

# CREATIVITY IN FIRMS AND CREATIVE INDUSTRIES

**Author: Saray Fernández Martínez**  
**Tutor: Francesc Xavier Molina Morales**

**DEGREE IN BUSINESS ADMINISTRATION**  
**AE1049 - FINAL PROJECT WORK**  
**ACADEMIC YEAR 2019 / 2020**

## TABLE OF CONTENTS

<b>1. Introduction</b> .....	3
<b>2. Creativity</b> .....	6
2.1. Concept.....	6
2.1.1. Creativity throughout history.....	6
2.1.2. Creativity definition.....	7
2.2. Components.....	9
2.3. Factors.....	9
2.4. Types of creativity.....	9
2.4.1. Creativity according to Maslow.....	9
2.4.2. Creativity according to Jeff DeGraff.....	10
2.4.3. Creativity according to Edward Taylor.....	10
2.4.4. Creativity according to Joy P. Guilford.....	11
2.5. Barriers of creativity.....	11
2.6. The sigmoid curve.....	12
2.7. Creativity vs Innovation.....	13
<b>3. Successful real cases</b> .....	15
3.1. Creativity in firms.....	15
3.2. The UK's creative industries.....	16
3.3. Creative companies: use cases.....	23
3.3.1. Tesla.....	24
3.3.2. Airbnb.....	26
3.3.3. Wieden+Kennedy.....	27
<b>4. Nubalia</b> .....	29
4.1. Presentation.....	29
4.2. History.....	30
4.3. Values.....	32
4.4. Competitors.....	33
4.5. Products and services.....	36
4.6. Target group.....	46
4.7. Evolution.....	49
<b>5. Conclusions, limitations, and future research</b> .....	51
<b>6. Bibliography</b> .....	54
6.1. Bibliographic references.....	54
6.2. Webography.....	56

## TABLE OF FIGURES

Figure 1. Creativity according to Maslow.....	9
Figure 2. Creativity according to Jeff DeGraff.....	10
Figure 3. Creativity according to Edward Taylor.....	10
Figure 4. Creativity according to Joy P. Guilford.....	11
Figure 5. The sigmoid curve.....	13
Figure 6. Differences between creativity and innovation.....	14
Figure 7. Creativity vs. Innovation.....	14
Figure 8. The UK's creative industries.....	18
Figure 9. UK Creative Industries Split 2016 (£m).....	18
Figure 10. Change in GVA* 2010 to 2016.....	19
Figure 11. The UK Creative Industries 2016 (Value GVA).....	19
Figure 12. Statistics about creative industries in the UK.....	20
Figure 13. Global creativity gap.....	21
Figure 14. Creative countries according to the Global Creativity Index.....	21
Figure 15. Non-gas car models likely to nearly triple by 2025.....	25
Figure 16. Where Nubalia is located?.....	29
Figure 17. Founder of Nubalia.....	30
Figure 18. Source of Nubalia's customers.....	35
Figure 19. Won vs. Lost by source.....	36
Figure 20. Chrome devices.....	38
Figure 21. Google Cloud's tools.....	39
Figure 22. Nubalia's professional services.....	40
Figure 23. Third Party.....	44
Figure 24. Turnover development.....	49

## TABLE OF TABLES

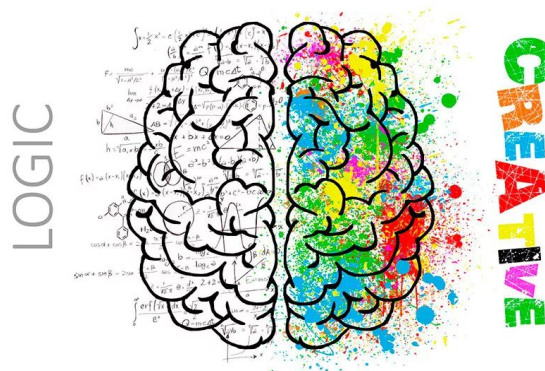
Table 1. The meaning of creativity throughout history.....	6
Table 2. Table of competitors.....	34
Table 3. Won vs. Lost by source.....	35
Table 4. G Suite tools.....	36
Table 5. Marketplace.....	45
Table 6. Nubalia's customers according to the different lines of business.....	48

## 1. INTRODUCTION

---

What do people think about when we talk about creativity? For centuries, it was believed that creativity only resided in those people dedicated to art, painting, sculpture, or architecture. But this is not truth due to creativity does not belong to any specific sector. So, what exactly is creativity? When did this term first appear? What are its main benefits and possible barriers? Why being creative is important and we don't stick to traditional methods? All these questions will be resolved throughout this research paper.

There have been many authors and definitions that have appeared to reach a certain conclusion of what exactly creativity is. Creativity consists of creating new ideas through the imagination of the human being, not through logic and reason. Certainly, creativity can take many approaches, and the business world is one in which it has the greatest impact.



I have chosen this topic because the concept of creativity is thought to be known by almost everyone and it does not receive the attention it deserves. Creativity has become increasingly important to firms. We live in a globalized and very technologically advanced world, that is why companies that do not know how to adapt to new conditions will be left behind and will eventually disappear.

In this detailed case-study we will be able to analyze in detail how companies improve and position themselves in the market thanks to creativity and innovation. Nowadays we live in a very competitive market because there is a huge variety of products and services. Therefore, creativity plays a big role in determining the success of a company. It is not only about creating new physical goods, but being creative in carrying out the processes.

In the last few years, the business landscape has changed. Companies have been considering a more creative approach to work and, therefore, they need people who

are capable of generating new ideas and contributing to the development of new opportunities.

As new technologies emerge, companies must adapt to the environment and have the ability to keep up to date. Creativity allows them to easily identify new ways to apply technology to help their business.

Creative thinking leads to the implementation of innovative ideas in the workplace. This means that if workers feel more comfortable and work in a good working environment, they will have a greater chance of being creative, while helping them to be more efficient in carrying out their tasks. The result of this would be to give the company a competitive advantage over the rest of its competitors.

As this paper progresses, we will address each of these points in detail to find a sustainable explanation for the importance and implication of creativity for firms' outcomes through theoretical research. At the same time, we will look at real cases of top firms that have been able to identify and implement this methodology.

This study has been structured as follows:

First, we see an overview of different definitions of creativity as well as the main elements surrounding it (components, factors, types, and barriers). In addition, we review the most relevant differences between creativity and innovation, since they are not equal terms, but complementary. Then, we will go into the world of creativity in companies where we will be able to know the English market as the main reference in creative industries. In it, we will see how the role of education has been a fundamental element in determining the success of these creative industries, as well as real facts and figures that demonstrate business growth in the UK in recent years. Moreover, we study the success stories of three specific international companies that share a common goal of positioning themselves as leaders in their respective sectors through creativity and that competitive advantage that has allowed them to become a global benchmark. Finally, to highlight the creativity within the Spanish market, we will study more in-depth a company called Nubalia and see how their new creative business model has helped them to position themselves as a Google Partner Premier in Iberia. We analyze in detail the company's main activity, how it all started, the products and

services it sells, its main objectives and values, and its evolution both in terms of company size and turnover.



## 2. CREATIVITY

---

### 2.1. Concept

#### 2.1.1. Creativity throughout history

Nowadays, the concept of creativity can be easily found everywhere and there are a lot of opinions to define it. Creativity is a recent concept. However, it is a term that appeared many years ago and it has evolved throughout history.

**Table 1. The meaning of creativity throughout history**

<i>Ancient History</i>	Greek philosophers tried to explain creativity through divinity, and society thought it was a God's gift, that only a few lucky people could prove to have.
<i>Middle Ages</i>	In this historical period, any interest was shown in the development, understanding, and advancement of human beings. Therefore, creativity was not a subject of study.
<i>Modern History</i>	In a time when divine beliefs were less relevant, society started betting on science and creativity such a human ability. It appeared to be the concept of humanism.
<i>Postmodernism</i>	Scientists, psychologists and, different authors start doing research, analysis and, investigations in-depth on the concept of creativity to find an appropriate definition.

**Source: Own elaboration**

## 2.1.2. Creativity definitions

Evidently, over the years, there have indeed been many types of definitions to clarify the concept of creativity depending on the branch that we are talking about. So, it is hard to take one single definition that explains exactly what is the meaning of creativity. There are some examples:

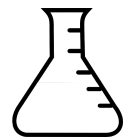
### **FIRST DEFINITION**

*"Spearman, Charles (1930): "A process of seeing or creating relationships in which conscious and subconscious processes operate together."  
(Sanchez, 2015)*



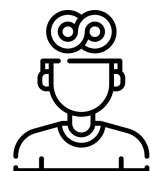
### **DEFINITION FROM SCIENCE**

*"In science, we define 'creativity' as an idea that is novel, good, and useful. It's a little broader than the Oxford Dictionary's definition, where it's just the ability to create, because that doesn't really say much. You can create something and it's not very useful or it just won't work well." (Grybko, 2016)*



### **DEFINITION FROM PHILOSOPHY**

*"Fromm, Erich (1959): "Creativity is not a quality that artists and other individuals are particularly gifted with, but an attitude that each person can possess."" (Sanchez, 2015)*



### **DEFINITION FROM BIOLOGY**

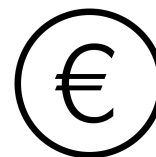
*"Piaget, Jean (1964): "Creativity constitutes the final form of children's symbolic play, when it is assimilated into their thinking."" (Sanchez, 2015)*





### **DEFINITION FROM ECONOMY**

*“Aznar, Guy (1973): "Creativity designates the aptitude to produce new solutions, without following a logical process, but establishing distant relations between facts. There is a trait that everyone attributes to the creative and it is the new, this being something that previously did not exist having a positive aspect.”” (Sanchez, 2015)*



### **DEFINITION FROM PSYCHOLOGY**

*“Papalia, Diane E. (1992): "Creativity is the ability to see things in a new light and then invent new, original and effective solutions.”” (Sanchez, 2015)*



### **DEFINITION FROM TECHNOLOGY**

*“Jobs, Steve (2005): "Creativity is simply about connecting things.”” (Sanchez, 2015)*



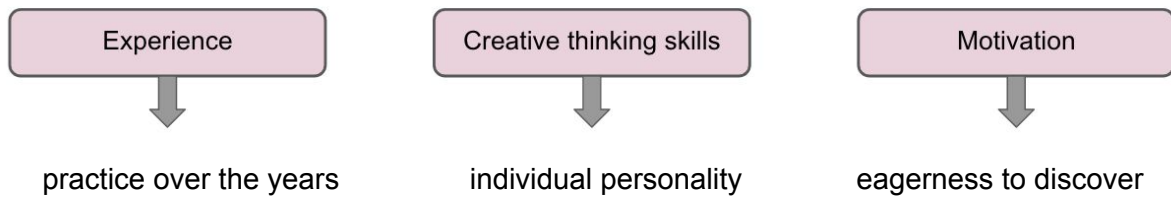
### **DEFINITION FROM THE CAMBRIDGE UNIVERSITY**

*“The ability to produce or use original and unusual ideas” (Cambridge Dictionary, 2020)*

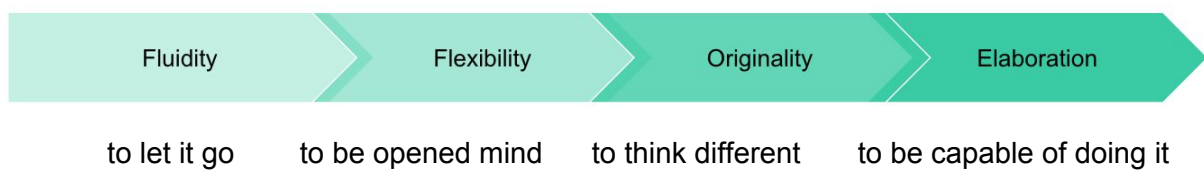


## **2.2. Components**

There are three concepts that construct a person's creativity:



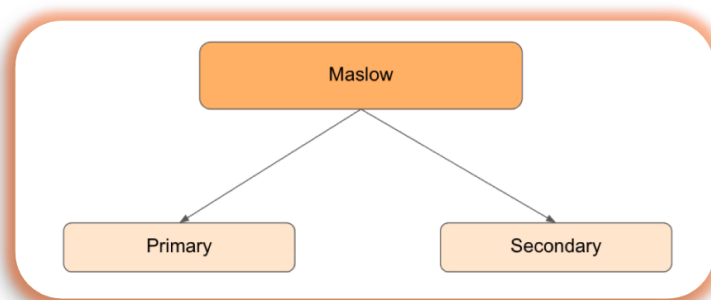
## **2.3. Factors of creativity**



## **2.4. Types of creativity**

### **2.4.1. Creativity according to Maslow:**

**Figure 1. Creativity according to Maslow**

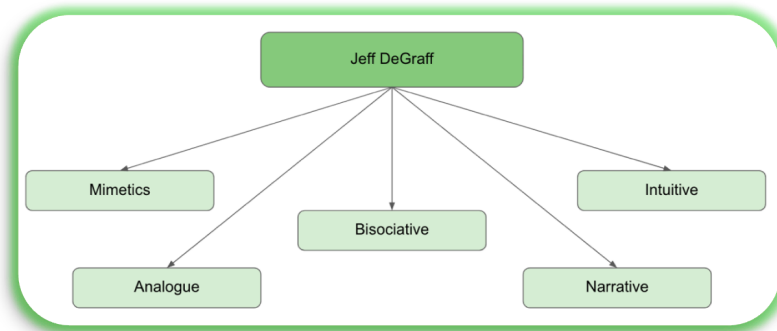


**Source: Own elaboration**

- Primary creativity: directly associated with inspiration.
- Secondary creativity: associated with preparation, effort and dedication.

