Status of innovation Departments

2019 Survey Results - 26 Respondents from 17 different companies



Summary of Nosco mini survey

Organisational setup

The majority have **more than 5** people with "innovation as the primary responsibility.

Setup varies the majority having delegated responsibility to lines or **integrated** with other functions.

Most innovation departments **do not** have physical spaces dedicated to innovation.

The question is, how to balance proximity to the business and the need for autonomy and isolation of early-stage innovation projects?

Strategy & role of unit

Innovation departments wish for Although, being a priority for the majority of companies, the majority does not becoming **explorers** of new innovation with a focus on horizon 3 projects: dedicate enough resources or prioritize it adding new business lines to the indirectly. organization.

Almost half of the respondents **do not have a roadmap** for innovation (yet) and only The question is, does the current 15% state, that they have a clear roadmap organizational setup (close for innovation that is actively used and organizational integration) prevent the **known** in the organization. desired future state?

The innovation departments primarily have a role as a **collaborator and facilitator** of innovation and they focus on Horizon 1 and 2 projects.

The question is, how to make sure innovation gets the attention and resources needed as a standalone discipline while proving its business impact?

Data from 17 companies

Desired future state

Get value from Innovation

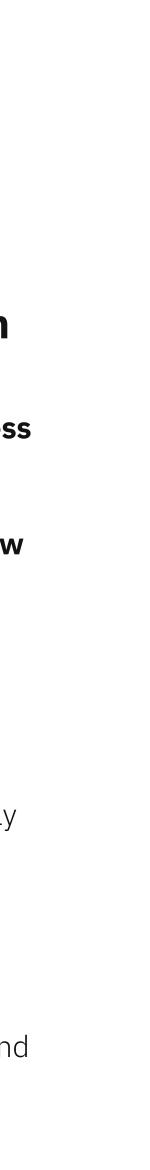
Only 27% have an established process for incubation.

82% are lacking some or have no/few **capabilities** for running incubation projects.

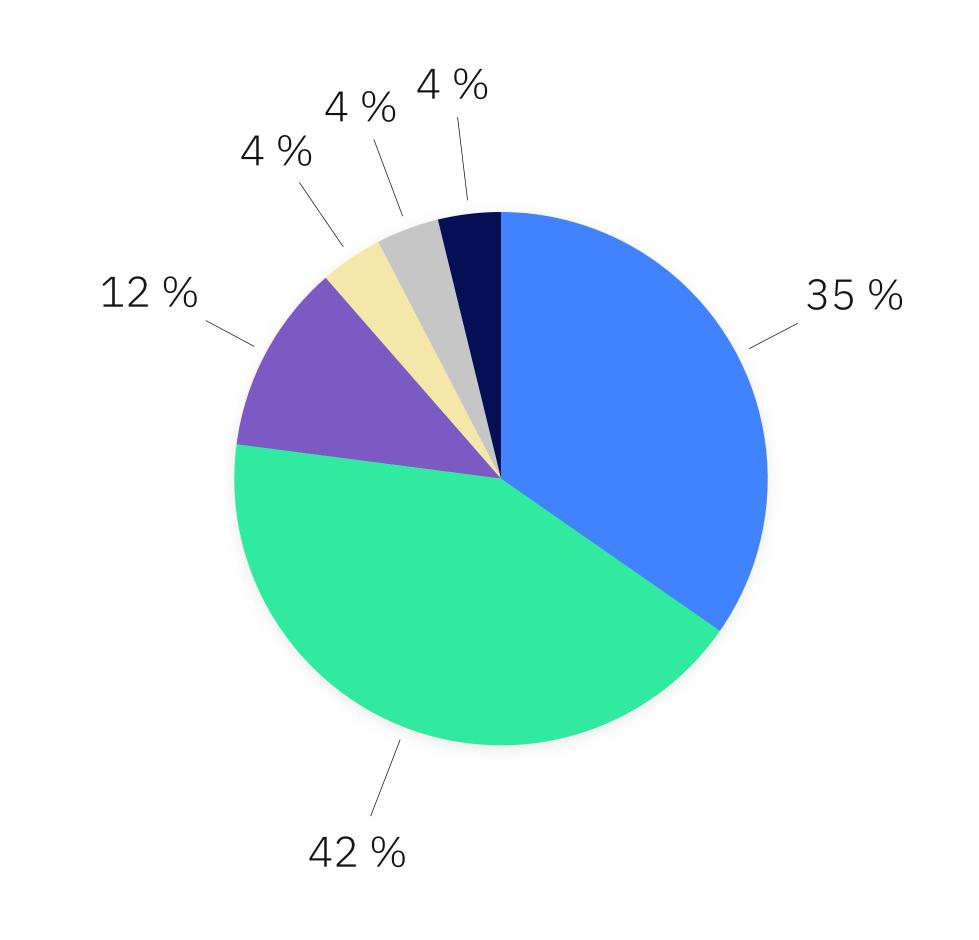
The majority are **not highly collaborative** when it comes to commercializing ideas (in fact, only 2 respondents answer yes to being highly collaborative).

