

BEMM118: Assignment 2

Innovation Fitness Report

[REDACTED]

[REDACTED]

•

Simplified model of the innovation process



Innovation Fitness Report

From the Handbook

Assignment 2: (70%): Innovation Fitness Report

You will carry out research to assess the “Innovation Fitness” of your organisation, at a departmental or Divisional/Business Unit level. The 2,000 word report (+/- 10%) will analyse how well the organisation manages innovation in rapidly changing digital environments, and will include prioritised recommendations to improve innovation performance.

You will develop a report which covers key elements including:

- Introduction setting the overall context for the study**
- Identifying and critically reviewing relevant literature**
- Methodology, embedding core theories and material presented during the course**
- Data analysis, developing your own critical analysis of the results**
- Discussion section, drawing together key themes identified in the report and recommendations for future actions to improve innovation management in the digital era**

Assignment 2: *From the Handbook*

Innovation Fitness Report

To inform the report, you will undertake a quantitative Innovation Fitness Test Audit at a departmental or Divisional/Business Unit level which will generate insights regarding:

- How well does the organization manage innovation STRATEGY?**
- How well does it manage LEARNING?**
- How well it develops and exploits LINKAGES?**
- How well it manages INNOVATION PROCESSES?**
- Are the elements of an INNOVATIVE ORGANIZATION in place?**

Option 1

**If you have access to an organization
of over 10 staff**

Public Sector or Private Sector

Assignment 2: Quantitative (Survey) Research

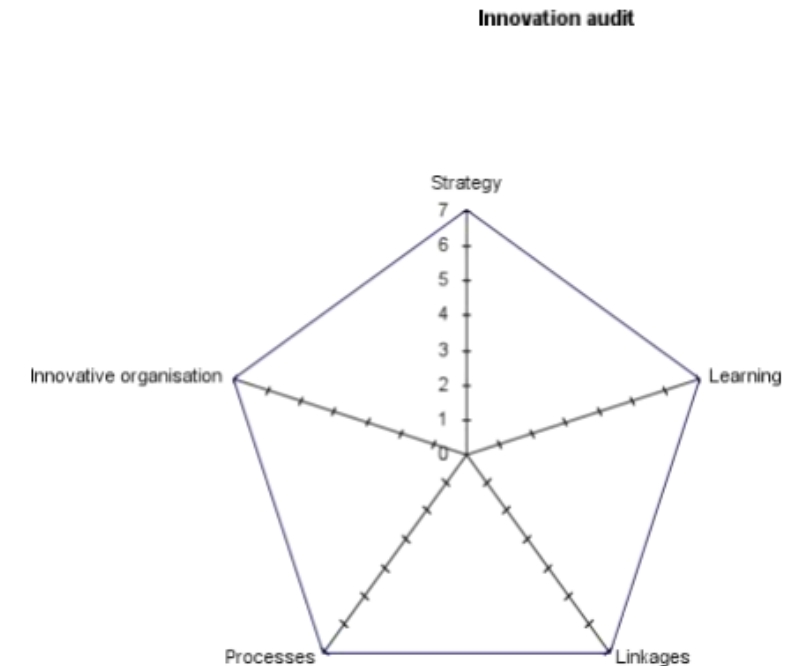
Carrying out the Innovation Fitness Test

- **The Innovation Fitness Test / Audit (Including Explanation)**
- can be found at: <https://www.johnbessant.org/toolsgi>
- **Small adjustments to wording of questions can help – but do not fundamentally change the questions**

Assignment 2:

Quantitative Analysis phase

- Move beyond general comments on strategy, learning, linkages, processes and innovative organisation
- Look at the “outlier” results – very low or high scores – and consider why this might be the case
- Use quotes from the interviews to bring your analysis to life
- Compare your findings to staff surveys and other organisational documents
- Compare your findings with comparator organisations – if possible



Assignment 2:

Qualitative research (interviews)

- **Additional research beyond the Innovation Fitness Test Audit, including 3-4 qualitative interviews, is likely to strengthen the final report and presentation**
- **Good practice when planning (e.g. emails) and undertaking interviews:**
 - **Explain what you are doing, that data will not be retained beyond the assignment by you, and that names and direct quotes WILL NOT be attributed to individuals (in emails, and at the start of the interview)**
 - **Aim for a 45 minute interview. Record if you can – but no need for full transcription. Video calls work well (Zoom, Teams etc.)**
 - **Design 8 – 12 OPEN questions – to help the interviewee to explore areas beyond the Innovation Fitness Test. A good approach is 6 – 8 “must ask” questions, with some additional questions if you need them**

Assignment 2: Qualitative Analysis phase: Suggested approach – to help compare feedback on the same theme from different interviewees

Question	Interviewee A	Interviewee B	Interviewee C	Synthesis of findings from interviews
1. How do you think that our organisation manages innovation?				
2.				
3.				
4.				
5.				
6.				
7.				
8.				

