A.C. Nielsen, 9	Baidu, 14
Activity system	Bankruptcy, 100
content, 156-157	BAV. See Brand asset valuator
governance, 157	(BAV)
structure, 157	B2B. See Business-to-business (B2B)
Adhocracy orientation, 259	B2C. See Business-to-consumer
Adobe Photoshop, 32	(B2C)
AI. See Artificial intelligence (AI)	Big Data, 5, 7–10
Algorithm-based decision making, 14	Board of the Canadian Chamber of
commercialization, 23	Commerce, 297
ethical issues, 26n1	Brand asset valuator (BAV), 112
front end innovation, 19	Brand-depreciation costs, 111
new product development, 21	Brand energy, 112
Amazon, 14, 126	Brand equity
American Customer Satisfaction	categorization, 115
Index (ACSI), 264, 266,	competition, 121–122
276n1	conceptual framework, 113-116
Apple Inc., 100, 233	customers, 118–119
design aesthetic, 213	dimensions, 111–112
ecosystem, 13	external network, 120–121
graphical user interface by, 152	firms, 116–118
MacBook in 2015, 49	impact, 112–113
Architectural innovation, 150	innovative ideas affecting, 114
Arenas, 6	macro-environment, 122–124
Ariely, Dan, 25	technology, 124–126
Artificial intelligence (AI), 15, 26n2	Business analysis, 16
Attention	Business model innovation, 149, 150,
levels, 14	156–157
managerial, 5, 10, 11, 15	Business Source Premier, 56n1
poverty of, 4	Business strategy, 161
in strategic management context,	Business-to-business (B2B), 50
10	adoption controllability, 49–50
Average variance extracted (AVE),	co-existence, 51–52 embeddedness, 52–53
238–239, 267	
238–239, 207 Axial coding, 297	multigroup analysis, 242
Axiai coding, 297	Business-to-consumer (B2C), 50

adoption controllability, 49–50 Convergence innovation, 155

co-existence, 50–51	Corporate strategy, 161
customer involvement in	Cost model, 157
innovation, 74, 79, 83-85	CR. See Composite reliability (CR)
embeddedness, 52–53	Creativity, 175, 182–183
multigroup analysis, 242	Cross-functional knowledge
Business Week, 170	development and training,
	309-310
Cash-flow return on assets (CFROA),	Culture shaper, 300–302
264-265, 269-271, 274,	Customer co-creation, 68
275	Customer co-development, 68
CII. See Customer involvement in	Customer collaboration, 68
innovation (CII)	Customer engagement, 93
Circumvention innovations, 123	Customer-generated incremental
CIS. See Customer involvement as an	innovations, 130
information source (CIS)	Customer integration, 69
Citizenship behaviors, 313–314	Customer involvement, 67
Civilization transforming	Customer involvement as a co-
innovations, 162	developer (CIC), 69
Clan orientation, 259	Customer involvement as an
CNG. See Compressed natural gas	information source (CIS),
(CNG)	69
Coca-Cola, 121, 131	Customer involvement as an
Co-creation	innovator (CIN), 70
customer involvement in, 55	Customer involvement in innovation
in service marketing, 94	(CII)
Co-existence, in successive	academic research, 64
innovation, 45–48, 50–52	antecedents and consequences, 73
Collaborative innovation, 312–313	benefits, 79
Commercialization, 16, 152, 153	co-creation in service marketing,
Competing values theory, 258–262	conceptualizations, 64, 72–73
Competition-originated innovation,	customer engagement, 93
121–122	customer relationship
Composite reliability (CR), 238-239	management, 93
Compressed natural gas (CNG), 123,	customers' perspective, 73–79, 91
136n5	degree, 66–71
Configuration theory methodology,	empirical research on, 64–65
261–262	firm capabilities, 92–93
Confirmatory factor analyses (CFA),	firm's perspective, 79–85, 91–92
266	forms, 71–72
Contributions	integrated conceptualization,
to literature, 134	87–88
to practitioners, 134–135	knowledge management, 92
	, > <u>-</u>

