DEGREE IN BUSINESS ADMINISTRATION 2014/2015

Content Analysis of Publications on Creativity and Innovation in Supply Chain Journals

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July 2015

ABSTRACT: In recent years, many authors have conducted studies on creativity and innovation in the company. But few have focused on how these affect the supply chain, so there has been a content analysis of publications dealing with these issues in academic journals. It has obtained a database comprising 75 publications between 2006 and 2015 in which it was able to obtain a broad definition of the meaning of creativity and innovation and how they affect the supply chain and then some results from the analyzed articles. In the studio you can see the main techniques and parameters that are used on creativity and innovation, the conclusions drawn from them and several future research are proposed.

Keywords: Creativity, Innovation, Supply Chain, Marketing Channels, Competitive Advantage, Content Analysis

Table of contents

Table of Tables

Table of Graphics

1. Introduction

Currently, there is a global market where all companies compete with each other. This market is constantly changing and that companies should be aware of these sudden changes and adapt to them. Today, this market which includes all companies is more complex and increasingly technological. Companies must be able to anticipate changes and act once they have occurred or quickly adapt to them to gain a competitive advantage over other companies.

To achieve this competitive advantage, companies must first analyze both the macro environment around them as the micro environment. The macro environment is defined by Kotler and Armstrong (2010), in the book Principles of marketing where they establish the existence of six forces in the macro environment of the company: the economic environment, the demographic environment, the technological environment, the environmental environment, the political and the cultural environment. This type of forces means that companies are more difficult to get a competitive advantage, but they can also benefit them if they can adapt their product or service to them because they could expand to other countries or markets. The micro environment of a company refers to the current market, the potential market which could expand, suppliers, middlemen (wholesalers and retailers) and the current and future competition they may have. Creativity and innovation can play an important role in this regard.

Creativity refers to the generation of new and useful ideas about products, services, processes and procedures in organizations (Amabile et al., 1996). Furthermore, creativity can also mean employees using a diversified range of their skills, abilities, knowledge, insights and experience to generate new ideas to decision making, problem solving and performing tasks efficiently (Oldham and Cummings, 1996).

Creativity as a process overlaps with innovation. If this is the generation of ideas, then innovation is put into action and to manage creativity requires many steps for later troubleshooting (Gurteen, 1998; Stacey et al, 2000).

Because of it, many researchers have conducted studies to analyze and investigate the factors that may affect creativity and innovation and achieve superior business results with the use of these terms.

Both creativity and innovation have been studied in the field of business and marketing, but the goal of this study is to find out how they influence the supply chain.

First, the study begins with a conceptual research on the terms creativity and innovation, to make clear what is their meaning, since it often causes doubts. The definitions of these terms will be supported by the definitions that several researchers have obtained about these before.

Then, the study will empirically analyze 75 articles obtained from various databases published in the journals of marketing, which they are in a period of 10 years (2005-2015), using the technique of content analysis. After these articles are coded to introduce them into the IBM SPSS programme and obtain descriptive results.

This study hopes to contribute to the development of new research on creativity and innovation and show some conclusions and future lines on which researchers can make improvements.

In short, the paper is organized as follows: first the concepts of creativity and innovation are introduced in the fields of business and marketing, then a definition of the supply chain and marketing channel takes place in the study centers more creativity and innovation. The methodology used for content analysis, then, the results of the analysis are explained and finally the conclusions, limitations and future lines of study are then described.

2. Creativity and Innovation

Nowadays a company needs creativity and innovation to survive in the market, as consumers are becoming more demanding when it comes to demand a product or service. A company that does not innovate is destined to disappear because the markets are very dynamic, they are constantly changing. Companies must adapt and take into account everything that is around them, both existing customers, potential customers, competition, markets which are new markets or which can be expanded. The companies aim to succeed, get differentiate themselves, that is, trying to get a competitive advantage, so each one uses a different strategy. Some companies are more focused on creating new products or services, others try to differentiate themselves by a different distribution or logistics, others try to save money by being more efficient and others try to offer customers an improved product and offering service which lacks competition, all these are forms of creativity and innovation.

2.1 Definition of Creativity and Innovation

In this part of the study, the concept of creativity defined by several authors through a review of the literature was analyzed. This study will focus on the concept of creativity in business and then in creativity but this time focused on the world of marketing. Subsequently, a review of the concept of innovation which will also focus on the concept of enterprise and marketing will be discussed. With this you can see the differences between a concept and the other, since it often leads to confusion.

2.1.1 Creativity in Business

The term creativity has been analyzed by many researchers throughout history at various levels (individual, Team and company). Then we will see several definitions to understand that concept. For a clearer interpretation, the various levels of creativity will be divided into a table each, where you can see the author and his definitions:

- Individually, these authors have defined creativity:

Table 1: Definition of individually creativity

Oldham and Cummings, 1996	May mean creativity employees using a range of Their diversified skills, abilities, knowledge, views, and experience to generate new ideas, for decisions making, problem solving, and completion of tasks in efficient ways.
Unsworth, 2001	Creativity can either be a part of employee's job requirement or go beyond them.
Evans, 1991	Creative Individuals have the characteristics of awareness and sensitivity to problems, good memory, and a high degree of adaptability.
Sternberg and Lubart, 1999	For psychologists creativity is exhibited in behavior, as in "The Ability to produce work Both novel and That Is Appropriate, (ie useful).
Jalanand and Kleiner 1995; Jevnaker, 2005	Intuition, risk taking, spontaneity and innovation are all considered are all elements of the creative process, and business and organization literature Reflects the Characteristics of creative thinkers, Including rebelliousness, playfulness, intuition, humor, and irony.

- In terms of equipment, are they found the following definitions:

Table 2: Definition of creativity of equipment

Zhou, 1988	Creativity is widely practiced in the service industry because employees usually work in teams to contribute to shared understanding of the customer and design of service market
Young, 1994	Creativity is a process in which employees develop novel and useful solutions to meet challenges and solve work-related problems in the course of goal-directed behavior.
Shin and Zhou, 2007	Stores' creativity is "the production of novel and useful ideas, Concerning products, services, Processes and procedures" by the collective employees
Woodman et al, 1993	Creativity is the production of useful and new ideas, by individuals or groups of people working together

- to company level, the definitions are obtained:

Table 3: Definition of creativity to company level

Amabile, 1988	Creativity is a key to increase the competitive advantage of a firm.
Amabile et al, 1996	Creativity refers to the generation of new and useful ideas, Concerning products, services, Processes, and procedures in organizations ability.
Howkins, 2001	From the perspective of a creative enterprise, creativity is a simplest ability to generate something new.
Stacey et al., 2000	Ideas to combine in new ways to solve problems and exploit opportunities.
Kao, 1996	Creativity also can be observed in what effective Organizations do. Creativity can be a mixture of free expression and discipline, that an entire process transforms thoughts into value.
Andrews & Smith 1996; Woodman, Sawyer and Griffin, 1993	Creativity enables organizations to develop innovative strategies, new products and new ways of working that are crucial for survival in highly competitive and dynamic business environments.
Amabile, 2000	Creativity can benefit all departments in the organization to help them succeed despite the fact that many companies believe that creativity is just part of the marketing department.

2.1.2 Creativity in Marketing

About creativity in marketing many definitions have been found as many authors have done research on this topic. Talking about the relationship between creativity and marketing, Ted Levitt (1986) in his book The Marketing Imagination, argued that the practice of marketing was intimately linked to creative thought and imagination. Levitt marketing success concluded that all begins with an imaginative thought or idea. In

addition, creativity can be a factor to achieve a competitive advantage in markets. Creativity broadly includes all kind of company whose efforts and activities are seen as unique from the competition and as meaningful to the consumer (Amabile, 1988). Jaskari (2013), the researcher defines creativity in marketing and the ability to think differently and to combine creative thinking with restrictions, critical analytical thinking oriented to business. It is the ability to understand holistic concepts (together) and how to create value for both customers and the company dimensions.

Amabile (1983) said that creativity has two defining dimensions, novelty and meaningfulness, understanding novelty as the degree to whose thoughts are perceived to represent unique, unusual, and statistically infrequent expats from competitors and closely related to innovativeness; and meaningfulness, defined as the extent to whose thoughts are perceived as useful to Appropriate and targeted customers.

