

BECOMING AN INNOVATIVE COMPANY: ASSESSING AN ORGANIZATION'S INNOVATION CAPABILITY FROM THE PERSPECTIVE OF A TEAM

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ABSTRACT

Literature points out the need for companies to innovate continuously. Such need requires that companies develop capacities to exploit and improve current work as well as to develop and explore more radical opportunities. This paper is a case study that investigates the innovation capabilities of a multinational manufacturing company by interviewing a group that is mandate to support the development of those capabilities. The data was collected by semi-structured interviews, which were based on the categories of a framework previously developed. The findings speak about the importance of setting clear processes for continuation and implementation of ideas, adequate allocation of resources and management support. The discussion and conclusion are about the importance of the integration of efforts in different organizational levels and some of the future challenges integrating the innovation efforts into a natural way of working.

Keywords: Innovation capability, continuous innovation, case-study.

1. INTRODUCTION

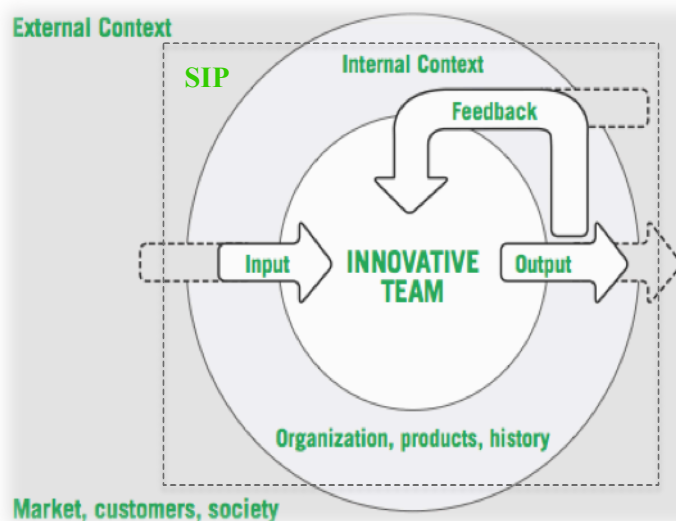
The literature on innovation points out the need to develop the capacity to innovate continuously. Börjesson and Elmquist (2011) affirm that innovation capability is a capacity to develop and seize opportunities, i.e. a company is prepared to innovate whenever possible. Continuous innovation implies placing as much attention to the day-to-day work, maintaining production and incremental improvements, as to the development and exploration of more radical opportunities (Bessant et al 2005; Boer et al 2006; Boer and Gertsen 2003; Magnusson and Martini 2008). Boer and Gertsen (2003) note the need to simultaneously coordinate between operational excellence and strategic flexibility, what others refer to as the need to simultaneously exploit and explore (Soosay and Hyland 2008, March 1991, Kim and Mauborgne 2004).

One of the challenges to develop innovation capabilities is being able to “develop alternative routines for discontinuous innovations which can sit alongside those for steady state ‘do better’ innovation” (Bessant et al 2005). Traditionally, researchers argue that such development happens by the creation of separate companies, projects or teams. However, other researchers suggest integrating both of these aspects within the company capabilities (Lawson and Samson 2001; O’Connor and DeMartino 2006; Bessant et al 2005).

Börjesson and Elmquist (2011) point out that there is little in-depth research about how innovation capabilities are developed in practice. Hence, one of the aims of this paper is to contribute to the research about the development of innovation capabilities in practice. For this reason the paper is based on a case study that explores the current status of the innovation capability within a multinational manufacturing company. The assessment is based on interviews with a group whose mandate is to create context to support the development of innovation capabilities. We want to know: How employees perceive innovation capabilities within their work environment?

