

THE BUCHAREST UNIVERSITY OF ECONOMIC STUDIES



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SUMMARY OF THE DOCTORAL THESIS

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THE INFLUENCE OF INNOVATION ON STRATEGIC MANAGEMENT IN SMES IN ROMANIA

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KEYWORDS

SMEs; strategy; strategic management model; strategic capabilities; strategic entrepreneurship; entrepreneurial ecosystems; strategic orientation; innovation; innovation strategies; competitive advantage; digitization.

THESIS SUMMARY

The doctoral thesis entitled "The influence of innovation on strategic management in SMEs in Romania" is one of the few theses that addresses the influence of innovation on the strategic management of SMEs and aims to highlight the need to use new methods of strategic thinking, absolutely necessary in within the wider effort of SMEs to maintain and increase sustainability in domestic and international markets.

The theoretical part of the doctoral thesis presents the current state of knowledge, with reference to management, strategic management, innovation and the strategies imposed by today's realities of the private business environment.

The application component of this approach respected the research methodology, based on 15 working hypotheses and the use of IBM SPSS Statistics for Windows, Version 26.0 programs. Armonk, NY: IBM Corp., as econometric means, and comprised 3 main stages (conducted within the interval September 2021 – May 2023), respectively: (1) Recognition of the main trends regarding the influence of innovation on strategic management within the sector of SMEs; (2) Distribution of a questionnaire to SMEs in Romania; (3) Econometric study and analysis of the results obtained, as a result of the answers received from 210 SMEs in Romania.

Based on the research carried out, it was possible to:

- identifying and substantiating the main ways of innovation and managerial change that can be implemented at the level of SMEs;
- establishing the main ways to make the management of SMEs more efficient, responsible for amplifying the mission and the role of management in supporting and promoting innovation;
- recognition of the need and the opportunity of some ways of innovation, with a direct effect on the level of competitiveness, as well as the way in which managerial efficiency measures support the real and effective professionalization of management and managers in SMEs;
- defining the main effects of the reinterpretation of the binomial management - innovation in terms of the competitiveness of SMEs.

In essence, the synthesis of the conclusions of my doctoral research consists of the following:

(1): The most important problem that SMEs in Romania face today is the faulty, unbalanced and often visionless management in many respects, although a number of specialists emphasize their limited financing. When there is effective management, there are implicitly sufficient and consistent possibilities to limit and/or even eliminate all other problems.

(2): Because the basis of the manifestation of technological, technical, commercial, financial, social, economic, etc. dysfunctions. and of the strengths lies management, the managerial deficiencies and assets are mainly generated by the lack of education, experience and professionalism of those who put it into practice, the empirical manner they express when they try to identify solutions to the problems faced by managed enterprises.

(3): Compared to large enterprises, the degree of use of strategic tools, as well as digital ones, remains limited, Romanian SMEs failing, in this context, to obtain competitive advantages on international markets;

(4): In order to minimize the uncertainty of external environmental factors, which cannot be predicted, Romanian SMEs do not use the methods of experimentation, testing and rapid analysis.

(5). The widespread use of innovative approaches, in the context of the use of strategic tools, is likely to increase the functionality and performance of SMEs.

At the end of the doctoral thesis, I stated a series of proposals aimed at improving strategic management, as well as a new model of strategic management of SMEs in Romania.