

<sup>1</sup> Creativity & Innovation a Road Map to Business Success and  
<sup>2</sup> Growth in Sierra Leone: from Intuition to Process Management

<sup>3</sup> Allieu Badara Kobia<sup>1</sup>, Professor Tang Xiao Hua<sup>2</sup>, Allieu Badara Kobia<sup>3</sup> and Dorzhiev  
<sup>4</sup> Arkady<sup>4</sup>

<sup>5</sup> <sup>1</sup> Liaoning University

<sup>6</sup> *Received: 3 February 2015 Accepted: 28 February 2015 Published: 15 March 2015*

<sup>7</sup>

---

<sup>8</sup> **Abstract**

<sup>9</sup> Research scholars and business Professionals have proven that macro of business entities in  
<sup>10</sup> developing economies like in the case of Sierra Leone fail fundamentally as a result of the  
<sup>11</sup> incapacity and inability of the owners (Entrepreneurs/shareholders) and business Agents to be  
<sup>12</sup> creative, innovative and the transformation of their intuitive ways of operational business  
<sup>13</sup> activities to process management and business process orientation. Some  
<sup>14</sup> Entrepreneurs/shareholders and Management show some amount of ?I don?t care?, negligence  
<sup>15</sup> and carelessness at the initial stage of not adopting the corrective measures of the business  
<sup>16</sup> tradition, strategies, risk and change management of winning business success to attain  
<sup>17</sup> depending on the type of investment portfolio, procedures, policies and approach for business  
<sup>18</sup> planning, priority, pacing, people, processes and controls to attain operational excellence, high  
<sup>19</sup> employee engagement and increase customer/client centricity. That is where the problem of  
<sup>20</sup> this paper lies. Therefore, the objective of this research study is to clearly bring out a  
<sup>21</sup> theoretical exposition of the issues involved in creativity innovation and to determine whether  
<sup>22</sup> these indicators stimulate and influence business success to attain growth, process  
<sup>23</sup> management and business process orientation as in the case of relevant literature reviewed in  
<sup>24</sup> Kline-Linked model, Abrams and Hippel?s research findings. Literature findings indicate that  
<sup>25</sup> innovation and creativity has the capacity to influence success in business performance and  
<sup>26</sup> growth especially in a developing economy like Sierra Leone. The paper recommends improved  
<sup>27</sup> quality of human intellectual capital building and training at all levels, training and building  
<sup>28</sup> quality innovation and creativity structures with related indicators, adequate funding on  
<sup>29</sup> research, science and development programs, benchmarking countries that ranked high on  
<sup>30</sup> Global Innovation Index and business growth risk assessment tools. The research

<sup>31</sup>

---

<sup>32</sup> **Index terms**— business growth, innovation, intuition, process management, sierra leone.

<sup>33</sup> **1 Introduction**

<sup>34</sup> usiness is like Mother Nature can be good or bad. The life span and success of any business depends on the  
<sup>35</sup> business growth rate assessment tools in adopting the corrective measures of business tradition, strategies, risk  
<sup>36</sup> and change management of winning business success(profitability, effectiveness, efficiency and sustainability)  
<sup>37</sup> depending on the type of investment portfolio, procedures, policies and approach for business planning, priority,  
<sup>38</sup> pacing, people, processes and controls to attain operational excellence, high employee engagement and increase  
<sup>39</sup> customer/client centricity. Business success to attain Growth should not be assumed rather is a decision made of  
<sup>40</sup> weighing the merits and de-merits and the risk of growing or not growing. The basis of all businesses is meeting

## 4 A) GROWING A SUCCESSFUL BUSINESS MEANS

---

41 needs and wants of customers demand. A business entity may come up with a brand of new product and design,  
42 or create a fantastic new service for delivery to customers/client, but if it does not meet the demand utility of  
43 some real and important needs or desire of its market target segmentation, consumers/clients demand becomes  
44 defective and subsequently and inevitably, the business will fail. In most cases, business ideas were carried out  
45 base on trial and error, incomplete guidelines or rules of thumbs with the hope that they may lead to business  
46 performance, success and growth with time if it pleases the ancestors and gods of the land. There is no clear  
47 path, since the business entities (enterprise management, partnership and corporations etc.) must create one.  
48 Finding a reliable, sound, safe and an appropriate success path) is easier if the business manager approaches  
49 creativity and innovation as a logical process, and then utilizes some of the available innovative problem-solving  
50 techniques, tools and strategies within the process of its business activities, according to Keratko, ??orris and  
51 Collins (2011).

52 Recent research studies by Abrams (2012) indicate that the most exciting and often most risky, entrepreneurial  
53 companies are innovative and creativity in nature. They bring something new and unique to the market that  
54 significantly alters and improves on the existing commodities (goods & services). This may require given added  
55 value by building or improving on an existing commodity or finding a new use for it. Business professionals  
56 and Research scholars have also reveals that of all the necessary indicators needed for a successful business and  
57 growth, the individual (People) initiative as one of the 5ps of successful business growth seems the most critical  
58 which constitutes entrepreneurs/shareholders, management and employees. Without the visionary leadership and  
59 persistence performance of individual leadership, little or no positive business result would be accomplished. As  
60 a result of the deficiency existing within the business framework in Sierra Leone, we thought it fit and necessary  
61 to come up with a concept, vision or dream and the dream must be translated into products and processes within  
62 a business context. This concept must be adapted to reflect the realities encountered within the internal and  
63 external business environment and must persevere in mitigating, eradicating and overcoming both the normal  
64 and the arbitrary hurdles risk hazard effect that are thrown into their paths.

