Balancing Structure and Flexibility in the Project Process

A Case Study of Project Management at Where Is My Pony

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ABSTRACT

The practice of project management has been used by organizations for many years and different philosophies have emerged. Among the philosophies is both traditional and modern project management as well as project management practices integrating sustainability. However, its implications for smaller and creative organizations are limited in research. Advertising agencies are creative organizations that primarily work project-based, and the use of project management practices have been identified important for project success. Nonetheless, how project management is used within advertising agencies has been poorly identified and how they can implement sustainability into these practices is non-evident.

The aim of this research is therefore to investigate how an advertising agency works in their project process. Looking into the Gothenburg-based organization Where Is My Pony and how their projects process is constructed and how sustainability is integrated in it, gives empirical evidence to how smaller creative organizations work in projects. By further investigating improvement areas it gives implications both to theory and practice in how to successfully manage projects as an advertising agency. To conduct this research a case study was performed by interviewing all employees at Where Is My Pony along with some of their clients. The empirical findings are analyzed in combination with the literature on the topic and aid in demonstrating how an advertising agency can construct and improve their project process while integrating sustainability as a foundation. This study establishes that there is a gap in the literature as well as in practice in how to best integrate sustainability into projects for small creative organizations. Nevertheless, it is concluded that it is paramount that the project process at Where Is My Pony balances a distinctive project process, that includes sustainability in every step and guides the framework for the creative work, while still enable a flexible element to be able to meet the clients need. Thereby this research gives contributions both to practice and theory, by creating an understanding how advertising agencies could design their project management process while integrating sustainability.

KEY WORDS: Project Management, Project Management Process, Creative Industry, Advertising Agency, Creativity, Sustainability, Sustainable Project Management, Project Management for Smaller Organizations

ABBREVIATIONS & DEFINITIONS

Project: A temporary endeavor undertaken to create a unique result. A project is considered to be a sequence of unique, complex, and connected activities that have one goal or purpose, that closes down when achieving its deliverables and meets the needs of the stakeholders' expectations.

Project Management: The application of knowledge, skills, tools, and methods used to meet project requirements. Project management is the creation of a temporary organization where people work together to achieve a mutual objective and deliver successful projects.

Creative Industry: Industries which have an origin in individual creativity, skill and talent which have a potential for wealth and job creation. This includes advertising, architecture, art and antiques, computer games, crafts, design, designer fashion, film and video, music, performing arts, publishing, software as well as TV and radio.

Advertising Agency: An organizational form focused on creating, planning, and handling communication for its clients. Advertising agencies does not always choose to call themselves advertising agencies, even if they fit into the description.

WIMP: An abbreviation of the Gothenburg-based organization Where Is My Pony which is the case company in this research.

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1. INTRODUCTION

This chapter consist of a background to project management and its development over time into integrating sustainability issues as well as its application in project-based creative organizations such as advertising agencies. Moreover, a description of the case company is presented. Thereafter the problem discussion where the tension between creativity and project management is elaborated upon and gaps identified from previous research in the chosen research area are highlighted. This culminates into the aim of the research with the formulated research questions and sub-question. Finally, delimitations of the research and disposition of the thesis is declared.

1.1 Background

Project management is believed to have been practiced for as long as humans have lived on earth. However, the documentation on the methods and tools that have been used and existed throughout history are scarce (Seymour & Hussein, 2014). It was not until the 1950s that organizations systematically began to apply documented methods and tools to reach successful outcomes of projects. Therefore, it is first in the last decades that project management has become a common practice for organizations in order to manage both complex and novel activities (Munn & Biejminr, 1996). In the early development of project management, the first school that evolved is considered to be what is called traditional project management. This school entails a methodology that provides the context of planning, executing and delivering projects of any type and size in a linear manner, in which the project manager guides the team through the execution of all the phases and tasks to reduce failures and avoid risks throughout the project (Masciadra, 2017). The traditional approach focuses on the realization of the project objectives by managing time, cost and quality. As the traditional approach to project management is a thorough concept with lots of methodological requirements, new approaches have developed over the years. Some organizations have changed from a hierarchical structure in project management to become more collaborative due to complex and uncertain project situations. As a result, flexible approaches, under the name modern project management, have developed to be able to adjust to challenges and opportunities that appear (Fernandez & Fernandez, 2008). Modern project management methodologies are claimed to be especially applicable for projects that are structurally complex, uncertain, and heavily time-limited. Furthermore, a more recent emerging field within project management is the sustainable development, since projects have been recognized in the literature as "a way to sustainability" (Huemann & Silvius, 2017, p.1066; Marcelino-Sádaba et al., 2015, p.1) and highlighted as an "emerging field of study" (Huemann & Silvius, 2017, p.1066) that is "picking up momentum" (Silvius & Tharp, 2013, p.xix). Both organizations and researchers have become increasingly concerned with sustainability as a project goal and as an aspect to be integrated in the project process (Gareis et al., 2013; Silvius & Schipper, 2014). Thus, sustainability has become vital for organizations working with project management, especially when working with other stakeholders as it is a perspective that cannot be neglected. Consequently, while new areas within the field of project management have emerged, managers of organizations must take this into account and be aware of how best to manage a given project situation within a particular environment and culture (ibid.). Thus, tailoring the project management process to the specific organizational needs is becoming prominent.

One type of organization that has its particular organizational needs related to projects, is the project-based organization. The project-based organization is an emerging organizational form that has received increasing attention in recent years (Sydow et al., 2004). This type of organization is considered to be fast and flexible in organizing knowledge resources as it integrates diverse and specialized intellectual resources and expertise (ibid.). The practice of project-based organizations involves developing a pool of skillful people by combining individual competency with experience that together carries out projects successfully (Marcella & Rowley, 2014). Additionally, within this organizational form it is crucial that knowledge and expertise are shared in the organizations in order to establish best practice and drive continuous improvement of the company (ibid). Moreover, project-based organizations overcome traditional barriers to organizational change and innovation, since each project is a temporary, relatively short-lived, phenomenon (Sydow et al., 2004). This type of organization comes in lots of variations; where one cluster within this type of organization is the creative industry (ibid.). Moving into project management in creative industries requires a definition of what creativity is in order to understand its impact on project management practices. However, there is not a single agreed-upon definition of what constitutes creativity (Basadur et al., 2014; Mumford, 2003). In general, it is said to be a combination of relevance, appropriateness and originality (Kilgour, 2006; Li et al., 2008). Bérubé and Gauthier (2017) emphasize the difference between organizational creativity which can be found in any company to that

of the creative organization which through its work has institutionalized creativity. The creative industry is especially known for being dynamic and as a result, project management within this type of field often focuses on the needs related to the customer wherefore aspects such as quality, reliability and flexibility are crucial to succeed. Moreover, organizations within the creative industry are predominantly smaller and smaller organizations often have constrained resources and project management practices are therefore not prioritized (Marcella & Rowley, 2014).

1.2 Case Company

Within the creative industry, advertising agencies are an interesting type of organization while looking into project management practices, as they perform creative work towards a variety of clients based on the specific client need. Thus, the advertising agency is an idiosyncratic and client-driven organization (Sydow et al., 2014). Levin et al. (2019) classifies the process advertising agencies work with as project management, and refers to the definition of project management by Turner (1996) "the art and science of turning a vision into reality" (p.6). The project-based environment is due to how advertising agencies plan and implement marketing campaigns for clients, and it involves handling multiple resources such as people and budget as well as deadlines wherefore project management tools and methods help enhance project processes and subsequently the success for the agency. A key aspect of successful advertising is creativity, as it is recognized that creativity can increase the effectiveness and efficiency by up to ten times along with increased advertising profitability and long-term brand value (Turnbull & Wheeler, 2014). Agencies are often chosen due to creative aspects but the project success and long-term relationship potential is considered to be determined in many ways by the agency's chosen project management tools and methods (Levin et al., 2018).

One organization within the creative industry of advertising is the Gothenburg-based company Where is my Pony (WIMP). WIMP established its business in 2010 and the founder still works within the organization as explained by A. Mighetto (Personal communication, 15 January 2021). Currently, WIMP consists of five employees, where the existing roles among the employees include project managers, a copywriter and an art director. They describe themselves as a small strategic communication consulting firm that creates design and strategic communication with a sustainable foundation for clients, by building brand, changing attitudes and creating results. Sustainability is emphasized by WIMP in their value proposition and the importance of creating meaningful change (Where Is My Pony, n.d.). WIMP's client portfolio is broad since they work with both governmental and private sectors. WIMP has focused on sustainability since their early development and over time they have experienced an increased competition within the field of sustainable communication according to A. Mighetto (Personal communication, 15 January 2021). A. Mighetto further highlighted that while WIMP is a small project-based organization that works with a broad client-portfolio and focuses on delivering creative communication and design solutions to its clients with a sustainable orientation, the company wants to incorporate an explicit model for their management of projects to strengthen the operationalization of their creative work. The problem is how to formulate and develop a project management process within their creative business model that would emphasize sustainability as a means for creative solutions and change of mindsets in their client's organizations and by that differentiate themselves from the competition (Personal communication, 27 April 2021).

1.3 Problem Discussion

The context of advertising agencies is intriguing from a project management perspective as it is a highly competitive environment, where clients pose different and specific needs and expectations on projects. From a business perspective, project management at advertising agencies are found to have a profound impact on relationships and loyalty with clients. While creative competence is an important part of the offering, by providing and demonstrating a coherent total service package for clients, relationship continuance and longevity are more likely to be achieved (Levin et al., 2016). However, Levin et al. (2018) highlights that there is limited research on the topic of project management in industries related to advertising. The authors found in their study about project management at advertising agencies that project management in the creative industry needs to be seen not as tedious and time consuming, but as an investment for both clients and the agency. Project management can then give a return on investment by enabling projects to run on time, to budget and achieving desired outcomes. Bérubé and Gauthier (2017) highlights that there is a tension between creative activities and project management in the creative industry. However, there is little research addressing specifically management of creative projects. Furthermore, while Levin et al. (2018) focus on the client perspective, there is a gap in literature where investigating the perspective from the agency point of view on balancing creativity and project management could aid in enriching the understanding of project management within the industry. Oliver and Ashley (2012) identifies a gap in literature for managing creative projects where the different stages of the process need to be examined. They also highlighted that the perspective from the people working

in the process need to be examined in relation to management interaction in the process. Meyer and Schulz (2017) discuss that there are few frameworks that exist on the topic of advertising industry processes and calls for applying constructions from other disciplines onto the advertising agency process to get insight about dynamics inside agencies as well as with clients. Levin et al. (2019) further emphasizes that project management within non-traditional contexts such as advertising who employ project management methods while working with clients has not been formally investigated and defined. While the industry works in a project-based environment, application of project management lacks research, even though it has been found in literature that agency performance can be enhanced through effective utilization of project management processes.

Evidently, it is acknowledged in the literature that the advertising agency's performance is enhanced through the effective use of established project management approaches. Therefore, providing an in-depth case study on a company such as WIMP aid in filling this gap in previous research by identifying their project management process. As A. Mighetto (Personal communication, 15 January 2021) explains, WIMP has a broad variety of clients, but to develop a project model that fits their every need is troublesome. Furthermore, with sustainability as an increasing concern they want it to be consistently integrated and communicated in the process to ensure a credible outcome. While WIMP has worked with sustainability since the company started, the problem is that how they work with it has not been formulated. When connecting sustainability to project management, Martens and Carvalho (2015) found in their research that there is a problem with integrating sustainability into project management practices, where many organizations do find it important but many fails to use it in practice. Furthermore, the greatest share of research has been directed at sustainability-focused performance indicators and assessments (e.g., Edum-Fotwe & Price, 2009; Labuschagne & Brent, 2006; Talbot & Venkataraman, 2011), meaning that less is known about sustainable project management. Martens and Carvalho (2015) did however find that organizations that do combine these fields could see an increase in project success. The authors identified a gap in research, where specific business niches could be studied in order to understand what strategies there are in combining sustainability and project management. Furthermore, WIMP, as many other creative organizations, is a smaller organization, and the previous literature within project management at smaller organizations is scarce of practical understanding (Marcelino-Sádaba et al., 2014; Turner et al., 2009a; Turner et al., 2009b; Turner & Ledwith, 2018)

As of now, WIMP has started to draw a sketch on how they believe their work process looks like but it is not grounded in previous literature on best practices according to A. Mighetto (Personal communication, 15 January 2021). While WIMP strives for using sustainability as a way to be creative and finding new solutions in their projects with clients, to our best knowledge, no research on the area of project management at an organization combining both creative work and sustainability as a core has been performed. Thus, examining WIMP provides a unique opportunity to understand project management in this specific niche, as well as filling out gaps identified in previous research. Additionally, by analyzing what WIMP has done successfully in the past and what theoretical implications there are, practical contributions will be given to WIMP so they can develop their project process and hopefully work with their future clients more transparently and systematically within projects.

1.4 Purpose & Research Questions

The purpose of this research is to examine how an advertising agency specializing in sustainability apply project management in their organization. Therefore, while conducting this research the intent is to describe WIMP's project process. In addition to defining the process the aim is to find ways to improve the process by combining empirical findings with theoretical suggestions of how to successfully manage projects. Describing WIMP's management of projects provides empirical evidence in how a small and creative organization actually works with project management and integrates sustainability into the process. Furthermore, by giving suggestions for how WIMP can improve their way of working within projects based on previous research will provide insights into how theory can be translated to practice. To fulfill the aim of this research, a case study will be conducted by interviewing all employees currently working at WIMP as well as some of their clients. Consequently, two main research questions and one related subquestion have been formulated as presented below.

Research Questions

- How can the project process of a small advertising agency specialized in sustainability be defined?
    - How is sustainability integrated in the project process in a small advertising agency?
- How can the project process be improved for a small advertising agency that combines creative work and sustainability?

1.5 Delimitations

Due to the scope and time horizon of this research certain limitations are needed. The study is limited to one case company and will not discuss all projects they have worked with but rather a selection of projects based on what projects the employees and clients choose to discuss. Furthermore, the research is limited to a small company based in Gothenburg and thus the boundaries of the study is subject to this. While the aim is to describe and develop the project management process, implementation and results of the process is not within the scope of the research. Limiting the study to a case company further implies that the results of the research will not provide any generalizable implications for creative organizations or advertising agencies specifically.

1.6 Disposition

The research study is divided into six chapters, starting with this introduction. The main content of each remaining chapter is briefly explained and distributed in the following structure:

Literature Review
This chapter provides a review of the relevant literature. The chapter is divided into seven sections. First project management is defined, followed by an explanation of the traditional and modern project management methodologies and the mix of the two. Thereafter smaller organizations implications on project management along with sustainability in relation to project management is presented. Lastly creative industries with a focus on how advertising agencies work in projects is elaborated upon.

Methodology
In the third chapter the chosen methodology is described and motivated along with a justification of the chosen design and method. In this research, an abductive approach is used. Furthermore, a qualitative research method is performed, where the focus is on understanding the respondents' reality through semi-structured interviews. The chapter is ended with a justification for the ethical considerations taken and the quality of the research.

Empirical Findings
The fourth chapter present the empirical findings, which is based on the data that has been gathered from the interviews. The chapter is divided into seven sections. Firstly, the case company's characteristics and project process is presented. Thereafter internal organizational factors and client involvement is explained. In the following sections, challenges and developing areas of the project process is discussed and the chapter ends with how the clients view the project process.

Analysis
In the fifth chapter the analysis is presented based on the empirical findings and literature review. The analysis is divided into four sections which explains how the empirical findings and literature conjoins or contradicts. The analysis touches upon WIMP's project process, followed by internal organizational factors and clients' perspective on the project process, which affect the management of projects both from practical and theoretical standpoints.

Conclusion
The last chapter of this research constitutes of the conclusions drawn in the study, where the most prominent findings and takeaways are summarized. Thereby the fulfillment of this study's purpose as well as answering of the research questions has been accomplished. The chapter ends with a discussion of implications both for practice and research and potential areas for future research.
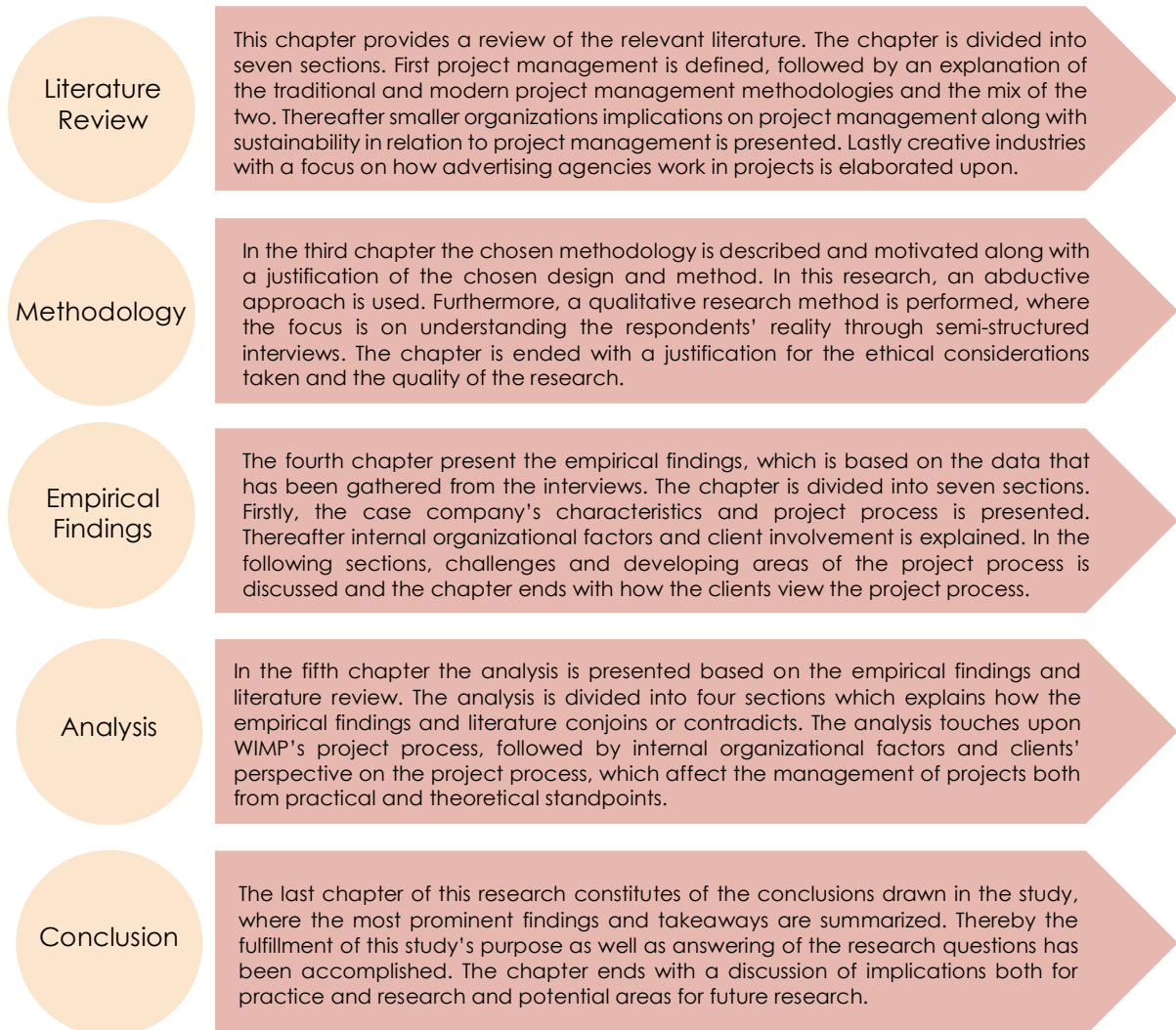
Figure 1. Disposition of the Research

2. LITERATURE REVIEW

This chapter is composed of firstly a background to project management and its development over time. Thereafter traditional project management models as well as more modern models are introduced such as the agile project management method as well as a hybrid approach. Secondly, project management in specifically smaller organizations are presented. Thirdly, sustainability and its implications for project management and creative work is demonstrated. Lastly, the literature review is focused more narrowly on advertising agencies and how different elements influences the work in projects.

2.1 Project Management

The definitions of what constitutes a project are plentiful however the definitions found in the literature do not differentiate significantly from each other. A highly recognized and used definition is the one from the Project Management Institute, in which the definition of a project is explained as a temporary endeavor undertaken to create a unique project, service, or result (Prabhu, 2020; Salameh, 2014; Weaver, 2010). Another established and accepted definition is that a project is a sequence of unique, complex, and connected activities that have one goal or purpose and that must be completed by a specific time, within budget, and according to specification (Špundak, 2014; Wysocki, 2007). Thus, what can be said is that a project is considered to be a temporary concept that closes down when achieving its deliverables and meets the needs of the stakeholders' expectations.

In regards to project management, the definitions found in the literature are likewise projects plentiful. According to the widely-used definition established by the Project Management Institute (n.d.), project management is the application of knowledge, skills, tools, and techniques that organizations use to meet the requirements of a project. Some authors also explain it as the concept of any organization collaborating across organizational departments in order to achieve a single clearly defined objective (Prabhu, 2020; Seymour & Hussein, 2014). Furthermore, it is also described as a set of principles and guidelines that defines the management of a specific project (Iivari et al., 2000; Introna & Whitley, 1997). Other authors define project management as the use of necessary rules, processes, methods, and templates that are exploited during a project's life cycle (Introna & Whitley, 1997; Office of Government Commerce, 2002; Project Management Institute, 2017; Weaver, 2010). Thus, project management can be summarized as a process, with a combination of both tools and techniques applied, the collaboration efforts between team members working on the project as well as the managerial steering and goals during its life cycle within the chosen project management methodology.

2.2 Traditional Project Management

Regardless of a project's size, objectives and activities, each project needs a project management methodology (Masciadra et al., 2017). The term project management methodology was first used in the 1950s when organizations began to look for ways to control their achievements of business objectives and consequently organizations started to organize their work into structured entities, named projects (Masciadra et al., 2017; Špundak, 2014). The traditional project management methods are focused on the triple constraint idea, which is the concern of time, money, scope (Basu, 2014; Stober & Hansmann, 2010). Hence, the goal of each project is expounded as the optimization and efficiency in following predetermined project plans in addition to finalize the project within the planned time, budget, and scope (Špundak, 2014). Furthermore, the idea of the triple constraint suggests that a change in one of the constraints has a direct impact on the other two (ibid.). Other authors also acknowledge the importance of adding further elements, such as resources, risk, and quality aspects (PMI PMBOK 2013; Wysocki, 2007) or stakeholder objectives (Maylor, 2010; Newton, 2008) as well as business benefits or value (APM BOK 2012; Nelson 2005; PRINCE2, 2009). The evaluation process of a project is therefore according to the traditional project management methodology focused on primarily the time, money, and scope of the project but could also benefit from incorporating additional performance measures.

The application of the principles established in the 1950s implied that the methods and procedures used should be applicable to every project in a uniform way. Having a uniform implementation ensures both applicability and robustness of the traditional project management methodologies which in extent implied that every project was suitable for the use of the same methodology (Špundak, 2014). The basic assumptions behind the traditional project management approach is the idea that projects are predictable, linear with clearly defined boundaries which ultimately make a project simple and easy to plan in great detail as well as following the initial plan (Andersen, 2006; Boehm & Turner, 2003; Cicmil et

al., 2009; Collyer et al., 2010; Leffingwell, 2007; Saynisch, 2010; Shenhar & Dvir, 2007; Špundak, 2014; Wysocki, 2007) without interference or needance of change (Špundak, 2014). Moreover, the traditional approach is organized in such a way that each project has a definite start and end, and during the duration of a project a combination of practices, methods and processes are used that determines the plan, development and control of how to deliver the project in the best possible way (Masciadra et al., 2017). Thus, the methodology of traditional project management has since the 1950 been developed to be conducted in a uniform way in order to easily plan and follow in a sequential manner.

2.2.1 The Traditional Project Management Life Cycle Model

As previously discussed, the literature agrees upon the fact that traditional project management is considered to be linear. This is also applicable to the life cycle of a project since it is considered to be linear and consisting of five phases: scope, plan, launch, monitor and control, and closing of a project with the support of the project team and project manager (Masciadra et al., 2017; Project Management Institute, n.d.; Salameh, 2014; Wysocki, 2007). The Traditional Project Management Life Cycle Model was established by the Project Management Institute and has been widely adopted by others. A project's life cycle according to the traditional project management methodology is visualized in Figure 2 and demonstrates the sequential steps a project contains from setting out its scope to handing the deliverables to the project sponsor and/or client as well as the necessary steps in between. Thus, the Life Cycle Model is a general illustration of how a traditional project unfolds over time in a sequential manner wherefore the model can be considered applicable to a wide variety of industries.
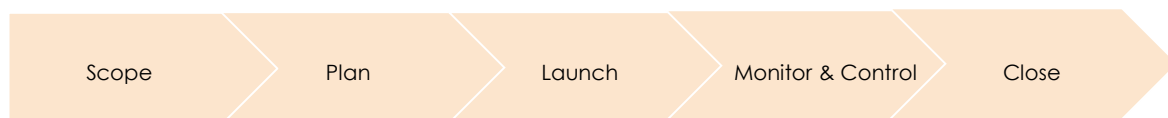
Figure 2. Illustration of the Traditional Project Management Life Cycle Model. Adapted from "*Effective project management*" by Wysocki, 2007. John Wiley & Sons, Inc. Indianapolis.

2.2.2 The Waterfall Model & the Stage-Gate Model

The practice of traditional project management has been used for a long time and developed and evolved over time. The central approaches within traditional project management have mainly been developed from the manufacturing and software industry (Wysocki, 2007). Even though the approaches are derived from these two industries they are widely used and applicable in other industries. These models are presented as they are the most prominent ones within this school of project management and they highlight the particularities of this school, where the processes follow the traditional life cycle of a project as they are constructed by a number of sequential steps. In regards to the development within the software industry the most common model in the traditional view is the Waterfall model (Wysocki, 2007). Many authors in fact claim that the Waterfall model is the definition of the traditional project management model (Hebert & Deckro, 2011; Pellegrinelli, 2011; Robichaud & Anantatmula, 2011; Saynisch, 2010; Spalek, 2016). The Waterfall model is mainly focused on providing an extended documentation and planning process of the project before its actual creation (Spalek, 2016). Hence, it emphasizes the requirement for documentation before starting. Stober and Hansmann (2010) describe the Waterfall model as containing the phases: requirement, design, implementation, testing and supporting/maintenance, see Figure 3. The Waterfall model begins with the collection, analysis and discussion of the stakeholders' requirements and thereby sets the models, scheme, and business rules necessary for planning the project success. Secondly, the design phase involves the structure of the actual product or service that will be delivered followed by the implementation phase which involves fulfilling the requirements set by stakeholders and project manager initially. Thereafter the testing of the product or service is done by reviewing possible flaws and developing it further. Lastly, the supporting or maintenance phase is initiated which entails helping the clients out with their service or product after delivering it to them (Christensen, 2010; Stober & Hansmann, 2010). Hence, the Waterfall model follows a traditional project life cycle with defined steps, but highlights the need to test and gain feedback during the process as well as the need to provide support even after the project is closed.
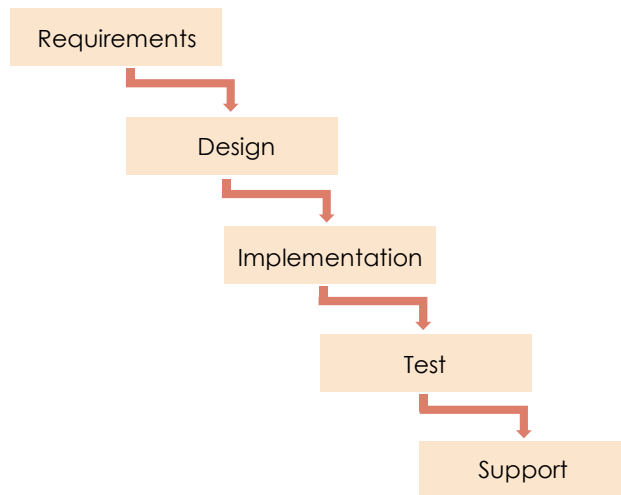
Figure 3. Illustration of the Waterfall model. Adapted from "*Agile Software Development: Best Practices for Large Software Development Projects*" by Stober and Hansmann (2010). Springer Heidelberg Dordrecht. London New York.

In the development of project processes in manufacturing and the field of new product development the most recognized model is the Stage-Gate model (Cooper & Sommer, 2016). The Stage-Gate model was constructed by R.G Cooper (Karlstrom & Runeson, 2005). The work process of the Stage-Gate model is the conceptualization from product idea to market launch, see Figure 4. The model contains five stages in similarity to a traditional project life cycle but adds gates between each stage. The gates imply a decision point in which top management together with a project sponsor needs to decide whether to continue to the next stage or not and thereby continue investing or kill the project. Each gate has predefined criteria that needs to be met as well as desirable characteristics. The people that gate the project are often senior managers from different functions, who own the resources that are required for the project (Cooper & Kleinschmidt, 2001). Additionally, each stage is described by Cooper and Kleinschmidt (2001) as multifunctional, meaning that each consists of parallel activities by people from different functional areas within the firm. The traits of the stages are shaped as a rising curve in terms of cost and commitment, as each stage becomes more expensive and requires more commitment than the preceding stage. Thus, the Stage-Gate model differs from the previously mentioned model particularly in the way that management is more explicitly involved in the process with the use of gates between each stage in the process. Furthermore, the Stage-Gate model puts stronger emphasis on the multifunctional aspects within the project and highlights how the cost and commitment rises as the project moves on through the different stages.
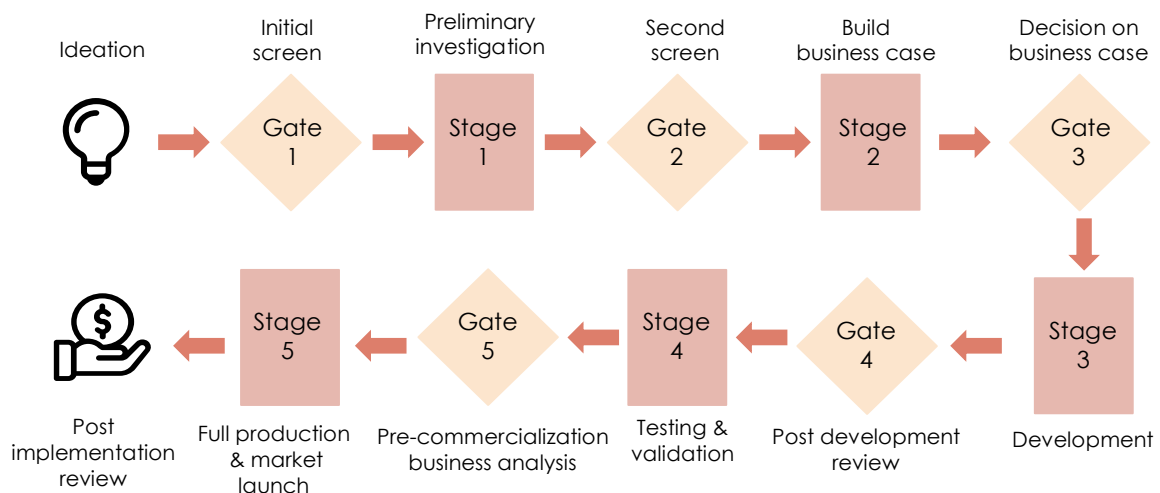
Figure 4. Illustration of the Stage-Gate Process. Adapted from "Stage-Gate Process for New Product Success" by Cooper and Kleinschmidt, 2001, *Innovation Management, 2001*.

