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FORMATION PRINCIPLES OF THE ORGANIZATIONAL AND ECONOMIC MANAGEMENT MECHANISM OF THE REGIONAL ENTERPRISE'S CREATIVE POTENTIAL

Abstract. Purpose of the study — to provide theoretical and methodological substantiation of construction of organizational and economic management mechanism of creative potential of the region tourist company taking into account influence of factors of modern culture. The article presents theoretical, methodological and practical principles for building and implementing organizational and economic mechanism for managing the creative potential in the region, taking into account the current level of corporate culture. The solution to this problem is achieved by identifying the characteristics and principles of organizational and economic mechanism for assessing the creative potential of the region on the example of a travel company, for which the appropriate mechanism is built. The article substantiates the development of a comprehensive methodology for quantitative assessment of the creative potential of a travel company, which made it possible to determine their potential ability to introduce new products in the tourism business of the region. An effective condition for the introduction of such a technique in practice is the need for periodic use of both quantitative and qualitative approaches to the object of study in the process of in-depth study of its creative potential. Effective management of creative potential increases the company's ability to market innovative services. Scientific novelty of introduction of the organizational and economic mechanism of management of creative potential of the enterprise in the region taking into account achievement of a modern corporate culture level.

Keywords: regulation, interaction, resource, indicators, state, innovations, synergy, system, business entities.

JEL Classification D21, O15, R10

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ПРИНЦИПИ ФОРМУВАННЯ ОРГАНІЗАЦІЙНО-ЕКОНОМІЧНОГО МЕХАНІЗМУ УПРАВЛІННЯ КРЕАТИВНИМ ПОТЕНЦІАЛОМ ПІДПРИЄМСТВА РЕГІОНУ

Анотація. Мета дослідження — надати теоретико-методологічне обґрунтування побудови організаційно-економічного механізму управління креативним потенціалом туристичної компанії регіону з урахуванням впливу чинників сучасної культури. Представлено теоретичні, методологічні та практичні засади щодо побудови і впровадження організаційно-економічного механізму управління креативним потенціалом підприємства регіону з урахуванням досягнення сучасного рівня корпоративної культури. Розв'язання такої проблеми досягається за рахунок виявлення характеристик і принципів організаційно-економічного механізму оцінки креативного потенціалу регіону на прикладі туристичної компанії, для якого і побудовано відповідний механізм. Обґрунтовано розроблення комплексної методики кількісної оцінки креативного потенціалу туристичної компанії, яка дала можливість визначити їхню потенційну здатність упровадити нові продукти в туристичному бізнесі регіону. Результативною умовою впровадження такої методики у практику є вимога необхідності періодичного використання одночасно кількісного і якісного підходів до об'єкта дослідження у процесі поглибленого вивчення його креативного потенціалу. Ефективне управління креативним потенціалом підвищує здатність компанії просувати на ринок послуги інноваційного характеру. Наукова новизна полягає в обґрунтуванні принципів побудови і впровадження організаційно-економічного механізму управління креативним потенціалом підприємства в регіоні з урахуванням досягнення сучасного рівня корпоративної культури.

Ключові слова: регулювання, взаємодія, ресурс, показники, держава, інновації, синергія, система, суб'єкти господарювання.

Формул: 4; рис.: 3; табл.: 0; бібл.: 21.

Introduction. Creativity or creative character of the activity becomes an urgent requirement of the modern economy. It is the creation of a creative product and its transformation into value added that is the result of the company's innovative activity. However, the problem is an effective combination of scientific and creative work in the process of making managerial decisions, making recommendations on its use and organization within the enterprise of region. In this regard, there is a need to build a mechanism for managing the creative potential of the enterprise in the context of innovative investment development of region.

Research analysis and problem statement. Today, the strategic and tactical goals of the company can be achieved by qualification requirements, which is determined by the specific

management technology and compliance with the achieved corporate culture, necessary for the transition to a changing business environment. The development strategy of the travel company, which is based on a focus on a high level of corporate culture, systematic updating of services, increasing competitiveness, imposes specific requirements only on employees who meet the organizational and economic potential of the company as a whole. Organizational and economic mechanisms are the effective tools for the formation of creative management at all levels of economic activity and business, a prerequisite for determining its organizational vector that ensures systemic functioning.