Several authors have focused more specifically on a section of the marketing mix, defining the significance of creativity for them. Mainly, articles related to the production and communication have been found. The price and distribution are issues little discussed in connection with creativity.

- On the product, Titus (2007) says that creativity covers the activities undertaken to produce creative edge products, services and marketing initiatives that are both unique in the market and create value or benefit to the customer. Amabile, et al., 1996 and Im and Workman, 2004 define creativity in production as the degree to which the products perceived have unique differences from competing products in ways that are meaningful to target customers. Titus (2000) established that within the marketing, creativity is defined as a problem solving process that aims to produce products, services and marketing initiatives that are unique in the market and create value for the customer.

- About creativity in communication, some authors stated that creativity is probably the most important aspect on the success of advertising (El-Murad & West 2004) which, it is a process of imagination, expression, and association (Blaski and Mokwa 1986; O'Quin and Besemer 1989). Within the field of advertising, creativity is used to attract attention, increase memory and boost persuasive resources that ultimately lead future consumption behavior (Bell 1992). Creativity is strongly associated with the surprise and the unexpected (Besemer and O'Quin, 1986). That is, the creativity of a company can stimulate and excite consumers and lead to new experience for them (Haberland and Dacin, 1992)

and thereby achieve a competitive advantage. Creativity is essential to differentiate the message of one, grab the attention of people and effectively reach different audiences that are targeted.

To conclude, in a general aspect about creativity, West and Farr (1990) have defined creativity as the emergence of a novel product growing out of the uniqueness of the individual on the one hand, and the materials, events, people or circumstances of his life on the other.

2.1.3 Innovation in Business

In this section the concept of innovation will be studied, the factors influencing on it and various types of innovation.

Many people think that creativity and innovation are synonymous words, but in they are not the same. Creativity is the pre innovation process. If it involves the generation of ideas, innovation is on then putting them into action and to manage creativity problem solving requires many subsequent steps (Gurteen, 1998; Stacey et al., 2000). Innovation is a form of innovation where a new product is created, while process innovation is the exposition of the process to new ideas, leading to an efficient method of production.

According Escorsa and Valls (2003) manuals, Technology and Innovation in Business and Schilling (2008), Strategic Management of Technological Innovation, innovation is actually made or practiced new idea. According to Schumpeter (1934), innovation is the market introduction of a new well, the introduction of a new method of production or a new way to treat a product commercially, opening a new market in a country, obtaining a new source of supply of raw materials or semi-finished products or the introduction of a new structure in a market.

Sometimes, it also appears that innovation and invention are synonymous words but it is not, invention is to create new products and processes by developing new knowledge or from new combinations of existing knowledge. Innovation occurs when a new or modified product is marketed for the first time or when a process is used on an industrial scale. The concept of innovation can be defined as Innovation = Invention + EXPLOITATION.

The factors affecting innovation according to some authors are tacit and explicit knowledge. The only tacit knowledge of people is a major source of innovation (Stewart, 2000).

- Explicit knowledge is knowledge that can be structured, stored and distributed, i.e., procedures, specifications, manuals, grammatical or mathematics expressions, information that can be stored in databases, etc. This knowledge can be passed from one person to another easily.
- Tacit knowledge refers to knowledge that is part of the mental model of a person, as a result of personal experience and includes intangible factors such as values, beliefs, different points of view, intuition, etc. which you cannot structure, store or distribute. Tacit knowledge is more difficult to manage than explicit, but is the most likely to result in a competitive advantage, since it is very difficult to imitate by competitors.

Innovation is a prerequisite for competitive advantage (EGBU et al., 2001). Those are the "champions" and "change agents" (Maidique, 1980; Rogers, 1995). They bring change through social interaction and networking within and among organizations. (EGBU et al., 2001). Hence the regulation of this phenomenon through knowledge management and continually strives to convert tacit knowledge into explicit which will facilitate innovation.

Moreover, it is important to know the classifications of the types of innovation as a way of examining a broader perspective the possibilities for innovation and the difficulties that the company can find. The various types of innovation require different kinds of knowledge and will have different impacts on competitors and customers of an industry.

In the Oslo Manual, OECD (2005) the concept of innovation appears, an innovation is the introduction of a product (good or service) new or significantly improved, or process or a new business method or a new method in business practices, work organization or external relations. The minimum requirement for considering innovation is that the product, process, business method or organizational method must be new (or significantly improved) to the firm. This includes products, processes and methods that companies develop for the first time and those that are adapted from other companies or organizations. Therefore, the 4 types of innovation are:

- Product innovation is the introduction of a good or service that is new or significantly improved with respect to its characteristics or intended uses. This includes significant improvements in technical specifications, components and materials, incorporated software, user friendliness or other functional characteristics.

- Innovation process is the adoption of methods of new or significantly improved manufacturing. These methods may involve changes in facilities, in the organization of production, or both. The methods may be directed to produce new or improved products or to increase the productive efficiency of existing products.

- Innovation can also be considered the introduction of a new organizational method in practices, workplace organization or external relations of the company. It can be aimed at improving the results of a company by reducing their administrative or transaction costs, improving the level of job satisfaction (and thus increasing productivity), facilitating access to non-marketed goods or reducing costs of supplies. What distinguishes an organizational innovation to other organizational changes within the company is that the organizational method. Has not been used before by the company or resulting from strategic decisions taken by management

- It often seems that innovation and technology are linked but not necessarily innovation depends on technology. Innovation will be technological when you have to do with science and technology and means for the company to introduce a technical change in products or processes. There are also non-technological innovations such as commercial and organizational innovation (Oslo Manual, 2005) and the position and paradigm innovation (Tidd and Besant, 2013).

Henderson and Clark (1990) and Abernathy and Clark (1985) make another classification of the different types of existing innovation, explain that you can find innovations by degree of novelty innovations as the relationship between the components that make up a product, innovations as the effects of technology / markets and disruptive innovations and support innovation.

- Innovation by degree of novelty can be:

a) The radical or main innovation, i.e., is a sudden break, either by the appearance of a new product or a new process. It produces dramatic improvements in the results, without the improvement in cost is the relevant variable. It results from individual inventions and it generally requires new manufacturing techniques and organizational changes. It often it represents a technological discontinuity.
b) The gradual or incremental innovation involves improvements in products or processes already known. It is taking place continuously in any industry, in many cases, the result achieved daily learning (learning by doing). It is concrete, especially in reducing costs.
c) The modular innovation represents a substantial change in the design of a component in a product or system, but where the new component design fits comfortably in the previous configuration of the product. The very structure of relations is maintained.
d) The architectural innovation, its components are essentially the same but the technical interrelationship shows greater sophistication. Its configuration is changed.

According to this classification, each type of innovation raises some implications for the company.

- The gradual innovation strengthens the capacities of organizations already consolidated.
- Radical innovation destroys its existing capabilities, forces companies to ask new questions, to rely on new technique and business skills and to use new approaches to problem solving.
- The architectural innovation has a more subtle challenge, much the company knows is useful and needs to be applied in the new product, but part of what it knows it is not only useful, but, in fact, it may harm the company.

- The product innovation is the introduction of a good or service that is new or significantly improved with respect to its characteristics or intended uses. This includes significant improvements in technical specifications, components and materials, embedded software, user friendliness or other functional characteristics.

- The commercial innovation or marketing is the application of a new marketing method involving significant changes in the design or packaging of a product,

positioning, promotion or pricing. This is to better meet the needs of consumers, opening new markets, or to position on the market in a new way a product of the company in order to increase sales.

- The support innovations (or sustaining). They support the improvement of established trajectories performance offering demanding customers better performance. They are characterized by continuous improvement of the functioning of a product or process and generally adopted by companies already established in the industry. They are usually based on the size of existing performance.

- Disruptive innovations. They are extremely revolutionary nature or discontinuous nature and lead to customers and consumers to adopt new paradigms discarding the existing ones. They are based on new dimensions and performance parameters.

2.1.4 Innovation in Marketing

In this section, we will address innovation centered on marketing. As it has happened with creativity before, innovation is also investigated by the authors on specific issues on the marketing mix. The topics of product and marketing are the most common, however the distribution studies often tend not to be performed.

