

CREATIVITY OF KEY COMPETENCIES AS A BASIS FOR INCREASING THE COMPETITIVENESS OF MODERN BUSINESS STRUCTURES

KORNEYEV Maxim

University of Customs and Finance

<https://orcid.org/0000-0002-4005-5335>

e-mail: km_13_15@ukr.net

VARCHUK Oleg

University of Customs and Finance

e-mail: kaf_mev@ukr.net

SEMENIKHIN Vitaly

University of Customs and Finance

e-mail: kaf_mev@ukr.net

STAKHIV Oleksandr

<https://orcid.org/0000-0002-3774-8130>

VESNIN Serhii

<https://orcid.org/0000-0002-6607-1659>

The concept and key features of the competitiveness of business structures are defined. It has been determined that one of the key factors determining the competitive advantage of a business structure is the management skills of its management. The principles of effective management of the competitiveness of business structures are considered. The concept, role and key features of creativity in the context of increasing the competitiveness of modern business structures are defined. It is determined that creativity involves the ability to think outside the usual solutions, to make risky but reasonable decisions, and to create new business opportunities. It has been determined that the introduction of creativity in the management of a business structure allows to make the most efficient use of existing competencies and open up new development opportunities. The main directions of creativity management within the framework of key competencies are identified. The methods and tools based on the creativity of key competencies are considered. The elements of the structure of competitiveness based on creativity are defined. The challenges faced by the integration of creativity in the management of key competencies are highlighted. The elements of the system of effective management of the competitiveness of a business structure based on creativity are defined.

Keywords: creativity, key competencies, increasing the competitiveness, business structure, enterprise, system, integration.

КРЕАТИВНІСТЬ КЛЮЧОВИХ КОМПЕТЕНЦІЙ ЯК ОСНОВА ПІДВИЩЕННЯ КОНКУРЕНТОСПРОМОЖНОСТІ СУЧАСНИХ БІЗНЕС-СТРУКТУР

КОРНЄЄВ Максим, ВАРЧУК Олег, СЕМЕНІХІН Віталій

Університет митної справи та фінансів

СТАХІВ Олександр, ВЕСНІН Сергій

У дослідженні визначено поняття та ключові особливості конкурентоспроможності бізнес-структур, підкреслено їхню багатогранність та важливість для успішного функціонування на ринку. Встановлено, що одним із ключових факторів, що визначають конкурентну перевагу бізнес-структури, є управлінські навички її керівництва, наголошено на вирішальній ролі компетентного керівництва у забезпеченні стійких конкурентних позицій. Розглянуто засади ефективного управління конкурентоспроможністю бізнес-структур, проаналізовано ключові принципи та підходи до стратегічного управління конкурентоздатністю. Далі, визначено поняття, роль та ключові особливості креативності у контексті підвищення конкурентоспроможності сучасних бізнес-структур, розкрито сутність креативності як важливого інструменту для отримання конкурентних переваг в умовах динамічного ринкового середовища. Визначено, що креативність передбачає вміння мислити поза межами звичних рішень, приймати ризиковані, але обґрунтовані рішення, а також створювати нові можливості для бізнесу, акцентовано на інноваційному та підприємницькому аспектах креативності. Встановлено, що впровадження креативності в управлінні бізнес-структурою дозволяє максимально ефективно використовувати наявні компетенції та відкривати нові можливості для розвитку, підкреслено синергію між креативністю та ефективним використанням ресурсів.

У продовження дослідження ідентифіковано основні напрямки управління креативністю в рамках ключових компетенцій, визначено стратегічні вектори інтеграції креативності у ключові бізнес-процеси. Розглянуто методи та інструменти, що базуються на креативності ключових компетенцій, представлено практичні підходи до стимулювання та використання креативності в управлінні. Визначено елементи структури конкурентоспроможності, що базуються на креативності, розкрито складові моделі конкурентоздатності, в якій креативність відіграє центральну роль. Виокремлено виклики, з якими стикається інтеграція креативності в управлінні ключовими компетенціями, проаналізовано потенційні перешкоди та складнощі на шляху впровадження креативного підходу. На завершення, визначено елементи системи ефективного управління конкурентоспроможністю бізнес-структури, яка базується на креативності, запропоновано комплексну модель управління конкурентоздатністю, що враховує креативний потенціал організації.

