

MEDIA COMPENSATION IN UTILIZING VIDEO CONFERENCE FOR BRAINSTORMING: KENDELITE CREATIVE CASE STUDY

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ABSTRACT

Brainstorming is a broadly used approach across various fields, including the creative industry, to facilitate the process of ideation. As technology advances, video conference is often used to facilitate virtual brainstorming, particularly in the creative field of advertising agencies. The media compensation theory (Hantula et al., 2011) was used as a tool to investigate the use of media in the brainstorming process in order to examine how video conferencing facilitates brainstorming activities within the production division of advertising agencies. Data was collected via interview and direct observation during the brainstorming process. The findings suggest that video conference facilitates the brainstorming process by two main categories of utilization: technological utilization and communicative utilization. Moreover, it was discovered that videoconferencing is not able to facilitate brainstorming for a long period of time as it causes fatigue for team members and cannot fully replace face-to-face communication in the brainstorming process. This study supports the adaptation aspect of media compensation theory within the context of brainstorming in advertising agencies.

KEYWORDS Brainstorming, Media Compensation, Video Conference, Advertising Agency



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INTRODUCTION

Brainstorming is a commonly used technique in generating ideas (Carayannis, 2020). Brainstorming is also widely used by professionals in the creative or exact fields because this method encourages the emergence of unplanned ideas and connections after gathering various information and insights, commonly known as briefings (Simi dos Santos et al., n.d.). Mbah et al. (2018) also pointed out that brainstorming is considered much more effective compared to other strategies,

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especially for advertising. In addition, the findings of Mbah et al. (2018) show that for a company to be successful in running advertising, they should invest more effort and costs to maximize this crucial strategy. Drawing from these findings, most businesses, especially advertising agencies, these days rely on brainstorming to generate new ideas and solutions to their challenges. To carry out the brainstorming process, an advertising agency or a company often organize it by including certain parties and having an offline meeting in a predetermined place or bringing it off in an online setting using certain media to facilitate the process.

In other studies, brainstorming activities carried out in the advertising context were examined by looking at how the brainstorming process was carried out by people who work as a writer or copywriter and people who work as a creative director or art director (dos Santos, da Silva, & Aoki, 2022), how to get creative individuals in the advertising field using the I-G-I brainstorming method (Rossiter, 2022), and the brainstorming process related to activities in producing creativity by students majoring in advertising (Habib, 2015). In addition, related to the process of generating creativity, Gong et al. (2022) also examined how the use of virtual reality media or technology enhances the brainstorming experience regarding creativity, especially the virtual brainstorming process.

Based on these previous studies, only Gong et al. (2022) discussed the use of media or technology in facilitating brainstorming processes related to creative processes in advertising. The findings of the research by Gong et al. (2022) showed that there are eight aspects of virtual brainstorming related to creativity: anonymity, evaluation, avatars, absorption of ideas, multiple communication, recording, simulated objects, and tracing. Inferring from the findings, media utilization also plays a role in facilitating the brainstorming process related to creativity, so how individuals make use of certain media or technology to carry out brainstorming activities is one of the things that can be studied further. Furthermore, Kawai and Watanabe (2022) also found that creative writers use media literacy effectively to interact with the media and learn new things they can use in creative writing. Media literacy helps people think critically about what they see and hear from the media and improves how they generate ideas when they write certain pieces.

Moreover, after the COVID-19 pandemic, many advertising agencies relied on media, especially video conferencing services, for various operational needs (Oldham, 2022), including the brainstorming process through virtual meetings. For this reason, the role of media technology in facilitating brainstorming activities by the creative production division in advertising agencies needs to be further analyzed. In order to examine this case, the media compensation theory by Hantula et al. (2011) is used to see the use of media for the brainstorming process. This theory also provides an alternative perspective for several communication theories that have been used in discussing topics regarding virtual collaboration. Media compensation theory also explains how most people in an organization can work effectively where spatial boundaries are blurred by modern media-based communication technologies and near-field communication is no longer the norm (Terason et al., 2022). By considering the relationship between these concepts, this study aims to gain deeper understanding regarding the brainstorming process carried out by the

creative division of an advertising agency in utilizing video conference and its relation to media compensation theory through interviews and the collection of documents and articles related to brainstorming activities by the production division of advertising agencies. This study also aims to find out which components of the media compensation theory are present in the ideation process within the context of an advertising agency.

