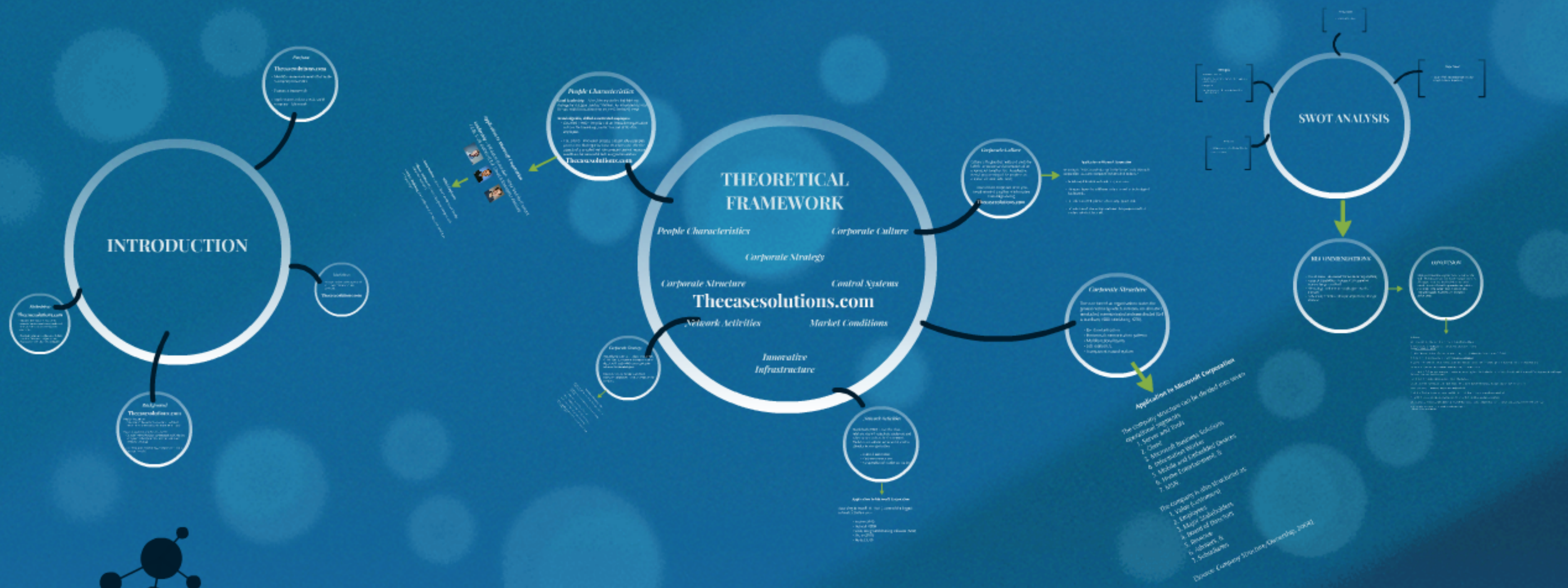
Pixability: Managing a Corporate Board, Video Supplement



