

Innovation matrix

ORGANIZATION

Google Tencent 腾讯



HUNTER

Co-create business

High investment

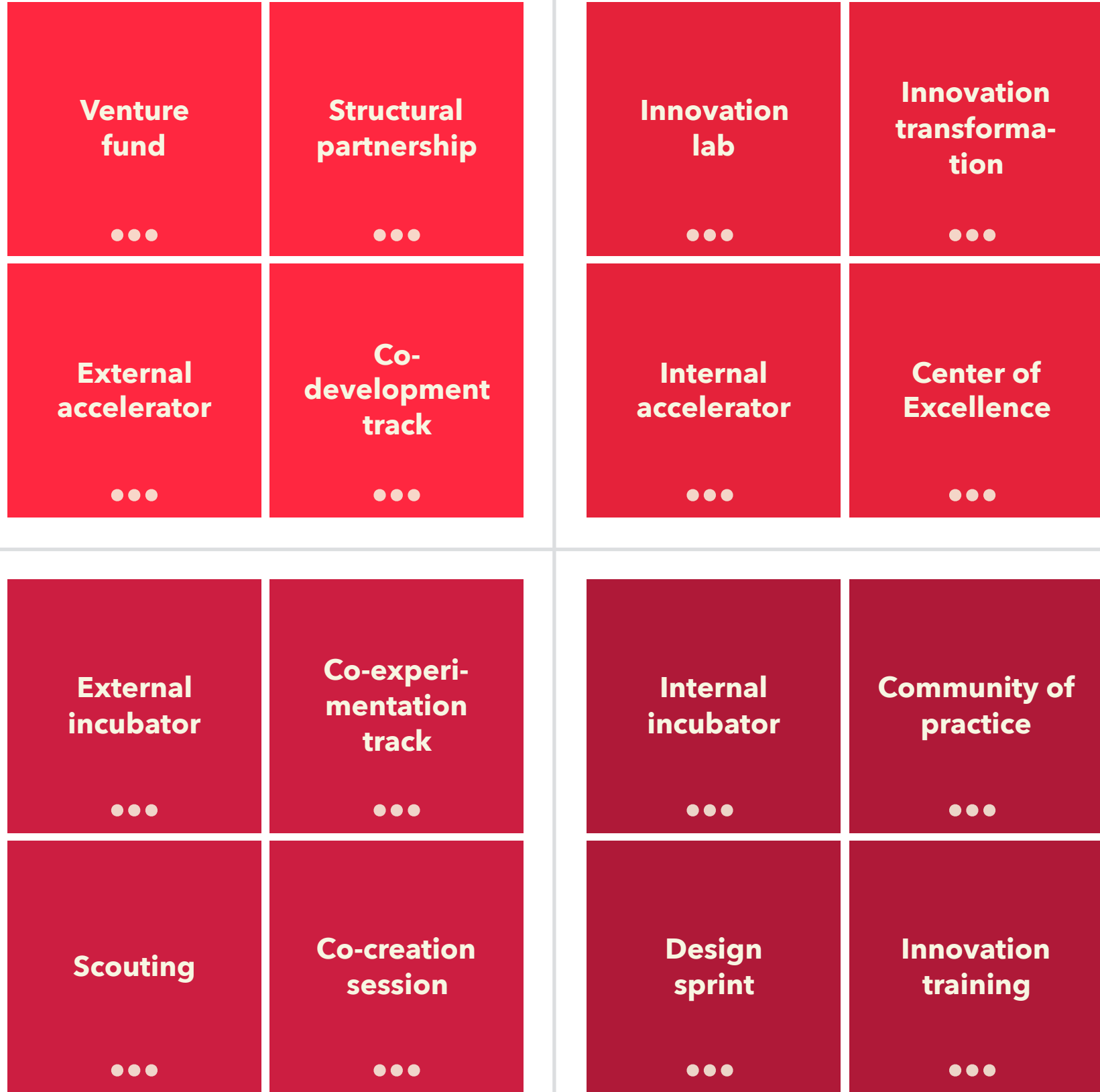
Top-down

BUILDER

Transform organizations

External focus
Business first

Internal focus
People first



EXPLORER

Discover connections

Low investment

Bottom-up

EXPERIMENTER

Spark interest



These organizations focus on the programs of their archetypes, but they invest in a wider range of innovation programs.



