

INNOVATION AND CREATIVITY IN MARKETING ACTIVITIES OF THE COMPANY

JOZEF ŠARLAY

Abstract: *Issues of innovation and creativity in marketing activities of the company still poorly understood and in practice applied area of innovation management. Managers often do not know the modern techniques and methods how to develop innovative expertise in the enterprise. As a main findings and results can be considered the model of providing of innovative expertise in the company. Within the solution it was identified the key elements (creative thinking, creative process, creative thinking methods).*

Keywords: *innovation, innovation management, creativity, innovation expertise.*

JEL Classification: *M31, O31*

1. INTRODUCTION

The issue of innovation and creativity in marketing activities of the company is currently very actual. Innovations are an important tool for increasing competitiveness of companies. Companies do not develop their innovation activities on the basis of "impressions" or "intuition", but on the basis of knowledge obtained from the opinion survey of customers, employees and partners.

The purpose of this paper is following a detailed analysis of literature and realized research to create a model of providing of innovative expertise in the company. There were used different methods by solving the defined problem, for example: content analysis - the study of documents, synthesis, comparative analysis, process analysis, statistical analysis, modeling, programming, empirical research methods and others.

2. THE CURRENT STATE OF DEALING WITH THE ISSUE

Innovative expertise involves the development of talent and people, creative thinking, which is manifested particularly in generating innovative ideas. Dvořák (2006) focuses on the usage of creative thinking as a key factor in generating innovative ideas. In the field of talent and people development the company have to develop key skills, innovative skills, knowledge and already mentioned creative thinking. Management of the company should support this development through appropriate training and cooperation. Management should also use appropriate motivation program aimed at increasing employees' interest in innovation.

Within the innovation expertise is necessary to support the care of human creative potential by the company's management. This means that employees can fully use their skills and abilities in providing the innovation process. In the first and second phase of the innovation process, where the needs and innovation ideas are created, employees apply their ability to identify opportunities, they also projecting and planning innovative changes. Employees use the ability to form ideas and solutions. In subsequent phases of the innovation process it is necessary to apply the ability to realize innovation, manage the innovation process and learn from the innovation process. Using the ability to cooperate,

employees can find new sources of ideas, convey the possibility of usage of joint development and research facilities, etc. (Lendel, Hiitmár, Siantová, 2015)

3. CREATIVITY IN MARKETING ACTIVITIES OF THE COMPANY

Management should support the education of their employees, focusing on the development of mentioned areas and also to learn the habits of supporting the creativity development. The company should implement creativity and especially creative thinking. Creativity includes creative thinking, creative skills, abilities and creative activity. The creative person is characterized by resourcefulness, availability, originality, imagination and effort. Management should seek to minimize the barriers to creativity, both on the part of the employee (subjective) and on the part of innovative environment (objective). To develop creative thinking managers can use several methods of creative thinking. Basic overview is shown in table 1

Table 1 Methods of creative thinking

Intuitive	Systematic
Brainstorming	Delphi method
Method of W.J.J. Gordon	The method of alternative questions
Brainwriting	Method comparison function (more details)
Method „635“	Kinematic conversion method
Method „Discussion 66“	The method of aggregation and disaggregation of elements, respectively features
Method “Think Tank“	Sets of questions
Synecitic method	Method of application deferred ideas
Avocatus Dei et Avocatus Diabli	Morphological analysis
TILGM method	TRIZ method
Semantic intuition	Six hats method
	Tree troubleshooting
	Method "Attribute Listing"

Source: processed by Trommsdorff a Steinhoff (2009); Janiček (2007)

