

CHAPTER 7

RESEARCH RESULTS, OBSERVATIONS AND FINDINGS

7.1 INTRODUCTION

In this chapter the compilation of all the research findings, learning's, results and observations relating to the Neethling creativity intervention and conceptual deliberate intervention within the implementation of the deliberate creativity strategy, is presented.

Results and findings are presented as follows:

1. Before any creativity interventions were implemented - the pre-testing phase.
2. Neethling creativity intervention results and findings.
3. Conceptual deliberate creativity intervention results and findings.
4. Additional financial and furniture market analytics – post deliberate creativity results and findings.

The summary of the results and findings is graphically presented in **Table 7.1** on the following page.

Table 7.1: Summarised results and findings

PRE CREATIVITY INTERVENTION				
	Statistical Findings			
Intervention	Significance factor (p)	Partial eta squared	Size of effect	Financial Results
Q4 2008:2009 SALES (time period) [Before any creativity interventions]	0.000	0.576	large	102.8%
Q4 2008:2009 PBT (time period) [Before any creativity interventions]	0.000	0.399	large	93.90%

Comments

There is a significant ($p < 0.05$) and large effect (0.576) increase in PBT 2009 Q4 to PBT 2010 Q4 for both groups. The intervention group had a marginal 2.8% increase in sales better than the control group,

NEETHLING CREATIVITY INTERVENTION				
	Statistical Findings			
Intervention	Significance factor (p)	Partial eta squared	Size of effect	Financial Results
Q1 2009:2010 SALES (time period) [After the Neethling creativity interventions]	0.000	0.369	large	111.3%
Q1 2009:2010 PBT (time period) [After the Neethling creativity interventions]	0.000	0.399	large	116.9%

Comments

There is a significant ($p < 0.05$) and large effect (0.399) increase in PBT 2010 Q1 to PBT 2011 Q1 for both groups, with a corresponding significant ($p > 0.05$) and large effect (0.369) increase in SALES 2010 Q1 to SALES 2011 Q1 for both groups. Further the intervention groups showing a sharper increase in both SALES and PBT than the control group. The intervention group had a significant 11.3% increase in sales better than the control group, and the intervention group PBT was 16.9% significantly higher than the control group.

CONCEPTUAL DELIBERATE CREATIVITY INTERVENTION				
	Statistical Findings			
Intervention	Significance factor (p)	Partial eta squared	Size of effect	Financial Results
F1 2010:2011 SALES (time period) [After the conceptual deliberate creativity interventions]	0.000	0.493	large	99%
F1 2010:2011 PBT (time period) [After the conceptual deliberate creativity interventions]	0.000	0.305	large	122.9%

Comments

A significant ($p < 0.05$) and large effect (0.493) increase in SALES 2010 F1 to SALES 2011 F1 for both groups. There is also a significant ($p > 0.05$) and large effect (0.305) increase in PBT 2010 F1 to PBT 2011 F1 for both groups, with the intervention groups showing a sharper increase in SALES and PBT than the control group. The intervention group had a FLAT sales trend in sales with the control group, however the intervention group had a remarkable 22.9% significantly higher PBT than the control group.

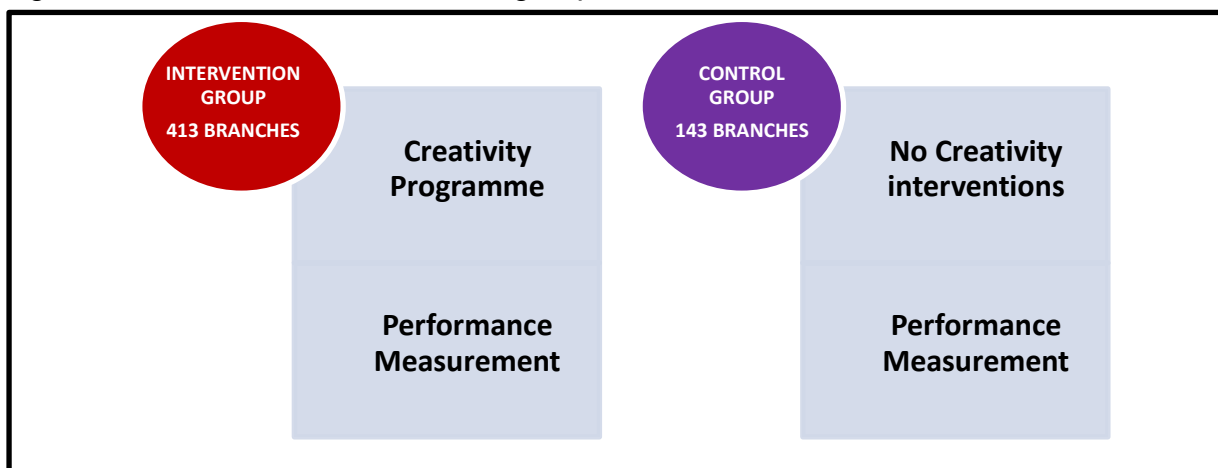
Source: Researchers own construction 2013

The partial eta-squared values from the MANOVA's can be used to determine the practical significance of a particular factor and the table below gives guideline values (Cohen, 1988:223).

<i>Partial eta squared</i>	<i>Size of Effect</i>
0.01	Small
0.09	Medium
0.25	Large
Significance factor (p)	<0.05 is significant

As outlined in **chapter six**, the control and intervention design was applied across the selected creativity interventions, to ensure consistency in the measurements of the specific groups and participants, graphically illustrated in **Figure 7.1**.

Figure 7.1: Control and intervention group structure



Source: Researchers own construction 2013

The results and findings within the creativity interventions illustrated in **Table 7.1** are presented by the following key metrics:

1. Statistics results and findings
 - a. Sales performance
 - b. Profit before Tax (PBT) performance
2. Financial results and findings
 - a. Sales performance
 - b. Profit before Tax (PBT) performance

7.2 PRE CREATIVITY INTERVENTION

The financial performance was extracted for Q4 2008 (July to September 2008) before any creativity or deliberate creativity interventions, to set a baseline of the control and intervention group financial performance, to ensure that subsequent financial performance after the implementation of the Neethling creativity models and the CDCF, CDCS and CDCIP could be measured against the baseline financial performance. **Figure 7.2** is a graphical display of the baseline financial performance pre test analysis.

Figure 7.2: Pre Creativity Intervention Q4 2008

PRE CREATIVITY INTERVENTION				
	Statistical Findings			
Intervention	Significance factor (p)	Partial eta squared	Size of effect	Financial Results
Q4 2008:2009 SALES (time period)	0.000	0.576	large	102.8%
[Before any creativity interventions]				
Q4 2008:2009 PBT (time period)	0.000	0.399	large	93.90%
[Before any creativity interventions]				

Comments
 There is a significant ($p < 0.05$) and large effect (0.576) increase in PBT 2009 Q4 to PBT 2010 Q4 for both groups. The intervention group had a marginal 2.8% increase in sales better than the control group, however the intervention group PBT was 6.1% lower than the control group.

Source: Researchers own construction 2013

This section outlines the following *results and findings* for the **Pre Creativity Intervention**:

1. Statistics: Sales and PBT (Q4 2008 versus Q1 2009)
2. Financial: Sales and PBT (Q4 2008 versus Q1 2009)

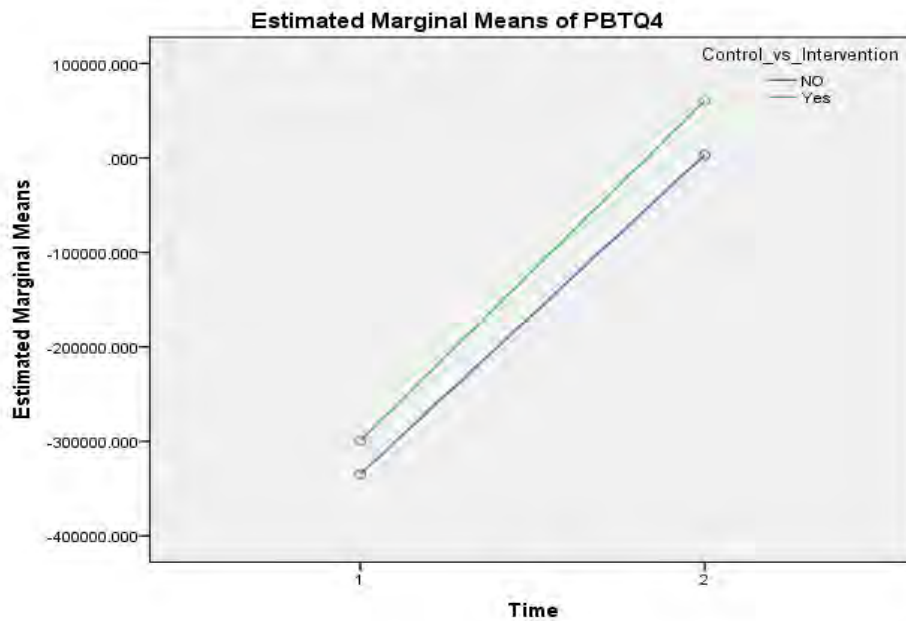
7.2.1 Profit before Tax (PBT) Q4 2008 versus Q4 2009

Table 7.2: PBT Q4 2008 versus Q4 2009

Descriptive Statistics				
	Control_vs_Intervention	Mean	Std. Deviation	N
PBTQ42008	NO	-334843.30473	221443.34427	328
	Yes	-299479.86573	209296.01955	117
	Total	-325545.50166	218638.06689	445
PBTQ42009	NO	3313.705488	215273.36390	328
	Yes	60524.220855	185296.70016	117
	Total	18355.571326	209133.47104	445

Summary of Significance

	p	Conclusions	Partial eta squared	Size of effect
Mauchly	0.000	Sphericity violated; Use multivariate analysis of variance (MANOVA) on the bivariate data Q4 2009 and Q4 2010 with the subject factor 'time' and between subjects factor 'group' (intervention/control), together with their interaction.		
Multivariate Tests				
Time	0.000	There is a significant increase of PBT 2009 Q4 to PBT 2010 Q4 for both groups.	0.576	Large
Interaction	0.443	No interaction between time and membership of intervention and non intervention groups		
Between Subject Effects	0.010	Significant difference between Intervention and control groups, with the control group having higher scores than the intervention group.	0.015	Small



Source: SPSS v22, LKA & Associates, Ellerines analysis, 2012

Results and Findings

The observations from the control and intervention pre test baseline analysis are that both the control and intervention stores had a similar PBT trend and incremental increase in PBT over the time period ($p=0.000$, Partial eta squared= 0.576). Although there is a difference between control and intervention group over the time period, a small size effect is evident ($p=0.010$, Partial eta squared= 0.015), signifying no significant differences in the control and intervention group performance in relation to each other.

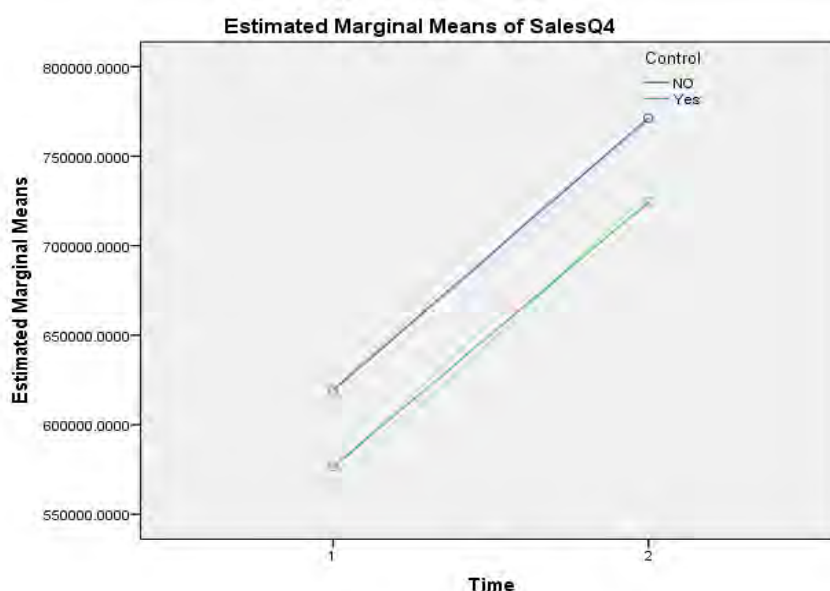
7.2.2 Sales Q4 2008 versus Q4 2009

Table 7.3: Sales Q4 2008 versus Q4 2009

Descriptive Statistics				
	Control	Mean	Std. Deviation	N
SALESQ4F2008	NO	619125.11884	208234.33385	328
	Yes	576452.59632	229287.30064	117
	Total	607905.60168	214532.21211	445
SALESQ4F2009	NO	771248.95344	240160.89516	328
	Yes	724363.52316	216944.52980	117
	Total	758921.77289	234950.47834	445

Summary of Significance

	P	Conclusions		
Mauchly	0.000	Sphericity violated; Use multivariate analysis of variance (MANOVA) on the bivariate data Q4 2009 and Q4 2010 with the subject factor 'time' and between subjects factor 'group' (intervention/control), together with their interaction.	Partial eta squared	Size of effect
Multivariate Tests				
Time	0.000	There is a significant increase from q4 SALES 2009 to q4 SALES 2010 for both groups	0.274	Large
Interaction	0.856	No interaction between time and membership of intervention and non intervention groups		
Between Subject Effects	0.035	Marginally significant difference between intervention and non intervention groups.	0.010	Small



Source: SPSS v22, LKA & Associates, Ellerines analysis, 2012

Results and Findings

The sales trend within the control and intervention group pre-test baseline analysis is similar over the time period. Although there is a significant increase ($p=0.000$, Partial eta squared=0.274) in sales of both the control and intervention group over the time period, a small size effect ($p=0.035$, Partial eta squared=0.010) is evident, signifying no significant differences in the sales trend of control and intervention group performance in relation to each other.

