

CREATIVE MANAGEMENT STRATEGY IN CREATIVEPRENEURSHIP

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ABSTRAK

Manajemen kreatif merupakan sinergi antara manajemen dan kreativitas yang bertujuan untuk meningkatkan daya saing bisnis. Istilah manajemen kreatif belum banyak dikenal, bahkan jarang dipelajari dalam ilmu manajemen, walaupun secara praktis telah digunakan dalam praktika entrepreneurship. Manajemen dan kreativitas memiliki tujuan dan luaran yang berbeda, sehingga dianggap saling bertentangan. Fenomena dalam entrepreneurship, kedua disiplin ilmu tersebut cenderung dapat bersinergi dalam praktika. Penelitian ini bertujuan untuk menemukan formula strategi manajemen kreatif sebagai model pendekatan baru yang dapat diaplikasikan dalam creativepreneurship. Analisis manajemen kreatif ini menggunakan pendekatan kajian kualitatif dan multidisiplin yang sudah diujicobakan dalam berbagai kajian manajemen, desain, entrepreneurship, model pembelajaran, dan riset aplikatif. Esensinya, di dalam praktika entrepreneurship manajemen tanpa kreativitas akan menghasilkan kinerja yang kaku, ide yang hanya dibatasi logika, dan formalistik. Kreativitas dapat memerdekakan di dalam mengambil keputusan, penyusunan strategi dengan gagasan baru yang tidak dibatasi logika. Kreativitas cenderung menggunakan imajinasi di dalam mencari solusi, sehingga mampu menghasilkan solusi yang berbeda dan baru. Kreativitas lebih lentur dalam pengambilan keputusan. Penelitian ini menawarkan satu formula baru berupa model strategi manajemen kreatif yang dapat diaplikasikan dalam praktika creativepreneurship.

Kata Kunci: Manajemen, kreativitas, creativepreneurship, kolaborasi, strategi

ABSTRACT

Creative management is a synergy between management and creativity which aims to increase business competitiveness. The term creative management is not widely known, even rarely studied in management science, although practically it has been used in entrepreneurship practice. Management and creativity have different goals and outcomes, so they are considered contradictory. Phenomena in entrepreneurship, the two disciplines tend to be able to synergize in practice. This study aims to find a creative management strategy formula as a new approach model that can be applied in creativepreneurship. This creative management analysis uses a qualitative and multidisciplinary study approach that has been tested in various management studies, design, entrepreneurship, learning models, and applied research. In essence, in the practice of entrepreneurship management without creativity will produce rigid performance, ideas that are only limited by logic, and are formalistic. Creativity can be liberating in making decisions, formulating strategies with new ideas that are not limited by logic. Creativity tends to use imagination in finding solutions, so that it is able to produce different and new solutions. Creativity is more flexible in decision making. This research offers a new formula in the form of a creative management strategy model that can be applied in creativepreneurship practice.

Keywords: Management, creativity, creative entrepreneurship, collaboration, strategy.

1. INTRODUCTION

Creative management is a strategy that has not been widely applied in business, although some developed countries have begun to use the term creative management. In addition, creative management tends not to be applied in entrepreneurship practice. Creative management is rarely studied in business studies. Management and creativity are seen as contradictory because their goals and outcomes are different. Empirical phenomena show that the two disciplines can work together systematically.

Strategic management is a strategy to achieve organizational goals and tends to refer to formulating, programming and implementing which is applied operationally. In the context of strategic management, revealing that the preparation of the vision is considered the first stage in strategic planning, it even precedes the mission statement. The mission describes the future direction of an organization (F. David & David, 2016)

Entrepreneurship practices provide an indication that management and business require creativity, in order to create competitiveness. In this context, creative management is studied in the study of creativepreneurship. Therefore, it is necessary to understand creative management related to strategic management, entrepreneurship, and creativepreneurship.

