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Use of creative marketing in the implementation of enterprise strategy

■ **Abstract.** The relevance of the research problem is determined by the need to increase the competitiveness of enterprises in the conditions of increased competition in the global market. The purpose of the article was to conduct a theoretical analysis and develop methodological support for the search for effective marketing tools during the implementation of a creative marketing strategy. To achieve the goal, the following methods were used: logical generalisation; comparative analysis; statistical analysis; analytic hierarchy process; expert survey method; graphical and tabular method. As a result of the study, the following results were obtained: the essence of the concept of “creativity” is determined and the importance of using creative marketing tools during the implementation of the company’s strategy is substantiated; it has been proven that when choosing strategic directions, it is necessary to develop and implement a creative marketing mix model; it is substantiated that for the application of creative marketing, the personnel of the enterprise must be of a creative type; it was determined that during the development of a creative marketing strategy in the conditions of global digitalisation, an important stage is the choice of social networks; it has been proven that in conditions of the consequences of the COVID-19 pandemic and military aggression in Ukraine, the most significant creative marketing tool is Internet marketing; it has been proven that among creative Internet marketing tools, the most effective are Social Media Marketing, Search engine optimisation, Event marketing and contextual advertising. The practical significance of the obtained results lies in the formation of practical recommendations for the selection of effective creative marketing tools during the development and implementation of the company’s strategy aimed at increasing its competitive advantages. Formulated conclusions and recommendations can be used by the management of modern enterprises that are looking for ways to increase competitiveness through the implementation of a creative marketing strategy

■ **Keywords:** creative approach; strategic directions; set of promotion measures; competitive advantages; promotion tools; Internet promotion

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■ INTRODUCTION

In today’s fast-changing conditions, in conditions of globalisation, there are a large number of competitors in all spheres of economic activity on the market. Therefore, the search for new ways of ensuring competitiveness and

obtaining significant competitive advantages is becoming urgent for an increasing number of enterprises. It is in the conditions of global market relations that the leading place is occupied by marketing activities, which are carried

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out in all spheres of the economy and are aimed at creating goods and services for consumers. For a long time, the concept of marketing has changed – from marketing aimed at production, product to social marketing. Currently, the literature describes a large number of possible marketing tools, which can be quite effective when used successfully. However, it is the focus on the end consumer, which became the basis for building effective business processes in companies, that forces them to implement the principle of customer orientation in their activities, which causes the need to search for new marketing tools and approaches.

One of the areas of improvement of the enterprise's marketing activity is the introduction of information technologies. In recent years, "digital" marketing principles have been successfully used by foreign and domestic companies. But the introduction of digital marketing tools also does not fully satisfy the needs of the modern market. Therefore, companies are looking for other areas of development of their marketing activities.

Creative marketing technologies should be highlighted among new marketing approaches. K. Mazerant *et al.* (2021), investigating creative biases and their influence on consumer response, note that creative dimensions (characteristics) of information are of primary importance for obtaining a better understanding of the patterns and mechanisms operating in the "creative space". In his work, N.M. Hurzhij (2011) claims that a feature of the creative marketing approach is that the managers and marketers of the enterprise need to "make the decision shock", evoke emotions, and not just formulate the right decisions. The key task of modern management is to increase the competitiveness of the product in comparison with others. The modern consumer is very "oversaturated" with a variety of goods and services, he often does not understand what he wants, he needs something non-standard, not as it was before, interesting, creative. Therefore, creative marketing is exactly the approach that will satisfy the most demanding consumers. I. Saukh & O. Vikarchuk (2021), studying the role of management as a driving force in ensuring the competitive position of developing countries, pay special attention to the place of creativity in management and the features of creative management and emphasise that "creative management" is a component of the system enterprise management. O.I. Pushkar & Yu.L. Tataryntseva (2018) discussed the implementation and use of a creative approach in marketing, which will allow effective management of marketing activities by establishing an emotional connection with the client and forming positive impressions. N. Zadorozhniuk (2018) claims that creativity in thinking is important not only for the work process, but also has a direct impact on motivation.

R.T. Rust *et al.* (2004) established that the development of new creative directions and approaches pushes enterprises to focus more attention on the strategic level of management, and not only on the tactical level. The implementation of a creative approach to marketing activity requires a review of all elements of the strategy – mission, goals, values, tools, etc. All of them should be based on the principle of "creativity" and be significantly different from the existing ones. The main feature of creative marketing is an emphasis on the assessment of hidden demand and its transformation into a real one by creating new effective

goods and services that will be attractive and attractive to the population, investors and the state, taking into account their value for the consumer and market needs. Therefore, it is expedient for the management of modern companies to understand what creative marketing technologies are, how to develop them and implement them in the company's activities.

Based on the above, the purpose of the research was theoretical substantiation and practical recommendations regarding the choice of creative marketing tools when developing a creative marketing strategy. To achieve the goal, the following scientific and applied tasks were set and solved: to investigate the essence of creative marketing and determine its role in business strategy; to investigate the relationship between creative marketing tools and the company's competitive advantages; formulate the main strategic directions and develop an innovative algorithm for choosing tools for marketing activities based on a creative approach.

■ LITERATURE REVIEW

The concept of creativity in modern management is found in many aspects (Saukh & Vikarchuk, 2021). Today, there is even such a field of activity as creative industries. The M.O. Proskurina (2015) explores the concept of creative industries and analyses the potential of creative industries in Ukraine. In addition, the M.O. Proskurina (2015) pays special attention to the culture and art sector as a special environment for entrepreneurial activities and the influence of the state on their development. She notes that creative industries are a full-fledged sphere of modern economic activity. K. Mazerant *et al.* (2021) in their scientific work also note that in order to obtain an effective response from consumers, especially in the conditions of the development of the use of social networks, it is necessary to introduce a creative approach.

As it was mentioned earlier, effective marketing activity is the key to high competitiveness of the company (Rust *et al.*, 2004) and requires a creative approach. An organisation's need for creative marketing is driven by its ability to communicate with its customers and satisfy their needs through its current products or by developing new products that are constantly improved to meet changing customer tastes.

