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EST. 1849

Program Doktor Strategic Management, Program Studi Ilmu Manajemen
Program Pascasarjana Fakultas Ilmu Ekonomi Universitas Indonesia

Mata Kuliah: Studi Buku Mandiri I (EMP 90303)

INSPIRE TO INNOVATION

(Arnoud De Meyer dan Sam Grag, 2005)

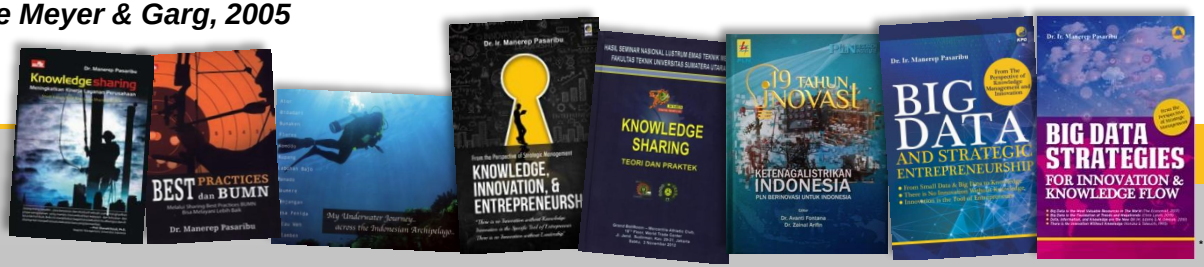
Dr. Ir. Manerep Pasaribu (860521028 Y)

* Des' 2018

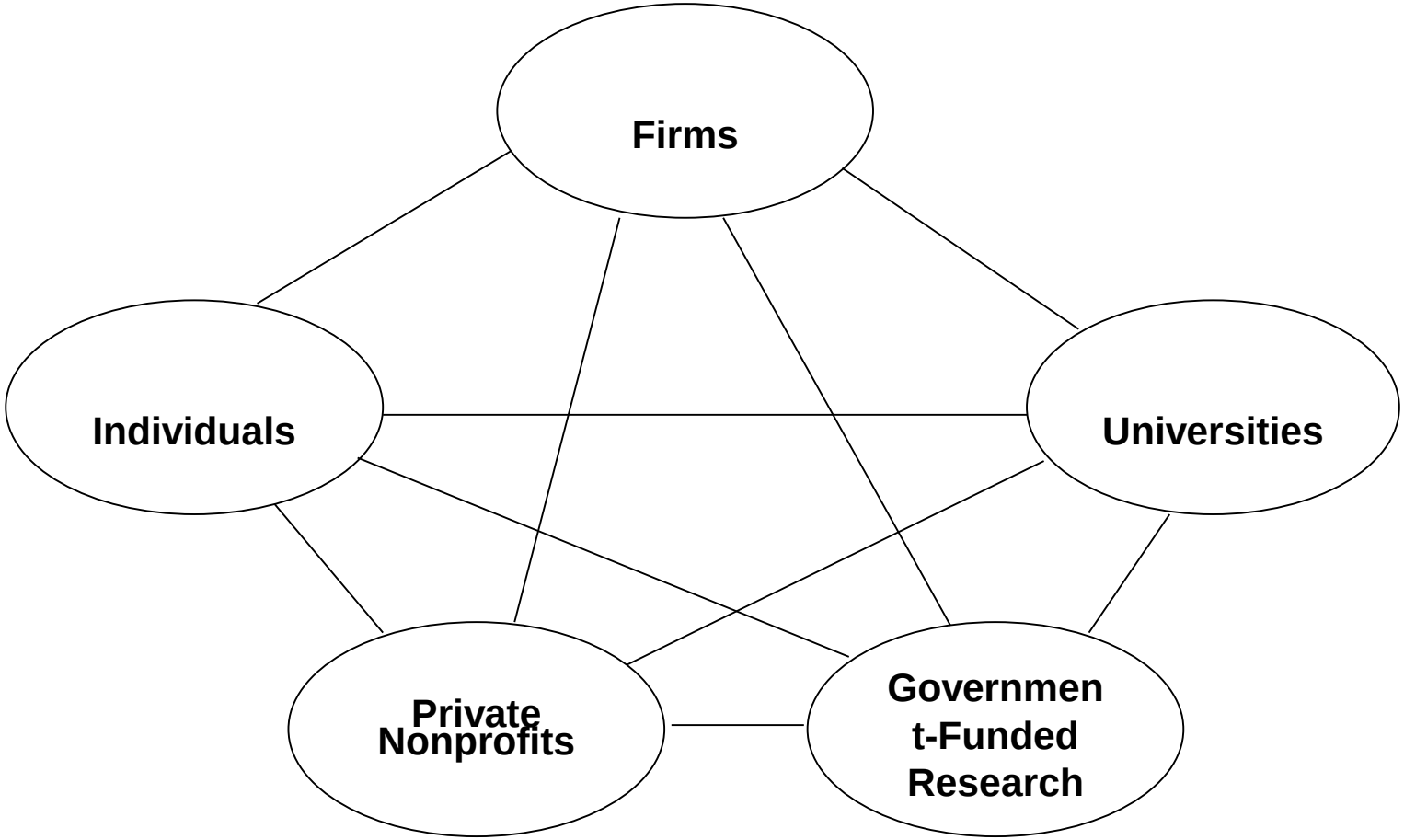
LATAR BELAKANG

- Inovasi relatif baru di Asia → sehingga manajemen inovasi yang efektif sangat jarang.
- Resource yang dibutuhkan untuk inovasi, terutama pengalaman teknis dan capital risk sangat langka.
- Pasar yang menstimulirkan inovasi jauh secara geografi atau kultur.
- Kebijkan industri yang ada dirancang untuk melayani negara-negara industri maju, bukan untuk menciptakan value melalui inovasi.
- Banyak orgnisasi budaya yang menentang inovasi.
- Kurang adanya penghargaan terhadap aset-aset intangible.

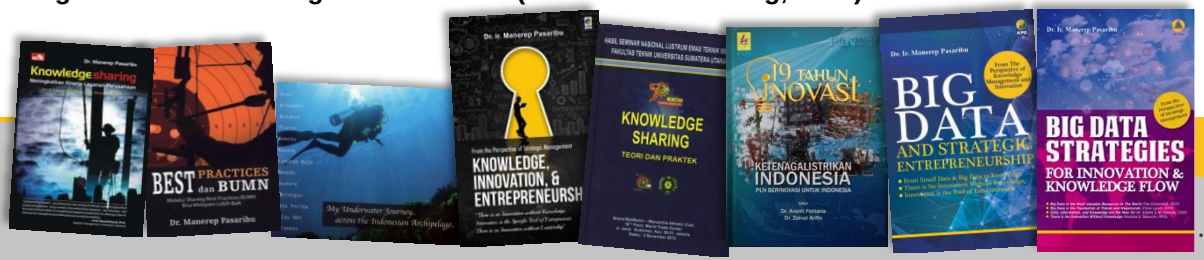
Sumber: De Meyer & Garg, 2005



SOURCE OF INNOVATION AS A SYSTEM



Source : Strategic Management of Technological Innovation (Mellissa A. Schilling, 2005)

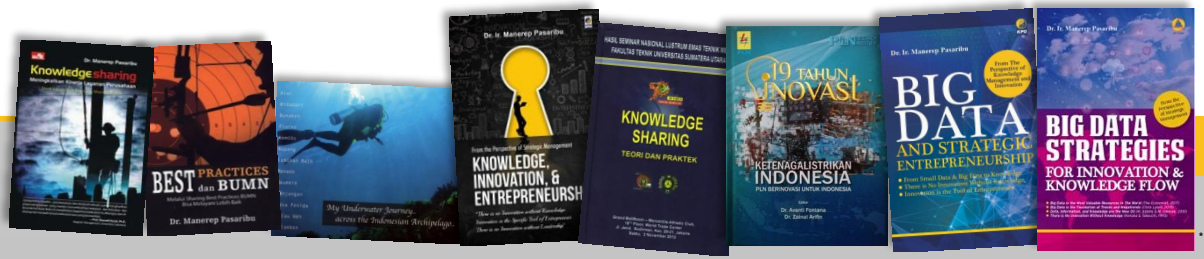


DEFINITION

Innovation is the *economically successful* introduction of *a new technology or a new combination of existing technologies* in order to create a *drastic change* in the *value/price relationship* offered to the *customer and / or user.* (De Meyer and Sam Garg, 2005)

