ИНСТИТУТ ЗА ИКОНОМИЧЕСКИ ИЗСЛЕДВАНИЯ НА БЪЛГАРСКАТА АКАДЕМИЯ НА НАУКИТЕ
ИКОНОМИЧЕСКИ ИЗСЛЕДВАНИЯ
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THE CULTURE OF INNOVATION MODEL

The article examines the possibility of creating, implementing and managing a culture of innovation in modern business organizations. The author did a brief review of innovation landscape included theories on unique resources and core competencies, the creation and dissemination of organizational knowledge, learning organization and organizational learning, the types of innovation and the emphasis on the concept of open innovation. Researchers have not fully elucidated the search for a link between corporate culture and innovation. For this study, the relationship between some of the main components of the organization – leadership, structure, strategy – is outlined to feature the main characteristics of the innovation culture domain, according to the views of the author. By previous theoretical and empirical studies, the author draws the main dimensions of the culture of innovation and emphasizing the trinity strategy-structure-culture and has created a model of the culture of innovation with concrete indicators. The conclusions are related to the complexity and varied manifestations of the impact of corporate culture on innovation in the company as well as on the complexity of defining a certain and very specific typology of the culture of innovation. The essence of the model represents the interrelationship between strategy and corporate culture, but with the appropriate structure, as well as leaders, for understanding the overall positive importance of the culture of innovation.

The guiding principle for managing the culture of innovation in the discovery of specific features to encourage members of the specific organization for framing, sharing and act by the values that support the realization of innovation and implementation of innovative processes.

One of the most important features of the culture of innovation identifies it as associated with change and perception, and as a set of possibilities. The culture of innovation is in line with the realization of experiments, risk-taking, the redefinition of parameters from the work activities. It is an interaction – amongst all the stakeholder groups, the conditions of maximum transparency, ensuring distribution, sharing, generating knowledge, like trust, as a construct that brings together the members of the organization in the realization of its future.

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The only sure thing in today's business reality is the uncertainty surrounding the environment. Modern companies must work in a context of constant change, embrace the idea of constant dynamics, and not rely on yesterday's logic. Achieving competitiveness and sustainability in such environments is possible by adopting and acting in line with good practices in the relevant sphere as well as creating and implementing strategies that are proactive against the environment's trends to minimize threats and positively exploit opportunities, some of which are related to improving companies' innovative capabilities.

The economic reality is determined by Industry 4.0, which is characterized by the presence of many start-ups, mergers, and takeovers. Start-up companies are becoming more and more creative and innovative, and they are constantly imposing new conditions on markets that others need not only to comply with but also to strive to overcome by creating even more innovative products, services, solutions.

In nowadays we observed the emergence of the so-called business ecosystems, which are groups of companies that provide complex products and related services to meet consumer demands and requirements. Their innovation is generated by collaboration, collective action to generate and evaluate alternatives, communications, and information flow within and between organizations, the exchange of knowledge, interactions through multiple and complementary platforms. Business platform models are seen as the most serious transformations in the global macroeconomic environment since the Industrial Revolution.

There are also specific debates related to the concept of Industry 4.0 (Шваб, 2016), which completely changes the organization of global value chains, which we can now define as value networks. In the context of Industry 4.0, we are talking about creating "intelligent factories" in which "smart" digital devices are connected and communicated with and about incoming resources, products, machines, tools, robots, and people. It is ensuring flexible cooperation in global level between virtual and real systems to create entirely new patterns of production (Шваб, 2016: 21).

Among the trends of the modern business environment is creating a new way of cooperation with partners, and even competitors /coopetition /, the basement of which is on the exchange of knowledge and information to offer additional value, which owns a network character.

The above requires a change in corporate culture to help companies respond to emerging trends in the environment and maximize the benefits of changing conditions. Such culture is the culture of innovation, about which management is necessary to provide optimal conditions for the members of the company to build skills, to communicate transparently – both with each other and with the external stakeholders. It is necessary to share knowledge, to generate ideas and create innovations to help collaborate between technological innovations and employees who manage them.

The means mentioned above are realizing a diagonal communication in the organization, minimizing the organizational hierarchy, encouraging experiments and diversity, respecting intuitive decisions, encouraging the existence of the organization as a learning (Senge, 1990), it's functioning as an ambidextrous, encouraging the existence of empowered teams. Organizational policies that help the organization to exist and compete on the brink of

chaos edge (Brown and Eisenhardt, 1997) (Димитрова, 2017) are also essential for the introduction and realization of innovation.

Corporate culture and organizational behavior are essential prerequisites for embracing the culture of innovation. The culture of innovation helps organizations rediscover their self in new dimensions and thus maintains the constant pursuit of new products and services. Helps to seek the real opportunity for the employees to adapt to the company, to quickly acquire new skills and ways to act and take solutions in the context of the turbulence of the environment. The main focus is on creativity and experiment, in the long run, the ultimate goal of which is to create value for all groups associated with the organization.

Corporate culture is inextricably linked to the strategy and the structure of the organization – the adoption of a culture of innovation, and the harmonization of other elements in line with its parameters.

Strategy and Culture of Innovation. Unique resources, core competencies, organizational knowledge. Learning organization and organizational learning.

One of the most fundamental questions to be answered by each organization is how to acquire and maintain a better competitive advantage than others in the industry (Crook et al., 2006, Teece et al., 1997). Part of the answer to this question is found in the strategies created by the companies. The strategy is understood as "a set of business management techniques and approaches that aim at achieving a competitive advantage" (Thompson et al., 2010).

The strategy of the company is also related to the strategic decisions, whose main direction is found in their complex nature, in the conditions of uncertainty and dynamics of the environment, with the presumption of an integrated management approach. It depends on the dynamic sustainability of the networks and the relations in which the organization participates and supports, in ensuring continuity in the conditions of constant change. Strategic priorities are determined depending on the context in which the organization operates.

The strategy, considered as a set of different ideas, is associated with the perception and implementation of innovations (Johnson and Scholes, 2005: 69). Innovation in an organization and the perception of its meaning is multifaceted – depending on its size and structure, its governance, the specifics of the sector, the degree of empowerment, the diversity of specific human capital, etc.

The more the organization is understood as a "boundaryless organization," the easier it is to bring innovations, because organizations that are involved in different networks and strategic partnerships are much more innovative than those, which are more limited than interactions. The strategy is also associated with the existence of unique resources that represent the resources that support competitive performance and which other companies cannot easily imitate or acquire /an example of such a resource is the corporate culture that is unique to each organization/.

The strategy is also associated with the concept of so-called core competencies created by Hamel and Prahalad in the 1990s. Core competencies are defined as the actions and processes by which resources are channeled to support competitive performance in a way that is impossible imitated or acquired. Core competencies are keys to the sustainability of the company's competitive performance. They are considered as a result of the processes of collective learning and their transformation into business processes and actions, they are found in communication, engagement, commitment to action and beyond the boundaries of the organization (Gupta et al., 2009, Prahalad and Hamel, 1990).

