

From Launch to Legacy: How to Build Innovation Programs That Endure

InnoLead / HYPE Master Class

1.16.25



Poll: Share the extent to which you agree with following statement:

Senior leadership support for corporate innovation will increase in 2025

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

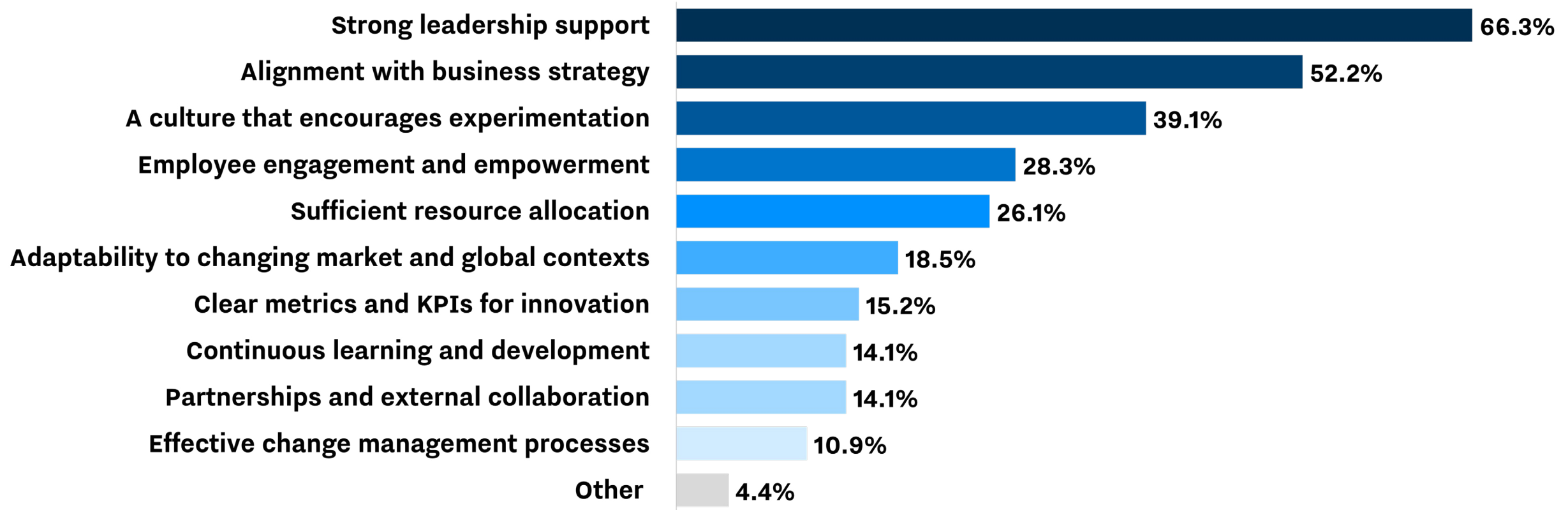


Poll: What is your organization's top innovation priority today?

- Revenue growth, not cutting cost
- Mainly revenue growth, some cost cutting
- An equal mix
- Mainly cutting cost, some revenue growth
- Cost cutting, not revenue growth



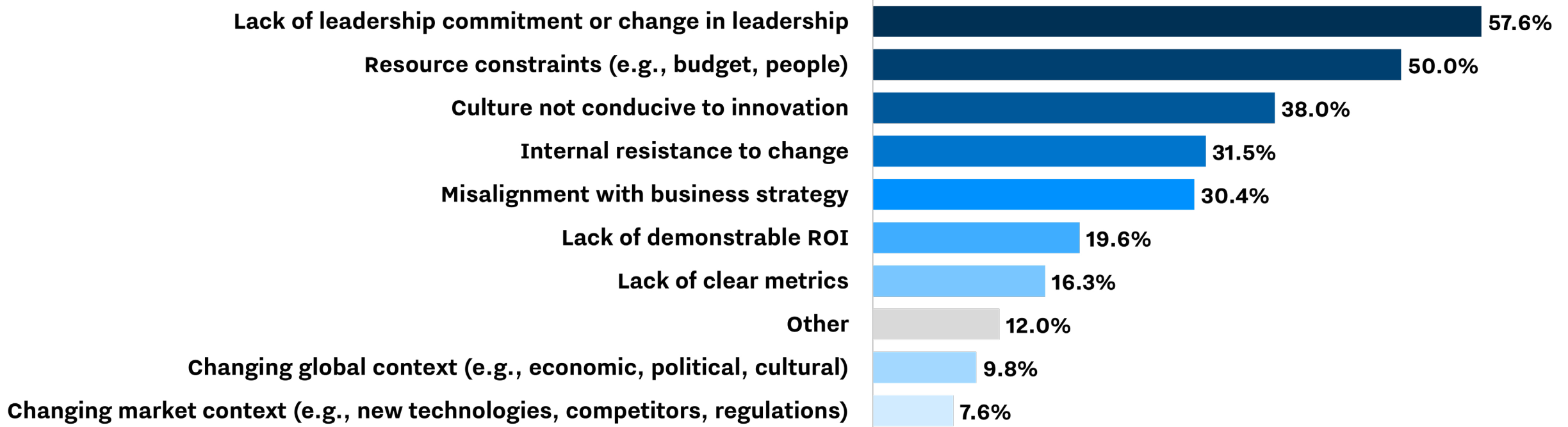
Which of the following do you believe are most important to sustaining innovation over the long-term?



