

# Value pathway from innovation to the firm value

Dr Val Lynch  
valerie.lynch@andtr.com

This project explores how companies communicate value created as a result of innovation or operational activity

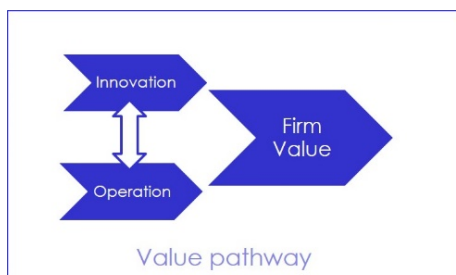
## Aims

- To identify value created during work undertaken
- To link value from innovation and operation to company performance.
- Construct pathways as a means of communicating values recognised

## Progress

Engagements with 12 companies undertaken. Methods for identifying and communicating implicit value analysed.

**Engagement showed that context for assessing value is starting point and that companies assess implicit value through the impact it can have on explicit value**



**Four contexts identified centred on either innovation or operation**

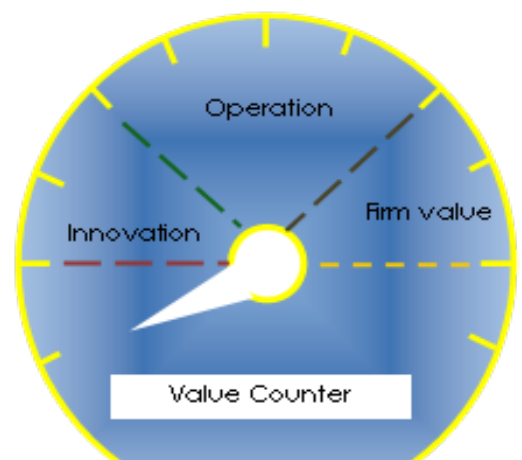
- Innovation led process
- Operation led process
- Disruptive project in innovation or operation
- Portfolio management & service offering (innovation or operation)

## Deliverables

Category	Innovation process led	Operation process led	Disruptive innovation led	Portfolio / Service
Team / operations	Team proposal	Staff engagement	Cross-disciplinary team – staff engagement	Project selection
	Budget finance adhered to	Leveraged expertise	Skill	Discoveries made
		Resources and capabilities	Expertise, understanding the problem	
		New knowledge	Context and history	
Other stakeholders	Internal stakeholder engagement	New market requirements	Supply chain development	ROI on investments
		New trends	Understanding unfulfilled needs of customers	Market requirements
			Understanding abilities of suppliers	
			New supply chains	
		Relationships		

## Reports from engagements and feedback workshops

- Defining a value pathway provides an impetus to construct a process through which value of implicit assets can be recognised, identified and assessed
- Communication of value can then include that of implicit assets which is useful when setting future strategy
- Disaggregation of the firm value to assess the impact of a specific value created is not undertaken
- Impact of the value of implicit assets on achievements and explicit value is assessed.
- Dashboard type graphic to monitor implicit value created is favoured as a means of communication



**Recording the use of implicit value and ways in this could be monetised in the subject of ongoing research.**