

The **EDGE**

Fostering Innovative Thinking Toolkit
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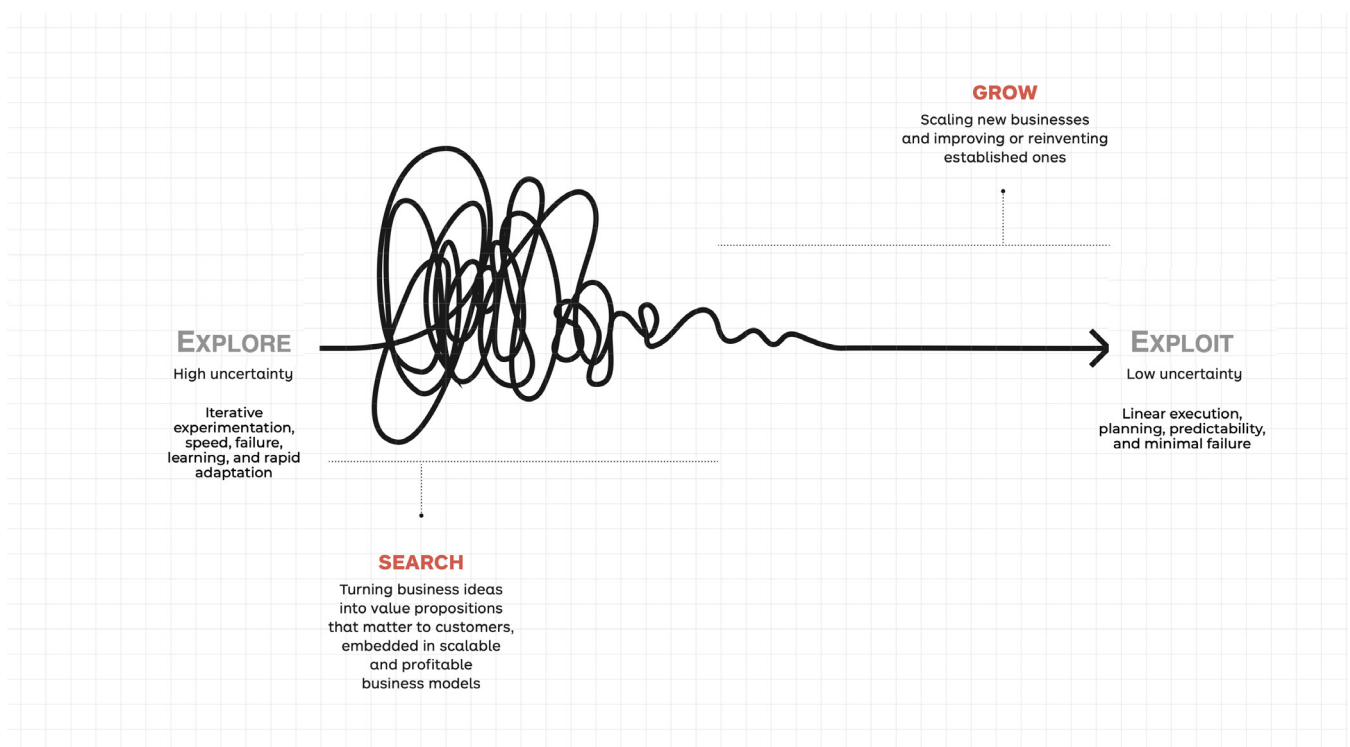
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The main goal of fostering innovation is help our companies navigate into the future, while we run the core business.



Explore Versus Exploit

There is a difference between running our core business and exploring new innovations. There is much more uncertainty when we are innovating.



