



Innovation Management: A Change Management Perspective

Colin Nelson
Director of Enterprise Innovation
colin.nelson@hypeinnovation.com



colin_at_hype



Introduction: Colin Nelson



Director of Strategic Consulting at HYPE Innovation

- 10 years supporting organizations and communities with enterprise collaboration
- 7 years in information management & consulting

My day job:

- I run a small multinational consulting team
- I help with adoption of enterprise & inter-enterprise collaboration programmes
- Typically focused on Innovation & Efficiency
- I write and talk about enterprise innovation



One off
innovations
aren't enough

Enterprise
scale requires
software

Enterprise scale
requires an
understanding of
how people
behave online

Sustainable & collaborative, enterprise innovation programs

The best ideas
come from
diverse teams

Everyone can
help us to
innovate

Who Are HYPE?



HYPE Innovation

- **Founded 2001: Daimler spin-off**
- **Specialized in Innovation Management**
- **Headquartered in Bonn, Germany**
- **Additional offices in Brunswick, Berlin, Boston, Southampton, Lyon and Abu-Dhabi**
- **80 employees**



Product & Services

- **Supports Full Lifecycle of Innovation**
- **Results Driven Approach**
- **Software Developed to Solve the Innovation Manager's Pain Points (Jobs-to-be-Done)**
- **Highly Configurable: A Platform that Evolves with You**
- **Cloud or On-Premise**

