Research trends in creativity and innovation management A bibliometric study

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Abstract: This study aims to identify research trends in creativity and innovation management by examining related concepts and key future research directions in this field; To achieve this objective, the study employed bibliometric analysis of 578 articles published in the Scopus database between 1982 and 2026, using VOSviewer software.

The study concluded that there was a growing interest in research on creativity and innovation management during the study period, particularly in the United states and United Kingdom, and that interest in the topic was expected to increase in Canada by the end of 2025.

Keywords: Creativity, Innovation, Creativity and Innovation Management.

(JEL) Classification :M10 ; O32 ; O30.

1. Introduction:

A report by KPMG (2019) revealed that 84 % of CEOs emphasized the necessity of innovation as a job requirement within employees' roles. This approach aims to motivate employees to regu larly generate and implement innovative ideas. However, despite these efforts, even the most well- intentioned initiatives can falter. While it is widely accepted that the innovation job requirement can serve as a catalyst for employees' innovative contributions, emerging empirical evidence indicates a more nuanced reality. This finding suggests that individuals' creative re sponses to innovation job requirements may be more complex than previously understood (Xin Qi, et al., 2025);

Intensifying global competition increasingly challenges domestic and multi-national firms. Global markets are becoming more fluid, requiring firms to respond to challenges from new competitors, new partners, new products and new technologies at an ever increasingpace (A. Brennan & L. Dooley, 2005) ;

Today's organisations are faced with the challenge of providing a wide variety of products at reduced prices, whilst still remaining competitive. This can result in 'whole markets appearing, disappearing and mutating at an alarming rate' (McCarthy and Tsinopoulos, 2003). Organi sations need to constantly improve their competitive advantage and respond faster to changing markets by reducing costs, improving quality, becoming customer driven, increasing productivity and/or innovating. However, the changes introduced by most organisationsmore often than not address the first four of these factors and less often the last (A. Brennan & L. Dooley, 2005).

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The growing interest in the concept of creativity and innovation management in production and service institutions has been accompanied by increased research on the subject, especially in recent years. Hence, the research problem is as follows: **What is the current state of research on the topic of creativity and innovation management?** The sub-questions are as follows:

- ✓ What are the most important variables studied in the field of creativity and innovation management?;
- ✓ What are the latest variables studied in the field of creativity and innovation management?;
- ✓ Who are the most influential researchers in the field of creativity and innovation management?;
- ✓ Which countries are the most cited in the field of creativity and innovation management?;
- ✓ Which research institutions are the most cited in the field of creativity and innovation management?;
- ✓ Which disciplines are the most researched in the field of creativity and innovation management?.

To answer the research questions and achieve the study's objective, the inductive method was adopted; through a bibliometric analysis of data from 578 studies on creativity and innovation management published in the Scopus database between 1982 and the beginning of 2026 using the program VOSviewer;

This study derives its importance from two aspects: firstly, the novelty of the topic of managing creativity and innovation, and secondly, the bibliometric analysis that provides a comprehensive intellectual framework for the topic.

2. Creativity and innovation

The following will discuss the nature of creativity and innovation, and then the difference between them:

2.1. Creativity Management

Experience from many countries shows that Creativity brings significant economic benefits. However, studies show that only 14% of managers are familiar with any techniques to foster Creativity, and only 3% use them. Out of about 2,000 ideas, only 1 turn into excellent solutions, and about 17 turn into relatively good ideas (Artur and Joanna, 2024);

Creativity is described as a paradoxical and contradictable managerial phenomenon, involving the generation of original and useful ideas through divergent thinking, expertise, creative thinking skills, and motivation. It emerges from complex interactions between individuals and their environment, often as a critical social process resistant to rigid control (Tomas, 2016).

Creativity management involves developing and managing creativity in the workplace to add value to the organization, particularly by enhancing competitive advantages through innovative processes in ad agencies. It encompasses factors like participation, trust, freedom, and personality, a structured creativity process (situation analysis to evaluation), and managerial practices such as discouraging status quo and fostering internal communication (thomas & al, 2004).

Creativity in an organisation is primarily shaped by personnel policies, starting with

recruiting people with the right qualities, managing them appropriately, using adequate motivational incentives, creating conditions for development and knowledge sharing, and evaluating their work to draw the correct conclusions. This comprehensive approach to managing Creativity in an organisation, in which all management functions, such as planning, organising, motivating and controlling, are coherently interconnected, contributes to the achievement of organisational goals
and synergies. In practice, systemic creativity management requires thoughtful analysis of the activities undertaken by the enterprise and consistent application of principles that support the process, promoting a process approach in the execution of tasks (Artur and Joanna, 2024).