7.2.3 Conclusion: pre creativity intervention

There is a significant ($p < 0.05$) and large effect (0.576) increase in PBT 2009 Q4 to PBT 2010 Q4 for both groups. The intervention group had a marginal 2.8% increase in sales better than the control group; however, the intervention group PBT was 6.1% lower than the control group. Thus with no creativity intervention implemented, both groups had a similar trend performance in both sales and profitability over the similar period measured.

7.3 APPLICATION, OUTCOMES AND FINDINGS OF THE NEETHLING CREATIVITY MODELS

7.3.1 Introduction

The subsequent sections describe and explain the **Neethling** creativity tools deployed in the performance enhancement and culture transformation of the Ellerines retail furniture business, as graphically displayed in **Figure 7.3**.

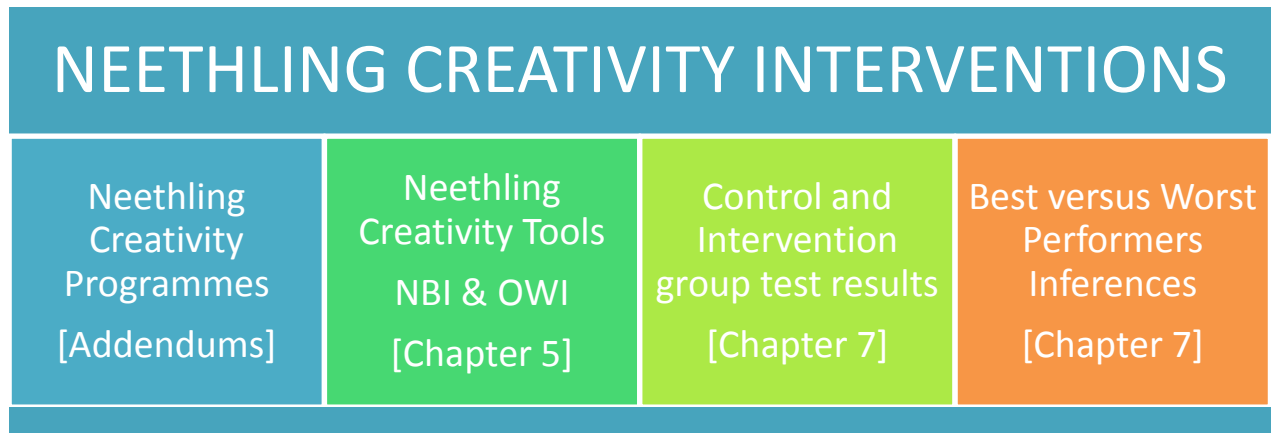
Figure 7.3: Neethling creativity intervention

NEETHLING CREATIVITY INTERVENTION				
	Statistical Findings			
Intervention	Significance factor (p)	Partial eta squared	Size of effect	Financial Results
Q1 2009:2010 SALES (time period)	0.000	0.369	large	111.3%
[After the Neethling creativity interventions]				
Q1 2009:2010 PBT (time period)	0.000	0.399	large	116.9%
[After the Neethling creativity interventions]				
Comments				
There is a significant ($p < 0.05$) and large effect (0.399) increase in PBT 2010 Q1 to PBT 2011 Q1 for both groups, with a corresponding significant ($p > 0.05$) and large effect (0.369) increase in SALES 2010 Q1 to SALES 2011 Q1 for both groups. Further the intervention groups showing a sharper increase in both SALES and PBT than the control group. The intervention group had a significant 11.3% <u>increase</u> in sales better than the control group, and the intervention group PBT was 16.9% <u>significantly higher</u> than the control group.				

Source: Researchers own construction 2013

Figure 7.4 gives a graphical overview of the creativity interventions applied within this research study.

Figure 7.4: Neethling creativity interventions



This section outlines the following *results and findings* for the **Neethling Creativity Interventions**:

1. Statistics: Sales and PBT (Q1 2009 versus Q1 2010)
2. Financial: Sales and PBT (Q1 2009 versus Q1 2010)
3. Descriptive statistics: **Addendum 7B**
4. Neethling brain profile analysis (all teams): **Addendum 7C**
5. Best and Worst performing management correlations: **Addendum 7D**
6. OWI results (all teams): **Addendum 7E**

7.3.2 Quasi-experimental nature of the research design

The relationship between various dependent variables and membership of the experimental and control groups respectively was investigated in a number of ways.

A MANOVA was performed with the various financial performance indicators (sales and profit) as dependent variables. The independent variables were one within group variable, namely the before and after intervention figures (Q1 2010 and Q1 2011) and one between group variable, namely membership of the control and experimental groups. This may thus be classified as a mixed design.

7.3.3 MANOVA: financial indicators

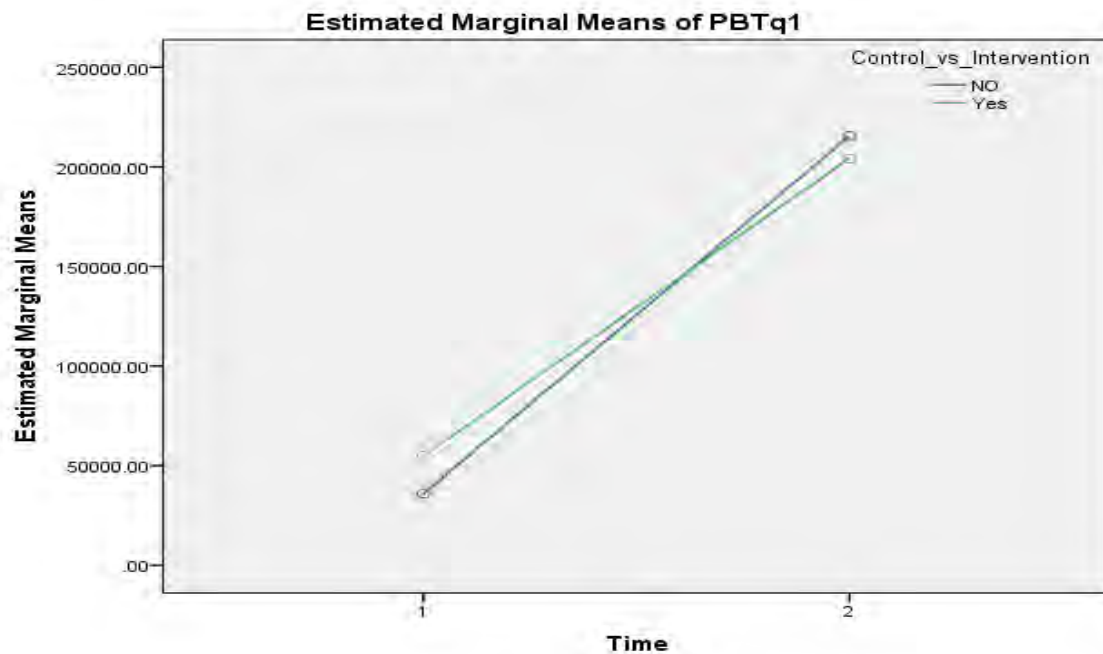
7.3.3.1 Profit before Tax (PBT) Q1 2010 versus Q1 2011

Table 7.4: PBT Q1 2010 versus Q1 2011

Descriptive Statistics				
	Control_vs_Intervention	Mean	Std. Deviation	N
q1_PBT_2010	NO	35985.6902	174945.26345	413
	Yes	54744.9375	145218.28429	143
	Total	40810.4606	167877.76645	556
q1_PBT_2011	NO	215440.6537	159965.27157	413
	Yes	204158.0933	173912.54943	143
	Total	212538.8441	163580.51760	556

Summary of Significance

	p	Conclusions	Partial eta squared	Size of effect
Mauchly	0.000	Sphericity violated; Use multivariate analysis of variance (MANOVA) on the bivariate data Q4 2009 and Q4 2010 with the subject factor 'time' and between subjects factor 'group' (intervention/control), together with their interaction.		
Multivariate Tests				
Time	0.000	There is a significant increase from q1 PBT 2010 to q1 PBT 2011 for both groups	0.399	Large
Interaction	0.080	No interaction between time and membership of intervention and non intervention groups		
Between Subject	0.784	No significant difference between intervention and non intervention groups.		



Source: SPSS v22, LKA & Associates, Ellerines analysis, 2012

Results and Findings

From the Quarter one (Q1 2010) data of the control and intervention analysis, after the implementation of the Neethling creativity interventions, both the control and intervention stores had a similar increase ($p=0.000$, Partial eta squared=0.399) in PBT trend over the time period. However, there were no significant differences ($p=0.784$) in the control and intervention group performance in relation to each other.

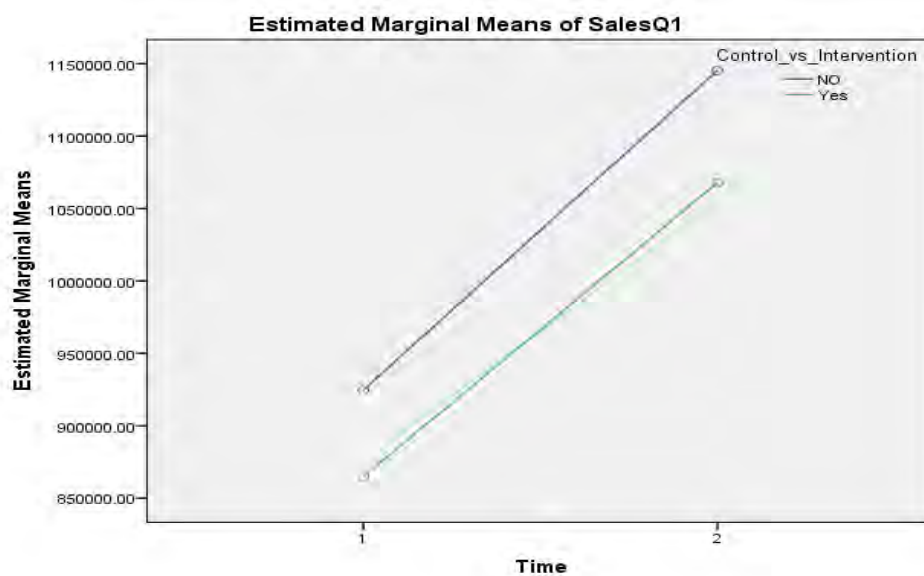
7.3.3.2 Sales Q1 2010 versus 2011

Table 7.5: Sales Q1 2010 versus Q1 2011

Descriptive Statistics				
	Control_vs_Intervention	Mean	Std. Deviation	N
SALES - Q1 F'2010	NO	924666.9794	361123.22836	413
	Yes	864830.0024	381526.70689	143
	Total	909277.2533	367065.61921	556
SALES - Q1 F'2011	NO	1145347.8566	381407.21169	413
	Yes	1067793.5222	364119.81176	143
	Total	1125401.3281	378236.65740	556

Summary of Significance

	P	Conclusions		
Mauchly	0.000	Sphericity violated; Use multivariate analysis of variance (MANOVA) on the bivariate data Q4 2009 and Q4 2010 with the subject factor 'time' and between subjects factor 'group' (intervention/control), together with their interaction.	Partial eta squared	Size of effect
Multivariate Tests				
Time	0.000	There is a significant increase from q1 SALES 2010 to q1 SALES 2011 for both groups	0.369	Large
Interaction	0.451	No interaction between time and membership of intervention and non intervention groups		
Between Subject Effects	0.044	Marginally significant difference between intervention and non intervention groups.	0.007	Negligible



Source: SPSS v22, LKA & Associates, Ellerines analysis, 2012

Results and Findings

The sales trend of the control and intervention indicates a similar increase ($p=0.000$, Partial eta squared=0.369) over the time period. Although there is a significant increase in sales of both the control and intervention group over the time period, a marginal size effect ($p=0.044$, Partial eta squared=0.007) is evident, signifying negligible significant differences in the sales trend of control and intervention group performance in relation to each other.

