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Master in Creativity and Innovation

Sarah Busuttil

How does financing impinge on the artists’ creative experience of ‘doing’?

This study investigates the effects of financing and support on the artists’ creative experience of ‘doing’. The topic of the study has been highly shaped by Frey’s (1997) Crowding-Out Theory.

Through in-depth, semi-structured and on-line interviews I draw upon the experience of having a passion for art whilst living in Malta and trying to survive everyday expenses. I interviewed ten artists coming from a broad sphere of ‘arts’ such as dance, film, illustrations, fine arts and music. I explore the various funding bodies currently operating in Malta and, through five semi-structured in-depth interviews I identify what they are aiming for and how they perceive artists. I contrast the landscape with my exploration of the creative experience of being an artist and how this is manipulated by external local factors.

A summary of the findings indicates that, given that the value of art is not at an ideal level and art-related jobs are scarce, most artists in this study have to include non-artistic work in their life experience. General funds and support were viewed by artists as triggering great experiences which boost their morale. Moreover, artists opposed Frey’s (1997) Crowding-Out theory which suggests that external support and reward diminishes intrinsic value. However, other sections imply that feelings of crowding-out are being experienced by artists due to support and reward. Additionally, funding is currently developing at a fast rate, therefore both funding bodies and artists are yet to enhance their know how on funding and financial support.

Keywords: Creative arts, Arts funding, Frey, Crowding-out theory
Melvin Cachia

Creativity and rivalry: The artistic reconfiguration of society in Maltese festas

This qualitative research suggests that creativity is a result of social and rivalrous relationships rather than an aspect of the work of isolated individuals operating in conditions of serendipitous isolation. Taking the traditional Maltese festa as its object, this study explores creative practices in the light of indigenous understandings of creativity held by festa aficionados. It was discovered that creativity is most of the time enhanced by the competitive aspect found in local festas. The rivalry between band clubs is urging festa aficionados to seek to distinguish themselves by making new and better ritual artefacts from those of their ‘symbolic enemy’. This is also shown in the marċi brijużi chanted by supporters of rival band clubs. However, such anthems are often used to insult fans of the other band club especially by accusing them of copying. Although this research found that rivalrous imitation can foster the creative aspects of Maltese festas, band club members still refuse to admit that their creativity is linked to their rivalry and regard this linkage as a sign of inferiority.

There thus appears to be a contradiction between the creative practices involved in festas, which are based on rivalry, and the insistence of festa aficionados that their own work is original and not in any case inspired by their rivals. The reaction to the recently published Church document on festas gave me the opportunity to explore the way festa creativity is linked by other sectors of Maltese society. In general, festa creativity is seen as inversely proportional to the amount of rivalry which is present. However, the Church document forced the festa aficionados to confront the discrepancy between their creative practises and their declarations and to admit that festas will be killed off if rivalry is completely eliminated. Finally, festa creativity becomes fully intelligible when it is understood that what is at stake is nothing less than a temporary reconfiguration of village society, enabling the ritual projection of two “imaginary communities” which in turn allow competitive pressures to be symbolically expressed and acted out.

**Keywords:** Creativity, Rivalry, Festas, Imitation, Society
Amanda Camilleri

‘Mirror, mirror, on the wall, am I fitting for this role?’ An investigation of self-image and other gender-related factors among female entrepreneurs

Entrepreneurship is considered to be the engine of economic growth. In recent years, the European Union has increased its focus on entrepreneurship, encouraging more people to start their own business, placing particular emphasis on women. Despite these initiatives the level of female entrepreneurship in Europe is still low and lower still in Malta.

This dissertation investigates how self-image and local cultural background affect female entrepreneurs. A qualitative method of inquiry was utilized. Semi-structured personal interviews were conducted with 10 female entrepreneurs who were either owners or co-owners of their enterprise. Analysis of the interviews provides evidence that female entrepreneurial success depends largely upon having a positive self-image: the mental picture of oneself that is usually impermeable to change. It is a vital element that permeates through several other success factors, all contributing towards enhancing female participation in entrepreneurship. The one factor that was found in this study to most likely have an impact upon a female’s self-identity is the experience of motherhood.

