

**White elephants' Benefits: Is efficiency the right way to the best creations?  
---Studies from the creative process, in ta Japanese animation field and an advertising company**

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***Abstract***

This study investigated the relationship between the creativity of Japanese entertainment creators and the waste of time and resource (“*muda*”) in their creative fields such as an animation studio or an advertising company, based on interview with two senior animators in major Japanese animation companies and an ex-creative-director in Hakuhodo.

Results indicated that “*muda*” was not only the waste of time and resource for entertainment creators’ creativities, but it has an important role to accelerate their new concepts for the future projects. In Addition to these findings, it could be speculated that influential entertainment creators provided tremendous excitement and stimulations to encourage users’ creativities.