The classification of core competencies requires that they meet the following conditions: to create value for the customer to distinguish the company from its competitors on the market to be widely applicable to various products and services (Hamel and Prahalad, 1990). Their three dimensions are seen as shared vision, interaction, empowerment (Sanchez, 2004).

Therefore, not only to survive but to reach a new level of competitiveness, the organization must identify and implement in its business activities its unique resources and core competencies that make it distinctive and unique to its key stakeholders.

One of the most significant strategic resources of the organization that assists in its competitive performance is organizational knowledge (Grant, 1996; Marsh and Stock, 2006). It corresponds directly to the trust that exists in the organization (Димитрова, 2013) and is a major component of perception and action in line with the culture of innovation.

Managing knowledge in the organization is a prerequisite for innovation (Darroch and McNaughton, 2002) and is interrelated with organizational learning. Organizational learning encourages the creation of knowledge by members of the organization and transformation into a system of organizational knowledge. The process of organizational learning is interactive and takes place through the interactions of individuals in the organization, representing the constant dynamics between a tactic and explicit knowledge (Nonaka and Takeuchi, 1995).

Knowledge management is associated with the processes of perception, storage distribution, application and actions associated with the strategies and the existing corporate culture. Organizational knowledge is also acquired through the interactions and communications carried out with the external organizational environment. It is the creation of new knowledge and new opportunities which enhances the organization's organizational learning capacity. The latter requires a cognitive and behavioural change. The inability to learn is the cause of the failure and bankruptcy of many organizations (Argyris and Schön, 1996; Senge, 1990).

Organizational learning is also an essential strategic tool that assists long-term competitive advantage and organizational success (Argote, 2013). Various studies reveal the positive correlation between organizational learning and innovation in the organization (Calantone et al., 2002; Tushman and Nadler, 1986). Organizational learning supports the organization's adaptation to changing market conditions, namely through generative learning, which is understood to be a major component in generating radical innovations, and thus the organization can also change the market (Senge, 1990). Organizational learning is a core element of the learning organization.

Learning organizations are significantly more flexible than others, allowing them to quickly redirect their resources to new marketing opportunities. This type of organization is capable of long-term regeneration through the variety of knowledge, experience, and skills possessed by its members. Mentioned requires the existence and management of a culture that promotes the freedom of communication, the acceptance of the challenges and the unity around the common vision

Sharing organizational knowledge and creativity is an essential priority for learning organizations. The mentioned process requires adopting an understanding of organizations such as social networks, which are becoming a free space for exchanging ideas, opinions, generating innovative solutions.

The learning organization can change and promote and support organizational learning. The pluralism of opinions and the open debate of emerging ideas are tolerated in the learning organization. Experiments are the norm, introducing ideas into action are part of the learning process. Any organization can become a learner regardless of the field in which it operates, the specifics and characteristics of the industry if it is learning oriented, and whether it has a corporate culture that facilitates and supports the processes associated with it.

The potential of the organization to accumulate and generate knowledge is essential to the creation of value. This potential is called organizational learning capacity and allows the organization to learn and encourage organizational learning processes. It promotes its better competitive performance as well as a component that is fundamental to its sustainability (Jiménez- Jiménez and Sanz-Valle, 2011). The greater the capacity to implement organizational learning, the more the organization will be able to adapt because it can acquire information and use it in the most effective way possible.

The internalization of organizational learning has to become an element of corporate culture because it can avoid strategic deviations. Thus, the organization will continually rediscover itself in identifying new opportunities and in creating and implementing new business models because learning and experimentation are an essential element in building its future (Brown and Eisenhardt, 1997).

There is also the so-called a process of unlearning, in which members of the organization and the companies themselves remove old logic and replace it with fundamentally new postulates (Baker and Sinkula, 2002). Ability to learn is one of the most critical competencies that supports the processes of using patterns of thinking and stereotyping that are essential barriers to innovation (in its understanding of "destructive"). Learning is defined as the basis of higher order learning processes – the ability to apply generative and challenging assumptions (Argyris, 2000). The ability to anticipate when a trial is about to take place is of paramount importance, usually due to trends and influences of the external environment – companies remove old logic and replace it with a fundamentally new one.

Organizational learning is also understood as a dynamic opportunity and has a significant link in the introduction of strategies that require adaptation to continual changes in the environment. Organizational learning enables the company to offer its products and services for an extended period on the market by effectively meeting its requirements.

Organizational learning helps the company to achieve a competitive advantage by improving information acquisition activities allowing for flexible adaptation to changes in market conditions much faster than competitors.

Organizational structure

The organizational structure is defined as the distribution of official roles and administrative mechanisms supporting the implementation of organizational actions, their coordination and control, and the movement of resources. It includes organizational configuration, which represents the structures, processes, and relationships that the organization exists.

Part of it is the structural design describing the roles that members of the organization perform, their responsibilities, and the rules of formal communication. Structural design is essential to the organization's competitiveness (with the presumption that it is not sufficient to achieve it) because it correlates with the effective process of managing organizational knowledge. The unsuccessful structural design leads to the impossibility of implementing the strategies. The organizational structure is also determined by the specialization of the work (formalization), the separation of departments (department), the chain of command, the idea of the unity of orders, the scope of control and centralization (Димитрова, 2015). The organizational structure also determines internal communication – information exchange, mutual understanding, management – personnel relations.

Structure processes occurring within and outside the boundaries as long as they are conditional to the organization are associated with successful implementation of strategy failure because they indicate the definition, monitoring, and control when creating and implementing strategies by managers as well as the ways of interacting employees in their realization. The relationships and relationships between the various groups of stakeholder organizations and their members are regarded as such between the different departments, units, locations of the organization itself, as well as outside it – outsourcing, strategic alliances.

Johnson and Schoeles (2005) highlight several major challenges faced by modern organizations regarding structures, processes, and relationships: the uncertainty and volatility of the business environment, the constant nature of change, which requires the organization to have a flexible design, and skills for reorganization.

The essential importance of generating knowledge and sharing it is at the heart of strategic success. It is also necessary that the organizational design/structure promotes the enhancement of the expertise of each of the members of the organization, as well as to support the sharing of their knowledge. Serious challenges also pose the processes of globalization that require a change in the character and realization of communications, diversity management, interactions between different cultures, etc., which are critical issues for the development of the modern organization.

Organizational structures are subdivided into: functional, divisional (also called multidisciplinary), matrix, holding, transnational structure, unlimited organization, downsizing, informal organization.

Organizational structures can be summarized in the following organizational models:

- A *mechanical model* is one that has a structure characterized by the expanded department, highly formalized procedures, limited information network, centralization.
- An *organic model* is featuring non-hierarchical structure, with the presence of cross-functional and cross-hierarchical teams less formalized procedures, free-flowing information, co-participation in decision-making.

The research literature describes the intra-corporate structures that facilitate innovation. The structure of the organization is a component that is essential for innovation. Decentralized (Cohendet & Simon, 2007; Jung et al., 2008), less complex structures (Damanpour & Schneider, 2006) and harmonization and weakness support innovation.