This study concluded that while self-image is a crucial pre-requisite to a female entrepreneur’s success, other factors including family support, adequate social networking, time management and the exterior environment are all important in determining entrepreneurial success.

**Keywords:** Female entrepreneurship, Self-image, Culture, Malta, Gender
Matthew Francis Cassar

Innovation in art museums: A strategic approach to product development in art institutions from a marketing perspective

This dissertation explores the relationship between innovation and marketing efficiency in art-related museums. Research is based on the current museum situation in a western cultural context. The results of this research are used to compile a useful innovation plan for the museums in Malta.

The literature review and hands-on research outline previous and present methods in innovation and art museum marketing respectively. Constant changes are noted as museums have moved from being exhibition halls, used for the conservation of artworks, to multi-functional commercial organisations, incorporating restaurants, lecture rooms, performance spaces, shops of all sorts, with extensive online accessibility to galleries and shops. The situation in Malta is presently moving at a slower pace than its international counterparts, with the first draft of the National Cultural Policy published in 2010, yet most museums are on the move, albeit with different directions and priorities based on their managerial affinities.

The most direct practical relevance of this dissertation lies in the discussion of results, where recommendations are formed through the multiple innovation models outlined in the literature review. Each model is used as a basis to sustainably generate regular marketing improvements, emphasizing collaboration and diversity, tackling the needs of both museums and potential visitors. Examples of possible ideal efforts are made applicable to all museums in Malta, taking note of limited resources in funding, work force and possible audiences, which seem to be the main drawbacks of the location. Noting that Maltese Museums were found to be weaker in engaging with their audiences than larger international museums, most of the recommendations focus on boosting that aspect, encouraging museums to broaden their target audience through different service offerings, interactive programs, changing environments, and, most importantly, a stronger use of ICT platforms. A need for diversity in workforce is thus also suggested as there is currently almost no separation of functions in local museum staff, rather consisting only of one curatorial department, with most of the employees having the same art historic background, clearly compromising the amount of diversity when it comes to idea generation.

Innovation is the highlight of this research since a direct marketing plan could not have been a sufficient practical result, considering regular market shifts and required adaptability. The ideal outcome of this research could be a boost in momentum for the art-related museums in gaining increased relevance in the national economy, involving both the touristic sector and the local community.

Keywords: Museums, Innovation, Marketing, Art, Business model
Aida Maria Cassola

Innovation in advertising: The key to success?

The public is exposed to a ridiculous amount of adverts per day and it has become harder for the practitioners of the advertising industry to produce an effective advert, that is, one which grabs the public’s attention and, consequently, sells the product/brand.

This study is built upon two research questions. The first analyses whether the theorists within the field of advertising and the practitioners of the advertising industry agree on what constitutes a classic and an innovative advert. The second research question delves into the role of innovation in the advertising industry and analyses whether innovation is the key to the success of an advert.

This study incorporates a qualitative research strategy. The methodology consists of one-to-one semi-structured interviews with the Creative Directors of eight local advertising agencies.

This research concludes that each advert is subject to the eye-of-the-beholder phenomenon. This implies that the practitioners need to create effective adverts which will stand out from all the other adverts. This can be achieved through the use of innovation in an advert. A five-step guide has been created for the practitioners to follow before executing the advert in order to ensure that innovation is used in a way which would yield the desired result.

**Keywords:** Advertising, Innovation, Creativity, Classic and Target audience
Joseph Cilia

The role of creativity in science: A portrait of a creative scientist

The study tackled the role of creativity in the world of scientific investigation and how creativity can contribute towards new discoveries in the science sector. Creativity can be defined as the psychological development concerning the breakthroughs of new ideas and concepts, or new alliances of existing ideas or concepts, triggered by the progression of either conscious or unconscious insight. Some researchers consider creativity as a trait that we are born with. Others consider creativity as that which can be taught with the application of simple techniques, such as creative tools or methods. Creativity within science is a compound idea with diverse interpretations. Industry is undergoing continuous pressure to introduce new ideas and to develop and experiment new concepts.

