

**ROLE OF CREATIVITY INNOVATION AND DESIGN THINKING IN MANAGEMENT PRACTICE**

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Abstract

Design Thinking (DT) as an innovation approach is gathering interest in management and academic discussions, yet its expected commitment to innovation is obscure, and an all encompassing perspective on innovation in DT related writing is inadequate. This paper explores the reconciliation of DT in a huge association, to comprehend its expected commitment to innovation.. Two instances of utilization are introduced and dissected utilizing the Discovery-Incubation-Acceleration system for portraying innovation capabilities (O'Connor and Ayers, 2005). design innovation and creativity in designing setting, we have additionally attempted to unite them to accomplish effective design. Further we have talked about different techniques for creativity and how it tends to be created in a person to make institutional progress, additionally we have attempted to illuminate innovation and how to hold onto innovation for design management and what are the troubles which we face during doing as such, likewise there are strategies to beat those hindrances.

Keywords: *Design Thinking, Management*

Introduction

In a climate of savage contest and progressively complex innovation challenges, there is an arising interest for design in management and innovation discusses Design management researchers and experts contend that design is appropriate for innovation as it addresses an alternate rationale; one that is human-focused, accepts vagueness and has a more extensive and more forward-looking way to deal with tackling issues Recently, Design Thinking (DT) has arisen as a multidisciplinary human-focused innovation approach depicted as enlivened by the manners by which designers think and work making comparative cases. The idea has acquired spread, and huge firms in an assortment of business areas guarantee to have coordinated DT in different ways into their tasks notwithstanding an expanding revenue in DT among researchers just as professionals, there is a shortage of exact examination concentrating on how DT is applied in different settings practically speaking albeit a few investigations are in progress Thus, organizations intrigued by DT commonly need to depend on how the idea is portrayed and advertised by its defenders – a conventional and optimistic view that lets them know what DT could be and what it could in a perfect world do in their associations. Given its quick spread, DT has

brought about investigate for addressing an improvement of design lacking spotlight on feel being hard to fit in corporate settings because of a conflict of rationales and driving just to gradual innovation. According to a scholastic perspective, the absence of experimental establishment with definite use instances of how DT is utilized by and by makes it hard both to hypothesize and to associate the idea to existing speculations and models. One region that is minimal depicted is the utilization of DT in innovation, with a couple of special cases in expert situated diaries. Ordinarily, DT is perceived as equivalent to creativity or a method of thinking of "advancement thoughts". Yet, in innovation research a solitary sided center around thought and idea age is questioned, and it is contended that more spotlight is required on thought execution just as skills required for an inventive idea to arrive at the market and gain spread. It is thusly quite compelling to grow the degree and examine how the utilization of DT might add to innovation from a more extensive perspective. Given this foundation, the point of this paper is to give itemized models just as an examination of how DT is incorporated in innovation in an enormous firm, to comprehend its possible commitment to innovation. The paper depends on a subjective single contextual analysis of Kaiser Permanente, an American medical care supplier that utilizes DT expressly for innovation purposes and has coordinated it with existing tasks as a conventional piece of their innovation practice. With over 10 years of involvement, Kaiser Permanente was one of the primary organizations to team up with IDEO to become familiar with their design-inspired innovation approach, which later became advocated as DT. In the investigation we incline toward the system proposed by O'Connor and deMartino (2006), depicting three fundamental capabilities a firm need to accomplish advancement innovation: disclosure, brooding and speed increase. The reason for this basic audit is to analyze the current status of design innovation and creativity. Various spaces of the subject are explored to give a synopsis of the theme and figure out what further exploration ought to be led. To start with, the vital ideas of design, innovation and creativity are presented. The spot of creativity in design innovation is then examined. Research was directed into innovative certainty and boundaries to creativity in industry, and the outcomes are introduced. At long last, strategies for effectively holding onto creativity in organizations are examined before ends are drawn on the examination discoveries, and ideas for future exploration are made.