Option 2: If you do not have access to an organization

Use publicly available documents, FT, Economist, Forbes, Wall Street Journal, Public Accounts etc. to conduct your analysis

Use Innovation Fitness Test approach:

Guidance: Highlight key ideas + draw out some key messages + recommendations about the theme for managers in your organisation

Section	Words?	Often Missed.....
<p>Introduction, explaining the purpose of the report, and briefly introduce the organisation that you will be assessing. <i>Make sure the reader knows what is coming up.</i></p>	<p>100 1-3 refs</p>	<p>High impact cover Contents page incl. list of tables + figures Don't get into lots of detail about your organisation too early</p>
<p>Confirm that innovation is a complex process, that requires capabilities across a range of themes. <i>Can use the same references as assignment 1, but needs more detail.</i> <i>Use references from the course texts (Tidd & Bessant) as well as journal articles</i></p>	<p>600 16-32 refs</p>	<p>Say something (2-4 references) about each of the 8 key elements of the simplified innovation management process: Search; select; implementation; value/business models; innovation strategy; innovative organization; linkages; learning Reflect on how contexts are changing: Sustainability; digitalization; ecosystems</p>
<p>Methodology: Explain the IFT, the interview phase, so that the reader trusts your research process – and the quality of your data – and your recommendations.</p>	<p>200 1 ref: John Bessant</p>	<p>Benefits of a mixed qualitative + quantitative approach How many questionnaires sent out, + received back. Timing. Anonymity of interviewees.</p>

Guidance: Highlight key ideas + draw out some key messages + recommendations about the theme for managers in your organisation

Section	Words?	Often Missed.....
<p>Findings: Explain what you found. Use infographics and tables to draw attention to key aspects/areas for focus.</p>	<p>400: No refs if generating own data. If using secondary sources – explain which sources e.g. FT</p>	<p>Results to 1 or 2 decimal places Comment at the high level: Strategy; processes; organization; linkages; learning Comment on outlier (high and low) results Use quotes Use a table to bring together what has been learned from the interviews</p>
<p><i>Discussion: Compare your findings with what you know about managing innovation from the module, including references to the literature. Make recommendations for future actions to improve innovation management in the digital era.</i></p>	<p>500 5-10 refs</p>	<p>Reflect on how context is changing the organization's priorities: Sustainability; digitalization; ecosystems</p>
<p>Recommendations: Delivered in a 5 columned table works best</p>	<p>200 No refs</p>	<p>Priorities; which area of the business is responsible; “Next 12 months; 13 – 24 months...2”; explain how the recommendations with the findings. Use colour</p>

Literature review approach: Include the key elements of the innovation process, including visuals. Most of research going to be from last 30 years.

Use Tidd + Bessant 2014 + 2021, Alan Brown, HBR, MIT SMR, CMR (+ others).

You can re-use the references and what you have written about ONE element in Assignment 1 in Assignment 2

Element	Key themes: What is important: What can be difficult	Literature sources (Using APA referencing)
Search		
Select		
Agile implementation		
Value capture + business modelling		
Innovation strategy		
Innovative organization		
Proactive linkages (incl. ecosystems here)		
Learning: Evolving capabilities		

Guidance: Examples of Recommendation Tables

Be persuasiveSeek implementation

Example A

Recommendation	Objective	Specific actions	Area of the business/ owner	Timescale 1-12 months etc.

Example B

Prioritized recommendations	Rationale	Next steps	Resource allocation	Decisions to progress

Example C (weaker)

Area for improvement	Recommended improvement action	Next steps	Priority

Report Writing

Guidance

Use tables to synthesise your thinking. They can be particularly useful when summarising the literature review and recommendations. They help you “save” word count as well.

Recommendation tables: Consider having next steps, decisions, RAG or other practical headings to help structure your recommendations

Use titles – in bold – to guide the reader through your document.

Use graphics, key frameworks and diagrams (visuals) from articles, to illustrate your writing.

Use bullet points, to write punchily and succinctly.

Use colour and white space to increase the impact of your document. An interesting visual on the cover can increase the impact of a document. Create a high impact cover.

Follow the guidelines on APA referencing.

Number of references: Build on the material on ELE (e.g. Strategic Innovation Management – Tidd & Bessant), and consider 20 – 30 references

Knowledge source	Where to find it
Harvard Business Review	In “Business Source Complete” in the Library (Under “B” in the database section) http://www.exeter.ac.uk/library/
Sloan Management Review	In “Proquest Business Premium Collection” in the Library (Under “P” in the database section) http://www.exeter.ac.uk/library/
California Management Review	In “Sage Journals” in the Library (Under “S” in the database section). You will need to search under “Management & Organization Studies http://www.exeter.ac.uk/library/
Strategic Innovation Management (Tidd + Bessant 2014)	Chapters currently on ELE: Buy on Amazon
McKinsey, BCG, PWC, Deloitte all have useful things to say – but they are all trying to sell something as well – so be wary. OK to cite.	Online search! <i>Also give good examples of how to design and write reports.</i>

