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**Assignment on**

**Human Developing Innovation and Creativity for the workplace**

**BMSK6002**

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## Introduction

This innovation also involves the capacity to quickly adapt by adopting new innovations which may be in the form of products, procedures, strategies, organization and so on (Tidd and Bessant, 2012). Initially, it was thought that the main focus should be on new products and procedures but new days have come where business organizations bring new business models focusing on the way such business organizations deliver value and secure profits. Some key features of innovative organizations, in this report it is about retail, should be discussed where most of the business organizations have the same sorts of key features in this regard. The project management team in any sort of innovation project has crucial roles to play as such a management team can be divided into different segments where they also play roles as managers. Open innovation is constantly growing where the close innovation gets less important. This open innovation is quite needed for getting external knowledge from the market. In the case of Plasma, it needs more testing which is internal information-based and test. Throughout this report, it will be tried to bring about the ultimate outcome from "Developing a new product for the teeth whitening market" along with Stockholm Gases' approach to innovation.

# **“Developing a new product for the teeth whitening market”**

## **Stockholm Gases’ approach to innovation**

### **Introduction to innovation**

It is the innovation that is the procedure and outcome of generating something new, expected that it will be unique also, is also a part of the value (Tidd and Bessant, 2012). That means this innovation process needs to follow an appropriate way by which unique or something creative needs to bring about.

In this case, entrepreneurship comes ahead where this concept defines that an individual brings new concepts or ideas in the field of business. This entrepreneurship needs to include commercialization which includes different business functions for getting success (The wrap, 2019).

Alternatively, this innovation also involves the capacity to quickly adapt by adopting new innovations which may be in the form of products, procedures, strategies, organization and so on. Initially, it was thought that the main focus should be on new products and procedures but new days have come where business organizations bring new business models focusing on the way such business organizations deliver value and secure profits. There are some factors from which innovation mainly comes and they are new products, procedures, new markets, new ways of organizing the business and new sources of supply. That means there are some dimensions of innovation and they are a process, product or service, strategy, degree of newness which vary from incremental to radical and the impacts which vary from continuous to discontinuous.

In the case of National Health Service, Plasma is such an ionized gas that is capable of conducting electricity and absorbing energy from the supply of electricity. Though the products have found a patent, the idea has yet explored a viable business opportunity. There are some drivers for innovation and they are provided below:

- **Reduction of costs:** There are some financial pressures to reduce costs, increase efficiency and effectiveness, do more work with less thinking and so on. Innovation sometimes maximizes different expenditures for the business organization where it is normally observed that innovation in a positive way can help the business organization to reduce the relative costs.
- **Competitive advantage:** From the increased competition, unique or innovation is needed for obtaining competitive advantages in the competitive markets. It is said that innovation is easier than marketing functions as people or customers may not find such an approach or model from innovation useful. So, for achieving competitive advantages from the market, proper execution and accomplishment are necessary for marketing functions.
- **Product life cycle:** Innovation has a great contribution in terms of reducing the life cycle of products or services. Innovation may start from the growth or early maturity of the product life cycle (Joshi, 2017). In the case of Plasma, researchers can find this concept useful where proper marketing research is necessary in this regard.
- **Value migration:** Innovation requires the business organization to migrate the company's value within the business environment where such value migration can be effective for the business organization. The value will be migrated from the previous products to the present one. Plasma products will be added value as migration from the previous teeth whitening products.
- **Strict regulation:** To introduce any innovation into the market is quite challenging where the business organization needs to face different regulations which may create barriers for the business organization. Though Plasma products have many opportunities in the case study, it requires many technological licensing (Pollack and Matous, 2019).
- **Sustainable development:** The companies along with their industry and community needs such sustainable development which can be possible via innovation. Powerful multinational brand management firms can ensure such sustainable development and competitive advantages from 'Plasma'.
- **Demand for accountability:** It is required for the business organization to identify the demand of the products and its accountability which comes from the demand. The increase in demand and demand for accountability can ensure products' development in the market (Primark.com, 2019). That means, from the case study of NHS, it is required

for the business organization, like Primark, whether this new product will get any positive response from the customers or there is any demand for those innovative products.

