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Team Dimensions: Why is innovation required and how can I encourage innovation at my organisation?

FG: From a firm's perspective, innovation is a good way to bring balance to the dynamic world and also be sure of the performance. The world is changing, so you have to change too, to adapt and to propose new things; and innovation helps in this way.

Team Dimensions: Will Brexit act as a barrier to innovation? And what will be the effects of Brexit in such case?

FG: Perhaps in a political way. In companies, they know how to deal, how to construct partnerships and work well, and so there may not be so much effect there. So in the case of competition and cooperation between the French or European firms or even the UK-based firms, the cooperation could continue. Brexit may not act as much of a Barrier here.

Team Dimensions: Would you consider it as prime source of a barrier?

FG: No, political barriers can't be the economic barriers or barriers for the people to be connected. From the economic side, companies from the UK, the French companies, or even European companies will have ways and also a positive attitude needed to construct the partnership. It can perhaps be a more complicated barrier, but I'm quite sure it does not become a prime barrier. So perhaps it will have some negative influence about mobility of the people and so on, but I'm sure that human resource managers can find the solution for that in time.

Team Dimensions: You spoke about STICK (Science, Technology, Innovation, and Creation of Knowledge) initiative earlier during your talk. Could you please elaborate on it for the Indian scenario?

FG: I have some information about the India Statistical Institute proposing a specific project in order to align the committee of survey which is going on in Europe, and to make the same one to adjust the measure for India. So it's a kind of project that can be expected to be executed in India, on the same lines as in Europe. It will answer questions on what can be done in India, aside from what has been done in Europe, for this program to be successful.

Team Dimensions: Don't you think that there are too many businesses coming up with too many ideas just to stay innovative, but these ideas aren't really productive?

FG: Innovation is not just about value for customers, you can also provide value for your managers or your employees. So sometimes you can propose new ideas and changes which will have more internal effect. And if a company is not innovating at the moment, it is probably planning ahead. So innovation can basically have multiple faces or forms, and the impact

cannot always be seen immediately. Each nation has a different set of challenges that innovation faces, so companies in that environment also innovate taking into consideration all those factors that act as challenges.

Team Dimensions: What measures can be taken by an organization to ensure that every employee contributes to innovation at some point or the other?

FG: You have to remember that the process of innovation can be linked to the way the product is manufactured. When you consider management innovation, it involves incentives that will involve all your people. It's also a more informal than formal process.

In the case of a more formal R&D process, there is less space for autonomy in general. Another thing that is important is the management style and the internal culture of the organization. Culture is quite an important factor in case of global companies because there are people from different nations attempting to work with each other. There is complexity in the innovation process here because of how complex the cultural relationships become.

Team Dimensions: It seems that breakthrough innovation has taken a backseat due to disruptive innovation? Is this okay, and can we go ahead with this trend? Or do we still need breakthrough innovation every now and then?

FG: I think disruptive innovation is natural. It's just that sometimes, innovation happens faster than expected. If an organization is looking to voluntarily disrupt, it's a strategy they have chosen because of a gap they have found in the market. Disruption is incremental in nature and occurs when the technology is faster than the evolving needs of customers. We need disruptive innovation so that we can push ourselves in all sectors. The way you are living right now is not how you lived as a student, and the way you will be living as a manager will change as you move across from a junior to senior level. So disruption of today can be incremental of yesterday.

Team Dimensions: Is mass-customizing in the case of innovation difficult?

FG: Yes, the two main difficult things are knowing the customers, and knowing the innovation process, and you then have to mix the two. To be able to propose any new product or concept, you have to think as a customer. So an important thing is to make the link between the marketing department, the top management strategy and also technological department. We have to design our product in terms of its ability to serve customer needs and on pricing. The customer should be willing to pay for the product.

It ultimately comes down to the way you are dealing with the customers, the way you approach innovation, and to build a bridge between the two.
