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CREATIVE STAFF AS A FACTOR OF THE ENTERPRISE'S SUCCESS

ABSTRACT

Changes in the economic, technological, social and demographic situation in recent years have caused a number of new phenomena at all levels of economic activity. These include increasing the availability of information and the speed of exchange; changes in the structure and nature of consumption of goods and services; increasing the rate of change in the economy and its discrete nature; increasing competition. At present, it is not enough for companies to provide quality products and services in order to be successful in their field, as the number of similar products and services on the market is growing every year. Therefore, the creation of unique products and making effective extraordinary creative decisions come to the fore. Analysis of the experience of the most successful companies revealed key factors in their success. This promotes the development of the creative abilities of staff; creating a highly productive work environment; involvement of the most talented and creative managers; providing processes, methods and funding to support creative initiatives. In other words, we are talking about the formation and development of creative staff.

To confirm the impact of staff creativity on entrepreneurship, the authors analyzed global indices of creativity and entrepreneurship. The analysis allowed us to conclude that there is a significant link between creativity and entrepreneurship. Thus, it can be argued that creativity is an important component of successful entrepreneurship. This means that the more creative the company and its potential, ie the more the team is able to think creatively and create creative ideas, the more innovative products and services the team can provide, and the greater the success of the company.

Research shows that Ukrainian companies employ people who have great intellectual potential, and who are able to generate creative ideas and turn them into innovations. However, there is a number of reasons why employees cannot realize this potential and convert creative ideas into innovation. These reasons include both objective and subjective. Objective reasons are the lack of funds and the weak mechanism for implementing new ideas in the activities of enterprises, low employment, the outflow of the most qualified personnel abroad. Subjective reasons include the following: the adherence of managers to management methods that were formed in a team economy; weak motivation of work behavior; fear of changing the usual way of working; unwillingness to make efforts for additional training.

Thus, the issue of forming and stimulating the development of creative thinking of the staff of domestic enterprises and organizations is extremely important.

Keywords: creative economy, creative potential, creative staff, stimulation of the creativity, entrepreneurship

JEL Classification: M11

INTRODUCTION

Today, Ukraine faces two tasks: on the one hand - the need to overcome the recession, and on the other - to make a breakthrough in high-tech industries, and to increase economic growth. And these tasks are directly related to changing approaches to personnel management, training and development. The experience of successful companies shows that one of the key factors of success is the intellectual and creative potential of employees, ie the ability of staff to work in an innovative mode. For any organization,

it is necessary those employees, who are ready to develop professionally, acquire new competencies, show creativity in their professional activities. That is, we are talking about a new type of staff - creative staff. In order to properly organize the process of creative development of employees, managers must create conditions for professional and creative development of staff, and apply progressive methods of motivation, that is, to intensify the innovative behavior of staff.

However, research shows that the management of modern enterprises underestimates the innovative potential of their employees and does not contribute to the creation of an atmosphere of creativity and interaction. As a result, creative ideas are most often expressed in informal communication between employees and are not implemented due to the lack of opportunities to communicate innovative proposals to managers.

Despite the obvious problem of increasing the productivity of staff and the need for radical changes in the field of personnel management, this issue still remains poorly developed by domestic scientists.

LITERATURE REVIEW

There is no doubt that the leading factor in the development of the creative economy is creative human capital. However, research has shown that the mechanisms of activation and effective use of creative human capital are insufficiently studied and require close attention from researchers.

Both foreign and domestic researchers dealt with the issues of creative thinking formation. The most striking representatives in determining the essence of creativity and its characteristics are J. Guilford [17], S. Taylor [5], E. Torrence [3], F. Barron [14], A. Maslow [16], A. Ponomarev [3], S. Mednik [4], D. Epiphany [16] and others.

It should be noted that domestic scientists also dealt with theoretical and practical aspects of the formation of creative staff. Thus, Veretenko D. [1], Prokopenko N. [2], Harun O. [2], Egorshin A.P. [13], Guskova I.V. [13], Serebrovskaya N.E. [13], Mariko V.V. [13] in their works are analyzed methods of developing staff creativity. Krikunenko D. [11], Bashuk T. [15], Khyzhnyak M. [15], Protsak K. [9], Prosovych O. [9], Vdovychenko R. [1] and others dedicated their works to approaches to creativity management and stimulation of personnel initiative.