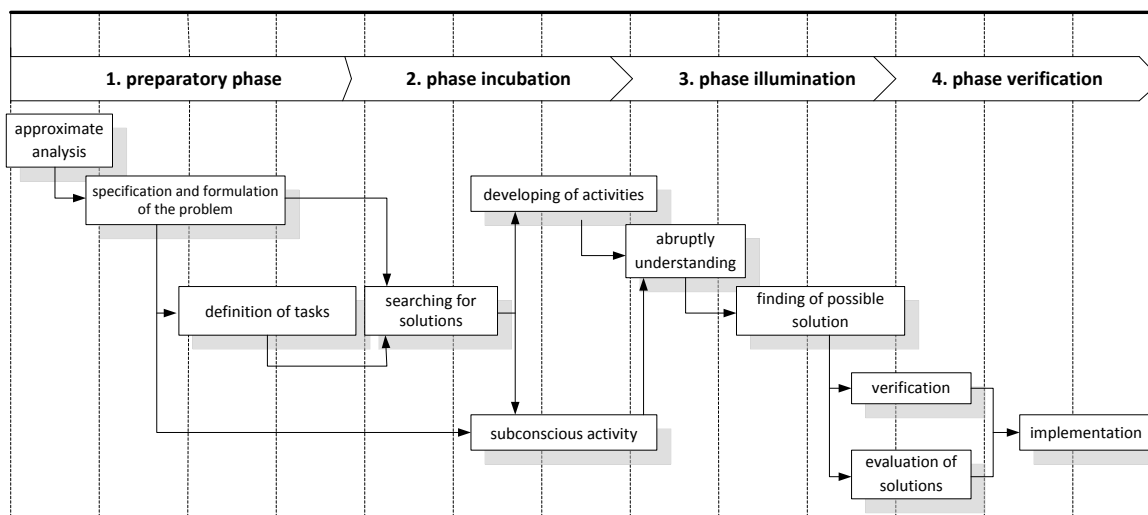


Figure 1 The different phases of the creative process (Lendel & Kubina, 2008)

Creativity is closely related to the process of change. It allows to solve problems in new ways and find alternative solutions through a creative behaviour of employees and achieved creative results. Solving challenging problem in the innovation process (figure 1) can be divided into various phases of the creative process:

1. Preparatory phase
2. Phase incubation
3. Phase illumination
4. Phase verification

The creativity is the basis for the innovation team. It means that innovation team can operate successfully and in creative way use internal synergies and achieve high results in their field. The most common barriers in innovation teams are insufficient creativity, lack of communication, lack of vision for the future and a low degree of cohesion among team members. Innovation team must contain quality people. It must be based on adequate processes which not only help the team members in their further growth, but they also mobilized people at the right time to contribute their creative and critical thinking to the achievement of the set out objectives in innovation.

The company should continually invest in to developing human creative by using of proven techniques that encourage and support creativity. The innovation team must create an open and free atmosphere and ensure the effective flow of information about the progress of innovation projects in all cases, including teleworking. (Lendel, Hiitmár, Siantová, 2015)

Most companies spend more time on expansion of the product portfolio as opportunities for developing new ideas for their bid. Customers currently have available a wealth of information. On the basis of this information customers make decisions to purchase, respectively not to buy the product. They are characterized by an increasing choosing behaviour and a low degree of fidelity. If in the company there is no real development of creativity, the company can expect an adverse market reaction. The correct application of creativity can be divided into two phases:

1. divergent phase,
2. convergent phase.

Divergent phase is based on developing ideas in an open atmosphere of free thinking in the group. There exist a

number of techniques. Most commonly used technique is brainstorming. In developing ideas it needs to be based on the essential characteristics of the target group, the nature of individual products but also technical possibilities of individual useful business tools. The assumption that creativity is spontaneous activity, is not correct. Creativity can be achieved in a structured way by using appropriate stimulating tools and techniques. If the divergent phase not pursue the convergent phase, the result would be indeed a huge summary of ideas but with low value. It is therefore necessary to continue to the convergent phase, in which the ideas are selected and the most wanted concepts are developed into the creative solution. Of the various alternative concepts are selected those concepts that best meet the set objectives and criteria. The selection take place through the comparison of concepts and through the evaluation of their strengths and potential weaknesses.

In the phase of developing ideas and new thoughts in innovation process is possible to use more creative techniques. Their use does not automatically guarantee better results. Among the most frequently used creative techniques they include:

- mind maps,
- bisociation,
- synectic.

In the innovation process is very interesting creative techniques the bisociation (figure 2), which represents a flexible technique of the combination of two previously unrelated "dimensions of thought." It is used mainly in the creation of well-structured questions, solving technical problems and in the inventions. It requires imagination, observation skills, time, curiosity, happiness and professional competence. It is very time consuming and consists of four basic steps (Lesáková et al., 2006):

1. definition of the problem,
2. selection of the next "dimension of thought",
3. recognition of analogies,
4. transfer of solutions.

In the innovation process can also be used creativity technique - synectics. This technique tries to separate thoughts as much as possible away from the circle of its problems. It is used mainly in problem solving and in developing new products.