The factors of the internal organization – for example, normative /values and norms in the organization established rules and procedures/ as well as the cultural /cognitive/ expressions in the shared systems of meanings between the members of the organization (Vermeulen, Van den Bosch, & Volberda, 2007). Organizational and innovation strategies are essential to the realization of organizational innovation.

The most common structures for supporting innovation is characterized by decentralization and the lack of hard rules for the implementation of the work activity, a variety of duties and lack of formal restrictions. It is believed that such a structure empowers employees and does not burden them with routine duties (Damanpour, 1991; Troy, Szymanski, and Varadarajan, 2001). To be able to innovate, the organizational design must be tailored to the specifics of the organization and the nature of its activity.

The organizational structure follows the organization's strategy. Changing the strategy also changes the structure. The strategy and structure of each organization are inextricably linked to corporate culture.

Corporate Culture

Theorists and practitioners dealing with issues of corporate culture cannot agree on a single definition of its nature, which in turn again leads us to the diversity of the construct and the effects that have to organizational nature.

One of the most popular and commonly accepted definitions of corporate culture is given by Schein (1985) and defines it as „a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration, which has worked well enough to be considered valid and therefore be to be taught to new members as the correct way to perceive, think and feel in relation to those problems”. The challenge for members of the organization is to achieve internal integration and the possibilities for external adaptation.

Corporate culture is seen as a set of values, norms, basic assumptions that are accepted and in unison with which members of the organization carry out their daily activities (Schein, 1992; Miron et al., 2004). It represents the "shared social knowledge" in the organization that affects the attitudes and behaviour of employees through rules, values, and norms (Colquitt et al., 2009).

The values adopted in the organization are defined as the performance standards associated with the work, as well as with the organizational reality that guides the employees in their day-to-day activities. They also determine the specific norms or expected behaviour within the organization. Standards are the shared, legitimate, organization standards that predetermine and subsequently assess the organization's behaviour – what is permissible and what is sanctioned.

They affect interactions between members of the organization, problem-solving, decision-making processes. Standards are informal rules in the organization and shape employee behaviour to a much greater extent than the monetary remuneration or organizational environment in its physical dimensions (Chatman and Cha, 2003).

Effective culture is related to strategy and company structure. Culture cannot be shaped until the organization has formulated its strategy. One of the main criteria for the effectiveness of culture is that it is relevant to the strategy (Chatman and Cha, 2003).

Corporate culture should be perceived as a guiding principle in everyday organizational activity to become an invisible infrastructure, functioning alongside the visible organizational infrastructure.

In the context of the above, we can point to one of the definitions of corporate culture presented by Johnson et al. (2011), which states that its essence is the taken-for-granted assumptions and behaviours that make sense of the people's organizational context (2011: 168). This view of culture is associated with networking, with an understanding of culture as an interaction between members of the organization.

The complexity of the construct of corporate culture is revealed by the multidimensional approaches and paradigms of evolution and its study presented in the research literature (Smircich, 1983; Martin, 1992; Martin and Frost., 2011). Various models and more than 400 typologies have been developed to explain the multifaceted nature and character of the construct as well as its manifestations in various organizations operating in a variety of business areas. Part of the typologies and patterns are those of Schein, 1992; Cameron and Quinn, 1999, 2011; Denison, 1984; Denison and Mishra, 1995; Fey and Denison, 2003; Denison et al., 2004, 2006, 2012; Johnson and Schoeles, 1999, etc. The variety of theoretical concepts and the empirical studies based on them show us the different dimensions of corporate culture and the necessity for studying and measuring it.

Corporate culture is also seen as strong, weak and adaptable (Димитрова, 2012). According to Kotter and Heskett (1992), the most suitable for the successful development of the company is the adaptive corporate culture that promotes and strengthens innovation that assists its competitive performance in a dynamic business environment. This type of culture can also be defined as "learning" because it helps the organization to create and implement mechanisms that help it to scan the changes that occur in the business

environment and their adaptation to advantages that bring it to new levels of competitiveness and resistance. Adaptive culture requires the availability of communication, lightened by the hierarchical constraints of the structure of the organization, allowing for continuous interactions between the organizers' stakeholder groups and between the organization and its key stakeholder groups.

Among the most explored aspects of corporate culture is its impact on the competitiveness of the organization. Kotter and Heskett (2011) emphasize that corporate culture has a significant impact that accumulates its impact on enhancing the competitive advantages of companies. According to them, corporate culture is one of the most important factors that will predict the rise or fall of companies over the next decade. Corporate culture, which promotes long-lasting competitive advantage, is not imaginative, and the creation and management of this culture require the availability of intelligent and intelligent employees. The ability to adopt the idea of changing corporate cultures will lead to an increase in organizations' capacity to positively influence their competitive performance. Some corporate cultures can be adaptive, while others – less.

Adaptability should be encouraged to maintain long-term positive financial performance. The critical factor for a successful change in corporate culture is the perception by the company's top management of the importance of corporate culture for its overall successful development.

Corporate culture is an essential driver of organizational change. No organizational change is possible without a change in corporate culture and vice versa. In general terms, organizational change is the change of corporate culture. We can note that not every organizational change necessarily requires innovation, but the introduction of any innovation is a condition for change. In the context of the idea of adopting and managing a culture that supports constant change and innovation, it is necessary to note that a change in the essence of a construct of corporate culture is required. The corporate culture construct must become more fluid by creating an environment, which helps to increase organizational flexibility and adaptability, supports multiple organizational formats that exist in the organization and its networking. Corporate culture should shape an environment that ensures maximum ting human potential – supporting interaction, decision-making and free exchange of information.

Corporate culture needs to be embodied in every action, solution, communication in the company to bring together the people working for the organization. This process cannot be defined as a one-time act of a rapid implementation is expected. The complexity of change stems from the multi-layered nature of corporate culture. Its construct has a "double" nature – on the one hand, there is a tendency towards maintaining the status quo that maintains stability, but on the other – the tendency towards change that supports adaptation the organization associated with the dynamics of the surrounding environment.

In line with modern trends, culture must always be "chronically unfrozen" (Weick, 1977). The “unfrozen” culture facilitates the fluidity and flexibility that the organization must possess to adapt, to overcome borders, and to exist as "Learning organization" (Senge, 1990). It might exist as an organization that some authors even define as a "total learning

organization" (Vaill 1996). The most important thing in the context of continuous change is precisely the promotion of organizational learning processes.

The change of corporate culture is directly related to the change of the corporate strategy and the change of the organizational structure.

For this study, we will present the typologies of corporate cultures mentioned above one of Denison et al. /link to him/ (2006; 2012) and of Cameron and Quinn (1999), confirming the dual nature of corporate culture, which expresses the stability and the change in its construct. This duality guarantees the opportunity of the corporate culture to support the survival and the successful development of the organization because in the process of change it not only creates and acquires new meanings and helps create an environment conducive to innovation.

Concerning the Dennison et al. (2006, 2012) we can state that the four main features introduced in the previous models created by the same author: integration, consistency, adaptability and adaptability and mission) are not unique. Other researchers who have made a significant contribution to the study of the corporate culture construct also accentuate them (Kotter & Heskett,1992; Gordon & DiTomaso, 1992; Sorensen, 2002, etc.).

