

Organizing for Innovation Excellence

Introduction of an International Innovation Maturity Model

Product Development and Management Association

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Why should organizations implement an Innovation Maturity Model?

- Commoditization is everywhere
- Innovation cycle speed goes up
- Natural and financial resources dry up, meaning:
 - *More innovation with less people at lower cost*
- Only two factors create distinction with competition:
 - Operational excellence
 - Innovation capability
- Adoption of a maturity model can drive innovation in the value chain
- Do organizations walk the talk with innovation ?

Rationale for an Innovation Maturity Model

- Need for shared terminology on practices, processes, tools, metrics:
 - Need for a common language
 - Need to resolve inefficiencies
 - Need for harmonization of processes: this becomes really painful when implementing software
- Building an Innovation Maturity Model works:
 - Innovate better, cheaper, faster
 - Achieve normalisation of practices
 - Provides objective, neutral benchmarks
 - One unified guideline for training and assessing professionals and organizations

Let's improve innovation together!



What will an Innovation Maturity Model help people do?

- **Boost capability to create and market new products and services**
- **Save time and money developing new products, services, processes is crucial in today's economy**
- An objective, public and neutral benchmark to assess innovation capability
- build a new or replacement innovation processes quickly, thoroughly, with no omissions or blindspots
 - Condensed experience, verified and vetted by pros
 - Quickly build common terminology, process, tools, metrics
 - From the standard as point of departure: will continue to search for and embed *Evidence-Based Innovation*
- Perform quick scans and monitor progress over time



Why have an Innovation Maturity Model?

The Innovation Maturity Model strives for innovation excellence

- Public availability: other models are proprietary content
- Reduces fail cost: delivers immediate payback
- Reduces automation cost through a common Maturity Model
- Creates/rebuilds an innovation management system that is comprehensive and effective
- Reduces dependency on key personnel
- Improves the quality of innovation decision-making
- Reveals what works/what does not: evidence-based innovation
- Improves cross-functional and international collaboration
- Monitors progress over time against objective targets



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Demonstrable value

A literal Voice of Customer
quote:

“It is not there, and we would
like to see guidelines like this.”
Innovation Executive, TetraPak

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What does an Innovation Maturity Model add to the world?

- Highly structured, complete and thorough way to pragmatically organize all innovation activities
- Universally applicable: profit/non-profit, public, sports, religion
- Many organizations have some structure and process built around innovation, yet *seldom as thorough and comprehensive as needed*
- Our passion is to help others become more innovative



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Is adopting an Innovation Maturity Model a burden?

- **It depends on your goal!** *Don't implement this if all you want is implement a simple idea*
- This model organizes repeatable *innovation excellence*
- It is advisory and scalable: capture what the organization needs, nothing more
- Implementation must lead to *less waste*
- The goal is to *increase innovation capability on planning, execution, and deployment*



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Is an Innovation Maturity Model feasible in a complex world with no central control?

- **YES.** Most organizations have more complex interactions with their environment today
- Innovation can come from organizations of any size or shape and from any corner
- Creating an IMS becomes *more* important rather than *less* in good communication

Who benefits from an Innovation Maturity Model?

- Organizations want to achieve competitive distinction
- Professionals want to get better, advance their career
- Consultants want to assist clients with validated tools to assess organizations on their innovation capability
- Senior managers want more innovation at lower cost and with better distinction against competitors

Organizations and innovation professionals are judged by the same criteria and with the same terminology

'Is this not in the way of innovation? Why should I adopt this?'

- The Innovation Maturity Model is advisory: *organizations are in charge to determine how deep and wide they implement it*
- Every organization should implement its own innovation management system
- Develop and use your own tools, processes and methods
- *The Innovation Maturity Model is a path towards sustained and sustainable improvement, a thorough qualitative instrument rather than a one-off benchmarking tool*

Innovation Maturity Model versus creativity, serendipity or initiative?

- There are certain aspects of innovation that cannot be managed by traditional forms of planning and control, such as creativity, serendipity or entrepreneurship
- However:
 - The fact that some factors cannot be entirely planned or controlled does not release professionals from responsibilities *for managing what you can*
 - If creativity, serendipity or entrepreneurship cannot be managed, they can be *facilitated, and*
 - *You can manage facilitation!*

Will an Innovation Maturity Model kill competitive distinction?

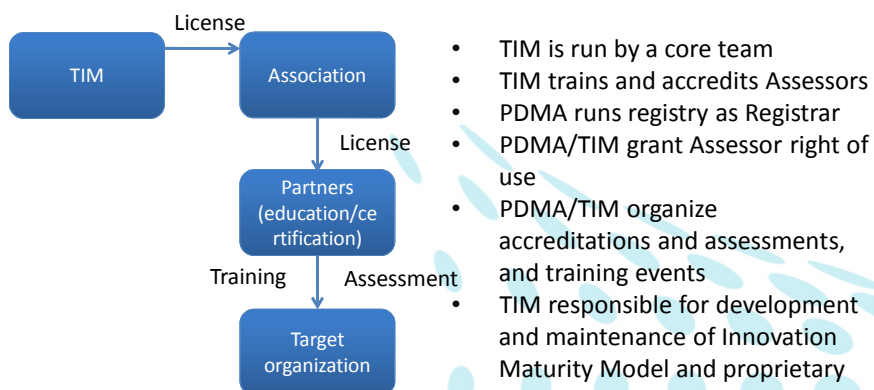
NO

- Every organization determines its own innovation management system, *there is no single solution*
- Competitive distinction is created in execution and deployment of tools, practices, processes
- It may create distinction between organizations who have implemented it well, and those who have not.



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PDMA's Center of Excellence: the TIM Foundation



- TIM is run by a core team
- TIM trains and accredits Assessors
- PDMA runs registry as Registrar
- PDMA/TIM grant Assessor right of use
- PDMA/TIM organize accreditations and assessments, and training events
- TIM responsible for development and maintenance of Innovation Maturity Model and proprietary content



Current status

- *Innovation Maturity Model's core set is now in release 1.2*
 - Feedback processed on scope and precision
 - Two-year update cycle (shorter cycles if needed)
- Full support documentation available
- Certification Institutes are engaging
- TIM Foundation is operational in the Americas and in Europe.



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Innovation Maturity Model core set

Core Innovation Maturity Model content set:

1. Innovation Management Standard
2. Assessment Checklist
3. Interpretation Guideline
4. Implementation Guideline
5. Innovation Definitions
6. Accreditation and Certification Program
7. Innovation Metrics

Supporting documentation

- Assessment tools, guidelines, reference documents, toolsets, practices



Innovation Maturity Model as education guideline

- Unique training content available
- Brief and instruct according to the Innovation Maturity Model's content
- Provide end-user training licenses to third parties

Clear advantage: innovation assessment principles and education *are based on the same unified principles and terminology*



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Invitation

We are engaging with end-user organizations
Information on the Innovation Maturity Model:
www.pdma.org

More background information:
 Total Innovation Management Foundation
www.timfoundation.org
info@timfoundation.org



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