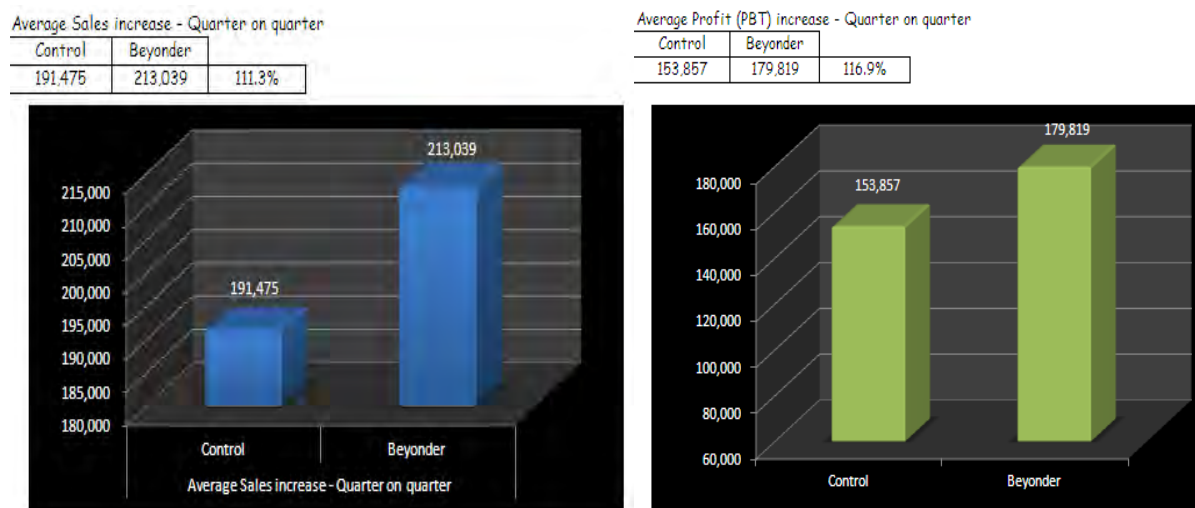
7.3.4 Financial performance Q1 2009 versus Q1 2010

Financial analysis was done, using the following criteria as a basis for presenting the financial performance of the Ellerines business:

1. Tracking of the **intervention** and **control** branches over a three month test period after branches had been subjected to all the Neethling creativity interventions.
2. Monitoring the financial metrics (sales and profit), to analyse and assess the Ellerines performance over three financial months (Q1 2010 versus Q1 2011) to evaluate the enhanced performance of the Neethling creativity intervention.

Measuring two elements of performance, Sales and PBT by store in their respective Regions, against the same stores performance over the period Q1 (2010) and Q1 (2011).

Figure 7.5: Q1 2010 versus Q1 2011



Source: EHL Financial and Management Accounting database, 2013

Results and Findings

Overall, the intervention group stores showed a greater average sales growth (Q1 2010 versus Q1 2011) of 11.3% greater than the control group sales growth. The PBT growth differential in the intervention group was even greater than the sales variance with the intervention group stores growing PBT on average greater in profitability (16.9%) than the control group stores.

7.3.5 Conclusion: Neethling creativity intervention

There is a significant ($p < 0.05$) and large size effect (0.399) increase in PBT 2010 Q1 to PBT 2011 Q1 for both groups ($p = 0.000$, Partial eta squared = 0.399), with a

corresponding significant ($p < 0.05$) and large effect (0.369) increase in SALES2010 Q1 to SALES2011 Q1 for both groups ($p = 0.000$, Partial eta squared = 0.369). Further the intervention groups showing a sharper increase in both SALES and PBT than the control group. The intervention group had a significant 11.3% increase in sales better than the control group, and the intervention group PBT was 16.9% significantly higher than the control group, an inference that the Neethling creativity intervention had positively enhanced business performance (sale and pbt)

7.4 APPLICATION AND OUTCOMES OF THE CONCEPTUAL DELIBERATE CREATIVITY FRAMEWORK

The subsequent sections describe and explain the **deliberate creativity interventions implemented as part of the CDCF** in the performance enhancement and culture transformation of the Ellerines retail furniture business.

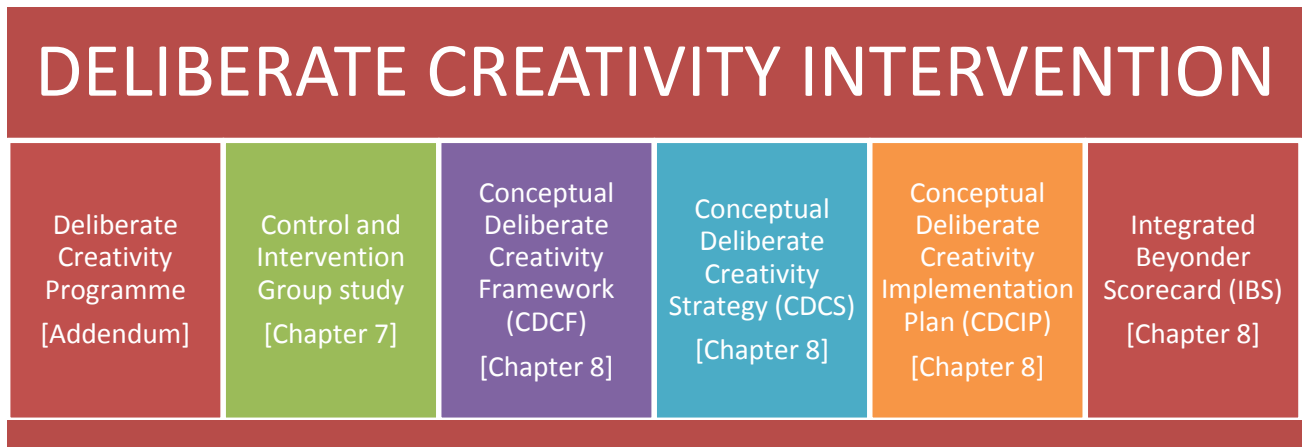
Figure 7.6: Conceptual deliberate creativity intervention

CONCEPTUAL DELIBERATE CREATIVITY INTERVENTION				
	Statistical Findings			
Intervention	Significance factor (p)	Partial eta squared	Size of effect	Financial Results
F1 2010:2011 SALES (time period)	0.000	0.493	large	99%
[After the conceptual deliberate creativity interventions]				
F1 2010:2011 PBT (time period)	0.000	0.305	large	122.9%
[After the conceptual deliberate creativity interventions]				
Comments				
A significant ($p < 0.05$) and large effect (0.493) increase in SALES 2010 F1 to SALES2011 F1 for both groups. There is also a significant ($p > 0.05$) and large effect (0.305) increase in PBT 2010 F1 to PBT 2011 F1 for both groups, with the intervention groups showing a sharper increase in SALES and PBT than the control group. The intervention group had a FLAT sales trend in sales with the control group, however the intervention group had a remarkable 22.9% <u>significantly higher PBT</u> than the control group.				

Source: Researchers own construction 2013

Figure 7.7 gives an overview of the deliberate creativity interventions applied within this research study.

Figure 7.7: Deliberate creativity interventions



Source: Researchers own construction 2013

This section outlines the *results and findings* for the **Deliberate Creativity Interventions**:

1. Statistics: Sales and PBT (Financial years 2010 versus 2011)
2. Financial: Sales and PBT (Financial years 2010 versus 2011)
3. Additional statistics (performance and productivity metrics): **Addendum 7F**
4. Additional indicators of financial performance: **Addendum 7G**

7.4.1 Control and intervention group statistical findings and financial analysis

The exact same sample population and group (control and intervention group) was used in the statistical and financial analysis of the conceptual deliberate creativity framework, which was measured over a longer period (11 months). Thus the same descriptive statistics (**Addendum 7B**) as outlined in **section 7.3** apply.

7.4.2 Quasi-experimental nature of the research design

Once again the relationship between various dependent variables and membership of the experimental and control groups respectively was investigated in a number of ways. MANOVA was performed with the various financial performance indicators (sales, profit and operational expenditure) as dependent variables.

7.4.2.1 MANOVA: Financial indicators

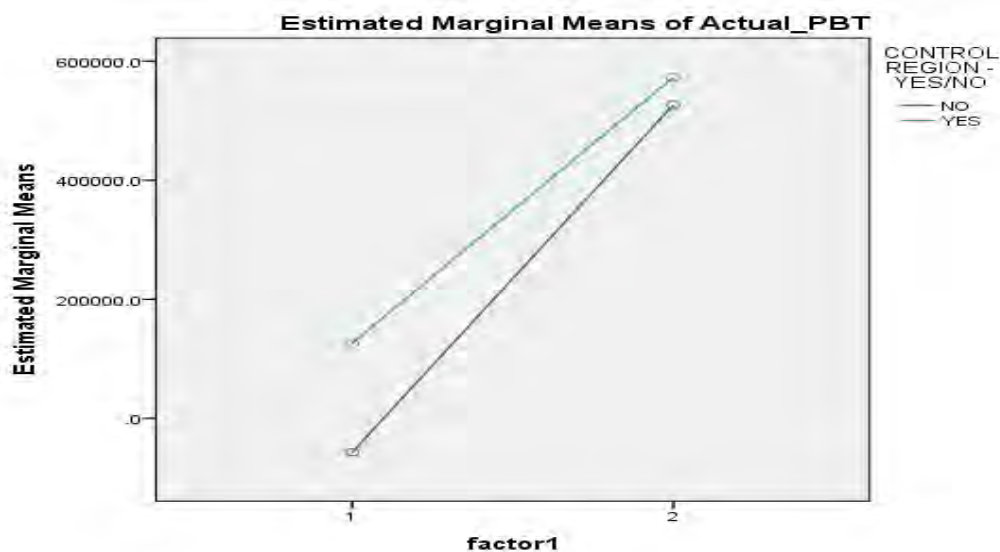
Table 7.6: Branch actual Profit before Tax (PBT)

Branch Actual PBT				
	CONTROL REGION -	Mean	Std.	N
R2010 Branch Actual PBT	NO	-56807.104	592118.3899	4752
	YES	126368.403	481095.1373	1213
	Total	-19557.835	575993.0901	5965
R2011 Branch Actual PBT	NO	526591.229	555941.5999	4752
	YES	572896.130	534719.2276	1213
	Total	536007.464	551962.7276	5965

Summary of Significance

	p	Conclusions	Partial eta squared	Size of effect
Mauchly		Sphericity violated; Use multivariate analysis of variance (MANOVA) on the bivariate data Q4 2009 and Q4 2010 with the subject factor 'time' and between subjects factor 'group' (intervention/control), together with their interaction.		
Multivariate Tests				
Time	0.000	There is a significant increase in the variable from 2010 to 2011, irrespective of membership of the intervention and non-intervention groups	0.352	Large
Interaction	0.000	There is a significant interaction between time and membership of the intervention and non-intervention groups. The intervention group showed a steeper increase over time than the non-intervention group.	0.010	Small
Between Subject Effects	0.000	There is a significant difference between intervention and non-intervention groups, with the non intervention group showing higher values overall.	0.009	Negligible

Profile Plots



Source: SPSS v22, LKA and Associates, Ellerines analysis, 2012

Results and Findings

A sharper increase in profit before tax (pbt) within the intervention group over 2010-2011 period occurred. The increase in pbt of the intervention group ($p=0.044$, Partial eta squared=0.352) was at the peak implementation of the deliberate creativity intervention. There is a significant interaction ($p=0.000$, Partial eta squared=0.010) between time and membership of the intervention and non-intervention groups, although effect size is small, that infers that the creativity intervention had made in impact in the intervention group, yet a similar pbt trend was observed in the control stores.