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2.2.3 Tools used in Traditional Project Management

When it comes to the tools used within traditional project management, the literature is conjoint about the use of a work breakdown structure (Bassi, 2017; Prabhu 2020; Wysocki, 2007). A work breakdown structure is the hierarchical description of all work that must be completed in order to successfully deliver the project as predefined. To use this sort of structure helps the project manager and the planning team to visualize and design exactly how the work of the project can be defined and managed as well as gives the project a structure for reporting project status (Bassi, 2017; Wysocki, 2007). In addition to the use of work breakdown structures, other tools used in traditional project management mainly focus on keeping track of the progress and plan more effectively (Eppinger, 2001; Goh & Hall, 2013; Kim & De la Garza, 2005; Makhloof et al., 2014; Zhang et al., 2013).

In traditional project management experiences and knowledge that organizational members possess are crucial in order to succeed (Prabhu, 2020). Thus, it is considered to be fundamental to use the collective lessons learnt from past knowledge to ensure that previous mistakes are not repeated. Hence, organizations using a traditional project management approach emphasizes the importance of creating a best practice in their project management process. In this methodology, best practice is assumed to originate in past learnings and experience as well as extensive research. Moreover, best practice is developed through proven and reliable techniques and tools that previous has led to the creation and reachability of desirable results. Conclusively, in traditional project management fostering a culture that enables learning and training from previous projects is critical and accomplished by using all the organizational knowledge an organization disposes to ensure viable and successful project deliverables (ibid.)

Consequently, the most prominent tool in traditional project management is a work breakdown structure which often is applied as it suits the linear approach. However, the best practices in the organization and collective lessons learnt from using proven and reliable tools and techniques in previous projects play a more important role than applying specific tools.

2.2.4 Project Roles in Traditional Project Management

Irrespectively of chosen methods and applied tools, the roles in a project are an important aspect of traditional project management. Wysocki (2017) acknowledges that each project has a project sponsor that in many cases is the origin of the project idea or accountable for taking on the project in the organization. The project sponsor is often a senior member of the organizations and is the person who provides necessary resources and approves or rejects the outcomes of the project. The sponsor also addresses issues which lie above the control of the project manager and enables a smooth transfer of the project into the business of the organization. (Prabhu, 2020; Project Management Institute, 2017).

Another key role is the project manager who is responsible for identifying the scope and objectives of the project and breaking those down to activities that need to be achieved in order for reaching the predefined results (HBR Editors, 2016). Furthermore, it is up to the project manager to plan and schedule the required tasks, oversee day-to-day execution of the project team, and monitor the project's progress. The project manager also needs to continuously evaluate the project performance and at last close and deliver the project to the clients (HBR Editors, 2016; Tripathi & Goyal, 2014). The traditional management style of a project manager is command and control (Salameh, 2014). Hence, the project manager is responsible for working with and managing the clients, the project team, and key stakeholders. Wherefore, the project manager is responsible for initiating and finishing the project as well as the duration of the project, which includes responsibilities of removing any obstacles impacting the progress of the project or managing implications and change.

Furthermore, in traditional project management the team working on the project is important. The team is managed by clear managerial involvement, where the project team is guided and given direction and instructions from its project manager. Thus, it is implied that the approach of the traditional project follows a top-down approach, making the project team members followers which serves the project manager (Tripathi & Goyal, 2014). The team of the project is selected by the project manager, where the skills and strengths of each individual member is evaluated to fit with the specific role (Prabhu, 2020).

Thus, the typical roles in traditional project management are a project sponsor, project manager as well as the project team. Where the project sponsor is involved in providing resources and ultimately giving acceptance of a project and its outcomes, the project manager is more involved in the ongoing process and composition of the project team and the team focuses on doing whatever work they are instructed to perform in the project.

2.2.5 Collaboration & Communication within the Project Team in Traditional Project Management

While there are different roles within a project it requires team members to work together in order to achieve the stated objectives. In fact, Salameh (2014) acknowledged that the quality of the team members in a project, their organization and management are more important for reaching project success than applying certain tools or methods. Traditional project management therefore stresses the importance of communication needing to be transparent and project information available to all relevant parties for reaching greater collaboration. Good skills in communication empowers project team members to make appropriate and well-informed decisions. This is a valuable factor in project management. However, even if this is stressed traditional project management it is not clearly defined in the specification of its methodology and process; since scheduled meetings and tools for how to communicate effectively are not part of the process (ibid.). According to Prabhu (2020), the most essential factor to reach success in traditional project management is effective communication with all involved stakeholders. Having good communication in project management ensures the team members and other relevant stakeholders review relevant information on time and enables effective and efficient exchange of information to take place which increases the collaboration between parties. Hence, it is critical that both the project manager and the project team possess skills in communication and interpersonal skills, to ensure that both sides understand each other and can collaborate efficiently.

2.2.6 Critique of Traditional Project Management

The methodological assumption behind the traditional project management has been criticized in the literature to lack an emphasis on the different actors involved as well as the lack of flexibility (e.g., Bronte-Stewart 2015; Cicmil et al., 2006). Cicmil et al. (2006) shed light on the fact that the traditional approach does not take into account understanding human and managerial action and by that meaning that project management methodologies should focus more on the people involved and the quality of the relationship between them. Moreover, certain authors question the triple constraint idea of time, money, and scope due to its limitations in practice (Bronte-Stewart, 2015). Bronte-Stewart (2015) further implies that subjective and context specific issues should be taken into account to understand the long-term benefits of the projects produced outcome, which involves the satisfaction of customers and other stakeholders. Hence, the disadvantages of heavily planning a project in the beginning is that it leaves little room for changes and thus becomes inflexible since the triple constraint sets the predefined targets and objectives for the project (ibid.). For decades now, it is also established by the Project Management Journal (Ivory & Alderman, 2005) that corporations have changed from a hierarchical approach to being more collaborative as knowledge work has grown in importance and they recommend allowing for greater flexibility to be able to constantly adjust projects. In the same manner, Koskela and Howell (2002) question the sufficiency of traditional project management, especially in regards to managing uncertainty and change. Thus, it can be said that the critique arising from the traditional view is mostly acknowledging the lack of involving more soft aspects and external perspectives such as the client, as well as the limitation of how applicable the method is in a dynamic setting.

2.3 Modern Project Management

Throughout time the practice of project management has continued to develop, and some practitioners have moved beyond the concerns of detailed planning, linearity and scheduling. Thus, the creation of what is called modern project management took place and established itself within the field of project management. In the development of the modern project management methodology, the resource-based view as well as contingency theory has acted as two important building stones (Masciadra et al., 2017). The resource-based view of the firm considers knowledge as the key resource and an important determinant of an organization's ultimate success of a project outcome. Thus, it is critical for the firm to leverage the required capabilities in order to be competitive in their project performance. Meaning that organizations need to evaluate and identify what kind of capabilities they already possess and need to possess in order to manage their projects in the best possible way. In regards to the views of contingency theory, the most optimal way to manage a project is contingent upon various project specific factors both internally and externally, therefore there is no one best way to manage a project. The theory suggests that organizations need to tailor their management style in projects to fit the circumstances as well as the organizational structures and procedures must be suitable for the organizational environment (ibid.). In summary, modern project management has acknowledged theories such as the resource-based view and contingency theory. Furthermore, the modern project management methodology highlights that all projects are different, and therefore need to be managed in a tailored manner and internal capabilities are important to exploit in project settings.

2.3.1 The Modern Project Management Life Cycle

The modern school of project management stresses the fact that tailoring projects are imperative for reaching project success, wherefore working iteratively is explained as a means in order to accomplish this. The modern project management life cycle of a project is therefore considered to be carried out in a cyclical matter. Having a cyclic project process allows modifications to take place in each iteration by reviewing and evaluating the project process continuously. According to Salameh (2014) the life cycle of a project begins with initiating a project thereafter a number of iterations takes place before the final closure of a project takes place, as illustrated in Figure 5. In each iteration, several steps take place in a cyclical form, as visualized in Figure 6. These steps allow the project team together with the client to work in a collaborative effort enhanced by continuous improvements (Hass, 2007). Additionally, the iterativeness ensures that the project is not focusing on wrong requirements and features thus overcomes the problem of potentially investing wrongfully or work ineffectively as the iterations are carried out in short timeframes (Salameh, 2014). This cyclical life cycle is particularly prominent in the agile development (e.g., Salameh, 2014; Wysocki, 2007).
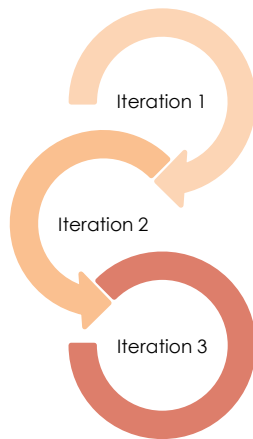
Figure 5. Own Rendering of a Modern Project Life Cycle.
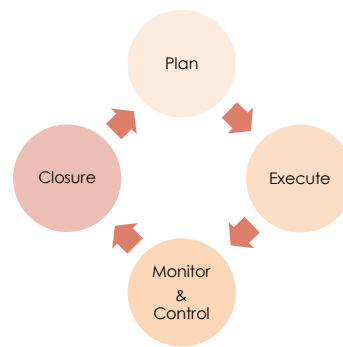
Figure 6. Own Rendering of Iteration Cycle.

2.3.2 Lean Project Management & Agile Project Management

The modern project management theory is broad and involves different models for how projects should be managed during their life cycle. The common theme is that the processes are adaptive and iterative in nature (Attarzadeh & Hock, 2008; Conforto et al., 2014). Modern project management thus has an evolutionary delivery model, where focus is on continuous improvement and adaptability to fast changes in the process due to continuous testing and feedback (Dyba & Dingsøyr, 2008).

In the early developments of modern project management models Lean project management became popular within manufacturing (Ballard & Howell, 2003; Riis, 1993). The Lean process focuses on operational advancements and the idea behind the concept is to cut waste and by doing so increase value as well as being able to meet customers' demands for different variants (Ballard & Howell, 2003). At present, particularly the agile project management model is of great interest to both scholars and practitioners (Attarzadeh & Hock, 2008; Charvat 2003; Wysocki, 2011). The agile method of project management can be traced back to 2001 when it first was introduced (Erickson et al., 2005; Spalek, 2016) and this standpoint is considered to be the first step in the expansion of the agile approach (Conforto et al., 2014). When proposing these methods, they were called "lightweight" or "agile" and together they established a manifesto, called the Manifesto for Agile Software Development (Beck et al., 2001). Since then, numerous of books and publications have been published that describe the agile project management practices and tools (e.g., Augustine, 2005; Chin, 2004; Cobb, 2011; Cohen, 2010; Cohn, 2005; Goodpasture, 2010; Highsmith, 2004; Wysocki, 2007). The definition of agile project management is "[...] an approach based on a set of principles, whose goal is to render the process of project management simpler, more flexible and iterative in order to achieve better performance (cost, time and quality), with less management effort and higher levels of innovation and added value for the customer" (Conforto et al., 2014, p.22). The basic idea came from the software development sector (MacCormack et al., 2001; Mafakheri et al., 2008; Qumer & Henderson-Sellers, 2008; Sheffield & Lemétayer, 2013), like the Waterfall model did as well. Nonetheless as of today many other industries have adopted it (Conforto et al., 2014; Spalek, 2016). Agile project management can be classified into different categories according to Wysocki (2011), such as iterative and adaptive. Even though they are grouped into different categories all types involve the same main steps, which is scope, design, build, test, check and deploy, see Figure 7. The type of agile process

that an organization uses depends on the uncertainty and complexity of a certain project. However, even if different strategies can be used, all agile strategies exploit continuous feedback loops and planning efforts that are done in an iterative manner (ibid.). The agile project management process is often displayed cyclical, in order to highlight its iterative character, as seen in figure 7.
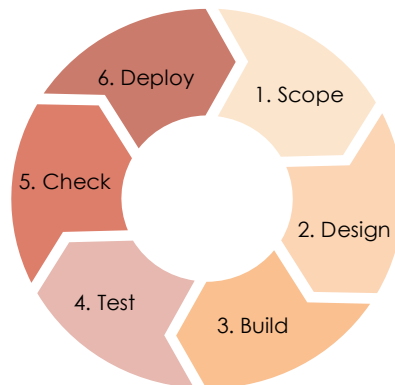
Figure 7. Own Rendering of the Agile Project Management Process.

Agile methodologies, in the same sense as modern project methodologies overall, highlight the need to be able to adapt quickly to changes, as the external environment is increasingly changing and thus pose new challenges for organizations in order to stay competitive. While there are different approaches to modern project management, agile methods are adopted by a variety of different types of industries outside the software industry since it has the potential to enable organizations to be more flexible and adaptive in their project process and respond quicker to client demands along the process. Thus, as modern, and particularly agile, project management focuses on the people involved in the project, the fundamentals of tools, roles, collaboration, feedback, and client involvement will be further elaborated in the upcoming chapters.

2.3.3 Tools Used in Modern Project Management

Agile processes are designed to be flexible and responsive to changing conditions wherefore it uses a minimum of documentation and requires less planning. However, it is acknowledged that agile project management does not completely reject planning (Coram & Bohner, 2005; Lindvall et al., 2002), instead the focus in agile planning is that the planning is spread across the entire life cycle, rather than occurring in an up-front, one-off manner (Coram & Bohner, 2005). In the same manner, due to the characteristics of a project's uniquity, measures are based on creating quality, not quantity (Attarzadeh & Hock, 2008; Tryon, 2003). Hence, controlling the project involves revising the measurements of a project in order to match the relevant baseline. Thus, completeness and quality is more important than productivity and performance measures that the traditional approach uses. Meaning that the most important aspect is to deliver customer value often and early in the process, and not solely focusing on delivering an end result that meets the predefined parameters (ibid.). Hence, the agile development focuses on being adaptable to changes as well as it focuses on the client and quality aspects when evaluating the performance of a project.

2.3.4 Project Roles in Modern Project Management

A characteristic of modern project management that differs significantly from the traditional view is that the project manager organizes and controls the project with the team instead of for the team (Salameh, 2014). The modern way of leading a project is a result of the complexity and multiplicity of skills needed to perform projects which all are deemed to be different. Wherefore it is impractical for the project manager to be the task expert of all work that must be done and blindly attempt to dictate the direction of the project (Attarzadeh & Hock, 2008; Tryon, 2003). The roles in modern project management are therefore less hierarchical than in traditional project management and the project manager works together with the project team and views the project as single time efforts in need of a tailored team composition.

2.3.5 Collaboration & Communication within the Project Team in Modern Project Management

To work agile often involves working closely in a small team together with the client (Spalek, 2016). Charvat (2003) demonstrates that agile methods in project management are better suited for small projects along with small project teams. Furthermore, it is recognized in the literature that agile methods are better suited for projects and organizations that operate in a dynamic and changing environment

since the method directly addresses these challenges (Lindvall et al., 2002). The authors emphasize that communication is crucial and collaborating with the customer is needed to provide project requirements for the first release. Thus, collaborating in a team involves working closely in small teams in order to be flexible and responsive in a dynamic environment. Collaboration also involves working alongside with the client and where communication is considered more important than heavy and early on documentation.

2.3.6 Feedback in Modern Project Management

The agile development strongly emphasizes the practice of fast and continuous feedback to be performed within the project teams (Kortum et al., 2019). According to the authors, the effect of providing fast feedback improves both the quality and the performance of the team, since integrating a reflective element into the project process helps the team to increase performances. Rapid feedback also aids in making quicker and better decisions since the team works incrementally, which reduces the chances of creating something wrongfully (Cockburn & Highsmith, 2001). Thus, enhancing feedback loops into the project process serves both the project team and provides benefits for the organization.

2.3.7 Client Involvement in Modern Project Management

Modern project management is at its core oriented around the client's needs, wherefore meeting the client's expectations is a key concern in the project outcomes (Spalek, 2016). Therefore, an agile process depends upon early and continuous customer involvement, both when it comes to establishing goals for the project as well as providing feedback as the project moves through its life cycle (William & Cockburn, 2003). William and Cockburn (2003) states that agile development is "about feedback and change" (p.39), and that agile methodologies are developed to "embrace, rather than reject, higher rates of change" (p.39). Thus, the iterative nature of agility allows for frequent stakeholder interaction, adjustments made on the fly, and re-scoping project requirements as new information or customer requests appears. Moreover, Spalek (2016) explains that agile methods allow organizations to react quickly to rapidly changing client needs but also to respond to the shifts coming from a turbulent environment.

2.3.8 Critique of Modern Project Management

Even if modern project management has developed as a response to the limitations of the traditional project management school, it is still evident by scholars that the modern view also has certain downsides. For instance, Conforto et al. (2014) highlights the fact there is still lacking empirical studies in various types of industries and projects, even if other industries besides the software sector have adopted more modern project methods. Wherefore the effectiveness of modern project management cannot be fully determined. It is also claimed by Mcavoy and Butler (2009) that even if agile development advocates working team-based, the length to how much multiple perspectives can strengthen the results of a project depends on the group composition. It is evident that even if working in a collaborative environment groupthinking can still prohibit true discussion and disagreements to take place if certain views departures from the group norms and values. Thus, although an agile project manager believes in empowering the project team it is found that subconscious norms and values ultimately prevent the team from being fully empowered, as the project team is constrained by the conceptions of what they believe they should develop and deliver.

2.4 Mixed Method Project Management

Recent studies have shed some light on the investigation of using a combination of traditional and modern project management methods (Hogman & Johannesson, 2013; Marion et al., 2012). However, it is still lacking studies that focus on understanding the benefits and limitations of combining these different practices. Some authors have debated the idea of developing hybrid approaches as a potential solution to improve the performance of innovation projects (Barlow et al., 2011; Batra et al., 2010; Carvalho & Rabechini, 2015; Cobb, 2011; Fernandez & Fernandez, 2008; Port & Bui, 2009; Spundak, 2014). Furthermore, other authors claim that agile methods can be integrated with traditional gating approaches, which ultimately creates an Agile–Stage-Gate hybrid model (Conforto et al., 2014). However, most of the existing literature are concentrated in the technological (Boehm & Turner, 2004; Conforto & Amaral, 2016) and manufacturing industry (Cooper & Sommer, 2016). Recent studies have shown that mixing the two contrasting approaches both improves flexibility and response to changes in uncertain and dynamic project environments (Cooper, 2008; Högman & Johannesson, 2013) which are aspects that other industries, then those most researched, could benefit from as well.

As demonstrated, several authors have begun to mix the traditional and modern approaches of project management, trying to find suitable methodologies depending on what kind of industry and organization projects are carried out within. How to work with a project could therefore be considered more

dependent on industry and organizational characteristics rather than adopting a certain acknowledged methodology. This research investigates a small firm working with sustainability in a creative context whereas these factors put certain requirements for how project management methodologies can be applied successfully in this context. To understand these factors, the implications for smaller organizations will be elaborated on, followed by sustainable project management in creative industries and lastly project management in creative industries and especially for advertising agencies.

2.5 Project Management in Smaller Organizations

Smaller organizations are said to be the biggest contributors to the economy at large (Turner et al., 2009a). However, much of previous literature on project management has been developed from fairly large organizations, wherefore how project management is practiced in smaller organizations is lagging behind in research (Marcelino-Sádaba et al., 2014; Turner et al., 2009a; Turner et al., 2009b; Turner & Ledwith 2018). Ghobadian and Gallear (1997) has identified that smaller organizations differ significantly from larger organizations when it comes to project management and particularly in terms of their processes, procedures, structure, and people.

When it comes to processes, smaller organizations are in need of simpler systems for planning and controlling as well as evaluating and reporting internally (Ghobadian & Gallear, 1997). It is also identified that smaller companies lack technical support for project planning and project control, which often leads to concerns of planning for resources, requirements and scheduling being held informally in people's minds (e.g., Owens 2006; Turner et al., 2009a). On the same note, Turner et al. (2009a) suggest that due to this, systems for controlling and planning must be usable by everybody in the organization in order to support idealistic decision making.

In regards to procedures within small organizations, Ghobadian and Gallear (1997) found that these are unstandardized in many instances which ultimately make decision making a non-formal procedure. In addition, Marcelino-Sádaba et al. (2014) demonstrates that the lack of procedures in small organizations has resulted in that the initial and final project phases are overlooked, wherefore projects are not properly chosen from a strategic viewpoint nor knowledge and lessons learned from projects are not properly transferred and properly documented.

Moreover, in terms of structure Ghobadian and Gallear (1997) demonstrates that smaller organizations contain more generalizable skills and knowledge with limited specialization. Additionally, Ghobadian and Gallear (1997) acknowledge that the people involved in smaller organizations prefer tested techniques as the consequences of failing are high. This is also explained by Yen and Sheu (2004), as they explain that the failure of a project undertaken by a small firm can cause significant impact on a company's results and strategies. Hence, to minimize negative consequences, smaller organizations need to have appropriate methodologies and tools for their project management.

When it comes to the people involved in smaller organizations the literature has found many aspects that differentiate them from large organizations. Turner et al. (2009b) has identified that smaller organizations have a strong sense of family and people-focused culture, which in extent is seen in their organizational structure. Given the characteristics of the organizational structure of smaller organizations being internal, small and concurrent with the company's daily activities, imply that people need to multitask (Turner et al., 2009a; Turner et al., 2009b). In small organizations, the projects that are carried out are managed by people whose first discipline is something else. As a result, smaller organizations do not have specific roles or processes for project management. Meaning that smaller organizations do not specifically employ specialist project managers or team members (Turner et al., 2009b). Turner et al. (2009b) imply that this lack of knowledge in project management can be a barrier for using project management techniques and methodologies. Thus, they stress the Importance of managerial support in project management techniques otherwise the team members risk to not feel supported in the work. In addition, in micro firms especially, the founding entrepreneur is often viewed as an important actor when it comes to implementing project management methodologies and tools (Turner et al., 2009b) therefore it is essential that this actor provides this kind of support and encouragement. In contrast, Marlow and Patton (2002) demonstrates that in smaller organizations it can be necessary with less formal procedures to create a strong sense of teamwork, increase employees' motivation and strengthen social relations, which ultimately is needed in a multitasking working environment.

2.5.1 Traditional Project Management for Smaller Organizations

Traditional project management are used by a wide range of organizations, both smaller and larger. However, applying traditional project management to smaller organization has not been research to a great extent but there is evidence that they might not be as suitable for smaller organizations. Nonetheless, it needs to be pointed out that the field of research in how smaller organization can apply

traditional project management are limited therefore it is not established that it explicitly does not work for them. Although few authors argue that due to smaller firm's characteristics of processes, procedures, structures, and people it is found that smaller firms require less bureaucratic methods of project management that involves greater flexibility and strong focus on people (Turner et al., 2009b; Turner & Ledwith 2018). Therefore, by drawing upon the existing literature it is not strange that most of the widely applied traditional methodologies and policies established by large institutions are not directly applicable to smaller firms since the traditional methodologies advocates a top-down approach with little room for changes along the process (Marcelino-Sádaba et al., 2014; Payne and Turner, 1999; Turner et al., 2009a; Turner et al., 2009b). Moreover, traditional project management methodologies are not considered to be directly applicable or suitable to smaller organizations since it requires lots of resources, both money and time, to develop mature practices (Brettel et al., 2010; Masurel & van Montfort, 2006), and as smaller companies are on average younger and have constrained resources (Masurel & van Montfort, 2006; Turner, et al., 2009a) it can be explained by this. Other authors imply that it can be explained both by ignorance (Marcelino-Sádaba et al., 2014) and also as smaller firms normally take on smaller projects (Marcelino-Sádaba et al., 2014; Turner et al., 2009a; Turner et al., 2009b). Turner et al., (2009a; 2009b) also found that the duration of projects is shorter and could therefore be a reason why implementing such exhaustive tools that traditional methodologies entail is not feasible. These methodologies are often considered to be too complicated to understand in smaller organizations, wherefore if they are applied the project team can feel a lack of support (Turner et al., 2009b). Due to the lack of applicable methods of project management in smaller firms, it is found that a great share of smaller firms has poor project management practices (Ledwith, 2004; Owens, 2006). Even if this is the case, the literature is conjoint that appropriate methodologies and project management tools are decisive in order to succeed in managing projects for smaller organizations (Marcelino-Sádaba et al., 2014).

2.5.2 Modern Project Management for Smaller Organizations

To succeed in projects the most important aspects for small organizations are clear goals and objectives, resource allocation and senior management support (Turner et al., 2009a). Turner et al. (2009b) imply that smaller organizations should follow a structured process for selecting their project management practices, by identifying their strategic objectives, appropriate success criteria and key performance indicators for their projects. Thus, it is seen that smaller organizations need people-focused procedures to facilitate people working in multidisciplinary teams (Turner et al., 2009a). Wherefore, agile project management methodologies are found to be adopted to a greater extent in smaller organizations than traditional project management methods (Schwaber, 2007; Turner & Ledwith 2018). With agile methods, senior management could easier understand and apply the methods and in extent the project team felt that they received greater support (Turner et al., 2009b). Furthermore, Turner and Ledwith (2018) imply that a reason why agile methodologies are more suitable for smaller organizations is due to the fact that it reinforces their need for flexibility and easy-to-use practices. In addition, Turner and Ledwith (2018) means that agile methods are more applicable since smaller firms face more external uncertainty compared to large ones and so forth need to be more agile.

Hence, the theoretical implications for smaller organizations is that these types of organizations are constrained by their resources which in extent put limitations of the kind of project management methods and tools that are suitable. Thus, the traditional project management approach is often to complex and exhaustive for smaller organizations to take on, as smaller organizations are in need of a more flexible approach which the modern project management approach emphasis to a greater extent. Additionally, since smaller organizations are people-focused the roles have a flexible nature. In addition, they often do not employ specialist project managers which further put barriers for smaller organizations to fully incorporate a specific project management process as these types of organization often lack expertise within the project management area.

2.6 Sustainable Project Management

Project management has continued to develop over the years and a recent philosophy that have formed is sustainable project management. Sustainable project management is explained as the practices through which projects are controlled to ensure that they achieve their sustainability goals (Kivilä et al., 2013). Other authors explain it as a practice that involves and builds on stakeholder cooperation (Eskerod & Huemann, 2013) and includes life cycle thinking (Labuschagne & Brent, 2005). It was found in a study made by McKinsey & Company, that the two largest business processes that companies have integrated sustainability into is their mission, value statements and external communication (Bonini & Görner, 2011). Thus, sustainability has increased in importance and is growingly seen as an integrated part of a company's strategy and communication. However, when it comes to the term sustainable project management, there is no widely common definition to be found in the literature (Aarseth et al., 2017). Instead, most of the literature builds on previously recognized definitions

of sustainability, such as the Brundtland Commission's definition of sustainable development (Kivilä et al., 2013; Martens & Carvalho, 2016). The Brundtland definition describe organizational sustainability as being concerned with the ability to meet the current needs of the organization and its stakeholders while also being able to meet the future needs of its stakeholders (Brundtland, 1987). Moreover, although there is a large number of definitions of sustainability, there is often an agreement that sustainability can be divided into three separate but intertwined building blocks that are of equal importance, namely the economic, social, and environmental sustainability (e.g., Elkington, 1997; Kivilä et al., 2013; Savitz 2006; Silvius & Schipper, 2014). These three components of sustainability are often referred to as the triple bottom line. According to Silvius and Schipper (2014) these aspects imply and encourages organizations to treat environmental and social issues in the same way as economic aspects when doing business. Further, it underlines the importance for companies to integrate sustainability not only in the project deliverables, but also to evaluate sustainability in the project process (Eskerod & Huemann, 2013; Gareis et al., 2013). However, the view of these three components being equally important for businesses has been questioned by certain authors (e.g., Carlsson, 2020) where the social and environmental elements are considered to be fundamentally more important for organizations and economic aspects less important when it comes to being truly sustainable. Nonetheless, Sánchez (2015) implies that the social and environmental dimensions of sustainability are difficult to incorporate in projects. It is also evident that a clear understanding of the interactions between project management and sustainability, in terms of the triple bottom line, still remains as a gap in the literature and in practice (Brones et al., 2014; Carvalho & Rabechini, 2015; Marcelino-Sadaba et al., 2015).

Even if it is non-evident how organization can incorporate sustainability into their projects, it is highlighted in the literature (e.g., Kivilä et al., 2013; Silvius and Schipper, 2014) that companies need ways to incorporate sustainability into project management processes to broaden their impacts and shift focus from the previously recognized triple constraints idea in traditional project management which consists of time, money, and scope (Martinsuo & Killen, 2014). However, it is found that specifying sustainability in project goals is challenging in many instances. According to Winter and Szczepanek (2008) the project manager and sponsor may find the benefits and value creation of a sustainability goal in a project differently to what the client believes, thus conflicts of interest might arise in the project context. Hence, the conflict of interest is one aspect in why sustainability is difficult to incorporate more explicitly. Furthermore, the literature recognizes several additional reasons why sustainability is lacking in today's project management practices. Klakegg (2009) suggested that the reasons for this can be due lack of commitment from key stakeholders, low economic benefits of sustainability compared to the required investment and changing conditions. Carvalho and Rabechini (2015) also explain that the tension between the different groups of stakeholders and trade-offs involved ultimately makes sustainability complicated. Moreover, Winter and Szczepanek (2008) and Labuschagne and Brent (2005) mean that sustainability can appear in different and various forms throughout the project's phases and life cycle, and it is also recognized in the literature that little guidance is available on how and when to apply sustainability to specific projects (Marcelino-Sadaba et al., 2015). Therefore, much more research is needed on the subject in order to develop tools and methods that are simple to apply in the context of integrating sustainability into the project management process (Carvalho & Rabechini, 2015; Cole, 2005; Silvius et al., 2013; Singh et al., 2012).

Consequently, even if sustainable project management has become an increased topic of interest, there is no recognized definition of it, which is not strange since the topic has yet not been researched to such great extent. Rather, when discussing sustainable project management, the definition of often adheres to the Brundtland definition as well as recognizes the triple bottom line. There is also evident that different and contrasting views on the topic, and it has been found that it is problematic to incorporate the social and environmental elements into projects and that guidance is low in how and when sustainability could be integrated in projects as well as how it can be measured.

2.7 Project Management in Creative Industries

While linking creativity to project management, Kliem (2014) explains that creativity in a business environment is a combination of novelty and value-creating. Which also can be linked to the popular concept of innovation, as it is a creative output that produces something of value for an organization. Creative work is further defined by Holzmann et al. (2020) to be fundamentally project-based. The focus in research related to creativity has shifted over time from individual creativity capacity emphasizing individual characteristics to involve these sort of more organizational contexts (Koslow et al., 2006). Kliem (2014) highlights creativity as being a key ingredient for project success. Creativity in project management is both on individual and group levels, where they should be integrated to get the best results. Kliem (2014) aids in combining project management processes with the phases of creativity. The author discusses that the phases of creativity and modern project management share some common characteristics. They both are often nonlinear and iterative, as well as create some sort of results. Kliem

(2014) emphasize that these processes can work well together, when the creative process is integrated in every phase of the project management process. However, when implementing project management processes in creative industries fewer tangible benefits and high levels of uncertainty within creative industries is a constraining factor when trying to emphasize the need for structured processes. Furthermore, the dynamic environment that surrounds creative industries is seen as a constraint for project management, as the need to be flexible and able to rapidly adapt to changes makes it harder to identify the value of project management processes and techniques. Therefore, when implementing project management tools and techniques it tends to be unstructured, poorly documented, and intuitive in its application rather than intentionally (Marcella & Rowley, 2015).