Objective

1. Study on Design Innovation and Creativity.
2. Study on Design Thinking in innovation, in practice

Theoretical Background

Design Thinking

Design thinking is a viable apparatus to foster imaginative and novel items, administrations, and cycles [9]. Started from the investigation of expert designers [10], the instrument offers an organized cycle to addressing poorly characterized, uncertain issues, where numerous questions exist and where individuals are enmeshed in the issue and the arrangement [11]. It is a "human-centered" way to deal with design, that is, an iterative course of tuning in, noticing, making, prototyping, and testing driven by clients' necessities [10]. While the means in the design-thinking process are not new to the field of management,

Liedtka (2015) contends that when these means are performed together, design thinking gives a remarkable method of developing new arrangements [12]. The ideas and language of design thinking have been applied to work on an assortment of cycles including item design [13], administration design [13], food item innovation business methodology definition public approach advancement and local area administrations and social innovation. Design thinking is "basically a human-focused innovation process that underlines perception, joint effort, quick learning, and representation of thoughts, fast idea prototyping, and simultaneous business examination". It adopts an exploratory strategy where groups gain from one another and there is an aggregate responsibility for and shared cycles [11]. Design thinking draws from abductive rationale and unique, engineered, and dynamic thinking approaches that are offset with focalized and logical thinking [11]. The blend of thinking styles works with getting design, capacity, and interaction simultaneously. The ascribes of design thinking help create innovative yet viable future-oriented results that can build brand esteem, client encounters, and improvement in administrations.

Open innovation

The hypothesis of open innovation instituted by Henry Chesbrough and referred to various occasions includes another point of view innovation. Henry's model which adds an outside point of view is showed in more than one way. In one manner it is tied in with sharing a large part of the organization's interior objectives and procedures towards providers and end buyers consistently. In numerous ways, it is tied in with acting in beneficial interaction with their outside climate, which makes it feasible for the organization to have a considerably more deliberate utilization of imaginative thoughts from the outer entertainers. It likewise makes it workable for shoppers and providers to design their exercises as per the inventive exercises that the organization has "Open innovation is a worldview that accepts that organizations can and should utilize outer thoughts just as interior thoughts, and inside and outside ways to showcase, as the organizations hope to propel their innovation. Open innovation consolidates inside and outside thoughts into designs and frameworks whose prerequisites are characterized by a plan of action." The thoughts around open Innovation stems initially from the utilization of Open Source that was utilized in the improvement of new programming programs called "Open Source Software". In that interaction new standards were found and distinguished for how innovation is run during the improvement cycle. Open innovation likewise involves that organizations can lose expected rents assuming they close themselves out from their general climate. The objective to get skills and upper hands in the market requests that the organization draws in with outside accomplices. These could be providers, purchasers, Universities, explicit field specialists, research foundations or even their rivals. These associations would incorporate compromising thoughts and offer advances and assets that would create abilities that the firm couldn't contend with inside. These abilities could incorporate admittance to one of a kind outer information that gives new viewpoints to the association, expanded effectiveness in the worth chain, diminished capital danger in item advancement projects by imparting the danger to their accomplices, the improvement of client adjusted items and administrations, commercialization of information and advances outside of the firm limits, and a further developed innovation process which is the establishment for making new worth that fulfills the market request.