This research endeavoured to give a picture of the involvement of creativity in science and its role during scientific research. The topic of creativity was important for this research because it revealed why certain aspects in scientific activities happen and how they emerge. Creativity was a key feature in this research to show and identify how scientists consider and view this same aspect and to identify those factors that trigger creativity in the world of scientific investigation. During this study, science established the context for creativity and the attempt to identify that particular image or portrait of a creative scientist. An objective of the research was to recognize why and how creativity and science interrelate with each other to uncover the representation/s of a creative scientist.

The findings of this study built upon the previous work of other researchers in the area of creativity and medical science. This investigation revealed that persons considered creative are not only found in visual arts, such as, for example in art, poetry or drama. Creative individuals may be found in other fields such as in medical science. Another interesting aspect that emerged from this study is that creativity is an open field and it can be related to various other fields science. Creativity simply needs to be unleashed.

Keywords: Creativity, Creative personality, Creativity within science, Scientific investigation, Creative scientist
Andre D’Amato

The green industry’s potential to drive local innovation in the manufacturing sector: Malta a case study for a smart specialisation strategy in eco-innovation

The challenge of climate change, security of supply and the culmination of three fundamental world crises (Financial, Energy and Environmental) have led to a major shift in government policies worldwide. Combine this with ageing infrastructure assets in the developed world and with the rise of energy hungry new economies and the stage is set for the Green Industry and the search for eco-friendly innovative solutions to meet today’s and tomorrow’s electrical and power demands.

This dissertation explores the trends and drivers which are stimulating the growth of green industry and how this impacts on local innovation, particularly in the manufacturing sector in small countries. Smart specialisation approaches currently being promoted in the Europe 2020 Strategy’s Innovation Union Flagship Initiative provide small member states with the opportunity to focus their innovation investments in niche areas of comparative advantage and national priority. The Strategy also assigns central priority to the grand challenge of climate change and emphasizes the need for smart, green and inclusive growth. Furthermore, innovation and the creation and adoption of new, cleaner technologies and know-how provides a means to achieve economic growth and environmental goals at significantly lower costs.

The literature review portrays the growth of the green industry, whilst explaining how countries and regions choose their smart specialisation strategy, by referring to academic studies on how regions direct their economy towards the selected niche area of smart specialisation. The main research questions are: ‘What is the potential of smart specialisation in green industry manufacturing in the context of a small country like Malta?’ and ‘What are the particular challenges and advantages of such an approach?’

In exploring what constitutes a smart specialisation strategy, a consultation process with key players from different pillars of interest, mainly, Academia, Industry, Government, Political Parties and Public NGOs, was undertaken in an effort to identify a range of different perspectives and understandings of such a strategy at a local level. This process was mapped onto a SWOT analysis and Scenario Planning exercise, highlighting the present context of the local green manufacturing industry.

The dissertation draws on these research findings to formulate a general framework for developing a specialisation strategy and approach for eco-innovation for small countries like Malta. The framework is used to design a smart specialization strategy for Malta in eco-innovation and sets outs a number of recommendations including the development of an E-Green Platform, public awareness via NGOs, industrial restructuring into adjacent areas that foster innovation and organising a yearly careers fair on green manufacturing.

**Keywords:** Innovation, Manufacturing industry, Green manufacturing, Eco-innovation, specialisation strategy
Joseph Galea

The formal teaching of creativity tools

The aim of this research study is to investigate the relationship between the formal learning of creativity, including the use of creativity tools, and the associated response of an individual’s creativity levels. Therefore the central question addressed is the formal teaching of creativity, can help a participant to become more creative.

The literature review discusses and compares theories of creativity, methods of measuring creativity and a range of relevant tools, namely, Brainstorming, Mind Mapping and The Six Thinking Hats, to potentially promote creativity levels.

The methodology applied in the study was a mixed approach which included qualitative and quantitative analysis. Participants were randomly selected and interviewed and tested, using the Torrance Tests of Creativity. Results were collected based on an assessment of the individual participants views and induced creativity levels.

The results revealed that the teaching of creativity tools in a formal educational environment increases the level of creativity amongst participants. However, significant differences of levels of creativity were found to exist between participants after, the relevant tests.

