

THEORETICAL AND METHODOLOGICAL BASES FOR IMPLEMENTING THE CREATIVE MANAGEMENT TECHNOLOGY «FACTORY OF IDEAS» INTO ARCHITECTURAL AND CONSTRUCTION COMPANY

MAKATORA Dmytro¹, KUBANOV Ruslan²

¹ National Technical University of Ukraine «Igor Sikorsky Kyiv Polytechnic Institute»

<https://orcid.org/0000-0002-1909-900X>

e-mail: makatora_d@ukr.net

² Separate structural subdivision "Institute of Innovative Education of the Kyiv National University of Civil Engineering and Architecture"

<https://orcid.org/0000-0002-0121-4858>

e-mail: kubanov12@gmail.com

The article is devoted to studying the theoretical and methodological foundations of implementing the creative management technology «factory of ideas» in the activities of an architectural and construction company. The authors emphasise the relevance of this problem in the modern market environment, where architectural and construction companies face high competition and fast changing consumer demands. In addition to improving technological processes, companies need to introduce modern management methods aimed at stimulating the creative potential of employees and generating innovative solutions in order to ensure success and sustainable development. The study looks at the nature and the main stages of the implementation of a «factory of ideas» in an architectural and construction company. The key stages are identified as follows: preparation phase, formation of working groups, organisation of training for employees, collection and analysis of ideas, development of strategies for their implementation, pilot implementation, monitoring and control of implementation, and continuous improvement of a creative management element. The article addresses the issue of implementing BIM technologies in an architectural and construction company by giving an example of the implementation of a «factory of ideas». The article is a detailed description of the implementation of the above stages in this context. It has been found that for the manager-head of an architectural and construction company, participation in the «factory of ideas» can be an important motivational factor. According to these reasons, this process stimulates creativity, encourages interacting and collaborating with the team, and maintains openness to new ideas. As a result, participation in the factory of ideas increases the manager's motivation, promotes the development of creative thinking and communication skills, and contributes to finding innovative solutions in the architectural and construction industry. It is emphasised that the successful implementation of the factory of ideas can be a key factor in increasing the company's competitiveness and ensuring that it continues to develop and innovate. The paper concludes that the introduction of a factory of ideas in architectural and construction companies allows all employees to be actively involved in solving key tasks. It promotes the creation of new ideas and the improvement of the existing ones. The main benefits are an increase in work efficiency, the stimulation of creativity and innovative thinking, and an improvement in team communication and co-operation. At the same time, the authors stress the importance of proper staff training, monitoring of implementation results and continuous improvement of the «factory of ideas» as a tool for creative management.

Keywords: architectural and construction company, creative management technology, factory of ideas, innovation, creative potential, management levels, competitiveness.

<https://doi.org/10.31891/mdes/2024-14-26>

INTRODUCTION

Architectural and construction companies face fierce competition and rapidly changing consumer demands in the current market environment. In order to ensure market success and sustainable development, companies need not only to improve their technological processes, but also to adopt the latest management methods aimed at stimulating the creative potential of employees and ensuring the search for innovative solutions. In this context, the introduction of creative management technologies, especially the «factory of ideas» element of modern management, is very important.

A key factor in increasing competitiveness and ensuring innovative development can be the introduction of a «factory of ideas» in the activities of an architectural and construction company. This is an innovative management method whose aim is to stimulate the creative abilities of employees, the cognitive activity of the team and the search for new solutions in the course of work. The application of this methodology can contribute to the improvement of the quality of work, the increase of production efficiency and the identification of internal reserves for innovative development.

However, certain difficulties and challenges can be associated with the introduction of creative management technologies such as the «factory of ideas» in the architectural and construction sector. Managing the creative process requires considering specific aspects and possibly adapting the methodology to the specific needs of the company, due to the peculiarities of this sector. Therefore, it is necessary to study theoretical foundations, analyse international experiences and develop individual implementation strategies adapted to the specifics of the company's activities in order to successfully implement the «factory of ideas» in the activities of an architectural and construction company.