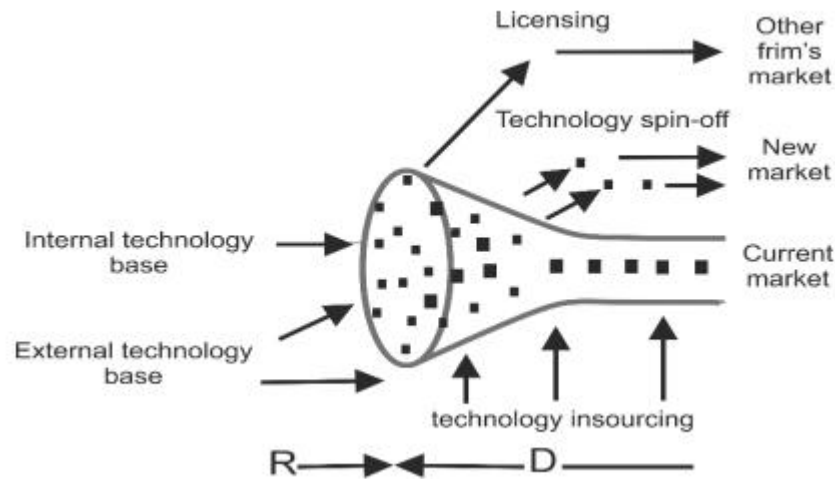


Figure 1. Open innovation paradigm

The model of open innovation showed in figure 1 has filled in acknowledgment mostly through the capacity to clarify peculiarities that the shut model proved unable. Rather than having one way in and one way out point of view, the open model has a few methods of ways into the model and furthermore out of the model. For instance thoughts that probably won't be of the center capabilities of the firm can be authorized to another organization and create sovereignties, a way in could be the inverse, a little beginning up firm have fostered another innovation that performs better compared to the inside innovation it would then be able to be authorized or purchased to be incorporated into the parent organization. Innovation side projects can trigger advancement in a non-related market which then the parent organization can enter with an upper hand despite the fact that the innovation were created for an alternate reason.

CREATIVITY

Creativity is set apart by the capacity to make, bring into reality, to concoct into another structure, to deliver through innovative expertise, to make to bring into reality a new thing. Creativity isn't capacity to don't make from anything (no one but God can do that), however the capacity to produce novel thoughts by consolidating, changing, or reapplying existing thoughts. Some inventive thoughts are amazing and splendid, while others are basic, great reasonable thoughts that nobody appears to have thought, of yet. (Harris, 1998). Everybody has considerable imaginative capacity including you the peruser. So you should count yourself and accept it that you are an imaginative virtuoso. All you want is to be stirred and be profoundly dedicated to creativity. I need you to begin thinking now, in the process something new will stream. Investigate that something new today and you will be an alternate character tomorrow. Creativity is additionally a demeanor, the capacity to acknowledge change and freshness, an eagerness to entertain thoughts and potential outcomes, an adaptability of viewpoint, the propensity for partaking in the upside, while searching for ways of further developing it, we are associated into tolerating just few admissible or typical things, similar to chocolate-covered strawberries, for instance. The innovative individual understands that there are different potential outcomes like peanut butter and banana sandwiches, or chocolate-covered prunes. Harris (1998). Creativity is additionally an interaction. Innovative individual try sincerely and ceaselessly to further develop thoughts and arrangements, by

making progressive changes and refinements to their works. In spite of the folklore encompassing creativity, not many of inventive greatness are delivered with a solitary stroke of splendor or in a furor of fast action. A lot nearer to the genuine truth are the accounts of organizations which needed to remove the innovation from the creator to showcase this is on the grounds that the designer would have continued to change it and tinkering with it,, continually attempting to make it somewhat better, (Harris, 1998). An item is imaginative when it is "novel" and "suitable". A clever item is unique, not predicable. The greater the idea, and the more the item invigorates further work standards, the more the item is inventive (Stermbering and Lubart). Creativity requires energy and responsibility. Out of the inventive is conceived images and legends. It brings to our mindfulness what was recently covered up and focuses to new life. The experience is one of increased awareness happiness"- Rollow May.