Simplified model of the innovation process



Useful References

2021

Search: References

- Alexy, O., & Dahlander, L. (2014). Managing Open Innovation. In M. Dodgson, D. M. Gann, & N. Phillips (Eds.), *The Oxford Handbook of Innovation Management* (pp. 442–461). OUP. <http://0-www.oxfordhandbooks.com.lib.exeter.ac.uk/view/10.1093/oxfordhb/9780199694945.001.0001/oxfordhb-9780199694945-e-021?rskey=tpUus7&result=1>
- Baumann, O., & Siggelkow, N. (2013). Dealing with Complexity: Integrated vs. Chunky Search Processes. *Organization Science*, 24(1), 116–132. <https://doi.org/10.1287/orsc.1110.0729>
- Christensen, C. M., Hall, T., Dillon, K., & Duncan, D. S. (2016). Know Your Customers' "Jobs to Be Done". *Harvard Business Review*, 94(9), 54–62.
- Laursen, K. (2012). Keep searching and you'll find : what do we know about variety creation through firms' search activities for innovation ? *Industrial & Corporate Change*, 21(5), 1181–1220. <https://doi.org/10.1093/icc/dts025>
- Lopez-Vega, H., Tell, F., & Vanhaverbeke, W. (2016). Where and how to search? Search paths in open innovation. *Research Policy*, 45(1), 125–136. <https://doi.org/10.1016/j.respol.2015.08.003>

Search: References

McGrath, R. G. (2012). How the Growth Outliers Do It. *Harvard Business Review*, 90(1/2), 110–116.

McGrath, R. G., & McManus, R. (2020). Discovery-Driven Digital Transformation. *Harvard Business Review*, 98 (3), 124–133.

O'Brien, K. (2020). Innovation types and the search for new ideas at the fuzzy front end: Where to look and how often? *Journal of Business Research*, 107(September), 13–24.

<https://doi.org/10.1016/j.jbusres.2019.09.007>

Russell, B. (2020). *Vigilant Innovation*. De Gruyter: <https://read.kortext.com/reader/epub/611411>

Segarra-Ciprés, M., & Bou-Llusar, J. C. (2018). External knowledge search for innovation: the role of firms' innovation strategy and industry context. *Journal of Knowledge Management*, 22(2), 280–298. <https://doi.org/10.1108/JKM-03-2017-0090>

Tidd, J. & Bessant. J (2014). *Strategic Innovation Management*, Chapter : Sources of Innovation:

<https://read.kortext.com/reader/pdf/35817/97>

Tidd, J. & Bessant. J (2014). *Strategic Innovation Management*, Chapter 7: Search Strategies for Innovation:

<https://read.kortext.com/reader/pdf/35817/119>

Tidd, J. & Bessant. J (2021). *Managing Innovation*, Chapter 7: Search Strategies for Innovation:

<https://read.kortext.com/reader/epub/708974>

Select: References

- Bessant, J., Von Stamm, B., Moeslein, K. M., & Neyer, A.-K. (2010). Backing outsiders: selection strategies for discontinuous innovation. *R&D Management*, 40(4), 345–356.
<https://doi.org/10.1111/j.1467-9310.2010.00606.x>
- Day, G. S. (2007). Is It Real? Can We Win? Is It Worth Doing? Managing Risk and Reward in an Innovation Portfolio. *Harvard Business Review*, 85(12), 110–120.
- Day, G. S., & Schoemaker, P. J. H. (2020). How Vigilant Companies Gain an Edge in Turbulent Times. *Sloan Management Review*, 61(2), 57–64.
- Dyer, J., Furr, N. R., & Hendron, M. (2020). Overcoming the Innovator’s Paradox. *MIT Sloan Management Review*, 61(4), 1–9.
- Nagji, B., & Tuff, G. (2012). Managing Your Innovation Portfolio. *Harvard Business Review*, 90(5), 66–74.
- Nicholas, J., Ledwith, A., & Bessant, J. (2015). Selecting early-stage ideas for radical innovation: Tools and structures. *Research Technology Management*, 58(4), 36–44.
<https://doi.org/10.5437/08956308X5804260>

Select: References

Reitzig, M. (2011). Is Your Company Choosing the Best Innovation Ideas ? *Sloan Management Review*, 52(4), 47–52.

Rohrbeck, R., & Kum, M. E. (2018). Corporate foresight and its impact on firm performance: A longitudinal analysis. *Technological Forecasting and Social Change*, 129(January), 105–116.
<https://doi.org/10.1016/j.techfore.2017.12.013>

Russell, B. (2020). *Vigilant Innovation*. De Gruyter: <https://read.kortext.com/reader/epub/611411>

Tidd, J. & Bessant. J (2014). *Strategic Innovation Management*, Chapter 9: Selecting Innovation Projects: <https://read.kortext.com/reader/pdf/35817/159>

Tidd, J. & Bessant. J (2021). *Managing Innovation*, Chapter 9: Dealing with Uncertainty: <https://read.kortext.com/reader/epub/708974>

Agile Implementation

[Aghina, W., et al., “Enterprise Agility: Buzz or business impact?”, McKinsey March 2020.](#)

Birkinshaw, J, “What to Expect from Agile”, MIT Sloan Management Review, Winter 2018.