FORMULATION OF THE PROBLEM IN GENERAL TERMS AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

Today's business environment is characterised by intense competition, globalisation and rapid technological change. In such conditions, business structures must constantly improve their internal processes and resources to remain competitive. One of the key factors affecting an organisation's success in the market is the effective use of its core competencies. In today's globalised world, ensuring competitiveness has become one of the key strategic objectives for any business structure. The competitiveness of business structures directly depends on their ability to effectively use their core competencies. However, in a rapidly changing market environment, where innovation and technological change have become commonplace, creativity is an important component of maintaining and developing competitive advantages. It allows companies not only to maintain their strengths but also to adapt flexibly to changes. The competitiveness of business structures is one of the most important factors that determine their place in the market. In today's globalised world, where technologies and market conditions are changing at an incredible rate, it is important to constantly adapt business strategies to new realities. Based on this, one of the key elements that helps organisations maintain competitive advantages is creativity, which is at the heart of core competencies. Creative management skills enable organisations to respond quickly to changes, generate new ideas and products that create value for customers and increase competitiveness. The above is the reason for the relevance of this study.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

Considering the creativity of key competencies as a basis for increasing the competitiveness of modern business structures, it can be argued that there are several main approaches to its enhancement. Representatives of the scientific community C. Prahalad, G. Hamel, B. Wernerfelt, R. Grant, J. Barney, G. Westerman, D. Bonnet, A. McAfee, D. Collis, C. Montgomery, R. Mansfield, I. Bryzhan, V. Chevhanova, N. Sidor, S. Yarmus, Yu. Zhuk and others study these issues. However, some aspects of them are still not studied in detail.

FORMULATION OF THE OBJECTIVES OF THE ARTICLE

The objective of the article is to study the creativity of key competencies as a basis for increasing the competitiveness of modern business structures.

PRESENTATION OF THE MAIN MATERIAL

The competitiveness of business structures is an important characteristic that ensures their stable operation and development in a rapidly changing environment. One of the key factors that determines the competitive advantage of a business structure is the management skills of its management. Among these skills, creativity has a special place, as it allows to adapt to changes in the market, develop new strategies and maintain leadership positions. Managing the competitiveness of business structures requires their management to pay special attention to the formation and development of these competencies. However, given the rapid development of technology and the constant need to adapt to new conditions, key competencies must not only be maintained but also constantly evolve. Creativity plays an important role in this process.

To ensure the competitiveness of business structures, it is important to create a system that will allow the full realisation of the creative potential of key competencies. The basis of such a system is a strategic approach to innovation and continuous improvement of internal processes. To do this, businesses need to:

1. Creating a favourable environment for the development of innovation and creative thinking among employees.
2. Integration of the latest technologies and approaches into management strategies.
3. Development of interaction between different divisions of the company for effective exchange of knowledge and ideas.
4. Maintaining the flexibility and adaptability of the organisation to respond quickly to changes in market conditions.

These strategies help businesses not only improve their internal processes, but also increase their competitiveness in the global market, opening up new development horizons [1;2].

It should be noted that in modern business, creativity is not only the ability to generate new ideas, but also an important tool for achieving the strategic goals of business structures. It covers various aspects of management activities: from developing innovative products and services to adapting business models and strategies to new market conditions. The creativity of managers becomes the basis for the formation and development of key competencies, such as strategic planning and others. Creativity involves the ability to think outside the usual solutions, make risky but well-reasoned decisions, and create new business opportunities. To build a competitiveness management system based on creative competencies, it is necessary not only to increase the level of creativity among managers, but also to create favourable conditions for innovation in the organisation. It is important to maintain openness to new ideas and encourage a creative approach at all levels of management. Creativity in business is not limited to the creation of

new products or services. It also encompasses the ability to solve non-standard problems, adapt to changes in the market environment and look for new ways to optimise business processes. Creative approaches to working with key competencies allow companies to respond quickly to changes, enabling them to take leading positions in their segments [2;3].