CREATIVE THINKING

Innovative thinking has different definitions. Be that as it may, it is the craft of creating answer for issues by the power of creative mind and thinking. It is an action of the psyche looking to track down response to a portion of life's inquiries In a dynamic and evolving world, the difficulties of man are additionally not static. They take on new structures and require a profound imaginative thinking approach. It is important to realize that we live in a scholar's reality. It is thusly, not unexpected for see that the men/ladies who are ahead are the people who see ahead with the eyes of their brain. People who have drawn in their psyches in ingenious thinking to create thought and items, which endure over the extreme long haul. Each thought is a result of thinking and each item is the indication of thought exposed in a mastermind's psyche. These are individuals who consider issues to be freedoms to improve and improve, individuals who keep these two crucial inquiries at the forefront of their thoughts. "How would i be able to deal with improve things, for sure would i be able to improve things? This is the result of thinking. In improving things, the objectives are typically to further develop usefulness And effectiveness, accomplish speed, upgraded solace and accommodation, impact returns emphatically, thus considerably more. While in improving things, thinking can create different elective driving improving things, thinking can deliver different alterative prompting the development of a totally groundbreaking thought, new creation processes, or an absolute takeoff from the customary. Whatever the objective, thinking is an imperative instrument in the existence of every fruitful business person. The commended disclosures of man are not mishaps. The personalities of men/ladies were occupied with innovative thinking to convey the noticeable items we appreciate today. Name them: Bill Gate and the PC, Graham Bell and the phone, Michael Faraday and power, Isaac Newton and actual law of science, the Wight siblings and Airplane, Adenuga and Consolidated oil, Atedo peterside and Investment Banking and Thrust Company, Raymond Depokesi and Dear Communications. The rundown is interminable. You also can go along with them as you "contemplate the way of your feet, that every one of your ways might be set up." Thinking starts with drawing in yourself in a discussion with yourself without anyone else, in yourself. That is to arrive at a conviction and resolution regarding what steps to take and what methodologies to utilize. It is fitting to consistently have a pen and paper nearby to record your considerations. It reveals each deception around you. The spot of posing the right and applicable inquiries in thinking process can't be overemphasized. Questions stay the string device to incite the brain to react to issues and find new things. Imaginative thinking must, subsequently, lead to the explanation of a procedure. A system is a method of getting sorted out accessible assets to accomplish results, what to do, what steps to take, the

methodology, the circumstance, situating, all come to play when creating technique. It is a not unexpected information that fruitful business visionaries arise not by strength or power but rather by predominant procedure through innovative thinking. There are extraordinary business openings in applying inventive thinking to settling humanity's crying requirement for fundamental items and essential help administrations – better homes, better positions, and a superior lifestyle. There will be huge freedoms in schooling since we really want crucial and extremist changes in Nigeria assuming we will be serious with different nations. Notwithstanding, having the option to adjust thoughts is the thing that makes a business person effective. There is nothing off about gaining from others thoughts. Creativity comes in when you develop it, when you take a thought and make it move. The main way forward is to make our schooling to be versatile and subjective at all levels.

Research methodology

Design Thinking is depicted by Meinel and Leifer as a "amazing procedure for innovation" (Plattner et al. 2011). It is characterized as the joining of "human, business and mechanical variables in issue shaping, - tackling and – design." Tim Brown, CEO of IDEO, the exceptionally effective imaginative consultancy, depicts design thinking as an "way to deal with innovation... that can be incorporated into all parts of business and society" (Brown 2009). It isn't something implied only for empowering modern creativity, yet something far greater. The motivation behind the design thinking strategy is to have an end client center all through the design interaction. It depends on multi-disciplinary coordinated effort from designing, design, social and business givers in an intuitive and enthusiastic interaction. Conduct is the key concentrate rather than information. Design thinking can hence be utilized as a technique for beating boundaries in the inventive strategy. Critical examination endeavors into the logical justifications for why the design thinking technique for innovation works are at the center of the HPI-Stanford Design Thinking Research Program (Goldman et al. 2012). One critical focal point of the examination is the improvement of execution and evaluation measurements for design thinking, to work with powerful group management. This is profoundly significant, late exploration which might work with an expanded take-up in the utilization of the design thinking approach. Be that as it may, there are a few issues with the execution of the design thinking strategy in organizations. It is especially hard to actuate the strategy in organizations with an immensely unique hierarchical design. To hope to have the option to change the strategy of a company's labor force without broad re preparing wouldn't be absurd. It could be said it would be an instance of gradually presenting individuals prepared in the ways of design thinking as new staff is required, yet this would consume a large chunk of the day to change the organization approach overall. Therefore and others, certain organizations just won't embrace design thinking.

Harbouring innovation in businesses

Innovation has become a highly used buzzword across vast numbers of different industries from product design to finance, healthcare, education and even government policy. Politicians talk of the need to innovate and the European Union has policies and targets to promote innovation in its member states (Koskinen & Thomson 2012)[34]. However, it is rare outside of the world of academic research for people to step back and question what innovation is and what there is to be gained from it. It has almost become an unquestioned fact that innovation equals improved business growth – The Design Council's

“Design for Innovation” plan stated that innovative companies’ employment growth was more than twice that of non-innovative companies (Design Council 2011) and Li stated:

“In today’s rapidly evolving global and fiercely competitive economy, companies need to innovate continuously. Innovation is now recognised as one of the most successful strategies for profitable growth, capturing market share, and even the means of surviving.”(Li et al. 2007)[35]

Innovation inspires employees, drives growth and protects market share. If we take the premise that innovation is desirable, we must narrow the focus on how we define innovation and how we can harbour it in the design business environment.

