

The role of Creative Potential in the Project Management Process for the Implementation of the Company's Strategies

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Abstract: This scientific study considers the issues of assessing the role of creative potential in the project management process to implement company strategies. The relevance of the subject matter is determined by the need to introduce creative solutions to improve the quality of company management in the context of implementing the selected management strategies. The purpose of this study is to determine the role of the company's creative potential upon managing the company's projects and expanding the potential opportunities for the implementation of its development strategy. The leading approach in this study is a combination of analytical and logical research methods of the subject matter. Identifying the role of creative potential in the functioning of a company, regardless of its sector, and setting the main aspects of innovative activity within the company in implementing creative solutions in its operation, constitutes the main results obtained in this study. Possibilities for further studies in this area are necessitating for in-depth researching options and prospects of introducing innovative solutions into the management processes of various companies, regardless of their sector, in the same way as studying the influence of such creative potential on companies growth and their transition to a new level of development strategy.

Keywords: innovative activity, organisational innovations, management, creative approach, team.

JEL Classification: D78, L10, M11.

1. INTRODUCTION

The need to introduce mechanisms for managing the creative potential of employees in a modern enterprise is conditioned by the increased role of the human factor, which is one of the essential indicators of improving the organisation's efficiency. As proved by many other authors in their research, economically significant are not only the knowledge and experience of employees and also their creative abilities: imagination, adaptability, the flexibility of thinking, the ability to generate new ideas and solve non-standard tasks (Yuan and Woodman, 2021). In addition to that, the low level of innovative development of the enterprise determines the urgent need to use modern management methods of operating enterprises directly in their functioning. Data from statistical reports on the expansion and development of innovation activities indicate low results and weak efficiency of this process. The efforts of enterprises aimed at the development and

introduction of innovative products remain at a deficient level (Alsafadi and Altahat, 2021; Rampa and Agogué, 2021; Modi and Rawani, 2021; Apolinario and Guevara, 2021). The soft focus on the strategic development of enterprises is evidenced by the fact that entrepreneurs, active in innovation, do not seek to enter the foreign market. To date, the volume of innovative products exported by industrial enterprises remains at a deficient level – 8% of the total volume of export products. Therewith, the dependence of the economy on the import of innovative technologies increases, which leads to a weakening of its innovative component of development (Pisano, 2020; Ma, 2021). To date, 50 times fewer innovative technologies are sent outside of local companies purchased (Alsafadi and Altahat, 2021).

The current practice of society modernisation requires an increase in the number of economically active entities capable of providing innovative development of the market economy to achieve high competitiveness (Luzzani et al., 2021; Cárcel-Carrasco and Gómez-Gómez, 2021; Pellegrin et al., 2021). The multiplication of creative activity in the context of the innovative potential development in project management for implementing the company's strategy requires knowledge of the potential "points" of concentration of in-

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novative resources, i.e., the scope of implementation of entrepreneurial motivation (Rampa and Agogué, 2021). At present, the modernisation policy needs a scientific explanation of the existing innovation potential basis. At the same time, achieving a high level of competitiveness of the national economy requires attracting adequate resources to the actual level of social development.

Innovation activity constitutes an indicator of the state of society and the economy in general. Currently, there are very few economic entities in the economy that engage in entrepreneurial innovation activities to the fullest, although today, there is an opportunity to implement the innovative initiative (Pacheco et al., 2021; Santos-Vijande et al., 2021). Such situations result from the current state of the country's economy, what described by the revival of competitive human resources and the investment crisis, which, in turn, reduces the innovative activity of national enterprises (Modi and Rawani, 2021). In general, the problem of stabilising the national economy in combination with the subsequent development of production activity based on the introduction of the latest creative technologies necessitates the intensification of innovation activities. In the long term, it affects economic growth, which is described by scale and diversity. In this context, introducing the creative potential for project management to implement the strategies of companies that are currently on the market should be solved by prioritising the management, planning, and forecasting of innovation activities (Marcella and Rowley, 2015; Gaspars-Wieloch, 2021; Biygautane et al., 2019).

