BaRoS

Bayreuth Reports on Strategy

No. 13

Innovation Management

Vermittlung eines grundlegenden Verständnisses von Innovation Management im betriebswirtschaftlichen Kontext

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Abstract
In the course “Innovation management” the participants will gain a basic understanding for the meaning of innovation in the context of business administration. Furthermore, different tools for effective innovation management (creativity techniques, technology- and strategic management of innovations) are imparted. In the further course of the class, those tools and techniques are applied to practical examples. This publication gives a first broad and short overview over the class.

Keywords: Innovation Management, Strategic Management, creativity techniques

Kurzfassung
In der Veranstaltung ,,Innovationsmanagement‘‘ sollen Teilnehmende ein grundlegendes Verständnis für die Bedeutung von Innovationen im betriebswirtschaftlichen Kontext erhalten. Darüber hinaus werden verschiedene Instrumente für ein effektives Innovationsmanagement (Kreativitätsförderung, Technologie- und Strategiemanagement von Innovationen) vermittelt, die im weiteren Verlauf der Veranstaltung in praktischen Beispielen angewendet werden. Diese Veröffentlichung gibt einen ersten groben und kurzen Überblick über die vollständige Veranstaltung.

Schlagwörter: Innovationsmanagement, Strategisches Management, Kreativitätsförderung

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Strategic Management and Organization

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Innovation Management

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Chapter 1

Innovation Concept
- Basics -

- **Frey, D. et al. (2007):** *Innovation und Kreativität.* In: Wirtschaftspsychologie, Bd. 6, hrsg. von D. Frey und L. von Rosenstiel, p. 809-855.
- **Gebert, D. (2007):** *Psychologie der Innovationsgenerierung.* In: Wirtschaftspsychologie, Bd. 6, hrsg. von D. Frey und L. von Rosenstiel, p. 783-808.

Definitions of Innovation

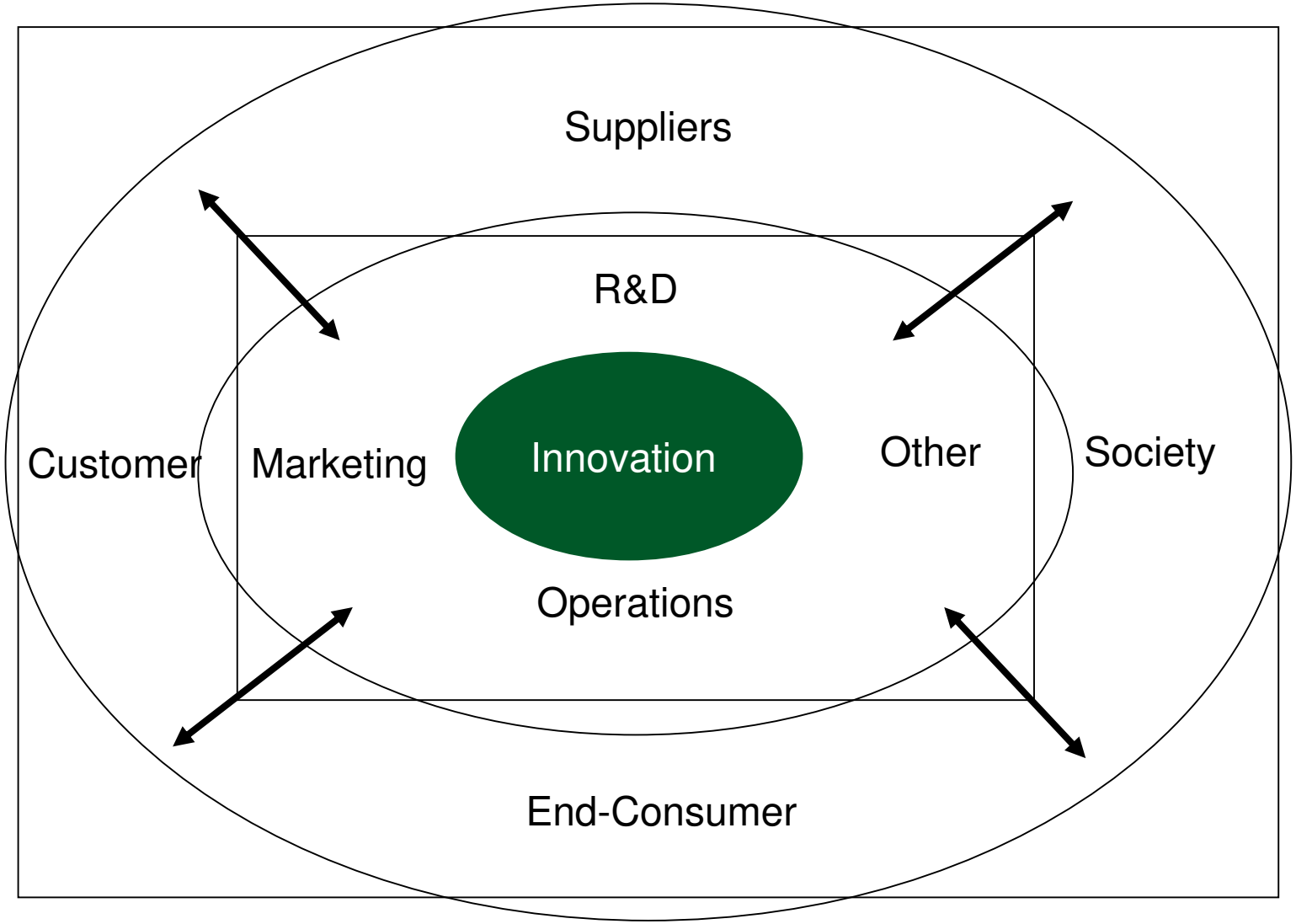
Porter and Stern (1999)	"the transformation of knowledge into new products, processes, and services"
West (2002)	Innovation is the intended introduction and use of new ideas, processes, products, and processes within a job, a team, an organization to achieve benefits.
Brown and Ulijn (2004)	"creating something new and implementing it successfully at a market," and the novel creation could be "processes, products and services and technology"
Jones and Bouncken (2008)	„Innovations describe new products and processes that were implemented in the market, society, or other companies."

