

Exploring Innovation Leadership in Jamaica: English-speaking Caribbean nuances

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The Issue and Research Question

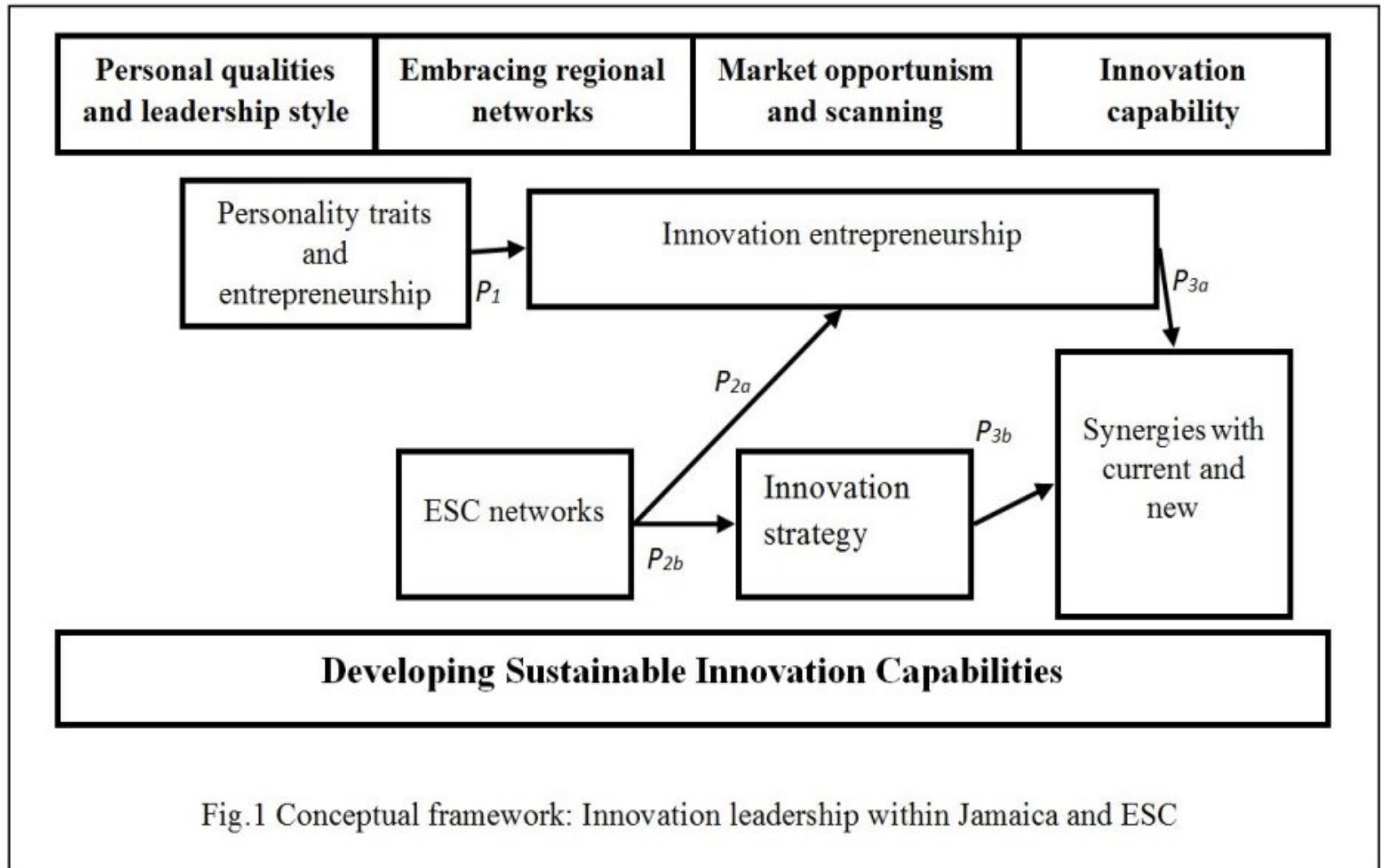
1. There is scant discussion of *innovation leadership* and the effective creation of innovation in extant literature.
2. Intense global competition and growth in the service-based economy have seen innovation central to long-term sustainability and competitiveness for developing countries (Pekovic et al. 2015).
3. However, leadership during the complex and high-risk process of innovation continues to be challenging and fraught with difficulty (Hashi and Stojcic 2013).
4. The small market sizes, high public debt and the geo-political subtleties of Caribbean countries provide a peculiar context for research.
5. *Does high-performing innovation leadership harness unique resources, together with influential regional factors, and so deliver a stream of profitable achievements over time?*

Literature Review

- The majority of research in innovation is focused on western, developed, industrial countries (Baregheh et al. 2005). A comprehensive, analytical and systematic framework guiding innovation leadership in developing countries does not yet exist.
- RBV provides theoretical foundation for firm-level analysis of innovation leadership as a critical integration competence or skill to adapt and manage multiple capabilities for competitive advantage.
- Honed innovation leadership allows firms to absorb knowledge from external sources and accommodate technical capabilities developed across the organisation (Leiponen 2005; Trigo 2013).
- Modern leadership theories agree that it takes a combination of skills and knowledge coupled with personal characteristics to define a leader (Humphrey 2002). Orchestrating these skills, knowledge and personality in a sinuous manner can create the momentum that is innovation leadership
- Leaders in innovation have specific personal traits and entrepreneurship that draw on local and regional networks for information and inspiration; engaging in active participation of professional associations and similar sources of market intelligence (Lawrence, 2015; Gulati 2000).

