

Електронний журнал «Ефективна економіка» включено до переліку наукових фахових видань України з питань економіки (Категорія «Б», Наказ Міністерства освіти і науки України № 975 від 11.07.2019). Спеціальності – 051, 071, 072, 073, 075, 076, 292. Ефективна економіка. 2026. № 1. ISSN 2307-2105

DOI: <http://doi.org/10.32702/2307-2105.2026.1.62>

УДК: 330.3:303

O. Amelnytska,

PhD in Economics, Associate Professor, Head of the Department of Management and Marketing, Priazovsky State Technical University, Dnipro

ORCID ID: <https://orcid.org/0000-0001-5296-1688>

O. Mizina,

PhD in Economics, Associate Professor of the Department of Management and Financial and Economic Security,

Donetsk National Technical University, Drohobych

ORCID ID: <https://orcid.org/0000-0002-2022-3071>

IMPROVEMENT OF CREATIVE MANAGEMENT AS A FACTOR IN THE DEVELOPMENT OF ORGANIZATIONAL CULTURE

O. V. Амелницька,

к. е. н., доцент, зав. кафедри менеджменту та маркетингу, Приазовський державний технічний університет, м. Дніпро

O. V. Мізіна,

к. е. н., доцент, доцент кафедри управління та фінансово-економічної безпеки, Донецький національний технічний університет, м. Дрогобич

УДОСКОНАЛЕННЯ КРЕАТИВНОГО МЕНЕДЖМЕНТУ ЯК ЧИННИК РОЗВИТКУ ОРГАНІЗАЦІЙНОЇ КУЛЬТУРИ

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 підприємству 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 context of global digitalization and dynamic changes in the market environment, traditional management methods are increasingly losing their effectiveness, giving way to flexible tools of creative management. Modern organizations face the challenge of shifting from rigid administrative control to the creation of an environment that stimulates idea generation and innovative activity among employees. The key foundation for such transformations is organizational culture, which shapes shared values, behavioral norms, and the collective readiness to embrace change. In practice, a contradiction often arises between the need for rapid innovative development and outdated cultural patterns that fail to support the creative potential of employees. Therefore, improving the system of creative management becomes a critically important factor in the qualitative renewal of organizational culture. This task has both scientific significance, reflected in the theoretical substantiation of mechanisms for managing creativity, and a practical dimension associated with enhancing the competitiveness of enterprises. Consequently, the search for new approaches to integrating creativity into management processes is a strategic priority for ensuring the sustainable development of business entities in the knowledge-based economy.

Modern organizations are increasingly confronted with the necessity to move away from rigid administrative practices toward fostering an environment

that encourages idea generation and innovative behavior among personnel. Organizational culture serves as the fundamental basis for these changes, as it defines core values, behavioral standards, and the workforce's openness to transformation. In practice, tensions often emerge between the demand for accelerated innovative progress and obsolete cultural patterns that do not adequately support employees' creative capabilities. For this reason, the enhancement of creative management systems becomes a crucial determinant of meaningful organizational culture renewal. This issue is significant both from a scholarly perspective—through the theoretical justification of creativity management mechanisms—and from a practical standpoint, as it directly contributes to improving enterprise competitiveness.

Thus, identifying and implementing new approaches to embedding creativity within managerial processes represents a strategic priority for achieving sustainable development of economic actors within the knowledge economy.

Analysis of recent research and publications. The issue of the interrelationship between creative management and organizational culture has increasingly come into the focus of attention of many contemporary scholars, who examine it through the lens of innovative development and strategic adaptability. The role of creative management in the development of cultural processes and the creative industry has been substantively explored by H. Pletsan (2025) [1]. The synergy of creative, cross-cultural, and social management as instruments for transforming the business environment is addressed in the studies by A. Pavlovska, O. Pryhodiuk, and V. Martynovych (2025) [2].

