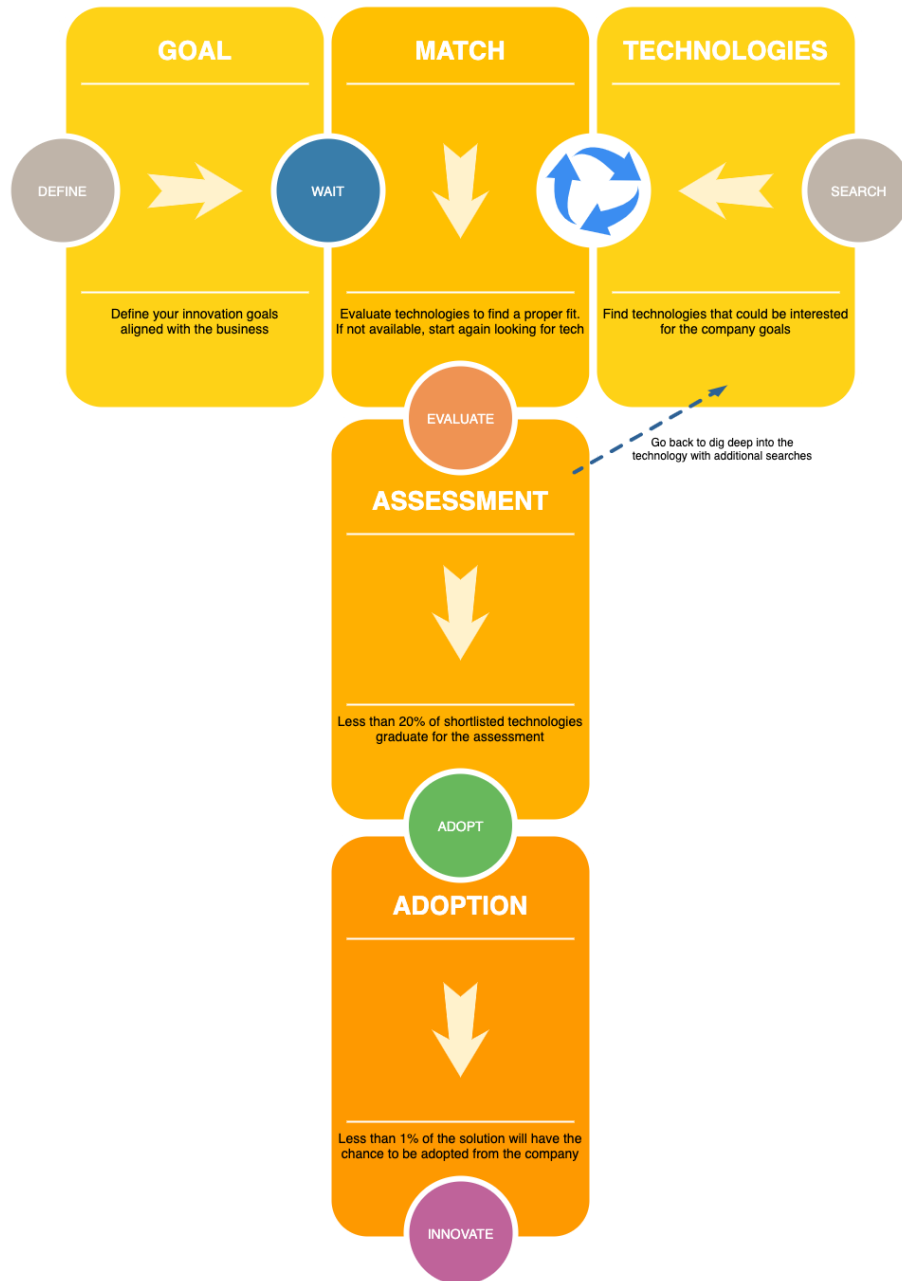


# CURRENT PROCESS

After a deep analysis of the collected data, we were able to outline the process currently used for scouting novel technologies by most companies.

