

Innovation Management to Sustain Competitive Advantage: A Qualitative Multi-Case Study

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Abstract

The significance of innovative capabilities and new product development (NPD) in marketing and business strategy innovation has been recognised by researchers and management. Researchers and practitioners have explored and evaluated the organisational capabilities and knowledge management, too. This current paper, however, represents inadequacy of connection between organisational capabilities, innovative capabilities, new product development and integrated shared knowledge. Furthermore, there is insufficient knowledge and data on the effect and the involvement of organisational capabilities and integrated shared knowledge to company's success, performance, and sustainability. This paper aimed at determining whether there is a connection between organisational capabilities, innovative capabilities, new product development and integrated shared knowledge. The purpose of this paper is to investigate and explore how organisational capabilities and shared knowledge impact and contribute to innovative capabilities, new product development and innovative management. This paper has employed a qualitative multiple-site case study through conducting one-on-one (personal) interviews as well as conducting in-depth interviews with key decision makers from innovative and technology companies located in Texas State in the USA. This paper attempts to answer the following key research question, namely: How do organisational capabilities and shared knowledge that influence innovative capability and new product development contribute to the company's performance, success, and sustainability? NVivo 11 Qualitative Data Analysis Software was used to import and analyse the respondent interviews. The software (NVivo 11) was also used to determine the study findings through theme analysis. The paper key finding is that organisational capabilities and shared knowledge are linked and crucial for the success of innovative capabilities and new product development. A set of recommendations for future researchers is proposed.

Keywords: Innovative Management, Competitive Advantage, Sustainability, Qualitative Study, Multiple-Case Study

1. Introduction

In business strategy, the significance of NDP decisions has been recognised by business leaders and researchers (Lin & Chen, 2008). Several researchers (Ernst, 2002; Zhang, 2012) have conducted an extensive research on innovative capability and NPD and their impact on the company's sustainable competitive advantage. In one hand, Lin and Chen (2008) stated that the existing literatures ignore the impact and role of organisational capabilities and shared knowledge on innovative capabilities and NPD and how do they contribute to the company's performance, success, and sustainability. On the other hand, the current literatures fail to address the impact of organisational capabilities and shared knowledge on strategic planning and managerial innovation decision concerning innovative capabilities and NPD (Kahn, Barczak, & Moss, 2006, 2012; Vinayak & Kodali, 2014). The researcher, however, has conducted a multiple-site case study to determine the role of organisational capabilities and shared knowledge on innovative capabilities and NPD through interviewing key decision makers from innovative and technology companies located in Texas State.

Innovation has an insightful impact on organisational performance, sustainability, and numerous strategic advantages including but not limited to increasing quality, differentiating new products and services, reducing risk and eliminating cost (Yeşil, Koska, & Büyükbeşe, 2013). In this regard, Lawson and Samson (2001) indicated "innovation is a firm's source of new products, processes, and systems for adapting to a changing market" (p. 381). According to some researchers (Xu, Houssin, Caillaud, & Gardoni, 2010) innovation has proven to be a decisive factor for the sustainability of any organisation. Therefore, in dynamic markets, continuous innovation is influential in the sustainability of competitive advantage. Xu et al. (2010) clearly pointed out that innovation is the thrust behind the introduction of new products, new processes, and/or new markets, thus generating new wealth and spawning modern economies. In addressing the link between innovation and economics and in line with Schumpeter's (2002) interpretation of economics and innovation Smithies (n.d.) believed that "the success of any business performance and value creation depends on robust organisation of innovation process". Hence, the global competition growth and ICT advancement have triggered manufacturers, enterprises and industries to give special importance and value to new products and innovation (Xu et al., 2010).

Moreover, innovation is a basic approach aimed at ensuring competitive sustainability and economic viability of any business (Moustaghfir & Schiuma, 2013). In the same context, Moustaghfir & Schiuma (2013) stated that the spirit of innovation and the manufacturing companies lies in adding new values by developing new products and/or improving existing products. They (2013) have also added that to achieve a competitive advantage and maintain the company's market share and core competence, companies therefore should enable innovation. Conversely, competitive advantage is traced back to the efficient utilisation of innovative ideas through the implementation of innovation and NPD.

2. Problem of the Study

Key factors and prominent role of innovation for growth, competitiveness, and contribution of NPD have been acknowledged and recognised by organisations to develop and sustain the fundamental skills for the success of a long-term competitive advantage (Liu, Wang, Yuan, & Li, 2012). In one hand, Yang and Yu (2012) stated that "the NPD process can be viewed as a series of activities, including idea generation, product development, and product commercialisation" (p. 220). On the other hand, Ngamkroekjoti, Speece, and Dimmitt (2005) came up with a straightforward definition of NPD as "a process of creating and launching

products. From identifying the business needs to its commercialisation” (p. 29). In a competitive environment, companies can capture new markets, fulfill new customer’s needs, and extend their prominence through the development of new products and/or the enhancement of the existing ones (Cheung, 2015). According to Singh and Bhangoo (2014) innovation is recognised as the driving force of economic growth, while Malewicki and Sivakumar (2004) clearly described innovation as a key valuable element for sustainable competitive advantage. Innovation is, therefore, the foundation of NPD (Phillips, 2016) and constantly the contribution of NPD (Cooper & Kleinschmidt, 2010).

Being more proactive and adaptive, the manufacturing and innovative companies are concerned with developing new products, values, and/or services and that the innovative capability fulfills consumer’s demands. Among the issues that develop competitiveness and create competitive advantage are organisations’ new technologies and globalisation (Badrinarayanan & Arnett, 2014). In one hand, Liker and Morgan (2011) indicated that innovative capabilities and NPD strive to gain, maintain, and sustain competitive advantage. On the other hand, a continuous assessment and improvement is needed for innovative capabilities and NPD. Consequently, providing innovative and manufacturing organisation with market innovation advantage, which supports the business plan at minimal risk, is the key objective of innovation, particularly the NPD (Ismail & Yusof, 2010). The success of NPD is associated with the company’s innovative capability (Lawson & Samson, 2001). Consequently, innovative capability consists of an organisation's intangible and incorporeal property and the capability to exploit and take advantage of this property in such a manner as to enable the organisation to continuously produce innovations (Saunila & Ukko, 2013). In this context, innovative capability is defined by Lawson and Samson (2001) as “the ability to continuously transform knowledge and ideas into new products, processes, and systems for the benefit of the firm and its stakeholders” (p. 389).

In the existing literature, innovative capability and new product development are indicated as essential factors to the company’s performance, growth, competitive advantage and sustainability (Ismail & Yusof, 2010). Yang and Yu (2012) clearly stated that all companies seeking growth and prosperity innovative capability and enhanced new product development NPD capabilities have become a substantial concern for them. Innovative capabilities and NPD, hence, assist firms to enhance their advantage (Yang & Yu, 2012) and distinguish themselves from each other (Zhang & Zhu, 2015). The existence of innovative capability and NPD has become the major elements and components of advanced competitive strategies among innovative and manufacturing companies (Narkhede, 2017).

