

SURVEY

# The Creative Enterprise

While efficiency is recognized as a prerequisite to building a lasting business, it is the prioritization of creativity that motivates and energizes the enterprise



# Introduction

Tenovos surveyed over 3,500 companies to find out how they used technology and processes to maintain a balance between creativity and efficiency in the organization.

The assumption at the outset was that creativity and efficiency are opposing forces that businesses must balance over time and ensure the appropriate investment in each.

Instead, the survey results suggested a more complex relationship where efficiency is considered to be table stakes – and an operational requirement rather than an objective.

Conversely, creativity was seen as more optional, though it was universally credited with delivering a broad array of business benefits while simultaneously binding, motivating, and focusing organizations on connecting with their markets.

More simply, **organizations must be efficient to survive, but require creativity to be successful.**

# Demographics

3,656 companies with at least \$100M in annual revenue were invited to take the survey.

Respondents' primary industries broke out as follows:

- Manufacturing: **39%**
- Retail: **21%**
- Media & Internet: **13%**
- Other: **28%**

where "other" included:

- Business Services
- Construction
- Finance
- Healthcare Services
- Holding Companies & Conglomerates
- Hospitality
- Software
- Telecommunications

Respondents were composed of:

- Executives: **22%** (Director and above).
- Frontline: **78%** (Staff and managers).

# Benefits stemming from creativity are universally accepted.

Regardless of seniority, role, or industry, survey respondents recognized that creative storytelling had a material, transformative impact on top-line growth, customer loyalty, profitability, and morale.

**Q: When my company is at its best, our creative storytelling**

	Materially improves top-line growth	Strengthens customer loyalty	Increases profitability	Improves morale
Likely or Consistently	100%	100%	100%	97%
Not true	0%	0%	0%	3%

Those who felt that they could measure or estimate the impact were nearly unanimous in their belief in the tangible business benefits of creativity on their business. A smaller proportion of respondents opted out of the question, reporting it was impossible for their organization to measure that impact. The percentages of those respondents who opted out of each of these four questions are as follows.

	Materially improves top-line growth	Strengthens customer loyalty	Increases profitability	Improves morale
Impossible to measure	14%	10%	11%	13%

**Key Take-Aways:**

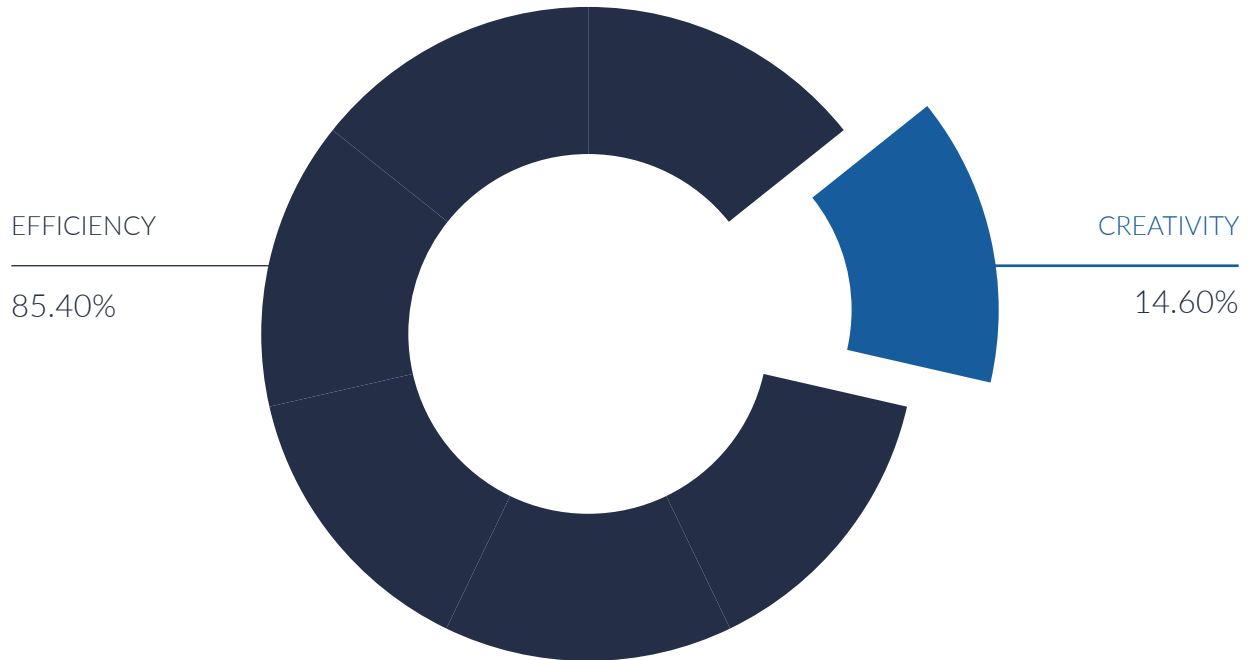
- ▶ All respondents who felt they could measure the impact of a focus on creativity believe that it materially improves top-line growth, increases profitability, and improves customer loyalty
- ▶ Nearly all respondents (97%) believe a focus on creativity within an organization improves company morale

