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Models of social innovation based on the example of entities from the Szczecin Incubator for Culture

Abstract

Social innovation is not characterized by specific models of their implementation. For this reason theoretical and practical analysis of the management of their implementation have been made. The project RECreation of Szczecin Culture Incubator helped to define the specificity of social innovation. Particular attention was paid to the life cycle of social innovation, the commercialization models, and the drivers of innovation. The authors point to the possibility of applicability of social innovations in various types of organizations.

Keywords: innovation, non-technological innovation, social innovation, innovation models.

JEL CODE: M21, M30, A13.

Modele innowacyjności społecznej na przykładzie analizy działania podmiotów Szczecińskiego Inkubatora Kultury

Abstrakt

Innowacje społeczne nie charakteryzują się określonymi modelami ich wdrażania, z tego też względu dokonano teoretycznej i praktycznej analizy zarządzania ich wdrażaniem. Projekt REKreacja Szczecińskiego Inkubatora Kultury posłużył do określenia specyfiki innowacji społecznych. Zwrócono szczególną uwagę na cykl życia innowacji społecznych, modele komercjalizacji, jak i aspekty będące motorem innowacji. Autorki wskazują na możliwość wdrażania innowacji społecznych w różnego rodzaju organizacjach.

Słowa kluczowe: innowacje, innowacje nietechnologiczne, innowacje społeczne, modele innowacyjności.

Introduction

Social innovations are a fairly broad issue, which makes a methodical approach to the matter of managing them difficult. The research aim thus became to determine the position of social innovation among innovations and, consequently, to diagnose the models of their

implementation. The selection of the subject is justified by the existence of good practices in the area of implementing social innovations, which, however, are not widely described and reviewed. In order to define the models of social innovation, existing data and case studies were analyzed.

The place of social innovation in non-technological innovations

Innovativeness is a process, and not a one-time occurrence. Furthermore, it is a process largely based on unique knowledge, unconventional solutions, unique and diversified human resources, and not just technology. Such a theory opposes the dominant view among Polish entrepreneurs that innovations are predominantly new technologies that arose as a result of conducted research.

B. Bigliardi and A.I. Dormio, basing on the Oslo Manual guidelines, distinguish two groups of innovations: the related and the unrelated to technical and technological changes. The first group includes product and process innovations, while the second organizational and marketing innovations (Bigliardi, Dormio 2009, pp. 223-242). In source literature, however, it is noted that the paradigm of technological innovation as the only stimulus for the development of innovation and the determinant of measurement has its limitations. Nevertheless, technological innovations are easier to identify and measure than innovations of the so-called "soft" or non-technological variety. It is the latter, due to their largely intangible character, the link to the process of continuous improvement, which are difficult to measure with traditional methods in the form of inputs and outputs (Markiewicz 2010, p. 49).

Non-technological innovations are referred to in the Oslo Manual as organizational and marketing innovations, but there are significant changes in the approach to innovation, including non-technological innovation, and work on a new version of the Oslo handbook, which would include updates on the topic, is currently underway. Non-technological innovation is commonly defined quite widely, which indicates that social innovations also belong to this group. Notwithstanding, social innovations have a distinctive feature that distinguishes them from other types of innovation, namely profit, which in this type of innovation does not simply fall into the economic dimension. Social innovations should bring profit, for example to the entities implementing them, but they should not be only charitable activities, moreover, these innovations should bring profit in the form of improving the quality of work or the life of their recipients.

Social innovations can constitute the driving force, and a boost of creativity for an enterprise, stimulating its activity by providing new ideas and information flowing from both employees and the market. Innovations require eagerness to seek changes as a means of more effective action. The path towards social innovation can be comprised of, for example, the policy of responsible business or shared value (Porter, Kramer 2011, p. 21). The aspect of introducing social innovations may concern large enterprises as well as small and medium enterprises, or social economy entities (foundations, associations or cooperatives). The only limitation of their application may be the low creativity of entrepreneurs in the context of social needs.

The areas covered by both non-technological innovations and social innovations are so close and easy to define for every entrepreneur that regardless of the size of their company, generated revenues or the range of the market or the sector of operation, they can be an effective tool also for improving competitiveness. In the present circumstances, the operations of entities should be characterized by dynamic development, and thus the ability to take risks and take advantage of opportunities created by new products, new markets and the possibilities of meeting the consumer needs better (Pomykalski 2005, p. 32).

