

MARKETING COMMUNICATIONS: INNOVATIVE APPROACHES TO THEIR FORMATION AND APPLICATION TOOLS

Abstract. In this article, the author analyzes the features of the formation of marketing communications in organizations and modern, innovative approaches; emphasizes that the innovative approach to communications is based on the idea of communication as a strategic resource of the organization, the main task of which is to ensure the harmonization and productivity of relationships within the organization and its free entry into the external communication space. This approach involves the development of new principles for building a communication system at all levels and stages of enterprise's activities, in all areas – from the development of elements of the marketing mix to personnel changes.

The author considers social media to be an integral part and tool of modern marketing communications, thanks to cooperation with which leading companies attract the attention of a significant number of new users and strengthen their achievements. Almost 3.5 billion internet users in the world use social media, and this figure continues to grow. It creates a great potential for marketers to attract attention of a wide and interested audience to their brand.

Keywords: marketing communications, marketing tools, social media, SMM.

KOMUNIKACJA MARKETINGOWA: INNOWACYJNE PODEJŚCIE DO ICH NARZĘDZI TWORZENIA I ZASTOSOWANIA

Autor analizuje cechy kształtowania się oraz nowoczesne, innowacyjne podejście komunikacji marketingowej w organizacjach; podkreśla, że nowatorskie podejście do komunikacji opiera się na idei komunikacji, jako strategicznego zasobu organizacji, którego głównym zadaniem jest zapewnienie harmonizacji i produktywności relacji wewnątrz organizacji oraz jej swobodnego wejścia w przestrzeń komunikacji zewnętrznej. Podejście to zakłada wypracowanie nowych zasad budowania systemu komunikacji na wszystkich poziomach i etapach działalności przedsiębiorstwa, we wszystkich obszarach - od tworzenia elementów marketingu mix po zmiany personalne.

Autor traktuje media społecznościowe jako integralną część i narzędzie nowoczesnej komunikacji marketingowej, dzięki współpracy, z którą wiodące firmy przyciągają uwagę znacznej liczby nowych użytkowników i wzmacniają ich osiągnięcia. Blisko 3,5 miliarda internautów na świecie korzysta z mediów społecznościowych i liczba ta stale rośnie. Tworzy duży potencjał dla marketerów, aby przyciągnąć uwagę szerokiej i zainteresowanej publiczności do swojej marki.

Słowa kluczowe: komunikacja marketingowa, narzędzia marketingowe, social media, SMM.

МАРКЕТИНГОВІ КОМУНІКАЦІЇ: ІННОВАЦІЙНІ ПІДХОДИ ДО ЇХ ФОРМУВАННЯ ТА ІНСТРУМЕНТИ ЗАСТОСУВАННЯ

Анотація. У даній статті автор аналізує особливості формування маркетингових комунікацій в організаціях та сучасні, інноваційні підходи; наголошує, що в основі інноваційного підходу до комунікацій лежить уявлення про комунікації як про стратегічний ресурс організації, основним завданням якого є забезпечення гармонізації та продуктивності взаємин всередині організації і його вільне входження в зовнішній комунікативний простір. Такий підхід передбачає вироблення нових принципів побудови системи комунікацій на всіх рівнях і етапах діяльності фірм, у всіх сферах – від розробки елементів комплексу маркетингу до кадрових перестановок.

Невід'ємною частиною та інструментом сучасних маркетингових комунікацій автор вважає соціальні мережі, завдяки співпраці з якими провідні фірми привертають увагу значної кількості нових користувачів та посилюють свої здобутки. Майже 3,5 млрд інтернет-користувачів у світі послуговуються соціальними мережами, і ця цифра надалі зростатиме. Це створює для маркетологів великий потенціал для залучення уваги до свого бренду широкої та зацікавленої аудиторії.

Ключові слова: маркетингові комунікації, маркетинговий інструментарій, соціальні мережі, SMM.

