



INSME
Academy

INNOVATI°N 360

THE HOME OF INNOVATION

Building Innovation Capabilities

WORLD-CLASS CAPABILITY AND CULTURE FOR INNOVATION, DATA-DRIVEN INSIGHTS, DEEP SPECIALIZATION & INNOVATION EXPERTISE, THOUGHT LEADERSHIP AND PERSPECTIVES ON THE FUTURE FOR OUR CLIENTS

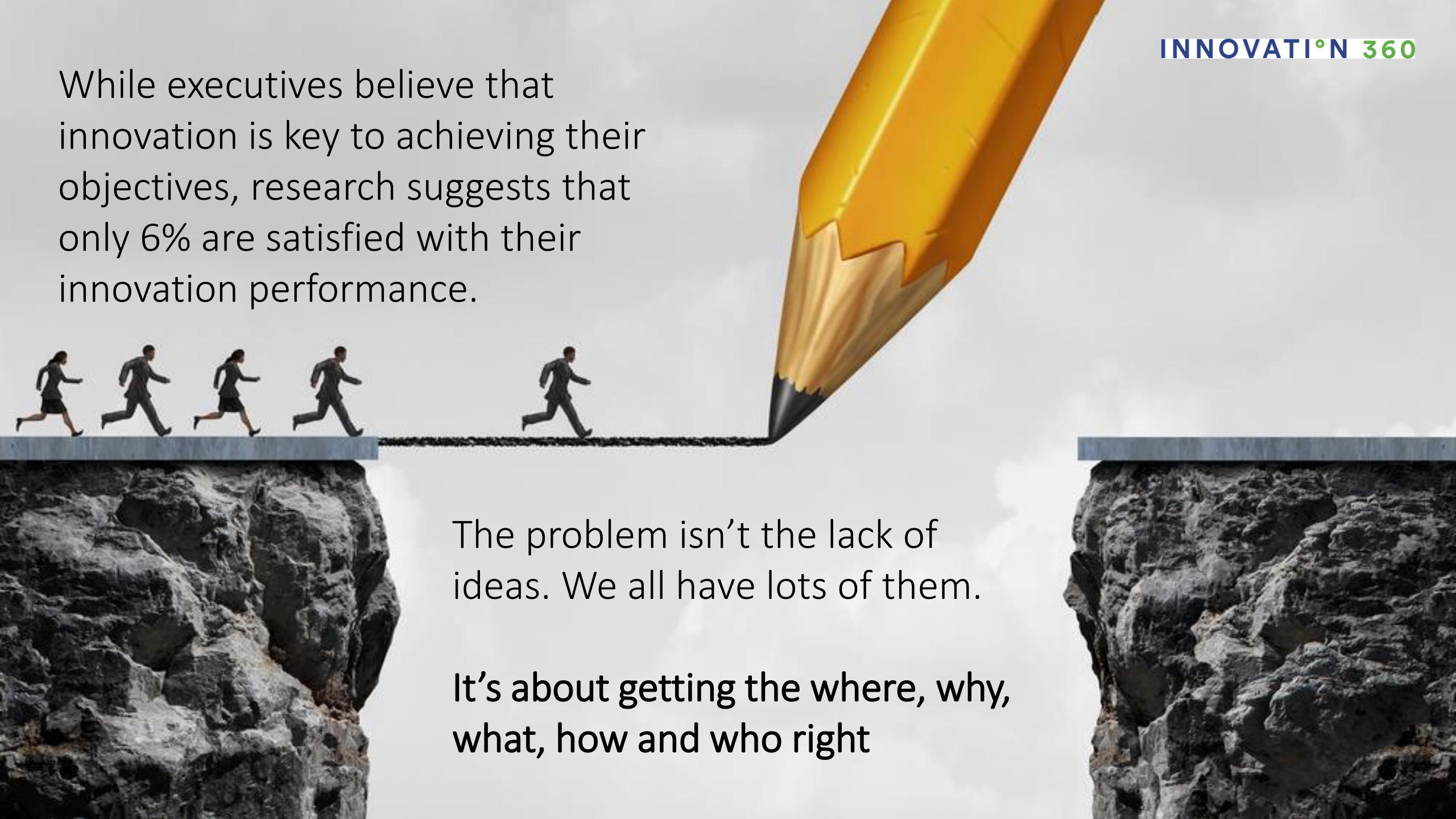
“Change is constant and relentless. And, we expect change in the next 90 years to equal what the world has experienced in the last 10,000 years. At the current churn rate, about half of the S&P companies in place today, will be replaced in the next 10 years.” –

*Magnus Penker, Founder of Innovation360 Group AB, and
Global Thought Leader*

Progressing from 'business today' to 'business tomorrow' is a challenging task, and that change is not getting any easier!



While executives believe that innovation is key to achieving their objectives, research suggests that only 6% are satisfied with their innovation performance.



The problem isn't the lack of ideas. We all have lots of them.

