Leadership Support

**STRATEGIC GUIDANCE**
A clear innovation strategy that defines where to play

- Our leadership does not provide any strategic guidance for innovation
- There is some strategic guidance for innovation but it is unclear and not widely known
- Our leadership provides clear strategic guidance to which all innovation projects align

**RESOURCE ALLOCATION**
Allocation of resources available for innovation

- There are no official resources for innovation projects available
- There are some resources, for innovation but these are insufficient and not protected.
- Our leaders ensure that there are protected budgets, time and resources for innovation.

**PORTFOLIO MANAGEMENT**
Exploring new opportunities running the core business

- We are exclusively focused on improving and exploiting the core business
- We make some inconsistent investments in exploring the future.
- We consistently explore future growth by investing in an innovation pipeline, starting with many small bets and gradually investing more over time

Organizational Design

**LEGITIMACY AND POWER**
Status of innovation teams and projects in organization

- Innovation projects have no official legitimacy within the organization
- Innovation projects have to continuously fight for the right to exist
- Innovation has an important position in the company’s organizational chart

**BRIDGE TO THE CORE**
Access to resources and skills

- There is conflict between between the core business and innovation teams
- The core business and innovation teams occasionally collaborate on ad-hoc projects
- We have clear policies that help innovation teams collaborate with the core business

**REWARDS INCENTIVES**
Dedicated incentives system

- Innovation does not have a dedicated incentive system that is different from the core business
- We have some incentives in place to encourage innovation
- Innovation has a dedicated incentive system that is different from the core business

Innovation Practice

**INNOVATION TOOLS**
Use of innovation tools across the organization

- We do not use business model, lean startup or design thinking tools for innovation
- Business model, lean startup or design thinking tools are used in pockets of the organization
- Business model, lean startup or design thinking tools are widely used in our organization

**PROCESS MANAGEMENT**
A process for innovating from idea to scale

- Our processes are linear and require detailed business plans with clear financial projections
- We occasionally use iterative processes and metrics to manage innovation
- Our processes are optimized for innovation and we systematically measure the reduction of risk in new ideas

**SKILLS DEVELOPMENT**
The training of innovation skills and experience

- We don't develop skills in innovation within our organization
- We only train some specialized staff and coaches in innovation
- We systematically develop world class innovation talent with extensive innovation experience across the organization

© 2019 Strategyzer A.G. www.strategyzer.com