Selected HYPE Clients Across Industries



Automotive



Transportation / Logistics



Technology



Consumer Goods



Manufacturing



Medical



Energy & Utilities



Finance & Insurance



Pharma / Chemical



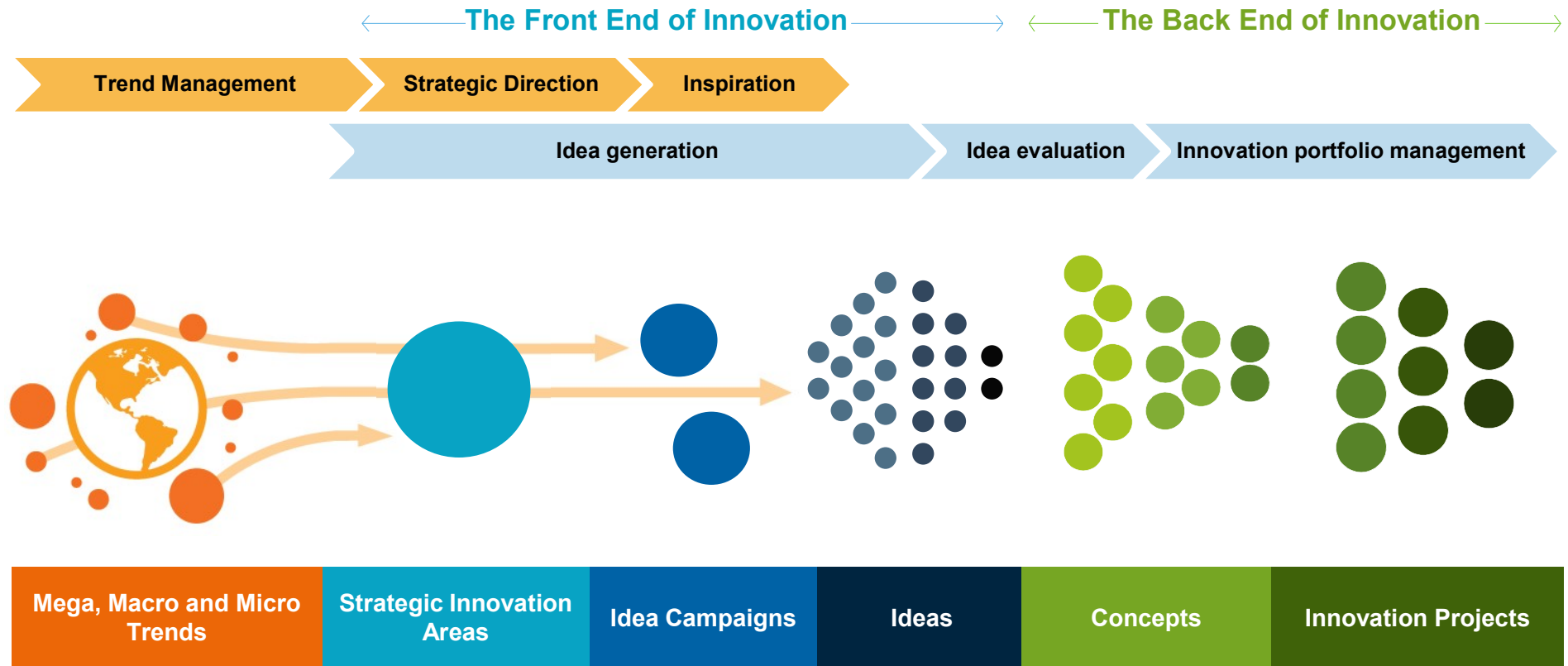
Other



Once organizations have reached a **certain size**, there is a significant distance between **those who have ideas and insights** and those who have the power and resources to act upon them.

HYPE Innovation provides **technology** and **processes** that bring idea contributors and decision makers **closer together**, helping organizations to generate **additional revenue**, to **become more efficient**, and to **empower people**.

HYPE Full lifecycle process



- **Setting the scene**
- **What does good look like?**
- **Major stages of maturity**
- **Stretching the organization**

- **Complex organizations are establishing online innovation management programs**
- **The context is Growth & Efficiency within an increasingly fast moving world**
- **Leaders know they need to develop more agile organizations to adapt to change**

There are challenges...



- **We have to build belief in a new way of working**
- **Few are comfortable with advertising what they can't do**
- **The mandate for innovators is often big and strategic**
- **Most employees are not measured against their support for innovation**

- Setting the scene
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What does 'good' look like?

- Leadership
- Culture & Behaviors
- Focus
- Outcomes



- **CEO and Executive supportive, encouraging their employees and implementing the outcomes of the online program**
- **Middle Management understand what's in it for them, supportive of their teams**

Culture and behaviors



- 70% + engagement through the year
- Sharing and collaboration behaviors well established
- New joiners are briefed and aware of how to engage
- Ongoing recognition program

- Efforts are matched to organizational needs
- Balance between incremental, strategic and breakthrough innovation
- Effective governance to monitor progress and shift as circumstances change
- Innovation curator in place to develop ideas & concepts beyond their initial purpose
- Integration with Continuous Improvement activities

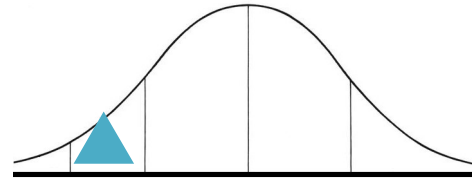
- Regular incremental business benefits
- Growth in diversity of the innovation funnel
- Growth in predicted impact of innovation funnel

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Major stages of maturity

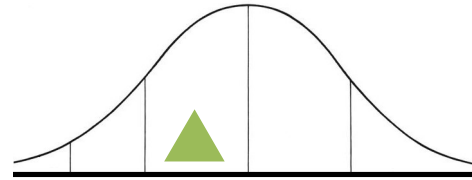


Program Phases



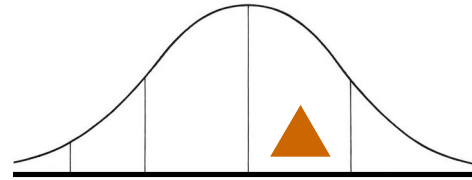
<p>Key activities:</p> <ul style="list-style-type: none">• Initial set of idea campaigns• Building support from C-Suite• Showing by doing• Focus on some key 'today job challenges'	<p>Objectives:</p> <ul style="list-style-type: none">• Demonstrate that in certain circumstances, online collaboration has benefit• Find quick wins
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Program Phases



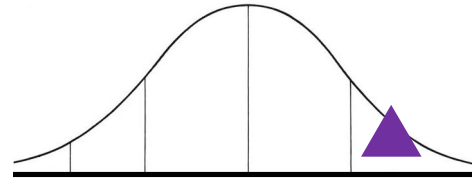
Key activities:	Objectives:
<ul style="list-style-type: none">• Increase programs breath of focus and range of topics• Confirmation & refinement of company wide best practices• Development of an innovation advocate community• Communicate progress and outcomes• Recognize those offering high value contributions	<ul style="list-style-type: none">• Develop the innovation portfolio• Expand division by division• Share best practices between practitioners