It's about getting the where, why, what, how and who right

OUR LATEST INNOVATION
IS A GOOSE THAT LAYS
EGGS OF SOLID GOLD

THAT'S A DISTRACTION
FROM OUR CORE

AND WE HAVE
NO BUDGET FOR
GOOSE-RELATED
EXPENSES

ON THAT NOTE,
WE'LL NEED
THE FEATHERS
AND LIVER
FOR ANOTHER
PROJECT

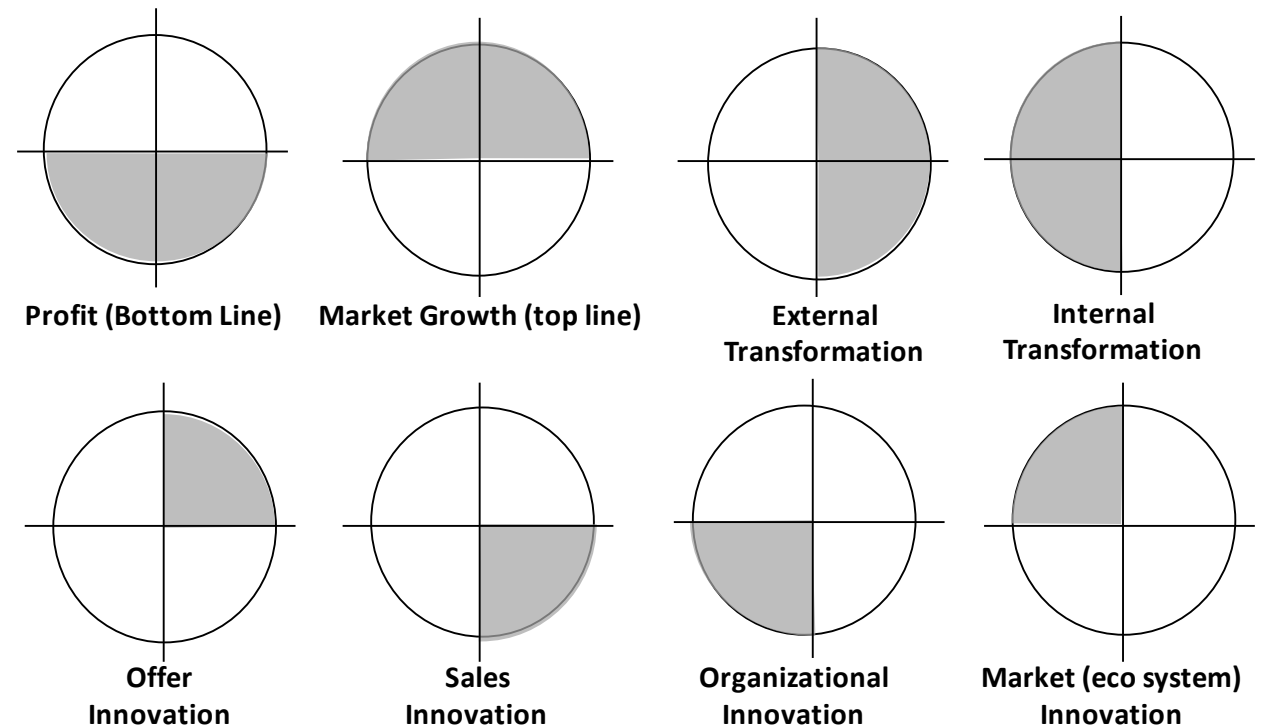


The Task: Develop and execute an innovation strategy



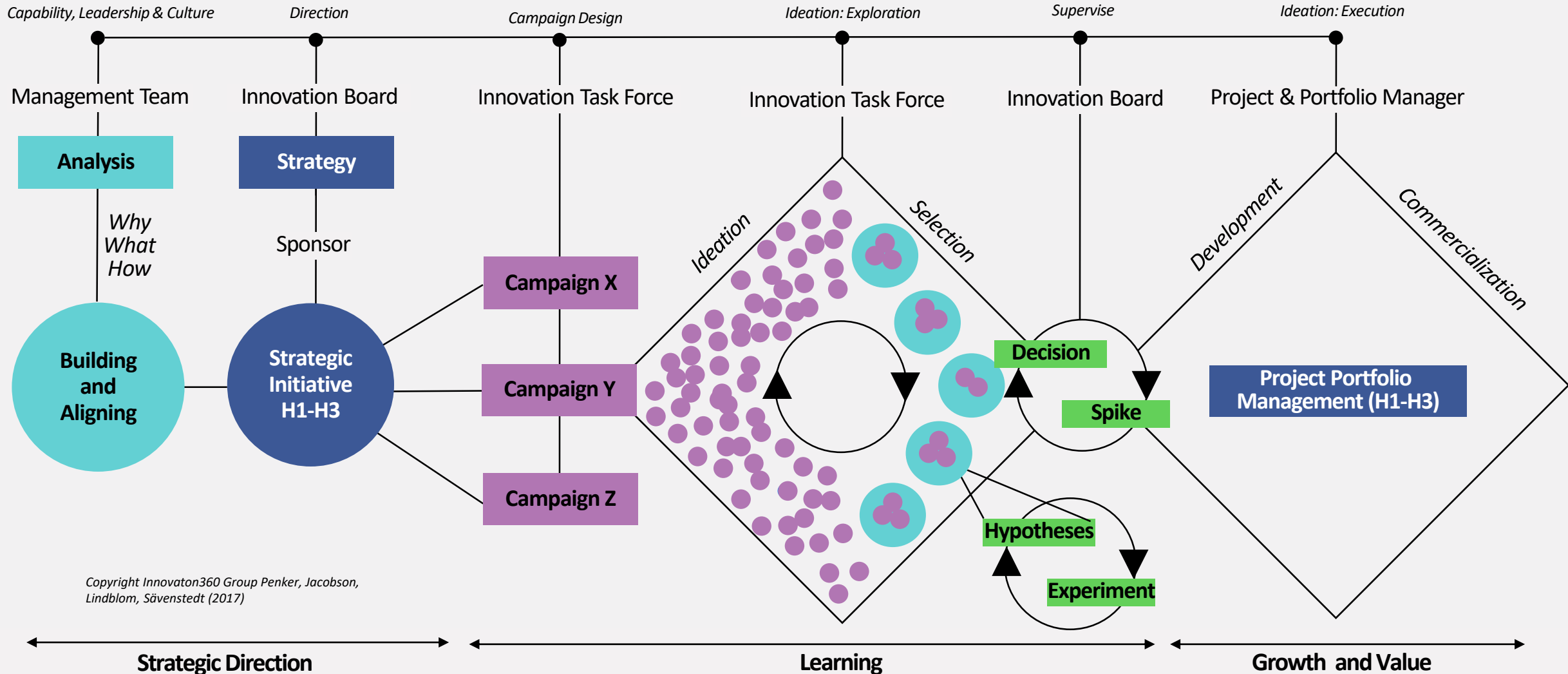
Patent US D813,884S

Explore perspectives, best practices and corrective actions relating to:



Source: Penker (2011, 2017)

