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CRITICAL PERSPECTIVES ON INNOVATION MANAGEMENT

THE BRIGHT AND DARK SIDES OF INNOVATIVE FIRMS

Edited by
Patryk Dziurski



Critical Perspectives on Innovation Management

Most firms perceive innovation as the best way to grow. However, how it can best be managed is still unclear. While the number of publications on innovation has skyrocketed over the past two decades, it is still increasingly difficult to gain an overview of its most critical aspects.

Much has been written about the possible benefits of innovation, but there is still a lack of understanding of its downsides at the innovative firm level. This can lead to detrimental effects, such as a lower commitment to innovation, a lack of effective innovation strategy, inappropriate organizational design that does not enhance innovation, and either a too cautious or too risky approach to innovation. Thus, the book aims to explore the concept of innovation management as well as to identify the bright and dark sides of innovation in innovative firms. A better understanding of the positive and negative effects of product and process innovation expands the knowledge base on innovation management and allows managers to manage innovation in a more efficient and effective manner.

This book will be valuable to researchers, academics, managers, and advanced students in the fields of management studies, strategy, and organizational studies.

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The Bright and Dark Sides
of Innovative Firms

Edited by
Patryk Dziurski

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Contents

<i>List of Contributors</i>	ix
Introduction	1
PATRYK DZIURSKI	
<i>Reference List</i>	4
1 The Essence of Innovation and Innovation Management	5
AGNIESZKA Sopińska	
<i>Introduction</i>	5
<i>Essence and Types of Innovation</i>	5
<i>Essence of Innovation Management</i>	9
<i>Innovation Framework Models – From a Closed Model to an Open Model</i>	15
<i>Conclusion</i>	20
<i>Reference List</i>	21
2 Innovation Strategy	24
PATRYK DZIURSKI AND WIOLETTA MIERZEJEWSKA	
<i>Introduction</i>	24
<i>The Essence of Innovation Strategy</i>	24
<i>Different Types of Innovation Strategy</i>	27
<i>Innovation Context in Corporate-Level Strategies</i>	29
<i>The Innovation Context in Business-Level Strategies</i>	31
<i>Conclusion</i>	34
<i>Reference List</i>	35
3 Organizing Innovation Activity	40
WIOLETTA MIERZEJEWSKA	

vi Contents

<i>Introduction</i>	40
<i>Changes in Innovation Activity Organization</i>	40
<i>Organizational Structure that Facilitates Innovation</i>	44
<i>Organization of Innovative Activity in Open and Closed Model</i>	48
<i>R&D Activity Organization Within Complex Organizations</i>	52
<i>Conclusion</i>	55
<i>Reference List</i>	56

4 Measuring Innovation 61

PATRYK DZIURSKI

<i>Introduction</i>	61
<i>Classifications of Innovation Indicators</i>	62
<i>Selected Innovation Indicators</i>	64
<i>Conclusion</i>	67
<i>Reference List</i>	68

5 Different Shades of Innovation 71

PATRYK DZIURSKI

<i>Introduction</i>	71
<i>Innovation as a Destructive Market Power</i>	71
<i>The Conceptual Model of the Bright to Dark Sides of Innovation</i>	74
<i>Critical Perspective on the Bright and Dark Sides of Innovation</i>	77
<i>Conclusion</i>	79
<i>Note</i>	80
<i>Reference List</i>	80

6 Bright Sides of Innovation 82

PIOTR WACHOWIAK

<i>Introduction</i>	82
<i>Strategic Benefits of Innovation</i>	82
<i>Organizational Learning and Innovation</i>	84
<i>Operational and Financial Performance Benefits of Innovation</i>	86
<i>Marketing Benefits of Innovation</i>	87
<i>Benefits of Innovation for Employees</i>	89
<i>Sustainability Innovation and Performance</i>	90

<i>Benefits of Open Innovation</i>	92
<i>Conclusion</i>	93
<i>Reference List</i>	94

7 **Dark Sides of Innovation** 101

PATRYK DZIURSKI AND PIOTR WACHOWIAK

<i>Introduction</i>	101
<i>Failure to Achieve the Objective</i>	101
<i>Changes in Organizational and Business Model</i>	103
<i>Negative Effects of Innovation in Marketing</i>	104
<i>Negative Impacts of Innovation on Employee Behaviour</i>	106
<i>Negative Impacts of Innovation on Teams</i>	108
<i>Dark Sides of Open Innovation</i>	110
<i>Conclusion</i>	111
<i>Reference List</i>	111

