

UDC 658
LBC 65.290-2

Berman S. S.

Innovation for entrepreneurs: learning guide / S. S. Berman; The Ministry of education and science of the Russian Federation, Kazan National Research Technological University. – Kazan: KNRTU Publishing house, 2015. – 299 p.

ISBN 978-5-7882-1836-6

The learning guide describes the theoretical, conceptual and practical management issues of an innovative entrepreneurial firm, also it describes the challenges faced by innovators in business organization, and proposes solutions to these problems. The key innovative indicators have been analyzed in details, the analysis of innovative strategies for achieving competitive advantages by the company has been carried out. Careful attention is paid to the development of business models and business planning. All topics of the learning guide are illustrated with learning cases developed on the base of the activities of acting small and medium business companies.

Intended for students of Industrial Policy and Business Administration department within the frameworks of master programmes for directions: 27.04.06 «Organization and Management of science absorbing industries», 38.04.02 «Management».

Prepared by the professorial chair of management and business operations.

Published by the decision of the Editorial Review Board of the Kazan National Research Technological University

Reviewers: Doctor of Economics, *G. R. Hamidullina*

Ph.D. of Economics, associate professor *E. V. Makarova*

ISBN 978-5-7882-1836-6

© Berman S. S., 2015

© Kazan National Research Technological
University, 2015

CONTENTS

INTRODUCTION.....	5
1. CHAPTER1. INTRODUITION TO INNOVATION AND ENTREPRENEURSHIP.....	8
1.1. What is entrepreneurship. Who is an entrepreneur.....	8
1.2. Entrepreneurship, creativity and innovation	21
1.3. Entrepreneurs and strategic decisions.....	33
1.4. CASE: You Tube: the evolving ecosystem	40
2. CHAPTER 2. INDUSTRY UNDESTANDING.....	48
2.1. The role of creative industries in industrial innovation	48
2.2. Understanding industry structure.....	56
2.3. Industrial dynamics and innovation.....	75
2.4. CASE: Model-Driven engineering in a large industrial context....	82
3. CHAPTER 3. INDICATORS OF INNOVATION OPPORTUNITY	94
3.1. Sources of innovation	94
3.2. Key innovation indicators.....	100
3.3. Creating new market space.....	110
3.4. CASE: Applying indicators of orientation to innovations, potential of growth and strategic objectives to explain corporate entrepreneurship: case study of the three Finnish companies	123

4. CHAPTER 4. STEPS IN THE PROCESS OF INNOVATION.....	133
4.1. Key definitions of the innovation process and innovation roles..	134
4.2. Central problems in the management of innovation	148
4.3. Innovation implementation	162
4.4. CASE: Strategic innovation (New game strategies for competitive advantage).....	172
5. CHAPTER 5. BUSINESS MODELING	180
5.1. Value innovation and opportunity identification	180
5.2. Types of business models	191
5.3. Business model innovation in practice	204
5.4. CASE: Building social business models: lessons from the Grameen Experience	219
6. CHAPTER 6. BUSINESS PLANNING	231
6.1. Defining the business plan.....	231
6.2. Structure and key elements of a business plan.....	233
6.3. Common business plan errors.....	259
6.4. CASE: Quick Mart Inc.	263
REFERENCES	280