Brainstorming

Brainstorming is a collaborative problem-solving technique based on the creation or creation of ideas by group members (Cabanés, 2023). Furthermore, Cabanes (2023) posits that this approach is fundamentally grounded on the notion that the greater the number of ideas generated by a collective, the higher the probability of generating the most optimal ideas. According to Cabanes, this approach relies on strict protocols and includes four roles: 1. Generating as many ideas as possible, 2. Open to original and unusual ideas, 3. Do not criticize other people's ideas, and 4. They are combining and developing other ideas to create the newest one. Brainstorming is a deliberate technique employed to generate novel ideas for the goal of problem-solving and decision-making.

According to a study titled "Should we keep brainstorming to innovate?" by Benjamin Cabanes (2023), brainstorming was initially developed to assist advertisers in generating fresh and unique ideas for advertising campaigns. According to him, as time passes, ideation becomes associated with the formation of ideas when conceptualizing a novel product. This change is a result of economic leaders' media interventions, also known as "great innovators" (Cabanés, 2023). One video depicts Steve Jobs and his team discussing the design of a new computer. This is the premise of the innovation process, with collaborative brainstorming sessions serving as its foundation.

In the article "Idea Expander: Supporting Group Brainstorming with Conversationally Triggered Visual Thinking Stimuli" by Wang, Cosley, and Fussell (2010), it is stated that successful group brainstorming consists of two major phases. The first stage involves the exchange of ideas within the social sphere, coupled with the subsequent expansion of these concepts at the cognitive level. The process of idea expansion, which involves generating novel concepts by building upon existing ideas, plays a critical role in shaping the ultimate outcome and sustaining the momentum of the brainstorming process. The act of receiving input from someone facilitates the activation of analogous notions within the recipient.

In his study titled "I Have an Idea I Need to Share: Using Technology to Enhance Brainstorming," Del Siegle (2020) argues that the use of technology is a novel technique to boost the amount of work put into brainstorming. A recent study by Kettler et al. (2021) found that the use of digital platforms during brainstorming sessions led to more ideas and less immediate evaluation. The utilization of technology has the potential to enhance the efficacy of brainstorming sessions by facilitating the generation of numerous ideas and fostering the application of postponed judgement principles. Several technologies commonly employed in the process of brainstorming include Padlet and Post-it notes. These two technologies facilitate the recording of participants' ideas through the utilization of pre-existing notepads.

This technology is often regarded as cost-effective and readily accessible for utilization in the brainstorming process. It makes the process more pleasurable and provides a low-stress strategy for idea generation. This is also supported by the research of Soltanifar and Hisrich (2021), who assert that digital technology facilitates the early phases of imaginative play, speculation, and brainstorming, thereby releasing the creativity of entrepreneurs and teams.

Existing literature suggests that brainstorming is most effective when used to generate novel ideas for problem solving and decision making. The brainstorming process also encourages participants to think outside the box and come up with original solutions. Moreover, as time and technology progress, technological interventions have begun to be made in the brainstorming process, making it possible to exchange ideas in a more streamlined and productive manner.

Media Compensation Theory

Starting with media richness theory, media compensation theory has emerged as the dominant theoretical perspective in organisational communication research. This idea centres on the appropriateness of technology media and the many sorts of work. Nevertheless, previous studies conducted by Dennis and Kinney (1993) as well as El-Shinmawy and Markus (1997) have indicated that media richness theory is inadequate in explaining individuals' inclinations towards more contemporary forms of communication, such as e-mail. In order to enhance the attributes of social and technological theory within an evolutionary framework, Kock (1998, 2001a, b, 2002) introduced the concept of media naturalness theory. This theoretical framework integrates evolutionary theory with social and technological theory to elucidate attitudes in the realm of digital communication.

