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## INNOVATION AS A SECRET FOR ORGANIZATIONAL SUCCESS: A LITERATURE REVIEW BASED ON INNOVATION IN ORGANIZATIONAL ENVIRONMENT

**IMALI N. FERNANDO**  
**DOCTORAL STUDENT**  
**SCHOOL OF ECONOMICS**  
**WUHAN UNIVERSITY OF TECHNOLOGY**  
**P.R. CHINA**

**T. C. WIJESINGHE**  
**BACHELOR STUDENT**  
**SCHOOL OF MANAGEMENT**  
**WUHAN UNIVERSITY OF TECHNOLOGY**  
**P.R. CHINA**

### ABSTRACT

*Present context of globalized economy, the competition has intensified, product life cycles have compressed and product obsolescence has been occurring at a fast pace. This signals organizations to increase their efforts on innovations as to improve product development cycles, deliver innovative products and service innovations to get the competitive advantage from market. The study is a comprehensive literature review based on innovation focus with the organizational perspectives in different scenarios. Many scholars have viewed innovation as in different perspectives and have considered innovation as one of the key main factors for product enhancement and then how it combines with organizational success. Hence two propositions have developed as; proposition one: organizational culture has a relationship with the innovation orientation and imitative orientation of a firm and propositions two: radicalness of the product has a relationship with innovation speed, and analyzed based on the work on eminent scholars. Finally the innovation type mapping tool develop by Rowley et al., (2011) stated and it can use as a basis for greater clarity in terms to describe types of innovation, and could enhance consistency to refer innovation types in both research and practices. As for recommendations, managers should focus attention on innovation on different organizational cultural aspects as in diversely. Also organizations have to find ways to deliver radically innovative products and shorten the product development time and emphasized the importance of market attraction or relationship management to deliver those radical innovations to the market.*

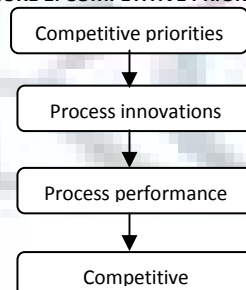
### KEYWORDS

innovation, innovation orientation, imitation orientation, radicalness, organizational culture.

### INTRODUCTION

In present context of immense competition in markets in globalized arena, organizations have realized the importance of innovation as one of the main competitive advantage to "be competitive". Eminent scholars have stressed the importance of innovation focus for an organization in different perspectives in literature. Porter (1990) stressed the importance of innovation in the publication of "Competitive Advantage of Nations" as "companies achieve competitive advantage through acts of innovation. Much innovation is mundane and incremental, depending more on accumulation of small insights and advances than on a single, major technological breakthrough." The importance of value innovation theme expressed by Leavy (2010) and mentioned about three most prominent themes of value innovation for a firm as; (a) disruptive innovation theory by Clayton Christensen (b) Blue Ocean Strategy by W.Chan Kim and Renee Mauborgne and (c) co-creation of value with customers perspective of C.K Prahalad. Herrmann (1999) explains in generally, there are two views of innovations in practice as radical (or generational) and incremental innovation. Herrmann (1999) explains innovation relate to both product and process design. As product matures through the cycles of introduction to full-blown production, the nature of the changes taking place tends to shift from product to process related changes. Hsu (2009) explained design innovation and marketing strategy in successful product competition. He argued the importance of design innovation as a marketing tool. Burgess et al.,(1998) explains in competitive priorities of organizational context and stated out the link between competitive priorities and relevant process configurations in manufacturing strategy. According to them, managers in the firms should take actions to improve process performance through the adaption of process innovations according to the figure below. (see figure 1)

**FIGURE 1: COMPETITIVE PRIORITIES**



Source: Burgess et al.,(1998)

However Valencia et al., (2011) explains innovation and imitation orientation has a relationship with the existing organizational culture. They further emphasized strategies introduced in innovation focus and practicability of them depends on how well people of organization tend to adapt them and according to different values and norms in their organizations. The scholars differentiated between innovation orientation and imitation orientation in firms clearly as (a) innovation orientation refers to a firm that has a strategy of developing and introducing innovative new products or services in market before their competitors and (b) imitation orientation refers to the organizations try to avoid the exorbitant costs associated with basic scientific investigation and development of novel technologies and adopt competitor's ideas and technology. Goktan et al., (2011) mentioned the firms has realized that speed in product development as a source of competitive advantage and emphasized the importance of speed in innovations in both product/ process within an organization.