The question is since most corporate innovation dies due to lack of the right sales and marketing effort*, how is it possible to establish a clear process and ensure a high level of crossorganizational collaboration?

*Zone to Win, Geoffrey A.Moore



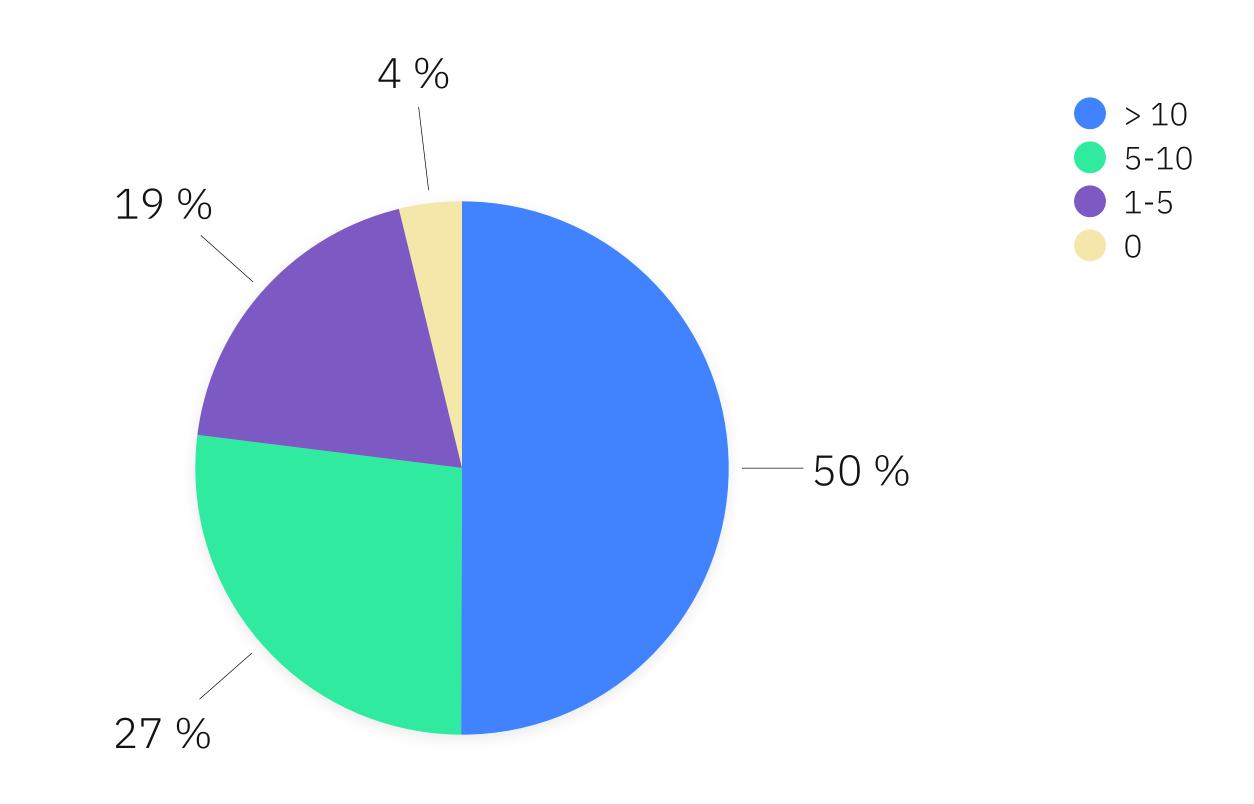
1. How is innovation organized in your company?



