



C r e a t i v i t y , C o m m e r c e &
O r g a n i z a t i o n

Week 9

Creativity, Commerce & Organization

- How have the relationships changed?
- How has structural features of organization changed?
- How much creative autonomy exists?



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Loose but Tight

“Autonomy”

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Marketing

- Budgets
- Blitzkrieg
 - Blockbuster Syndrome
- Informing creativity
 - Consulting
 - “Creative input”
 - Short term profits vs. prestige/innovation



Audience Research

- Market Research (control risk)
 - Conglomerate oversight (portfolio management)
 - Data/Formulas
 - Test Screening, Focus Groups
- Advertising (selling your audiences)
- Advertising as creative art (?)
- Branding (artificiality/authenticity)
 - Questions of “quality”
 - Born: “Spaces of attention vs. idea generation”
- Digital Age = Audience Surveillance (Users)
 - Data driven yet ...
 - skewed algorithms and questions of data interpretation
 - More central/more contested
- “Continuity” in Decision-Making





Autonomy

Journalistic Autonomy – most at stake

- owners, editors (hiring), shareholders, sources, dominant discourses/values (nation, class, gender)
- Indirect coercion exercised in everyday professional routines

Popular Music

- Questions of quality and performance (“selling out”)
- Songs in Advertising

Theater

- Assembly-Line franchise productions
- Precarious Labor/work situations (arts)
- Networking



Enjoy
Your Day!