

CREATIVITY AND ITS IMPORTANCE IN BUSINESS

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1. Introduction

Creativity in the organization can be defined as a creation of useful and valuable products, services, ideas, procedures or processes by cooperating units [Woodman et al., 1993, pp. 293-321]. According to the theory of R. Galvin, creativity consists of anticipation meaning that a given person is the first one to develop a vision which will gain an enormous significance in the future, and from individual involvement in the implementation of the idea which others doubt and do not feel like being involved in [Csikszentmihalyi, 2001, p. 116].

Creative thinking is an essential feature of all aspects of decision-making in business. It is a phenomenon of stimulating new thoughts, reviewing the present knowledge and assumptions in order to formulate new theories and paradigms or the awareness of supplementing knowledge and stimulating awareness. It is a process, which involves revealing, selecting, exchanging and connecting facts, ideas and skills [Proctor, 2002, p. 46]. Especially with the end of the life cycle of products employees must abandon the existing strategies and learn new ones [Williams, Yang, 1999, pp. 373-391], and these cycles are shorter and shorter nowadays. The progress in achievement of the next levels of maturity of economy based on knowledge affects the increase of demand for knowledge, innovation and creativity [Dubina et al., 2012, pp. 1-24].

There is a direct relationship between creative thinking and effectiveness and efficiency of the organization. The creative approach helps in effective resolution of the constantly emerging organizational problems and encourages, at least some groups of employees, to conduct innovative solutions, motivates to act, develop skills, as well as favours a better team work. The creative approach is particularly important

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in marketing and formulating the global strategy of the enterprise's operation. The continuous flow of ideas concerning new products and services and the concepts for facilitating the functioning of processes in the organization strengthens the competitive advantage of the enterprise [Proctor, 2002, p. 3].

Creativity plays a significant and important role in the entrepreneurship processes. Combined with knowledge and social competences, it leads to the creation of associations or bisociations resulting in the formation of new products [Ko, Butler, 2007, pp. 365-372]. Creativity should be used in reference to all aspects of the entrepreneurship's operation, as each of them can affect its effectiveness. New or modified technology, change in delivery or lowering costs can be equally attractive like, e.g., organizational solutions or increased motivation of employees [Jerzyk, Leszczyński, Mruk, 2004, p. 67].

Creativity should not be perceived as a domain of people of a specific category or a particular trade. Creative behaviours can be revealed in any place in the economic and social life. The economic growth stimulates the creative and innovative actions, and their effects propel the further increase – feedback is formed. On the other hand, “over-production of innovation” may lead to crisis, and bad innovative policy may even deepen the effects of crisis. Therefore, diversification of investments in innovations is essential to prevent or mitigate the crisis. It is very significant that the year 2009, in which the peak of the economic crisis took place, was announced the year of creativity and innovation in Europe [Dubina et al., 2012, pp. 1-24].

2. The impact of the organizational culture on creativity in business

Creativity in business depends on the cultural context. Some cultures promote creative approaches, while others conformism [Lubart, 1999, pp. 339-350]. Creativity in economy affects the implementation of innovations. Culture has a clear effect on economic creativity. Different intensity of implementing innovations explains some differences in the affluence of countries. The studies confirm that the conditions of local culture strongly shape the nature of innovations on the national level, therefore affecting its prosperity [Williams, McGuire, 2010, pp. 391-412].

The American and Japanese enterprises are a clear example of cultural differences that determine the changes of the enterprises' functioning. Japanese managers point to the maintenance of employment and improvement of living conditions of employees as the top priority. In their culture, expecting creativity, one should provide the appropriate conditions of employment. Therefore, in Japanese enterprises the profit is not in the first place among the organization's

goals. While American managers usually attribute the top priority to income for shareholders and the profit achieved in the current year. The satisfaction of shareholders is the condition for the managers to maintain their positions.

