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**ENTREPRENEURIAL CREATIVITY AND INNOVATION
AND SPA SERVICE DEVELOPMENT IN NIGERIA**

Master Thesis

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This Master thesis has been compiled independently. All works by other authors used while compiling the thesis as well as principles and data from literary and other sources have been referred to.

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INTRODUCTION

This thesis contains the theoretical discussions of aspect of creativity and innovation and how entrepreneur uses creativity and innovation for spa service development. These vital elements have not been considered by Nigerian spa service providers as major ingredients that will lead an increase in the number of spa users and thereby foster high turnover.

The pursuit of personal health and wellness has gained ground increasingly among people's consumption motives especially in the west like Europe (Woźniak-Holecka, Romaniuk, Holecki, Fraczkiewicz-Wronka, & Jaruga, 2017). In the same vein, peoples' awareness and demand for spa services as a means to achieve excellent health and wellness has increased over time.

It is without any doubt that spa business contributed to the economic development of any country directly and indirectly because of how it contributes to individuals' health which directly and indirectly affects individual efficiency and productivity, employment creation and revenue generation thereby affecting both governmental and private co-operations. This development and awareness are factors tasking entrepreneurs to invest in competitive creative and innovative ideas to promoting individual spa business in order to meet clients' demands and expectations (Woźniak-Holecka et al., 2017, p.1). This led researchers to wonder how, why, and at what rate new ideas and technology spread in hospitality industry (Cegarra-Navarro, Córdoba-Pachón, & García-Pérez, 2017; Tüzünkan, 2017). Of course, management and economic literature have seen creativity and innovation as the catalysts for successful economic growth and development (Olugboyega, 2017; Eggink, 2013). As argued by Anderson, Potocnik & Zhou (2014, p. 1298) creativity and innovation are vital tools employed by the organization to ensure long run survival. Innovation also helps to amplify the economic

growth of the world in many ways like new product development and existing product modification (Anderson et al., 2014; Pahurkar, 2014).

Despite the benefit of creativity and innovation in entrepreneurship as explained above, technology adoption and creative entrepreneurship aimed at improving customer services and experiences in the hospitality industry which spa business is a crucial part is far from being developed due to low level of innovation orientation and behavior in the industry (Nagy, 2014). The broader question that this thesis strives to answer is; have entrepreneur's creativity and innovation improved the growth and development of spa businesses across the globe? According to Global Wellness Institute report (2014, p. 38) specifically few spa business centers have actually been established in Nigeria (being the largest economy in Africa) to increase the wellbeing and experience of Nigerians and most tourist visiting Abuja and Lagos state Nigeria; a situation that have negatively affected the country economic growth and development through job creation, productive labour force and the general wellbeing, so the creativity and innovation behind this enviable development of spa business is one crucial factor that calls for scholarly attention and approach which provides a background for this study as spa business development becomes a case to critically study and analyze (Finelib, n.d.).

In view of the problem stated, the goal of this master's thesis is to analyze creativeness and innovativeness of entrepreneurs in the spa industry in Lagos and Abuja and according to the theoretical approaches and the results of this research to provide practical recommendations to the Spa managers or/and owners.

Drawing from the problem stated and goal of the study, the following research questions were raised during this study; have creativity and innovation been adopted in spa business in Nigeria; how does creativity and innovation affect spa business growth and development in Nigeria; to examine how creativity and innovation are being approached by spa businesses in Nigeria.

To achieve the goal of the thesis, the following research tasks have been set:

- critical review of related literature to provide an insight into the concepts of entrepreneurship, creativity and innovation in relation to spa business growth;
- preparation and conduct of research by implementing survey methodology;

- analysis of data and the presentation of research findings;
- discussion of the research findings with recommendations on how to apply creativity and innovation in spa business.

In carrying out this research, the study sampled the spa businesses operating in Lagos State and Abuja, Nigeria. The choice of the two cities was made because Lagos, being the nation's economic hub (centre) and Abuja, being the nation's capital are major hosts of high concentration of spa businesses in Nigeria. Another criterion used for selection was that the spa businesses should have been in existence for at least five years for growth trend analysis.

Hence, this study is meant to be a significant contribution to the development of research in the field of wellness and spa business management. Also, the outcome of this research would be of great importance to government and policy makers in spa industry in that the study's findings would propel strategic policies for the development of the industry which in turn boost the nation's overall economic growth. In addition, the spa business owners and operators would in no small way find the outcome of this study useful for effective business operations. The study is also justified on the basis of its tremendous contribution to the field of creativity and innovation in entrepreneurship. Above all, other interested people in the industry such as spa-goers would be benefited by the findings of this study as it would enhance their decision-making relating to spa products and services, then after the government and so on.

This thesis is structured to contain introduction, literature review, methodology, data analysis and results, discussion of findings and conclusion. Under the first chapter, theoretical framework is provided to critically examine the concepts of creativity, innovation and entrepreneurship. The chapter also gives an in-depth review of relevant theories of creativity and innovation. Chapter Two of the thesis examines empirical evidences on the phenomena, from previous studies, discussion of research methods adopted in the study with sufficient emphasizes on survey methodology. Data analysis is also conducted; resultant findings are presented and discussed in relation to previous studies' findings. Useful suggestions are also made based on the outcome of the study and the last part deals with summarizing the research findings to reach a conclusion.

1. CREATIVITY AND INNOVATION AND ITS ADOPTION INTO SPA BUSINESS DEVELOPMENT

1.1. Evolution and development of spa and its initiation into the business sector by entrepreneurs.

Spa is an essential feature of everyday lifestyle. The word Spa was believed to have originated from the Latin acronym (Sanus Per Aqua which means Health through water). There is no consensus among scholars and professionals on the generally acceptable definition of spa as many meanings have been attached to the concept. Frost (2004, p. 85) maintained that spa meaning is somewhat controversial as it means different thing to different people making it difficult in the spa industry to come up with a specific definition and the operators of the industry describes it as they seem appropriate, so also the users, and regulatory authority alike. Wellness services, which spa is a cogent aspect of, aids in creating general harmony of person's health (physical, emotional, psychological, and spiritual) and are connected to the change of life style or chances of healthier life (Vrkljan & Hendija, Business performance of health tourism service providers in the republic of Croatia, 2016).

According to Opkara (2007, 10) an individual's well-being can be defined as satisfaction and / or opulence in all areas of their life, including satisfactory human relationships, meaningful occupation, and opportunities for contact with the natural and human-made environments, social networks, and creative expression and making a positive contribution to society. Therefore, it is apparent and or important that people should crave for a life of relaxation, happiness and self-satisfaction (Okpara, 2007). Okpara (2007) maintained that Gym, makeup (facial treatment) and Messaging are the most popular spa services rendered in Nigeria. The author maintained that Nigerians are more concious of the needs for better relaxation to get total healing from pains and every major health issues.

Spas have been regarded as the integral part of healthcare in most western countries and Asian countries and are perceived as a catalyst for promoting healthy life through the provision of therapeutic and wellness services aimed at renewing the body, mind and soul to operate at its full capacity (Smith & Puczkó, 2013, p. 12). Tourist all over the globe are increasingly demanding for spas services from different spa service providers as means of relaxing their mind and getting maximum leisure which forms the basis for decision of whether to lodge in an hotel (Smith & Puczkó, 2013; Vrkljan & Hendija, 2016). Although, the spa industry might be regarded as a somewhat fledgling industrial sector in its present day, western standard, its link with wellness and health remedy associates it to customs and norms that could be traced back to decade's years in some traditions around the globe. As economies and traditional beliefs grow into current global trends, the amalgamation of contemporary and old-fashioned therapeutic disciplines, and the blending of the modern day science and traditional restorative healing methods has improved the spa industry and amplified consumer acknowledgement, even as this procedure builds up challenges for the industry to describe or quantify (Gary, 2004, p.86)

As argued by Gary (2004, p.86) is some western developed countries like Germany, medical doctors resort to post medical education that incorporates natural therapies, climatology and balneology among others to promotes the body rejuvenation before resorting to medical drugs and the like. This process help heal the soul, mind and even body before more treatment for the recovery of the body, this demonstrate the potency of Spa services as healing formula. In Germany, patients who are not really very sick often does not go through the conventional medical treatment but resort to spa services where they are kept for some weeks to rejuvenate their mind, emotion and body rather than resorting to medical drugs that might have some serious side effect (Gary, 2004, p. 86). This help in preserving the overall health of the individuals over a long period of time. Spa services are being incorporated in the health industry, tourist industry, entertainment industry, hotel industry, beauty industry among others.

Gary (2004, p.88) observed that spa services providers need to establish a center that is purely focused on innovation team made up of employees who are established to be highly creative and skillful in cultural change within the organization. The employees'

that will work in the center will come from different department in the organization and are individuals who are open to idea and has the ability to critically think independently of their own. Here the employees from the various departments are trained with culture and once they are able to come up with something new they are thereby returned to their original position to implement the idea and introduce the creativity approach to their department

The contribution of spa business to the global economy cannot be underestimated. The undertakings of the industry and its interrelated sectors have a wave of effect on the global economy that extends their total effect (Africa Tourism Monitor, p.3). Basically, the proceeds and occupation of spas and their connected sectors are seen as the direct influences of the industry. The economic impact of spas as establishments was estimated to be \$60.3billions in 2007, \$93.95billions in 2013 and \$98.62 billion in 2015 and even this excludes its indirect and induced impact such as employment created by the industry at the global level (Yeung & Johnston, 2017, p. 3). Also creativity and innovation helps in the areas of finance which cuts across all sector of the economy at large. However, in the spa industries all over the world, creativity and innovation has become an issue of concern because of the problems associated to them (Okpara, 2007; Anderson, Potočnik, & Zhou, 2014; Achor, 2014; Ojo, Petrescu, Petrescu, & Bîlcan, 2017) for example Nigeria has massive tourism potential, predominantly for domestic tourism, it has the biggest populace in Africa and one of the largest groups of educated middle-class professionals in sub-Saharan Africa, the country also has a diverse flora and fauna, alongside cultural, geological and archaeological resources worth industrializing for tourism purposes and this mixture of natural and infrastructural resources and a substantial potential market which ought to have led to an enhanced expansion of both international and domestic tourism but in actuality, however, the potential has not been realized (Africa Tourism Monitor, 2015, p. 4).

The recent emergence of spa business as a global phenomenon could be traced to an assemblage of industries, traditions and therapeutic practices. Spa therapy treatments have been in existence since olden days in several and various forms that reflects the cultural, social and political environment in which they are found. This praxis is now being reawakened, blended and rebranded to bring a new global industry into being. Spa

industry originates from different industries that ensure the rejuvenation and maintenance of human body including hospitality, beauty, tourism among others (Cohen & Bodeker, 2008).

Spas service over time have been viewed as a catalyst for promoting human health through provision of solution that ensure the rejuvenation of the body, soul and mind. As argue by Frost (2004, p. 85), there have been growing number of spa service providers across the globe and Europe has enjoyed tremendous outburst of Spa service with over 1200 spa service centre across Europe. The author further noted that spa service provision have increasingly become important for today busy executive and tourist who need sufficient health and body rejuvenation therapy to maintain their state of health. It becomes imperatives that spa service providers inculcate the culture of innovation and creativity in developing their business strategy to achieve sustainable business growth and development. The spa industry as argued by Frost (2004) has grown tremendously within the last decades because of entrepreneur creativity in the industry designed to bring total rejuvenation. This has led to the mushrooming of artificial spas and a not-so healthy mixture of the very best spa experience with services that are sub-standard. Other challenges include the perception of spa as a luxury service reserved for the wealthy, which affects the patronage and narrows the potential market for African spa.

In this global phenomenon, Nigerian's approach to spa services as means to contribute to the development of tourism and wellness cannot be over-emphasized which is evident in the number of spa facilities imported into the country on a yearly basis plus the increasing numbers of spa service providers that have littered Abuja being the capital of the country and Lagos metropolis being the most populated state in the country and also the number of spa-goers in Nigeria. Tourism has a substantial role to play in the expansion and diversification Nigeria's economic base (Ladipo, Rahim, Oguntoyibo, & Okikiola, 2016). In Nigeria the hospitality sector (comprising of travel and tourism) contributed N1.5 billion (about 1.7%) to the Nigeria's Gross Domestic Product (GDP) in 2014, and it has a possibility to produce over \$4 billion with the latest rebasing of Nigeria's GDP, this undeniably confirms to the tactical significance of the sector to tourism (Ladipo, Rahim, Oguntoyibo, & Okikiola, 2016, p. 101). There has

been increased global interest in entrepreneurship both by individual theorists' and by institutions (Imafiadon, 2014).

