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PECULIARITIES OF MARKETING ACTIVITIES IN THE CREATIVE ECONOMY

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The article examines the problems of creativity of economic activity in the context of its marketing component and proposes measures for the formation and development of creative marketing of organizations. These requirements are important in view of the need for prompt response of enterprise managers to changes in the market situation and regulation of the course of implementation of creative and innovative projects in the direction of ensuring their competitiveness. To solve these challenges, the authors propose a set of theoretically grounded provisions regarding the essence and types of creative potential management strategies and tactics, which are the basis of a database formed taking into account the creative potential management strategy implemented by the enterprise, as well as automated algorithms for the formation and selection of tactical management solutions. The indicated direction of research has both theoretical and practical value, since subjects of management of creative potential of enterprises should be able to form a database of creative ideas, conditions of their development, reasons for rejection of ideas, etc. The goals of the corporate information support system are defined. On their basis, the tasks of system elements are decomposed, databases are structured, software products are created, and hardware is formed. The process of developing scientific and practical provisions and recommendations for the formation of the main directions of choosing creative strategies on the basis of certain goals, taking into account the creative potential management strategy implemented by the enterprise, has been further developed, in particular, the mechanism of interaction of the brand with the target audience has been proposed, as well as which characteristics of the product should be emphasized.

Keywords: marketing activity, creative potential, content marketing, creative idea, information support, brief.

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Introduction and problem statement in general and its connection with important scientific or practical tasks

In today's environment, the commercial success of an organization depends primarily on the ability of managers to ensure a balance between creativity and efficiency. Under these conditions, there is a need for a qualitative study of the formation of a creative environment, its influence on management results, opportunities for development and improvement of its state in order to adapt to the conditions of modern

transformational processes. In addition, the issues of effective relationships between the participants of the entire creative process: generators of creative ideas, functional workers for the commercialization of scientific ideas and consumers are relevant.

The problem of creativity of economic activity and its marketing aspect have been studied extremely insufficiently. In this regard, the task was set to discuss this problem in the context of the ideologue of the formation and development of creative marketing of organizations.

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Analysis of recent research and publications that initiated the solution to this problem and on which the author relies

The works of such foreign and domestic authors as L. Alexander [1], M. Beer [3], S. Harkovenko [5], V. Korshunov [4], A. Khamdi [2], Z. Shershnyova [7] are devoted to the problems of the formation and implementation of marketing strategies.

In particular, L. Alexander [1], based on the analysis of a number of enterprises, identified the most significant problems in the implementation of marketing strategies. A. Hamdi [2] extended the research of L. Alexander [1] and found that the implementation of strategies took longer than expected. The main problem of most enterprises was errors in planning. The scientist noted the low efficiency of coordination of actions to implement the strategy and the insufficient detailing of key tasks, as well as the low level of information exchange.

Research by M. Beer and R. Eisenstat [3] revealed additional significant obstacles on the way to the implementation of the strategy. This emphasizes that the changes foreseen in the implementation of the strategy require a clear vision and management consensus in the enterprise.

According to V. Korshunov [4], the methodology of planning a marketing strategy for the development of an enterprise should include several stages. Among them are identification of the problem based on marketing research, analysis and assessment of the external and internal environment, determination of long-term goals of the enterprise, formation of general criteria for choosing a basic strategy and local criteria for various fields of activity, development of alternative ways of achieving the main goal and selection of the optimal ones for each field activities, taking into account existing market restrictions.

S. Harkovenko, clarifying the concepts of F. Kotler, defines the marketing strategy as a plan of marketing activities of the enterprise in the target markets, which establishes key decisions for achieving marketing goals [5]. The scientist emphasizes that, in essence, marketing strategy is a plan for achieving marketing goals.

The views of practicing marketers on the concept of «marketing strategy» largely coincide with the views of scientists. For example, O. Borodina, the head of the marketing research department of the company “Vitmark Ukraine” (TM “Jaffa”), believes that marketing strategy is a comprehensive set of measures (including research, promotion, advertising, etc.) aimed at achieving success on market for the company’s products (regardless of whether the company offers goods or services) [6].

However, the results of the research of these authors no longer fully correspond to modern realities, and therefore, in the conditions of dynamic production and society, they need to be reconsidered. With regard to the current conditions of economic turbulence, it is necessary to review the peculiarities of marketing activities, taking into account the active use of digital marketing.

