



# Innovation Group Definition Guide and Workshop

*Important questions to answer when (re)defining your Innovation Group.*

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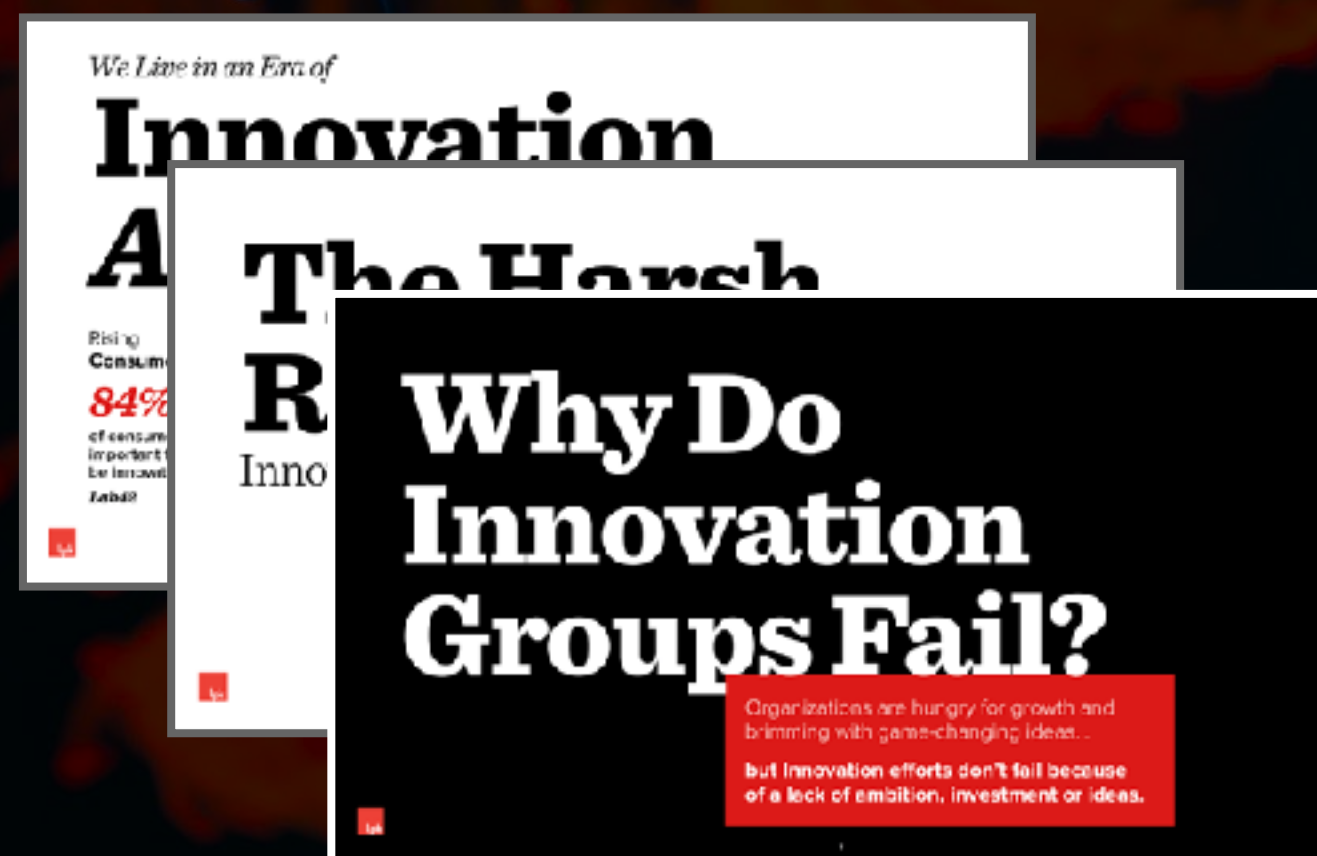
LPK  
2020



# Contents

## INTRODUCTION

- Innovation Ambition & The Harsh Reality
- Why Do Innovation Groups Fail?
- Innovation Group Definition & Purpose