## 2.4.2. Creativity according to Jeff DeGraff:

Figure 2. Creativity according to Jeff DeGraff

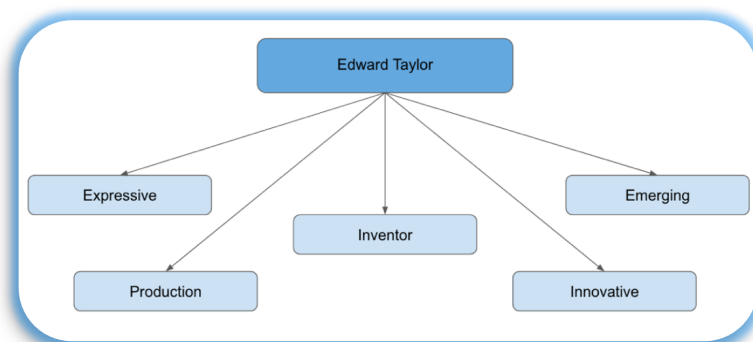


Source: Own elaboration

- Mimetics: result of imitating or copying something that is already known.
- Analogue: it is about understanding unknown things through known things.
- Bisociative: solution through two opposing ideas.
- Narrative: ability to create new stories.
- Intuitive: it's about creating ideas without having a prior basis (abstraction).

## 2.4.3. Creativity according to Edward Taylor

Figure 3. Creativity according to Edward Taylor



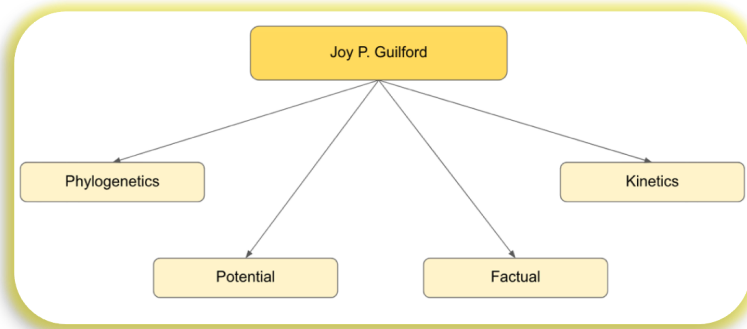
Source: Own elaboration

- Expressive: refers to new ways to express feelings.
- Production: refers to the execution.
- Inventor: refers to discover new realities.
- Innovative: refers to originality.

- Emerging: refers to talent and genius.

#### 2.4.4. Creativity according to Joy P. Guilford

Figure 4. Creativity according to Joy P. Guilford

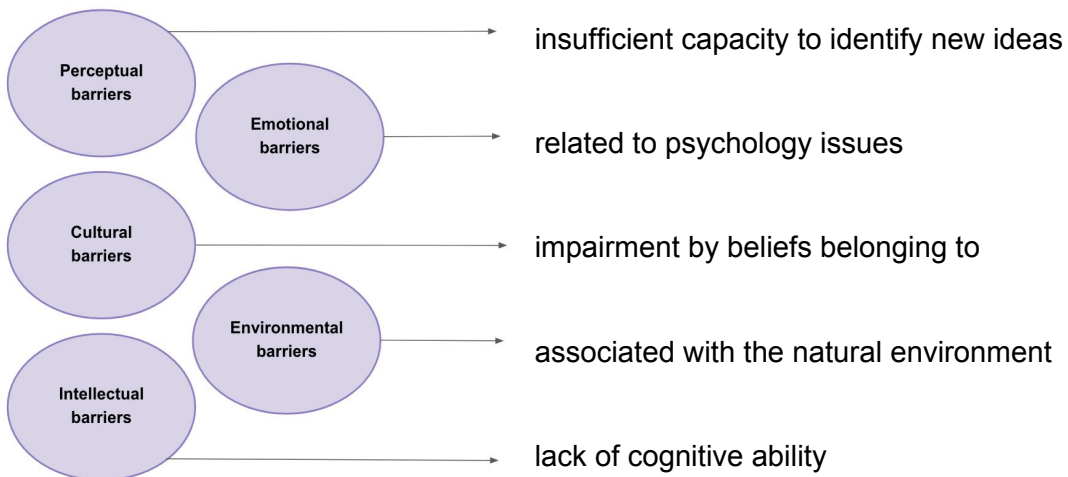


Source: Own elaboration

- Phylogenetics: related with personal characteristics.
- Potential: related with skills and abilities.
- Factual: related with expressions.
- Kinetics: related with academic, work or social environment.

#### 2.5. Barriers

Sometimes, people can not develop their creative characteristics due to different blocks:



However, many of these blockages can easily be removed. For a long time, it was believed that creativity was a gift that one was born with, but this is not the case.

Education, technology, and geography play a key role in being more or less creative. But creativity can be learned, worked on, practiced, and improved. And everyone is capable of doing so.

As Ken Robinson said "Creativity is learned just like reading".

It is not a question of being born with creativity or not, it is a question of there being people who are born with that capacity more developed than others and for certain circumstances are capable of carrying it out, but only that.

Moreover, creativity is not only related to the world of fine arts, but it has to do with anything that you are passionate about and you are able to get new ideas that are valuable.

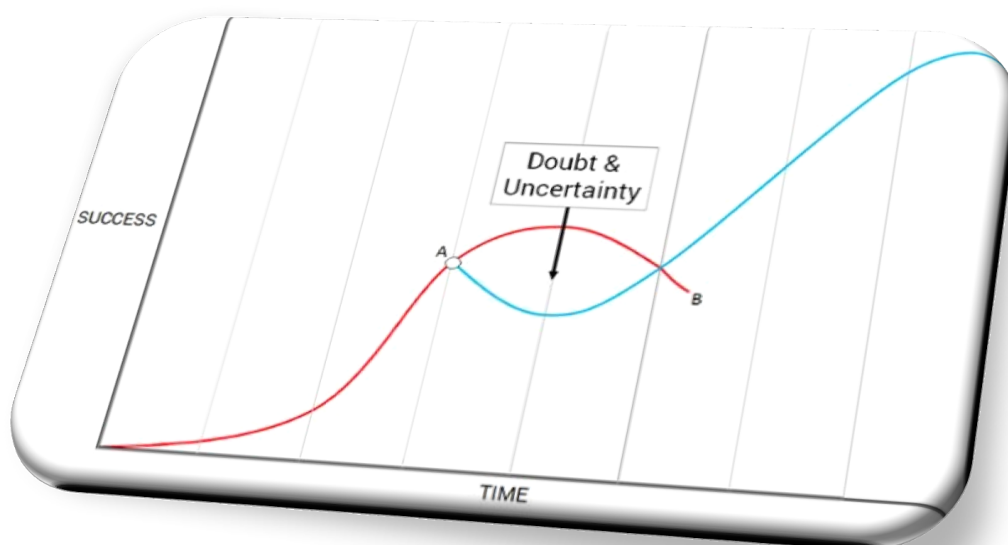
People are distinguished from other living beings by having a very powerful imagination, that is, by their human intelligence. This capacity to generate new ideas is the source that allows us to solve problems and face new challenges.

The four main ingredients to achieve a successful creative attitude are: finding out what motivates us, what makes us passionate, and what encourages us to keep developing and discovering new opportunities.

## **2.6. The sigmoid curve**

When a successful idea starts to grow (this is, the curve grows), that is the moment when new ideas and projects need to be started. At the beginning, the successful line of the new idea will probably be decreasing, this initial backfire or failure will be compensated by the success of the previous idea, and as time passes, the second idea will start to grow and become successful, while the first idea's success starts to decrease. Finally, when the second idea starts to become successful it is time to launch a new idea and start all the process again.

**Figure 5. The sigmoid curve**



**Source:**

<https://weareive.org/what-is-the-difference-between-creativity-and-innovation/>

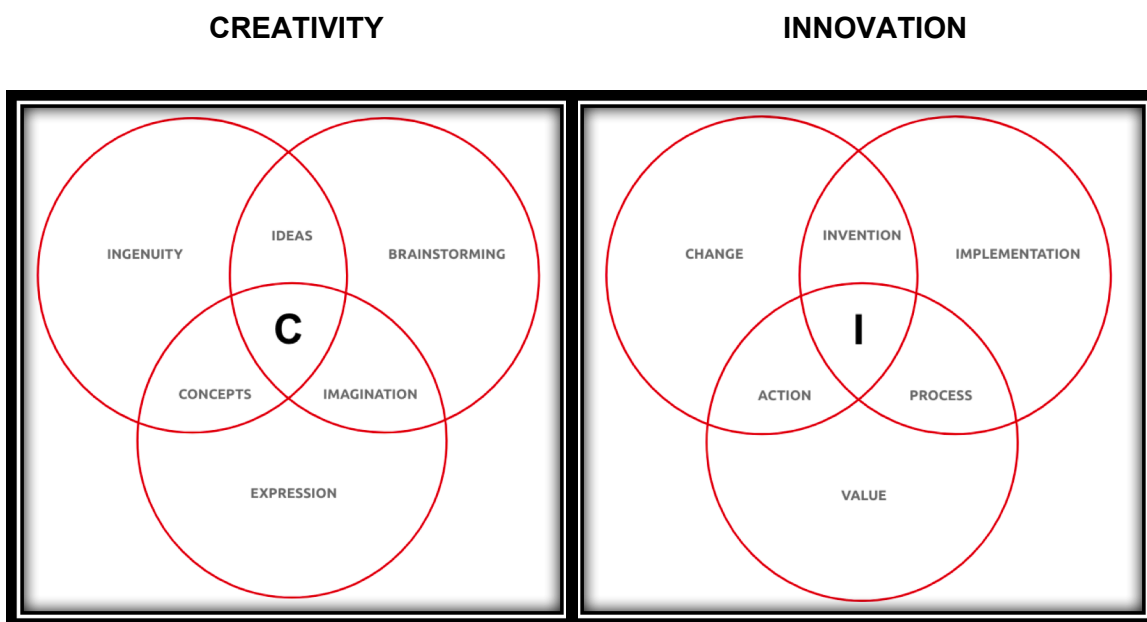
## **2.7. Creativity vs Innovation**

Just the way we have seen various definitions of the concept of creativity, we can also define the term "innovation".

