ADDIS ABABA UNIVERSITY

COLLEGE OF BUSNESS AND ECONOMICS

DEPARTMENT OF PROJECT MANAGEMENT

POSTGRADUATE PROGRAMME

ASSESEMENT OF INNOVATIVATION PRODUCT MANAGEMENT: THE CASE OF ANBESA SHOE S.C

BY:

YILKAL MIGBARU

PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF MASTER OF ARTS IN PROJECT MANAGEMENT

ADVISOR:

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APPROVED BY BOARD OF EXAMINERS

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Advisor	Signature	Date
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External Examiner	Signature	Date
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Internal Examiner	Signature	Date

DECLARATION

I declare that this study entitled **"ASSESEMENT OF PRODUCT INNOVATION MANAGEMENT: THE CASE OF ANBESA SHOE S.C."** is the result of my own effort and study that all sources of materials used for the study have been duly acknowledged. I have conducted the study independently with the guidance and comments of the research advisor. This study has not been submitted for any degree in any university. It is conducted for the partial fulfillment of the Master of Arts Degree in Project Management

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Abstract

The study focuses on the performance innovation management products concerned of MIT management of innovation technology) by using tools of planning innovation and the implementation of innovation Processes .To provide richer understanding about the phenomenon Descriptive research method was used . In order to make this project valid; questionnaires, observations and documentation through analysis of both quantitative and qualitative methods were used to verify the findings. The unit of analysis, the project was selected based on convenience to get the required information. To carry out the study primary data sources were used that include employees being involved in project work (technical experts and support staff), top level executives and internal documents that could give information related to the innovation management practice. The result from all questioner, interview and documents shown less percent recorded on MIT activity. Decision according to result of analysis MIT strategy was taken by considering planning implementing and evaluation and controlling system of innovation in Anbesa shoe S.C among the MIT the company planning is not enough active to set vision ,mission ,goal, and strategy of innovation. Also it is weak to adventure, confront and plat form of innovation processes. Horizontal communication, idea sharing and reward culture are also not compatible. Among the implementation system it also weak as planning trained because the result show that there is no enough trend of leadership, engagement, alignment and extension strategy not only these, but also have not outshine installed approach to overcome the implementation problem. The finding recommend that MIT scheme will be more efficient in terms of improving innovation planning ,implementing which need performance, promoting teamwork sprit and enhancing MIT strategy to individual and group level should be clear to organizational community.

Keyword : Innovation, Technology, Planning, Implementation

ACRONYMS AND ABBREVIATIONS

E.C.S.T	Ethiopian Commission for Science and Technology
E.M.S	Environmental Management System
G.T.P	Growth and Transformation Plan
H.R	Human Resource
H.R.M	Human Resource Management
I.D.E	Innovation Design and Engineering
I.S.O	International Standard Organization
M.I.S	Management Innovation Systems
M.I.T	Management Innovation Technology
R&D	Research and Development
S.C	Share Company
S.P.O.T	Strategy, Processes, Organization& Technology
T.A.M	Technology Acceptance Model

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CHAPTER ONE: INTRODUCTION

1.1. Background of the study

Technology and innovation are two important elements in improving efficiency, productivity and competitiveness in organizations. Technology managers or strategists must find a convenience between managing science, technology and innovations for competitiveness and progress on the one hand, and the well-being of all as well as solving the environmental challenges that may be likely occasioned by technology innovation management. (Bubou Gordon M., Ejim-Eze Emmanuel E. and Okrigwe Festa N,2012) innovation and technology a process, which includes planning, directing, control and coordination of the development and implementation of technological innovation capabilities to shape and accomplish the strategic and operational objectives of an organization. Innovation requires awareness and acceptance by each of the functional elements involved in the project innovation is useful as it links innovation to value creation cost of acquiring new technologies and changes , performance of new technologies and changes therein; price expectations and change therein. (Bengt Hjort and Kristian Widén ,2015) Product and process integration this facet focuses on determining how a system can be integrated within an organization and the necessity for interaction with the process. Innovation management is a systematic and integrated process for improving organizational performance by developing the performance of individuals and teams working and managing performance within agreed framework of planned goals, standards, and competence requirement As innovation becomes more accepted and popular within the new work era, it comes to no surprise that the actual word and focus on innovation has become a critical component for organizational survival Practically, all the economic growth that has occurred after 1980 is linked with innovations. Innovation is also a common denominator for today's large and successful organizations that have succeeded in creating a competitive advantage over its competent.

Innovation is generally understood as the introduction of a new thing or method Innovation is the embodiment, combination or synthesis of knowledge in original, relevant, valued new products, processes or services (luecke and Katz, 2003)

BACK GROUND OF THE STUDY AREA

The government of Ethiopia launched supporting of technology transfer to improve the performance of country in manufacturing sector. In line with this, various institutions introduced and started implementing in case of university industry linkage and different work shop (Jermy Wakeferd, 2017)Increasing the production for the Anbesa Shoe Share Company Addis Ababa, AkakiKaliti Sub City, Ethiopia Anbesa Shoe Share Company have taken expansion of production center historically its older branch is from former manufacturing enterprise in Ethiopia. The company was established by an expatriate in the 1930s.The current ownership acquired the manufacturing facility through legal bidding. Anbesa Shoe Share Company came under private ownership on September 2011. Up to now the company has acquired additional machines, and the capacity has gone up to 3,000 pairs of shoes per day. The company has had about 30 outlets out of which 11 in Addis Ababa and 19 are in the regions. Anbessa Shoes are now exported to out of Ethiopia. The new expansion company land at AkakiKaliti sub city in Addis Ababa and is the total land area for the new site is 20,000 m2 which established in 2015 now its production capacity is about 4000 pair of shoes per day. It is intending to expand its production capacity in stages and to manufacture 10,000 Pairs of shoes per day to enable export to the international market in addition to the domestic market.

1.2 Statement of the Problem

The main problem is absence of organized innovation management system in Anbesa shoe production system. In general, there is no well-designed performance execution of innovation practice in the study sector. A key challenge of the pictorial innovation systems is the lack of strong links between the relevant manufacturing sector development institutes and research institutions in order to foster innovation and the diffusion of new technologies (Ethiopian Commission for Science and Technology (ECST), July 1998).

1.2.1 Research Question

How to handle planning innovation production processes in Anbesa Shoe S.C

How to manage to implement innovation in production processes in Anbesa Shoe S.C

1.3. Objectives of the Study

1.3.1 General Objective

To assess product innovation management: the case of Anbesa Shoe S.C

1.3.2 Specific objective

To asses performance of innovation production planning processes

To asses performance of innovation production implementation processes

1.4 Scope of the Study

The scope of the study is limited to the extent of identifying, describing and interpreting the practice project of innovation management focusing on their performance on effectiveness of plan and implementation processes. By relating with literatures based on findings possible recommendations are given. Due to experience and time constraint, project be evaluated based on only Anbesa shoe Akaki branch. The issues which are included limited to the selection practice. The respondents are from only the methods, tools and subjects used are to the extent of the study experience. The findings, conclusions and recommendations are only limited to this branch. In order to make generalization further study is highly recommended on the topic.

1.5 Limitation of the Study

In order to finalize this study there were number of limitations. The first and most important one is lack of cooperation from management body of company respondents to complete the questionnaire and return back, low understanding of companies about feature of project study, weak management of university and industry linkage in both government and organization prospection.

1.6. Significance of the Study

The finding of the study would enable: Foot Wear Company including Anbesa Shoe S.C obtains the necessary feedback and takes corrective measures to ensure the successful planning and implementation of MIT. It might be an input for other organizations that are interested in designing and implementing MIT and provides sufficient information to those who are interested to perform further research in similar area. In addition gain broadens the knowledge of researcher about the subject matter with a range of practical application and improves the understanding of project ability of the researcher. Also it adds something on empirical literature regarding the implementation of MIT.

1.7 Structure of the study

The thesis is subdivided in to five chapters. Each chapter of the thesis illustrates different aspects of the research work. These are described as follows:

CHAPTER ONE: Include containing introductory part with background of the study, statement of the problem, research objectives and questions, scope and limitations.

CHAPTER TWO: Compose of the review of the relevant literature. Various books and journal articles were reviewed to base the study on existing literature, discuss relevant issues to build understanding of the subject matter.

CHAPTER THREE: Contains the details of the research methodology and the steps used to gather and analyze data from which findings are drawn.

CHAPTER FOUR: Contains the analysis of the data gathered by means of data collection methods and instruments indicated in the methodology part.

CHAPTER FIVE: Discusses about summary, conclusion and recommendation. The references used in the study are listed at the end. Interview guide and questionnaire used are also included in the appendix part.

CHAPTER TWO: REVIEW OF RELATED LITERATURE

2.1 Introduction

The previous chapter outlined the study and described the context this chapter investigates the existing literature, focusing on innovation management performance. Publications in the literature reviewed so far have taken an interest in the performance of innovative products management.

2.2 Technology and technology management

As schilling MA (2008) Technology defend that it providing Specific knowledge, abilities, methods and equipment, facilitating deployment of scientific and engineering knowledge also it is hardware, software(Know-how, human knowledge and skill) artifact. It includes both what things are made and how things are made in order to remain competitive.

Purposes of technologies

- To enable the development of new products and services
- To serve manufacturing
- To allow and improve performance of specific product functions
- To companies 'produce products and finally to ensure administrative processes and

Infrastructure .The total of a company's deployed technology represents the technology potential being subjected to technology management.

