UNLOCKING INNOVATION FOR GROWTH

THE INNOSURVEY ®

Building a culture of innovation that supports you and helps you grow

SAMPLES

OVERVIEW OF YOUR INNOSURVEY® REPORT

Sample page 1

gerry.purcell@internalconsulting.com

Incremental unstrategic cauldron, fertile field and pacman style firm innovating its products and innovating its business model driving for increased profit

By building and organizing the largest Innovation capability database in history, we have helped an endless number of international players gain significant advantages. Through founding Innovation360 Group, we, and all our licensed practitioners in 28 countries, aim to bring this database to a wider market in order to help organizations become more successful in a time of change and turbulence. The unique profile you hold is based on your perception of your organization, data from 5,000+ organizations in 105 countries, the previous 100 years of current thinking in innovation, over 100 million calculations and the AI power of InnoSurvey®.

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Sample page 2

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Sample page 3

INNOVATI°N 360

WE START WITH AN INITIAL STORY

Primarily innovates in small steps

Looks for potential opportunities by applying superior understanding of the end-user and unmet needs

Innovates by finding new ways and areas to apply its existing capabilities

Incremental market reader and need seeker fertile field style firm innovating its management system, innovating its processes and innovating its business model driving for growth and/or to strengthen its competitive position

Uses a few key innovation types

Innovates to grow and/or to strengthen its competitive position

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INNOVATI°N 360

RESULTS REFLECT AN UNDERLYING FRAMEWORK

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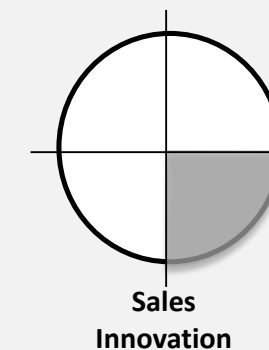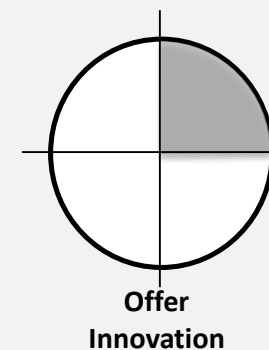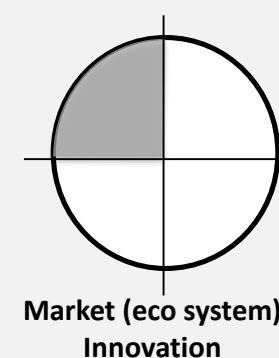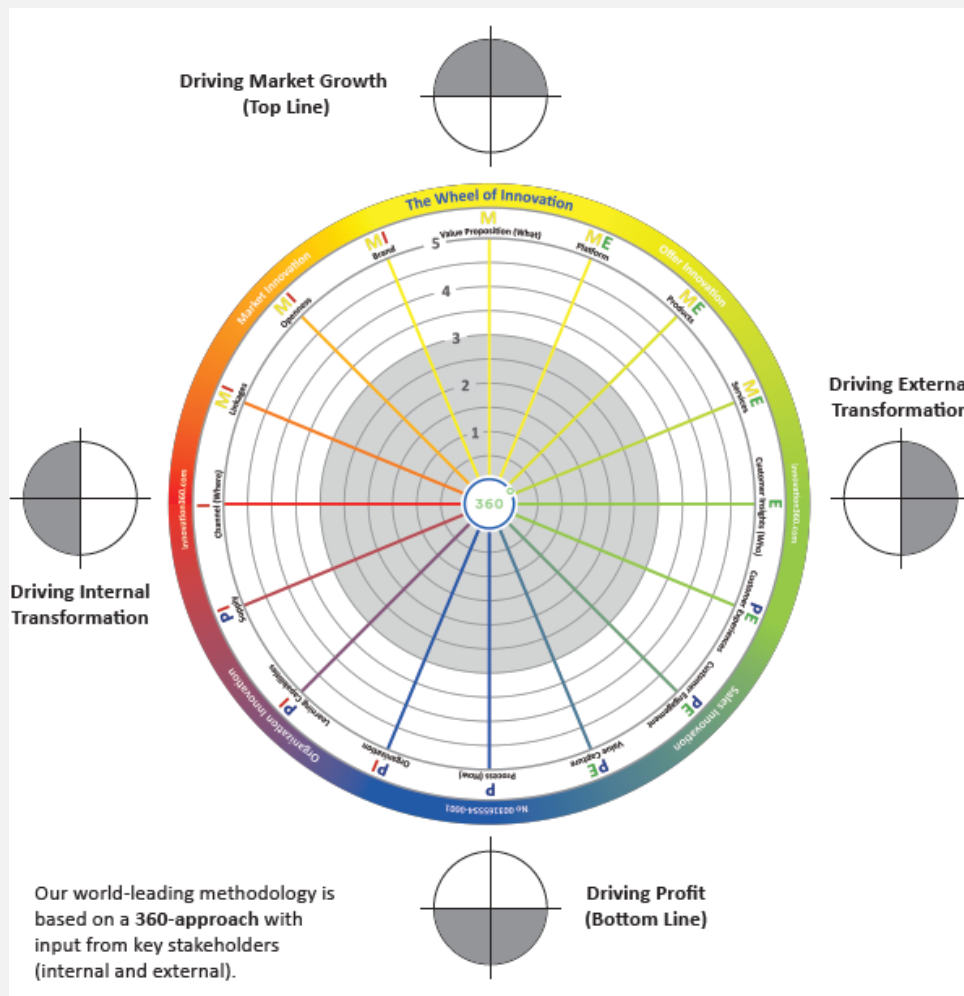
HOW DO YOU PERFORM? INNOVATION PROCESS

