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EFFECTIVENESS OF INNOVATION MANAGEMENT IN THE CONTEXT OF IMPLEMENTING CREATIVE MANAGEMENT TOOLS

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ЕФЕКТИВНІСТЬ УПРАВЛІННЯ ІННОВАЦІЯМИ В КОНТЕКСТІ ВПРОВАДЖЕННЯ ІНСТРУМЕНТІВ КРЕАТИВНОГО МЕНЕДЖМЕНТУ

The article examines the use of creative management tools to improve the efficiency of innovation management at enterprises. The role of innovative activity of enterprises in an extremely turbulent external environment is analyzed. It is found that the stages of development of forms of interaction within the innovation process should be structured in the form of generalized scientific approaches - theories, models or concepts. They should be logically grouped by the type of interaction between participants in innovation activity, and also arranged in such a way as to reflect the growth of the level of their influence on the key characteristics of innovative development. Such systematization allows us to trace the evolutionary dynamics and determine which forms of interaction are the most effective for stimulating innovations in the modern economic environment.

The importance of creative management tools for the development of innovative activity of enterprises and increasing the efficiency of the innovation management process is established. Creative management creates an environment in which employees can freely generate new ideas, experiment and find innovative solutions to complex tasks. Thanks to this, innovation processes become not chaotic, but purposeful and manageable, with a clear focus on the needs of consumers and the market. Creative management is a key element of the innovation strategy of the enterprise, allowing not only to respond to the challenges of the external environment, but also to get ahead of them, forming sustainable competitive advantages. Separate components of creative management tools are proposed, which are intended to be used in innovation management at the enterprise.

It is established that innovation management at enterprises requires an adaptive approach that takes into account limited resources, high competition and the dynamics of a particular industry. An effective model of innovation management is proposed using certain creative management tools, such as task management, flexible organization, and focus on open innovation.

The main stages of innovation management at the enterprise have been formed using methods and approaches of creative management, which will allow

the enterprise to increase innovation activity and contribute to the development of the innovation management process.

У статті досліджуються використання інструментарію креативного менеджменту задля підвищення ефективності управління інноваціями на підприємствах. Проаналізовано роль інноваційної активності підприємств в умовах вкрай турбулентного зовнішнього середовища. З'ясовано, що етапи розвитку форм взаємодії в межах інноваційного процесу доцільно структурувати у вигляді узагальнених наукових підходів - теорій, моделей або концепцій. Їх логічно групувати за типом взаємодії між учасниками інноваційної діяльності, а також впорядковувати таким чином, щоб відобразити зростання рівня їх впливу на ключові характеристики інноваційного розвитку. Така систематизація дозволяє простежити еволюційну динаміку та визначити, які форми взаємодії є найефективнішими для стимулювання інновацій у сучасному економічному середовищі.

Встановлено значення інструментарію креативного менеджменту для розвитку інноваційної активності підприємств та підвищення ефективності процесу управління інноваціями. Креативний менеджмент створює середовище, в якому працівники можуть вільно генерувати нові ідеї, експериментувати та знаходити інноваційні рішення для складних завдань. Завдяки цьому інноваційні процеси стають не хаотичними, а цілеспрямованими та керованими, з чітким фокусом на потреби споживачів і ринку. креативний менеджмент виступає ключовим елементом інноваційної стратегії підприємства, дозволяючи не лише реагувати на виклики зовнішнього середовища, а й випереджати їх, формуючи стійкі конкурентні переваги. Запропоновано окремі складники інструментів креативного менеджменту, які доцільно застосовувати в управлінні інноваціями на підприємстві.

Встановлено, що управління інноваціями на підприємствах вимагає адаптивного підходу, який враховує обмежені ресурси, високу конкуренцію та динаміку конкретної галузі. Запропоновано ефективну модель управління інноваціями з використанням певних інструментів креативного

менеджменту, як-то управління знаннями, гнучка організація, фокусування на відкритих інноваціях.

