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# CONCEPTUAL APPROACH TO FORMATION OF INNOVATIVE ENTREPRENEURSHIP`S CREATIVE POTENTIAL

## ABSTRACT

In accordance with the basic statements of management science, which help to a based conceptual approach to the formation of innovative entrepreneurship`s creative potential, its elements are the purpose and objectives, objects and subjects, principles, functions and subsystems, consideration of which the most significant managerial influences and stages of the process of forming the creative potential of enterprises. The theoretical and methodological basis of scientific research were scientific concepts and theoretical developments on methods of forming and evaluating the creative potential of innovative enterprises; information and analytical materials. During the writing of the article, the methods of theoretical generalization, comparative analysis and synthesis were used. The purpose of the article is to develop a conceptual approach to the formation of the creative potential of an innovative enterprise and substantiation of the method of evaluating its creative component. To achieve this goal, the following tasks are solved in the article. The essence and components of the formation of the creative potential of the innovative enterprise are defined. The factors influencing the formation of the creative potential of an innovative enterprise (socio-economic, demographic and socio-mental) are identified. The relationship between the creative, intellectual and competence components of the creative potential of an innovative enterprise is established. An algorithm for calculating the relative coefficient of the creative potential of the employee is proposed. It is reasonable that the direct parameter of the creative component is an integral indicator of the biological (natural) and socio-economic activity of man. The principles of formation of the creative potential of the innovative enterprise (system, complexity, flexibility, efficiency, consistency, protection of innovative business from threats and dangers of external, internal and design environment) are developed. Subsystems for ensuring the formation of the creative potential of an innovative enterprise (organizational, methodological, personnel, information, and software) are considered.

**Keywords:** creative potential, components of creative potential, innovative enterprise, methods of evaluating the creativity of employees

**JEL Classification:** J24, M21, O15, O33

## INTRODUCTION

Modern globalization and transformation of economies, the development of innovative informatization of economic processes and the intensification of competition between the subjects of innovative entrepreneurship require special approaches to the formation of their creative potential. The modern model of economic development of innovative enterprises is formed on fundamentally new bases: information and intellectual technologies, knowledge and creativity. Creative industries, innovations and knowledge are gradually displacing traditional areas of the economy and changing approaches to the formation of strategic directions for its development. In this regard, the issues related to the formation of the creative potential of an innovative enterprise become highly relevant, because, in modern business conditions, creativity is a defining characteristic in generating innovative ideas and the viability of an innovative enterprise in general.

The prerequisites for solving this issue are firstly a clear understanding of management (decision makers in the enterprise) the concept of "creative potential" and awareness

of its importance to ensure the effective operation of innovative enterprises in the market. Secondly, the availability at the enterprise level of effective tools and mechanisms for the formation and use of creative potential, as well as the competencies and skills of managers to use such tools and mechanisms. Thirdly, constant monitoring and evaluation of the level of the creative potential of the company's staff and development of appropriate measures based on its results to increase the innovative activity of employees.

## LITERATURE REVIEW

In modern economic literature, much attention is paid to the formation of creative potential as one of the main characteristics of the stability of an innovative enterprise and opportunities for its further development, the composition of which is considered by scientists based on various aspects of research (Table 1).

**Table 1. Components of the creative potential of the enterprise.** (Source: summarized by the author based on the sources listed in the table)

Author	Components of the creative potential
1	2
Savitska N.V. [1]	Components of creative potential are the capabilities of management entities: to generate ideas and form hypotheses, analyze information and formulate adequate conclusions, and model innovative products and technologies.
Voitushenko A.A. [2]	Creative potential consists of interconnected components and includes the ability to produce a large number of ideas, the ability to improve and develop ideas, the ability to analyze and solve problems, the internal motivation of the manager and his professional competence (knowledge and skills that the manager has according to the field of its activity).
Zadorozhnyuk N.O. [3]	Components of creative potential are intellectual, organizational and behavioural, psychological, professional and cognitive potentials.
Pashchenko O.P. [4]	The concept of creative potential management of the company is based on the general theory of management, but focuses the attention of management on the problems of using its creative potential, the creative potential of all its employees in developing and making management decisions, improving their skills, implementing modern methods in management creative thinking and decision-making, creating a creative atmosphere within the team, stimulates the development of self-realization and self-improvement of employees.
Klipkova O.I. [5]	Creative potential is one of the types of resource potential of the enterprise, and management of creative potential is a specific function of management, which is realized through general functions (planning, organization, motivation, control and regulation). Hence, to achieve expanded reproduction of creative potential, e.g. to ensure its growth, creative management must begin its existence at the time of the creation of the enterprise.
Kovbatiuk M.V. [6]	The creative potential of the enterprise is the highest form of the productive activity of the personnel of the enterprise, intellectual, physical, psychological, social behavioural reserves of workers which allow to go beyond the standard decision, and economic tasks, as well as to produce new original ideas, which is a prerequisite for creating an innovative product. Creative potential is part of labour potential because it is labour resources, ie workers are the carriers of creative potential in the enterprise. Like other elements of potential as an economic system, creative potential plays an important role. Without creative potential it is impossible to form innovative potential because creative potential offers ideas that the forces of innovative potential implement, bring to market, attracting production potential, and then select the technical and technological potential.
Prodius O.I. [7]	The creative potential of a company is not a simple sum of the creative potentials of its employees. Its use is characterized by a synergistic effect of the realization of the creative potential of employees and the use of an organizational and economic mechanism for the development of this potential. The creative potential of the company can be defined as the company's ability to make and implement creative management decisions that contribute to achieving the company's goals and the formation of unique competitive advantages through the use of its own and borrowed resources.
Kalinichenko L.L. [8]	The modern vision of the sign of creativity of the idea is determined by the creative orientation of individuals, which takes the form of creative potential and is directly dependent on the emotional state of employees and the effectiveness of tangible and intangible motivation in enterprises. Creative potential is part of labour potential because it is labour resources, ie workers are the carriers of creative potential in the enterprise. Like other elements of potential as an economic system, creative potential plays an important role. Without creative potential it is impossible to form innovative potential, because creative potential offers ideas that the forces of innovative potential implement and bring to market, attracting production potential, for which then select the technical and technological potential.
MSS [9]	Creative potential is a kind of integrated set of various resources that have creative properties, reflect creativity, innovation, intelligence, ability to innovate and much more. In this case, the integrated set reflects the relationship and interdependence of these resource elements and is characterized by the fact that qualitative and quantitative change of one of the resources (factors) leads to more or less noticeable qualitative and quantitative transformations in the use of other resources.

