
Sustaining Innovation and Disruptive Innovation

DANG LONGXI, Feng Leitao

Business School Universiti Kuala Lumpur, Malaysia
Baoji University of Arts and Science

ABSTRACT: *Innovation means that people use the existing mode of thinking to put forward different ideas. Innovation also refers to people's behavior of using existing knowledge and materials in a specific environment to improve methods, paths and other factors to meet social needs and obtain certain beneficial effects. The significance of innovation for enterprises and countries has been highly recognized. Innovation is a policy that has been advocated and implemented by all countries, as well as a strong support for their comprehensive strength.*

KEYWORDS - *Innovation, Disruptive, Sustaining*



1. Introduction

Innovation means that people use the existing mode of thinking to put forward different ideas. Innovation also refers to people's behavior of using existing knowledge and materials in a specific environment to improve methods, paths and other factors to meet social needs and obtain certain beneficial effects. The significance of innovation for enterprises and countries has been highly recognized. Innovation is a policy that has been advocated and implemented by all countries, as well as a strong support for their comprehensive strength. Innovation takes a vital role in economics, commerce, science and technology and sociology. If a state willing to be ahead of the epoch, it cannot do so without theoretical thinking or theoretical innovation. Without innovation, an enterprise will have no core competitiveness. Without innovation, a country will have no sustained growth momentum. Innovation is the soul of a nation's development. It can be seen that innovation has become an important factor of globalization and information society.

2. The Concepts of Sustaining Innovation and Disruptive Innovation

Sustaining innovation is the constant development of fresh ideas and the generation of new ideas. In this era, sustainable innovation includes sustainable development, green development, harmonious development and other concepts (Bartos, S. 2003). Generally, sustaining innovation can be segmented into three parts: sustaining management innovation, sustaining technological innovation and sustaining market innovation.

First of all, sustaining management innovation is set up a new management pattern for enterprises, which can not only innovate the entire course of management, but also innovate a certain detail of management. Therefore, sustaining management innovation is a process of achieving goals through sustaining innovation of the enterprise's comprehensive resources under the changeable market environment.

Secondly, for sustaining technological innovation, it is on account of market demand, through the development of new products, fresh courses, fresh technology and methods to meet market demand, to realize the innovation process of commercialization and industrialization. Therefore, for enterprises, sustaining technological innovation is a process that enables enterprises to enter into a new technological track.

Finally, sustaining market innovation is a course in which an corporation constantly considers current market factors to change its original business factors so as to better meet market demands.

Disruptive innovation is the basis of new technology, new products to gain an advantage in the market competition. For enterprises, disruptive innovation has fixed risks, on account of it requires enterprises to fast accommodate to new production or business methods. Today, disruptive innovations include smart phones, readers and so on. For product manufacturers, disruptive products may seem to disrupt their set-up at first, but they can create new market opportunities. Disruptive innovation is generally divided into: scientific and technological innovation, business model innovation, experience innovation, imitative innovation.

First of all, scientific and technological innovation is the use of new technology, new technology to develop new products, so as to achieve the purpose of improving product quality and service. Scientific and technological innovation can redistribute all social resources rationally and finally achieve the goal of promoting social progress.

The second is the innovation of business model, which is the key to the core competitiveness of enterprises. For enterprises, business model innovation means that enterprises introduce new models into their original production system to achieve the purpose of making money more effectively.

Then there is experiential innovation, which means experiencing the advanced technologies and products in the market through experience, and then developing their own products through innovation. The last category is imitative innovation. Generally, it is necessary to imitate the advanced technology in the market and imitate the advanced product in the market, so as to not only reach the level of the technology and product to be imitated, but also surpass the object to be imitated through innovation.