Сформовано основні етапи управління інноваціями на підприємстві з використанням методів і підходів креативного менеджменту, що дозволить підприємства підвищити інноваційну активність та сприятиме розвитку процесу управління інноваціями.

Keywords: *innovation, innovation management, evolution of innovation management theories, creative management, adaptive management, open innovation.*

Ключові слова: *інновація, управління інноваціями, еволюція теорій управління інноваціями, креативний менеджмент, адаптивне управління, відкриті інновації.*

The general statement of the problem and its connection with important scientific or practical tasks. In the modern post-industrial society, innovations have become a key factor in ensuring long-term competitiveness, adaptability and sustainable development of organizations. In this regard, effective management of innovation processes is a strategic priority for both private business and the public sector. At the same time, in practice, the effectiveness of innovation activity often remains insufficient due to the limitations of traditional management approaches that do not take into account the need for constant updating of thinking, flexible structures and non-standard solutions.

In this paradigm, creative management acts as a potentially powerful tool for activating innovative activity. Its methods - design thinking, facilitation techniques, ideation sessions, visual planning, development of creative culture - are able to stimulate innovative thinking, increase staff involvement and form an innovative environment in the organization. However, the scientific and applied basis on the extent to which these tools affect the real indicators of the effectiveness of innovation management remains fragmented.

Additional challenges arise due to the lack of a unified methodology for assessing the effectiveness of the use of creative management tools in different

organizational contexts, limited experience in their implementation in national practice, as well as the difficulties of integrating creative approaches into formalized management systems. This creates the need for a systematic analysis of the relationship between creative management and innovation management, in particular from the point of view of effectiveness, organizational transformation and impact on the strategic goals of the enterprise.

Thus, a scientific problem arises, which consists in determining the mechanisms, conditions and criteria under which the implementation of creative management tools can ensure increased efficiency in managing innovation processes in modern organizations.

Analysis of recent research and publications. The issue of innovation activity and its impact on the economic development of the national economy is actively considered in the works of many foreign scientists. Among the most influential studies, the works of F. Aghion [1], R. Solow [2] and J. Schumpeter [3] should be highlighted, who laid the theoretical foundations of the relationship between innovation processes, economic growth and structural transformations. Their concepts became the basis for further empirical research in this area.

Domestic researchers also pay considerable attention to issues of innovative development. In particular, the scientific works of S. Ilyashenko [4], O. Kupok [5], J. Panas, S. Tkach [6], O. Yastremska [7] and others consider key aspects of innovation management in a transformational economy, as well as models for stimulating innovative activity of business entities.

Given the rapid development of technologies and the dynamism of innovation processes, there is a need for constant updating of analytical information, which serves as the basis for making strategically sound management decisions. The relevance of this approach is growing due to high competition and the need for prompt response to changes in the innovation environment.

Modern scientific research devoted to the topic of integrating creative management into innovation management focuses on the importance of creative approaches in strategic planning. Studies by V. Kovaleva [8], P. Stetsyuk and T. Baglykova [9], O. Gudzya and O. Mizin [10], Yu. Kravchyk and O. Garafonova [11], as well as N. Rud [12] emphasize the growing role of creativity as a key

factor that contributes to expanding the innovative potential of enterprises, increasing their adaptability to changes in the external environment and ensuring a stable competitive position in the market.

All these scientific positions indicate the need to rethink traditional approaches to innovation management. They emphasize that it is the integration of creative, flexible and interdisciplinary tools that allows enterprises to effectively respond to modern challenges, achieve sustainable growth and ensure innovation leadership.

Formulation of the article's goals (task statement). The purpose of the article is to analyze the theoretical and methodological foundations of innovation management in the context of implementing creative management tools.

