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Anton Abela  
The Role of Artistic Creativity in Chronic Pain Management

The study explores the role of artistically-creative activities as a form of ‘self-help’ therapy for individuals to manage their own pain. Chronic pain can last for over three months and can sometimes becoming resistant to most medical treatment, thus having a significant negative impact on an individuals’ well-being and overall quality of life. For the purpose of this study, Melzack and Wall’s (1965) gate-control theory of pain is used as a theoretical framework that examines how distractions can alleviate feelings of pain.

The study adopted a mixed-methods approach consisting of 13 in-depth qualitative semi-structured interviews and a diary study where the recruited participants were asked to record their pain levels in relation to a selection of artistically creative activities for a period of 4 weeks. The sample consisted of seven males and six females interviewed, whose age ranged between 24 and 68 years. The criterion for selecting the participants was for these to have been suffering from episodes of chronic pain for more than 3 months; a time-frame that ranged from 8 months to over 39 years. An arts-based research method that resonates with the artistic and creative processes was also consulted, so as to have the artworks acting as modes of inquiry and investigation.

The main findings indicate that five participants took charge of “self” and engaged in and completed an artistically creative activity during pain-induced periods. They also demonstrated that on the majority of days, the activities did act as a temporary distraction to the participants’ perceived pain level, and the perception of pain level decreased. The study supports previous research on the role of distraction and creative practice in the management of pain and has practical implications for the health services involved in the management and therapy of chronic pain.

Keywords:  Creativity  
Chronic Pain  
Gate-Control Theory  
Artistic Activities  
Pain Management
Amber Bondin

Music in the Digital Age: Exploring the influence of Digital Technologies on Innovation in the Music Industry in Malta

This dissertation explores the influence of digital technologies on the innovation process within the music industry. The main aim is to examine how digital technologies have influenced innovation in the production, distribution, marketing and consumption of music in Malta.

The research adopts a qualitative approach, based on semi-structured interviews. Five music producers and music artists who were well-established in the industry were interviewed to obtain their insights on the evolution of the music industry from the pre-internet to the post-digital era. A further four emerging music producers and music artists, who were only familiar with the post-digital era, were also interviewed. The perspectives of these two different groups were contrasted, using thematic analysis in the interpretation of the data collected from the interviews.

The findings indicate that music producers and artists view ‘passion’, ‘originality’ and ‘eye for detail’ as important factors within the innovation process. Additionally, ‘adapting to change’, ‘popularity’ and ‘streaming’ were identified as factors that enable music producers and music artists to succeed. ‘Reachability’, ‘validity’ and ‘self-sufficiency’ were also seen as being key to success. The research demonstrated the importance for the music industry in Malta to innovate through the adoption of digital technologies in order to remain competitive within the areas of production, distribution, marketing and consumption of music. The research provides recommendations and suggestions on how to improve the innovation process within the music industry in Malta.

Keywords: Innovation
Innovation Process
Digital Technologies
Music Industry in Malta
Dalziel Bugeja
A study on Innovation in Tourism in the post low-cost carrier era – A focus on the Hotel Sector in Malta

This study sets out to identify innovation behaviour in hotels, and how this has changed, if at all, with the introduction of low-cost carriers (LCCs). The impact of LCCs on Malta’s tourism industry, and in particular, on the hotel sector, has not been analysed, and this research intends to contribute to addressing this gap by focusing on aspects related to LCCs and their influence on innovation in hotels.

This study adopts a qualitative approach. The sample was composed of nine respondents from six different hotels and a policy-making entity within the industry. Interviews were conducted with 5 respondents, while email questionnaires were used for 4 respondents. Two interview guides were prepared, aimed at hotel managers and policy makers within the tourism industry.

Low-cost carriers have spurred innovation in the sampled hotel as they disrupted the average length of stay of tourists and motivated hotels to innovate their pricing strategies. The main findings indicate that innovation in hotels is mostly focused on the process and occurs mainly in the high star-rating of the sector. The role of leadership in supporting innovation in hotels is a key determinant of innovation behaviour. The study identifies a number of barriers to innovation and provides some practical recommendations on how hotel managers could overcome these barriers in order to stimulate an innovative environment.

