



NORDISK FÖRETAGSEKONOMISK FÖRENING • NORDIC ACADEMY OF MANAGEMENT



**The 26th Nordic Academy of Management Conference**  
Bringing Research Together  
**25-27 August 2021**  
Örebro University School of Business, Sweden

**Call for Papers**

We invite you to submit your research to explore the theme of “*Bringing Research Together*” for the 26<sup>th</sup> biennial NFF Conference in Örebro. We are looking forward to receiving your submissions.

**Track 2.5 – Current challenges for New Product Development and Production**

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**Description:**

Product development and production are proven to be critical for the company's success and profitability. While a successful product development strategy allows for managing an evolving market and keeping a product- and service mix relevant for customers, effective and adequate production management ensures the creation of the products and services as well as the delivery of value to customers.

Even though the bigger picture can be described as, development of new and sustainable products and production, it is built on diverse areas, all complex and intertwined into a system. At least six areas can be addressed:

1. On the management level, management and leadership for product and production development are the keys for providing resources for the potential outcomes. This does not only involve monetary resources but also, for example, the culture and climate, mindset, encouragement, time planning, etc. Leadership on tactic level applies to the same, meaning, being a resource for operative work. Encouraging, not managing.
2. One challenge on the operative level, steaming from management level, is time to market (external product or internal process). It is shown that product life cycles are ever-increased shorter and shorter, which puts the attention on how to conduct product development in practice. In this aspect, teamwork is effective. However, then one is facing challenges which group dynamic and efficient teamwork additionally to the origin work. Also, if addressing product development from a radical perspective, meaning innovation, then the challenges could be addressed to abstract thinking and creativity as well.

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3. From another standpoint, focusing on the output of the product and production development work, one challenge is to fully understand, plan for, and execute the work in accordance with a sustainable perspective and optimized life cycle (and spare part after-market). This does not only concern to maximize the profit but also to see the whole picture, the use of recourses when producing raw material to reuse of components and recycling material from expired products or production lines.
4. From an entrepreneurial, or small company perspective, it becomes even more complex, as the family usually is involved. Management and leadership are not the same as in bigger companies, nor defined roles by means of different departments or areas of responsibilities. The same person may position more than one key function. Employees in smaller companies do not have the same mindset as in bigger companies either. In smaller companies, employees are expected to take the initiative in various work tasks outside the ordinary work assignment, which is not the case in bigger companies. Intellectual properties, IP, is another concern in smaller companies. As IP may be seen as the most valuable there is in a company; the challenge is to create value from its IP. In contrast to bigger companies, smaller companies do not have the economic resources to process, for example a patent infringement.
5. The technical and design aspects of product development is not to be overseen. Here, Artificial intelligence (AI) is used for various purposes, for example supporting the development work, detecting quality variations, and even developing new products on its own.
6. Increasingly collaborative and dynamic environments such as innovation ecosystems require different strategies and routines within and outside firm boundaries when developing products. These strategies and routines may at times be conflicting and create tensions for managers and/or between ecosystem actors.

The challenges above are examples of, but not limited to, complex areas to address, all of them having various sub-challenges to address further. We are looking forward to your contributions!

**Keywords:**

New Product Development, Production, Current Challenges & Issues, Digitalization, Technological Changes, Sustainability.

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**Author guidelines:**

Go to [www.oru.se/NFF2021](http://www.oru.se/NFF2021) for more information about how to submit a paper. The deadline for abstract submission is 30 January 2021. Full paper due: 21 June 2021.

***We very much look forward to welcoming you in Örebro!***

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