

### Introduction

This paper presents an overview of the research carried out on a small business. The research focused on innovation management surrounding one particular product innovation project, over three years. Relevant literature is presented to explore the links between the different research topics, and a brief overview of the research methodology is detailed. The research findings highlight some of the principal outcomes of the study. Finally, a summary is given of the principal outcomes and possible relevance to other businesses.

### Organisational and Literature Context

Small businesses have a significant role to play in all economies around the world. Research [Schumpeter, 1942] has suggested that small businesses contribute to the economy in two ways: they are an important element of the overall renewal process, and it is one mechanism by which millions of people enter the economic and social mechanism [Robbins *et al.*, 2000:293]. These small business performances are linked to customer needs. Those businesses that adopt this marketing concept are more likely to succeed when they are combined with growth and differential strategies [Pelham, 2000]. The market-orientated strategic postures of successful small businesses are moderated by the needs of customer-led day-to-day activities. Successful small businesses are those that can wisely balance these two perspectives, market orientation and customer-led, the present with the future. A small business's innovation plans are essentially linked to this present and future balance of customer values [Connor, 1999].

But what is innovation? Innovation is any product, process, policy, or structure change that is perceived to be new [Nohria and Gulati, 1996]. Innovation research has long focused on those factors which are most closely linked to success such as: structure [Appelbaum *et al.*, 1998]; the focus on customer needs, leadership, information sharing, inventiveness, ability to implement [Appelbaum and Goransson, 1997]; building cross-functional teams [Elmuti, 1996]; organizational learning [Denton, 1997]. Research into innovation surrounding New Product Development (NPD) has noted interest in looking at the issues of functional integration and the affect on information sharing and interaction [Craig and Hart, 1992]. Work by Gerhardt (1989) suggested that integration is dependent on interaction between team or group members. It has been suggested therefore that coordination of team or group activity is reached through negotiated sensemaking between these team or group individuals [Ormerod, 2002].

In small businesses the culture resulting from the interaction between the initial founder's assumptions and theories and those learnt by the group's from their own experiences are very important (Schein, 1983). The founder will often bring professional managers into the small business to contribute to the overall organizational and functional skills, and as such are welcomed by most of the business's individuals and groups. An element of mistrust may result, however, when these managers start to question the founding assumptions (Schein, 1983). Owners or founders innovativeness seems to be an essential part of the overall entrepreneurial orientation for innovation within the firm (Verbees and Meulenbergh, 2004). This entrepreneurial orientation reflects how these new innovations are processed. But if there is a difference in assumptions between the founders and these new professional

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