Separate staff unit Integrated with other units Separate line unit Indirect responsibility of managers A mix of a central & indirect No innovation department

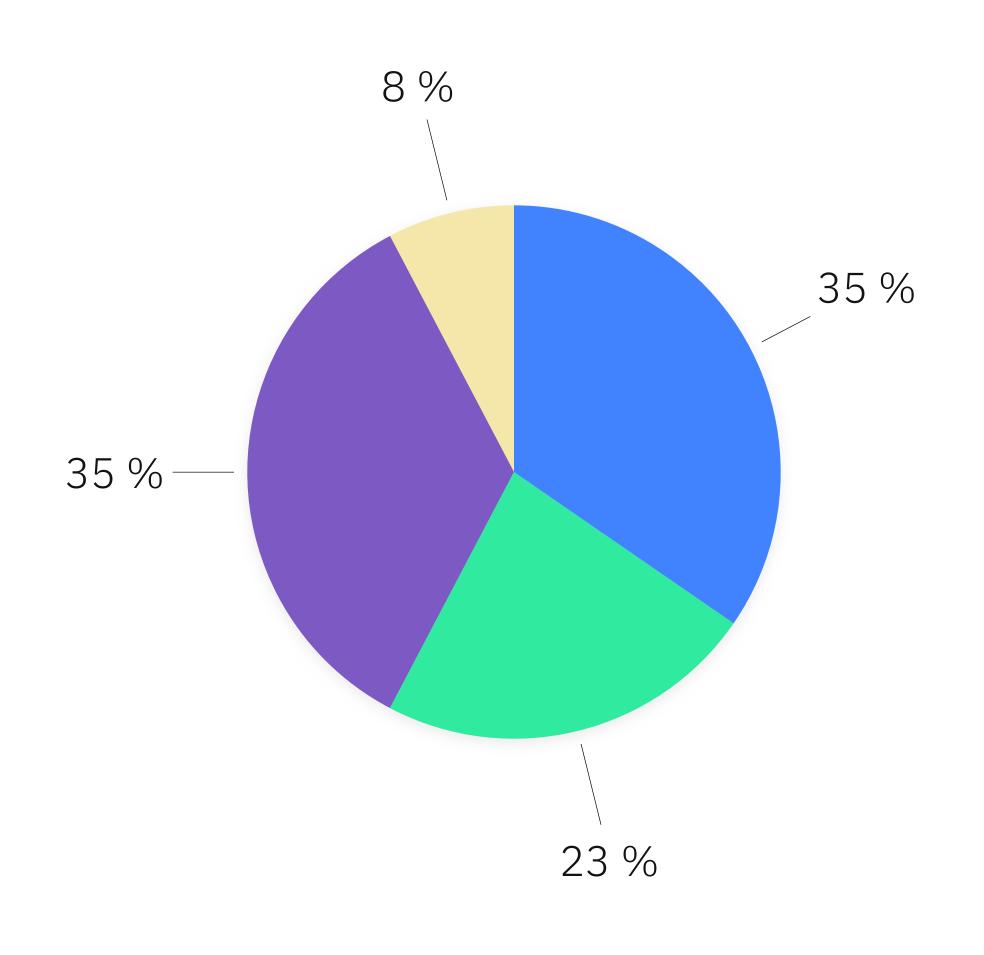


2. How many people have innovation as their primary responsibility?





3. Is innovation a clear priority in the overall strategy of your company?

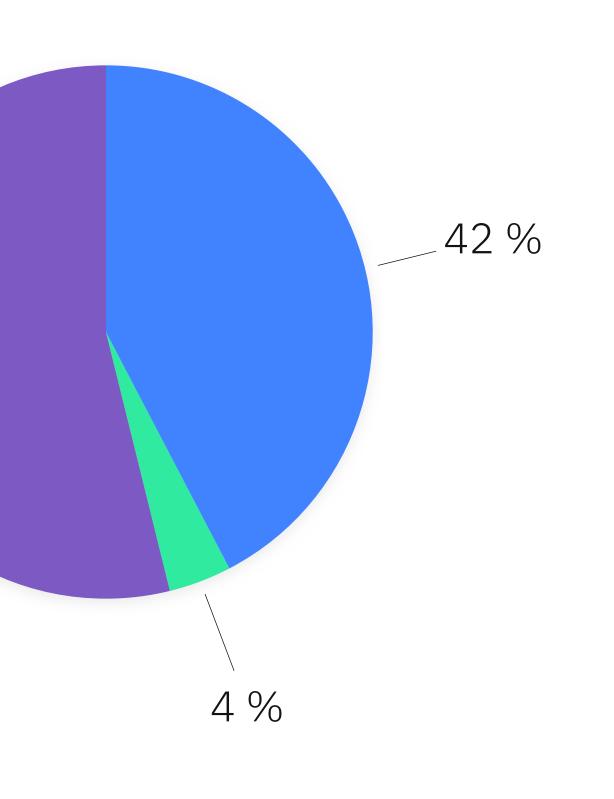


High priority Indirectly prioritized Prioritized with insufficient resources Low priority