Technology product Innovation management

Company policy is transposed into comprehensive Strategies. The Strategies place emphasis on the selection of those resources necessary for the development and production of present and future technologies, products and services. This encompasses the question of how to acquire technologies, how to boost innovations or how to monitor relevant internal and external trends. On the strategic level the principle of effectiveness meaning 'doing the right thing' is prime. iterative integration of technology issues into the typical steps of strategic planning, such as Setting strategic objectives, analyzing the environment, analyzing the company, elaborating Strategic options, taking strategic decisions and implementing the strategy (Talonen M (2006)

Production process or operation technology is embodied in the equipment or the means to produce a defined product. On the other hand, the product design or product technology is that which is manifested in the finished product

Technology management is a process, which includes planning, directing, control and coordination of the development and implementation of technological capabilities to shape and accomplish the strategic and operational objectives of an organization. Management of technology links engineering, science and management disciplines to plan, to develop, to implement and to control technological capabilities to shape and accomplish the strategic and operational goals of organization. Managing technology implies managing the systems that enable the creation, acquisition, and exploitation of technology. It is assuming responsibility for creating, acquiring, and spinning out technology to aid human endeavor and satisfy customer's needs. It includes all technological activities related to management of technology development, through management of innovation, technology transfer, R&D activities and operational ones including managing a specific technology system, processes and operations as the form of implemented technology.

Organizational technology management

Concerned with the setting and implementation of policies to deal with technological development and utilization, and the impact of technology on society, organizations, individuals and nature. It aims to stimulate innovation, create economic growth, and to foster responsible use of technology for the benefit of humankind. It focuses on the analysis of how a socio-technical system of interconnected elements changes over time, whether by emergence or through design, and how such changes can be leveraged to generate value in a sustainable way (Maimon, O., Dayagi, A., 1995)

Schools of Technology Management

Maturity and progress of technology management can be traced back to the end of 19^{th} century. Based on the considerations related to technology, the discipline of management of technology, can be summarized into four schools of thoughts such as

Innovation management school:

Managing innovation in the entire organization, from ideas to commercialization as per this school, environment is seen as changing but predictable, to justify the use of tools and methods,

for example, technology forecasting. This is to anticipate technological changes for opportunities to create innovations by a managed innovation process of an organization. Discontinuous, radical, really new, incremental and imitative types of process, product and service innovations have been categorized and sources of innovation are known.

2.2.1 Technology planning school:

Manage technology across the organization in a changing environment using, for instance, forecasting, portfolio analysis and management method, and road mapping to plan and react to technological developments in a business environment

Manufacturing Technology

Technology in manufacturing includes computer aided design, robots, automated guided vehicles, computer numerically controlled machines, automated storage and retrieval systems, and flexible manufacturing systems.

Within the scope of technology management, the term technology has two fundamentally different forms.

Product technologies: - are those that deploy scientific or engineering principles to assure a specific technological impact, e.g., optics, electronics, nuclear physics, aerodynamics, etc, deal with a specific effect and determine how an effect occurs. *On* the other hand, deploy the effects of existing product technologies to enable and/or optimize the occurrence of the technological impact. R&D technologies are used to perform R&D activities and may include technologies such as microscopy, nanotechnology and atomic absorption technology. Typical production product technologies include galvanizing, soldering and surface mounted technology (SMT).

2.3 Concept and Process of Innovation

The core of innovation definitions in the literature is about the concept of something being new, innovation is: the commercial realization or introduction of a new product, processor system…to be contrasted with invention which is simply the bright idea for a new product, process system similarly, use the term ‘change’ when defining innovation, though they too use the word ‘new’. They place an emphasis upon the imperative of innovating to gain or maintain competitive advantage. ‘Novelty’ is also used in the literature to describe innovation process encompasses the wide range of incremental changes that enterprises in both developed and developing countries

undertake in order to enhance their competitive advantages through improvements in product design, technical performance and product quality and by introducing changes in organizational structures, management style, marketing and maintenance routines as well as other knowledge intensive elements of production (United Nation, 2002)

2.3.1 Innovation and Innovative Products

A process by which firms master and implement the design and production of goods and services that are new to them, irrespective of whether or not they are new to their competitors - domestic or foreign (United Nation ,2002).This section outlines literature that helps illustrate the context of the research, the implementation of innovative products. First, the concepts and process of innovation is described, followed by description of the implementation part of the process.

2.3.2 Performance of Innovative Products

Some aspects of performance are particularly appropriate for describing the performance of innovative products, the unit of analysis in this research focuses on production performance of innovations in describing strategies for capturing financial benefits in the foot wear market. The broadening of performance concepts to those that describes a variety of measures. (TiddJ., Bessant J. &Pavitt K. 2005).

Innovation is synonymous with inventions or major technological breakthroughs the latter is assumed to take place in specialized scientific or research and development (R&D) centers. (United Nation, 2002) .The image one gets is of a lonely scientist in a laboratory discovering new possibilities, often after lengthy period of research. Although such activities are vital for advancing the frontiers of technology, they contrast radically with the reality of the innovative process in a highly competitive environment. Nowadays, innovative activities are aimed at maintaining competitive advantages and tend to be continuous, incremental and take place predominantly at the enterprise level Customer satisfaction measures may apply to both the product or organization as a whole, yet are likely to be perceived in a similar way by customers, given that joint product.

Characteristics of an Innovative Climate:

Challenge& involvement which helpsto sense the problem, Freedom, Trust and openness, in the sufficient time and necessary Conflict & debate are the major innovation climate. (Barbara Smith, Joicey Hurth, Lynda Letcher, Evelyn Shaw, Kathy Whaley, Mary Peters and Glen Dunlap March 25, 2014)

2.3.3 Types of Innovation

As per end use and processes innovation divide in deferent categories as the following

Product Innovation: changes in the things (products/services) which an organization is focus on determining how a system can be integrated within an organization and the necessity for interaction with the process

Types Product Innovation

(i) Modified version of an existing product range
(ii) new model in the existing product range
(iii) New product outside the existing range but in a similar field of technology

(IV) Totally new product in a new field of technology.

Patented innovations one of the most widely used criteria for innovation is patenting. Which assure own and responsibility to launched products,

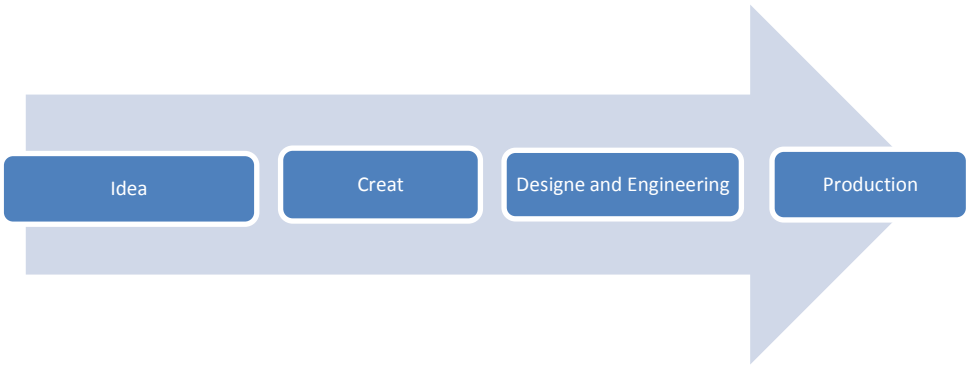
Process innovation – changes in the ways in which they are created and delivered; to increase the efficiencies or the effectiveness of an organization.

Position innovation**:** – Changes in the context in which the products/services are introduced; would be examples of process innovation. Innovation can also take place by repositioning the perception of an established product or process in a particular user context (Han Bakker, Kees Boersma, 2006).

- ✓ **Basic research:** involves the creation of new knowledge. This knowledge can be new to the firm, or it can be an innovation that was unknown before this effort.
- ✓ **Applied research:** utilizes the new knowledge developed by the basic research to create new products

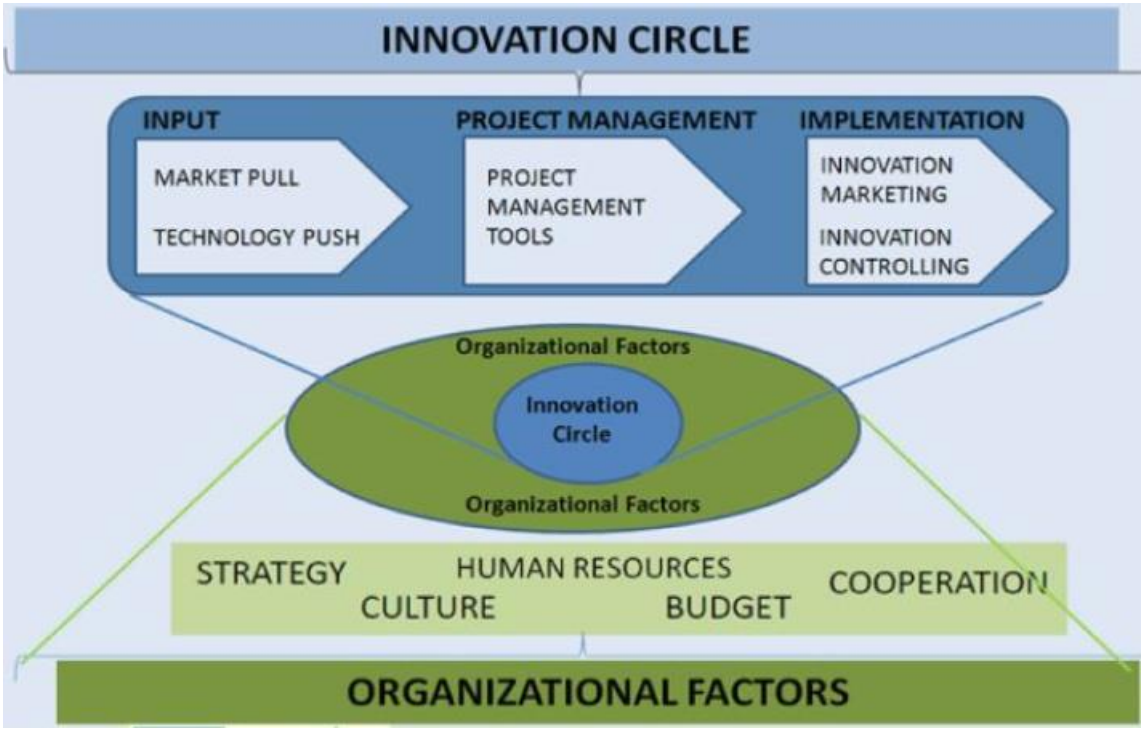
- ✓ **Systems integration:** is aimed at supporting existing business improvements in established products or opening new markets with an existing product.

