

NEWSLETTER - April 10, 2001

Issue: #172-2001

In This Issue:

1. [Feature Paper](#) - A Fresh Look at Incremental and Radical Innovation in the Entrepreneurial Firm
 2. [Tip of the Week](#) - Principles of Innovation
 3. [Call for Papers](#) - 31st Western Decision Sciences Institute
 4. [Conference](#) - 2001 Community Development Society Conference and International Summit on Community and Rural Development
 5. [Conference](#) - Technology Enhanced Entrepreneurship Education
 6. [Conference](#) - IBEAR Executive Programs
-

Feature Paper

[A Fresh Look at Incremental and Radical Innovation in the Entrepreneurial Firm](#)

This paper was presented by Dawn R. Detienne, a student at the University of Colorado, Christine S. Koberg, from the University of Colorado, and Kurt A. Heppard, from the United States Air Force Academy, at the 2nd Annual USASBE/SBIDA Joint National Conference in Orlando, Florida, on February 7-10, 2001.

Highly innovative and entrepreneurial firms, those generating ideas aimed at new and enhanced products, manufacturing processes, and services, require entrepreneurial leaders who successfully manage the innovation process to discover or create, and then exploit opportunities (Oster, 1994: 301; Venkataraman & Shane, 1998). The innovation processes of those highly innovative and entrepreneurial firms is influenced by a number of environmental, organizational, and managerial forces, although researchers rarely investigate whether such forces, rather than operating in isolation, comprise a set of factors that in combination, influence the ability of firms to innovate. Moreover, studies that distinguish between types of innovations are rare (Damanpour, 1992; Drazin & Schoonhoven, 1996; Klein & Sorra, 1996), although different types of innovations range from the minor or incremental to the major or radical.

To read this entire paper on innovation, visit our Web site at

<http://www.sbaer.uca.edu/Research/2001/USABE-SBIDA/pdffiles/papers/020.pdf>

Tip Of the Week

["Principles of Innovation"](#)

Most innovations result from a conscious, purposeful search for new opportunities. This process begins with the analysis of the sources of new opportunities. Drucker has noted that because innovation is both conceptual and perceptual, would-be innovators must go out and look, ask, and listen. Successful

innovators use both the right and left sides of their brains. They look at figures. They look at people. They analytically work out what the innovation has to be to satisfy the opportunity. Then they go out and look at potential product users to study their expectations, values, and needs.

Potential entrepreneurs need to realize innovation principles exist. These principles can be learned and, when combined with opportunity, can enable individuals to innovate. The major motivation principles follow:

- Be action oriented. Innovators always must be active and searching for new ideas, opportunities, or sources of innovation.
- Make the product, process, or service simple and understandable. People must readily understand how the innovation works.
- Make the product, process, or service customer-based. Innovators always must keep the customer in mind. The more an innovator has the end user in mind, the greater the chance the concept will be accepted and used.
- Start small. Innovators should not attempt a project or development on a grandiose scale. They should begin small and then build and develop, allowing for planned growth and proper expansion in the right manner and at the right time.
- Aim high. Innovators should aim high for success by seeking a niche in the marketplace.
- Try/test/revise. Innovators always should follow the rule of try, test, and revise. This helps work out any flaws in the product, process, or service.
- Learn from failures. Innovation does not guarantee success. More important, failures often give rise to innovations.
- Follow a milestone schedule. Every innovator should follow a schedule that indicates milestone accomplishments. Although the project may run ahead or behind schedule, it still is important to have the schedule in order to plan and evaluate the project.
- Reward heroic activity. This principle applies more to those involved in seeking and motivating others to innovate. Innovative activity should be rewarded and given the proper amount of respect. This also means tolerating and, to a limited degree, accepting failures as a means of accomplishing innovation. Innovative work must be seen as heroic activity that will reveal new horizons for the enterprise.
- Work, work, work. This is a simple but accurate exhortation with which to conclude the innovation principles. It takes work--not genius or mystery--to innovate successfully.

"Entrepreneurship: A Contemporary Approach," Kuratko, Donald F., and Hodgetts, Richard M., Harcourt, Inc., 2001, pages 137-138.

