

Leading approaches to project management in steering creative projects

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Abstract This paper focuses on the principles of successful interaction of project management in steering and leading creative projects and endeavours. Creative economy and all its prerequisites opened the world of immense opportunities for many businesses and enabled open-minded entrepreneurs to implement their ideas without limits. Nevertheless, even in the creative industries, strict application of management principles is required in order for the financial success and growth to be achieved.

In this paper, we study and scrutinize various entrepreneurial approaches and project management techniques in steering leading creative projects. Our results demonstrate that creativity enhances the success of business projects provided that they are properly managed and controlled.

1 Introduction

Generally, creative thinking represents a beneficial process in all types and kinds of business endeavours, since it leads to the implementation of innovative ideas in the workplace (Amabile and Pratt 2016). One can see that creativity is critical to business today, especially when the market depends on innovative technology with information and communication technologies (ICTs) being one of the main pillars of today's economy. It is apparent that the collaboration of creative minds has the ability to turn creative business ideas into reality (Torrance 2018).

Creativity can bring the most unthinkable ideas and bring innovation into existing practices. For example, an entrepreneur can set the practical norms aside with his imagination and think about something creative and innovative. However, a creative mind must have entrepreneurial skills to bring these creative ideas to life in a business environment.

In order to make the creative ideas work, and to support the developing of new creative ideas the field of creative management designed a set of recommendations. While the spheres of activities managed may vary substantially, the general recommendations are very similar. As one of the biggest differences from the traditional management, the manager of creative projects is supposed to be less afraid of losing, as with any innovative projects the probability of losing is substantial. The other characteristic of creative manager is the permanent interest in experimentation with new ventures and acceptance of the new and creative ideas as one of the main mechanisms of business development (Higgs and Hender 2004). So, the manager in creative industries is supposed to be a creative thinker, manager and entrepreneur in one person and often at the same time.

The main goal of creative management is to design business models that support, implement and monetize innovative ideas in a surrounding of ever changing economic and market space. In addition, an entrepreneur thus builds a bridge between the creative genius and a traditional business approach. In order for a project to be successful, the entrepreneur need firstly to ensure the value of new business and, consequently, provide support to

creativity. Secondly, the entrepreneur needs to select team members with creative traits (i.e. primarily openness to experience, intrinsic motivation, deviant thinking, and a cognitive style that prefers innovation over adaptation), able to look for new ideas and make the best use of them. Finally, the entrepreneur continues with promoting ideas, ensuring that ideas get what they need to innovate, implementing them to the final product, demanded by customers and selling them.

The paper is structured as follows. Section 2 provides a brief literature review on creative economy issues. The chapter after that (Section 3) deals with creative management. Finally, the last chapter (Section 4) concludes and provides relevant insights and implications.

2 Literature review

Research literature on creativity-enhancing work contexts is extensive in all the fields of social sciences starting with psychology (of how and who can be creative) to sociology (how the changes will affect the society as a whole) and business and economics (designing and managing business models for creative industries and looking for the economic outcomes of such on micro and macro level, for the critical review see Zhou and Shalley 2003). In addition, almost all the sectors of economic life are open to the creative businesses, making the literature review on creative management to be an attempt to underline the basic ideas which can be applied in any of creative projects (Mathisen and Einarsen 2004; Henry 2001; or Henry 2006).

As a whole, principles of creative management and the software and other interactive tools based upon them, can be used as a major tool in assisting leaders in goal setting, autonomy, persistence, open exchange of ideas and reward systems (for these principles see Higgs and Hender 2004). All of these qualities seem to have an enormous importance especially in creative industries. The other principle that gains even more value in creative business is that encourages experimentation and does not punish failures, as the results of many experiments might not necessarily be the positive ones. On the other hand, the reward of successful projects is such, that one successful project may pay off tens of unsuccessful ones.

Though creativity and innovation is the main driving force of creative businesses, for companies, it is not infrequent to inadvertently limit creativity over time, especially since commercialization takes precedence over brainstorming. There is always a tendency to rely on the mechanisms which worked well rather than to embark on uncertain adventures to look for new and more creative ones.

As Steve Jobs, the legendary figure and a co-creator of Apple, used to say, entrepreneurs who embody creativity as a cultural value from the start are rewarded with the ability to consistently bring new ideas to market over many years (Clifford 2017). On the other hand, the downside of building this ability is that only a small proportion of these ideas will have a financially positive future, and many of them may lead to financial losses.