The main recommendation of this study is: further research in the role of the formal teaching of creativity in education, especially tertiary education, could provide important insights in terms of the application of creativity tools and any potential corresponding increases in creativity levels to a cross reference sample of students in a wide range of subjects.

Keywords: Creativity, Creativity tools, Thinking skills, Creativity assessment
Ruth Gatt

The role of creativity and innovation in the design and content of skin cancer prevention campaigns

The aim of this research was to explore how innovative and creative approaches have been applied to skin cancer prevention campaigns and how these relate to the effectiveness of print media, specifically, posters. Ten posters from five different countries were selected and content analysed based on a list of criteria obtained from the literature. A semi-structured interview was conducted with the principal of the Health Promotion and Disease Prevention Department in Malta to better understand the process involved in creating skin cancer prevention material in Malta.

The results showed that creativity and innovation play a role in the effectiveness of a campaign. The Australian posters were deemed to be the most original and unexpected in terms of content and the most likely to change the behaviour of their target audience, while the 2009 campaign adopted by the USA was very creative and innovative in terms of distribution channels, making sure that its audience was constantly reminded of the slogan of the campaign and, possibly, of the campaign itself.

The semi structured interview revealed that at present the practices of the Department of Health Promotion and Disease Prevention may be unlikely to lead to behavioural change on the part of the audience and that the department would benefit from training in the various thinking tools to improve the creative and innovative output in the design and content of campaign material. The research offers a discussion of these findings and several recommendations are made in the light of the limitations

Keywords: Creativity and innovation, Skin cancer, Health promotion campaigns, Social marketing
Mario Gielen

The innovative integration of digital technology into pedagogy of the 21st century

Technology and pedagogy have been the subject of academic analysis for the last decade. However, since technology is evolving so fast, research studies on the impact of new digital technologies on pedagogy are still limited. It is a challenge for pedagogy to keep up with the requirements of the 21st century. This study explores the concept of “Digital Technology” by focusing on topics such as Edutainment, the learner of Generation Y, learning environments and future technologies. The concept of “innovation in pedagogy” focuses on the Learning (R)evolution, innovative teaching and creative learning and, finally, on how to train “Digital Immigrant” educators to become innovative educators. The study attempts to visualise a prediction of future education. Using a qualitative approach, this study investigated the situation by collecting data through in-depth interviews with experts in the field from four different countries: Malta, Belgium, The Netherlands and the U.K.

The study emphasises that there was no “learning revolution” since learners still learn in the same way. Related to digital technology, there is nevertheless no empirical evidence to show that making learning more “fun” through “edutainment” will result automatically in improved learning. Learning environments, which are not associated with personalized learning, have organisational advantages, but are not being used effectively by both learners and educators. A 24/7 mobile learning environment has a lot of potential but learners and educators are not ‘24/7 machines’. Mobile technology, Augmented Reality, Open Cloud applications and Remote Life Teaching are considered as the most promising educational technologies of the near future. Related to innovation in pedagogy, this research highlights the importance of coaching educators within a particular structure, to design innovative and valuable educational methodologies, as expected by “Digital Natives” in the near future. Innovative educators, who are associated with respected educators, have control over a broad didactical repertoire, technological or non technological, to create a stimulating learning environment.

However, while it might be impossible to predict the further development of new and already existing technologies, there is support for the fact that the integration of any technology in education needs to be pedagogically supported, to survive in the future of education. To conclude, the study points out that education is not being changed by the technology itself, but by the preferences, needs, social habits and technologies of its learners.

Keywords: Innovation, Pedagogy, Digital technology, Learning environment, Edutainment
Nancy Hübner

The design of a triple helix innovation network for the enhancement of the European equine sector

The Triple Helix as a new model of innovation is a visual metaphor of the intertwining nature of universities, industry and government (Metcalfe, 2010). Establishing such a network that acts across different disciplines, and that interacts with the industry and higher education remains a major challenge for the European Equine Industry (Martin – Rosset, 2009), but it may be the prerequisite for moving from underdevelopment to development (Dzisah and Etzkowitz, 2008). Therefore, the main research objective of this project was to design a Triple Helix Innovation Network (THIN) that can enhance the European Equine Sector (EES).

