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Matthew Alfred Bugeja
How does the media manipulate its audience? Exploring linguistic creativity in political speeches

Throughout history political and civic leaders have used speeches and storytelling to motivate, inspire and manipulate their audiences to both positive and negative ends. In recent years technological advancements have allowed for these leaders to reach larger audiences. However, despite this long history of persuasion, research has yet to understand how audiences are persuaded. The broad focus of this dissertation is to explore the question: How does the media manipulate its audiences? but since this is a very extensive question, I specifically focus on the creative devices used by political orators in their speeches, as these were all broadcast via the mass media. Three interlinking research questions were devised in order to extract all the information needed to answer the main research question: What is the prevalence and effect of creative linguistic devices? How did second orality effect the development of political discourse? and Can a common trend, pattern or formula be found in the use of creative language? In order to answer each of the three questions, 14 historically famous speeches which were effective at persuading a large audience were chosen, then summative content analysis was used to extract data on a diverse range of elements common between them namely; creativity, dark-creativity, creative linguistic devices and their different frequencies of use throughout the eras of research and technological advancements. The findings suggest that both malevolent and benevolent creativity were present in the speeches, second orality did effect the use of linguistic devices, and a common creative formula can be found throughout all the speeches. While this study is a qualitative study and therefore the results cannot be generalized, the results indicate that the Psychological Behavior Theory is most likely to be reflective of how people are manipulated.

Keywords: creativity, persuasion, manipulation, media, political discourse
Mario Cachia
Innovation in strategic political campaigning: A study into the use and effect of new technologies in political campaigns and their impact on Malta

This study investigates the realm of political campaigning vis-à-vis new communication technologies, and their use and effect, with particular emphasis on the Maltese context. Malta is a small and densely populated island in the middle of Mediterranean Sea, with a particularly unique political scene, in which various traits of political campaigning may be identified. Technological Innovations have, in the past decades, revolutionised the world and the way people interact and communicate with each other. With the technological revolution happening all around the globe, the world is rapidly developing on many different fronts. Politics, political communication and political campaigning are deeply affected by the development of these technologies. Current Political campaigning is characterised by various traditional communication methods, alongside new innovative aspects that continue to develop from time to time. With the support of digital technologies, political campaigning is taking on new forms, with instant connections between the politician and the citizen, through interactive social networks, such as Facebook and Twitter. The study was conducted through an initial review of the relevant literature, followed by ten (10) Interviews with experts in the political field, and two (2) focus groups made up of a representation of the Maltese society. The study revealed that tools such as social media networks (mainly Facebook and Twitter), and other innovations, such as smartphone applications, are indeed helping politicians to interact better with constituents and vice-versa. Notwithstanding this, however, political communication is still seen as a personal exercise, and thus, there is still a great deal of value attributed to face-to-face communication. Personalising the digital political message could help to maximize the potential of these tools, and thus, to reflect a better use and effect of new technological innovations in political campaigning.

Keywords: innovation, politics, campaigning, elections, Malta, communication, digital technology.
Lisa Cassar
The transition from entrepreneur to employee after business closure: An exploratory study

This research explored the experience of individuals who have undergone the transition from running their own business to closing down their business and taking up employment elsewhere. It shed light upon the transitory period where individuals leave the role of business owner/entrepreneur, seek employment and subsequently adapt to a work environment where they are no longer their own boss. In practice this transitory period is not straightforward, since apart from the psychological costs, the former entrepreneur may still have problems linked to business failure, especially in the case of forced exit.

The contribution of this research to the literature lies in addressing the gap concerning the transition from entrepreneurship to employment. Apart from the academic contribution, this study also serves a practical value, both to the individuals experiencing this transition and also to the organisations employing them. The insights gained from this research were used to formulate recommendations, which are deemed essential to secure the re-integration of former business owners into the workforce. In retrospect, one can conclude that starting one's business involves multiple risks and prospective entrepreneurs find the necessary support. However in the exit and post exit stages, they are perceived as failures and not granted the necessary support.

A qualitative method for data collection and analysis was deemed appropriate for this research. Semi-structured personal interviews were conducted with ten former business owners/entrepreneurs who were in business for a minimum of one year. This method of data collection was deemed insightful since it grants a leeway for the interviewee to account and interpret the experience from a purely subjective perspective at his/her own pace and granting priority to strategic considerations. Moreover a fixed set of questions were used as guidelines to be followed in a flexible manner since every case was distinct and had to be tackled on the basis of its own merits.