Nowadays scientists are discussing the problem of determining a creative approach to the study of tourism, effectively combining the theory and practice of a turbulent environment, delving into specific aspects in search of an alternative to the serial reproduction of the culture of tourism of region. In the study of Chak-keung Wong and Ladkin [1], combining international research, come to a correlation between creativity and motivation that are associated with the hotel business. Such case studies were conducted among hotel staff in Hong Kong. In addition, scientists have found that the existing risk in creativity correlates precisely with internal motives (involvement in work, assistance in solving personal problems, development opportunities, etc.) that are associated with the work of hotel business employees. Thus, the See-Saw model presented by the authors showed the relationship between two opposite motivators — internal and external with respect to creativity and risk factors. Of the stylistic works, it is also worth noting the work of Wijaya, in which the author revealed the negative consequences of dissatisfaction with work and internal / external motivation in the learning process [2]. A resource approach to identifying competitive tourism destinations (CTDs) is using Hanafiah et al., which is based on determining the level of productivity of travel companies, determined by the set of tourism products, policies, and the environment. However, the question of the relationship of these elements remains unexplored [3]. In a multi-volume study, Davila et al., substantiate a creative approach to both selecting projects for financing and motivating project teams to develop faster and better products [4]. These findings are also supported by Wu et al. In their research, they come to the conclusion that the creativity of a leader is based on the generation of ideas through evaluative operations [5]. Tourism clusters development is considered one of the most promising formats of strategic partnership and predetermines the theoretical field of modern scientific research [6]. It should be noted that the majority of Ukrainian experts consider the development of the creative potential in the framework of innovative development model of Ukraine. So, Sharco clearly indicates that creative potential is closely linked and is a complex characteristic [7]. Rozin and Kyianytsia are considering the structure of the building, comes to the conclusion that it is based on an innovative infrastructure, together with innovative possibilities [8; 9]. Chukurna et al. in his research defines the creative potential in the value chain of the scientific potential of the industrial enterprise. The source of its development, it determines the quality of intellectual resources and availability of research works [10]. Vasilenko examines the creative potential and overall creative development in a wide range of development of the domestic socio-economic systems [11].

None of the mentioned authors does not give a methodological assessment of the possibilities of development of creative potential and does not simple enough methodological support for the assessment. Development of organizational and economic mechanisms, as a rule, does not take into account the creative potential of the enterprise; there is no model to stimulate increase this potential. The authors left out of focus in their research division arrangements (formal and informal) in the analysis of the essence of creative methods of organization in region.

The purpose of the article. The purpose of the study is to provide a theoretical and methodological justification for the construction of organizational and economic mechanism for managing the creative potential of the tourist company in the region, taking into account the influence of modern culture.

Results of the research. Activation of creative potential (CP) is largely determined by the availability of new knowledge and high professional skills [11]. The technological revolution,

technological progress has made in the productive forces of society, a new component — the knowledge that it acquires relative autonomy in the activities of people compared to other traditional components. Science, technology, organization, economy through people find their place in the production of wealth, primarily as new as the other components: a) living knowledge expressed in the scientific and technological basis of the enterprise carried by the staff; b) embodied knowledge which is embodied in the created, produced and consumed products / services, received and used raw materials.

In this paper we attempt to justify: model and mechanism study and development of CP on the enterprise (for example the tourism industry), to systematize methods of activation of CP and organizational measures for its development, a methodological approach for the qualitative and quantitative evaluation of the CP.

It is on the periodic imposition of qualitative and quantitative approaches each other, say the authors in the process of in-depth study of the CP enterprise. In the end, the CP in action is the ability to stimulate the demand for produced and sold by the enterprise (company, firm) products / services, to hold this demand. The breaking of the CP on qualitative and quantitative components emphasizes systematic and comprehensive approach in the study of the instrument of increase of competitiveness of a business entity.

Evolution. Organizational-economic mechanism is a set of tools and methods of organization and economic support for the development process and making creative management decisions. It should help create the conditions for the implementation and development of the creative potential of each employee, and therefore the company as a whole. As pointed out by Gruznov «Mechanisms do not exist in the abstract, they materialize, according to human life processes at all levels of national economic development» [12].

