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barriers limiting the development of the sector: weak material and technical base, digital inequality, staff shortages and regulatory restrictions.

It examines global experience in the implementation of telemedicine technologies in leading countries, including the United States, the United Kingdom, India and China, with a focus on the level of development of telemedicine, the extent of its use by medical professionals, market size, key areas of government support, and priority areas of application, including the provision of medical care in rural areas and the treatment of chronic diseases.

The aim of the study is to identify key areas and opportunities for the development of telemedicine in Kazakhstan, taking into account international experience and assessing the current situation.

Keywords: telemedicine, healthcare, remote treatment, barriers, potential.

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EFFECTIVE INTERACTION OF SMES AND CREATIVE INDUSTRIES: MECHANISM AND OPTIMAL MODEL

In the context of Kazakhstan's transition toward an innovation-driven and digital economy, the integration of small and medium-sized enterprises (SMEs) with creative industries has become increasingly important. These sectors have high potential for generating value-added products, boosting exports, and creating new jobs. This study aims to develop a scientifically grounded and practically applicable model for effective collaboration between SMEs and creative industries, taking into account international experience and national specificities.

The object of the study includes SMEs and creative industries actors in Kazakhstan, as well as the institutional, legal, and infrastructural environment that shapes their interaction. The research focuses on cooperation formats, organizational mechanisms, public support measures, and digital and educational tools that enable integration between these sectors.

The methodology is based on a combination of systems, institutional, innovation, and digital approaches. Comparative analysis, case studies, and content analysis of policy documents, analytical reports, and statistical data were used. The study reviews successful international practices from countries such as South Korea, the United Kingdom, Germany, and Singapore to identify transferable strategies suitable for Kazakhstan's context.

As a result, a multi-level interaction model was developed, including outsourcing, joint projects, startup investment, educational initiatives, and

platform solutions. The findings confirm that strengthening collaboration between SMEs and creative industries enhances innovation, increases productivity, and amplifies the economic contribution of the creative sector. The proposed model can inform national policy and the design of programs supporting entrepreneurship and creative industries in Kazakhstan.

Keywords: small and medium-sized enterprises, creative industries, innovation, cluster approach, government support, interaction model.

Introduction

In the context of the Fourth Industrial Revolution, digital technologies have become an integral part of the business landscape. Creative industries (CI) actively use artificial intelligence, blockchain, augmented reality, Big Data, and other technologies [1;2;3]. The optimal model of interaction with the creative sector promotes the introduction of new technologies into small and medium-sized businesses (SMEs), increasing their innovation potential and expanding the sales market [4;5].

The modern economy of Kazakhstan is undergoing rapid transformation under the influence of digitalization, globalization, and the growth of creative industries. SMEs are a key driver of economic growth, innovation, and job creation. However, to increase its competitiveness, new approaches to interaction with other sectors of the economy, including the creative industries, are needed. Kazakhstan is focused on economic diversification and reducing dependence on the raw materials sector, which is enshrined in strategic documents such as the National Project «Creative Sector - a driver of economic growth», aimed at developing creative industries, the Strategy «Kazakhstan 2050», which aims to develop an innovative and digital economy, the Development Program entrepreneurship “Business Roadmap”, supporting small and medium-sized businesses [6;7;8].

Strengthening ties between SMEs and creative industries will create new market niches, increase export potential, and enhance the added value of products.

The purpose of the study is to identify and substantiate the optimal model of effective interaction between SMEs and creative industries in Kazakhstan, contributing to the growth of innovation activity, productivity, and economic sustainability. The study hypothesizes that the integration of small and medium-sized businesses with creative industries through cluster-network mechanisms, digital platforms, and government support contributes to increasing the innovative potential of SMEs, increasing value added, and sustainable development of the economy of Kazakhstan.