Based on the above, the introduction of creativity in the management of a business structure allows for the most efficient use of existing competencies and opens up new development opportunities. This not only helps companies maintain their competitiveness but also actively creates new competitive advantages. At the same time, key competencies can be viewed as a set of specific knowledge, skills and experience that help an organisation gain competitive advantages. They form the basis for developing a company's strategy and determine its ability to perform tasks with maximum efficiency. Creativity plays an important role in the development and use of these competencies, allowing organisations to continuously improve their processes, adapt to new conditions and find non-standard solutions [2;3].

Managing the competitiveness of business structures requires managers to pay special attention to the development of key competencies. However, to achieve long-term success, it is important not only to maintain these competencies, but also to constantly improve them and adapt them to changes in the market environment [2;3].

Creativity is an important component of a company's successful operations, as it allows not only to generate new ideas but also to transform existing knowledge into new forms and approaches. Creativity can be a source of new business models, innovative products and technologies, which enables a company to improve its competitiveness in the long term. Integrating creativity into the key competencies management system allows companies to be more adaptive and flexible. They can respond quickly to changes in the market, introduce new technologies, which in turn increases their ability to withstand competition and maintain leadership positions in the industry. For creativity to become an integral part of business structure management, special mechanisms and conditions need to be created for its development. These may include specialised training, educational programmes, and the creation of a favourable environment for innovation. The main areas of creativity management within the key competencies include [2;3;4]:

1. Creating an open corporate culture that encourages innovation and ideas from employees at all levels is an important step.
2. Investing in human capital development through training and professional development programmes helps to develop talent.
3. Using modern technologies and tools to automate business processes and improve production lines makes a company more efficient.
4. Supporting cross-functional teams that bring together different areas of expertise and experience helps to create innovative solutions.

These strategies help to build a stronger and more competitive organisation that can quickly adapt to new conditions and find non-standard approaches to solving problems.

The creativity-based competitiveness framework consists of several closely related elements. Here are the main ones [2;3;4]:

1. Innovative activities. Innovation is one of the most important factors that shape the company's competitiveness. To maintain a high level of competitiveness, it is necessary to actively introduce new technologies, products and services that meet the needs of consumers and changing market conditions. In this context, creativity becomes the basis for developing new ideas and solutions that can help maintain or even enhance the company's competitive advantages.

2. Adaptability to change. Business structures that can quickly respond to new market conditions always stay afloat in a competitive environment. Creativity helps managers find fresh solutions to old problems, which allows companies to remain relevant even in unstable market conditions.

3. Developing a corporate culture of innovation. Creativity in management should not be the privilege of management alone. It should be present at all levels of the company. Creating a corporate culture that supports innovative thinking allows every employee to actively contribute to the development of new ideas and solutions. Such a culture promotes greater employee involvement in important decision-making and increases the overall effectiveness of the organisation.

4. Knowledge management and competencies development. Key competencies, which include not only professional skills but also the ability to innovate and be creative in management, are the basis for a company's development in a competitive environment. Establishing an effective knowledge management system and developing these competencies allows businesses to respond quickly to changes in customer needs and technological progress.

To remain competitive, businesses must actively implement a variety of methods and tools based on the creativity of key competencies [2;3;4]:

1. Training and courses to develop creative thinking. One of the most important tools is to train managers and employees in creative thinking methods that help generate innovative ideas and non-standard solutions to corporate challenges.

2. Innovation laboratories and start-ups. Setting up specialised departments or laboratories within a company to develop new products and services helps to integrate innovation into business processes. This not only fosters creativity, but also allows to respond faster to new market opportunities.

3. Creating communication platforms for the exchange of ideas. It is important to create platforms for the open exchange of ideas among employees, which allows for different approaches to solving problems and creates an atmosphere of innovation in all aspects of the business.

Integrating creativity into the management of key competencies faces certain challenges. One of the most important is the constant need to update knowledge and adapt to rapid changes in the market. Companies must not only have modern technologies, but also be able to quickly find new approaches to management, which, in turn, requires managers to have a high level of creative thinking. However, the prospect of using creativity in the management of business structures is very encouraging. It allows companies not only to strengthen their competitive position in the market, but also to develop new products and services that can significantly change the very essence of their activities [2;3;4].