Organizational-economic mechanism can be viewed as a set of blocks that are closely related and interact with each other. This combination of methods of creativity organizations, a set of institutional arrangements (formal and informal) that create conditions and stimulate creativity, economic mechanism (financing and stimulating creativity), the material and technical base of creative activities, corporate culture (*Fig. 1*):

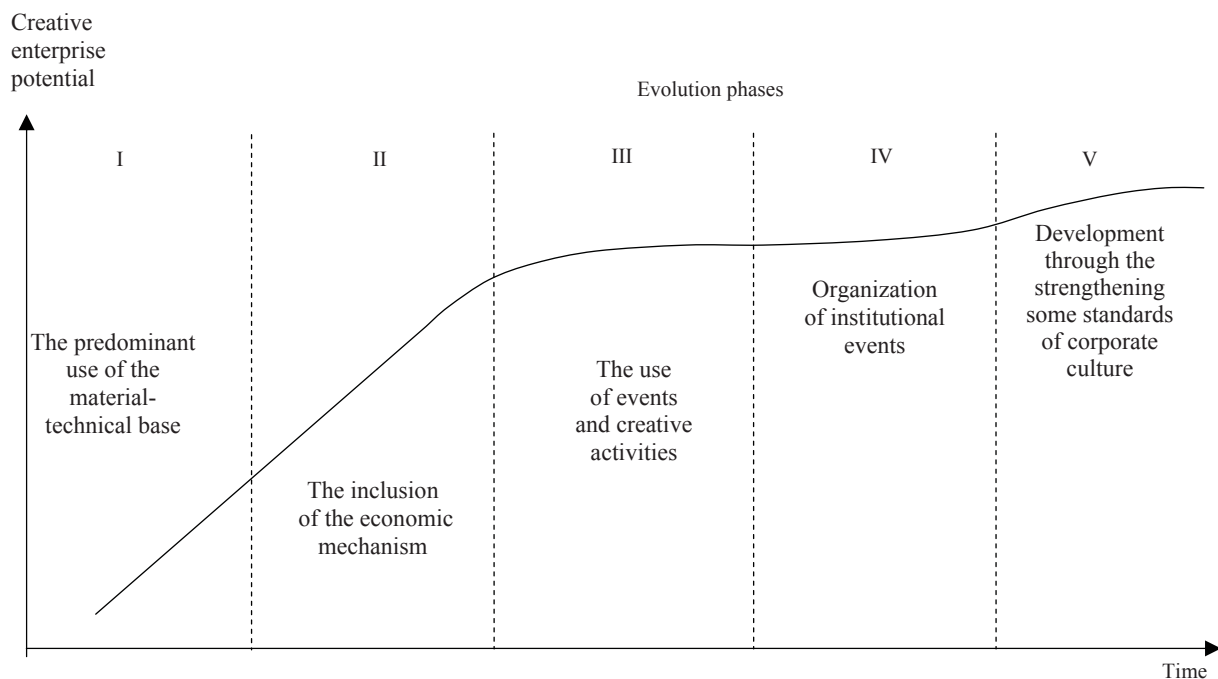


Fig. 1. Pattern of organizational economical mechanism evolution

I. Advantages of material-technical base using. For creativity necessary material and technical base, including facilities, equipment, and hardware, software, information, etc.

II. Turning the economical mechanisms on. This mechanism is the process of financing and stimulating creativity both within the company and outside it. You can identify the following components of the economic mechanism: financing of Research and Development and other creative development; program of material stimulation of creativity of employees; lending programs; program co-financing of creative development (for example, together with partner companies, the government, etc.)

Using the events of creativity. By means of creativity, an organization should understand the organizational ways to implement or stimulate the creative activity of the company. These methods encompass not only the internal environment of the company. The Company may borrow or knowingly bring a creative element from the external environment — temporarily or permanently.

The spectrum of methods of creativity organizations that can use a company is quite wide:

1. Internal methods of activation of creative potential of the company

A1. The organization of the contest for the best idea and the best design. The best ideas can be marked with a special prize.

B1. Organization of trainings, corporate and individual staff development programs [13].