In this section some types of innovation defined in the preceding paragraph such as product innovation and commercial innovation may be included.
Some authors in the processes of product development find several key factors for successful innovation policy as they are a strong market orientation, market research to find the target audience and the integration of consumers in the process of product development (Grunert et al., 1996; Earle et al, 2001). Consumer research including analysis of desires, customer trends and market niches increases the likelihood of new products to succeed (Schmalen, 2005). Linnemann et al. (1998) propose a comprehensive model of product innovation that includes measures such as the analysis of market development, the categorization of consumers about their preferences and perceptions and development of sets of products suitable for various consumer

segments. So segmentation of consumers seems to be an appropriate approach for the identification of target group successfully for new product development processes.

2.2 Supply Chain

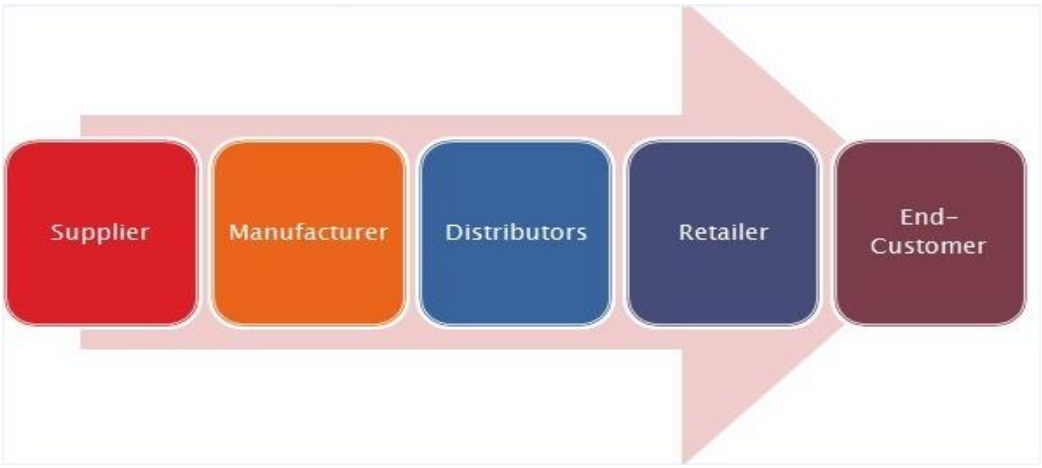
According to the Council of Supply Chain Management Professionals (CSCMP), supply chain management encompasses the planning and management of all activities Involved in sourcing and procurement, conversion, and all logistics management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third party service providers, and customers. In essence, supply chain management supply and demand management integrates within and across companies. . (Council of Supply Chain Management Professionals, 2012)

SCM is an evolved form of purchasing and logistics-related activities (Croom et al., 2000; Tan, 2001). For over a decade and half, the SCM literature shows a confusion of terminologies and definitions (New, 1997). Some of These include; integrated purchasing strategy, supplier integration, supply base management, buyer-supplier partnership, supplier alliances, supply chain synchronization, network supply chain, value added chain, logistic integration, lean chain approach, supply network, value stream, etc. (Dyer et al 1998;. Nassimbeni, 1998; Ellinger, 2000) (Tan et al., 1998). While each term addresses elements of a phenomenon, typically focusing on immediate suppliers of an organization, SCM is the MOST widely used (but often abused) describing this term process (Tan, 2001). The most realistic and comprehensive definition is provided by the Global Supply Chain Forum (GSCF), a group of non-competing firms and a dedicated team of academic Researchers to Improve the theory and practice of
SCM. ACCORDING to this group SCM is the integration of key Business Processes from the original end user through suppliers That Provides products, services, and information that add value for customers and other stakeholders (Lambert and Cooper, 2000). This sort of integration you reduce the product delivery time, you reduce waste, Minimizes errors and saves on transactional costs THUS Increasing productivity.

According To Lambert (2008), the key supply chain Processes are customer relationship management, customer service management, demand management style, order fulfillment, manufacturing flow management, supplier relationship management, product development and commercialization, and returns management.

Then we understand better by an image what is the supply chain:

Graphic 1: Image of a Supply Chain



In the notes of the subject professor MK Operating Callarisa (2014) find the definition of a part of the supply chain, marketing channels, i.e., the distribution channels, which are formed by intermediaries (wholesalers and retailers).

The marketing channels are considered sets of interdependent organizations involved in the process of making a product or service available for use or consumption.

A distribution system is a key external resource, which represents a stable commitment to a large number of independent companies dedicated to the distribution, and particularly the markets in which they operate, and a series of policies and practices that constitute the foundation on which a series of long-term relationships are built.

The marketing channels can operate in very different ways, some manufacturers delegate some of the tasks of sales (control how and to whom the products will be sold) in intermediaries because they lack financial resources to directly enter the market.

Recent literature suggests that a firm will perform well if it can integrate external suppliers and customers in order to optimize the total performance of all partners in the supply chain (Zhao et al., 2011; Feng et al., 2010; Tsai, 2009; Dyer, 2000). Supply chain is useful to accelerate product development and problem-solving (Brown and Eisenhardt, 1995), acquire external resources (Verona, 1999) and secure relationships for product development (Stump et al., 2002). In dynamic environment, Integration with external suppliers and customers Increase the efficiency of the applications of the specialized knowledge in product innovation (Grant, 1996).

Creativity and innovation within the supply chain and marketing channels could be found by the new channel designs, new ways of locating outlets, different ways of structuring the logistics of distribution, new ways to interact with the agents channel, new forms of alliance or agreement. We could also find new ways to plan for the needs of customers, new products to market and new forms of communication: advertising, public relations, promotion, direct marketing and personal selling.

Also, other parts of the supply chain which have been little studied and we can also find creativity and innovation are new forms of replenishment through relationships with suppliers and the degree of customer demand.

2.3 Conclusion

In conclusion, a summary of everything that the study has addressed so far would be the difference between the concepts of creativity and innovation, the study analyzes a wide variety of definitions appointed by various authors of the concept of creativity which refers to the generation of new ideas on any products, services, processes and procedures in the company in general. If we focus more on the field of marketing, in terms of product, creativity comes to create products and services that add value to the customer. If we refer to communication, creativity is to highlight the message a company wants to send to capture the attention of customers and reach different audiences that are targeted by the company. It is a process that analyzes consumer needs or problems and seeking new or useful solutions.

Innovation would be the next step to creativity, i.e., implementing and running such creative ideas. Schumpeter (1934) explains that innovation is bringing to market a new well, introducing a new method of production or a new way to trade a product, opening a new market in the country, get a new source of supply of materials or implement a new structure in a market. You can also talk about different types of innovation and various classifications according to each author. Stewart (2000) says that there are two types of innovation, radical (total return) and incremental (step by step improvement).
Henderson and Clark (1990) and Abernathy and Clark (1985) also classified various types of innovations: under degree of novelty (radical, incremental, modular or architectural), innovations according to the relations between the components that make up a product (significant improvements in technical specifications and other functional characteristics), innovations for the effects of technology / markets (implementation of a new marketing method involving significant changes), and disruptive innovations (new

dimensions and performance parameters) and support innovation (continuous improvement of the functioning of a product or process). As for innovation in the field of marketing, Koufteros, Cheng and Lai (2007) and Sanders (2008) define innovation as the change that can occur with the introduction of new products or addressing new market strategies.

Then the concepts of supply chain and marketing channels are analyzed. Supply chain management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all logistics management activities. Marketing channels are organizations that try to make available using or consuming a product or service.

Creativity and innovation are very important for a company to get a big hit and stand out in the competition. If a company is able to obtain the highest possible efficiency in the supply chain or marketing channels in which it operates, it will be able to get the competitive edge anyone looks forward to getting. This will be achieved through an entirely new channel design, new ways of locating outlets, different ways of structuring the logistics of distribution, new ways of interacting with suppliers or other agents of the channel, new forms of partnership or agreement, new forms of planning customer needs or new production systems.

