



# INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

## Facilitating Entrepreneurial Creativity through Innovation Networks: A Digital Entrepreneur Perspective

<sup>1</sup>Nipaporn Promthong, <sup>2</sup>Chia-Han, Yang

Institute of Creative Industries Design, National Cheng Kung University,  
Tainan, Taiwan

**Abstract:** Nowadays digital entrepreneurs outreach to achieve a better competitive position as well as gain the rewards from social media environment. This increasing attention for a range of alternative approaches in emerging technological fields has given rise to produce solutions aimed at established knowledge about network development in the business activities. There are significant increasing number of women entrepreneurship globally, the analysis therefore focuses on individual women entrepreneurs in entrepreneurial creativity on digital platforms at the organization level rather than on capacity for execution in global scale. To theorize the entrepreneurial creativity in contribute entrepreneurial success to digital entrepreneur perspective, our research focused on Thailand, according to how Thailand has a diversified industrial economy. Most importantly, the great strength of its economy lies in the presence of the fashion sector as innovation have a unique context regard to their creative nature, continuous and almost infinite process within the short product life cycles and competitive nature. To explore the current digitalization phenomenon, triangulated data were collected from primary and secondary sources through the observation, semi-interview and extant literature with 3 founders as the case studies. The result showed that the integration of creativity and innovation networks are incorporated in all entrepreneurial activities within 5 stages includes: 1) opportunity recognition, 2) idea generation, 3) idea validation, 4) commercial implementation and technology utilization as well as 5) sustain business growth. Entrepreneurial creativity plays an important role throughout entrepreneurial networking process from starting point to achieving the success in the marketplace.

**Key Terms - Creativity Process, Digital Entrepreneur, Entrepreneurship, Innovation Networks**

### I. INTRODUCTION

Entrepreneurs are widely known as an innovative people in which creating and doing business in the broad range of entrepreneurial venture form that address economic and social needs (Tobji, 2021). As digital economy is perceived a broad notion within the innovation context, the emergence of interwoven global networks allow reconciliation and communications in the digital era through social media's prevalence and consumer behavioral preference. The role of digitalization substituted by business patterns restructure and economic growth between different dimensions in all industrial sectors (Satalkina & Steiner, 2020) in which market areas may obtain a worldwide coverage. To date the major part of the business transfers into the broad domain of social media in the dynamic and rapidly uncertain changing environment, long generated opportunities to engage directly with consumers within digital economy and advancing technological surroundings in which beyond what traditional entrepreneurship can enable (Kilgour, Sasser, & Larke, 2015).

The innovation network may be considered a metasystem as of offering new challenges and multitude of technological opportunities to its global presence and success. Confronting with the adoption of fast growing and advancing technologies in Information Technology, mobile technology and new media in a hypercompetitive environment (Hosu & Iancu, 2016). Also faces increasingly dynamic paths associated with the diverse in businesses operate throughout the whole entrepreneurial process can mean major threat as well (Kraus, Palmer, Kailer, Kallinger, & Spitzer, 2018). The ubiquity of virtual world creates a social media landscape that is rapidly growing in which take place in the information society. Although digitalization phenomenon have long generated high-tech business opportunities for digital entrepreneurs, simultaneously, they also causes new vulnerability spaces and disruptive transformation. Interestingly, the internet based entrepreneurship works through promising opportunity into a viable business online. More recently, Entrepreneurs outreach to achieve a better competitive position as well as gain the rewards from social media environment. As entrepreneurs often facilitate and maintain creative performance, this process, in turn, fosters entrepreneurial creativity in business models.

Creativity is not only lead to generate new ideas for business in the process of innovation (Tom, 2012), but also, or to play a critical role for enterprises in providing the stimulus for opportunity discovery and make strategic decisions throughout entire venture creation process (Tu & Yang, 2013). Social relations and network connections between individuals spontaneously bridges between people. Dynamic platform settings allow new online entrepreneurial developers able to engage with end customers and stakeholders more attractive through social networks and mobile technologies (Srinivasan & Venkatraman, 2018). Even though the entrepreneurial creativity are adopted within innovation can be complex, variable process and extended, however, there are also particular to improved

understanding in how such entrepreneurial creativity that can be reached and how successful entrepreneurship can be initiated by focusing on a more multi-dimensions in innovation and entrepreneurship (Fillis & Rentschler, 2010).

Innovations are normally the mechanisms through prolonged collaboration and interaction in entrepreneurial activities between a variety of actors and stakeholders. It has been recognized that Innovation is an essential element in enterprises, in particular startups have noted influence and implement creative cognitions to infuse in the action of launching a new venture, or to deliver products or services, in more efficient and hence innovative way throughout the entire entrepreneurship process (Kabukcu, 2015). In an age of economic globalization and rapidly change of technology, innovation and creativity play substantial roles for achieving success in the business arena. Over recent years although there has been several contexts provide the nature and dynamics of the creativity process in general, however there has been a growing call to adopt the entrepreneur perspective as an analytical lens for understanding the emergence of a network's structure within creativity. If entrepreneurial creativity is an entrepreneurial process of pursue success in developed economies, then it would be necessary to clarify the creativity components and stages of the entrepreneurship and investigate whether networks is potentially embedded to all these components and stages (Zhou, 2008).

Besides, given the upward topic and literature related to the digital entrepreneurship is quite scarce. This study also give guidance by providing an overview through the innovation network by with the perspective of digital entrepreneurship. Accordingly, creativity, innovation and entrepreneurship on business success was studied in the larger number of different approaches, given the broad implications of what is said, there is a relationship and involvement factors between innovation and business success conceptually and in practice. In specifically restricted to across all levels and dimensions of the innovation system and the ecosystem of entrepreneurship, there is no clear yet in any distinction of what such entrepreneurial creativity and their subsequent can be applied through entrepreneurship and innovation network aspects for pathway towards global business. Our goal in this article is to theorize the entrepreneurial creativity in contribute entrepreneurial success to digital entrepreneur perspective.

- To clarify the crucial components and stages of the innovation network within entrepreneurship process
- To facilitate that by what mechanisms does the entrepreneurial creativity adopt to entrepreneurship from the perspective of digital entrepreneur
- And to provide an overview of creativity process across all innovation network with the perspective of digital entrepreneurship.

## II. REVIEW OF LITERATURE

Interestingly, the terms creativity and innovative approaches are often used interchangeably in the academic literature, apparently alongside much entrepreneurship literature. Recently, increasing value for globalization and technology effects positively on business and social communities, requires an enhanced connectivity to evidence the constructive conjoining of previously elements of entrepreneurial creativity. In order to creating innovative products or services, balancing and integrative mechanism for an existing business, there is still a great need to develop concepts and suggested approaches in Innovative entrepreneurial business perspective. This study goes beyond existing network studies and contributes current understandings, to explore the empirical relevance of this phenomenon in the entrepreneurial performance, the entrepreneurial creativity and innovation networks as well as their formation in achieving success in enterprises to its environment are the main study to focus on.

