



Determinants of Final Project Commercialization among Movies and Art Students: Moderating Impact of Socioeconomic and Education Disparities

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ABSTRACT

Background and Purpose: This research has designed the main objective to elucidate the role of different commercialization capabilities (competitive intelligence capabilities, knowledge management capabilities and quality management capabilities) in predicting the creative ideation of art and movie students. Additionally, the moderating impact of socioeconomic status and education disparities is also considered in the conceptual framework. **Methodology:** This study was conducted within the context of China and the art and movies students were assessed using random sampling. A self-structured questionnaire was distributed and quantitative data through closed-ended questions was gathered from the target population. The main analysis technique was the Partial Least Square Structural Equational Modelling PLS-SEM in the Smart PLS application. **Findings:** With the bootstrapping method, the analysis results depicted the significant and positive influence of commercialization capabilities (including competitive intelligence capabilities, knowledge management capabilities and quality management capabilities) and creative ideation among the art students. **Conclusion and Implications:** The education disparities suggested a significant external role in influencing the association between commercialization capabilities and creative ideation. With these findings, this study has made a novel contribution to the knowledge field by sharing the perceptions of art and movie students and enlightening their reflections regarding the commercialization of their projects and subjective hard work.

Keywords: Commercialization capabilities, Creative ideation, Socioeconomic factors, educational disparities, China.

INTRODUCTION

Creative ideation reflects the cognitive ability of students to come up with creative ideas and therefore, it is treated as a pivotal factor in the creative behavior of an individual (Yang et al., 2020). Educators acknowledge the significance of fostering creativity in students from an early age to help them deal with future challenges in several fields, including arts (Samaniego et al., 2024). This study is focused on the creative ideation of art and movie students in China. Art education is a flourishing field of study in China as indicated by Figure 1. The figure shows that 638421 students were enrolled in different art-related educational programs in China at the end of 2023 (MOE, 2023b). However, very few studies have explored the determinants of students' creative ideation in this field of study.

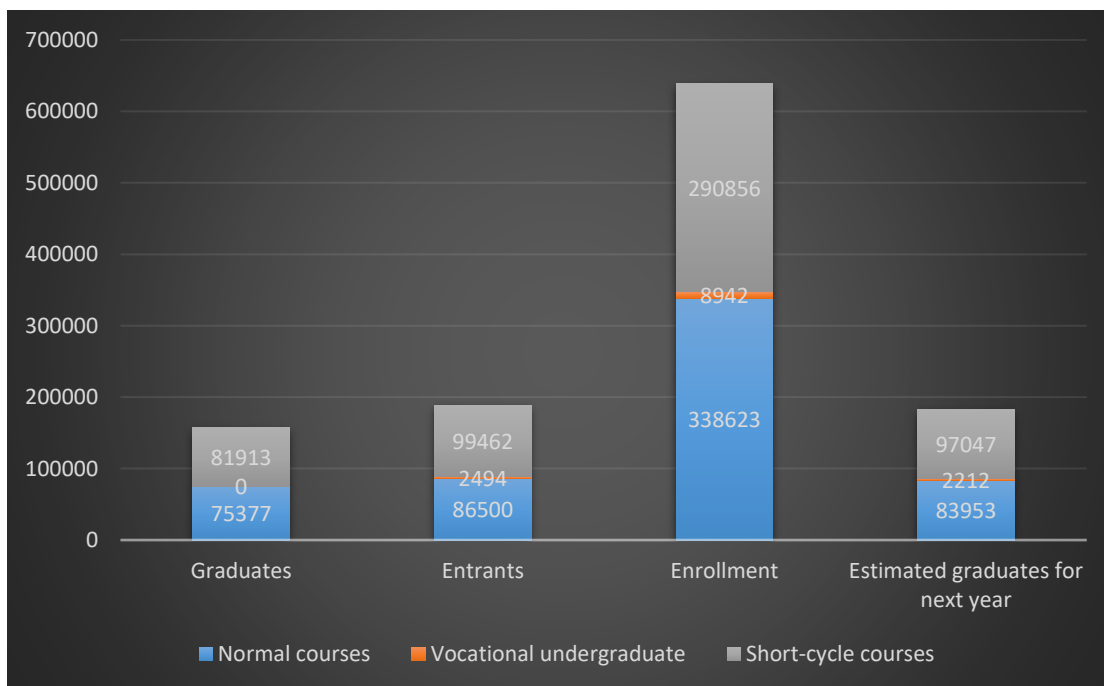


Figure 1: Number of Undergraduate Students in Art in China as of December 2023
Source: (MOE, 2023b)

Figure 2 gives an overview of the number of students enrolled in postgraduate courses in art studies in China. Considering the increasing interest of students in this field of study in China, the context of art education reflects a promising area of research. Therefore, the present study aims to fill the research gap in studies related to this field of research in China's context.

