THE CRATIVITY AND THE CREATIVE CLIMATE AS A LEVER FOR THE CREATING INNOVATIONS

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ABSTRACT

Purpose: The contribution is a treatise on the issue of quality of the telecommunication services, assessing services of mobile phone operators active in the Slovak market. Based on a survey, it presents evaluation of customer satisfaction with the services provided by the Telefónica Slovakia, Ltd. operating under the trademark of O2.

Methodology: In this article, we have shown the possibilities for evaluating customer satisfaction in the telecommunications field. For assessing satisfaction of hundred respondents included in this study, we used a questionnaire in accordance with the Likert’s format.

Findings: The results shows, although O2 is the shortest time in the Slovak market compared to other providers, that the customers are globally satisfied with the services provided. The questionnaire-based survey has clearly also shown the areas where the Telefónica Slovakia, Ltd. still has to improve and focus its marketing strategy.

Value of paper: The main contribution of the article is pointing out to the ways to approach the evaluation of customer satisfaction in the field of customer services, which may yield innovative marketing strategies of a companies.

Key words: creativity; innovation; management; innovation process
1 INTRODUCTION

It is a known fact that if we want to move forward and to transform our processes or to arouse interest in our production, product or service, then quality or polite communication and making use of all available forms, is not enough. It is necessary to distinguish -not-imitate!!!. It is necessary to be able to respond quickly and surprise our customer offering, even “to shock”. Simply said, to convince the customers that what we offer is exceptional, original, always with high added value for a specific customer.

According to the famous economist Professor Zelený, a customer even becomes its own creator of innovation and the adoption or rejection of the bid depends on the quality of the business model that is based on this “innovation” offers to customers, generate revenue and cost structures, communication and relationships with customers, basic sources, key activities and processes. Coherence and integration of these attributes will then form a complex business model.

From many international experience shows that high value they have and will continue to have the organizations which demonstrate their knowledge, creative and innovative potential because only to that such organisations are worth investing.

They are creative people who can create the idea well and then inject into everyday life. So it’s not only an innovative idea or business plan, with all the attributes to bring social benefits which wants everybody. It is precisely the originality, creativity, which is a prerequisite for making innovations, as well as knowledge of the basic principles of development of business processes including all of the currently available methodological tools of creation and innovation management. The every person in organization must be suitably motivated it is necessary!

What about reality?

1) The creative talents of the team may be attracted only the climate, the atmosphere in which they can exercise their creativity. If not, the best, most talented leave, and this rare potential are lost forever.

2) This shift often prevents the wrong set rules of the game and sometimes even the managers, who instead of supporting only supervises the strict compliance with them without support of the creativity of its people on the team.

3) Manager, who himself is not creative, can never build a creative team, and by the words of our great entrepreneur T. Bata, by contrast, average managers are able to build only an average team.
A few years ago Albert Einstein said: “The true sign of intelligence is not knowledge but imagination.” These words are old dozens of years but they are still very current – maybe now more than ever before. Why is creativity now so desired but not always successfully found? It has definitely a lot to do with the system of education on many schools – children’s inborn and natural creativity is repressed for demand of learning by heart without using own imagination. No doubt that university absolvent is not able to fulfill company’s request for ability of creative thinking. It is necessary to chose the correct rules, to learn to listen and share. This article deals with this part of education to creativity.

The article shows how you can not only evoke creativity but how to develop it permanently. MCI – certified center is a clear example of education to creativity and innovations for people with no difference of age and profession. It is necessary to have only two things – a quality education process on one hand and interest in such development on the other. It make sense to point out Jan Amos Komensky, the teacher of nations, who once said: “Happy nation that have a lot of good schools and good books.”

2 THE POSSIBILITY OF REALIZATION THE STUDY OF CREATIVITY AND INNOVATION IN THE CZECH REPUBLIC

The study of creativity and innovation (MCI – Master of Creativity and Innovation) is good possibilities for all those who are looking for a quick and interesting solution and improvements, changes or streamlining their processes. This is a good way for those who are looking for financial savings within their companies, or are faced with an ever-recurring errors in your projects.

MCI is two-semesters study for the management of the development of creativity and innovation. A key mission of the study of creativity and innovation (MCI – Master of Creativity and Innovation) is to prepare the top specialists in the field of innovation and development of innovative potential of organizations. Degree program is designed for manufacturing companies, services and institutions of the public sphere. Just representation of participants from various fields contributes to the enrichment of the preview on the problem of the view of its own scope operating unencumbered by blindness.

The intention of the study is also each graduate was set to permanently standby creativity level, to have enough knowledge to use the acquired methods routinely, and he or she could concentrate on the solution when it is needed.