### Digital Entrepreneurship

While the initial definition of "entrepreneur", back in the 1776, Cantillon was the economist who first introduced the term and the main characteristics of entrepreneurship as the man of business who are risk-bearing and search for market opportunities (Szaban, 2018). Such idea also appears among others scholar in a very similar way. Entrepreneur emphasizes person who are seeking and exploring new opportunities and willing to take risk and taking advantage of the opportunities exist that converted business ideas into reality in a form of product or services (Nizam, Mohamad, Awee, Mohsin, & Kadir, 2015). Entrepreneur are the ones who creates a good new ideas to market (Verma, 2020) or seeks out to identify profitable for the business and industrial ventures. Entrepreneurs differ both at the individual level and the distribution of entrepreneurial innovativeness that they introduce to the economy, in which provide the means for investment and possess pure capital (Koellinger, 2008).

By using the skills and combine productive factors and capitalists, entrepreneurs play the imperative key factor to prove rewarded with profits, fame, and continued economic opportunities. Innovation becomes a specific tool for entrepreneurs according to information technology has grown dramatically. There have been significant related developments which lead a strong and long generated opportunity for investment and business activity for innovators (Geib & Swenson, 2012), in the context defined an effort of both exploit and explore the competitive advantage as a new notion within the innovation network. Nowadays digital entrepreneurship underlines the impact of new digital technologies to invent competitive edge on business in communication potential and knowledge, as the significant success impact in the overall entrepreneurial process for global entrepreneur. The term digital entrepreneurship execute most of the processes in generated by digital platform settings (Davidson & Vaast, 2010), they are considered to align their knowledge and business into collaborative dynamics in communication and cooperation regulatory environment. In doing so, these kinds of global entrepreneur are also referred as digital entrepreneur.

Digitalization phenomenon which arose through technological assets in diverse opportunities causes various transformative change. Those entrepreneurial activities got created, ultimately, affects a mechanism process and an outcome related to the formation of businesses system or manifest Internet-enabled service innovations (Satalkina & Steiner, 2020). Based on the contextualized digital economy, digital entrepreneurs are coupling their outcomes around the convergence of digital infrastructure. This embeddedness in specific platforms has important implications for the ability to provide important benefits and plays an important role in their success in extensively modify all aspects of entrepreneurial actions (Yoo, Henfridsson, & Lyytinen, 2010). As consequent performance, a person matches his intellectual capital in the intensity of digital technologies to facilitate, deal and leverage through digital infrastructures and social platforms initiating new ways of doing business online. It changes the networking mechanisms of the overall business structures and systems under dynamic shifts of technical architectures.

Digital entrepreneurship developed their talent resources to building upon other types of business activities in an entrepreneurial environment, today, they are adopting digital technologies to drastically reshaping entrepreneurial approach. Not only by completely changed the ways of doing business, but also shifts in platform architecture we communicate on the diverse networks in everyday life (Kraus et al., 2018). Digital entrepreneurship determine as a critical role within the innovation system. In this sense novel ways interact with fields that becomes a driving force behind organizational-creativity contexts, entrepreneurs and innovators

move beyond the traditional industry boundaries (Rippa & Secundo, 2019). Taken together, continuing evolution of technology and the range of actors involved in the evolution of digital entrepreneurial process regarding time frames into an entrepreneurial ecosystem (Ojala, 2016). Therefore, develop new forms of that to include networks, driving force and role of a pool of talented people, thus accelerating the evolution, allowing creating fruitful connections in entrepreneurship ecosystems to lead to creative innovation in the various levels and dimensions.

### Entrepreneurial Creativity

Entrepreneurship as the process for the purpose of incremental wealth, survival in business, personal independence and sustainable economic growth, by devoting the necessary time and effort with dynamic force related to vision, change and creation to creating new value (Ologundudu & Ojo, 2017). In order to gain a competitive edge, generating growth and ensuring survival for enterprises, the creativity in entrepreneurial activities through entrepreneur personal skills and attitude are the major focusing. Creativity is defined by the essential role to create something new, bring into existence, make a change whether a new solution, new materials, or a new form potentially creative through imaginative skill (Okpara, 2007). Entrepreneurship strives to combining, navigating, reapplying existing ideas or providing economic innovation adapt to technological change (Krishna & Swathi, 2013). Consequently, the process in which they are involved most importantly requires a performance that promotes nature creativity so that one could be aspirations, self-confidence, significant active, innovative, broad interests and independence of judgment (Okikiola, 2017; Tom, 2012).

Rather than a fixed mechanism, creativity is a phenomenon whereby the result of a dynamic process to form something new and somehow valuable, (Nyström, 1993). Creativity is conceptually changing pattern of activities, whereas innovation emphasizes implementation of creative idea production as a starting point in an unfolding evolutionary process. Within variability and individual diversity, these essential subjectivist perspective can drive complex systems and dynamic environments (Buchanan & Vanberg, 1994). From divine inspiration to being a key constituent in a perspective formation (Barnard & Herbst, 2018), entrepreneurial creativity has been defined as openness to new sources of materials, new markets, manufacture new goods and so on. Moreover, further implementation in organizational contexts is novel, appropriate methods to establish a new venture as well as demonstrate operational execution involving cognition at high levels, from which decisions will be made.

Both innovation and entrepreneurship demand creativity in which consists of anticipation and commitment for business success. Creativity is inseparable from entrepreneurship and innovation, therefore saying that creativity is particularly relative to entrepreneurial skills (Pretorius, Millard, & Kruger, 2005). Creativity is ability of creating innovative thought, recognized process is involved, a new mastermind within every individual so often creative person is innovator (Fadaee & Abd Alzahrh, 2014). Individual's creativity have long been indicative to divergent and cognitive thinking, creative ideas can thus come from almost anywhere. An sequence of activity to create innovation by converting creativity into action or result, as a mental process consist of four distinct phases: preparation, incubation, illumination and verification (Wallas, 1926). Interestingly, the stage model of the creativity presents interesting line of research in yet another way unfold progressively from problem finding as starting point, the process, mechanisms concerning individual attitudes in the stage of : problem identification, preparation, idea generation, and idea validation (Amabile, 1988). As an aside, creative processes are intended to generate vary in phase models included five main phases of the creative process is proposed: task presentation, preparation, idea generation, idea validation and outcome assessment (Amabile & Pratt, 2016). Although in a creative process studies have conceptualized by examining process of creativity into variety of models, however, these models differ but main stages of the process including idea generation and idea implementation phase are consisted in most theories (Yao, Wang, Dang, & Wang, 2012).

Manifested in the entrepreneur's capabilities and reliability of starting up and scale-up venture requires align with a strong interdependence between entrepreneurship, innovation and creativity. Intriguingly, dynamics of entrepreneurial activities requires creativity and innovation as the central to entrepreneurial process which is in turn transforms individual capability into a profitable venture alter by partition the industry ecosystem (Adebayo et al., 2017). The essential element of creativity refer to divergent thinking requires cognitive flexibility to openness to "outside of the box" ideas, whereas the result in innovation is the successful component and economic implementation of a "creativity trait" (Heunks, 1998). Psychological researchers have found that, producing creative output required multiple cognitive processes in both divergent and convergent method, whether entrepreneurs setting a creative context upon problem-finding or problem-solving processes (Mandel, 2011).