Many people think that both concepts have the same meaning, but it is a common mistake. The main difference between being creative or being innovative is that creativity is about thinking up new ideas, while innovation is about carrying them out. This means that one goes hand in hand with the other, because there is no such thing as an invention if a creative idea has not been born before.

Therefore, a clear, precise and brief definition of "innovation" would be the process of creating value by applying novel solutions to significant problems.

Figure 6. Differences between creativity and innovation



Source: Own elaboration

new ideas	←	<b>meaning</b>	→	new actions
imaginative	←	<b>process</b>	→	productive
NO	←	<b>quantifiable</b>	→	YES
thinking	←	<b>about</b>	→	introducing
NO	←	<b>money consumption</b>	→	YES
NO	←	<b>risk</b>	→	YES

Figure 7. Creativity vs. Innovation



Source: <https://edisonawards.com/news/creativity-vs-innovation/>

### 3. SUCCESSFUL REAL CASES

---

#### **3.1. Creativity in firms**

We have previously commented that some people still believe that creativity is related to the artistic branch. Instead, more people are aware that we live in an increasingly globalized world and business needs are changing. Therefore, companies demand more and more from their employees to maintain their position in the market.

Nowadays, most companies have had to implement more creative ways of working in their business models due to the need to adapt to new environments. Surely, we have not heard of a top company that has achieved success without creativity. This is because creativity is the driving force that helps to improve the day-to-day life of organizations as well as helps to obtain better results. If all companies followed the same patterns of marketing, business, sales, and procedures there would be no differentiation between them and therefore none would stand out from the rest.

In this way, creativity is the reason why they thrive and is a crucial element in determining business success. Many companies have realized this reality and have acted on it.

For employees to be able to develop their creative thinking, they must coexist in a suitable working environment. In this way, it would be easier for them to develop a more imaginative approach in their daily work that would allow them to solve business problems and transform them into new solutions.

To achieve this purpose successfully, it is important that good practices are implemented to allow absolutely the whole team to capture this creative perspective and that each one of them contributes to improve the business model of the company they belong to. But, how can it be done? For large companies this can be a challenging task because they can have thousands of employees divided into many departments. However, this task is not impossible if they follow some advice:



- Provide a safe workplace for employees to feel comfortable and relaxed in their workplace.
- Keep the employees' minds active by challenging them intellectually with complex tasks and challenging activities.
- Encourage employee enthusiasm either by increasing their salary or through non-financial rewards.
- Give employees confidence and comfort so that they feel free to express their thoughts.
- Organize and optimize time to make room for the promotion of creativity and not to fall into the daily routine of work.
- Create work teams from different areas to encourage communication between employees and the exchange of common ideas.
- Encourage the employee to train continuously and learn more about what their job requires.

### **3.2. The UK's creative industries**

“The creative industries are the fastest growing part of the UK economy. They are defined by the UK government as “those industries which have their origin in individual creativity, skill and talent and which have a potential for wealth and job creation through the generation and exploitation of intellectual property.”” (Creative Industries Federation, 2020)

#### **How creativity drives industries and countries?**

For further analysis, and to evaluate how creativity drives success in companies and how it plays an important role in many industries, I will focus on analyzing one of the countries which is considered to have a highly creative market. This country I am talking about is the United Kingdom.

As the magazine A! Says in one of their articles (A! Magazine, December 2018), “the United Kingdom is considered one of the global leaders referring to the development of creative industries, which contribution represents around 6% of their GDP at the moment.”. For this article A! Magazine interviewed Carlos Grande, manager of the CIC (Creative Industries Council) official website, who said referring to the United Kingdom “...a region which is at the global front line in the progress of this sector and the exports

of creative services, which were evaluated in twenty-seven billions of pounds in 2017, a number which the United Kingdom seeks to augment in a 50% for 2023.” (Carlos Grande, 2018).

But, which are the key elements or conditions that promote creativity in businesses, and which have led the United Kingdom to become a country leader in creative industries? One thing the United Kingdom has put the focus on and which has helped in the development of creative industries is giving visibility to these industries in the government. Thanks to CIC, the creative industries also enter into consideration in the United Kingdom policies, and their concerns, problems, and solutions are addressed like with any other big industry. By having an organisation which promotes policies in favour of these types of industries, and by giving visibility to successful creative companies, the United Kingdom has been able to make their creative industries an important part of their market.

### **The UK case in detail.**

During the analysis of how creativity has become a key driver of industries that are booming in countries like the UK, we have talked a lot about creative industries and how important these are for the economy of the UK. Now I will conduct a more precise analysis of the UK case, providing insights on these so-called *creative industries*, and more insights into the statistics of these industries and their impact on the English economy.

The creative industries we have been talking about are divided into nine different groups of smaller industries according to Creative.Industries.Federation. Those industries are; Advertising and Marketing, Architecture, Crafts; Design (product, graphic, fashion...), Film, TV, video, animation, VFX/SFX, radio & photography (these last seven from Film to photography considered as one), Publishing, “creative tech” industry (which includes IT, video games, software, and computer services), Museums, galleries, libraries and heritage (all in one) and, finally, Music, performing and visual arts industry. See the breakdown of the creative industries, that I have just enumerated, in the following image.

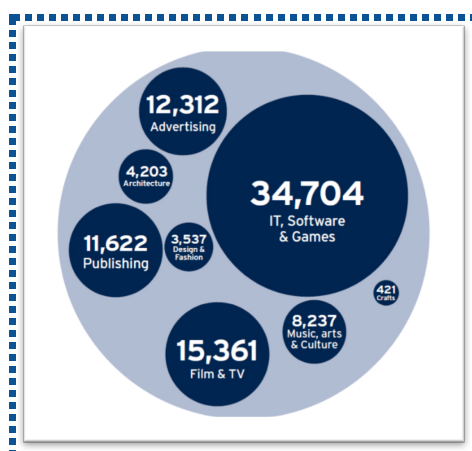
**Figure 8. The UK's creative industries**



**Source:** <https://www.creativeindustriesfederation.com/statistics>

From these industries which compose the creative industry, the IT, video games, software and computer services (IT, software and games from now on) industry, accounted in 2016 for 34,704 million pounds, is the biggest one of these nine industries, twice as much as the Film, TV, video, animation, VFX/SFX, radio & photography industry which accounted for 15,361 million pounds. The IT, software and games industry, are highly dependent on their ability to create content, and through creativity, they can surprise their customers and keep up to their expectations. This need of being creative has made this industry the most successful of all in numbers, as their need has pushed their creativity.

**Figure 9. UK Creative Industries Split 2016 (£m)**

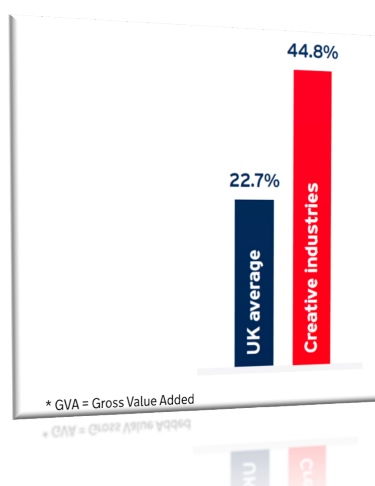


**Source:**

<https://www.gov.uk/government/publications/creative-industries-sector-deal/creative-industries-sector-deal-html>

Bearing in mind that any company operating in any of these industries will be considered a creative company, as a result we have then, that almost 12.5% of companies in the UK are creative companies. Maintaining this line, the following picture represents the contribution of the creative industries to the UK in terms of gross value added (GVA) from 2010 to 2016, and it can be seen that their contribution is almost twice as high as the UK average. Only in 2016, it represented 91.8 billion pounds of GVA, with a growth of 7.6% since 2015.

**Figure 10. Change in GVA\* 2010 to 2016**



Source: <https://www.gov.uk/government/publications/creative-industries-sector-deal/creative-industries-sector-deal.html>

**Figure 11. The UK Creative Industries 2016 (Value GVA)**



Source: <https://www.gov.uk/government/publications/creative-industries-sector-deal/creative-industries-sector-deal.html>

Through this data, we can see how important creativity is for the UK, with an important weight in their economy, and “growing at more than 5x the rate of the UK economy as a whole” (Creative.Industries.Federation, 2020). And that’s not all creativity brings to the UK, accounting for more than 10% of the UK exports, creative industries present jobs generating numbers which triplicate the UK average, with 2 million employees at the moment, which are expected to grow up to three million in 2030.

**Figure 12. Statistics about creative industries in the UK**



**Source:** <https://www.creativeindustriesfederation.com/statistics>

### **Findings of the UK case.**

As we have seen with the analysis of the UK case, creativity can drive an industry bigger than the traditional industries of automotive, aerospace, life sciences, and oil & gas combined. And even though we are aware of how important being creative is, we tend to see that companies don’t promote it as much as they should. In many other industries, besides the creative industries, giving employees time to develop their creativity and to generate new ideas is not worthy for many companies, who prefer that their employees spend all their time in their daily tasks. In a study conducted by Jackie Gerstein, about how Schools are still killing creativity (Gerstein, J. 2020) he found that, in working environments, we only spend twenty-five percent of our time creating on average. Gerstein's study also highlighted that only one out of four people feels that he or she is living up to their creative potential, the main reason he outlines in his study is that educational systems don’t promote creativity, and opposite to that, they destroy it.

Figure 13. Global creativity gap

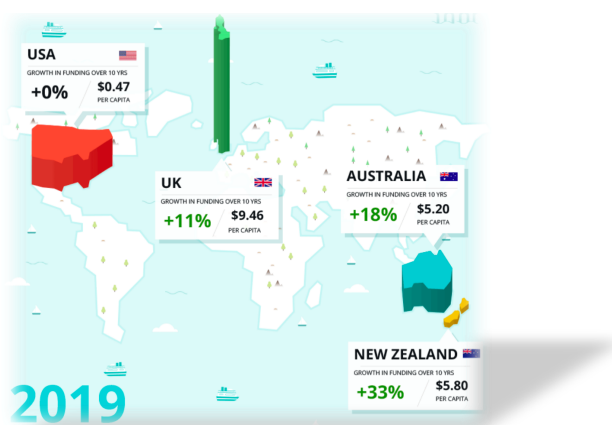


Source: <https://usergeneratededucation.wordpress.com/2012/04/25/schools-are-s-till-killing-creativity/>

In the UK case, we can see how the UK government has identified this problem, and tackled it through policies that promote creativity in educational environments, “To increase the supply and diversity of skills and talent in the creative industries, the government will make up to £2 million available (subject to business case) to support an industry-led creative careers program aiming to reach at least 2,000 schools and 600,000 pupils in 2 years and industry development of apprenticeship standards.” (UK Government, 2018). In addition to that, the UK government has been since 2009 increasing its funding in arts and used this funding in promoting initiatives oriented to educational purposes in creativity. “This funding has led to initiatives like the Creative Careers program that’s backed by the government’s Department for Digital, Culture, Media, and Sport. This provides students with the opportunity to go into different creative industries, like TV, film, theatre, and music, to experience a world of work that offers a huge variety of creative opportunities.” (Canva.com, 2020).

## GOVERNMENT FUNDING IN ARTS

Figure 14. Creative countries according to the Global Creativity Index



Source: <https://www.canva.com/learn/most-creative-countries-in-the-world/>

But, besides the importance of promoting creativity in educational environments, in the UK case we have seen more than one key factor in the development of creative industries. As we have seen before, the work of the CIC promoting creative industries and creativity in firms, and even the mere existence of the CIC has been key in the development of creativity in the UK market. Thanks to the CIC, which is part of the UK government, and which role is, in their own words “Set up to be a voice for creative industries, the council focus on areas where there are barriers to growth facing the sector, such as access to finance, skills, export markets, regulation, intellectual property (IP) and infrastructure. Action will be taken forward in these areas through the work of a small number of ‘task and finish’ working groups.” (UK Government - CIC, 2020), the UK has seen excellent results in its creative industries as part of their creativity promotion policies. The collaboration of the government with creative industries has been essential to set a landscape in which creative work is protected and promoted, a landscape where creativity is a valuable asset for companies, which can develop it further and attain larger profits.

