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## PROVIDING OF INTENSE TEXTILE INDUSTRY ENTERPRISES DEVELOPMENT BY APPLYING CREATIVE MANAGEMENT TECHNOLOGIES

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**Introduction and Objective:** Providing intensive development of textile industry in Ukraine is a priority of these enterprises management in modern conditions. Recent studies show that in market conditions applying creative technologies in the management of enterprises is an effective way to stimulate the development, however, raises questions about the rationality and creation of order and implementation of creative technologies as a way of stimulating the same intensive enterprise development, specifically to a particular industry.

These circumstances led to the performance of the research, which *aims* at theoretical study and formation of ways to ensure intensive nature of textile industry using creative technologies management.

**Research methods.** Basic method used to study ways in which it is necessary to activate textile industry in Ukraine is a survey using the methodology and Student criterion to justify the number of respondents.

**Results.** Based on this research was confirmed the hypothesis about the importance of creative revitalization of Ukraine textile industry by intensifying the

implementation of creative ideas (score 3.94, which is higher than the average of 3.73 in characterizing the development priorities). By generalization and induction was singled out existing problems in the development of creative activity in enterprises through the strategic targets of enterprise development, describing it as extensive, which significantly limits the potential of the creative ideas implementation.

**Conclusions.** As a result, was generated recommendations aimed at ensuring the intensification of the creative activity of textile industry (optimization of cost factors, value chain and strategic positioning) and of the development in general. This made it possible to identify and confirm the link between the intensification of creative activities and the development of Ukraine textile industry enterprises and determine the conditions and directions of activation of such development.

**Keywords:** creativity, innovation, development priorities, evaluation, criteria, the system of creative management.

**Problem and its connection with important scientific and practical tasks.** Defining of strategic orientations of textile industry enterprises showed the dominance of extensive type of development, but there are conditions for intensification based on priority of cost reduction, reduction of cost sales to the level of production costs, significant increase of mental work, systematic approach to the reorganization of production. The theoretical study and formation of the intense development of the areas of Ukraine textile industry enterprises through the use of creative technologies of management is done.

**Analysis of research and publications.** Approaches to the creative use of technologies in the enterprises management represented in the works of foreign scholars widely, in particular, in scientific works of authors such as E. Andersen, J.S. Metcalf, R. Nelson, P. Stoneman etc. At the same time, attention is paid to the problems in the works of local researchers. Thus, should be noted works of A.M. Yermoly, N.V. Savitskaya, P. Kniaz, D. Zinkevych, V.I. Boki, K.S. Shaposhnikov.

Despite the significant contribution of these scientists to study the problems of formation, implementation and development of creative technologies in the management of enterprises, there is a need of substantiation order of formation and implementation of creative technologies as a way of stimulating the innovative development of enterprise in specific areas - textile industry, taking into account both the specifics of creative activity and the specifics of the industry. These circumstances encouraged to conduct this article additional study regarding the ways to ensure intensive nature of Ukraine textile industry through creative use of technologies management.

**The problem and its connection with scientific and practical tasks.** In recent years, the part of textile industry that is innovative active increased compared with the crisis year 2008 almost by 50% in 2013 and amounted to 13.0% of the total number of textile industry enterprises [1, p. 6-10; 6; 10]. At the same time, this level cannot be considered sufficient for forced innovation development. In this sense a comprehensive innovation implementation within a management system is required, reconsidering of tools to stimulate innovation activity - in the context of stimulating creative activity in the enterprise.

Under these conditions, the sustainable economic development of textile industry enterprises is a priority of the management of these companies, but there is a question of character of development, which can be both extensive and intensive. Each one has its priorities in quantity and quality [13, c. 306-308], so in this scientific article is supposed to focus on the issue of the intensive nature of textile industry, which is important in the current economic conditions.

The above points, along with the need to identify and justify the order of use of creative technologies during intense stimulation, innovative development of textile industry, led to the relevance of issues raised in the framework of a scientific article.

**Statement of material and results.** There are two "marginal" types of processes - intensive and extensive [11; 15]. If company development is characterized by increasing returns production and technological factors, then the intensification of the production process is performed. If additional resources are involved, and there is no changes in quality indicators, such a development is extensive in nature.

Based on the definitions and targets for the development of textile industry activities, these enterprises are aimed at improving their state of financial and economic, industrial and technological, organizational areas of intensive methods, i.e. methods aimed at improving the quality characteristics of these areas [9], the requirements of time and describes greatly the impact of innovations [2; 14].