Akio Morita describes a situation which he found when visiting the American TV plant in the Middle West. He told its director that he should buy modern devices to increase effectiveness. He was surprised to hear the response, “that remuneration of the director depends on the financial outcomes of the enterprise and he will not make any decisions regarding the expenditure for the investment purposes, which would cause the reduction of his earnings, and would bring benefits to the next director, who will take the position in a year” [Morita, Reingold, Shimomura, 1996, p. 156]. In the United States, there is a completely different relation of the management board to the workforce or the managers of the lower level than in Japan. It is strongly subordinated to the rule of hierarchy. Morita describes that when visiting the plants of Motorola TV assembly in Illinois, one of the first things he noticed was that the offices were air-conditioned, but there was an unbearable heat in the production hall. It was obvious that the employees feel bad. The reverse situation was in the Sony company, where air-conditioning was first installed in the production halls, and only later in the offices. Morita made a very significant observation: “How can you obtain a high work quality from people in such conditions? What loyalty can be expected from them by big bosses sitting in their cool offices?” [Morita, Reingold, Shimomura, 1996, p. 157].

3. The influence of work environment on the creative attitudes

Creativity requires an environment that is directed at the innovative development [Drozdowski et al., 2010, p. 76-83]. Therefore, an innovative organization should focus on several basic elements, thanks to which it is possible to free the individual’s creativity. The broadly understood communication is a significant element of the foundations of the individual’s creativity development in the organization [Wong, Pang, 2003, pp. 551-559]. A creative employee should have an environment that will support his actions and will lead to the implementation of the rationalization idea (to the organization, or more broadly – to the economy). According to the studies of Drozdowski, the frequent reason for creative individuals to retain their ideas is the lack of appreciation by the management of their initiatives or a kind of theft of these ideas by superiors involving an unauthorised signature of the original idea of the subordinate. If you combine the skills of employees with an atmosphere friendly for creativity in the enterprise, the effects of such solutions can be greater (based on the synergy rule) [Jerzyk, Leszczyński, Mruk, 2004, p. 69].

The working atmosphere is another factor determining the creative attitudes in the organization. Contact between employees and open discussion contribute to the formation of creative ideas. It is conditioned by the elimination of barriers between individual levels of the organization. Sometimes, this requires the change of the hierarchical structure into a flattened structure, which prefers team work [Williams, Yang, 1999, pp. 373-391].

The centralized management systems are less friendly for the development of creativity than the decentralized ones. For example, the rules of the economic system in the United States are simpler than in the European Union, in which the developed bureaucratic mechanisms more often inhibit creativity of entrepreneurs. One of the myths related with the structures and systems of management is the belief that the isolation of cells responsible for creativity is the best solution. The study results prove that such solutions can even limit creativity, since they are related to schemes, convenient life (assurance of regular post, permanent working time) and difficulties in measuring working effectiveness. The leadership style determines the development of creativity in the enterprise. The autocratic leader inhibits independence and individuality of employees. In his shadow, employees are not stimulated to creative thinking, because they believe that the leader will solve all problems. Leadership based on tasks and communication is a style that is more conducive to the development of creativity [Jerzyk, Leszczyński, Mruk, 2004, p. 68].

The selection of appropriate people for the right positions is another significant factor conducive to the atmosphere of creativity. No theory, plan or policy of the country ensure success to the entrepreneurship. Only people can do this. For example, what provides success to the best Japanese companies. The fact that the most important mission of the Japanese manager is to establish healthy relationships with employees, creation of a family atmosphere. Entrepreneurs that are the most successful in Japan are those that have led to the feeling of community among all employees, both those defined by the Americans as workforce, and managers and shareholders [Morita, Reingold, Shimomura, 1996, p. 115]. The management of Toyota, most successful in this respect, states that people must devote some time to realize what unique skills they have to offer to their organization [Liker, Meier, 2008, pp. 54-64]. The future employees of Toyota are carefully selected in terms of their potential skills. The management also assesses the employees in terms of their adaptation to specific positions and to the company's culture. Most of all, employees must have general skills for solving problems and a desire to work in a team. They will gain specific skills after commencing work in the company.

There is a positive relation between creative environment of the team of employees and the results of this team [Gilson et al., 2005]. In particular, trust

plays a crucial role in stimulating creativity [Wang et al., 2008, pp. 109-118] and leads to the increase in creativity in the organization [Brattström et al., 2012, pp. 743-755]. Bidault and Castello examined the relationship between trust of business partners and creativity of their joint actions. This relationship resembles a parable with its arms reversed down. The creativity of joint actions grows to a certain level along with the increase of trust. After reaching a certain level of trust, creativity of joint actions starts decreasing [Bidault, Castello, 2009, pp. 259-270].

