



Activity: Strategic planning for implementation

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Moving an idea forward to create value is a process of learning and problem solving. The journey is rarely a simple straight line but instead involves detours and blind alleys; as we move along this path so the resources we have to commit and the degree of 'lock in' to a particular solution becomes greater. So it makes sense to try and anticipate potential problems and difficulties along the way and try and smooth the path of implementation by preparing for them.

There are several tools which can help in this process such as Potential problem Analysis, Failure Mode Effect Analysis (FMEA), force field analysis and change management.

Think of an innovation idea (a major product, service or process change) and try and create a strategic plan for its implementation. What issues do you need to consider – technical, market, legal, financial, etc.? Who might be affected by the change, whose knowledge or resources might you need, who might block the change from happening? How might you develop a flexible plan which helps reduce the uncertainty in the innovation process?