

WAYS TO INCREASE THE EFFECTIVENESS OF CREATIVE THINKING IN BUSINESS AND MARKETING

<https://doi.org/10.5281/zenodo.18865434>

Abdurazokova Sayyora Xasanboy qizi

*Listener of the Banking and Finance Academy
Republic of Uzbekistan*

Annotatsiya

Ushbu maqolada biznes va marketing sohasida kreativ fikrlash samaradorligini oshirishning nazariy va amaliy jihatlari tahlil qilinadi. Zamonaviy raqobat muhitida innovatsion yondashuv, noodatiy g'oyalar ishlab chiqish va strategik qarorlar qabul qilish jarayonida kreativ tafakkurning o'рни yoritiladi. Shuningdek, kreativ muhit yaratish, jamoaviy brainstorming usullaridan foydalanish, dizayn fikrlash (design thinking) modeli, raqamli marketing vositalaridan samarali foydalanish hamda motivatsion omillarning ahamiyati ko'rib chiqiladi. Tadqiqot natijalari biznes subyektlarida kreativ salohiyatni rivojlantirish raqobatbardoshlikni oshirish, brend imijini mustahkamlash va bozor ulushini kengaytirishga xizmat qilishini ko'rsatadi.

Kalit so'zlar

kreativ fikrlash, innovatsiya, marketing strategiyasi, raqobatbardoshlik, dizayn fikrlash, brainstorming, brend imiji, raqamli marketing, strategik boshqaruv.

Abstract

This article analyzes the theoretical and practical aspects of improving creative thinking effectiveness in business and marketing. In a modern competitive environment, the role of creative thinking in generating innovative approaches, developing unconventional ideas, and making strategic decisions is highlighted. The study also examines the importance of creating a creative environment, applying brainstorming techniques, implementing the design thinking model, effectively using digital marketing tools, and strengthening motivational factors. The research findings indicate that developing creative potential within business organizations enhances competitiveness, strengthens brand image, and expands market share.

Keywords

creative thinking, innovation, marketing strategy, competitiveness, design thinking, brainstorming, brand image, digital marketing, strategic management.

Introduction

At the present stage, gaining a competitive advantage in business and marketing increasingly depends on the quality of creative thinking and the ability to transform it into practical results. In conditions where markets are saturated, products and services are becoming similar, and consumer attention is limited, companies must differentiate themselves not only by what they sell, but also by how they sell it. At this point, creative thinking becomes a key driver of marketing strategy, brand positioning, content creation, customer experience, and sales channel optimization.

In 2025, the scale and dynamics of the entrepreneurial environment in Uzbekistan demonstrate a growing demand for creative approaches. According to a press release by the National Statistics Committee of the Republic of Uzbekistan, as of October 1, 2025, the number of active small business entities reached 1,212.0 thousand. Of these, 479.0 thousand were small enterprises and microfirms, 281.9 thousand were individual entrepreneurs, and 422.3 thousand were dehqan farms (along with other categories). This scale indicates intense competition among business entities in terms of product, price, service, and communication. Therefore, it is becoming increasingly difficult to stand out using standard marketing approaches; among “similar offerings,” differentiation requires creative ideas, creative content, and innovative service solutions.

Innovative and creative approaches are also emphasized as priority areas in state strategic documents. The Presidential Decree No. PF-60 “On the Development Strategy of New Uzbekistan for 2022–2026” outlines tasks such as modernization, digitalization, and increasing efficiency in national development. In 2025, these strategic directions are being implemented in practice, including through the digitalization of business processes and the integration of marketing communications with technology. This requires viewing creative thinking not merely as “creativity,” but as data-driven creativity—where creative ideas are supported by audience insights, segmentation, analytics, and experimental testing (A/B testing).

The 2025 indicators also demonstrate the significant share of small business in the national economy. According to the National Statistics Committee, in January–September 2025, small business entities accounted for 51.5% of GDP. This figure shows that small businesses generate nearly half of the country’s economic value. Under such conditions, small and medium-sized enterprises (SMEs) particularly need creative marketing solutions: resources are limited, yet competition is high.