However, according to the authors, the issue of forming the creativity of staff of domestic enterprises and organizations remains more relevant than ever because the features of the functioning of intellectual and creative resources are insufficiently studied. Therefore, the aim of the article is to substantiate the importance and relevance of the development of creative thinking in managers and employees of domestic firms.

RESULTS

Today, organizations operate in a highly competitive global environment and strive to keep pace with the latest trends in their industry and stay ahead of their competitors. Creative thinking, which allows you to generate extraordinary ideas, new and unique ways to do something, is part of this process and makes creativity a deciding factor. Creativity nurtures great ideas, challenges employees' thinking, and opens the door to new opportunities [1].

The creativity needed to build brands, attract customers and build unique relationships with customers is also a key element of innovation and business success.

A study by Adobe and Forrester Consulting found that 82 percent of companies believe that there is a close link between creativity and business results [2]. In fact, according to the report, companies that actively promote creative thinking outperform their competitors in revenue growth, market share and competitive leadership. Creativity in business is the most important first step, which should be determined by the priority of senior management. An IBM survey of more than 1,500 CEOs shows a consensus: creativity has been recognized as the number one factor for future business success and is above discipline in management, integrity and even the company's vision [3].

Eighty-two percent of executives surveyed by Forrester also agree that companies will benefit from creativity. These benefits include increased revenue and market share. That is why 58 percent of respondents said they set goals around creative results, and another 48 percent said they fund new ideas generated by creative brainstorming [4]. Of course, many factors determine the development and success of attempts to develop and implement viable new products and services, however, the firm's ability to develop and implement such products and services depends on the ability of employees to generate new extraordinary ideas. More specifically, innovation, the release of new products and services, requires that someone, ie a person or a team, be able to create an original, high-quality, sophisticated solution to complex, new, poorly defined or poorly structured problems [5].

In general, there is a rule that says that without creativity and innovation, the existence of the firm is impossible, because these two criteria are fundamental to the functioning and growth of entrepreneurship. In the creative business environment, there is a well-known statement that entrepreneurship is the sum of creativity and innovation. Here, creativity is seen as the ability to develop new ideas and discover new ways to solve problems and find opportunities, and innovation - as the ability to apply creative solutions to these problems and opportunities in order to improve people's lives or enrich society. It follows that

Entrepreneurship is the result of a disciplined, systematic process of applying creativity and innovation to market needs and opportunities.

Innovation is a tool in entrepreneurship, and both entrepreneurship and innovation require creative ideas and actions, so creativity and innovation are a recognized way to a sure path to success. That is why creativity and innovation are a priority and vital strategies of entrepreneurship. To confirm the impact of staff creativity on entrepreneurship, the Global Entrepreneurship Index and the Global Creativity Index were analyzed.

Table 1. Ranking of the best countries according to the world index of creativity. (Source: [6])

| Rank | Country | Technology | Talent | Tolerance | Global Creativity Index |
|------|-------------------|------------|--------|-----------|-------------------------|
| 1 | Australia | 7 | 1 | 4 | 0,970 |
| 2 | the United States | 4 | 3 | 11 | 0,950 |
| 3 | New Zealand | 7 | 8 | 3 | 0,949 |
| 4 | Canada | 13 | 14 | 1 | 0,920 |
| 5 | Denmark | 10 | 6 | 13 | 0,917 |
| 5 | Finland | 5 | 3 | 20 | 0,917 |
| 7 | Sweden | 11 | 8 | 10 | 0,915 |
| 8 | Iceland | 26 | 2 | 2 | 0,913 |
| 9 | Singapore | 7 | 5 | 23 | 0,896 |
| 10 | Netherlands | 20 | 11 | 6 | 0,889 |

Analysis of the table shows that the best country in this index is Australia, and the top ten includes five countries in Europe, the United States, Canada, New Zealand and Singapore.

Data on the value of the global business index are presented in table 2.