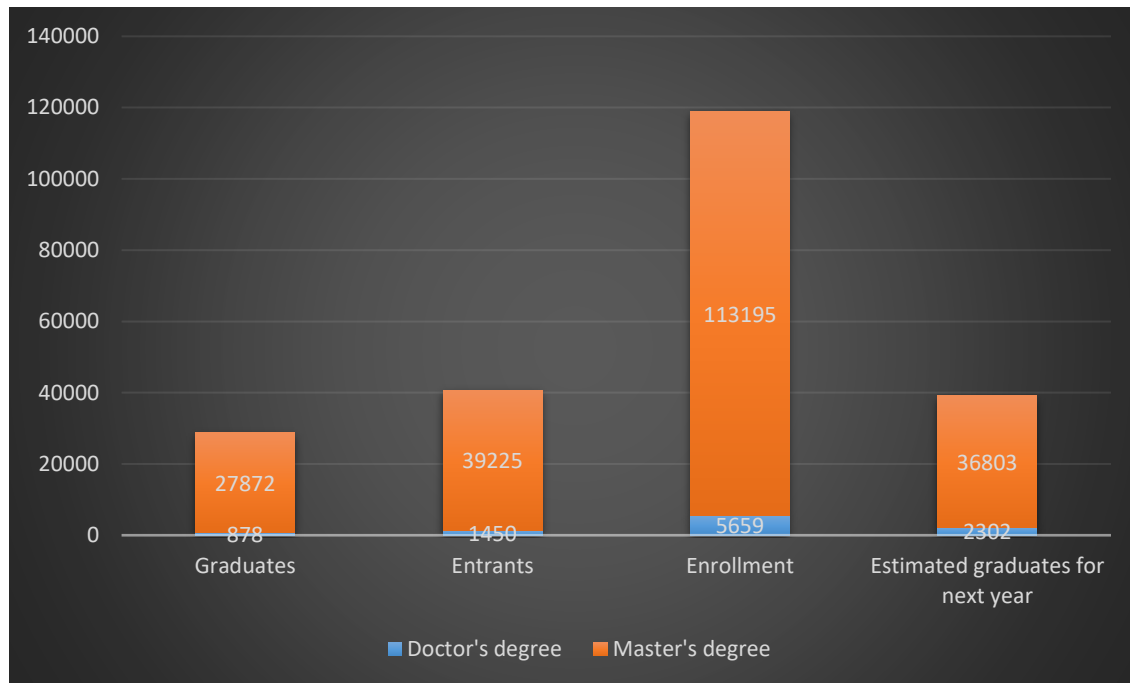


Figure 2: Number of Postgraduate Students in Art in China as of December 2023
Source: (MOE, 2023a)

Previously, Tep et al. (2021) linked human values with creative ideation among undergraduate students. The study revealed a significant impact of “creative self-efficacy” on creative education. However, more research is required to identify other determinants of creative ideation. Commercialization is another potential area of research. In the context of art and movie studies, commercialization can be perceived as the market acceptance of the academic output. The commercial exploitation of an academic artist’s project reflects commercialization (Azagra-Caro et al., 2022). However, there is a significant research gap in studies, which link commercialization with creative ideation. Therefore, the first research question of this study is: *What is the impact of commercialization capabilities on the creative ideation of art and movie students in China?* The present study focuses on three types of commercialization capabilities, which include competitive intelligence capabilities, knowledge management capabilities, and quality management capabilities.

In China, art education is an important part of in-school training. However, various factors, such as the pressure of university entrance and limited finances have hindered the potential of in-school art education to fulfill the needs of arts students. Usually, families, that value arts education, are willing to play a crucial role in the art education of students in China. In addition, the

“socioeconomic status” (SES) of families has been found to have a substantial impact on students’ academic achievement in art due to various factors, such as the availability of resources (Yuan et al., 2021). However, a significant gap has been identified in terms of studies, which focus on the impact of SES on the creative ideation of art and movie students in China. Therefore, the second research question is: *How does socioeconomic status moderate the relationship between commercialization capabilities and creative ideation among movies and art students?* In terms of disparities in education, researchers have investigated how regional or socioeconomic disparities lead to disparities in academic achievements (Daniele, 2021). Egana-delSol (2023) revealed that schools, that offer art-based programs, end up strengthening the creativity and creative behavior among students. Here, a question can be raised to investigate the impact of education disparities on the creative ideation of students as more studies are needed to clarify the role of education disparities in building the creative ideation of students. Therefore, the third research question is: *How do education disparities moderate the relationship between commercialization capabilities and creative ideation among movies and art students?*

The present research is of immense significance as a knowledge-based economy requires China to keep pace with the innovations in the world (Zhongbin, 2023). The Chinese government has initiated several programs to cultivate creativity among its students. Such initiatives include the “Innovation and Entrepreneurship Education Reform Pilot” (Lv et al., 2022) and the “Maker Education”. These initiatives are aimed at nurturing the entrepreneurial potential of students (Zhongbin, 2023). However, when it comes to art studies, Zhongbin (2023) has highlighted the difficulty in conceptualizing the concept of creativity in art education within a framework. The present study seeks to fill this gap in knowledge and conduct a statistical analysis of how commercialization capabilities would help strengthen the creative ideation of art and movie students. Another significant contribution of this study is its integration of the “resource-based view” (RBV) to examine how the commercialization capabilities of art and movie students help them come up with creative ideas for their projects. Thus, the present study has the potential to make a valuable contribution to the literature as it focuses on a rarely-explored area of research.