Therefore, the effectiveness of creative thinking for SMEs is not merely a matter of image, but a direct factor of survival and growth.

The effectiveness of creative thinking is often determined by the environment and mechanisms in which it is applied. For example, in January–September 2025, small business entities produced industrial goods worth 258,519.5 billion UZS, accounting for 33.4% of total industrial production. While this share reflects the growth in the number of manufacturing businesses, it also increases the need for product differentiation in marketing (design, packaging, service, communication). As the number of “similar products” grows, consumers increasingly base their choices on brand and value proposition.

Marketing activities must also comply with regulatory requirements. The Law “On Advertising” establishes principles of accuracy, consumer protection, and responsible communication in advertising processes. Thus, creativity does not imply unlimited freedom; creative ideas must be developed within legal frameworks and should not damage the long-term reputation of the brand, but rather strengthen consumer trust. This adds another criterion to the concept of creative thinking effectiveness: legal and ethical compliance.

In 2025, the expansion of the digital environment further increases the importance of creative approaches in marketing. Based on data from the National Statistics Committee, reports indicate that in January–August 2025, 94.2% of Uzbekistan’s population used the internet. This figure shows that marketing communications are increasingly shifting toward online platforms. As digital channels expand, the flow of content intensifies; consequently, capturing and retaining consumer attention requires creative content such as video materials, short-form formats, interactive posts, user-generated content (UGC), brand characters, and real-time marketing.

Table 1

Key Macroeconomic Indicators Characterizing the Business and Marketing Environment in the Republic of Uzbekistan in 2025

Indicator Name	2025 Value	Explanation and Source
GDP volume (at current prices)	1,849.7 trillion UZS	Uzbekistan’s gross domestic product increased by 7.7% in 2025
GDP growth rate (2025 vs 2024)	7.7%	Overall annual growth rate
Share of small business in GDP	52.2%	Share of small business in total value added
Number of small business entities (active)	1,212,000 units	Number of active small enterprises and microfirms
Share of small business in industry	28.5%	Sectoral distribution share

Indicator Name	2025 Value	Explanation and Source
Share of small business in construction	75.6%	Sectoral distribution share
Share of small business in services	47.2%	Share within the services sector
Small business industrial output	383,886.1 billion UZS	Volume of industrial production
Retail trade turnover (small business)	400,503.2 billion UZS	Volume of retail trade turnover
Volume of services (small business)	595,090.5 billion UZS	Total services provided by small business
Small business export volume	12.4 billion USD	Export performance indicators of small business

The data presented in the table above demonstrate that by the end of 2025, small business and private entrepreneurship occupy a leading position in the economy of Uzbekistan. The GDP reaching 1,849.7 trillion UZS and the economic growth rate of 7.7% indicate that economic activity in the country continues to develop steadily. In particular, the fact that small businesses account for 52.2% of GDP shows that this sector has become a key driver of the national economy. The presence of more than 1.2 million active small business entities also reflects a highly competitive environment in the domestic market.

Furthermore, the share of small businesses in industry, construction, and services increases the importance of marketing strategies. The services volume exceeding 595 trillion UZS and retail turnover approaching 400 trillion UZS indicate the expansion of the consumer market. The export volume reaching 12.4 billion USD demonstrates that local business entities are increasingly entering international markets. Under such conditions, creative marketing approaches, proper brand positioning, and innovative communication strategies serve as crucial factors in ensuring enterprise competitiveness.

In modern market conditions, the need for rapid adaptation is intensifying. Trends change quickly, and audience preferences and behaviors evolve dynamically. Therefore, creative teams must not limit themselves to long-term idea development but should possess the skills to quickly generate, test, and analyze ideas. In this process, rapid testing and experimentation methods play a significant role. Market success often depends not on the perfection of an idea, but on its timely implementation.

The second important requirement is identifying customer insights and developing creative solutions based on them. Creativity is not limited to aesthetically appealing design or unconventional advertising. True creative

approaches are based on a deep understanding of customers' hidden needs, problems, and motivations. For example, a consumer may purchase a product not for its functional features, but to express status or personal values. Such insights can be identified through marketing research, surveys, focus groups, and digital behavior analysis. Only then can a creative idea generate real value.