According to Vinayak and Kodali (2014), the advantages of adopting NPD and its crucial role resulting manufacturing and innovative organisations to regard new product development to be part of its strategies and to maintain a competitive advantage believed to be a key area in enhancing and contributing to the company’s competitive advantages (Alvarez & Iske, 2015; Brunswicker & Vanhaverbeke, 2014). Furthermore, Kang and Kim (2010) clarified that NPD is a fundamental process to accomplish the company’s goals, training development, strategic planning, success, sustainable competitive advantage, and organisational renewal in the competitive or fast-paced and dynamic markets. In their research on NPD’s successful factors and innovation, Lin and Chen (2008) found that the NPD of a company’s innovation capacity is developed through two perspectives. Both perspectives seem to have inspired scholars and managers to recognise NPD and innovation capability. Both perspectives are the behavioural aspect of the organisation’s willingness and innovation to comply with the required changes (Hussein & Mourad, 2014; Lin & Chen, 2008).

Several researchers (Anders, 2006; Dangol & Kos, 2014; Teece, Pisano, & Shuen, 1997, 2003) have commented on the innovation capability and new product development as to empower the organisation for restructuring and incorporating competence toward accomplishing and attaining its goals and in addressing and coping with the environmental changes. Awwad and Akroush (2016) have commented on the significance of innovative capability and NPD, as both have led scholars to examine the success of new product to better understand innovative capability and NPD essential factors. In this regard, Barclay, Dann, and Holroyd (2000) proposed that new product development is a “tailored process”; “a company’s development environment is unique to that company,” (p. 59) therefore, its [NPD] processes must be “tailored” to fit the specific circumstances. The success of NPD and the implementation of innovative capabilities are fundamental for companies across the industries. The success of NPD and the development of innovative capabilities, however, remain challenging and difficult. Awwad and Akroush (2016) stated that nearly 50% of the annually introduced new products fail. They (2016) have also commented on the failure or success ratios caused organisations to improve their processes and products and to be tailored and proactive.

Concerning the different factors impacting and contributing to the success of any company’s innovative capability and NPD have been identified and discussed thoroughly by researchers (Barclay et al., 2000; Lin & Chen, 2008), which are consistent with Cooper’s (2005), Cooper’s, Edgett’s, and Kleinschmidt’s (2007), Cooper’s and Schindler’s (2008) model, and Yodhia’s (2010) factors.

NPD’s common success factors across the best and most highly productive performers were revealed in the American Productivity and Quality Centre (APQC) study. According to Ismail et al., (2012) such factors are mainly listed as follow technology strategy, product innovation, effective and flexible implementation system, resource commitment, true cross-functional-teams, the right climate for innovation, and management commitment. It is within that context, the problem of this paper is to determine whether there is a relation between innovative capabilities, NPD, integrated shared knowledge, and the organisation’s capability, besides exploring how shared knowledge and the organisation’s capabilities impact and contribute to innovative management, innovative capabilities and NPD.

3. Research Questions

Due to the nature of the study, the following main and sub-questions are articulated.

1. How do the organisation's capabilities and shared knowledge affecting innovative capability and NPD contribute to the company's performance, success, and sustainability?

To support the fundamental questions, it was necessary to address the following sub-questions:

- a. What is the significance of the organisation's capabilities and shared knowledge concerning their influence on the company's performance and product innovations?
- b. What are the benefits of the organisation's capabilities and shared knowledge to the company's performance and success?
- c. How do the organisation's capabilities and shared knowledge contribute to the organisation's objectives and strategic planning?

Answering the fundamental and sub-questions assist in enhancing and providing a better understanding of how organisation's capabilities and shared knowledge contribute to the company's performance, success, and sustainability, and assist in revealing the crucial role and linkage of the organisation's capabilities and shared knowledge to innovation capabilities and NPD.

4. Research Objectives

To answer the research main question, the following objectives are formulated, which mainly aimed to:

1. explore the contribution of the organisation's capabilities and shared knowledge affecting innovative capability and NPD to develop the company's performance, success, and sustainability.
2. examine the significance of the organisation's capabilities and shared knowledge concerning their effect on the company's performance and product innovations.
3. identify the benefits of the organisation's capabilities and shared knowledge to the company's performance and success.
4. study the contribution of the organisation's capabilities and shared knowledge to develop the organisation's objectives and strategic planning.

5. Significance of the Study

The significance of this paper is highlighted by the importance of the organisation's capabilities and shared knowledge affecting innovative capability and NPD in contributing to the company's performance, success, and sustainability. For many companies, innovative capabilities and NPD are the potential source of competitive advantage in markets evolution (Li, Zheng, & Wang, 2016). A large number of researches were done concerning the factors affecting innovative capability and NPD and their impact on the company's sustainable competitive advantage. In various literatures (Ernst, 2002; Kahn et al., 2012; Vinayak & Kodali, 2014; Zhang, 2012), the relation between innovation capability and NPD has been tested. Despite the fact that researchers and practitioners insisted on exploring the success of organisational capabilities and NPD and their affecting factors, therefore, it was necessary to have in-depth insights to manifest the paradigm.

The impact and role of organisational capabilities and knowledge sharing on innovative capabilities and NPD and their contribution to the company's performance, success, and sustainability were neglected in existing literature. Therefore, the existing literature makes no attempt to address the organisational capabilities and shared knowledge on managerial strategic planning and innovation-decision linked to innovative capabilities and NPD. As such, the multiple-site case study aims at exploring how the organisational capabilities and shared knowledge contribute to the company's performance, success, and sustainability as well as examining the critical role and connection of the organisation's capabilities and shared knowledge affecting innovation capabilities and NPD. In a response to the research questions, this paper strengthens how the organisation's capabilities and shared knowledge, the impact of innovative capabilities and NPD contribute to the company's performance, success, and sustainability.

It is to be hoped that understanding the contribution of shared knowledge to the success of innovative capability and NPD and the company's performance and sustainability new insights and perspectives were revealed in the research findings. Such findings may further assist in the process of decision-making and provide significant managerial implications concerning sustainable competitive advantage. Furthermore, identifying the contribution of organisational capabilities and shared knowledge to the company's performance, success, and sustainability may assist managers understand what makes a company well-organised and more efficient in the activities and processes of innovative capabilities and NPD. Therefore, it was necessary to provide managers, who aim at increasing the company's performance, success, and maintain its competitive advantage, with new insight/perspective. The findings may also contribute to the existing literature on innovative capabilities and NPD by narrowing the gap between theory and practice.

For innovative management, it is therefore significant to apply the multiple-site case study by providing organisations with a better understanding of factors believed to be crucial to the success of innovative capability and NPD, which assist organisations with decision-making and strategic planning about innovation capability and NPD. Raising awareness of such factors provides organisations with a basis to explore their development or support of innovative capability and NPD which contribute to the company's performance, success, and sustainability.

Importantly, to answer, identify or develop questions concerning the research objectives and purposes the findings are of great importance to assist researchers, practitioners, innovative management, and academicians. More importantly, the findings are also of great importance to assist in developing an in-depth knowledge of the impact and contribution of organisational capabilities and shared knowledge to the company's performance, success, and sustainability, thus assisting the company to develop better strategic plans, new decisions, programs, and practices.