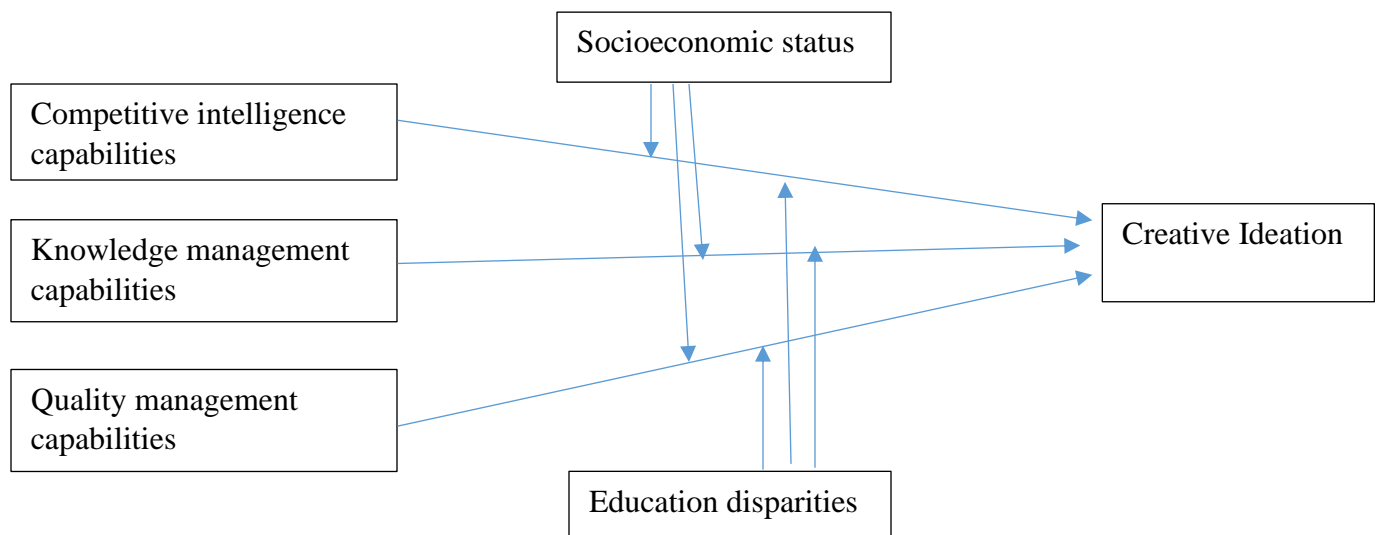
LITERATURE REVIEW

A literature review talks about information that has been published in a certain field and occasionally information that has been published in a specific field within a specific time frame.

A literature review can consist solely of a synopsis of the sources, but it typically follows an outline and incorporates both synthesis and summary. This chapter will discuss all the variables studied that includes creative ideation as dependent variable. Independent variables are competitive intelligence capabilities, knowledge management capabilities and quality management capabilities. Furthermore, moderating role is played by socioeconomic status and education disparities. Literature stating these variables will be discussed along with hypothesis generating for further study.

Theoretical Framework

According to the proposed relationship among all the variables that are dependent, independent and moderator. A framework is devised below that shows the relationship status among all these variables.



Framework clearly shows that creative ideation depends upon Competitive intelligence capabilities, Knowledge management capabilities and Quality management capabilities along with moderating role played by socioeconomic status and educational disparities.

RBV Resource-Based View theory is relevant to this approach. The RBV hypothesis emphasizes a firm's internal assets and competencies as sources of competitive advantage. This theory can be applied to creative ideation and project commercialization to examine how an individual's or an

organization's special resources and abilities affect their capacity to come up with and profit from innovative ideas (Kruesi & Bazelmans, 2023).

The RBV theory can assist in investigating how external factors, such as socioeconomic position and educational gaps, interact with internal resources and skills to influence the innovation process, in light of their moderating role. People from diverse socioeconomic origins, for instance, can have access to varied resources, networks, and money, which could affect their capacity for innovative ideation and successful project commercialization. Above stated framework is formed based on this theory.

Competitive Intelligence and Creative Ideation

Competitive intelligence, often referred to as corporate intelligence, is the capacity to gather, assess, and use information about competitors, customers, and other market factors that underpin a business's competitive advantage. Competitive intelligence is a process as well as a product that is necessary to survive. This will be essential to their functioning as a framework for strategy development and decision-making (Maina & Nyaribo, 2023).

The amazing ability of people to come up with original and useful ideas is reflected in creativity. Empirical research indicates that goal-directed memory processes are usually the source of creative ideas rather than them appearing out of nowhere. To be more precise, controlled retrieval, semantic and episodic memory are involved. Memory formation processes are built upon and memory is selectively recruited at different stages of the creative process to assist creative ideation (Benedek et al., 2023).

Serena Leka (2024) stated that a major area of current research focus is the function of competitive intelligence in idea management systems (IMS) and innovation processes. It has long been recognized that CI may boost innovation efforts by offering assistance in a number of ways. The convergence of these domains presents auspicious prospects for enhanced concept generation, categorization, advancement and assessment.

Joosten et al. (2024) mentioned that traditionally designers are in charge of coming up with ideas for new product advancements. Nevertheless, using generative artificial intelligence (AI) to generate ideas for new goods and services is gaining popularity very quickly. AI-generated ideas have considerably greater novelty and consumer benefit scores than human-generated ideas. Their

feasibility scores are comparable, according to the results of a blind expert examination. In general, most of the best-performing ideas are generated by AI, whereas human-made concepts performed worse than anticipated.

All this previous literature studied shows the direct relationship between competitive intelligence and creative ideation so can be hypothesized as:

H1: competitive intelligence has a positive impact on creative ideation.

Knowledge Management and Creative Ideation

Information management is the collection of methods for creating, sharing, using, and supervising data and information inside an organization. It outlines an interdisciplinary approach that optimizes knowledge utilization to accomplish organizational goals and creative ideation is sustained and flourished by this knowledge management (Saulais, 2023).

