

allow modeling improved quality parameters of the offered services, etc.). This situation determines the search for new directions of marketing management of the enterprise, their focus on obtaining competitive advantages, solutions within the concept of positioning, choosing a model of interaction with target audiences. However, it should be noted that in today's conditions of rapid development of science, technology and technology, increased competition, success can only be achieved by such an organization that creatively applies marketing management (marketing management) in its activities, is constantly looking for new ways to adapt to constantly changing conditions of existence.

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PRINCIPLES OF INTERNATIONAL CREATIVE BUSINESS: NEW TRENDS

The fourth industrial revolution is fundamentally changing not only the process of international production, but also international consumption. Classical principles of enterprise management do not work with consumers who need a creative product that has no analogues, satisfies the unformed need of the client and is delivered to him instantly. How can enterprises achieve this? There are many recommendations, methods and concepts in this area [1-11].

Among them, adaptive models of international creative business organization have the greatest creativity. The methods of the adaptive model, unlike traditional management techniques, have many advantages - they are all studied and described. They increase team productivity and employee satisfaction. They minimize the losses from too frequent meetings, re-planning, redundant documentation, not always high quality and low value of the product to users. The adaptive model assumes that developers keep customers informed of what how things go, constantly taking into account their changing interests, which means that it ensures that customers are really involved in the process, and therefore more satisfied with the results. In addition, these methods allow faster and more predictable, with less risk to produce the products that people need, since they provide for equal cooperation of specialists from different fields of knowledge, expand the experience of the organization and promote mutual trust and respect in the team. Finally, because less time is wasted on manual project management under this model, management can devote themselves to more important work that no one will do for them. His job is to shape and adjust corporate ideology, decide which strategic initiatives are of paramount importance, streamline work and make sure that employees are not distracted

from the main thing, determine who to assign this or that task, stimulate cross-functional cooperation and eliminate everything that prevents them from moving forward. At the same time, special attention should be paid to the most important principles of organizing international creative business.

Principle №1. *People and their interaction are more important than processes and tools.* Communication between staff is more important than established regulations. Not always established processes in the company are the most effective, so any interaction of employees that can lead to greater efficiency and faster delivery of value to the client is welcomed. The priority of communication over tools does not mean a complete rejection of the latter, on the contrary, in the course of flexible management methods, new tools are created. However, the purpose of new tools is not to protect established processes of the company, and in helping employees in delivering customer value. The role of management in this regard is to find and select the most motivated employees who are able to work independently and to provide them with the most favorable working conditions for this.

Principle №2. *A working product is more important than documentation and instructions.* The main purpose of the contract concluded between the parties is to protect against the failure of the counterparty to fulfill its obligations and to delineate responsibility between the parties to the contract. If all interested parties trust each other, and each of them is really interested in developing the product as soon as possible, such documentation seems superfluous. At the same time, a complete rejection of documentation in the process of applying flexible project management methods is not It happens, but now its purpose is to transfer expertise, information regarding a new product. A fairly rapid appearance of a working product, among other things, improves the psychological state of employees and increases their motivation.

Principle №3. *Working with the client is more important than agreeing on the terms of the contract.* In practice, there are often situations when the client at the beginning of the project does not fully realize what kind of result, he wants to get. Therefore, quite often the client wants to make changes to an already approved project. However, the closer the project comes to its completion, the more the cost of making changes increases. As a result, either the company has to make expensive changes to the project and go through many stages again. or the client remains unsatisfied. Constant interaction with the customer allows you to avoid such problems. Responding effectively to change is more important than following the original plan. In the modern world, there are situations when the product becomes obsolete, even before it has time to go on sale. Such situations are caused by the fact that it is impossible to make any significant changes to the plan approved at the beginning of the project. In addition, the original plan does not take into account changes that may occur during the implementation of the project and potential new risks. With agile project management practices, risk decisions are not

postponed indefinitely, but are discussed and refined during each iteration. Any new information that appears during the project is also carefully taken into account, since it is able to bring the product being developed closer to the one that customers want to receive. This paragraph does not, of course, provide for a complete abandonment of planning, but only work that will remain unchanged throughout the project should be planned.

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