6. Previous Studies

Several studies are done on the organisation's capabilities and shared knowledge affecting innovative capability and NPD. In their research on the successful factors of innovative capabilities and NPD, Lin and Chen (2008) have found that there are two perspectives through which the innovative capability of the company is developed. Apparently, scholars and managers have been inspired by the two perspectives to understand NPD and innovative capability. Consequently, the two perspectives are mainly the organisation's willingness to adapt to the required changes and the innovative organisation's behavioural aspect (Hussein

& Mourad, 2014; Lin & Chen, 2008).

According to several researchers (Anders, 2006; Dangol & Kos, 2014; Teece, Pisano, & Shuen, 1997, 2003), innovative capability and new product development enable the organisation to reconfigure and integrate competence on addressing the changing environment and achieving the goals. The importance of innovative capability and NPD, however, has led some scholars (Awwad & Akroush, 2016) to examine the success of new product to better understand the factors essential for innovation capability and NPD. In light of this, new product development NPD as suggested by Barclay, Dann, and Holroyd (2000) is a “tailored process”; “a company’s development environment is unique to that company,” (p. 59) therefore, to suit specific circumstances NPD processes need to be “tailored”. The implementation of innovative capabilities and the success of NPD are fundamental to companies across industries. The development of innovative capabilities and successful NPD, however, remains difficult and challenging. According to Awwad and Akroush (2016) approximately 50% of new products introduced yearly fail. They (2016) also indicated that the success or failure rates have led organisations to improve processes and products and to be more adaptive and more proactive.

Concerning the numerous factors contributing and affecting the success of innovation capability and NPD in any firm have been comprehensively identified and discussed by a number of researchers (Barclay et al., 2000; Lin & Chen, 2008), which are in line with Cooper’s (2005), Cooper’s, Edgett’s, and Kleinschmidt’s (2007), Cooper’s and Schindler’s (2008) model, and Yodhia’s (2010) factors. The American Productivity and Quality Centre (APQC) study have revealed the common NPD success factors across highly productive and best performers. The common factors are technology strategy, product innovation, effective and flexible implementation system, management commitment, resource commitment, true cross-functional teams, and the right climate for innovation (Ismail et al., 2012).

In spite of identifying the successful factors contributing to the success of implementing innovative capabilities and NPD, Zaidi and Othman (2014) have stated that innovative and manufacturing organisations continue to encounter and face high rates of failure. Among the causes of such failure were the lack of focus and communications as well as the low execution quality (Kleinschmidt, 1991; Lin & Chen, 2008). This being said, to sustain the existing competitive advantage, achieve the strategic plans, meet the company’s goals, and to have better performance and productivity several other factors impacting the innovative capability implementation and NPD's success are explored and investigated by researchers and practitioners (Lin & Chen, 2008).

It is therefore necessary for manufacturing and innovative organisations to be proactive and instantly active in responding to the consumers’ trends changes and to the dynamic environment. Time and scarcity of resources are among the key impediments and barriers to achieve such features, where companies acquire knowledge from outside sources that are useful based on the company’s organisational capability (Eisenhardt & Martin, 2000). In this regard, Lin and Chen (2008) have recommended that the relation between internal capabilities and new product development, knowledge management and the integration of customers and suppliers shared knowledge must be investigated to scrutinise the influence of applying and utilising the acquired knowledge from external resources. Such recommendations were subject to the exploration of other factors impacting the innovative capability implementation and the success of NPD to sustain the existing competitive advantage, achieve the company’s goals, and to have better productivity and performance (Lin & Chen, 2008). To explore the organisational capabilities and shared knowledge role is

another recommendation made on the company's performance, success, and sustainability and to examine the contribution of organisational capabilities and shared knowledge on new product development, innovative capability and innovative management.

According to Lin and Chen (2008), innovation companies realise the crucial role of shared knowledge in the development and sustainability of competitive advantage. As a resource capability, such companies apply the shared knowledge base to facilitate the cooperation and collaboration between the entire departments and the whole members (Lin & Chen, 2008). Accordingly, three types of shared knowledge have been addressed by Hong, Doll, Nahm, and Li (2004) in which companies are required to consider, utilise, and implement in their training and strategic planning. They [the three types of shared knowledge] are considered as the foundation of shared knowledge, which are namely "shared knowledge of internal capabilities, shared knowledge of customers, and shared knowledge of suppliers (p. 105)." However, Lin and Chen (2008) stated that none of the roles of shared knowledge have been addressed in product development and innovative practice.

There has been little knowledge on the contribution and impact of the organisational capabilities and the integrated shared knowledge to the company's performance, success, and sustainability. The existing gap is how the organisational capabilities and the integrated shared knowledge link, contribute, and impact the company's performance, success, and sustainability (Lin & Chen, 2008; Vinayak & Kodali, 2014). Yet, the recent literature has not addressed the impact and the role of organisational capabilities and shared knowledge on innovative capabilities and NPD besides their contribution to the company's performance, success, and sustainability (Yang & Yu, 2012). Furthermore, the impact of organisational capabilities and shared knowledge on the managerial strategic planning and innovation-decision concerning innovative capabilities and NPD has not been addressed thoroughly in the existing literature. Similarly, neither the role of shared knowledge affecting the company's innovative capabilities and NPD had been investigated and examined (Lilleoere & Hansen, 2011), nor had it been related to achieve the company's performance, success, and sustain the competitive advantage (Zhang & Zhu, 2015). With reference to information on innovative capability and NPD, it has become available so that they would be of great benefit for future and further research (Brunswicker & Vanhaverbeke, 2014; Kalluri & Kodali, 2014).

Moreover, according to several researchers (Ismail et al., 2012; Lin & Chen, 2008) that there exists a gap in how the organisational capabilities and the shared knowledge contribute to the company's performance, success, and sustainability. There is also a little knowledge on the role of how the organisational capability and the integrated shared knowledge contribute to the organisation's objectives and strategic planning (Lin & Chen, 2008). Likewise, in the current literature the role of the organisational capabilities and the shared knowledge as well as the impact of the role of innovative capabilities and the new product development NPD have not been addressed. Therefore, among the researchers who have discussed and investigated the gap determining the factors impacting and affecting the innovative capabilities and the NPD are Ismail et al. (2012) and Lin & Chen (2008). Consequently, there is a necessity to carry out a further investigation in order to explore how the organisational capabilities and the shared knowledge impact and affect innovative capabilities and NPD concerning their contribution to the company's performance, success, and sustainability. Therefore, this paper aims at examining how the organisational capabilities and the integrated shared knowledge impact innovative capabilities and NPD contribute to the company's success, and if they lead to the competitive product advantage.

Accordingly, this paper addresses the above-mentioned gaps through exploring how the organisational capabilities and the integrated shared knowledge impact and influence managerial strategic planning and innovation-decision. Further, this paper explores how organisational capabilities and integrated shared knowledge contribute to the company's performance, success, and sustainability. Furthermore, the paper explores the relation between the organisational capabilities, the company's innovative capabilities, the integrated shared knowledge and the new product development. Above and beyond, this paper contributes to the presentation of the significant role and the link of the organisational capabilities and the integrated shared knowledge to innovative capabilities and NPD. This paper, further, addresses how the organisational capabilities and shared knowledge impact and affect the company's goals and plans as well as the management.

