

How can larger organisations also be innovative organisations?

The objective of the research project is to examine how established organisations can best use projects and/or initiatives as the basis for successful radical innovation, and to then develop a range of approaches, common tools and techniques that can support those innovation projects or initiatives.

Many established organisations are built around their ability to replicate existing processes efficiently and securely, and/or to make incremental innovations to existing products and services. As cycles of change become more compressed, organisations may increasingly turn to alternative approaches to achieve more radical innovations or changes.

This study would focus on **how organisations with stable core processes can also encourage radical innovation and change**. The research should concentrate on execution – how can established organisations best implement change once decided? The study would identify models for radical innovation and change within established organisations, and then use this as a framework to propose tools that the organisation should adopt to foster such innovation.

The first stage would review the range of models for radical innovation within established organisations and it should include lessons on effective implementation based on empirical evidence.

The second stage would focus on different approaches to implementation, once a desired strategy or outcome has been selected. It should examine:

- whether particular approaches are more successful in generating particular innovation outcomes and
- to what extent organisations can control the desired outcome by influencing the supporting and inhibiting factors, and what is the role of uncontrollable external factors and chance.

The analysis should also take into account factors such as company culture, and the wider business environment.

The third stage would build on insights from the first two stages and focus on developing:

- diagnostic tools for identifying the best approaches for particular business types to implement particular types of innovation and
- innovation support tools that organisations can use to support successful implementation of different models for innovation.

The project may involve any additional activity that the university centre would consider important for successfully undertaking the research and disseminating its results, including:

- organisation of seminars and other dissemination activities
- creation of databases and
- surveys.