1.2. Definitions and development of the concepts of creativity and innovation.

Creativity and innovation arguably are the two most important concepts that drive entrepreneurship and development in the global economy (Anderson et al., 2014; Hennessey & Amabile, 2010). As argued by Anderson et al., (2014, p. 1299) innovation and creativity are the two major determinants of organisation performance in the digital global economy where customer needs and demands are fast changing. It was argued that there is no singularly accepted definition of creativity, but there are increasingly insightful indicators about the overriding elements connecting it to industries in economic terms, proposing that it may symbolize fresh growth of the industry-wide image (De Miranda et al., 2009, p. 4). Creativity has been defined differently by different authors. For instance, Anderson et al (2014); Hennessey and Amabile (2010, p. 571) sees creativity as the ability to produce or generate new idea, products and services that are influential. The implication of that definition is that for an idea, product and service to be regarded as creative outside being new, the idea must be influential.

To Runco and Jaeger (2012, p. 94), creativity entails the abilities of creative individuals. The authors note further that creative abilities determines whether an individuals will be able to display creativity and this ultimately depends on the motivational factor available to the individuals. An immediate problem with this definition is referring creativity to individual creative abilities, which makes it difficult to determine appropriately what creativity is. Creativity is the creation of something that is not in existence earlier at its present state (Runco & Jaeger, 2012). In this regards, creativity is seen as the ability to create something new either by adding unique value to what is already existing before or developing something new in entirety. Though, nothing can be said to be entirely new in reality (Jordanous, 2012). Creative and innovative organizations are therefore those organizations that are able to create something new in the form of inventing new technology, new method of serving customers, introducing unique products capable of giving them competitive advantage in the market (Anderson

et al., 2014; Eggink, 2013). The term was defined as the stage and process of idea generation (Kampylis & Berki, 2014).

The European Commission view creative industries as those industries that employ culture as their input and have cultural dimension that promotes creativity. This cultural dimension includes design and architecture that integrate creative element into wider organization processes that encourage innovation in different aspects of the organization (Lämmer-Gamp, 2014). Creativity and innovation appears to be interchanged by some researchers (Anderson et al., 2014; Kampylis & Berki, 2014) while some others see a clear distinction between both concepts (Lämmer-Gamp, 2014). Eggink (2013, p. 25) view innovation as a larger part of creativity, in that it encompasses varieties of creative abilities. Anderson et al., (2014, p. 5) opined that while creativity is more about new, novelty of ideas, products; innovation on the other hands still encompasses ideas that are generally new to an organisation or a unit, though, might have been in existence in other organisation or unit. Creativity and innovation is central to business growth and development as no organisation can compete favourably without demonstrating some degree of creativity and innovation (Lämmer-Gamp, 2014, p. 6). As Olugboyege (2017, p. 21) puts it, creativity is the beginning of innovation and no innovation can take place without creative ability (creativity). The author further noted that creativity is a necessary factor for innovation to occur but not sufficient, as such, innovation is the execution of creative ideas. Cocco and Quttainah (2015, p. 85) pointed out that being creative has a lot more to do with inventing ideas in a theoretical level whereas being innovative can be seen as the capability of bringing those ideas to practice by integrating them into the everyday business.

The created item may be abstract, invincible or vague, for example an idea, a scientific theory, a musical composition or a joke, it can also be an original physical object, such as an invention or a literary work and what draws the interest of scholars in creativity is related with numerous definitions and ideas associated with various controls: brain research, intellectual science, instruction, theory (most particularly reasoning of science), innovation, religious philosophy, humanism, etymology, business considers, melody composing, and financial aspects, covering the relations among creativity and general knowledge, mental and neurological procedures, identity type and inventive

capacity, creativity and psychological well-being; the potential for encouraging creativity through training and preparing, particularly as increased by innovation; and the utilization of imaginative assets to overhaul the effectiveness of educating and learning (Anderson, Potočnik, & Zhou, 2014; Thomas, Miller, & Murphy, 2011; Koellinger, 2008; Guan & Ma, 2003).

The implication is that creativity is necessary for innovation to take place but innovation can only occur when creative ideas are properly implemented and executed. Every nation desires to have a level of sustainable economic advancement so if the citizens of that nation engage themselves in entrepreneurship activities, this could possibly be achieved. As entrepreneurship is seen as a vehicle for successful achievement of growth and development objectives. It should be noted that no entrepreneurs can grow and succeed without proper investment in creative innovation which of course depends on the culture of the organization (Olugboyega, 2017; Nagy, 2014). Innovation can be seen from this perspective; as the employment of better solutions to meet the rising needs of the customers, employees, and other major stakeholders to the organization. From the discussion, it can be inferred that creativity leads to innovation and a non-creative organization cannot innovate over time and little success will be achieved by entrepreneurs who are not innovative. The reason is because, creativity spur ideas for new products, methods, services and technology that is unique from other products, methods employed by other organization which ultimately leads to customer satisfaction.

According to Dimnwobi, Ekesiobi and Mgbemena (2016, p. 28) creativity is therefore the capability to evoke, transmit into reality, to fabricate into a new model, to bring into limelight via imaginary abilities, to make or to bring into real life something new. Creativity is not capability to invent out of nothing, but the enablement to bring about fresh ideas by joining, linking, connecting, changing or reapplying existing ideas (Dimnwobi et al., 2016).

Dromereschi (2014, p. 131) see creativity as a specific human phenomenon which can be defined as an inclination to initiate and advertise something new in all its forms because it is inherent but equally it is for everyone. Creativity is the basis of innovation,

which are in turn the engine of progress and the most important factor of competitiveness (Dromereschi, 2014). Creativity has two major aspect – people and process as pointed out by Kuratko (2007, p. 8-10) they explained that the process of creativity is aligned with goal and it is intended to arrive at a solution to a problem. The people on the other hand are the active resources that bring about the solution. At times, they will have to adapt to a solution and some other times will develop and invent a solution that has a higher innovative dimensions (Cocco & Quttaainah, 2015).

There are three major components of creativity (sources of innovation in the organization) as highted by Adams (2006, p. 4). The first component of creativity is knowledge/ expertise – since every expert seems to bring some element of creativity within the organisation. Knowledge entails all the relevant information an individual bring along in solving a particular problem and this knowledge can be broken down into indepth knowledge/ experience and long term focus on a particular problem. The second component of creativity is that creative thinking which depends on how individuals are trained to approach problems as well as the organisation ideology. An organisation that promotes creativity through policy framework are likely to enjoy creative thinking from the employees. Adams (2006, p. 5) noted further that creative thinking comes when one is in comfort with disagreeing with others – ability to depart from the status quo, ability to stay focused through difficult challenges, and ability to dispel from the original and generate new thought. The third component is motivation. This entails an individuals or group of individuals interest and passion for certain problem. The more individuals engages in things of interest the more they become motivated to think out solution to any problem faced by the organization.

These components of creativity can be summarised as in Figure 1 below.

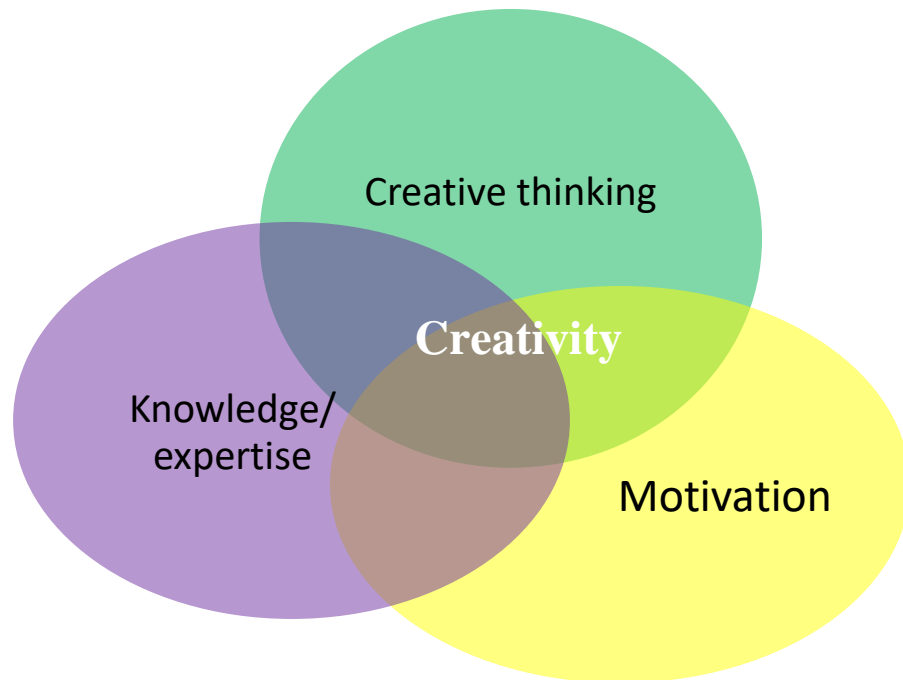


Figure 1. Components of creativity. Source: Adams, 2006, p. 4

Innovation is described as the application of creativity into the process of manufacturing and service delivery within the organization (Balan, Vrat, & Kumar, 2009, 284). They maintained that in the twenty first century that is highly competitive, organisation can only maintain certain level of competition and remains relevant with the application of creativity and innovative power (Balan, Vrat, & Kumar, 2009). Innovation is the wheel of creativity that propels the creation of entrepreneurial ideas and businesses all over the world. The lacking of innovation and creativity within an organization spell doom as the organization are outsmarted by others and remain irrelevant among customers (Anderson et al, 2014; Olughor, 2015). The secured increase in economic boost and employment was enriched by organizations distinctively, owing to their innovative bustle and agitation, which turned into a cardinal drive of describing competitive advantage and firm performance (Gielnik, Frese, Graf, & Kampschulte, 2012). As a consequence, the values produced and formed by innovations reveals propensity of situation that brought to light new ways of carrying out things or new products and processes that add benefits to economic affluence (Olughor, 2015, p. 91). A new idea or

finding a better solution that unraveled fresh necessities can be seen as innovation, in articulated needs, or existing market needs.

Innovation is a motivation for ambitious strife in the current uncontrolled environment by which new products and services are introduced. At the center of advancing an economy, improving the organization services to customers, introducing new products and services are at the core of economic expansion and improvement (Eggink, 2013, p. 29). To Howard Partners (2008, p. 2), innovation is seen as any idea, object, or practice that be designated as new by an individual or the unit of adoption at such point in time. What matters most is whether the unit is relatively new to the unit of adoption. It is the perceived of the idea seems new that determine how individuals or group of individuals react to the idea. The author noted further that innovation has different dimension which include: a type of activities that deals with novelty and creativity. It is also viewed as a management practice at firm and industrial level. And lastly, as a context either at a sector or regional level (Howard Partners, 2008; Adams, 2006). As observed by Thomas et al. (2011), innovation culture prevalent in the organization facilitates the adoption of innovation within the organization. Outside the culture, there must be sustainable technology that encourages innovation within the organization (Thomas, Miller, & Murphy, 2011).

Innovation entails refinements that produces resourcefulness and permits problem solving and identification of fresh avenues required for thinking outside the box. Looking at the components of innovation and its characteristics, it can be agreed that innovation passes through some known dimensions of innovation space which are paradigm, product/service, process and position (Tidd, Bessant, & Pavitt, 2009). They are generally referred to as the four dimensions of innovation or The 4 P's of innovation as fondly called (Figure 2).

