



Clarification of Creative Innovation Components in Management

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Abstract

Managers should understand the variables of innovation or the key points of creative innovation to ensure that businesses can decide fast and move correctly. Therefore, the purpose of this research is to analyze the key connections of innovation relations and creative innovation on management. This research will analyze five key issues: The processes of understanding the customers and users of the business. The ability of management to run the business and achieve business objectives. The employees' belief in creative innovation. The creative climate of the business. The support process of the business. As a result, five innovation variables of businesses will be analyzed and enlightened.

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1. Introduction

Today's international trade world operates in a blurry, turbulent and complex environment in which top-level sharp global competitors; unfaithful customers are present in a rapidly changing financial, political, human, legal and technological setting. Behind the creative innovation capability of the businesses, survival in such variable external environment is as important as maintaining the privileged competition superiority. Creative innovation within a business shall depend on the development of new information and rapid conversion to value creating the application (Çavuşgil et al. 2003).

The word "innovation" derived from the Latin word "innovates". Creative innovation is to develop different and new ideas. It is the act of creating new value. It is the combination of the innovation work performed with a commercial point of view. Creative innovation is the act of preparing new marketing and operating methods for the new or significantly changed products and processes. When a new or

improved product is launched, innovation is made. When new processes, marketing methods or operating methods are actually used within operating activities, the innovation is made (www.uis.unesco.org/15.10.2015).

Today's professionally managed businesses have emerged not to resist the waves of change or not to direct them, but to optimize the business in the market and to supervise it. The aim of the director is to minimize the change, to optimize the achievements and to control all things done. Nevertheless, classical scientific management doctrine moves the directors away from creative innovation subjects (Berkun, 2010).

In fact, creative innovation is the actual responsibility of every director. Responsibility begins with a continuous search for the opportunities. Creative innovation is now an important activity for all small or big businesses. The responsibility of the top management is tremendous in this activity. The businesses have only two most important functions that are marketing and innovation (Drucker, 1998; Prabhu, 2014).



In the studies conducted, the board of the director's chairman of the big, multinational and international businesses attribute their achievement of operation objectives, survival, increase in the sales and global successes to responsibility and focusing on creative innovation(Christensen and Raynor,2003; Berger et al., 2009).

Small and medium-sized businesses with limited financial resources, few qualified personnel and limited time believe in the strategy of making creative innovation continuously. Creative innovation can be made for any product, service thought or work that is completely different from the available forms. What is important in the strategy is the expansion of creative innovation in different sectors and its implementation to create value (Robertson, 1967; Gollin,2010).

Creative innovation, a process that creates value, uses capacity and provides resource, is a demanding but awarding strategy to make the businesses access to the mass and important market sections. For example, in a study conducted with the businesses operating in the field of energy, construction, agriculture and health, it has been determined that they are pioneer in the application of new technologies and make the entrepreneurship a major component of their growth strategies. Such businesses are more flexible, answer the customer demands faster and are more compatible with the change in the market(Thomas, Miller and Murphy, 2015; Keegan and Green, 2015).

The underlying fact of the growth of the businesses is the privileged position achieved by the difference w-created by the creative innovation in the products and services. The expansion of the brand and product line is possible with the creative innovation in the products. Purchasing rate of the innovated products is higher compared to the non-innovated products especially in the product lines expanded with the strong brands (Sinapuelas, Wang, Bohlmann, 2015; Keegan and Green,2015).

There is a simple pattern behind the permanent survival of the strong brands of the businesses in the market. This pattern is the creative innovation combined with the marketing knowledge and imagination. Experience, external environment, internal resources and available culture components

as well as the imagination can be included in the creative innovation(Seelig,2012).

Imagination and creative innovation turned into investment shall form the new future. Creative innovation applied with enthusiasm and passion shall affect the future in all over the world. First, global trade, technology, communication and all societies shall be affected by the creative innovation. The components of creative innovation that affect the business management in practice should be clarified better at this point (Canton, 2007; Hollensen,2008).

2. Creative Innovation in Practice

The reason for not making creative innovation is the lack of application method rather than the scarcity of the available resources or creative skills (Christensen,2011; Wulfen,2014; Gans,2016).

As the creative innovation is not applied correctly in the businesses failing to reach their objects, it is not possible to make a comparison between the teams and departments. On the other hand, creative innovation continues to change the business, to be a source of inspiration and to bring skills for the employees even if it fails or that product is not manufactured (Hamel,2012).

