



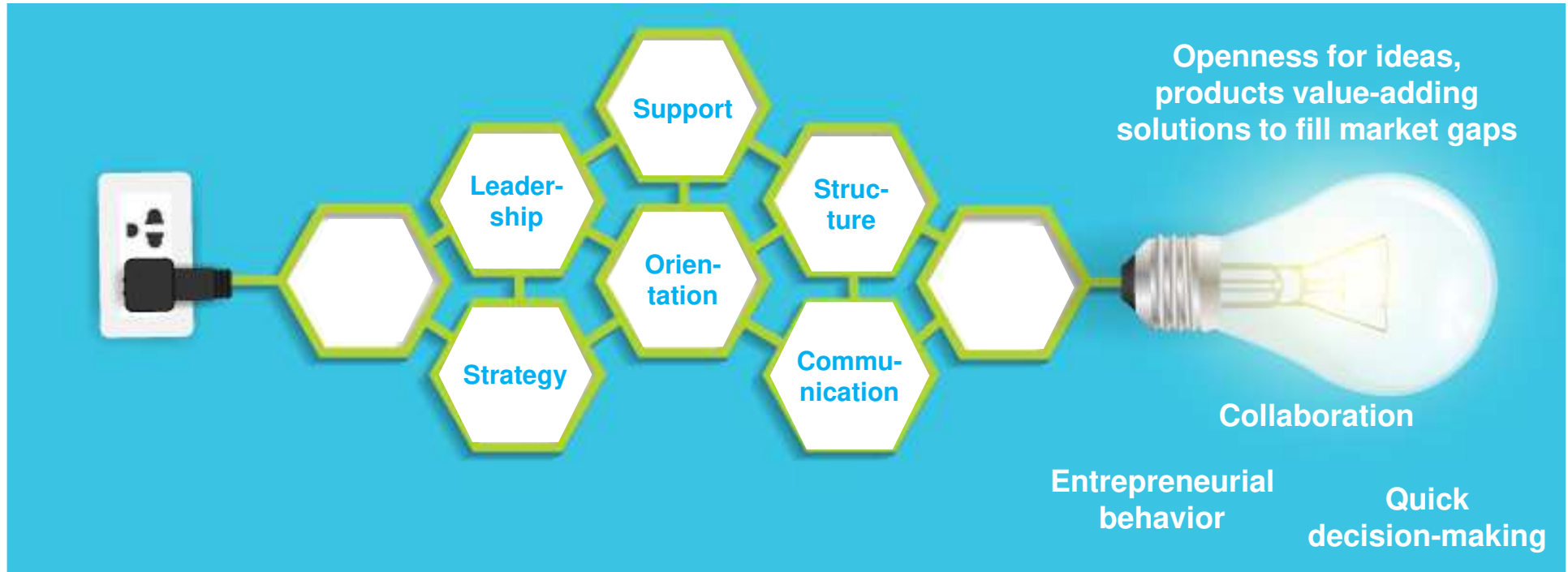
# Manifestations of innovation cultures using the example of Austrian mechanical engineering companies