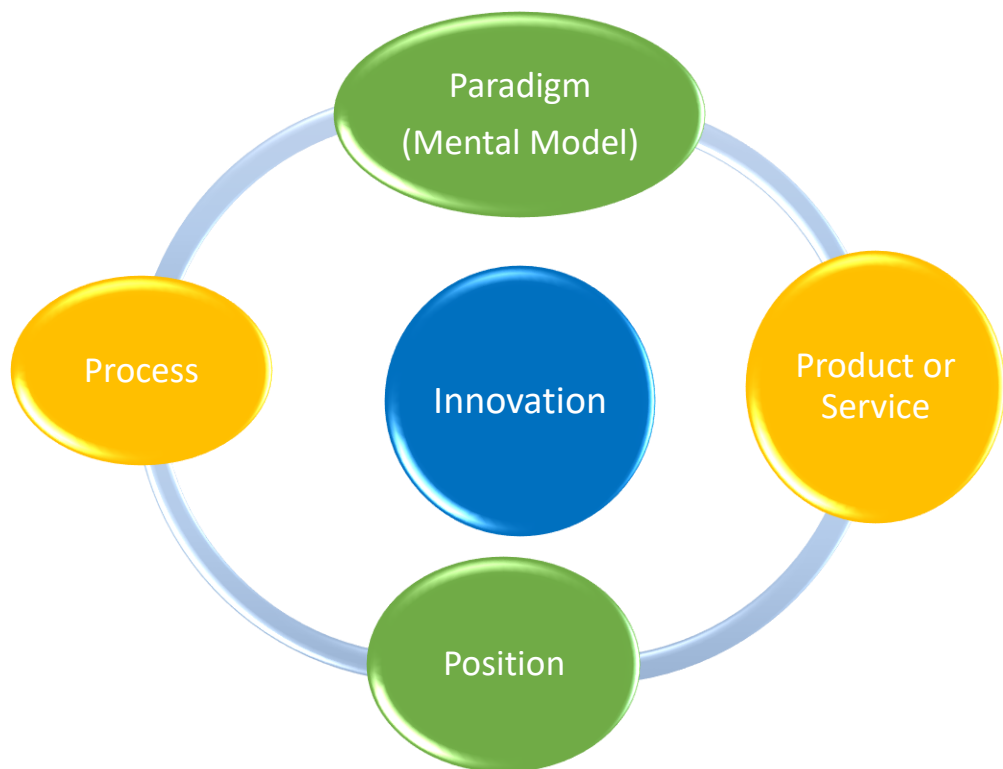


Figure 2. The 4 P's of Innovation. Source: Tidd, Bessant, & Pavitt, 2009

Product/service innovation is the development of an existing product; that is the changes in the product/service that an organization offers; process innovation is a change in delivering the service, that is changes in the ways in which they are created and delivered; Position being a change in their place in the market, that is changes in the context in which the product/service is introduced; and Paradigm innovation is what shaped what the people want/need, changes in the underlying mental models which frame what the organization does (Tidd et al., 2009, p. 22).

The beginning of the twenty first century has ushered in the worldwide captivating breakthrough in entrepreneurship through institutions and individual innovators alike and propelling a new dimension in entrepreneurship (Olugboyega, 2017). Centrality as an essential competitive tool in the improvement of an innovatively promising and forward-looking economy, this validated the inevitable importance of entrepreneurship most especially in the service industry. Creativity and innovation has been linked in several ways in entrepreneurs success as captured in Howard Partners (2008, p. 12) framework. The framework as presented in figure 3 revealed that creativity leads to design and innovation which in turn determines how productive an organization could be.

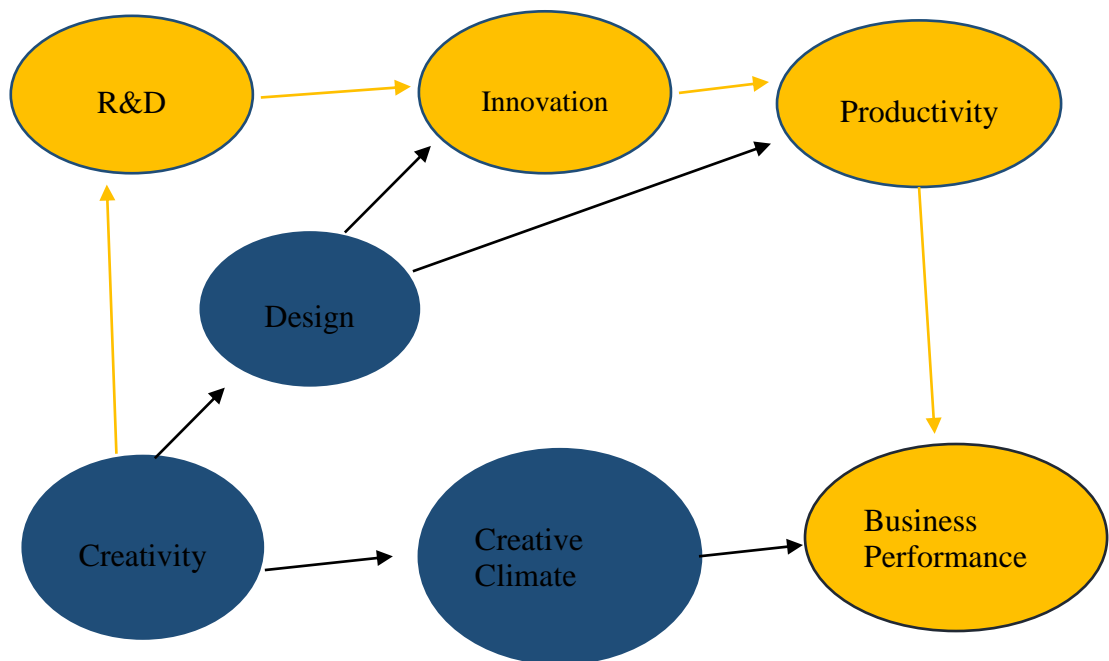


Figure 3. Design, Creativity and Business Performance. Source: Howard Partners, 2008, p. 12

The framework revealed that creativity which can be seen as new idea, new way of looking at a problem, exploiting existing opportunities and adopting new technologies. Once the idea of new way of solving problem, exploiting existing opportunities, the next step usually is the research and development which often leads to organizational innovation and hence productivity. No one can be a successful entrepreneur without giving in to creativity and innovation (Dromereschi, 2014). An entrepreneur is someone

driven by the desire to be his or her own boss, do whatever he or she wants, but ultimately turning passion into profit-making businesses (Durowoju, 2014). That is, an entrepreneur is someone who envisages a new business in the presence of risks and uncertainties in order to make profit while satisfying human need. An Entrepreneur surveys the nooks and cranny of the environment, discover opportunities and dangers, combine and utilize the needful resources to exploit the identified opportunity.

The word entrepreneur keeps evolving and changing over time because of the dynamic environment the world finds itself. For instance, Durowoju (2014, p. 8) argued that overtime the definition of an entrepreneur has advanced as there have been changes witnessed in the world's economic structure which have become more complex. Since the start of the Middle Ages, when it was used in alliance to precise occupation, the idea of the entrepreneur has been polished and widened to include ideas that are linked to the person rather than the vocation (Oyelola, 2013). Further noted that entrepreneur move economic resources away from area of low productivity to high productivity area with greater yield. As Ebiringa (2011, p. 378) maintained that an entrepreneur is someone who has the guardianship of a new enterprise, project or idea and is liable for the implicit risks and the denouement of a product. Stressing on the issue of risk, the entrepreneur was explained as a "risk taker" – someone who defies fickleness, exploring his own common sense, dedication to function and purpose to somehow devise an industry where none existed before.

Imafiadon (2014, p.103) reveal an ample portrait of entrepreneurship when the author argued that it is the blatant aptness and desire of persons, on their own, in terms, within and outside existing establishment to discern and initiate new economic opportunities and to moot their perception in the market, given uncertainty and other obstacles, by brewing decisions on environment from the use of resources and organizations.

Entrepreneurship is therefore seen as the process of destabilizing the existing order and creating new products, new methods of meeting customer needs through taking calculated risk (Inyang & Enouh, 2009, p. 64). As observed, entrepreneurship education as something which has to do with those attitudes and skills that are essential for the individual to react to his environment in the process of keeping, starting and maintaining or managing a business enterprise. As such, entrepreneurship is viewed as a

collection of activities involved in creating something new with a unique value proposition through dedicating the required time and effort in consideration to the associated financial, psychic and social risk and receiving the resultant rewards of monetary and personal satisfaction and independence. From the above definition, one can conclude that entrepreneurship is concerned with the identification of business opportunities and openings, creative and innovative thinking of way in solving human needs, ready to implement new plan(s) and assume responsibility for risk taking. Every successful entrepreneur understands the importance of creativity and innovation and therefore invests more resources and energy on employees that are creative, some organization goes as far developing an incubation that facilitates creativity (Olughor, 2015).

For the purpose of this thesis and having studied different meanings of creativity, the author posits that creativity is the ability to turn imagination to a marketable reality. And innovation is the demand for a better and innovative approach to things (services and products) as time changes which necessarily demand a change in clients' and consumers' taste and needs. Given the nature and importance of creativity and innovation in the performance as illustrated in Figure 3 earlier, every organization therefore needs to develop an organizational culture that promotes creativity and innovative capabilities among the employees. Creativity starts from the level of conception to the point of procession and progresses to the level of birth and does not stop until it becomes a reality that can be sold and be bought. It is an act of turning new ingenious ideas into reality. It is the ability to perceive things in fresh ways and manners, it is the process of inventing very new ideas to how things are done or approached.

In this case the ability plays a major role in creative process. Several literatures (Anderson et al., 2014; Dimnwobi et al., 2016; Imafiadon, 2014) have come to similar conclusions about creative abilities regardless of the domain they are studying. One common finding is that creative people seem to possess problem-finding abilities – the art of recognizing the important question. A consequence of this perspective is that managers are best advised to identify who are the creative and innovative staffs. This

process requires great learning in order to have a great understanding of the subject matter which leads to creativity.

But without the proper understanding of the subject matter which comes through learning the person involved might not be creative in providing solutions to the problems being faced with as it should be if proper knowledge is in place. One cannot think creatively unless one has the knowledge with which to (Imafiadon, 2014). Creative practice needs to complement diligent and deliberate practice that develops foundational skills – not be a substitute for it.

Innovation and creativity are highly essential in meeting customer needs, developing new products, exceeding stakeholders' expectation and achieving competitive advantage over time (Balan et al, 2009). Organizations are therefore investing heavily in Research and Development (R&D) in order to build and develop an innovative environment where technology adoption in production, services, operation management and supply chain to achieve the organization stated goals and objectives. Entrepreneurs are therefore individuals that are creative enough to combine the reality of the present to create the imaginary reality aimed at solving societal needs (Balan et al 2009, p. 284). This implies that creativity is required in solving the customers needs, societal and environmental degradation.

1.3. Creativity, Innovation and Entrepreneurship framework

This subchapter discusses creativity in relation to entrepreneurship. In particular how creativity and innovation are driving entrepreneurship growth and performance all over the globe.

Creativity creates room for innovation if well cultured and an environment of well cultured innovation creates a successful entrepreneurship that improves organization performance and sustainability (Inyang & Enouh, 2009). Creativity is a crucial component in the launch of the entrepreneurial process, as it contributes to the blueprint of novel products and services (Gielnik et al, 2012; Heinonen, Hytti, & Stenholm, 2011, p. 659-672). As argued by Dromereschi (2014), organisation can explore in and inculcate creativity and innovation to their every day life activities through building a

culture that rewards creativity and innovation. The author argued that most firms does not even appreciate innovation, as such, invest less in activities such as research & development (R&D), technology adoption, motivation of the workers. As argued by Anderson et al. (2014), the best performing organisations today are the most creative and innovative organisations. For instance, Amazon, Google, Apple are great example of the most innovative and creative organisation in the technology industry that is shaking the tech industry. Alibaba, the largest e-commerce industry, pride itself as one the most innovative organisation largely because it encourage creativity within the organisation. The customers both the internal customers (employees) and the external customers are the heart of the organisation strategy (Imafiadon, 2014).

Emperical work on creativity, innovation and entrepreneur development acknowledges the role of creativity and innovation in sucessful entrepreneur development and the growth process of any nation. While some of the literatures argued that creativity often leads to innovation which in turn determines the degree of entrepreneur success (Anderson et al., 2014; Dromereschi, 2014; Inyang & Enouh, 2009; Olugboyega, 2017) others believed that innovation is a bye product of organisation culture and level of investment in research and development (Balan et al, 2009; Imafiadon, 2014; Olughor, 2015).

In the same vein, there are some of the researchers who believed that innovation can be cultured into maturity with the right organisational framework that encourage creativity within the organisation (Ekesiobi, & Mgbemena, 2016; Dimnwobi et al, 2016; Gielnik, Frese, & Kampschulte, 2012; Imafiadon, 2014). As argued by Dromereschi (2014, p. 130) it is entrepreneur mindset of creating solution to an impeding problem that often leads to innovation. This corroborate the popular adage, *where there is a will there is a way, necessity is the mother of invention*. Innovation arise from the entrepreneur mindset of solving the societal problem, making life more comfortable and pleasurable for others. Anderson et al. (2014, p. 1299) maintained that the greatest innovators in the business world are individuals or organisations that are moved by the societal needs that need to be solved. The need to improve customer experience prompt organisation to be in constant search for how to improve organisation services, products and supply chain.