The creative component in the marketing of various companies was studied by such scientists as S.H. Ang *et al.* (2004), N.V. Bezrukova & V.O. Gunchenko (2015) and O.I. Pushkar & Yu.L. Tataryntseva (2018). O.I. Klipkova (2015) argues that creative marketing is the most visible tool used to achieve success in the production and marketing of high-quality goods and to facilitate the creation of new opportunities and markets.

The problems of introducing creative marketing into the activities of enterprises, as mentioned earlier, are occupied by various scientists, in particular, the place of creative marketing in the strategic marketing system is considered in the work of N.M. Hurzhij (2011). This author also investigated the peculiarities of the creative approach to the formation of the company's marketing strategy. The positive relationship between the creativity of the marketing strategy and the effectiveness of the implementation of the organisation's strategy was proven by researchers in (Azimpour *et al.*, 2015).

A significant number of scientific works are devoted to the issue of development and implementation of creative marketing strategies that are adapted to client-oriented enterprises in various spheres of economic activity. D. Dabrowski *et al.* (2019) proved that creativity and novelty in marketing strategies directly affects the effectiveness of the organisation. The role of creative strategies is considered in the literature in many aspects. Most often, the principle of creativity is considered in the context of advertising. S.H. Ang *et al.* (2004) substantiated the special importance of using the principle of creativity during the development and implementation of an advertising strategy. Research (Ngai *et al.*, 2015) addresses the role of creativity when using social media as a tool to influence the customer. Today, the special role of using digital tools in marketing activities is also emphasised (Papetti *et al.*, 2018), which allow to increase the level of creativity and innovation in it.

Taking into account the fact that these studies are more concerned with the role of creative marketing and the essence of marketing strategy separately, as well as the introduction of the principle of creativity in various aspects of marketing activity, it is advisable to pay more attention to their combination when developing a creative marketing strategy. The research attempts to determine the role of creative marketing in achieving competitive advantages of the company, since constant creation protects the company from risky competition.

■ MATERIALS AND METHODS

Using the method of logical generalisation, the concepts of “creative” and “creativity” were formulated, and the differences between creativity and creative work were justified. In order to determine the essence of the concept of “creative marketing”, the author’s approaches to the description of marketing as a whole and its creative component were considered and analysed. Similarities and differences are determined and the essence of creative marketing as a tool for achieving competitive advantages of the enterprise is substantiated.

For the study of strategic directions and tools of marketing activity, the method of comparative analysis was used, with the help of which a comparison of existing sources on the topic was carried out, which made it possible to form a set of methods, tools and possible areas of use for different directions of strategic marketing activity, taking into account creative orientation. Also, the use of this method made it possible to characterise personnel that can be effectively used in the framework of strategic creative marketing, to formulate the main advantages and disadvantages of creative type employees during marketing activities. With the help of the modelling method, models of the relationship between classic marketing tools – elements of the marketing mix, but using the principle of creativity, and the improvement of the competitive advantages of the organisation were built.

For the selection of tools of marketing activity in the context of Internet marketing, the method of analysis of hierarchies was used, which made it possible to build a decomposition for the selection of alternative options for using marketing tools. The analysis made it possible to identify such alternatives as SMM (Social media marketing),

SEO (Search engine optimisation), contextual advertising, SMS (Short Message Service) marketing, E-mail marketing, blogging and event marketing. The following criteria were selected for decision-making: consumer loyalty, return on investment, costs, breadth of audience coverage, and the level of creativity of the tool. The proposed criteria were identified using a theoretical analysis of literary sources. The evaluation of alternatives of marketing tools according to the relevant criteria was carried out using the basic method of pairwise comparisons.

Experts were involved to determine the criteria for evaluating alternatives and to evaluate alternative options for marketing tools. Since group methods are characterised by greater accuracy of the obtained results, the group work of experts based on absentee surveys was used during the study. The survey of experts was conducted by the authors of the study in the city of Kharkiv (Ukraine) in October 2022 using means of communication, taking into account the security situation in the country. During the survey, ethical norms were observed when working with people (American Psychological ..., 2017). Representatives of the expert group hold various positions and qualifications, which have creative work. Since the management sector develops strategies for the enterprise, representatives of management positions are also included in the expert group. Thus, a sample of experts was formed in the number of 5 people:

- E 1 – a marketer, brand and SMM strategist;
- E 2 – a marketer of social networks;
- E 3 – an Internet marketer;
- E 4 – a specialist in marketing and advertising;
- E 5 – a brand marketer.

The calculation of priority vectors for criteria and alternatives involves filling in the matrices of pairwise comparisons, calculating the components of the eigenvector of the matrices, the normalised vector of the matrices, the consistency index and the consistency coefficient according to the formulas (Tavana *et al.*, 2021):

$$W_i = (a_{i1} \times a_{i2} \times a_{i3} \dots a_{in})^{(1/n)} \quad (1)$$

$$W_n = \frac{W_i}{\sum_{i=1}^n W_i} \quad (2)$$

$$\lambda_{\max} = \sum_{j=1}^n a_{ij} \times W_n \quad \lambda_{\max} = \sum_{i=1}^n (\sum_{j=1}^n E_{ij} \times W_i) \quad (3)$$

$$CI = \frac{(\lambda_{\max} - n)}{n - 1} \leq 0.2 \quad (4)$$

$$CR = CI / RC, \quad (5)$$

where W – the component of the eigenvector of the matrix; W_n – the normalised vector of the matrix of pairwise comparisons; λ_{\max} – the maximum eigenvalue of the matrix; CI – consistency index; RC – the average value of the consistency indicator; CR – the consistency coefficient.

The method of analysing hierarchies allows you to compare inconsistent data with consistent data. If the value of the consistency index is less than 0.2, and the relative consistency (inconsistency) value does not exceed 0.1, it indicates the consistency of expert opinions. Otherwise, experts should revise their assessments.