And still, the UK has needed another key element in the promotion of creativity in its market. This one has been the protection of the Intellectual Property (IP). “In this way, the IPO supports innovation and creativity by encouraging investment in it, ensuring that the results of that investment are used and adequately protected, through a clear, accessible and widely understood IP system. The IP framework we deliver should incentivise and protect the investment in IP while allowing knowledge to be shared and disseminated. A balance here is critical for innovation and creativity to flourish.” (Baroness Neville-Rolfe, 2016). Through effective protection of any creative work, the UK settled the bases that the creative industry needed to start growing, and not only the creative industry benefits from it, companies from different industries also benefit from these policies and are incentivised to explore new areas of their own businesses and industries through creativity. Securing creative work was very important to encourage companies to start taking the bet in developing new products and investing in research and creativity itself.

With the UK case we can see how creativity is an important asset for companies, as it can drive profits to the next scale. Seeing a country as important and economically powerful as the UK is, paying that much attention to promoting creativity in businesses, is an indicator that creativity is worthy enough to invest in it. And its results are proof enough that promoting creativity in firms is a good strategy to follow.

Just looking at companies that are inside those considered creative industries, creativity is a must, as without it they could not keep up to customers' expectations, and in terms of competitiveness, the more creative a company is the more competitive it becomes in these industries. In the UK case we have seen that the potential of the creative industries is higher than the expectations of many, and in the following section, I will analyze different companies that excel due to their creativity. In this analysis I will go over companies from different industries, some of these companies are operating in creative industries, and others don't. For the ones which operate in creative industries, I will analyze how important creativity is for them, and how their success has been impacted by their creativity skills. For the ones operating in industries that are not inside the group of creative industries, I will analyze how creativity has helped them achieve competitive advantages in industries that are not based on creativity. The main questions which have driven my analysis are: Can companies become better by enhancing their creative skills? Is their success linked to being creative?

### **3.3. Creative companies: use cases**

Unlike it can be seen, creativity is not a meaningless skill of companies, opposite to that, it has helped many companies to become key players of their respective industries, we are talking about companies which thanks to their creative and innovative approach have been able to enter and outperform different industries which were dominated by big companies which have been around for a while already. For this paper we will analyze the following companies, which have been very successful in their different industries thanks to their creativity. The companies considered for further analysis are: Tesla Motors, Airbnb, Wieden & Kennedy, etc.



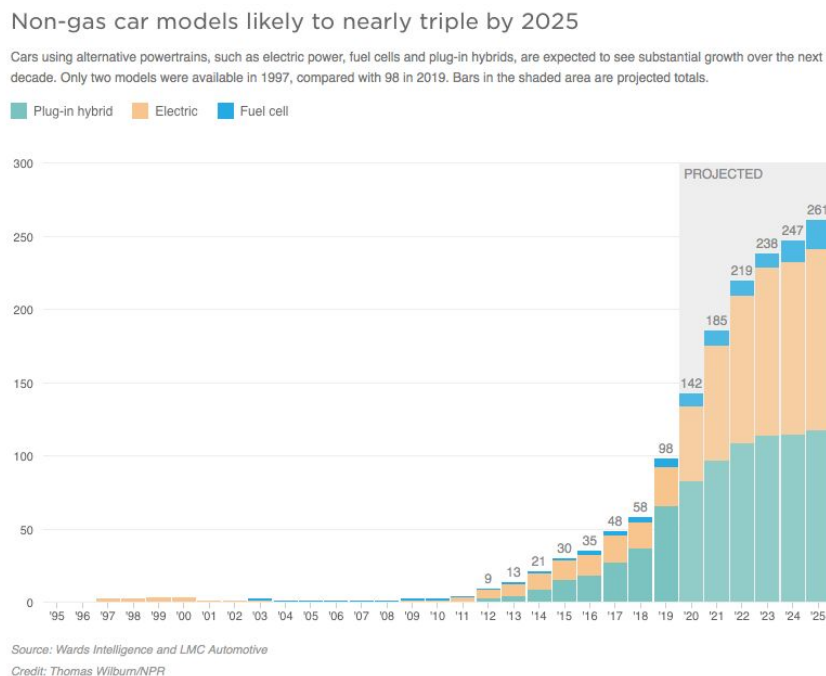
### 3.3.1. AUTOMOTIVE INDUSTRY: Tesla

Starting by Tesla Motors, which operates in the car manufacturing and retailing industry. For a long time, this industry has been dominated by a few big players like BMW, Mercedes, Audi, Volvo, Toyota, Lexus, Chevrolet, and Range Rover. All of them focused on manufacturing petrol-fuelled vehicles until Tesla arrived. With the new environmental laws, the greenhouse gas emissions measures taken by the countries of the first world, the increasing price of the petrol, the advancements in the technology of the production of electric batteries, and the growing availability of facilities to recharge Electric Vehicles (EV), among other elements, have made that the industry of car manufacturers starts to move from petrol-fuelled vehicles (PFV) to EV. And Tesla is several steps ahead of its competitors.

The car industry is experiencing an era of change, with the car-sharing model that companies like Mobility or Car2Go are spreading, and with new alternatives for transportation like Blablacar, which allow people to move by car without actually owning one. In addition to the new alternatives, the new regulations to cut down greenhouse gas emissions are making these alternatives much more attractive than owning a PFV. But still, the car industry stills making lots of money, and Tesla Motors is a company which with a combination of creativity and vision has positioned itself as an important player of this industry regarding the segment of the EV, which is growing year after year, Mike Woodward, North West Europe Automotive Leader at Deloitte, said in 2018 “The last two years have seen a sea change in attitudes towards EVs.

While 2017 was a landmark year for EVs, as global sales surpassed one million units for the first time, it is quite possible that in 2018 more than two million units were sold.” (Woodward, 2020). EVs will eventually replace combustion or fuelled based vehicles “Electric vehicles are currently a tiny fraction of the car market, which is dominated by internal combustion engines. But many more electric car models will hit showrooms in the next few years, and several factors have analysts convinced that is part of a major transition in the industry.” (Domonoske, 2019).

**Figure 15. Non-gas car models likely to nearly triple by 2025**



**Source:** <https://www.npr.org/2019/02/16/694303169/as-more-electric-cars-arrive-w-hats-the-future-for-gas-powered-engines?t=1588962868170>

But why Tesla? And how it came to be what we know today?

Tesla was founded in 2003 by American entrepreneurs Martin Eberhard and Marc Tarpenning and was founded mainly by Elon Musk, who became the chairman of the company in 2004. In 2008 they released their first EV model, the “Roadster”, but it was not until 2013 when Tesla made profits for the first time with its new model, the Model S, an SUV sedan. Tesla has kept bringing new models like the Model X and the Model Y, and with increasing sales it aims to become the main player of the EV car manufacturers industries which will eventually become the car manufacturers industries. At the beginning Tesla aimed at wealthy people, concerned about the environment, which was familiar with technology and sophisticated, and mainly man who also seek power in a car rather than security. Those were pioneers of Silicon Valley, a niche segment of the entire share of the car industry. But with the model X, Tesla opened up to a bigger segment, with more security characteristics, and targeting people with families, and not only men. Their objective was to move from a niche market to the main market.

With the Tesla case we can see how creativity applied to the car manufacturers industry, made a company grow from nothing to a main player of a saturated industry like this one is. Being creative was not a merely added value but a differentiation strategy, when no one else thought about changing the automotive industry, about changing the core of the industry, Tesla thanks to innovation and creativity disrupted the industry, in eight years made profits for the first time and in fifteen years has been recognized as the main EV manufacturer, and considering that in 2025 EVs are expected to dominate the market along with the hybrid vehicles, Tesla will be the main player in that scenario.

### **3.3.2. HOSPITALITY INDUSTRY: Airbnb**

We have seen already, how, in the automotive industry, Tesla Motors has become an important player positioning itself as one of the top referral brands when talking about EVs. Even in such a competitive and hardly accessible industry, Tesla Motors managed to gain market share by creating a whole new segment, which as we have seen before is slowly replacing the main segment of the automotive industry (this is the EVs segment substituting the gas and petrol vehicles segment). The need for innovation of that industry due to climate change, plus the creativity of Tesla were the key elements that have driven Tesla success in this industry. And like Tesla, others have disrupted traditional industries through a work of creativity and innovation. For the following case we will analyze another successful case of a company, which thanks to creativity has become the main player of its industry within a few years. This one is Airbnb, in the Travel & Hospitality industry.

In this industry, until 2008, when tourists looked for accommodation the main alternatives were hotels, Bed & Breakfast establishments, motels, hostels, and resorts. And just the hotel industry had a total retail value in 2018 of 600.49 billion USD (Source: Statista), growing 133.92 billion from 2014 a 28.7 % growth, which proves that we are not talking about a small industry. And even though this still was a big industry back in 2008, a company called Airbnb disrupted it. Like with the case of Tesla, Airbnb took advantage of a specific situation (the crisis that occurred during 2008, starting with the crash of Lehman Brothers) and through creativity created a business model that matched the needs of thousands. On one side some travelers needed cheap accommodation, and on the other hand, there were millions of people who needed an

extra income to face the crisis. Airbnb offered both groups a solution and entered the Hospitality industry (in concrete the accommodation industry) with a business model that no one had seen before.

Founded in 2008, by Brian Chesky, Joe Gebbia, and Nathan Blecharczyk, Airbnb with “about \$3.5 billion in cash on its balance sheet as of March 31” (Roof, 2019) of 2019, has become a leading company in the industry with a value of \$31 billion in 2020 (source: FastCompany). Forbes describes Airbnb as follows “With 4,500,000 listings in over 65,000 cities in 191 countries, Airbnb offers the widest variety of unique spaces for everyone, at any price point around the globe.” (Forbes, 2019). Targeting travelers and hosts, Airbnb offers a global platform where travelers can connect with hosts in an easy way and with a wide range of options and prices, adapting to every user's needs.

In the case of Airbnb, we can see that creativity was key to disrupt the hospitality industry and become an important player of it in only a few years. Creativity allowed Airbnb founders to rethink the industry, and by removing what until 2008 seem to be essential, this is physical facilities like buildings to offer accommodation, they were able to assemble a business model based on using what people had already and connecting people's needs.

### **3.3.3. ADVERTISING INDUSTRY: Wieden+Kennedy**

Now that we have seen two companies that have succeeded in two different industries thanks to innovation and creativity, I have analysed another case of success in a different industry, the advertising industry. In this case, Wieden+Kennedy use of creativity has been different to the Tesla and Airbnb cases. Both, Tesla & Airbnb, used a mix of creativity and innovation to define new business models which disrupted their industry, but in the case of Wieden+Kennedy we are seeing a business model which is similar to their competitors, but with a great difference in their daily work, that is using creativity as the base of every advertising campaign they work on. Creativity for Wieden+Kennedy is their differentiation asset and their competitive advantage.

In the advertising industry, companies excel for their performance, or better said, for the performance of their campaigns. Therefore, achieving a competitive advantage in this industry has proven to be very difficult as there aren't many technological

applications which can provide clear competitive advantages, neither a different business model which has disrupted the industry yet. And even though the conditions to excel in this industry are not even clear, Wieden+Kennedy has achieved to be acknowledge as the top company of this industry “Last year, Wieden+Kennedy topped Ad Age’s Agency A-List for the second year in a row thanks to impressive account wins and ever-expanding work for legacy clients. But taking the top honor for three consecutive years—the first three-peat since Ad Age first began naming an Agency of the Year in 1974—requires a certain kind of magic.