According to Hantula et al. (2011) in his journal entitled "Media Compensation Theory: A Darwinian Perspective on Adaptation to Electronic Communication and Collaboration," Hantula developed a compensatory media theory that departs from an evolutionary perspective, synchronised face-to-face communication, using sound and visuals, and has become popular communication in the history of human evolution. In an evolutionary sense, the employment of media that inhibits some forms of interpersonal communication as a means of addressing the challenges facing contemporary society is a relatively-new phenomena. It has been posited by scholars that individuals tend to see face-to-face communication as a more effortless, comfortable, and convenient mode of interaction in comparison to electronic media. This preference for face-to-face communication is rooted in the belief that it is the most "natural" form of interpersonal communication (Hantula et al., 2011). Nevertheless, when individuals are exposed to forms of media that do not involve direct interpersonal interaction, they tend to acclimatise and adjust to these novel media platforms. The principle of media naturalness centres upon the degree of naturalness exhibited by a communication medium in relation to conventional face-to-face contact, as well as the level of cognitive and physical exertion necessitated by the same medium. According to this idea, the incorporation of face-to-face interaction elements in media platforms is perceived as more organic and necessitates less cognitive exertion during communication engagements.

In another study by Straube et al. (2018) titled "Effects of Media Compensation on Team Performance: The Role of Demographic Faultlines," it was discovered that a sizable portion of communication no longer revolves around face-to-face standards but rather computer-mediated communication (E-mail, instant messaging, video conferencing). Using data from 34 different team projects, researchers showed that to counteract the negative effects of media on their communication, teams stepped up the volume of their exchanges. According to this study, it was found that high media richness is more effective when paired with low communication intensity, and conversely, low media richness is more effective when paired with high communication intensity. The interplay between media richness and communication intensity is contingent upon the social context within a team, particularly the demographic boundaries that exist within the team. In general, teams characterised by weak boundaries had more compensatory effects in comparison to teams characterised by strong boundaries in situations where communication intensity was low. This phenomenon arises due to the inherent challenge faced by teams characterised by well-defined boundaries in comprehending one another and establishing a shared understanding, hence resulting in a decline in the intensity of communication. The impact on the media's compensation will be diminished.

Based on the research conducted by Kock et al. (2006), it has been found that electronic communication has a negative impact on team effectiveness. Nevertheless, scholarly investigations have also revealed that the utilisation of electronic media in communication yields favourable outcomes in terms of procedural structuring, hence exerting a favourable influence on the effectiveness of teams. This finding demonstrates that the utilisation of procedural and electronic communication mediums has a favourable impact on the overall effectiveness of teams. The utilisation of electronic communication medium has led to enhanced facilitation of procedural structuring. This study also discusses the presence of evidence that challenge the assertion that face-to-face communication is the optimal medium for diverse joint endeavours. According to Kock et al. (2006), the results indicate that individuals frequently opt for electronic communication platforms when engaging in intricate collaborative tasks. Additionally, these persons tend to generate outcomes of superior quality compared to those achieved through face-to-face interactions. An additional observation indicated that electronic communication platforms typically impeded effective collaboration among teams engaged in ambiguous activities. In situations where team members encounter a communication barrier, it is common for them to adapt their communication methods in order to overcome the obstacle.

Multiple researches on media compensation theory have consistently demonstrated that face-to-face communication remains a viable and convenient channel for effective communication. Nevertheless, alongside the advancement of technology, electronic media has emerged as a potential substitute for traditional face-to-face communication. Inevitably, individuals will inherently adjust and make accommodations in response to emerging technologies, necessitating a shift from direct interpersonal interaction to mediated forms of communication.