Bratianu et al. (2023) presented a study in which combines customer knowledge management, product innovation process, and innovative work behavior into one cohesive framework. The relationship between inventive work behavior and the process of product innovation is then investigated, with a focus on the function that customer knowledge management plays. There is a good correlation between knowledge management, creative work behavior, and the process of creating new products. based on the results. The bootstrapping approach illustrated how new work practices and product innovation are exhibited via customer knowledge management.

Abolqasem Arabioun (2023) investigate from a professional and scientific standpoint, the direct relationship between knowledge management and business strategy, as well as the part that this relationship plays in the commercialization of novel ideas. Within enterprises, knowledge management is an essential strategic paradigm for knowledge collection and transfer. This role creates core, novel ideas for commercialization by shrewdly assembling and combining knowledge and experiences. The study highlights the significance of the close connection between the creation of novel ideas and knowledge management.

This previous literature stated confirms the direct relationship between knowledge management and creativity. It can be hypothesized as:

H2: Knowledge management has a direct impact on creative ideation.

Quality Management and Creative Ideation

Planning for quality management entails creating and implementing policies and strategies, assembling the right teams and resources, and designing with quality in mind. Understanding, management, design/redesign, quality management systems, and continuous improvement are examples of processes (Zhu et al., 2023).

The swift growth of web-based ideation platforms has forced businesses to look outside of their walls for ideas, which makes concept evaluation difficult and inefficient. Three categories were created from the summary of elements influencing idea quality: concept-related factors, idea creator related factors and platform-related ones. The findings showed that every suggested factor length, evidence for the proposal, prior success, previous submissions, prior comments, votes received and comments received had a statistically significant beneficial impact on the quality of the ideas (Hu & Xu, 2023).

The process of effectively identifying creative ideas, solutions, or traits in people in order to assess their creative potential and qualities is known as creativity evaluation. Since it helps to track and apply creative ideas, creativity evaluation is a crucial element in the educational process for both instructors and students. This could lead to an improvement in the creative performance of students during the process (Ul Haq & Pifarré, 2023).

All this literature selected proves direct relationship between quality management and creative ideation. Hypothesis generated according to this is

H3: Quality management directly affect the creative ideation

Moderating Impact of Socioeconomic Status

A person's socioeconomic status can be used to categorize them based on their employment type, income, and educational attainment. Socioeconomic status is typically divided into three categories: low, middle, and high. People with lower socioeconomic status generally have fewer access to financial, educational, social, and health resources than do those in higher socioeconomic positions. With very few exceptions, it can be said that the likelihood of being creative increases with SES (Antonoplis, 2023).

Kupczynszyn et al. (2024) examine the connection between creativity, executive functions (EF), and socioeconomic position (SES). The findings demonstrated a direct relationship between SES and EF as well as an indirect relationship between SES and creativity through working memory and spontaneous cognitive flexibility.

The Investment hypothesis of Sternberg (1999) states that a variety of environmental factors, including family socioeconomic position (SES) are known to have greatest impact on creativity. These factors also include IQ, knowledge, personality, thinking style, motivation, and many others. Many aspects of creativity, including social creativity, everyday creativity and creative ideation have been linked to socioeconomic status. For example, studies have demonstrated that individuals from high SES backgrounds are more creative than those from low SES backgrounds (Yang Y, 2020).

Hence this literature shows that socioeconomic status has impact on creative ideation, but the effect is not directed it's a moderating effect that is caused by impacting all project commercialization variables directly. So, this relation can be hypothesized as:

H4: Socioeconomic status plays a moderating role between project commercialization variables and creative ideation.

Moderating Impact of Education Disparities

Educational inequality is the unequal allocation of resources, including money for schools, skilled and experienced teachers, supplies, and technology, to communities that are socially marginalized. These groups have typically experienced historical oppression and disadvantage (Alam & Forhad, 2023).

According to the corpus of research on the subject of creative ideation, creative education at colleges or universities can foster creative ideation. The process of coming up with, refining, and showcasing original ideas is called entrepreneurial ideation. Creative education plays a very important role in creative ideation (R. Widyanti, 2021).

Through significant biases toward current ideas and features of familiar knowledge, prior knowledge can stifle creativity. When engaging in entrepreneurial activities, prior knowledge is

important since it can enhance creative ideation based on past experiences and family education (D. U. L. Baldacchino, L. Cabantous, 2022).

G. Secundo (2021) stated that examining how entrepreneurs generate original ideas and the educational process itself may both foster the cognitive process of information acquisition. In a similar vein, an earlier study found that implementing a more creative and participatory learning method can encourage people to acquire knowledge that has purpose and can spark original ideas. Finally, it is understood that creative ideations and creativity knowledge are related.

All the above cited literature shows that there is a relationship between educational disparities and creative ideation and can be hypothesized as

H5: Educational disparities play a moderating role between project commercialization variables and creative ideation.

RESEARCH METHOD

This research mainly investigates the determinants of final project commercialization among movies and art students in China. In order to fulfil this aim, the role of different commercialization capabilities (competitive intelligence capabilities, knowledge management capabilities and quality management capabilities) in influencing creative ideation; is evaluated. Additionally, the moderating impact of socioeconomic status and education disparities is also taken into account. Therefore, positivism paradigm was used in this study (Uddin, 2021) as it is used for determining the truth's objective existence. In response of this paradigm, the deductive approach was utilized as important hypotheses were formulated (in association with RBV theory) to determine the role of commercialization capabilities on creative ideation. Based on the selected philosophy and approach, quantitative methodology was applied in this study to address the formulated objectives. The survey strategy was used for gathering the statistical data.