The international academic community is also actively investigating these mechanisms. In particular, J. Hermida, W. Clem, and K. Hüß (2019) focus on the triadic relationship between the individual, the organization, and culture in fostering individual creativity [3]. The impact of psychological safety as an element of organizational culture on employees' readiness for idea generation is examined in the works of W. Ali Taha and M. Sirkova (2016) [4]. A comprehensive analysis of leadership styles that contribute to the formation of a culture of creativity is presented in the systematic review by M. S. Nawaz (2025) [5]. In addition, the role of creative synergy in enhancing the effectiveness of team

processes is highlighted in the studies by Perez et al. [6]. Despite the substantial body of research, the issue of specific tools for improving creative management aimed at the targeted transformation of organizational cultural values requires further in-depth elaboration.

Formulation of the article's goals (task statement). The purpose of the article is to provide a theoretical justification of the role of creative management in transforming organizational culture and to develop practical recommendations for improving managerial approaches aimed at stimulating employees' creative activity and enhancing organizational adaptability.

Presentation of the main material of the study. In the context of the formation of the knowledge economy, market globalization, and the rapid development of information technologies (Industry 4.0), traditional management methods focused exclusively on standardization and cost minimization are losing their effectiveness. The key factor of competitiveness for a modern enterprise is becoming the ability to engage in continuous innovation, which is impossible without activating the creative potential of personnel. This necessitates the recognition of creative management as an independent and critically important component of the organizational management system.

Creative management is understood as a set of principles, approaches, methods, and managerial practices aimed at stimulating, organizing, and utilizing the creative potential of personnel and systemic processes in order to achieve innovative outcomes. Unlike traditional management, which emphasizes planning, control, and optimization of existing processes, creative management focuses on creating a favorable environment for idea generation, interdisciplinary collaboration, and rapid experimentation.

According to E. Schein's model, organizational culture encompasses artifacts, espoused values, and basic underlying assumptions; it is the second and third levels that determine whether experimentation and mistakes are perceived as a necessary part of the innovation process or as a threat to stability [7]. Research also demonstrates an interdependence between organizational culture types (clan, adhocracy, market, hierarchical) and creative potential: adhocracy and clan cultures are generally more conducive to creativity, whereas hierarchical structures

require targeted managerial interventions to create a “safe space” for innovation [8].

The influence of organizational culture on creative management is realized through several interrelated mechanisms:

- normative mechanisms — norms and rules that define acceptable forms of risk-taking, communication, and hierarchical relationships;
- motivational mechanisms — systems of selection, material and non-material recognition that shape employees’ aspirations toward innovative activity;
- communication mechanisms — channels and tools for knowledge exchange that determine the speed of idea diffusion within the organization;
- symbolic mechanisms — leadership practices, rituals, and success stories that reinforce cultural patterns of behavior [9; 10].

Each of these mechanisms can either strengthen or weaken managerial initiatives. For example, the absence of clear support from top management (a symbolic mechanism) can significantly reduce the effectiveness of even a well-designed system of internal incubators and hackathons.

To enhance the effectiveness of creative management at an industrial enterprise, it is advisable to establish a managerial environment in which the creative potential of employees (engineers, technologists, marketers, and production workers) is systematically transformed into innovative products (for example, new types of corrugated packaging) or process improvements (such as energy efficiency measures).

The key problem of the current state is fragmentation. Ideas are generated chaotically, often lost in bureaucratic corridors or blocked by conservative attitudes (“we have done it this way for 20 years”).

To address this issue, the implementation of an “Integrated Creative Cycle” model is proposed, which links the enterprise’s strategy with operational activities through cultural drivers. A visualization of this model is presented in Figure 1.

This model demonstrates that without cultural transformation — specifically, the creation of a trust-based environment — any formal innovation regulations remain merely declarative.