4. Do you have a physical space for innovation in your company?

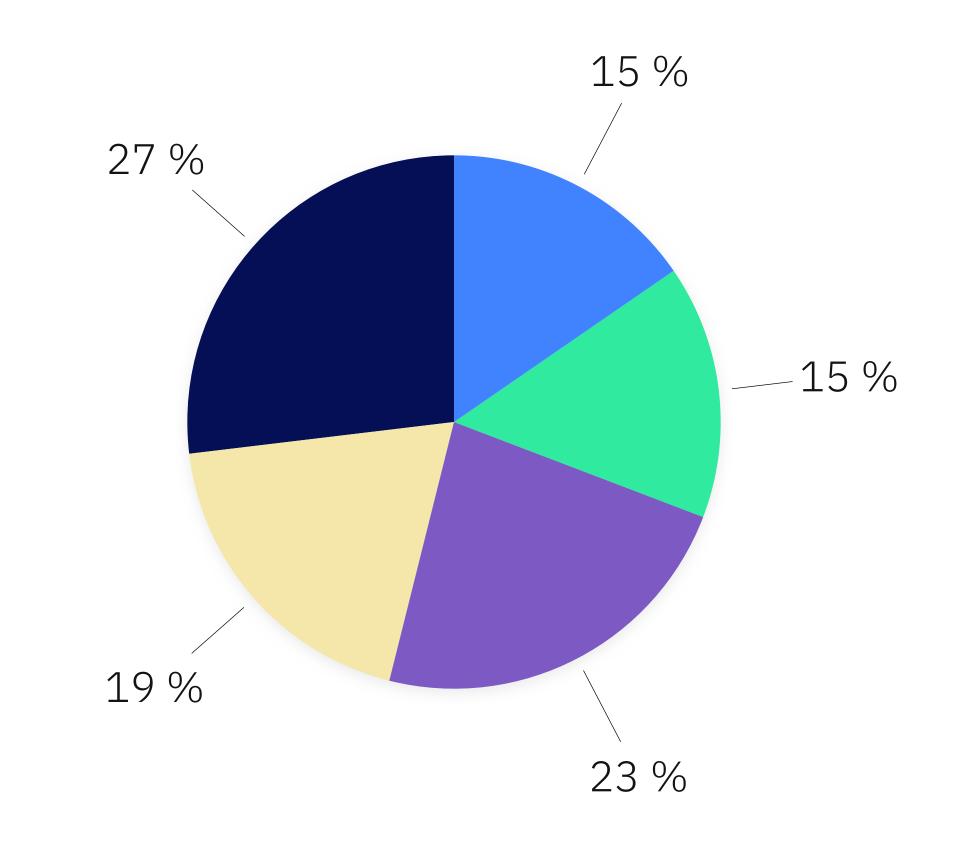
54 %



We have a permanent space
We have a temporary space
We do not have a space



5. Is there a clear and long-term roadmap for innovation activities that is known and used in the organization?

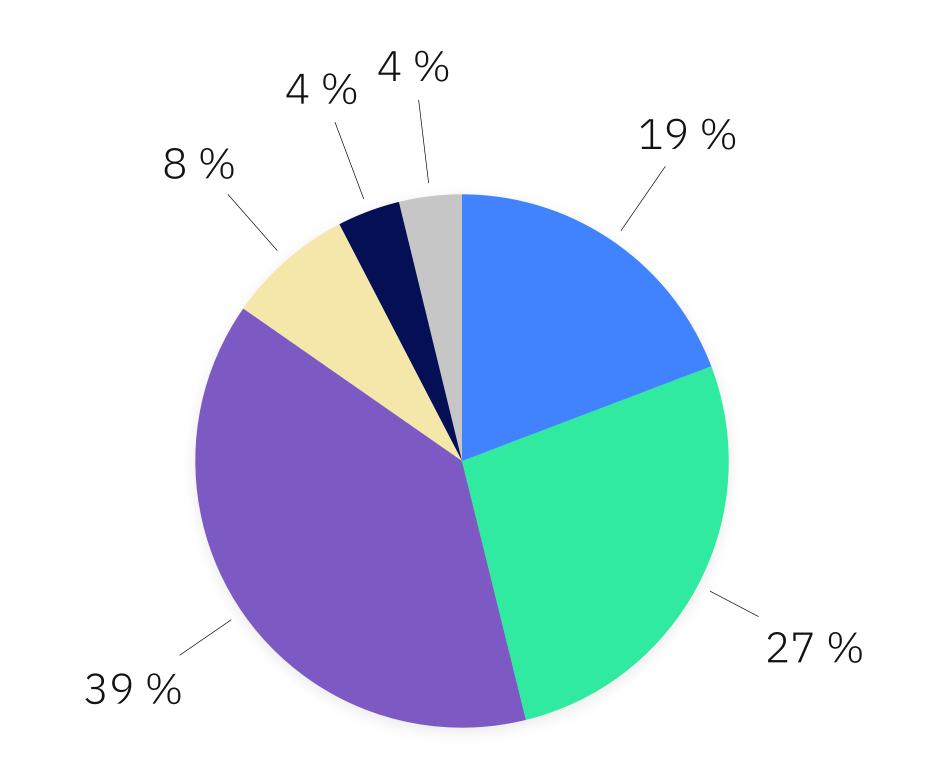


 Clear roadmap, used in organization Clear roadmap, not known in organization Clear roadmap, approved by management Roadmap in the making No roadmap