Statement of the scientific problem and its significance. The modern world demonstrates that by now most organizations (companies, firms, enterprises) are aware of their direct dependence on society and its needs in the system of relations between producers and consumers. The new milestone of transition to a market economy requires entrepreneurs to take an innovative approach to doing business, which could provide perfect means of production and commercial activities, their implementation at a new quality level. At the present stage, the study of communication problems usually distinguishes three approaches. The first one pays the most attention to studying communications inside the organization. The second one examines communications related to product promotion in the marketing system. The third approach considers communication as an exchange of information between complex dynamic systems and their parts, which are able to understand information, accumulate it, transform it, and use it for the success of their organization.

In the practice of every enterprise that strives for success in achieving certain goals, effective marketing communications are an important condition. In this regard, we believe that

determining the role of marketing communications and the possibilities of using communication resources, while taking into account modern requirements, is quite a significant task.

In recent decades, this problem has been fruitfully studied and analyzed by foreign and Ukrainian scientists. It should be noted that G. Armstrong, J. Burnett, S. Moriarty, J. M. Penrose, J. M. Lahiff, P. Kotler, R. T. Craig, J. Habermas, H. Pocheptsov, Y. Holubkova, A. Pankruchin, A. Romanovaresearched the problem in different periods. Among Ukrainian scientists – A. Pavlenko, A. Starostina, T. Tsyhankova, I. Budnikevych, L. Balabanova, S. Harkavenko, S. Kovalchuk, S. Skybinskyi, M. Oklanderand others joined the study of marketing evolution and determining the ways of its development in the Ukrainian economy. On the whole, the problems of theory, psychology, advertising communications,commercial propaganda and public relations – PR are most deeply studied in the formation of marketing communications.

Innovative approaches to marketing communications. American psychologist Linda Jewell, who actively studied psychological aspects in the internal activities of production teams, wrote that “industrial and organizational psychologists who study organizational culture and climate try to identify certain aspects of the social environment of the organization. This environment is created by interactions between the subsystems within the organization and interactionsofthe organization with the external environment. The means by which these interactions are carried out, and the means by which the latter affect individual employees, are communication connections”¹. The scientist comes to the conclusion that communication connections are theexchange of information, ideas or impressions between two or more people or groups. L. Jewell identifies ascending (used primarily for the purpose of informing and as a means of influence and persuasion), descending (used primarily in management and instruction) and horizontal (used for the purpose of persuasion, influence and integration) communication connections; points to four traditional communication flows in the organization:

- use of communication channels, effectiveness of different channels in different situations;
- direction of communication connections and type of message;
- direction of communication connections and accuracy of the message;
- influence of communication schemes on work performance and job satisfaction².

The importance of marketing communications is determined by their impact on the efficiency and effectiveness of the organization’s activities. The role of communication in the organization, and, consequently, its functions, are determined primarily by the needs of the organization itself. Being a mandatory element of the organization’s functioning, communication can also be used at a primitive level, without ensuring effective management of the organization and its interaction with the external environment. On the other hand, the increasing

¹ Джозел Л.(2001). Индустриально-организационная психология. 4-е издание международное. СПб.: Питер,с.398.

² Ibid, p. 400.

importance of the role of communication in the organization's activities can be considered objective. In our opinion, there are four reasons for the growing value of marketing communications in modern organizations:

- old interaction factors are becoming a thing of the past and giving way to new factors (competence, consumers and knowledge);
- in the context of an organization's strategy, knowledge becomes the main source of competitiveness;
- intellectual capital (information, experience and knowledge) is gaining weight as the main asset of the organization;
- the concept of consumer capital appears, which is defined as the value of an organization's relationships with its partners and customers.

Therefore, research on marketing communications in an organization includes a wide range of approaches, methods, and theories. Some of them were formed independently, and some were borrowed from other scientific disciplines³.

The evolution of the concept of "communication" in relation to an organization has led to a broad understanding of this phenomenon – from the means of transmitting information to the conditions of an organization's functioning. In their study, scientists E. Jones, B. Watson, and J. Gardner presented an extension of the functional scope of this concept: "Initially, this phenomenon was understood as a means by which the individual activity of members of an organization is coordinated and allows achieving organizational goals. Then there was the definition of communication as a central process in the organization. The latest understanding of communication is expressed in its interpretation as the basis for creating an organization. Organizations are constantly adapting to changing economic conditions, rebuilding their structures, which is also reflected in communication processes: they both follow new organizational structures and contribute to their creation at the same time"⁴.