Despite the clear benefits of a focus on creativity, the majority of organizations still prioritize efficiency either equally or more highly.

**The study saw 86% of respondents reporting that their organizations do not prioritize or optimize for creativity, despite the recognition that direct benefits do flow from a focus on creativity.**

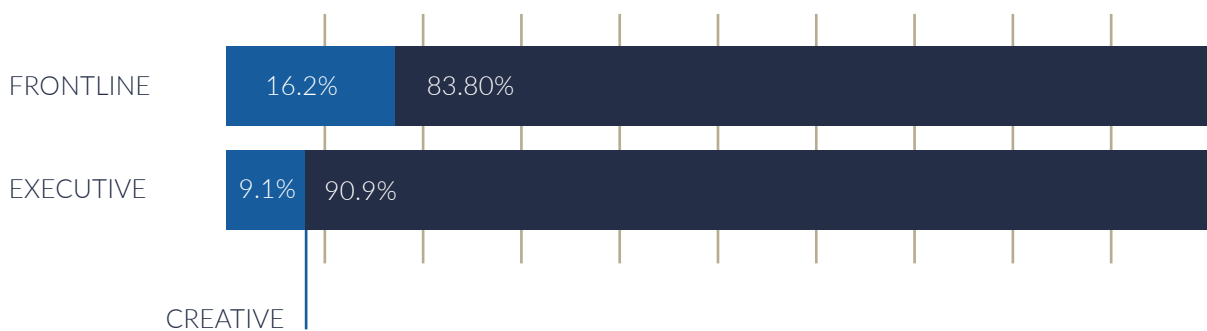
**Q: My company's content processes are currently optimized for favoring creativity over efficiency?**

ORGANIZATIONAL EMPHASIS



Individuals in senior management (director and above) were significantly more likely to report that their organization emphasizes efficiency than those considered frontline employees.

ORGANIZATIONAL EMPHASIS BY SENIORITY



**Key Take-Away:**

- ▶ Only one in ten executives perceive their organization as prioritizing creativity, whereas frontline employees are nearly twice as likely to do so.

# Satisfaction with the status quo.

The prior section offered insights into how respondents perceived the current state of their organizations regarding creativity and efficiency. The following explores the level of satisfaction respondents had with that status quo.

**Q: Respondents were asked to offer their view on the “ideal” state that they would like to see over the coming year.**

The study looked more deeply at the responses of those who desired a shift toward creativity, those who wished to shift toward efficiency, and those who were satisfied with the current balance, whatever it may be.

## SATISFACTION CORRELATES WITH CREATIVITY

Respondents inside more Creativity-focused organizations were 2.6 times as likely to be satisfied with that state as those in Efficiency-focused organizations. In fact, those from Efficiency-focused organizations were less than half as likely to report being satisfied with that state as those in Creativity-focused organizations.

## SATISFACTION BY EFFICIENCY/CREATIVITY FOCUS



## WHO WANTS WHAT KIND OF CHANGE?

Respondents inside more Creativity-focused organizations were 2.6 times as likely to be satisfied with that state as those in Efficiency-focused organizations. In fact, those from Efficiency-focused organizations were less than half as likely to report being satisfied with that state as those in Creativity-focused organizations.

