

Innovation Strategy Scan

Full Report

innovativedutch
serious games for serious professionals

"A large-scale
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create a shock
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tainty."

MELISSA SCHILLING (2015)



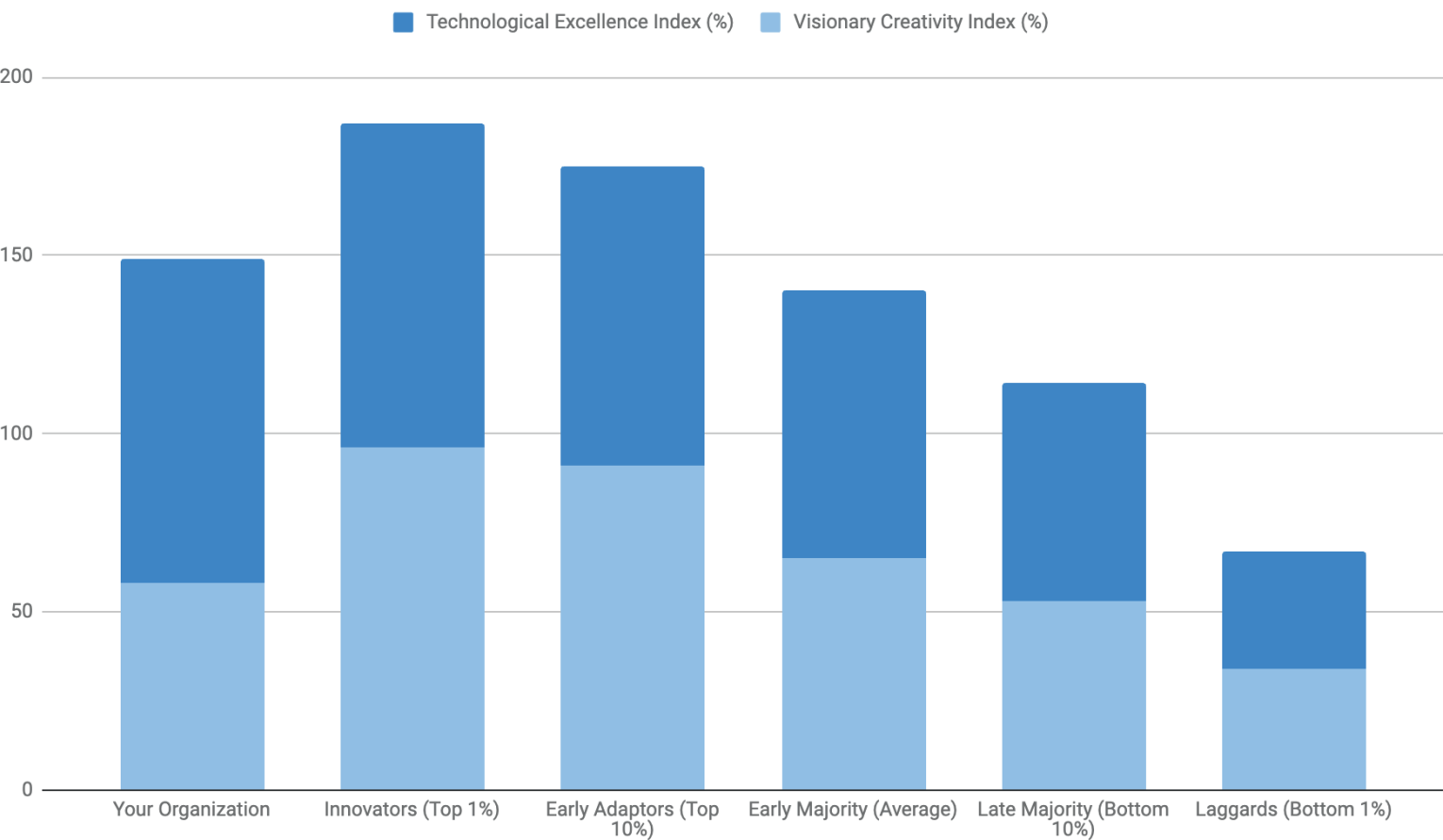
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Innovation Score.

The following chapter presents a comprehensive analysis of the innovation scores obtained through the innovation strategy scan, providing insights into the strengths and opportunities for improvement of the organization's innovation efforts.

Innovation Score



In this chapter, we will compare the organization's results with five different groups, based on Everett Rogers' innovation adoption model, including innovators, early adopters, early majority, late majority, and laggards, to gain a deeper understanding of its position in the innovation landscape.

Technology Excellence Index

The organization's technology excellence score of 91% is a remarkable achievement and places it among the top 10% of the industry. This impressive score showcases the organization's commitment to innovation and its ability to effectively implement innovative practices into its strategy and operations. The organization's strength in product and process innovation is evident and has undoubtedly contributed to its success.