Use of Video Conferencing Technology in Organizations

The role of media in businesses and other institutions has developed over time. One notable development is the rise of computer-based interactive media. Since the COVID-19 pandemic, many companies and its operations have been split up and relocated to different parts of the country. In order to maintain connectivity and facilitate interaction, employees utilize technological tools, such as video conferencing programs, to engage in communication with one another. Numerous video conferencing communication platforms have been developed, including Skype, Zoom, WebEx, Microsoft Teams, and Google Meet (Terason et al., 2011). This software platform is utilized for the facilitation of virtual meetings, enabling individuals to remain connected and current with their professional obligations from remote locations. This technology serves as a viable substitute for in-person contact.

In a study "Virtual Meetings Experience in Sports Management Organizations during the COVID-19 Pandemic: A Phenomenological Inquiry," Terason et al. (2011) discovered that sports organization management was compelled to switch to virtual meetings due to regulations and health interests during a pandemic. During a pandemic, there has been a shift away from non-traditional media towards face-to-face communication in order to sustain effective communication. Nevertheless, subpar virtual meetings may result in discontent among those who perceive mediated communication as excessively inflexible and artificial. According to Standaert et al. (2016), the efficacy of mediated communication in virtual meetings can be improved by using body movements. Nevertheless, within the realm of mediated communication, it is essential to consistently enhance technology-related issues.

In a study conducted by Karis et al. (2016) entitled "Enhancing Remote Collaboration Through Video Conferencing and Video Portals," it was found that video conferencing offers a distinct advantage in facilitating remote collaboration. This is attributed to the ability of participants to gain a comprehensive understanding of the proceedings during meetings, as well as the opportunity to observe the facial expressions of fellow participants. Video conferencing facilitates the organization of collaborative meetings across different office locations. One additional benefit is that participants have the ability to visually identify and acknowledge the presence and active involvement of other individuals in the meeting, so fostering a sense of engagement and emotional attachment to the video medium. The utilization of glances and body movements serves as a means to govern the progression of discussion, while nonverbal clues offer valuable insights into individuals' emotional state, comprehension, and engagement. According to Karis et al. (2015), the findings of this study indicate that a significant majority of participants, specifically 70.2%, expressed satisfaction with the convenience of utilizing voice conferencing equipment for frequent meetings.

Research on computer-based media technology in businesses so far has established the usefulness of video conferencing as an alternative to online and asynchronous meetings. Meanwhile, instant messages are helpful for facilitating task allocation and knowledge sharing amongst team members. Nonetheless, there are still issues with instant messaging that reduce member engagement.

RESEARCH METHOD

This study draws on a qualitative methodology and an interpretive constructivist framework. In this study, the qualitative approach is used to comprehend the problem's context and setting and is employed when the problem cannot be solved using a formula (Creswell & Creswell, 2017). In order to learn more about how the advertising firm Kendelite Creative made use of media technologies throughout the brainstorming process, this study utilized a qualitative methodology. The present study employs an interpretive constructivist paradigm, as it examines the outcomes of the cognitive and behavioral processes undertaken by the Kendelite Creative advertising firm in utilizing media technology as a means of ideation. The primary objective of this research paradigm is to place significant emphasis on the perspectives of the participants on a certain circumstance (Creswell, W. John & Creswell, 2018).

The research methodology utilized in this study adopts the case study approach. According to Daymon and Holloway (2010), a case study is a research methodology employed to thoroughly examine, elucidate, or analyze a specific situation. This study focuses on the utilization of media technology, specifically video conferencing, within the brainstorming process at one of the Kendelite Creative advertising companies.

The research design used is an intrinsic case study that is explanatory. This is done because this case study aims to gain more profound knowledge and understanding of the case under study. This research wants to investigate in depth and detail the events related to a case, starting from the events that occurred, the process of its development, and the actions taken. The research will explain the reasons for using media technology, in this case, video conferencing, as a tool for the brainstorming process carried out by the advertising agency Kendelite Creative, especially in the creative division, as the front line in preparing creative concepts.