Thus, there is a lack of scientists' common point of view on its composition, which is explained by the isolation of only those components whose importance is determined by the specifics of the market and the peculiarities of the operation of a particular enterprise. In our opinion, the creative potential reflects a purposefully formed integrated set of resources, knowledge and competencies of the enterprise (the ability of the enterprise to collect, coordinate and integrate resources into goods and services), which in combination with the innovation of its internal environment, competitive advantages,

stable and adaptable to changes in the external environment, which will provide an innovative enterprise with high rates of economic development and increase its competitiveness in modern business conditions.

Based on the main provisions of the resource concept, in particular, its structural direction, the concepts of resources and competencies are not only clearly delineated through the ways of their formation and development, but also determine the relationship between them: companies can acquire resources and develop their own competencies. Acquired competencies, in turn, affect resources, transforming them into a new state in the process of economic activity of the enterprise.

## AIMS AND OBJECTIVES

The purpose of the article is to develop a conceptual approach to the formation of the creative potential of an innovative enterprise and to substantiate the methodology for evaluating its creative component. To achieve the goal, the following tasks are set in the article:

- to determine the essence and components of the formation of the creative potential of an innovative enterprise;
- to determine the factors affecting the formation of the creative potential of an innovative enterprise (socio-economic, demographic and social-mental);
- to establish the relationship between the creative, intellectual and competence components of the creative potential of an innovative enterprise;
- to propose an algorithm for calculating the relative coefficient of an employee's creative potential;
- to develop the principles of forming the creative potential of an innovative enterprise;
- to consider the subsystems of ensuring the formation of the creative potential of an innovative enterprise (organizational, methodical, personnel, informational, programmatic).

## METHODS

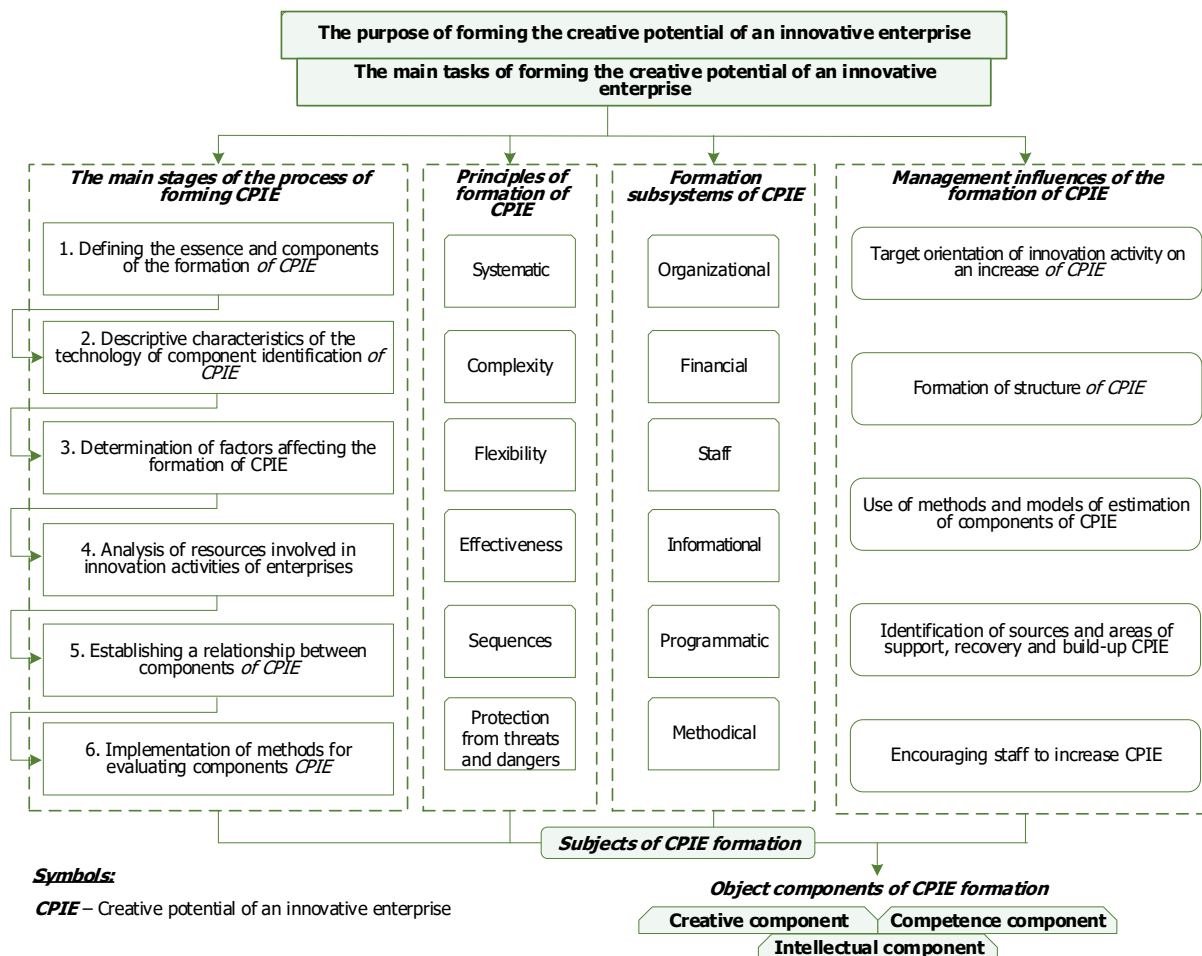
The theoretical and methodological basis of scientific research were scientific concepts and theoretical developments on methods of forming and evaluating the creative potential of innovative enterprises; information and analytical materials. During the writing of the article, the methods of theoretical generalization, comparative analysis and synthesis were used. The authors used a systematic approach to assessing the creative potential of employees of innovative enterprises and substantiated the method of its calculation.

## RESULTS

In accordance with the basic provisions of management science, on the basis of a conceptual approach to the formation of the creative potential of innovative enterprise, its elements are the purpose and objectives, objects and subjects, principles, functions and subsystems. Their consideration allowed for identifying the most important managerial influences and stages of the process of forming the creative potential of enterprises (Figure 1).