Social innovations are social actions aimed at improving the quality of life of people, communities, nations, companies, communities or social groups (Marciniak 2009, p. 8). Social innovations, due to their character, constitute a very convenient solution, which is characterized by ease of use primarily by smaller and medium enterprises within the service sector. Unfortunately, these innovations are not widely appreciated, despite the fact that they force a more strategic thinking on part of enterprises, very much needed in order to gain a competitive advantage, especially when the current market environment is uncertain. Social innovations can also be decidedly easier to apply in companies that cannot afford expensive investments, for example in the purchase of modern technologies or if such investments are not essential for their operations.

The area of non-technological and social innovations is not a completely foreign area for entrepreneurs, but among Polish entrepreneurs it is still uncharted territory. The potential that it brings can contribute to giving it proper direction, so that it becomes an effective “dynamo” for raising the competitiveness of enterprises, especially within the SME sector.

Entrepreneurs more and more often realize spontaneously the fact that innovation does not consist merely of machines and high-tech, which not so long ago was the predominant view.

Describing innovations, they indicate that it consists of a number of concepts, eg: (Social determinants ... 2007, pp. 5-6):

- an innovative company is: a company that gives more freedom to employees, which increases their innovativeness,
- an innovative product is: a product created basing on customer needs,
- areas in the company that can be innovative are: the technological line but also the customer service, and at the same time sales, management and information flow.

As economic practice indicates, however slowly, the implementation of innovations⁶⁵, including non-technological ones, is improving among enterprises (Baczko 2008, pp. 3-5). In the realm of organization, the most frequently used innovations in the recent period were the implementation of new (Starczewska-Krzysztozek 2008, pp. 5-7): methods of personal development of employees, quality management systems, or methods of organizing business operations. Therefore, in wake of such kinds of change, which often improve employee creativity, social innovation can follow.

Interest in social innovations is slowly, but surely, increasing. Entrepreneurs indicate that they are interested in innovations in the fields of product and service design⁶⁶, a fact which allows us to assume that the trend will be deepening, along with the increase in awareness about service design. Increasingly, it turns out that enterprises are more innovative in the areas of organization and marketing rather than in the product or process areas (*Działalność innowacyjna...* 2008, p. 2). This trend may be an indication that management of technological innovations is no longer the only area of interest for entrepreneurs.

Increasingly, economic practice provides examples of greater importance of marketing, organizational, and also social innovations in service sector enterprises, which results precisely from the nature of their operations as well as their direct contact with the buyer (Starczewska-Krzysztozek 2008, pp. 5-7).

Innovations in low and medium technology sectors are often given less attention than innovations in high technology sectors. However, in such sectors, they can have a significant impact on economic development due to their importance to the economy. For low and

⁶⁵ Previous studies by the Institute of Economics of the Polish Academy of Sciences prove that there is a growing group of small enterprises in Poland, which not only operate on a global scale, but also invest significant resources in research and development, cooperate with enterprises around the world, consequently increasing their competitiveness not just on the local market.

⁶⁶ *service design* has existed as a discipline since the early 90s of the last century, however, along with the spread of the Internet, increased consumer awareness, increased competition, the necessity to design interaction with the client, led to the development of a field that is just beginning its growth in Poland, <http://wiadomosci.mediarun.pl/artykul/marketing-marketing,service-design-czyli-projektowanie-uslug,39372,2,1,1.html>, retrieved 29/10/2011

medium technology sectors, incremental innovation and the absorption of innovations produced in other entities are typical. For this reason, innovative activity often focuses on the areas of production efficiency, product diversification and the so-called soft actions. An important aspect of innovation in these sectors is the fact that the innovations are more complex than just the implementation of new technologies (Oslo Manual ... 2005, pp. 40-41).

Small⁶⁷ and medium-sized⁶⁸ enterprises in particular show greater innovation activity in the implementation of non-technological innovations (*Działalność...* 2015, pp. 12-14). Economic realities confirm that this type of innovation is better suited to the specifics of SMEs and it requires less capital expenditure as well as incurs lower risks. In practice, there are few obstacles hindering the implementation of social innovations, so it is worthwhile the entrepreneurs to break out of their mindsets and personally verify this trend, especially since the increase in competitiveness and the improvement of the society's quality of life, including building social capital, is at stake.

