

CHALLENGE STRATEGIES OF BUSINESS COMPETITION: CREATIVE MARKETING APPROACH NOTES ABOUT DEVELOPING A SUCCESSFUL ORGANIZATIONAL MODEL

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ABSTRACT

Nowadays redefining and changing contents of competition direct to force businesses pursuing faster than before and not to have temporary successes towards lasting superiority. This puts forward a question about which strategies and marketing applications need to integrate in lasting competitive superiority. Especially recently rapid changes and transformer of marketing paradigm presents new road maps to follow new approaches to businesses. Unique of these maps is “creative marketing” approach.

Developing or creating existed or feasible customer desires and needs is developing or creating marketing and it has been able to present customer in short time. Although, this is possible if business in all focus on marketing, it will determine and develop internal abilities true. Varying competition, continuing existence of business and/or providing successful permanent competition depends on constitute framework of creative marketing. In this point of view considering and adapting creative marketing approach in competitive strategies in business seems to be important because of lasting superiority /leadership business.

This research main idea and basic aim is to search in competition put forward creative marketing as a challenge strategy business could develop new models and strategies and successful organizational model. Consequently hypothetical and conceptual scope of this study contains as a framework of providing analytic contribution.

Key Words: Creative Marketing, Competitive Intelligence, Organization Model.

1. INTRODUCTION: CONTENTS IN COMPETITION VARYING ATTRIBUTION

Providing competitive advantage both in national and global area in businesses, depends on ability to identify and understand changeable demands and needs of customer, correspond with new and innovative ideas, ability to create new demands for customers (Hao, 2000:53-64). Moreover, businesses exists forceful competitive pressure because of rapid changes in market needs, rapid changes in technology, getting shorter of product life cycle desire of meeting customer demands. In this state, field of business evermore new competitive advantages such as (a) developing new products/services (b) researching new methods in production (c) expanding new market fields (d) finding new resources to provide (Amabile et al., 1996:1154-1184).

Businesses for having competitive advantage, necessity transform and revise itself in steady changing market. This transformation/variation occurs at the same time and everywhere. In point of business, competitive advantage as a trigger endures development, innovation and creativeness. As today, having

changes in competitive advantages was affected by technologic changes and/or transforms (Moore, 1997:140-149; Bettis and Hitt, 1995:7-79).

Nowadays, businesses have global competitive which is technology/market focused. Global competitive which is technology/market focused brings moving faster money capital, shorter product/life cycle, needing more developed technology and having more complicated customer. Challenges in competitive occur more in IT industry. Before these sectors had traditional product/focused structure, now businesses adopts shortening product life cycle and creative marketing which depends on business resources and competences. Such strong competitive, another word, challenging in competitive, when they produce businesses have seen over revising almost everything as a resolution. Businesses should need to use existing products and product development for new competitive challenge strategy in new competitive (Hooley and Greenley, 2005:93-116; Hunt and Morgan, 1996:107-114; Cockbur et al., 2000:1123-1145).

2. CYCLE OF CREATIVE MARKETING PARADIGM

Cycle of creative marketing paradigm in Businesses depends on redefining creativeness and innovativeness and establishing infrastructure of business culture. Cycle of marketing paradigm is based on continuity of this process. In other words, creativeness is not limited with producing products or serving in market. Creativeness invents new energies and probabilities. Therefore creativeness is a process of starting point of successful innovation application or creating new things. Cycle of creative marketing paradigm's ability to convert new ideas to useful and fact requires initiative and objective point of view. This is important for cycle of creative marketing paradigm success. Cycle of creative marketing paradigm provides developing new idea system and producing idea. Thus, cycle of creative marketing paradigm includes constitution of management systems or developing performance and customer services and technology which has deep impact on market structure (Papatya, 2006:73-77).