However, there are still opportunities for improvement, particularly in business model innovation, creating an innovation culture, and incorporating open innovation into the strategy. These areas are becoming increasingly important as the competition continues to evolve and grow and are crucial for the organization to maintain its competitive edge.

In conclusion, the organization's high innovation score is a testament to its success and

its commitment to staying ahead of the curve. To maintain this success, it is important for the organization to continue refining its innovation strategy and focus on business model innovation, building an innovation culture, and embracing open innovation..

Visionary Creativity Index

The organization's visionary creativity score of 58% is lower than the market average, indicating that there is room for improvement in this area. To improve the creativity score, the organization can focus on open innovation, creating a culture of innovation, and promoting co-creation. Incorporating open innovation can provide the organization with access to new sources of creative ideas and perspectives, while a culture of innovation that encourages and empowers employees to drive change can enhance the organization's overall creativity efforts.

Co-creation, where customers and other stakeholders are actively involved in the innovation process, can lead to fresh perspectives and new ideas. Improving the creativity score is crucial for staying ahead of the curve and maintaining competitiveness, and by focusing on these areas, the organization can tap into new sources of creativity and drive innovation forward.

INNOVATION BLOOMS, WHERE CREATIVITY SHINES,
TOGETHER THEY DANCE, A BEAUTIFUL DESIGN,
NEW IDEAS SPRING, FROM IMAGINATION'S WELL,
PUSHING BOUNDARIES, BREAKING OUT OF THE SHELL.

+ Innovation Scores

As we delve into the evaluation of your organization's innovation strategy within the paradigm of competitiveness and volatility, it becomes evident that the team's current stance in a low-volatile, competitive market reveals a pronounced misalignment in their approach. The theoretical framework underscores the importance of understanding the dynamics between competitiveness and volatility to shape a strategic exploitation–exploration mix that best fits the organizational context.

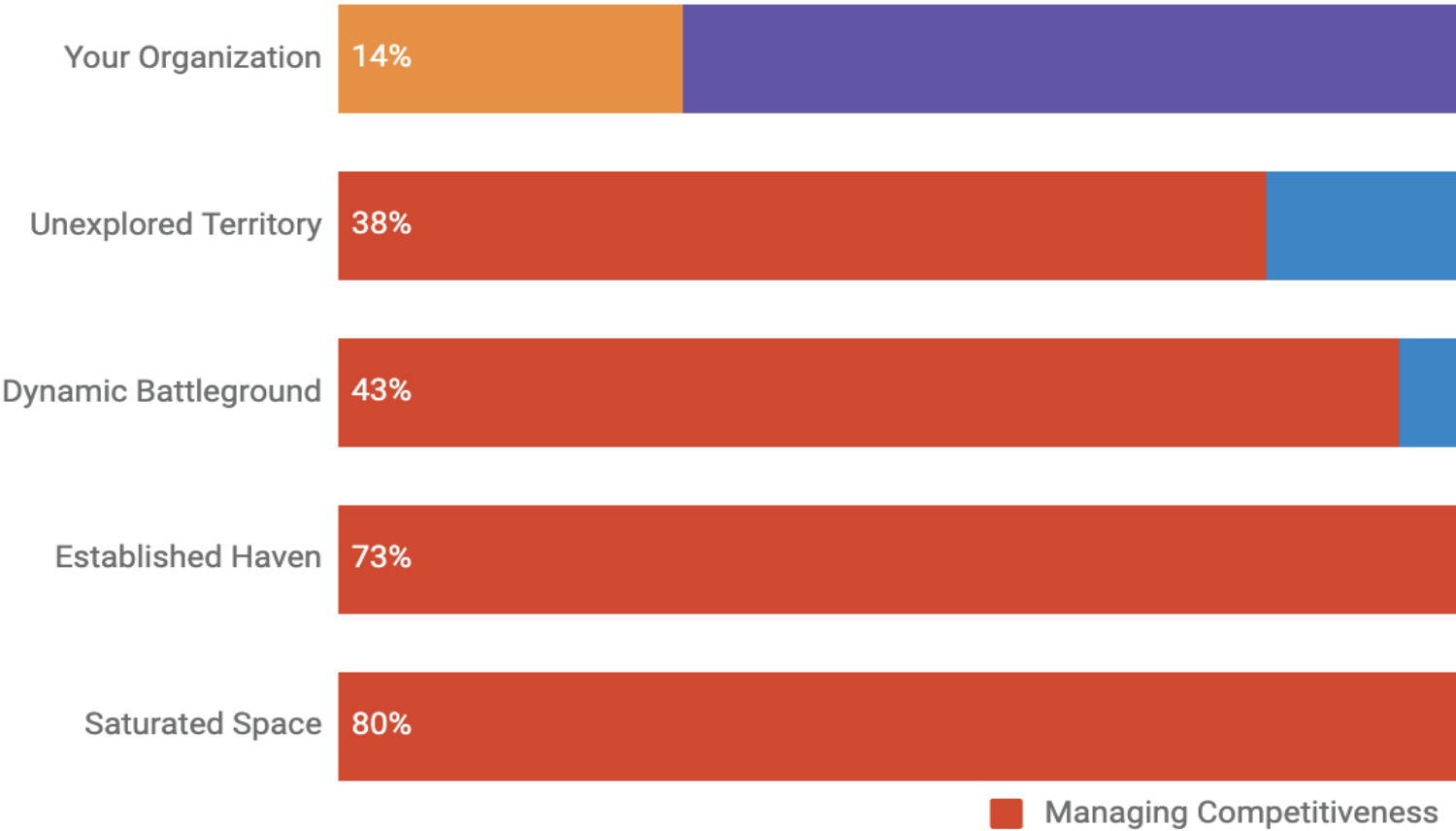
Competitiveness, herein referred to as environmental competitiveness (EC), encapsulates the intensity of competition in the market, considering factors such as the number of firms and their relative market shares. Volatility, denoted as environmental dynamism (ED), encompasses the rate and unpredictability of environmental change. The synthesis of these