7. Conceptual and Theoretical Framework

To obtain the necessary data and knowledge benefiting innovative organisations, business practitioners, participants and researchers, the researcher is guided by the methodology of multiple-site case study. Researchers, however, select such method to examine and investigate the purpose of the study, the theoretical framework, or the data's nature (Roberts, 2010). Therefore, this study is aligned with the methodological accuracy in a qualitative multiple-site case study designed by Cooper and Schindler (2014) and Yin (2014).

This multiple-site case study focuses on exploring how the organisational capabilities and shared knowledge affect innovative capabilities and NPD concerning their contribution to the company's performance, success, and sustainability. As such, the theoretical framework of this multiple-site case study was guided by the following theories, namely: the resource-based view of the company, new product development, organisational learning knowledge management and innovation. To support such theoretical framework, there was a need for an in-depth understanding of the data. The researcher's responsibility, however, is to illustrate the reason for making this multiple-case study as an interesting and credible research having a potential theoretical value (Alvesson & Kärreman, 2011).

The significance of the research is clearly seen in the findings, so that academics may use it in their future researches, while practitioners and researchers may use it in developing an in-depth knowledge and understanding of how the organisational capabilities and the shared knowledge contribute to the company's performance, success, and sustainability. Consequently, the study findings may link both the organisational capabilities and the shared knowledge to innovative capabilities and NPD. Furthermore, the significance of the study lies in bridging the gap found in the current literature concerning the role and the contribution of the organisational capabilities and shared knowledge to the company's performance, success, and sustainability. To develop a detailed and in-depth understanding of the role and the relation between the organisational capabilities and the shared knowledge and the innovative capabilities and the success of NPD, the research, however, has been undertaken. The findings of this research further provide a greater understanding of the impact and role of the organisational capabilities and the integrated shared knowledge on the company's performance, success, sustainability, and the innovative management goals and strategic planning.

The current theoretical framework was the result of three theoretical gaps found in the innovation literature, which are listed as follow.

1. Lack of knowledge on the contribution and the impact of the organisational capabilities and the integrated shared knowledge to the company's performance, success, and sustainability.
2. The role and the impact of the organisational capabilities and the integrated shared knowledge on innovative capabilities and NPD and their contribution to the company's performance, success, and sustainability had not been addressed in the current literature.
3. The failure of the existing literature to address the impact of the organisational capabilities and shared knowledge on the managerial strategic planning and innovation-decision related to innovative capabilities and NPD. Moreover, the role of shared knowledge affecting the company's innovative capabilities and NPD had never been investigated and examined.

8. Research Methodology

8.1 Design

Given the nature of this study, the research design was a qualitative multiple-site case study. This method, however, aimed at answering the research question and achieving its purpose through studying and examining a qualified small participant sample, thus allowing the researcher to comprehend the organisations by focusing on the perspectives of participants concerning this phenomenon (Stake, 2006). Such method is appropriate to answer *what* and *how* questions. To appropriately answer the research question, the context and the setting of the collected data should be taken into consideration (Yin, 2015). Therefore, according to Marshall and Rossman (2016), "one of the strengths of the case study approach is the methodological eclecticism; a variety of methods may be used" (p. 19).

8.2 Exploratory Research Aim

Applying numerous data sources to get a better understanding and in-depth knowledge of the phenomenon within its context, an exploratory qualitative multiple-site case study was selected for its effectiveness for this research. Such selection was on the basis of researchers' interest in considering and reviewing cases individually (Hyett et al., 2014). The purpose of this method (multiple-site case study) was to examine and investigate how the organisational capabilities and the shared knowledge contribute to the company's performance, success, and sustainability. This method, however, aimed at exploring the relation between organisational capabilities and shared knowledge besides the innovation capabilities and NPD. In employing the multiple-site case study, the researcher laid an emphasis on the subjective reviews as well as the participants' perspectives, which are only obtained by a qualitative method. This research was mainly geared towards Eisenhardt's (1989) planning process, cases selection, overlapping data application, forming hypotheses through evidence tabulation, findings comparison/construction within the literature, and finally proposing new conceptual frameworks upon achieving themes saturation. Such structure gave a room for an iterative approach to thoroughly examine each case following this process namely, planning, designing, preparing, data-gathering, analysing, and reporting.

Participants, throughout the interview, were questioned to define innovative capability, NPD, and the prominent factors affecting innovative capability and NPD, including but not limited to offering a concise explanation to the reason each factor was selected. Furthermore,

participants were requested to describe and give an account of the role and the impact of organisational capabilities and shared knowledge contribution to the company's performance, success, and sustainability so that a greater understanding of their perceptions is developed. The data obtained from the interview were compared with each the organisation's objectives, vision, operations, quality, innovative applications, innovative capabilities, and other relevant documents including internal communications, annual reports, and/or strategic plans.

8.3 Assumptions

Assumptions are the beliefs or conditions, which are unproven or unconscious on the researcher's part and include ideas and premises, which the researcher takes for granted (Roberts, 2010). Qualitative research contains assumptions and limitations at various stages of the research study. Leedy and Ormond (2014) asserted that while assumptions lack supporting evidence, the research would be pointless if the assumptions themselves did not exist. Assumptions are the milestone that the study builds on (Leedy & Ormond). Delimitations are characteristics of a research study related to the researcher's decisions to include or exclude elements in the research design that impact the study's scope (Osieja, 2016). Limitations are factors that might affect the study's purpose, which is out of the researcher's control. Identifications of the study's limitations demonstrate the researcher's awareness of the inherent weakness of the selected methodology (Roberts, 2010).

The research is based on a qualitative approach and a multiple-site case study design, leading the researcher to adopt a constructive worldview. The researcher chose to do a multi-case study analysis to review in-depth detail with each participant the factors influencing NPD and innovative capabilities. Constructivists may possess the following assumptions: (a) humans' meaning construction when are engaged with the world they are construing, (b) the basic meaning generation is the in and out human community interactions and is always social in nature, and (c) humans engage with their world by interpreting it on the base of their social and historical perspectives, (Creswell, 2014). Hence, the researcher identified and considered the following assumptions, delimitations, and limitations of the research study.

This paper choose a multi-site case study to review in-depth detail with each participant the factors influencing innovative capabilities and NPD as well as their contribution to the companies' competitive advantage, strategic management development, and achieving the company's objectives. This method (multi-site case study) was conducted to find out and explore how organisational capability and shared knowledge are affecting the innovative capability and NPD concerning their contribution to the company's performance, success, and sustainability. Moreover, this paper explored the relation between the organisational capabilities and shared knowledge as well as the innovative capabilities and NPD. This exploratory method (multi-site case study) was conducted on the basis of the following assumptions. First, the research takes place in natural settings, where human behaviour and the event take place. Second, the researcher is the key instrument for data gathering, where the researcher relies on participants' perceptions and experience. Third, among the selected population were executive team members, experts, and professionals of innovative organisations and NPD that have been recognised by Charlestonian community.