The possibility to turn the creative ideas into financial success and minimize the losses is only available if there is the know-how and skills for entrepreneurship and monetization of the ideas available in the firm. One can see that there is a need for acute knowledge for entrepreneurs who want to use creativity research. On the other hand, a person with entrepreneurial skills and knowledge but without the ability to be creative also does not use the whole of his potential. Creativity is important to entrepreneurs as it is not only their original ideas that must be dimensioned and employed. Novelty, usefulness and aptitude should justify starting a business, but entrepreneurial skills have the ability to turn ideas into sustainable economic value.

There are many perspectives of creativity, most of them arising from their inherent subjectivity and breaking of symmetry of thinking (Trnka et al. 2018). However, whatever the type is, we need to understand how to promote it. In general, there are six different, but related elements that contribute to successful creativity: intelligence, knowledge, thinking styles, personality, motivation, and the environment. Intelligence is needed as the driving force of creative and monetizing of sensible outcomes. Knowledge implies possessing of essential knowledge in the consumer needs and production processes including the ability to connect the two. Thinking styles imply the openness to new ideas and freedom in thinking including good imagination. Personality and motivation enable the idea to be created, communicated and fulfilled as a business project. Environment is responsible for enabling the employment of the factors above, but also the whole ability to be creative. Hence, intelligence is just one of the six factors that alone or in conjunction with the other five factors can create and apply creative thinking.

Similarly, there are three aspects of successful entrepreneurship: people, culture and the environment (De Miranda et al. 2009). People are the core of creative industries. They create new products or innovate the existing ones, market them and find the right management models. The innovative culture of the enterprise creates a value system, and which motivates people to come up with the creative ideas. The environment for innovation, as the third aspect is important in the sense that it brings the entrepreneurs and innovators together.

One can distinguish between creativity as the production of novel, useful and appropriate ideas and innovation: the successful commercialization of these ideas. The whole production of the idea does not imply the commercial success. More often than not, people possess the ideas they cannot commercially fulfill. In order to do the latter, the creative person must persevere and convince others of the value of ideas, find the relevant sources

including the financial ones, and motivate the others to collaborate on his project. In the era of internet connections, there are numerous ways how to achieve this starting from crowd funding and persuading the potential investors to models related to advertisement placement or voluntary payments.

The topics that emerge from the analysis of knowledge work and creative literature serve to create a certain theoretical framework for creative knowledge work. One of the ways to enhance creativity of employees is to create the repository of existing knowledge and reuse the existing ideas (Cheung, et al. 2008). The other is to create the environment for creativity which implies not only the physical space, but also the social and cognitive infrastructure and human interactions (Hemlin et. al. 2004). The sole recognition of human creative knowledge in the hierarchy of different types starting from the acquired or learned knowledge by the leaders may lead to a positive result in building creativity of the employees (Henard and McFadyen 2008). The location choices may also increase the creativity (Brown and Mczyski 2009).

There are specific creative applications or creativity for each sector, such, for example, emotional attachment in the mobile advertising sector (Kolsaker and Drakatos 2009) and expressiveness and sensitivity in the IT software sector. However, in addition to the creative applications and software, the creative staff needs skills and abilities to perform their roles especially in the field of leadership or creative projects (Puccio et al. 2010). Despite the differences in applications, the basic principles of creativity development are very similar.

Creativity will always make employees learn more by looking for different options, ideas, and solutions for the business. Developing new skills and inspirations from the different fields of activities are usually a good start for innovating the current business. The differentiated age and gender work teams on the help to bring different types of ideas into the one-time space, and if worked with them creatively, may cause a new product or service development to grow (for more see Kremer et al. 2019).

The ability to explore different niches is the other way to innovate the product creatively. The ability to find them is like a learned skill or resource that a person possesses. One needs to think of new ways to develop products and improve the business. Searching for new types of customers or breaking down the current customer pool to narrower customer groups will help to find the new niches for the product and explore more the potential of current customers. Changing the structure of the business may also bring new dimensions of creativity (Brown and Duguid 2001).

All in all, businesspeople tend to agree on the importance of creativity in the workplace and using their creative minds in everyday operations. Right education, skills, and attitudes to growth of business employees can benefit from the creative evolution in the workplace both as a source of personal development and as the way to develop your business further. With the routine aspects of a job done by technology, entrepreneurs can focus their energy on innovative solutions and creating entirely new ideas, which makes them to be more satisfied at the workplace and improve the profitability of the firm. For example, future business owners could use AI to predict the effectiveness of marketing content, the likelihood of it becoming viral, and identify potentially offensive content before going live.