Ada 5 komponen penting dari inovasi:

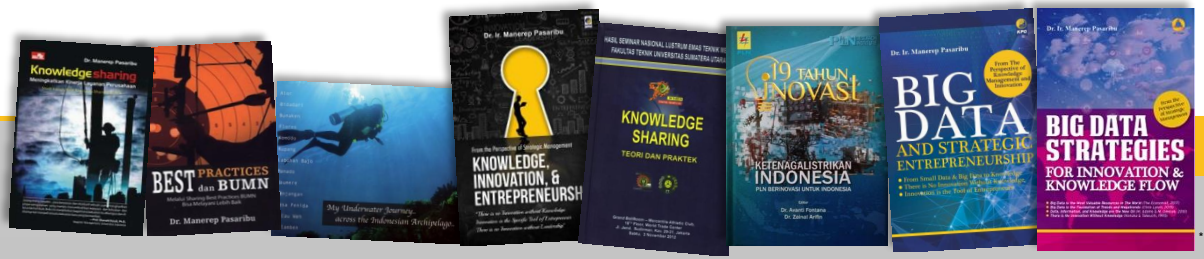
- Customer dan atau user
- Mempengaruhi value / price – relationship
- Memberi perubahan drastis
- Mempunyai hubungan dengan new technology
- Membawa kesuksesan secara ekonomi pada perusahaan (De Meyer and Sam Garg, 2005)



TO MANAGE INNOVATION

- There is no **innovation** without **leadership**
- **Innovation** requires calculated **risk management**
- **Innovation** is triggered by **creativity**
- **Innovation requires organizational integration**
- Success in innovation requares excellence in project management
- Information is the crucial resource for effective innovation
- The results of creative efforts need to be protected
- Successful **innovation** is rooted in a good understanding of the **market**

Sumber: De Meyer & Garg, 2005



Strategic

Strategy: what do you want to achieve in the long run?

Idea generation → Concept de-velopment → Product defi-nition → Product/ process de-velopment → Launch preparation

Intertemporal

Cross-functional

Top of the organization

The relation with the market: front office

The idea factory

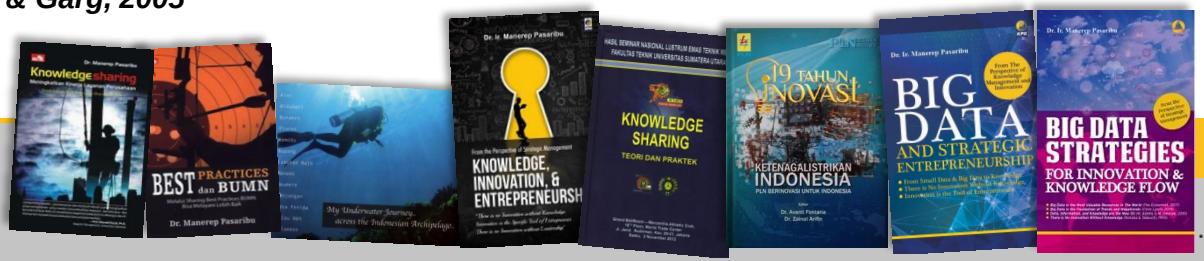
The back office: operations and IT

Integration with the environment

Environment: competition and clients, partners, regulators
Technology: IT

Innovation Requires Organizational Integration:
Simplified model of the innovation process

Sumber: De Meyer & Garg, 2005



INNOVATION REQUIRES ORGANIZATIONAL INTEGRATION

Organizational integration is a key concept for innovation.

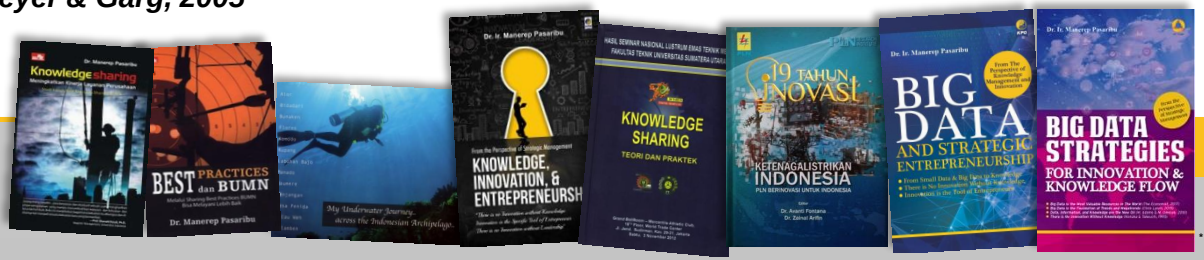
To implement innovation, the whole organization has to take ownership of it.

There are four types of integration :

- Integration of the project with the strategic vision of the organization
- Integration between the different phases in the project.
- Interfunctional integration along the project.
- Integration with the environment.

The human body is a good example of a highly integrated system exhibiting both distinctiveness and responsiveness.

Sumber: De Meyer & Garg, 2005

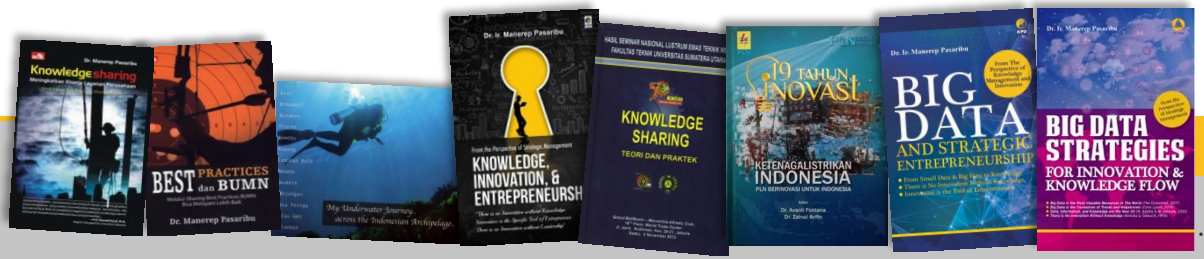


CHARACTERISTICS OF ORGANIZATIONAL INTEGRATION

- The Organizational Integration concept can be described : the distinctiveness of system components and their responsiveness to each other (Orton and Weick, 1990)

- Integrative efficiency depends on how effectively organizational members can receive and interpret messages sent by other members or the environment and to respond in an appropriate manner (Grant, 1996).

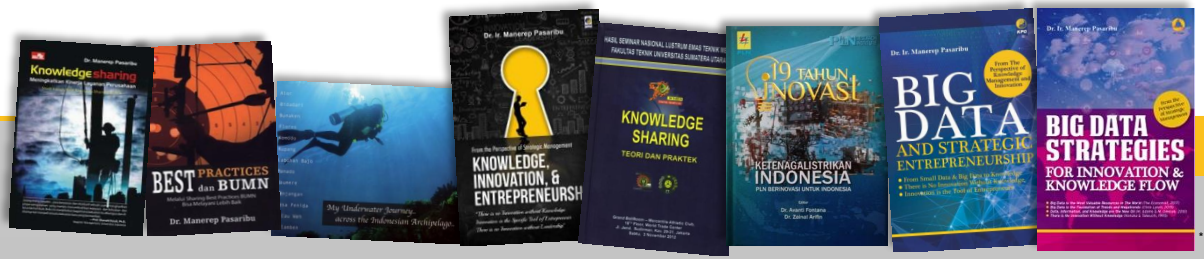
- The human body is a good example of a highly integrated system exhibiting both distinctiveness and responsiveness.