## INNOVATION BY DIFFERENT PERSPECTIVES

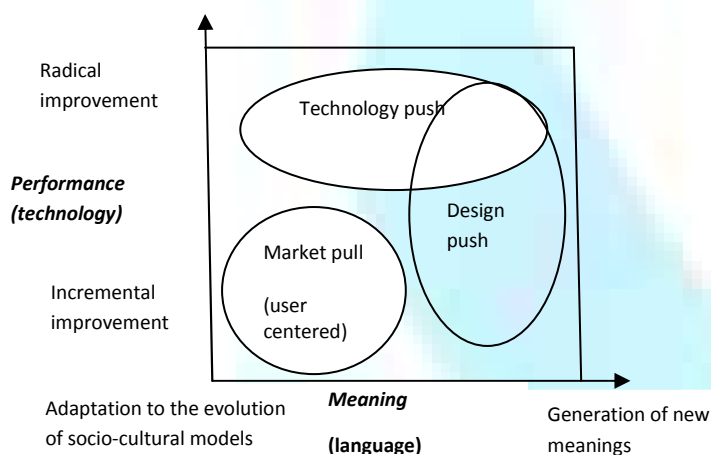
Innovation in general can be mentioned as developing a new thing or an idea by doing basic scientific investigations or research and it should be novel to the world. There are many definitions for the term innovation developed by many scholars. Weiermair (2004) explained this by taking the definitions provided by Schumpeter in 1997 as in to five areas that organizations can introduce innovation as,

- generation of new or improved products
- introduction of new production processes
- development of new sales markets
- development of new supply markets
- reorganization and/or restructuring of the organization

Valencia et al., (2011) emphasize innovation is not only choice for product introduction, because there can be only one pioneer in any product market, and therefore imitation remains a viable and more common strategy than innovation. Rowley et al., (2011) developed an innovation type mapping tool by taking into consideration of the different types of innovation explained by different scholars. They have further categorized innovations into two sectors as (1) foundation models and frameworks and (2) integrative models and frameworks. In their foundation models and frameworks have mentioned about product or service innovations, production-process innovations, organizational structure innovation, people innovation, administrative and technical innovation etc. and many integrative models and frameworks in other category.

Goktan et al., (2011) emphasized the innovation speed and radicalness and innovation as a dynamic capability of a firm. Further they mentioned it direct resources of organization towards the market needs and necessities. Leavy (2010) explains three types of knowledge that are essential for innovation as , knowledge about user needs, technological opportunities and product languages. Further innovation theory and practice has tended in focus on two strategies as technology push and market-pull and emphasized the importance of design driven innovation strategy as the one that balance three types of knowledge in three different ways as following diagram. (see figure 2)

FIGURE 2: THE THREE INNOVATION STRATEGIES



Source: Leavy (2010)

Herrmann (1999) stated the customers, manufactures and suppliers, in other words main stakeholders, have the potentiality to bring innovative ideas that can lead for productive changes of a firm. It further emphasized the importance of stakeholder participate on innovation in practice by firms.

## OBJECTIVES OF THE STUDY

This study is a comprehensive literature review based on innovation focus with the organizational perspectives in different scenarios. Many scholars have viewed innovation in organization as in different perspectives and they have considered innovation as one of the key main factors for product enhancement and then how it combines with organizational success. Hence two main objectives have developed and analyzed based on the work on eminent scholars and finally stated an innovation-type mapping tool developed by Rowley et al., (2011). Objectives can be stated as;

- to analyze the innovation orientation and imitation orientation with the organization culture
- to analyze the innovation speed and the radicalness of innovation
- comprehended innovation type mapping tool by taking various types of innovations within one framework in organizational context

## DISCUSSION

Innovation is crucial for attaining to competitive advantage and innovation motivates organization to launch new products and services to become pioneers in the market. Hence this literature review focus on two basic objectives in two different aspects of innovation with organization. Accordingly have stated two propositions based on those objectives as to summarize the ideas on two aspects on organizational success.

Proposition 1: Organizational culture has a relationship with the innovation orientation and imitative orientation of a firm

Proposition 2: radicalness of the product has a relationship with innovation speed

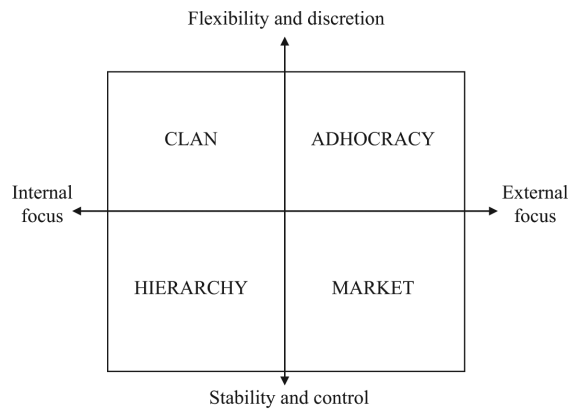
To emphasize the propositions, the work of eminent scholars have discussed in this literature review. As the key study , for the proposition one used Valencia et al., (2011) and for second proposition has used the study of Goktan et al., (2011). Finally the innovation type mapping tool developed by Rowley et al., (2011) been stated.

