



Gaining buy-in

How to make the case for innovation

Jan 2024

Story time

Innovation is both a necessity and a challenge. As innovation leaders, you're in the business of **driving change**, much like **Tim**, the new Director of Innovation at Immunogen, a major pharma company specializing in immunology

Tim's story is a classic example of the hurdles faced when attempting to gain **traction** in traditional, cautious environments. His intention was to **introduce groundbreaking ideas**, but encountered **significant resistance**

Tim's experiences highlight the need for a **balanced approach** that goes beyond the **novelty** of innovation. It's about **understanding** and **addressing** the specific **needs** of different **stakeholders** and ensuring that innovative strategies are not just visionary, but also pragmatic and executable.

Let's explore how we can learn from Tim's experiences and what he could have done **differently** to get buy-in from the different leaders he attempted to convince



Mr. Tim Jones



Mrs. Susan Patel
VP Clinical Operations





Mr. James Walker
VP CMC



Mrs. Laura Hernandez
Regional VP Sales



Mr. Richard Lee
VP Finance



Mr. Michael Johnson
CEO



...confused and in shambles

Key shifts

From...

Novelty Over Value

Big-bang disruption

Strategy without execution

Detail overwhelm

Culture-deaf technical focus



To...

Value-Focused Innovation

Gradual integration

Collaborative execution

Visionary storytelling

Culturally-aligned innovation

Key shifts

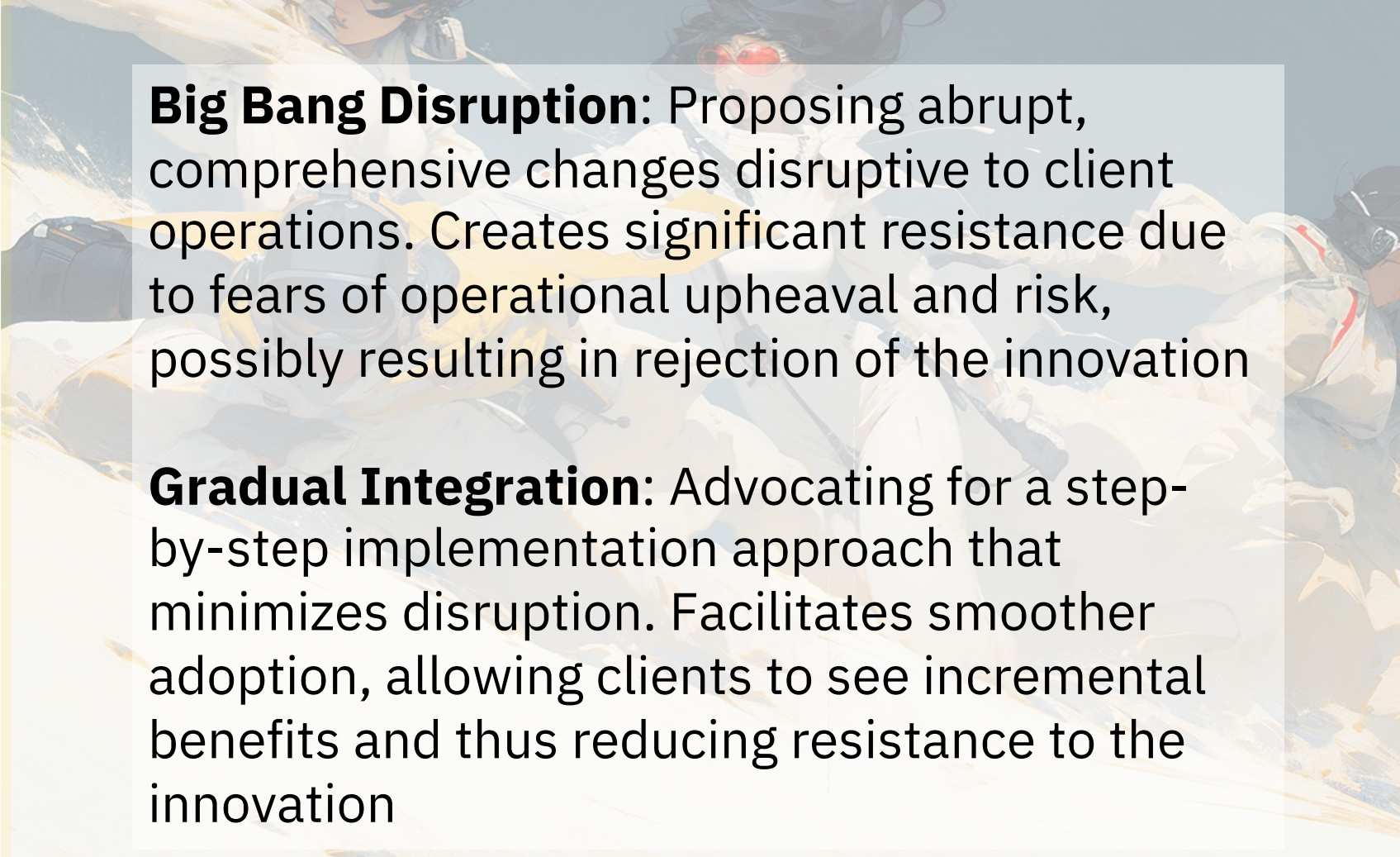
- 1 **Novelty over value vs. value-focused innovation**
- 2 Big-bang disruption vs. gradual integration
- 3 Strategy without execution vs. collaborative execution
- 4 Detail overwhelm vs. Visionary storytelling
- 5 Culture-deaf technical focus vs. Culturally aligned innovation