In the study of Denison et al. the four main features are confirmed by 12 indexes introduced for their measurement and confirmation of the theoretical model. According to the authors, the model serves to integrate previous qualitative and quantitative research to "create a set of valid metrics to be subsequently used as a basis for diagnosis processes" of the corporate relationship culture – competitiveness (Denison et al., 2006: 10).

Corporate culture can balance the interaction between the organizational environment and the surrounding (external) organization environment in the following four ways:

- *Internally focused on Flexibility and Discretion*

Clan Culture (Cameron & Quinn,1999) links the organization with a family-type formation. It is characterized by concern for staff, the cohesion of the members of the organization, emphasis on teamwork, sharing, and coherence. In this type of culture, loyalty and the sense of belonging to tradition are strong. Leaders are perceived as mentors and even as parents

Involvement (Denison et al., 2006). Such companies focus on the human factor, the freedom to develop and grow employees, the team principal of work is tolerated. The members of the organization are committed to their work. Employees of all levels have a sense of ownership in organizational decisions, which makes them feel that their work is directly related to organizational goals. The essence of organizations of this type is an informal, voluntary system with implicit control.

The indexes are Empowerment, which identifies the right of self-government and self-government to help increase the responsibility for the company and the achievement of its goals. Team Orientation – Encouraging teamwork, sharing responsibilities, and achieving the company's overall goals, with eco-performance and efficiency being an indicator of the

company's progress. Capability Development – Continuous investing in enhancing employee knowledge and skills to improve their competitiveness in response to changing business environment conditions.

- *Externally Focused on Flexibility and Discretion;*

Adhocracy Culture (Cameron & Quinn, 1999). In this type of culture, both leaders and employees rely on innovation, risk-taking, creativity. The dedication to experimentation and different thinking unites the members of organization Such a type of organization strives to always be on the wave crest. In the long run, they rely on the development and attraction of new resources. They promote individual initiative and freedom of action. Their success is measured by progress, uniqueness, the introduction of new products and services.

Adaptability (Denison et al., 2006). Adaptive organizations can transform the requirements of the environment into action. They take the risk; they are not afraid of the mistakes, they learn from them. In this type of organization, there is the possibility of making a change. They value clients, create systems of values and norms that help organize the capture and understanding of environmental signals and thus enhance survival and development. The consequence of this is the expansion of the market niche and the high sales growth.

Indexes: Create Change – the organization can orient itself in the business environment, react as quickly as possible to current trends and respond to changes. Customer Focus – the organization, understands and responds to the needs of its customers. Organizational Learning – the organization captures, relies on and understands what is happening in the business environment, thus creating the conditions for innovation, acquisition of knowledge and new opportunities.

- *Internally focused on Stability and Control;*

Hierarchy Culture (Cameron & Quinn, 1999) is determined by the high structure and formality of the work environment. The behaviour is governed by rules and procedures. The leaders aspire to be good coordinators, organizers, and a rationalizing spirit. Emphasis is placed on the smooth running of organizational processes. Formal procedures support the integrity of the organization. The long-term goals are stability, efficiency, and experience. Success is defined by secure deliveries, clear plans, and low costs. Management insists on security and predictability.

Consistency (Denison et al. 2006). Such organizations are based on consensus. Their organizational processes are well coordinated and strongly interconnected. They bet on the system of implicit control. Employees are highly devoted to their work, raising into the hierarchy of service becomes "from within". Consistency and internal integration are key resources for the success of these organizations.

Indexes: Core Values – The members of the organization share common values that create a sense of identity and common expectations. Agreement – the members of the

organization, can reach agreement on the resolution of significant company problems. Coordination and Integration (Coordination and Integration) – the organization does not place constraints on the joint activities of different teams and entire departments of the organization to achieve common goals.

- *Externally focused on Stability and Control*

Market Culture (Cameron & Quinn, 1999) is highly focused and focuses on the competition. Competitiveness and orientation towards goals determine the behaviour of workers. Leaders are creatively oriented, looking for new directions, stubbornly working. The striving for victory brings together the members of the organization. Long-term aspirations focus on competitiveness and achievement of objectives and tasks. The expansion of the market niche is a sign of success. Positive reputation and success are the commitment of all employees of the organization. Being market leaders is essential.

The mission statement (Denison et al., 2006) in combination with the organization's control can be very successful. They have a clear vision of their future development through their goals and strategies to reach them. The ability of team members to identify themselves with the company's mission contributes to the dedication to the organization's goals for its future development. Indexes: Strategic Direction and Intent: Strategic direction and intent outlined, enabling each member of the team to contribute to their achievement. Goals and Objectives – set a clear direction for the company's employees. Vision – a Shared vision of the organization's desired future embodied in the core values and moving members of the organization towards its achievement.

As Cameron and Quinn (1999) emphasize, none of the types of corporate culture can be defined as "the best." Depending on the company's goals, a particular corporate culture is created and functioning. In keeping with changing environmental conditions, the organization itself and its corporate culture are changing to ensure not only the survival of the organization but also its successful adaptation and enhancement of its competitive performance.

Consequently, any corporate culture could create an appropriate environment and support innovation (or implement imitation strategies), as we will see the following statement /the organization, albeit to varying degrees according to its specificity, the scope of activity, with the peculiarities of the industry, the micro, and the macro environment/.

Innovation

Innovations and their management are becoming an essential part of the vision and strategy of the organization that seeks to maintain and enhance its competitiveness, as well as to ensure a certain degree of sustainability at the "edge of chaos". About innovation, any company that perceives it as an essential element for its successful development must define what it means – its definition is dependent on the subject matter, the relationships with the key stakeholders, their current and future needs and claims.

The goal of each company is the creation of value creation, and the essence of innovation lies in the renewal of companies' businesses to maintain and positively exploit the competitive advantage as well as to increase the value creation potential (Hax and Wilde, 2003). In general, innovation is defined as the introduction of inventions and inventions, as well as processes generating new results (Gloet and Terziovski, 2004).

Lack of innovation can lead to the loss of uniqueness of the product and corporate brands, which corresponds to a decline in performance. The most important opportunity for innovation is to create a competitive advantage for the company.

According to Michael Porter (1990) "…innovation is the only way to maintain a competitive advantage" /. He believes that innovation is the result of much more organizational learning rather than formal research and development, i.e., of the continuous improvement that is at its core.

The choice of an organization's innovation strategy is influenced by internal and external factors. The internal ones consist of the organizational capabilities, the technological advantages, the financial resources, the vision of the top management and the successful operation of the business model applied to the present. External factors are found in the structure of the business, competition, the speed of technological change, opportunities provided by networks created jointly with other organizations (Dodgson, Gann and Salter, 2008).

In the OECD's Oslo Manual (2005) states that there is no need innovation to be something significant new market and be a minimum of new or significantly affected by the organization improvement.

Innovation is "the implementation of a new or significantly improved product (good or service) or process, a new marketing method, or a new organizational method in business practices, workplace organization or external relations..." (OECD, 2005:46). Mentioned is consistent with the incremental and radical aspects of innovation.