Presentation of the main material of the study. Innovation activity belongs to those spheres of the economy that react particularly sharply to crisis phenomena. Given the significant reduction in centralized financing of innovation projects, a significant part of investments in technological renewal loses stability and is reoriented to achieving short-term results. This limits the opportunities for long-term strategic development of enterprises and weakens the systematic nature of innovation processes. Investors are increasingly making decisions focused on quick profits, which leads to fragmentation of innovation policy.

To ensure the recovery of the economy and its sustainable growth, it is necessary to create appropriate conditions for intensive innovation and investment development. This includes the modernization of production facilities, the active introduction of modern technologies and the strengthening of the competitiveness of enterprises. It is innovation activity that acts as the main driver of modernization processes and a key factor in increasing the efficiency of the functioning of all sectors of the economy.

In this context, it is important to systematically analyze and classify the stages and forms of interaction of participants in the innovation process. It is advisable to structure them in the form of generalized theories, models or concepts, grouped by types of interaction and arranged in a certain sequence, which reflects the growth of their influence on the parameters of innovative development (see Fig. 1).

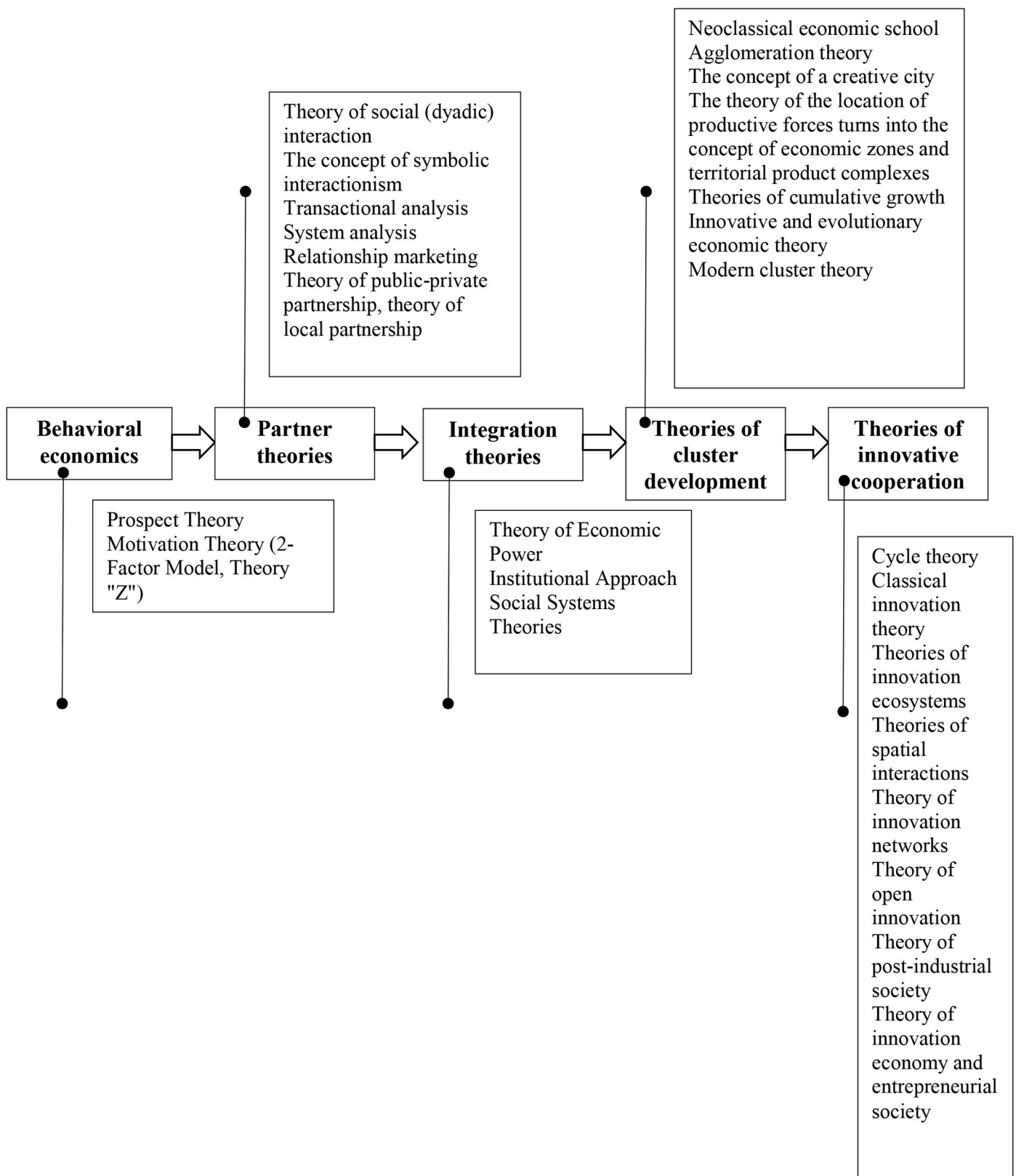


Fig. 1. Evolution of theories of forms of interaction in the process of innovative development

Source: summarized from data [13]

The scientific value of the proposed classification lies in the formation of a holistic approach to understanding innovative interaction, which is based on the coordination of key elements: the individual, forms of interaction, organizational environment, innovative potential and effective innovative cooperation. Such an approach allows not only to structure the main priorities of the development of theories of innovative activity, but also to clearly outline the functional role of each element in the system, to determine their hierarchy and relationships in the processes of innovation formation.

The proposed grouping of theoretical approaches to innovative development is organically integrated into the modern idea of the role of the individual in the globalized world. The emphasis is on its ability to creative realization, which occurs through inclusion in the stages of the innovation process, while preserving personal autonomy, independence of thinking and cultural identity of both individuals and organizations, regions and nations.