Thus, project management in creative industries is as Marcella and Rowley (2015) discuss a topic of low profile as business management practices in creative industries is not something that has been fully appreciated and subsequently its different techniques not utilized. Levin et al. (2018) further notice that project management models and tools are rarely adopted in these non-traditional contexts, even though they are deemed to be just as useful. A key characteristic of creative industries is that they are mainly composed of smaller organizations which entails that they often have constrained resources, which thus pose a key challenge for implementing project management models and tools (Marcella & Rowley, 2015). Kliem (2014) argues that management often has an approach to operate with a minimum amount of resources to accomplish work where too much start and stop of the workflow has been introduced as people are expected to work at multiple tasks at the same time due to pressure from both a cost and schedule perspective. However, stretching resources such as employee time can make them overworked, which does not facilitate creativity. Instead to facilitate creativity employees should focus on one activity at a time. Therefore, in order to provide room for creativity in project management, the project team members should be excluded from non-productive requests and activities in the organization. Furthermore, it is important to not change priorities too often and keep assignments consistent when possible (Kliem, 2014).

Consequently, creative work is determined to often be project-oriented, where empathize is put combining individual and group efforts to get the best results. However, several challenges have been identified for combining creative work and project management. Creative organizations are often small and have limited resources, which in extent affect the workload and possibility to invest in tools and methods in such a way that it can affect the level of creativity. Thus, creative organizations need to be flexible and less tangible benefits can make it hard for creative workers to appreciate project management methods.

2.7.1 Sustainable Project Management in Creative Industries

In order to discuss sustainability as a factor for creativity in the project management process for the creative industry, the relationship between creativity as an antecedent of sustainable solutions needs to be recognized. Several authors (d'Orville, 2019; Kajzer Mitchell & Walinga, 2016; Przychodzeń, et al., 2016) discuss creativity and creative processes as an enabler for sustainable development, but sustainability as a likewise unleashing factor for creativity is just discussed by d'Orville (2019). d'Orville (2019) implies a close link between creativity and sustainability where creativity is a renewable resource and human talent is at the center for enabling sustainable business practices and development. Thus, in order to develop sustainable solutions, creativity is needed in order to find new solutions and think beyond the current unsustainable paradigms. By promoting creativity and sharing knowledge societies can drive toward sustainability. In the opposite direction, d'Orville (2019) highlights that sustainability can be a trigger for unleashing creativity at many levels, hence projects performed in creative organizations could reach higher success if incorporating sustainability. Furthermore, d'Orville (2019) emphasizes design processes which are widely used in creative organizations, as a key element of creativity and a means for sustainability with its ability to share, exchange and cooperate perspectives and open up for innovative solutions.

Sustainability and its many challenges require openness to different perspectives and receptivity to new ideas due to its complex and systemic problem. Furthermore, you need to be able to navigate in the ambiguous landscape that is sustainability (Kajzer Mitchell & Walinga, 2016). Creative problem solving is therefore suitable for sustainable solutions, where using perceived barriers to come up with solutions is key. Furthermore, a good knowledge and expertise of sustainability aids in generating sustainable solutions and ideas. Kajzer Mitchell and Walinga (2016) summaries factors facilitating creativity for sustainability in creating a non-threatening environment in order to build internal motivation, identifying with a vision, using brainstorming techniques, facilitating divergent thinking, fostering sustainability-specific knowledge, challenging prejudgments, using different sorts of knowledge. Furthermore, to share ideas of sustainability between employees is important in order to challenge more radical and novel ideas by building on and combining ideas between each other. The authors further highlight the

importance of including both barriers and values under threat in the problem formulation process. Moreover, Przychodzen et al. (2016) found in their research about critical factors enabling a transformation from creativity to sustainability in organizations that appropriate leadership, effective boundary spanning along with a clear profit orientation are simultaneously necessary in order to transform creative ideas into sustainable solutions. Leaders need to be inspirational and sustainable oriented in their mindset and the economics should be at focus even from the early stages of idea generation. However, they found the link between sustainability and creativity to be rather unexplored.

When relating sustainable project management to creative industries it is apparent that two go hand in hand, as both can be seen as a trigger for the other. Thereby incorporating these aspects can entail creative industries to reach higher success in projects. While the connection between creativity and sustainability is considered to be lacking in research, some different ideas for how to use it in an organization can be highlighted. Good knowledge and expertise is then highlighted, as well as the need to create a culture with an open and inspirational environment.

2.7.2 Project Management for Advertising Agencies

Levin et al. (2019) classifies the process advertising agencies work with as project management and refers to the definition of project management by Turner (1996) "the art and science of turning a vision into reality" (p.6). The project-based environment is due to how advertising agencies plan and implement marketing campaigns for clients, and it involves handling multiple resources such as people and budget as well as deadlines wherefore project management tools help enhance project processes and subsequently the success for an agency. The advertising agency differs from other creative industries by having a business-related focus, as well as agencies are not producers of tangible products. Turnbull and Wheeler (2017) recognize the particular work environment for advertising agencies dependent on clients, and while they highlight creativity as the key to successful projects, there is less knowledge about how the process in projects is operationalized. Turnbull and Wheeler (2017) continues to highlight how the process for advertising agencies often is customized to meet client's constraints and changes of communication strategy. Levin et al. (2019) further discussed the need for it to be transparent and clear towards the client. In Turnbull and Wheeler (2017) research the creative process for advertising agencies were identifiable as a process of sequential stages. The beginning of the process is found to be profoundly important, where clarification of the task and objectives are agreed on. Response validation is also an extensive process that takes place, where validation often occurs with both the agency, the client and consumers as the key judges of the creative work. Turnbull and Wheeler (2017) highlight that by enabling a repeatable approach for meeting objectives project management can help companies to save both time and money. Furthermore, the planning phase of a project is deemed the most important but is often an overlooked element of projects.

Levin et al. (2016) has found that creative competences and project management processes together is what delivers values and creates trust for advertising agencies and their clients. Where creative competence and strategic thinking is the main driver of selection for the client in choosing an advertising agency, but what they stay with the organization for is how the service is delivered, by appropriate project management processes. However, Levin et al. (2018) noticed that project management and planning often is seen as tedious and time consuming at agencies, and therefore need to be understood as an investment for both the agency and the client in order to come at best use. Dinsmore and Cabanis-Brewin (2014) further discuss the idea that marketers such as advertisers are artistic and free form in their work, and therefore do not care for processes as they are afraid it will hinder the creative process. However, in a business environment it is essential to have some form of organized work, whereas project management is important.

2.7.3 Tools Used in Project management for Advertising Agencies

Good measurement tools throughout the project is an important aspect, where it can improve the success of the project (Levin et al., 2019) Being creative and innovative while working on projects requires access to necessary tools and technologies. If the right tools and technologies are not available, the risk is that employees feel frustrated and lack understanding and motivation into how their idea will work in a real-life setting (Kliem, 2014). In order for creative efforts in a project to add value to the organization, individual goals and organizational goals need to be aligned. Individuals need to understand how everything connects to each other in the organization, wherefore helpful tools are to be involved in planning, as well as hold sessions where individual motivations can be discussed and their relations to the project as well as the organizational objectives at large (ibid.). However, these priorities need to be realistic and based upon real constraints such as time and money, with clear deadlines. They should not be vague or unrealistic, which instead would impact the creative process negatively. Therefore, team members should be involved in setting priorities so that they can be realistic, and feedback should be given on the topic of achieving these priorities on a continuous basis along the project progress.

Furthermore, it is important to clearly show the relationship between these priorities and project activities to the effects of the organization at large. Management should also encourage ownership in the project process and its deliverables and also make them report on their performance of their responsibilities. This makes people more engaged in the project and thus can enable them to be more creative when coming up with solutions. Clear standards of performance need to be established as well as a distribution of awards on both individual and group levels (Kliem, 2014). Levin et al. (2019) recommend advertising agencies to make use of toolkits for project management such as the ones provided by the Project Management Institute, as well as communications and collaboration software. Levin et al. (2019) recommend that all advertising agencies use some sort of project plan to ensure a baseline for monitoring and tracking project progress such as activities and tasks to complete, timeline and costs at subsequent milestones. Planning will always be needed for projects in advertising agencies, however Levin et al. (2019) imply that while advertising agencies need to have efficient and effective project processes in place to ensure delivering the promised result to clients not all projects will need the same attention to detail when it comes to monitoring and controlling the project. Kliem (2014) highlights that too much bureaucracy in the organization can be a hindrance for creativity. Although necessary in a business environment, the rules and procedures applied should enable creativity while at the same time establish some sort of consistent behavior within the organization. Applicable considerations are to distinguish between the most important rules and procedures and what can be overlooked to enable creativity in the project. Completing the project should be emphasized over following the exact administrative requirements and, when possible, team members should be freed from too many administrative tasks that do not contribute to the project process at large (Kliem, 2014).

2.7.4 Project Roles in Project Management for Advertising Agencies

When it comes to roles in projects, in some advertising agencies there are designated project managers and creative workers, and in others the creative workers are also working as project managers (Berube & Gauthier, 2017). This difference leads the direction of clients and projects, where traditional project management roles are more evident for agencies working with governmental actors and agencies working with private actors are instead composed of creative workers that work as project managers. When it comes to roles in project management in creative industries there are often a challenge to integrate the creative workers into organizational contexts who need to focus on commercial project requirements and thus creative impulses might need to be stalled for those purposes (DeFillippi et al., 2015). Hierarchy is a factor that impacts the room for creativity in a project context. Oversight kills creativity and in order to shake hierarchies, some team members should be allowed project management responsibilities and project managers should assume some of the responsibilities other team members have in order to create job enlargement possibilities for team members as well as cross-training opportunities (Kliem, 2014).

Even if different types of project managers are exploited by different advertising agencies it is still evident that project managers play a vital role in the project management process. Levin et al. (2019) determines that a project manager at an advertising agency needs to have the same skills and knowledge as any other project manager working in "traditional" project contexts. Holzmann and Mazzini (2020) found in their research on project management in creative industries that leadership style affects how successful a project is, where the transformational leadership style is the preferred one, particularly in smaller organizations. Transformational leadership is primarily people-focused and entails development of a shared vision, intellectual stimulation, and individualized consideration. Leaders need to combine communication skills, flexibility, and ability to adapt quickly in an uncertain environment. Furthermore, project managers need to balance creativity and management, and this balance is also one of the main challenges for leaders in these types of projects. In order to successfully balance these two, inspirational motivation and the development of a supportive organizational culture is important. The authors further highlight leadership as a critical factor in enhancing employees' creativity and creative behavior. The recommendation is to continuously develop project managers' skills, focusing primarily on soft aspects. Kliem (2014) also highlights the transformational leadership style as risk-taking and thus enhancing creativity in project work. The author puts forward that both transactional and transformational leadership is needed in a project, however it is the transformational that allows for creativity. These leadership styles need to work together in order to ensure the project's progress. Acknowledging the leadership styles needed is important and the distinction should be clear.

Simon (2006) also focuses on the project manager role in creative industry projects where the author highlights the importance of providing individuals as well as the team with meaning, knowledge-sharing spaces as well as a balance of challenge and support throughout the project process. Project managers in creative industries need to trust the expertise of their employees and should thus focus on defining a clear orientation and supportive context for the project while still leaving a lot of room for experimentation with trial and errors. The focus should not lie on plan-and-control but rather on building

a creative climate and context with a sense of collective fun, within the context of the project's boundaries. The author emphasizes the challenging task of finding a balance between constraints and freedom for employees involved in the project process in creative industries. Furthermore, project managers need to foster a communication infrastructure among employees during the duration of the project. Kliem (2014) highlights that management should be involved in team meetings and participate in important decisions in the project to show that they are interested in creative efforts made by employees. Management plays a vital part in building and maintaining trust in the organization, in the creative environment this is best done by rewarding and recognizing the creativity as well as sharing this recognition. Furthermore, being accessible to team members as well as encouraging them to seek help when needed is another important aspect of the project manager role (ibid.).

2.7.5 Collaboration within the Project Team in Project Management for Advertising Agencies

Working together in project teams requires coordination and creativity (Kliem, 2014). Coordination is thus a main enabler in order for projects to be as creative as possible. Otherwise, wasteful and redundant creative efforts might be done or people may spend more time trying to determine who is doing what instead of using the energy to be creative. In order to establish good cooperation among team members' roles, responsibilities and authorities need to be clearly defined. Coordination is emphasized by assigning team members to work jointly on tasks and have meetings where team members are required to work together in addressing the problem. Another helpful tool can be to publish weekly look-ahead reports so that everyone knows what is happening on the project (ibid.).

Diversity of team members is an important factor in order to counter a too compliant workforce and to enable creativity different ways of thinking encourages a dialogue that makes people think outside the box (Kliem, 2014). However, people often tend to like working with people of similar background as themselves, and the author thus highlights groupthink as a challenge for being creative in project management processes. Furthermore, peer pressure is a potential burden for creativity in team constellations where some team members might fear expressing things differently or going against the will of others. To avoid groupthinking, the team should therefore be composed of people from various backgrounds, knowledge, and experience. Working together can however from time to time create tensions between team members. While some degree of conflict can enable creativity, too much infighting in a team creates fear toward being creative in fear of being attacked. To counter fighting, tasks should be assigned that require team members to work together, and roles, responsibilities and authorities need to be clearly defined (ibid.).

While individuals may be creative, without good communication between team members this creativity cannot be fully utilized in the project. When it comes to communication in the project environment, there needs to be more than just talking or sending emails, ideas and proposals need to be discussed and evaluated (Kliem, 2014). Furthermore, Beverland et al. (2007) discuss in their research about proactivity in advertising agency-client relationships that to increase client satisfaction of projects, advertising agency employees need to share client-relevant information that have been gathered at informal discussions with the client among all staff working with the client project in some way. Therefore, the core team working on the project needs to be enlarged with key stakeholders in order to allow creativity to be shared among employees in the organization (Kliem, 2014). To include multiple parties in the project process is described as critical by Kliem (2014), since silos in the organizational structure hinders creativity as it isolates people from becoming exposed to new ideas. Therefore, communication is a key, as well as enhancing sharing of information between departments.

2.7.6 Feedback in Project Management for Advertising Agencies

One key aspect in project teams is to interact with each other and give feedback. Harrison and Rouse (2015) discuss feedback and its role in creative projects. Feedback on creative work is a delicate process where it often evokes negative reactions and can reduce creativity if the worker feels like their ideas are being evaluated. The authors highlight the need to use planned interactions in the creative process such as feedback meetings to enhance creative ideas. Feedback on projects need to not only focus on motivating for the future, but also reflecting on old ideas and by doing so rejuvenating these ideas in a new light. By establishing pre-set norms in the organization around feedback and planned feedback interactions throughout the project processes, it can enable a two-way approach where feedback can be seen as a more generative interaction for both parties (ibid.).

In order to come up with creative solutions, much time needs to be spent on the problem or issue definition. Organizational culture or peer pressure, as well as personal frustration can make people feel obligated to rush towards finding a solution quickly as they might give more tangible feedback (Kliem, 2014). However, defining the problem and understanding its causes enables creativity to be focused on solving the real problem rather than its symptoms. Therefore, time needs to be given for this and several

team members should be involved in defining the problem in order to gain a wider perspective. Before seeking solutions, there should be a consensus about the definition. Here, creativity techniques such as brainstorming can help, as well as clearly define problems before trying to solve them. Along the project process, team members need to be engaged in the process and encouraged to reach out for feedback as well as give feedback, in order to create a communication where ideas are both supported and challenged. By having tools and templates for easy communication team members could communicate frequently on the status of projects as well as encourage them to reach out for feedback. Furthermore, stakeholders should here be encouraged to participate in the activities (ibid.).

2.7.7 Client Involvement in Project Management for Advertising Agencies

Understanding the agency-client relationship is an important factor in comprehending the project management process for creative firms working primarily with external actors. This poses specific requirements on the project management as it affects not only the firm but the how the client perceives the value of the service. In specifically the advertising industry, Levin et al. (2018) discuss that it is clients that facilitate the environmental factors that impact creativity as they can put constraints on what can be done. Furthermore, a challenge for advertising agencies is to not let a threat of dismissal impact the creative thinking, as it is the client that generally has the power to end the relationship (Levin et al., 2016). Therefore, the quality of the creative work is said to be a function of the client's ability and willingness to work together with the agency. Clients should be involved so that they understand both the creative process as well as the project management of creating a campaign as well as the time and effort required (ibid.). Beverland et al. (2007) found that constant communication with clients and relationship maintenance is important for advertising agency employees in order to increase performance of creativity in projects and responsiveness to client demands.

It is found that if clients are involved throughout the process and not just in the final approval process greater levels of creativity can be achieved (Levin et al., 2016). Turnbull and Wheeler (2017) discuss that advertising agencies tend to have different approaches towards client involvement in the process, especially during the earlier stages. Some operate with a more closed approach where the client is kept out of the process until the result is presented, while some are more open in their approach and involve the clients in the early stages of the creative process. The ones who operate more closed risk wasting time and money on developing ideas that the client does not appreciate, wherefore a more open approach is recommended. However, not all clients want to be involved and therefore what approach they prefer needs to be communicated to the agency in order to make adjustments. This to make sure expectations on the relationship between agency and client is set from the beginning. To be able to make adjustments is stressed by Levin et al. (2018) that advertising agencies need to have a clear process for change management in their project process, as clients might change the scope over time. Here, being able to assess the impact of the change is key, as well as communicating with both the client as well as throughout the project team.

2.7.8 Knowledge & Experiences of Advertising Agencies in Project Management

Many studies show that creative people have a broad knowledge base from a variety of experiences (Kliem, 2014). These background experiences are then used in combination when developing creative solutions. By keeping employees knowledgeable in many areas, they can be open-minded and avoid one-fits all solutions. Specialization is a challenge for this broad knowledge perspective, where specialization often is necessary in today's working environment, it also provides a set way of understanding the world, which therefore can hinder new ways of thinking. Therefore, to encourage creative project management practices, team members should be encouraged to get trained outside their specialization, as well as be provided job enrichment opportunities and cross-training. Moreover, responsibilities should be reassigned to increase the knowledge among employees. Employees need to be encouraged into increasing their awareness of technological advancement in their industry, training in use of new technologies and tools related to the project should be granted as well as get access to the latest professional writings on the topic as these insights can improve project results (ibid.).

Successful projects in creative industries entail a social context that favors learning and knowledge sharing among employees (Simon, 2006). Dinsmore and Cabanis-Brewin (2014) put forward that learning basic project management tools and principles is essential for marketing projects in enhancing the chances of successful project deliveries. Providing a project management course is here helpful to provide a common understanding across team members, preferably customized to the organizational context to increase the likelihood that the team members actually use the knowledge in practice. This training should combine both technical and leadership skills. A tricky balance is how much training employees should be given. Too much training can stifle the creativity as ideas might be reinforced and it becomes harder to push boundaries outside the established paradigm. However, too little training on the other hand also risks making people too confident in their current ways of doing things and their

knowledge on the area. Training therefore needs to be relevant towards the project, where people involved in the project might share their knowledge gained from training somewhere else. Furthermore, training needs to be somewhat tailored to the needs of individual employees Kliem (2014).

While success of course is a good thing for a company, this may lead people to focus more on what has been done well before and not thinking about changing methods as they become comfortable and reluctant to upset the status quo. Kliem (2014) highlights the inability to adapt as a challenge for being creative in a project management setting as environment and context changes. Employees need to be open for sharing data and information, critical thinking should be encouraged as well as again be provided cross-training opportunities to enhance the openness for change and ability to adapt to changes in the industry environment. In order to encourage creativity, contingency planning can be performed with team members as well as risk management and create visions. In order to encourage a creative culture, we need to recognize the need to break current best practices in the company on both a personal and organizational level. Otherwise, the risk is that only problems who are already known will be taken on. Team members should be encouraged to embrace ambiguity, experiment, and visit other projects and organizations to learn how knowledge and tools can be applied differently and thus learn new ideas and processes (Kliem, 2014).

2.7.9 Balancing Creativity & Structure in Project Management for Advertising Agencies

The importance of project management in creative industries such as advertising agencies cannot be discussed without highlighting the relationship and tension between creativity and project management practices. Bérubé and Gauthier (2017) elaborates that there is a compromise between creative activities and project management activities for advertising agencies. They find this compromise to be a contingency factor, which determines that to increase one or the other of creativity and project management practices cannot be done without the expense of the other. Marcella and Rowley (2015) further discuss this tension between creativity and project management in light of the debate around creative and analytical mindsets. Project management is considered to be in the analytical discipline, the right brain half, and creative industries tend to focus more on using the other brain half where flexibility and creativity makes them hire people that are more oriented toward creative thinking than analytical thinking, and thus impose a hurdle for the appreciation of project management practices and tools. The authors found in their research this reluctance to use analytical mindsets as it was seen as connected to time consuming and bureaucratic procedures. Kliem (2014) further highlighted the need to balance between right- and left-brain thinkers to create creative outputs in projects. The problem is that while management often wants the right-brain thinkers who are creative, hiring and incentives are often more focused on left-brain thinkers. However, Levin et al. (2016) has found that in advertising agencies people are predominantly hired for their creative knowledge. Marcella and Rowley (2015) also found the tension between creative and analytical mindset as a key challenge when implementing project management tools in creative industries.

Kliem (2014) discusses that a common misperception about creativity is that it is something uncontrolled and lacks focus. In order for creativity to lead to results, the creative energy needs to be concentrated. Helpful tools are to make team members ask others for their input and creative insights on a problem as well as make them take part in the definition and planning phase of the project, so that a balance in having an end-goal in mind and being creative in regards to that set goal at the same time can be achieved. In a project environment, there is a risk that wanting fast solutions hinders the creative solutions as it is not something you can just switch on and off but need to gradually evolve. People often have a tendency to crave predictability, however this is associated with less creativity as the fundamental of creativity is challenging the status quo. To overcome this tendency, tools such as engaging stakeholders, communication, change management as well as well as looking into other projects' ways of doing business to broaden the perspectives can be useful in order to shake loose from this inherent trait (Kliem, 2014). The risk is that people who take the time to think creatively feel pressured in the project environment as they can appear to not produce anything tangible. Therefore, in order to allow team members to be creative in the process, time for relaxation and idea generation need to be planned, and the overall goal and objective of the project kept at a focal point for team members (ibid.). Fear is another factor that stifles creativity. Ways to counter fear and encourage creativity in the project management process is to encourage team members to express their thoughts, recognize team members who take risks, provide one-on-one sessions for management and team members, keep all key stakeholders involved in the outcome of creative tasks and assign two or more people to a difficult task (Kliem, 2014). And since the value of people in creative industries where individual competence often is the main source of competitive advantage it is highlighted by Marcella and Rowley (2015) that a key challenge for project management is to facilitate a culture in which these individual competences are appreciated.

2.8 Synthesis of Literature Review

Chapter	Main Takeaways	Sections
Project Management	Project management is the process of combining tools and methods, collaboration between team members as well as managerial steering throughout a project's life cycle.	
Traditional Project Management	First school of development within project management. Views the life cycle of a project as linear. The Waterfall Model and Stage-Gate Model are two common methods which emphasize the sequential steps of a project. The tools used relate to breaking down activities and heavy planning. The roles are distinctive with a project manager in control. It is criticized for being too inflexible and not including external viewpoints.	• The Traditional Project Management Life Cycle Model • The Waterfall Model & the Stage-Gate Model • Tools used in Traditional Project Management • Project Roles in Traditional Project Management • Collaboration within the Project Team in Traditional Project Management • Critique of Traditional Project Management
Modern Project Management	New school of thought in project management, which emphasize flexibility and the uniqueness of projects. Lean and Agile project management are two common methodologies. Setting goals are focused on quality and meeting the clients' needs. Strong emphasize on collaboration between team members and lessening the project manager's control. Focuses on rapid feedback and iterations throughout the projects life cycle. It is criticized for not emphasizing diversity in the project team.	• The Modern Project Management Life Cycle • Lean Project Management & Agile Project Management • Tools Used in Modern Project Management • Project Roles in Modern Project Management • Collaboration within the Project Team in Modern Project Management • Feedback in Modern Project Management • Client Involvement in Modern Project Management • Critique of Modern Project Management
Mixed Methods Project Management	Attempt to combining the traditional and modern project management schools. Have seen some success but are lacking theoretical evidence in how it is practiced.	
Project Management in Smaller organization	Smaller organization strongly depend on the people involved in the organization, but they often lack resources which puts constraints on the implementation of project management practices. Smaller organizations project management practices are also less researched. However, the evidence is that the traditional project management are less suitable due to being heavy resource-dependent and exhaustive. Modern project management are found more suitable for smaller organizations due to its flexibility, focus on people and easier to understand practices.	• Traditional Project Management for Smaller Organizations • Modern Project Management for Smaller Organizations
Sustainable Project Management	There is no definition of sustainable project management, but the topic of sustainability is getting traction in project management. While sustainability brings value to organization and society at large, it has been found difficult to integrate into projects and guidance is low in how and when it could be integrated into projects.	
Project Management in Creative Industries	Creative Industries need to balance creativity and structure in their project management practices. A creative organization integrating sustainability can increase creativity and thus project success. For especially advertising agencies project management process has an ability to increase client satisfaction. Not all advertising agencies work with project managers, but when they do hierarchy is not emphasized. Communication and feedback between team members is important and working with creative projects requires collaboration. However, the importance of the individual competences needs to be highlighted as the deliverables is depending on their expertise. Thus, while structured processes are important in projects the creativity needs to not be neglected or obstructed.	• Sustainable Project Management in Creative Industries • Project Management for Advertising Agencies • Tools Used in Project management for Advertising Agencies • Project Roles in Project Management for Advertising Agencies • The Project Manager Role in Project Management for Advertising Agencies • Collaboration within the Project Team in Project Management for Advertising Agencies • Feedback in Project Management for Advertising Agencies • Client Involvement in Project Management for Advertising Agencies • Knowledge & Experiences of Advertising Agencies in Project Management • Balancing Creativity & Structure in Project Management for Adverting Agencies

Table 1. Synthesis of the Literature Review.

3. METHODOLOGY

The chapter is initiated with laying out the research strategy of the study followed by the research design and research method, which describe the process and techniques of data collection. These sections are followed by an explanation of the process of data analysis as well as a justification of the ethical considerations taken. Lastly, the quality of the conducted research is argued for.

3.1 Research Strategy

The research strategy refers to the overall approach and direction that the research project takes (Bell et al., 2019). This includes the philosophical assumptions behind the research design and the decision of the research question(s), as well as the methods that are used when answering them (ibid.).

3.1.1 Abductive Approach

To answer the research questions the research strategy was conducted by using an abductive reasoning. The purpose of using an abductive research strategy is to make logical inferences and build theories about the world (Bell et al., 2019). Abduction is also considered as especially suitable for case studies in business research (Dubois & Gadde, 2002), which is used in this research and further explained in section 3.2.1. By using an abductive approach this study aims to give conclusions on the case of WIMP and answer the study's research questions based on support of theoretical concepts from the literature combined with empirical material collected and analyzed.

Abductive reasoning involves a back-and-forth engagement with the social world, as this research strategy allows the researcher to use the empirical source for theoretical ideas as well as previous literature in order to make sense of the puzzling facts (Bell et al., 2019). In this research, the objective, to describe and develop a suitable project management process for WIMP, is blurry and not clearly defined which makes it difficult to be explained. Thus, in order to make the understanding of the process less of a puzzle, using an abductive reasoning allows to seek for the best explanation from competing explanations or interpretations of the data. Due to this, abduction is the preferred research strategy since it allows the original framework to be successively modified, partly as a result of unanticipated empirical findings, but also of theoretical insights gained during the process (Dubious & Gadde, 2002). Hence, abduction enables new combinations to be developed through a mixture of established theoretical models and new concepts derived from the confrontation with reality (Bell et al., 2019).

The benefits of the abductive approach are that it overcomes the limitations related to deductive and inductive approaches. This is because the abductive approach does not only aim to build theories like the inductive approach nor rely heavily on theories like the deductive approach (Bell et al., 2019). Thus, to fulfil the research purpose, existing theories and concepts guides but do not drive the research in this study and empirical concepts were gathered to get general insights and develop research topics. A downside with using an abductive approach is that the theoretical framework might be biased and carefully selected to fit with the empirical findings, thereby not to be correctly represented. To overcome this obstacle certain selection criteria and keywords were decided upon beforehand and were used when collecting the literature, see section 3.3.1.1 for further explanation.

3.1.2 Qualitative Research

In this study a qualitative research strategy is used in order to answer the research questions. A qualitative approach is a scientific method focused on grasping an understanding of human behavior through the gathering of non-numerical data (Bell et al., 2019). This type of research strategy usually emphasizes words in the collection and analysis of data. The approach is deemed appropriate as the purpose of this research is to identify a process that builds on a complexity of different people working together, thus, their interpretation of the work process and their previous knowledge and understanding of the world need to be analyzed in an in-depth manner in order to draw conclusions. Hence the qualitative approach was suitable in order to gather information mainly from employees' viewpoint. Moreover, as the purpose is to also investigate how to develop the existing model it is justified to interview both internal and external parties to get a better understanding of the current practices and interpretations of the process.

It is important to acknowledge the critique of qualitative research strategies in order to increase trustworthiness. One of the main critiques is that qualitative research is too subjective, since it often relies

on the researchers' unsystematic view about what is considered significant or important (Bell et al., 2019). Additionally, in qualitative research the researchers can sometimes form close personal relationships with the people who are being interviewed in the study. Therefore, researchers can find it difficult to distinguish their position as social scientists from their subjects' perspective. Another downside with qualitative studies is that it is more difficult to generalize the scope of findings and that the study lacks transparency (ibid.). Thus, when analyzing the data, it is often not obvious how the analysis was conducted and not always transparent how the researchers arrived at the conclusion of the study (ibid.). To overcome this, transcriptions were made of the interviews and summed up and given to the interviewees, to ensure that the results were not misinterpreted. Further discussion around potential quality issues in the research process and mitigation of them will be explained in section 3.6.

3.2 Research Design

With research design, the framework for how collection and analysis of data were made are presented. The research design needs to be suitable both for the research questions as well as in relation to a certain set of criteria based on the chosen design (Bell et al., 2019). It is important to distinguish between research design and research method, where the research design guides the execution of research method and data analysis. When deciding upon which research design to conduct there are several dimensions that need to be prioritized among, such as how important it is to be able to express casual connections, generalizing to larger groups of society, understanding behavior in a specific context, and/or if temporal understanding of social phenomenon are prioritized. By discussing research design the quality of the research conducted can be evaluated. Due to the purpose of this research and the research questions we are using a single case study as our research design. The appropriateness of conducting a case study will be discussed further in the following section.