While the ambiguity of the role of employees has a negative impact on creativity because it has an unfavourable effect on the internal motivation [Coelho et al., 2011, pp. 31-45]. In order to work efficiently, employees must know what is expected of them [Niedzielski, Rychlik, pp. 193-194]. It is particularly important to explain the obligations and tasks to the regular employees. At the same time, some conflicts of roles may have a positive impact on creativity. The role conflict cannot be avoided, for example, when employees must cope with divergent demands of people with whom they have contact, such as carers, customers and colleagues. A situation of this type requires creativity from them in order to meet expectations of the superiors and customers. Managers should focus on matching the employees' skills, their interests and types of personality to the proper tasks, so that each employee can use his experience best. Managers should also provide employees with guidelines regarding the expectations of behaviour, corresponding to the assumed implementation of the organization's goals. Lack of openness, involving the lack of discussion and constructive criticism in a team, has a negative effect on the creative attitudes and the speed of action and the potential of skilful people [Welch, 2005, p. 41]. Clear communication is an important factor affecting the creative attitudes in the organization.

4. Adherence to the procedures and creative thinking

Time management is an important factor that determines the creative attitudes. Study results suggest that planning everyday activities, long-term planning, time control and persistence have a positive effect on creativity. While disorganization is the demobilizing factor [Zampetakis, Bouranta, Moustakis, 2010, pp. 23-32]. The construction industry is a typical example, which requires creativity towards the systematic emergence of problems of a varied degree of complexity and urgency. Because fundamentally nobody can predict problems occurring in a specific project, the control list and the communication plan are a useful tool, which in detail describes who should talk to whom and about which detailed problem related to the project. The list contains guidelines who should present the specified information to whom and in what form [reports, documents, etc.) before the implementation of the next stage of work can be commenced [Gawande, 2012,

p. 88, 223, 229]. Although the majority of decision-makers is aware of the effectiveness of the control lists, still they are not used, because they require the workload, regularity and meticulousness. However, there are people who claim that the control list hinders, and its following is associated with the lack of flexibility and lack of reflection. However, the use of a well-prepared control list allows not to think about simple and boring procedures. You just need to remember to perform them. Thanks to them one can focus on more difficult things requiring creative thinking. Control lists help avoid failures in situations combining simplicity and complicated complexity. They are applied in such fields as: construction, medicine or business. Contrary to appearances, the control list contributes to the release of creativity, because it allows to focus on the most important issues. This does not mean ignoring the complexity, and allows to focus on key elements responsible for the success of the undertaking, composing material resources or the creation of teams consisting of people who – combining their knowledge, skills and abilities – lead to the effect of synergy. For example, Steve Jobs – co-founder of the Apple company, had the ability to focus on key problems and eliminate unnecessary elements. His search for simplicity did not involve ignoring the complexity. The first marketing brochure of the Apple company said: “Simplicity is the ultimate sophistication”. Steve Jobs in his actions tried to combine humanistic sciences, creativity in terms of technology, art and engineering. He did this with a great sense of the business strategy [Walter, 2012, pp. 92-102].

The creative process requires both ordering, involving the observance of the developed procedures, as well as getting rid of stereotypes. For example, success of the BMW 3-series car model in the combi version shows that creativity requires moving away from the conventional and stereotypical thinking. The company management has long resisted the idea of introducing this model, claiming that this is not the right niche for this brand. Meanwhile, the car provided to be a great market success.

Projects undertaken under the influence of a creative impulse, detached from common schemes, can lead to success. However, sometimes they may end in failure, which should also be allowed. Because the freedom to develop own ideas in the organization is a significant factor of success [Andrew, Sirkin, Butman, 2008, p. 189]. While the rationality should be distinguished from proceedings in accordance with the principles of logic. Because logic is an enemy of creativity. It is expressed in such an approach to problems, which is in line with the ways of thinking adopted in the society [Niedzielski, Rychlik, p. 195]. On the one hand, bias and stereotypes lead to making bad assumptions, but basing on logic inhibits imagination [Neil, 2009, p. 16].

5. Changes of the contemporaneity and the need of creativity

Understanding the usefulness of techniques and ways of creative development of problems for the purposes of making business decisions is easier, if we become aware of the changes that take place in the environment of the enterprise. These changes are referred to as the challenges of the contemporaneity. They include the thematic areas listed below [Jerzyk, Leszczyński, Mruk, 2004, pp. 63-64].

