



Four Steps to implement Innovation Management successfully

White Paper

Innovate today! ... but how?

Innovation is a central lever in today's business environment and a buzzword which can cause companies to feel a great deal of uncertainty. Constantly changing customer requirements and enormous competitive pressure put innovation at the top of every strategic plan. Many companies react too late to important changes in their business environment. It is important to focus innovation management at an early stage on the interpretation and selection of trends and technologies that could have an relevant impact.

Even the most successful brands have to keep up with the rapid pace in order not to be displaced by more dynamic and aggressive companies. But where do you start when the necessary structures in the company are not yet in place? How do you become a fast follower or even a first mover?

Based on our long-standing cooperation with international innovation leaders, we have developed an approach consisting of **four components** to establish and encourage successful and holistic innovation management. The four steps are divided into a **structural/organizational** part as well as a **contentual/methodical** section.

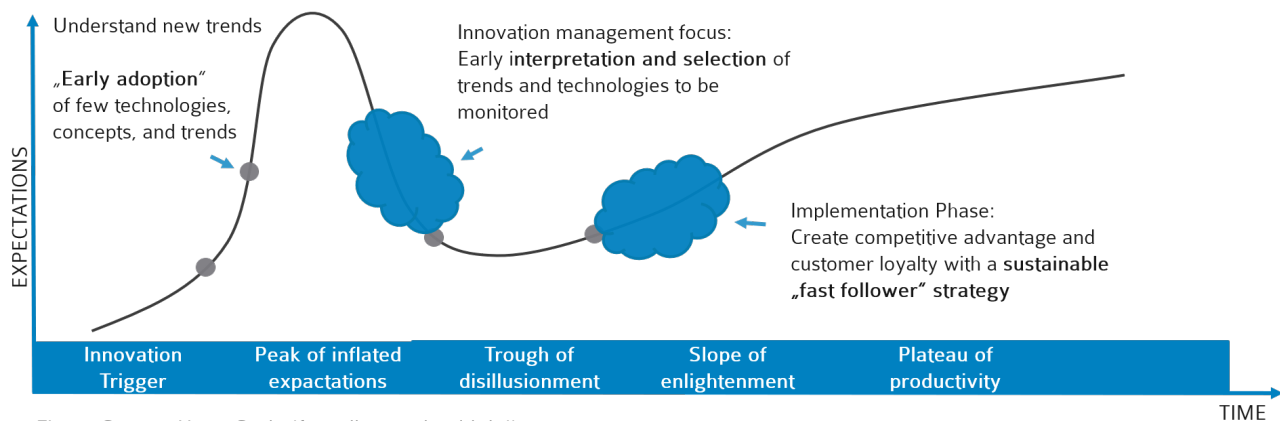


Fig. 1: Gartner Hype Cycle (fast ollower should do!)

Structure & Organization (Step 1 + 2)

Step 1: Innovation Maturity Assessment

Do you know how your company performs in the field of innovation management? How mature is the level of your innovation management? Do you have a clearly formulated innovation strategy and dedicated goals?

First of all, the maturity level and status quo of the existing innovation management in the company is analyzed on the basis of an Innovation Maturity Assessment.

With the help of questions on innovation strategy and objectives, innovation organization and processes, methodological competence, software solutions and the evaluation of success, a personal innovation benchmark and an individually tailored roadmap are set up to show the potentials for an increasing innovation performance.

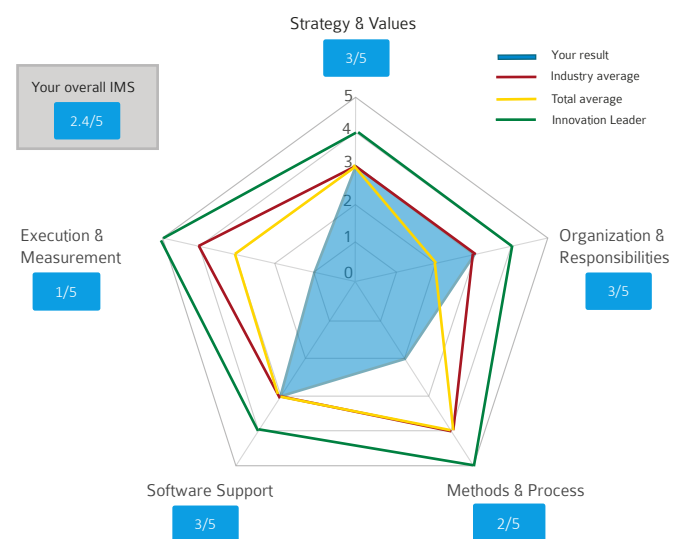


Fig. 2: Innovation Maturity Score (IMS)

Step 2: Innovation Framework Set-ups

Once the assessment has been completed, the structural and organizational framework for innovation management is defined. Together with the customer, we develop a framework for strategic innovation management containing a systematic approach in terms of scouting, assessing and identifying of future opportunities.