It transpired from the interviews that the majority of the interviewees left the business against their own will (forced exit), due to a number of factors. The majority of interviewees indicated that searching for employment proved to be quite challenging, particularly due to the absence of job related information, social stigma, perceived self-image, and financial issues. Furthermore, it transpired throughout the research that the support available by institutional bodies throughout this transition is very limited. Consequently, many former entrepreneurs had no choice but to tackle their problems on their own. There is a likelihood that individuals who experience business failure may avoid talking about it, mainly due to the prevailing business culture in Malta, based on relatively high level of informal socialisation.

Keywords:
Abigail Cremona  
Cybercrime in organisations in 2030: A strategic foresight exercise

The purpose of this study is to carry out a strategic foresight exercise on cybercrime in organisations in 2030. Qualitative methodology was adopted for this research, and in-depth interviews were conducted with fourteen expert stakeholders in the field.

Using thematic analysis to interpret the results, different aspects are outlined. The research explores the advancement in digital technologies and cybercrime in organisations in 2030 by delineating future trends and scenarios. The results demonstrate that, like traditional crime, cybercrime may be mitigated and controlled, but it cannot be eradicated. The study portrays the necessity of a strategic way forward on three levels, which is required from 2014 to 2030. Fighting cybercrime necessitates a collective EU response. Proactive measures are required to assist the law enforcement agencies to boost Europe’s defence system. The study shows that the majority of organisations are not yet prepared to face cybercrime threats. Thus, the research outlines that cybercriminals are likely to remain ahead of the game, until more organisations increase their priorities towards cyber-security. The study concludes that the way forward lies in the implementation of a clear set of guidelines, comprising both immediate and long-term plans, rooted in increasing the organisations’ level of awareness, preparation, responding and defending.

Keywords: cybercrime, organisations, digital technology, foresight, strategic planning
Of the 1,000 largest corporations, only six are run by women” (Sharpe, 2000). This low percentage of female managers may be directly attributed to a woman’s personal choice of balancing family and work-life, or to women being perceived to be less effective in their work when compared to their male colleagues. The purpose of this study is to investigate and identify perceptions towards female managers’ intrapreneurial flair within the Maltese banking sector. This is achieved by comparing local bank managers’ perception towards women managers’ intrapreneurial flair to that of tertiary level students. It then aims to identify what these perceptions are, and the factors that are likely to deter women from displaying an intrapreneurial flair in the execution of their role. As a result, women limit their contribution to the development of the organisation they work in. This thesis puts forward the following two research questions: Do people perceive male and female differences on intrapreneurial qualities and why? What are the main barriers that are likely to hinder women’s intrapreneurial ability at their place of work? By reviewing local and international literature, this study has a better understanding of the current situation with regards to intrapreneurship. The key terminology used in this study is defined: entrepreneurship; leadership; management; intrapreneurship; perceptual stereotypes; as well as entrepreneurial and intrapreneurial flair.

A mixed method approach was adopted in this study to allow for holistic and comprehensive results, which ultimately contributed to addressing this study’s Research Questions. Quantitative data was first gathered on a 5-point Likert scale, testing a total sample of 129 research participants through a questionnaire to compare attitudes towards women managers’ intrapreneurial ability to add value to an organisation. The quantitative data indicated that there is a strong significant difference between the perceptions of female and male tertiary level students towards women as intrapreneurs, with males having a significantly lower perception of female managers’ potential. Such a significant difference was also noted through the analyses of bank managers’ questionnaire responses. Quantitative data also shows that no other significant differences in the examined variables existed in perception when grouping participants’ status, age, or position. The above results were reinforced by qualitative data with two focus groups, totalling to 13 participants. These discussed the results extracted from the questionnaires and proceeded to identify barriers that are perceived to deter women from exhibiting an intrapreneurial flair which could ultimately benefit their workplace, as well as their upward mobility within the organisation. The barriers for women as intrapreneurs that surfaced in the literature review also emerged from the qualitative data collection. These include: cultural mindsets which determine gender roles, work-life balance, family support, quotas as a result of gender gap, and the wage gap. Despite best efforts for participants to show inclination towards the achievement of gender parity at the workplace, when challenged with role reversing in the familial sphere for child rearing and domestic roles, opposition was shown by some male participants. These theoretical implications led this study to identify practical solutions that may alleviate the discussed barriers and promote gender parity at the workplace. Such suggestions include improving playschools in Malta; better legislation which covers paternity leave; friendlier parental conditions allowing both parents to share familial responsibilities; flexible hours; the ability to work from home; entrepreneurial education; networking; and having more creative, modern, and effective national campaigns to help visualise a change in traditional roles in order to entice more women into the world of employment, encouraging them to opt for higher posts within their companies. It is important to have monitoring boards set up to vet any and all promotional material to ensure equal gender representation in Malta. These suggestions aim to change traditional mindsets, aid the continuous growth for women managers as intrapreneurs, and provide more female role models for future generations.

