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Knowledge Creation for Greater Innovation in Society 5.0: A Case Study on the Clicks Group

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Abstract
It takes a great deal of time and effort to design innovative programmes, so an organization's survival is tied to innovation. Additionally, some people lead innovation better than others. An MIT Sloan Management Review study published in 2011 evaluated the experiences of companies that implemented these new ideas for innovation. Results suggest that it is in overcoming organisational' challenges , that the limitations of innovation can be surpassed. This qualitative study will examine why innovative management practices are so critical to the Clicks Group a South African retail business and its member organisations in order for them to compete in today's business environment. As a second objective, the study will examine whether the Clicks Group or any of its subsidiaries has a culture of change. This study also importantly to look at what value a change culture might bring to the future success of an organization or group of organisations. Furthermore, the Clicks Group and its subsidiary organizations have identified the value of ethical management practices and collaboration as two possible drivers of sustainable success. This paper presents a model for achieving success in diversity management as a competitive advantage for organisations such as the Clicks Group.

Key words: Society 5.0, innovation, diversity, knowledge management, change culture, ethics.

Introduction

Large organizations rely on innovation for their survival, since it takes a lot of time and effort to execute this process (Liao et al., 2009; Demircioglu, 2016; Do et al.,2022). However, not everyone is capable of leading innovation successfully (Davila et al, 2012; Dixit, 2022; Kearney, 2022). According to a study conducted by MIT Sloan Management Review in 2011, and other studies suggest that the experiences of companies that adopted these new ideas for innovation were evaluated (Chiaroni et al, 2011; Jevnaker and Olaisen, 2022, Köhler et al., 2022). Research suggests that overcoming organisational challenges can easily inhibit the barriers prohibiting greater innovation (Torres de Oliveira et al., 2022).

Innovation management refers to the process of managing an idea of innovation within an organization and within products (Çark, 2022; Mignenan, 2022; Endres et al., 2022). It is ultimately the company's goals that are taken into account, along with internal and external prospects (Davies and Hobday, 2005; Kraus et al, 2022). Furthermore, innovation calls for the involvement of human capital at all levels, from management all the way to operational and technical staff (Cirera and Maloney, 2017; Diebolt and Hippe, 2022). Consequently, in order to be innovative, ideas, technology, and actions must be merged through the process of identifying, making a selection, execution, and evaluating the preferred innovation

(Hitt et al, 1998; Basant and Jaiswal, 2022; Luntovskyy and Gütter, 2022). This was the case when Clicks Group incorporated other businesses such as Musica, the Body Shop, and General Nutrition Company (GNC) under their umbrella group.

Josef Schumpeter, the father of innovation management, identified innovation as a key contributor to economic growth (Aslam et al., 2020). Innovative management involves applying a system to help an organization to understand the value of opportunities and use them to create and introduce new ideas, processes, or products (Åström, Reim and Parida, 2022, Endres, 2022). Elements such as simulation and development lead to innovation, which is somewhat of a brainchild linked to vision (Lusch and Nambisan, 2015; Hrehova and Matiskova, 2022).

Innovation has been defined by Edison and colleagues (2013) as having multiple definitions and notions in their meaning. Edison and his colleagues, concluded that the following definition provides the best fit: "innovation comprises the emergence, adoption, assimilation, and utilization of new processes, products, services, and markets that surpass existing norms." Suggesting that it is a procedure as well as a consequence.

Structured innovation, sustainable innovation, and embedded innovation are among the types of innovation identified. Through structured innovation, businesses can address customer needs and ultimately deliver products or services that are faster, cheaper, or better than their competitors (Keeley et al., 2013) (Hernandez-Vivanco et al., 2018; Schot, and Geels, 2008). To accomplish this, Simanis & Hart (2011), Antonelli (2014) and Axtell et al (2016) suggest driving structural change . Yet the most pressing question on many CEOs' minds is how they can transform the innovation process so that constant value is ensured (Christensen and Overdorf, 2000; Brocke et al. 2017; Geada, 2020).

The study will first examine why innovative management practices are important for the Clicks Group, along with the statement: "Innovative management practices are essential for the Clicks Group and its member organisations in order to succeed in today's marketplace." Secondly, it will analyze whether the Clicks Group or any of its members exhibits a change culture. Additionally, describing further the potential value such a change culture could have for the future success of the organization or group of organizations. The motives of ethical management practices, as well as collaboration have been identified as two possible drivers of sustainable success within the Clicks Group and its various organizations. This study will conclude with the presentation of a model of governing diversity.

