

# Disciplined Innovation Conceptual Framework and Adoption Roadmap

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## EXECUTIVE SUMMARY

*The role, importance, and significance of innovation can't be overemphasized in this day and age. While innovators would like to work beyond constraints, the enhanced importance of using resources efficiently is fast fuelling the prospects of disciplined innovation in companies across industries. Studies have shown that the presence of constraints and limits actually spur innovation and can prove instrumental in guiding organisations towards enhanced profitability and greater market share. Using real-world case studies, this research emphasized the importance of disciplined innovation and proposed a framework to integrate this characteristic into the functional procedures and operational mechanisms of the company. The findings of the research suggest that constraining the creativity of innovators within the broader framework of accountability is the optimum approach towards achieving a perfect balance between creativity, innovation, and resource consumption to deliver superior customer experiences.*

## INTRODUCTION

Creativity and innovation are two important cornerstones behind any successful organisation. Cutting across industries, companies that are creative and innovative are more likely to succeed in attracting prospective customers to their side. The real-world manifestation of creativity is innovation and given its ability to enhance the market share of a company significantly, most organisations across product domains and service categories attach significant emphasis on innovation. There are many approaches

that are popular in the corporate world to achieve a desired level of innovation in the organisation. While some are focused on organisational hierarchy in structure, others put emphasis on the training and development of employees to make sure that they create and innovate with the desired rate of success. One of the most commonly used phrases to increase and spur innovation in a company is to think outside the box for bringing new innovations to life. According to this theory of innovation, any kind of constraint that is put on the development and innovation teams can hamper the rate of progress and ultimately decrease the chances of being successful at innovative new things in the organisation (Antioco et al. 2008). This view also subscribes to the axiom that any kind of constraint will ultimately hamper the motivation and inspiration of the development team and will lead to a lower level of innovative capabilities within the organisation. That said, experts across domestic and international businesses have always emphasised the need for having a set of rules and constraints that will help teams to shape their innovations in the context of a particular invention. It is important to consider that without any kind of constraints, it will be difficult for innovators to restrict their thinking on a particular subject and find a coherent way that will lead to successful innovation. In the absence of any clear-cut guidelines and interactive mechanisms with clear boundaries, the entire ecosystem involved in innovative new products and services might struggle to get desired results with proper efficiency and effectiveness. Against this particular backdrop, this research aims to offer guidelines and a conceptual Framework for discipline innovation that will help the top management and innovative teams in a company to guide their innovation efforts in a proper direction that will ultimately make the effort successful and yield desired results for the companies (Micheli et al. 2012). It is absolutely necessary for organisations to stick to a general framework and criteria so that the extensive resources that go into the innovation process will not turn out to be unproductive and futile in the end.

## **DISCIPLINED INNOVATION: RULES AND REGULATIONS**

In stark contrast to the idea of defining the constraints rigidly, this research talks about the simple rules and regulations that can guide innovation towards success in a disciplined and steadfast manner. It is again very important to note that there is no one size fits all approach related to these rules and regulations and depending upon the industry, product category, and service domain a particular organisation is operating will determine the broad framework of the regulations and rules that one has to stick with in order to achieve desired results on the front of innovation (Dalgarno and Lee 2010). However, in order to facilitate the policymakers and teams which are involved with the innovation aspect cutting across the industry we will give a conceptual framework that can be applied across the businesses to facilitate the innovation and help them to stay ahead of the innovation curve. It is a well-accepted fact that in order to innovate organisations have to experiment and in the process of experimentation, it is not uncommon to encounter failures and deficiencies in terms of results achieved by the companies. However, when the innovation is carried out within the broad framework of discipline and rules, the value creation process during the innovation will become more streamlined and seamless. This is particularly beneficial for sustaining the incremental process of innovation rather than getting any kind of breakthrough that has the capability to comprehensively transform the fortune of the company (Sala et al. 2016). Take for instance the example of Maruti Suzuki India Limited. The Japanese car manufacturer is the largest domestic player in the passenger vehicle category and the second-largest exporter of cars from India. It has consistently remained at the forefront of the automobile revolution in the passenger vehicle category

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