



KAPITEL 3 / CHAPTER 3³
**PROMISING GLOBAL SCIENTIFIC TRENDS IN CREATIVE
MANAGEMENT: SWOT ANALYSIS AND FORECAST FOR THE
AVIATION SECTOR IN UKRAINE AND WORLDWIDE**

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Introduction.

In an era defined by rapid technological change, heightened competition, and global disruptions, traditional management models are insufficient for navigating the complexity of modern industries. Creative management defined as the systematic application of creativity to leadership, problem-solving, and organizational processes has emerged as a fundamental paradigm in contemporary business. Nowhere is this shift more critical than in the aviation sector, where technological innovation, safety standards, and service differentiation are essential.

Innovation-driven development programs in various countries increasingly focus on the technological modernization of their economies, emphasizing the efficient coordination of all stages of the innovation cycle: *research – development – production – dissemination – application of innovations*. In this paradigm, creativity emerges as a core source of economic value.

Within this context, the European Commission officially launched the «Creative Europe» program for 2021–2027, allocating a budget of €2.4 billion, which represents a 63% increase compared to the previous funding period. This initiative is designed to enable Europe's cultural and creative sectors to unlock their potential, recover from the recent crisis, and become more competitive, environmentally sustainable, digitally integrated, and socially inclusive.

Numerous studies have demonstrated that the most successful companies tend to exhibit a high creativity index. These organizations typically combine strong business performance with cost-efficiency, strategic balance, and a significant innovative

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component in management practices. A conducive environment for creative management often includes a robust system of corporate values, which facilitates the integration of creativity-driven principles into organizational culture and operations.

Effective creative management plays a key role in building a company's positive public image, enhancing its market competitiveness, and optimizing the use of resources, thereby increasing the economic added value of business operations.

Considering the growing importance of innovation and creativity across global economies, especially in post-crisis recovery and digital transformation, the themes addressed in this research are not only relevant but also timely, offering practical insights into the strategic potential of creative management in a modern economic landscape.

Global Trends in Creative Management. The development of creative management globally has been influenced by interdisciplinary approaches that combine management theory with psychology, innovation science, design thinking, and digital technologies. Leading trends include:

- Integration of AI and digital tools to support idea generation and decision-making;
- Adoption of agile and design thinking methodologies in project management;
- Emphasis on emotional intelligence and human-centric leadership;
- Cross-sector collaboration and open innovation ecosystems.

Scholars such as Teresa Amabile (creativity in organizational behavior), Richard Florida (the creative class), and Edward de Bono (lateral thinking) have significantly shaped these trends. Teresa Amabile focused on how creativity functions within organizations, emphasizing the influence of intrinsic motivation, work environment, and management practices on creative performance. Her Componential Theory of Creativity identifies expertise, creative thinking skills, and motivation as key drivers of innovation in the workplace.

Richard Florida introduced the concept of the «creative class», a socio-economic group whose economic function is to create new ideas, technology, and content. He argued that regions with a high concentration of such individuals' scientists, engineers,



artists, and entrepreneurs are more likely to experience economic growth and cultural vibrancy.

Edward de Bono pioneered the concept of lateral thinking, proposing it as a structured method for solving problems through an indirect and creative approach. His work provided practical tools to break habitual thinking patterns and stimulate innovative solutions in management and beyond.

In Ukraine, the concept of creative management has gained attention, especially in the education sector and innovation-driven industries. Among Ukrainian scholars who contribute to the theoretical and practical foundations of creative management, the works of K. Biletska [3], N. Zadorozhnyuk [15], L. Malyuta [12], H. Ostrovska [10], O. Prohnimak [11], I. Svydruk [14], I. Solovyov [13], Yu. Turyanskyi [14], N. Shashkova [13], R. Sherstiuk [12] and others deserve special attention.

