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10 Perspectives on Innovation Management

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Content

The Rise of Humor Driven Innovation

by Jaspar Roos

Business guru Guy Kawasaki believes that people generally waiver between two dominant mindsets: microscopes and telescopes. Microscope thinking focuses on understanding and improving existing processes, whereas telescope thinking gazes outward at new possibilities. He champions the telescope approach for forward looking organizations. I would like to telescope into the future with some first thoughts about humor driven innovation.

A shift we have seen for some time is the shift from being data-driven to design-driven. Design has become a decisive advantage in countless industries, not to mention a crucial tool to ward off commoditization. We have seen this with many Valley based companies in which designers rule the scene. Apple of course being the dominant example, but also many web based startups like Pinterest or Youtube exemplify this direction. This connects well to the lean startup movement: fail early and often.

Design driven innovation is a process concerned with a product's meaning, not just its use and usability.

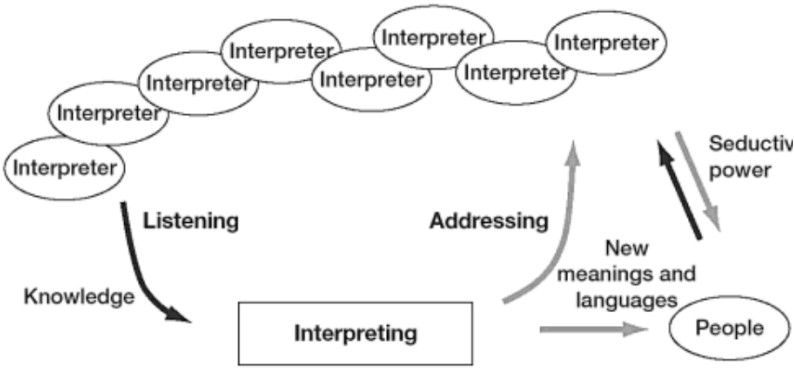

Image credits: www.designdriveninnovation.com

The core is the empathizing with a specific user to uncover a core need and an unexpected insight that will drive innovation. The second element is the prototyping or pivot, in lean terms. The process is culturally independent, one of the reasons why the design driven innovation has caught on so well. The next good thing is that the process is converging into a product.

So nothing wrong with that...or maybe it is?

So design driven is great in commoditized worlds and where the infrastructure is in place. Which are many. Think banks or telecoms for example. All those online banks are design driven. Also the focus on users is relevant as a breakaway from regular innovators. However, I have seen some issues arise with this way of working:

- Limited purpose for radical innovation. User centered design driven processes do not always work in radically changing environments, as the user does not know where to go to. Here the famous equation of 'Building faster horses' enters the scene.
- Perfect worlds. There is no company who does not think of adding design to a product or service. However, when is it too much? As you can see in many (home and house) design magazines, humans do not play a central part in the final scene and picture. The solution is perfect. Or in smart phone terms, the product cannot be opened or altered after release. There is no possibility for tinkering. This connects to the styling aspect of design, but becomes more dominant in innovation thinking. If it's not perfect, it's not good enough.
- Products are easily scalable thanks to the culturally neutral design approach. Scalability used to be a plus, a scarcity only possible for the big companies. In online worlds, scalability is a non issue. This creates copycatting behavior. Copycatting is not bad, but if you want to stand out in the crowd you need to think of other ways than just design.

The rise of humor driven innovation

So how to overcome these challenges? I would like to introduce an adjacent territory to 'fix' the flaws of the design driven innovation process. This would involve adding humor.

Humor is any form of communicational interaction between people that triggers positive responses and is expressed by laughter and/or smiling. Humor leads to ingenuity. It is a natural stimulus for creativity and innovation. Humor also implies play and fun. There are three functions of humor: relief theory, incongruity theory and superiority theory.

- Relief theory focuses on how humor is used to relieve stress or to remove tension. An example can be someone making a joke to "break the ice".
- Incongruity theory states that people laugh when something surprising happens: when the status quo is challenged and patterns are broken. Seeing the joke is not too distant from solving the problem.
- Superiority theory explains how people use humor to feel superior over others.

Humor can also be used as a social corrective: people laugh at the stupid actions of others. As Colin Powel once said: "Surround yourself with people who take their work seriously, but not themselves, those who work hard and play hard."

So, these are all elements of being human. As you can imagine, designers are humans before being designers. Humor driven innovation is for persons who are very passionate about exploration, comfortable in fuzziness and able to navigate through contradictory emotions. These are experts who envision and investigate new product meanings through a broader, in-depth exploration of the evolution of society, culture, and technology. These insights may not be perfect, but good enough. For an organization to be innovative, there has to be a culture that supports innovation and divergent thinking. Humor empowers those processes.

The main attributes for humor driven innovation are as follows

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"For an organization to be innovative, there has to be a culture that supports innovation and divergent thinking. Humor empowers those processes."

The innovation management focus on humor is new and emerging. The case for humor driven innovation might need to be stronger to replace other models. Actually, replacement may not be required at all. Design and humor can live in perfect harmony, where design driven is more an approach for incremental innovation, and humor for future research, divergence and radical innovation. Companies like Zappos and Google use a lot of humor driven innovation elements. So, why don't you?

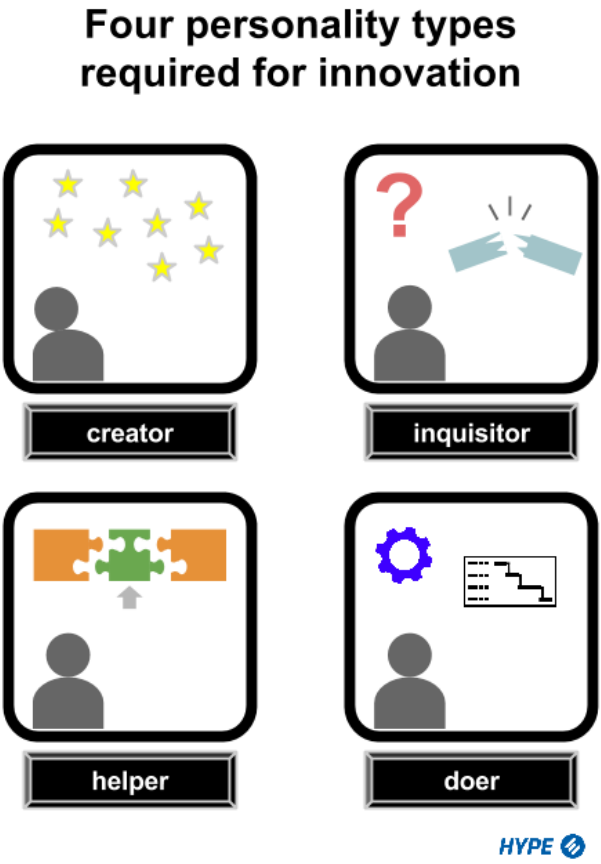
Four Personalities that Determine Innovation Success or Failure

by Hutch Carpenter

Four Personalities that Determine Innovation Success or Failure

Innovation, done right, is an interactive flow of diverse contributions. For sure, it is a process of building on the knowledge, perspectives and heuristics of multiple people. It's in this diversity where novel solutions emerge. But there's another aspect to it. Think of innovation as a multi-act play. One in which distinct personalities enter the scene at key times. It's these personalities, each with their unique contributions at the right time, that determine innovation success or failure.

Who are these personalities? There are four of them:



Experience shows that these are the personalities which are commonly seen in innovation communities. Their categorization is inspired by the work of Innovation Styles and Forrester Technographics. Let's examine how each plays a role in the innovation flow.

The Creator

Creators are the initial spark. They make a proposal to address some opportunity or need.