Since this study's purpose was the exploration, identification, and development of new and emergent themes and patterns, the sample of organisation-participants selected did not threaten the validity of this multiple-site case study. Instead, the diverse perceptions of the selected organisation-participants generated information that advanced the body of knowledge on innovative management, innovative capability and new product development

by understanding the role of organisational capability and shared knowledge as factors affecting innovation capability and NPD within innovative organisations. Fourth, the population consisted of executive team members, experts, professionals and business owners of innovative organisations and NPD in the Charlestonian market that the community has recognised on the basis of numerous factors, including but not limited to innovation capabilities, innovation practices, and innovation performances, and for their success in the innovation filed. The sampling frame for this study is the innovative companies whose main business is implementing innovative capabilities and that directly related to NPD as being recognised by the Charlestonian community.

Among the requirements of the study sample (population) were individuals who are directly involved in new product development projects/studies and innovative practices for at least seven (7) years and enjoying significant administrative and operational powers. The selected organisations varied in core competence, operations, field, and number of employees. The selected participants have been involved in innovative practices and NPD for at least seven (7) years and enjoying significant administrative and operational powers. Open-ended interview questions were posed to participants to support the exploration and examination of this study. The fifth assumption of this multiple-site case study revolved around the presumption of the link between organisational capability and shared knowledge as factors affecting the innovative capability and NPD. The sixth assumption was based on how organisational capabilities and shared knowledge link to the company's innovation capabilities and NPD. The seventh, the collected data are descriptive and are interpreted regarding the particulars of a case rather than generalisations. The final assumption is seeking authenticity on the basis of instrumental utility, insight, coherence, and trustworthiness through verification process than the reliability and validity of the traditional measurements.

8.4 Delimitations

The identified population is a delimitation of the study. The delimitations of the research study begun from selecting the companies and the innovative organisations only from one county located in Texas, ending by the data collection process, and types which included: observation of the participants and the organisations' documents, the interviews, the documents that were provided, and the audio-recorder that was used in the interviews. The study was limited only to innovative organizations located in Texas that were selected based on their reputation, core business, implementation of innovation and NPD, and community recognition. The study was not limited to a specific industry, sector, or size of an organization.

The research method consisted of a qualitative multiple-site case study interviewing professionals, executive team members, and experts of innovative organisations and NPD from each of the selected sites for this study. Face-to-face interviews were applied to establish a personal connection, enhance qualitative data's richness, and pay attention to detail. Significant insight into considering the multiple-site case study is that it allows resembling multiple experiments and following a replication logic design that enables the researcher to explore differences within and between cases. The researcher did not gather data from professionals outside of Texas. The results of the study reflect data from a limited subset of the population. Therefore, the data does not reflect how global organisations approach implementation how the organisational capabilities and shared knowledge contribute to the company's performance, success, and sustainability.

8.5 Limitations

The limitations of this paper were related to the researcher and the participants. The population inclusion requirements and the sampling frame for this paper were a boundary limitation. The researcher lacked a control over the numerous applications and implementation of organisational capabilities and NPD. Another limitation of this paper is that the researcher lacked experience conducting interviews. Should the researcher fail to introduce an ample objectivity into the interview process itself, this inexperience could have unintentionally shown participants' bias.

8.6 Target Population and Sample

The respondent pool may be categorised as the *sample* by qualitative researchers, but definitions of sampling technique deduce the statistical analysis of representing the entire population in the universe (Yin, 2014). The method of multiple-site case study design failed to get respondents through sampling. Therefore, shedding an empirical light on the theoretical principles, this multiple-site case study has applied Yin's (2014) concept of *analytic generalisation* claiming that respondents are purposefully selected. Aiming to answer the research question and achieve its purpose, a multiple-site case study was conducted through studying a qualified small participant sample, giving room for the researcher to obtain a better and stronger comprehension of the organisations (Stake, 2006). The target population was executive team members, experts, professionals, and business owners of innovative organisations and NPD in the Texas market recognised by the community on the basis of several factors, including but not limited to innovation capabilities, innovation performances and innovation practices. The sampling frame for this study was the innovative companies, whose core business is the implementation of innovative capabilities and directly related to NPD as being recognised by the Charlestonian community.

8.7 Population

This multi-site case study's target population was executive team members, professionals, experts, and business owners of innovative organisations and NPD in the Texas market. The inclusion requirements of population sample consist of currently employed individuals and who were directly involved in NPD projects or studies and involved in innovation practices. Besides, participants with a bachelor's degree and with at least seven (7) years' experience with significant administrative and operational powers are required for the population. The selected organisations varied in core competence, field, operations, and number of employees.

8.8 Sample

Among the study sample were experts and executive team members from the selected sites. The size of the recruitment sample was fifteen (15) innovative organisations in the Charlestonian market from various specialisations. The researcher was able to conduct six (6) interviews (*representing six (6) innovative Charlestonian companies with qualified participants*) out of the eleven (11). The ideal sample characteristics involved both the executive team member and the project manager expert of the new product development project teams that utilise innovative capabilities and NPD. For the purpose of collecting various perspectives and conducting a deep and detailed study, the researcher, however, interviewed several qualified participants. The selection criterion of purposive sampling is based on the recommendations of Patton (2015) and Yin (2014). Patton stated that "purposive sampling emphasizes an in-depth understanding and learning a great deal about the inquiry

issue” (p.137), while, Yin stated that “purposive sampling ensures that the participants will have the experience, information, and knowledge to answer the research question” (p. 87).

8.9 Qualitative Data Collection

8.9.1 Data Collection

For the purpose of this study, the researcher prepared a list of 12 companies that were selected from Texas. The researcher was able to communicate with fifteen (15) innovative organisations and was able to interview six (6) qualified participants from those organisations. The selected organisations were on the basis of the research purpose and intent (Cleary et al., 2014). According to several researchers (Eisenhardt & Graebner, 2007; Stake, 2006) the appropriate sample size for the research has resulted in sufficient participants' interviews saturation. In the words of Stake (1995, 2006), he suggested that researchers conducting qualitative study ought to have a sample size allowing the researcher to respond to the research questions.

The contact details of the selected innovative organisations were taken from the websites of each identified organisation. To describe the study and sampling frame, the researcher contacted representative from the identified site via phone in order to ask for contact details, and to request the organisation's support and participation in carrying out the on-site research. A visit to each organisation's site was made by the researcher after obtaining their approval and support to participation. To respond to any enquiries or concerns and provide further details on the study the researcher spoke to each organisation's gatekeeper. Furthermore, the contact details of individuals who met the research's qualifications and requirements from the appropriate organisation representative on the basis of inclusion criteria were requested by the researcher.