Program Phases



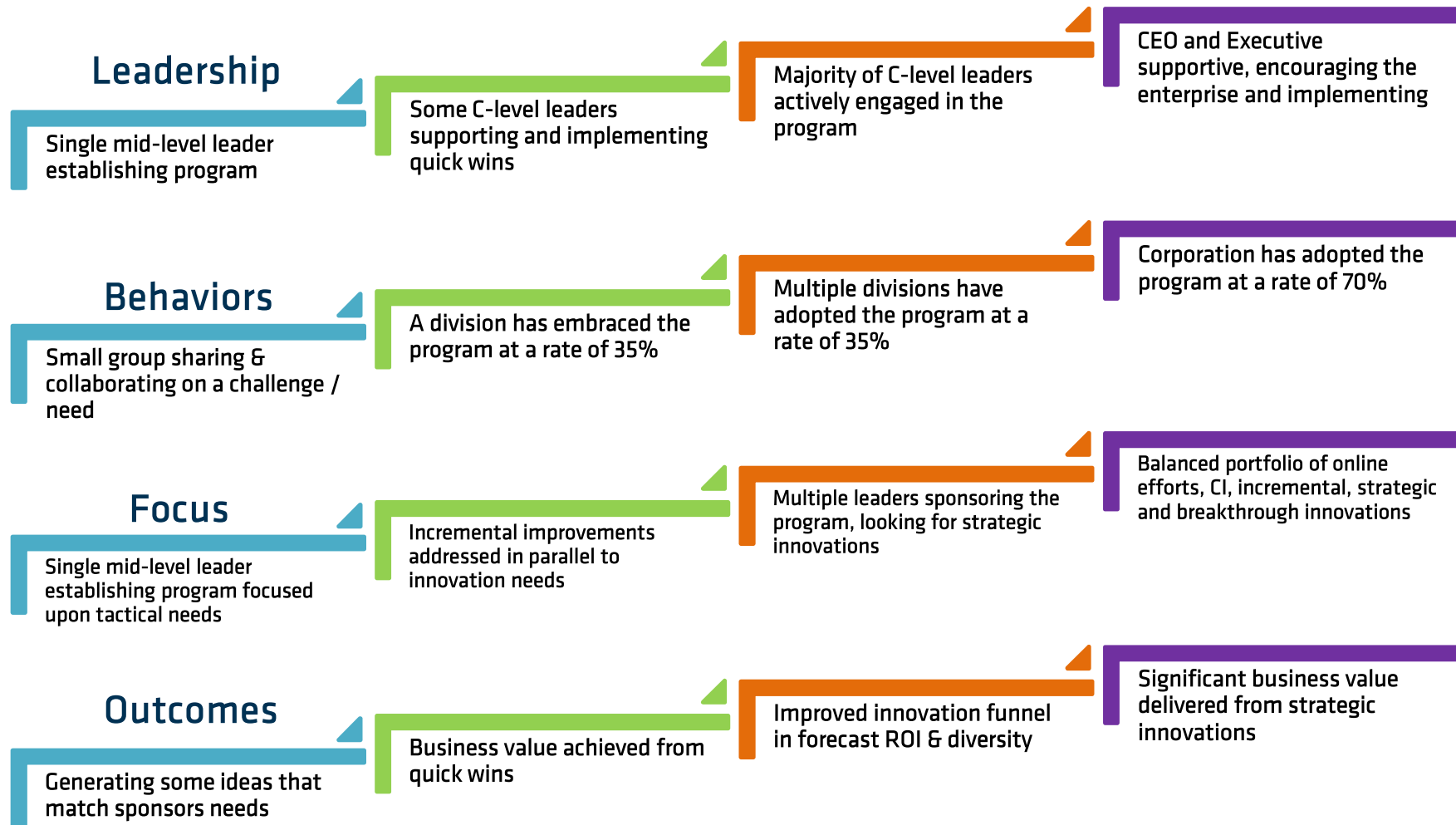
<p>Key activities:</p> <ul style="list-style-type: none">• Increase the programs 'level of adventure'• Quarterly updates to all• Share success stories• Refine advocate program with new joiners• Expand to include externals (typically B2B Open Innovation)	<p>Objectives:</p> <ul style="list-style-type: none">• Embed behaviors across the company• Refine approach• Increase audience diversity
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Program Phases



