

Innovation – a bit of a re-visit

September 2023

Some definitions of innovation (taken from Trott, 1998)

“Innovation is not a single action but a total process of interrelated sub-processes. It is not just the conception of a new idea, nor the invention of a new device, nor the development of a new market....

.....the process is all of these things, acting in an integrated fashion.” (Myers & Marquis, 1969)

Some definitions of innovation (taken from Trott, 1998)

“It matters little, as far as human behaviour is concerned, whether or not an idea is ‘objectively’ new (when) measured by the lapse of time since its first use or discovery . . .

. . . .If the idea seems new and different to the individual, (then) it is an innovation.” (Rogers & Shoemaker, 1972)

Comparing observations and theories

- Satell (2017)
- Trott (1998)
- Tidd and Bessant (2009)
- Kahn (2018)

Trott (1998)

Introduction
to Innovation

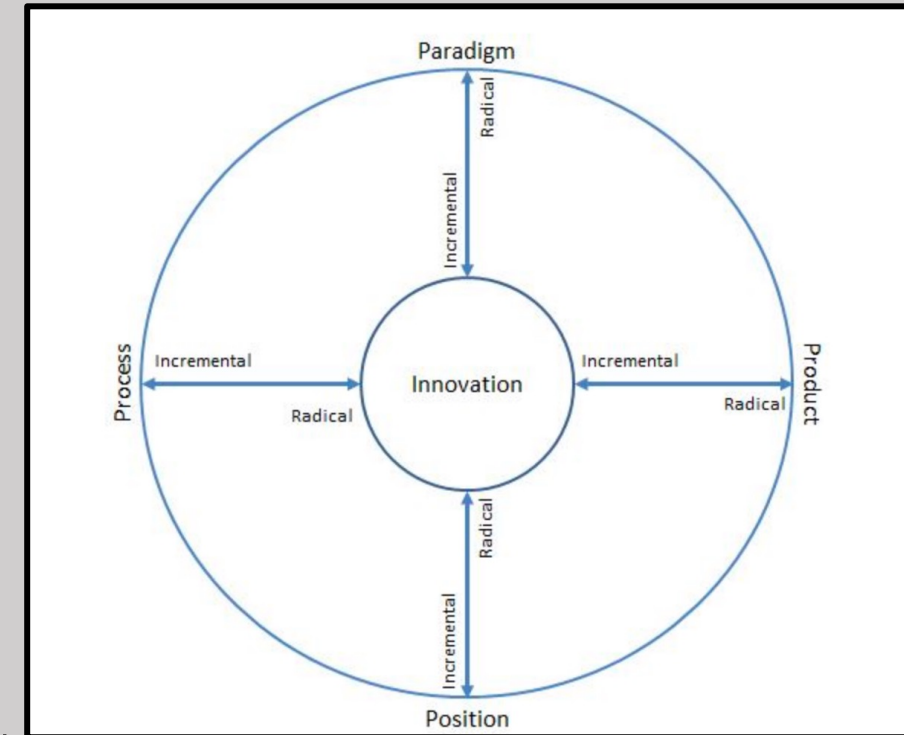
Keeping things basic

product innovation – changes in the design of the things which the company or organisation offers, the products or services or both.

process innovation – changes in the way the products or services are created and delivered, the manufacture and delivery process.

position innovation – changes in the context in which products and services are introduced

paradigm innovation changes in the underlying mental models which frame what the company or organisation does.



Typology of Innovation

Introduction
to Innovation

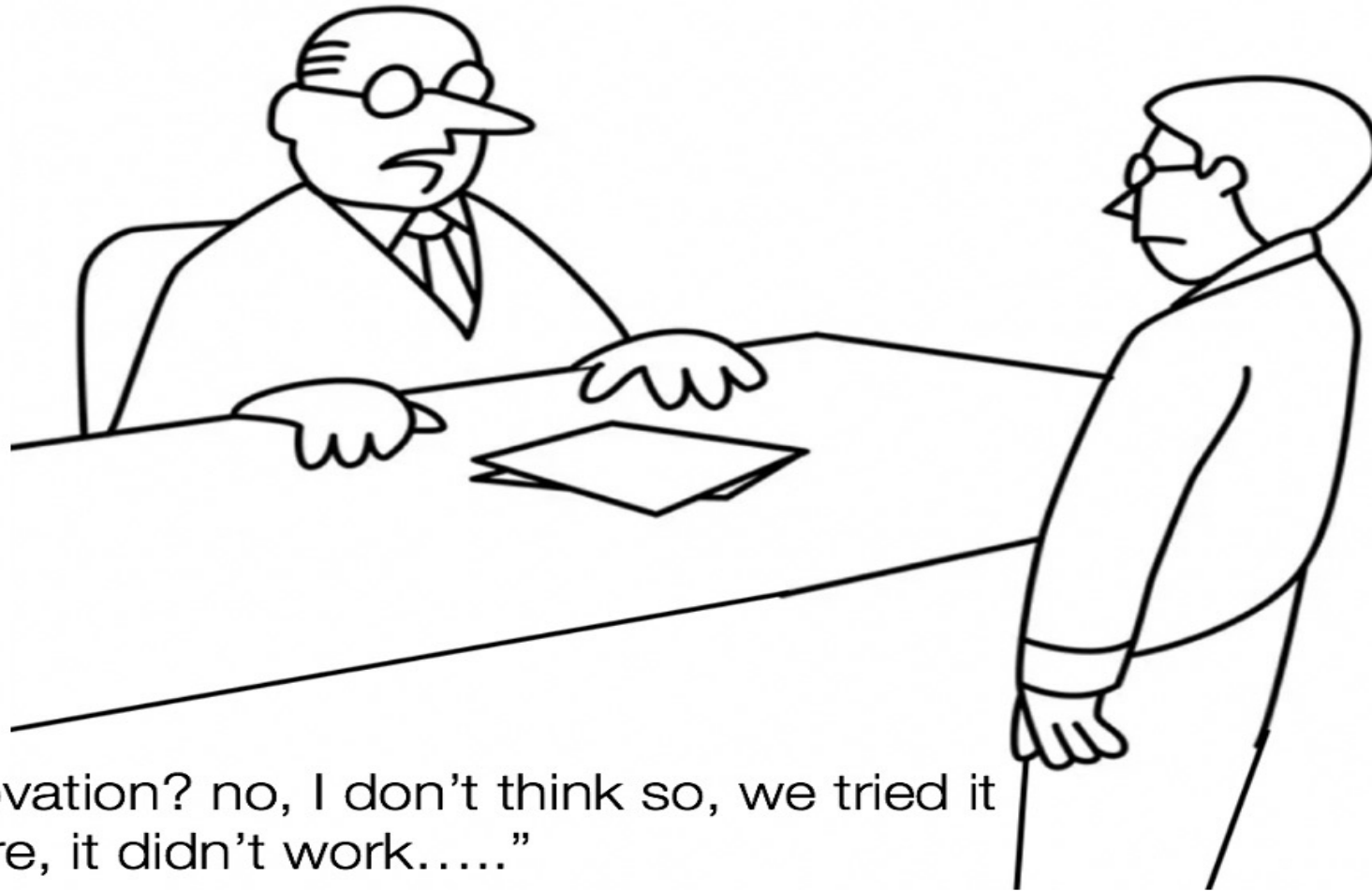
So what does it all mean?

- There are many ways of thinking about (or defining) the concept of innovation
- None is definitive or exact or dominant, they are simply perspectives on an idea of 'newness' or 'novelty'

But they are useful only in as much as they help you synthesis your own views about innovation in whatever context in which you are working or within whatever task you are engaged

for me – “what is innovation management ?”

The manner in which ideas can be transformed into something of value



“innovation? no, I don’t think so, we tried it before, it didn’t work.....”

Obstacles that will need to be addressed for a sustainable culture of innovation...

- Constantly shifting priorities
- Internal process focus rather than external customer focus
- Focus on successes of the past rather than the challenges of the future
- Politics – efforts to sustain the status quo to support entrenched interests
- The challenge of uncertainty
- Belief that innovation is inherently risky

Obstacles that will need to be addressed for a sustainable culture of innovation... getting innovation on the agenda, the top seven barriers

1. Lack of a shared vision, purpose or strategy
2. Short-term thinking
3. Lack of time, both resources or staff
4. Lack of “spec time” to develop new ideas and opportunities
5. Innovation not articulated as a company-wide commitment
6. Lack of ownership by senior leaders
7. Leadership expects payoff sooner than is realistic

Uncertainty....

By its nature innovation is about

- the unknown
- about possibilities and opportunities associated with innovation
- doing something new

Uncertainty.....the challenge

We don't know in advance if an innovation will work –

will the technology actually do what we hope?

will the market still be there and behave as we anticipated?

will competitors move in a different and more successful direction?

will the government change the rules of the game, and so on?

Uncertainty.....the challenge – the options

Incremental Innovation

- ✓ The technology is likely to remain the same, i.e. manufacture, assembly – or the manner and the processes of our delivery
- ✓ The regulatory frameworks are well known
- ✓ More resource friendly i.e. finance, manpower & time.

Uncertainty.....the challenge – the options

Radical (Disruptive) Innovation

- ✓ Doing something completely different, new incentive, exciting times !
- ✓ Completely new customer base
- ✓ Could be market leaders.....greater market share
- ✓ Greater profit



Uncertainty.....the challenge – the options

Radical (Disruptive) Innovation.....but on the other hand

- ? Possibly a lack of in-house knowledge and capability
- ? Possibly new technologies are required at a high financial cost
- ? The new product or service struggles in the market.....it's not appreciated or accepted

Uncertainty.....the challenge – the options
we need knowledge.....so we can calculate a risk

The more we know about something, the more we can take calculated decisions about whether or not to proceed. And in a competitive environment this puts a premium on getting hold of knowledge as early as possible.

(Tidd & Bessant)

Uncertainty.....the challenge – knowledge and information

Knowledge, information, and technical data are key to reducing chance and clarifying any potential risk.

... In the 'game' of 'Russian roulette'

.....most people when faced with the uncertainty of pulling the trigger would be happy to 'buy a look' at the gun chamber to improve their knowledge of whether or not there is a bullet in it!

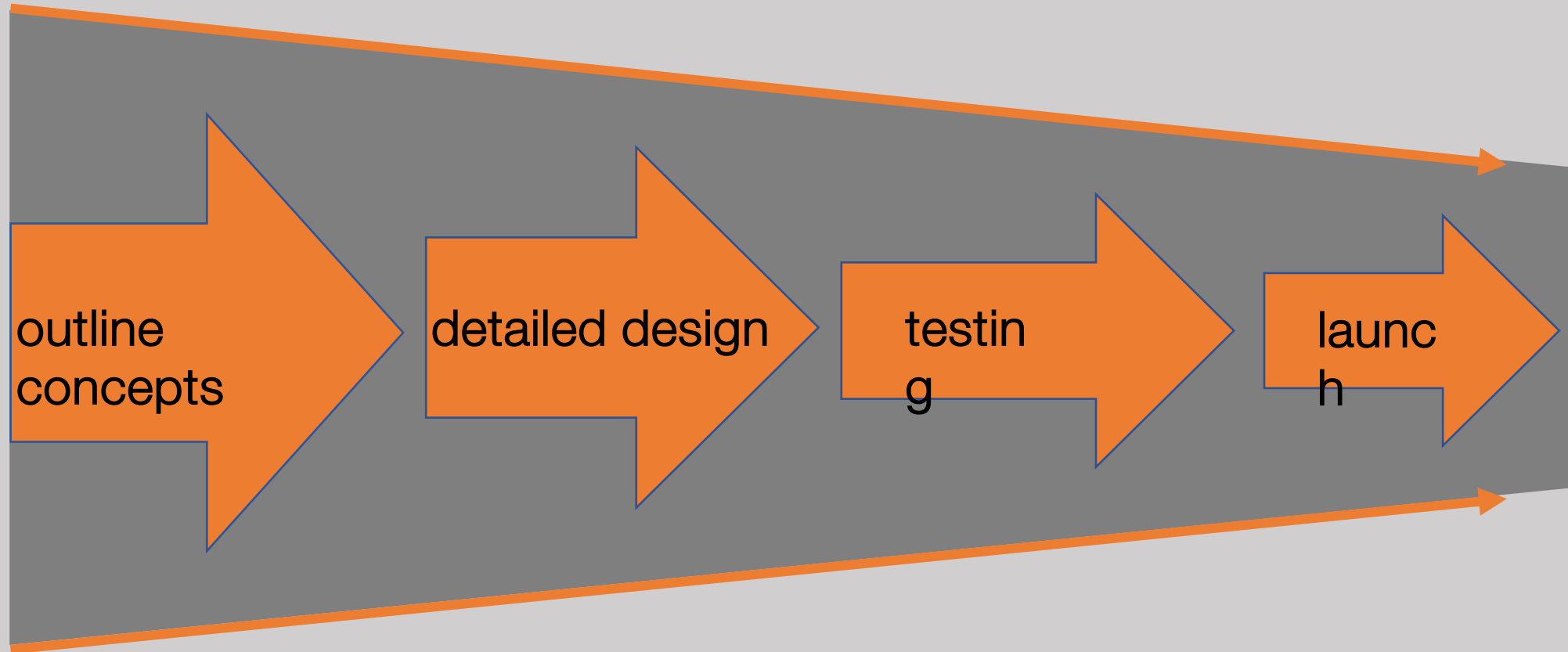


Robert Cooper (2001)

Uncertainty.....the challenge – knowledge and information

Need for early knowledge to get early information to feed the decision-making, through;

- technological R&D,
- market research,
- competitor analysis,
- trend-spotting etc.