**Keywords:** Service Innovation
Innovation in Hotels
Process Innovation
Low-Cost Carriers
Hotel Sector
Tourism
Sarah Bugeja  
Towards Social Wealth in Malta: The Role of Social Entrepreneurship

The definition of social entrepreneurship is still elusive. Nonetheless, most scholars agree that social entrepreneurs are driven by a desire to create social wealth. Research investigating the pursuit of social wealth and social value creation by entrepreneurs, and the methods or approaches taken to capture social impact through assessments, is limited in the literature, especially within a Maltese context. This dissertation aims to gain insight into the role of social entrepreneurship in fostering social wealth in Malta.

A qualitative exploratory approach was employed for this study. Semi-structured interviews were carried out with ten key decision-makers within social enterprises, followed by a thematic analysis of the interview data. The findings suggest that social wealth is being created through the social issues that the entrepreneurs are addressing, their social mission orientation and their role as social innovators. The findings also revealed that social impact assessment is not carried out for various reasons including the lack of time and resources, the difficulty of measuring social value, the size of the organisations and the lack of formal requirements for such measures. The findings also yielded insight into the socio-cultural context that the organisations are embedded in. Social enterprises are not legally recognized and the public are not fully aware of their role. This legal uncertainty is seen as a barrier towards the development, sustainability and growth of the social entrepreneurship. Another key factor was the pervasive mentality of finding solutions to social issues through charity rather than entrepreneurial undertakings.

The study identifies the importance for social entrepreneurship to be recognized as a distinct sector of the economy. The noteworthy characteristics of social enterprises in addressing unexplored or ignored societal needs, providing innovative, effective and efficient solutions, and serving the ever-increasing number of discerning customers who expect entrepreneurial activities to give back to society, needs to be supported. Future research could look into understanding how social enterprises can become more impactful. This would enable them to improve their performance and achieve their objectives as well serve as a beacon to new sectors and niches within the economy.

**Keywords:** Social entrepreneurship  
Social enterprises  
Social wealth  
Social impact
Ryan Mark Camilleri
Surviving the Recession: Insights from SMEs in Malta

Malta is a small island state located in the middle of the Mediterranean Sea. It has a small but strong economy mainly based on Small and Medium-sized Enterprises (SMEs). SMEs in Malta were affected by the recession, but not each SME was affected in the same way and to the same extent. Many SMEs took actions to be able to survive the harsh economic climate that developed during the recession. The aim of this study is to explore how SMEs in Malta survived the recession. It explores the actions that were taken by SMEs and it investigates whether their entrepreneurial nature enabled them to overcome the challenges brought about by the recession. For the purpose of this study, ‘entrepreneurial nature’ was what “key decision makers use to enact their firm’s organizational purpose, sustain its vision, and create competitive advantage(s)” (Rauch et al., 2009, p. 6). Entrepreneurial Orientation on the other hand is a firm-level concept which is still dependant on the entrepreneurial ability of the key decision makers within the company, this was an important factor as to why some SMEs survived the recession.

A qualitative research approach was adopted, and semi-structured interviews were conducted with founders and/or management staff of 13 SMEs in Malta. These SMEs were chosen from a variety of different economic sectors and had all survived the recession. The interviews were analysed using thematic analysis to define the common themes and trends.

The findings indicate that not all SMEs in Malta were directly affected by the recession’s economic impact. Indeed, all the SMEs in this research sample had survived the recession and are still in operation today, and while some reported struggling through the crisis, others continued to operate even during the recession. Overall, Malta’s SMEs survived the recession by making changes to cut down costs, which is done regularly but is more critical during a recession. A key differentiating factor between the SMEs that were affected and those that were not was the economic sector in which the SME was operating, and the location of its client base. SMEs that operated in sectors that offered staple products (i.e., essential items like bread and milk) were unaffected by the recession. Similarly, SMEs that only had Malta-based clients were hardly affected and could adapt to the economic recession much easier that SMEs that had foreign clients.

Keywords: Small and Medium-Sized Enterprises (SMEs)
Entrepreneurship
Entrepreneurial Orientation
Entrepreneurial Nature
Recession
Malta
Maryna Grechna

Exploring the influence of the creative environment on advertising creativity in the context of Maltese companies

The importance of fostering creativity, especially within the advertising sector, has increased manifold for organizations that rely on the creative potential of their employees to achieve a competitive edge in the market. The aim of this empirical exploratory research study was to understand how Maltese firms with a strong creative advertising component and operating in creative industries can leverage the creative thinking abilities of their employees by fostering a positive work environment.

