

# BaRoS

Bayreuth Reports on Strategy

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No. 13

## Innovation Management

Vermittlung eines grundlegenden Verständnisses von Innovation Management im betriebswirtschaftlichen Kontext

Ricarda B. Bouncken



LEHRSTUHL  
für Strategisches Management und Organisation



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## **Abstract**

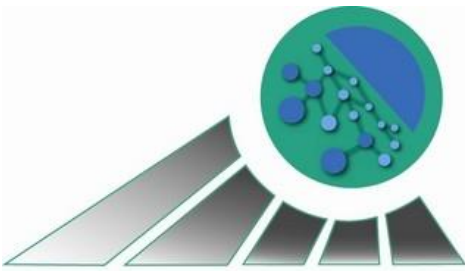
In the course “Innovation management” the participants will gain a basic understanding for the meaning of innovation in the context of business administration. Furthermore, different tools for effective innovation management (creativity techniques, technology- and strategic management of innovations) 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 Strategiemangement 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*



Strategic Management and Organization



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# Innovation Management

WS 2019/20

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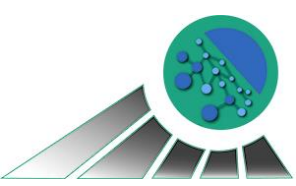
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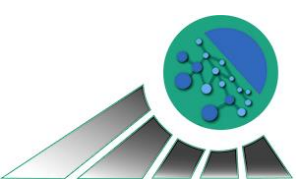
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# Contents

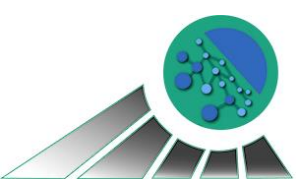
Chapter	1	Innovation Concept - Basics -	4
	2	Innovation Process - Overview -	13
	3	Innovation and Technology Lifecycles	25
	4	Innovation Management for Diffusion Processes	51
	5	Creativity – Techniques for Improvements	65
	6	Barriers in Innovation Management	97



# Contents

Chapter	7	Innovation Management and Leadership	108
	8	Soft Factors: Innovation Orientation and Climate	121
	9	Digital Innovation and Transformation - Overview -	133
	10	Platforms and Innovation - Basics -	155
	11	Planning Innovation Projects with Portfolios	180
	12	Timing Strategies in Innovation management	198



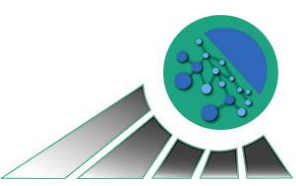


# Chapter 1

## 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

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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.

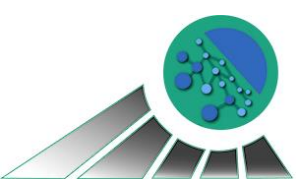
Brown and Ulijn  
(2004)

“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.“





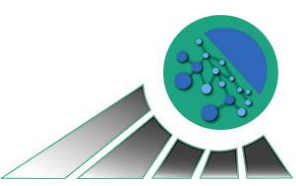
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# Chapter 2