The essential elements of creativity, which ensure a systematic creative process, are (Tomas, 2016):

- **Divergent Thinking**: Fluency, flexibility, originality, and elaboration in idea generation;
- **Individual Components**: Expertise (domain knowledge), creative-thinking skills, and intrinsic motivation (inner passion vs. extrinsic rewards);
- **Environmental Factors**: Organizational climate supporting risk-taking, freedom, and soft control, avoiding hierarchical rigidity;
- **Social Context**: Conflicts, clashes, and communication that mobilize creativity through self-discipline and external orders.

2.2. Innovation Management

Effective innovation management requires more than adopting fashionable tools—it demands a holistic, structured approach aligned with strategy, culture, and capabilities; Innovation is defined as the successful implementation of new or significantly improved products, services, processes, marketing methods, or organizational practices. Importantly, innovation does not have to be entirely new to the world; it only needs to be perceived as new by customers or users. The chapter draws on key thinkers such as Schumpeter, Porter, Rogers, and the OECD to show that innovation can arise from technology, organizational learning, and existing ideas applied in new ways (Beyond Misconceptions – Innovation and Innovation Management, 2025).

Dimensions of Innovation: Innovation can occur across multiple dimensions (Beyond Misconceptions – Innovation and Innovation Management, 2025):

- Product and service innovation;
- Design innovation;
- Process innovation;
- New service development;
- Business process innovation;
- Business model innovation;
- Business purpose (ESG and sustainability).

Firms that focus on only one dimension (e.g., products) risk missing major opportunities. Combining multiple dimensions often leads to stronger and more sustainable competitive advantage.

Degrees of Innovation: Innovation varies in intensity (Beyond Misconceptions – Innovation and Innovation Management, 2025):

- Incremental innovation – improvements to existing offerings;
- Breakthrough innovation – new benefits for customers and adjacent markets;
- Radical innovation – creation of entirely new markets and business models

Most firms invest heavily in incremental innovation, while breakthrough and radical innovations are riskier but essential for long-term growth.

