

IMPROVING OF DEVELOPMENT MANAGEMENT SYSTEM OF CREATIVE INDUSTRIES

V.Ya. Brych, O.V. Borysiak, S.I. Hunko

Ternopil National Economic University,
v.brych@tneu.edu.ua, olena.borysiak@gmail.com, s.i.gunko@ukr.net

The realization of creative potential, the implementation of innovations are considered as factors of receiving income and profit from production, sale of different goods or services. The integration of cultural and artistic sectors with other types of entrepreneurial activity provides the development of creative industries. These industries include such activities that are based on using creativity for the production of innovative product or service, the development and promotion of culture, the preservation and renewal of cultural inheritance. It relates to publishing, libraries, museums, archives, architectural monuments, audiovisual art, tourism, research, sports, performing arts, design, galleries, crafts, etc. This indicates to the formation of a new bridgehead for expanding the range of services in the field of hospitality, strengthening the sustainability of tourism.

In the last decade, the creative economy is seen as a new model of economic growth. According to the United Nations, the share of this kind of economy accounts for 3,4% of world Gross Domestic Product (GDP) and the employment rate is 25% of the world's population [1]. Nowadays, the features of creative economy are following: the uninterrupted innovation development; the high role of human capital in the country's innovative development; the investment in new goods, services, technologies, human development; the increasing of science development products in GDP; the competition that is based on innovations; specialization and cooperation in the field of innovative activity of business; the protection of intellectual property [2, p. 25].

According to this, the creative industries should be considered as a kind of entrepreneurial activity, which is carried out through the using of creative abilities and intellectual capital. As a result, the essence of prospects for sustainability of tourism and the field of hospitality consists in the improving of development management system of creative industries, promotion among consumers of cultural goods and services and formation of a positive investment climate for the development of creative entrepreneurship.

At the same time, it should be emphasized that globalization challenges in socio-cultural and economic spheres as the intersectional integration and the development of artificial intelligence provide the rising of a new understanding of man and his creative potential. The founder and executive chairman of the World Economic Forum K. Schwab described the Fourth Industrial Revolution, the basis of which is the Third, the digital revolution as a fusion of technologies that blur the boundaries between physical, digital and biological spheres. [3]. In turn, the optimization factors of enterprise's activities are the flexibilisation in the organizational structure of management, the transition to project management, the entry and approval of positions in the labor market of new generations of employees «digital» or Z, «millennium» or Y [4, p. 173].

In the context of such challenges it is appropriate to pay attention to the level of ensuring the sustainability of cultural monuments as a factor of strengthening the tourism potential. The general feature of the digital economy projects is orientation towards the concrete consumer and the comprehensive use of information as a driving resource. Also, next feature – is taking into account the specific features of a particular consumer in a specific place and the global using of technologies of digital transformation of real business processes [5]. In result, the improving of development management system of creative industries should include such prospect digital directions for the development of these industries as digital design, virtual excursions, etc.

Moreover, the process of reengineering of the management structure of creative industries involves the implementation of manager creativity in the process of making managerial decisions, operational response to changes in the economic environment. The features of innovative personnel management system must acquire: delegation of duties, decentralization, diversification of functions, team spirit formation, creativity, uninterrupted information and communication contact, uninterrupted learning, etc. [4, c. 175; 6].

Those challenges provide the expanding of the range of professional competences (economic, digital, cultural and artistic) of artists, tourism and hospitality personnel. As a result, the improving of development management system of creative industries includes the development and implementation of

innovative educational programs for the formation of integrated cultural and entrepreneurial competencies aimed at the development of entrepreneurship in general and the cultural sector in particular.

In addition, the process of developing of such educational programs should be holistic and include the development of competences for the consumption of cultural, creative goods and services. In this context, it should be emphasized on the formation of proactive position of population in preservation of cultural inheritance. This activity includes the promotion of creative entrepreneurship, the receiving of cultural and artistic education, the creation of information, communication (networking) and educational platforms, creative and cultural hubs.

The above mentioned challenges and perspective directions of the improvement of development management system of creative industries involves the development of such indicators of effectiveness of the process of reengineering these industries: increasing the level of public involvement to the preservation and renewal of cultural inheritance; the development of creative entrepreneurship; the increasing of the number and frequency of travel, visiting of cultural and artistic events; the development of creative entrepreneurship through the realization of own creative potential, the development of an innovative product or service.

Thus, the improving of development management system of creative industries includes such activities: the formation creative environment for generation and implementation of new ideas; the development of creative abilities; the increasing of consumption of creative and cultural goods and services; the preservation and renewal of cultural inheritance; the development of tourism potential. It predicts the development of innovative organizational and economic mechanism of management of creative industries, the formation of regional creative industry clusters.

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