LIST OF FIGURES

Fig. 2.1 Conceptual model showing the hypotheses 30
Fig. 2.2 Conceptual model for type of innovation 31
Fig. 2.3 Conceptual model for approach to innovation 31
Fig. 3.1 Pilot phase respondents by years in software business 53
Fig. 3.2 Pilot phase respondents by number of employees 54
Fig. 3.3 Pilot phase respondents by investment in equipment 54
Fig. 3.4 Pilot phase respondents by annual sales revenue 54
Fig. 3.5 Main survey respondents: New entrants and incumbents 55
Fig. 3.6 Number of respondents by location 55
Fig. 3.7 Entrants vs. incumbents by location 56
Fig. 3.8 Number of firms by years in software business 57
Fig. 3.9 Number of firms by annual sales revenue 57
Fig. 3.10 Distribution of firms by investment 58
Fig. 3.11 Distribution of firms by type of promoters 58
Fig. 3.12 Distribution of firms by age of the respondent 59
Fig. 3.13 Number of firms by innovation budget as percentage of sales 60
Fig. 4.1 Grouping of firms by innovation-type and approach 66
Fig. 4.2 Technology innovation capability: in-house R&D infrastructure 77
Fig. 4.3 Marketing innov capability: new ways of marketing 78
Fig. 4.4 Marketing innov capability: developing new sales & distr. channels 78
Fig. 4.5 Marketing innov capability: new ways of connecting to customers 79
Fig. 4.6 Business model innov capability: choice & organisation of activities 79
Fig. 4.7 RCT approach: relying on technological competence 86
Fig. 4.8 EM approach: relying on adjacencies to existing markets 87
Fig. 4.9 NM approach: relying on domains not served by firm or competitors 87
Fig. 4.10 NM capability: pooling and accessing external resources 90
Fig. 4.11 NM capability: tapping new markets unrelated to existing ones 90
Fig. 5.1 Framework for innovation strategy 108
Fig. A3.1 Factor loadings of innovation type (importance) variables 163
Fig. A3.2 Factor loadings of innovation type (performance) variables 164
Fig. A3.3 Factor loadings of innovation type (capability) variables 165
Fig. A3.4 Factor loadings of innovation approach (how often relied on) variables 166
Fig. A3.5 Factor loadings of innovation approach (capabilities) variables 167