Creators come in two archetypes. The first is the "all ideas, all-the-time" sort of person. You may know someone like this. They've have bottomless interest in investigating new possibilities. They get excited about new technology or business model innovations. While good at providing a seemingly endless flow of concepts, these folks display little appetite for the details to see them through.

The second archetype is the person who has an idea for a specific question. This person is interested in solving a focused need rather than generally seeking what's new. This is the more common archetype you'll find in large-scale communities.

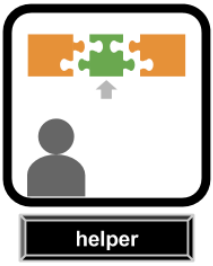
The Inquisitor

This personality is the most interesting one, as the nature of what this person does can elicit negative reactions: "innovation killer", "stuck in the status quo", "downer". The truth is that the Inquisitor plays a vital role in improving innovation.
Inquisitor derives from the Latin *quaerere*, which means to ask, seek, look for. That is what Inquisitors do. They scrub an idea, they have a sense of the chain of steps required to make the idea successful, and seek what hindrances there are. It's actually quite a service they provide.

Their questioning makes it clear what's needed to advance an idea. Or, alternatively, they identify fatal flaws that make everyone realize the idea isn't feasible. This is a valuable part of the innovation flow: removing detritus so resources are better applied elsewhere.

One note: don't confuse Inquisitors with the dreaded corporate antibodies. Corporate antibodies are people who seek to kill an idea regardless of its potential. They have an agenda, and anything that threatens that agenda must be eliminated. The mark of an Inquisitor is one who looks at the details of an idea, and asks about those. Corporate antibodies will talk in terms of generic, unspecific attacks: "that'll never work", "we can't do something like that". Know the difference.

The Helper

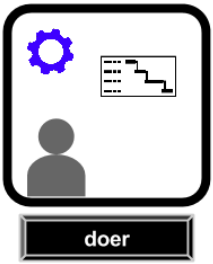


The Helper makes the connections that move an idea forward. Ideas with potential inevitably run up against obstacles. These include: missing expertise, changes required to existing processes, lack of a key resource, etc.

The Helper is a person who makes a connection. They see the issue, and recognize what is needed to overcome it. What do they connect? People. Knowledge. Another idea. A process. An external partner.

All of these elements are potential breakthroughs to carry an idea forward. The sheer variety of what constitutes 'help' means anybody can be a Helper. Each of us has different assets to offer, when required. And crowdsourcing is well-suited for integrating the Helper into the process because the needed help can come from anywhere.

The Doer



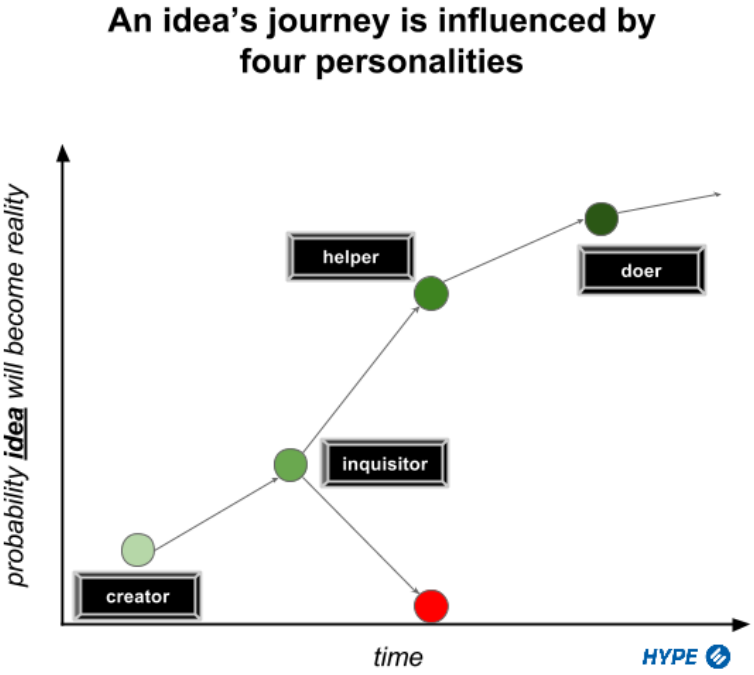
The Doer is the critical transition from concept to innovation. Doers may sound similar to Helpers, but their contribution differs. They take an idea that has gone through an iterative series of improvements, and formulate the essentials for how to make it happen.

Make it happen: The path from digital concept to idea realization can take several forms. It may be a full-on project, ready to make impact quickly. Or it may go through a series of prototypes to get it right. Or a series of experiments may be run to validate aspects of it.

The Doer sees what's needed, and understands how to move forward. While Helpers supply critical connections as crucial points in an idea's life, the Doer coordinates multiple elements needed for the idea to be realized. Doers have an execution mindset, a desire to fill out the pieces to bring an idea to life. There's a pride of craftsmanship for the Doer.

An idea's journey

The contributions of each personality builds the idea's journey, as illustrated below:



Each contribution increases the probability of the idea becoming reality.

- The Creator's initial idea is the spark, but by itself has a low probability of advancing.
- The Inquisitor plays a key role in identifying areas of weakness, hurdles and the like. This actually *increases the probability* of the idea becoming reality. Why? Finding problems early allows them to be addressed, rather than let uncertainty hang over the idea, or being blindsided by a problem later.
- The Inquisitor also highlights fatal flaws in an idea, when present. The journey for this idea ends at this point.
- The Helper makes a connection which resolves an issue the Inquisitor identified. The help elevates the idea's probability of success higher.
- The Doer then goes to work to make it real.

Innovation is a multi-act play. It works best when everyone plays their part in full.

Recognizing Your Types of Leadership

by Paul Hobcraft

Often innovation succeeds or fails by the personal involvement and engagement of a 'selected' few. Recognizing the types of innovation leadership might help you manage the innovation work a little better.

So can you recognize the traits of your innovation leader? Are they a front-end or back-end innovation leader? Here's how you can begin to spot the difference.

Before we climb into this

I have been enjoying a book recently published "Innovation Governance- how top management organizes and mobilizes for innovation", written by Jean-Philippe Deschamps and Beebe Nelson. I can totally recommend it as it is so *rich* in thinking through much around innovation, placed within this governance framework. It lays out a clear improvement path for innovation to travel. I am drawing from this book some thoughts about innovation leadership.

The authors view argues that organizations are traditionally tribal and as innovation is a highly complex corporate activity, which crosses many boundaries both within and outside the organization, it needs clear governance and structures to manage these dynamics of often conflicting and differing goals, expertise and interests. Often each group possesses its own rules, its own judgement of what is important and this 'creates' the absolute need to have a mechanism that 'cuts' across these potential barriers.

Understanding core personal beliefs

Much of what HYPE and its software solutions try to do is not to set out and 'just' capture ideas but to achieve the *real*, *meaningful* engagements across the organization to end up with a result that has impact and value to *all* within and across the organization and for the final consumer. Often one forgets we are sometimes dealing with individual core beliefs when it comes to what 'makes up innovation' and those are hard to draw out in idea management software alone, I believe you need strong innovation governance running alongside it. That is why this book is a recommended read.

So back to recognizing your innovation leader

According to the authors of "Innovation Governance", you need the right combination of front-end and back-end leaders, since the two types are complementary. An example of a front-end leader in pharmaceutical firms is typically found as heads of discovery, often under the leadership of the chief research officer. Whereas back-end leaders would tend to be in charge of clinical development, manufacturing or marketing driven activities.

The best way to identify these two types of leaders is often their functional orientation, possible background disciplines and their general management interest and attitudes.

A good example of this 'divide' is between Steve Jobs and Tim Cook of Apple, as highly visible and well cited in personality, backgrounds and interests. As described well within the book this difference is best illustrated by this Apple leadership comparison.

