Index

Adarves-Yorno, I. 65
alpha game 36–7, 40
Alvesson, Mats 69
Amabile, Teresa M. 11–14, 16, 51–2, 70–71, 81
Anderson, N. 11–12
Andrews, J. 12
Angry Birds 21, 78, 80–83, 107, 110–15
Arrow, Kenneth J. 4
artistic creativity 11, 55
autonomy 55, 69, 72, 74–5, 81–2, 84, 87, 120
Baer, M. 76
Barron, F. 55, 62
Barney, J. 6, 70
Bass, Bernard M. 84
BBC 86, 91, 104–5, 114, 118
Bentley, Lionel 12
Beyer, J.M. 69
Bilton, Chris 114–15
blockbuster 2, 82, 111–14, 120
Boden, Margaret 12
brainstorming 59, 63–4, 65
brand clusters 106
brand management 88
Braverman, Harry 119
Burns, Tom 72–3
Burt, R.S. 76
Butler, J.E. 16

Cantwell, John 56
Carmeli, A. 54
Casson, Mark 4, 6, 11, 15–16, 18, 69, 88
Catmull, E. 71–2
Caves, Richard E. 3, 7
Chesbrough, H.W. 60
Christensen, J.F. 18
Clegg, C.W. 72, 82
Climax Studios 20, 76–7, 79, 80, 82
complementarity 4
conception of new ideas 20, 22, 25, 29, 31, 37, 46, 48–9, 60, 62, 64–5, 67, 77, 81, 83, 119–20
coordination
and entrepreneurship 15, 121
and organizing creativity 32, 33–5, 72, 74, 121
and new ideas 27, 39
and relationships 45
human capital 5
problem 4–5, 7, 120
resources 4, 6, 15, 17–18, 21, 24, 45, 119
temporal 7
Craig, N. 84
Creative Assembly 76–7, 80–81, 83
creative boundary 49
creative clusters
and London 12, 91, 95–6, 98
cultural resources 96
information 97
location boundary 98
creative industries
clusters 96
definition 3
experience 28
symbolic 28
creative inputs
artistic 7
commercial 7
outsourcing 11, 89–92, 99
resource allocation 4
technical 7
creativity
and economics 56
and psychology 51
and sociology 58
brainstorming 59, 63–5
confluence perspective 14, 16, 51, 53–4, 81
Entrepreneurial creativity in a virtual world

- defining 11–12
- domain 7, 12, 18, 53
- exploit 26
- external environment 53, 55, 60, 76, 83
- field 53
- individual capabilities 54, 61
- intrinsic motivation 12, 53, 54, 61, 63–4, 65, 70
- investment theory 51–2
- job complexity 85
- openness to experience 55–6, 62
- organization of 21–2, 25–6, 34, 39, 46, 86, 101, 119
- personality traits 13, 55, 62
- prosocial motivation 54–5, 65
  - see also domain-specific knowledge
- system model 53
- thinking skill 12, 52
  - see also entrepreneurial creativity
- creativity index 67
- Cropley, A.J. 24
- Cropley, D.H. 24–5
- crowdfunding 37, 39
- crowdsourcing 36
- Csikszentmihalyi, Mihaly 13, 30, 51, 53–4, 81

DCMS 3, 7
Deal, Terrance 69–70
Dempsey, M. 106
Dewey, John 13
digital media
  - definition 1–2
  - products 1–2, 5, 11, 17, 21, 24, 26–7, 28, 45, 48–9, 67, 86, 101, 104–5, 107, 114–15, 118–21
- DiMaggio, P.J. 92
- Domain-specific knowledge 12, 63
- Doz, Y. 59