<https://sloanreview.mit.edu/article/what-to-expect-from-agile/>

[Brown, A.W, How To Be Agile, Whitepaper, May 2020.](#) Chapter 5 in A.W. Brown “Delivering Digital

Transformation: A managers guide to the digital revolution”, De Gruyter, 2019. [A full copy of the book is available for download here.](#)

Disciplined Agile, www.pmi.org/disciplined-agile

Rigby, D. et al., “Agile Innovation”, Bain and Co, 2016. <https://www.bain.com/insights/agile-innovation/>

Rigby, D. “The Agile C-suite”, HBR, May 2020.

Rigby, D., Jeff Sutherland, and Andy Noble, “Agile at Scale”, HBR, May 2018.

Agile Implementation

Scaled Agile, www.scaledagileframework.org

Schrage, M., R&D make room for E&S, MIT Sloan Management Journal, 2019.

<http://sloanreview.mit.edu/article/rd-meet-es-experiment-scale/>

Scrum.org, www.scrum.org

The 14th State of Agile Report: <https://stateofagile.com/#ufh-i-615706098-14th-annual-state-of-agile-report/7027494>

[The Scrum Guide, Scrum.org, November 2017.](#)

Tidd & Bessant 2014: Chapter 10 Developing New Products & Services:

<https://read.kortext.com/reader/pdf/35817/181>

Tidd, J. & Bessant, J (2021). *Managing Innovation*, Chapter 10: Creating New products and Services:

<https://read.kortext.com/reader/epub/708974>

Value References

- Almquist, E., Cleghorn, J., & Sherer, L. (2018). The B2B Elements of Value. *Harvard Business Review*, 96(2), 72–81.
- Almquist, E., Senior, J., & Bloch, N. (2016). The Elements of Value. *Harvard Business Review*, 94(9), 46–53.
- Amit, R., & Zott, C. (2016). Business Model Design : A Dynamic Capability Perspective. In D. J. Teece & S. Leih (Eds.), *The Oxford Handbook of Dynamic Capabilities* (pp. 1–21). OUP.
<https://doi.org/10.1093/oxfordhb/9780199678914.013.29>
- Bertini, M., & Koenigsberg, O. (2020). Competing on Customer Outcomes. *MIT Sloan Management Review*, 62(1), 78–84.
- Christensen, C. M., Bartman, T., & van Bever, D. (2016). The Hard Truth About Business Model Innovation. *Sloan Management Review*, 58(1), 31–40.
- Dearing, J. W. (2021). Diffusion of Innovations Diffusion of Innovations Why are We Still Writing — and Reading — about the Diffusion of Innovations ? In M. S. Poole & A. H. Van de Ven (Eds.), *The Oxford handbook of Organizational Change and innovation* (2nd ed., p. 1). OUP.
<https://doi.org/10.1093/oxfordhb/9780198845973.013.23>
- Gassmann, O., Frankenberger, K., & Csik, M. (2014). *The Business Model Navigator: 55 Models That Will Revolutionise Your Business*. https://doi.org/10.1007/978-3-319-01056-4_7
- Massa, L., & Tucci, C. L. (2014). Business Model Innovation. In M. Dodgson, D. M. Gann, & N. Phillips (Eds.), *The Oxford Handbook of Innovation Management* (pp. 420–441). OUP.

Value References

Osterwalder, A., & Pigneur, Y. (2010). *Business Model Generation*. Wiley.

Osterwalder, A., Pigneur, Y., Etienne, F., & Smith, A. (2020). *The Invincible Company*. Wiley.

Ozaki, R., & Dodgson, M. (2014). Consumption of Innovation. In M. Dodgson, D. M. Gann, & N. Phillips (Eds.), *The Oxford Handbook of Innovation Management* (pp. 271–289). OUP.

<https://doi.org/10.1093/oxfordhb/9780199694945.013.004>

Payne, A., & Frow, P. (2014). A Strategic Framework for Customer Relationship Management. *Journal of Marketing*, 69(4), 167–176.

Rogers, E. M. (2003). *Diffusion of Innovations*, 5th Edition. In *Book* (5th ed.). Free Press.

Tidd, J. & Bessant, J., (2014). *Strategic Innovation Management*, Chapter 12: Commercialization and Diffusion of Innovations: <https://read.kortext.com/reader/pdf/35817/223>

Tidd, J. & Bessant, J., (2014). *Strategic Innovation Management*, Chapter 14: Business Models and Capturing Value: <https://read.kortext.com/reader/pdf/35817/263>

Tidd, J. & Bessant, J., (2021). *Managing Innovation*, Chapter 13: Capturing the Business Value of Innovation: <https://read.kortext.com/reader/epub/708974>

Tidd, J. & Bessant, J., (2021). *Managing Innovation*, Chapter 14: Creating Social Value: <https://read.kortext.com/reader/epub/708974>

Innovation Strategy References

Collis, D. J. (2021). Why do so many strategies fail? *Harvard Business Review*, 99(4), 82–92.