In the concept of innovation can be distinguished two main categories – process and product innovation, which are divided into four areas – product, process, marketing and organizational innovation, according to the Oslo Handbook (OECD, 2005). Innovation, perceived as a major source of competitive advantage, is defined as a product, process, marketing, strategic and behavioural (Wang and Ahmed, 2004).

Essential for the introduction and implementation of innovations have innovation capabilities, and organizational competencies are activities in which the organization is presented as well (Warren, 2002). The more innovative competence is an organization, the abler it is to create and use distinctive resources compared to other organizations, such as those competencies stem from the attitude of organizational learning and innovation strategies (Winter, 2003).

In studying innovation, the distinction between exploitation and exploration is essential, (Benner and Tushman, 2003). The introduction of innovation requires openness and readiness to interact with the key stakeholders of the company, which indicates the close link between innovation and corporate culture, also defined as a culture of innovation

(Damanpour and Evan, 1984). Behavioral innovation is found precisely in the perception of the culture of innovation and its introduction at the level of individuals, teams and the organization as a whole.

Increasingly relevant regarding turbulence and uncertainty in the business environment that and require constant application of new approaches to adaptation and competitiveness of the organization through active interactions with customers, suppliers, users, research organizations, competitors, is the concept of open innovation. Open innovation is expressed in the ability of organizations to overcome their limitations and to embrace knowledge and technology of their environment (Chesbrough, 2003; 2006). The expanded definition of open innovation defines it as a process of distributed innovation based on purposefully managed knowledge flows that do not depend on the boundaries of the organization, use monetary and non-monetary mechanisms and align with the organizational business model (Chesbrough and Bogers, 2014). The reason for applying the concept of open innovation is the constant change in the dynamics of the environment and the inability of companies to carry out internal research and development with the same success they would have in using external knowledge.

Companies that rely on open innovation are more open to communication, and to the various relationships, they engage with their external stakeholder – customers, competitors, suppliers, etc. They can then innovate more to meet market trends, respond to customer needs and, in many cases, rephrase them. These companies also build more serious systems that provide them with interactions and information and knowledge sharing.

The mechanisms supporting open innovation processes are strategic alliances and joint ventures, open source platforms, participation in various specialized, professional communities as well as communities of interest. In the process of selecting partner organizations, companies must look for ones that have the capabilities to generate and share knowledge, technical capacity, and innovation potential.

Open innovation is also associated with the implementation of an open strategy, which consists of creating and implementing a strategy as a result of the interaction between internal and external expertise.

There are barriers to innovation in companies that are related to factors such as cost factors, knowledge-related factors, markets, regulatory factors (D'Este et al., 2013). To overcome mentioned it is necessary to audit several major areas and consequently to take appropriate corrective strategies. These areas are the corporate culture and the values surrounding the members of the organization, the leadership and management practices, the employees and their skills, the efforts towards the positive development of each of these areas, which is a necessary condition for fostering the existence of a culture of innovation.

Modern research indicates corporate culture as one of the main challenges open innovation because the corporate culture is a factor supporting the process of adapting to the constant changes in the environment surrounding the organization while promoting the processes of integration in the internal environment. When the culture of the organization is not consistent with its strategy, it is also an obstacle to innovation (Carbone et al., 2010).

Therefore, innovation culture must become an integral part of the corporate culture of the company.

We can summarize that innovation is an essential condition for the survival and successful development of long-term organizations and for generating competitive advantages for those who introduce and implement it (Goplakrishnan and Damanpour, 1997). Understanding the leadership of companies for the essence, importance, and management of innovation, favoured by the availability of a culture of innovation, is critical to the positive development of companies' innovation potential.

Leadership

Leaders have an essential role in the adoption and successful management culture of innovation. They are called upon to assist members of the organization in their efforts to achieve the goals and to take action that contribute to the best possible representation of the organization, and the correlation between successful leadership, corporate culture and increasing the competitive advantages of the organization is positive.

The development of leadership theories indicates that the paradigm of leadership is increasingly transformed from individual to collective (Димитрова, 2015).

Leaders are perceived as creators of context for innovation regarding uncertainty and insecurity of the environment and empowering innovators in the organization as discoverers of future leaders in organizations through early identification and development of leadership skills among members of the organization.

In contemporary organizations, the innovative leadership that builds on the concept of transformational leadership is increasingly important. Organizations seeking sustainable competitive performance must create, promote and manage a culture that values creativity and innovation. Innovative leaders are the ones who support this type of culture. They are called upon to recreate different roles to support the overall process of innovation in the organization, which adds value to it. According to Porter-O'Grady and Malloch (2010), innovative leadership is associated with anticipating, analyzing, synthesizing ongoing changes within and outside the organization, turning them into opportunities to positively compete. This type of leadership is best suited to organizations that are flexible and adaptable to innovate to meet the changing requirements of the environment. Innovative leaders are associated with the initiation of innovative strategies and the implementation of an innovative management approach. They support the processes of creating an organizational reality in which innovation can be realized; structures that contribute to effective decision-making, partnerships, networks, spaces that support innovative thinking (Porter-O'Grady & Malloch, 2010). Innovative leadership is also associated with the strategic leadership of the innovation portfolio of the organization, thereby achieving a significant competitive advantage. About this, leadership behaviour aimed at increasing motivation and specific attention to the attitudes of each employee stems from the values of leaders and their vision and promotes corporate culture in support of innovation processes (Elenkov and Manev, 2005). Kanter /2000/ states that it is important that corporate

executives can use the postulates of corporate culture to mobilize and motivate members of the organization to be creative and innovative to create new products, generating concepts and services.

Determined by the innovative leadership culture is understood as based on open, clear communication. This kind of culture is encouraging creativity and the exchange of ideas, setting strategic focus towards innovation, inspiration and motivation, empowerment, training, and development, creating joint activities of various cross-functional teams creating an atmosphere tolerant of making mistakes, seen as gaining experience.

Interaction with stakeholders is an essential element shaping innovative leadership. The role of leaders as "cosmopolitans" and "boundary spanners" is essential and its meaning is described in the research literature (Димитрова, 2012).

Innovative leadership is becoming increasingly important in the context of the growing complexity of the environment in which the organization is essential to be innovative through the maintenance and management of an innovation-oriented corporate culture and the relevant strategy that empowers employees to carry them out, by creating conditions for maintaining a high degree of trust.

Innovative leadership also corresponds to "adaptive leadership" that is associated with "unexpected change" (Uhl-Bien et al., 2007) and is realized in the context of organization theory as Complex Adaptive System (Димитрова, 2013). This type of leadership encourages the processes of learning, creativity, and adaptation. Business environment conditions that are related to the pressure of chaos and unexpected change require creativity and flexibility to cope with emerging situations. Typical for organizations considered in the context of the complex adaptive system theory are precisely the decentralized structure, the empowered teams and the networks of information existing in them and through them. In these organizations, there are formal and informal networks for the realization of interactions between leaders, teams, and departments. This kind of networks create more channels for sharing information and knowledge, and enhances organizational learning, changing and generating innovations by effectively maintaining the relationships between the different departments within the company and by making full use of communication between its members.