The innovation framework is based on best practices and experiences from various client projects with similar challenges. At the same time, the framework is adapted to the individual challenges and requirements of each customer depending on the industry-specific context.

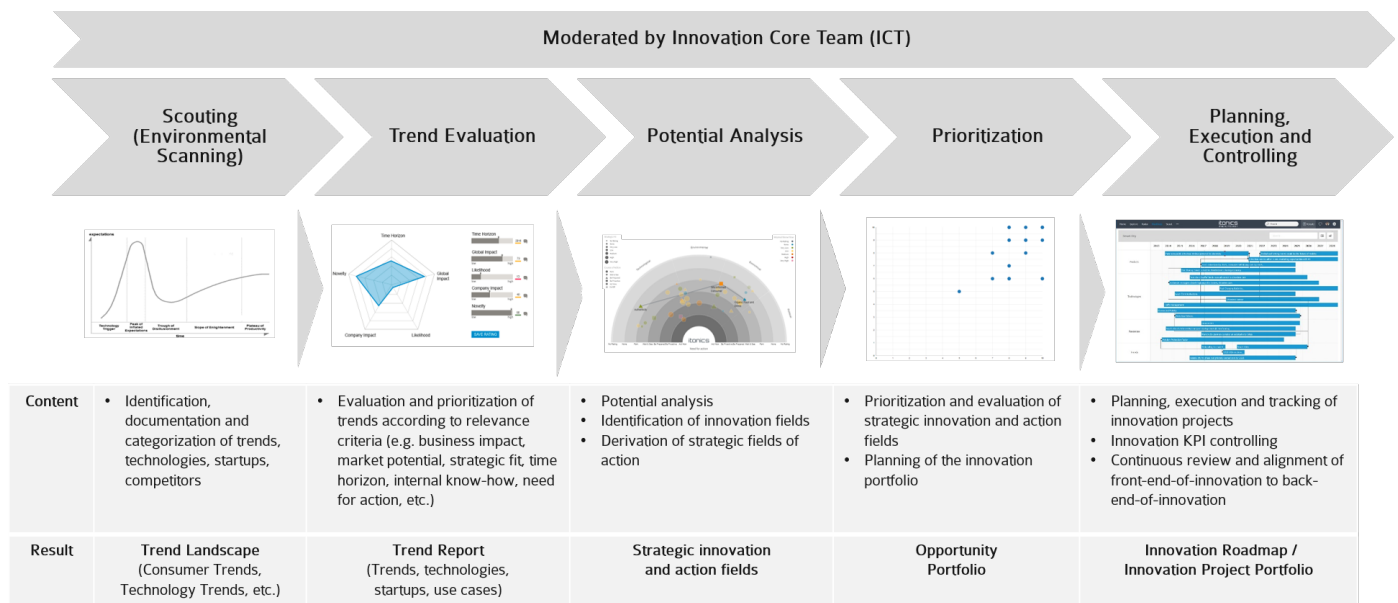


Fig. 3: Target-oriented innovation process

Focus

- What should innovation management achieve?
- Which stakeholders are involved in the innovation process and what are their goals?
- What significance do trends and technologies have in the strategic context?
- Which tools and methods does an innovation department need to manage the relevant information?
- How can this information be documented, evaluated, and aggregated?
- How can innovation projects be planned and managed?
- Which roles and functions are needed in innovation management to realize all this?

The developed framework can focus on various topics within the front end of innovation that differ from case to case. Possible implementations should always be aligned with the innovation strategy containing a systematic approach in terms of innovation, trend or technology management, startup scouting and roadmapping.

Methods & content-related Alignment (Step 3 + 4)

Step 3: Innovation Workshops

After the structural and organizational part is set, it needs to be filled with life. Therefore, step three of our consulting approach deals with the context-related and methodological elaboration of innovation. Our innovation approach focuses on three different areas in order to take a holistic (end-to-end) view on innovation management: **Where to play? How to win? How to execute?**

