The Corporate Innovation Toolkit

EXPERT GUIDANCE ON INNOVATION STRATEGY
This issue of our Pointers series is filled with tools that will help take your innovation program to the next level.

We asked our strategic partners to share their best resources. What we received in return is an exciting mix of interactive spreadsheets, articles, worksheets, and more. Whether you’re just starting out and want to gauge your innovation team’s progress, or are a seasoned pro looking to continue improving, this collection can help make the road ahead just a little bit smoother.

We’re grateful to our strategic partners for participating and supporting Innovation Leader’s editorial mission—at our online and in-person events, in our website’s Thought Leadership section, and in this series of PDF e-books. You can find prior editions of the Pointers series—covering topics like “Upgrading an Established Innovation Initiative,” “Getting an Innovation Program Started,” and “Creating an Innovative Culture”—on our website, at innovationleader.com/pointers.

We encourage you to share this document with others who might find it useful. And if you have topics you’d like to see us cover in future editions of Pointers, I’d love to hear from you at the e-mail address below...

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Tools to Shape Your Innovation Strategy

CONTRIBUTED BY BOARD OF INNOVATION

“Innovation teams need to prove impact, now more than ever!”

One of the roles of an innovation team is to understand the new economy and anticipate the growth opportunities it brings. This typically involves evaluating and pivoting your portfolio of activities to increase the impact and investing in growth areas.

Therefore, evaluating and defining the best approach in line with your growth strategy is essential. At Board of Innovation, we developed a decision-making tool called The Innovation Matrix.

The tool helps you to make the right decisions by defining your strategy and priorities, evaluating the impact of different growth initiatives, and turning strategies into action by choosing the right governance model.

I.) Define Your Strategy

As a first step, you want to identify your ambitions and approach to achieve growth. There are four different types of growth strategies—hunter, builder, explorer, and experimenter—depending on the focus and investment level of an organization.

HUNTER

The hunter is the archetype located in the top left corner of The Innovation Matrix. Hunters represent a high commitment to innovation with a focus on external sources. Often, these types of organizations place heavy emphasis on cooperation with startups, acquisitions, and corporate venturing. By acquiring external expertise and products, hunters put their high commitment to innovation into practice.

BUILDER

Builders sit at the top right corner of the quadrant. They have a high commitment to innovation, but innovate mainly internally. This means they invest significant resources in transforming their organization and building highly innovative departments and internal spin-offs.
EXPLORER

The explorer is the low-commitment variant of the hunter, located at the bottom left corner of the matrix. Like the hunter, the explorer also looks beyond the organization for new ideas. But they are still at the level of experimentation and don’t orient their entire organization towards growth and new business. An explorer might be a large corporation that is moving into innovation by scouting for collaborations with startups or exploring new technologies.

EXPERIMENTER

The last archetype is the experimenter, which is located in the bottom right corner of the matrix. Experimenters are discovering and testing new ways of working by enabling internal people to work and act differently. These organizations focus their attention on internal actions.

II.) Evaluate the Impact of Different Growth Initiatives

The matrix comprises 16 main innovation formats that large organizations can run in order to reach growth through innovation. Corporate venture fund—invests in external opportunities that could create growth outside of the core of the organization. Structural partnership—a formal collaboration between two companies with the aim to launch multiple joint ventures. External incubator—a physical environment to support the growth and evaluate the value of external startups. Scouting—aims to regularly scan a specific opportunity area for interesting startups. Innovation lab—a separate entity that hosts internal ventures with high potential before they are profitable. Internal incubator—a virtual or physical space to grow internal startups outside of the core organization and validate the market fit. Innovation training—a short learning track to grow the knowledge and interest of employees. Co-creation session—a short ideation session with customers or partners to turn mutual problems into ideas. Center of excellence—a formal group of experts that coordinates innovation initiatives to embed innovation within the organization. External accelerator—a program to support the validation of external startups.
**Co-experimentation track**—a joint test between two or more organizations to validate the solution fit of an idea.

**Scouting**—a methodological process to identify relevant startups in your field, validate their potential, and engage with their founding members.