The purpose of forming the creative potential of an innovative enterprise is to support, restore and increase the creative potential to ensure the ability to carry out highly effective innovation in all major business processes of the enterprise, taking into account the law of synergy to intensify the development and implementation of technical and technological innovations. the determining factor is highly qualified personnel.

It should be noted that modern business, being in a changing economic environment, increasing the dynamism of all business processes, accompanying the globalization of the world economy, increasing competition, constantly increasing the amount of information processed in the preparation of management decisions, requires consideration of stakeholders' competitive environment in which the company carries out its innovative activities.



**Figure 1. Conceptual approach to the formation of the creative potential of an innovative enterprise.**

In accordance with the defined goal, the main tasks of forming the creative potential of an innovative enterprise are:

- formation of a set of resources involved in the innovative activities of the enterprise, necessary to maintain, restore and increase the creative potential of the enterprise;
- ensuring the ability of the enterprise to combine in a balanced way the existing and attracted resources involved in the innovative activity of the enterprise with the external environment, which will allow to obtain the planned economic results of the enterprise;
- creating positive preconditions for sustainable operation and innovative development of the enterprise in modern business conditions;
- development and implementation of necessary measures aimed at increasing the innovative activity of the company's staff;
- establishing the relationship between management innovations and the results of the economic activity of the enterprise.

The peculiarity of defining target guidelines for the formation of the creative potential of an innovative enterprise is the need for a comprehensive analysis of a significant number of parameters that characterize the creative potential. The last will allow an innovative enterprise to function effectively in a particular market in the short and long term.

### *1. Defining the essence and components of the formation of the creative potential of an innovative enterprise.*

The creative potential of the enterprise is a complex and multi-component concept, so identifying, systematizing and analyzing all the elements that are part of it and identifying the factors that cause them is an important aspect in ensuring the efficiency of innovative enterprises, which will ensure sustainability, adaptability and high-efficiency enterprises and identify promising areas for the formation of its development strategy.

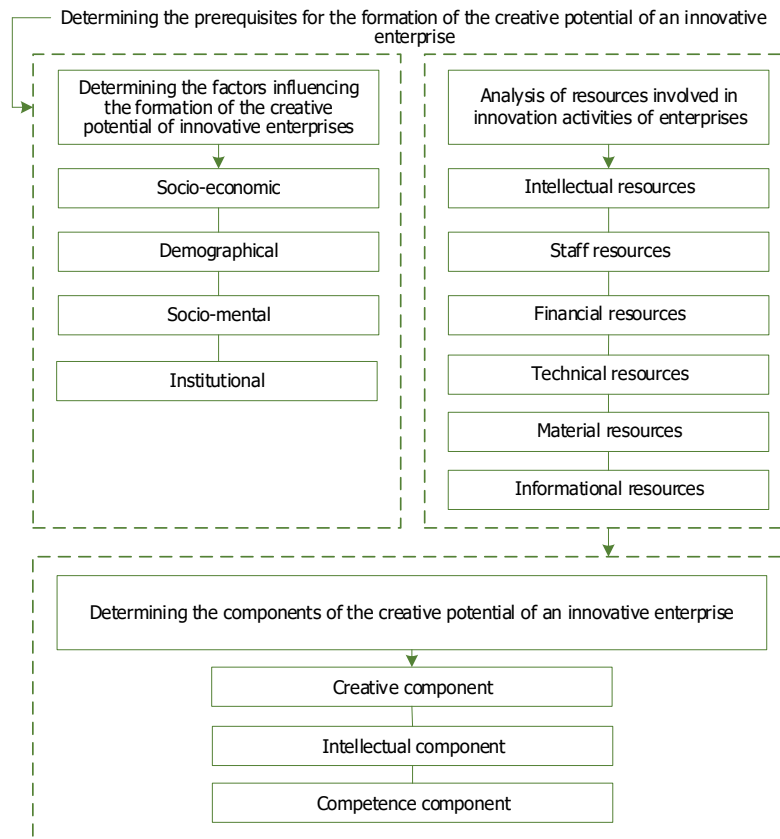
*2. Descriptive characteristics of the technology of identification of the components of the creative potential of the innovative enterprise.*

Creating the conditions for maintaining, restoring and building the creative potential of an innovative enterprise, as a basis for ensuring its ability to integrate a set of different resources with creative properties in order to form, maintain, strengthen competitive advantage and increase competitiveness requires identifying the main components of creative potential, cover the main innovative business processes. The main difficulty is the need to determine the role and place of its individual elements in the innovation potential, and the need to study all its components in the relationship and dynamics, which necessitates the development of managerial influences corresponding to modern market opportunities, based on management principles. innovative activity of the enterprise.

Identifying the most important components of the creative potential of innovative enterprises will coordinate the processes of creating a system of resources, knowledge and excellent competencies as a basis for determining its components and identifying market opportunities to increase the competitiveness of the enterprise.

*3. Determining the features of the formation of the creative potential of the innovative enterprise.*

Identification of the most important components of the creative potential of innovative enterprises is to take into account the peculiarities of the formation of creative potential in modern business conditions and analysis of resources involved in innovative activities of enterprises (Figure 2).



**Figure 2. The sequence of determining the components of the creative potential of an innovative enterprise.**

The structure of the labour market, the need of the economy in the creative workforce, taking into account certain quantitative and qualitative characteristics. The development of the economy and its structural changes determine the requirements for educational and professional parameters, existing competencies, innovation and employment. Therefore, the organization of creative education and the creation of self-learning organizations will promote the development of creativity as one of the components of the competence of the specialist.

Development of the social sphere, first of all, the system of general and professional education, health care, culture. The social sphere provides the development of qualitative parameters of creativity in terms of education, intelligence, professional skills, general culture, support and development of human physiological capabilities. Development of creative society

and creative education; cooperation with public organizations; public recognition; development of innovation culture; favourable for change, innovation; moral and material reward; the ability of staff to self-realization and self-development; improving the conditions of creative work – all this has a decisive influence on the state and development of creative potential.

Demographic and socio-mental. The population is the basis of creative resources, and values, norms and traditions significantly influence work behaviour.