7.4.2.2 Branch Actual Sales of Goods (SOG)

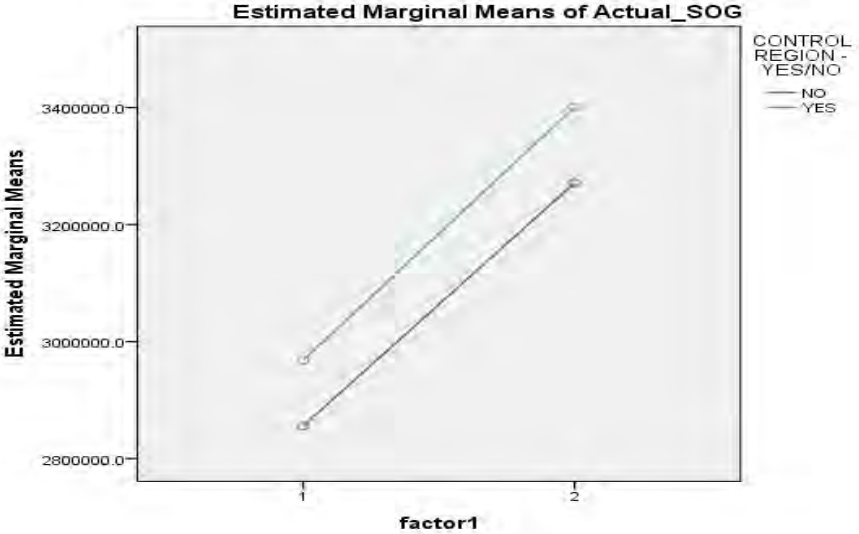
Table 7.7: Branch actual SOG

Descriptive Statistics				
	CONTROL	Mean	Std. Deviation	N
R2010 Branch Actual SOG	NO	2855655.130	1083670.5420	4752
	YES	2967933.956	911984.6888	1213
	Total	2878487.354	1051931.2577	5965
R2011 Branch Actual SOG	NO	3271306.480	1263380.9200	4752
	YES	3401103.033	1010355.8138	1213
	Total	3297700.984	1217242.2998	5965

Summary of Significance

	p	Conclusions	Partial eta squared	Size of effect
Mauchly	0.000	Sphericity violated; Use multivariate analysis of variance (MANOVA) on the bivariate data Q4 2009 and Q4 2010 with the subject factor 'time' and between subjects factor 'group' (intervention/control), together with their interaction.		
Multivariate Tests				
Time	0.000	There is a significant increase in the variable from 2010 to 2011, irrespective of membership of the intervention and non-intervention groups	0.209	Medium
Interaction	0.413	No significant interaction between variables		
Between Subject Effects	0.001	There is a significant difference between intervention and non-intervention groups, with the non intervention group showing higher values overall.	0.002	Negligible

Profile Plots



Source: SPSS v22, LKA and Associates, Ellerines analysis, 2012

Results and Findings

A steeper increase in sales, and higher sales values within the intervention group over 2010-2011 period, although there was a significant increase ($p=0.000$, Partial eta squared=0.209) in the variable from 2010 to 2011, irrespective of membership of the intervention and non-intervention groups. The increase in sales of the intervention group was at the peak implementation of the deliberate creativity intervention.

7.4.2.3 Region Actual PBT

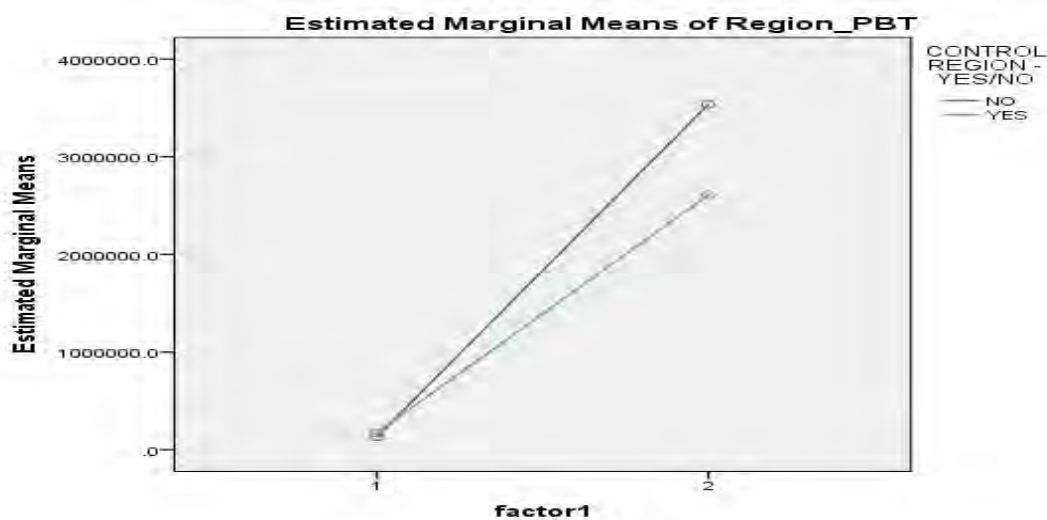
Table 7.8: Region Actual PBT

Descriptive Statistics					
		CONTROL REGION -	Mean	Std. Deviation	N
R2010 Actual PBT	Region	NO	130372.500	3387339.5260	4752
		YES	173517.560	2061699.6341	1213
		Total	139146.173	3162989.0044	5965
R2011 Actual PBT	Region	NO	3537633.627	4580267.6373	4752
		YES	2608769.024	3120762.1517	1213
		Total	3348746.324	4339470.7773	5965

Summary of Significance

	p	Conclusions	Partial eta squared	Size of effect
Mauchly		Sphericity violated; Use multivariate analysis of variance (MANOVA) on the bivariate data Q4 2009 and Q4 2010 with the subject factor 'time' and between subjects factor 'group' (intervention/control), together with their interaction		
Multivariate Tests				
Time	0.000	There is a significant increase in the variable from 2010 to 2011, irrespective of membership of the intervention and non-intervention groups	0.305	Large
Interaction	0.000	There is a significant interaction between time and membership of the intervention and non-intervention groups. The intervention group showed a slightly larger increase over time than the non-intervention group.	0.012	Small
Between Subject Effects	0.000	There is a significant difference between intervention and non-intervention groups, with the intervention group showing slightly higher values overall.	0.003	Negligible

Profile Plots



Source: SPSS v22, LKA and Associates, Ellerines analysis, 2012

Results and Findings

Sharper increase in pbt, and higher pbt values within the intervention group over 2010-2011 period, indication of the significance and large effect size ($p=0.000$, Partial eta squared= 0.305), which further infers there is a significant increase in the variable from 2010 to 2011. The increase in pbt of the intervention group was at the peak implementation of the deliberate creativity intervention. There is a significant difference but negligible effect between intervention and non-intervention groups, with the intervention group showing slightly higher values overall ($p=0.000$, Partial eta squared= 0.003).

7.4.2.4 Region Actual SOG

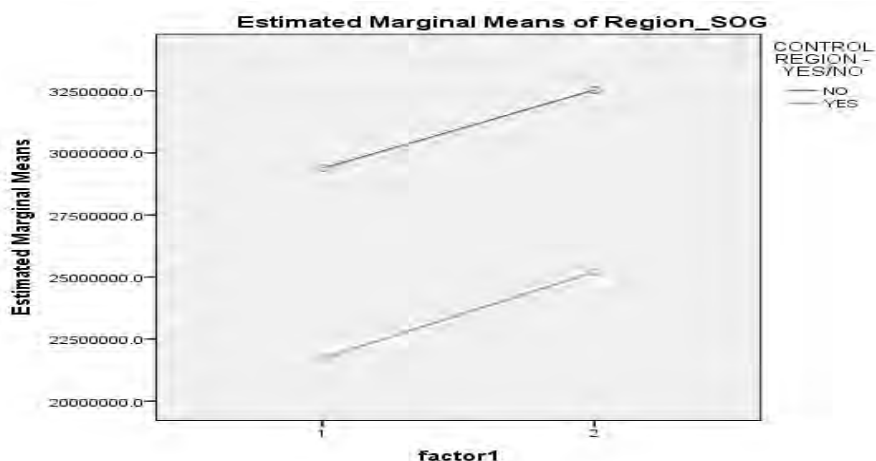
Table 7.9: Region Actual SOG

Descriptive Statistics				
	CONTROL REGION -	Mean	Std. Deviation	N
R2010 Region Actual SOG	NO	29381514.253	14880655.7287	4752
	YES	21719754.773	15414361.9551	1213
	Total	27823473.306	15303398.4562	5965
R2011 Region Actual SOG	NO	32534061.938	16330141.9869	4752
	YES	25204275.519	17573072.8562	1213
	Total	31043528.673	16849255.5982	5965

Summary of Significance

	p	Conclusions	Partial eta squared	Size of effect
Mauchly	0.000	Sphericity violated; Use multivariate analysis of variance (MANOVA) on the bivariate data Q4 2009 and Q4 2010 with the subject factor 'time' and between subjects factor 'group' (intervention/control), together with their interaction		
Multivariate Tests				
Time	0.000	There is a significant increase in the variable from 2010 to 2011, irrespective of membership of the intervention and non-intervention groups	0.493	Large
Interaction	0.000	There is a significant interaction between time and membership of the intervention and non-intervention groups. (Sedick this is a very strange finding looking at the graphs but I have checked and double checked)	0.002	Negligible
Between Subject Effects	0.000	There is a significant difference between intervention and non-intervention groups, with the intervention group showing higher values overall.	0.035	Small

Profile Plots



Source: SPSS v22, LKA and Associates, Ellerines analysis, 2012

Results and Findings

There is a significant and large increase ($p=0.000$, Partial eta squared=0.493) in the variable from 2010 to 2011, irrespective of membership of the intervention and non-intervention groups. However, an increase in sales, and higher sales values within the intervention group over 2010-2011 period occurred, which infers that the intervention group performed better than the control group. There is a small but significant difference ($p=0.000$, Partial eta squared=0.035) between intervention and non-intervention groups, with the intervention group showing higher values overall, an indication that of the effects of the creativity intervention within the intervention group.

7.4.2.5 Branch Actual to Budget SOG

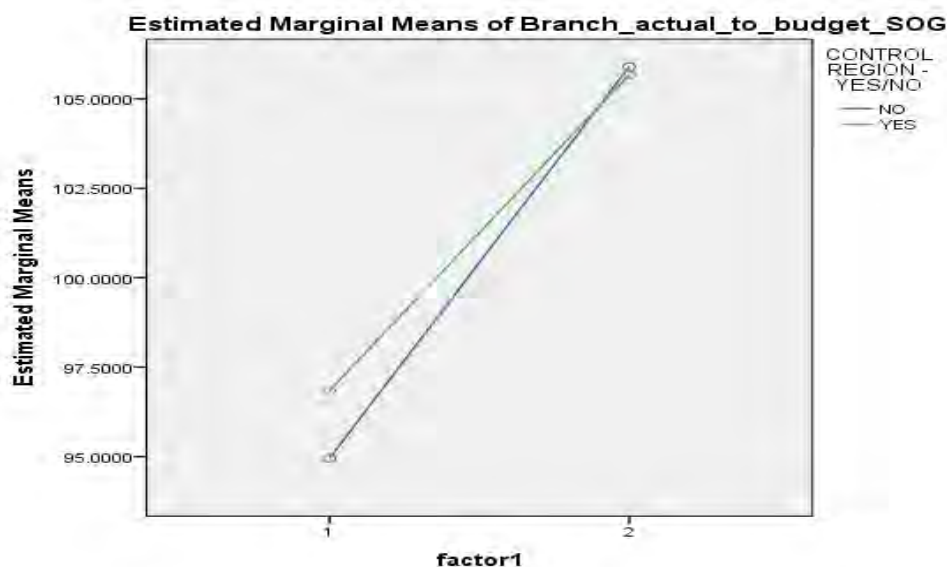
Table 7.10: Branch Actual SOG

Descriptive Statistics				
	CONTROL REGION -	Mean	Std. Deviation	N
R2010 % Branch Actual to Budget SOG	NO	94.954832	16.2304788	4489
	YES	96.844426	13.8513552	1202
	Total	95.353935	15.7756464	5691
R2011 % Actual to Budget SOG	NO	105.896053	16.3550778	4489
	YES	105.673877	18.0474479	1202
	Total	105.849127	16.7253933	5691

Summary of Significance

	Significance	Conclusions	Partial Eta squared	Size of effect
Mauchly	0.000	Sphericity violated; Use multivariate analysis of variance (MANOVA) on the bivariate data Q4 2009 and Q4 2010 with the subject factor 'time' and between subjects factor 'group' (intervention/control), together with their interaction		
Multivariate Tests				
Time	0.000	There is a significant increase in the variable from 2010 to 2011, irrespective of membership of the intervention and non-intervention groups	0.099	Small
Interaction	0.001	There is a negligible significant interaction between the variables with the intervention group showing a marginally higher increase over time than the control group	0.001	Negligible
Between Subject Effects	0.050	There is not a significant difference between intervention and non-intervention groups.		

Profile Plots



Source: SPSS v22, LKA and Associates, Ellerines analysis, 2012

Results and Findings

There is a significant increase but small effect ($p=0.000$, Partial eta squared=0.099) in the variable from 2010 to 2011, irrespective of membership of the intervention and non-intervention groups, however the intervention group showing a sharper

increase in % to budget SOG than the control group. This an indication of the enhanced budget achievements in the intervention group, which is as a results of the higher performance targets placed on the intervention group and the accelerated performance of the intervention group better than the control group.

