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FEATURES OF THE CREATIVE APPROACH IN FORMING AN ORGANIZATION'S CONTENT STRATEGY IN SOCIAL NETWORKS

In the conditions of the saturated information space of social networks, traditional approaches to the formation of content strategies lose their effectiveness. Creativity becomes not just a desirable, but a critically necessary competitive advantage for organizations of any field, including the conservative construction sector. The purpose of the scientific research is to develop and theoretically and practically substantiate a model of creative formation of the content strategy of an organization in social networks based on the "Six Thinking Hats" method using the example of a construction organization. The article defines a clear algorithm, where each "hat" is responsible for a certain stage of strategizing, ensuring balance, criticality and innovation of the final plan.

Key words: digital marketing, content strategy, creative approach, social media, six thinking hats, construction organizations.

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Statement of the problem in general form and its connection with important scientific or practical tasks. The modern digital space places unprecedented demands on the communication strategies of organizations.

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In the face of exponential growth in the volume of information and intensifying competition for consumer attention in social media, standard and template approaches to filling pages are quickly losing their effectiveness. The audience of social networks, saturated with a daily stream of content, requires not just information, but value, emotional response and unique experience. In this context, the ability of an organization to develop and implement a creative approach in the process of forming its content strategy is becoming one of the fundamental factors in achieving competitive advantages. This approach encompasses more than merely producing new ideas − it also entails organizing and structuring the thought process, enabling the team to maintain an effective balance between creativity, analytical evaluation of data, and the assessment of potential risks. Research on the integration of structured methods of creative thinking into the process of strategic content planning is currently necessary for the transition from reactive SMM to proactive, targeted and effective marketing.

Analysis of the latest research and publications, which initiated the solution of this problem and on which the autho relies. Analysis of scientific works related to the creative approach in the formation of content strategies in social networks reveals a large interdisciplinary background, covering marketing, psychology of creativity and digital communications [8, 11, 13]. World academic thought is actively developing the concept of "creative marketing", where innovation and originality of content become a determining factor of competitiveness. Research emphasizes that in the world of information noise, only outstanding, extraordinary content is able to attract attention [6]. Scientists studying digital media emphasize that the strategy should be flexible, human-centered and constantly adapt, generating "valuable", and not just advertising content [2, 4]. A significant role is played by studies that explore the psychology of creativity within the field of management, especially those focusing on Edward de Bono’s “Six Thinking Hats” technique [3]. Its application in strategic planning, as noted by authors in the field of management, allows you to structure team brainstorming, ensuring a comprehensive consideration of ideas: from emotional perception to critical risk analysis. Thus, the international scientific field recognizes that a successful content strategy in social networks is not only a matter of the frequency of publications or analysis of metrics, but primarily the result of systematic creative activity.

Ukrainian and international researchers are actively integrating global developments, adapting them to the specifics of the national market and the peculiarities of doing business in conditions of constant digital changes [7, 10, 14, 15]. Considerable attention is paid to the issues of digital communications management and the role of innovations in marketing [16, 17, 18, 19]. Analysis of publications indicates the understanding that for Ukrainian organizations, especially in traditional industries, such as construction, the transition to a creatively oriented content strategy is a challenge and a necessity. Domestic scientists emphasize the importance of developing adaptive content generation models that take into account the limited resources of small and medium-sized enterprises. In particular, research on content strategies often focuses on analyzing the effectiveness of visual content and storytelling as elements that best activate the audience's emotional response [5]. Although direct research on the use of the "Six Thinking Hats" method specifically for content planning in social networks is currently insufficient, there is a significant theoretical basis in the field of creative management and decision-making, which confirms the feasibility of its application for structuring the process of creating original content [9, 12]. Thus, domestic works form a theoretical and empirical basis for the transition from an intuitive to a methodologically sound creative approach in the field of social media.