two dimensions crucially influences the most profitable exploitation–exploration balance for an effective innovation strategy.

Analysis

Your organization, operating in a low-volatile, competitive market, seems disproportionately focused on managing volatility, a strategy

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more aligned with dynamic and unpredictable environments. This inclination may inadvertently lead to a misallocation of resources, as the primary challenge in their current market context lies in managing competition. The organization's strategy appears to overlook the imperative of "Managing Competitiveness," a critical element for thriving in a highly competitive market.

In that context, your organization finds itself in the "Low Volatility, High Competition" quadrant. Despite this positioning, the strategy seems misaligned as it leans towards "Managing Volatility" rather than addressing the pressing need for "Managing Competitiveness." This misalignment has direct implica-

tions for the innovation strategy, potentially hindering the organization's ability to exploit market opportunities efficiently.

To refine the innovation strategy, it is recommended that the team reevaluate its focus and resource allocation. By realigning efforts to effectively address competition in the low-volatile environment, your organization can enhance its innovation strategy, fostering a more harmonious balance between exploitation and exploration. This strategic shift will contribute to sustained success and resilience in the face of market challenges.



Managing Volatility

Through the Innovation Funnel.

In this chapter, we present an analysis of the organization's innovation processes through the lens of an innovation funnel, which was generated as a result of the innovation strategy scan.

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Double Diamond The Double Diamond model was developed by the British Design Council in the early 2000s as a way to illustrate the design process. The council saw a need for a visual framework that could help designers and organizations understand the various stages of the design process and guide them in creating successful outcomes.