3.2.1 Single Case Study

When answering our research questions about defining a current project process and how sustainability is integrated within it as well as establishing how to improve it, a single case study was conducted on WIMP. As Whitehead and Yin (2003) presents, for research questions that are of a more explanatory nature, answering questions such as what and how, case studies are favorable as they provide an ability to study operational links in a real setting. Furthermore, Bell et al. (2019) present that the goal and usefulness of case study design is that it has the ability to provide a deep understanding of a complex problem. This case qualifies as a complex problem because working in projects involves a lot of different actors working together and the literature on the topic is limited within their specific industry. Furthermore, in the literature it is evident that the majority of organizations perform project management in different ways. Thus, without closely examining a specific organization within the industry the operational links would be hard to identify. To ensure a deep understanding of the case, all employees at WIMP were interviewed as well as some of their clients in order to fully comprehend the issue. With a case study, project management in creative industries is therefore able to be examined contextually in order to grasp the dynamics between creativity and project management while enabling the full width of the process to be analyzed, without compromising the depth of the study.

WIMP's project management process provides an interesting case when it comes to understanding the complexity of work processes for creative firms working in a project-based environment. WIMP as a case provides insights into how an organization works with project management while providing a broad variety of clients with sustainable solutions and communication. As WIMP are eager to understand their own process, this case provides an opportunity to understand and develop the process by integrating findings from previous literature and directly from WIMP's personnel. Hence, studying this case enables both theory generation and theory testing in an abductive manner.

3.3 Research Method

In this section the research method of the conducted study will be explained in detail. A research method is the technique for the process of data collection (Bel et al., 2019). Furthermore, research methods are closely associated with research designs, where the design of the research guides the execution of the research method and the analysis of the subsequent data (ibid.). In this chapter, how both the secondary and primary data collection was conducted will be presented.

3.3.1 Secondary Data Collection

Secondary data is data collected by other researchers. The usefulness of secondary data is extensive, as long as it represents high quality research (Bell et al., 2019). In order to ensure quality, several inclusion and exclusion criteria as well as keywords have been used when reviewing the literature and are outlined in section 3.3.3.1. Secondary data aid in justifying the relevance of the research questions as well as the research design (ibid.). In our research, we focus on what Bell et al. (2019) present as constructing

intextual coherence and problematizing of the situation, often used in qualitative research composition. It is important to tell a story to the reader, to both present what has been found in literature before that can give light to the problem of interest, as well as problematizing the situation at hand and what gaps in literature need to be evaluated and explained further by research.

3.3.1.1 Literature review

As a first step in the research process, after formulating the research questions, previous literature on the topic was searched and formulated into a literature review. The literature review provides a deep understanding of previous findings on the topic of interest, as well as a critical reflection on their meaning for the research subject (Bell et al., 2019). The literature review provides the theoretical ground for the data analysis. The literature review is composed of an introduction to project management and its historical development, the main challenges in project management as well as more specific findings about project management and its meaning for creative industries such as the advertising industry and finally sustainability and its implications for project management and in relation to creativity is presented.

The challenges of writing a literature review is to avoid being biased in what literature to include or exclude. As we had an abductive research process where there is a process of going back and forth between literature and findings to both learn from and build on theoretical knowledge, the so-called systematic literature review was deemed too strict as it as Bell et al. (2019) explains, builds on defining the area of study strictly before data collection in order to systematically review the literature on the topic. As our theoretical understanding evolved over the course of data collection, a narrative review, often used in inductive research, was more appropriate. A narrative review provides flexibility and ability to include a wider range of topics as new insights were gathered. However, the risk is that it becomes less focused and somewhat biased, but Bell et al. (2019) discuss that a narrative review may be more suitable for qualitative research. With that said, a combination of the two is growing in popularity, where the importance of detailed explained procedures taken in the literature search and what quality criteria is taken for assessing what literature to include or exclude are highlighted, yet not as strictly as in a pure systematic literature review (ibid.). Based on that reasoning, we are consistent and transparent with what keywords are used and why, and our quality criteria such as that only peer reviewed articles are included, see Table 2 and 3. When deemed relevant, sources discovered or cited in literature found when using our keywords have been included in the review in order to validate the review and make it more exhaustive, as long as they fulfill the quality criteria. Additionally, only literature found on the databases Google Scholar and GU Library "Supersök" have been used. Furthermore, the focus when searching and selecting literature was based on the research questions, to ensure an unbiased selection of topics of interest.

Key Words

Project Management	Creative Industry	Sustainability
• Traditional Project Management • Waterfall Model Traditional Project Management • Traditional Project Management Stage Gate Process • Modern Project Management • Agile Project Management • Mixed Method Project Management • Combining Traditional and Modern Project Management	• Project Management Advertising • Project Management Marketing • Process Advertising Agency • Project Management Creative industry • Creative Project Management	• Sustainability in Project Management • Sustainable Project Management • Sustainability to Creativity

Table 2. Keywords used in the Secondary Data Gathering.

Inclusion & Exclusion Criteria

Inclusion Criteria	Exclusion Criteria
• Include all articles relevant to the topic regardless of year of publication • Peer-reviewed academic articles • Consultancy reports • Publications written in English and Swedish	• Blogs, social media and news articles • Sources relating to project management with its main focus on a certain industry other than the creative industry • Publications in other language than English and Swedish • Not peer-reviewed articles

Table 3. Inclusion & Exclusion Criteria for the Secondary Data Gathering.

3.3.2 Primary Data Collection

Primary data is the data collected directly by the researchers (Bell et al., 2019). In our research the primary data was based on interviews with all employees at WIMP as well as two of their clients. The choice about the methods used when collecting the primary data was made based on its ability to provide valuable insights in order to answer the research questions. Furthermore, the methods for primary data collection were deemed relevant due to the selected research design of using a single case study where the involved actors' understanding of their reality is in focus. The following chapters outline considerations about how sampling was made and its size, how an interview guide was developed, a description of participants (see Table 4 and 5) as well as considerations for how the interviews were constructed.

3.3.2.1 Purposive Sampling & Snowball Sampling

Purposive sampling is commonly used in qualitative research as it enables a focus on the research question while sampling. As Bell et al. (2019) highlights it is important to not confuse purposive sampling with convenience sampling which is merely choosing based on what is closely available to the researcher. Purposive sampling is done with the research question as center and therefore the research question needs to be relevant and well thought out before or in conjunction with when sampling occurs. Bell et al. (2019) present that for case studies several levels of sampling can occur as first the case needs to be sampled, and then sample units within the case. As Bell et al. (2019) discuss, the research question gives indication on what sample is needed. Since the focus in our research is not on providing a representative sample but analyzing a specific case, purposive sampling provides reasoning around what the unit of interest is and what is needed for fulfilling an adequate in-depth analysis. Purposive sampling enables access to relevant individuals based on the purpose of the research. Our choice of analyzing WIMP is carefully decided due to their way of working, their competitive environment, and our interest, also referred to as a "typical case sampling" by Bell et al. (2019). As WIMP primarily works project-based in a creative industry they are a suitable case based on the purpose of this thesis; to describe how a creative organization actually works with project management. Subsequently the subjects for data collection were the employees at WIMP as well as a selection of their clients due to their knowledge and experience about the project management process at WIMP since they all are a part of the projects performed in some way. Clients can provide other insights as the receiving end of WIMP's process where they might identify potential unclearness in the process, strengths of it and/or improvement areas that the employees at WIMP might not have thought of. The clients were selected and given to us by WIMP, as they believed them to be able to provide insights on the topic. This type of sampling when one of the respondents propose other participants for the study is referred to as snowball sampling according to Bell et al. (2019). This was used as the CEO chose the clients based on what would be the most suitable for this thesis. As we did not select the clients there is a risk of them being biased towards WIMP. Nonetheless, it was still considered important to get this perspective of WIMP's project process and thus it was deemed necessary to include them in the sample, but the risk of bias was acknowledged when analyzing.

3.3.2.2 Sample Size

Sample size is the number of units selected from the population. When discussing sample size, the term saturation is often used. Saturation refers to the principle used to assess the adequacy of a sample. As discussed in Bell et al. (2019) it is demonstrated that it is not clear what makes a good sample size and how many responses that are deemed necessary in order to reach saturation. Especially in qualitative research what is a relevant sample size differs depending on the research design, due to the complexity of the data collection. Thus, many authors differ in their opinion on a minimum criterion. At the same time, authors also discuss that the sample size should not be too large as it can be difficult to undertake a deep, case-oriented analysis (Onwuegbuzie & Collins, 2007). What can be said is that the size should reflect a conscious decision due to the area of interest. As WIMP is a rather small company with five employees, all employees were interviewed which entailed that the sampling gathered a wide range of data from different points of view in the company and ultimately conducted a maximum variation sampling. Thus, the sample size could not be larger from this unit of interest. Additionally, two external units in the form of company clients were sampled in order to obtain more insights.

Case Company: WIMP

Role Definition	Referred to as	Date & Duration	Character
CEO & Project Manager	CEO	2021-03-03 1:02h	Zoom
Part-Owner, Strategist & Project Manager	Project Manager	2021-03-04 0:55h	Zoom
Founder	Founder	2021-03-10 0:59h	Zoom/Telephone
Art Director	Art Director	2021-03-04 0:43h	Zoom
Copywriter	Copywriter	2021-03-04 0:47h	Zoom

Table 4. Overview of Interviews with Employees at WIMP.

Clients of WIMP

Role Definition	Company Description	Referred to as	Date & Duration	Character
Sales & Marketing Manager	Company within Property Asset Management	Client 1	2021-03-24 0:51h	Zoom
Sustainability Manager	Company within Supplies	Client 2	2021-03-21 0:55h	Zoom

Table 5. Overview of Interviewed Clients of WIMP.

3.3.2.3 Semi-structured Interviews

In this study a semi-structured interview method was used when interviewing employees and clients of WIMP. This kind of research method emphasizes an open-ended view of the research process (Bell et al., 2019). The semi-structured method is often considered less structured than a standardized format and allows flexibility, which enables the researcher to vary the order of questions and follow up on leads and clearing up inconsistencies (Bell et al., 2019). However, in general, the same questions are asked, and a similar wording used in every interview. Hence, using semi-structured interviews allow a clear focus by framing and understanding issues based on what the interviewee views as important and their understanding of behavioral patterns and allows a greater focus on our research topic compared to having an unstructured interview process (ibid.). However, compared to an unstructured process a semi-structured approach can be at disadvantage due to that having an interview guide can steer the interviewee into a direction where the unstructured interview would have provided greater insights in complex issues. Nonetheless, for this research semi-structured interviews were deemed suitable as the interviewee were asked to recall previous work processes which might not only be what first comes to mind, and thus by providing an interview guide in beforehand the focus of the interview was known and more comparable insights could be drawn from the somewhat structured flow.

Overall, the disadvantage of qualitative interviewing is that it is not a natural format for the interviewee, which can provide limited insight into the natural language used in the organization (Bell et al., 2019). Additionally, interviews of this type rely primarily on verbal behavior, therefore, matters that the interviews take for granted are less likely to occur during the interview (ibid.). Thus, qualitative interviews are less flexible in exploring issues that appear unexpectedly, even if they may turn out to be important to the study (ibid.). Leading questions were not used to allow the interview to answer as freely as possible. To mitigate the risk of losing flexibility, the interviewees were reached out to after the interviews were conducted to ensure that their responses were framed in a correct manner. This will be further explained in the next section.

3.3.2.4 Interview Guide

In semi-structured interviews, the researcher often uses an interview guide to cover questions associated with fairly specific topics. Using an interview guide does not necessarily mean that questions need to follow the outlined guide and even questions that are not included in the guide can be asked based on the direction of the interview. The purpose when formulating the interview guide is to come up with certain topics and formulate questions around the topics to answer the research question (Bell et al., 2019). Before the actual interview took place, all interviewees received a sample of the interview questions in order for them to prepare and possibly find relevant information. Sending out the interview guide in advance also strengthens the dependability of the research. This approach might not always be appropriate, since sending the questions beforehand might not lead to truthful and spontaneous answers. However, since the purpose of the interviews was to get thought-out answers of previous working

methods used in projects and ideas on how to improve their process, sending the questions and topics before the interview was considered the best option. Two interview guides were used, one for the employees at WIMP and one for the clients (see Appendix A; Appendix B).

3.3.2.5 Conducting the Interviews

The primary data collection is based on seven interviews, which is as mentioned the total number of employees at WIMP and two of their clients. Even though two interview guides were formulated and used as the foundation of the interviews, the procedure for interviewing the employees at WIMP and their clients were the same. To set the agenda for the interviews the interview guides were developed, and these were mainly based on secondary data, i.e., literature about project management and creative firms work processes. The interview guides acted as a foundation for the interviews and ensured that all topics were covered at least briefly. The reason for this was to be able to compare and contrast the data from all interviews. Nonetheless, to ensure no topic was overlooked, each interviewee had the possibility to add further information or bring up topics at the end of each interview. By doing this, a more nuanced result of how each interviewee viewed the social world was achieved and the risk of being subjective decreased. Additionally, to strengthen the quality of the interviews, one peer-test interview was conducted in beforehand to improve the interview guides. This is always desirable according to Bell et al. (2019) as it limits any persistent problems to emerge after a few interviews have already been carried out.

All the interviews were conducted in Swedish as it was the primary language of all respondents. Furthermore, all interviews took place online through Zoom since it is encouraged to work from home right now if possible as it is currently not safe or recommended to meet in person due to the global pandemic of Covid-19. However, one of the interviewees had problems with internet connection whereas we had to switch to speaker-mode on telephone. Nonetheless, even though there is a risk of having these technical problems in online interviewing, the advantages of using online tools such as Zoom is that it still enables face-to-face interaction, it is more flexible, convenient and time saving (Bell et al., 2019). The interviews took approximately one hour to complete, and each interview was recorded and later transcribed. It is beneficial to record interviews since it helps to give a more thorough understanding and repeated examination of each interviewees answer. It also helps overcoming the subjectivity issue, since it counters the bias accusations (Bell et al., 2019). Furthermore, in order to increase the trustworthiness of the research respondent validation was used. Respondent validation is the process in which the interviewees are requested to give feedback on their answers (Bell et al., 2019). Each respondent received an individual summary on e-mail of the main takeaways from their interviews. Based on that summary, all respondents answered and either confirmed the findings or suggested changes and clarifications. By confirming the research findings with the respondents, the research credibility increases as it enables the interviewees to confirm that their social world has been understood correctly and rightly framed.

3.4. Data Analysis

This chapter presents how data was analyzed and conceptualized along with its implications on the quality of research. Data analysis is about making the data collected more manageable by ultimately reducing the data into sensible pieces of information (Bell et al., 2019). The data is interpreted by linking the process of making sense of the data with the research question(s), as well as with the literature framework. In data analysis, thematic analysis is one approach mainly used in qualitative research. In thematic analysis, data is first coded which entails that each transcript is categorized into different labels based on the topic discussed. Thereafter, these coded texts are searched for recurring codes within each transcribed text as well as across transcripts in order to find links between them which are composited into themes (ibid.). How the method for data analysis was performed in this research will be further explained in the following section.

3.4.1 Thematic Analysis & Coding

In this qualitative study, the conducted interviews have been used as our main source of data where thematic analysis and coding have been used to analyze the findings. As Bell et al. (2019) present, qualitative interview material often contains a large amount of unstructured data and thematic analysis is a flexible strategy which enables systematically structuring and sense making of it. The richness of data is the value of qualitative research but also a challenge due to fewer well-established rules for how to analyze it than there is for quantitative data. Furthermore, the interpretation of the data by the researchers in qualitative analysis has the potential to affect the results of the study since qualitative research relies on the quality of the researcher's ability to interpret the data correctly. It is thus important to maintain a connection throughout the conduction of analysis to the research question to not risk treating themes that emerge too superficially or biasedly. As this research has followed an abductive

reasoning, the themes have both been predetermined due to findings in previous literature as well as emerged from the empirical data. When identifying and evaluating if a certain emerging theme should be included in the thematic analysis, repeating topics in the data and relevance to the research questions has been the main criteria. The themes have been built on grouped codes identified from the interview transcripts. The themes have given the research a basis for creating a theoretical understanding of the data and enabled contribution to previous literature.

To facilitate our coding and thematic analysis we have used the comment section in Google Docs, as well as color-coding. To see how the thematic analysis was structured, see Appendix D and Appendix E for an example of how a piece of the thematic analysis was constructed. Firstly, an ongoing process started after the first interview, where the transcribed material was highlighted in different colors and coded in more general terms. Each code was represented by a unique color. Coding provides a structure to label, separate, compile and organize the vast amount of data that qualitative material often consists of as Bell et al. (2019) describes it. Secondly the codes were compiled and clustered through the predetermined and emerging themes. A theme is a category defined by the researcher through the data and relates to the focus of the research and is built on the codes identified in the transcripts (ibid.). In total, the themes from the transcribed material consisted of 26 themes. Lastly these themes were combined into six aggregated dimensions when analyzing the empirical findings together with the literature review, namely case company, WIMP's project process, internal factors, and external factors. Examples of how the coloring and coding was carried out can be found in Appendix E. Following the structure presented by Gioia et al. (2012), by having a full set of first-order codes (concepts), second-order themes and aggregated dimensions, the data is structured and gives a visual aid in providing a representation of the working process from raw data to analysis. The disadvantages of using this sort of thematic analysis are while data are being torn apart, the context and richness can disappear in the sorting, and thus a delicate process needs to be executed in order to grasp the full qualities of the data (Bell et al., 2019).

In the empirical findings, verbatim interview quotations were used to illustrate the findings to the reader. Verbatim quotations are according to the literature used for a variety of reasons, for instance to illustrate a point, give voice to participants or to provide evidence; or to deepen readers' understanding (Bell et al., 2018). For the respondents to be able to fully express themselves the interviews were held in Swedish but only quotations have been translated in order to reduce misinterpretations. According to Xian (2008) three types of problems are associated with translating interview data: linguistic, social-cultural, and methodological. Linguistic refers to the fact that some words are not existent in other languages. Social-cultural implies the difficulties associated with translating certain words that derives from inherent historical and social knowledge. The methodological concern is the problem of how as a translator you possess a certain authority when imposing your knowledge on the cultural understanding (ibid). This was highly acknowledged and efforts to correctly explain Swedish expressions and wording were sought for when using sentences as quotes.

3.5 Ethical Considerations

Ethical considerations are something that needs to be at the center while conducting research (Bell et al., 2019). Therefore, acknowledging the ethical dilemmas and cautiously taking decisions to ensure the study is ethically viable is essential. In this research, several actions were taken to achieve this. To preserve the privacy of the respondents that participated in this research a letter of consent was sent out before carrying out the interviews, see appendix C. The consent included the fact that each respondent identification would be kept anonymous, which is according to Bell et al. (2019) a great concern for achieving an ethical result. Thereby throughout the report the respondents' role is the only description that is transpired. In regard to the interviewed clients, their names were also kept anonymously as well as their company name were kept confidential in order to strengthen the respondents' ability to speak freely. To preserve the anonymity of every respondent, each interviewee was assigned a code name that was used throughout the compilation of this research, which is found in Table 4 and 5, Although the industry that the clients' organizations work within is declared in this research. When it comes to the case company, WIMP has not been kept anonymously, even if there are some dilemmas with publishing the case company's identity, it was deemed as sufficient for this kind of research as well as it was approved by WIMP. In this research, practical implication for the specific case company was a desirable result. Nevertheless, even if several actions were taken to uphold the ethical principles of this research, it needs to be acknowledged that while the respondents at the case company are anonymous, WIMP is still a small organization with only five employees wherefore it could be possible to identify and single out each employee. Albeit to mitigate the risk of harming or invading the employees' privacy, respondent validation was used as a tool to ensure that each employee's truth was portrayed in this research. Additionally, in the consent form, the participants had the opportunity to choose to not disclose their role nor participate in this research.

3.6 Research Quality

For qualitative research trustworthiness with its four aspects of credibility, transferability, dependability, and confirmability, are suitable as criteria for quality. Credibility refers to carrying out research according to good practice and that findings are in line with the social world of members studied. Transferability is related to whether the findings of the research can be generalizable and stresses the importance of thick description. Dependability requires a full disclosure approach where all records of the research process are kept in an accessible way. Confirmability refers to the researcher being as objective as possible (Guba & Lincoln, 1994).

3.6.1 Credibility

To conduct credible research means to explain the description of the process in great detail as well as explain the results in a way that reflects the real world (Guba & Lincoln, 1994). To achieve a credible outcome, in this research it has been provided a thorough explanation and justification of the process as well as the chosen methodology. Moreover, to ensure that the results of the research are credible, respondent validation has been used to make sure that the interviewees answers are portrayed correctly. The respondent also needed to fill out a letter of consent before the interview took place to ensure their approval of participating in the study as well as being recorded, see Appendix C. Additionally, in order to increase the credibility of our literature review, transferability is critical as we have used a narrative approach. To be transparent is according to Bell et al. (2019) especially important in qualitative studies. Thus, consistency and transparency of the chosen keywords, databases and quality criteria has been demonstrated in the methodology to improve the credibility. Furthermore, to ensure unbiased selection of the literature the searching of the topics of interest has been based on the formulated research questions.

3.6.2 Transferability

Transferability or generalizability refers to the question of the result of a research can be generalized beyond the specific context and is especially a concern with conducting case study research (Bell et al., 2019). However, as Flyvbjerg (2006) discusses, in-depth cases can provide reliable and concrete context-dependent knowledge, and the strength is the particularity and not generalizability. Bell et al. (2019) further mentions that many do agree upon that case studies can aid in developing a deep understanding of complex problems while concentrating on a unique case, where the focus is not on doing generalizations.

3.6.3 Dependability

To demonstrate trustworthiness in qualitative research Guba and Lincoln (1994) suggest that dependability is important to ensure that complete records of all phases of the research process is kept in an available manner. Therefore, it is essential to providing comprehensive and consistent data of the conducted research. Dependability involves adopting an auditing approach, in which peers both during and at the end of the research are crucial in order to justify the findings and if the procedure has been carried out in a correct manner (Bell et al., 2019). Wherefore, supervision meetings along the course of the research have been critical in order to increase the dependability of the study. Along with the fact that secondary sources have been used to complement the findings from primary data to increase the dependability of the study. Furthermore, by transcribing all interviews, which can be accessible upon request, and including appendices of the interview guides as well as a summary of the thematic analysis, see Appendix D: E, it demonstrates the generation of the analysis and increases the dependability of the research.

3.6.4 Confirmability

Confirmability concerns the subjectivity issue of business research. According to Bell et al. (2019) complete objectivity is recognized to be impossible, however it is essential that the researcher demonstrates to have acted in good faith. To achieve this, it should be apparent that no personal values or theoretical inclinations have influenced the findings or process of the research. To overcome this, the interview guide was developed in close collaboration with the literature review. Additionally, the interviews were recorded and transcribed in order for them to be examined repeatedly to avoid any personal values to misinterpret the collected data. Moreover, both were present during all interviews and the transcription was conducted by the researcher who did not actively interview the respondent, and both held an equal amount of the conducted interviews, to avoid forming personal relationships with the case company. Furthermore, leading questions were avoided, and the respondents had the possibility to add further information and topics of interest to avoid our points of view to influence their answers.

4. EMPIRICAL FINDINGS

The empirical findings from the conducted interviews with the employees at WIMP as well as two of their clients is presented in this chapter. The findings are divided into sections identified from the thematic analysis. The chapter is outlined with first a description of the case company and its characteristics, followed by the project process, internal organizational factors influencing the project process, client involvement, as well as challenges in the project process and what the employees identify as future development areas. Finally, the empirical findings from the interviews with WIMP's clients are presented separately.

4.1 Case Company Description & Characteristics

To understand WIMP's project process, it is essential to be familiar with their organizational characteristics as well as values to gain insights of the context and premise which lays the foundation for their projects. During the interviews with the employees at WIMP everyone discussed how WIMP as an organization works with clients in a project-based form. The Copywriter discussed the company role as being a consultant for clients, where it is emphasized that WIMP is viewed as a resource for their clients. The Copywriter highlighted the following:

> "We are consultants, different from manufacturing companies where organizations sell standardized services, it is not our organization which is in focus for ourselves every day, it is someone else's organization, where you have to keep up with what is happening in their environment." Copywriter

A key characteristic of WIMP is that they have integrated sustainability into their business idea and sustainability is explained as the foundation of how they want to run the organization. Regarding the employees' own perception of what sustainability is, two definitions of sustainability are mentioned by all the employees. Two of the employees mentioned the Brundtland definition and the other three mentioned the triple bottom line. However, two of the employees highlighted that WIMP does not formally have any decided definition of sustainability that has been integrated in the organization. Moreover, it was explained by the CEO and the Copywriter that WIMP mainly focuses on the environmental aspect and the Copywriter further expressed:

> "The acknowledged definition is our definition, but we focus - or rather try to focus - on the more environmental aspect of sustainability as this is where we have the most experience of working in."
> Copywriter

WIMP produces communication in different forms and all employees elaborated on the importance of creating meaningful change with their work. In fact, the foundation and mission statement of the company is as the CEO described it to create a meaningful change for their clients. This ambition was evident from all interviews, where the employees highlighted the company role of being that partner for clients in developing communication and strategies to share knowledge, inspiration, and change. While sustainability is a topic for change that all employees mentioned as a common theme in many projects, WIMP also works with projects related to change that do not focus explicitly on sustainability. The CEO discussed that WIMP has developed their offering over time to involve a more strategic offering that focuses more on building knowledge and inspiration rather than only creating communication campaigns. The Founder also discussed that the offer has evolved over the years to focus more on being in both the definition and production of a client's communication work. WIMP's purpose as a company were described by the Founder in this way:

> "WIMP's catch-phrase is to accomplish real meaningful change as well as behavioral change instead of continuous improvement in clients' organizations." Founder

All employees discussed that the employees of WIMP all have great competences within their field and that clients' needs most often are met. The CEO mentioned that it is a common realization that WIMP plays an important and significant role in the clients' process as it is up to them to think big and be bold. Moreover, it is expressed that WIMP almost always is spot-on in their deliveries and ideas. The Project Manager explained that with their experience and familiarity with clients from different industries it is advantageous for clients to have WIMP in their discussions as they can contribute with a different perspective and views from outside their field. Thus, it is evident from the interviews that WIMPs project process is influenced by the organizational characteristics of being an advertising agency that focuses on sustainability by creating meaningful change. By mainly focusing on helping clients change it is crucial

for the organization to keep up with what is happening in the clients' industries as it needs to be considered when carrying out projects for them.

4.1.1 Balancing Creativity & Structure in Project Management

WIMP as a creative organization leads us into creative work and its implication for project management. The CEO discussed that the creative process allows incredible opportunities for finding innovative solutions in projects. It was also implied that by finding methods and processes for how creativity leads to this, it could help the organization to be concrete in their work which in turn affects the clients' satisfaction positively. The Founder explained that turning concepts upside down and thinking outside the box releases enormous creativity in projects. In order for the organizational members to think outside the box the Founder said that WIMP's process is purposely very open to allow insights throughout the duration of a project. The Copywriter discussed that creative work in many ways is an individual work and even if you do it together, in the end it is the individual who produces it. In contrast, the CEO highlighted that it is important that everyone is included in the creative process:

> "[...] the creative process is not an individual phenomenon in the process, it is just as important that it is clear to everyone and that everyone is involved in it." CEO

It is highlighted among the employees that even though WIMP is a creative organization, they are still in need of structures and frameworks while working on projects. According to the Copywriter there is a misunderstanding of creative work, that it does not require any structure at all. The Copywriter highlighted that in order to be creative when working with fulfilling goals and finding purposes it is important to have a clear framework and conditions for what is required. Otherwise, being completely free with no boundaries makes the creative work difficult as there are no limits to what is considered possible. The Art Director discussed that being completely free in creative work can be too time consuming. Furthermore, the Copywriter highlighted that the time plan and quotation set some sort of gates in the project and relating to these gates makes it easier to keep focus, as otherwise the creative work of the project might go on forever. Hence, the Copywriter discussed that it is important to decide on a solution and idea at some point in order to be able to move forward. Furthermore, the Copywriter highlighted the difference between different types of creative work:

> "But then again, it is not just for the sake of it, it is what the work is about, we are not painters or authors, we are creative with a purpose." Copywriter

The Project Manager discussed that it is important not to over-administrate projects and adds that it is not something that is of personal enjoyment. Hence, administration is not something that is always prioritized. The Project Manager mentioned that administrative tasks such as follow-up on projects get a low priority when other things need to be done that are more urgent. Then it can be hard to gather people and put down the necessary time to prepare for these follow-ups. The Project Manager therefore highlighted the following:

> "You want to CREATE - or at least I want to, I am quite bad at administration, therefore I guess I find it kind of boring". Project Manager

Besides that, the Project Manager also highlighted that projects that are clearer in their context can be more closed and structured while in contrast projects that are vaguer are open and can be more strategic in the process. The Copywriter also mentioned that some projects due to their character do not need the same amount of structure as other projects. For example, if you get a press-release due tomorrow on your table, then just do it straight away. The Project Manager discussed this two-part ability as something necessary while working with project management. To manage projects with tools of a more administrative character and theoretical methods while at the same time allow for creativity and create change together with a group of people, both internally and externally with clients and others. Although formal processes are necessary the Copywriter also explained that their project process needs to balance both formal and informal aspects. The Copywriter highlighted that it is important to not be too stuck on processes and structures as changes along the way always occur where they must adapt to clients' needs:

> "As we are a small organization, we need to be agile and quick on our feet". Copywriter

What can be said about working with project management as a creative organization such as WIMP is that it is a difficult topic to balance creativity and structure as time on more urgent matters often entails that activities such as administration do not get prioritized. Although it is highlighted that creativity in fact

needs to be structured as it is important for the employees to have a framework to relate to when they work creativity in projects.

4.1.2 Combining Sustainability & Creativity in Project Management

WIMP characterize themselves as a sustainable oriented organization and when relating sustainability to creativity all but one of the employees discussed that they believe sustainability has the ability to release creativity. The Founder mentioned that it is very creative how sustainability challenges you to think about how to do things differently. The Project Manager further highlighted how sustainability makes you see things in new ways:

> "I believe that if you really take on a sustainability perspective then it is about seeing the world in a new way, and that is really what creativity also is about, creating new ways of seeing things." Project Manager

The Art Director discussed how the creativity that comes from sustainability also is about adapting to different client's perspectives and knowledge to be able to add the right number of sustainable elements at the right time in order to meet clients' needs and readiness. The Copywriter discussed that in some ways sustainability and creativity are not the same thing, but that sustainability sets the framework for their work, as all clients talk about sustainability nowadays, thus it is important to do it in the right way and not risk being accused of greenwashing. The Copywriter further highlighted that helping clients become better at sustainability is more important than WIMP's own sustainability agenda, since they are a small organization that have the ability to help clients reach higher with their sustainability efforts. Additionally, the majority of the employees highlighted wishes about how their sustainability work in the future should be able to reach beyond their own business and clients. The Founder discussed the importance of changing norms in societies and that it is something that WIMP has worked with for a long time in their work. Thereby sustainability is highlighted as something that can enhance the creativity in the project process and the importance of meeting clients' needs in sustainability is further emphasized.

4.2 The Project Process at WIMP

While aiming to explain the project process at WIMP, all the employees mentioned a similar process in their projects. The explained process can be deduced to consist of five stages: initiating the project, ideation, production, delivery of project and evaluation, as visualized in Figure 8. Although, three of the employees highlighted that it can vary from project to project. The Project Manager put it like:

> "[...] so all projects share this process in some sense, but the weight of the different steps differs." Project Manager

| Initiation | Ideation | Production | Delivery | Evaluation |

Figure 8. Own Rendering of WIMP's Project Process.