In modern economic realities, the creative potential determines the possibility of growth and development of companies. Today, the subject of the development of organisations is relevant more than ever. The development practices of the best organisations in the world are attractive by their example, but copying the experience of Apple or Google is a hopeless solution. Organisations need to seek out their original approaches to solving development problems (Apolinario and Guevara, 2021). In addition to that, the competitive advantages of organisations in current market conditions are determined by the possession of unique and hardly reproducible (copied) knowledge and skills. Apple, Google, Tesla have succeeded because they have become unique in essence and spirit. There are no others on the world market. Innovation potential is a powerful source of competitive advantage precisely because it is challenging to create and maintain (Buengeler et al., 2020; Copola Azenha et al., 2021).

The role of creative potential in the project management process for the implementation of the company's strategies today is largely determined by the ability to anticipate the main trends and outcomes of the situation, both in the company itself and in the industry where the company operates, taking into account the changes and trends in the development of the economic situation. Therefore, a timely emphasis on investigating the role of innovation in modern companies' activities in various fields contributes to a deeper understanding of the subject matter.

2. THEORETICAL OVERVIEW

A review of literature sources that study the issues of assessing the role of creative potential in the project manage-

ment process for implementing the strategies of companies in various fields of activity demonstrates the wide variety of opinions of researchers in the context of the issues under consideration. Thus, many researchers who study the differences between the existing approaches to the development of the creative potential of employees in enterprises note the numerous difficulties of implementing mechanisms for managing creative potential in enterprises, which, according to the authors, are caused by the following: the presence of well-thought-out development strategies only in large enterprises, the unstable financial condition of many enterprises, the high level of centralisation of the industrial enterprises' management and the concentration of all significant decisions in the hands of senior management, as well as the low efficiency of multidisciplinary services and the low level of their technical equipment. To reduce the negative effect of these problems on enterprises, that is necessary to introduce modern approaches to managing the development of creative potential (Yuan and Woodman, 2021; Alsafadi and Altahat, 2021; Rampa and Agogué, 2021; Ma, 2021; Biygautane et al., 2019).

Studying the modern approaches to improving the efficiency of innovative activity in enterprises, some researchers point to several factors in modern enterprises that determine the line of their activities and the possibility of introducing innovative development methods. In modern enterprises, the most manageable factors are organisational-economic, socio-psychological, and cultural. Any change in the internal environment of organisations aimed at developing mechanisms for activating creative activity can be implemented through the introduction of organisational innovations (Modi and Rawani, 2021; Cárcel-Carrasco and Gómez-Gómez, 2021; Pacheco et al., 2021). The entrepreneurial style of management involves the introduction of innovations in the management process itself, i.e., in the social process, for example, in the implementation of marketing, personnel management, and others. The introduction of social innovations is an internal factor in improving the performance of the enterprise, which, ultimately, would serve to increase the competitiveness of the enterprise in the market in general. Such innovations are an internal factor because the achieved positive result does not exist by itself: it is inextricably inscribed in the context of this enterprise; it is difficult to sell it and get an entrepreneurial profit for this particular innovation. When such innovation is understood, brought to the level of technology, methodological recommendations for implementation, and can be replicated, it will no longer be an innovation but "mass production".

According to the researchers of this subject, the key features of the modern innovative and active business structure are as follows: developed processes of acquiring knowledge, experience, skills of employees, and the use of already accumulated intellectual potential to increase the competitiveness of manufactured goods. The author also notes that the innovativeness of the enterprise's incentive system largely determines the innovative activity of the entrepreneurial structure. Savings on creating a modern, rational, flexible incentive system for employees (or the inability to create it) can negatively affect business income (Modi and Rawani, 2021; Luzzani et al., 2021; Santos-Vijande et al., 2021; Marcella and Rowley, 2015; Gaspars-Wieloch, 2021). In addition to that, a

particular place in scientific research is occupied by assessing current approaches to the management of organisations in the period of their development. The organisation's ability to innovate is based on a system of solutions and methods in general and HR management, processes, structures, and behaviours. The authors especially note the correction of the state of personnel management in organisations. It is personnel management (without detracting from the potential of other management hypostases), being the core of organisational management, that is aimed at transferring the organisation's management from the mode of functioning to the mode of development (Chen et al., 2020; Panizzon et al., 2020).

