

## **TRENDS OF THE FORMATION OF HR MARKETING IN THE CONCEPT OF THE CREATIVE ECONOMY**

**Telnov Anatoly**

Doctor of Economics, professor of the Department of Marketing  
Khmelnyskyi National University  
Ukraine

**Karaulna Ivanna**

the recipient of higher education according to the educational and qualification level  
of a bachelor in the specialty "Marketing"  
Khmelnyskyi National University  
Ukraine

The state of the modern world is characterized by transformational processes and the formation of a creative economy based on services in which creativity is the basis. Currently, the era of world socio-cultural development is changing to a new era of innovation and creativity. Globalization increases the scope and demands of business as marketing, procurement, manufacturing, research, distribution and logistics are aimed at global markets. Management of creative and innovative activities becomes the most important component of the activity of any modern organization.

The creative sector of the economy contributes to the creation of new high-quality jobs, the use of the latest technologies, the creation of creative goods and services, which generally lead to an increase in competitiveness, quality of life and socio-economic development.

The problems of the innovative and creative economy were studied by both foreign and domestic scientists. Such foreign researchers as J. Hawkins, R. Florida, C. Landry are considered the founders of this concept today. The creative economy is one of the factors of inclusive and sustainable development, which emphasizes the importance and power of culture and creative sectors of the economy as engines of such development.

The center of the new creative economy is creativity, an idea created by a person. The creative potential of the HR resource is represented by the center of the existing formation. The creative potential of an individual produces novelty, generates new discoveries and ideas, knows how to productively solve complex problems, and puts them into practice.

The creative economy encompasses dozens of industries, including: design, cinema, architecture, IT, as well as scientific research, education, fashion, and tourism. That is, everything that requires creativity and a non-standard approach that can create additional product value is already part of the creative economy.

"The main fuel of the economy of the 20th century. there was oil, and the fuel of the 21st century. - there is creativity" - John Newbiggin, member of the UK Government's Creative Industries Council.

Since the emergence of the understanding of the creative economy as a separate sector of the economy, separate models for the classification of cultural and creative industries have been developed, but the most popular today is the model developed by UNCTAD, which distinguishes four groups and nine subgroups of creative industries:

1. Cultural heritage: traditional culture; cultural sights.
2. Art: visual arts; performing arts.
3. Media: publications and publishing house; audiovisual works.
4. Functional creativity: design (architecture, toys, jewelry); creative services (advertising, digital and cultural services).

Signs of a creative economy are continuous innovative development, the great role of HR resources in the innovative development of the country; investments in new goods, services, technologies, in the development of human capital; a large share of knowledge-intensive products in GDP; competition based on innovation; specialization and cooperation in the field of innovative activity of business entities; the creation of production complexes has an interdisciplinary and global character; high scientific intensity of production and a high level of professional training of employees, protection of intellectual property objects [1].

The creative economy has a number of other characteristics as a sphere of human activity and a sector of the economy. The creative economy is based on individual creativity, which is based on individual knowledge, skills, talents and abilities. In such conditions, the role of HR marketing, which is designed to attract and provide organizations with quality personnel, is growing.

Unlike serial production, when creating a creative product, labor costs are an indicator that depends entirely on the personal qualities of the producer-creator, the level of his qualifications, creative idea and other factors. Each work is exclusive, so its evaluation is an impossible or largely subjective process. This feature of the creative economy makes it difficult to assess the value of the product and standardize the approach to the quality of the product offered on the market.

In some industries, for example, in the field of IT - technologies, such as digital software, digital software, a larger share of costs is intellectual property. Others, such as art, are dominated by a portion of the value of the physical object.

Therefore, the creative economy is equivalent to the value of creative products multiplied by the number of transactions. Creativity in the field of creative economy is not necessarily an economic activity, but can become such when its product is an idea or a creative product that has an economic application.

According to the definition of UNCTADstat, the creative economy is a new concept that relies on the interaction between human creativity, ideas and intellectual property, knowledge and technology.

During the war, the creative economy experienced an outflow of talent, reduced funding, reduced demand for cultural products and services, and the negative effects of disrupted supply chains. In such conditions, the task of HR marketing is adaptation, stimulation, training and development of personnel. These processes are designed on the basis of new approaches, such as: design thinking, behavioral economics, HR analytics).

The development of creative entrepreneurship occupies a key place in the socio-economic policy of cities and countries. By exploiting intellectual property, new jobs and added value are created. Creative industries, namely intellectual property, creativity, development, startups - all this is part of Industry 4.0.

The orientation of the development of industrial enterprises in the direction of Industry 4.0 is inextricably linked to intellectualization, which involves not only the introduction of ultra-new 4.0 technologies, but also the active use of the achievements of the third industrial revolution.

