

to society, organization management, corporate identity, the ethics of activities and relationships and many others. It takes some effort to create a positive image. Professionalism and quality of products or services, honesty and transparency in customer relations, compliance with the values and expectations of the target audience, active participation in public life and social responsibility are important.

An image is a formed impression aimed at popularizing someone, less often something. It includes not only the appearance, but also the psychological and behavioral manifestations of a person. The formation and maintenance of a positive image requires constant attention and efforts on the part of the company or individual, but can significantly enhance their reputation and success in the market. A well-thought-out image will attract the target audience. With its help, you can create a positive impression of a person or object and use it for the necessary purposes. This can be a political or administrative activity, the creation of a personal brand, the promotion of ideas and any other activity. Image formation is a long process that requires patience, constant attention and a professional approach.

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## **CREATIVE MANAGEMENT: ITS DEFINITION AND MAIN IMPLEMENTS**

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It is no secret that we live in an era where the digital economy, robotization of business intelligence, informatization and knowledge have led to a high rate of change in many professional processes, such as management.

In today's increasingly competitive world, creativity and innovation play an important role in the success of any organization. Creative management is becoming an integral part of the development strategy of companies, allowing not only to stand out in the market, but also to effectively solve complex problems. The

goal of creative management is to create an environment that encourages employee creativity. It should encourage experimentation, support innovative ideas and promote innovation in the organization, increasing productivity and initiative.

The manager's initiative in stimulating employee creativity is crucial to the successful development of innovation and the achievement of organizational goals. His or her responsibilities include: creating a supportive environment in which employees can feel confident and bold to express their ideas, as well as creating incentives in the form of bonuses, public recognition and rewards; setting goals and objectives; training and development; process management, which includes brainstorming sessions, creating creative working groups, establishing temporary staffing for projects.

There are several techniques that are actively used in creative management and are gaining popularity.

Brainstorming is one of the most popular idea generation techniques that allows a team to come together and freely express their thoughts, ideas and suggestions without criticism in a short period of time. In 1948, advertising executive Alex F. Osborne first introduced the concept of brainstorming in his book called *Your Creative Power*. As the owner of an advertising agency, he sought to get the best ideas from his employees, later calling the process "ideation." Osborne developed several brainstorming principles and characteristics that are still used in companies today.

The 6-3-5 method: six participants generate three ideas each in five minutes, then pass their sheets to the next person for further development.

The association technique: participants associate ideas with certain words or pictures, which can contribute to unexpected insights.

A SWOT analysis examines strengths, weaknesses, opportunities and threats and helps identify potential areas for innovation and improvement.

SCAMPER: a method based on modifying existing ideas by replacing, changing, adapting, combining, enhancing or reducing.

In Japan, specifically in Japanese enterprises, the "quality circle" technique is actively used. Once a week, usually on Thursdays after work, the manager of a production area or department gathers a small group of people (up to 10 people) where they discuss such production problems as quality of work, labor productivity, safety, etc. The supervisor then gives time for reflection by asking a simple question, "What ideas do you have for improving performance in the department?" Each of the participants is given the opportunity to propose ideas for optimizing work, and it can be any small thing. If the majority of the participants agree with the suggestions, they are written down and passed on to the quality department, where professionals review the ideas in more detail, taking into account all the risks. The authors of the ideas receive prizes, and whatever the outcome. If an idea is approved by the quality department, the author receives a

bonus, which can amount to a year's salary. All others, i.e. those whose ideas are rejected by the department, also receive a bonus, but in a smaller amount. "Quality circles" are a clear example of the work of creative management and its implementation at the enterprise. According to some estimates, the work of the circles allows Japanese companies to save 20-25 billion dollars annually.

Now we can conclude that successful organizations increasingly recognize the importance of creativity and innovation for achieving competitive advantage. Creative management involves the development of a special program that promotes and supports employee idea initiatives, encourages experimentation and risk-taking, and provides flexibility and openness within the organization. With the help of creative management, a favorable environment for innovation is created and the level of motivation in the team increases. It must be taken into account that creative management requires not only innovative approaches, but also competent management of processes, resources and communications. Thus, the application of creative management principles contributes to the development of the organization, its successful adaptation to changing market conditions.

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## **MAIN RENEWABLE ENERGY SOURCES IN BELARUS AND THE UNITED KINGDOM**

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Since time immemorial, humanity has been in constant search of improvements in its way of life. This search has led to the development of many