K. Biletska developed the conceptual foundations of a creative manager's potential as a key element in shaping an innovative management environment [3]. N. Zadorozhnyuk emphasizes the importance of developing individual creative abilities as a prerequisite for the effective implementation of managerial decisions under modern conditions [15]. H. Ostrovska examined various approaches to «defining creative management», argued that creative thinking allows for a reimagining of the world and existing standards, and initiates the generation of new ideas. She also improved the principles, mechanisms, tools, and methods for developing and implementing non-standard managerial decisions and innovations.

O. Prohnimak substantiates creative management as an independent scientific discipline aimed at ensuring the competitiveness of enterprises in a post-industrial economy [11]. I. Svydruk and Yu. Turyanskyi define the conceptual platform for creative management processes within domestic organizations under the influence of global economic transformations [14].

I. Solovyov and N. Shashkova investigate the formation of the creatological approach in Ukraine as part of the innovative development of management culture [13]. R. Sherstiuk and L. Malyuta focus on forming a new paradigm of knowledge management that integrates creative approaches into managerial processes [12].



Creative management refers to the leadership and coordination of creative thinking processes among managers, the management of employees' creative potential, and the development, adoption, and implementation of unique managerial decisions and organizational innovations, particularly under conditions of uncertainty. At its core, creative management involves the application of modern technologies and tools aimed at managing creative thinking among both managers and personnel. It focuses on enabling them to make original, non-replicable, and context-specific decisions.

As a scientifically grounded management tool, creative management is utilized for achieving strategic development and overcoming recurring emergency or crisis situations that demand the discovery and application of new survival and advancement pathways.

Creative management encompasses two main dimensions: theoretical (creative) and applied (innovative).

- The creative aspect involves evaluating the organization's creative potential, forming permanent or temporary creative teams, fostering a culture of creativity, and analyzing dominant employee needs and their integration into the creative process.
- The innovative aspect includes identifying specific innovation-driven tasks, selecting methods and techniques needed to solve creative problems at a high-quality level, and forming expert teams to assess proposed solutions particularly those related to innovation policy and crisis prevention.

Creative management, therefore, plays a pivotal role in shaping sustainable organizational growth by integrating creativity and innovation into strategic and operational practices. The main defining features of creative management include (fig.1).

In the aviation industry, these features acquire additional specificity due to the sector's complexity, high safety standards, and rapid technological advancement. The following characteristics further highlight the relevance of creative management in aviation (tabl.1).