3. Research Methodology

The methodology, that is, the set of procedures to achieve the objectives of this research are reviewing published research papers dealing with creativity and innovation with marketing channels, distribution channels and the supply chain.
Then, the study used the technique of content analysis to evaluate data showing trends and trajectories of these concepts.
Mayntz et al (1980), specify the content analysis as a research technique that identifies and describes in an objective and systematic manner the linguistic properties of a text in order to draw conclusions on non-linguistic properties of the people and the social aggregates. Pinto and Grawitz (1967) define the content analysis is a research technique for the objective, systematic and quantitative description of the manifest content of communications, with the aim to interpret. This method allows the classification of texts, reducing them to more relevant and manageable data pieces. Because of this for a large number of social scientists is indispensable technique (Weber, 1990).

The content analysis evaluates a series of texts ranging from the last nine years, from 2006 to the current year, 2015. The texts used in this analysis are in a fairly broad temporary space to get the results more reliable in addition to the evolution of creativity and innovation in this sector. Researchers often analyze large temporary spaces as if they focus on a few years they can obtain results that do not correspond to the normal development because of one or several specific reasons.

The sample of this study includes 75 academic articles obtained from academic journals. The study examines a large number of articles in order to reach useful and credible results as possible.

To obtain these 75 academic articles containing the sample, we searched databases of economic origin at Universitat Jaume I (UJI) library. The databases were:

- EMERALD database that contains many full-text articles from journals published by MCB University Press. Multidisciplinary, with a focus on marketing, business management, engineering and librarianship.

- ABI INFORM, is a database full text on economics and business which contains articles on corporate strategies, management techniques, marketing, product development, accounting, finance, etc. It offers about 5,000 items of electronic journals (over 3800 full text), 25,000 theses, working papers and newspapers like The Wall Street and the Financial Times.

- ECONLIT, is a database of bibliographic references from journals, books and dissertations. It includes abstracts, quotations, reviews and links to full-text articles.

The first step to find appropriate articles containing valuable information and to include it in the study was to perform advanced searches in the databases by introducing various requirements to limit the investigation. These requirements were that the article was in a period of 10 years or less to the present, the full text is found to analyze it and finally entering several keywords that appear in the abstract and taking those words as important within the text. Key words were introduced in pairs, these were creativity with marketing channels, creativity with supply chain, creativity with retail, innovation with marketing channels, innovation with supply chain and finally innovation with retail. Thus these 75 articles were obtained. Magazines articles which were chosen were academic. This is a table where you can see the names of magazines and articles made of each.

Table 4: Academic Journals

Academic Journal	Nº Articles
Productivity	1
Journal of Service Theory and Practice	1
International Journal of Academic Research in Business and Social Sciences	1
Journal of Product Innovation Management	2
Leadership & Organization Development Journal	1
Pranjana	1
International Journal of Retail & Distribution Management	1
Supply Chain Management	4
International Journal of Modern Physics B	1
International Journal of Physical Distribution & Logistics Management	2
The Learning Organization	1
Journal of Business & Industrial Marketing	1
Journal of Business Case Studies	1
International Journal of Business and Commerce	1
International Journal of Innovation, Management and Technology	1
The Information Society	1
Business History	1
Industrial Management & Data Systems	6
International Journal of Service Industry Management	1
The Journal of American Academy of Business	1
International Journal of Organisational Innovation	1
Management Research Review	1
Food Journal British	1
Journal of Supply Chain Management	1
International Journal of Commerce and Management	1
International Journal of Retailing & Rural Business Perspectives	2
European Business Review	2
International Journal of Bank Marketing	1
International Journal of Business and Social Science	2
International Journal of Business and Management	1
URBAN DESIGN International	1
Managing Service Quality	1

Journal of Consumer Marketing	1
Journal of Historical Research in Marketing	1
Marketing Intelligence & Planning	1
Joumal ofDevelopmental Entrepreneurship	1
Journal ofIntellectual Capital	1
International Journal of Marketing and Technology	1
MIS Quarterly	1
International Journal of Management & Information Systems	1
The Journal of Applied Business Research	1
International Journal of Operations & Production Management	1
The International Journal of Logistics Management	5
International Journal of Public Sector Management	1
International Journal of Trade, Economics and Finance	1
Benchmarking: An International Journal	1
Logistics research	1
Journal of International Business Research	1
New England Journal of Entrepreneurship	1
Baltic Journal of Management	1
Publishing Research	1
Vision Quarterly:The Journal of Business Perspective	1
Management Research Review	1
ManagementResearch News	1
Journal of Facilities Management	1
Asia Pacific Journal of Marketing and Logistics	1
Journal of Management Development	1

The next step was to examine each item carefully and make data analysis by classifying the characteristics of each which were collected in an Excel table. These characteristics were: journal title, article title, when it is published, volume, number of articles, pages, names of authors, keywords entered for the article, number of authors, type of work, information sources, type of information, sample unit, type of research, statistical techniques used and application sector.

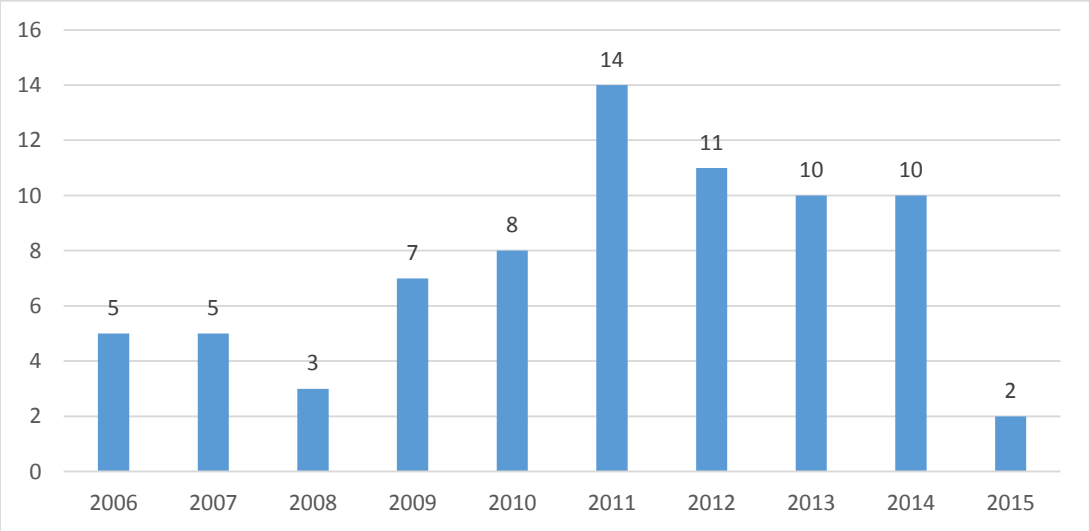
The information was encoded in the Excel table to obtain quantitative results.

Then this information was entered into the IBM SPSS Statistics programme and to develop a descriptive statistics and comment the tables and graphs obtained in this programme. This means, frequencies and cross-references are used.

4. Analysis of Results

In this section, with the data content analysis, we have obtained relevant results. In the chart below, you can see their relationship articles over the years. As you can see, it shows a large increase in articles published on the topics of creativity and innovation in this sector, being 2011 the year with more articles (14 articles specifically) in 2012 it was only reduced to 2 articles fewer and 2013 and 2014 one fewer but in any case, these years stand considerably above the rest. In 2015 they have only found 2 articles but it is because we are currently in that year and the search was conducted earlier this year, if the published articles are at this rate surely the same number is reached the previous year or even it expands. Research on creativity and innovation tend to increase because of the idea we have about these to get a competitive edge over the competition.

Graphic 2: Articles & Years



In the following table the number of authors who have participated in the articles being studied. The minimum found is an author and the maximum is six authors in one article. The average is 2,293, so you can specify articles are usually written by two authors.

Table 5: Descriptive Statistics

	N	Minimum	Mamimum	Average	Standard desviation
Number of authors	75	1,0	6,0	2,293	,9694
Valid number	75				

To specify a little more, the following table shows the frequency of authors in each article in this sample. Published articles by a single author are 15, if we go to two authors in the same article, the figure rises to 32, and the highest of all. Three authors cooperating in an article is also quite often seen as found 21 articles. With increasing authors in the same work, the number of articles is reduced markedly, articles by 4 authors there are only 6 and if we go to 5 authors any answers have not found. Articles 6 authors found only 1. Thus, you can specify that two authors in one article is what you see most often.