8 **Case Studies on Innovative Firms** 115

PATRYK DZIURSKI, WIOLETTA MIERZEJEWSKA,
AGNIESZKA Sopińska AND PIOTR WACHOWIAK

<i>Introduction</i>	115
<i>The Method and Sample</i>	115
<i>Case Selection</i>	116
<i>Data Collection</i>	117
<i>Data Analysis</i>	118
<i>Case Study of Company P1</i>	118
<i>Case Study of Company P2</i>	120
<i>Case Study of Company P3</i>	123
<i>Case Study of Company P4</i>	124
<i>Case Study of Company P5</i>	129
<i>Case Study of Company P6</i>	133
<i>Reference List</i>	136

9 **Managing Innovation in the Context of the Bright and Dark Sides of Innovation – Conclusions from the Study** 137

PATRYK DZIURSKI, WIOLETTA MIERZEJEWSKA,
AGNIESZKA Sopińska AND PIOTR WACHOWIAK

<i>Introduction</i>	137
<i>Innovation Implemented and the Innovation Strategy</i>	137

viii *Contents*

Organizing Open and Closed Innovation 143

Measurement of Innovation 145

Bright and Dark Sides of Innovation 145

Framework of Bright and Dark Sides of Innovation 149

Conclusion 150

Reference List 151

Index

154

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Introduction

Patryk Dziurski

The innovation management literature refers to two perspectives on innovation in an organization. The first emphasizes the generation and commercialization of technology-based products and processes. Therefore, innovation activity in a firm is aimed at improving efficiency and productivity as well as increasing market share and profitability. The second perspective highlights that an organization is an open system, so the role of innovation is to adopt to environmental changes. It allows firms to stay in business, thrive, and improve their organizational performance. These perspectives are not exclusive, but they conjoin (Damanpour, 2017) showing that innovation is perceived as the best way to grow. Thus, innovation is seen as the main source of a competitive advantage and the critical success factor of firms around the world (Lu, Zhuo and Min, 2016), and additionally different studies show that innovative firms outperform those that fail to innovate (Brem, Tidd and Daim, 2019; Tidd and Thuriaux-Alemán, 2016). It seems that there is an imperative to be an innovative firm and looking at innovation through rose-coloured glasses. It is not then surprising that more and more companies focus on innovation. However, how it can best be managed remains unclarified.

While the number of publications on innovation has skyrocketed over the past two decades, it is still increasingly difficult to obtain an overview of its most critical aspects. It is even more challenging that much has been written about the possible benefits of innovation, but we still lack an understanding of its downsides at the firm level. This can lead to detrimental effects, such as a lower commitment to innovation, a lack of an effective innovation strategy, inappropriate organizational design that does not enhance innovation, and an approach to innovation that is either too cautious or too risky. Learning from the success and failure as well as predicting the positive and negative effects of innovation can decrease the likelihood of errors in decision making, promote innovation, and improve organizational performance. However, there is no one-size-fits-all solution and lessons learnt through analyses are required to reap more benefits from future innovation projects. Thus, the analysis of innovation management in the context of the bright and dark sides

2 Patryk Dziurski

of innovation helps facilitate a better understanding of the success and failure of innovation, making it possible to offer interesting insights into business practice and theory.

A better understanding of the bright and dark sides of product and process innovation is necessary to expand the knowledge base on innovation management. While the positive effects of innovation are well-known, the understanding of the dark sides of innovation is still limited; there are some studies of negative effects of innovation, but these are rather few. Thus, this book adds value to the existing literature by focusing on innovation management in the context of the bright and dark sides of innovation. It aims to explore the concept of innovation management as well as to identify the bright and dark sides of innovative firms. The book presents six exploratory and descriptive case studies on innovative firms from Poland that provide empirical verification of conclusions derived from the literature. This is an exploratory study in nature that aims to bolster the research on innovation management in the context of the bright and dark sides of innovative firms. It is an invitation for researchers and managers to start a debate on a more holistic approach to innovation management.