Current management involves transformation approaches regarding construction of behavior model on the market from classic to creative application based on technologies that are oriented to provide intensification of development and growth of enterprises innovative activity [5; 7]. There is a need not only in theoretical understanding [8], but in research of conditions and problems of practical application of creative technologies in forming the strategy of textile industry. For this purpose, the author of this article conducted a survey among leaders and experts of 20 enterprises of Ukraine textile industry (who were elected in the order of small random of the totality of Ukraine textile industry) to characterise the creative management of textile industry (due to the assessment of enterprise activities in which they involved) [3]. Results of the study are presented in Table 1 and 2. Graphically average score for criteria is reflected in Figure 1 and 2 (compiled by the author).

Table 1

**The current system of creative management of Ukraine textile industry enterprises: results of the evaluation**

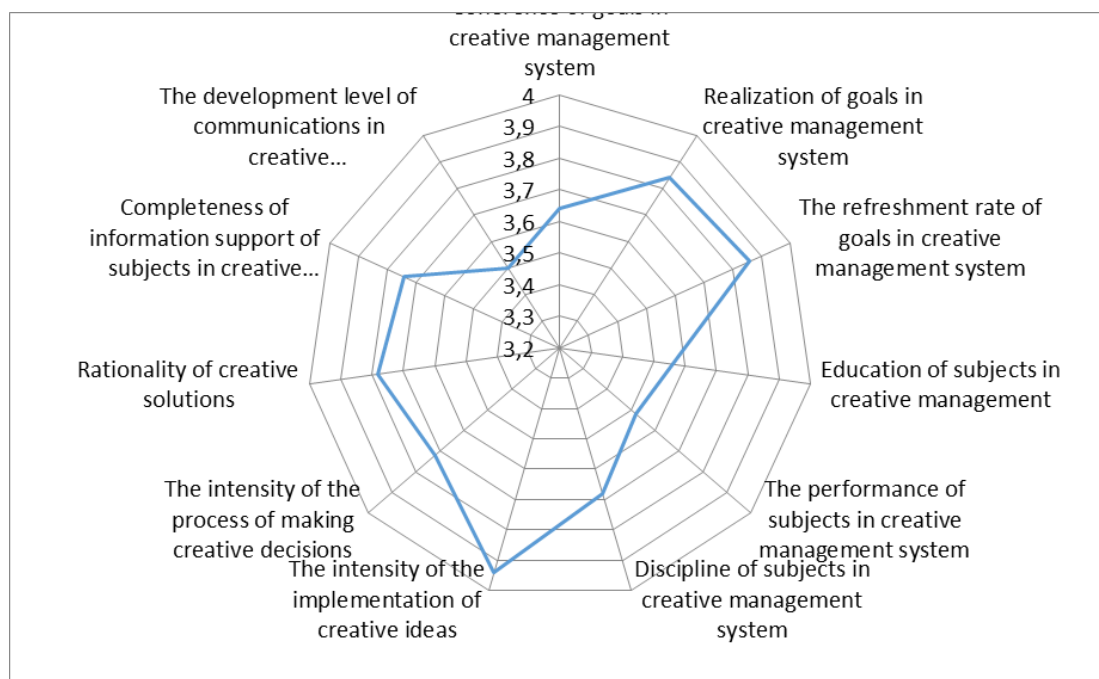
The criteria that characterize enterprise creative management system	Points					Average score
	1	2	3	4	5	
Coherence of goals in creative management system	2	7	15	9	17	<b>3,64</b>
Realization of goals in creative management system	3	6	9	10	22	<b>3,84</b>
The refreshment rate of goals in creative management system	3	5	6	18	18	<b>3,86</b>
Education of subjects in creative management	3	7	13	13	14	<b>3,56</b>
The performance of subjects in creative management system	5	6	10	16	13	<b>3,52</b>
Discipline of subjects in creative management system	4	4	14	10	18	<b>3,68</b>
The intensity of the implementation of creative ideas	1	4	12	13	20	<b>3,94</b>
The intensity of the process of making creative decisions	2	7	13	9	19	<b>3,72</b>
Rationality of creative solutions	3	5	8	18	16	<b>3,78</b>
Completeness of information support of subjects in creative management system	1	10	10	9	20	<b>3,74</b>
The development level of communications in creative communication management system	2	9	14	12	13	<b>3,50</b>
<b>Average score</b>						<b>3,71</b>

Average score in table is calculated by the number of respondents, points, for example, for the first criterion from the Table 1 is calculated as  $= (2*1+7*2+15*3+9*4+17*5)/50=3,64$ .

