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ACCEPTANCE LETTER

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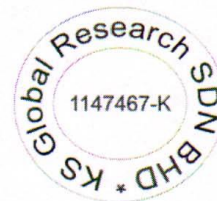
A handwritten signature in blue ink, appearing to read "Imran Khan", with a stylized flourish underneath.

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Collective Creativity

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Abstract— although creativity is confirmed to be an individual act; advances in technology and radical change in the structure of organizations setting has create a permanent shift in the management and marketing atmosphere. These shifts focus on collective creativity (CC) rather than pure individual creativity. CC emerges from the collaboration and contribution of many individuals so that new forms of innovation can take place; CC can be very powerful and thus may lead to more culturally relevant output than pure individual. Marketers customized products based on segments needs and these consumers are now connected via social networks where they express their needs more vividly popularly known as online reviews site and/or communities. On the other hand firms now uses this sites as information harvesting centers. Thus the study attempts to throw light on the importance of collective creation because of its dependency on social and cultural natural conformation of mankind's. Perhaps, successful innovation can be achieved and increase in market share can be experience.

Index Terms— Collective creativity, Innovation, Social creativity.

I. INTRODUCTION

Recent trends and development in information sharing and ease of access has lead marketers, sociologist, social and cognitive psychologist to address the issues regarding the shift from pure individual creativity to collective creativity (CC). Several researchers and practitioners have argued that creativity is not a natural attribute of a single individual but rather emerged from complex, dynamic interaction processes, including contextual aspects like organizational structure, organizational cultures, the social implications of a field or domain, but also spatial environments [5, 8, 18, 20].

Creativity is define as the generation of new ideas and is assumed to be an individual act; that relies principally on collaboration and interaction with others operating from within the same "organizational field" [22]. Consequently, Innovation is define as the act of capitalizing on the new ideas; that is fundamentally built through social processes "collective knowledge and cooperative effort" [26], in other word from "idea to production". Subsequently, [21] added that managing creativity and managing innovation requires different levels of collective activity carried out between different agents. Elaborating the important roles played by the complex culture of that society. Innovation requires many actors, open communications, and social networking [9]. Creative products and services flourish where "information is readily exchanged and practical interaction

is frequent [21].

Therefore, creativity within business organizations cannot be analyzed simply as individual or group creativity that takes place at work [29]. The particular environment (technology, social, culture, norms and values) represented by the organizational setting influences creativity in different ways [27]. "Organizational creativity is intended as a function of the creative results of its groups and of contextual influences (organization culture, reward systems, resource availability and limits, external environment and so on)" [27]. According to distributed cognition, people appear to think essentially in conjunction or partnership with others and with the help of culturally provided tools and implements [25]. Alberto [1] underlined that one of the main problems that can hinder the functioning of an organization is the absence of cohesive sharing both internally and externally.

II. WHY COLLECTIVE CREATIVITY (CC)?

Mankind interaction is an essential variable to evaluate in order to recognize creativity. Hence, creativity is a crucial social process and therefore intricately linked with interaction [2, 30] and in general interaction has intense and proven linked towards the physical world [10, 13, 18]. Further, creative and innovative individuals have frequent contact with colleagues outside of their own team to fulfill their knowledge-intensive and complex tasks. Similarly, cross-fertilization increased creativity and productivity [16]. Researchers and practitioners have argued that CC – is an individual and social activity. They insinuated that researchers who support pure individual creativity fail to recognize organizations as "sites of cultural production", with social networks that reflect the community in which the organization is placed [14, 17]. Organizing with dependency and interdependency as the ground rules of creative thinking provides correlations between discourses, cultural and social frameworks [12]. On the other edge pure individual creativity has to be socially admired [28]; probably based on personality, motivation, cultural permission to expose your idea, or a social status that guarantees you a hearing [6]. From the extent literature it is obvious that creativity is social in nature. Social and natural collaboration is perceived favorably when the problem at hand is of common concern; hence collective creation is "leading edge" because the problem is not personal rather a social one [17].