Materials and methods

The research uses modern interdisciplinary approaches, including both quantitative and qualitative methods of analysis. The methodological basis was as follows:

- a systematic approach that made it possible to consider the interaction of SMEs and CI as an element of a single socio-economic ecosystem;
- an institutional approach used to analyze the current regulatory and organizational environment affecting the integration of SMEs and CI;
- innovative and digital approaches aimed at identifying the role of technologies (Big Data, AR/VR, artificial intelligence) and digital platforms in the development of the creative economy;
- comparative analysis of international experience, which made it possible to identify successful models of interaction between SMEs and CI in countries such as Great Britain, South Korea, Germany, Finland, Singapore, and Japan;
- content analysis of program documents, as well as analytical reports of international organizations;
- case analysis of local initiatives in Kazakhstan: the activities of hubs, acceleration programs, and interaction with creative startups.

The empirical base consists of official data from the Bureau of National Statistics of the Republic of Kazakhstan, NCE Atameken, Astana Hub, Almaty Tech Garden; analytical reports from international and national organizations; publications in scientific journals reflecting current trends in the development of SMEs and CI.

The choice of methods is conditioned by the need for a comprehensive analysis of the existing economic, legal, and infrastructural conditions to build an optimal model of interaction.

Results and discussion

The relationship between traditional business and the creative economy is examined within the framework of scientific and methodological approaches to developing a model of interaction. The concept of the creative economy (R. Florida, J. Howkins) [9;10] emphasizes the role of knowledge, innovation, and creativity as key factors of economic growth. The theory of cluster development (M. Porter) [11] proves that combining enterprises related to innovation and creativity increases their competitive advantages. The theory of open innovation (H. Chesbrough) [2;12] confirms that the integration of traditional business with creative industries contributes to accelerated innovation and improvement of business models.

There are different approaches to the organization of interaction between the business and the creative sector. Depending on the level of integration, the following models can be distinguished:

1 Partner model – small and medium-sized enterprises cooperate with creative agencies on a contractual basis (for example, hiring designers, marketers, artists).

2 Project model - temporary collaborations between representatives of SMEs and the creative sector to develop specific projects (festivals, joint products, advertising campaigns).

3 Cluster model an association of companies in a single space (creative hubs, technology parks) for continuous cooperation and resource exchange.

4 Platform model – the creation of digital platforms for automated partner search, joint project management, and intellectual property protection.

5 Venture capital model - financing startups at the intersection of traditional business and creative technologies (for example, investing in AR/VR projects, NFT markets).

An analysis of foreign experience from various countries shows that government support, tax incentives, and acceleration programs contribute to the successful integration of business and creative industries.

In the USA, Great Britain, and Italy, for example, the creative industries account for about 10 %, 5 %, and 6 % of the country's GDP and create about 5 million jobs, respectively. In addition, global megacities such as New York, Los Angeles, London, Berlin, Hong Kong, and Seoul are actively unlocking the potential of creative industries and creating conditions for their further development. Let's consider the economic indicators of the «Big Seven» countries, which characterize the scale of development of the creative sector in the national economy [13].

Table 1 – Comparison of economic indicators of the G7 countries

	Contribution of creative industries to GDP, %	Export of creative goods, 2015, billion dollars	The share of creative products in total exports, %	Number of people employed in creative industries, mln. 2018	The share of people employed in creative industries, in total, %
USA	4,2	40,5	2,7	5,2	3,3
France	4,0	34,4	6,8	1,2	4,3
Italy	6,1	26,7	5,8	0,6	2,5
Great Britain	5,5	25,9	5,6	3,1	9,6
Germany	3,1	25,9	2,0	2,9	7,0
Japan	4,4	6,6	1,1	7,9	11,9

Canada	2,7	6,2	1,5	,,,	3,8
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Compiled according to Eurostat data, UNCTAD, Deloitte, WTO [2;13]

If we analyze the data from the G7 countries, it can be noted that the contribution of creative industries to the gross domestic product is most significant in Italy. At the same time, the creative sector employs the largest number of people in Japan. In the total volume of national exports, creative goods account for the largest share in France. The G7 countries are the largest economies among the industrialized countries, which are the core of the developed world. The advantage of these economies is the concentration of innovative activities and advanced human capital on their territory, which is favorable conditions for the spread of the creative sector. Among the G7 countries, Italy is a special economy. Its uniqueness in comparison with other members of the group lies in the fact that the concentration of production is lower compared to other countries. The peculiarity of the Italian economy is the extremely important role of small and medium-sized businesses in national production.

