

# STIM 2017 PROJECTS

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# STIM 2017 Project Map

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## SUSTAINABILITY

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## BUSINESS MODELS

1. The development of business models to anticipate disruption
15. Capability framework for business model innovation

# Project Summaries

## 1. The development of business models to anticipate disruption

This project aims to understand whether there are patterns in the way managers react to new business models emerging in the light of a looming technological disruption: How do managers react in front of the opportunities provided by emergent technologies? How do managers evaluate the opportunities for new business models?

**Contact:** Letizia Mortara ([www.ifm.eng.cam.ac.uk/people/lm367](http://www.ifm.eng.cam.ac.uk/people/lm367))

## 2. The everyday life of innovation

This project is based on findings from the first year of an ongoing longitudinal qualitative action research case study of innovation practices at Thales UK, a multinational technology organization. The study is a sponsored PhD project being conducted at the London School of Economics and Political Science.

**Contact:** Lisa Whitelaw ([Lisa.Whitelaw@uk.thalesgroup.com](mailto:Lisa.Whitelaw@uk.thalesgroup.com))

## 3. Mapping corporate innovation projects and ventures

This project aims to pilot a light-touch strategy tool and process to support strategic planning of corporate innovation projects and ventures. Case studies are proposed, building on mapping methods developed for corporate innovation projects and ventures as part of 2016 STIM project (#8) and a related PhD research project.

**Contact:** Yuta Hirose ([www.ifm.eng.cam.ac.uk/people/yh359](http://www.ifm.eng.cam.ac.uk/people/yh359))

## 4. Roadmapping roadmapping (R2)

Roadmapping is a flexible method that can even be applied to itself, to help organisations develop and clarify their strategy and plans for implementing roadmapping (and other) management systems and processes. This project aims to test a workshop template (Fig. 7.4.1) for supporting roadmapping review, strategy and planning.

**Contact:** Rob Phaal ([www.ifm.eng.cam.ac.uk/people/rp108](http://www.ifm.eng.cam.ac.uk/people/rp108))

## 5. Digital transformation for industrial leadership

Corporates within industries put enormous amount of wealth, time and brain power into innovation, which most often results in premium value for stakeholders. However, transformational value is yet to be achieved. This exploratory research is focused on understanding how to position innovation to lead, and even perhaps transform, the industry.

**Contact:** Ahmed Al-Ali ([www.ifm.eng.cam.ac.uk/people/aa970](http://www.ifm.eng.cam.ac.uk/people/aa970))

## 6. Sustainable value roadmapping

Despite clear benefits for long-term success, environmental and social sustainability is not systematically integrated into business activities. This project combines sustainable value analysis with roadmapping to address this issue. The Sustainable Value Roadmapping Tool aims to help managers develop sustainable business visions and build strategic pathways towards them.

**Contact:** Mélanie Despeisse ([www.ifm.eng.cam.ac.uk/people/md621](http://www.ifm.eng.cam.ac.uk/people/md621))

## 7. Improving your organisation's innovation system?

Many companies seek to improve the activities that make up their organisational 'innovation system', but wonder how best to piece together evidence from research and practice. This project seeks to identify practical and customisable sources, using the lens of the STIM Consortium to help crystalize and combine needs and solutions.

**Contact:** Clare Farrukh ([www.ifm.eng.cam.ac.uk/people/cjp22](http://www.ifm.eng.cam.ac.uk/people/cjp22))

## 8. Balancing new process technology development with operational needs

Introducing new technology into a legacy environment is an ongoing challenge in many companies, whether the products and services are largely physical or in the ICT arena. This project seeks use the experience of the STIM Consortium to compare issues and challenges for contrasting companies.

**Contact:** Clare Farrukh ([www.ifm.eng.cam.ac.uk/people/cjp22](http://www.ifm.eng.cam.ac.uk/people/cjp22))

## 9. Visualising portfolios

Portfolio perspectives are fundamental for managers. Generally, the execution of such visuals is relatively poor. Taking a pragmatic stance that attempts to balance the provision of data with conveying insights for users, this research project will continue the process of developing visual representations for depicting different types and aspects of portfolios.