**Internal accelerator**—separates intrapreneurs outside of the organization to validate the solution fit of ideas.

**Community of practice**—a cross-functional group of innovation ambassadors.

**Design sprint**—a short track to answer business questions through designing, prototyping, and testing with customers.

**Innovation transformation**—a central group of innovation leaders responsible for knowledge development.

### III.) Choosing the Right Governance Model

The right governance model allows you to accelerate the execution of growth initiatives. We’ve summarized four structures you can use.

**INTERNAL**

Experimentation with new innovation formats is most effective when done within one part of the organization. This allows you to do decentralized learning before scaling it inside the full organization. *Lead: Internal Innovation Manager.*

**INTEGRATED**

Building capabilities is often an integrated effort that impacts the full organization. Sharing a common practice is most effective when done in the central organization. *Lead: Transformation Officer.*

**SEPARATED**

Exploring connections with the outside world needs to happen outside of the core organization. When working together, new resources, processes, and profit models need to be explored. *Lead: Open Innovation Manager.*

**DISCONNECTED**

Hunting for new business is most effective when done in a way that’s disconnected from the core organization. Only key people from the organization should act as an investment committee. *Lead: Strategy Officer.*
Innovation is a key driver for many organizations. It enables them to develop new products, services, and processes, and remain competitive within their industry. Like any other process that impacts the progression of the organization, innovation must be reviewed. Not only to determine its success, but to also ensure that value is being generated in the most effective and efficient way.

That’s why edison365 developed an Innovation Maturity Assessment that enables your organization to accurately identify your innovation maturity and provide a holistic overview of your end-to-end innovation process.

Taking the time to complete an Innovation Maturity Assessment places the existing approach to innovation under the scrutiny of industry standards, giving the organization an opportunity to review their established way of acting. Furthermore, the results from an innovation maturity assessment can provide definable and systematic suggestions to embed a culture of innovation within every part of the organization, making it easier and faster to drive change across the organization.

Aligned to the ISO 56002—a guidance standard that details the specific factors that contribute to the establishment, implementation and continual improvement of an innovation management process—this assessment contains a set of comprehensive questions representative of each area within their framework.

Click here to complete edison365’s Innovation Maturity Assessment.

Innovation Maturity Assessment

The Innovation Maturity Assessment has been designed to give you a holistic understanding of your current end-to-end innovation capability. Aligned to ISO 56002, the following assessment will take you through a comprehensive series of questions. On completion, you will receive a PDF report, highlighting how you currently score against innovation management best practice.

* Required

1. Strategy *

My organization has an overall business strategy clearly explained and visible, so that innovation activities can be aligned to it.

- Strongly disagree
- Disagree
- Somewhat disagree
- Neither agree nor disagree
- Somewhat agree
- Agree
- Strongly agree

Learn more at www.edison365.com
On Climbing Mount Innovation

CONTRIBUTED BY GERHARD PAWELKA, CEO, COOPER PERKINS

In 1958, after 47 days spread over a period of 18 months, Warren Harding became the first human to climb the 2,900 foot tall, mostly vertical granite face of El Capitan in California’s Yosemite Valley. He had tools to help pull himself and his equipment up El Cap, and he had tools to protect himself from a fall. In 1994, Lynn Hill became the first person to free climb El Cap in under 24 hours. She had no tools to help her climb, but she did have tools to arrest a fall. In 2017, Alex Honnold free soloed El Cap in under four hours. He had nothing with him at all.

It’s tempting to conclude from these stories that leaving the tools behind leads to faster climbs. However, there’s more going on here. Hill and Honnold practiced their routes with tools before their historic climbs. Honnold spent years visualizing his climb—and months hanging on ropes studying and adjusting his route, practicing, and memorizing over 3,000 moves he’d need to make when free soloing. He meticulously documented each move up the wall in his personal journal. Documentary clips even capture Honnold cleaning pencil-thin edges of granite with a toothbrush to help him assess exactly how to choreograph his intended moves on that one spot.