7.4.2.6 Branch Actual to Budget SOG %

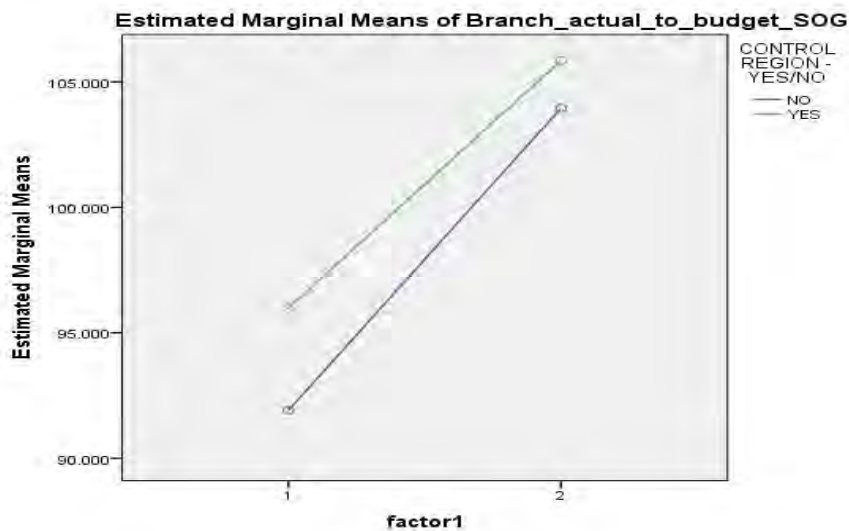
Table 7.11: Branch Actual to Budget SOG %

Descriptive Statistics					
	CONTROL REGION -	Mean	Std. Deviation	N	
2010 % Branch Actual to Budget SOG	NO	91.91285	22.898593	4692	
	YES	95.98798	16.595177	1213	
	Total	92.74996	21.814286	5905	
2011 % Branch Actual to Budget SOG	NO	103.95502	22.966938	4692	
	YES	105.85533	18.090229	1213	
	Total	104.34538	22.065302	5905	

Summary of Significance

	Significance	Conclusions	Partial eta squared	Size of effect
Mauchly	0.000	Sphericity violated; Use multivariate analysis of variance (MANOVA) on the bivariate data Q4 2009 and Q4 2010 with the subject factor 'time' and between subjects factor 'group'		
Multivariate Tests				
Time	0.000	There is a significant increase in the variable from 2010 to 2011, irrespective of membership of the intervention and non-intervention groups	0.099	Negligible
Interaction	0.011	There is a significant interaction between time and membership of the intervention and non-intervention groups. The intervention group showed a marginally larger increase over time than the non-intervention group.	0.001	Negligible
Between Subject Effects	0.000	There is a significant difference between intervention and non-intervention groups, with the non-intervention group showing higher values overall.	0.005	Negligible

Profile Plots



Source: SPSS v22, LKA and Associates, Ellerines analysis, 2012

Results and Findings

A sharper increase in the intervention group, with a small significant increase in the variable from 2010 to 2011, irrespective of membership of the intervention and non-intervention groups ($p=0.000$, Partial eta squared=0.099), attributed to the adjustment of targets in 2011, and the drive to sustain higher profitability in retail branches. Although the control group also shows an increase with negligible interaction ($p=0.000$, Partial eta squared=0.005), this could be due to contamination effects, in that neighbouring branches (control group) observing good performance in intervention groups and adopting best practice from intervention group immediately, well before test period has ended.

7.4.3 Financial Analysis and Results of the Conceptual Deliberate Intervention

A similar financial analysis was done as explained in **section 7.3.3**, using the following criteria as a basis for presenting the financial performance of the Ellerines business:

1. Tracking of the **intervention** and **control** branches over a 10 month test period after the intervention branches had also been subjected to the conceptual deliberate creativity interventions.

2. To compare the performance differential with results achieved in the Neethling creativity interventions.
3. Monitoring various financial metrics, to analyse and assess the Ellerines performance over a full financial period (F2010 versus F2011) – to evaluate the long-term sustainability of the CDCF.
4. An external survey (LivingFacts™) had also been conducted to verify internal results and findings, and correlate trends and observations.

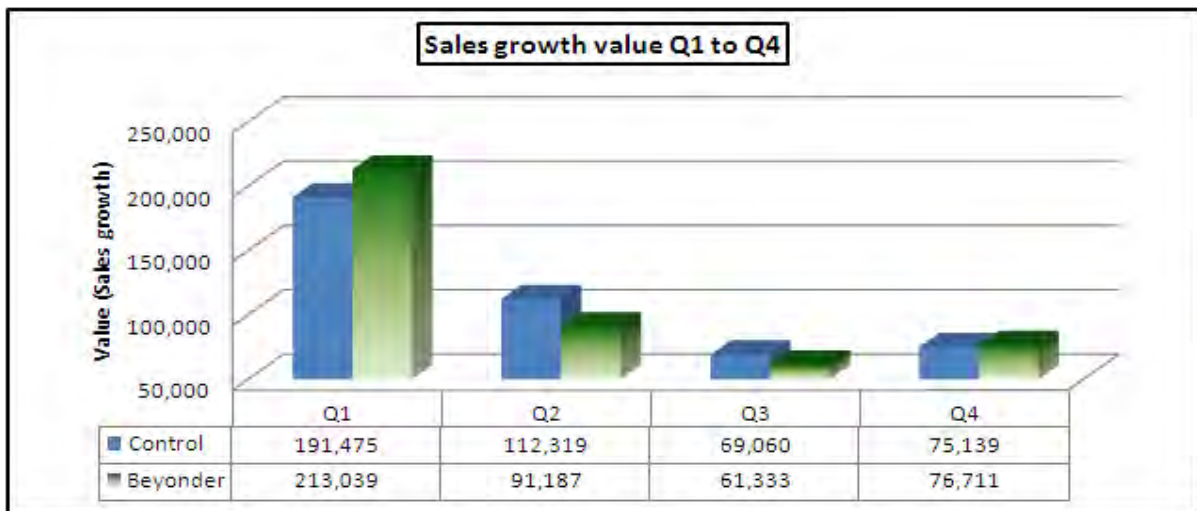
7.4.3.1 Tracking the intervention and control branches' financial performance

To expand both the pre test financial analysis and Neethling creativity interventions analysis, a post CDCF financial analysis comprising the same intervention (creativity intervention exposure) and control (no creativity exposure) group sample had been done to track the same two elements of performance, Sales and PBT over the subsequent three quarters - Q2, Q3 and Q4, F'2011 versus F'2010. In order to keep the comparisons valid, the same methodology and the same financial modelling had been used.

While the results evidenced in terms of year on year sales and profit growth in the initial exercise (Neethling creativity interventions) pointed to a significantly enhanced overall performance in the intervention group, the expansion of the study to the full four quarters (CDCF) showed that the initial sales performance was similar over the full period; however, the increase in profitability (intervention versus control group) was enhanced (three out of four quarters with a 23% average increase for the F'2011 versus F'2010 period). The differential in profitability was that the intervention stores group showed a 23% profit growth better than the control stores group, an indication of the successful implementation of the CDCF in the intervention group.

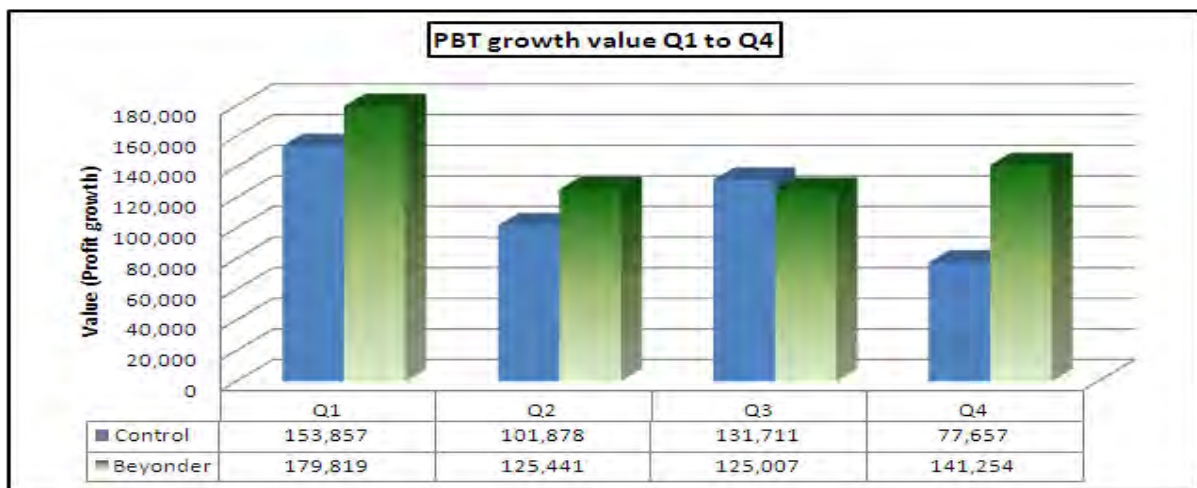
The financial and results are presented in **Figure 7.8** and **Figure 7.9** respectively.

Figure 7.8: Average sales increase – quarter Q1 to Q4 (2010 versus 2011)



Source: EHL, CPM Financial Database, 2012

Figure 7.9: Average profit (PBT) increase – quarter Q1 to Q4 (2010 versus 2011)



Source: EHL, CPM Financial Database, 2012

Derived from the financial analysis indicated above, the intervention group outperformed the control group within the test period.

7.4.4 Conclusion: Conceptual deliberate creativity intervention

A significant ($p < 0.05$) and large effect (0.493) increase in SALES 2010 F1 to SALES2011 F1 for both groups ($p = 0.000$, Partial eta squared = 0.493). There is also a significant ($p < 0.05$) and large effect (0.305) increase in PBT 2010 F1 to PBT 2011 F1 for both groups ($p = 0.000$, Partial eta squared = 0.305), with the intervention groups

showing a sharper increase in SALES and PBT than the control group. The intervention group had a FLAT sales trend in sales with the control group largely caused due to the continuous raising of performance targets for intervention stores to push boundaries of performance, however the intervention group had a remarkable 22.9% significantly higher PBT than the control group.

Based on the statistical and financial results and findings, it can be inferred that the conceptual deliberate creativity intervention had a significant and profound impact and enhancement on the performance of the Ellerines business.

7.5 ORGANISATIONAL WELLNESS INSTRUMENT (OWI) RESULTS

7.5.1 Introduction

The Organisational Wellness Instrument (OWI) is part of the Neethling Brain Instruments (NBI®). This is a simple, uncomplicated and up-to-date measure of organisational climate and cultural health within an organisation. OWI can also be used within parts, sections or selected units in the organisation in order to derive very specific and directed feedback, with detailed reporting of findings available almost immediately. Unlike conventional organisational climate surveys, the OWI is uncomplicated and a quick response measure at significantly less cost than the conventional climate surveys, which are expensive, time-consuming and rarely current.

OWI results and findings are unambiguous and provide indication of the organisation's wellbeing or climate health, by tracking the movement of factors at critical points that could affect either the entire organisation or sections within the organisation, thus enabling the organisation's management to act swiftly in addressing key flashpoints and resolving issues timeously.

7.5.2 OWI analysis done within the CDCF rollout

The two groups (intervention and control) were also compared with regard to their scores on the Organisational Wellness Instrument (OWI) using an independent sample t-test.

The standardised difference in means is denoted by (Cohen's) d and can be used to determine practical significance between the two group means, with guideline-values (Cohen, 1988:24): $d=0.2$ (small effect), $d=0,5$ (medium effect) and $d=0.8$ (large effect)

Table 7.12: Control and Intervention group correlation

CONTROL REGION - YES/NO		Mean	Std. Deviation	t	Sig. (2-tailed)	d	Conclusion
Trust	NO	1.855	1.5925	2.158	.031	0.07	statistically significant, but a practically negligible effect
	YES	1.745	1.5002				
Creativity	NO	3.116	1.3562	-	.076	-	not significant
	YES	3.184	1.1360	1.774			
Interaction	NO	2.227	1.6235	5.773	.000	0.18	statistically significant, but a practically small effect
	YES	1.942	1.4863				
Performance Management	NO	4.009	1.1431	.859	.390	0.03	not significant
	YES	3.977	1.1897				
Language	NO	2.437	1.3865	.788	.431	0.02	not significant
	YES	2.405	1.2022				
Ownership	NO	1.663	1.3056	4.083	.000	0.12	statistically significant, but a practically small effect
	YES	1.509	1.1103				
Learning	NO	2.430	1.4099	-	.245	-	not significant
	YES	2.479	1.2521	1.163			
Energy	NO	4.458	1.1740	6.261	.000	0.19	statistically significant, but a practically small effect
	YES	4.243	1.0264				
Change	NO	2.669	1.2180	3.285	.001	0.10	statistically significant, but a practically small effect
	YES	2.551	1.0751				
Communication	NO	2.368	1.6109	4.229	.000	0.14	statistically significant, but a practically small effect
	YES	2.150	1.4927				
Leadership	NO	2.841	1.5743	2.899	.004	0.09	statistically significant, but a practically negligible effect
	YES	2.693	1.5601				
Gratification	NO	3.425	1.3380	.272	.786	0.01	not significant
	YES	3.413	1.2366				

Source: SPSS v22, Dr. Liezel Korf Ellerines analysis, 2012

Results and Findings

The OWI survey was conducted at the end of the implementation of the deliberate creativity intervention, thus from the results and findings above in Table 7.34 quite evident that contamination had occurred at this point, the creativity intervention best

practice learning's flowing into the control group environments. Contamination was minimised in designing the control and intervention group structure, and thus both groups had completed separate OWI surveys, independent from interaction and influence. OWI comparison between control and intervention groups infers statistically significant results, yet negligible effects, although the sales and pbt statistical analysis and financial analysis clearly indicate that the deliberate creativity intervention had a positive effect on business performance.

