

REVIEW ARTICLE

INNOVATION AND CREATIVITY MANAGEMENT IN A DYNAMIC INTERNATIONAL, COMPETITIVE BUSINESS ENVIRONMENT

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Abstract: Introduction: Innovation is a term used to imply newness, new ideas, or processes, and is therefore about value addition in products. Innovation leads to development of new ideas and processes and has over the years been associated with growth and development especially in the developed world. Innovation has for many years been associated with growth and development of organizations and nations. Creativity is closely associated with innovativeness and indeed, without creativity there can be no meaningful innovativeness. Today's company seeks innovation in its country of origin and abroad in order to compete globally. Purpose: The aim of this Review study is to improve the current knowledge and identifying innovation and creativity management in a dynamic international, competitive business environment international business in the international business context. Methodology: the methodology which used for this review includes downloading and reviewing required articles and books. Results: After reviewing some articles and books the author put some ways of managing innovation and creativity in the competitive business environments. Of the four areas of innovation, this article proves some evidence on innovation and the huge potential therein. Considering product, Process, Marketing and organizational innovation, Africa needs to concentrate on the innovation and creativity since we are back warded compared to the world countries. In addition this there are a number of ways to manage innovation and creativity Like Foster a culture of innovation: Encouraging employees to generate and share new ideas, Embrace diversity, Stay informed about market trends, Encourage collaboration, Providing resources and support, Giving Continuous learning and development, Empower employees, Giving employees autonomy and ownership over their work and Collaboration with external partners is some of the results of the study. Conclusion: Innovations and creativity are almost as old as human kind, and these have continued to shape human behavior and the world over the years. However, the rate of innovations has been faster in the developed world than in the developing world.

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INTRODUCTION

Innovation is a critical ingredient for progress, evolution and success. I believe it is the reason why, as a species, we've been able not just to survive, but also to aspire to realize our dreams. It can drive prosperity and allow us to overcome what often seem like insurmountable challenges and obstacles at first.

Innovation isn't a synonym for creativity. Creativity is integral to innovation, but innovation also involves the strategic implementation of new ideas in a way that solves a problem or improves our lives, and much of the time, it is businesses that are leading the way. Innovation is the manifestation of creativity into a usable product or service.

In the entrepreneurial context, innovation is any new idea, process, or product, or a change to an existing product or process that adds value to that existing product or service.

Table 1: The difference of creativity and innovation

Concept	Description
Creativity	ability to develop something original, particularly an idea or a representation of an idea, with an element of aesthetic flair
Innovation	change that adds value to an existing product or service

CREATING AN INNOVATION STRATEGY

The first stage of an innovation strategy is gathering data about your customers and competitors if you don't have it already. What are your competitors doing better than you? What are you and they doing the same? What are your customers looking for, both in terms of service or product and in terms of experience? You should look to identify customer needs that aren't currently met, both functional and emotional, as well as their frustrations, as these can provide potential areas for innovation.

The second stage is the creative stage: finding ways to do what you do better than your competitors in a way that better satisfies your customers' overt and underlying needs that you identified.

The third and fourth stages are developing and then implementing your ideas. Harvard Business School Dean Srikant Datar summed up the process in the following steps: clarify, ideate, develop and implement.

SYSTEMIZING INNOVATION

Innovating once isn't enough, though, as your competitors can always imitate or even improve on your innovations. The way to stay ahead is to embed an innovation mentality in your company culture and DNA.

This means creating a company innovation strategy that aligns with your wider business strategy and then integrating innovation into the company culture. This might include innovation training, communicating the emphasis on innovation in-house and perhaps incentivizing innovative thinking firm wide.

While innovation is a process where research and the development and implementation of ideas are as important as the ideas themselves, it's important to recognize that ideas are the currency of competitive success, so creating a company culture that produces

a flow of ideas could be the secret sauce that will enable your company to thrive and win.

According to the management thinker and author Peter Drucker, the key point about innovation is that it is a response to both changes within markets and changes from outside markets. For Drucker, classical entrepreneurship psychology highlights the purposeful nature of innovation. Business firms and other organizations can plan to innovate by applying either lateral or linear thinking methods, or both. In other words, not all innovation is purely creative. If a firm wishes to innovate a current product, what will likely matter more to that firm is the success of the innovation rather than the level of creativity involved.

