

APPROACHES TO FORMING AN INNOVATIVE ENVIRONMENT IN MODERN ENTERPRISES

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Abstract. This article examines the theoretical and practical aspects of developing an innovation culture in enterprises. The impact of innovation culture on enterprise performance, competitiveness, and sustainable development is analyzed. The study highlights the mechanisms for creating an innovative environment through the development of innovative thinking, encouragement of employee initiative, improvement of knowledge management systems, and implementation of digital technologies. Based on the research findings, scientific and practical recommendations for enhancing innovation culture in enterprises have been developed.

Keywords: innovation culture, innovation management, enterprise development, competitiveness, innovative activity, digital technologies, corporate culture, knowledge management, innovation potential, strategic management.

Introduction

The acceleration of globalization processes, the widespread implementation of digital technologies, and the growing transition toward an innovation-driven economy are creating new challenges and opportunities for enterprises worldwide. Under modern economic conditions, ensuring sustainable development and maintaining competitiveness depend not only on financial resources and production capacity but also on the level of innovation potential and innovation culture within organizations [1].

Innovation culture reflects employees' openness to change, support for creativity, encouragement of initiative, and willingness to implement new ideas in practice. Enterprises with a well-developed innovation culture are more likely to generate innovative ideas, successfully implement innovation projects, and improve organizational efficiency.

Therefore, improving the mechanisms for developing innovation culture in enterprises has become one of the most important scientific and practical issues in contemporary management and economic research.

Literature Review

Innovation culture and innovation-driven development have been extensively studied by both international and domestic scholars [2].

J. Schumpeter considered innovation to be the primary driving force of economic development and emphasized that the creation and implementation of new ideas are crucial factors for enterprise success [3].

P. Drucker viewed innovation as a strategic component of organizational activity and highlighted innovation culture as one of the key determinants of business success [4].

E. Schein, in his theory of corporate culture, scientifically substantiated the direct influence of organizational culture on innovative activity [5]. According to Schein, enterprises that cultivate values and principles supporting innovation achieve higher levels of innovation performance.

Research conducted by national scholars also pays considerable attention to innovation development, corporate governance, and the formation of innovation culture under the conditions of digital transformation.

Research Methodology

The study employs a systematic approach, economic-statistical analysis, comparative analysis, scientific generalization, and expert assessment methods.

The information base of the research consists of reports from international organizations on innovation development, scientific publications, studies on corporate governance, and theories of innovation management.

To assess the impact of innovation culture on enterprise performance, indicators such as employee initiative, the number of innovation projects, labor productivity, the share of new products, and enterprise profitability were analyzed.

Analysis and Results

The analysis indicates that enterprises with a developed innovation culture demonstrate significantly higher levels of employee initiative and creative activity. According to studies conducted by Deloitte and OECD, enterprises that actively support innovation culture achieve 30–40% higher efficiency in new product development compared to traditional organizations [6].

The main components of innovation culture include:

- Development of innovative thinking;
- Encouragement of creativity and initiative;
- Establishment of knowledge-sharing systems;
- Development of teamwork culture;
- Learning from mistakes and effective risk management;
- Efficient use of digital technologies.

Table 1¹
**Changes in Enterprise Performance Indicators after the Implementation of
Innovation Culture**

No.	Indicators	Before Implementation (%)	After Implementation (%)	Change
1	Employee initiative	100	128	+28%
2	Number of innovation projects	100	136	+36%
3	Labor productivity	100	121	+21%
4	Share of new products	100	132	+32%
5	Enterprise profitability	100	118	+18%

The data presented in Table 1 show that employee initiative increased by 28%, while the number of innovation projects grew by 36% following the introduction of innovation culture practices. These results indicate the successful formation of an innovative environment and the enhancement of employees' creative potential.

Table 2²
Impact of Innovation Culture on Enterprise Competitiveness

Indicators	Traditional Management (%)	Innovation Culture (%)
Share of new products	35	67
Employee engagement	58	84
Customer satisfaction	69	89
Investment attractiveness	63	85
Competitiveness index	66	91

The results demonstrate that innovation culture strengthens not only the internal capabilities of enterprises but also their market position. In particular, the increase in the competitiveness index to 91% confirms the strategic importance of innovation culture in achieving sustainable competitive advantages.

Existing Problems and Their Solutions

Despite the growing importance of innovation culture, several challenges remain in the process of its development within enterprises.

¹ Source: Compiled by the author.

² Source: Compiled by the author.

First, many organizations lack effective systems for motivating employees to engage in innovative activities.

Second, support mechanisms for innovative initiatives are often insufficient at the managerial level.

Third, limited financial resources for innovation projects reduce opportunities for implementing innovative solutions.

Fourth, underdeveloped knowledge management systems and inadequate corporate training programs hinder the full realization of innovation potential.

To address these challenges, enterprises should:

- Improve incentive systems for innovative ideas;
- Establish corporate innovation centers;
- Organize continuous training and professional development programs;
- Strengthen cooperation between science and industry;
- Create digital knowledge management platforms and databases.

Conclusion

In conclusion, innovation culture is one of the key factors ensuring sustainable development and competitiveness of enterprises. It contributes to the development of employees' creative potential, facilitates the implementation of new ideas, and enhances overall organizational performance.

Further improvement of innovation culture mechanisms, wider adoption of digital technologies, support for innovation projects, and development of employees' innovation competencies will contribute significantly to increasing the competitiveness of enterprises and the national economy as a whole.

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