An interesting fact is the fact that entrepreneurship is not the only element that organizations require to display and encourage high level of creativity and innovation capabilities in the organization. Turner & Marvin (2008, p. 376-391) noted that leadership plays significant roles in technology adoption and innovation within the organization. The style of leadership in supervising the activities of followers determines how much of creative and innovative moves would be displayed for the promotion of the business. A situation where followers do not have total freedom to express their own mental abilities rather than that of the leader or leadership, there is bound to be limitations and boundaries in the strength of creativity and innovations.

Leadership style creates room for the personal development of the employee's creative ability and encourages innovation in the organization. An Assertive or traditional leadership style where the leaders dictates the rules within the organization and direct all the employees to align and abide by the dictates encourages less of personal creativity and innovation among the employees (Lopez, 2008). However, it is necessary that stringent supervision be seen by leaders in the display of creativity and innovation for maximum benefits from this emergent phenomenon. One other factor that makes or mars the effectiveness of creativity and innovations is customer influence. Customer influence and feedback go a long way in shaping and influencing the decisions of entrepreneurs and leaders of business thereby dictating the kind of creativity and innovations to be employed (Turner and Marvin, 2008).

Leadership entails the art and process of transforming a group of individuals that have different motivations and aspirations into a cohesive and useful organization (Lopez, 2008, p. 18). As previous author is explaining the difference between management and leadership, argued that leadership is less formal and more informal compared to management because it is mainly an effective inter-relationship between the leaders and the followers. Thus, leadership aimed at giving the employees direction, motivation and guidance necessary to achieve the organization aspirations and goals. An entrepreneur must be able to successfully integrate the creative ability it possesses to the employees in order to achieve innovation from time to time within the organization.

Therefore, being creative or innovative can mean adjusting the way of undertaking a business but not necessarily setting up a new one and matching it with the modifications

going on in the business environment in order to bring better products or services into existence. Innovation can be said to be successful when it is an in-built part of business strategy, in which a culture of innovation is developed and set up. That is; the technique required in innovative thinking and inventive problem solving. Businesses that are innovative initiates a more efficient work processes and have better productivity and performance. Campos (2016, p. 459) found an affirmative connection between entrepreneurial desire and creativity and an affirmative link between creativity and entrepreneurial awareness. On the other hand, the outcomes as well showed that creativity to some extent facilitates the connection between entrepreneurial desire and entrepreneurial awareness (Campos, 2016).

Entrepreneur traits were categorized by Dromereschi (2014, p. 129) as dynamic when the author argued that there are certain traits of individuals that makes him/her an entrepreneur: creativity, innovativeness and opportunity findings. The author further noted that an entrepreneur cannot be successful without having these three set(s) of skills. And every organisation must built a culture that inculcate these attributes to the employees immediately they join the organisation workforce.

Entrepreneurship is believed to comprise an important engine for economic, social, practical and the overall advancement of any nation. Entrepreneurship has been recognized by several people both universally and on a national scale as an instrument for a sustainable, virile and unwavering economy. It is for this reasons that consecutive governmental regime in Nigeria tried to make stronger important agencies imperative to attain (Durowoju, 2014; Basile, 2001). Supporting this point Olugboyege (2017, p. 23) his own opinion stressed that no country can truthfully; advance in technology, in industry and in economy without developing resilient private partner initiative in wealth creation, reduction of poverty and generation of employment, with requisite creativity and innovative skills. These skills comprise administrative, comparative, communicative, technological, human and extraordinary skills to deal with the future challenges.

Entrepreneurs disrupt the existing order through creating something that is non-existence before in solving a societal problem which is achieved with high level of risk loving individuals. As argued by Oyelola (2013, p. 201) there three main conceptual

approaches to entrepreneurship which include: Functional creativity approach, Managerial approach and Owner operated approach.

The Functional Creativity Approach deals with the dynamic and strategic actors that make the entrepreneur decision as relates to creativity, innovation, product development and design, organization location, amount to be invested in R&D and other key decision towards the success of the organization. This approach sees entrepreneurship as a psychological trait of dynamism, creativity, originality and innovation capabilities. According to the author, functional creativity focus on the core entrepreneurs who take the biggest risk including the likes of multinational firms managers, state owned enterprises, non-governmental organizations (NGOs), and other major dynamic decision making entrepreneurs. Managerial Approach aspect focuses on the entrepreneurs operating in the full capacity of the owners taking majority of the decision and the risk on their own. The entrepreneurs as the key decision makers including owner operated firms, partnership, joint ventures among others. Here the entrepreneurs breed the creativity, originality and innovate when necessary. Owner operated Approach is instituted when the entrepreneur is both the owner and the one who operates the business venture. Here the decision regarding the operation of the business are solely the responsibility of the entrepreneurs and he (owner) takes up the responsibility of creating and originating new way of adding value to customer, new methods of making delivery and other strategic decision capable of promoting the organization. As Olugboyega (2017, p. 24) noted, the entrepreneur biggest responsibility is to take decision that promotes the growth and development of the organization. Spa industry especially in the developing countries like Nigeria is still at its infant stage where majority of the firms operates as owner operated enterprise (sole proprietorship), it therefore beckons on the owner to take important decision, creativity that is necessary to create the desired innovation capable of causing the enterprise to thrive.

1.4 Review of Studies on creativity, Innovation, Entrepreneurship and Organization Growth

Several researchers have investigated the role of innovation, creativity and technology adoption on the performance of both SMEs (Marta, Filip, Bernardo, & Ani, 2016; Kim-Soon, Ahmad, Chan, & Hairul, 2017; Arnis & Susanto, 2017; Ibingira, Muturi, & Rurangwa, 2017) and large corporation (Nguyen, Pham, & Ngoc, 2017; Braunerhjelm, Ding, & Thulin, 2017). This section will discuss some of the empirical findings as it relates to the role of innovation and creativity on the performance and development of firms especially small and medium scale enterprises (SMEs).

For instance, Ibingira, Muturi & Rurangwa (2017) investigated innovation strategies on firm performance using bank of Kigali as a case study. To achieve the objective of the study, the researcher employed descriptive survey design and questionnaire to collect relevant data, where the data was subjected to analysis of variance (ANOVA) and correlation. It was revealed from the analysis that process innovation, organizational innovation and service innovation impacts significantly on organization performance within the period of review. Specifically, the authors found that innovation strategy employed within the organization improves the firm returns on asset and profitability over the period of 2014-2016. The argument is that innovation strategies adopted by the organization plays a critical role in the development and orientation of the organization. The authors therefore recommended that Bank of Kigali must improve on its innovation strategies by building a culture that promotes innovation across department. The problem with the study is their sampling techniques which is not scientific and this raise question regarding the generalization of the research findings.

Similarly, Braunerhjelm; Ding & Thulin (2016) explore the relationship between firm innovation and business growth in Sweden employing panel data set from Swedish within the period of 1997-2012. To achieve their objectives of study, the researcher classified innovation into explorative and exploitative. The research adopted panel econometric first difference methodology to estimate the impact of innovation on firms' business growth as captured by employment. The instrumental variable and the panel first difference estimator confirmed the significant positive impact of innovation

(explorative and exploitative) on firm employment growth over the period of estimation. It was also discovered that explorative innovation exerts greater influence on the firm growth. And the authors recommended that organization should pay attention on what works for them as increasing investment in R&D might not be optimal for all firm. The findings of Braunerhjelm, Ding & Thulin (2016) was closely affirmed by the findings of Nguyen, Pham, & Ngoc (2016) who investigated the role of innovation on firm performance a case study of supporting industries (electronics, motorbike and automobile) in Vietnam.

To achieve the objective of their study, they employed descriptive research design, where survey questionnaire was employed to collect primary data on two aspects of innovation and performance. The author distributed 150 questionnaires to collect the data and the findings revealed that there is positive effect of process, marketing and organizational innovation activities. It was equally revealed that innovative performance of the organisation has a way of impacting the performance of the organization. The researcher therefore recommended that organization should pay close attention to process and organizational innovation as they exert more influence on the organization performance compared to product and marketing innovation.

Similarly, Odumeru & Ifianyi (2013) investigated the existing relationship between innovation and organizational performance using explorative research methodology. It was discovered that organization innovation strategies and culture plays significant roles on the performance of the organization. The author argued further that organization performance measured by their competitive level, profitability, productivity among others have been greatly impacted the innovation strategies employed by the organization. The author recommended that every organization seeking to improve its performance should adopt a mixture of certain innovation strategies and build this process as part of its organization system. The challenge is that the research does not employ empirical approach to explore the relationship which makes the conclusion and findings of the research difficult in generalizing.

Kim-Soon, Ahmad, Chan, & Hairul (2017) explored the role of Innovation on SMEs performance using survey data from SMEs in Joho, Malaysia. Specifically, the authors investigated how organization structure innovation, products innovation, process

innovation, marketing and organizational innovation impacts or influence the performance of the SMEs in Malaysia. To achieve the objectives of the study, the authors employed descriptive research design where questionnaire research instrument was employed to collect data from 381 SMEs managers and owner. From the data collected, it was revealed that firm innovation has direct influence on the organization financial, operation and innovative performance. Although, from the review of their findings, it was revealed that marketing innovation does not have any significant impact on financial performance of the organizations. It was concluded and recommended that innovation plays crucial role in firm performance and SMEs should pay attention to their innovative strategies by inculcating the culture of creativity and innovation to their everyday business life. The findings of the study upheld the findings of Arnis & Susanto (2017) who found that innovation plays significant role in firms' growth and development.

For instance, few studies have employed firm level data to explore the relationship innovation and firm performance. Osei, Shao, William, Forkuoh & Kwarteng (2016) investigated the role of product innovation on SMEs performance in the manufacturing sector of Ghana. The researcher employed econometric research method, where structural equation was employed to model the relationship. Firm level data on manufacturing SMEs in Ghana was used where product innovation was categorized into development of new product, introduction of new product and improving the existing product. It was discovered that product innovation exerts positive significant relationship on SMEs performance in the region. The authors was quick to point out that SMEs are the key engine to growth and development of any country Ghana inclusive, thereby recommended that SMEs should incorporate product innovation as part of their strategies in order to effectively compete in today's highly dynamic business environment.

Roper & Love (2002) investigated the role of innovation on export performance of some German and UK manufacturing firm. The aim was to assess whether being innovative improves the performance of the firms as compared to none or poor innovating firms. It was discovered that highly product innovating firms perform better to the non-innovating firms in terms of export over time. Though, they were quick to

point out that the innovation factors do not have strong correlation with export propensity. Basile (2001) investigated the role of innovation and creativity on the export performance of some Italian manufacturing firms. It was discovered that innovation strategies employed by the manufacturing firms influence their export intensity. Specifically the author noted that firm ownership structure, firm size, location and per unit cost of labour plays crucial role in the innovation adoption and strategies. The study recommended that exporting firm should adopt innovative technology in order to stand chance of competing in the global economy by developing a policy that encourages creativity within the organization.

Few studies have investigated the role of innovation in the context of Nigeria and have found sufficient reason to believe that innovation impacts the performance of firm. For instance, Egbetokun, Siyanbola, Olamide, Adeniyi & Irefin (2008) examined various types of innovation predominant in Nigerian manufacturing SMEs and their impact on diverse magnitudes of firm performance built on an industry-wide innovation study carried out in Nigeria in 2007. The study employed descriptive survey where questionnaire was used to collect the necessary data. Though innovation is significant for higher firm performance, the results obtained from Wilcoxon tests as well as regression analyses indicated that the type of innovation that SMEs chase is not a vital reflection in their achievement. While no distinction was establish in the emphasis of SMEs on either of product or process innovations, confirmation revealed that SMEs would centre more on incremental product and process innovations. Incremental innovation was discovered to be of vital importance for Nigerian SMEs and a substantial estimator of product quality and not of revenue. The study established that SMEs choose to strive for such innovations that best fit their policies and accessible resources. Such innovation level made Nigerian SMEs to more comprehensively exploit the local market but cannot back the massive new product expansion essential to cross the threshold of export markets. Though, the study failed to account for the reason behind poor innovation and technology adoption in the country.