CREATIVITY

Entrepreneurial creativity and artistic creativity are not so different. You can find inspiration in your favorite books, songs, and paintings and you also can take inspiration from existing products and services. You can find creative inspiration in nature, in conversations with other creative minds, and through formal ideation exercises, for example, brainstorming. Ideation is the purposeful process of opening up your mind to new trains of thought that branch out in all directions from a stated purpose or problem. Brainstorming, the generation of ideas in an environment free of judgment or dissension with the goal of creating solutions, is just one of dozens of methods for coming up with new ideas.

SOURCES OF INNOVATION

Drucker summarized the sources of innovation into seven categories, as outlined. Firms and individuals can innovate by seeking out and developing changes within markets or by focusing on and cultivating creativity. Firms and individuals should be on the lookout for opportunities to innovate.

Table 2: Drucker's Seven Sources of Innovation

Source	Description
The unexpected	Looking for new opportunities in the market; unexpected product performance; unexpected new products as examples
The incongruity	Differences between what you think should be and what is reality
Process need	Weaknesses in the organization, product, or service
Changes in industry/market	New regulations; new technologies
Demographics	Understanding needs and wants of target markets
Changes in perceptions	Changes in perceptions of life events and values
New knowledge	New technologies; advancements in thinking; new research

TYPES OF CREATIVITY

Arne Dietrich, associate professor of psychology and chair of the Department of Social and Behavioral Sciences at the American University of Beirut, Lebanon, conducted research into creativity that segments it into four types:

- Deliberate and Cognitive creativity
- Deliberate and Emotional creativity
- Spontaneous and Emotional creativity
- Spontaneous and Cognitive creativity

Deliberate and Cognitive Creativity

It is the kind that comes from sustained work in a discipline. For example, Thomas Edison, the inventor of the electric light bulb as we know it, was a deliberate and cognitive creator. He ran experiment after experiment before he came up with an invention. According to Dietrich, this type of creativity comes from the prefrontal cortex (PFC). The PFC is right behind your forehead. It's not that the PFC is where creative thought takes place; it's more that the PFC allows you to do two things:

- Pay focused attention.
- Make connections among bits of information you've stored in other parts of your brain.

For deliberate, cognitive creativity to occur, you need to have a pre-existing body of knowledge about one or more particular topics. When you're being deliberately and cognitively creative, you're putting together existing information in new and novel ways.

Deliberate and cognitive creativity requires a high degree of knowledge and lots of time. If you want people to show this type of creativity, you have to make sure you are providing enough prerequisite information. You need to give resources of where people can go to get the information they need to be creative. You also need to give them enough time to work on the problem.

Deliberate and Emotional Creativity

Instead of focusing attention on a particular area of knowledge or expertise, people who engage in deliberate, emotional creativity have a-ha moments having to do with feelings and emotions. The amygdala is where emotions and feelings are processed, in particular, the basic emotions of love, hate, fear, and so on. Interestingly, the PFC is not connected to the amygdala. But there is another part of your brain that also has to do with emotions. That is the cingulate cortex. This part of the brain works with more complex feelings that are related to how you interact with others and your place in the world. And the cingulate cortex is connected to the PFC.

Deliberate and emotional creativity requires quiet time. You can provide questions or things for people to ponder, but don't expect that they will be able to come up with answers quickly and just by interacting with others at a Web site. For example, creating an online support site for people with a particular problem might ultimately result in deliberate and emotional creativity, but the person will probably have to go online and have quiet time to have the insights. Suggest that they do that and then come back online to share their insights with others.

Spontaneous and Cognitive Creativity

This type of creativity involves the basal ganglia of the brain. This is where dopamine is stored, and it is a part of the brain that operates outside your conscious awareness. During spontaneous and cognitive creativity, the conscious brain stops working on the problem, and this gives the unconscious part of the brain a chance to work on it instead. If a problem requires "out of the box" thinking, then you need to remove it temporarily from conscious awareness. By doing a different, unrelated activity, the PFC is able to connect information in new ways via your

unconscious mental processing. The story about Isaac Newton thinking of gravity while watching a falling apple is an example of spontaneous and cognitive creativity. Notice that this type of creativity does require an existing body of knowledge. That is the cognitive part.

Spontaneous and cognitive creativity requires stopping work on the problem and getting away. If you are designing a Web application or site where you expect people to solve a problem with this kind of creativity, you will need to set up the problem in one stage and then have them come back a few days later with their solution.

