

Markus Sattler

## **Excellence in Innovation Management**

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## Entrepreneurship

Herausgegeben von  
Professor Dr. Malte Brettel, RWTH Aachen,  
Professor Dr. Lambert T. Koch, Universität Wuppertal,  
Professor Dr. Tobias Kollmann, Universität Duisburg-Essen,  
Campus Essen,  
Professor Dr. Peter Witt, Universität Dortmund

„Entrepreneurship“ ist ein noch relativ junger Forschungszweig, der jedoch in Wissenschaft und Praxis stetig an Bedeutung gewinnt. Denn Unternehmensgründungen und deren Promotoren nehmen für die wirtschaftliche Entwicklung einen zentralen Stellenwert ein, so dass es nur folgerichtig ist, dem auch in Forschung und Lehre Rechnung zu tragen.

Die Schriftenreihe bietet ein Forum für wissenschaftliche Beiträge zur Entrepreneurship-Thematik. Ziel ist der Transfer von aktuellen Forschungsergebnissen und deren Diskussion aus der Wissenschaft in die Unternehmenspraxis.

Markus Sattler

# **Excellence in Innovation Management**

A Meta-Analytic Review on the Predictors  
of Innovation Performance

With a foreword by Prof. Dr. Malte Brettel



**RESEARCH**

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## Foreword

Every product has a life cycle, making constant renewal a core task of every business. This is especially true of German companies, which are typically forced to create a competitive advantage through being highly innovative rather than through low-cost production. It is, therefore, vital for these businesses to monitor and acknowledge the many academic findings in the field of innovation management. No easy task: there have been countless studies pertaining to innovation management, and it is often difficult to obtain clear and specific results. This is also partly due to the fact that such studies regularly come to different conclusions. For example, Larker (1997) is only able to identify a negative correlation between customer contributions and success in innovation, whereas Slater et al. (2007) conclude the exact opposite. The differences between the various studies and their findings can be explained by a number of factors, and by situational factors in particular. Thus the question remains: What generalizable statements can be derived from these myriad studies? The answer lies in a meta-analysis covering all the individual studies, and so far four prominent meta-analyses have been published in the field of innovation management. However, these meta-analyses manage to raise serious questions themselves, which limits generalizability, which leads to repeated calls for new meta-analyses on this topic.

This is the starting point for Markus Sattler's thesis. This dissertation responds to the overarching research question: What are the key success factors of innovation management at company level? In providing his answer, Mr. Sattler reviewed a number of previous research projects, synthesized the resulting data, and analyzed this data as a whole. As such he was able to filter out overarching findings relevant to innovation management and to resolve, or at least take one step closer to resolving, existing disparities between past studies.

Mr. Sattler took an interesting approach to this project. To begin with he undertook an extremely comprehensive review of the available literature concerning innovation management. As a result, this work is incredibly valuable for subsequent researchers, who will benefit enormously from its discussion of all key studies thus far that deal with success drivers in innovation management at company level.

The subsequent quantitative linking and evaluation of a key section of these studies allowed Mr. Sattler to arrive at his own conclusions. As a result he is in a position to offer valuable advice, to industry practitioners in particular, on how to develop successful innovation management within a company. This dissertation highlights key overarching findings that, al-

though possibly already stated in specific individual studies, have so far certainly not been consistent across all studies.

In line with its tremendous value to both theory and practice, this work truly deserves as wide an audience as possible.

Malte Brettel

## Preface

This book was put together with a surge of inspiration, a morsel of talent, and a lot of perspiration. Most importantly, my work has been surrounded and supported by a number of fantastic people. First, I would like to express my appreciation and gratitude to my advocate and doctoral father, Professor Dr. Malte Brettel. Malte, without this incredible environment you have created around the WIN chair at the RWTH Aachen, and without the wonderful people involved in its efforts, this project would have never been such an inspiring, exciting, and passionate experience for me. Thank you for giving me this opportunity and accepting me as an external research assistant to your chair. I would also like to thank Professor Dr. Piller, who was the second advisor to support my dissertation.

In the course of working on this paper, I got to know some amazing people who truly enriched my life. My appreciation goes to Joey and Jasper, who were kind enough to host me at their apartment in Aachen during my stays for the “Lehrstuhltag”, and with whom I have shared many fabulous, extremely funny, and often spirited hours. Thanks also to Jens, who spent quite a few lunchtimes with me in Stuttgart giving advice on self-motivation and how to outline the dissertation. A special thank you goes to Petra Findeisen, who joined me on numerous trips from Stuttgart to Aachen and made each 4-hour drive a pleasure. I am also happy to have been accompanied by several other (ex-)PhD colleagues: Annas, Andreas, Christiane, Christian, both the Dominiks, Fabian, Greta, Jessica, Malte, Marten, Niko, Ralf, René, Simon, Stephan, Stephanie, Sven, Tessa, and Wolfgang, to name but a few. I must also thank Alex, Hanno, and Thomas, who spent many extremely exciting and challenging afternoons with me in front of our computers in the office in Stuttgart.

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I am deeply grateful to my family: to my parents, Hans-Martin and Barbara, who always believed in me and gave me generous and unlimited support throughout my entire education; to my sister Angelika, who was never short of motivating words during the sometimes tortuous

writing phase; and to my grandparents, Martin and Centa, who supported me with utter and complete faith and devotion.

Finally, and above all, I would like to express eternal gratitude to my beloved girlfriend, and future wife, Sina. Without your neverending support while I was immersed in writing this dissertation, without your humor and the way you make me laugh, and without this never-before-experienced true love that we share, this project would never have been so fulfilling or emotional. Thank you for loving me – I dedicate this work to you!

Markus Sattler



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**List of Abbreviations**

|        |  |
|--------|--|
| BCS    | Business Source Complete                           |
| Cf.    | confer   |
| DBW    | Die Betriebswirtschaft                             |
| E.g.   | for example (exempli gratia)                       |
| et al. | et alii.   |
| f.     | and the following                                  |
| ff.    | and the followings                                 |
| i.e.   | that is (id est)                                   |
| JoM    | Journal of Marketing                               |
| JMR    | Journal of Marketing Research                      |
| JPIM   | Journal of Product Innovation Management           |
| NPD    | new product development                            |
| OS     | Organizational Science                             |
| p.     | page   |
| PIMS   | Profit Impact of Market Strategies                 |
| pp.    | pages  |
| SMJ    | Strategic Management Journal                       |
| ROA    | return on assets                                   |
| ROI    | return on investment                               |
| ROS    | return on sales                                    |
| RP     | Research Policy                                    |
| vs.    | versus   |
| ZfbF   | Zeitschrift fuer betriebswirtschaftliche Forschung |