Marketing paradigm's creative process is under pressure about managing successful and according to that developing marketing culture. Effective planning and managing creative marketing are possible if the potential of market are discovered finding right solutions. Getting useful these solutions for market, businesses need to have marketing competences and competitive intelligence. If businesses access to success, business should have key element of marketing; however, businesses should be saved from these pressures (Coade, 2002:25-26):

- **Customer Behavior:** The main reason of determining customer behaviors is having more alternatives to customers and choosing more than before.
- **Compatible of Demand:** Different, specific and compatible desire products' demand growth rapidly.
- **New Economic Surroundings:** When economic surroundings search for different products/services from competitors, it puts pressure about being more creative on to businesses.

- **Managing Transition:** Managing complex transitions is not only for specific sectors.
 - **High Quality:** Customers always follow highest quality as possible. Businesses provides not only quality, but also they are under pressure about developing first product and services.
- In this case, businesses have to change and transform themselves seriously for continuing their presence in the market place and challenging competitive (Chaharbaghi and Lynch, 1999:45-50).

3. CRITICAL SUCCESS FACTORS IN CYCLE OF CREATIVE MARKETING

Critical success factors role playing in cycle of creative marketing paradigm are creative marketing culture, leadership style, creative marketing source and competences, creative marketing structure and strategies (Andriopoulos,2001:834-840). These critical success factors are shown at Table 1.

Table 1: Critical Success Factors

Factors	Statements
Creative Marketing Culture	Developing organizational creative culture and spreading out through to organization is a challenge strategy in businesses. Culture is determinant of innovation. As creative marketing culture is a model of leaning upon experiences and predicting future (Ahmed, 1998:30-40;Schein,1993:13-28).
Leadership Style	Creative marketing relates to leadership. Leadership and being leader are not just competence also they are responsibility. Responsibility is not only taking responsibility of good work but also taking responsibility in bad situations. Because of these reasons, businesses need to have leadership more than before (Redmond et al., 1993:120-151).
Creative Leadership Source and Competences	It is so important that having unique sources and competences in businesses for creating new markets and changing competitive thinking. As only businesses which have effective competences and skillful, could develop and new products, services and works to serve high level (Carson and Gilmore, 2000:363-382; Andrews and Smith, 1996:174-187).
Creative Marketing Structure and Strategies	Transforming and changing marketing paradigm brings out to be open for businesses' creativeness. At the same also, businesses' creative marketing process should focus on targets and consequences; however target of creative marketing is developing new things more different than operational functionality targets. (Papatya,2006:76)

Beside of these critical success factors, business managers should eliminate barriers in front of creative organizational culture for having compatible environment, should know that creativeness is indispensable component and give education about creativeness (Suh, 2002:135-147). Barriers for businesses creativeness and innovations are given at Table 2 Creative organizational climate and eliminating barriers in front of the innovation, businesses which have creative and innovative organizational culture, not only learn how to deal with rapid changes and unpredictable environment but also they learn how to work with them (Shalley and Gilson, 2004:33-53).

Table 2: Barriers to Creative Climate and Innovation

Barriers	Statements
Top management isolation	Fosters misunderstandings and contributes to risk-averse climate
Intolerance of differences	Denies diversity, creates homogeneity and identifies as troublemakers those who question the status quo
Vested interests	Focuses on the parts rather than the whole and emphasizes the defense of areas against the encroachment of others
Short-time horizons	Emphasize short-term result over the potential for new ideas to generate long-term gains
Overly rational thinking	Tries to place Creative and chaotic processes into systematic and rational sequences and may emphasize schedules over development needs
Inappropriate incentives	Reward and control systems reinforce regularity and discourages surprises and differences linked to innovation
Excessive bureaucracy	Allegiance to rules and procedures that frustrate creativity and innovation

