

Innovation Management

– A practical approach to implementing innovation management initiatives

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Agenda

- Who's talking?
- A few words about innovation
- A practical approach to implementing innovation management initiatives
- Conclusion and summary

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Who's talking?



- Asser Kalsbøll, Business Development Manager, Head of Front-End Innovation, DELTA
- PGD, Management & Organisation, Copenhagen Business School.
- M.Sc. Eng, Innovation and Business Development, AAU
- M.Sc, Eng, Env. Eng. Management, UTS

– *Passionate about Innovation*

DELTA – A Danish technology company with a little under 300 employees. We have both product testing and consultancy services as well as turn key solution and supply of ASIC's and optical coating technologies. We supply to most parts of the world. We were founded in 1941. We have been active in Continua and AAL since the beginning and served as chair of AAL Forum in 2010 on behalf of the ministry.

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A few words about innovation

- Defining Innovation: The process of translating an idea or invention into a good or service that creates value for which a customer will pay.
- Defining culture: Norms, values, basic assumptions, unconscious messages and subtle behaviors of leaders and employees.

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Run on all innovation cylinders

- Cylinder 1 – Innovation as change
- Cylinder 2 – Strategy & Leadership
- Cylinder 3 – Innovation Processes
- Cylinder 4 – Technology & Infrastructure
- Cylinder 5 – Metrics and reward system
- Cylinder 6 – Structure and Ressources
- Cylinder 7 – How to create a culture of innovation

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Cylinder # 1

Treat innovation as a change initiative

- Innovation becomes a mystery and a form of art.
- Utilize the organizational memory and competences from previous change initiatives.

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Cylinder # 2

Strategy and Leadership

- If you don't have anything in your strategy, you don't have a reference for your claims about the importance of innovation.
- By the year 2016, 30% of our sales shall come from new products.
- *We can often agree on the importance of innovation in talk but seldom in action.*

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Think about this

“Who dare say they
have well-functioning
innovation processes at
their workplace ?”

Cylinder # 3

Innovation Processes

- “We lack a place to put our Ideas. There is no route... It must materialize somewhere.”
- Speed and quality in your innovation processes are critical to succes – think LEAN.

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Think about this

“Who has a knowledge management and idea management system at their workplace?”

Cylinder # 4

Technology and infrastructure

- It's unthinkable to have a company without supporting IT systems to the day-to-day business.
- Provide portfolio overview to stakeholders to innovation. Select a simple but effective tool and make it work – then ramp up.

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Think about this

“How many in here have read the bestseller “The lean start-up” by Eric Ries and now try to implement these thoughts through their jobs”?

Cylinder # 5

Metrics and reward system

- Watch out for the corporate immune system metrics – it is an innovation killer.
- Systematic experimental learning beats “paralysis by analysis”. Good metrics include: experiments, mock-ups, external validation...

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Cylinder # 5

Metrics and reward system

- Individual extrinsic reward systems are directly harmful for innovation performance and culture.
- Reward with purpose, autonomy and time.

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Think about this

“An internal incubator division to seed new business creation – how many of you have that at your workplace?”

Cylinder # 6

Structure and Ressources

- “We can’t ramp up on our ideas due to resource and time constraints”.
- Create an environment for Innovation outside operational excellence KPI’s and make sure you can ramp-up from idea to business.

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Think about this

“Who truly believe they have a culture of innovation at their workplace ?”

Cylinder # 7

How to create a culture of innovation

- "Sure we have an innovation culture"
- Work with the other cylinders and ask your self who your current "heroes" of the organization are?

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Conclusions

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- Cylinder 1 – Innovation as change
- Cylinder 2 – Strategy & Leadership
- Cylinder 3 – Innovation Processes
- Cylinder 4 – Technology & Infrastructure
- Cylinder 5 – Metrics and reward system
- Cylinder 6 – Structure and Ressources
- Cylinder 7 – How to create a culture of innovation

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Think about this

Add cylinders as you learn
in order to create a bigger
and more powerful engine
that fits your and your
organizations needs

The end

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