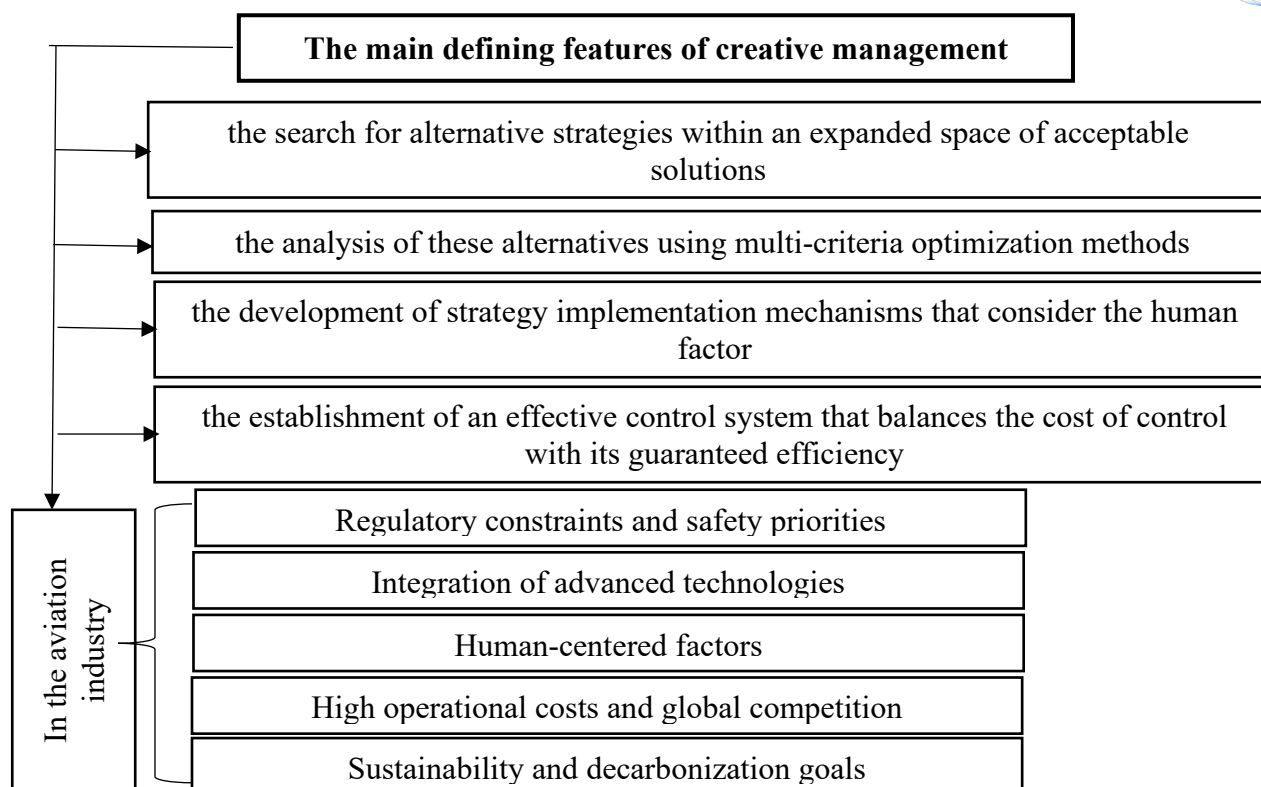


Fig. 1 - The main defining features of creative management

Table 1 - The relevance of creative management in aviation

№ i/o	The essence of the relevance of creative management in aviation
1	Regulatory constraints and safety priorities require creative approaches to innovation that do not compromise compliance with international aviation standards (e.g., ICAO, EASA).
2	Integration of advanced technologies, such as AI, UAVs, and digital air traffic systems, demands adaptive and forward-thinking leadership strategies.
3	Human-centered factors, including pilot decision-making, aircrew coordination, and ground operations, make human-factor integration in strategy implementation essential.
4	High operational costs and global competition necessitate continuous creative optimization of logistics, fleet management, and customer service.
5	Sustainability and decarbonization goals in aviation (e.g., transition to SAF – sustainable aviation fuel) push for innovative business models and eco-efficient management.

* Author's own development

Therefore, creative management in the aviation sector not only aims to boost competitiveness and innovation capacity but also ensures compliance with strict industry standards, while fostering resilience in crisis situations and adaptability in a highly dynamic global market.



SWOT Analysis: Creative Management in the Aviation Sector (tabl.2).

Table 2 - SWOT Analysis: Creative Management in the Aviation Sector

Strengths	Weaknesses
High innovation potential in aviation technologies	Resistance to change in management structures
Access to global knowledge networks	Limited funding for creative initiatives
Rising demand for differentiation and customer experience	Skills gap in creative leadership and digital tools
Opportunities	Threats
Reconstruction and modernization of Ukrainian aviation post-war	Geopolitical instability and slow recovery
Digital transformation and adoption of Industry 4.0	Brain drains of creative talent
Potential for international partnerships and investments	Conservative corporate cultures

* Author's own development

Globally, countries like the USA, Germany, and Singapore integrate creative management through: 1) Government-backed innovation hubs; 2) Inclusion of creative competencies in business education; 3) Interdisciplinary collaboration between academia and industry. Globally, countries like the USA, Germany, and Singapore integrate creative management through several strategic approaches (fig.2).