We can summarize that the changed pattern of leadership includes the concepts of innovation, growth – regarding skills, professional expertise, career; teamwork, collaboration, understanding of the essential importance of communications and communication competence.

Communication for innovation

Corporate culture, communications, and links between different processes in the organization have a significant impact on innovation in companies (Ayers, Dohlstrom & Skinner, 1997). Communications are in essence of an organization without their existence is impossible. Corporate culture is the one that determines the way communications are

made in the organization and the extent to which importance is attached to their role in the effective development of the company. Communications support the overall management of corporate culture in the organization – from its creation until retransmission and its maintenance, and its change management.

The communications of the organization are subdivided into internal and external, including the management practices of communication (Welch and Jackson, 2007, Димитрова, 2013). Contemporary trends in communications science development and related research emphasize the importance of organizational integration of the organization, requiring harmony in the messages sent inside and outside the boundaries of the organization – the separation between internal and external communications no longer exists (Christensen and Cheney, 2001; Quirke, 2012, Димитрова, 2016).

About innovation, communication should present the company's ability to create value. The value of innovation must be clear to all groups of stakeholders in the organization. Communication to internal stakeholders needs to focus on enhancing the understanding of the nature and importance of innovation, promoting its support, and positively promoting the pursuit of innovation, as well as motivating the sustainability of attitudes towards innovation.

As far as external stakeholders are concerned, communication about innovation should present the innovative image of the company, and its innovative discoveries are perceived as useful to clients, suppliers, partners, and society as a whole. In organizations, projects related to innovation include uncertainty, risks, positives, assumptions, and assumptions. Therefore, communication on innovative projects needs to be carefully planned to encourage the process and to support adaptability and minimization of resistance.

Internal communication is essential for innovation, because of the organizational reality, purposeful innovation requires a motivated staff, committed to the development of innovative ideas (Monge et al., 1992). It is believed that the culture of innovation is achieved through internal communication at every stage of its implementation (Linke and Zarfass, 2011). Last but not least, internal communication supports boosting confidence. Poor communication policy, about innovation projects, may increase stress, resistance to change that will occur in connection with the implementation and subsequent implementation of innovation, and reduce competitiveness. In the context of this, communication about innovation requires interactivity in the context of continuous feedback.

Effective internal communication related to innovation helps to foster competitive performance by increasing satisfaction, enhancing the processes of involvement in the affairs of the organization and strengthening the commitment to it because they are prerequisites for identifying with organization and stability of organizational identity.

An increasing number of organizations apply the so-called Unified Communications as a Service, which involves the integration of audio and video conferencing into communication between members of the organization. It helps interactions and between organizations and other stack group groups via web-based applications – chats, messaging, another web 2.0 applications, mobile phones, etc., which are increasingly switching to

cloud technologies. Innovation in web-based technologies also offers members of the organization and other stakeholders a variety of channels for communication – traditional and through the social media toolkit – to increase communication efficiency, reduce the time for information exchange, simplify management of knowledge and overall communication effectiveness is positive, which facilitates the processes of realizing open innovation.

Various models for communication of innovation and creation and co-creation of value have been developed and tested (Ye et al., 2015; Prahalad and Ramaswamy, 2004a).

Culture of Innovation

Organizations are under constant pressure to compete more successfully, and innovation is fostering them in this endeavour. Innovation is a critical factor for the success of the organization because it is an essential condition for responding to the ever-changing needs of customers, acting in tune with the development of technology and the opportunity for successful performance in a highly competitive business environment. It is seen as the driving force of change, and corporate culture is an essential factor in the existence and promotion of innovation in the organization, i.e., corporate culture is at the heart of innovation (Tushman and O'Reilly, 1997; Ahmed, 1998:31). More R. M. Kanter /Kanter, 1988/ emphasizes the importance of the so-called pro-innovational culture for the overall successful development of the company. Tushman and O 'Reilly, who studied in depth management approaches culture of innovation, indicating that it is management culture is the most neglected and simultaneously the most appreciated tool to facilitate innovation and change (Tushman and O'Reilly, 1997).

Research, literature presented results of theoretical and empirical studies that highlighted serious evidence of a positive relationship between corporate culture and innovativeness of the company (Deshpande, Farley, & Webster, 1993; Hernández-Mogollón, Cepeda-Carrión, Cegarra-Navarro, & Leal-Millan, 2010). Corporate culture, in this case, is considered to be primarily supportive of the speed and flexibility of innovation processes.

Corporate culture and the company's overall performance correlate positively with each other, and therefore the culture of innovation is also becoming a prerequisite for achieving a competitive advantage. Stated above means that adopting the idea of continuous innovation is necessary so that companies can not only maintain but also increase their competitiveness.

The main elements of corporate culture that influence innovation in the organization are the practices that help socialize new employees and the values, norms and basic assumptions that serve to guide the behaviour of members of the organization within its reality (Dobni, 2008; Martins and Terblanche, 2003). Indeed, an innovation-supporting culture supports the motivation and sustainability of the interactive process of sharing the knowledge, skills, technologies necessary for successful innovation (Russell, 1989).

The modern companies to be successful, need to internalize innovation as a core value by creating an enabling environment for ideas that give "freedom to their innovators". (Hamel & Getz 2004).

The empowerment of employees in the organization through open communication and sharing of information, their participation in decision-making, shared vision and common goals are essential elements of the process supporting innovation in the organization (Ahmed, 1998). Innovative processes depend directly on the creative abilities of employees, on professionalism, on the specialized knowledge they possess, acquire and apply, and on their dedication to the realization of plans whose realization leads to the creation of value. Therefore, the organization gains a significant competitive advantage thanks to its employees, and this requires support and promotion of the opportunities for raising and developing their knowledge, skills, and talents.

A corporate culture that supports innovation in the organization should be sensitive in the understanding of innovation as an integral part of the constant change; innovation must be embedded in its "invisible levels" – the basic assumptions and values. As a result, the innovative behavior is the result of organizational norms that support the exchange of information about changed approaches to "doing things" in organizational reality (Amabile, 1988).

The culture of innovation must encourage the processes of creating and adopting new ideas that originate within or outside the organization. The presumption is the need to adapt to the ever-changing requirements of the environment and the ability to gain a competitive edge that indicates the essential link between innovation and change.

The culture of an organization is among the most important factors for the realization of organizational learning. Organizational learning and the creation and dissemination of knowledge among members of the organization are an integrative component of the values, norms and basic assumptions determined by corporate culture. The corporate culture promotes the dynamic capacity of the organization and guides the positive change and organizational innovation (Hislop, 2013), and promotes the positivity of the degree of innovation, which reflects the increase of its competitive performance (Dewar and Dutton, 1986; Dasgupta and Gupta, 2009).

Innovation, increasing competitiveness, cannot be determined as a result of skilful management of the flexibility and control in the modern organization. More innovative firms are therefore more adaptable and more flexible than emerging changes and show a higher level of competitiveness (Calantone et al., 2002). Therefore, for the successful survival of the company and the sustainability of its competitive advantage, it is necessary to adopt and manage an innovation culture.