The identified article focuses on previously unresolved parts of the general problem

The research provides grounds for the conclusion that, although creative potential management strategies are formed at enterprises and certain tactical approaches to the management of this object are applied, scientific works still lack systematic theoretically grounded provisions regarding the essence and types of creative potential management strategies and tactics.

Formulation of the article’s objectives (task statement)

The purpose of the article is to identify and substantiate practical recommendations regarding the process of developing a creative strategy at an enterprise, forming the main directions of choosing creative strategies based on certain goals, taking into account the creative potential management strategy implemented by the enterprise, as well as automated algorithms for the formation and selection of tactical management solutions.

Presentation of the main research material with a full justification of the obtained scientific results

The creative strategy shows the client how his brand will interact with the target audience, as well as what characteristics of the product should be emphasized.

Creative strategy is not identical to content marketing strategy (Fig. 1).

It is at a higher level – not only content writers, but also other specialists involved in brand promotion rely on it when developing strategies. A creative strategy unifies communication with the target audience and eliminates uncoordinated actions [8]. It contains the basic idea of brand positioning, key messages and style of interaction with the audience. The results achieved through creative strategy is the first question to be answered. The goal should be simple and clear. It is necessary to comply with 1-2 offers. It is bad if the goal is spread out and looks like a “sheet” of text. Let’s give a specific example.

First. Objectives. “Our goal is to increase sales of products by increasing the recognition of the company’s brand and products, as well as gaining leadership in the target market in the region and positioning the company as a true professional”.

Such a goal is filled with corporate clichés, and

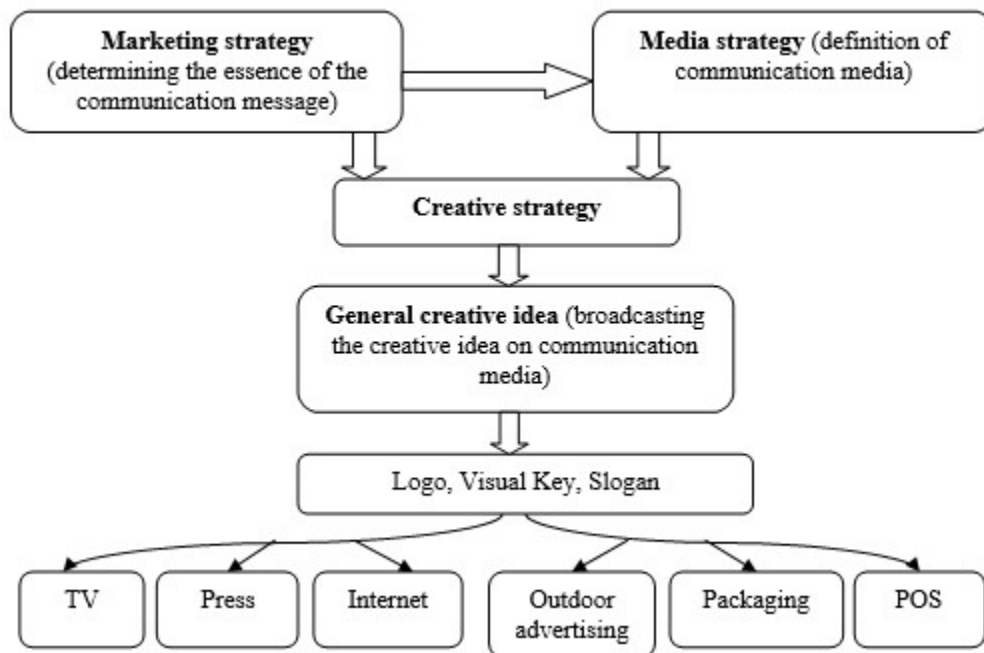


Fig. 1. Development of a creative strategy

Source: based on [8].

the performers will miss everything written. The only meaningful statement is “to increase product sales”. Everything else is “white noise”.

“Increase sales” is good, but it is not specified by how much. Everyone will understand it in their own way. As a result, the performer will be right if they buy at least 1 unit of the product more than in the previous period. And the customer, of course, will present claims.

A similar situation arises if you have a list of several goals. It is not clear which of them to prefer, and which is more important than the other. In which cases it is appropriate to achieve less important goals. If one short and specific goal is proposed, then the performers understand that they are required to: “Increase product sales by 20% compared to the previous year.”

This option is better, but also not ideal. You can transform “20%” into specific indicators and specify the exact deadline: “Sell 500 units of products during the next year.” This is already a goal – clear, specific and measurable. This formulation excludes subjectivity in judgments, possible manipulations and conflicts.