While the economic environment offers innovative opportunities for the businesses, there should also be different and creative options in practice (Christensen and Raynor,2003; Keelley and Littman,2005; Keeley et al., 2013).

As seen in the numerous studied in the past, creative innovation is a rather complex process in practice for the creative innovation system of the country of operation which requires the director to perform different, various activities and to participate effectively (Kirca and Rubera,2011; Trott,2012; Kelly and Kelly,2013).

Creative innovation in the fields of marketing, design, and management lies behind the success, in other words, value creation of the businesses, which invest in the research and development activities and patents, and deals with trade with the end users and business-to-business(B2)trade.A successful marketing management can always ensure making innovations with especially successful new thoughts(Rave,2011).

For this reason, the ones dealing with innovation management should overcome the mental obstacles, which make it difficult to apply the creativity and look at the facts before them. Recently,



increasing customer demands and increasing global competition has caused the businesses to make more innovations in the products and services put on the market. Innovation has become a vital need for the survival of the businesses. The businesses, which develop new businesses in the international marketing and produce new products, are found to be perfect businesses in terms of creativity. In addition, it was understood in an important study that the global businesses, which are created at the highest level compared to the ordinary businesses, have doubled their sales and increased their profitability (Lindgren, 2012; Çavuşgil et al., 2012).

To collect the views, it is required to determine the customer insight, needs, requests and quality expectations at every customer contact point. Quality means the return of the customers, not the products. Quality helps the creative innovation spread faster. In the past years, making creativity and innovation in a business was seen as the work of research and development or product development departments. Recently, however, it has been the business culture to use the thoughts of customers, market and business itself for the creativity and innovation (Doyle and Bridgewater, 1998; Dibb, et al., 2012; Lindgren, 2012; Grant 2016).

In the studies conducted, it has been found that there are significant relations between the marketing competence of the companies and the innovations they make. All innovations made in the combination of product, pricing, promotion, distribution channels and marketing positively affect the competitive power of the businesses in the market. Because of such influence, the businesses should determine in what aspects and how the strongest competitors in the market can satisfy their customers and turn them into value-creating applications (Hamel and Prahalad, 1996; Rostami, 2015).

According to the previous studies, it has been understood that the application of creative innovation components is not easy in the businesses. Especially in the recent studies, it is disputed that while launching the products and services for which product development and creative innovation are made, listening to the voice of the customer which become noise would cause decrease in the investment return rate in the marketing, increase in the number of

failure in the new products launched, and going to wrong directions by the businesses.

Marketing departments refocus on the creative innovation components because of such disputes. Directors should first integrate the specific concepts of creative innovation field and it is required to head for interactive innovative new places in line with this specific direction, to produce different opinions and to gain unique insights for the solution of the problems (Ofek and Toubia 2010; Watson, 2011).

Directors should be sensitive to the development of new ideas in the business. Nowadays, all businesses encounter the living, variable and complex global competitors. This encountering demands the businesses to make creative innovation rapidly. Creative innovation is a result of information management within a business. Therefore, the directors should encourage the capacity to discover, reveal, and use the innovations inside the business. The success of the business depends on the director's maintenance of the creative innovation capacity. The directors and all employees within a business should cooperate to produce new information (Camisón and Boronat-Navarro, 2011).

Because of the competition, while the business endeavors to meet the creative innovation demands, it also encounters different obstacles during the application and launch of the innovations by the employees. For example, intermediary businesses remaining between the supplier and end consumer within the value chain directly encounter these obstacles (Autio and Thomas, 2014; Malerba and Adams, 2014; Hintze, 2015).

Future is shaped with now. The future power of creative innovation and especially the technology brings different foresight, big and heated debates with it today (George, 2012; Watson, 2012).

Perfect innovation clarified by the directors has five basic components in practice (Lindgren, 2012).

1. To understand the customer and users: To reveal new notions and to include the customers in the innovation.

2. Execution and the competence to conduct business: To have well-defined and user processes to convert the opinions to valuable innovations.