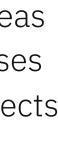




6. Which primary role does the innovation department play in your company today?

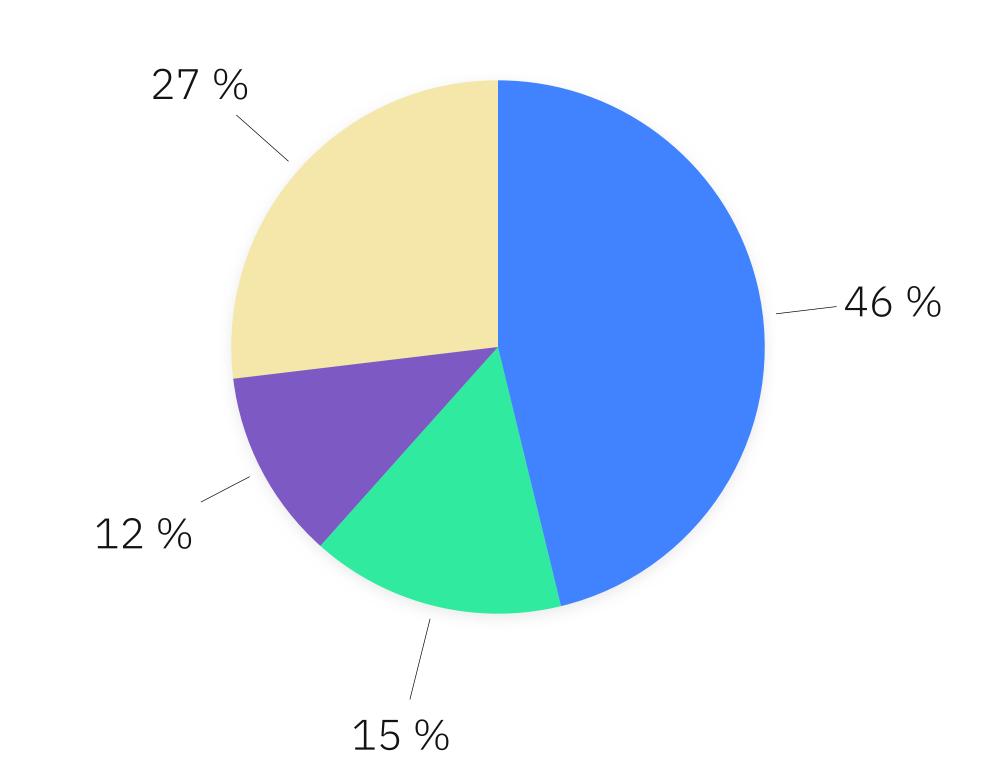


An explorer of new innovation areas A facilitator of innovation processes A collaborator on innovation projects A fully integrated part of projects Mainly evaluation of ideas of the No such department exists