In a related study, Idowu (2013) evaluated the impact of organizational learning and innovativeness on financial performance of small and medium enterprises (SMEs) in Osun State of Nigeria. Using correlation and regression techniques, the findings showed

that organizational learning constituents: system orientations, organizational climate for learning orientation, knowledge acquisition and utilization orientation, information sharing and dissemination orientation and financial performance are clearly interrelated. It was also discovered that system orientation, knowledge acquisition and utilization and information sharing and dissemination orientation were established to be the indicator of financial performance. Organizational innovativeness neither has connection with nor influence financial performance.

In a more recent study, Ojo, Petrescu, Petrescu and Bîlcan (2017, p. 261-265) pursued to test the relationship between innovation, the financial performance of company and firm's competitive advantage sampling Nigerian SMEs operating in agriculture, manufacturing and construction sectors. This was done through correlation and regression analysis. The results of data analysis revealed that there is a positive relationship between innovation and the financial performance of company. A clear lesson from this study is that the future must include promoting innovation and entrepreneurship; in other words, business competitiveness depends on the creativity and innovativeness of its entrepreneurship.

From the empirical literature reviewed, it was clear that most of the empirical work reviewed employed survey descriptive research design to achieve the objectives of the study, where quantitative data are often employed to estimate the relationship between innovation, creativity and organization performance and development (Kim-Soon et al, 2017; Braunerhjelm et al, 2017; Roper & Love, 2002). Although, some literature employed firm level data where econometric approach was employed and few of the study found that innovation plays a crucial role on firm performance and growth (Osei et al, 2016; Koellinger, 2008; Basile, 2001; Guan & Ma, 2003).

2. METHODOLOGY AND ANALYSIS

2.1. Research Methodology

The success, validity and applicability of the research findings depend on the adoption of appropriate research method and design (Saunders, Lewis, & Thornhill, 2012, p. 107-108). The adoption of the appropriate research method largely depends on the philosophical worldview the researcher aimed at achieving the objectives of the study (Creswell, 2014, p. 35). Saunders et al (2012) defined research methodology as the scientific, analytical and systematic procedural steps taken to provide satisfactory answers to research questions. It aimed at achieving a clear part in the data collection process and analysis based on the problem statement. This section discusses the research methodology and design in collecting necessary data that enable feasibility answers to the research questions.

Creswell (2014, p. 41) stated that research design refers to the overall strategy one chooses in order to integrate the different components of the study in a coherent and logical way. To Saunders et al (2012, p. 138) is the overall plan on the data collection and analysis process with the aim of providing solution to an existing problem. According to Bryman (2012, p. 56) is a blueprint for empirical research targeted to provide answers to specific research questions or test specific hypothesis. The descriptive survey design was adopted in this study. The descriptive survey research design was deemed appropriate for the study because it facilitates the use of questionnaires, opinionnaires or in-depth interview questions to collect diverse responses and opinions from sample subjects which is more generalizable to the entire population. The researcher believed that the utilization of descriptive survey design would provide varying opinions and generate broadened findings from the various spa organizations operating in Nigeria. In addition, the utilization of the descriptive survey design would make it possible for the opinions of sample subjects to be analyzed via appropriate statistical techniques (Saunders et al, 2012). Descriptive survey was further

chosen given the fact that the researcher seeks opinion of the spa operators in Nigeria in terms of what has been done, how creativity and innovation are being achieved within the organization, what their strategies are and the extent creativity and innovation have improved the performance and growth of the spa industry in Nigeria. From theoretical reviewed, it was discovered that majority of the earlier studies employed survey descriptive research design to achieve the objectives of the study, where quantitative data are often employed to estimate the relationship between innovation, creativity and organization performance and development (Kim-Soon et al, 2017; Braunerhjelm et al, 2017; Roper & Love, 2002) although, some literature employed firm level data where econometric approach was employed and few of the study found that innovation plays a crucial role on firm performance and growth (Osei et al, 2016; Koellinger, 2008; Basile, 2001; Guan & Ma, 2003).

Other research design like explorative was not employed as the study aimed at collecting primary sampled data from a group of respondent which explorative does not support. Similarly, explanative research design was not employed in the analysis of the research findings as the study is more interested in quantitative data that can be generalized than qualitative data that cannot be generalized (see Saunders et al., 2012, p. 138-139). The researcher however relied on both quantitative and qualitative data to achieve the objectives of the study. To facilitates the data collection, the researcher made use of structured questionnaire to solicit information from sample subjects. The questionnaire contained 20 questions and 64 items (see Appendix I for the questionnaire). The researcher relied on relevant theories as discussed in previous chapter. This help the researcher in preparing the questionnaire to determine the extent innovation and creativity are embedded in the organization culture and policies. The questionnaire was further facilitated through previous empirical studies that investigated the extent innovation and creativity plays an important role in the growth and development of organization (see Susanto & Wasito, 2017; Ibingira, Muturi, & Rurangwa, 2017; Kim-Soon et al., 2017; Begonja, Čiček, Balboni & Gerbin, 2016; Tuan, Nhan, Giang, & Ngoc, 2016; Braunerhjelm, Ding, & Thulin, 2017).

Following the theories and the past empirical works, the questionnaire provided information on the types of spa services rendered to clients, level of innovation in spa

business, approaches of innovation to spa business, the prevalence of innovation and creativity culture within the organizations, approaches to creativity in spa business, creative strategies adopted, etc. As argued by Creswell (2014) a research instrument is the tool used to generate relevant information from respondents. The choice of questionnaire is guided by its numerous advantages over other research instruments like focus group, unstructured interview among others and also because of the research philosophy adopted by the researcher. Questionnaire research instrument is easy to collect relevant quantitative and qualitative data with less of researcher own bias in asking the question to some of the respondents, it is easy to collect compared to other form of research instrument. It reduces the situation where one individual or group of individuals dominates the responses on the question as the case of focus group discussion (Ichoku, 2016). Questionnaire research instrument also permit the collection of both qualitative and quantitative data when necessary to achieve the objectives of the study.

The areas of study are Lagos and Abuja, Nigeria. The choice of Lagos and Abuja was due to the fact that both cities are densely populated and serve as hosts to several luxurious hotels and affordable spa service providers as well as prominent relaxation centers. Furthermore, Lagos and Abuja are known for always attracting business-minded individuals, tourists and people from various works of lives. Lagos state for instance, is the commercial hub of Nigeria which houses various multinational corporations in the country and has become the dream of every business minded entrepreneur in Africa at large. The city is the leading providers of spa services in the country as well as the biggest city in terms of population, income size among others. Abuja, on the other hand, is the federal capital territory of Nigeria and houses the various important embassies in the country and serves as the city where important state and foreign dignitaries meet to discuss bilateral and multilateral trade, political and religion issues.

Lagos State is located at the south-western part of Nigeria. The state is the most populous in Nigeria and the most populous on the African continent. Lagos State is also one of the fastest growing cities in the world. Lagos is a major financial center in Africa, the megacity with the highest GDP in Nigeria, and also hosts one of the largest

and busiest seaports in Africa. Lagos State has five administrative centers namely Ikeja, Epe, Badagry, Ikorodu and Lagos Island and contained 20 local government areas.

On the other hand, Abuja is the capital city of Nigeria located in the center of the country within the Federal Capital Territory. Abuja was made the capital city of Nigeria on 12th December 1991. Abuja is among the top ten most populous cities in Nigeria. Based on the reports of the United Nations, Abuja is among the fastest growing cities in the world with an annual growth of about 35%. In 2016, the population of Abuja Metropolis stood at 6 million, standing behind Lagos as the most populous metro area in Nigeria. Abuja is the political and administrative headquarter of Nigeria. Abuja positions itself as a key capital in Africa considering the geo-political influence of Nigeria in regional affairs. (World Population Review, 2019)

The population of the study comprised organizations situated in Lagos and Abuja (basically spa service providers, relaxation centers, guest houses, beauty centers, etc,) that have been offering spa services for at least five years. For the sake of clarity and avoidance of ambiguity, the population of the study comprised spa service providers and relaxation centers located in Lagos and Abuja that have been in spa business for a minimum of five years and is registered with Nigeria Corporate Affairs Commission (CAC). Based on information obtained from CAC, there are about 131 Spa service centers in Lagos that have operated more than five years and about 58 in Abuja making a total of 189 spa service center. The managers of the 189 spa service centers that have operated in Lagos and Abuja for over five years constitute the population of the study.

To achieve the objective of the study, the researcher adopted two stage sampling techniques where in the first stage the researcher employed stratified sampling techniques to stratify the study population into Abuja and Lagos respondents. Where 35 respondents were sampled in Lagos and 35 were sampled in Abuja. At the second stage, all the spa service providers in the two states were given equal chance of being included in the sample to avoid any form of bias in the research process. Regarding the ideal sample size, Ichoku (2016, p.8) maintained that there is no standard formula or percentage for determining the ideal study population. He noted further that the size of the population and resource available to the researcher should determine the sample size. A sample size can be 10 percent, 20 percent or more depending on the population

of the study. He maintained that a researcher can even take a survey of the population in situation where the population is less or equal to fifty respondents. To this point, the researcher sample 37 percent of the population which makes a total of 70 respondents from the 189 study population. It should be noted that the researcher choice of sampling 35 respondents in Lagos is informed by the fact that Lagos though has greater number of spa service providers in the country but spa service providers are not so easy to access, however, the researcher sampled 35 of the respondents based the fact that Abuja house the biggest spa service providers and easy access to the organization compared to Lagos (see Appendix II for list of respondents).

Validity of a research instrument is the ability of such instrument to accurately measure what it intends to measure (Kothari, 2004, p.68). The questionnaire was face and content-validated by the project supervisor (Heli Tooman, PhD). The project supervisor appraised the questionnaire based on its content, adequacy of items, avoidance of ambiguity and clarity of expression. Relevant corrections and suggestions made by the project supervisor were effected in the final draft of the questionnaire. Similarly, the researcher subjected the questionnaire to suggestion from one of the spa service center manager in Lagos who provided insight on the clarity of the various research questions, though; the manager was not among the respondents that took part in the survey.

On the other hand, reliability of a research instrument is the extent to which such instrument produces consistent result when tested on repeated trials (Kothari, 2004, 69). A pilot study was carried out in Ibadan on October, 2018 to determine the level of reliability of the questionnaire. Ten reputable spa service centers participated in the pilot study, and their responses were analyzed via the Split-Half Reliability test (Chakrabartty 2013, p. 1 – 8). The Split-Half reliability test is a measure of internal consistency of how well test components contribute to the construct that is being measured. The result of the Split-Half Reliability test stood at 0.724, indicating that the questionnaire is internally consistent and adequate for collection of data (see Creswell, 2014). It is interesting to note further that Ibadan where the pilot study was carried have similar characteristics with that of Lagos state and Abuja thereby eliminating any form of compromise on the adjustment made on the questionnaire based on the pilot study.

Ethical issues are paramount in social and management science research (Bryman, 2012). The researcher observed the ethical principles of informed consent, voluntary participation, confidentiality and anonymity. On informed consent, the researcher sought the approval of management of selected spa service centers before administering the questionnaire. On voluntary participation, no respondent was coerced or manipulated to partake in the survey. And it was made known to all the respondents to the questionnaire that they willing to withdraw their participation any time they feel threatened participating in the survey. On confidentiality, the researcher made use of information collected from respondents strictly for research purpose. Lastly, on anonymity, the respondents were told not to indicate their name or position or name of the organization on the questionnaire.

A letter of introduction was firstly sent to the management of sampled spa service centers. The letter of introduction contained the objectives of the study, and how the study would benefit sampled spa service centers and the hospitality industry in entirety. After the management of sampled spa service centers accepted the request of the researcher and fixed a date for the administration of the research instrument, the researcher sent six people resident in Nigeria to distribute the questionnaire physically to the respondents. The direct administration method was opted for because it ensures high response rate and minimizes possible errors.

The study made use of structured questionnaire to collect the relevant data for the analysis in 2018. The first three question sought information regarding the researcher demographic or personal information while the rest of the questionnaire sought information regarding the adoption of innovation in Spa service centers in Nigeria and how innovation has promoted the growth and development of the spa service centers in the country.

The study adopted the descriptive statistics to analyze the items on the questionnaires. Descriptive statistics uses data to provide descriptions of the population, either through numerical calculations, graphs or tables. Precisely, the measure of frequency (count, percent, and frequency) was utilized to analyze the data.