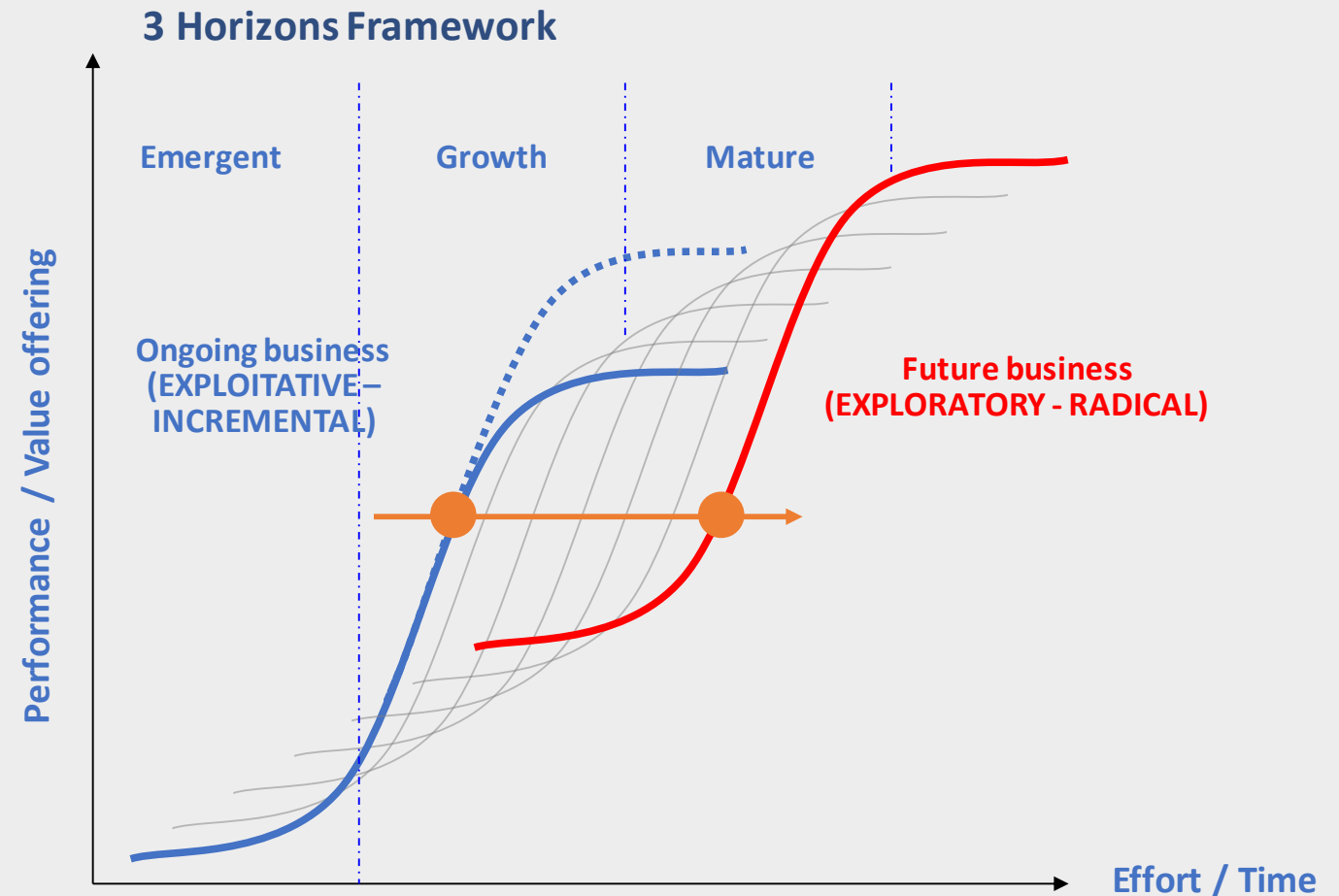
Leading innovators use proven approaches to generate tangible value



Copyright Innovaton360 Group Penker, Jacobson, Lindblom, Sävenstedt (2017)

Your desired strategy: a balanced innovation portfolio

The challenge for innovators is to achieve a strategically balanced portfolio between *exploitative* (Incremental H1) and *exploratory* (Radical H2/H3) innovation based on a full recovery of its capabilities



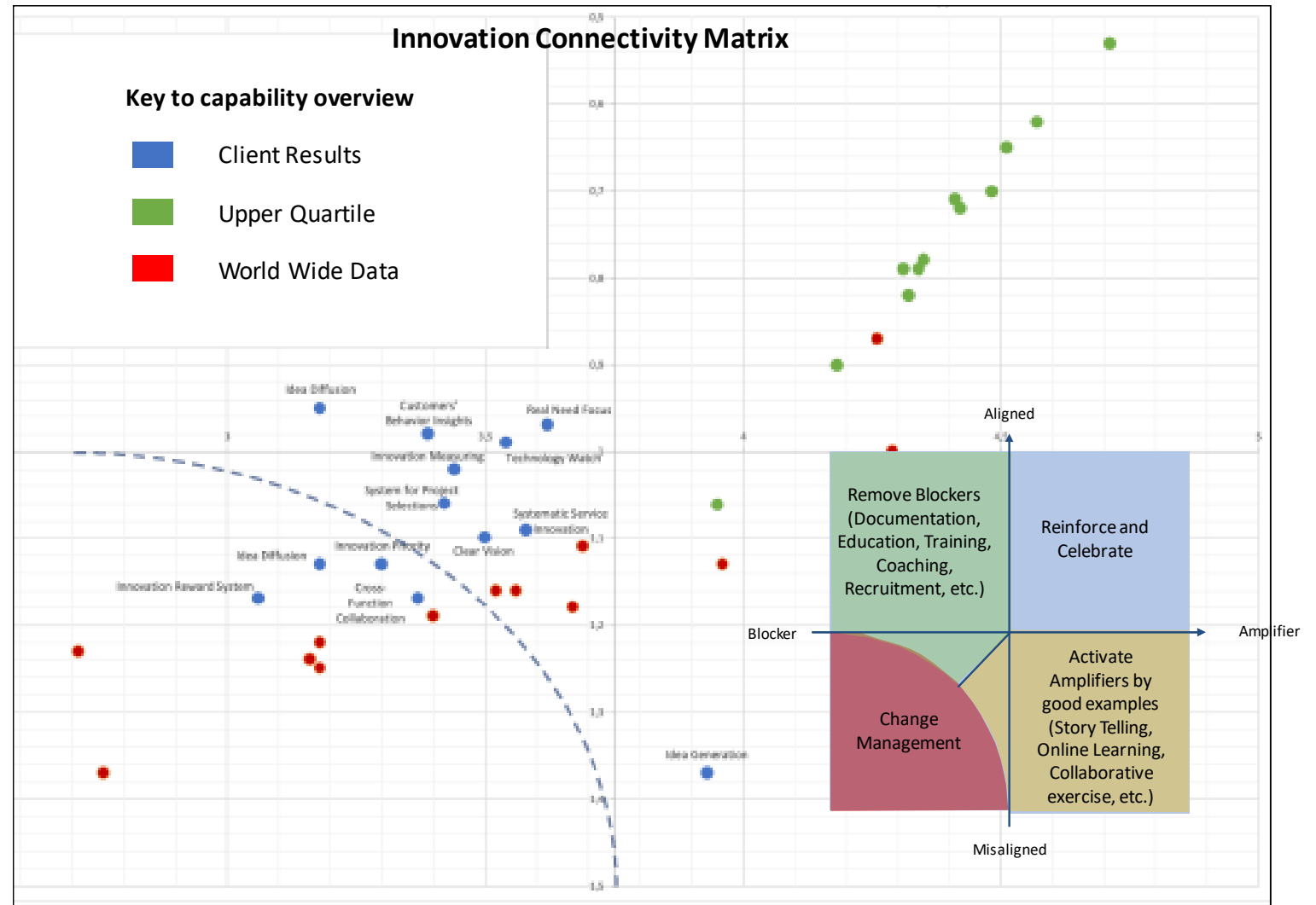
Source: Adopted from Tovstiga (2007)