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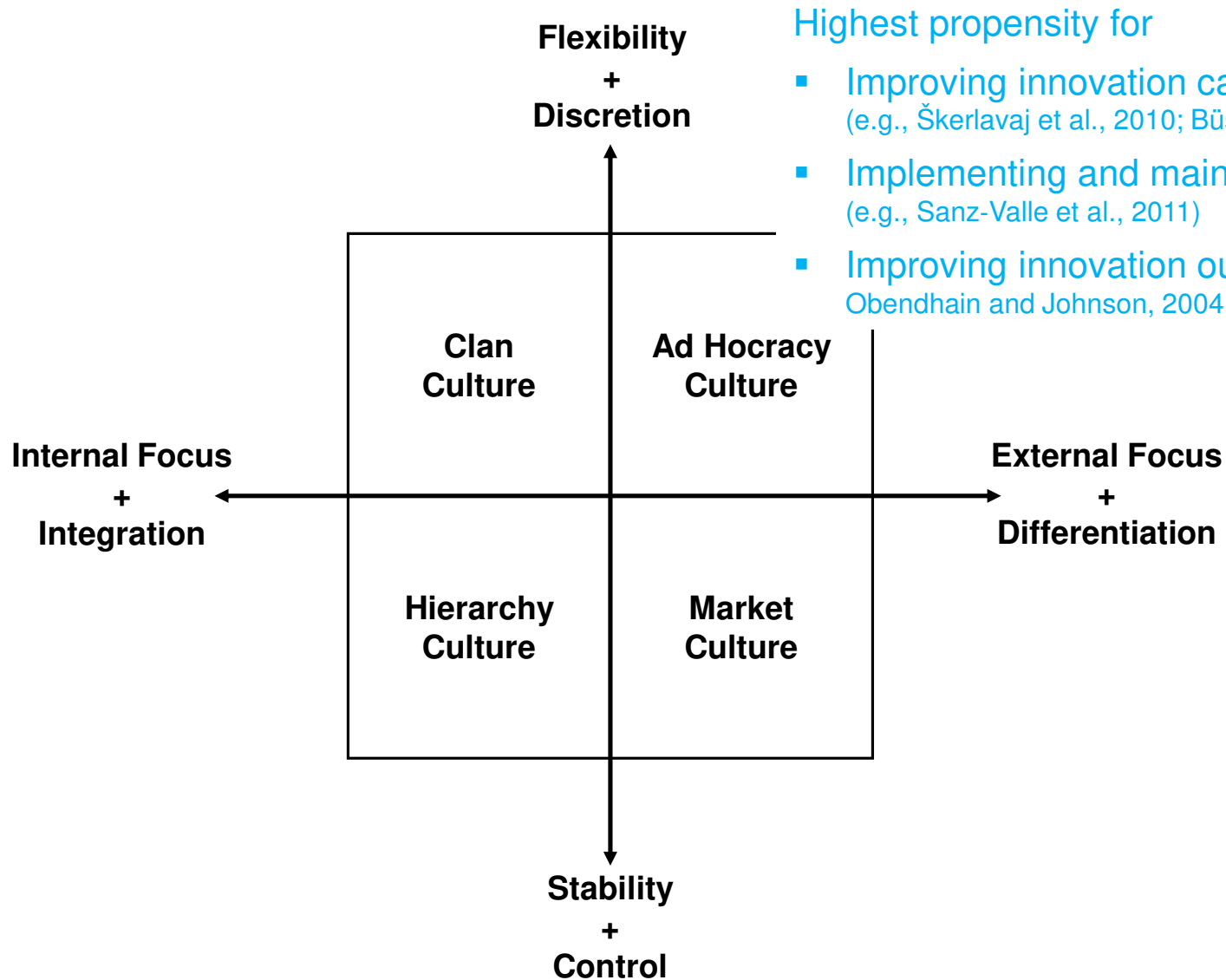
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# Innovation Culture and its Antecedents



**Research definition:** A corporate culture that commits to the strategic goal of innovation, where organizational members share ideas collaboratively and openly, determined to the creation of new value-adding solutions.

# Competing Values Framework



Highest propensity for

- Improving innovation capabilities (e.g., Škerlavaj et al., 2010; Büschgens et al., 2013),
- Implementing and maintaining innovation (e.g., Sanz-Valle et al., 2011)
- Improving innovation output (e.g., Lau and Ngo, 2004; Obendhain and Johnson, 2004; Naranjo-Valencia et al., 2011)

## Research Question

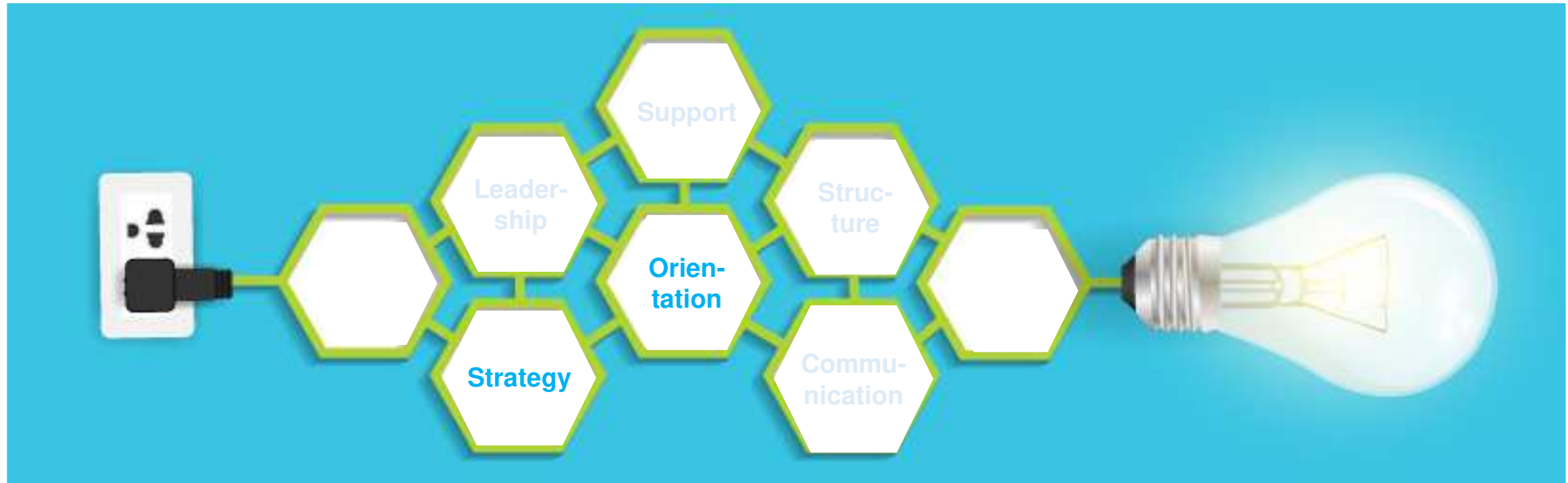
**Which combinations of organizational factors and  
company values can be found  
in (established) innovation cultures?**

