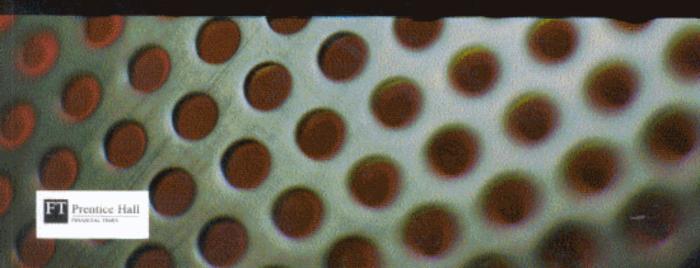


Innovation Management and New Product Development



Contents

Preface to the second edition	ix
Forewords	xii–xiii
Acknowledgements	xiv-xı
Plan of the book	χυiι
Part One: The Concept of Innovation Management	
Innovation management: an introduction	3
The importance of innovation	4
The study of innovation	5
The need to view innovation in an organisational context	9
Problems of definition and vocabulary	10
Popular views of innovation	15
Models of innovation	16
Innovation as a management process	20
The context of innovation and the role of the state Ufuk M. Çakma	akçi,
Department of Business, Istanbul Bilgi University, Turkey	31
Innovation in its wider context	32
The role of the state and national 'systems' of innovation	33
Waves of innovation and growth in capitalism: historical overview	38
Fostering innovation in 'late-industrialising' countries	40
Attempting to achieve innovation and sustained growth in the	
late-industrialising Turkish economy	42
The economic history of Turkey	44
The missing link in innovation: 'petty' entrepreneurship and rent-seeki	_
Fostering innovation in the future	52
Managing innovation within firms	61
Theories about organisations and innovation	62
The dilemma of innovation management	65
Managing uncertainty	66
Organisational characteristics that facilitate the innovation process	70
Industrial firms are different: a classification	72
Organisational structures and innovation	73
The role of the individual in the innovation process	75
Establishing an innovative environment and propagating this	
virtuous circle	76

Part Two: A Strategic Approach

4	Business strategy and organisational knowledge	87
	The battle of Trafalgar	88
	Strategic innovation: an overview of the strategic management literature	88
	The strategic planning process	91
	Uncovering innovative capability	92
	The knowledge base of an organisation	94
	The learning organisation	99
	Combining commercial and technological strengths: a conceptual	
	approach to the generation of new business opportunities	104
	The degree of innovativeness	105
	A technology strategy provides a link between innovation strategy and	
	business strategy	108
5	Strategic alliances and networks	115
	Defining strategic alliances	116
	The fall of the go-it-alone strategy and the rise of the octopus strategy	117
	Complementary capabilities and embedded technologies	118
	Forms of strategic alliances	119
	Motives for establishing an alliance	127
	The process of forming a successful strategic alliance	127
	Risks and limitations with strategic alliances	128
	The role of trust in strategic alliances	131
	The use of game theory to analyse strategic alliances	133
	Game theory and the prisoner's dilemma	134
	Use of alliances in implementing technology strategy	135
6	Innovation and operations management Richard Noble, University of	
	Portsmouth	144
	Operations management	145
	The nature of design and innovation in the context of operations	146
	Process design and innovation	152
	Innovation in the management of the operations process	153
:	Design of the organisation	156
	Operations and e-commerce	158
	Part Three: New Product Development	
7	Product strategy Gordon Oliver, University of Portsmouth	171
•	Customer satisfaction through products or services	172
. •	Capabilities, networks and platforms	172
	Strategy contexts	174
	Environments	176
	Differentiation and positioning	178
	Brand strategy	181
	Market entry	183
	AND THE PARTY	

		Contents
	Marketing research	184
	Launch and continuing improvement	190
	Withdrawing products	192
8	New product development	199
	Innovation management and NPD	200
	Considerations when developing a NPD strategy	202
	NPD as a strategy for growth	204
	What is a new product?	207
	Overview of NPD theories	212
	Models of new product development	214
9	Market research and its influence on new product development	227
	Market research and new product development	228
	The purpose of new product testing	229
	Testing new products	230
	Techniques used in consumer testing of new products	231
	When market research has too much influence	233
	Discontinuous new products	236
	Market research and discontinuous new products	237
	Circumstances when market research may hinder the development of	
	discontinuous new products	238
	Technology-intensive products	238
`	Breaking with convention and winning new markets	240
	When it may be correct to ignore your customers	245
	Striking the balance between new technology and market research	246
	The challenge for senior management	247
10	Managing the new product development team	259
	New products as projects	260
	The key activities that need to be managed	261
	NPD across different industries	272
	Organisational structures and the use of teams	273
	The marketing/R&D interface	278
	High attrition rate of new products	278
	Part Four: Managing Technology and Intellectual Property	
11	Management of research and development: an introduction	 291
	What is research and development?	
	R&D management and the industrial context	292 294
	R&D investment and company growth	294 297
	Classifying R&D	300
	R&D management and its link with business strategy	303
	management and its mix with busiless strategy	303

Strategic pressures on R&D

Which business to support and how?

305

307

12	Effective research and development management	31/
	Successful technology management	318
	The changing nature of R&D management	319
	The acquisition of external technology	324
	Effective R&D management	328
	The link with the product innovation process	333
	Funding R&D projects	335
	Evaluating R&D	337
13	The role of technology transfer in innovation	346
	Background	347
	Introduction to technology transfer	349
	Models of technology transfer	350
	Limitations and barriers to technology transfer	357
	Internal organisational factors and inward technology transfer	358
	Developing a receptive environment for technology transfer	359
	Identifying external technology: the importance of scanning	
	and networking	361
	Managing the inward transfer of technology	364
14	Managing intellectual property	373
	Intellectual property	374
	Trade secrets	376
	An introduction to patents	376
	Exclusions	378
	The patenting of life	379
	Human genetic patenting	379
	The configuration of a patent	380
	Patent harmonisation: first to file and first to invent	381
	Some famous patent cases	381
	Patents in practice	382
	Expiry of a patent	383
	The use of patents in innovation management	385
	Do patents hinder or encourage innovation?	386
	Trademarks	386
	Brand names	388
	Managing brands	389
	Duration of registration, infringement and passing off	390
	Registered designs	393
	Copyright	393
	Remedy against infringement	397
	Appendix: Guinness patent	405
	Index	417