The book consists of nine chapters that refer to the innovation management as well as the bright and dark sides of innovation. The chapters seek to answer important questions in order to better understand the concept of innovation management as well as the positive and negative effects of the innovation activity of innovative firms.

Questions: What is aMn innovation and what is innovation management? What are different models of innovation?

Chapter 1 focuses on the two basic concepts – innovation and innovation management. It shows the most common approaches in defining innovation and innovation management and presents the evolution of innovation models – from closed to open innovation.

Questions: What is an innovation strategy? What are the main types of an innovation strategy? To what extent corporate and business-level strategies refer to innovation?

Chapter 2 presents the essence of an innovation strategy. It also identifies different types of an innovation strategy and shows the innovation context in corporate as well as business-level strategies. It highlights the importance of an innovation strategy in order to benefit from innovation.

Questions: What are the main changes in organizing for innovation? How does organizational design impact innovation? What kind of organization design is suitable for closed and open innovation? How is innovation activity organized in complex organizations?

Chapter 3 shows changes in the organization of innovation activity of modern firms and explains how basic elements of the structure of an organization promote or hinder innovation along the innovation process. It focuses on the organizational design for closed and open innovation and presents the organization of innovation activity in complex organizations.

Questions: Why is measuring innovation important? What are the main types of innovation indicators? How is innovation measured?

Chapter 4 elaborates on the problem of quantifying and measuring innovation in innovative firms. While some suggest the innovation is inherently impossible to measure, the chapter identifies the most common indicators of innovation used in the innovation management.

Questions: How can the bright and dark sides of innovation be understood? What are the main challenges in the analysis of the positive and negative effects of innovation in innovative firms?

Chapter 5 is an introduction to a further discussion on the bright and dark sides of innovation. It identifies different approaches in defining the bright and dark sides of innovation and proclaims that the bright and dark sides of innovation should not be analysed on the scale of the 'yes-no', but rather on continuum from the brightest to darkest sides of innovation. It also identifies challenges in the analysis of positive and negative sides of innovative firms.

Question: What are positive effects of innovation in innovative firms?

Chapter 6 continues the discussion from Chapter 5 by identifying the most common positive effects of innovation at the firm level. It shows a range of different bright sides of innovation in innovative firms.

Question: What are negative effects of innovation in innovative firms?

Chapter 7 presents the most common negative effects of innovation in innovative firms. It shows a range of different dark sides of innovation in innovative firms.

Question: How can the bright and dark sides of innovation be grasped in innovative firms?

Chapter 8 includes the method and sample section and the description of six exploratory and descriptive cases studies. The first part includes three subparts: case selection, data collection, and data analysis. The second part includes description of six innovation firms that were written based on interviews with managers and publicly available data collected by the authors. Case studies start with the characteristics of the firm, followed by a description of the firm's innovation activity that focuses on

the main types of innovation, the innovation strategy, the organizational design for innovation, measuring innovation, and the bright and dark sides of innovation.

Question: What are the main types of an innovation in innovative firms? What is an innovation strategy of innovative firms? How is innovative activity organized in innovative firms? How do innovative firms measure innovation? What are the bright and dark sides of innovative firms? How to effectively manage the bright and dark sides of innovation in innovative firms? What are the main guidelines for leaders in managing the bright and dark sides of innovation in innovative firms?

Chapter 9 presents the main conclusions from the empirical research and compares them with conclusions derived from the literature. It also builds upon and adds value to the existing literature on innovation management.

The book is written to meet needs of different readers. It is suitable for undergraduate and postgraduate students as well as researchers and academics, as it presents the basic concepts in innovation and innovation management as well as the bright and dark sides of innovative firms allowing for a better understanding of innovation. The authors believe that this book can be required as an essential and recommended reading on courses/modules that refer to innovation and innovation management. It may be also interesting for managers, as it identifies positive and negative effects of innovation, which is quite unique in the innovation management literature and can help them bolster the innovation performance in their firms. The book may be especially interesting for people in Europe, as it includes case studies of innovative firms that operate in Poland; this may be important for researchers and others interested in Central and Eastern Europe. However, the national context of the book should not limit the target group, as conclusions of the study are important for researchers, students, managers, and others around the world.

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Managing Innovation in the Context of the Bright and Dark Sides of Innovation – Conclusions from the Study

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