



Innovation fleet review

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Managing Innovation

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Purpose: This tool helps explore the range of vehicles which an organization needs in order to make the innovation journey and assesses where there might be gaps requiring new vehicles to be added to the fleet

Background: Innovation involves a journey, creating value from ideas through a series of stages – search, select, implement, capture value, etc. Making this happen in different contexts will require different ‘vehicles’ to carry out the journey – for example for a new start-up venture, for the growth stage in which multiple projects need to be pursued in parallel, for enabling process innovation as well as product innovation, for learning to operate in new markets and for delivering discontinuous innovation.

Tool description

Step 1 is to identify key turning points in an organization’s growth and explore the kinds of vehicle needed to enable innovation in that context.

Key stage	Enabling vehicles	Do they work well or is more needed?
Start-up	New venture team	
Growth	Multiple parallel project teams	
Process innovation to help create and deliver new offerings	Process innovation teams	

R&D led competence building and deployment	R&D teams with capacity to create new product families around core technologies	
New market exploration	Market-led teams able to translate different requirements	
High involvement innovation	Vehicles which enable high levels of participation in incremental innovation	
Intrapreneurial capability	Vehicles which allow employees to operate as internal entrepreneurs	
User-led innovation capability	Vehicles to engage in co-creation with users	
Digital transformation	Vehicles to enable rethinking product and process innovation around digital opportunities	
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Step 2 is to review the range of vehicles – the ‘fleet’ – and assess whether the current range is sufficient or where new vehicles might be needed.

