

**PERCEPTIONS AND PRACTISES OF INNOVATION,
CREATIVITY AND CHANGE IN CORPORATE
OGANISATIONS IN NIGERIA**

**BEING A PhD BUSINESS ADMINISTRATION
PROPOSAL OUTLINE**

BY

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ABSTRACT

In the bid to achieve competitiveness, sustainability and profitability, several organizations have embarked on innovative and creative move which has either made or marred them. It is truism that not all innovative ideas that take an organization to the promise land some may end up ruining the company when implemented and end up becoming mere waste of time and resources.

Basically, this dissertation will defend that organizations who embrace ICC in the right manner and with the right intention are more productive, more competitive, stand the test of time and are profitable than those who do it with a wrong approach or choose to remain traditional in their approach to doing business.

Secondly, amidst several innovation theories, it shall uphold that open innovation is the most profitable way to innovate as it support creativity and can help to bring the desired change.

LITERATURE REVIEW

The fact cannot be denied that no business management or business venture, no matter how successful and big, can continue to hold a place of leadership unless it recognizes that modern business operates in a world of continuous change which creates new problems, risk and opportunities and for which they have to mobilize the enterprise's resources before changes make their impact felt. To do successfully, the entrepreneur and enterprise should know where they are going and how they will get there.

This in turn requires a clear definition of the company's business which will enable it to continually adopt operations to the realities of the market place, which is the corner stone of survival and growth of any business.

All innovation begins with creative ideas while creativity is the starting point for innovation. Creativity is however necessary but not sufficient condition for innovation. Innovation is therefore, the implantation of creative inspiration to bring about the desired change.

It is also worthy of note that organization is formed with motives and intentions, which are embedded in their vision, goal, objective and mission statement.

People are not just brought together for visibility purpose only but for the aim of developing themselves career wise, to earn a living and also to reach out to their immediate environment by providing solution to some societal problems and meeting the demands and needs of the society through provision of goods, services and creation of basic social amenities which is part of their social responsibilities to their environment of operation.

In the same vein, the investors who invested in the business needs to enjoy business growth, expansion and profitability and the shareholders too are expected to enjoy goods proceeds from the investment.

However, for any organization to strive and to be able to hit the aforementioned aim and objectives there will be the need for the organization to be strategic in their business and marketing management through incorporation of creativity, innovation and change which can be seen in terms of sales and marketing strategy that can go past competition in the market place and make the organization profitable.

ICC has two way impacts as it affects the organization internally and externally.

The internal aspect has to do with the manner in which the organization comes up with ideas that will help build their corporate image, brand,

product, service and solution rendered. In the same vein also guide and enable the plans, vision and mission of such organization.

The external aspect deals with how the organization is being accepted by the masses and customers at large. It determines the acceptance rate of its product line and services rendered as well as the continual existence of the organization and how the organization can be top of the mind of people.

However, it is good to know that these three concepts are functions and brain child of the organization's leadership and management as the success or failure of the organization depends mainly on them.

Creativity has to do with bringing to life what has not existed before or what only existed as an idea into live or form. It can also be seen as raw initiative being turned into a useable with a potential of bringing a satisfactory result.

Innovation on the other hand is defined as adding something new to an existing product or process. The key words are adding and existing. The product or process has already been created from scratch and has worked reasonably well. When it is changed so that it works better or fulfils a different need, then there is innovation on what already exists. Innovation is the successful exploitation of new ideas.

Drucker (1985) argued that innovation is the tool of entrepreneurship. In addition, both innovation and entrepreneurship demand creativity.

Creativity itself is a process by which a symbolic domain in the culture is changed. New songs, new ideas, new machines are what creativity is about Mihaly (1997). Creativity is the ability to make or otherwise bring into existences something new, whether a new solution to a problem, a new method or device, or a new artistic object or form. Wyckoff (1991) defines creativity as new and useful. Creativity is the act of seeing things that everyone around us sees while making connections that no one else has made. Therefore, it can also be seen as moving from the known to the unknown¹.

A lot of researchers, using case studies, experiments and a variety of research methods and theories, have attempted to better understand the sources of creativity and innovation in individuals who make up an organization and

how the organization itself has made use of innovation to strive in their business space.

According to Scott, Aerts and Erik (2009) who state that “Innovation and creativity as its prerequisite, are high priorities on the strategic agenda for those who lead, manage, and work in organizations. Meeting the innovation challenge requires taking a systemic approach, focusing on the people involved, the methods they are applying, the environment within which they are working, as well as the desired innovative results”²

There are several theories of Innovation which has been postulated to further understand how organizations make use of innovation to drive their business growth, common among the theories which will be useful for the purpose of this research is the disruptive innovation theory and the open innovation theory. However, these theories have ways in which they have impacted organizations.

Clayton M. Christensen, Micheal E. Raynor and Rory Mcdonald in the Harvard business review of December 2015 issues were of the opinion that disruptive innovation have proven to be a powerful way of innovation driven-growth. Many small, entrepreneurial companies praise its as their guiding star, so do many executives at large, well established well established organizations including Intel, South New Hampshire University and salesforce.com.³

Open innovation is also known as crowdsourcing or idea management, but as the name implies has to deal with a situation whereby a company gather a lot of people both internally and externally to seek idea on what can bring progress to the organization.