Materials and Methods

The study adopted a qualitative stance, taking a desktop approach as researchers explored an array of primary and secondary literature which include national statistics, government reports, journal articles, interview documents. A literature review was conducted initially to collect, search and evaluate definitions, theories, policies, viewpoints, principles, methods and other research findings, as well as collected statistics from municipal institutions. The study examined the technological advances of municipal governance and administration.There were many different sources reviewed, including documentaries, reports, press releases, manuscripts, articles, the Internet, strategic and operational frameworks of municipal services, strategic plans, protocols, and municipal audit reports related to municipal governance

Results

Innovative management practices should become the norm in organisations

Currently, organisations like the Clicks Group are facing environmental, policy, and structural weaknesses that may limit their ability to take full advantage of the rapidly advancing process of globalisation and form innovation practices (Qureshi et al, 2008; 159-161) (Shahzad et al., 2021). A lack of innovation in the product and service development process in developing nations such as South Africa is a major hindrance to organisational profitability (Anderson and Billou, 2007; Bloom et al., 2010; Bradley et al., 2012; Cirera, and Maloney, 2017). It is essential to find mechanisms that will best initiate innovation for retail and supply chain sector companies such as Clicks Group in order for innovation to become the norm (Onileowo et al, 2021; Soumaré et al., 2021; Kaplinsky and Kraemer-Mbula, 2022).

Moreover, although innovation is not sufficient for the survival and development of a company, it has become indispensable(Skare, 2022). Additionally, senior management is accountable for ensuring successful innovation, application of the company's vision - in the case of Clicks Group, passion, honesty, openness, respect, discipline, delivery, and dialogue to ensure endorsements and support of the organization's performance.

There is no clearcut definition or method that managers can use to define or measure innovation, despite years of research into the subject. Technological advancements and market developments can have an effect on the development and management of innovative research, therefore contributing to the growth of the innovation process (Popova et al., 2021; Zhou et al., 2021).

Innovative management practices are essential for organisations wanting to thrive

According to Geroski (1994) (Tidd, 2001; 170), the profit margins of innovators who control other influences are higher than those of non-innovators (Freel, 2000, Stoffman at al., 2022). Additionally, innovative firms are protected against cyclical downturns (Ahmad, 2021). The degree, type, organisation, and management of innovation are influenced by the environment, as well as the synergy between these factors that lead to better performance (Tidd, 2001; Iqbal at al, 2022; Cakir,. and Adiguzel, 2022). In lieu of a one-size-fits-all approach, identifying the organizational settings best suited to each environment, both technologically and economically, is the objective (Lam et al, 2021).

In their 2008 study, Qureshi et al (2008), note that innovation requires a restructure of business culture. Despite gaining more attention from top management due to the advent of the information and technological age, the strategic directive and competition continue to be the focus (Macário, and Van de Voorde, 2022; Loonam, and O'Regan, 2022). In order to ensure competitive advantage, this encourages the innovation of practices, processes, and systems. Keeping up with the latest trends in business and marketing allows companies to stay ahead of their competitors. For an organization to maximize the benefits of innovation, it is essential that it has a clearly defined strategic direction (Azeem et al, 2021; Clauss et al., 2021). As information technology develops at a rapid pace, companies are faced with rapid changes, making it challenging for them to establish synergic relationships between quality and productivity (Qureshi et al., 2008; 161; Sharma, and Garg, 2022).

A company that invests and nurtures innovation does so in order to implement effective innovation processes, resulting in innovations in products, services, and processes that improve business performance results (Opazo-Basáez et al, 2021; Hendriarto, P., 2021).This new model emphasizes substantial investments in innovation capabilities as an important engine of wealth creation, rather than just adding physical assets (Konno, and Schillaci, 2021). For a forward-looking business to succeed, the notion of innovation must be integrated into the organisations vision, strategy, competence, organisational intelligence, creative management, and structures, cultures, and technologies (Lawson & Samson, 2001; 377; Kuehnel and Au-Yong-Oliveira, 2022; Ma at al., 2022).

Change culture and organisational sustainability

According to Schein (Raja et al., 2012), organizational culture is an assumption achieved by a group that has mastered its internal and external processes (Xenikou, 2022). An individual becomes the culture's creator and cultural assumptions often derive from basic values. Specifically, Schein defined three levels of organisational culture: "artefacts," "underlying assumptions," and "espoused beliefs." Artefacts show the surface of a culture and can be seen, felt, or touched. A leader assumes the role of execution (Raja et al, 2012; 542-543; Costa, 2022).

