

Innovation Strategy Mini Workshop

One of the most important elements is the innovation pipeline, which contains projects that will drive future growth.

The diagram illustrates the Innovation Strategy Mini Workshop. It features a central 'INNOVATION DISCIPLINE' section with 'INNOVATION CAPACITY' at its core. The 'INNOVATION DISCIPLINE' is divided into 'LEADERSHIP' (LEADERSHIP SYSTEM, LEADERSHIP, TRAINING & LEARNING) and 'INNOVATION CAPACITY' (PROCESSSES, PEOPLE, RESOURCES). The 'INNOVATION CAPACITY' is further divided into 'METRICS' (LEARNING, BEHAVIORS, CLIMATE) and 'INNOVATION DISCIPLINE' (METRICS, BEHAVIORS, CLIMATE). The 'INNOVATION DISCIPLINE' is flanked by two 'INNOVATION STRATEGY' sections. The left 'INNOVATION STRATEGY' section includes 'WHERE' (FIELDS OF PLAY, CONCEPTS, PARTNERS), 'WHEN' (RESOURCES), and 'WHAT' (INNOVATION DEFINITION). The right 'INNOVATION STRATEGY' section includes 'WHY' (CASE FOR CHANGE), 'HOW MUCH' (GROWTH GAP), and 'WHAT INVESTMENTS' (INNOVATION PORTFOLIO). The diagram is labeled '4' in the bottom right corner.

Innovation Strategy Mini Workshop

In order to define the right projects to focus on, a company needs to develop an innovation strategy.

The diagram illustrates the Innovation Strategy Mini Workshop. It features a central 'INNOVATION DISCIPLINE' section with 'INNOVATION CAPACITY' at its core. The 'INNOVATION DISCIPLINE' is divided into 'LEADERSHIP' (LEADERSHIP SYSTEM, LEADERSHIP, TRAINING & LEARNING) and 'INNOVATION CAPACITY' (PROCESSSES, PEOPLE, RESOURCES). The 'INNOVATION CAPACITY' is further divided into 'METRICS' (LEARNING, BEHAVIORS, CLIMATE) and 'INNOVATION DISCIPLINE' (METRICS, BEHAVIORS, CLIMATE). The 'INNOVATION DISCIPLINE' is flanked by two 'INNOVATION STRATEGY' sections. The left 'INNOVATION STRATEGY' section includes 'WHERE' (FIELDS OF PLAY, CONCEPTS, PARTNERS), 'WHEN' (RESOURCES), and 'WHAT' (INNOVATION DEFINITION). The right 'INNOVATION STRATEGY' section includes 'WHY' (CASE FOR CHANGE), 'HOW MUCH' (GROWTH GAP), and 'WHAT INVESTMENTS' (INNOVATION PORTFOLIO). The diagram is labeled '5' in the bottom right corner.


Innovation Strategy Mini Workshop

We are going to do a first draft of an innovation strategy in three steps.

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Innovation Strategy Mini Workshop


We are going to do a first draft of an innovation strategy in three steps.

1
Ground rules



2
Why Innovate



3
Where to Innovate




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Throughout the workshop we will be using a diverge-converge process.

Set up

Diverge

Connect

Converge

Act







Establish the goal Generate ideas Combine ideas Prioritize ideas Action plans

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Innovation Strategy Mini Workshop

The first challenge we'll face is that we all have different way of thinking

Thinking Style		Associated Hat
Organized, Controlled	→	 Blue Hat
Creative, New Thinking	→	 Green Hat
Optimistic, Positive	→	 Yellow Hat
Cautious, Critical	→	 Black Hat
Analytical	→	 White Hat
Emotional, Intuitive	→	 Red Hat

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We have to wear the appropriate hat in each stage of the process

Set up Diverge Connect Converge Act

Organized, Controlled Creative, New Thinking Organized, Controlled Organized, Controlled Organized, Controlled

Optimistic, Positive Optimistic, Positive Cautious, Critical Cautious, Critical

Analytical Emotional, Intuitive Analytical Analytical

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It is important to work as individuals, pairs and teams to efficiently build robust concepts.