It was further emphasized by both the Founder and the Project Manager that the project process also depends on the type of project, for instance certain projects are pure strategic questions and other concerns solely implementation, and these types of projects require different process approaches. The Copywriter mentioned that even though a process, time plan and budget is set at the beginning of a project, it is still very common that changes happen along the way which the project team need to relate to throughout the project. The Project Manager further highlighted that deadlines are set continuously in the project. This is also something that was highlighted by the Copywriter, as it was discussed that they use a sort of stage gate approach. Nonetheless the Copywriter elaborated the following:

> "In big organizations the process is a lot more complex, for us project management is more what is the mission of the project, how do we deliver, how does the stages look like, all along to goal fulfillment and in a best scenario evaluation." Copywriter

4.2.1 Initiation of a Project

The initiation of a project entails that WIMP receives an inquiry from a client, which either can be a problem or an idea that the client in question has. It was described by the CEO that the first step from then on often is a brief meeting with the client thereafter a quotation is formed and sent to the client. The Art Director also discussed that when it is a new client the project team can have an internal brief

meeting before meeting with the client to be better prepared. The Project Manager and CEO further elaborated that after the brief meeting it is essential to understand and interpret the problem the client has into an actionable plan that consists of a time plan and budget for the project which is included in the quotation. The CEO also mentioned that, if necessary, the quotation is also discussed with the team members and further clarified the process of writing a quotation:

> "So, I compile everything I can about the project and sometimes more brief meetings are needed [...] then I write a quotation or a cost estimate where I have interpreted the brief and where you agree more on what is to be done and in what way." CEO

After the client has agreed upon the project process and approved the quotation the dedicated project team meets up for an internal initiating meeting. The CEO explained that the work tasks and how the work needs to be done is presented and decided during the meeting. The Project Manager and CEO further mentioned that once the project has been approved a time plan is set internally as well as how many hours each team member has on its hand, in order to be able to meet the external deadlines. Nonetheless the Project Manager mentioned that the details of the activities are not excessively planned:

> "It may not be so that a time plan is made which includes all small internal tasks, it is more what we agree upon." Project Manager

4.2.2 Ideation in a Project

The ideation stage of the project was not explained by the employees as something formalized or standardized, rather it was explained as something that happens organically. Four of the employees mentioned that both ideation and selection of an idea is a collaborative process. The Copywriter also mentioned that even though it is mainly a collaborative process, ideation also takes place individually; but that is primarily when it comes to ideas that are related to someone's own work activities. A majority of the employees highlighted that it is advantageous to be as many as possible to receive as much input as possible on ideas, wherefore organizational members outside the project team can be included into this stage of the project process. The copywriter expressed this like:

> "Volume means something - quantity often leads to quality I would say." Copywriter

In regard to presenting the idea to the client four of the employees mentioned that it is better to only choose one of their ideas when presenting in order to be clear toward the client. The CEO mentioned that other agencies can sometimes present multiple options to clients but explained that this is not something that WIMP does as it can be perceived as confusing for the client. Even though only one idea is presented to the client, correction and revision of the initial idea is explained as something common among the employees in order to make the client satisfied and the Art Director explained the idea to be more of a concept. The CEO also elaborated that the idea presentation in the initial meetings is more of a dialogue where sketches are presented, and discussions around more open-ended questions are in focus. It was further discussed by the CEO as an iterative process:

> "Suddenly the idea might be completely different, then the idea that we suggest for that organization is something completely different than what we first suggested." CEO

4.2.3 Production of Project Deliverables

Following the ideation stage, a project enters the production of a project. This part of the process is not something the Founder is very involved in anymore, as the Founder works more with the overarching goals. In this step of the process. The CEO discussed that there are several check-up meetings in order to keep the project on track while production is going on to make sure it can be delivered before presentation. The number of check-ups in the production is dependent on how complex the project is and how many that are involved. The majority discussed that the production step differs depending on the project. The Project Manager and Art Director explained the production of a project to sometimes be more iterative where you test and go back to the drawing table, in order to come closer to a realization of the work. As the Copywriter elaborated, when the ideas are accepted and anchored with clients you sort of know where you are going and what direction the production will take. The Copywriter then highlighted that the production of a project can involve different sort of productions:

> "After acceptance of the idea you fix it up, steer the work and become more precise, produce what it is supposed to be delivered in forms of concept, main message, tonality, graphics, pictures or whatever it could be." Copywriter

4.2.4 Delivery & Evaluation of a Project

Towards the end of a project there is a final presentation to the client which is followed by some time for correction and then the final delivery is made. At the end of a project all employees discussed that it would be good to have an evaluation of at least the larger projects in order to transfer learnings to new projects. All employees mentioned that evaluation of projects have happened in the past, but that right now it is not usually done in a structured way. As the CEO explained they used to have a kind of structured evaluation of selected projects where they discussed things like meeting goals, time, profitability, collaboration, the clients experience as well as how they should work for the future. However, the last year they have not had any of these meetings because they have had too much to do. Nonetheless, the Founder pointed out that they still have a good ongoing discussion about these sorts of topics in the organization.

4.2.5 Integrating Sustainability into a Project

The project process at WIMP does not currently nor explicitly incorporate sustainability as a step or an individual concept. Two of the employees mentioned that WIMP has not defined specific sustainable tools or methods that could be used throughout the different stages such as in the ideation. Instead, all the employees mentioned that sustainability is something that is automatically integrated in the project process and the Project Manager highlighted that sustainability is the foundation of everything and not something that takes place isolated in a project. The CEO further explained the sustainability aspect of the project process as something intuitive. As the Art Director put it:

> "It is not that you think 'and sustainability too' rather it is part of what we think." Art Director

Two of the employees mentioned that sustainability is something that all their clients talk about. The Copywriter explained that due to sustainability being a topic that is unavoidable it has in extent created a framework for WIMP to relate to. Furthermore, it was mentioned by the Project Manager that there is no "sustainable project" rather it is a perspective that all projects need to have, and three of the employees explained that sustainability is something that is already part of the project character in many instances or requested from the clients' inquiry. Moreover, it was mentioned by the Art Director that WIMP would never suggest an idea that has a bad impact on the environment, therefore sustainable materials are always chosen. Moreover, it was discussed by the Project Manager and Copywriter that even though sustainability is important to think of, WIMP cannot neglect the economic perspective and therefore always need to think about the profitability of projects as well. The Project Manager discussed that it is always a discussion around if something is sustainable enough, as very few things are completely sustainable, hence it is important to balance both the sustainability and economic perspectives:

> "How disruptive should one be and how accepting of a reality that is not sustainable. We also live in a business reality that is not sustainable. It's a difficult discussion." Project Manager

4.2.6 Methodologies & Tools used within Projects at WIMP

Within WIMP's project process, WIMP does not use one specific method for project management in their projects but rather a mix of different tools and techniques are used within the administration of projects. The Project Manager explained that they use a business system, but that system only captures the financial side of projects and their organization. Although they do not use a complete project management system, the CEO highlighted that they use a sort of mapping structure for the project process, in which all information of the project like quotations, original briefing and time plan is found and kept in an accessible manner. Additionally, in regard to the time plan, the Project Manager mentioned that WIMP follows up on time, but it is highlighted that even if a time plan is made, the specifics of each internal activity is not included in it. Moreover, three of the employees mentioned that they have an evaluation template, but that it is rarely used. The Copywriter further explained that for certain projects it can be difficult to measure and evaluate things quantifiable as the work has a more qualitative nature. While there are different tools used and different methods for managing projects within the company, the reason for this might be as the Founder puts it:

> "I haven't really been interested in working with the 'perfect project management model', but of course, I could see the need for it." Founder

4.2.6.1 Double-Diamond Model & Sustainable Innovation Model

Instead of relying on one specific methodology in their project management process, different methods for working in projects were mentioned. The two models that were mentioned by the employees were the Double-Diamond model and the Sustainable Innovation model. The Double-Diamond model is a design model which is a method for designing products or services in a project and was discussed by

two employees. The model is, according to the CEO, useful when it is necessary to explore before deciding what to do, as the approach of the Double-Diamond model is to collect information to create an understanding of what is required before starting with the project. Therefore, when using the model WIMP informs the client that more information is necessary before jumping into the project and the ideation takes place or deciding what should be produced. Additionally, the Art Director mentioned that by using the Double-Diamond model it is easier to grasp and capture what is needed before explicitly deciding on the idea and solution of the project.

> "It is about opening up, closing in and opening up and closing in - simply speaking, so you are in different phases and do not go directly to the solution." Art Director

The Founder of WIMP discussed a project management method that is under development at WIMP, named "Sustainable Innovation". The Sustainable Innovation model is as presented by the Founder as an outcome of a need to concretize the way WIMP works with projects. The employee mentioned that the model is mostly used on project manager levels, as employees in the production are not often involved in the early stages of a project. However, they had a conference around it last fall and recently it was presented internally as well. The model encompasses the whole journey from problem definition to implementation. However, this model was not mentioned by any of the other employees. The Founder believed that this might be because they do not have the same directions, and that it could be difficult for someone to come in and try to implement things from the wrong way. The Sustainable Innovation model is similar to the Double-Diamond in the way that it is an implementation-model. The Founder further discussed that both models probably work, and you could use the model you are comfortable with but that it could be good to synchronize the working methods. The employee saw this as a consequence of Covid-19, that there is a gap in information. Furthermore, the Founder was not present at the review of the Double-Diamond model. However, while discussing the Double-Diamond model the Founder said that it would be much easier to acknowledge that model and adapt it to make everyone feel more included. The Founder expressed an openness to doing this, and believes that it could be a good idea, however the time and strength to do it has not been there. The Founder highlighted that the Sustainable Innovation model have not fully been implemented in the organization and the model is still incomplete and too general wherefore it is still under evaluation:

> "We are still evaluating what is the most optimal way to work with that model, so you could say that it is sort of a process." Founder

4.3 Internal Organizational Factors Influencing WIMP's Project Process

4.3.1 Project Roles at WIMP

While discussing the organizational factors at WIMP that influences the project process, all employees elaborated on the team composition while working in a project. The traditional team composition mentioned by all employees at WIMP is a project manager, an art director, and a copywriter. However, the Founder elaborated that at times external parties can be needed for specific project activities, for instance a motion designer. Moreover, all of the employees mentioned that the roles are flexible in their nature and can shift depending on the requirements for a project. Further the Project Manager discussed that while the roles are not cut in stone each employee is still responsible for managing their own responsibilities that comes with their role. As the Founder explained it:

> "We are not so many at WIMP therefore we need to jump in and help when needed." Founder

When it comes to specifically the project manager role at WIMP, the organization works with designated project managers in their projects. Two employees have "project manager" in their role description however sometimes the other employees work as project managers as well. The CEO, who is one of the designated project managers, highlighted that both project managers have a long experience and knowledge from the role, so they are confident in their work. According to the CEO, it is up to the designated project manager to initiate a project internally after an initial meeting with a client and choose a project team based on competences. Therefore, the project manager distributes the workload and informs the project team of a time plan and how many hours each member has to distribute. The Project Manager explained that the project manager also is responsible for each project result to meet the internally defined parameters, which are in regard to financial considerations as well as relevance and quality. Moreover, the CEO explained that it is crucial to measure the project manager's overall accomplishment against the estimated forecast to be able to predict the future better. For instance, WIMP measures the turnover rate, profitability, and time consumption of the projects to be able to forecast i.e., how many assignments, customers and sales that the organization can take on in the future. the Founder explained that the project manager also should divide the responsibilities. For instance, it

should be up to the project team to keep track of how many hours they have put on each project to ensure that they know the level of ambition a project requires. Nonetheless, the Project Manager stressed that the ultimate responsibility falls on the project manager towards both the work group and the clients. The CEO explained the role of the project manager as the primary contact person with the client throughout the project but according to the Art Director the person who is responsible for having contact with the client varies depending on the project managers' involvement in each project. Therefore, sometimes the project team can be responsible for the client contact. According to the Art Director, one of the project manager's styles is focused more on producing together with its team while the other is more focused on administration and uses more managerial steering rather than being involved in the actual production:

> "The two project managers that we have do it in very different ways." Art Director

4.3.2 Collaboration & Communication within the Project Team at WIMP

During the interviews the employees acknowledged that WIMP's project process is efficient due to their employees' close personal relationships. The CEO, Project Manager and Copywriter have worked together in previous work situations and everyone in the organization has been there at least for a few years. The CEO discussed that it is important that everyone is included, however it is emphasized that everyone has different competences and hence cannot be included in everything. The Project Manager explained the collaboration at WIMP as:

> "I think we survive on being such a well-oiled machine. It gets very effective, you don't have to over-work it when everyone gets it, then you work fast, everything doesn't have to be said or checked off because you already know it will work." Project Manager

It was expressed among the employees at WIMP that they enjoy collaborating and working together as a team. According to the CEO and the Project Manager the most fun part of project management is to work together and lift each other's competences. In the project process, it was mentioned that they have meetings where everyone joins together in a collaborative effort, for instance in ideation, but that the process also consists of individual work or collaboration between only some of the project team members. The Copywriter highlighted the joint responsibility:

> "it is not like someone has the obvious mandate, or that you have some sort of a top-down approach." Copywriter

Almost all of the employees mentioned that they enjoy working in a non-hierarchical and self-leading environment. The Founder of WIMP meant that it is important to view each person's strengths and weaknesses, where some might be more self-servant and others need more structure and guidance from the project manager. The Founder believed that the most optimal workflow is achieved when people are free to be self-organized and knows what to do. The Project Manager explained that what makes WIMP trimmed is due to their alignment and that each employee is self-organized which makes the work very effective. According to the Copywriter and Art Director, self-organization and self-leadership is something that they find enjoyable in their work at WIMP. However, the Art Director mentioned the downsides of this as well:

> "We work a lot individually and have our own control of things, but sometimes it is full in the head and you lose things." Art Director

Communication between members in a project team is according to the employees something that is a constant discussion rather than through only planned events. The Copywriter highlighted that the project process incorporates different planned meetings, however it is also important in creative processes to dare to speak up and tell others what you are thinking of throughout the process. The CEO mentioned that this discussion is what makes a project move along but that planned meetings are an important and large part of the communication in projects. The CEO further mentioned that the communication with team members can have different characteristics depending on the topic of discussion where more formal communication such as decisions and corrections is communicated through e-mail or meetings while other discussions take place informally at the office or on the application Slack, especially in the current situation with distance work. The Copywriter also discussed informal communication at the office as the normal way of communicating while working on projects, but which nowadays happens digitally. The digital communication is according to the Copywriter working pretty fine as well. The Project Manager and the Art Director mentioned the weekly Monday meeting where all current projects are discussed as well as what will happen in the week to come, and the Art Director further highlighted the number of meetings held at WIMP:

"Well, there are meetings all the time, reconciliation in the projects and things like that." Art Director

4.3.3 Feedback within the Project Team at WIMP

When discussing internal feedback and how it influences the project process it is evident that it is most often not a formally structured process at WIMP. The Founder of the company discussed that internal feedback has been communicated in both how it should be delivered and met between the organizational members. The Art Director did not discuss internal feedback much but did highlight that it used to be a better process but due to both a current smaller workforce and remote work some of it has been lost in the turbulence. The Project Manager does not experience that feedback is a reflective process or has a certain agenda. Rather, the Project Manager explained the internal feedback process in the following way:

> "[...] feedback is not a structured process in our organization, we don't do it more than that it is feedback ongoing all the time". Project Manager

According to the CEO it is important to distinguish between work meetings and tuning meetings in order to make the discussion points clearer, since the internal meetings have different agendas and structure for feedback. Depending on which sort of meeting it is, internal feedback is specifically given in the tuning meetings where the project team brings their work. Furthermore, the moderator of the meetings differs where sometimes the Art Director or the Copywriter leads the meeting, and not the project manager. According to the Copywriter feedback is about giving and taking and emphasized that it is always good to let things circulate within the group wherefore it is important to let both the project team as well as project manager to make their points:

> "[...] it is always good with having someone else's point of view on things." Copywriter

4.3.4 Knowledge & Experience within the Project Team at WIMP

During the interviews, it was elaborated that knowledge and experience has influenced how the project management process has turned out like. Regarding education, WIMP has not had any formal internal education in project management within the company. However, the CEO mentioned to be educated within project management and that others in the organization probably have as well in the past. According to the Project Manager some courses have been taken but most of the insight comes from experience and being self-taught within the topic. All employees discussed that everyone in the organization has a long working experience from projects and are educated in their fields which makes them knowledgeable in their work. The Art Director highlighted that knowledge within project management is something evolving over time:

> "It is more something that evolves more and more when you have worked a long time, but it is not something I have taken a course in or anything like that." Art Director

The CEO mentioned that employees get paid time to educate themselves on different topics and that they continuously attend workshops that are relevant to their work. They have also worked with projects as cases in internal workshops. By having these kinds of educational sessions in for example personas, the CEO expressed that they have been able to find tools that they can use to validate their work:

> "Common methods and references give tremendously for both collaboration, ideation, process and results. THAT is something you want more of." CEO

The Art Director discussed the importance of being updated to keep up with changes, especially within sustainability. Furthermore, both the Art director and Copywriter mentioned that WIMP keeps themselves updated through newsletters, takes parts in seminaries as well as through their clients and external courses. The Copywriter highlighted that as an advertising agency it is important to be updated on their clients' industries to know what is happening. However, the CEO discussed that it would be beneficial to have greater awareness about how the organization wants to work with project management and how to become better at it to create even better results and also have more fun in the project management process. Moreover, the Art Director elaborated that it is just as important for WIMP to be updated on new rules and policies that appear in relation to project management as in any other subject in order to be able to sell their concepts to clients. As the Art Director put it:

> "When it comes to projects, to keep updated in those topics and have internal education, or that you read up on things, that is important and could be done more". Art Director

When it comes to knowledge and experience in sustainability, the CEO explained that the employees have a big interest and ambition in regard to sustainability as well as previous experience within the field. It was further explained that as WIMP's employees have worked with sustainability before they have also been able to build a network in the area for a long period of time. Two of the employees mentioned that WIMP is environmentally certified within sustainability, wherefore WIMP has received a special basic education in order to be approved. Nonetheless, no one at the organization is a specialist or solely focuses on sustainability according to their role description. Moreover, three of the employees discussed that they have experienced a change in sustainability in recent years and an increased interest in the topic. The Founder further implied that the sustainability question nowadays needs a completely new approach and highlighted the importance of being updated and educated within the topic. It was mentioned by three of the employees that WIMP continuously keeps themselves updated through reading articles, books, and research within the field of sustainability. This is something that the Art Director highlights take parts both by internal and external efforts:

> "We continuously read and do stuff together, both internally - that you read - but also take part in courses externally." Art Director

4.4 Client Involvement in Projects at WIMP

Throughout the interviews, clients and their impact on the project process was a continuously mentioned topic. First of all, four out of five employees mentioned that the clients they work with have primarily been long-term collaborations that have taken place and developed over the years. Having long-term relationships entails the project process to be clearly understood between them, as each party knows what to expect from one another. The Copywriter and Project Manager mentioned that it is different to work with new and established client relationships. It is expressed that when working with long-term clients the process does not need to be presented and instead there is a continuous dialogue regarding it, as a common understanding of how the work process is functioning is based on previous projects and insights. The CEO explained that when the process is presented to the client it takes place early on but not specifically with every step included, but rather as a dialogue. The Project Manager further mentioned that when working with a client for a few years sometimes the client can express wishes of how they want the work process to be like. Regarding new clients, the Copywriter mentioned that it is good to be clear and present the project process and make sure to explain that it is a collaborative process in which the client should be involved. The Art Director believes differently when it comes to presenting the project process where presenting a thorough model and project process is not that interesting for the client and also sounds very expensive, which is therefore not the best selling point:

> "I am not a big fan of talking about our own work process [...], it is all about the client and what they want to do." Art Director

According to the CEO of the company, WIMP has built up knowledge in regard to client's industries and thereby also been able to create a network. The Copywriter expressed that in relationships trust and confidence in one another is essential to establish long-term relationships, and as they primarily work Business-to-Business it often entails the establishment of long-relationships. Furthermore, it was discussed among all the employees that it is incredibly important to understand clients' needs. Here, the CEO explained that different clients have different wishes. Two of the employees further highlighted that it is critical to understand the viewpoint of the client and their reality. The Project Manager elaborated that understanding the client's internal organization is crucial, as it often implies how WIMP's projects should be designed to be the most suitable for the client. Additionally, the Project Manager and CEO mentioned that it is important to view the clients as experts of their own organization but also acknowledge that WIMP can bring new viewpoints which could be of great importance for the client.

> "We are rarely better on their operations than they are. But we can help them to see things in a new way and of course contribute with our expertise which they are lacking, but they are invaluable in the process." Project Manager

Three of the employees mentioned that they believe that involving the client as much as possible in the project process is important. The Founder explained that the level of involvement with clients is dependent on who is managing the project, where the Founder likes to call the client with changes often. Two of the employees mentioned the importance of having common goals with the client and the Copywriter expressed that showing clients that WIMP works with them and not against them is essential. It is also highlighted by the Project Manager that client involvement is critical for reaching success, although it is emphasized that it is up to the client to decide how much they want to be involved.

The Founder expressed that the client does not need to be involved in all the internal work. The Copywriter also mentioned this aspect:

> "It differs a lot, but our ambition is to involve the client all the time. Not in every element but very frequently and continuously to end up in the right place." Copywriter

It is mentioned by all employees that the client involvement is of especially great importance at the beginning of a project. Three of the employees mentioned that in the very first meeting with the client it is important to listen in to the client to understand their needs and passions. The Art Director explained that it is important that the client recognizes their own voice in WIMP's work in order for it to develop into a successful project. However, The CEO mentioned that from previous experiences it is not good to involve the client too early in order to not be too iterative and open which can make the client might lose faith that WIMP will be able to deliver on what is promised. Both the Art Director and Copywriter highlighted that the process of involving clients has developed over time, where previously the work was a more secretive process, and the clients were supposed to be left out until a finished solution was presented. However, nowadays they believe that clients do not want this "hallelujah moment", they want to feel like they are understood and listened to.

> "The customer must feel that you have listened, it is very much about selling. That you create a presentation where you include what you have talked about so the client recognizes it." Art Director

Furthermore, the clients are involved early on in the process so that they can give feedback on initial ideas. Three employees highlighted how feedback from clients creates the need to adapt the project to the client's inputs. However, as the Art Director mentioned they are good at listening to clients from the beginning and thus it was a long time ago that a client came in and said that they were totally wrong with their ideas. Two employees further discussed feedback from clients as coming from planned meetings with the clients during the project process. At the end of a project, the Founder discussed that while clients often evaluate the project, it is not always something that WIMP is involved in, but it would be desirable from WIMP's perspective. Four of the employees discussed the feedback from the client as an ongoing dialogue with the client during the project process. The Art Director highlighted that an excellent opportunity for feedback from clients is when WIMP has more casual meetings with long-term clients, as these meetings are a stress-free conversation about past projects which could also aid in opportunities for developing future projects with those clients. The Copywriter mentioned that as many clients are long-term the feedback dialogue is a natural part of that relationship:

> "Many clients are continuous clients and not one-off and then we work with them continuously and then you get feedback on an ongoing basis in a way." Copywriter

4.5 WIMP's Identified Challenges within Their Project Process

When discussing how to improve WIMP's project process, the employees mentioned several challenges related to their current project process during the interviews. First of all, four out of the five employees discussed that a challenge while working on projects during the last year with the pandemic is that they have become fewer people in the workforce. The Project Manager however highlighted that they are in the process of scaling up again. As the Founder mentioned WIMP is also in a phase of changes. There were several challenges lifted associated with WIMP being a smaller company. The Founder mentioned that it can be hard to transfer knowledge if someone quits since much knowledge and way of working within the company lies within the employees working at WIMP. The CEO further highlighted that lessons learnt from past projects are transferred through the people involved in the projects who bring that knowledge with them to future projects. The Copywriter highlighted that the characteristics of being a smaller company can make them more sensitive to changes. Furthermore, being a smaller company affects what process can be applied even though the ambition and knowledge is there:

> "Maybe it doesn't have so much to do with the process, but it has to do with the terms. And the terms lay the ground for what process you can afford to have." Copywriter

The majority of the employees mentioned that a challenge for WIMP in regard to projects is the lack of a clear process and two of the employees mentioned that it is a challenge that everyone is not using the same tools. However, establishing a clear process is according to the CEO challenging as the quotation the client accepts steers the design of the project process. The Founder implied that ensuring that decisions are quality assured is a challenge and mentioned that there have been internal discussions around it but yet nothing has been realized. In addition to this, the Founder expressed that working with challenging ideas is exhaustive enough and that this is something that should not be demanded by the

project team every time. The Founder further discussed that the quality of the processes could be improved as it would guarantee a higher customer satisfaction. Therefore, it would be desirable to have frameworks to relate to in the creative work and project process:

"Now we have to reinvent the wheel a little too often." Founder

Another challenge that two of the employees elaborated on is that the project managers working style is influencing the project process. The Art Director explained that a challenge in relation to this is that in the beginning of a project responsibilities and roles can be unclear and not managed in a similar manner and expressed that having distinct roles and responsibilities are preferred as it is easier to get the work done when everyone knows what to do. The Founder also discussed the benefits of having a similar project process regardless of who is the project manager, as it makes it easier for everyone to follow and understand the work process - especially new people. Both the Founder and the Project Manager further highlighted that in order to be able to introduce new employees it is important to establish a defined process.

"It becomes a challenge to introduce someone new. You need processes and different policy instruments to make sure that everyone shares information and understands, that I think we probably need to become better at." Project Manager

A challenge that two of the employees mentioned is the fact that having long-employed project managers often entails that they are comfortable with using the tools and methods that they prefer and are used to. Thus, the Project Manager highlights that it would be better to sometimes think outside the box and question long standing principles and the Founder puts it like:

"I would like a clearer focus on a work process that is easier to follow for everyone because right now it feels a lot like we build a lot based on the project manager's experience, but if we have a clearer process, it is easier to get on the right track." Founder

The Project Manager highlighted that how a project actually ends is somewhat of a challenge. The Project Manager discussed that nowadays when much is done digitally it is easier to keep on working and changing and it is therefore important that it is defined already in the beginning of a project when it can be considered to be done. Furthermore, towards the end of a project the lack of evaluation was something that a majority of employees highlighted. The Copywriter discussed that it is a classic thing in this kind of business that the middle stages, such as the production, gets the most attention and also money wherefore evaluation is not prioritized. Both the Art Director and the Copywriter further discussed that being a smaller organization also affects how they work with these sorts of things as they move on quickly to new projects. Moreover, the Art Director highlighted that an evaluation is even more important right now while working on a distance since it is a new way of working. Three of the employees mentioned that after a project is done everyone is just happy that it is done, and thus the evaluation is not top of mind. As the Art Director put it:

"Everyone is quite tired at the end and then you forget about the evaluation, you forget to talk about how it worked out with distributing roles and what got tricky along the way, that is something you should do in a structured way after each project." Art Director

4.5.1 Challenges Related to Managing Time

The issue of managing time has been a specifically commonly discussed challenge while working on projects during the interviews. The CEO mentioned that they often try not to bother the creative workers by talking about the time left of projects since it becomes stressful. Even though the project manager set the time plan in a project, the CEO elaborated that it is not necessary to micromanage the time, rather it was explained that it is better to inform how big or small the project is, to help the team estimate and navigate in their own time plan. The Founder further mentioned that it is important to understand that it can be hard to evaluate what time is needed for a project since it differs a lot and therefore the focus needs to be on delivering a good job and adding hours when needed. The CEO highlighted the challenge of raising the topic of time:

"In the circumstances where I have said 'now it is 65 hours left in the project' then people panic and freeze, it is not something efficient, it is the opposite." CEO

Three employees discussed that there has been a lot to do lately and thus there has been limited time for structuring different parts of the projects such as evaluation, certain meetings and coming up with ideas. The Art Director highlighted that there have been more projects at the same time going on lately than before since WIMP has redundant staff which make it more urgent to work on production than other

parts of the process or structuring the work. The Art Director thought that it is more important for the project manager to push deadlines away rather than trying to help the project team to prioritize their own work. Being creative also becomes a challenge when not given enough time. A need to find a more distinct way of working was highlighted, but as of now the focus is on meeting expectations on project deliveries.

4.5.2 Sustainability as a Challenge within WIMP's Project Process

When discussing how sustainability can challenge the work in projects for WIMP, the Copywriter highlighted that if anything, it is just a positive challenge. The Project Manager discussed that while sustainability in the past sometimes has been a limitation for work, nowadays and in the future, it is something that is an opportunity to create real change rather than constant improvement that has been the focus area in past sustainability work. However, there are areas where sustainability is still a challenge for WIMP. The Art Director discussed that it could be integrated better towards clients, where workshops with clients could be a tool in which sustainability is the major theme. The Project Manager further discussed that there is a challenge when introducing new employees in the organization that does not have the same strong sustainability background as the rest of them. Thus, it is a challenge for new employees to gain the same level of understanding towards sustainability issues. Furthermore, the CEO highlighted that a challenge is how to use the question about sustainability as a tool for creativity as well as the education in sustainability is lacking in structure and employees do not have individual competence development plans in the area. While the ambition is there, there is a need to concretize it and be clearer about how sustainability can be used as a method and tool for their everyday work. There should be concrete questions in the same way as the organization works with other tools and questions such as when they work with target groups and nudging that would help them understand what values and driving forces they can use in communication. The Project Manager highlighted that a challenge is how to ensure that their project deliverables are sustainable and that unnecessary resources have not been exploited. This is especially difficult if these demands apply for the society and planet at large. The Project Manager implies that this kind of thinking places demands on WIMP's project process:

> "I believe that the most important thing we can do is to have processes and methods that make it possible to integrate sustainable perspectives in relation to how customers view their business and make it possible to integrate the solutions that we propose." Project Manager

4.6 WIMP's Identified Development Areas for Their Project Process

For the future, the employees shared different ideas for how to develop current ways of working within projects at WIMP. The Founder has, as previously mentioned, worked on a new project model named the Sustainable Innovation model. This model is still under development but was developed from the need to understand the way WIMP works in order to make it more defined in what ways practice and theory should be balanced. In addition to this model the Founder also has the ambition to incorporate more theoretical aspects and ways of thinking to the everyday work at WIMP. The CEO and the Founder highlighted that WIMP lacks a more methodical approach to their project process and discussed that it would be beneficial to have a theoretical basis to stand on. Two of the employees further discussed that it would be very interesting to develop parameters for their sustainability work that ultimately help and support their clients to readjust and accomplish change. The CEO explained that it has worked well in the past in the circumstances when they have been able to work with common methods and also as it incorporates a way to verify ideas, and not solely rely on the perspectives of employees. To wider the employee's perspective it is also deemed important to reflect on past projects. Therefore, as all employees discussed, an area that would be beneficial to implement more is the evaluation of projects:

> "It is a continual desire to be better at follow-up on projects." Project Manager

When it comes to structuring the work at WIMP, the Art Director focused on the importance of defining roles in the beginning of projects as well as changing up responsibilities in projects from time to time and that it is an issue that has been on the agenda before, but still needs to be implemented. Additionally, both the Project Manager and the Copywriter highlighted the importance of not being afraid of structuring creative work. The Project Manager discussed that even though the project process as of now works well, it is a point in developing a clearer process for the future that everyone can share which also makes it easier to make sure nothing is missed in projects.