The study adopted a qualitative approach. A purposive sampling strategy was used to conduct 15 semi-structured interviews with top and middle management personnel employed in different creative industries. The interview data was analysed using thematic analysis.

The empirical exploration of creativity drivers and barriers in the selected Maltese organizations suggest the management to adopt a holistic view and ensure explicit alignment between organizational culture and objectives to promote the creativity. Furthermore, the findings indicate that a correct understanding of creativity by the company management correlates with greater levels of creativity in the advertising content. The discussion of key interview findings proposed that internal organizational factors put strong influence on the employees’ creative potential and overall organizational creativity, including the production of creative advertising.

Employees’ creative thinking abilities determine the advertising creativity and organizational effectiveness in creative industries. Considering the limitations of current study, more empirical research is required to confirm the proposed findings in similar research settings.

Keywords: Employee Creativity, Creative Advertising, Creative Environment, Facilitators/Inhibitors of Creativity, Qualitative Analysis
The aim of this study is to understand the impact of entrepreneurship education on the future job market in Europe in 2040, with a perspective of Junior Achievement (JA). The study engages the participation of stakeholders within entrepreneurship education in a discourse about shaping future skills, needs and how entrepreneurship education may be contributing to supplying these skills in the European job market. The study analyses the value of using exploratory scenarios in the process and offers some practical implications for policymakers.

The research design is based on semi-structured interviews with six entrepreneurs and three experts to gain knowledge about education, skills and future orientations of the job market. A STEEP analysis was used to determine themes that were then the focus of the scenario-building exercise.

As a result of the three scenarios elaborated, the main findings highlight the following: a misunderstanding in the concept of entrepreneurship education; the impact that an entrepreneurial mindset has on the workforce; and the lack of resources that impacts the development of different aspects of entrepreneurship education, such as funding and research. Based on the analysis, a number of recommendations are put forward including the need to establish a European assessment system in order to secure a level of entrepreneurship education throughout Europe and a motivational agenda for teachers engaged in the field.

Keywords: Scenarios Entrepreneurship Education Future Skills Education, Europe Youth Employment Junior Achievement
Martina Miggiani  
The Effect of Competition amongst Student Organisations on the Generation of Innovative Offerings and Services - An Explorative Study

The relationship between innovation and competition has long been discussed, but very limited attention has been given to these two factors in relation to not-for-profit organisations. The aim of this research study is to explore the effect of competition on the innovative activity amongst not-for-profit student organisations at the University of Malta. The study draws from Porter’s Five Forces Model (1979) and the Innovation Process Model described by Tidd and Bessant (2009) to understand the links between innovation and competition in not-for-profit organisations. Two research questions are addressed: (1) How do student organisations generate innovative offerings? (2) To what extent do elements of competition drive student organisations to be more active in the generation of innovative offerings and services?

A qualitative approach was used for this study in which a purposive sampling technique enabled the selection of those organisations that submitted a Room Allocation Report (RAR) to the University Students Council in 2017. The top two, middle two and bottom two organisations were recruited to participate. The data was collected through twelve interviews, six observations and the analysis of the RARs of each participating organisation.

The findings indicate that competition does in fact encourage innovative activity amongst student organisations in a number of ways. The studied associations generate innovative offerings through the informal use of a type of Innovation Process Model similar to that of Tidd and Bessant (2009). This model is composed of four phases that cover the steps from the generation of an idea to the implementation and evaluation of that same idea. When unfolding the elements of competition amongst these associations, the findings suggested that five factors encourage innovative activity. These factors are lack of resources, fear of substitute initiatives, competition towards the same goal, fear of being overpowered by others, and finally, internal competition.

**Keywords:** Innovation  
Competition  
Not-for-Profit  
Tidd and Bessant’s Innovation Process Model  
Porter’s Five Forces
The aim of this study is to investigate the role of creativity in relation to the teaching of Mathematics at post-secondary education. This study seeks to present the role of creativity in present day society, creativity’s place in the mathematics classroom, what is meant by a creative mathematics teacher, highlight the relationship between assessment and creativity and define existing barriers and limitations perceived in creative Mathematics teaching.