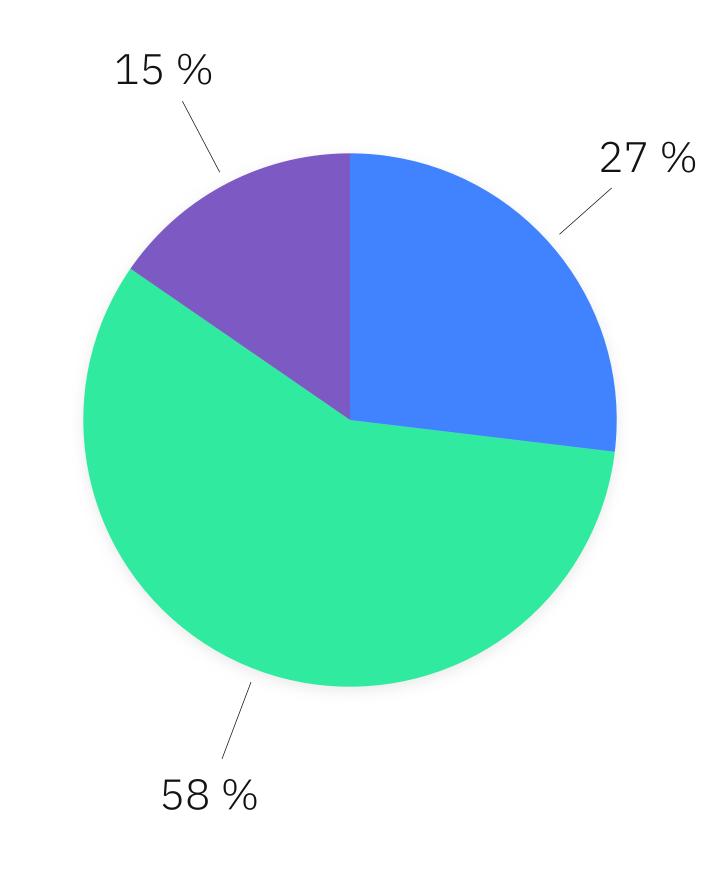
7. Which role would you like to see the innovation department take in the future?



An explorer of new innovation areas
 A facilitator of innovation processes
 A collaborator on innovation projects
 A fully integrated part of projects



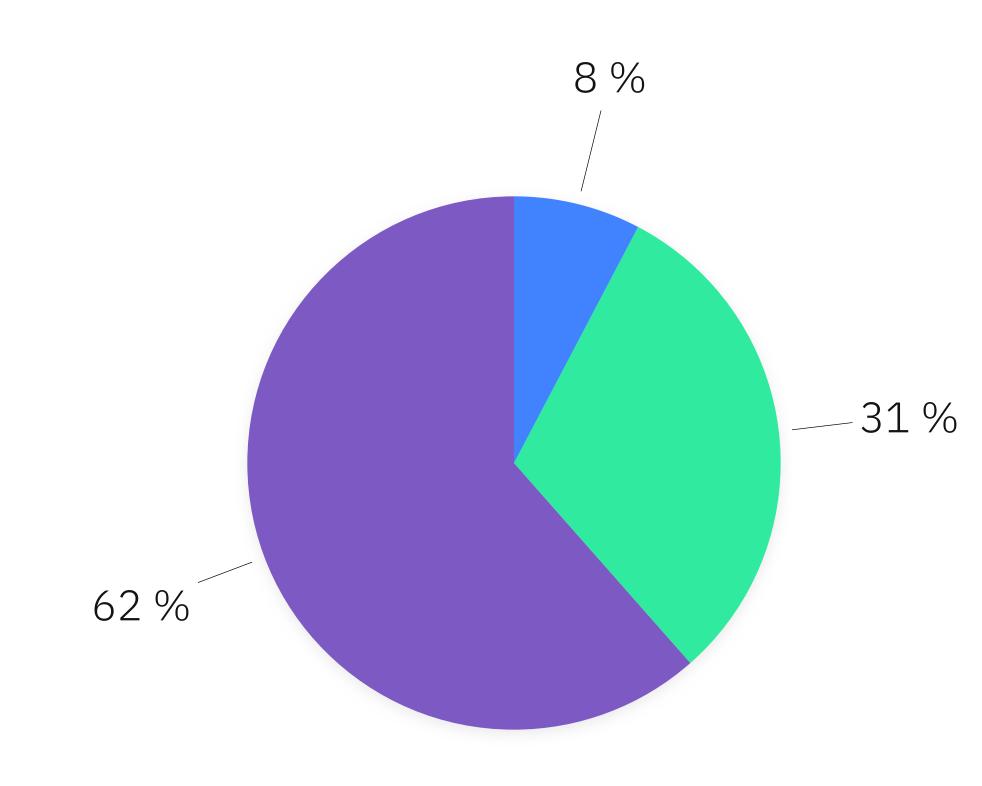
8. Which type of projects have primarily been run by innovation?