.....The innovation funnel

At the beginning of a project there is the space and time where anything is possible, concepts are mused over, tweaked and then re-tweaked

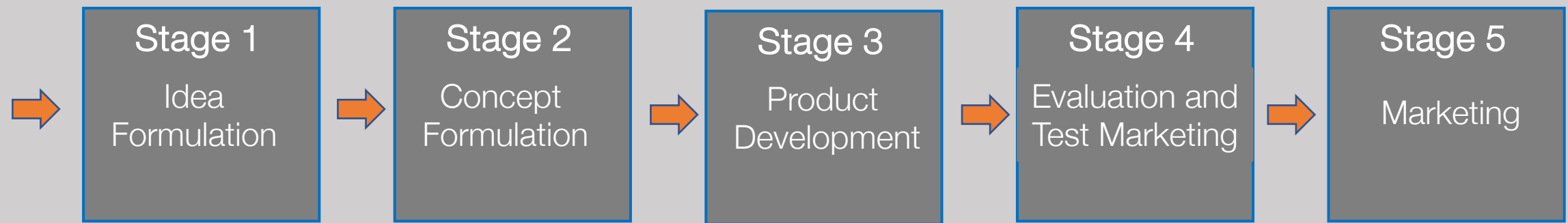
Managing innovation at this point can be a fine balancing act between

- A. The costs of continuing with projects which may hold no or limited success.
- B. The danger of closing down too soon and cancelling out any chance of a potentially successful innovation.

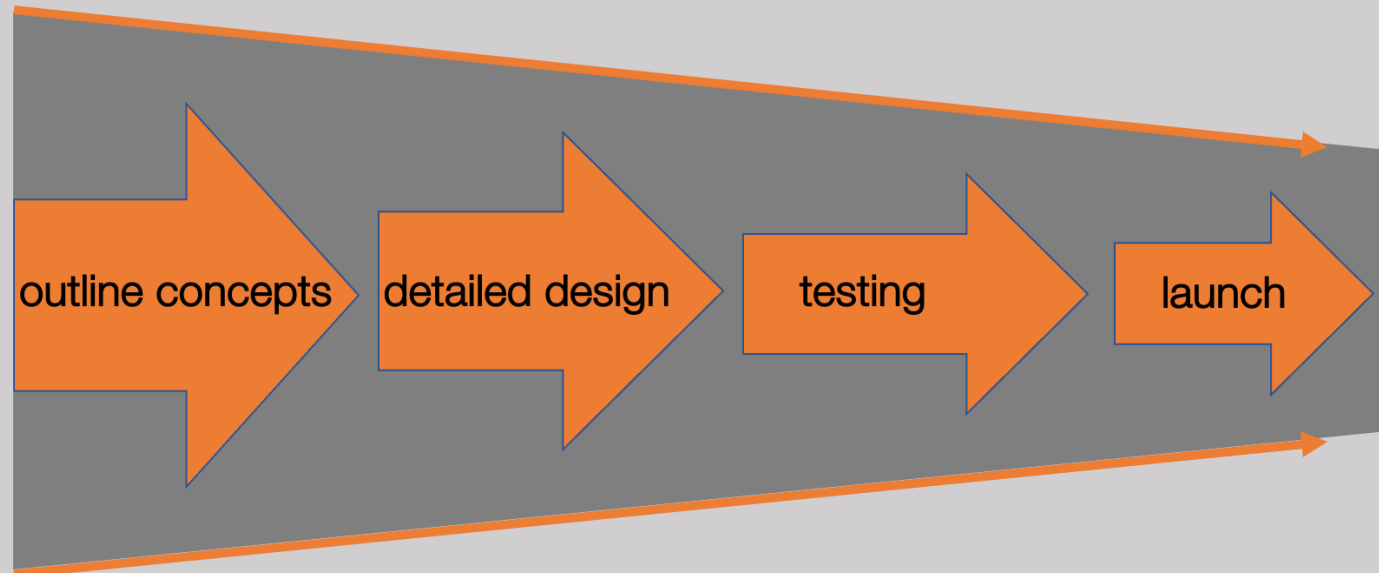
Taking these decisions can be done on an ad-hoc basis.

But experience suggests some form of structured development system with clear decision points and agreed rules on which to base go/no-go decisions, could be more effective approach.