MECHANISM FACILITATING THE ACHIEVEMENT OF ORGANIZATION INTEGRATION

These include :

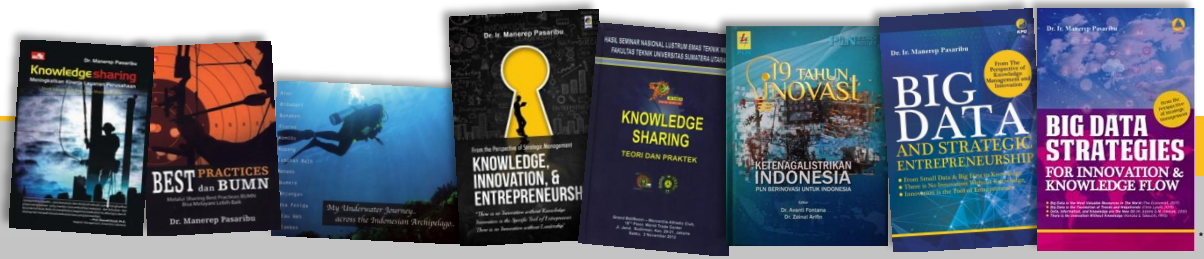
- Standardizing work
- Standardizing output
- Standardizing skills and knowledge
- Standardizing norms
- Direct supervision
- Planning
- Mutual adjustment
  (Glouberman and Minzberg 2001, Thompson 1967)
- The suitability of each mechanism for achieving organization integration is thought to depend on two main factors: task complexity (Mintzberg 1979, Glouberman and Mintzberg 2001) and task interdependence (Thompson 1967)



BARRIERS TO ORGANIZATIONAL INTEGRATION

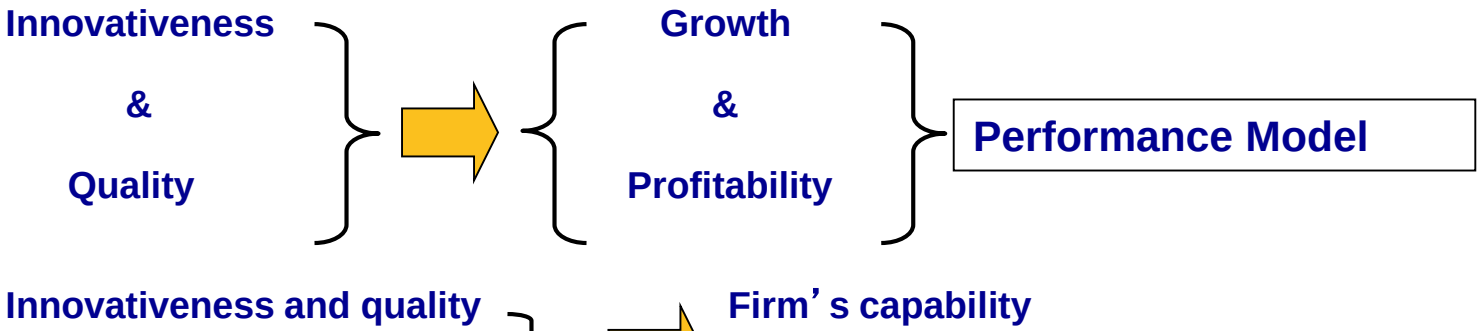
- A wide range of structural, strategic or political barriers can hinder the integration of different organizational components (Ettlie 1988, Hitt et al. 1993, Lawrence and Lorsch 1969).

- The different barriers can be grouped into specialization barriers and political barriers.



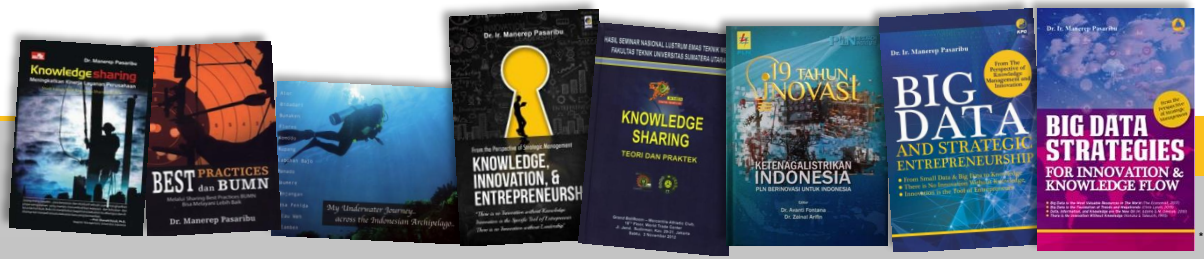
THE FUTURE RESEARCH

- **Theorical background**
  - **Innovativeness** and **quality** contribute **business success** (Buzzell & Gale, 1987; Gavin, 1988; Nonaka, 1990)
  - The sustainable competitive advantage results from the immitability, rarity and non- tradability of intangible resources (Basuly, 1991. 1997; Grant, 1991 ; Penrose, 1959; Peteraf, 1993)
  - A firm should possess certain intangible resources that competitors cannot copy or buy easly → can gain competitive advantage in the market
  - Berdasarkan konsep Resourced Based View (RBV) dari sebuah perusahaan dan tinjauan literatur : organization learning, innovation dan quality dapat ditulis:

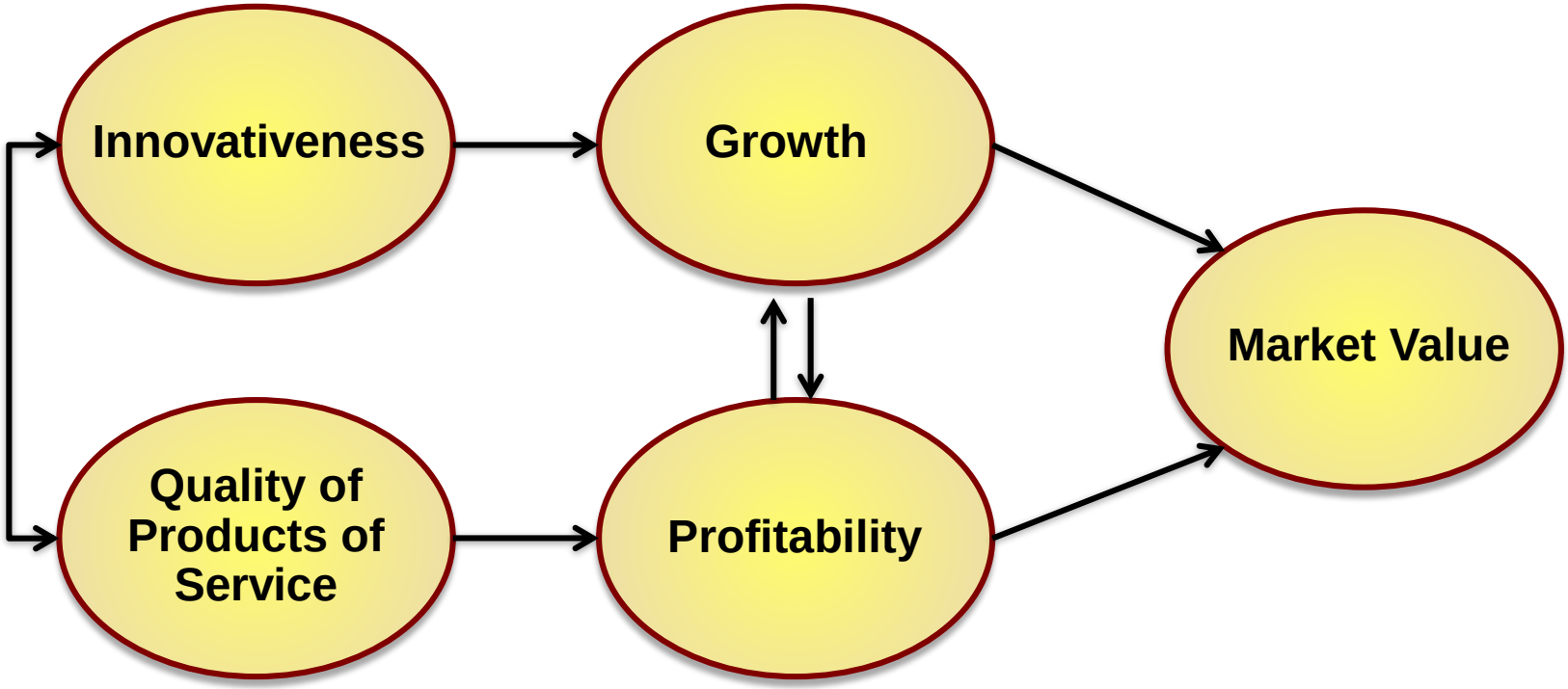


- **Tujuan study**: mengkaji hubungan antara innovativeness, quality, growth, profitability and market value pada setiap level perusahaan**.**