Novelty Over Value: Emphasizing new innovation's novelty without linking it to business benefits. Creates perception of irrelevance, missing its practical application to client-specific needs

Value-Focused Innovation: Showcasing how innovation solves specific business challenges. Directly tying innovation to solving client problems enhances the likelihood of buy-in, as it aligns to their business

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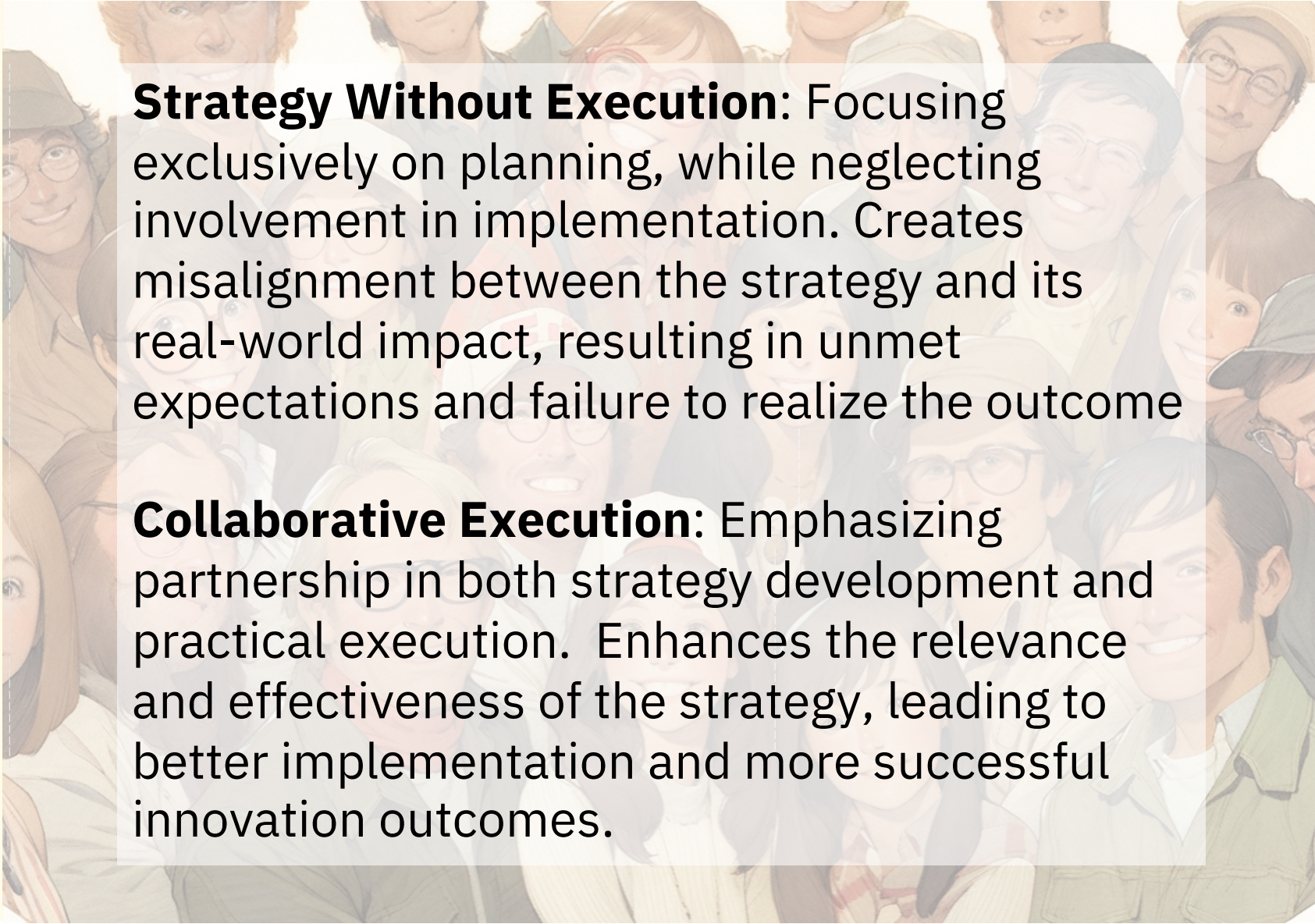


Big Bang Disruption: Proposing abrupt, comprehensive changes disruptive to client operations. Creates significant resistance due to fears of operational upheaval and risk, possibly resulting in rejection of the innovation

Gradual Integration: Advocating for a step-by-step implementation approach that minimizes disruption. Facilitates smoother adoption, allowing clients to see incremental benefits and thus reducing resistance to the innovation

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- 5 Culture-deaf technical focus vs. Culturally aligned innovation