R. Cooper's Stage Gate process

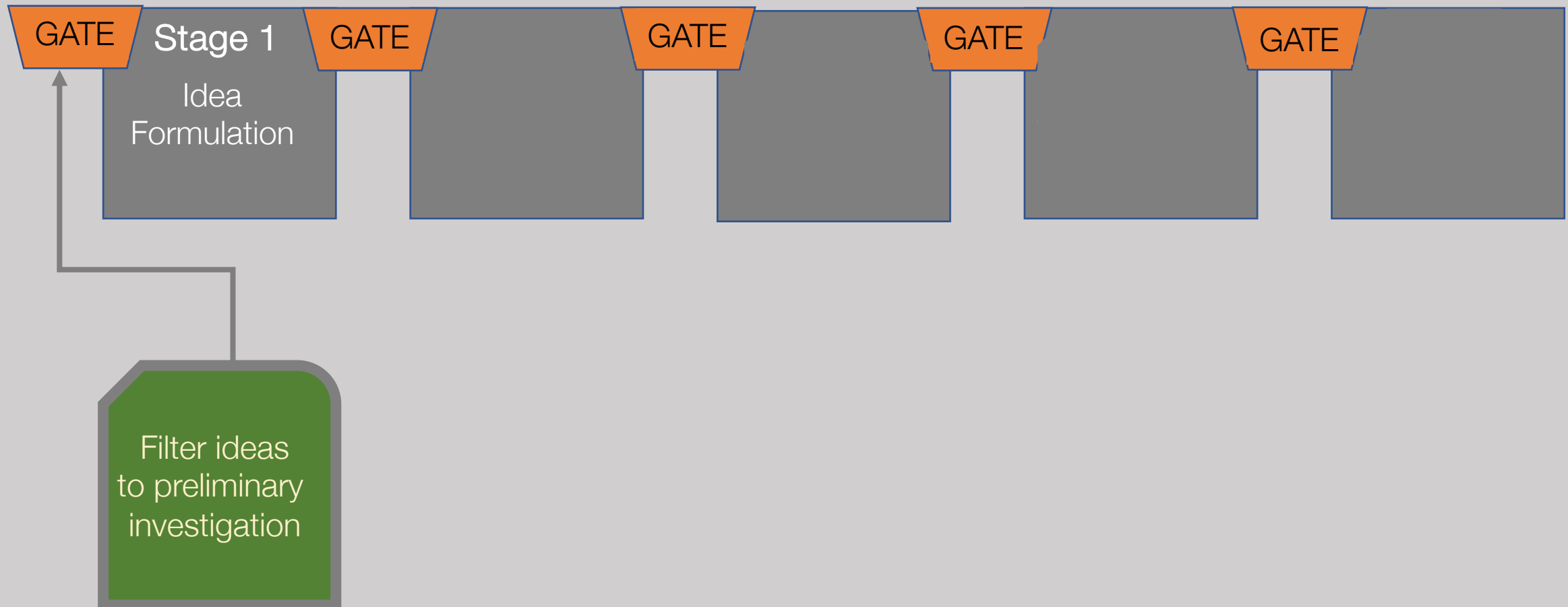


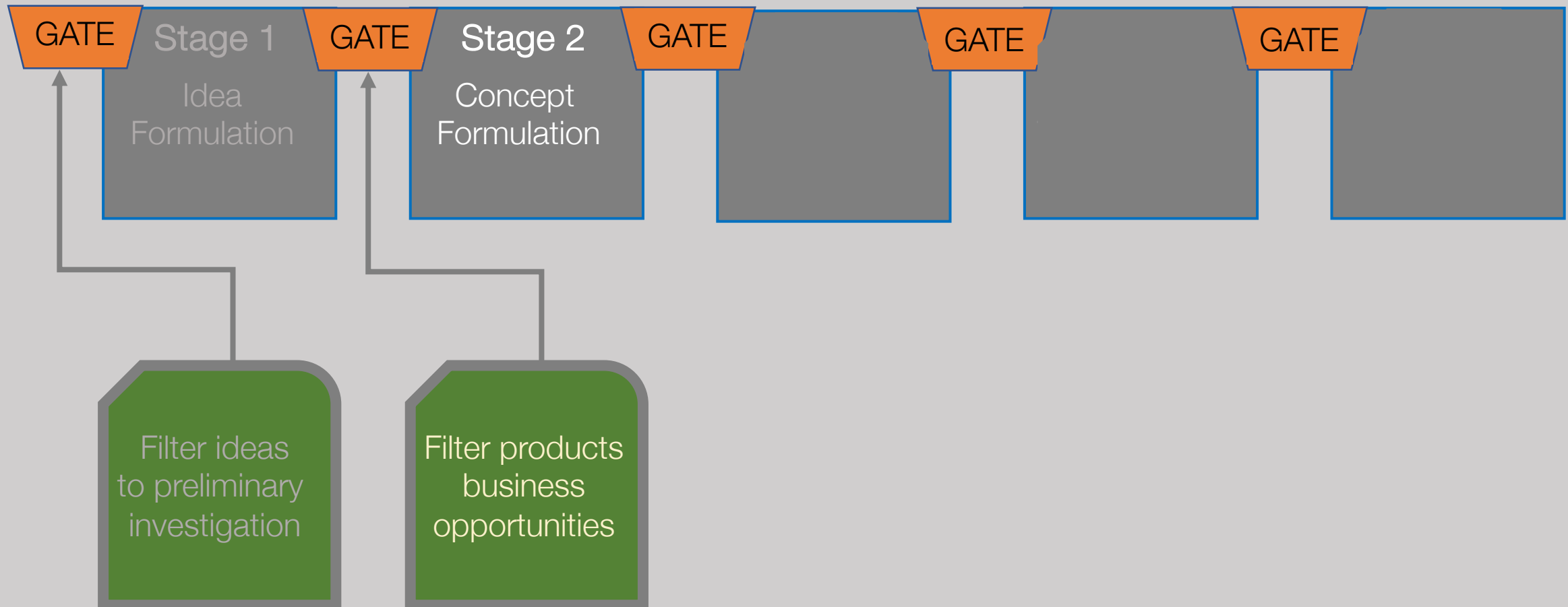
Innovation Funnel

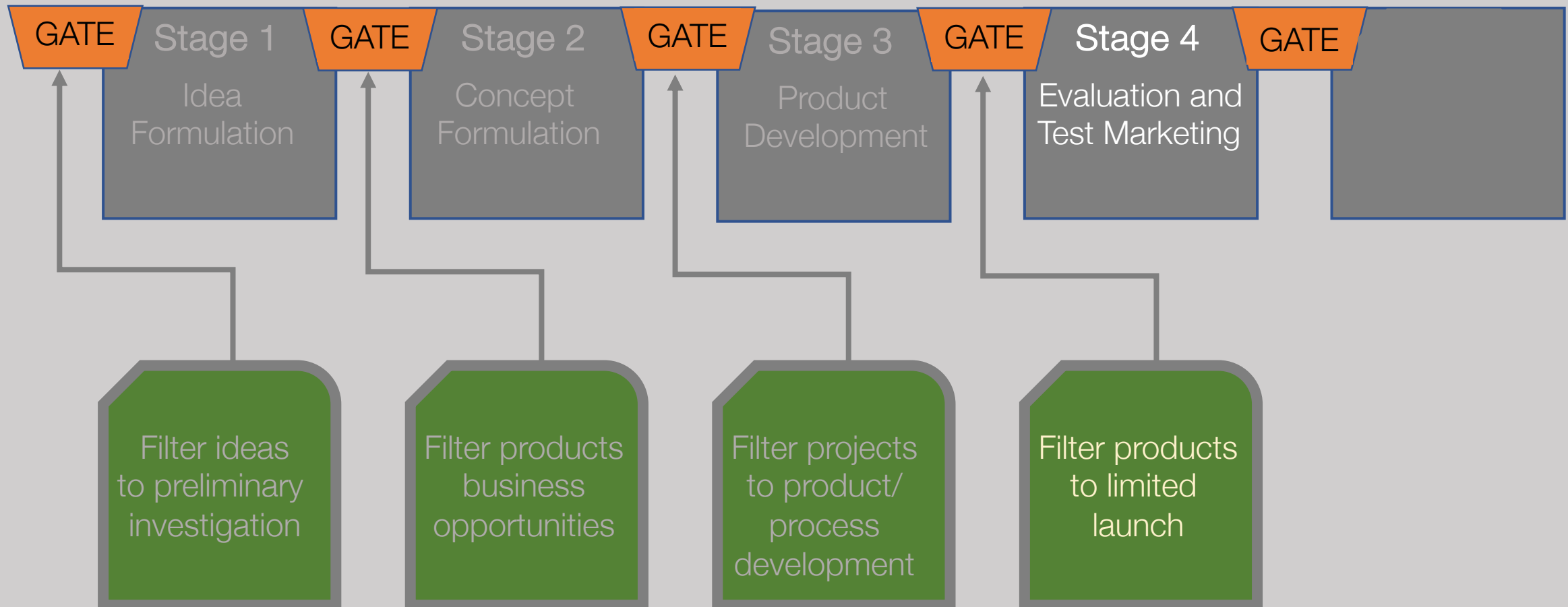


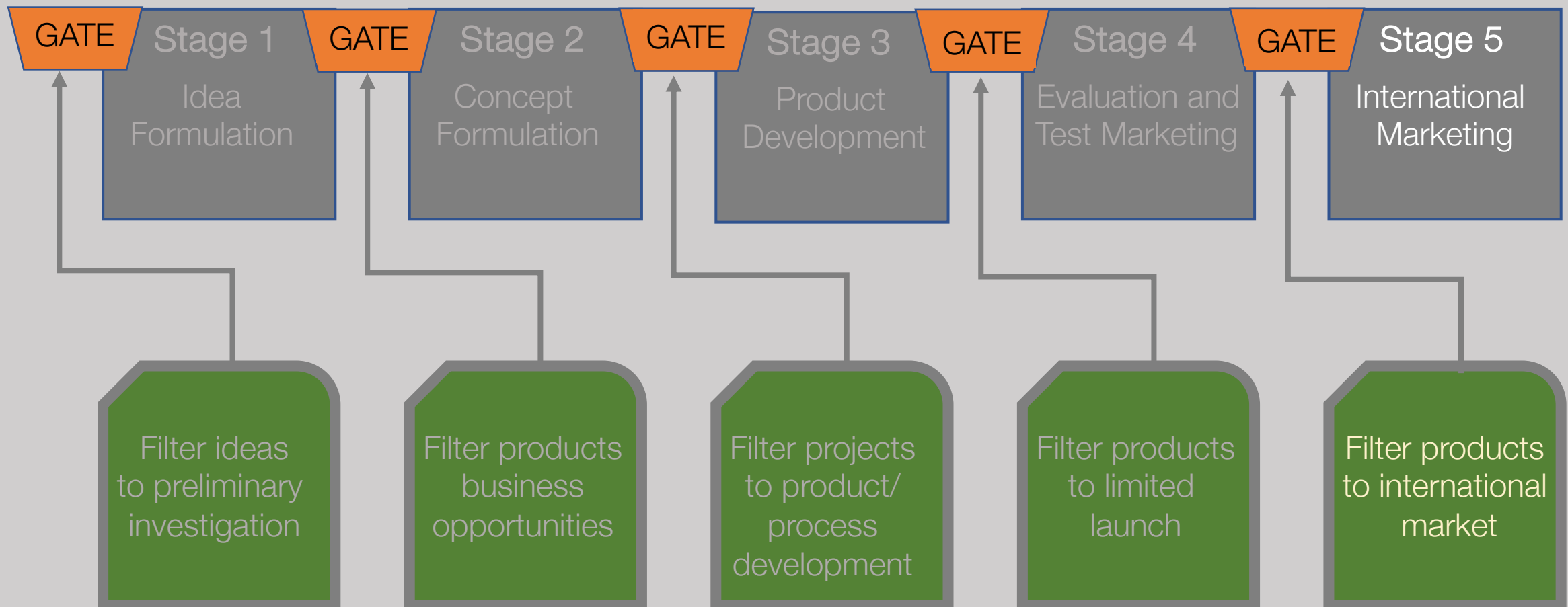
R. Cooper's Stage Gate process



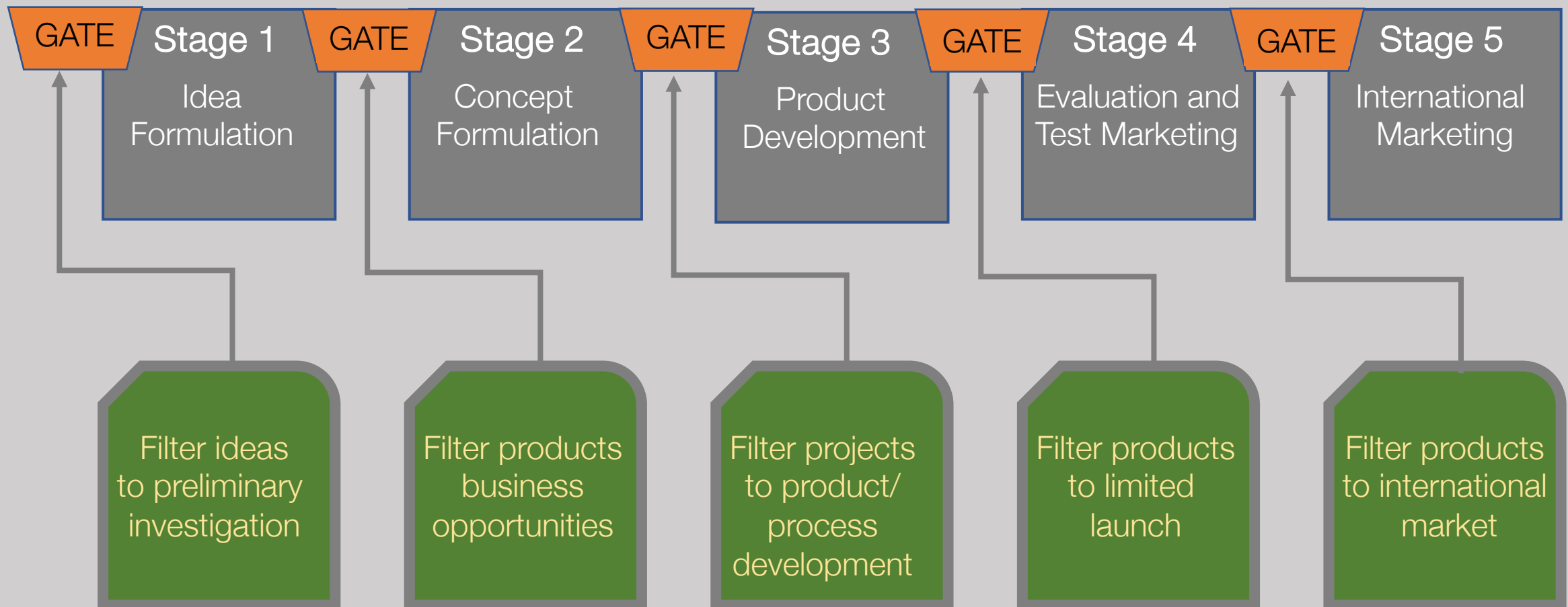




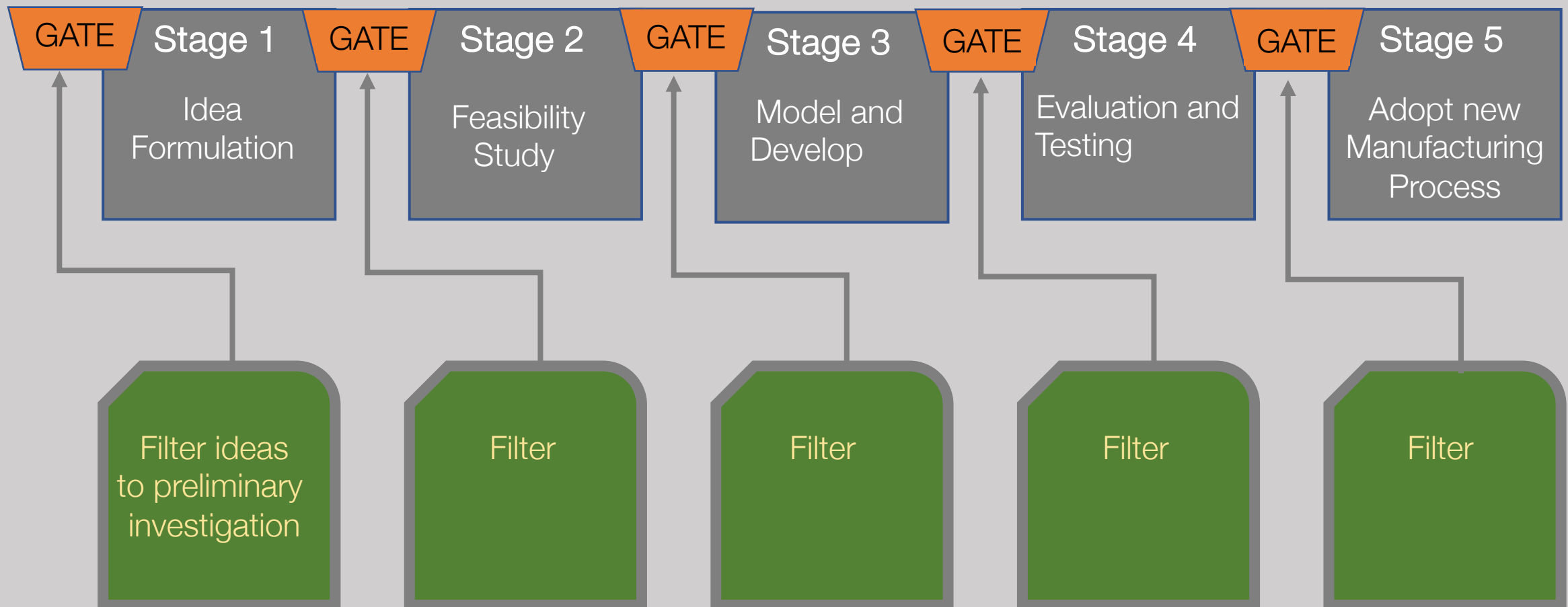




R. Cooper's Stage Gate process

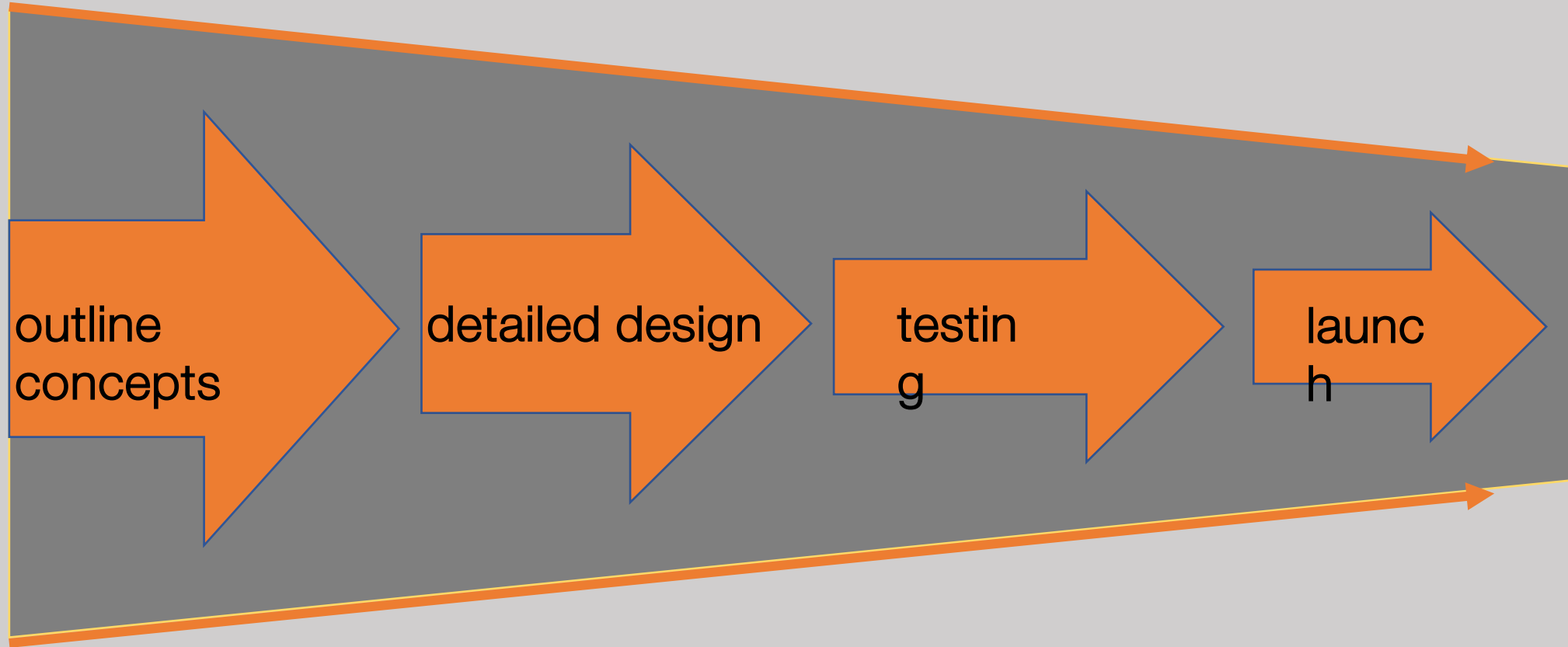


R. Cooper's Stage Gate process Works just as well for new manufacturing processes



Innovation Across Boundaries

OPEN INNOVATION