- **Demographic, social and market changes:** Any change in the demographic, social and market changes within the society can put an impact on the business operation. In terms of introducing new products, demographic conditions like people's age, gender, choice or preference, social values and norms, market change are quite important where it is required to identify as well as check the products' capability to gain market responses (Joshi, 2017).
- **Customer expectation:** Customer expectation increases from the quality of products and services. So, an innovation of any products needs to be efficient and effective for having quality in those products and services.
- **Changing economy:** If there is any change in the economy, especially from a recession, depression, peak, growth, that will have a great impact on launching new products. In terms of peak, product launching can become successful wherein a recession will not be as wise as a peak to launch such new products or services.

### **Classes of innovation**

There are two sorts of classes of innovation and they are knowledge push and need pull. In the case of the first one higher education or knowledge always pushes innovation being triggered or enabled by advances in science and technology (Nekrasov, 2011). The second one needs pull which refers to the innovation which is triggered or enabled by market needs, customer needs, social needs, and crisis needs. In the case of NHS, Plasma is such a product that has come to the mind for both knowledge push and needs pull. But more research is still needed for identifying the need pull.

### **Stage gate Model**

This model is a value-creating business procedure that drives the development and launch of a steady stream of successful new and innovative products.

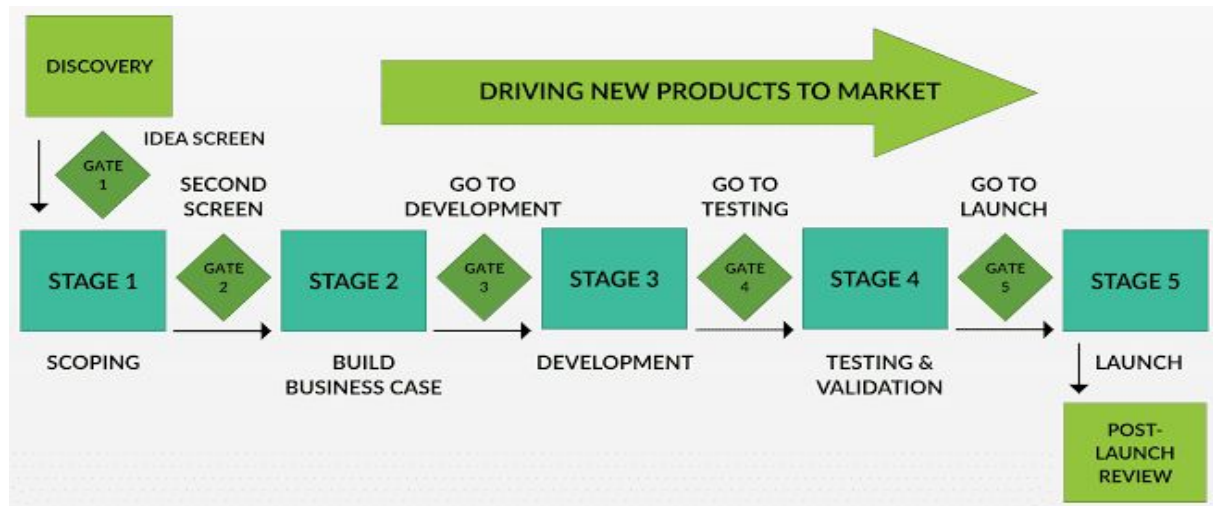


*Figure 1: Stage gate model*

**Source: (Wang, Schmidt and van der Rhee, 2018)**

This model suggests that there are five gates where it starts from gate-1. In gate-1, innovation is discovered or screened, in gate-2, such ideas are again screened, in the stage-2 business case is normally built and gate-3 such case is sent for further development. In gate-4, such innovation is tested and validated. In gate-5, such innovation is finally launched and in stage-5 a review process is accomplished.