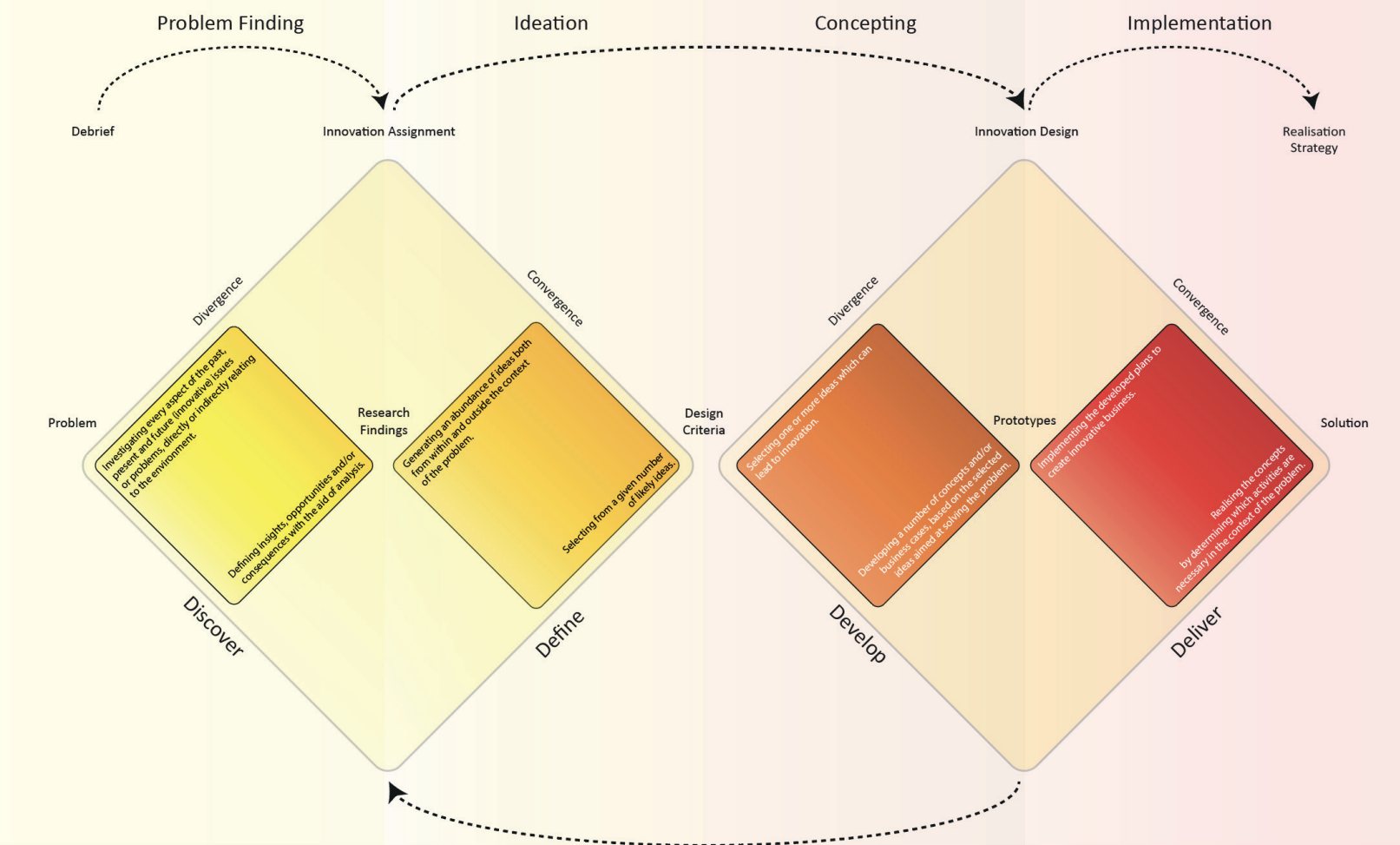
The model was inspired by the idea that the design process involves divergent and convergent thinking, where divergent thinking involves exploring many ideas and convergent thinking involves narrowing down and refining those ideas. The Double Diamond model captures this idea through its two diamond

shapes, where the first diamond represents the divergent thinking stage (Discover and Define), and the second diamond represents the convergent thinking stage (Develop and Deliver).

Since its inception, the Double Diamond model has gained popularity and is now widely used as a tool for innovation and problem-solving, not just in the design field but in various industries. Its flexibility and simplicity have made it a valuable framework for guiding the innovation process and ensuring that each stage is given the necessary attention and resources to drive successful outcomes.

"ONE OF THE GREATEST DISCOVERIES A MAN MAKES,
ONE OF HIS GREAT SURPRISES, IS TO FIND HE CAN DO
WHAT HE WAS AFRAID HE COULDN'T DO."