This has been noted in research on creative management, revealing that proposals have been made to establish the conceptual domain of creative management by fusing two related bodies of knowledge: management research and creativity. Examples around the world show how creative management emerged in its early form as a global opportunity to enrich, stemming primarily from American contributions in its early stages. (Xu & Rickards, 2007)

Global possibilities require a lot of new ideas that are flexible in making different decisions. Therefore, creativity is needed that is free without limits, but controlled in a rational and logical managerial manner. Thus, management and creativity deserve to collaborate in facing increasingly competitive global challenges. Creative management strategy becomes a model that can be applied prior to entrepreneurship.

(Xu & Rickards, 2007) suggested that the integration of creativity and management reveals new levels of management possibilities, including humanitarian, sociotechnical and knowledge management elements. Overall, there is a shift towards what they call Toyotaoism, recognizing practices and theories that have evolved from the synthesis of Western and Eastern belief systems and practical theories. This study does not take the concept of Toyotaoism but wants to find a theoretical formula for creative management strategies in creativepreneurship.

If management uses more logic and rational thinking, creativity relies more on emotion and imagination in practice. These two aspects have distinguished conventional management theory from creative management theory. Therefore, creative management can be said to be a new theoretical finding that has not been fully understood in management science.

Entrepreneurship does not only speak of the courage to take risks in business, but entrepreneurship relies on new venture creation that can create new, different, and unique values, so that it has an impact on the value of competitiveness. As for creativepreneurship, it emphasizes the creative aspect that comes from new ideas, so that imagination becomes the main force in the operational process. Thus, the findings of the creative management model in creativepreneurship are expected to be an alternative in increasing global competitiveness.

The uniqueness and novelty of this research are its efforts to integrate different disciplines: management, design, creativity research, entrepreneurship and humanities, and to provide qualitative and interdisciplinary research in the context of creative entrepreneurship. is being studied. Its unique value novelty is the strategic formula of creative management as an applicable model.

The Strategic Creative Management

Creative management or Creativity management is a fairly new theoretical and practical field that has emerged in the last 15-20 years as a result of the growing interest in creativity to run a business. This creativity comes from different aspects of research and development, innovation management, creative psychology, and organizational behavior. Although the term 'creativity management' is very frequently used and considerable practical experience has been gained in the field, the theory and methodology of creativity management is still poorly developed. (Dubina, 2006).

The study of strategic creative management theory uses a design thinking approach and strategic management. Design always intersects with art, creativity and management. Because the design wants to provide solutions to human wants and needs.

This was revealed in (Foster, 2021) in her article entitled "Design Thinking: A Creative Approach to Problem Solving" that design Thinking – understanding human needs related to problems, redesigning problems in a human-centered way, generating many ideas in brainstorming sessions, adopting a hands-on approach to prototyping and testing – rational It offers a complementary approach to problem solving with emphasis on using methods commonly found in business schools. (Black, Gardner, Pierce, & Steers, 2019; Cross, 2011; Foster, 2021)

Creative management, operationally functions to explore new ideas and creative problem solving, also to empower, maximize, manage, control, and develop creativity as an added value creation and competitiveness tool (Supriyatna, 2017). Analyzes of the last decade have shown that creativity in creative management or management problems has become more and more common... Analysis results show that creative management or creativity in management problems has indicates that it is one of the main streams of research in articles devoted to direction formed (Saukh & Vikarchuk, 2021).

Uniquely, strategic management also touches on art issues in a complex and multidisciplinary sense. In fact, it is strongly suspected that art, creativity and management lead to design thinking or the designing process. Michael Tovey in Garner and Evans (2012, p. 5) revealed that the ability to engage in creative thinking – and more specifically the creative synthesis of ideas and problems through design thinking – was the most important skill required to achieve this passport to enter the community of practice. (Garner & Evans, 2012)

Creativity in management discourse has suffered the same fate as creativity in general. A complex multifaceted process has been reduced down to stereotype. Once we define creativity in terms of duality and contradiction, the implications for management extend beyond the obvious applications of creativity in product development and innovation (C. Bilton, 2007; H. Bilton, 2013) Therefore, the design and management strategy as the starting point for product creation and actual realization is the basis for the study of creative management.

