

One Acre Fund: Outgrowing the BoarNestlé: The Growing Retail Role Of Hard Discounters Like ALDI



Thecasesolutions.com



One Acre Fund: Outgrowing the BoarNestlé: The Growing Retail Role Of Hard Discounters Like ALDI



Thecasesolutions.com



Purpose

Thecasesolutions.com

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

Background

Thecasesolutions.com

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

Thecasesolutions.com

- **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.

Thecasesolutions.com

Innovation (Cooper, 1999; 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."

casesolutions.com

Corpo

Culture is the gl
beliefs, behavior
organisation to
mental program
organisation (H

Loose contr
Result oriente
Kne

Thecas

THEORETICAL FRAMEWORK

People Characteristics

Corporate Culture

Corporate Strategy

Corporate Structure

Control Systems

Thecasesolutions.com

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."

Thecasesolutions.com

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

Thecasesolutions.com