Horizon 1 - Improvements
Horizon 2 - Emerging business
Horizon 3 - New business

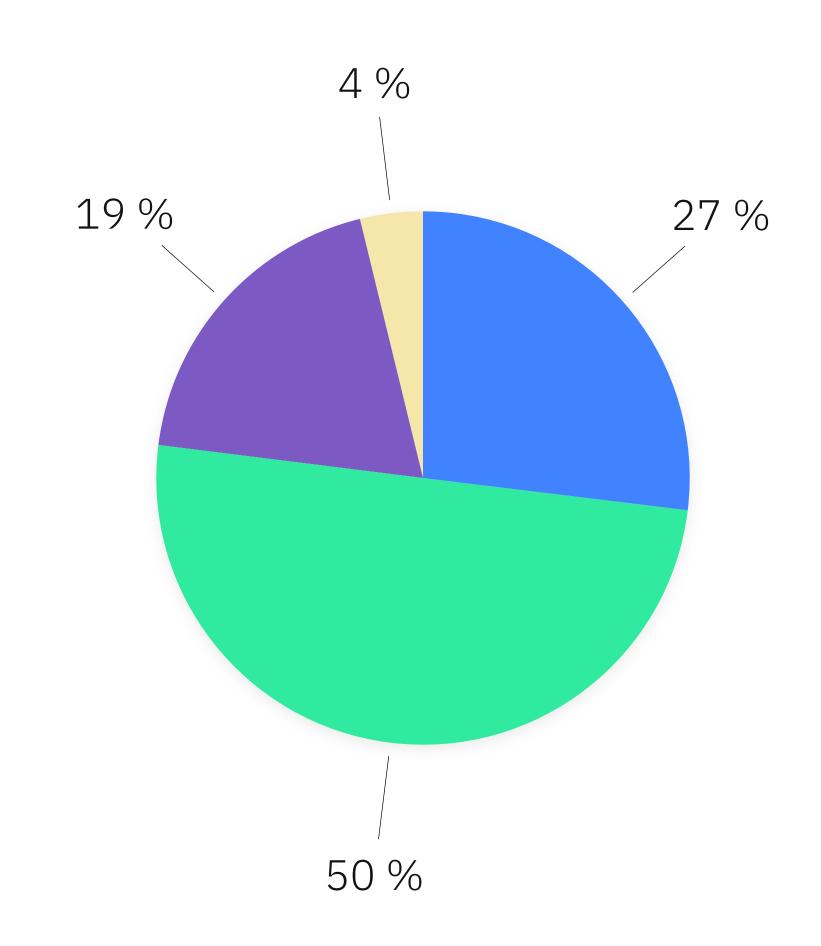


9. Which type of projects do you foresee that innovation will run more of in the future?



Horizon 1 - Improvements
Horizon 2 - Emerging business
Horizon 3 - New business

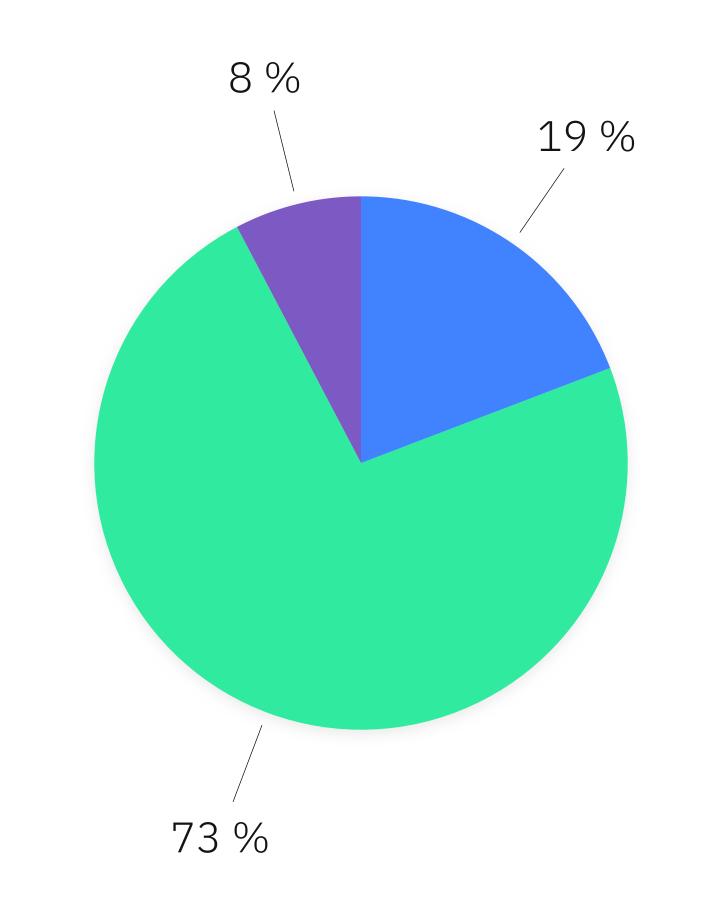
10. Is there an established process for incubation?



Established process
Process applied on a case-by-case
