



InnoLead Masterclass

Stop Generating Ideas, Start Generating Growth

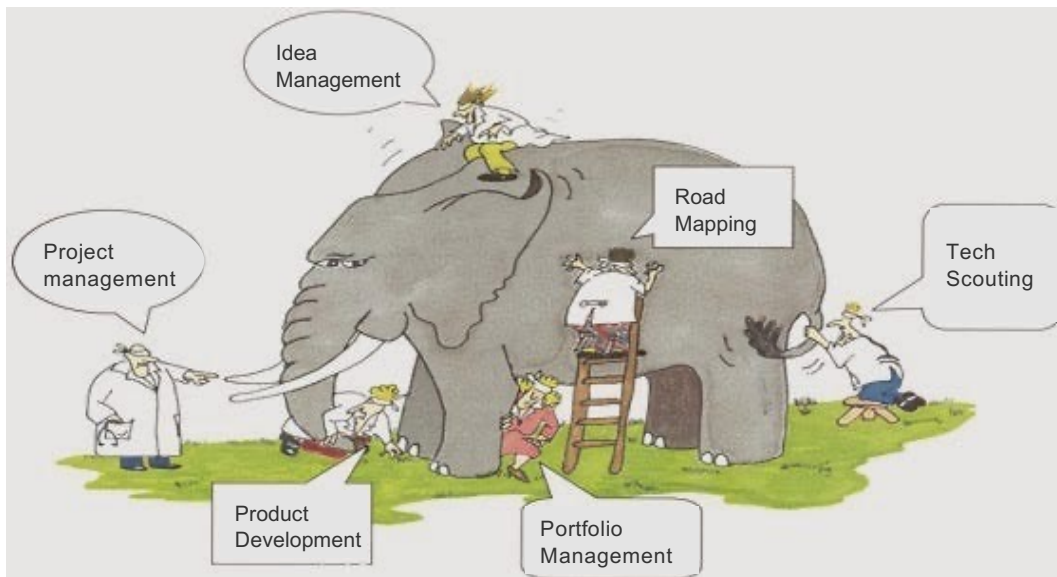
September 13, 2023

Initial poll question

What is your top challenge?

- Lack of ideas
- Validated ideas
- Disconnected organizations with silos and a lack of communication
- Lack of data across the process that we can trust
- Inconsistent and unpredictable outcomes
- Other (Please share in the chat)

The definition of Innovation Management depends on who you ask



Innovation cannot be a side show

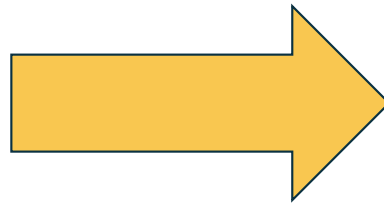
Companies that integrate innovation into strategic planning, budgeting and resource allocation are **SIX TIMES** more likely to achieve desired financial targets.

Leadership, especially in the C-suite, is closely correlated with innovation outcomes.

Focus, which can come in the form of simple guard rails, provides the crucial guidance on what really matters to the company's future success and what types of innovation are required. These factors allow people to experiment and take more risks.

Innovation:

NEW



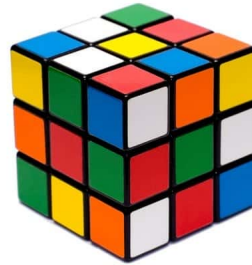
VALUE



Plenty of Innovation “successes”



1966



1980



1976



1997



2007

Plenty of Innovation “failures”