Highlighting the previously unresolved parts of the general problem to which the article is devoted. The significance of this topic is shaped by a number of closely

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interconnected factors: the phenomenon of "information noise" makes classic advertising messages inconspicuous and only extraordinary and well-thought-out content has a chance to ensure high engagement and brand recognition; the need for a creative approach is especially acute in traditional industries, such as construction, where direct advertising often causes skepticism. Transforming technical processes, complex services or routine operations into interesting, human stories and visually appealing formats requires systematic creativity. Finding and justifying practical tools that allow an organization to structure creative chaos, ensuring that the content strategy is simultaneously innovative, critically evaluated, realistic and emotionally resonant, which is the key to sustainable success in the changing social media environment.

Formulation of the purpose of the article (statement of the problem) is to develop and theoretically and practically substantiate a model of creative formation of an organization's content strategy in social networks, integrating a systematized toolkit of the "Six thinking hats" method, to increase the effectiveness of communication and target audience engagement, which will be tested on the example of a construction organization.

Statement of the main material of the research with full justification of the scientific results obtained. Using online platforms for communication and information exchange in the context of doing business opens up great potential for companies, but at the same time it also contains certain threats. On the one hand, skillful and thoughtful use of these digital channels can significantly increase a company's revenues, as it allows you to reach a wider range of potential customers, increase the visibility and awareness of the brand, as well as improve interaction with buyers. Conversely, poorly planned or careless engagement on social media may lead to real financial losses rather than the anticipated gains, ultimately turning into an unwarranted strain on the budget. Such a situation can arise due to the lack of a well-written action plan, the wrong choice of a group of consumers, the creation of low-quality content, or the inability to properly respond to negative comments [10]. Thus, obtaining beneficial outcomes from the incorporation of social networks into business operations is largely determined by thorough prior planning of the strategy and consistent assessment of the results achieved (Fig. 1).

Developing a well-structured and comprehensive action plan for social media initiatives is essential for any business that aims to attain meaningful outcomes in today’s digitally driven environment. Without a well-thought-out algorithm of actions, companies may not only fail to achieve the expected indicators, but also face a number of possible difficulties. These include the irrational use of funds on low-return campaigns, the deterioration of the image due to inappropriate or erroneous content, as well as the loss of potential buyers who will find it difficult to detect or recognize the brand among the excessive flow of information. Such a plan should be comprehensive and include researching target consumers, setting the tasks of online presence, choosing appropriate platforms, forming an original communication style and tools for assessing performance [7].

Analyzing a company’s social media presence, including its Facebook, LinkedIn, YouTube, and Instagram pages, is an extremely important tool for any modern business. Such research allows you to gain a deep understanding of many aspects of the company’s activities, which ultimately contributes to its successful development. To begin with, conducting an in-depth examination of social media pages provides valuable insights that allow a deeper understanding of the target audience.

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Advantages:

- *Customer engagement*: social media allows you to engage customers, quickly receive feedback, and build brand loyalty.
- *Market expansion*: through social platforms, businesses can significantly increase their market reach, including reaching international audiences.
- *Research and savings*: social media is an effective tool for conducting research, which allows you to optimize strategies and reduce costs.
- *Revenue and brand growth*: by building a customer network and targeted advertising, you can increase revenue, as well as effectively develop and strengthen the company's brand.
- *Idea sharing and innovation*: social platforms facilitate the exchange of ideas, which helps improve business methods and find new approaches.
- *Increased traffic and SEO*: social media activity increases the traffic to a company's website and improves its ranking in search engines.
- *Competitor monitoring*: social media allows you to effectively track competitors' activities, analyze their strategies, and study the market.

Disadvantages:

- *Resource costs*: social media requires additional resources for management and constant daily monitoring.
- *Reputational risks*: there is a risk of encountering online trolling, receiving negative reviews, which can damage your reputation.
- *Security threats*: the risks of information leakage or account hacking are not excluded.
- *Credibility issues*: it is possible to spread false or misleading statements from both the company and its customers.

Figure 1 – The pros and cons of businesses using social media

Thanks to this, you can collect valuable information about those who follow your company: their demographic characteristics, interests, preferences, and behavioral patterns. With this data, you can create content that is not only attractive, but also meets the needs and expectations of your followers, increasing their engagement and loyalty.