When entrepreneurs decide to implement innovations, as their consequences they indicate a lot of positive changes in the organizational, marketing and social areas. The issue of improving work productivity and satisfaction, or building trust and ties between employees is often raised. All these aspects are in line with the effective policy of increasing the competitiveness of enterprises, as well as building social capital, which is also so important in economic development. This process constitutes an additional asset in favor of lower risk, capital intensity, as well as an earlier time horizon and the very tangible effects of social innovations.

Managing social innovations

Social innovations can have a major impact on the companies' performance. Social methods can be important for the success of new products, and market research and customer relations that go hand in hand with them can play a key role in product and process development through demand-driven innovation (*Oslo Manual...* 2005, p. 14). The Oslo Manual devotes a separate chapter on the various types of connections within the scope of the innovation process. This is due to the fact that innovation management is not an isolated process in the enterprise and has a number of different connotations. The benefits of the connections will depend on how well the knowledge is shared in the company and

⁶⁷ employing from 10 to 49 employees

⁶⁸ employing from 50 to 249 employees

transformed not only into new products, processes but also other innovations. Knowledge management includes activities aimed at acquiring not only external knowledge and making contact with other entities, but also sharing and utilizing said knowledge within the company, including for social purposes (*Oslo Manual...* 2005, p. 82).

Trust and created values, as well as standards can have a significant impact on the functioning of external relations and the transfer of knowledge within the enterprise. For this reason, building social capital should also be a key element of the company's innovative strategies. The term "social capital" (as evidenced in the Oslo textbook) has many meanings also in the area of economic analysis (*Oslo Manual...* 2005, p. 82).

The creation of social capital can be an important element of social innovation. This can take place by working on a common good that is guided by useful ideas. F. Fukuyama states that "social capital is the ability to spread trust, either within a society or a part of it". The form of social capital, like social innovations, is poorly recognized and difficult to find in research. This trust however can be built by joint work on social innovations. F. Fukuyama noted at the same time that the most effective organizations are created within communities adhering to the same ethical norms, because in such communities there is no need to develop complex systems of legal regulations, since the moral consensus gives members of the community a basis for mutual trust (Łobocki 2013, pp. 80-88).

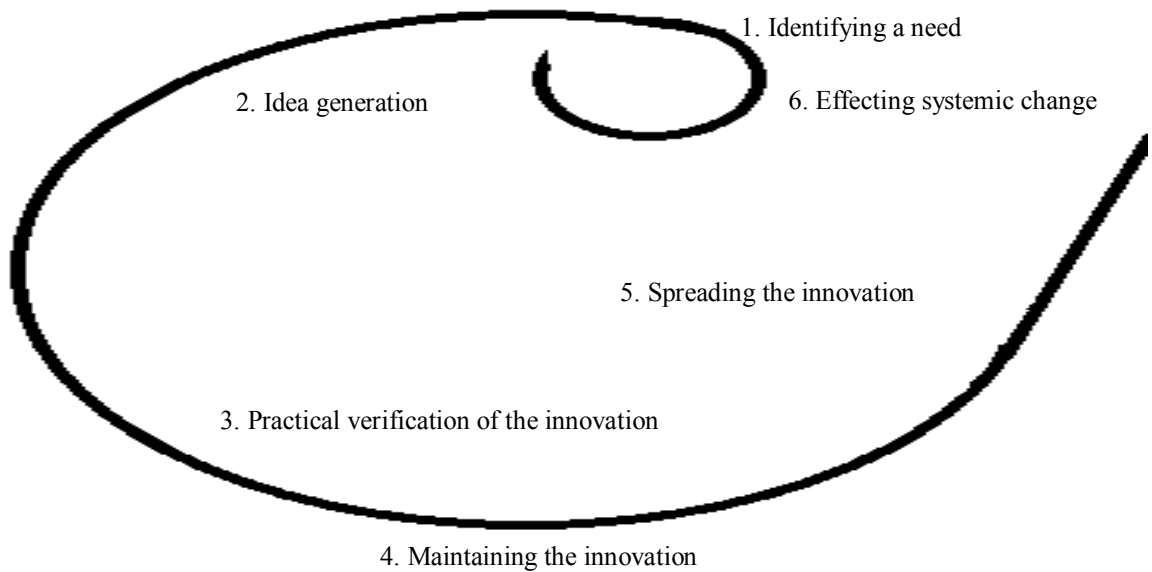
The form that social capital takes, like social innovations, is often poorly recognized and difficult to define in research. This is due to the fact that there are difficulties in the definition of processes related to the above concepts, as well as the processes themselves. Social capital can be linked to the life cycle of social innovations in many stages, resulting from them or being their foundation. The stages of development of social innovations starting from the identification of the needs of the community for which they are meant, through their implementation to effecting systemic change is presented in Figure 1.