2. BACKGROUND

Innovation capabilities are seen by the lenses of the first stage of the MINT Framework and its categories for assessing company's innovation capability (Nilsson et al 2010; Regnell et al 2009). This assessment is not a judgement of whether the company is innovative or not; rather it is the perspective of an "innovation team" about the categories that compose innovation capabilities. At this stage the MINT framework considers 6



categories (Fig.1) that are further subdivided:

1. Strategic Innovation Processes (processes, climate strategy and incentives);
 2. Input (resources and innovation task);
 3. Output (deliverables, results and effects)
 4. Feedback (goal attainment, external and measurement and evaluation);
 5. Internal Context (organization surroundings);
 6. External Context (user, receiver and stakeholder).
- Each category is explained below.

Figure 1 MINT categories adapted from Nilsson et al 2010

2.1 STRATEGIC INNOVATION PROCESSES (PROCESSES, CLIMATE STRATEGY AND INCENTIVES)

Innovative companies have a process for dealing with ideas (Nanda and Singh 2009). There are a number of suggestions about how to define the different phases that compose innovation processes (Gericke & Blessing 2012), however, need finding, idea generation, idea selection, prototyping and implementation seems to be a generic structure that can be unfolded in more detailed phases or simplified. Moreover, Teece (2014 pp.16) points out that innovative companies are able to adjust their processes to promote learning, coordination and reconfiguration of companies resources; hence, they are able to adapt to changing environments, but are also able to shape them.

Innovation climate often comes closer to innovation culture. Some culture can be defined as the underlying values and assumptions in a group or organization (Isaksen & Lauer 2002). Meanwhile climate is the manifested behavior of the culture. In this sense,

culture can be subjective if considered at the individual level or objective if considered at the collective perception of the categories that compose culture. The literature suggests a number of categories that compose climate. Ekvall's (1996) model suggests that components of the innovation climate are: challenge, freedom, idea support, dynamism/liveliness, trust/openness, idea time, playfulness/ humor, conflicts, debates, risk taking. Lawson and Samson (2010) also suggest empowered employees, tolerance of ambiguity, and communication as characteristics of a innovative culture and climate.

Incentives are also a common category from a general innovation process (Metz et al 2007; Lawson & Samson 2001). Adequate rewards for innovation are essential to build up innovation in teams (Folkestad & Gonzales 2010), hence the rewards are related to the characteristics necessary for innovation such as risk taking or idea generation (Nanda & Singh 2009).

2.2 INPUT (RESOURCES AND INNOVATION TASK)

The literature suggests that adequate resources, as well as resources that are additional to the minimum required for operation (slack), need to be available. Both, adequate resources and slack, relates to time for ideas and learning, financial resources, equipment, human capital and knowledge (Teece 2014, Metz et al 2007).

An additional input is a clear vision and purpose at the organization and team level, as well as the alignment between the two is considered to support innovation capacities (West & Sacramento 2011; Katzenbach & Smith 2005).

2.3 OUTPUT (DELIVERABLES AND EFFECTS)

There are a number of possible outcomes from an innovation process, from the simple incremental to radical improvement to products, services and processes (Crossan & Apaydin 2010). Sawhney et al (2006) suggest that organizations have 12 different areas to innovate such as customer experience, products, brand, platform etc. A team can have deliverables that relate to more than one of those areas. Therefore understanding the deliverables is also mentioned as a relevant capacity from the team level perspective. Katzenbach & Smith (2005) suggest different types of teams according to their deliverables, such as "teams that recommend things", and "teams that run things".

The vision, purpose and tasks need to be translated into goals, which in turn help teams to identify actions and outcomes that are relevant for innovation to happen (Katzenbach & Smith 2005). Agreement on goal, as well and motivating and challenging goals are a characteristic of creative teams (Isaksen & Lauer 2002)

Output also speaks about concrete outcomes not only in terms of offering, but also in terms of learning and changes within roles. If one is to become innovative, roles are also likely to be impacted by experimentation and adapt to new ways of working (Börjesson and Elmquist 2011). One example of such changes is the article from Alexy and Wallin (2013) studying the impact of the adoption of open innovation process in different roles.