1975



1993



1976

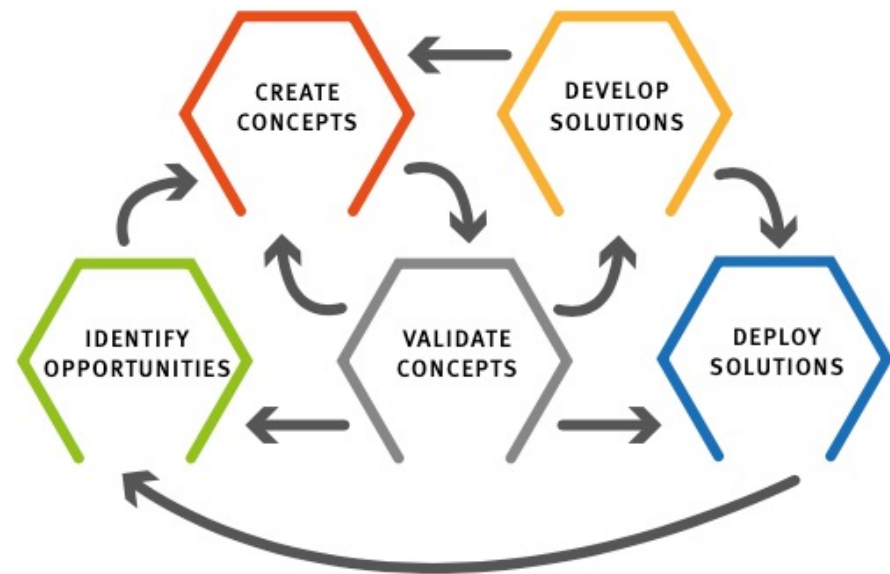


1985



2005

Getting to value is more than ideas

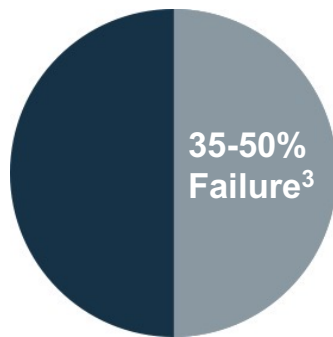


Images Courtesy ISO 56002 Handbook

What is the current state?

94% of executives dissatisfied with their innovation performance²

\$2.4 Trillion¹: **Spent**

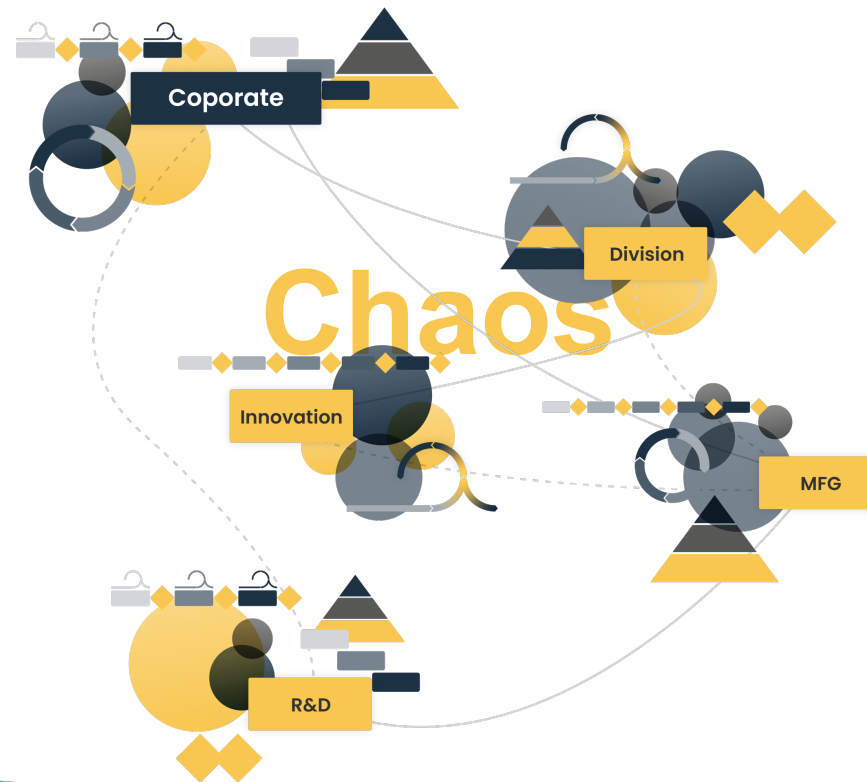


\$0.8-1.2 Trillion: Wasted


1. Statista: [Total global R&D spending 1996-2022](#)
2. [McKinsey](#)
3. PDMA [Best Practices Study, 2004](#)

Why innovation is difficult & often fails

A disconnected, unreliable and inefficient system



Challenges to overcome to improve innovation

- 
- Culture
 - Risk Taking
 - Change Management
 - Aligned Innovation Strategy
 - Key Metrics and Decision Making
 - Communication and Knowledge Gaps

Challenges manifest into the following

Chaotic and disparate systems, policies, people and tools that cause

- Organizational misalignment
- Strategy not driving execution
- Inadequate resources
- Unclear metrics & evaluation
- Poor governance
- Disconnected efforts across the organization
- Ad-hoc and disconnected tools
- Definition of success

Need to accelerate the the evolution of innovation

Need to evolve from:

Innovation
Management



To:

Operationalizing
Innovation

Innovation through operationalizing innovation

THEN



PROCESS

- Disconnected Stage Gate



GOVERNANCE

- R&D Led
- R&D and Marketing Decision Makers



TOOLS

- Excel and PowerPoint



CULTURE

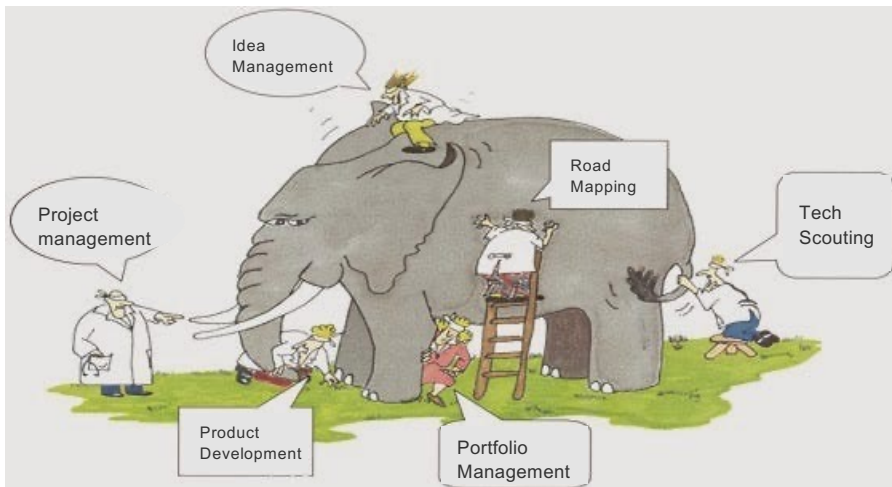
- Functional Silos and Goals

NOW

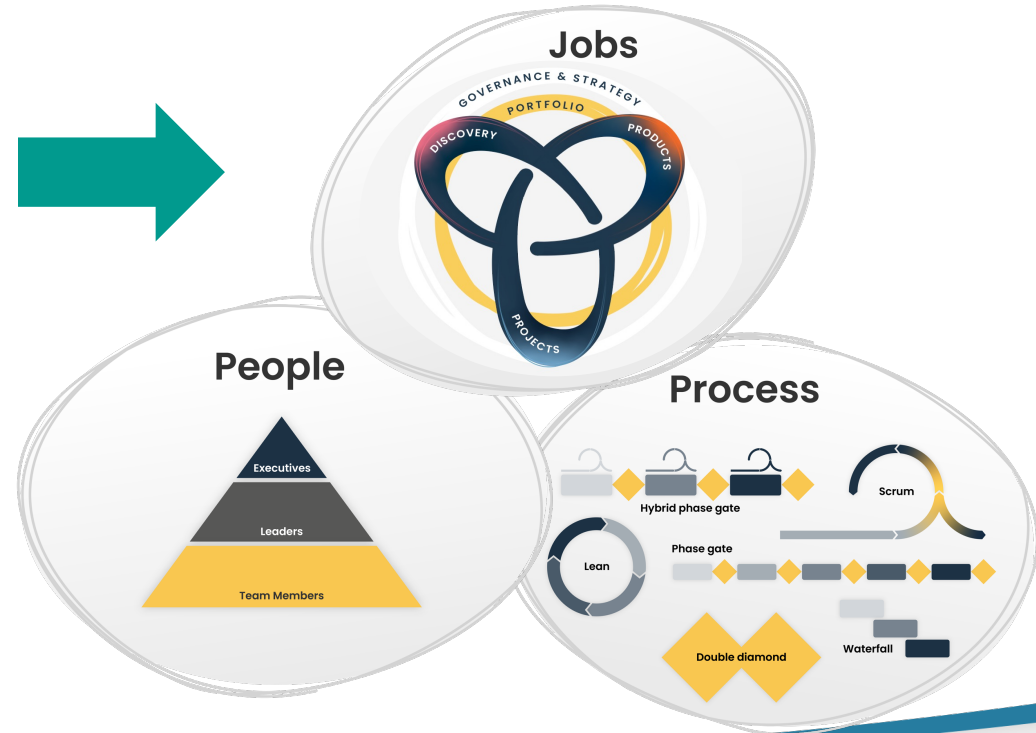
- Stage Gate linked to Commercial Targets
 - Risk and Resource Management
 - Project and Portfolio Management Led
 - Commercial Decision Makers with cross-functional, technical input
-
- Holistic Project & Portfolio Management System
 - Data-driven Analytics and Insights
-
- Cross-Functional Collaboration
 - Common Innovation Goals