Chapter 2

Innovation Process – Overview –

- **Adams, R./Bessant, J./Phelps, R. (2006):** *Innovation management measurement: A review.* In: International Journal of Management Reviews, Jg. 8, Nr. 1, p. 21-47.

Innovation Walls



Chapter 3
Innovation and Technology Lifecycles

- **Faulkner, P./Runde, J. (2009):** *On the Identity of Technological Objects and User Innovations in Function.* In: Academy of Management Review, Jg. 34, Nr. 3, p. 442-462.
- **Jones, G. R./Bouncken, R. B. (2008):** *Organisation: Theorie, Design und Wandel.* München.
- **Levinthal, D. A. (1998):** *The Slow Pace of Rapid Technological Change: Gradualism and Punctuation in Technological Change.* In: Industrial and Corporate Change, Jg. 7, Nr. 2, p. 217-247.

Technological Substitution

Thomas W. Lawson (1902 – 1907)

Amerika (Atlantic Ocean 1905)

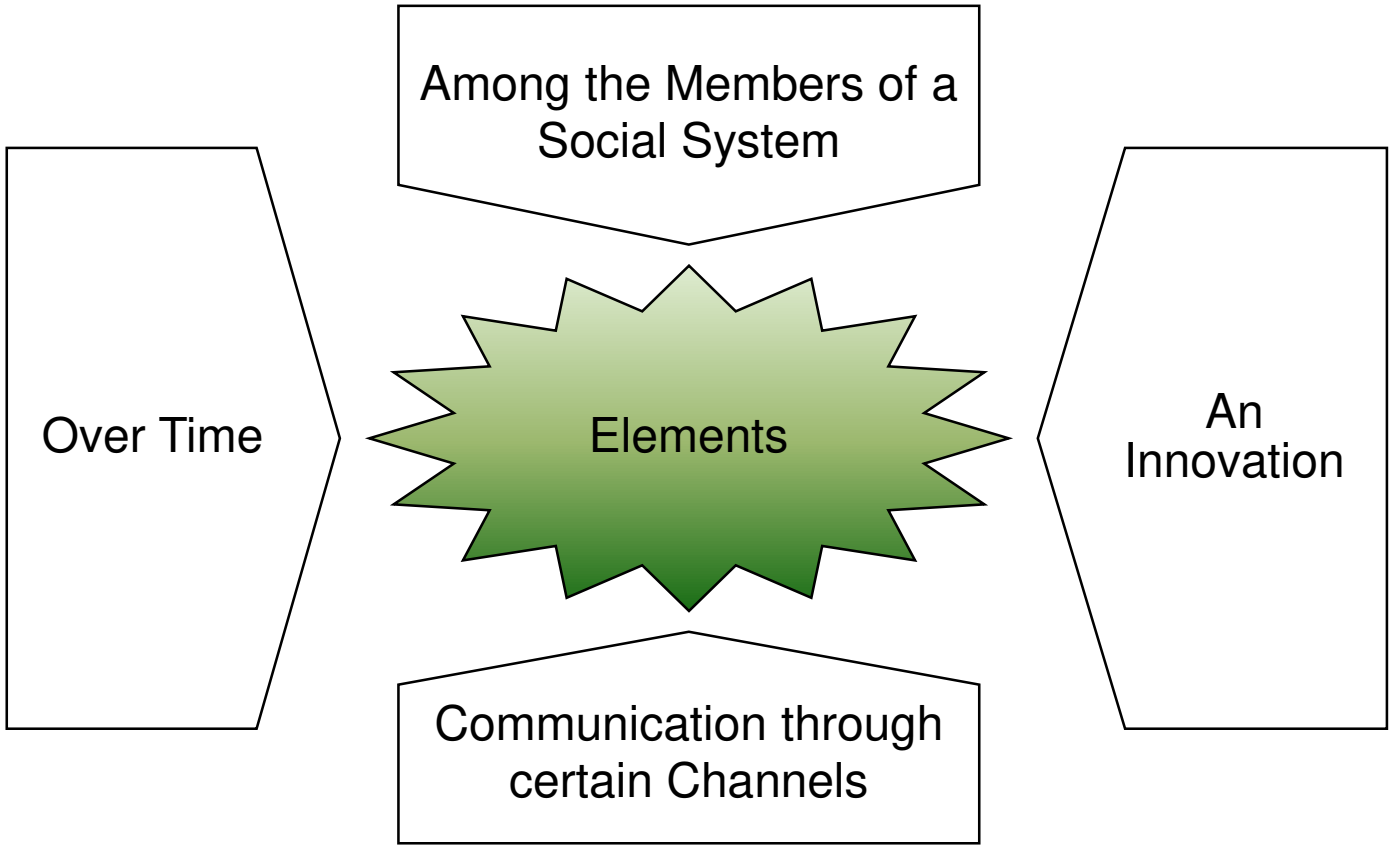
Chapter 4

Innovation Management for Diffusion Processes

- **Hollenstein, H./Woerter, M. (2008):** Inter- and intra-firm diffusion of technology: The example of E-commerce. An analysis based on Swiss firm-level data. In: Research Policy, Jg. 37, Nr. 3, p. 545-564.
