

IS INNOVATIONS CAN BE INCREMENTAL OR RADICAL? A REVIEW ON  
IMPROVEMENT IN PRODUCTS WITH SUBJECTED TO SERVICES**NakkaRinkuVenkatesh**

Research Scholar

S.J.J.T University

Email Id- [rinkunakka1986@gmail.com](mailto:rinkunakka1986@gmail.com)**Dr. B.D. Kompalwar.**

Associate Professor

People college, Nanded.,MS

Email Id- [balajikompalwar@gmail.com](mailto:balajikompalwar@gmail.com)**ABSTRACT**

*Benefits and problems associated with focusing the efforts on any type of innovation. Incremental innovation is the oil that keeps the engine running, but it cannot be only focus. The growth of business so much by adding also as an ingredient or offering a different color. Breakthrough innovation is expensive, messy and uncomfortable but it is becoming increasingly necessary to pursue if you want to remain relevant. Incremental innovation is so popular is because it has reduced risk in comparison to radical innovation. Additionally, once a company has a product up and running it tends to have built up considerable amounts of human capital and competencies so the firm may as well devote time to making it better or reducing costs. Organizations often chase creativity, but what they really need to pursue is innovation. Therefore "What is often lacking is not creativity in the idea-creating sense but innovation in the action-producing sense, i.e. putting ideas to work." A series of small improvements to an existing product or product line that usually helps maintain or improve its competitive position over time. Incremental innovation is regularly used within the high technology business by companies that need to continue to improve their products to include new features increasingly desired by consumers.*

**Key Words:** Innovations, Products, Services, & Market

**1.0 INTRODUCTION**

Innovation is vital for any business. But over the past few years "innovation" has become a bit of a buzzword, banded about to describe a variety of different processes and outputs. There has been a tendency to associate innovation with only the most ground-breaking of ideas. But in actual fact it encompasses the whole spectrum: from the smallest incremental product improvements to radically different products and services.

**1.1 Different approaches to innovation – incremental, breakthrough and radical:**

There are three distinct approaches to innovation in businesses today: incremental innovation, breakthrough innovation and radical innovation. These can be mapped against two axes – business model newness and technology:

**Incremental innovation:** The first type of innovation – incremental innovation – is the most common. Roughly 70% of all innovations fall into this category. Why? Because it's the easiest to execute. Incremental innovation involves making small, incremental improvements to add or sustain value to existing products, services and processes. This can be as simple as adding a new feature to an existing product or developing a line extension. As the matrix illustrates, incremental innovation relies on existing technology and an existing business model and as such, is low risk. Incremental innovation can help organizations to remain competitive and maintain predictable revenue streams. The key to success here is in understanding the whitespace in the market, the fundamental customer needs and how your product or service can be adapted to better meet these needs.

**Breakthrough innovation**

The next type of innovation – breakthrough innovation – is much rarer than incremental innovation. Only 20% of innovations fall into this bucket. Why? Quite simply, breakthrough

**ANVESHANA'S INTERNATIONAL JOURNAL OF RESEARCH IN REGIONAL STUDIES LAW,  
SOCIAL SCIENCE, JOURNALISM AND MANAGEMENT PRACTICES**

innovation is difficult as it requires the introduction of **either** a new technology **or** a new business model. Breakthrough innovation is high risk as it requires greater investment than incremental innovation in terms of capital, time and resources. However, the rewards can be greater too: it often results in a product or service which provides significantly better value to customers than the existing market offering. Naturally, the research you need to support it is more difficult too. Consumers are notoriously bad at foretelling their future needs so it's not enough to simply ask them what they want to see. Instead you need to take a more innovative approach, looking further afield to adjacent industries, experts or early adopters to fuel product or service development.

**Radical innovation:** The third and final type of innovation is radical innovation, which involves harnessing new technology and a new business model simultaneously. Radical innovation is the type of innovation that's talked about most frequently, but in actual fact it's the rarest of all: only about 10% of innovations fall into this category. Radical innovation is not easy. Like breakthrough innovation, it requires a different approach to research and involves significant business change as well as investment. But if executed successfully it can be transformational; changing the shape of an existing market, rendering the competition obsolete, or creating a new market entirely.

## **CASEE**

## **STUDIES**

Incremental innovation involves making small scale improvements to add or sustain value to existing products, services and processes. This can be simple as adding a new feature to an existing product or it can be more complex, for example developing a line extension. One of the key elements of incremental innovation is that it harnesses existing technology and an existing business model so it's often easier to execute than breakthrough or radical innovation. Despite being the most common type of innovation, incremental innovation often doesn't get the recognition it deserves. Here profiling four case studies of incremental innovation from Gillette, Coca-Cola, Cadbury and Sainsbury's.

