

What can Chief Executives do to increase innovation?

←----- Barriers -----→					
Bureaucracy Poppy lopping Rigid roles Unclear goals Distance from client or market Conservative management No need to improve	Slow resource allocation system with no flexibility or fund to test new ideas Centralised decisions Cost-cutting orientation Myopic sharemarket Organisation change: <ul style="list-style-type: none"> - lack of leadership - uncertainty - nobody making long-term decisions - low staff morale 	Lack strategic capability Capture by individual or discipline on what is the right answer	No venture capital fund Lack pilot scale facilities	Conservative customs Different language and customs	Limited cash flow Inadequate protection of idea due to: <ul style="list-style-type: none"> - lack of resources - hard to protect - poor intellectual property rights in country in which marketing
Identify problem, need or opportunity	Generate ideas, gain approval for further development	Design, evaluate & develop concept	Scale up & pilot test	Manufacture/Implement; early adoption	Expand production/implementation
Listen to staff & customers Hiring practices: marketers, scientists, innovators, etc. Market research Literature review system Managers receptive to new ideas Takeover innovative firm Study competitors Continually searching for changes in market & technology	Links between disciplines Senior manager sponsor Encourage creativity R&D personnel, innovators Company mission to be market leader Managers take moderate, managed & analysed risks Growth orientation Long term perspective Worker shareholding or private company Literature search capability Bootlegging time	Multiskilled project teams Critical evaluation Creative specialists employed: inside firm; in partners or JV; in hired R&D agency Specialists backed by lit. search & experiment capability Outcome orientation Looser management Motivated staff Small organisation Co-op to reduce risk	Work jointly with (service) users Teamwork Commitment in organisation Share vision Innovative production/project manager/s Managed pilot testing Feedback from demanding customers Intellectual property protection Confidentiality	Marketing Personal contact Identify early adopters Integrate early adopters in the design or scale up Quality assurance Customer service Shared benefits	Zero defects/complaints Marketing Mechanisms for early adopters to influence later adopters Opportunity for new uses, new market segments, new models
←----- Drivers -----→					