Participants

As the current study focuses on determinants of final project commercialization among movies and art students in China, therefore, the students from movies and arts institutions in China were selected for gathering the required data. A similar study, conducted by Kim et al. (2023), utilized a sample size of 740 participants for determining the role of creative ideation in influencing fear

of judgement and autonomy. Therefore, in the present research, random sampling method (Stratton, 2021) was applied to select an appropriate sample. As a result, a sample size of about 490 participants was selected for the distribution of the prepared questionnaire. However, 351 valid responses were obtained which were used for further analysis.

Measures

For this study, a questionnaire was developed to evaluate different determinants of final project commercialization among movies and art students in China. For this questionnaire, the demographics of the selected participants were included, followed by the questions related to the study's variables. For this purpose, a "5-point Likert scale" was utilized.

Competitive Intelligence Capabilities

Competitive intelligence capabilities are measured by using the scale of 10 items, presented by Kim et al. (2020). This scale mainly includes the systematic procedure of analyzing, utilizing and collecting the information regarding the activities of the competitors.

Knowledge Management Capabilities

Knowledge management capabilities are measured by using the scale of 7 items, presented by Kim et al. (2020). It is referred as the institutionalization of knowledge sharing and active creation within the associated institute.

Quality Management Capabilities

Quality management capabilities are measured by using the scale of 8 items, presented by Kim et al. (2020). They include continuous activities which are used for improving the quality level of the related goods.

Creative Ideation

The "Runco Ideational Behavior Scale (RIBS)" (Yang et al., 2020) was used for measuring creative ideation. This scale includes a total of 23 items (Runco et al., 2001).

Socioeconomic Status

A 6-item scale utilized by Robinson et al. (2017), was taken into account for measuring socioeconomic status.

Educational Disparities

In order to measure educational disparities, two items were used which were developed by the researcher categorically in association with the aim of the current research.

Data Collection Procedure

Before the distribution of prepared online questionnaire, the consent of the participants was taken, ensuring their willingness to participate in the study. The queries of the participants regarding the aim and objectives of the study were also answered by the researcher. Later on, online media was used for distributing the questionnaires cost-effectively. It was a cross-sectional study as data was gathered at a particular time. After the collection of the data, it was effectively analysed.

Data Analysis

In order to analyze the collected data, statistical analysis was conducted including descriptive as well as inferential statistics. SmartPLS was used for carrying out “structural equation modelling” (SEM) to test the synthesized hypotheses.

DATA ANALYSIS

Outer Model Assessment

Testing the outer assessment involves the latent constructions test of the reflective and formative constructs and examines whether it meets the theoretical and retrieval principles. Simply, it is the estimation of the extent to which the indicators or the constructs are accurately being measured using different statistical procedures. In the measurement model assessment, four to five steps are mainly involved, including the validity and reliability assessment (Hair Jr et al., 2021). To perform each step of the measurement model, this study has utilized the Smart-PLS algorithms to obtain the results. The Smart PLS has proficiency to produce the inner model estimates simultaneously with the outer model results.

Validity test was performed using the outer loadings with a minimum value of 0.6 and the AVE Average Variance Extracted with a minimum cut-off of 0.5 (Hair Jr et al., 2020). At the same time, the reliability or the internal consistency reliability was also examined using the threshold of value 0.7 using the indicators of the Cronbach alpha value and Composite Reliability CR (Hair Jr et al.,

2021). In this regard, the output of the absolute validity and reliability highlighted that the designed outer model constructs have beat the minimum standards of AVE, Cronbach alpha value and CR. Moreover, the outer loadings were also above the selected minimum criteria for all latent measures except for the IC21, IC22, IC23 and one item of KMA as KMA6 which showed lower loadings than the minimum standard, therefore, were removed from the measurement model.

In addition to this, to prevent any discriminant validity issue, the test of discriminant validity was performed using the Fornell and Larcker criterion (Fornell & Larcker, 1981) and to complement its results, the advanced and recently inaugurated technique of HTMT (Henseler et al., 2015) was also employed for more proficient and pertinent findings. The basic cut-off of a value less than 0.85 was incorporated (Hair Jr et al., 2021) and the correlation values in Tables 4.2 and 4.3 showed no issue of discriminant validity. Next, to prevent the issue of multi-collinearity, the test of VIF was performed that depicted all variables showcased values maximum of 3.0 which was less than the alarming standard of 5.0 (Hanafiah, 2020). In the last, the goodness of fit indices reported the robustness and significance of the model with the NFI (0.494 close to 0.9) and SRMR (0.079 less than 0.10) values (PLS, 2023). So, the designed model has been declared reliable, valid, significant and free from any reservations and issues of multi-collinearity.