Ukrainian housing developers play an important role in meeting the country's housing needs, especially in the current environment. Figure 2 shows the ranking of Ukraine's leading developers by the number of apartments completed in 2024, based on data from certificates of commissioning, which demonstrates the activity of key market players and allows us to assess their shares in the total volume of completed housing construction (Fig. 2).

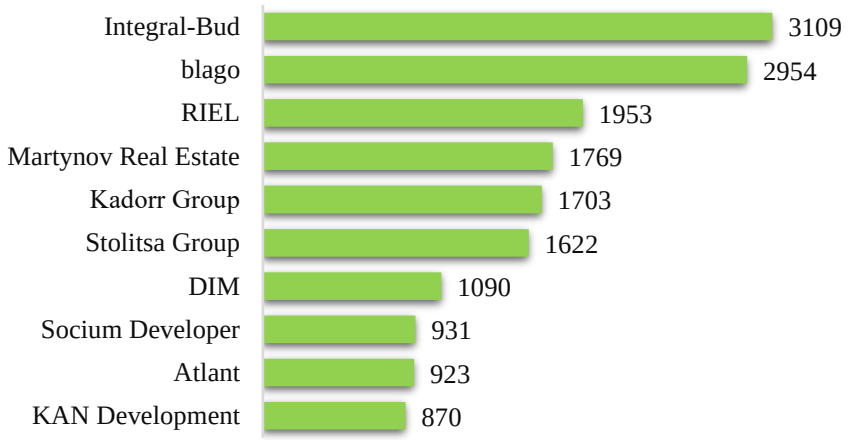

Figure 2 – Rating of leading developers in Ukraine by the number of apartments completed in 2024 (according to commissioning certificates) [1]

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Overall, the ranking reflects the dominant positions of several major developers, who collectively delivered a significant number of apartments in 2024. This indicates the concentration of the housing construction market in Ukraine, where large companies play an important role in shaping the supply. The undisputed leader of the ranking is the company "Integral-Bud", which has delivered 3,109 apartments, which indicates its significant capacity and wide scale of activity, which allow it to occupy the first position in the market. The data also make it possible to infer that, even in the face of overall economic difficulties, the construction sector remains active and continues to supply the population with new housing options [1].

Social media page evaluation is an integral part of determining the effectiveness of a developed content strategy, as well as a comprehensive digital marketing initiative as a whole. This process, which occurs along with a deep understanding of the target audience, allows you to measure numerous indicators that serve to reflect the success of the efforts made. The set of such measurable indicators includes the size of the audience, the degree of involvement, which is expressed in the number of reactions, comments and content distributions, the volume of views of published materials and video content [14]. In addition, an important place is occupied by conversion metrics, which clearly illustrate how effectively the content encourages users to take the desired targeted actions. The collection and careful consideration of this data makes it possible to accurately determine which content formats and topics demonstrate the best results, as well as identify aspects of the activity that need to be improved. This allows you to make the necessary adjustments to optimize your overall digital strategy and achieve more meaningful and desired end results.

In addition to internal analysis, consistent study of competitors' social media pages provides extremely valuable information for competitive intelligence purposes. By analyzing the methods they employ and the results they accomplish, one can develop a clear understanding of which types of content are most appealing to the target audience within a particular market niche, as well as how rival organizations establish and maintain engagement with their followers. Such external monitoring also opens up avenues for generating new ideas that may relate to potential cooperation or improving your own strategic plan. This method not only ensures continuous awareness of the latest and most significant trends within the industry but also facilitates the discovery of fresh opportunities for dynamic development and the enhancement of current strategies used to communicate with the target audience or subscriber base. As a result, this provides the organization with tangible advantages in the competitive field [8].