Source: Cho & Pucik, 2005

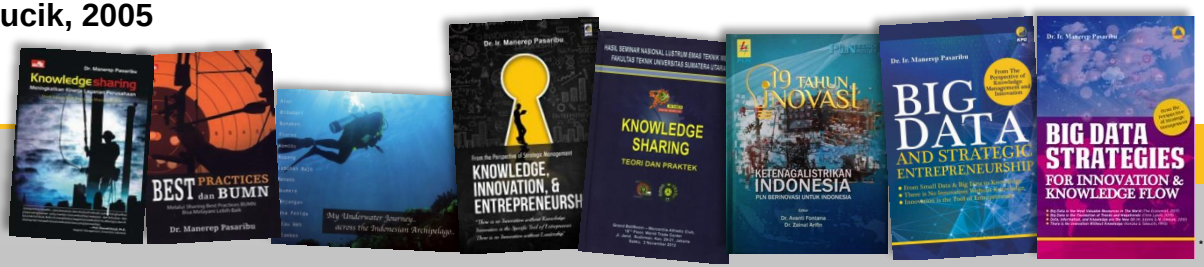


RESEARCH MODEL

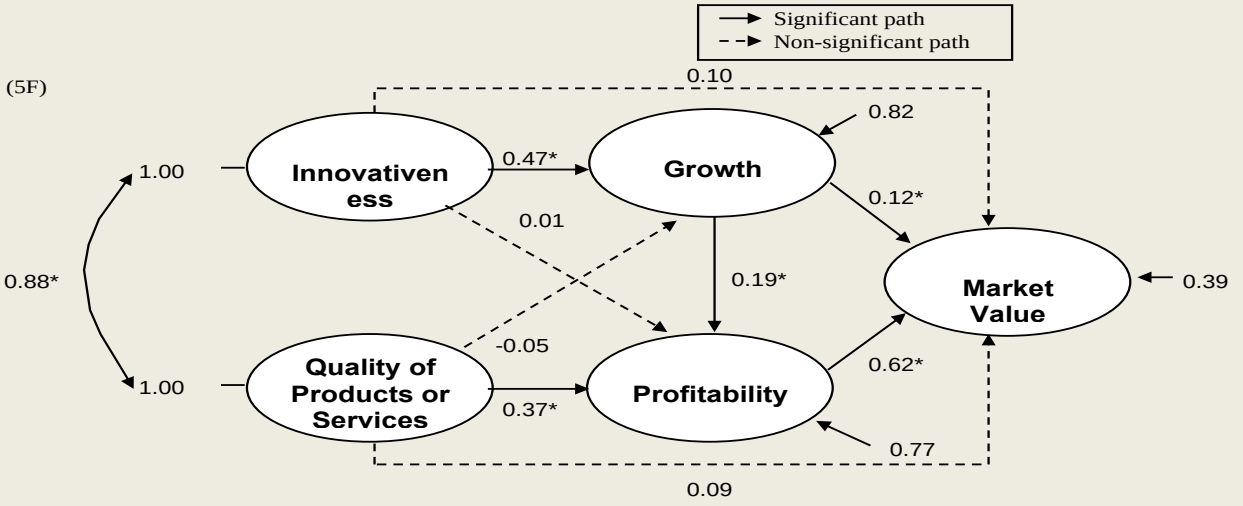


Hypothesis : **A firm's innovativeness and its product or service quality have positive direct and indirect relationship with growth, profitability and market value**

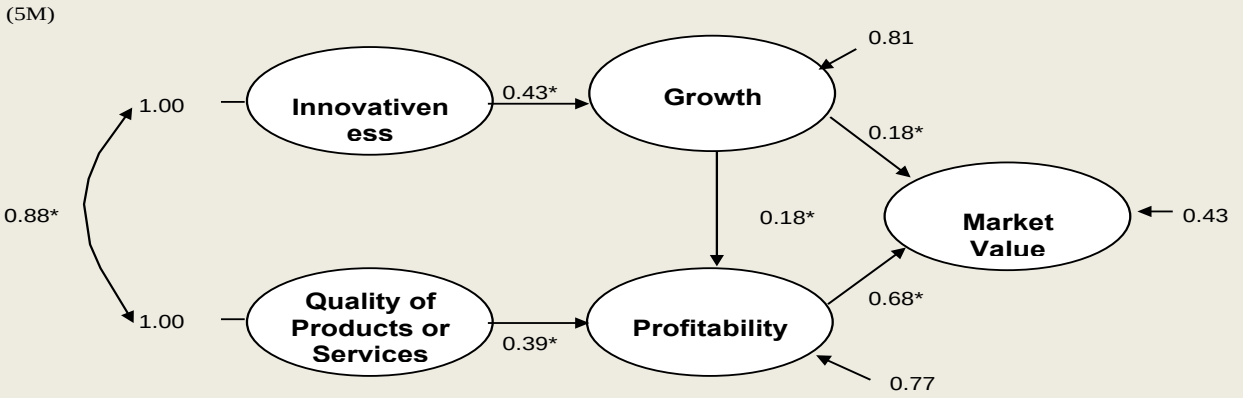
Source: Cho & Pucik, 2005



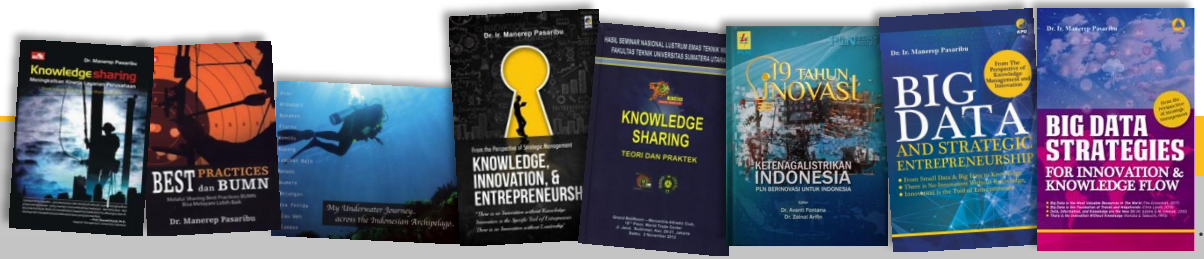
STANDARDIZED PARAMETER ESTIMATES OF THE STRUCTURAL EQUATION MODEL (HYPOTHESIS 5): FULL MODEL (5F) AND MEDIATION MODEL (5M)



Model 5F : x^2 = 174.57, df = 64, p = 0.000, RMSEA = 0.084, SRMR = 0.060, GFI = 0.907



Model 5M : x^2 = 187.34, df = 68, p = 0.000, RMSEA = 0.085, SRMR = 0.072, GFI = 0.900



HUBUNGAN DENGAN BUKU LAIN :

What Is Needed On National Level? The Finnish Road To Success

Need for Restructuring and Reshaping the **Public Sector**

Knowledge Management Plays a Crucial Role

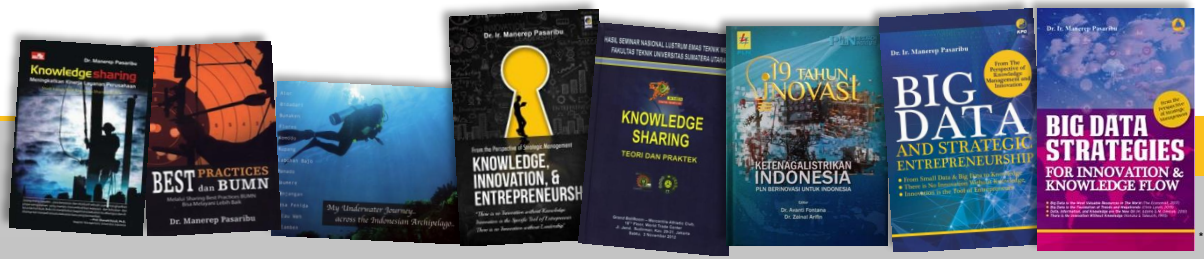
Finnish **National Action Plans** on the Way to the Knowledge Society

1. Implementing Lifelong Learning Strategy
2. **Developing National Innovation System**
3. **Increasing Investments in R & D**
4. Operating as an Infromation Society Laboratory within EU

Success Factors Defined by the **Parliament**

- Wisely Influencing Globalisation
- Exploiting Information and Technology to the Full
- **The Human Aspect in Innovation**
- Governance of Matters and Life