Focus your innovation improvement efforts on key capabilities

65 innovation capabilities have been identified and assessed. Examples include:

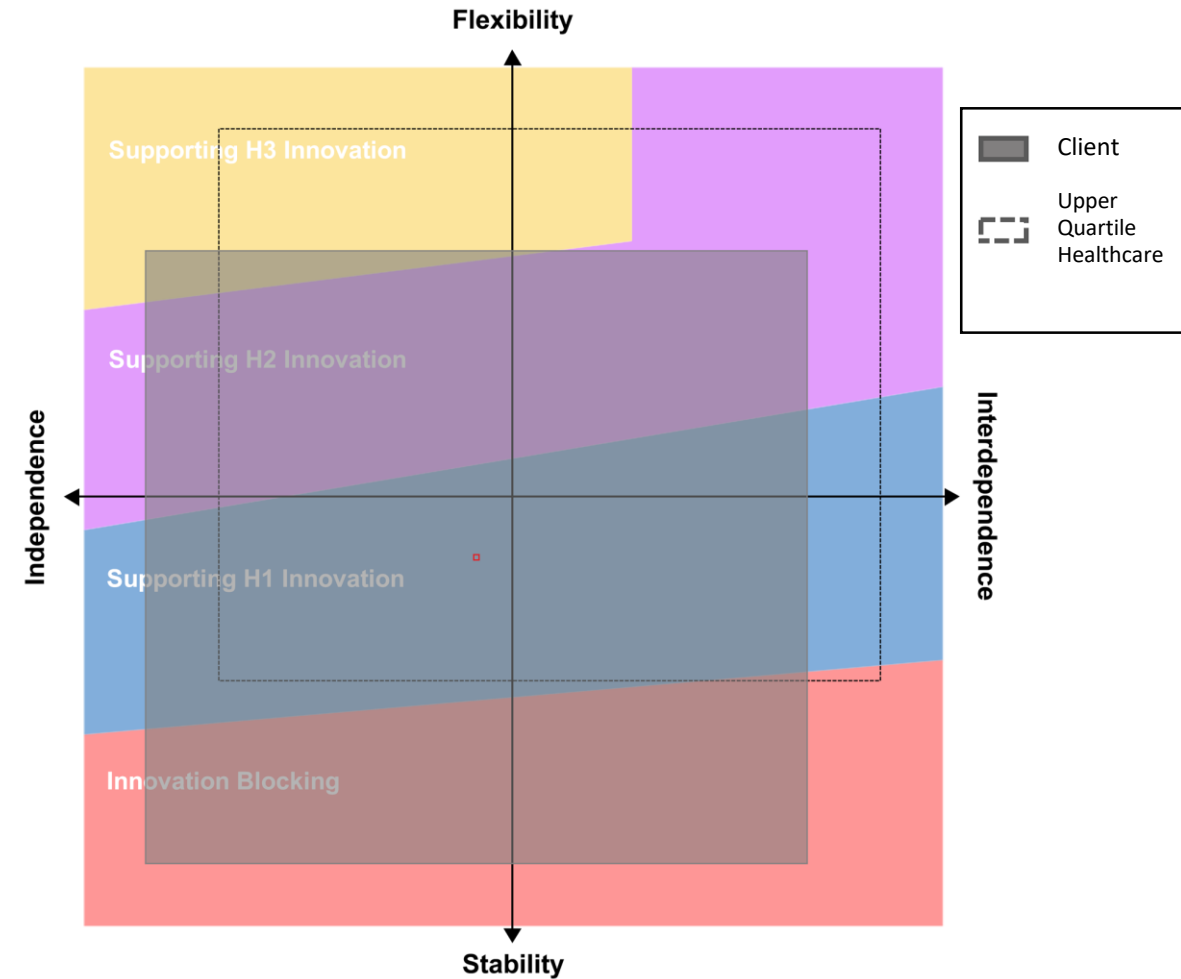
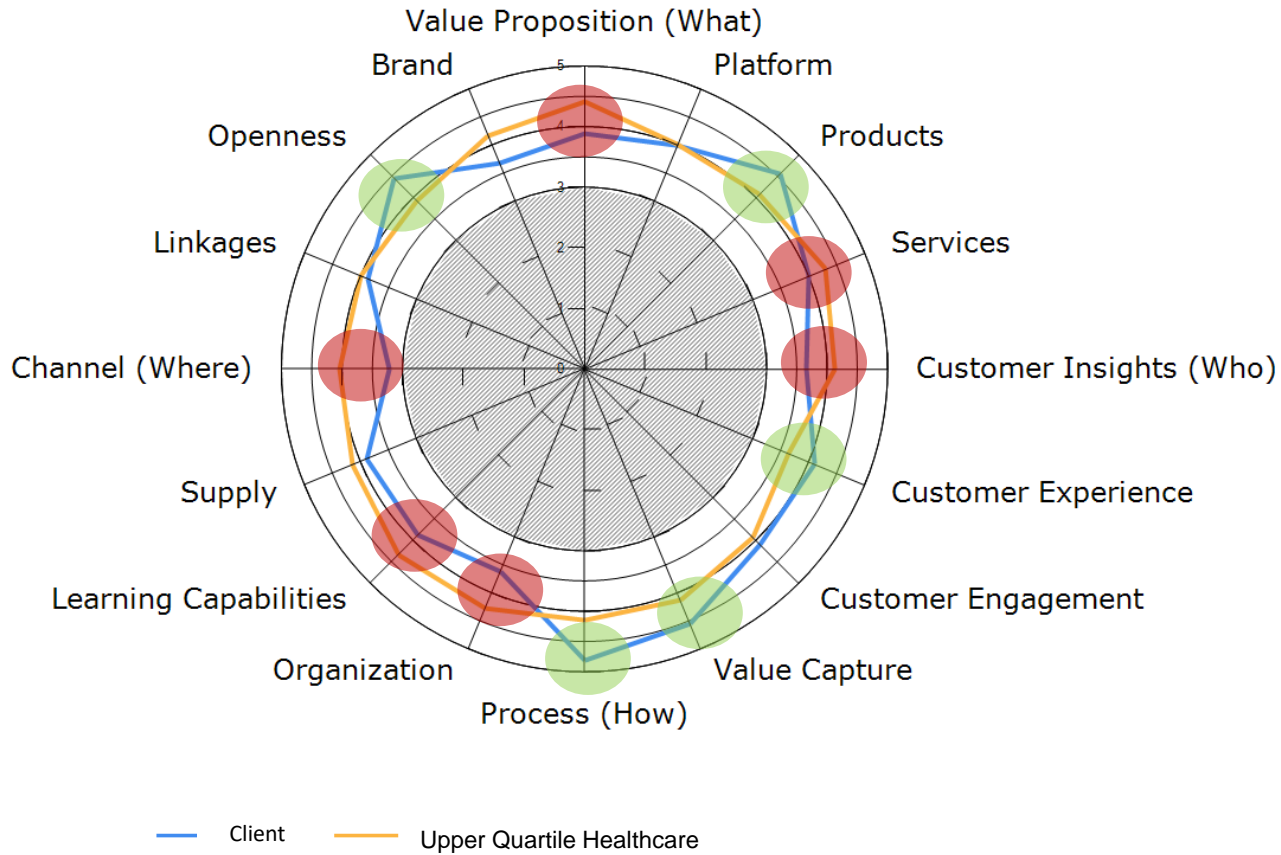
- Systemic service innovation
- Idea diffusion
- Priorities
- Customer behavior insight
- Real need focus
- Idea generation
- Measurement
- Clarity of vision
- Project selection systems
- Cross-functional collaboration
- Reward systems