The evolving definition of innovation

We have effectively characterized innovation as the fruitful commercialization of creations. This has advanced from Schumpeter’s unique definition, being refined by Christensen in his fundamental work *The Innovator’s Dilemma* into two firmly related yet notably various thoughts: supporting innovation and revolutionary innovation. Markides further refined Christensen’s meaning of problematic innovation into plan of action innovation and mechanical innovation (Christensen 1997; Markides 2006). A maintaining (or gradual) innovation is an improvement or development of a design, strategy, or framework that can be straightly followed back to the past manifestation; though, a revolutionary (or problematic) innovation is characterized as having no ancestry, no equals and brings huge new significance. Supporting innovations typically serve to keep up with the current business wide speed of progress – frameworks are enhanced, items refined, materials subbed, new advancements consolidated. The entire business structure develops and advances to permit the cycle improvements and critical worth becomes implanted inside the framework. The bigger an organization develops, the harder it is to take part in revolutionary innovation. Christensen set that, as a rule, extremist innovations are at first inconvenient, abnormal to utilize and bring down particular than the current market pioneers. (Danneels 2004)[38] countered this assertion with instances of troublesome advances that from the start had higher determination and execution than the current innovations. As of late Christensen, Raynor and McDonald further refined their meaning of troublesome innovation and case that these kinds of innovation are quite uncommon, regardless of many new companies and investors professing to be the holder of the most current problematic innovation - these, they guarantee, are all the more regularly only exemplary supporting innovation (Christensen 2015) Either way, for the new item to be effective there should be some type of market, notwithstanding, specialty that might be – early adopters, innovation lovers, or new business sectors that take advantage of the chances the new innovation bears. Christensen (1997) showed that the pace of progress of the new innovations can be over two times that of current advancements. This permits the new item to quickly find existing items, rapidly holding onto portion of the overall industry, and regularly delivering the current advancements out of date – this is addressed in Figure 3.

