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Module Code: (BMSK6002_LON)

**Module Title: Developing Innovation and Creativity for
Business advantage.**

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Executive Summary

The report is going to shed light on the exploration of open and close innovation system that would help the product in the market. The projection of open innovation would help the product to gain proper sustainability in the market. The innovation made by Stockholm Products in regards to Plasma is also included in the study. Product uniqueness that could be protected by patent protection forms a part of the study. The report would shed light on innovation in the field of teeth whitening products and its importance in the business market. The report consists of different types of innovation and its advantages and the disadvantages in the overall business of teeth whitening products. Recommendations are made to the board so that they can take the decision to invest in the product. There are three specific recommendations discussed in this report which is the use of competitive pricing strategy, use of modernized direct sales model and use of open innovation model for the development of the product.

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Introduction

The process of solving problems could be improved by creativity. Posing creative ideas could strategize the way for solutions. This could be attained during the course of employment by any person indulged in it. The study focuses on the creativity and innovation required in order to create business advantages. There are many benefits which could be attained by creating business advantage. Such benefits would result in growth of business. The case study for developing a new market of teeth whitening could be discussed to implement the innovations and creativity that may lead to business advantages. Being creative is the most important process of making innovations. Creativity alone cannot help in solving problems. It has to be collaborated with creativity for giving a proper shape. Adapting new ideas to give result in a specific part could be held as innovation. The study sheds light on solving problems, increasing productivity, showing uniqueness and lastly beating competitors.

1. Stockholm Gases' approach to the innovation of Teeth Whitening

Stockholm products are a company who is known for years in the production of gases. It has a history of supplying liquid carbon dioxide and oxygen in healthcare markets. It is a very successful company and has almost products still running with the R&D (Drucker, 2007). In order to understand the Stockholm gases approach to the innovation of teeth whitening there are certain other activities which could be taken into account. Sweden has certain international commitments which it abides for the sake of the environment. Such could be mentioned as:

- 'Environmental protection agency in 1967'
- 'Member of the United Nations Environment Programme'
- 'The Stockholm Convention (2001)'

Sweden was the first country to recognize the environmental changes and take measures for it. From the view of the above mentioned programs, it could be clearly stated that the Sweden based company Stockholm products has to abide by the rules of Sweden to perform any innovation over the market. As per the views of Foss & Saebi, (2015), abiding all such environmental protection awareness Stockholm products found that plasma used in sterilizing teeth resulted in whitening of teeth. Plasma is a gas which is ionized and used to conduct electricity. It also helps in absorbing energy from electrical supplies. All these strategies were used by Stockholm products to produce the cleaning agents. Stockholm products found before the University of Southern California a patent by claiming that plasma had capabilities

that could lead to teeth whitening. On the view of such claims a group of researchers went for investigating the fact and found that plasma had ingredients which helped in teeth whitening (Tsd.ac.uk, 2013). After having an investigation, a report was submitted and a meeting was held by the R&D manager. The research and development manager found out certain materials from the research findings developed by various researchers.

Michael Glass

The researchers who was the project leader produced based his research in a pig's teeth as making experiment on the teeth of human is not permissible. He found a very interesting matter by using plasma over a pig's teeth. The yellow colored teeth of the pig turned into white after applying the plasma over it.

Bernard Bing

The development manager Bernard Bing mentioned that plasma which could be used for teeth whitening is not sufficient for launching a tooth whitening product. In today's world there are a lot of teeth whitening products which offers mouth freshening, healthier teeth, healthier gums and white teeth together. Only promising to give white teeth by using plasma to would not help in gaining consumers. Moreover there are tough competitions like Colgate, Palmolive who already has gained market by giving a total package of teeth whitening. However, he also recognized that they could get the unique protection of using Plasma in tooth whitening products which could be an added advantage for the company (Gryskiewicz *et al.* 2011). In addition to that he also mentioned that every competitive company wants something unique to produce in the market and keep it exclusively to itself by using the patent protection, intellectual property. This could be a good option and serve as an advantage for launching tooth whitening products.

