CONFIRMING BPM THEORY IN CREATIVE INDUSTRY CONTEXT – A CASE STUDY IN THE GERMAN TV INDUSTRY

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Abstract
Creativity is an important predecessor of any innovation. In the creative industries, innovation is part of the daily business. However, only little is known about the management of business processes that involve creativity. A pioneer contribution in the field of IS is the theory of managing creativity-intensive processes (TMCP) (Seidel 2009). It provides an analytical perspective for the understanding and management of this special kind of business processes. However the theory was developed in a very specific context – the movie post production. With our contribution, we focus on the confirmation and possibly extension of the theory's core concept of the creativity-intensive process (CIP) and its specifying properties. We conducted a multi-case study in the German TV industry guided by TMCP. The analyzed data resides from the context of the visual production process and the TV format (e.g. TV movie, quiz show, daily soap etc.) as its creative product. Our data supports the TMCP's core concept and its properties. Moreover we identified the “degree of industrialization” of CIPs as a new emergent property class. The property of the creative potential was refined to product related, as well as process related creativity and the creative impulse. We contribute to the qualitative empirical validation of TMCP and thus broaden its relevance as an analytical device for Business Process Management (BPM) in other creative contexts. Moreover a better understanding for the management challenges in the industry under research is provided.

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Confirming BPM theory in creative industry context - A case study in the German TV industry. January 2011. Jörg Becker. In the creative industries, innovation is part of the daily business. However, only little is known about the management of business processes that involve creativity. A pioneer contribution in the field of IS is the theory of managing creativity-intensive processes (TMCP) (Seidel 2009). It provides an analytical perspective for the understanding and management of this special kind of business processes. However the theory was developed in a very specific context – the movie post production. Europe’s cultural and creative industries offer a real potential to respond to these challenges thereby contributing to the Europe 2020 strategy and some of its flagship initiatives such as the Innovation Union, the Digital Agenda, tackling climate change, the Agenda for new skills and new jobs or an industrial policy for the globalisation era etc. By considering these theories in combination and the unique context of creative industries, we generate insight on the management of value networks. Our ongoing longitudinal empirical case is a new media cluster called 'Mediapolis' in the city of Tampere, Finland. The case study commenced at the time the cluster was in the planning and early operational stage. Results demonstrate the usefulness of linking the two theories, and support a future research agenda examining the types of cluster configurations meeting the criteria of value networks, and the conditions under which value n