- Changes related to the buyer. Changes should be followed in the so-called macro trends related to the customer. The contemporary buyer has an easy access to information, is characterized by the growing degree of awareness, in a varied scope reacts to individual promotional instruments. In many countries there are significant demographic changes taking place, which also affect the behaviour of the buyers. The enterprises find it more and more difficult to interest the customer with their offer.

- Globalization of actions of some companies and their growing diversification, when it comes to size, scope of action, etc. Global companies are aware of the fact that the offer needs to be diversified on individual markets, which creates demand for new ideas. Smaller companies need original ways of competing with global companies, so they are searching for market niches. In this case, creative thinking is valuable.

- Development of technologies allows a quick flow of information, and at the same time new media emerge in the communication. In consequence, new possibilities in the functioning of companies emerge. It is important to discover them and respond to them.

- Intensification of competition, resulting from the maturity of many industries and markets. The decreasing pace of the GDP growth in many countries leads to the exacerbation of the fight for the customer. Companies plan to increase the turnover above the value of the GDP growth pace. The fact that customers have an increase freedom of choice is a kind of a paradox, however they are not inclined to spend money easily. In order to clearly stand out from the competition, companies should use the techniques of creative problem solving.

- Creating networks of associations between enterprises, building partnership and increasing the scope of the services provided also requires the use of creative thinking.

Creativity of actions – means that the functioning of a company is based on thinking about the future, development and expansion. Because the goal of the company is not a simple “survival”, but the development and increasing of its market value [Strużycki, 2004, p. 222]. It is extremely substantial to observe the surroundings, because the changes in it, for example new legal regulations, lead to the formation of conditions that are related to new business capabilities. In turn,

some of the present occasions for earnings disappear. The company's management must make the right decisions, choosing between sticking to the current strategy and the market needs that require departing from the original assumptions. Processes abundant in creativity are characterized by a high level of uncertainty in relation to the result, the structure of actions and the required resources [Seidel, 2011, pp. 407-446]. The Ames company, established in the USA by the Gilman brothers, is a classic example of the wrong decision concerning the departure from the current business concept. At the end of the fifties of the last century, the brothers, Milton and Irwing Gilman, had the idea to establish a new store. They came out with assumptions that the residents of the rural areas, who have done shopping in small multi-branch stores so far, would be willing to do shipping in bigger and better supplied stores. Moreover, if the clients were willing to commute from a sufficiently extensive area, such stores could offer clearly lower prices than those offered by the competition. In 1958 they opened a store, which was spectacularly successful. The clients liked the brand clothes, offered in an arranged manner and exhibited in a well-lit store. The Ames company has thus created the third or fourth discount store chain in terms of size [Carroll, Mui, 2010, p. 246]. The Gilman brothers offered their products at significantly lower prices than other stores. Over time, they enriched the assortment with electric tools and home appliances, thus changing the store into a department store. While they did not invest in the appearance of their store that they did not even remove the old signboard of the textile factory Ames – the prototype of the company. The company made a huge expansion, opening new stores in the next states. The practical rule at that time said that none chain should have stores at a distance closer than 50 km from each other, as otherwise they will compete with each other. However, the brothers decided to locate the stores much closer and stated that they mutually strengthened their presence on the market. In addition, such a solution allowed to save money on advertising and other costs. The Gilman brothers also saw that their stores can be profitable in bigger cities – however, in order to meet the clients' expectation there, they had to invest more in the decoration of the store. In 1970 they had 24 stores which generated annual income at the level of 50 million dollars. When a certain discount store got into hot water, they took it over and included into the Ames chain. The company has continually generated profits and developed fast [Carroll, Mui, 2010, p. 247]. In 1985 Ames made the biggest takeover in its history, buying the chain of discount stores of G.C. Murphy Company. Thanks to this transaction, Ames doubled its size, expanding its activities into another 14 states. However, the takeover operation did not run as smooth as planned. The key element of the organizational culture has always been the trade activity, most of all, while the administrative issues (such as accounting) were moved to a background. When the company has expanded two-fold, its systems stopped working. The problems with a punctual supply delivery emerged. In addition, the accounting system stopped

working properly, because it was not prepared for such a development of the company in such a short time [Carroll, Mui, 2010, pp. 246-249]. The management of the Ames company made a mistake by expanding its activity to the market of the entire United States (so far, the traditional region of its operation was the northern-east part of the country). The chain of Ames stores was finally liquidated in 2002.