## Method

- Case study approach / semi-structured structured interviews
- 4 executives (top managers and CEOs)
- SMEs; mechanical engineering; Austria
- Interviews voice-recorded
- Analysis with MAXQDA12 and acc. to Miles and Huberman (2003)
- 37 sub codes; 228 text fragments
- Standardized CVF questionnaire

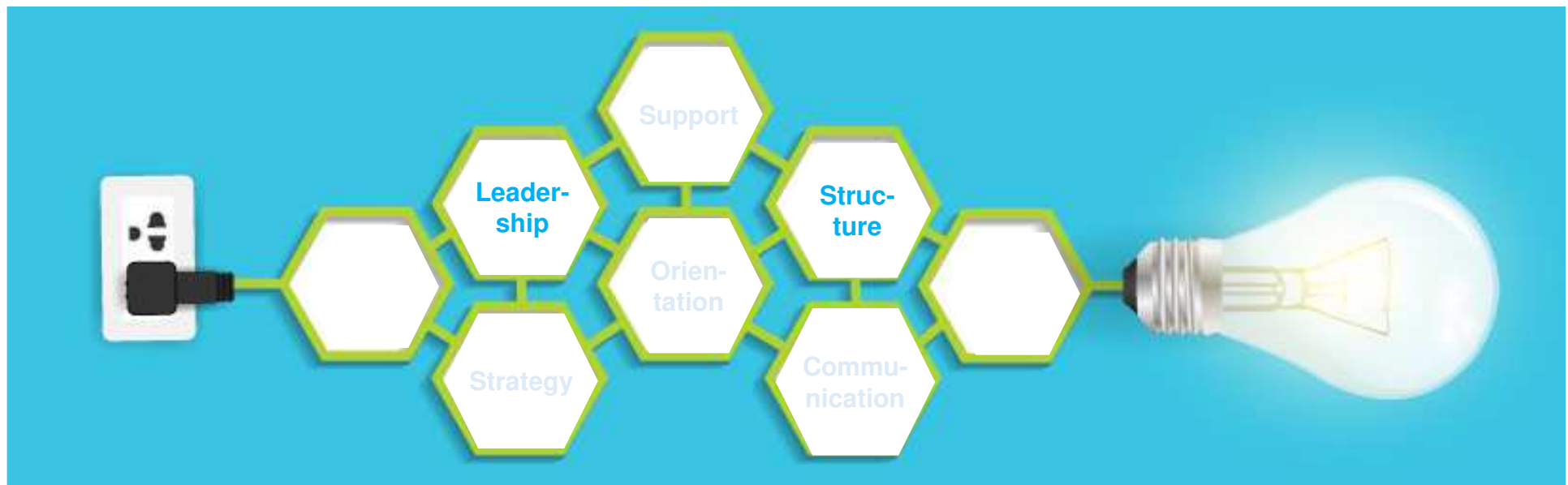
# Results

All four cases:  
hybrids of clan and ad hoc culture



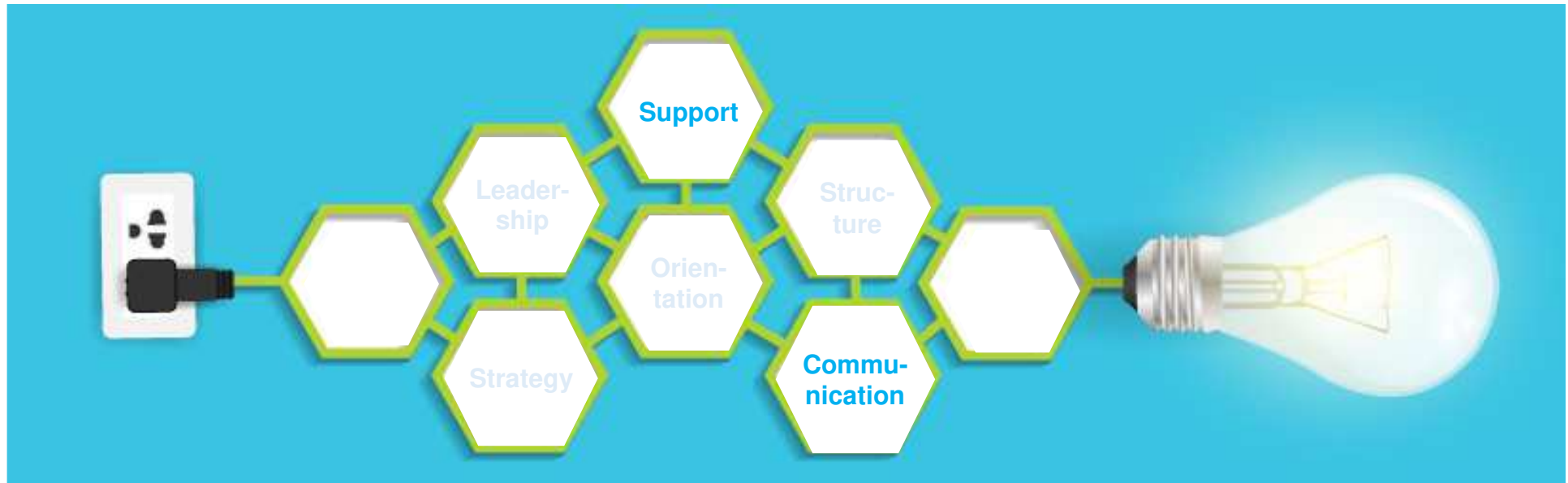
- “Innovation is more important than strategy”
- Promotes creativity and innovative work (e.g., Martins and Terblanche, 2003; Brettel and Cleven, 2011):  
high levels of commitment towards employees’ learning and development
- External orientation (Ahmed, 1998; Petraite and Ceicyte, 2012)
- Market- or customer-orientated (Dobni, 2008; Petraite and Ceicyte, 2012; Krot, 2013)  
with clan elements “The supply chain of trust”

- Transformational (Sattayaraksa and Boon-itt, 2016)
- Inspirational guides / challengers (Hyland and Beckett, 2005; Sattayaraksa and Boon-itt, 2016), idea sponsors (Dombrowski et al., 2007; Leong and Anderson, 2012): “One [source of ideas] is our owner who is CEO as well, he brings a lot of new ideas into our company”.
- Quick evaluation for strategy fit (Ahmed, 1998; Andriopoulos, 2001)
- Acceptance of failure and errors (Andriopoulos, 2001; De Brentani et al., 2010; El Harbi et al., 2014)



- Flexible (Hogan and Coote, 2014; Padilha and Gomes, 2016; Mohan et al., 2017)