French researcher D. Wolton points out three aspects of communication. He notes that "In fact, communication has three facets. The most noticeable and fun one is technology. The one that is the most complex and hard to decipher and manage is the cultural side. The most promising side, with a huge development of exchanges and technologies, is the economic side"⁵.

Therefore, we believe that modern research in the field of marketing communications in an organization allows us to identify the following approaches to the definition of this concept::

³ Иванова Ю.О. (2012). Развитие комплекса продвижения организации, занимающейся профессиональными услугами. Сборник: XIII Всероссийская научно-практическая конференция молодых учёных, аспирантов и студентов. Ярославль: Ярославский филиал МЭСИ, с. 32.

⁴ Jones Elizabeth, Watson Bernadette, Gardner John (2004). Organizational Communication: Challenges for the New Century. *Journal of Communication*, p. 731.

⁵ Вольтон Д. (2010). Информация не значит коммуникация. Пер. с франц. Отв. ред. К.Г. Сальберг-Вачнадзе. М.: ПОЛПРЕД – Справочники, с. 7.

- managerial (communication as a management function, as the transfer of orders and explanation of completed procedures and operations);
- functional (communication as a system of interacting elements that ensure the functioning of the organization);
- cultural (communication as a way of expressing organizational culture);
- humanistic (communication as a factor of human development);
- marketing (communication as a process of establishing communication with consumers and creating favorable conditions for stable profitable activities in the market).

The most relevant and innovative approach in modern conditions is an integrated approach to the study of all aspects and problems of communication in an organization, since it is characterized by a pronounced interdisciplinary nature, and also allows for the effect of synergy. The term “synergistic effect” itself is often used in relation to marketing communications and means the effect of interaction of coordinated marketing and advertising actions of various types, united by one goal, so that the total effect of influence can exceed the sum of the effects of each of them separately.

We believe that the synergistic effect of applying an integrated approach to marketing communications in an organization is as follows:

- the formation of a communication strategy is based on the principle of “unity through diversity”, which ensures that the communication influences are versatile and multidirectional;
- as a result of communication interactions united by a single communication space and a certain communication policy, there is inevitably a correlation between the elements of the communication system;
- sharing communication resources and technologies leads to cost savings, as well as eliminates duplication in the transmission of information;
- the formation of a single communication space of the organization creates advantages for consistency of actions, the emergence of new ideas, and maintaining the necessary diversity as a result of constant information exchange;
- active communication interaction in an organization contributes to the accumulation of communicative experience, the formation of a communicative culture and the creation of the organization’s brand.

So, marketing communications can be considered as a complex multi-faceted phenomenon that has a synergistic effect, which is a strategic resource for an organization and requires innovative approaches to its formation.

An integrated approach to the use of all communication resources of the organization implies a single communication strategy. In this case, communications are not limited to the

function of one of the elements of the marketing mix, but acquire system-forming capabilities. That is why the division of the goals of the communication strategy into external and internal ones is very relative. Each of the communication tasks solved at the internal organizational level correlates with the organization's activities in the external environment⁶.

Social media as an organization's communication policy tool. In modern realities, the usual tools in the communication policy of companies are rapidly transforming and new ones are being developed. Relationships with the consumer through the use of marketing communications are important or even fundamental for building long-term and trusting relationships. In addition, as noted by S. Suvorova, O. Kulikova and V. Borovkova, "the modern market is saturated with supply, so in conditions of fierce competition, companies are forced to make additional efforts to sell their products"⁷. This means that the marketing tools in the field of communications that were popular 5-10 years ago, such as visits with paper presentations or advertising on TV, lose their relevance and become a thing of the past. This encourages new searches, creative thinking, and the need to come up with something new that is in demand by consumers. In this case, we are talking about social media as one of the most optimal tools for marketing communications.