Every brand and every business need a creative strategy to be intriguing and successful. The creative strategy that a company chooses to implement determines the key marketing and advertising measures that determine who it is as a brand. Although many adopt a set strategy, it is important to take creative risks to achieve a unique breakthrough and stand out.

3 Project management in creative economy

Using the example of the United Kingdom, the creative industries, in the context of other sectors, make a far more significant contribution to production than the hospitality industry or utilities and provide four times the output. Creative industries and innovative industries in general produce higher value-added outputs than the traditional economic sectors primary production such as retrieval of natural resources and raw materials. They often appear in secondary production, such as manufacturing and transformation of raw materials into final goods, and the tertiary sector such as supplying services to consumers and businesses. The additional value added of creative sector is than multiplied in local economy and serves as an additional source of revenue for the local and central tax revenues.

However, the creative industries require substantial investments in education, infrastructure and creative culture. These investments are partly public and partly private. On the other hand, publicly financed development services for the creative industries may tend to misjudge the number of creative companies during the attribution process as they are subject to the overall tendency of public sector to overestimate the effects in reporting. Similarly, it is not always clear how to define and distinguish the creative industries from the traditional ones. Because of these two factors, official statistics should be treated with caution in relation to the creative industries. Various areas of engineering are not listed in the public list or creative industries, and which is the result of financial reporting, and there is substantial variability of the level of creativity of the firms within the industries.

However, in the past and present, some tasks of engineers may be considered extremely creative, inventive, and innovative. It is especially the case of the engineering activities is newly created industries where

the customer support, market segmentation and product specification is not yet stabilised or supported. The contribution of engineering is represented by new products, processes and services in both the old and the spheres of economic life.

On the other hand, creative applications and production is also supported by the moving of the creative employees between the professions in during their career lifetime. For example, project managers who seek a career in manufacturing often maintain the relationship between customers and manufacturing companies. Therefore, he not only will bring his experiences to the new field of activity, but also provide the new products with the possibly new customers he knows.

More often than not, the new, creative and innovative products are created in the process of improving the quality of the existing products, or readjustment of existing products to the new types of customers. This process may present better efficiency in creative businesses comparing to creation and marketing of the new products anew. Here, the important bottom line is creating efficiency while satisfying both suppliers and customers. The role of the employees in communication of the two in this area is difficult to overestimate. So, the excellent communication, project management and coordination in this area a must.

Nowadays, in the attempts to be creative and innovate and under the overall tendency for the narrower market segmentation, manufacturing project managers are likely to manage many customer and supplier accounts and projects. The modern methods of computerised analysis of big data streams and computer learning help the managers to find the right kinds of product specification for the fight kind of very narrowly defined customers. In addition, the knowledge of computer software may help the managers or creative industries to streamline the production process and reduce risks improving the overall security of the business.

The other substantial knowledge of managers in creative industries is knowledge of budget management. The estimation of value of prospective customer as well as the costs of adjusting the manufacturing process is a main area of manufacturing project managers who need to provide work and productivity estimates when looking for new customers. Similarly, the overall marketing activities are subject to the cost and benefit analysis as many types of marketing bring substantial costs and connecting to the customer is limited partly because of the limited attention span of the latter and increasing number of the firms trying to market their products.

In all these efforts, creative project management software designed specifically for the needs of creative teams forms a very useful tool to manage, the manufacturing processes, the time and workloads of employees, the marketing activities and efforts of defining and connecting to the new customers. Key features of these software include visual task dashboards, team communication channels, budget management, time and workload management, production capabilities and relations with the suppliers of the intermediary products and services.

Small businesses can employ these tools to manage the workflow and scope of all types of creative projects, such as website redesign or advertising campaigns, product design and customization, CRM projects, new service creation or use of existing products in new ways. In addition, these tools help improve team and customer communications by more precise targeting and texting, increase employee productivity by better utilising their time and creative potentials, and improve project quality as desired by the customers.

There are various tools meeting project management requirements of different level of applicability. Some of them are more user friendly while others, such as task dependencies, are often too technical and overloaded to meet the needs of an agency. One would need a substantial technical support to get used and effectively use them. In addition, many simple project management tools lack the depth and customization needed by an agency.