Honnold’s free solo climb of El Capitan was a remarkable human achievement by any standard. But he does not attribute this achievement to luck. He planned his route. He prepared his body. He practiced the moves. In his own words, “it felt like mastery.” It should be noted that Honnold would not have had that free solo experience if he did not take the time or have the tools to prepare for it.

I am in the comparatively safer business of engineering. Working with exceptionally talented colleagues and clients, I convert inventive ideas into innovative products. While what we do is a lot closer to the safety and ease of flipping a pancake than it is to free solo climbing, engineering does have its complications and its thrills. We work in a wide range of industries with an even wider range of technologies. Every path we take is different, but the process is always the same: Find the route, study the route, practice the moves, gulp, then climb swiftly and deftly to the top. It should feel like mastery.

I know what it feels like to work on projects that strived to reach that innovation summit, but did not make it. It wasn’t because the team was not fit or because there was a precipitous fall. Mostly, it was because we got lost somewhere on the wall. Of the projects that did summit, all of them had diligently conceived and well-executed plans. Those lessons taught me that having the right tools to plan innovation is far more important than having tools to help or save me when my trip is already underway.

So, what should we do to prepare ourselves before a climb? The specifics are very circumstantial, but we generally refer to a set of tenets that are my company’s first principles for planning and executing our work.

Here are three of my favorites around planning:

Find a Way

This is less about muscling through adversity and more about lifting the fog, identifying the obstacles, and clearing a path to the destination. We are perpetually solving business problems with engineering, which involves the balancing of three factors: economic viability, technical feasibility, and customer utility.

When we see a sufficiently large overlap between these factors, the planning is easy. When we do not see an overlap, we have to figure out which side of these factors we need to push on to get that overlap. That planning is harder. The fog is heavier, the obstacles are bigger, the terrain does not as easily give up a path to the destination. Nonetheless, if there is a way, the most intrepid of us will find it.

Listen, Think, then Build

This seems like the obvious order of operations, but it is surprising how easily it can be forgotten. My team is almost always put in a position that is, to some degree, unfamiliar. So, we expect to learn. With that expectation, we have to listen—listen in the broadest sense of the word. What we allow ourselves to hear shapes the reality of the steps that follow. Anything misheard or unheard will contribute to the shape of our thinking as much as what was heard. As for thinking, take the time to constantly modulate between a state of unbridled creativity and a state of rigorous critical analysis. Take the time. Don’t rush to build.

Think like a Beginner

Experience is a powerful thing. It gives you the ability to predict the future. With it, you can avoid common pitfalls and other treacherous obstacles. The problem with experience is the confirmation bias that comes with it. We tend to index what we are observing today with the closest thing we experienced in the past. That bias can betray us. Beginners are not so encumbered. As Zen Buddhist monk
Shunryu Suzuki succinctly states: “In the beginner’s mind there are many possibilities, but in the expert’s there are few.” Suspend disbelief long enough to fully explore what you are facing.

The connective tissue between invention and innovation is insight—having a deep understanding of a thing. The more certain I am of my insights into the terrain shaped by the economics, the technology, and the user, the more certain I am of my path-finding. And the more certain I am of my path, the more certain I am about making little adjustments along the way. We follow the path we laid out before us, we test and confirm every move, and before long we are standing on the summit. What a view!

If there is a way, find it. If there really is not a way, make sure there is no doubt.

Think like a beginner.

An experienced mind strives to recognize familiar patterns. A young mind is not so encumbered. Experience matters but not at the expense of seeing something in a completely new way.

Listen, think, then build.

Yes, in that order. No exceptions.
Creating a High-Involvement Innovation Culture

CONTRIBUTED BY HYPE

A Maturity Model for High-Involvement Innovation

It’s a simple message—innovation matters. In today’s environment, organizations need to change (and keep on changing) what they offer the world and how they create and deliver it. Staying ahead means innovating daily. And not just the big projects— you need a steady stream of incremental improvements, a regular pulse of innovation in our products, processes, and services.