Table 2. Ranking of the best countries according to the global business index. (Source: [7])

| Rank | Country | Global Entrepreneurship Index |
|------|-------------------|-------------------------------|
| 1 | the United States | 85.0 |
| 2 | Canada | 81.5 |
| 3 | Australia | 77.6 |
| 4 | UK | 72.7 |
| 5 | Sweden | 71.8 |
| 6 | Denmark | 71.4 |
| 7 | Iceland | 70.4 |
| 8 | Taiwan | 69.1 |
| 9 | Switzerland | 68.6 |
| 10 | Singapore | 68.1 |
| 11 | Germany | 67.4 |
| 12 | France | 67.3 |
| 13 | Netherlands | 66.5 |
| 14 | Finland | 65.7 |

Analysis of the table shows that in the top ten countries in this indicator remained almost all countries that occupied the top ten positions on the global index of creativity. Comparing the data of these two tables, we can see that the location of countries in this ranking is different, but in the top 10 remained the same countries, except for Finland and the Netherlands, which took 14th and 13th place, respectively. The analysis leads to the conclusion that there is a significant connection between creativity and entrepreneurship.

Thus, it can be argued that creativity is an important component of successful entrepreneurship. This means that the more creative the company and its potential, ie the more the team is able to think creatively and create creative ideas, the more innovative products and services the team can provide, the more creative the ideas to overcome problems, the greater the success of the company. That is the importance of developing and stimulating creativity in the company, the introduction of methods of stimulating staff, methods of developing staff creativity, acquisition and development of creative skills in managers of organizations and skills of continuous learning.

Ukrainian companies employ people with great intellectual potential who are able to generate creative ideas and turn them into innovations. Due to a lack of funds and a weak mechanism for implementing new ideas in the enterprise and all its areas, employees are unable to realize this potential and convert creative ideas into innovation. According to the global index of creativity, Ukraine ranks 45th in the ranking and 64th in the global ranking of entrepreneurship in 2020, which indicates the insufficient use of the creative potential of employees in Ukrainian companies [6], [8].

This situation indicates the need to form the creative potential of the company, which would ensure the development of the creative potential of employees and implementation of their ideas in practice, economic growth and financial growth, competitiveness and strengthening of the market in Ukraine and world markets, increase the company's positive image.

Researchers claim that in most domestic companies, managers follow the management traditions that were formed in the team economy. In their activities, instead of focusing on the production of high-quality products that can compete in the domestic and global markets, managers focus on manufactured products without a creative approach that requires minimal costs. Due to the lack of necessary institutional changes and weak motivation, the labor behavior of the majority of the able-bodied population of Ukraine remains passive and is characterized by anticipation of the results of further economic and social reforms [9].

Qualitatively new changes in the attitude of staff to production tasks are hampered by inadequate motivation and qualifications of employees. Low employment does not contribute to the acquisition of sustainable skills. Crisis economic phenomena do not contribute to the systematic updating of knowledge and training of workers, there is an outflow of the most qualified personnel abroad. Experience shows that the staff of domestic enterprises is not ready to use all kinds of innovations and is mostly a brake on the implementation of innovations. This is due to the fact that the staff is afraid to change the usual way of working, unwillingness to make efforts for additional training without significant financial incentives. [9]

This conclusion is confirmed by the actual indicators of innovation in industrial enterprises of Ukraine, which are given in table 3.

Table 3. Actual indicators of innovation implementation in industrial enterprises of Ukraine for 2013-2019. (Compiled by the authors on the basis [10])

| Year | Share of enterprises that implemented innovations,% | Number of introduced new technological processes, units | The share of sold innovative products in the volume of industrial,% |
|------|---|---|---|
| 2013 | 21.4 | 375 | 4.8 |
| 2014 | 21.0 | 273 | 3.8 |
| 2015 | 23.7 | 212 | 3.4 |
| 2017 | 26.6 | 230 | 2.2 |
| 2019 | 25.9 | 144 | 3.0 |

As can be seen from Table 3, the share of enterprises that implemented innovations from 2013 to 2019 remains quite small, and the number of implemented new technological processes is declining. Accordingly, the share of innovative products in the volume of industrial products decreases. There is a negative trend associated with small volumes of scientific and scientific-technical work, due to insufficient staff training, low levels of staff creativity and innovative development of enterprises.

Examining the factors slowing down the process of innovative development of the enterprise and the dynamic forces influencing the process of innovative transformations, we can conclude that the key link of interaction is represented by the creative staff of the enterprise. Therefore, there is a need to understand the essence of the categories "creative staff" and "creative enterprise".

A creative enterprise is an enterprise that develops, manufactures and sells innovative products or products, the volume of which in monetary terms is a significant part of the total volume of products or services. The main features of a creative enterprise include:

- ability to permanently generate innovations, creativity;
- ability to use the innovative potential of the enterprise to maintain a highly competitive position based on key competencies;
- ability to predict future, forward thinking;
- constant communication with consumers in order to effectively determine their current and future needs;
- the presence of a team of creators, innovators who guarantee a high level of innovation in the enterprise;
- the appropriate range of information required for the relevant assessment;
- elasticity of activity in adapting to changing conditions.