The creation process for social innovations does not distinguish them from other types of innovations. Therefore, it can be stated that potentially useful model for this type of innovation is the R. Cooper concept of diamond innovation. According to it, innovation is not a coincidence, or a visionary revelation, but the result of four key elements that together allow the company to position itself as an innovator year after year, which are:

- innovation strategy,
- resource allocation and the management of initiative portfolio,
- the stage-gate model: innovation process - phase - gateway,

- company climate, culture, resources and leadership.

Figure 1. The life cycle of social innovations



Source: Murray, Caulier-Grice, Mulgan 2010, p. 11.

This approach is meant to result in innovations in the scope of products, services as well as lower costs. The concept of the innovation diamond draws attention to the wide context of innovation and the fact that they must be thought out and fit into the overall strategy of the entity. Particularly the stage-gate model allows to reveal imperfections of innovation at their respective stages of implementation through the concept of the phase of work on innovation and gates verifying these works.

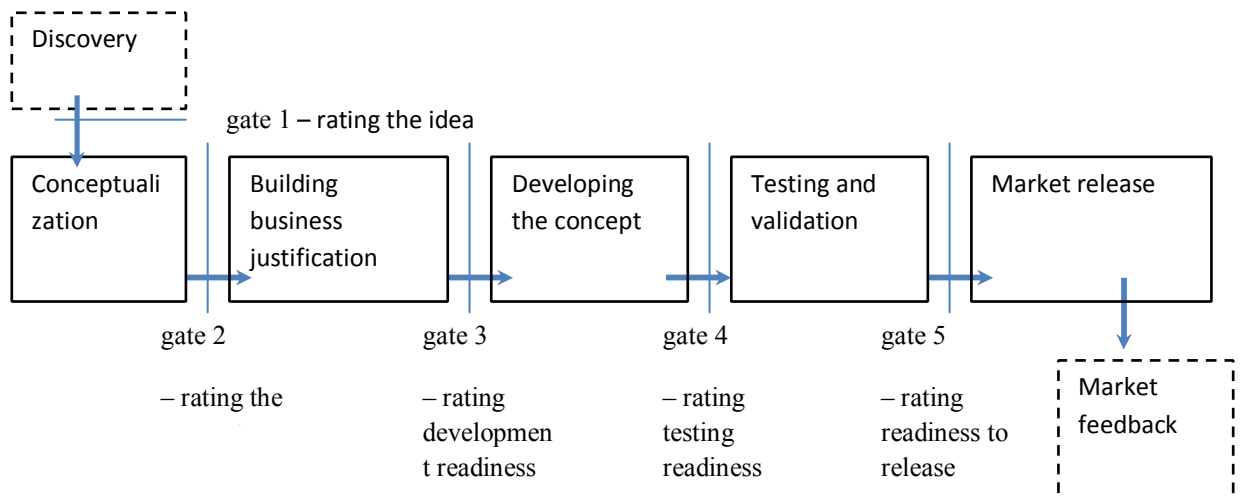


Figure 2. The stage- gate model

Source: own study based on (Cooper, Dreher 2015), available at: http://www.stage-gate.com/resources_stage-gate_omicron.php (retrieved 05.02.2017).

The roots of social innovation in entities can be very different and derive from different motivations, nevertheless the mechanisms of their generation, design and implementation may be subject to the same processes known from the implementation of other types of innovations. It is paramount that entrepreneurs pay attention to the context of measurable social effects which are then worth disseminating and consolidating, because these innovations are important in satisfying both material and non-material needs, especially those of local communities. Furthermore, social innovations, like all kinds of innovations, are subject to a diffusion process. The more innovative the carrier is, the faster it will find both recipients and followers.