No established process
Process in progress



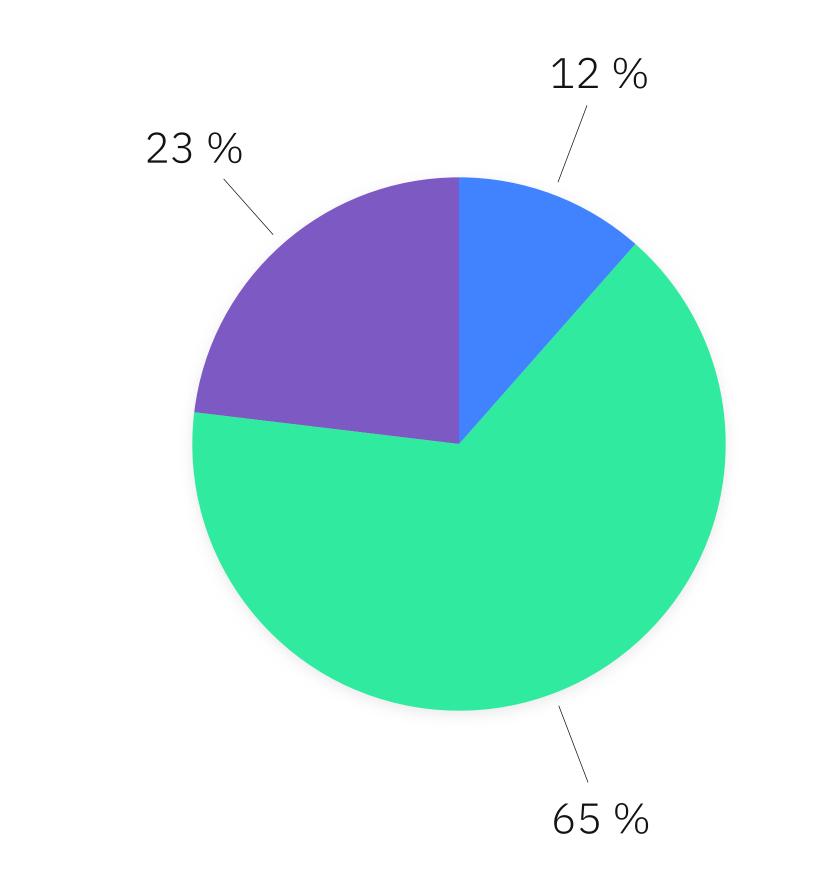
11.Do you have the necessary competencies and capabilities to run incubation projects inhouse?



NOSCO

We have the necessary competencies We have some, but lacking others We have no/few competences

12. To which extent is there a crossorganizational effort to commercialize ideas?



Highly collaborative
Some degree of collaboration
Low degree of collaboration