Institutional factors are closely related to the law, the activities of the state and other institutions of modern society. It is especially important to preserve scientific and technical potential through state support of innovation, in particular decentralization of management of innovative enterprises, because in Ukraine innovative enterprises created in the form of technology parks suffer from strict state control, so democratic and liberal leadership style will form effective communication. languages; will promote the formation of creative teams and the creation of creative and innovative infrastructure (creative situation centres; technology parks; business incubators).

Based on the identification of key factors influencing the formation of creative potential, it is important to identify the main conditions that stimulate the development of creative abilities and are necessary for the effective operation of innovative enterprises: encouragement of creativity in solving tasks; focusing on one's own feelings, observations, generalizations and ideas.

#### *4. Analysis of resources involved in innovation activities of enterprises.*

Scientists often identify the following main groups of resources that are involved in the innovative activities of enterprises: financial, personnel, information and methodological, and logistical. Financial resources provide funds for the implementation of innovation processes create incentives and conditions for the development of innovations, influence the choice of innovation projects in accordance with the needs of the functioning and development of the innovation sphere. Material and technical resources are the material basis of innovation potential, determine its technological base, and affect the scale and pace of innovation. Human resources play a key role in the development of innovative activities of the enterprise because it is intellectual technologies and knowledge that radically modernize traditional models and determine the future of innovative enterprises but under the condition of the development of the innovative potential of employees. The defining aspect of such support is the unconditional formation of the innovation environment, namely the creation of an atmosphere of creativity, elimination of unconstructive competition, and motivation of employees to creativity; all this will speed up the process of achieving the business goals of an innovative enterprise.

#### *5. Establishing the relationship between the components of the creative potential of an innovative enterprise.*

It should be noted that between the components of the creative potential of an innovative enterprise, there is certainly a connection within which they interact and have a mutual influence on each other and on the innovative potential of the enterprise as a whole to create conditions for its restoration and expansion.

The creative component of creative potential. Creativity (from the Latin *creo* - to create) - the ability to create actions that cause a new unusual vision of a problem or situation. Creativity and its importance for the economic development of the country is the subject of many discussions and research.

Thus, Maslow A.H. divides creativity into two types: the first level - the result of the action of primary motives; the second level - complex mental processes of analysis, systematization and understanding; "integrated" creativity - integrates the two previous types [10].

Barron F. & Harrington D. define creativity as a new approach, as a consequence of emotional disorders that distort the "normal" worldview; the ability to bring something new to the experience [11].

Alan Iny, Luc de Brabandere senior creative and screenwriting specialist for the leading international consulting firm Boston Consulting Group, co-author of *Thinking in New Boxes* (2013), notes that "creativity means changing the way you see the world, which can enable you to see new products, rethink business processes or transform an entire industry" [12].

Jordan Ayan CEO of Create-It! International, and creativity expert, and author of *10 Ways to Free Your Creative Spirit and Find Your Great Ideas*, notes that creativity has become one of the most important personal and business strategies for prosperity and success. Creativity is considered an art form, not a business tool. However, in our opinion, creativity is the area where the profitable growth of most companies begins therefore today creativity can be regarded as a powerful business tool that helps the successful business as employees/managers of the company and business activities of the company as a whole [13].

The considerations require a generalization of the concept of creative activity. Thus, the creative activity of employees - is an external manifestation of the intellectual and cognitive abilities of man, aimed at targeted changes in tangible or intangible (spiritual, intangible, including information) objects, which are expressed in bringing ideas to a concrete practical result, manifested in the creation and application innovations. This property is closely related to the high intelligence, self-esteem and intrinsic motivation of the employee [14].

*Methodology of measuring creative potential.* We propose to evaluate the work of human intelligence, which is manifested through the generation of creative ideas through the coefficient of creativity (Kk).

The economic indicator of the coefficient of creativity of the employee (Kk) should be expressed in the changes introduced by the employee in the products of his work, as a result of creative ideas, to the duration of time spent on their implementation.

$$Kk = \frac{KN}{t} \cdot Kn \quad (1)$$

where *KN* - an indicator of the growth of changes, which is manifested in the new state of the object to which creative activity is directed (*Nnew*), compared to the current situation (*Nold*); *t* - time spent by the employee to implement changes; *Kn* - relative coefficient of the creative potential of the employee (discussed below).

Accordingly, the absolute growth rate of change due to creative activity is equal to:

$$KN = N_{new} - N_{old} \quad (2)$$

Then the economic coefficient of creative activity of the employee should strive for its maximum value (Kk max), which is according to the formula:

$$Kk \max = \frac{KN \max}{t \min} \times Kn \max \quad (3)$$

The degree of creative activity of the employee depends on a significant number of variables of internal and external factors that can minimize or maximize the creative potential of the employee. That is why we propose to take into account the influence of relevant factors when calculating the relative coefficient of creative potential as follows:

$K_{1,2,3...}$  adjust according to the number of factors

$$Kn = \frac{K_1 + K_2 + K_3 + K_4 + K_5 + K_6 + K_7 + K_8 \dots K_n}{n} \quad (4)$$

where  $K_1$  - rationality of the choice of the area of manifestation of creative energy;  $K_2$  - biosocial indicator;  $K_3$  - coefficient of human health;  $K_4$  - coefficient of labour productivity;  $K_5$  - coefficient of socio-psychological state of human;  $K_6$  - coefficient of provision with working places.

It should be noted that the range of changes in the coefficients that are included in the calculation of the relative coefficient of the creative potential of the employee is in the range from 0 to 1.

Thus, the relative coefficient of the creative potential of the employee (Kn) depends on the rationality of the choice of the area of manifestation of creative energy, i.e. the correctness of the chosen place of creative activity. That is, if a particular employee in a particular workplace does not show creative abilities, then this figure is 0. This may be because he is not doing his job, as each type of intelligence has its own types of tasks with which he best copes according to his psych type. Conversely, if the employee shows creative ideas, it indicates the correct choice of workplace, and, accordingly, the ratio will be equal to 1.

A biosocial indicator is characterized by a number of abilities of the employee in the work of spiritual (Ks), material (Km), or organizational and managerial (Kom) spheres and can be defined in relative units:

$$K_2 = K_s + K_m + K_{om} \quad (5)$$

It should be noted that there are more than 2000 tests that to some extent can be used to assess the labour potential of the company's staff: psychophysiological tests, tests to assess the level of intelligence; projective tests; personal questionnaires, etc.

