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Assignment 1: Argumentative essay

Course Code: BUSM4553- Innovation Management

Introduction

Innovation is a key factor in the success of a company and its ability to stay ahead of the competition. Presenting a directly contradictive view to Tidd et al.'s (2005:571) perspective that "innovation is complex, uncertain, and almost impossible to manage", this essay centers on the main thesis that says that it can be managed well by understanding the relationship between related concepts, encouraging individual and team creativity, creating an environment in the workplace that encourages innovation, and making management strategies fit different types of innovation.

Managing the Structured Relationship Between Creativity, Innovation, and Entrepreneurship

First of all, it is argued that innovation may be efficiently managed by using a structured strategy that combines creativity, innovation, and entrepreneurship.

Creativity refers to the process of generating original and valuable ideas, while innovation involves effectively putting such ideas into practice (Edwards-Schachter et al. 2015). Finally, entrepreneurship is the act of generating value by commercializing innovation through the mobilization of human and organizational processes (Botha 2011). Put simply, creativity, innovation, and entrepreneurship are the three processes involved in transforming an original concept into a tangible reality (Figure 1).
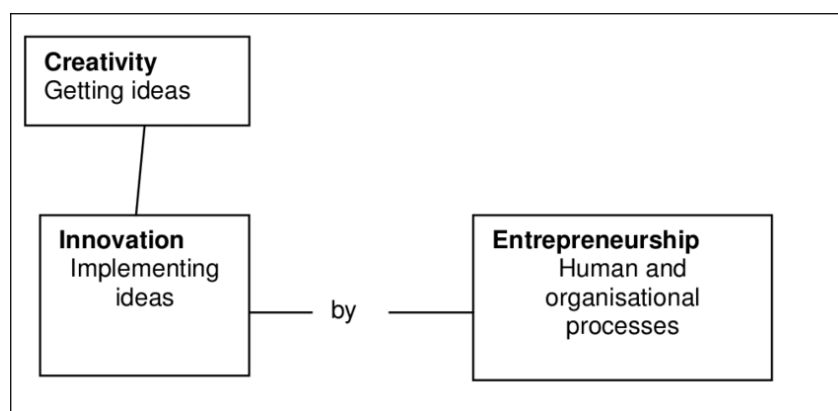

Figure 1. The Relationship between Creativity, Innovation, and Entrepreneurship (Botha 2011).

A framework that deals with the complex interplay between these concepts is the La Salle Matrix (Figure 1), in which every point where the Seed and Catalyst converge generates an impetus for

innovation (Bhargava 2013). In contrast to the majority of alternative methods for stimulating thought, this innovation matrix facilitates thinking that is directly and instantaneously applicable to products (Bhargava 2013). As such, the La Salle Matrix facilitates all three components by offering a systematic method for generating ideas (creativity), a structure for assessing and ranking ideas (innovation), and a way to uncover chances for new business initiatives (entrepreneurship).

Catalysts / Seeds	Future gazing	I wish	Re-question	New function	New technology	IYFIHYDIW*	New material	New design	Tracking	Inversion	Transfer	Reduction
Change												
Accessories (add-ons)												
Complementary products (goes with)												
Channel enhancement (same outlet)												
Consequential Change												

Figure 2. The La Salle Matrix (Bhargava 2013).

To provide evidence, Table 1 provides an example of applying the matrix for the product "smartphones" to generate and manage creativity, innovation, and entrepreneurial opportunities.

Catalyst	Future Gazing	I Wish	New Function	New Technology	Reduction
Seed (to change the conventional	In the future, my phone has made my	I wish it could do more than	The iPhone integrated a phone, an	The iPhone added functionalities	The iPhone gets thinner to reduce space

phones used for calling and making messages).	life more convenient in many ways.	just call and message, so I could carry one device instead of many.	iPod, and an internet communicator all in one (Goggin 2012).	such as a high-quality camera, app store, GPS for navigation (Goggin 2012).	and prevent perceived user obstruction (Yarow 2012).

Table 1. Application of the La Salle Martrix to smartphones.

Therefore, as the La Salle Matrix provides evidence that innovation is not intrinsically complex or unmanageable, organizations may successfully steer the innovation process by using organized tools and methodically evaluating various innovation prospects.

Innovation Can Be Promoted and Controlled on The Individual and Team Levels

Secondly, the promotion and control of individual and team creativity and innovation can be successfully achieved by considering human elements and team dynamics, proving that innovation is not intrinsically complex, unpredictable, or unmanageable.