- efficiency 1, 4, 46, 73
- economic value
  - value-creation 3, 11, 20, 68
- Eikhof, D.R. 98
- Ekinsmyth, C. 91, 96
- Elsbach, K.D. 64
- Engwall, Mats 74

entrepreneurial creativity
  - process 20–21, 24–6, 27, 46, 60, 67, 86, 107, 119–20
  - see also conception of new idea;
    managing end-user relationship;
    organization of creativity
entrepreneurship 11, 14–6, 21, 37, 121
Exient 20, 76, 77, 80–83, 111
Eysenck, Hans

firm culture
  - artefacts 69
  - competing values framework 70
  - creativity 69–72, 77, 81
  - definition 68–9
  - developmental culture 70
  - espoused values 69
  - integrative culture 70
  - three-level model 68
  - underlying assumption 69
  - unified culture 77, 81
  - visible aspect 69–70
Fleck, João Pedro dos Santos 28, 113
Florida, Richard L. 6, 67
Flower, L.S. 30
franchise
  - Call of Duty 48, 90
  - Grand Theft Auto 51, 68, 77
  - new 2, 82, 86, 89, 105
  - Quite Interesting 2
  - Silent Hill 2, 80
  - The Simpsons 48, 58, 65
    - see Angry Birds; RuneScape

Gardner, Howard 56

- game development
  - global firm 63, 67, 77, 90, 111
  - NASA 3
  - Scotland 60, 65, 100, 121
  - teams 60–65, 67–8, 72, 80–82, 84
  - Triple A 68, 90, 93
  - UK 60–61, 64, 67–8, 76, 83–4
- Gerwin, D. 5
- Goldenberg, J. 104
- Gong, Y. 54
- Gower, Andrew 107
- Gower, Paul 107
- Granovetter, M.S. 75
- Grant, Robert M. 6, 7, 18, 54
- Gruber, Howard 48, 51
Index

Guilford, Joy Paul 13
Gustafson, S.B. 12

Hackman, J. Richard 59
Haenlein, M. 106, 109
Hamel, G. 18
Han, J. 59
Handy, Charles 69
Hargadon, A.B. 64
Haslam, S.A. 59, 65
Haunschild, A. 98
Hayes, J.R. 30
Hed, Mikeal 110–11
Hed, Niklas 110–11
Heilman, Kenneth M. 14, 49
Heskett, James L. 70
Hinz, O. 116
Hirst, G. 54, 75
Ho, J.Y.C. 106
Howkins, John 3, 95

IDEO 71
Im, S. 12

individual creativity
investment 51, 57–8
monetary costs 57
psychic costs 57
opportunity costs 57
return on investment 57
Inglehart, Ronald 84
innovation 3, 11, 14–5, 56, 118, 121
intellectual assets 1–3, 20, 26, 38, 61, 77, 83, 107, 111
intellectual property 3, 61–2

Jagex 68, 107–10
Jenkins, H. 46, 110
John-Steiner, V. 83
Jordan, Judith 4, 6–7
judgemental decisions
and decision making 6, 16, 18, 20, 26, 31, 33, 35, 38–9, 43–5, 59, 69, 120
and individual qualities 18, 84
concept new ideas 31, 37, 42, 62
creative production 20–21, 26–7, 102, 119

end-user relationship 26, 34, 40, 44, 107
organizing creativity 32, 38, 43

Kanter, Rosabeth Moss 70, 74
Kaplan, A.M. 106, 109
Kaufman, S.B. 24–5, 28, 56
Kennedy, Allan 69–70
King, Nigel 56
Kirkpatrick, S.A. 59
Knight, Frank 14–15
knowledge
exploitation 3
exploration 3
tacit 7, 27, 75, 92, 100
Ko, S. 16
Kotter, John P. 70
Kozinets, R.V. 36
Kraljic matrix 93–4
Kräkte, S. 96
Kirzner, Israel M. 15
Kuhn, T.S. 48

Lawrence, P. 74
Lash, S. 48
LDN1 20, 24–30, 32–5, 86
LDN2 20, 24–5, 35–41, 86
LDN3 20, 24–5, 42–5, 86
Leonard, Dorothy 59
Lindgreen, Adam 115
Liu, D. 72
Locke, L.A. 59
Lorsch, J. 74
Lubart, T. 13, 30, 51, 55

Mainemelis, C. 64
managing end-user relationship 20, 26, 34, 40, 44, 119
McCrae, R.R. 55–6
Meehan, J. 102
Meyer, K.E. 69, 89
Milgrom, P. 4
Mintzberg, Henry 69, 74
Mol, M.J. 92
Movitz, F. 17
Mudambi, Ram 87–8, 99
Mumford, Michael D. 12, 13, 18