The four steps

- Some ideas, but more engagement
- Poor selection – protypes? cost cadence?
- Development – product management systems?
- Commercialization – speed to market, scale?

Imagine more ideas, better selection, more rewarding development and commercialization!

What is your result?

Legend:
- Poll
- Top Quartile

Chart (Strength scale 2,5 – 5,0):

Step	Poll	Top Quartile
Ideation	3,40	4,31
Project Selection	3,12	4,15
Development	3,29	4,22
Commercialization	3,39	4,25

Strength

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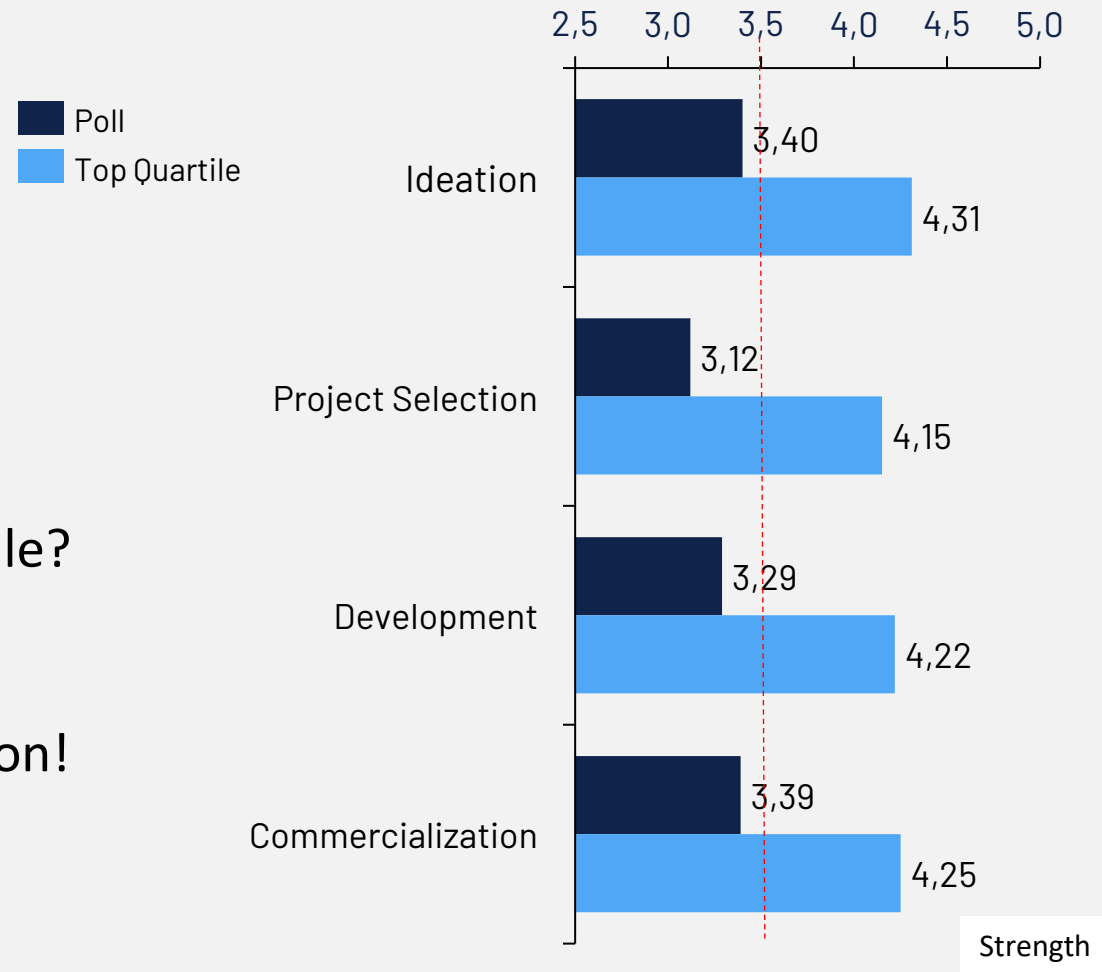
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POLL:
What is your strongest process step?

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INNOVATI°N 360

WHY? THE STRATEGIC QUESTIONS

Market Growth and/or **Profit**

The Strategic Questions

Increase barriers to entry or copy

Increase internal efficiency

Differentiate and neutralize competitors

Save costs

Focus on competitive advantages

Radical opportunities

THERE IS A NATURAL TENSION