The coefficient (health) of a person can be defined as the ratio of the number of days actually worked to the maximum possible working time fund (calendar fund minus holidays and weekends, regular holidays).

The coefficient of the socio-psychological state of a person is determined because of appropriate tests. If a positive orientation is determined - the indicator is equal to 1, if neutral - 0.5, if a negative orientation - 0.

The job security ratio is calculated as the ratio of the actual tools, sources and methods of receiving and transmitting information used to express creativity to the required.

It should be noted that according to the specifics of the enterprise and the action of relevant factors, the list and number of coefficients included in the calculation of the relative coefficient of the creative potential of the employee might change, which will directly affect the results of innovation. A direct parameter of the creative component is an integrated indicator of the biological (natural) and socio-economic activity of man.

Among the factors influencing the creative formation of the company's staff, scientists distinguish [15]:

- support of the environment. The employee in his creative activity needs a positive psychological climate for creativity in the company, evaluation of creative initiatives by management;
- working atmosphere, which should promote joint work. Each employee contributes to the discussion and formation of creative ideas;
- leadership style, which should promote the development of creativity in the enterprise, develop self-confidence and independence of employees, to form the possibility of their self-realization;
- choosing the right people to solve specific situations, emphasizing the peculiarities of their role and place in the organization;
- clarity of responsibilities, roles and expectations of employees;
- 6. selection of appropriate skills, interests and types of responsibilities depending on the nature of individuals;
- constructive criticism. Providing employees with clear instructions, the expected behaviour is obtained, and along with it – the appropriate prediction of the goals of the enterprise.

In our opinion, the most important way to increase staff creativity is to use tangible and intangible incentives to the initiative, encourage communication, meet the need for self-expression, take into account the individual differences of each employee, motivate them to attend various pieces of training, workshops related to employee talent and stimulate it to ingenuity and self-learning.

The creative component of an innovative enterprise reflects the ability to potentially generate innovative ideas that can be further implemented in practice in order to achieve the goals. Creative thinking plays an important role in the formation of creative potential, in particular, in terms of the creative development of the company's staff.

There are four types of creative thinking, namely intuitive, innovative, figurative and inspiring. 1) Intuitive type of thinking operates on previous experience in decision-making and focuses on results. On the other hand, such managers usually care about their employees and the organization as a whole. In relation to competitors, they are always tough but honest. They believe that people are the key to business success and do their best to make a company successful. The main credo is creativity and belief in people that each person has a huge creative potential that needs to be revealed and involved (motivated) in creative activities. 2) Innovative type of thinking is usually focused on problems and facts, on conducting accurate experiments, on full immersion in the work. This style is typical for scientists, engineers, and inventors. 3) The figurative type of thinking is inherent in creative people who have high feelings, leaders in character. 4) An inspiring type of thinking is inherent in people who implement social change and are fully committed to the cause [16].

At the same time, declaring entrepreneurship as the main driving force of economic development does not take into account the fact that it cannot be limited to the initiative and level of creativity of entrepreneurs themselves. Only the corporate creative component of all subjects of market relations (and managers, and executors of business projects, and consumers) is able to solve the task of economic recovery. As long as the social state of society does not enter the equilibrium state, the creative activity of those who must spend it on solving economic problems will be spent on solving social issues. Another important problem of the current state of development of the creative activity of employees is the reduction of the level of general cultural and moral values. This is especially important for the mentality of our society, for which these categories were one of the main in the development of the country's economic potential. That is, for the rise of the domestic economy it becomes important not only to declare the importance of business development but also to develop and maintain the social significance of every citizen – a potential employee that improves the state of the economy. This will create conditions for increasing the potential of creative activity not only in the field of high technology but also

in the field of entrepreneurship for the production of consumer goods while balancing the competitiveness of domestic products with European counterparts.

*The intellectual component of creative potential is characterized by the ability to generate intellectual property and implement them in the economic development of the enterprise.* Structurally, it can be represented by the following components: the value of intellectual assets and the value of all intellectual property including brand name, brand, logo, etc., business management skills, information and knowledge about the structure of innovation in business, technological, scientific and technical, socio-economic and spiritual information based on information and communication technologies.

Research and development of indicators for measuring the intellectual component of creative potential makes it possible to comprehensively assess the innovative potential of the enterprise, identify key competencies and concentrate the necessary resources to ensure the intellectual potential of staff, intellectual material support, intellectual scientific and technical potential and intellectual information. Maximizing the level of use of the intellectual component of the creative potential of the enterprise at the practical level requires further development of clear methodological approaches to its management.

*Competence component of creative potential.* According to [17] the concept of "competence", first, is useful to describe the type of behaviour (those aspects) that the organization needs to achieve a high level of efficiency, helps to focus on key behavioural issues that affect results; secondly, the term "competence" can be used to describe the knowledge and skills expected of an employee to perform his duties effectively.

According to Ukrainian scholars, competence includes "not only professional knowledge, skills and experience in the speciality, but also an attitude to work, certain (positive) inclinations, interests and aspirations, ability to effectively use knowledge and skills, as well as personal qualities for ensuring the desired result in a specific workplace in a specific work situation" [18].

Golovan M.S believes that competence is a person's ability to solve production problems of a particular organization, and competence – standards of conduct that ensure this ability. The concept of "competence" is related to the content of the sphere of activity, and "competency" – to the personality, to the ability of a person to act effectively in different situations. The concept of "competency" reflects the internal side of the subject's activities to achieve the goals set in the concept of competence. Competency is manifested in the successfully implemented in the activity of competence and includes personal attitude to the subject and product of the activity. The fundamental difference between competence and competency is that competence is an institutional concept that determines the status of a person, and competency is a functional concept [19].

The concept of "competence" in the formation of the creative potential of an innovative enterprise, can be considered as the possession of a set of interrelated qualities, meaningful orientations, values, knowledge, skills, experience in generating new original ideas, improvement and development of ideas, implementation of modern methods of creative thinking and decision-making, modelling of innovative products and technologies and readiness to innovate and we propose to take the following structural elements as the basis of competence: knowledge, values, intelligence, skills, experience, ways of thinking.

