REVELX

INNOVATION ORGANIZATION FRAMEWORK

BUILDING BLOCKS FOR INNOVATIVE ORGANIZATIONS

	CENTRAL INNOVATION TEAM	GROWTH BOARD	CORPORATE INNOVATION NETWORK	EXTERNAL ECOSYSTEMS	INTERNAL INNOVATION HUBS
Rationale	» An innovation team can drive the innovation process without the burden of day-to-day business responsibilities » They can focus on changing the business rather than running the business	» If leadership isn't behind innovation, then it's already failed, you just don't know it yet » A growth board can accelerate the innovation process to a level that it resembles a start-up	» Successful innovators democratize innovation and delegate this to the people working in the frontline » A strong internal innovation network enables an organization to innovate effectively and it safeguards the adoption and scale up of innovations	» The pace and complexity of technological developments has increased and you can no longer innovate in splendid isolation » An external ecosystem can accelerate innovations, enable more fundamental innovations and de-risk your portfolio	» Many organizations find it hard to innovation successfully in combination with regular operational responsibilities » Internal innovation hubs (e.g. labs, incubator, accelerator) can initiate and manage new projects more rapidly than the regular organization will ever do
Typical role	» Professionalize innovation » Support innovation projects » Report on the innovation funnel to the growth board » Scout innovation opportunities » Initiate Horizon 2 and 3 projects » Manage mission critical projects	» Develop the innovation strategy » Promote the importance of innovation » Foster a DARE mindset » Monitor the portfolio development » Set priorities between projects » Approve stage gate passing » Sponsor key innovation projects	» Participate in the innovation projects » Support innovation on business unit or functional level » Promote innovation initiatives » Share market insights » Provide access to customers » Take on the role of innovation coach » Share inspirational content	» Develop disruptive innovations » Add additional innovation capacity » Tapp in to complementary know how and technology » Develop standards » Provide inspiration for innovation	» Accelerate projects by taking them out of the day-to-day business » Nurture disruptive ideas (incubators) » Expedite the scale up (accelerators) » Create focus around innovation themes » Establish a true innovation mindset and approach
Success lessons	» Be close to the business, but not part of it » Bring in an outside perspective » Measure on the ability to explore and learn » Create a multi-disciplinary innovation team » Make sure team members have different mindsets and a healthy mix of DARE » Give a clear mandate » Provide air cover by senior management	» Articulate the innovation agenda » Ensure diversity of the members » Ensure budgets and resources needed to act as an internal VC board » Avoid bias and take decisions on innovations based on data » Stick to clear decision-making processes » Inspire, challenge and motivate » Lead by example	» Invest in a common language » Start small and make sure the innovation virus contaminates the rest » Create a coalition of the willing and focus on the people who are truly motivated » Organize inspirational events for the innovation community » Empower innovation professionals to initiate and drive innovation » Share insights and updates frequently to fuel innovation efforts	» Align on vision and ambition with partners » Focus on creating win-win situations » Take a strategic perspective when selecting the partners » Manage competitive conflicts within the ecosystem proactively » Appoint a dedicated alliance manager » Communicate results and celebrate successes	» Establish a clear purpose and scope » Secure funding and be willing to spent it » Establish clear leadership and a decision-making process » Ensure close alignment between the operational business and innovation hubs » Define how successful innovations will be adopted by the regular organization for scale up » Allocate your resources wisely