Summary

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# Course introduction

The course will be focused on innovation, ecosystems innovation and different sources/types, firm strategies/competition and case studies.

Innovation as a concept is the perception of something different given to customers and people, having a competitive advantage over old ideas and marking a difference for customers and their relationships. This is made creating products and services, targeting customers overtime and helping the existing ones.

(Notes not for exam) The City Vision event (present in the course schedule) is important, can give bonus points if one is there. It’s present on the end of Moodle in the “Events” section. If one manages to be present at least 1.5 h. into the City Vision event, one can get 1 point for the exam. Remember to sign before entering and signing before going out. Link to the event: <https://city-vision.it/evento/city-vision-2023/>

Key points about inquiring with startups:

1. Founding team
2. Where did the idea come from
3. Main obstacles
4. Main facilitators

About the exam:

**FOR ATTENDING STUDENTS**

The final exam consists of two parts.

1. The first part consists of a written test which includes 3 open questions on the content of the textbook. Each question will be evaluated with a maximum of 8 points.

2. The second part includes one group-work ppt presentation of 8-10 slides (evaluated with a maximum of 8 points). The presentation of the teamwork (composed of possibly 5 students) is made by companies.

Details on point 2 are available on the Moodle Platform in due course.

**FOR NON-ATTENDING STUDENTS**

The final exam consists of a written test which includes 4 open questions on the content of the textbook. Each question will be evaluated with a maximum of 8 points.

To form a group, there is a “Build your team” link.

Innovation in general can be considered synonymous with technology, future, progress and improvement.

# Chapter 1 – Introduction

The innovation is a key factor in driving competing success, where enabling rapidly a new design, short production times, lifecycles, segmenting the market towards niches, allows impactful change and news all over the world. Many innovation help industries differentiate themselves.

Advances in information technology have enabled faster innovation, enabling rapid design and shorter production. Innovation and advances in information lead to shorter product lifecycles, creating more rapid new product introductions and having greater market segmentation. This enables a wider range of goods and services to be delivered to people worldwide.

Successful innovation requires specific strategies and implementation processes, creating an *innovation funnel*, a pipeline starting from the idea generation, then accompanying the screening idea, concept development, testing, analysis and commercialization. Specifically:

1. Foundations of technological innovation
   1. Sources of innovation (internal/external)
   2. Types and patterns of innovation (product/process/business model)
   3. Battles to assert industry dominance
   4. Timing of entry in the market
2. Formulating Technological Innovation Strategy (part 1)
   1. Define the mission core, the overall vision and the strategic intent to reach
   2. Choosing innovation projects, a portfolio of new ones, studying risks and decision-making stages
   3. Collaboration strategies, between partners of various kinds and alliances
   4. Protecting innovation competitively, having defensive strategies and creating patents
3. Formulating Technological Innovation Strategy (part 2)
   1. Create dedicated innovation structures to support innovation
   2. Fostering a innovation culture, promoting cross-functional collaboration
   3. Manage the product development, allocating resources accordingly, creating good teams, maintaining leadership and motivation
   4. Crafting a development strategy, carefully planning the enter in the market of services and products, while generating overall brand-awareness

Some natural questions that we may ask ourselves are:

1. What were the potential advantages of developing cultured meat? What were the challenges of developing it and bringing it to market?
2. What kinds of organizations were involved in developing clean meat? What were the different resources that each kind of organization brought to the innovation and what were their motives?
3. What are the challenges to gaining wide market acceptance of cultured meat, and how could these organizations facilitate that? Can you think of other products or services that faced similar challenges?

Overall above, many factors were analyzed, between common industry patterns and other factors which may determine where innovation is headed towards, identifying firms and entry options.

# Chapter 2 – Sources of innovation

The development of cultured meat, also known as "clean meat," is a clear example of innovation stemming from both internal and external sources in the food industry, introducing entirely new ways of producing meat without traditional methods.

Jason Matheny founded New Harvest, an organization dedicated to promoting research in this field. Collaborations with Dutch scientists and the government highlight external sources of innovation, having a clear understanding of the environmental problem and posing itself as a new solution to this overall issue and challenge, using very few calories and having new startups bringing this problem to the overall attention.

Innovation can arise from many different sources and the linkages between them.

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Descrizione generata automaticamente

It’s interesting to analyze creativity as the ability to produce useful, novel work based on personal development and knowledge in a specific environment, but not only that (having a mix of knowledge and culture to create new ideas overtime, both with personality and motivation).