Idea Fragment Concept Development Robust Concept

Individual Support and Buy-in Project Team

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Innovation Strategy Mini Workshop

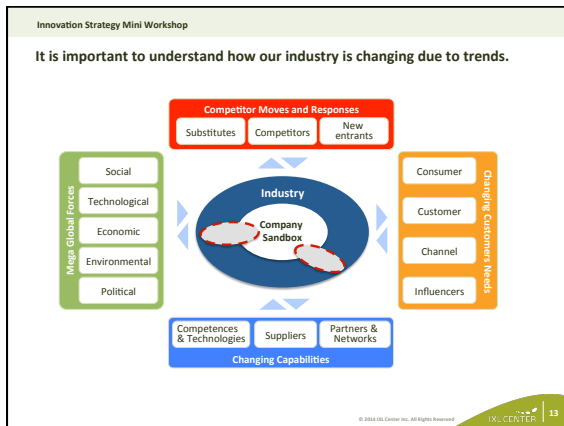
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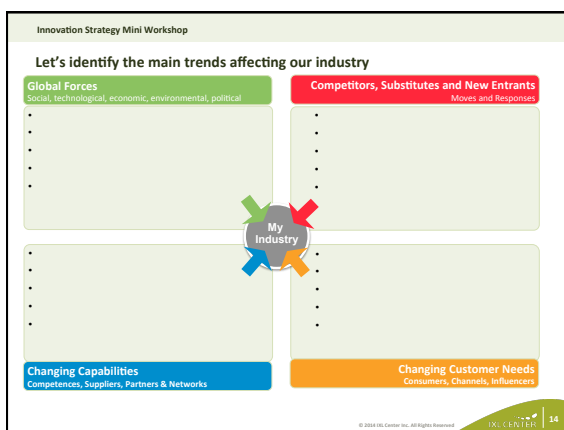
1 Ground rules

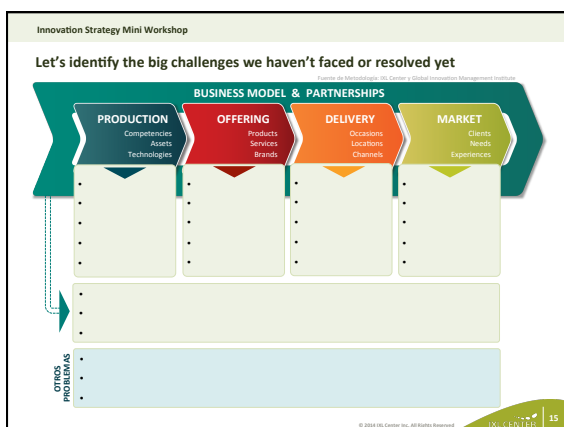
2 Why Innovate

3 Where to innovate

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Let's identify why we need to innovate

Where is the pressure to innovate coming from?

External forces

Internal Forces

Demanding Shareholders	Low	←	✕	→	High
Ambitious Leadership	Low	←	✕	→	High
Changing Environment	Low	←	✕	→	High
Competition	Low	←	✕	→	High
Demanding Customers	Low	←	✕	→	High
Other Factors	Low	←	✕	→	High

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EXERCISE

We need to innovate because...

Where is the pressure to innovate coming from?

Demanding Shareholders	Low	←	✕	→	High	• Details...
Ambitious Leadership	Low	←	✕	→	High	
Changing Environment	Low	←	✕	→	High	
Competition	Low	←	✕	→	High	
Demanding Customers	Low	←	✕	→	High	
Other Factors	Low	←	✕	→	High	