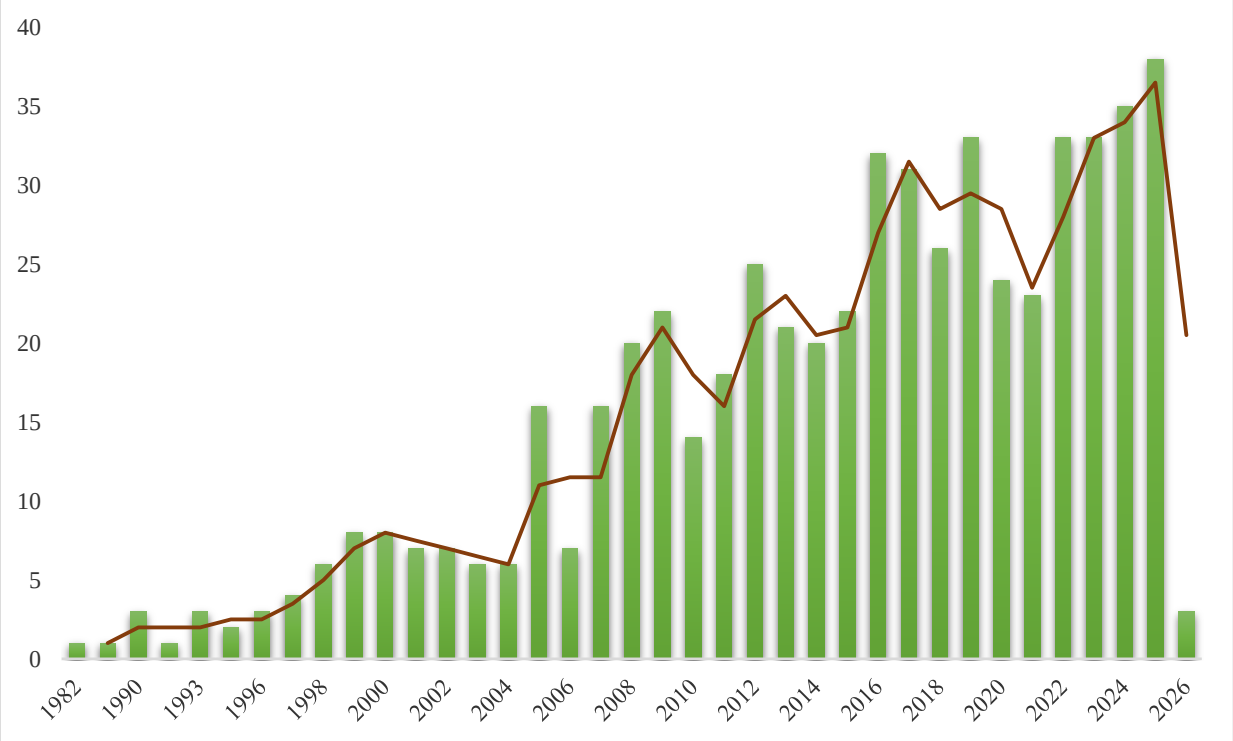
3. Results and Discussion

Before presenting the study results, it should be noted that the data was collected via the Sndl platform and the following search was conducted in the Scopus database:TITLE-ABS-KEY (creativity AND innovation AND management) AND (LIMIT-TO (SUBJAREA , "BUSI") AND (LIMIT-TO (DOCTYPE , "ar") AND (LIMIT-TO (EXACTKEYWORD, "Creativity") OR LIMIT-TO (EXACTKEYWORD , "Innovation")) AND (LIMIT-TO (LANGUAGE, "English") OR LIMIT-TO (LANGUAGE , "French");

After filtering the research, the study obtained data from 578 articles published in the Scopus database between 1982 and 2026. The file was uploaded in CSV format, and the data was analyzed as follows:

3.1. Frequency of Publishing development

Fig (01): Publishing development



Source: outputs Excel

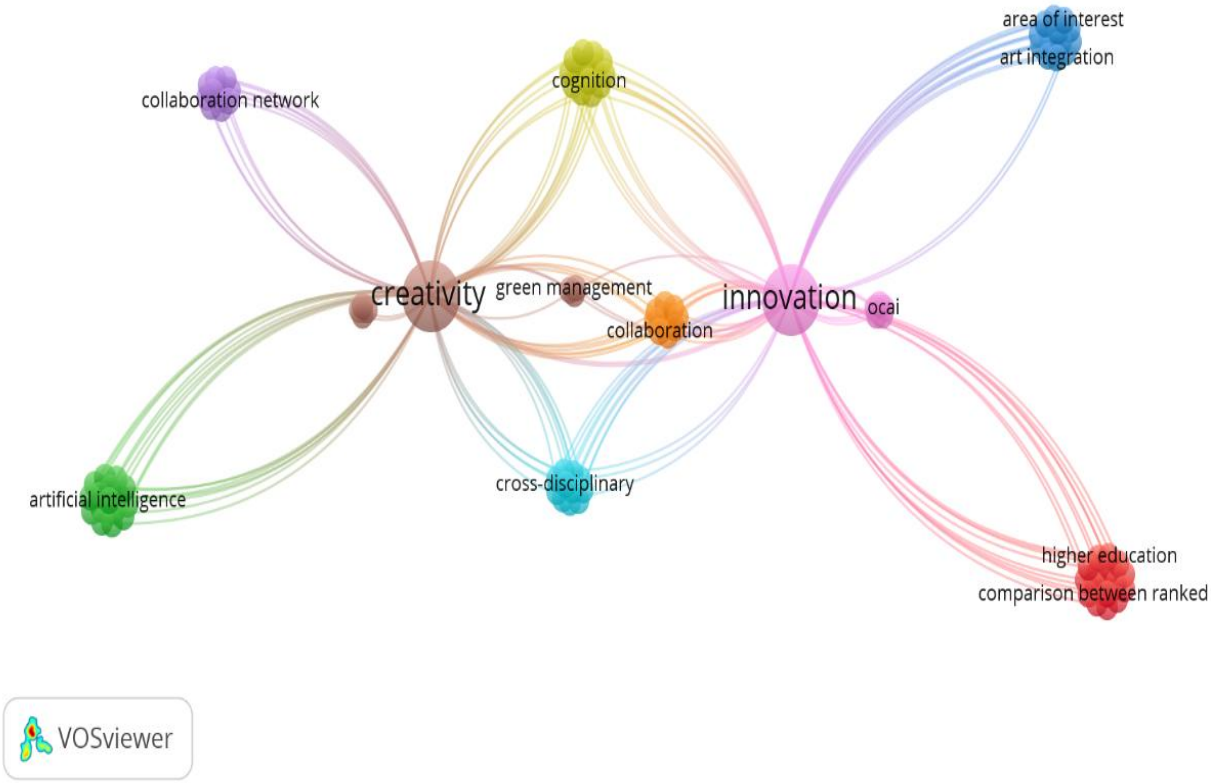
The figure illustrates the historical development of publications on the topic of creativity and innovation management; Historical development since 1982 has witnessed a significant rise, reaching its peak in 2025, which indicates the growing research interest in the topic of creativity and innovation management;

The growing interest in managing creativity and innovation is justified by the fact that many good ideas fail because they are not managed properly. Research in this area helps transform ideas into tangible economic and social outcomes;

Developed and developing countries recognize that innovation is an engine of economic growth and a key factor in national competitiveness, which is why funding for research and studies in this field has increased.

