

Innovation Management



Experiences with models and assessments

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Background

Experience with Innovation Checks: A Case Study with 46 Companies in Denmark

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Abstract

During a two year period DELTA has performed 46 Innovation Checks in Small and Medium-sized Enterprises (SME) with great success. In addition to reported benefits experienced by the companies, the Innovation Checks have given us extensive knowledge of the companies' difficulties in having success with innovation in relation to the following 5 topics: Product, Processes, Production, eBusiness (use of IT for business proposes), and Marketing.

This paper presents the method behind the Innovation Checks and conclusions reached from this important project carried out in cooperation with DI (the Confederation of Danish Industry).

The main conclusions are:

- Companies don't have the necessary time to invest in innovation
- Companies lack a business strategy that includes innovation
- Without the time and focus, innovation will be ad-hoc rather than a mastered discipline
- An Innovation Check does help companies with innovation here and now, but without a mastered innovation process it is likely to become a one-off event.

This paper presents our experience from data and observations collected during the Innovation Checks. As the population is fairly small (46 companies) the results are to be taken as observations and guidelines rather than scientific facts.



Innovation check

- **Large Danish initiative** to support SME's in relation innovation funded by the Confederation of Danish Industry
- During a two-year period, DELTA has performed **46 Innovation Checks** in Small and Medium-sized Enterprises (SME)
- Innovation Checks have given us extensive knowledge of the companies' **difficulties in having success with innovation** in relation to the following 5 topics:
 - **Product, Processes, Production**
 - **eBusiness** (use of IT for business proposes), **Marketing**
- This paper presents the **method** behind the Innovation Checks and **conclusions** reached from this important project carried out in cooperation with DI (Confederation of Danish Industry)



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Conclusions

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**Companies don't
lack innovative
ideas
- they lose them**

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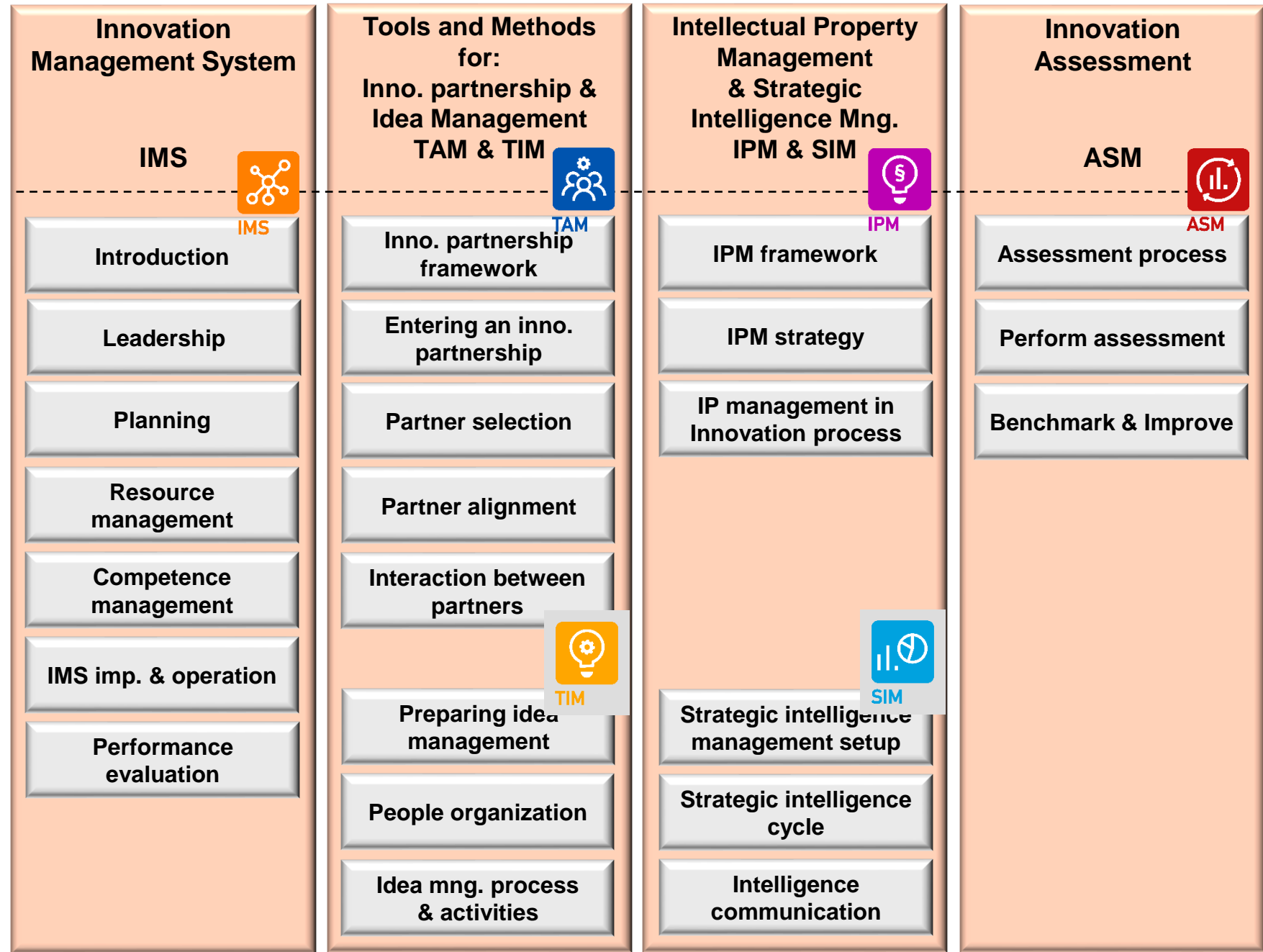
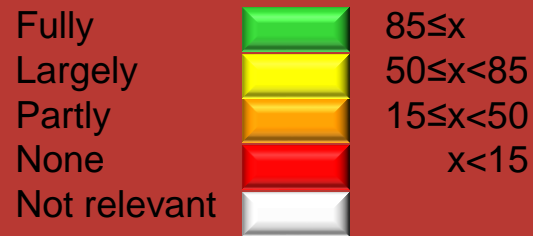
My experiences