In the context of behavioral economics, special attention is paid to the formation of models of interaction between economic agents, the analysis of motivational factors of innovative activity and the establishment of a hierarchy of subjects who act as carriers of interests. It is these subjects who initiate participation in economic relations, which in the conditions of innovative transformation acquire a new meaning. The importance of human capital as a source of innovative ideas and solutions is growing, which allows us to consider behavioral economics as a tool for in-depth analysis of the role of a person in the mechanisms of harmonizing interests, establishing information exchange and ensuring the effectiveness of innovative processes.

Theories of partnership explore the dynamics of interpersonal relationships between participants in innovative interaction, focusing on identifying the most effective forms of partnership taking into account individual motivations, expectations and value orientations. Effective cooperation with partners creates the prerequisites for increasing added value through the establishment of two-way information exchange, prompt conflict resolution, joint formation of strategies and

mechanisms for recognizing the contribution of each partner. To achieve this effect, it is important to optimize partner networks and implement rational approaches to creating innovatively directed forms of interaction.

The concept of integrated structures is based on a rethinking of the organizational architecture of the economy, taking into account the principles of synergy, which allow combining knowledge, resources and institutions into an interdependent system. Particular attention is paid not only to the gradual evolution of social systems, but also to possible revolutionary shifts in the global context, which contribute to the rapid modernization and hierarchization of innovation processes. Building a modern development model requires taking into account the structural complexity of society, the nonlinear nature of socio-economic interactions and a high level of integration of knowledge.

The cluster concept of economic development acquires new meaning under the influence of the integration of ideas of regional development, spatial economics, innovation management and strategic management. The current evolution of cluster theory is due to the processes of globalization and technological breakthroughs. Clusters are increasingly seen as a mechanism for concentrating innovative potential, stimulating cooperation between different economic agents, and forming effective networks for the creation, exchange, and commercialization of new ideas.

