

## Creative advertising management practices in Thailand: the key role of awards

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This study delves into the dynamics of creative team management within Asian advertising agencies, anchored in Amabile's creativity model. Based on a reflexive thematic analysis of 19 in-depth interviews with Thai creatives, the research unveils insights specific to Thailand's advertising landscape, notably its profound regard for the Cannes Festival of Creativity. The study proposes a nuanced componential model tailored to the advertising context. Three key findings emerge: Firstly, it illuminates the pervasive influence of industry awards, driving the creation of 'scam work' solely for accolades. Secondly, it explores the dual nature of creative efforts, distinguishing between award-driven work and initiatives with societal value, emphasizing the need for a balance between creativity and ethical standards. Lastly, it underscores the pivotal role of creative monitoring in career development, motivation, and the intricate interplay between creativity, ethics, and business objectives in advertising management.

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