Spontaneous and Emotional Creativity

Spontaneous and emotional creativity comes from the amygdala. The amygdala is where basic emotions are processed. When the conscious brain and the PFC are at rest, spontaneous ideas and creations can emerge. This is the kind of creativity that great artists and musicians possess. Often these kinds of spontaneous and emotional creative moments are quite powerful, such as an epiphany, or a religious experience. There is not specific knowledge necessary (it's not cognitive) for this type of creativity, but there is often skill (writing, artistic, musical) needed to create something from the spontaneous and emotional creative idea. Knowing this fact, spontaneous and emotional creativity probably can't be designed for.

People can experience each of the four types of creativity. Especially for knowledge workers like researchers, lawyers and doctors, deliberate and cognitive creativity may manifest while on the job. Spontaneous and emotional creativity may show itself during an artistic pursuit or during down time off the clock.

Deliberate and cognitive creativities use focused attention and formed connections between information stored in the brain and rely on the prefrontal cortex, while emotional and spontaneous creativities stem from the amygdala and tend to be more instinctive. People who are good at taking insights derived from each type of creativity excel at thinking outside the box and applying new approaches to their work.

OTHER TYPES OF INNOVATION

Doblin, a global innovation firm that helps leading organizations find human-centered solutions to business problems, created the Ten Types of Innovation framework as a way to identify transformational opportunities, specifically in business. Based on research of over 2,000 successful innovations, Doblin outlined three broad categories:

- Business model innovation
- Product innovation
- Marketing innovation
- Service innovation
- Technology innovation
- Process innovation

Business Model

Internally focused, these configuration innovations analyze how an organization operates and creates revenue. These can be higher-risk, as they sometimes change fundamental decisions on which businesses are built. **Business model innovations** are best pursued when owners and operators identify oversaturated markets, low customer satisfaction and outdated technology.

In all its simplicity, the business model is how a company functions and earns money. It consists of core values and resources, strategy, core channels and target customers, to name a few.

Business model innovation is a fundamental change in how a company delivers value to its customers or captures it from the market. In practice, it often happens through the development of new pricing mechanisms, revenue streams or distribution channels but isn't limited to them. <https://www.viima.com/blog/types-of-innovation>

Product Innovation

Product innovation: Nearly always tangible, product innovations make existing material goods better in some way or result in the creation of an entirely new product. It's the most common form of innovation; famous examples include smartphones, fidget spinners, wireless headphones and foot-massaging insoles. Product innovation is probably the most common form of innovation and it refers to improvements in performance characteristics and attributes of the product.

It can also use components that differ from previously manufactured products. Product innovations are always tangible, can involve radically new technologies or can be built based on combining existing technologies in a new way, although they don't necessarily have to involve any technology at all. <https://www.viima.com/blog/types-of-innovation>

Marketing Innovation

Marketing innovation creates new markets or increases existing market share. Marketing innovations are new, positively-disruptive ways for brands to talk to and engage with their consumers. Not only can marketing innovation introduce a new way of connecting with the public, but it can be as simple as promoting an existing product for a different use than what was first intended. An innovation makes a demonstrable, often disruptive difference in a product, service or industry. It is a fundamentally new, tangible shift and departure from the conventional. <https://www.viima.com/blog/types-of-innovation>

Service Innovation

Service innovation refers to a new or significantly improved service concept, product or process in a new or existing market. It can be for example a new customer interaction or distribution channel, a system that improves the delivery process or new solutions in the customer interface.

The way you serve your customers is a great way to differentiate, generate more value for them and deliver more revenue for your organization. A big part of a successful business is the ability to make your customers lives easier and the better you're able to meet the needs and expectations of the ones you serve, the brighter your future looks like.

Uber is an example of a service innovation company that has created further growth outside its core business. With Uber EATS, it has used its strengths and unique capabilities, such as its brand to enter into adjacent markets. The fact that they're already in peoples' phones and that they're already organizing transportation has helped them to extend their line of offerings and provide their customers with new value. <https://www.viima.com/blog/types-of-innovation>

Process Innovation

A process combines the skills, technologies and structures that are used to produce products or provide services. Process innovation generally refers to the implementation of a new or significantly improved production or delivery method. It may also be indirectly related to the company's products and services, for example in the form of support function processes in HR or finance. <https://www.viima.com/blog/types-of-innovation>

Process innovation can be done by applying new technology or improved method to a process and is often done to save time, money, or to serve customers better. It often involves new techniques, equipment, or software, and can often require a cultural or structural change as well. In process innovation, the final product is usually not changed, but the method of bringing out the product is improved.