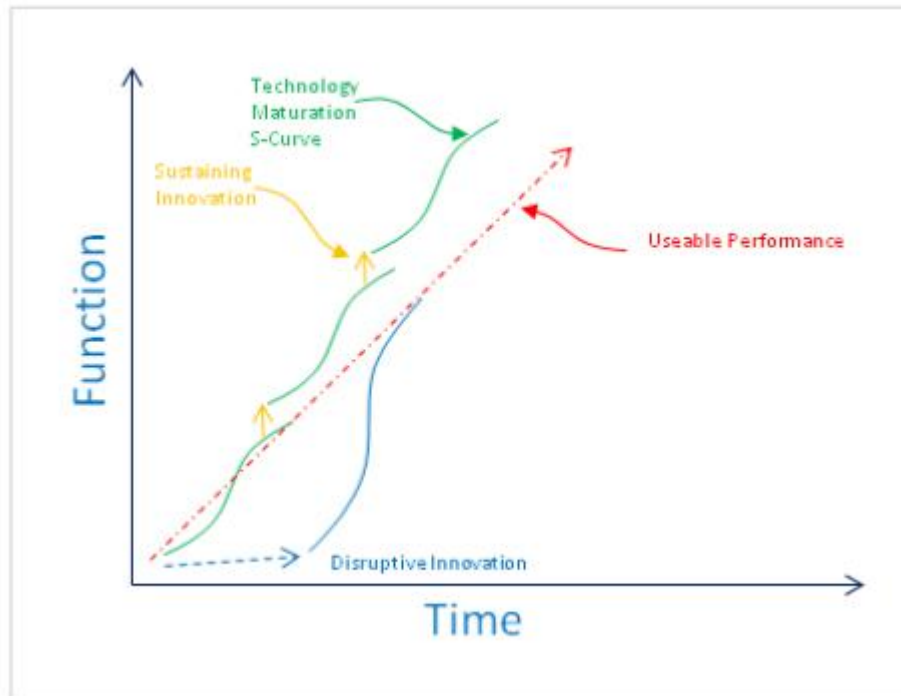


Figure 3: Sustaining Innovation vs. Radical Innovation

Through his definite review into the quickly propelling universe of PC plate drives Christensen showed that it is hard for novices to break into existing business sectors by contending on the current innovation improvement way – the occupant organizations regularly have successful frameworks and phenomenal management, permitting them to keep on top of the speed of mechanical change. Notwithstanding, when an incomer presents a totally groundbreaking thought, the enormous organizations frequently neglect to see it coming, or accept the new market will be of little worth. On numerous occasions this has prompted their definitive downfall. In light of this, how could organizations forestall this? How might they endeavor to keep up with their own product offerings while looking out the new, revolutionary thoughts?

THE CHALLENGES OF DESIGN INNOVATION

When considering design there are numerous techniques that have been created to establish a climate which permits innovation – design thinking, clear sheet design, multi-useful design groups and human-focused design (Rauth and Koppen 2010) However, (Norman and Verganti 2014) contended that these strategies are generally phenomenal instruments to cultivate supporting innovation yet not revolutionary innovation. They introduced proof appearance that not one single significant revolutionary innovation emerged from asking the client what they needed. All significant extremist innovations happened when designers utilized totally new innovation in a manner no one had recently envisioned. It was the investigation to track down what was conceivable, rather than what individuals required, that prompted the innovation. Now we really want to advise ourselves that extreme innovation is an unsafe business - one review assessed that 96% of revolutionary innovations were not effective – for this situation they become just creations (Norman and Verganti 2014). The test then, at that point, gives off an impression of being picking the right creations and streamlining them.

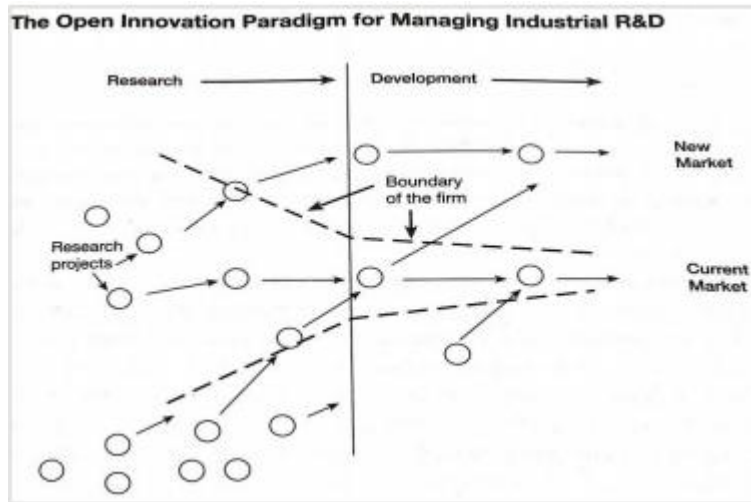
Ordinarily enormous occupant organizations evaluate these new advancements as a component of their mindset filtering processes and even do advertise examination and look for client criticism. These attempted and-tried business systems let them know that clients are not yet prepared, the speculation hazard is high and the potential market size is excessively low. They decide not to contribute (Christensen 1997) It is certain that assuming an organization wishes to both advance fundamentally and carry the item to the mass market they need another methodology – they need to permit time, opportunity and assets for designers to participate in the exploratory design process. They need to distinguish what the clients of things to come may see as attractive and foster new capacities to put up these items for sale to the public. Then, at that point, and really at that time would they be able to utilize the immense range of design moves toward that have been utilized so effectively by any semblance of Apple, who have dominated the capacity to distil, refine and improve these unpleasant, early thoughts into cleaned, attractive and compelling items.