65 The success stories of global companies and successful entrepreneurs can be traced to their investment in  
66 innovation Google's Larry Page and Sergey Brin came up with more effective search engines that researchers  
67 found more reliable. Today, Google and Baidu has become a household name in social network. The Ultra  
68 external storage drive, memory sticks and iPod have made it possible to walk around with diversify files say  
69 academic and research materials, thousands of songs & movies and documents available at all times. The iPod  
70 for example represents a substantially improved, enjoyable, creative and instinctive way to meet a long standing  
71 need for music-on-demand. However, in Sierra Leone, among the factors that contribute to business failures  
72 is the inability of Sierra Leonean business entities stakeholders (entrepreneurs, shareholders & management)  
73 to be innovative, creative and to adapt process management to accomplish desired output goals-profitability,  
74 effectiveness, efficiency and sustainability (PEES). All forms of business organizations need innovative and creative  
75 ideas to attain a sustainable and successful business growth.

## 76 2 II.

### 77 3 Needs Assessment of Study

78 Based on the preceding, the purpose of this research is to determine and assess creativity and innovation as a prime  
79 factor responsible for successful business growth and process management in a competitive business environment  
80 and a growing economy like Sierra Leone. The lack of understanding of the issue involved in innovation, creativity,  
81 business success & growth, process management and business process orientation may hinder many businesses  
82 from being successful to justify their investments and accomplish the desired output business goals.

83 The truth about Growing a Successful Business is as follows; ? Stress quality controls ? Stress financial controls  
84 ? Dilute one's customer value proposition ? Dilute one's culture ? Put one in a different competitive space ?  
85 Business Growth is CHANGE. Growth requires the entrepreneur, employees, processes, etc. to change as the  
86 business grows. ? Business Growth is EVOLUTIONARY-it evolves and everything in the business is continuously  
87 evolving, including people. ? Business Growth requires more processes and more/better management. ? Business  
88 Growth eventually requires you to build a management team. As a business grows, it needs better processes &  
89 control, finance, Human Resource and technology tools adopting innovation and creativity for better operational  
90 performance and employee centricity in meeting the business desired output.

### 91 4 a) Growing a successful business means

92 ? More customers?  
93 ? Selling more products/services to existing customers?  
94 ? More revenue?  
95 ? More profit (revenue-costs)?  
96 ? More assets?  
97 ? More employees?III.

98 Literature Review Drucker (1985) stated that innovation is the specific tool of businessman/entrepreneurs, the  
99 means by which they exploit change as an opportunity for a different business or service. It is capable of being  
100 learned and capable of being practiced. Branson (1998) considers innovative business as one which lives breathes

---

101 'outside the box'. According to him, innovation is not just good ideas. It is a combination of good ideas, motivated  
102 staff and an instinctive understanding of what customers of the business want and need. Davila et al ??2000)  
103 assert that innovation is the application of better solutions that meet new requirements, inarticulate needs, or  
104 existing market needs. It can also be defined as something original and as consequence, new that 'breaks into' the  
105 market or into society. While something novel is often described as an innovation, in management and other social  
106 science-related disciplines, it is generally considered as a process that through more effective products, processes,  
107 services, technologies or ideas that are readily available to markets, governments and society. Innovation differs  
108 from invention in that; it refers to the use of better, and as a result, novel idea or method, whereas invention  
109 refers more directly to the creation of the idea or method itself. Companies cannot grow through cost reduction  
110 and reengineering alone. Innovation is the key in providing aggressive top line growth, and for increasing bottom  
111 line results. Therefore, Innovation is more than simply coming up with good ideas. It is the process of growing  
112 them into practical use. ??Hargadon, 2003).

113 Innovation as a process requires turning ideas into reality and capturing value from them. Successful process  
114 innovation is in four stages. According to Tidd & Bessant (2013), these stages are: Search: This involves  
115 finding opportunities for innovation-bringing new ideas to the system. These ideas may come from research and  
116 development, copying, market signals, regulations, competitor's behaviour and so on. The main issue here is how  
117 to organize an effective search process to ensure a steady flow of genetic variety which gives a better chance of  
118 surviving and thriving in business in the face of environmental constraints. Select: Generating variety of ideas  
119 is not enough. Managers need to select from a set of opinions the variants most likely to help grow and develop.  
120 This requires some form of strategic choice out of all the things the businessman could do, what is going to do  
121 and why? This stage takes into account some form of competitive differentiation, that is, which choice may give  
122 the best chance of standing out from the crowd and previous capabilities that can be built on. Implementation:  
123 Generating ideas and selecting still leaves the problem of actually making it happen. That is, committing scarce  
124 resources and energies to doing something different. Implementation involves channelling or converting ideas into  
125 reality. It is essentially a task of managing a growing commitment of resources, time, energy, money, materials  
126 and mobilizing knowledge of different kinds against the background of uncertainty. Here businesses do take  
127 calculated risk rather than random throws of the dice or through intuitive approach with the hope that it will  
128 deliver the calculated value which exceeds or at least equals what we put into it. Capture: This stage involves  
129 determining how to get the benefits from innovation. The business needs to consider the challenge of capturing  
130 value from its innovative efforts-justifying efforts in commercial terms or in terms of creating social value. It  
131 also involves the determination of how to protect the gain from appropriation by others, how to learn from the  
132 experience and capture useful learning about how to improve the innovation process in the future.

133 How to make this simple process work has been the concern of entrepreneurs and business practitioners, the  
134 world over. And this is particularly disturbing in Nigerian business environment where majority of businesses  
135 are managed on trial and error, intuitive methods or rule of thumb approach. Today however, the academic  
136 community especially is working on trying to understand in a systematic way about the core process and the  
137 conditions under which the innovation process is likely to succeed and thus promote business performance.

138 A striking point about innovation is its sourcewhat gives it the desired strength. Hippel (1988) through  
139 various researches found a number of useful sources of innovation to include users (customers), suppliers and  
140 manufacturers. According to him, this involves categorizing companies and individuals in terms of functional  
141 relationship through which they derive benefits from a given product, process or service innovation. Drucker  
142 (1985) identified the following seven (7) sources of innovation: the unexpected, incongruities (conflicts between  
143 opposing functions, requirements or values), process needs (necessity), industry and market structure, local and  
144 global demographics, changes in customer perception and new knowledge. The first four sources lie within the  
145 company while the last three lie outside the company and are capable of creating new products and new markets.  
146 These factors clearly provide direction for some key changes and awareness that may lead to innovation. For  
147 this study, the aspects of innovation explored by Tidd & Bessant (2013) are useful. These are: incremental  
148 innovation, platform innovation, discontinuous innovation and component/architecture innovation.