3. The difference Between Sustaining Innovation and Disruptive Innovation

Sustaining innovation and disruptive innovation have certain differences in the intensity of competition, economy and relativity. First of all, from the perspective of competition, strong companies will have obvious advantages in the competition. But for small businesses, which sometimes have more flexible and less restrictive systems, it is easier to implement innovative ideas than it is for large companies. Sustaining innovation is mainly for the mainstream customers in the market, aiming at the needs of mainstream customers, continuous product improvement and improvement to meet the requirements. While disruptive innovation is not targeted at mainstream customers in the market, breakthrough innovation involves products with relatively unimportant or new customers' favorite features outside the mainstream market. However, according to the characteristics of large enterprises and small enterprises, in large enterprises, sustaining innovation is often used more, small enterprises have the advantage of flexibility, and more disruptive innovation is generated. The intensity of the competition varies depending on the field of competition. For example, in the past, the function of toothpaste only involved the cleaning of teeth. However, with the increasing demand of most consumers for toothpaste, the toothpaste has the functions of whitening, strengthening teeth and health care and so on. This innovation mode is sustaining innovation. In addition, due to the large size of computer hard disks in the past, some consumers are not easy to carry, so the manufacturers of

hard disks developed to take with them, to meet the needs of some consumers, this innovation is disruptive innovation.

From an economic point of view, disruptive innovation is an effective strategic measure, which can force strong competitors to be at a loss. It can make many disadvantaged enterprises more effective in innovation, thus bringing greater economic benefits to enterprises. For some small businesses that are economically disadvantaged, going head to head with the big players in product innovation is like beating the odds, so only disruptive innovation can defeat competitors for small businesses. In the current entrepreneurial environment, compared with sustaining innovation, for enterprises, only disruptive innovation can help them defeat the existing players in the market and become the winner of the next round if they want to enter the new market, thus bringing greater economic benefits to the enterprises. Compared with sustaining innovation, disruptive innovation can overturn existing market rules and defeat competitors by introducing products and concepts different from the existing market.

From the perspective of relativity, compared with sustaining innovation, although disruptive innovation is inevitable, at a certain stage, this inevitability can only be recognized by a small number of innovators who have advanced thinking and dare to explore. For most ordinary people, the products and services that result from such innovation are subversive. For example, only a few forward-thinking innovators saw the business model of online ride-hailing at the beginning, while most people held a wait-and-see attitude toward online ride-hailing at the beginning, believing that it subverted the traditional taxi operation model. In addition, compared with the sustainability of sustaining innovation, disruptive innovation is faulted, which is caused by its relativity. For example, with the current popularity of mobile 4G networks, 5G is ready to go. In the process of changing from 3G to 4G, mobile network is sustaining innovation, its change mode is gradual. But mobile networks are changing from 4G to 5G, a disruptive innovation. With the development of technology and long-term research on 5G network, it will eventually appear in people's life one day. However, the market and consumer demand have brought it from the future to today suddenly, just like passing through time. There is a fault in time.

4. Measurement for Enterprises Maintaining Sustaining Innovation

For economic enterprises, sustaining innovation is the origin of their development in competition. Therefore, enterprises need to take some measures to ensure their sustaining innovation ability. When an enterprise maintains its sustaining innovation ability and carries out product innovation, it should first fully tap the market demand, which is the most vital impetus for product and service innovation. Products and services can only be popularized by consumers, accepted by the market, and bring abundant economic benefits to enterprises if they meet the needs of the market and have excellent, innovative and unique products. Therefore, before using the tactics of product innovation, firms must start from the market demand and determine the value of innovation according to the demand (MacGregor, S. P., & Carleton, T. (Eds.). 2011). Secondly, compared with other enterprises, innovative products need to occupy the market first, develop new products before other enterprises have not been successfully developed or listed, and launch them into the market first, so that enterprises are in an active position in the market competition, so as to obtain sustained technological advantages. Finally, in the process of product innovation, when the enterprise does not have leading products or technologies, it can adopt imitation innovation or defensive innovation to maintain the sustaining innovation of the enterprise. When new products appear in the market, enterprises can imitate, learn and even improve new products and technologies with the permission of intellectual property rights, imitate and even improve,

so as to quickly occupy the market, so as to prevent competitors' technological progress from threatening their enterprises.