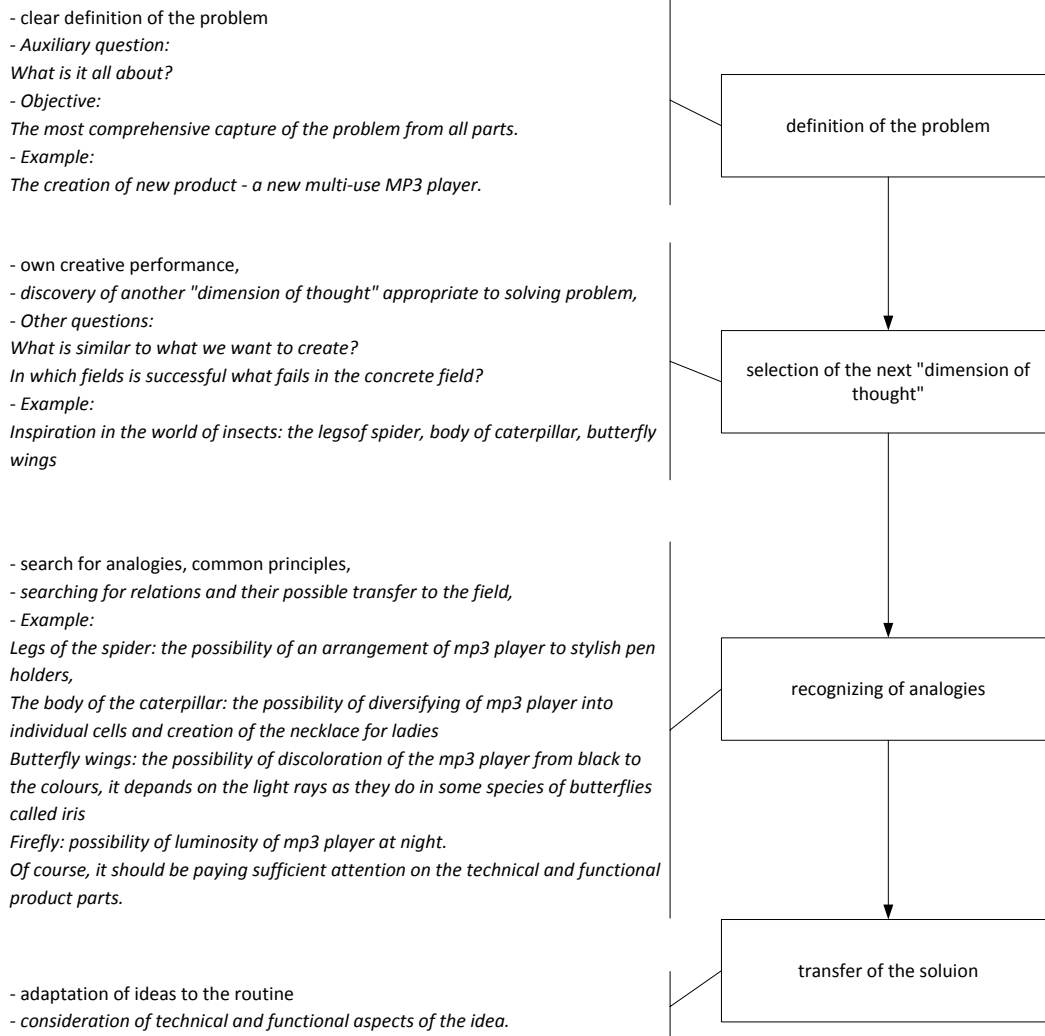


Figure 2 Example of the process of finding the right bisociation (Lendel & Kubina, 2008)

4. CONCLUSIONS

Innovative expertise is reflected in the innovation process that generates innovative ideas. These are the result of processes occurring in employees' heads, which depend both on the multi-sensory perception, knowledge (expertise, experience...) and their application in real life, but also it depends on the psychological predisposition and their dominance (self-esteem, fear, courage...) (Lendel,

Hiitmár, Siantová, 2015). The management of the company should support education of their employees, focusing on the development of these areas and also to learn the habits that support the development of creativity (Hiitmár & Lendel, 2012).

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Ing. Jozef ŠARLAY (external PhD. student)

Department of Management Theories, Faculty of Management Science and Informatics, University of Zilina
Univerzitná 8215/1, 010 26 Zilina, Slovak Republic
e-mail: jozef.sarlay@tatrabanka.sk