149 Incremental Innovation: This involves 'doing what we do but better' and requires increasing the degree of  
150 novelty involved in different places across the innovation space. Consider an innovation in a car. It may require  
151 updating the styling on the car and not coming up with a completely new one or increasing the speed and  
152 accuracy of a lathe instead of replacing it with a computer-controlled laser forming process. There are degrees of  
153 novelty in the above examples running from minor incremental improvement through to radical changes which  
154 may transform the way we think about and use them. Sometimes these changes are common to a particular  
155 sector or activity, but sometimes they are so radical and far-reaching that they change the basis of society. It is  
156 a fact that innovation may involve a discontinuous shift, most of the time it takes place in incremental fashion.  
157 Essentially this is a product/process improvement along the lines of 'doing what we do, but better'. Hollander  
158 (1965) stated that the cumulative gains in efficiency are often greater over time than those which come from  
159 occasional radical changes. After all, 'disruptive or new to the world innovations' constitute only 6 percent to  
160 10 percent of all projects labelled innovation. (Ettlie, 1999). It is on record that the Japanese improvement in  
161 quality and productivity over the years is as a result of sustained incremental change or innovation. (Imai, 1987).

## **9 A) THE BASIC PRE-REQUISITE TRADITION OF STARTING BUSINESSES-(E.G-SMES)**

---

### **162 5 a) Platform Innovation**

163 One way in which the incremental innovation approach can be harnessed to good effect is through the concept of  
164 platforms (families). Platform innovation is one of the fundamental innovations. Such innovations normally are  
165 touching pads for a new industry. Platform innovations include personal computers, cell phones, digital printers,  
166 data bases, drug delivery services and so on. Platform innovations launch industries and change ways of life.  
167 Platforms and families are powerful ways for companies to recoup their high initial investments in research and  
168 development by deploying the technology across a number of markets fields. Hamel (2006) feels that the concept  
169 of total quality management is essentially a paradigm innovation which represents concepts which can be shaped  
170 and stretched to fit a variety of different contexts that are in line with platform innovations.

### **171 6 b) Discontinuous Innovation**

172 The findings of Hippel's research also indicated that most of the time, innovation takes place within a set of rules  
173 which are clearly understood, and involves players trying to innovate by doing what they have been doing but  
174 better. The rules of the game are accepted and do not change. However, something happens which dislocates this  
175 framework and changes the rules of the game. These are not every day events, but have the capacity to redefine  
176 the space and boundary conditions thereby opening up new opportunities and challenging existing players to  
177 reframe what they are doing in the light of new conditions.

178 Discontinuous innovation is a central theme in Schumpeter's original theory of innovation which he defined  
179 in terms of 'creative destruction'. (Schumpeter, 1950 and Foster & Kaplan, 2002). This type of change can come  
180 through the emergence of a new technology or it can come through the emergence of completely new market  
181 with new characteristics and expectations. This aspect of innovation can also come about by reforming the way  
182 we think about an industry-changing the dominant business model (the rules of the game). The new way of  
183 framing the business has the power of opening up new trajectories along which all sorts of innovations begin  
184 to occur. Triggers or sources of discontinuous innovation include: the emergence of new markets, technology,  
185 political order, deregulation, unthinkable events, business model, architectural designs, shift in techno-economic  
186 paradigms and so on.

### **187 7 c) Component and Architecture Innovation**

188 Innovation can be viewed from the opportunities that are opened up through the components within the larger  
189 systems. In this case, innovations are thought of as changing things at the level of components or those which  
190 involve change in a whole system. It should be noted that innovation after all, is about knowledge creating new  
191 possibilities through combining different knowledge sets. Such knowledge may already exist in our experience,  
192 result from a process of search or be in explicit form and codified in such a way that others can assess it, discuss  
193 it, transfer it, etc or it can be in tacit form. ??Polanyi, 1967). It must however be noted that the process of  
194 knitting these different knowledge sets together in a successful innovation is one which takes place under highly  
195 uncertain business conditions. Innovation and creativity flourish when they are backed up by the actions and  
196 attitudes of the leaders and managers of the business. The actions provide the foundations that enable creative  
197 and innovative efforts of employees. Some of these actions according to ??ry THEORETICAL NEXUS Finding  
198 an innovative process that would enhance business success requires an effective model or framework. The paper  
199 considers the Kline-Linked model (Kline Model) of innovation which places emphasis on potential market needs  
200 as drivers of the innovation process and described the complex and often interactive feedback loops between  
201 marketing, designs, manufacturing and so on. In this model, Kline (1985) describes the complexities in the  
202 innovation process. He acknowledges the fact that new knowledge is not necessarily the driver for innovation.  
203 Instead, the process begins with the identification of an unfilled market need. This drives research and design,  
204 then redesign and production and finally marketing with complex feedback between all this stages. There are also  
205 feedback loops with the organisation's and the world's stored base of knowledge, with basic research conducted or  
206 commissioned as necessary to fill in gaps. Caraca, Bengt-Ake & Sandro (2009) corroborate by linking this model  
207 to linear theory of innovation when they state that basic research leads to applied development, then engineering,  
208 then manufacturing and finally marketing and distribution process.

## **209 8 Conceptual Perspectives**

210 A number of concepts need some clarifications. It includes: Business inception traditions, the four (4) ways of  
211 growing businesses (Improvement, Innovation, and Scaling & Strategic acquisition), Business success, Intuition,  
212 Process management and Business process orientation.