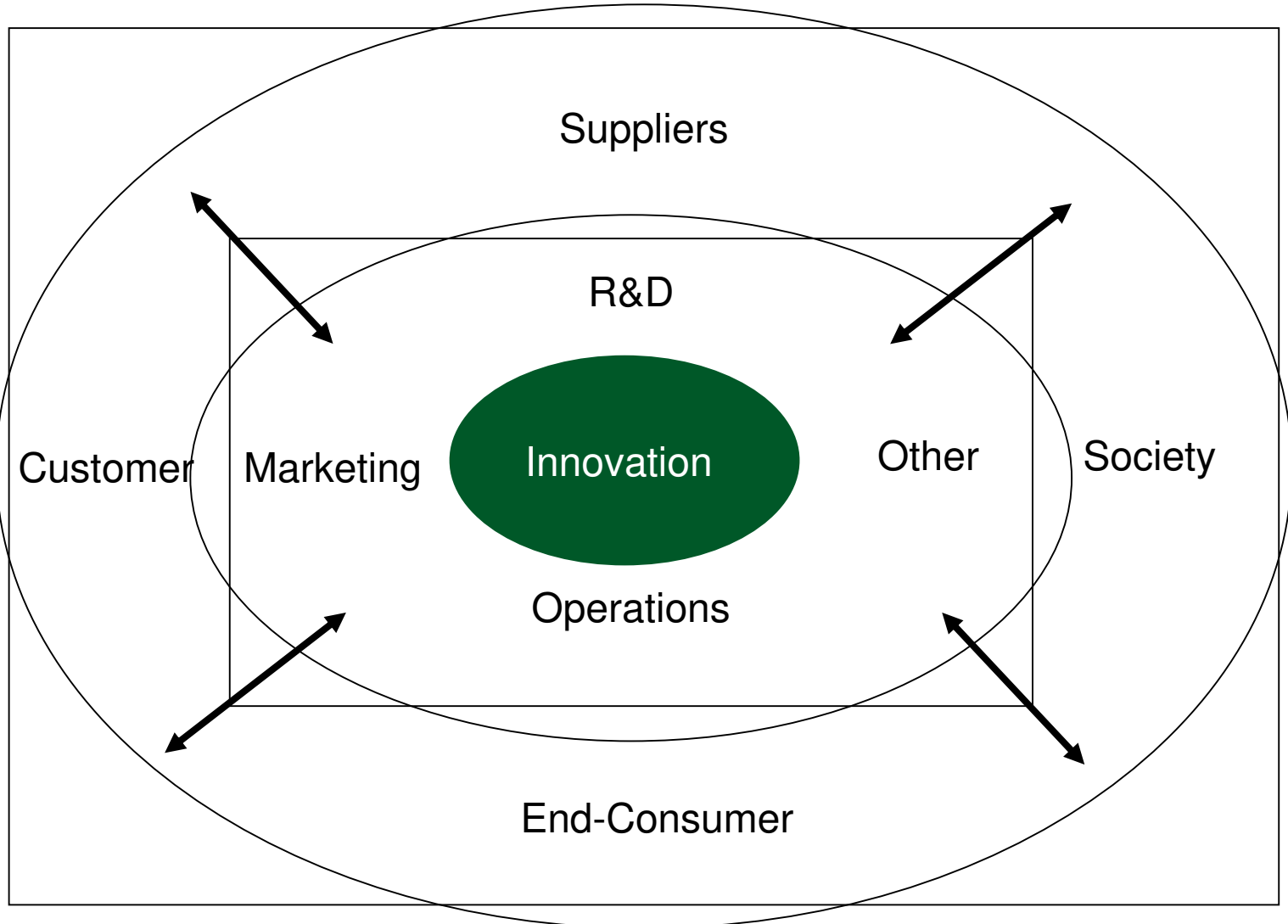
## Innovation Process – Overview –

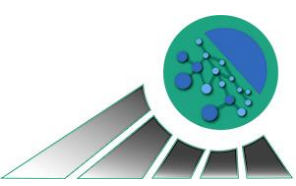


- **Adams, R./Bessant, J./Phelps, R. (2006):** *Innovation management measurement: A review*. In: International Journal of Management Reviews, Jg. 8, Nr. 1, p. 21-47.



# Innovation Walls



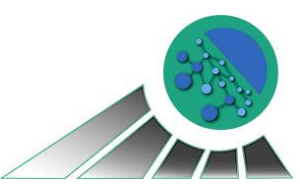


## Chapter 3

# Innovation and Technology Lifecycles



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- **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.