C1. Intrapreneurship — organization of business structure within the company. Intrapreneurship suggests that within the company recovered some of the activities or functions to be performed by an employee on a break-even basis. The goal of intrapreneurship is to increase the efficiency of the enterprise by: activating and using the creative potential of employees; Increase of efficiency of use of resources of the enterprise; quick response to changes in market needs; rapid introduction of all sorts of innovations (technical, organizational, etc.) creating the basis for further development of production [14].

D1. Development of comprehensive incentive programs that encourage creative activity of employees. Comprehensive incentive programs meant to stimulate moral — encouraging employees to participate in meetings for the exchange of experience between specialists, publication of articles in industry journals, promotion of scientific and professional activity, etc.

E1. Encouraging the participation of employees in the company's strategic planning. Participation in the development of the company's strategic plan greatly increases employee motivation, stimulate their creative activity.

F1. Coaching — Individual psychological training of top managers. Coaching effectively means psychoanalyst invitation for individual senior managers [15].

2. Methods of attracting external resources.

A2. In the case of «brain drain» method companies use to attract the best talent from both abroad and inside the country.

B2. Purchase of licenses, including the franchise – in this case the company acquires new technology and / or well-known trademark [16].

C2. Outsourcing — the attraction to the creative activity of professionals, the advertising agency creatives, experts of the company, engaged in development, etc.

D2. Benchmarking — use the experience of work in a certain area of the best companies worldwide. In fact, it is the exchange of experience, provided that there is no direct transfer of expertise and experience will be tailored to the company and improved. In the case that the benchmarking is carried out correctly, it can give the company many advantages. Criteria for successful benchmarking are a properly selected team, thorough process detailing, management interest in results, and integration of benchmarking results in strategic development plans.

E2. Organization of external competition — announcement of an open competition for the best idea [7].

3. Unethical methods.

A3. Industrial espionage — one of the most unethical and punishable by law the formation of competitive methods. It can also be viewed as a method of organizing the process of visiting the company's creative development.

B3. Copying development — simple repetition of new ideas after the competition or companies operating in a different business. As a rule, prove up can be very difficult in practice, so this method is developing quite actively.

These methods cannot be recommended as effective methods of organizing the development of creative solutions. And although they are widely used in practice, the business should by all means get rid of them [17].

III. Optimization of organizational events. Under organizational measures, we understand, basically, activities related to the regulation of the creative process that is prescribing standards of the creative activity in certain directions, the rules of functioning of the creative departments within the company, etc. The development of documents related to the organization of a competition — a typical example of the institutional mechanism.

Among the organizational measures are the following.

A4. Organization of creative groups, under which employees solve any problems. Typically, these groups are composed of experts in different fields.

B4. The presence of special units or staff dedicated professional creativity in the company structure. For example, advertisers and designers, engineers, etc.

C4. Availability of instructions and rules of functioning of all organizational groups involved in creativity [3].

IV. Development through strengthening some standards of corporate structure. Corporate culture is a kind of foundation that links all the previous elements of the organizational-economic mechanism together. Corporate culture creates a certain atmosphere that promotes or opposes the development of certain types of interpersonal relationships, work style, communication, atmosphere and so on. All these elements are intangible but strongly influence the work of the whole team, and especially the state and development of creative potential.

In the area of corporate culture Experts note that the main principles of corporate culture, a sense of spiritual community inherent to company employees, have a much greater impact on results of operations, than technological or economic resources, as well as organizational structure and innovation [18].

Under the Creative Potential (CP), a travel company should be able to realize its potential to introduce consumers to new products and services in tourism in region. They should also be able to implement its techniques and organizational innovations in the day to day running of their tourism business.

The concept of creativity as a universal cognitive creativity gained popularity after the publication of works by J. Guilford and E. Torrens. They believe that creativity is a common feature of the individual, which affects creative productivity regardless of the sphere of personal activity. So, these researchers proposed for the first time the opportunity to study and evaluate the creativity of subjects, using a psychometric approach with pencil and paper [19]. As the main tool for measuring creativity, the tests of divergent thinking began to be used [11; 20; 21]. This study uses the testing of the staff of the travel company to determine the relationship between the number of ideas and the novelty of ideas and an understanding of how people create associations and develop new ideas from a common starting point.

In summary, the parameters under which assesses CP Company presented in *Fig. 2*.

