

MANAGING THE COMPETITIVENESS OF BUSINESS STRUCTURES BASED ON THE CREATIVITY OF MANAGERS' KEY COMPETENCIES

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The concepts of competition and competitiveness are considered. The essence and substantive characteristics of the competitiveness of business structures are defined. The specific features of managing the competitiveness of business structures are considered. Creativity in the context of competitiveness management is defined. Creativity as a key competency of managers for managing the competitiveness of business structures is considered. The role of key competencies of managers in the competitiveness of business structures is characterised. The substantive characteristics of competencies are studied. The influence of competencies on the level of competitiveness of business structures is considered. The connection between creative and anti-crisis management of business structures is analysed. Anti-crisis creative management as a fundamental competency of managers is considered. The features of the system of managing the competitiveness of business structures based on the creativity of key competencies are considered. Difficulties in managing competitiveness through the development of creative skills are highlighted.

Keywords: competencies, creativity, competitiveness, business structure, enterprise, manager, management.

<https://doi.org/10.31891/mdes/2025-15-55>

FORMULATION OF THE PROBLEM IN GENERAL TERMS AND ITS CONNECTION WITH IMPORTANT SCIENTIFIC OR PRACTICAL TASKS

Modern business structures, regardless of industry, face numerous challenges, such as globalisation, rapid development of information technology and a high level of competitive pressure. In these conditions, competitiveness management is of particular importance, as ensuring the effective operation of enterprises requires continuous improvement of their management practices and strategies. One of the most promising approaches to solving this problem is to integrate creativity into management processes. Today, competitiveness is no longer determined only by financial or technical advantages, but also depends on the ability of business structures to generate new ideas, quickly adapt to changing market conditions and effectively implement innovations. The creativity of key competencies, i.e. the ability of an enterprise to adapt its resources and capabilities to new market requirements through a creative approach, is becoming one of the main factors of long-term success of enterprises.

The competitiveness of business structures is the basis for development and struggle for survival in the modern stochastic conditions of the market economy. Therefore, creativity as a managerial competency deserves a detailed study, as the formation of systemic competency lays the foundation for the success of an enterprise. Digitalisation of business processes is becoming an important aspect of competitiveness development. By using the latest information technologies, companies can not only automate their operations but also create new models of interaction with customers, improving their experience and gaining competitive advantages. The use of artificial intelligence, big data analytics and blockchain technologies allows not only to increase the efficiency of internal processes, but also to significantly improve the ability of business structures to adapt to new market conditions.

ANALYSIS OF RECENT RESEARCH AND PUBLICATIONS

The topic of managing the competitiveness of business structures by creative managers is studied by a number of domestic and foreign scholars [1;2].

Ensuring competitiveness through creativity is not limited to innovative developments alone; it also involves developing the ability to make unconventional decisions and respond quickly to market challenges. The ability to innovate, strategic thinking and management skills backed by a creative approach are essential to maintaining a high level of competitiveness. Creative managers not only improve existing processes, but also create new products, services and business models that can bring a company to new markets or help it become a leader in an existing segment.

Tools for developing managers' creative competencies require a comprehensive approach and include a variety of methods, such as training, workshops, coaching and support for a creative culture in the organisation. Organisations that want to increase the level of creativity among their managers should create a favourable environment for innovation, where employees feel supported in implementing their ideas and can freely share their experiences. In addition, it is important to introduce a system of rewards for those who initiate new ideas or participate in innovative projects, which will help stimulate creativity at all levels of the management hierarchy.

Domestic and foreign scholars have made considerable efforts to define the concept "competitiveness". First, they faced the difficulty of conceptualising the concept that was both complete from a theoretical point of view and lacking in practical content. This concept remains incomplete and imperfect, as it is largely paradoxical and hides an infinite number of solutions, which causes considerable uncertainty in its application. Secondly, it is worth analysing creative strategic management from a resource perspective, namely the competencies, training and ambitions of managers. It may seem like a paradox at first glance, but a crisis can sometimes be a source of competitive advantage, but only when it leads to a proper organisational process of gaining experience. If no source of competitive advantage is permanent, it would be more realistic to withstand the radical disruption and the possibility of actual collapse associated with crises in the best possible way. In these circumstances, the only viable competitive advantage is gaining experience and adaptation, which should allow the organisation to benefit from these crises in any creative way.