The connectivity matrix provides a view into potential change management action



Leverage the right organizational and cultural attributes

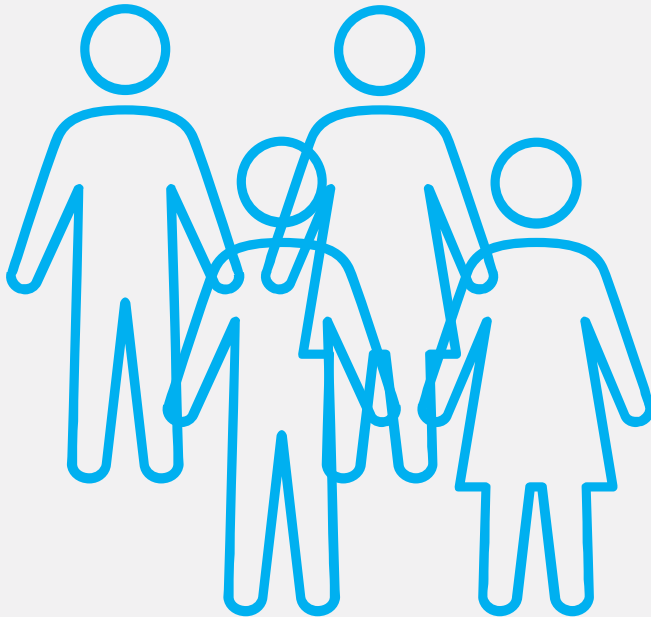
How does the culture of innovation compare to the desired state (example: Large Health Care Company)?



Align efforts with formal governance structure to link strategy with innovation

Innovation Governance/Roles and Responsibilities

Innovation Board



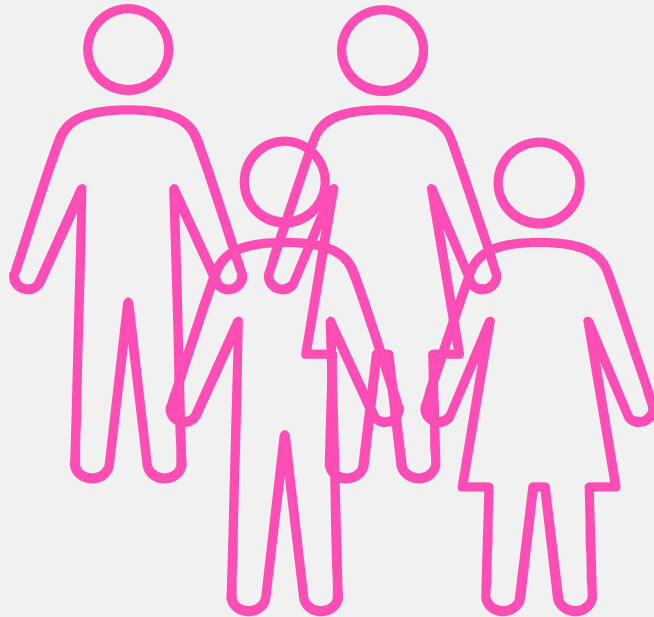
Responsibilities

- Link strategy to strategic initiatives in first, second and third horizon.
- Allocate resources for exploration
- Coach and support the Task Force
- Take decision to Develop, park or test further based on recommendations from the Task Force
- Make sure the Strategic Initiatives have a sponsor
- Manage Innovation Portfolio across horizons