7.5.3 Ellerines company climate and wellness background

In mid 2009 before embarking on the creativity journey, the mood, environment and culture within the Ellerines business, was one of fear for management, doing what you were told without questioning, no trust amongst individuals, teams, management and executives; negative work ethics, serious and cold culture, no creativity was tolerated or encouraged, nonexistent excitement, teamwork and sense of comrade.

When embarking on the transformation and change journey, the researcher captured the existing Ellerines organisational "mood" and wellness through the Neethling OWI instrument in the following ways:

1. **2009**: when groups of individuals and teams attended the first creativity training sessions at Neethling Place development centre, a manual survey was conducted, facilitated by the respective Neethling training instructors that comprised questions and responses of the twelve (12) OWI factors on flipcharts, and captured manually by the training instructor.
2. **2012**: after phase 3 of the creativity training and the completed implementation and execution of all of the Conceptual deliberate creativity framework (CDCF) elements, with numerous changes and adjustments to the Conceptual deliberate creativity implementation plan (CDCIP).

The most critical objective in subjecting all staff, departments and teams to the OWI survey, was for all line managers, middle managers and senior managers to take action with results and reports and ensure the problem areas were adequately identified and addressed. For the Ellerines EXCO team to be aware of challenges, problem areas and pockets of similarities in various departments and functions, to implement corrective

action, and hold managers accountable to effectively address problem areas, and recognise good wellness practice.

Since 2011, the OWI survey had become a bi-annual survey of the Ellerines workplace, to ensure ongoing focus within all areas of the Ellerines business, a part of the Key Results Area (KRA) measurements for all managers that impact annual salary increases and incentive remuneration.

All data and reporting was recorded from branch or department level and consolidated into department structures, thus specific actions to improve the below the line results could be targeted at specific groups and individuals, thus avoiding the risk of general observations and corrective action.

7.5.4 OWI results and findings

Table 7.13: Organisational wellness report by OWI factor

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Trust	5636	-4.3	7.0	1.832	1.5738
Creativity	5636	-3.1	7.0	3.130	1.3126
Interaction	5636	-3.5	7.0	2.166	1.5993
Performance Management	5636	.0	8.0	4.003	1.1532
Language	5636	-3.8	8.0	2.430	1.3493
Ownership	5636	-4.0	5.7	1.630	1.2680
Learning	5636	-2.8	6.8	2.441	1.3778
Energy	5636	-.3	7.6	4.412	1.1474
Change	5636	-1.7	7.3	2.644	1.1899
Communication	5636	-3.8	7.2	2.322	1.5888
Leadership	5636	-4.0	7.0	2.809	1.5723
Gratification	5636	-3.4	8.0	3.423	1.3169
Valid N (listwise)	5636				

Source: SPSS v22, LKA & Associates, Ellerines analysis, 2012

Results and Findings

Most significant OWI factors within the entire population were creativity, performance management, energy and gratification. These results can be attributed to the deliberate creativity interventions that involved:

- High degree of creativity: deliberate creativity training
- Performance management: focus on high performance teams and business enhancement.
- Energy: creativity activities and impact on corporate culture.
- Gratification: transformed business environment and significant incentive pay-outs for improved performance

7.5.4.1 Organisational Wellness by Job description

Table 7.14: Organisational wellness report – job descriptions summary

Report						
	Job_description_recorded					
	Regional manager	Branch manager	Credit manager	Sales	Branch staff	Total
Trust	2.780	1.827	1.902	1.859	1.779	1.832
Creativity	3.974	3.085	3.123	3.110	3.141	3.130
Interaction	2.464	2.157	2.187	2.184	2.144	2.166
Performance Management	4.620	3.987	3.959	3.989	4.012	4.003
Language	3.508	2.418	2.437	2.437	2.404	2.430
Ownership	2.544	1.611	1.703	1.608	1.623	1.630
Learning	2.616	2.431	2.536	2.429	2.433	2.441
Energy	5.436	4.380	4.440	4.406	4.400	4.412
Change	3.694	2.628	2.623	2.630	2.641	2.644
Communication	2.802	2.318	2.356	2.348	2.285	2.322
Leadership	4.492	2.787	2.802	2.823	2.770	2.809
Gratification	4.326	3.418	3.396	3.414	3.417	3.423

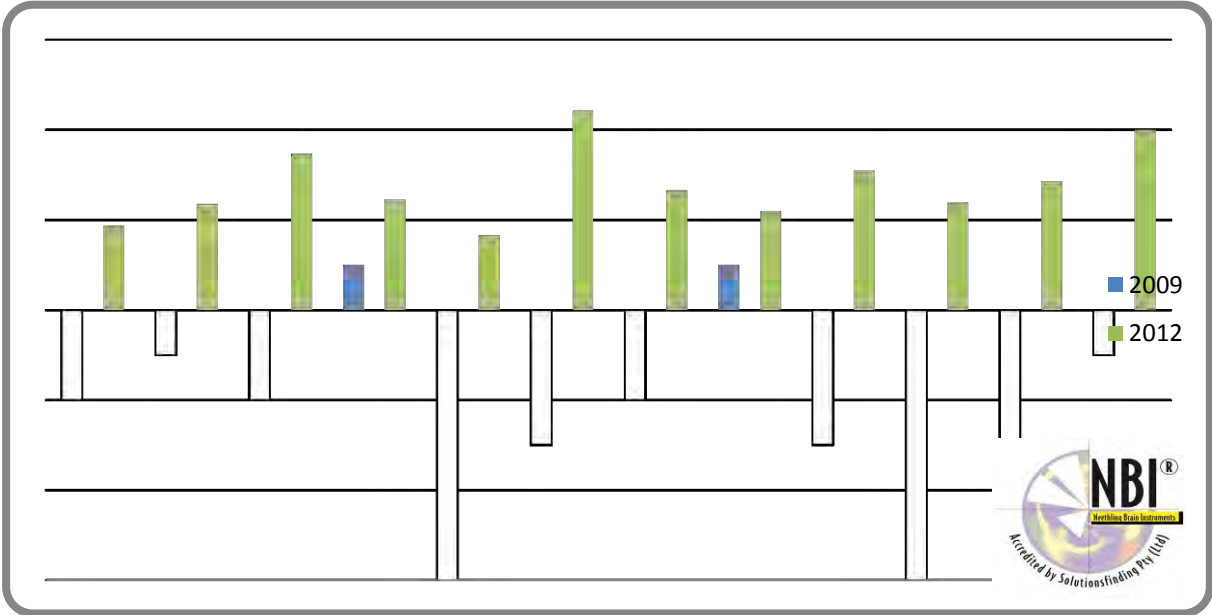
Source: SPSS v22, LKA & Associates, Ellerines analysis, 2012

Results and Findings

The regional and branch operations management presenting the highest overall scores in creativity, performance management, energy, leadership and gratification are discussed. An indication of the successful execution of the deliberate creativity interventions, as the most time and energy was dedicated to regional and middle management. Further reinforcement that the deliberate creativity interventions emphasised, being targeted at the customer interface personnel, should deliver the best results in enhancing performance.

7.5.4.2 Group OWI (all Ellerines staff combined) results

Figure 7.10: Consolidated Group OWI report



Source: Solutions Findings Pty Ltd., Ellerines OWI Results, 2012

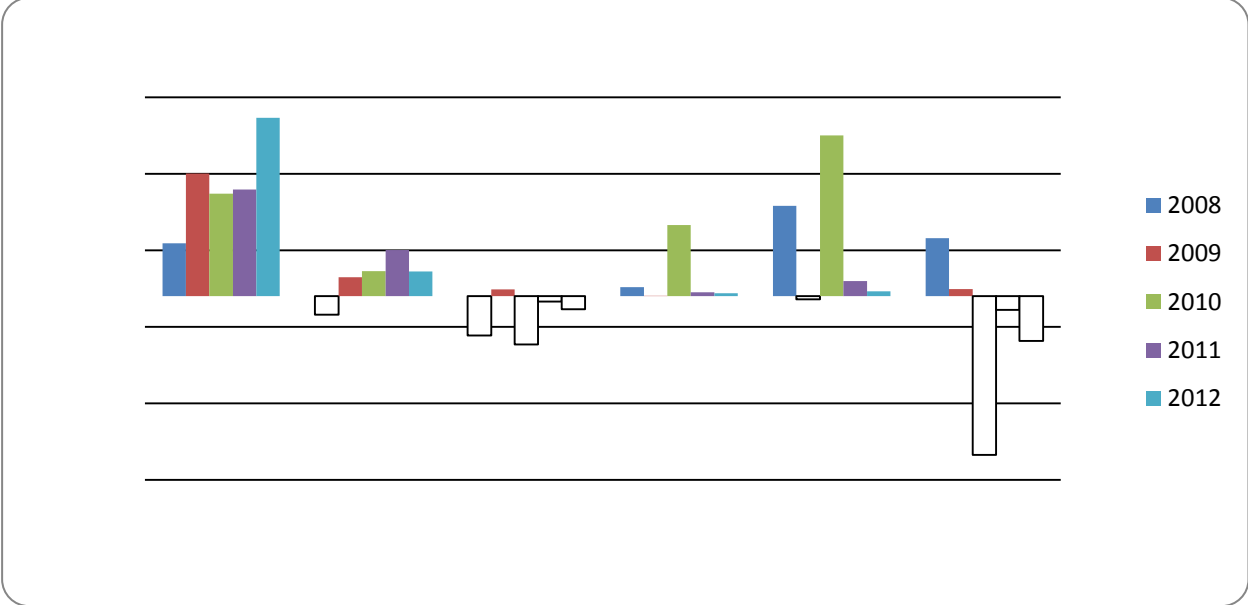
The overall results (all staff combined) for the Ellerines business reflects major issues in 2009 (below-the-line problems and challenges) with all factors below the line (zero point) except language and interaction. Below-the-line problems and challenges being those factors that appear below the zero point indicating negative, distressed or problem indicators.

A review of the overall Ellerines group (all staff combined) in 2012 shows a profound improvement and enhancement in all factors. Not a single OWI factor had reflected below-the line, with significant positive shifts in the entire below-the-line factor previously reported.

7.6 ADDITIONAL FINANCIAL AND FURNITURE MARKET ANALYTICS

7.6.1 Brands profit contribution % to Ellerines Holdings Limited (EHL)

Figure 7.11: Brands profit contribution % to EHL



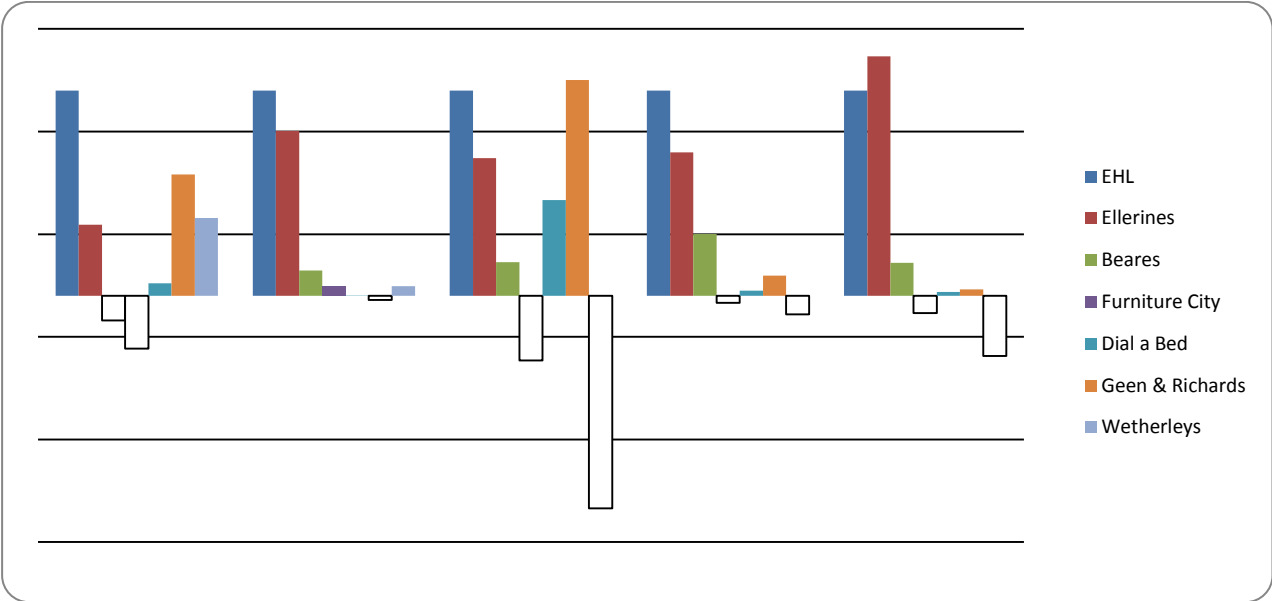
Source: EHL, CPM Financial Database, 2012

Results and Findings

The Ellerines brand is the biggest profit contributor to the EHL company. The Ellerines brand profit contribution is consistent over the CDCF and CDCS period (2009-2012). Furthermore, the Ellerines brand was the only business unit within EHL to implement and execute a deliberate creativity intervention, thus inference can be drawn to the fact that this indicates that with the CDCF implementation being the major catalyst for enhanced financial results within the Ellerines brand between 2010-2012.