The program will therefore focus on a few core areas using a variety of available, familiar and lesser-known management techniques, methods and tools, such as:

- the development of personal and team creativity, based on the techniques of breaking down barriers, changes the angle of view on the issue, etc.,
• as well as training, relaxation and concentration with emphasis on anchoring the experiences and skills to apply their skills at any time,

• an integral component of the course is training in the methods and techniques used for the analysis and solution to the problem.

2.1 The study program:

The first module is about the theory of creativity, its concepts of management and psychological perspective, with the function of the brain, barriers of creativity and they can try out simple relaxation techniques. At the same time they pass an entry test, which will be repeated at the end of the study, to be able to assess the movement in the field of individual creativity. In the second part of the training area will be dedicated to the fundamental definition of problem analysis (SWOT analysis, force field analysis, 99 questions) as well as the use of analogies and associations for the search for a solution to the problem.

The second module focuses primarily on personal and team creativity, on its training through a wide range of individual and team tasks. Participants will begin to work on breaking down barriers, will be familiar with the principles of organizational structure to support creative and innovative environment. The development of individual and team creativity will also be trained through artistic disciplines – painting and work with the word in front of the camera.

The third module focuses in particular on the area of innovative engineering. Participants are to understand concepts such as the innovative potential of the individual and the company, innovative marketing, innovative environment audit firms, etc.

The fourth module is under the sign of method TRIZ/ARIZ, which leads to a technical solution to the problem through the world’s databases of patents. Of the other methods that lead to the productive solution to the problem is a trained synectics, which is a more complex combination of analogies and associations used to focus on the problem.

The fifth module is under the methods of leadership and corporate best practices database. Participants have the opportunity to try other techniques of concentration and deepen and freeze the ones that met previously.

The sixth module of lectures is a managerial decision making and coaching. The main topic of the module will become innovation, especially ways to tighten in the company ideas into successful commercial implementation stage. Participants are also, as an additional problem-solving techniques, learn how to draw and use mind maps.

The seventh module is designed for additional information from the area of innovative entrepreneurship; familiarize yourself with innovative decorations, etc. At the same time they will also focus on the application of creative methods
in project management, other techniques and methods of creative problem solving, and finally to enhance relaxation and concentration techniques

The eighth module covers for more information about creating projects – what to watch out for, how to define the target, etc. In addition, participants learn about the system of innovative entrepreneurship in the Czech Republic, the technological profile of the Czech Republic with a practical example of where you can find practical information on the Internet about this topic. The last training day concludes repetition of synectics and participants also learns the results of benchmark test, which at the beginning of the study charted the entry level of creativity and measured at the end of their development.

As part of the creative diagnostics capabilities of the participants are evaluated in the following categories:

- **Fluence** (Fs) ... a measure of availability, speed and the ease with which there are new thoughts, ideas;
- **Flexibility** (Fsx) ... is a measure of flexibility, the ability to see things from different angles, to modify previously found ideas, thoughts, opinions, etc.;
- **Originality** (Os) ... is associated with the ability to find new, unusual, unconventional, unique solutions;
- **Elaborace** (EC) ... is the ability to design, processing thoughts, and creative essay.

Output for the participant after passing a certification exam is a personal certificate to the manager of creativity and innovation. The certification test consists of thesis/dissertation, bearing the opponency of independent opinion, advocated by the commission, the test and open debate on the commission's chosen topic, presented during the course.

As already mentioned, part of the output is for the participant’s evaluation of its progress in creativity – a comparison test with the test for final input.

### 2.2 The results of the studies

This accredited study, certified by a number of previous pilot workshops, courses and seminars, is guided by the basic idea that the normal solution in a competitive environment is not enough, because it is used by everyone. New training programmes therefore require a strong and strict focus on creativity, increasing flexibility, adaptability, ingenuity and initiative of everybody. It is the express purpose of increasing efficiency and promoting the transfer of knowledge. Other aim of the programme MCI is to make graduates followed from creative ideas to the creative work and high performance significantly faster and more efficiently.
High topicality is subject to the model MCI, in particular, in the current period, which may be a possible solution to the current crisis. The changing of the conception and execution of managerial roles, leading to innovation management business processes, associated with a reduction in costs, is this way. All this, however, requires a measurable change of what managers do so far. This requires a fundamental change in their standard of professional conduct, and in particular by entirely new, often non-traditional and original professional competences.

An important aspect is the accent for so-called proactive non-formal education, which is due to the diversity of representation of participants in the study of the permanent part and, consequently, high added value for each specific graduate. Of course there is also a programme of acquisition of art to share with each other their knowledge – which in the vast majority of organizations not yet completely runs. In doing so, as we know from the experience of the most successful ones that culture, sharing, cooperation means a competitive advantage, which is often original and unique. Which means that such an organisation do not imitate, but still able to respond very quickly to any new “non-model” situation, and often include changes to predict.