Figure2.1 General Innovation Process



Process innovation, new product ideas into the process (product or service) or process is new or fully developed (Francis, D. (2001).The innovation process is investigated now as part of analyzing the concept of innovative products and the inter-organizational process used to produce them identifying innovation management tools that might support an established and solid innovation culture When looking at the existing research as a whole, two views of the innovation process are found.(Hamid Tohidi*, Mohammad Mehdi Jabbari,2011)The technology push view describes research driving application in product innovation before introduction to market, the technology pull view sees customer needs in the market trigger or generations to innovate, producing a product to meet the need.

Figure 2.2 organizational Innovation processes



The forms of the mentioned organizational factors again define which value innovations have in a company or which value they should take in an organization (Francis, D. (2001). Recognizing dependencies between the individual organizational factors and the operational innovation is the basis for the definition of according decision processes in the company, which can either block or support an organization's innovative energy.

Process innovation, creation new idea converts to design after testing product ideas into the process (product or service) or process is new or fully developed. The innovation process is investigated now as part of analyzing the concept of innovative products and the inter-organizational process used to produce them identifying innovation management tools that might support an established and solid innovation culture. (*Tiddet* al., 2005 pp88-97

2.4 Basic strategic innovation management

The physical working environment is a weak area within the company; here the company needs to define a strategy to secure that the innovative way of working can be supported. This strategy

includes developing principles on when to conduct information sharing meetings that eventually lead to the understanding for each other and a "think outside the box" mentality between the company´s employees due to so strategically innovation in organization. Uniquely and continually apply to planning, implementing and monitoring and evaluation for once innovation project overcome specific problem and bring new idea.

2.4.1. Innovation: Planning

Innovation targets at relevant functions and levels must be established by the organization. It is important that the innovation objectives and the innovation vision and strategy are consistent, communicated, and measurable if practicable, monitored and updated as appropriate. Retaining of documented information on the innovation objectives is important for the organization. The organization must decide activities, resources, responsibilities and milestones for the innovation driving factors, the process of innovation management and establish the indicators to monitor the short and long-term success. (Aung, k, 2008).

Set vision summarizes where a business wants to go and includes an understanding of how technology supports the firm's vision. The vision helps the firm focus its efforts more clearly on what the innovation plan wishes to accomplish.

Set the Mission: Builds on the firm s vision to specify what it does and how.

Goal set how the firm will carry out its mission. This step is particularly important for an internal innovation strategy

Set Strategy: Once the organization sets goals and objectives, it needs a strategy to achieve those goals and objectives. There are specific goals and objectives for the different levels of the organization. Process according to different studies, innovation is the result of functionally event that are innovative and implemented in coherent stages and a number of processes.

Training

In the absence of proper training an effectively planned implementation is useless the importance of this point is illustrated in the implementation of new workflow technology.

Change

Technology is essential in achieving organizational fitness it is a core competency In terms of competitive strategy. Organizational innovation is an important element to successful technology implementation.

Idea implementation: - The implementation stage is usually the realization of the conceptual idea to an action plan.

Networking: the view to explain why firms collaborate is based on resources. Complementary resources are important when it comes to inter-firm collaborate. Three things a person who is working under the organization's control must be aware of and have motivation they are: How important innovation is for the organization how important their contribution is to make IMS? In this section, are explaining how awareness, knowledge-transfer and the innovation process can be affected because of diverse problems which can arise in the organization (Barbara Smith, Joicey Hurth, Lynda Pletcher, Evelyn Shaw, Kathy Whaley, Mary Peters and Glen Dunlap March 25, 2014).

Development plans usually include both results and behaviors. In a nutshell, personal development plans allow employees to answer the following questions: How can I continually learn and grow in the next year? How can I do better in the future? How can I avoid performance problems faced in the past? Information to be used in designing development plans. Specifically, a development plan can be designed based on each of the performance dimensions evaluated. For example, if the performance dimension communication is rated as substandard, this area would be targeted by the development plan. A tool that has become popular in helping employees, particularly those in supervisory roles, improves performance by gathering information from different groups.

There are common aspects to planning internal innovation. The first is to recognize fundamental dimensions of internal innovation. The goal is for the firm to outperform its competition. It is a process that involves many individuals, capabilities, and resources. Resources are critical to the innovation process…the way resources are managed and allocated determines the types of innovation actions to be undertaken. Five specific activities are part of the innovation planning: setting vision, mission, goals and objectives, strategies, and tactics.(Robinson A.G. & Schroeder D.M. 1993)

- ✓ Make sure that IMS can achieve its intended outcomes,
- ✓ preventing or reducing undesired effects
- ✓ achieving continual improvement

It is important that the organization consider these points when planning for IMS. Plan for action to deal with these risks and opportunities, integrating and implementation of the actions into its IMS processes and evaluate the effectiveness of these actions should be implemented by the organization. Considering of risks and uncertainty is important in all innovation activities

The leaders in the organization have many times been recognized for being strategic decision makers with the ability to see opportunities Innovation is not a goal in and of itself but is part of the firm s total strategic effort, Internal innovation is a process that involves many individuals, capabilities, and resources finally Resources are critical to the innovation process. The way resources are managed and allocated determines the types of innovation actions the organization is capable of undertaking.

Planning categorized into three broad areas:

1. **Creativity Organizations** can ensure that creativity is continuous and not sporadic by utilizing certain mechanisms that encourage creativity. Tools and techniques that support creative thinking.

a. Adventuring: goal the generation of new ideas to deal with uncertainty. Contextual confrontation is more familiar to people. When faced with a deadline, people tend to be more focused and creative.

b. Confronting: process that encourages deliberate debates among employees through such techniques as devil's advocate or what if questioning. Individuals come together to discuss new ideas or products. These conferences encourage the debate and discussion of ideas that confront the established perspective on a given topic.

c. Portfolio of skills: creative employees are encouraged to stretch beyond their normal boundaries into new domains. This method encourages creativity by asking employees to learn new skills members gain fresh insights and new skills that they take back to their

2 Innovative culture of organization

Organization some aspects like methods, responsibility redistribution, making decision about division of labor and structuring of new activities are important in innovative organizational environments. The organizational processes that connect and encourage connections among these individuals are critical to the nature of the innovation planning process. The organizational processes are multidimensional and include. The management of technology is the linking of different disciplines to plan, develop, implement, monitor, and control technological capabilities to shape and accomplish the strategic objectives of an organization.

This definition clearly recognizes the planning and implementation processes while recognizing the role of evaluation and control that many other definitions have omitted. Organization input (human physical, finance and information resource), transform processes (management, operation, production integration, idea and action) the output organization product and service lesson learned here, the company has developed an understanding that an innovative culture has a much stronger impact into the organization´s innovativeness than the innovation management strategy. Without an innovative company culture, all other efforts that occur from the innovation management strategy are in vain and nothing will change. The company´s innovation coaches are the ambassadors for this task and have the responsibility to and have got the knowledge on how the innovative culture is looking on the site they are located at. This area will always need a strong focus from the company since it is affected by the people working in the company and most of all the leaders (Hamid JafariKhaledabadi May 2008)

a. Organizational Communication

If a supportive environment and culture are absent, then innovation can take place by a chance. Internal and external communications that are relevant to the IMS should be established by the organization, taking into consideration aspects as what to communicate, when, to- and by whom, the provision of communication channels and the intended feedback (Aung, k, 2008).Good communication not only makes individuals in the planning process aware of needs and

opportunities; it also helps ensure that the organization is working toward a common direction as it performs innovation planning. Good communication not only makes individuals in the planning process aware of needs and opportunities; it also helps ensure that the organization is working toward a common direction as it performs innovation planning.

b. Reward Systems for individuals and groups that develop and sustain the internal innovation processes. Too often, managers of an organization reward A, while hoping for B. If a firm desires something specific, individuals must be rewarded for achieving that goal.

c. Organizational assumptions

Sharing innovative ideas: This factor encourages a more collaborative and open approach to the idea sharing process because the company thinks that innovation no longer comes from one enlightened genius, but instead from collaborative thinking with several perspectives. Therefore, the company wants to push the community to be more active on interacting with the organization which will provide greater possibilities for developing new ideas. The top management needs also to improve their support and focus for new ideas so that selected idea-projects get priority and deliver good results.