Second. Target audience. If you don’t specify who your marketing efforts are aimed at, creatives are likely to direct them at their favorite audience – themselves. And this is not a joke. Most performers will be guided by their taste, knowledge, experience

and understanding of the process, if no direction is given.

To begin with, you need to decide on which customers you need to focus more on in a specific situation [9]:

- on current or potential ones;
- for professionals in your field, beginners or non-specialists.

Depending on the target group, there will be a big difference in the presentation of the material. The following consumer segmentation criteria are also important: gender; geography (the whole country or several countries, oblasts, regions, cities, districts, etc.); age (18-23 years, 23-28 years, etc. – gradation will depend on the specifics of the offer); marital status; income level, etc.

In some cases, it is important to have a car, pets, children, experience of foreign trips, etc. others. The more detailed the description of the audience, the better. If you have compiled portraits of target consumers, then in the strategy you can simply indicate their names and attach a description. Otherwise, it is recommended to fold them.

Third. Positioning. Here it is important to develop the main idea – the philosophy of the brand. What will be the image. In what tone to address the audience (business, friendly, humorous, etc.). How to apply – from a rational or emotional point of view. The answers

to these questions become the basis for further actions.

At the same stage, it is necessary to develop the visual and audio attributes of the brand (color scheme, logo, musical accompaniment), as well as the corporate slogan (for example, Nike – “Just do it”, Miele – “Immer Besser” (“Always better”)) [10].

The perception of the brand by the target audience and the success of its further promotion depends on how competently the positioning strategy will be developed, so it is worth carefully working out all the components.

Fourth. Call to action. This is an important part of the creative strategy. You need to define the impact that the end users will have. If you do not ask users to take a targeted action, it is difficult to evaluate the effectiveness of marketing in general and content in particular.

Let’s say you sell clothes and blog about the latest fashion trends. At the end of the article, you simply summarize and offer nothing. In this case, the user may not even know that he was on the store’s blog. Without prize action, the effectiveness of even super content is reduced.

But if you place a button, banner or text at the end of the article with an offer to buy the same products that you just talked about, you can arouse interest and increase sales. Appeals can be different – it all depends on the goal. “Call”, “write”, “subscribe”, “buy”, “order”, “leave a request”, “share”, “like”, “leave a comment” – this is an incomplete list of possible options.

Fifth. Characteristics of the offer and its benefits. So, by this stage, an understanding of the goals has already been formed, the target audience and the target action have been defined. Now is the time to explain why users should take a targeted action, why they need it, what it’s all about, what they’ll get.

We define the most important characteristics and benefits for the consumer. For example, 8 GB of RAM in a smartphone is a characteristic that provides a benefit for the buyer – the ability to run the most “heavy” applications. It is better to focus not so much on the characteristics of the product, but on the benefits that a person will receive from its use. At the same time, you should avoid meaningless descriptions and clichéd phrases (“innovative products”, “best professionals”, “best practices”, etc.) – the creative team should form a concrete idea of what benefits the product will bring to users.

Sixth. Channels of interaction. List all the marketing channels that will be used as part of the campaign. Moreover, do not just list, but make clarifications for each of them: which materials are acceptable, which format is a priority, which message

should go, which categorically cannot be used, etc. If you want to see specific information in advertising materials, specify it, but so that it is understandable to creative people.

Seventh. Performers. There are 3 approaches to implementing a creative strategy: “in-house”, full and partial outsourcing [11].

The first option is the most expensive and is suitable mainly for large companies that have the resources to form a full staff of creatives. This includes copywriters, designers, video operators, art managers.

In the second case, you transfer all tasks to a third-party agency, in the third - only part of them. These approaches are effective not only for small businesses that do not have the opportunity to hire a large team, but also for large companies that need to optimize costs.

Often, several executors are chosen to implement the strategy. For example, one agency deals with advertising, another with content marketing, and a third with video production. And it will be useful for each of them to know who else is working on promoting the brand, so that efforts can be coordinated if necessary.

Eighth. Budget. It is important to decide on a monthly budget (or campaign budget) in advance. It happens that customers apply to agencies, but at the same time do not indicate how much money they are ready to allocate. The agency develops a preliminary concept, and then it turns out that the customer cannot carry out its implementation due to limited funds.

Creative strategy includes the following [12]:

- the main advertising message, also known as the targeted offer, or the text base - is what will be said in the advertising message and how it will be formulated;

- the communication scheme or artistic concept is what will be shown in the advertising message and how it will be visually presented;

- elements of the future campaign or technical means - this is what will be created with the help of technical means within the framework of the advertising campaign.

