

# MANAGEMENT OF INNOVATION - A.Y. 2024/25

Lecturer: Guido Bortoluzzi (Ph.D)

[guido.bortoluzzi@deams.units.it](mailto:guido.bortoluzzi@deams.units.it)

## GROUP WORK INSTRUCTIONS

### 1. AIM, EXPECTED OUTPUTS, DEADLINES, EVALUATION CRITERIA

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

Both secondary sources (websites, magazines, newspaper articles, blogs, etc.) and primary sources (direct interviews with managers) can be used. The more sources used and compared, the higher the grade.

The information will then be sorted as described in the 'Structure of the report' section and compiled into a final report. A Power Point presentation will also be prepared.

The main aim of the work group is to make appropriate use of the concepts and theories explained in class.

The expected deliverables are:

- a Power Point presentation (no limit on the number of slides; maximum 5 minutes for the presentation)
- a report in Microsoft Word or .pdf format (maximum 15 pages, excluding cover page and bibliography)

**The deadline is Dec 15<sup>th</sup> for both the deliverables**

*The evaluation criteria used by the lecturer will be as follows*

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

Always cite your sources. Anti-plagiarism software (TurnItIn®) will be used to check all assignments. You are welcome to use ChatGPT or equivalent GenAI systems as long as you use them to improve your work. If you use them to generate content, you will be severely penalised in your final grade.

### 2. COMPANIES

Groups can choose any company that is listed on a stock exchange and for which financial information and annual reports can be freely downloaded 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 (such as medium-

sized companies listed on a stock exchange). Companies will be assigned to groups on a first come, first served basis.

### **3. STRUCTURE OF THE REPORT**

#### *1. DESCRIPTION OF THE COMPANY AND ITS BUSINESS*

Describe the business of the company:

- Give a brief history of the company
- Describe the company's main activities / products / brands
- Identify the geographical markets in which the company operates
- Provide some financial data (turnover / net profit) for the last 3 years, if available.

Use tables and graphs to present the data.

#### *2. INNOVATION STRATEGY*

*Identify and discuss what makes the company innovative. Use the "12 sides of innovation" model. If the company is multi-business or multi-brand, choose the business/brand that stands out for superior innovation performance.*

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

#### *3. INNOVATION TRENDS*

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 impacts of radical, discontinuous, disruptive and architectural innovation:

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

Also consider the historical development of the company. Has any of these trends ever applied to the company in the past?

#### *4. ORGANIZATIONAL ROUTINES*

Collect information about the organisational routines used by the company to organise and manage its innovation processes. Organise the information collected into the following themes:

- 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 can't find information on a particular topic, just say so ("We couldn't find any information on the team management routines used by the company").

## *5. CONCLUSIONS*

Summarize your main achievements here (main 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 will precision and consistency. Just remember to stay within the 5 minutes allotted. So, carefully select content to be presented.

## **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 17<sup>th</sup>**