**Contact:** Clive Kerr ([www.ifm.eng.cam.ac.uk/people/civk2](http://www.ifm.eng.cam.ac.uk/people/civk2))

## 10. Business-aligned technology strategy (a modular approach)

This project focuses on developing a modular and agile approach to technology strategy, based on a scalable toolkit platform, which allows for customisation process (creating a process that directly addresses an organisation's most pressing technology strategy issues) and provides the scalability necessary to facilitate alignment of required business- and technology-level analyses.

**Contact:** Imoh Ilevbare ([www.ifm.eng.cam.ac.uk/people/imi22](http://www.ifm.eng.cam.ac.uk/people/imi22))

## 11. Improving innovation project portfolio management in technology intensive firms

Technology intensive firms often face a challenge of ineffective innovation project portfolio management. Using a multi-case study approach, this project aims to better understand portfolio management activities and techniques to develop a framework that could be used by firms to reflect on their existing portfolio management practice, and identify areas of improvement.

**Contact:** Nitish Gupta ([www.ifm.eng.cam.ac.uk/people/ng372](http://www.ifm.eng.cam.ac.uk/people/ng372))

## 12. Intellectual property (IP) roadmapping

This project aims to develop a framework and process to integrate IP into technology and business strategies via roadmapping. An IP strategy 'menu' will be designed to support selection of suitable IP management elements, with patent informatics will be used to provide quantitative data for the roadmapping process.

**Contact:** Tianyi Wang ([www.ifm.eng.cam.ac.uk/people/tw405](http://www.ifm.eng.cam.ac.uk/people/tw405))

### 13. Value pathway from innovation to firm value

Differentiating between explicit and implicit value has provided some insight into how companies can recognise sources of value arising through company activities in addition to value captured through sales channels. This project aims to identify value created through work undertaken, to link this to company performance, and to develop 'pathways' to communicate this value.

**Contact:** Val Lynch ([www.ifm.eng.cam.ac.uk/people/vbt21](http://www.ifm.eng.cam.ac.uk/people/vbt21))

### 14. The cost of delay to R&D projects

R&D projects are notoriously liable to delay but it is often difficult to justify the cost and effort required to prevent it, or to recover time once lost. This project aims to find approximate, 'rule of thumb' management methods for estimating the likely financial impact of delay.

**Contact:** Rick Mitchell ([www.ifm.eng.cam.ac.uk/people/rfm26](http://www.ifm.eng.cam.ac.uk/people/rfm26))

### 15. Capability framework for business model innovation

This research aims to explore what the capabilities needed for better integration and implementation of business model innovation are. A capability framework has been developed in earlier PhD research, which will be refined and tested in this project, addressing a gap in literature and practice, through piloting a capability toolkit.

**Contact:** Yan Li ([www.ifm.eng.cam.ac.uk/people/yl483](http://www.ifm.eng.cam.ac.uk/people/yl483))

### 16. Measuring the impact of innovation hubs

Innovation hubs are communal, collaborative, adaptive spaces that enable innovative re-combinations of products and services to be developed, tested and delivered to market. This project will develop a set of guidelines that describe the characteristics and dimensions of innovation hubs, and outline the metrics for measuring their impact.

Contact: Simon Ford ([www.ifm.eng.cam.ac.uk/people/sjf39](http://www.ifm.eng.cam.ac.uk/people/sjf39))

### 17. Translating complex societal challenges into future business opportunities

Aging societies, sustainable transportation and resource networks, global migration and other complex societal challenges present both threats and opportunities for business. This project aims to tackle the problem of how to translate these challenges into specific business opportunities, by making progress in developing a systematic framework to deconstruct complex societal challenges.

Contact: Thomas Bohné ([www.ifm.eng.cam.ac.uk/people/tmb35](http://www.ifm.eng.cam.ac.uk/people/tmb35))