> "We should be better at it. It is a condition to be able to grow as a company, that you build processes and control in some sense, even if it sounds boring, so that everyone can share it and not only the ones working together for 20 years and so." Project manager

The CEO and Founder both discussed how WIMP has a desire to work more in the problem definition phase, to be able to come in more early on in the clients' process instead of just going in for the solutions.

The CEO highlighted that this is something that is well anchored in the organization as it makes strategic sense for them. According to the Founder, WIMP still wants to take part in the later parts of production as well since it is something they are good at and that clients need help in, but that with their expertise they would be able to help also in early stages of a client's process which is something that need to be anchored with clients for the future development of WIMP's offering:

> "To get the clients onboard and actually do it to a product and service, how we can make it happen and get the hours needed for the work in the projects." Founder

Furthermore, The CEO highlighted that it is pleasant that the discussion about where the organization is going and that they want to develop their expertise and knowledge has been kept alive even during this pandemic. They have developed new goals within the organization to spread knowledge, especially within sustainability, but that more structured ways of working and relevant key performance indicators are still needed to be developed in these areas. This is something that should involve everyone in the organization:

> "We are going forward, and everyone should feel comfortable with where we are going and it is somewhere else from where we are now, and we should take with us what is good and works well but we shall also innovate and develop new things for what is necessary for the future and that is something we do together." CEO

4.7 Clients Perspective on WIMP's Project Process

4.7.1 Presentation of the Interviewed Clients of WIMP

Client 1 works as a sales and marketing manager and discussed that the role is broad and entails being responsible for all communication and contact with communication firms. Thus, the client is a project manager for all the parts of a project that touch upon communication, and for other parts of a project there are other designated project managers. While the client has not been trained within project management, it is highlighted that those project managers that have that defined in their role description take part in courses. Moreover, it was discussed that the client's organization has a lot of internal competences, especially within sustainability.

Client 2 is the Head of CR and Quality in the Nordics, which involves being responsible for questions around sustainability and quality. Client 2 is part of the management team and therefore has great influence in the organization, especially regarding sustainability. Furthermore, Client 2 expressed that it is important to work project-based since if a project turns out to not be financially stable it will not risk bankrupting an entire company. Thus, the company work has the following structure:

> "Now we actually have a department that works with project management and brings in external support when needed to push through larger projects." Client 2

Both of the clients have a separated sustainability department wherefore their internal competence in this area is considered strong. Thus, both clients emphasize that their organizations work greatly with sustainability in general. Nonetheless, external parties are used within the work in sustainability at both clients' organization. Client 2 mentioned that they work with the sustainable development goals where they have picked four to focus on which they find especially important and strategically right for them. One of these goals is about building partnerships for change. Both clients further discussed that their organizations look at the triple bottom line as a foundation for their sustainability work. The economic aspect was highlighted by both clients and they discussed the fact that a project needs to be economically validated in order to be scalable and durable. As client 2 put it:

> [...] we need to have a system that works but we still can't do it at the expense of people or the environment, we need to get this interplay and think about all three aspects for the long-term sustainability." Client 2

Client 2 described the essence of their own sustainability work to be about quality work and efficient processes that makes customers happy and them profitable, while still being sustainable. Client 1 stressed the importance of working with sustainability and mentioned that their organization works with sustainability in some way in all of their projects. During the interview, it was also expressed that they focus a lot on sustainable innovations. In regards to creativity and sustainability, both clients found the two to be tightly linked. Client 2 highlighted that old solutions have created problems which cannot be solved in the same ways and thus they need to be innovative and dare to think differently and be creative in what new partnerships they go into. Client 1 mentioned that they have seen a change within

sustainability in the past decades and that it is considered essential today. Thus, they have developed high standards and put great demands on themselves. In addition to the internal policies, external demands such as classifications also puts pressure on the organization. Additionally, Client 1 explained that their organization put pressure on external stakeholders, such as in partnerships and in procurements:

> "When we bring in partners or when choosing materials, we make sustainable choices." Client 1

Nonetheless, Client 1 explained that when they work with advertising agencies, like WIMP, they often come into the process rather late where sustainability questions have already been handled by people with expertise within sustainability. However, the client mentioned that if an agency tried to challenge them to be more sustainable it would not be seen as something negative. Client 2 expressed that they like to be challenged and pushed in order to break new ground when working with external agencies.

4.7.2 Clients View on Working Project-Based with Advertising Agencies

In regards to project management both clients' organizations work in a project-based format. Client 2 discussed the fact that their company is fast in adapting to new changes and therefore highlights that it is important that the external agencies they work with are good at coping with fast changes. It was further discussed that the client had a lot on the agenda and therefore needed to prioritize, wherefore projects with external agencies sometimes suffered, especially in regards to the time plan. Furthermore, both employees emphasized the importance of working closely with external agencies as it is advantageous to collaborate in order to have an open and efficient process. Client 1 highlighted that it is preferable to work with the same external agencies for a long time rather than one-offs; as long as it is working, since it is essential to have stability. It was explained that one of their collaborating parties had almost become an internal competence, since they have worked together for such a long time. Additionally, as people often come and go in advertising agencies, the client discussed that even though they work with the same agency for a long time, fresh ideas and new perspectives are still added to the organization.

> "You do not want to change just for the sake of changing, but if you feel that not much new is happening and it becomes copy paste, you have to change." Client 1

When choosing what advertising agency to work with, Client 2 explained being able to choose freely with whom to work with, while Client 1 is limited to work with four different firms due to a centralized decision within the organization. Nonetheless, it was expressed by Client 1 that it is still possible to influence who the advertising agency are as well as which firm the employees wants to collaborate with depending on what is needed for the specific project and emphasized the importance of having a local foothold in creative work. Furthermore, Client 1 highlighted:

> "A clear project process is important, but the most important is that you speak the same language." Client 1

In regards to the structure of a project process both clients expressed that they prefer a clear process. In general Client 1 discusses that a project is initiated with a brief meeting and an initiating meeting with the team. The advertising team is most often composed of a project manager, art director and copywriter. The process is followed by a number of meetings on an ongoing basis and finishes off with the delivery of the project, which often is a strategic concept. When Client 2 talks about the project process the importance of creating consensus in the organization as well as working in cross-functional and diverse teams in projects in order to come up with better ideas and solutions was emphasized. Moreover, Client 2 expressed that an optimal project has a project manager and subgroups, in which the project manager ensures that the subgroups work towards achieving the goal and target. Furthermore, it was emphasized that the project manager should not control the project to such length that he or she becomes the project itself. Client 1 explained that they always work with quite linear project processes, in which each project has certain subprojects and project managers on multiple levels. Both clients discussed the fact that it is important in a project to have a distinctive initial goal setting and start, which in extent guides the time line of the project. Client 1 discussed that a basic foundation is necessary to have in projects, to avoid things getting in between or delayed. Client 2 mentioned the difficulty of managing deadlines in a project and explained that the expectations on time horizon and deliverables from different parties can sometimes be a problem in order to finish the project on time. In regards to their involvement as a client in projects, both clients highlighted that it is important for them to be involved. However, Client 1 elaborated on the fact that the size of a project as well as degree of complexity determines the level of involvement needed. Thereby, the client discussed that in bigger projects a clear and structured process is desirable, while in more standardized projects the client does not feel an urge to be as involved. Furthermore, the client pointed out that this allowed the production

of the project to be quite easy from that point. Client 2 mentioned that even though they bring in external competencies it still requires a lot of internal competencies:

> "Some consultants express that they can deliver a project in a month. But then the challenge lies in the fact that then they need access to a certain person who maybe works 50% and then it becomes difficult".
> Client 2

4.7.3 Clients Perspective on Collaboration with WIMP

How the clients came to start working with WIMP was different in both cases. Client 1 discussed that they felt like they missed the local connection to Gothenburg wherefore WIMP was contacted. The background for that choice was that the client's organization collaborated with a contracting firm that worked with WIMP. Client 2 told that the choice of working with WIMP was sort of a coincidence, as the client met the CEO of WIMP and then had WIMP in the back of their mind when they realized that they needed an advertising agency to help them to build up their sustainable communications platform. Thus, WIMP has helped Client 2 and their organization to build up the structure for how to communicate around sustainability as well as other communication efforts. The collaboration with WIMP is something Client 2 believed most likely will be intensified in the time to come. Client 1 highlighted that WIMP has a good understanding of the strategic work, which the client believed is something you cannot know beforehand. The client described that WIMP had performed a range of tasks from strategic work and target group analysis as well as more concrete marketing efforts. Something that Client 1 has enjoyed when working with WIMP is that they do not come with crazy or unrealistic ideas, they are good at creating efficient communications. That was something the client really appreciates, to not having to turn down these crazy ideas but rather that the agency thinks in a business-related way. Furthermore, Client 1 discussed what makes the relationship with WIMP good is a lot related to the people working at WIMP and that they have a high degree of experience and the client enjoys working with WIMP because of the close collaboration between them where they are able to juggle ideas and find solutions together. Client 2 also discussed that working with WIMP is amicably and enjoyable as they listen well and understand the organization:

> "They are creative and incredibly easy-going, and it feels like we have always worked together and that they are like part of the [firm name]-family". Client 2

While reflecting on what has been difficult when working with WIMP, Client 1 related it to the challenges of today's environment with the pandemic caused by Covid-19, where it is hard to know beforehand how things like events can be held. Client 2 could not say anything difficult in working with WIMP besides that the client felt that at times they have not as a client been able to deliver in time to WIMP. Furthermore, Client 1 highlighted that the project they have with WIMP is quite complex with a short timeframe which can be difficult at times, as it puts responsibility on WIMP to deliver in a fast and good way while still being adaptable along the way.

4.7.3.1 Clients Perspective on the Project Process with WIMP

From both clients' perspective when working with a new agency the process is quite similar from agency to agency, where the work structure most often is discussed at the start of a project. Nonetheless Client 2 highlighted that the presentation of the project process differs between agencies. Client 1 did not remember if WIMP's project process was explained but mentioned that it is something that generally is done. Client 2 discussed that WIMP did present their project process and further mentioned that they are very happy with their process so far. During the interview, it was explained by the client that they have worked together closely, and that the entire company was involved in their project. Furthermore, WIMP has been good at reaching out to other departments in the organization when necessary. Client 2 further expressed:

> "It becomes quite natural that you first want to get to know each other and when it works, it does." Client 2

Something that both clients highlighted is that in the project process with WIMP it is important that WIMP are adapting to inputs and changes along the way and thus depart from the initial project process if necessary, especially during the Covid-19 pandemic where conditions change all the time. Both clients find it more important to have this ability than following strict timelines or budgets. According to both clients, WIMP has been good at doing this. Client 2 expressed that it has only been their own fault that the original timeline has not been followed and implied that WIMP has been great at adapting their process and not complained at all. Client 1 discussed that the project with WIMP has not been an easy project where a straight project process could have been followed, rather it had evolved with more work from both sides over time and more steps and reconciliations along the way. While this drives costs, it is

considered a necessary trade-off. Adapting to these changes is something that the clients find fuzz free, and a collaborative effort which does not need any new process or brief as it is an ongoing process. The client further highlighted the conditions for the work with projects of these kinds:

> "We work with complex processes and complex products which means that it is always something that occurs that makes you need to change something like the copy somewhere or sometimes you need to do something while it is hot." Client 1

Evaluation of projects is not something structured at either client's organizations and thus they have not done much evaluation of their projects with WIMP. Rather, the effect of marketing is evaluated ongoing in both organizations. In Client 2's case the evaluation has only taken place within the marketing department. Client 1 expressed that working agile helps you change along the way and also explained that projects are only evaluated if something is not working with the collaboration, but otherwise it is not done.

4.7.3.2 Integration of Sustainability in the Project Process with WIMP
While working with WIMP the clients highlighted in their interviews different needs and ways of working with sustainability. For Client 1 WIMP has been used in a traditional agency way as the client described it. The client mentioned that the need to get support in sustainability issues is rather limited as they feel like they have a lot of knowledge about it already. Rather, WIMP is hired to package the solutions they have already developed. The client further explained that WIMP has not talked a lot about sustainability with them, since they already are knowledgeable in that area, therefore it has rather been that WIMP understands and absorbs the information from them. Thus, there had not been any discussion about each party's understanding of sustainability. As the client highlighted, in the project with WIMP sustainability is not an isolated event as it is at the core of the project. However, since much of the development work was already done before WIMP was involved, they have not been able to contribute in that sense. But, working with being better at sustainability and communication is something that sort of permeates everything and it is an advantage that WIMP has the essential knowledge around these questions.

> "It is not their sustainability expertise or profile that have been crucial for us since we feel quite comfortable in those values on our own. It has not been a disadvantage, but not something crucial either." Client 1

For Client 2 on the other hand, it is a condition for them when working with WIMP that they have a similar view of sustainability and the same values. The different organizational views of sustainability where therefore been discussed and especially the need of combining the three pillars of social, environmental, and economic sustainability. Client 2 told that WIMP stands out with their sustainability focus especially within adverts where they have made the connection of how the client's organization is a part of the solution and not the problem within sustainability. Furthermore, WIMP has challenged them to dare to speak up more about their sustainability efforts and be proud of what they do. This is not something that is always easy as Client 2 told, since people in the organization can be hesitant to talk too much about sustainability efforts in the risk of being scrutinized or do not see the difference they make compared to other firms and thus do not understand why they should communicate the efforts they do.

> "Many can think that should we really say this, it feels basic, but it is not something basic. That is what we struggle with to communicate. What for us is something obvious and instead start to feel proud about it, that is something WIMP helps us with and challenges us in." Client 2

4.8 Synthesis of the Empirical Findings

Chapter	Main Takeaways	Sections
Case Company Description & Characteristics	WIMP is a smaller organization that emphasize sustainability and creativity. They find it more important to adhere to client needs than their own business. Strives for creating real change and have developed new goals in that direction. Acknowledges the importance of balancing creativity and structure as well as how sustainability has the ability to release creativity.	• Balancing Creativity & Structure in Project Management • Combining Sustainability & Creativity in Project Management
The Project Process at WIMP	The project process at WIMP can be considered a linear process containing five steps: initiating, ideation, production, delivery and evaluation. However, it varies depending on the project context and especially due to clients' different needs. Sustainability is seen as a foundation of everything in a project and is not integrated specially in each step. Different methods and tools are used within project where two of the models used are the Double-Diamond Model and Sustainable Innovation Model.	• Initiation of a Project • Ideation in a Project • Production of Project Deliverables • Delivery & Evaluation of a Project • Integrating Sustainability into a Project • Methodologies & Tools used within Projects at WIMP ▪ Double-Diamond Model & Sustainable Innovation Model
Internal Organizational Factors Influencing WIMP's Project Process	The different internal organizational factor that influences the project process at WIMP is the project roles which are considered to be flexible, the project manager role has the responsibility of driving project forward. Furthermore, WIMP enjoys collaborating and are good at communicating in project, however, they also emphasize the individual capacity. While feedback is considered important it is not a structured process. Lastly, the employees at WIMP are knowledgeable and has a lot of experience in project management although they do not provide internal training in project management practices.	• Project Roles at WIMP • Collaboration & Communicating within the Project Team at WIMP • Feedback within the Project Team at WIMP • Knowledge & Experience within the Project Team at WIMP
Client Involvement in Projects at WIMP	Since WIMP rely on clients, their involvement in projects are of utmost importance. Most of WIMP's clients are long-term which entails that the project process is tailored to fit their needs. The clients want to be involved in order to not be surprised of the outcome of a project.	• Receiving Feedback from Clients in Projects
WIMP's Identified Challenges within Their Project Process	The identified challenge within WIMP's process is first of all related to their organizational characteristics. Another challenge that is prominent is the lack of clear process. Project managers work a bit differently which have an effect on the project process, and having a similar project process is here emphasized. Moreover, a challenge is that in this kind of work production is often prioritized over the other steps is the project. Finally, how sustainability challenges the work at WIMP is both how to tailor it to client need and ensure that all employees have the same knowledge, and find the adequate tools.	• Challenges Related to Managing Time • Sustainability as a Challenge within WIMP's Project Process
WIMP's Identified Development Areas for Their Project Process	WIMP want to find a more methodological and structured approach to their process which have a theoretical basis. Furthermore, evaluation is an area that could be developed. As well as defining roles in the beginning of projects. Lastly, it makes strategic sense and is desirable by WIMP to do more work in the early phase of a project than mainly focus on the production, to increase their ability to create change.	

Clients' Perspective on WIMP's Project Process	Two clients have been interviewed who both have managerial roles. Sustainability is empathized by both clients and while they appreciate WIMP's competence in sustainability this has not been a decisive factor for choosing them as an agency. However, they appreciated to work with WIMP and WIMP has been both creative and flexible. Both clients prefer a structured project process, however flexibility is yet again emphasized.	• Presentation of the Interviewed Clients of WIMP
		• Clients' View on Working Project-Based with Advertising Agencies
		• Clients' Perspective on Collaboration with WIMP
		  ▪ Clients' Perspective on the Project Process at WIMP
		  ▪ Integration of Sustainability in the Project Process with WIMP

Table 6. Synthesis of the Empirical Findings

5. ANALYSIS

This chapter entails the analysis of the empirical findings from this research. The chapter begins with an analysis of WIMP and their organizational characteristics to understand its implications for the project process. Thereafter, the current project process and how sustainability is integrated into the process is analyzed along with methods and tools used at WIMP within projects. Lastly, the internal organizational factors influencing the project process is elaborated on as well as identified challenges and improvement areas of their project process. Lastly, the client involvement within the process is discussed.

5.1 WIMP's Organizational Characteristics

While analyzing WIMP's characteristics and how it influences the project process, first, it needs to be acknowledged that they are a small advertising agency. As of now WIMP consists of only five employees. Thus, as a smaller organization, theoretical considerations suggest that the organization differs quite drastically from large ones when it comes to processes, procedures, structure, and people. From previous literature, it is also brought up that what constrains smaller organizations from implementing project management processes in creative industries is the fact that there are fewer tangible benefits as well as high levels of uncertainty within the industry (Marcella & Rowley, 2015). Throughout the empirical findings, employees at WIMP highlighted this fact that being a smaller organization puts constraints on what processes they can work with and afford when it comes to project management and that it differs to how larger organizations work with project management. Additionally, the fact that being a smaller company makes WIMP more vulnerable to changes as well as affecting what kind of processes that are applicable to WIMP was highlighted. It was discussed among the employees at WIMP that they would like to integrate more of a theoretical foundation to stand on, especially when it comes to their processes but that it is somewhat of a struggle. As the literature suggests, there is a lack of guidance within smaller organizations and thus the empirical findings confirm this. It is also highlighted that research within the field of project management primarily focuses on large organizations and not on smaller organizations (Marcelino-Sádaba et al., 2014; Turner et al., 2009a; Turner et al., 2009b; Turner & Ledwith 2018). But Levin et al. (2019) emphasize that a use of proper project management for advertising agencies enhances the success of an agency.

All employees shared the feeling that WIMP works towards creating meaningful change, which also Levin et al. (2019) highlights is a key characteristic of advertising agencies since they work with turning clients' visions into reality. In WIMP's case, to accomplish change is also visible in their vision and mission statements and all employees mentioned the fact that sustainability is a big part of this as well. According to Bonini and Görner (2011) one of the largest business processes that companies have integrated sustainability into is in their mission and value statements. The other business process that the authors mention is in regards to companies' external communication. This is also evident at WIMP, since they focus on developing clients' communication and strategies to share knowledge, inspiration, and change. Additionally, the CEO at WIMP implied that WIMP's offering has changed over time moving beyond only focusing on creating communication campaigns to becoming more involved in strategic offerings that focuses on building knowledge and inspiration. To increase awareness of sustainability issues is also discussed by Borland et al. (2016), where they highlight that sustainability concern has led businesses to increase their actions over time. Thus, this journey is evident at WIMP as well.

As previously mentioned, sustainability has become an important topic for businesses in the last couple of years and is something that is both expressed in theoretical settings as well as in practical settings by WIMP and WIMP's clients. However, even though sustainability is an unavoidable topic the definitions of what it is considered to be differs. According to Kivilä et al. (2013) and Martens and Carvalho (2016) the Brundtland definition is commonly used when defining sustainability which also was a common definition mentioned in the empirical findings. Moreover, another definition that was elaborated on was the triple bottom line. This is also brought up in the literature, in which a great share of authors expressed that sustainability can be divided into these three separate but intertwined building blocks (e.g., Elkington, 1997; Kivilä et al., 2013; Savitz 2006; Silvius & Schipper, 2014). Two employees highlighted that WIMP does not formally have any decided definition of sustainability. However, the Copywriter mentioned that the recognized definition of Brundtland and the triple bottom line is what defines sustainability at WIMP. In similarity to what Aarseth et al. (2017) discusses, there is not one widely accepted and common definition of sustainability to be found in the literature, and this discrepancy is also found at WIMP, implying that sustainability still is a topic under development. Furthermore, even though the triple bottom line was mentioned, two of the employees mentioned that WIMP primarily focuses on the environmental aspects.

However, although WIMP greatly emphasizes on the importance of the environment, WIMP and their clients all elaborated on the fact that the economic element of the triple bottom line is important hence cannot be neglected, which is in line with what many authors also argues for (e.g., Silvius & Schipper, 2014).

Hence, WIMP being a smaller company sets them apart from the theoretical implications that the theory mainly suggests for larger organizations. Nevertheless, WIMP would like to lean on a theoretical foundation, especially when it comes to their processes. WIMP focuses on creating meaningful change and thereby they have integrated sustainability as a core aspect in order to inspire and share knowledge. Overall, sustainability has become an important topic for any organization, although it is highlighted that the definitions of sustainability are somewhat conflicting which highlights that sustainability as a field is still a bit disorganized.

5.1.1 WIMP as a Creative Organization

At WIMP, there seems to be a consensus about the need for structure and frameworks even though they are a creative organization. To have more time for structure in creative work is beneficial according to Kliem (2014) who means that it is commonly mistaken that creativity is an uncontrolled activity without focus. Instead the author implies that in order to get results out of creative work it needs to be a concentrated effort. Likewise, the Copywriter and Art Director at WIMP mentioned that a completely free environment for creativity would be very time consuming and that frameworks from creativity are a necessity. This is an opposite view to that of Marcella and Rowley (2015) and DeFilippi (2015), who find that creative workers have difficulties to appreciate this need. Nonetheless, it was discussed by WIMP that different projects require different levels of structure. This is similar to what Levin et al. (2019) emphasizes for advertising agencies, that even though all projects need structure, the same attention to detail is not necessary in all projects. As Bérubé and Gauthier (2017) found, creativity and project management can be seen as a contingency factor, and thus relates to that projects that require more creativity due to their undefined nature will be less structured and projects which require less creative thinking can afford more time for structure and administration. This aspect was also highlighted in the empirical findings, shedding light to these assumptions.

Nonetheless, Kliem (2014) put forward that creativity is a vital part of project success and that creativity both on individual and group levels should be integrated in order to get the best results from projects. Certain views at WIMP meant that everyone should be involved in the creative process, and that it is not an individual phenomenon. However, others explained it differently and elaborated that in the end the creative responsibility is on the individual who is actually producing the material. Furthermore, it was discussed by the Founder that thinking outside the box is a vital part of creativity and that the process at WIMP is open for insights throughout the process due to this reason. This is beneficial for project success, as Kliem (2014) argues that the creative process and a project management process work best together when creativity is involved in every step of the project and stakeholders are engaged in the process which can allow for novel ideas to occur.

In the empirical findings, lack of time is a recurring issue. For example, it was explained that due to time pressure you often just go with the first idea that comes to mind. As Kliem (2014) argues, many times while working on projects the focus is on finding fast solutions which hinders the more creative solutions that often evolve gradually. To allow more time and focus on the creative parts of WIMP's work is desirable. The employees also recognize this need and in many instances the tasks of a more administrative nature do not get prioritized to the same length as the creative task. There are even signs that some employees, such as the Project Manager, do find these more administrative tasks dreary. In line with this reasoning, both Levin et al. (2016) and Marcella and Rowley (2015) highlights that there often is a tension between creative and analytical thinking in creative organizations since creative workers which creative organizations often hire have a harder time to adhere to administrative tasks and find them to be time-consuming. As Levin et al. (2016), DeFillippi et al. (2015), Marcella and Rowley (2015) as well as Bérubé and Gauthier (2017) argue for, it is important to find balance between creative and analytical thinking while working on projects in creative industries. This is evident from the empirical findings, where the two-part ability necessary in project management where you need to find a balance between using tools and methods while at the same time allowing creativity, hence balancing both formal and informal aspects is highlighted. As the Copywriter emphasizes, in order to adapt quickly to changed circumstances and client needs, being too stuck on processes and structures will hinder this ability, while at the same time too much freedom will not lead to desired results in a business environment. This aspect is also found by Dinsmore and Cabanis-Brewin (2014) regarding advertising agencies and mean that advertisers are artistic and free in their work and believe that processes will hinder creativity.

Thus, WIMP has clearly understood the benefits of structuring their creative work, even though it needs to be tailored to fit the needs of each individual project. Nonetheless, there is some evidence for the struggle of integrating structure in creative work as it is expressed as time-consuming. Also, WIMP has a high need for flexibility, which ultimately affects the level of structure that is suitable for that purpose.

5.1.1.1 Combing Sustainability & Creativity in Project Management

A majority of the employees at WIMP as well as both of the clients believe sustainability can release creativity within projects as sustainability challenges creative thinking by emphasizing a need to find new ways of doing things, like d'Orville (2019) argues as well. Therefore, WIMP asks for methods and processes for using sustainability as a tool for creativity in order to be more concrete in their questions and processes. Hence, to integrate sustainability will enable a creative framework which will guide the creative efforts of the project team. Kliem (2014) argues that some methods for being more concrete in creative work in projects is to set up meetings where team members question solutions in regards to how they help with the goal of the project as well as reviewing the goals of the project together. Furthermore, team members should be encouraged to reach out to other team members to get insight on the problem. At WIMP, however, all employees are not involved in the goal setting in projects whereas achieving the concreteness Kliem (2014) highlights and WIMP aspire can be difficult.

In a business environment, it is no surprise that the employees at WIMP connect the creativity of sustainability to meeting clients' needs and that sustainability steers the direction of the work to avoid clients being accused of greenwashing. It is also emphasized by both clients that they are of great concern for who they work with, since both clients have high standards in their collaborations with external partners. In WIMP's case, there is therefore no downside with them focusing a lot on environmental considerations in their projects. As Przychodzen et al. (2016) found in their research, the economic part of sustainability needs to be in focus in order to enable a transformation from creativity to sustainability in organizations. The discussion around balancing the sustainable and economic perspectives, also entails how disruptive one can be in a business reality, which is highlighted in the empirical findings as well. One of WIMP's clients invested in sustainable innovations and the other talked a lot around breaking new ground with the help of advertising agencies. Several authors also discuss this topic, and stress that a creative process can be an enabler for sustainable development (d'Orville, 2019; Kajzer Mitchell & Walinga, 2016; Przychodzeń, et al., 2016). What can be said is that creative efforts in sustainability have a high potential for achieving innovative solutions but are constrained due to organizations economic constraints and profitability goals. Furthermore, Przychodzen et al. (2016) found that leaders need to be inspirational and sustainable oriented in their mindset in order to facilitate this transformation. From the empirical findings, it is evident that the leaders in WIMP have a sustainable mindset with a passion for creating real change. The Founder of WIMP explained that changing norms in societies has for long been something that WIMP works with, which is according to the Founder an important aspect of using creativity to enhance sustainable solutions. Working with changing norms is a creative process, and in line with the findings of Kajzer Mitchell and Walinga (2016) this creative process is suitable for finding sustainable solutions. WIMP's employees share a common vision to create sustainable change beyond their own business and clients. Identifying with a vision is something that Kajzer Mitchell and Walinga (2016) argues facilitates transforming creativity into sustainable solutions.

While combining sustainability to creativity, changing ways of doing things and mindsets is an evident way of how sustainability releases creativity both from the empirical findings and literature. Nonetheless, concrete ways of using sustainability in this way are lacking both from empirical findings and literature. Here, one of the few theoretical implications is to set goals together within the project team as well as collaborating with clients while working on problems. Evidently creativity is related to a balance between economic and environmental aspects, as meeting clients' needs are important for WIMP. While leadership and common vision is found important to enhance this work, WIMP are certainly on the right track towards accomplishing sustainable change by unleashing their creative powers.

5.2 WIMP's Project Process

According to all employees at WIMP as well as their clients a similar process is used in WIMP's projects which can be interpreted to consist of five different steps, namely: initiation, ideation, production, delivery and evaluation as illustrated in Figure 8. Thereby, it can be claimed that WIMP follows the traditional life cycle of a project (e.g., Masciadra, 2017; Project Management Institute, n.d.; Salameh, 2014; Wysocki, 2007). However, even though employees at WIMP can somewhat explain the steps of a general project, it is evident from the empirical findings that the process needs to become more distinctive in order to make sure new employees understand and not only the ones currently at WIMP who have worked together a long time. Since it is expressed by the Project Manager that WIMP is in the process of scaling up again, it could be beneficial to integrate a similar project as it is considered to be a necessary step in

order for WIMP to grow as a company. To have a clear project process with a distinctive goal setting and start as well as timeline is preferred by both clients as well.

The identified steps in the project process at WIMP is thus in similarity to the view of the traditional project management approach, where projects are seen as linear which contain a number of sequential steps (Masciadra, 2017; Project Management Institute, n.d.; Salameh, 2014; Wysocki, 2007). The traditional project management philosophy explicitly highlights two models, the Waterfall and Stage-Gate model. The two are constructed by sequential steps, where the Waterfall approach integrates clients in the maintenance and support phase, which entails building long-term relations with clients. In WIMP's case this element is applicable since they continuously keep in touch with their clients after the delivery of a project to build long-term relationships and as highlighted by the clients their work with WIMP has not been a one-off project but rather an evolving collaboration. Furthermore, in relation to creative organizations Dinsmore and Cabanis-Brewin (2014) present that a repeatable approach can be helpful in order to meet project objectives and thus save both time and money. However, as Client 1 explains, even though it is preferable with a clear process, sometimes it is a necessary trade-off between following a straight project process or adapting to changes along the way which drives more costs. Furthermore, one of the employees explains a process that uses some sort of gates which relates to the traditional Stage-Gate model as seen in Figure 4, as described by Karlstrom and Runeson (2005). The decision to continue to an upcoming gate is decided by senior managers (Cooper & Kleinschmidt, 2001) and in WIMP's case it is the project managers together with the client that takes most of the decision of the project. Since the project managers is part of the management team one could say certain aspects of this traditional project management model is found in the organization. Nonetheless even though gates might be used, two of the employees implied that it is still very common that changes happen along the way which WIMP needs to relate to. Furthermore, the majority of employees pointed out that the process varies depending on the project. Likewise, the modern view of project management emphasizes that the most optimal way of managing a project is contingent upon various project specific factors, therefore one should tailor the process of how the project is managed since there is no one best way (Handzic, 2017). According to Turnbull and Wheeler (2017) advertising agencies depend on their clients, wherefore the process used needs to be customized to meet each clients' needs.

