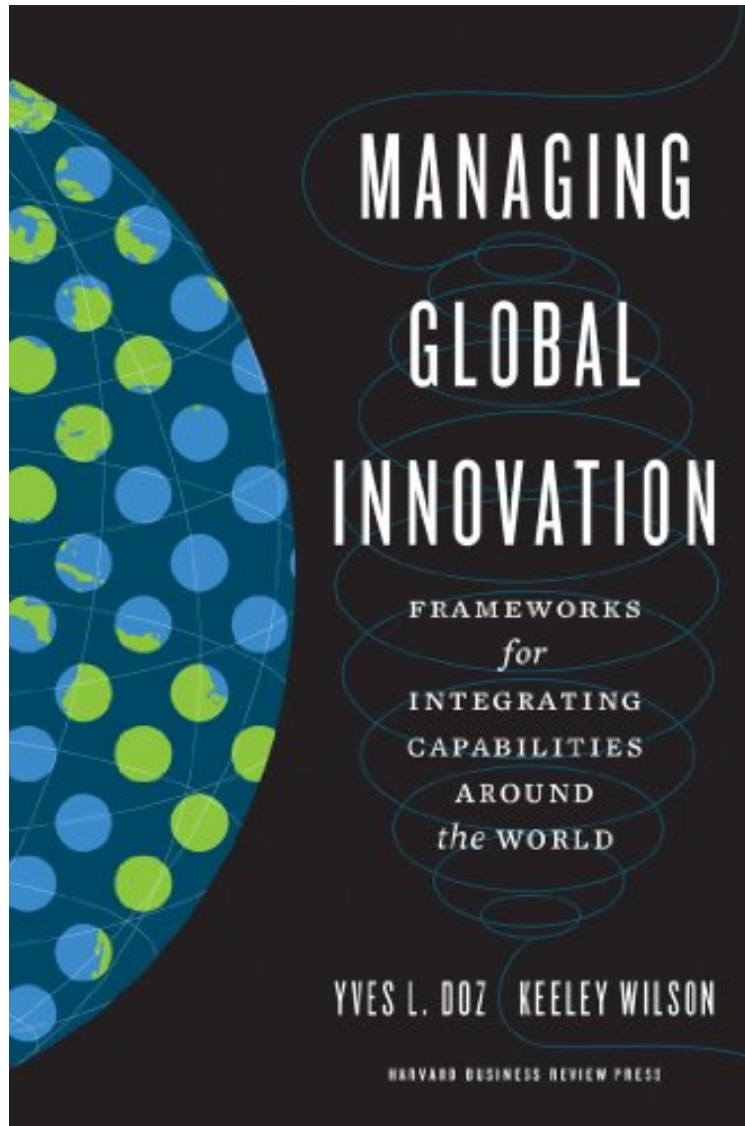


(Mobile book) Managing Global Innovation: Frameworks for Integrating Capabilities around the World

# Managing Global Innovation: Frameworks for Integrating Capabilities around the World

Yves L. Doz, Keeley Wilson

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**Yves L. Doz, Keeley Wilson : Managing Global Innovation: Frameworks for Integrating Capabilities around the World** before purchasing it in order to gauge whether or not it would be worth my time, and all praised Managing Global Innovation: Frameworks for Integrating Capabilities around the World:

0 of 0 people found the following review helpful. Happy buyer. By DDC Nice product. 4 of 4 people found the following review helpful. Managing Global Innovation - how to build an innovation network that really works. By Charlotte Butler, Consultant I thoroughly recommend 'Managing Global Innovation' to anyone who has an interest in

what continuing globalisation means for how firms need to organise and structure themselves to remain competitive. Taking this huge, complex subject, the authors have produced a well thought-out, strongly argued and informative response that is the product of field research carried out over a long period of time. The pacy style of writing (refreshingly jargon-free) holds the reader's interest as you are guided through a penetrating analysis of each of the challenges to globally integrated innovation, and then given the solutions needed to overcome them. The two appendices provide helpful context into the drivers of knowledge dispersion and how the nature of innovation has changed since the mid 1970s. For me a brilliantly used feature of the book, and one that greatly enhances the force of the narrative, is the way examples from the well known companies they worked with are inserted to illustrate the authors' conclusions. Planted in the text of every chapter in stand out boxes, these examples draw the complex threads of the argument together and form a pertinent and striking illustration of the actions necessary to bring about a desired result. And unlike so many business books, the examples do not only illustrate how a particular tactic is a necessary step towards building an organisation that encourages innovation, but also the where, why and how it could fail to do so. Many managers reading this book will immediately recognise challenges their own organisations have faced but usually failed to resolve, despite the deployment of considerable human and financial resources. However, after absorbing the book's messages, and armed with the clear road map provided by the authors, they should feel confident of being able to make the strategic choices that could finally put them on the road to successful global innovation. I foresee this well researched and beautifully written book becoming a highly influential and thought provoking contribution to an increasingly critical problem for so many organisations; one that has long been recognised, and on which much ink has been spilled without producing any widely applicable solutions. Firmly rooted in real life business cases, this book may finally put the argument to rest by offering global companies strategies that actually work.