Based on this unit of analysis, the object of this research is media technology, which in this case is video conferencing, which is considered helpful as an alternative for conducting virtual meetings and facilitating remote meetings for brainstorming processes.

The data collection technique used was an interview by asking several questions to the informant. Interviews were used to obtain specific information regarding specific reasons from informants regarding the use of media technology, in this case, video conferencing as a tool for conducting a brainstorming process. Interviews were conducted face-to-face, with the duration and frequency of the interviews adjusting to achieve the research objectives. The selected resource person is a Brand Strategist, Irma Andini, who has experience working at the Kendelite Creative agency for one year. The choice of a Brand Strategist as a resource person is also because he has the authority to determine the most effective and efficient way in the brainstorming process, the ultimate goal of which is to produce a creative idea that can be implemented.

In addition, other data collection was carried out through direct observation during the brainstorming process through video conferencing conducted by the Kendelite Creative agency and other documentation as supporting data. These data

are also a source of triangulation to validate information obtained from interviews with informants and strengthen the analysis of the results of the interviews.

RESULT AND DISCUSSION

Based on field observations and conducting face-to-face interviews with Irma Andini as Brand Strategist from Kendelite Creative on Wednesday, 7 June 2023, the use of video conferencing services in the brainstorming process carried out by Kendelite Creative's creative team is based on two aspects of utilization, namely, the technicality of video conferencing features and social from interpersonal interactions between members of an organization. In addition, it was also found that there were areas for improvement in using video conferencing services to carry out the brainstorming process by the Kendelite Creative team.

Technical Utilization

The use of video conferencing for the brainstorming process is carried out by considering the technicalities and features of the video conferencing service. The video conferencing service was chosen because of the convenience aspect and can be connected directly with other service features, so the brainstorming process runs smoothly. This was also explained further by Irma:

“In my work environment, Google Meet feels the most familiar among other media types because it is easy to use. Also, Google Meet is connected with other Google services such as Slides, Docs, and Sheets.”

During the field observation process, the brainstorming process carried out by the creative division of Kendelite Creative usually utilizes the audio-only feature of the video conferencing service. This is commonly done, and the goal is to smoothen connections so that when carrying out the brainstorming process, the potential for members to experience lost connections can be minimized, and there is also an aspect of convenience when the brainstorming process is carried out without having to activate the camera.

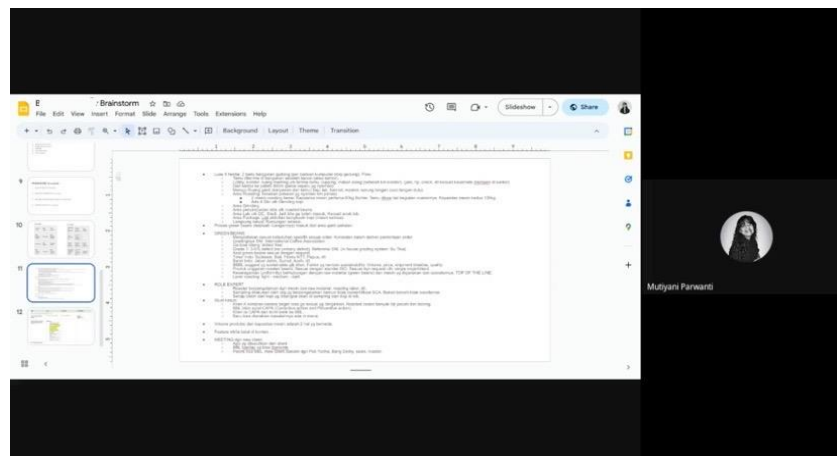


Figure 1. The brainstorming process carried out during field observations.

"Video feature is rarely used, and the ideation process is typically conducted with the camera turned off. The connection is fast because it requires less bandwidth, and team members are more at ease since they cannot be seen."

"Up until now, brainstorming has always occurred off-camera, so brainstorming on-camera felt less natural because we had to maintain an appropriate position in front of the camera. Meanwhile, when we are off-camera, we can sometimes scribble on a notepad without fear of being observed such as while travelling in a car or in a cafe with many people passing by."