One of these new technologies in this context was the development of the Internet. New platforms for consumer-brand communication in the form of social media are being actively created on the Internet. Marketers believe that with help of social media, a brand becomes a "friend" of the consumer. Using surveys, reactions (positive/negative) to publications, new product presentations, and interactive content, consumers can express their attitude to the product, their opinion, and leave feedback on social media⁸.

That is why in recent years there has been an increase in the importance of the Internet and social media for the development of communications. It is already becoming a commonplace and you can really observe how businesses are beginning to resort to social media more and more often (in advertising policy, work with suppliers and customers, in work with current and potential employees of the company). Media communications are becoming an integral part of the organization's activities, and social media marketing – SMM is becoming a key factor in forming and maintaining the company's image in a professional environment⁹.

Undoubtedly, all this is closely related to the fact that the number of people who use the Internet is constantly growing. It is also worth noting that there were 26 million such users in Ukraine in 2019¹⁰. This figure includes subscribers of mobile and wired connections. Of course,

⁶ Волков К. М. (2006). Коммуникации, интегрированные во времени. Маркетинговые коммуникации, № 2 (32), с. 125.

⁷ Суворова С. Д., Куликова О. М., Боровкова В. С. (2019). Социальные медиа как современный инструмент построения коммуникаций с потребителями. [в] Инновационная экономика: перспективы развития и совершенствования. № 1 (35), с. 276.

⁸ Третьякова Т. С. (2011). Новый диапазон развития маркетинговых коммуникаций. Вестник Таганрогского института управления и экономики, № 1, с. 68.

⁹ Изякова Н. Б. (2020). Эффективность SMM для промышленных предприятий. Маркетинг в России и за рубежом, № 5, с. 87.

¹⁰ Скільки українців користуються Інтернетом – пізнавальна статистика. URL: https://tech.24tv.ua/skilli_ukrayintiv_koristuyutsya_internetom_piznavalna_statistika_n1115364 (дата перегляду: 12.11.2020).

Ukraine is still significantly behind in comparison with other countries in this indicator, however, every year the number of Internet users is growing in our country: over the past year – during the pandemic, the number of users of social media has increased even more. According to the statistics and an analysis of the world's economy, we can say that the absence of an Internet website and a social media account is simply unacceptable for an enterprise in the current reality.

The concept of “social media” stands for “an internet platform that allows users to post information about themselves and communicate with each other, establishing social connections”¹¹. The key in the definition is the word “communicate”, that is, establish contact, build communication. And this is the main thing that modern enterprises need, because they want to receive feedback from the consumer. Therefore, social media act as a kind of “link” in these relationships, which helps to solve current problems between the seller and the buyer.

Social media marketing (SMM) is an effective tool for building a trusting, “friendly” contact with the consumer in social media. By building communication with the consumer through social networks, it becomes possible not only to inform and present content to the consumer, but also to “hear” the customer, thanks to many SMM techniques, which in addition also attracts the attention of the target audience, and the brand receives feedback and understanding that the consumer needs today¹².

Why is it important for a brand to establish communication with the consumer and upload content to social media? The quality profile of the consumer has changed significantly over the years and today most companies claim that communications belong to the consumer and that if the brand does not go out of its way to communicate with consumers in social media, it will be uncompetitive, not customer-oriented and, accordingly, not in demand¹³. So, SMM is an effective tool for building loyal relationships with consumers in social media.

According to A. Dvoichenkov, director of analytical consulting at Nielsen, “70% of Russians trust comments and opinions in social networks, while only 20% trust advertisements on television”¹⁴. In our opinion, these data show that the importance of social media in the brand lifecycle cannot be denied, but rather should be developed.

Comprehensive SMM work on your own project or blog is conducting surveys, creating content, studying reactions under publications and posts, comments, tweets and many other types of feedback in various social media that affect not only the client's attitude to the brand, but also the first impression and appearance of interest, trust of a potential consumer in this brand. Marketing communications in a form of a social media play an important role in creating a “brand – consumer” contact, which affects the process of introducing and developing new cultural values in the company and forms the manufacturer's understanding of the market

¹¹ Платформа для привлечения клиентов из интернета. URL: <https://promopult.ru/library> (дата перегляду: 12.11.2020).