Why is a model so helpful

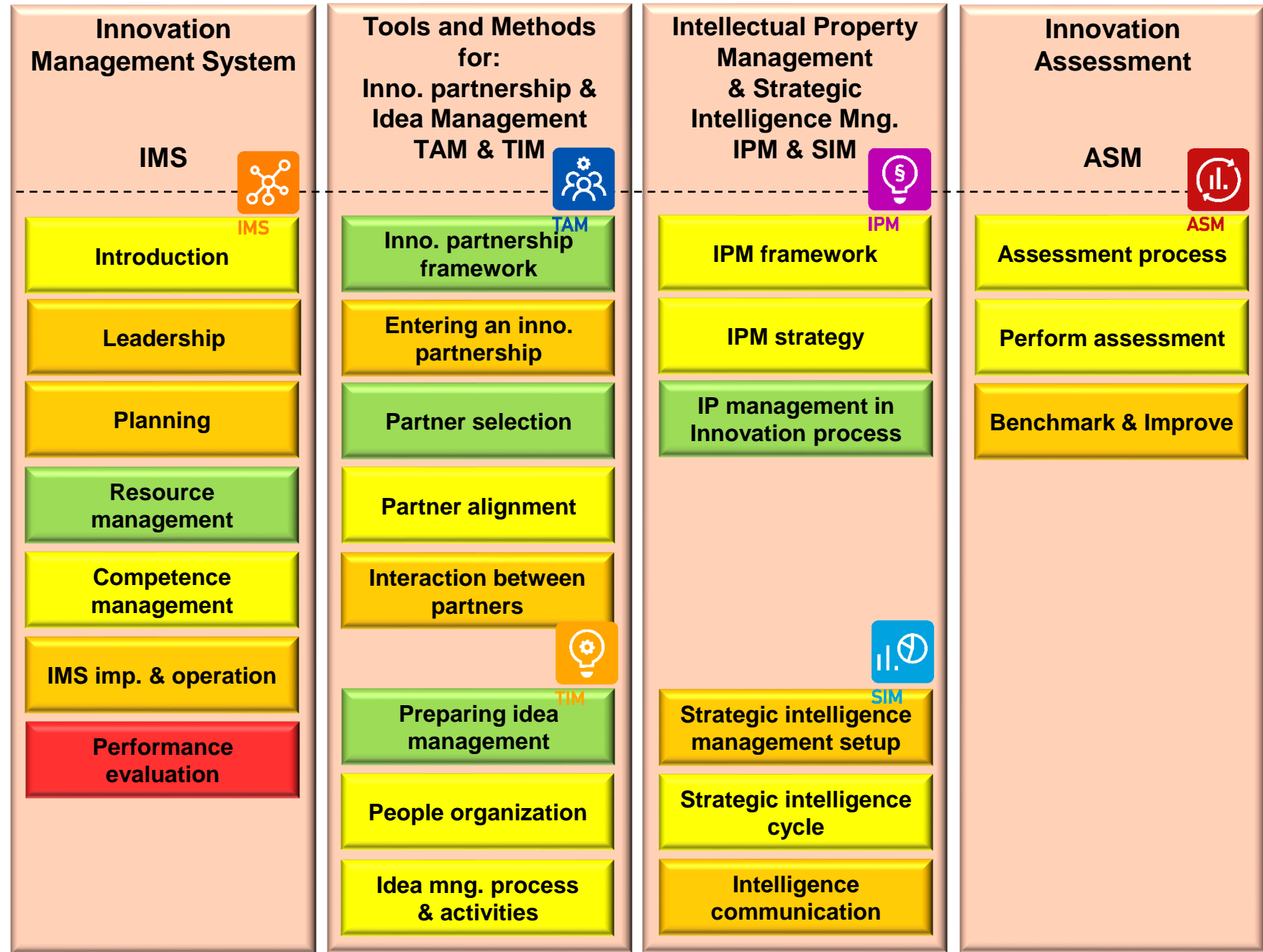
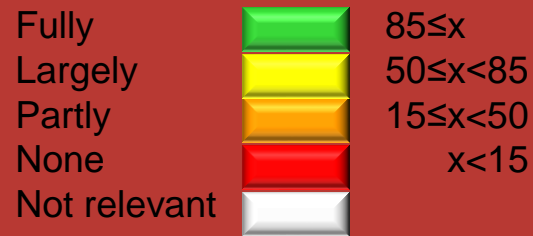
- For **communication** maturity models are close to perfect
- Management and people **understand the model**
- It is the **interviewees story** and arguments which is basis for the assessment – they agree
- Participants hear **each other's arguments**
- The **scoring is not the primary goal** – it is the process and the recommendations
- We discuss **implemented, and missing practices**
- And organizational **competence to support**
- Basis for improvement – **people want to improve**