LITERATURE REVIEW

In the works of Ukrainian and foreign scientists various aspects of this problem have been studied and presented, e.g: R. Marutian [1]; S. Baranova [2]; I. Albul [3]; V. Tomakh, T. Doroshenko, Y. Tymoshenko

[4]; A. Kholodnytska, A. Kotelenets [5]; Z. Yurynets [6]; L. Sager, L. Syhyda, A. Kolesnyk [7]; V. Perehudova [8]; H. Zakharchyn [9]; A. Polianska, V. Martynets [10]; M. Chorna, S. Glukhova [11].

The purpose of the research is to determine the theoretical and methodological bases for using the creative management technology «factory of ideas» in the activities of an architectural and construction company, its impact on the company's efficiency and effectiveness.

MAIN PART

A «factory of ideas» in an architectural and construction company is a management and methodological approach to management aimed at stimulating creativity and innovative activity of employees in the field of architecture and construction. Effective implementation and improvement of innovative solutions through active search, discussion and implementation of innovative concepts in the practical activities of the company is a defined element of creative management. Creating a favourable environment for the development of the team's creative potential, increasing work efficiency and achieving innovative results in the company's activities is the main objective of introducing a «factory of ideas» in an architectural and construction company.

The introduction of an important element of creative management, the «factory of ideas», into the activities of an architectural and construction company includes the following stages:

1. The preparation phase, which includes analysing the company's needs and capabilities for implementing the «factory of ideas».
2. The formation of working groups that will be responsible for the analysis and implementation of ideas in the company.
3. Organisation of training and education for employees in order to improve their skills in handling the ideas and methods of creative thinking.
4. Collection and analysis of ideas in working groups in order to select the most promising and innovative concepts.
5. Development of strategies for implementing the selected ideas and planning their implementation in the company.
6. Pilot implementation of the idea in practice to test its effectiveness and identify potential problems and solutions.
7. Monitoring and control of the implementation of the ideas in order to assess their impact on the efficiency of the company.
8. Continuous improvement of the creative management element of the «factory of ideas» on the basis of the results and employee feedback in order to achieve better results.

Let us look at the stages identified in more detail.

The first stage in the implementation of a «factory of ideas» in an architectural and construction company is the preparation phase, which involves a detailed analysis of the company's needs and capabilities in order to determine its readiness for the implementation of this technology. At this stage, it is important to find out whether employees are ready for change, whether the necessary resources are available, and what specific problems can be solved with the help of a «factory of ideas» [1].

The preparation phase also includes studying the experiences of other companies that have already successfully implemented the management and methodological approach of the idea factory. This is done in order to follow their example and use the most effective practices. In addition, in order to define priorities and strategies according to the specifics of the company's activities, market trends and competitors may be analysed.

Identifying and involving key stakeholders in the process of implementing the idea factory, such as the company's management, specialists from different departments, etc., is the next important step at this stage. This will help to ensure that the process of implementing a new management approach is supported from the top and from the bottom, and that responsibility is shared among all those involved.

After the preparation phase of implementing the «factory of ideas» approach in the activities of an architectural and construction company, the next step is to form working groups that will be responsible for analysing and implementing the ideas that emerge. The key aspect in forming such groups is the selection of different profiles and competencies of participants from different departments and levels of the company. This ensures a variety of approaches and promising solutions [2].

The group should be well-balanced in terms of skills. Each member should be able to make a significant contribution to the development and implementation of ideas. In addition, in order to stimulate the creative potential of each participant and to work together on ideation solutions, it is important to provide participants with flexibility and the opportunity to express their opinions and skills [3].

A key role in creating effective working groups is the support and leadership of senior management. Management should encourage co-operation, creativity and interaction between group members, thus facilitating active discussion of ideas and their implementation in practice, in pursuit of common goals and objectives of the company [4].

After the formation of working groups, a key stage in the implementation of a «factory of ideas» is the organisation of training and education for employees to improve their skills in working with ideas and methods of creative thinking. Training can include aspects such as the development of creative skills, communication techniques, idea generation and evaluation skills, and the development of teamwork [5].

Training can be delivered either internally by company employees with relevant skills, or through the use of external trainers or consultants with experience in creative thinking techniques. It is important that the training considers the individual characteristics and needs of the group members and is focused on the specific objectives of the company.

Improving employees' skills in working with ideas and creative thinking will help to create an innovative environment in the company. Every employee will have the opportunity to contribute to finding solutions and improving processes. This approach will help to stimulate creativity and improve the effectiveness of working groups in the implementation of ideas in the company.