Source : ICT Cluster Finland Review 2003



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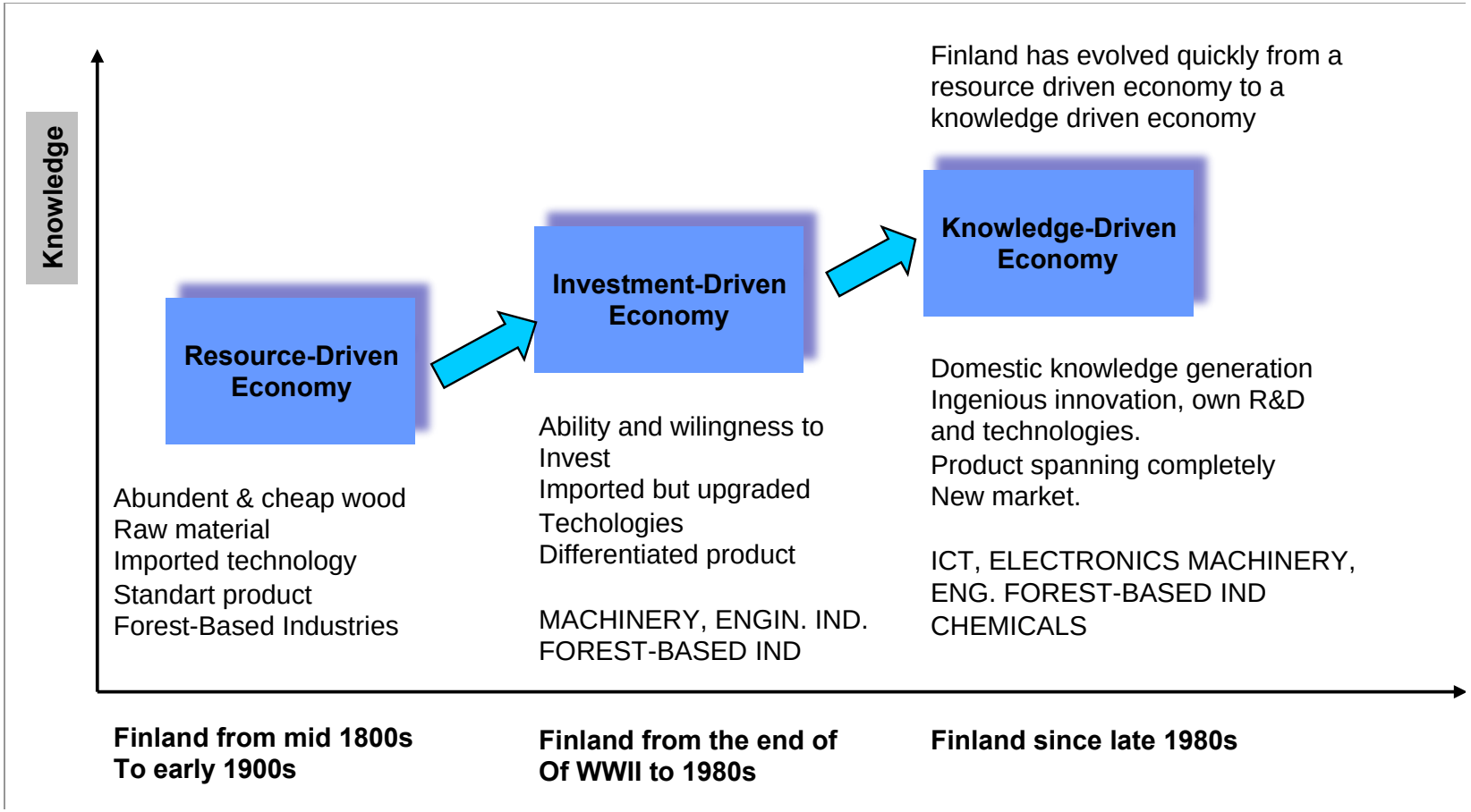
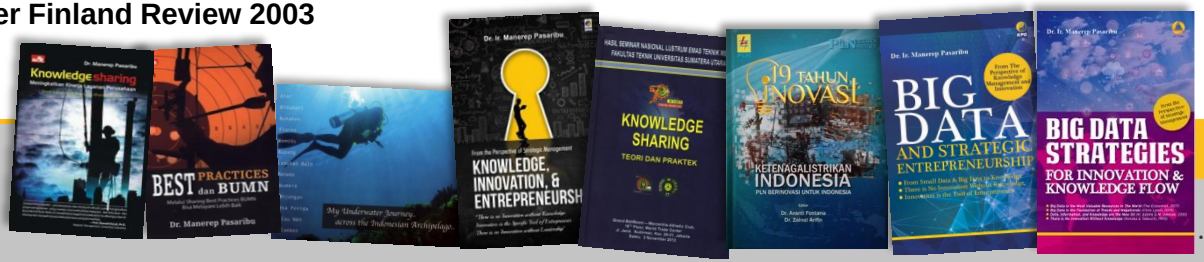
HUBUNGAN DENGAN BUKU LAIN :

Finland's Stages Of Industrial And Economic Development



Source: ICT Cluster Finland Review 2003



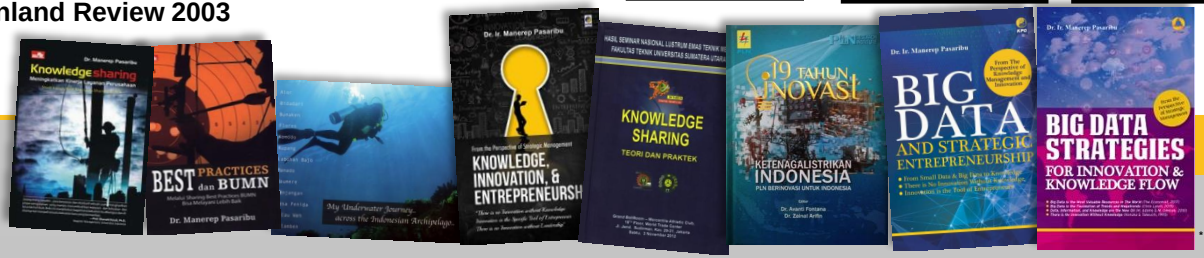
HUBUNGAN DENGAN BUKU LAIN :

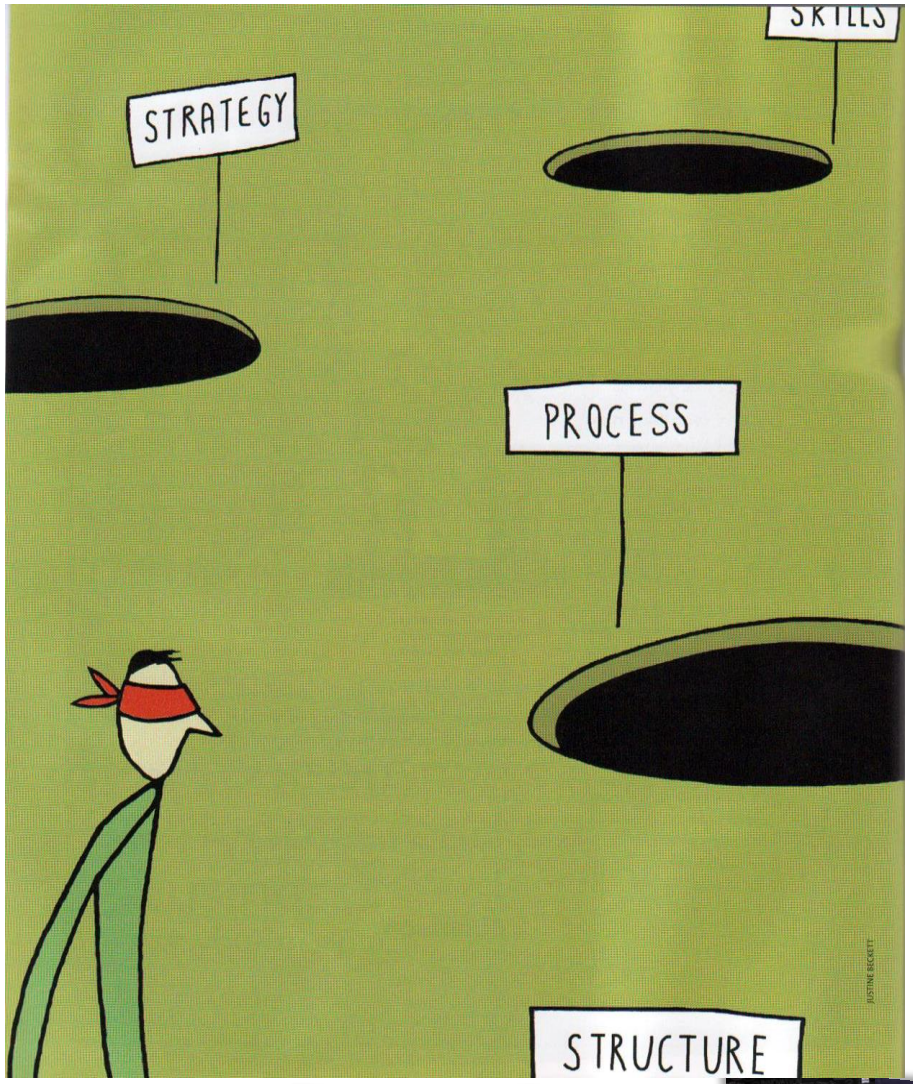
Finnish Innovation System : Organizations And Coordination