Performance engine

Radical innovation engine

H2 – The interface, scaling innovations proven in H3, taking care of radical innovations from H1

H1 – highly efficient but can only handle incremental innovation

H3 – built for radical innovation, but not able to scale on its own

HOW? INNOVATION LEADERSHIP STYLES

The Cauldron

The organization challenges its business model and its offerings continuously, nothing is sacred

The Spiral Staircase

The organization sets innovation goals and works systematically to achieve them

The Fertile Field

The organization finds new ways and areas for applying its capabilities
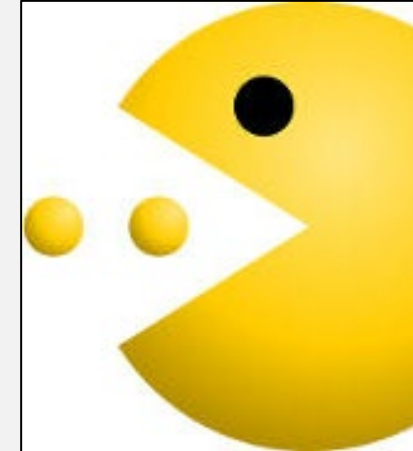
The PacMan

The organization invests in start-ups and entrepreneurial firms to gain leverage for the early stages of innovation

The Explorer

The organization invests in innovation projects that are risky and may not return its investment

Source: Loewe, Williamson, & Wood, *European Management Journal*, 2001

SAMPLES

POLL:
What style of leadership stands out in your results?