Business models of social innovations

Social innovations can have a profound impact on companies' performance, or the functioning of cities or groups. Social innovation is critical to the success of new products and market research and customer relations, which can play a key role in product and process development, as well as stimulate demand. To create the basis for the development of market mechanisms that support the emergence of innovation, technology transfer and the creation of a knowledge-based economy, having the infrastructure and implement tools and instruments to support these processes does not suffice. It is also necessary to support certain social processes and enable targeted development based on culture and creativity, openness and trust, as well as cooperation. Stimulating certain psychological attitudes and managing social competences form the foundation for the implementation of interdisciplinary projects, the search for new technological solutions and the implementation of interesting ideas and concepts. It's not without reason that the world's largest and best universities, such as MIT, Harvard, Stanford and Oxford, have social innovation centers in their structures. In this way they create a space for exchanging ideas and creating the potential to search for non-standard solutions and redesign the business model.

R. Amit and Ch. Zott claim that in order for the organization to survive and ensure its development, only the application of innovations in the area of the entire business model can help achieve said goal (Amit, Zott, 2012, p.53). Other pundits also emphasize the importance of changes in models; The Economist Intelligence Unit research conducted in 2005 showed that more than 50% of managers are convinced that innovations in the business model will be much more important for achieving success than creating new products (Johnson, Christensen, Kagermann 2009, p. 155 -163).

Research conducted by the Global CEO Study confirms that among the senior managers, the priority is to create an innovative business model. Difficult economic conditions may cause more and more frequent and radical changes in business models, or even a "drive to create innovative business models" (Casadesus-Masanell, Ricart 2011, pp. 74-85). When analyzing the literature of the subject, considerable pressure from the authors to use cultural heritage and creativity to increase the value of the organization can be noticed. Culture and creativity are profitable, because investment in culture is characterized by a high rate of return, as it allows not only to earn as a cultural industry or creative industry enterprise, but also to save by "overtaking" social problems such as lack of economic activity (Kowalewski, Nowak, Thurow 2011, p. 75). Culture animates and motivates to action, and cultural activity is a stepping stone to other forms of activity, strengthening group values and interpersonal relationships. R. Towse points out that creativity is the source of culture (Towse 2011, p. 128). Creativity can be defined in different ways. The 2008 Creative Economy Report, presents a broad definition that covers artistic, scientific, economic and technological creation (The Challenge ... 2008, p.12):

- artistic creativity is the talent and imagination to create original ideas and interpretations of the world in the form of sounds, words and images;
- scientific creativity is the curiosity toward the world and the desire to experiment, as well as an innovative approach to solving problems;
- economic creativity is such creativity that leads to technological, business and marketing innovations; this process is equated to obtaining a competitive advantage.

According to A. Ostrowska, the components of creativity are: knowledge, intellectual abilities, preferred style of thinking, motivation, personality traits and characteristics of the surroundings (Ostrowska 2016, p. 12). Creativity consists of associating knowledge from various fields to create new thoughts (West 2000, p. 12.). Creativity expresses itself in the ability to create something new, hitherto not occurring. Creativity can be defined as a set of features of a given individual or group of people, allowing for a permanent search for new solutions (Janasz 2012, p. 39).

Creativity consists of skills and abilities necessary to create new concepts and ideas that in any organization are generated or obtained by individual employees or their teams. Creativity is accompanied by a creative process that can be divided into four stages:

1. preparation - includes gathering, analyzing information, as well as reflecting on alternative solutions,

2. incubation - consists of the time necessary to let the mind work on the problem at the subconscious level,
3. illumination - a moment of enlightenment that can take place when the mind is relaxed and does not consciously deal with the problem,
4. verification - consists in checking the possibility of implementing various ideas, proposals and solutions (Janasz 2012, p. 42).

Creativity constitutes initial mechanism, the condition for innovation of individual people, teams of organizations and entire economies, which promotes the emergence of competitive advantage on a global scale (Matusiak 2011, p. 25).

