



Marketing, Management, and Innovation

Innovation Strategies (Value Portfolios and Temporality)

Summer Semester

Institute:	Institute for Innovation Management
Lecturer:	Prof. Dr. Jelena Spanjol
Assistant:	tba
Weekly hours:	4 hours (2 hours lecture and 2 hours tutorials)
Credits	6 ECTS
Examination:	120 min. written exam (open questions)
Prerequisites:	-
Course Material:	Slides and mandatory readings online

Course Description & Main Objectives

This course is directed at master students. How does a firm decide to develop a particular new product (manufactured good or service)? Out of all the possible new offerings, what guides management to pick one concept over another? How is the set of possible new offerings even populated? This course illuminates major associated management challenges and examines a select set of decision scenarios, focusing on practically-relevant problems and contexts.

In this course, students examine critical management challenges in identifying problems to solve and opportunity spaces to innovate in, as well as in populating the solution domain. Conceptual frameworks, theories, and empirical evidence are collectively analyzed towards supporting decision-making in the innovation. By the end of this course, students will have a solid understanding of key managerial challenges associated with the innovation



portfolios and will be familiar with the concepts and tools to effectively manage those challenges.

Lectures Overview / Course Outline

We are following a block format for this course. The tutorials are based on the preceding lectures.

Course outline:

- Introduction & Innovation Pipeline
- Temporality I
- Temporality II
- Guest Lecture Portfolio Management
- Temporality III
- Portfolio Management I
- Portfolio Management II
- Guest Lecture Portfolio Management
- Organizational Culture I
- Organizational Culture II
- Innovation Ownership
- Guest Lecture Portfolio Management

Literature

Bayus, B. L. (1997). Speed-to-Market and New Product Performance Trade-offs. *Journal of Product Innovation Management*, 14(6), 485-497. <https://doi.org/10.1111/1540-5885.1460485>

Carbonell, P., & Rodriguez Escudero, A. I. (2016). The Effects of Decentralization in Strategy-Making and National Culture on NPD Portfolio Planning. *Journal of Product Innovation Management*, 33, 101-116.



Cillo, P., Griffith, D. A., & Rubera, G. (2018). The New Product Portfolio Innovativeness–Stock Returns Relationship: The Role of Large Individual Investors’ Culture. *Journal of Marketing*, 82(6), 49-70.

Edmondson, A. C., & Mogelof, J. P. (2006). Explaining psychological safety in innovation teams: organizational culture, team dynamics, or personality?. *Creativity and innovation in organizational teams* (pp. 129-156). Psychology Press.

Eisenbeiss, S. A., van Knippenberg, D., & Boerner, S. (2008). Transformational leadership and team innovation: integrating team climate principles. *Journal of Applied Psychology*, 93(6), 1438–1446. Büschgens, T., Bausch, A., & Balkin, D. B. (2013). Organizational culture and innovation: A meta-analytic review. *Journal of Product Innovation Management*, 30(4), 763–781. <https://doi.org/10.1111/jpim.12021>.

Katila, R., & Chen, E. L. (2008). Effects of search timing on innovation: The value of not being in sync with rivals. *Administrative Science Quarterly*, 53(4), 593-625.

Kessel, M., Kratzer, J., & Schultz, C. (2012). Psychological safety, knowledge sharing, and creative performance in healthcare teams. *Creativity and innovation management*, 21(2), 147-157.

Garcia, R., & Calantone, R. (2002). A critical look at technological innovation typology and innovativeness terminology: a literature review. *Journal of Product Innovation Management*, 19, 110–132.

Heath, T. B., Chatterjee, S., Basuroy, S., Hennig-Thurau, T., & Kocher, B. (2015). Innovation sequences over iterated offerings: A relative innovation, comfort, and stimulation framework of consumer responses. *Journal of Marketing*, 79(6), 71-93.

Hirose R, Maia R, Martinez A, Thiel A (2015) Three myths about growth in consumer packaged goods. *McKinsey Q*.

Sorescu, A. B., & Spanjol, J. (2006), *Building Long-Term Firm Value Through Innovation*. Marketing Science Institute, Working Paper Series, No. 06-122, Cambridge, MA.

Sorescu, A. B., & Spanjol, J. (2008). Innovation's effect on firm value and risk: Insights from consumer packaged goods. *Journal of Marketing*, 72(2), 114-132.

Stanko, M. A., Molina-Castillo, F. J., & Munuera-Aleman, J. L. (2012). Speed to market for innovative products: Blessing or curse? *Journal of Product Innovation Management*, 29(5), 751–765. <https://doi.org/10.1111/j.1540-5885.2012.00943.x>



Additional reading material (e.g. academic papers) will be announced during the course.