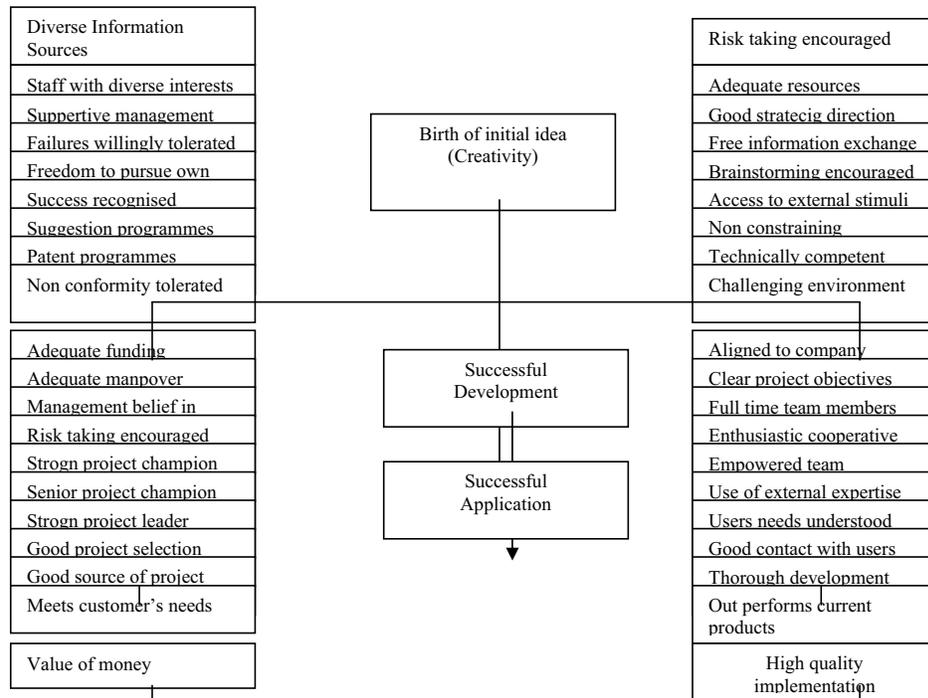
Resource:Roffe,(1999:232)

4. SUCCESSFUL ORGANIZATION MODEL FOR CREATIVE MARKETING

Successful organizational model which is designed for creative marketing is shown at figure 1 and has 3 processes has positive impacts. Particularly, beginning stage which is creativeness process is so important for improving creative business environment and forming right managerial behaviors (Woodman, et al., 1993:291-321). In this case important thing is represent thoughts freely, behaving with their ideas not with restrict management plans, encourage to take risks, tolerating failures in applications, accepting radical thoughts and approving success of employees.

Consummation all of these process from businesses also means that second stage. This stage is meeting customer needs and creating new needs for customers. In this stage some points are important which are having sufficient sources, manager's support, cooperation and efficient working team. In the third stage of the organizational model is ability to be successful about developing concepts of applications. In this stage, customers are tested for how they react and accommodate to new concepts. This stage is last stage and also being successful about applications. Analyzing customer needs and producing good products have important role in this stage. Creating new needs for customers and successful harmonizing customers with products are important stage for creative marketing process. Important factors of supporting these processes will be advertising and brand (Cumming, 1998:22-23).

Figure 1: Design of Successful Organization Model for Creative Marketing



Resource: Cumming, 1998:22

5. CONCLUSION

Acceptance of creative marketing concept and getting at the right position depend on tending certain strategic targets. In this case important point is not only having targets but also having efficient creativeness and innovative applications. Application effectiveness however, depends on creativeness and innovation of targets on a large scale and to accommodate changeable conditions (Amabile, 1998:77-87). Also, creative marketing application begins with analyzing opportunity and resources. These resources are important because they could occur different time and different structures and shapes in businesses (Drucker, 2003:95-103).

Businesses need to develop creative marketing in organization and for application need to evaluate success requirements which are given below: (Brown, 2002:105-115; Khan and Al-Ansari, 2005:1-21)

- Doing research about new work applications,
- Learning from innovations,
- Realizing associates of creativeness is customer,
- Generating creativeness and innovations ,
- For creative marketing, developed organizational mission should cover all of the organization,

- Successful creative marketing should have valuable products/services for itself and customers, dynamic environment which creates processes and new applications.

In conclusion, businesses need to develop competitive challenge strategies for surviving and to restructure of business competences with creative quality for competitive advantage. Evaluating of creative fields and concepts will make businesses realize creative marketing is new marketing paradigm. Also, strategies will come into for developing competitive capability. Thus, for obtaining more successful and stronger organization sustainable success and challenge are so important.

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