Stefan Boch

Stefan Boch who was the licensing manager of Stockholm gases explained that if the company obtained licenses for the technology then it would be able to gain revenues without any further costs. It also mentioned that licensing it to other companies for gaining an end product would give favorable results and revenue for a few years.

Maria Claus

The marketing manager made a future prediction of having plasma brushes in every bathroom across the globe (Proctor, 2005). She went on to mention that the model of business which is created would influence the business and discussions.

Lastly there were other submissions provided by the researchers who mentioned that:

- The scientists in regards to dental terms found that there was more research needed upon the matter
- Others thought that market could be gained more in cleaning materials than tooth cleaning products

However these issues were discussed further in a meeting and the thought of innovating tooth cleaning products was taken for granting decisions (Higgins, 1994). Thus conclusively it could be said that Stockholm products used research strategies to find out the uniqueness of Plasma and innovate tooth whitening products from it. The company also recognized the need for patent protection and licensing to gain revenue. Moreover, protecting the unique ideas that are innovated is a right under the Intellectual Property Legislation of Australia. This is also important because protection of ideas and innovation prevent others from misusing the talents.

2. Exploration of innovative role in the teeth whitening

Individual and Organizational knowledge and experience

Innovation is a process of creating something new and worth a value. Innovation in business involves producing and manufacturing new products through completely new processes involved and opening new ways for penetrating the market. Human Teeth are made with an inner layer of dentin and a hard outer layer of enamel. Gradually another layer is formed on top of these after the food is stored in for a long time; hence with time a yellowish layer is formed (Tidd & Bessant, 2009). The scientists have discovered an innovative method and brought a revolution in the teeth whitening market. Use of plasma gas as a teeth whitening agent was discovered intriguing the scientists and researchers to explore if this could be an entry in the teeth whitening market and prove to be a viable business opportunity. The emergence of glamour world has influenced the people today as people have become more concerned about the appearance.

Currently the teeth whitening market is growing rapidly leading to huge profits (Trott, 2008). Companies have been exploring for different innovative measures to manufacture new products for teeth whitening to the customers.

Innovation in Teeth Whitening

The customer's urge for whiter teeth has been intriguing the oral health companies all around the world to produce better teeth whitening products at affordable range with better results. The discoloration of the teeth is a common problem that has been affecting the people leading to the companies to produce teeth whitening products frequently (Bratnicka, 2015). Over the

years the world has witnessed a massive innovation in teeth whitening products due to the rapid growth in technologies. Back in 2000, in a clear strip of tape, hydrogen peroxide was used and applied on the teeth to prevent the discoloration. Since then, the market has witnessed a massive innovation in the teeth whitening industry. Light and laser treatment to remove the discoloration of the teeth is currently in demand but is very expensive (Brunswick & Van, 2014). However scientists have over the years stated that the side effects could be visible by such treatments including gum irritation and sensitivity. Hence a question arises that is the Innovation really worth it? However in the recent times when people are concerned about appearance more, the companies are drawn towards manufacturing products.

Types of innovations used in the teeth whitening companies

Product innovation

Product innovation refers to the production of new products with an improved version of the existing product (Clegg & Birch, 2002). It is about improving and taking feedback for the customers and applying it in the product. In teeth whitening companies, innovation of the product plays a very important role. Apart from expensive treatment with the dentists and hassling laser treatments, the company named GO Smile has come up with an “On the go teeth whitening pen” in less than \$13 that effectively removes stains. The product comes with a serum for a week treatment. Hence innovation plays an important role as the customer wants a product that is pocket friendly, effective and easy to handle.

Process innovation

Process Innovation refers to the improvement in the process involved in the manufacturing of the products by implementing various new technologies and methods to sustain in the competitive market, fulfilling the demands of the customers (Cook, 2016). With the brilliance of technology a product named GLO Science Brilliant Personal Teeth Whitening Device has been introduced for the better results in the whitening of the teeth. It contains a USB plug, a charger, whitening gel, mouthpiece controller and other items. It involves activating the controller in the mouth and putting the mouthpiece. The technology uses heat and light to whiten the teeth. Such products have come up to ease the process involved in the teeth whitening process.

