



Managing Innovation: Integrating Technological, Market and Organizational Change, 8ed (An Indian Adaptation)

By [Joe Tidd](#), [John Bessant](#), [Safal Batra](#)

Paperback

9789370601772

₹1,099.00

Pages: 676

Description

Managing Innovation: Integrating Technological, Market and Organizational Change, eighth edition, is a classic textbook that provides the knowledge base required to manage innovation, technology, and new product development, with an integrated process approach that helps students develop the unique skill set needed in the commercial, public, and social sectors. Offering a strong empirical approach that is supportive of tailored experimentation, this text emphasizes real-world application over abstract theory. It offers numerous practical and experience-tested processes, models and tools to help students develop a productive innovation management mindset. A wealth of case studies and examples demonstrate that successful innovation management involves much more than managing a single aspect such as creativity, entrepreneurship, or product development.

Fully updated with new data, new methods, and new approaches, this Indian adaptation includes new review and hands-on questions to enhance comprehension, and new chapter-wise cases and research notes focused on managing innovation within the Indian context, providing practical insights into local business challenges and strategies.

About the Author

Joe Tidd, John Bessant, Safal Batra

JOE TIDD is a physicist with subsequent degrees in technology policy and business administration. He is Professor of Technology and Innovation Management at Science Policy

Research Unit (SPRU), University of Sussex Business School, and Visiting Professor at University College London, and previously at Imperial College, Bayes Business School, Copenhagen Business School, and Rotterdam School of Management. Dr Tidd was previously Deputy Director of SPRU, and Head of the Innovation Group and Director of the Executive MBA Programme at Imperial College, and co-creator of the Imperial Distance Learning MBA.

JOHN BESSANT, originally a chemical engineer, has been active in the field of research and consultancy in technology and innovation management for over 40 years. He is Emeritus

Professor of Innovation and Entrepreneurship at the University of Exeter and also has visiting appointments at the universities of Stavanger, Norway, and the Friedrich-Alexander

University at Erlangen-Nuremburg, Germany. He has acted as advisor to various national governments, to international bodies including the United Nations, The World Bank and the OECD and to a wide range of companies. He is the author of over 40 books and monographs and many articles on the topic; the most recent including Innovation and entrepreneurship (Wiley, now in its 8th edition), Creativity for innovation management (2023, Routledge, 2nd edition) and Scaling value (2023, De Gruyter).

SAFAL BATRA is an Associate Professor of Strategic Management and Entrepreneurship at Indian Institute of Management Kashipur. He earned his master's degree from Indian Institute of Management Calcutta and completed his doctorate at Indian Institute of Management Ahmedabad. His dissertation, which explored innovation in small businesses, received the IFCI Best Thesis Award at IIM Ahmedabad. His current research interests include the performance of small businesses and the factors influencing entrepreneurial success. He has completed faculty development programmes at Harvard Business School and the Wharton School of Business. Professor Batra has designed and delivered numerous Management Development Programmes (MDPs) on Innovation Management and Strategic Leadership for organizations such as Bharat Electronics, the National Academy of Defence Production, NTPC, Indian Oil and ONGC. He also serves as the faculty in-charge of the Foundation for Innovation and Entrepreneurship Development, the entrepreneurship incubation centre at IIM Kashipur.

Table of Contents

1 Innovation – What It Is and Why It Matters	1
1.1 The Importance of Innovation	2
1.2 Innovation Is Not Just High Technology	4
1.3 It's Not Just Products . . .	8
1.4 Innovation and Entrepreneurship	9
1.5 Strategic Advantage Through Innovation	11
1.6 Old Question, New Context	17
1.7 The Globalization of Innovation	18
1.8 So, What Is Innovation?	21
1.9 A Process View of Innovation	24
1.10 The Scope for Innovation	26
Four Dimensions of Innovation Space	26
Mapping Innovation Space	29
1.11 Key Aspects of Innovation	32
Incremental Innovation – Doing What We Do But Better	32
Component/Architecture Innovation and the Importance of Knowledge	33
Platform Innovation	35
The Innovation Life Cycle – Different Emphasis Over Time	36
Discontinuous Innovation – What Happens When the Game Changes?	39
1.12 Innovation Management	44
Summary	48
Review Questions	49
Hands-On Questions	49
References	50
2 Digital Is Different?	53