The company´s Innovation development and implementation have got a strong support from the top management all the way from the beginning. The necessary budget has been secured and the involvement from top management during the journey has been going. Despite the successful implementation of innovations, only a few companies have come to understand what is necessary for successful innovation. (Hamid JafariKhaledabadi May 2008)

- **Innovation seeking method: -** Foundations that promote innovation can be created by innovation enabling methods in innovative organizations.
- **Innovation leadership:-**the innovation strategy will be difficult to introduce and upheld if a decided and well positioned leadership absents (Repenne, N.P. (2002).
- **Political nature of organizations.** Innovation implies change; Change is often seen as threatening to the social infrastructure of an organization.

Competency of organizational innovation

Decide what competences are needed for a person who is working with innovation activities and development of them. Needs to be sure that they are competent persons with appropriate education trained have experience. For that matter asking Where applicable, take action to get the competence that is necessary, and evaluate how effective these taken actions that make the organization survive, to innovate continuously as advantage of competencies of the organization, technologies and knowledge for stimulating competitive benefits are the engines for innovation driving.

2.4. 2 Innovation: Implementation

Innovation implementation is the process of moving an idea from concept to reality. In contrast, is the transition period during which [individuals] ideally become increasingly skillful, consistent, and committed in their use of an innovation. Initial questions in implementation are:

1. What should we be doing now, and what can we do later?
2. What are the time and/or specialized skills required for the prioritized activities?
3. What should be delegated and to whom?

Implementation is the critical gateway between the decision to adopt the innovation and the routine use of the innovation External and internal issues referred to the needs and expectations, the innovation vision and strategy, and determination of the risks and opportunities that need to be addressed to the following points: (Klein & Sorra, 1996, p. 1057).Managers play a critical role in the implementation process, so their support of the innovation is the third critical factor. In the absence of strong, convincing, informed, and demonstrable management support for implementation, employees are likely to conclude that the innovation is a passing managerial fancy(MengstuAshebre, GebremeskelKahsayetal , 2013). Implementation efforts must occur whether the goal is a small change in a product or a radical shift in an entire industry. If managers plan well and properly implement the plan, the firm should have successful outcomes. Once the organization determines the foundation through asking key questions, it needs to address the four critical issues necessary for implementing an innovation strategy. These elements are: Leadership, Engagement, Extension and Alignment Existing studies have often limited their research to a particular part of the broad innovation process, such as studies that concentrate on invention, product development other inter-organizational part of the process

between supplier and end customer. This research focuses upon this later implementation part of the innovation process and literature defining and discussing this part of the process is described here.(Hamid Tohidi*, Mohammad Mehdi Jabbari,2011) Innovation Management Technology Strategies developed in the information technology literature, the Technology Acceptance Model (TAM) portrays user acceptance of information systems.

Learning of Innovation

Customer and employs Feedback is an important component of a well-implemented performance management system. Managers can use feedback to coach employees and improve performance. Performance management systems are the primary means through which accurate talent inventories can be assembled. Assessing future training needs, evaluating performance achievements at the organizational level, and evaluating the effectiveness of HRM interventions (for example, whether employees perform at higher levels after participating in a training program). On an ongoing basis this feedback allows for the identification of strengths and weaknesses as well as the causes for performance deficiencies (which could be due to individual, group, or contextual factors). Another aspect of the developmental purpose is that employees receive information about themselves that can help them individualize their career paths. Thus, the developmental purpose refers to both short-term and long-term aspects of development.

Performance management systems are the primary means through which accurate talent. Maintain relationships and provide materials to higher education and professional organizations to impact pre-service education and licensing requirements. Continue to promote buy-in and to expand support base (Hannan, M.T., Burton, M.D., and Baron, J.N. 1996)

Implementation activities

Implementation involves bringing plans to fruition specifically, the planned implementation of the new technology. Technologies requires a good understanding of their capabilities and productivity.This implies not only that successful implementation relies on good evaluation, integration, and planning.

Timing: Once the organization understands the available resources to complete the prioritized activity to maintain the value of that human resource, the company must continue to educate the employee.

Platforms: For existing products the firm has technological expertise, relationships, and knowledge of distribution channels in place ensuring that the resources necessary to complete a goal or objective are present(Webster's Collegiate Dictionary) changing policies or guidelines, providing information and training alone are not adequate to bring about sustainable changes in practice. To adopt evidence-based practices, the implementation process must also address the organizational supports which are necessary to initiate and sustain the practices (Halle, T., Metz, A. & Martinez-Beck, I. (Eds.), (2013).

- Use selection criteria to choose initial innovation Implementation.
- Consider the characteristics of personnel and organizational structures most likely to support successful innovation implementation.
- Sign written agreements that specify both site and State Leadership Team responsibilities
- Form an Implementation Team at each site to develop their plan, oversee all activities and timelines and participate in communication loops with the State Leadership team.
- Include representation on the Implementation team of administrators and direct service staff, parent leaders and others who are or will become experts on both the implementation process and the new practice(s)
- Clarify the roles and responsibilities of team members and their long term commitment to innovation implementation and sustainability.

Implementation Innovation Ongoing Processes

- Continue to provide administrative, organizational and fiscal support.
- Continue to provide technical assistance and coaching for maintaining fidelity.
- Maintain relationships and provide materials to higher education and professional organizations to impact pre-service education and licensing requirements.
- Continue to promote buy-in and to expand support base.

- Ensure the Implementation Team has the resources, information and skills necessary to change effort. (Metz, A. & Bartley, L. (2013).

Figure 2.3 Implementation processes

Leadership:-Typically a team of key leaders who guide the firm and play a pivotal role in its success in part, this greater reliance on key leaders occurs because these firms compete in environments that are rapidly changing and evolving. The leadership of a firm that wants to develop technology internally must build an innovation network with 4 critical steps Connect and link individuals, Set boundaries and engage, Support and govern manage and track etc. Create a supportive environment when leaders encourage innovation in the organization, they must clearly indicate the firm s direction, Create mechanisms for Innovation t must be addressed by the firm's leadership is the installation of systems that are supportive of innovation. Systems range from standard operating procedures that affect everyday life in the firm to special programs that encourage and reward the exchange of ideas

Allocate Resources: - The last of the actions for leaders, if implementation of an innovative strategy is to succeed, is the allocation of ample resources for the activities that are desired. This is true in the implementation of any strategy; for innovative strategies, especially new product

development, it is even more critical. There must be adequate money, people, and other resources to allow the speculation, trial, and error if the innovation strategy is to be successful

Engagement: -how to get the various entities in an organization moving in the same direction. Culture is the pivotal element in determining the level of engagement within the organization itself reinvents complacencies similar to inertia; however, inertia concerns organizational structure, and complacency impacts the organization's efforts to make broader changes. Overcoming the problems the process organizations use to overcome engagement difficulties is change management. Managing the change process helps employees believe they are part of a team where involvement is expected and trust is built. Building a knowledge-based culture, training and development and mentoring employees are important processes.

Extension: -New product development, product improvements, and new market entry all depend on extension processes. Extension requires an organizational memory so that lessons learned in the past can be used in the future. Extension ensures that product and market competencies are understood sufficiently so that actions that lead to innovation can be taken. Internal politics in the organization support this tactic because power is established and political systems are understood.

Potential problems that need to be overcome include.

Inertia: - if systems are changed through innovative activities, such as restructuring, then those power and political relationships are disrupted.

***Fear*: -** Even when the change is perceived as positive, fear can be part of the response

complacency: -satisfaction emerges when there is satisfaction with the status quo. "If it isn't broke, don't fix it".

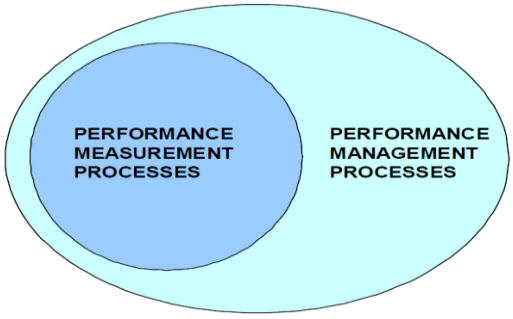
Overcoming the Problems Building a knowledge-based culture which leadership of the organization seems to embrace change the rest of the organization is more likely to adapt that characteristic into the firm s culture. Training and development training is critical to ensure that the proper human resources are present in the organization when needed. Additionally Mentoring employee's competitive advantage is through the skills and knowledge of its employees.

Implementation Performance Measurement and performance management

A performance measure is defined as a metric used to quantify the efficiency and/or effectiveness of an action. Although this definition was produced on the basis of a review of the

performance measurement literature, it is limited when viewed in the context of the broader performance literature reviewed in this research. Efficiency and effectiveness are broad descriptions of performance, but the literature also includes operation*al* viewpoint expressing the described how a measurement procedure maps and preserves the difference in a set of symbols and the difference in attributes of a collection of entities (Farbey, B., Land F. &Target D. 1993). Performance management is described as roader or follow up planning and controlling action, based on information from performance measurement, which influences the performance of a product. Based upon (Radnor and Barnes, 2007) suggestions of actions aimed at improvement, this definition includes the concept of management as involving planning and control actions Management.