Analyzing content and user activity on social media platforms plays a crucial role in building effective communication strategies with the target audience and fostering meaningful engagement. This process enables a thorough understanding of the target audience's communication characteristics by analyzing their comments, private messages, references to the brand, and other forms of interactive engagement. With a clear understanding of communication mechanisms, it becomes possible to actively engage with feedback, efficiently handle subscribers' inquiries and requests, and build stable, long-lasting, and trustworthy relationships through consistent interaction [13]. This significantly increases interaction and overall engagement rates, while contributing to the creation of a powerful community of followers around the brand, which in turn strengthens their loyalty and trust. Therefore, a full and in-depth study of social media is an absolutely necessary component for forming a holistic view of business processes and ensuring its successful operation in the conditions of the modern digital environment.

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In modern conditions, social platforms have acquired the status of an extremely influential tool for implementing marketing ideas and successfully presenting brands. Beyond the traditional and well-established methods of marketing on social media, there exists an entire spectrum of unconventional and cutting-edge strategies. The use of these approaches can allow a company not only to differentiate itself from its rivals, but also to reach its potential consumers much more effectively, forming stronger interactions with them. Continuous improvement is a vital element of an effective advertising concept. It must be flexible and systematically updated. A careful review of the achieved indicators, tracking current trends and integrating advanced achievements in the field of online advertising will help the company "Integral-Bud" to promptly make changes and continuously optimize its advertising activity, guaranteeing its relevance and effectiveness for the long term (Fig. 3).

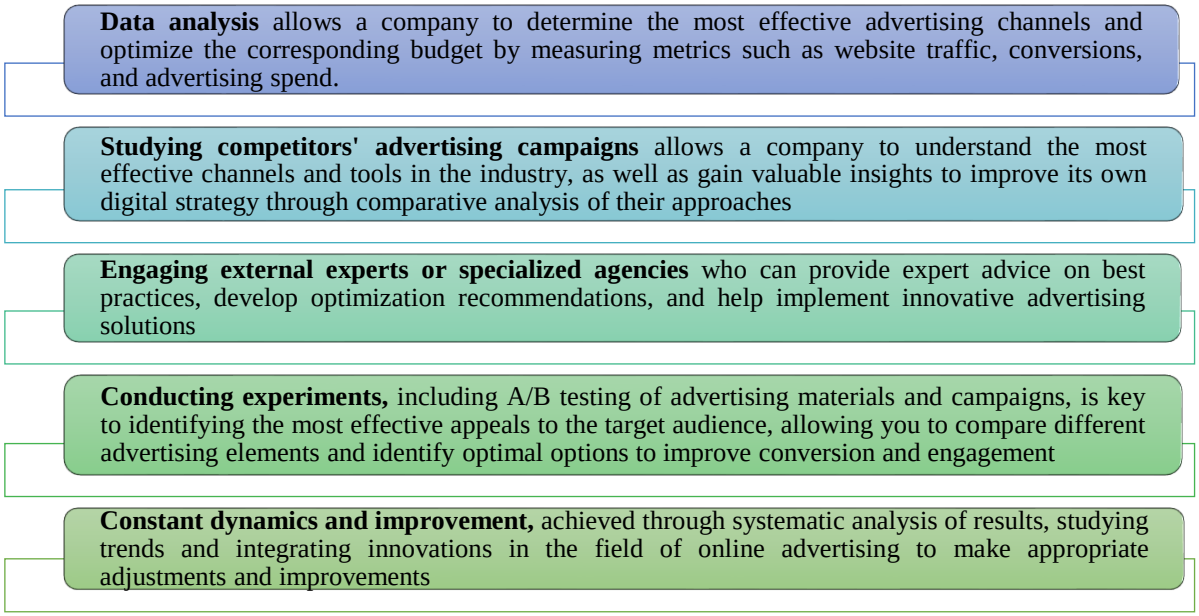

Figure 3 - Approaches to analyzing advertising campaigns and determining their most effective options for LLC BC "Integral-Bud"