Confluence theories of creativity in which considered part of creative processes be present by identify creative output into the contribution of individual creativity, supportive work environment and forming effective teams in creative organizations as well as championing ideas externally (Tom, 2012). However, the mix between these processes will be significantly dependent on different types of innovation, some innovation will based on several contributing factors included time-consuming, fluid open boundaries, while other innovation may occur from organizing circles of exchange moment of the context. Psychological studies yield valuable elements in three broad areas to represent a creative achievement such as divergent/convergent thinking processes, motivation, and collaboration. Critically, in cognitive steps no need to be completed by the same individual, somehow in accord with those entrepreneurial activities may provide the most efficient and most proper means to achieve a creative breakthrough.

Creativity can lead to different types of successful commercial exploitation through the production, essentially, in order to provide a creative advance as the end result. Both originality and adaptivity can be derived from any elements to the specification of creativity, whereas provides insight into two different cognitive processes. Originality is referred to novelty of the production in which requires divergent approach as of involving with significantly intuitive cognitive function, meanwhile adaptivity is referred to appropriate of the production, thus requires convergent evaluation in order to a more identically analytic approach (Mandel, 2011). Evaluating the creativity have been adopted in variety of quantitative and qualitative methods and researches. Creativity is therefore not just involves the sum of the individual pursuit of tasks, but also associated with creative work by team members and collaboration. Successful accelerated ideas involves individuals building in a synergistic manner, can enhances a valuable driver of advanced achievements and specialization as collective creativity. Also, other important factors within every individual include expertise (Okpara, 2007), individual creativity further seeking to construct a set of creative entrepreneurial competencies in the resources, skills and knowledge in the environment and society (Kor, Mahoney, & Michael, 2007).



### Innovation networks

Entrepreneurship is a term broadly regarded as the opportunity exploitation and innovation transformation into the purpose of sustainable firm that generates value (Bruns, 2005), whereas entrepreneurial innovators are those individuals who embracing creativity and business processes. Every entrepreneur and well-run companies need creative innovation to constantly growing business success (Dorcas, 2017). Innovation is defined as the forms of creative inspiration or convert of a new idea into a product or service, extend the range of challenges and opportunities, marshal resources or improvement in organization or process for development (Sokolova, 2015). Innovation occurs broadly to products, processes, solution or across different entrepreneurial activities (Dodgson, 2011), in the organizational context innovation can occur at various levels from individuals to team members and it even can be incremental or radical (Ologundudu & Ojo, 2017).

Innovation have been used to categorize widely and there are many different approaches among academic to describing the phenomenon. The broad concept of an innovation can be entailed as level of originality or production of novelty. Creativity is mostly studied at the individual level as the a set of possessing uniquely personal characteristics and, meanwhile, innovation is mostly studied at the team or organizational level as the result of further well established supporter of the creativity output within the interaction between individuals, organizations firms and systems. According to the increased digitization of organizational processes rise its potential value through developing new combinations, therefore, it can be recognized to create value even as scientific inventions, patents, or technological breakthroughs for the various stakeholders in organizations (Lee, Olson, & Trimi, 2012). Innovation can be applied as a key role to develop competitiveness and a sure path to success in the market, between these various dimensions of the economic, social, technological and ecological system.

In the sequential process different tools have been used to study innovation term, technology is viewed as the creation of the future in which bringing change and innovation into digital businesses (Kraus et al., 2018). Today, advances in digital technologies and fast new product development, networks are particularly viewed as dynamic and constantly thriving in often rapidly market uncertainties (Halinen & Törnroos, 1998). With e-business tools, innovation and creativity are highly path dependent in entrepreneurial achievement in which characterize today's economy as a creative economy (Howkins, 2002). In digital platforms where hypercompetition is very high and technological changes force globalization and advances in information technology, important activities for digital entrepreneurs rely on their complex socio-technical networks and their innovation behaviors (Srinivasan & Venkatraman, 2018).

The triple helix model (Leydesdorff & Etzkowitz, 1996) concentrates on the mutual relationships between a knowledge generator, a creator environment and a regulatory body, these actors are involved in various dimensions at different stages of the innovation process in order to supplement their knowledge bases to coordinate without restricting their individual goals (Frenken, 2000). The so-called cellular form (Miles, Snow, Mathews, Miles, & Coleman Jr, 1997) that together in accomplishing entrepreneurial opportunities, sharing knowledge and experience from their natural flexibility and reconfigurability. Innovation networks have become widely consider as an efficient mean of important organizational form in complex processes (Gilbert, Pyka, & Ahrweiler, 2001), in which required for all types of innovative activities, radical innovation as well as adoption (DeBresson, 1999). To establish and to operate effectively in networks, today in hypercompetitive environment, the efforts of heterogeneous actors in interrelated processes requires a network of independent organizations with different competencies transforming interrelationship existing between the economic, techno-scientific and society spheres.

To date with respect to firms innovative activity, the interplay and the interaction within the structure between innovation and networks have extensively emerged in scientific inquiry (Powell & Grodal, 2005). An innovation network is a conceptualization of a logical effect (Calia, Guerrini, & Moura, 2007) based on a complex and pluralistic pattern of communications, exchanges and relationships between actors participating in the domain (Jones, Conway, & Steward, 2001) from the impregnate the creation and invention for bring products and services into the marketplace. With different cognitive and social translations to identify, share and assimilate knowledge in each network involving, four types of emerging innovation networks supported by digitalization categorized into: project innovation networks, clan innovation networks, federated innovation networks and anarchic innovation networks (Lyytinen, Yoo, & Boland Jr, 2016). Furthermore, another pervasive use of digital technologies conceptualize four types of innovation networks into singular innovation, open source innovation, internal markets of innovation, and doubly distributed innovation networks (Yoo, Lyytinen, & Boland, 2008).

In the complex business environment, networks can distribute into many types of value. Innovativeness appears to be associated with the creation of new products, the exploitation of new markets and new methods of production, as well as technologically feasible, new sources of supply, and organizational structures (Cruickshank, 2010). From entrepreneurial person's networking behavior evolve into mutual intertwined business processes, the formation of entrepreneurs networking are required for all types of innovative activities as of the entrepreneur's social network. This evolution becomes more manageable from actors-based, path dependent networks and Inter-firm networking together during the early stage of firm development growth, the network based on the entrepreneur's social linkage changes into a more strategic network (Konsti-Laakso, Pihkala, & Kraus, 2012). In general, the differing views researchers may have from the overall performance of firms, networks may relate to physical configurations and virtual networks. Many networks have a local sense, in which also broaden towards global stage (Nijkamp, 2003). Such networks can be seen as evolutionary perspective for new forms of creative entrepreneurship in terms of diversity, economic exchanges, cooperative industrial system and resource mobilization.

### III. SCOPE OF RESEARCH

Entrepreneurship is known to be characterized as the perceiving opportunities and ensuring achievement by generating wealth, changing existing ideas into improved quality of future goods and services through the basis for technological innovations and business growth. There are significant increasing number of women entrepreneurship globally, more than one-third of all firms operating by women already. They are tend to contribute into the world economy in various industries than men tend to do (Obadeyi, Oba-Abimbola, & Oladejo Moruf, 2017). Understanding the perspective of women entrepreneurs, through process of entrepreneurial creativity is important, similarly, a bias remains in accordingly with the creative abilities of entrepreneur's gender. In recognition to women entrepreneurs, it is important to distinguish creativity from innovation networking process for this study through the characteristics and competencies which include innovativeness and creativity.