That’s not going to happen by merely waving our arms and making bold statements about the importance of innovation. To enable everyday innovation, you need people who will get behind this concept and make it a reality. Most organizations have specialists—teams and individuals working in areas like R&D, product, and service development—whose formal role is to contribute to the innovation agenda. But there’s a much bigger resource which can be engaged: everyday innovation from everyday people. High-involvement innovation taps into the creativity and energy of employees, harnessing their shared efforts towards strategic goals.

High-involvement innovation of this kind is all about building a culture of innovation. A place where “the way we do things around here” includes behaviors around questioning, exploring, challenging, and suggesting new approaches. And other behaviors around picking ideas up and running with them, cooperating and working together to overcome obstacles and find a way to create real value from the original good idea.

Although we might all aspire to such a culture, the reality is that it doesn’t happen by accident. We must build it from the bottom up and based on learning and experimenting with new ways of working. Figure 1 shows the step-by-step development towards a high-involvement culture, and it describes a “maturity model”—a roadmap for how high-involvement innovation might develop in an organization.

Where should you begin when building a high-involvement innovation culture? An excellent place to start on this journey is with a clear idea of where you are now—where is your organization on the maturity model? High-involvement innovation isn’t just about doing one or two things to change your culture— there are several dimensions involved. Your organization’s profile will likely have some areas where things are highly developed, and others that need improvement. A critical reflection on this will highlight strengths to build on and other areas worth investing in development efforts.

High-Involvement Innovation Cultural Self-Assessment

To help you take a structured approach towards understanding your organization’s level of innovation maturity, think about your organization as it is and the kinds of things people might say or do around the innovation theme. Use the High-Involvement Innovation Culture Assessment tool to build a picture of how you might describe “the way we do things around here.” The interactive spreadsheet asks you to rate where your organization stands regarding the ten core values of innovation management. Use the results to analyze your company’s innovation profile and decide on the next steps to take to evolve.

Validate your results by sending the self-assessment to your colleagues to see how they perceive the situation at your company.

The High-Involvement Innovation Culture Assessment is an interactive spreadsheet designed to help you take a structured approach towards understanding where your organization is in terms of its core values. Use the statements of the questionnaire to build a picture of how you might describe “the way we do things around here.” After you fill out the spreadsheet, a useful next step is to ask relevant colleagues to do the same in order to get a sense of where they feel the organization is on the journey.

Learn more at www.hypeinnovation.com
Click here to access HYPE's interactive High-Involvement Innovation Culture Assessment spreadsheet, and make sure to use the High-Involvement Innovation interactive e-book to interpret your results.
Experienced innovation practitioners know that some of the most valuable tools are ones that help decide which opportunities to spend more resources on. That’s why Inovo has created the Should/Could Assessment, a tool made for innovation portfolio management.

The Should/Could tool is an interactive spreadsheet used to compare a set of opportunities by both their inherent potential and the company’s capabilities to deliver on that potential. It allows a team to independently assess a set of opportunities along two dimensions to create a graph that ranks opportunities based on value and feasibility. The tool is intended to foster discussion and promote innovation during times of uncertainty.

After downloading the spreadsheet, an administrator should fill out the first tab with the names of up to 10 team members and opportunities. Then, each team member will independently rank their assigned opportunity based on the criteria listed on their tab in the spreadsheet. Finally, once the results have been returned to the administrator, the administrator will update the summary tab to create a Should/Could canvas that ranks the opportunities.

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**Click here to download The Inovo Group’s Should/Could Assessment tool.**

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**Learn more at www.theinovogroup.com**
In the midst of great instability, it is tempting to retreat from the unknown, shoring up our dependable strengths and jettisoning any potential liabilities. To hedge against risk, we must demonstrate restraint in our ventures; when nothing is guaranteed, we must exercise discipline over how we invest.

However, restraint is only one part of the equation for survival. Furthermore, what passes for “discipline” is all too often a form of poorly concealed mental and behavioral rigidity: a calcification of attitudes and activities that may ultimately prove to be even more toxic than an “undisciplined” excess of spend or exposure to risk.