In turn, the Sony company is an example of the fact that leaving the current activities too late may be a mistake. The company has been affected by the consequences that it has switched into the manufacturing of the LCD and plasma TV sets too late. Sony has produced colour CRT TV sets for a long time. The Sony receivers with the CRT monitors introduced at the end of the 1960s were very profitable at that time and allowed the company to become the biggest manufacturer of colour TV sets in the world. Over time, the era of LCD and plasma TV sets came. In the mid-1990s, it was not a real threat for Sony, and the company was still very successful in the production of CRT TV sets. The limitation of the activities, which has brought so much success to the company for such a long time, proved to be extremely difficult for Sony. This has led to the delayed shift of the company into LCD and plasma TV sets [Andrew, Sirkin, Butman, 2008, p. 208].

The history of the Eastman Kodak company [Carroll, Mui, 2010, pp. 134-156] also shows that a too slow reaction to the ongoing changes can also be catastrophic. Kodak has functioned perfectly for over 100 years. In 1888, George Eastman presented his first photographic camera. It was sold at a price of 25 dollars, and the client received 100 frames in the set. The buyer, after taking photos, sent the camera back to the company. The photos were developed there and sent back to the customer along with the camera equipped with a new film. This system has brought a market success to Eastman. The company has quickly facilitated the production of the camera and introduced more modern models. In 1898, the price of the camera was only 1 dollar, and a film was available for 15 cents. In 1981, the Sony Corporation company introduced the first digital camera. The management of the Kodak company was convinced that the new technology is not able to threaten traditional photography, because the quality of electronic copies was lower than copies made in a traditional manner. Home printing systems could not compete with the commercial services of developing photos at that time. Moreover, the management of Eastman Kodak believed that the consumer feels a need to have copies, which he can hold in his hand. It did not take into consideration that the development of new technologies will take place in the geometrical progress. In the 1990s, this development has greatly weakened the position of traditional photography. The quality of digital cameras has clearly improved, and what is important – their price has significantly decreased. The quality of printers started improving. The Internet got widespread, which enabled sending digital photos instead of printing. The possibilities of posting photos online have also appeared. Kodak treated digital photography as an enemy, which will

destroy the industry of chemicals and photographic paper, meaning what constituted the main source of its profits. The company tried to stick to traditional activity as long as it was possible. Meanwhile, after 2000 the digital revolution gained enormous momentum. In 2002, in the United States, more digital cameras were sold than the traditional ones for the very first time. Too long delay of the shift into the digital photography and lack of appreciation for its potential has led to the situation in which Kodak has lost its dominant role on the market of photographic cameras. If the decision-makers reacted in time to changes, they could sell the company at a much more favourable price before the dissemination of the digital era. The Agfa company did so, the main competitor of Kodak on the market of film and paper. It has sold the unit dealing with film and paper to private investors. In turn, the Fuji company has totally shifted into digital photography. By the way, Fuji developed a technology that was the basis of the flat matrices used in flat TV sets and screens.

The companies often perceive the future as an evolutionary variant of the present. They are not aware that the incoming changes may lead to the liquidation of the market on which they function. The Polaroid Corporation also fell into this trap, which delayed the entry into the market of digital cameras. The basic activity of the company involving the sale of cameras for taking instant photos generated 60% of the margin, while the margin from the sale of digital cameras was estimated only at the level of 38%. The company, instead of shifting to the digital photography, tried to look for the market for the instant development of photos on foreign markets. Meanwhile the users of Polaroid, which often included the insurance companies' appraisers, shifted to the digital photography. As a result, the company had to declare bankruptcy [Carroll, Mui, 2010, p. 156].

But also each new idea can be a cause of the company's troubles, if it treats it as the final solution. Because the classic stereotype has to be overcome, if someone develops a new product – e.g. at the time a typewriter – it is hard to acknowledge that it will disappear of the market one day. This is very well illustrated by the sentence uttered by W. Churchill: "if you do not grab the change by the hand, in time it will grab you by your throat" [Jerzyk, Leszczyński, Mruk, 2004, p. 66].