At the individual level, individual creativity and innovative capacity may be promoted by engaging in "the meta-control of human creativity" (Zhang et al. 2020:116), such as using divergent thinking for brainstorming ideas, and convergent thinking to evaluate such ideas and decide on the ones worth pursuing (Chamorro-Premuzic and Reichenbacher 2008). Moreover, diversity is essential because being exposed to various views and knowledge areas may encourage lateral thinking (ElaldÄ 2021). Finally, according to the Broaden & Build Theory, pleasant emotions expand individuals' range of thoughts and actions, resulting in more flexibility and creativity in thinking (Fredrickson 2004). On the other hand, team creativity is impacted by several elements including team composition, communication, and psychological safety (Edmondson and Mogelof 2006). While it has been shown that teams composed of individuals with diverse backgrounds and experience are more inventive compared to teams that lack diversity (Wang et al. 2019),

diversity in and of itself is insufficient because teams must also possess the capability to interact and communicate successfully with fear of reprisal and failure (Egan 2005).

Pixar provides interesting and concrete evidence on how creativity and innovation can be fostered at the individual and team levels. Individually, Pixar University is the company's in-house educational program which offers courses to employees irrespective of their position within the organization (Catmull 2008). Pixar University is described as a place where "all the boxes get removed, all the walls come down, and you get to be the director of your own creative idea" (Hempel 2003:1), which cultivates divergent thinking through exposure to diverse fields (Hempel 2003). On the team level, Pixar is renowned for its "Braintrust" approach to team creativity, where a group of creatives known as the Braintrust meets to provide forthright feedback and devise solutions to issues (Ranadive 2017), acknowledging that "candor is the key to collaborating effectively" (Catmull 2014:1).

Therefore, the provided examples of individual and team characteristics that impact creativity and innovation demonstrate that creativity and innovation may be efficiently and predictably controlled, as well as fostered systematically.

Innovation Can Be Fostered and Managed on the Organizational Level

Thirdly, on the organizational level, creativity and innovation can be efficiently controlled by leaders who actively foster a suitable environment for such traits.

Leaders are responsible for establishing conducive working environments that foster employee creativity and innovation at all levels of the organization (Wang and Casimir 2007). As such, they might use tools such as the Componential Theory of Creativity, which identifies that creativity is generated via the interplay of three components (Amabile and Pratt 2016) (Figure 3). Considering this perspective, leaders and organizations may (1) enhance "Expertise" by offering training, tools, and opportunities for people to enhance their knowledge (Conti et al. 1996); (2) enhance "Skills and Processes by" providing training on creative thinking processes such as "Design Thinking" and fostering a work environment that exemplifies these creative behaviors (Wylant 2008); and finally, (3) enhance "Task Motivation" by acknowledging and incentivizing innovative initiatives and offering a supportive culture (Badding et al. 2014). Similarly, as innovation and

creativity are impacted by one another, the same tactics can be applied to promote innovation through the convergence of three areas (Amabile and Pratt 2016) (Figure 4).
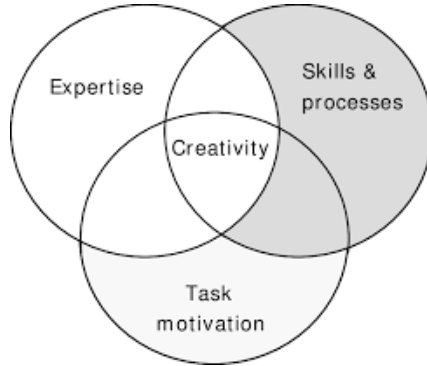

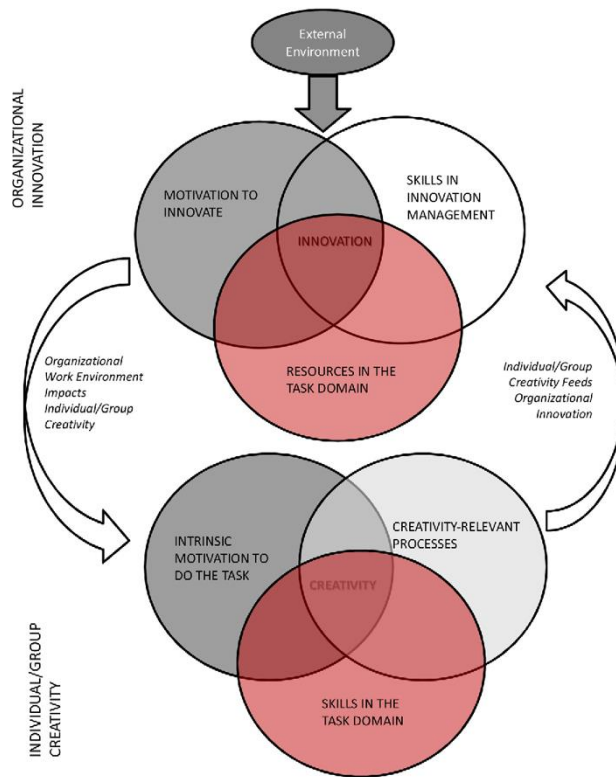Figure 3. Componential Theory of Creativity (Amabile and Pratt 2016).