Table 1: *Reliability and Validity Assessment*

Constructs	Items	Factor Loadings	Cronbach's alpha	CR	(AVE)
Competitive Intelligence Capabilities (CIA)	CIA1	0.818	0.959	0.964	0.731
	CIA2	0.878			
	CIA3	0.893			
	CIA4	0.875			
	CIA5	0.869			
	CIA6	0.855			
	CIA7	0.835			
	CIA8	0.838			
	CIA9	0.865			
	CIA10	0.818			
Educational Disparities (media)	EDS1	0.949	0.861	0.934	0.877
	EDS2	0.924			
Creative Ideation (IC)	IC1	0.871	0.985	0.986	0.778
	IC2	0.882			
	IC3	0.872			
	IC4	0.894			
	IC5	0.874			
	IC6	0.866			
	IC7	0.891			

	IC8	0.893			
	IC9	0.909			
	IC10	0.890			
	IC11	0.859			
	IC12	0.889			
	IC13	0.893			
	IC14	0.895			
	IC15	0.873			
	IC16	0.870			
	IC17	0.864			
	IC18	0.870			
	IC19	0.883			
	IC20	0.900			
Knowledge Management Capabilities (KMA)	KMA1	0.902	0.901	0.927	0.721
	KMA2	0.681			
	KMA3	0.908			
	KMA4	0.787			
	KMA5	0.939			
Quality Management Capabilities (QMA)	QMA1	0.870	0.957	0.964	0.768
	QMA2	0.914			
	QMA3	0.872			
	QMA4	0.866			
	QMA5	0.863			
	QMA6	0.904			
	QMA7	0.845			
	QMA8	0.875			
Socioeconomic Factors (SEF)	SE1	0.785	0.932	0.947	0.748
	SE2	0.896			
	SE3	0.880			
	SE4	0.863			
	SE5	0.892			
	SE6	0.867			

Table 2: Discriminant Validity through Fornell and Larcker Criterion

Constructs	Competitive Intelligence Capabilities	Educational Disparities	Creative Ideation	Knowledge Management Capabilities	Quality Management Capabilities	Socioeconomic Factors
Competitive Intelligence Capabilities						
Educational Disparities	0.041					
Creative Ideation	0.540	0.159				
Knowledge Management Capabilities	0.403	0.097	0.360			
Quality Management Capabilities	0.408	0.093	0.631	0.290		

Socioeconomic Factors	0.564	0.186	0.322	0.306	0.550
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Table 3: HTMT Analysis

Constructs	Educational Disparities	Creative Ideation	Knowledge Management Capabilities	Quality Management Capabilities	Socioeconomic Factors	Competitive Intelligence Capabilities
Competitive Intelligence Capabilities						
Educational Disparities	0.041					
Creative Ideation	0.540	0.159				
Knowledge Management Capabilities	0.403	0.097	0.360			
Quality Management Capabilities	0.408	0.093	0.631	0.290		
Socioeconomic Factors	0.564	0.186	0.322	0.306	0.550	

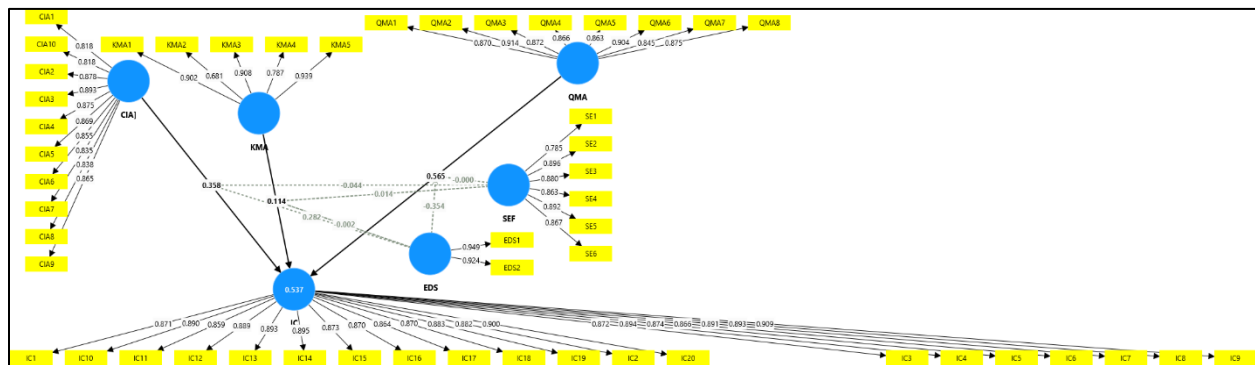


Figure 3: Measurement Model

Table 4: Multi-collinearity Statistics (VIF)

Construct	IC
Competitive Intelligence Capabilities	1.786
Educational Disparities	1.374
Creative Ideation	1.459
Knowledge Management Capabilities	1.556
Quality Management Capabilities	3.609

Table 5: Goodness of Fit Indices

Indicators	Saturated model	Estimated model
SRMR	0.056	0.079

d_ ULS	4.185	8.378
d_ G	10.742	8.502
Chi-square	14429.748	16464.742
NFI	0.556	0.494

Inner Model Measurement

This evaluation aims to investigate the effect of exogenous variables on the endogenous variables. The structural model evaluates the coefficient of determination and the significance level between the designed association with the t-statistics and p-value. In the Smart PLS application, the inner model analysis is performed through the bootstrapping 5000 methods (Hair et al., 2017). The coefficient of determination depicts the predictive power of all the exogenous variables to the endogenous variables. In statistical terms, the coefficient of determination has to be higher than 0.0 to 1.0. In the case of this study, the R-square is 0.52 or 52% which indicates that the creative ideation has a moderate variance power due to the other exogenous variables (Hair et al., 2019).