In the case, it has been observed that Stockholm gas was thought of utilizing further and Plasma was considered as new products for launching in the future. But this product is now in gate-2 for the second screen. It requires further development, testing, and validation before launching and review (Pollack and Matous, 2019).

### **Sources of innovation**

There are different sources of innovation from which new ideas or concepts normally come out where such sources of innovation are provided below:

- **Regulation:** This will be the regulations that will be triggered or enabled by changes in legislation opening up new directions. In this case, entrepreneurs can take advantage of new legal restrictions as the established organizations will be busy handling such restrictions and new business organizations can enter into the industry easily.

- **Disruptive technology:** It is triggered or enabled by developments in technologies that can create barriers in the current market. Technological development can help go ahead business as well it can also hinder the business as it will be required for that business to be updated.
- **Recombinant innovation:** It is also triggered or enabled by transferring an idea from one market or usage and apply into another. Especially, products which have potentiality in the different market can be transferred after being innovated (Pollack and Matous, 2019).
- **Lead Users:** In the market, there are many sophisticated customers who have some potentiality to provide ideas or concepts. They have better ideas than others the market researchers sometimes. In that case, such customers can contribute a lot by providing ideas about the products or services which may satisfy other customers and bring a huge return for such new business organizations.
- **Open/User-Led Innovation:** There are different ideas which are often prototypes for innovations than acting as consumers of other people's ideas (The wrap, 2019).
- **Open Collective Innovation:** It is triggered or enabled by co-creation amongst a wide range of users. This will be very helpful in enabling them by the internet and similar communication technologies.
- **Benchmarking:** Innovation will be triggered and enabled by learning from other companies by systematic comparing products, services or procedures with those from competing companies.
- **Mass Customization:** Different innovative solutions can help in creating ideas that were typically tailored to demanding early adapters but deliver them at a lower cost and to a much higher number of less sophisticated users.

### **New developments in innovation**

It is always observed that new development in innovation normally raises new issues and problems which may hinder the path of being successful in such innovation projects. Developments procedure is not an easy task where different issues related to this task make the entire procedure difficult. There are some issues which are the main reasons behind such a situation and they are:

***Scientific discoveries*** can appear as problematic for a new business organization where a greater emphasis is provided on commercializing scientific discoveries. Research is a significant factor in the process of fully explaining a product.

***Solid and designed portfolios*** are provided with more emphasis on the speed and potential value of scientific progress.

***Radical Innovation*** is observed in terms of an increased search for it and top-line growth. Normally, there are three levels of radical innovation and they are breakthrough, disruptive and game-changing (The wrap, 2019). In breakthrough, the radical solution comes from pressing the problems, disruptive comes from creating a new big market and n game-changing, it is required to transform the market and the society.

## Role of the management team in the project

The roles of the management team in the innovation project, some key features of innovative organizations, in this report it is about a general retail store, should be discussed where most of the business organizations have the same sorts of key features in this regard. So, such key features are provided below:

- 1. Flatter in structure:** Such structure as flat is very helpful in bringing new ideas within the organization and it can then make use of multi-disciplinary workforce or project teams.
- 2. Faster and more flexible:** Business organizations should respond to an appropriate business idea that can be useful for the entire organization. Such ideas need to be faster and more flexible by considering which such ideas in terms of its responsiveness to business change. (Learn.g2, 2019)
- 3. Incremental improvement:** Business organizations tend towards innovative ideas constantly looking for incremental improvement. Such incremental improvement can help the business organization move towards new products or services for bringing more customers' attention (Dougherty, 2016).
- 4. Actively developing partnerships:** Business organizations with innovative features have actively developed partnerships, especially with customers, suppliers, and competitors. By following this way, a business organization can find the project more successful.
- 5. Parallel Product Development:** For developing the products, business organizations having innovative features follow some phases which require preliminary assessment, investigation, development, evaluation, and submission as final submission of the products.

Except for these features, a business organization having innovative features within the organization always follow 'Creative Swiping' which indicates adopting and copying the best features and aspects of competitor products or services. This has five major categories of potential competitive threats.