Table 6: Number of authors

		Frequency	Percentage	Percentage valid	Acumulative percentage
Valid	1 Author	15	5,7	20,0	20,0
	2 Authors	32	12,2	42,7	62,7
	3 Authors	21	8,0	28,0	90,7
	4 Authors	6	2,3	8,0	98,7
	6 Authors	1	0,4	1,3	100,0
	Total	75		100,0	

A here we see another table which relates the number of authors to the years of publication. As already noted, year 2011 is the year with the most publications but here you can find more detailed information. If you look at the total, over the years the most abundant articles are the two authors ones, but the year when more posts by 2 authors were held was in 2012 with 7 articles, followed articles by 1 and 2 authors in 2011 with

5 articles each and by 3 and by 2 authors also in 2013 and in 2014 respectively with 5 articles:

Table 7: Number of authors & Years

		Year										Total
		2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	
Number of authors:	1	1	1	0	2	2	5	1	0	2	1	15
	2	3	3	1	1	2	5	7	4	5	1	32
	3	1	1	2	2	2	3	2	5	3	0	21
	4	0	0	0	1	2	2	0	1	0	0	6
	6	0	0	0	0	0	0	1	0	0	0	1
Total		5	5	3	6	8	15	11	10	10	2	75

The study goes on to analyze now the type of articles. In the table that follows, analysis divides the conceptual and empirical work. Among the 75 articles analyzed, 23 are conceptual, ie, 30.7% of works. By contrast, the remaining 52 articles which correspond to over 70%, are empirical which are able to measure other variables. Therefore, the vast majority of articles published are of empirical typology, thus they can be analyzed more deeply.

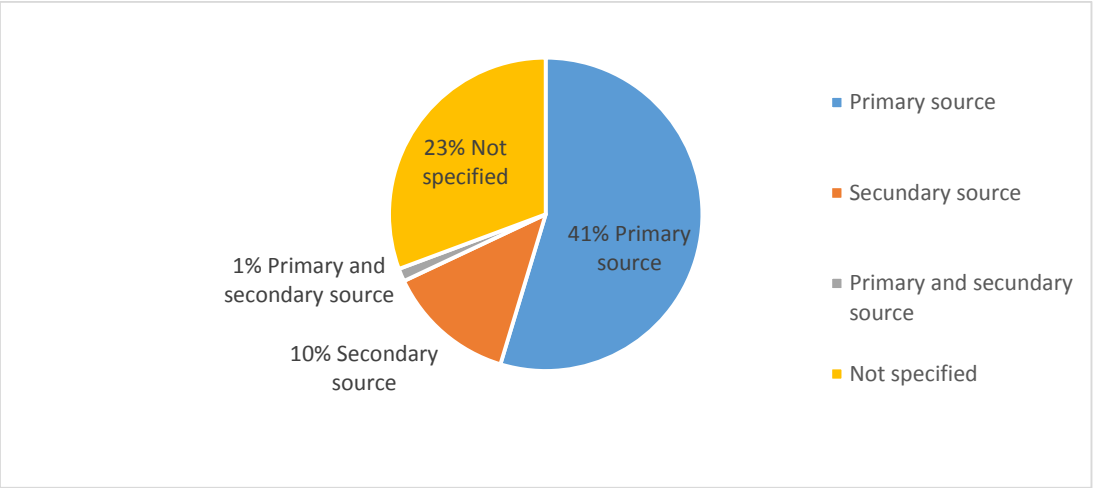
Table 8: Type of Work

		Frequency	Percentage	Valid Percentage	Acumulative Percentage
Valid	Conceptual	23	8,8	30,7	30,7
	Empirical	52	19,8	69,3	100,0
	Total	75	28,6	100,0	
Total		262	100,0		

The following graph we see is a pie chart, where information sources from which articles come from are displayed. Most of them are from primary sources, ie information obtained by them for the purpose of this particular article. This information is more expensive than the secondary. In this sample 41% of the articles contain only such information. Articles

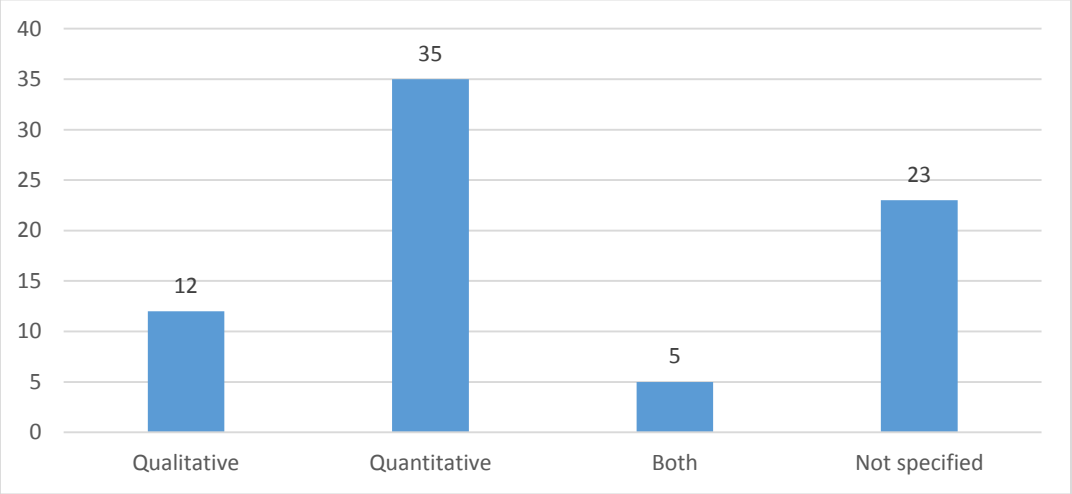
with secondary information previously existing information which can be obtained more quickly and at lower cost are 23% in this case. Moreover, we found some articles with two types of information, these occupy 10%. And finally, there are a number of articles that we could not specify which source they come from. These occupy only 1%. The authors generally prefer to get the information the way for the publication of a concrete article to get it from other sources which may not be as reliable.

Graphic 3: Information Sources



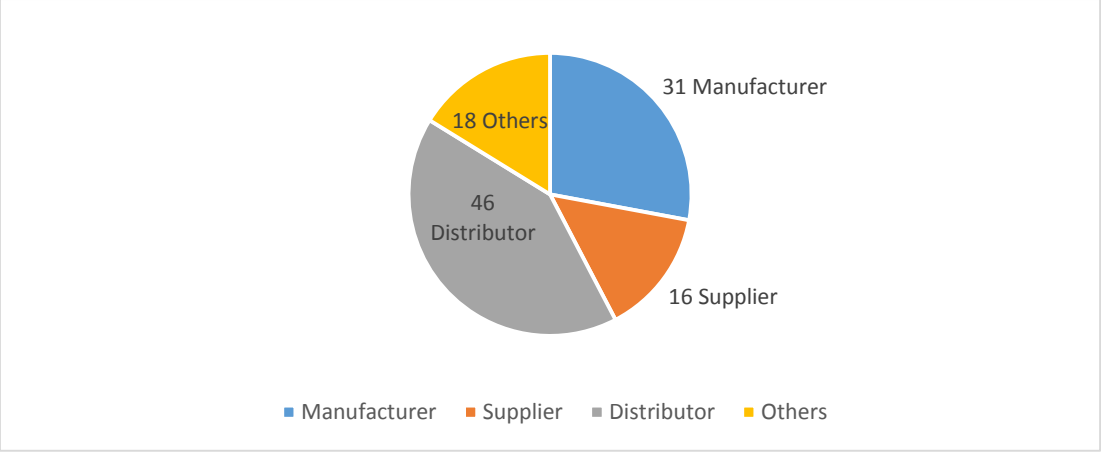
Then, the study addresses to the type of information used for articles. The graph shows that 12 items contain only qualitative information, ie, it does not examine the data numerically, but by descriptions or other similar techniques. However, there is a much higher number of articles containing quantitative information only. This is consistent with the above graph on the type of work. Researchers prefer numerical results as they can be analyzed in a better way. You can also observe a minority of goods, namely 5 which contain 2 types of information or 23 articles that could not specify what kind of information they contain correspond to the conceptual articles.

