RESEARCH NOTE

Mohanbir Sawhney, Robert Wolcott and Inigo Arroniz from the Center for Research in Technology and Innovation at the Kellogg School of Management at Northwestern University, USA, interviewed innovation managers at a number of large firms, including Boeing, DuPont, Microsoft, eBay, Motorola and Sony, and from these developed a survey questionnaire which was sent to a further 19 firms, such as General Electric, Merck and Siemens.[76]

Analysing these data, they derived an 'innovation radar' to represent the 12 dimensions of business innovation they identified. Their definition of 'business innovation' does not focus on new things, but rather anything that creates new value for customers. Therefore creating new things is neither necessary nor sufficient for such value creation. Instead they propose a systematic approach to business innovation, which may take place in 12 different dimensions:

- Offerings – new products or services.
- Platform – derivative offerings based on reconfiguration of components.
- Solutions – integrated offerings which customers value.
- Customers – unmet needs or new market segments.
- Customer experience – redesign of customer contact and interactions.
- Value capture – redefine the business model and how income is generated.
- Processes – to improve efficiency or effectiveness.
- Organization – change scope or structures.
- Supply chain – changes in sourcing and order fufillment.
- Presence – new distribution or sales channels.
- Brand – leverage or reposition.
- Networking – create integrated offerings using networks.