¹² Панкрухин А. П. Маркетинг. М.: Омега-А, 2011, с. 203-204.

¹³ Гош А. (2013). Социальные медиа и бизнес: общение с пользой. Генеральный директор, № 9, с. 16.

¹⁴ Помощь бизнесу. URL: <http://bishelp.ru/business/upravljajem-biznesom/kak-rossijskiepredprinimateli-prodvigayut-sebya-v-socialnyh-setyah>. (дата перегляду: 14.11.2020).

itself, the wishes of a regular customer and the wishes of a potential customer, their reaction to innovations and other measures, and also makes it possible to identify weaknesses of their product, based on customer's feedback¹⁵.

So, it is worth noting that when developing any modern business, it is simply necessary to build relationships with a "new" consumer who actively uses social media. We believe that a brand needs to learn how to work with a multi-channel online social environment, using such an effective communication tool as social media marketing.

Now it is especially important for the company not only to change the ways of communication with the client, but also to make new technological solutions that support the implementation of these tasks. This way, the right business strategy will soon be able to bring development to the brand and greater distribution of its products, thanks to "well-established" communication with the consumer. The experience of leading companies shows that the use of social media and effective implementation of the SMM tool helps both the consumer and the brand¹⁶. The consumer finds a favorable offer for the desired product by learning about it through social media and reviews. The manufacturer of this brand begins to understand its shortcomings and improve the product to the highest quality. Thus, the manufacturer, by "listening" to the opinion of the consumer, in order for the target audience to see the brand's interest in their customer and the desire to meet their needs, creates a certain positive image that allows them to increase the prevalence of their product and satisfy the desires of their target audience. Therefore, social media marketing in the XXI century is becoming an integral tool of any company to promote its product on the Internet.

To confirm our opinion, here are some examples of the use of social media marketing by the world's leading companies. Specialists of the company developing innovative wireless solutions Research in Motion periodically researched how much new ways of product promotion have penetrated the small business sector. The results were quite positive: 31% of companies that use social media expanded their business; among firms that do not use social media, only one in ten firms achieved similar results¹⁷.

According to Statista.com the most popular social networking service in the world is Facebook¹⁸, which currently totals almost 2.5 billion active monthly users. Photo-sharing app Instagram – 1 billion users. According to Statista.com as of March 2019, the most popular social network in Ukraine was Facebook, which is regularly used by 44% of survey participants. Instagram came in second with a share of 18%, and 13% of respondents did not use social networks at all. According to a study by the Internet Association of Ukraine (IAU), the top 3

¹⁵ Павлов А. Ю. (2014). Особенности маркетинга в российском сегменте социальных сетей. *APRIORI*, № 4, с. 25.

¹⁶ Гринберг П. (2013). CRM со скоростью света. Привлечение и удержание клиентов в реальном времени через Интернет. М.: Символ, с. 51.

¹⁷ Новый тренд: три бренды, яким соцмережі допомогли стати лідерами. URL: <https://rau.ua/novyni/try-brendy-sotsmerezhi/> (дата перегляду: 14.11.2020).

¹⁸ *Number of Facebook users worldwide from 2015 to 2020 (in billions)*. URL: <https://www.statista.com/statistics/490424/number-of-worldwide-facebook-users/> (дата перегляду: 04.01.2021).

most popular social networks in our country include YouTube (if we consider video hosting as a social network), Facebook and the Russian network Odnoklassniki, banned in Ukraine. But so far, only a few Ukrainian companies can boast of successful use of social networks to increase sales. However, there are quite a few examples in the world when thanks to such resources, retailers achieve popularity and earn millions.

