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Anne Marie Knott

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Anne Marie Knott : **How Innovation Really Works: Using the Trillion-Dollar RD Fix to Drive Growth: Using the Trillion-Dollar RD Fix to Drive Growth** before purchasing it in order to gage whether or not it would be worth my time, and all praised How Innovation Really Works: Using the Trillion-Dollar RD Fix to Drive Growth: Using the Trillion-Dollar RD Fix to Drive Growth:

3 of 3 people found the following review helpful. and shows companies how they can easily measure how well their

RD is translating into improved ...By Constance E. Helfat This book does an outstanding job of debunking myths about what makes RD effective, and shows companies how they can easily measure how well their RD is translating into improved revenues. The RQ measure proposed in the book is easy to calculate, and doing so is likely to be a wake-up call for most companies. The book is a very readable and comprehensive discussion of where innovation efforts go right and wrong, with well chosen examples. The author clearly demonstrates the perils of outsourcing the development of innovative ideas, and the importance of centralizing many types of RD within the organization. Highly recommended! 1 of 1 people found the following review helpful. This book will change the way you think about innovation.

By Trey Cummings This book is a great example of making relevant research accessible to both researchers and practitioners and will challenge your preconceived notions about innovation. The Research Quotient (RQ) of a firm is an intuitive innovation measure which has the potential to help managers identify innovation changing improvements to their organization through quantitative analysis. The book begins by establishing widely held misconceptions about innovation and offers a valuable prescriptive innovation roadmap to avoid common mistakes. I highly recommend this book for those that research innovation, manage innovation, or are interested in investing in innovation or technology firms. 0 of 0 people found the following review helpful. This book is an easy and entertaining read.

By Customer This book is an easy and entertaining read. As a retired senior executive at several technology-based companies, I wish that I had this book available to me during my 40+ year career. Embarrassing to me, it identified several of the methods we used to determine development budgets and to measure results-- all of which were debunked by Dr. Knott. While Chapter 10 is the foundation for the preceding chapters, the discussion of the popular misconceptions with compelling examples of these misconceptions in practice over a broad range of industries was enlightening. The book is replete with surprising conclusions including that 67% of the firms analyzed were overfunding their RD budget when compared to the optimum. Not a conclusion one would expect in a book championing research and innovation. A must read for any CEO or CTO. An added benefit of the RQ process is the potential for identifying public companies that are most efficient in innovation and its potential impact on market pricing. A must read for investors as well.

Are you spending too much on RD? Too little? Is your innovation program successful? And how do you measure that success? Your company is spending millions on RD every year, but despite your best efforts, that RD isn't driving growth. If you're like 95% of firms, you aren't investing the right amount, and the productivity of your RD has fallen dramatically over the past several years. That's because there hasn't been a universal, uniform, and reliable measure of RD--until now. First introduced in Anne Marie Knott's influential Harvard Business Review article, RQ™ (Research Quotient) is a revolutionary new tool that measures a company's RD capability--its ability to convert investment in RD into products and services people want to buy or to reduce the cost of producing these. RQ not only tells companies how "smart" they are, it provides a guide for how much they should invest in RD to ensure that investment will increase revenues, profits, and market value. Armed with insights from her experience as an RD project manager, 20 years of academic research, and two National Science Foundation grants, Knott devised RQ and used the measure to test common innovation prescriptions across the full spectrum of U.S. companies engaged in RD. The results are nothing short of game-changing. In this essential guide, you will learn:

- how to use RQ to determine which RD investments are most likely to drive growth--using the hard data you already have to better utilize the innovation tools you're already using
- the 7 misconceptions about innovation trends--and how to avoid the ones that don't work
- how investors can achieve 9x returns in the market and help companies in the process
- why corporate--and GDP--growth has stalled and how to restore it without RD tax credits

This book promises to do for innovation and RD what TQM did for manufacturing and what Sabremetrics did for baseball. It will show you How Innovation Really Works--with measurable results you can count on.