managing, 88–91	Customer service firm, 311
market orientation, 93	Customer trust-commitment model,
NPD project, 79, 84–85	306, 312-314
organizational learning, 92	Customer value proposition, 6, 15,
resource-based view, 92–93	157, 159, 173
strategic drivers of, 88	,,
strategic impact, 90–91	Data saturation, 294
techniques of, 72–73	Decision makers, 5–14, 25
theoretical development of, 92	Decision-making environment, 4, 5,
user-friendly toolkits, 72	<del>-</del>
Customer orientation, 231–233	10
aesthetics, 233, 237	Dell, 118, 120
bivariate relationships, 239–240	Design attributes
conceptual model, 240–242	experiential benefits, 206, 212–213
correlation matrix, 238	functional precedence, 206,
and design orientation, 233–234	209-211
descriptive statistics, 238	hedonic dominance, 209-211
firm's culture, 235	joint presentation with
	independent evaluation,
four-item scale, 237	207
innovations, 118–119	managerial contribution, 224-225
limitations and opportunities,	promotion and prevention goals,
247–248	211-212
managerial implications, 245–247	relationship between, 214-223
marginal effects analysis, 243–245	self-expressive benefits, 206,
measures, 237–238	213–214
model-free evidence, 239–240	theoretical contribution, 224
multigroup analysis, 242	types of, 208–209
multiple respondents, 243	Design-driven approach, 230, 233,
new product development,	247
233–234	Design orientation, 231–233
nomological validity, 239	aesthetics, 233, 237
reliability, 238–239	bivariate relationships, 239–240
robustness analyses, 242-243	
technological capabilities, 245	conceptual model, 240–242
and technological orientation, 234	correlation matrix, 238
theoretical contributions, 247	and customer orientation,
validity, 238–239, 242–243	233–234
willingness to cannibalize,	descriptive statistics, 238
234-235	firm's culture, 235
Customer participation, 66, 67	limitations and opportunities,
Customer relationship management,	247—248
93	managerial implications, 245-247
Customer satisfaction, 258, 264, 269,	marginal effects analysis, 243-245
271	measures 237_238

model-free evidence, 239–240 multigroup analysis, 242 multiple respondents, 243 nomological validity, 239 reliability, 238–239 robustness analyses, 242–243 technological capabilities, 245 and technological orientation, 234 theoretical contributions, 247 validity, 238–239, 242–243 willingness to cannibalize, 234–235 Differentiators, 6 Digital footprints, 24 Digital innovation, 33–35 Digitalization, 48 Digital product domains, 44–45  Economic logic, 7 edX, 121 Embeddedness, in successive innovation, 48–49, 52–53 Empirical research, 24 Employee trust-commitment model, 306, 308–312 Empowerment, 78, 307, 310 Environmental sustainability, 214, 224 Experiential benefits, 212–213 Exploitative innovation, 150 Exploratory innovation, 150 External network, 120–121  Financial costs, 110–111 Financially accountable, 17	Game changing innovations, 162 Gazelles, 285–289 General Mills, 120 Goods  vs. services, 130–132 standardization, 130 Google, 14 Grant Thornton Private Business Growth award, 293  Harman's one-factor test, 237 Harmon's single-factor test, 267 Hedonic dominance, 209–211 Hierarchy orientation, 259 Highest Paid Person's Opinions (HiPPOs), 24 High prices and margins, 314 HiPPOs. See Highest Paid Person's Opinions (HiPPOs)  IBM, 9, 25, 53 Immelt, Jeff, 170 Incremental innovation, 34, 36, 127–130 Incrementally new product, 151 Incremental product innovation, 149 Information & decision sciences journals, 43–44 Information-rich environment, 4 decision-making approaches in, 12 innovation process, 15–17 strategic decision making in, 10–15 Innovation benefits, 108–110
Environmental sustainability, 214,	Information & decision sciences
Experiential benefits, 212–213 Exploitative innovation, 150 Exploratory innovation, 150	Information-rich environment, 4 decision-making approaches in, 12 innovation process, 15–17 strategic decision making in,
Financial costs, 110–111 Financially accountable, 17 Finer-grained assessment, 17 Forbes, 125 For-profit organizations, 152–155 Fortune Magazine, 285 Front end innovation, 16, 18–23 Functional precedence, 209–211 Future-market focus, 173	

front end innovation, 18–19 definition, 102–103, 146–154 external network, 120-121 new product development, 20-21 firms, 104-107, 116-118 Managerial intuition, 13 in information-rich environment, Market breakthrough product 15 - 17innovation, 149 intangible benefits, 108 Market entry internal sources of, 103 modes of, 145 macro-environment, 122-124 order of, 145 market position, 108 Market foresight moderating effect, 127–133 active scanning, 178-180 organizational capabilities, 110 antecedents, 179 organizational learning, 108 boundary spanner input, 181 private firms, 311-312 conceptual framework and radical innovations, 127 hypotheses, 178–184 reinvesting in sources, 132-133 creativity, 182–183 sources, 103–108, 116–126 defining, 172 strategy, 32–33, 160–163 development, 195–196 successful innovation, 100-102 discriminating, 173-174 tangible benefits, 108 evaluation, 182 technology-originated innovations, external sources, 174–175, 124 - 126178 - 180Intellectually lazy approach, 24 field perspectives on, 176-178 Inter-attribute comparisons, 210 framework, developing, 174–178 Internet retailing, 160 implications, 192-194 Intuition-based decision making, 13, interdepartmental connectedness, 18, 20, 22 181 - 182Ive, Jonathan, 233 internal sources, 175, 181–182 interviews with managers, Joint cognitive decision making, 18, 176 - 17821, 22 lead user collaboration, 180 leveraging the impact, 183-184 Land O'Lakes, 120 limitations, 194–195 Large-scale global survey, 10–11 market experiments, 180 Linguistic inquiry and word count new product outcomes, 175–176, (LIWC), 8 182 - 183open-mindedness, 182 process, 171-172 Machine intelligence, 11, 14 Macro-environment, 122-124, 131 reconfiguration capability, Major cost elements, 158 183 - 184Management journals, 43 speed to market, 183 Managerial attention, 5, 10, 11, 15 testing the framework Managerial decision making, 17 active scanning, 185, 188 commercialization, 22-23 boundary spanner input, 188