The results of the expert evaluation are considered significant and suitable for further research in case of consensus of experts’ opinions. Therefore, the calculation of the

concordance coefficient was used, which is the most common method for assessing the agreement of the opinions of a group of experts.

Since the evaluations of alternative marketing tools are repeated, there are standardised ranks, formulas (6)-(8) were used to calculate the concordance coefficient (Hrabovetskyj, 2010).

$$W = \frac{12 \sum_{j=1}^m d_j^2}{n^2(m^2 - m)} \quad (6)$$

$$d_j = S_j - \frac{\sum_{j=1}^m S_j}{m} \quad (7)$$

$$S_j = \sum_{i=1}^n R_{ij} \quad (8)$$

where W – the concordance coefficient; n – number of experts; m – the number of criteria; d_j – deviation of the sum of ranks according to the j -th criterion from the average sum of ranks according to the sample; S_j – sum of ranks according to the j -th criterion; R_{ij} – the rank matrix.

Using the algorithm of calculations based on the method of analysis of hierarchies, indicators of average integrated advantages for various marketing tools were calculated, and also the global priority of alternatives was calculated, which allowed to make a final decision on the choice of tools during the development of the implementation of a creative marketing strategy.

Graphical and tabular data presentation methods were used to visualise the research results.

■ RESULTS AND DISCUSSION

Relationship between creativity and marketing activity

The process of development and transformation of the economy is happening so fast that marketing concepts, strategies, tools and approaches that showed good results when used a few years ago become ineffective in the modern economy (Petrova & Loiko, 2022). Today, there are several advanced strategic directions of marketing activities of Ukrainian enterprises, namely: neuromarketing, event marketing, emotional marketing, content marketing, Internet marketing (Petrova & Loiko, 2022). As we can see, companies actively use a creative component in their marketing policy, which would lead to success in sales of their products and services. Thus, marketing is an integral tool driving the innovative development of the economy. According to the results of the practice of applying marketing tools in the economy in recent decades, the importance of the presence in all spheres of marketing of methods and tools, which are also based on a creative component, is rapidly increasing (Mazerant *et al.*, 2021).

Creativity is one of the essential components of production. Creative work is an imaginative process, and imagination is often more important than knowledge (Papetti *et al.*, 2018).

Usually, creativity is associated with innovative, creative activity, which manifests itself through the creative abilities of a person to generate fundamentally new ideas. Creativity is both a component of talent and at the same time an independent element.

The essence of the concept of “creativity” is at the centre of scientific discussions of foreign and domestic scientists. J.P. Guilford (1950) argued that creativity includes risk-taking, intuition, the ability to quickly react

and switch between objects, quickly find solutions for multifaceted tasks, both economic and social.

A.H. Maslow (1954) considered creativity as a creative component that is inherent in everyone from birth, but is lost under the influence of the system of upbringing, education and social practice. According to C.W. Taylor (1988), creativity combines a set of abilities, each of which manifests itself to a different extent during the solving of tasks. J.S. Renzulli (1977) interprets creativity as a feature of behaviour that manifests itself in unique ways of obtaining a product. At the same time, S.A. Mednick (1962) interprets creativity as the process of reproducing elements in new combinations, which provides the purchasing needs and desires of consumers.

The difference between creative work and creativity is that creativity aims to bring an idea to a specific end result, while creative work is the process of creating something. The field of marks marketing is considered as sales growth, brand recognition and the formation of new markets (Khrupovych & Ivanechko, 2020). In this regard, creativity should be considered an important component of marketing activity, without which it is impossible to do. The connection between creative marketing strategies and business performance is intuitive and compelling.

In order to generate more profits, organisations must identify creative marketing strategies and be able to implement them effectively. Due to competition for resources, an uncertain environment and cultural tensions, it is often difficult to achieve both goals (Slater *et al.*, 2010; Ishaq, 2013).

Creativity should be understood as the ability to be creative, in the form of the desire and ability to create fundamentally new unconventional ideas and solve problems using non-standard approaches.

As for the essence of the concept of “creative marketing”, it is appropriate to consider it as a non-standard approach to marketing solutions, which is based on the generation of new, extraordinary and effective creative ideas that lead to the implementation of marketing complex solutions (Pushkar & Tataryntseva, 2018). Creative marketing is aimed at a significant change of the product, the use of advanced methods of promotion and sales, the formation of effective pricing, the use of leading marketing research methods, the development of a creative marketing strategy, product repositioning, consolidation of the company’s brand, etc.

According to the scientific views of S. Khrupovych & N. Ivanechko (2020), creative marketing is an effective marketing tool that contributes to increasing business efficiency through the implementation of non-standard solutions generated on the basis of creative ideas. However, this tool requires the use of new non-standard methods and management principles. The basic tools of creative marketing are considered to be a sharp reduction in prices, intensification of advertising and other methods of rapid promotion of the product (Bezrukova & Gunchenko, 2015).

The lack of creative marketing in the elements of the marketing mix (7Ps) or focusing on one of these elements can lead to the neglect of other elements, which negatively affects the competitive advantages and opportunities of the organisation. Creative marketing is a permanent competitive advantage of any organisation that has strategic value and is a flexible resource (Al-zoubi, 2017). Creative

marketing can be considered a valuable, unique resource for any organisation. The relationship between the creative

component of the marketing mix and competitive advantages and opportunities is depicted in Figure 1.