### **213 9 a) The Basic Pre-Requisite Tradition of Starting Businesses- (e.g-SMEs)**

215 Before an Entrepreneur businesses start to grow there must be an existence of a specific business/business  
216 Idea. That is to say a plant can only grow by sewing the seed first. Private business is like a Seed. Rational  
217 Entrepreneurs should at the initial point before the start of any business to be able to answer three (3) questions  
218 for a good start: ? Do I/We Have A Business Proposal? ? Do I/We Have A Business Plan? ? Do I/We Have

---

219 Edsoda So That I Can Polcca? The 5Ws & H of Planning Planners of Businesses would always examine the  
220 answers to six ( ??) key foundation questions to trigger their minds into an effective and efficient planning. As  
221 a rule of thumb, it's always profitable to answer the questions below as the aim of all businesses is to maximize  
222 profit and minimize cost, keeping risk at a lower ebb. WHAT? What kind of Business? Identify your subject  
223 matter.

224 WHY? Investigate all possible reasons around the subject matter base on the business intended WHERE?  
225 Identify the place or geographical location, as everything on Earth is subject to a place of event, action or  
226 activity. WHEN? Similarly, everything is tied up to time and space. Determine the year(s), months(s) and  
227 week(s), etc, or time of day or night of the event to start your business. WHO/WHOM? Nothing happens  
228 without human or animal agents. Identify who acts or takes responsibility for the happenings being planned and  
229 the market (Market target segmentation). HOW? Is the action plan, determine the process or method that is  
230 involved in carrying out the activities or events in question.

231 The above models are essential indicators that determine the survival and sustainability of business in  
232 economies in the world. To be specific most businesses in developing countries economies failed because of  
233 the neglect of the monitoring, review, evaluation and assessment of policies, procedures, processes and controls  
234 by not applying the appropriate models. This is applicable not only to Large scale businesses but also Small  
235 and Medium Enterprises. Any failure of business in either the formal or informal sector of any economy has a  
236 negative impact in the country's resource base and aggregate demand/GDP. So, my advise if businesses want  
237 to remain sustainable and profitable in the world in general and developing economies to be specific need to be  
238 watchful of the aforementioned business models and assessment indicators.

239 Entrepreneurs and shareholder's/management should have the mindset even though they want to grow their  
240 businesses must be aware of the "IHS model" of growth for successful businesses refer to as the "Big 4(four)" of  
241 business growth b) The Four (4) ? You can make your product more quickly.

242 ? You can improve customer service. The Latin word 'innovare' meaning 'to make something new' is what  
243 is translated to mean innovation. There are many definitions put forward from different school of taught to  
244 explain what innovation means. For example, Drucker (1985) stated that innovation is the specific tool of  
245 businessman/entrepreneurs, the means by which they exploit change as an opportunity for a different business or  
246 service. Definitions of innovation may differ in wordings, but they all stress the need to complete the development  
247 and exploitation aspects of new knowledge, not just its invention-the first step in widespread and effective use. ?  
248 Learning something from a different type of business and transferring it to your business.

249 ? Challenging the "usual way" assumptions. Asking why it's done this way in this type of business.

250 ? Learning from competitors.

251 ? Innovating with customers-customer co-creation ? You can make doing business with you easier and  
252 "smoother."

253 ? You can operate more efficiently, reducing your costs and increasing your profits.

254 ? You can drive productivity from process improvements-doing more in same amount of time.

255 ? You can improve every process that impacts quality, money, and customers-EVERY process.

256 ? You can improve EVERYTHING you do: every step, of every process of your business.

257 ? What could one buy? Geography expansion, customers, new products or services, new capabilities?

258 ? Acquisitions are of high-risk generally. ? Critical decision-why?

259 ? Assess the situation and go where you have the most impact-fight the biggest fire.

260 ? How do you know? Life, property, brand, reputation, customers, quality, cash? ? Where is the "bottleneck"?

261 ? "You don't eat if you don't sell. You don't sell if you don't have a customer. You don't have a customer  
262 unless you offer a good service (product)."

263 ? "Set up 3 or 4 priorities that take precedence over everything else: Manage cash flow; focus on customers  
264 and quality service; accelerate revenue growth; and all the rest-unless something is on firecan wait."

265 ? Huddles: What is a "huddle"? (Ritz Carlton Hotels) ? What do you delegate??

266 ? How do you delegate?

267 ? The power of processes: Processes are how entrepreneurs are able to be in multiple places at the same time.

268 Delegation is a learned skill; "Delegation is a process and not a natural act." Why is delegation so hard for  
269 many entrepreneurs? ? "Delegation is the most difficult management skill to

## 270 **10 PERSONAL TRANSITIONS FOR THE EN- 271 TREPRENEUR**

## 272 **11 II. Technical competencies**

273 Functional Specialist

## 274 **12 Generalist**

275 Conductor of an orchestra Growth changes your job! 3rd big transition-Becoming a mentor/coach ? As  
276 your business grows to 100+ employees, you will have begun to build a Senior Management Team. Now the  
277 entrepreneur's role changes again. ? Now you have to personally mentor/coach each of the people in that

## 14 D) DETERMINANTS OF BUSINESS GROWTH

---

278 team-who, in turn, are managing multiple managers-as they learn to be leaders. ? The challenge is to build  
279 a trusting, open relationship while holding people accountable for high performance. ? This role requires even  
280 more emotional engagement and time to deal with personal issues and style. Take note: "As you push decisions  
281 down you have to spend more time on alignment and prioritization, making sure people are focused on the right  
282 things, that they are communicating well and getting along and that they have the requisite skill sets to do what  
283 needs to be done."

284 4th big transition-From specialist to generalist ? Many entrepreneurs had a business specialty when they  
285 worked for someone else-a functional focus (e.g., manufacturing, sales, finance, marketing, etc.).