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WHY? INNOVATION STRATEGY

Need Seekers, Market Readers & Technology Drivers

There are different strategies for different types of business development. A company will often use a combination of two strategies
Need seekers have been proven to be the most successful in creating profit and growth

Source: Barry Jaruzelski, Kevin Dehoff, How the Top Innovators Keep Winning. Booz & Company Inc. (PwC today) Strategy + Business, Issue 61, Winter 2010

Need Seekers

These companies look for potential opportunities by applying a superior understanding of the end-user and of rapid go-to markets

Market Readers

These companies capitalize on proven market trends and a superior understanding of customers and competitors

Technology Drivers

These companies drive for both breakthroughs and incremental innovations based on new technology

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POLL:
What innovation strategy is central?

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WHERE? FOCUS OF INNOVATION

Examples of opportunities could include:

- More emphasis on new products

- Focus a higher priority to innovation efforts

- Better structure to enable action on new ideas

- Clearer (and understood) organizational vision

- Work more systemically to develop new services and gain competitive advantage

- market to observe, analyse and evaluate customer experience

- Analysis other industries' delivery formats and innovation in new delivery formats, e.g., testing new distribution channels

Legend:
- Poll
- Global Average
- Top Quartile

	Poll	Global Average	Top Quartile
Products	3,43	3,76	4,47
Processes	3,29	3,63	4,42
Org Structures	3,00	3,41	4,25
Mgmt System	2,79	3,31	4,22
Production	2,64	3,34	4,16
Business Model	3,21	3,44	4,34
Services	3,71	3,62	4,43

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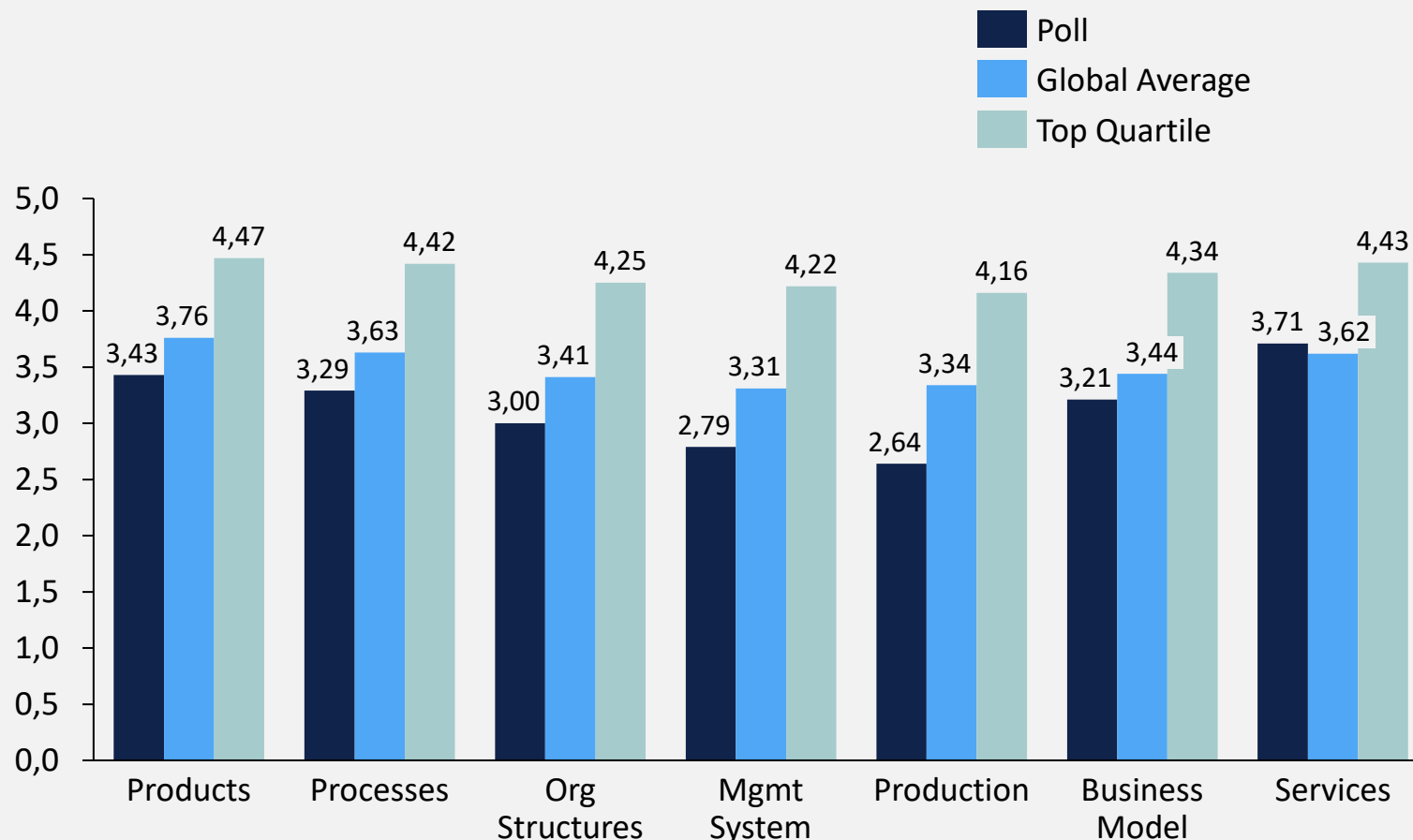
"The **Devil's Advocate** may never go away, but on a good day, the **ten personas** can keep them in place"