Narula, Rajneesh 56
Negroponte, Nicholas 114
Entrepreneurial creativity in a virtual world

network
connection 75–6, 83, 104–5, 110
social relationship 75
structural bridge 75
weak ties 75–6, 83
new-to-the-world product
coordination 18, 61, 119
definition 1–2
degree of creativity 25
Newell, A. 13
Nouri, R. 59

Oliver, David 63
organizational structure
ad hoc 73–4
autonomy 69, 74–5, 81–2, 84, 87, 120
differentiation 74
loosely coupled 74
mechanistic 72
organic 72–4, 80
organization of creativity 21–2, 25–6, 34, 39, 46, 86, 101, 119
Osborn, A.F. 13, 17, 59
Osburn, H.K. 18
Ouchi, William G. 69–70
outsourcing
and specialist firms 90
capabilities 89, 101
digital media 86, 89–90, 92, 94–7, 99–102
isomorphic process 92
market imperfection 88
offshore 99–101, 120–21
onshore 95, 99, 120
profit impact 93–4
social embeddedness 91
sunk costs 89
supply risk 93–4
the geography 88, 120
transaction costs 88–9
value added 87, 99
volume flexibility 90
Parmigiani, A. 92
Pavitt, K. 5
Perry, T.S. 71
Perry-Smith, J.E. 76, 83
Pew Research Centre 45, 105–6
Piirto, Jane 56, 62

Postmes, T. 65
Potts, Jason 3
Powell, W.W. 76, 92
Prahalad, C.K. 18
problem-solving 12–3, 15, 18, 30
project team 5–6, 17, 21, 27–8, 31–2, 58, 65, 67, 75, 77, 81–2, 95

resources
human 1, 6–7, 18, 34, 48
intangible 1, 6
tangible 1, 6, 101
recombination 57
Rimié, B. 104
Roberts, J. 4
Rockstar
DMA Design 51
Grand Theft Auto 51, 68, 77
North 20, 51, 63, 76–7, 82
Romer, Paul 56–7
Ronson, S. 64
routines 4, 7, 17
Rovio 82, 110–14
Rubenson, D.L. 57–8
Runco, M.A. 57–8
RuneScape 21, 107–10, 121
Sandberg, A. 17
Sawyer, R. Keith 30, 68
Saxenian, Anna Lee 91
Schulze, C.L. 104
Schumpeter, Joseph A. 15, 17, 21, 56, 57
scientific creativity 11, 55
Scott, Allen J. 2, 96, 97
SCT1 20, 60–64
SCT2 20, 60–64
SCT3 20, 60–64
Sethi, R. 12
Shackle, George L.S. 16
Shalley, C.E. 54, 76, 83
Shane, Scott A. 16
Sherman, Brad 12
Sicart, Miguel 64
Silvia, P. 56
Simon, Herbert A. 4
Simonton, Dean Keith 13, 56
Smith, D.C. 12
Snook, S. 82
Spearman, Charles Edward 13
Index

Stalker, George 72–3
Steiner, G.A. 37, 47
Sternberg, Robert J. 13–14, 51, 55
Stoneman, Paul 21, 60, 96
Swann, W.B. 59
Swap, Walter 59
Sydow, J. 87
Sytch, M. 67, 75

Tatarynowicz, A. 67, 75
Teece, David J. 18, 56, 87
Thornton, Patricia H. 69
Torrance, Ellis Paul 13
Trice, H.M. 69
Tsang, Denise 61, 69, 84

Unsworth, K.L. 72, 82
Urban, G.L. 113
Urry, J. 48

Vallerand, R.J. 72
value creation see economic value
Vanhamme, Joelle 115
viral marketing 104–9, 111–15
virtual distribution 1
Von Hippel, E. 60

Wallace, D.B. 51
Wallas, Graham 13
Weick, K.E. 74
Wernerfelt, B. 6
West, S. 64
Williamson, Oliver E. 22, 88
Wood, Stephen 119
Wright, G.H. 102

YouTube 39–40, 105–7, 109, 112, 115

Zwick, D. 36