The audio feature that can be heard clearly in video conferencing services is also deemed more essential than activating the camera when conducting a brainstorming session between team members.

"So as long as the audio is still comprehensible, the member's appearance using camera is less essential."

In addition to facilitating the brainstorming process through audio features, Irma further explained that the Google Meet video conferencing service offers supplementary features that contribute to the seamless running of brainstorming sessions. Notably, the share screen feature enables participants to visualise the work under discussion, while the jam board feature allows for the documentation of ideas. It is recommended to refrain from engaging in impolite behaviour and instead, politely raise your hand to provide an opportunity for a team member engaged in a brainstorming process to express their thoughts.

"Basic features like sharing your screen make it easier to see what you're working on." Other features, such as Jamboard, where team members typically write random ideas to be rearranged later in Slides or Docs, are also frequently used.

"When one of the team members talks, the others will turn off their microphones. So, people who want to talk will usually use the "Raise Your Hand" tool so that there isn't conflict or audio overlap."

During the direct observation, these elements were employed in the brainstorming process for various objectives, and their utilisation frequently coincided across many sessions. In the context of online brainstorming, the utilisation of the share screen feature enables participants to visually access the content under discussion. Additionally, individuals engaged in the brainstorming session can effectively express their viewpoints by utilising the raise your hand feature.

Communicative Utilization

Video conferencing services are utilized not only for technical use but also for interaction with others, fostering interpersonal relationships among participants

during the brainstorming process. In actual use, the utilization of video conferencing services for the brainstorming process inside Kendelite Creative's creative division include not only the generation of ideas for task completion, but also incorporates casual conversations aimed at fostering interpersonal connections.

"During the brainstorming session, they needed to be searching or formulating ideas more thoroughly; team members liked to include jokes and small talk." It's just that everyone needs a guide so they don't stray too far and lose track of where they want to go during ideation. Sometimes, we are like that, and in fact, in a number of instances, idleness aids in the generation of more creative ideas, or perhaps there are times when we need to catch up with team members and forge stronger bonds. However, someone needs to recall the purpose of this ideation session when chasing deadlines."

The results of the brainstorming session showed that the use of video chat services made it easier for creative team members from Kendelite Creative to participate part. This was done by using the profile pictures from each member's Google account. Changing profile pictures was used to help people get to know each other better. It is important to remember that these activities took place online.

"Each team member uses a uniform profile photo for a company identity, a formal photo with a black-and-white background, so that during the brainstorming session, each individual's persona is still apparent. Sometimes, the fun team members also like to replace it with funny photos just for the enjoyment of it."

Assume that members of the Kendelite Creative division who do not activate the camera are able to communicate with ease due to their technical use. In this scenario, the lack of camera activity could hinder the brainstorming process and diminish elements of human relationships, since it will create a less relaxed atmosphere in comparison to solely utilising audio capabilities.

"As team members become more self-aware, brainstorming for the on-camera position becomes more difficult. In order to get serious work done, many of us may sometimes do things like work while eating or while wearing just our most comfortable t-shirts. Being off-camera makes it easier to give ideas freely, as our verbal contributions are essential to the brainstorming process."

Disadvantages of Video Conferencing

The results additionally indicate that video conferencing exhibits limitations in relation to the brainstorming procedure. Moreover, Irma explained that the duration extent of the brainstorming procedure typically conducted by the Kendelite Creative team is constricted. This practise is implemented in order to mitigate the fatigue that ensues from engaging in brainstorming activities via video conferencing. Subsequently, this exhaustion could hinder the effectiveness of the brainstorming process as the generation of ideas may become compromised.

“We schedule a video conference for 1-2 hours. We usually don’t brainstorm for more than 2 hours to avoid fatigue. If the process is being done for more than 2 hours, it would only be aimless chat...”