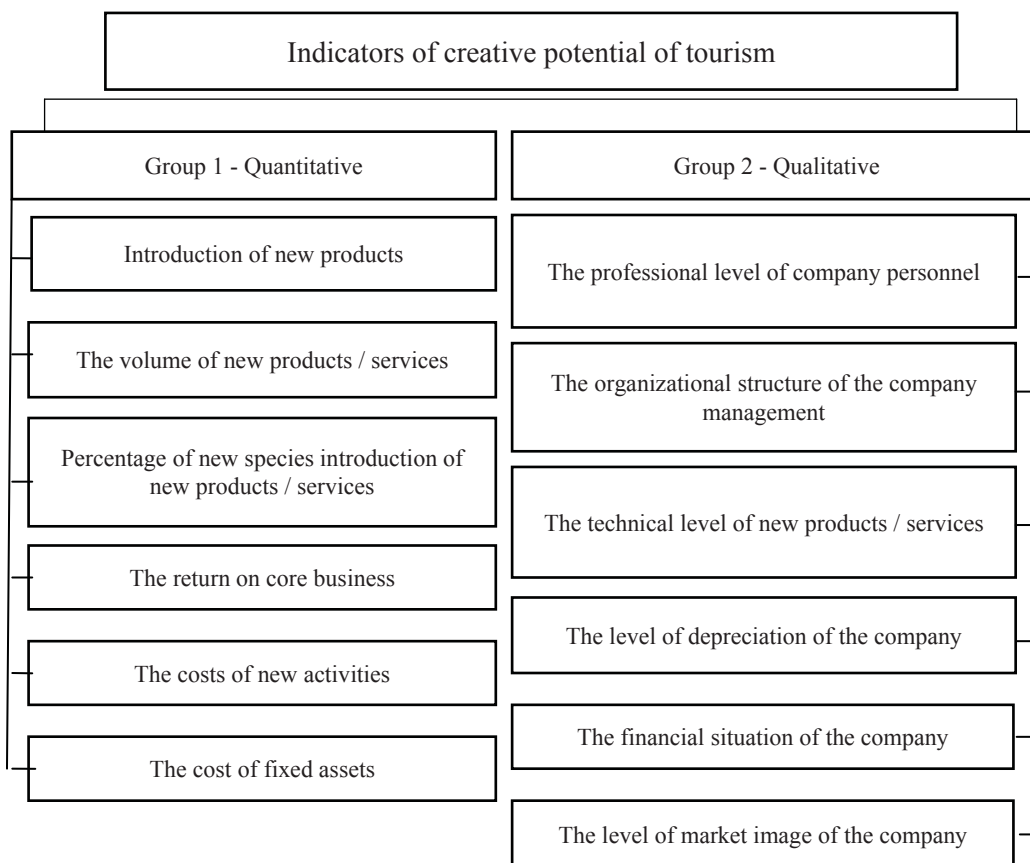


Fig. 2. Structure indicators to assess the creative potential of tourism

It should be noted that the establishment of a framework of indicators to assess any phenomenon in the economy based on a combination of qualitative and quantitative assessments (with the possibility of calculating the integral indicator, if required, based on the objectives of the study) – is an approved approach. The figures reflected in Fig. 2, defined statement of the problem the case study mentioned above. In the case of examination of any other entity (and, especially, other economic activity) we would need to specify the coefficients that were used. The choice of these indicators is also due to the possible accessibility of statistical data at this level of study.

Shows the Indicators to assess the Creative Potential (CP) of tourism and determination of the first group of Indicators (CP), according the following formula below:

$$CP1 = \sum_{i=1}^{n_1} a_i \cdot v_{1i}, \sum_{i=1}^{n_1} v_{1i} = 1, \tag{1}$$

where a_i – value of i -index of the first group, dimensionless; v_{1i} – weight of i -index first group, dimensionless; n_1 – the number of indicators of the first group (= 6) units.

Evaluation of individual indicators of the first group is the formula:

$$a_i = \frac{a_{ie}}{a_{io}}, a_{io} \neq 0, \tag{2}$$

where a_{ie} – the absolute value of i -index first group of CP investigated enterprises in their respective units; a_{io} – the absolute value of i -index of the first group of CP base in their respective units.