... and a "task force" to support and encourage ongoing direction

Innovation Governance/Roles & Responsibilities

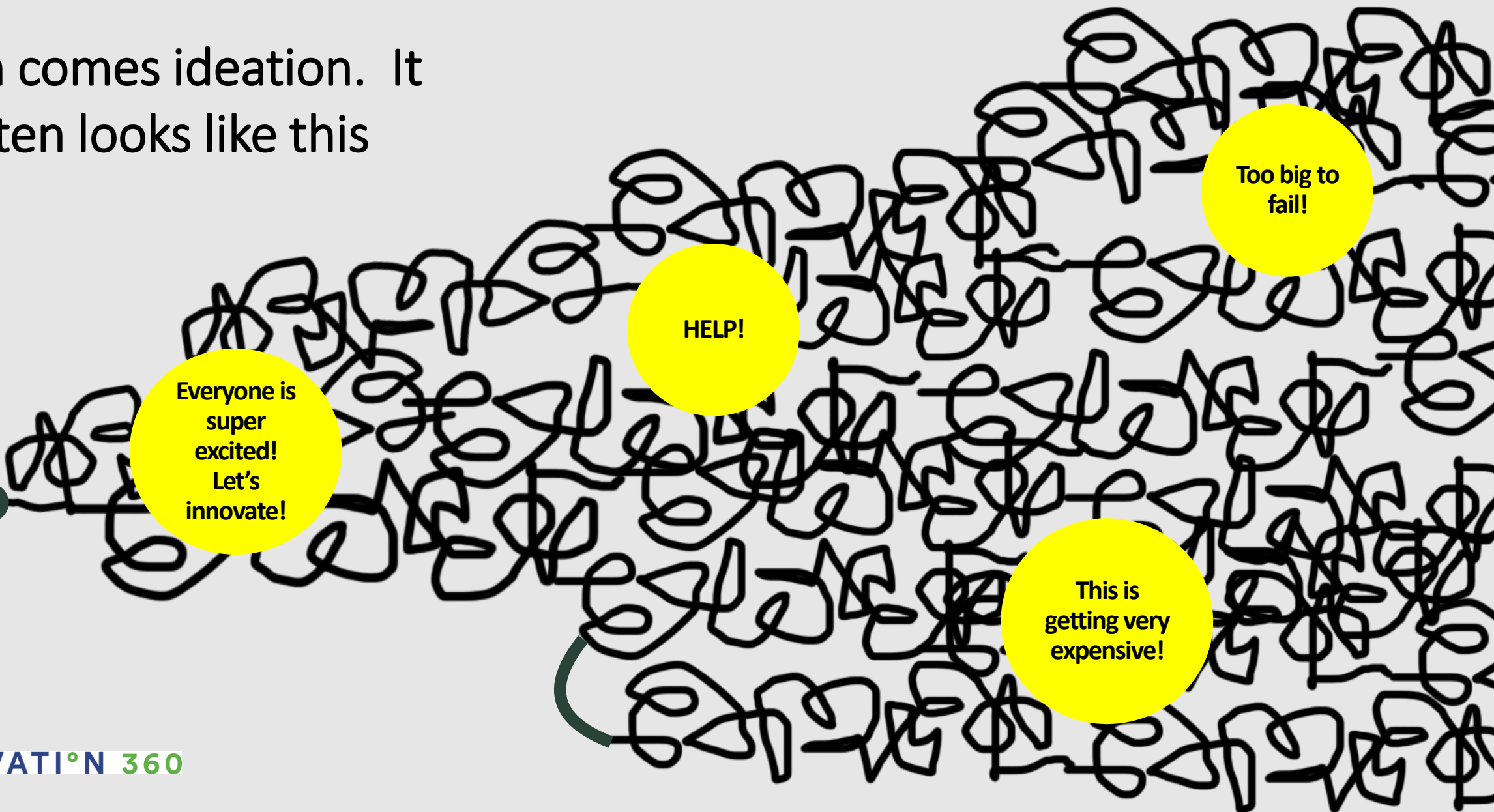
Task Force



Responsibilities

- Run idea campaigns based on questions from the Innovation Board
- Organize user studies and run insights driven discovery
- Provide the Innovation Board with the outside in perspective through technology watch and trend mapping
- Organize innovation events such as hackathons and jams to engage the organisation and the ecosystem
- Cluster ideas, form hypotheses and run experiments
- Prepare recommendations for the Innovation Board to make decisions

Then comes ideation. It often looks like this



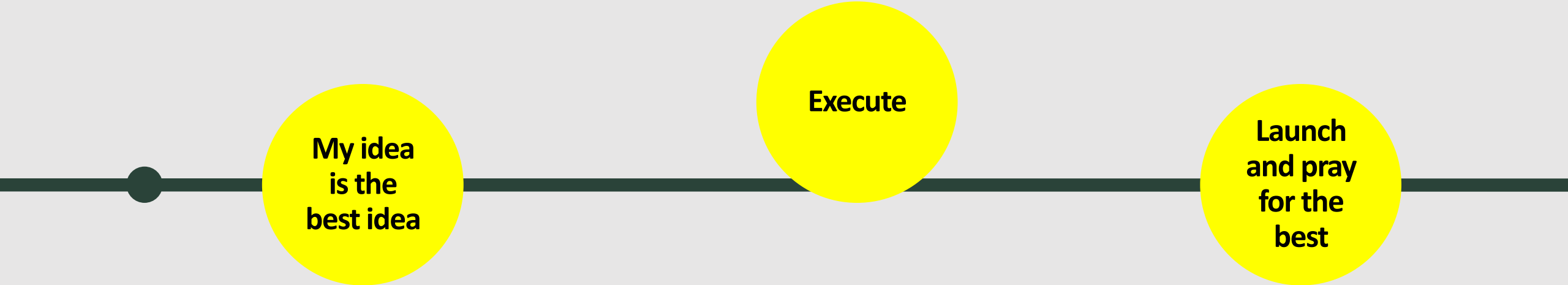
Everyone is super excited!
Let's innovate!

HELP!

Too big to fail!

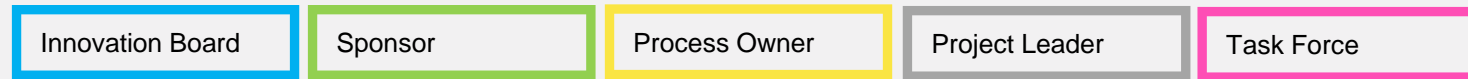
This is getting very expensive!

Or like this



Important to build in the right mix of ideation, selection, development and commercialization