According to various definitions of international organizations, the core of «creative industries» is creative ideas, the creation and use of intellectual property. Thus, the goods and services of the creative industries have high added value and great export potential. At the same time, it is necessary to understand that there are well-established models for the implementation of creative industries. The American, Scandinavian, and East Asian models are considered exemplary [14]. Each of them has its distinctive characteristics. For example, the American model of creative industries development implies two sectors (cultural and creative), which operate according to different principles. The cultural sector, or non-profit sector, is supported by the government and patrons. The creative sector is notable for its innovative approach, emphasis on supporting small businesses and technology, and active international cooperation.

In many countries, cooperation between small and medium-sized businesses and creative industries has proven its effectiveness. South Korea has integrated creative technologies into small businesses through government innovation programs and accelerators. Singapore uses tax incentives and venture capital financing to encourage joint projects between creative startups and traditional businesses. The UK has implemented the Creative Sector Tax Relief program, which provides tax breaks of up to 25 % on production costs in the film, animation, video games, and television industries. Germany has developed a system for financing creative enterprises, including government grants and guarantee schemes [6].

Kazakhstan is also taking steps to develop creative industries and integrate them with SMEs. One of the key approaches is to create specialized business

incubators and accelerators focused on supporting creative startups. The study of various foreign creative sector structures provides SMEs with access to resources, mentoring, and networks, which contribute to their growth and integration into the creative sectors of the economy. Another effective mechanism is to conduct joint educational programs and workshops that bring together entrepreneurs and representatives of creative professions [5]. Such initiatives promote the exchange of experience, the development of skills, and the establishment of partnerships between SMEs and creative industries.

According to the National Bureau of Statistics of the Republic of Kazakhstan, small and medium-sized enterprises account for a significant part of the country's GDP, as well as more than 3 million jobs. However, businesses face a number of challenges: insufficient innovation, limited access to finance, and weak integration into global value chains.

Creative industries, including IT, design, media, and art, are becoming the drivers of Kazakhstan's economy, contributing 2.3 % to GDP. However, their integration with SMEs, which account for 32.5 % of GDP, remains fragmented. By the end of 2022, more than 120,000 people were employed in the creative industries in Kazakhstan, and the number of SMEs exceeded 40,000, including more than 10,000 individual entrepreneurs. The total tax revenues from the creative industry amount to about 100 billion tenge [8].

In Kazakhstan, the creative industries cover such areas as design, cinema, music, IT, advertising, and art. SMEs play a significant role in the country's economy, providing employment and stimulating innovation. The main measures of state support are financial, property, infrastructural, institutional, and informational support. These measures are aimed at:

- 1) support for new business initiatives;
- 2) increased employment in the SME sector;
- 3) an increase in the contribution to GDP and the average output of medium-sized enterprises.

The National Development Plan of the Republic of Kazakhstan until 2025, approved by Decree of the President of the Republic of Kazakhstan dated February 18, 2018, No. 636, defines the country's development priorities aimed at building a diversified and innovative economy.

Table 2 – Number of creative projects and the share of SMEs in projects for 2023

Region	Number of creative projects	The share of SMEs in projects	Investment volume
Almaty	120	65%	\$80 million
Astana	90	60%	\$60 million

Shymkent	35	40%	\$15 million
Karaganda	25	30%	\$10 million
Aktobe	15	25%	\$5 million

Source: Atameken National Chamber of Entrepreneurs, 2023, [15].

Kazakhstan is actively developing cooperation between SMEs and creative industries, which is confirmed by national statistics and international research. The main share of employment is provided by SMEs. Thus, 41 % of the total number of SMEs are employed in small enterprises, 40 % in individual entrepreneurs, 11 % in medium-sized enterprises, and 9 % in peasant and farm enterprises. SMEs are concentrated in sectors that depend on the general state of the economy and consumer demand. Astana and Almaty are the centers of the highest concentration of SMEs of all categories. These two largest cities in the country account for almost a third of all SMEs employed. The contribution to the increase in employment in SMEs is also provided mainly by these two cities (37 % and 14 %, respectively). Their share in the total output of SMEs is: Almaty – 26 %, Astana - 20 %. As a result, SMEs in these cities occupy the highest shares in the gross regional product (GRP) among all regions of the country: Astana – 55 %, Almaty – 45 % [16].