The research has been explorative and cross-sectional in nature and made use of a multi-level case study approach. In particular, semi-structured interviews involving relevant players from the EES have been carried out to collect the data. Thematic analysis, in particular a matrix-based method has been applied to organise the data. In total ten central themes and thirty-one sub-themes have emerged as results of the interviews.

The main results indicate that among other things, the purpose of the THIN should be knowledge- and information exchange, knowledge-transfer to the practice, the collaborative use of resources and learning. A few emerging topics that need to be addressed relate to health, welfare, the environmental impact of horses and statistics about the sector. It is important to have members of all the three spheres involved, as well as already existing networks. Several important aspects relating to the set up stage, operation stage and sustaining stage of the network have been indentified as well.

It is suggested that the government is rather operating in the background of the Triple Helix (TH) innovation model, being responsible for providing the structure and rules of society as well as funding. Industry holds the central role in the TH innovation model for the EES. University is also playing a key role. Participants regard it as most realistic to operate the network via one or several local intermediaries. The data indicated that it is most important that each sphere keeps its own identity and core tasks, but also accepts and considers the roles of the others.

Six models were put forward for the design of a THIN for the EES. Several further relevant aspects have been found that influence the design of the THIN, which add essential insights to the topic. The outcomes of the study may serve as a highly relevant, hands-on guideline to design a THIN for the EES, which could bridge the gap between the various sectors and stakeholders within the EES. Furthermore, the project revealed several new insights that may be considered as essential contributions to the body of knowledge of Innovation Networks (IN’s) and TH models.

**Keywords:** Triple Helix, European equine industry, Innovation network
Katarina Lennmarker

Embassy art: Exploring the relationship between nation branding and artistic creativity in visual diplomacy

This paper explores the intersection between contemporary Fine art and U.S. foreign policy concerning European countries within the emerging diplomatic strategy Visual Diplomacy. By studying the strategic considerations and practical measures that come into displaying contemporary and other Fine art objects at embassies, the study attempts to glean insight into the formal and informal diplomatic policies behind so called Embassy Art. Literary analysis is founded in modern philosophy, and involves the scholarly fields Nationalism and Aesthetics, along with current theoretical discourse concerning Nation branding, Foreign policy and Cultural diplomacy. The research question deals with how political and economical considerations, such as nation-branding objectives and the intranational political climate, influence the selection of artworks and artists that are chosen to represent a nation at a foreign post. Employing a qualitative methodology, the research has been carried out through personal interviews with participants representing diplomatic, governmental and artistic professions. Key findings point to that significant cultural, economic and institutional biases exist in the treatment of artistic subject matter within this sphere of diplomatic activity.

Keywords: Aesthetics, Nationalism, Creativity, Visual diplomacy, Foreign policy
Bernard Muscat

Inspiring people to social change: An analysis of creative practices in Maltese social marketing campaigns

The aim of this research lies in investigating the ideation, creation and execution processes in social marketing campaigns in Malta and in identifying the presence of creative thought within the process. I believe that such a research study is important for individuals and organizations involved in social marketing work. Communicating social messages to an audience which is not necessarily an openly receptive one may be a gruelling task, and I maintain that a touch of creative thought may help in breaking down communication barriers that may lead to positive changes of behaviour.

The research project involved a detailed review of literature relating to both creativity and social marketing. Moreover, six local social marketing practitioners were interviewed to discuss campaigns they have been involved in. Careful observation on a number of local campaigns has also been carried out. The main conclusion that can be drawn from this dissertation is that while the people interviewed have a general understanding of what creativity means, they may never have been introduced to idea generation techniques which could help them to develop more creative ideas.

Furthermore, while a good number of valuable social campaigns are conducted, it is possible that a number of them do not reach their desired target audiences due to restrictions around campaign dissemination. The recommendations that can be made following this dissertation’s results include opening up to a wiser use of social media and to an increased appreciation of the benefits of a well-thought out campaign that stems from active perusal of creative techniques.