Figure 2.4 Relationship between Performance Measurement and Performance Management processes (Halachmi 2005)



In the assessment phase, both the employee and the manager are responsible for evaluating the extent to which the desired behaviors have been displayed, and whether the desired results have been achieved. Although many sources can be used to collect performance information in most cases the direct supervisor provides the information. This also includes an evaluation of the extent to which the goals stated in the development plan have been achieved. Armstrong (2000) listed out the following aspects to be followed in giving feedback on performance evaluation:

- Building feedback in to the jobs makes the feedback timely and consistent
- Provide feedback on actual events. The actual feedback must be based on the actual results or observed behavior and supported by evidence
- Do not judge feedback. It should be presented as a description of what has happened but should not be accompanied by a judgment;
- Select key issues and stick to them
- Focus on the aspect of performance that the individual can improve

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

Descriptive research method was used for this study. Mixed-method analysis may help to mixed method (both qualitative and quantitative) gives the potential to cover each method's weakness with strength from the other method, and hence, the study used this approach.

The first step in the project work is a systematic piloted questioner which gives back necessary point of information and review to available literatures in the area of project management, innovation management performance of planning and implementation. The questionnaire is piloted using technical experts who have exposure study and development based organization employees who are involving in designing, purchasing, pattern making, cutting, assembling and selling departments work including core-process of leaders selects and to fill the questionnaire were not willing to cooperate.

The study was able to conduct interview with both top, middle and low level executives though could not get their consent to take voice record of the interview. Notes will take to capture main ideas from all interview sessions. The unit of analysis, the project, was selected based on convenience to get the required information to carry out the study. Primary data sources were used that include employees being involved in project work top level executives and internal documents that could give information related to the innovation management practice. Both quantitative and qualitative data was tracked in the reared of literature review information in both aspects of planning and implementing performance.

Finally in the data analysis and interpretation phase, a systematic review of the collected data has been done. In this phase there are two things to be considered. On one hand, it is tried to identify the causes and consequences innovation management planning problems based on the current trends of management systems, which are being practiced on the innovation. On the other hand, it has been tried to develop a generic pointes on behalf of planning and implementing tools. To line up innovation that is suitable for Industrial projects, which can be modified to fit the specific need of a particular project. The final conclusion and recommendations of the study are then drawn.

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3.2 Data sources and gathering technique Instruments

The instruments prepared for this Structured questionnaire; interview guide; the study is based on the data that was collected from both primary and secondary sources. Primary data was collected through structured questionnaires and semi structured in-depth interviews. The study conducted the interview from some individuals and Employee Management team at HRD on the basis of their experience and closeness to the PMS implementation.

These individuals were selected purposively using purposive sampling. On the other hand, the secondary data was collected from documents in the branch, such as plans and reports, from where the relevant information could be obtained. The question draws on the limited conceptual clarity over planning and implementation. This overarching research question is broken down into and strongly disagree neutral, agree and strongly agree which hold 1-5 respectively. The interaction between many actors includes of information about the products, innovation management plan and implementation processes.

3.3 Study population and Sample

Depending on the organizational structure and employ distribution, the combination of stratified, purposive and simple random sampling technique was used in the study. Stratified sampling technique is applied in order to obtain a representative sample when the population from which the sample to be drawn does not constitute a homogenous group. In this study, stratified sampling technique was used to categories employ. On the other hand purposive sampling is used when items for the sample are selected deliberated.

The questionnaire had four parts: the general information part and the innovation management part performance monitor and evaluation measurement. In the first part, questions like the position of the respondent in the project work, gender, years of experience in the project office and educational background were the focus. The second part contained questions extracted depending on the management innovation technology strategy Process (MIT) Groups and scaled from 1 to 5 on Liker Scale.

Data for this study have been collected through the use of self-administered questionnaire, in-depth interview of key respondents and reviewing of secondary sources in the branch understudy. This chapter is concerned with description and analysis of the data collected. It has two main sections. First, demographic features of respondents with regards to sex, age, work experience, educational status and their current position is presented and analyzed. Second, results of the basic questions are described using the frequency table and percentage. There are more than 2000 employs In order to obtain the relevant information, from total population but most of them are not permanent. The target population was about 500 employs them 100copies of the questionnaire were distributed to individual employees and managers. Out of this, 81 copies were completed and returned and 14 copies of the questionnaire were not returned and 5 wear invalid 81. This makes the response rate. While distributing the questionnaire, the researcher has taken grade level of the branch in to account and accordingly, a total number of 8, questionnaire were distributed to each department.

3.4. Method of Data Analysis

Both qualitative and quantitative data analysis method (mixed method) were applied based on the nature of data collected. Main variables were derived from the research questions of the study consisting of planning and implementing. These variables were also translated into structured questions which were generated in the form of questionnaires.

As it is discussed in the beginning of this section, the study employed descriptive statistics. Therefore the data obtained from the questionnaire respondents used to assess the performance innovation management system. For all the scores of the 8 questions distributed and data that were gathered through structured questionnaire were processed by using computerized software SPSS (Statistical Package or Social Science) Statistics results. The processed information has been presented using frequency tables, percentages, necessary statement of mean value and standard deviation.

Document reviews were analyzed through organization based on their types and reduction through summarization and categorization. Additionally observation of production line product type alignment of machine man power and resource to method of processes one was key deep understanding and give clue to manage total data gathering and analyze system.

Qualitative data analyzed based on contest of interview direct words of the interviewees also aligned in the form of case stories concerning to Strategy of planning and implementing innovation management, participant on innovation, innovation management relationship and innovation expenditure in the organization all were presented as appropriate in the study.

CHAPTER FOUR: DATA PRESENTATION, ANALAYS AND INTERPRITATION

4.1 Introduction

As it was outlined in the first chapter, data for this study have been collected through the use of self-administered questionnaire, in-depth interview of key respondents and reviewing of secondary sources in the company. This chapter is concerned with description and analysis of the data collected. It has two main sections. First, demographic features of respondents with regards to sex, age, educational status is presented and analyzed. Second, results of the basic research questions are described using the frequency table and percentage. In order to obtain the relevant information, 100 copies of the questionnaire were distributed to individual employees and managers of the selected section. Out of this, 81 copies were completed and returned and 5 were not fill properly 14 copies of the questionnaire not returned questionnaire were distributed to (strongly disagree, disagree, neither agree nor disagree ,agree , strongly agree), (1,2,3,4,5) respectively.

4.2. Profile of Respondents

To increase the comprehensiveness and reliability of the data, questionnaire was distributed to all departments and also collected from each group of respondent's sex, age, work experience, educational status and current position. Accordingly, employees from these categories were participated in filling out the questionnaire. I have had also interview selected group based on their experience and experience. The questioners have four gropes based on MIT strategy. Respondents also discussed a broad range of performance management of innovation that follow up or are additional, broader processes than the performance measurement processes described. All group of study discussed disseminating information from innovation products and showed how the design of the product has been permanently changed. Respondents described making the decision of whether to change feature of the product or not, possibly against another competing product. The particular nature of many of the broad processes sometimes differed, for example to making new fashionable shoe compotator assessment market and technology alternatively subjective for decision making by individual and group shoe makers. Respondents described a number of influences of the performance measurement and management processes of innovation, such as in the outcome decision and changing the design. On a similar theme, processes were

also described as having an influence innovation the best product for a particular customer and in the product being purchased or not for short-term, cost based reasons. Influences were also described with respect to compliance with product use, training and feedback and actors showing concern over innovative products.

Overall, all gropes suggest that in comparison to the performance management of innovation processes were described as having an influence on performance. This suggests that both performance measurement and performance management of innovation processes are required if they are to have an influence on performance.

4.2.1 Gender profile of Respondents

To increase the comprehensiveness and reliability of the data, questionnaire was distributed to all grade categories, and also collected from each group of respondent's sex, age, work experience, educational status and current position. Accordingly, employees from these categories were participated in filling out the questionnaire. As indicated in table 4.1 below, respondents 81 (33.3%) are male and the remaining 81 (66.7%) constitutes female respondent

Table 4.1 Gender profile

		Frequency	Percent
Valid	1	27	33.3
	2	54	66.7
	Total	81	100.0

(Survey resource 2018)

4.2.2 Age of respondent

As shown in table below concerning the age group of the respondents, the larger portion of the respondents that is 46 (56.8%) falls with age group of 24 to 30. Age group from 18 to 24 are take part of 28.4%, 30-36 holds 9 and above to and greater than 36 holds 3(3.7%).

Table 4.2 status of age respondent

		Frequency	Percent
Valid	1	23	28.4
	2	46	56.8
	3	9	11.1
	4	3	3.7
	Total	81	100.0

(Survey resource 2018)

4.2.3 Academic Status

With regard to respondents academic qualification, the survey data shows that 37 of the total respondents (45.7%) are under Diploma holders, 32 of them (39.5%) are Diploma,10 of them (12.73 are first degree holders and the rest 2.5% were second degree holders. There is no one working with Certificate and PhD at all shown in the following table the educational status of the respondents.

Table 4.3 Academic status of respondents

		Frequency	Percent
Valid	1	37	45.7
	2	32	39.5
	3	10	12.3
	4	2	2.5
	Total	81	100.0

(Survey resource 2018)

4.2.4 Salary profile of respondents

As shown in table below from total respondents 32(39.5) are earn about 4000birr minimum number of respondent 7.4% are earned over 6000%, 18.5% are earned between 1500-3000birr.

Table 4.4 Salary educational profile of respondent

		Frequency	Percent
Valid	1	17	21.0
	2	15	18.5
	3	32	39.5
	4	11	13.6
	5	6	7.4
	Total	81	100.0

(Survey resource 2018)

4.3. Results of the Questionnaire and interview

This section deals with the main results of the data gathered about the implementation of MIT in company through questionnaire and in-depth interview for triangulation purpose. The results are presented in tables followed by paragraphs explaining the tables.