Henry Ford



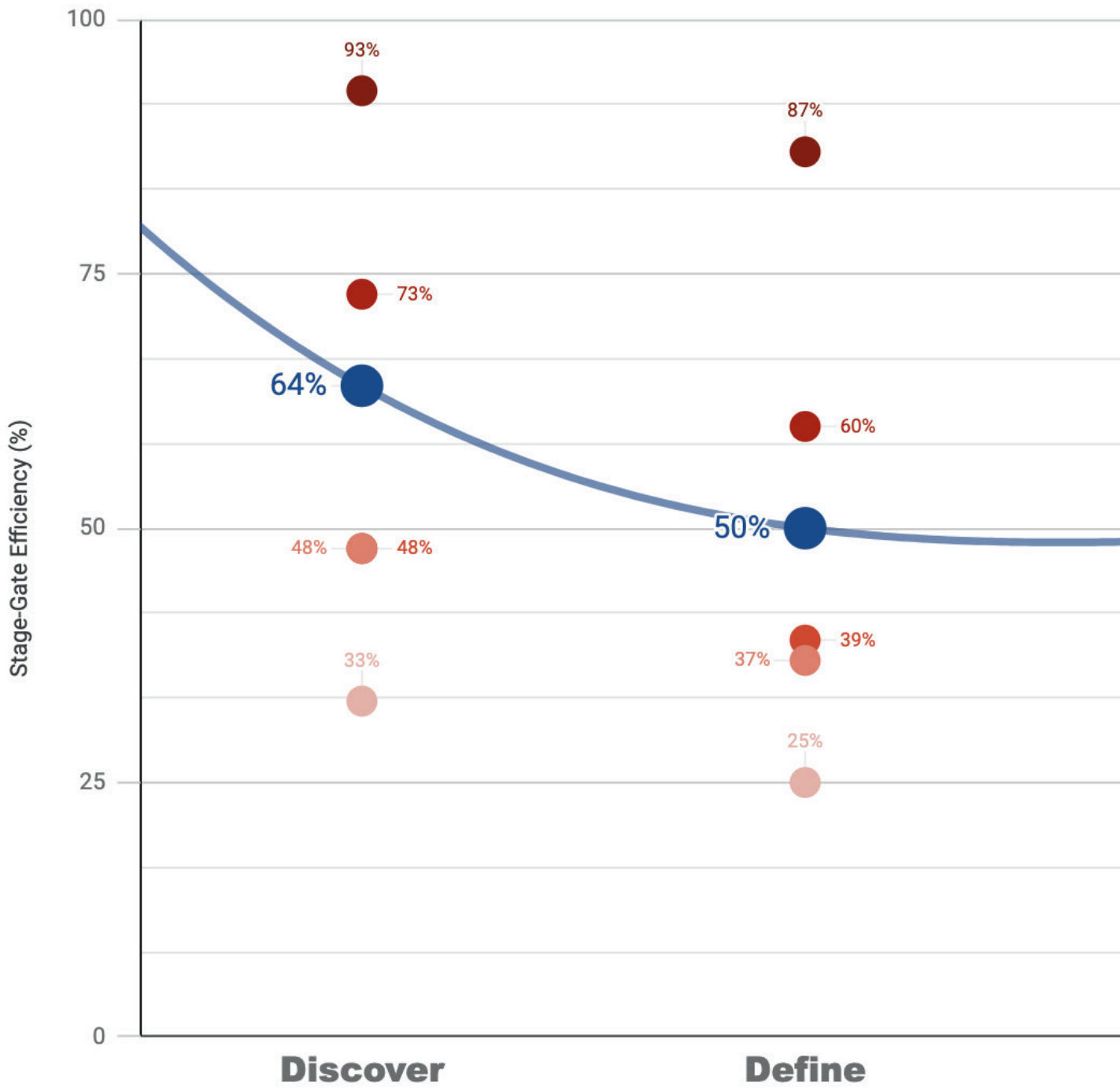
The Double Diamond model is a visual framework that outlines the four key stages of an innovation process: Discover, Define, Develop, and Deliver. In the Discover stage, the focus is on identifying the problem to be solved and conducting research to gain a better understanding of the situation. In the Define stage, the goal is to generate ideas and narrow them down to a few promising concepts.

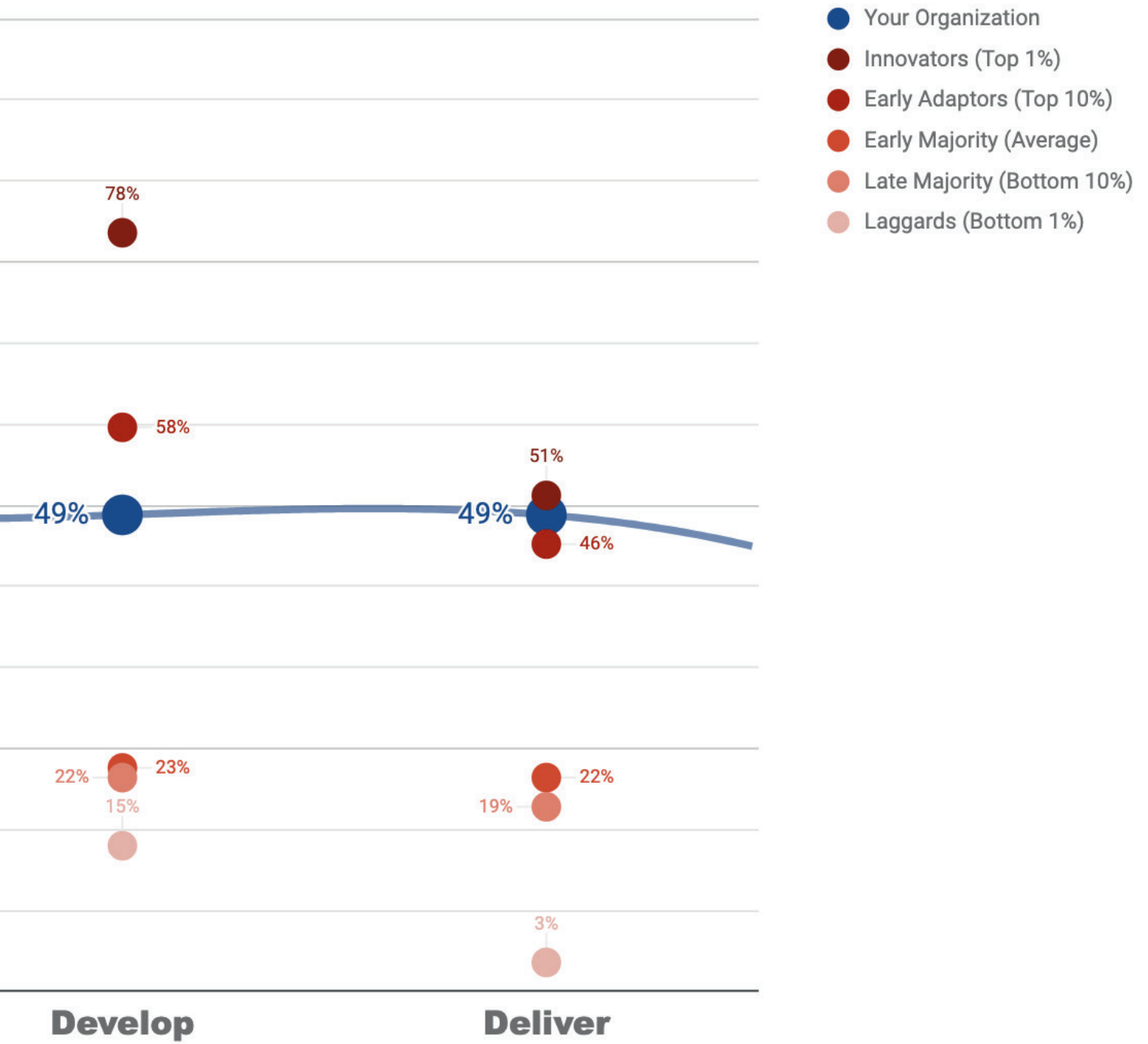
In the Develop stage, the selected concepts are further developed through conceptualization and prototyping, and more detailed planning is done. Finally, in the Deliver stage, the focus shifts to implementing the results and realizing the innovation strategies. The Double Diamond model is a useful tool to guide the innovation process and ensure that each stage is given the necessary attention and resources to drive successful outcomes.