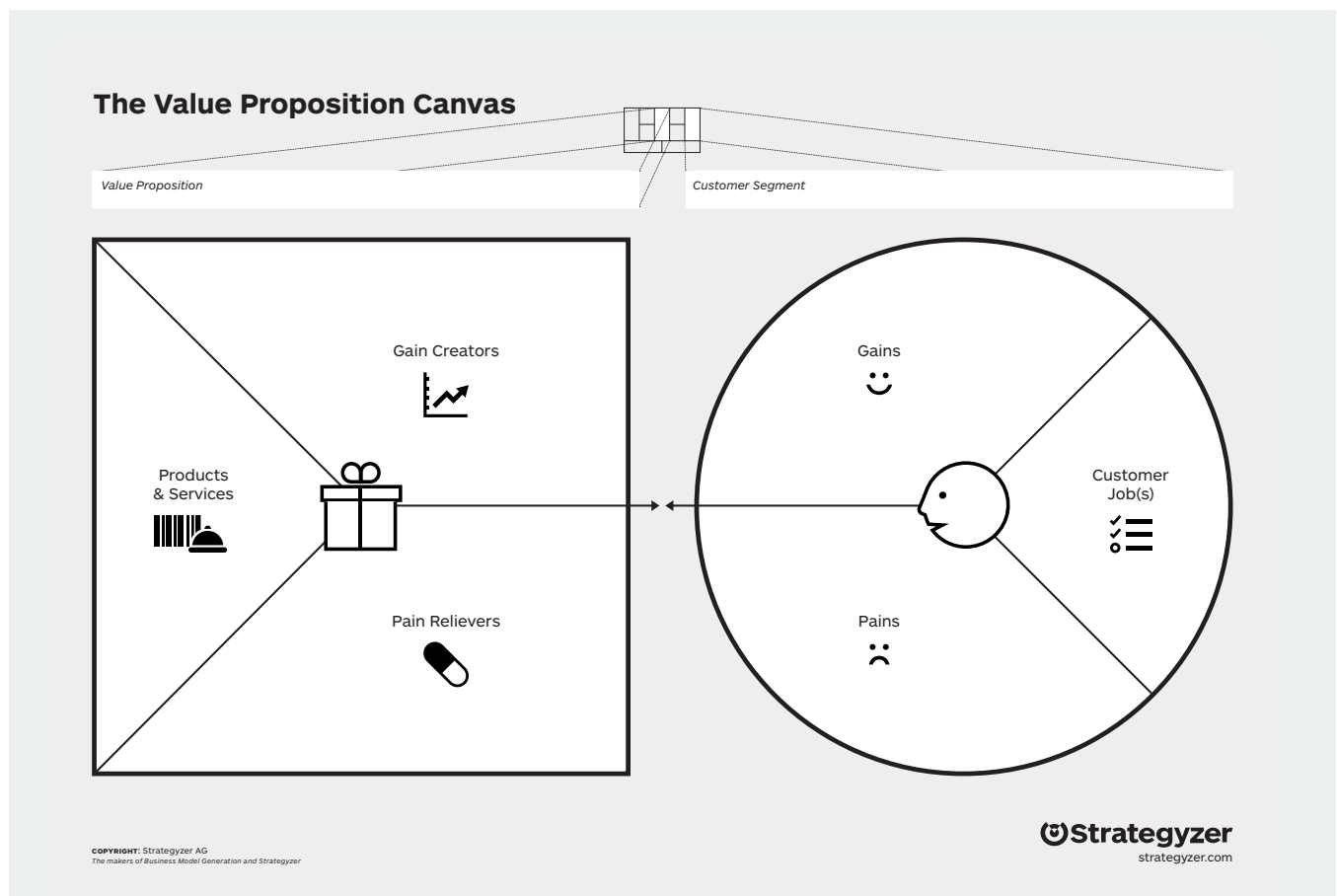
Our Formula

Successful innovation requires that we go beyond the product or technology and thinking value propositions that resonate with customers and business models that are profitable and scalable.

$$\text{Successful Innovation} = (\text{R\&D})^* + \text{Business R\&D} + \text{Execution}$$

The diagram illustrates the components of the formula. A bracket labeled "Invention*" and "*optional" points to the first "R&D" term. Another bracket labeled "CUSTOMER VALUE" and "BUSINESS MODEL" points to the second "R&D" term.

The Value Proposition Canvas



The Business Model Canvas

Business Model

A business model describes the rationale of how an organisation creates, delivers and captures value

The Business Model Canvas

Designed for:
Designed by:
Date:
Version:

Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure		Revenue Streams		

DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategyzer
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The Mission Model Canvas

Mission Model

A mission model describes the rationale of how an internal team creates and delivers value for their organization

The Mission Model Canvas




Mission/Problem Description:
Designed by:
Date:
Version:


Key Partners	Key Activities	Value Propositions	Buy-in & Support	Beneficiaries
	Key Resources		Deployment	
Mission Budget/Cost		Mission Achievement/Impact Factors		





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Project Scorecard





Strategic Fit		The team has shown that the...	Alignment					
	CORPORATE IDENTITY	Idea/project is aligned with our corporate identity (strategic direction, organizational culture, brand image).	None 0	Very weak 1	Weak 2	Some 3	Strong 4	Very strong 5
	INNOVATION GUIDANCE	Idea/project is aligned with our company's innovation guidance.	0	1	2	3	4	5
	LEADERSHIP SUPPORT	Idea/project has support from at least one key sponsor who can help it become reality.	0	1	2	3	4	5

Opportunity		The team has shown the...	Opportunity Size					
	TAM / SCALE OPPORTUNITY	Financial potential of our idea.	None 0	Very weak 1	Weak 2	Some 3	Strong 4	Very strong 5