There is close coordination between the public and private sectors

PUBLIC SECTOR	Parliament			
Policymakers	Government	Science and Technology Policy Council		
	Ministry of Education	Ministry of Trade and Industry	Other ministries	
Financing	Academy of Finland	Tekes	Sitra	
Operators	Universities	Polytechnics	Research Institutes	
PRIVATE SECTOR	Business Enterpri-ses	Rese-arch Institutes	Funds	Founda-tions	Industry and academic societies

Source: ICT Cluster Finland Review 2003

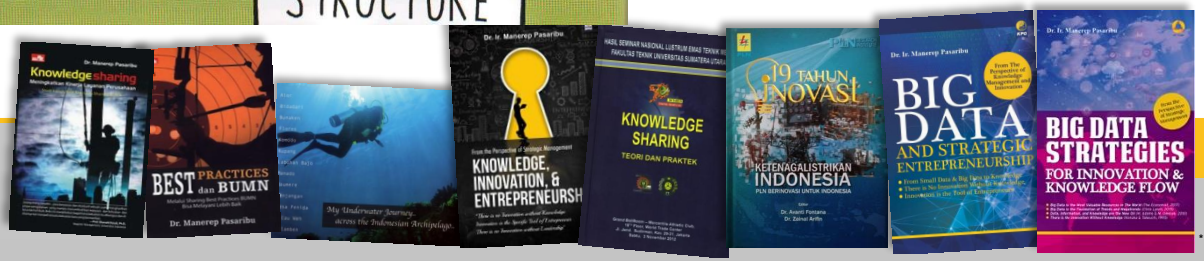




Innovation: The Classic Traps

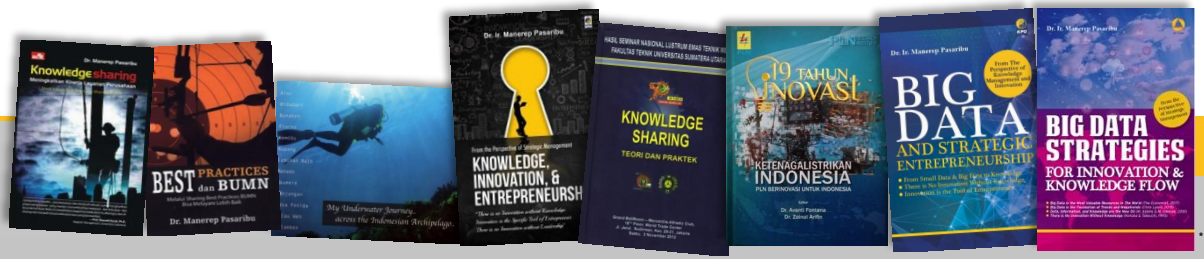
By Rosabeth Moss Kanter
Every few years, innovation resurfaces as a prime focus of growth strategies. And when it does, companies repeat the mistakes they made the last time. Here's how to avoid those errors.

Source: HBR Nov 2006 (Kanter, 2006)

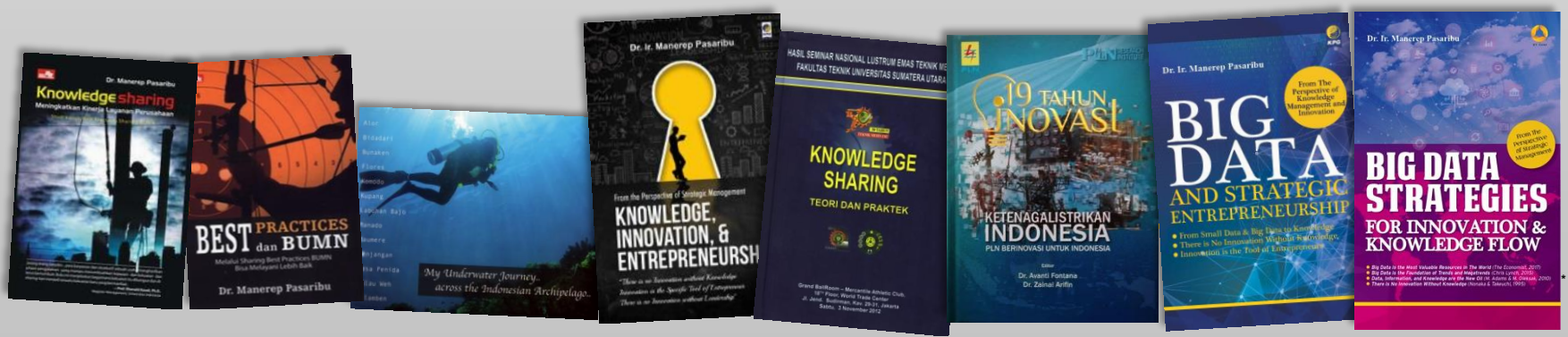


INNOVATION TRAP	INNOVATION REMEDY
Strategy mistakes : Hurdless too high, scope too narrow	**Strategy Remedy** : Widen the search, broaden the scope
Process mistakes : Control too tight	**Process Remedy** : Add flexibility to planning and control system
Structure mistakes : Connections too loose, separations too sharp	**Structure remedy** : Facilitate close connections between innovators and mainstream business
Skill mistake : leaderships to weak, communication too poor	**Skill Remedy** : Select for leadership and interpersonal skills and sorround innovators with a supportive culture of collaboration

Source: HBR Nov 2006 (Kanter, 2006)



