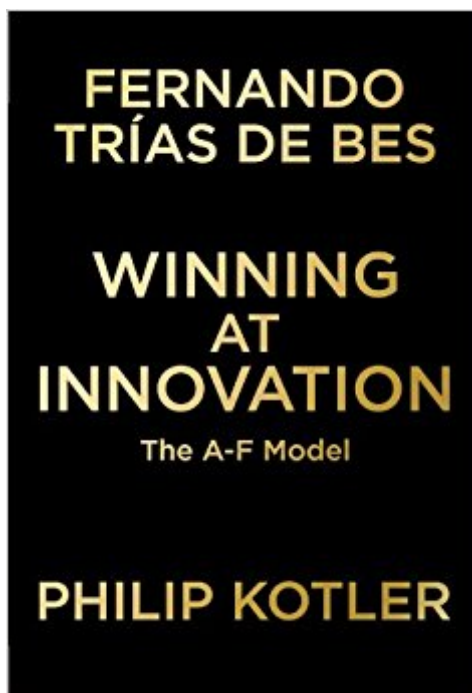


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# Winning At Innovation: The A-to-F Model



## Synopsis

WINNER OF THE CHARTERED MANAGEMENT INSTITUTE (CMI) INNOVATION AND ENTREPRENEURSHIP AWARD AT THE CMI BUSINESS BOOK THE YEAR AWARDS 2013

Innovate or Die! Companies that cannot innovate and develop new products, strategies and technologies to keep ahead in today's fastpaced market will not succeed. Winning at Innovation presents a groundbreaking new model for successful marketing advancement from two world-leading experts in marketing and innovation, Fernando Trãf- as de Bes and Philip Kotler. Innovation is a responsibility normally assigned to R&D departments but this is not enough. Companies need a systematic framework so innovation can occur at any level of the organization. The A-F Model is a step-by-step process for developing a successful culture of innovation, bringing together the different individuals and groups across the organization for ideas to be created, developed and implemented. Offering flexibility, the model allows a back and forth flow of ideas and creativity to adapt to changing circumstances. Using this model, companies can learn how to make their innovation processes more effective, more sustainable, and more successful. Innovation must be a priority for organizations who want to be ready to grow and develop in post-recession economies. Trãf- as de Bes and Kotler present a unique model for innovation for all companies that want to succeed in the global field.

## Book Information

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## Customer Reviews

Winning at Innovation by Trias de Bes and Kotler is a really good book on innovation (one of only about 7) and will be useful to lots of senior managers, directors, vice presidents, CEO's and anyone interested in trying to manage innovation initiatives. It has lots of plus points. Some of the plus points are:

1. Its more practical than many other innovation books (Steven Johnson's *Where Good Ideas Come From* (Allen Lane 2010) is good but is not sufficiently linked to business interests and practices; *Innovation* by Bruce and Birchall (FT, Prentice Hall, 2009 / Fastrack series) is very colourful and full of graphs and diagrams, but maybe too academic for the average senior manager, director or vice president to find useful.
2. Its sets out a company innovation framework and a checklist with spending guidelines and expectations about performance milestones to which senior managers, company directors and vice presidents will be able to relate.
3. It defines the roles of the various players and explains what can be expected from them. This is useful if you want to kick start innovation in your business but are not sure who you should listen to. (Your head of IT ?; consultants ?; "knowledge management" people who want to sell you software packages? )
4. Its scope is large. It is concerned with (i) business model innovation, (ii) process innovation, (iii) market innovation and (iv) product / service innovation. Many other innovation books restrict themselves to only one or two of these.
5. It can be compared to some of the very best books on innovation. Some of the very best books on innovation and continuous improvement are the ones by Jeffrey Liker (*The Toyota Way* (Mc Graw-Hill 2004) and *The Toyota Way to Continuous Improvement* (Mc Graw-Hill 2011) and Von Kroch, Ichijo and Nonaka, *Enabling Knowledge Creation* (OUP 2000) but the Nonaka one is fairly academic and the Liker books concentrate on innovation practices in a manufacturing environment. So anyone who wants to learn from them has to translate what they are saying into non-manufacturing and non-academic terms. This is not the case with *Winning at Innovation* book. It is not academic and is not restricted to manufacturing. Books it would also be competing with are: (1) *Innovation to the Core: Transforming the way your company innovates* by Peter Skarzynski and Rowan Gibson (2008) (2) *The Other Side of Innovation: Solving the Execution Challenge* (Harvard Business Review) by Vijay Govindarajan and Chris Trimble (2010)

Two minus points

1. The book is boringly presented. One could ask, "Would Steve Jobs have been satisfied with the design and appearance of the book?" I think the answer would be "no". If Palgrave brings out a paperback edition they could take a leaf out of FT, Prentice Hall's "Innovation" book by Bruce

and Birchall (2009). They could put some color into it; put the diagrams, models and graphs in color and have boxes with a coloured background and colour margins. That would make it look like an interesting book. Whoever wrote the book description on the dust jacket sleeve and on [...] gives the misleading impression that it's just a book about innovation and marketing. The description says that it's is "a groundbreaking new model for successful marketing advancement ." This emphasis and perspective is much too limited and is misleading. It's a book which competes with the very best books on business model innovation, process innovation, practice innovation, market innovation and product or service innovation.

So many innovation books just glide into the what to do without telling the reader how to make it happen; this book cuts through all of the clutter and gives companies a design they can follow to enhance innovative thought throughout the organization and drive innovation from the top down. The focus on individual participation and how to identify and optimize those participants give tremendous clarity to the sometimes blurry idea of innovation. By focusing on the strengths of individuals and how they can tie into the group, this book bridges the gap between individual creativity and powerful group innovation.

To understand the dynamic of any organization, we should select with basics, defining our level of Innovation.... What do we want to do ? Just marketing? or really to change systematically the companies? Thanks Phillip and Fernando for your contribution..... Fernando te invito a ser miembro de nuestro grupo Excelencia en la Innovacion en LinkedIn, y tener tu aportes.

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