The front-end innovation leader

Steve Jobs was clearly a front-end leader. He constantly sought out a more radical creativity in design and end product result. Let's make clear distinctions on what we think we know of the persons involved.

- He had a real passion for new ideas, exploring and combining different thinking and designs, searching for solutions to customers unarticulated needs to improve their product experience.
- He was constantly questioning the status quo and challenging (extremely hard) the team around him with constant how, what if, what else, why not type questions.
- He had a more entrepreneurial flair and more of a venture capital mentality regarding returns and risks; he kept focusing on 'big win' promises.

- He had this belief to constantly experiment, to open up new paths and different thinking and he looked to accept risk and tolerate failure by moving through the 'dwelling stage' into the 'learning from' set of insights.
- He encouraged individuals to have a degree of freedom, he challenged them constantly, and he expected a climate of mental adventure and excitement to attract others into the organization but these were made up of a diversity of backgrounds. His own background was rich in diversity and inquiry.
- Finally his tolerance levels were often 'explosive' but he generated the level of commitment to produce some of the stand out products of recent years.

The back-end innovation leader

It is often questioned on why Tim Cook took over when Steve Jobs died. He is seemingly the archetypal back-end guy. He was credited with managing the Apple supply chain, manufacturing and logistics, thus freeing up Jobs to focus on his front end pursuits. Tim Cook comes with more of an operational discipline.

- He focuses on getting products to market flawlessly in cost-effective ways, mastering all the complexity of putting in place the operational foundations necessary to go from concept to launch and roll-out.
- He has that insistence on achieving higher planning quality and expects the process discipline and standardization to make innovation replicable.
- He understands the demand for speed to market through a high level of cross-functional integration and a 'first-time right' philosophy in implementation.
- Would have without doubt flexibility in execution decisions, based on detailed operational knowledge and pragmatic risk management.
- That ability to motivate staff for product battles and promotion of 'launch and learn' approach, leading to adapting quickly to improvements, re-launch cycles and even recalls.

Balancing the respective innovation clout always needed

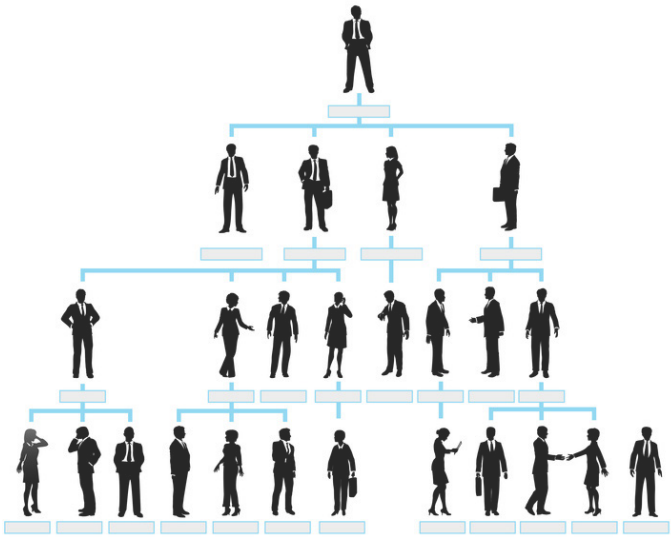
If you have a front-end leader at the helm of your innovation activities then you need to find the balance of who manages the disciplined operational side, then if you have a back-end leader, who will defend an aggressive front-end agenda?

The appointing of any innovation leader has significant implications, sometimes huge. This 'style' can determine what generates innovation and can determine the passion, commitment and the *emphasis points* that your organizations innovation will possibly give preference to and provide resources.

So you have to ask "what is our innovation leadership" model?

Is there a balance within the leadership team, how can this be managed smoothly?

Having a better understanding of leadership traits, achieving a 'given' balance to offer a more complementary top team, alongside having in place a 'greater' innovation governance structure will help avoid many of the pitfalls and dysfunctional aspects, that can be encountered that software alone simply can't resolve. People with their personal beliefs, passions and understandings is what makes innovation work, the software is the 'great' enabler and governance "pulls it" all together.



The Role of Top-Down Management in Enterprise Innovation

by Khattab Al-Ali

Running a successful enterprise innovation management program can be a challenging mission. Multiple factors have to be considered, each of which affect potential outcomes. One key aspect is the level of support an innovation program receives from an organization's management. Connecting the needs of top-down management with the strategy and architecture of an innovation program will always lead to greater levels of success.

A core component of modern innovation ecosystems is an online platform which enables employees and external audiences to communicate, collaborate and jointly solve organizational challenges. Without platforms that enable individuals to share, capture and connect knowledge, the targets of an organization's management are difficult to achieve. Software-based innovation programs can bridge the gap between innovators who have the ideas, and colleagues who have the knowledge and resources to develop richer concepts from them. Managers that act as sponsors can thus build credibility when innovation work is extended to include the frequent sharing and co-creation of knowledge from remote employees.

Why sponsorship?

In today's globalized economies the need for organizations to innovate is clearly visible. Organizations have to continuously adapt to rapidly changing market environments, customer demands and competitor landscapes which lead to on-going transformation processes. All organizations have a desire to close their growth gap, which cannot be achieved by offering existing products and services to existing markets. At their heart successful innovation programs - utilized as a service to reach this target - are strategically aligned to company goals. In the context of modern innovation eco-systems, strategic alignment is a key success factor.

Strategic alignment of modern collaborative enterprise innovation programs means focusing on the needs of managers to fulfill their targets and to solve their business challenges. To accomplish this managers are requesting employees and external audiences to collaborate and to share knowledge in support of those business challenges. To engage and motivate audiences managers have to understand what their audiences core needs are, not just those aligned to the day job, but also on a cultural, social and economic level. The desire to have influence on decision making processes, to connect and help others, to feel a greater level of satisfaction and being taken seriously are the most important and influential parameters.

Failure

The failure of innovation programs is often directly related to the level of management-support in place. Figure 1 visualizes the life-cycle of two different innovation programs we are confronted with from time to time. Both graphs represent failed initiatives, and in both cases the appropriate sponsorship was missing leading to a significant impact on the results. In the first case the innovation program was lacking any management-support (dark blue line). The innovation team established the program without a core link to the needs of the organization, therefore there were no supportive communication and marketing activities to help foster belief in the process. The program did not receive the necessary attention among audiences, and employees only participated occasionally, with lower quality content being submitted as a direct result.

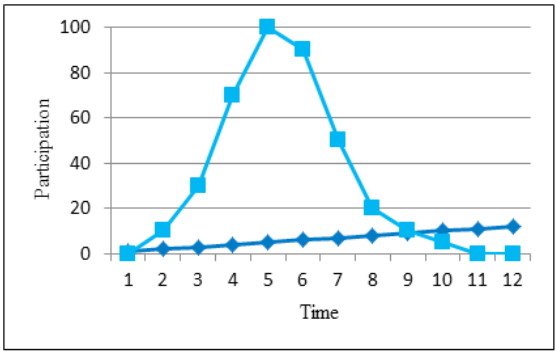


Figure 1: Two failed innovation programs

From sponsorship to business value

So what is required to turn enterprise innovation programs into long-term, sustainable successes? We have identified four key areas where sponsorship will support innovation managers and organizations to run successful programs. Each is connected to the others and affects an innovation program on different levels and in different phases.

1. Strategic sponsorship

Strategic sponsorship offers credibility to an innovation program. It highlights that the organization as a whole is supporting the complete initiative. It ensures innovation managers can align their innovation programs to the goals of their organization, by involving the strategic sponsor in the alignment process leading to better correlation. Furthermore, having a sponsor on a program level will foster the belief among target audiences that the executive management has identified innovation as a core competency and that it plays a fundamental role in solving organizational challenges. It will instill the understanding that it is now acceptable to spend time on the program, that this is part of their day job. When rolling out a new innovation program strategic sponsorship should be considered. Having the CxO sponsorship is crucial to establishing and maintaining program credibility and successful outcomes.