An effective creativity strategy solves several tasks at the same time:

- it forms the basis for the development of any creative solution;

- captures the attention of the target audience, adapts to their needs and is understandable at all levels, which contributes to its acceptance;

- effectively solves tasks in the most creative way;
- contributes to the positioning of the brand, highlighting its key advantages;

- clearly stands out against the background of the general flow of advertising information.

Based on the defined goals and collected facts, a creative strategy is developed, which is expressed in the form of an advertising message. Table shows the main directions for choosing creative strategies depending on the goals [13].

Main directions for choosing creative strategies

Strategy	Terms of use	Precautions
General approach	In a product category, a brand may dominate, or the appearance of a new brand may mean the creation of a new product category	A trademark can quickly come under attack from competitors
A pseudo-proposal	This strategy applies to products that differ little from other brands within the product category. It is based on the unique characteristics of the product, which have not been used by any of the competitors in their advertising campaigns	In some cases, when it is impossible to find a unique characteristic, they create the impression that such a characteristic exists
A unique trade offer	This approach is based on the use of actually unique properties of the product compared to competitors	Sometimes unique properties do not exist, so in such cases other strategies can be used, for example, creating the impression of uniqueness or emphasizing other advantages of the product
Brand image	Often, the product cannot be distinguished in terms of quality and properties from competitors. In such cases, the strategy is aimed at creating an emotional background of a positive brand image and emphasizing its individuality	Often there are already a certain number of similar brands with a positive image on the market. Therefore, it is important to look for new ways to prove your uniqueness and attract the attention of consumers
Resonance	The basis of this strategy is the combination of a product or service with one or more universal events, such as birthdays, New Year celebrations, March 8, and others. Its implementation includes events aimed at congratulations, sales, prize draws and other promotions that are held on the eve of the festive event	The sale and production of some goods, in particular industrial goods, cannot always be associated with any universal holidays
Affective strategy	Such a strategy is based on creating an emotional connection. Its implementation is aimed at breaking the consumer’s indifference and changing his perception of the product or service	

Source: based on [13].

The process of creating a creative strategy consists of the following stages:

- determination of obstacles to purchase that currently exist among consumers, and setting tasks to overcome them through the use of visual and verbal images;
- development of a key sales idea, which will be the basis for further creative developments;
- formulation of the main communication message, with the help of which we will convey to consumers information about the rational and emotional advantages of the brand.

Creating a creative product concept should reflect a creative idea. A creative idea is an accurate

representation of the brand’s position, laid out in sufficient detail to be implemented and convenient for several execution options. In addition, the creative idea should work to realize the communicative goals of the advertising company. Thus, the creative idea should simultaneously reflect the image and image of the trademark, the positioning of the product and its appeal to consumers.

The beginning of work in the planning of an advertising campaign is connected with the preparation of a task, which in advertising practice is called a “brief” – a short summary, a task in a concise, concentrated form. The brief is what starts the work of an advertising agency, and the extent to which the

work performed by the agency (department) will meet the client's expectations directly depends on how accurately and professionally the task is formulated. There is a client brief – a task that the client gives to

the agency, and briefs that then appear within the agency. Among them, a creative (creative) brief and a media brief are distinguished – tasks for work in the field of advertising placement planning (Fig. 2) [14].