"I would like to play devil's advocate on this idea also."

WHO? PERSONAS – THE 10 FACES OF INNOVATION

Poll
Top Quartile

Persona	Poll	Top Quartile
Anthropologist	2,93	3,60
Experimenter	3,43	4,45
Cross-Pollinator	3,00	4,30
Hurdler	2,57	3,92
Collaborator	3,93	4,37
Director	3,93	4,60
Experience Architect	4,00	4,38
Set Designer	3,64	4,44
Storyteller	4,00	4,43
Caregiver	4,43	4,54
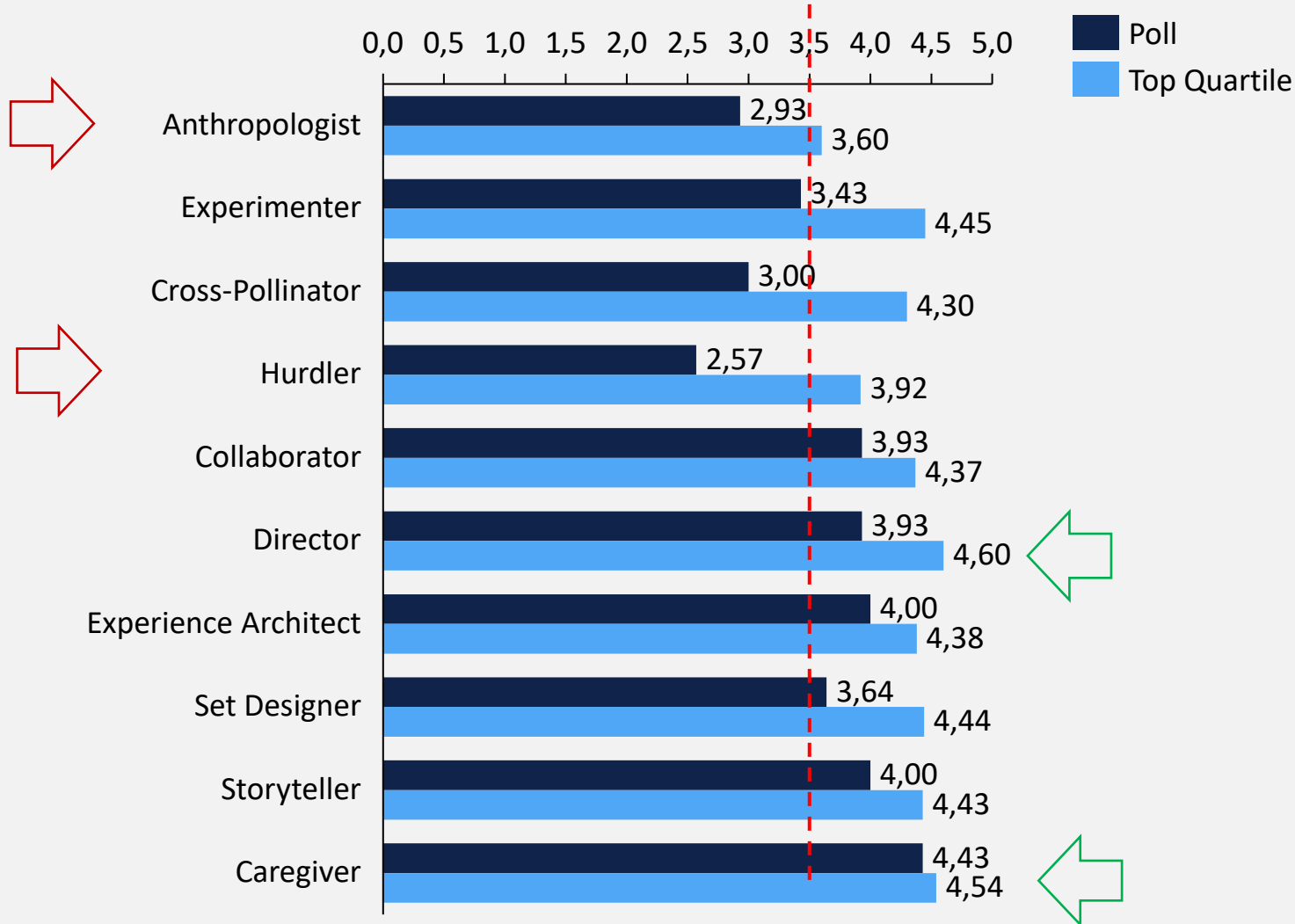
Anthropologist: learning persona that seeks firsthand knowledge about how people interact with products, services and experiences to add new insights for innovation. Good at reframing problems in a new way.