Thus, the literature review of research within the framework of the issues submitted for consideration demonstrates the variety of scientific approaches to their coverage, which, in turn, determines the broad opportunities for further scientific research in this area.

3. METHODS AND MATERIALS

This scientific study aims to consider the issues of assessing the role of creative potential in the project management process to implement company strategies. Scientific research is carried out on the management strategy of various companies, regardless of the scope of their focus, as well as the role and importance of implementing innovative solutions in their activities.

The leading approach in this study is a combination of analytical and logical research methods of the subject matter. The analytical method essence in the study of creative role potential in project management enables full implementation of the particular company strategy. It lies in an in-depth principles analysis of using creative solutions for the development of any company, regardless of its sector. Same as the study of implementing such solutions and analytical tracking of current changes in the company's functioning after implementing specific creative solutions. The logical method of studying the issues subject matter lies in the logical construction of conclusions based on the study results, which were also obtained through the logical structuring of the entire course of research.

The analysis of the initial data involved the study of scientific developments of authors engaged in the study of the practical implementation of innovative project management mechanisms for the implementation of the company's development strategy, with the identification of their inherent patterns that affect the subsequent functioning of these organisations and their development, per various aspects of the implementation of creative solutions in their practical activities. The materials of this study can be used in the research of scientific developments of Ukrainian and foreign authors investigating the issues related to the subject matter of this study.

The use of the selected combination of materials and methods in this study meets the stated subject matter as much as possible. It contributes to its qualitative disclosure due to the possibility of obtaining the optimal effect from the consistent application of the analytical approach in combination with the logical construction of the conclusions of scientific re-

search. Creative solutions can vastly change the structure of the functioning of any enterprise, without exception, which has a considerable impact on its subsequent activities. That leads to the need for a deep, structural study of the stated issues to identify the main features of the influence of creative potential on developing the project management process for the development of companies in various fields of activity and the scale of business activity.

4. RESULTS

A scientific study of the role of creative potential in the project management process for implementing the company's strategy has led to the following results. Innovation plays a crucial role in developing companies and determining the prospects for the implementation of the strategies chosen for this purpose. The presence of innovative, creative potential of employees is crucial when making decisions by the management of companies regarding the prospects for their promotion and the occupation of certain managerial positions. From this standpoint, it is advisable to assess the prospects for developing the creative potential of employees of a particular enterprise in the context of the possibilities of assigning them in the future to manage projects for the implementation of the company's strategy. Table 1 below provides estimated information on the effect of factors that affect the development of individual enterprises' creative activity.

Table 1. Factors influencing the development of creative activity of employees of individual enterprises

Factors	Contributing to the development of creative activity	Obstructing the development of creative activity
Economic and technological factors	Reserve of finance and material assets, advanced technologies, economic and research and technology infrastructure	Lack of funds for financing investment projects, problems with the material and technical base, reserve capacity
Political and legal factors	Presence of developed legislative measures to encourage investment activity, support for innovation at the state level	The presence of restrictions on the part of tax, antitrust, patent, and license legislation
Socio-cultural	The system of incentives for employees who have offered creative solutions to the problems of managing the company's development processes	Obstacles to the introduction of changes in the activities of enterprises that can cause changes in the status of employees, fear of failure
Organisational and managerial issues	Flexibility of the organisation, democracy in management, creation of target working groups, autonomy, decentralisation	The developed structure of the organisation, authoritarian management, unwillingness to go beyond the current market conditions

The practical activities of many enterprises in various sectors of the economy demonstrate that the most effective manifestation of the creative potential of employees in the process of

project management for the implementation of the strategy in the conditions of the modern economy is an entrepreneurial activity within the organisations themselves (intra-entrepreneurship). That is partly conditioned by the loss of efficiency of several corporations due to their large size and, consequently, the resulting difficulties in managing them (Nguyen and Le, 2021). The result is the development of conservatism in such structures, holding back the introduction of innovative solutions, ignoring the initiative, especially in cases where it is not directly related to the enterprise's activities. In addition to that, planning the stages of implementing programs for the consistent development of creative potential to manage projects to implement the company's chosen strategy allows creating conditions for the development of the enterprise and optimising various aspects of its activities. Table 2 represent stages of consistent implementation of the creative potential development program within a particular company.