7.6.2 EHL Profit Contribution per Brand

Figure 7.12: EHL profit contribution per Brand



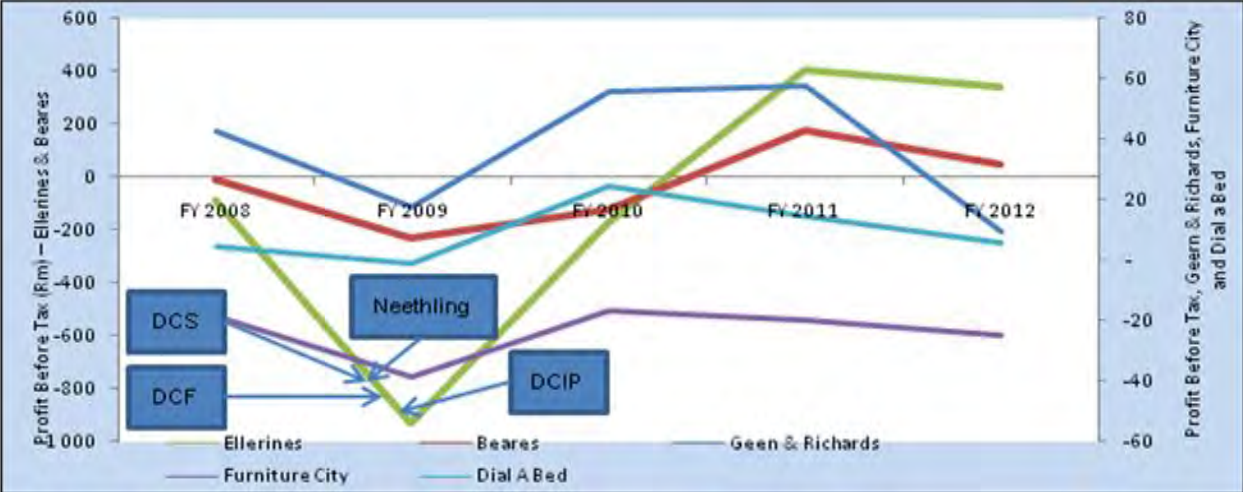
Source: EHL, CPM Financial Database, 2012

Results and Findings

The Ellerines brand being the biggest profit contributor to the EHL company, carries substantial risks in underperformance, which would impact EHL’s profitability. Thus the Ellerines brand sustained solid profit contributions to the EHL company over the CDCF, CDCS and CDIP period (2009-2012) and had a major impact on the EHL company financial performance.

The Ellerines brand was the only business unit within EHL to implement and execute a deliberate creativity intervention, thus the execution of the deliberate creativity intervention and strategy, was a critically beneficial investment for the EHL group, given that Ellerines accounted for 71% of the EHL profitability over 2009-2012.

Figure 7.13: Ellerines profit performance 2008 to 2012



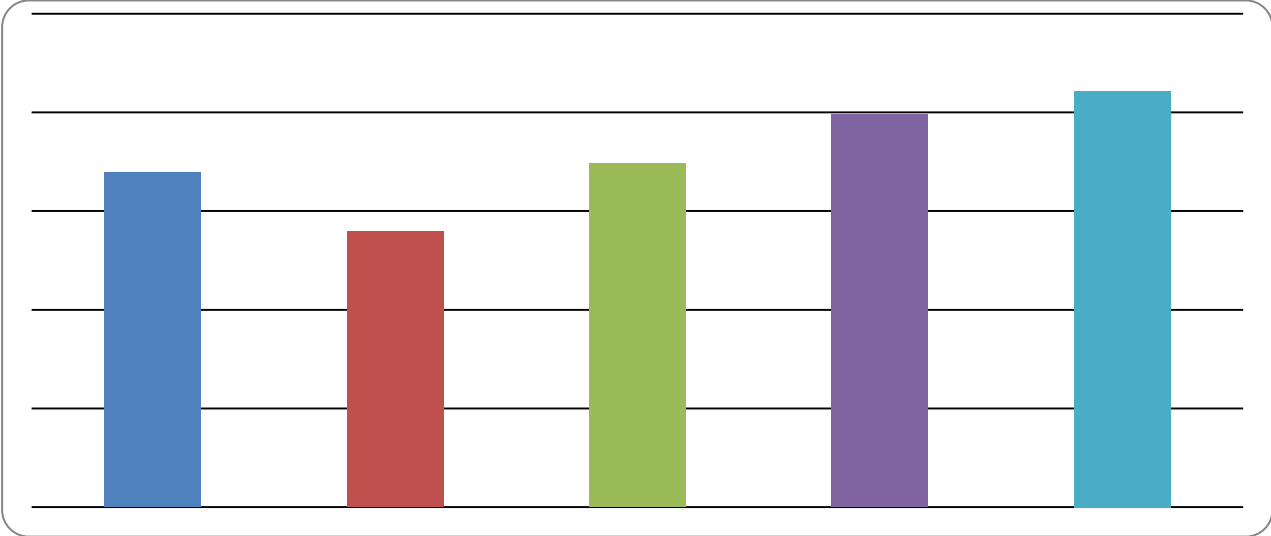
	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012
Ellerines	-86.6	-929.7	-172.2	404.8	343.6
Beares	-13.7	-231.0	-123.6	174.9	47.5
Geen & Richards	42.4	17.6	55.2	57.4	9.3
Furniture City	-18.4	-38.9	-16.5	-19.8	-25.0
Dial A Bed	4.3	-1.4	24.5	14.6	5.6

Source: EHL, CPM Financial Database, 2012

Figure 7.13 presents the Ellerines business strong profit performance from 2009 through into 2012 in comparison to other Ellerines Holdings (EHL) brands. Indicative confirmation of the impact of the Conceptual deliberate creativity strategy and Conceptual deliberate creativity framework execution on the Ellerines business, as none of the other EHL brands (Beares, Geen & Richards, Furniture City, Dial a Bed) had been exposed and not implemented the Conceptual Deliberate Creativity Strategy (CDCS) and Conceptual deliberate creativity framework (CDCF).

7.6.3 Ellerines Sales of Goods (SOG) or Turnover performance

Figure 7.14: Ellerines' SOG or Turnover performance



Source: EHL, CPM Financial Database, 2012

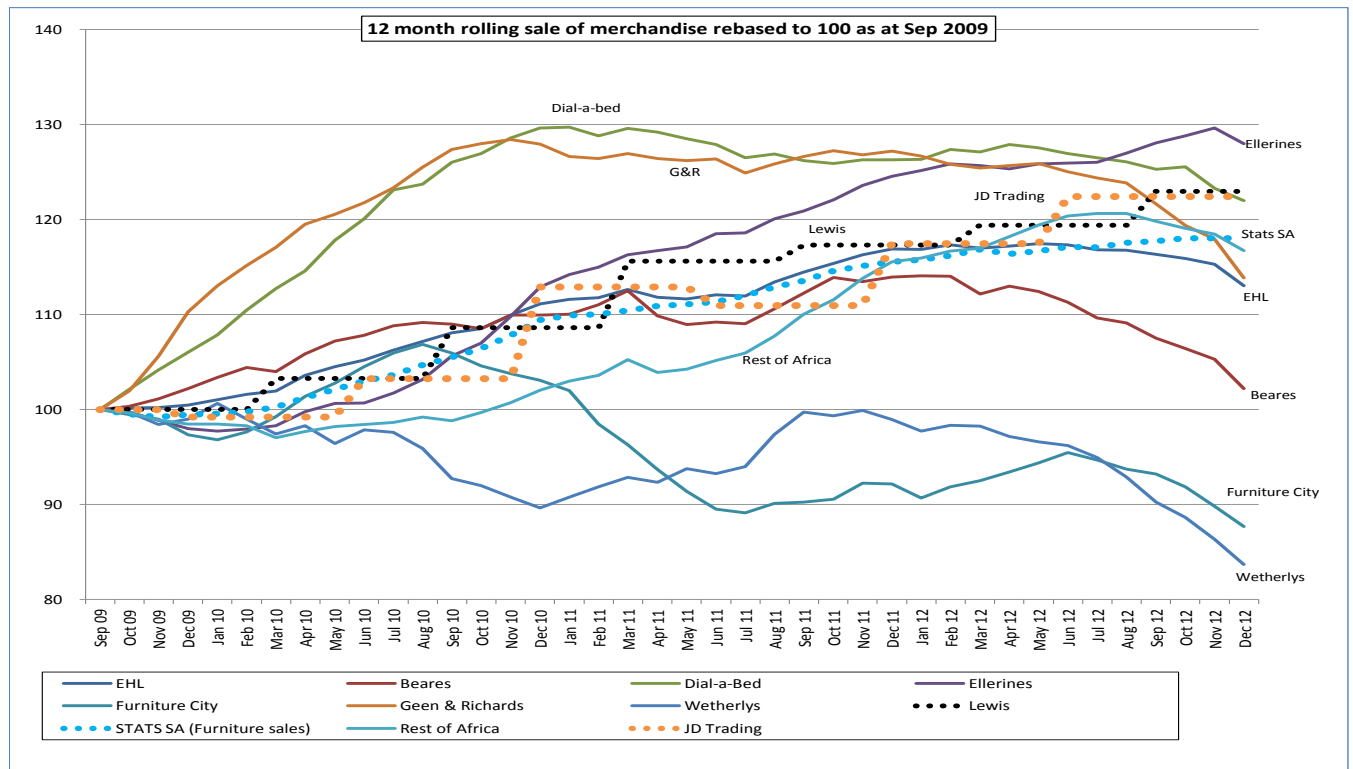
Results and Findings

Ellerines brand delivered a solid and consistent sales performance (**Figure 7.15**), with enhanced sales performance over the CDCS and CDCF execution period (2009-2012), that had a major impact on the EHL profitability. The significant sharp increase in sales specifically observed in the pinnacle phase (mid 2010-2011) of the execution of the CDCS, CDCF and CDCIP, with the sales momentum continuing into 2012.

7.6.4 Market Share in the Furniture Retail

A good indicator of sustained business performance is the ability to grow market share profitably. More so within the Ellerines furniture retail environment that is dominated by low differentiation regarding price, product, credit and financial services offerings, as well as low customer loyalty for brand preference. **Figure 7.15** highlights the Ellerines business strong market share performance in comparison to other EHL brands and well as the Ellerines direct competitor furniture retailers. A clear indication exists of the Ellerines business significant market share growth since 2009, with ongoing market share gains into 2010 and a distinctive outperformance of its direct competitor Lewis Group since October 2010.