2. Tactical sponsorship

Similar to strategic sponsorship, tactical sponsorship has a positive effect on selected audiences. It will foster the belief in day-to-day innovation initiatives such as innovation campaigns, and into the need for identifying solutions to specific business challenges. The (tactical) sponsor posing a challenge is directly representing the business need, and is visibly asking for support to fulfill it. Having sponsorship on a campaign level ensures that an innovation program is focused on solving real business challenges, and although challenges outside of that alignment are also taken into consideration, they're not primarily represented within the innovation program.

Involving middle management to outline their business challenges and to sponsor aligned campaigns is crucial. Usually solutions to their problems can be implemented quickly and with very limited budgets and resources. It will enable innovation managers to achieve quick results that can be communicated soon after campaigns have closed, which will get the community interested in the program. When launching a new innovation program, middle management sponsorship should be taken into consideration. Moreover, it will help to get the buy-in from middle management early on, helping to ensure they don't act as "blockers" later by defending their own interests which can lead to sabotage of the overall initiative.

3. Engagement

Usually employees may be cautious before they join in, and take numerous factors into account. Participation is dominantly driven by the belief in the sponsor of a program or campaign. If I don't know or don't trust a sponsor I will not participate. It is a key factor to steer participation that a sponsor lives up to the image that audiences expect. They need a connection to that individual, which will in return lead to a better affiliation to the campaigns they are sponsoring. A sponsor will have a positive impact if he is known for "getting things done" and implementing new ideas, whereas an image that is less forward thinking is likely to harm participation. The perception of a sponsor can change over time, especially when skeptical sponsors will understand that an innovation program is there to support them, and after achieving results in initial campaigns in which they are involved in. In the early phases of an innovation program finding the right sponsors with the appropriate profiles is essential. It will raise participation quickly.

Furthermore, participation can be harmed if sponsors don't take action on identified ideas and concepts, or if they don't treat them seriously enough. Being able to implement ideas requires that a sponsor not only asks for ideas but that they are within their scope of action. This will lead audiences to believe in the sponsor's sincerity and capabilities. Asking for solutions outside of their scope of influence will lead to ideas that cannot be implemented, which will in return demotivate target audiences dramatically.

Active participation by a sponsor within a campaign is a powerful mechanism to drive participation. Campaign sponsors who play an active role by commenting on ideas or replying to existing comments will encourage audiences to be involved in discussions. This will transform basic ideas into richer concepts. Although this aspect will be less important the more an innovation program matures, the platform process will continuously be accessed by new audience-members upon which it is yet to have a positive effect.

4. Business Value

A sponsor should be able to state how much budget is available to implement an idea. It ensures that identified concepts are in the correct implementation range they seek. A target audience should be aware of the fact that their submitted ideas should, for example, not exceed the budget of $100,000. Otherwise audiences will offer ideas at higher levels of cost beyond the sponsors' budget. If a sponsor needs to define a budget they should check with the budget holder what could be possible in advance to launching a campaign. In addition to the budget, sponsors should state the high-level criteria ideas must meet to be recognized as possible solutions, like the implementation time-frame or the key benefit that they would provide.

Innovation programs and campaigns have diverse groups of stakeholders. They may influence what gets implemented, have a veto, or want to support successful concepts. Sponsors should consider these roles in advance and use them appropriately. Stakeholders that can influence implementation can take an active role in the campaign and possibly in the review team. The ones with veto power can help to design campaign descriptions and criteria for good ideas. Stakeholders that support successful concepts can encourage participants and engage their teams. Stakeholders are often underestimated, but they can make or break a campaign or a program. Audiences will be aware of them, which is why they can and should be used to the advantage of a sponsor.

Plan your innovation program

Innovation managers should look for sponsors in senior roles who may be interested in the new approach in innovation which is meeting their needs. They can ask them to sponsor a campaign and illustrate how the approach can help them directly to achieve their business targets. Sponsors should consider where a larger audience or diversity of opinion would help to solve their business problems and invite them to support them.

An innovation program should launch with tactical campaigns first. Everyone can see early results, and management will be convinced more quickly of the value of the approach. Once the value of the process is shown, the innovation management team can get more adventurous. Campaigns built around strategic challenges that will affect wider parts of an organization can then be tackled and launched after confidence in the process has been achieved.

Summary and recommendations

As our analysis has shown, the success of an innovation program depends dramatically on the appropriate involvement of an organization's management. Program sponsorship ensures everyone knows this is part of their day job. Asking management for help and encouraging them to sponsor campaigns will build belief and confidence into the program. Innovation managers can grow interest by encouraging all leaders to participate – not everyone will support a sponsor on the first day, but early albeit tactical successes can be used to encourage others. Business value targets can be achieved by encouraging sponsors to act on good ideas. They will only ask for things they want, and innovation managers should ensure that they act when they see helpful contributions. Direct feedback will build belief in a sustainable process. Top performers should be recognized and everyone should be made aware what is happening with the best ideas.

Innovation Advocates: Build a New Culture of Innovation from the Bottom up

by Colin Nelson

As organizations realize the value and impact that involving their employees can have in their innovation programs, sharing ideas, collaborating and enriching concepts, the task of keeping those individuals engaged and interested becomes real for any program with sustainable ambitions. Organizations are increasingly using software applications to inspire their employees, offering them a channel to share ideas, build upon the ideas of others, and contribute to business cases and late stage innovation projects.

Most companies can encourage their knowledge workers to share ideas in reaction to a campaign for new insights, but repeating that task, on demand, within large or complex organizations requires you to have your finger on the pulse of the organization as a whole. The software will give your innovation process scale, but it won't ensure people continue to use it just because we ask.

The Lone Wolf

Often the role of 'Innovation Manager' is a new one to the company, sitting in a variety of places such as IT, HR, R&D or as a separate entity entirely. Most companies will grow this team slowly, in-line with results and ambition. Many innovation teams are therefore faced with the prospect of a small handful of passionate innovation professionals, trying to support the needs of a multi-billion dollar multinational. Often, this means innovation managers are 'lone wolves' trying to understand a complex eco-system of departments, cultures and skill sets in order to tap its collective insight.

- How can these specialists understand the cultural tensions the latest acquisition has created?
- How can they know where the real innovation needs are when they're often centralized or spread across just a few locations?
- How can they share program successes through conventional communications channels within a company cynical to corporate messages?

These are just some of the many issues facing our Innovation Managers.

The tensions these issues create a greater demand for larger and more varied innovation teams. Ideally a company places innovation managers in each location or small division to ensure that everyone's aware of the wider program ambitions and local challenges that can be resolved. Budgets however are finite, and few innovation professionals have the luxury of a large diverse network on which to call.

Some organizations are building networks of innovation champions or advocates across their companies in order to help them promote engagement and understand each locale. Volvo Trucks and Bombardier Transportation have both used elements of the advocate principle to great effect. These are unpaid volunteers with a passion to innovate, collaborate and get involved in the online program.

Three questions emerge as we begin to think about establishing an advocate community:

1. How can we identify these potential advocates?

We could ask for volunteers given we can't put them on the payroll of the innovation team. Some will come forward, probably those with the greatest passion for innovation, the more creative types perhaps. Yet, can we be sure that these volunteers remain as powerful advocates over many months? What happens when something else catches their eye, or the day job takes over?

We've found a more effective way is to select them as a result of observing the right behaviors. We can see from participation that they're joining in regularly, they collaborate and help others. We can see this over a number of campaigns or innovation activities. This group are the perfect advocates.