The first dozens of alumni attests to the accuracy of this orientation, the following examples illustrate the use of the output of the study, both from the perspective of an employer, so from the perspective of participant in the study.

In the context of all above mentioned facts, and verified the facts, we can clearly sum up that our Czech managers and experts will not get along without creativity. To help them, as it can in other fields and disciplines, creative learning, creativity again to find, develop, train, fortify.

### 2.3 Index of satisfaction

Index of customer satisfaction ($I_{sz}$) is a value representing the overall rate of satisfaction, also marked as the Index of customer satisfaction, the $I_{sz}$.

The comprehensive form of the Index of Satisfaction can be expressed as:

$$I_{sz} = \frac{(I_{ss} + k.I_{sv})}{k + 1}$$  \hspace{1cm} (2)

Where $I_{ss}$ is partial index of customer satisfaction with the marks of services, $I_{sv}$ is partial index of satisfaction with the marks of the products and $k$ is a constant expressing the proportion of product satisfaction to the overall customer satisfaction.

Partial index $I_{ss}$ is given by the expression:

$$I_{ss} = \sum_{i=1}^{N} w_{is} \cdot S_{i}$$  \hspace{1cm} (3)
Where $N$ is number of marks of customer satisfaction with services, $w_{is}$ is weight of the $i$-th mark of satisfaction with services and $S_i$ represents assessment of the rate of satisfaction with the $i$-th mark of services on the part of the selected customers. It must hold that:

$$1 = \sum_{i=1}^{N} w_{is}$$

(4)

$$S_i = \frac{\sum_{i=1}^{N} S_{is}}{n}$$

(5)

Where $S_{is}$ represents evaluation of the $i$-th mark of the satisfaction with the services on the part of the $x$-th customer, $n$ is extent of selection sample, i.e. the total number of customers at which measurement was realized.

For the partial index of customer satisfaction with the marks of the product, it holds that:

$$I_{SV} = \sum_{j=1}^{M} w_{jv} V_j$$

(6)

Where $M$ represents total number of marks of customer satisfaction with the product, $w_{jv}$ is weight of the $j$-th mark of the satisfaction with the product, for which it holds that:

$$1 = \sum_{j=1}^{M} w_{jv}$$

(7)

$$V_j = \frac{\sum_{x=1}^{n} V_{jx}}{n}$$

(8)

Where $V_j$ is assessment of the rate of satisfaction with the $j$-th product mark at the customer selection and $V_{jx}$ represents evaluation of the $j$-th mark of satisfaction with the product by the $x$-th customer when selecting from $n$ number of customers. Advantage to this model consists in its quantifying the rate of satisfaction also with the individual marks of satisfaction, but mainly because of the fact that the calculated indices can be statistically evaluated.

3 THE SPECIFIC EXAMPLES OF THE SUCCESSFUL USE OF IN PRACTICE – THE EMPLOYER’S VIEW

Interest in training managerial staff is proof of the viability of each company where such workers rank key posts. And when the subject of interest is driven by the development of their creativity and innovation then the results are not long in
coming. Not otherwise in the case of the five heads of operations and personnel director of one company, who are successful graduates of the MCI study. Their final thesis was an important contribution, both for their own personal development, as well as for the incorporated company.

For example, the solution to the lack of identification of the billets cast at the second continuous casting process using Ishikawa’s diagram with the identification of eighteen different causes and determining the procedure for removing them is indicative of the ability of the author to apply theoretical knowledge in a creative way in such a complex process such as the production of steel.

Equally valuable and innovative knowledge work on the topic of “Solution of storage capacity for the coils of wire”, where the author in addition to standard technical-technological and logistical aspects of the operation, deals also with the system approach to the internal factors of production.

Original approach was chosen by another author, which teamed up with expert of technical and technological aditus. Performance was multiplied by the fact that it was a merger of two different corporate processes with different corporate cultures (after the acquisition). Only thanks to leadership qualities and a rich theoretical knowledge of the author managed to handle the problem in practice and in theory, with application to describe clearly the elements of project management, methods of 5S, optimizing workflows to change the powers and responsibilities of employees.

Another of the authors, in his work “came out” and found a solution to a known problem, when researchers and operators of the technology transfer old approaches and practices on the new device. In this particular case, when the author dealt with and resolved decreased downtime of rolling mills, continuous-fine rolling mills. In this particular case, it was the failure of automation technology. In figures this meant reducing downtime from 172 for 24 hours and cost savings in the tens of millions crowns. Courage, creativity and determination to prove that even reputable companies in the world have their weaknesses, and that we don't have to be ashamed of yourself for the work of our technicians, workers and managerial staff, has yielded benefits.