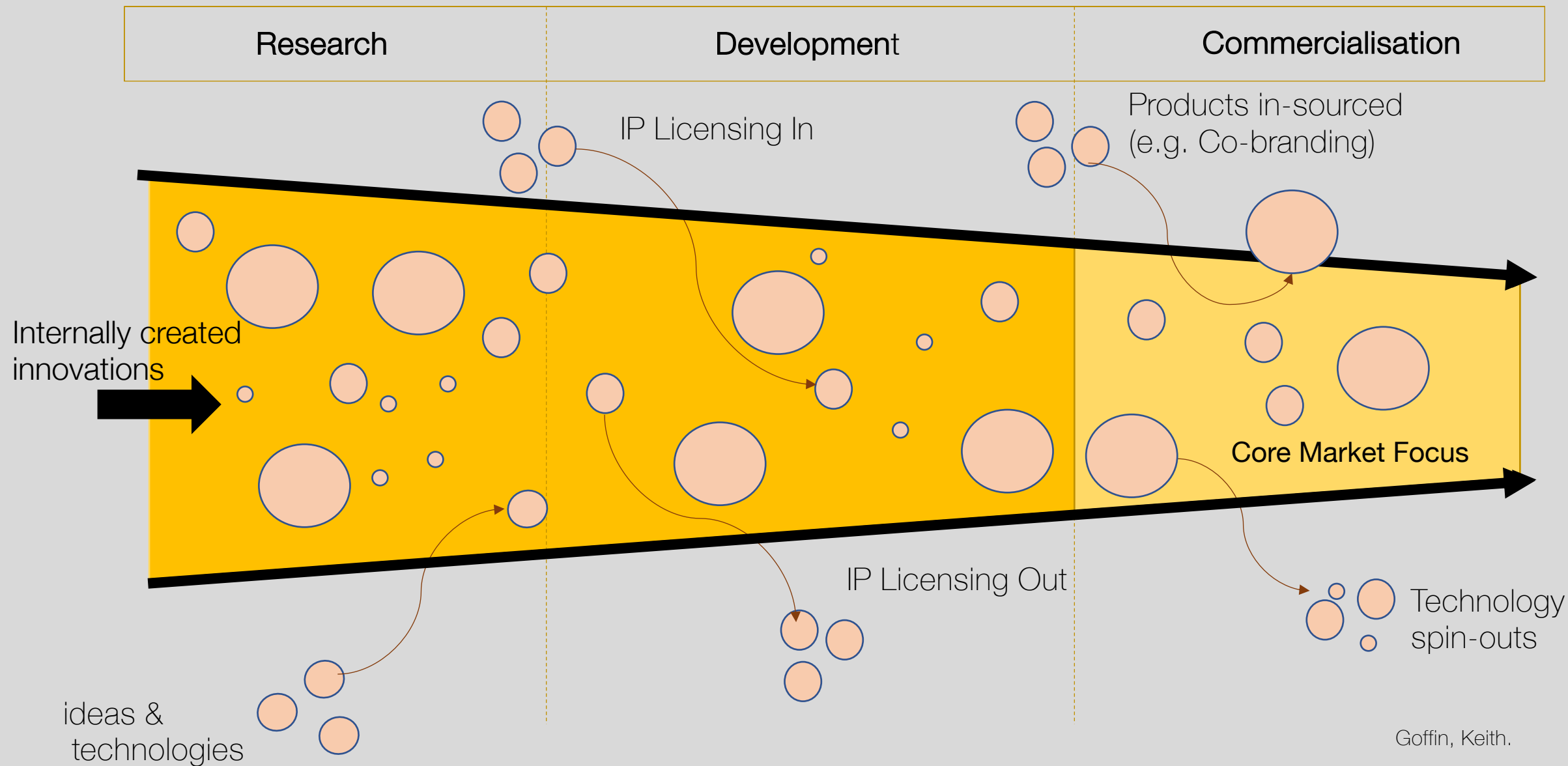
.....The innovation tunnel

‘innovation funnel’ – a roadmap which helps make (and review) decisions about resource commitment.

Joe Tidd. 2013

With open innovation, the innovation funnel is porous with ideas and technologies potentially entering and leaving at any point.

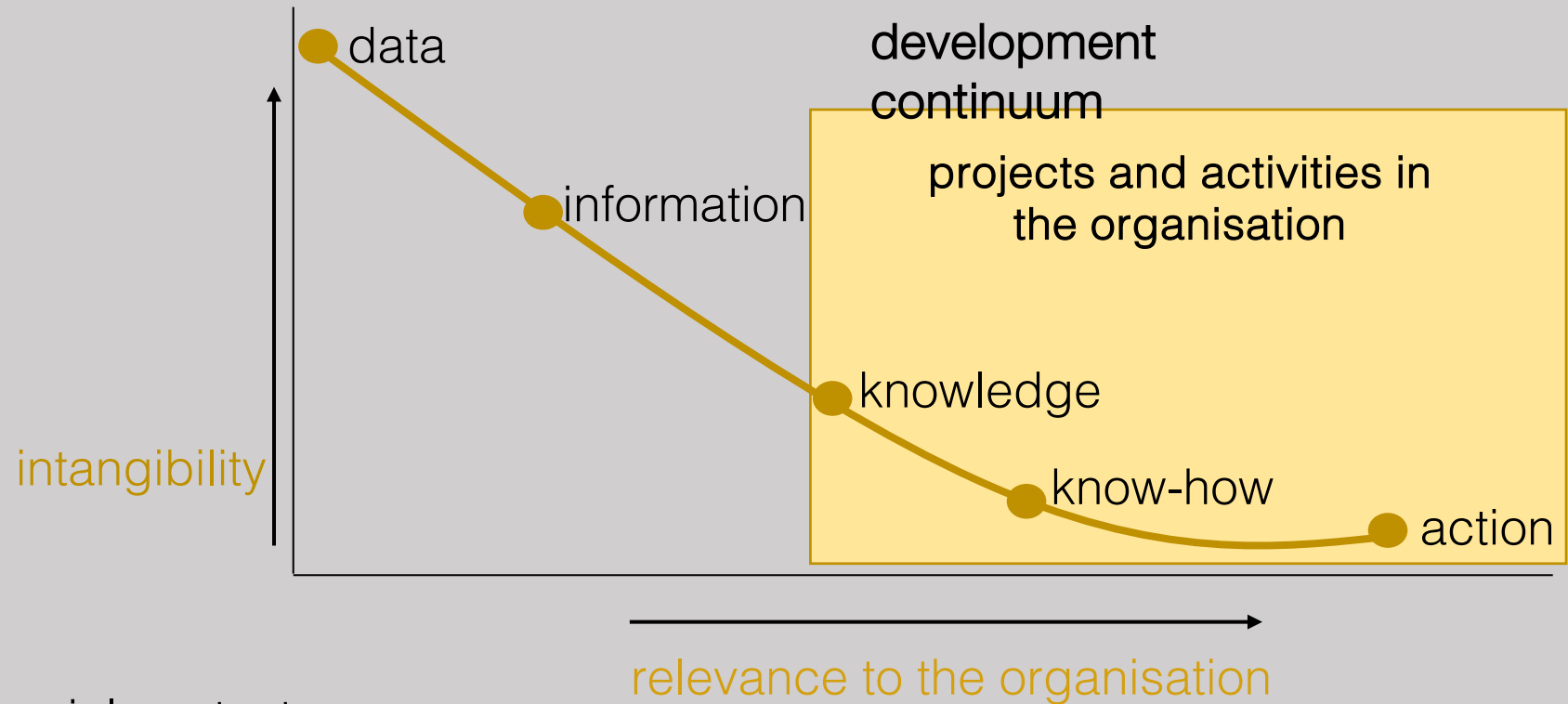
Goffin, Innovation Management



For innovation, it's information (knowing something), that then stimulates our understanding and increases our abilities, producing improved products processes and more lucrative business models