What we’ve learned in our more than 30 years of working with early-stage innovation organizations is that when uncertainty is high (which it virtually always is in early-stage innovation), the important thing is not to be regimented; it is to be curious. More often than not, programmatic box-checking gets you nowhere. Flexible, hypothesis-driven learning, on the other hand, offers a consistent and less costly path to success (or early termination, if the opportunity is a dud).

This orientation towards learning and adaptable decision-making is core to innovation philosophies, approaches, and frameworks such as discovery-driven planning, design thinking, Lean and Agile, etc.—most of which should be familiar to innovation leadership at this point. However, when a major upheaval shakes the foundations of the market and/or conventional wisdom, mature businesses get a taste of the early-stage innovator’s life.

Nothing can be taken for granted; everything must be questioned. Learning must become a priority on the same order as execution; rapid pivots must be accepted and embraced as a matter of course.

To support this evolution of mindset and conduct both within and beyond your innovation organization, we’ve provided a “Learning Plan” template on the following page. We use Learning Plans as part of our Assumptions Workshop process, which is designed to identify, prioritize, and test the fundamental beliefs underpinning an innovation program. While the template itself is not a silver bullet or a Magic 8 Ball, it can go a long way toward mitigating major risks.

For best results, you should articulate your assumptions as positive statements—hypotheses that you can test instead of open-ended questions. It’s worth going through the mental exercise of breaking down your main assumption into sub-assumptions. This process will reveal additional underlying beliefs that must also be confirmed. Finally, get specific about assigning responsibility, setting deadlines, and defining measurable outcomes to ensure accountability.

Learning Plans should be revisited and revised regularly—at least once every 90 days. These reviews should not be conducted as standard progress updates, but rather as dynamic decision points where the team can choose to accelerate, pivot, or refocus their efforts. Remember, the template is not a terminus; it’s a launch pad to the next stage of learning.

Find Newry’s Learning Plan worksheet on the next page.
### What do we need to watch out for?

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### How will we track our progress?

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**Key Assumption**

**Iron in the Fire: A 30/60/90-Day Learning Plan**
Aren’t there technically no bad ideas when you’re brainstorming? Shouldn’t an organization encourage failure and feedback to create a positive innovation culture?

Yes, all ideas are valuable—but that doesn’t mean they are all effortless. Even great ideas require elements of research, description, and discussion to make it to the finish line.

Planbox takes the guesswork out of the idea-generating and submitting process with its innovation tool, The Good Idea Blueprint. This chart breaks down the anatomy of a successful idea, detailing best practices to ensure that an opportunity is explored thoroughly and reaches the desks of the right people.

Take a look at The Good Idea Blueprint by Planbox before you tackle your next innovation challenge.
Images are worth 1,000 words!
Pick the most representative, inspiring image possible to convey the value/importance/urgency of your idea or issue.

Get the right people involved!
Select the categories (e.g. employee engagement, R&D, operations, etc.) your idea belongs to so that the right actions are triggered and the most relevant people review the ideas you share.

How To Create A Good Idea

ELEMENTS OF A GREAT IDEA

- Offers actionable solutions
- Is relevant to the community in which it is posted
- Is aligned with stated objectives of the organization or an active innovation challenge
- Has a positive tone and encourages feedback and participation of others in the community

ELEMENTS OF AN IDEA THAT NEEDS WORK

- General complaints without offering a solution
- Unrelated to the audience’s interests and passion
- Not aligned with the organization’s objectives or any active innovation challenges
- Is framed negatively and discourages participants from wanting to contribute

Idea Submission Process Best Practices

Underlined text above indicates the minimum required information that should be captured in the idea submission process. Idea submission shouldn’t take more than 3 minutes — anything longer and people are less likely to share their input. Participants and subject matter experts can add information and build on the initial idea in subsequent stages.

www.planbox.com     info@planbox.com
(US & CAN) 1.855.752.6269
(UK) 44.1329.243.243
Great ideas can come from anywhere. For proof, let’s go back to 1714, the year that many believe sparked the first successful crowdsourcing challenge.