Thus, having creative key competencies allows a business structure to use its resources rationally and adjust them to changing market needs. In addition, it opens up opportunities to create new products or services that meet customer requirements, which, in turn, increases the company's competitiveness. At the same time, it is important that business structures actively develop the skills of their managers, who can manage the processes of creativity and innovation. Managers with creative competencies can develop strategies that allow to respond quickly to changes in the external environment. These strategies can include both improving existing processes and creating new approaches that help the organisation not only adapt to change but also become a leader in its industry. Creative key competencies open up opportunities to develop not only new strategies, but also new business models that ensure sustainable growth. This requires organisations to be flexible, quick in decision-making, and able to find new opportunities in an environment of instability and rapid market change.

At the same time, the competitiveness management system of business structures should include not only strategies, but also the effective organisation and development of key managerial skills, among which creativity is a prerequisite for success in the modern market. The competitiveness of business structures is the basis for their long-term success in the market, and it directly depends on the ability of organisations to effectively use their key competencies. In today's world, where the pace of change in the market has increased and technology is constantly evolving, creativity is becoming an important factor in maintaining competitive advantages. The ability to integrate creativity into the key competencies management system is the key to sustainable business development. To effectively manage the competitiveness of a business structure based on creativity, it is important to create a system that includes the following key elements [2;3;4]:

1. Competencies development. As key skills of managers are the basis for effective decision-making, it is important to invest in their development on an ongoing basis. This includes both traditional training and the development of special programmes to stimulate creative thinking and innovative strategies.

2. Innovative culture. Creativity cannot manifest itself without an appropriate culture in the organisation. An innovative culture promotes new ideas, supports their implementation and motivates employees to be creative.

3. Analysis and adaptation to changes. Constant monitoring of market conditions and adaptation of the company's strategies help to maintain competitive advantages. The use of creative approaches in management allows to respond quickly to changes, reducing the risks from external challenges.

Thus, increasing competitiveness through the development of creative competencies actually provides businesses with a long-term advantage. Business structures that actively work on these skills can enter new markets and develop creative products and services that satisfy even the most demanding consumers. Based on this, the development of creative competencies is becoming an important tool for achieving high results in a competitive environment. Implementation of innovative ideas and a creative approach to problem solving helps to strengthen companies' market positions. Therefore, the integration of creativity into management processes is becoming one of the key factors that ensure long-term competitiveness.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER RESEARCH IN THIS AREA

Today, the competitiveness of business structures is closely linked to the development of creativity and innovation. Key skills that include creativity are becoming the basis for creating effective business strategies that allow companies not only to adapt to changes but also to actively shape new market trends. Therefore, it is important for modern business structures to create a management system aimed at developing and supporting creativity at all levels of the organisation. Managing the competitiveness of business structures is based on the creativity of key competencies and is a complex and multifaceted process. It requires not only the introduction of innovative technologies but also the continuous development of human capital. The creativity of managers and employees is becoming an important component of success, as they are the ones who can adapt the company's strategies to new conditions, not only maintaining but also increasing its competitiveness. The challenges for business are the need for continuous investment in human resources and technology development, as well as the complexity of management processes that need to be flexible and respond quickly to external changes. The competitiveness management system based on the creativity of managers' key competencies is a powerful tool for achieving and maintaining market leadership. The success of this system depends on how effectively the organisation can develop its managers, provide them with access to innovative ideas and maintain a culture that fosters creativity.

References

1. Prahalad C. K., Hamel G. The Core Competence of the Corporation. *Harvard Business Review*. 1990. May-June. P. 79–90.
2. Grant R. M. Contemporary Strategy Analysis. 10th ed. Wiley, 2019. 675 p.
3. Westerman G., Bonnet D., McAfee A. Leading Digital: Turning Technology into Business Transformation. Harvard Business Review Press, 2014. 304 p.
4. Barney J. Firm Resources and Sustained Competitive Advantage. *Journal of Management*. 1991. Vol. 17, № 1. P. 99–120.