Innovation and Innovation Management misunderstood

Disconnected view of innovation



A holistic view of operationalizing innovation

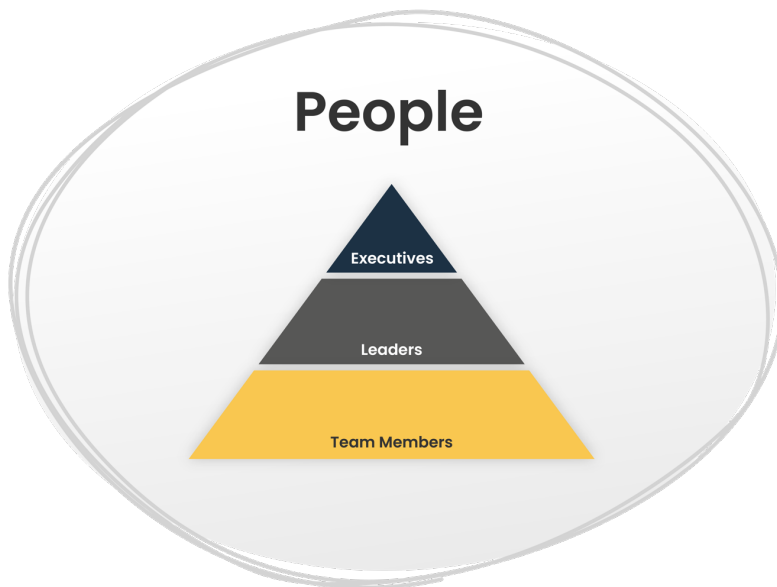


InnovationOps is the evolution of innovation

InnovationOps is a combination of cultural philosophies, practices, people and tools that increases an organization's ability to deliver innovation at scale

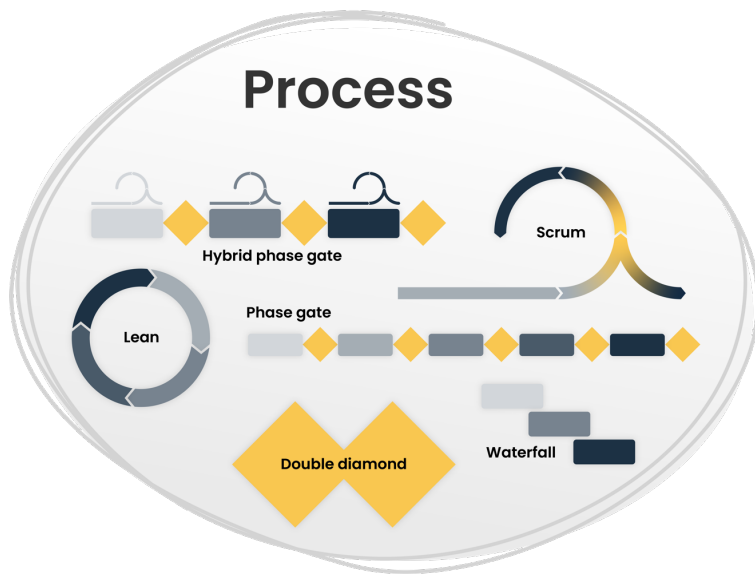


Let's talk people



- Fostering interdisciplinary collaboration and cross-functional teams
- Creating platforms for knowledge-sharing
- Enabling organizations to tap into the diverse talents and perspectives of their employees.
- Fostering a culture that values cooperation over competition
- Cultivate a culture of continuous learning
- Embracing a growth and customer-centric mindsets
- Agility and Adaptability: Flowing like Water
- Embracing failure

Let's talk process



- Pick and modify the process that fit the specific needs of the business
- Applying lean principles
- Continuous improvement and learning
- Enable process that deliver rapid prototyping and iteration
- Openness and transparency
- Agility and Adaptability: Flowing like Water

Let's talk jobs



Our focus here is looking internally

- Organization independent
- Title independent
- Adaptable to market and organizational dynamic
- Allows executives and leaders to focus on what needs to get done and not the title, role or organizational structure
- Provides away to diagnosis and address gaps

InnovationOps jobs details

Manage Governance

- Monitor governance
- Create and Modify goals/objectives
- Minimize and manage risks
- Capture stakeholder feedback
- Define processes
- Monitor process effectiveness
- Monitor compliance
- Decompose governance organizationally
- Conduct Decision/Review Meetings
- Inform stakeholders