### A FOCUS ON CREATIVITY RESULTS IN A DESIRE FOR MORE CREATIVITY

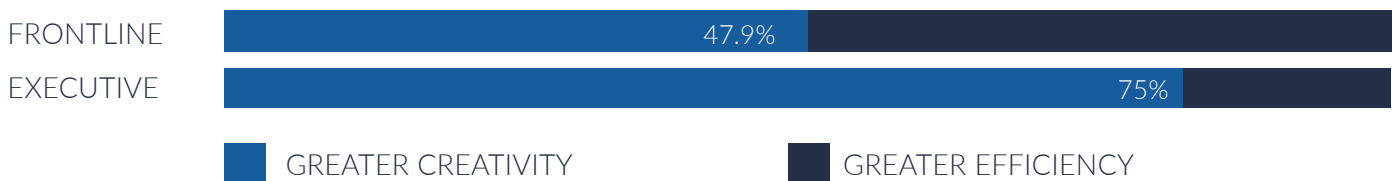
Individuals from Creativity-focused firms were 2.5 times as likely to describe the “ideal state” for their organization as increasingly Creativity-focused – more of a good thing, as they see it.

Conversely, there was no such strong correlation from Efficiency-focused organizations. Individuals at these firms expressed a slight preference for more efficiency in their “ideal state,” but only by 4%.

Current Organizational Priority	Creative Shift desired	Efficiency Shift desired
CREATIVITY	70%	30%
EFFICIENCY	48%	52%

### EXECUTIVES CHAMPION A FOCUS ON CREATIVITY

Seniority was another key predictor for those seeking to increase the focus on creativity. Executives (director and above) were 3 times as likely to report an “ideal state” with increased emphasis on creativity. This ratio was nearly 30% higher than that of frontline professionals (staff and direct managers).



### Key Take-Aways:

- ▶ Respondents from Creativity-focused organizations are the most satisfied with their organization’s current state (more than 2.5 times more than those from organizations with a perceived emphasis on efficiency)
- ▶ For those Creativity-focused organizations desiring some sort of change, 70% would want a greater emphasis on creativity versus efficiency
- ▶ Executives desire more focus on creativity than do frontline employees

# The impact of technology on creativity.

**Q: Respondents were asked to assess their plans and implementation status of five foundational platforms as unknown, no need, planned, in production, or at an end-of-life. The five platforms were:**

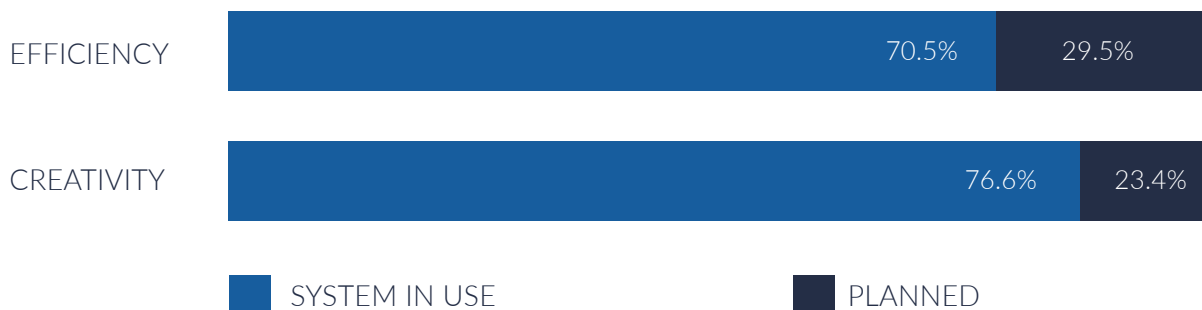
- Collaborative Work Management
- Customer Data Platform
- Digital Asset Management
- Product Information Management
- Social Marketing Management

CREATIVITY-FOCUSED ORGANIZATIONS ARE UNDER-SERVED BY CURRENT TECHNOLOGIES

For those respondents who indicated that a given platform was planned, in production, or reaching end-of-life (i.e., their organization recognized a need for the given platform), Creativity-focused organizations were 3 times as likely to be reaching the “end-of-life” of their underlying platforms as their Efficiency peers.

This is especially significant given the fact that the relative maturity (planned versus in-use) is effectively the same across all organizational types. Creativity-focused organizations are “burning through” the functionality included in most platforms as compared to their peers.