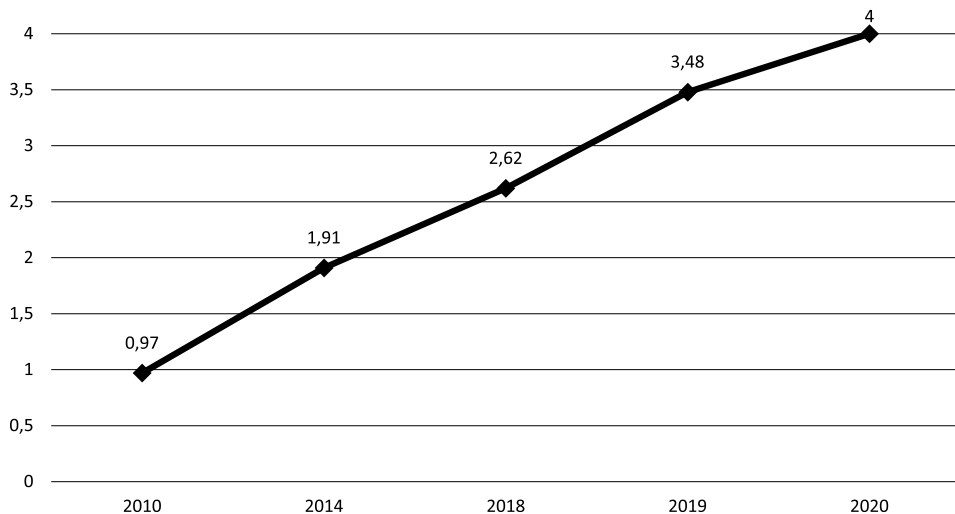


Figure 1. Global social networks by number of users in 2010-2020 (billion users)¹⁹

In particular, an American online store of household goods Wayfair is a good example. Foreign researchers of marketing communications often cite Wayfair as an example of promotion in social media. 7.2 million people are subscribed to their Facebook account and 1.2 million people to their Instagram account²⁰.

In 2017 Internet platform Wayfair spent \$500 million on an advertising campaign on TV, radio, print media and the Internet, and changed its marketing policy on Instagram and Facebook. The company has started experimenting with integrated shopping features by placing prices and links to the site under photos on Instagram (Wayfair also actively uses the built-in Instagram feature for buying goods directly on the social media platform)²¹.

As a result, by the end of 2017, the number of user clicks on the retailer's website via social networks increased by 258% from 911,900 to 3.26 million. Wayfair's social media audience grew

¹⁹ Найпопулярніші соціальні мережі в Україні та країнах світу у 2020. URL: <https://uaspectr.com/2020/06/23/najpopulyarnishi-sotsialni-merezhi-v-ukrayini-ta-krayinah-svitu-2020/> (дата перегляду: 14.11.2020).

²⁰ Три бренди, котрим соцсети помогли стати лідерами. URL: <https://zen.yandex.ru/media/retail.ru/tri-brenda-kotorym-socseti-pomogli-stat-liderami-5de0d6f1ed8a5d31644fe6f0> (дата перегляду: 14.11.2020).

²¹ Новий тренд: три бренди, яким соцмережі допомогли стати лідерами. URL: <https://rau.ua/novyni/try-brendy-sotsmerezhi/> (дата перегляду: 14.11.2020).

twice as fast as its main competitor, IKEA, and four times faster than its other competitor in the U.S. home goods market, West Elm.

According to Wayfair marketing director Jessica Jacobs, in 2017, the retailer ranked 16th in the top 500 American online stores, largely due to the company's social media efforts²².

Wayfair has focused on two of the most popular platforms in the United States – Instagram and Facebook. The company has expanded its reach in Facebook by 409% over the past year, while Instagram's audience has increased by 114% (while traffic from Instagram has increased sevenfold). According to the results of the third quarter of 2017, Wayfair reported an unprecedented profit growth of 39%, which it attributed, among other things, to the successful work of the SMM department²³.

At the same time, Wayfair continues to adhere to universal rules in social networks – not only the thematic sequence, but also the style and color scheme. While their Instagram and Facebook posts are distinguished by bright colors and new angles, in addition to that, many photos contain the colors of the company's logo – purple and yellow, which contributes to brand awareness. For several years, Wayfair actively experimented in social networks, until it created the most suitable formula for its store – short videos, bright photos, unusual products. For example, the store's most popular Facebook post was a 20-second video review of a double hammock attached to a car, which collected 13 million views. The successful product was very popular in the online store²⁴. It should also be emphasized that publications in social media do not require special costs, and this creates many opportunities for experimentation.