Through our analysis of the organization's innovation processes using the Double Diamond model, we found that the stage effective-

ness of the first three stages (Discover, Define, and Develop) is average, while the last stage (Deliver) is above average. To improve the effectiveness of the first three stages, we recommend focusing on enhancing the organization's ideation processes, exploring a broader range of ideas, and fostering a culture of experimentation and iteration.

Additionally, we recommend leveraging data and insights to guide the ideation and decision-making processes, as well as incorporating customer and stakeholder feedback early on in the process. To maintain and further improve the effectiveness of the Deliver stage, we suggest building strong implementation plans and processes, fostering a culture of execution, and emphasizing the importance of effective communication and collaboration across teams.





Innovation Expertise

This chapter offers a snapshot of our organization's diverse expertise. From technological innovations to market insights, we'll explore the distinct strengths that set us apart and drive our success in a rapidly evolving landscape.

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Innovation Tactic	Index	Relative
Ideation	100%	Above Average
Corporate Entrepreneurship	78%	Above Average
Technological Excellence	71%	Average
Co-Creation	64%	Below Average
Open Innovation	58%	Average
Marketing & Branding	56%	Below Average
Social Innovation	50%	Average
Business Model Innovation	0%	Below Average



0%

The absence of scores in Business Model Innovation indicates a significant area for improvement. Initiate a comprehensive review of existing business models and seek innovative alternatives. Encourage a culture of experimentation and risk-taking within the team to explore new revenue streams and value propositions. Consider external perspectives through partnerships or consultations to challenge existing assumptions. Implementing a structured process for ideation around business models and seeking inspiration from successful case studies can kickstart the journey towards better innovation in this critical domain.



56%

While the team's performance in Marketing & Branding is below average, there's potential for improvement. Focus on refining the understanding of target audiences and market trends. Invest in market research to identify unique selling points and tailor marketing strategies accordingly. Strengthening the brand narrative and visual identity can enhance brand perception. Consider cross-functional collaboration between the innovation and marketing teams to align strategies and amplify the impact of product or service launches.



64%

Co-creation, though indicating performance below the average, demonstrates a commendable effort from the team. To enhance this expertise, consider fostering stronger collaboration among team members and stakeholders. Encourage diverse perspectives during brainstorming sessions and ensure effective communication channels for idea exchange. Implementing structured co-creation frameworks and leveraging digital collaboration tools can streamline the process, leading to more innovative outcomes.

Market Strategy.