Technological Innovation

Technology as a source of innovation can be identified as a critical success factor for increased market competitiveness. Technological innovation involves new or improved technology, such as new type of machinery or alteration of some form of technology into a product, processes or service delivery methods. When talking about incorporating technology into a production process, for example, it enables automation which results in higher production rates, lower cost per unit of output, and enables more efficient use of materials – reducing variability and resulting in more consistent product quality.

WHY ARE INNOVATION AND CREATIVITY IMPORTANT?

Creativity and innovation are important in business because each contributes to a dynamic evolution that prevents companies from stagnating and enables them to stay competitive in an ever-changing marketplace. While they are not the same, creativity can lead to innovation, so understanding each as two sides of the same coin is critical for business leaders.

In other words, an innovative process is replicable and scalable; a creative individual is not.

Petrossov was one of a kind in realizing what was needed to create a new market, but his software code was easily repeatable by other programmers once written. Once leaders learn the difference between creativity and innovation, they can work on inspiring both among their team members – and building a culture that supports these values.

The Importance of Innovation

Unforeseen challenges are inevitable in business. Innovation can help you stay ahead of the curve and grow your company in the process. Here are three reasons innovation is crucial for your business:

It Allows Adaptability: The recent COVID-19 pandemic disrupted business on a monumental scale. Routine operations were rendered obsolete over the course of a few months. Many businesses still sustain negative results from this world shift because they've stuck to the status quo. Innovation is often necessary for companies to adapt and overcome the challenges of change.

It Fosters Growth: Stagnation can be extremely detrimental to your business. Achieving organizational and economic growth through innovation is key to staying afloat in today's highly competitive world.

It Separates Businesses From Their Competition: Most industries are populated with multiple competitors offering similar products or services. Innovation can distinguish your business from others.

Factors that can Contribute to the Development of Successful Creativity

There are several factors that can contribute to the development of successful creativity. Some of these factors are:

Knowledge and Experience: Creativity often arises from a depth of knowledge and experience in a particular field or domain. The more knowledgeable you are about a subject, the more likely you are to have creative insights and ideas about it.

Open-Mindedness: Successful creative thinkers tend to be open-minded and receptive to new ideas. They are willing to challenge their own assumptions and beliefs and consider alternative perspectives.

Risk-Taking: Creativity often involves taking risks and stepping outside of one's comfort zone. Successful creative thinkers are willing to take these risks and try new things, even if they are uncertain about the outcome.

Persistence: Creative breakthroughs can take time and effort to develop. Successful creative thinkers have persistence and are willing to work through setbacks and obstacles to achieve their goals.

Collaboration: Creativity often emerges through collaboration and the exchange of ideas. Successful creative thinkers are skilled collaborators who are able to work effectively with others to generate innovative ideas and solutions.

Reflection: Reflection and self-awareness are important factors in developing successful creativity. By reflecting on past experiences and challenges, creative thinkers can gain insight into their own thought processes and identify opportunities for growth and development. Overall, developing successful creativity involves a combination of knowledge, open-mindedness, risk-taking, persistence, collaboration, and reflection. By cultivating these factors, individuals can enhance their ability to generate creative ideas and innovate in their respective domains.

DEVELOPING A PERSONAL SKILL SET FOR CREATIVITY

Developing a personal skill set for creativity requires deliberate effort and practice. Here are some tips that may help:

- **Find your interests:** Start by identifying the areas where you are most passionate about, it could be in writing, artistry, music, or anything creative.
- **Surround yourself with creativity:** Surrounding yourself with people who are creative can often be a great way to spark your own creativity.
- **Experiment:** Try new things and practice your skills regularly to help them improve. Don't be afraid to fail as it can lead to new ideas and insights.
- **Practice active observation:** Observe the world around you with curiosity and an open mind. This can help you find

inspiration and new ideas, or even identify problems that you can solve through your creativity.

- **Take care of yourself:** Good physical and mental health is crucial for creativity. Ensure that you take care of your body and mind by getting enough rest, exercise, and eating a balanced diet.
- **Set goals for yourself:** Setting achievable and measurable goals can help motivate you to work on improving your creative skills.
- Remember that creativity is not just about being born talented; it's about developing skills, being curious, and willing to experiment and take risks.

STRATEGIES TO HELP DEVELOP YOUR PERSONAL SKILL SET FOR INNOVATION

Developing a personal skill set for innovation involves a combination of both soft and hard skills. Here are some strategies to help develop your personal skill set for innovation:

Cultivate Creativity: Innovation stems from creativity, so practice creative thinking by trying new things, looking for novel solutions to problems and exploring different possibilities.

