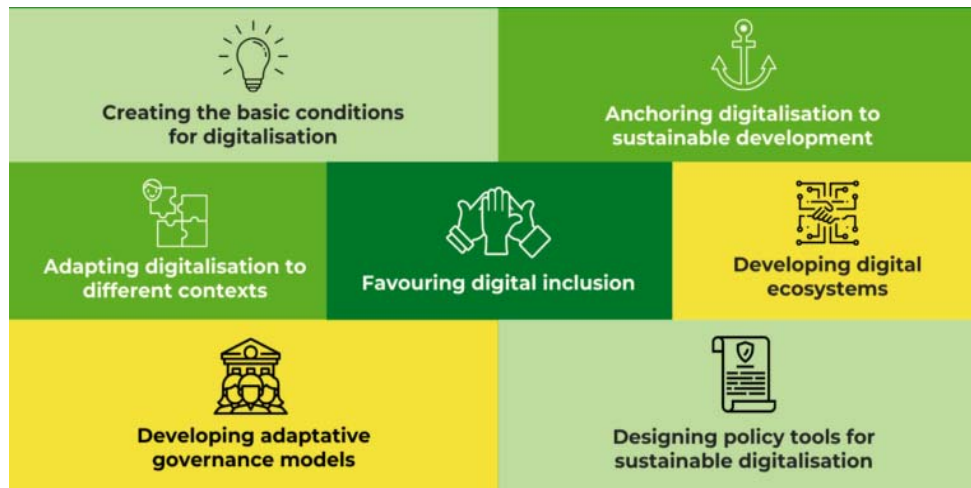


Fig. 2. 7 guiding principles for sustainable digitalization in rural areas [22]

civic engagement, enabling residents to access information about local governance, participate in online forums, and voice their opinions on community matters.

Agriculture is a cornerstone of many rural economies, and tech consulting can significantly enhance agricultural productivity. Consultants introduce precision farming technologies, such as GPS-guided equipment and drones for crop monitoring, which help farmers optimize their operations. Additionally, tech consultants can implement data analytics solutions to provide farmers with insights into crop health, weather patterns, and market trends. These advancements enable farmers to make informed decisions, increase crop yields, and reduce costs.

Tech consulting can also facilitate sustainable development in rural areas. Consultants can introduce renewable energy solutions, such as solar and wind power, to reduce dependence on non-renewable resources. Moreover, they can help implement smart water management systems, which ensure efficient use of water resources. These sustainable practices not only protect the environment but also ensure the long-term viability of rural communities.

Finally, tech consulting can foster community resilience by helping rural areas prepare for and respond to disasters. Consultants can develop and implement emergency response systems, which include communication networks and disaster management software. These systems enable communities to quickly coordinate response efforts and minimize the impact of natural disasters. Additionally, tech consultants can provide training on how to use these systems effectively, ensuring that residents are well-prepared for emergencies.

The marketing strategy of consulting firm aims to establish a strong presence in the market, attract clients, and showcase its expertise in providing cutting-edge technology solutions. Here's a summary

of the key components of a typical marketing strategy for a technological consulting firm for rural communities:

1. Clearly define the target audience, including industries, businesses, or sectors that can benefit most from the firm's technological expertise.
2. Develop a unique value proposition that highlights the firm's core competencies and distinguishes it from competitors.
3. Emphasize the firm's commitment to innovation, staying abreast of the latest technologies, and delivering high-quality solutions.
4. Establish a professional and user-friendly website that showcases the firm's services, case studies, and success stories.
5. Optimize the website for search engines (SEO) to improve visibility and attract organic traffic.
6. Utilize social media platforms to engage with the target audience, share relevant content, and demonstrate thought leadership.
7. Create valuable and informative content, such as blog posts, whitepapers, and infographics, to showcase expertise and address industry challenges.
8. Develop case studies highlighting successful technology implementations and their positive impact on clients' businesses.
9. Actively participate in industry events, conferences, and trade shows to network with potential clients and industry influencers.
10. Establish strategic partnerships with other firms, technology vendors, or industry associations to broaden the firm's reach.
11. Showcase positive client testimonials and success stories on the website to build trust and credibility.
12. Encourage satisfied clients to provide referrals, either through testimonials or direct introductions to potential clients.
13. Establish the firm's leaders as industry thought leaders by contributing to industry publications,

speaking at conferences, and participating in webinars.

14. Share insights on emerging technologies, trends, and best practices through various channels.

A comprehensive marketing strategy for a technological consulting firm combines online and offline efforts to build brand awareness, attract clients, and position the firm as a trusted advisor in the rapidly evolving technology landscape.

**Conclusion.** The role of tech consulting in rural communities is vital for fostering development and improving quality of life. By enhancing education, driving economic growth, improving healthcare services, promoting social inclusion, supporting agricultural development, facilitating sustainable practices, and fostering community resilience, tech consulting helps bridge the gap between urban and rural areas. As technology continues to advance, the impact of tech consulting in rural communities is likely to grow, paving the way for a more inclusive and equitable society.

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