It is also important that Wayfair actively communicates and answers user questions on Facebook. For example, the store has a tradition in social media: when a customer is dissatisfied with the purchase or delivery of goods, they contact Wayfair directly on social networks, where the retailer openly discusses the problem with the user and solves it²⁵.

Another good example is the Patagonia chain of clothing and equipment stores for sports and outdoor activities, which has stores in the United States, Asia and Europe²⁶. This network positions itself as a defender of the environment, an opponent of consumerism and a supporter of an active lifestyle. Every year, the store offers 1% of its net profit to environmental charities.

Patagonia belongs to that small but rapidly gaining popularity type of retail that sells not so much goods as an idea and lifestyle. Such a store needs social media as the best channel for

²² Восемь отличных SMM-кампаний от мировых брендов. URL: <https://l-a-b-a.com/blog/826-8-otlichnykh-smmkampanij-ot-mirovykh-brendov> (дата просмотра: 14.11.2020).

²³ Компания Wayfair использует дисплейную рекламу для таргетинга. URL: <https://retail-loyalty.org/news/kompaniya-wayfair-ispolzuet-displeynuyu-reklamu-dlya-targetinga/?id=192840> (дата просмотра: 14.11.2020).

²⁴ Как мебельный ретейлер Wayfair разгневал конспирологов и обогнал Amazon. URL : <https://pro.rbc.ru/demo/5f1837b39a7947d81d9f3f23> (дата просмотра: 17.11.2020).

²⁵ Семь лучших партнерских программ для заработка на Instagram. URL : <https://gadgetshelp.com/internet/7-luchshikh-partnerskikh-programm-dlia-zarabotka-na-instagram/> (дата просмотра: 17.11.2020).

²⁶ Три бренда, которым соцсети помогли стать лидерами. URL: <https://zen.yandex.ru/media/retail.ru/tri-brenda-kotorym-socseti-pomogli-stat-liderami-5de0d6f1ed8a5d31644fe6f0> (дата просмотра: 14.11.2020).

spreading ideas, and therefore products. Their Instagram account has 4.1 million followers, Facebook has 1.5 million users, and Twitter has 441,000 users.

Patagonia has never been advertised on television (with the exception of a few non-product-related environmental commercials). All marketing investments of the brand are directed to the Internet and social media, which creates interest in the promotion experience of this company.

In 2016, Patagonia took a risk by offering to allocate all profits from the Black Friday sales to charity programs. On this day, Patagonia attracted the attention of 24,000 customers who spent more than \$10 million in their stores. The risk paid off in full. Nine months later, the company's sales grew by a third to \$543 million, and the chain began to grow rapidly.

Subsequently, the company released a collection of clothing with tags that bear a short message on the flip side: "Vote the Assholes out". The media drew attention to this after numerous photos in social media. Patagonia spokeswoman Tessa Byars confirmed the authenticity of the tags in a comment for Business Insider. According to her, this is a call to vote against politicians who deny global climate change. The phrase "Vote the Assholes out" belongs to Patagonia founder Yvon Chouinard. He often used it in conflicts with individual representatives of Congress and the Administration of Donald Trump regarding the state of the environment and land issues in the United States²⁷. "This applies to politicians of any party who deny the reality of climate crisis or ignore science. Not because they don't understand it, but perhaps because their pockets are full of money thanks to the oil and gas business," T. Byars said. Despite its active social media activities and strict civic environmental policies, Patagonia has tripled its revenue over the past ten years – in 2019 experts estimated the company's revenue at \$1 billion.

Many experts attribute the brand's success to its social media activity, where Patagonia managed to form a community loyal to experiments that at the same time shares the company's ideas.

Patagonia is constantly calling for customers to think twice before buying new clothes in Instagram and Facebook. The brand offers to fix old things for free in its stores and teaches its users in social networks to sew and improve old and worn clothes on their own. Customers are so loyal and committed to Patagonia's activities that they buy their products to express their belonging to the ideas of protecting the world around them.