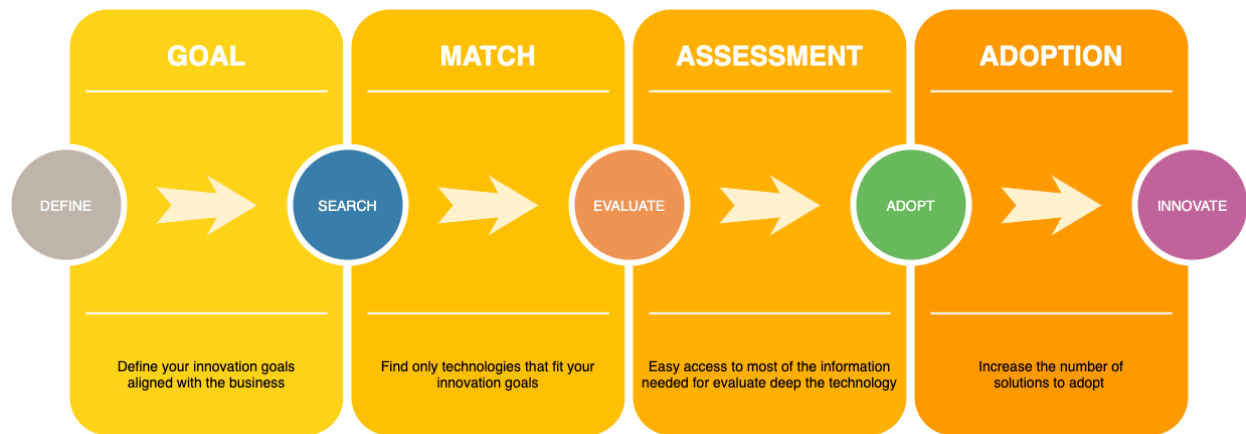


PHASE	DESCRIPTION	CHALLENGES
<b>GOAL</b> TIME:  COST:  EFFICACY: 	Goals are defined by the business unit, and the innovation department has to find opportunities based on them.	<ul style="list-style-type: none"> <li>Poor alignment between business and innovation units;</li> <li>The problem definition is not clear enough;</li> <li>No space for imagining disruptive innovative solution;</li> <li>The business unit is normally focused on brand development. This could be a critical issue;</li> <li>The standard corporate behavior is an issue. The whole mindset of innovations is contrary to large corporate practices.</li> </ul>
<b>TECHNOLOGY</b> TIME:  COST:  EFFICACY: 	Technologies are scouted using several different channels: <ul style="list-style-type: none"> <li>Networking:</li> <li>Software Tools:</li> <li>Vcs/Accelerators:</li> <li>Events:</li> <li>External Services</li> </ul> The scouting method is based on monitoring the landscape of novel solutions in their own field and collecting lists of possible suitable technologies.	<ul style="list-style-type: none"> <li>Overhype is a real issue. It is hard for people to understand the reality of a specific technology;</li> <li>It is complicated to focus the search on the outcome expected by the business unit;</li> <li>The challenge is to identify where the innovation takes place;</li> <li>The focus is often too narrow, inside the proper ecosystem/field;</li> <li>Information is overwhelming. It is hard to find what is needed;</li> <li>Companies use marketing jargon about themselves, which is not easy to translate into what they do and how they do it;</li> <li>How can you know which technology to track if you don't even know it exists?</li> <li>Extremely time-consuming;</li> <li>There are a large number of providers to manage.</li> <li>Small/limited research makes it harder to find solutions that fit real needs.</li> </ul>
<b>MATCH</b> TIME:  COST:  EFFICACY: 	For each company goal, a set of possible technologies to explore is identified. A first preliminary assessment has to be performed.  If no match is found, it is necessary to go back to the technology scouting activity.	<ul style="list-style-type: none"> <li>Connecting the dots is difficult;</li> <li>Everyone understands documentation in different ways;</li> <li>A good match is hard to find;</li> <li>It is like trying to fit products into company needs.</li> <li>It is hard to understand if it is a good fit.</li> <li>People from different backgrounds interpret information in different ways with the risk of losing opportunities.</li> </ul>
<b>ASSESSMENT</b> TIME:  COST:  EFFICACY: 	Each selected solution is explored deeply to pass the assessment process.  If none are graduated, it is necessary to go back to the technology scouting activity.	<ul style="list-style-type: none"> <li>Disruption technologies are hard to evaluate deeply;</li> <li>Decision-makers expect technology to be mature also for innovative solutions. They often have unreasonable expectations;</li> <li>The effectiveness of solutions is not always achieved;</li> <li>Not easy to understand what the actual maturity level is;</li> <li>Fragmented landscapes do not allow complete assessments;</li> <li>A lot of work is necessary for documentation collection and understanding what makes us lose control.</li> </ul>
<b>ADOPTION</b> TIME:  COST:  EFFICACY: 	The technology approved, has to be tested and adopted by the company.	<ul style="list-style-type: none"> <li>The time to start the adoption project of the new possible solution is long.</li> <li>Communication between product development and innovation teams is not supporting the technology transfer process.</li> <li>It is hard to find a company that can provide a proof of concept.</li> <li>The time to make decisions for pilots is long. (6 months is normal for corporations but it could be deadly for a start-up)</li> <li>To adopt technologies into the company, you have to go through a long process to get all the authorization you need to do it.</li> </ul>

