2022.11

Q1

a)

Responsible innovation:

A model of innovation that adopts core principles of transparency and acceptability, enabling the process that the innovators innovate in ethical, sustainable and desirable ways to attain the societal and environmental goals, as well as financial goal.

Frugal innovation:

Concept of “Doing more with less” in innovation, where innovators consider social and economic needs as the main driver of innovation. Achieving this, particularly with the aim of developing marketable products to develop market, occurs through the process that aim to reduce the complexity in innovation and reduce the cost, such as removing the nonessential features.

b)

Absorptive Capacity refer to the ability to recognize the value of new external knowledge, assimilate it and make it into the commercial use. Absorptive capacity distinguishes the internal knowledge (prior knowledge, which we already know) and the external knowledge (new knowledge, which we aim to learn).

It does relate to the innovation power of UTQ. As company may anticipate the value of external knowledge and to effectively apply this internally to develop new products, services, and business models.

(innovation outcomes: the result of creative processes: new services, products, technologies, improvement in efficiency or effectiveness)

c)

difference between teams versus projects:

Teams are characterized by common goals, shared identities, interdependence, interaction, mutual influence. For projects, the context of projects in contrast to teams does not often have a fixed membership, work is often temporary, fluid, interrupted and distributed.

Radical innovation concerns processes that are aimed at creating a vey different way of doing things which often leads to major changes in services or products.

Projects can simulate the processes of knowledge creation and is a fertile site for people due to its characteristics that people are together from different backgrounds to work together that can create something radically new. Ideas are generated and exchanged here.

d)

1. organize the process (knowledge storage, sharing, development, application)

2. structure to stimulating knowledge workers (recruitment, development, pay and reward)

e)

explore the reuse of waste of the company’s existing product line to develop a completely new product line on the basis of “doing more with less” by seeing the resource constraints not as a liability but as an opportunity.

5 steps:

1. Develop “circular value network”
2. Crowdsource solutions across industry
3. Simplify the structure to empower employees
4. Use KPI to incentivize and sustain the frugal behaviors
5. “doing more with less” in frugal innovation but also societal and environmentally desirable aspects central to responsible innovation

Q2

a)

Organizational ambidexterity means that the organization is both efficient and effective. The firm exploits knowledge to improve its efficiency and explores knowledge to innovate to gain competing advantage. Exploring knowledge is creating new knowledge for innovation. Exploiting knowledge is to make sure the knowledge is potentially available within the firm and actually accessed and used.

2 examples of how Voyage-Fare could achieve this:

1. To balancing the exploration and exploitation, it can allocate a certain amount of time per week to the workforce to work on their own ideas.
2. Organizing sessions in relation to new developments, or just being open to new ideas by opening an idea box and let people profit from the innovations that may come out of their ideas.

b)

Pros:

An organic structure can facilitate communication, as an informal flat structure that does not contain several layers and make it easier for information to pass through. And also, the informal control makes the structure easier facing the changing circumstances. In addition, the decentralized structure allows employees to be more active participating in decision making, faster feedback and more innovative solutions.

Cons:

Organic structure means there are fewer managers in the flat structure, which might result in a loss of control when there are a large number of employees. In addition, the lack of formal structure and specialization might end in the situation that the employees are confused about their roles and decrease of productivity and motivation.