The key data-collection instrument of the study was the in-depth, intensive and semi-structured interview using the open-ended question technique. In one hand, such interviews have provided a well-structured method for collecting a substantial in-depth, empirical data, mainly in complex or unique scenarios (Eisenhardt & Graebner, 2007; Patton, 2015). Building upon the previously prepared list, each participant was individually interviewed in a mutually agreed-upon (*both the participant and the interviewer*) place with private accommodations. To better understand and clarify the phenomenon, the researcher has designed a set of open-ended questions for data-collection and gathering (Yin, 2014). The open-ended questions enabled respondents to provide in-depth and clarified answers, and that a particular and considerable attention should be made to interviewees' perspectives and observations about their experiences (Yin, 2014). Building on participants' responses to provide an in-depth understanding of shared perspectives, issues, or topics a probing question technique was employed as needed. Furthermore, to clarify respondents' perspectives and help the researcher thinks analytically and critically the probing questions were the ideal technique.

The data of this study was acquired from primary decision-makers of the most widely known innovative firms and providers in Texas. A limitation was present in data-collecting from the primary decision-makers of the larger businesses. The researcher, thus, gathered information about respondents on innovative capabilities and NPD roles, and the impact of organisational capabilities and shared knowledge, with at least seven (7) years of experience and with authority influencing the strategic agility, organisation operations or business innovation. All participants were assured the confidentiality of all information provided including their organisation identity and personal views and perspectives. Bearing in mind the researcher and

participants' lack of interaction in the interview, it turn out to be essential for the researcher to build a relationship with the participants (Trier-Bieniek, 2012) and to better know each other this rapport was achieved through having short conversations prior conducting the interview (Trier-Bieniek, 2012). Despite the confidentiality assurance, one (1) out of the eight (8) participants has refused the interview to be recorded; he just permitted the researcher to write down all the necessary notes while conducting the interview and viewing the organisation documents. Each interview was recorded using a high-pass filter voice recording device to make sure that all interviews were clearly recorded with high quality.

8.9.2 Data Analysis

Direct quotations from participants' interviews were included in the researcher's analysis. As a benchmark, such quotations were used to support the researcher's analysis. The researcher prepared and reviewed the obtained data qualification for eligibility. Furthermore, traditional and contemporary data analysis practices were combined using the multiple-site case study method. According to Yin (2014) qualitative data analysis software features cannot be entirely replicated by the traditional techniques, and that they must be applied before and after using the software. Such combination has increased the credibility, dependability, reliability and validity of the data.

Upon the completion of the initial analysis, NVivo 11 was employed in carrying out a similar analysis type. NVivo was the recommended software for qualitative data analysis serving as the main software tool. With process coding, the NVivo 11 key function was to convert the unstructured data to structured data. To manage and analyse the data NVivo 11 was used. NVivo 11 was also utilised further to uncover similarities, frequencies, and themes. Furthermore, to build further upon the findings, both NVivo 11 and the researcher's findings were then compared.

8.9.3 Instruments

The individualised (one-on-one) interviews obtained data was firstly recorded, then transcribed, and finally analysed by the researcher using NVivo 11 Software. The software was employed as the key tool for organising, managing, and analysing the data. To mentor the research's data-gathering and analysis, Bazeley and Jackson (2013) recommend the use of NVivo 11 Software. To initiate the project in NVivo 11, literature, memos, and annotations were utilised to construct a basis for organising the data as it was gathered and that the verifying conclusions were drawn from the analysis. The organisational documents, interview transcriptions, and the gathered studied sources of evidence were added to the NVivo 11 project, and prior to employing the NVivo 11 the collected data were transcribed. In order to understand the phenomena being explored, the researcher had to get immersed and engaged with the data and then develops a coding system to be employed within the software (Noble & Smith, 2014). The validation of any results stemming from the software, the researcher's analysis was performed prior to carrying out the NVivo 11 analysis. After conducting the initial analysis and running the NVivo 11 analysis, any possible bias that may be encountered was removed if the software analysis was run first.

It was recommended by Seers (2012) that transcripts are to be reviewed on a paragraph by paragraph basis to determine the process coding to not become overwhelmed with the data. To simplify the data and reduce the number of codes produced by NVivo 11, several other researchers (Franzosi, Doyle, McClelland, Putnam Rankin, and Vicari, 2013) have recommended the use of code families. To increase the readability of the codes, generating word clouds from the platform elevated visualisation of the data were applied. The coding

was initiated at the time of setting the research questions and the interview questions, and that such codes were not final and conclusive until after the data has been gathered (Swanson & Holton, 2005). The researcher utilised the NVivo 11 further to uncover similarities, frequencies, and themes that he was incapable to identify. Furthermore, to build further upon the findings, both NVivo 11 and the researcher's findings were then compared.

The NVivo 11 findings were much more sophisticated. There were many commonly determined similarities by the researcher. In one hand, Anyan (2013) stated that researchers could interpret the data on how they deem suitable to answer the research question. On the other hand, to support the researcher's findings, using another form of analysis, will contribute to the study's validity. Jirwe (2011) indicated that NVivo 11 is also regarded advantageous for allowing the researcher to determine the consistency and inconsistency of data analysis.

9. Results

It was established that the organisational capabilities and the integrated shared knowledge have a positive impact and significant effect on the innovative managerial planning and strategies and on the Charlestonian innovative team members, and contribute to the company's performance, success, and sustainability. The study stresses on the significance of the company's use organisational capabilities and shared knowledge effectively by the team members and NPD. This multiple-site case study concentrated on the gathered data and the data obtained from qualified participants within the field of innovative capability and NPD about the role of organisational capabilities and shared knowledge concerning their contribution to the company's performance, success, and sustainability. It was also revealed through this paper that the organisational capabilities and the integrated shared knowledge are interrelated, significantly affecting innovative capabilities and NPD as well as contributing to the company's performance and success.

Furthermore, other factors affecting innovative capabilities and NPD of an innovative company that the participants shared were addressed. To support the effectiveness of innovative practices and NPD, innovative managers and projects can now utilise one or more of these factors. The findings minimised the risk and uncertainty, enriched managers and leaders, and developed discretion for the practices and changes impacting innovative capability and NPD. Consequently, the exploratory multiple-site case study's findings can be of great asset, by adding new knowledge and principles, to competitive advantage theory and to the innovation management through increasing awareness and investigating the connection and involvement of the role and contribution of the organisational capabilities and the integrated shared knowledge to the company's performance, success, and sustainability. The study's findings are of great importance to the field of innovative management aiming to a greater understanding of the factors affecting the success of innovative capability and NPD and to contemplate on the new factors that are believed essential for innovative companies. The findings can assist organisations with decision-making and strategic planning of innovative capability and NPD and contribute to the company's performance, success, and sustainability.

10. Discussion

The researcher's determination reinforced that participants believed and thought that organisational capabilities and shared knowledge were necessary for the NPD teams towards realising and achieving the companies' innovative objectives. Participants have also expressed the fundamental, crucial, and key role of organisational capabilities and shared

knowledge with innovative management to remain competitive and to enhance and improve the process of product development. Moreover, the researcher – in supporting the key research question - determined that organisational capabilities and shared knowledge are significantly correlated with the company's competitiveness, performance, success and sustainability. Thus, the researcher asserted that organisational capabilities and shared knowledge have a decisive effect on the company's performance, success, structuring, or improving the competitive advantage. This effect, however, can be seen and proven in any innovative company, mainly the new product development team members.

