Strategic Creativity Management Of Industrial Enterprises As A Driver Of Innovative Development And Eco-nomic Recovery Of Ukraine And Its Regions

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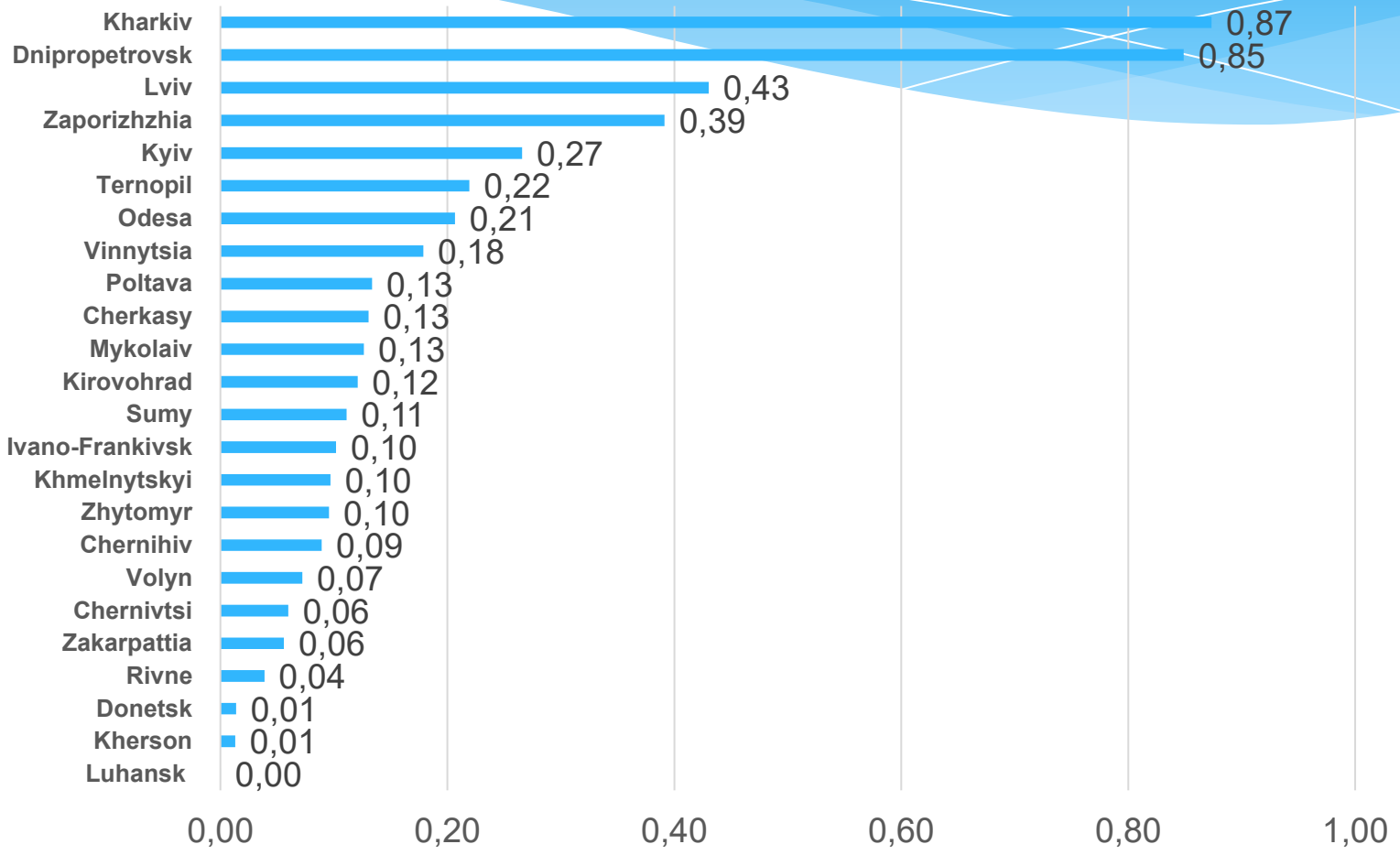
Strategic creativity management in in the modern context