For the construction company, LLC BC "Integral-Bud", a wide field of opportunities opens up for attracting new customers and strengthening its market position through the competent application of marketing and advertising approaches. The company can explore various channels to reach its target group of consumers and arouse interest in potential buyers. Among these channels are various digital tools − most notably search engine optimization (SEO), pay-per-click (PPC) advertising with precise audience targeting, display ads, and other online instruments that make it possible to effectively reach users who are actively searching for construction services or real estate [19]. Moreover, social media serves as an effective platform for engaging directly with the audience, building a loyal community, and showcasing completed projects. It provides opportunities to share visual materials, gather feedback, and strengthen audience trust. Creating and distributing useful information content, such as articles, blogs, videos and infographics, dedicated to construction, design and real estate selection, contributes to the positioning of "Integral-Bud" as a recognized specialist in its field, which attracts natural traffic and strengthens authority. Taking part in specialized exhibitions and industry events plays an important role as well. Such participation allows for direct interaction

with potential clients, business partners, and investors, offering valuable opportunities to showcase projects, promote achievements, and share professional experiences. The primary objective is to thoughtfully evaluate, choose, and integrate these various approaches in a way that forms a comprehensive strategy, designed to optimally engage the intended audience and convert them into loyal, repeat customers. Simultaneously, the effective expansion and diversification of LLC BC "Integral-Bud's" portfolio of offerings is closely dependent on a thorough comprehension of shifts in the market as well as the evolving needs and preferences of consumers. To achieve this, it is essential to maintain ongoing observation of market developments [16]. This involves carefully examining current trends within the construction sector, tracking the introduction of new and innovative building materials, staying informed about modifications in regulations, and monitoring economic indicators that have an impact on the industry. In parallel, it is necessary to systematically study the behavior and requests of customers, examining their preferences, financial capabilities, requirements for housing or commercial facilities, as well as feedback on services and products already provided. Understanding what is valuable to customers allows the company to adjust its offers and create products that best meet the real needs of the market. The ability to quickly adapt to market changes and predict further development directions guarantees the competitive advantage of "Integral-Bud" and opens up new prospects for successful expansion of the range. Therefore, the integration of strategic marketing practices with a thorough examination of the market landscape and a careful understanding of consumer requirements serves as the foundation for the company's long-term growth and sustainable development.

When creating advertising initiatives, LLC BC "Integral-Bud" has the ability to accurately divide its potential consumers into separate groups. This allows you to focus on certain demographic indicators, places of residence, interests of people, their behavior on the network and other important characteristics, which will contribute to the maximum effectiveness of advertising investments. Additionally, the company should choose those advertising formats that best meet the specifics of construction activities and the needs of target groups, for example, video materials that demonstrate the stages of construction, or graphic ads with high-quality photographs of completed objects to visually confirm quality and experience [11]. Nevertheless, the effective execution of these strategies relies on a thorough evaluation of several factors, including the unique characteristics of the company "Integral-Bud" a comprehensive understanding of the intended audience, and an impartial appraisal of the resources currently at hand. Before forming a strategy for promotion on the Internet, it is necessary to conduct a thorough analysis of potential customers, study the activity of competitors and analyze general market trends. This analytical stage will help determine the most effective channels and tools to achieve the marketing objectives. Only once this thorough analysis has been completed can you proceed to define advertising strategy objectives that are more precise and quantifiable. These objectives may include goals such as enhancing brand recognition, drawing in new customers, boosting conversion rates, or strengthening engagement with your current audience. It is essential that the objectives set are realistic and attainable, and that they are accompanied by well-defined indicators to measure the outcomes of the campaigns. This approach ensures transparency in the evaluation process and provides flexibility to make adjustments to the plan, thereby optimizing results with the current customer base [17].

One important alternative tactic that needs careful evaluation is content strategy. It is about developing and distributing meaningful, relevant, and systematic information that attracts and retains a specific group of consumers, ultimately motivating them to take useful actions. Unlike traditional marketing methods that directly push products or services to

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consumers, content marketing emphasizes delivering useful and relevant information, addressing customer challenges, or offering engaging and enjoyable experiences. This approach not only fosters stronger loyalty among the audience but also enhances the organization's credibility, positioning it as a trusted authority in its field.