In business, it is very important to focus on the well-identified challenges. This does not only mean undertaking the right initiatives, but also the elimination of projects that will not bring profits. Decisions related to the continuation or cessation of works on the project are usually difficult, because they are associated with emotions [Andrew, Sirkin, Butman, 2008, p. 204]. Works in the Sony company have been stopped numerous times, on which plenty of money has been spent. It is much better to do this in time than to allow the continuation of works with no trade perspective and meaning the further waste of money. The key to success is to realize when the works on the new product should be continued, and when they should be stopped [Morita, Reingold, Shimomura, 1996, p. 212]. The Ford and GM companies were the

first ones to start working on the concept of a minivan, but they quit from introducing this type of a car, being afraid that it will prove to be a “cannibal” for their own combi models. Chrysler benefited from their decision, which in 1984, although on the edge of bankruptcy, introduced a minivan into the market as a completely new type of vehicle. Minivan was smaller than a delivery car, and at the same time offered a greater space than the combi model. In addition, it was easier to drive, had more space inside, and despite this it fit in the garages provided for personal cars. Already in the first year of production, the minivan took the place of the best-selling Chrysler car [Kim, Mauborgne, 2005, p. 280-281].

Asking the right questions about the new idea has basic significance in the creation of the concept of the product or business model. Dr Siegfried Dais from Bosch expressed this as follows: “The most complicated thing is to ask questions about what will be decisive in five years” [Andrew, Sirkin, Butman, 2008, pp. 177-178]. Therefore, knowledge and experience gained in the professional work are an important factor allowing the recognition of business occasions.

Changes in the business environment reveal new winners and losers. The example is an American automotive market in the 1970s. The energy crisis and the associated high petrol prices provided the Toyota company with the advantage over the American car manufacturers. The clients loss interest in large cars in favour of smaller ones more economical in terms of usage, such as, e.g., Toyota, Honda [Rothman, 2001, p. 167].

The so-called “Blue Ocean Strategy” plays a huge role in the creative actions. “Blue Oceans” mean the industries that do not exist today. It is an unknown market area [Kim, Mauborgne, 2005, pp. 18-19]. In the already known, so-called “Red Oceans”, the industry boundaries are determined and adopted, and the rules of competitive games are known. Here, the companies try to attract their rivals and take the bigger part of the existing demand. As the market area becomes more and more crowded, the perspectives of profit and growth are more and more limited. The products become the standard goods, and the competition fights for life and death. Some “Blue Oceans” are created outside the existing industry boundaries, however the majority is created from the part of “Red Oceans” by expanding the boundaries of the existing industries. In “Blue Oceans”, the competition is insignificant, because the rules of the game are yet to be set. The companies must go beyond the framework of competing. In order to gain new profits, the companies should create “Blue Oceans”.

The offer of Ford T is an example of a successful application of the “Blue Ocean Strategy”. Before its debut, its competitors tried to develop luxurious cars for weekend excursions. Unfortunately, bumpy and muddy roads, dominating at the beginning of the 20th century, natural for horse-riding, often proved to be impassable for delicate and elegant cars. This limited the time and places that could be reached by a car. A rainy or snowy time made it difficult to use a car. At the same time, the then cars

often broke down, and their repairs required the assistance of mechanics, who were expensive and hard to reach. The T model of Ford at the same time eliminated these two problems. It was called the car for any occasion. It was produced only in one colour (black) and in one model with a limited number of options. Instead of a car for weekend trips out of town, Ford developed a car for everyday use, reliable and solid, and at the same time easy to repair and use. According to assumptions, it could be driven on field roads in various weather conditions, and it was possible to learn its operation during one day [Kim, Mauborgne, 2005, pp. 18-19].

The differentiator of the innovative company is not only the fact that it is the first one to come out with new ideas. Knowledge and skills of overcoming the competitors are the most important, when the company is behind. When implementing iMac computers to the market, Apple focused on the possibilities of the users to manage photos and films. It neglected the management of music files. In turn, its competitor enabled the users of personal computers to download and exchange music and record own CDs. The users of iMacs could not record CDs. Apple instead of catching up by equipping iMac with CD drives, decided to develop an integrated system, which was to transform the music industry. The result was the combination of the iTunes, iTunes Store solutions with an iPod, which allowed the users to buy, share, collect and play music more conveniently than on the devices offered by the competitors [Walter, 2012, pp. 92-102].