Besides, Wieden+Kennedy has received the honor five times—in 1992, 2011, 2018, 2019 and 2020; no other agency has won more than three times.” (Sherwood, 2020), the one top firms go to when launching important campaigns, like Nike, McDonalds, KFC, Uber, etc. The famous slogan of Nike, “Just Do it” was coined by Dan Wieden, cofounder of Wieden+Kennedy. The company was founded in 1982 and their first client was Nike, and since then they kept growing and winning awards while staying as an independent advertising company. Their target segment are companies from all types, they have cover advertising campaigns from a wide range, from sports, transportation, food, and more.

But, what has made an advertising company like Wieden+Kennedy, which does not have any resource in assets that their competitors could not have, such a successful company? Through my research of their work and of their own words, the answer to the previous question is that, they excel in creativity. “Wieden+Kennedy is an independent, global **creative** company... everyone and everything at W+K is driven by creativity...” (Wieden+Kennedy, 2020). Their ability to create meaningful, inspiring and attractive adverts is based on their creativity skills, and that is their competitive advantage that has positioned them as the top advertising firm of the industry.

Creativity in this case was not used to start a new company but to run successfully a company based on a traditional business model like any other advertising company could have before Wieden+Kennedy.

## 4. NUBALIA

---

### 4.1. Presentation

Nubalia is a company Google Partner Premier in Iberia dedicated entirely to the cloud ecosystem. It focuses mainly on the digital transformation of the business model of companies. To this end, it offers all the collaborative tools of Google Cloud to those companies that want to optimize all their resources and capacities to the maximum. Nubalia is divided into 6 departments: commercial (presales and sales), marketing, technology, operations (support, development, deployment, and change management), administration (legal, finance, and procurement) and talent management.

The company is located in 4 places in the Iberian Peninsula: three cities in Spain (Madrid, Barcelona and Granada) and one city in Portugal (Lisbon). The main office is located in the center of Madrid (more specifically in the famous “Castellana” area).

**Figura 16. Where Nubalia is located?**



Source: Nubalia

## 4.2. History of Nubalia

**Figure 17. Founder of Nubalia**



**Source:** <https://www.necsia.es/leadership-team/>

After several years working in the automotive sector, in 2005, Miguel Planas decided to make a radical change in his life: he joined the world of ICT where he began to carry out senior management tasks in business development. From that same moment he also started to lead as an executive and shareholder of the information technology consultancy NEAR TECHNOLOGIES SL, created in 2005 and now known as NECSIA.

In June 2012, he decided to dedicate himself 100% to his projects and bought shares in NECSIA, thus becoming executive vice-president and shareholder of the company, whose mission is to help large Spanish companies become more secure, collaborative, and efficient.

He is currently co-founder and president of the holding company IRIS Venture Builder, whose mission is to finance the incubation and start-up, for subsequent consolidation and exit, of companies with innovative products for corporations in the fields of Cybersecurity, Big Data Analytics, and Social Intelligence. Here is where Nubalia was born.

The holding company IRIS Venture Builder was founded on May 3rd, 2011 by Miguel and is formed by 5 capitalist partners: Miguel Planas, Pedro Fontana, Gabriel Ferraté, Ángel Márquez, and Ramón Planas. Within the Iris Group, different companies were

created, all of them related to the world of information technology. These companies are: Tranxfer, Nubalia, IT Cloud Break, Arqano, and Deefend, among others.

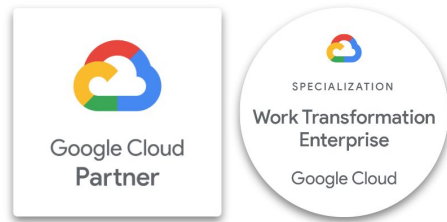
At the beginning of its creation, Nubalia touched 3 lines of business: Jive, Selfor and Google. However, it was known from the outset that in the not so distant future, Nubalia would be entirely dedicated to the cloud ecosystem. This is what would make it stand out for its creativity, as there is currently no other company in Spain that is 100% dedicated to the cloud ecosystem.

Miguel made this decision because at that time he believed that the appearance of new technologies was becoming more important every year in the work environment and he was convinced that if he dedicated his business to selling a product that is necessary for companies, he would achieve the expected success. In addition, in that year, Google was one of the most creative companies worldwide, so Miguel wanted to take a step beyond his creative model. The other Google partners also market these products, but Nubalia is the only one of them all that is exclusively dedicated to the cloud system. Miguel's deal with Google was that Nubalia would not only sell their products, but act as a consultant for them. This is what made Nubalia a truly creative company. Nubalia would keep 20% of the benefits of Google's tools and 100% of the benefits of its corporate services.

Nubalia's first office was created in Barcelona, which is the city where Miguel lives. However, in 2013 they decided to open another office in Madrid as this is the city where Google's offices are located. A very interesting fact is that when Miguel decided to make Nubalia a Google partner there was only one Google person in Spain: Pablo de la Horra.

From 2011 to 2014 Nubalia became a reference partner in Selfor. However, in 2014 it will no longer be dedicated to Jive and Selfor as these two lines of business will be taken over by large companies, and, as Nubalia is a small company, it will not achieve the proposed success if it have continued in these two branches. For this reason, in 2015 it will specialize completely in Google's cloud ecosystem and, after its well-deserved effort and work, in 2015 it was certified as "*Google Partner Premier*".





In 2015 in Madrid, Nubalia had only about 4/5 employees, but in 2016 it started to get more and more clients and obtain better results and economic benefits, so another office was created in Granada. Over time and after growing as a company every year, it now has a total of 55 employees in 2020. Without any doubt, it is a reflection of the great work of all those who make up the team.

Overcome, one of the characteristics that makes Nubalia stand out as a creative company different from other companies is its internal policy for interns. Since its inception, Nubalia has always hired interns to teach them everything they need to learn and become future business professionals. Thanks to this, the first intern who joined the company is currently Nubalia's CEO, Manuel Galayo.

#### **4.3. Values**

From time to time, Nubalia reviews and updates the company's values, improving them to fit perfectly with the company's culture. These values are an essential element for Nubalia and it is necessary that the company's employees feel identified with them and demonstrate them in their daily routine. This same year 2020, Nubalia has renewed its values and established the following:

- ❑ PROFESSIONALISM:
  - Executive capacity in decision making and implementation.
  - The quality is taken to the maximum employing the continuous improvement of the employees and the processes of the company.
  - Focus on generating value and competitive advantages for the company.
  
- ❑ COMMITMENT:
  - Defend and honor the company's values.
  - To internalize and fight to achieve the objectives set.

- ❑ **AMBITION:**
  - To work resolutely so that the company becomes a worldwide reference for the Google Cloud.
  - Grow and improve continuously to achieve the best version of the company.
  
- ❑ **TEAM:**
  - Row all together and work in a united and coordinated way to achieve all their goals.
  - Share knowledge and experience, bringing the best of each one and trusting that each one assumes their responsibilities to achieve a common goal.
  - Feedback is part of Nubalia's daily life.
  
- ❑ **CLARITY:**

Trust as a pillar in the relationships between employees and with their clients through:

  - Honest, open and direct communication.
  - Being consistent with what is said and done.
  - Acting with objectivity and integrity.







#### **4.4. Competitors**

Nubalia, as Google Partner Premier company, faces competition on two levels: direct competitors of Google and other companies that are also Google partners.

On the one hand, google's competitors are also the main threat to Nubalia as they cover the same customer needs. Although they do not offer exactly the same products as google, these companies also provide their own collaborative tools to the final consumer. In this case, through the sales team, Nubalia is trying to attract consumers who are currently working with these competitors by presenting them with all the solutions offered by google cloud collaborative tools (G Suite, Cloud Platform, Chrome and Maps). Google's main competitor at the cloud level is undoubtedly Microsoft. Specifically, in the office automation business line, since Outlook is one of the most known and used tools worldwide. However, in other lines of business such as cloud infrastructure and servers, other strong competitors appear such as Amazon (Amazon Web Services) and Telefonica, two large international companies with a large market share.

On the other hand, there are the alternative suppliers. The other google partners are also a big threat to Nubalia because even though their clients work with Google, Nubalia does not get that percentage of profit that it has established in the business agreement with Google. This means that if these customers are with another partner, Google bills but Nubalia does not. In this situation, Nubalia tries to attract clients who are currently working with another partner, presenting them with the advantages and benefits of Nubalia's own services.

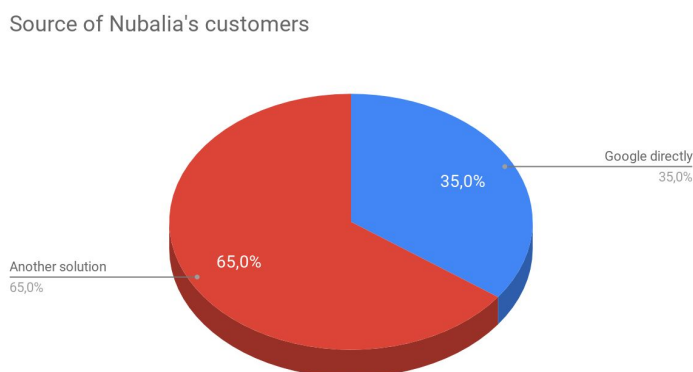
**Table 2. Table of competitors**

COMPETITORS		
LEVEL	TYPE	COMPANIES
Technology level	Outside Google competitors	 Microsoft
		
		
Partner level	Inside Google competitors	
		
		

Source: Own elaboration

After an internal analysis of the difference between the percentage of Nubalia clients that come directly from Google and the percentage of Nubalia clients that come from another solution, we have seen that they are 35% and 65%, respectively. This means that Nubalia not only manages to sell its services to people who already know the cloud ecosystem, but also knows how to position and optimize Google Cloud tools, managing to attract clients from the competition at a technological level.

**Figure 18. Source of Nubalia’s customers**



**Source: Own elaboration**

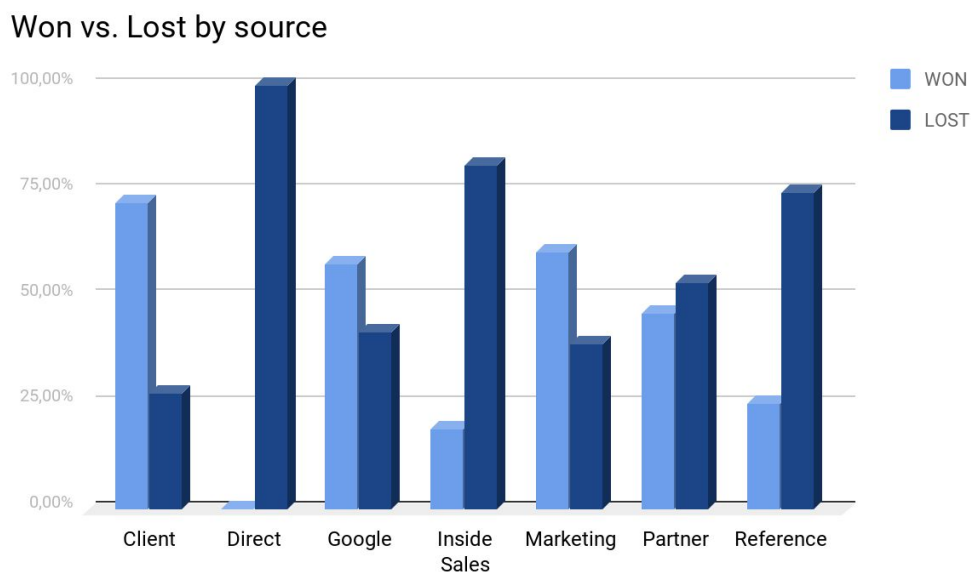
As we have just observed, these clients are the total number of current clients of Nubalia but, what about the potential clients that Nubalia tried to get and did not succeed as expected? Below is a bar chart showing the total number of customers Nubalia has tried to obtain and, of those, the proportion of customers it has gained and the proportion of customers it has lost, by source of origin (Client, Direct, Google, Inside Sales, Marketing, Partner and Reference).