This is a **non-linear approach**, with redundant phases, that in most cases, are not efficient, not adequate, and could provide solutions that are not the best possible ones, but only ones that could work.

## A BETTER PROCESS

Analyzing the data provided by the people we interviewed, and once we identified the most effective strategies used by the different companies, we have designed a more **linear approach** that will provide better outcomes.



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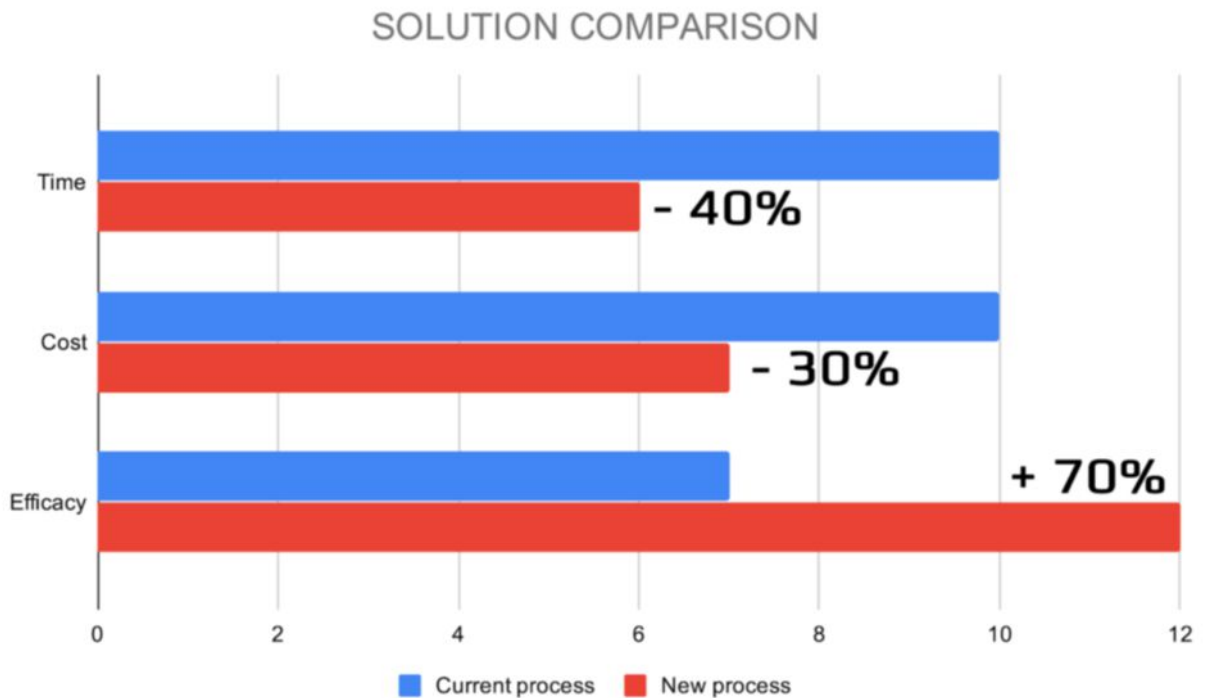
There's a way to do it better – find it.