Keywords: Social marketing, Creativity, Idea generation techniques, Social media
Birgit Oidram

Innovation capacity in cultural-historical destination product development: The case of Malta and Tallinn

This study deals with innovation capacity in cultural-historical destination product development in two destinations: the island of Malta and Estonia’s capital city, Tallinn. Thus, this study seeks to assess the capacity of Malta and Tallinn to innovate their destination as a product in the cultural-historical niche. It attempts to explore the attitude and aptitude of the relevant actors in the Maltese and Estonian tourism sectors to work on continuous product innovation in the destination’s cultural-historical niche, the factors influencing their innovation capability in enhancing and developing the cultural-historical destination as a product, and the contextual factors such as strategic marketing and national strategies. The organisations from both destinations chosen for the study represent a comprehensive sample consisting of the most relevant entities involved in the cultural historical destination segment.

The method utilised to gain insight into the perceptions, opinions, and knowledge of the research participants is semi-structured interviews. The results suggest that all organisations under study appreciate product development and innovation in the cultural-historical destination segment. However, not all of them have advanced organisational practices conducive to innovation and the capacity to work on continuous product development in their field. The Tallinn private sector, the Maltese historic house museums, and the event organising group have demonstrated the strongest innovation capacity from all the organisations under study. Nevertheless, the Maltese and Tallinn’s public sector and Tallinn’s museums have the basic features required to enhance their innovation capacity and through that to contribute to the higher innovation capacity of the whole destination.

Keywords: Innovation capacity, Destination product, Destination innovation, Cultural-historical tourist product
Maria Tarnogrocki

The interdisciplinary challenge of sustainable entrepreneurship: A study of sustainable innovative business concepts for the enhancement of SME performance

This study investigates how sustainable entrepreneurs in Berlin develop and implement sustainable innovative business concepts to enhance the performance of their SMEs, and explores how these entrepreneurs and other stakeholders cultivate their innovation networks for sustainable development. This sheds light on the challenges and opportunities experienced by sustainable entrepreneurs, and on how these challenges and opportunities could be managed.

This research adopted a qualitative approach, implemented according to the qualities of transdisciplinary research methodology. Semi-structured interviews were conducted with thirteen respondents who were involved with sustainable entrepreneurship. Seven of these respondents were sustainable entrepreneurs, two were research assistants, one was a University professor, one a business consultant, one a representative of a bank and another was a scientist. The knowledge gained through this research was used to formulate a set of recommendations and management tools to which entrepreneurs and stakeholders may refer in their efforts to innovate their knowledge exchange management and to develop sustainable business models.

The key findings of this study are that the golden mean is an unattainable ideal as trade-offs must take place between the financial, social and environmental concerns of sustainable entrepreneurship. Furthermore, the win-win solution is not as linear as expected by the sustainable entrepreneurs. Two key factors were identified for creating a sustainable business concept: the personal development of the sustainable entrepreneur, and increasing the transparency of the business concept by completing the incomplete business concept and by appropriate communication of the sustainable business activities. Other key findings are that incremental innovation is an essential driver for transition management, and that sustainable entrepreneurs can influence the landscape level and system innovation. Additionally, this study identified four types of innovation networks for sustainable development that the sustainable entrepreneurs who participated in this research would consider joining.

The major recommendations are that the focus on universal standardisation programs has to shift towards individual codes of conduct and in-house auditing schemes. The concept of simplicity should be applied to contribute to the development of sustainable business concepts and the network activities for SMEs should be managed according to the individual qualities of an INSD and stakeholders.

**Keywords:** Sustainable entrepreneurship, Sustainable business concepts, Innovation networks for sustainable development, Transition management
Paul Zammit

The perception towards innovative technologies in the 5-star hotel conference market

Tourism constitutes Malta’s main economical stronghold. This dissertation focuses on the Malta’s local hospitality conference market which is a specific sector within the tourism industry. The conference market is comprised of buyers (business organizations and conference delegates), sellers (hotels) and intermediaries (conference organizers). Conference hosting provides a huge amount of revenue to the hotel and therefore hoteliers must make sure that the conference is perceived successfully in the eyes of their customers (buyers) as this amplifies the hotel’s reputation as a ‘conference hotel’. Technology is assumed to play quite an important role within the hospitality industry, especially within the conference market.