* Respondents could select up to three answers.



If your organization or an organization with whom you have consulted has experienced interruptions or fluctuations in innovation efforts, staffing, or resources, what were the primary causes?



* Respondents could select up to three answers.

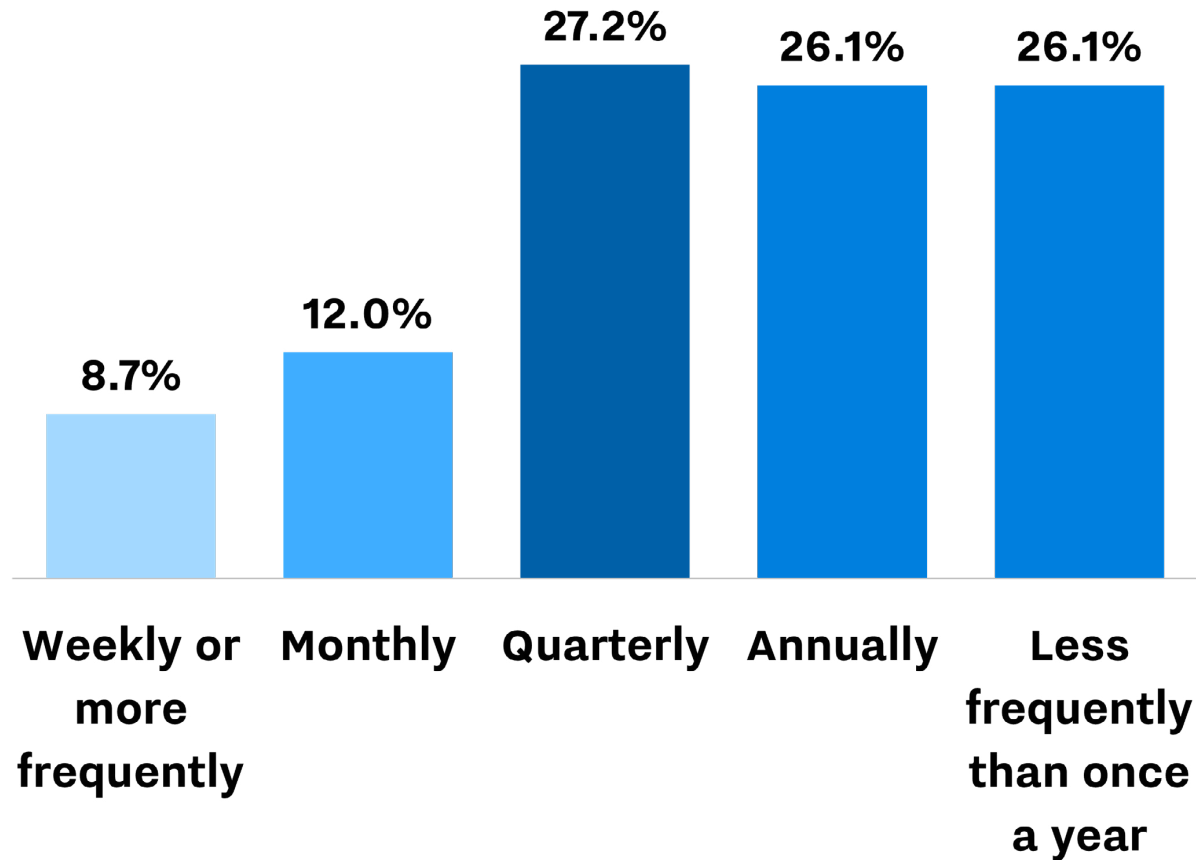


Poll: Which innovation timeframe is your organization's top priority today?