FORMULATION OF THE OBJECTIVES OF THE ARTICLE

The objective of the article is to study the peculiarities of managing the competitiveness of business structures based on developing criteria for the creativity of managers' key competencies.

PRESENTATION OF THE MAIN MATERIAL

Competition means the rivalry between business entities when their independent actions limit the ability of each of them to influence the general conditions for the sale of goods on the market, while stimulating the creation of products that are necessary for the consumer. This is manifested in the economic competition between individual producers to satisfy their own interests, ensure the best conditions for the manufacture and sale of goods, maximise profits, etc. The inherent features of competition are: the presence of a large number of independent sellers and buyers of a particular type of goods on the market; the existence of identical or similar goods and services on the market; the absence of barriers to entry (exit) into the market for buyers and sellers [1].

The competitiveness of an enterprise is the compliance of the enterprise's potential with the requirements dictated by the above characteristics of this economic category. Therefore, it is worth considering the main skills that leaders should have to develop creative core competencies. These skills include technical skills, especially in the information sphere, in information and communication technologies. These personal skills are related to how managers can effectively collaborate with senior management, subordinates and colleagues to achieve organisational goals, as well as creative skills and abilities that relate to personal efforts to implement organisational changes [2].

The competitiveness of business structures is their ability to operate effectively in the market, quickly adapt to changes and provide competitive advantages over other players. According to classical approaches, competitiveness depends on such factors as availability of resources, technological innovations, marketing strategy and managerial competency. The main elements of competitiveness management are strategic planning, new product development, adaptation to changes in the environment and improvement of internal processes. In this context, the skills of managers, in particular their ability to think creatively and respond quickly to new conditions, play an important role [2].

To effectively manage competitiveness in the face of constant change, it is important to apply a systematic approach. This allows businesses to adapt to new conditions without losing quality and efficiency. One method is to build a management model based on innovation and creativity. Creativity is the basis of key competencies for managers. Creativity is an important factor that determines competitiveness. Managerial creativity plays a key role in developing innovative strategies that can ensure long-term business success. In the world of management, creativity can be described as the ability to come up with new ideas, approaches and strategies to solve business problems. Developing managers' creativity is an important aspect of their professional skills, as it is their ability to innovate and think creatively that determines how an organisation can adapt and grow. Continuous training and improvement of managerial skills are key elements of developing creativity. Strategic management models based on creativity help

businesses not only to remain competitive but also to become leaders in their industry. As the experience of leading companies shows, managers' creativity can become the basis for introducing new business models, technologies and products [1;2].

In today's economic environment, the competitiveness of business structures is a key factor in their long-term success and development. In a world of globalisation, fierce competition and rapid technological change, managers play an important role in enhancing competitiveness. Effective management of this process requires not only the rational use of resources, but also the development of creativity and innovative approaches that ensure the sustainable development of enterprises. Key competencies of managers, such as the ability to solve problems creatively, make strategic decisions and adapt to changes, have become important aspects that determine the competitive advantages of organisations. That is why managing the competitiveness of business structures through the development of managers' creative competencies is of particular relevance [1;2].

Managing the competitiveness of business structures is a complex and multifaceted process that encompasses not only the efficient use of resources but also the development and implementation of innovative strategies. The creativity of managers, as an important component of their key competencies, plays a crucial role in ensuring competitive advantage. Through creativity, they can not only adapt to changing conditions, but also anticipate new opportunities, creating business models that determine the success of the organisation [1;2].

Creative decision-making often involves risk, but it allows companies to avoid stagnation and ensure sustainable growth even in the face of fierce competition. The development of creative skills among managers is a key factor in achieving competitive advantage in the market [1;2].

Creativity in the context of competitiveness management is the process of searching for new ideas and non-standard solutions to solve problems arising in the business environment. It is not only the development of new products or services, but also the ability of an enterprise to adapt its activities to new conditions and respond effectively to changes in the market environment. That is why creativity is an integral part of an enterprise's innovation strategy. Integrating creativity into management practices requires practical changes in the business structure. First and foremost, it concerns the creation of organisational conditions that facilitate the unlocking of the potential of each employee. It is important not only to implement innovative processes but also to create an open, supportive corporate culture [1;2].