Consequently, WIMP's project process follows a traditional life cycle by having a step-by step approach, where a sort of gate structure is applied by tailoring to the accepted quotation. Having a repeatable approach saves both time and money, which is especially important for smaller organizations such as WIMP. Although it is highlighted that projects at WIMP are context dependent wherefore having a too thorough or strict project process would not be beneficial in WIMP's case, since in order to meet the client's requests elements of flexibility is essential.

5.2.1 Initiation of a Project
The initiating of a project includes several elements that need to be planned early before initiating the project internally. In the literature, the planning phase of a project is considered to be the most essential step, however it is often overlooked by creative organizations (Dinsmore & Cabanis-Brewis 2014; Turnbull & Wheeler 2017). In WIMP's case this is not applicable since it is stressed that the brief meeting is critical in order to interpret a client's problem and to know which actions are needed. Likewise, the traditional project management approach, the employees at WIMP explains that the project manager is the one that is responsible for identifying the scope and objectives of the project (HBR Editors, 2016) and thereby is the one who is present at the brief meeting and the one who formulates the quotation. Although the theory highlights that in order to enhance the creativity in projects and concentrate that energy, team members should take part in the definition and planning of a project so that they have a good understanding of the end-goal (Kliem, 2014). As previously mentioned, At WIMP, team members are not always part of this step of a project, and thus some creativity might be lost, or team members can have a harder time to concentrate their efforts.

After forming the quotation, a number of activities are carried out in the early phase of a project. These activities establish the tone of the project as time and budget constraints are set. Likewise the traditional project management, one could see similarities between the basic assumptions of WIMP's process to the traditional. In which the traditional approach assumes that projects have clearly defined boundaries which ultimately make it possible to plan in great details as well as following that initial plan (Andersen, 2006; Boehm & Turner, 2003; Cicmil et al., 2009; Collyer et al., 2010; Leffingwell, 2007; Saynisch, 2010; Shenhar & Dvir, 2007; Špundak, 2014; Wysocki, 2007). However, it is expressed by the Project Manager that the details of the activities are not excessively planned, which departs from the traditional view and throughout the empirical findings the need to adapt to changes are emphasized, so even though early

and structured planning efforts are evident, the stringency of traditional project management does not permeate the process.

5.2.2 Ideation in a Project

The next step in WIMP's project process is ideation, in which Wysocki (2017) acknowledges that it is often the project sponsor that is the origin of the project idea. In WIMP's case, it is not that common that only one person is the origin of the idea that will be used in a project. Rather, four of the employees mentioned that ideation and selecting an idea is a collaborative effort. Kliem (2014) indicated that it is beneficial to include people since it lessens the burden and anxiety of only one person being solely responsible for something. When it comes to taking decisions regarding which idea to use it is evident from the empirical findings that decisions are not formalized in such a manner that they are quality assured, wherefore the "best" idea within the time limit is chosen. Ghobadian and Gallear (1997) found that in smaller organizations procedures are often unstandardized which ultimately make decision making a non-formal procedure. Another challenge in relation to lack of time, is that it puts constraints on the creative efforts as it is an exhaustive process. Kliem (2014) meant that the solution for this is to allow team members time for relaxation and letting ideation be planned to ensure that the team has the energy to be creative in the process. Furthermore, Kliem (2014) also highlights that combining creativity and project management can lead to generation of new ideas. Thus, it is implied that ideation needs to be somewhat structured. At WIMP, the ideation step is not explained as something formalized, rather it was explained as something that happens organically.

5.2.3 Production of Project Deliverables

Regarding the production of WIMP's projects, it is claimed by the employees that this step is very different depending on the project wherefore concretizing this step is problematic due to it being contingent upon each project context. Nonetheless, as this step is pointed out to be the main focus in the project process as well as containing individual deliverables, it could be beneficial to find specific methods and approaches to guide the team in the production. It is also highlighted that currently the issue of time is pressing which ultimately has made it more urgent to work mainly in the production rather than other parts of a project nor taking the time to structure the work. Furthermore, based on the empirical findings it appears like the production is mostly done by individual work as the project deliverables are divided in different activities therefore each work task is later combined and put together in the end which ultimately constitutes the project delivery. This could be explained by having different competences and roles and wherefore the production is explained differently between employees. Although WIMP works individually in this step, Kliem (2014) points out that it is important that the management show interest in the employee's work to enhance creativity. Additionally, working separately, or in silos, is discussed by Kliem (2014) to be a hindrance of creativity since it isolates people from becoming exposed to new ideas. Therefore, enhancing sharing of information between departments or people is essential.

Regarding how the production step is executed, two employees explain the production to be somewhat iterative as it entails testing and going back to the drawing table to find a solution that works. This is similarly described to the modern project management life cycle, seen in Figure 5. Therefore, the production could be described to be carried out in an agile manner, since the definition of agile project management is the use of an iterative model that is simple and flexible (Conforto et al., 2014). Agile methodologies, likewise modern project methodologies at large, highlight the need for organizations to be able to adapt quickly to changes to respond quicker to client demands along the process. In contrast to viewing the production process as agile, it was found in the empirical findings that the quotation the clients accept sort of steer the production in a formalized effort as it has been anchored. In addition, since the project manager has the ultimate responsibility of moving the project along and steers the project process by multiple check-up meetings, the process also entails certain elements of the traditional project management view. This as the more traditional approach focuses on managerial steering and linearity (Masciadra, 2017; Project Management Institute, n.d.; Salameh, 2014; Wysocki, 2007). Hence, the production step involves more iterative elements especially in regard to the creative efforts, nevertheless the production is controlled by the project manager where elements of the traditional approach permeate. Thus, the production step at WIMP is different from project to project but entails being both iterative in nature as well as structured in its direction. From the findings production seems to be one of the most important steps, since while time is lacking it is a prioritized step and since what is produced is a large part of the delivery to clients, this is not surprising.

5.2.4 Delivery & Evaluation of a Project

The last steps in WIMP's projects are the project delivery and evaluation. The delivery of a project ultimately entails putting all work tasks together to deliver a final solution to the client. A challenge with the delivery of a project is to know when a project actually ends now in the digital era. This is in contrast to the traditional view of project management where it is considered to be quite definitive when a project starts and ends (Masciadra, 2017). The traditional approach highlights the need to evaluate projects based on the triple constraint, these elements were also highlighted in the empirical findings along with more soft aspects such as collaboration and client experience. Therefore, it is clear that WIMP exceeds the performance parameters of the traditional approach. Instead, just like the modern take on project management, it is especially centered around the clients' needs (e.g., Spalek, 2016), where WIMP also imply the importance of measuring how satisfied the client is with them. When it comes to developing parameters for WIMP's sustainability work it is pointed out as a challenge since it is difficult to ensure that project deliverables are sustainable. Furthermore, it is understood from the empirical findings that it is hard to measure and evaluate things in a quantifiable way as WIMP's work often is more qualitative in nature. Even if measuring projects is challenging for WIMP, it is argued by Levin et al. (2019) that good measurement tools in projects are important for advertising agencies to improve the outcome of a project. Hence, it is recommended to make use of toolkits available for project management. Kliem (2014) further explains that if the right measurement parameters are not available, there is a risk that employees lack motivation and become frustrated.

To not have explicitly defined performance parameters is not strange for smaller companies, as according to Marcelino-Sádaba et al. (2014) it is common among smaller organizations that the final project phases are somewhat overlooked. This is true in WIMP's case as all employees elaborated upon the fact that evaluation is not prioritized as most time and money is spent in the production step. Furthermore, from the empirical findings the lack of evaluation risks lessons learnt to be missed out. Being a smaller company makes WIMP vulnerable to losing knowledge within the organization if someone quits, as well as lessons learnt from past projects are mainly transferred through the people involved in the projects who bring that knowledge with them to future projects. Marcelino-Sádaba et al. (2014) explained this as common in smaller organizations, as knowledge and lessons learned from projects are not properly transferred nor documented. Thus, lots of knowledge is kept informally in people's mind which is something that Turner et al. (2009a) and (Owens, 2006) studied upon, where they discovered that smaller organizations lacked technical support and similar procedures for documentation. Additionally, smaller organizations like WIMP are also found in the literature to be in need of simpler systems for evaluating in order to make them happen (Ghobadian & Gallear, 1997).

5.2.5 Integrating Sustainability into the Project Process

The interest in how organizations can integrate sustainability as a project goal and into the project process is a growing concern (Huemann & Silvius, 2017; Marcelino-Sadaba et al., 2015; Silvius & Tharp, 2013). When WIMP discusses sustainability, it is evident that sustainability is more intuitive in its nature and therefore difficult to specify. The literature also recognizes the difficulty of specifying sustainability in project goals. In the project process, the employees at WIMP highlighted that sustainability is automatically integrated in the process and expressed that sustainability is the foundation of everything they do as an organization. Therefore, it is evident that sustainability is something they work with, nevertheless WIMP cannot fully express how they work with it in the project process. Silvius and Schipper (2014) and Kivilä et al. (2013) highlight that for companies to make a greater impact they need to explicitly incorporate sustainability into the project management processes.

In regards to clients' view on how sustainability should be integrated into the project process, it is clear that they both have expertise on their own and thereby one of the clients implied that when they work with advertising agencies they come into the process after the sustainability questions have been managed. In WIMP's case, they wish to come into the project process earlier than they do today, but this can be a challenge for them since many organizations seem to be developing sustainable practices on their own. However, from a theoretical standpoint, Kajzer Mitchell and Walinga (2016) discusses how organizations can work in order to challenge more radical and novel ideas. The authors highlight that building on and combining different people's ideas by using certain techniques and implementing diversity can increase the potential of taking the organization further. Since both clients did mention that it is only beneficial if an agency tried to challenge them to be more sustainable it could be exploited by WIMP in their project process.

How to Integrate sustainability in projects is difficult to pinpoint according to both WIMP and scholars, and it is explained by Winter and Szczepanek (2008) as well as Labuschagne and Brent (2005) that sustainability appears in various forms throughout projects' life cycles. Since WIMP has not defined how

they manage the sustainability question throughout the lifecycle of a project, several challenges are mentioned. The employees stress that a clearer process in how sustainability is worked with would be beneficial especially when introducing new people and presenting and pitching to clients. The theory also suggests several reasons why sustainability is difficult to explicitly integrate in management practices, among these were conflict of interest, trade-offs, lack of commitment or tensions from key stakeholders, and changing conditions (Carvalho & Rabechini 2015; Klakegg, 2009). Client 2 explained one of these challenges within their organization where it can be hard to communicate sustainability efforts as some employees can fear being scrutinized, which ultimately can affect how WIMP can do their work for the client. Furthermore, tension between how parties define sustainability is expressed by all employees. From the clients and WIMP perspective it is critical that they share the same values in regards to sustainability since no one would agree to unsustainable projects. Additionally, the trade-off between sustainability and economical dimensions are expressed both by WIMP and their clients. Where it is highlighted by two of the employees that the economic dimension cannot be neglected as well as the clients expressed that the essence of the project is to satisfy customers while still being sustainable and profitable. Likewise, Sánchez (2015) explained that the social and environmental dimensions of sustainability are difficult to incorporate in projects, and ultimately the literature implies that there is lacking guidance on how to apply sustainability into projects (Marcelino-Sadaba et al., 2015).

To summarize, when analyzing how sustainability is integrated into the project process at WIMP, sustainability is found to be the foundation of everything in a project and by that it is evident that sustainability is not an isolated event in WIMP's project process. WIMP's clients are also undoubtedly knowledgeable in sustainability, wherefore pressures are put on the agencies they work with. WIMP also expresses the wish to work more with projects helping clients with sustainable strategies rather than only be part of designing the solutions and reasons for working together with clients in this way can be found from theory as well. Some authors argue the need for implementing sustainability in specific elements of a project. However, several challenges with integrating sustainability into a project process are found, which entails both conflict of interests, sharing values and balancing economic and sustainable goals.

5.2.6 Methodologies & Tools Used within Projects at WIMP

The employees at WIMP highlight that no specific method for project management is used within their projects, and it was elaborated upon the reasons for why this can be. Nonetheless there is an agreement that there could be a need for it. Marcella and Rowley (2015) and Levin et al. (2018) elaborates that in specifically the creative industry, project management has been a topic of low profile and thus its techniques are not utilized. It has also been found in previous literature that there is a lack of applicable methods of project management and therefore smaller firms have poor project management practices (Ledwith, 2004; Owens, 2006). However, as Marcelino-Sádaba et al. (2014) and Yen and Sheu (2004) highlights, appropriate methodologies and tools for project management may be even more important for smaller organizations as the failure of a project can impact the results of the entire organization significantly. Thus, WIMP is in the right direction to see that they would need to start working with a more defined project management model.

Furthermore, when WIMP has found common methods to practice in their work it has worked out well and made it possible to verify ideas and not only rely on employees' perspectives when making decisions. In the empirical findings, there are expressed wishes for establishing methods and tools for using sustainability in a concrete way in the same way as other tools are used. Ghobadian and Gallear (1997) argues that smaller organizations tend to prefer tested techniques as the consequences of failure are high. This is also found in traditional project management techniques, that relying on proven techniques lead to a best practice that creates desirable results (Prabhu, 2020). In WIMP's case, it is evident that best practice has been formed by each project manager as they are comfortable using their own preferred methods, however it was pointed out that it would be good for WIMP to think outside the box and question long-standing principles. Likewise, Kliem (2014) points out that past success can hinder organizations to change or implement new methods. To encourage creativity, Kliem (2014) recommends recognizing the need to break current best practices on both a personal and organizational level to not get stuck and visit other projects at other organizations to learn how tools can be applied differently.

Several project management methods are mentioned in previous literature, and in the philosophies of traditional project management it is determinant that every project needs a project management methodology (Masciadra, 2017). At WIMP two methods while working on projects were mentioned, namely the Double-Diamond model as well as the Sustainable Innovation model. These are not mentioned in previous literature on project management, but it is not surprising as the Double-Diamond model is considered a design model and not a project management model, and the Sustainable Innovation model is something that the Founder of WIMP has constructed in order to try to concretize WIMP's work. Turner et al. (2009b) found that in smaller firms, the founding entrepreneur often takes on

an important role when it comes to implementing project management methodologies and techniques, and thus corresponds to the development and implementation of the Sustainable Innovation model at WIMP.

From the empirical findings, it is evident that WIMP uses several tools in their organization. These tools cover mainly financial aspects, as well as organization of material and keeping track on time. However, in regards to time plans, not every activity is included but rather more overarching deadlines. Thus, WIMP uses several tools that cover some of the fundamental topics in traditional project management methods which are focused on the triple constraint (Basu, 2014; Stober & Hansmann, 2010). Furthermore, while the employees mentioned an evaluation template as a tool for evaluating projects, it is rarely used. As Levin et al. (2019) recommend for advertising agencies, it is important in order to reach success to have a project plan to enable monitoring and tracking of a project's progress with such things as tasks to complete, timeline and costs at corresponding milestones to enhance the project process. Furthermore, as WIMP uses, Kliem (2014) recommends sharing important material in an accessible way. A challenge that is revealed in the empirical findings is that the same tools are not used in a uniform way nor by everyone in the organization as well as WIMP have not defined specific sustainability related tools or methods to use in the different steps of a project. Kliem (2014) emphasized the need to use common tools within project management. Nonetheless, it is emphasized in the empirical findings that methods need to be adapted to each project when being smaller and work being complex. This is in contrast to the views in traditional project management, where the idea is that projects are predictable with clearly defined boundaries which makes a project simple and easy to in detail plan (Andersen, 2006; Boehm & Turner, 2003; Cicmil et al., 2009; Collyer et al., 2010; Leffingwell, 2007; Saynisch, 2010; Shenhar & Dvir, 2007; Špundak, 2014; Wysocki, 2007). Furthermore, in traditional project management, it is implied that the methods used should be applicable to all projects in a similar way without the need to change (Špundak, 2014), and as mentioned this is not the case at WIMP. It has been found in previous literature that these traditional methodologies and policies are not applicable to smaller organizations, due to this need of being more flexible and less bureaucratic (Marcelino-Sádaba et al., 2014; Payne and Turner, 1999; Turner et al., 2009a; Turner et al., 2009b). In WIMPs case i is further highlighted that time and money is often not prioritized on administrative tasks, and thus the findings of Brettel et al. (2010) and Masurel and van Montfort (2006) is applicable, that traditional project management methodologies are not evident in smaller organizations since it requires lots of these resources to develop mature practices. Marcella and Rowley (2015) also found this evident for implementing project management tools in particularly creative industries, which often are smaller organizations, where these constraint resources compose a key challenge.

What is found to be used to a greater extent in smaller organizations is modern or agile project management methodologies (Schwaber, 2007; Turner & Ledwith 2018). As emphasized by both employees and clients of WIMP flexibility while working with projects is one of the most important aspects in the process. Turner and Ledwith (2018) agree that agile methods are more applicable than other methods since it reinforces the need for flexibility and easy-to-use practices, as well as it better suits the external uncertainties that face smaller organizations to a greater extent than larger organizations. Thus, agile methods make it easier to quickly respond to client demands along a projects process, a heavily emphasized need at WIMP working with primarily projects for clients who have different needs and wishes. However, Marcella and Rowley (2015) argue that this dynamic environment that surrounds creative industries is a constraint for project management as the value of project management techniques is hard to appreciate when there is a need for flexibility and ability to rapidly adapt to changes. Therefore, Marcella and Rowley (2015) find project management tools and techniques to be unstructured and poorly documented as applied intuitively and not intentionally. Even if great emphasis is put on more flexible approaches when being smaller, it is evident from the empirical findings that WIMP uses some sorts of gates in their process. Thereby one could argue that WIMP mixes traditional and modern methods to some extent. Argued by Conforto et al. (2014) this sort of mix between traditional project management methodologies and agile methods can be beneficial. Several other authors (Barlow et al., 2011; Batra et al., 2010; Carvalho & Rabechini, 2015; Cobb, 2011; Fernandez & Fernandez, 2008; Port & Bui, 2009; Spundak, 2014) have found a mixed approach to improve the performance of innovative projects in particular and increase flexibility and response to changes in projects affected by a dynamic environment (Cooper, 2008; Hogman & Johannesson, 2013). However, research into how to use a mixed approach is limited and focused on other industries than the creative industry.

To summarize, while several tools are used at WIMP, they do not currently have a project management method that is used in all projects, even if certain employees emphasize the benefits and needs of it. The literature expresses this as common among smaller organizations. While two methods are discussed by the employees, they are not fully integrated nor completed. A challenge with being smaller is that tested

techniques and best practices often permeate the methods and tools that are used, which also precedes at WIMP since each project manager has their own preferred methods and tools. However, in WIMP's case the traditional perspectives of project management are not applicable since methods and tools cannot be applied in a uniform way rather the modern way of managing projects by adapting and being open to change is better suited for WIMP. Nevertheless, WIMP uses certain aspects of the traditional view, by incorporating gates. However, the theoretical foundation for mixing the two is limited.

5.3 Internal Organizational Factors Influencing WIMP's Project Process

5.3.1 Project Roles at WIMP

Both the employees of WIMP and their clients mentioned the same roles within projects. In WIMP's case, they work quite flexible in their roles and the project manager role sometimes falls onto the employees that usually have more of a producing responsibility, depending on the characteristics of a project. As Turner et al. (2009b) mention, in small organizations projects are often managed by people whose first discipline is something else. Thus, the characteristics of smaller organizations in project management is evident at WIMP in this way as roles are fluid, and instead it is emphasized that it is a collaborative effort where everyone needs to take on responsibilities within the project. To enable creative work in projects, in a similar way as in modern project management, it is important that team members feel a sense of responsibility in order to put in the extra effort (Kliem, 2014). Furthermore, Simon (2006) emphasizes that project managers in creative industries need to trust the expertise of their employees and not focus on plan-and-control. This is in contrast to how Salameh (2014) describes it, as the style of the traditional project manager is considered to be based on command and control, and Tripathi and Goyal (2014) further emphasize a top-down approach where the team members are followers and should serve the project manager. In the empirical findings, it is evident that a non-hierarchical environment is appreciated at WIMP, where no role has the ultimate mandate in a project. Hierarchy in the organizational structure is a factor that impacts creativity in project context, since oversight kills creativity (Kliem, 2014). This is also brought up by the two project managers as they expressed that they do not feel that it is necessary to micromanage projects. The theory also means that the project management activities should be divided onto the project team to create job enlargement possibilities as well as cross-training opportunities (Kliem, 2014). In similarity, modern project management encompasses project managers who emphasize managing projects with a team and not for a team (Attarzadeh & Hock, 2008; Tryon, 2003), this is also desirable from the client's perspective. Nevertheless, it is still important to have the support of boundaries and priorities such as time and money with clear deadlines for team members throughout the project, and thus a balance between a supporting and challenging environment is needed (Kliem, 2014; Simon, 2006).

Furthermore, to be successful in creative projects, Kliem (2014) highlights that it is important for employees to have time to focus on one activity at a time wherefore multitasking is not recommended nor too many changes of priorities and assignments. Since all employees at WIMP do not have cut in stone roles and that the project manager role sometimes falls in the lap of others could entail the difficulty of using a similar project approach as everyone uses methods they prefer and are used to. Thus, as Turner et al. (2009a) argues, it is important with managerial support in project management techniques in smaller companies to feel supported in taking on certain roles. As Kliem (2014) further implies, roles need to be defined clearly in order to support creativity in projects and enable team members to work successfully together and avoid unnecessary conflicts which can hinder creativity. A challenge that is mentioned in the empirical findings is that sometimes roles are not clearly defined in projects and in line with Kliem (2014) findings, having clear responsibilities makes it easier to get the work done and thus should be defined clearly early on. However, as a smaller organization, employees at WIMP need to contribute where it is needed at the time. As argued by Turner et al. (2009a) and Turner et al. (2009b) in smaller organizations employees often need to multitask and thus correspond with these empirical findings. However, Turner et al. (2009b) find that smaller companies do not have specific roles in project management such as a project manager or specialist team members. WIMP works with designated project managers and thus the findings of Turner et al. (2009b) does not correspond to this. At WIMP, project managers have similar responsibilities to the traditional project manager explained in the traditional project management methodology, where it is highlighted that the project manager is responsible for identifying the scope and objectives of a project (HBR Editors, 2016) as well as scheduling tasks and oversees day-to-day execution (HBR Editors, 2016; Tripathi & Goyal, 2014). Furthermore, at WIMP the project manager is responsible for the result of the project in regards to internally defined parameters, both financially as well as relevance and quality. In terms of quality, it is considered to be an important factor in managing projects in modern project management, other aspects that the methodology points out is that leadership is about embracing change and the importance of involving the client continuously throughout the project (Attarzadeh & Hock, 2008; Tryon, 2003). In the empirical findings, it is evident that

WIMP emphasizes embracing change and involving clients is an important part of their everyday work.Therefore, when it comes to the project manager role at WIMP, a mix between the traditional and modern project management is applicable. Nonetheless, it found that even if the role mixes these methodologies, the leadership style also differs between the two project managers at WIMP. One of the project managers is more involved in the production and the other put more effort on administrative and steering. What is argued in previous literature, is that a transformational leadership style is preferred in smaller and creative organizations to reach a successful project outcome. This leadership style is people-focused and creates a shared vision (Holzmann & Mazzini, 2020). However, Kliem (2014) argues that both a transformational leadership style as well as transactional leadership style that is focusing more on reaching goals is needed, but that the distinctions should be clear. Consequently, having different management styles does not necessarily need to be a bad thing, but it needs to be acknowledged by the project managers that having the right balance between transformational leadership and transactional leadership is important for project success.

To summarize, the project roles at WIMP are fluid in nature, and this does not deviate from the theory as having flexible roles is characterized by being a smaller company. Nevertheless, flexibility in roles can entail some difficulties as too many changing priorities and multitasking can impact the result of a project as well as be confusing for the employees. Therefore, defining roles and responsibilities more clearly at WIMP from the beginning of a project is desirable as well as giving sufficient managerial support in taking on those responsibilities. Additionally, even though WIMP works with designated project managers in their projects, the traditional project management approach is only particularly evident at WIMP in the initiating step as well as following up on goals. Wherefore more modern project management philosophies are preceded at WIMP, where a common responsibility for the project is emphasized. Furthermore, the project managers work in slightly different ways, which can impact the result of a project if team members feel a lack of support and common goals.

5.3.2 Collaboration & Communication within the Project Team at WIMP

According to Salameh (2014) the quality of the team members in a project are more important in the project process to reach success rather than using certain tools and methods. The employees at WIMP are explained as an efficient and trimmed team, wherefore the quality of WIMP's team can be considered high. The employees at WIMP further stress that they enjoy collaborating and working together as a team in projects. This is especially suitable for small organizations as working agile refers to working in small teams (Charvat, 2003) which also increases the flexibility and responsiveness (Spalek, 2016). Nevertheless, even if teamwork is highlighted it should be noticed that much of the work in WIMP's project process is individually carried out, whereas the agile concept of teamwork cannot be said to be fully exploited. Moreover, even if teamwork is desirable and emphasized in the agile methodologies, it has been criticized for not recognizing the need for diversity. Furthermore, as Kliem (2014) and Mcavoy and Butler (2009) points out, diversity is an important factor in order to enhance creativity and obstruct groupthinking. It is also expressed by the clients that diversity is critical to come up with better ideas and solutions. Thus, while WIMP have gained a lot from being trimmed together, it can be a hindrance in their future development.

Nonetheless, even if teamwork is considered enriching, it was also expressed that self-organization and self-leadership is another enjoyable part of the work at WIMP. Furthermore, it was explained that much work, especially in the production step, is individual work. The benefits of self-organization at WIMP is that it is considered effective. In regards to working individually, Holzmann et al. (2020) points out that what constitutes creative industries is their origin in individual creativity, skill and talent. Thus, as the work is creative in form at WIMP it is not strange that work takes place individually. This is in contrast to both the modern and traditional project management approach, in which the traditional team serves the project manager and in modern the team works more in a collaborative effort. Nonetheless, the downside of being very self-organized and that each team member has great responsibility is that it can lead to things getting in between. In regard to project management in smaller organizations, the fact that people need to multitask and have greater responsibilities has been highlighted. Wherefore, it is important in smaller organizations that the team members feel like they are being supported in the work (Turner et al., 2009b). Marlow and Patton (2002) also demonstrate that in smaller organizations it is important to create a strong sense of teamwork, increase employees' motivation and strengthen social relations when working in a multitasking environment. Hence, even if it is elaborated in WIMP's organization that self-leadership is preferable it is important that support is given when needed to avoid delays or employees having too much in their heads.

In order to orchestrate individual efforts, communication is key. Thus, at WIMP communication between team members is implied as vital as it is what makes a project move along and both the modern and

traditional project management theories are in agreement that communication is crucial when working in projects (Coram & Bohner, 2005; Prabhu 2020; Salameh, 2014). Salameh (2014) further elaborates upon the importance of transparency and availability of relevant information in order to reach greater collaboration, as good skills in communication empowers the team to make better decisions. Even though communication is expressed as important the traditional view does not clearly define or specify how it should be integrated beyond the up-front planning phase (Prabhu, 2020). At WIMP communication takes place in both informal and planned formal formats and it is thus evident that WIMP communicates thoroughly throughout the project life cycle, which the agile methodology advocates (Coram & Bohner, 2005).

The employees at WIMP have worked long together and are therefore collaborating effectively within projects. However, diversity is an important aspect within teams that needs not to be neglected. Teamwork is important for creativity in project management and especially in smaller organizations where work often consists of multitasking and helping each other out. However, in both smaller organizations and creative work, emphasis is on the individual skills and talents, and thus the importance of self-leadership is high, but it is also here WIMP can become vulnerable to changes or lack of support. This implies that the way of working together at WIMP can neither be strictly connected to the theories of traditional or modern project management, but rather working in a smaller and creative organization is what characterizes the collaboration and communication at WIMP within the project process.

5.3.3 Feedback within the Project Team at WIMP
Feedback is highlighted as an important building block in the project management process for creative organizations and certainly highlighted in the modern project management philosophy. From the empirical findings, it can be construed that feedback is not a structured process nor has a certain agenda at WIMP. Rather, some employees mention that it is an ongoing process that takes place throughout the project with certain meetings that touches on elements of feedback. In creative projects, it is discussed by Harrison and Rouse (2015) that a key aspect for managers is to interact with employees and give feedback. To have certain sessions for feedback is also encouraged by Kliem (2014), since otherwise peer pressure and personal frustration can occur which ultimately can make people feel obligated to reach a solution quickly rather than taking the time to generate different solutions. Therefore, the author stresses the importance of getting an outside perspective in the creative process, which also is expressed by certain employees as helpful.

When it comes to modern project management feedback is discussed as a continuous event and is therefore heavily underlined (Dyba & Dingsøyr, 2008). Kliem (2014) also discusses that in order to realize creativity ideas and proposals it needs to be discussed and evaluated. Wherefore, sharing data, information and ideas need to be encouraged by facilitating team meetings as well as it can be beneficial to let team members participate in the planning and management of the project (ibid). At WIMP, it is mentioned that early on other project members than the project manager can be invited to elaborate on their point of view of a project before sending out a quotation, as well as before meeting with new clients the team prepares together. Harrison and Rouse (2015) highlights that in creative work feedback can be a very delicate process and at worst evoke negative reactions which reduces creativity. Therefore, the authors mean that it is integral to establishing norms in the organization around feedback and feedback interactions. According to Kliem (2014) feedback needs to balance a mix of logic and emotions in order to ultimately encourage the team. In WIMP's case, it is claimed that it has been communicated within the organization how feedback should be delivered and met, but it was not explained in more detail. Nonetheless, even if it has been stressed how the feedback should be communicated currently due to Covid-19 it was evident that internal feedback has somewhat been lost in the turbulence.

While feedback is stressed in previous literature as an important part of the project management process which should have dedicated sessions, the feedback process at WIMP is according to several employees not structured but rather a continuous dialogue in the organization, thus it corresponds to the view of modern project management. It was however mentioned that some of the internal feedback process at WIMP has been lost in the recent year. Hence, even though WIMP has meetings that involve feedback and has been explained how it should be communicated in the organization, structuring the feedback in the project process more clearly could mitigate the risks of losing insights.

5.3.4 Knowledge & Experience within the Project Team at WIMP

How the project process is structured depends on the knowledge and experience within the project team at WIMP. WIMP is considered especially knowledgeable within sustainability by their clients and it is mentioned that it is an advantage that WIMP has essential knowledge around these questions as sustainability permeates everything while working in projects. Likewise, it is elaborated by Kajzer Mitchell and Walinga (2016) that a good knowledge and expertise of sustainability aids in generating sustainable solutions and ideas. The CEO of WIMP also highlights the importance of generating sustainable ideas, and the fact that WIMP wants to develop their expertise and knowledge especially in regards to sustainability. To have knowledge is according to a great deal of studies emphasized as important especially in creative industries, since being knowledgeable in many areas limits one-fits all solutions. Specialization is therefore a challenge and thus team members should be encouraged to get trained outside their specialization, as well as provide job enrichment opportunities and cross-training (Kliem, 2014). In WIMP's case as they are a smaller organization, multitasking and being flexible in their role is part of their work. Additionally, since employees get paid time to educate themselves this is something that the organization is keen on providing for their employees. Nonetheless, it is expressed by two of the employees that they could be better at taking the time to educate and train themselves more. Furthermore, while it is commonly found in the empirical findings that it is important to stay updated and informed with changes, it was highlighted that it is not done in the same way regarding working in projects and WIMP has mainly developed their expertise within project management from previous experiences and by practicing project management. This also seems to be applicable for the clients WIMP work with as no one of the clients are educated in project management although they work with project management. Kliem (2014) emphasizes that training in project management should be encouraged. Providing training in project management can entail breaking loose from inhabited processes and thus without training the project process tends to be structured based on the project managers experience.