2.4 FEEDBACK (GOAL ATTAINMENT, EXTERNAL AND MEASUREMENT AND EVALUATION)

Often the metrics used within companies are not useful for innovation. There is a strong focus on financial indicators, and a lack of an overall framework that also allows measuring processes and organizational properties such as flexibility and openness

(Adam et al 2006). In addition, beyond measuring performance, measurement can be used as a tool to promote and support behavior, in opposition to an accounting perspective (Simons 1990). In relation to innovation, it is considered a challenging area because innovation is complex, multidimensional, and unpredictable, which creates specific requirements on what and how to measure (Nilsson et al 2012; Murray & Blackman 2006). Schreyögg and Kliesch (2007) suggest companies need to develop a “capability of monitoring” in order to assess the validity of innovation capabilities in relation to new activities (Börjesson & Elmquist 2011).

Setting up goals is also an essential piece for feedback and measuring systems. Katzenbach & Smith (2005) argue that setting goals and translating them into action helps the team to be accountable, and also it helps to self organize discussing ways to understand purpose and tasks, choose adequate means and follow up progress.

In addition, feedback can be seen in the context of idea generation as idea evaluation. Idea evaluation can hinder creativity; however there are studies that see a positive relationship between feedback in the form of idea evaluation and innovation performance (Nanda and Singh 2009).

2.5 INTERNAL CONTEXT (ORGANIZATIONAL SURROUNDINGS)

This category is close to the strategic innovation processes (SIP) described above. But while the SIP focus on the activities and context that influences the team work, the internal context focuses on the handover and transference of knowledge or outcomes from the innovation team towards possible receivers within the organization. In this sense, innovation climate, absorptive capacity and idea management mechanism are “concepts” that are closely related to internal context.

One aspect of the context is that it can “place” demands and expectations for innovation to happen, which impact those who are supposed to work innovatively. These demands are “external” to innovation teams, and they can originate from within the organization, i.e., originate from the internal context as consequence of management style or the innovation climate, as well as from the external context, such as market demands and changes. For the ideation aspect high demands can inhibit creativity but support the implementation of the innovation within the organization (West 2002).

2.6 EXTERNAL CONTEXT (USER, RECEIVER AND STAKEHOLDER)

Engaging openly with external sources is also a common suggestion for building innovation capabilities and innovative teams (West et al 2004). Folkestad and Gonzales (2010) reiterate the importance of a team looking beyond the organizational barriers, and have a outward focus. Such outward focus implicates on searching for needs as well as perspective and technologies also outside the organization or team. Moreover, such external contact is related to input in activities such as need finding as well as feedback and learning are related to the output and outcomes of processes services or product development and implementation.

3. METHODS

The paper is based on a design approach (Blessing & Chackrabarti 2009) not to explore how successful innovative companies have developed their innovative capabilities, but rather to explore the status of capabilities in a real context. In this sense this is a

descriptive study of the current reality of the innovation capabilities of an organization that aims to become more innovative. The immediate contribution of the paper is to define specific challenges that companies have when integrating innovation into their daily work. Despite being difficult to generalize the findings, given we are studying only one company, nonetheless, they refer to real challenges. Such results can be used to understand challenges companies might face when trying to refine their innovation processes, as well as, the results can be used as input for comparative case–study.

The data was collected by interviewing 9 employees, who are related to a group that is responsible for supporting the development environment in which innovation capabilities can flourish. The interviews were semi-structured and based on a questionnaire structured in accordance to the categories mentioned in session 2: strategic innovation systems, input, output, feedback, internal and external context.

The interviews were recorded and transcribed. After the transcription the data was analysed in a spread sheet (fig.2). First, each interview was colour coded, and statements were separated in different lines. The colour code and statements were placed in the first and second columns of the spread sheet. In the next column, each quote was tagged in the above-mentioned 6 areas. In the last two columns statements were synthesized and classified as being perceived positive or negatively.