After a series of embarrassing naval disasters, the British government solicited ideas from the public for a reliable method of calculating the longitude of a vessel while at sea. The winner was John Harrison, whose idea to create a device known as the marine chronometer would change transoceanic travel forever.

Interestingly, John wasn’t a Royal navigation expert—he was a self-educated carpenter and clockmaker. If the government hadn’t opened the problem-solving process to the public, the problem may have persisted, putting the Navy at risk for more unnecessary shipwrecks.

Polling a diverse crowd is just one important aspect of running a successful crowdsourcing challenge. In this interactive guide, you’ll learn six other important best practices that will help you drive high employee engagement and create business value.

Read on for tips, inspiration, and a workspace to jot down your own ideas, enabling you to quickly put these best practices to work for your innovation program.
How Corporates Pitch to Startups

CONTRIBUTED BY SWITCHPITCH

Every corporation has a version of six or 12 month planning, outlining goals to be accomplished and an associated budget. The goals often require contracting with outside partners, including startups, especially for innovative corporations that want to maintain or build a competitive advantage by looking for the “next new thing.” To be successful, the key question is “How and where do corporations look for startups?”

How It Works

Goals often highlight the need to fill a capability gap. Subject matter experts (SMEs) inside the corporation are very articulate about what exists today and what’s missing. However, they don’t always know what the best solution might be. Instead of spending time online or going to conferences to search with a vague idea of a solution, it’s more efficient for the SME to create a business use case and a reverse pitch.

The business use case is a description of the problem, the current state, the desired future state, and possible solutions that have either been considered or already tried. The business use case creates structure for the challenge and provides the necessary background for the startups who are seeking to understand how they can help the business. The business use case can be further analyzed to estimate the business value, KPIs, budget, and potentially RoI.

Getting It Done

The reverse pitch is structured to recruit startups to work on the business use case. The reverse pitch is a short summary of the business challenge which can be circulated to startups through a sourcing channel such as SwitchPitch. The reverse pitch strategy works well across the corporation and with a diversity of topics. Corporations can have just one or dozens of reverse pitch searches playing out at any one time, maximizing returns with minimal effort.

Startups registered with SwitchPitch or other sourcing channels will receive the reverse pitch with the business use case background. Startups will self-select if they can help the corporation. Startups apply to the reverse pitch. Because the reverse pitch is connected to a current need, the business is aligned and willing to discuss potential solutions, moving quickly to implement a proof of concept or even larger scale test. The corporation and startup matchmaking friction is minimized.

Results

The reverse pitch is tested and it works. Recently a SwitchPitch and N3 Innovation client posted a reverse pitch for a cutting edge sensor technology. Within the two week deadline, four viable startups responded and were available to discuss their offer in more detail. The startups saved business development cycles and the corporation saved time in research and sifting through hundreds of startups to find the few that are the best match for the business use case.

Learn more at www.switchpitch.com
Is your organization on the fence about its innovation strategy? Are your innovation leaders concerned about being disrupted, and interested in ramping up startup engagement efforts? Why not turn to the experts?

Techstars has included guidelines to help teams at large organizations identify innovation readiness. Does your company celebrate failure and new ideas and promote an innovative culture? Then you might consider yourselves in the emerging phase. Gauge your own progress, and use this assessment to determine whether or not your company needs to shine a greater light on its innovation strategy.

To learn more about where your organization stands, read the Defining General Innovation Readiness Strategic Assessment below.

**Developing**

There are a group of people passionate about startup engagement in the corporation who are beginning to organize and put energy and effort into its development. There are the beginnings of startup engagement events or groups formed and attended by potential startups or internal intrapreneurs (internal employees with innovative ideas). There have been a few startups conversations or a few attempted POCs (typically 0-5). Some of the executives are involved at a light touch level or at least aware of these engagements. There may be the beginning of a venture group yet no accelerator activity. Common startup space(s) are available to founders.