The purpose of managers' activities is to actively use knowledge, skills and abilities in management processes, and their creative activity is of strategic value for almost every organisation. This resource is an important competency both in its essence and in its individual dimension, because its effective use increases value for customers and brings significant benefits. This type of competency (namely, creativity), along with other important intangible factors such as health, motivation and experience, is a very important determinant of personal development. Therefore, the study of the creativity of managers working in a highly competitive environment is worthy of scientific effort [1;2].

The role of managers' key competencies in the competitiveness of business structures is extremely important. The key competencies of managers form the basis for creating competitive advantages in the market. Among these competencies, creativity stands out because it allows managers not only to effectively solve current problems but also to anticipate future challenges by developing new strategies and solutions. This approach helps companies remain flexible and quickly adapt to changes in the market environment. Research shows that organisations that invest in developing the creative competencies of their managers have a much greater chance of long-term success [1;2].

Particular attention in the field of creative management (for example, in crisis conditions) should be paid to the competency of persons who act as managers of anti-crisis management teams at various organisational levels. These people, despite performing standard functions at this level, should have competencies that will allow them to effectively perform creative tasks and make creative decisions in complex and changing conditions [1;2].

Let's consider anti-crisis creative management as a fundamental competency of managers. The ability to creatively manage market competitive situations is becoming an important characteristic for organisations and can be a source of competitive advantage. This may allow companies to initially absorb the consequences of certain disruptive events and even use them later. We believe that this ability to creatively manage crisis situations can be analysed as a true strategic competency [1;2].

The system of managing the competitiveness of business structures based on the creativity of key competencies is an important tool for achieving sustainable development and ensuring long-term competitive advantages. The use of creative potential at all levels of business structures makes it possible to respond effectively to challenges of the external environment and promote innovative development.

However, the success of this approach requires the creation of appropriate organisational and motivational conditions, as well as continuous improvement of technologies and management techniques [2].

Given the global digitalisation trends, further integration of modern information technologies into the processes of managing the competitiveness of business structures is a promising direction, which will allow businesses to remain competitive [2].

While creative approaches have undoubted advantages, managing competitiveness through the development of creative skills is not without difficulties. One of the main challenges is the need to quickly adapt to the changing business environment and constantly update strategies. In addition, insufficient support for creativity in the corporate culture can lead to the fact that even the most innovative ideas remain without practical application. At the same time, investing in creativity and innovation opens up new opportunities for business development. It allows companies to gain competitive advantages by introducing new technologies and creating unique products or services that meet consumer needs.

CONCLUSIONS FROM THIS STUDY AND PROSPECTS FOR FURTHER RESEARCH IN THIS AREA

Managing the competitiveness of business structures is the basis for development and struggle for existence in today's volatile market economy conditions. Managing the competitiveness of business structures is a complex and multifaceted process that requires a combination of strategic thinking and an innovative approach. The creativity of managers, as one of their key competencies, plays an important role in enhancing the competitiveness of business structures. The development of these skills not only allows them to respond effectively to changes in the external environment, but also opens up new business opportunities, which ultimately helps companies become market leaders.

Therefore, creativity as a competency of managers is a key parameter for achieving a high level of competitiveness of business structures. There are a number of approaches to defining the concepts "creativity", "competitiveness", "competency". The peculiarities of the sphere of creative management of a business structure (for example, in crisis conditions), when attention should be paid to the competency of persons acting as heads of anti-crisis management teams are identified. The competency model is a practical tool for further development of the system of creative anti-crisis management and training in a company. The impact of competencies on the level of competitiveness of business structures was considered, and the connection between creative and anti-crisis management of business structures was analysed. The features of the system of managing the competitiveness of business structures based on the creativity of key competencies were considered. The difficulties of managing competitiveness through the development of creative skills have been highlighted.