This increasing attention for a range of alternative approaches in emerging technological fields has given rise to produce solutions aimed at established knowledge about network development in the business activities. Various definitions were collected

during the literature review procedure. The analysis focuses on individual women entrepreneurs in entrepreneurial creativity on digital platforms at the organization level rather than on capacity for execution in global scale. Our research focused on Thailand, according to how Thailand has a diversified industrial economy. Most importantly, the great strength of its economy lies in the presence of the fashion sector as innovation have a unique context regard to their creative nature, continuous and almost infinite process within the short product life cycles and competitive nature. This paper aims to explore the current empirical relevance of entrepreneurial creativity phenomenon as well as the performance of innovation networks in digitalization. Content analysis of various definitions of creativity in networking process led to the conclusion in the entrepreneurial domain.

#### IV. PROPOSED METHODOLOGY AND DISCUSSION

The focus of our research is the entrepreneurial creativity at the individual level for successful enterprise. Qualitative case study methodology is the most appropriate methodology, in accordance with entrepreneurial activities paradigm focused on the activities involvement of entrepreneurs as the unit of analysis. Specifically, we focus on those insights entrepreneurs engage in networking process that changes existing courses. Indeed, the objective was to gain a comprehensive understanding of how creativity mechanisms were used and how they might vary as a function in each stage of business processes within innovation networks. This study provides a theoretical framework in order understand the vehicle that drives entrepreneurial creativity within networking process better.

Our aim is to enable forming the implementation involved in the dynamics building between the innovation networks and entrepreneurship, especially in overall dimensions and stages that contribute to improving our understanding of the entrepreneurial creativity by the study. 21 sample diversifications were sought by highest ranking social media influencer in Thailand with individuals playing different roles in the Thai apparel entrepreneurship scenario according to StarNgage Instagram marketing platform and Socialbakers social media marketing company during the research period starts from January 2019 to December 2020. For this study, 3 successful digital entrepreneurs have been chosen as part of samples (Table 1). An additional criterion was that we selected cases in which had the following common characteristics that leads the innovation process successfully as this research was limited to gain more general results in digital entrepreneur perspective.

With triangulated data collected from primary and secondary sources through the observation, semi-interview case study interviews and extant literature with 3 founders. Primary data has been collected through the indirect interaction with entrepreneurs through online observation without the researcher's influence and direct interaction through online semi-structured interview. As well as the secondary data to compare the areas of opportunities which we may ignore, the availability of information from the websites and online archives were conducted to understanding the mechanisms and conditions underpinning the creativity in innovation network.

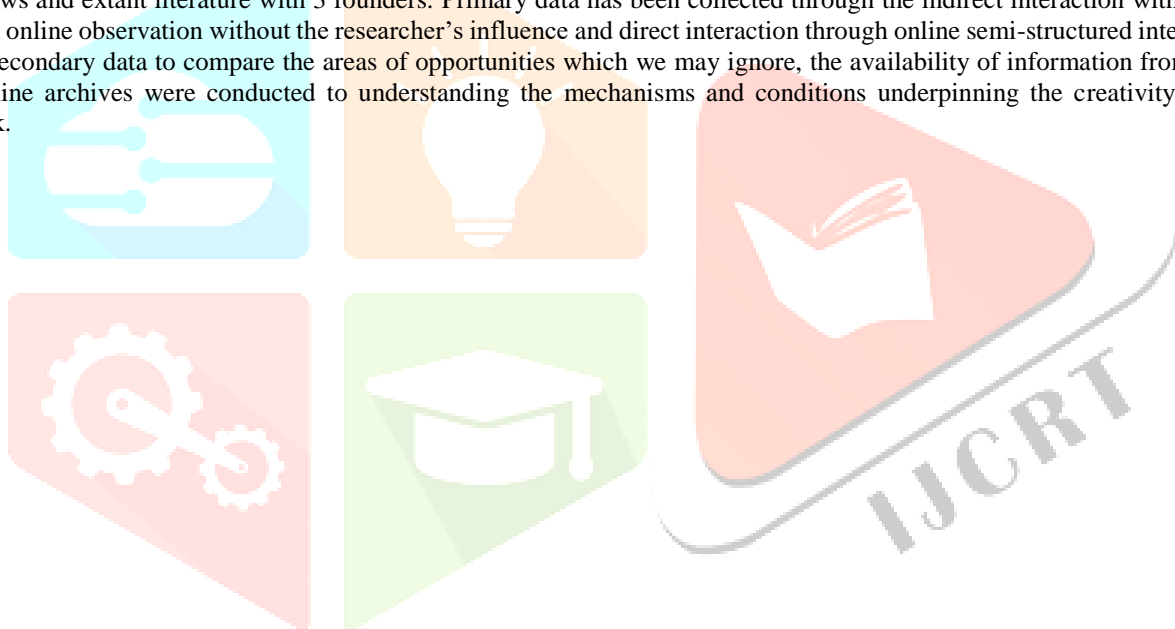




Table 1: Selected Case Profile

Apparel brand	Founder	Establish	Name of the enterprises	Online channel	Offline store	Other products
Basics by Sita 	Khemmanath Chuleekiet @yykhemmanath	2013	N/A	-Instagram @basicsbysita -Facebook @Basicsbysita -Shopee Basicsbysita -Lazada Basicsbysita -Line official @Basicsbysita -Tres E-commerce	-SOS Multi store -CAMP Multi store -Basics by Sita HQ	-Primaya Clinic -Life Innova
Apparel brand	Founder	Establish	Name of the enterprises	Online channel	Offline store	Other products
Coat Over 	Sopita Intarawicha @paplengpapleng	2014	COATOVER (THAILAND) COMPANY LIMITED	-Instagram @coatover -Facebook @coatover -Youtube Coatover -Line official @coatover -Web official <a href="https://coatoverthailand.com">https://coatoverthailand.com</a>	N/A	-Her Kloset -Somemer Over Please Sleep Nails & Salon
Flat2112 <b>FLAT 2112</b>	Rassarine Tanachaiwattanap @katheryn_lee	2016	FLAT 2112 COMPANY LIMITED	-Instagram @flat2112 -Facebook @flat2112 -Youtube Katheryn Lee -Shopee flat2112 -Lazada flat2112 -Line official @flat2112 -Pomelo E-commerce -Web official <a href="https://flat2112.com/">https://flat2112.com/</a>	-CAMP multi store	-Ted A Car -Babykiss -Friends by Flat2112 -Life Saver -Life Innova -Flat Café & Space
All images and information contained in this study are copyright to their respective owners and are protected under international copyright laws.						

