

MANAGEMENT OF INNOVATION - A.Y. 2022/23

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GROUP WORK INSTRUCTIONS

1. AIM, EXPECTED OUTPUTS, DEADLINES, EVALUATION CRITERIA

Each group will choose a company and will start collecting information about the company, its business, its innovation strategies, its innovation routines, etc.

Both secondary (websites, magazines, newspapers' articles, blogs, etc.) and primary sources (direct interview with managers) can be used.

Information will be then sorted out as described in the "Structure of the Report" section and put in a final report. A Power Point presentation will be prepared as well.

The main aim of the Work Group is to use appropriately the concepts and the theories explained in class.

The expected outputs consist in:

- a Power Point presentation (no limits to the number of slides; 8 minutes maximum for the presentation)
- a Report in Microsoft Word or in .pdf format (15 pages maximum, cover and bibliography not included)

The deadline is Dec 13th 2022 for both the outputs

The evaluation criteria used by the lecturer will be the following:

- *variety and reliability of the sources used (25%)*
- *depth and sharpness of the analysis (25%)*
- *the ability to use correctly terms and concepts explained in class (25%)*
- *overall quality and consistency of the report and of the presentation (25%)*

Always cite your sources. Anti-plagiarism software (TurnItIn®) will be used to check all the assignments.

2. COMPANIES

Groups can choose any company listed in a stock exchange and for which financial information and annual reports are freely downloadable from the Investor Relation page. My suggestion is to avoid "too-big" and multi-business companies (Apple, Google, Amazon, Microsoft) and to work on smaller and, possibly, mono-business companies (like mid-sized companies listed in the "STAR" Index of the Italian Stock Exchange!) In order to avoid overlapping with other groups, the company must be communicated asap to the lecturer. The "first chosen, first-served" criteria will be used to assign the companies to the groups.

3. STRUCTURE OF THE REPORT

1. DESCRIPTION OF THE COMPANY AND ITS BUSINESS (max 3 pages)

Describe the business of the company:

- provide a short history of the company
- describe the main businesses / products / brands of the company
- identify the geographical markets where the company operates
- provide some financials (revenues / net incomes) of the last 3 years, when available.

Use tables and charts to present data.

2. INNOVATION STRATEGY (max 4 pages)

Identify and discuss what makes such company so innovative. To do that use “The 12 sides of innovation” model. If the company is multi-business or multi-brand, choose the business/brand standing out for superior innovation performances.

It's not necessary to comment all the 12 sides. Choose the most relevant ones to explain why the company is so successful.

3. INNOVATION TRENDS (max 4 pages)

Explain whether and to what extent the following concepts apply to the company:

- radical innovation
- discontinuous innovation
- disruptive innovation
- architectural innovation

Consider all the potential effects of radical, discontinuous, disruptive, architectural innovations:

- if the concept is important to support the competitive advantage of the company, explain why;
- if the company's competitive advantage is threatened by one of such trends, explain why and what/who is threatening the company;
- if the concept is not relevant at all, explain why it is so.

Consider also the historical evolution of the company. Did any of such trends ever apply to the company in the past?

4. ORGANIZATIONAL ROUTINES (max 4 pages)

Collect information about organizational routines used by the company to organize and manage its innovation processes. Organize the information collected in the following topics:

- vision
- leadership style

- will to innovate
- organizational structure
- key individuals and talent management
- teams management
- high involvement innovation
- culture and climate
- open innovation

If you don't find any information on a specific topic, simply say it ("We didn't find any information regarding team management routines used by the company").

5. CONCLUSIONS

Summarize your main achievements here (most important strategies, trends, and routines).

4. STRUCTURE OF THE POWER POINT PRESENTATION

The structure is free. It is suggested to follow the same (or similar) structure used for the report. Images, Videos, Live performances (acting) can be used freely. Originality will be rewarded, as well as precision and consistency. Just remember to stay in the 8 minutes given...

FINAL REMARKS

Be precise, be professional. Check every detail of your report before submitting it through email. Make your report outstanding from a formal point of view.

PRESENTATION OF YOUR REPORTS – DEC 14th 2022 IN CLASS