- **Lee, H./Smith, K. G./Grimm, C. M. (2003):** The Effect of New Product Radicality and Scope on the Extent and Speed of Innovation Diffusion. In: Journal of Management, Jg. 29, Nr. 5, p. 753-768.
- **Yang, J./Liu, C.-Y. (2006):** New product development: An innovation diffusion perspective. In: Journal of High Technology Management Research, Jg. 17, Nr. 1, p. 17-26.

Diffusion of Innovations

- Diffusion is the process by which an innovation is communicated through certain channels, over time, among the members of social system.
- Communication is a process in which participants create and share information with another in order to reach a mutual understanding.



Chapter 5

Creativity – Techniques for Improvements

- **Geschka, H./Yildiz, A. (1990):** *Kreativitätstechniken: Probleme in den Griff bekommen.* In: Gablers Magazin, vol. 4,no. 4, p. 36-40.
- **Helson, R./Roberts, B. W./Agronick, G. S. (*1995*):** *Enduringness and Change in Creative Personality and the Prediction of Occupational Creativity.* In: Journal of Personality and Social Psychology, vol. 69, no. 6, p. 1173-1183.
- **O. V. (2007):** *Ich sehe was, was du nicht siehst.* In: Die Wirtschaftswoche, no. 48 v. 26.11.2007, p. 146-149.

What is Creativity?