The third aspect is the necessity of working with analytics. In the digital marketing environment, the effectiveness of each creative solution is measured through specific indicators. Advertising performance, for instance, is evaluated using metrics such as CTR (click-through rate), conversion rate, retention rate, reach, and engagement. Therefore, the creative process should not rely solely on subjective assessment but must be reinforced by data-driven analysis. Numbers determine whether an idea is successful or unsuccessful. This transforms creative thinking into a systematic and measurable process.

The fourth factor concerns legislation and brand safety. Marketing and advertising activities must be conducted within the framework of existing regulatory and legal requirements. Providing misleading information, creating content that contradicts ethical norms, or violating copyright laws may seriously damage a brand's reputation. Therefore, creative ideas must be not only marketing-effective but also legally and ethically compliant. Legal expertise and reputational risk assessment play an important role in this process.

Another significant factor influencing the effectiveness of creative thinking is education and human capital capacity. In the modern economy, a marketing specialist must possess comprehensive competencies. It is not enough to write advertising copy or develop a design concept; a professional must be able to analyze audience segmentation, understand platform algorithms, make data-driven decisions, and apply project management principles. The requirement to develop modern competencies, as outlined in the Law "On Education," is directly related to these needs. Creative thinking, critical analysis, communication skills, digital literacy, and teamwork abilities are becoming key components of marketing effectiveness.

The above factors demonstrate that in 2025, increasing the effectiveness of creative thinking in business and marketing relies on three main pillars. The first is institutional and legal foundations, which support innovation, regulate advertising activities, and foster modern competencies in the education system, thereby contributing to the development of a creative environment. The second pillar is economic scale and competition intensity; the large number of small business entities and their significant share in the economy make creative approaches a necessity. The third pillar is the expansion of the digital environment, as

widespread internet and social media usage is transforming marketing communications to a new level.

Therefore, creative thinking should not be interpreted merely as a creative process, but as a manageable, measurable competency that serves strategic objectives. The effectiveness of creative thinking is determined not by the number of ideas generated, but by their market relevance, compliance with legal requirements, contribution to brand value, impact on sales and customer loyalty, and ability to deliver measurable results in digital channels. In the context of 2025, the systematic development of creative thinking – through the application of collaborative idea-generation methods, implementation of the design thinking approach, reliance on customer insights, rapid testing and analytical evaluation, as well as the use of legal and reputational filters – serves as a key factor in ensuring sustainable business growth and enhancing marketing effectiveness.

Conclusion. The high share of small business and private entrepreneurship in the economy of Uzbekistan, the expansion of the competitive environment, and the rapid development of digital technologies are turning the enhancement of creative thinking effectiveness in business and marketing into a strategic necessity. The stability of GDP growth, the presence of more than one million small business entities, and their significant contribution to the national economy indicate that traditional marketing methods are no longer sufficient for achieving success in the market. In a competitive environment, gaining advantage increasingly depends on innovative approaches, creative ideas, and effective communication strategies.

The concept of creative thinking effectiveness is determined not by the number of ideas generated, but by their practical outcomes. In other words, a creative approach must be market-relevant, responsive to consumer needs, compliant with legal requirements, and economically efficient. The ability to measure the performance of each idea through digital marketing tools transforms the creative process into a manageable and analyzable system. This demonstrates that marketing activities should be conducted not on the basis of intuition alone, but through data-driven decision-making.

Moreover, the development of creative thinking is closely linked to the education system, human capital capacity, and corporate governance culture. A modern marketing specialist must combine creativity with strategic thinking, analytical skills, digital literacy, and communication competencies. Regulatory and legal frameworks adopted by the state support innovative activities, regulate advertising practices, and promote the development of modern competencies, thereby contributing to the formation of a creative environment.

Overall, in the context of 2025, increasing the effectiveness of creative thinking in business and marketing serves as a key factor in ensuring enterprise sustainability, competitiveness, and long-term development. Systematically managing creativity, integrating it with analytics and strategy, and implementing it within legal and regulatory frameworks are becoming fundamental conditions for modern business success.