To find and validate any other meanings within the data NVivo 11, therefore, was utilised. One of the NVivo 11 findings is that the frequencies of the five determined topic's words were in conformity with the researcher's hand-coding. It has been pointed out in the NVivo 11 analysis that the contribution and the influence of organisational capabilities and shared knowledge, as well as the impact on the strategic planning and practices of the innovation management. It has also been asserted that the identified themes were of a more positive attitude toward innovative capability and NPD, mainly after implementing organisational capabilities and shared knowledge. The NVivo 11's results and the researcher determined that organisational capabilities and shared knowledge are significantly supportive and correlated with the success of innovative capabilities and new product development. The findings have also determined that organisational capabilities and shared knowledge contribute to the company's performance, success, and sustainability. Such contribution is, however, seen through achieving and attaining the organisation's objectives, improving the organisation's performance, sustaining the organisation's competitive advantage, and also the contribution is done through enhancing and increasing the rates and processes of innovative capabilities and NPD.

11. Conclusions Based on the Findings

Being designed to explore how organisational capabilities and shared knowledge contribute to the company's performance, success, and sustainability this study, however, gained a greater comprehension of the role of organisational capabilities and shared knowledge impacting innovative capability and NPD. Further, this study was designed by the researcher with the aim to focus on participants' opinions and perspectives on the strategic management and innovation, mainly the innovative capability and NPD within the innovative and manufacturing organisations that currently utilise organisational capability and shared knowledge.

The analysis of NVivo 11 findings and the researcher demonstrated that organisational capabilities and shared knowledge are significantly supportive and correlated with the success of innovative capabilities and new product development that contribute to the company's performance, success, and sustainability. Furthermore, the findings indicate that the shared knowledge of new product development team members enables the company, based on the markets' and consumers' needs, to increase or improve new products, innovative capabilities, competitive advantage and the value-added products. It was established that there had been an enhancement in the company's competitiveness and performance when implementing organisational capabilities and shared knowledge through the company's innovative practices and activities. Accordingly, individuals having experience with innovative capability and NPD asserted that their experience and perception of organisational capabilities and shared knowledge had been critical and positive to innovative management and NPD.

As an additional knowledge of a company, the findings of this paper indicated that shared knowledge is a set of actions that help team members achieve the intended project objectives and attain the company's goals. Various companies' benefits are offered by the shared knowledge through enhancing and increasing the company's performance, maintaining the market share, sustaining the competitive advantage, and increasing the collaboration and cooperation level among team members of the entire organisation. Among those benefits include facilitating learning, promoting organisation's strategies, empowering the exchange of knowledge, and enhancing employees' competencies and organisational capabilities to attain and achieve individual and organisation goals, maintain competition in the market, and assist in reconfiguring the available resources. Being a social process, shared knowledge appears and contributes to the company's competitive advantage sustainability, performance and success. Subject to the data analysis, it has been proven that the company's innovative capabilities and the NPD effectiveness depend on the information and knowledge integrity within the organisation and a suitable combination of organisations' resources. The findings have also indicated that organisational competence essential for the success of innovative capabilities and NPD are to have the ability to refigure resources, to be well-informed, to recombine the knowledge and to apply the knowledge when needed to provide the company with the force to be more adaptive and proactive. More significantly, taking advantage of shared knowledge through exploiting and utilising knowledge sharing, innovative capacity and NPD can reduce the risk factors, increase the success rate, develop a superior product with the aims of improving efficiency and enhance the performance. Therefore, shared knowledge, when utilised along with the company's organisational capabilities, is regarded as one of the best practices that significantly impact the success of innovative capabilities and NPD.

For innovative companies to succeed in implementing innovative capabilities and NPD, it was found out that companies require capabilities and internal resources to reconfigure, assimilate, and absorb the knowledge that has been externally obtained. Therefore, innovative companies are required to develop skills by managing and coordinating the company's resources and utilising them most efficiently and productively. The findings, however, asserted that the company's capabilities are the product of its strategic planning, organisational structure, processes and practices, management support, control and monitoring systems. Accordingly, to develop and restore the "strategic flexibility" innovative companies are needed to ensure the success of innovative capabilities and NPD. As a strategic capability, strategic flexibility empowers the company to be more proactive and be more adaptive to the changes and challenges in business environments and the global markets. Among the benefits of developing strategic flexibility are building and creating opportunities and new skills, as well as the successful delivery of new products through the effective utilisation of company's knowledge and resources.

Furthermore, it was determined that the organisational capabilities are another significant performance measurement of new product development and that they contribute to the company's competitive advantage sustainability. Organisational capabilities, however, develop (build) and integrate competencies across activities and processes, ultimately maintaining competitive advantage and leading to product innovation. Organisational capabilities seek to effectively utilise the company's resources and increase organisational learning by knowledge-building and sharing through the company's activities and processes. From the researcher's and the data analysis's point of view NPD is viewed as a continuous process requiring the collaboration and integration with all departments, along with knowledge from different areas for achieving the company's objectives and ensuring its

success. The findings have also shown that knowledge-base and acquaintance with the company's organisational capabilities enables innovative and new product development managers to identify the best strategies and practices that are fundamental and which agile capabilities are required to handle the dynamic environment and offer the companies with the capacity to be adaptive and proactive. The success of new product development relies on the manager's capability to utilise the existing knowledge and resources in integrating the company's capabilities in operations, in developing strategic planning and decision, in developing new products, which collectively contributes to the companies' performance and maintains their competitive advantage.

The success of innovative capabilities and NPD ranges from confining and adopting the concept of knowledge management to introducing the notion and practices of knowledge management into company's structures, processes, and trainings, which indeed offer the company to maintain the market share and the leverage to sustain its competitive advantage. Developing an accessible knowledge base to employees will definitely facilitate the dissemination of experience, sharing of knowledge, proficiency, and learning between team members and other departments. Moreover, the success of innovative capabilities and NPD entail sharing information which is linked to programme development and decision making, strategic planning efficiency, organisations' goals, and NPD performance, where all contribute to the company's performance, success, and sustainable competitive advantage.

In addressing the implementation of innovative capability and the success of NPD, this paper however aimed at bridging the gap in the existing literature through developing a clearer and holistic understanding of the key role of organisational capabilities and shared knowledge to the company's competitive advantage sustainability. This paper is of great benefit to organisations learning about the leading factors contributing to the success of innovative capability and NPD concerning the contribution of the company's performance, success, and sustainability. In the field of innovative management, the findings of this current paper are crucial as they offered an in-depth knowledge of the factors impacting and contributing to the success of innovative capabilities and NPD. Further, the findings are adapted to support the innovative organisations limited and/or disregarded knowledge of their impact on the company's performance. The investigation and analysis of this multiple-site case study assists innovative organisations with decision-making and strategic planning. Therefore, among the purposes of this multiple-case study was to increase awareness of these factors, which perhaps offer organisations with foundation and knowledge to reflect on the decision-making and the strategic planning processes. Eventually, the findings are of great asset to support and assist practitioners and academics to have a clearer knowledge of the role, impact, and contribution of the organisational capabilities and integrated shared knowledge to the company's performance, success, and competitive sustainability.