3. Personal belief: To create a carrier belief system putting the innovation process into execution.



4. Creative climate: To share information explicitly and feed the creative climate.

5. Support processes: To convince the employees to support the creativity and bring new thoughts.

3. Research Method and Data Analysis

The research has been designed to measure five basic components of the perfect innovation in business managements. In the research, the first five questions were allocated to these components, and the second five questions were allocated to the demographical properties of the participants and the last four

questions clarified the companies in which the participant directors work. The study of creative innovation in management was conducted through the web using data warehouse of a research company and was initiated by sending electronic mail to 148 324 populations. 101 886 persons opened the research link, 161 persons clicked, and 147 persons answered the questions within three-month duration of the system between 7 October 2015 and 7 January 2016. The questions exploring the components of perfect innovation were summarized, displayed in tables, and defined by the analysis interpreted briefly.

	Frequency	%
Yes	97	66
No	50	34
Total	147	100

Table 1. Does your business include the customer views in all innovation stages process?

As shown in Table 1, 66%, a substantial rate of 147 participants responding to this research, stated that their businesses included customer views in all innovation stages process.

	Frequency	%
Yes	119	81
No	28	19
Total	147	100

Table 2. Does the business help to convert the views of the personnel on their work, product development suggestions and the market observations to new products and suggestions?

As shown in Table 2, 81%, a very high rate of 147 participants responding to this research, stated that the businesses helped to convert the views of the personnel on their work, product development suggestions and the market observations to new products and suggestions.

	Frequency	%
Yes	72	49
No	75	51
Total	147	100

Table 3. Are you sure that your business regularly searches for different views and selects the most qualified among them and looks for financing sources to support them?

As shown in Table 3, 147 participants responding to this research are not sure that their business regularly searches for different views and selects the most qualified among them and looks for financing sources to support them.



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	Frequency	%
Yes	91	62
No	56	38
Total	147	100

Table 4. Is there an appropriate workplace environment in which you talk about the creativity of your business in the market?

As shown in Table 4, 62%, a substantial rate of 147 participants responding to this research, emphasized that there is an appropriate workplace environment in which they talk about the creativity of their business in the market.

	Frequency	%
Yes	85	58
No	62	42
Total	147	100

Table 5. Do all employees in your business consider the creativity as a part of their work and do the directors of these employees accept their opinions frankly?

As shown in Table 5, 58% of 147 participants responding to this research emphasized that all employees in their businesses consider the creativity as a part of their work and the first directors of these employees accept opinions of the subordinates without hesitation.

	Frequency	%
Male	118	80
Female	29	20
Total	147	100

Table 6. Gender of the Participants

As shown in Table 6, 81%, a very high rate of 147 participants responding to this research is male. Only 29 women responded this research.

	Frequency	%
Aged between 18-25	16	11
Aged between 26-33	32	22
Aged between 34-41	42	29
Aged between 42-49	23	15
50 and above	34	23
Total	147	100

Table 7. Age of the Participants



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As shown in Table 7, 29% of 147 participants responding to this research is aged between 34-41, 23% is 50 and above, and 22% is aged between 26-33.

	Frequency	%
Primary School	2	1
Secondary School (High School)	15	10
College (Associate Degree)	15	10
Faculty (Bachelor’s Degree)	85	58
Master	30	21
Total	147	100

Table 8.*Education Status*

As shown in Table 8, 58%, a substantial rate of the participants graduated from bachelor’s degree programs of four-year faculties, and 21% graduated from the master programs of universities.

	Frequency	%
Senior manager	47	32
Mid-level manager	61	42
First-level manager	31	21
Other	8	5
Total	147	100

Table 9.*Operating Level*

As shown in Table 9, 42% of the participants are mid-level managers, and 32% are senior managers.

	Frequency	%
0-5 years	67	46
6-10 years	24	16
11-15 years	27	18
16 years and above	29	20
Total	147	100

Table 10.*Term of Employment in the Business*

As shown in Table 10, 46% of the employees have been working the same workplace for maximum 5 years.



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	Frequency	%
0-4 persons	61	41
5-9 persons	25	17
10-15 persons	17	12
16-50 persons	28	19
50 persons and above	16	11
Total	147	100

Table 11. *Number of Subordinates*

As shown in Table 11, 41% of the employees manage maximum 4 persons. 28 participants stated that they manage 16 to 50 persons.

	Frequency	%
White Appliances	3	2
Informatics	8	5
Audit and Consulting	4	3
Education	5	3
Electronics	5	3
Finance	3	2
Real Estate	2	1
Food	9	7
Human Resources and Communication	6	4
Public Administration	3	2
Logistics and Transportation	12	8
Architecture and Construction	7	5
Furniture	17	12
Automotive	5	3
Marketing and Sales	9	6
Health	7	5
Insurance and Security	4	3
Textile	4	3
Trade	4	3
Tourism	7	5
Production	15	10
Other	8	5
Total	147	100

Table 12. *Business Field of Activity*



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According to Table 12, the business fields of activity of 147 participants responding to the research are marked as furniture and production at the highest rate. Table shows that the research has been responded approximately at the same rate by the different sectors other than furniture.