- The problems of post-war development and recovery of Ukrainian industrial enterprises cannot be addressed without improving the effectiveness of strategic creativity management within a strategic orientation toward innovation development.
- This is supported by global trends demonstrating the increasing role of innovation, knowledge, and creativity as key factors of competitiveness of enterprises and national economies.
- In the European Union, the innovation-driven development model has long served as a fundamental paradigm of economic growth. According to Eurostat, in 2024, total expenditure on research and development amounted to approximately EUR 403.1 billion, corresponding to about 2.2% of EU GDP.
- At the same time, enterprise innovation activity is accompanied by the active adoption of digital technologies, the development of creative management tools, and integration into global innovation value chains.

Partial indicators of innovative development of regions of Ukraine

Region	Number of industrial enterprises that introduced innovations (products and/or innovative processes), units	Expenditure on research and development, thousand UAH	Number of employees engaged in research and development, persons	Volume of innovative products sold by enterprises, . thousand UAH
Vinnytsia	33.0	120454.5	508.0	715308.0
Volyn	13.0	11059.4	163.0	507107.0
Dnipropetrovsk	68.0	2770319.5	4574.0	8378122.0
Donetsk	2.0	28924.8	148.0	0.0
Zhytomyr	18.0	30799.9	602.0	96440.0
Zakarpattia	7.0	127380.8	491.0	160036.0
Zaporizhzhia	16.0	1538450.0	3223.0	4341247.0
Ivano-Frankivsk	18.0	116601.0	404.0	293166.0
Kyiv	35.0	431343.4	1262.0	1963630.0
Kirovohrad	19.0	13069.9	78.0	1474445.0
Luhansk	0.0	13677.1	0.0	0.0
Lviv	55.0	828918.9	3461.0	1570755.0
Mykolaiv	7.0	161115.4	838.0	2312165.0
Odesa	24.0	462122.6	1647.0	981022.0
Poltava	22.0	77068.0	496.0	864913.1
Rivne	7.0	24924.8	179.0	136019.0
Sumy	10.0	235337.2	1228.0	674160.0
Ternopil	42.0	56882.7	541.0	986598.0
Kharkiv	65.0	3388449.6	8275.0	4152473.0
Kherson	0.0	11243.8	0.0	484792.0
Khmelnytskyi	18.0	23250.8	200.0	584397.0
Cherkasy	22.0	124744.2	525.0	585881.0