Strategic management can be defined as the art and science of formulating, implementing, and evaluating cross-functional decisions that enable an organization to achieve its goals. As this definition suggests, strategic management focuses on the integration of management, marketing, finance and accounting, manufacturing and operations, research and development, and information systems to achieve organizational success. In this text, the term strategic management is used synonymously with the term strategic planning. The latter term is more commonly used in the business world, while the former is commonly used in academia. The term

strategy management is sometimes used to refer to strategy formulation, implementation, evaluation, and strategic planning, which refers only to strategy development. The purpose of strategic management is to take advantage of and create new and different opportunities for tomorrow. Long-term planning, on the other hand, tries to optimize today's trends for tomorrow. (F. David & David, 2016; Hitt, Ireland, Camp, & Sexton, 2002).

Strategic creative management uses a strategic management approach as an art and science to formulate, implement and develop. Art refers to creative strategy, and science refers to strategic management. The structure of creative management consists of new concepts, new ideas, new methods and new ways of working. The key word is "new". A component of innovation management is the ability to implement creative ideas and/or successfully break new ground. The key words are "implementation" and "works well". (Kuhn, 1986, p. xxii), in the realm of creativepreneurship. In creative management, the type of imaginative thinking is the operational core of the creative process.

This imaginative thinking reflects the genuine and typical personality of artists, musicians, writers, and leaders. Imaginative style is suitable for determining potential prospects; This style is also characterized by a willingness to take risks not caring about tradition. In addition, his imaginative style is impartial and often tends to be humorous when suggesting ideas (Svydruk, Osik, & Prokopenko, 2017). Creative ideas are based on imagination that is flexible and free without limits. Creativity will bring art, because the essence of art is creativity. Creativity is a matter of connecting things that were previously unconnected (Marianto, 2017, p. 1).

Art really needs imagination, including intuition and inspiration, in order to bring up creative ideas without limits. Economics requires logical and systematic analysis. This is in line with the opinion of (F. David & David, 2016), that the strategic management process can be described as an objective approach, logical, systematic approach for making major decisions in an organization.

This is in line with the opinion of Fred R. David, that in strategic management it is necessary to integrate intuition and analysis in the strategic integration formula. (F. R. David & David, 2017) Intuition as a tool in the creative process and logical analysis as a tool in the management process. The objectives of strategic management are to exploit and create new and different opportunities for the future; Long-term planning, on the other hand, tries to optimize trends for the future (processed by David, 2009, p. 36). In this context, strategic management is not a pure science that lends itself to a nice, neat, and effective one-two-three approach. (F. David & David, 2016)

The foundations of management as an art and management as a science are evident in today's educational institutions and labor organizations. Management as a science was largely influenced by researchers in the field of scientific management such as Frederick Taylor, and many empirical studies on management issues continue today. Management as an art has been influenced by scholars such as Henry Mintzberg and Peter Drucker and is often reflected in complex management theories. Many scholars and practitioners combine art and science to develop managerial talent more effectively. This is reflected in recent theories on management, workplace research, and management training and development. (Secundo, Elia, Margherita, & Leitner, 2021)

Based on the current business phenomenon, the right strategy is to apply a creative management strategy based on strategic management, so that the company can create a competitive advantage. Strategic management is defined as the "art and science" of formulating and evaluating cross-functional decisions that enable an organization to achieve its goals. (F. R. David & David, 2017) The objectives of strategic management are to exploit and create new and different opportunities for the future; Long-term planning, on the other hand, tries to optimize trends for the future (processed by David and David, 2009, p. 36). The essence is that creative management in creativity-based entrepreneurship is theoretically related.

Entrepreneurship as a process of "creative destruction" is the motive force of economic development of the society (Andersson, Braunerhjelm, & Thulin, 2012; Birley, MacMillan, & Subramony, 1992; Monllor & Altay, 2016) The idea of entrepreneurship related to creativity and the economy was once conveyed by Schumpeter in 1942 that creative destruction is an innovation in the manufacturing process that can increase productivity in the context of economic development.

The creative destruction describes a process of unrelenting industrial mutation, revolutionizing the economic structure from within, destroying the old continuously and creating the new. (Monllor & Altay, 2016; Ralf & Chatelain, 2018). While Creativity is the ability to break with conventions and habitual ways of thinking and enable the development of new visions, ideas or products. Creativity is closely related to the kind of artistic contribution expressed in an artistic or cultural work.

