



Innovation process mapping part 2 – Key influences

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Managing Innovation

Innovation process mapping (2)

Purpose: This tool will help explore the readiness of an organization to make innovation happen by looking at key influences on the process

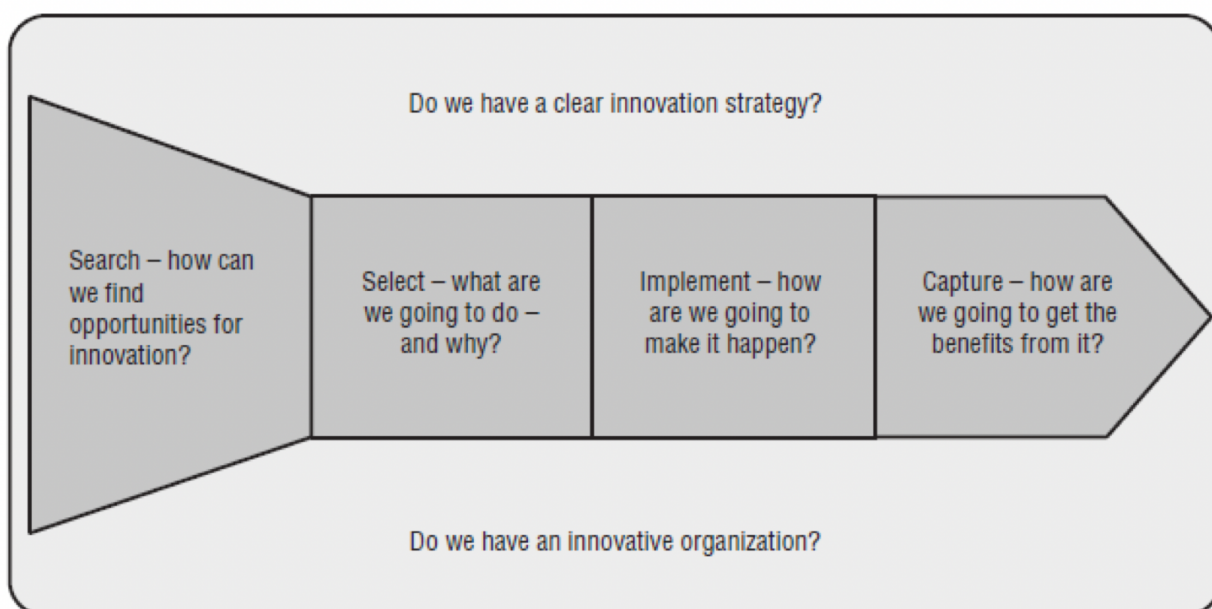
Background: It looks at the key influential factors which help create the conditions for successful innovation – a clear strategy, an innovative organization and rich external linkages

Part 1 of the Innovation Process Mapping tool explores two key questions

- (a) Do we have all the stages in place to enable the innovation journey?
- (b) Do they work as well as they could?

And this next part of the tool adds in the key enabling influences:

- (c) Do we have the right enabling conditions to help the process operate well?



Tool description

As before fill in the table with an assessment of the extent to which the key enabling conditions are present and well-embedded in the organization

Enabler	Present/absent?	Examples? Can you give examples to demonstrate? Where and how might you extend this capability?
Clear innovation strategy, communicated to all and bought into by everyone?		
Innovative organization?		
Rich network of external links?		

Some questions to help focus attention on key areas include:

Is there an innovation strategy and is there commitment to it? If so we'd expect to find evidence for statements like these:

People have a clear idea of how innovation can help us compete

Our innovation strategy is clearly communicated so everyone knows the targets for improvement

People know what our distinctive competence is - what gives us a competitive edge

We look ahead in a structured way (using forecasting tools and techniques) to try and imagine future threats and opportunities

Our top team have a shared vision of how the company will develop through innovation

There is top management commitment and support for innovation

We have processes in place to review new technological or market developments and what they mean for our firm's strategy

There is a clear link between the innovation projects we carry out and the overall strategy of the business

Do we have an innovative organization? If so we'd expect to find evidence for statements like these:

Our organization structure does not stifle innovation but helps it to happen

There is a strong commitment to training and development of people

People work well together across departmental boundaries

People are involved in suggesting ideas for improvements to products/services or processes

Our structure helps us to take decisions rapidly

Communication is effective and works top down, bottom up and across the organization

Our reward and recognition system supports innovation

We have a supportive climate for new ideas - people don't have to leave the organization to make them happen

We work well in teams

Do we build extensive external links? If so we'd expect to find evidence for statements like these:

We work well with universities and other research centres to help us develop our knowledge

We have good 'win-win' relationships with our suppliers

We are good at understanding the needs of our customers/end-users

We collaborate with other firms to develop new products or processes

We try to develop external networks of people who can help us - for example, with specialist knowledge

We work closely with the local and national education system to communicate our needs for skills

We work closely with 'lead users' to develop innovative new products and services