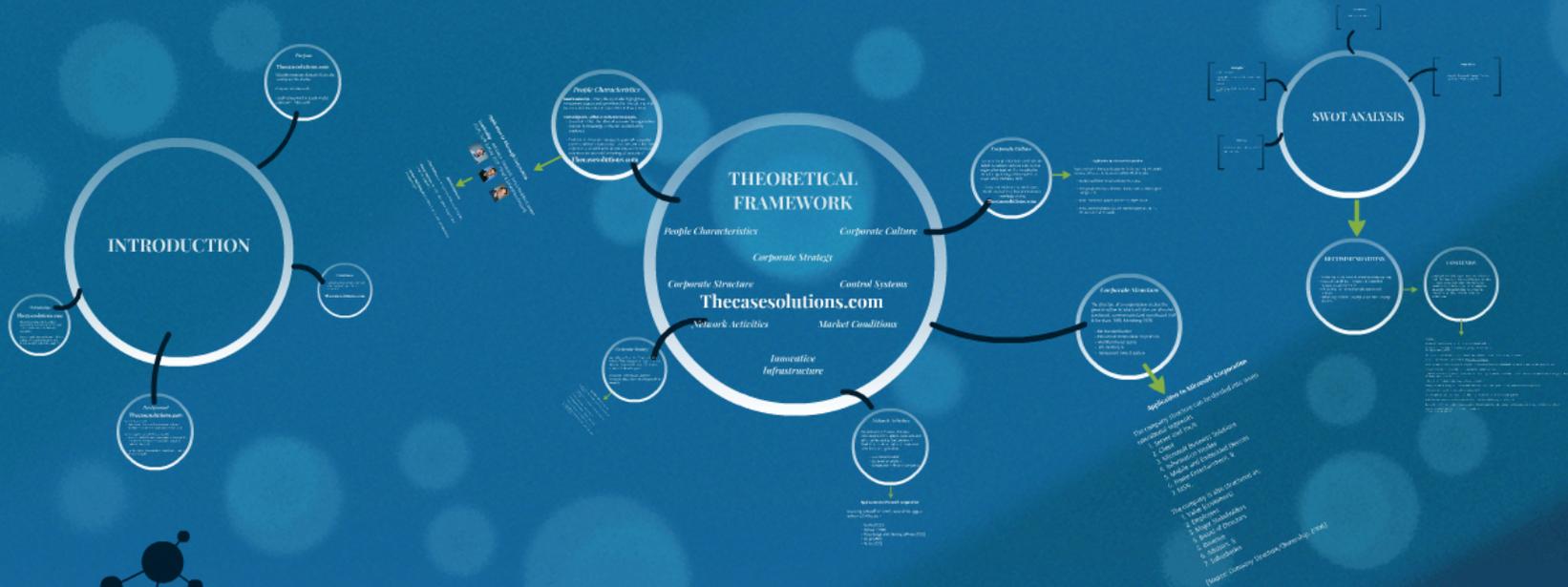


# One Acre Fund: Outgrowing the Board



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# One Acre Fund: Outgrowing the Board



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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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Innovation (Cooper, 1993; Rothwell, 1992)

skilled & motivated employees  
1996) - the pillars of an innovative organisation  
knowledge, motivation and skills of its

Innovation process is essentially a people's  
that organizational structures and other formal  
so called well run company are not necessary  
or successful technological innovation."

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# THEORETICAL FRAMEWORK

*People Characteristics*

*Corporate Culture*

*Corporate Strategy*

*Corporate Structure*

*Control Systems*

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*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

Appropriation of Market Capabilities  
Organizational Capabilities  
Market Capabilities  
Innovation Capabilities

Network Activities

# *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."

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# *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

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