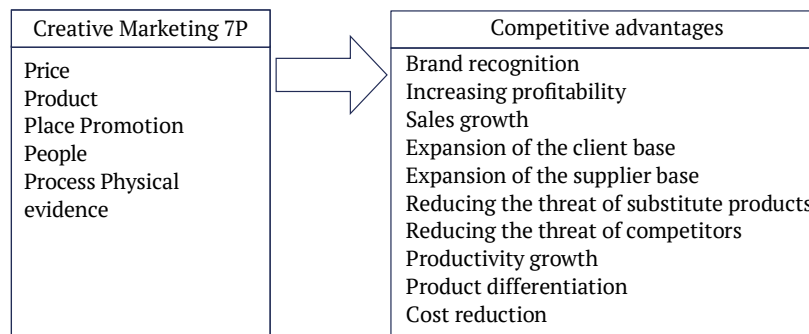


Figure 1. Model of the relationship between the creative 7Ps marketing mix and competitive advantages and opportunities

Source: developed by the authors based on A.F. Al-zoubi (2017)

Creative marketing improves operations that affect customers through elements of the marketing mix. Creativity in the marketing mix, as in any field, is the creation and implementation of new, non-standard marketing tools in order to cause the desired reaction from the target market and at the same time introduce new unfamiliar methods and ideas to the elements of the marketing mix (product, price, promotion and placement).

Pricing is considered to be the most challenging task for managers in any organisation because it depends on a number of factors that are constantly changing and beyond the organisation’s control. Based on pricing methods based on demand, cost, competition and product formation (Khrupovych & Ivanechko, 2020), it is advisable to apply creative pricing.

Creative product (Product) means the generation of new ideas to present a new product or to constantly improve the characteristics of a given product in order to meet new needs and expectations of customers and bring them to life. Creative products are new products that have pronounced functional features. Product creativity involves making significant changes to product design, adding new value that attracts more customers. Product creativity includes changes in product characteristics that make them more special and unique.

Creativity in sales (distribution – Place) is based on the introduction of new methods and methods in the distribution of products. The process of bringing a product to market goes through a series of distribution channels before it is delivered to customers. The role of the organisation is to create new sales channels instead of the usual ones.

Creativity in the promotion of the product to the market (Promotion) is to convey the message of the brand and make the target audience believe in the idea. Since the brand lives in the customer’s imagination, advertising creative works with human vision: associations, desires, feelings, etc. Advertising creativity penetrates our consciousness, forcing us to dream, rejoice, be ashamed, deceive ourselves, believe. At the same time, creativity in advertising is aimed not only at brand promotion, but also has social significance.

The implementation of strategy and decisions at various levels depends to a greater extent on the personnel of

the enterprise. That is why creative personnel (People) are labour resources that generate new solutions, are sensitive to new ideas, have internal incentives for creative work and are oriented towards the performance of functions and the achievement of goals for the long-term development of the organisation (Kharun, 2017).

In order to maintain the creativity of the staff, a favourable environment is formed at the enterprise, thanks to which the necessary conditions are provided. The goal of creating a favourable creative environment is to support talent and promote the development of employees’ potential. A creative environment develops the current intellectual potential, supports the need for self-development and self-improvement, aims at the acquisition and application of creative ideas, skills and abilities (Dragan & Rudova, 2021).

The term creative process (Process) means the process of interaction between the consumer and the company, as it is the basis for buying on the market and forming customer loyalty to the brand.

Physical evidence of the process of service provision (Physical evidence) describes what surrounds the consumer at the time of ordering the service. The environment shapes the image of the company, and at the same time, the ability to approach creatively and highlight the special characteristics of the product allows you to maintain a competitive position on the market.

The “7Ps” marketing complex, which includes “product”, “place”, “price”, “promotion”, “people”, “process”, “physical evidence”, requires a combination of creative marketing policy and rational solutions that will realise the goals enterprises and take into account the needs, requests and wishes of customers, that is why the usual marketing activities in terms of 7Ps must be supplemented with specific creative methods.

Creativity in marketing activities is manifested in various areas of marketing, namely during the development of non-standard methods of researching the markets of goods and services, creating and introducing products to the market, pricing, improving sales policy processes, promoting products to the market and managing the marketing of the enterprise in general. Often it is the lack of a creative marketing approach that is the cause of inefficient implementation of management decisions. Marketing as one of

the subsystems of enterprise management is focused on ensuring the implementation of marketing goals by using marketing mix strategies (Khrupovych & Ivanechko, 2020).

Creative marketing aims to change marketing communications. When using creative marketing, its creative component must fully correspond to the strategy of the enterprise's marketing activities in general. Improper use of creative can lead to the loss of not only money, but also harm the brand awareness and worsen the competitive position. The company's strategy should be formed not only

on the entrepreneurship of the management, but also on the entire team. In this regard, it is necessary to pay special attention to the use of potential opportunities (especially creative abilities) of all personnel. That is why management should reveal and develop creativity in employees who occupy management positions, and thereby form and consolidate a creative type of thinking in all employees. The specifics of work using creative methods and approaches allow us to highlight the advantages and disadvantages of creative type employees (Table 1).

Table 1. Advantages and disadvantages of creative type employees

Benefits	Drawbacks
<ul style="list-style-type: none"> ▪ flexibility of thinking (the ability to go beyond the obvious); ▪ tolerance for ambiguity (restraint in conflict situations); ▪ realisation of creative potential (new achievements); ▪ detailing (the ability to get into the details of the task); ▪ curiosity (acquaintance with different areas and directions); ▪ orientation to actions and achievements (possibility of going beyond standard thinking); ▪ independence of thinking; ▪ participation in solving the problem; ▪ sensitivity to the interests of colleagues (understanding the needs of others); ▪ concentration on the problem (systematic work); ▪ persistence in defending an opinion (despite obstacles); ▪ a sense of humour (the ability to accept some truth at a certain distance from reality). 	<ul style="list-style-type: none"> ▪ psychological stress; ▪ solutions to complex and non-standard situations; ▪ search for ways to achieve agreement between employees; ▪ lack of ability to focus on one task for a long time, as new requests and needs constantly appear; ▪ the complexity of forecasting work results and the high cost of erroneous decisions; ▪ the need for continuous training in management, coaching, presentation skills, etc.

Source: developed by authors based on O.I. Klipkova (2015), O.A. Kharun (2017), N. Zadorozhniuk (2018)

It can be noted that the main negative and demotivating factors of creative employees are a high level of stress and anxiety, fatigue, as well as the likelihood of emotional burnout syndrome (Zadorozhniuk, 2018).