When a new breakthrough technology appears on the horizon, not many people really realize how to use it properly. Only the next generations of entrepreneurs introduce this innovation into life. Below there are a few examples. The first one – throughout the 1990s, the search engines did not use the existing networks of relations combining various websites, this technology has been implemented only in the Google search engine [Brandt, 2011, p. 49]. The second one – it was not Apple that came up with the idea of developing a portable digital music player, i.e. iPod [Andrew, Sirkin, Butman, 2008, pp. 57-58]. Several companies have introduced such devices into the market before Apple, among others, the Diamond company, which released the Rio player, as well as the manufacturers of Compaq computers, which constructed a prototype of a player with a hard disk, with numerous the same parameters as the first iPod. The factor that influenced the success of the iPod was not the attractive design, but also the skilful management of the costs. When implementing the iPod, the company managed to maintain low initial costs [Andrew, Sirkin, Butman, 2008, p. 58]. Another factor that contributed to the success of the iPod was the great pace of works on its implementation on the market, it took Apple less than a year. The company has greatly relied on the suppliers and partners within the manufacturing capabilities and expert knowledge. It has also applied many finished components [Andrew, Sirkin, Butman, 2008, p. 59]. Apple turned to PortalPlayer, a small company which has already developed a project of iPod and convinced it to drop its

other clients and focus only on the iPod. For the next few months, Apple has cooperated closely with PortalPlayer and other main suppliers on the expansion of the prototypes and their design.

The creative activity involves the use of ideas from various sources. The example of the iPod shows that new products are created by combining the already existing concepts and elements [Neil, 2009, p. 17]. In the phase of the product development, Apple agreed with Toshiba Corporation, the only world supplier of hard disks used in the iPod, that it will buy its whole production for 18 months. In this way, it has not only received a more favourable price, but it has also secured itself against the potential competition, in case if it wanted to introduce a product competitive for the iPod in a short time. Thanks to this, Apple could focus on building the market, instead on fighting to make the iPod stand out from among other similar products. Taking over of the almost entire market, with high prices, has greatly increased its profits [Andrew, Sirkin, Butman, 2008, p. 60].

6. Manifestations of creativity in terms of modification and creation of new structures

Creativity can also concern the changes leading to the increased effectiveness of employees, for example, by reducing redundant activities. Ford, after implementing the T model, was not able to meet the demand for this car. The launch of a bigger factory did not help. Over time, it found a way to facilitate the production process – using a conveyor belt, it sped up the work of the employees. Before the introduction of the mounting belt, the worker dealt with the assembly of the whole car. The modification of the organization of the production meant that workers moved from one partly assembled car to the next one, every time adding the same component to it. Then, this process has been improved by placing all elements on moving belts, thanks to which all elements came directly to the workers' stations, saving their time. Because of this, the T model won one-third of the car market in America [Rothman, 2001, p. 24].

Revolutionary ways of increasing the productivity can also concern the modification in the management of the material resources of the enterprise. The example of such a modification is the delivery model just-in-time developed by Toyota. It involves a new system of material supply, within which the parts are provided with omission of the warehouse, directly to the mounting belt, but only according to the needs, i.e. "just in time" [Rothman, 2001, p. 166].

Finally, creativity can concern the development of a new business model, not used so far. The McDonald's company is an example here. Its financial success emerged only when the company commenced the franchise system and focused on gaining profit from real estates. In the 1950s, Ray Kroc, the salesman of equipment for mixing

dairy cocktails, came to the hamburger bar belonging to the McDonalds brothers. The bar was characterized by low prices, limited menu and great interest from the customers. Ray Kroc made an offer to McDonalds brothers concerning the expansion of their chain. The proposed solution meant that the brothers would not need to incur the costs of the expansion of the chain. Kroc was to sell licences to franchisees and taken less than 2% of commission from turnover from them. 30% of the amount taken from the licence recipients was to be given to the McDonalds brothers. Ray Kroc started from establishing the company product. He applied a strict specification of the product, he imposed a harsh quality control, which lead to the fact that all dishes served in all bars have always been the same, regardless of the location. Only the entrance of the McDonald's into the real estate market provided the company with solid bases. At first, it leased, and then purchased plots, where the restaurants were to be created. The basic rent for franchisees was calculated based on the real costs of real estate, adding 40% margin, whereas the amount of the rent also included the percentage from turnover after exceeding a certain level of sales. The company has also required cash deposits from the licence recipients, which created the company's fund for the purchase of the next plots. This solution proved so significant that one of the stock market analytics stated that the domain of the McDonald's company is not fast food, but real estate [Craig, 2002, pp. 75-76].