Director: organizational persona sets the stage, targets opportunities, brings out the best in players, and gets things done

Hurdler: organizational persona gets a charge out of doing things that have never been done before.   Good at sidestepping obstacles.

Caregiver: building persona that works to understand each customer and to create a relationship. Guides customers to a comfortable and human-centered experience.

Source: Kelly & Littman 2005

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POLL:
What are your two strongest personas?

INNOVATION PERSONAS

LEARNING PERSONAS

Personas that are passionate about that no one can afford to be complacent, are open to new ideas and realize that today´s great ideas could be tomorrow´s anachronism.

Anthropologist: Finds the unfamiliar in the familiar by reframing problems in new ways, humanizing scientific methods and applying it to daily life.

Experimenter: Fails often to succeed early by taking calculating risks and trying out new ways to get to a better result.

Cross-Pollinator: Draws associations and connections between seemingly unrelated ideas or concepts to break new ground.

Source: Tom Kelley and Jonathan Littman
The Ten Faces of Innovation (2005).

ORGANIZATIONAL PERSONAS

Personas that are savvy about the process of an organization and see that ideas must constantly speak for themselves to compete for time, attention and resources.

Hurdler: The hurdler is a tireless problem-solver who relishes tackling things that have never been done before.

Collaborator: The collaborator is the rare person who truly values the team over the individual. In the interest of getting things done, the collaborator coaxes people out of their work silos to form multidisciplinary teams.

Director: The director has an acute understanding of the bigger picture, with a firm grasp on the pulse of their organization.

BUILDING PERSONAS

These highly visible people are the ones to make innovation happen by applying insights from the Learning personas and imposing empowerment from the Organizing personas.

Experience Architect: Relentlessly focused on creating remarkable individual experiences

Set Designer: Looks at every day as a chance to liven up their workspace and promote energetic, inspired cultures to create work environments that and stimulate creativity.