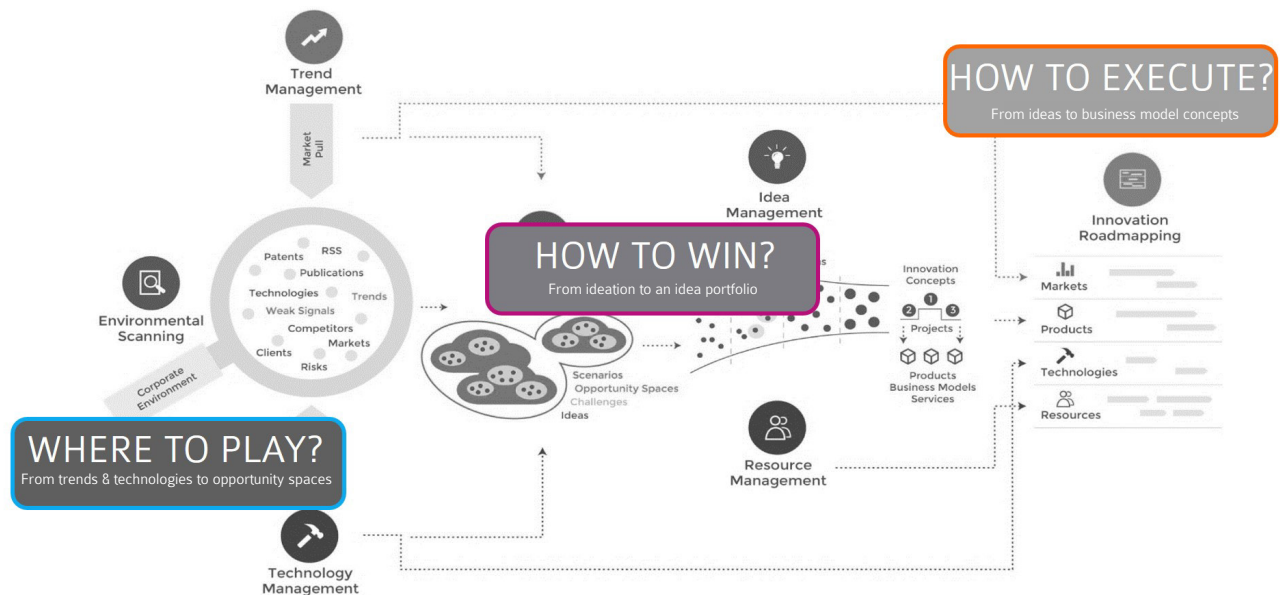


Fig. 4: Tactical and strategic levels in holistic innovation management

Where to play

Where to play focuses on the identification of trends, technologies or startups that have impact on the corporate environment.

By linking this information, the threats and opportunities of a company can be uncovered and transferred into so-called opportunity spaces (advantageous innovation fields) as part of the corporate strategy.

How to win

The **How to win** section enables targeted idea development, from ideation to an evaluated innovation portfolio.

The idea management approach therefore should not begin with a simple collection of ideas, but with a clear focus. Only by linking defined fields of innovation the strategic orientation and development of qualified ideas can be ensured.

- Which trends can I currently observe and how do they influence my corporate environment?
- Which new technologies and associated patents are of crucial importance for my company?
- How do established companies and newcomers from different industries use these trends and technologies?
- Which startups mix up my industry or could serve as strategic partners for new technologies?
- How do I move from individual ideas to a sustainable idea portfolio?
- Which ideas have the potential to achieve the strategic goals that have been set?
- How do I address my defined fields of innovation within the framework of targeted idea campaigns?
- How do I control my campaigns and achieve a high level of participation of relevant idea providers?

” Before you ask yourself "how to win", think about where your company can grow. Which trends, technologies, patents, up-and-coming competitors or startups influence your company's environment and business model? ”

How to execute

The **How to execute** deals with the further development of ideas with high potential into clear business models:

- What are the detailed concepts behind the most promising ideas?
- Which possible business models are suitable for a successful market launch?
- Does my innovation pipeline contain enough products to serve existing and future markets?
- What internal and external skills, capabilities, and resources do I need to invest in to develop current or future technologies and products?
- How do I identify synergies, time inconsistencies, and gaps in technology and product development across all business units?

In times of increasingly accessible technologies, increasing competitive pressure and high market transparency, prices, products and technologies alone will no longer generate competitive advantages.

Customer Experience Management in combination with innovative business models are important strategic drivers for success.

By visualizing and contextualizing dependencies between markets, products, technologies and resources in an integrated roadmap across all business units, targeted investment decisions can be made for medium to long-term product and technology planning.