**Emerging**

There are active high-growth oriented leaders in the corporate <> startup engagement process internally who take an active role in engaging in POCs and actively identifying innovation internal ideas that can be driven forward by internal employees on a short timeline. There have been at least 10 completed POCs with startups. There are regular, multiple events per month in which a wide group of corporate stakeholders with interest attends to engage in the startup community.

This is a corporate <> startup engagement ecosystem that has consciously and deliberately begun to put in place the necessary building blocks. The corporation recognizes the need for entrepreneurs to be involved widely across the entire corporation with a long term view. Feeder organizations such as law firms, universities, angel investors, venture capitalists, and government officials are regularly supporting the efforts of these leaders. Best practice mentorship is active, and high growth partnerships with startups are being formed. Failure is accepted and celebrated across the entire corporation as a normal part of the journey.

**Leading**

This corporate <> startup engagement ecosystem is regularly producing meaningful high-growth partnerships and POCs. Mentorship and capital are widely available to qualified startup partnerships as well as internal employees with innovative ideas. Numerous and regular substantive events draw the corporate <> startup ecosystem together, which is linked to other communities in meaningful ways. This corporate <> startup engagement ecosystem is fully formed and is regularly producing partnerships that produce enterprise-wide pilots. There is a pervasive and sustained culture of mentorship and a give first attitude across the corporation.
How to Prioritize Your Needs When Choosing Solution Providers

CONTRIBUTED BY YET2

When conducting a technology landscape, our clients often struggle with deciding whom to move forward with out of all the companies identified. The solution is a Prioritization Scheme adapted to your organization’s criteria, created and recommended by yet2 to help you grade each potential solution provider.

While yet2’s spreadsheet is a useful tool for all, it can be customized even further to meet the needs of your organization. For example, certain criteria may be more important to your organization, and thus a greater weight or a higher score can be added for that criteria in the chart. The total score will indicate the leading partners in this topic, and can be used to craft a recommendation to move forward with the top two or three players.

View yet2’s Prioritization Scheme spreadsheet and examples of how to use it on the following pages.
<table>
<thead>
<tr>
<th>Total Score</th>
<th>Criteria 1</th>
<th>Criteria 2</th>
<th>Criteria 3</th>
<th>Criteria 4</th>
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<tr>
<td>x = 2</td>
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<td>x = 3</td>
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<td></td>
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</tbody>
</table>

*Note: The table represents a prioritization scheme.*

---

*Is an example.*

*Client determines the chart, graphic, list*
<table>
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<th>5</th>
<th>7</th>
<th>10</th>
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</tbody>
</table>

**Example Prioritization Scheme: Medical Device or Life Sciences**

**TOTAL SCORE**
- 1 = None (or unknown)
- 2 = Early discovery
- 3 = Initial clinical trials
- 4 = Phase II and Proof of Concept
- 5 = Phase III and Commercialization
- 6 = Strong US and International presence
- 7 = Global influence

**Client-specific factors:***
- Chart, graphic, list
- Other criteria exist

---

**Company A**
- Clinical trial / Quality of data
- Level of maturity
- Significant development progress
- Some market presence
- Sometimes addressable
- Field (product level)
- Higher development progress

**Company B**
- Clinical trial / Quality of data
- Level of maturity
- Significant development progress
- Some market presence
- Sometimes addressable
- Field (product level)
- Higher development progress

**Company C**
- Clinical trial / Quality of data
- Level of maturity
- Significant development progress
- Some market presence
- Sometimes addressable
- Field (product level)
- Higher development progress

**Company D**
- Clinical trial / Quality of data
- Level of maturity
- Significant development progress
- Some market presence
- Sometimes addressable
- Field (product level)
- Higher development progress

**Company E**
- Clinical trial / Quality of data
- Level of maturity
- Significant development progress
- Some market presence
- Sometimes addressable
- Field (product level)
- Higher development progress

**Company F**
- Clinical trial / Quality of data
- Level of maturity
- Significant development progress
- Some market presence
- Sometimes addressable
- Field (product level)
- Higher development progress
<table>
<thead>
<tr>
<th>Criteria</th>
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<th>Company E</th>
<th>Company D</th>
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