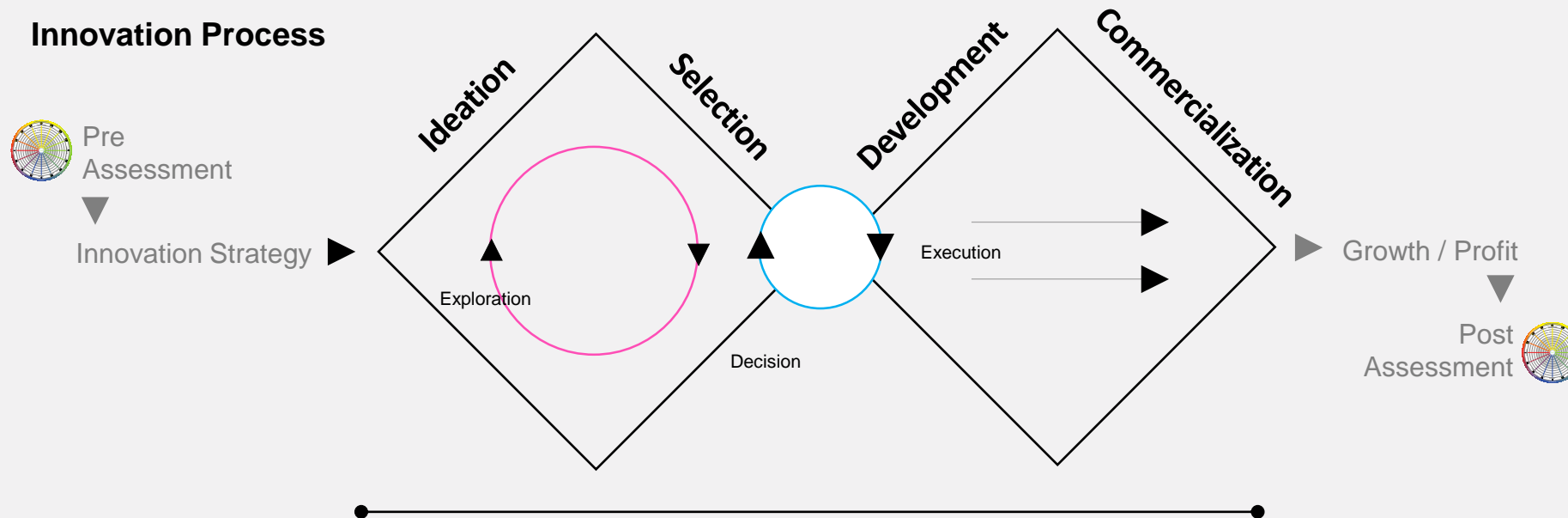
Innovation Governance



Organization

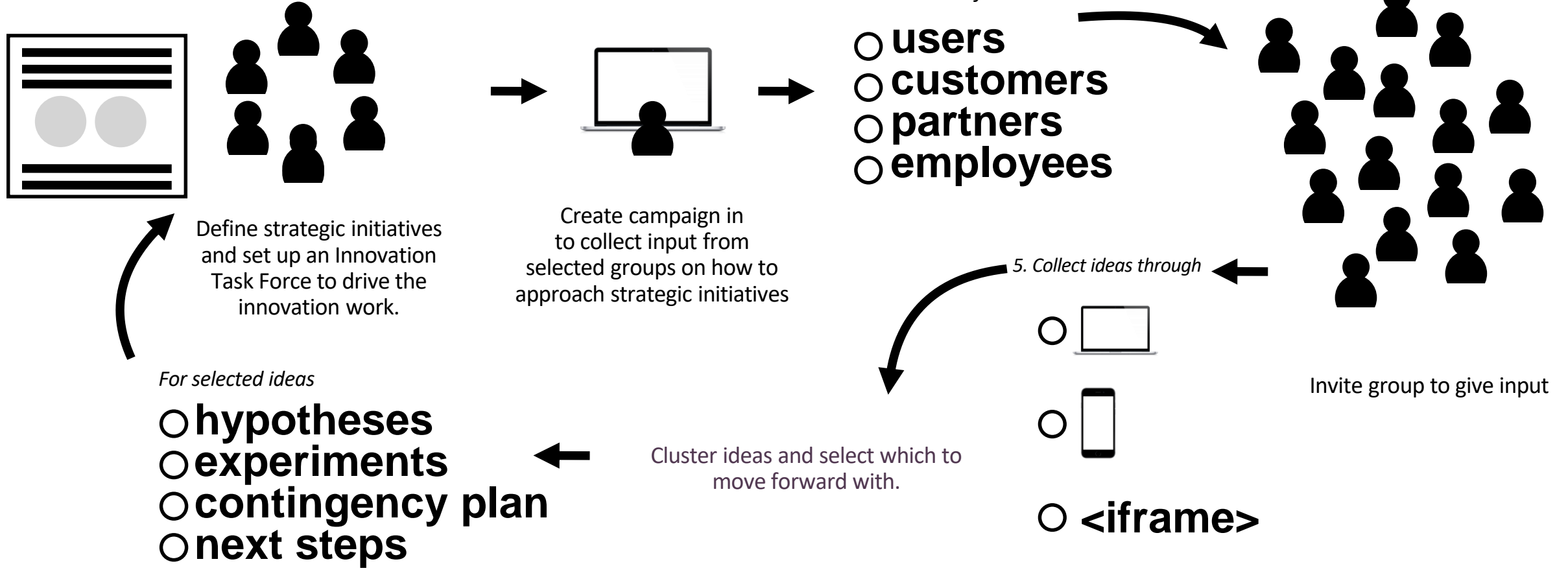


Innovation Process

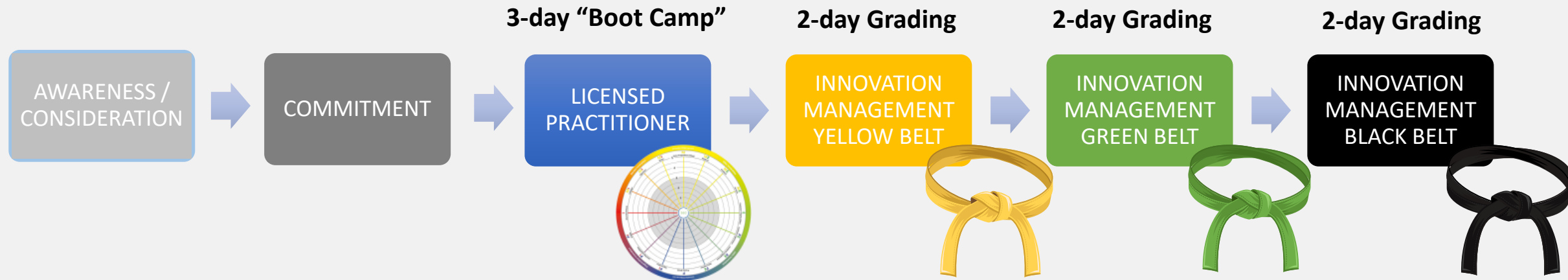


Explore the ideas (and understand the needs) of all of your stakeholders

8. Feedback on investment



Build your internal capability



- World's largest innovation database and analytic tool: InnoSurvey® - online analyzer and a database with data from 1000+ companies in 62 countries
- Consulting templates from Insights, Analysis, Design to Implementation
- Compliant with the upcoming ISO/TC 279 and CEN/TC 389
- All major languages, fully SaaS-based including an advanced survey engine
- Cut 80% of your manual work
- Insights based on data-driven, cutting-edge artificial intelligence
- Evidence and research-based recommendations

Make strong public statements of innovation capability

SCORE: 91–100:

Superior innovation capabilities in place. Strategy, leadership and culture highly aligned with their innovation capabilities.

71–90:

Very strong innovation capabilities in place. Strategy, leadership and culture are aligned with their innovation capabilities, and still room for minor improvements.