4.3.1 Analysis of Performance Management innovation planning System Anbesa Shoe S.C.

Planning is the key to see the output. It is known that before implementing performance management system, the strategic objective of the organization should be known and clear to the employees working in it. On the other hand, employees have to know the strategic objective of the organization as long as they are working towards the achievement of organizational goal planning.

a) Research and development department is always open and strategic innovate products.

Accordingly, the respondents were asked whether they know the strategic R&D plan. Consequently, that out of 81 individuals, 16 (19.8%) and 14 (17.3%) strongly agree and agree that sampling is practicable and applicable to company, respectively. 12.3%, 35.8%, 12.3% and 14.8 responded neither agree nor disagree, disagree and strongly disagree that is practicable and applicable to the Anbesa Shoe S.C respectively The following table below shows the result.

Table 4.5 Result of questionnaire on point of research and development department is always open and strategic to innovative new products

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	12	14.8	14.8	14.8
	disagree	29	35.8	35.8	50.6
	nither agree nor disagree	10	12.3	12.3	63.0
	agree	14	17.3	17.3	80.2
	strongly agree	16	19.8	19.8	100.0
	Total	81	100.0	100.0	

(Survey resource 2018)

b) Innovative products are welcome in the organization.

Respondents were also asked if the process and objective of MIT strategy planning were welcome in organization. Accordingly, minority of the respondenti.e.13 (16%), 22(27.2%) were strongly agree and agreed 28.4%nutral and rest 19.8, 8.6 are not agree said that the process and objective of MIT planning was not ran table below shows the result.

Table 4.6 Result of questionnaire on point of innovative products are welcome in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	7	8.6	8.6	8.6
	disagree	16	19.8	19.8	28.4
	nither agree nor disagree	23	28.4	28.4	56.8
	agree	22	27.2	27.2	84.0
	strongly agree	13	16.0	16.0	100.0
	Total	81	100.0	100.0	

(Survey resource 2018)

c) Management actively seeks innovative ideas

Respondents were asked whether they know the seekers of innovation on MIT. Management actively seeks innovative ideas Accordingly, 4 (4.9%) replied that strongly agree and24 (29.6%) are agree 25.9% neutral the rest 24.7% and 13.6% are not agree as the following table shows the result

Table 4.7 Result of questionnaire on point of Management actively seeks innovative idea

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	13.6	13.6	13.6
	disagree	20	24.7	24.7	38.3
	neither agree nor disagree	21	25.9	25.9	64.2
	agree	24	29.6	29.6	93.8
	strongly agree	5	6.2	6.2	100.0
	Total	81	100.0	100.0	

(Survey resource 2018)

d) Innovative is perceived as too risky and is resisted

Among the above question respondents stated that measures and targets are not well articulated in the MIT. As informed from chart below individuals 35.8% not agree and replied that 44.5% agree and 19.8% neutral.

Table 4.8 Results of Innovative perceived as too risky and is resisted

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	14	17.3	17.3	17.3
	disagree	15	18.5	18.5	35.8
	nether agree nor disagree	16	19.8	19.8	55.6
	agree	19	23.5	23.5	79.0
	strongly agree	17	21.0	21.0	100.0
	Total	81	100.0	100.0	

E) Program or project managers promote and support innovative ideas experiments and creative processes.

The above question which was forwarded to the respondents was the opinion regarding the participation of employees in corporate plan preparation. Literature indicates that there should be a discussion and meeting between managers and employees while setting goals and targets at every level. As the following table show a result, 14 (17.3%) and 6(7.4) responded that employees were agree and strongly agree respectively of they do not participate or corporate on plan preparation. On the other hand, (35.8. %) neutral and the rest (25.9%) and 13.5 are disagree and strongly disagree respectively with the question.

Table 4.9 Result of questionnaire on point of Program or project managers promotes and support innovative ideas experiments and creative processes

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	13.6	13.6	13.6
	disagree	21	25.9	25.9	39.5
	nether agree nor disagree	29	35.8	35.8	75.3
	agree	14	17.3	17.3	92.6
	strongly agree	6	7.4	7.4	100.0
	Total	81	100.0	100.0	

(Survey resource 2018)

4.3.2 Analysis of Performance Management innovation implementation System Anbesa Shoe S.C.

Implementation is the process of moving an idea from concept to reality Changing policies or guidelines, providing information and training alone are not adequate to bring about sustainable changes in practice. To adopt evidence-based practices, the implementation process must also address the organizational supports which are necessary to initiate and sustain the practices *based* on this the respondents replay as follows.

a) In new products introduction, the company is often first to market

As the following table shows the result the respondents from asked on implemented of MIT 21 (25.9%) agree and 12.3% strongly agree respondents argued that they agree with the question. Greater part of the respondents (29.6%) 12.5 was not agreed 19.5% the total respondents answered neutral.

Table 4.10 Result of questionaire on point of in new products introduction, the company is often first to market

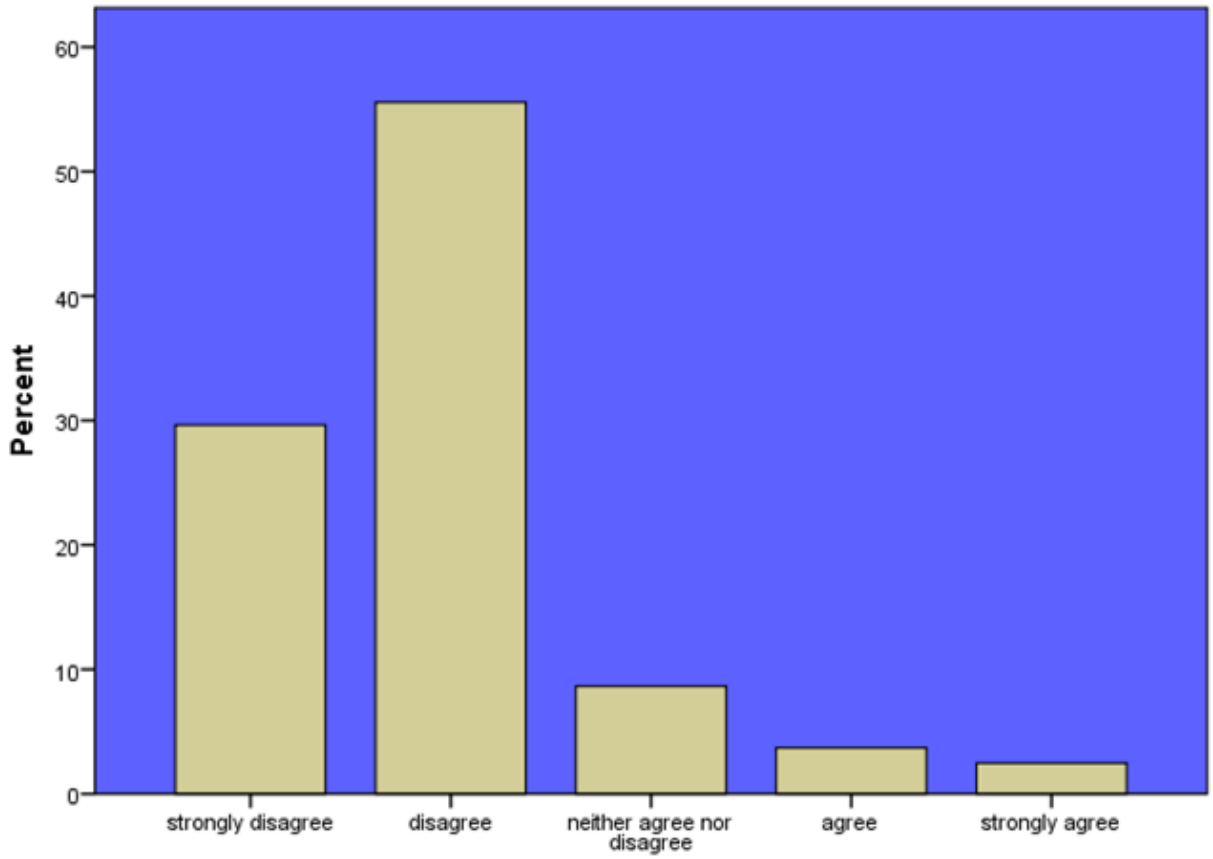
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	12.3	12.3	12.3
	disagree	24	29.6	29.6	42.0
	neither agree nor disagree	16	19.8	19.8	61.7
	agree	21	25.9	25.9	87.7
	strongly agree	10	12.3	12.3	100.0
	Total	81	100.0	100.0	

(Survey resource 2018)

b) The company constantly emphasizes development of particular and patent products

Among the above question respondents stated that measures and targets are not well innovation plan in the MIT. As informed from chart below individuals (85%) are not agreed and replied that only 6.2 % and29.6 % of respondent agreed and from all 8.6% are neutral.

Chart 4.1 Status of constantly emphasizes development of particular innovation and patent products.



(Survey resource 2018)

c) The company constantly manages to cope with market demands and develop new products quickly.

According to the respondents‟ view, one of the reasons for being the company constantly manages to cope with market demands and develop new products quickly (question no.2.4)

And it does not depend on the required competency since it depends on the customer using the products.

Accordingly, 13 (16%) replied that strongly agree and26 (32.1) are agree 22% neutral the rest 23.5% and 6.2% are not agreed.