Improve Critical Thinking Skills: Develop the ability to analyze information objectively, identify assumptions and evaluate evidence effectively. This will help you make better decisions and identify opportunities for innovation.

Focus on Problem-Solving: Innovation is often spurred by solving complex problems. Developing excellent problem-solving skills can enhance your ability to generate new ideas.

Develop a Growth Mindset: Adopting a mentality that allows for constant learning and growth helps to develop the personal skill set required for innovation.

Collaboration: Innovation thrives in an environment that encourages collaboration. Therefore, work on your communication, teamwork, and networking skills.

Familiarize with Emerging Technologies: Keep updated about new

technologies, platforms, and tools to integrate into your innovation agenda.

Remember that developing a personal skill set for innovation does not happen overnight, so it's essential to be patient and persistent while keeping an open mind to new ideas and situations.

In conclusion, creativity and innovation processes are pivotal to organizational growth and success. They heavily rely on the ability to identify problems in need of solutions, to generate new ideas, and to efficiently execute these ideas to fruition through an iterative process.

Innovation cannot flourish in a rigid, conservative, or static environment, where conformity and traditionalism rule. The creativity and innovation process requires flexibility, adaptability, freedom of expression, out of the box thinking, and continuous learning and improvement.

INNOVATION AND CREATIVITY PROCESS

There are many different processes and approaches to creativity and innovation, but here are some steps that are commonly used:

Creativity and innovation are two concepts that have been used interchangeably in recent times. While creativity is the inherent ability of an individual to come up with novel ideas or solutions, innovation is the application of creativity to achieve practical results. Innovation basically deals with the realization, development, and implementation of creative ideas.

Step for Innovation Process

Peter Drucker, a management consultant and founding father of modern management, proposed the following five-step innovation process:

Purposeful Approach to Opportunity Identification: In this step, organizations or individuals intentionally look for opportunities instead of waiting for them to arise. They might use tools such as market research and customer feedback to identify needs or gaps in the market.

Systematic Analysis of the Opportunity: The second step involves examining the

feasibility of the opportunity by assessing its technical, financial, and market viability.

Innovative Execution: Once the feasibility has been confirmed, the concept is implemented in a practical manner and refined through iteration.

Resource Allocation: This step determines which resources are needed to enable the innovation process, whether it be funding, talent, or technology.

Continuous Monitoring and Adjustment: The final step involves tracking how successfully the innovation has been implemented and adjusting the approach as necessary to improve results.

Overall, Drucker's model emphasizes the importance of purposeful thought and action in innovation, as opposed to leaving it to chance.

STEP FOR CREATIVITY PROCESS

Peter Drucker, a renowned management consultant, identified five phases in the creativity process. These are:

Preparation: This stage involves learning and gathering relevant information about the problem or project. In this stage, the individual must develop an understanding of the challenge at hand, including its scope and any potential limitations.

Incubation: In this phase, the individual takes a break from actively thinking about the problem and allows their mind to wander. During this time, subconscious thoughts can occur and new ideas can begin to germinate.

Insight: This phase refers to the occurrence of the "aha moment." This stage is when the individual has a sudden burst of inspiration or an epiphany regarding the solution to the problem.

Evaluation: In this phase, the individual evaluates the idea generated in the previous stage. This phase includes analyzing the feasibility of the idea and whether it meets the requirements of the project.

Elaboration: This final stage involves fleshing out the selected idea and transforming it into a tangible plan. This phase includes elaborating on the details and putting the plans into action.

It is important to note that the creativity process is not always linear, and it may involve repetition and re-examination of previous stages.

FACTORS FOR DEVELOPING SUCCESSFUL INNOVATIONS

There are several factors that can contribute to the development of successful innovations, including:

- **Market Demand:** Innovations that cater to a need or a gap in the market are more likely to be successful.
- **Resource Allocation:** Sufficient resource investment including time, money, research, and talent can increase the chances of success.
- **Collaboration:** Effective collaboration and teamwork among all stakeholders can help generate new ideas, validate assumptions, and accelerate the innovation process.
- **Adaptability:** Innovations that can pivot and adapt quickly to changes in the market or user behavior are more likely to succeed.
- **Top Management Support:** The backing of top management can provide resources, support, and encourage other stakeholders to support innovation efforts.
- **User Experience:** Innovations that deliver positive user experiences can result in greater adoption and loyalty.
- **Intellectual Property Protection:** Strong Intellectual Property protection can attract investment and return on investment.
- **Risk Management:** Managing risk through forecasting, testing, and validating assumptions, prototyping, and continuous feedback from users can decrease the likelihood of failure.
- **Measuring impact:** measuring impact and sharing results back to the stakeholders helps with accountability, scaling and improving on the innovation.
- **Analyzing data:** collecting data to understand market trends helps in identifying target segments, use cases and apply a more data-driven approach to the innovation.