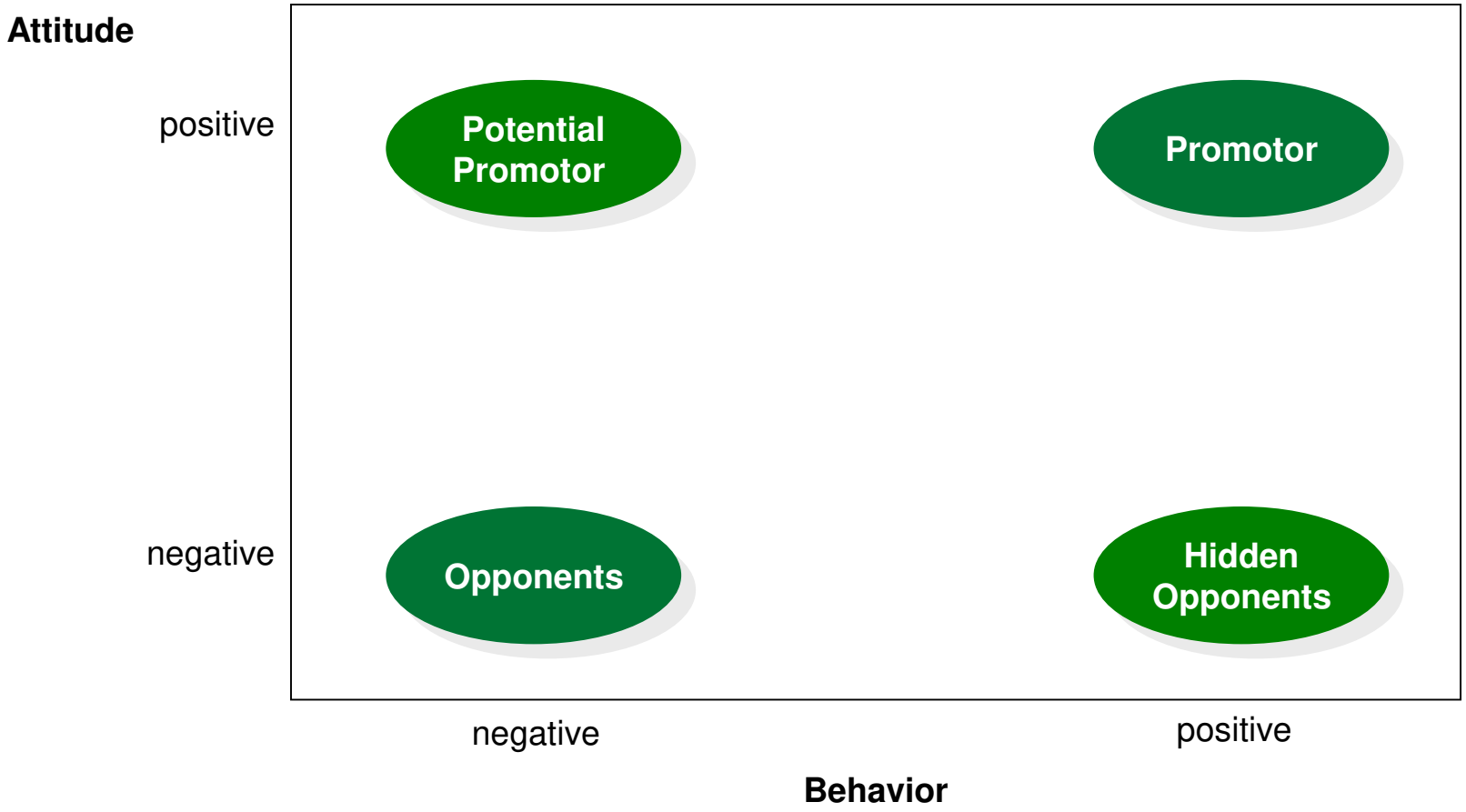
- Human's ability, to create new useful ideas to solve problems
  (Pleschak & Sabisch 1996, p. 30; quoted from Geschka 1986, p. 309)
- Based on cognitive skills & association skills
- **New** combination of **already existing** knowledge elements
- Start of realization and experience
- Can be trained by applying suitable methods und working techniques

Chapter 6

Barriers in Innovation Management

- **Hauschildt, J./Salomo, S. (2007):** *Innovationsmanagement.* 4. Aufl., München.