Next, the significance between the designed association was assessed using the criteria of significance 0.1, 0.05 and 0.01. With these criteria, the study encountered that competitive intelligence capabilities, knowledge management capabilities and quality management capabilities have significant influences on creative ideation at the significance level less than the mentioned cut-off limits, thus causing the acceptance of all direct relationships and reported that there is a significant and positive association between the commercialization capabilities and the creative ideation among the art students. In the same myriad, the analysis output depicted the significant moderation of educational disparities on the relationship between quality management capabilities, competitive intelligence capabilities and creative ideation with a significance level below the standard cut-off limit. However, socioeconomic status gained an insignificant moderation in all three direct relationships, thus leading to the rejection of socioeconomic status as a variable. These results portrayed that the socioeconomic factors are an irrespective factor for the art students and they have their own creativity without any additional external support. The following table has attached the final results of the structural model assessment performed through PLS-SEM with the final decision in terms of acceptance and rejection.

Table 6: Regression Analysis

Estimated Paths	Beta value	T stats	P-value	Decision
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Competitive Intelligence capabilities -> Creative Ideation	0.358	5.385	0.000	Accepted
Knowledge management capabilities -> Creative Ideation	0.113	1.939	0.05	Accepted
Quality management capabilities -> Creative Ideation	0.566	9.316	0.000	Accepted
Socioeconomic factors x Competitive Intelligence capabilities -> Creative Ideation	-0.044	0.755	0.450	Rejected
Socioeconomic factors x KMA -> Creative Ideation	0.014	0.251	0.802	Rejected
Educational disparities x Competitive Intelligence capabilities -> Creative Ideation	0.281	1.909	0.05	Accepted
Socioeconomic factors x Quality management capabilities -> Creative Ideation	-0.001	0.014	0.989	Rejected
Educational disparities x Quality management capabilities -> Creative Ideation	-0.353	2.957	0.003	Accepted
Educational disparities x KMA -> Creative Ideation	-0.002	0.026	0.979	Rejected

R-square: 0.537, Adjusted R² : 0.522, Q²predict: 0.494

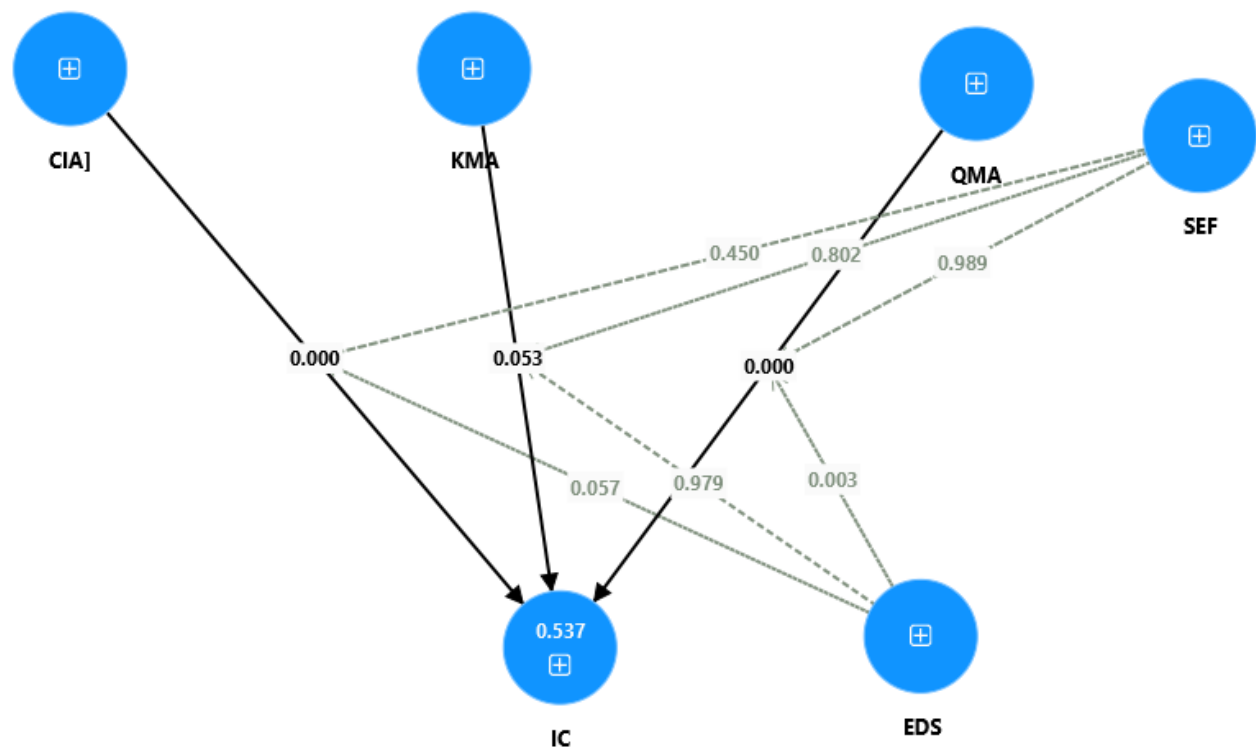


Figure 4: Structural Model (Graphical Output)

DISCUSSION

Results and Discussion

This research is mainly done to investigate the determinants of final project commercialization among movies and art students in China. In order to fulfil this aim, the role of different commercialization capabilities (competitive intelligence capabilities, knowledge management capabilities and quality management capabilities) in influencing creative ideation; is evaluated using different scales. Additionally, the moderating impact of socioeconomic status and education disparities is also taken into account and results showed that all these project commercialization capabilities have impact creative ideation and socioeconomic status and education disparities have moderating effect.