Risk Reduction		The team has evidence that shows that...	Evidence & Confidence					
Desirability			No evidence	First light evidence (Say)	Light evidence with real artefacts (Say)	Light call-to-action evidence (Do)	Strong call-to-action evidence (Do)	Irrefutable evidence from markets
	CUSTOMER SEGMENT	Our critical customer segments have the jobs, pains, and gains relevant for selling our value proposition.	0	1	2	3	4	5
	VALUE PROPOSITION	Our value proposition resonates with our critical customer segments.	0	1	2	3	4	5
	CHANNELS	We have found the best channel(s) to reach and acquire our critical customer segments.	0	1	2	3	4	5
	CUSTOMER RELATIONSHIP	We have developed the right relationships to retain customers and repeatedly earn from them.	0	1	2	3	4	5

Feasibility		Evidence & Confidence						
	KEY RESOURCES	We have the right technologies and resources to create our value proposition.	0	1	2	3	4	5
	KEY ACTIVITIES	We have the right capabilities to handle the most critical activities for creating our value proposition.	0	1	2	3	4	5
	KEY PARTNERS	We have found the right key partners who are willing to work with us to create and deliver our value proposition.	0	1	2	3	4	5

Viability		Evidence & Confidence						
	REVENUES	We know how much our customers are willing to pay us and how they will pay.	0	1	2	3	4	5
	COSTS	We know our costs for creating and delivering the value proposition.	0	1	2	3	4	5

Adaptability		Evidence & Confidence						
	INDUSTRY FORCES	Our idea/project is well positioned to succeed against established competitors and new emerging players.	0	1	2	3	4	5
	MARKET FORCES	Our idea/project takes known and emerging market shifts into account.	0	1	2	3	4	5
	KEY TRENDS	Our idea/project is well positioned to benefit from key technology, regulatory, cultural, and societal trends.	0	1	2	3	4	5
	MACROECONOMIC FORCES	Our idea/project is adapted to known and emerging macroeconomic and infrastructure trends.	0	1	2	3	4	5

Assessment: Innovation Culture Readiness

		BEGINNER <i>We have little to no experience with this topic</i>	We have some experience	INTERMEDIATE <i>We regularly work this way, but not systematically</i>	We frequently work this way	WORLD CLASS <i>Our practice is used as a case study for others to learn from</i>
Leadership Support	Strategic Guidance	1 Leadership does not provide explicit strategic guidance for innovation	2	3 There is some strategic guidance for innovation but not everybody in the company knows it	4	5 Leadership provides strategic innovation guidance at important meetings and everybody knows it
	Resource Allocation	1 Resources for innovation are bootstrapped or on an ad-hoc project basis	2	3 Resources for innovation are available, but they are not substantial and not protected	4	5 Resources for innovation are institutionalized and leaders commit at least 50% of their time to innovation
	Portfolio Management	1 Leadership is mainly focused on improving the core business	2	3 We make some investments to explore the future and new business models, but it's not systematic	4	5 Leadership is eager to pioneer and invests in a large innovation pipeline of small bets of which the best get follow-up investments
Organizational Design	Legitimacy and Power	1 Innovation projects are skunk work and outside official channels	2	3 Innovation is officially in the org chart, but lacks power and influence	4	5 Innovation is at the very top of the org chart and has power and influence
	Bridge to the Core	1 Innovation teams have limited or no access to customers, resources, and skills of the core business	2	3 The core business and innovation teams collaborate, but there are conflicts	4	5 There are clear policies that help innovation teams and the core business collaborate as equal partners
	Rewards and Incentives	1 Innovation does not have a dedicated incentive system that differs from the core business	2	3 We have some incentives in place to encourage innovation and reward it differently from execution	4	5 Innovation has a dedicated incentive system that rewards experimentation and new value creation
Innovation Practice	Innovation Tools	1 We do not use business model, lean startup, or design thinking tools for innovation	2	3 Business model, lean startup, or design thinking tools are used in pockets of the organization	4	5 Business model, lean startup, or design thinking tools are widely adopted and mastered
	Process Management	1 Our processes are linear and requiredetailed business plans with financial projections	2	3 We occasionally use iterative processes and systematic business experiments to test business ideas	4	5 Our processes are optimized for innovation and we systematically measure the reduction of risk in new ideas
	Innovation Skills	1 We don't hire for innovation skills and experience and don't develop them	2	3 We occasionally hire experienced innovation talent and train some specialized staff in innovation	4	5 We hire and develop world class innovation talent with extensive experience across the organization

Almost by definition, a single person or even a single group, could not alone create an innovation, The task is too variegated and involved.

- Joe Gertner
New York Times Best Selling Author of the Idea Factory





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