this knowledge
transforms into

- Know-how
- Skills
- Expertise



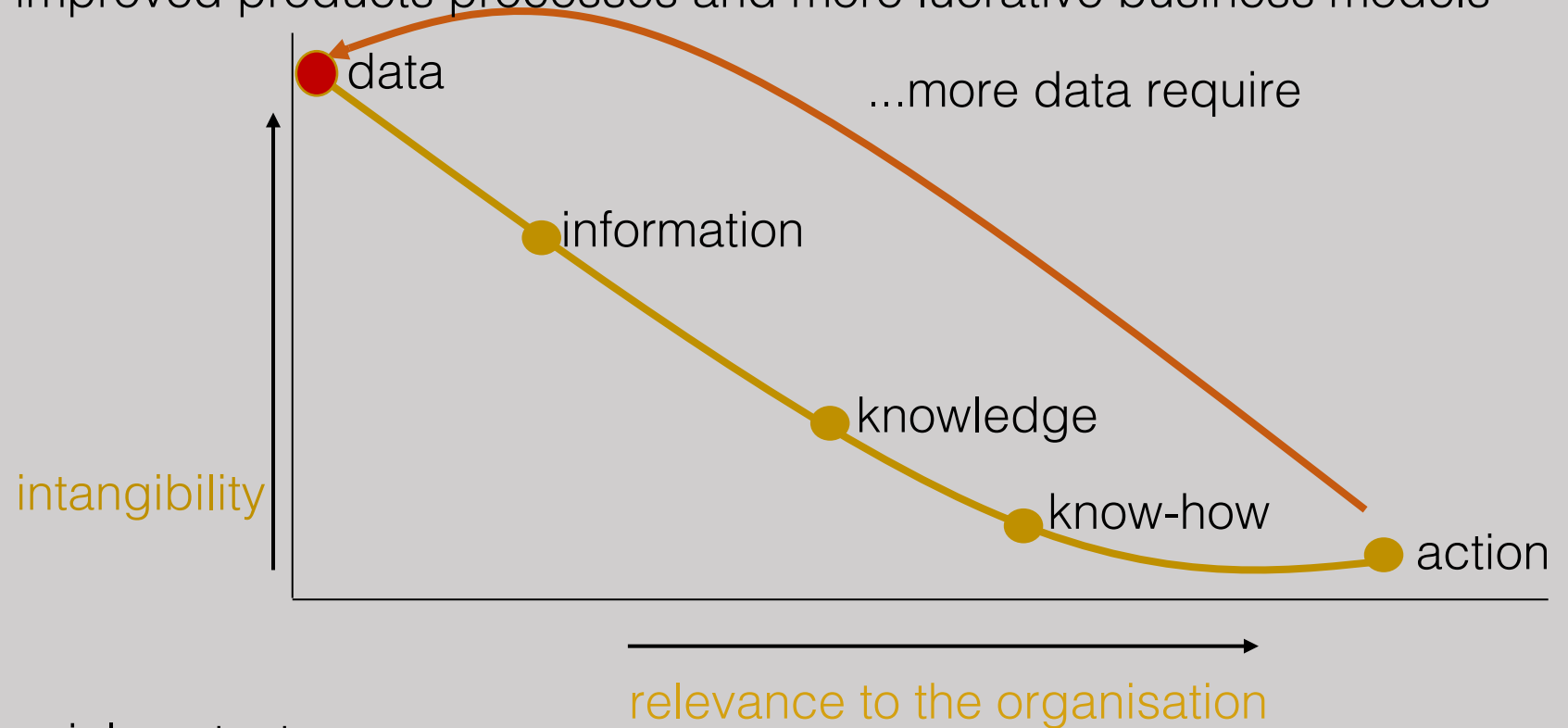
Putting this into a practical commercial context;

It's the application of all this combined intelligence that leads to; actions, projects, processes, products, etc

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Putting this into a practical commercial context;

It's the application of all this combined intelligence that leads to; actions, projects, processes, products, etc

Innovation - Metrics

Big questions.....

If innovation is going to play a key role - or better still become the core of the company's drive for generating company growth, then we have to address the following

- Do we have the ability to innovate
- And, if not: How can this innovation capability be developed
- What is the innovation performance of the company
- Are we innovative enough?

The main terms connected with measuring innovation:

Innovation performance - the output of new products, services, processes and business models and the financial impact of these.

Innovation investment - the resources of an organization that are directly and indirectly linked to the development of new products, services, process innovation and business models. Typically, this will be financial investment, the time and effort of key employees, and the money spent on developing new markets.

The main terms connected with measuring innovation....cont'd

Innovation output - typically measured by the revenues generated from innovative products, services and business models, and the savings generated by process innovation. If the financial figures are hard to obtain, then the numbers of innovations may be used as a proxy measure.

Innovation capability - the sum of the underlying processes that enable innovation, from organizational culture and strategy, to ideas, their selection and their implementation.

Nine questions to ask about the performance measure

- | | | |
|---|--------------------|--|
| 1 | Strategy | Is it directly related to the intended innovation strategy? |
| 2 | Simplicity | Is it simple to understand and communicate? |
| 3 | Action | Can and will it be acted upon? |
| 4 | Appropriate | Does it provide timely and appropriate feedback? |
| 5 | Validity | Does it reliably measure what it is meant to? |
| 6 | Reliability | Is it consistent, irrelevant of when or by whom the measurement was made? |
| 7 | Clarity | Is interpretation of the measurement unambiguous? |
| 8 | Behaviour | Will the introduction of the measure have any adverse behavioural affects? |
| 9 | Cost effectiveness | Is it worth the cost of collecting and analysing the data? |

Robert **Kaplan** and David **Norton** stressed the need for businesses to have a range of measures in addition to the classical financial ones. They concluded that measures can help communicate management's vision and translate it into operational and individual goals.

Measures that cover four categories:

1. financial aspects
2. the customer perspective
3. the efficiency of internal business processes
4. an innovation and learning perspective.

Conducting Innovation Audits

The aims of an audit are to:

- a) Identify an organisation's innovation capability – the strengths and weaknesses of its innovation processes – by gaining the views of a representative sample of managers and employees.
- b) Collect ideas on how to make improvements.

Conducting Innovation Audits.....points to consider

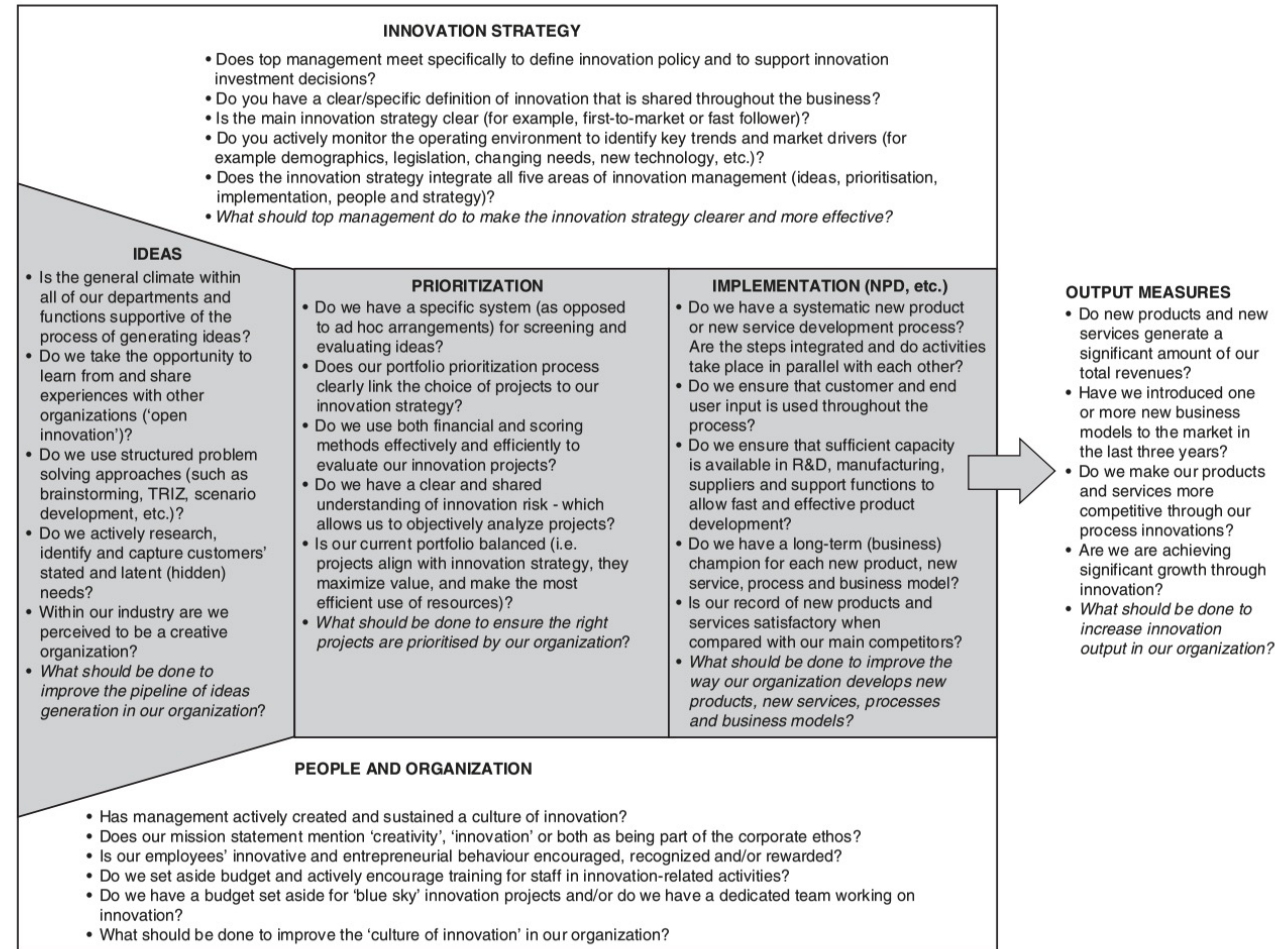
1. Innovation audits collect a mix of quantitative and qualitative data through survey techniques.

They are best conducted by outsiders (who are neutral) interviewing a representative sample of employees, managers and, possibly, customers (all of whom can remain anonymous).

2. Interpreting the results of an audit requires experience, which is one reason for using an experienced outsider to conduct the audit.