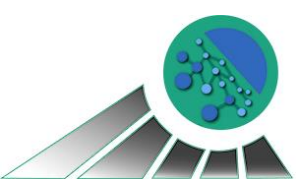
# Technological Substitution

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Thomas W. Lawson (1902 – 1907)

Amerika (Atlantic Ocean 1905)

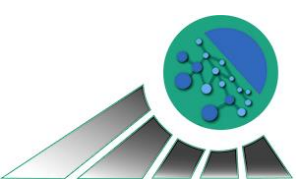


## Chapter 4

# Innovation Management for Diffusion Processes

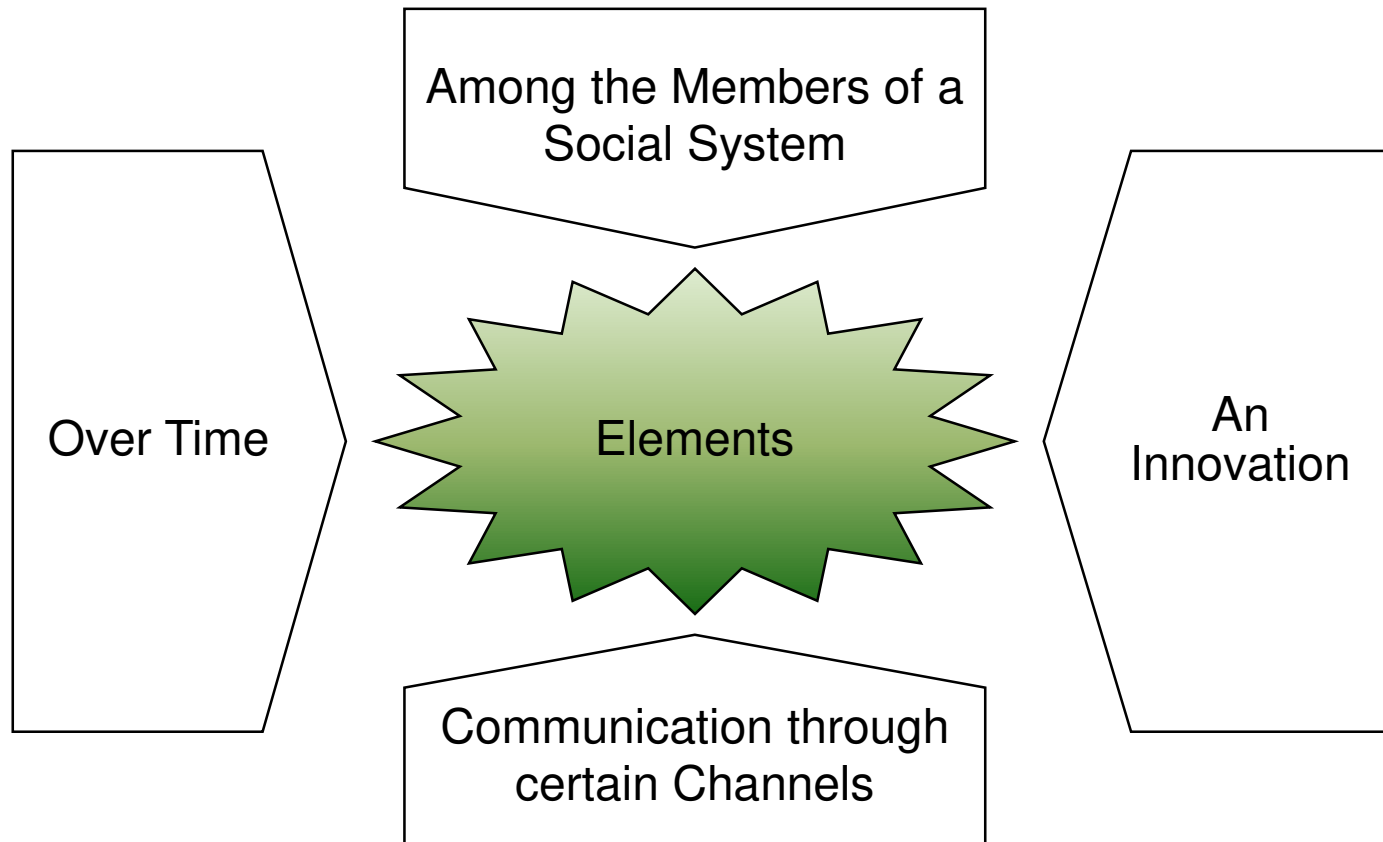


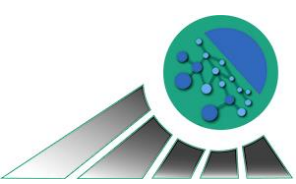
- **Hollenstein, H./Woerter, M. (2008):** Inter- and intra-firm diffusion of technology: The example of E-commerce. An analysis based on Swiss firm-level data. In: Research Policy, Jg. 37, Nr. 3, p. 545-564.
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# Diffusion of Innovations

- 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.