Developing a comprehensive content strategy and meticulously planning the publication of photo and video materials on Instagram over a two-week timeframe for the limited liability company BC "Integral-Bud" will enable the company to systematically and purposefully enhance its brand visibility. This approach will help capture the attention of its target audience, strengthen engagement with potential consumers, and foster a positive perception of the company. Such activities are extremely important for successful functioning in the construction sector. It will serve to showcase the exceptional quality of completed projects, present cutting-edge architectural innovations, emphasize the benefits and unique features of both residential and commercial properties, and communicate the company's corporate values, thereby reinforcing its reputation for professionalism and expertise. All this will serve as a catalyst for increasing sales volumes and help strengthen the competitive position of "Integral-Bud" in the market. A carefully thought-out and implemented presence in social media will become the fundamental basis for building trust and long-term relationships with potential buyers, since the construction business requires transparency and constant confirmation of reliability [4].

The next significant stage in the process of developing a content plan for BC "Integral-Bud" LLC was the direct determination of the thematic content of future publications. To achieve this objective, a novel technique called the "Six Thinking Hats" method, developed by Edward de Bono, was employed [3]. This approach offers a structured way of thinking, encouraging participants to explore different perspectives systematically. This intellectual technique allows generating a variety of ideas by evaluating a specific problem or task from numerous, often opposing points of view. Such a multifaceted approach guarantees a comprehensive and creative formation of content [5]. The use of the "Six Thinking Hats" approach proved to be particularly effective in identifying and structuring the main content themes for BC "Integral-Bud" LLC's communities on the social media platforms Facebook and Instagram. The outcome of this analytical procedure yielded concrete and actionable insights, which allowed for the creation of thematic content segments for publications. These segments were carefully aligned with the different facets of the company's operations, addressed the interests and expectations of the target audience, and remained fully consistent with the organization's core marketing objectives (Fig. 4).

One of the essential components of an effective strategy is to establish partnerships with influential people, or opinion leaders. For the company under consideration, this entails deepening collaboration with experts such as well-known interior designers and acclaimed architects, in addition to engaging prominent figures who wield considerable influence within the construction and real estate industries. These opinion leaders can play a significant role in spreading information about the company by presenting its projects, advising on its services, and sharing positive experiences of interacting with their audience. The guidance and straightforward opinions they share, grounded in the confidence and trust of their audience, are expected to play a crucial role in enhancing the visibility and reputation of the company's brand.. This approach is likely to draw in new customers who already possess a strong sense of confidence in the opinions and recommendations of these influential public figures.

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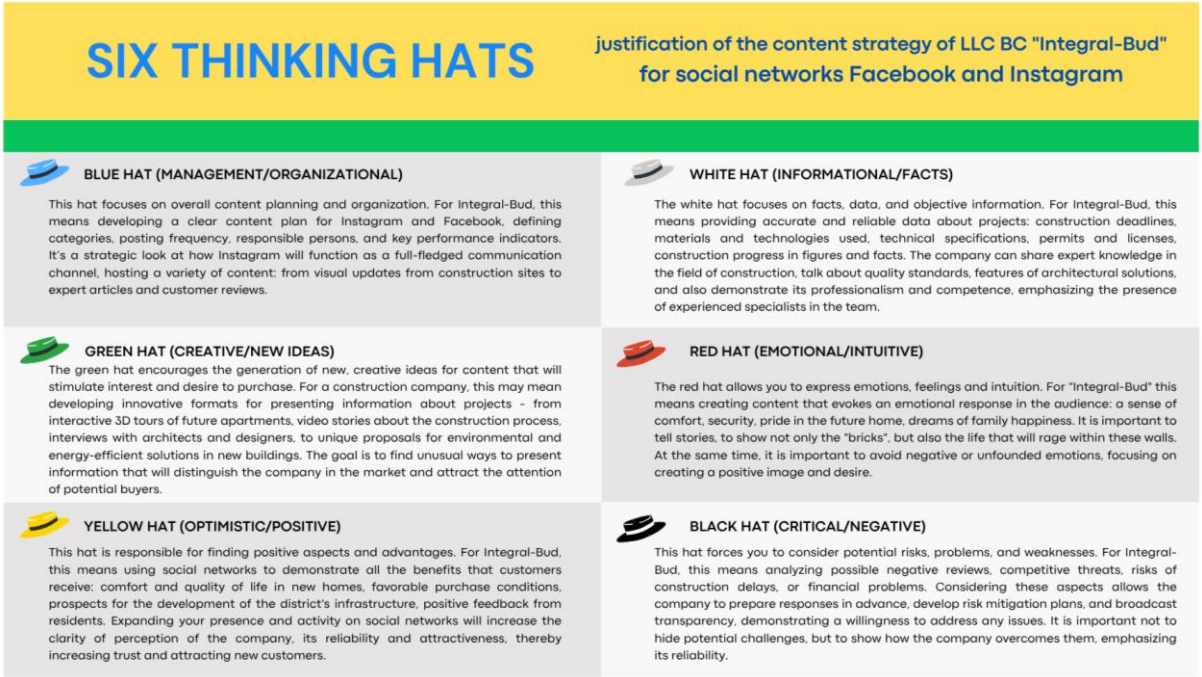