2.2 Research Findings

This section concentrated on the presentation, analysis and interpretation of data as regards entrepreneurial creativity, innovation and development of spa businesses in Nigeria. The study adopted the quantitative analytical technique. Questionnaires were administered to 70 selected spa service providers in Lagos and Abuja. However, the researcher was able to retrieve 66 questionnaires, indicating 94.2% response rate. The descriptive statistics was utilized to analyze the data generated from the survey. The results obtained from the survey exercise are presented as follows:

Table 1. Age of Sampled Organizations

Items	Frequency	Percentage
Below 5 years	4	6.1%
5-15 years	20	30.3%
Above 15years	42	63.6%
Total	66	100.0%

Table 1 showed the age of sampled organizations. Sampled organizations are reputable spa service providers in Lagos and Abuja. Majority of the sampled organizations. It can be deduced from the result that virtually all the sampled organizations are not neophytes in the hospitality industry.

Table 2. Position of Respondents in their Organization

	Frequency	Percentage
General Manager	16	24.2%
Assistant General Manager	37	56.1%
Managing Director	13	19.7%
Total	66	100.0%

However, all the respondents are managerial staff in their respective organizations. More than half of the respondents are assistant general managers. Managerial staffs are solicited because of the intricate nature of the subject matter. The implication is that the respondents have sufficient knowledge about the level of creativity and innovation adoption in their organization and the extent it impacts their growth.

Table 3. Length of Stay of Respondents in the organization

	Frequency	Percentage
Below 3 years	18	27.3%
3-6 years	25	37.9%
Above 6 years	23	34.8%
Total	66	100.0%

Table 3 provided information on the length of stay of respondents in their respective organizations. It can be seen that about 75% of respondents had stayed as manager in the organization for a substantial period of time and it should also be noted that these managers has managed other organizations for some years in their previous employments which make them viable for this research work.

Respondents were asked if their organization provide spa services. All the respondents answered in affirmative. This connotes that sampled organizations offer spa services to their clients. One thing is clear from this response; none of the respondent answers superficially which one criticism often leveled against questionnaire since all noted that they offer spa service.

Table 4. Types of Spa Services

S/N	Kind of SPA Services	Frequency (N=66)	Percentage
1.	Massages	66	100.0%
2.	Body Treatment	58	87.9%
3.	Facial Treatment (hand and foot)	62	93.9%
4.	Reflexology	43	65.2%
5.	Yoga	43	65.2%
6.	Gym	66	100.0%

Table 4 supplied information on the types of spa services offered by selected spa service providers. Table 5 is a multiple response item, which respondents are permitted to tick more one than option. The result showed that all sampled spa service providers provide massaging and gym services, 62(93.9%) of selected spa service providers provide nail treatment services; 43(65.2%) offer yoga service, 43 (65.2%) offer body treatment services and 43(65.2%) offer reflexology services. Massage and gym emerged as the commonest spa services offered by selected spa service providers while reflexology is the least spa services provided by sampled spa service providers. This was similar to the findings of Okpara (2007) who maintained that Gym, makeup (facial treatment) and

massages are the most popular spa services rendered in Nigeria. Although, the author did not find enough organisation offering Yoga services, this study found that 65.2% offers Yoga services contrary to the findings of Okpara (2007). The difference in the findings in terms of Yoga might not be different given the fact that is already past 11 years when the study was carried and a lot must have changed in the spa industry at large.

The research also sought the opinions of respondents whether spa businesses in Nigeria adopt innovative approaches like identifying customer needs through survey, constantly adopting means of improving customer services, technology adoption, offering similar unique services etc. Majority of the respondents, which is 46(69.7%) stated that spa businesses adopt innovative approaches; 12(18.2%) could not provide a clear response, and the other 8(12.1%) noted that spa service providers are not very innovative in their business. From the result, there is great tendency that spa businesses in Nigeria make use of innovative approaches as part of their growth and development strategies.

The research also sought information of respondents' opinions if their organization utilizes innovative approaches. A significant fraction of sampled organizations, 48(72.7%) adopt innovative approaches in their business activities, 3(4.5%) do not use innovative approaches and the other 15(22.7%) could not answer the question. Going by the result, it seems that sampled organizations utilize innovative approaches in their business dealings.

Table 5. Level of Innovation

		Frequency (N=66)	Percentage
1.	Excellent	18	27.2%
2.	Good	32	48.5%
3.	Fair	11	16.7%
4.	Poor	5	7.5%

From the result in table 5, it was revealed that 27.2 % (18 respondents) maintained that their organization is excellent in their innovation capabilities, 32 (48.5%) representing the highest maintained that they are good in their innovation capabilities. 11 (16.7%) noted that their innovative capabilities are fair while 7.5 % maintained that their innovative capabilities is poor based on the identified parameters including assessing customer needs through survey, constantly adopting means of improving customer

services –agile, technology adoption, offering similar unique services etc. The research can infer that innovation aptness and capabilities of the spa service industry in Nigeria is above average as over 70 % either maintained that their innovation aptness are good or excellent.

Table 6. Approaches to Innovation

S/N	Approaches	Frequency	Percentage
1.	By continually improving the quality of spa services rendered to clients.	42	63.6%
2.	Extending the scope of spa services offered to clients.	51	77.3%
3.	Focusing on unique marketing channels to reach prospective and actual clients.	60	90.9%
4.	Identifying the needs of clients.	48	72.7%
5.	Offering other complementary services relating to spa.	52	78.7%
6.	Using new technologies to add value to existing spa services.	49	74.2%
7.	Exploiting new technologies to create new spa services.	45	68.2%
8.	My company do not use innovative approach	2	3.03%

Table 6 provided information on the approaches of selected spa service providers to innovation. Respondents were given the permission to tick more than one option. The most common approaches of respondents to innovation is putting focus on unique marketing channels to reach prospective and actual clients, offering other complementary services relating to spa and extension of the scope of services offered to clients. In addition, the utilization of technologies to add value to existing spa services is adopted by 49(74.2%) of selected spa service providers; identification of clients' needs is adopted by 48(72.7%) of selected spa service providers; exploitation of new technologies to create new spa services is adopted by 45(68.2%) of selected spa service providers and continual improvement of the quality of spa services rendered to clients is adopted by 42(63.6%) of respondents. All the innovative approaches itemized in Table 10 are widely adopted by respondents. However, two out of the sampled organizations claimed that they do not use innovative approach. Two other respondents noted that their organization offer free service occasionally to attract more customer and create a referral compensating program where clients are rewarded for introducing another clients.

The research also sought information on the opinions of respondents if their organization has a structured framework and ideology that encourages innovation. An intangible proportion of respondents 8(12.1%) responded in affirmative that the organization have a clear policy framework that encourage innovation and creativity within the organization, 2(3%) do not know if such policy exist while a huge number of respondent noted that 58(87.9%) maintained that such policy framework does not exist within their organization. Going by the result, it can be maintained that almost all organizations that participated in the survey does not have a structured framework and ideology that facilitates innovation and creativity and this is bad for the spa industry in Nigeria.

Response was sought on whether sampled organizations have a research and development unit/department/team. 12(18.2%) of sampled organizations have a research and development team and the other 54(81.8%) do not have. The implication of the study is that majority of the Spa service providers in Nigeria do not think R&D department is necessary to improve the organization creativity and innovation capabilities. This is contrary to the findings of (Anderson, Potočnik, & Zhou, 2014) who noted that organization with R&D team often perform better in term of innovation compared to those who do not have R&D team within their organization.

Information on the status of ongoing innovative projects of sampled organizations was equally sought. Majority of them, which is 38(57.6%) have current innovative projects they are working on. One-third of the sampled organizations do not have current innovative projects and the other 6(9.1%) could not provide an answer. Since, 57 % noted the organization have current innovative project being experimented, it therefore means that innovation is driving in Nigeria spa industry. Most of the respondents noted that there organization have started working on adopting some technologies targeted at improving the client experience especially data tracking technology, payment processing technologies and wait reduction technologies. Specifically, respondent 21 noted that they develop a chatbot that responds to all clients question effortlessly regardless of the time they contacted them in their organization. He mentioned that they also partner with some banks to provide credit services to clients who need several services simultaneously among others.

Respondent 29 noted that the organization has partner with a Chinese company which developed a machine that can reduce cholesterol from the body within some minutes and the result are seen by the clients. The organization is currently working on a project where we can customize our charge based on frequency of visit to our facility; we are building a premium service to loyal customer.

Table 7. Extent Innovation impact Spa business performance/ growth in Nigeria

	Frequency	Percentage
Significantly	55	83.4%
Not Significant	2	3.0%
I don't know	9	13.6%
Total	66	100.0%

Table 7 presented information on the opinions of respondents regarding the extent innovation have impacted their organization growth and development. A tangible proportion of respondents responded about 83.4% maintained that innovation have impacted their organization significantly, only 2(3%) noted that innovation have not really impacted significantly on their organization development and growth. And lastly, 13.6% of the respondents are unable to determine whether innovation have significant impact on their organization or not. Going by the result, it can be maintained that almost all organizations that participated in the survey have benefited from the practice of innovation in their organization. The result appears to uphold some related study findings who maintained that innovation exert significant impact of the growth and development of spa service providers. For instance, Ibingira et al, (2017) investigated innovation strategies on firm performance using bank of Kigali as a case study. It was revealed from the analysis that process innovation, organizational innovation and service innovation impacts significantly on organization performance within the period of review. Specifically, the authors found that innovation strategy employed within the organization improves the firm returns on asset and profitability over the period of 2014 - 2016.

Similar evidence was revealed by the study carried out by Braunerhjelm et al; (2016) who explore the relationship between firm innovation and business growth in Sweden employing panel data set from Swedish within the period of 1997-2012. The instrumental variable and the panel first difference estimator confirmed the significant

positive impact of innovation (explorative and exploitative) on firm employment growth over the period of estimation. It was also discovered that explorative innovation exerts greater influence on the firm growth. One peculiar finding as contained in table 10 is that ideology and organization culture influences the level of innovation adopted within the organization. The finding is similar to the findings of Odumeru & Ifianyi (2013) who investigated the existing relationship between innovation and organizational performance. It was discovered that organization innovation strategies and culture plays significant roles on the performance of the organization. The author argued further that organization performance measured by their competitive level, profitability, productivity among others have been greatly impacted by the innovation strategies employed by the organization. Such innovation strategies are as discussed in Table 7.

The opinions of respondents were sought to determine whether spa businesses in Nigeria adopt creative approaches. Creativity was defined in the questionnaire as such concept as intelligence, awareness, humor, originality, persistence, fluency and nonconformity among others. It was discovered that 35(53%) respondents opined that spa businesses in Nigeria use creative approaches; 10(15.2%) opined differently and the other 21(31.8%) could not provide a clear response. The fact that as much as above 40 percent maintained that creative approach are not been employed or don't know provide insight on the possibilities why the industry is still performing below optimal. This calls for managers in the industry to evaluate their strategies in the industry.

Information to know if sampled organizations utilize creative approaches. 43(65.2%) claimed that they adopt creative approaches in their business activities; 9(13.6%) are not using creative approaches and 14(21.2%) could not provide an answer.

Table 8. Approaches to Creativity by Sampled Organizations

S/N	Approaches	Frequency	Percentage
1.	By properly studying the behavior of clients	59	89.4%
2.	Extensively surveying the trends in the market.	61	92.4%
3.	Utilization of enticing marketing and promotional strategies.	56	84.8%
4.	Periodical review of price structure.	55	83.3%
5.	Recruiting personnel with excellent creative skills.	37	56.1%
6.	My company do not use creative approach	2	3.0%

Table 8 investigated the creativity approaches of selected spa service providers. This question is a multiple-choice in which respondents are allowed to tick as many responses as applicable. The most utilized creative approach deployed by selected spa service providers is the extensive survey of market trends. Proper study of customer behaviors emerged as the second most used creative approach, followed by usage of attractive promotional techniques, pricing structure review and recruiting personnel with amazing creative skills.

Table 9. Focus while developing creative strategies

S/N	Areas	Frequency	Percentage
1.	Objectives of the organization.	52	78.8%
2.	Target audience.	59	89.4%
3.	Needs of clients.	54	81.8%
4.	Financial implications	47	71.2%
5.	Marketing strategies to use	49	74.2%
6.	My company do not have creative strategies	-	-

Table 9 investigated the opinions of respondents on the areas they place focus on while developing creative strategies. This question is a multiple choice one in which respondents are permitted to tick as many options as possible. According to the results, target audience (89.4%) is the aspect where respondents concentrate more while developing creative strategies followed by needs of clients (81.8%), objectives of the organization (78.8%), marketing strategies to adopt (74.2%) and financial implications (71.2%).