Graphic 4: Type of Information



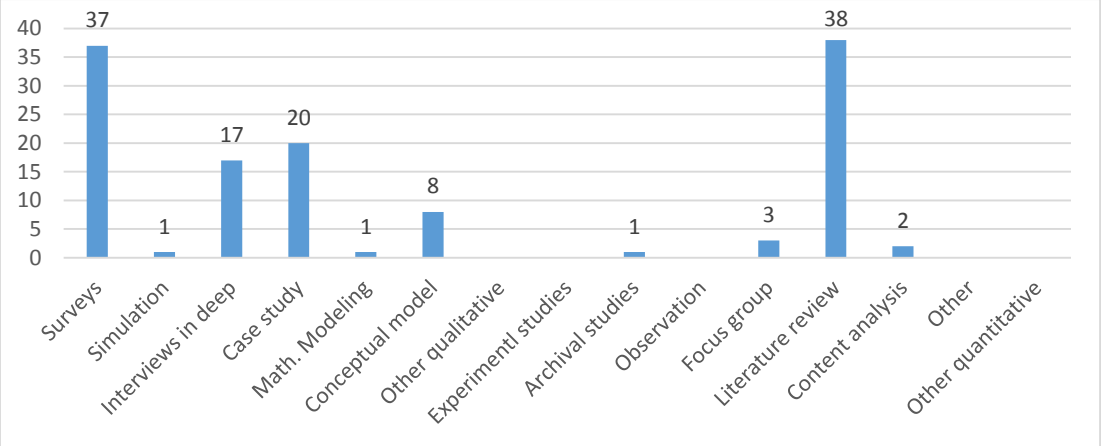
Then this part of the work is to analyze the studied samples which analyze the concepts of creativity and innovation. Different types of samples are observed in the graph. The different samples with articles have been classified are manufacturers, suppliers, distributors and others. Keep in mind that an article can be about more than one sample and therefore, not all the different samples corresponds to the 75 articles the study analyzes. If the diagram is observed, it is clear that more than half of articles discusses distributors, namely 46 articles. The second sample is manufacturers with 31 articles, then the other in which different factors in the supply chain were included with 18 articles, and finally with 16 articles, the sample of suppliers is. The results obtained from this graph is that most articles are about the subject of distribution.

Graphic 5: Sample



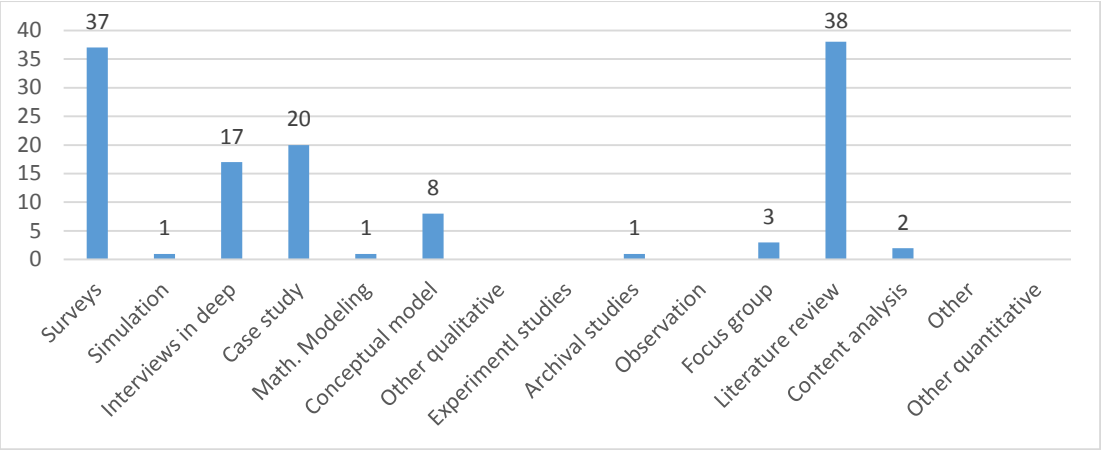
In this part of the research the most often type of research is analyzed. As noted in the chart above, the total research rate found does not correspond to the 75 articles since you can find a variety of types in the same article. Just take a look at the bar graph, it looks like are two types of research, the literature review and the survey which found in 38 and 37 articles respectively. Other much used type may also be the case method, which is repeated in 20 articles. It is also frequently used the interview, in this sample it appears 17 times. On the contrary, there is plenty of types of research that are very unusual, such as simulation, mathematical model, file studies and others who just appear in this sample or are not used even once.

Graphic 6: Type of Research



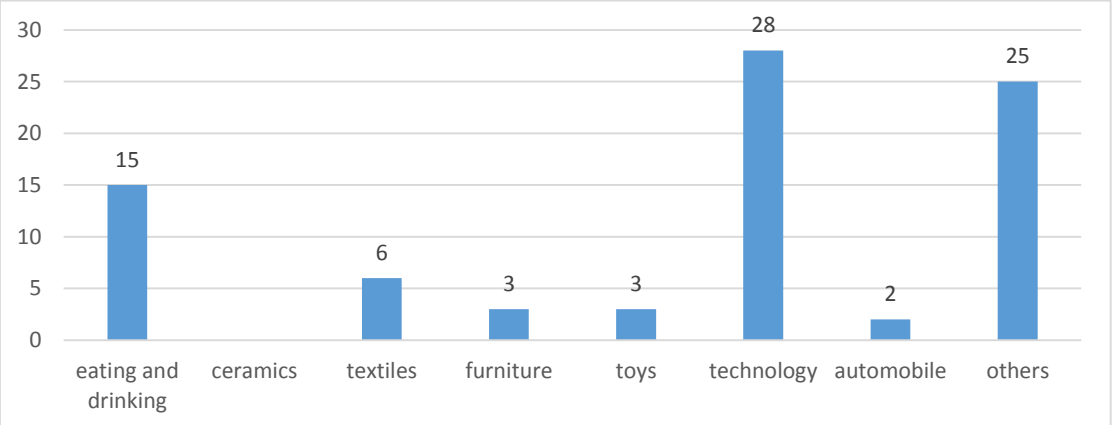
A next, the study goes on to analyze the statistical techniques used by researchers in their analyzes. The most commonly used are discriminant analysis which is used 16 times, followed closely by correlation analysis used 15 times. Regression can also be considered as one of the most used techniques in this sample as it is shown in 13 different items. Another technique that can also be named for its use are descriptive statistics, they are used in the sample 10 times. Other techniques have a very limited use or even some are hardly used.

Graphic 7: Statistical Techniques



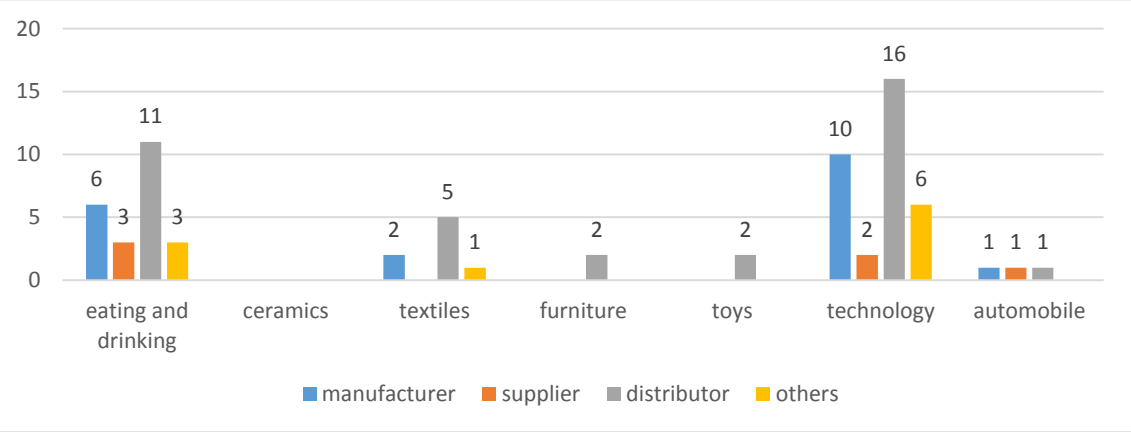
The following analysis of the study is the application sector of each article. This bar graph the articles appearing in each sector can be interpreted. The sectors that have been considered important to study in this case have been food and drinks, ceramics, textiles, furniture, toys, technology, automobile and others. Then we see that the sector that is discussed in the articles is technology, which is closely related to creativity and innovation. In other second sector which is composed of various sectors and therefore is not as relevant as it appears. In third and quite different from the rest, there is the sector of food and drinks in where there is a lot of competition and to differentiate, many companies choose to use both creativity and innovation. Other sectors do not appear in many articles and therefore they cannot be considered relevant to them.