Open innovation has been defined in terms of inside-out or outside-in innovation. These two terms implicitly refer to the open innovation funnel where external knowledge is acquired to strengthen internal competencies and to speed up the innovation process within the company, and in which unused, internal knowledge is monetised through external paths to market. External knowledge is in-sourced to develop new products or businesses, or internal knowledge is sold to other firms, which deploy it for their own new product development.⁴

While these efforts have contributed significantly to broadening our comprehension of the subject, there is nonetheless disagreement between theorists and many hypotheses that remain to be fully substantiated. The challenge lies partially in the nature and definition of creativity itself. Broad, complex and multi-faceted, creativity can take many forms and can be seen within a variety of contexts. It is embodied by individuals with a broad range of personal characteristics and backgrounds. It appears that the only rule is that there are no hard and fast rules concerning the true sources of creativity and the truth is that people's approach to problems depends on their personality, thinking and the style they choose to work with.

From the foregoing, it could be clearly seen that while there are many competing models and methods for change and innovation, applying any of them requires a consideration of the people involved and the context within which they will be used. Indeed, a great deal of research and experience shows that those who attempt to make change or innovation happen without considering people and place are doomed to failure

In the opinion of the models many organizations have used in the past no longer seem adequate for effectiveness and success in the 21st-century organizational environment. The situation in their sector has changed from when the environment and processes were stable or slow.⁵

In many sectors today, work processes are changing at a much faster pace as organizations face the challenges of rapidly changing technology, globalization, uncertainty, unpredictability, and turbulence.⁶

In the past, because of monopoly to technology, market, or brand, they could expect to be successful for a long time despite inability or refusal to innovate. However, due to the volatile environment in these sectors, many such organizations are failing and need creativity and constant innovation to remain competitive and successful. This means that they must recognize and harness the creativity and leadership that exist in the organization to manage its innovation processes. Strategic design, technology, culture, and organizational strategy may not be able to sustain them very long unless organizations also establish a structure that continuously develops creative leaders to run and sustain the process. This strategy will help the organizations establish environments that are conducive to renewal, build

organizational culture that encourages innovations, and establish organizational diversity that in turn helps these organizations remain competitive.

The introduction above shows the importance of an innovative behavior. The need for creativity is true in many different settings when facing severe problems. Today, creativity and innovation are seen as precursors for continuously growth; both in society, as well as in other institutions.⁷ from a business point of view, in the Western part of the world, society has moved to a post-industrial age. Due to globalization and automation of work processes manual work has declined, and a bigger demand for professional knowledge workers has occurred. Knowledge has become a valued form of capital and innovation the predominant engine for economic growth. The focus of this research is on creativity and innovation which breeds change, since these are important factors for the companies' struggle for survival in today's society. Furthermore, the angle is seen from the management's point of view, which has great importance if companies are to be engaged in the right direction.

STATEMENT OF PURPOSE

The purpose of this research is to check the improvement or decline in the growth of some organizations which has been attached to the right use or non-use of ICC, in recent times there has been a growing interest for the ideas behind creativity, innovation and change and how to manage these processes.

Many Nigerian companies especially startups have been struggling to survive and have suffered lack of improvement, periodic downsizing and folding up as a result of contact struggle to remain competitive as a result of lack of ICC. On the other hand the Western part of the world has been labeled the Innovation Economy. In spite of governmental and environmental problems faced by the African countries, this there is more than one approach to achieve success in the field of Marketing and general Business Management.

The goal of this research is to create an overview of these perceptions and practices and to see how to further impact organizational growth in terms of more revenue generation and increased market share.

RESEARCH OBJECTIVE

In the light that governmental and economy issue may abound in Nigeria, this research will show that management either in startups, small, medium and large scale organizations in all spheres of industries will not generate any appreciable impact on development, improved productivity and profitability until it is based on strategic management which is derived from the right use of innovation, creativity and change.

RESEARCH QUESTIONS:

To achieve the purpose of this study, the research is determined to find answers to the following questions.

1. What are the relative advantages of using ICC on workers attitude towards work in an organization?
2. Does the complexity of change affect workers performance in an organization?
3. Can the satisfaction level of customers towards ICC bring about organizational stability and growth?
4. Is ICC a sole responsibility of senior management staff of an organization or all employees?
5. Does organizations who embrace ICC truly enjoy market share than those who are not?
6. Is the adoption of ICC cost effective to any organization?
7. Does price reduction and additional incentives serve as a substitute for quality of goods and services?
8. What is the effect of technological changes on the external business environment.

METHODOLOGY

In the course of this dissertation, I shall employ the Qualitative method by using research tools such as: focus group in order to gain insight into people's thought and beliefs, i.e mainly case studies, critical evaluation, interviews and open ended questions.

I will be making use of five (5) organizations as a case study two (2) of which are manufacturing industries (Boulos and Berger paint Nigeria Plc) and 3 Telecommunications companies (MTN, Globacom and Airtel) here in Nigeria.

Interviews will be conducted on how ICC has imparted the various organizations both internally and externally and data will also be gathered for analysis via questionnaire.

SCOPE AND LIMIT TO THE RESEARCH:

The provisional selection of manufacturing/Telecommunications industries in Nigeria as a case study has been based on the consideration of the following.

- Access to materials
- Due to the good understanding of the Nigeria FMCG and Telecom market.

TIME LINE

This research is expected to take up to 30 months scheduled as follows:

- February-May 2018- Survey of Literature and interpretative models
- May-December 2018- Data Collections from various Organizations
- January-March 2019- Collect, code data and agree on interpretative models
- April- September 2019-Develop and present preliminary finding and analysis
- October- January 2019- First draft
- February-June 2010- Final Write up

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