Building Collaborative Networks for Innovation

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Creating Innovation Networks inside Companies to Accelerate Innovation.

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Organic growth is both an imperative and a quandary for many organisations (Hamel and Getz, 2004).

Creates managerial challenges:

To develop new products and services.

To increase innovation productivity.

Enhance Organisational Innovation Capability

BUT despite increased academic research

the processes by which innovative ideas are generated, incubated and implemented within large, R&D intensive companies, are still 'unclear'

(Sundstrom and Zika-Viktorrson, 2009

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- No single, unifying guideline exists that guarantees success in R&D.
  Thamhain (2003)

  - Literature suggests:

    A flexible organization, with high levels of freedom and risk taking, is the ideal springboard for innovation.

- However:

  - It is difficult to achieve projects that run efficiently but that still leave room for exploration and the creation of new knowledge.

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Why Case Study?

1. Case studies are appropriate when conducting exploratory research on complex social phenomena in their real life contexts (Eisenhardt, 1989; Yin, 1994)
2. They also reveal the informal elements such as social interactions which can be extremely important (Hartley, 1994).
3. R&D managers have been found to be positively inclined to case-study research (Gassmann, 1999).
4. Case study analysis accepts small sample numbers.
5. It also allows for the integration and creative use of different types of source material
6. It can also reflect and be sensitive to the context within which a phenomenon occurs and to the temporal dimension through which events unfold (Li, 1996).

Communities of Innovation Practice Inside Global Organisations

Corporate communities and networks represent key supporting organisational forms for innovation (Coakes and Smith, 2007).

Creativity often springs up at the borders of disciplines and specialties, and networks facilitate these connections (Kanter, 1988).

GlaxoSmithKline
'The Spark Network'

- **GSK is the world's No 2 Pharma Company**
- **Annual Sales of £27bn**
- **Consumer Healthcare Division £4bn**
- **GSK is one of the world's top 10 R&D spenders**
- **GSK is the biggest company in Europe**

The Purpose of the Spark Network

1. To enhance the organisation's ability to successfully innovate
2. To train and motivate a global coalition of innovation black-belts
3. To underscore the primacy of innovation in GSK
4. To generate an excitement and passion around innovation and to extend this throughout the company's global operations
5. To create an innovation capability and resource which the company can draw upon for commercial ideas

The Mandate for Spark

Develop 'radical, game-changing' new product ideas for the firm's 2nd tier brands.

Encouraging Creativity

Time Availability	Use of Technology	Methods of prioritising ideas	Channeling the work of the team
Boundary spanning	Creating a climate of psychlogical safety	Senior management support	Size of the team
How the ideas were managed afterwards	Having a structure for the process	Harnessing the passion in a positive way	Role of voice of the consumer

Themes

Team Leadership

Discussion

- Innovation teams are a prudent and effective means of accelerating NPD
- Companies need to develop a systemic capability to handle innovation
- The debate around whether innovation is a top team priority only or whether it is everyone's business is a false dichotomy
- The success of such efforts will depend on several factors: the support from senior management; the leadership; the resources allocated to it and the time individuals are allowed to participate in such teams

Overall. Companies should create, train and support innovation teams.

Thank You

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