	Frequency	%
National	38	26
International	62	42
Local	35	24
Regional	12	8
Total	147	100

Table 13. *Place of Activity of the Business*

According to Table 13, the place of activity of 42% of the 147 participants is international.

	Frequency	%
Foreign capital	15	10
Domestic capital	132	90
Total	147	100

Table 14. *Capital Structure of the Business*

According to Table 14, 90%, a very high rate, almost all of 147 participants, works in businesses with foreign capital.

Variables	Sub-variables	Descriptive Statistics	Does your business include the customer views in all innovation stages process?		Total	Chi-Square
			Yes	No		
Place of activity of the business	Local	f	25	10	35	$\chi^2=6,214$ df=3 p= ,102
		%	71,4	28,6	100,0	
	Regional	f	7	5	12	
		%	58,3	41,7	100,0	
	National	f	19	19	38	
		%	50,0	50,0	100,0	
	International	f	45	17	62	
		%	72,6	27,4	100,0	
Capital structure of the business	Domestic capital	f	85	47	132	$\chi^2=,475$ df=1 p= ,491
		%	64,4	35,6	100,0	
	Foreign capital	f	11	4	15	
		%	73,3	26,7	100,0	
Number of employees of the business	0-10 persons	f	61	32	93	$\chi^2=,164$ df=2 p= ,921
		%	65,6	34,4	100,0	
	11-20 persons	f	11	5	16	
		%	68,8	31,3	100,0	
	21 persons or above	f	24	14	38	
		%	63,2	36,8	100,0	

Table 15. *Comparison of the Answers to the question “Does your business include the customer views in all innovation stages process?” as per the Place of Activity, Capital Structure and Number of Employees of the Business*



According to Table 15, it is seen that understanding the customers and users by the businesses making creative innovation does not differ in a statistically significant way as per the place of activity ($\chi^2=6,214$; $df=3$; $p=,102$), capital structure ($\chi^2=,475$; $df=1$; $p=,491$) and number of employees ($\chi^2=,164$; $df=2$; $p=,921$) of the business.

Variables	Sub-variables	Descriptive Statistics	Does the business help to convert the views of the personnel on their work, product development suggestions and the market observations to new products and suggestions?		Total	Chi-Square
			Yes	No		
Place of activity of the business	Local	f	28	7	35	$\chi^2=1,961$ $df=3$ $p=,581$
		%	80,0	20,0	100,0	
	Regional	f	8	4	12	
		%	66,7	33,3	100,0	
	National	f	31	7	38	
		%	81,6	18,4	100,0	
	International	f	52	10	62	
		%	83,9	16,1	100,0	
Capital structure of the business	Domestic capital	f	105	27	132	$\chi^2=1,661$ $df=1$ $p=,198$
		%	79,5	20,5	100,0	
	Foreign capital	f	14	1	15	
		%	93,3	6,7	100,0	
Number of employees of the business	0-10 persons	f	72	21	93	$\chi^2=4,527$ $df=2$ $p=,104$
		%	77,4	22,6	100,0	
	11-20 persons	f	16	0	16	
		%	100,0	0,0	100,0	
	21 persons or above	f	31	7	38	
		%	81,6	18,4	100,0	

Table 16. Comparison of the Answers to the question “Does the business help to convert the views of the personnel on their work, product development suggestions and the market observations to new products and suggestions?” as per the Place of Activity, Capital Structure and Number of Employees of the Business

According to Table 16, it is seen that execution and the competence to conduct business of the businesses making creative innovation does not differ in a statistically significant way as per the place of activity ($\chi^2=1,961$; $df=3$; $p=,581$), capital structure ($\chi^2=1,661$; $df=1$; $p=,198$) and number of employees ($\chi^2=4,527$; $df=2$; $p=,104$) of the business.