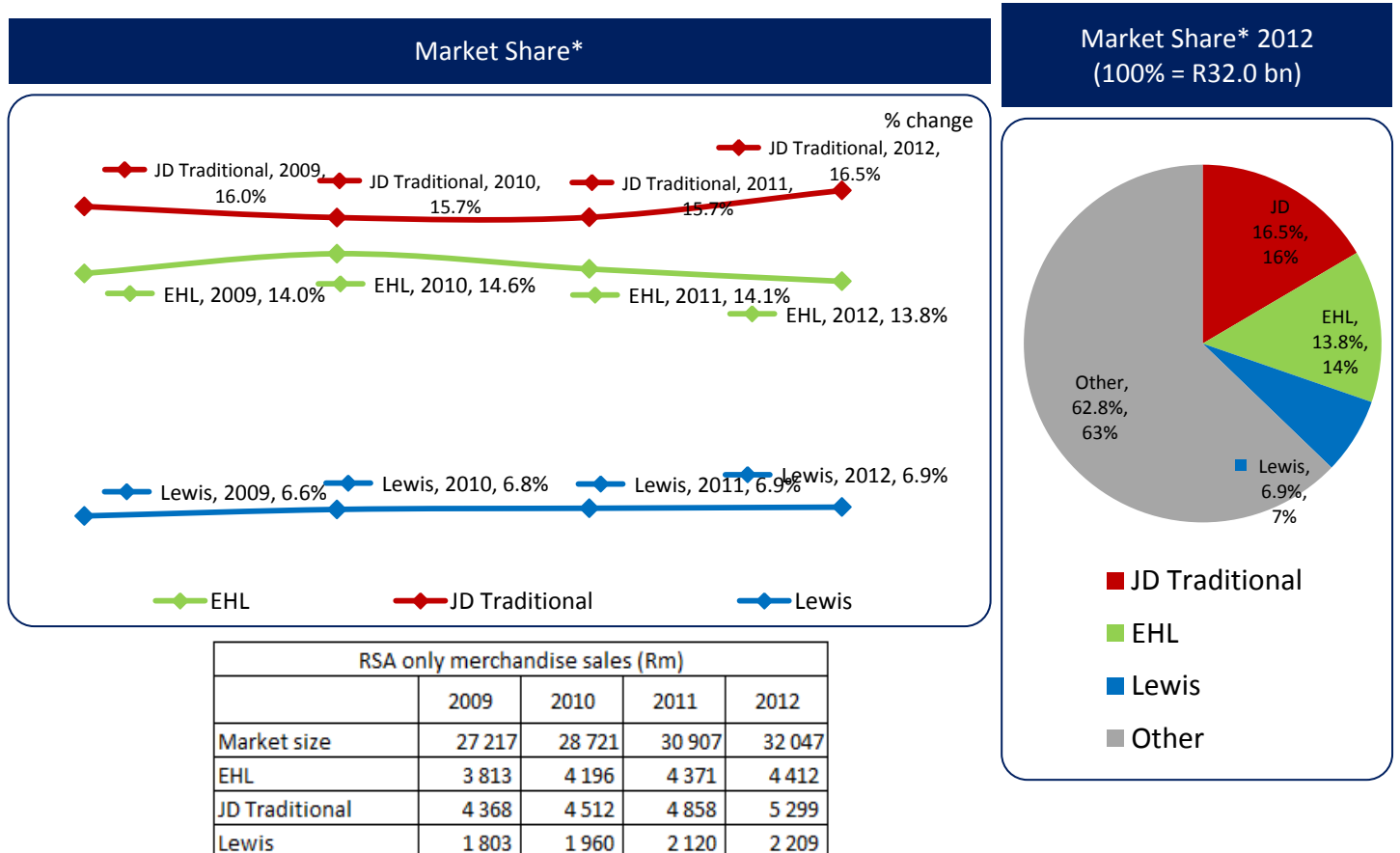
Figure 7.15: Total furniture retail industry market share comparisons



Source: Statistics SA, Furniture retail market share, 2012

Figure 7.16, highlights that retail in South Africa, with regards to sales and revenue growth remained under pressure since 2009, yet in comparison to EHL and external competitors the Ellerines business had produced significantly better financial performance within this period.

Figure 7.16: Top line growth challenge in the SA furniture industry



Source: data from company annual reports for competitors, CPM for EHL and Stats SA - data pulled 12 November 2012

7.7 MARKET AND COMPETITIVE PERFORMANCE ANALYSIS

7.7.1 Customer survey







To ensure adequate and credible independent feedback, the EHL Board commissioned Living Facts Ltd, a customer intelligence consultancy company to do a comprehensive customer survey, both internally within EHL brands and externally with each brand's direct competitor set. The aim was to objectively measure the key customer experience and expectations as compared to the competitors, namely:

1. Overall perceptions
 - a. Product quality
 - b. Product range
 - c. Overall shopping experience
 - d. Overall image

- e. Delivery
- f. Price
- 2. Competitive performance evaluation on service
- 3. Competitive evaluation on credit propositions
- 4. Emotional affinity - how strongly customers agreed with the future Intentions of shopping at EHL brands
- 5. Net promoter score - how likely would the customer be to recommend an EHL brand to your friends and colleagues
- 6. Loyalty factors

Figure 7.17 outlines the various EHL and competitors captured with the LivingFact™ survey project. Competitors were mapped into the direct competing market segments with the EHL brands, and respective customer Living Standard Measures (LSM) groups with similar market share and customer profiles. A total of 681 EHL customers and 475 competitor customers were interviewed

Figure 7.17: LivingFacts™ Customer Experience Dashboard

EHL BRAND	METHOD OF PAYMENT		TOTAL
	LOAN	CASH	
 Wetherlys	-	117	117
 Queen & Richards	58	55	113
 BEARES	73	41	114
 FurnitureCity	69	57	126
 ELLERINES	86	18	104
 Dial-a-Bed	-	107	107
TOTAL	286	395	681

COMPETITORS	METHOD OF PAYMENT		TOTAL
	LOAN	CASH	
Coricraft	-	36	36
Weylands	4	26	30
Sevens	1	8	9
Bradlows	20	23	43
My Home	17	15	32
Morkels	30	12	42
Joshua Doore	30	24	54
Rochester	8	24	32
House & Home	22	35	57
Lewis	26	15	41
Barnett's	19	15	34
The Bed Shop	14	19	33
The Bed Store	10	22	32
TOTAL	201	274	475

Source: LivingFacts™ report, furniture retail and EHL customer survey, 2012

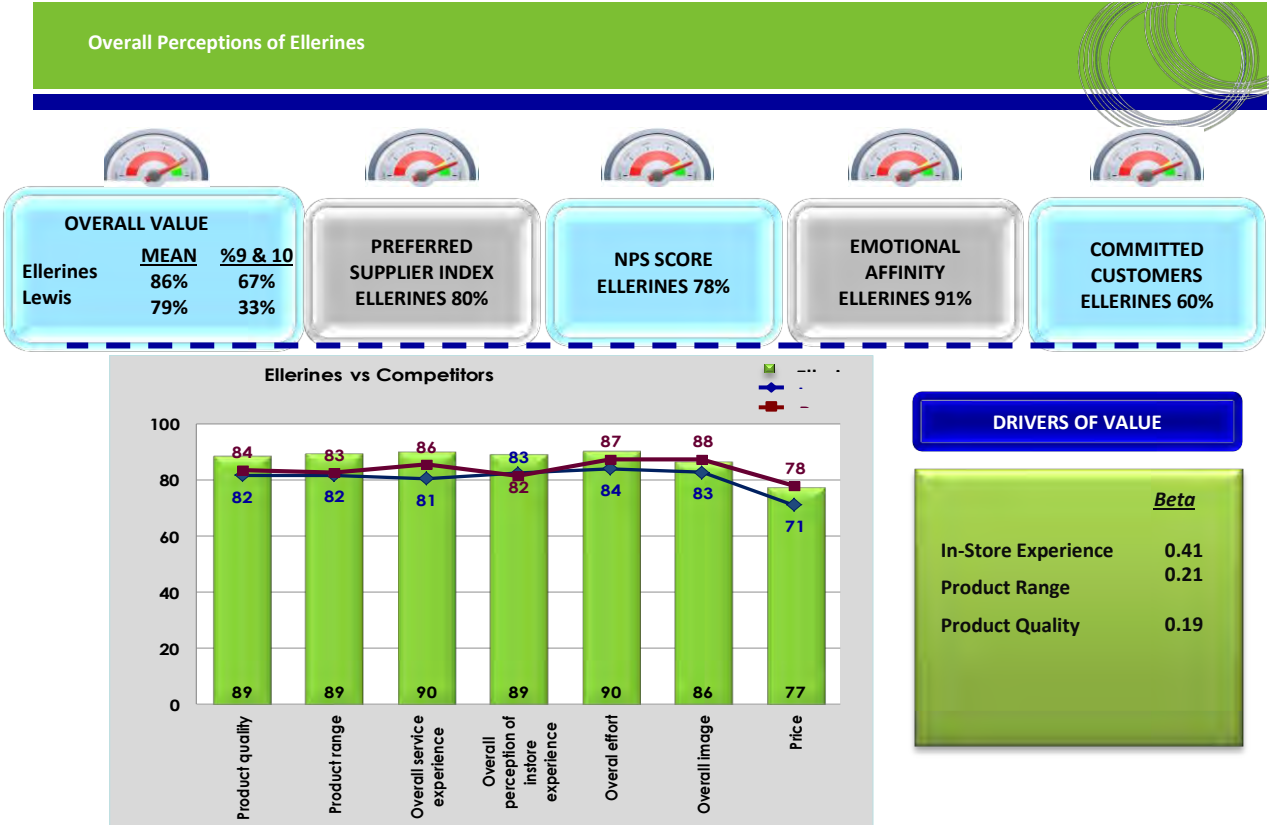
Given the ease of switching for customers and the competitive environment, EHL Brands aim for scores of 9 and 10 with a mean score of 88% or above. Another important point is that the sample size for competitor brands is smaller than those of the EHL brands and should be interpreted as trends. Direct comparison should not be made

across the EHL brands as the expectations of the customer base and the competitor environment is vastly different.

7.7.1.1 Ellerines brand overall customer results

Direct competitor comparisons had been mapped to establish the competitiveness and overall customer perception and experience of the Ellerines brand. **Figure 7.18**, highlights the overall value proposition of the Ellerines brand over the competitors, showing the Ellerines brand (86%) outperforming its direct competitors. Every single measure (preferred supplier index 80%, Net Promoter Score 78%, emotional affinity 91%, committed customers 60%) scoring higher than the direct competitors. Further observations of the Ellerines brand superior competitor positioning, was indicative in **Figure 7.18**, with the only one (price) out of seven measures not been dominated by the Ellerines brand.

Figure 7.18: Ellerines overall customer perceptions



Source: LivingFacts™ report, furniture retail and EHL customer survey, 2012

Table 7.15: Overall customer experience

	<i>Ellerines</i>	<i>Lewis</i>	<i>Barnetts</i>
<i>product quality</i>	86%	82%	84%
<i>product range</i>	85%	81%	83%
<i>overall service experience</i>	88%	81%	86%
<i>over in-store experience</i>	85%	82%	83%
<i>overall effort</i>	91%	84%	87%
<i>overall image</i>	90%	83%	88%
<i>price</i>	77%	71%	78%

Source: LivingFacts™ report, furniture retail and EHL customer survey, 2012

The researcher had used the LivingFacts™ research results as a means to correlate the Ellerines financial results to customer perceptions and customer brand experience, as the external and independent measure, to ensure adequate alignment and verification with the Ellerines financial performance. Observations of the LivingFacts™ results, is that it supports the Ellerines strong financial and competitive performance over the 2010-2012 periods. This inductively supported the hypothesis regarding the impact of a deliberate creativity intervention on the financial performance of the Ellerines business. This meant that the execution of a deliberate creativity intervention does have a positive impact on business performance.

7.8 SUMMARY

Outlined in this chapter is a comprehensive presentation of the pre-test analysis, the Neethling creativity models and the conceptual deliberate creativity intervention. Within a control and intervention group study to determine what outcomes had been attained with executing and incorporating these models and frameworks into the Ellerines business as a creativity intervention. All the statistical and financial data is also presented with various results, findings and observations documented to lend support to the research study objectives and hypothesis. A further extensive analysis of the statistical findings and financial performance results and findings is presented in **Addendum 7B to 7F** which confirms H0. External verification and corroboration is

presented in the form of the LivingFacts™ customer survey which gives context and explanation to the strong Ellerines business performance over the past three years.

Quite evident is that the financial data presents strong evidence of the significant enhancement of the Ellerines brand performance over the period 2009 to 2012, supported by an external customer survey to evaluate and verify the strong financial performance at the end period 2012. This confirmation of positive business enhancement in the financial and behavioural results of the control and intervention group study, is somewhat dampened in the statistical analysis and results, in that various measures indicating significant increase in variances over time, however negligible interaction between control and intervention group within the pilot period, which suggest that although the intervention group consistently showed better statistical and financial results than the control group.

The Neethling Creativity and Beyond content and theories outlines the **WHAT?** in the quest to become a Beyond within the creativity journey, the key essence remains the **HOW?** to achieve this “end state”, and in addition **HOW?** to embark on this deliberate creativity journey.

The researcher proposes and explicitly outlines the “**HOW?**” process and approach using the CDCF, CDCS, CDCIP and IBS in the recommendations and conclusions of **Chapter 8**.