**Table 3. Won vs. lost by source**

	Client	Direct	Google	Inside Sales	Marketing	Partner	Reference
WON	72,6%	0,0%	57,9%	18,9%	60,9%	46,4%	25,0%
LOST	27,4%	100%	42,1%	81,1%	39,1%	53,6%	75,0%

**Source: Nubalia**

**Figure 19. Won vs. Lost by source**



**Source: Nubalia**

#### **4.5. Products and services**

Nubalia works mainly with 4 lines of business: Google Cloud Platform, G Suite, Google Chrome, and Google Maps Platform.











- Cloud Platform at an infrastructure level, it is in charge of hosting company websites.



- G Suite is an office automation package that integrates different applications to encourage teamwork, collaboration, and participation of employees in real-time. It includes tools such as Gmail, Calendar, Drive, Sheets, and Slides, among others.

**Table 4. G Suite's tools**

	<p>DRIVE</p>	<p>Easy access to documents shared between the company and the employees to provide them with all the necessary information.</p>
---	--------------	--

	DOCS	Digitization of documents through Drive, training through data sheets to be updated on new products/services and a quick search through filters with keywords
	YOUTUBE	Training through private channels organized by: geographical areas, themes, products or campaigns.
	CHAT	Mutual support and communication between workers to obtain greater comfort and, therefore, greater agility in business processes.
	CALENDAR	The manager can keep track of the activity of the workers and coordinate agendas for internal meetings.
	SITES	Content manager that allows you to create and manage relevant information.
	MEET	Safe and simple video calls that can be recorded for future reference or broadcast.
	FORMS	Ability to collect information through forms and be able to conduct both customer surveys to improve the company's service and internal surveys to improve internal processes.

**Source: Own elaboration**

Overmore, there are 3 types of licenses within G Suite:

→ G Suite Basic: simple office suite with 30GB of storage. Its cost is 5.20 euros per user per month.

→ G Suite Business: with unlimited storage, Team Drive for corporate folder management, Vault for legal retention of emails, documents and chat, and Audit on Drive. Its cost is 10.40 euros per user per month.

→ G Suite Enterprise: with Google Meet functionalities for holding video conferences with up to 250 participants. Its cost is 23.00 euros per user per month.



- Chrome not as a browser, but as electronic devices. It has a series of fast and simple hardware elements that help the client to speed up their day-to-day work. The Chrome OS is a solution that makes the work of IT teams easier while providing secure access to an extensive set of tools in the cloud. Its three main characteristics are:



speed



productivity



flexibility

**Figure 20. Chrome devices**



Google Pixelbook



Acer Chromebook Spin 1



Asus Chromebook Flip C434HP



Chromebook x360 14 G1



Acer Chromebook Enterprise 714



Acer Chromebook Enterprise 715



Acer Chromebook Enterprise 13



Google Pixel Slate



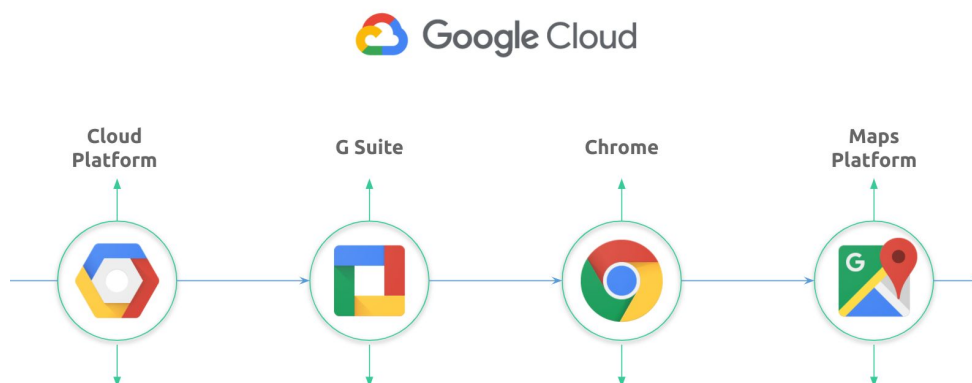
Acer Iconia One 8

Source: Nubalia



- Maps Platform includes the integration of APIS which provides a multitude of facilities in the use of your application. It is used to create interactive maps and insert them into sites, applications, and platforms. Besides, it offers users relevant information about their location at any time and place. The Google Maps API allows you to overlay your data on a custom Google Maps map. It also allows you to create attractive web applications with satellite images, street view, elevation profiles, and directions.

Figure 21. Google Cloud tools

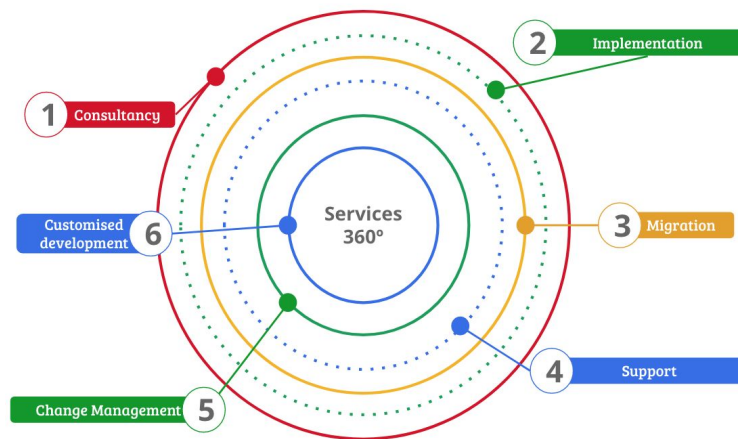


Source: Nubalia



But what makes Nubalia a creative company? It is clear that it is not the products it sells, since these collaborative tools are entirely owned by Google and Nubalia only acts as the intermediary between the original manufacturer and the final consumer. What really adds value to Nubalia is that it is a company able to perfectly understand these collaborative tools and get the most out of them so that companies grow more than they do now. These professional services are called as “360° services” and these include consultancy, implementation, migration, support, and change management.

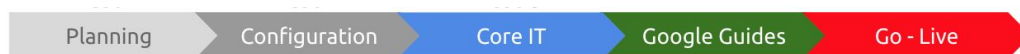
**Figure 22. Nubalia’s professional services**



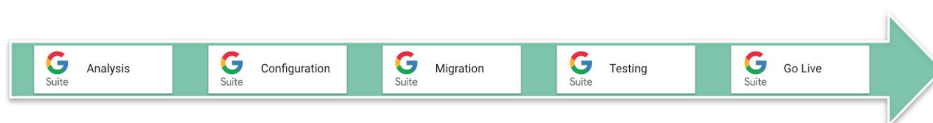
**Source: Nubalia**

- **CONSULTANCY:** team of consultants dedicated to advising on the digital transformation of the new business model of companies. Its main function is to know the weak point of each company and to advise them in the best possible way through Google tools and proper advice, which will help them to solve that problem. In order to give good advice, it is necessary that this group of consultants understand very well the needs of the company and know how to direct them to the appropriate solution.
- **IMPLEMENTATION:** set up of the whole organization environment to the cloud. The implementation and adoption of this system allows to solve all the problems related to collaboration capabilities, mobility, accessibility, scalability, maintenance, and time costs.  
One of the fundamental aspects of the correct execution of a project is to carry out good planning, follow-up, and control of its fundamental aspects. In an agile

project, the main aspects of its management are to establish an initial project plan and to determine all the conditioning factors and related elements. From this point on, close monitoring is carried out, so initial and follow-up meetings are proposed between the companies and Nubalia during all phases of the project, whose objective is to analyze the progress of the tasks, detect deviations and propose corrections to them. There are 5 phases:



- Phase 1. At the beginning of the project, technical workshop sessions are held in which all aspects to be taken into account during the G Suite implementation project are analyzed and defined. During the work sessions, the G Suite deployment is planned and all the technical and functional requirements to be taken into account during the project are collected. The topics of deployment, platform configurations, user provisioning, mobility, and change management tasks are mainly dealt with.
  - Phase 2. During this phase, the entire G Suite environment is prepared according to the decisions made and recorded in the Planning phase: domain configuration, platform, DNS records, user configuration, organizational units, mobile and web strategy, etc.
  - Phase 3. Once the G Suite environment is configured, the members of the company's IT team begin to use the platform.
  - Phase 4. In the same way as in phase 3, the company's key users (managers, directors, bosses, etc) begin to work and validate the new environment.
  - Phase 5. Everything is ready to start using the collaborative tools.
- **MIGRATION:** transfer to the cloud of all essential information and documentation that companies do not want to lose. This is the methodology:



- Through the analysis of the current infrastructure Nubalia carries out the Migration Plan which establishes all the tasks and milestones required for the execution of the migration.

- The G Suite environment is configured with the requirements (policies, security, infrastructure, etc.) to be able to host the infrastructure to be migrated.
  - The migration is validated as a whole and small changes detected during the tests are made to conclude the migration.
  - Finally, the infrastructure is put into production and a small follow-up of two weeks is carried out to solve any problem originated by the migration to ensure the continuity of the infrastructure.
- **SUPPORT:** direct contact with the technical department for any questions or problems that may arise. Nubalia provides a Gold Support service to solve incidents and technical queries, complementing Google's support by collaborating with the client and guiding them in the adoption of the best techniques to improve the usability and security of these tools. Also, it transmits as a Google Premier Partner, the extensive knowledge of all its certified technicians in G Suite as well as support in the customer's processes. Nubalia is able to offer personalized, specialized, concrete and fast support, greatly improving response times and efficiency. The Gold support has several features:
    - The communication will be done through the ticketing tool hosted at [soporte.nubalia.com](http://soporte.nubalia.com), through nominated email or via telephone.
    - Nominated personnel assigned to the qualified and certified account in G Suite.
    - Response within a maximum of 2 hours.
    - Support in Spanish, Catalan, English and Portuguese.
    - Unlimited consultations.
    - Support offered during business hours: Monday to Thursday from 9:00 to 18:30, Friday from 9:00 to 15:00 and summer timetable (August) from Monday to Friday from 9:00 to 15:00.
  - **CHANGE MANAGEMENT:** training of experts in the cloud system for both administrators and end-users.

For example, Nubalia proposes that companies carry out a G Suite training plan to consolidate the knowledge acquired by their employees, as well as to increase their productivity.

The objective of these trainings is to ensure that the tools have been well adopted by the employees of these companies and that this adoption has increased the efficiency of the daily work of the users.

The training plan offered by Nubalia consists of two types of training, offered in both classroom and remote formats:

- Training at an administrator level.
- Training at the end-user level.

The main benefits of Change Management are:

- Ensure the success of the digital transformation project by achieving a clean transition for both end-users and managers.
- Increase the adoption of the change and improve the use of the new tools by users and the organization in general.
- Generate a positive environment for the transition to G Suite and therefore a better disposition to change.
- Reduce the risk of productivity decline that usually accompanies the implementation of any new system learning.
- Reduce costs associated with unplanned disruptions to the organization's daily work during the transition.
- Reduce the number of incidents and problems that can occur during the implementation of a new work environment.
- Give the organization a vision of the future.

## THIRD PARTY

Nubalia also has a set of tools known as Third party, which are the perfect ally to complement the Google Cloud suite. These third-party tools make working as comfortable and simple as possible, thus building a 360° Cloud ecosystem. These complementary tools are as follows:

**Figure 23. Third Party**



**Source: Own elaboration**

- ASANA → for the management of the work
- REBLAZE → for security control
- HAPPEO → as a collaborative intranet
- COPPER → as a CRM
- JUMP CLOUD → for directory interpretation
- SPINBACKUP → for file protection
- SIGNATURIT → to make electronic signatures
- LUMAPPS → as a collaborative intranet
- PEXIP → for interoperability between video systems

In addition to all these services, Nubalia has its own developed applications known as “marketplace”, which are fully integrated with Google. These applications are the following:

**Table 5. Marketplace**



**ETM**

**ETM:** Transfer tool, time and attendance control. This is a product specialized in the control schedule and record of effective working hours. It allows the user to register his working day both in the browser as well as through the mobile application. It works through a Google Chrome extension and has a web interface for administrative control.