In addition to the fatigue that may arise, it is worth noting that conducting brainstorming sessions via video conferencing platforms, as opposed to face-to-face communication, is believed to facilitate the transmission of nonverbal communication cues among team members engaged in such activities. In addition, Irma provided an explanation of this contrast.

“In an offline setting, the duration of brainstorming sessions may be less than or greater than two hours. Face-to-face interactions make it simpler for the moderator to gauge the mood of the audience. If the team is exhausted, the meeting ambiance tends to be awkward and quiet compared to online brainstorming. In contrast to offline meetings, it is simpler to gauge the mood of team members during online conferences.”

Media Utilization and Media Compensation

According to the findings, video conferencing has a positive effect, primarily by facilitating collaboration processes between team members. As stated in Oldham (2022), video conferencing technology serves as a facilitator for remote job productivity. Moreover, Oldham (2022) highlighted that the use of video conferencing technology facilitates the ability of organizational managers to engage in discussions and generate ideas within the context of remote work environments.

Convenience drives the selection of video conferencing services for the ideation process. Furthermore, the study conducted by Abu-Shanab et al. (2023) demonstrates that individuals are more inclined to utilise technology, particularly social networking technology, when they perceive the platform to be user-friendly and devoid of additional exertion. In addition, video conferencing encompasses various supplementary functionalities, including screen sharing, jam board, and hand raising, which serve to facilitate the brainstorming process and enhance interactivity. These features are commonly referred to as hybrid online participatory technology (hybrid OPT) (Milz et al., 2023). According to Milz, Pokharel, and Gervich (2023), hybrid technologies serve the purpose of bridging synchronous and asynchronous interactions, hence facilitating increased participation in online public meetings and fostering the creation of shared workspaces.

From the perspective of media compensation theory (Hantula et al., 2011), the incorporation of supplementary features in video conferencing technology can be understood in relation to evolutionary task relevance or shifts in task relevance, which often involve the use of whiteboards and markers. The utilisation of the Jam-board function within video conferencing technology serves as a substitute for the traditional brainstorming method.

In terms of technical use, the utilisation of video conferencing for the purpose of facilitating the brainstorming process provides beneficial outcomes. Nevertheless, there are numerous noteworthy discoveries that warrant consideration in

relation to video conferencing technology and its role in facilitating the brainstorming process. For technological reasons, video conferencing is often used throughout the brainstorming process without the camera being activated. Research findings are connected to aspects of cue removal from the media technology employed, as took into account from the theory of media compensation.

Starostyuk, Chen, and Prater (2023) further emphasised the prevailing lack of interest among individuals in activating the live video functionality, resulting in the predominant display of their profile pictures. Furthermore, this observation aligns with the findings of Toprou et al. (2021), which indicate that teams have challenges in maintaining synchronization and facilitating communication while utilizing video conferencing technology for collaborative tasks. The findings of their study indicate that the group that did not have access to visual signals demonstrated superior coordination abilities, potentially attributable to reduced attention towards the visual stimuli of others.

By not activating the camera, Kendelite Creative's creative team members concentrate on sound when communicating and listening to ideas. The research findings further highlight the superiority of voice utilization over video features in video conferencing services. The research findings demonstrate a connection to the speech imperative of media compensation theory. This theory emphasizes that media adaption necessitates more effort, specifically highlighting the significance of auditory communication above the critical tasks it facilitates. In summary, this particular facet of the speech imperative underscores the potential significance of communication media in effectively conveying speech-related cues, which may surpass the importance of media's capacity to transmit information as opposed to facial expressions and body language.

Moreover, with regard to the coexistence of multiple individuals, video conferencing has the potential to foster a sense of closeness among participants by leveraging digital platforms (Gourlay, 2021). Video conferencing is employed not just for technological considerations but also for social considerations during the brainstorming process. The results of the study indicate that the utilization of video conferencing can effectively support brainstorming activities, while also incorporating informal conversation to enhance interpersonal connections among team members.