Logically, entrepreneurship is creative destruction. There is a strong suspicion that Schumpeter never used the term creativepreneurship. Therefore, the concept of creative destruction becomes a source of inspiration for creative economic thinking in the realm of understanding creative entrepreneurship. The essence of entrepreneurship is creation (Hitt et al., 2002; Pitelis & Teece, 2009; Smirnov, 2014; Zhu, Hitt, & Tihanyi, 2006).

In this context, creativity not only provides tangible ideas, but is also good for driving motivation, can also give birth to innovation and creative visualization such as design. Creativity is part of a serious thought process (De Bono, 1995), although it is related to artistic creation In relation to artistic creation, in 2009, Ciputra as an entrepreneurship mentor in Indonesia has created a new vocabulary that he will popularize, namely artpreneurship ("Artpreneurship," 2010).

In relation to artistic creation, in 2009, Ciputra as an entrepreneurship mentor in Indonesia has created a new vocabulary that he will popularize, namely artpreneurship. Artpreneurship itself has inspired the term creativepreneurship which was initiated by Eddy Supriyatna-Marizar in 2009. Creativepreneurship based on the creative strategic donkmax model (Supriyatna, 2014) which is the reference. Creativepreneurship is also influenced by the growth of the creative economy which departs from creative destruction. Thus, the understanding of creativepreneurship is an act of boosting the creation of new and different businesses that can be realized in real terms and can give birth to added value to increase maximum competitiveness. This principle is the foundation of the learning model.

The idea of creativepreneurship based on creative strategic donkmax and creative management (Supriyatna, 2014) has also been presented in various universities and companies in Indonesia, and was even presented in training in Singapore. The thought mapping of "donkmax creative

strategic" is reflected in the donkmax mix. The strategic mix of donkmax mix is based on creative management, creative economy, and creative industry (Supriyatna-Marizar, 2017, p. 9), and creativepreneurship.

Creativepreneurship formulas have also been published in the form of seminar papers and proceedings. The essence of creativepreneurship was born when the creative economy and creative industries were developing (Supriyatna-Marizar, 2009B), as one of the world's economic powers in the 21st century. Creativepreneurship that can be applied using creative management models for the purpose of new venture creation. Therefore, a creative management model is needed in creativepreneurship practice.

Artistic Flow versus Economic Flow

There are two major currents in business, namely artistic flows and economic flows (Davis & McIntosh, 2005) which cannot be avoided. Logically, the strength of the economic current is highly dependent on the management strategy and the strength of the artistic current relies on the creative strategy. Economic currents tend to be rational by using logic, while artistic currents prioritize factors of emotion, taste, imagination, aesthetics which are sometimes irrational.

Both are influential in the study of entrepreneurship, especially those based on creativepreneurship. In fact, the focus of 21st century entrepreneurship is the study of creating new ventures. The word "creation" or creation related to the artistic current has become the key word. This is revealed in the book *New Venture Creation* which says that entrepreneurs are creators, innovators, and leaders (Spinelli, Ensign, & Adams, 2014). Art is in contact with creativity, skills, ideas, and practical knowledge, management as a science is based on systems, concepts, principles, and methods (Davis & McIntosh, 2005; Yeh, Yeh, & Chen, 2012).



Figure 1. Management as an art and a science.

Source : (<https://www.iedunote.com/management-science-art>).

The definition of "art and science" is in line with the opinion of Davis and McIntosh (2005, p. 6) who reveal that in business, there are two major currents that cannot be avoided, namely economic flows and artistic flows. on management science and the power of artistic currents rests on creative strategies that come into contact with the arts. If the two synergize in the creative management formula, then there is a tendency to become a new force in business.

Ariely (2008) emphasized that humans are creatures who are often irrational in making decisions, even tend to repeat them. Factors that influence humans to be irrational include comparisons, emotions, a sense of ownership, expectations, prices, and social norms.(Ariely, 2014; Niedermeier, 2009). In the context of creativepreneurship, consumers do not always process information or make decisions in a rational and careful way. Uniquely, if management and creativity are in synergy in the creative management model, then there is a tendency to become a new force in business.