Teamwork is a handy tool to manage projects and capture time. It enables to work manage different types of projects such as marketing project, production project, professional service for client's projects, customer support projects, enterprise security, training and support projects. The software enables to get the planning done electronically and to concentrate more on more creative and productive activities.

The leaders of departments are also in the position to employ their creativity in productive was. By leading a project management department, one has the opportunity to engage in each step of the creative process and make a contribution. The creative imagination and the knowledge of the customers will help to improve and enhance selling and increase the revenues of the firms in the ways that are hardly predictable by the competitors thus increasing market share and improving overall position of the firm on the market.

One of the most frequent participants of creative economy are the digital businesses. The quickness and easiness of digital environment unleash the creative potential of the employees and help them to develop business further on. Vision to help creative and digital businesses grow every day. It starts with web page design, to the journalism and content making for all the types of news pages, to blogs, photo and video creation in all the types of social networks. The web communication channels are enormous and enable quick access to possible customers. Advertisement paid models of earning enable to transform into creative business any possible web content which attracts customers. The web technologies enable to increase the number of customers on the web page thus increasing the pay.

The creative, cultural and digital economy has the potential for economic growth and job creation. In the world with diminishing number of traditional office jobs internet jobs serve as desirable option those laid off.

However, through automatization of routine jobs, computer technologies place more stress to the people creativity and the knowledge of the markets. Employees then do not have to spend their time with repetitive assignments but can unleash their creativity which improves job and life satisfaction. The ability to work from home increase the opportunity to find the right work-life balance and produce better family models.

The natural and expected outcome of the ever-changing internet environment and very dynamically changing preferences of customers in addition to quickly developing internet and data technologies, make the business planning of internet based creative companies very dynamic. Creative companies with the greatest potential for sustainable growth and job creation need their business plans and strategies to be regularly reviewed to see if they still serve their purpose to lead a company to its vision. All these need to be done while also applying all the business processes, making management and planning to be heavily connected to everyday operations. This represents a cornerstone of operational stability and quality delivery. Especially in the case if the quality is heavily customised according to the customers.

The dynamic ever-changing environment in the creative industries require the modern leadership style. The leadership need to be more project based and interactive. The managers need to be more accessed to the contacts and ideas of their subordinates. In addition, in the globalised world, the lead partner and other partners must have been active and lawful in the cultural and creative sectors differences. Therefore, finding partners and providing links to resources to find them becomes an important feature of creative project management. The whole industry of job seeking on one side and job creation and looking for the adequate personnel starts to be a set of creative project-oriented enterprises.

4 Conclusions and discussions

Overall, it becomes apparent that successful interaction of project management, creative ideas and entrepreneurial functions are becoming key aspects of success for creative industries in the digital age of the 21st century economy. The digitalization and overall computerisation provide numerous new opportunities for creative businesses as it simplifies the design and marketing activities, enable to concentrate on customers in rather narrow market niche, automatize daily routine jobs thus leaving more space for the personal creativity. The newly created creative industries provide exceptional opportunities of new job creation in the environment when many of the office jobs are replaced by computers, and the risk of unemployment of blue- and white-collar workers is substantial.

While the creative industries and creative projects within them are numerous, the principles of governing them in general are similar. They start with vision and mission stage, when new creative ideas should be put to a context of economic reality and desired outcomes. The second stage of defining business objectives will help to limit and contextualize the outcomes in term of business output, increase of profit or sales, employee productivity, customer loyalty or finding new customers, or product or service quality. The third step is to define the routines and people involved including the project ownership. Ne next step is the strategy to execute the projects and deal with possible unexpected outputs on the way. And the last principle is the alignment of the project within the organisation.

The principles above hold for any type of project management, however, in the case of creative projects they are often forgotten as they supposedly diminish the creativity and the freedom of ideas, or, they are followed too strictly with the result of giving little space to new creative ideas or outcomes. Nonetheless, without these principles few creative projects can be successful on the market.

The other principles for market success concern the entrepreneurial skills of the project holder, which might not necessarily deal with the product and service itself, but with finding new, creative ways to market the product, to change the organisation of production and distribution, to cooperate with new entities on the market in the framework of outsourcing, consulting, supply of the intermediary products or marketing the final products. Here in the digitalized and globalized world of the 21st century, the opportunities of new, innovative and unexpected approaches are limitless which create enormous field to explore. All in all, it becomes quite apparent that creativity, if well managed and controlled, enhances the success of business projects.

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