Integral indicator of innovation development , 2024



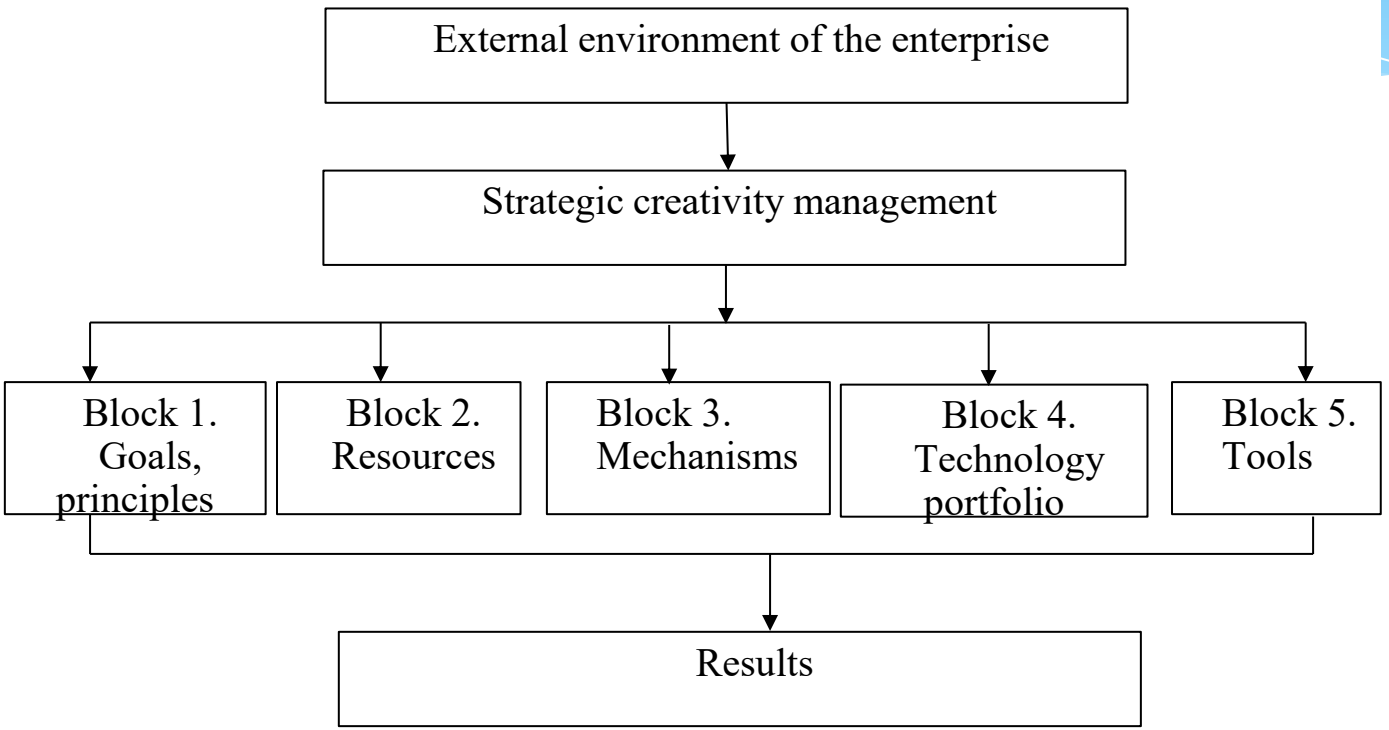
Results of clustering of regions of Ukraine by partial indicators characterizing the innovative development of industrial enterprises in 2020 and 2024.

Cluster 1 (regions)	Cluster 2 (regions)	Cluster 3 (regions)
2020		
Donetsk Dnipropetrovsk Poltava Kharkiv	Zaporizhzhia Vinnytsia Lviv Kyiv	Volyn Zhytomyr Zakarpattia Kirovohrad Ivano-Frankivsk Luhansk and other 10
2024		
Dnipropetrovsk Zaporizhzhya Kharkiv	Kyiv Kirovohrad Lviv Mykolaiv	Vinnytsia Volyn Donetsk Zhytomyr Transcarpathia Ivano-Frankivsk Luhansk Odessa Poltava Rivne Sumy and other 6

Classification of creative technologies for industrial enterprises

Facet code	Facet	Types of creative technologies
1.	Level of managerial influence	Strategic
1.1.	Strategic development technologies	Foresight technologies, scenario modeling, open innovation, digital platforms, smart factories
1.2.	Technologies for strategic creativity management	Design thinking, Agile management; innovation ecosystems, enterprise knowledge management
1.3.	Innovative transformation technologies	Digital twins, artificial intelligence technologies; big data analytics
2.	Functional application level	Tactical
2.1.	Production and technological	Automated design, 3D modeling, automated engineering analysis, virtual reality
2.2.	Organizational and managerial	BPM systems (business process management), Scrum methodology, enterprise resource planning, lean innovation, Kanban
2.3.	Marketing and communication	Customer relationship management, digital marketing, social media marketing, neuromarketing, data visualization
2.4.	Innovation and design	Hackathons, rapid prototyping, crowdsourcing
3.	Level of technological complexity	Operational
3.1	Basic creative technologies	Brainstorming, mind mapping, Delphi method, focus groups
3.2	Digital creative technologies	Enterprise resource planning, digital workflow, automated design systems
3.3	Intelligent technologies	Artificial intelligence, machine learning, predictive analytics, generative design
3.4	Integrated technologies	Intelligent manufacturing, cyber-physical systems, digital ecosystems

Components of a conceptual model of strategic management of creativity in industrial enterprises



Thank You for Your Attention!