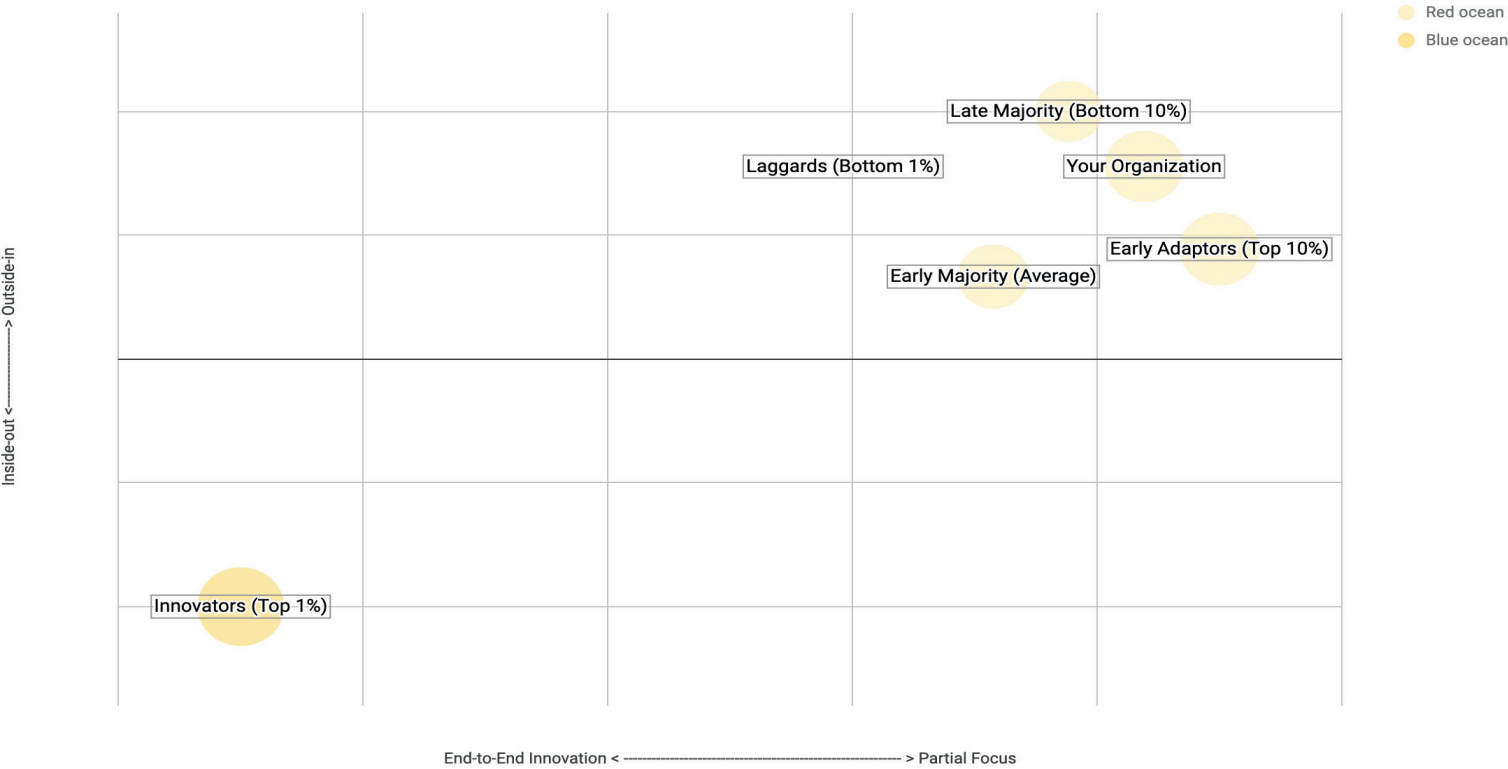
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THIS CHAPTER NAVIGATES THE INTRICATE WATERS OF MARKET POSITIONING, EMPLOYING THREE DISTINCT GRAPHS TO ILLUMINATE OUR COMPANY'S STRATEGIC LANDSCAPE.