-Thomas A. Edison

”

PHASE	DESCRIPTION	OPPORTUNITIES
<b>GOAL</b> TIME: COST: EFFICACY:	Engage the heads of different business departments within the company to define the innovation goals, make sure to uncover all the relevant opportunities using innovative methodologies.	<ul style="list-style-type: none"> <li>• Perfect alignment between business goals and innovative goals;</li> <li>• Use design thinking or other non-linear approaches to uncover opportunities to scout.</li> <li>• Once you have defined the company innovation opportunities, continue tracking them periodically with the business units involved to better identify their needs.</li> <li>• Layout the entire process to have a clear mission.</li> </ul>
<b>MATCH</b> TIME: COST: EFFICACY:	Scout for solutions that match your needs, without considering your field or type of technology. Be focused on the solution's purpose and identify use cases matching the company needs.	<ul style="list-style-type: none"> <li>• Scout smart. Scout fast;</li> <li>• Explore solutions that solve needs related to yours;</li> <li>• Find solutions that fit the company even if there are no specific needs in those areas;</li> <li>• Find compelling use cases that perfectly match the company needs;</li> <li>• Widen your scouting horizon considering solutions in different industries and markets;</li> <li>• Look where others are not able to see: between and beyond innovation.</li> </ul>
<b>ASSESSMENT</b> TIME: COST: EFFICACY:	Once a match is obtained in the previous phase, assessment assumes a different role. After a preliminary evaluation of the value of the technology, the company can take on the burden of moving forward with the development even if it is not mature enough. It is easier to find solutions to make things work when something is exciting.	<ul style="list-style-type: none"> <li>• Consider the proof of concept as part of the assessment. Find a way to make it fast and cheap;</li> <li>• More interactions between the innovation and the production departments open opportunities in developing new solutions;</li> <li>• Early involvement of production departments avoid and mitigate not-invented-here syndrome;</li> <li>• Share with people exciting technologies to offer alternatives they can choose from to adopt them;</li> <li>• Involve your network in the assessment to dig deep into technologies you know that are a great match for you.</li> </ul>
<b>ADOPTION</b> TIME: COST: EFFICACY:	If a match is found from the beginning, and the willingness to adopt it is satisfied, the production process will be much faster and more successful.	<ul style="list-style-type: none"> <li>• Speed up the adoption process having people already agreed on technologies explored;</li> <li>• Having a match, lowers the defenses about technology adoption, making people more interested and cooperative;</li> <li>• Running more pilots in the assessment phase boosts the mindset of the people in the company;</li> <li>• The requests of novel solutions will arrive from the people who need it, uncovering unexpected opportunities within the company.</li> </ul>

Taking a closer look at the two different approaches, it is possible to see how the new one can help improve the general performance of the innovation process.



Starting from this new approach, and implementing the different best practices underlined in this report, it is possible to optimize the entire innovation process, accelerating it and providing better outcomes.

It is only a starting point of a possible solution. It aims at underlining what is wrong in the approach we are using to discover novel opportunities and how to overcome the biggest challenges that slow down the entire innovation process.

It is important to use tools or methodologies that could help in supporting this new approach. Innovation Discovery is working hard in this direction, working on solutions focus on the technology match that mitigates people's mindset. This will provide outcomes that assist you in problematic activities to help people accept change.