However, not all categories of workers can be classified as creative. In most cases, creative workers include: heads of enterprises, managers, coordinators, heads of specialised departments, project managers, experts, idea generators (innovators), facilitating engineers (Kharun, 2017).

Creativity in all its manifestations relies on intelligence, ingenuity, practical vision and self-organisation. In their research, D. Leonard *et al.* (2014) identified the main elements of creativity that are still relevant today.

1. Competence (covers knowledge, skills and experience).

2. Creative thinking (includes flexibility, ingenuity and persistence in finding a solution, creative thinking).

3. Motivation: internal – personal interest, striving for self-realisation; external – material incentives and career growth. In this case, the internal motivation of the employee plays a more important role for creativity. It is important for the staff to be motivated to creative activity and in turn it is necessary to support the discovery of individuality, to apply creative thinking and creative work. The development of positive creative thinking is influenced by a number of factors that can be projected onto any employee of the enterprise (Kharun, 2017).

Development of a creative marketing strategy

In turn, when forming a creative marketing strategy, special attention should be paid to the strategic directions of marketing activities and their corresponding marketing tools and areas of their use (Table 2).

Table 2. Strategic directions and tools of marketing activity

Areas of marketing activity	Methods	Instruments	Field of application
Neuromarketing	Eye tracking, EEG (electroencephalography), heart rate monitoring, facial expression analysis, SGR (skin galvanic response)	Measurement of brain activity, visualisation, tracking reaction on advertising and products, services for the purpose of creating products and their promotion based on research on subconscious brain reactions of the target audience of consumers	Advertising studies; e-commerce; branding; offline points of sale; shopping; cinema; bank branches, etc.
Event marketing	Creating and conducting special events	Focusing attention on the promotion of products or services through various events	Festivals, symposiums, concerts, corporate events, presentations, conferences, exhibitions, seminars, etc.



Table 2. Continued

Areas of marketing activity	Methods	Instruments	Field of application
Emotional marketing	Tracking the emotions and feelings of customers	Emotional analysis – demonstrating the behaviour of happiness as a counterpoint to economic decline and stagnation	Creating a strong emotional connection with customers through the use of various tools
Internet marketing	Attracting targeted traffic, improving conversion	SMM – Social Media Marketing; SEO – search engine optimisation; Contextual advertising (SEA (Search Engine Advertising), PPC (Pay per click) advertising); Banner advertising; SMS marketing; E-mail marketing; Blogging; Event marketing	Attracting and retaining potential customers on social networks and the Internet
Digital marketing	Using digital technologies and channels to attract potential customers and retain them as consumers	Content creation; Advertising blocks; App store; SMS advertising; Network search activities using SEO and SEM (Search Engine Marketing); Affiliates (advertising networks, webmasters); Teaser, banner and contextual advertising; Marketing channels, etc.	Promotion in blogs and social networks, creation of special Internet sites, viral advertising, contextual advertising, television, etc
Content marketing	Diversification of content, repetition of content with a high rating, amplification of hits, maintenance of content with a low rating, entertainment content	Author content; Guides; Reviews; Cases – examples of completed works; Analytics; White paper – a collection of useful information on a single issue; Visual content; Video; Live broadcasts; Posts in social networks; Presentations; Podcasts (audio content)	Social media, articles, sites, photos, videos, blogs, SMS mailing, e-books, printed products, gamification; content products; presentations; coaching programs; knowledge bases, Internet forums; reference resources, etc.

Source: compiled by authors based on J. Harris *et al.* (2018), O. Kitchenko & Ye. Prykhodko (2020), I. Petrova & Y. Loiko (2022)

When forming a marketing policy, enterprises introduce incentives that would increase sales of products and services. Since traditional marketing strategies do not always guarantee success in sales and promotion of goods and services, marketing strategies based on innovation are used (Petrova & Loiko, 2022).

Today's realities force enterprises to apply a mix of marketing strategies, depending on the situation, and the tasks that need to be solved, and at the same time, these strategies must include a creative component. According to scientific research by O.I. Pushkar & Yu.L. Tataryntseva (2018) the process of developing a creative marketing strategy can be divided into a number of stages.

The first stage. One of the first stages in the development of a creative marketing strategy of an enterprise is the generation and formation of an idea. The generation of ideas takes place using creative methods. The application of ideas lies in the field of complex marketing and must be consistent with the goals of the entire enterprise.

The second stage. Selection of the best idea and its implementation. At this stage, special attention should be paid to the implementation of creative ideas in marketing. Implementation of ideas should evoke emotions in consumers. When developing a product, you should

consistently focus creative actions on the elements of the marketing mix and monitor the reaction to changes. The simultaneous use of creative for all elements of the marketing mix can overload the target audience with content and not be perceived.

The third stage. Selection of content transmission channels in online and offline environments. At this stage, an analysis of the preferences of the target audience regarding content transmission channels is carried out. Since the realities of life interpret their conditions, the role of online channels for promotion and distribution of products increases: social networks, messengers for exchanging messages, search engines, mobile television, etc.

The type of target audience and the product being promoted directly affect the choice of social networks that are better to use (Bezrukova & Gunchenko, 2015). The most popular social networks in Ukraine in 2021, according to the Research & Branding Group survey and other studies, include: Facebook, YouTube, Instagram, Telegram, Twitter, VK, Odnoklassniki and LinkedIn (Kurenkova, 2021; Rating..., 2021).

The analysis of scientists' views on determining the stages of the process of developing a creative marketing strategy for an organisation allowed us to determine that one of the most important stages is the choice of content

transmission channels both online and offline. Since the use of a client-oriented approach to the development of a creative marketing strategy was justified, as well as taking into account the total digitalisation of society, it was considered appropriate to use the method of statistical analysis to study the use of social networks in Ukraine. For this,

information was obtained from open sources regarding the frequency and amount of use of various most popular social networks. The resulting indicators were determined with the help of appropriate calculations.

Analysis of social networks of Ukraine and the world for 2021 is presented in Table 3.