Table 2. Stages of Consistent Implementation of the Creative Potential Development Programme within a Particular Company.

Stage	Measures	Results
Determination of an organisational strategy	Assessment of readiness for changes. Development of the concept of sequential changes. Definition of the principles and directions of innovation implementation.	A ready-made concept for the development of creative potential within the company
Assessment of the existing economic and technological potential	Assessment of economic and technological reserves and opportunities. Assessment of possible risks. Development of a sequence of actions.	A ready-made programme for implementing creative solutions in various areas of the company's activities
Assessment of the prospects for implementing changes in the organisation of activities	Definition of the system of activity of the company's structures, taking into account the implementation of creative solutions. Development of a plan for the implementation of organisational measures.	A ready-made model for the distribution of functions, taking into account the implementation of creative potential
Support for the implementation of creative solutions at all stages of the company's activities	Stimulating the search for creative solutions that can positively influence the company's activities.	Successful functioning of the company in the new conditions, taking into account the introduction of creative solutions

	Introduction of an objective evaluation system for the effectiveness of creative developments	
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Thus, the creative potential introduction in the activities of a particular company requires the development of sequenced stages of this process, taking into account the peculiarities of the organisation itself and its development strategy. Therefore, it is essential to assess the creative potential of individual employees of the company as the basis for implementing the chosen development strategy in the context of project management (Codogno and van den Noord, 2021). The issues of managing the processes of innovation implementation and assessing the role of creative potential in implementing strategic projects for the development of companies are given considerable attention in modern economic science. In addition to that, the role of creative potential in the project management process for implementing company strategies is often considered in isolation from the activities of the organisations themselves. The diagram below demonstrates typical ideas about the role of creative potential in the activities of companies in various spheres of economic activity in the context of implementing the development strategies of these companies (Fig. 1).

As it follows from Fig. (1), the role of creative potential both within a single company and in the context of implementing projects of its development strategy determining by a combination of related and unrelated factors. The basis of success in the development of the creative environment of the company is its management system, represented by a set of factors, among which it is necessary to distinguish the corporate culture and the culture of the organisation of activities. It is precisely the company's management system that creates an environment that unleashes or constrains the creative potential of the company's employees, which in turn constitutes the primary source of innovative solutions that can substantially change the organisation's activities (Gaspar and Mota, 2021). Therefore, the culture of innovation is of particular importance in understanding the role of creative potential in the project management process for the implementation of the company's strategy.

A company that seeks to solve the problems of establishing and developing a culture of innovation should be open to all promising ideas and creative non-standard solutions from the available staff. It is crucial that the manager initially sets the right tone and encourages all innovations. If the management rejects the ideas and is sceptical about the team's suggestions, employees may stop offering solutions to existing problems. The diagram below demonstrates the main aspects of the development of innovation activities of a particular enterprise (Fig. 2).

Regardless of its affiliation to a particular economic sector, the enterprise innovativeness determining by a combination of numerous factors, among which the encouragement of creativity plays an important part. This factor is closely related to the consistent implementation of the enterprise's motivation system for the creative proposals made to improve the company's activities. The development of opportunities and resources for the implementation of creative solutions in

