Why Learning Is Central to Sustained Innovation Case Solution

The Problem of Innovation is Essentially cultural
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Agenda

1. Introduction
   a. Definition of Innovation
   b. Definition of Culture
2. Innovation through Structure
3. Arguments for Culture as the Main Focus
4. Examples for Culture affecting Innovation
   a. Positive effect
   b. Negative effect
5. Conclusion
Introduction

Definitions

The problem of **innovation** is essentially **cultural**
Definitions

The problem of innovation is essentially cultural

What is innovation?
- new idea
- recombination of old ideas
- transformation
- reconfiguration
- change

Distinctions in Innovation
- Radical vs. Incremental
- Sustaining vs. Disruptive
- Modular vs. Architectural
- Product vs. Process


What is Culture?
- Focus Organizational Culture
- Set of beliefs, values, norms, symbols
- Unique character of firm
- Social expectations & Compliance
- Social Control Mechanisms
- Non-measurable part

Factors of Culture

Typical Culture

External Environment
- Economic Environment
- Technology Environment
- Competitive Environment

Internal Environment
- Management Strategies
- Internal Regulations
- Key Corporate Values

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Factors of Culture
- External Environment
- Internal Environment
- Interactional Environment
- Systemic Environment

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Factors of Culture

**External Environment**
- National Culture
- Government Regulations
- Industry
- Competition

**Internal Environment**
- Firm Characteristics
- Attitudes & Behaviors
- Processes & Structure
- Hiring policies & Employees
- Management Constitution
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