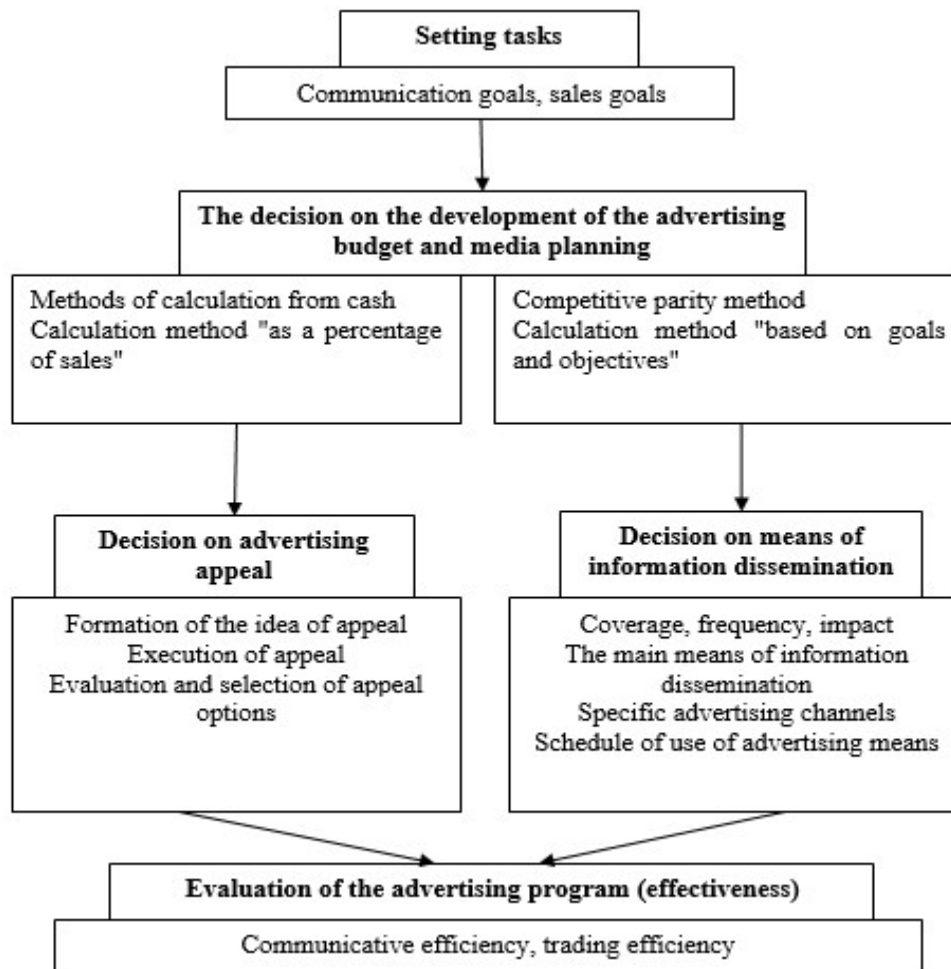


Fig. 2. The main decisions in the field of advertising

Source: based on [14].

It is necessary to create a key visual image that will be unique and easily perceived, as well as motivate the target audience to perform the necessary actions, such as visiting the store, ordering the product, contacting the mail or considering the product as a purchase option on the next visit to the store.

It is obvious that behind every successful, at first glance, simple and natural audiovisual solution, there is always a well-developed idea. This idea is usually based on experience, research, analysis and strategic planning. In form, the creative strategy is reflected in working documents such as presentations, sketches, initial scripts, etc. This strategy can be seen on television and on the streets of the city, on the Internet

and on the radio, on the pages of magazines and in cinemas, and even in conversations in transport or on the phone. This is, as a rule, the result of successful solutions that have survived in the competitive environment of ads, penetrated into the minds of consumers, remained in their memory and act effectively.

As practice shows, it is difficult to make a discovery, but it is much more important and significant to commercialize it [15]. At the initial stage of commercialization, it is important to make a competent and effective management decision, which consists in choosing a product: a license, a science-intensive semi-finished product or a fully packaged

product. Associated aspects of this decision can be financial, psychological, legal, organizational, personnel, production and, above all, marketing tools. In addition, commercialization also involves the ability to interpret the product into a product ready for consumption and satisfaction of the end consumer.

Ensuring the formation of communications in the environment of creative management subjects. In today's competitive conditions, information support for managing the creative potential of enterprises requires the transformation of automated management systems into corporate information systems, which are characterized by software and hardware integration of the business strategies of the enterprise and the organizational structure of the organization's management.

Unlike strategy, tactics cover the short-term goals of the enterprise and methods of their implementation. Tactical management involves organizing the implementation of short-term goals, motivating subjects to fulfill them, controlling and regulating the use of methods of implementing tactical goals within the stages of the implementation of the selected strategy. The formation of tactical goals should be carried out so that the selected strategy can be implemented under different combinations of internal and external environmental conditions. Alternative tactics within the same strategy can be implemented in parallel, sequentially or in combination.

Conclusions from this research and prospects for further research in this direction

The process of developing scientific and practical provisions and recommendations for the formation of the main directions of choosing creative strategies on the basis of certain goals, taking into account the creative potential management strategy implemented by the enterprise, has been further developed, in particular, the mechanism of interaction of the brand with the target audience has been proposed, as well as which characteristics of the product should be emphasized.