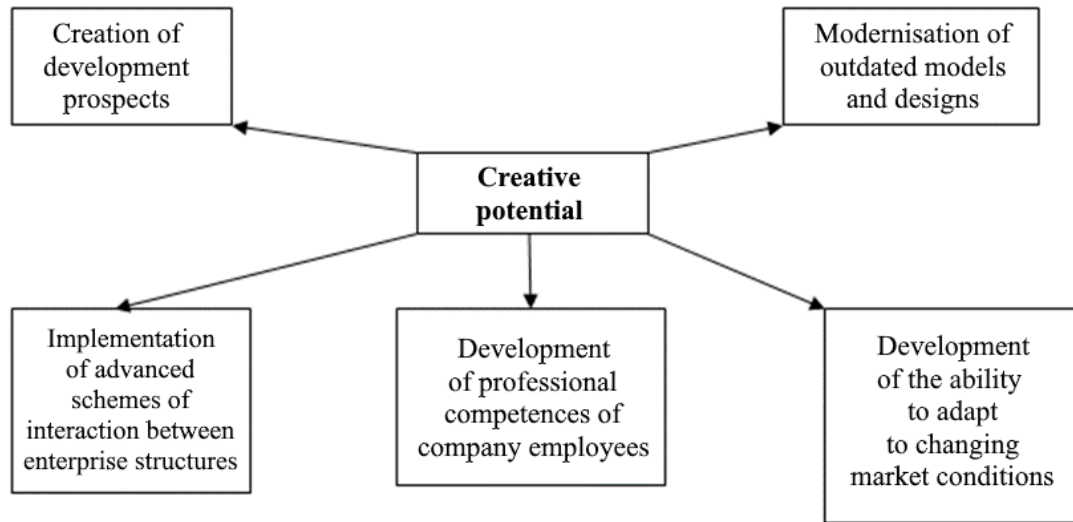


Fig. (1). The role of creative potential in the functioning of companies in various spheres of economic activity in the context of the implementation of development strategies of these companies.

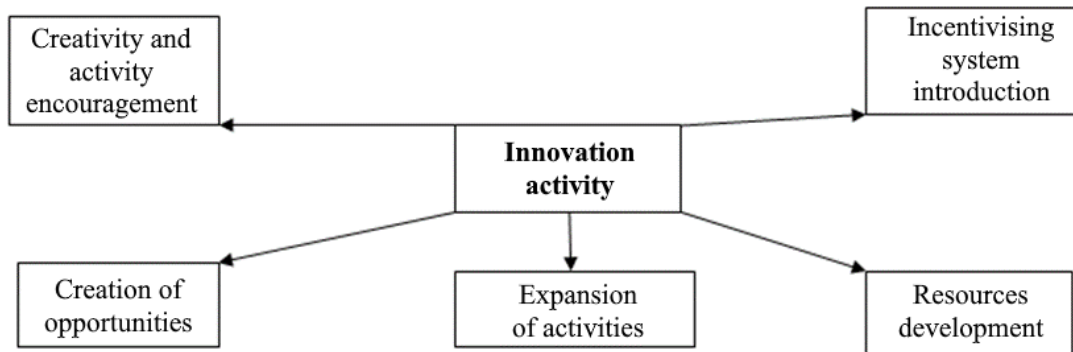


Fig. (2). The main aspects of the development of innovative activity of a particular enterprise.

the activities of a particular company is also of fundamental importance for ensuring the conditions for high-quality project management of the implementation of the company's strategy in a particular type of activity. The final stage of the process under study is the expansion of the company's field of activity based on the introduction of creative solutions for the development and improvement of specific strategies that determine the functioning of this organisation.

Examples can demonstrate the process of implementing the company's development strategy through the introduction of creative potential. For example, an industrial enterprise of the construction sector of the industry, set the task of conducting R&D (research and development work) in the field of creating the latest equipment that can substantially reduce the time of firing bricks after forming them in the furnace. For a high-quality solution of the task, it is not enough just to set a task for the available personnel or to look for specialists in the labor market – it requires setting a set of tasks, taking into account the creative potential of specific employees, their ability to find non-standard solutions in typical situations. In this particular case, the situation is complicated because the company has limited financial resources and cannot order new, expensive equipment elsewhere – the company has to modernise the existing equipment. The company's employees' creative potential is to find the optimal solution

to the problem by upgrading the equipment for firing bricks through the development and implementation of the latest firing technology using intermediate air baths. Such a creative solution made it possible to reduce the firing time of the finished brick by 30% and significantly increase the overall output. The chain of successive steps to use the creative potential of the company's employees, in that case, has the form presented in Fig. (3).