### **1. Gillette**

The Gillette is one of the great innovation leaders but in actual fact, the brand is a great example of a company that has used incremental innovation to stay ahead of the competition. Gillette razors started life with a single blade but their product has evolved, adding different features and more blades as the company has sought to better meet customer needs.

### **2. Coca-Cola**

Another case of incremental innovation comes from Coca-Cola. The brand's line extensions such as Cherry Coke, Coke with Lime and more recently Coca-Cola Life have enabled a 130 year old brand to stay relevant, tap into emerging trends and bring something new to its customers over the years.

### **3. Cadbury**

Like Coca-Cola, Cadbury has innovated through introducing line extensions. As well as developing new flavours, the brand has also created new formats. Take Wispa as an example: the popular chocolate bar is now available as a hot chocolate and a snacking bag. By using an incremental approach to innovation, Cadbury has been able to open up additional sources of revenue.

**ANVESHANA'S INTERNATIONAL JOURNAL OF RESEARCH IN REGIONAL STUDIES LAW,  
SOCIAL SCIENCE, JOURNALISM AND MANAGEMENT PRACTICES**

#### **4. Sainsbury's**

Incremental innovation doesn't just apply to products, it affects services too. Another case here would be innovation in delivery. Sainsbury's, for instance, has evolved its delivery service so that online shoppers can receive their goods more quickly. Just the other week, the supermarket giant announced that it was trialling same-day delivery – a move that will help the brand to meet rising customer needs.

#### **CONCLUSION**

The presence of difficulties in communication, understanding and cooperation between different departments has been an area of analysis and innovation for more than a decade. Recent research has shown conflicting results on the necessity of larger or smaller integration efforts for this process, including the existence of cases where low integration can be beneficial to the performance. On the one hand, radical innovation projects may require greater integration efforts, with the largest share of personnel working in technical and technological areas. On the other hand, incremental innovation projects may require lower integration efforts, which may even benefit the project's development by making the process more flexible. Furthermore, this research has to focus on internal integration, but it has not analyzed external integration, that is, integration between partners such as suppliers, customers, universities, research institutes and other stakeholders. It is understood that the integration of companies in the supply chain for the development of radical or incremental innovation projects also emerges as another opportunity for further studies. Finally, it is suggested that future studies identify quantitative relationships between practices for integration in radical and incremental innovation projects with strong performance in areas such as finance, innovation, operations and product development.

#### **REFERENCES**

1. Araújo, T. R., & Jugend, D. (2015). *Integração funcional no desenvolvimento de produtos em uma indústria de grande porte*. *Tekhné e Logos*, 6(1), 108-122.
2. Barczak, G., Griffin, A., & Kahn, K. B. (2009). *PERSPECTIVE: trends and drivers of success in NPD practices: results of the 2003 PDMA best practices study*. *Journal of Product Innovation Management*, 26(1), 3-23.
3. Clark, K. B., & Wheelwright, S. C. (1993). *Managing new product and process development*. New York: The Free Press. 896 p.
4. Dietrich, P., Eskerod, P., Dalcher, D., & Sandhwalia, B. (2010). *The dynamics of collaboration in multipartner projects*. *Project Management Journal*, 41(4), 59-78.
5. Griffin, A., Hauser, J. R., & Integrating, R. (1996). *D and marketing: a review and analysis of the literature*. *Journal of Product Innovation Management*, 13(3), 191-215.
6. Holahan, P. J., Sullivan, Z. Z., & Markham, S. K. (2014). *Product development as core competence: how formal product development practices differ for radical, more innovative, and incremental product innovations*. *Journal of Product Innovation Management*, 31(2), 329-345.
7. Jansen, J. J., Tempelaar, M. P., Van Den Bosch, F. A., & Volberda, H. W. (2009). *Structural differentiation and ambidexterity: the mediating role of integration mechanisms*. *Organization Science*, 20(4), 797-811.
8. Kahn, K. B., & McDonough, E. F. 3rd (1997). *An empirical study of the relationships among co-location, integration, performance, and satisfaction*. *Journal of Product Innovation*, 14(3), 161-178.
9. Maltz, E., Souder, W. E., Kumar, A., & Influencing, R. (2001). *D/marketing integration and the use of market information by R&D managers: intended and unintended effects of managerial actions*. *Journal of Business Research*, 52(1), 69-82.



**ANVESHANA'S INTERNATIONAL JOURNAL OF RESEARCH IN REGIONAL STUDIES LAW,  
SOCIAL SCIENCE, JOURNALISM AND MANAGEMENT PRACTICES**

10. O'Reilly, C., & Tushman, M. (2013). *Organizational ambidexterity: past, present and future. The Academy of Management Perspectives*, 27(4), 324-338.
11. Tsai, K., & Hsu, T. T. (2013). *Cross-Functional collaboration, competitive intensity, knowledge integration mechanisms, and new product performance: a mediated moderation model. Industrial Marketing Management*, 43(2), 293-303.