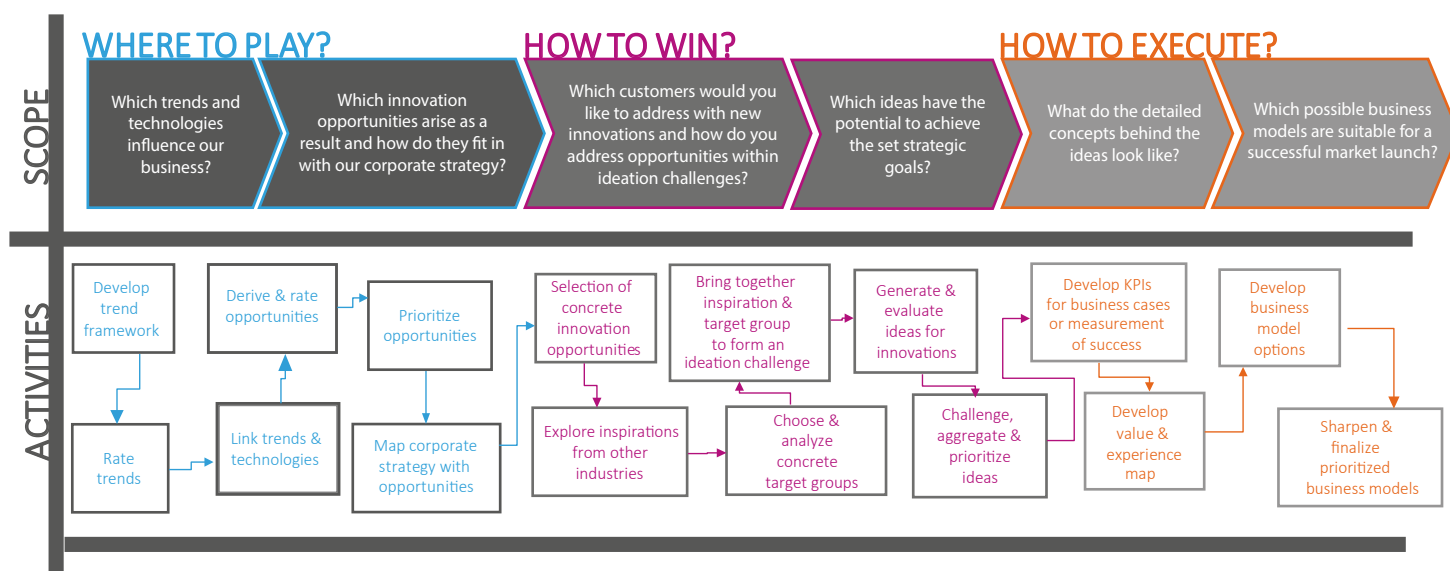


Fig. 5: Areas and activities in holistic innovation management

Step 4: Methodical Software Trainings

Once the foundations have been laid for target-oriented innovation management, the individual processes can be supported step by step by software solutions. Digitization in innovation management is becoming more and more popular and raises its performance and professionalism to the next level.

Especially in the area **Where to play**, in which a lot of information from different areas is aggregated, processed and evaluated, the corresponding software modules can bring a decisive time and thus competitive advantage.

Software-supported trend and technology scouting, the analysis of patents and publications, the identification of so-called "weak signals" with the help of big data and the analysis of the direct competitor and startup environment play a central role here.

Ideation tools enable companies to plan and control targeted idea campaigns and to integrate the relevant idea generators independent of time and place.

Using so-called management dashboards, the innovation manager always has an up-to-date overview of the campaigns, the status of the ideas and can thus build up an innovation pipeline. By means of a transparent innovation portfolio, innovation managers are in a position to turn ideas into groundbreaking products, services or business models.

The market launch of these innovations can then be planned and controlled using a roadmap tool. The transparency of this procedure enables targeted investment decisions and a constant alignment with the corporate strategy.



Fig. 6: Enterprise software for innovation management

Measurable Success?

One of the most frequently asked questions in collaboration is about measurability. What is the added value and how can the successes achieved be expressed in KPIs? The identified opportunity spaces represent one of the most important indicators. Short and medium-term KPIs can be observed here, for example, the sales volume per identified growth area in relation to market potential or the general number of identified opportunity spaces as well as the number of innovation projects per opportunity space. Cultural factors, such as employee involvement in innovation activities, can also be measured.

In the **How to win** and **How to execute** areas, it is particularly important to establish long-term KPIs and critical metrics for selected innovation concepts and various business cases. Strategic and operative key figures here are, for example, the ROI (Return on Innovation Investment), the number of innovation projects carried out and completed, sales growth as well as customer satisfaction through new products or services and general time savings.

Get started now!

Do you want to get started and immerse yourself in innovation? We are happy to support you in the development of your company-specific innovation management framework!

Feel free to contact us directly and make an appointment for a personal meeting with one of our experts.



Contact Us

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Why ITONICS

- **Strategic approach:** The ITONICS methodology and tools link strategy, innovation, and execution and can be managed by a small team.
- **Perfect match:** The customizable software modules can be configured to your individual needs and already existing best practices within your organization.
- **Partnership for excellence:** Our best practice workshops, periodic health checks, benchmarks, and training sessions guarantee a sustainable and world-class innovation management.
- **Global engagement:** We manage and operate global open innovation challenges and enable worldwide technology and trend scouting projects. You can rely on our extensive industry expertise.
- **Trust:** The protection of your data assets is one of our major obligations. getting certified in ISO/IEC 27001:2013 underlines this ongoing endeavour.
- **24/7 support worldwide:** You can rely on our team of experts 24/7 and receive individual support and advice.

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