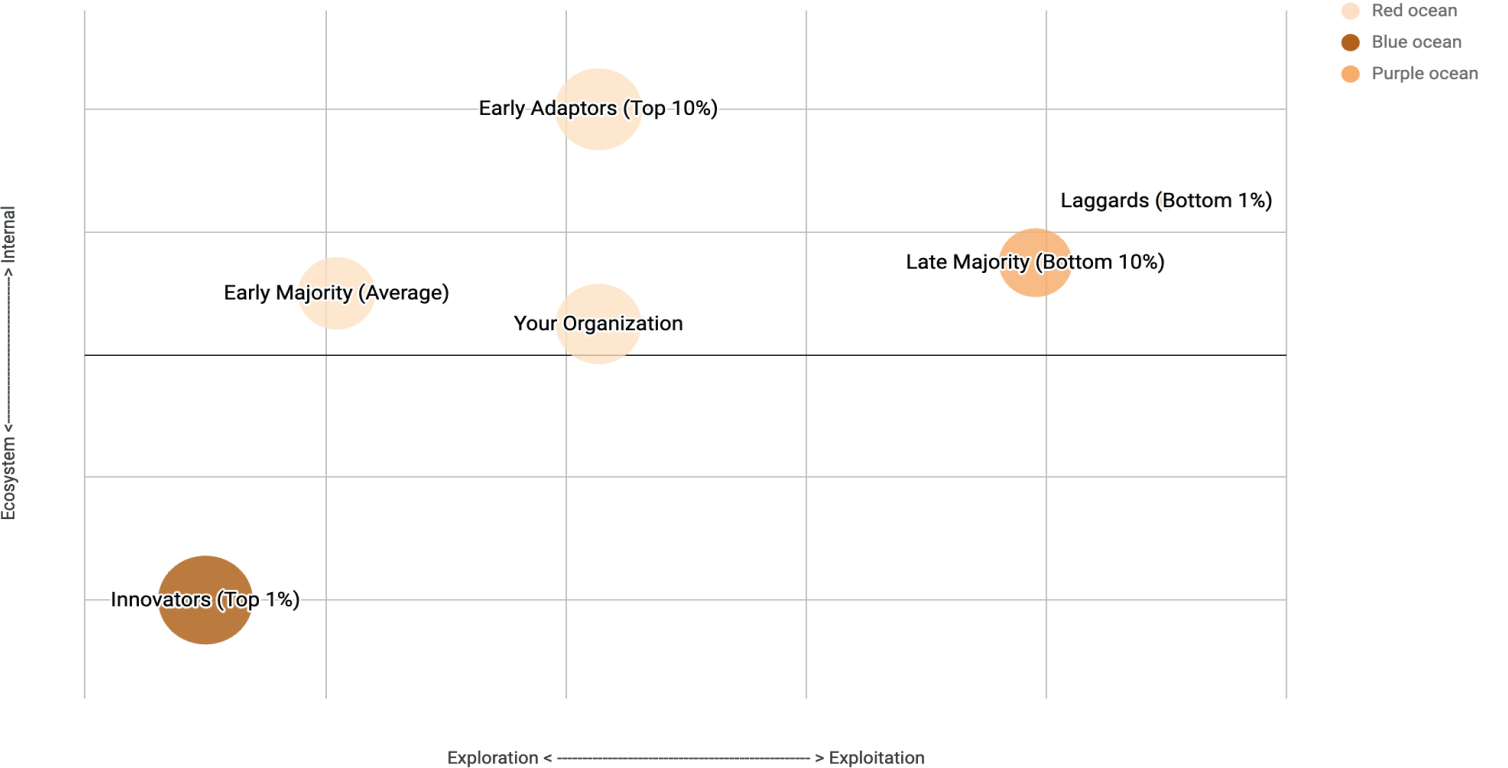
Drawing inspiration from the renowned Blue Ocean Strategy, each graph vividly depicts our market standing in terms of innovation and competition. The red ocean signifies highly competitive, saturated markets where companies fiercely compete for existing demand. In contrast, the purple ocean represents markets characterized by some innovation but intense rivalry. Lastly, the blue ocean signifies untapped, innovative markets with vast potential for growth and reduced competition.

As we explore these graphs, we will unravel the dynamics that define our market positioning, allowing us to strategize and navigate towards blue ocean opportunities. By decoding these visual representations, we aim to empower our team to make informed decisions, fostering a strategic mindset that propels us towards uncharted territories, where innovation and untapped markets converge for sustained success.

Innovation Process



(International) Orientation



Organisational Strategy



The current market positioning analysis reveals that our organization is entrenched in a red ocean across various crucial aspects. Our organizational strategy leans towards customer intimacy rather than pursuing product leadership, opting for incremental innovations rather than embracing radical breakthroughs. The innovation process tends to be outside-in rather than inside-out, with a partial focus on the innovation funnel rather than comprehensive end-to-end processes. Moreover, our orientation remains internally focused, lacking an ecosystem-centric approach, and tends to linger in the middle ground rather than being exploration-focused.

This positioning is significant because it places us in highly competitive and saturated markets, limiting our potential for growth and differentiation. By prioritizing customer intimacy and incremental innovations, we may struggle to stand out amid intense rivalry. The external focus in our innovation process and a lack of end-to-end processes may impede our ability to capitalize on emerging trends and disruptive technologies effectively. Furthermore, an internal focus and reluctance to explore beyond our current boundaries may hinder our adaptability to evolving market dynamics.

To navigate these challenges, we recommend a strategic shift. Embrace a balanced approach between customer intimacy and product leadership, fostering a culture that encourages both incremental and radical innovations. Optimize the innovation process by incorporating more inside-out strategies and committing to an end-to-end approach that spans ideation to implementation. Cultivate an ecosystem-focused orientation, seeking external collaborations and exploring uncharted territories. By doing so, we position ourselves to break free from the red ocean constraints, fostering in-

novation, and navigating towards new blue ocean opportunities that promise sustained growth and market leadership.

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