The research sought the opinions of respondents if staffs are permitted to suggest ideas that can improve the quality of spa services offered by their organization. All the respondents asserted that the opinions of staff are always welcomed in their organization. This implies that the style of leadership in selected spa service providers is participatory. Participatory leadership is a managerial style that source input firm employees on all company decisions. In this style of leadership, the staff is given information regarding company issues, and a majority vote determines the course of action the company will take.

The research sought the opinions of respondents to determine if they have an extensive knowledge of trends of Spa businesses in Nigeria. 48(72.7%) responded affirmatively,

and the other 18(27.3%) could not provide an answer. This implies that a good number of respondents are knowledgeable about dynamics of spa business in Nigeria.

Table 10.Extent Creativity impact Spa business growth and development in Nigeria

	Frequency	Percentage
Significantly	54	81.8%
Not Significant	1	1.5%
I don't know	11	16.7%
Total	66	100.0%

Table 10 presented information on the opinions of managers regarding the extent creativity have impacted their organization growth and development. A tangible proportion of respondents responded about 81.8% maintained that creativity have impacted their organization significantly, only 1(1.5%) noted that creativity have not really impacted significantly on their organization development and growth. And lastly, 16.7% of the respondents are unable to determine whether creativity have significant impact on their organization or not. Going by the result, it can be maintained that almost all organizations that participated in the survey have benefited from creative thinking within the organization.

This chapter has so far discussed the methodology adopted in generating the data. The chapter equally provides analysis of the research work based on the data collection from the various providers of spa services in Nigeria. The next section will provide conclusion to the study. Where the researcher will make effort to link the chapter one (theoretical literature) with the findings in chapter two (the empirical findings) to provide generalization of the extent innovation and creativity impacts the growth and development of spa services in Nigeria.

3 DISCUSSION AND ROCOMMENDATIONS

This chapter provides conclusion and policy implication of the research exercise in relation to the research questions.

The study was targeted to appraise the extent of creativeness and innovativeness of entrepreneurs in spa business in Nigeria using Lagos and Abuja as case studies. To achieve the objectives of the study, the researcher first reviewed the meaning of creativity and innovation and discover that creativity and innovation are often interchanged by many researchers (Braunerhjelm et al, 2017; Dimnwobi et al, 2016; Ladipo et al, 2016; Osei et al, 2016) even though both concept do not mean the same thing (Anderson et al, 2014; Cocco & Quttaainah, 2015). The word was largely defined in the theoretical literatures reviewed. Creativity entails the ability to generate imaginary ideas to solve a particular problem while innovation is the application or collection of different creative ideas to create something of values to client, customers and the general public (Anderson et al, 2014).

Creativity can be depicting such concepts as intelligence, awareness, humor, originality, persistence, fluency and nonconformity. Creativity can therefore be seen as any activities engaged by an individual or a group of individuals based on cognizant subjective procedure that leads to the development of new products or services that might not be directly a bye product of market request (Sternberg, 2012) while Lämmer-Gamp (2014, p. 6-7) recognized that creativity is the key driver of vibrancy and high-performance in an individual as well as an organization. Creativity is therefore the building or inventing of ideas or products which are new and possibly useful (Hennessey & Amabile, 2010, P. 572). Thus, creativity can be seen as apparent human characteristics that involve distinctive case of problem solving in which novelty is spotlighted in the process. One unique way of thinking of creativity is that it involves the ability to combine existing ideas to generate new ideas of way of doing a thing.

On the other hand, innovation can be broadly thought of as new ideas, new ways of looking at things, new methods or products that have value. Creative ideas are new and suitable. The relevance of the thought is basic as creative ideas require quality and also innovation. To have enduring effect a creative thought must be seen as profitable, being diverse isn't sufficient; it should likewise be apt, i.e. the thought works in the setting in which it is connected. Innovation contains ideas of really creating or accomplishing something in an unexpected way, getting something going or actualizing something new. Innovation quite often includes diligent work; steadiness and diligence are vital.

It is a learning propensity that requires aptitude and also particular comprehension of the settings in which creativity is being connected. The inventive procedure is at the core of innovation and regularly the words are utilized conversely. According to Kampylis and Berki (2014, p. 6); when a productive and enterprising idea is processed into real life, it is called creativity. Creativity is symbolized by capability to sense the universe in new ways, to find hiding structures, to create links between obviously un-associated facts and to bring about solution. Creativity deals with the process of abstract thought and its production. Similarly, several literatures and theories were reviewed by the author including the lean management theory, diffusion theory among others. It was discovered also from the literatures that innovation and creativity plays significant positive role on the performance of both small and medium scale enterprise (Begonja et al, 2016; Kim-Soon et al, 2017; Susanto & Wasito, 2017; Ibingira et al, 2017) and large corporation (Tuan et al, 2017; Braunerhjelm et al, 2017).

This thesis clearly upholds several aspects of earlier studies on the role of innovation on the performance and growth of organization. For instance, it was discovered from the study that large proportion of the respondents believes that innovation and creativity greatly influence the performance of the sampled organizations and the industry at large. From the study at least 83 percent maintained that innovation practice have significantly improved the growth and development of their business in Nigeria and 81 percent equally maintained that creativity impact their business growth and development.

Specifically, the study revealed that most of the spa service providers in Nigeria provide one or more of the following services; massage, body treatment, Facial treatment (leg

and hand), gym, yoga and reflexology to clients. Although, the spa industry might be regarded as a somewhat fledgling industrial sector in its present day, western standard, its link with wellness and health remedy associates it to customs and norms that could be traced back to decade's years in some traditions around the globe. As economies and traditional beliefs grow into current global trends, the amalgamation of contemporary and old-fashioned therapeutic disciplines, and the blending of the modern day science and traditional restorative healing methods has improved the spa industry and amplified consumer acknowledgement, even as this procedure builds up challenges for the industry to describe or quantify (Gary, 2004, p.86). The empirical study revealed that spa industry generally operates to provide various healing services to the general public capable of making them stable physically, mentally and emotionally (psychologically).

According to Opkara (2007, p. 10) an individual's well-being can be defined as satisfaction and / or opulence in all areas of their life, including satisfactory human relationships, meaningful occupation, and opportunities for contact with the natural and human-made environments, social networks, and creative expression and making a positive contribution to society. Therefore, it is apparent and or important that people should crave for a life of relaxation, happiness and self-satisfaction. As argued by Gary (2004, p.86) in some western developed countries like Germany, medical doctors resort to post medical education that incorporates natural therapies, climatology and balneology among others to promote the body rejuvenation before resorting to medical drugs and the like. This process help heal the soul, mind and even body before more treatment for the recovery of the body, this demonstrate the potency of Spa services as healing formula. In Germany, patients who are not really very sick often does not go through the conventional medical treatment but resort to spa services where they are kept for some weeks to rejuvenate their mind, emotion and body rather than resorting to medical drugs that might have some serious side effect. This help in preserving the overall health of the individuals over a long period of time. Spa services are being incorporated in the health industry, tourist industry, entertainment industry, hotel industry, beauty industry among others.

From the empirical study, the major approaches to innovation adopted by respondents include focusing on unique marketing channels to reach prospective and actual clients,

offering complementary services related to spa, utilizing new technologies to create new spa services and add value to existing spa services. A well-defined framework and ideology is embedded in the modus operandi of selected spa service providers. Furthermore, it was discovered that the key approaches to creativeness deployed by selected spa service providers amongst others include extensive survey of market trends, study of clients/customers' behavior and utilization of attractive promotional techniques. In addition, while mapping out their creative strategies, selected spa service providers prioritize on target audience, clients' needs, goals and financial implications amongst others.

The study concluded that creativeness and innovativeness of selected spa service providers contributes to the development of their spa business and that majority of the spa businesses in Nigeria have significant knowledge of the role of creativity and innovation on business performance. The study maintained that high level of creativity and innovation is germane to the facilitation of spa business in Nigeria. The achievement of business growth and expansion is greatly dependent on the level of innovation and creativity of entrepreneurs. Innovation and creativity empowers entrepreneurs in spa industry to generate new ideas or develop better solutions that meet new requirements and existing market needs.

The importance of innovation and creativity cannot be overemphasized in spa business in Nigeria and the world. Through, creativity and innovation, spa service providers are able to distinguish themselves from one another. Creativity and innovation adds value to the brand of spa service providers, it makes them to be relevant, competitive and flourish in the spa industry. The study submitted that entrepreneurial creativity and innovation are integral aspects of any business. These two attributes are what literally keep businesses alive and thriving.

Given the indispensability of entrepreneurial creativity and innovation in the development and growth of spa business in Nigeria and across the globe, the following recommendations would enhance the level of creativity and innovation of spa service providers in Nigeria based on the theory and the results of this research. Employees should be given the freedom and opportunity to make contributions. It is important for management of spa business to grant autonomy needed to successfully carry out

assigned tasks to employees. At times, teams/groups can be established to generate and implement new solutions.

Management of spa businesses need to create a platform that would maximally harness the ingenuity of their employees. Guidance should be provided to every member of spa organizations. Anybody can develop new ideas but not everybody can implement such ideas to add value. Management of spa businesses is advised to appoint leaders of their innovative project to assist others who are deficient in executing new ideas. Training sessions in innovation techniques such as brainstorming, lateral thinking and mind mapping should be organized for teammates.

Management of Spa service providers should as a matter of urgency incorporate creativity and innovation into the organization culture and ideology as this will help the organization to see creativity and innovation as part of the organization long term growth and development strategy. From the research, it was discovered that majority of the organization does not have policy framework and ideology for creativity and innovation. There is need for spa businesses operating in Nigeria to have research department that supervise creativity and innovation in the organization. In situation where the organization does not have such resources at least two staff should be devoted to such task. The research recommends also that the R&D expenses can be increased by in the organization.

Spa businesses are advised to have specific criteria that help the measurement of ideas. This will facilitates the proper communication of the company's innovation goals and culture to other members of the organization. A clear channel of communicating innovation and creativity should be established and maintained within the organization. Spa industry should train its employee on the need to constantly meet the growing needs of the customers; this will help the organization develop technologies and innovation that will help some customer needs.

Conclusion

This study having investigated the role of creativity and innovation in Spa business growth and development in Nigeria have been able to reach some conclusions as discussed earlier; how creativity and innovation are being approached by spa businesses in Nigeria among others. To achieve the objectives of the study, the research embark on review of theoretical literature on spa business evolution, growth and development, creativity and innovation. It was discovered that creativity and innovation measured by the often the extent organization introduces new product, new process, new ideas, new technology among others that impacts organization performance and competitive advantage. It was equally discovered from the literature that success largely depends on its ability to innovate effectively. The study was limited to Spa service providers in Lagos and Abuja. To achieve the aim of the research work, relevant statistical data were gathered from primary and secondary sources.

Quantitative data was gathered for the analysis of the specified aim of the study through the use of questionnaire and structured interview. The choice of both instruments in the data analysis was to facilitate gathering of both qualitative (rich data) and quantitative (objective data) in achieving the aim of the study. Descriptive statistics and content analysis was used to analyse the data collected. From the result, it was discovered that large proportion of the respondents believes that innovation and creativity greatly influence the performance of the sampled organizations and the industry at large. From the study at least 83 percent maintained that innovation practice have significantly improved the growth and development of their business in Nigeria and 81 percent equally maintained that creativity impact their business growth and development.

Specifically, the study revealed that most of the spa service providers in Nigeria provide one or more of the following services; massage, body treatment, Facial treatment (leg and hand), gym, yoga and reflexology to clients. It was equally discovered that majority of the spa service providers approaches to innovation include focusing on unique marketing channels to reach prospective and actual clients, offering complementary services related to spa, utilizing new technologies to create new spa services and add value to existing spa services. The study concludes that innovation and creativity is very essential for the growth and development of spa industry in Nigeria and therefore

recommends among others that employees should be given the freedom and opportunity to make contributions. It is important for management of spa business to grant autonomy needed to successfully carry out assigned tasks to employees. At times, teams/groups can be established to generate and implement new solutions. Management of spa businesses need to create a platform that would maximally harness the ingenuity of their employees.

The above discussion and recommendation of this thesis research is useful for the spa managers and / or owners of spa establishments, the government when trying to make policies on hospitality sector of the economy and to other researchers who might want to explore more on how to adopt these concepts of creativity and innovation for furthers studies, also studies can be extended to other part of the country to facilitate sound decision making. It is also important that subsequent study look into how Spa service improves healthcare delivery in the country.