The interaction of small and medium-sized businesses with creative industries plays a key role in economic development, contributing to innovation, digitalization, and value creation. However, in Kazakhstan, this process is fragmented due to the lack of a structured integration model. The development of a scientifically based model of effective interaction will eliminate barriers, increase the competitiveness of domestic businesses, and strengthen the contribution of the creative sector to the economy.

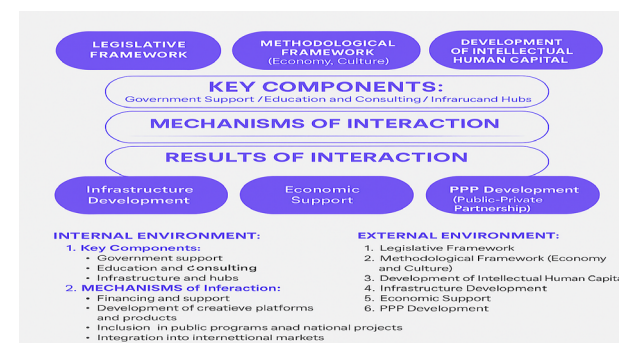


Figure 1 – The scheme of interaction between SMEs and CI
Note – compiled by the authors

To ensure effective interaction between SMEs and creative industries, it is necessary to create a favorable ecosystem, including specialized incubators, educational programs, and platforms for cooperation. It promotes innovation, economic growth, and strengthens its position in the global market.

Effective cooperation of small and medium-sized businesses with creative industries leads to economic diversification, stimulates innovation, and promotes sustainable development. According to research by UNCTAD and the World Bank, creative industries increase the added value of products and services, and their integration into traditional business sectors increases productivity and competitiveness.

Creative industries not only contribute to the economy, but also contribute to the development of human capital, social inclusion, and cultural diversity. They provide employment for young people, promote entrepreneurial initiatives, and stimulate digitalization.

The following model is proposed to ensure effective interaction between SMEs and creative industries:

- Cooperation through outsourcing and ordering of services:
- SME orders the development of branding, marketing materials, and digital solutions from CI;
- Creative specialists create unique content, design, and video products.
- Joint production and cooperation:
- creation of joint products, development of designer packaging, advertising campaigns;
- interaction between the business and creative industries to create innovative solutions.
- SME investments in CI: financing of creative startups, grant support, and venture capital development.
- Educational and acceleration programs:
- conducting training courses for entrepreneurs and representatives of creative professions;
- Launching accelerators and business incubators to support creative startups.
- Government support and tax incentives:
- Subsidies for creative projects, infrastructure development (technology parks, hubs, clusters);
- Preferential loans and tax breaks for businesses investing in creative industries.

An integrated approach to effective interaction between SMEs and creative industries requires the integration of economic mechanisms, institutional factors, technological solutions, educational initiatives, and cultural aspects.:

1) economic mechanisms – creation of favorable conditions for financing, tax incentives, and support for innovative start-ups;

2) institutional factors – improvement of the legal framework, protection of intellectual property, formation of partnerships between business, government, and educational institutions;

3) technological solutions – the use of digital platforms to simplify the interaction between entrepreneurs and creative professionals;

4) educational initiatives – development of competencies in the field of creative entrepreneurship, design thinking, and digital marketing;

5) cultural aspects - popularization of the value of creative industries as an important element of economic growth and innovative development.

The optimal model for the development of Kazakhstan's creative economy should take into account existing infrastructure, financial mechanisms, government support, and export strategies to create a sustainable ecosystem. Successful cooperation between SMEs and CI requires a comprehensive model that includes infrastructural, economic, educational, and institutional elements [17].

Infrastructure support includes the creation of creative hubs and clusters in the regions of Kazakhstan to bring together entrepreneurs and representatives of creative industries, the development of online platforms connecting SMEs and CI, and support for business incubators and accelerators (Astana Hub, Almaty Tech Garden) for the development of innovative startups.

