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To what extent cross-functional collaborations in the early stage of innovation affect the decision to develop a new product?

Front end of innovation (FEI) is a crucial early stage of new product development. During this uncertain phase, decision makers need to select which innovation they would like to develop into products. Prior research showed that cross-functions collaboration has positive impact for the development of product. However, the extant literature does not explain when and how these cross-function collaborations take place, nor the effect of these interactions on the top management's decision. This is what we explore in our paper through a case study of an innovative medical device from one large biotech company. Findings show that the cross-function collaboration between R&D and Marketing is beneficial during the front end of innovation, not only due to the knowledge exchange, but also due to different actions taken by Marketing to connect users and R&D. We also present how the support of Marketing to the R&D influence decision making of top management related to innovation.

Key words: Front end innovation, cross-function collaboration.

04-04-2019

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Echoing the golden legends: Storytelling archetypes and their impact on brand perceived value