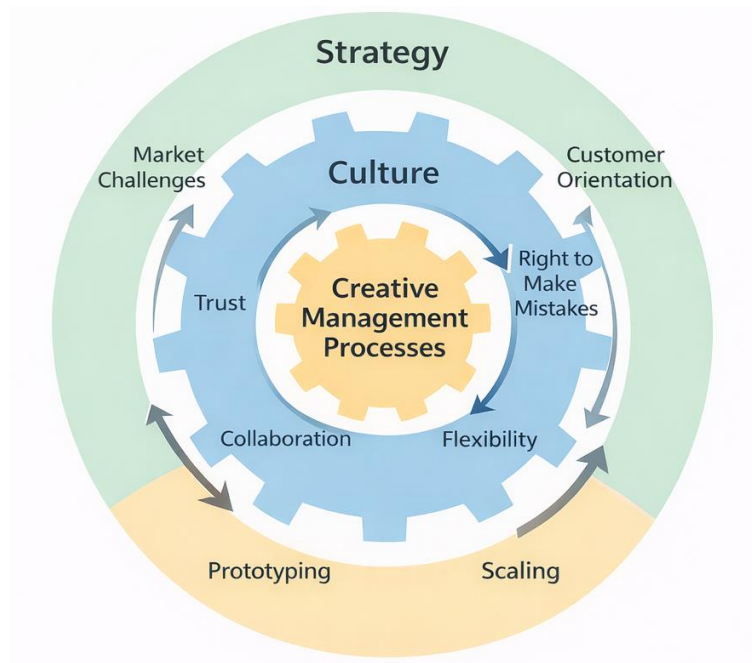


Fig. 1. Model of Integrated Creative Management for an Industrial Enterprise

Building a Creativity Infrastructure: Cross-Functional Teams and an R&D Laboratory

To enhance the effectiveness of creative management, it is necessary to move away from a purely linear-functional organizational structure when addressing innovation-related tasks. Traditional departments (production, technology, sales) often pursue conflicting objectives: production seeks stability, while sales demand new products.

Recommendation 1: Establishment of Cross-Functional Teams (Creative Squads). It is proposed to form temporary project-based groups to address specific business challenges. Such teams should include representatives from different functional areas.

Example: To develop a new type of moisture-resistant corrugated packaging, a team is formed comprising a Technologist (formulation development), a Marketer (customer needs analysis), a Financial Specialist (cost calculation), and a Line Operator (assessment of production capabilities).

Recommendation 2: Establishment of an “Innovation Lab.” This does not necessarily require a new physical space, but rather the allocation of dedicated time and resources. An industrial enterprise should designate a “pilot zone” (for example, based on one of the paper machines or the quality control laboratory) where experiments can be conducted without risking disruptions to core production processes.

The operating principle of the laboratory is “*Fail fast, fail cheap.*” This principle is critically important for cultural transformation, as it demonstrates that unsuccessful experiments are not punished with penalties but are instead followed by systematic analysis and learning from mistakes.

The strategic directions toward which the team’s creative energy should be channeled are systematized in Table 1.

Table 1. Matrix of Priority Directions of Creative Management in an Industrial Enterprise (based on the case of a pulp and paper enterprise)

Strategic Vector	Key Problem	Tasks for Creative Teams	Expected Outcome
Energy Efficiency	High share of energy resources in product cost structure	Searching for non-standard solutions for heat recovery, use of waste (bark) as fuel, optimization of paper machine operating modes	Cost reduction by 3–5%, increased profitability
Environmental Sustainability (ESG)	Growing demand for “green” packaging, tightening recycling regulations	Development of new types of biodegradable paper, reduction of packaging weight while maintaining strength, closed-loop water supply systems	Entry into European markets, strengthening the brand of an environmentally responsible enterprise
Customer Orientation	High competition in the standard corrugated packaging market	Design thinking: development of customized packaging solutions tailored to customer needs (Smart Packaging)	Growth in the share of high value-added custom orders
Digitalization	Outdated data collection methods, paper-based document flow	Development of ideas for accounting automation, use of IoT sensors for predictive equipment maintenance	Increased process transparency, reduced equipment downtime

Source: developed by the author based on the strategic analysis of the enterprise

Implementation of the Design Thinking Methodology

The effectiveness of creative management depends largely on the applied toolkit. Simply telling employees to “come up with something new” is ineffective. Therefore, it is recommended to train key personnel (engineering and technical staff, middle-level managers) in the Design Thinking methodology.