The last step was to classify the synthesized statements according to topics in order to visualize any underlying themes across the different categories. Finally, these themes were settled within the original categories of the mint framework.

	A	B	C	D	E	F
1	Numbers	Text	Mint Categories	Parallel Mint Categories	"+" and "-" Andre's Synthesis	"+" and "-" Andre's Synthesis
43	113	R:We have technology area plan. I thin you can call innovation plan. It s a long term vision which we believe we could evolve to. I think you can call innovation plan, but can you plan innovation. because if you plan what products one is going to have in 20 year that is based on what we know today. hat is a kind of try to look in the future and try to think how to develop technology wise	FB3: Measurement and Evaluation		"+" innovation plan	"-" innovation cant be used to evaluate long term innovation
44	151	:we measure in no way how good the solution is except for quality and failure when we test the product on the field, but I have seen anything that the new solution should be completely new to the market, never seem before because that is a too high risk.	FB3: Measurement and Evaluation		"+" product is tested for quality and failure on the field	"-" no other way than quality and failure is used to measure a quality of innovation

Figure 2 sample of analysis spread sheet

4. FINDINGS

The findings below represent the perception of the interviewee’s about the innovation capabilities categories in which the interview were based. They are organized according the general heading of the capabilities. The emergent themes were: general perception, innovation management and risk management, types of innovation, innovation processes, incentives and acknowledgement, resources, time, goals and assignments, ownership, customer connection, documentation, continuity, implementation and feedback, cross-boundary collaboration, measurements. Because some of the themes are present across the categories they are not presented in a consolidated way, but are integrated into the different categories as needed.

4.1 STRATEGIC INNOVATION PROCESSES

The interviewees perceive a clear intention of supporting innovation and wish from top management to improve innovation capabilities. However there are cultural/climate and management issues that are perceived as a barrier. For example, there are many costs associated with innovation. Such costs are perceived as reasonable and often related to quality control, however they reduce the number of viable test and prototypes. The interviewees also point out that the current risk assessment criteria are not conducive for managers to choose innovation. If innovations are going to be evaluated in terms of short-term cost, and comparing the future innovation with current products, it is less likely that innovation is going to be chosen. Developing a business case and ROI for radical and undeveloped ideas was pointed as a challenge.

General perception – The top management intention and support with budgets for exploration projects is perceived positively in relation to the over climate, in some departments respect for ideas that are more radical was mentioned as a negative aspect. Partly the perceived lack of “respect” might originate from the feeling that the culture in general does not support innovativeness. Dealing better with failure was also a point mentioned.

Innovation management – Middle manager is often seen as a barrier for innovation, although interviewees also understand they are under budgetary and time pressure. Their support is essential to get improvements into the products. Different factors promote this situation, the main factors we can deduce from this research are: the manager style, cost associated with innovation, risk management and the pressure to get the work done. According to the interviewees, the drive for reliability and quality can increase the product value, however if not well balanced it can become a misleading criteria for innovation.

Types of innovation – Most of interviewees seem to consider an innovation when an idea has reached the market. It seems that these ideas should have been developed in house. There seem to be a tendency to think of innovation as radical/disruptive, and as technology related. Although data doesn't directly confirm that, most of the examples were connected to technology. Furthermore, considering that the problem solving from daily work requires creativity and innovation, one can assume that when they affirm “we don't work with innovation” means that there is no major breakthrough.

Processes – Overall, the focus on patent and its related processes is clear for the majority of interviewees, although it is said to be bureaucratic, time consuming and does not drive innovation. In addition, there are structures for dealing with ideas beyond the strategic projects decided by “high level managers”. One of them is a platform for ideation and dialogue (Benaim et al forthcoming), another are grants for exploration of ideas. Some interviewees claim that there are no forums for ideas, while others perceive the process as just throwing ideas. Furthermore, the request for continuation and implementation of generated ideas (see 4.4 and 4.6) suggests that these processes need to be refined and are still to take roots, and attention to the innovation process is needed.