Types



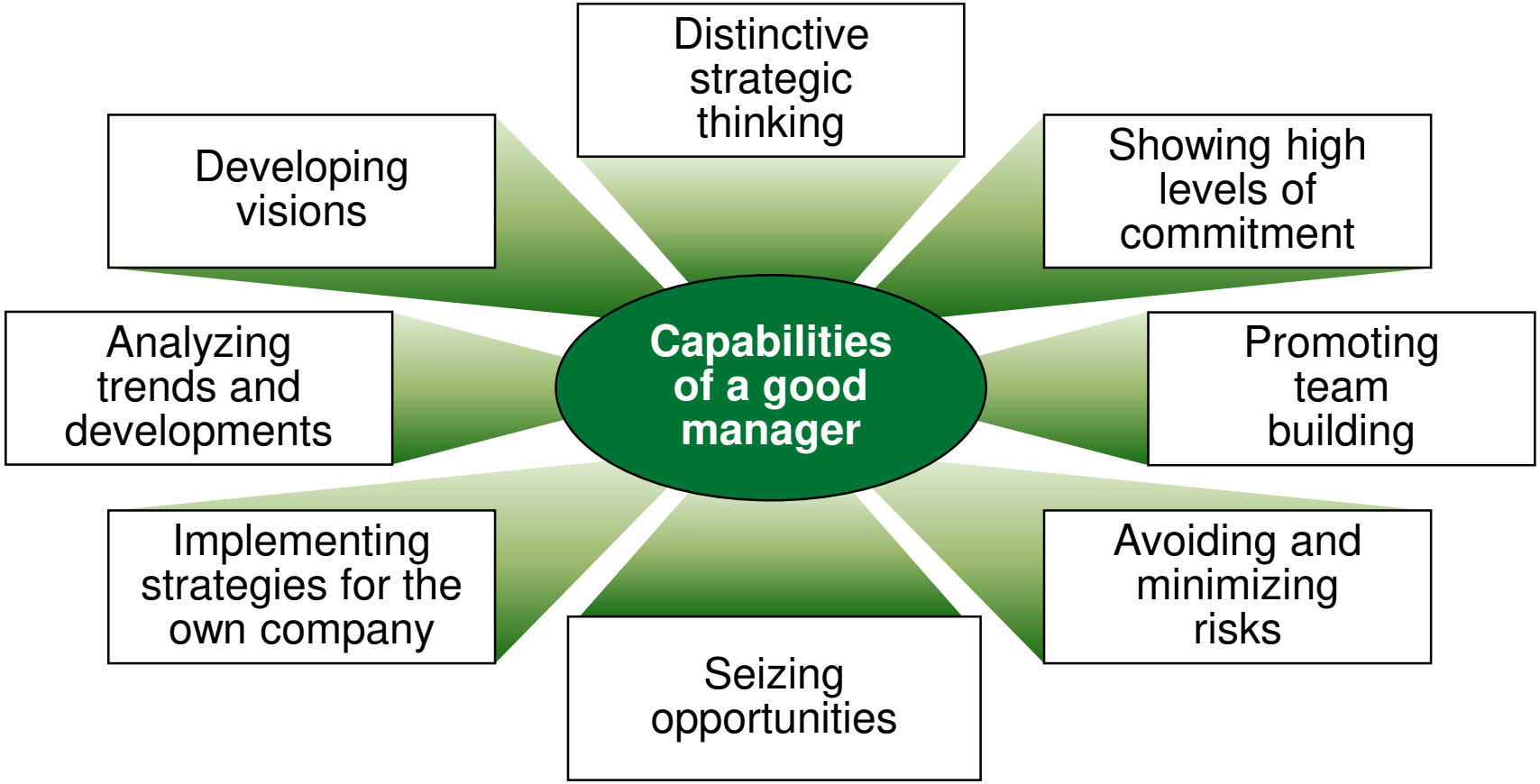
Undecided

Reference: Hahn und Taylor 1999, S. 877.

Chapter 7
Innovation Management and Leadership

- **Bouncken, R. B./Köhn, A./Lotter, F. (2007):** *Organisation und Leadership bei kreativer Arbeit: Eine Übersicht zum Stand der empirischen Forschung.* In: Die Medienwirtschaft, Jg. 4, Nr. 1, S. 6-17.
- **Dackert, I./Lööv, L.-A./Martensson, M. (2004):** *Leadership and Climate for Innovation in Teams.* In: Economic and Industrial Democracy, Jg. 25, Nr. 2, S. 301-318.

Innovation Management as Managerial Function



Chapter 8

Soft Factors: Innovation Orientation and Climate

- **Bain, P. G./Mann, L./Pirola-Merlo, A. (2001):** *The Innovation Imperative. The Relationships Between Team Climate, Innovation, and Performance in Research and Development Teams.* In: Small Group Research, Jg. 32, Nr. 1, S. 55-73.
- **Bouncken, R. B./Koch, M. (2007):** *The Role of Innovation Orientation: Strategic Antecedents and Innovation Consequences of Innovation Orientation.* In: International Journal of Technology Intelligence and Planning, Jg. 3, Nr. 3, S. 213-232.