Call for Papers

31st Annual Meeting of the Western Decision Sciences Institute

The 31st WDSI will be held on April 2-5, 2002, at the MGM Grand in Las Vegas, Nevada. Competitive papers (including detailed abstracts) are invited in, but not limited to, the topics listed on the website. Qualified individuals will referee papers submitted through a process of double blind peer review. Accepted papers will be published in the Proceedings. Although comprehensive abstracts will be reviewed, preference will be given to complete papers. Abstracts are generally scheduled for presentation in table topic sessions and should provide sufficient details to indicate the research objectives, methodology, and expected outcome.

Submission Deadline: **October 1, 2001**

For more details on the this conference, visit <http://www.sbaer.uca.edu/Docs/Bulletins/2002wdsi.htm>

Conference

2001 Community Development Society Conference and International Summit on Community and Rural Development

This joint international conference will be held on July 22-25, 2001, in Duluth, Minnesota, USA. Joined by the annual leadership meeting of the National Rural Development Partnership, an estimated 1000 community and rural development leaders from around the country and the world will gather at the Duluth Entertainment & Convention Center for unique and historic opportunity. It's a moment in time to network and learn from best practices and new policy initiatives brought together by a broad spectrum of community development practitioners, researchers, and teachers.

For more details on the this conference, visit <http://www.comm-dev.org/>

Conference

Technology Enhanced Entrepreneurship Education

The Lifelong Learning for Entrepreneurship Education Professionals (LLEEP) is a collaborative partnership among leading foundations and academic institutions committed to the enhancement of entrepreneurship education and scholarship in America. We aim to foster quality, innovation, and relevance in the teaching and research of entrepreneurship and to provide lifelong learning for entrepreneurship educators; both practitioners and academics. TE3 will be held on May 15-15, 2001 in the Rensselaer Polytechnic Institute Campus in Troy, New York. TE3 will introduce entrepreneurship faculty to the "state of the art" in technology enhanced entrepreneurship education. Rather than a "one site fits all" approach, faculty will be introduced to a myriad of options and alternatives and given the information and techniques needed to analyze their audience, academic goals, institutional culture, and technology platform and then design the right approach for their individual needs.

For further information on this conference, visit <http://www.lleep.net>

Conference

Doing Business with China and E-Commerce in China

These conferences are sponsored by the Marshall IBEAR Executive Programs and will be held at the University of Southern California. The conference "Doing Business with China" is on June 21-22,

2001, and "E-Commerce in China" is on June 23, 2001. Both conferences offers intensive, hands-on seminars focused on the opportunities and challenges of today's China market. Lively, interactive presentations, case studies, and intimate roundtables with seasoned executives and experts from the U.S. and China will provide you with practical assistance on entering or expanding your operations in China.

For further information on this conference, visit <http://www.ibear.com>

-
- If you have any comments about the SBANC newsletter or if you know of any upcoming small business event to promote, please contact Richard Armstrong at rea7401@cub.uca.edu

-
- SBANC Newsletter is provided as a service to the **Association for Small Business and Entrepreneurs (ASBE)** members and the **International Council for Small Business (ICSB)** members.
 - If interested in becoming a member of ASBE, contact Corbett Gaulden, Jr., at mb274.gaulden_c@utpb.edu
 - If interested in becoming a member of ICSB, visit <http://www.icsb.org/about/join.htm>
-

SBANC Staff

- Main Office Phone: (501) 450-5300
 - **Dr. Don B. Bradley III**, Executive Director & Professor of Marketing -- Direct Phone: (501) 450-5345 -- E-mail: Donb@mail.uca.edu
 - **Richard Armstrong** -- Graduate Assistant -- E-mail: rea7401@cub.uca.edu
 - **Joe Childers** -- Graduate Assistant -- E-mail: jwc478@yahoo.com
 - **Rebecca Cunliffe** -- Student Intern -- E-mail: rdc0386@cub.uca.edu
 - **Mark Vogel** -- Student Intern -- E-mail: mpv0447@cub.uca.edu
 - **Scott Russell** -- Student Intern -- E-mail: lvshorses@cyberback.com
 - **Jill Killion** -- Student Intern -- E-mail: jjk3542@cub.uca.edu
 - **Tracy Robinson** -- Student Intern -- E-mail: tdr13@hotmail.com
-

If you do not wish to receive this newsletter, please send an e-mail to webmaster@www.sbaer.uca.edu with the word "**remove**" in the subject line.

If you would like to be added to the list, you may send a message to the same address with the word "**add**" in the subject line.