CC can only be derived from an interaction between people

[11], spontaneous collaboration between heterogeneous individuals who are drawn together to solve a multi-faceted challenge of common concern, which cannot be met individually. Collective creator's functions as a hierarchy without any form of privileges and it involves varieties of skills, knowledge and a system based on equal power sharing. The character of each group is uniquely derived from the networks within which the participators participate, and the trust they create [23]. Previous research noted that in CC and innovation the possibilities are conditioned by the boundaries created to form society [19]. It is about breaking boundaries of acceptability. While in pure creativity the possibilities are boundless because creative people are "over the edge", they break boundaries unconditionally to form the problem outside of reason [17]. The question of success and acceptance may likely come up.

III. ANALYSIS

Ethnography as a method is a storied, careful, and systematic examination of the reality-generating mechanisms of everyday life [7]. It is "a way of understanding the particulars of daily life in such a way as to increase the success probability of a new product or service or, more appropriately, to reduce the probability of failure specifically due to a lack of understanding of the basic behaviors and frameworks of consumers [24].

Nokia was one of the leading innovative mobile phone producers, the firm focuses mostly on internal creativity, and the management fails to recognize an organization as "sites of cultural production". Nokia was the first company to produce phones with operating system (OS) popularly called "Symbian". Not until early 2010 when android operating system was launched. The Symbian OS slowly disappeared, because it lacks features that the society favors from cultural, social, and functional perspectives. In 2012 Nokia announced Lumia 920, according to Nokia product design Chief Stefan Pannenbecker "the phone was really about building the most innovative Smartphone and putting a lot of features and functionality into it". Nokia decides to adopt Windows 8 operating systems to meet up with consumer's demands since Symbian is too old fashioned. The product did not perform well relative to other Smartphone's like iPhone and Samsung. Subsequently, in May 2013 Nokia announced a revamped version of its flagship Smartphone, ditching built-in support for wireless charging. The Lumia 925 was unveiled in London; it is lighter as a result, addressing a "common complaint" about the Lumia 920. Product design chief Stefan Pannenbecker stated that "Here we left small things out in order to create a smaller product - for example wireless charging, which you can still have by adding on a cover." We have created a product that is a little bit more compact and a little bit more comfortable in the hand [3]. The revisions may address criticisms by some reviewers that the Lumia 920's images could look "washed out" and "very soft" when compared with those taken on the HTC One,

Samsung Galaxy S4 and iPhone 5. Now looking at NOKIA revisions it is obvious that creativity is from an interaction between people and not an individual idea; thus there is need for cooperative and collaborative efforts by all parties.

Market research firm IDC recently carried out a survey of Smartphone owners in 25 countries to identify what factors were most likely to drive future purchases. The results placed camera resolution 15th on a list of 23 features. Audio quality for voice, battery life, device security and browsing came top of the poll [15]. According to Francisco Jeronimo, a mobile phone analyst "Most people just look at their photos on their Smartphone or via a social network on a computer and for this the other vendors already provide very good quality" [3]. For years NOKIA has been striving to retake its place as the market place leader in the mobile production industry. On 14 July 2013, NOKIA unveiled a new handset called LUMIA 1020 with a 41 megapixel sensor which it claims can record "details never thought possible from a Smartphone". Analysts who have tested the device said that it was "without doubt" the best Smartphone camera in the market [3]. Similarly, IDC [15] reported that NOKIA now had the edge. BBC [4] reported that NOKIA has experienced a rise of 21% from the 6.1 million of LUMIA 925 in the first quarter and Nokia's chief executive, Stephen Elop said: "We are very proud of the recent creations by our Lumia team. Thus, LUMIA 1020 is expected to increase NOKIA market share because it consists of features that provides corrections between discourses, cultural and social trends.

IV. CONCLUSION

This study provides insights on how to better manage and enhance creativity as an emergent process. While distributed innovation offers exciting possibilities for firms to capitalize on creativity, its management requires firms to re-examine the practices and the mechanisms from a complexity theory point-of-view. Firms can adopt a distributed knowledge management system (verbally, orally or virtually) for information transmission both internally and externally. For example in the case NOKIA "LUMIA 1020" Smartphone, we can see that CC does not diminish the importance of individual creativity, each makes the other meaningful. Implying that pure individual and collective creativity support the existence of each other; resulting in leading edge innovations using existing reason.

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