Figure 4. Componential Theory of Creativity and Innovation (Amabile and Pratt 2016).

In terms of evidence, Google is renowned for its innovative culture and has adopted techniques that are in line with the Componential Theory of Creativity. First of all, Google cultivates domain-specific expertise by encouraging employee-to-employee learning action to foster cross-

departmental expertise sharing and feedback (Calland 2020), as well as fosters creativity thinking process by through initiatives such as the Goggle CSI:Lab, which encourages employees to engage in brainstorming and collaborating as a group (Google 2012). Finally, the company enhances task motivation by encouraging workers to pursue their passions and by cultivating "an open culture, where everybody and customer can freely contribute their ideas and opinions" (Tran 2017:10).

Therefore, as creativity and invention may be effectively controlled by directing attention toward three essential elements, organizations may cultivate a culture of creativity and innovation by adopting practices and policies that promote these components.

Innovation Can Be Managed Based on Type

Finally, distinct categories of innovation can be efficiently administered through the customization of strategies to suit their particular needs, which lends credence to the notion that innovation does not possess intrinsic complexity, unpredictability, or management immensity.

Moore's (2007) innovation zone approach classifies innovations into four specific zones (Figure 5), and argues that every innovation zone needs a distinct management strategy. Managers in the product leadership zone need to allocate resources and offer support for research and development (Davidson and Leavy 2007). In the customer militancy zone, managers must give priority to customer input and insights, such as investing in market research, (Leavy 2006), while those in the operational excellence zone should prioritize process optimization, efficiency, and quality control (Davidson and Leavy 2007), and those in the renewal zone must actively accept unpredictability, promote the willingness to take risks, and provide a supportive atmosphere for disruptive innovation (Moore 2007).
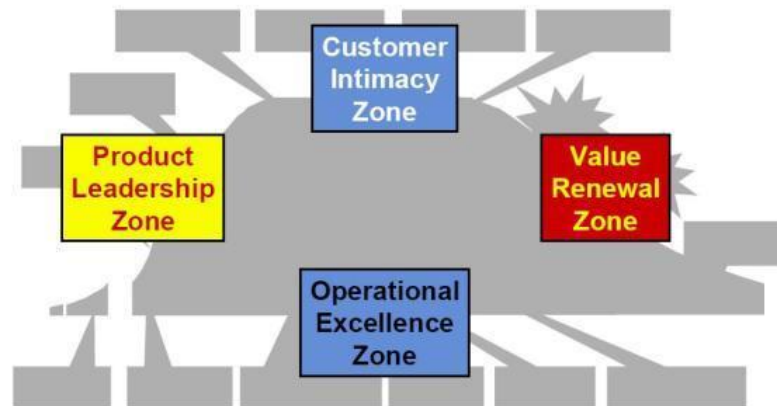
Figure 5. The Four Innovation Zone (Moore 2007).

Regarding evidence, a specific example that can be studied in this context is Amazon, which has effectively implemented advancements in all four areas. Regarding product leadership, Amazon has pioneered advanced technologies like Alexa and Amazon Web Services (Ramadan et al. 2021), which has been enabled due to the allocation of resources of $10 billion and $25 billion, respectively (Owen 2022; Evans 2022). Moving to customer intimacy, customer data is continuously analyzed to determine many factors, including pricing, personalized ads, recommended purchases, and the selection of successful own-label items that Amazon decides to develop (O'Flaherty 2022). The company has also streamlined its supply chain and logistics to ensure fast and efficient delivery of items at a low cost (Jain 2021) (operational excellence) and generated significant disruption in the publishing sector in which it used to operate with the Kindle (Hussain et al. 2017) (renewal).

Therefore, the innovation zone concept and the example of Amazon illustrate that successful management of innovation can be achieved by acknowledging the many forms of innovation, implying that innovation is not intrinsically complex or unmanageable.

Conclusion

To sum up, invention is not necessarily impossible to handle, unclear, or complicated. Organizations can manage and encourage innovation by using structured methods like the La

Salle Matrix, encouraging individual and team creativity through programs like Pixar University and the Braintrust, creating an innovative work culture with the Componential Theory of Creativity, and adapting management strategies to different types of innovation, as Amazon has exemplified. The essay's evidence enhances the collective comprehension of innovation management and underscores the criticality of implementing a comprehensive strategy to cultivate and leverage innovation within the organizational context.

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