Corporate culture supports innovation by creating a climate in the organization that favours its implementation and which sets it up as one of the important activities for the successful development of the organization. The culture of innovation can be defined as perception, a way of thinking and behaviour that creates, enriches and establishes values and attitudes in the organization. It helps the organization to accept and sustain the ideas and the changes that are necessary for the efficient and effective process of all processes in the company,

and they are inconsistent with conventional assumptions and traditional organizational behaviour.

The culture of innovation has different definitions, some of which are reviewed by Clavier and others. (1998). One of them is proposed by AECA and states: Innovative culture is a way of thinking and behaving that creates, develops and establishes values and attitudes within a firm, which may, in turn, raise, accept and support ideas and changes involving an improvement in the functioning and efficiency of the firm, even though such changes may mean a conflict with conventional and traditional behavior. For innovative culture to succeed, certain requirements must be met, involving four kinds of attitudes:

- Corporate management is willing to take risks.
- The participation of all members of the firm is requested.
- Creativity is stimulated.
- There is shared responsibility (AECA's (1995: 32) cited in Claver et al., 1998:10).

Again, we emphasize that culture is the most important determinant of innovation and its characteristics, which support the realization of the related processes, are a necessary condition for the perception and introduction of innovations in the organization.

Some studies explore the nature of the relationship between corporate culture and radical innovation. Values that relate to the future orientation and risk tolerance are leading to radical innovation (Tellis et al., 2009). One of them, "willingness to cannibalize", is an indicator of a culture that promotes innovation as a prerequisite for radical innovation in the company (Chandy and Tellis,1998; Tellis et al., 2009). Shortest “willingness to cannibalize” can be defined as values and beliefs on investment in next-generation technologies and is seen as positive for the introduction of radical innovation.

In light of the preceding, the culture of innovation is constituted by the tendency to "cannibalize" outdated technologies, orientation to the future and tolerance for risk-taking. The research literature also introduces the term "open innovation culture" (Herzog, 2011), which is associated with the simultaneous promotion of internal integration and external adaptation (Denison and Mishra, 1995).

In analyzing the relationship between corporate culture and innovation in the research literature, the Cameron and Quinn model (1999 / Competitive Values Framework) is often applied. The model is one of the most comprehensive and popular tools for describing the corporate culture and is used in various empirical studies (Deshpande´ et al., 1993; Obenchain and Johnson, 2004; Igo and Skitmore, 2006). It is believed that certain types of corporate cultures in greater support innovation in companies. According to Cameron and Quinn (1999), this kind is the adhocracy culture, characterized by the flexibility and the orientation towards the external environment of the organization. In Dennison et al. /2006, 2012/ this is the culture of adaptation /Димитрова, 2012/. Adhocratic and clan types of culture are defined as organic, and market and hierarchical – as mechanical cultures (Slevin and Covin, 1997). Organic cultures are suited to faster adaptation and flexibility to changes occurring in the surrounding environment, while mechanics support companies in a more predictable business environment. Both forms of corporate culture are effective for

companies that carry out their business in different business realities and through different processes (Slevin and Covin, 1997). We can confirm the conclusion that every company can introduce and successfully manage innovation culture. This statement also corresponds to the results of an empirical study of the impact of corporate culture on the processes of innovation or imitation in the organization carried out by Naranjo-Valencia, Jimenez-Jimenez and Sanz-Valle /2011/. They confirm that adhocratic culture supports innovation orientation during hierarchical – the orientation towards imitation. The findings Naranjo-Valencia and colleagues are in line with the theoretical studies of other authors such as Burns and Stalker, 1994; Detert et al., 2000; Menzel et al., 2007, etc. (Naranjo-Valencia, Jimenez- Jimenez and Sanz-Valle, 2011: 63).

Their research is fundamental because it reveals which of the elements of culture influences the organization's propensity for innovation. They also find that the impact of corporate culture on innovation is much more complicated than previously proven.

After an in-depth study of various scientific publications related to the study of the corporate culture and innovation link by the author of this article, the following main dimensions of the corporate culture are presented which support the processes of innovation in the organization (Димитрова, 2107: 98-100).

Table 1

Dimensions of the culture of innovation

Dimensions	Authors
Autonomy in the organization; freedom in the organization; Self-determination of employees' duties	Tushman and Nadler /1986/; authors, cited in Wolf and Brennan/2014/, Barbosa /2014/; Yesil and Kaya /2012/; Brown and Eisenhardt /1997; 1998/
Employee freedom of action and empowerment; Employee involvement; Empowered teams; Teamwork; Cross-functional teams	Ahmed /1998/; Dervesiotis /2010/; Marcoulides and Heck /2013/; Dombrowski et al. /2007/; Yesil and Kaya /2012/;
Support and interaction; an environment that provides freedom to innovators and stimulates creativity	Hurley and Hult /1998/; Hamel and Getz /2004/; Marcoulides and Heck /2013/; Dombrowski et al. /2007/; Claver et al. /1998/
Shared power and participation decision-making	Hurley and Hult /1998/
Undertaking and promoting risk and non-penalizing errors; Promoting experimentation, different problem-solving thinking; Tolerance to uncertainty; tolerance for failure to uncertainty; to constructive conflicts	Tushman and Nadler /1986/; Martins and Terblanche /2003/; Parveen et al. /2015/, authors, cited in Hogan and Coote /2013/; Wolf and Brennan /2014/; Barbosa /2014/; Claver et al. /1998/; Tellis et al. /2009/ Chandy and Tellis /1998/; Marcoulides and Heck /2013/; Martins and Martins /2002/; Leavy /2005/; Barbosa /2014/; Marcoulides and Heck /2013/; Marcoulides and Heck /2013/; Hurley and Hult /1998/

Dimensions	Authors
Orientation towards creativity and different thinking	Dombrowski et al. /2007/
Shared vision and common goals; Innovation-oriented mission and vision; Strategy, goals; Values	Ahmed /1998/; Dombrowski et al. /2007/ Martins and Martins /2002/; Barbosa /2014/
Employee Involvement; identification with the organization	Prather and Turrell /2002/; Tushman and Nadler /1986/;
Development / Career and Professional Growth of Employees included and innovation training	Tushman and Nadler /1986/; Marcoulides and Heck /2013/; Barbosa /2014/; /Peicheva, 2016/
Orientation towards technology development	Slater et al. /2014/; Russell /1989/
„Willingness to cannibalize."	Chandi and Tellis /2009/; Slater et al. /2014/
Flexibility and orientation towards the external environment; adaptability; Market orientation	Dombrowski et al. /2007/; Slater et al. /2014/; Hogan and Coote /2013/; Calantone et al. /2002/; Hurley and Hult /1998/
Creating technologies that meet the needs of customers; Customer and supplier orientation to competitors; proactive actions; mission and vision-oriented towards them	Tushman and Nadler /1986/; Dervesiotis /2010/; Slater et al. /2014/; Narver et al. /2004/; Martins and Terblanche /2003/
Constant interactions with the environment; The community around the company; the role of the external environment.	Dombrowski et al. /2007/ Leavy /2005/;
Creating products and services that exceed customer needs; knowledge of their needs, introduction of new and differentiated products and services; achieving total customer satisfaction	Barbosa /2014/
Organizational effectiveness; performance standards for the organization; Organizational success; evaluation; Total Quality Management /TQM/	Tushman and Nadler /1986/; Parveen et al. /2015/; Authors cited in Hogan and Coote /2013/; Barbosa /2014/