3.2. Frequency of terms (keywords) : The following figure shows the frequency of the 107 keywords:

Fig (02): Network Visualization (Frequency of terms, keywords)



Source: outputs VOSviewer

The color green represents the following areas of research: Artificial intelligence, Open source software projects, Oss governance, Code (symbols), Instrument variable, Project management, En-source software governance…;

The color purple represents the following areas of research: Collaboration network, network cohesion, Creative ideas, Differential effect….;

The color yellow represents the following areas of research: Cognition, Design, Logics, Problem framing, Problem solving, Stimuli….;

The color blue represents the following areas of research: Art integration, Area of interest, Art, Innovation dynamics, Organisational…;

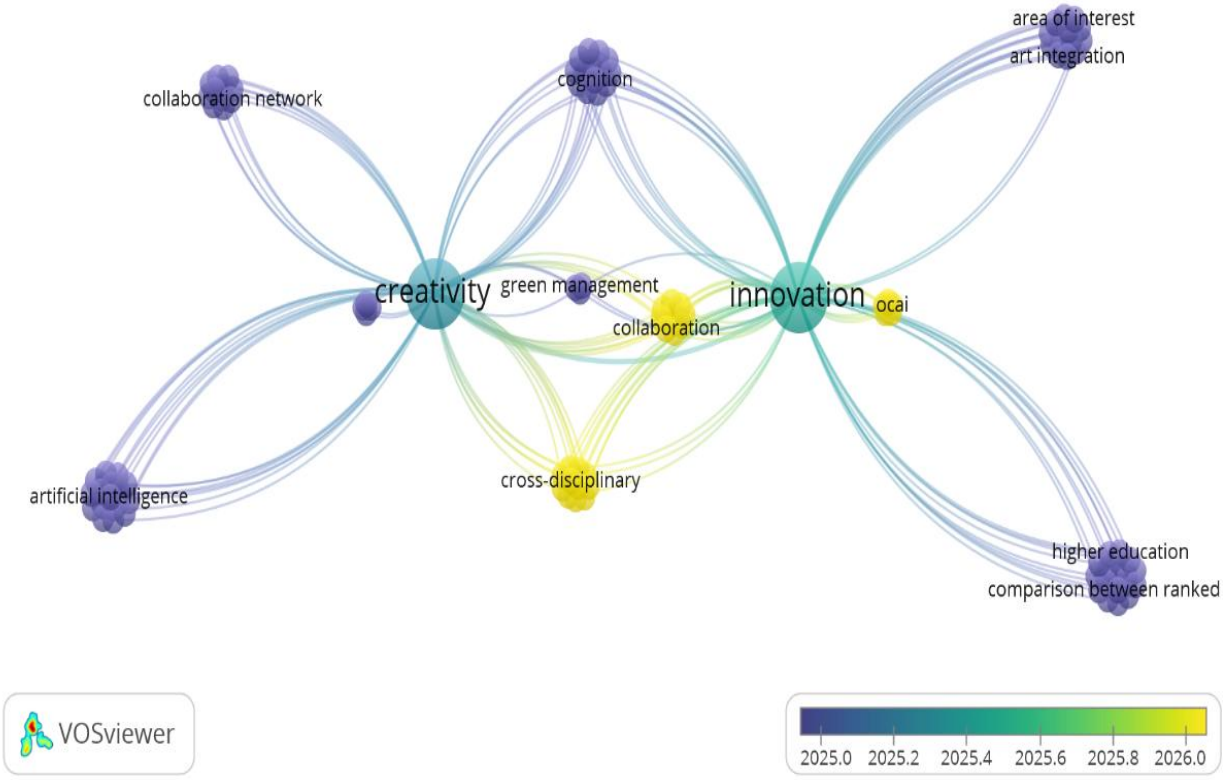
The color red represents the following areas of research: Comparison between ranked crit, Computing model, Education management, Damage detection, Intuitionistic fuzzy numbers, Educational institutions, Dombi aggregation, Higher education…;

The bluish-green color represents the following areas of research: Cross disciplinary, Micro level, Level process, Innovation research, Micro level, Organisation theory…;

The color orange represents the following areas of research: Automotives, Collaboration, Future innovations, Personnel, Idea managements, Employee creativities….;

The color brown represents the following areas of research: Green management, Performance, Resources, Employee empowerment, Academic performance, Human resource management…;