2. What role should we ask of them?

It's important not to ask for too much of their time. We have the evidence that they're already getting involved and like the process, so wherever possible we shouldn't increase the burden.

The key need is for them to carry on, but also talk about the collaborative innovation program when an opportunity presents itself. The iconic 'water cooler' moment might be a cliché, but people talk about work over coffee, lunch and between other tasks. All we ask is they talk more about the program, its objectives and its results. This will help build confidence and belief in the program through their peer networks who in turn will share this information over time.

3. How can we keep them engaged?

Firstly, we should train them so they understand what being a good advocate means. Explain the principles of what we're trying to achieve, why they've been identified and how we'd like them to become part of a unique community that supports innovation.

Secondly, we need to build that community by getting the advocates together. Generally this will be impossible in person, but remotely may be more likely. A monthly conference call to share updates, ideas, stories and progress will help keep them talking and allow the community to build (as we notice other candidates) without struggling to put everyone in a room or have them travel.

Summary

We're increasingly turning to software to help innovation professionals reach deep into the organization and tap into the collective insight of our enterprise. Developing a real culture of innovation may take many years, embedding passion and enthusiasm for innovation is beyond the reach of the standard internal communications messages you may see.

By considering those that are regularly joining in and doing exactly what we want the rest of the company to do, we push innovation beyond the reach of a lone wolf and begin to engineer it into the DNA of our company. Potential advocates aren't hard to find, but they should be trained and cared for. Build a unique community of those with passion for innovation right across your enterprise, ask them to share stories and bring back insights. Getting them together will help strengthen the group and its desire to help out.

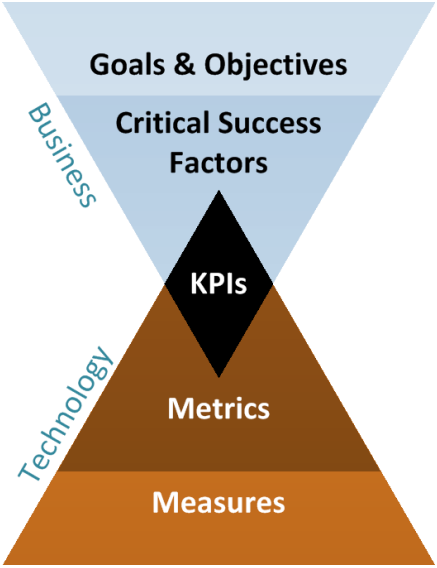
Benchmarking & KPIs - How to Keep Your Program Healthy and Know When It's Performing Well

by Khattab Al-Ali

"Not everything that can be counted counts, and not everything that counts can be counted."
- Albert Einstein

In the innovation management ecosystem analytics are often not taken seriously enough. Throughout the last 13 years we have been working with multinational companies it became clear to us that Innovation Managers often neglect the fact that decision makers base their judgment on strong and meaningful indicators.

What Einstein is referring to is the fact that not all measurable figures are important, and that not everything that is important can be measured. Non-software related factors impacting the success of innovation programs like the level and quality of management support, effective marketing and communication strategies and the usage of innovation advocates cannot be measured within a tool (if you are interested in those topics you can watch aligned webinars here.



Quite often the important things to measure in business, namely Key Performance Indicators, are hard to measure, and it's often because we are thinking about measurement in the wrong way. The challenge is to count the things that count (good KPIs) and to get the right numbers right (ROI). So what makes a performance indicator important?

By definition, a KPI is a measurable metric that informs us how the business is doing against Critical Success Factors that are aligned to the overall objectives and goals of an organization. KPIs are characterized by being easy to understand and helpful to analyze our success. But ultimately KPIs lead to actions – KPIs that do not support you in making decisions are just metrics.

"KPIs that do not support you in making decisions are just metrics"

Which KPIs should I measure?

"KPIs should not constitute every company metric for analysis and evaluation. Rather, KPIs should reflect the most important objectives of the business."

- Avinash Kaishik

To select the right KPIs for your innovation program your management should first define the goals and ambitions of your organization – not in the context of innovation, but in the context of your business activities. What does your organization want to achieve in the next 6 months – or in the next 10 years? What business model should you follow? What are your business targets? Some organizations struggle to do that. If that is the case for you, try to push your management to accomplish this task. Without strategic business goals your innovation program will not be able to steer in the right direction and deliver a substantial part of your organizational success.

If your management can deliver those goals you should ask yourself if you have understood those targets fully, even before you start with defining your first KPI. If that is not the case, try to close those knowledge gaps. A full understanding of what your management is looking for enables you to move your innovation program forward and deliver the value that the organization is looking for. Try then to tie your KPIs with those business targets, and focus predominantly on the value / ROI your organization is eagerly anticipating. KPIs related to participation are helpful as a driver for quality and ultimately value, but they should not be focused on.

What not to measure

Your management will predominantly ask you about achieved value or the return-on-investment of your innovation program. Hence, you should focus on quality rather than on quantity. Delivering the wrong KPIs might lead to the wrong decisions, which can have a harmful impact on your organization. These are examples of destructive KPIs:

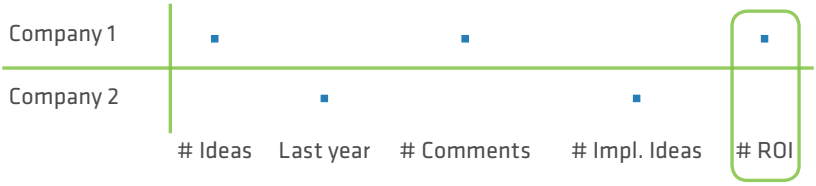
- KPIs that are not aligned to your organizational strategic goals
- KPIs that are vague or unclear
- "Nice-to-know's" and not actionable KPIs
- Refutable KPIs
- Having too many KPIs ("Which are the *key* KPIs?")
- Outdated KPIs (KPIs should be reviewed annually)

KPIs that will enable you to make wrong decisions can in fact be described as Key Performance Inhibitors. They prevent your organization from performing up to its potential, and can severely harm its success.

How to benchmark

Imagine you are the CEO of an organization that wants to start a new innovation program. What targets should you focus on? What are achievable outcomes? What participation-levels should you try to reach? Those questions are often answered by looking at already innovative organizations. Let's try to do that. You're the CEO of Company 1 in the below comparison:

Would you believe that you are outperforming Company 2? Let's look at the detail success metrics:



As you can see the each organization is better in some and worse in other measurable metrics. The metric that actually is a KPI is the one related to the ROI and the value that has been generated. Ask yourself as the CEO of Company 1: *Would you like to have as many implemented ideas as Company 2 (10x the amount of ideas your organization gets implemented) – with the ROI of Company 2*?

What makes benchmarking so difficult next to those aspects is the fact that, as previously mentioned, numerous factors that impact an organizations innovation performance simply cannot be measured. Let's take a look at two organizations that have a nearly similar performance:

Do the numbers tell you anything about the culture, the structure, the level of management support, the market or the competitors of any of those organizations? Do they tell you anything about the "Innovation Journey" that both organizations went through, and which obstacles they had to solve and hurdles they had to jump over? An innovation culture is not fully represented by the sheer numbers you create and measure, but also by softer aspects that cannot be quantified.

Every organization is different, even the seemingly similar ones, which is why comparing yourself to others purely based on numbers might lead you to making wrong decisions. So what can help us to get a good view on our performance?

Internal benchmarking

We have seen organizations achieve better results by conducting internal benchmarking, and rating themselves against their own past performance. You can do this on multiple levels - try to compare your own campaigns against each other. Do you see higher participation over time? Are new users from different business units participating? Are sponsors more satisfied over time with the achieved results?