Creative staff is a set of human resources that produce new solutions, receptive to new ideas, tolerant of quirks, have the freedom to choose a problem and change the direction of research, have incentives for creativity and are necessary to perform functions, achieve goals and long-term development.

However, it cannot be said that the creativity of an enterprise is the sum of the creativity of its employees. In this case, the global task of any company would be to find the most talented employees. Meanwhile, creativity is at the heart of all components of the company's work. It is a real value for the organization when it is systematized and subject to management and control [11]. Therefore, the process of innovative development and formation of the firm should take place under the management of the process of forming the creativity of staff, which will create the preconditions for the development and implementation of creative products. Moreover, the authors' research has shown that the sources of creative potential are in industries that are not creative and the basis of such sources is human capital [12].

As mentioned earlier, among the methods of developing staff creativity, the most effective are methods of staff incentives and, above all, methods of motivating staff to develop creativity. However, researchers of current models of staff motivation, argue that many mechanisms of work motivation require revision. It is believed that to increase efficiency and increase productivity, you need to reward the employee for a good result and punish him for a bad one. This incentive mechanism works in most cases when it comes to the employee's performance of algorithmic standard work tasks.

According to the consulting firm McKinsey & Co (USA), only 30% of new jobs are related to algorithmic work, and the remaining 70% - with work with elements of creativity, and the ability to design and create. These statistics force a radical rethinking of the approach to personnel management [13]. A study called "Aree SMART Goals Dumb?" Found that achievable and realistic goals (two elements of smart goals) do not push people to achieve great things. Of the 4,000 respondents who set goals, only 13% said they would reach their full potential, and only 15% said they were going to achieve greatness [14].

IPA Databank conducted a study to determine the relationship between employee creativity and performance. The objects of the study were two groups of companies: in one group the creativity of staff was stimulated, in the other - on the contrary, the actions of the template and the already created algorithm. The study showed that [15]:

- the efficiency of companies that encouraged employee creativity increased 12 times;
- market share of enterprises with a high level of staff creativity is higher than in other enterprises;
- companies that encourage employee creativity are more attractive to investors.

Leading companies adhere to the claim that difficult and immense, at first glance, goals lead to extraordinary results. Innovative giants such as Apple and Google are pushing their employees to go beyond their comfort zone every day, setting challenging goals that make people think and act in new ways.

Apple is a historical leader in innovation and creativity, as they hire the best and teach their people to believe in their abilities and encourage them to make their own decisions and implement creative ideas. Steve Jobs once said, "There is no point in hiring smart people and telling them what to do; we hire smart people so they can tell us what to do" [16].

These words make it clear that Jobs adhered to the method of discussing and challenging accepted ideas of leadership. Jobs in his company also adhered to the method of free choice of their own methods of solving problems. Google is famous for its commitment to creativity. The work environment includes a relaxed town and a rich space for collaboration, as well as a long list of benefits designed to inspire employees. Well-known companies such as Sagmeister & Walsh, Microsoft,

Airbnb, HubSpot, Atlassian and many others can be added to this list. All of these companies boast creative staff and a transparent company culture focused on employee growth.

The list of examples of successful companies that use different methods of developing and motivating creativity can be continued for a very long time, but after analyzing the existing methods we can draw certain conclusions:

- companies give their employees the freedom to manage their own work schedule and encourage creativity;
- companies promote company values and active lifestyles;
- employees are not only provided with benefits, but also help to find a healthy work-life balance;
- companies are using new means of communication and encouraging faster feedback.

The conducted research allows us to conclude that in order to increase the competitiveness and efficiency of any organization, it is necessary to have those employees who are ready to develop professionally, acquire new competencies, and show creativity in their professional activities. That is, we are talking about a new type of staff - creative staff. Creativity and innovation depend to a large extent on the staff, which makes a product or service unique and thus gives them excellent quality and competitive advantages. Therefore, the company's management must try to meet the needs and expectations of its employees in the recognition and enjoyment of work, as well as in their development [9].