<p>Key activities:</p> <ul style="list-style-type: none">• Increase the scale of the online innovation team• Full breath of innovation and efficiency topics being addressed• Corporate communications offering updates and news	<p>Objectives:</p> <ul style="list-style-type: none">• Maintain momentum• Monitor portfolio's alignment to corporate strategy
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Delta analysis

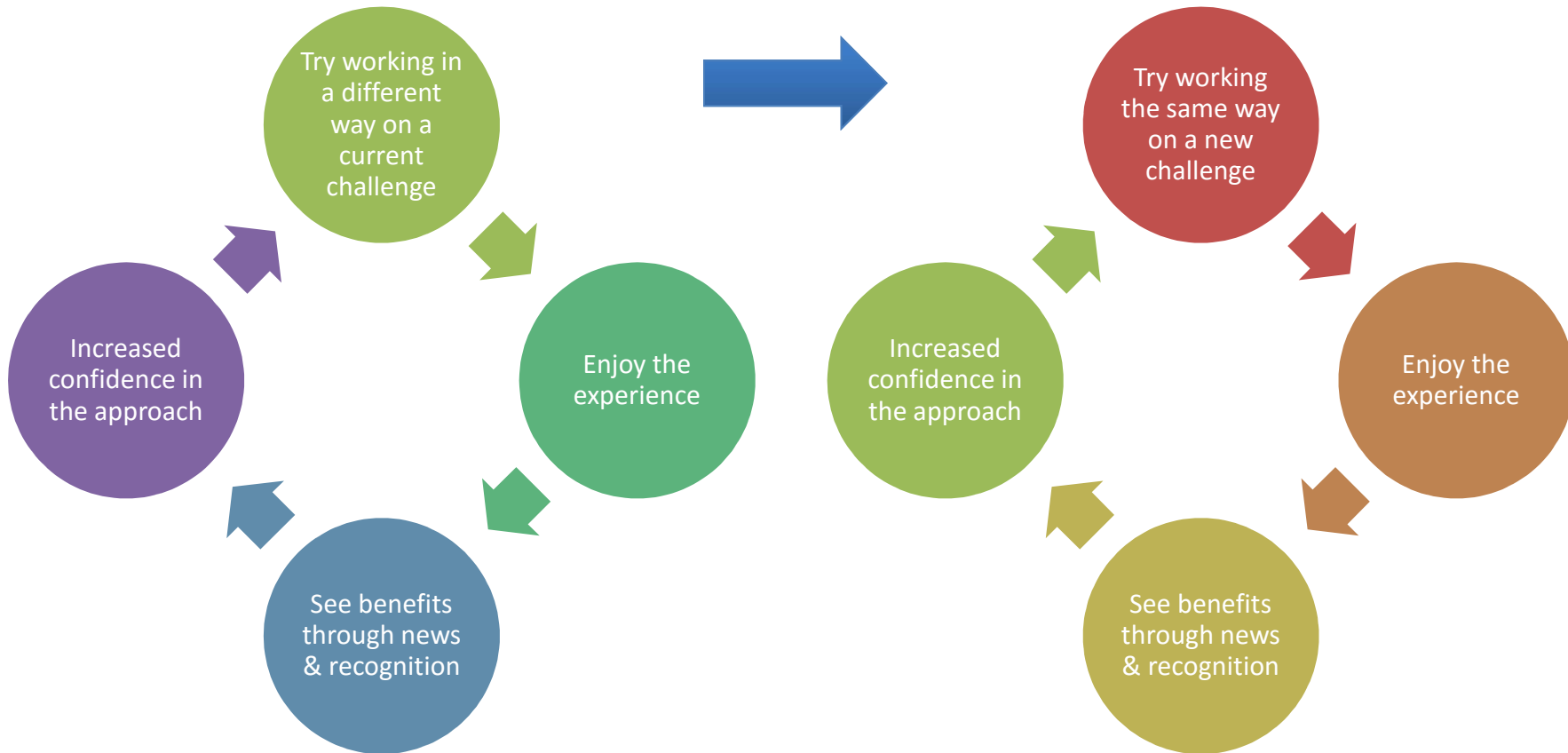


- Setting the scene
- What does good look like?
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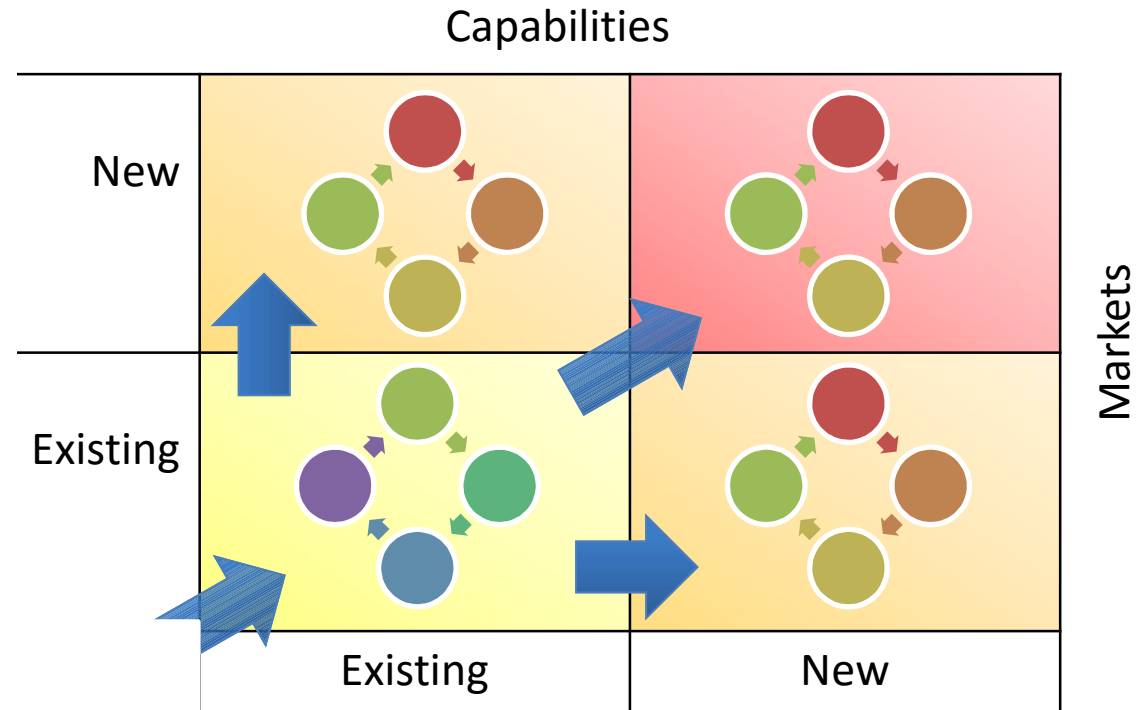
How can we make the program attractive to all?

- Diversity of topic and approach is crucial
- The word 'Innovation' isn't engaging to many
- Focus on building the right behaviors

Stretching the organization



Stretching the organization: an Ansoff Matrix view








Angles of attack



	Creative	Diverse opinions collaborating to develop something that doesn't yet exist
	Problem Solving	Using collective insight and diverse opinions to fix a known issue
	Discovery	Finding hidden insights and expertise from the corners of our organization or 3rd parties
	Testing	Testing a concept or idea with those likely to be impacted by its implementation
	Feedback	Gather feedback on current activities, with the goal to refine and improve