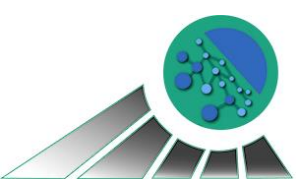
## Chapter 5

# Creativity – Techniques for Improvements



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- **O. V. (2007):** *Ich sehe was, was du nicht siehst.* In: Die Wirtschaftswoche, no. 48 v. 26.11.2007, p. 146-149.



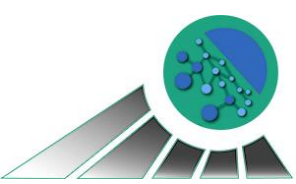


# What is Creativity?

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- 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

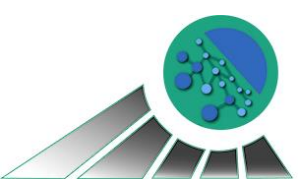


## Chapter 6

# Barriers in Innovation Management



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



# Types

**Attitude**

positive

**Potential  
Promotor**

**Promotor**

negative

**Opponents**

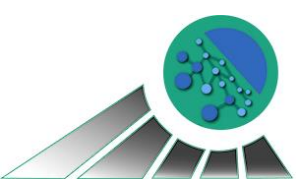
**Hidden  
Opponents**

negative

positive

**Behavior**

● Undecided

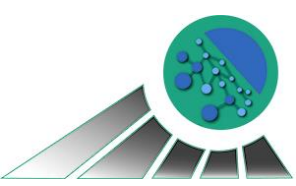


## Chapter 7

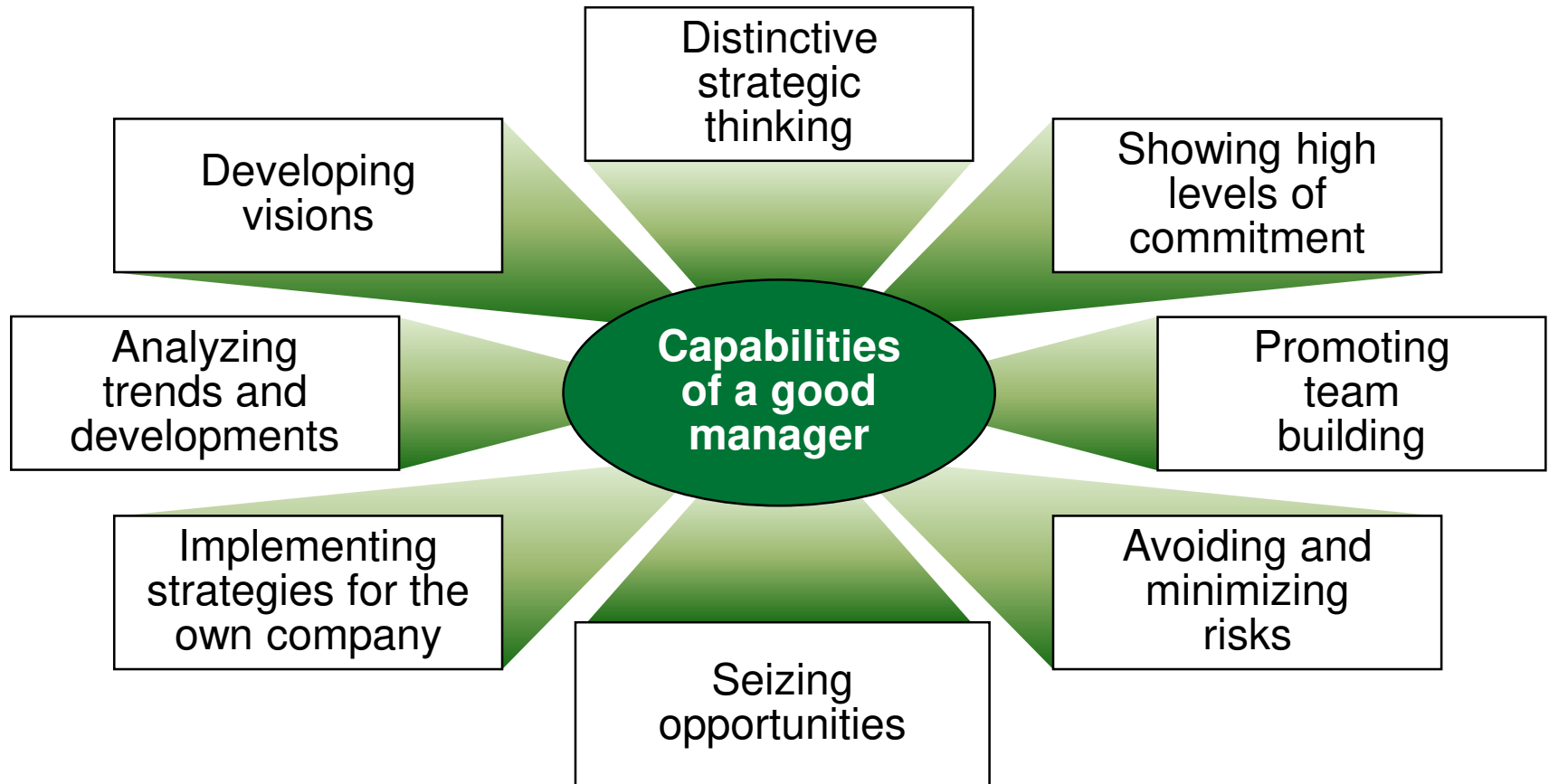
# Innovation Management and Leadership

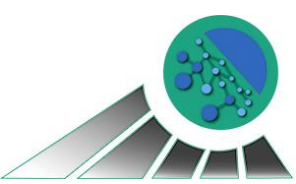


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# Innovation Management as Managerial Function