51–70:

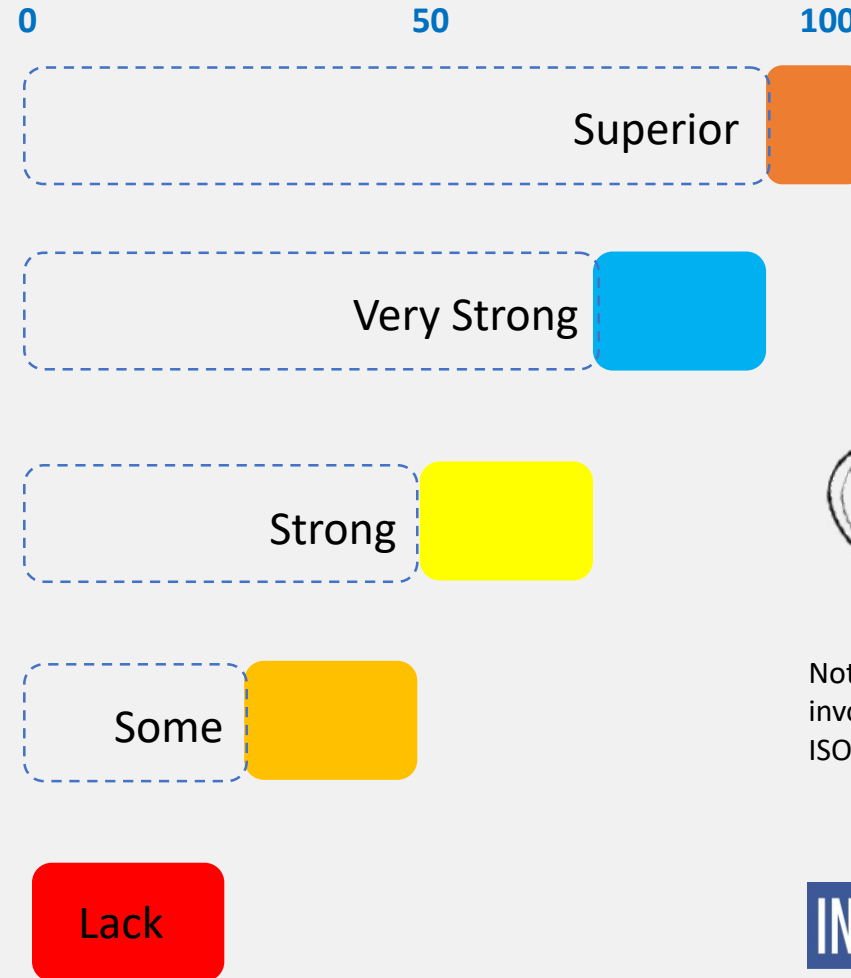
Strong innovation capabilities in place. Strategy, leadership and culture aligned with their innovation capabilities, but still room for major improvement.

31–50:

Some innovation capabilities in place. Strategy, leadership and culture should be developed further to empower innovation.

0–30:

Lack of innovation capabilities. No clear strategy, leadership or culture in place for innovation.



Note: We have been actively involved in the development of ISO standards (now guidelines)



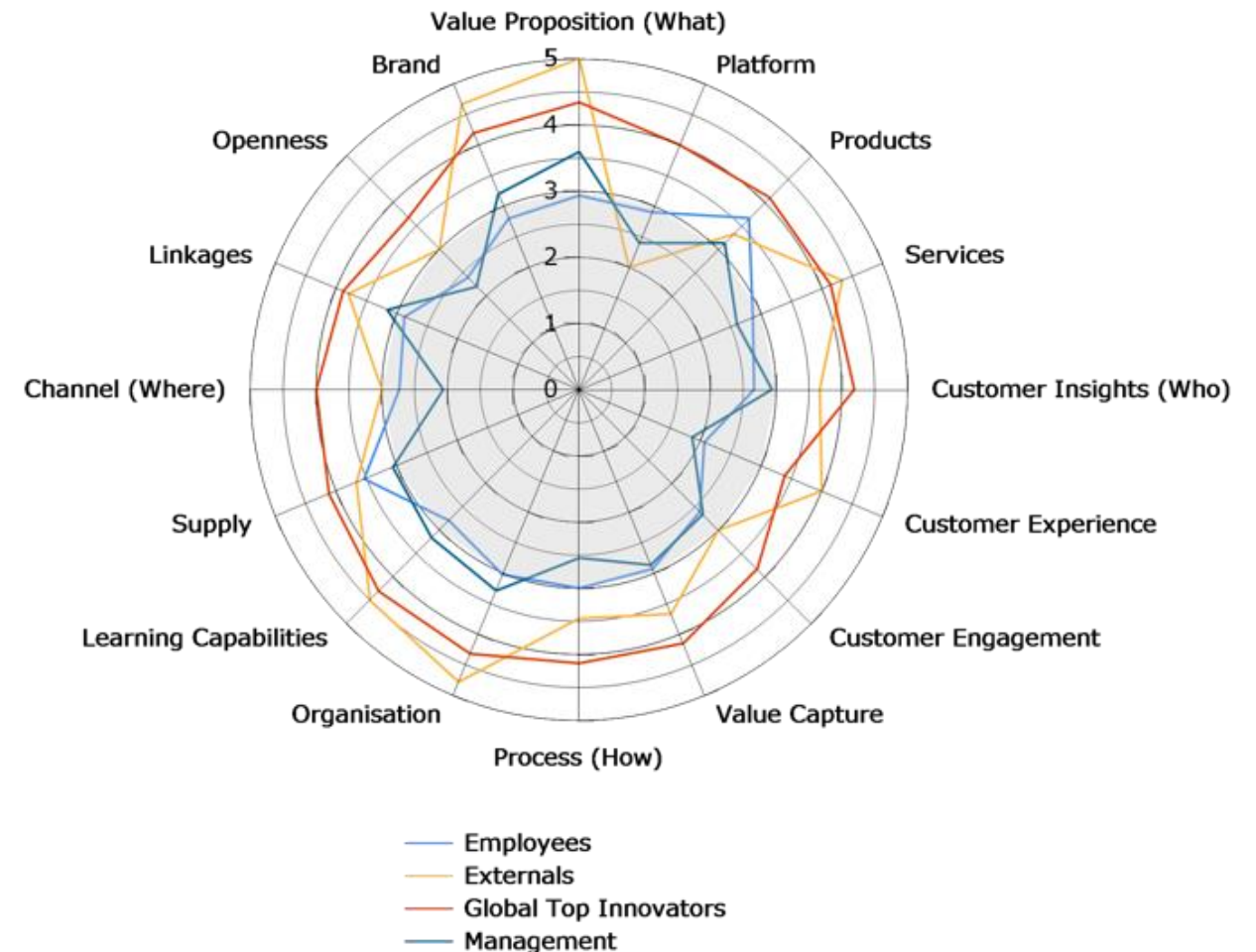
Where do you stand relative to top innovators around the world?

16 Aspects of the Innovation Footprint

Footprint giving a clear view of your strengths and weaknesses from a perspective of management, employee and externals (e.g., partners and customers)

Alignment of strategy, leadership, culture, capabilities and competencies is explored and highlighted

Benchmark against the a comprehensive dataset comprised of thousands of companies from 62 countries



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Innovation Management Tool

Questions?

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