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Appendices

Appendix 1. Questionnaire

ENTERPRENEURIAL CREATIVITY AND INNOVATIVENESS IN SPA BUSINESS DEVELOPMENT IN NIGERIA

My name is Hakeem Kolade Bello and I am currently studying a Master's Degree in Wellness and Spa Service Design and Management at the University of Tartu, Estonia (Europe). I am conducting a research about Managers opinions about entrepreneurial creativity and innovativeness and spa business development in Nigeria. The interview questionnaire consists of 20 questions and will take no longer than 6 minutes to complete. All responses will be kept anonymous and will be strictly for academic purpose only and also no one will be identifiable in the research.

1. How long has this organization being in existence?

- Below 5 years []
5-15 years []
Above 15 years []

2. What is your position in this organization?

- General Manager []
Assistant Manager []
Managing Director []
Others (name it) []

3. How long have you been working in this organization

- Less than 3 years [], 3-6 years [], above 6 years []

4. Do your organization render spa services to clients?

- Yes [], NO []

5. If yes, kindly tick the types of spa services your organization render to clients. (Tick all the services rendered)

- a. Massaging [], b. Body Treatment [], c. Facial services (hand and leg) [], d. Reflexology [], e. Yoga [], f. Gym []

Others (mention them)

6. In your opinion do spa businesses use innovation approaches in Nigeria? Like identifying customer needs through survey, constantly adopting means of improving customer services, technology adoption, offering similar unique services etc.

- a. Yes [], b. NO [], c. I don't know []

7. Does your company use innovation regarding spa services?

- a. Yes [], b. NO [], c. I don't know []

8. Rate the level of your innovativeness exerted towards your spa business. Your ranking should be based on innovation parameters like identifying customer needs through survey, constantly adopting means of improving customer services –agile, technology adoption, offering similar unique services etc.

- a. Excellent [], b. Good [], c. Fair [], d. Poor []

9. How does your organization approach innovation? (Tick all the options related to your company)

- | | |
|--|--|
| | By continually improving the quality of spa services rendered to clients. |
| | Extending the scope of spa services offered to clients. |
| | Focusing on unique marketing channels to reach prospective and actual clients. |
| | Identifying the needs of clients. |
| | Offering other complementary services relating to spa. |
| | Using new technologies to add value to existing spa services |
| | Exploiting new technologies to create new spa services. |
| | Others (Please specify)..... |
| | My company do not approach innovation. |

10. Do your organization have a well-defined framework and ideology that encourages innovation?

a. Yes [], b. NO [], c. I don't know []

11. Do your organization have a research and development team?

a. Yes [], b. NO [], c. I don't know []

12. Do you currently have innovative projects you are working on (something new)?

a. Yes [], (If yes explain shortly), b. NO [], c. I don't know []

13. In your opinion to what extent have innovation impacted the growth and development of your organization?

a. Significantly [], b. Not Significantly [], c. I don't know []

14. In your opinion do spa businesses use creativity approaches in Nigeria?

a. Yes [], b. NO [], c. I don't know []

15. Does your company use creativity regarding spa services?

a. Yes [], b. NO [], c. I don't know []

16. How does your organization approach creativity: (Tick all the options related to your company)

a. By properly studying the behavior of clients [],

b. Extensively surveying the trends in the market. [],

c. Utilization of enticing marketing and promotional strategies [],

d. Periodical review of price structure [],

e. Recruiting personnel with excellent creative skills. [],

f. Others (specify).....

g. My company do not approach creativity [],

17. Which areas do your organization look at while developing creative strategies: (Tick all the options related to your company)

a. Objectives of the organization [],

b. Target audience [],

c. Needs of clients [],

d. Financial implications [],

e. Marketing channel to use. [],

f. Others (please specify).....

g. My company do not have creative strategies [],

18. Are your staff permitted to suggest ideas that can improve your services?

a. Yes [], b. NO [], c. I don't know []

19. In your opinion do you have an in-depth knowledge about the trends of spa business in Nigeria?

a. Yes [], b. NO [], c. I don't know []

20. To what extent do you think creativity impact the growth and development of your organization?

a. Significantly [], b. Not Significantly [], c. I don't know []

Appendix 2. List of Sampled Hotels in Lagos and Abuja

S/N	Lagos	S/N	Abuja
1	Hotel Ibis, Ikeja.	36	The Corinthia Villa Hotels and Suites, Garki 2
2	Ibis Lagos Airport Hotel, Ajao-Estate.	37	Fraser Suites, CBD.
3	Lagos Oriental Hotel, Victoria Island.	38	House 9 Apartments, Maitama
4	Beni Gold Hotel and Apartments, Victoria Island.	39	Chelsea Hotel, CBD.
5	Double M Exquisite Suites and Lounge, Lekki.	40	Grand Ibro Hotel, Wuse
6	Integrity Hotel and Suites, Victoria Island.	41	Newton Park Hotels and Resorts Limited, Wuse 2.
7	Extended Stay Grand Hotel, Lekki Phase.	42	Royal Choice Inn, CBD.
8	November 5 Hotel, Ikeja.	43	Sharon Ultimate Hotel, Garki
9	The George Hotel, Ikoyi.	44	Summerset Continental Hotel, Maitama.
10	Westwood Hotel, Ikoyi.	45	Tranquil Mewd Boutique Hotel, Utako
11	Tivoli Garden Hotel, Ikoyi.	46	Kudina Luxury Apartment, Gwarinpa
12	Villa Angelia Hotel, Victoria Island.	47	Barcelona Hotels, Wuse 2
13	Pennisula Hotel, Lekki.	48	Hans Place, Asokoro
14	Ocean Suites, Gbagada	49	Rodze Hotel, Wuse Zone 5.
15	Golden Tulip Hotel, Festac.	50	La Pour Hotels Hotel, Utako.
16	Golfview Hotel and Suites, Ikeja	51	Rockview Hotel Royale, Wuse.
17	Msquare Hotel, Ikeja GRA	52	Powermike Hotels, Garki
18	De Santos Hotel, Akowonjo.	53	Residency Hotel, Area 11.
19.	Villa Angelia Hotel, Ikoyi	54	The Missouri Hotel, Maitama.
20	Divine Fountain Hotel, Victoria Island	55.	Starview Palace Hotel, Gwarinpa.
21	Downtown Royal Hotel, Ikeja	56.	Daysrping2 Hotel, Wuse.
22	Master Quality Inn, Victoria Island	57	E-Suites, Asokoro
23	Eagles Hotel, Lekki	58.	Ralmeton Hotel, Gwarinpa
24	Angel Hotel, Victoria Island	59.	Dannic Hotels, Garki.
25	The Emperor Place, Victoria Island.	60.	Maitama Guest House, Maitama
26	House J Hotels and Resorts, Ikeja.	61.	The Weaver's Hotel, CBD.
27.	Limeridge Hotels, Ikoyi	62.	Jades Hotel, Wuse.
28	Glee Hotel, Victoria Island.	63.	Rockview Hotel Classic, Wuse.
29	BWC Hotel, Victoria Island.	64.	The Bahamas Hotels International, Asokoro.
30	Caslydia Htoel, Ikoyi	65.	Hotel Rosebud, Garki.
31	The Federal Palace Hotel, Victoria Island	66.	Cubana Suites, Maitama.
32	El Castillo Homes, Lekki	67.	Auris Court Suites, Mabushi.
33	The Blowfish Hotel, Victoria Island	68.	Vinotel Hotel, Asokoro/
34	Crownedge Hotels, Ikeja	69.	Stamford Hotels, Kubwa.
35	Knightbridge Hotel, Ikeja.	70.	Peace Haven Hotel, Wuye.

RESÜMEE

ETTEVÕTLUSE LOOVUSE, INNOVATSIOONI NING SPAA TEENUSTE ARENDAMINE NIGEERIAS

Bello Hakeem Kolade

Nõudlus tervislikkuse ning heaolu järele on tarbijate jaoks esikohale tõusnud terves maailmas, ka arengumaal nagu Nigeeria. Tugevat tervist ning isiklikku heaolu ei saavutata teenustepakkujate poole pöördumata. Spaa teenuste pakkujad on muutunud asendamatuteks inimeste isikliku heaolu saavutamiseks. Spaa teenuste pakkujad aitavad kaasa inimese tervise üldise harmoonia tekkele (füüsilise, emotsionaalse, psühholoogilise ning spirituaalse) ning on seotud inimeste elustiili muutustega või eluviisi tervislikumaks muutmisega. Käesolev töö uurib, kuidas loovus ning uuendused aitavad kaasa spaa teenuse pakkujate kasvule ja toimivusele Nigeerias.

Täpsemalt uurib töö, kuidas loovus ning innovatsioon mõjutavad spaaäri kasvu ning arengut Nigeerias, kuidas ka Nigeeria spaa-ettevõtted loovusele ning uuendustele lähenevad. Uuringu eesmärkide saavutamiseks on alustuseks välja toodud ülevaade teoreetilise kirjanduse põhjal loovusest ning uuendustest. Kasutatud kirjanduse põhjal avastasin, et uuendus ning loovus on kaks eraldi kontsepti, mis selgitavad olukordade uudsust. Loovust nähakse kui oskust esile kutsuda, reaalsusesse tuua, uude vormi luua, ettekujutuse kaudu esiplaanile tuua, tekitada või tuua reaalsesse ellu midagi uut. Allikates on väidetud, et loovust mõjutavad kolm tegurit, milleks on teadmised, loov mõtlemine ning motiveeritus probleemi lahendamiseks.

Innovatsiooni nähakse kui täiustumist, mis toodab leidlikkust ning võimaldab probleemide lahendamist ja uute võimaluste kindlakstegemist, mis on vajalikud raamidest väljapoole mõtlemiseks. Allikaid analüüsid jõudsin järeldusele, et ettevõtja edukus sõltub suuresti võimest efektiivselt uuendusi rakendada. Uuendused ning loovus on väga olulised tarbijate vajadustega kohanemiseks, uute toodete arendamiseks, sidusrühmade ootuste ületamiseks ning aja jooksul konkurentsieelse saavutamiseks. Selleks, et uurimistöo eesmärki täita, kogusin andmeid esmastest ning sekundaarsetest allikatest.

Kvantitatiivsed andmed on kogutud kindlaksmääratud eesmärkide kohta küsimustike ning struktureeritud intervjuude kaudu. Töö eesmärkide täitmiseks valitud mõlemad variandid hõlbustasid kvalitatiivsete ja kvantitatiivsete andmete kogumist. Kogutud andmete analüüsimiseks kasutati kirjeldavat statistikat ning sisu analüüsi. Tulemustest selgus, et suur osa vastajatest usub, et innovatsioon ning loovus mõjutavad suuresti näiteks toodud organisatsioonide ning üldiselt tööstuse tegevust. Vähemalt 83% küsitletutest kinnitasid, et innovaatiline tegevus on märkimisväärselt parandanud nende äri kasvu ja arengut Nigeerias ning 81% väitsid, et loovus mõjutab nende äri kasvu ja arengut.

Veel selgus uurimusest, et enamik spaa teenuste pakkujatest pakuvad ühte või mitut järgnevatest teenustest: massaaž, kehahooldus, näo-, jala-, ning kätehooldus, jõusaal, refleksoloogia, joogatunnid. Samuti ilmnes, et suurema osa spaa teenuste pakkujate lähenemine innovatsiooni sisaldab keskendumist unikaalsete turunduskanalite kasutamist võimalike ning olemasolevate klientideni jõudmiseks, spaaga seotud teenuste täiendavat pakkumist ning uute tehnoloogiate kasutamist selleks, et luua uusi spaa teenuseid ning lisada väärtust olemasolevatele.

Uurimistööst saadud tulemustest võib järeldada, et uuendused ning loovus on väga olulised spaa tööstuse kasvuks ja arenguks Nigeerias ning seega on soovituslik anda töötajatele vabadus ning võimalus enda panus anda. Määratud töö ülesannete edukaks täitmiseks on spaa juhtkonna poolt antav vabadus oluline. Uute lahenduste välja mõtlemist ning rakendamist võib vahetevahel tiimide või gruppidenä teostada. Juhtkonna ülesandeks on luua töökeskkond, mis võimaldaks töötajate leidlikkust maksimaalselt rakendada.

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ENTREPRENEURIAL CREATIVITY AND INNOVATION AND SPA SERVICE DEVELOPMENT IN NIGERIA.

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