## V. ANALYSIS AND INTERPRETATION

To identify the different stages in the innovation activities in which firms interact with creativity, during the semi-interviews we then focused on their responses to the question ‘What are specific stages in running apparel business?’ The coding scheme for analysis as the key concepts for innovation and creativity were identified within entrepreneurial domains, based on the results allowed us to create different headings corresponding to 5 stages in the networking process following by:

Table 2: Stage 1 mentioned by the founder during the interviews

Stage 1	Innovation construct	Creativity construct
	in digital entrepreneurship	
<b>Basics by Sita</b>		
I love dressing and travelling, then I did ask myself why not am I produce the beautiful clothes for myself and for everyone in <b>even more affordable price range</b> than existing market offer.	Desire	
<b>Started clothing business</b> with friends in the label “Sita Pisha”, however the customer targeted in the specific group with high price and finest quality. So I want to <b>expand the customer size</b> with lower price but still good quality.	Collecting experiences Analyzing	
<b>Coat Over</b>		
I love dress up, then having an idea after <b>noticed that everyone else order</b> the clothes <b>online</b> .	Observing the environment	
Tried to channel myself into the online, by pre-order stuffs from China to <b>sell in the name of “Her Kloset” shop</b> . However <b>the picture and the real objects</b> sometimes <b>differently</b> .	Collecting experiences	

Stage 1	Innovation construct	Creativity construct
	in digital entrepreneurship	
During pre-order from China, others competitors also order in same exact products, I then realized that my shop <b>lack of brand recognition</b> .	Thinking about the problem	
I had a chance to travel abroad during the winter vacation, after that I had been posting the picture into my own Facebook, many of my audiences asked where they could buy the same winter clothes as I wore. This was the <b>good opportunity</b> , I then firmly believed that <b>my sense of style was the trust customer relied on</b> .	Thinking about the problem Analyzing	
Thailand is the tropical country, <b>the market size for winter clothing</b> during that time <b>still quite too small</b> , finally I decided to launch “Coat Over” for the long run.	Analyzing Intuition	
With quick success in the business since starting point, I did not ready yet. In the first year of the brand <b>I could not have the quick responses</b> to all requests from <b>customers</b> . During that time even we had 10 administration team members but however with the <b>limit</b> on single user by online accounts <b>provided by Line Platform</b> for customer services, we cannot response in time.	Analyzing Thinking about constraints	
<b>Flat2112</b>		
I have grown up in family with clothing business, since I was young <b>I enjoyed</b> seeing my <b>mom dressing</b> . After I was studying in university, I would like to have my <b>own pocket money</b> .	Desire Motivation	
I am in small size, so every time buying clothes <b>I always need to resize</b> to fit me in. I then started to selling pre-order stuffs and <b>launched apparel “Made of Fabric”</b> womenwear fashion boutique with the adorable and elegant style.	Thinking about constraints Collecting experiences	
After some experiences I flew to study more in Fashion business management in Britain, after graduation and back to Thailand I had continually launched apparel brand “Flat2112” for everyday casual wearing with lower price when compare to the first brand. I want to <b>encourage young designer to work</b> on this.	Observing the environment	
Many of the <b>my target customers are still in school-aged</b> , so I would like to create clothe that they all can have in affordable price so recently I have just launching “Friends by Flat2112”	Listening to the customer	

In the stage 1, we found out that these 3 founders mentioned about “opportunity” and their “motivation” to build up the firm. The narration from the interview allow us to propose stage 1 as “**Opportunity Recognition**” stage, supporting with the six stage of innovation process by Couger, Higgins, and McIntyre (1990) in which stated that in the first phase of the innovation process requires ability to recognition of technical feasibility and/or recognition of potential demand by the individual creativity. As the starting point of the business, not only the mechanisms concerning individual attitudes in the stage of problem identification (Amabile, 1988), but how entrepreneur have an ability to identifying and defining an issue in creativity process (Keyvan Gholami & Karimi, 2014). This “**opportunity identification**” is market or business opportunity that usually present itself in the sense of the profitability where the situation is changing (Timmons, Spinelli, & Tan, 2004).

Table 3: Stage 2 mentioned by the founder during the interviews

Stage 2	Innovation construct	Creativity construct
	in digital entrepreneurship	
<b>Basics by Sita</b>		
Not only <b>fashion trends</b> that I am <b>always up to date</b> , Hopping to the new café or tourist spots becomes a trend nowadays especially amongst my <b>target segment I have focus on</b> .	Technology Researching the customer	
Stage 2	Innovation construct	Creativity construct
in digital entrepreneurship		
<b>Technology tools</b> are the most important nowadays. Not only that I can <b>reach to my target customers</b> everywhere, every time, but also I can <b>get back all responds</b> from the customers directly from them and from the data provided by the <b>digital tools</b> .	Technology	
Age 25-35 is the customer segmentation that brand is focusing on, <b>brand recognition</b> is really important. Not only online platform but brand also still provide <b>traditional store shopping experience</b> for them.	Researching the customer	
<b>Coat Over</b>		
Focus on the <b>design</b> in which <b>uniqueness</b> , and especially in Thai <b>body size standards</b> and favored color that <b>suit Asian characters</b> .	Researching the customer	
<b>Customer nowadays enjoy</b> buying clothes for the purpose of posting to <b>social media</b> , so as my clothes is for this occasional season, I need to <b>encourage my team</b> to come up with the fashionable design ideas and in the same time, product need to be in affordable price range so customer can buy many pieces in the same time for travelling.	Technology Divergent thinking Involve the right people	
I learn from the experience that <b>backup plan</b> is important <b>for customer services</b> when my business faces <b>uncertain situations</b> that may happen unexpectedly.	Set constraints	
<b>Flat2112</b>		
Fashion trend is always moving forward, we need to always come up with <b>the fresh ideas and</b> even beyond by <b>trend forecasting</b> . I will always set the timeline for next seasons <b>with my design teams</b> . I will give them with the theme and key concepts.	Searching for a concept Involve the right people	
<b>My followers</b> enjoyed watching me travel from Instagram and YouTube channel, I am always wearing difference styles in difference places. They are always <b>keep asking questions</b> related to what am I wearing, everything from clothes, bags to shoes. Some of my collections finally have been launching the bags, shoes and hat as well.	Divergent thinking	
Fashion means working dealing with the time frame, so better to <b>choose the right ones</b> to work in the right places. I can save the time to focus more on tracks. <b>Invest</b> in professional stylists and fashion photographers to work as investment for <b>brand image</b> .	Involve the right people	
Followers in every <b>online platforms</b> are important, especially increase <b>exposure to the customer</b> and make the brand stand out in the marketplace as another <b>brand awareness</b> strategies.	Technology	



Clothing business need cash flow, profit earning from the investment just only a part of <b>KPIs</b> .	Benchmark
--	-----------

Forming and identifying an idea are considered creative in the business context (Zhou, 2008). In stage 2, the ideas are then developed and refined as an organizational process. Communication and personal initiative between founders and others engagement in the creative process during this “**idea generation**” stage, foster an individual’s motivation to find a creative solution and validation (Binnewies, Ohly, & Sonnentag, 2007). Idea can either be generated within the teams or by founders oneself, however, founders enable to manipulating knowledge and skills somehow better than collectivists because their characteristics such openness for new experiences, high self-esteem, autonomous and impulsive. The study by Tiessen (1997) highlights that individualists can encourage idea generation during the stage of idea generation whereas collectivism can be more responsive into promote idea implementation.