TOOLS FOR COMBINING AND MANAGING CREATIVITY AND INNOVATION

There are several tools and strategies that organizations can use to combine and manage creativity and innovation:

Idea management software: This type of software allows teams to capture and track ideas from various sources, and evaluate and develop the most promising ones.

Design thinking: This is a human-centered approach to problem-solving that involves empathy for users, iterative testing, and collaboration.

Brainstorming sessions: These are group sessions designed to generate a large number of ideas in a short amount of time.

Open innovation: This involves collaborating with external partners to share knowledge and resources and spur innovation.

Rapid prototyping: This involves producing quick and low-cost prototypes to test ideas and get feedback from users.

Innovation labs: These are dedicated spaces that encourage experimentation and risk-taking, and provide the resources needed to support innovation.

Storytelling: This is a powerful tool for communicating the value of innovative ideas and getting buy-in from stakeholders.

Agile methodology: This is a flexible and iterative approach that emphasizes collaboration, communication, and continuous improvement.

Innovation contests and challenges: These are competitive events that encourage employees or external partners to come up with creative solutions to specific problems or challenges.

Culture of innovation: This involves creating a work environment that encourages and rewards creativity, risk-taking, and experimentation.

The Principles of Innovation: Drucker formulated his principles, which consisted of the following:

- Analyze the sources of innovation for opportunities.
- Determine customer needs, wants and expectations.
- Innovation should be simple and focused.
- Innovation should start small.
- Innovation should aim at leadership.

THE EMPIRICAL PART

Innovation is a term used to imply newness, new ideas, or processes, and is therefore about value addition in products. Innovation leads to development of new ideas and processes and has over the years been associated with growth and development especially in the developed world. Historically, countries in Europe are known to have come up with very many innovation and inventions that shaped the world. The aircraft that we use today, the motor cars, the cameras, the computers, and nearly everything used today came from the developed world.

Surbhi (2016) argues that invention is about the creation of a brand new product or device; while conversely, innovation is an act of making changes to the existing product or the process by introducing new ways or ideas. This means that innovation comes as way of improving onto an existing invention. Invention is about 'An original idea and its working in theory', while innovation as a concept focuses on 'Practical implementation of new idea' Surbhi (2016).

Innovation in many cases is triggered by the presence of major challenges that a firm wants to address. These include lack of physical resources such as land; shortage of qualified human resources, or financial resources, increased competition, poverty and so on can make an individual or an organization come up with innovative way of dealing with the challenges. With these challenges being very apparent in most parts of Africa, then the need for innovation and creativity is different than in any other part of the world.

The Organization for Economic Cooperation and Development (OECD), define an innovation as 'The implementation of a new or significantly improved product, a new process, a new marketing method, or a new organizational method in business practices,

workplace, organization, or external relations. OECD identifies four types of innovation:

- **Product innovation:** This is about new or improved goods and services. The idea behind product innovation is to enhance efficiency in the way a product is used. Thus improvements in technical specifications or additional software that makes the product more user friendly may be regarded as product innovation. We would like to present evidence product innovations Africa.

- **Process innovation:** According to OECD, implementation of a new or significantly improved production or delivery method in a way that it enhances service delivery constitutes process innovation.

- **Marketing innovation:** this occurs in situations in which there are significant improvements in the marketing programs in terms of changes in product design or packaging, product placement, product promotion or pricing.

- **Organizational innovation:** This involves implementation of a new organizational method in the firm's business practices, workplace organization or external relations. It may be seen as improvement of systems within an organizational structure in a way that there is enhanced service delivery.

All these forms of innovation are important and in any given context, they may take place simultaneously but often with one being more dominant than the rest. They are all important in the growth and development of any country.

Phil Mckinney (2016) argues that Innovation in Africa suffers major drawbacks due to certain limitations which include access to capital, poor technical manpower, legal systems and inadequate infrastructure. African governments need to take these as key priority areas in the 21st century, if the potential in Africa is to be fully tapped and bring about the desired innovation in Africa.

