



The Research Centre of the School of Economics and Business

cordially invites you to a research seminar

on **Wednesday, 15 May 2024, at 13:00 CEST** in room **P-201**
at the School of Economics and Business, University of Ljubljana

Renate Kratochvil (BI Norwegian Business School)

will present the article:

When the Goal Fails to Emerge: Anatomy of an Innovation Project Failure

In this study, we examine the anatomy of an innovation project failure. We collected real-time data from a four-year innovation project which got funding from a highly competitive program by a large, national public research funding agency to develop a platform for data exchange and flow to enable a fully digital construction process. While the innovation project was managed with the use of best practices, the team failed to emerge an object, thereby failed the project goal. The need to create a highly novel deliverable exhausted time, money, and social and emotional resources before the “what” of the project was determined. Object ambiguity manifested throughout the process and was substituted with project management activities. The team finally settled on a different achievement before the end of the deadline and had failed to emerge the object. Learning about this type of project failure and the process leading to it is critical to prevent teams who organize themselves in projects to work on novel deliverables from making some avoidable mistakes.

Keywords: ambiguity, failure, goals, object, innovation project, negative capability, novelty

Please sign up for the free seminar at <http://raziskave.ef.uni-lj.si/a/1713>
by 14 May 2024.

We look forward to seeing you.