TERIMA KASIH



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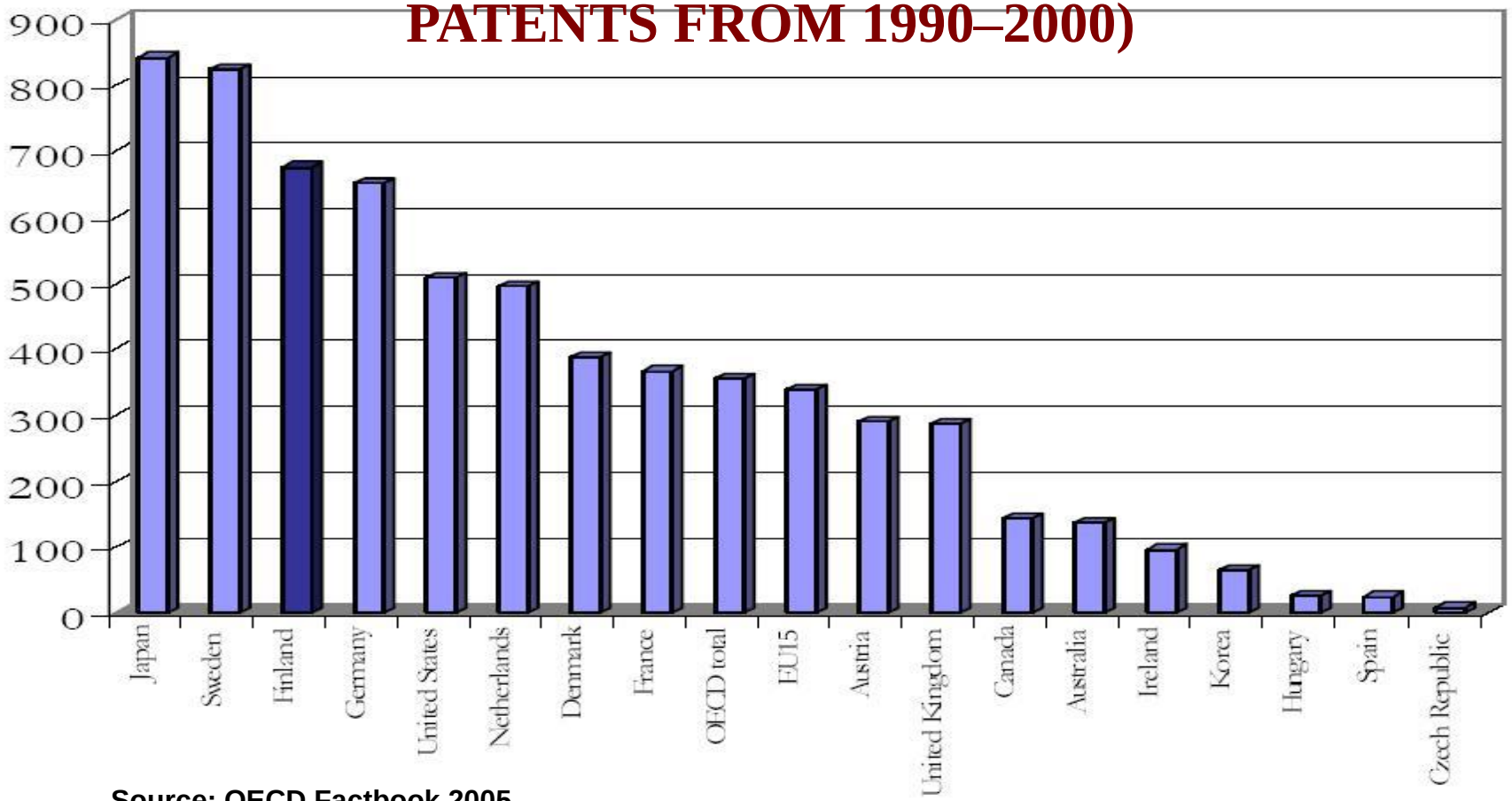
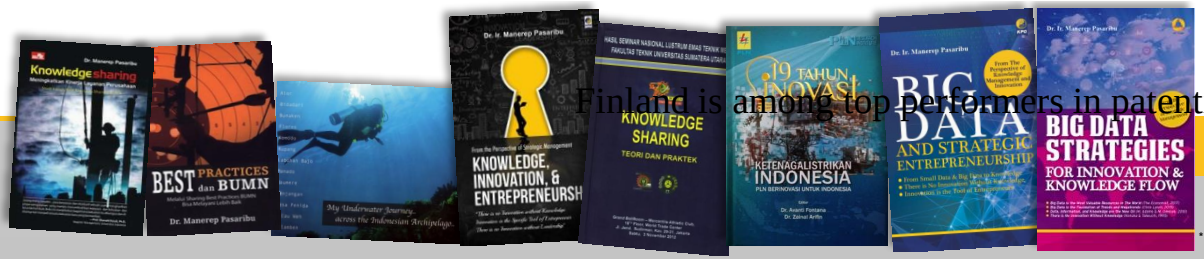
NUMBER OF TRIADIC PATENT FAMILIES (PER MILLION HABITANTS, FOR YEAR 2000, PATENTS FROM 1990–2000)

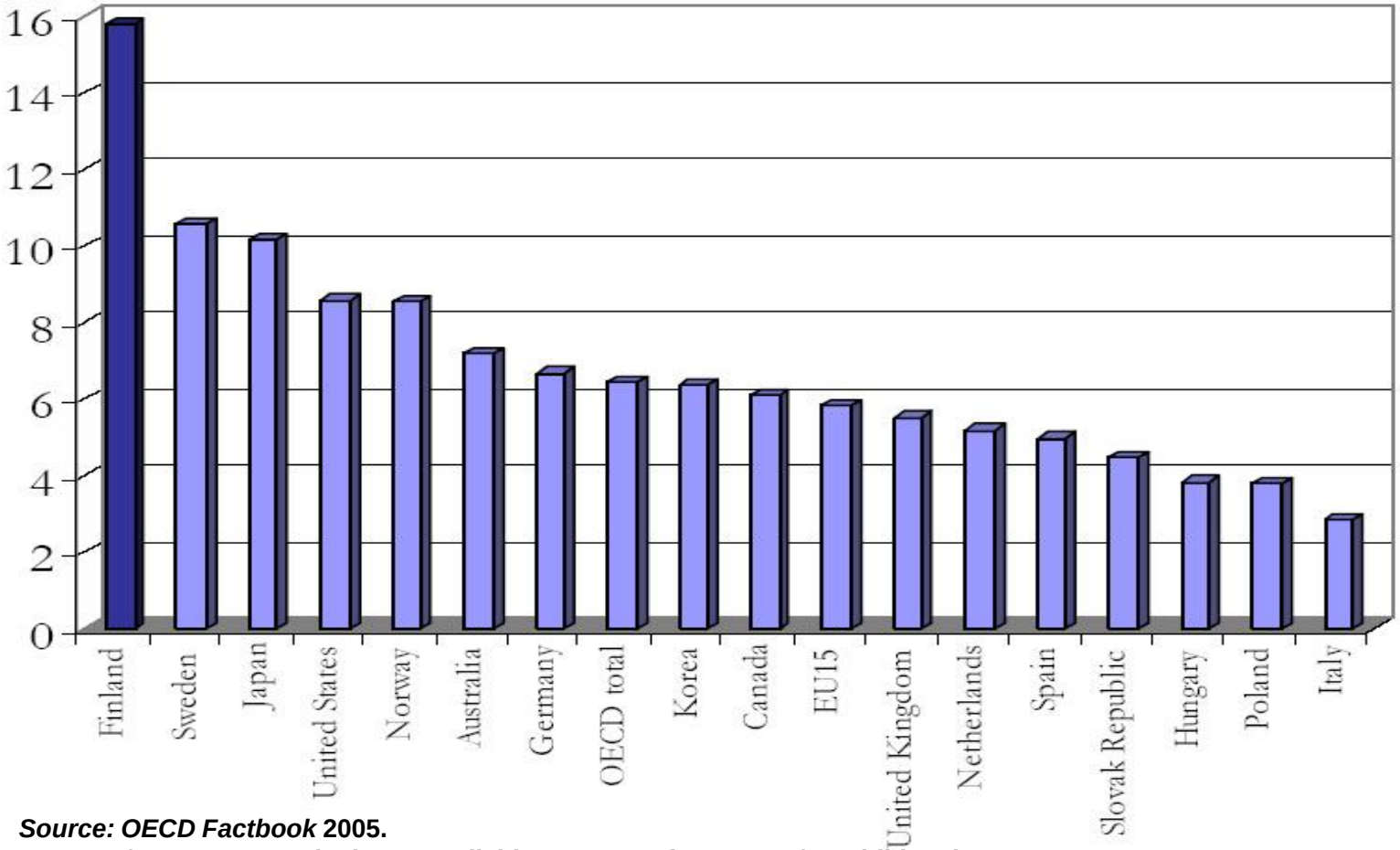


Source: OECD Factbook 2005.

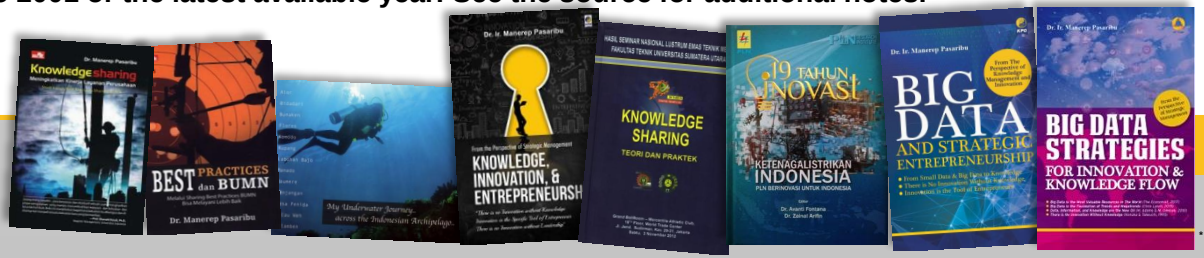


Finland is among top performers in patenting

NUMBER OF RESEARCHERS (PER 000 EMPLOYED)



***Source: OECD Factbook* 2005.**
***Note:* Refers to 2001 or the latest available year. See the source for additional notes.**