Government-backed Innovation Hubs

USA: The United States has a long-standing ecosystem of federally and state-supported innovation hubs, such as Silicon Valley, MIT's Innovation Initiative, and NASA's Technology Transfer Program. These centers promote creative management by funding high-risk, high-reward projects, encouraging start-ups, and fostering public-private partnerships. Agencies like the National Science Foundation (NSF) and DARPA actively finance research where creative management practices drive interdisciplinary problem-solving and disruptive innovation.

Germany: Germany supports creative management through Technologieparks, Fraunhofer Institutes, and EXIST programs funded by the Federal Ministry for Economic Affairs and Climate Action. These platforms help translate academic research into commercial products through structured creative project management and innovation mentoring systems. The emphasis is on precision engineering, green

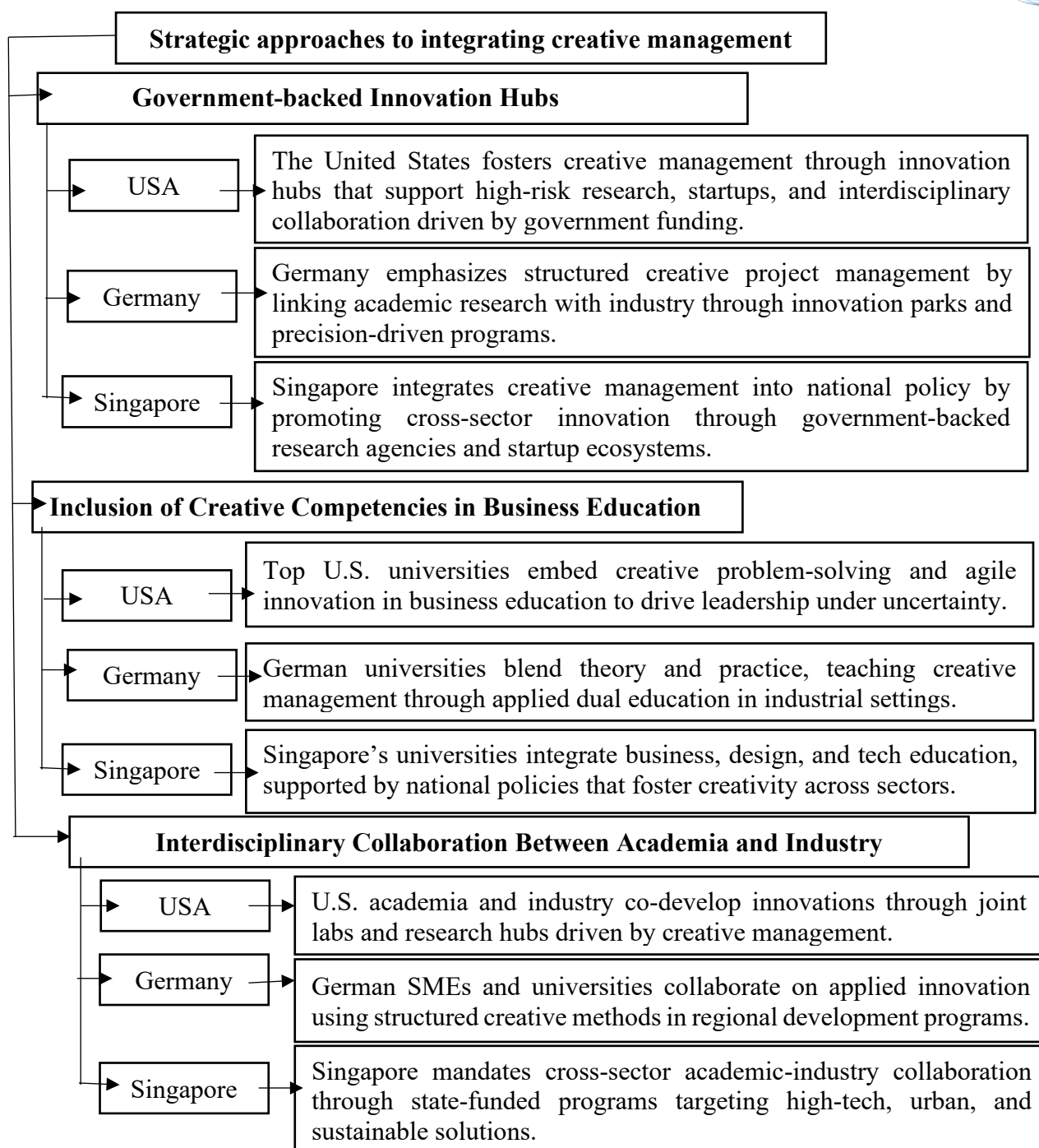


Fig. 2 - Strategic approaches to integrating creative management

* Author's own development

technologies, and Industry 4.0, where creative teams blend engineering, IT, and design thinking.

Singapore: Singapore has institutionalized creative management within its national innovation policy through entities like A STAR (Agency for Science, Technology and Research) and JTC LaunchPad. These innovation zones connect



academia, start-ups, and corporate R&D, providing financial incentives and incubation spaces for cross-disciplinary creative work. The government fosters an environment for «smart nation» innovation, where creative leadership and strategic foresight are core.

Inclusion of Creative Competencies in Business Education

USA: Leading business schools such as Harvard, Stanford, and Wharton integrate courses on design thinking, innovation management, and entrepreneurial creativity into MBA and executive education programs. The emphasis is on problem-solving under uncertainty, leadership agility, and organizational transformation using creative methodologies (e.g., Lean Startup, agile design sprints).

Germany: German institutions like WHU – Otto Beisheim School of Management and Technische Universität München include modules on innovation and creative thinking within business, engineering, and management curricula. Dual education models, which combine theoretical training with corporate practice, allow students to apply creative skills in real-world industrial contexts.