After the training and exercises, working groups are formed to actively interact to collect and analyse ideas in order to select the most promising and innovative concepts. Encouraging a free exchange of ideas, creativity and the search for unconventional solutions by group members is important during this process. An effective way of collecting and analysing ideas will ensure that the best concepts are selected for further development and implementation.

In order to ensure a wide range of perspectives and approaches to the problem, it is important to consider the diversity of opinions and perspectives of the participants when processing ideas in working groups. Ideas can be analysed using specific techniques and tools, such as brainstorming, mind mapping or SWOT analysis. These allow an objective assessment of concepts and determine their potential value [6].

Brainstorming, for example, is a creative method for the rapid generation of ideas and problem-solving. In brainstorming, the focus is on the quantity rather than the quality of suggestions, and participants are free to put forward any ideas without discussion or criticism. By focusing on the development of different ideas, brainstorming aims to stimulate the creativity of the group and find the most effective solution to the problem [7].

Mind mapping is a method of visualising ideas and concepts through the creation of diagrams or maps that reflect different aspects of the topic under the study. Mind mapping helps to organise and structure information in a way that makes it easier to understand and remember. It can help develop creative thinking and analytical skills and can be used for project planning, organising thoughts, problem solving, learning and other purposes [8].

Therefore, in order to ensure a wide range of perspectives and approaches to solving the problem, it is important to consider the diversity of opinions and perspectives of the participants in the working groups. The analysis of ideas allows an objective evaluation of concepts and their potential value through the use of different techniques and tools, such as brainstorming and mind mapping. In particular, the optimal development path for the company can be chosen by selecting the most promising and innovative concepts through the collective analysis of ideas. In the face of constant market changes, this approach will help to implement innovative solutions that will improve the company's competitiveness and business development.

The next step is to develop strategies to implement the selected ideas and plan their implementation in the company, once the most promising and innovative concepts have been selected within the working groups. This is an important step in the development of clear and specific actions for the implementation of innovative solutions in the real business environment. Approving budgets, defining deadlines and responsible parties, and developing a detailed action plan can all be part of the strategy for implementing ideas.

Planning for implementing selected ideas in the company involves not only implementing the concept itself, but also monitoring its implementation, evaluating its effectiveness and adjusting the strategy if necessary. It is important to provide adequate support and resources for the successful launch of innovative projects and to identify key performance indicators that will be used to track their success.

The development of strategies for the implementation of ideas in the company is a driver for performance improvement and business development. This process allows you to streamline the team's activities, prioritise tasks and ensure that they are focused on achieving the company's strategic goals

through innovative solutions. The key to successful business transformation and ensuring competitiveness in the marketplace is careful planning and implementation of the idea implementation strategy [9].

After the development of idea implementation strategies in the company, an important step is the pilot implementation of the idea in practice. In this stage, the selected concept is tested on a limited scale to determine its effectiveness. It is also used to identify potential problems and challenges that may arise during implementation. Piloting allows for a deeper understanding of the innovation's prospects, as well as the necessary adjustments to the strategy needed to implement it in full.

A clear action plan and defined success criteria that allow an objective assessment of the results of the pilot are important when piloting an idea. In order to identify and resolve problems early on, the project team should actively monitor and analyse the data collected during the pilot phase. It is at this stage that the strengths and weaknesses of the idea can be identified and ways of improving it identified [10].

The key to successful full implementation of an idea may be to pilot it in practice. This stage allows you to determine the best way to implement the innovation, as well as to monitor the reaction of consumers or colleagues to the innovation. Thorough analysis of the pilot results will allow the company to make informed decisions about the next steps in developing the concept and ensuring its successful implementation.

Once ideas have been piloted, monitoring and controlling their implementation in the company is one of the most important stages. This involves systematic monitoring of how the selected ideas work, how they affect internal processes and how the company performs. Monitoring allows to identify potential problems in time, to make adjustments and to ensure high efficiency in implementing the ideas [11].

It is important to identify key performance indicators that allow an objective assessment of the impact of the implementation of ideas on the company's performance when monitoring and controlling their implementation. Such indicators may relate to financial performance, customer satisfaction, process efficiency or other aspects of the company's operations. By analysing these indicators, it is possible not only to determine the success of the implementation of ideas, but also to make appropriate adjustments to improve results.