Keywords: intrapreneurs, women, employment, attitudes, barriers
This study explores whether Valletta’s upcoming title as European Capital of Culture 2018 could act as a catalyst for Malta to function as a creative city. This is done through exploring two subsidiary research questions:

1. Does Malta have the potential for being a creative city?
2. What legacy is Valletta’s European Capital of Culture title expected to have on Malta?

The European Capitals of Culture is a European Commission initiative whereby European cities are chosen to highlight European culture and diversity, and is intended to have wide-reaching and long-lasting legacies on the cities which host the event. Creative cities are cities which are able to attract, nurture and sustain creative talent, and have a thriving presence of creative industries.

The study was conducted in late 2013, and the empirical data was collected through nine semi-structured expert interviews and a focus group with four participants. The expert interviewees were: four members of the Valletta 2018 Foundation, four creative professionals, and a manager at the Ministry for Tourism. The focus group participants were students of the Master in Creativity and Innovation at the University of Malta.

An analysis of the empirical data identified Malta’s geography, historical heritage, its attractiveness for inhabitants and businesses, and certain characteristics of the Maltese people as Malta’s main advantages in its potential for functioning as a creative city.

Malta’s disadvantages were its small size, the mentality of its people, the educational system, and politics. Screenwriting, digital gaming, and cultural tourism were identified as potential areas in which Malta can excel. Valletta’s 2018 European Capital of Culture title was seen as an opportunity to address Malta’s issues related to culture and the arts, and being the catalyst for establishing Malta as a creative city if correctly managed.

Keywords: creativity, creative city, creative industry, European Capital of Culture, Malta
Helena Esnerova
Relationship between global measures of creativity and happiness as indicators of national performance: A fact or a myth?

This paper aims to assess and interpret the relationship between creativity and happiness. The central question is: Is it correct to claim that a relationship exists between the Global Creativity Index and the national measure of happiness? It is necessary to gain a better understanding of how happiness and creativity correlates on a national level, as both concepts are linked to national prosperity and by extension, also to the ability to overcome future difficulties. It would also be advantageous to understand what other variables influence these factors, so that we can improve the conditions and foster creativity.

Ultimately, the findings of this thesis could help inform governments and policy-makers improve their citizens’ sense of well-being. Initially, the basic concepts of creativity, creative class, creativity index, happiness and national performance are reviewed and defined. The known relationships between creativity and well-being in humans are also examined. Shortcomings with current definitions are highlighted and will help define future research.

This thesis draws upon secondary data sources for quantitative research material. Sources for these data sets include the World Value Survey, World Database of Happiness and the Gallup World Poll. Using a mixture of descriptive statistics and regression analysis, the correlations between happiness and creativity are empirically assessed. Limitations of the data sets are also fully discussed. The research in this study highlights the shortcomings of terms such as happiness, life satisfaction and well-being – they are not synonyms and cannot be considered such. Both happiness and life satisfaction are influenced by numerous factors and vary between individuals, cultures and environments. Happiness is more closely tied to personal relationships, while life satisfaction has stronger financial implications. Correlations suggest that there is mutual influence between the creativity index and life satisfaction, and that it is stronger than with happiness. If all prosperity of a nation increases, it may have a positive impact on creativity. Results were however inconclusive. A correlation can be seen, but a validity of a relationship cannot be proven with certainty. This conclusion was supported by the empirical data studied. Clear evidence that there is a valid connection between the creativity index and life satisfaction on a national level has not yet been ascertained. The relationship is complex and would require further study, for which recommendations are given.