Variables	Sub-variables	Descriptive Statistics	Are you sure that your business regularly searches for different views and selects the most qualified among them and looks for financing sources to support them?		Total	Chi-Square
			Yes	No		
Place of activity of the business	Local	f	13	22	35	$\chi^2=6,698$ df=3 p= ,082
		%	37,1	62,9	100,0	
	Regional	f	5	7	12	
		%	41,7	58,3	100,0	
	National	f	16	22	38	
		%	42,1	57,9	100,0	
International	f	38	24	62		
	%	61,3	38,7	100,0		
Capital structure of the business	Domestic capital	f	63	69	132	$\chi^2=,812$ df=1 p= ,368
		%	47,7	52,3	100,0	
	Foreign capital	f	9	6	15	
		%	60,0	40,0	100,0	
Number of employees of the business	0-10 persons	f	42	51	93	$\chi^2=1,758$ df=2 p= ,415
		%	45,2	54,8	100,0	
	11-20 persons	f	8	8	16	
		%	50,0	50,0	100,0	
	21 persons or above	f	22	16	38	
		%	57,9	42,1	100,0	

Table17. Comparison of the Answers to the question “Are you sure that your business regularly searches for different views and selects the most qualified among them and looks for financing sources to support them?” as per the Place of Activity, Capital Structure and Number of Employees of the Business

According to Table 17, it is seen that personal beliefs in the businesses making creative innovation does not differ in a statistically significant way as per the place of activity ($\chi^2=6,698$; $df=3$; $p=,082$), capital structure ($\chi^2=,812$; $df=1$; $p=,368$) and number of employees ($\chi^2=1,758$; $df=2$; $p=,415$) of the business.

Variables	Sub-variables	Descriptive Statistics	Is there an appropriate workplace environment in which you talk about the creativity of your business in the market?		Total	Chi-Square
			Yes	No		
Place of activity of the business	Local	f	23	12	35	$\chi^2=2,116$ df=3 p= ,549
		%	65,7	34,3	100,0	
	Regional	f	6	6	12	
		%	50,0	50,0	100,0	
	National	f	21	17	38	
		%	55,3	44,7	100,0	
International	f	41	21	62		
	%	66,1	33,9	100,0		
Capital structure of the business	Domestic capital	f	82	50	132	$\chi^2=,026$ df=1 p= ,873
		%	62,1	37,9	100,0	
	Foreign capital	f	9	6	15	
		%	60,0	40,0	100,0	
Number of employees of the business	0-10 persons	f	55	38	93	$\chi^2=1,490$ df=2 p= ,475
		%	59,1	40,9	100,0	
	11-20 persons	f	12	4	16	
		%	75,0	25,0	100,0	
	21 persons or above	f	24	14	38	
		%	63,2	36,8	100,0	



Table 18. Comparison of the Answers to the question “Is there an appropriate workplace environment in which you talk about the creativity of your business in the market?” as per the Place of Activity, Capital Structure and Number of Employees of the Business

According to Table 18, it is seen that creative climate in the businesses making creative innovation does not differ in a statistically significant way as per the place of activity ($\chi^2=2,116$; $df=3$; $p=,549$), capital structure ($\chi^2=,026$; $df=1$; $p=,873$) and number of employees ($\chi^2=1,490$; $df=2$; $p=,475$) of the business.

Variables	Sub-variables	Descriptive Statistics	Do all employees in your business consider the creativity as a part of their work and do the directors of these employees accept their opinions frankly?		Total	Chi-Square
			Yes	No		
Place of activity of the business	Local	f	24	11	35	$\chi^2=13,310$ $df=3$ $p=,004$
		%	68,6	31,4	100,0	
	Regional	f	3	9	12	
		%	25,0	75,0	100,0	
	National	f	16	22	38	
		%	42,1	57,9	100,0	
	International	f	42	20	62	
		%	67,7	32,3	100,0	
Capital structure of the business	Domestic capital	f	76	56	132	$\chi^2=,032$ $df=1$ $p=,857$
		%	57,6	42,4	100,0	
	Foreign capital	f	9	6	15	
		%	60,0	40,0	100,0	
Number of employees of the business	0-10 persons	f	51	42	93	$\chi^2=1,345$ $df=2$ $p=,511$
		%	54,8	45,2	100,0	
	11-20 persons	f	9	7	16	
		%	56,3	43,8	100,0	
	21 persons or above	f	25	13	38	
		%	65,8	34,2	100,0	

Table 19. Comparison of the Answers to the question “Do all employees in your business consider the creativity as a part of their work and do the directors of these employees accept their opinions frankly?” as per the Place of Activity, Capital Structure and Number of Employees of the Business

According to Table 19, it is seen that support processes in the businesses making creative innovation does not differ in a statistically significant way as per the capital structure ($\chi^2=,032$; $df=1$; $p=,857$) and number of employees ($\chi^2=1,345$; $df=2$; $p=,511$) of the business, and differs in a statistically significant way as per the place of activity ($\chi^2=13,310$; $df=3$; $p=,004$) of the business. Creativity support processes are paid more attention in local or international businesses. However, regional businesses pay least attention to the support processes.