Patagonia effectively uses a variety of social media platforms. The brand has different accounts on all popular social platforms. Patagonia is also featured on YouTube, where it publishes product reviews and documentaries about athletes and travelers who buy their products (many professionally made films get millions of views). In addition, Patagonia maintains a live connection with netizens by organizing nature protection events on social media, where company representatives communicate with their customers. The brand also manages many local accounts in major cities and regions, the content of which differs from the main pages of Patagonia. Thus, the company creates a sense of special attitude among users, which attracts them.

²⁷ *Patagonia* спрятала на бирках призыв голосовать против «придурков». URL: <https://donttakefake.com/patagonia-spryatala-na-birkah-prizyv-golosovat-protiv-pridurkov/> (дата просмотра: 14.11.2020).

Daniel Wellington uses social networks as a marketing communication tool in a peculiar way²⁸. This Swedish quartz watch company was founded in 2011 and has earned fame and success thanks to social networks. The Instagram account of Daniel Wellington has 4.7 million subscribers, and Facebook has 1.5 million subscribers. Daniel Wellington's start-up capital was \$15,000, which was not enough for a traditional advertising campaign on television, radio and the press. At that time Daniel Wellington decided to make a name for himself on the new Instagram platform, which was only gaining momentum, because the distinctive features of the brand's watches – ultra-simple design and high quality – perfectly fit into the “photo mosaic” of the social network.

According to the founder of the company Filip Tysander, netizens got fed up with stars and began to trust popular bloggers more. Daniel Wellington started giving watches to those bloggers who agreed to post their photos with the watch on Instagram²⁹.

In a few months, photos of hundreds of bloggers with Daniel Wellington watches have spread all over Instagram. The brand's popularity began to grow rapidly, as did the number of subscribers on the company's official Instagram account. The content was diversified by organizing public contests with subscribers, who were also given free watch sets. As a result, the hashtag #danielwellington was used by more than 1.8 million accounts, and the company's sales went up rapidly.

In 2014, Daniel Wellington became the most successful and growing company in Europe, increasing sales by 4,700%: the brand sold a million wristwatches in a year. By comparison, it took Rolex 111 years to reach that level, and Tag Heuer worked for 156 years before reaching sales of a million watches a year. In a year, Daniel Wellington increased their profit to \$230 million. The company has opened dozens of stores in the United States and Europe, and the company's social media activity continues to grow.

Conclusions. Thus, the analysis of the problem showed that the content of operational management of internal communications includes the development, implementation and updating, based on the tasks of the organization, a system of corporate agreements and communication standards developed with a focus on corporate values and regulates the interaction of the employees of an organization at all hierarchical levels both among themselves and with stakeholders in the external environment.

The described innovative approach to communications is based on the idea of communications as a strategic resource of the organization, the main task of which is to ensure the harmonization and productivity of relationships within the organization and its free entry into the external communication space. This approach involves the development of new principles for building a communication system at all levels and stages of organization's activities, in all areas – from the development of elements of the marketing mix to personnel changes.

²⁸ Часы *Daniel Wellington* – идеальное сочетание красоты и стиля! URL: <https://nofake.ua/news/chasy-daniel-wellington-idealnoe-sochetanie-krasoty-i-stilya.html> (дата просмотра: 17.11.2020).

²⁹ Феномен *Daniel Wellington*: часовой бренда, который зарабатывает быстрее всех в мире. URL: <https://www.watch4you.com.ua/daniel-wellington-watches-brand-earns-fastest-in-world.html> (дата просмотра: 17.11.2020).

Social networks have become an integral part of modern marketing communications and the activities of every powerful enterprise that strives to reach this level. Every day, more and more new users are joining social networks. Currently, almost 3.5 billion internet users in the world use social media, and this figure is expected to continue to grow. This is obviously why marketing experts believe that social media are the most effective tool in innovative approaches to marketing communications. This is confirmed by the achievements of leading companies. And for marketers, this means that there is a huge potential to attract the attention of their brand to a wide and engaged audience.

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