

WHAT DOES IT TAKE TO MAKE STRATEGIC INNOVATION STICK ?

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HOW DOES THE ORGANIZATION WITH APPETITE BUILD A CAPABILITY FOR STRATEGIC INNOVATION?

1. Organizations need a **common language for innovation**
2. **Innovation Intent** Development is a key leadership responsibility (Domains and Ambition)
3. **Strategic Innovation needs to be a function**; not a process, not a culture, but a complete, rationally designed management system
4. Tune the Innovation Function's activities to the **organization's capacity to absorb** new businesses
5. There are **three organizational competencies** to develop and maintain:
 - ✓ Discovery, Incubation, Acceleration
6. Operate at the opportunity level, domain level and **portfolio level**
7. Project/EBA leaders must proactively manage **four dimensions of uncertainty**
 - ✓ Technical, Market, Resource, Organizational
8. To develop sustained expertise, organizations need to **institute permanent Innovation Roles**

LESSON #1 – “STRESS-TEST” WHY BEFORE YOU START

- Test organization’s commitment to SI
 - What are the strategic drivers, strategy, and sources of uncertainty and shifts in your business?
 - SHOULD you do SI?
 - Does the organization have commitment to:
 - Resources - people
 - Management Time
 - Minimum Runway
 - Learning & Change- Leadership & SI team
 - COULD you do SI?

LESSON #2: IT TAKES 3 YEARS TO START SEEING OUTCOMES

- Year 1: Learn & Experience (through workshops, coaching in between)
 - Establish Governance model, Ambition, and SI team, set sub-culture and work agendas for each
 - Identify Domains and Ambition
 - Evaluate Portfolio...may have orphan projects to start with
 - Develop and agree on input, output, outcomes objectives and metrics
 - Learn DIA techniques - identify opportunities and fill pipeline
- Year 2: Practice it (coaching on projects and with Governance team)
 - Incubate Opportunities within domains
 - Start applying portfolio concepts, especially top-down ambitions vs. bottoms up reality
 - Ensure disciplined approach/governance/fidelity to objectives, metrics and sub-culture
- Year 3: Institutionalize it (Experienced SI leadership and expertise in place)
 - Portfolio Progress: You can see projects move forward, some in acceleration
 - Replace members of council and team as required
 - Stick with Domains and determine how often to refresh
 - Focus on continuous improvement of SI expertise

THANK YOU

To request more information:



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