In Africa, there is limited access to capital that is very important for investment, and most countries have to turn to financial institutions and other donor agencies, which increases the debt burden. Countries like

China have now invaded Africa in a very big way, initiating projects especially in infrastructure, but this continues to increase the debt burden to the countries that are already too poor to sustain meaningful development. African countries thus need to focus on investments that bring about innovations. Another bottleneck is that of infrastructure. Good infrastructure implies that movements of goods and services are faster. It implies that businesses have more time to think about innovative ways of doing things. It means efficiency in service delivery.

However, poor infrastructure which characterizes many African countries makes it difficult for companies to spare resources and innovate. The legal frameworks in a number of African countries do not support innovations. There are many bureaucratic bottlenecks that make it very difficult for those with innovative ideas to nurture them.

The challenges posed here should act as the antecedents to innovation and creativity in Africa, otherwise Africa will remain undeveloped. They act as the triggers that should cause major technological disruptions in Africa during the 21st century. But innovation is not just about technology. There are very many ways in which innovation can take place without being associated with technology. For instance, innovative ways of managing time, serving customers better, and relating well with members of the society are innovations that are not technology based. Organizations need to come up with innovative ways of quality customer delivery, dealing with customers.

Thus when we look at knowledge and Innovation, all the top countries in the world are in the developed world, where there is also the highest level of innovation. None of these countries is in Africa. Africa as a continent experiences many challenges and may therefore not be able to move as fast as the developed economies.

However, there is every indication that Africa is in the right track and will possibly start featuring among the world most innovative countries of the world in the next 50 years. This is an indication that Africa is lagging behind in knowledge. What is evident is that in the 19th century, while Europe was going through the industrial revolution, Africa had very little to show, there were very few

universities in Africa, perhaps in northern Africa like Egypt and South Africa. Without knowledge, it was tall order to expect any meaningful innovations to take place in those countries.

The United Nations reports that Africa has the highest rate of population growth, growing at a pace of 2.55 per cent annually in 2010-2015. This is in contrast with developed countries like Europe in which Several countries are expected to see their populations decline by more than 15 per cent by 2050 (<http://www.un.org/en/sections/issues-depth/population/>).

Of the four areas of innovation, this article proves some evidence on innovation and the huge potential therein. Considering product innovation, Africa needs product innovations in terms of coming up with improved products and advanced the way: Africa needs more improved products especially in the area of energy and ICT. Andy (2017), argues that despite the challenges facing Africa, there are early signs that Africa is on the right track towards an innovation revolution.

In terms of process innovation, we find that processes in Africa are still low in terms of technological advancement. In a number of situations, processes are still manual rather than electronic, which slows down processes. In Kenya, for example, use of biometric systems in carrying out national elections in 2013 and 2017 has been hailed as a great success, but this was technology imported from the developed countries. Process innovations are an area that will continue to attract a lot of attention in Africa. Mobile phones together with increased Internet access have made it possible for governments to put their services online and digitize their record.

As of marketing innovation, Africa will need to focus on improvements in the marketing in terms of changes in product design, packaging, product placement, product promotion or pricing.

There is evidence of innovations taking place in Africa in terms of product packaging, designs and promotion. Packaging like production of user friendly packaging materials. Most of marketing innovation is internet aided and over the years,

entrepreneurs and other business people have used technology to innovatively market their products all over the world, Finally, organizational innovation is and will continue to attracting innovations in organizational structures in order to become more responsive to customer needs and improve service delivery: This is further evidence that a lot is happening in Africa. Innovation is taking place in all the areas of innovation, particularly in the area of product innovation, process innovation and marketing innovation.

According to Atif A. and Ayşe G. (2016) Individual Creativity and Team Climate in Software Development Projects: The Mediating Role of Team Decision Processes

In this study contributes to the CIM literature by presenting a model of the interrelationships between individual creativity, team decision processes and team climate by emphasizing the antecedent role of individual creativity on the quality of team decision processes, and its ultimate effect on team climate.

Contrary to the relevant literature, which addresses working environments that lead to creativity, this study addresses the role of individual creativity as a starting point in activating decision processes. Indeed, the dualistic relationship between creativity and the workplace environment has long been a controversial issue in academia; even the dominant stream in the literature argues a unilateral direction to individual-level creativity.

Thus, these analyses of the interrelationships among individual creativity, team decision processes and team climate make a significant contribution to the current knowledge in this area. In this sense, this study offers a framework for researchers and professionals to visualize and understand the relationships between individual creativity and specific contexts that provided software development team members a temporary, subjective and manipulative working atmosphere contributing to innovation by way of team processes.