Conducting Innovation Audits.....points to consider

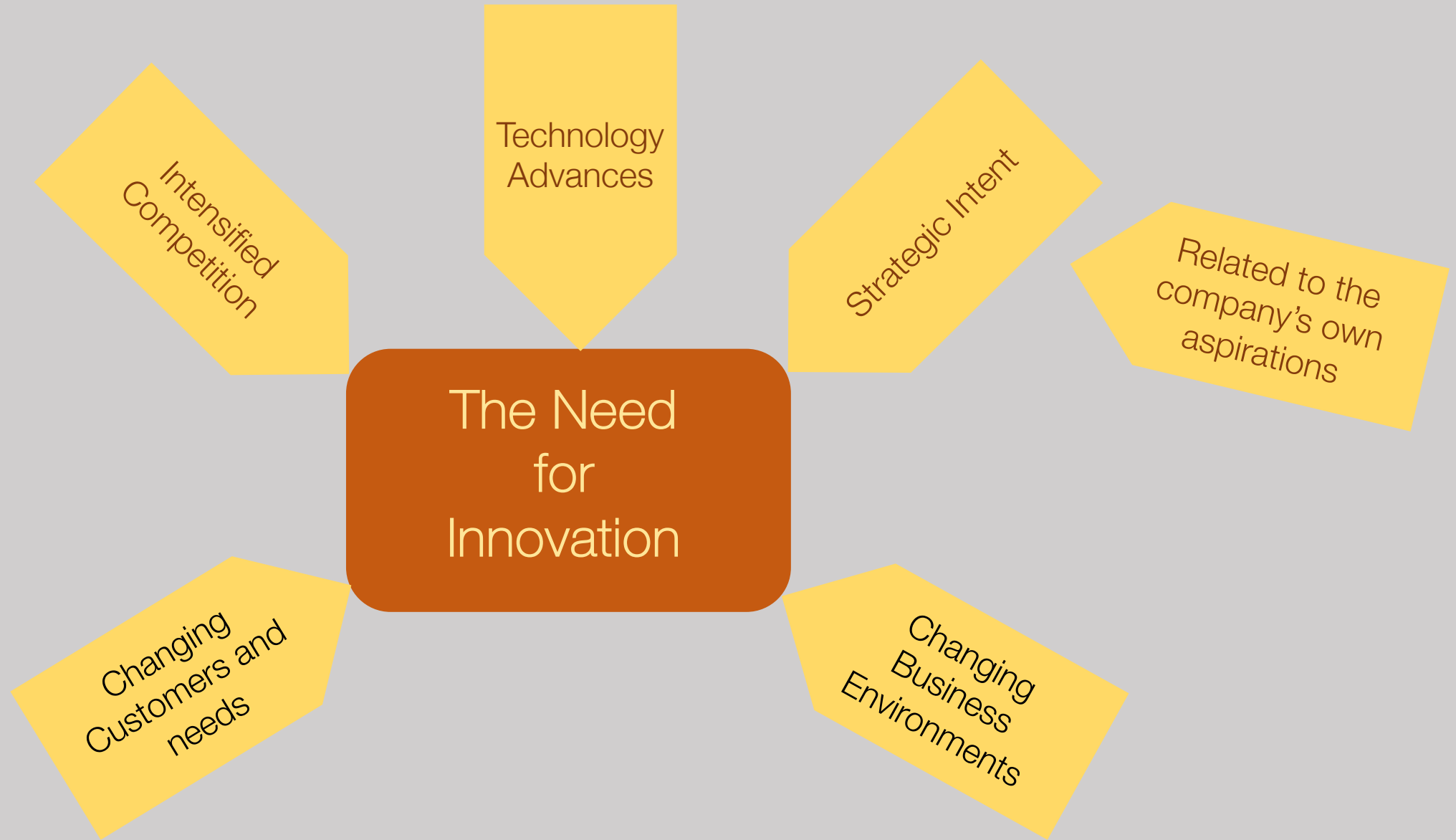
3. Other reasons for using an outsider are that they can persuade employees' to comment openly, and they can bring an informal manner of benchmarking, by being able to compare the results with those they have seen in other organizations.
4. That said, if outside resources are not available, innovation audits can be conducted by someone within the organization who is perceived as being trustworthy and reliable – and someone who others are willing of share their views of innovation with.



Cranfield University
School of Management
FAST AUDIT

www.som.cranfield.ac.uk/apps/innovationaudit/

Innovation – Challenges & Barriers



Creating the Vision

The way management communicates often only gives employees a vague idea of the vision.

Every innovation management programme needs a vision, which should be not only inspiring, but should also be realistic:



‘When a vision is clear, consistently articulated and widely shared, decisions throughout the organisation can be made in a more consistent and directed way.’

Interviews with Dr Edmond Harty conducted by Dr Claire McBride 2016

obstacles: ‘Lack of a shared vision, purpose or strategy’

Overall, the innovation vision should address some or all of the following issues:

1. How customers will directly benefit from the improved products, services and processes that will result from greater innovation performance.
2. How quickly innovations will be developed: Is the organisation first to market, or a follower? Should it be faster to market?

issues cont'd :

3. Should there be a more considered step by step incremental movement forward,
remember the charge of the Light Brigade wasn't such a clever idea,
but neither was sitting tight in The Alamo !?

4. The ways in which innovation will make significant improvements to an organisation's competitive position.

Agile

AGILE

practices ‘approach discovering requirements’ - and developing solutions through the collaborative effort of self organising and cross functional teams and their customers or end users.

https://en.wikipedia.org/wiki/Agile_software_development

“We are uncovering better ways of developing software by (*simply*_{AM}) doing it and helping others do it. Through this work we have come to value:

Individuals and interactions	over processes and tools
Working software	over comprehensive documentation
Customer collaboration	over contract negotiation
Responding to change	over following a plan

That is, while there is value in the items on the right,

The seventeen founders of the Agile movement took their Agile Manifesto one step further, by sharing their Twelve guiding

Principles;

1. Customer satisfaction by early and continuous delivery of valuable software.
2. Welcome changing requirements, even in late development.
3. Deliver working software frequently (weeks rather than months)
4. Close, daily cooperation between business people and developers
5. Projects are built around motivated individuals, who should be trusted
6. Face-to-face conversation is the best form of communication (co-location)

The seventeen founders of the Agile movement took their Agile Manifesto one step further, by sharing their Twelve guiding

Principles;

7. Working software is the primary measure of progress
8. Sustainable development, able to maintain a constant pace
9. Continuous attention to technical excellence and good design
10. Simplicity—the art of maximizing the amount of work not done—is essential
11. Best architectures, requirements, and designs emerge from self-organizing teams
12. Regularly, the team reflects on how to become more effective, and adjusts accordingly

Organisation

Roles, Accountabilities, Ownership,
Business Strategy

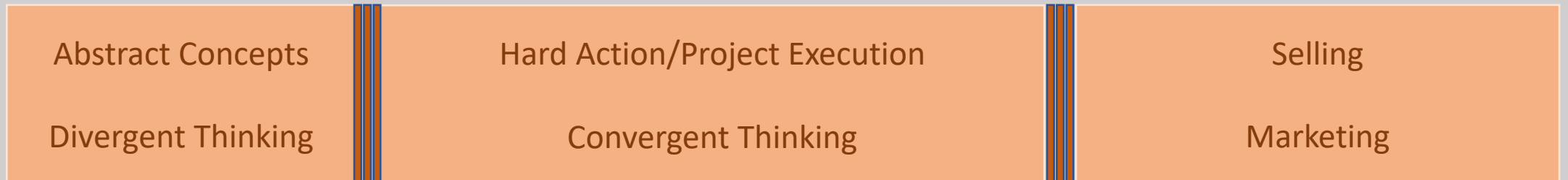
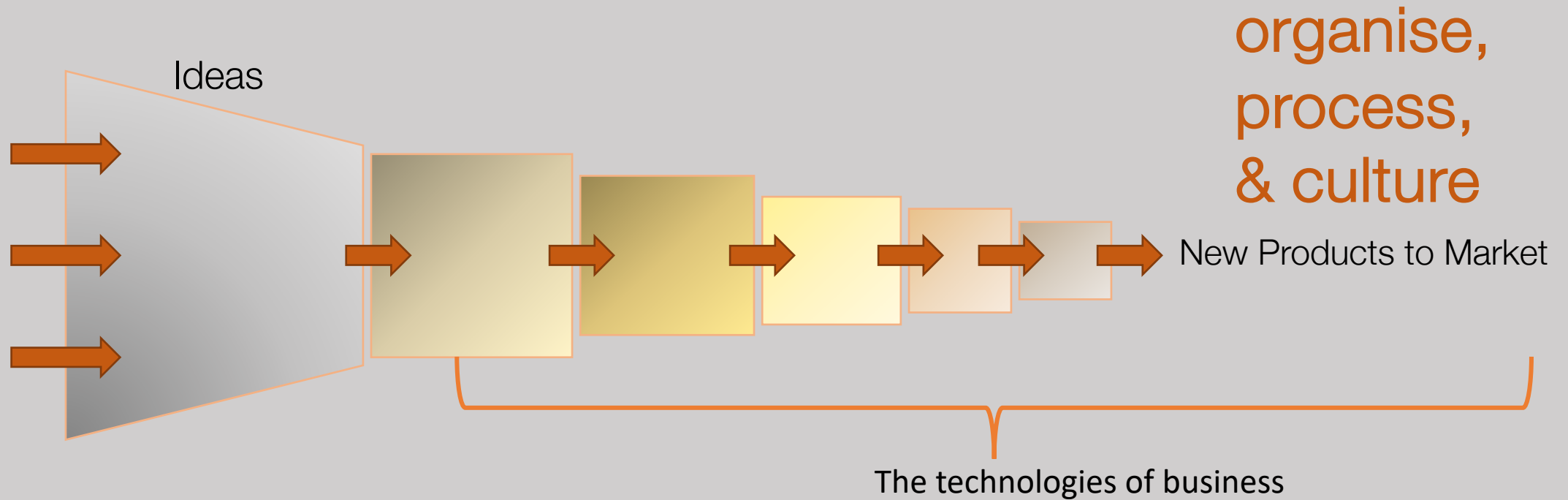
organise,
process,
& culture

Process

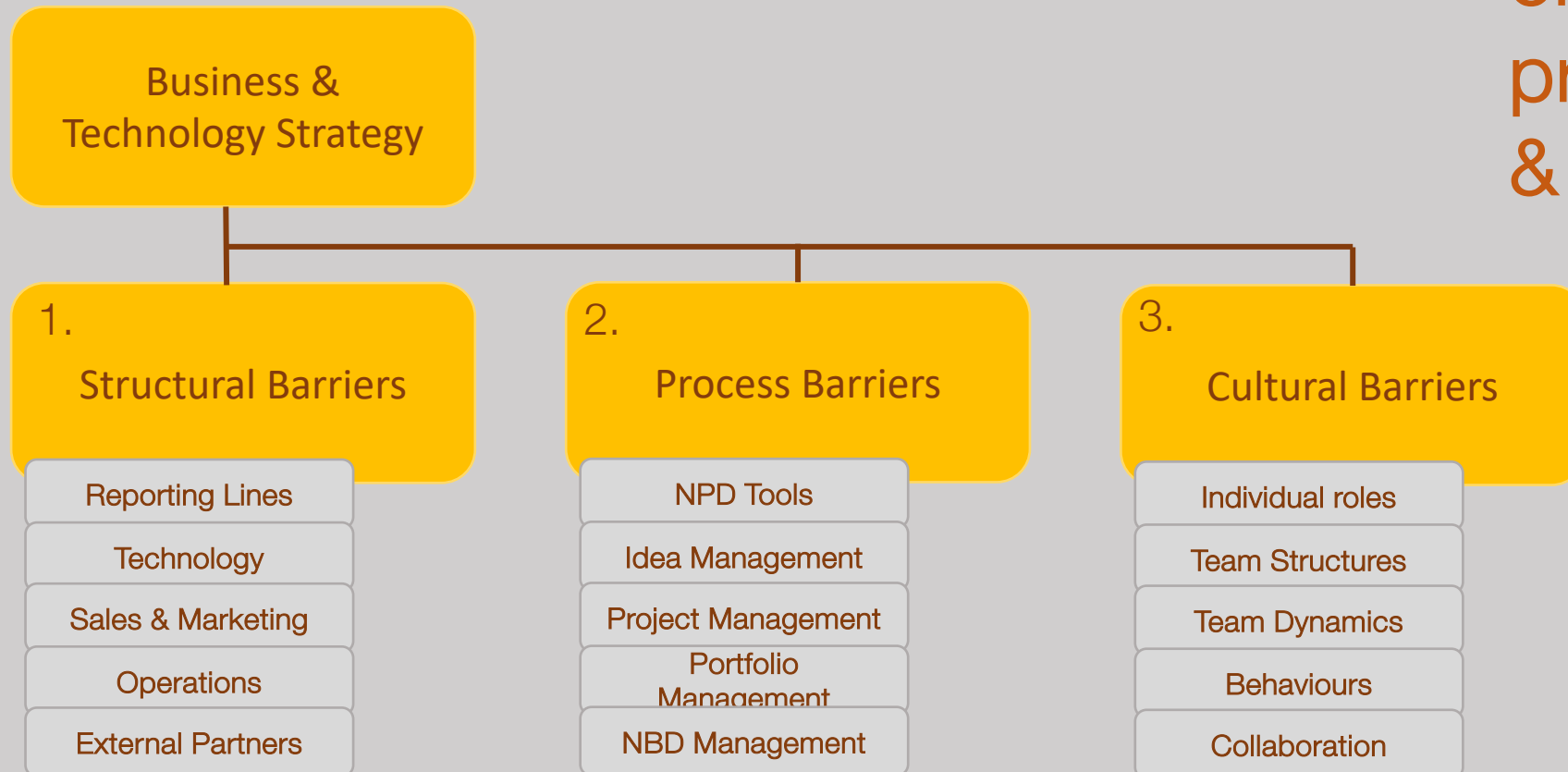
Idea Generation, Idea Selection, Project Management,
New Product Launch

Culture
(people)

Team Dynamics, Collaboration, Thinking Styles



organise,
process,
& culture



Ideas.....?