Fig (03): Overlay Visualisation (The historical development of keywords)



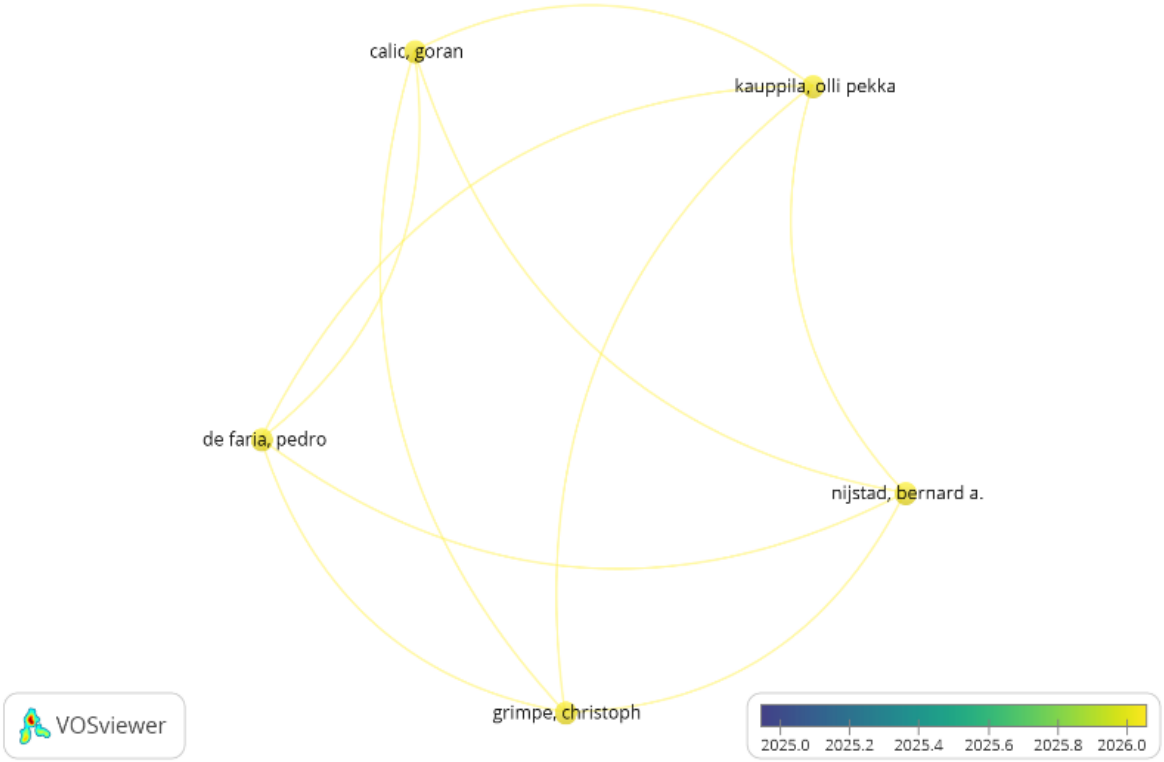
Source: outputs VOSviewer

The color purple represents the research areas related to the topic of creativity and innovation management in January and February of 2025; these areas are: Artificial intelligence, Open source software projects, Oss governance, Code (symbols), Instrument variable, Project management, En-source software governance…; Collaboration network, network cohesion, Creative ideas, Differential effect….; Cognition, Design, Logics, Problem framing, Problem solving, Stimuli….; Art integration, Area of interest, Art, Innovation dynamics, Organisational…; Comparison between ranked crit, Computing model, Education management, Damage detection, Intuitionistic fuzzy numbers, Educational institutions, Dombi aggregation, Higher education…; Green management, Performance, Resources, Employee empowerment, Academic performance, Human resource management…;

The color yellow represents the research areas related to the topic of managing creativity and innovation from August 2025 until the end of the year; these areas are: disciplinary, Micro level, Level process, Innovation research, Micro level, Organisation theory…; Automotives, Collaboration, Future innovations, Personnel, Idea managements, Employee creativities….; Ocai, Retail, Innovativeness, Consumer electronics…

3.3. Analysis of the researchers' results: The following figure represents the most cited researchers on the topic of creativity and innovation management, based on the number of publications and citations:

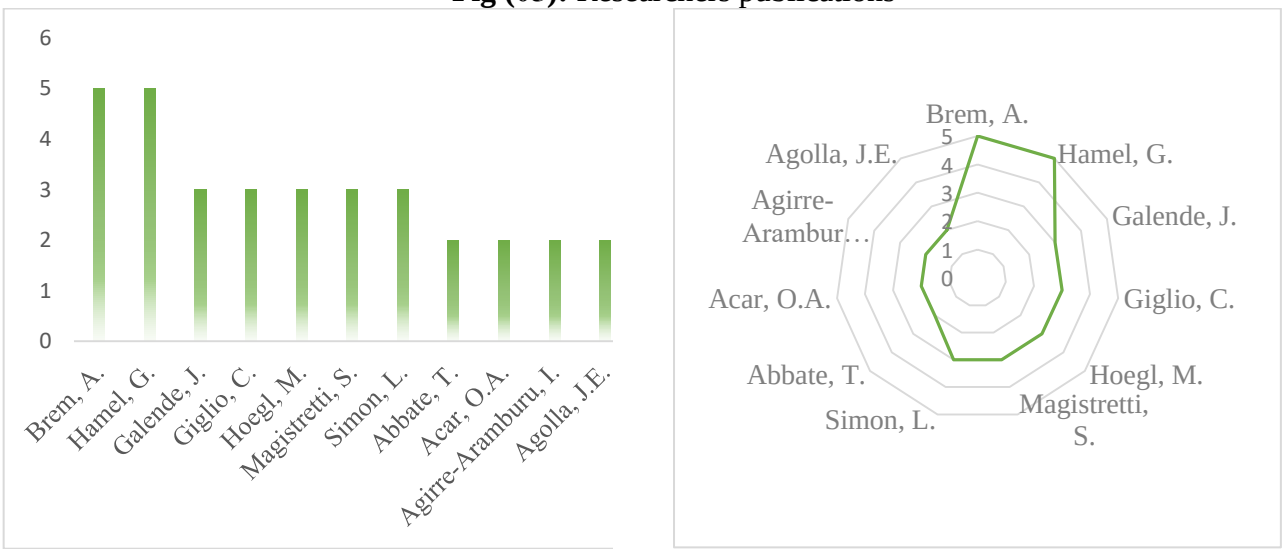
Fig (04): Network Visualization (Researchers)



Source: outputs VOSviewer

The most cited researchers are:(calic, goran), (de faria, pedro), (primpe, Christoph), (kauppila, olli pekka), (nijstad, Bernard a.); All the most cited and published researchers in the field of creativity and innovation management were at the end of 2025.

Fig (05): Researchers publications



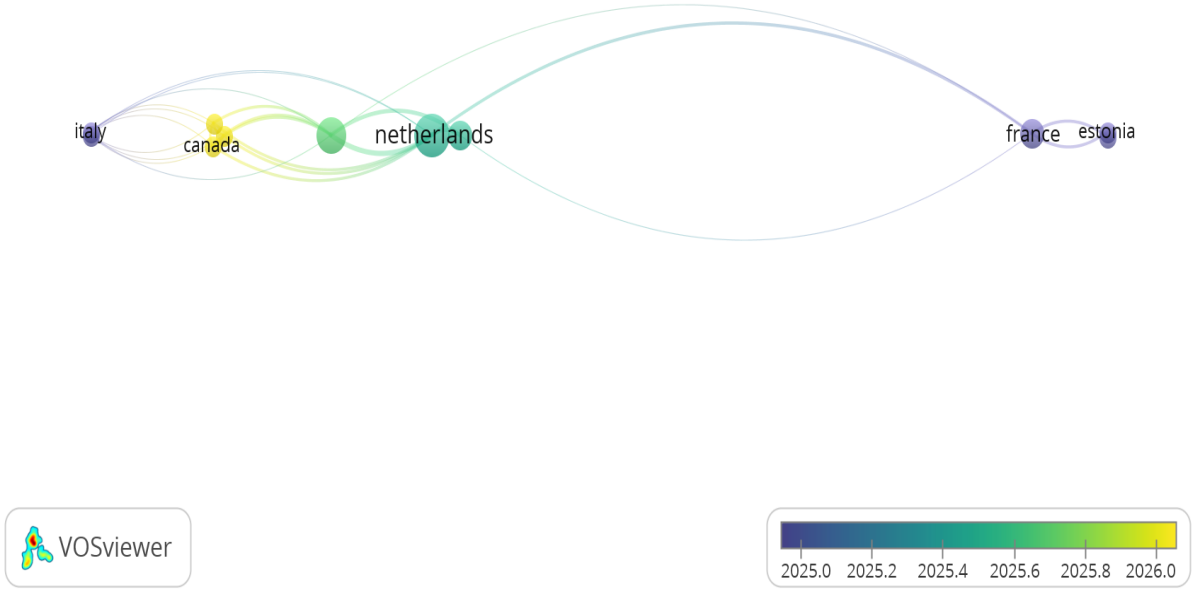
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The most published researchers are: Brem, A and Hamel, G They published 5 article; Galende,J and Giglio, C and Hoegl, S and Magistretti, S and Simon, L they published 3 article; The remaining researchers each published two articles**.**

3.4. Results from countries (Bibliographic coupling)

The following figures represent the countries and research institutions that are most authoritative on the topic of managing creativity and innovation:

Fig (06): Results from countries



Source: outputs VOSviewer

The countries with the most references in the subject of creativity and innovation management, shown among the top five countries publishing on this subject, are: Italy and France and estonia, publishing at the beginning of 2025, then the Netherlands, publishing around April 2025, while Canada is among the countries that are witnessing a newness in publishing on the subject.