4. Major Findings and Comments

Businesses’ inclusion the customer views in substantially all innovation stages process has been clarified within the answers given. It has been proven that the businesses help to convert the views of the personnel on their work, product development suggestions and the market observations to new

products and suggestions. Answering participants were undecided whether their businesses regularly search for different views and select the most qualified among them and look for financing source to support them. However, it is required to find financial sources for creative innovation and to allocate them to this subject. It has been clarified that there is an appropriate workplace environment in the businesses participating in this research in which the creativity in the market is considerably spoken. And it has been verified that it is required for the other businesses to talk about their creative innovations especially in mass media, public opinion, and grapevine. It has been proven that substantial part of the employees working in the businesses consider the creativity as part of their work and the first directors



of such employees adopt the different opinions of their subordinates without hesitation. As the participants responding to the research and most of whom are directors work in different businesses, the reliability of the results increases. 147 participants responding to the research work in 22 different businesses in the fields of white appliances, informatics, audit, consulting, education, electronics, finance, real estate, food, human resources, communication, public administration, logistics, transportation, architecture, construction, furniture, automotive, marketing, sales, health, insurance, security, textile, trade, tourism and production. As the most of the participants responding to the research works in international and foreign-capital businesses, it is prevented to make a generalization of the results of the research for the national and domestic companies. However, it can be said that the management of national and local businesses and domestic-capital businesses should strengthen the creative innovation components according to the clarified results. National and local businesses should focus on the creative innovation to achieve their operation targets, increase their sales and survive in the global competitive environment. It is required to overcome the obstacles and be privileged in the competition for survival, then to increase the sales, to grow continuously and to focus on the correct leadership, management's belief, the contribution of employees, high-quality production and target market in order to achieve the goals. Support processes are paid more attention to local or international businesses. Moreover, all employees in regional businesses should pay more attention to support processes.

Another lesson to take from this research is that making creative innovation in the management is one of the important operating activities. In addition, it is another subject to realize this successfully. Moreover, the last lesson is that every business shall shape its own destiny. The directors have big duties to make creative innovation. The future of the businesses is not the things that will occur in future.

Conclusion

In this research, an information company has contributed to the analysis of creative innovation components with its data. Questionnaire questions were sent to 101 886 persons who were seen as

directors in the data warehouse of the information company two times at a certain time interval, and 147 persons responded to the questionnaire. The answers received are shown in 19 Tables. The participants have shown that the businesses in which they work understand their customers and users significantly, the management is undecided about the execution or competence to conduct business, the employees personally believe in the creative innovation to a certain extent, and the creative climate and the support processes in the businesses should be developed. Management should first understand the customers, consumers and the needs of the users correctly for the creative innovation. It has been proven with the results of this research made with 147 directors that employees should have well-defined and used business processes to convert their thoughts to valuable innovations, create a belief system to implement the innovation process, business environment should have a creative climate and make the employees believe in supporting the creative innovation and bringing in new thoughts. The components of creative innovation in management have been clarified.

Achievement of the clearly defined objectives, struggle with the unexpected developments, resistance to change, significant growth in the market, increase in the production, increase in the profitability, meeting the consumer requests, providing customer satisfaction, effective working, value creation, product development, focusing on the needs of business processes, solution of different problems, generation of results, overcoming the competitors on international scale, correcting the sales productivity, providing investment return, promotion of new products and survival by large and small, especially national and local businesses in today's business world depend on this. This is very important to develop product innovation, marketing innovation, process innovation and business innovation.

Creative innovation considers the most complicated issues, defines them and provides systematic solutions. Creative innovation is not a mysterious act of the business such as fortune telling, soothsaying, wizardry, exorcism or magic. Creative innovation is vitally important like the blood flow in the lifelines of the business. Creative innovation is a magic need of today's business. The main



responsibility of all directors is to focus on the need.
creative innovation passionately in order to meet this

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