Another example of the implementation of the creative potential of the company's employees in the long term is the initiative of light industry enterprises to switch to the use of wind and solar energy sources in their daily activities instead of conventional sources of electricity. Thus, in the context of the development strategy of these companies, the role of creative potential is to create conditions for reducing the cost of electricity consumed and creating new opportunities for its production. However, this idea is still under development and far from being implemented. The role of creative potential in the project management process for implementing the company's strategies is also to create conditions for the training of high-quality personnel of specific structures capable of implementing strategic initiatives for the company's development in the long term at the appropriate level. Personnel policy is of great importance in determining the strategic prospects for the development of any company without ex-

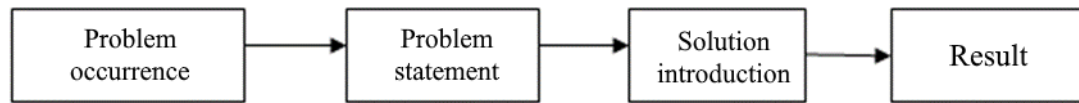


Fig. (3). Consistent steps to use the creative potential of the company's employees in practice.

ception and creating the conditions necessary to ensure any strategic initiatives.

5. DISCUSSION

The discussion of the role of creative potential in the life of a company in any economic sector from the standpoint of project management and implementation of the company's development strategies by researchers demonstrates the importance of the problem and the principled position of researchers in assessing the issues under study. The specific features of managing a business organisation during its development are primarily conditioned by the need for constant generation of new ideas and their practical implementation. The entire management system at the stage of organisational development is aimed at solving this problem. The features of the innovative potential of an enterprise employee are expressed in the following: the need to perceive new information, increase their professional knowledge, put forward new competitive ideas, find creative solutions to non-standard problems, and innovative ways to solve common problems. Innovation activity depends on the extent to which the company itself is an innovative structure and the innovative potential of the employees of this structure (Modi and Rawani, 2021).

The issues under consideration have found their coverage in the studies of foreign researchers studying the problems of developing creative potential and its role in the project management processes to implement company strategies. In particular, in a joint study of the critical role of dynamic abilities in the evolutionary process of developing a start-up into an innovation ecosystem leader, N. Feng, C. Fu, F. Wei, Z. Peng, O. Zhang, and K.H. Zhang (2019) note that the ability of any company to change the dynamics of its development helps the company to acquire, update, and reconfigure resources to solve the puzzles of its development. This process naturally solves the stage tasks of the innovation ecosystem and contributes to its improvement. For their part, M. Panizzon, G.S. Milan, E.Ch.H. Dorion, F. Coallier (2020) points to the role of modern technologies in implementing creative trends in the activities of companies. The researchers note that to implement and master innovations effectively, companies need to develop and improve a culture of innovation, where employees are invited to generate ideas and develop revolutionary solutions. Employees of organisations should actively develop thinking and implement innovative projects in practice.

At the same time, in the study of problematic issues of team flexibility at any stage of project management of varying degrees of complexity, researchers C. Buengeler, F.B.I. Situmeang, W. van. Eerde, N.M. Wijnberg (2020) paid attention to frequent changes in the composition of teams in the management of individual projects. According to the team of authors, smoothness contributes to the success of any inno-

vative project at any stage of its development. The flexibility of implementing projects at various stages of introduction of creative solutions contributes to implementing innovative development programs in the context of improving the management of the structural development processes of companies, regardless of their field of activity. In turn, in a joint study of project management tools and methods in the creative industries, M. A. Marcella, S. Rowley (2015) point to the existence of problems in managing the processes of implementing creative solutions in the activities of companies. According to the authors, the problems affecting the portability of project management tools and methods in creative industries include the need to develop flexibility and creativity and employees' ability to relieve tension between creative and analytical types of thinking. In addition to that, the authors draw attention to the issues of the interrelation between the options for implementing the creative potential in the activities of companies and the achieved final results of their activities. In their opinion, it is not always possible to achieve a positive result from the introduction of creative ideas into the activities of a particular company if there is a counteraction to its development on the part of the organisation management or its individual structures. In this case, there is a high probability that even the most promising innovations will not be fully implemented (Marcella and Rowley, 2015).