The findings are also of great benefit to both practitioners and scholars. In one hand, scholars can use such findings in developing new practices concerning innovative capabilities and NPD to support the company's competitive advantage sustainability. On the other hand, they [findings] contribute to practitioners (including, leaders and managers of innovative capabilities and NPD viewing organisational capabilities and shared knowledge as crucial and fundamental to its ability) to promote innovative capability and develop new products. Hence, contributes to the development and/or improvement of a long-term sustainable strategic competitive advantage. The findings are also of great benefit for innovative managers when making appropriate strategic decisions in relation to innovative capabilities and NPD leading to attain the strategic goals. It was revealed that thought-provoking insights

demonstrating how the utilisation of organisational capabilities and shared knowledge are associated and significantly linked to the success of innovative capability and NPD. It has been indicated in the findings that the company is being enabled by shared knowledge to increase and improve innovative capabilities performances and the competitive advantage of new products. More significantly, organisational capabilities and shared knowledge were regarded key factors to NPD project's success and to the implementation of the company's innovative capability. This however implies a link between organisational capabilities and shared knowledge of the company's performance, success, and sustainability.

Several other factors shared by the participants have also been addressed throughout this study, which require further examination in order to determine and identify their impact on the company's innovative capabilities and NPD. Above and beyond, the shared insights of participants have also revealed some of the strategies being adopted by Texas's innovative organisations and other proactive actions that were utilised to deal with the challenges that their organisations have encountered at both levels the local and the global. Such strategies were accustomed to deal with the market turmoil, the political changes in surrounding areas, the evolution of consumers' demands and trends, the high level of competitiveness, and the rapid advances in ICT. The adopted strategies' core objective was to address consumers' satisfaction, to sustain consumers' competitive advantage, and finally to maintain consumers' market share.

12. Recommendations for Future Research

In light of the study's findings and discussion, several recommendations and suggestions are presented. The employed qualitative multiple-case study method contributes to the existing literature. Given the possible extensions to this study, including the above-discussed result of limitations and besides those who are concerned with the depth of participants' shared perspectives this research, however, indicates that innovative organisations currently utilising organisational capabilities and shared knowledge have a better performance, experience, expectations, and return with the effectiveness of their innovative capability and NPD. Industries and other sectors, hospitality or/and service industry for instance, can be taken into account in the future researches. Additional NPD dimensions that can also be taken into consideration when carrying out future research, including but not limited to cost, degree of innovation, etc. Further, there are several points that can be assessed in future researches including the assessment of NPD performance through other NPD performance measurements, product and market measurements for instance. Additional qualitative research techniques can be deployed by future researchers, and among those techniques are namely, document review, interviews, focus groups, simulated environment observations, or in-context observations. Besides employing qualitative approach, a quantitative approach could be of great help to examine the statistical significance of innovative capabilities, NPD, performance, knowledge management, product development success, key performance indicators (KPIs), marketing and business model innovation and consumers' relations and feedback. Finally, the impact of exogenous factors on NPD performance, success, and sustainability can also be examined and studied in future research. Recommendations for further research have been drawn from the study key data, study limitations and delimitations. Therefore, the researcher recommends an additional and further investigation, both quantitative and qualitative, on a greater number of participants in the innovation industry.

The findings of this exploratory qualitative multiple-site case study support additional factors on innovative capability and NPD. The research findings filled the gaps in the existing literature by examining the role of organisational capabilities and shared knowledge as

critical factors impacting the company's performance, success, and sustainability. Such findings increased awareness and knowledge and provided a greater comprehension of the role and the contribution of organisational capabilities and shared knowledge. The findings also added new insights, perspectives, and other factors affecting innovative capabilities and NPD. The findings determined how other factors influenced strategic planning, innovative management practices, and the decision-making process. The factors that may affect innovative capability and NPD were addressed and shared from the participants' perspectives. There are numerous potential opportunities for research in considering those factors. These factors, which need further investigation, are marketing, consumers' relations, and finance, and their relation to innovative capability, NPD, and innovative management. The researcher recommends future research questions based on those new factors. The following are the proposed future research questions generated from marketing, consumer relations, and finance.

- How does marketing affect and contribute to innovative capability, NPD, and innovative management?
- How do consumers' relations affect and contribute to innovative capability, NPD, and innovative management?
- How does finance affect and contribute to innovative capability, NPD, and innovative management?
- How can an innovative organisation create and implement marketing, consumers relation, and finance to enable business innovation?
- How can organisational competencies be shared to enhance innovation capability and NPD?

The collected data could be expanded to include new product developments in other manufacturers or industries such as the biotechnology and pharmaceutical industries. The study's focus was on innovative companies whose core business was directly related to innovative capabilities and NPD in the Jordanian market. This expanded data would allow a more comprehensive analysis of new product development performance, success, and sustainability. In addition to the expansion of data to include other industries, the data could include failed products. These included products that did not complete the new product development process or experienced immediate market failure may allow greater discernment of the role of the affecting factors that contribute to the company's performance, success, and sustainability.

Last but not least, the researcher believes that it would be beneficial to the expansion of this research study to understand the innovation management strategies, decision-making process, cultural differences, market characteristics, government regulations and laws, innovation agility, NPD, and innovative capability of firms in countries other than Jordan or the Middle East countries. Finally, new research questions are proposed. The research questions from this study may be segmented or repositioned.

13. Conclusion

To sum up, this multiple-site case study surmises the research on innovative capability, practical new product development and strategic management. This study began to better understand the role of the organisational capabilities and shared knowledge affecting innovative capability and NPD on their contribution to the company's performance, success, and sustainability. Yet, this study was designed by the researcher with the aim to focus on participants' views, opinions, and perspectives on strategic and innovative management, particularly the innovative capability and NPD within organisations currently utilising organisational capability and shared knowledge.

Significantly, the aim of this paper was to explore and find out how organisational capabilities and shared knowledge, affecting innovation capabilities and NPD, contribute to the company's performance, success and sustainable competitive advantage. The focus of this peer-reviewed research was on the impact of organisational capabilities and the impact of integrated shared knowledge in innovative organisations located in the Hashemite Kingdom of Jordan. Participants, however, asserted that any business is clearly being influenced and impacted by the organisational capabilities as well as by the integrated shared knowledge and as such contributes to the company's performance, success, and sustainability. This research paper aims at having a greater understanding and increasing awareness of the role of organisational capabilities and shared knowledge that contribute to the success of innovative capabilities and NPD. Furthermore, the focus was to address the relation between the organisational capabilities and integrated shared knowledge to the company's performance, success, and sustainability.

More importantly, it was established that there had been a progress in the company's competitiveness and performance when implementing and considering organisational capabilities and shared knowledge through the company's innovative practices and activities. Individuals with innovative capability and NPD experience acknowledged that their experience and perception of organisational capabilities and shared knowledge had been critical and positive to innovative management and NPD. To go further into a next level of research the results, findings, analysis, and recommendations set forth here can be an appropriate and/or suitable place for other researchers to embark on.

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