Merits and Demerits of Innovation

Innovations in the Teeth whitening products have proved to have a major advantage for the financial benefit of the company (Dawson & Andriopoulos, 2014). With the innovation in the existing products the companies raise the price of the products after improving and innovating hence leading to the rise in profit of the company. Customers are more drawn

towards the products, like in the case of teeth whitening, that are attractive, technically advanced and that are futuristic. Hence innovation truly serves the righteous purpose in expanding the business and fulfilling the financial business of the company. However innovation comes with many disadvantages as well. Like in the case of teeth whitening products the results in innovation lead to the increasingly high price making it not accessible for all the classes of people. Innovation can be time consuming as the products need to go through certain changes. There is a risk for the company's reputation if the product doesn't come out to be promotable.

Creativity

Creativity in innovation plays a major role as it is responsible for producing original products for the customers. With the rise in competition it is necessary for the company to produce products that are effective, original and user friendly. There are various products in the market for the teeth whitening that the customers don't pay attention to, hence the design and the portability of the product plays a significant role.

According to De Bono's theory he suggests that a company should be aware about the general knowledge about the customer and their needs. He further emphasizes that the knowledge should be reflected and generated implying new techniques and processes before finally making it available for the customers.

Product development strategies

There are various steps required for the product development strategies involved in the development of teeth whitening products.

Idea generation- a general idea about the customer, competitors, suppliers and distributors should be kept in mind before finally manufacturing the product.

Idea screening- this involves maintaining the product cost and evaluating the criteria's and planning accordingly so that in future there are no difficulties as far as finance is concerned (Dawson & Andriopoulos, 2014).

Concept development- In Innovation of teeth whitening products the companies should first conceptualize the new product and do a market study as to where the products need improvement.

Marketing strategy- Marketing is essential for the teeth whitening products as it helps determine the market values, goals, distribution, and sales.

3. Explanation of Open Model and Close Model of Innovation

The projection of the Open Model and Close Model come up with development in the innovation based on the enhancements that would help to make teeth white. Therefore, the collaboration of Open Model and Close Model tends to develop the working technique regarding the teeth whitening. The implication of the Open Model and Close Model would bring positive and influential changes in the development of the product that would make teeth neat and white. The mixture of Open Model and Close Model would help to develop the product based on the functions of whitening of the teeth. This has been observed by Chesbrough (2006), the presence of Open and Close Model comes up to provide developing features in the product that makes the teeth neat and white.

Open Model: Innovation Pipeline (Funnel) Stage gate Model

Through the support of Innovation Pipeline (Funnel) Stage gate model that can be applied in the form of Open Model towards the development of the product that would bring teeth in neat and white projection. The collaboration of parameters of this Innovation pipeline tends to take place by the help of Stage gate Model in terms of enhancing the functions of the product that would bring development for teeth whitening. The projection of Innovation Pipeline (Funnel) Strategic Model comes in the form of ideas that is followed by the stages of proof of concept. The further stages of the Innovation Pipeline (Funnel) Strategic Model comes up with the help of development based on the trial and error testing and the last step takes place in the form of implementation. This has been observed by VAGN, Clausen & Gish (2018) that the projection of Innovation Pipeline (Funnel) Stage gate model would filter the innovative idea that is related to the product that makes the teeth white and neat.