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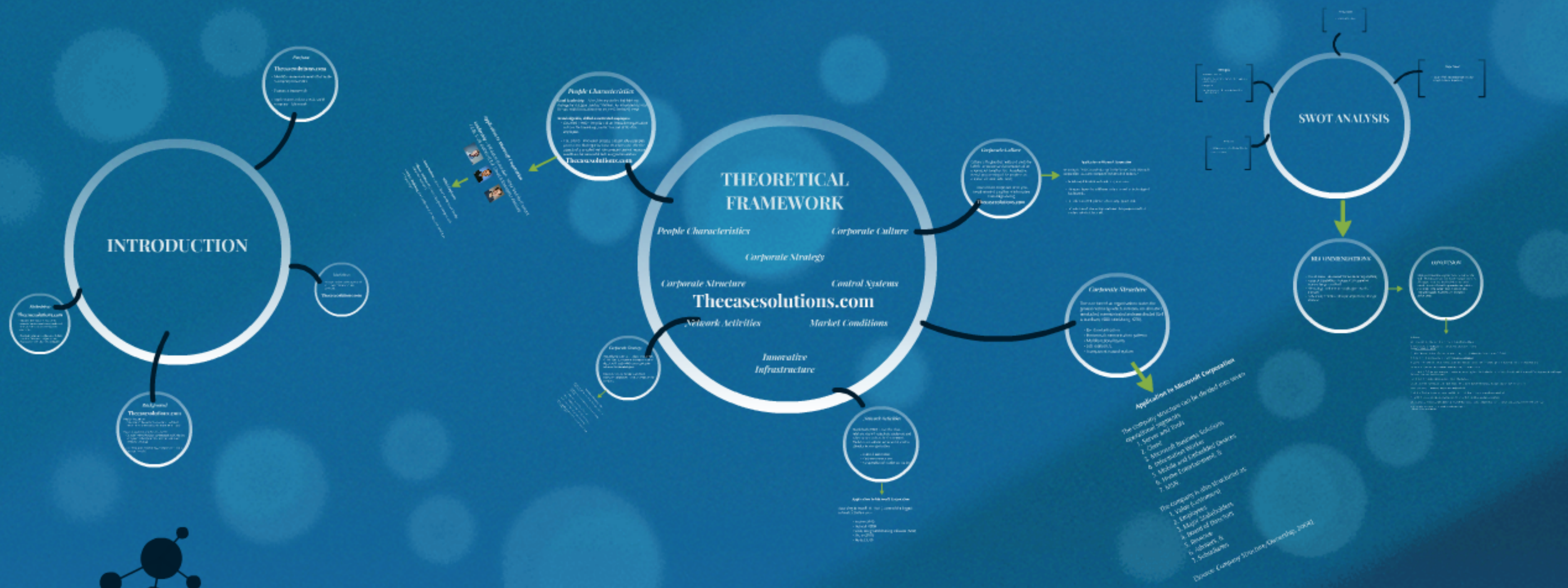

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Purpose

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- Identify common elements that make a company innovative
- Prepare a framework
- Apply framework to a real-world company – Microsoft

Background

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What is 'Innovation'?

- Innovation = theoretical conception + technical invention + commercial exploitation (Trott, 2012).

Why is it important in the business world?

- In today's global business environment 'satisfying the customer' is the true maxim of many companies (Lindsay, 1996, p.53)

- As Christopher Freeman (1982) simply put, "....not to innovate is to die".

Methodology

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- Theoretical Framework: Secondary research based on academic journals and articles on Innovation and Innovative companies.

- Practical application to Microsoft: Official website of Microsoft and Journal and Newspaper articles about the company.

Limitations

Based primarily on secondary research data. No primary research was conducted.

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THEORETICAL FRAMEWORK

People Characteristics

Corporate Culture

Corporate Strategy

Corporate Structure

Control Systems

Network Activities

Market Conditions

Innovative Infrastructure

Corporate Strategy

According to Slater, S.F., Olson, E.M. & Hult, G.T.M. (2010), corporate strategy is a set of decisions through which any organisation achieves its intended goals.

Innovation in the mission statement
Innovation objectives in the strategies of the company

Culture is the gl
beliefs, behavio
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mental program
organisation (H

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People Characteristics

Good Leadership - . Many literary studies highlight top management support and commitment for innovation as vital for successful innovation (Cooper, 1993; Rothwell, 1992)

Knowledgeable, skilled & motivated employees

- Gosselink (1996) - the pillars of an innovative organisation rests on the knowledge, motivation and skills of its employees.

- Trott (2012) - Innovation process is essentially a people's process and that organizational structures and other formal aspects of a so called well run company are not necessary conditions for successful technological innovation."

Corporate Culture

Culture is the glue that holds and binds the beliefs, behaviours and assumptions of an organisation together. It is the collective mental programming of the people in an organisation (Hofstede, 1991).

Loose control ,People oriented, Open, Result oriented, Easy flow of information Knowledge-sharing