The processes have discussed during the assessment



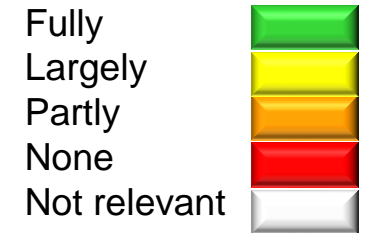
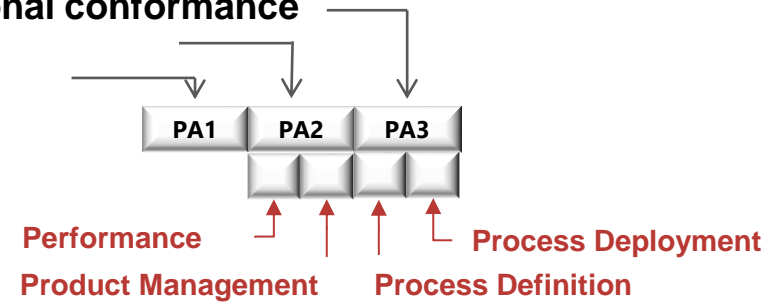
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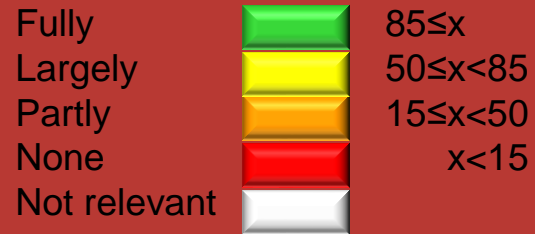
TIMS Benchmark

level x,xx

Established – Cross organizational conformance
 Managed – Institutionalized
 Practiced – it's happening



Model
 detailed



Management
 IMS

- Introduction
- Leadership
- Planning
- Resource management
- Competence management
- IMS imp. & operation
- Performance evaluation

Innovation
 TAM & TIM

- Innovation partnership framework
- Entering an innovative partnership
- Partner selection
- Partner alignment
- Interaction between part
- Preparing idea management
- People & organization
- Idea management process & activities

IP
 SIM

- IPM framework
- IP strategy
- IP management in Innovation process
- Strategic intelligence management setup
- Strategic intelligence cycle
- Intelligence communication

Improvement
 ASM

- Assessment process
- Perform assessment
- Benchmark & Improve

Hints

- It can be **difficult to discuss the term “innovation”**
 - It is **everything** – for some organizations
- Start with an initial **Workshop** to discuss, agree on and identify innovation projects in the organization
- Use enough time to **design the assessment**, especially if it is the first time for the organization
 - **Include management** in the interviews (but not too much)
 - Have interviews with **innovation projects** and people improving the innovation structure
- People **does not like new structure** of something they do not have in mind (like innovation processes). Even though they a moment later address the **need of improvement** in relation to innovation



Questions and discussion