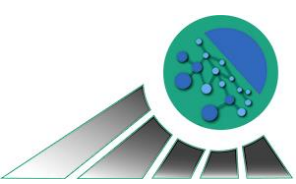


## Chapter 8

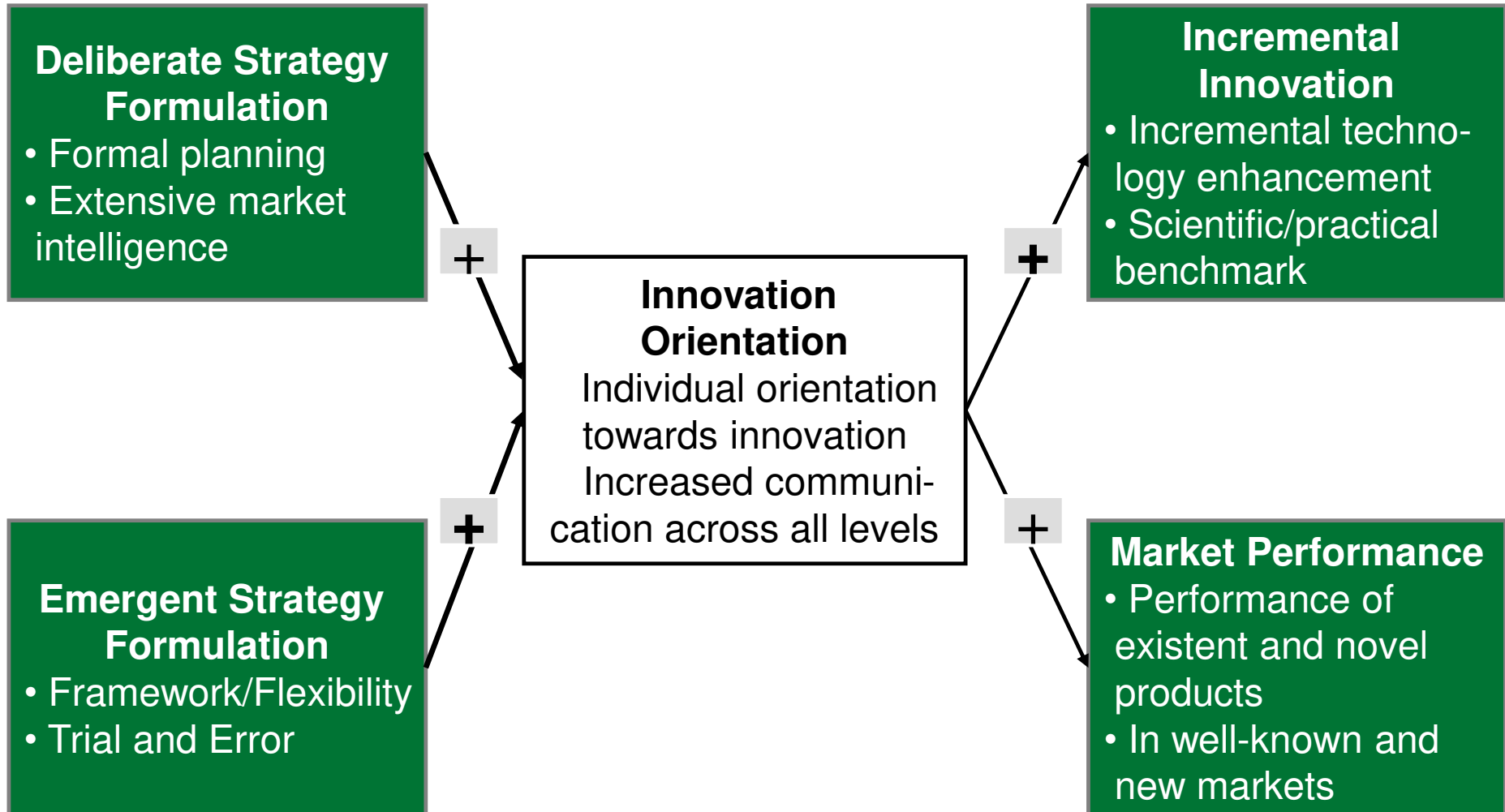
# Soft Factors: Innovation Orientation and Climate



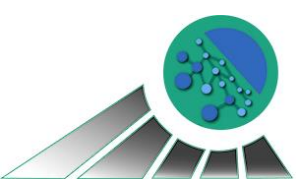
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# Effects





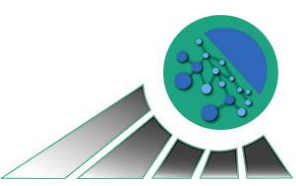


## Chapter 9

# Digital Innovation and Transformation

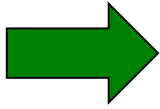
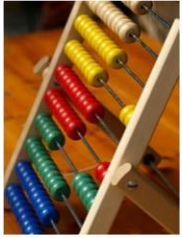


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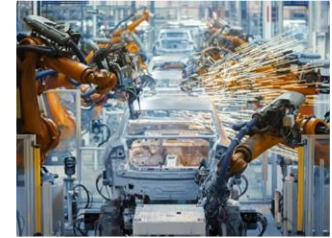
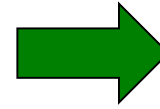


# Four Waves of Digitalization?

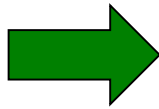
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**1. Wave – Computing**