The notion organisational change refers to any change in how people, structures, or technologies within an organization function (Khan et al., 2022; Burke, 2022). Continuity and variation, which together create improbability without being totally unpredictable, create threats and opportunities at the same time (Adobor at al., 2021). The change management process is also part of the manager's portfolio (Sirkin et al., 2005; Gill, 2002; Cao, 2022). Market forces (government, technology, marketplace) and internal forces (the organisation's strategy, changes in its workforce, new equipment) all play a part in the change process (Buschow and Suh, 2022).

It is essential for the culture of a firm to be valuable, rare and imperfectly imitable if it is to ensure sustained competitive advantage (Masunka and Muchemi, unknown; Wiercinski, 2021; Gasela 2022).It is important to remember that not all companies have a strong organizational culture, which isn't necessarily a competitive advantage for all organizations (Jakobsen and Worm, 2022; Kasperson and Kasperson, 2022; Bamidele,unknown). In contrast, Barney (2015; 659), Baykal (2022) , Silwal (2022) and Ilowski et al. (2022) found that culture can have a significant economic impact on firms.

It is the culture of every organisation that shapes the identity of its employees as well as its perception in the public eye (Dutton et al., 1994; Melewar and Karaosmanoglu, 2006; Xenikou, 2022). Employees' behaviour is influenced by the culture that they are exposed to at work, as this is an important factor for guiding employee behaviour (Ho et al., 2022; Minghui, 2022). It is argued by Barney (1986; 656) (Bingol et al, 2013; 222) that organizational culture can be leveraged as a competitive advantage since it is unique to the business (Bamidele, unknown; Hesket, 2022; Kasperson and Kasperson, 2022). A culture that is tailored to the business needs as well as its eco-system in order to achieve sustained superior financial performance (Silwal, 2022).

It is crucial to understand organisational inertia and how the organization operates in order to understand change in the organization. Rather, change should be called changing, not merely change, since it is a continuous process that demands recognition (Shah and Shome, 2022; Jamil et al., 2022).

A healthy culture is intended to foster openness as an organizational objective within the organisation for innovation by managing the human capital of the organization and promoting a climate conducive to innovation (Vargas-Hernández, 2022; Isa and Muafi, 2022; Chowdhury at al., 2022).

. There have been findings that instruments like the KEYS instrument for measuring the work environment for creativity are effective and rigorous (Adams et al., 2006; 33; Culpepper, 2010; Veiga and Cortez, 2022). Those findings emphasize the value of individual and group autonomy in innovation. This prevents innovation from being constrained. The reward offered to individuals can provide the basis for measuring morale and motivation in the innovative organization.

Notably, top management of a company can promote organizational culture or not (Rifai at al., 2022).Yet, corporate culture will occur naturally or as a result of takeovers, mergers, and acquisitions (Oancea, 2022; Teerikangas and Hassett, unknown; Johansson, unknown). The success of a high-performance driven culture must be driven by people who are self-aspirational and are conscious of their impact on others (Guillory, 2022; O'Malley and Burke, 2022).

Organisations that are successful focus their efforts on creating a culture that will produce desired results (Atkinson, 2012; 3; Burke, 2022).Thus, organisational culture continues to be a source of sustained competitive advantage. Clicks Group is an excellent example of progress in this regard. Upon reviewing the Governance Reports, the Corporate Sustainability Report and the Annual Report, managerial values and beliefs are clearly evident in the culture of the organization. As Barney (2015; 656) and Liu et al. (2022) and Diaconu and Tiliuță (unknown) points out, strong organisational cultures have excellent management mechanisms that strive to ensure corporate cultural advancement. This is evident in Clicks Group's management of stakeholder relations.

The financial strength of the business is often enough linked to sustainability (Santos et al, 2022; Akume and Iguisi, 2022; Ezennia and Mutambara, 2022). Further to this profitability can either be temporary or sustained. Competitive dynamics discussed in microeconomics result in temporary superior performance (Hoopes, and Madsen, unknown; Turkcan, Imamoglu, and Ince, 2022); Sultana, Akter, and Kyriazis, 2022). Clicks Group has faced increased competition that has been exacerbated by imitation (duplicating the success of another firm). Certain firms are able to gain a competitive advantage that is untainted by imitation, and this results in sustained superior performance, although it isn't guaranteed to last forever (Kharub et al., 2022; Le and Ikram, 2022; Turkcan et al., 2022). Weick and Quinn (1999; 361) suggest that growth in the rhythm of change in organisations is linked to the pattern of work. Among the types of change, there are discontinuous, intermittent and continuous, evolving and incremental (Weick & Quinn, 1999; Krauss and Vanhove, 2022). Clearly, change starts when we fail to adapt, and change never stops since it is a never-ending process. Finding a way to reconcile this is a constant topic of discussion (Pérez-Latre and Sánchez-Tabernero, 2022).