<https://doi.org/10.1021/ac00292a736>

Iansiti, M., & Lakhani, K. R. (2017). Managing Our Hub Economy Strategy. *Harvard Business Review*, 95(5), 84–91.

Jacobides, M. G., & Reeves, M. (2020). Adapt your business to the new reality. *Harvard Business Review*, 98(5), 74–81.

<http://library.capella.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bth&AN=144910745&site=bsi-live&scope=site>

Kastelle, T. (2014, November 2). Is Your Innovation Problem Really a Strategy Problem? *Harvard Business Review Digital Articles*. <https://hbr.org/2014/02/is-your-innovation-problem-really-a-strategy-problem#:~:text=The%20firm%20right%20now%20thinks,easier%20to%20realize%20their%20strategy>.

McGrath, R. G. (2012). How the Growth Outliers Do It. *Harvard Business Review*, 90(1/2), 110–116.

McGrath, R. G., & Kim, J. (2014). Innovation, Strategy, and Hypercompetition. In M. Dodgson, D. M. Gann, & N. Phillips (Eds.), *The Oxford Handbook of Innovation Management*. OUP.

<https://doi.org/10.1093/oxfordhb/9780199694945.013.010>

Innovation Strategy References

Oberholzer-Gee, F. (2021). Eliminate strategic overload: How to select fewer initiatives with greater impact. *Harvard Business Review*, 99(3), 88–96. <https://hbr.org/2021/05/eliminate-strategic-overload>

Pisano, G. P. (2015). You Need An Innovation Strategy. *Harvard Business Review*, 93(6), 44–54.

Pisano, G. P. (2017). Toward a prescriptive theory of dynamic capabilities: Connecting strategic choice, learning, and competition. *Industrial and Corporate Change*, 26(5), 747–762. <https://doi.org/10.1093/icc/dtx026>

Sull, D. N., Homkes, R., & Sull, C. (2015). Why Strategy Execution Unravels— and What to Do About It. *Harvard Business Review*, 93(3), 57–66.

Sull, D. N., Turconi, S., Sull, C., & Yoder, J. (2018). Turning Strategy Into Results. *Sloan Management Review*, 59(2), 97–107.

Teece, D. J., Raspin, P. G., & Cox, D. R. (2020). Plotting Strategy in a Dynamic World. *MIT Sloan Management Review and Deloitte Insights Review*, 62(1), 28–33.

Tidd, J. & Bessant, J. (2014). *Strategic Innovation Management*, Chapter 2: Innovation Strategy: <https://read.kortext.com/reader/pdf/35817/21>

Tidd, J. & Bessant, J. (2021). *Managing Innovation*, Chapter 4: Developing an Innovation Strategy: <https://read.kortext.com/reader/epub/708974>

Innovative Organization References

- BCG. (2021). *Overcoming the Innovation Readiness Gap* (Issue April). <https://web-assets.bcg.com/93/a7/7d03fff34baa993929c81f220e72/bcg-most-innovative-companies-2021-apr-2021-r.pdf>
- Birkinshaw, J., & Haas, M. (2016). Increase your return on failure. *Harvard Business Review*, 94(5), 88–93.
- Birkinshaw, J., Zimmermann, A., & Raisch, S. (2016). How Do Firms Adapt to Discontinuous Change? Bridging the Dynamic Capabilities and Ambidexterity Perspectives. *California Management Review*, 58(4), 36–58.
- Casciaro, T., Edmondson, A. C., & Jang, S. (2019). Cross-Silo Leadership. *Harvard Business Review*, 97(3), 130–139.
- Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*, 67(8), 1609–1621. <https://doi.org/10.1016/j.jbusres.2013.09.007>
- Paulus, P. B., van der Zee, K. I., & Kenworthy, J. B. (2019). Diversity and Group Creativity. In P. B. Paulus & B. A. Nijstad (Eds.), *The Oxford Handbook of Group Creativity and Innovation*. OUP. <https://doi.org/10.1093/oxfordhb/9780190648077.013.3>
- Leonard, D. A., & Barton, M. (2014). Knowledge and the Management of Creativity and Innovation. In M. Dodgson, D. M. Gann, & N. Phillips (Eds.), *The Oxford Handbook of Innovation Management* (pp. 121–138). OUP. <https://doi.org/10.1093/oxfordhb/9780199694945.013.005>