Another example of the Green Tree company shows that the creation of a new business model decides about the success or failure of the undertaking. Green Tree thanks to several innovative solutions facilitates access to own house made of prefabricates to people whose earnings were in the average and low range. This has led to a rapid increase in the sales of houses made of prefabricates. In 1991-1998, the annual sales of this type of houses increased almost twice. The problem was that the Green Tree company made a mistake by granting long term, 30-year credits to secure short-term assets [Carroll, Mui, 2010, pp. 64-70]. Thanks to this, the monthly rate of the mortgage credit was similar to the monthly rental cost. The previous standard for granting mortgage credits was 15 years. In 1997, the average crediting period by the Green Tree company was 25 years. The houses of prefabricates, contrary to the traditional houses, lose their value faster. Traditional houses even during crisis usually keep a substantial part of its value. Meanwhile the life cycle of a house made of prefabricates is estimated at 10-15 years, and the value of such a house is rapidly decreasing, while the amount of the credit granted for 30 years is decreasing very slowly. After a few years, there was a situation that the value of the credit exceeded the price of the house. Therefore, the company has unconsciously taken on a huge risk associated with credits. As long as there were people willing to buy the houses, the company had resources to finance the credits, but in 1997 its business model stopped working. The number of unpaid credits started increasing, when the borrowers realized that the amount remaining to be paid exceeds the value of the house.

One of the previously mentioned characteristic features of modern economy is the exceptionally fast development of new information and communication technologies. Especially the Internet created the possibility of conducting a totally new business model based on the cooperation of a greater number of people that can easily undertake cooperation or resign from it. The example of the Internet bookstore Amazon.com shows that the activity online can be more profitable thanks to the service of the international market from the centralized place of orders and distribution. The advantage of the online sale is the easy accessibility to books: “You can build an online store, which simply cannot exist in any other way. You can create a huge supermarket, with exhaustive collection of titles, which will satisfy the tastes of every customer” [Spector, 2000, p. 26]. The prevalence of trade online over traditional trade is the fact that the bookstore can be programmed in such a way, to prepare individual offers for customers for a small fee, at the same time collecting information on the preferences of each buyer. This, in turn, allows to build, in a shorter time than in the case of traditional bookstores, a huge customer base, individualization of service and achievement of higher income in a long period of time [Spector, 2000, p. 26].

7. Summary

The family environment is an important factor affecting the creativity and intentions concerning entrepreneurship [Zampetakis, Moustakis, 2006, pp. 413-428]. The feature that distinguishes creative managers from non-creative ones is the temporal orientation and concentration on strengths. Creative managers seek strengths in themselves, while non-creative ones outside, valorising others [Szopiński, 2007].

The love for the work performed is a shared feature of creative individuals. Fame or money is not the factor prompting them to act, but the possibility of performing work that brings them joy [Csikszentmihalyi, 2001, p. 158]. When Steve Jobs with his team designed an original Mackintosh computer in the 1980s, his motto was to make this product “exceptionally great”. He has never spoken about maximizing the profit or cutting the costs. He has focused on the product claiming that profits are the secondary issue [Walter, 2012, pp. 92-102].

The societies enjoying greater freedom and valuing courage usually have a higher overall level of creativity in terms of economy. Because freedom gives people a chance to get involved in the creative activity. This is also usually associated with the proprietary copyrights that allow to use the fruit of this work. The inherent timidity provides the people with courage necessary to make risky innovative undertakings [DiPietro, 2003, pp. 37-45].

The centres, in which the creative attitudes are developed, are characterized by, among others, openness to multi-culturalism, and thus the accumulation of

information and ideas that come from many cultures, which can be freely exchanged. The example is the ancient Egypt, Florence in the Renaissance epoch, Paris, London and Vienna in the 19th century or New York in the 20th century [Csikszentmihalyi, 2001, p. 202].

The studies by DiPietro and Anoruo [2006, pp. 133-139] show that creativity of a given country, innovativeness, level of technological development, transfer of technologies from another countries and development of new companies are positively correlated with the economic success of this country internationally, involving the increase in the value of its export. This suggests that the promotion of creativity and its components can be a path leading to the economic growth. Therefore, the impulses that favour creativity should be prepared and implemented, which will translate into the economic growth and the future development. Impulses, such as tax incentives and investment credits should be offered to companies in order to get them involved in research and development.

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