Dimensions	Authors
Leadership; Top management Strategy; Management practices; Participative leadership style; Management support; Management commitment to innovation improvement.	Dervesiotis /2010/; Dombrowski et al. /2007/; Martins and Terblanche /2003/ Claver et al. /1998/; Barbosa /2014/; Yesil and Kaya /2012/
Communication and information sharing; Open communication; Lateral communication; Internal communication Interpersonal communication and cooperation; A collaborative and shared communication environment	Ahmed /1998/; Martins and Martins /2002/; Martins and Terblanche /2003/; Brown and Eisenhardt /1997; 1998/; Dombrowski et al. /2007/; Hogan and Coote /2013/; Hurley and Hult /1998/; Parveen et al. /2015/ Barbosa /2014/
Company knowledge sharing capabilities; Knowledge-based company; Knowledge management	Gupta and Dasgupta /2009/; Marcoulides and Heck /2013/; Russell /1989/; Dewar and Dutton /1986/; Leavy /2005/; Gupta and Dasgupta /2009/;
Learning and development; A culture of continuous learning and change	Hurley and Hult /1998/; Slater et al. /2014/; Martins and Martins /2002/; Barbosa /2014/
Trust; Openness; Transparency	Gupta and Dasgupta /2009/; Leavy /2005/; Wolf and Brennan /2014/; Hogan and Coote /2013/;
Organizational climate that is nurturing innovation	Rao and Weintraub /2013/; Marcoulidis and Heck /2003/
Responsibility; Shared responsibility; priorities;	Parveen et al. /2015/; Hogan and Coote /2013/; Marcoulidis and Heck 2013/; Claver et al. /1998/; Brown and Eisenhardt /1997; 1998/
Organizational structure Flexible structure and information technologies; Non-hierarchical structure	Martins and Terblanche /2003/; Vincent et al. /2004/; Barbosa /2014/; Martins and Martins /2002/; Barbosa /2014/; Dombrowski et al. /2007/
Support Change; Cultural adaptation; Continuous improvement; Orientation to the future.	Wolf and Brennan /2014/; Barbosa /2014/; Chandy and Tellis /1998/

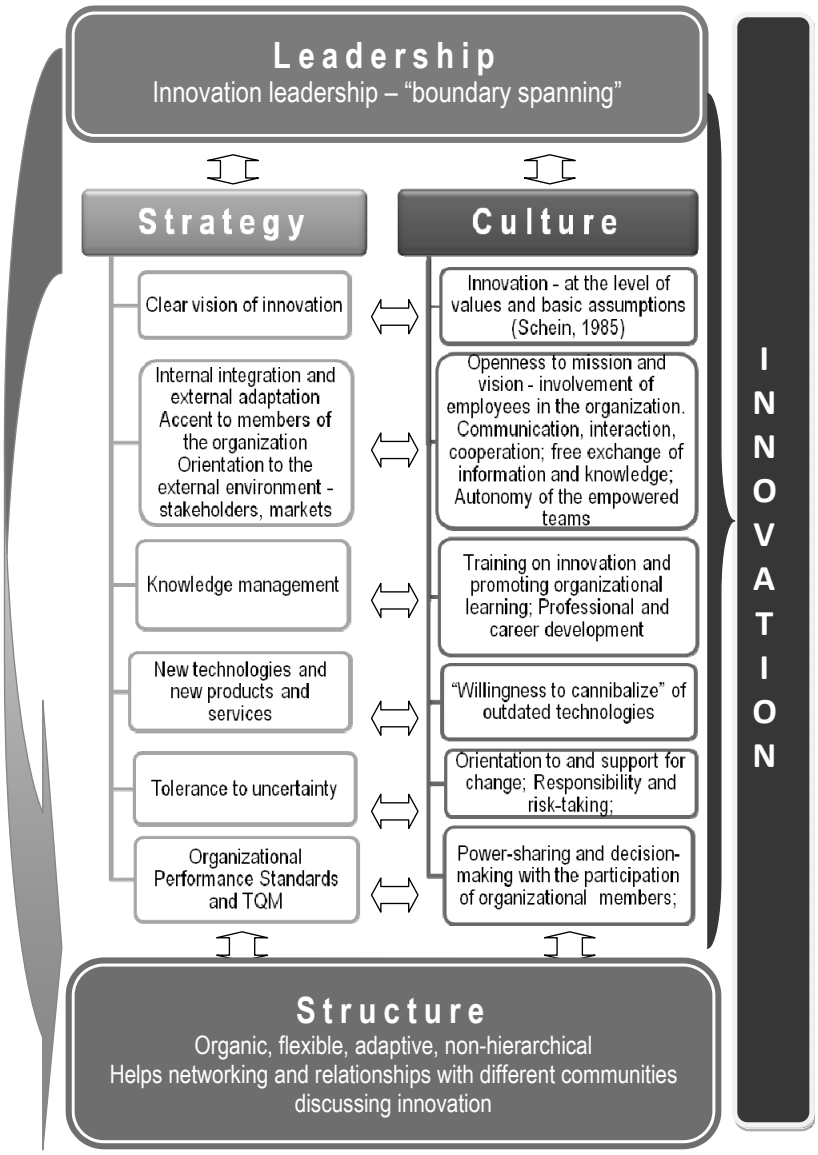
Source: own selection of the author

The Culture of Innovation Model

The author created, by the above dimensions, a model of the culture of innovation.

Figure 1

The Culture of Innovation Model



Source: The author.

The definition of a certain typology of the culture of innovation is practically impossible because the determination of several specific parameters is not a sufficient condition for the existence of one. Innovation and its implementation are also related to the conditions in which the organization operates, its sphere of activity, its size, a form of governance, innovative capabilities. The main regarding the existence of a culture of innovation is the discovery of the specific characteristics that may promote the perception and actions of members of the organization for the realization of innovation.

An essential feature of the culture of innovation is change – the implementation of experiments, the redefinition of business performance parameters, the risk-taking attitude, the perception of change as a set of opportunities as a continuous improvement rather than a threat.

The culture of innovation is also a culture of interaction – both between the members of the organization and between them and the external stakeholder. The basement of this culture is open communication, the freedom to share knowledge, unrestricted by the organizational hierarchy, the trust that exists in the organization and what is generated by the organization.

Adoption, implementation, and management of the culture of innovation require an understanding of its importance for the competitiveness of the organization's leaders. This culture is also related to the implementation of innovative strategies that also require an appropriate organizational structure that tolerates an environment for motivation and inspiration for members of the organization

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