The transformation of innovative interaction between key socio-economic actors is associated with the expansion of space for the realization of the potential of each participant, the growth of autonomy, the development of self-organization and the openness of the system. Such interaction is based on the intersection of technological, economic and social processes that are characteristic of a post-industrial society. The latter, in turn, is based on close cooperation between scientific institutions, business, educational institutions and human capital as the main source of innovation and competitiveness of the national economy. In modern conditions of constant instability, unpredictable changes in markets, accelerated development of technologies and general intensification of global competition,

enterprises are faced with increasingly complex challenges. This is the so-called turbulent environment, which is characterized by a high level of uncertainty, the transience of events and a decrease in the innovation life cycle period. In such conditions, classical management models often turn out to be insufficiently flexible or too slow, which forces enterprises to look for new approaches to management, in particular - to innovation management. That is why the use of creative management tools is of critical importance.

Firstly, creative management ensures rapid adaptation to change. It is focused on flexible thinking, the search for non-standard solutions and experimental approaches to solving management tasks. In a turbulent environment, where strategic planning often loses its relevance already at the implementation stage, the ability to quickly respond to external challenges and seek new solutions becomes a key factor for survival. Creative management tools allow you to form a dynamic management model that adapts to changes without stopping the main business processes.

Secondly, creative management helps activate the internal innovative potential of the organization. The most valuable resource in the era of change is human capital - its creativity, ability to generate new ideas, flexibility in thinking. Creative management creates a favorable environment for the free exchange of ideas, experiments and initiative. This expands the range of possible innovative solutions born directly in the organization, without the need to purchase ready-made technologies from the outside. The formation of a culture of creativity increases employee motivation and the level of involvement in the innovation process.

Thirdly, creative management tools, such as design thinking, brainstorming, the SCAMPER method, the method of six de Bono hats, allow you to structure innovation processes, reduce risks and increase the efficiency of developing new products and services. They contribute to the analysis of problems from different points of view, finding non-standard, but at the same time realistic solutions

focused on the needs of the end user. Thanks to these approaches, innovation activity becomes not a sporadic process, but a systematic and managed activity.

Fourthly, creative management ensures transparency, openness and involvement of external sources of innovation, in particular through open innovation mechanisms, partnerships with startups, scientific institutions, and involving customers in the process of creating a new product. This allows you to accelerate the implementation of innovations, reduce development costs and gain access to interdisciplinary ideas that cannot be formed only within one enterprise.

Fifth, in the context of high turbulence, an important advantage of creative management is to stimulate a culture of tolerance for errors, which forms a favorable environment for experiments. Innovation is always associated with risks, and without readiness for failures it is impossible to move forward. Creative management teaches to perceive errors as a source of feedback, not as a failure, and to develop adaptability and evolutionary learning in the team.

Finally, creative management helps to increase the resilience of the organization, that is, its ability not only to survive in crisis conditions, but also to develop. By introducing creative approaches to decision-making and change management, the enterprise creates long-term competitive advantages: it adapts faster, more actively generates innovations and interacts more effectively with the market environment.

The process of innovation management at the enterprise is closely related to creative management tools, because they provide the creative environment necessary for the birth and development of new ideas. Effective innovation management involves not only the technical implementation of innovations, but also the organization of a creative space in which the team can generate non-standard solutions, experiment, analyze and adapt innovative approaches. At the stage of idea generation, brainstorming, design thinking, SCAMPER, mind mapping methods are used - tools that stimulate imagination and help think outside the box. Morphological analysis and TRVZ are used for the systematic analysis of innovative options and making informed decisions, which allow structuring

complex tasks. In the process of developing and implementing innovations, it is advisable to use interdisciplinary workshops, facilitation sessions and gamification elements - they contribute to the involvement of employees and external participants in innovative activities. And to assess the effectiveness of implemented solutions - visual tools that facilitate analysis of results and adaptation of the strategy.

Managing innovation processes using creative management tools requires a flexible, adaptive approach that takes into account resource constraints, the dynamics of the market environment, and a high level of competition. Building such a management model involves integrating elements of creative management, the structure of which is presented in detail in Figure 2.