Singapore: INSEAD Asia Campus and Nanyang Technological University (NTU) promote creative competencies through interdisciplinary programs that merge business, technology, and design. Government collaboration with institutions ensures curricula remain responsive to future creative economy needs. Singapore's SkillsFuture initiative encourages lifelong learning in creativity and innovation across all sectors.

Interdisciplinary Collaboration Between Academia and Industry

USA: The Bay Area and Boston ecosystems thrive on university-industry research centers, where creative management principles guide collaborative R&D. Joint labs between tech giants (Google, IBM) and universities enable real-time prototyping and innovation. These partnerships often lead to IP co-development, start-up spin-offs, and policy advisory outputs.

Germany: Germany's «Mittelstand» companies (innovative SMEs) collaborate closely with technical universities through collaborative research platforms, applying creative management to solve specific industrial problems. Programs like «Innovative



Hochschule» promote regional innovation by bridging gaps between academia and local enterprises.

Singapore: The government encourages industry-academic R&D alignment via its Research Innovation and Enterprise (RIE) 2025 Plan. Creative management is embedded through funding schemes that demand cross-sectoral collaboration, particularly in areas like advanced manufacturing, smart cities, and sustainable urban development.

In these countries, creative management is not merely a corporate trend it is a systematically embedded component of national innovation strategies. The integration of policy support, education reform, and cross-sector collaboration enables a sustainable environment where creativity translates into competitive advantage and long-term economic resilience.

In Ukraine, progress is seen in creative industries and IT sectors, but aviation lags due to bureaucratic inertia and underinvestment. However, war-driven necessity could become a catalyst for adopting more flexible, creative, and digital approaches to management.

The post-war reconstruction period in Ukraine provides a unique opportunity to reimagine national industries, including aviation. Forecasted trends include (fig.3).



Fig.3 - Forecast: The Future of Creative Management in Post-War Ukraine

* Author's own development



Conclusions.

Creative management represents a critical component of organizational resilience and adaptability. In the aviation sector, it can support recovery, drive innovation, and enhance service quality. For Ukraine, integrating creative management into its national rebuilding strategy could accelerate modernization and global competitiveness. However, success depends on institutional reform, investment in human capital, and openness to change.