Innovative Organization References

- Michels, D., & Murphy, K. (2021). How Good Is Your Company at Change: A new system for measuring (and improving) your ability to adapt. *Harvard Business Review*, 99(4), 62–71.
- Pisano, G. P. (2019). The Hard Truth About Innovative Cultures. *Harvard Business Review*, 97(1), 62–71.
- Raffaelli, R., & Glynn, M. A. (2015). Institutional Innovation: Novel, Useful and Legitimate. *The Oxford Handbook of Creativity, Innovation, and Entrepreneurship: Multilevel Linkages, January*, 407–420.
<https://doi.org/10.1093/oxfordhb/9780199927678.013.0019>
- Schoemaker, P. J. H., Heaton, S., & Teece, D. J. (2018). Innovation, Dynamic Capabilities, and Leadership. *California Management Review*, 61(1), 15–42. <https://doi.org/10.1177/0008125618790246>
- Tellis, G. J., Prabhu, J. C., & Chandy, R. K. (2009). Radical Innovation Across Nations: The Preeminence of Corporate Culture. *Journal of Marketing*, 73(January), 3–23.
- Tidd, J. & Bessant. J., (2014). *Strategic Innovation Management*, Chapter 4: Leadership and Organization of Innovation: <https://read.kortext.com/reader/pdf/35817/61>
- Tidd, J. & Bessant. J., (2021). *Managing Innovation*, Chapter 5: Building the Innovative Organization: <https://read.kortext.com/reader/epub/708974>
- Zimmermann, A., & Birkinshaw, J. (2016). Reconciling Capabilities and Ambidexterity Theories : A Multi-level Perspective. In D. J. Teece & S. Leih (Eds.), *The Oxford Handbook of Dynamic Capabilities* (pp. 1–24). OUP.
<https://doi.org/10.1093/oxfordhb/9780199678914.013.008>

Linkages (Overlaps with Ecosystems)

Can use Ecosystem references for External Linkages

Amit, R., Han, X., & Zott, C. (2019). Collaboration in Business Model Innovation. In J. J. Reuer, S. F. Matusik, & J. Jones (Eds.), *The Oxford Handbook of Entrepreneurship and Collaboration* (Issue November, pp. 567–586). OUP.
<https://doi.org/10.1093/oxfordhb/9780190633899.013.33>

Casciaro, T., Edmondson, A. C., & Jang, S. (2019). Cross-Silo Leadership. *Harvard Business Review*, 97(3), 130–139.

Cross, R., Arena, M., Sims, J., & Uhl-Bien, M. (2017). How to Catalyze Innovation in Your Organization. *MIT Sloan Management Review*, 58(4), 39–47.

https://search.proquest.com/docview/1916720849?accountid=14511%0Ahttp://sfx.ucl.ac.uk/sfx_local?url_ver=Z39.88-2004&rft_val_fmt=info:ofi/fmt:kev:mtx:journal&genre=article&sid=ProQ:ProQ%3Acentral&atitle=How+to+Catalyze+Innovation+in+Your+Organization&title

Decreton, B., Monteiro, F., Frangos, J. M., & Friedman, L. (2021). Innovation Outposts in Entrepreneurial Ecosystems: How to Make Them More Successful. *California Management Review*, 63(3), 94–117.
<https://doi.org/10.1177/0008125621996494>

Dodgson, M. (2014). Collaboration and Innovation Management. In M. Dodgson, D. M. Gann, & N. Phillips (Eds.), *The Oxford Handbook of Innovation Management* (pp. 462–481). OUP.
<https://doi.org/10.1093/oxfordhb/9780199694945.013.003>

Linkages (Overlaps with Ecosystems)

Can use Ecosystem references for External Linkages

Dooley, L., Kenny, B., & Cronin, M. (2016). Interorganizational innovation across geographic and cognitive boundaries: Does firm size matter? *R and D Management*, 46(S1), 227–243. <https://doi.org/10.1111/radm.12134>

Hargadon, A. B. (2014). Brokerage and Innovation. In *The Oxford Handbook of Innovation Management* (pp. 163–180). <https://doi.org/10.1093/oxfordhb/9780199694945.013.001>

Korschun, D. (2015). Boundary-Spanning employees and relationships with external stakeholders: A social identity approach. *Academy of Management Review*, 40(4), 611–629. <https://eds.a.ebscohost.com/eds/pdfviewer/pdfviewer?sid=ce5646cd-81d2-476a-b806-330a32d15ffe%40sessionmgr4006&vid=2&hid=4210>

Monteiro, F., & Birkinshaw, J. (2016). The external knowledge sourcing process in multinational corporations. *Strategic Management Journal*, 51(2), 315–334. <https://doi.org/10.1002/smj>

Ooms, W., & Piepenbrink, R. (2021). Open Innovation for Wicked Problems: *California Management Review*, 63(2), 62–100. <https://doi.org/10.1177/0008125620968636>

Russell, B. (2020). *Vigilant Innovation*. De Gruyter : <https://read.kortext.com/reader/epub/611411>

Wang, C., Rodan, S., Fruin, M., & Xu, X. (2014). Knowledge Networks, Collaboration Networks, and Exploratory Innovation. *Academy of Management Journal*, 57(2), 484–514.

