



## TABLE OF CONTENT

TITLE.....	i
AUTHORIZATION .....	ii
STATEMENT OF AUTHENTICITY OF WRITTEN THESIS.....	iii
ACKNOWLEDGEMENT .....	iv
TABLE OF CONTENT .....	vi
LIST OF FIGURES.....	viii
LIST OF TABLES.....	ix
LIST OF APPENDICES .....	x
ABSTRACT.....	xi
CHAPTER I .....	1
1.1    Study Background .....	1
1.2    Problem Statement .....	8
1.3    Research Question.....	10
1.4    Research Objectives .....	11
1.5    Research Benefit.....	11
1.5.1    Theoretical Benefit.....	11
1.5.2    Practical Benefit .....	12
1.6    Research Scope.....	12
1.7    Structure of Research .....	12
CHAPTER II.....	14
2.1    Creativity .....	14
2.1.1    Individual Creativity .....	15
2.1.2    Team Creativity .....	17
2.1.3    Organizational Creativity .....	19
2.1.4    The Significance of Creativity in The Organization .....	20
2.1.5    Managing Creativity.....	21
2.1.6    Barrier to Creativity .....	24
2.1.7    Enhancing Creativity.....	28
2.1.8    Handling Creative Conflict .....	33
2.2    Competitive Advantage .....	34
2.2.1    Firm Resource and Competitive Advantage .....	37



2.2.2	Building Blocks of Competitive Advantage .....	38
2.3	Value Innovation.....	44
2.4	Creativity and Competitive Advantage .....	46
CHAPTER III .....		48
3.1	Research Design .....	48
3.2	Data Collection Method .....	50
3.3	Research Instrument .....	52
3.4	Data Analysis Method .....	53
3.4.1	Data Analysis Spiral.....	54
3.4.2	Phenomenological Analysis .....	57
3.5	Research's Object.....	59
3.5.1	Company's Vision, Mission, and Commitment .....	61
3.6	Research Contextual Framework .....	62
CHAPTER IV .....		65
4.1	Creativity Management .....	67
4.1.1	Business Process in Research and Development Department .....	68
4.1.2	Defining Creativity.....	71
4.1.3	Managing Creativity.....	73
4.1.4	Barrier to Creativity .....	79
4.1.5	Encouraging Creativity .....	81
4.1.6	Handling Conflict.....	85
4.2	Competitive Advantage .....	86
4.3	Contribution of Creativity to Competitive Advantage .....	89
4.4	Value Innovation: The Cornerstone of Blue Ocean Strategy .....	90
CHAPTER V.....		96
5.1	Conclusions .....	96
5.2	Implications .....	97
5.2.1	Theoretical Implications.....	97
5.2.2	Practical Implications.....	97
5.3	Limitations.....	97
5.4	Recommendations .....	98
BIBLIOGRAPHY .....		99
APPENDICES A .....		103
APPENDICES B .....		105



## **LIST OF FIGURES**

Figure 1.1 Gross Domestic Product of Indonesian Food and Beverage Industry ...	2
Figure 2.1 The Three Components of Creativity .....	17
Figure 2.2 Understanding and Managing Creativity: An Integrative Framework	22
Figure 2.3 Building Blocks of Competitive Advantage .....	44
Figure 2.4 Value Innovation: The Cornerstone of Blue Ocean Strategy.....	45
Figure 3.1 Data Analysis Spiral .....	54
Figure 3.2 Research Contextual Framework.....	64
Figure 4.1 Business Process in Research and Development Department of PT. XYZ .....	71
Figure 4.2. Global Market Share of the Leading Flavours and Fragrances Manufacturers 2022 .....	91
Figure 4.3. The Four Action Framework .....	94



**MANAGING CREATIVITY AS A STRATEGIC RESOURCE TO BUILD COMPETITIVE ADVANTAGE: A  
STUDY IN PT. XYZ  
INDONESIA**

Amelia Amri Choirinnisa, Wakhid Slamet Ciptono, MBA, MPM, Ph.D.  
Universitas Gadjah Mada, 2023 | Diunduh dari <http://etd.repository.ugm.ac.id/>

**LIST OF TABLES**

Table 4.1. Role and experience of the interview participants. .... 67



## **LIST OF APPENDICES**

APPENDICES A. Interview Protocol.....	103
APPENDICES B. Codes for Qualitative Analysis.....	104