What determines creative behavior and attitudes? T. Seelig has developed a model in which she presents components that influence our creativity, called the innovation engine. It consists of external and internal factors determining our creativity. Within the model, there are three interdependent components: knowledge, imagination and attitude. We can treat knowledge as a drive for the imagination. Imagination is a catalyst for the transformation of knowledge into new ideas. The attitude is a spark that sets the innovation engine in motion. The three parts that we can distinguish outside of the innovation engine are: resources, culture and the habitat. Resources are all assets and assets belonging to the community in which we find ourselves. The habitat is a local environment, including the home, school or work place. The culture is a group of beliefs, values and behaviors within which we grew up and now exist (Seelig 2012, p. 15).

Figure 3. Innovation engine



Source: Seelig 2012, s. 12.

All these factors depend on and affect one another. The lack or low level of any of them contributes to limitations of creative potential of an individual. The high level of these factors means that an individual is characterized by a huge creative potential. Creativity is an infinite, renewable source from which we can draw at any time.

Employees are the source of creativity in every organization. However, creative individuals can be gathered to create a very uncreative team (Janasz 2012, p. 39). Therefore, an organization should develop conditions for interaction that would foster cooperation between individuals and teams in order to carry out the adopted strategy. Creative and talented employees need spaces and organizations that are open to new ideas and to outstanding individuals (Janasz 2012, p. 40). Thus, spaces and organizations must be open to immigrants, to people with an alternative way of life and work, and they have to change their views on social status and social structure.

The rapidly changing business environment, the growing globalization processes, the need for rapid changes in organizations and the emerging and rapidly rising value of intellectual property, determine the development of economies and the survival of many enterprises. They lead to the need to react and create new, creative business models. All sections of the creative sector have both traditional and digital products and services on offer. For example, publishers, in addition to "physical" books, have e-books or audiobooks on offer.

A creative, competitive business model that is perfect in today's realities may turn out to be inadequate tomorrow in face of the prevailing market conditions. Therefore, it is important to acquire knowledge about the environment in which the organization functions and the potential directions of its development. Knowledge of the assumptions about the most important trends and macroeconomic conditions allows for the definition of space in which a business model can be created (Janasz 2012, p. 214). For organizations of the creative sector, it seems pivotal to observe and shape trends leading to building customer experience. Key trends are discussed and presented in Table 1.

In accordance with the principle that much must change, so that the circumstances remain the same, any organization that wants to achieve success should follow trends or create them themselves in order to be able to meet the needs of a given customer segment. A. Osterwalder and Y. Pigneur present an extensive list of various elements that can contribute to customer value generation, including: product novelty, performance, tailored products, tailor-made products, design, brand and status, price, lower costs, lower risk, availability, convenience and usability (Osterwalder, Pigneur 2012, pp. 27-29).

Table 1. Key trends in changing a business model

TECHNOLOGICAL TRENDS	Technological trends that could hinder the continuation of functioning according to your business model or open the way to its development or improvement	What are the most important technological trends on your market and outside of it? Which technologies give rise to the greatest opportunities or the greatest threats? Which of the new technologies are popular among clients in secondary segments?
LEGISLATIVE TRENDS	Legislative trends that could hinder the continuation of functioning according to your business model or open the way to its development or improvement	What legislation affects the functioning of your market? Which legal solutions can affect the shape of your business model? Which rules and tax rules affect demand?
SOCIAL AND CULTURAL TRENDS	The most important social trends that can affect the functioning of your business model	What trends can be observed? Which changes in the area of culture or social values influence the shape of your business model? Which trends can affect the behavior of your buyers?
SOCIOECONOMIC TRENDS	The most important socioeconomic trends relevant to the functioning of your business model	What are the basic demographic trends? What is the structure of income and assets in your market? What is the level of disposable income? What do the customers within your market spend money on, for example, housing, health, entertainment, etc. What percentage of the population lives in the city, and what in the countryside?

Source: Osterwalder, Pigneur 2012, p. 210.