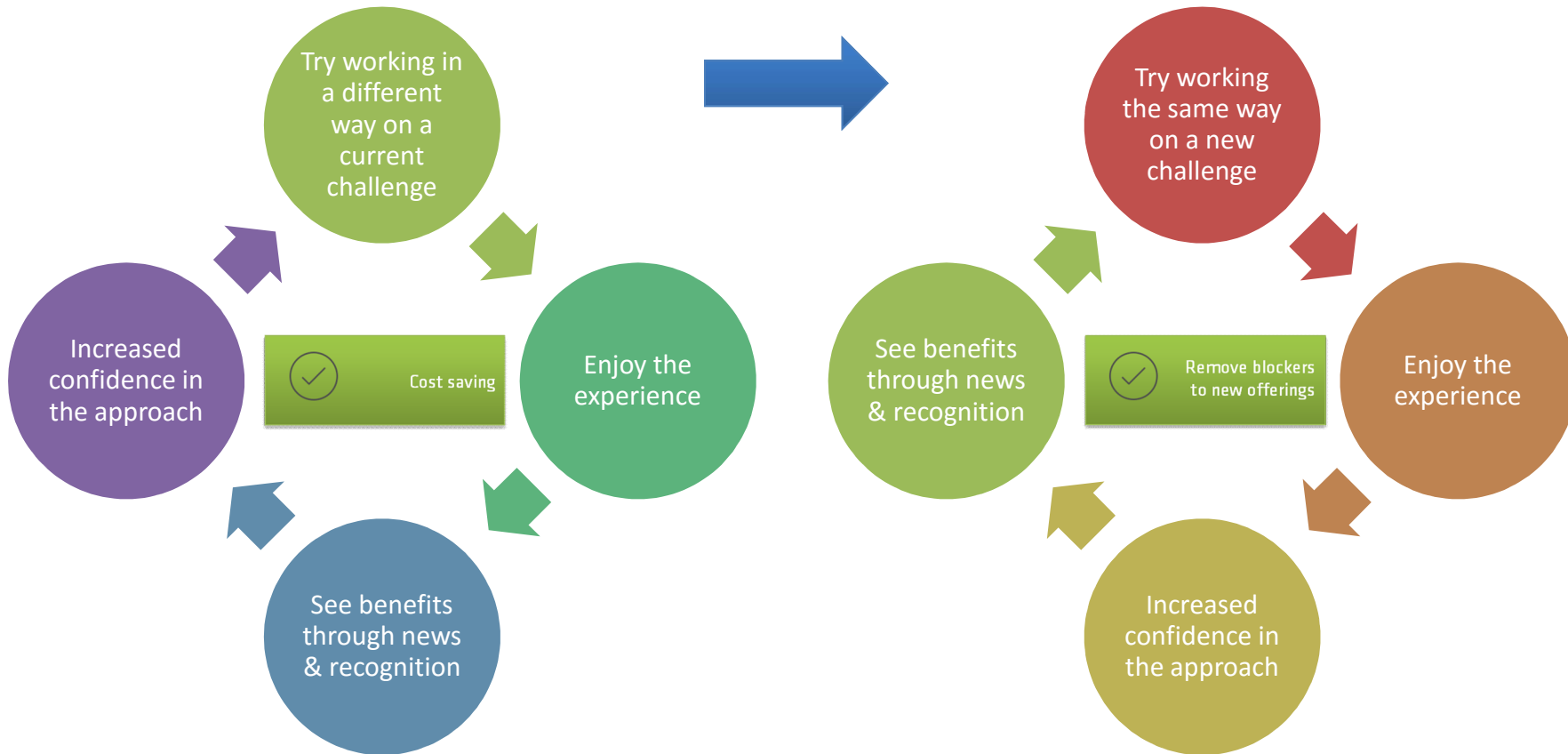
Typical use case examples



		Efficiency:	Innovation:
	Creative	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Maximize profitability of a service or product <input checked="" type="checkbox"/> ... 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> New offerings and/or new markets <input checked="" type="checkbox"/> ...
	Problem Solving	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Cost saving <input checked="" type="checkbox"/> ... 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Resolve blockers to new offerings <input checked="" type="checkbox"/> ...
	Discovery	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Best practice identification <input checked="" type="checkbox"/> ... 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Find skills to develop something new <input checked="" type="checkbox"/> ...
	Testing	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Adoption of a new process <input checked="" type="checkbox"/> ... 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Optimize offering before launch <input checked="" type="checkbox"/> ...
	Feedback	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Front-line worker insights <input checked="" type="checkbox"/> ... 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Feedback on new capabilities <input checked="" type="checkbox"/> ...

Full version of campaign mode examples available to HYPE clients on request

Stretching the organization: Practical application



- Understand what you're heading towards and track progress
- Accept that you need to start where your organization is, not where you want it to be
- Don't be frightened to stretch the organization by trying new things and addressing different topics
- Delivering business value helps accelerate the transition between the maturity stages



Innovation Management Trends: What's new and interesting from the field

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