MANAGING TENSIONS IN CREATIVE CONTENT DEVELOPMENT WORK

CASES FROM THE MEDIA INDUSTRY

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Introduction (”Kappa”) & 6 papers


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Purpose and Research Questions

To explore organisational tensions and their management in creative content development work

1. What characteristic tensions emerge in content development work in creative industry organisations and their collaborations, and why?
2. How do these tensions affect creative content development work?
3. How does management of creative industry organisations and their collaborative arrangements deal with these tensions?
Theoretical Framework

- **DUALITIES**
  - Current Business (Exploitation)
  - Future Business (Exploration)

- **TENSIONS**
  - AMBIDEXTERTITY
    - Contextual
    - Structural
    - Network

- **Value Networks**
- **Hybrid Organisations**
Context and Qualitative Case Studies

■ The creative industries, specifically media in the VUCA (volatile, uncertain, complex, ambiguous) environments

■ Three cases
  – Yksityisen sektorin mediayritys / kehitystiimi
  – “Yle Särmä”
  – Mediapolis

■ Diary writings, interviews, documentation, participant observation
Results: RQ1

- Organisational tensions due to dynamic interrelationships between the opposing but interdependent dual demands and forces

- Tensions are coexisting, interrelated and in constant flux, and cross intra- and inter-organisational boundaries and levels

- Rooted in (mature) structures, practices between people and functions, and management work
Results: RQ2

- Enduring tensions challenge especially exploration in legacy organisations, because exploitation typically overrules
- Existing practices, systems and strategic focus support exploitation
- Existing structures and habits as instruments of organisational power and politics
- Tensions as source of creative potential, if managed
Results: RQ3

- Managing creative content development work is a complex task
- Managerial capability to anticipate, identify and evaluate organisational tensions is key
- Recognizing the poles of a duality is necessary
- Flexible, reflexive and dynamic collaborative practices and tools to support exploration are vital across organisational boundaries and levels
In Conclusion

- The dynamic, co-existing, changing and enduring tensions cannot be "solved" or managed "away", but rather managed "with" than "against", i.e. embraced by managerial effort, because they are inescapable and instrumental in creative content development work.
In Conclusion

- The focus on creative output (what to develop) needs to be matched with a focus on the process by which that content is created (how to develop) – in attempting to reconcile intrinsic tensions arising from dual and conflicting imperatives.

- "Both-and” duality management of an interdependent package of tensions.
KIITOS!

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