The determinants of choosing a creative business model are, according to Zook and Allen, the excessive complexity of the old model and the diminishing of its distinctiveness on the market. M. Johnson, C. Christensen and H. Kagermann refer to their business model and its four key elements. They recommend changes when all elements require changes. They also indicate five strategic circumstances conducive to change, which are (Johnson, Christensen, Kagermann 2009, pp. 162-163):

1. the chance of winning over completely new customers, for whom the current market offer is out of reach, because current solutions are too expensive or complicated for them,
2. an opportunity to use new technology, by building a new model around it or by introducing it to a new market,

3. introduction of a new approach to the company - which is necessary for companies that focus too much on products or customer segments, which leads to continuous improvement of products and growing commodification,
4. the need to deter innovators from the lower segments of the market,
5. the need to respond to changes in competitive attitudes that occur over time (Moszoro, Gadomska-Lila 2013, pp. 98-107).

The “Recreation” project - good social innovation practices

The "REcreation. Professional Social Manager" project is an activity implemented by the Szczecin Culture Incubator - it offers real support to people who are concerned with a neglected courtyard of a tenement house, who have an idea for a socio-artistic experiment in the urban space, who want to do something, but do not exactly know how to start - people who understand that all this is just an excuse to meet and foster change in the local environment and exchange experiences and thoughts.

The "REcreation. Professional Social Manager" project emerged from the observations made by members of the Media Dizajn Association and Szczecin's Cultural Incubator. When meeting everyday with ready-to-act people, artists, local activists, we've asked ourselves what factors influence the fact that they do not have the courage to implement their initiatives? The sole obstacle cannot be the textbook low level of social trust in our country, or the lack of financial resources for the implementation of projects. We decided to look for an answer right at the source. We discussed and analyzed the existing data. The offer of standard support for future social managers focuses mainly on their substantive support (training, workshops, etc.), often unadjusted to the real needs of recipients. First of all, they are rarely given an opportunity to test new skills.

Social managers meeting during occasional supplementary classes are not able to deepen their relations as future co-organizers of events, and yet science and mutual inspiration and network building is an important area for the fostering of relatively inexperienced social animators. It turned out that even the lack of financial resources is not as much a problem as "competence loneliness". According to our experience and information collected by us, this fear of making a leap into deeper civic activity results mainly from:

- low level of knowledge in the field;
- lack of a network of contacts;
- lack of a possibility to test one's skills in a supportive environment.

The first step was to select potential social managers. They went through a two-stage recruitment process, the key aspect of which was the presentation of preliminary ideas for introducing social innovation in their immediate environment. On this basis, a group of twenty-eight finalists was selected. The aim of the project was to educate professional social managers by improving their social, civic and managerial competences as well as enabling them to test the acquired skills in a safe environment and under relatively controlled conditions.

At the next stage, the participants of the project acquired knowledge and skills in the realm of planning and implementation of socio-cultural activities. The substantive program, based on four educational meetings and eighty hours of workshop meetings, included both the acquisition of knowledge on topics related to the production of events and the implementation of projects, as well as on the matters of personal development and social intelligence. It was important for the project that participants understand that if their actions are to be interventional and introductory in relation to a more permanent change in the local environment, they must be flexible, open, and rely on potentials. Social and cultural animation is an area that works on living organisms, with people and for the people - not everything can be put in tables, so first and foremost one should be interested in others and prepared to correct their own expectations. The participants had the option of co-deciding on the final form of the training. The organizers, inspired by business coaching - a context distant from purely social activities - focused on the real needs of different stakeholders - the program was designed to not only meet the competence needs of project participants, but also the recipients of their activities. Moreover, they focused on trends in the education of leaders, i.e. the individualization of development processes, referring to the self-awareness of the individual, situationality (adapting programs to the specific needs of the learner) and practicality (integration of development processes with the activity). The participants acknowledged that each of the three pillars of the experiment was equally important: both an educational program developed especially for them, as well as the opportunity to safely test the acquired skills and the network of contacts they have built.

Conclusions

The models of social innovativeness have not been widely developed yet. Very often they are associated with the general models of implementing innovation. Practical examples demonstrate that the concepts of social innovation are implemented within various entities,

especially organizations serving local communities. Thus, it is recommended that both economic and social economy entities initially implement social innovations based on the developed models of commercialization of innovations and look for solutions that will translate not only to the increase of the entity's competitiveness but also to the improvement of the community's quality of life. Thanks to these types of innovations, achieving higher competitiveness at the macroeconomic level over a longer time horizon becomes more likely.

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