Thus, the formation of the creative potential of an innovative enterprise covers three interrelated object components: creative, intellectual and competence and is determined by a set of interrelated parameters that allow to form a holistic view of trends in key factors of innovative entrepreneurship, depending on the state of innovation potential and influences the choice of possible directions of innovative development of the enterprise, which is provided by interaction with the subjects of formation of the creative potential of the innovative enterprise through which the managerial relations are realized. Usually, the main issues related to ensuring the creative potential of an innovative enterprise in most domestic enterprises are resolved without changes in the organizational structure and are not documented. We propose to consider the circle of people who generate and analyze new ideas as subjects of the formation of the creative potential of the innovative enterprise.

#### *6. Implementation of methods for assessing the components of the creative potential of an innovative enterprise.*

It is extremely important for the company's staff to be motivated to work creatively. It is necessary to support in every possible way any ways of expressing individuality in work, to encourage the production of creative thinking and creativity.

A review of the economic literature on this issue shows the existence of a significant number of methods for assessing the creativity of employees. Thus, in scientific works Sivash Yu. M. a set of coefficients and indicators for assessing the creativity of employees, in particular [20]:

Coefficient of creative activity of employees of the enterprise:

$$k_1 = q_1 / q_2 \quad (6)$$

where  $q_1$  – the average number of creative workers;  $q_2$  – the average number of staff of the enterprise.

Ratio of implemented proposals for improvement and optimization of processes/products received from employees:

$$k_2 = q_3 / q_4 \quad (7)$$

where  $q_3$  – accepted number of proposals for improvement and optimization of processes/products received from employees;  $q_4$  – the total number of suggestions for improvement and optimization of processes/products received from employees.

Coefficient of education of creative workers:

$$k_3 = q_5 / q_1 \quad (8)$$

where  $q_5$  – the number of creative workers with higher education.

Coefficient of creative activity of employees with higher education working in the speciality:

$$k_4 = q_6 / q_7 \quad (9)$$

where  $q_6$  – the average number of creative workers with higher education working in the speciality;  $q_7$  – the average number of employees with higher education.

The rate of patenting by creative workers:

$$k_5 = q_8 / q_9 \quad (10)$$

where  $q_8$  – the number of creative ideas that are patented by creative workers;  $q_9$  – the number of creative ideas put forward by creative workers.

Productivity indicator of creative workers:

$$p_6 = q_7 / q_1 \quad (11)$$

Productivity index of creative workers with higher education working in the speciality:

$$p_7 = q_7 / q_6 \quad (12)$$

Productivity index of creative workers without higher education:

$$p_8 = q_7 / q_8 \quad (13)$$

where  $q_8$  – number of creative workers without higher education.

Coefficient of participation of creative workers in the formation and implementation of creative ideas:

$$k_9 = q_9 / q_1 \quad (14)$$

where  $q_9$  – the average number of creative workers who participate in the formation of creative ideas and in the implementation of work to prepare them for implementation.

Coefficient of participation of creative workers in the formation of creative ideas:

$$k_{10} = q_{10} / q_1 \quad (15)$$

where  $q_{10}$  – the average number of creative workers who participate only in the formation of creative ideas.

Coefficient of participation of creative workers in the implementation of creative ideas:

$$k_{11} = q_{11} / q_1 \quad (16)$$

where  $q_{11}$  – the average number of creative workers who participate only in the preparation of ideas for implementation.

Coefficient of participation of creative workers with higher education working in the speciality in the formation and implementation of creative ideas:

$$k_{12} = q_6 / q_9 \quad (17)$$

Coefficient of participation of creative workers with higher education who do not work in the speciality, in the formation and implementation of creative ideas:

$$k_{13} = q_4 / q_9 \quad (18)$$

Coefficient of participation of creative workers with higher education who work in the speciality, only in the formation of creative ideas:

$$k_{14} = q_6 / q_{10} \quad (19)$$

Coefficient of participation of creative workers with higher education who do not work in the speciality, only in the formation of creative ideas:

$$k_{15} = q_4 / q_{10} \quad (20)$$

Coefficient of participation of creative workers with higher education who work in the speciality, only in the implementation of creative ideas:

$$k_{16} = q_6 / q_{11} \quad (21)$$

Indicator of participation of creative workers with higher education who do not work in the speciality, only in the implementation of creative ideas:

$$p_{17} = q_7 / q_{11} \quad (22)$$

Based on the results of calculating the coefficients and indicators (6–22), the existing level and reserves for increasing staff creativity are determined. To calculate coefficients and indicators, which are mentioned above, only primary information from the employees of the enterprise, is used. The integrated indicator of creativity will be calculated by the weighted average for creative workers and creative workers with higher education working in the speciality and will vary from 0 to 1. Next, it is necessary to distinguish between low, medium and high levels of this indicator. It is advisable to involve the administrative staff of the enterprise as experts. To determine the membership function, it is necessary to use expert methods, when experts set the values of the parameters of a particular phenomenon under study. Then the membership function will determine the relationship between the frequency of attribution of parameters, the integrated coefficient of creativity and quantitative characteristics to a certain class, namely low, medium, and high. The frequency is determined by the proportion of the number of positive answers from experts on the affiliation of the integrated coefficient of creativity of the components to a given class in their total number. According to the rules of application of expert methods to maintain the reliability of the information at the level of 95%, the number of experts involved should be equal to 15 determining the affiliation of enterprises to certain classes should be based on the analysis of the integrated coefficient of creativity. The assignment of enterprises to the classes of low-, medium- and highly attractive in terms of creativity was carried out according to the score, according to the conditions of which belonging to the first class was estimated at 10 points, to the second - at 20, and to the third - at 30 points. After that, the values of the frequency of assignment of

employees by certain experts to certain classes were calculated, which was compared with the values of its integral coefficient of creativity. The obtained data are the source for constructing the functions of belonging of employees to classes with low, medium and high levels of integrated creativity [21].

In our opinion, this technique has a number of disadvantages, in particular:

- It is impractical to rely solely on the level of education when calculating the level of staff creativity because this indicator cannot affect the potential for generating creative ideas;
- There are no indicators that would take into account the rational experience of choosing the field of manifestation of creative energy;
- There are no indicators that would be characterized by a number of abilities of the employee in the spiritual work, material or organizational and managerial areas, which can be defined in relative units;
- There are no indicators that would take into account the physical (health), socio-psychological state of man, and the state of logistics of the workplace, used for the manifestation of creativity.