286 ? Entrepreneurs have to become generalists when they start a business and grow it-they are responsible for  
287 everything. ? An entrepreneur becomes a general manager by doing and being responsible for every functional  
288 area: Sales, marketing, production, purchasing, finances, accounting, logistics, customer service, HR, etc. ? As a  
289 business grows and a good management team is built, many entrepreneurs start to refocus on a functional area  
290 they love and excel at (eg., sales or operations or finance). 5th big transition-From generalist to "conductor" As  
291 a business grows, the entrepreneur spends more and more time "out of the details" and not "fighting fires," and  
292 more time on: ? Strategy, finance, people and cultural issues; and ? "Conducting the symphony orchestra" so  
293 that beautiful music comes together from all the disparate parts of the business. 6th big transition-From me to  
294 them ? Another way to describe how entrepreneurs change along the growth path is that they have to change  
295 from a "me" focus (relying on myself for everything important) to a "them" focus. ? One learns quickly that one's  
296 business success in most cases is dependent on others (employees) and making and keeping others (customers)  
297 happy. ? Most businesses are people businesses. ? Learn to teach, listen to, engage with, relate to and inspire  
298 people.

### 299 13 ? Intuition: Trial and error approach to business

300 Business success is not an intuitive activityusing or basing on what one feels to be true even without conscious  
301 reasoning. It is the ability to acquire knowledge without reference and/or the use of reason. It is the rule  
302 of thumb or intuitive approach to (business) issues or decisions. Intuition is conceived as a kind of inner  
303 perception, sometime regarded as real lucidity or understanding. The process of intuition remains largely  
304 unknown psychologically, but they are however opposed to the views of rationality. Intuition provides views,  
305 understanding, judgments, or beliefs that we cannot in every case empirically verify or rationality justify. Jung  
306 (1971) refers to intuition as 'irrational function' that is, the perception via the unconscious. Therefore, business  
307 strategies must be fashioned out rationally based on innovation and managed by a process to accomplish positive  
308 results and business success.

309 ? Sierra Leone Business space and Growth Sierra Leone has an area of 73,326 square kilometers with a current  
310 population of about six(6) million of which 51% are women and over 75% of the people residing in the rural areas  
311 highly dependent on subsistence agriculture and micro-? When do you need managers? Typically around 7-10  
312 employees. ? Managing managers is a teaching/coaching process. ? Every manager is a different person and  
313 you have to learn how that individual learns and responds to feedback, etc. ? You cannot lead unless you have  
314 willing followers.

315 Engaging followers takes time and emotional intelligence-a skill that many people lack.

316 © Women accounts for about 65% of the Informal Sector's workforce. The key features of the informal sector  
317 are dominance of self-employed individuals (such as small traders, street vendors, carpenters, tailors and taxi  
318 drivers). The sector largely relies on labour services provided by owners and families, but occasionally also on  
319 paid labour without formal employment contracts. Labour productivity is low, underemployment is high, job  
320 security is pervasive, wages are highly flexible and workers do not receive much from employers. Legal minimum  
321 wage laws do not apply and unions play very limited role in wage fixing. Perhaps more important is the limited  
322 access to credit opportunities for enterprise start-up and expansion. (Sierra Leone Government National Micro-  
323 finance Policy, 2003). The third (3 rd ) segment of the market is the formal urban sector comprising the public  
324 sector (civil service, parastatals, and semi-autonomous institutions) and medium-scale and large-scale enterprises  
325 producing both tradable and non-tradable goods and using both skilled and unskilled labour. (Sierra Leone  
326 Government National Micro-finance Policy, 2003).

327 To be a successful business, all the participants in the business-owners (Entrepreneurs, shareholders) managers  
328 and other stakeholders must have their various needs or claims satisfied. Fry, Stoner & Hattwick (1998) state a  
329 number of indicators of success to include financial performance, customer needs and values, quality of products  
330 and services, innovation and creativity, and employee commitment. Business success is multidimensional in  
331 nature and may take into account several factors.

### 332 14 d) Determinants of Business Growth

333 A healthy business, according to Fry, Stoner & Hattwick is the ability of a business to excel over a long period  
334 of time. If a business makes a lot of money in the short run but fails far short of its objective later in the  
335 course of operation, it is not a successful business. Further a business that makes a lot financial returns but  
336 at the expenses of low morale, uncommitted employees, shoddy products, bad services, or unethical behaviour  
337 should not be considered a successful business (Dugguh, 2005). Recently Abrams provided the following business

---

338 success factors for business owners to consider in their business decisions: i. Underserved or new market: many  
339 businesses succeed by bringing a proven product or service to a market for which there is greater demand than  
340 competitors can currently satisfy. This is done by establishing a location that has been overlooked by competitors  
341 or identifying a market that has not yet been served or dominated by competitors. These can be new markets,  
342 insufficient competitors in a new geographical location or when companies abandon or neglect smaller portion  
343 of their current customer base. In some cases, an innovative company may lead the way and others follow once  
344 the innovator has built or created customer demand. This is often called 'me-too' business that can achieve  
345 remarkable success. ii. Lower price: customers are often tempted by lower prices (lower cost options), and being  
346 a low-cost leader is a time-honoured strategy for business success. However, this can only be made possible if  
347 the business has some strategic advantages like unique production or distribution method, secret supply sources,  
348 or arrangements with particular partners that make costs consistently lower. Lower price strategy can only be  
349 attained in the short-run. This is because if the only key differentiation is the provision of cheap product or  
350 services, another company can also lower prices thereby 'beating you at your own game'. iii. Higher Quality:  
351 innovation often comes in the form of higher quality. A business may recognize an opportunity because of lack of  
352 high quality offerings in a robust market, or may notice customers expressing dissatisfaction with current options.  
353 Under such situation, a business that offers high quality product or service is more likely to succeed than one  
354 that offers low quality product or service to customers.