Figure 4 - Justification of the content strategy of LLC BC "Integral-Bud" for social networks Facebook and Instagram using the "Six Thinking Hats" method

This approach creates a favorable channel for expanding the client base, since recommendations from an authoritative source are perceived with greater attention and willingness [12].

By adopting and executing all of these strategies comprehensively, LLC BC "Integral-Bud" will be able to successfully market and increase the visibility of its products and services in the digital environment. This, in effect, ensures the continuous influx of new clients while also sustaining engagement with current customers, enhancing the overall trust and confidence in the company, and reinforcing its competitive standing within the market. Equally crucial is ensuring that the company's Digital strategy is designed with flexibility in mind, enabling it to rapidly respond to ongoing shifts in the market landscape and to evolving patterns in the behavior of its target audience [6]. This will ensure that "Integral-Bud" maintains its relevance and effectiveness for a long time, contributing to the sustainable development of business activities. The need for such adaptability is explained by the dynamism of the digital world, where success directly depends on a prompt response to new trends and audience needs.

Adopting and applying marketing strategies through social media platforms is expected to offer LLC BC "Integral-Bud" a variety of substantial benefits. First of all, this will lead to a significant increase in the company's influence, since social networks are an extremely powerful platform for expanding the presence and influence of brands. Thanks to the skillful use of advertising tools, precise targeting of ads to target groups of consumers and the creation of high-quality, attractive content, LLC BC "Integral-Bud" will be able to attract much more attention from potential buyers, thereby expanding its perception and improving its position in the market. Secondly, social platforms will contribute to the growth of audience involvement, providing an exceptional opportunity for direct and effective interaction with consumers. The company will be able to establish direct contact with customers, quickly answer their questions, solve possible difficulties and receive valuable information in return.

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This approach will enable the company not only to establish deeper and more reliable connections with its customers but also to cultivate enduring loyalty to its brand [17].

Thirdly, engaging with social media platforms will contribute to enhancing the public's recognition and familiarity with the trademark of LLC BC "Integral-Bud". Consistently sharing engaging, visually appealing, and pertinent content can capture users' attention, greatly enhance the visibility and awareness of the company's brand, and contribute to building a favorable image of the business in the minds of consumers [18]. Furthermore, social media platforms enable communication to be tailored to the individual, allowing interactions to be more personalized and specifically adapted to each person's preferences, interests, or needs. With the support of advanced analytical tools and access to comprehensive user profile information, LLC BC "Integral-Bud" will have the capability to deliver highly targeted and personalized communications, provide tailored services and expert recommendations, thereby substantially enhancing the impact of its marketing campaigns and attracting a larger customer base. Another important advantage is the opportunity to cooperate with authoritative figures. Engaging with well-known bloggers or influential figures who command a substantial and dedicated following represents one of the most powerful strategies for promoting content on social media. This approach enables BC "Integral-Bud" LLC not only to draw in new users but also to considerably enhance the credibility of the company and its products or services in the eyes of the audience.