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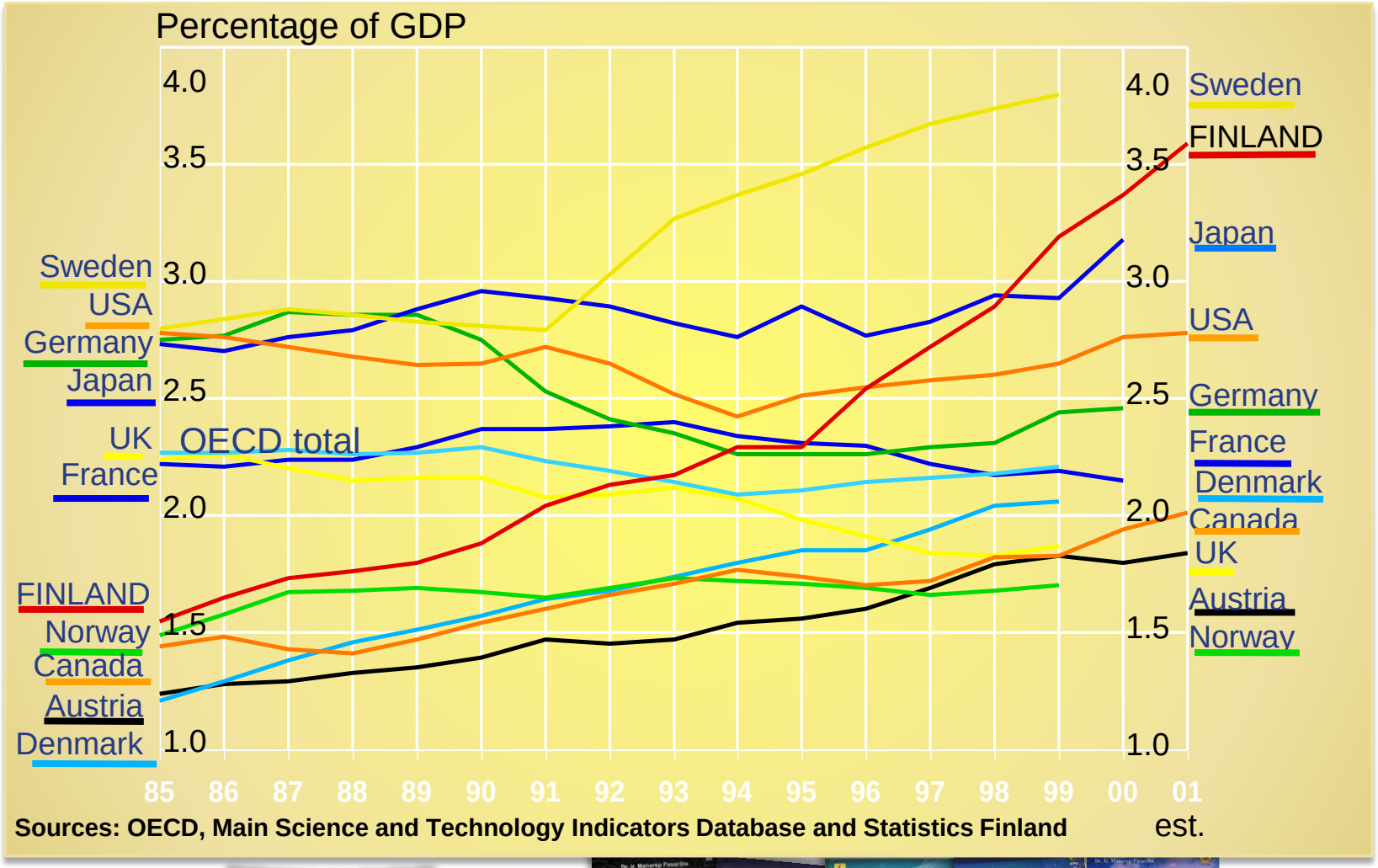
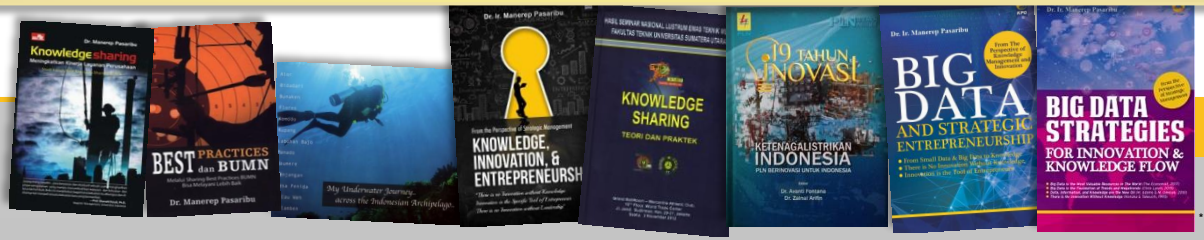
R&D INPUT IN SOME OECD COUNTRIES





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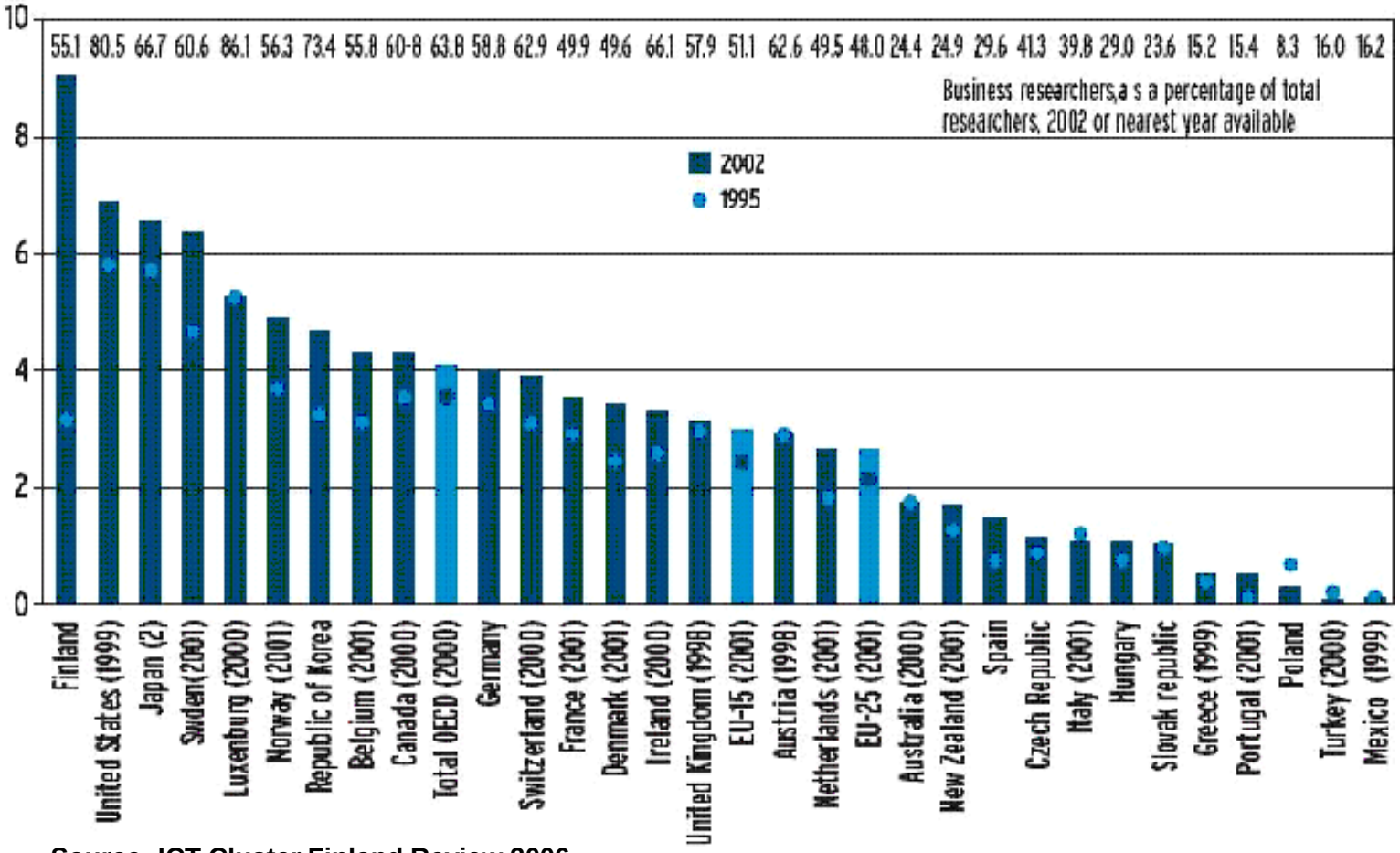
BUSINESS RESEARCHER PER THOUSAND EMPLOYEES IN OECD COUNTRIES, 1995 AND 2002



Source: ICT Cluster Finland Review 2006