The 5W+H Method

The technique represents basic questions you need to ask when thinking about a specific topic:

- Who,
- what,
- where,
- when,
- why,
- and how?

Research & Developmentwe'll be consider this further in Managing NPD

Is R&D something that you do in a structured formal format?

Is R&D something that you do in an unstructured informal manner?

Does R&D have a focus – and if so what's it aligned to?

Does it need to widen it's focus, consider other applications for its manufacturing potential

Managing any R&D is important, it has a value, it should be looked after and encouraged.

Outside of the company

Understanding the world of our clients - and our client's clients....

Creating 'in house' time for;

having a better understanding of the manufacturing sector

having a better understanding of the market sector

do we attend trade shows

Are we reading magazines and journals.....

Coming up with ideas

Introduction
to Innovation



IndustryWeek



Coming up with ideas

Introduction to Innovation

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Sinochem to Compound Elix Grades in China
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Sinochem acquired ABS compounder Elix in January 2019.

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Rapid Application Group and Gavco Plastics bring flexibility to production supply chain with 3D printing
Rapid Application Group (RAG) has announced a collaboration with plastic injection moulding company Gavco Plastics to provide a centralised group that takes parts from prototype to mass production.
18 JUL 2020 13:30 AM TECHNOLOGY NEWS

Plastic Parts Direct launches 3D printed injection mould tool service
UK manufacturer Plastic Parts Direct has launched a new 3D printing service for injection mould tools following a 50,000 GBP investment.
19 JAN 2020 10:00 AM TECHNOLOGY NEWS

Q&A: AddiFab on combining the benefits of 3D printing and injection moulding
TCT speaks to the TCT Awards-shortlisted AddiFab about its 'transform' injection moulding process and the backing from Mitsubishi Chemical.
1 OCT 2019 08:44

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NEWS: US plastics firm buys Evolve Polymers Page 2
Design students take home K Inspiration Page 3

11.11.2016
www.prw.com
INJECTION MOULDING
Machinery sales steady despite Brexit Pages 6-11

Economic stability leads Autumn Statement wishlist

BUSINESS: Taxation and R&D, key plastics industry concerns ahead of November 23 speech

Domestic Disinflationism
Adequate disinflationism is a key to economic stability, says the Chancellor.

Leading figures across the plastics industry and the wider market have outlined to the government a raft of measures which look to keep manufacturing on a sound footing ahead of the upcoming Autumn Statement.

Chancellor Philip Hammond will deliver the statement on 23 November, after the first official data following the Brexit vote saw a 0.9% drop in UK manufacturing output.

British Plastics Federation director-general Philip Law told PRW: "In this Autumn Statement, the government must address current uncertainty in business and promote stability."

"The Chancellor could reduce Corporate Tax further. At 17%, from April 2020 this is already comparatively very low but [Brexit] may mean with to play this ace card later in the game during the actual [Brexit] negotiations."

Law added that a government commitment to research and development spending of 3% a year was "fundamental".

Plastication managing director Mike Brown said the Brexit vote had created "significant uncertainty for the whole UK economy including the manufacturing sector" and urged the government to provide as much stability as possible during this period.

He added: "It is crucial that any moves to increase direct or indirect taxation would have a very negative effect on confidence as many plastic processors struggle to deal with rising costs. Until the situation has settled and UK PLC's direction is clear it is my opinion that any austerity measures should be avoided."

Environmental Secretary Amber Rudd said the government's policy is to support the plastics industry around strategically important subjects.

"It also seeks to ensure training for the current workforce is standardised, and is taking action to build higher education programmes around strategically important subjects."

In addition, the Secretary of State for Industry, Michael Gove, said it was developing an action plan for skills.

SIP spokesman Judith Roberts said: "The plan identifies a range of employment-led actions for attracting young people into jobs across the sector, creating new jobs, increasing and supporting apprenticeships, developing graduate employability and embedding work placements in relevant degrees."

Chancellor Philip Hammond urged to reduce Corporation Tax

SHINING EXAMPLE
Southern-based injection moulding business Borough tested its local MP as part of its celebrations of its 50th anniversary chrome plating its first plastic component for the original Mini. Borough welcomed Sir David Atkins, the Conservative MP for Southend West, to its Progress Road, Lifford-on-Sea facility, on hand to meet Sir David were Borough managing director David Coulson, sales director David Brexton and finance director Martin Smith.

Sir David said he was proud that a high-quality, technologically-advanced manufacturing facility producing components for some of the world's leading car marques is based in Southend. He added: "In parliament, I'm always keen to champion my constituents and the ongoing growth potential of Southend. The government's substantial investment in date in Southend includes over £100m through the South East local enterprise partnership growth deal and the 2014 city deal. Borough is a great local business and the family dealing is obvious and runs throughout. This is a market not immediately proud. The town's not had either."

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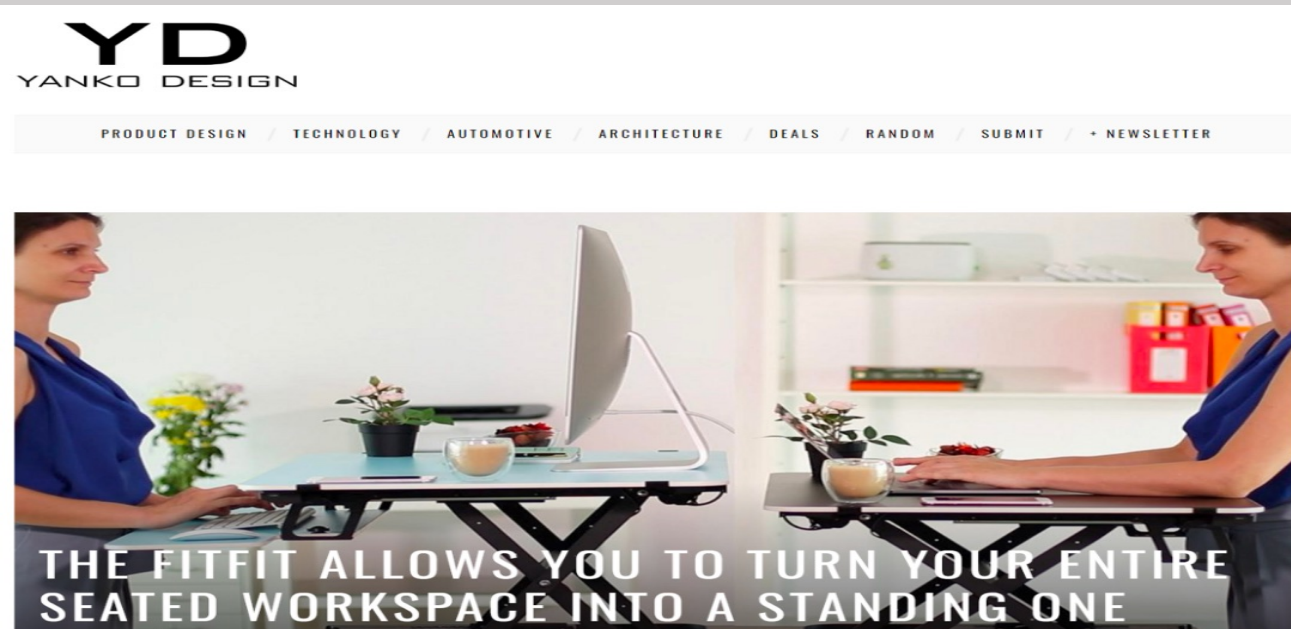
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Coming up with ideas

Introduction
to Innovation



**SOUTH ASIAN
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MANAGEMENT
CASES**

volume 13
June 2021



Do you need to be '*a Creative*'.....no

You just need to be creative in your outlook and thinking

The ability to come up with fresh product ideas, new way of creating product or services separates top-performers from their less successful peers, so you definitely need to think of how to improve this skill.

Coming up with idea...
then managing the innovation projects

2. Generating new ideas

The development of an innovation inevitably starts when an idea emerges. But, how do you come up with an idea? Even more difficult, how do you keep coming up with ideas?

Creativity techniques may be one solution, together with the monitoring and observation of your;

- encouraging R&D
- customers,
- competitors
- and market sector trends.

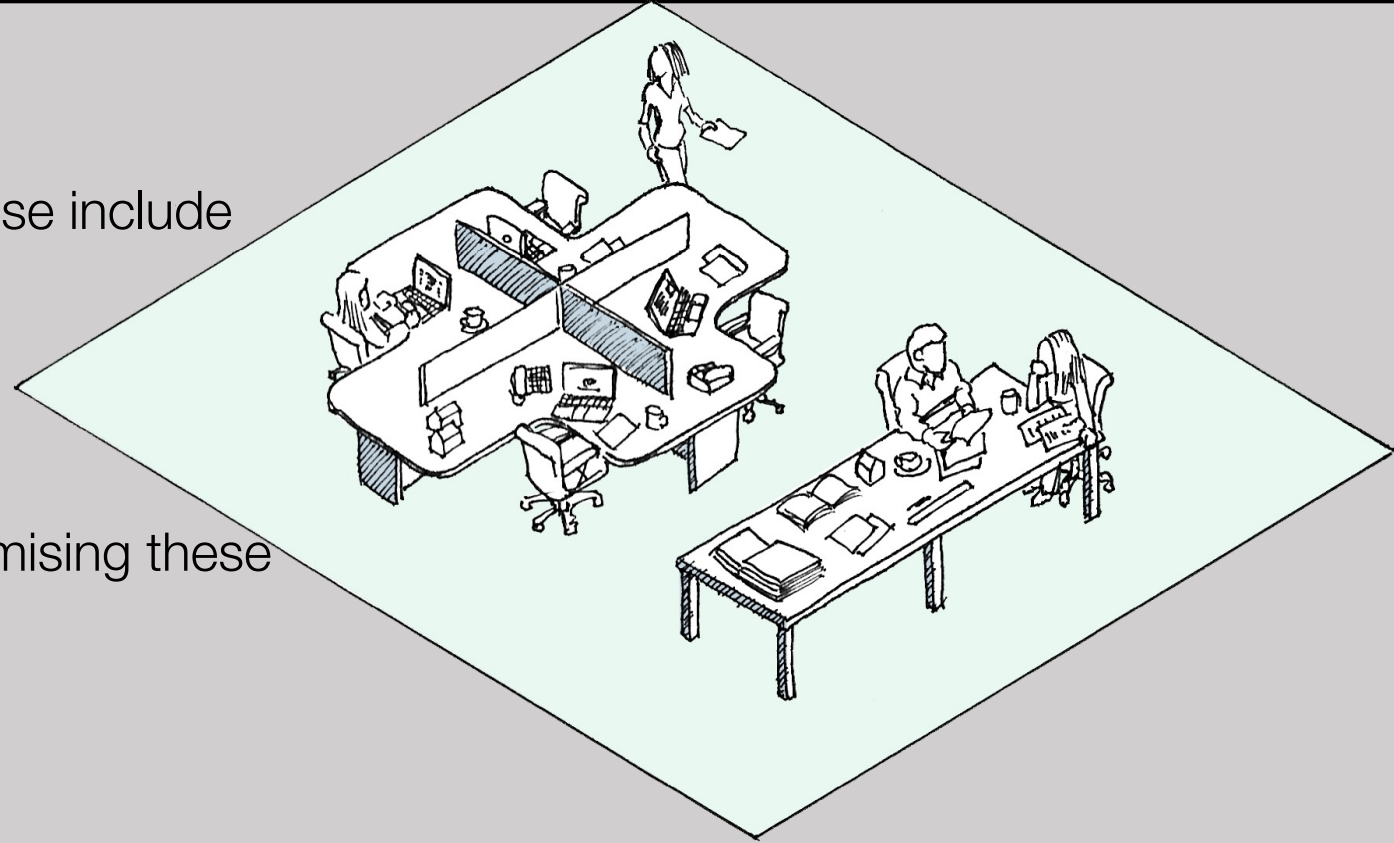


3. Project management

Developing projects consumes resources. These include financial and technical resources,

Man hours are also a major consideration.