*Sig Manager*

**SIG MANAGER:** Signature control. Manager of corporate signatures of the users of the company's domain. It allows the establishment of different firms based on domains, units organizational, or group. This solution allows you to have absolute control over all user signatures in a way simple and user-friendly through an administration interface and templates fed with the information stored in the Google.



**DRIVE MONITOR:** Drive control, audit. This is a product specialized in maintaining the file-sharing security standards on Google Drive. This solution is capable of modifying and preventing dynamic ways and in real-time the derived risks of file sharing. The control of the activities carried out is done by receiving reports and notifications of the status of the file shares regularly.



*Mail Dispatcher*

**MAIL DISPATCHER:** Orderly distribution of mail among several available operators. Also, it allows to configure the redirection of the mails according to the availability of the operators. It is a product designed for mailboxes of Gmail with a high volume of traffic, such as support, customer service, or management accounts primary. The purpose of this application is the orderly distribution of mail between several available operators. Besides, allows you to configure the redirection of emails in depending on the availability of the operators.



#### Room Finder

**ROOM FINDER:** Product designed to display on the same screen all the meeting rooms of a company with the detail of free/busy and the meetings that are being held at that time as well as by whom they are organized. This is a product designed by Nubalia to displaying all the rooms of the meetings of the company with the detail of free/busy of them. It also allows you to view the detail of the meetings that are being held at the moment as well as the user by which they have been organized.



#### Sync Contact

**SYNC CONTACT:** Directory sync on IOS and Android. Product developed and supported by Nubalia for replica of contacts from the Google directory in the Android and iOS mobile phones of users of the dominance. When users receive a call from a contact listed in the directory, it will appear as such and when they need to make a call, they will be able to consult in their own agenda all the contacts that are in the directory.



#### Drive Monitor

**GUAS:** Adoption analysis. Tool capable of having metrics of use of all G Suite tools by group, by person, by day and per event, number of emails to domains external, amount of files created on drive, number of meetings per month, etc. It allows you to measure the use and productivity of workers with G Suite.



#### Nublu

**NUB.LU:** Personalized URL shortening service. It is a tool developed by Nubalia that allows the transformation of a long URL or web address into another much shorter one, facilitating its use and distribution (for example, in SMS, chat, instant messaging). Nub.lu allows to cut web addresses by up to 90% which, taking into account the character limitations of some platforms.

**Source: Nubalia**

## **4.6. Target group**

Nubalia has a wide range of current client profiles as it is available for any type of company. However, it focuses on a desired customer profile with which it has the

greatest affinity and is most profitable, so there is a categorization of customers according to the line of business. The type of segmentation they carry out is based mainly on cloud adoption and on the specific use they make of the cloud. For example, for the Google Cloud Platform (GCP) line, their best customers are corporate companies (those with a turnover of up to 200 million a year), which are already direct users of Google (already have knowledge of GCP) and may occasionally require more personalised information and services. In G Suite, the opposite is true. They are interested in customers who are not users of G Suite as the profit margin is higher. Ideally, they should be more than 1000 users and have a low knowledge of G Suite to be able to sell transformation and change management services.

Within the customer category, the type of profile that usually directly demands these products and services is not usually a director, but rather people who work daily, detect the problem, and transfer it to senior management by proposing a solution. The main profile is the infrastructure manager or technical lead (80%), although there are also times when it is the human resources department (10%) who suggest it to improve employee satisfaction. Or sometimes, but not usually, it is the top management (10%) as CEO's or general managers. The age range is usually between 30 and 40 years, except for startups which are around 20 years old. The gender is usually male (98% of cases). But, all these data are estimates.

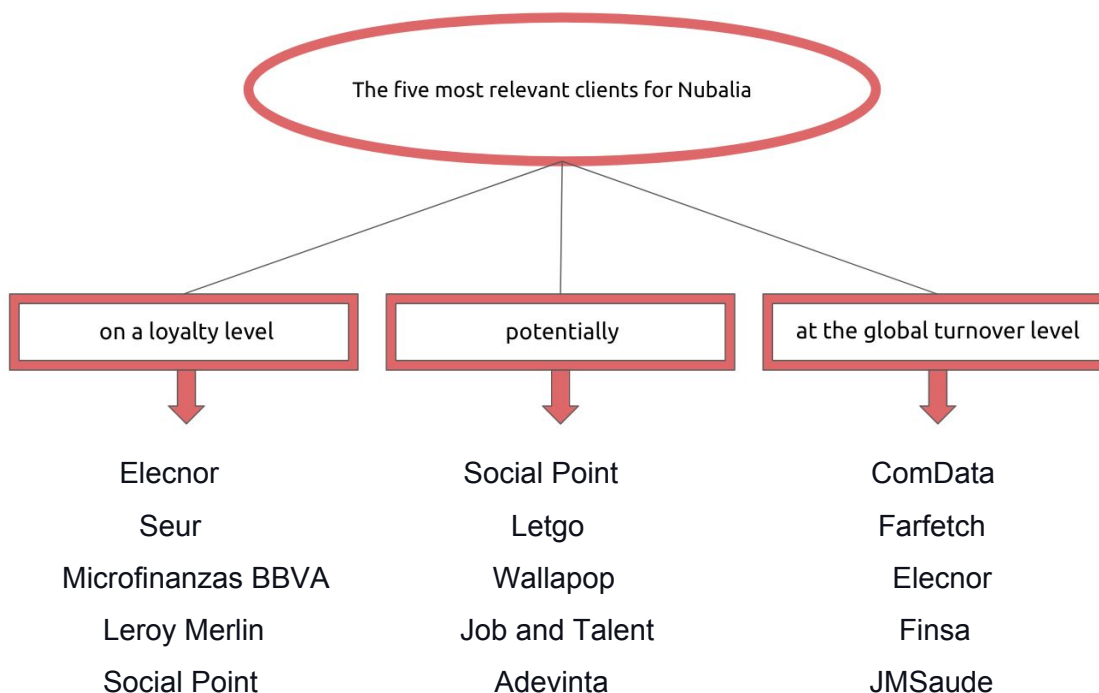




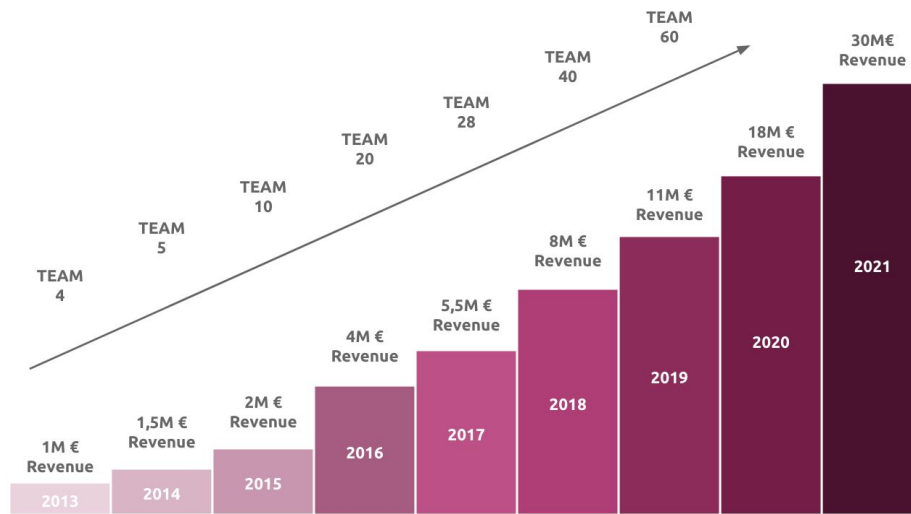
Table 6. Nubalia's customers according to the different lines of business

G SUITE
GCP
CHROME
MAPS

Source: Nubalia

## 4.7. Evolution

Figure 24. Turnover development



Source: Nubalia

As we have seen in the history of the company's creation, the first year was a start-up phase in which Nubalia was facing the market for the first time. During this period, there were only 4 employees who had to deal with this new business model. It was the hardest stage as Nubalia was not well known and it was difficult to gain the trust of the clients. For this reason, Nubalia started out with a turnover of 1 million euros, which was not bad, to begin with. During the following years 2014 and 2015, Nubalia started to notice this slight growth, increasing both periods by half a million more than the previous one. This growth enabled Nubalia to achieve Google Partner Premier certification in Iberia. In 2016, Nubalia experienced a significant change, and it was in that year that it doubled its turnover share. After three years of hard work, the company was beginning to consolidate and improve more and more. From this point on, Nubalia grew year after year thanks to the experience it gained with its clients. The increase in turnover was also accompanied by a growth in the number of employees, reaching almost 30 employees in 2017 with a turnover of 5.5 million. As the years went by and Nubalia gained more and more clients, the success stories with large companies were getting better and better and this helped Nubalia to position itself in the Spanish market. From this moment on, Nubalia began to improve its services, offering a completely effective consultancy thanks to the professionalism of its employees. The company's employees were not only technical experts in the cloud system, but also had the incredible ability to put themselves completely in the shoes of each client to

provide them with exquisite advice. Magically, Nubalia was able to digitally transform the business model of any company and optimize its resources and capabilities to the maximum. They turned problems into solutions thanks to the ease of their experts in identifying the companies' bottlenecks and increasing their performance with both collaborative tools and the use of hardware devices. In 2018 and 2019, Nubalia continued to increase its turnover by 8 million and 11 million respectively. Currently, in 2020, Nubalia has a total of 60 employees and by the end of the year is expected to invoice 18 million, the highest share so far. This is not all, thanks to the great growth that Nubalia has experienced since its inception until now, the company has been able to set itself a much higher turnover target for the coming year than this year. If everything goes according to plan, Nubalia will have a turnover of 31 million in 2021 with the help of its employees. Both the sales team (inside sales for the creation of new business and customer success for the upgrade of current accounts) and the consulting team and cloud system experts, will put all their skills at Nubalia's disposal to achieve the expected goals thanks to the effort and detachment of all the people involved.

## RESULTS AND DISCUSSION

As we have analyzed previously, Nubalia has created a new business model that has positioned it in front of the rest of its competitors, becoming a Google Partner Premier. But, is this business model sustainable over time? What results can it generate in the long term? Will it make other companies copy or imitate its business model to take away competitive advantage? Or will they opt to do the opposite and try to differentiate themselves in their own way?

According to Nubalia's growth, the trend is for it to be a sustainable business model over time. We do not have any specific data or figures that prove for sure that Nubalia's growth is exclusively due to its own creativity, but it is true that the development of a new creative model has made this company grow more and more every year, becoming a reference at a national level and allowing for much higher goals.

## 5. CONCLUSIONS, LIMITATIONS, AND FUTURE RESEARCH

---

In this document we have seen how creativity has become more and more important over the years and has become a key factor in determining the success of a company. Some companies have existed for many years, and those that decide to maintain their traditional system instead of implementing new creative processes are the same ones that are left behind and do not evolve. On the other hand, those companies that decide to bet on innovation and the promotion of creativity within the organization, are the ones that take a step further and keep growing every day. As we have seen throughout this document, it is not enough to want to be creative, you have to be willing to do everything to be creative and implement new changes in the organization that involve the involvement of all by promoting it among the company's workers through good practices. If a company manages to get its employees to develop their imagination to the maximum and grow in a good environment and with the right means, the result will be a highly successful creative company.

We have seen in practice that companies such as Tesla, Airbnb, and Wieden+Kennedy have become benchmarks in their respective sectors because they have been able to stand out for their creativity, thus differentiating themselves from their competitors. The automotive, hotel, and catering and advertising sectors are all markets with high entry barriers that are difficult to enter and, even more so, to position. These three companies, thanks to their new creative methods, have not only managed to enter these markets, but to become leaders in them in a short time. This has meant that they are now internationally known companies and have expanded their business throughout the world.