## PROPOSITION 1: ORIENTATION OF INNOVATION AND IMITATION WITH ORGANIZATIONAL CULTURE

Both innovation as well as imitation orientation practice with organizational environment as in different strategies. According to Valencia (2011) , innovation orientation is a basic element of market entry strategy and also imitation remains viable and it as a more common strategy in practice. The scholars have analyzed the organization culture with different innovation strategic orientations as innovation orientation versus imitation orientation with cultural types. Valencia et al ., (2011) have used the Competing Values Framework proposed by Cameron and Quinn (1999), to analyze the culture as it explains four cultures as adhocracy, clan , market and hierarchy using two dimensions. According to this model *adhocracy culture* emphasizes flexibility and change and externally oriented and its key values are creativity, entrepreneurship and risk taking. *Clan culture* also flexible but focus on internal organization with values of teamwork, employee commitment and corporate commitment to employees. *Market culture* is externally focused but control oriented. It has core values as productivity and competitiveness. *Hierarchy culture* is also control oriented but focus on internal organization. (see figure 3)



FIGURE 3: ORGANIZATIONAL CULTURES TYPOLOGY DEVELOPED BY CAMERON AND QUINN (1999)



Source: Cameron and Quinn (1999)

Source: Valencia et al., (2011), originally adopted from Cameron and Quinn (1999)

Scholars have viewed adhocracy culture as most favored type for innovation orientation because it consists of values as flexibility, creativity and external orientation. Hierarchical culture characteristics by stability and internal orientation and stated it supports to imitation orientation. They have developed two hypothesis related with two of the cultures. In particular, *adhocracy culture* will have a positive effect on innovation orientation while *hierarchical culture* will foster imitative orientation. According to the statistical analysis of scholars (table 1) by comparing control variables with two cultures, R<sup>2</sup> is significant and beta (β) coefficients also positively related. (see table 1)

TABLE 1: RESULTS OF HIERARCHICAL REGRESSION ANALYSIS

Innovation orientation vs imitation orientation

variables	Control model	Model 1 (adhocracy culture)	Model 2 (hierarchical culture)
Size	0.121 **	0.102 **	0.122 ***
Age	-0.084 *	-0.082 *	-0.094 **
Adhocracy		0.290 ***	
Hierarchy			-0.199 ***
F	4.875 ***	17.002 ***	9.446 ***
R <sup>2</sup>	0.018	0.099	0.055
DR <sup>2</sup>	0.022 ***	0.084 ***	0.040 ***

Notes: \*p, 0.1; \*\*p, 0.05; \*\*\*p, 0.01

Source: Valencia et al., (2011)

According to the analysis, adhocracy culture is positively related to innovation orientation and hierarchical culture positively linked to imitation orientation. Their findings provide evidence that the organization dominant characteristics foster an innovation orientation as opposed to the imitative orientation. They emphasized the empirical relationship between organizational culture and the innovation strategy as imitation or innovation.

**PROPOSITION 2: INNOVATION SPEED AND RADICALNESS OF INNOVATION**

Innovations can be categorized into many different types by taking views of many scholars (Goktan et al., (2011), Valencia et al., (2011), Rowley et al., (2011), Weiermair (2004), Burgess et al., (1998). Among them, Goktan et al., (2011) explains innovations are categorized as radical vs incremental based on the degree of change achieved by the change. Innovation radicalness refers to the extent to which an innovation differs from existing alternatives. Thus it further simplify as the degree of newness and novelty of the innovation. Goktan et al., (2011) analyzed this innovation speed and radicalness of innovation by getting two hypothesis as;

*Hypothesis 1: negative relationship between radical product innovation and innovation speed*

*Hypothesis 2: positive relationship between process innovation and innovation speed*

According to the statistical analysis, researchers suggest positive relationship between radical product innovation and innovation speed. (Table 2)

TABLE 2: HIERARCHICAL REGRESSION RESULTS

variable	Hypothesis 1	Hypothesis 2
Radical product innovation	.33 *	
Radical process innovation		.44 **
Overall F	5.34 *	6.38 **
R <sup>2</sup>	0.11	0.23
Adjusted R <sup>2</sup>	0.09	0.19
Change in R <sup>2</sup>	0.11	0.12
F change	5.38	6.68

p < 0.05 \*, p < 0.01 \*\*, p < 0.001 \*\*\*

Source: Goktan et al., (2011)