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УПРАВЛІННЯ КОНКУРЕНТОСПРОМОЖНІСТЮ БІЗНЕС-СТРУКТУР НА ОСНОВІ КРЕАТИВНОСТІ КЛЮЧОВИХ КОМПЕТЕНЦІЙ МЕНЕДЖЕРІВ

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Розглянуто фундаментальні аспекти конкуренції та конкурентоздатності, розкрито їхню сутність та взаємозв'язок як ключових детермінантів успішного функціонування сучасних бізнес-структур. Проаналізовано змістовні характеристики конкурентоздатності бізнес-структур, охоплюючи широкий спектр внутрішніх та зовнішніх факторів, що визначають їхнє положення на ринку та здатність ефективно конкурувати. Особливу увагу приділено специфічним особливостям управління конкурентоздатністю бізнес-структур в умовах динамічного та мінливого зовнішнього середовища, підкреслено важливість стратегічного підходу та адаптивності управлінських рішень.

У контексті дослідження поглиблено розуміння креативності як важливого елемента управління конкурентоздатністю. Розглянуто креативність не лише як індивідуальну якість, але й як ключову компетенцію менеджерів, що відіграє вирішальну роль у формуванні та підтримці конкурентних переваг бізнес-структур. Проаналізовано, яким чином креативне мислення та інноваційний підхід менеджерів сприяють розробці унікальних продуктів, послуг, бізнес-моделей та стратегій, що забезпечують лідерство на ринку.

Детально охарактеризовано роль ключових компетенцій менеджерів у забезпеченні високого рівня конкурентоздатності бізнес-структур. Вивчено змістовні характеристики різних типів компетенцій, включаючи професійні знання та навички, лідерські якості, комунікативні здібності, вміння приймати рішення та стратегічне мислення. Розглянуто вплив кожної з цих компетенцій на здатність бізнес-структур ефективно реагувати на виклики ринку, використовувати нові можливості та підтримувати стійкі конкурентні позиції.

Проаналізовано безпосередній вплив компетенцій менеджерів на загальний рівень конкурентоздатності бізнес-структур. Досліджено механізми, за допомогою яких кваліфікований та компетентний управлінський персонал сприяє підвищенню ефективності операційної діяльності, оптимізації використання ресурсів, впровадженню інновацій та зміцненню іміджу компанії, що в кінцевому підсумку позитивно позначається на її конкурентних перевагах.

Окрему увагу приділено дослідженню зв'язку між креативним та антикризовим управлінням бізнес-структур. В умовах нестабільності та кризових явищ креативність менеджерів набуває особливого значення, оскільки дозволяє знаходити нестандартні рішення, розробляти ефективні стратегії виходу з кризових ситуацій та мінімізувати негативні наслідки для діяльності компанії. Розглянуто антикризовий креативний менеджмент як фундаментальну компетенцію сучасних управлінців, здатних не лише реагувати на кризу, але й перетворювати її на нові можливості для розвитку.

Розглянуто специфічні особливості системи управління конкурентоздатністю бізнес-структур, що ґрунтується на розвитку креативності ключових компетенцій менеджерів. Запропоновано підходи до формування та розвитку креативних навичок управлінського персоналу, а також до інтеграції креативного мислення в усі аспекти діяльності компанії, від розробки стратегії до операційного управління.

На завершення виокремлено основні труднощі, що можуть виникати в процесі управління конкурентоздатністю бізнес-структур через розвиток креативних навичок. Проаналізовано потенційні бар'єри на шляху впровадження креативних підходів в управлінні, такі як опір змінам, недостатня організаційна культура, відсутність необхідних ресурсів та інструментів для підтримки креативності. Запропоновано можливі шляхи подолання цих труднощів та створення сприятливого середовища для розвитку креативного потенціалу менеджерів як ключового фактора підвищення конкурентоздатності бізнес-структур.

Таким чином, дослідження всебічно розкриває важливість креативності як ключової компетенції менеджерів у контексті управління конкурентоздатністю бізнес-структур, виявляє її вплив на різні аспекти діяльності компанії та пропонує практичні рекомендації щодо розвитку креативного потенціалу управлінського персоналу для забезпечення стійких конкурентних переваг в умовах сучасного ринку.

Ключові слова: компетенції, креативність, конкурентоспроможність, бізнес-структура, підприємство, менеджер, управління.