As Levin et al. (2019) discuss, project managers in advertising agencies need to have the same skills and knowledge as any other project manager in other "traditional" project settings. The project managers at WIMP have a long experience and knowledge of project management which thus is an important factor for their project outcomes. According to Holzmann and Mazzini (2020) they recommend continuously developing project managers' skills, primarily soft aspects. To lack project management skills can in fact according to Turner et al. (2009b) be a barrier for using project management techniques and methodologies. In WIMP's case, it is apparent that a lot is based on the project managers experience, which as expressed in the modern project management is not a desirable feature as it can limit them in certain ways by not thinking outside the box. This also relates to feedback, as in order to break current ways of working it is important to listening to inputs from others. Furthermore, the modern project management theory discusses that it is not necessary for the project manager to be the task expert and therefore not necessary for the project manager to solely dictate the direction of the project (Attarzadeh & Hock, 2008; Tryon, 2003). In contrast, the traditional project management theory points out that experiences and knowledge that employees possess are in fact vital in order to succeed (Prabhu, 2020). The traditional view emphasizes collective lessons learnt from previous projects to create best practice which is assumed according to this view to originate in past learnings, experience as well as extensive research. Hence, relating to feedback once again it is considered to be a decisive factor in order to learn from past projects and create best practices.

Thus, especially within sustainability it was expressed by both WIMP and their clients that it is important to stay knowledgeable, and the importance of being updated would benefit being implemented in the project management area as lack of training could lead to being too dependent on employee's knowledge and experience and limit the work, as employees might be stuck in old ways of thinking and doing things. Nonetheless, WIMP has a long experience within project management and have therefore developed a lot of knowledge within the area which is emphasized from literature to be as important in the creative industry as any other industry. Especially the view from traditional project management emphasizes this build up knowledge within an organization as defining the project process, as best practices have emerged.

5.4 Client Involvement in Projects at WIMP

In both the literature and from the empirical findings it is highlighted that clients play an important role in the project management process, especially for creative industries that mainly work project-based. Employees at WIMP explains that clients often are long-term which is due to the fact they mostly work business-to-business, and that changes in their client portfolio have a big impact on their overall business, which Marcelino-Sádaba et al. (2014) found especially evident in smaller organizations. While Levin et al. (2016) points out that both the creative competence and strategic thinking drives the selection of an advertising agency from a client perspective, it is found that clients stay for how the service is delivered;

which is by appropriate project management processes and trust. Thus, in order for WIMP to maintain long relationships with clients it is important to have a good project management process, and since WIMP has many long client relationships this could indicate that their project process is appreciated by clients. In regards to the two clients' cases, they started working with WIMP due to different reasons namely local connection and coincidence. Both clients are happy with WIMP's processes, collaborativeness and their creative capacity so far. One client even highlighted that they probably would intensify the work with WIMP in the future and the other client explained that their work with WIMP has evolved over the course of the project to involve more elements than what was initially planned, thus strengthen the findings of WIMP's successful project management practices.

For an advertising agency, it is of great importance that the creativity work is aligned with the needs of the client. Levin et al. (2016) mean that the quality of the creative work is a function of the client's ability and willingness to work together with the agency, since client involvement determines the outcome of a project. This was also highlighted in the empirical findings, as certain employees at WIMP mentioned the importance of aligning goals with their clients and a majority of the employees further emphasize that listening and understanding the clients' needs and passions are vital. Since after all it is critical that the client recognizes their own voice in WIMP's work and that it is applicable to their reality. Hence, understanding the client's internal organization is crucial, as often it implies how WIMP's projects should be designed. A challenge that Levin et al. (2016) mentions in regard to this, is that agencies' creative thinking can be threatened when being too centered around the client and the fact that the power lies with the client. Considering that WIMP's livelihood is concentrated on their clients, it is important to work proactively and reach out to clients according to Beverland et al. (2007) in order to keep them. From one of the client interview it was emphasizes that WIMP has been good at communicating even with other departments within the company when necessary which can entail why their relationship has become strong.

When it comes to involving clients in WIMP's project processes both the employees and clients highlight the importance that clients should be included and involved throughout a project. In regard to their work process, it is clear that both the clients and a majority of the employees at WIMP prefer presenting the project process at the beginning of a project in order to have a good dialogue of the structure and open up for feedback. However, it seems to differ somewhat between new and long-term clients, where long-term clients already are considered to have a good understanding of the process. One of the clients implied their involvement is inevitable in projects, since even if the client takes in external competences, it still requires lots of internal competencies. The other client stresses that the size and level of complexity determines the level of involvement needed. Levin et al. (2018) emphasize this need to involve clients in order to create an understanding of both the time and effort needed from both parts as well as the creative process and project management process. Client 2 explicitly stresses this point and means that when working with advertising agencies it is difficult to know what expectations there are on the time horizon and deliverables from both parties, which is often the source for delays. In WIMP's case when presenting the idea and process to the client it could therefore be beneficial to more clearly define what resources will be required from the client's organization. As Turnbull and Wheeler (2017) found in their research, clients and agencies need to discuss early on in a project what type of collaboration they prefer or need in order to set expectations as clients have different needs. It was pointed out that in the case of WIMP's organization, the level of client involvement depends on who is the project manager and certain employees meant that the client does not need to be involved in every element of a project. Thereof, the views on how and when clients should be involved seem to differ somewhat between the employees at WIMP. Turnbull and Wheeler (2017) elaborates that advertising agencies involve the client differently, where some have a closed approach, where the client is kept out of the process until the result is presented, while some are more open in their approach. These different approaches are also highlighted in the empirical findings, in which the importance of not working with a closed approach toward clients was stressed, as clients want to feel like they are a part of the process. The two clients also pointed out the fact that they enjoy working with WIMP since they do not need to turn down unrealistic and crazy ideas as they feel like WIMP listens to them. Thus, by working with an open approach WIMP has been successful in making these clients feel involved in the projects.

Moreover, an important aspect which was highlighted by both clients is that advertising agencies need to be good at coping with change. According to the modern project management approach of agile development, Williams and Cockburn (2003) emphasize that agile development is about embracing high rates of change, hence imply that due to the iterative nature frequent stakeholder interaction is necessary. Spalek (2016) also implies that working agile allows organizations to react quickly to changing client requests and needs. Both WIMP clients specifically pointed out that it is important for WIMP to adapt to inputs and changes along the way and thus depart from the initial project process if necessary and

emphasized that this ability is more important rather than following strict timelines or budgets. One client mentioned that they prefer to work agile especially when it comes to marketing and communication, as it helps in adapting to changes along the way of a project. This is also suggested in the literature, as Levin et al. (2018) elaborates that advertising agencies need to have a clear process for change management in their project process, since clients often change the scope over time. Therefore, for WIMP to be good at taking feedback to heart and allowing changes along the way seem to be a success factor while managing their projects. To have a process that is open for change and which involves frequent communication while working with clients limits the possibility of wasting time and money according to Turnbull and Wheeler (2017), thus for creative organizations they recommend an open and collaborative approach. The modern project management approach and the literature on the advertising agency project management agrees that the client is the core of the process (Levin et al. 2018; Spalek, 2016). In regards to the traditional project management approach, Prabhu (2020) discusses that in order to reach success effective communication with all involved stakeholders is a requirement to increase the collaboration between parties. Nonetheless, the traditional approach does not explicitly mention that the client should be involved throughout the project cycle, rather it is explained that upon the delivery is when the client is mainly involved (Christensen, 2010; Stober & Hansmann, 2010). According to certain authors the traditional approach is questioned when it comes to not involving the client in the process nor other external perspectives (Ivory & Alderman, 2005; Koskela & Howell, 2002). Thus, even though the traditional and modern project management views agree to some extent that client involvement is an important part of the project process, modern project management and literature on advertising agencies correspond more clearly to the views of WIMP and their clients.

Hence, it is evident that the client plays an important role in projects, as ultimately working with clients is what drives WIMP's business. For WIMP, it is therefore of highest importance to listen in to understand the client's problem and passions and use this in their creative work. Having good communication with the client is also emphasized in the literature, and for WIMP it is important in order for not wasting time and money. Client involvement is therefore essential for reaching a successful project outcome. Since it clearly is not a wish from either the clients not WIMP's and the theories point of view to surprise the client with an unrealistic idea or solution to their problem.

5.4.1 Receiving Feedback from Clients in Projects

When it comes to receiving input throughout the project process at WIMP, feedback from clients provides a fresh point of view by their external influence which leaves lots of insights to WIMP to consider. Kliem (2014) claimed that advertising agencies have a tendency to rush into wanting to develop the solutions since it will provide more tangible feedback from the clients. At WIMP this is also emphasized since only one idea is presented to the clients. However, Kliem (2014) stressed the vitality of clearly defining the problem to understand it fully and thereby enables creativity to be focused on solving the real problem. Therefore, the author suggests putting both time and several team members on the task. While WIMP expressed that they believed presenting multiple ideas to the client is confusing, they still emphasize listening to clients' needs. Hence, the presented idea is more of a concept and therefore changes and inputs and modification of the initial idea is common until the client is fully satisfied. Moreover, when it comes to the ideation step it was explicitly pointed out that it was an iterative process as the client's feedback is given until they reach satisfaction. Likewise, the agile development of modern project management elaborates that it is about exploiting continuous feedback loops and highlights that the planning of a project is done in an iterative manner (Wysocki, 2011). William and Cockburn (2003) also discussed that agile development is "about feedback and change" (p.39), wherefore it is desirable that clients provide feedback as the project moves through its life cycle. These traits are evident at WIMP as the employees expressed the feedback as an ongoing dialogue and it was pointed out that they have planned meetings for when feedback from clients takes place. In the empirical findings, it was highlighted that it would be beneficial for WIMP if they could take a part in when clients evaluate their projects. Nonetheless, both clients expressed that the evaluation of projects is not something structured in their organization, hence they have not done much evaluation of their projects with WIMP, which is also the case internally at WIMP as previously mentioned. Therefore, it seems that no party is focusing on the evaluating aspects of project management. In contrast to theory, where it is highlighted that evaluation is critical in order to receive feedback. According to the resource-based view, which is tightly coupled with the modern project management approach, organizations need to evaluate their internal capabilities in the organization in order to know how they best can manage their projects or if certain projects need additional capabilities (Handzic, 2017). Thus, receiving feedback from clients when they evaluate the projects could entail meaningful insights.

5.5 Synthesis of the Analysis

Chapter	Main Takeaways	Sections
WIMP's Organizational Characteristics	WIMP is constrained in their work by the same factors influencing other small and creative organizations. These constraints are mainly derived from lack of resources. Which additionally makes them more vulnerable to changes and limits what project management process that could be applied. WIMP shows efforts in wanting to incorporate more theoretical methods, but as the literature suggests there is little guidance in how to do so. Creating meaningful change is emphasized, which can be linked to both the particularities of advertising agencies work as well as the focus on sustainability at WIMP. The ability to link sustainability to creativity is found at WIMP but the definition of sustainability varies, and economic aspects are emphasized which is not an uncommon trait among businesses. What sets WIMP aside from theory is their strong belief in the importance of structuring creative work. Nonetheless, flexibility and the struggle of combining creativity and structure is evident at WIMP, likewise previous findings suggest.	• WIMP as a Creative Organization ▪ Combining Sustainability & Creativity in Project Management
WIMP's Project Process	WIMP's project process can be defined as linear and following a traditional life cycle. The steps in the process involve initiation, ideation, production, delivery, and evaluation. However, not uncommon for organizations of these kinds, the process is tailored due to requirements from clients and the particularities of each project. In projects, the initiation follows quite a traditional structure, even though not as stringent. Ideation is a combination of both collaborative and individual efforts. Production is the most important stage of a project, since this is what the client receives in tangible output. When it comes to delivery and evaluation, the delivery is affected by the digital environment today where it can be hard to put a definite end to projects. Evaluation is often overlooked, which has been found common among smaller organizations as resources are constrained and thus need to be prioritized. As previous findings suggest, it is hard to pinpoint how to integrate sustainability in a project process and several challenges in doing so are found and while some authors argue that it should be implemented into specific elements of projects, at WIMP the more overarching use of sustainability is evident. While working in projects, best practices as found commonly used in smaller organizations creates the foundation for the work in projects at WIMP.	• Initiation of a Project • Ideation in a Project • Production of Project Deliverables • Delivery & Evaluation of a Project • Integrating Sustainability into the Project Process • Methodologies & Tools used within Projects at WIMP
Internal Organizational Factors Influencing WIMP's Project Process	Several internal organizational factors need to be considered when analyzing WIMPs project process. One of the factors being the roles in WIMP's projects, which are characterized by being flexible which in extent increases the employees' responsibilities as they need to multitask. This can be confusing according to the theory but is commonly seen in smaller organizations. Furthermore, collaboration is expressed as enjoyable, although a great deal of the activities is carried out individually. This can be explained by the literature as creative competences lies within the individual talent. Nonetheless, to have sufficient managerial support and common goals is important even if self-leadership is a desired among the employees. Feedback is further underlined as important from a theoretical standpoint; this is however lacking as a structured process in WIMP's case. Rather feedback is a continuous dialogue, but as it is not a formal part of the process insights could be lost. Being knowledgeable especially in sustainability is a critical aspect in WIMP's case. Therefore, training efforts takes place internally and externally, but WIMP does not provide training within project management which is highlighted by the literature as important.	• Project Roles at WIMP • Collaboration & Communicating within the Project Team at WIMP • Feedback within the Project Team at WIMP • Knowledge & Experience within the Project Team at WIMP
Client Involvement in Projects at WIMP	Client involvement is evidently important for reaching project success and as WIMP's business is client-driven, it further stresses the importance of meeting their needs. Understanding the clients' passions and wishes is therefore decisive, wherefore communication is key as well as feedback throughout the life cycle of a project. These aspects help WIMP to direct their creative attempts to fit the clients' need and limit the risk of surprising the client, which is not desirable. Hence, feedback aid in avoiding to waste time and money.	• Receiving Feedback from Clients in Projects

Table 7. Synthesis of the Analysis.

6. CONCLUSION

In this concluding chapter the research questions and the sub-question will be answered. This by drawing on the main findings from the analysis, based on what has been discovered in previous literature and the empirical findings of this research. Additionally, implications for both research and practice are argued for. Lastly, limitations of the conducted research are motivated as well as identified areas for future research is suggested.

6.1 Answers to Research Questions

The aim of this study was to define the project process of a small advertising agency specializing in sustainability as well as investigate how sustainability is integrated in the process. Additionally, the purpose of the study was to find ways for how the project process can be improved. Consequently, the research has provided insight into how an advertising agency manages their projects with a sustainable foundation as well as give suggestions on how to improve them further. By interviewing all employees at the advertising agency WIMP as well as some of their clients and combining the findings with insights gathered from the literature review, the purpose of this research could therefore be fulfilled by answering the stated research questions and sub-question.

When it comes to defining WIMP's project process, several aspects need to be considered. First of all, what seems to be the case at WIMP is that the use of a linear approach is prominent in their projects. This process can be explained to contain five stages, namely: initiating, ideation, production, delivery and evaluation. Even if these steps take place in each project at WIMP, the weight of the steps differs depending on the project context. Additionally, the tension between being flexible when working creatively and structured in projects is evident in both WIMP's projects process and from previous literature. Nonetheless, both WIMP and their clients stress the importance of having a defined project process. Therefore, while WIMP is a small and creative organization it can be concluded that they do not correspond to the theories regarding that small and creative organizations lack an understanding of the need for project management practices. Nevertheless, they still suffer from constraints in time and resources, which is evident from previous literature as common in these types of organizations. Hence, it can be said that an understanding of the importance of project management does still not overcome the problem of smaller organizations having limited resources, therefore this problem can be considered a vicious cycle. Consequently, what employees at WIMP referred to, being a "well-oiled machine" is to a great extent what makes their project process work as it is cost efficient and considered efficient to continue working as usual. However, as much practice is held in the employees' minds and not documented it makes the project process difficult to completely define.

While the employees at WIMP have explained how the structure of a project is generally constructed, it is evident from both the literature and the empirical evidence that even while a process can be somewhat explained in theory, in practice, clients put different requirements and thus applying the same process will not necessarily meet the needs of each client. Conclusively, being flexible in the project process is a great demand from clients and something that is stressed as important for a smaller advertising agency. Moreover, to work closely aligned with the client is something that the literature and practical view agrees upon wherefore communication is pointed out as vital in order to succeed. Ultimately WIMP is dependent upon the client's approval and WIMP also has a lot of long-term clients which entails that keeping them is of greater importance than incorporating a structured process. Nevertheless, a structured process has been found in literature to be a part of keeping long-term clients and creating trust for advertising agencies and working structurally have been highlighted from WIMPs perspective as well. They have emphasized it as important for both creativity and client satisfaction and attempts at integrating different methodologies in projects have occurred in the organization, however the same methods are not used by all employees. In conclusion, at WIMP, which is a common trait among smaller organizations, the work in projects tend to rely on best practices. This is not surprising, as changing ways of working can be a risk since it provides room for failure and could heavily impact the result of the entire company.

In projects the practice at WIMP is to have a typical role set up for advertising agencies and it is evident that the project manager has a lot of responsibilities and a great influence in the project process. Conclusively, the project managers are given a lot of freedom in how to structure projects which correspond to the traditional view of project management, even if collaboration and teamwork is

stressed. Thus, traditional project management traits such as relying on project manager's expertise and a more linear approach defines the project management process at WIMP to some extent. Yet, some aspects common in modern project management such as being flexible in the project process and involving clients throughout the process is also evident, while other important aspects in the modern philosophy such as constant feedback loops are less prominent since it is not performed in a recurring or coherent way throughout the project process. The use of buzzwords such as working agile is apparent, nonetheless the real meaning of the methodology is not fully used in practice. For instance, while working in teams is elaborated, when it comes to the actual work activities, the work is independently performed to a great extent. Relying on individual competences is not unusual in creative organizations as a lot of the organizational strengths lies within the capabilities of individual employees. Thus, defining if the project process is conjoint with traditional or modern ways of defining project management is not sufficient, as evidently the specific organizational and industrial factors affecting WIMP play a more vital role in the structuring of the process. Wherefore, understanding WIMP's project process could not be done without considering their organizational structure, culture, and the importance of creativity. Where WIMP being small, dependent on employees' knowledge and expertise, the importance of creative capabilities and working primarily with external clients, put constraints on how the process can be structured.

How sustainability is integrated in the project process at WIMP is that it is considered to be the foundation of everything in a project. Being a foundation of everything is of course an admirable thought, however, while the necessity of sustainability is highlighted, as found in previous research as well, it can be concluded that the understanding of what sustainability is and how it in practice can be applied to different steps of a project is still scarce. Nonetheless, WIMP and their clients all share a vision to create meaningful change which therefore can be considered a first step. Still, sustainability should be integrated distinctively in each step to realize the vision and benefits of working with it. The economic aspects of sustainability have been emphasized by both WIMP and their clients and referring to the triple bottom line is conclusively a common trait. However, looking at the economic aspects, which is vital in a business environment, put certain constraints on the sustainability work and this vision of creating meaningful change can only be realized to a certain extent, since the economic aspect risks being superior to the other two elements in the philosophy of the triple bottom line. To improve how sustainability is integrated into the process, it can be concluded that setting goals together and collaborating is a way to achieve this. Thus, while WIMP has been successful in creating a common vision, this needs to be transformed into more concrete actions in the project process where employees work together in both the beginning stages of a project as well as throughout the other stages of a project with sustainability as a main concern. Furthermore, staying updated within the topic is considered crucial to not limit the work to old ways of thinking.

To improve WIMP's current project process, several areas besides concretizing sustainability have been identified. The most urgent matter is the issue of time, which puts several constraints on WIMP's current ways of working within projects. While being a smaller organization entails limited resources and that employees need to manage multiple projects at the same time, it is evident that changing roles and responsibilities, which is a common trait among smaller organizations, occurs in the projects at WIMP as well. This leads to an increased need of flexibility as employees have to help where it is necessary which increases each individual's responsibilities. In extent, this can at times cause employees to be overwhelmed where the risk of things getting lost or missing deadlines increases. Therefore, it is decisive that management provides support to each team member, since it is important to feel supported and motivated when working creatively. Even if the creative work needs to entail freedom, it is critical that it is somewhat structured for the work to be manageable and not too exhaustive. Conclusively, to improve the results of a project, roles and responsibilities should be more clearly defined with sufficient management support to increase motivation and thereby trigger the creativity efforts. To improve the creative process in projects even further, it is desirable to formalize it to make it comprehensive and not an overwhelming process with no limits. Regarding having a formalized project process, it has more benefits than only for creativity. Designing a similar project process regardless of who is managing the project could be considered a necessity in order to limit each project manager's influence on the project process based on their preferences. Currently, the project managers influence the best practices that are used in the project process, and ultimately since WIMP's employees have worked together for a long time this trait currently works as everyone knows what to do and is self-organized. However, since lots is kept inside people's minds and not explicitly explained it can become problematic when bringing in new employees or taking in new clients as certain aspects of their work cannot be fully understood nor absorbed.

Evidently, clients are a crucial part of the work for both WIMP and advertising agencies in general and it can be concluded that involving clients throughout the project process needs to be at a focal point. While WIMP is good at this, in some parts of the projects such as the production stage clients could still be involved to a greater extent. Regarding the production stage, it is the stage that gets most attention by WIMP, as meeting the needs of clients is the most urgent matter for them in their projects. This implies that other important areas that are not as urgent or directly noticeable by clients, are not prioritized. One particular area that has not been prioritized at WIMP is the evaluation of projects. If projects are not evaluated, lessons learned are not transferred from project to project and without reflecting on past project processes it restrains both how new people in the organization can learn as well as how the process can be improved. Another area that is deemed important within successful projects is feedback. Therefore, to make feedback a structured process within projects would mitigate the risk of losing insights as well. Conclusively, putting more effort and time in other parts of the project besides the production step would lead to several benefits for WIMP. Furthermore, to improve project processes, it is evident from literature that training in project management practices is an important part. Thus, while WIMP is good at providing training in their area of expertise, they should not neglect the importance of project management practices as part of their training of employees. Furthermore, providing training in established project management practices could make it easier to use common methods and tools and gain confidence in breaking current best practices. Breaking current best practices could also, as previous literature emphasizes, enhance creativity in projects, an important part of WIMP and other advertising agencies core capabilities. Thus, by providing training in project management and exploiting this learning into formulating and implementing a structured project process WIMP's ability to continue to grow in both knowledge and as an organization has a solid foundation to stand on.

To summarize, the project process at WIMP is somewhat linear with project managers as responsible for moving projects forward, but where flexibility, client involvement and the creative process is shaping the process. Sustainability is not integrated in the project process but rather seen as a prerequisite in every decision. Lastly, several improvement areas can be identified which highlights the complexities of working with project management in dynamic and creative environments.

6.2 Implications from Conclusions

6.2.1 Implications for Practice
Based on these results, it can be demonstrated that advertising agencies need to tailor their project management practices to meet the needs of their clients. It should be acknowledged that formulating a project process as well as concretizing how sustainability is integrated within each step gives a framework for the creative work that the agency needs to relate to, which is desirable as it will possibly improve project results. Due to the complexity of the topic of sustainability in projects, a key factor is to allow for flexibility in the project process as well as integrating the clients in order to adhere to each client's specific requests. Therefore, achieving a balance between having a distinctive process toward employees and clients as well as providing structure for implementing sustainability and creativity, at the same time that flexibility needs are emphasized throughout the project process is paramount.

6.2.2 Implications for Research
This study gives insights into how a small advertising agency works with project management and implements sustainability as a foundation. By drawing on existing literature on the topic of project management from both a traditional, modern and sustainable view, as well as its implications for smaller organizations, the creative industry and advertising agencies specifically, this has been compared to the empirical findings and both similarities and discrepancies have been identified.

6.3 Limitations & Future Research
There are several limitations of this research that need to be acknowledged. First of all, since the last year has been a different year for many organizations due to Covid-19, this can impact the project process at WIMP. Wherefore, the results of this study might not reflect a normal year at the organization. This has been highlighted in the empirical findings, by both redundant staff and time being more limited for each project than usual. Additionally, the sample in this case study is of a small organization of only five employees. Hence, even though they are anonymous in the empirical findings, it can still impact how freely they have answered questions as they might feel hesitant to cause turbulence within the organization, since they could identify each other due to role descriptions. Moreover, the interviewed clients were provided by WIMP and they could therefore have a positively biased relationship with WIMP. It is also worth noting that interviews only provide a snapshot of the current practices, and while employees have tried to recall project processes, it can be difficult to remember all aspects correctly

and profoundly, especially since WIMP does not document evaluation of projects and as identified much of the project process and practices is held within people's mind.

For future research, it would be interesting to look at the case of WIMP once again and to see if the organization's process and structure look differently while not being affected by Covid-19. Secondly, to contrast the case of WIMP with other advertising agencies would give a more nuanced picture of how the project management practices look like in general. Additionally, to contrast advertising agencies it can also be intriguing to perform a quantitative study to further concretize differences and similarities among advertising agencies' project process. Thirdly, to get a truer understanding of how the project process actually is designed it would be advantageous to perform an observational study on one or several advertising agencies, since it sometimes can be difficult for employees to express certain aspects of their project process, which for them is a given fact and therefore not something that is elaborated upon. To get a broader picture of how advertising agencies work with project management, a recommendation for future research is to investigate different sizes of organizations, as this might lead to interesting insights in how smaller and larger organizations' project processes either differ or are like one another. Finally, to interview more clients of advertising agencies is an implication for future research, as it would give a more nuanced perception of how clients prefer advertising agencies project processes to be designed.

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Intervjuguide

Denna intervjuguide är formulerad som en övergripande mall för att öppna upp för dialog kring arbetsprocessen i projekt och hur hållbarhet används som en disruptiv faktor inom den. Mer specifika frågor kan komma att ställas under intervjuns gång beroende på vilken riktning intervjun tar. Inom denna dialog öppnar vi gärna upp för andra aspekter som är viktigt för dig som respondent när det kommer till att arbeta i projekt med fokus på hållbarhet och innovation.

Bakgrundsfrågor
● Berätta lite om dig själv och din roll på WIMP.

Bakgrund hållbarhet
● Vad är hållbarhet för dig?
● Hur definieras hållbarhet för WIMP?

Bakgrund om projekt
● Vad handlar ett projekt om, alltså vad är syftet?
● Vad är "project management" för dig?

Arbetsprocess - hjälper klienter att hitta rätt i hållbarhetsarbetet
● Hur inleds ett projekt?
● Hur är hållbarhet integrerat i den inledande fasen av ett projekt?
● Hur ser det löpande arbetet med projektet ut?
● Hur integreras hållbarhet i de löpande processerna?
● Hur avslutas ett projekt?
● Hur är hållbarhet integrerat i avslutandet av ett projekt?
● Vad händer efter ett projekt?

Utvecklande av arbetsprocess
● Hur upplever du att er arbetsprocess i projekt fungerar?
● Är det något du skulle vilja utveckla i arbetsprocessen med projekt?
● Hur upplever du att hållbarhet är integrerat i er arbetsprocess?
● Är det något du skulle vilja utveckla när det kommer till att integrera hållbarhet i processen?
● Hur tycker du att klienter bör involveras i arbetsprocessen?

Appendix B
Interview Guide for Clients

Bakgrundsfrågor
● Berätta lite om dig själv och din roll på Staples.

Bakgrund hållbarhet
● Vad är hållbarhet för dig?
● Hur arbetar ni med hållbarhet på Staples?
● Hur tycker du att hållbarhet och kreativitet hör ihop?

Bakgrund om projekt
● Vad är "project management" för dig?
● Arbetar du med project management i din roll?

Om arbetet med WIMP
● Varför vände ni er just till WIMP?
● Berätta om projektet/projekten ni haft med WIMP?
● Hur involverades du/ni i projektets gång?
● Hade ni ideér in i samarbetet, eller lämnade ni det helt till WIMP?
● Hur upplevde du WIMPs arbetsprocess? Presenterades strukturen på något vis?
    ○ Skiljer sig detta från andra externa parter ni arbetar med?
● Integrerades hållbarhet i projektet, och i så fall, hur involverades ni där?
● Gick projektplanen som överenskommet från start?
● Blev resultatet som ni tänkt er?
● Vad tog ni med er för lärdomar från projektet?
● Hur tycker du att ett optimalt projekt med extern part ska vara?

Samtycke till att delta i forskningsprojekt

Du har blivit tillfrågad att delta i en semi-strukturerad intervju som är en del av en masteruppsats som genomförs av Julia Byström och Malin Ficks via Handelshögskolan vid Göteborgs Universitet. Resultatet av intervjun kommer att användas som empiriskt material vid analys av arbetsprocessen för Where Is My Pony i hållbarhetsinriktade projekt och publiceras i Handelshögskolan vid Göteborgs Universitets databas. Ditt namn kommer ej att publiceras i rapporten. Du har rätt att inte svara på en fråga och avbryta din medverkan.

☐ Jag samtycker till att medverka i den beskrivna studien.

☐ Jag godkänner att intervjun spelas in.

☐ Jag godkänner att min roll i företaget publiceras.

☐ Jag godkänner att direkta citat kan komma att inkluderas i forskningsrapporten.

☐ Jag tillåter att en transkription av min intervju kan komma att inkluderas i
forskningsrapporten.

Plats och datum   Underskrift och namnförtydligande

Appendix D
Illustration of Themes used in the Thematic Analysis

Thematic Analysis

Case Company	Project Process	Internal Factors	External Factors	Sustainability
Vision/Goals	Initiating	Collaborating	Client Involvement	Definitions
History	Ideation	Roles	Feedback from clients	Values
Ambitions	Production	Feedback	Relationship with Clients	Integration
Creativity	Delivering	Methods & Tools		
Structure	Evaluation	Experience & Knowledge		

Challenges & Development Areas				
Issue of Time	Covid-19	Digital Workspace	Organizational Characteristics	Context of Project

Visualization of Codes

Interview 1	Interview 2	Interview 3	Interview 4	Interview 5	Interview 6	Interview 7
knowledge, previous work experience	cross-working	personal relationships	changing role	personal relationships	Generally the process is presented	Work experience
What I bring with me	small company characteristics	long working experience	combined role of previous experience	classic definition of economic, social and environmental	Quite similar work structure for all project firms	Sustainability
development focus	concretising work	personal definition of sustainability	triple constraint			project management
The future	developing sustainability through education	strong motivation behind working sustainable	understanding the client	focus on environmental sustainability	Generally, a project leader, AD and copy is part of the team	work in projects
no expert-competence in sustainability			present one idea	previous experience		the project with WIMP
difficult to understand sustainability	personal relationships	challenges of covid, needed to redundant staff	making sustainability accessible	sustainable certificate provides a foundation	When launching only the project manager is involved	high degree of involvement
vision and goals	building on experiences		challenging workload			three pillars
individual project process	brundtland definition	creativity in project process	continuous learning together	updates through seminars and clients	Close collaboration	sustainability report
	different internal opinions	iterative work in the process			Brief meeting	be creative to dare
						global goals