Educational initiatives include such measures as courses and accelerators for entrepreneurs and creative professionals, the launch of online courses and workshops on the value of creative industries, the inclusion of subjects on digital economy, marketing and design in business education, the creation of educational programs at universities in Kazakhstan to train specialists in the field of creative entrepreneurship, internship and exchange programs with leading international companies, free online courses in digital marketing, branding, IT, grants for study abroad for the best specialists in AI, and retraining programs in the regions.

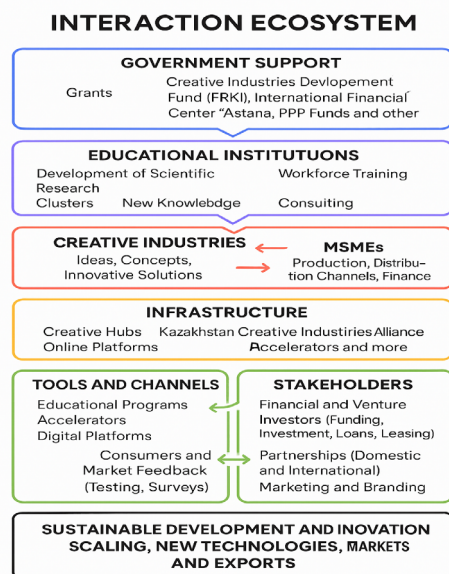


Figure 2 – Optimal model for ensuring effective interaction between small and medium-sized businesses and creative industries

Note – compiled by the authors

The institutional and legislative framework involves simplifying bureaucratic procedures for obtaining grants and benefits for SMEs, introducing a national strategy for the development of creative industries (following the example of Great Britain and South Korea), creating a single coordination center for SMEs and CI at the level of the Ministry of Culture and Information of the Republic of Kazakhstan, popularizing successful examples of collaborations through case studies and media platforms, conducting business forums and festivals (for example, Creative Central Asia) to share experiences, implementation of public-private partnerships to finance creative projects, preferential loans, grants and reduction of bureaucracy in cooperation with CI.

Economic incentives include measures such as the introduction of tax incentives for businesses investing in creative industries, grant support from the Creative Industries Development Fund, government programs subsidizing design, advertising, and IT solutions for small businesses, and the development of venture financing for creative startups (including QazTech Ventures).

International cooperation is a set of measures such as financing participation in international exhibitions and forums, the creation of an export agency to promote Kazakhstani creative brands abroad, the development of franchising in the field of design, advertising, IT, grants for the participation of creative companies in international exhibitions, the popularization of creative industries and business collaborations.

The main purpose of the model is to ensure effective cooperation between SMEs and CI, using existing infrastructure, financial mechanisms, and government incentives.

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Conclusion

The implementation of this model will allow small businesses to increase their income through marketing and brand solutions, increase the number of jobs in the creative industries, enter international markets for Kazakhstani companies through creative products, and attract investments in creative startups.

This model will create a sustainable ecosystem in which creative industries will become an important part of Kazakhstan's economic growth. The implementation of the proposed mechanisms will ensure:

- GDP growth due to the integration of creative industries;
- development of technological solutions and digital marketing;
- increasing the export of creative solutions at the global level;
- Creating conditions for sustainable cooperation between SMEs and CI, providing financial, educational, and infrastructural support.

Thus, this will lead to economic growth and strengthen Kazakhstan's international presence in the creative economy, as well as make the country a regional center of creative technologies.

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ШОБ ЖӘНЕ КРЕАТИВТІ ИНДУСТРИЯЛАРДЫҢ ТИІМДІ ӨЗАРА ІС-ҚИМЫЛЫ: МЕХАНИЗМ ЖӘНЕ ОҢТАЙЛЫ МОДЕЛЬ

Қазақстан экономикасының цифрлануы мен инновациялық бағытқа бет бұруы шағын және орта бизнесті (ШОБ) креативті индустриялармен интеграциялаудың өзектілігін арттыруда. Бұл салалар қосылған құны жоғары өнімдер шығаруға, экспортты арттыруға және жаңа жұмыс орындарын құруға елеулі ықпал ете алады. Зерттеудің мақсаты – халықаралық тәжірибе мен ұлттық ерекшеліктерді ескере отырып, ШОБ пен креативті индустриялардың арасындағы тиімді өзара әрекеттестік моделі мен тетіктерін әзірлеу.