Table 3. Analysis of social networks of Ukraine for 2021

Network	Place in the rating		Million people		Age	Gender	Type of content
	World	Ukraine	World	Ukraine	World and Ukraine	World and Ukraine	
Facebook	1	1	2 910	16.8	25-34 years old. The number of over 65s is increasing	No gender differences	Tests, text posts, life hacks, videos, conferences, quizzes, infographics, humour, news, weather, communications, discussions
YouTube	2	2	2 291	23.6	14-34 years	More male audience (about 65%)	90% entertainment content: life hacks, reviews, technologies, children's content, humour, music, sports, computer games, funny animals, product reviews, funny videos, shopping, unboxing, educational videos, parodies, pranks, celebrity gossip
Instagram	5	3	1 287	15.8	18-34 years	More female audience	Photos, pictures, videos: fashion, beauty, health, family, children, decor and interior, art; provocation posts, polls, contests, raffles, quests, marathons, promotions, reviews, etc.
Telegram	9	4	600	3.9	25-34 years	No differences by gender	Conversational texts, podcasts and voice messages, videos, links, surveys, case studies, reviews of the latest news, stories from personal experiences and more
Twitter	16	5	463	1.71	45-50 years	More male audience	Sports, vegetarianism, success, psychology, news, society and politics
LinkedIn	18	8	310	0.3	25-45 years	No differences by gender	Professional content, career work, expert reviews, lessons, resumes, trends, tips, articles, surveys, videos, stories
TikTok	8	17	1 000	12	18-24 years	More female audience (60%)	Challenges, lip sync videos, duet, reactions, tricks, funny videos, social videos, beauty, reviews and streams

Source: compiled by the authors based on O.I. Pushkar & Yu.L. Tatoryntseva (2018), Instagram surpassed Facebook... (2022), Media Consumption in Ukraine... (2022)

The fourth stage. At the stage of content promotion, it is necessary to form a content strategy and determine methods of promotion. The selected promotion channel affects the choice of promotion methods. The main methods of content promotion include: site optimisation, e-mail distribution, contextual advertising and advertising in social networks, blog, Social Media Marketing, mailing, viral advertising, hidden advertising, Push-messages, etc.

When developing content, it is recommended to apply H. Gardner's theory of multiple intelligences (Pushkar & Tatoryntseva, 2018), that is, to match the type of product to be promoted with the type of intelligence of the target audience.

Tools of creative marketing activity

During the study of strategic directions and tools of marketing activity, it was found that in the conditions of the global crisis caused by the COVID-19 pandemic and military actions in Ukraine, Internet marketing is increasingly used. Thus, in 2021, e-commerce in the USA increased by 14.2% (Young, 2022). Therefore, in order to research which of the tools is better to use for content promotion, it was decided to narrow the scope of research to the analysis of Internet marketing itself, as the leading direction of marketing activity in crisis conditions. It is advisable to choose alternative options for using tools using an analytical-hierarchical process. In the condi-

tions of intensifying competition, the use of traditional methods does not give high results, so only the strategic management system can ensure long-term success in the environment of the growing dynamism of the external environment and the pandemic crisis and the related need for the development of innovative activities. To increase the rationality of decision-making and expand the possibilities of information processing, a decomposition procedure was used, which is also the focus of the analytical-hierarchical process (AHP).

An innovative algorithm for choosing marketing activity tools for Internet marketing depending on the goals of the advertising company, criteria and alternatives is presented in Figure 2.

According to the presented hierarchy, it is necessary to choose a marketing tool for the implementation of the company's creative advertising strategy, taking into account such criteria as costs, return on investment, customer loyalty, the breadth of audience coverage, and the level of creativity. Alternatives include the main Internet marketing tools used today: SMM; SEO – search optimisation; contextual advertising (SEA, PPC advertising); banner advertising; SMS marketing; e-mail marketing; blogging; event marketing.

With the help of the expert survey method, evaluations were obtained regarding the effectiveness of using certain

tools of creative marketing activity. All obtained estimates are checked for the degree of agreement of experts' opinions, since only agreed opinions can be considered significant and used for further research. With the help of

appropriate calculations (coefficient of concordance), the possibility of using the constructed hierarchy of alternatives for choosing strategic directions of creative marketing activity has been proved.