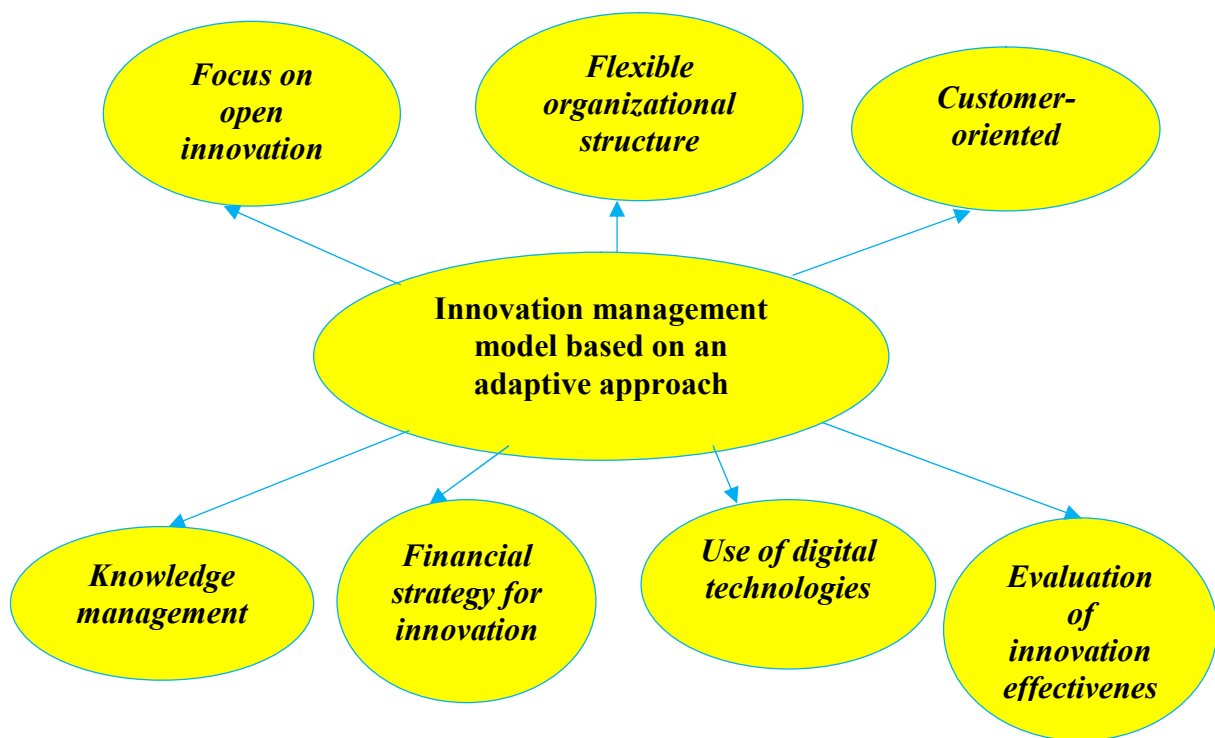


Fig. 2. Innovation management model using creative management tools based on an adaptive approach

Source: generated by the author

In the context of modern economic instability, most enterprises are unable to independently implement large-scale innovation projects due to a shortage of

financial and human resources. In such conditions, an effective solution is the use of open innovation approaches, which involve attracting external ideas and partner solutions through cooperation with scientific institutions, higher education institutions, research centers and startups.

In order to quickly implement new technologies, it is advisable for an enterprise to organize flat and flexible management structures that ensure acceleration of decision-making processes, openness to change and adaptability to new conditions. Such an organizational model contributes to the dynamic implementation of innovations, reducing internal barriers and increasing the efficiency of team interaction.

The development of innovations should be consumer-oriented. This means that management decisions should be based on market analysis, studying customer expectations, receiving feedback and personalizing products or services. Successful innovation is impossible without effective knowledge management, so it is important to create internal knowledge bases, develop a system of continuous staff training and attract industry experts, in particular in the field of electrical engineering.