355 small comprising the Bank of Sierra Leone (Central Bank), twelve (12) to attract and retain more customers.  
356 Convenience products are generally small, rather quickly consumed and bought frequently. They are branded,  
357 staple in nature, standardized and generally be substituted. Customers expect and demand that convenience  
358 products should be nearby and immediate availability heavily influence which brand and businessman and location  
359 are chosen. The price per unit of a convenience product is generally low. Examples of convenience products  
360 include bread, milk, toothpaste and brush, battery, light bulb, under wears and so on. vi. New delivery system  
361 or distribution channel: some successful companies have been founded by creating or using new sales channels.  
362 It is on record that Amazon.com pioneered the possibilities of new delivery system and distribution in the  
363 internet as a sales channel for books, academic journals etc and today Amazon.com is a successful company in  
364 books distribution and is acclaimed the 'world's largest bookstore'. vii. Increased integration: integration is a  
365 situation where a company controls more steps in the design, production, and sale of its product or service rather  
366 than relying on outside supplies. This can create a competitive advantage because it gives the company more  
367 power to oversee the quality at every stage of the production process. To gain competitive advantage based on  
368 quality, vertical integration is often advocated. In addition, businesses are highly successful when they possess  
369 the following characteristics: compelling, executable business idea, large market and potential for high or rapid  
370 growth, building a business in a growing industry, creating a business and not just a product, building a strong  
371 team and having original ideas but not completely new ones. When these factors are linked to innovation, process  
372 management and business process orientation, the success of the business is enhanced. ? Do we need to pace  
373 growth?

374 In the process of answering the various questions in the above business growth assessment tools in a knot shell  
375 examine and evaluate how effective and efficient is the business marketing strategy, risk and change management,  
376 the Entrepreneur profitability and growth mindset and the agency concept towards maximizing shareholders  
377 wealth. There is also need for a continuous assessment and evaluation of policies, procedures of business  
378 investment activities looking at models such as; PESTEL, CAMEL, ??WOT Simply put, process management is  
379 the application of knowledge, skills, tools, techniques and systems to define, visualize, measure, control, report and  
380 improve processes with the goal to meet customer requirements profitably. The objective of process management  
381 is to clearly identify and document all steps and action taken to complete a process or work flow. It involves  
382 documenting the current process, evaluating time and level of effort as well as analysis of efficiency, bottlenecks,  
383 and overall process costs as opposed to the trial and error approach which does not for example, document any  
384 process. The benefits of process management cannot be underestimated. For instance, the ISO 9001 (clause 0.2  
385 of ISO 9001:2000) emphasized that:

386 Process management promotes the adoption of a process approach when developing, implementing and  
387 improving the effectiveness of a quality management system, to enhance customer satisfaction by meeting  
388 customer requirements.

389 Closely related to process management is business process orientation. Basing his study on the previous work  
390 of researchers like Walton (1986), Drucker (1985), Davenport (1993) on business process orientation, Koblbacher  
391 (2009) suggests that companies could enhance their overall performance by adopting a 'process view' of the  
392 organisation. Empirical study by ??cCormark (2000) to explore the relationship between business process  
393 orientation and enhanced business performance indicated that business process orientation is critical in reducing  
394 conflict and encouraging greater connectedness within an organisation while improving business performance.  
395 Another study by Kohlbacher (2009) reveals that business process orientation is positively associated with  
396 customer satisfaction, product quality, delivery speed and time-to-market speed. Building on this concept  
397 requires a new approach and a new way of thinking about the organisation which will result in dramatic  
398 business performance improvements. Companies that have built or centered on business process orientation like  
399 Texas Instruments have reported receiving improved business performance within the organisation. (Hammer,  
400 1999(Hammer, & 2001)).

401 V.

### 402 15 Global Innovation Index

403 At this juncture, it important to acknowledge the top 10 countries that make up the list of the most innovative  
404 countries of the world with the hope that other nations would benchmarked and benefit from their strategic  
405 ideas regarding innovation and creativity. These countries, in a descending order, are: Switzerland, Sweden,  
406 U.K, Netherlands, USA, Finland, Hong Kong, Singapore, Denmark and Ireland. The factors used for the ranking  
407 include input and output of countries for the ranking.

### 408 16 VI.

### 409 17 Conclusion

410 Innovation and creativity are key inputs in attaining business success and growth in any society and economy  
411 that is in readiness to grow and progress to economic prosperity as they serve as the bedrock platform with a  
412 positive geometric effect on socioeconomic growth and development that output sound and quality Intellectual  
413 capital service delivery, quality of life sustainability, effectiveness efficiency and productive growth of business  
414 entities. Considering the key factors responsible for business success and growth like the underserved markets,  
415 low price, high quality, service, increased integration etc. ? Success depends on teaching, motivating and relating,  
416 and on a daily basis, engaging employees and managers in the pursuit of excellence and high performance. ? The  
417 secrete of high Performance is High Employee Engagement VII.