Intellectualization of labor is defined as an increase in the specific weight of creative labor in social production. Intellectual work should not be confused with intellectual work, because the main qualitative characteristic of intellectual work is the presence of a creative approach, the degree of novelty of the content of individual and collective labor activities, applied methods and obtained results. Novelty, as a criterion of creativity, allows us to consider it as an intellectual labor activity of a search nature, the purpose of which is to create new material and spiritual values (products, materials) [2].

Thus, the goal of intellectualization is modernization in the direction of modern technological realities of Industry 4.0, improvement of the intellectual component of production, quality of manufactured products, services provided (complexity, innovation, used know-how) with the aim of increasing profits and gaining sustainable competitive advantages in domestic and foreign markets.

Increasing competitiveness in the direction of Industry 4.0 based on intellectualization is becoming an important task for every enterprise. However, despite the global coverage of computerization, Ukrainian enterprises are not sufficiently modernized in the direction of the fourth industrial revolution.

Based on differences in the understanding of the term "creative industries", different systems of classification of industries that countries attribute to creative industries have been formed. In 1998 The British Department for Culture, Media and Sport (DCMS) created the first classification of creative industries (table 1).

Table 1 – Classification of creative industries (according to DCMS)

Advertising	Art and antiques	Fashion	Television and radio	Music	Show
Architecture	Design	Software	Cinema and video	Publishing activity	Video and computer games
Crafts					

In 2000, this approach was improved in the implementation of DCMS, which is based on the methodology of using the Standard Industrial Classification (SIC) and the Standard Occupational Classification (SOC) of Great Britain. At the same time, this classification is used by many other countries of the world, as it is quite simple, clear and convenient to use. This feature made this classification basic.

IT services are the largest market in the structure of the creative industry both in Ukraine and throughout the world. In most cases, specialists working for foreign customers and IT companies belong to this sector.

Creative industries, as defined by UNESCO, have as their goal "the creation, production and commercialization of creative (creative) contents, which by their nature are intangible and belong to the sphere of culture. Such contents are usually protected by intellectual property rights and may take the form of a product or service" [3].

In 2014, the "Creative Europe" program was launched - it is a program of the European Union in the field of cultural, creative and audiovisual industries. It is for those who work in the cultural or media sphere and have ideas for interesting projects. Ukraine joined on January 1, 2016. The program is aimed at three main sectors - cultural, creative and audiovisual. The main priorities of the program are:

- international mobility;
- expanding the audience;
- new business models;
- transition to the use of digital technologies;
- trainings and education.

Digital sector - sectors of the economy related to the creation of software and IT consulting, as well as the provision of information services. Ukraine's digital sector has enormous potential, and the dynamics of its development rate demonstrate Ukraine's determination to implement it as quickly as possible. At the same time, it is impossible to achieve this without developing a common vision with the EU and a clear understanding of the next steps.

Digital technologies are necessary for increasing the efficiency of Ukrainian industry, and in some sectors they are becoming the basis of product and production strategies. Their transformative power changes traditional business models, production chains and determines the emergence of new products and innovations. Digitization for Ukraine has a positive social character, because it is focused on improving the quality of social security infrastructure, social services, organizing transparency and targeting of social assistance, and reducing costs.

The digital economy significantly changes traditional business processes. Upon reaching the most complex levels of digitalization in the economy, a fundamental transformation of the production relations of the participants takes place, the result of which is the unification of production and services into a single digital system, in which:

- all elements of the economic system are present simultaneously in the form of physical objects, products and processes, as well as their digital copies (mathematical models);
- all physical objects, products and processes due to the presence of a digital copy and the element of "connectivity" become part of an integrated IT system;
- due to the presence of digital copies (mathematical models) and being part of a single system, all elements of the economic system continuously interact with each other in a mode close to real time, simulate real processes and predicted states, ensure constant optimization of the entire system.

The main segments of the digital economy:

- the sector of information and communication technologies, e-business infrastructure (networks, software, computers);
- digital production and electronic business, including industry, i.e. business organization processes using computer networks;
- electronic trade, i.e. retail Internet sales of goods [4].

One of the modern trends in marketing is digitization and automation of HR processes. During the pandemic, technological priorities changed at many enterprises. Digitization has gradually penetrated all spheres of organizational activity, including HR processes, and has become their natural stage. Digitization of HR processes, automation of routine tasks enable HR teams to free up time to focus on more strategically important projects that have business value.

The HR marketing strategy can have several goals: increasing the competition for vacancies, reducing staff turnover, changing the position of the HR brand in the employers' rating. In order for a marketing campaign to be successful, it must be created and directed at a specific addressee, taking into account his social status, tastes, interests and desires. The tasks of HR in different companies may differ. It all depends on the goals of the business and the stage of its development. But regardless of these factors, HR builds its activities on the basis of the employee's life cycle in the organization.