Additionally you can also run campaigns with very generic topics multiple times (e.g. annually). Are future iterations of those campaigns performing significantly better in terms of higher ROI or participation? Example campaign topics could be how to save energy / water / electricity / costs etc. These campaigns can be run numerous times with an identical setup, and then be compared against each other. If they perform better over time this can be an indicator for a healthy innovation program. Are there other indicators next to this one?

Indicators for a healthy innovation program

Healthy innovation programs are indicated by a lot of factors, some of the most important ones are:

- ***The "cultural shape" of your organization***

Enthusiasts - users logging in and submitting content regularly
Interested - users logging in and submitting content occasionally
Aware - users logging in but not submitting content
Unaware - users not logging in
Skeptical - users not logging in + speaking negatively about corporate initiatives

Analyze your cultural shape regularly. Do people move from the bottom up? If so, your innovation program is performing well.

- ***Continuously growing participation***

  If your participation rate is going up over time your program is attractive enough to motivate users to engage continuously. This will influence the outcome you will achieve, in terms of quality and quantity. A participation rate of ≥ 30% in campaigns indicates good health.

- ***Not always the same people participating***

  A healthy diversity in your participation (new engagement from previously inactive user-groups) will motivate others to participate.

- ***On average "# Comments = # Ideas (1:1)" in Campaigns***

  This has been proven a good indicator for activity. Active, maybe even moderated discussions drive the quality of ideas dramatically.

- ***More satisfied Sponsors over time***

  Your innovation program runs on a healthy foundation if you reach the tipping point that sponsors of potential campaigns actively reach out to you first, and if they get more and more satisfied with the value that you can achieve for them over time.

Summary & recommendations

Analytics is about making better decisions and reducing risk in your business activities. There is no point having good data and sophisticated analysis if the results are not acted upon, either because of you organizational culture or business processes.

Hence, our recommendations can be summarized as follows:

- Define quantifiable and actionable KPIs that are tied with business goals
- Focus on value / ROI – that's what management is requesting
- Conduct internal benchmarking – compare yourself to past results
- Monitor your performance continuously – evaluate your success over time

Ask yourself from time to time: *Do we achieve the benefits we are looking for? Did we solve business challenges or exploit opportunities?* If your answer is "yes" you are on the road to success.

The Innovation Maturity Model – Becoming More Adaptive

by Haydn Shaughnessy

The Innovation Maturity Model – Becoming More Adaptive

Earlier this month HYPE published a white paper on innovation maturity. I wrote it so I'd like to engage you in some of the issues. In conversation with Tim Woods and Colin Nelson at HYPE, we agreed that organizations tend to graduate their innovation practices over time, yet we always talk about innovation practice as if it is kind of static. You do innovation – open innovation of social (hackathon, jam) or reverse. It's innovation. But actually when companies engage with innovation practices they go through changes. Innovation is a catalyst for some form of transformation.

We wanted to make a start on understanding that process. What do the stages of innovation practice look like? And how do they reflect a change in the organization? I interviewed 30 organizations, some of them clients of HYPE, in order to find out.

The maturity model that we developed from those interviews is not a prescription. Rather, it is an observation. It's important to distinguish between what the stages of innovation maturity should be, something the research could not discover, and what they actually are, something the research did produce data on. In short, there is no ideal pathway mapped out for companies to follow but by looking at what happens in practice we can help short circuit bad practices and accelerate good ones.

For that reason we created a three stage model based on what we heard from companies rather than a model based on some idea of what is ideal.

What we also observed is that companies moving through these phases become more adaptive, hence the term ***adaptive innovation***. The very fact that they are moving through different phases suggests they are adapting but, more important, those that graduate to phase 3 are characterized by a much more adaptive capability.

In the white paper you will see a variety of innovation practices at each of the three phases but there is a clear progression. To get the most out of the analysis, read the paper, but if you are short of time here are some highlights and some further thinking.

Phases of innovation maturity

The phases we documented are:

- Phase 1 – very ***idea centric and centred on idea flow (and stage gate)***. How can we get more ideas, a quest often driven by a sense that there is one breakthrough idea that will change the company's future? How do we process those ideas through to product and then market?
- Phase 2 – increasingly ***customer-centric*** and far more willing to involve customers in innovation processes; at this stage companies will also make more of an investment in MVP-type processes and move away from innovation for its own sake; more critique of innovation conventions is evident. We also found companies here are more concerned to tie innovation into strategy.
- Phase 3 – more ***discovery and options driven*** and capable of dealing with nuance; more likely to be investing in foundational capabilities (particularly of employees); seeking new KPIs for the firm including new financial KPIs; developing a willingness to fail forward, these companies are out to build a strategic options portfolio from their innovation work.

In phase 1, companies are typically tied down to conventional financial KPIs. What's the business plan? What is my ROI? Where is the NPV? In this phase companies are also experimenting with collaboration and get an opportunity to understand the impact of the different cultures that they are home to.

Companies tend also at this stage to proliferate innovation projects and are likely to pick up on an adulterated form of lean innovation. They want to get into fail fast, fail cheap, often because they have too many ideas, too many projects and not enough budget. It's a phase companies probably need to go through but should get out of as quickly as they can.

In phase 2, the lean innovation gets real with more investment in externally acquired skills, like design, so that products really do meet some form of minimum value proposition. That often means an innovation manager has been able to push back on the ROI strictures, just a little, enough to give a project space to breathe. An observation from Colin Nelson at HYPE is that companies will also introduce, or often re-introduce, time horizons, thinking again in terms of short, medium and long term innovations. That practice had begun to die out in the gold rush towards open ideation.

In phase 3, companies have really graduated to a new way of doing business. They tend to think more of their strategic options. That is, they are innovating for a fast moving world and creating options they may or may not use. That implies very strongly that they have recalibrated financial KPIs around a long term adaptive strategy. They are likely to have moved beyond simple ideas for customer-involvement in projects to a point where they track customer behaviour on a continuous basis. And their decision-making processes are likely to be much more sophisticated as they combine optionality with continuous insight.

Here's a quote from Chris Thoen, formerly with P&G and now CTO at Givaudan, that summarizes phase 3 nicely

> "In the established business, financial metrics play a more important role. The new areas mean you have to be entrepreneurial, have a good testing profile, and be good at learning, be more fluid. When transforming, everything becomes discovery, including the financial side."

I think the maturity model has a lot of merit, because it is based on observation. In effect it reflects back to the innovation community some of the ways if behaves. However, more can be done to refine and simplify it. We are at the beginning of understanding these processes.

Are You Opening up the Stage Gates to Let the New Innovating World in?

by Paul Hobcraft

Surprisingly the Stage-Gate concept was created in the 1980's and led to Robert G Cooper's different evolutions of this evolving and absorbing many new practices and experiences gained by different organizations across this time.

There is no question the Stage-Gate process has had a significant impact on the conception, development and launch of new products. Yet there have been consistent criticisms as the world of innovation has moved on. Today it is faster-paced, far more competitive and global and become less predictable. The cries of the Stage-Gate process as being too linear, too rigid and far too planned, bordering on prescriptive. The gates are too structured and the constant 'creep' of the controlling bureaucracy surrounding it in paperwork, checklists and justification has simply led to so much non-value-added work.

The idea-to-launch gating system is under more threat today than ever before

Is there a potential new generation or are we just going through the motions, like shifting deckchairs on the titanic as it steams towards a submerged iceberg? Bob Cooper has been open enough to challenge his thinking constantly and at this point of time he is reinventing the Stage-Gate again.

The details of the new process and its different multi-functions are still a work-in-progress. What he is looking for is something far more agile, vibrant, dynamic, flexible gating process that has as its outcomes a leaner, faster and more adaptive and risk-based approach. This alone in its principles is a great starting point. Bob has been writing on this with different papers that have included "What's Next? After Stage-Gate", a far more academic one I have been (slowly) working through.