From the perspective of technological innovation, enterprises need to maintain sustaining innovation, first of all, lean production. Lean production requires enterprises to take market demand as the basis, reasonably organize each link of production, maximize the effectiveness and economy of the production process, so as to meet user demand. This method pays attention to the discovery and maintenance of long-term and stable cooperative relationship between enterprises and customers, puts long-term interests in the first place, adapts to the diversified needs of the market, and establishes the concept of customer first. The second is agile manufacturing. Agile manufacturing is an enterprise with flexible production technology as a feature, with high quality and good cooperation ability of the staff as the core, the adoption of network and other communication technology formed to adapt to the market of the manufacturing system. This kind of sustaining innovation measures can make the enterprise to respond to the needs of consumers quickly, help the enterprise to seize the fleeting market opportunities, so as to enhance the enterprise's adaptability, innovation ability and competitiveness.

Thirdly, from the analysis of marketing measures, firstly, relationship marketing can help enterprises integrate and utilize various relationships involved in their production and operation activities, so as to build the relationship network between enterprises, consumers, competitors and other social organizations. In relationship marketing, the marketing value chain formed between enterprises and consumers, suppliers and dealers is a cooperative partnership, implementing the strategy of benefit sharing. Good relationship marketing can help enterprises build continuous innovation activities. The second is green marketing. Green marketing emphasizes the unification of consumer needs with corporate interests and environmental benefits. In the marketing process, not only to meet the green needs of consumers, but also to make this green demand become a highlight of enterprise competition. For enterprises, this mode is the extension and development of traditional marketing, but it is the product of social development at the present stage, and it is the inspiration and embodiment of enterprises' continuous innovation. Finally, cultural marketing. As the name implies, cultural marketing is the integration of culture into the whole process of marketing. While satisfying the needs of consumers, cultural connotation should be emphasized to meet the spiritual needs of consumers and achieve the purpose of sustaining innovation. Fourthly, from the perspective of thinking innovation, first of all, enterprises need to transform the dependent thinking into independent thinking in the process of maintaining sustaining innovation. Sustaining innovative thinking comes from independent thinking, which is often based on the reality, on the basis of independent thinking and produced by the crystallization. Any kind of innovation depends on individuals and companies with independent ideas, but not a group that lacks independent thinking. Second, we need to turn static thinking into dynamic thinking. Static thinking is seeing things from a fixed point of view. Dynamic thinking, on the other hand, sees things through the lens of change and development. In the process of researching and developing products and services, enterprises should not only use static thinking for thinking, but also conduct dynamic investigation. Therefore, enterprises should constantly explore and innovate to inject vitality and vitality into the development of enterprises. The last is to turn traditional thinking into forward thinking. Forward thinking is the dialectical negation of traditional thinking. According to the law of development of objective things, advance thinking predicts the future development trend of things before they appear and beyond the reality. Therefore, forward thinking has transcendence, it can not only surpass the tradition, but also beyond The Times. Forward thinking plays an important role in scientific decision-making and production

and operation of enterprises. The rational application of forward thinking can make enterprises maintain sustaining innovation ability.

5. Measurement for Enterprises Maintaining Disruptive Innovation

In today's era of multi-terminal development, many enterprises have a sense of crisis of being overturned. In order to obtain rich economic benefits, better survive and develop, and become the industry leader, enterprises should adapt to the development of The Times, abandon the traditional thinking and business model, and improve their ability of subversive innovation. There are several ways to improve a company's disruptive innovation capabilities.

First, companies need to improve their insights. In recent decades, the Internet plus model has been gaining momentum, and its practice is quietly changing the whole face of the economy and society, resulting in the current market pattern showing a variety of changes and increasingly fierce competition. In such an environment, enterprises are facing greater and greater width of uncertainty (Clayton M Christensen, Heiner Baumann, Rudy Ruggles, & Thomas M Sadtler. 2007). In order to survive, in order not to be replaced, enterprises should have the insight to improve themselves. In this era, enterprises should clearly find their own positioning, an objective view of their strengths and weaknesses. In addition, enterprises should have a deep understanding of the characteristics of the current era while recognizing themselves. As a signal and indicator of the development of the future era, if an enterprise finds and forecasts this signal in time, it will immerse itself in the past, close its mind and eventually be replaced by competitors. Therefore, as an enterprise, it is necessary to have a clear understanding of current events, study the market pattern, grasp the future development trend of the market, and timely formulate strategies for reform and innovation. And if the enterprise in the development process only to understand their own, understand the changing pattern of the market is far from enough. In addition to their own ideas, enterprises should understand the status of competitors in the shortest time, then adjust the internal organizational structure, establish a flexible and innovative system, strengthen the organizational security of development, carry out reform and innovation, so as to achieve disruptive innovation.