The concept of this strategic management model becomes the basis for the creative management strategy formula that collaborates between artistic flows based on creative, emotional, irrational, and even imaginative strategies, with economic flows based on logical, systematic, analytical, and rational management strategies. Based on this theoretical study, it can be assumed that a strategic creative management model based on strategic management and creative strategy can be applied in creativepreneurship action.

2. RESEARCH METHOD

This creative management model validation process uses a qualitative and interdisciplinary analytical approach that has been tested in a variety of management studies, designs, entrepreneurship, learning models, and research applications. Qualitative research does not examine an empty land, but explores it (Brannen, 1997) Qualitative research always moves from theory and facts as case studies based on certain situations (Brannen, 1997; Gupta & Awasthy, 2015).

Qualitative method presents effective equipment for studies in control and enterprise administration. Qualitative techniques are used best to a constrained degree, however; universities and enterprise colleges regularly oppose their use and classify them as being 2d rate. The awareness is on case observe studies and using qualitative techniques for information series and analysis (Gummesson, 2000; Gupta & Awasthy, 2015; Myers, 2019).

The model formulated can also be applied to different professions. Logically, management without creativity will lead to strict performance, ideas will be limited and formalistic for reasons alone. Creativity frees decision-making and allows you to strategize with unlimited new ideas. Creativity uses imagination to find solutions and produce different "solutions". Creativity tends to be flexible in making logical decisions. Strategic management, therefore, requires creative logic that touches creativity.

In this case, the essence is that creative logic relies on emotion and imagination in qualitative data processing which is expected to provide different and new decisions and solutions. (Kasahara, 2020) revealed that the company's solutions in serving customer wants and needs are the main factors in creativepreneurship. The assumption is that all of the company's services require a creative management strategy through a creative process in strategic management.

3. RESULT AND DISCUSSION

Creative management is rarely studied in business studies. Management and creativity have different goals. Logically, management without creativity will lead to strict performance, ideas will be limited and formalistic for reasons alone. Creativity allows you to make decisions and strategize with unlimited new ideas. Creativity uses imagination to find solutions, so it can come up with different “solutions”.

Creativity tends to be flexible in making logical decisions. Therefore, strategic management requires creative logic. This research provides a new formula for management, namely creative management, that can be applied to creativepreneurship. In business, creativepreneurship which refers to new venture creation requires a creative management strategy.

Management thinks by using the limits of reason that is oriented towards western culture, while creativity that idolizes emotion, taste, irrationality, imagination and aesthetics tends to be applied in Eastern culture, such as in Javanese culture. Scientific logic, management becomes flexible and irrational, while creativity becomes logical and rational in decision making and practice.

In this analysis, management strategy and creative strategy have different formulas and operational objectives. Management strategy tends to reason or logic and is rigid in operations that are real and rational. The creative strategy tends to be imagination, aesthetics and flexibility, which is done to get new, different, unique ideas that are irrational. Creative strategies lead to art that produces irrational aesthetic ideas, while management tends to be based on science which can rationalize ideas into reality or logical forms and is strongly suspected of creating competitiveness.

If the two strategic processes of art (read as a creative process) and science (read as management) are synergized, it is strongly suspected that they will achieve maximum operational goals, especially qualitative impacts that are beneficial (non-financial benefits and advantages). Because in creativepreneurship, benefit should be the main goal, which is expected to have an impact on profit.

In essence, creative strategies tend to help create benefits in business. The benefits generated from new, different, and unique ideas can be realized in real terms, if supported using a management strategy. The synergy of management strategy and creative strategy can be a strength to increase the value of product competitiveness.

Thus, creative strategies tend to be able to help create benefits in creativepreneurship. The benefits generated from new, different, and unique ideas can be realized in real terms, if supported using a management strategy. The synergy of management strategy and creative strategy can be a strength to increase the value of competitiveness. The creative management strategy model in strategic management is a new model and formula that has not been widely studied in management research.