- Independent, project-related work units (e.g., Baković et al., 2013; El Harbi et al., 2014)
- Interdisciplinary cross-functional teams (Dombrowski et al., 2007; Petraite and Ceicyte, 2012)

- Open (e.g., Petraite and Ceicyte, 2012; Krot, 2013; Padilha and Gomes, 2016): **door policies**
- Trustful and non-judgmental (Ahmed, 1998; Jassawalla and Sashittal, 2002; El Harbi et al., 2014)
- Honest discussions about mistakes (e.g., Jassawalla and Sashittal, 2002; Crossan and Apaydin, 2010): **“It [failure] is very important - it is a need!”**
- Sharing of knowledge, ideas and problems; collaborative problem solving



- Reward of creativity (e.g., Crossan and Apaydin, 2010; Mohan et al., 2017): **time, expertise, resources, decoupled innovation projects; “[...] It’s something you want to attain; it’s a status you want to get to and leadership attention does also do its’ trick.”**
- Personal development, educational opportunities for state-of-the-art mindsets and methods



## Discussion and Conclusion

**Ad hocracy + Clan culture = leveraging the disadvantages of each culture type**

⇒ Corporate culture design accordingly but do not solely reengineer cultural artifacts

⇒ Stay flexible in your cultural hybridity

### Limitations and Future Research

- No generalizable conclusions
- Possible selection and self-serving bias
- Future quantitative studies
- Different phases in the innovation process



**Thank you for your attention!**

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