Table 2

**Priorities of development of creative management of Ukraine textile industry: results of the evaluation**

The criteria that characterize enterprise creative management system	Points					Average score
	1	2	3	4	5	
Coherence of goals in creative management system	0	9	15	6	20	3,74
Realization of goals in creative management system	5	6	6	10	23	3,80
The refreshment rate of goals in creative management system	3	3	6	18	20	3,98
Education of subjects in creative management	3	7	13	13	14	3,56
The performance of subjects in creative management system	5	6	10	16	13	3,52
Discipline of subjects in creative management system	4	4	14	8	20	3,72
The intensity of the implementation of creative ideas	1	4	12	13	20	3,94
The intensity of the process of making creative decisions	3	7	13	9	18	3,64
Rationality of creative solutions	3	5	8	18	16	3,78
Completeness of information support of subjects in creative management system	1	10	10	8	21	3,76
The development level of communications in creative communication management system	2	8	11	16	13	3,60
<b>Average score</b>						<b>3,73</b>



**Figure 1. Average scores of criteria that characterise the current management system of Ukraine textile enterprises**

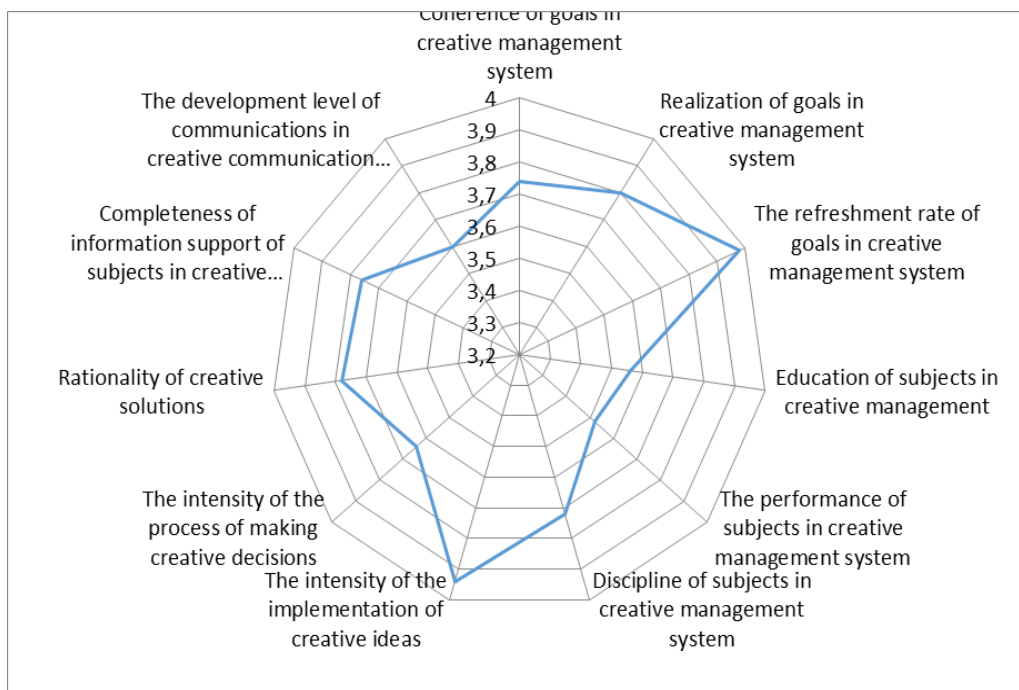


Figure 2. Average score of criteria that characterise the priorities for development of creative management of Ukraine textile industry

The degree of research representativeness that should characterize the quality and impartiality of the inquiry, estimated using Student's criterion [3]: average score for each criterion was compared with the distribution (the difference between mid interval ( $x'$ ) and average ( $\bar{x}$ ) –  $x' - \bar{x}$ ; value received  $x' - \bar{x}$  compared with a mean square deviation that is calculated by the

formula:  $\sigma = \sqrt{\frac{\sum (\bar{x} - \frac{\sum x}{11})^2}{11}}$ , thus the determined value  $t = \frac{x' - \bar{x}}{\sigma}$ , which in

magnitude can not be greater than the value of Student criterion (defined tabular method for probability of 0.95 and the number of degrees of freedom  $k=n-1=49$ ) [3]. Results of comparison of value  $t$  with the Student criterion makes it possible to argue that the study was conducted efficiently and opinions of respondents regarding the subject of the study can be used to make statistical report. The study showed that the overall creative management system in textile industry enterprises of the country can be assessed as satisfactory, but it needs considerable development. The most problematic are: development of communications; productiveness in creative management; education in creative management.

Analysis of the definition of innovative development strategic guidelines of textile industry also showed that: economic efficiency of these companies is determined by their focus on production growth; marketing activities focused primarily on selective market segments; competition on quality grounds - primarily price; sale activity is characterized by the fact that the cost of production in the investigated enterprises significantly exceed the cost of sales; human resources management is characterized by the fact that the share of knowledge workers is far less than the proportion of manual labor workers, but to ensure price competitiveness, enterprises have to ensure the condition under which the dynamics of productivity is greater or equal to wage dynamics; optimization of enterprises management is based on administrative methods and approaches.