Though some things, as in the case of Clicks Group, seem constant, other things change. Furthermore, many organizations have pockets of workers who have already adapted to the new environment. The challenge, Weick & Quinn (1999; 381) state, remains the acceptance of continual change, so that isolated innovations are able to travel and remain relevant to the needs of innovators within an organization (Audretsch, Eichler, and Schwarz, 2022; Pérez-Latre and Sánchez-Tabernero, 2022).

Ethical management practices and collaboration as sustainable drivers for the success of businesses

In a broader sense, ethics are rules that govern the values of an institution. Business ethics ensure that justice and others are considered in the way they operate and make decisions (Bhatt, 2022; Smith, and Drudy, 2022). A key finding of Svensson et al. (2010; 336) , Tapaninaho and Heikkinen (2022) and Gomes et al., (2022) is that sustainable business models create value for stakeholders. For instance, human security can be a factor. Thus, sustainable business practices are meant to permeate into society for long-term sustainability. However, many corporations are only concerned with maximizing profits (Ghardallou, 2022; AlQershi et al., 2022; Abeydeera, et al., 2022; Rroy et al., 2022).

Planet earth must continue to support businesses, regardless of how many fail to take the economic and ecological factors into account. For this reason, terms such as corporate social responsibility (CSR); triple bottom line, and sustainability have been incorporated into company jargon. As described in Svensson et al. (2010) they all form the foundation of business ethics. The Clicks Group clearly explains how they empower people, maintain a minimal environmental footprint, and adhere to the King II Report. Leadership and operational management are committed to fair business ethics. Goel and Ramanathan (2014; 55) mention that values are integral to the business process (Freeman et al, 2004; Harvey et al., 2022; Celano, 2022; Rani, 2022).

As a result, Corporate Social Responsibility (CSR) is not the sole determinant of ethics in business. A more dynamic and participatory approach is needed that goes beyond pure profit returns to stakeholders. Business must therefore adhere to ethical values and norms in order to exist and promote profits. The current trend is focused on corporate social responsibility (CSR), but it is not sufficient in itself to assure a resolute. Corporate governance, outreach policy, and corporate strategy should be used by firms as tools for ensuring ethical practice is manifested in business (Goel and Ramanathan, 2014; 57; Csedő et al., 2022; Triantafyllidis, 2022).

A corporate model of sustainable business practice from an ethical perspective can be divided into four parts: a code of ethics; communication; guidance; and outcomes (solve ethical dilemmas; Robinson, 2022; Disantara, 2022; Laas et al., 2022). One fundamental element of this model is that it evaluates and monitors current ethical practices so as to deal with any misdemeanours immediately. This process is a continuous one that is revisited and amended according to ever-changing needs.

As companies compete for customers' attention, it has even impacted their lives. Unethical practices remain susceptible to high profit needs, impacting on the quality of goods and services, and on society as a whole. All of this is dependent on integrity, which should exist in the business environment (Nelson and Stout, 2022). Notably, the link between organisational ethics and the delivery of services is not well established (Krishna et al, 2011; 281).

According to Goel and Ramanathan (2014; 49), CSR plays a significant role in business ethics. As part of business ethics, moral principles and ethical decision-making are covered as well as governance considerations, codes of conduct, and accountability issues that might arise from business practices and have an impact on the business directly (McQuade, 2022). Therefore, this calls for a definition of morality. In part, this is due to the growing awareness of natural resources, inequalities, and the influence of business on the lives of citizens. Consequently, societal norms have become increasingly important to ethics. There is no way of identifying business ethics as only a set of norms practiced by a firm (Krishna et al, 2011; 50; Somani, unknown).

In addition to producing employees who are happy and feel appreciated, the implementation of ethical business policies also ensures that employees adhere to company policies and work harder. In this way, management adheres to legalities within the firm and beyond at the governmental level. Furthermore, successful business approaches and business success depend on ethical behaviour. To avoid unethical practices, management must always advocate for and practice policy (Nelson and Stout, 2022; Onumah et al., 2022).

Making employees understand business values and making them an integral part of their daily lives is the most difficult task. Business' primary financial responsibility is to make a profit, so ethical behaviour is not always the top priority. Carroll's CSR pyramid illustrates this. Creating an ethical climate through ethical decision making is the responsibility of management (Krishna et al, 2011; 281;).

Business codes and policy might not always ensure ethical values are adhered to, and this is a process that requires reminding management and staff of ethical values and engaging them in training and dialogues (Krishna et al., 2011; McQuade, 2022).

