

Strategic Technology and Innovation Management Programme 2019

Clare Farrukh
cjp22@cam.ac.uk

Innovation velocity

Developing an approach to be used by companies to understand external and internal innovation velocity.

Aims

To develop the draft profiling approach (from STIM 2018) to support a company in developing a view of how quickly a new technology could become relevant to them.

To explore how companies review and manage innovation velocity within their organisations, looking wider than NPD cycle time.

Progress

External view: The profiling approach has been reformatted into a three chart profile structured by an established innovation characterisation (Abernathy & Clark 1985).

Internal view: A workshop has been developed based on a temporal view of the internal innovation velocity challenges (Ellwood et al 2017).

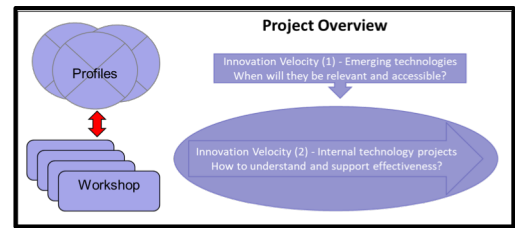
Combination: A research workshop explored the links between the two perspectives.

The main areas of current work are:

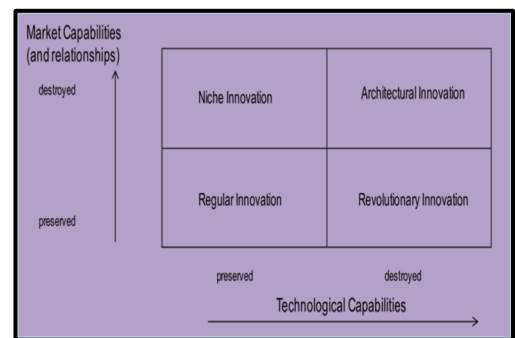
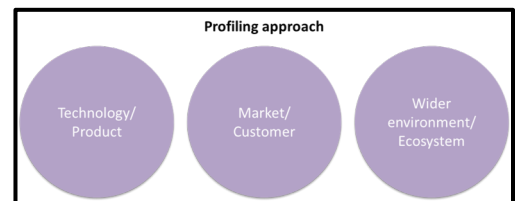
- Developing examples to demonstrate the profiling approach to promote testing engagements; linking attributes across the three profiles
- Discussing with companies how the temporal view reflects their experience and looking for workshop applications
- Exploring internal/external innovation velocity linkages e.g. metrics for assessing internal versus external development paths; how to speed open innovation

Deliverables

Powerpoint slides for profiling approach and temporal workshop; STIM 2020 project to develop case study applications and explore benefits of combining the perspectives.



External view:



Internal view:

PILOT WORKSHOP AGENDA Reviewing Innovation Velocity for technology projects	
9.00	Introductions, project overview & aims of the pilot workshop
9.15	Innovation mapping – building on pre-work Presenting an overview for discussion based on pre-work questions about: - terms used to discuss speed and velocity of innovation in the company - choices in terms of organisational innovation system (OIS), NPD funnel, organisational readiness for technology, customised innovation metrics
10.00	Reducing temporal uncertainty to increase innovation velocity Scheduling – clock-time and event-time
10.30	Coffee break
10.45	Reducing temporal conflict to increase innovation velocity Synchronising – internal pacing and external pacing
11.15	Reducing temporal scarcity to increase innovation velocity Allocating resources – linear progress and cyclic progression
11.45	Plenary discussion Findings and way forward
12.45	Review outputs and complete feedback questionnaire
13.00	Close

VELOCITY CHALLENGE	SOLUTIONS	TEMPORAL PERSPECTIVES	
Reducing temporal uncertainty	Scheduling	Clock-time	Event-time
Reducing temporal conflict	Synchronising	Internal pacing	External pacing
Reducing temporal scarcity	Allocating resources	Linear progression	Cyclic progression

Adapted from: Ellwood et al. 2017