

## **Creative Management: Creative Opportunities in Business Process Management**

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**ABSTRACT:** the article mainly discusses the nature, importance and principles of creative management. a comparative description of traditional and creative management is carried out, its relationship with innovative management is determined. it has been proven that the introduction of a creative management system in the organization allows to increase the efficiency of its activities, and the use of creative management tools allows managers to quickly solve emerging problems and be creative in managing business processes.

**KEYWORD:** creativity, creative management, creative practice, competitive advantage, innovation, management efficiency.

### **INTRODUCTION**

It is hard to transition to an inventive economy—a "knowledge economy" built on unexpected "walks" in discoveries, breakthroughs, theory, and other fields—without new creative ways in management and marketing practice.

The current management model is evolving in this regard, and its core values are creativity and modern quality of life for the customer. Creativity is the capacity of professionals to generate novel ideas. In the literature, theoretical problems with creative management are explained.

Due to the fact that traditional approaches have reached the limits of their ability to increase business efficiency, contemporary economic trends force organizations to adapt their methods and tools in order to handle certain difficulties. In this regard, management of the organization's business processes is necessary regardless of intellectual activity, how it is used, the direction of the industry, or the specifics of the market. The implementation of innovative management techniques, which promote employee initiative and self-improvement on a personal and professional level, is one of the viable solutions for effectively resolving the issue. A strong company image, increased market competition, and the ability to leverage the resource base are all benefits of effective creative management.

Accordingly, the highest income, increases the profit. Taking into account all of the above, it can be noted that the issues raised in the article are relevant and timely.

**LITERATURE REVIEW**

Scientists from other countries, such J. Gilford and E. Torrens, were the first to bring up the topic of creative management. It is possible to single out the works of contemporary researchers O.G. Makarenko [4], who investigates the fundamental ideas of creative management, and A.G. Varfolomeev, who looks at the nature of creative management and its position in the management system in relation to engineering production [1].

Creative management is described by O.S. Voroshilova as a part of the enterprise management system [3], among other things. The article's goal is to examine the key theoretical concepts of creative management and the necessity of applying its techniques to contemporary business operations.

Creativity in management began to develop around the middle of the 20th century, and only recently has it been embodied in the full application of this knowledge. Creative management is based on creativity as a character trait. Creativity is the ability to find and define a problem; generate a large number of ideas; has the ability to think; find original answers, non-standard solutions; improving the object by adding particular details; to see new signs in the object, new possibilities of its use (that is, to analyze and summarize the elements of the problem) [1].

**RESULTS AND DISCUSSION**

Creative management is a set of favorable conditions created by managers. Enterprises, collective and individual workers for the creative development of labor, thinking of creative ideas to solve and overcome production and economic problems, their consequences.

Creative management is a subsystem of innovation management and provides it.

The ability of management subjects to put forward and develop new ideas that are formed, scientific or technological information. Thus, innovation (innovation in the field of economy, technology, service), which can also have a creative component, includes elements of creativity [4].

The fundamental objective of creative management is to generate unique ideas, assess them, and choose the best ones so that you can make wise management decisions. While traditional management is based on people's actions, with rigorously defined regulations, and is not intended to unveil their initiatives and reveal all of their talents, creative management is focused on fully revealing the creativity of people's abilities [3].

*Functionality management is implemented to achieve creative goals [5]:*



*Like others, creative management is a method of managing an organization based on certain principles, namely [5]:*

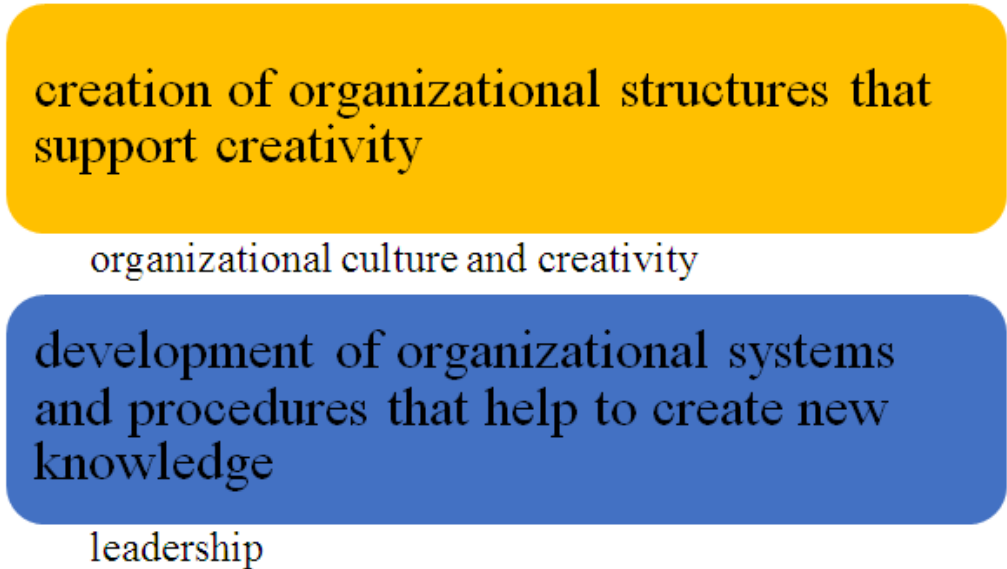
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The idea of managing a company's creative potential is founded on the basic theory of management, but it focuses management entities' attention on the challenges of utilizing that potential.