For a long time, CSR has been a part of ethical and responsible business practice, but now that globalisation and the economic environment have become more prevalent, it has gained more relevance. Goel and Ramanathan (2014; 51) attribute this to the responsibility of corporations toward their larger stakeholders. Also, the profitability of the firm is at the expense of others. The corporate sector has the ability to invest in local communities they are a part of and can initiate support for the development of these stakeholders.

Organisations use sustainability as a concept in relation to business ethics and the impact businesses have on society and the environment. Initially, sustainability had been linked to the environment, but in recent years it has expanded to encompass economic, social, and environmental aspects (Weimin et al., 2022; Truffer et al., 2022).

In addition to this, sustainable development can also be defined as the integration of environmental thinking into every facet of political, economic, and social activities (Brinkmann, 2022).The emphasis remains on the protection of the planet. The United Nations widely promoted this concept at the Earth Summit in Rio de Janeiro in 1992 (Krishna et al, 2011; 49; Hussain et al., 2022).

Ethics issues related to morality entail defining what morality is, as well as what constitutes "morally defensive" behaviours (Wozniak, 2011; 304) cited by Goel and Ramanathan (2014; 49). There is a growing awareness of the importance of natural resources, bridging the inequality gap, and linking societal norms. Business ethics can be viewed as a set of norms followed by the company in compliance with the law. According to the normative stakeholder theory, corporations have a moral obligation to cater to stakeholders' needs (Salgueiro, 2022; Dathe et al., 2022).

It can be observed from the above literature, that there must be a correspondence between the objectives of an organisation, individual career aspirations, and internal politics (Burns & Stalker, 1961).

Managing diversity, as a change management process in the culture of an organisation

Since the demise of apartheid, many changes have occurred in the South African business landscape. Human capital within South Africa has been altered as a consequence, directly impacting management (Oosthuizen, 2002; 98-99; Dladla, and Malikane, 2022).

Business and ethics remain tied together when it comes to diversity. Cultural diversity goes beyond gender, sexual preferences, and racial imbalances in the workplace. Culture diversity aims to overcome stereotypes, biases, language differences, value differences, among other factors (Oosthuizen, 2002; Barak, 2022). As a term, diversity can be defined as the differences between people along certain lines such as their age, their gender, their race, their ethnicity, their religion, their sexual orientation, and their socioeconomic background (Riquelme, 2022)

As well, the role of women in business is increasingly important to consider in the process. The imperative of equal opportunity and "breaking down the glass ceiling" becomes very clear (Bader et al, 2022; Sousa and Santos, 2022).

According to Kraus (Kraus et al., 2022) and Oosthuizen (2002; 99), cultural, political, and communication barriers remain the most important diversity factors within the region. Global diversity creates better understanding and knowledge exchange, which in turn creates a co-company that demonstrates global excellence and prestige due to its inclusion of a multicultural approach, within global business structures (Barak, 2022; Provance et al., 2022)

As a result, fair practice must be part of the brand and demonstrate its core values, Hence, when organisational risks linked to diversity imperfections arise, such as inequality or sexual harassment, there is a direct impact on the institution's reputation.

Conclusion

In the process of innovating, individual and group autonomy are considered important. Although Clicks Group is known for innovation, culture, business ethics, and diversity, there is a need to consider a future-oriented culture as well. A design and building culture drives business performance. Atkinson (2012) argues that a company's vision should articulate why it exists and remain relevant (Atkinson, 2012; 5). Innovation is discussed in the above section. In order for any organization to be sustainable, changes in culture, business ethics, and diversity are critical ingredients. The Clicks Group is no exception.

Implications of the research

This study highlights the possibility of transforming organizations through innovation in a digitally-driven world for increases in performance, profits, and sustainability. Change culture takes into account innovation, sustainability, ethics, diversity, and inclusion, as has been suggested previously. Specifically, the study examines the Click Group and how they have managed their innovation and change processes in the retail sector of South Africa. Essentially, retail companies like Clicks Group aim to be on top of innovative advances that have emerged due to globalization and Industry 5.0, in an effort to remain socially responsible, increase profit share while remaining ethical, and managing diversity and inclusion. The goal of innovation management and change management is to ensure people, profit, and planet remain at the forefront of organisational strategy in an Industry 5.0 world. By incorporating adaptability into their management process, Clicks group ensures that their innovation management process will have a positive impact on their business in the future. It discusses a very unique case of organisational change involving innovation management for a retail company located in the developing world, Click Group. In this sense, organisational change management could be considered a tool in place in the transformation of organizations in developing worlds, to ensure greater ethics, sustainability, inclusivity, and diversity, all of which are vital elements for Industry 5.0.

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