Conclusions from this research and prospects for further developments in this area. The study highlighted the importance of incorporating structured creative thinking into the process of crafting an effective content strategy for organizations navigating the constantly evolving landscape of social media. It was concluded that when the information environment is oversaturated, simply publishing content in a routine or mechanical manner—without a thoughtful, innovative approach that considers objectives, potential risks, and the emotional effect on the audience − proves to be ineffective. The primary contribution of this study lies in both the theoretical grounding and the practical application of Edward de Bono's "Six Thinking Hats" method. This approach is demonstrated as an effective tool for achieving a well-balanced, multidimensional, and innovative approach to strategic content planning. This method enables the team to systematically develop and explore ideas, thoroughly evaluate possible weaknesses, anticipate favorable outcomes, and consider how the audience might emotionally react. As a result, it reduces the influence of personal biases in decision-making and enhances the overall quality of the product.

This methodology, using the example of a construction organization, demonstrated its universal applicability and high efficiency even in conservative sectors of the economy. It has been proven that using a creative approach allows a construction company to move away from dry information about technical characteristics in favor of building trusting relationships and emotional engagement. A content strategy developed with consideration for all perspectives ("hats") goes beyond simply outlining the stages of construction. It actively incorporates storytelling techniques, vividly illustrates how customers' lives will look in the future, and integrates innovative formats that greatly enhance audience engagement and interaction. Therefore, the research demonstrates that adopting a creative strategy, structured through the "Six Thinking Hats" methodology, is not merely an optional or advantageous practice. Rather, it constitutes a fundamental, systematic requirement for effectively reaching digital marketing objectives and establishing a long-lasting, resilient presence for the organization across social media platforms.

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Особливості креативного підходу до формування контент-стратегії організації в соціальних мережах.

В умовах насиченого інформаційного простору соціальних мереж, традиційні підходи до формування контент-стратегій втрачають свою ефективність. Креативність стає не просто бажаною, а критично необхідною конкурентною перевагою для організацій будь-якої сфери, включаючи консервативний будівельний сектор. Актуальність роботи зумовлена необхідністю розробки систематизованого, гнучкого та креативно орієнтованого методу для створення контент-стратегії, що забезпечить високу залученість (engagement) цільової аудиторії, зростання лояльності та ефективну комунікацію зі споживачами в соціальних медіа. Мета наукового дослідження полягає в розробці та теоретико-практичному обґрунтуванні моделі креативного формування контент-стратегії організації в соціальних мережах на основі методу Едварда де Боно "Шість капелюхів мислення" на прикладі будівельної організації. Наукова новизна дослідження полягає у вперше розробленій моделі застосування методу "Шести капелюхів мислення" безпосередньо для поетапного створення контент-стратегії в соціальних мережах для будівельної організації. Визначено чіткий алгоритм, де кожен "капелюх" відповідає за певний етап стратегування, забезпечуючи збалансованість, критичність та інноваційність фінального плану. На прикладі будівельного сектору (де переважає раціональний вибір) доведено ефективність емоційно насиченого контенту, сформованого під "червоним" та "жовтим" капелюхами. Доведено, що запропонований підхід дозволяє команді швидко переключатися між режимами мислення, мінімізуючи внутрішні конфлікти та забезпечуючи максимальний вихід інноваційних та продуманих ідей. Результати дослідження мають високу практичну цінність для маркетологів, SMM-спеціалістів та керівників організацій. Запропонована методика слугує універсальним інструментом для структурованої та креативної розробки контент-стратегії в умовах обмежених ресурсів та високої конкуренції. Апробація на прикладі будівельної організації доводить можливість успішної адаптації креативних методик навіть до традиційних та технічно складних галузей.

Ключові слова: цифровий маркетинг, контент-стратегія, креативний підхід, соціальні мережі, шість капелюхів мислення, будівельні організації.

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