Even though these activities are essential for economic growth and competitiveness, it can be challenging for all organizations to accomplish business performance, innovate, and thrive in dynamic and complicated contexts. In order to assist them, competitive intelligence (CI) emerges as a strategic discipline. Hassani and Mosconi (2021) examined the ways in which creative firms' innovation performance is improved by competitive intelligence. Findings from a review of the literature and empirical information gathered from many management interviews allowed for the proposal of a framework that illustrates how CI improves innovation performance by depending on absorptive ability. It has long been understood that CI may support innovation efforts in a variety of ways. The intersection of these fields offers promising opportunities for improved ideation, classification, development and evaluation of creative ideation (S. Leka, 2024).

This relationship is very significant as it is observed that these competitive capabilities work much more than the human capabilities making work easier and perfect. More ideas are generated and their application is also facilitated with reduced error. Effective knowledge integration and management across multiple players is essential for successful innovation. Within innovation management, the idea of obtaining knowledge integration and quality has grown in prominence (Caccamo et al., 2023). (Bratianu, 2023) through bootstrapping approach demonstrated how innovative products and new work practices are directly affected by information management.

Knowledge management is very crucial for smooth functioning of each and every firm. There are number of sources for getting information but sorting information and its management according

to the requirement plays a very crucial role and creative ideation is highly impacted by this aspect as it will help in smooth functioning along with future ideation. Results of the study conducted are analyzed using statistical methods. It is measured by using the scale of 7 items, presented by Kim (2023) . It is referred as the institutionalization of knowledge sharing and active creation within the associated institute.

Hu (2023) showed that every suggested factor length, evidence for the proposal, prior success, previous submissions, prior comments, votes received and comments received had a statistically significant beneficial impact on the quality of the ideas and quality management plays integral role in creativity and future creative ideation.

The successful implementation of quality management in film production companies has a favorable impact on the administrative, marketing, and design performance of the company in order to effectively address market factors and meet client needs. In order to create an integrated advertisement that is formal, functional and creative advertising firms must attain the quality of intellectual, artistic and material innovation (Ayada & Abu Elnaga, 2023). Results are measured by using the scale of 8 items presented by Kim (2023) they consist of ongoing initiatives aimed at raising the caliber of associated products. Socioeconomic position has been connected to several facets of creativity, such as social creativity, everyday creativity, and creative ideation. For instance, research indicates that people with higher socioeconomic status (SES) tend to be more creative than people from lower SES origins (Hall et al., 2023).

Introducing a more imaginative and interactive approach to education can inspire individuals to learn for the right reasons and generate novel concepts. Prior knowledge is crucial because it fosters more original thought based on life experiences and family education (D. U. L. Baldacchino, L. Cabantous. , 2022). Socioeconomic status and educational disparities both plays a moderating role with project commercialization capabilities in their relation towards dependent factor that is creative ideation. Socioeconomic status plays a very important role because lack of facilities towards resources or presence of ample resources will affect the capabilities and ultimately creative ideation. Similarly, educational disparities also had a moderating effect. It will affect creative ideation indirectly by impacting project commercialization capabilities.

A 6-item scale utilized by Robinson (2017), was taken into account for measuring socioeconomic status. In order to measure educational disparities, two items were used which were developed by

re researcher categorically in association with the aim of the current research. The study found a statistically significant results for both variables and proved the hypothesis that these two variables plays a moderating role in creative ideation.

Implications

This study conducted is very significant and results has lot of theoretical and practical implications. This study results and analysis will add theoretically to the topic making it more diverse and helping in future researches. Results have demonstrated that CI's impact to innovation. The performance of creative businesses is mostly dependent on the gathering, evaluating, and use of data from clients, rival businesses, suppliers, and technological sources. More precisely, research demonstrates that businesses can generate creative ideas when they comprehend the requirements and preferences of their customers (Hassani & Mosconi, 2021).

Managers can use findings to help them choose the optimal CI techniques to gain a competitive edge and outmaneuver their rivals (Bordeleau, 2020). It suggests that organizations stand to earn improved performance gains, enhancement, and the development of new skills by using commercialization capabilities in a constructive and inventive manner when carrying out organizational activities (Caccamo et al., 2023).

Limitations

This study is very significant and have number of implications but still there are some limitations that need to be covered as this study is specifically conducted in China so it is not a generalized study because different geographical areas can have different policies, rules etc. (Caccamo et al., 2023). This study is conducted specifically in movie making and arts so the results may not go in accordance for other firms and may differ because every firm has its own requirements. Results are not generalized as it involves only one sector (Kim, 2023).

Bordeleau and A. (2020) stated that along with commercialization capabilities future studies looking into the impact of analytics capabilities on innovation success might be pertinent. Only two mediating variables clearly theoretically related to both organizational performance and commercialization capability are used in this study. However, other mediating variables might be taken into account in further studies (Fajimolu et al., 2023). Study is done in China and specifically for movie and art students so it should be extended to other countries and other geographical areas.

As results are evaluated for one area that art so studies can be extended with same variables to other sectors to check and compare the results.

CONCLUSION

Research shows that all project commercialization capabilities that include competitive intelligence capabilities, knowledge management capabilities and quality management capabilities directly impact the creative ideation. This relationship is mediated by socioeconomic status and education disparities. In order to analyse the data, statistical analysis was conducted including descriptive as well as interventional statistics. SmartPLS was used for carrying out “structural equation modelling” (SEM) to test the synthesized hypotheses. Results were significant and all hypothesis generated were proved.

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