Increasing attention to the concept of innovative management of creative potential is based on the general theory of management and largely depends on the will of management, which focuses on the problem of using its creative potential in developing and making management decisions, which can lead to late work, blurred deadlines, lost time, lack of automation and registration of decision-making processes. However, it should be noted that the creative potential of the management system is not only the sum of the creative potential of managers. Its use is formed by the combined effect of the realization of the creative potential of employees, as well as the use of the organizational and economic mechanism of its development. Therefore, there is an objective need to review the existing training system. Namely, the development of creativity as the basis of professional competence should be the driving force throughout the training period, which will focus on improving their skills, implementation of modern methods of creative thinking and management decisions, creating an atmosphere of creativity within the team, stimulate development self-realization and self-improvement of employees. An important step in conceptualizing the modelling of creativity and innovation of management are the types of organizational structures of government, the number of management structures and technologies of management processes [22].

The methodological basis for the formation of the creative potential of an innovative enterprise is a set of basic principles, the observance of which directly affects the process of making and implementing management decisions related to increasing the innovative activity of the enterprise.

*The principle of systematization* involves consideration of the objects of formation of the creative potential of the innovative enterprise as a system consisting of structural elements (creative, intellectual and competence), which are interconnected and united by a single direction of innovative development.

*The principle of complexity* means ensuring the integration of all subsystems of the creative potential of innovative enterprises with creative, intellectual and competency components through the managerial influences of creative potential formation into a single management complex aimed at finding sources of new ideas, sustainable competitive advantages contained not only in innovation but and in all functional areas of the enterprise.

*The principle of flexibility* means to ensure the ability of an innovative enterprise to adapt to external and internal conditions, by forming a structure of creative potential of the enterprise, which would increase the intensity of the development and implementation of technical and technological innovations, the latest technology, management methods, products, better respond to changes in demand and thus achieve the efficiency of the enterprise, etc.

*The principle of efficiency* is ensuring a positive effect from the implementation of creative ideas and solutions, intensification of creative activity of employees to generate, search, develop, combine creative ideas, evaluate and select them for innovative development and is reflected in the formation of sustainable competitive advantages of innovative enterprises. achieve the set goals and ensure long-term sustainable operation in a competitive market environment.

*The principle of consistency* requires a clear structural organization of the process of forming the creative potential of an innovative enterprise, providing a logical reasonable order of implementation of certain stages.

*The principle of protection of innovative entrepreneurship from threats and dangers of external, internal and project environment.* The application of measures to prevent possible threats and dangers, which in a transformational economy become dynamic, requires constant monitoring and adjustment. It is important when assessing the level of economic security of an innovative enterprise to take into account factors of social efficiency, as characteristics of transformation processes that may threaten the enterprise through the formation of state priorities, such as improving living standards,

raising the minimum wage and other indicators the degree of the well-being of people and anticipate the possibility of social "explosions". Declining living standards, migration processes, and depopulation are the main factors of systemic transformation. Taking into account the spatial aspect of socio-economic phenomena, monitoring the process of transformation in modern conditions can contribute to the sustainable development of society and optimization of its territorial organization. The main features of the implementation of structural transformations in the innovation sphere are currently spontaneous and unregulated transformation processes, as the transfer of capital and investment in highly profitable, socially oriented areas does not occur. Therefore, to protect innovative entrepreneurship from threats and dangers of external, internal and project environments, it is necessary to take into account the requirements of modern transformational changes in the economy and countries importing innovative products to protect the interests of citizens and ensure sustainable development of the national economy. Commodity producers of innovative products, which operate in conditions of market competition and struggle for the consumer, are placed, due to various factors, in conditions of possible danger, risks and threats of effective activity. At the same time, the most threatening trend for the national innovation sector is the systemic imbalance of the organization of innovation entities and the weakening of internal ties. In the end, this threatens to worsen the functioning of the national innovation sector, subordination of national innovation enterprises and innovation-active enterprises outside the national interests, as well as a significant weakening of material and resource provision of internal security.

The Risk management system is a synthesis of methods and tools for optimizing the risks of business entities, the implementation of which is aimed at improving the quality of strategic and tactical management decisions. Strategic management decisions in the risk management system are decisions that involve the achievement of long-term goals by forecasting the level of risk and ways to reduce its impact [23].

This problem requires a comprehensive study in connection with the action of such, at first glance, various factors as labour market conditions and social characteristics, which have always played a decisive role in the activities of innovative enterprises. The sphere of innovation has always been and remains the riskiest due to the so-called exogenous factors (external) and endogenous (internal), which must be taken into account when finding and justifying methods for assessing the level of economic security and innovation.

The process of making and implementing creative decisions in all subsystems of providing and exercising managerial influences that arise during this organizing activity and establishing managerial relations to create preconditions for innovative development of the enterprise in the near and long term depends on compliance with the basic principles of the creative potential of an innovative enterprise.

The conceptual approach to the formation of the creative potential of an innovative enterprise, built on the principles which are mentioned above, can be effective only if we take into account and ensure the unity of purpose, and management influences in the interaction of all components of creative potential using modern innovative technologies, management tools and practical tasks to increase the efficiency of innovative activities of the enterprise.

To create the basis for the successful existence and development of the creative potential of an innovative enterprise it is necessary to form organizational, methodological, informational, personnel, financial, and software used in the development and implementation of technical and technological innovations, the latest technology, the latest management methods and more.

*Organizational support* is a set of interconnected internal management units of an innovative enterprise and officials who ensure the development and adoption of management decisions in certain areas of its innovation activities and are responsible for the results of these decisions. Hence, the concept of management of certain activities of the enterprise is based on "responsibility centres" as structural units of the enterprise, whose purpose is to control certain activities and management decisions, and the heads of these units within these areas are fully responsible for achieving the target parameters, characterizing the activities of this unit. In general, the degree of development of organizational support is mainly influenced by structural and technological changes in economic activities and forms of ownership, as well as changes in the external environment.

Staffing is one of the crucial prerequisites for achieving the goals of the enterprise and maintaining its long-term sustainable operation and is also an important element of innovative development of the enterprise, as the consistency of the personnel management system with other functional management subsystems depends on successful operation and innovative development.

Vashchenko N.V. proves, that only thanks to the skills of employees, their qualifications, training, experience and most importantly, the motivation of their work can implement innovations and successful transformations that require a modern management mechanism. Without solving the problem of proper staffing, it is impossible to move away from the extensive

method of production, which provides lower production efficiency, compared to intensive. Unfortunately, a significant number of domestic enterprises, the management of which implements personnel policy based on the principles of savings on wages, education, training and retraining of employees, do not keep up with modern requirements [24].