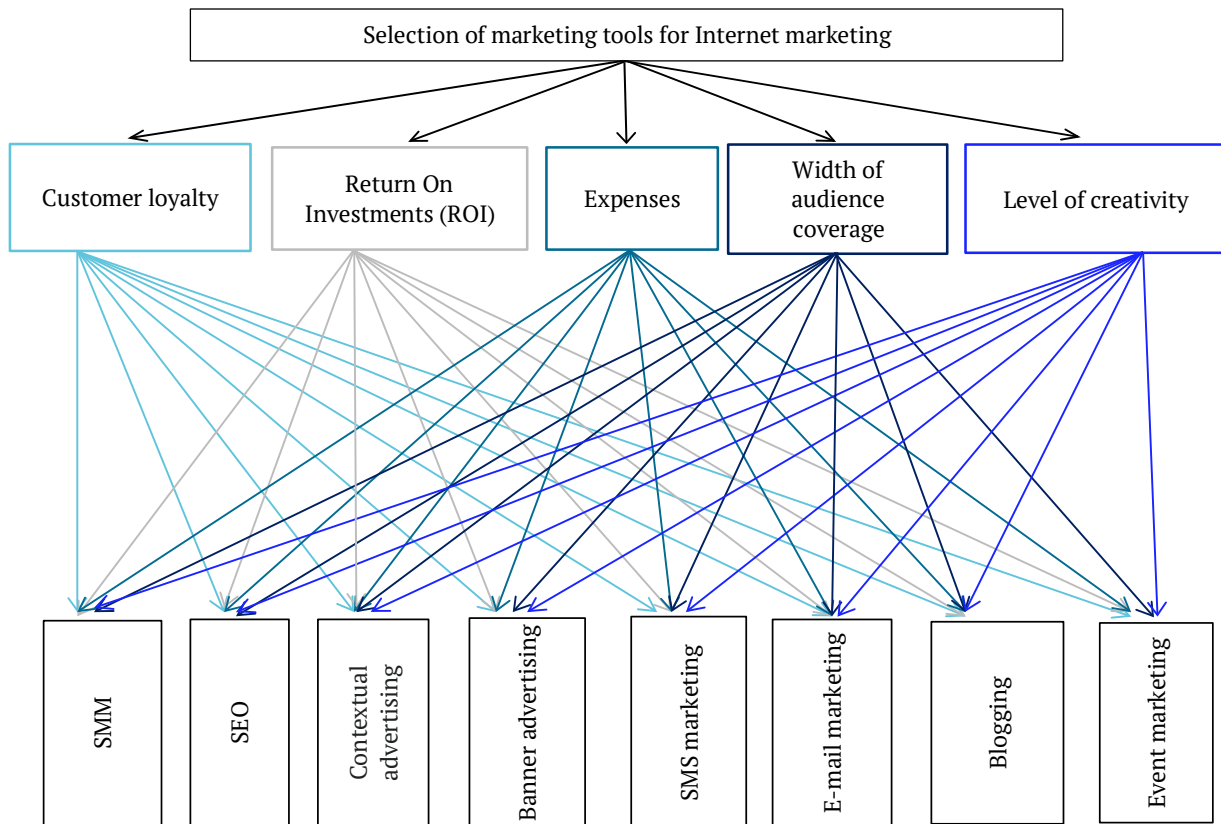


Figure 2. Hierarchy of the decomposition of the choice of marketing tools for Internet marketing

Source: developed by the authors

Score matrices are converted into rank matrices to calculate the concordance coefficient. The matrix of the ranks

of the assessment of the degree of agreement of experts' opinions regarding the criteria is shown in Table 4.

Table 4. Assessment of the degree of consistency of experts' opinions regarding the criteria

Criteria	Expert					Sum of ranks S_j	$d_i = r_j - dcp$	d^2
	E 1	E 2	E 3	E 4	E 5			
Customer loyalty	2	2	2	2	2	10	-5	25
Return on Investment (ROI)	1	1	1	1	1	5	-10	100
Expenses	3	3	3	3	4	16	1	1
Width of audience coverage	5	5	5	5	5	25	10	100
Level of creativity	4	4	4	4	3	19	4	16
$S = \sum d^2$						242		
Concordance coefficient $W = 12 * S / (N^2 * (m^3 - m)) =$						0.97		
$\chi_p^2 = N * (m - 1) * W =$						33.9		

Source: calculated by the authors

The concordance coefficient can take values from 0 to 1. The lower the value of the concordance coefficient, the lower the degree of consistency of experts' opinions. At there is almost no agreement, and at there is complete agreement of opinion (Hrabovetskyj, 2010).

According to the results obtained during the expert evaluation of the criteria, we can see that the concord-

ance coefficient is equal to 0.97 and is close to 1, and the calculated value of the Pearson criterion exceeds the table value (9.5), which indicates a high consistency of the experts' opinions.

Based on experts' assessments, a matrix of average integral advantages for alternative marketing tools was constructed (Table 5).

Table 5. Evaluation of the degree of average integral advantages of alternatives

Alternatives	Customer Loyalty	Return on Investment (ROI)	Expenses	Audience reach	Creativity level	Integral benefits
SMM – Social Media Marketing	0.3	0.3	0.35	0.18	0.24	0.29
SEO – Search Engine Optimisation	0.17	0.22	0.04	0.08	0.05	0.17
Contextual advertising	0.1	0.14	0.15	0.09	0.05	0.12
Banner advertising	0.05	0.06	0.06	0.24	0.13	0.07
SMS-marketing	0.05	0.04	0.11	0.22	0.03	0.06
E-mail marketing	0.04	0.03	0.1	0.09	0.05	0.04
Blogging	0.2	0.06	0.05	0.05	0.13	0.09
Event marketing	0.08	0.16	0.13	0.04	0.32	0.15
Criterion importance	0.21	0.56	0.09	0.05	0.09	1

Source: calculated by the authors

The results of the calculations show that the following criteria are decisive when choosing marketing tools for the implementation of the company's creative advertising

strategy: return on investment and customer loyalty. Taking into account the available estimates, a hierarchy of alternatives can be determined (Fig. 3).

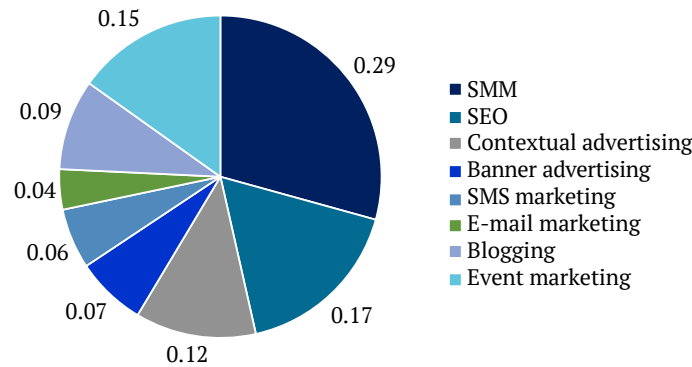


Figure 3. The importance of evaluating the global priority of alternatives

Source: developed by the authors

The results of the calculations show that Social Media Marketing, SEO – search engine optimisation, Event marketing, and contextual advertising are the most appropriate for implementing a creative advertising strategy.