2.1 What Is Digital Innovation?	53
2.2 Is It New?	57
2.3 Is It Revolutionary?	58
2.4 What Does It Mean for Innovation?	59
2.5 What Does It Mean for Innovation Management?	62
The New Digital Toolkit	63
New Ways of Thinking About Innovation Management	67
Summary	72
Review Questions	72
Hands-On Questions	72
References	74
3 Innovation as a Core Business Process	76
3.1 The Innovation Journey	76
3.2 Different Circumstances, Similar Management Challenges	78
3.3 Variations on a Theme	79
Services and Innovation	79
Service Innovation Emphasizes the Demand Side	83
The Extended Enterprise	85
Innovation in the Non-Commercial Arena	85
Not-For-Profit Innovation	87
Social Entrepreneurship	88
3.4 Cross Sector Differences	90
Organizational Size	90
Project-Based Organizations	92
Platform Innovation	92
Ecosystems	93
The Influence of Geography	93
Regulatory Context	94
Industry Life Cycle	94
3.5 Do Better/Do Different	94
3.6 A Contingency Model of the Innovation Process	96
3.7 Evolving Models of the Process	97
3.8 Can We Manage Innovation?	99
3.9 Building and Developing Routines Across the Core Process	102

Navigating the Negative Side of Routines	103
3.10 Learning to Manage Innovation	103
Identifying Simple Archetypes	103
Measuring Innovation Success	105
What Do We Know About Successful Innovation Management?	105
Success Routines in Innovation Management	107
Key Contextual Influences	114
3.11 Beyond the Steady State	115
Summary	116
Review Questions	117
Hands-On Questions	117
References	118
4 Developing an Innovation Strategy	122
4.1 'Rationalist' or 'Incrementalist' Strategies for Innovation?	123
Rationalist Strategy	124
Incrementalist Strategy	126
Implications for Management	128
4.2 Innovation 'Leadership' Versus 'Followership'	130
4.3 The Dynamic Capabilities of Firms	133
Institutions: Finance, Management and Corporate Governance	133
Learning and Imitating	135
4.4 Appropriating	
the Benefits from Innovation	137
4.5 Exploiting Technological Trajectories	143
4.6 Developing Firm-Specific	
Competencies	147
Hamel and Prahalad on Competencies	147
Assessment of the Core Competencies Approach	149
Developing and Sustaining Competencies	152
4.7 Globalization of Innovation	158
4.8 Enabling Strategy Making	163
Routines to Help Strategic Analysis	163
Portfolio Management Approaches	164
Summary	167
Review Questions	168
Hands-On Questions	168
References	169
5 Building the Innovative Organization	174

5.1 Shared Vision, Leadership and the Will to Innovate	176
5.2 Appropriate Organizational Structure	183
5.3 Key Individuals	186
5.4 High Involvement in Innovation	189
5.5 A Roadmap for the Journey	194
5.6 Effective Team Working	196
5.7 Creative Climate	202
5.8 Boundary-Spanning	217
Summary	222
Review Questions	222
Hands-On Questions	222
References	223
6 Sources of Innovation	229
6.1 Where Do Innovations Come From?	230
6.2 Knowledge Push	230
6.3 Need Pull	232
6.4 Making Processes Better	235
6.5 Crisis-Driven Innovation	238
6.6 Whose Needs? The Challenge of Underserved Markets	239
6.7 Emerging Markets	243
6.8 Towards Mass Customization	246
6.9 Users as Innovators	248
6.10 Using the Crowd	252
6.11 Extreme Users	255
6.12 Prototyping	255
6.13 Watching Others – and Learning from Them	256
6.14 Recombinant Innovation	257
6.15 Design-Led Innovation	259
6.16 Regulation	260
6.17 Futures and Forecasting	261
6.18 Accidents	262
Summary	264
Review Questions	265
Hands-On Questions	265
References	266