One factor related to processes is the roles employees play within it. Innovation is perceived to be carried out by some departments more than others. One possible factor for such perception can be due to the perception of innovation as being more related to radical/disruptive technological innovations rather than leaning outcomes, or innovation

in other areas rather than technology. Hence, advanced engineering projects are perceived as focus of the innovation efforts. Moreover, a complementary explanation is that innovation is not yet fully integrated into the daily work, therefore, the perception they can only innovate in specific departments and projects.

Incentives – In relation to incentives, salary and monetary is recognized as an incentive, but it does not seem to be a central piece of the puzzle. In general the engineers are self-motivated by the challenge of finding solutions, “beating” competition, and how the clients are satisfied. Just communicating about things might be enough to get them boosted with energy. There seem to be a craving for feedback as well as acknowledgements. People want to feel that what they are doing is considered relevant. That links directly not only to feedback, but also follow through and implementation of the ideas. They also point out that despite there is a technology award, such incentive is too big and smaller incentives are needed.

4.2 INPUT

In relation to resources time is one of the biggest challenges, with very little time for concept development and no slack. The main barrier is that the daily work runs over innovation. Despite that the nature of the “design” work is creative/innovative in itself, there is a feeling that one is just getting things done. The lack of time to think through ideas and concepts creates a feeling that innovation is not well integrated with daily work, it feels like something extra, something that requires more resources. In addition, the risk management culture, testing costs and the pressure on managers to keep on budget and on time seems to add to this perception of lack of resources and lack of time.

In addition, interviewees stated that are few or no resources to work with innovation. The interesting thing is that there are formal resources for advanced engineering and emergent technologies projects. Furthermore, there is a bottom-up process to get ideas evaluated granting money and time. In addition, there seems to be partnerships with academia going on, but somehow those don't seem to add the feeling of resources being deployed on the innovation front. One possible explanation/factor is that such feeling is derived from the perception that innovation is not a priority and lack of time in daily routine run over innovation, as well as from the lack of clarity and learning curve of process that is just starting to get in place. Hence, due to daily project pressures, such a process is not appealing.

In relation to goals and assignments, the employees recognize the request and intention from top management to move forward as an innovative company. Many however say that there are no clear goals and therefore their specific assignment related to innovation is not clear. Lack of focus creates a lack of direction for activities, except in R&D projects. One example is the communication about roles and expectations within the company's innovation platform (Benaim et al forthcoming).

This might seem contradictory, but less pre-defined innovation was also an emergent category that relates to input and goals. The finding here is that although focus is important, the perception that real innovation climate does not predict the outcome from the beginning. So there is a balancing between requirements and solutions description. In some instances features such as engines require constant update not only in terms of performance, but also due to policy enforcements. For instance, coping with policy can be a limiting factor for innovation, as it requires a constant narrow focus. Imagine that

the forthcoming policy will reduce the acceptable levels of CO2 emission; a narrow view can be reducing CO2 emission by improving filter or engine efficiency in order to keep up with policy. However, a broader view of the problem could foster the development of electric engines. Except from advanced engineering projects, engineers feel limited following ways to cope with legislation rather than exploring real design possibilities. Furthermore, requirements and plans also seem to limit innovation. The first, by giving too specific constraints, which can also be interpreted in ways that not always reflect the desired outcome; the second, by the difficulty of predicting what will be novelty before the exploration. In addition, spending resources in catching up with competitors' technology, although it might be necessary on the one hand, on the other limits innovation.

In relation to ownership, this category speaks to the perception of those who are "allowed" to innovate and what characteristics are needed to be innovative within the actual context, in a way it relates to the mandate and innovation task individuals and departments have. From the eyes of employees of other departments, while it is good that there are departments and projects working with finding and developing ideas, this seems to give these departments and projects some ownership over the innovative process and take away empowerment from the individuals. Such perception seems to be reinforced by practices like micromanagement, risk management, lack of time and manager support.