The prior directions that have the most significant influence on the development of creative management of Ukraine textile industry are: Update the goals of the creative management system; Realization of goals in creative management system; **The intensity** of the creative ideas implementation. Therefore, we can say that for textile industry is very important to have well-defined, clear targets in creative management system, and a clear plan, mechanisms, instruments and intensity to fulfill these goals. All other criteria are also important, but largely derived from the principal – goals performance. There are also questions to determine the precise order of formation and implementation of creative technologies in the enterprises management that are still not displayed and not processed.

According to the accepted definitions, to the innovative enterprise nature suits only intense (but not extensive) methods that lead to reducing of the cost and complexity of manufacturing, productivity growth [12]. Based on adequacy of intensive methods of industrial capacity [4; 6], the innovation development process for textile industry without the implementation of additional measures is impossible to ensure, due to: technological backwardness of existing production facilities of most enterprises, that limits the possibility for the production of the latest products; dominance of approved extensive programs of restructuring and development, and not of intensive measures to their development; not optimal patterns of production capacity, lack of specialization, outsourcing inefficiency; lack of investment, local nature of technical upgrading of enterprises; low creativity of administrative decisions regarding innovation and intensification of production; lack of modern organization methods of production as well as management with the use of IT-technologies.

Thus, based on the definition of strategic guidelines of textile industry innovative development, it should be noted that these enterprises are characterized by extensive development character, but there are some prerequisites for intensification of development, particularly if company will provide the strategic plan with at least one of the following conditions: the priority of costs reducing; equaling of cost of sales to the level of production costs; a significant increase in mental work; stematic approach to the reorganization of production, then the company can intensify the base for development.

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At the same time, intensive development in the current situation is not a priority, it should focus on providing innovative development, it is important at the level of management to clearly understand that and form the development strategy and be guided not by achieving a higher level of intensive development as the ultimate point, but to achieve innovative character of development. In our opinion, in the analyzed enterprises, the transition to innovative development can be achieved only by - transition to intensive development, or individual elements of management (including situational approach to management, may be not efficient with administrative management, making the system less manageable).

Therefore, domestic enterprises of textile industry to successfully adapt to the dynamic changes in the environment, build and implement an effective development strategy, form the prerequisites for intense development requires an effective system of creative management. Achieving this is impossible without creativity, without development and creative application of management technologies at the strategic level. As for the creative use of technologies as a tool to optimize enterprise's expenses, the author proposes the following methods:

1. *Optimize cost factors that characterize the creative technologies* on the enterprises of textile industry and compare with the performance of the organization (if the state of creative activity is improving in cost optimization - the goal is achieved) and structures that are not proportionally compared with indicators of activity and mostly defined by organizational structure (improving organizational structures, which leads to cost optimization should be the benchmark for the use of creative technologies in this area). It is supposed to develop new organizational structures of textile industry enterprises in terms of cost management optimization.

2. *Optimization of the value chain through the use of creative technologies*, by accounting of loss mechanisms throughout the value chain of the enterprise; to analyze the different stages of the overall value chain, which is part of the organization; to analyze the full value chain within the organization.

3. *Optimization of strategic positioning by using creative technologies* that provides the inclusion in the scope of accounting and cost analysis of information on strategic development of the organization and the economy as a whole, creating basic strategic units: leadership in costs; product differentiation.

Management focused on stimulating these areas has to become a key element, the basis of modern management in textile industry enterprises, and should focus not on using a single creative idea but permanently reproductive capacity for the generation and implementation of such ideas to life that is possible by continuous use of creative technologies. Creativity as a process of creative generation and construction of new ideas, plans, innovative management solutions, including (especially - the construction of enterprise strategy), reveals so the ability to generate new knowledge and practical actions by the expansion and transformation of reality into perspective capable to systematically reorganize the present into the future according to a strategic goal.

**Findings.** Based on the processes of textile industry enterprises in the article determined the role of creative technologies to foster this development and points out the strategic guidelines for the textile industry development. The extensive type of development has to change towards the development intensification that should be based on the priority basis to reduce costs; reducing of cost sales to the level of production costs; significant increase in mental work; systematic approach to the production reorganization.

Thus, the transition to innovative development for Ukraine textile industry can be achieved only through the transition to intensive development, or individual elements of management (including situational approach to management, with dominated manual labor, low productivity and price competition may not be effective even in the administration management, which would make the system less manageable). In the article presented the theoretical foundation and formation of the intensive type of development for Ukraine textile industry through the use of creative technologies management. Management focused on stimulating is proposed as a key element of modern management in textile industry enterprises, and should focus not on using a single creative idea but on permanent reproductive capacity for the generation and implementation of such ideas to life, which is possible by continuous use of creative technologies.

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