Table 4.11 Result of questionnaire on point of the company constantly manages to cope with market demands and develop new products quickly.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	6.2	6.2	6.2
	disagree	19	23.5	23.5	29.6
	neither agree nor disagree	18	22.2	22.2	51.9
	agree	26	32.1	32.1	84.0
	strongly agree	13	16.0	16.0	100.0
	Total	81	100.0	100.0	

(Survey resource 2018)

According to the respondent view, one of the reasons for being the company constantly manages to cope with market demands and develop new products quickly (question no.2.4)

And it does not depend on the required competency since it depends on the customer using the products. Accordingly, 13 (16%) replied that strongly agree and26 (32.1) are agree 22% neutral the rest 23.5% and 6.2% were not agreed.

4.4 Discussion and Interpretation

Introduction

The study has tried to analyze and present the result of the data collected through questionnaire and in-depth interview, and document review. The questionnaire was designed in line with the performance management of innovation drawn from literature part, namely performance planning, performance implement , evaluation control and measurement using MIT, performance review and evaluation, performance execution, reward and performance results. In the preceding chapter, findings have been presented as they are using descriptive statistics, specifically frequency tables. In this chapter, I have made an effort to discuss and interpret major findings of the study in an organized manner. From the total number of respondents, the percentage of female respondents constitutes the largest part (66.7%) and the remaining 33.3% were males (see table 3.2). Indeed, the number of female respondent in the Anbesa Shoe S.C proportional, given the total number of female employees in the company.

This implies that the ratio of female respondents to male respondent is relatively high. When we see at the age group of the respondents, majority of them (56.8%) within the age group of 24 to 30, which indicates that Anbesa Shoe S .C is employ younger, energetic and productive man power that can be able to transform mission and vision in to reality. The result of the survey also states that about 85.2% have diploma and under diploma and 14.8% of employees have first degree and Masters Level of educational qualification respectively. From this, it is possible to infer that the most respondents need guide to understand the questions of desired by the researcher. From the organizations point of view, it can be said that the company should realizing its mission of deploying skilled and qualified employees for meaning full and continuous change of achieving the vision to be a world class foot wear products. As it was outlined in the previous chapter, the study had eliminated data collected through the interview and documents, most percent had served less than 2 years. The second largest respondents have between three to five years of experience in the company.

Generally speaking, the study is well represented by the respondents who can respond the opinion of all categories which assures that and most accurate data have been gathered from the

respondents of sample size. For question that forwarded to some group of Anbesa shoe in new branch thy all conclude that there is no tangible innovation practice to adopt production machine modification and invention. The company management mainly focuses on current business competition in market. As broadly discussed in the literature review part, performance execution phase is getting the job done in order to get the desired objective in an effective and efficient way. This, however, requires both material and human resources. As the data gathered from the questionnaire respondents depicts in previous topic an overwhelming number of respondents disagree and or strongly disagreed this implies weak to MIT processes. The result of age, gender salary and academic level of actors shown that low academic level in low price of youth females are highly engaged in this company.

4.4.1 Discussion of Performance planning Innovation

As pointed out in the literature review section the initial stage in the innovation management processor system identification and define the goal in aspect of its mission and acknowledge by organizational members, strategic planning which allows an organization to clearly define purpose of needs of change. This implies that the companies clearly define its objectives and made it known to its employee's better implement of MIT before fully implement the idea of innovation idea selection based on the opportunity, cost, time and environment are must be taken. In addition ,it helps an organization to get a better result to establish innovative culture for individual and team level for continue improvement which employ get information about how they are adopt in work processor .Accordingly respondents were asked to give their opinion innovative Products are welcome in the organization and had an owners to employ. The finding of the study have that innovative products generating and sense of employ accordingly, minority of the respondenti.e.13(16%) ,22(27.2%)were strongly agree and agreed 28.4% neutral and rest majority are not agree, implies that the process and objective of MIT planning is not participator all level as shown the result of respondents agreed that they innovative planning flow is not mature in organization. Other point that asked to answer by respondent about research and development department opens to participation of employee to perform MIT processor the only 35.8%, 12.3% and 14.8 responded neither agree nor disagree, disagree and strongly disagree that is practicable and applicable to the Anbesa Shoe S.C respectively implies that they did not understand what and how to processor innovation.

The respondents also asked to replied on quotation about level of organization managements seek innovation ideas from their replied about 4 (4.9%) replied that strongly agree and 24 (29.6%) are agree 25.9% neutral are agreed in the case Anbesa Shoes S.C. Managements are not participator to employ to find novel innovative ideas they only concentrate to the top level managers and external fashion to adopt already known product in market. The seek innovation from unidirectional (from RD) employees working at lower level have no authority to oppose (reject) the plan forwarded to them. Therefore, they only do what is given to them .This show that employees are not active participant on planning of innovation .from this can understand in company that serious attention not paid to employees to cooperate plan preparation planning source is top to bottom level.

In the regard of planning innovation the respondents were asked the program or project manager promote and support innovative ideas experiments and creative process from their respects as general view it is not enough activity in aspect of innovation. Low number employees were agree and strongly agree of the them do not participate cooperate plan preparation. here 35.8.% neutral and the rest (25.9%) and 13.5 are disagree and strongly disagree respectively with the question this implies that luck of commitment to support and promoted innovation activity which implies that work integration is week in the planning processors just to majority are not participant to set plan to set target process an development. In general low adventuring ,confront nation, plat form exercise because there is not deal together , no debate top level and employers, no enough communication, rewired system etc. have not see in organization.

4.4.2 Discussion of Performance Implementing Innovation

As implementer had answered number of processes, resource and inadequate manpower as a major factor affecting effective and efficient work implementation in each line of some production manager and supervisors said that there needs highly integration and communication in organization but the vertical communication is common culture in Anbesa. These affect the implement to amend problems and develop new product. Due to lack of horizontal communication is high down time record in each line of production to accomplish jobs, also the materials are easily broken and needs repairs and maintenance which will take a weeks or more to do so, We don't have to forget that Anbesa is one of the biggest shier companies owned production with total production capacity in stages and to manufacture 3000 Pairs of shoes per

day and more than 2000 employees. From this, the study seriously seen how to manage innovation and utilize its resources to the maximum point as desired as possible in the journey to achieve better organizational innovation performance on the other hand as respond replied on point of company costumer introduced new products and market on stage implementing MIT process. The respondents were asked on implemented of MIT 21 (25.9%) agree and 12.3% strongly agree of them their implies that Anbesa Shoe activity observe and follow processor stage of implements on line of shoe production and market system together from other part of study (performance measurement continue and controlling). There is modest development of product market practices but it steel depends by only some group.

Most respondent on new product quality checking in the standards were 19(23.5%) and 20 (24.7%) strongly agreed and agreed this implies that controlling is taken of each of necessary implementing stags also of respondent one agreed that re-design for approach to the standards is indicate implementing of MIT is well performed in Anbesa Shoe S.C. Among the above question though, respondents stated that measures and articulated in the MIT their real performance, individuals (2.5%) and 3.7% not agree and replied and55.6 % and29.6 % of respondent agree and strongly agree respectively the rest 8.6 % is neutral quite large number of respondents wear not agreed this imply that almost invention of new product is under estimated. According to the respondent view, one of the reasons for being the company constantly manages to cope with market demands and develop new products quickly in the modest level about 54% are agreed on points. This all implies that no enough leader ship activity to training, reward, support innovation , not have seen enough practice in alignment of innovation because low result of cop up ,training ,add value of employers are under expected. Also it is clear that not have seen enough engagement and expansion of product innovation practice.

4.5 Mean and standard deviation

4.5.1 Mean and standard deviation of planning innovation management

Table 4. 12 of Mean and standard deviation of planning

Factors	Standard devation	Mean Scores
Research and development department is always open and strategic innovate products	0.7892	2.9136
Innovative products are welcome in the organization.	0.8137	3.2222
Management actively seeks innovative ideas	0.5764	2.9012
Innovative is perceived as too risky and is resists	0.9985	3.1235
Program or project managers promote and support innovative ideas experiments and creative processes.	0.9214	2.7901
Average	0.81984	2.99012

Five factors are used to assess the planning process of innovation management practice in the company Research and development department is always open and strategic innovate products has score (2.9136) as shown from (appendix) the respondent not agree on point implies research and development department is not well organize strategic to innovate new products implies low level practice on issue because most of them not agree. Innovative products are welcome in the organization has comparably highest score (3.2222) based on (appendix) there were small moment but under shadow of neutral.