It's worth noting, as well as innovative features the work of the human resources director, who in any case did not remain in the grip of customs and traditions, and in measuring the effectiveness of appropriate forms of education and determination of its added value. Also interesting is his proposal- the concept of corporate academy, which has been now largely implemented.

Approach and deployment of these five employees, in some cases, students over the age of 50, clearly shows that even relatively older people can be justly and their contribution to the value of the company and its knowledge capital is huge. However, without the proper motivation, enthusiasm and faith in the company’s
mission would be carried out jointly the results of education were most likely to formal and people dissatisfied. (Petříková, Cienciala, 2013, p.9)

4 THE SPECIFIC EXAMPLES OF THE SUCCESSFUL USE OF IN PRACTICE – THE PARTICIPANT’S VIEW

It is good that becomes good practice, successful and modern companies include the requirement for the ability to be flexible and creative in the selection procedures. Fortunately, the days have been gone when already for admission to some of the places had to either be blond, tall and developed or control great world language. Expertise or ability to work wearing was irrelevant. Maybe that’s why a number of such companies no longer exist and it’s probably a good thing. In a healthy business climate is starting to outweigh the demand for expertise, flexibility and creativity.

A man, especially a teacher, should still learn. It was one of the many reasons why I got into the study by MCI. I knew all this, what I have learned; I'll be able to pass on to my students, so that it was they who will be admitted to healthy and successful companies, because they will have a great ability to be flexible and creative. Another reason for my participation in the MCI was a team of tutors. Some I have the honour to know personally, and that the team was for me a sufficient guarantee of the highest quality. Last but not least, there was even an association of DTO that provides training and with whom I have been cooperating successfully and, ultimately, the environment in the foothills scenic landscape, where the study took place.

The program, which was focused not only on professional, often for me a completely new methods, but at the same time, as well as on the development of skills that one thinks that you do not have them. I never thought that I would be able to paint more than caricature head of cow, which my uncle taught me about 50 years ago. Within the study I painted, of course, for a helping of our lecturer-academic painter, a beautiful image. This success was enough to me that I have separated one room in our house from which it became a painting studio. Now I have here an easel and beautiful sofa, so I can, with a glass of good wine, enjoy my “works”.

Exceptional seems to be working with a psychologist, an expert professional and a human being. He taught us to work “with yourself”. His lessons were something quite extraordinary. He taught us to look to yourself, not only at each other. His approach to us was quite civil, friendly and open. I think that anyone who wanted to was really able to work on yourself, like never before. For years, I have been interested in Eastern philosophies and I practice thai-chi, so his lessons were really extraordinary opportunities to link their knowledge with new procedures.
Creative games that we had passed within the study, of course, I immediately tested on their students and I hope for them as they are, and, in particular, will be useful in life and their further professional career.

Although I am already “lady in years”, I still love learning and the study, broken down into 8 seminars, enriched me significantly - new friends, new information, new experiences, new view, as well as a finding that there are still a lot of things that I want to learn.

Graduation of this course is for me something like a wine-tasting dinner about a lot of great courses. Now I want to taste every dish in detail and to study all of the flavours and ingredients. Only then I do prepare, or add something of from my “cuisine” and my skill and to host them for more people. (Petříková, Cienciala, 2013, p.9)

5 PRACTICAL BENEFITS OF THE PAPER RESULTS

The creativity is currently one of the most desirable skills for increasing the competitiveness of any modern business. This requirement is directed not only to the university absolvents but also to all current and future employees of a modern company. Have theoretical knowledge and know the object of company’s business is commonplace now day. What a company needs today is the ability to respond to rapidly changing market, respond quickly to changes in the industry and the ability to be able to meet future customer demands. The satisfaction of customer need is not enough today. The creativity and ability to innovate is completely indispensable today.

The main contribution of the paper is in explaining the theoretical aspects and practical demonstration of the continuing needs of continuous support creative thinking people in all positions. It is well known that the question of creativity and innovation is also engaged in a series of standards ISO 9000 and EFQM Excellence Model. This confirms the major contribution idea that ability of creative thinking and the ability to innovate is not “fashionable” issues, but here it is an important process of continuous improvement and sustainable success of any modern business. As a practical guide is presented MCI stage, which fully meets the above requirements of modern business to qualified current employee with the aim of promoting creative thinking.

6 CONCLUSIONS

Enter and learn the essence of creativity, to know how to proceed in dealing with a variety of tasks and non-model situations, it often requires creative work as well as “remodel” invention into innovation – mainly it is adjusted to the study, which its assessment on the market soon finds, whether in the area of marketing
and sales, logistics, in the organization of business processes and resources, etc. The development of knowledge and skills is about an incredibly rapid trend. To understand and master these aspects will not be easy.

REFERENCES

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