This means that work with staff should be systematic and based on the results of research by J. Guilford, author of the model of the structure of intelligence. It was J. Guilford who singled out 16 intellectual abilities that characterize creativity. In his research, he identified the following ways to stimulate employee creativity: providing a favorable atmosphere in the team; friendliness on the part of leaders, rejection of brutal authoritarian forms of government; creating a creative environment in the organization to maximize the manifestation of creative abilities of staff; motivation of the process of generating creative ideas by employees; wide application of divergent thinking of the personnel for the decision of operational questions; use of a personal example of the immediate supervisor in relation to problems; enabling staff to take an active part in discussing emerging production issues [17].

CONCLUSIONS

A creative economy is becoming and will continue to be one of the main forms of socio-economic development. Creativity has been praised due to the widespread recognition that it is a source of new technologies, new industries, new material goods and other economic benefits.

The authors' analysis of global indices of creativity and entrepreneurship suggests that there is a link between creativity and entrepreneurship. Surveys by other researchers show that creativity is an important component of successful entrepreneurship. Thus, the importance of developing and stimulating the creativity of the company's staff is obvious.

However, most domestic enterprises do not have mechanisms for building creative potential that would ensure the development of the creative capabilities of employees and the implementation of their ideas in practice. Managers do not try to meet the needs and expectations of their employees in recognizing and enjoying their work. As a result, the share of companies that implement innovations remains insignificant. Accordingly, the competitiveness of business and the economy as a whole remains quite low.

According to the experience of successful companies, a significant improvement is possible with the development and stimulation of staff creativity because the more the team is able to think creatively and create creative ideas, the more innovative products and services the team can provide, the more creative ideas to overcome problems, and the greater will be the success of the firm.

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КРЕАТИВНИЙ ПЕРСОНАЛ ЯК ФАКТОР УСПІШНОСТІ ПІДПРИЄМСТВА

Зміна економічної, технологічної, соціальної та демографічної ситуації за останні роки викликала низку нових явищ на всіх рівнях економічної діяльності. До них належать збільшення доступності інформації та швидкості обміну; зміни в структурі та характері споживання товарів і послуг; зростання швидкості змін в економіці та його дискретний характер; посилення конкуренції. Зараз компаніям недостатньо надавати якісні продукти та послуги для того, щоб бути успішними у своїй галузі, оскільки аналогів продукції та послуг на ринку з кожним роком стає все більше. Тому на перший план виходить створення унікальної продукції та прийняття ефективних неординарних креативних рішень. Аналіз досвіду найуспішніших компаній дозволив виявити ключові фактори їхнього успіху. Це сприяння розвиткові креативних здібностей персоналу; створення високопродуктивного робочого середовища; залучення до роботи найталановитіших та найкреативніших менеджерів; забезпечення процесів, методів та фінансування для підтримки креативних ініціатив. Іншими словами, мова йде про формування та розвиток креативного персоналу.

Для підтвердження наявності впливу креативності персоналу на підприємництво авторами були проаналізовані глобальні індекси креативності та підприємництва. Проведений аналіз дозволив зробити висновок, що між креативністю та підприємництвом існує суттєвий зв'язок. Тож можна стверджувати, що креативність є важливою складовою для успішного підприємництва. А це означає, що чим креативнішою є фірма та її потенціал, тобто чим більше

колектив здатний до креативного мислення та створення креативних ідей, чим більше інноваційних продуктів та послуг колектив може надати, тим більший буде успіх фірми.

Проведені дослідження свідчать, що на українських підприємствах працюють люди, які мають великий інтелектуальний потенціал, які здатні генерувати креативні ідеї та перетворювати їх на інновації. Однак, існує низка причин, за яких працівники не можуть реалізувати цей потенціал і конвертувати креативні ідеї в інновації. Серед цих причин є й об'єктивні, і суб'єктивні. Об'єктивними причинами є відсутність коштів та слабкий механізм упровадження нових ідей у діяльність підприємств, низька зайнятість населення, відтік найбільш кваліфікованих кадрів за кордон. До суб'єктивних можна віднести такі причини: дотримання керівниками методів управління, які були сформовані в умовах командної економіки; слабка мотивація трудової поведінки; страх змінювати звичний спосіб роботи; небажання прикладати зусилля на додаткове навчання.

Отже, питання формування та стимулювання розвитку креативного мислення персоналу вітчизняних підприємств та організацій є надзвичайно актуальним.

Ключові слова: креативна економіка, креативний потенціал, креативний персонал, стимулювання креативності, підприємництво

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