Manage Strategy

- Evaluate and prioritize trends
- Monitor progress and changes
- Determine tradeoffs
- Update/revise the strategy
- Communicate changes
- Publish strategy
- Define responsibilities and ownership
- Inform & educate leaders & teams

Manage Portfolios

- Define a portfolio
- Assess and review a portfolio
- Update portfolio roadmap
- Understand capacity
- Optimize portfolio
- Monitor and address risks & issues
- Understand risks and issues
- Plan resources and resource capacity
- Capture Lessons Learned
- Track Actual Financial Results
- Inform stakeholders

Manage Discovery

- Solicit and create idea campaigns
- Develop & evaluate ideas
- Scout trends
- Track and manage ideas
- Review ideas
- Promote forward ideas
- Manage submitters
- Inform stakeholders

Manage Products

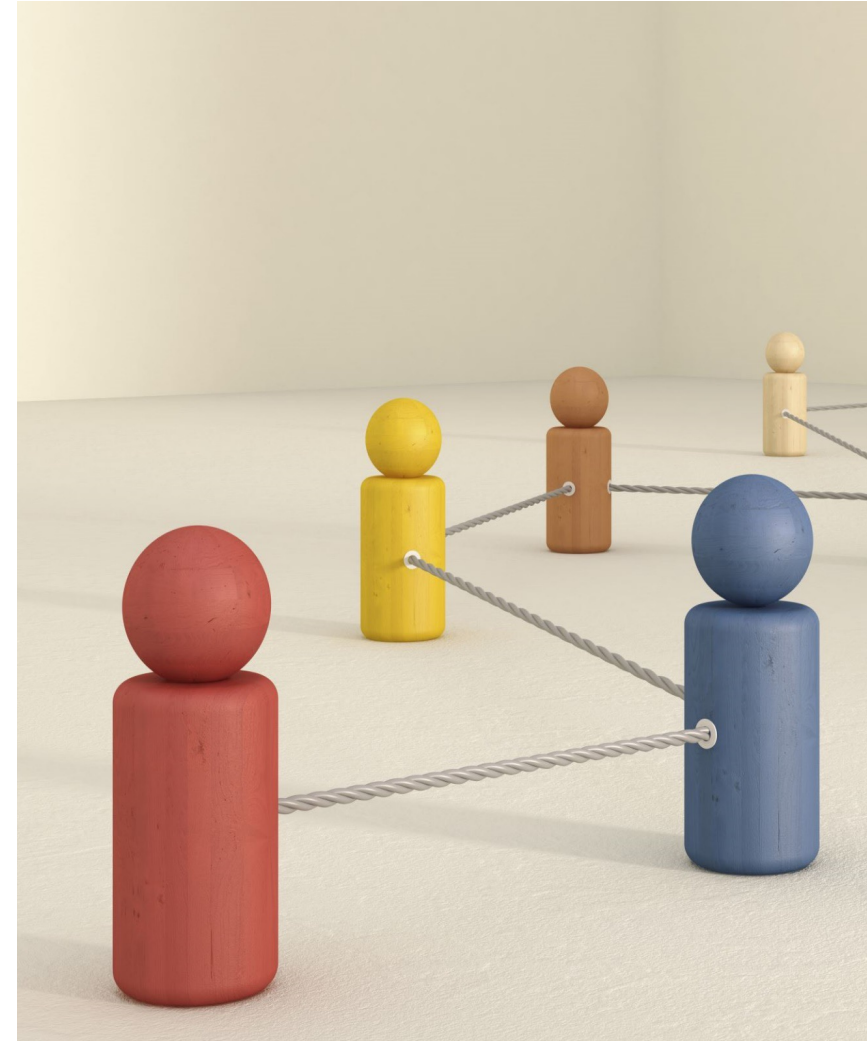
- Develop and maintain roadmap
- Assess market and business info
- Monitor and address risks issues
- Monitor and manage product health
- Review product related projects
- Update product roadmap
- Inform stakeholders

Manage Projects & Resources

- Obtain Project Approval
- Create and manage project plan
- Track and manage risks & issues
- Manage resources and availability
- Monitor budget variances and track actuals
- Inform stakeholder

Customizing Takeaways for your Innovation

- Understanding Organizational Culture
- Identifying Strategic Objectives
- Flexibility in Processes
- Identify Best Practices & Benchmark
- Co-creation with Stakeholders



Thank you

For your attention



Empowering organizations to change the world™