In conditions of limited funding, the use of external sources of support, such as government grants, preferential credit programs or venture financing, becomes important. Attracting such resources makes it possible to minimize risks and ensure the sustainability of innovation activities.

Automation of management processes, the use of digital planning tools such as Agile, Scrum or Kanban, as well as the implementation of analytical platforms for data processing make it possible to significantly increase the efficiency of innovation project management. These methods allow creating a flexible environment for adapting innovations to market needs in real time.

For systematic control and evaluation, it is advisable to introduce KPIs (key performance indicators), which will measure the effectiveness of innovations according to such criteria as profitability, product quality, customer satisfaction

level and speed of innovation implementation. This creates a basis for continuous improvement of the enterprise's innovation strategy.

In view of the above, it is relevant to form a staged model of innovation management, built on the principles of creative management. Such a model provides for a clear structuring of processes, which is presented in Table 1, and allows for the systematic implementation of innovation initiatives taking into account modern challenges and opportunities.

Table 1. Key stages of innovation management based on creative management tools

Stage name	Stage goal	Required actions
Market analysis and needs identification	Identify opportunities, trends and consumer needs	<ul style="list-style-type: none"> - conducting marketing research; - analyzing technological trends; - studying customer and competitor needs
Formation of an innovative idea	Developing an idea to improve an existing product or create a new one	<ul style="list-style-type: none"> -conducting brainstorming in the team; - involving experts from related industries; - using TRIZ methods (theory of solving inventive problems)
Concept and business model development	Preparation of a detailed plan for implementing the innovation	<ul style="list-style-type: none"> - assessment of technical and economic feasibility; - determination of resources (material, human, financial); - development of a business model using the Canvas methodology
Prototyping and testing	Production and testing of a trial batch of the product	<ul style="list-style-type: none"> - creation of prototypes of an innovative product (for example, using new materials); - conducting laboratory tests for durability, energy efficiency, etc.
Implementation and scaling	Launching an innovative product into production	<ul style="list-style-type: none"> - integration of innovation into the production process; - optimization of production lines; - entry into new markets
Monitoring and evaluating performance	Measuring the impact of innovation on business performance	<ul style="list-style-type: none"> - setting key performance indicators (KPI); - analysis of economic and environmental benefits of new products; - adjustment of strategy according to results

Source: generated by the author

For the practical implementation of the proposed innovation management model, it is advisable to use a number of modern tools and approaches that meet the requirements of a dynamic market environment:

- project management methodologies, in particular Agile and Scrum, provide flexible planning, gradual implementation of innovations and constant feedback. This is especially effective in conditions of instability and rapid change. In the case when innovative development involves a clearly defined sequence of stages, it is advisable to use the classic waterfall cascade model, which ensures a structured process from idea to result;

- the formation of partnerships and cooperation with scientific institutions, technology parks or specialized research structures allows reducing the load on the internal resources of the enterprise. Outsourcing of individual stages of research and development is an effective tool for optimizing costs for innovation activities, especially in conditions of a limited budget;

- digital transformation of business processes is an important condition for increasing the efficiency of innovation management. This includes implementing ERP systems for centralized management of financial, human, and production resources, as well as using Big Data analytics to improve forecast accuracy, identify production bottlenecks, and make informed decisions based on real-time data.

Conclusions. The relevance, necessity and prospects of research into the development of innovation management processes at an enterprise using creative management tools are beyond doubt. In the modern world, where the future is uncertain and competition is growing not every day, but every hour, creative management is becoming a key factor in the survival and growth of an enterprise. It is it that provides flexible, adaptive, bold innovation management, which allows an organization not only to respond to changes, but also to set their rhythm. Creative management tools are an integral part of the innovation management process: they strengthen each of its stages - from conception to implementation, ensuring flexibility, openness and sustainable development of the enterprise. The

prospects for research in this direction are the further development of the proposed practical measures for using creative management tools for innovation management at enterprises.

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