Caregiver: Through a human-centered experience, they focus on understanding each individual customer and create a relationship.

Storyteller: The storyteller captures our imagination with compelling narratives of initiative, hard work and innovation. Stories rooted in authenticity to spark emotion and action.
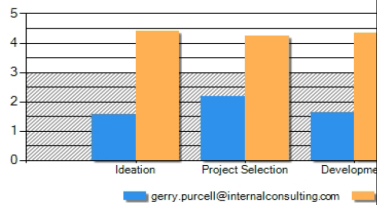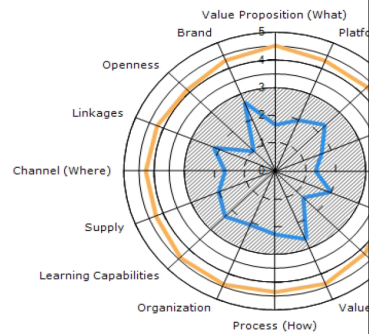
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STRENGTHS AND WEAKNESSES

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EXAMPLE: STRENGTHS & WEAKNESSES

Idea Diffusion	The organization's structure and/or system support does not allow you to capture, generate or take advantage of new ideas.	2,00 ↓	4,34 ↑
Product to Market	The organization regularly launches new product types to stay ahead of its competitors and to strengthen its customers' loyalty through an innovative approach.	4,00 ↑	4,25 ↑
Customer Co-Creation	The organization does not engage its customers in its own development.	2,00 ↓	4,39 ↑

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HOW CAN YOU USE THIS DATA TO ENABLE YOUR INNOVATION EFFORTS?

- Think hard about where to start
- Get unstuck from the everyday
- Have confidence that you are making the right decisions
- Improve your clarity on which innovation has the most potential
- Act on the right initiatives
- Build a culture of innovation
- Stay on track
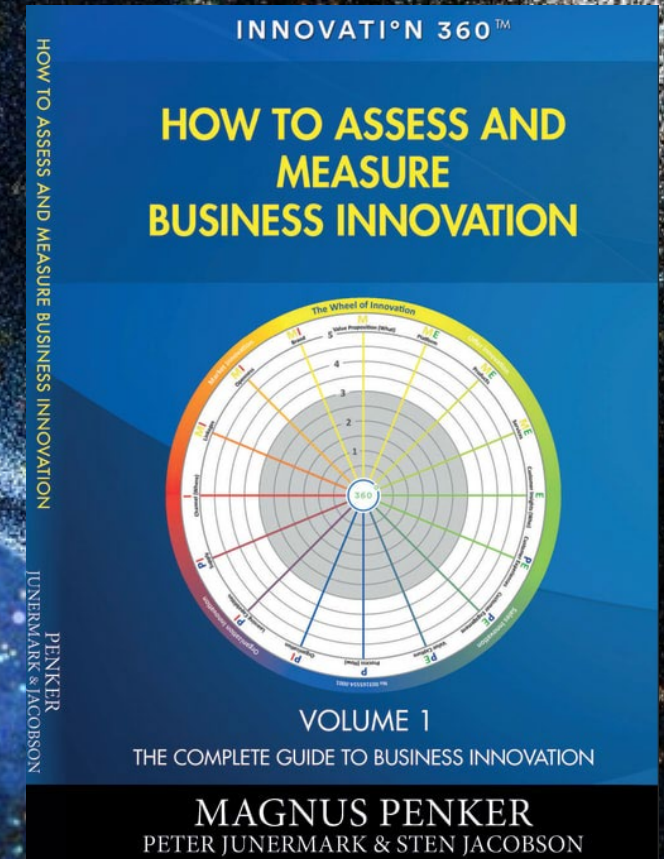
"Innovation is a frame of mind. It's the way you think about a problem. True innovation starts when you look at your constraints and you think about how you will solve that problem."