Ecosystem References(overlaps with Digitalization)

- Adner, R. (2006). Match your innovation strategy to your innovation ecosystem. *Harvard Business Review*, 84(4), 98–107.
- Adner, R. (2017). Ecosystem as Structure: An Actionable Construct for Strategy. *Journal of Management*, 43(1), 39–58. <https://doi.org/10.1177/0149206316678451>
- Autio, E., & Thomas, L. D. W. (2014). Innovation Ecosystems : Implications for Innovation Management. In *The Oxford Handbook of Innovation Management* (pp. 204–228). OUP. <https://doi.org/10.1093/oxfordhb/9780199694945.013.012>
- Birkinshaw, J. (2019, August 8). Ecosystem Businesses Are Changing the Rules of Strategy. *Harvard Business Review Digital Articles*.
- Fuller, J., Jacobides, M. G., & Reeves, M. (2019). The Myths and Realities of Business Ecosystems. *Sloan Management Review*, 60(3), 1–9.
- Furr, N., & Shipilov, A. (2018). Building the right ecosystem for innovation. *MIT Sloan Management Review*, 59(4), 59–64. <https://doi.org/10.7551/mitpress/11859.003.0016>
- Hagiu, A., & Wright, J. (2021). Don't Let Platforms Commoditize Your Business. How to make them work for your brand. *Harvard Business Review*, 99(3), 108–114.
- Helfat, C. E., & Raubitschek, R. S. (2018). Dynamic and integrative capabilities for profiting from innovation in digital platform-based ecosystems. *Research Policy*, 47, 1391–1399.
- Ihrig, M., & Macmillan, I. C. (2017). How To Get Ecosystem Buy-in: A Toolkit of assessing the way an innovation will affect each stakeholder. *Harvard Business Review*, 95(2), 102–108.

Ecosystem References (overlaps with Digitalization)

- Jacobides, M. G. (2019). In the Ecosystem Economy, What's Your Strategy? *Harvard Business Review*, 97(5), 128–137.
- Kramer, M. R., & Pfitzer, M. W. (2016). The Ecosystem of Shared Value. *Harvard Business Review*, 94(10), 80–89. <https://blakecrypto.com/ecosystem/>
- Ozalp, H., Cennamo, C., & Gawer, A. (2018). Disruption in Platform-Based Ecosystems. *Journal of Management Studies*, 55(7), 1203–1241. <https://doi.org/10.1111/joms.12351>
- Ringel, M., Baeza, R., Grassl, F., Panandiker, R., & Harnoss, J. (2020). The Serial Innovation Imperative. The Most Innovative Companies 2020. In *BCG - Boston Consulting Group*. <https://www.bcg.com/publications/2020/most-innovative-companies/overview>
- Ringel, M., Grassl, F., Baeza, R., Kennedy, D., Spira, M., & Manly, J. (2019). *The Most Innovative Companies 2019: The Rise of AI, Platforms, and Ecosystems*. http://image-src.bcg.com/Images/BCG-Most-Innovative-Companies-Mar-2019-R2_tcm9-215836.pdf
- Sebastian, I. M., & Woerner, S. L. (2020). Driving Growth in Digital Ecosystems. *MIT Sloan Management Review*, 62(1), 58–62.
- Tidd, J. & Bessant, J. (2021). *Managing Innovation*, Chapter 8: Innovation Networks: <https://read.kortext.com/reader/epub/708974>

Learning References

Ballé, M., Morgan, J., & Sobek, D. K. (2016). Why Learning Is Central to Sustained Innovation. *MIT Sloan Management Review*, 57(3), 63–71.

<http://search.ebscohost.com/login.aspx?direct=true&db=buh&AN=114181476&lang=ja&site=ehost-live>

Carlson, C. R. (2020). Innovation for Impact - Value creation as an active learning process. *Harvard Business Review*, 98(6), 124–133.

Collings, D. G., & McMackin, J. (2021). The Practices That Set Learning Organizations Apart. *MIT Sloan Management Review*, 62(4).

Cornelius, P. B., Gokpinar, B., & Sting, F. J. (2021). How Temporary Assignments Boost Innovation. *MIT Sloan Management Review*, 62(3), 9–11.

Edmondson, A. C. (2008). The competitive imperative of learning. *Harvard Business Review*, 86(7/8), 79–85.
hbr.org

Healy, P. J. (2020). Garvin's Learning Organization: A Process Perspective on Learning for Implementation, Improvement, and Innovation. In A. R. Örtenblad (Ed.), *The Oxford Handbook of the Learning Organization*. OUP. <https://doi.org/10.1093/oxfordhb/9780198832355.013.4>

Knippenberg, D. van, Mell, J. N., Knippenberg, D. van, & Mell, J. N. (2020). Team Diversity and Learning in Organizations. *The Oxford Handbook of Group and Organizational Learning*, January, 474–490.

<https://doi.org/10.1093/oxfordhb/9780190263362.013.44>

Learning References

Lam, A. (2019). Ambidextrous Learning Organizations. In A. R. Ortenblad (Ed.), *The Oxford Handbook of the Learning Organization* (Issue November, pp. 162–180). OUP.