For an industrial enterprise, the adapted algorithm includes the following stages:

- empathy: understanding real problems (for example, communication with a customer whose box becomes soggy, or with an operator who finds it inconvenient to service a machine unit);
- focus: clear formulation of the technical task;
- idea generation: brainstorming sessions without criticism;
- prototyping: creation of a pilot batch of products or process modeling;
- testing: verification under real operating conditions.

This approach makes it possible to transform creativity from an “art” into a “technology.”

Transformation of the Leader’s Role: from Controller to Facilitator

The success of creative management is impossible without a change in leadership style. Within the hierarchical culture of an industrial enterprise, a manager typically dictates *how* tasks should be performed. In a creative culture, however, the leader should define *what* needs to be achieved and ask: “What ideas do you have?”

Recommendation: implementation of a managerial competency development program titled “Creative Leadership.”

The program should include:

- training in facilitation techniques for brainstorming sessions;
- development of emotional intelligence (the ability to work with employees’ initiative);
- skills in providing effective feedback.

Idea Management Toolkit (Innovation Funnel)

In order for creativity to be manageable, it is necessary to implement a clearly defined process for idea progression (the Innovation Funnel). This approach helps avoid situations in which promising ideas are lost, while resources are spent on unviable projects.

A schematic representation of the proposed process is presented in Figure 2.