## Roles of a management team in an innovative project

The project management team in any sort of innovation project has crucial roles to play as such a management team can be divided into different segments where they also play roles as managers. So, their main roles are provided below:



***Figure 2: Roles of a management team in a new project***

**Source: (Pollack and Matous, 2019)**

In this case, such roles and responsibilities are quite lengthy where the marketing director normally plays the lead role of a management team in the project. In the case of NHS, ‘Plasma’, a teeth-whitening product was under the observation of marketing researchers. Marketing director segments the duties into the director innovation, broad manager and insights manager.

A director innovator works in that field where managers of the organizations lead and direct the ways or strategies for bringing innovative ideas. In this case, the associate innovation manager will collect information to help such a direct innovative manager to direct the project towards its ultimate goals (Dougherty, 2016).

A brand manager will analyze the markets which can be done with the help of associate brand manager and team coordinator of the organization. The team coordinator helps in this regard to identify the market segment and place the product in the segmented market where a product can gain an appropriate market response (Payne, 2011).

Insights managers observe the market where they observe the market with profound knowledge as it will be helpful for other managers to gain an appropriate advantage in the market.

## **Role of the management team in case of NHS**

In the case of the National Health Service, a research and development project, the leader presented his findings though the results were promising. A research team developed some changes as dramatic changes in the market in terms of pig's teeth which followed the exposure to the Plasma, a teeth-whitening product. It was expected that the product would discolor the yellow teeth noticeably changed to a shade white.

Then a product development has come to play his roles which demonstrate a gap in the market for an effective simple tooth whitening product. In a lucrative and growing market, this product along with effectiveness (Carrillo, Druehl and Hsuan, 2015). From the market research, it was expected that such products would offer additional benefits such as fresher breath, healthier gum, and whiter teeth though the entry might be difficult. The elements within the products with huge power representing many opportunities within the core products. Powerful multinational brand management firms, are always looking for competitive advantage and exclusive access to a unique technology as the products would provide an opportunity.

In terms of licensing manager for Stockholm gases, licensing would allow businesses to obtain revenue from the products' technology by licensing it to other companies to be integrated into a final product where this option would enable the company to exit at this stage without any additional costs and guarantee revenue for years to come

Marketing manager could offer the most potentiality of the product where different strategies were thought of placing the product throughout the world. An appropriate business model that they constructed and selected would ultimately impact the result where such a business model needs to be effective as well as efficient.

## **One open model and one closed model of innovation**

The closed model is such a model that works like a stable environment and because of this reason the closed model organization does not face constant changes and problems. There is stability in its function and its relations with other similar organizations (The western star, 2019).

Conversely, the organizations under open models constantly face new and sometimes complicated issues and their impact falls upon the organizations. The closed model acts like a force that is used randomly (Onişor, 2015). Open model is not a very common affair and it is reprehensible where such manipulation in the open model is very common and the use is uncommon.

### **Closed innovation vs open innovation**

There are several differences between closed innovation and open innovation. In terms of closed innovation, this model normally requires organizations, assumptions, applications, policy, reforms. Again, in terms of open model, this model requires a generation, propagation, advantages, applications along with assumptions.