The fourth industrial revolution (Industry 4.0) is the end-to-end digitization of all physical assets and their integration into a digital ecosystem together with partners involved in the value chain. The digital economy differs from the traditional one by a significant increase in the number of trade transactions. This is ensured thanks to the removal of geographical barriers in the conditions of an open network society. The main wealth of such an economy is data.

As for the culture industry, it is an entire industrial apparatus for the production of unified, standardized novelties in the fields of art, painting, literature, and cinema. In this regard, cultural industries do not provide a person with value orientations, do not lead to spiritual enrichment and enlightenment, and are understood as a type of product that has a consumer - the masses, who are the object of manipulation in a capitalist society with the help of standardized art.

The concept of the culture industry has become popular over time and has entered everyday language in terms such as "film industries", "advertising industries" or "music industries". Nowadays, the pejorative connotation of the phrase "culture industry" has changed and is used to define those industries that "combine the creation, production and commercialization of intangible and cultural products, and the product (its content) is usually protected by copyright" [5].

Cultural industries (CIs) consist of the music industry, the book market, the arts, film and television, live performance, design, architecture, the press, advertising, software and games. The growth in demand for cultural products is limited, and the unfavorable economic situation in Ukraine forces some consumers to save on cultural products.

According to the survey results of the Ukrainian Cultural Foundation, 74% of cultural figures continue to engage in their professional activities despite the full-scale war. Most of them combine work with volunteering.

The involvement of the cultural community brings economic profit to the state even in such a difficult time. If cultural figures physically work abroad, they still ensure the flow of funds and other resources to Ukraine.

Therefore, it is important not to lose this network of cultural ambassadors and to create favorable conditions for the development of cultural business in the country. The positive experience of other countries can serve Ukraine as an example of how to improve legislation in the field of culture, restore historical monuments, transform libraries into modern information hubs, determine strategic priorities in the field of culture and conduct policy in this field at the local level. The potential of Ukrainian culture is seen in the rich cultural heritage, in the intersection of culture, technology and in the talents of people who have a desire to learn. Also, cultural industries provide 3% of jobs in Ukraine, and the most profitable areas are television, design and architecture.

In 2020-2030, a significant part of the added value will be created mainly at the expense of creative factors of production. It is the creative approach and creativity that will become the leading determining and decisive factor of economic development in the 21st century.

Currently, according to UN estimates, creative economy industries generate an annual income of \$2.25 trillion. More than 50 million people in the world work in this industry.

Within the creative economy, various types of economic activity can interact, in particular, those related to HR marketing, creating new products, forming new business models, new types of social relations, and new cultural paradigms. It is designed to create an attractive investment climate, promote the growth of social capital and the development of the social sphere, and modernize the sphere of education.

The doctrine of balanced development "Ukraine 2030" defines the creative economy as one of the components of the priority development of the country in the strategic perspective, and the branches of creative industries create the basis for the formation of a separate sector of the economy - creative [6]. The DNA of the creative economy is the ability to generate intellectual capital that has high potential for returns, job creation and exports, while promoting social inclusion, cultural diversity and human development.

It is obvious that the global competitiveness of megacities in the 21st century will be determined by the level of development of their innovative economy. Modern management personnel in the conditions of the creative economy must possess the skills to form innovative goals, successfully solve non-standard problems, act creatively, original, non-standard, both in business and in other spheres of activity [7]. In this regard, in the conditions of the creative economy, the need and, therefore, the training of creative personnel for the management of socio-economic processes in all spheres of economic activity should increase. And HR marketing tools will help in this.

Currently, we are witnessing a demographic crisis of the creative elite, so it is the development and training of the young generation that will help us in rebuilding and ensuring the creative economy of Ukraine. Now it is necessary to improve oneself as much as possible, to study, because the domestic potential is extremely inventive and talented.

So, the creative economy is one of the basic components of the new economy, which in modern conditions is at the stage of formation and the essence of which is the application of the latest achievements, developments, innovations, technologies, creativity in its functioning, which is accompanied by a change in approaches and principles to organization and management HR marketing business processes.

The use of innovative HR-marketing development models has become widespread in many countries of the world, as their effective application provides enterprises with significant competitive advantages. First of all, innovative models of HR marketing are social standards that play a unique role in revealing the intellectual potential of a person.

Creative industries have a chance to become the engine of recovery of Ukraine after the war. Ukraine. The main thing is that we have the potential and HR resources that want and can develop the creative economy sector. The creative economy plays a very important role in Ukraine's resistance to the global crisis.

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