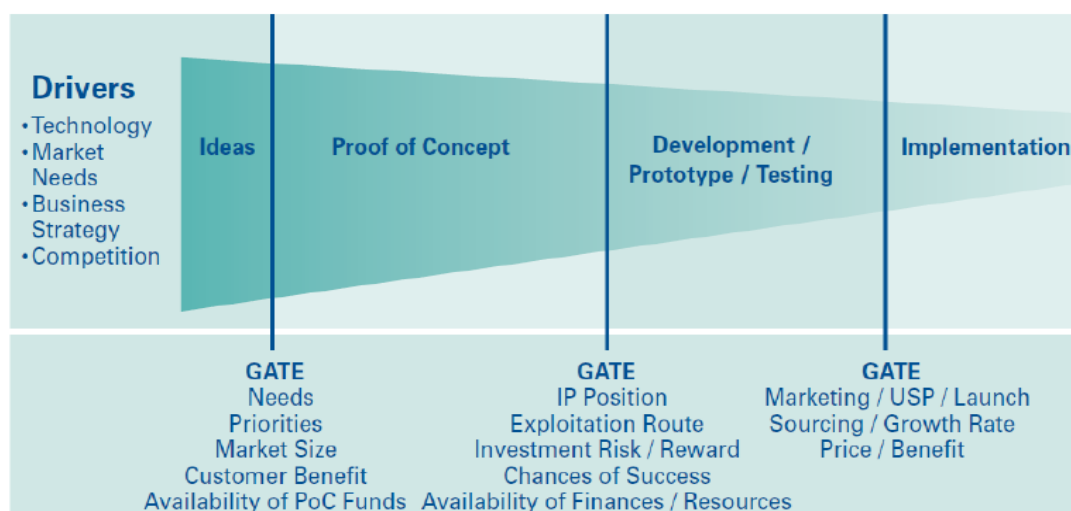


Figure 1: Innovation Pipeline (Funnel) Stage gate Model

(Source: Based on the views of Chesbrough, 2006)

Significance of Open Model: Innovation Pipeline (Funnel) Stage gate Model

The interrogation of Innovation Pipeline (Funnel) Stage gate Model would help to make benefits on the market expansion of the business dealing with the product that makes the teeth white and tidy. The implication of Stage gate Model would help the innovative idea to make a valid position in the market followed by the steps of the necessity of the product that makes teeth white and neat. The Stage gate Model would profitable results based on the benefits that would be approached by the number of customers (Lessig, 2006). The projection of Stage gate Model would help the innovative ideology to follow the path of proof of the concept that steps ahead with the help of the reliability of the product in the market. The collaboration of Stage gate Model would help to enhance the product and this would similarly help to bring sustainability of the innovative idea in the market. As per the perception by Kan, Chung & Chung (2019), the development of the innovative idea that gains the flexibility in the market comes up with better forms of implementation.

The projection of the innovative idea is related to the enhancements of the product leading to the whitening of the teeth. Thus, it can be stated that the implication of the Innovation Pipeline (Funnel) Strategic Model would provide profitable results based on the improvements of the product that would help the teeth to become white and neat. All the stages of the Innovation Pipeline (Funnel) Strategic Model would help the innovative idea to come up with validity that tends to improve the conditions of the teeth into the form of white and tidy.

Close Model: Closed Innovation

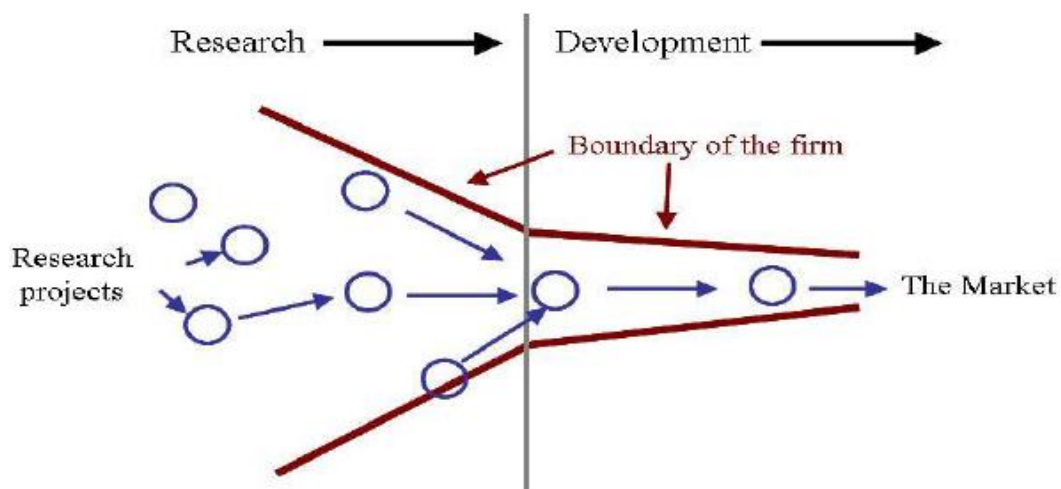


Figure 2: Closed Innovation

(Source: Influenced by Chesbrough, 2006)