Keywords: happiness, life satisfaction, well-being, creativity, creativity Index, creative class, national performance, national prosperity
Sherrylene Gauci  
The effect of audience feedback on journalists’ creativity in a local context

The research objective of this dissertation is to gain an understanding of how journalists’ creativity is affected by audience feedback in the local context. The theoretical framework chosen to define creativity is largely based on Rhodes’ (1961) 4P model, which separates the concept into four strands – the person, process, press (environment) and product. Rhodes (ibid.) states that the model is only functional when the 4Ps are regarded as a whole since creativity consists of multiple aspects.

The definition used to describe the audience in this research is “a reading, viewing and listening public” (Merriam-Webster, 2013) while feedback is defined as presented information that allows a comparison between an actual outcome and a more desirable result (Mory, 2004). However, in the context of journalism, audience feedback is not only directed at the journalist but also at the content published and can be either negative (harsh or constructive criticism, threatening comments, complaints) or positive (congratulatory or thank you comments). In Rhodes’ (1961) model, feedback from the audience is considered as an external influence and is categorised under ‘press’.

The qualitative research methodology selected for this study, allows in-depth research to be carried out and face-to-face interaction with the participants. The research design is based on phenomenology which engages in methods of inquiry that study common experiences that individuals go through in everyday life. The data for the study was collected through semi-structured interviews with thirteen professional full time journalists, working for media agencies all over Malta. The interviewees were asked to provide insight into their journalism career, how they regard technological advancements in journalism, what they think creativity means and how they perceive and react to audience feedback.

Thematic analysis of the data findings resulted in the discovery of three major themes which are ‘Presentation and Readability’, ‘Journalists’ Feelings and Attitudes’ and ‘Interesting Journalism’. The conclusions of the data analysis show that audience feedback affects the journalists’ article presentation (structure and writing style) and article readability (simplifying technical jargon for the ‘average reader), journalists’ feelings, thoughts and attitudes (negative feedback is acknowledged as a learning experience while positive feedback keeps the journalists going in their job) and the story selection process (journalists have to look out for interesting stories in order to keep their audiences engaged).

**Keywords:** creativity, journalism, audience feedback, 4P model, media
Graziella Grech  
Creative thinking processes in a Maltese information and communications technology (ICT) organisation

In today’s industrial arena where technological developments occur at an increasingly rapid pace, businesses depend for their survival on the creation of new concepts and the ability to implement these in the shortest possible time. Organisations have to cultivate a culture of creative thinking that assists them in obtaining and maintaining an edge over their competitors. The aim of this dissertation was to study the factors that may influence the creative thinking processes of employees working in a local information and communications technology (ICT) organisation. This was done through the use of interviews and the observation of employees of the research organisation while solving a pre-set task. The research concludes that various factors influence the creative thinking process in the individuals concerned, and collectively as part of an organisation. Factors such as individual characteristics, other employees, management and the climate within the organisation, organisational culture and the working environment emerged as the major factors influencing the creative thinking process of employees. Further research could be conducted possibly focusing on specific issues so that a more in-depth understanding may be attained.

Keywords: creativity, creative thinking processes, information communication technology (ICT) organisations.
Cathy Therese Lawlor  
An exploration of strategy formulation in a Maltese organisational context: An exercise in foresight and innovation

The relationship between foresight activity and subsequent strategy formulation in a Maltese organisational context are examined. The study aims to determine the decision making rationale and its relevance to strategy formulation when considering future-based constructs. Tangible outcomes from the foresight process as well as concrete strategies can be viewed as potential innovations for future development and implementation.

Organisations and sole traders from the arts and culture sector in Maltese participate in the first national Cultural Foresight Workshop to discuss the topic: The Legacy of V.18: Where will the Private Cultural Sector be in 2025? The focus of the workshop is due to the recent designation of Valletta as Capital City of Culture in 2018. The aftermath of this future event serves as a concrete anchor and motivation for the participants in view of foresight activity. The workshop aims to create value of foresight and other strategic thinking tools for the organisations.

Horizon scanning is explored as the preliminary assessment of driving factors and trends, serving as a precursor to the main foresight activities. Scenarios are adopted as the central foresight tool for the workshop format. The research project involves an investigation into appropriate scenario development methodology for the selected process framework.

Outcomes of the foresight activity are linked to strategy formulation in the final exercise. The planning and execution of the workshop are also fully described and the procedure later evaluated.