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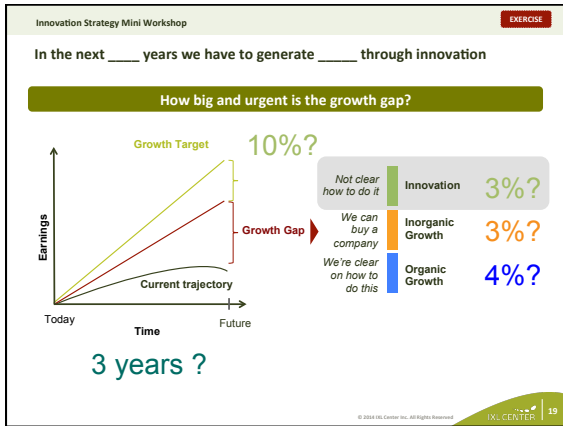
Innovation Strategy Mini Workshop

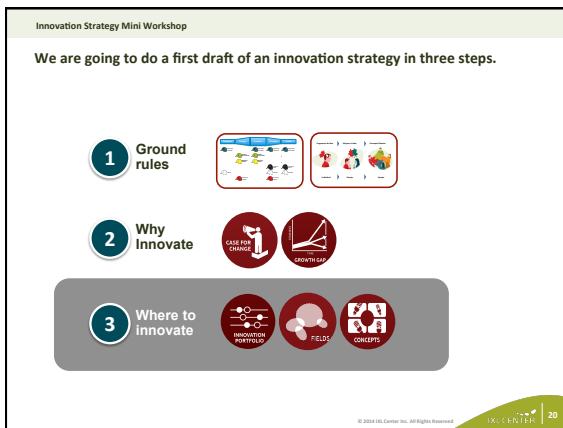
Let's identify how much we need to innovate

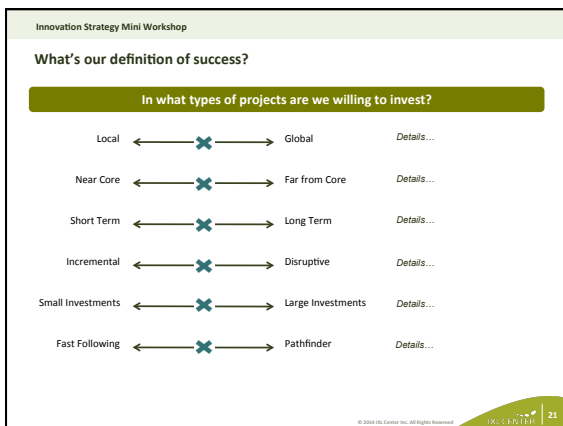
How big and urgent is the growth gap?

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Let's identify the areas we need to focus on to close our growth gap

To close our growth gap of **\$10M**
We need to focus on:

Prioritize trends

Prioritize challenges

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Let's identify the three trends that we most need to pay attention to

Global Forces
Social, technological, economic, environmental, political

- Trend 1
- Trend 2
- Trend 3
- Trend 4
- Trend 5

Competitors, Substitutes and New Entrants
Moves and Responses

- Trend 1
- Trend 2
- Trend 3
- Trend 4
- Trend 5

My Industry

- Trend 1
- Trend 2
- Trend 3
- Trend 4
- Trend 5

Changing Capabilities
Competences, Suppliers, Partners & Networks

Changing Customer Needs
Consumers, Channels, Influencers

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Let's identify the three main challenges we need to face

Patente de conocimiento - IXL Center y Global Innovation Management Institute

PRODUCTION
Competences
Assets
Technologies

- Challenge 1
- Challenge 2
- Challenge 3
- Challenge 4

OFFERING
Products
Services
Brands

- Challenge 1
- Challenge 2
- Challenge 3
- Challenge 4

DELIVERY
Occasions
Locations
Channels

- Challenge 1
- Challenge 2
- Challenge 3
- Challenge 4

MARKET
Clients
Needs
Experiences

- Challenge 1
- Challenge 2
- Challenge 3
- Challenge 4

OTHER PROBLEMS

- Challenge 1
- Challenge 2
- Challenge 3
- Challenge 1

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Let's decide which focus areas are most important

Prioritize trends

Prioritize challenges

#	Focus Areas
1	
2	
3	
4	
5	
6	

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There are two types of challenges: divergent and convergent ones. Most innovation challenges are divergent.