The presence of closed innovation comes up with the help of proper projection of aims that would help to develop the quality of the product in an appropriate manner. This can be implicated by the help of research followed by the further development of the innovation of the product. Moreover, the projection of the development of the research would incorporate the reliable specification based on the enhancement of the product that tends to bring teeth clean and white. As per the viewpoint by Chesbrough, Vanhaverbeke & West (2006), the projection of closed innovation would help the innovation of the idea based on the product can be placed by the support of illustrating the essence of the product in the market. The projection of closed innovation would help to replicate the nature of the current market and its probability to increase the share globally.

Significance of Closed Innovation in the Product

Additionally, the incorporation of the closed innovation would help the innovative idea related to the development of the product would be gaining a suitable result before the launch in the international market. The first step that is introduced by the closed innovation technique is based on the importance of the product, whose rudimentary aim is to provide the white and neat teeth to the consumers (Kuwashima, 2018). However, the presence of closed innovation tends to put emphasis on the research project dealing with the process of development of the product that project white teeth for the consumers. Similarly, the presence of closed innovation comes up with the support of the boundary of the firm representing the value of the probability related to the demand of the product in the market.

The amalgamation of open and closed innovation techniques would help to project the further elevation in the product is that it can stand up to the consumer's expectations (Myhren *et al.* 2018). Thus, it can be validated that the implication of open and closed innovation technique would bring beneficial development in the product in terms of implicating the sustainability of the product in the competitive market for the long run. Additionally, the implication of open and closed innovation would help the product to come up with better flexible qualities to throw other products tough computability.

Analysis of the applied innovation to teeth whitening

Through the collaboration of both open and closed models would help to bring different types of changes in the innovation of the product that would bring the concept of whitening the teeth. This has been observed by Raymond (2001) that the presence of both models would project a certain type of developing features in the product. In the case of the open model of Stage gate Model comes up with the help of a group of people that would help to analyses the

durability of the product in the market. On the other hand, the propagation of closed innovation model provides the information that depends on the individual fieldwork.

Comparison between the Open and Closed Innovation techniques on the Product

In this regard, this can be validated that the presence of the open innovation model based on Stage gate Model is more specific due to the group members approach (Von Hippel, 2005). Open innovation techniques provide the development of the product with the support of profitable implication from R&D that represents a better form of the product that delves with the teeth whitening. Contrary, the projection of closed innovation takes place with the support of the pivotal features of R&D based on the types of issues followed by the internal and external factors.

As per the opinion by Yun *et al.* (2018), the projection of open innovation Stage gate Model put the focus on the part of the origination of the launching area of the product that depicts the criteria of the market. The group members who proceed with open innovation come up with the liability of the product in the market. In the case of closed innovation technique, the method comes up with the support of profit after executing the planning related to the production of the product. One of the important features that tend to come up with the guidance of the open innovation model would look for practical experiments in the market (Proctor, 2005). This inversely helps the open innovation model based on the projection of Stage gate Model would ensure to develop the sustainability of the product. Closed innovation does not believe in the practical experiments that centre rounds the profitable consumption of the product by the targeted consumers.

Additionally, the projection of the open innovation model is reflecting the concept of Stage gate Model known to imply the activities by the help of controlling and mitigating the issues that take place while performing practical experiments in the market. The projection of controlling and mitigating of the issues is not cooperated by the closed innovation due to the approach by the individual in the entire work (Dawson & Andriopoulos, 2014). Thus, it can be validated that the incorporation of open model based on the Innovation Pipeline (Funnel) of the Stage gate Model would help to develop the retaining power of the product. The protection of the product would help to bring the concept of whitening of the teeth.

Justification of the model open Model: Innovation Pipeline (Funnel) Stage gate Model

The implication of the open model is based on the Stage gate model would help to develop the features of the product that aims to bring the whitening of the teeth. The projection of the open innovation technique through the support of Stage gate model would help to put the focus on the part of the market criteria's. This has been observed by Von Hippel (2005), the

interrogation of open innovation with the help of Stage gate model would bring the sustainability in the product by the help of proper validation related to the requirement of the market. The consumption of the open innovation with the guidance of Stage gate model would help the project to begin with several practical experiments in the market before finally launching the product.