So what can we see that is ticking away in the new Stage-Gate thinking?

Will this be enough to reduce the criticisms, will it be adaptive enough to meet today's needs? I will attempt to shorten down this thinking and try to summarize the main points.

It has three parts to it- it focuses on being 1) Adaptive and flexible, 2) Agile in its deliverables and 3) Accelerated to push the development process.

1. The adaptive and flexible part

Any idea-to-launch system will take its power from being adaptive and flexible and will need to shape itself to the context of each particular project. That is radical enough in any system. The qualities are going to come from four attributes: spiral development cycles, context-based stage and gate definitions and activities, risk-based contingency models and flexible criteria for any 'Go/ Kill decision making.

For instance the spiral development will be based on 'build-test-feedback-revised' iterations. The context-based stage and gate definitions and activities to accommodate multiple versions to deal with full five stage higher-risk projects, lighter versions for moderate risk projects and an express version for small developments. There are different adaptations taking place with users already working through these.

For instance HP has approached this by geographical needs with an emergent model for start-ups, an agile model for growth sectors and a traditional phase-growth review structure for mature markets.

P&G have not employed different processes but focused more on the value-driven process that focuses even harder on the front-end.

The risk-contingency is about constant steps and learning to gather information to reduce uncertainty. Here teams are working far more with blank canvas approaches to identify key unknowns and uncertainties, then determining what information is needed to validate and move in highly flexible and efficient ways. The value of having an experienced team helps here.

Finally in this part the flexible criteria for 'Go/Kill' decisions become the change in order of magnitude for me. Financial criteria begin to take a back seat; it is more on strategic criteria as it has always been so difficult to predict the longer-term impact. The move to non-financial criteria will radically alter the dynamics within innovation in my opinion - if this really does take hold.

2. The Agile approach

The stage-gate needs to become far more nimble, speed is the essence. The growing adoption of the Agile development process applied to software is the point of change. The use of "sprints" that are "time boxed" and "scrums" for meetings, are designed to deliver working (physical) products as functioning prototypes. These become "physical milestone objectives" and if these are not achieved then you move into the risk of termination. The emphasis is demonstrating to stakeholders working physical progress. Clearly this becomes more resource intensive but true innovation does require that.

"Some organizations are approving projects and resources to have unfettered six-moth periods with no rules and no reviews"

Some organizations are approving projects and resources to have unfettered six-month periods with no rules and no reviews but at the end of this agreed period 'something' has to be seen and tested by a customer.

3. Accelerated process

The focus is on reducing the time wasting activities through a more value-stream analysis, accelerating by overlapping stages, encouraging concurrent activities, ensuring dedicated teams are assigned to properly resource projects, those real concerted efforts to sharpen up the fuzzy front end and automate these through clear support project systems are all being worked upon.

Toyota uses a synchronized process for simultaneous execution and search for ways to improve on this continuously.

The emphasis is to maximize speed, working really hard on scoping the front end in greater detail, and asking key questions on where the right track is and what this needs in resource, time and development.

So there is significant evidence that Stage-Gate is evolving

Some of this is evolutionary, such as fast-track versions, and some more revolutionary, based on more risk-orientated contingency models. The continued need is to get the next-generation process to be adaptive, flexible, agile and accelerated. The use of the evolving value proposition through prototypes and early beta market testing versions is part of this.

"The continued need is to get the next-generation process to be adaptive, flexible, agile and accelerated"

Are You Opening up the Stage Gates to Let the New Innovating World in?

The starting with blank canvases, exploring constantly the uncertainties and risks - determining the critical but evolving assumptions, and working to deliver the right deliverable at the right stage to validate the key assumptions - calls for a completely different mind-set.

Is this radical or simply catching up with the changes that we have been seeing taking place in innovation to deal with the pace of change? One that can fit better in our evolving global world that is more impatient than ever, not bothering to wait for those focused on managing the stages and gates in old world ways. A time to move on I think for us all?

Reducing Our Dependency on Others' Innovation Best Practices Is Essential

by Paul Hobcraft

I often wonder if "best practice" is actually a hidden drug within our organizations that everyone simply craves to be taking.

Why do so many advisory organizations promote best practice? Simply because those in the organization constantly feel under pressure to demonstrate why they are falling behind or keeping ahead of their competitors. They crave knowing best practices, but tell me what really is the best practice of others achieving?

If you are behind, best practice informs you and you go into a frantic mode to try and catch up. By the time you have achieved the best practice, it is simply out of date as those practising this have most likely moved even further on.

If you are the ones attributed with a best practice it can usually create a level of complacency, while you sit back and bask in the afterglow or you rack your brains to extend this 'leadership' position in even better ways, determined not to relinquish this recognition.

Often the result is you can lose sight of why you were a best practice as you upgrade to the next level of automation through technology, forgetting that part of the best practice might have been the personal touch and engagements you had with your customers, dealing individually with their specific problems, as you race to automate these, so you can keep ahead in practice.

You have to be very careful with best practice

Firstly organizations need to move well beyond their lazy reliance on best practice comparison and they need to find better ways to explore emerging practices. But that takes many into the realm of increasing uncertainties, and most people and organizations are not trained for this exploration and experimentation, yet it is the place for gaining leading practice.

"Other organizations' good practice is **their** *practice – I guarantee these are not yours!"*

It is just so easy to copy, yet how often do we fail to recognize all the contextual factors that went into making a specific set of (best) practices in one organization as those another organization simply believes it can blindly copy? Other organizations good practice is their practice, in their circumstances and in adapting the practices to suit their market conditions and and I guarantee these are not yours!

Your practices are all that matter to your customer, so keep focusing there

Of course best practice has its comparative use to gather intelligence, to gain competitive understanding of where they are in their development. But these are their practices and to simply set about to adopt these as your way forward is just a huge, expensive mistake in many cases.

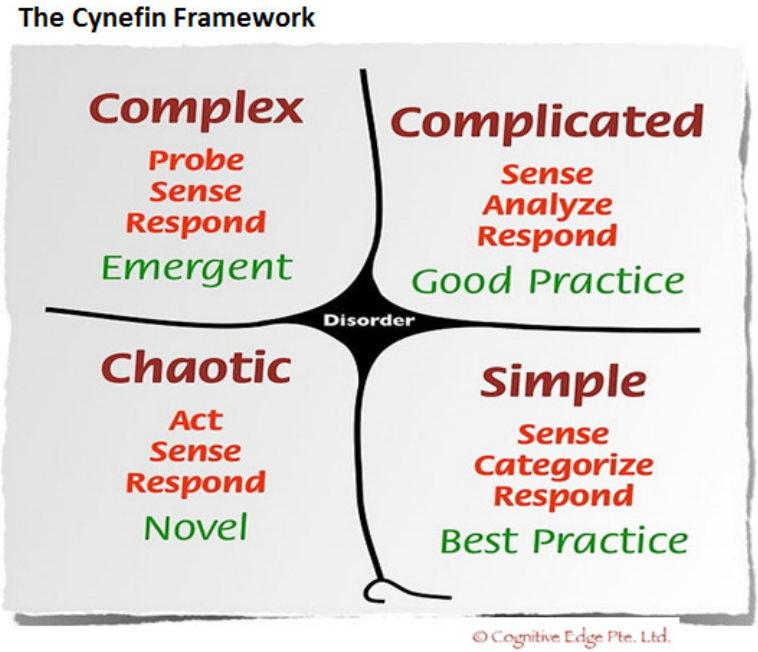
I believe if you are focusing on the good and emerging practices within *your* own organization as the area to focus upon, to leverage and understand. Then to measure these with what your customer expects, your market is telling you or your ability to engineer real growth or not. Those become *your* practices for learning and wanting to improve into those that make *your* organization really work effectively in *its* context.