Innovation is the key to success in today's competitive and fast-changing world. But how do you innovate in a global and dynamic

environment where customers, competitors, and technologies are constantly evolving?

Strategies to Foster a Culture of Innovation and Adapt Change: Here are some tips to help you foster a culture of innovation and adapt to change in your organization.

Understand Customers: The first step to innovate is to understand your customers' needs, preferences, and pain points. You can use various methods to gather customer insights, such as surveys, interviews, focus groups, feedback, analytics, and observation. You can also create personas, journey maps, and empathy maps to empathize with your customers and identify their problems and opportunities. By understanding your customers, you can design solutions that meet their expectations and deliver value.

Experiment and Learn: The second step to innovate is to experiment and learn from your ideas. You can use frameworks such as design thinking, lean startup, and agile to test your assumptions and validate your solutions. You can also use tools such as prototyping, MVPs, and A/B testing to get feedback from your customers and stakeholders. By experimenting and learning, you can iterate and improve your solutions and avoid wasting time and resources on unviable products or services.

Collaborate and Communicate: The third step to innovate is to collaborate and communicate with your team and partners. You can use platforms such as Slack, Zoom, and Google Workspace to facilitate communication and collaboration across different locations and time zones. You can also use methods such as brainstorming, co-creation, and hackathons to generate and share ideas and feedback. By collaborating and communicating, you can leverage the diversity and creativity of your team and partners and foster a sense of ownership and engagement.

Embrace Change and Uncertainty: The fourth step to innovate is to embrace change and uncertainty as part of the innovation process. You can use techniques such as scenario planning, risk analysis, and contingency planning to anticipate and prepare for possible changes and challenges. You can also use practices such as

mindfulness, resilience, and flexibility to cope with stress and ambiguity. By embracing change and uncertainty, you can adapt and respond to the changing environment and seize new opportunities.

Celebrate and Reward: The fifth step to innovate is to celebrate and reward your achievements and learning's. You can use methods such as recognition, feedback, and incentives to acknowledge and appreciate your team and partners for their contributions and efforts. You can also use events such as showcases, demos, and launches to share and celebrate your outcomes and impacts. By celebrating and rewarding, you can motivate and inspire your team and partners and cultivate a positive and supportive culture of innovation.

Keep Learning and Improving: The sixth step to innovate is to keep learning and improving your skills and processes. You can use sources such as books, podcasts, blogs, and courses to learn from experts and best practices in innovation. You can also use tools such as surveys, reviews, and audits to evaluate and measure your performance and results. By keeping learning and improving, you can stay updated and relevant in the global and dynamic environment and continuously innovate for the future. It's worth noting that each organization will have unique challenges and requirements in managing innovation and creativity. Customizing these strategies based on the specific organizational context will help ensure success in a dynamic international, competitive business environment.

Innovation and creativity management are crucial in a dynamic international, competitive business environment. Businesses operating in such environment need to constantly adapt to changing market conditions, customer preferences, and emerging technologies to stay ahead of the competition.

CONCLUSION

Innovation is a critical ingredient for progress, evolution and success. I believe it is the reason why, as a species, we've been able not just to survive, but also to aspire to realize our dreams. It can drive prosperity and allow us to overcome what often seem like insurmountable challenges and obstacles at first. Innovating once isn't enough, though,

as your competitors can always imitate or even improve on your innovations.

The way to stay ahead is to embed an innovation mentality in your company culture and DNA.

This means creating a company innovation strategy that aligns with your wider business strategy and then integrating innovation into the company culture. This might include innovation training, communicating the emphasis on innovation in-house and perhaps incentivizing innovative thinking firm wide.

While innovation is a process where research and the development and implementation of ideas are as important as the ideas themselves, it's important to recognize that ideas are the currency of competitive success, so creating a company culture that produces a flow of ideas could be the secret sauce that will enable your company to thrive and win.

Creativity and innovation are important in business because each contributes to a dynamic evolution that prevents companies from stagnating and enables them to stay competitive in an ever-changing marketplace. While they are not the same, creativity can lead to innovation, so understanding each as two sides of the same coin is critical for business leaders.

In other words, an innovative process is replicable and scalable; a creative individual is not. Petrossov was one of a kind in realizing what was needed to create a new market, but his software code was easily repeatable by other programmers once written. Once leaders learn the difference between creativity and innovation, they can work on inspiring both among their team

members and building a culture that supports these values.

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