Зерттеу нысаны – Қазақстандағы ШОБ пен креативті индустриялардың субъектілері мен олардың өзара байланысын қамтамасыз ететін институционалдық, құқықтық және инфрақұрылымдық орта. Зерттеу пәні ретінде ынтымақтастық

түрлері, мемлекеттік қолдау шаралары, цифрлық және білім беру құралдары қарастырылады.

Зерттеу әдістемесі жүйелік, институционалдық, инновациялық және цифрлық тәсілдерге негізделген. Салыстырмалы талдау, кейс-стади және құжаттық контент-талдау әдістері қолданылды. Ұлыбритания, Оңтүстік Корея, Германия, Сингапур секілді елдердің тәжірибесі зерттеліп, Қазақстанға бейімдеуге болатын тиімді тәсілдер анықталды.

Зерттеу нәтижесінде бірнеше деңгейлі өзара әрекеттестік моделі ұсынылды: аутсорсинг, бірлескен жобалар, стартаптарға инвестиция, білім беру бастамалары және платформалық шешімдер. Нәтижелер көрсеткендей ШОБ пен креативті индустриялардың ынтымақтастығы инновациялық белсенділікті арттырып, өнімділікті жогарылатады және экономикалық өсімге ықпал етеді. Ұсынылған модель мемлекеттік саясатты жетілдіруге және кәсіпкерлік пен креативті индустрияларды қолдау бағдарламаларын дамытуға негіз бола алады.

Кілтті сөздер: шағын және орта бизнес, креативті индустриялар, инновациялар, кластерлік тәсіл, мемлекеттік қолдау, өзара әрекеттесу моделі.

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ЭФФЕКТИВНОЕ ВЗАИМОДЕЙСТВИЕ МСБ И КРЕАТИВНЫХ ИНДУСТРИЙ: МЕХАНИЗМ И ОПТИМАЛЬНАЯ МОДЕЛЬ

В условиях перехода Казахстана к инновационной модели развития и цифровизации экономики возрастает необходимость интеграции малого и среднего бизнеса (МСБ) с креативными индустриями – секторами, обладающими высоким потенциалом

в создании добавленной стоимости, экспортных продуктов и новых рабочих мест. Целью настоящего исследования является разработка научно обоснованной и практически применимой модели эффективного взаимодействия МСБ и креативных индустрий с учётом международного опыта и особенностей национальной предпринимательской среды.

Объектом исследования являются субъекты МСБ и креативных индустрий в Казахстане, а также институциональная, правовая и инфраструктурная среда, в которой осуществляется их взаимодействие. В качестве предмета рассматриваются формы сотрудничества, организационные механизмы, меры государственной поддержки, а также цифровые и образовательные инструменты, обеспечивающие интеграцию этих секторов.

Методология исследования основана на системном, институциональном, инновационном и цифровом подходах. Применялись методы сравнительного анализа, кейс-стади и контент-анализа нормативных документов, аналитических отчетов и статистических данных. Проведен обзор успешных международных практик взаимодействия МСБ и креативных индустрий таких стран, как Южная Корея, Великобритания, Германия, Сингапур с целью адаптации применимых решений в казахстанском контексте.

В результате сформирована многоуровневая модель взаимодействия, включающая аутсорсинг, совместные проекты, инвестиции в стартапы, образовательные инициативы и платформенные решения. Сделан вывод, что развитие таких форм сотрудничества усиливает инновационную активность МСБ, способствует росту производительности и повышает вклад креативного сектора в экономику. Разработанная модель может быть использована для совершенствования государственной политики в сфере предпринимательства и креативных индустрий.

Ключевые слова: малый и средний бизнес, креативные индустрии, инновации, кластерный подход, государственная поддержка, модель взаимодействия.

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