Then applying, experimenting and learning from novel practices that provide growing confidence in creative thinking.

Also give some thought for *next practice*, those practices that prompt reinvention. They start such totally fresh thinking; they challenge existing paradigms and move you towards considering new business models.

The Cynefin Framework

One framework I strongly relate too is provided by www.cognitive-edge.com with their Cynefin framework. It places 'practices' in its appropriate domain.



The Cynefin framework has five major domains. The first four domains are our most relevant for seeking out the appropriate practice:

Simple, in which the relationship between cause and effect is obvious to all, the approach is to *Sense - Categorise - Respond* and we can **apply *best* practice.**

Complicated, in which the relationship between cause and effect requires analysis or some other form of investigation and/or the application of expert knowledge, the approach is to *Sense - Analyze - Respond* and we can **apply *good* practice.**

Complex, this is the domain, in which the relationship between cause and effect can only be perceived in retrospect, but not in advance, the approach is to *Probe - Sense - Respond* and we can **sense *emergent* practice.**

Chaotic, in which there is no relationship between cause and effect at systems level, the approach is to *Act - Sense - Respond* and we can **discover *novel* practice**.

The fifth domain is **Disorder**, which is the state of not knowing what type of causality exists, in which state people will revert to their own comfort zone in making a decision.

In full use, the Cynefin framework has sub-domains, and the boundary between simple and chaotic is seen as a catastrophic one: complacency leads to failure and tumbles into chaos.

Dealing with different types of innovation really works in this framework

For incremental innovation, constant reoccurring stuff, the 'Simple' domain applies and best practice pushes down on efficiencies and effectiveness, on being consistent with standard processes and clear structures. Always be conscious of the limitations within best practice.

For a **more distinctive innovation** you tend to move more towards the 'Complicated' domain, where experts ‘kick-in’ to help and offer plausible outcomes based on known experiences. You need to listen to conflicting advice and watch out for entrenched thinking so it can be challenged.

"This type of innovation can change the game"

If you are pushing for more **radical innovation** then it has a higher complexity and risk and falls into the 'Complex' domain. The range of options sometimes seems infinite where we explore more through the lens of perspectives and judgement. The outcomes are never easy to predict upfront and you need to keep looking for patterns to emerge and 'inform' your decisions. The use of experimentation, gamification, allowing greater interactions and a place you encourage dissent and finally be patient and allow time for reflection. This type of innovation can change the game.

Then we have the 'Chaotic' domain, where **disruptive innovation** tends to sit. You lack any clear cause and effect as it is entering more of the unknowns. The key is deciding to act, not from knowing the practice but recognizing it is novel, as you search for what will work, attempt to take back control and provide clear and direct interventions to firstly stabilize, understand and learn from and then further respond to bring it back into some order that allows you to participate.

The appropriate framework of practices and approach are really valuable

This framework offers a perspective that has enormous value as it offers managers a guide in placing different thoughts with different actions. The Cynefin framework offers a typology of contexts to help you sort out a variety of situations in which you might need to make different decisions and then provide what actions to take from the recognition.

The framework looks to place the appropriate actions and decisions into the appropriate context. The framework emerged from complexity theory and innovation falls into this.

When you next think of best practice as your answer, come back and reflect on this first, to place the appropriate innovation into the right practice that meets your needs, not someone elses.

Your Company Needs a Disruption Map

by Haydn Shaughnessy

For some time now we've talked about the enterprise as more porous or externalised. In other words, the enterprise can no longer be as self-contained as it traditionally has been.

Open innovation is an example of that – it thrives on the more open set of relationships that firms now seek out. Openness has a reciprocal feature – information, who acquires it from you and who you get it from.

Innovators tend to think of open innovation as an achievement, as an objective, a place to get to. It might be but, really, who does it systematically and repeatably? In other words where is it a process?

When we think about "open" it is a good idea to think of it in a broader context. Companies are open via social media, Cloud, via new supply chains and via the more active relationships they are developing with customers.

Intelligence from the edge

All of this raises a new set of questions. How do you reap intelligence from the edge of an organization, those convergence points where sales staff are interacting with customers, where customers are interacting in communities, where suppliers are devising their own innovations that in turn create new opportunities for you?

It's important because the new credo in innovation is speed. Talking to Paul Muller at HP recently he told me that they estimate product updates will increase by about thirty fold over the next six years. Put that another way and the average product will have about 120 updates a year – one every three days.

The killer moment in innovation comes with the Internet of Things because things that communicate can tell you how they and their components are performing. They can set an innovation agenda that will compete with the innovation that we might want to set. At the very least, they multiply the innovation strands in an organization. And because they automate data collection they are a competitor to human intelligence.

For example it should be possible to reap more data on the performance of, say, a new car model that will in turn signal the need to modify potentially faulty or non-optimal parts in differenet environmental conditions, sampled from across the globe.

As we transition to this newly accelerated pace of change, we need more information of a strategic and disruptive nature.

It will be catastrophic not to know the business roadmaps of fellow members of an ecosystem. Something of the kind happened to Windows XP. It just didn't meet the requirements of the business population. Vista blew it too. Both were designed at the end of the era when Microsoft dictated how operating systems and browsers should work.

In a more open world intelligence, ironically, can be harder to come by. Innovation platforms currently pick up some of the edge-intelligence through challenges. Is that good enough?

It is an indirect access route to important information. For example a challenge might attract the attention of somebody in the organization who has talked recently to a supplier with interesting new ideas. But that person may not see the challenge or relate the conversation. This is too serendipitous to be taken seriously. It is too much dependent on the social business paradigm where lots of employees share.... Right!

To become edge-intelligence participants employees and partners need context. There is nothing worse in the world of work than being given a stipulation to contribute or participate when the context is unclear.

A disruption map

My own view of this is that companies need to maintain their own disruption maps. I mean by that, every aspect of a company's activities should be viewed as a disruptable asset.

Take a core product like a fitness band, a relatively new area of business. The disruption is going to come from intelligent clothing, sometime soon. Clothing that can capture energy from body heat and movement to power batteries distributed with the sensors that record bodily activity. Or will it come from watches or gasses?

A company in fitness bands would have to maintain a disruption map that took into account all players in clothing and body devices. It might also need to understand disruptions in new materials, battery life, 3D printing techniques that can easily bond electronics components in circular shapes or printed electronics that create disposable monitors. That's just one small element of the disruption landscape that needs mapping.

With that kind of context staff can pitch in. It would be possible to put out intelligence challenges. And platforms like HYPE could devise the ways to make map updates a process with a channel up to the relevant levels of decision making. The innovation platform as an enterprise intelligence tool.

HYPE and Your Company – How to get started?

Contact HYPE Innovation today at info@hypeinnovation.com to schedule a live demo and learn more about our award-winning software.

HYPE: Full-Lifecycle Innovation Software – From Idea to Market

HYPE Innovation, a trusted expert for over a decade, delivers enterprise innovation software in 17 languages to companies around the globe. HYPE's proven innovation process and award-winning software provides our clients with a powerful engine for full-lifecycle innovation, from open innovation campaigns and crowd-generated ideation to concept evaluation and value-creating innovation projects. Companies select HYPE for our flexible software, our client-centric team of experts, and our experience in successfully delivering results to customers in every industry. Our global client community includes leading innovators such as Mattel, General Electric, Bombardier, DHL, Roche, Nokia Siemens Networks, Daimler, Airbus, General Mills, Saudi Aramco, Clorox, Deutsche Telekom, and many others.

Visit our website at **www.hypeinnovation.com** to learn how HYPE enables companies to transform their best assets – employees, clients, partners, and suppliers – into dynamic and engaged innovation communities.

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