

**ПЛАТФОРМА 3**  
**СТАЛЕ ПІДПРИЄМНИЦТВО ТА СОЦІАЛЬНА ВІДПОВІДАЛЬНІСТЬ: НОВІ**  
**ГОРИЗОНТИ ПІДПРИЄМНИЦЬКОЇ ОСВІТИ**

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**CREATIVE POTENTIAL AND RESILIENCE IN THE STARTUP**  
**INNOVATION SYSTEM**

The creative potential and resilience in the innovation system of startups form an integral basis for their viability, scalability and ability to operate in the long term under conditions of high uncertainty. In the modern economy, startups function as dynamic, nonlinear systems, where the generation of new ideas, rapid adaptation to changes and the ability to overcome shocks are key factors for success [1; 2].

The creative potential of a startup should be considered as a multidimensional category that includes the individual cognitive abilities of the founders, team creativity, organizational mechanisms for supporting innovation and access to external knowledge. It acts as a source of creating new products, business models and market niches, and also provides the ability to generate non-standard solutions in situations of limited resources [3]. At the same time, creativity in startups is systemic in nature and is formed through interaction with innovation ecosystems, including accelerators, venture funds and research institutions [4].

Resilience of startups is defined as the ability to maintain functionality, quickly recover and transform under the influence of crisis phenomena. It includes financial stability, organizational flexibility, adaptability of the business model and psychological resilience of the team [5]. In the context of modern challenges, in particular war, economic turbulence and global risks, resilience becomes not only a protective mechanism, but also a driver of innovative development [6].

The synergy of creative potential and resilience is manifested in the ability of startups to the so-called “anti-fragile” development, when external shocks not only do not destroy the system, but stimulate it to improve and grow [7]. This is achieved through experimentation, rapid hypothesis testing (lean approaches), flexible resource management and constant iteration of the business model [8].

An important aspect is the role of entrepreneurial leadership, which combines

creative thinking with the managerial ability to act in conditions of uncertainty. Startup leaders act as catalysts for innovation processes, create a culture of openness to change, and ensure resource mobilization even in crisis conditions [9].

The institutional environment also plays a significant role in the development of creative potential and resilience of startups. Access to financing, regulatory support, development of digital infrastructure, and integration into global markets create the prerequisites for sustainable innovative development [10]. In this context, state policies aimed at supporting entrepreneurship and innovation acquire special importance (Fig. 1).

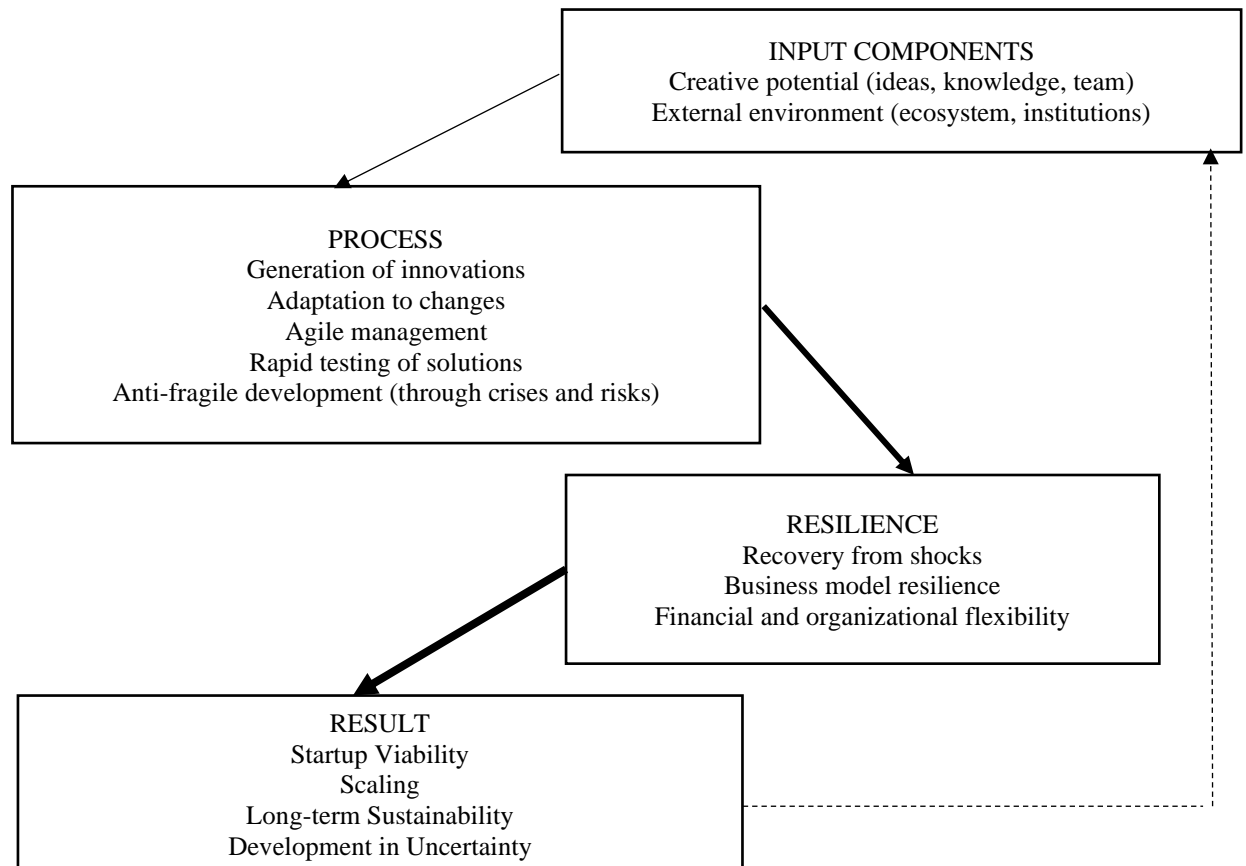


Fig. 1. Schematic representation of creative potential and resilience in the startup innovation system

Thus, creative potential and resilience are complementary elements of the startup innovation system, ensuring their ability to adapt, transform, and grow. Their integration forms the basis for the development of competitive innovative businesses that can function effectively in conditions of global instability and uncertainty.

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## **ВИЩА ОСВІТА ТА ТРЕТЯ МІСІЯ УНІВЕРСИТЕТІВ В УМОВАХ ПОВОЄННОЇ ТРАНСФОРМАЦІЇ ЕКОНОМІКИ УКРАЇНИ**

Досліджено трансформацію ролі закладів вищої освіти (ЗВО) в умовах воєнного стану та повоєнного відновлення через призму реалізації їхньої «третьої місії» та концепції підприємницького університету. Особливу увагу приділено інтеграції правових засад інвестиційної діяльності, нових економічних стандартів та Глобальних цілей сталого розвитку у функціонування університетів. На прикладі кейсу КНУТД як освітньо-інноваційного кластера розкрито механізми функціонування ЗВО як драйвера сталого підприємництва та соціальної відповідальності.

Сучасна архітектура економіки України потребує від університетів виходу за межі суто академічного простору. Реалізація «третьої місії» – соціального