Effects

Deliberate Strategy Formulation
- Formal planning
- Extensive market intelligence

Emergent Strategy Formulation
- Framework/Flexibility
- Trial and Error

+

+

Innovation Orientation
Individual orientation towards innovation
Increased communication across all levels

+

+

Incremental Innovation
- Incremental technology enhancement
- Scientific/practical benchmark

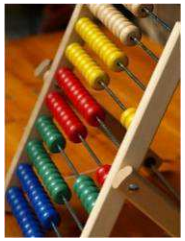
Market Performance
- Performance of existent and novel products
- In well-known and new markets

Reference: Bouncken und Koch 2007.

Chapter 9
Digital Innovation and Transformation

- **Loebbecke, C./ Picot, A. (2015):** Reflections on societal and business model transformation arising from digitization and big data analytics: A research agenda. *The Journal of Strategic Information Systems*, *24*(3), 149-157.

Four Waves of Digitalization?



1. Wave – Computing

2. Wave – Automation

3. Wave – Internet

?

4. Wave

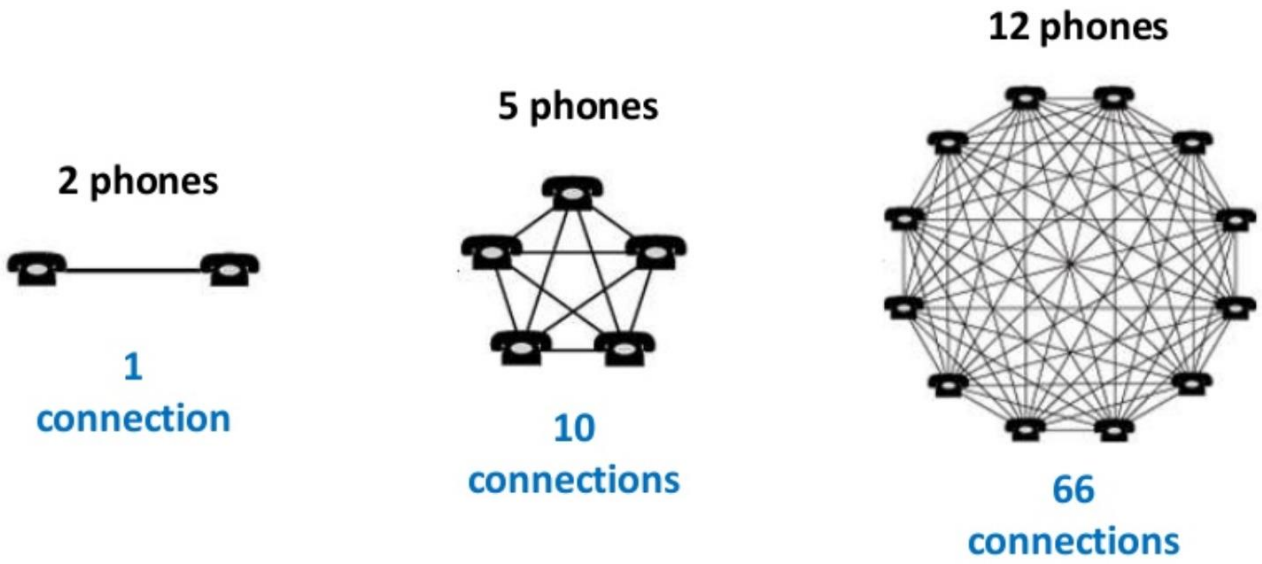
Chapter 10

Platforms and Innovation - Basics -

Parker, G.G., van Alstyne, M., Choudary, S.P. (2016). Platform revolution. How networked markets are transforming the economy - and how to make them work for you, 1st edition.

Gawer, A. (2014). Bridging differing perspectives on technological platforms. Toward an integrative framework. Research Policy 43, 1239–1249.

Network Effects



Platforms only create value if they attract users:

- Platforms initially need to attract a ***critical mass*** of users
- ***Chicken-and-egg problem***
- ***Winner-takes-all***

Chapter 11
Planning Innovation Projects with Portfolios

- **Girg, U./Pacl, H. (2002):** *Portfolio-Methoden zur Bewertung bestehender Technologieplattformen sowie zukünftiger Investitionsprojekte in der Pharma- und Biotechnologie-Industrie.* In: ZfB, Jg. 72, Nr. 4, S. 383-401.
- **Jones, G. R./Bouncken, R. B.** (2008): *Organisation: Theorie, Design und Wandel.* München.
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Timing Strategies in Innovation Management

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...good luck!

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Thank you very much for your interest and good luck!

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