### 418 18 Recommendation for Policy Implication

419 Intellectual Capital resource is the first and foremost significant resources among all other resources of any  
420 Nation and a very good example is Singapore which has been transformed from being a third to first world  
421 country as result of efficient and effective innovation and creativity that has lead there business activities in both  
422 the public and private sector to a success and ultimately growing their GDP. The reason been a Country can  
423 be richly endowed with all natural resources on Earth but if there is no efficient and quality intellectual capital  
424 no creativity and innovation. So For Sierra Leone businesses to be successful there should be improved quality  
425 of education and training at all levels. This will foster education, attract talents and also create talents for  
426 innovation and creativity to attain business success and growth which will ultimately has a positive functional  
427 relationship of growing the economy. Also, other developing countries like China, India, Republic of Moldova,  
428 Rwanda, Uganda, Jordan, Malaysia, Senegal, Hungary, Ghana, Costa Rica etc, have invested in education and  
429 today, the quality of education and by extension, innovation has significantly improved for better. With improved  
430 education, talents could also be created. According to records, there were only few countries in Africa that are  
431 among the list of 142 countries on Global Innovation Index, 2013-Mauritius (#53), South Africa (#58) and  
432 Tunisia (#70). In addition, creativity and innovation training skills should be given by innovation experts in  
433 dynamic workshop settings, laboratories and so on. Currently, Sierra Leone has three (3) Universities, three (3)  
434 Polytechnics and 5 Colleges of education and many secondary as well as primary schools. However, it's imperative  
435 for the Government to boost and increase on the budget of the Education Ministry to stimulate, revamp and  
436 increase quality, efficient services of intellectual product in the Country and to ensure a ready and timely market  
437 place by putting square pegs in square holes and round pegs in round holes which is the platform and incubator  
438 of intellects innovative and creative skills to be able to perform well in their various job specifications which will  
439 positively impact economic activities and grow the Country's GDP, National Income, safe and sound ecofinancial  
440 system and better standard of living of citizens in the Country. The current educational budget before the ebola  
441 epidemic is grossly inadequate to attract innovative talents and its devastation of the socioeconomic space with  
442 special reference to the Health sector, business and agriculture which have been seriously affected with increasing  
443 impediments than before. Therefore, Government, the Organised private sector and individuals should provide  
444 adequate capital for Research and Development (R&D). Research studies and other evidence have proven that  
445 developed countries invest more in R&D and are more innovative and creative in meeting the task of Global  
446 Competitiveness. Countries like Brazil, Russia, India and China and South Africa (BRICS) are funding R&D  
447 projects with positive results. A climate of investment around innovation and creativity should be nurtured. A  
448 culture of venture and risk capital to help local investors should be encouraged. In addition, a culture of 'mindset'  
449 or awareness creation on innovation, business success and process management should also be encouraged as well  
450 as tackling security challenges like social chaos, strikes, frequent unending political to give vote of <sup>1 2</sup>

---

<sup>1</sup>© 2015 Global Journals Inc. (US)

<sup>2</sup>Creativity & Innovation a Road Map to Business Success and Growth in Sierra Leone: from Intuition to Process Management



Figure 1:



Figure 2: Global



15

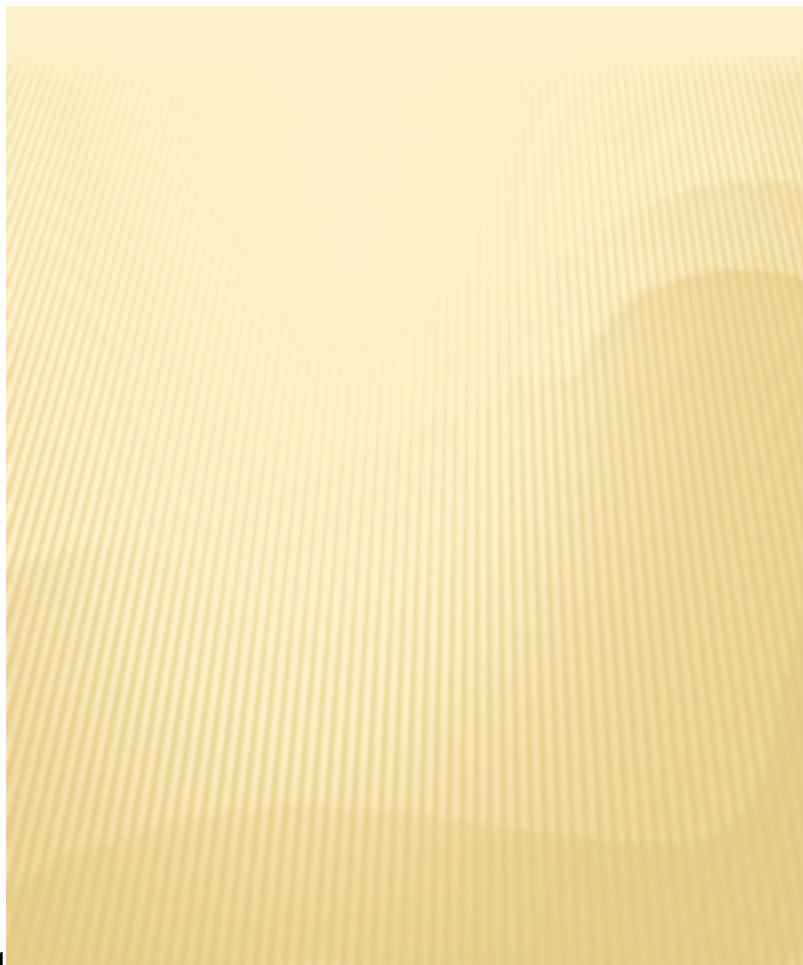
Figure 3: Figure 1 : 5 Global



Figure 4:



Figure 5:



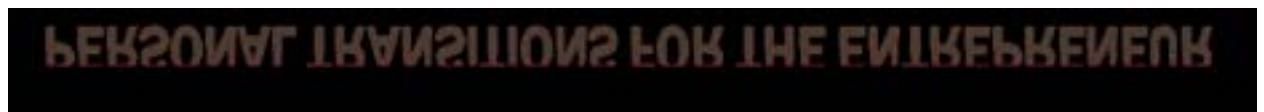


Figure 7: ?



Figure 8: Figure 3 :?



Figure 9: Figure 5 :



Figure 10: ?

enterprises/household enterprises. This indicates that majority of the rural people are micro entrepreneurs, or small holder farmers or both. The financial system is Commercial Banks, six (6) Community Banks, two (2) Discount Houses, fifty-two(52) Foreign Exchange Bureaux, a National Social Security and Insurance Trust (NASSIT), seven(7) Insurance Companies, 6(six) Insurance Brokers and a few other Non-banking Financial institutions(NBFIs)-with macro of microfinance institutions(MFIs) and Small & Medium Year 2015  
Volume XV Issue IV Version I  
( B )  
Global Journal of Management and Business Research

Figure 11:

iv. Service: a number of highly successful companies seized business opportunities that are made possible by the opportunity in the environment to provide better service than competitors. Better service means giving customers more personal attention: taking care of customers faster, quick response to customer complaints, return policy, dedicated sales staff etc.

v. Convenience: making a product or service in a more convenient way for customers can create a viable business success. Convenience has the potentials

Year 2015

12

( B )

, and

SPAMSAPO analyses in trying to identify the strength, opportunities, deficiencies and finding appropriate measures

to catalyze achievement

Entrepreneurial and Institutional/Organizational goals that is attaining the 'PEES'-that is Profitability, Efficiency, Effectiveness and Sustainable Business Investment.