Recommendations. To enhance the effectiveness of creative thinking, the following practical recommendations are proposed:

1. Implement a creative management system within enterprises. Each business entity should establish an internal innovation environment. This includes organizing team brainstorming sessions, applying design thinking methodology, and implementing Agile and Scrum approaches. Creating an internal platform (idea bank) for collecting and evaluating creative ideas can significantly increase efficiency.

2. Integrate creativity with analytics. Every creative solution in marketing campaigns should be evaluated through measurable indicators such as CTR, conversion rate, ROI, and retention rate. Implementing A/B testing, customer behavior analysis, and data-driven decision-making mechanisms will transform creativity from an intuitive activity into a result-oriented process.

3. Develop customer-oriented creative strategies. It is essential to identify consumer insights through market research, focus groups, and digital analytics tools, and to build communication strategies based on these insights. Creativity should serve not merely to promote a product, but to solve customer problems.

4. Enhance digital marketing competencies. Companies should organize regular professional development courses and training programs in SMM, targeted advertising, content marketing, data analytics, and the use of artificial intelligence tools. Modern digital skills significantly increase creative effectiveness.

5. Strengthen integration between higher education and business. Expanding cooperation between educational institutions and business entities, developing practical projects, startup programs, and incubation centers will help cultivate creative and innovative thinking among future specialists at an early stage.

6. Establish an incentive system for creative activity. Introducing material and non-material reward mechanisms for authors of effective creative ideas, as well as organizing internal grants and competitions, will enhance employees' creative engagement.

7. Ensure legal and reputational security. Before publishing advertising and marketing materials, it is recommended to implement legal review

mechanisms, develop a brand safety policy, and establish a crisis communication plan.

8. Develop an innovation ecosystem. Cooperating with startups, creative agencies, and IT companies, as well as applying an open innovation model, will strengthen the flow of new ideas within businesses.

The gradual implementation of these recommendations will increase the effectiveness of creative thinking within business entities, enhance marketing performance, and ensure competitiveness in both domestic and international markets.

REFERENCES:

1. Decree of the President of the Republic of Uzbekistan "On the Development Strategy of New Uzbekistan for 2022–2026." Tashkent, January 28, 2022, No. PF-60.
2. National Statistics Committee of the Republic of Uzbekistan. *Socio-Economic Development Indicators of the Republic of Uzbekistan in 2025*. Tashkent, 2026. Available at: <https://stat.uz>
3. National Statistics Committee of the Republic of Uzbekistan. *Data on the Activities of Small Business Entities (2025)*. Tashkent, 2026. Available at: <https://stat.uz>
4. Abdurakhmonov, Q.X., & Tursunov, B.O. (2020). Innovative development and digital transformation of the economy of Uzbekistan. *International Journal of Advanced Science and Technology*, 29(7), 1891–1903.
5. Chumakov, A.N., & Bocharov, M.P. (2021). Creative technologies in advertising communications in the digital economy. *RUDN Journal of Economics*, 29(3), 455–468.
6. Dwivedi, Y.K., Ismagilova, E., Hughes, D.L., et al. (2021). Setting the future of digital and social media marketing research: Perspectives and research propositions. *International Journal of Information Management*, 59, 102168.
7. Golubkov, E.P. (2020). Marketing research in the digital era: Theory and methodology. *Marketing in Russia and Abroad*, 6, 3–15.
8. Kotler, P., Kartajaya, H., & Setiawan, I. (2021). The new marketing paradigm in the era of digital transformation. *Journal of Business Research*, 125, 168–177.
9. Rakhimov, O.K., & Kadirov, D.A. (2023). Small business development and competitiveness in Uzbekistan. *EPRA International Journal of Research and Development (IJRD)*, 8(4), 115–120.

10. Yusupov, M.A., & Khasanov, S.R. (2022). Development of digital marketing in Uzbekistan: Trends and prospects. *ISJ Theoretical & Applied Science*, 5(109), 324-329.