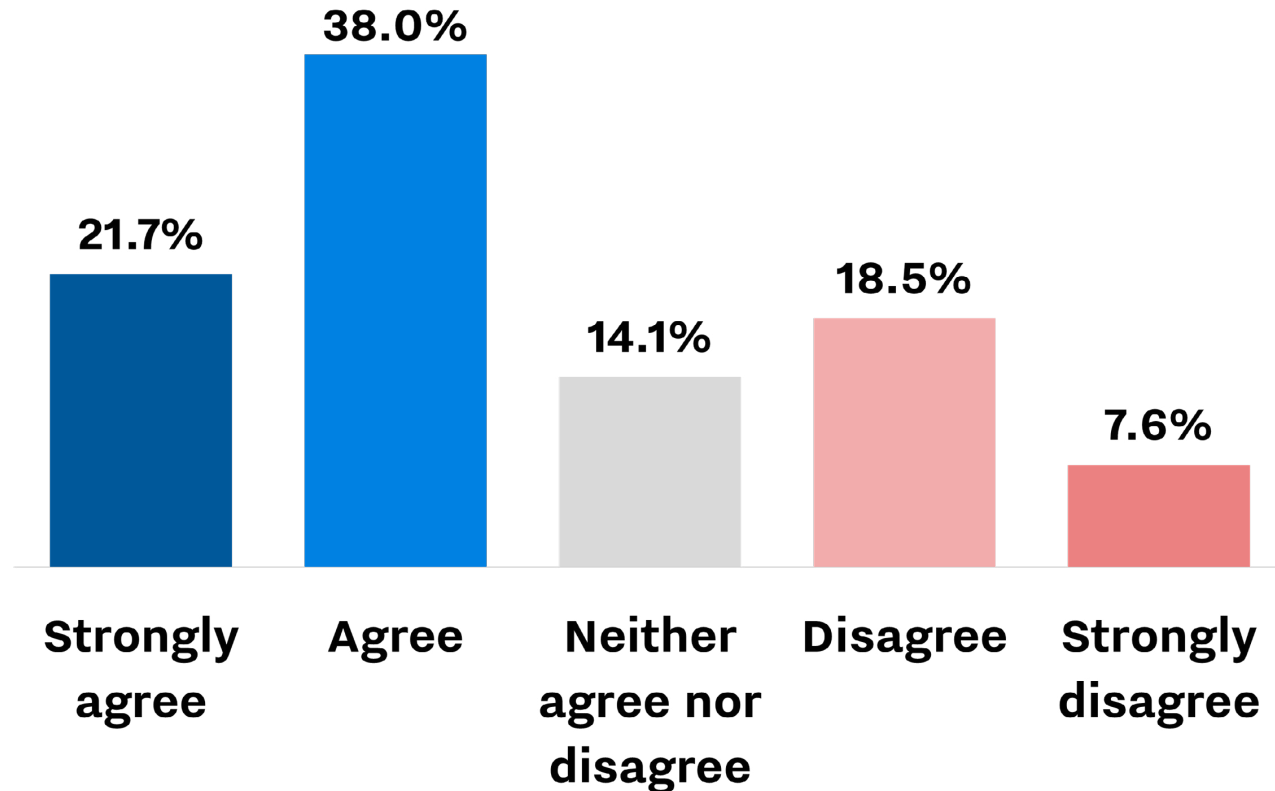
- Immediate (<1 year to impact)
- Short-term (1 to 3 years to impact)
- Medium-term (3 to 5 years to impact)
- Long-term (5+ years to impact)



How often does your organization (or organizations with whom you have consulted) review and seek to improve innovation processes on average?



**Describe the extent to which you agree with the following statement:
“Innovation activities in large organizations should be standardized like those
in other functions such as marketing or finance.”**



Describe the extent to which you agree with the following statement: “Innovation activities in large organizations should be standardized like those in other functions such as marketing or finance.”

Strongly agree



“Innovation is a science and there is a methodology for success.”



“Innovation must be a core competency that can scale.”

Agree



“Creates more stake in outcome & career possibilities than temporary innovation efforts.”



“I think there is value in showing the rest of the organization that we follow a process, otherwise other areas of the business have a tendency to assume the worst when they think the process is a black box.”

Neither agree nor disagree



“Standardization can be helpful, but 1) only if the processes and methods are proven successful and repeatable 2) the standardized processes and methods accommodate the diversity of different types of innovation and their objectives.”



“Standardization is rather perceived as not fitting for being innovative thus it results in refusal / crating a metal hurdle for the employees in my opinion. However, standardization is crucial related to governance of innovation processes. Who has which authority? Who has the decision rights? Who is in charge? Etc.”

Disagree



“Innovation requires thinking and processes that are not the norm. Requiring the work to stay within the standards of the organization handcuffs this thinking. Innovation should be governed to ensure alignment to strategies and objectives for the organization, but standardization should not be a part of this.”



“To innovate is not a linear process.”

Strongly disagree



“By its definition, innovation is not standard or standardized.”



“Experimentation should not be constrained”



Key Takeaways

- Maintaining leadership support requires “winning over the internal customer”
- Surviving leadership change requires linking to key corporate commitments (e.g., mission, vision, values, strategy)
- Creating the right culture requires the right leadership “role modeling”
- Formally or informally embracing “standardization” may help innovation take root
- Living long and prospering requires delivering on the metrics (e.g., revenue, cost savings, NPS score) that matter most to your senior leadership