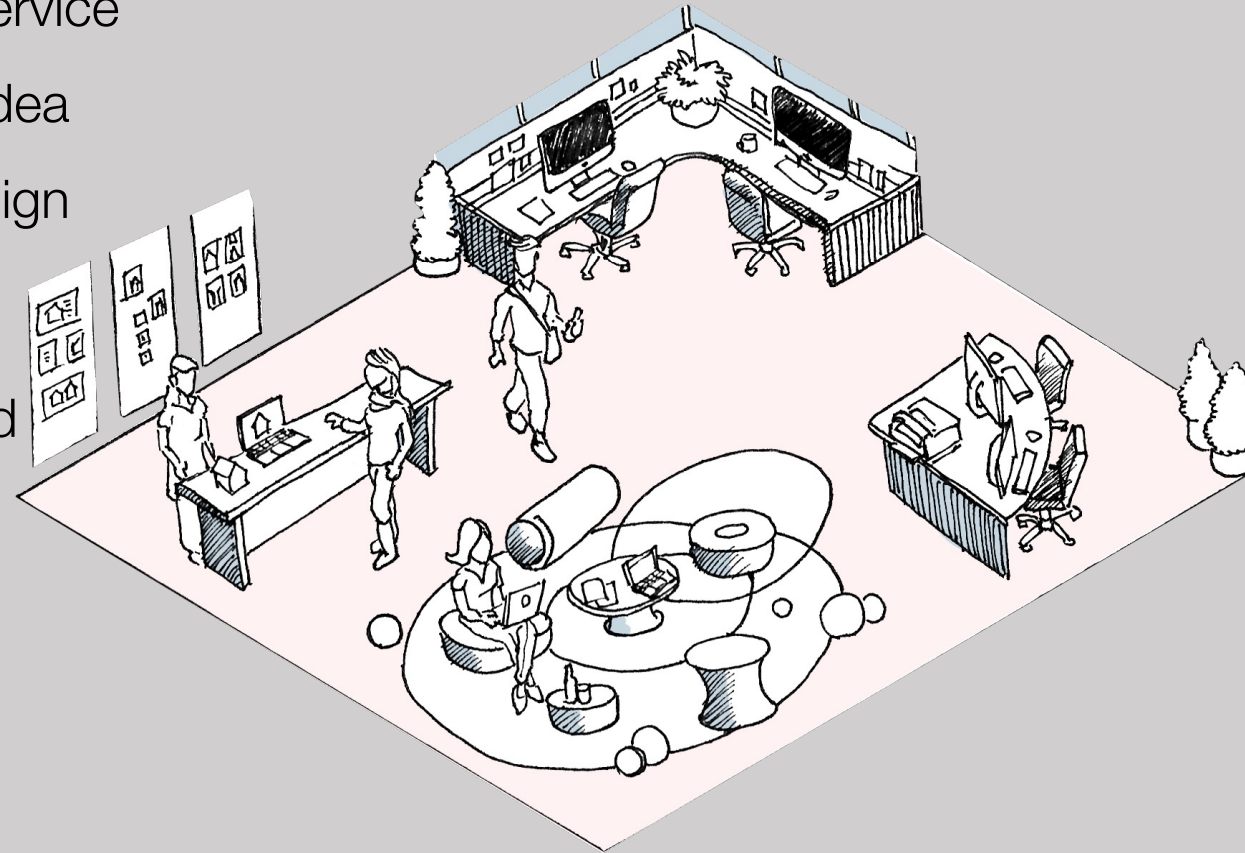
Effective project management consists of optimising these variables.



4. Design

Whether you are launching new products or a new service or designing a new organisation, between the initial idea and the implementation stages, there is always a design phase.

Transforming ideas into reality is an essential step and requires a sound, capable and creative design input.

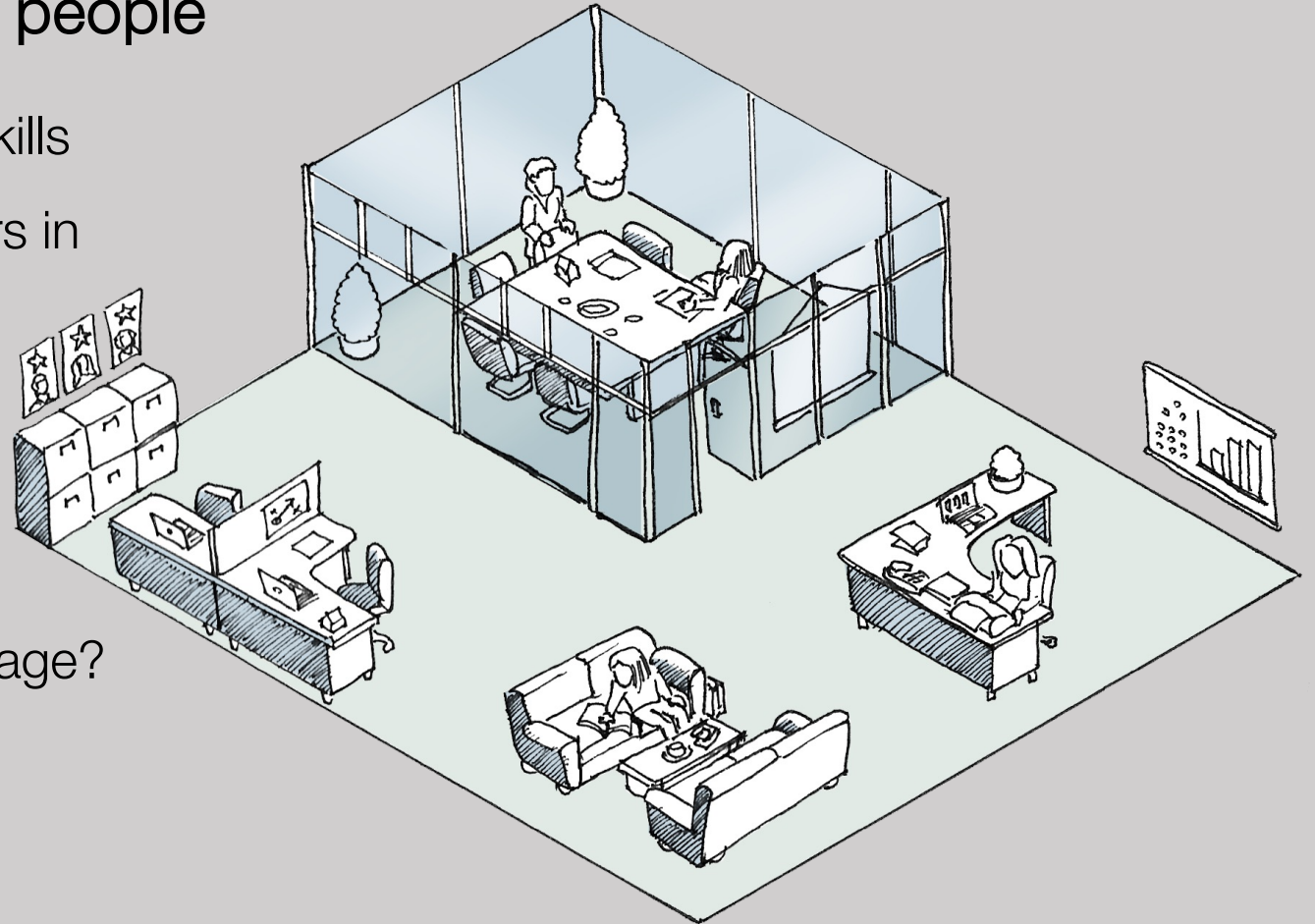


5. Human resource management...our people

Encouraging risk-taking, developing internal skills and managing change are all necessary factors in developing an innovation culture.

Maybe less micro-management; planning, organising and coordinating ?

More leadership; inspire, motivate and encourage?

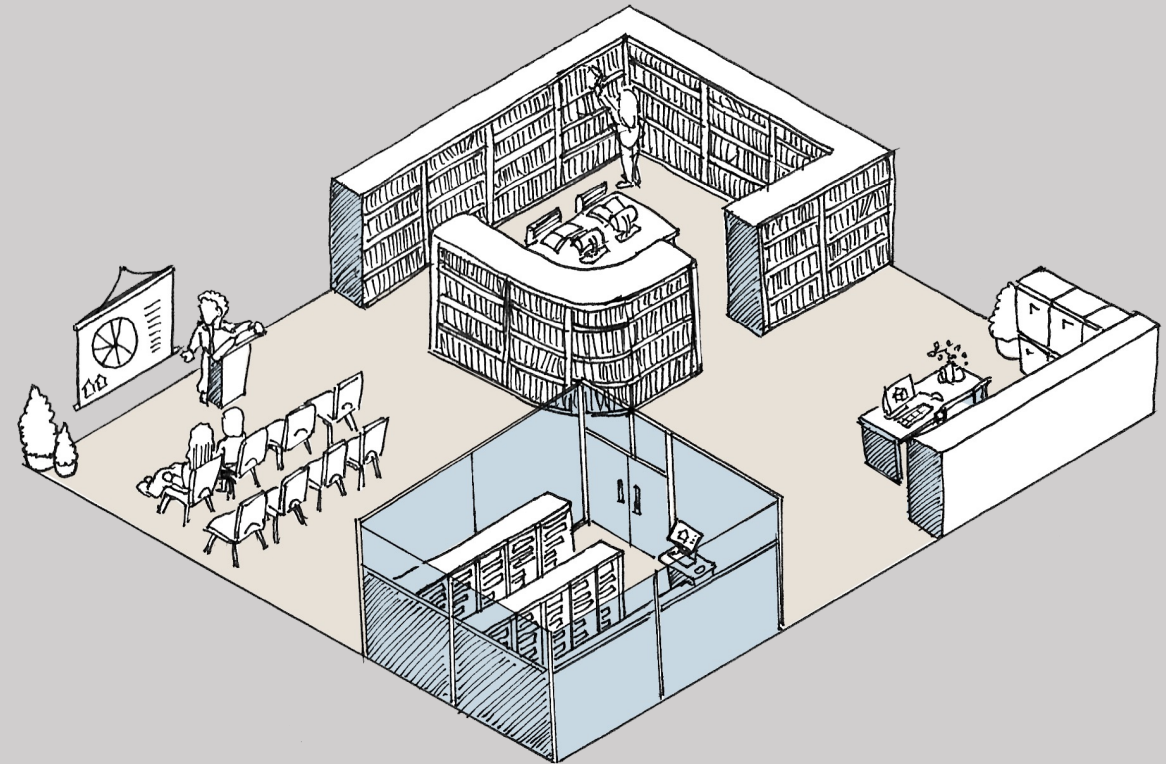


6. Knowledge management

Often overlooked, Knowledge Management is key to developing an effective innovation mindset.

By definition, innovation consists of doing something which you did not previously know how to do.

Innovation and learning are therefore intimately linked.



organise,
process,
& culture

2. Generating new ideas

1. Strategy

5. Human resource management

3. Project management

6. Knowledge management

4. Design

That was an..... Introduction to Innovation Management

A bit of home work

In relation to the Introduction to Innovation Management Module that you've been studying

- What have you learnt?
- Something that you've become more appreciative of - or understand better ?
- What effect might this have on your own professional development
- Are you considering how you might transfer this knowledge back into the company ?
- How might this have an effect on the company as it moves forward?

Introduction to Innovation Management

A bit of home work

- no more than a 1page review
- delivered in pdf form
- email direct to me
- be nice to have it by Wednesday evening
- a.mumby@uwtsd.ac.uk