Monitoring and controlling the implementation of ideas is of strategic importance to the company, as it allows you to assess their impact on the company's performance and to respond to any problems in a timely manner. A properly structured monitoring process allows you to make informed decisions about developing initiatives, ensuring long-term business success in a changing business world.

Continuous improvement of the «factory of ideas» management area is one of the key principles of the company's successful work with ideas. This process involves the analysis of the results of the implementation of the latest concepts, as well as the consideration of employee feedback and suggestions in order to achieve even higher performance. In order to increase creativity and innovation in the company, continuous improvement of the «factory of ideas» is necessary.

Once new ideas have been put into practice, there must be a systematic analysis of the results and an assessment of their impact on the company's operations. At this stage, it is possible to understand which approaches work well and which need adjustment. Analysis of the data and feedback from employees helps to identify shortcomings and suggestions for improvement in the creative management element of the «factory of ideas» in order to achieve better results. Continuous improvement of the «factory of ideas» is therefore an important step in the improvement of the company's competitiveness and the stimulation of the team's innovative potential. By continuously analysing the results, considering employee feedback and making appropriate changes to the methodology, you can create a favourable atmosphere for the development of creative thinking and the search for new solutions. This will help to achieve better results and the successful development of the company.

Using the decision to implement BIM technologies in the activities of an architectural and construction company as an example, let us consider the use of the «factory of ideas» [12; 13]. As far as the stages are concerned:

1. The needs and capabilities of an architectural and construction company to implement BIM technologies are analysed in the preparation phase. This will include a study of the existing business processes, identification of problems and opportunities for improvement through the use of digital technologies.

2. Setting up working groups that will be responsible for analysing and implementing BIM ideas within the company. These working groups can be made up of representatives from the design, production, technical support and project management departments.

3. Organising training and education for employees in the use of BIM technologies which include software familiarisation, 3D modelling skills training and the use of additional design process improvement tools.

4. Collection and analysis of ideas for the implementation of BIM technologies in the company, where working groups work together to identify which specific processes and projects can be improved through the use of digital solutions.

5. Development of strategies for implementing the selected BIM ideas and planning of their implementation in the company. This includes the identification of the steps required to implement the technology, the assignment of responsibilities and the setting of deadlines for the completion of tasks.

6. Piloting BIM technologies on one of the projects to test their effectiveness and identify potential problems. The stage enables the impact of innovations to be assessed and further improvements to be identified.

7. Monitoring and controlling the implementation of BIM technologies in order to assess their impact on the efficiency of the company. This includes the tracking of results, the identification of successes and the resolution of potential problems in the process of using new technologies.

8. Continuous improvement of the creative management element of the «factory of ideas» on the basis of the results and feedback from employees in order to achieve better results in the management of BIM technologies.

Undoubtedly, it is an important step for companies in today's competitive world to develop the management and technological direction of the «factory of ideas». This technology encourages employees to find and implement new ideas to improve operations and allows them to play an active role in the company's development.

Successful implementation of a «factory of ideas» can lead to increased innovation within a company, which is a key factor in helping it to compete in the marketplace. A company can change and adapt to changes in the business environment by encouraging employees to come up with new approaches and solutions. A company can solve problems more effectively and respond more quickly to changing market conditions by involving all employees in the process of generating and implementing ideas. More effective solutions can be found and implemented through collective wisdom.

It's also important to identify leaders and coordinators of the «factory of ideas». They will be responsible for organising and supporting the innovation process in the company. The aim of their efforts is to maintain energy and a positive attitude in the team, which will contribute to an increase in the quantity and quality of ideas. Ongoing analysis and evaluation of the «factory of ideas» is an aid to the identification of potential problems and the improvement of the interaction process between employees. The development of new and better approaches to solving the company's problems is encouraged through regular meetings and discussion of ideas. Giving every employee, regardless of position or status, the opportunity to contribute to the «factory of ideas» is important. In this way the creativity and initiative of the whole team can be stimulated, which will contribute to a more efficient development of the company [14].

In particular, the «factory of ideas» can be an important motivating factor for the activities of the manager of an architectural and construction company for several reasons [14; 15]:

1) Inspire creativity: the «factory of ideas» stimulates creativity and innovative approaches, which can be motivating for the managing director. The most effective solutions and approaches to problems can be found through the ability to jointly generate and implement new ideas.