Conceptual Framework

An array of competencies and personal traits in innovation leadership

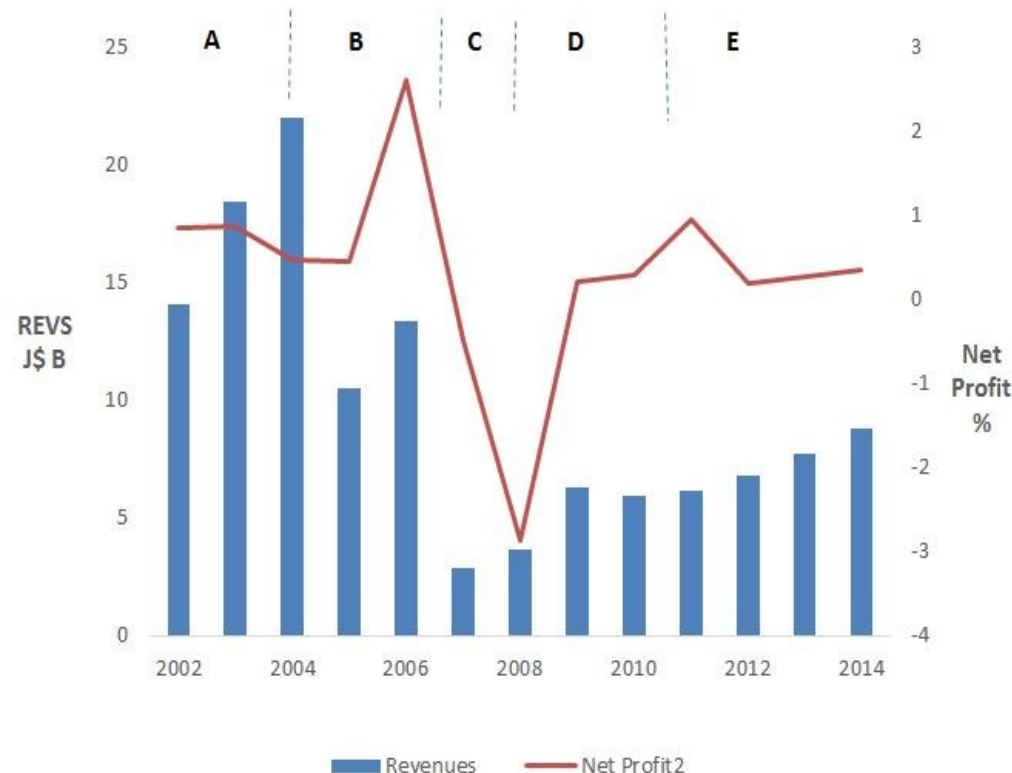


Propositions of Innovation Leadership

- P₁ There is evidence of particular personality traits and an entrepreneurial spirit*
- P_{2a} There is evidence of ESC network involvement resulting in entrepreneurial activities*
- P_{2b} There is evidence of ESC network involvement resulting in strategic intent*
- P_{3a} There is evidence of duality in current business needs and diffusion of new technologies*
- P_{3b} There is evidence of measurable stretch goals and outcomes*

Jamaica Producers Group (JPG)

Turnaround Cycle (2004-2011)



- Corporate transformation from a supplier of commodity produce for the UK to become a global producer of specialty foods
- **Decline** attributed to natural disasters in the Caribbean and high input prices in the UK
- **Recovery** achieved after divesting unprofitable businesses and repositioning for higher value products and wider market scope
- Dynamic innovation visible in cross-border supply chain management and utilizing a global network of partners

Exploring the Propositions of Innovation leadership at JPG

P₁

JPG's entrepreneurial spirit is evident in the company's eagerness to try new products and selling fruits directly to motorists in the streets

P_{2A}

Customer orders flow to the suppliers without the hierarchical systems of parent and subsidiary

P_{2B}

JPG integrates its network of suppliers into the company using knowledge transfer and IT, e.g. intranet and extranet

P_{3A}

JPG was an early adopter of applying an extranet for communicating with customers, suppliers and partners

P_{3B}

JPG is nimble, efficient and innovative to adapt quickly to climatic catastrophe, market failures and customer preference changes



Conclusions

- This article integrates disparate literatures and uses a single case study to progress development of an innovation leadership capability framework for achieving achieve effective performance.
- Jamaica Producers Group case provides numerous examples of innovation leadership as practiced in the ESC region
- There is need for further rigorous investigation of innovation and its antecedent variables. Further research should be directed at identifying and refining measures for different forms or degrees of innovation leadership.
- Our paper recognizes the importance of adopting a holistic network-wide approach to the leadership of innovation, incorporating both the current operations and idea generation.

THANK YOU!