Fig (07): Most active countries

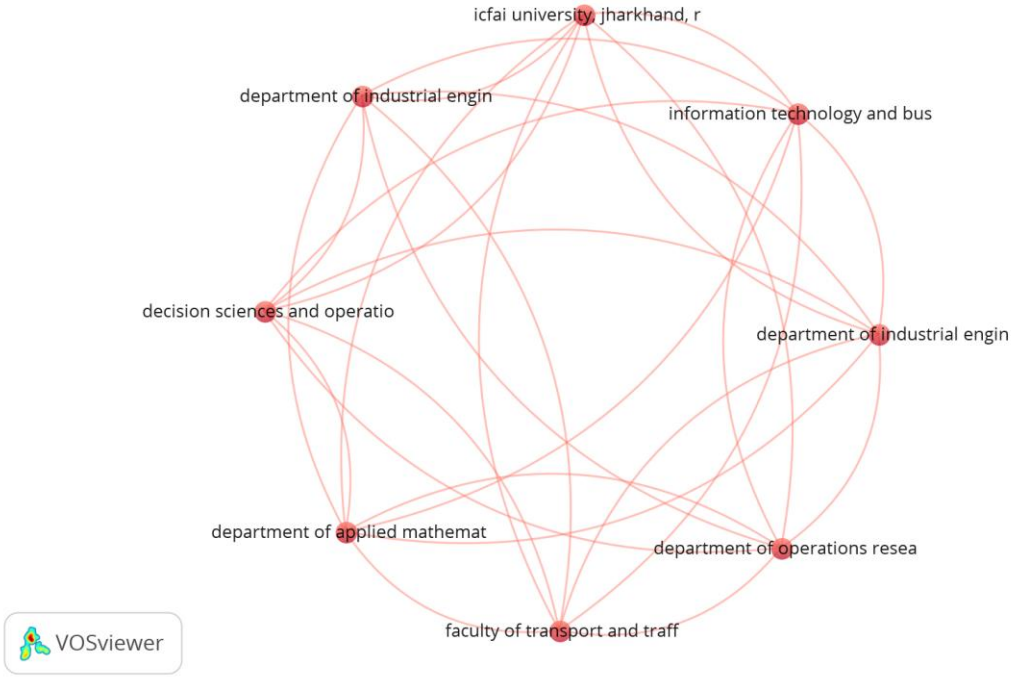


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The countries with the most publications on the topic of creativity and innovation management are: the United states, followed by united kingdom…..

3.2.5. Results by publisher and subject

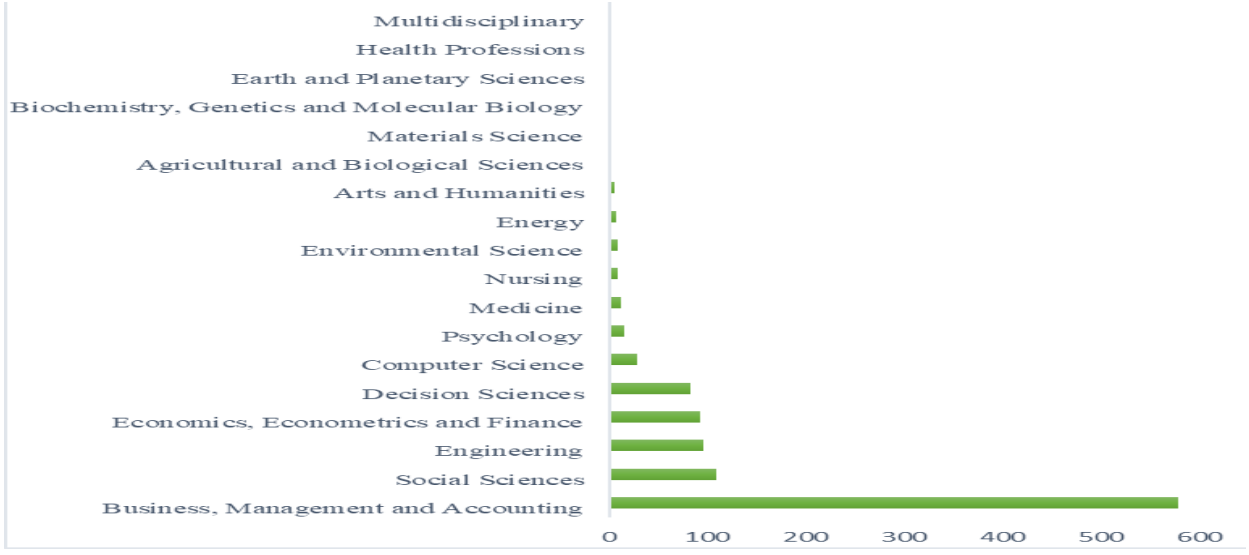
Fig (08): Reference research institutions