2) Interact and Communicate: a «factory of ideas» encourages interaction and collaboration between team members, which can increase managerial motivation by encouraging collective dialogue and problem solving.

3) Encourage open-mindedness: managers may struggle to develop innovative strategies and operate in conventional ways. Participation in a «factory of ideas» can help open minds to new approaches. It can also help create a sense of ownership for the success and development of projects.

4) Thus, by helping to activate creative thinking, improve communication skills and maintain openness to new approaches and ideas, a «factory of ideas» can be a valuable motivational tool for a manager.

5) It should be noted that developing a «factory of ideas» cannot only serve as a means to improve the company's efficiency, but also contribute to changing the organisational culture to become more open and innovative. This will attract the best talent to the company and create the conditions for sustainable success in the marketplace.

CONCLUSION

A key factor in stimulating innovation and improving processes in the construction industry is the introduction of the innovative creative management tool «factory of ideas» into the activities of architectural and construction companies. This methodology allows companies to actively involve all employees in solving key tasks. This contributes to the emergence of new ideas and the improvement of existing ones. Increased efficiency, stimulation of creativity and innovative thinking among employees, and improved communication and teamwork are the main benefits of implementing a «factory of ideas» in construction companies. This helps to generate new ideas and make them successful. Training and educating employees to improve their professional skills and prepare them to actively participate in the idea generation and improvement process is an important step in implementing a «factory of ideas». Finally, it is important to monitor the results of the implementation of the «factory of ideas» in the activities of the architectural and construction company, to monitor the successes and problems encountered along the way, and to respond quickly to changes in order to ensure the continuous development and improvement of the company's work. The implementation of a «factory of ideas» is a complex and exciting process that helps to create favourable conditions for the innovative and creative development of the company and to achieve high results in construction.

Developing a «factory of ideas» cannot only help improve the company's efficiency, but also help change the organisational culture to become more open and innovative. This will create the conditions for sustainable success in the marketplace. It will also attract the best talent to work for the company. The implementation of a «factory of ideas» requires a systematic approach, the involvement of all employees and continuous improvement. However, it is this comprehensive approach that will allow architecture and construction companies to achieve high results and strengthen their competitive position in the market.

It is also important to understand that implementing a «factory of ideas» is not a one-off event. It is an ongoing process that requires management attention and support. Only through regular analysis of the results, consideration of employee feedback and implementation of the necessary changes will the company be able to achieve maximum efficiency from the implementation of this innovative management approach. The systematic improvement of the «factory of ideas» will create a favourable environment for the development of the team's creative potential. This in turn will ensure the sustainable innovative development of the architectural and construction company.

In particular, setting up a «factory of ideas» can serve as a platform for establishing effective collaboration between different parts of a company. It can help to improve communication, mutual understanding and coordination of efforts in solving complex problems by involving representatives from different departments to work together on ideas. In this way, a «factory of ideas» can become not only a source of innovative solutions, but can also be a catalyst for cultural change and the development of teamwork in a company.

It should be noted that the specifics of the industry and the characteristics of a particular architectural and construction company need to be considered for the successful implementation of a «factory of ideas». In order to develop an effective implementation strategy and adapt the methodology to the company's needs, it is necessary to carefully analyse the needs, opportunities and barriers that may arise. Only a comprehensive approach can ensure the successful implementation of a «factory of ideas» and achieve the expected results, combining theoretical knowledge, practical experience and consideration of contextual factors.

To sum up, implementing a «factory of ideas» in an architectural and construction company is a powerful tool for stimulating innovation, improving performance and strengthening the company's competitive position in the market. This management approach encourages creative thinking and a culture of innovation by involving the whole team in the search for new solutions. Key factors in the successful implementation of a «factory of ideas» in the architecture and construction industry include careful planning, staff training, monitoring of results and continuous process improvement. In this way, this innovative tool for creative management can become an integral part of the development strategy of a modern construction company.