Factor management actively seeks innovative ideas has score (2.9012) based on information from appendix respondent were not agreed. Considering respondent result to this factor about

Management is not actively seeks innovative ideas in company which indicates the company has not clear image innovation program. On factor of Innovative is perceived as too risky and is resisted (3.1235) those also not enough approach of respondents which have sense of neutral. For factor of Program or project managers promote and support innovative ideas experiments and creative processes about the lowest score (2.7901) it shown it not adopt horizontal communication, idea sharing and reward culture. managers promote and support innovative ideas experiments and creative processes situation give low level practice on issue us mean of this all implies that planning activity is not participator to employer almost under expect. Insufficient awareness about the concept and objective of MIT to lower level employees, which had created in the level of understanding on the concept between managers and lower level employees, Unavailability of training on new to innovate and about innovated products for lower level employees. Low level program or project managers promote and support innovative ideas experiments and creative processes. Have no constant innovation emphasizes development of particular and patent products. The average value (2.99012) implies most respondents were not agreed (negative) on innovation planning processes in the shadow of neutral. Average standard deviation 0.81984 shown that the range of deviations from the mean value. The symmetrical value of the mean and standard deviation distribution assortment between 2.17028 to 3.80996 from this understand that distribution status factors on planning questionnaire

4.5.2 Mean and standard deviation of implementation innovation management

Table 4.13 Mean and standard deviation of implementation

Factors	Standard deviation	Mean scores
In new product introduction the company is often first to market	0.87175	2.9630
The company constantly emphasizes development of particular and patent products	0.87100	1.9383
The company constantly manages to cope with market demand and develop new quickly	0.7202	3.1358
Average	0.82098	2.679

Three factors are used to assess the implementation process of innovation management practice in the company. In new products introduction, the company of first Deliverable Implementing Strategy to market has the score of (2.9630) implies low level practice on issue is implies not clear innovation base in the company .The company constantly emphasizes development of particular and patent products Project Process has the lowest score (1.9383). Which have implied the extension market Learning, Innovation resource allocation, platform, to compotators but not supported by standard MIT processes. on other hound the company constantly manages to cope with market demands and develop new products quickly has the highest score (3.1358) of respondent agreement it shows us adopted product innovation in long term have no practice in good well because it high in comparable but respondents not more agree to best score. In general it is weak moment at all. The average practice in implementation of innovation is unsatisfied to lead guide, set boundary ,reward, resource allocation, commitment to innovation were not well practiced. The average value (2.679) implies most respondents were not agreed (negative) filling on innovation implementation processes. There was not clear image how to go in constant way. Average standard deviation 0.82098 shown that the range of deviations from

the mean value. The symmetrical value of the mean and standard deviation distribution assortment is between1.8767 to 3.499. From this understand that distribution status factors on implementation questionnaire.

4.6 Interview analyze and discussion planning and implementation of MIT

As informed from an interview with managers and other employers on the awareness of the concept and goals of MIT also point out that though all individuals have no sufficient understanding about the purpose of MIT. Informants also added that all employees not come to understand the purpose and objective of MIS/MIT and works toward the achievement of these goals. The other question which was forwarded to the respondents was the opinion regarding the participation of employees in corporate plan preparation. Literature indicates that there should be a discussion and meeting between managers and employees while setting goals and targets at every level. As a result responded that employees from questioners imply that did not participate in corporate plan preparation .Respondent said that for questions new machine cremation modification in company , no one was did it oppositely employee afraid to practice mechanically because their penalty when some one do out of assignment. In case innovation management in regard of employee is not imagine. Respondents of interview all in all also replied that the company corporate strategy is cascaded down ward to team and individual objectives and therefore, there is no clear sight between strategic MIT. Interview informants also replied under the company do not utilize the proper data tracking formats and also not appropriately maintained the documentation. The respondents said that new additional system (improved software) is required that can replace the current manual data tracking system. They (informants) added that designed their own data tracking formats without communicating the HR and employ teams. When asked about the feedback on employees overall progress towards goals, significant number of respondents replied negatively. Participated on the interview responded that their supervisor (managers) do not provide them feedback on innovation and on how to improve their weakness and keep up their strength.

4.7 Document review and decision on planning and implementation of MIT

The document reviewed on the communication between managers and an employee during the performance planning phase states that there was no communication with staff during

performance planning and cascading of goals and targets in the both new expansion and old understudy. There was no appreciation written memory in manual work employ daily work status not book oppositely a lot of record of penalty was there. There were reference to inform employ how to handle innovation no master in both planning and implementation office.

Summary of decision according to result of innovation planning, Anbesa shoe S.C is not enough activity to set vision ,mission ,goal, and strategy of innovation. Also it weak to adventure, confront and platform of innovation processes. Horizontal communication, idea sharing and reward are not culture of company. Among the implementation system it also weak as planning trained because the result show that there is no enough trend of leader ship ,engagement, alignment and extension strategy not only this, but also have not outshine installed approach to overcome the implementation problem.

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CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION

5.1 Introduction

In the preceding chapter, an attempt was made to interpret and discuss the data gathered through primary data (questionnaire and in-depth interview) and document reviewed. This section focuses on summary of major findings of the research question, conclusion and recommendation forwarded in light of the relevant literature developed by scholars, document reviewed and response of research participants.

5.2 Summary of findings

According to the data analysis presented in chapter 4, there were mostly negative findings innovation (achievements and challenges) concerning the planning and implementation of MIT in Anbesa Shoe S.C of Ethiopia.

The result of the study revealed that though some achievements such as clear identification of strategic objective of innovation planning and implementing. In this company basic strategy of planning goal setting, adventure system, confrontation and platform, are not practiced yet. Not only is this but also there no sound able beginning to go ahead to innovation. Lack of freedom and equipping Cooperate implementing with that of group and individual visible, a lot remains to be done by the development of production in the company such as employee's participation in performance planning process employees understanding about the concept through providing training and applying relevant awareness creation mechanisms, provision of ongoing feedback, conducting automated data tacking in a consistent manner, and linking performance result with reward and sanction. Participation in performance planning process is important for performance innovation implementing management. It is through participation in planning that employees understand what their organization/department aspires to achieve.There was no organized research and development department strategic innovate products Insufficient awareness about the concept and objective of MIT to lower level employees, which had created in the level of understanding on the concept between managers and lower level employees, Unavailability of training to innovate and about innovated products for lower level employees.

Conclusion

Innovation management is a systematic process which a manager can use to get the team members to achieve the team's objectives and targets, improve production s, develop innovation performance capabilities, review and assess team and individual performance, and reward and Motivate. Performance of innovation management is a process for setting innovation production at an organizational level. It involves the idea interpretation the individual's creation, modification, development plans and delivery of results. The focus is on performance innovation improvement through learning and development in order to achieve the overall MIT strategy of the organization. Holistically, innovation performance management integrates a multitude of elements that contributes to innovate (development, improve, modify create).

This study has made great effort to look at the implementation status, and seek out major achievements and constraints that are hindering the MIT planning and implementation processes in Anbesa Shoe S.C. In doing so, the project has collected primary data through self-administered questionnaire from employees.

In this study, it has been noted that Anbesa Shoe S.C has neglected the importance of the involvement of employees in performance planning process of MIT. Based on the evidence obtained from the analysis, employees claimed that they are not participating in performance of innovation planning management process. In addition, the company did not have created awareness about the concept and purpose of MIT before it had implemented it which has brought disparity in employee's level of understanding on it. Neither did it give training on the subject matter of MIT for middle and lower level employees. That is why majority of employees (especially those at lower level) are not aware of performance innovation management system and performance standards.

The project has come to the conclusion that unless corrective measures are taken by the company specifically to redress the drawbacks and deficits in the MIT processes, the current practice would not lead to organizational performance of innovation management improvement.

Recommendation

From findings, the study has produced the following recommendation to improve MIT of planning and implementation management processes of foot wear production.

1. In order to have a successful performance innovation management system and also in order to achieve the desired goal of the organization, the company has to exert maximum effort to ensure the participation of all employees in performance planning process.. Though the aim of the company as the production company is to improve the productivity, to make sure the practicability and applicability of MIT system among the customer in addition, the company has to implement all proper implementation of MIT processes.

2 The company has way of feedback which has direct impact on the individual, departmental and organizational innovative management performance. As the literatures suggest, if feedback and is not given towards the overall progress of organizational goals, employees will not understand their strong and weak sides and do not strive for the achievement of that goals.

Finally to fully implement all the processes of MIT, linking performance result of an employee with reward should be considered. Best performing employee should be rewarded and corrective action should be taken on negligent and poor performer of innovation. If this is not done, committed and top performers will be discouraged (de-motivated) and do not strive for achieving their daily, monthly and quarterly performance objectives which will have negative impact on the performance of the Anbesa Shoe . Generally, it is advisable for Anbesa Shoe to sustain all its current strengths, and improve its limitation mentioned above to reap some fruits from MIT implementation.

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My name is YilkalMigbaru. I am a postgraduate student in the Department of project Management: MBA program at Addis Ababa University. Currently, I am conducting project work entitled "ASSESEMENT OF PRODUCT INNOVATION MANAGEMENT: THE CASE OF ANBESA SHOE S.C". For successes of this study, I kindly ask your commitment to give your genuine information for the following question.

Contact Address:

Name: YilkalMigabru Cell phone: 09012959952: Email: yilkmigbaru23@gmail.com

N.B: Your answer is secured and it uses only for academic purpose.

Thank you in advance, for your kind cooperation

Interview questions

The interview questions have been administered for managers, and selected employees.

1) How can you explain your organization strategy of planning innovation management?

2) How to encourage employee to have participant on innovation and innovation management?

3) Is there any vital production machines which try to substitute by modified company (adoption technology strategy)?

3) How can you explain (MIT) practice in your company?

4) How can you explain the relationship between training expenditure in the organization and organizational profitability / successes?

Questionnaire

Put √ sign below numbers based on your agreement level.

(1=strongly disagree, 2=disagree,3 =neither agree nor disagree 4=agree, 5 strongly agree)

no	Question	1	2	3	4	5
	Innovation Planning culture					
1)	Research and development always open (strategic, vision mission) to innovate product.					
2)	Innovative products are welcome in the organization you have awardable about goal.					
3)	Management actively seeks innovative ideas					
4)	Innovative is perceived as too risky and is resisted					
5)	program or project managers promote and support innovative ideas experiments and creative processes					
	Implementing /product/technical innovation					
1)	In new products and service introduction ,the company is often first to market					
2)	The company constantly emphasizes development of particular and patent products					
3)	The company competency to manages (build a knowledge, extension, to cope up) with market demands and develop new products quickly.					

Your overall view about MIT technology ,innovation and innovation management (planning implementing ,controlling) system ----------
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