three five two

Welcome to the Workshop!

Why we're here:

*There is currently no sustainable process in place to define **what** and **how** early-stage innovation work should take place, or what decision criteria and governance is needed to ensure that innovation is aligned expectations. The team is looking for a new approach for thinking about and managing innovation from end to end.*

Quick Intros

1. Your name.
2. 5 words about what you do.
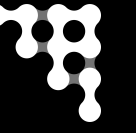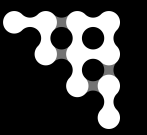3. What you want a new approach to do.
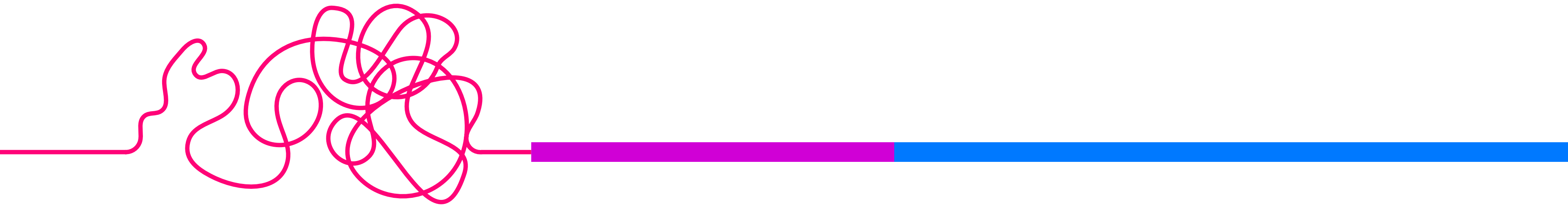
Explore ⟶ **Commercialize**

A reminder about how we'll work together

1 The **facilitator** is in charge of the schedule.

2 The **decider** makes all the tough decisions.

3 **No** devices in the room.
You can use them during breaks or step out at anytime.

4 Say yes… **AND**!

5 The time timer is our **friend**.

6 We will keep a **sandbox** to capture terminology

Day One:

Align on outcomes and outputs, define stages, gates and stage intents, define gate and governance approach

Day Two:

Define activities, gate criteria and path forward

Questions?
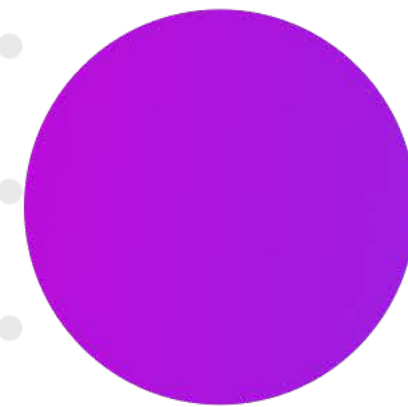# Blockers?

Make a Cake in 6 Steps

What we're doing:

We'll be successful if…

- We have *defined what* an innovation approach will be

- We have *aligned on how* an innovation approach should help

- We have *identified a repeatable approach* for innovation

- We have *created a playbook* to guide stage gate work moving forward

- We energized and inspired the organization along the way
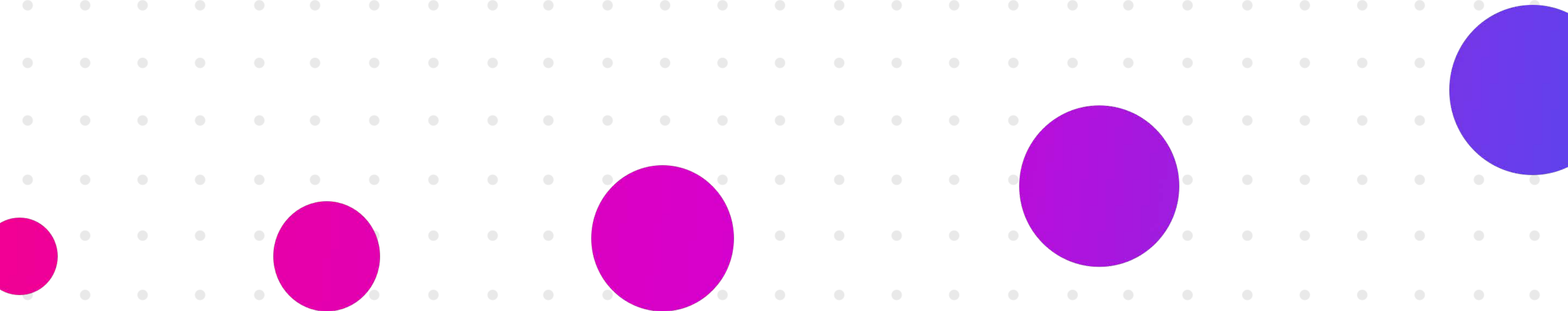
Promoters & Road Blocks
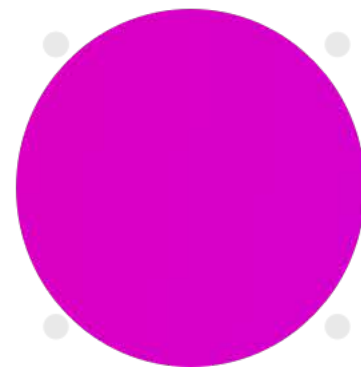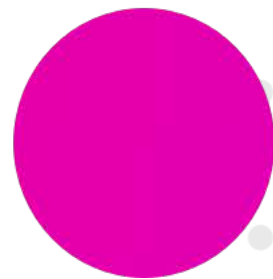
Innovation Goals

Stages and Gates

Why a Stage Gate approach?