Thus, the role of creative potential in the project management process for implementing company strategies is variably reflected in the research of different authors, each of whom has their vision of the issues under study. That determines the significance of the subject matter and the availability of broad prospects for development in this area. Regardless of the activities scope, the creative potential of any company is the backbone of the company's functioning, determining the areas and prospects for its development. The company's management should encourage innovations that can qualitatively improve how an organisation functions, stimulate employees' creative activity and determine the area of its development in its compliance with modern realities. Leaders of organisations should objectively assess the importance of improving and revolutionary innovations, understand the psychology of innovators, and take the initiative in developing a culture of innovation. Otherwise, improvement in any area will become impossible. This process depends on various exo- and endogenous factors that influence the innovation policy of the enterprise. The experience of many successful companies demonstrates that different approaches, methods, and tools allow creating the necessary conditions that contribute to the development of a culture of innovation. A favourable environment that ensures the development of the staff's positions and behavioural characteristics, which embodies fundamental values, allows the team to put forward promising ideas and make breakthrough discoveries, regardless of the industry or the organisation's size.

In addition to that, managing the creative potential of employees of a particular enterprise requires attention to the quality of the work performed and, ultimately, allows bringing the company to the proper level of professional competence. However, this will be possible only if the efficiency of the processes of implementing the creative potential of the enterprise increases due to the introduction of entrepreneurial ideas and projects based on modern knowledge management technologies: improving the management system based on the existing system of relations between intra-company entrepreneurship, as well as increasing the motivation of employees at all levels in terms of meeting the needs of growth and development of particular companies. Any creative solutions and implemented innovations are the keys to the success of companies, allowing them to succeed in modern high-tech markets and withstand high competition. At the same time, even companies that actively develop innovative activities and widely implement advanced, creative solutions may lag behind their competitors in some positions. In such cases, the management of these structures is required to timely identify barriers and obstacles to activity and determine precisely how these obstacles damage the functioning of companies in various fields of activity. Developing the creative potential of companies operating in modern economic realities is lengthy due to the complexity of project management and implementation of the company's strategy.

6. CONCLUSIONS

Thus, the innovation infrastructure in terms of the role of creative potential in the project management process for the implementation of the company's strategies is an integral part of the strategy for the development of an innovation system that can generate new ideas for the development of companies and improve the company's project management methods for the implementation of its strategy. Since innovations directly affect the determination of prospects for the implementation of strategies chosen for the development of companies. An important place is occupied by the innovative, creative potential of employees regarding the prospects of their promotion and occupation of certain managerial positions. Which is especially important in entrepreneurial activity. It has been proven that the human factor is one of the main indicators of improving the organization's efficiency.

Therewith, the most critical factors in the development of the innovation environment and the introduction of creative solutions in the activities of companies are the processes of overcoming the innovation passivity of large enterprises and the introduction of effective measures to support innovation, such as gradually increasing the demand for innovation through the implementation of the roadmap to expand access for small businesses to procurement of companies with state participation, as well as the procurement of innovative products for state and municipal needs, including through the register of innovative products; stimulating the innovative development of individual companies by including them in long-term programmes to increase targets; increasing the financing of innovation through a general increase in the volume of commercial designs of development institutions, as well as bringing high-tech companies to foreign markets through the implementation of measures to implement the company's development strategy.

Thus, planning the stages of implementation of programs of consistent development of creative potential to manage projects for the implementation of the company's chosen strategy will allow creating conditions for the development of the enterprise and optimization of various aspects of its activity. And long-term projects will become a solution and a reference point in the development of the company, taking into account mistakes and innovation.

In the current economic situation in the world, the development and consistent implementation of innovative development programs for companies in the long term ensures a steady movement towards strengthening the financial position of these organisations and ensuring proper conditions for involving creative potential in project management processes to implement the company's strategies, regardless of the scope of their activities. In modern economic realities, creative potential determines the possibility of growth and development of companies. However, it is unpromising to copy the concepts and strategies of large companies. In an innovative environment, there is a need to find new approaches and solutions. This is greatly influenced by competition. In today's market conditions, the advantages of companies are determined by unique and modernized knowledge and skills.

7. ACKNOWLEDGMENTS

The study was carried out within the project of the EU Erasmus + Program "Digitalization of economic as an element of sustainable development of Ukraine and Tajikistan / DigEco" 618270-EPP-1-2020-1-LT-EPPKA2-CBHE-JP.

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Received: June 21, 2022

Revised: Jul 10, 2022

Accepted: Oct 14, 2022

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