<https://doi.org/10.1093/oxfordhb/9780198832355.013.31>

Michels, D., & Murphy, K. (2021). How Good Is Your Company at Change: A new system for measuring (and improving) your ability to adapt. *Harvard Business Review*, 99(4), 62–71.

Ransbotham, S. (2020, August 19). Reskilling Talent to Shrink Technology Gaps. *MIT Sloan Blogs*,

<https://sloanreview.mit.edu/article/reskilling-talent-to-shrink-technology-gaps/>

Stollberger, J., West, M. A., & Sacramento, C. A. (2019). Innovation in Work Teams. In P. B. Paulus & B. A. Nijstad (Eds.), *The Oxford Handbook of Group Creativity and Innovation* (pp. 230–251). OUP.

<https://doi.org/10.1093/oxfordhb/9780190648077.013.14>

Tidd, J. & Bessant. J (2014). *Strategic Innovation Management*, Chapter 15: Learning to Manage Innovation

: <https://read.kortext.com/reader/pdf/35817/277>

Tidd, J. & Bessant. J (2021). *Managing Innovation*, Chapter 15: Learning from Innovation :

<https://read.kortext.com/reader/epub/708974>

Watkins, K. E., & Marsick, V. J. (2020). Conceptualizing an Organization That Learns. In A. R. Ortenblad (Ed.), *The Oxford Handbook of the Learning Organization*. OUP.

<https://doi.org/10.1093/oxfordhb/9780198832355.013.3>

Digitalization References (Overlaps with Ecosystems)

- Alstyne, M. W. van, Parker, G. G., & Choudary, S. P. (2016). Pipelines, Platforms, and the New Rules of Strategy. *Harvard Business Review*, 94(4), 54–62. <http://library.capella.edu/login?url=http://search.ebscohost.com/login.aspx?direct=true&db=bah&AN=113934414&site=ehost-live&group=alumni>
- Birkinshaw, J. (2018). How is technological change affecting the nature of the corporation? *Journal of the British Academy*, 6 (October), 185–214.
- Bonnet, D., & Westerman, G. (2021). The New Elements of Digital Transformation. *MIT Sloan Management Review*, 62(2), 83–89. [https://doi.org/10.1016/0315-0860\(77\)90070-2](https://doi.org/10.1016/0315-0860(77)90070-2)
- Buge, M., & Ozcan, P. (2021). Platform Scaling, Fast and Slow. *MIT Sloan Management Review*.
- Cusumano, M. A., Yoffie, D. B., & Gawer, A. (2020). The Future of Platforms. *Sloan Management Review*, 61(3), 46–54.
- Grerer, A., Hutter, K., Füller, J., & Ströhle, T. (2021). Ready or Not: Managers' and Employees' Different Perceptions of Digital Readiness. *California Management Review*, 63(2), 23–48. <https://doi.org/10.1177/0008125620977487>
- Kane, G. C., Palmer, D., Phillips, A. N., Kiron, D., & Buckley, N. (2019). *Accelerating Digital Innovation Inside and Out: Agile Teams, Ecosystems, and Ethics*. <https://shop.sloanreview.mit.edu/store/accelerating-digital-innovation-inside-and-out-agile-teams-ecosystems-and-ethics>
- Ozcan, P., Yakis-Douglas, B., Ozcan, P., & Yakis-Douglas, B. (2021). Digitalization and its Strategic Implications for the Multinational Enterprise: The Changing Landscape of Competition and How to Cope with It. *The Oxford Handbook of International Business Strategy*, January, 373–400. <https://doi.org/10.1093/oxfordhb/9780198868378.013.19>

Digitalization References (Overlaps with Ecosystems)

Ross, J. W. (2019). *Digital Success Requires Breaking Rules*. MIT Sloan Blogs. [https://sloanreview.mit.edu/article/digital-success-requires-breaking-rules/?utm_source=newsletter&utm_medium=email&utm_content=Read the new article now »&utm_campaign=0730DCS](https://sloanreview.mit.edu/article/digital-success-requires-breaking-rules/?utm_source=newsletter&utm_medium=email&utm_content=Read%20the%20new%20article%20now%20%26utm_campaign=0730DCS)

Ross, J. W., Beath, C. M., & Mocker, M. (2019a). Creating Digital Offerings Customers Will Buy. *Sloan Management Review*, 61(1), 64–69.

Ross, J. W., Sebastian, I. M., & Beath, C. M. (2017). How to develop a great digital strategy. *MIT Sloan Management Review*, 58(2), 7–9. <https://doi.org/10.7551/mitpress/11633.003.0004>

Sia, S. K., Weill, P., & Zhang, N. (2021). Designing a Future-Ready Enterprise: The Digital Transformation of DBS Bank. *California Management Review*, 63(3), 35–57. <https://doi.org/10.1177/0008125621992583>

Tidd, J. & Bessant, J., (2021). *Managing Innovation*, Chapter 2: Digital is Different?: <https://read.kortext.com/reader/epub/708974>

i i THANK YOU!!

Dr Bill Russell

w.e.russell@exeter.ac.uk