Table 4: Stage 3 mentioned by the founder during the interviews

Stage 3	Innovation construct	Creativity construct
	in digital entrepreneurship	
<b>Basics by Sita</b>		
<b>Invest</b> in performing tests practically for <b>product development process. I work closely with design and QC teams</b> for make sure every steps will run smoothly and perfect.	Choosing solutions	Mock-up
<b>Digital advertising agencies</b> becomes one of my business partners <b>in proper operations</b> . When working with the virtual platform, I need professional team in related field to <b>visualize and enhanced strategies</b> .	Visualizing details	
<b>Targeting the value concept</b> at the end client	Being critical	
<b>Coat Over</b>		
Pre-order stuffs from China to <b>test the market</b> first, however after the business run smoothly I decide to settle my own design with the factories.	Mock-up	
I try to <b>use new technology on production</b> , especially how to retain the heat to keep customer feel warm at the same time still make customer feel beautiful in those looks.	Being critical	
Carefully <b>creating a total solution</b> , from goods to end service.	Choosing solutions	
<b>Focusing on technical feasibility</b> in material selection, product performance and production process.	Validation	
<b>Flat2112</b>		
Tailor-made for small size customer, whereas the <b>customer enjoyed</b> choosing their own material in <b>customizing design</b> .	Visualizing details	
Creating a functional <b>product concept</b>	Choosing solutions	
<b>Targeted</b> at direct <b>customer</b> segmentations	Validation	
Reaching to the new customer in every way as possible.	Exploring	

“Idea Validation” needs time to reflect on the evidence gathered (Kabukcu, 2015). With unpredictable elements, to reduce the risk and make sure in real demand and be sustainable business, entrepreneurial domain need to be validated in this process. This stage is reinforced by working together with the teams and other stakeholders to research product or service viability, idea validation is the process of testing the problem and creating a solution. To be perceived as economical and practical across many different organizational activities, firms requires success that precede a creative outcome by this stage. The involvement of the team members empower them to exposure their idea in equal opportunity in this transparent and systematic procedures (Arham, Boucher, & Muenjohn, 2013).

Table 5: Stage 4 mentioned by the founder during the interviews

Stage 4	Innovation construct	Creativity construct
	in digital entrepreneurship	
<b>Basics by Sita</b>		
Need to have a photoshooting schedule in every 5-7 days. The models I have chosen, all are <b>online influencers</b> , so brand can <b>broaden to reach audiences</b> from their platforms.	Exposition	
In the <b>official brand platform</b> , customer can see 360 degree of the product with the VDO clip and IG story.	Exposition	
I am going out everyday, so always <b>stocking</b> those <b>upcoming collections</b> in the car. I go to difference places such as hang out in cafés or restaurants, playing outdoor sports or go for shopping, I will always change to the new outfits to <b>share on my own Instagram and another official platforms to promote the products</b> .	Exposition	
<b>Provide the convenience technology options</b> for customers from order, payment and shipping services.	Digital artifacts	
Stage 4	Innovation construct	Creativity construct
in digital entrepreneurship		
<b>Coat Over</b>		
Every season, I will fly to those tourist spots around the world to take a picture to promote my brand. Let the <b>customer easy to imagine</b> on how to mix & match the apparel when they want to go to travel in those destination.	Exposition	
<b>Warehouse service and logistics</b> are the important partners, choose wisely.	Digital platform	
Allow customers to have <b>consistent experience</b> with the brand, by <b>sharing their picture</b> on official Instagram brand and Facebook fan page.	Experience Digital artifacts	
Provide <b>the tools that help operations team work</b> become <b>more efficient</b> . We do business in the cloud and integrate some platforms together with their features for the friendly-used technology to <b>interact between each teams</b> .	Digital infrastructure	
<b>Lives streaming</b> on Facebook in appoint date, we will announce earlier in every online channels.	Digital artifacts	
<b>Flat2112</b>		
When I started “Made of Fabric”, I only <b>made a sample size to wear</b> , during that time I was the <b>model by myself</b> and using freelance photographer to shoot a commercial online lookbook, I did graphic design and motion clip by myself for the pre-order in Facebook.	Exposition	
Ensure that customer can <b>reach to us in every virtual channels</b> , front-end user developer teams is a must. Not only my company’s team, we are hiring outsource to handle the data entry tasks.	Digital platform	
Flat2112 Collection, from designer, processing, drafting and after all in the fitting and adjustment process. I have contribute my job and business insider tips in the YouTube channel, to let <b>audience experience how the collection finally launching</b> .	Experience	
Customer should have choices <b>to experience</b> apparels before make a decision, so <b>actual shop</b> is still important. With multi store capability, so I	Experience	
Using a <b>reliable communications platform</b> to keep several teams on the same page.	Digital platform	

In Stage 4, to transform the idea into reality, “commercial implementation and technology utilization” stage is materialized in products and services with many persons involved with. The idea must be demonstrated by an organization form or others in a development process (Kabukcu, 2015). Generation of creative ideas and applying technological resources are typically viewed as a key leads to achieve instructional goals with business strategy and the successful business implementation (Keyvan Gholami & Karimi, 2014).

Table 6: Stage 5 mentioned by the founder during the interviews

Stage 5	Innovation construct	Creativity construct
	in digital entrepreneurship	
<b>Basics by Sita</b>		
Decision has to come from a <b>good amount of researches, planning, and right timing.</b>	Developing values	
Building a <b>reputable and trustworthy brand</b> , so capitalized the brand.	Reframing values	
Embrace the <b>proper technology.</b>	Redirecting values	
<b>Experimenting with different distribution channels.</b>	Redirecting values	
<b>Coat Over</b>		
Providing a <b>total solution with sustainable revenues and market value</b>	Extending value	

Stage 5	Innovation construct	Creativity construct
	in digital entrepreneurship	
<b>Cooperation agreements with competitors.</b> In the same time <b>clusters help the business</b> on reduction of the risk and the cost of development.	Extending value Reframing values	
Establish <b>standard operating procedures</b> for goals	Reframing values	
<b>Flat2112</b>		
Developing <b>value network</b> for joint market	Developing values	
Stressing <b>sustainable value</b>	Extending value	
Sustainable growth will not be possible to work alone, It demands <b>collaborative team and business partners</b> with the same goal.	Reframing values	
<b>Investing</b> time in creating an online presence.	Developing values	
I have never stop <b>learning</b> , when they have any business related courses to improvement and development.	Developing values	

it is the managerial processes in which innovation and creativity being all encompassing whereas technological innovation occurs in final stage “**sustain business growth**”, it is a significant development that continuously and people manifest the desire to developing and improving (Arham et al., 2013). This sustain performance impact on dramatic business growth and survival. Dynamic capabilities of the firms maintain or improve its performance over time by adapt and respond to demonstrate the opportunities, emerging threats, problems and pitfalls and opportunities, and thus its sustainability (Bititci et al., 2011; Page & Jones, 1989).