7 Search Strategies for Innovation	268
7.1 The Innovation Opportunity	269
Push or Pull Innovation?	269
Incremental or Radical Innovation?	270
Exploit or Explore?	270
7.2 When to Search?	271
7.3 Who Is Involved in Search?	272
7.4 Where to Search – The Innovation Treasure Hunt	274
Ambidexterity in Search	275
Framing Innovation Search Space	275
7.5 A Map of Innovation Search Space	277
Zone 1	278
Zone 2	278
Zone 3	279
Zone 4	279
7.6 How to Search?	280
7.7 Absorptive Capacity	283
7.8 Tools and Mechanisms to Enable Search	285
Managing Internal Knowledge Connections	286
Extending External Connections	287
Summary	290
Review Questions	290
Hands-On Questions	291
References	292
8 Innovation Networks	295
8.1 The ‘Spaghetti’ Model of Innovation	297
8.2 Innovation Networks	298
Why Networks?	299
Emergent Properties in Networks	301
Learning Networks	302
Breakthrough Technology Collaborations	303
Regional Networks and Collective Efficiency	304
Mobilizing Networking	304
8.3 Networks at the Start-Up	306
8.4 Networks to Scale . . .	308
8.5 Networks on the Inside . . .	311
8.6 Networks on the Outside	312

8.7 Networks into the Unknown	317
8.8 Managing Innovation Networks	319
Configuring Innovation Networks	319
Facing the Challenges of Innovation Networks	321
Summary	322
Review Questions	323
Hands-On Questions	323
References	324
9 Dealing with Uncertainty	327
9.1 Meeting the Challenge of Uncertainty	328
9.2 The Funnel of Uncertainty	328
9.3 Planning Under Uncertainty	330
9.4 Forecasting Innovation	335
Customer or Market Surveys	337
Internal Analysis, for example, Brainstorming	338
External Assessment, for example, Delphi	338
Scenario Development	339
9.5 Estimating the Demand for Innovations	341
9.6 Assessing Risk, Recognizing Uncertainty	343
Risk as Probability	344
Perceptions of Risk	346
9.7 Assessing Opportunities for Innovation	350
Financial Assessment of Projects	350
How to Evaluate Learning?	351
How Practicing Managers Cope?	359
9.8 Decision Making at the Edge	361
Selection and Reframing	361
9.9 Mapping the Selection Space	365
Summary	372
Review Questions	372
Hands-On Questions	373
References	374
10 Creating New Products and Services	377
10.1 Processes for New Product Development	377
Concept Generation	381
Project Selection	381
Product Development	382

Product Commercialization and Review	383
Lean and Agile Product Development	384
Lean Start-Up	384
10.2 Factors Influencing Product Success or Failure	386
Commitment of Senior Management	391
Clear and Stable Vision	391
Improvisation	391
Information Exchange	391
Collaboration Under Pressure	392
10.3 Influence of Technology and Markets on Commercialization	393
10.4 Differentiating Products	397
10.5 Building Architectural Products	400
Segmenting Consumer Markets	401
Segmenting Business Markets	402
10.6 Commercializing Technological Products	407
10.7 Implementing Complex Products	410
The Nature of Complex Products	411
Links Between Developers and Users	411
Adoption of Complex Products	413
10.8 Service Innovation	414
10.9 Diffusion of Innovations	419
Processes of Diffusion	420
Factors Influencing Adoption	423
Characteristics of an Innovation	423
Summary	430
Review Questions	430
Hands-On Questions	431
References	432
11 Exploiting Open Innovation and Collaboration	436
11.1 Joint Ventures and Alliances	437
Why Collaborate?	437
11.2 Forms of Collaboration	441
11.3 Patterns of Collaboration	443
11.4 Influence of Technology and Organization	446
Competitive Significance	447
Complexity of the Technology	448
Codifiability of the Technology	449
Credibility Potential	449