In addition, we have seen that one of the countries with the highest rates of creative industry is the United Kingdom. This is due to the fact that the educational system in this country places great importance on creativity, encouraging it in schools so that children develop this capacity from a very early age. This is reflected in the large number of creative industries in the United Kingdom thanks to the education received by workers in the companies that make up the industry. Furthermore, this shows that creativity is neither something you carry around inside you nor are people born with it, much less that just because you are born in the UK you are already a creative person. As this country shows, creativity can be learned, worked on and improved. Each of us has a part of creativity in our "inner self" And not only that, but it can be applied to any

area of life: marketing, dance, painting, business, advertising, organization, music, teaching, cooking, sports, games, fashion, and movies, among others.

However, we have been able to observe in this document that the sector with the highest rates of creativity is the IT sector (Information Technology). It is known that new technologies have been appearing and growing dramatically to the point of becoming a necessary element for any person. Nowadays everybody uses technologies both personally (mobile phone, camera, computer...) and professionally (virtual machines, self-service, operating systems...). This is why there are many companies that have chosen to enter this important market, as it has a good chance of working and making profits in it. One of the best known and creative companies worldwide in the IT sector is Google. Without a doubt, Google has been creative not only in creating new advanced technology thanks to its four lines of business (G Suite, Cloud Platform, Chrome and Maps), but also because of the methods it uses internally with its employees. This is why I focus on Nubalia's company. This company, although not very well known by everyone, has become a premier google partner. It is a clear example of creativity as it has not only allied itself with one of the most creative companies internationally, but it has known how to take advantage of its creativity and go one step further by developing its own creative methods. One could say that it is doubly creative.

In this paper we have paid attention to those factors that make Nubalia a creative company, which is fundamentally its services and its developed applications, typical of the organization. In the beginning, Nubalia was a very small company and it was very difficult for clients to trust it, as it was not at all known. However, this was not enough reason for both the director and the few employees who worked there to give up. On the contrary, this helped them to work much harder than other companies that already had some recognition. Nubalia was starting from scratch and its workers were at full capacity to take it to the top. Thanks to everyone's effort and dedication, Nubalia grew even more year after year, increasing its market share and, with it, its staff. Nubalia obtained its well-deserved certificate as Google's premier partner, becoming the reference company in the Spanish market.

To conclude, I want to note the **limitations** of my paper. As my research has been based on observations of cases of businesses in which creativity is being applied, and not in empirical investigations, my assumptions during it may include some bias in relation with the sources used and of my own. For this reason, I have tried to balance it

by researching papers on the topic, and with the insights of a Google partner company, Nubalia, I have also followed up news which were posted on the internet, and outlined what experts said on this topic, taking into account the trends and experts opinions in relation with each topic discussed along with the paper. My work has aimed to state the relevance that creativity has in firms, and how important it is to be creative nowadays, and the competitive advantages of being creative for firms.

If I were to continue with this paper in the future, I would like to analyze in more detail some aspects such as the following, with the aim to further improve my research results:

- To make a sample of the individuals that make up the companies named throughout the paper, in order to find out how many employees are really creative within these large creative companies and what each of them is creative at.
- Perform a more in-depth analysis of the characteristics that English employees have in common to find out what creative capabilities and skills their country's education has developed.
- Get to know the other Google Partners more deeply to find out why they do not manage to position themselves as well as Nubalia. I would make a table of comparisons between them to study each one's weaknesses, threats, strengths, and opportunities (SWOT analysis).
- Analyze to what extent this quality of Nubalia leads them to be creative and differentiates them from other partners. How can you prove and know for sure that creativity is the key to everything? Is it Nubalia's own creative model that positions it at a competitive advantage? Or is it much more important to have Google behind Nubalia to help them gain the trust of the clients? This analysis would be done by conducting surveys to those companies (Nubalia's clients) so that they can express the real reason for their loyalty to the company.

## 6. BIBLIOGRAPHY

---

### 6.1 Bibliographic references

Canva. (2020). *How creativity impacts the economy of countries around the world*. Recovered on 17<sup>th</sup> of April 2020 from <https://www.canva.com/learn/most-creative-countries-in-the-world/>

*Definition of creativity*. Recovered on 24<sup>th</sup> of February 2020 from <https://dictionary.cambridge.org/es-LA/dictionary/english/creativity>

Díez, D. (2015). Definiciones de Creatividad. *Fundación Neuronilla*, 1(1), 1.

Domonoske. (2019). *As More Electric Cars Arrive, What's The Future For Gas-Powered Engines?*. Recovered on 28<sup>th</sup> of April 2020 from <https://www.npr.org/2019/02/16/694303169/as-more-electric-cars-arrive-whats-the-future-for-gas-powered-engines?t=1588962868170>

*El Consejo de Industrias Creativas: la fórmula de Reino Unido para el desarrollo del sector creativo*. Recovered on 18<sup>th</sup> of April 2020 from <http://revista.achap.cl/el-consejo-de-industrias-creativas-la-formula-de-reino-unido-para-el-desarrollo-del-sector-creativo%EF%BB%BF/>

Farnworth, D. (2016). *What Is Creativity? 21 Authentic Definitions You'll Love*. Recovered on 10 February 2020 from <https://copyblogger.com/define-creativity/>

Forbes. (2019). *FastCompany – Most Innovative companies*. Recovered on 4<sup>th</sup> of May 2020 from <https://www.fastcompany.com/company/airbnb>

Gerstein, J. (2020). *Schools are still killing creativity*. Recovered on 15<sup>th</sup> of April 2020 from <https://usergeneratededucation.wordpress.com/2012/04/25/schools-are-still-killing-creativity/>

Grande, C. (2018). *El Consejo de Industrias Creativas: la fórmula de Reino Unido para el desarrollo del sector creativo*. Recovered on 15<sup>th</sup> of April 2020 from <http://revista.achap.cl/el-consejo-de-industrias-creativas-la-formula-de-reino-unido-para-el-desarrollo-del-sector-creativo%EF%BB%BF/>

Neville-Rolfe, B. (2016). *Making life better by supporting UK creativity and innovation. The IPO five year strategy*. Edited and Published by Intellectual Property Office of the UK. Recovered on 21<sup>th</sup> of April 2020 from [https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/528791/Corporate\\_5\\_Year\\_Strategy.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/528791/Corporate_5_Year_Strategy.pdf)

Robinson, K. (2011). *Redes - Los secretos de la creatividad*. Recovered on 12<sup>th</sup> of March from <https://www.rtve.es/alacarta/videos/redes/redes-secretos-creatividad/1056427/>

Roof. (2019). *Airbnb's First-Quarter Financials Show Strong Growth Rate, Cash Reserves*. Recovered on 4<sup>th</sup> of May 2020 from <https://www.wsj.com/articles/airbnbs-first-quarter-financials-show-strong-growth-rate-cash-reserves-11565998183?mod=searchresults&page=1&pos=2>

Sherwood. (2020). *WIEDEN+KENNEDY IS AD AGE 2020 A-LIST AGENCY OF THE YEAR*. Published by AdAge. Recovered on 10<sup>th</sup> of May 2020 from <https://adage.com/article/special-report-agency-list/wiedenkenedy-ad-age-2020-list-agency-year/2249781>

*The UK's Creative Industries*. Recovered on 18<sup>th</sup> of April 2020 from <https://www.creativeindustriesfederation.com/statistics>

UK Government. (2018). *Creative industries: Sector Deal (HTML)*. Recovered on 15<sup>th</sup> of April 2020 from <https://www.gov.uk/government/publications/creative-industries-sector-deal/creative-industries-sector-deal-html>

UK Government - CIC, (2020). *Creative industries: Sector Deal (HTML)*. Recovered on 15<sup>th</sup> of April 2020 from <https://www.gov.uk/government/publications/creative-industries-sector-deal/creative-industries-sector-deal-html>

*WIEDEN+KENNEDY*. Recovered on 10<sup>th</sup> of May from <https://www.wk.com/about/>



Woodward. (2020). *Deloitte: Battery Electric Vehicles*. Recovered on 26<sup>th</sup> of April 2020 from

<https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/manufacturing/deloitte-uk-battery-electric-vehicles.pdf>

## **6.2. Webography**

<https://esieduc.org/la-creatividad-en-el-mundo-de-los-negocios/>

<https://catmediatheagency.com/creativity-in-business/>

<https://degerencia.com/tema/habilidades/creatividad-empresa/>

<https://www.connectyourbrand.co/post/colaboraci%C3%B3n-el-%C3%A9xito-de-las-industrias-creativas>

<https://www.connectyourbrand.co/post/la-creatividad-es-la-inteligencia-divirti%C3%A9n-dose-albert-einstein>

<https://www.creativityatwork.com/2014/02/17/what-is-creativity/>

[http://repositorio.innovacionumh.es/Proyectos/P\\_22CursoMateriales/Teresa\\_Marin/Intro%20creatividad/creatividad\\_02.htm](http://repositorio.innovacionumh.es/Proyectos/P_22CursoMateriales/Teresa_Marin/Intro%20creatividad/creatividad_02.htm)

<https://copyblogger.com/define-creativity/>

<https://www.neuronilla.com/definiciones-de-creatividad-neuronilla/>

<https://almatorres.atavist.com/la-creatividad-en-la-historia>

<https://psicologiaymente.com/inteligencia/creatividad-historia>

<https://www.recursoseautoayuda.com/tipos-de-creatividad/>

<https://usergeneratededucation.wordpress.com/2012/04/25/schools-are-still-killing-creativity/>

<https://culturainquieta.com/es/inspiring/item/5280-15-famosas-citas-sobre-la-creatividad.html>

<https://www.happier.com/blog/10-positive-quotes-to-inspire-creativity/>

<https://www.neuronilla.com/promoviendo-la-creatividad-y-la-innovacion-en-nuestras-empresas-clauda-leticia-villatoro/>

<https://catmediatheagency.com/creativity-in-business/>

<https://weareive.org/what-is-the-difference-between-creativity-and-innovation/>

<https://www.businessinsider.com/difference-between-creativity-and-innovation-2013-4?IR=T>

<https://ucsdnews.ucsd.edu/pressrelease/what-is-the-best-way-to-encourage-innovation-competitive-pay-may-be-the-answer>

<https://www.theguardian.com/careers/2016/feb/11/is-googles-model-of-the-creative-workplace-the-future-of-the-office>

<https://retos-directivos.eae.es/tres-ejemplos-de-empresas-que-han-sabido-combinar-innovacion-y-creatividad/>

<https://www.quora.com/What-is-the-difference-between-a-creative-person-and-an-innovative-person>

<https://digintent.com/what-is-innovation/>

<https://www.ideatovalue.com/inno/nickskillicorn/2016/03/innovation-15-experts-share-innovation-definition/>

<https://weareive.org/what-is-the-difference-between-creativity-and-innovation/>

<https://copyblogger.com/define-creativity/>

<https://www.iproup.com/empleo/11007-ranking-estas-son-las-50-empresas-mas-elegidas-por-los-creativos-para-trabajar>

<https://blog.jobandtalent.com/2013/06/24/creatividad-en-el-trabajo/>

<https://www.britannica.com/topic/Tesla-Motors>

<https://www2.deloitte.com/content/dam/Deloitte/uk/Documents/manufacturing/deloitte-uk-battery-electric-vehicles.pdf>

<https://www.npr.org/2019/02/16/694303169/as-more-electric-cars-arrive-whats-the-future-for-gas-powered-engines?t=1588962868170>

<https://www.revfine.com/hospitality-industry/#hospitality-industry-vs-travel-industry>

<https://www.statista.com/topics/1102/hotels/>

<https://www.wsj.com/articles/airbnbs-first-quarter-financials-show-strong-growth-rate-cash-reserves-11565998183?mod=searchresults&page=1&pos=2>

<https://www.fastcompany.com/company/airbnb>

<https://adage.com/article/special-report-agency-list/wiedenkenedy-ad-age-2020-list-agency-year/2249781>

<https://www.wk.com/about/>

[www.miguelplanas.es](http://www.miguelplanas.es)

<https://nubalia.com/>

<https://cloud.google.com/>