© 2015 Global Journals Inc. (US) 1

Figure 12:

RISK ASSESSMENT BUSINESS SUCCESS MODELS					
PESTEL	CAMEL		SPAMSAPO		SW
P-Political	C-		S-Stewardship		S-
stability st	Capital				Str
E-Economic	A-Asset		P-Policy & procedures		W
status					W
S-Social	M-		A-Auditing, Accounting		O-
Amenities	Management				Op
Key Points To Note For A Successful Business And			Principle & Standards		T-
? T-	E-		M-Management		Th
Technology	Earnings				
Growth:					
E-	L-		S-Supervision & Monitoring		
Environment	Liquidity				
L-Legal			A-Accountability & Transparency	P-Processes	
Issues			& Controls	O-Outsourcing effect	

It is therefore necessary for

business entities to shift from trial and error (the rule of thumb approach) to a more scientific process in business operations especially for Entrepreneurs who have been in such habit. The research study clearly brings out cogent facts about innovation & creativity in business mindset intuitive business success model, t

Figure 13:

Figure 14:



---

451 [Kuratko et al. ()] , D F Kuratko , M H F Morris , J G Covin . 2008.

452 [Fry et al. ()] *Business: An integrative framework*, F L Fry , C R Stoner , R E Hattwick . 2998. Boston. (Irwin  
453 McGraw-Hill)

454 [Dugguh ()] 'Core cultural values, stake holder expectations and corporate Performance: A strategic approach  
455 to innovation in accomplishing organizational goals'. S I Dugguh . *Proceeding of the International Conference  
456 on Social Science and Humanities*, (eeding of the International Conference on Social Science and Humanities)  
457 2013. 5 p. .

458 [Dugguh ()] 'Crafting a business plan for new investor in Nigeria'. S I Dugguh . *Journal of Business Management*  
459 2005. 1 (1) p. .

460 [Foster and Kaplan ()] *Creative Destruction*, R & Foster , S Kaplan . 2002. Cambridge, MA: Harvard University  
461 Press.

462 [Abrams ()] 'Entrepreneurship: A real world approach'. R Abrams . *California: Planning S* 2012.

463 [Hammer (1999)] 'How process enterprise really work'. M Hammer . *Harvard Business Review* 1999. November-  
464 December: 108-118.

465 [Drucker ()] *Innovation and Entrepreneurship: Principles and Practice*, P Drucker . 1985. New York: Harper  
466 and Row.

467 [Griliches ()] 'Issues in assessing the contribution of R & D to productivity Growth'. Z Griliches . *Bell Journal  
468 of Economics* 1979. 10 (Spring) p. .

469 [Imai ()] *Kaizen*, K Imai . 1987. New York: Random House.

470 [Kline (1985)] S J Kline . *Research, Inventions, Innovation and Production: Models and Reality Report*, 1985.  
471 March 1985. Stanford University

472 [Leifer et al. ()] 'M (2009) the effects of Process orientation on customer satisfaction, product quality and time-  
473 based performance. Paper presented at the 29th International Conference of the Strategic Management  
474 Society'. R Leifer , C Mcdermott , G Lonner . *Competitive Advantage: Creating and Sustaining Superior  
475 Performance*, Kegan Routledge, Paul, M E Porter (ed.) (Boston MA; Washington; Belgium. Philips, W,  
476 Noke H. et al; London; New York) 2000. October. 1999. 2006. 1985. the Free Press. 10 p. . (Paper  
477 Studies in Management: Workshop on original design. Brussell)

478 [Ettlie ()] *Managing Innovation*, J Ettlie . 1999. New York: John Wiley & Sons Inc.

479 [Schumpeter (ed.) ()] *Managing Innovation: Integrating Technology, Market and Organisational Change*, J  
480 Schumpeter . Harper and Row. Tidd, J. & Bessant, J (ed.) 1938. 1950. 2013. 1986. New York; Sussex;  
481 New York: Perigee Books. (The Deming management method)

482 [Davenport ()] *Process Innovation: Re-engineering work through information Technology*, J H Davenport . 1993.  
483 Boston M. A: Harvard Business Press.

484 [Jung ()] *Psychology Types. Bollingen Science Volum 6*, C G Jung . 1971. Pricetor University Press.

485 [Hammer ()] *The Agenda -What every business must do to dominate the decade*, M Hammer . 2001. New York:  
486 Crown Business.

487 [Carac et al. ()] 'The changing role of science in the innovation process: from Queen to Cinderella?'. J Carac ,  
488 Bengt-Ake , M Sandro . *Technological Forecasting & Social Change* 2009. 76 p. .

489 [Drucker ()] 'The coming of the new organisation'. P Drucker . *Harvard business Review: January -FeAbuary*,  
490 1988. p. .

491 [Byrne (1993)] *The Horizontal Corporation. Business Week*, J Byrne . 1993. December-76-81.

492 [Hollander ()] *The sources of increased efficiency.: A study of Dupont Rayon Plant*. Cambridge: MA, S Hollander  
493 . 1965. MIT Press.

494 [Hippel ()] *The Sources of Innovation*, E V Hippel . 1988. New York: Oxford University Press.

495 [Dugguh ()] 'Trompenaars Cultural dimensions: Implications for business Success in Trans-Saharan Nigeria'. S  
496 I Dugguh . *Al-mahram Journal of Trans-Saharan Studies. University of Maiduguri* 2013. 5 p. .