construct-level measurement statistics, 190 control variables, 189 correlation of constructs, 190 data analysis procedures, 189–192 lead user collaboration, 188 measures, 185–189 path analysis, 189, 191 path coefficients, 191, 192 reconfiguration capability, 188–189 robustness test, 189 sample, 184–185 <i>t</i> -values, 191, 192 timeliness, 183	measures, 264–266 reliability and validity of measures, 266–267 research design, 262–264 system of equation results, 271–273 theoretical contributions, 257–258 theory framework, 259–262 Market-pull approach, 230 Market reader firms, 155 Market sensing, 174, 178 Markets to serve, 145 Maruti Suzuki, 130–131 MDSS. See Marketing decision support systems (MDSS) Microsoft, 5, 48
Market information, 171–173	MMSS. See Marketing management
external sources, 174–175,	support systems (MMSS)
178-180	
internal sources, 175, 181–182	MO. See Market orientation (MO)
Marketing	Moore's law, 8
definition, 145	MTV, 125
innovation, 157–160	
journals, 42–43	Nadella, Satya, 5
Marketing decision support systems	Need seeker firms, 155
(MDSS), 14	Netflix, 14
Marketing management support	Neurophysiological methods, 17, 24
systems (MMSS), 5	New product development, 16, 33,
Marketing strategy, 7, 145	182–183
customer involvement in	bivariate relationships, 239–240
innovation, 91	conceptual model, 232
definition, 145	customer orientation, 233–234
research, 258	design orientation, 231–232
Market knowledge, 180, 183	developing, 175–176
Market orientation (MO)	different approaches in, 230
analyses, 267–271	estimation, 240–242
behavioral operationalizations,	limitations and opportunities,
261	247—248
correlations, 268	managerial implications, 245-247
descriptive statistics, 265	marginal effects analysis, 243-245
development, 275–276	measures, 237–238
implications, 273–275	performance, 232–235
knowledge gaps, 258–259	robustness analyses, 242–243
limitations, 275–276	technological orientation, 234

total product design concept,	Physical product domains, 44-45
230-231	PLS. See Partial least squares (PLS)
validity, 238–239	Porter's Five-Forces model, 287
willingness to cannibalize,	Practice-based research, 16
234-235	Practitioners, contributions to,
Nickelodeon, 125	134-135
Non-financial costs, 111	Prevention goals, 211–212
Not-for-profit organizations,	Privately firms
152-155	employee focus, 299
	extant literature, 298-300
Open coding, 297	field-based approach, 292-293
Open-mindedness, 177, 182, 191	firm orientation and flexibility, 299
Operating model, 157	founders, 300-304
Opportunity cost, 111	gazelles, 285–289
Opt-in, 152	industry type, 298-299
Opt-out, 152	innovation, 299-300
Organizational culture, 257–258	limitations, 314–316
analyses, 267–271	list of companies and growth rates,
behavioral operationalizations,	295-296
261	literature review, 286–292
correlations, 268	ownership, 298, 300–304
descriptive statistics, 265	sample, 293–297
development, 275–276	size and age, 298
implications, 273–275	snowballing technique, 294
knowledge gaps, 258–259	stability of industry, 299
limitations, 275–276	strategic choices, 302-304
measures, 264–266	trust-commitment model
reliability and validity of measures,	customer, 306, 312-314
266–267	employee, 306, 308-312
research design, 262–264	revisiting, 304–308
system of equation results,	Proactive market orientation, 173
271–273	Process innovation
theory framework, 259–262	definition, 149
•	phases of, 16
Organizational learning, 92, 108	See also Innovation
Dala Alta Dananali Cantan (DADC)	Product innovation, 144, 151,
Palo Alto Research Center (PARC),	154–163
152	definition, 149
Partial least squares (PLS), 189, 191	incremental, 149
PepsiCo, 123	market breakthrough, 149
Pepsi's Blind Taste Test Challenge,	radical, 149
121	technological breakthrough, 149
P&G's Connect and Develop	Product parity, 125
program, 118	Product versioning/upgrades, 46–47