Divergent Problems
More time = less clarity and more right options
Divergent: "The more I learn, the less I know"
Several valid solutions

Convergent Problems
More time = more clarity and fewer right options
One valid solution

Options

Time put in researching

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A company's innovation strategy focuses on the subset of challenges within the overall strategy where there is little clarity on how to approach them.

Strategy

High

Impact in defined time

PMO Consultores Innovación

1 2 3 4 5 6

Innovation Strategy

Wait List

Low

Convergent (Certain) Divergent (Ambiguous)

Lots Little

Clarity in how to approach challenge

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Innovation Strategy Mini Workshop

Let's identify and classify our focus areas

#

Focus Areas

1

2

3

4

5

6

High

Impact in defined time

Low

PMO

Consultants

Innovation

2

1

3

4

5

6

Lots

Clarity in how to approach it

Little

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Innovation Strategy Mini Workshop

Let's find innovative projects within our innovation focus areas

High

Impact in defined time

Low

PMO

Consultants

Innovation

5

2

4

1

6

3

Lots

Clarity in how to approach it

Little

How can we solve this challenge in an innovative way?

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EXERCISE

Let's search for opportunities within our focus area

Market

Customers

Needs

Experiences

Delivery

Location

Channels

Offering

Products

Services

Brand

Production

Competencies

Assets

Technologies

Business Model

Networks

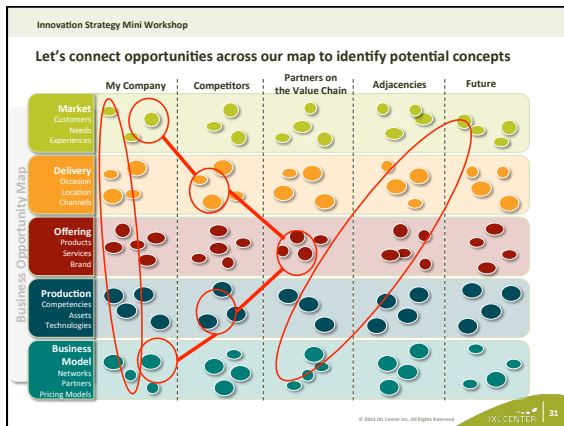
Partners

Pricing Models

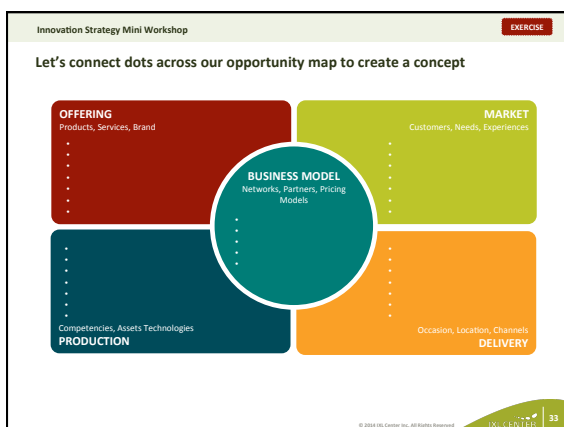
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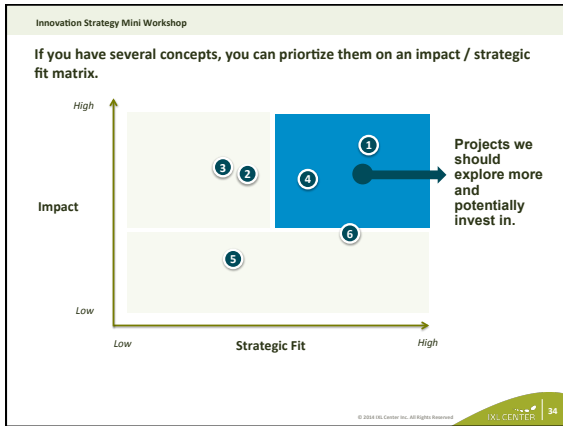
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Thank you

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