

# Managing Creativity

Exploring the Paradox

*Edited by*

BARBARA TOWNLEY

NIC BEECH

• HOCHSCHULE  
• LIECHTENSTEIN  
Bibliothek

CAMBRIDGE  
UNIVERSITY PRESS

# Contents

<i>List of illustrations</i>	<i>page ix</i>
<i>Notes on contributors</i>	x
<i>Acknowledgements</i>	xiii
<b>Introduction</b>	<b>1</b>
1 The discipline of creativity BARBARA TOWNLEY AND NIC BEECH	3
<b>Part I Inherent unknowability</b>	<b>23</b>
2 To draw thought - <i>how can this be done differently?</i> AILEEN M. STACKHOUSE	31
3 Labour, work and action in the creative process MARTIN DIXON	47
4 Popular culture as <i>carnaval</i> : The Clash, play and transgression in the aesthetic economy STEPHEN LINSTEAD	60
<b>Part II Art for art's sake</b>	<b>81</b>
5 Art for art's sake: was it ever thus? A historical perspective JULIAN M. LUXFORD	87
6 The logics of art: analysing theatre as a cultural field DORIS RUTH EIKHOF	106
7 Turning rebellion into money: The Clash, creativity and resistance to commodification STEPHEN LINSTEAD	125

<b>Part III Infinite variety</b>	<b>149</b>
8 Communication, artists and the audience CHRISTOPHER RANDALL	157
9 Art or honesty? Breaking the rules of the game with immersive museum theatre PAUL JOHNSON	177
10 User-generated content and the participative market GREGOR WHITE	189
<b>Part IV The motley crew</b>	<b>209</b>
11 The missing middle: management in the creative industries CHRIS WARHURST	217
12 Playing the system: design consultancies, professionalization and value GUY JULIER	237
13 Organising creativity in a music festival JANE DONALD, LOUISE MITCHELL AND NIC BEECH	260
<b>PartV Arslonga</b>	<b>281</b>
14 <i>Juicy Salif</i> as a cultish totem LAURA GONZALEZ	287
15 'Time past': the value of remembrance in aesthetic experience AMY PARKER	310
16 What is a creative field? ELIZABETH GULLEDGE AND BARBARA TOWNLEY	321
<i>Managing Creativity: concluding thoughts</i>	336
<i>Index</i>	340