Graphic 8: Sector



From there, they are going to relate several data already discussed above but individually and that can lead to some interesting conclusions. In this graph we see then the sample is related to the sector. This way you can see what kind of agent works more in each sector. In almost all sectors that have appeared in the analyzed articles, distributors highlight but they appear more in two sectors in particular. First and by far in the technology sector, distributors occupy a privileged place, they appear in 16 articles related to technology. Second, with 11 appearances, dealers are related to the field of food and drink. The second most important agent in this study, are manufacturers but they are far behind distributors.

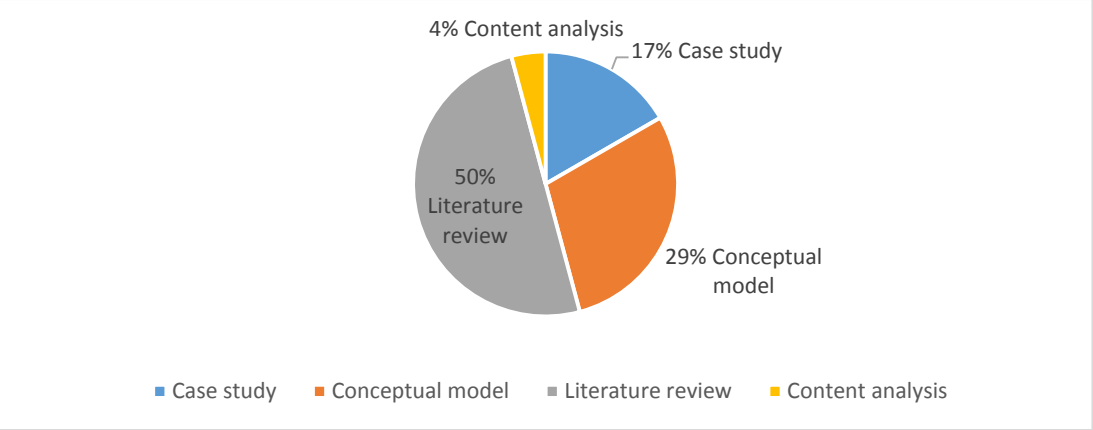
Graphic 9: Sample & Sector



Another relationship that is considered relevant has been the type of work and the type of research. This way you can see what kind of research is more common for each type of work. These two graphs show the same information but one of them is about the kind of conceptual work and the other on the type of empirical work.

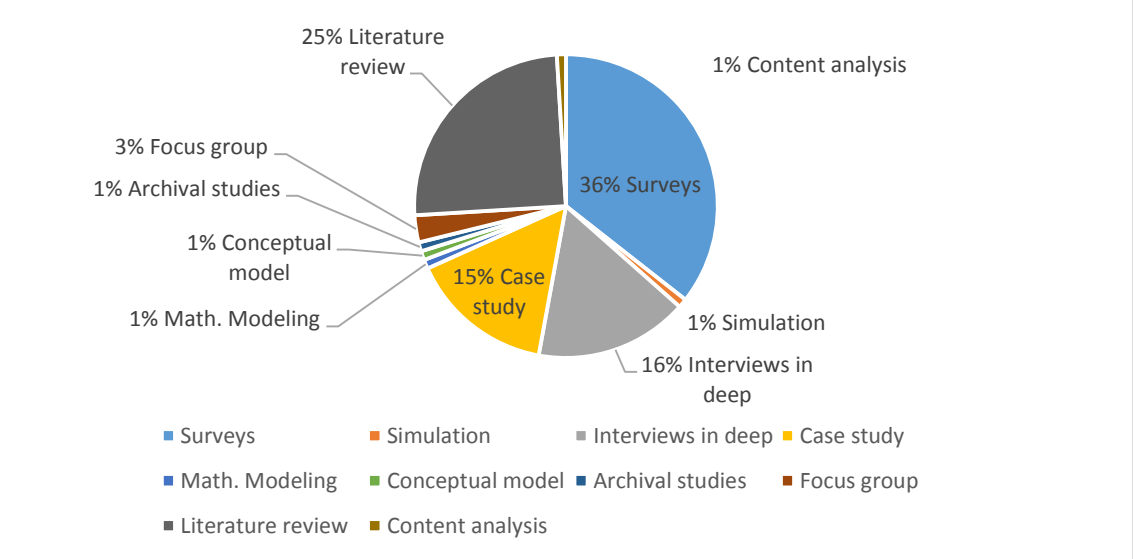
In the first case, the most common type of research for conceptual work is the review of the literature, which occupies 50%. Second, it is the conceptual model with 29%. To a lesser extent the case study finds 17% of importance and finally with only 4% content analysis is situated.

Graphic 10: Type of Work & Type of Investigation (Conceptual)



In the second case, we find the kind of empirical work. This type is easier to find a greater variety of types of research. The most commonly used of these is the survey with 36% of importance, second it is the literature review with 25%. Third, we place interviews which have appeared in the sample 16% of occasions closely followed by the study cases the case studies with 15%. Other investigations have great relevance in this type of work.

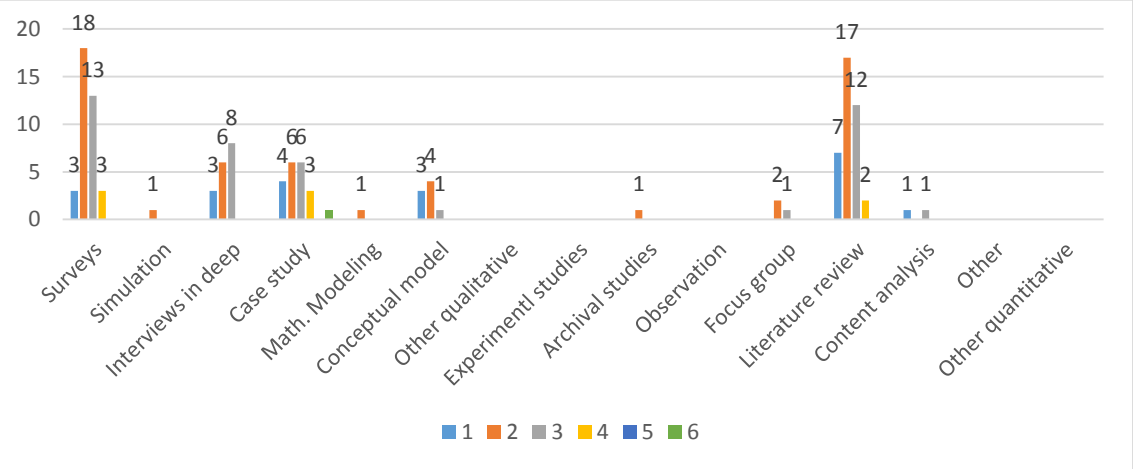
Graphic 11: Type of Work & Type of Investigation (Empirical)



The graph of the study is the relationship between the number of authors and the type of research. It aims to analyze how many authors are required for each type of research

considering the workload that a type of research or another can mean. It is observed that 2 types of investigations include considerably the use of 2 authors for these. These types of research are surveys and literature review with 18 and 17 appearances of two authors in each. 3 authors groups are also important in these same types but with less frequency somewhat.

Graphic 12: Number of Authors &Type of Investigation



To conclude the study, the latest graphics relates the type of industry to the different years. This aims to find out which sector had more impact in different years have been considered in this time frame. Year 2011 highlights 6 articles that talk about the technology sector, followed by year 2014 when the most fashionable sectors are food and drinks and technology. In general, technology seems to be the most discussed the issue over recent years.

Graphic 13: Sector & Year

5. Creativity and Innovation in Supply Chain

Following a table where the most relevant articles, of which has been obtained much of the information on creativity and innovation is shown and it comments where each of them appears.