- Corporate Strategy 449
- Firm Competencies 450
- Company Culture 450
- Management Comfort 451
- Managing Alliances for Learning 451
- 11.5 Collaborating with Suppliers to Innovate 458
- 11.6 User-Led Innovation 462
- 11.7 Extreme Users 465
- Co-Development
- Democratic Innovation and Crowdsourcing 467
- 11.8 Benefits and Limits of Open Innovation 469
- Summary 474
- Review Questions 475
- Hands-On Questions 475
- References 476
- 12 Promoting Entrepreneurship and New Ventures 480
- 12.1 Ventures, Defined 480
- Profile of a Venture Champion 481
- Venture Business Plan 486
- Funding 487
- Crowdfunding 490
- Corporate Venture Funding 491
- Venture Capital 493
- 12.2 Internal Corporate Venturing 496
- To Grow the Business 498
- To Exploit Underutilized Resources in New Ways 499
- To Introduce Pressure on Internal Suppliers 499
- To Divest Non-Core Activities 499
- To Satisfy Managers' Ambitions 499
- To Spread the Risk and Cost of Product Development 499
- To Combat Cyclical Demands of Mainstream Activities 500
- To Learn About the Process of Venturing 500
- To Diversify the Business 500
- To Develop New Competencies 500
- 12.3 Managing Corporate Ventures 502
- 12.4 Assessing New Ventures 506
- Structures for Corporate Ventures 507

Direct Integration	508
Integrated Business Teams	509
New Ventures Department	509
New Ventures Division	509
Special Business Units	510
Independent Business Units	510
Nurtured Divestment	511
Complete Spin-Off	
Learning Through Internal Ventures	512
12.5 Spin-Outs	
and New Ventures	515
12.6 University Incubators	518
12.7 Growth and Performance of Innovative Small Firms	526
Summary	537
Review Questions	537
Hands-On Questions	537
References	538
13 Capturing the Business Value of Innovation	543
13.1 Creating Value Through Innovation	543
13.2 Innovation and Firm Performance	548
13.3 Exploiting Knowledge and Intellectual Property	551
Generating and Acquiring Knowledge	552
Identifying and Codifying Knowledge	552
Storing and Retrieving Knowledge	556
13.4 Sharing and Distributing Knowledge	557
Converting Knowledge into Innovation	560
13.5 Exploiting Intellectual Property	563
Patents	564
Copyright	569
Design Rights	569
Licensing IPR	569
13.6 Business Models and Value Capture	572
13.7 Dynamics of Generative Interaction	579
Summary	581
Review Questions	582
Hands-On Questions	582
References	583
14 Creating Social Value	586

14.1 Innovation and Social Change	586
14.2 The Social Innovation Process	589
Social Innovation as a Learning Laboratory	592
Public Sector Innovation	593
Supporting and Enabling Social Innovation	593
Challenges in Social Innovation	593
14.3 Inclusive Innovation	595
14.4 Humanitarian Innovation	596
14.5 The Challenge of Sustainability-Led Innovation	598
14.6 A Framework Model for Sustainability-Led Innovation	600
14.7 Responsible Innovation	608
Summary	610
Review Questions	
	610
Hands-On Questions	611
References	612
FM.indd 23 27-06-2025 11:12:22	
xxiv Contents	
15 Capturing Learning from Innovation	613
15.1 What Have We Learned About Managing Innovation?	614
15.2 How to Build Dynamic Capability?	615
15.3 How to Manage Innovation?	616
15.4 The Importance of Failure	617
15.5 Tools to Help Capture Learning	619
Post-Project Reviews (PPRs)	619
Proceduralizing Learning	620
Agile Innovation Methods	620
Benchmarking	620
Capability Maturity Models	621
15.6 Innovation Auditing	621
15.7 Measuring Innovation Performance	622
15.8 Measuring Innovation Management Capability	623
15.9 Reflection Questions for Innovation Auditing	625
Search	625
Select	626
Implement	627

Proactive Links	629
Learning	630
15.10 Developing Innovation Capability	630
15.11 Final Thoughts	633
Summary	634
Review Questions	634
Hands-On Questions	635
References	636
Index	

To purchase this product, please visit:

<https://www.wileyindia.com/managing-innovation-integrating-technological-market-and-organizational-change-8ed-an-indian-adaptation.html>



Scan to buy