PLATFORM IMPLEMENTATION BY ORGANIZATIONAL FOCUS





Further, while the percentage of organizations that were at an “end-of-life” varied by platform type, Creativity-focused organizations outpaced Efficiency-focused organizations in every instance.

Creativity-focused organizations	% Reaching End of Life
Collaborative Work Management	10.0%
Customer Data Platform	25.0%
Digital Asset Management	16.7%
Product Information Management	14.3%
Social Marketing Management	20.0%

**Key Take-Away:**

- ▶ While organizations are implementing foundational platforms at roughly the same rate (between 71%-77% have these systems in production), Creativity-focused companies are outgrowing current systems at roughly 3 times the pace.

# When it comes to standardization, Creative-focused organizations walk the walk.

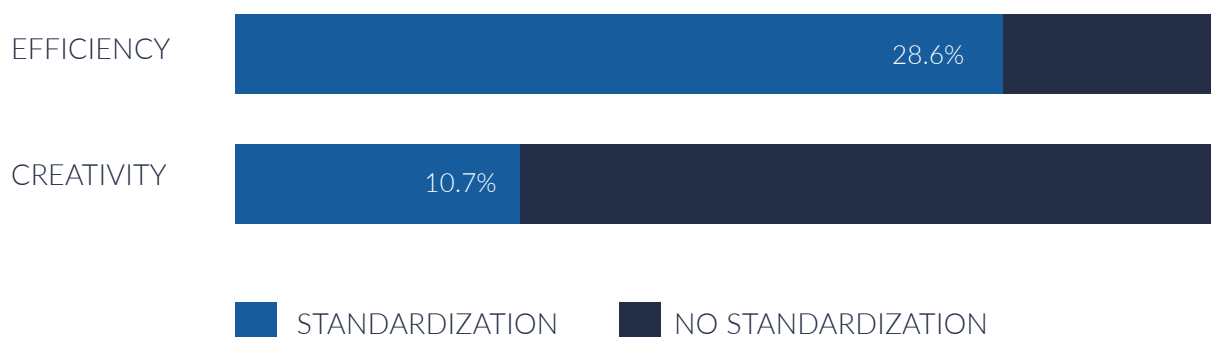
**Q: Respondents were asked to report on their organization's level of standardization around four common content-centered activities as either None, Departmental, or Enterprise. The four activities were:**

- **Content Tagging**
- **Content Rights & Permissions**
- **Content Distribution**
- **Content Valuation**

STANDARDIZATION IS INVERSELY PROPORTIONAL TO THE ORGANIZATIONAL EMPHASIS ON EFFICIENCY

Creativity-focused organizations were 5 times less likely to have failed to standardize on one or more of these core disciplines as compared to Efficiency-focused organizations.

OVERALL STANDARDIZATION ACROSS CONTENT LIFECYCLE



While the percentage of organizations varied across the four content-centered practices, Creativity-focused organizations had the lowest levels of “no-standardization” and the highest levels of “enterprise standardization” in all cases.

Aggregate	No Standardization	Departmental Standardization	Enterprise Standardization
Creativity	5.4%	55.4%	39.3%
Efficiency	24.1%	60.3%	15.5%

**Key Take-Away:**

- ▶ Creativity-focused organizations work to embrace standard practices, policies, and workflows in far greater numbers than their Efficiency peers.

# Efficiency is foundational, but creativity will align your organization with your mission.

Beyond measuring how organizations were balancing two potentially conflicting organizational priorities of efficiency and creativity, survey respondents revealed the distinct roles that each of these play in a successful organization.

Organizations that fail to emphasize creativity were materially more likely to:

- Lack organizational clarity around key business objectives
- Under-utilize existing technology investments
- Miss opportunities to innovate around emerging technologies

EFFICIENCY SPEEDS YOU  
THROUGH THE MAZE



CREATIVITY  
GETS YOU OUT

Are you ready to see how a modern, Data-First DAM can help your business maximize creativity and efficiency?

## **We're ready to show you**

Learn more about Tenovos at [www.tenovos.com](http://www.tenovos.com), or reach us at [info@tenovos.com](mailto:info@tenovos.com) to see what a truly connected content ecosystem could do for your business.