Promotion emotions experiential benefits, 212–213	Resource-based view (RBV), 274, 287 Respect, 308–309
self-expressive benefits, 213–214	Revenue model, 157, 158
Promotion goals, 211–212	Reverse innovation, 150
Psychometric testing, 266–267	,
Qualtrics online survey software, 235	Safe market growth strategy, 183 Samsung's Family Hub™ refrigerator, 35
Radical innovations, 127	SBU. See Strategic business unit
Radically new product, 151, 162	(SBU)
Radical product innovation, 149	SCImago Journal & Country Rank,
Rapid-growth firms	39
employee focus, 299	S-C-P model, 287
extant literature, 298–300	Seemingly unrelated regressions
field-based approach, 292–293	(SUR), 270
firm orientation and flexibility, 299	Selective coding, 297
founders, 300–304	Self-expressive benefits, 213–214
gazelles, 285–289	Service innovation, 130–131, 164n1
industry type, 298–299	Service marketing, 94
innovation, 299–300	Services, goods vs., 130–132
limitations, 314–316	Single-factor confirmatory model,
list of companies and growth rates,	276n2
295–296	Small and medium sized enterprises
literature review, 286–292	(SMEs)
ownership, 298, 300–304	employee focus, 299
sample, 293–297	extant literature, 298–300
size and age, 298	extant research, 289–292
snowballing technique, 294	field-based approach, 292–293
stability of industry, 299	firm orientation and flexibility, 299
strategic choices, 302–304	founders, 300–304
trust-commitment model	gazelles, 285–289
customer, 306, 312–314	industry type, 298–299
employee, 306, 308–312	innovation, 299–300
revisiting, 304–308	limitations, 314–316
Rational approach, 11	list of companies and growth rates,
RBV. See Resource-based view (RBV)	295–296
R&D department, 116	literature review, 286–292
Relationship benefits, 310	ownership, 298, 300–304
Relationship benchts, 510 Relationship marketing, trust-commitment model for customer, 306, 312–314 employee, 306, 308–312 revisiting, 304–308	sample, 293–297 size and age, 298 snowballing technique, 294 stability of industry, 299 strategic choices, 302–304

trust-commitment model	information & decision sciences
customer, 306, 312-314	journals, 43-44
employee, 306, 308-312	journals in literature search,
revisiting, 304–308	37–39
SmartPLS, 189	literature review procedures,
SMEs. See Small and medium sized	36–40
enterprises (SMEs)	management journals, 43
Social innovation, 150, 154	marketing journals, 42–43
Stage-gate system, 16	SUR. See Seemingly unrelated
Staging, 6	regressions (SUR)
Strategic business unit (SBU), 235	Sustainable innovation, 150
Strategic decision making	
in information-rich environment,	Sustainable product innovation, 150
10-15	
innovation process, 15–17	Swatch watches, 230–231
Strategic flexibility, 173–174	T
Strategic innovation, 161–163	Target segment, 157
Strategic marketing	Technological breakthrough produc
decisions, 146	innovation, 149
domain of, 146, 147–148	Technological opportunism, 126
Strategy	Technology driver firms, 159
Big Data, 7–10	Technology-originated innovation,
business, 161	124–126, 132, 231, 234,
corporate, 161	237, 242
decision makers, 7	Technology-push approach, 230
definition, 6	Temporal costs, 111
elements, 6–7	Tesla, 33, 48
innovation, 32–33, 160–163	Thucydides's Trap, 25
marketing strategy. See Marketing	Timeliness, 175
strategy	Total product design concept,
safe market growth strategy, 183	230-231
Strong balanced cultures, 260	Toyota, 120
Structured data, 8	Traditional decision-making
Successive innovation	approach, 11, 18, 20, 22
adoption controllability, 49–50	Transparency and ongoing
co-existence, 45–48, 50–52	communication, 310
conceptual framework, 41–42,	Transportation Technical Services
44–50	(TTS) database, 263–266
digital and physical product	Trust-commitment model
domains, 44–45	
digital innovation, 33–35	customer, 306, 312–314
disciplinary domain, 40	employee, 306, 308–312
embeddedness, 48–49, 52–53	revisiting, 304–308
fragmented literature, 40–41	Tsujihara, Kevin, 170

TTS database. See Transportation Technical Services (TTS) database

Two-stage model, 308

Unstructured data, 8 User involvement, 68

Value chain, 157 Value proposition, 157 Variety, 8 Vehicles, 6 Velocity, 8 Viacom, 125 Visual aesthetics, 212–214, 219–221, 223, 224, 228

Volume, 8

Walmart, 4, 8–10
Warner Brothers, 170
Willingness to cannibalize, 234–235
Willingness to pay
experiential benefits, 206–207,
212–213
hedonic vs. functional attributes,
210–211
self-expressive benefits, 206–207,

213 - 214