

The Creativity Conundrum of Advertising Development:
Solving a Knowledge Resources Paradox by Activating Dynamic Capabilities

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Abstract

One way to approach advertising development is that creativity is dependent on the quality of information that is brought to the table: better information equals better creativity.

Unfortunately, advertising development does not work this straightforwardly. Instead, we propose that for advertising agencies to do great work, clients must activate the dynamic capability of creativity by withholding judgement, staying open, and exploring with the agency. We show data on over two thousand campaigns across two studies demonstrating that advertising development is more than just information flows. Developing great advertising is often about the right motivation and not just the right information.