Drawing a parallel with other studies (Petrova & Loiko, 2022), authors agree that the rapid development of society shifts the emphasis from traditional marketing approaches and strategies to the implementation of marketing strategies that have a creative component and give preference to the promotion of goods and services through social

networks and the Internet. Such methods make it possible to satisfy the needs of consumers and ensure progressive development. G. Azimpour *et al.* (2015) noted the exceptional role of a creative marketing strategy in the implementation of the company's strategy and emphasised the positive impact of the implementation of strategies in a creative way. Similar results were obtained in the studies of S.F. Slater *et al.* (2010), who noted that an effective creative marketing strategy directly affects the effectiveness of the implementation of the overall strategy of the enterprise. In

turn, A.F. Al-zoubi (2017) researching creative marketing as a strategic asset to fuel the organisation's competitive advantages obtained similar results and mathematically proved that marketing creativity in terms of product, price, promotion, distribution, people, physical environment and service delivery techniques contributes to the effective strengthening of competitive advantage organisations. C. Papetti *et al.* (2018), looking at the digital tools used by businesses for marketing purposes, identified key trends and the impact of digital technologies to improve their effectiveness in marketing and customer relationship management. D. Dabrowski *et al.* (2019) emphasised the indirect effect between market orientation and organisational performance through creative marketing programs and noted and emphasised the importance of such aspects of creative marketing programs as relevance and novelty. S. Khrupovych & N. Ivanechko (2020) noted the need to use creative approaches and tools in business processes to ensure competitive advantages and obtain better financial results. O.I. Pushkar & Yu.L. Tataryntseva (2018), researching the role of creative marketing in the economy of impressions, carried out a thorough analysis of creative methods of generating ideas, conducted an analysis of the audience of social networks, presented recommendations for the directions of content formation, taking into account the type of intelligence of the target audience, and proposed a methodical approach to the implementation of creative marketing in the economy of impressions. As can be seen, most scientists focus on analysing the importance of using a creative marketing strategy, highlighting its features and developing recommendations for its implementation. Some, researching the role of creative marketing in the company's activities, pay attention to new strategic directions of marketing activities and corresponding marketing tools (Harris *et al.*, 2018; Kitchenko & Prykhodko, 2020; Petrova & Loiko, 2022). However, almost no scientist has considered the criteria that have an impact on the choice of tools for the implementation of a creative promotion strategy. There are no scientific theoretical studies and recommendations that will help the management personnel of the enterprise to choose the most effective tools for the Internet promotion of their products and services. Thus, although there are no preliminary conclusions regarding the effectiveness of using a specific marketing tool, the authors believe that SEO, Social Media Marketing, Event marketing and contextual advertising are the most effective in this case.

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■ CONCLUSIONS

In the course of the study, the importance of creative marketing in the formation of the company's strategy was substantiated. The analysis of strategic directions and tools of marketing activity showed that in the conditions of the global crisis caused by the COVID-19 pandemic and military operations in Ukraine, Internet marketing is increasingly used. Since the type of target audience and the product that is the object of marketing activity directly affect the choice of social networks, an analysis of the effectiveness of using social networks was conducted. The conducted analysis showed that in the world as a whole, and in Ukraine in particular, Facebook and YouTube are the most popular and effective. Certain criteria and alternatives were determined to make a decision regarding the choice of marketing tools for the implementation of the company's creative advertising strategy. With the help of an analytical and hierarchical process, a selection of alternative options for using marketing tools was made, taking into account the creative component. Consumer loyalty, return on investment, costs, breadth of audience coverage and level of creativity of the marketing tool were determined as criteria for selection. In order to obtain qualitative and objective research results, a group of experts was formed in the work, who evaluated the identified alternatives and criteria. The expert group included specialists whose professional activities are related to creativity – a marketer, a brand and SMM strategist; social network marketer; Internet marketer; marketing and advertising specialist; brand marketer. With the help of calculations of the concordance coefficient, an assessment of the consistency of the experts' opinions was carried out, which allowed us to draw a conclusion about the possibility of using their opinions to determine the hierarchy of alternatives regarding the use of a set of marketing measures during the implementation of the company's creative advertising strategy.

The results of the calculations show that Social Media Marketing, Search Engine Optimisation, Event marketing, and contextual advertising are the most appropriate for implementing a creative advertising strategy. Further research in this direction will be focused on the study of the level of effectiveness of the application of these tools.

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■ CONFLICT OF INTEREST

The authors declare no conflict of interest.

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Використання креативного маркетингу при реалізації стратегії підприємства

■ **Анотація.** Актуальність дослідження обумовлена необхідністю підвищення конкурентоспроможності підприємств в умовах збільшення конкуренції на глобальному ринку. Метою статті було проведення теоретичного аналізу та розробка методичного забезпечення пошуку дієвих маркетингових інструментів під час реалізації креативної маркетингової стратегії. Для досягнення мети використано методи: логічного узагальнення; порівняльний аналіз; метод моделювання, статистичний аналіз; метод аналізу ієрархій; метод експертного опитування; графічний та табличний метод. У результаті дослідження було визначено сутність поняття «креативності» та обґрунтовано важливість застосування креативних маркетингових інструментів під час реалізації стратегії підприємства; доведено, що потрібно розробляти та впроваджувати креативну модель маркетинг-міксу; обґрунтовано, що для застосування креативного маркетингу персонал підприємства повинен бути креативного типу; визначено, що під час розробки креативної маркетингової стратегії в умовах глобальної діджиталізації важливим етапом є вибір соціальних мереж; доведено, що в умовах наслідків пандемії COVID-19 та військової агресії в Україні, найбільш значимим інструментом є Інтернет маркетинг; доведено, що серед креативних інструментів Інтернет маркетингу найбільш ефективними є Social Media Marketing, Search engine optimisation, event marketing та контекстна реклама. Практична значущість отриманих результатів полягає у формуванні практичних рекомендації щодо вибору дієвих креативних маркетингових інструментів під час розробки та реалізації стратегії підприємства, спрямованої на підвищення його конкурентних переваг. Сформульовані висновки та рекомендації можуть бути використані менеджментом сучасних підприємств, які шукають шляхи підвищення конкурентоспроможності за рахунок впровадження креативної маркетингової стратегії

■ **Ключові слова:** творчий підхід; стратегічні напрямки; комплекс заходів просування; конкурентні переваги; інструменти просування; Інтернет просування