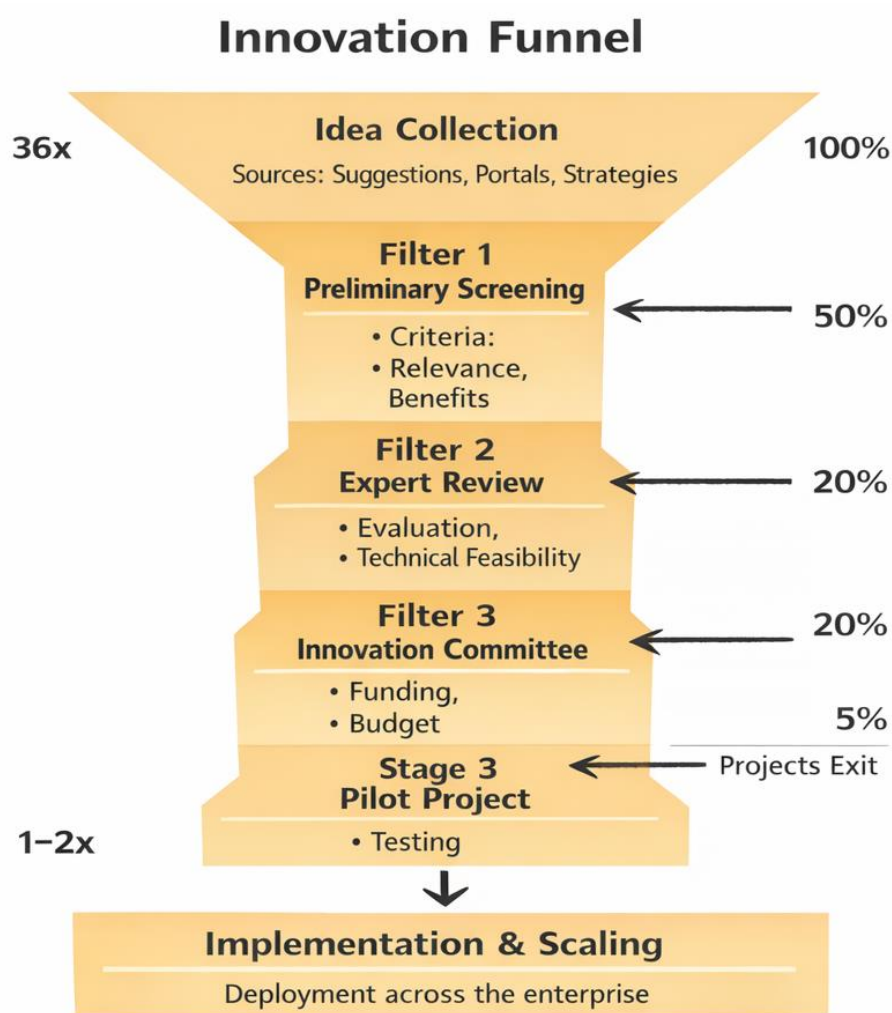


Fig. 2. Innovation Funnel Scheme for an Industrial Enterprise

Such formalization of the process reduces the level of uncertainty and stress for idea authors, after which they clearly understand the “rules of the game.”

Overcoming Resistance to Change in the Process of Cultural Transformation

The implementation of creative management at a traditional enterprise will inevitably face resistance. The main barriers include:

- fear of change: “We have always done it this way—why break it?”;
- the “not invented here” syndrome: distrust of ideas that originate from other departments;
- overload: “We have no time for creativity; we need to meet the plan.”

To overcome these barriers, an action plan is proposed, as presented in Table 2.

Table 2. Action Plan for Overcoming Barriers in Implementing a Creative Management System

Barrier Type	Manifestation at an Industrial Enterprise	Mitigation Tools (Action Plan)	Responsible
Psychological (Fear)	Employees are afraid to propose ideas in order not to appear incompetent or to avoid receiving additional unpaid work	1. Guarantee of “immunity” (initiative is not punished) 2. Public support from top management 3. Success stories (“storytelling”) in the corporate newspaper	HR Director; Department Heads
Organizational (Bureaucracy)	Lengthy approval process for improvement proposals; complex application forms	1. Simplification procedure (idea submission via a mobile application in three clicks) 2. Establishment of strict deadlines (SLA) for idea review (max. 7 days)	Technical Director; IT Department
Resource-based (Lack of Time)	High workload; difficulty in finding “time slots” to discuss ideas	1. Allocation of two paid hours per month for “Quality Circles” activities 2. Integration of creative activities into the working schedule rather than during lunch breaks	Production Director
Competency-related	Employees lack skills to formulate ideas and substantiate their effectiveness	1. Workshops on the basics of lean manufacturing (Lean) 2. Support from economists in calculating the expected effect for idea authors (service function)функція	Training and Development Department

Source: developed by the author

Evaluation of the Effectiveness of the Proposed Recommendations

The effectiveness of creative management should be measured using specific indicators. It is recommended to implement a system of metrics that includes:

1. Innovation Rate: the percentage of revenue generated from products launched over the past three years (target indicator – growth from 5% to 15%).

2. Pipeline Value: the cumulative total economic effect of ideas currently within the “innovation funnel.”

3. Idea Conversion Rate: the percentage of ideas that reach implementation (an indicator of the quality of idea generation).

4. Cost Savings: actual cost savings achieved through the implementation of rationalization proposals.

According to forecast estimates, the systematic implementation of creative management enables an industrial enterprise to:

- reduce production losses (defects, waste) by 7–10% within the first year;
- shorten the development and market launch cycle for new types of packaging by 20–30%;
- increase the employee engagement index (eNPS) due to a stronger sense of involvement in the company’s development.

Conclusions. Improving the effectiveness of creative management at an industrial enterprise is not a local task of the HR department; rather, it requires a systemic transformation of managerial processes and the cultural paradigm.

The proposed recommendations are based on three core pillars:

- structural changes: the creation of cross-functional teams and infrastructure for experimentation;
- process changes: the implementation of a clear “innovation funnel” and design thinking methodology;
- cultural changes: overcoming the fear of mistakes, developing leadership, and fostering active communication.

The implementation of these measures makes it possible to transform the plant’s organizational culture from conservative–hierarchical to adaptive–

innovative, which is a necessary condition for maintaining the enterprise's competitiveness in a volatile market environment. Personnel creativity becomes a strategic resource that, unlike equipment, cannot simply be purchased, but can and must be developed.

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Стаття надійшла до редакції 11.01.2026 р.