Methods for successful management of design innovation and creativity

Observing new applications for old thoughts is at the core of most of effective creative organizations. This procedure is portrayed as information handling. They point out that the best creative organizations are those which have idealized their association and demeanor, and not really those with the smartest thoughts. All things considered, thoughts are only that until they are executed. Research has been embraced which proposes that the inventive conduct of people is higher when the authoritative culture of the business is creative (Navarrese 2009)[41]. Von a main master in the field of innovation, has distributed a lot of material encompassing the management of design, innovation and creativity. She takes note of that cooperation is a vital method for empowering innovation. Assuming an organization will acknowledge openness to elective philosophies, skylines can be expanded which might prompt the execution of new cycles or hierarchical techniques from seeing accomplishment in different settings Collaboration can likewise be effective between more equally paired organizations. Bordegoni and Rizzi present the possibility of a Virtual Enterprise, which is made between two organizations cooperating on a typical undertaking Both Von Stamm and Bordegoni concur that there are a few distinctive business explanations behind working together for innovation: sharing danger and expenses, growing the venture of the organization into new business sectors, acquiring new information and assets, and decreasing the improvement time.

On the side of joint effort, Chesbrough examines the upsides of using the open innovation technique, instead of shut innovation in an association Shut innovation is when everything occurs inside one organization in principle to guarantee the nature of the work, as all that has been done under a similar management. The burdens of this method of working are that no novel thoughts are presented, it is accepted that the state of affairs being done is the right and just way, as the business isn't available to any external impact. Chesbrough takes note of that toward the start of the 21st century, this style of innovation started to self-destruct because of the expanding versatility of exceptionally talented and experienced individuals. It began to be less and less ideal for organizations to segregate and confine themselves to local assets as they possibly remained to miss out when laborers decided to continue on, taking their insight and preparing with them. Declining to be available to the expanding assets (talented individuals with novel thoughts, alternate points of view and so forth) outwardly turned out to be almost certain to bring about the destruction of the organization. The guideline behind Open Innovation is that

organizations be available to outside effect on design and advertising of their innovation - that they acknowledge there is no compelling reason to contribute vigorously to hold onto innovation inside assuming the vital gifts and assets as of now exist remotely. Figure 4 shows the Open Innovation Paradigm for the management of modern innovative work.



Innovation is normally considered at the item advancement level, yet it can considerably more effective when applied to the business overall. Applied effectively, innovation can change the way of life of an association. As indicated by IDEO it isn't the right amount to have an incredible item, yet an organization should be creative at all levels, through all phases of the cycle, from design to showcasing to HR - an organization with "360 levels of innovation". Assuming the entire hierarchical design of a business is outfitted towards innovation, it will be simpler to oversee at each stage. In any case, there are a few issues and weaknesses to design innovation and creativity from a business management viewpoint. Fulfilling the client necessities inside asset boundaries is the critical objective of any design interaction. Management should can monitor the design cycle with the end goal that timetables and financial plans are clung to, and the item meets what was asked, not really the most ideal arrangement.

CONCLUSION

From the examination completed into "Design Innovation and Creativity" various things are clear, and ideas can be made for important future exploration in the field. The information and comprehension of design innovation has made some amazing progress and could nearly be depicted as being on a sped up development bend - the quick take-up of new advances has come about in much quicker innovation lifecycles, generally, a positive criticism circle. Commercial center changing advancements show up as often as possible and it is quite difficult for organizations to remain on top. New hypotheses and models are produced that portray the innovation interaction, yet it is uncommon that these models are tried completely utilizing exact information, implying that it is still truly challenging to pick which new advancements will be champs with certainty. A space of productive future exploration is probably going to be careful, calculated testing of these models and hypotheses to observe which ones best anticipate, or create, the inventive designs of things to come. The exploration materials counseled were in arrangement that it is practices and perspectives inside a business that have the greatest effect in the accomplishment of design groups, rather than absolutely "how imaginative" the business really is. Fundamental further

examination is of the kind as of now being directed by the Hasso-Plattner-Institute, into the logical and mental proof behind the design thinking approach. Further exploration to foster a superior comprehension of how it functions might facilitate the troubles experienced by organizations with an immensely unique authoritative construction, when attempting to impel the approach. It is to express that there will remain an issue in regards to manageability since design and innovation frequently lead to expanded commercialization with which most of the world can't adapt. An advancement of apathy to natural issues might actually get comfortable. It is conceivable that the hole between "design that sells" and "design that makes a difference" will get greater. This is to be seen with care.

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