REFERENCES:

- 1) Marutian, R. R. (2020). *Intelektualno-resursne zabezpechennia derzhavnoho upravlinnia u sferi natsionalnoi bezpeky Ukrainy: monohrafiia* [Intellectual and resource support of public administration in the sphere of national security of Ukraine: monograph]. Kyiv: TsP «Komprynt». 410 p. [in Ukrainian].
- 2) Baranova, S. V. (2020). *Osobystisna zrilist ta vidpovidalnist: sotsialno-psykholohichniy aspekt: monohrafiia* [Personal maturity and responsibility: socio-psychological aspect: monograph]. Kyiv: Interkontynental-Ukraina. 364 p. [in Ukrainian].
- 3) Albul, I. (2024). *Sotsialni aspekty liderstva i kerivnytstva* [Social aspects of leadership and management]. *SworlJournal*, No. 26-02, P. 57-62 [in Ukrainian].

- 4) Tomakh, V., Doroshenko, T., Tymoshenko, Yu. (2024). Styli liderstva ta yikh vplyv na upravlinnia pidpriemstvom [Leadership styles and their impact on enterprise management]. *Ekonomika ta suspilstvo = Economy and society*, Vol. 60. DOI: <https://doi.org/10.32782/2524-0072/2024-60-149> [in Ukrainian].
- 5) Kholodnytska, A. V., Kotelenets, A. M. (2018). Vykorystannia treninhovykh program yak napriam pidvyshchennia diialnosti pidpriemstva [Using training programs as a way to improve the company's performance]. *Ekonomika ta suspilstvo = Economy and society*, Vol. 19, P. 666–671 [in Ukrainian].
- 6) Yurynets, Z. V. (2016). Formuvannia innovatsiinykh stratehii: teoriia, metodolohiia, praktyka: monohrafiia [Formation of innovation strategies: theory, methodology, practice: monograph]. Lviv: SPOLOM. 412 p. [in Ukrainian].
- 7) Saher, L. Yu., Syhyda, L. O., Kolesnyk, A. A. (2018). Interaktyvni metody navchannia yak instrument marketynhu osvityvnykh posluh [Interactive teaching methods as a marketing tool for educational services]. *Visnyk SumDU. Serii: Ekonomika = Bulletin of Sumy State University. Series: Economics*, № 4, P. 13–24 [in Ukrainian].
- 8) Perehudova, V. (2020). MIND MAP yak zasib vizualizatsii tekhnolohichnykh protsesiv [MIND MAP as a means of visualizing technological processes]. *Naukovi zapysky BDPU. Serii: Pedahohichni nauky = Scientific notes of the BDPU. Series: Pedagogical sciences*, Vol. 3, P. 88–97. DOI: <https://doi.org/10.31494/2412-9208-2020-1-3-88-97> [in Ukrainian].
- 9) Zakharchyn, H. M. (2008). Innovatsiina kultura v innovatsiinii systemi pidpriemstva [Innovative culture in the innovation system of the enterprise]. *Kultura narodov Prychernomor'ia = Culture of the peoples of the Black Sea region*, № 125, P. 19–21 [in Ukrainian].
- 10) Polianska, A., Martynets, V. (2022). Startap yak seredovyshe spryannia innovatsiinii diialnosti [Startup as an environment for promoting innovative activity]. *Universytetski naukovi zapysky = University scientific notes*, № 1–2, P. 36–50. DOI: <https://doi.org/10.37491/UNZ.85-86.4> [in Ukrainian].
- 11) Chorna, M. V., Hlukhova, S. V. (2012). Otsinka efektyvnosti innovatsiinoi diialnosti pidpriemstv: monohrafiia [Assessment of the effectiveness of innovative activities of enterprises: monograph]. Kharkiv: KhDUKht. 210 p. [in Ukrainian].
- 12) Prusov, D., Makatora, D., Kubanov, R. (2024). Methodological basis of bim-analysis of damage and assessment of impacts, consequences, resources for restoration of buildings and structures. *Opir materialiv i teoriia sporud = Resistance of materials and theory of structures*, № 112, P. 302–315. DOI: <https://doi.org/10.32347/2410-2547.2024.112.302-315>; URL: <http://omtc.knuba.edu.ua/article/view/305597>.
- 13) Yashchenko, O. F., Makatora, D. A., Kubanov, R. A., Zynych, P. L., Prusov, D. E. (2024). Theoretical and Methodological Bases for Implementing BIM Technologies in Construction Companies: Essence. Characteristics. Economic Efficiency. *Biznes Inform = Business Inform*, № 1, P. 167–117. DOI: <https://doi.org/10.32983/2222-4459-2024-1-167-177>; URL: https://www.business-inform.net/export_pdf/business-inform-2024-1_0-pages-167_177.pdf.
- 14) Kubanov, R. A., Makatora, D. A., Yashchenko, O. F. (2024). Motivational Mechanism of an Architectural and Construction Manager's Activity. *Biznes Inform = Business Inform*, № 8, P. 399–412. DOI: <https://doi.org/10.32983/2222-4459-2024-8-399-412>; URL: https://www.business-inform.net/export_pdf/business-inform-2024-8_0-pages-399_412.pdf.
- 15) Kubanov, R., Yashchenko, O., Makatora, D. (2024). Overcoming the architectural and construction manager's professional and psychological academicism towards clients: problems and solutions. Modeling the development of the economic systems, № 3, P. 21–29. DOI: <https://doi.org/10.31891/mdes/2024-13-3>; URL: <https://mdes.khmnu.edu.ua/index.php/mdes/article/view/364/348>