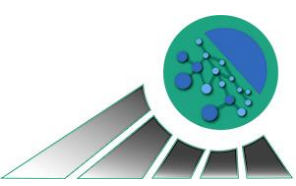
**2. Wave – Automation**



**3. Wave – Internet**



**4. Wave**



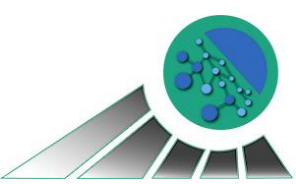
## Chapter 10

# Platforms and Innovation - Basics -

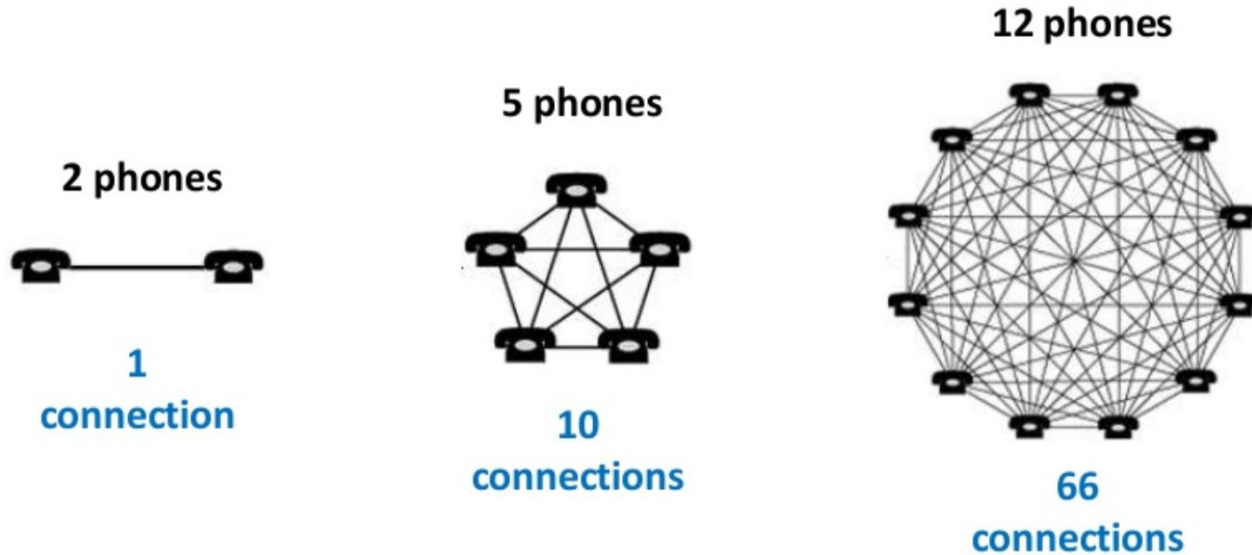


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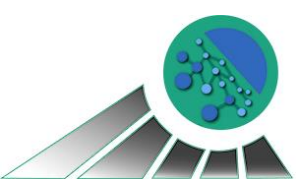


# Network Effects



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**

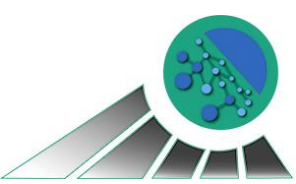


# Chapter 11

## Planning Innovation Projects with Portfolios



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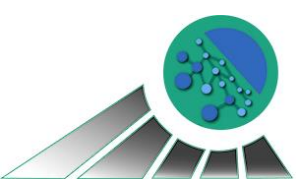


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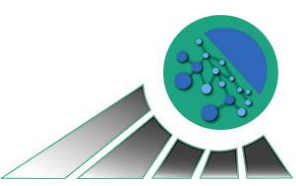
...good luck!





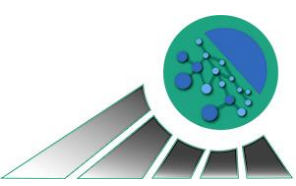
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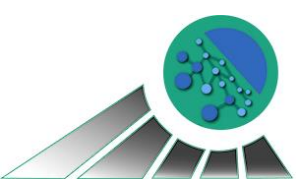
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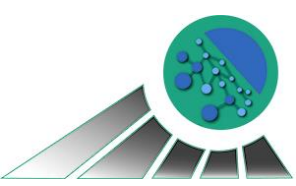
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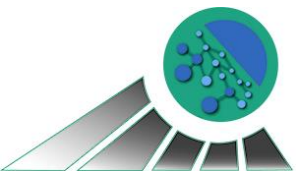
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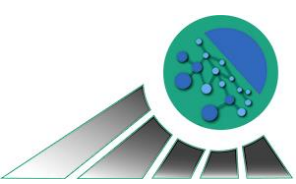
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**Thank you very much for your interest and good luck!**



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