Furthermore, when examined through the media compensation theory, it remains connected to the concept of media humanness. This principle points out that individuals instinctively react socially when exposed to cues associated with other humans or social interaction, as if they were interacting with another human being. This is exemplified by the utilization of profile photographs belonging to the members of the creative division of Kendelite Creative, which serve as avatars during brainstorming sessions and contribute to the individualized representation of each member. It is worth noting that certain members occasionally modify their profile photographs in a playful manner. Xu (2014) elucidated that the selection of profile images can have an impact on how individuals are perceived by others and how they engage in professional interactions.

‘Mediated Communication Is Exhausting’: Comparison with Face-to-Face Communication and Zoom Fatigue

In addition to its association with media compensation theory, there exists importance regarding the potential for fatigue resulting from prolonged utilization of video conferencing technology, commonly referred to as Zoom fatigue. This phenomenon refers to the experience of weariness following engagement in meetings facilitated by video conferencing technology (Fauville et al., 2021). Additionally, Fauville et al. (2023) propose that the experience of Zoom fatigue may arise when individuals expend significant cognitive effort in attending to real-time nonverbal clues during synchronous communication. Fauville et al. (year) further elucidate that in contrast to face-to-face communication, video conferencing alters and amplifies nonverbal cues, resulting in a more energetically demanding process.

Not only does Zoom Fatigue exist, but a comparison of offline and online brainstorming activities reveals that offline brainstorming has advantages because team members can observe nonverbal cues that cannot be captured online. Within the realm of workplace communication, an examination of face-to-face versus online communication reveals that face-to-face meetings elicit greater attentiveness and active engagement from participants in comparison to online meetings (Mburugu, 2022). Based on empirical investigations carried out in many organizational settings, Koester (2022) further elucidated that employees exhibit a preference for face-to-face contact in several circumstances. Communication channels that provide a considerable degree of media richness, such as video conferencing, have the capacity to partially compensate for certain attributes of in-person communication, however they are incapable of fully substituting for it.

CONCLUSION

Utilizing other media tools, such as video conferencing technology, is now an appealing alternative to the face-to-face ideation process that was previously utilized. The application of video conferencing technology in the brainstorming process is also employed by professionals in creative agencies, such as Kendelite Creative Agency.

Kendelite Creative employs video conferencing services, specifically Google Meet, as a means to facilitate the brainstorming process in order to generate innovative ideas. Video conferencing is widely recognized as a viable medium for facilitating the brainstorming process, offering advantages in both technological functionality and communication effectiveness. The brainstorming process can be aided by technological tools like the share screen feature so everyone can see what's being discussed, the Jam board feature so people can jot down initial thoughts, and the raise your hand feature so people can get their ideas heard. Video conferencing services are used by the Kendelite Creative team to facilitate communication, and team members use their Google account profile pictures when interacting with one another. This study additionally demonstrates that Kendelite Creative primarily emphasizes the use of audio for the transmission and reception of ideas, therefore indicating a preference for disabling the camera during the video conferencing-based brainstorming sessions. In addition to its practical application, the employment of

video conferencing also presents certain drawbacks in comparison to in-person communication.

From the standpoint of media compensation theory, digital media has emerged as a viable alternative channel for interpersonal contact. Humans are capable of adapting and compensating for new technologies that necessitate a shift from face-to-face conversation to mediated communication. Kendelite Creative is an organization that frequently modifies the traditional face-to-face brainstorming method by incorporating video conferencing technology. This approach harnesses many aspects to enhance the brainstorming process while ensuring the primary objective of generating excellent creative ideas is maintained.

The evaluation of the outcomes of brainstorming sessions held via video conferencing services is only one area where future study on related issues, such as this one, could benefit from further improvement. Further investigation is required to ascertain the extent to which the duration of the brainstorming process conducted via video conferencing affects the generation of new ideas. This can be connected with the theoretical framework of media compensation theory to investigate the level of depth and innovation exhibited in creative ideas developed through video conferencing as opposed to those generated through face-to-face interaction during the same time frame. It is advisable to conduct additional research in order to enhance the diversity and validity of studies within the same field.

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