ТЕОРЕТИКО-МЕТОДИЧНІ ЗАСАДИ ВПРОВАДЖЕННЯ КРЕАТИВНОЇ ТЕХНОЛОГІЇ УПРАВЛІННЯ «ФАБРИКА ІДЕЙ» У ДІЯЛЬНІСТЬ АРХІТЕКТУРНО-БУДІВЕЛЬНОГО ПІДПРИЄМСТВА

МАКАТЮРА Дмитро¹, КУБАНОВ Руслан²

¹ Національний технічний університет України «Київський політехнічний інститут імені Ігоря Сікорського»

² Відокремлений структурний підрозділ «Інститут інноваційної освіти Київського національного університету будівництва і архітектури»

Стаття присвячена дослідженню теоретико-методичних засад впровадження креативної технології управління «фабрика ідей» у діяльність архітектурно-будівельного підприємства. Авторський колектив акцентує увагу на актуальності даної проблеми в умовах сучасного ринкового середовища, коли архітектурно-будівельні підприємства стикаються з високим рівнем конкуренції та швидкими змінами у вимогах споживачів. Для забезпечення успіху та сталого розвитку компаніям необхідно не лише вдосконалити технологічні процеси, а й впроваджувати новітні методи управління, спрямовані на стимулювання творчого потенціалу співробітників та генерацію інноваційних рішень. У дослідженні розглянуто сутність та основні етапи впровадження «фабрики ідей» на архітектурно-будівельному підприємстві. Визначено, що ключовими кроками є: підготовчий етап, формування робочих груп, організація тренінгів для персоналу, збір та аналіз ідей, розробка стратегій їх впровадження, пілотний запуск, моніторинг і контроль за реалізацією, а також постійне вдосконалення даного елемента креативного менеджменту. Наводиться приклад впровадження «фабрики ідей» для вирішення питання щодо впровадження BIM-технологій на архітектурно-будівельному підприємстві. Детально описано, як реалізуються зазначені етапи у даному контексті. Визначено, що участь у «фабриці ідей» може бути важливим мотиваційним фактором для менеджера-керівника архітектурно-будівельного підприємства. Згідно з вказаними причинами, цей процес стимулює креативність, сприяє взаємодії та співпраці з командою, а також підтримує відкритість до нових ідей. У результаті, участь в «фабриці ідей» підвищує мотивацію менеджера, сприяє розвитку творчого мислення і комунікаційних навичок, а також сприяє знаходженню інноваційних рішень в архітектурно-будівельній галузі. Підкреслюється, що успішне впровадження «фабрики ідей» може стати ключовим фактором підвищення конкурентоспроможності компанії та забезпечення її інноваційного розвитку. У висновках зазначено, що впровадження «фабрики ідей» на архітектурно-будівельних підприємствах дозволяє активно залучати всіх працівників до вирішення ключових завдань, сприяє виникненню нових ідей та вдосконаленню існуючих. Основними перевагами є підвищення ефективності роботи, стимулювання творчості та інноваційного мислення, покращення комунікації та співпраці всередині колективу. Водночас авторський колектив наголошує на важливості належної підготовки персоналу, контролю результатів впровадження та постійного вдосконалення «фабрики ідей» як інструменту креативного менеджменту.

Ключові слова: архітектурно-будівельне підприємство, креативна технологія управління, фабрика ідей, інновації, творчий потенціал, управлінські етапи, конкурентоспроможність.