Using a qualitative approach, 16 semi-structured interviews with post-secondary Mathematics teachers were conducted. 14 teachers were based in state schools whereas 2 teachers were each from a church and private institution. Themes discussed in the interviews included the perceived notion of creativity and the role of creativity in the teaching of mathematics at the post-secondary level of education.

The findings reveal that teachers agree on the positive impact of creativity in mathematics that can help students in present and future lives. The teacher plays an essential role in establishing a creative environment in the classroom. The findings identify the importance of bridging within Mathematics and with other subjects and the importance of technology in Mathematics creative teaching. They identify a number of constraints when teaching Mathematics at this level. The study makes some recommendations for introducing creative teaching approaches in the mathematics classroom.

Keywords: Creativity, Mathematics, Post-Secondary, Environment, Bridging, Technology
Today’s hub airports face tough international competition for passengers who make a connection through an airport as these passengers have a great variety of alternate routes when selecting a connecting hub. In order to appeal to transfer passengers and influence their choice of hub airport, many hubs endeavour to differentiate themselves from the competition through the provision of innovative services within the airside, the area of an airport where transfer passengers spend their dwell times. Such innovative amenities include shopping malls, relaxation facilities, or leisure activities and are intended to satisfy transfer passengers’ needs in a better way than the competition and exceed their expectations of the airport product. This dissertation investigates whether hub airports can successfully attract transfer passengers by providing innovative commercial and leisure services. It further explores how transfer passengers perceive innovative services and how these services affect their airport experience while in transit.

Three airports were chosen for investigation, namely, Munich International Airport, Seoul Incheon Airport, and Singapore Changi Airport. It was considered appropriate to select these hub airports as they rank among the best airports in the world and embark on a differentiation strategy through service innovations. A total of 12 respondents who have experience with using at least one of the mentioned airports were recruited. The data for this study was collected through qualitative interviews and a distinction between business and leisure transfer passengers was made in order to crystallise a certain tendency for both travel types. For each airport under investigation, two business and two leisure travellers of both genders were selected so that an equal representation of both traveller types and genders could be obtained.

The findings show that service innovations at hub airports can positively affect transfer passengers’ dwell time. In particular, leisure travellers can be very receptive towards the provision of innovative services. However, innovative leisure and commercial services are not always sufficient to accommodate and fully satisfy transfer passengers’ needs. The findings indicate that basic requirements for both leisure and business transfer passengers still comprise of conventional functions that are expected from an airport, such as efficient passport control or straightforward layout. Furthermore, the findings demonstrate that the provision of service innovations in hub airports has only a minor impact on transfer passengers’ next hub airport selection. Transfer passengers would still tend to base their future airport selection primarily on price or connecting time rather than on innovative commercial and leisure amenities.

**Keywords:** Hub Airport
Service Innovation
Passenger Satisfaction
Transfer Passenger
Airport Services
Mark Trapani
Success Factors in a Saturated Market. The role of creativity in the food outlets frequented by University students in Malta

Markets in Malta are often regarded as being saturated. A saturated market is one where consumers’ needs are satisfied with excessive product/service offers (Puspa & Kuhl, 2006). Having a market which is saturated both in terms of services offered and the general proximity between outlets leads to increased competition between entities (Briguglio, 1998). The aim of this study is to investigate the role that creativity plays in enabling firms to achieve success within a saturated market. The study analyses how success is measured and perceived and also investigates any links between creativity, innovation and success. In order to achieve these objectives, the research focuses on the food service outlets in the area located in proximity to the University of Malta.

A mixed-methods approach was used, with data collected by means of 127 online surveys, 6 semi-structured interviews and 12 observations in the food outlets under study. The sample for the semi-structured interviews included food outlet owners; whereas the online survey was addressed to students enrolled at the University of Malta.

The findings show that there is a positive correlation between a food outlet’s perceived creativity and its perceived success. All outlet owners interviewed mentioned creativity as an important tool within a saturated market, whereas online survey respondents stated that creative efforts attract their attention. 87% of online survey respondents stated that positive online reviews are the one factor most indicative of food outlet success.

**Keywords:** Creativity  
Saturated Markets  
Success  
Food Service Industry  
Innovation