## VI. CONCLUSION

Creative ideas and innovative approaches play a crucial role in fostering entrepreneurial achievement. Creativity process goes hand in hand with innovation networks to which those businesses operate in the digital world. Accordingly, aspects such creative process stated that the role of individuals creativity and social collectivism are important in all creative environment (Keyvan Gholami & Karimi, 2014), it is becoming more important for digital firms that while innovation is supported by organization management and while each one of the them can achieve the goals, only the combination of the two individuals enable an ongoing successful implementation that is manifested to achievement motive and initiative are key characteristics for successful digital entrepreneur efficient processes and the competitive advantage in the network economy (Arham et al., 2013).

## REFERENCES

- [1] Adebayo, E., Olashebian, A., Agumadu, M., Peter, A., Akinsulire, H., & Ikumapayi, T. (2017). Analysis of the role of creativity and innovation in entrepreneurship. *Theme: “Entrepreneurship and the Knowledge Economy”*, 388.
- [2] Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in organizational behavior*, 10(1), 123-167.
- [3] Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in organizational behavior*, 36, 157-183.
- [4] Arham, A. F., Boucher, C., & Muenjohn, N. (2013). Leadership and entrepreneurial success: A study of SMEs in Malaysia. *World*, 3(5), 117-130.
- [5] Barnard, B., & Herbst, D. (2018). *Entrepreneurship, innovation and creativity: the creative process of entrepreneurs and innovators*.
- [6] Adebayo, E., Olashebian, A., Agumadu, M., Peter, A., Akinsulire, H., & Ikumapayi, T. (2017). Analysis of the role of creativity and innovation in entrepreneurship. *Theme: “Entrepreneurship and the Knowledge Economy”*, 388.
- [7] Amabile, T. M. (1988). A model of creativity and innovation in organizations. *Research in organizational behavior*, 10(1), 123-167.
- [8] Amabile, T. M., & Pratt, M. G. (2016). The dynamic componential model of creativity and innovation in organizations: Making progress, making meaning. *Research in organizational behavior*, 36, 157-183.

- [9] Arham, A. F., Boucher, C., & Muenjohn, N. (2013). Leadership and entrepreneurial success: A study of SMEs in Malaysia. *World*, 3(5), 117-130.
- [10] Barnard, B., & Herbst, D. (2018). *Entrepreneurship, innovation and creativity: the creative process of entrepreneurs and innovators*.
- [11] Binnewies, C., Ohly, S., & Sonnentag, S. (2007). Taking personal initiative and communicating about ideas: What is important for the creative process and for idea creativity? *European Journal of Work and Organizational Psychology*, 16(4), 432-455.
- [12] Bititci, U. S., Ackermann, F., Ates, A., Davies, J., Garengo, P., Gibb, S., . . . Van Der Meer, R. (2011). Managerial processes: business process that sustain performance. *International Journal of Operations & Production Management*.
- [13] Bruns, P. (2005). Corporate Entrepreneurship: Building an Entrepreneurial Organisation. In: Palgrave Macmillan, Basingstoke.
- [14] Buchanan, J. M., & Vanberg, V. J. (1994). The market as a creative process. *The philosophy of economics: an anthology*, 2, 315-335.
- [15] Calia, R. C., Guerrini, F. M., & Moura, G. L. (2007). Innovation networks: From technological development to business model reconfiguration. *Technovation*, 27(8), 426-432. doi:<https://doi.org/10.1016/j.technovation.2006.08.003>
- [16] Couger, J. D., Higgins, L. F., & McIntyre, S. C. (1990). *Differentiating creativity, innovation, entrepreneurship, intrapreneurship, copyright and patenting of IS products/processes*. Paper presented at the Twenty-Third Annual Hawaii International Conference on System Sciences.
- [17] Cruickshank, L. (2010). The innovation dimension: Designing in a broader context. *Design Issues*, 26(2), 17-26.
- [18] Davidson, E., & Vaast, E. (2010). *Digital entrepreneurship and its sociomaterial enactment*. Paper presented at the 2010 43rd Hawaii International Conference on System Sciences.
- [19] DeBresson, C. (1999). *An entrepreneur cannot innovate alone: networks of enterprises are required*. Paper presented at the DRUID Summer Conference.
- [20] Dodgson, M. (2011). Exploring new combinations in innovation and entrepreneurship: social networks, Schumpeter, and the case of Josiah Wedgwood (1730–1795). *Industrial and Corporate Change*, 20(4), 1119-1151.
- [21] Dorcas, O. A. (2017). Entrepreneurial Creativity and Innovation: A Tool for Solving Economic Crisis in Nigeria. *Covenant Journal of Entrepreneurship*, 1(2).
- [22] Fadaee, A., & Abd Alzahrh, H. O. (2014). Explaining the relationship between creativity, innovation and entrepreneurship. *International Journal of Economy, Management and Social Sciences*, 3(1), 1-4.
- [23] Fillis, I., & Rentschler, R. (2010). *The role of creativity in entrepreneurship*. (18). (01)
- [24] Frenken, K. (2000). A complexity approach to innovation networks. The case of the aircraft industry (1909–1997). *Research policy*, 29(2), 257-272. doi:[https://doi.org/10.1016/S0048-7333\(99\)00064-5](https://doi.org/10.1016/S0048-7333(99)00064-5)
- [25] Geib, P., & Swenson, J. (2012). The India Market: Changing Values And the Rise of the Entrepreneurial Culture. *Conflict Resolution & Negotiation Journal*, 2012(4).
- [26] Gilbert, N., Pyka, A., & Ahrweiler, P. (2001). Innovation networks—a simulation approach. *Journal of Artificial Societies and Social Simulation*, 4(3), 1-13.
- [27] Halinen, A., & Törnroos, J.-Å. (1998). The role of embeddedness in the evolution of business networks. *Scandinavian journal of management*, 14(3), 187-205.
- [28] Heunks, F. J. (1998). Innovation, creativity and success. *Small Business Economics*, 10(3), 263-272.
- [29] Hosu, I., & Iancu, I. (2016). *Digital Entrepreneurship and Global Innovation*: IGI Global.
- [30] Howkins, J. (2002). *The creative economy: How people make money from ideas*: Penguin UK.
- [31] Jones, O., Conway, S., & Steward, F. (2001). *Social interaction and organisational change: Aston perspectives on innovation networks* (Vol. 6): World Scientific.
- [32] Kabukcu, E. (2015). Creativity Process in Innovation Oriented Entrepreneurship: The case of Vakko. *Procedia - Social and Behavioral Sciences*, 195, 1321-1329. doi:<https://doi.org/10.1016/j.sbspro.2015.06.307>
- [33] Keyvan Gholami, & Karimi, A. (2014). The role of creativity, innovation and entrepreneurship in the organization. *Bulletin of Environment, Pharmacology and Life Sciences*, 3(2), 73-77. Retrieved from [http://bepls.com/vol3\\_spl\\_II/12.pdf](http://bepls.com/vol3_spl_II/12.pdf)
- [34] Kilgour, M., Sasser, S. L., & Larke, R. (2015). The social media transformation process: curating content into strategy. *Corporate Communications: An International Journal*.
- [35] Koellinger, P. (2008). Why are some entrepreneurs more innovative than others? *Small Business Economics*, 31(1), 21. doi:10.1007/s11187-008-9107-0
- [36] Konsti-Laakso, S., Pihkala, T., & Kraus, S. (2012). Facilitating SME innovation capability through business networking. *Creativity and Innovation Management*, 21(1), 93-105.
- [37] Kor, Y. Y., Mahoney, J. T., & Michael, S. C. (2007). Resources, capabilities and entrepreneurial perceptions. *Journal of Management Studies*, 44(7), 1187-1212.
- [38] Kraus, S., Palmer, C., Kailer, N., Kallinger, F. L., & Spitzer, J. (2018). Digital entrepreneurship: a research agenda on new business models for the twenty-first century. *International journal of Entrepreneurial Behavior & research*.
- [39] Krishna, R. R. B. M. M., & Swathi, A. (2013). Role of creativity and innovation in entrepreneurship. *Innovative Journal of Business and Management*, 2(05).
- [40] Lee, S. M., Olson, D. L., & Trimi, S. (2012). Co-innovation: convergenomics, collaboration, and co-creation for organizational values. *Management Decision*, 50(5), 817-831. doi:10.1108/00251741211227528
- [41] Leydesdorff, L., & Etzkowitz, H. (1996). Emergence of a Triple Helix of university—industry—government relations. *Science and public policy*, 23(5), 279-286.
- [42] Lyytinen, K., Yoo, Y., & Boland Jr, R. J. (2016). Digital product innovation within four classes of innovation networks. *Information Systems Journal*, 26(1), 47-75.
- [43] Mandel, G. N. (2011). To promote the creative process: Intellectual property law and the psychology of creativity. *Notre Dame L. Rev.*, 86, 1999.
- [44] Miles, R. E., Snow, C. S., Mathews, J. A., Miles, G., & Coleman Jr, H. J. (1997). Organizing in the knowledge age: Anticipating the cellular form. *Academy of Management Perspectives*, 11(4), 7-20.
- [45] Nijkamp, P. (2003). Entrepreneurship in a modern network economy. *Regional Studies*, 37(4), 395-405.