Therefore, the construction that will be built as a model is a collaboration between art and science, creativity and management, eastern and western culture, emotional-irrational and rational, taste and logic, imagination, and theory, as well as designs and real products that synergize in strategic creative management in the realm of entrepreneurship. If in the strategic management model there are three stages of the process, namely formulating, implementing, and evaluating, then the strategic creative management model is formulated into five processes.

The creative process and management process are formulated into a strategic creative management model. The creative management strategy formulation found to have a "five process" model, namely (1) Performing; (2). Programming; (3). Designing; (4). Implementing; (5). Marketing. The process of reviewing the formula for this creative management model uses a qualitative and multidisciplinary analytical approach that has been tested in various studies. This formula can also be applied in various jobs, especially in the field of creativepreneurship.

The Strategic Creative Management Model

Based on the analysis, it was found the formulation of the Strategic Creative Management Model which collaborates creative strategy and strategic management that involves design thinking as the starting point.

The Strategic Creative Management Model formula is one of the findings of this study to be applied in creativepreneurship. The five-process diagram can be described as follows:

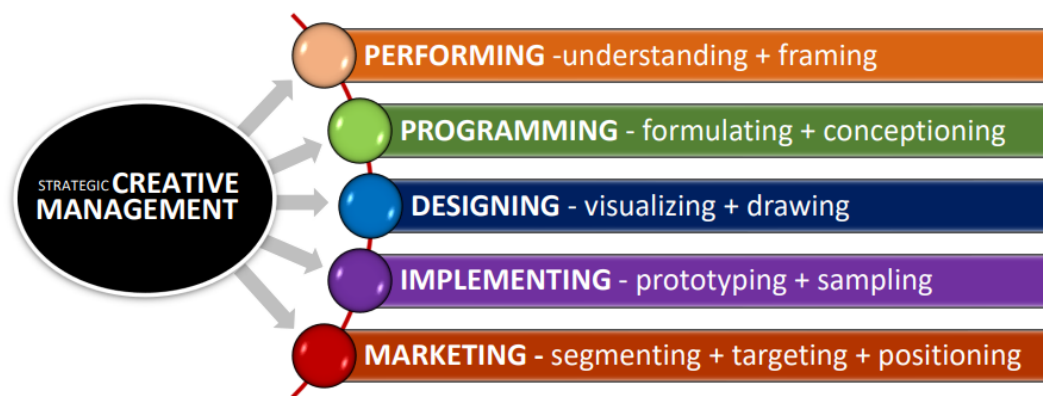


Diagram 1. Strategic Creative Management Model
Designed by Eddy Supriyatna, 2021.

The theoretical formula for the strategic creative management model that can be applied includes: (1). Performance is a process of reviewing the understanding of business vision and mission which is framed as management in the context of creating a new business (creativepreneurship). (2). Programming is the process of formulation and conception (basic thinking) that is planned, formulated, designed, and feasible to be realized in real terms. (3). Designing is a process of creative imagination in visualizing new and different creative ideas and technically described, so that they can be read out and then applied, manifested in the form of creation. (4). Implementation is the process of realizing creative ideas in a real, logistical, functional, and rational way. (5). Marketing is the commercialization stage of new ideas that have been put into practice and have profit.

4. CONCLUSION AND SUGGESTION

CONCLUSION

Based on the analysis, it can be said that the creative process as an art that uses a pattern management strategy can produce a competitive advantage. A creative process that uses creative strategies and strategic management to realize the value of competitiveness because it has differentiating values and from creative ideas that are born from imagination, taste, to aesthetics. The management process as a strategy based on science and logic can rationalize creative ideas into reality, such as a product that is superior because it is different as a benefit. Therefore, the

creative management strategy requires a “five process” model with a new formula based on strategic management that can be applied in creativepreneurship to achieve new venture creation.

LIMITATION & FURTHER RESEARCH

The limitations of this research depend on the topic of creative management writing in journals which are still very rare, so the researcher tries to formulate a conception based on the science of management, creativity, art, and design. To test the strategic creative management model, it also takes longer time with case studies that have implemented creative management.

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