My organization never tried this format



My organization rarely recurs to this format



My organization frequently recurs to this format



My organization frequently recurs to this format as main driver for innovation

4 innovation archetypes, 16 formats



HUNTER

Co-create business

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Venture capital fund

A (corporate) venture capital fund invests in external opportunities that could create growth outside of the core of the organization.

Key metrics:

- # successful ventures
- # new value created

Structural partnership

A structural partnership is a formal collaboration between 2 companies with the aim to launch multiple joint ventures.

Key metrics:

- # successful partnerships
- # licensed IP

External accelerator

An external accelerator is a (physical) environment to support the growth and evaluate the value of external Scale-ups.

Key metrics:

- # validated scale-ups
- # commercial collaborations

Co-development track

A co-development track aims to validate the market fit of ventures created by 2 or more organizations.

Key metrics:

- # validated ventures
- # business synergies



BUILDER

Transform organizations



Innovation lab

An Innovation lab is a separate entity that hosts internal ventures with high potential before they are profitable.

Key metrics:

- # successful lab ventures
- # employees in each venture

Innovation transformation

The Innovation transformation team is a central group of innovation leaders responsible for knowledge development.

Key metrics:

- # transformed processes
- # projects launched

Internal accelerator

A sandbox is a virtual or physical space to grow internal startups outside of the core organization and validate the market fit.

Key metrics:

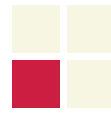
- # validated ventures
- # intrapreneurs/teams

Center of Excellence

A center of excellence is a formal group of experts, that coordinates innovation initiatives, to embed innovation in the organization.

Key metrics:

- # innovation experts
- # people impacted



EXPLORER

Discover connections



External incubator

An external incubator is a program to support the validation of (early stage) external startups.

Key metrics:

- # validated start-ups
- # commercial collaborations

Co-experimentation track

A co-experimentation track is a joint test between 2 or more organizations to validate the solution fit of an idea.

Key metrics:

- # validated pilots
- # business synergies

Scouting

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

Key metrics:

- # start-ups scouted
- # meetings with founders

Co-creation session

A co-creation session is a short ideation with customers or partners to turn mutual problems into ideas.

Key metrics:

- # ideas co-created & selected
- # business synergies



EXPERIMENTER

Spark interest



Internal incubator

An incubator separates intrapreneurs outside of the organization to validate the solution fit of ideas.

Key metrics:

- # projects incubated
- # intrapreneurs/teams

Community of Practice

A community of practice is a cross-functional group of innovation ambassadors.

Key metrics:

- # practitioners/ambassadors
- # people impacted

Design sprint

A design sprint is a short track to answer business questions through designing, prototyping, and testing with customers.

Key metrics:

- # solution created & selected
- # business challenges addressed

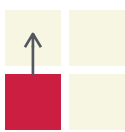
Innovation training

A short learning track to grow the knowledge and interest of employees.

Key metrics:

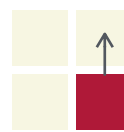
- # employees trained
- # mature/satisfied participants

Typical Patterns



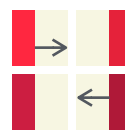
From Exploring to Hunting

In this pattern companies move upwards on the external side of the matrix. They move from simply discovering connections to meaningfully co-creating business solutions with external actors. Interaction with start-ups can act as a driver here for more commitment



From Experimenting to Building

In this pattern companies become more committed on the external side of the matrix. An organisation moves from simply having an interest in innovation to transforming its internal operations. They do this by for example standardising tools, knowledge and language.



Towards co-creation

Organizations are moving from either the left or the right side of the matrix to the middle. By experimenting they notice that a completely internal or external approach isn't a great fit for them, and they start to balance their actions and introduce measures that are located both at the internal and external side of the matrix.