- [46] Nizam, M., Mohamad, Z., Awee, A., Mohsin, F., & Kadir, S. (2015). *Cyber Entrepreneurship Ecosystem: Proposed Concept Paper*.
- [47] Nyström, H. (1993). Creativity and Entrepreneurship. *Creativity and Innovation Management*, 2(4), 237-242. doi:10.1111/j.1467-8691.1993.tb00102.x
- [48] Obadeyi, J., Oba-Abimbola, A., & Oladejo Moruf, O. (2017). WOMEN ENTREPRENEURSHIP DEVELOPMENT AND WOMEN EMPOWERMENT IN ABEOKUTA SOUTH LOCAL GOVERNMENT, OGUN STATE. Theme: "Entrepreneurship and the Knowledge Economy", 533.
- [49] Ojala, A. (2016). Business models and opportunity creation: How IT entrepreneurs create and develop business models under uncertainty. *Information Systems Journal*, 26(5), 451-476.
- [50] Okikiola, O. L. (2017). Entrepreneurship Education and Practices among Undergraduates in Olabisi Onabanjo University, Ago Iwoye, Ogun State, Nigeria. *Covenant Journal of Entrepreneurship*, 1(1).
- [51] Okpara, F. O. (2007). The value of creativity and innovation in entrepreneurship. *Journal of Asia entrepreneurship and sustainability*, 3(2), 1.
- [52] Ologundudu, M. M., & Ojo, J. O. (2017). Entrepreneurship innovation and economic growth in nigeria. Theme: "Entrepreneurship and the Knowledge Economy", 196.
- [53] Page, A. S., & Jones, R. C. (1989). Business Growth—How to Achieve and Sustain It. *Leadership & Organization Development Journal*.
- [54] Powell, W. W., & Grodal, S. (2005). Networks of innovators. *The Oxford handbook of innovation*, 78.
- [55] Pretorius, M., Millard, S. M., & Kruger, M. E. (2005). Creativity, innovation and implementation: Management experience, venture size, life cycle stage, race and gender as moderators. *South African Journal of Business Management*, 36(4), 55-68.
- [56] Rippa, P., & Secundo, G. (2019). Digital academic entrepreneurship: The potential of digital technologies on academic entrepreneurship. *Technological Forecasting and Social Change*, 146, 900-911. doi:<https://doi.org/10.1016/j.techfore.2018.07.013>
- [57] Satalkina, L., & Steiner, G. (2020). Digital Entrepreneurship and its Role in Innovation Systems: A Systematic Literature Review as a Basis for Future Research Avenues for Sustainable Transitions. *Sustainability*, 12(7), 2764.
- [58] Sokolova, S. (2015). The importance of creativity and innovation in business. *Linked-In related at*, 14(2), 2017.
- [59] Srinivasan, A., & Venkatraman, N. (2018). Entrepreneurship in digital platforms: A network-centric view. *Strategic Entrepreneurship Journal*, 12(1), 54-71.
- [60] Szaban, J. (2018). Self-employment and entrepreneurship: A theoretical approach. *Journal of Management and Business Administration. Central Europe*, 26(2), 89-120.
- [61] Tiessen, J. H. (1997). Individualism, collectivism, and entrepreneurship: A framework for international comparative research. *Journal of business venturing*, 12(5), 367-384.
- [62] Timmons, J. A., Spinelli, S., & Tan, Y. (2004). *New venture creation: Entrepreneurship for the 21st century* (Vol. 6): McGraw-Hill/Irwin New York.
- [63] Tobji, M. A. B. (2021). *DIGITAL ECONOMY EMERGING TECHNOLOGIES AND BUSINESS INNOVATION: 5th*: Springer Nature.
- [64] Tom, D. (2012). Creativity: Linking Theory and Practice for Entrepreneurs. *Technology Innovation Management Review*, 2(8). Retrieved from <http://timreview.ca/article/594>
- [65] Tu, C., & Yang, S. (2013). The Role of Entrepreneurial Creativity in Entrepreneurial Processes. *International journal of innovation, management and technology*.
- [66] Verma, T. L. (2020, September 27, 2020). What is entrepreneurship? Retrieved from <https://commercestudyguide.com/what-is-entrepreneurship/>
- [67] Wallas, G. (1926). The art of thought.
- [68] Yao, X., Wang, S., Dang, J., & Wang, L. (2012). The role of individualism-collectivism in the individual creative process. *Creativity research journal*, 24(4), 296-303.
- [69] Yoo, Y., Henfridsson, O., & Lyytinen, K. (2010). Research commentary—the new organizing logic of digital innovation: an agenda for information systems research. *Information systems research*, 21(4), 724-735.
- [70] Yoo, Y., Lyytinen, K., & Boland, R. J. (2008). *Distributed innovation in classes of networks*. Paper presented at the Proceedings of the 41st Annual Hawaii International Conference on System Sciences (HICSS 2008).
- [71] Zhou, J. (2008). New look at creativity in the entrepreneurial process. *Strategic Entrepreneurship Journal*, 2(1), 1-5. doi:10.1002/sej.38