4 of 4 people found the following review helpful. How to conceive, build, and hone a global innovation capability "that is enduring, practical, and rooted in realities" By Robert Morris

The title of this review is taken from a brilliant Foreword in which Cesare Mainardi suggests that this book explains "how to conceive, build, and hone a global innovation capability that is enduring, practical, and rooted in the realities of both global competition and a company's particular approach to its market." In my opinion, this is a "must read" for leaders of companies that have that strategic objective but also for leaders of other companies that are part of the value chain of those companies that are now struggling with the challenges of managing global innovation. Yves Doz and Keeley Wilson provide in this remarkable volume several frameworks for integrating capabilities around the world. I commend Doz and Wilson on their brilliant use of several reader-friendly devices that include 17 "Sidebars," mini-commentaries on real-world situations that illustrate the given business principle. For example, "Tata Communications: A Globally Integrated Model" (Pages 10-12), Nokia: Attracting Leading Edge Research" (50-51), and "Sapphire: Strong Project Management Delivering Success" (162-164). These and other resources throughout the book can help business leaders to respond effectively to a daunting challenge, "building a global innovation capability that relies on complex knowledge will be difficult, though not impossible." What to do? Doz and Wilson propose a three-step process and explain how to complete each step. These are among the passages of greatest interest and value to me. They suggest the range of subjects on which Doz and Wilson concentrate through their lively and eloquent narrative.

- o Why Companies Can't Innovate Globally (Pages 5-10)
- o Key Capabilities Remains at Home (21-22)
- o Sidebar 2-1, "HP Labs India: Experiencing via Immersion in a New Context" (38-40)
- o Innovation Footprints: A Value-Based Approach (57-66)
- o Accelerated Learning Experiments (74-76)
- o Sidebar 3-3, "Fuji Xerox: From Market Access Joint Venture to Key Innovation Hub" (79-80)
- o Barriers to Optimizing Communication (95-103)
- o Sidebar 5-1, "Xerox: From a Culture of Secrecy to Open Knowledge Sharing and Reuse" (108-110)
- o Transferring and Integrating Complex Knowledge: The Role of Cosmopolitan Managers (123-127)
- o Global Innovation Projects: Success in Three Phases (147-152)
- o Collaborative Identification (174-176)
- o Sidebar 7-1, "IBM's Collaboratories" (178-179)
- o Sidebar 7-2, "Boeing: From Dreamliner to Nightmare Project" (183-185)
- o Organizing the Innovation Footprint (203-210)
- o Innovation Needs to Follow the Brains (222-223)

No brief commentary such as mine can possibly do full justice to the scope and depth of material that Yves Doz and Keeley Wilson provide in this volume but I hope that I have at least suggested why I think so highly of them and their work. Also, I hope that those who read this commentary will be better prepared to determine whether or not they wish to read the book and, in that event, will have at least some idea of how the information, insights, and wisdom could perhaps be of substantial benefit to them and to their own organization.

The key to bridging your global innovation gap

In today's global economy, it would be short-sighted to rely solely on local resources for new-product innovations. Instead, knowledge and activity critical to innovation most likely lie outside your company's home territories—sometimes far outside. And this distance makes it harder than ever to obtain and integrate these resources, eating away at your competitive edge. How to tackle this challenge? In *Managing Global Innovation*, INSEAD's Yves L. Doz and Keeley Wilson show you how to build and leverage a global innovation network. Drawing on extensive research and real-life company examples, they walk you through a set of practical frameworks for acquiring and integrating innovation-critical knowledge from multiple sources. You'll learn to optimize your innovation footprint, improve communication and receptivity, and enhance

collaboration in order to succeed on a global scale. Based on in-depth research within more than three dozen corporations including Citibank, Essilor, GE, GlaxoSmithKline, HP Labs, HP Singapore, Nokia, Novartis, Shiseido, Siemens, Snecma, Synopsys, and Xerox this book bridges theory and practice. *Managing Global Innovation* gives you the tools to harness critical expertise from around the globe and channel it into your innovation programs.

*Managing Global Innovation* is an interesting read on a topic of importance to many managers today. Research-Technology Management: So you want to build a Global Innovation Network? ... Doz and Wilson examine the subject in detail in their new book. Their conclusion? Collaborating with partners is already becoming a common feature of innovation and in many instances it is the only way of accessing the required knowledge. Acumen - South Africa: ADVANCE PRAISE for *Managing Global Innovation*: Gary Hamel, Professor, London Business School; Director, Management Lab: Managers looking to get the most out of their global innovation resources need look no further. *Managing Global Innovation* provides practical tools backed by great examples of how companies can create competitive advantage by accessing and integrating knowledge from even the most far-flung places. Matti Alahuhta, President and CEO, KONE Corporation: Innovation has become the key factor for companies in creating value in a global competition. Yves L. Doz and Keeley Wilson paint an impressive holistic and simultaneously deep picture to help companies get the enablers for innovation in place. John Cantwell, Professor of International Business, Rutgers University: This book makes two vital contributions to our understanding of global innovation networks. First, it explains how managers can build such networks. Second, it shows how projects consisting of various in-house and partner activities can be globally integrated and managed. Andrea Cuomo, Senior Executive Vice President, STMicroelectronics: The authors present a thorough and exhaustive analysis of the challenges facing corporate innovation in today's fast-changing, globalized world. They provide practical guidelines to companies willing to undertake this competitive challenge. A long-needed compass to navigate today's stormy waters. Franz B. Humer, Chairman, Roche Holding: Every leader has to decide how to manage innovation while also creating an environment that allows innovation to flourish. This book is an enormous contribution to the discussion.