The ability and creativity of every employee to contribute to the formulation and implementation of management decisions, to develop their skills, to incorporate contemporary techniques for creative thinking into the management process, and to find solutions to problems that require creating a creative environment within the team and among the employees themselves, promotes the growth of the process of self-awareness and self-improvement.

To ensure the effective implementation of creative management and to obtain the maximum result of the organization, it is necessary to consistently implement the creative management system, including [4]:



Evaluation and analysis of the enterprise's creative management system should be carried out in a certain sequence. For example:

- identification of assessment objects (goals, subjects and objects of creative management, methods and technologies; creative ideas and solutions; information and communication);

- display and calculate the coefficients describing the evaluation objects in the creative management system;
- to identify and analyze the factors that influenced the actual state of the creative management system:
  - economic and management factors;
  - internal and external factors;
  - positive and negative influencing factors;
  - factors that have a strong impact on the studied object, factors that have a low impact
  - object under study;
  - factors are directly related, factors that are indirectly related to each other;
  - mutually unrelated factors;
  - summarizing the results of the analysis.

Examining the institution's creative management system enables the identification of issue areas that result in the organization's inefficient operation and aids in the identification of areas where the creative management system needs to be improved.

Use A. Osborn's 10-point checklist, one of the contemporary tools for creative thinking, to apply hindsight from practice to theory. Each of the points suggests that a concept or solution should be put into action.

1. Use it differently. Can the existing idea be used in other settings?
2. Customization. What does the idea look like, what parallels can be drawn?
3. Change. Is it possible to change the value, color, movement, size, shape, filling, sound, smell?
4. Magnification. Try increasing the amount force, height, length, cost, distance, span, multiply, coarsen, increase.
5. Reduction. Try to remove, remove, deepen, reduce, lighten, thin, lighter, softer, split.
6. Change. Can it be described differently?

Is there anything that can be substituted in this solution?

Are there other positions, nuances, elements from other countries or times?

7. Rearrangement. Is it possible to change the sequence, replace individual elements, change cause and effect?
8. Turn around. Can a thought be turned 180 degrees?

How does it look in the mirror image?

Can the roles be reversed?

9. Consolidation. Can the idea be related to others?

Can it be incorporated into a larger idea?

Break it down into components?

10. Modification. Can an object be pierced, crumpled, stretched, strengthened, thinned, made transparent?

With a list, you can give new impetus to even weak ideas, management processes and solutions.

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Creativity is manifested in creating a new line of business, diversifying it in relation to place, time, and consumer. The development of the direction included the development of a marketing complex: "product - advertising - implementation".

Mid-50s pet food - cats and dogs. Meat processing plants sell waste for almost nothing (financial profit), and pet owners can show their love and care for their pets (taking into account the psychology and mentality of this consumer segment).

It is interesting to note that in the 1960s, F. Mars was one of the first foreign businessmen to establish contact with the USSR: he bought food for pets.

Creativity is manifested in the creation of a new line of business, a completely new market, and access to a new consumer - animals.

5. 1970 Production of vending machines chocolate bars, tea, coffee, ice cream, soft drinks. New by Mars Electronics.

Creativity - the emergence of a new business; integration different types of business: food and engineering, synergistic provision

Impact on product promotion and sales.

Diversification of activities in the field of product sales (convenience, novelty of the purchase process, a unique "game" for children), that is, new segment products for creation, promotion and implementation. Here you can see a systematic approach to the development of the complete production and marketing cycle: "development - production - promotion - implementation "

Of course, using the Osborne checklist as one of the creative thinking methods in the arsenal of F. Mars, we see that it is far from complete and simplified for creative fantasy. A true entrepreneur who not only manages, but also invents new types and directions of business, but also successfully implements his ideas; and integrate, diversify, differentiate, collaborate with many management and marketing processes and technologies. There is much to learn here for the modern creative entrepreneur and manager.

Therefore, the introduction of innovations in the activities that constitute the competitive advantages of the organization heavily influences the success of the economic development of the business. The use of creative management tools enables managers to quickly address emergent issues and adopt a creative approach to the management of business processes, which increases the efficiency of the organization's operations.

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