Moreover, the specification of the open innovation technique would help the product to gain the proper remarking by the support of controlling and mitigating the issues that take place while experimenting in the market (Trott, 2008). The collaboration of the open innovation would help the product based on the reliability in the market. However, the interrogation of open innovation would help the product to come up with better retaining power due to the demolition of the issues that arrives while experimenting in the market.

Impact of the cost and complexity of the Research and Development

The collaboration of the open innovation would tend to develop the product based on the concept of the teeth whitening. Through the help of open innovation depicting the scenario of Stage gate model, the product would gain sustainability in the market. This has been observed by Raymond (2001), the projection of the open innovation helps to lessen the complexity of the research and development regarding the product with the concept of whitening of the teeth. The projection of the open innovation with the help of Stage gate model would help to reduce the risk factors, whereas, it tends to increase the cost of the research and development. Thus, it can be projected that the implication of open innovation would help to diminish the negativity of the product by the help of intellectual property and contrarily would increase the ratio of price.

4. Recommendation about Munich Gases (investment about £10million)

Suggestion 1 - Competitive pricing strategy

The use of plasma for whitening the teeth shows positive results of the tests that were carried out by the research and development department of the company. The product should be presented to the market with the help of competitive pricing strategy. According to the study of Johnson (2016), pricing strategy which would be competitive would take into consideration the price fixed by the competitors in the market. The focus of this strategy would be on the price of the competitors rather than the cost of production of the products. Hence, the company should use the competitive strategy in pricing of the new product in the market.

Suggestion 2 – Use of open innovation model for research

The open innovation stage gate shows that the company would be able to expand the product in the market which would result in an increase in the sales of the company. This shows that investment for this product would be a good option for the management of the company. The business model that the company would follow during the first phase of distributing the product in the market would be modernized direct sales model. This would help the company to reach a large customer base. This model would also regulate the information about the new product to the potential buyers. Before this, the company should choose a target market. As per the discussion by Buckley, Burton & Mirza (2016), choosing a target market is the most essential part of the marketing strategy of a product. The target market for this product would be individuals from all age groups. The company would target a specific market and the management should also identify the factors of demography of the market and the segregation in place in the market (Renz & Herman, 2016).

Suggestion 3 – Use of modernized direct sales model

After the product becomes popular in the market the company now can distribute the products to the retail stores and follow a more basic business model (Darics, 2015). The company would be the manufacturer of the teeth whitening product. They would then distribute the same to the stores from where the customers would be able to buy them. The research also shows that the strategy used to develop this product is cost efficient which would also lower the productivity cost of the product. This means that the cost of the product would be less and most of the sectors of the society would be able to use this.

The company should also invest in this product keeping in mind that the product would need a good marketing strategy (Malyuga & Orlova, 2017). As it is a new product, information about the product should reach to the most of the customer base in the market. Hence, it is recommended that the company should use the competitive pricing strategy and the modernized direct sales model to infuse the product in the market. This would make sure that the company would earn revenue from the sales of the teeth whitening product innovated by them.

Conclusion

From the above discussed study it could be understood that tooth whitening products have high competition over the global market. Gaining consumers from such global market would require uniqueness in products. Such uniqueness has already been gained by the Stockholm

products company. This could be held as a weapon to capture market and beat other competitors. Moreover, the use of licensing could bring more revenue to the company. Apart from all the positive aspects which have led the way to innovation other hurdles which would occur should also be recognized. Such hurdles could be faced by creating new ideas of solution and responding in accordance to it. There are also certain models discussed in the study to understand more about Business advantages of Stockholm Products. Regardless of various side effects and increasingly high rates the popularity of the teeth whitening products has been growing incredibly. The people are concerned about the way their teeth looks due to which there is a massive demand for the product. Over the years the teeth whitening product has faced lots of innovation and change with the rise in technology as well as rise in the demands of the people.

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