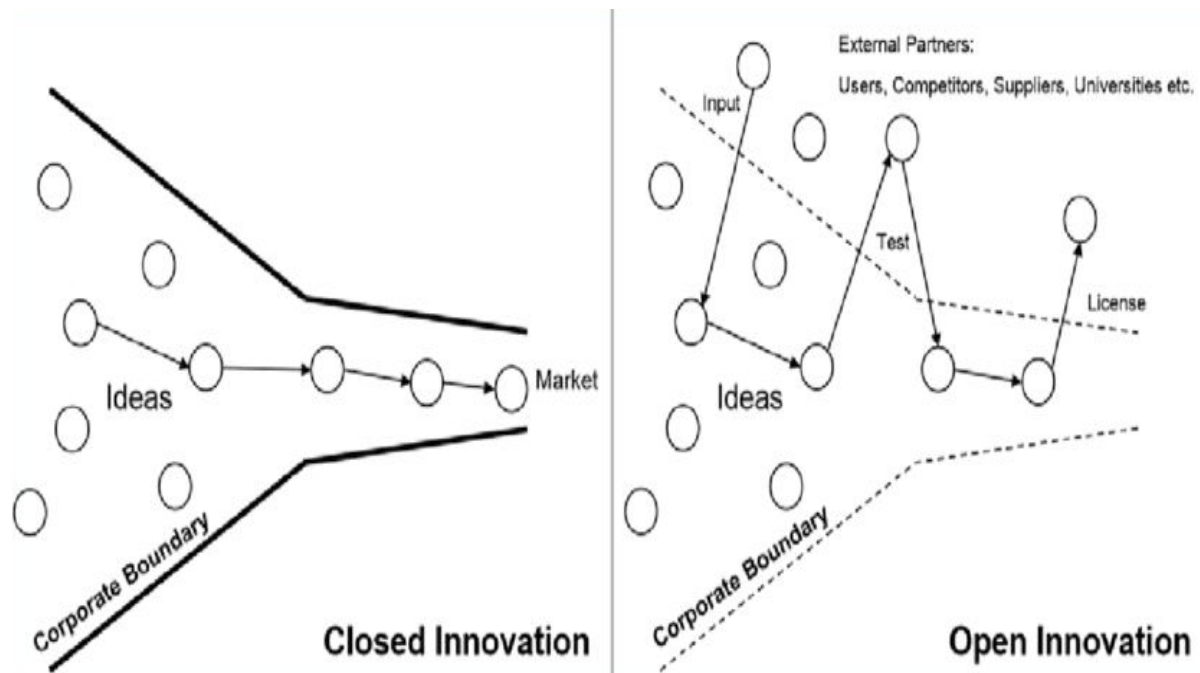


*Figure 3: Closed and Open innovation model*

Source: (Onișor, 2015)

These two models are described below separately along with a brief discussion of each item it normally requires and they are:

### **Closed Innovation**

Within the corporate boundary, a business organization requires different managers within different levels to indulge themselves in bringing different ideas, after going through different phases of justifying and identifying potentiality of the innovation about the new products, such final as well as core products are placed in the market (Onișor, 2015).

- **Organizations:** Closed innovation within the organization requires people, special conditions, market conditions, ideas for introducing products and passive waiting consumers. People who think about the new concepts as innovation need to be bright as well as talented for observing the potentiality of the product (Nekrasov, 2011). Special market conditions are also required where such bright personnel need to be placed properly. The market should be free from any sort of pressure which will not hinder the path of being introduced in terms of new products or services. Pipeline ideas' concept is very interesting which is normally used by an innovative management team within the

organization. This case helps the entire business organization to make a short survey on the market in an interval. Such as:

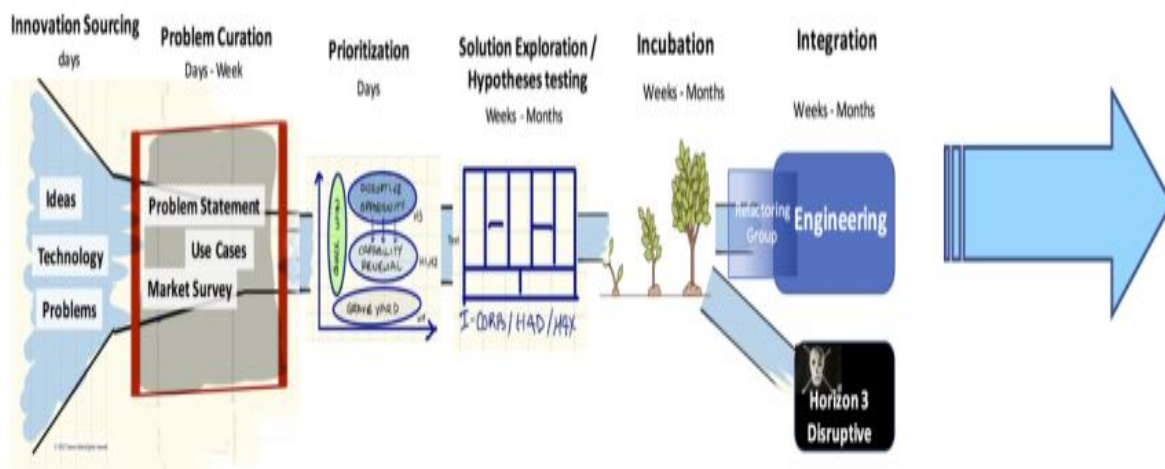


*Figure 4: Pipeline for innovation*

**Source: (Carrillo, Druehl and Hsuan, 2015)**

That means, this concept is similar to and part of the innovation where sources of innovation, especially from different ideas, concepts, technology, needs, problems are transferred to problem curation where problem statement, different use cases, and market survey are conducted. Then, they are prioritized for getting an appropriate solution. Then, through incubation such ideas are integrated within some weeks or months considering disruptive innovation, finally, products are launched for being used by the customers.

Especially, customers who are eagerly waiting for the products are the main customers of such products of the organization.

- **Assumptions:** This assumption requires knowledge, authors, intellectual properties, passive consumption and innovation including the self-reflective process. Knowledge is the first and foremost thing that is required for any innovative project within the organization. The ability to create and innovate which has been observed throughout history and even though the fundamental tools may have changed the ability has been prevalent in every civilization and all of these concepts are under creativity. This creativity is simultaneously related to the knowledge, along with which different innovative ideas are brought about. Domain relevant skills, creative procedures, and intrinsic task motivation are such core elements where these have also contributed to assuming new ideas as innovation (Nekrasov, 2011). Intellectual property should be

protected to generate incentives where intellectual property needs to be protected from company to company this works like an intangible asset for the company. Again, consumption needs to be passive where there will be two choices and they are affirmative and negative. It is the self-reflective process that helps to find out innovation. The self-reflective process is such a process where innovative thinking is cherished for a long time. By proper utilization of such traits within oneself, such thinking can be helpful for bringing about an innovative process for the organization.

- **Applications:** This part requires research and development of the project, creativity, professional disciplines, academic education, pipeline view of the world. After generating ideas and assuming, it is required for the business organization to apply a different model of an innovative product. There is an actual myth that an entrepreneur is born. Instead, they are made, trained, skilled where it is required for a person to be learned as well as skilled. It is true that creativity can be innate but also be learned. From the view of development, concepts will be available to everyone, evident in personal and modest insights, released via training and development of potentiality of the personnel. Creativity is not for elite people where such creativity can be developed in each and every person (ALMIRALL and CASADESUS-MASANELL, 2010).

In the case of National Health Service, from the market research, it was expected that such products would offer additional benefits such as fresher breath, healthier gum, and whiter teeth though the entry might be difficult. The elements within the products with huge power representing many opportunities within the core products. Powerful multinational brand management firms, are always looking for competitive advantage and exclusive access to a unique technology as the products would provide an opportunity. This product is now in the incubation and testing stage as it was suggested by the dentist to check the potentiality of the product (Primark.com, 2019).

- **Policy:** In terms of the policy, it will require research and development subsidies, investment in a knowledge base, promotion of academic education, regimes for intellectual properties and speeding up the flow down pipeline and ease of transfer into the business. Research and development procedures and subsidies need to be stringent within the organization which will be helpful in finding the core effectiveness and opportunity of the products.

- **Reforms:** Closed innovation is not a fixed model where there is an overlapping or simultaneous rather than sequential procedure which helps to bring about success for innovation of the organization. In this case, the cross-functional team plays an important role from different perspectives of the organization to introduce the product and to identify its effectiveness (Feldman, Siegel and Wright, 2019). For using consumer insights, team management can conduct market research including interviews or surveys from which the initial concept of the product can be developed. If the researchers find a positive signal, then they can go finalizing it in the market. Otherwise, they will go for modifying the products or add some features or values in it for developing it.