To determine the CP in the second group of indicators (CP2) formula is used:

$$CP2 = \sum_{j=1}^{m_j} b_j \cdot v_{2j}, \sum_{j=1}^{m_j} v_{2j} = 1, \tag{3}$$

where b_j – the value of j -index second group, dimensionless; v_{2j} – weight index j -th second group, dimensionless; m_j – the number of parameters of the second group ($m_j= 6$) units.

Evaluation of individual indicators of the second group of CP or carried out by an expert using appropriate formulas for calculations. In assessing performance CP second group are assigned specific values in a coefficient that are in the range from 0 to 1. The value of parameters CP are also the first group of coefficients, but these values can exceed the value of 1.

To determine the weight coefficients CP first (v_{1i}) and second (v_{2j}) groups conducted an expert survey, which was attended by 19 experts in the field of tourism. Interviewed experts have a high level of competence, which made it possible to get quite accurate results.

During the processing of the results of the expert survey analysis in the consistency of expert opinion using the coefficient of concordance (W) and evaluation of reliability of the results of the expert survey using the criterion of Pearson (χ^2). As a result of the calculations concordance rate for the first group of indicators CP was 0.73 for the second — 0.61. This made it possible to conclude that a fairly high level of consistency experts on weight indicators CP both the first and second group.

Estimated value of the criterion of Pearson for both indicators CP exceeded its tabular value ($\chi^2 > \chi^2_{\text{tabl}}$), indicating the reliability of the results of expert surveys.

Generalized CP value of tourism is given by:

$$CP = CP1 \cdot V1 + CP2 \cdot V2, \quad (4)$$

where $V1$ and $V2$ – weights under the first and second groups of indicators CP (dimensionless).

Using this technique, CP has evaluated and assessed three travel companies of Odessa working in Tourism Market of Bulgaria. «NAVIGATOR», «TUI», «Best Tour» also found out that the use of this technique in practice makes it possible to identify the trends in the market. It also showed the value of having a separate CP Company which can determine and find out the factors which can influence and affect those changes.

The advantage of the company «TUI» in front of the other two, who participated in this study was determined by the higher values of the profitability indicators for the last three years and therefore low cost. The company «NAVIGATOR» featured a innovative approach to market activities (including business travel, participation in the cruise programs etc.). Quite high was the company's «BEST TOUR» quality indicators, but based on the segment of the population with high incomes did not materialize due to protracted economic and financial crisis.

Taking into account the above features of forming reasonable organizational and economic mechanism, it is possible to formulate the principles of the organizational-economic mechanism of management of the creative potential of c into account factors of corporate culture:

A. The principle of using a comprehensive employee motivation, stimulating creative activity.

B. The principle of maximum convergence of the interests of workers in the area self-realization with the company's interests.

C. The principle of the personal example of the leader.

D. The principle of combining creativity and diligence.

E. The principle of optimal combination of organization and self-organization of the creative process.

F. The principle of teaching and learning.

G. Summing up, we can say that all these principles really help to create a positive atmosphere within the company's creativity, promotes the maximum expression of personal creative potential of employees.

Thus, the management of creative potential in practice requires the development of a special mechanism that includes specific procedures for analyzing, planning, organizing and monitoring the formation and development of the creative potential of the company. To this end, we introduced a methodology for quantifying the value of the creative potential of travel companies, which makes it possible to determine their conceptual ability to introduce new products in the tourism business.

Conclusions. Thus, to the extent set forth in article features of formation of organizational-economic mechanism of management of creative potential, and developed and tested a method of quantitative assessment of the magnitude of the creative potential of tourist companies, we can state the following aspects to create within the company a positive atmosphere of creativity, contributing to the maximum manifestation of the innovative abilities of its employees: to stimulate creative activities should be approached from the standpoint of a comprehensive employee motivation; to use a personal example of management of the enterprise; to implement the convergence of the

interests of employees in the field of innovation with the company's interests and to combine skills enhancement and self-studying; to optimize the combination of organization and self-organization of the creative process; as a scientific justification for decision-making about the development of the creative potential of the enterprise in region must be qualitatively and quantitatively with the specification of a system of indicators depending on the type of economic activity; the underlying mechanism (model) can also be subjected to correction, depending on the purpose of the statement of the research problem.

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