*Methodical support* creates conditions for an effective process of preparation, acceptance and realization of creative decisions concerning the decision of problems of innovative activity of the enterprise. Methodical support of the creative potential of the innovative enterprise is a set of special receptions, ways and tools of realization of innovative activity of the enterprise which needs to be considered concerning the concrete object of management that will provide the possibility of their use for the substantiation of creative administrative decisions.

*Information support* is a functional complex that provides a purposeful and continuous process of collection, registration, processing, placement, the definition of forms of organization, and analysis of information about the enterprise, which is necessary for analysis, planning and preparation of effective creative management decisions, coordination of all subsystems of formation of the creative potential of the innovative enterprise.

In modern business conditions, information support cannot be considered without software (as a set of interconnected single control and (or) autonomous programs on data carriers and software documents), the purpose of which is to automate user functions in a particular area of innovation and organization of information computing systems in general.

The choice of software depends primarily on the needs arising during the business process, the size of the enterprise, its activities, scope of activities, versatility of this activity, territorial branching, number of staff, the organizational structure of production, organizational and legal form and other factors. An important prerequisite for software implementation is the identification of problematic issues in the innovation of the enterprise, in particular, in information links between departments of the enterprise through constant monitoring and control of the innovative enterprise, which will allow management to respond to certain deviations and improve management enterprise.

## DISCUSSION

The process of forming the creative potential of an innovative enterprise largely depends on the correct construction of its support system in the presence of a sufficient number of links between organizational units of the enterprise using modern tools and methods, information and software for timely receipt and provision of information, control by means of computer technologies; organizational and managerial apparatus, which establishes the order of interaction of functional and linear divisions of the enterprise in the process of innovative activity of the enterprise. The last will facilitate organizational, personnel and technical decisions and focus on innovative development and improving the creative potential of the enterprise and ensure the proper level of competitiveness of the enterprise, and hence its long-term development.

## CONCLUSIONS

Thus, in today's information boom, the need of the domestic economy for workers who can not only apply previously accumulated knowledge but also create new products, services, and technologies, different from similar, novelty approaches, and creative solutions.

Implementation of the proposed conceptual approach to the formation of the creative potential of an innovative enterprise, focusing on increased flexibility and speed of decision-making aimed at ensuring the ability to carry out highly effective innovation in all major business processes, will allow the company to identify areas and prioritize measures to increase innovation and competitiveness in the market in the long run.

Identifying the most important components of the creative potential of innovative enterprises (creative, intellectual, competence) will coordinate the processes of creating a system of resources, knowledge and excellent competencies and identify market opportunities to increase the competitiveness of the enterprise.

The proposed method of assessing the creativity of employees can be used in the implementation of material incentives within the grading system or as a separate indicator that will determine the size of bonuses for employees. After all, increasing the creative activity of employees will increase the efficiency of the enterprise development system as a whole.

The use of this technique will create conditions for increasing the potential of creative activity as a creative process of finding and applying innovative solutions, which becomes one of the main sources of benefit and competitive advantages of modern enterprises not only in high technology but also in entrepreneurship consumption while balancing the competitiveness of domestic products with European counterparts.

Within the proposed conceptual approach, management actions are based on agreed principles in certain subsystems of support, implemented at the main stages of the process of creative potential formation, their functions and methods, which allows, because of their interaction, to build areas of competitiveness for innovation.

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## КОНЦЕПТУАЛЬНИЙ ПІДХІД ДО ФОРМУВАННЯ КРЕАТИВНОГО ПОТЕНЦІАЛУ ІННОВАЦІЙНОГО ПІДПРИЄМНИЦТВА

Відповідно до базових положень науки управління, на засадах яких ґрунтується запропонований у статті концептуальний підхід до формування креативного потенціалу інноваційного підприємства, його елементами є мета й завдання, об'єкти й суб'єкти, принципи, функції та підсистеми забезпечення, розгляд яких дозволив виокремити найбільш вагомий управлінський вплив та етапи процесу формування креативного потенціалу підприємств. Теоретико-методологічною основою наукового дослідження стали наукові концепції та теоретичні розробки щодо методик формування й оцінювання креативного потенціалу інноваційних підприємств; інформаційно-аналітичні матеріали. Під час написання статті використовувались методи теоретичного узагальнення, порівняльного аналізу та синтезу. У дослідженні авторами використано системний підхід щодо оцінювання креативного потенціалу працівників інноваційних підприємств та обґрунтовано методика його розрахунку. Метою статті є розробка концептуального підходу до формування креативного потенціалу інноваційного підприємства та обґрунтування методу оцінювання його креативної складової. Для досягнення поставленої мети в статті виконано кілька завдань. Визначено сутність та складові формування креативного потенціалу інноваційного підприємства. Здійснено описову характеристику технології ідентифікації складових креативного потенціалу інноваційного підприємства. Визначено чинники, що впливають на формування креативного потенціалу інноваційного підприємства (соціально-економічні, демографічні та соціально-ментальні). Проаналізовано склад ресурсів, які задіяні в інноваційній діяльності підприємств (фінансові, кадрові, інформаційно-методологічні, матеріально-технічні). Установлено взаємозв'язок між креативною, інтелектуальною та компетентнісною складовими креативного потенціалу інноваційного підприємства. Розроблено методика оцінювання креативності працівників. Запропоновано алгоритм розрахунку відносного коефіцієнта креативного потенціалу працівника. Обґрунтовано, що безпосереднім параметром креативної складової є інтегральний показник біологічної (природної) та соціально-економічної активності людини. Розроблено принципи формування креативного потенціалу інноваційного підприємства (системності, комплексності, гнучкості, ефективності, послідовності, захищеності інноваційного підприємництва від загроз і небезпек зовнішнього, внутрішнього та проєктного середовища). Розглянуто підсистеми забезпечення формування креативного потенціалу інноваційного підприємства (організаційна, методична, кадрова, інформаційна, програмна).

**Ключові слова:** креативний потенціал, складові креативного потенціалу, інноваційне підприємство, методи оцінювання креативності працівників

**JEL Класифікація:** J24, M21, O15, O33