The aim of this dissertation is to analyze technological innovations within Malta’s local conference market. Through adopting both qualitative and quantitative research paradigms, this study attempts to address several important issues which include: how are technological innovations within local five-star hotels perceived? How can innovative technologies attract and retain consumers? Which innovative technologies are worth financial investments?

The results of this dissertation were structured along four main aspects, these are: 1) perception of conference participants towards innovative mobile technologies, 2) perception of conference participants towards innovative green technologies, 3) different technological perceptions held by the various conference participants (organizers versus delegates) and 4) the differences between technological services and hotel personnel services.

The results of the research revealed several interesting issues, including the fact that unlike conventional consumers, business consumers are extremely busy, and hence local hoteliers must seriously consider this particular characteristic when planning for the provision of their demands. The likely attitude behind such provision is that of anticipating rather than meeting demands. The results further indicated that hoteliers must cater for technology that provides mobile services to meet the customers’ dynamic lifestyle. Moreover, it seems that the process of conference hosting must incorporate several ‘feedback loop systems’ that facilitate communication between the several entities involved. The research revealed that local hoteliers were less receptive to their customers’ needs when it comes to green technological investments, even though most participants expressed significantly greater attraction towards hotels with green technologies. Feedback systems are instrumental when considering the heterogeneity that exists between the perceptions held by delegates and conference organizers with regards to hotel technologies, even though participants assumed that technology was not a substitute for the service offered by Malta’s local hotel personnel.

**Keywords:** Local 5-star hotels, Technology, Innovation, Conference delegates, Conference organizers, Hoteliers, Mobile technology, Green technology, Hotel personnel services
Master of Science in Strategic Innovation and Future Creation

Melanie Mizzi

Organisational climate for creativity in public education institutions model development and validation

Despite extensive research on organisational climate for creativity, the existing literature generally focuses on private and profit-making contexts. However, the importance of creative thinking extends beyond such milieus and within public services organisations, including educational institutions. Models defining environments that promote or inhibit creativity at work have led to the development of a number of instruments that may be used to assess organisational climate for creativity. Yet, these tend to overlook dynamics that are inherent to publicly funded educational organisations.

Based on motivation literature relating to creativity, through this study, an interactionist approach was adopted in the development of a model that considers individual and organisational factors, as well as relationship elements. Scales were developed and integrated within a questionnaire, with the objective of collecting data for the assessment of creative climate within the context in question.

The survey was tested on three different institutes within the Malta College of Arts, Sciences and Technology. Results yielded from this initial study are promising from a number of aspects, while giving indications of possible fine-tuning that may be necessary to improve the model for increased contextualisation. This study is part of a growing body of research on creativity in organisations, and specifically within public education institutions, and should contribute to future related research.

Keywords: Public education, Creative climate, Model development, Malta College of Arts, Science and Technology
Michael Joseph Zammit

A futures business model for a progressive Jewish school in Melbourne

This study has been undertaken to develop a futures business model for a Melbourne based Jewish day school affiliated to Progressive Judaism. The school has experienced operating shortfalls over recent years and it requires radical innovation of its business model in order to deliver sustainable financial viability.

The primary source of data collection has been generated through a case study methodology and structured observation and immersion by the author. This was supported through an extensive literature review on business model innovation and Jewish day school experiences across the United States, the United Kingdom and Australia.

The result of the study is the reconceptualisation of the School’s business model through the application of the framework developed by Osterwalder and Pigneur (2009). The outcome delivers an improved value proposition for customers and sufficient value creation retained by the school to generate positive margins and ensure its financial viability.

The study builds on existing research on Jewish day schools as well as business model innovation. Elements within the study may be applied to other faith-based private schools which service a minority group within the broader Australian community and it may assist such schools in applying a conceptualisation process to assess their existing business model and underpin the development of a new business model.

Keywords: Jewish day schools, Progressive Judaism, Social businesses, Business model theory, Futures studies