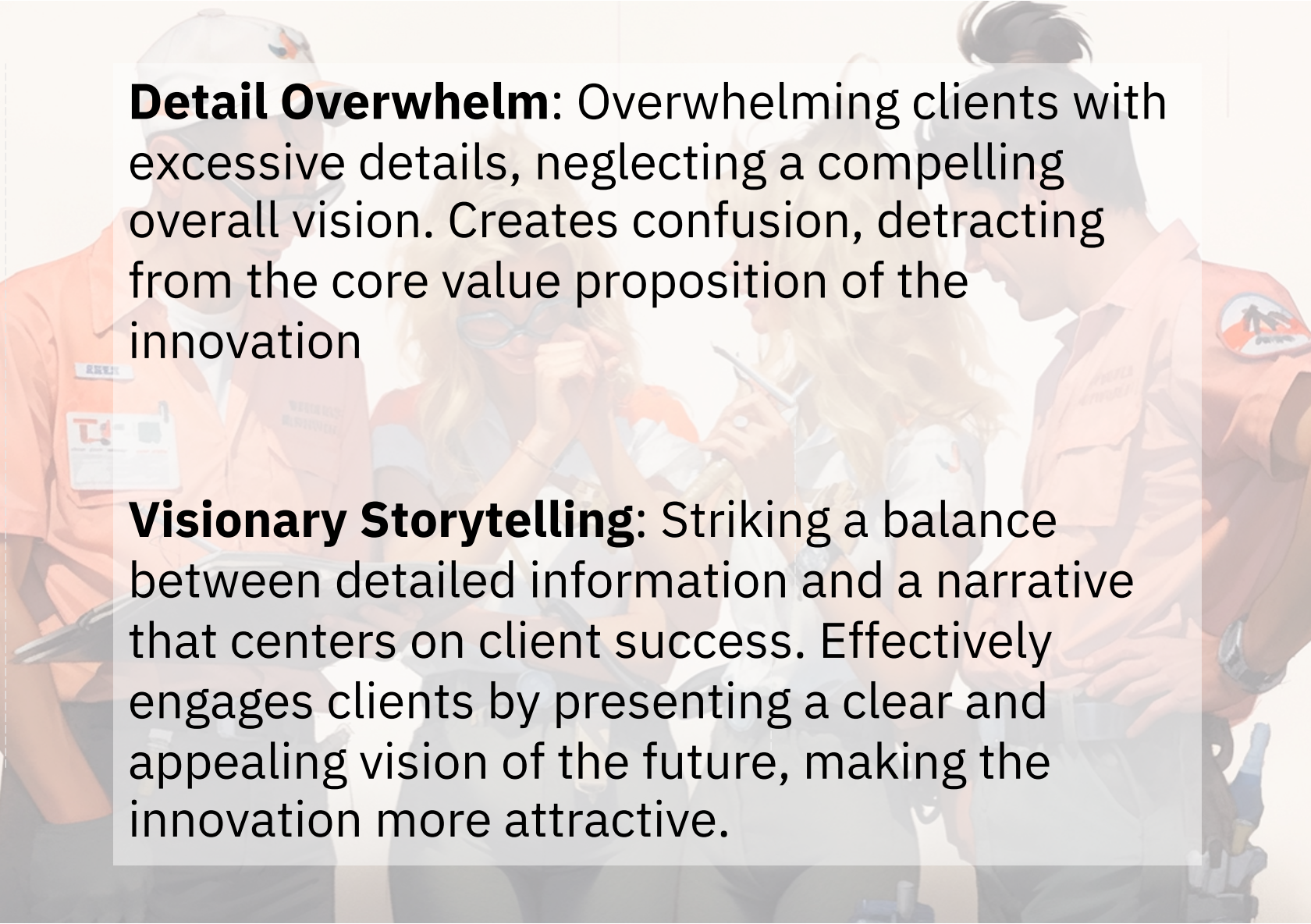
A background illustration of a diverse group of people, including men and women of various ethnicities, wearing hats and casual attire, looking towards the viewer. The illustration is rendered in a soft, painterly style with muted colors.

Strategy Without Execution: Focusing exclusively on planning, while neglecting involvement in implementation. Creates misalignment between the strategy and its real-world impact, resulting in unmet expectations and failure to realize the outcome

Collaborative Execution: Emphasizing partnership in both strategy development and practical execution. Enhances the relevance and effectiveness of the strategy, leading to better implementation and more successful innovation outcomes.

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Detail Overwhelm: Overwhelming clients with excessive details, neglecting a compelling overall vision. Creates confusion, detracting from the core value proposition of the innovation

Visionary Storytelling: Striking a balance between detailed information and a narrative that centers on client success. Effectively engages clients by presenting a clear and appealing vision of the future, making the innovation more attractive.

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Culture-deaf tech focus: Concentrating solely on the technical and strategic merits of innovation, without considering alignment with company culture and core values. Creates clashes with the company's ingrained practices and beliefs

Culturally Aligned Innovation: Demonstrating how the innovation reinforces and enhances the company's core values and aligns with existing cultural initiatives. Makes the innovation relatable and acceptable from a cultural perspective, increasing the likelihood of its integration and acceptance



We help life science leaders drive impact through innovation

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