- It's a starting point

- Establishes a structured approach

- Creates checks and balances through natural check-ins and leadership visibility

Stage Gate

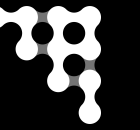**Stage:** where the work is done and the questions are answered

Gate: where decisions are made (not a status meeting)

Stages from Intent Workshop

Problem ID   **Concept Development**   **Solution Development**   **Pilot**   **Commercialize**
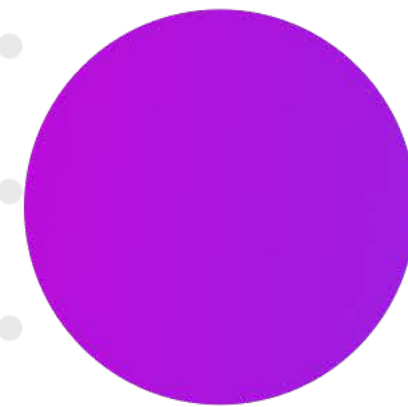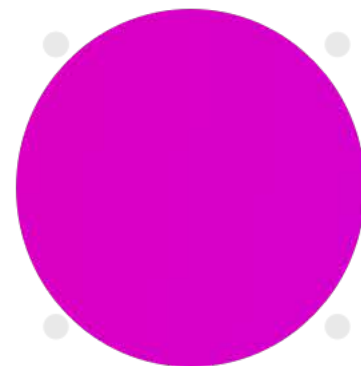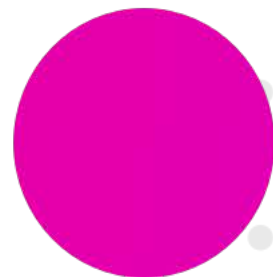
Stage Intent

Example: In this stage, teams should be identifying user problems and conducting rapid test and learn cycles to determine what initial desirable ideas(s) could solve those problems, and measuring against decision criteria

Gating and Governance

Gate Decisions

Go: the work is on-track, move to the next Stage

No/Go (Kill): there doesn't appear to be enough evidence to move forward. Stop working, no more resources for the initiative

Recycle: there are still unanswered questions or more work to be done. Stay in the current Stage and come back to the Gate later

Hold: there's interest in the work, but it's not a priority for the moment. Capture any learnings, and hold off any more work for the time being. The initiative might be revived at a later date.

Governance Examples
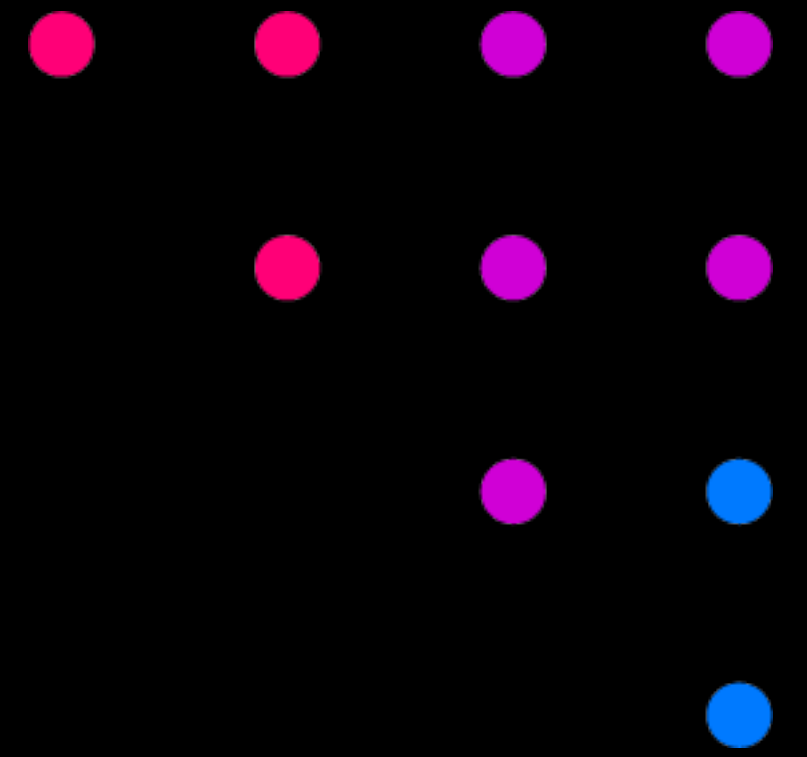
Embed into existing routines (steering committee)

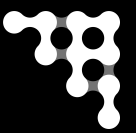Create a new governance team and meeting

Other:

Virtual

Team leads determine

Ad hoc

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Thanks!

IMPACT		
Audience Reach	**Potential Revenue**	**Fan Engagement**
1. 0 - 250K 2. 250K - 1M 3. 1M - 5M 4. 5M+	1. 0 - 50K 2. 50K - 3M 3. 3M - 10M 4. 10M+	1. None 2. Minor 3. Major 4. Extreme

EFFORT		
Time to Explore	**Dollar Investment**	**Number of FTEs**
1. 8 weeks 2. 4 weeks 3. 2 weeks 4. <1 week	1. $100K 2. 50K 3. 10K 4. 1K	1. 80 hours 2. 40 hours 3. 20 hours 4. <8 hours

We developed initial criteria around Impact and Effort to guide the decisions around which problems move forward.