Lack of creative thinking skills and aversion to risk emerge as prime findings from the research. Networking, collaboration and improved knowledge management are discussed as prime factors in the development of the organisations, and thus the sector. Weaknesses in the workshop framework and the importance of facilitation are determined for future improvement. Feedback from the participants is presented as additional merit for repetition and illustrates personal value gained by engagement in foresight activity.

Keywords: foresight, creativity, culture, Maltese context, scenarios
Marina Gennadyevna Mizzi  
Creativity enhancement with visual exploration search

This study investigates the perception of the creativity enhancing potential of visual exploration search in Wikipedia with the Visualisation of Relatedness tool. Data about the participants’ perceptions relating to properties of the process, as well as their estimations of its possible creativity enhancing impact on their creative potential in different domains of activities, was collected using an online survey. The participants perceived visual exploration search in Wikipedia with the Visualisation of Relatedness tool to be more interactive, more pleasurable and more addictive than text-based search for Wikipedia articles. They estimated the potential creativity enhancing impact of the process within the widest possible range, however, the majority agreed that visual exploration search in Wikipedia through use of the Visualisation of Relatedness tool may enhance their creative potential. The participants’ perception of the potential creativity enhancing impact was statistically significantly associated with the participant’s perception of different properties of the process, as well as with some user’s characteristics including age group and self-reported creativity in hobbies. The intent to use the Visualisation of Relatedness tool was also found to be significantly associated with the perception of the potential creativity enhancing impact of the tool. The study identifies the need to investigate creativity enhancing computer tools from a multi-dimension perspective.

Keywords: creativity, creative cognition, creativity enhancing human-computer interactions, visual exploration search, wikipedia
The role of creativity in viral marketing

The strategies used in marketing have changed dramatically in the last 2 decades with the emergence of social media platforms. The importance of sharing content has skyrocketed and has become the driving force of new age marketing tactics. The aim of viral marketing is to enrapture consumers and urge them to share content that captured their attention with their contacts. Not unlike a virus, it spreads rapidly and holds the potential to reach a far greater number of individuals. The question that begs to be asked is: How does viral marketing succeed?

The study will seek to explore the relationship, or lack of thereof, between creativity and viral marketing. Thus, its research question is:

Is creativity the most common element present in an ‘already perceived as successful’ viral marketing campaign?

Content analysis was used in order to answer the research question and derive any pertinent findings. A sample of 30 viral campaigns was selected and each of them was rated with a 5 point Likert scale according to a selected set of variables, generated by Smith and Yang (2004), expressing characteristics of creativity. The totals of these variables represented each individual’s campaign creativity score, which was then used to compare and analyse them. Furthermore, 3 independent raters conducted the same analysis in order to eliminate subjectivity issues. Finally, an inter-rater reliability test was conducted, with the same concerns as above in mind.

The study produced a number of very interesting findings, which all pointed towards the fact that creativity does not single-handedly make a viral marketing campaign successful.

Keywords: viral marketing; creativity; content analysis; advertising campaigns; youtube
The main aim of this study is to gain an understanding of how innovation and crowdsource testing are being incorporated within an online sports trading company, which provides bookmaking and arbitrage services. An analysis of their impact within the company and on its employees will take place, and on the role innovation plays in the organization’s ability to compete in the market. Background information on the organization chosen for the research has determined that the company portrays itself as innovative. This study will explore the use of crowdsource testing by the company, whether it is found to be beneficial, and if it has any disadvantages for the given company. The chosen research method adopted to approach this study was qualitative research. An intrinsic single case study was chosen to analyze the crowdsource testing phenomenon and innovation within the company. The particular organization was of the interest to the research, rather than a subject to generalization. The case study consisted of observation and interviews. The data concerning answering research questions was collected using semi-structured in-depth interviews. 6 interviews were carried out in order to address the research questions. The thematic analysis has identified themes that have allowed answering the research questions. The process of crowdsource testing was the subject to observation. The case study allowed for an in-depth look of crowdsource testing in the organization, selected for the research.

The data analysis has identified the importance of innovation in the company, that innovation concerns various aspects of business operations. Innovation is seen as the focal reason for having a competitive advantage. Crowdsource testing has been recognized to be a very successful experience for the company, with barely any identifiable disadvantages. It has strongly contributed to the development and improvement of the product. New ideas gathered in the process of crowdsource testing are the main contribution of crowdsource testing to the innovation within the company.

**Keywords:** crowdsource testing, software testing, innovative activity, open innovation, innovation