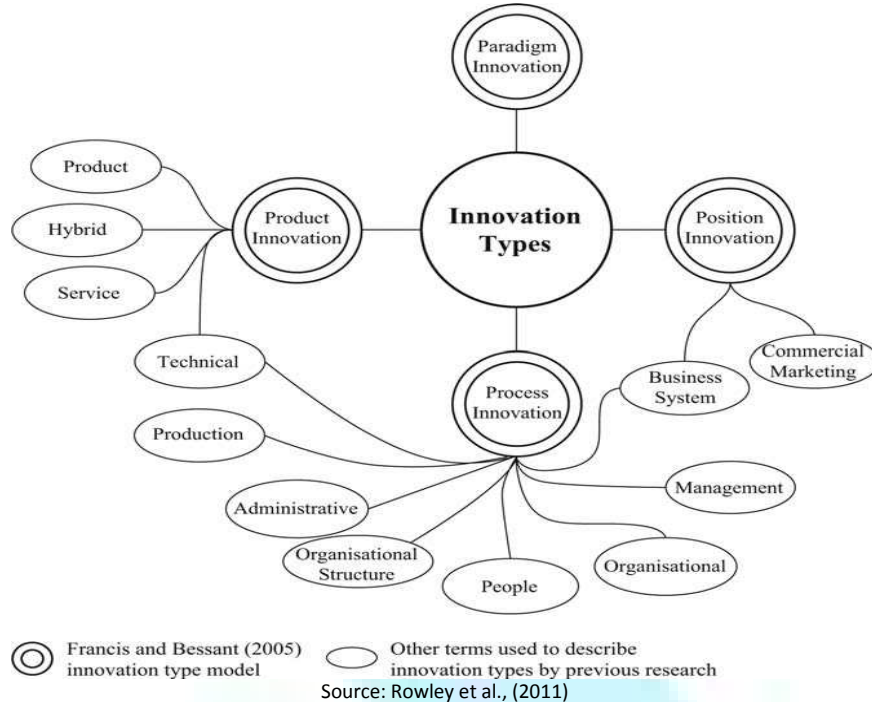
According to Goktan et al.,(2011), firms should not only deliver radically new products but also deliver them using radically different processes than competitors. Firms are pressured to deliver innovative products to the market fast while controlling their costs to remain competitive and to survive in the market.

**INNOVATION-TYPE MAPPING TOOL**

Rowley et al.,(2011) analyzed the types of innovations by different scholars, categorized into two main sectors and they have developed innovation – type mapping tool that shows the various types of innovations. They have considered the literature of past scholars as from 1970’s to develop the mapping tool by taking into consideration the Francis and Bessant (2005) classification of types of innovation. They stated four main innovation types by double lined circles and other innovation types by ovals. More over according to this model in figure 4, following basic types summarized.

- product innovation: product, service and hybrid innovation grouped
- process innovation: technical and organizational innovation and many different types as administrative, technical, production, management and business systems
- position innovation: commercial or marketing innovation with business system innovation
- paradigm innovation: further innovation types in product, position and process innovation

FIGURE 4: INNOVATION TYPE MAPPING TOOL



## CONCLUSION

This literature review based on innovations and success of business firms based on the work of eminent scholars and focusing on two main objectives on organizational success. To comprehend, it has developed two propositions based on objectives and finally presented the innovation type mapping developed by Rowley et al., (2011) as it summarized the types of innovations from different scholars.

The innovation type mapping tool developed by Rowley et al., (2011) can be used as a guide for innovation types. It can be used as a basis for greater clarity in terms of describing types of innovation, and could enhance consistency to refer to innovation types in both research and practice. Also, focusing on different types of innovation, it helps to show the relationship between types of innovations to extended analysis in the future.

As for the first proposition, this study has taken into consideration the work of Valencia et al., (2011) who focused their work on imitation and innovation orientations with organizational culture. Scholars have used competing values framework with four cultures: adhocracy, clan, market, and hierarchy, each with different characteristics and selected two cultural types among them. They found the relationship between organizational culture and innovation strategy empirically and concluded their findings: adhocracy culture better fits innovation orientation, while hierarchy culture fits imitation orientation. Also, summarized and expressed the complexity of past literature explanations on innovation with organizational culture.

In the second proposition, Goktan et al., (2011) focused their study on innovation speed and radicalness of innovations. Scholars found significant positive relationships between radical product innovation development and innovation speed. They explain this as organizations that have to find ways to deliver radically innovative products and shorten the product development time. Also, emphasized the importance of market attraction or relationship management to deliver those radical innovations to the market. Scholars have emphasized important implications for managers in high-tech industries, as this is the industry they have taken for the study. Accordingly, managers should develop and implement radical process innovations of the firms, not considering the risk to be late to the market. In simple terms, enhancing innovation speed and to deliver radically new products and processes at the same time to the market. Thus, future research could be focused more on innovativeness and innovation focus as it leads to the development of a country as by focus on entrepreneurial development and accessibility to new global markets.

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