From the individual itself, as an interviewee mentioned, "it is a struggle to innovate". It seems that the innovator has to be very determinate and persistent to overcome all the barriers (management support, risk management, time, budget). It happens, but it requires effort on top of the work hours, such as networking and keeping updated with the field.

Finally, a few times the relevance of customer connection was emphasized as well as the point that good innovations have come out of the direct partnership between client/user and designers.

4.3 OUTPUT

Documentation was also mentioned as common practice that carries barriers for innovation. The finding here is that the more bureaucratic work around an idea the harder it is to actually develop it; regardless if the innovation in focus is a daily innovation asked by requirements or whether it is a radical idea. Another perception around documentation is that it ends up not being used.

The speed of the innovation cycles came up often, either to ask for implementation of the ideas, or to say that ideas take time to develop and that need to be taken into account. Some interviewee's pointed that the comparison with the software industry may not be adequate because of the different implications of building a product from prototyping, training costs as well as the length which maintenance and spare parts need to be available. The question that remains is an adequate cycle time if innovation is truly incorporated into the company culture? And, can we make the current cycles more effective?

Continuity and Implementation are major problems for harvesting the creativity and sustaining employees drive. Engineers are eager to see ideas becoming products,

however they don't feel like ideas are given continuity or implemented. Continuity speaks to the further exploration and incorporation of the ideas into the company's portfolio and products. In a way it is related to functional processes for idea development, adequate feedback, and hand over within the company's internal context. Such relation are explored in the items below.

4.4 FEEDBACK

Interviewees pointed out that the amount of sales, documents from marketing reporting customer feedback and the few innovations that are developed in direct contact with the client (by the design engineer) often provide a good feedback. However, there is a wish to have an increased feedback from the marketing department, customers, managers and the advanced engineering department in general. The lack of feedback kills motivation and discourages innovation because there is no reference to whether the work or the idea was good, or even interesting from a strategic point of view. In this sense, feedback is also requested in the form of continuity and implementation. If the idea within the development process is dis-continued, employees want to understand why, and what are criteria for such decision, and what can they learn from it. If the idea is handed over or implemented into product this is also a required feedback. Regardless whether the answer is positive or negative knowing the outcome of one's effort is a kind of "feedback" that fuels motivation.

There are a few measurements in place such as patent count, but most of them are not adequate to measure the innovation process, nor the value of an innovation especially during its early stages. Patents do not show the innovation efforts. In this sense this can be understood that such measurements do not tell how well one (person team department) works, nor how innovative the offerings become.

The difficulty of evaluating an innovation was mentioned. Despite the solution about what to measure not being available, it is clear that business case and risk assessment are not good measures for evaluating radical ideas or ideas in early phase of conceptualization.

Some interviewees also pointed out that some departments have plans that can be used to assess achievements, however participants also pointed out the difficulty of predicting innovation, especially radical ones.

4.5 INTERNAL CONTEXT

Communication of innovative initiatives, collaboration between departments and functions is an issue to be focused on. Employees could benefit from a systemic view to contact similar or complementary initiatives, as well as work with different departments. If an innovative idea has an impact on a different group, it seems difficult get their time and interest to work on or provide feedback about the idea. Part of this difficulty is because each group/departments have their own priorities (and low resources): In addition, the syndrome of "not developed here" seems to be part of the company's culture. There is a perceived need for cross function teams, as well as a way to transfer technologies.

As a positive point Innovation Processes have been developed, however they are not fully functional. This is not surprising given that process and structures are still in development and in an experimental phase. Nonetheless, coaching possibilities and

intentions to use such a process get dispersed. It is evident the request for clarity about the submission of ideas, the criteria for evaluation, and the ownership exploration projects and handover is evident, which is on the radar of the “innovation executive manager”. Consequences of lack of clarity of roles and process can make employees afraid that they will get more work if they suggest ideas. One example is the disconnection between the technology working groups and the ideation platform. The first is a group that takes care of ideas and decides on grants for exploration projects, the second is a place for ideation and dialogue. None of the initiatives had a clear process and roles by the time of interviews, nor were they integrated, which increases even more the effort needed to get innovation going.