The second is to improve employees' ability to think in a subversive way. In this era of drastic changes in the market environment, if an enterprise wants to obtain the space for survival and development, it needs to have the business behavior of disruptive innovation, and the change of behavior comes from the change of thinking, so the enterprise must have the thinking of repeated innovation. The change of thinking mode is the fundamental premise of all innovation. As the leader and soul of an enterprise, an entrepreneur should first have a subversive innovative thinking, become the pioneer of innovation, and then lead the whole enterprise to innovate. And employees are an essential part of the enterprise. Enterprises should establish innovation mechanism in management system, provide corresponding platform for employees, provide opportunities for employees to participate in product design, set up awards, encourage employees to innovate, cultivate employees' enthusiasm for innovation, so as to enhance employees' sense of mission and stimulate innovation potential. In addition to leaders and employees, users also need to innovate in a disruptive way. Although users do not belong to the personnel of the enterprise, but correlation to the prosperity or failure of the enterprise. Enterprises should reduce the distance between them and users, let users participate in the process of product design and development, contribute their own innovative thinking, and provide more suggestions for enterprises.

The third is to make use of the more popular big data technology. Its subversion of the market pattern mainly designs the innovation of user experience and the innovation of business model, while the use of big data technology can realize the innovation of experience and business model. For companies, big data contains potentially valuable assets and is also a tool

for disruptive innovation. If big data can be used effectively, it can become the core factor for enterprises to achieve success or failure. Experience innovation is based on user experience. In the process of product development, products and services are improved and innovated according to customers' experience needs. And big data can act as a bridge between enterprises and users, combining the two closely. Through big data, users' emotions, preferences, needs and other information can be collected after the user experience. And enterprises can realize innovation in product and service experience by using big data technology and utilizing this information. However, there is no fixed and unified form of business model innovation. Big data technology can greatly shorten the distance between various business channels, so as to effectively integrate different types of business resources, improve the operating efficiency of enterprises and reduce operating costs.

Finally, develop disruptive technologies. In this era, technology is constantly progressing and changing, and the traditional technology and its development path can no more satisfy the development demands of enterprises in the face of competition. Therefore, if an enterprise wants to stand out among numerous competitors, it should abandon the traditional development path and obtain competitive advantages by expanding the production scale of the enterprise to reduce operating costs. Secondly, it should be or be able to take full advantage of the enterprise have access to all sorts of innovation resources, from the lower end of the market or a new open up the market to the enterprise owned by the existing technology improvement and innovation, to create a new product or service, replace the mainstream market, produced a revolutionary change to the appropriate field.

6. The Relationship between Innovation and Entrepreneurship

Entrepreneurship is an economic concept, refers to the main body through the organization of a certain form of enterprise, in the creation of value and employment opportunities, to provide services as well as products for the society (Maria R Shirey. 2007). Entrepreneurship mainly includes independent entrepreneurship, replicative entrepreneurship as well as innovative entrepreneurship. Among them, innovative enterprises are enterprises that create products or services to provide to the market, thus filling the gap in market demand. The services as well as products satisfy the cultural needs and material needs. No matter which form of entrepreneurship, for the society, entrepreneurship is capable of accelerate the scientific and technological innovation, harvest abandon economic preponderance and wealth, but also augment the social employment rate, to alleviate the employment pressure is an important role and far-reaching significance. For individuals, individual may meet with sundry risks as well as difficulties in starting a business, which can enhance their comprehensive ability while solving these problems.