Source: outputs VOSviewer

The figure shows the most active publishers on the topic of creativity and innovation management, namely: Icfai university, Department of industrial, Information technology, Decision sciences, Department of applied mathematique, Department of operations, Faculty of transport…;To identify the disciplines most frequently studying this topic, the following figure can be included:

Fig (09): Most active Disciplines



Source: outputs Excel

The figure shows the disciplines with the highest publications on the topic of creativity and innovation management, and they are listed from highest to lowest publications as follows: Business management and accounting, Social Sociences, Engineering, Economics, Decision science,…..

4. Conclusion

After presenting the theoretical frameworks and the applied study, the study reached a number of conclusions, including:

The first question was as follows: **What are the most important variables studied in the field of creativity and innovation management?** To answer this question, the following was relied upon Network Visualization, Here it was concluded that the management of creativity and innovation was studied along with a number of variables, the most important of which are mentioned below: Artificial intelligence, Open source software projects, Oss governance, Code (symbols), Instrument variable, Project management, En-source software governance, Collaboration network, network cohesion, Creative ideas, Differential effect, Cognition, Design, Logics, Problem framing, Problem solving, Stimuli, Art integration, Area of interest, Art, Innovation dynamics, Organisational, Comparison between ranked crit, Computing model, Education management, Damage detection, Intuitionistic fuzzy numbers, Educational institutions, Dombi aggregation, Higher education, Cross disciplinary, Micro level, Level process, Innovation research, Micro level, Organisation theory, Automotives, Collaboration, Future innovations, Personnel, Idea managements, Employee creativities, Green management, Performance, Resources, Employee empowerment, Academic performance, Human resource management…;

The second question was as follows: **What are the latest variables studied in the field of creativity and innovation management?** To answer this question, the following was relied upon Overlay Visualisation, The study concluded that: The study concluded that the most recent topics studied in the area of creativity and innovation management are those represented in yellow, namely: disciplinary, Micro level, Level process, Innovation research, Micro level, Organisation theory…; Automotives, Collaboration, Future innovations, Personnel, Idea managements, Employee creativities….; Ocai, Retail, Innovativeness, Consumer electronics…

The third question was as follows: **Who are the most influential researchers in the field of creativity and innovation management?** To answer this question, the following was relied upon Analysis of the researchers' results, The study concluded that: The most cited researchers are:(calic, goran), (de faria, pedro), (primpe, Christoph), (kauppila, olli pekka), (nijstad, Bernard a.); All the most cited and published researchers in the field of creativity and innovation management were at the end of 2025.

The fourth question was as follows: **Which countries are the most cited in the field of creativity and innovation management?** To answer this question, the following was relied upon Results from countries (Bibliographic coupling) and Most active countries, The study concluded that: The countries with the most references in the subject of creativity and innovation management, shown among the top five countries publishing on this subject, are: Italy and France and estonia, publishing at the beginning of 2025, then the Netherlands, publishing around April 2025, while Canada is among the countries that are witnessing a newness in publishing on the subject. The countries with the most publications on the topic of creativity and innovation management are: the United states, followed by united kingdom…..;

Question five was as follows: **Which research institutions are the most cited in the field of creativity and innovation management?** To answer this question, the following was relied upon Reference research institutions, The study concluded that: the most active publishers on the topic of creativity and innovation management, namely: Icfai university, Department of industrial, Information technology, Decision sciences, Department of applied mathematique, Department of operations, Faculty of transport…;

Question six was as follows: **Which disciplines are the most researched in the field of creativity and innovation management?** To answer this question, the following was relied upon Reference research institutions, The study concluded that: the disciplines with the highest publications on the topic of creativity and innovation management, and they are listed from highest to lowest publications as follows: Business management and accounting, Social Sociences, Engineering, Economics, Decision science,…..

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