4.6 EXTERNAL CONTEXT

A common answer for this element was going back to internal customers, and delivering their outputs to innovation platform, which is the department responsible for integrating the different components into the machine. Moreover, the interviewees would refer to the marketing department as having access to final user, and machine owner. The perspective is that the request and needs would arrive to them as design requirements.

5. DISCUSSION AND CONCLUSION

Overall, the one take away is that activities are running in parallel. Although we know the intention is to make innovation part of the daily work, the impressions and the current process feel like a separate activity. That is not surprising since the activities to promote continuous innovation capabilities are in its early stages; however, based on the findings we foresee the main challenges that are related to process for selecting and developing ideas, as well as allocating resources such as money, and employees’ time without over loading them with more work. Another challenge is creating mechanisms for alleviating pressure on middle management allowing them to support ideas and teams. Hence, a few findings that seems to be crucial for the improvement of the innovation capabilities within this case study are: time, refined processes that imply on continuity implementation and feedback, as well as management support.

First, the time pressure in middle management and employees rushes the steps related to innovation processes. Time is of the essence for learning, innovation and flexibility. If workers are busy with their tasks they can't be innovative or deal with unforeseen demands (Lawson 2001) and opportunities. Alkpan et al 2010 found no correlation between free-time and innovative performance, however the main point is that time resource is not about open-ended time, on the contrary it is time for innovation, such as time for reflexivity (West et all 2004) or for concept development. Therefore, the open questions here are more likely to be: if individual and teams were given time, would they have the drive, and would they know how to use their time in order to create conditions that are conducive for innovations? In this sense time has two perspectives: one perspective allocating time as a management practice considering as input for teams; the second perspective is the proper use of time by individuals and within teams and projects.

Beyond time, management support is an area for further attention and improvements. Management support increases innovative performance (Alpkan et al 2010). In this particular case, despite the strategic intent of top management being clear, such intent

needs to be translated into managerial actions that support innovative ideas, i.e., the company needs to be able to prioritize innovation (Björkdahl & Börjesson 2012). Such support can be in terms of experimentation, exploration of ideas and risk taking. Baer and Oldham (2006) find that supporting creativity and individual openness to experience have a significant moderating role in relation to the capacity to be creative in time pressure constraints. In situation with no support performance tends to go down under time pressure; meanwhile in situations with support performances increases before it reaches a pike and goes down. Such relationship points out to the importance of adequate time, as well as the relevance of management support.

The final aspect is the need for a refined innovation process. Björkdahl & Börjesson (2012) point out that implementation and idea management are capabilities needed for innovation. Within the findings we can see a clear request for the improvement of such capabilities. There is a lot of intrinsic motivation and the open question is: how to design the adequate outlets so the motivation can be translated from insight and creativity towards implementation? In addition to process to get ideas moving, refined innovation processes also include adequate forms of task assessment, feedback and measurements structures that help to evaluate and learn from the innovation efforts in teams beyond the classical financial and outcomes measurements.

Finally, it is also clear that the work for developing innovation capabilities is double-sided, and it is of importance to think in different levels and in an integrated manner. It seems that if we are to move beyond skunk work and best guesses, into a form of organization that consciously uses its processes to continuously develop innovation, one is ought to think about the interface between the capabilities within the different levels: organizational, team and individual level. Individuals and teams need to learn how to use innovation processes in their daily work, as well as in parallel projects. At the same time the organizational support and clear pathways to promote idea development needs to be in place to support the team. Tackling individual and team issues without organizational support is like asking for a soccer team to play in a baseball field; Developing organizational structures without and integrating teams is like developing bridges without access ramps; it is possible to live with both situations but they make life a lot harder.

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