Although the two concepts of entrepreneurship and innovation are identical in essence, they are mutually inclusive and developed in connotation. According to the famous Austrian economist, innovation is a combination of factors of production and conditions of production, which can continuously reduce the original cost curve and generate greater profits than the original. Innovation shows its consistency and relevance to entrepreneurship. Innovation and entrepreneurship are reinforcing and inseparable. Innovation is the means of entrepreneurship, and entrepreneurship is the carrier of innovation. For entrepreneurs, only through innovation can they survive and develop their businesses and maintain lasting competitiveness. As for college students who have just started their own businesses, they need to have more innovative consciousness and innovative thinking in the process of starting their own businesses, so as to open up the way of starting their own businesses in the market environment. Therefore, in terms of the relationship between innovation and entrepreneurship, innovation is the core of entrepreneurs to achieve their goals. However, it is far from enough to have the spirit of

innovation. Innovation only provides the necessary preparation for the success of entrepreneurship. If the entrepreneurship process is separated from practice, it cannot succeed. The meaning of the spirit of innovation can only be responded in practice, and it is likely to make the entrepreneurial behavior successful. Without the entrepreneurial practice, it will be meaningless. Hence, innovation and entrepreneurship should be integrated and complementary.

Starting a business is a process from scratch. Starting a business essentially reflects the characteristics of innovation. The core of entrepreneurship is to start a business, that is, through individual efforts, to produce a new production or service business. Innovation and entrepreneurship are the same, have a specific economic connotation. Innovation refers to the introduction of new products or services through theoretical or practical innovation in the process of entrepreneurship. Therefore, innovation is the fundamental indicator of the success of a startup. Entrepreneurship can facilitate the emergence of new inventions, set up new market demand, and further facilitate and deepen innovation in all aspects, thus improving the innovation capacity of enterprises or the whole country, and promoting economic growth. Therefore, innovation and entrepreneurship are intrinsically related and inseparable. The combination of entrepreneurship and innovation is crucial to solving the current employment problem in China and can also affect the country's development and prospects.

7. Inspiration for college students

There are some differences between the talents cultivated by the traditional education and the innovative talents at the present stage. Therefore, innovation and entrepreneurship education is essential in the process of learning in universities. Innovative education is to cultivate students' innovative spirit and ability, which is different from traditional education. Entrepreneurship education is to cultivate students' dedication and pioneering skills, is a dynamic process. The combination of the two can provide a new path for the majority of students and train self-help innovation and entrepreneurship talents for the society.

As a student, we must face up to the possibility and importance of college students' innovation and entrepreneurship. With the rapid development of the world economy, the adjustment of economic structure and industrial upgrading, the society has built a good platform for college students to start their own businesses. College students can choose the right way to start their own businesses according to their strengths. In addition, the forms of entrepreneurship of college students are flexible and diverse, and there is great room for development. In recent years, in order to support college students to start their own businesses, various countries have promulgated many preferential policies, providing substantial help for college students to start their own businesses. Entrepreneurship is an alternative direction for college students to find jobs after graduation. Learning about entrepreneurship can not only give college students a chance to choose, but also greatly help their future employment.

Considering the characteristics of college students themselves, first of all, they have the shortcomings of lack of experience and knowledge. Finally, the entrepreneurial mindset is very important for college students. A good state of mind, especially a clear understanding of entrepreneurial risks, and fully prepared to deal with risks, is a necessary condition for the success of entrepreneurship.

When taking these factors into full consideration, college students should take projects as the carrier to enhance their innovation awareness and entrepreneurship. In school education, college students should be taught to enhance their sense of innovation and entrepreneurship, seek for career that can give full play to their personal strengths with knowledge and wisdom, encourage students to participate in various social practice activities and social welfare

activities, give play to the self-education function of students, and cultivate their entrepreneurial ability.

In addition, college students can take the base of entrepreneurship inside and outside the university as a model to cultivate their entrepreneurial ability (Hu Bin, & Luo Qianqian). The school often organizes scientific research and various professional competitions for students. These extracurricular activities are very helpful for college students to enhance their awareness of innovation, exercise and improve their ability of observation and thinking. Only when university students immerse themselves in the strong atmosphere of scientific and technological innovation can they become innovative talents.

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