

Managing creativity in the age of data-driven marketing communication

Annette Kallevig

Kristiania University College/ Institute of Marketing

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Abstract

Where the need for integrated marketing communication (IMC) has been given much attention in research over the past decades, how creative content can be integrated has been largely overlooked. This research explores this gap and seeks to reveal what defines creativity in the various agency types, what drives and inspires them towards excellence, and how it relates to motivational, creativity theory. A social constructivist methodology was chosen to explore the practitioner-based constructs. A purposive sampling strategy identified the existence of a gap by comparing the most winning agencies in three prominent award shows in Norway, ranging from performance marketing to creative. The leaders of a subset of these winning agencies were interviewed, and the collected data analysed through thematic analysis. The goal is a first, exploratory step towards informing a creative integrated marketing communication (CIMC) process. The findings will be presented at the conference.

Keywords: *Creativity; Integration; Management*

Track: Advertising & Marketing Communications