In terms of Plasma, it has been observed that dentists' suggestions were justified before launching the product in the market. There was a break down in the business model where some issues have been identified and they are:

- ✓ There was a rise and spread of new sources which can easily generate innovation or new ideas for the organization to update their products. It is quite required for the business organization to focus on 'Know-how'.
- ✓ The management team of an innovative project needs to be capable of connecting more easily outside large organizations.
- ✓ There should be a cross-functional or changing role of consumption and propagation as innovation in use.
- ✓ Old assumptions of innovation are updated or outmoded for the forms of innovation.

### **Open Innovation**

This is the process of using purposive inflows and outflows of knowledge to accelerate internal innovation and to enhance the market circumstance for external use of innovation respectively. Open innovation leads to competition which not necessary to offer the best ideas (Onişor, 2015). Instead, it is tried to make the most of internal and external ideas. In this case, the most important issue is to develop a better business model rather than to secure the first position in the market.

In the case of NHS, Plasma teeth-whitening products need more testing according to the dentists and this product is not appropriate for the organization to be launched. On the other hand, open innovation requires market analysis, ideas gathering, requirements generation and

validation, creative design and design validation where the digital community as a social platform should be accelerated in terms of innovation.

The requirements for open innovation are explained in brief below:

- **Generation:** It is required for the business organization, especially team management of Primark, to multiply sources ideas, lowering the cost of technology, combining ideas in networks for making it easier, skilled labor more mobile, independent. Outsourcing can be a source generating ideas where the distribution of labor leading distribution of knowledge. This open innovation makes an end of knowledge monopolies.
- **Propagation:** In the case of open innovation, consumers are innovators where the users work out what innovation is for radical innovations. There is also disruptive innovation where users need to be passionate and they will be followed by the producers. From a marginal market, a new market along with new concepts will start. Service innovation requires users to rewrite scripts.
- **Applications:** Normally the source of open innovation is the communities where networked companies or platform is very helpful in applying the sources as resources in the innovative project. This system is appropriate for cities and countries where self-organizing gets more priorities. For achieving complex tasks, structured communities get together for further co-creation.
- **Assumptions:** Open innovation arises from essential social and dynamic issues though there is a complex and evolutionary basis. Innovation needs proper knowledge which is created by proper interaction where this is considered as mass activity (Onișor, 2015).

In this open innovation, there are several limits that hinder the path of open innovation. It is always a noticeable question about how this concept is funded. This innovation is only good for mass incremental innovation but there is a question about a big leap. In this open innovation, normally people are excluded and the product may not be modularized. The speed of getting feedback from the market about the product as a test is normally slower than closed innovation.

## **Justifications of a specific model**

Between close and open innovation, there is always a question in which the innovation system is better for the innovation project. In the case of closed innovation, research and development are normally responsible for the development, design, and marketing as it provides a long-term competitive advantage for the company. But open innovation is constantly growing where the close innovation gets less important. This open innovation is quite needed for getting external knowledge from the market. In the case of Plasma, it needs more testing which is internal information-based and test. After being justified in the lab-test, the final should be sent for gathering market knowledge by conducting a survey.

So, overall, it can be said that close innovation is still needed for this investment before launching it in the market as a final product.

## **Recommendation to the Board**

Before launching a new product or developing it in the market, an appropriate strategy should be thought of, especially in terms of product life cycle strategies. In this case, objectives should be taken under control. Such objectives will include:

- ✓ To comprehend how the company can improve their products.
- ✓ To know in which product life cycle stage, the product will belong,
- ✓ To realize the strategies of the market how to change during the product's life cycle.

Considering different large multinational companies' cases, for attaining future success innovation should be taken under control as a critical issue. Research and development and its efforts need to be internet related. Any sorts of development of the products as innovation should be taken into consideration (Primark.com, 2019).