We might manage to categorize organizational creativity as creativity of individuals within the organization, crafting new social processes that help shape new forms of interactions and trainings, encouraging creativity in action (Google for example, encouraging spending time to think new ideas).

Innovating means then implementing creative ideas into new devices or processes, taking for example *inventors*, people who essentially mastered the basic tools and operations of specific fields, always keen of finding new problems to stimulate their sense of unified knowledge, questioning assumptions and then creating as a whole process of giving and taking, this way developing many new devices but commercializing very few.

This way we can see innovations are made with faith into realistic actions, made of hard work, modest means and constant self-teaching. Paraphrasing: the key to success is made by making, thinking by thinking and proving yourself wrong overtime. When the time is right, you will be right too.

Many other times, innovation can come by users (*innovation by users*), because they have a deep understanding of their own needs practically and tend to solve their problems themselves. Also, there is *research and development by firms (R&D)*. Research refers to both basic and applied research:

* *Basic research* aims at increasing understanding of a topic or field without an immediate commercial application in mind
* *Applied research* aims at increasing understanding of a topic or field to meet a specific need (more likely to have commercialization than the basic one)

*Development* refers to activities that apply knowledge to produce useful devices, materials, or processes. In this case, we have two specific approaches:

* *Science Push* approaches suggest that innovation proceeds linearly:
  + Scientific discovery → invention → manufacturing → Marketing.
* *Demand Pull* approaches argued that innovation originates with unmet customer need:
  + Customer suggestions → invention → Manufacturing.

Most frequent collaborations are between firm and their customers, suppliers, and local universities. These are the usual percentages:

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Descrizione generata automaticamente

There are also *complementors*, which are businesses, products, or services that, while not direct competitors, provide value by enhancing or complementing the offerings of another company. They often work in conjunction with a company's products or services to create a more complete and attractive solution for customers.

Complementors and suppliers serve distinct roles in a company's ecosystem. Complementors enhance the value of a company's products or services (you don’t always need them), often in a cooperative relationship, while suppliers provide the necessary inputs for a company's core operations in a transactional relationship (you need them).

Innovation can be *External* or *Internal* Sourcing, which are complements.

* Firms with in-house R&D also heaviest users of external collaboration networks
* In-house R&D may help firm build absorptive capacity (capacity to exploit external knowledge, using tools efficiently in new ways) that enables it to better use information obtained externally

Many universities encourage research that leads to useful innovations, with small revenues, but contributing to innovation trough publication of research results. Governments invest in research through:

* Their own laboratories
* Science parks and incubators
* Grants for other public or private research organizations

Many nonprofit organizations do in-house R&D, fund R&D by others, or both (there are a good number of organizations doing this). The R&D Business expenditure is very much the biggest one, while government spend (apart from India where it’s huge) a good amount of funds on this; also, higher education represents a good investment especially in European countries.

Such collaborations include (but are not limited to):

* Joint ventures (more companies coming together and creating new things)
* Licensing and second-sourcing agreements (patents/intellectual property)
* Research associations (collaborative groups or research and expertise)
* Government-sponsored joint research programs (funding in various sectors)
* Value-added networks for technical and scientific exchange (provide platforms for exchange)
* Informal networks (collaborations of individuals across common interests)

Collaborative research is especially important in high-technology sectors where individual firms rarely possess all necessary resources and capabilities. This allows the size and the structure of networks changing and adapting according to alliance activity and broadening the overall spectrum of collaboration:

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Descrizione generata automaticamente

We can describe collaborative networks between firms in this way:

1. **Collaborative Relationships:** Firms often engage in collaborative relationships, which can take various forms, such as partnerships, alliances, or joint ventures. These relationships involve two or more organizations working together for mutual benefit.
2. **Network Formation:** When firms enter these collaborative relationships, they become part of a larger network. This network includes not only the collaborating firms but also the connections and interactions they have with other organizations, suppliers, customers, and stakeholders. There networks can have many forms, social, communication, supply chain ones, etc.
3. **Information and Resource Diffusion:** Within this collaborative network, information and resources flow between the participating firms. This flow of information can include knowledge sharing, best practices, technological innovations, and market insights. Additionally, resources such as capital, human resources, and technology may be shared or accessed through these relationships. In this way, information and ideas can flow depending on the influence and the impact this can have.
4. **Network Dynamics:** The size and structure of this collaborative network are not static; they change over time. This change is driven by shifts in alliance activity, such as forming new partnerships, ending existing ones, or altering the nature of collaborations. These changes can have a significant impact on the network's effectiveness in promoting innovation and resource diffusion.