As a result of the research, it was identified that two groups of tactical tools are used in the management of the creative potential of the enterprise. The first group combines tactical methods of accumulating and processing management information, and the second - tactical methods of influencing the carriers of creative potential and subjects that manage creative potential. The completeness and timeliness of the implementation of the chosen strategy of managing the creative potential of the enterprise depends on their combination. Strategic and tactical goals in managing the creative potential of enterprises are implemented using functional information support systems. The key

requirements for their use are the guarantee of speed and safety of the transfer of information, funds and other resources. These requirements are important in view of the need for prompt response of enterprise managers to changes in the market situation and regulation of the course of implementation of creative and innovative projects in the direction of ensuring their competitiveness. One of the important conditions for the effectiveness of the use of functional systems that take into account permanent and temporary factors in the management of the creative potential of the enterprise is the diversification of software for the formation of communications in the environment of creative management subjects.

As a result of the implementation of the corporate management system, the subjects of management of the creative potential of enterprises should be able to form a database of creative ideas, conditions for their development, reasons for rejecting ideas, etc. The classification based on this database should be formed taking into account the creative potential management strategy implemented by the enterprise, as well as automated algorithms for the formation and selection of tactical management solutions.

A key aspect of the development of the information support model is the identification of the information needs of the organization's managers. These needs are clarified by defining the goals of the corporate information support system. On their basis, the tasks of system elements are decomposed, databases are structured, software products are created, and hardware is formed.

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ОСОБЛИВОСТІ МАРКЕТИНГОВОЇ ДІЯЛЬНОСТІ В КРЕАТИВНІЙ ЕКОНОМІЦІ

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У статті розглянуто проблеми креативізації господарської діяльності в контексті її маркетингової складової та запропоновано заходи щодо формування і розвитку креативного маркетингу організацій. Ці вимоги важливі з огляду на необхідність оперативного реагування керівників підприємств на зміну ринкової кон'юнктури і регулювання ходу реалізації креативно-інноваційних проектів у напрямі забезпечення їх конкурентоспроможності. Щоб вирішити ці виклики, автори пропонують набір теоретично обґрунтованих положень щодо сутності та видів стратегій і тактик управління креативним потенціалом, які покладені в основу бази даних, сформованої із урахуванням реалізованої підприємством стратегії управління креативним потенціалом, а також автоматизованими алгоритмами формування і вибору тактичних управлінських рішень. Зазначений напрям дослідження має як теоретичну так і практичну цінність, оскільки суб'єкти управління креативним потенціалом підприємств повинні мати можливість формувати базу даних з креативних ідей, умов їх розвитку, причин відхилення ідей тощо. Запропонована система заходів спрямованих на розроблення креативної стратегії. Визначені цілі корпоративної системи інформаційного забезпечення. На їх основі відбувається декомпозиція завдань елементів системи, структуризація баз даних, створення програмних продуктів і формування апаратних засобів. Дістало подальшого розвитку процес розробки науково-практичних положень і рекомендацій щодо формування основних напрямів вибору креативних стратегій на підставі певних цілей із урахуванням реалізованої підприємством стратегії управління креативним потенціалом, зокрема запропоновано механізм взаємодії бренду з цільовою аудиторією, а також на яких характеристики товару необхідно зробити акцент.

Ключові слова: маркетингова діяльність, креативний потенціал, контент-маркетинг, творча ідея, інформаційне забезпечення, бриф.

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The article examines the problems of creativity of economic activity in the context of its marketing component and proposes measures for the formation and development of creative marketing of organizations. These requirements are important in view of the need for prompt response of enterprise managers to changes in the market situation and regulation of the course of implementation of creative and innovative projects in the direction of ensuring their competitiveness. To solve these challenges, the authors propose a set of theoretically grounded provisions regarding the essence and types of creative potential management strategies and tactics, which are the basis of a database formed taking into account the creative potential management strategy implemented by the enterprise, as well as automated algorithms for the formation and selection of tactical management solutions. The indicated direction of research has both theoretical and practical value, since subjects of management of creative potential of enterprises should be able to form a database of creative ideas, conditions of their development, reasons for rejection of ideas, etc. The goals of the corporate information support system are defined. On their basis, the tasks of system elements are decomposed, databases are structured, software products are created, and hardware is formed. The process of developing scientific and practical provisions and recommendations for the formation of the main directions of choosing creative strategies on the basis of certain goals, taking into account the creative potential management strategy implemented by the enterprise, has been further developed, in particular, the mechanism of interaction of the brand with the target audience has been proposed, as well as which characteristics of the product should be emphasized.

Keywords: marketing activity, creative potential, content marketing, creative idea, information support, brief.

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