In the case of Plasma, the market has been observed as fad where teeth-whitening concept follows market trends' as 'Fad'. More or less, this product is in the product development stage considering product life cycle strategies through the fad market do not follow normal product-life cycle strategies in the market. This product life cycle strategy will be from the introduction to decline but there will be only four-stage. The four-stage of this product will be development, growth, maturity, and decline which will be within a short-term period.

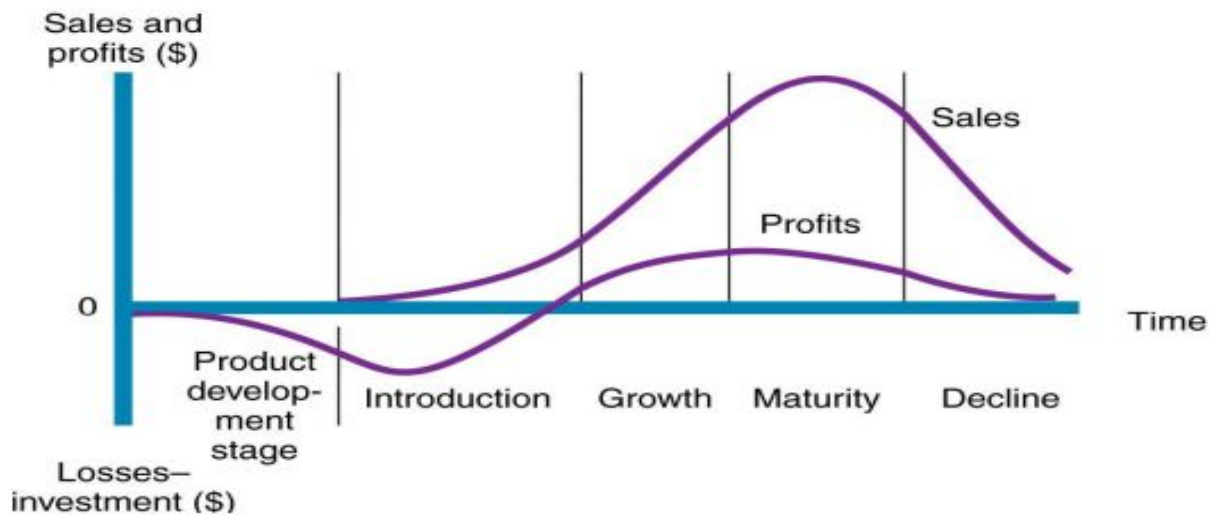


*Figure 5: Product life cycle*

**Source: (Drucker, 2015)**

As Plasma is a new concept that is still under examination, the product development stage needs to be examined for this product. Moreover, more and more promotional activities should be taken once the product is launched in the market (Primark.com, 2019).

By considering the market situation, the business organization should offer a basic product along with a cost-plus basis price. A selective distribution should be executed and more advertising activities should be taken for building awareness among early adopters. There should be heavy expenditures for creating a trial of this product (Carrillo, Druehl and Hsuan, 2015).

The company should build trust and relationships as the brand is a consistent, holistic promise made by a company. A brand serves as an unmistakable symbol for products and services to set itself apart from the rest.

As the market trend is a fad that had been observed, considering the market condition is favorable for launching which needs some test still now, the company should invest in the project if it can form an appropriate business structure for the product within the business.

## **Conclusion**

This innovation normally includes the entire or whole procedure which include a variety of processes. In this case, entrepreneurship comes ahead where this concept defines that an individual brings new concepts or ideas in the field of business. So, overall, it can be said that close innovation is still needed for this investment before launching it in the market as a final product. This open innovation is quite needed for getting external knowledge from the market. In the case of Plasma, it needs more testing which is internal information-based and test. After being justified in the lab-test, the final should be sent for gathering market knowledge by conducting a survey. As the market trend is a fad which had been observed, considering the market condition is favorable for launching which needs some test still now, the company should invest in the project if it can form an appropriate business structure for the product within the business (Primark.com, 2019).

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