

## Abstract

Innovation is the - arguably - considered key to competitive advantage and long-term corporate success. In essence, this means that a company has to have the ability to master future fundamental changes and to excel in innovation. Companies often lack these abilities and do not devote enough attention to the key questions relating to innovation management.

Addressing this need, this book presents a new tool called The Innovation Architecture. It aims towards effective and efficient strategic decision making and increases the accuracy of innovation objectives and the paths to reach them. This concept is based on state of the art literature research and validated by nine real-world research cases, ensuring academic soundness and practical applicability. Hence, this book will serve as a practitioner guide-line for formulating an innovation strategy. The reader will learn how to use a structured approach to future activities without restricting creativity.

This book is oriented towards top management, in particular the CTO's and the R&D experts, as well as towards external consultants and researchers who want to ensure structured creativity in innovation-driven companies.

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## Inhalt

\*Research Focus and Relevance - Research Question - Research Design and Methodology - Structure of the Thesis

State of the Art in Theory: Innovation Strategy Formulation Literature - Complementary Literature - Conclusion: Innovation Strategy Formulation

(Theory)

State of the Art in Practice: Interviews - Conclusion: Innovation Strategy Formulation (Practice)

The Dual Gap: Dual Gap in Innovation Strategy Formulation - Working Hypotheses

Concept: Innovation Architecture - Innovation Strategy Formulation Process

Action Research: Selection and Procedure of the Action Research Cases -

Case 1: Toll Revenue - Case 2: TecChem - Case 3: HighTec - Case 4: Info Exchange - Case 5: Optic Dye - Case 6: Built-up - Case 7: RubTec - Case 8:

MicroSys - Case 9: StockTec - Cross-Case Analysis and Conclusion

Conclusion and Working Hypothesis Rethought

Towards a New Set of Management Principles: Understanding the Innovation System - Formulating an Innovation Strategy - Implementing an Innovation Strategy Formulation Process

New Challenges and Issues for Further Research

Management Summary