Table 9: Article & Theme

ARTICLE	THEME
Marketing Mix Strategies and Business Models: Innovating for Rural India (Pratihar, 2014).	The objective of the present study is to find out: Marketing Mix innovations for rural customers, innovations in the Rural retailing models and strategies adopted by corporates like Dabur and Tata Motors in India Rural.
Store creativity mediating the relationship between affective tone and performance (Rego et al., 2014).	The work suggests that creativity can be a source of competitive advantage in retail stores, and demonstrates that promoting positive affective tone can be a way to promote creativity.
Molam Performance A Synthesis of Network Management of Isan Performers (Sriorapim et al., 2013)	Artists Molam are ingenious in memorizing lyrics and have great creativity in using indigenous knowledge with regard to their costumes, poems and dances.
Efficiency and innovativeness as Determinants of Design (Abecassis & Benghozi, 2012).	This study analyzes why companies use both the interior and exterior design, and attempts to understand the determinants of architectural design options. The authors identify three determining factors in the choice of architecture design (efficiency, level of innovation in fashion, and the type of innovation).

Transformational leadership, leader support, and employee creativity (Cheung & Wong, 2011).	This study examines the role on tasks relations of the leaders in the relationship between transformational leadership and level of creativity of employees.
Strategic brand management of international fashion retailers in Asia Shout (Mishra, 2009).	The study deals with fashion retailers who maintain a rapid pace of development and use creativity to survive, while those who are left behind, become extinct. This paper examines the strategies of brand management especially among the countries of South Asia
Creative space: design and the retail environment (Kent, 2007).	The work states on theoretical approaches to creativity, and its importance to the retail industry. Then it assessed the types of retail spaces, and then goes on to compare the design concept retail with product design and its consequences for creativity and retailers
Supply Chain Social Media and Supply Chain (Markova & Petkovska, 2013).	Web 2.0, also known as social media is the use of the World Wide Web to enhance creativity, information sharing and collaboration among users of the supply chain.
Supply chain capital in construction industry: coining the term (Khalfan & Maqsood, 2012).	The model shows that learning supply chains learning consist learning organizations that give the capital of the supply chain in order to promote innovation and creativity through knowledge management in supply chains over time.
Moving beyond the systems approach in SCM and logistics research (Nilsson & Gammelgaard, 2012).	This study provides a theoretical reflection on newly identified approaches in logistics and supply chain management".

Extending the "knowledge creating chains learning" (Maqsood, 2007).	The purpose of this paper is to develop a synergy between the Approaches of knowledge management in a learning organization and supply chain management. So that learning chains can be created in order to unleash innovation and creativity by managing knowledge in supply chains
Collaborative manufacturer-distributor relationships: the role of governance, information sharing and creativity (Vázquez, 2013).	The results of this study show that the will of the dealer to share strategic information has an inverted U relationship with creativity and innovation in the development of manufacturer-supplier relationships.
An empirical analysis of productivity growth in retail services: evidence from Spain (Sellers & Mas, 2007).	The paper estimates the total change in productivity. Retailers and break down in efficiency and technical change (i.e., the result of innovation and adoption of new technologies).
Consumer Adoption of the Internet as a Channel: The Influence of Driving and Inhibiting Factors (Huang & Fen, 2006).	This research deals to find out for companies that are inclined to use the Internet as a distribution channel, what they need to understand the factors with cause consumers to use or not use this innovation in the search for information and ordering.
Employees' Involvement in developing product innovations in Islamic service banks (Tipu, 2014).	This work explores how two Islamic banks have employees involved in developing innovations of service products. It also explains that employees are more involved in the development of product innovation services for retail customers, compared with corporate clients.

Supplier and customer involvement on new product performance (Lau, 2011).	The article shows the results on the impact of the provider and the customer and the participation in the development of new products. The study explores what factors affect the supplier and customer and participation in joint and how that participation affects the performance of the new product.
Exploring supply chain innovation (Stentoft et al., 2011).	Supply chain management promises competitive advantages for Industrial Organizations. The introduction of new products and services, or entry into new markets, is likely to be more successful if supply chain Accompanied by innovative designs, innovative supply chain management practices, and enabling technology.
Relating Organised Retail Supply Chain Management Practices, Competitive Advantage and Organisational Performance (Singh et al. 2011).	Research develops five constructions of supply chain practices supply (use of technology, speed of supply chain, customer satisfaction, integration of the supply chain, inventory management). The research also identifies four constructions of competitive advantage (inventory management, customer satisfaction, profitability, and customer identification basis) and six constructions of organizational performance (market performance, supply chain competence, stakeholders' satisfaction, and innovation and learning).

In these articles it has been able to find creativity and innovation in different parts of the supply chain or some articles showed them in the supply chain as a whole.

We have been allowed to see how they affect and therefore have a clearer idea about them, which has been applied throughout the study.

6. Discussion and Conclusions

To go concluding, the issues that have been analyzed in this study were the concepts of creativity and innovation in the field of business in general as well as in marketing.

Creativity would be the generation of new ideas on any products, services, processes and procedures in the company in general. If we focus more on the field of marketing it is a process that analyzes the consumer needs or problems and looks for new and useful solutions.

Innovation would be the next step to creativity, ie, implementing and running such creative ideas. This could bring to market a new product, a new method of production or new ways to market a product. All this to reach competitive advantage.

Once these concepts clearly defined, the study has focused on an analysis more focused on relating these concepts to the supply chain.

A lot of articles in three databases (EMERALD ABI INFORM and ECONLIT) were searched. With the search 75 articles have been obtained they have been coded in an Excel file and have been treated with the IBM SPSS programme to perform a content analysis.

Thus, the considerations drawn from this study are:

Year 2011 is the year when creativity and innovation issues have been discussed the most. Since it is the year with more articles obtained. The average number of authors investigating each article is about 2 authors.

The most common type of work is often empirical work with quantitative information, and researchers prefer primary information obtained by themselves that no other existing information which can be outdated or incorrect.

As regards the type of research, the authors tend to opt especially for surveys and literature review. The statistical techniques used are discriminant analysis, and correlation analysis.

As the most important sample is, distributors which appear in most articles. These are the most important ones along the supply chain. Besides the most important sector is

technology where companies should be pioneers in creativity and innovation. This is the most dynamic sector because it is constantly changing.

The tech sector took a great importance in 2011 and from then.

Within the food sector distributors are also included, there is great competition between companies and only the ones who get a competitive advantage. This generally corresponds to a new distribution system where innovation abounds.

6.1. Limitations and Future Research Directions

Once the study is completed, you should consider some limitations that have not yielded more concrete results which can be useful in future research.

We have obtained many articles by introducing combinations of keywords containing the term innovation, creativity but the result has been considerable lower. These results can be quite reliable when talking about innovation but when it comes to creativity they cannot be identified totally with in.

On the other hand, many conceptual articles have been unable to be coded. You should find out more about this type of work, seeking a possible solution and quantifying them.

Another issue to be discussed is the difference between quantitative and qualitative information articles. There are many more articles with quantitative information and it would be desirable to increase the number of the qualitative ones to analyze the information differently.

As for the sample, there was a category named as others in which different types of agents of the channel may be included which are very different from each other and in this case they have joined. This can lead to misinformation and therefore to not truthful results.

The same thing can be applied to the section of sectors, in which there were two sections called others and several that may not have any relationship and lead to confusion.

Finally, there are a lot of types of research and statistical techniques which are practically irrelevant that if developed may provide useful information and other points of view.

For all this, the aim of the study was to provide a useful research on creativity and innovation and find out what types of work, information, samples, types of research, statistical techniques and sectors predominate in the supply chain.

7. Reflections

This study was based on my knowledge I gained over the career. Many subjects have been used for this work but not all, only some of them related to this. The most important subjects that have helped me to the carrying out of the study are:

- Market research, which has helped me to use the IBM SPSS Statistical and to know how to manage data understanding.

- Distribution channel management, with especially led me to a deeper knowledge on the supply chain and marketing channels.

- Address of innovation in the company, it has been very important when it comes to be clear from the outset of the significance of creativity and innovation.

- Marketing Operations / Marketing Basics. These two subjects have given me a lot of time to learn the concept of various specific words as well as giving me an overview of marketing.

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