## INNOVATION GROUP DEFINITION CANVAS

- Definition Canvas Overview
- Current State / Ideal Future State
- How to Make It, How to Use It
- Canvas Worksheets

<b>1. Internal Customers</b> Origin: What are the targets for creating this group? Value: What value are we delivering to our internal customers? Definition: What are the internal customer pain points we are solving?	<b>3. Internal Relationship</b> Org. Structure: How does our group fit in the overall organization? Department & Function: Which internal departments and functions are we working with? Internal Challenges: What are the group's internal challenges? Internal Opportunities: What are the group's internal opportunities?	<b>6. Our Value Proposition</b> Value: What value are we delivering to our internal customers? Internal Challenges: What are the group's internal challenges? Internal Opportunities: What are the group's internal opportunities?	<b>7. Scope &amp; Key Activities</b> Types of Innovation: Which types of innovation is our group focusing on? Scope: What are the group's key activities? Key Activities: What are the group's key activities?	<b>9. External Opportunities</b> External Challenges: What are the group's external challenges? External Opportunities: What are the group's external opportunities?
<b>2. Organizational Context</b> Priority: What is the group's priority? Future & Strategy: What is the group's future and strategy?	<b>4. Assets &amp; Advantages</b> Assets: What are the group's assets? Advantages: What are the group's advantages?	<b>5. Expectations &amp; Outcomes</b> Mission: What is the group's mission? Vision: What is the group's vision? Expectations: What are the group's expectations?	<b>8. Team &amp; Resources</b> Team: Who are the group's team members? Resources: What are the group's resources?	<b>10. Scaling Up</b> Scaling Up: How will the group scale up?
<b>11. Cost Structure</b> Cost Structure: What are the group's costs?				

## GROUP VALUE PROPOSITION STATEMENT

- Overview
- Value Proposition Statement Canvas
- How to Make It, How to Use It

Born as a (Origin), we exist to help (Internal Customers) who aspire to (Ambition) by reducing (Pain) and increasing (Gain).

We exist as a (Org Structure) and measure success in (Success Metrics).

To succeed we need (Team Capabilities), will partner with (Internal/External Partners) and are funded & governed by (Funding Sources).

We focus on (Time Horizons), target (New/Existing) consumers and prioritize (Innovation Types) innovation, which are implemented by (Innovation Backend) and go-to-market via (Channels).



# Introduction

Innovation  
Ambition &  
The Harsh  
Reality

Why Do  
Innovation  
Groups Fail?

Innovation  
Group  
Definition &  
Purpose



*We Live in an Era of*

# **Innovation**

## ***Ambition***

Rising  
**Consumer Expectations**

**84%**

of consumers say it is  
important for brands to  
be innovative.

*Lab42*

Growing  
**Executive Hunger**

**97%**

of CEOs see innovation  
as a key priority for  
growth.

*PwC*

Increasing  
**Organization Commitment**

**86%**

of Fortune 500s have a  
formalized innovation  
program.

*Accenture*

# The Harsh Reality?

Innovation's failure rate has never been higher.

## Innovation Group Failure

**90%**

of innovation labs “fail to deliver on their promise” and exist for less than 4 years.

*Capgemini*

## Pre-Market Failure

**70–80%**

of corporate innovation projects fail to result in an in-market outcome.

*McKinsey*

## In-Market Failure

**85%**

of new-product launches fail to meet revenue expectations.

*Harvard Business School*

# Why Do Innovation Groups Succeed?

Organizations are hungry for growth and  
brimming with game-changing ideas...

**but Innovation efforts don't fail because  
of a lack of ambition, investment or ideas.**

How do you structure  
Innovation to **succeed**  
and become a **repeatable**  
**growth engine?**

# **There are so many different ways to structure innovation efforts.**



How do you decide which is best for you and your organization?

How do you clarify your group's purpose and value proposition to your organization?

Dedicated Innovation Team

Innovation Lab

Corporate Venture Studio

Intrapreneur Program

Internal Consulting Service

Centers of Excellence

Community of Practice

Internal Accelerators

Innovation Training

University Partnerships


Innovation Outpost

Startup Partnerships

Venture Funds

Accelerator Partnerships





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Whether you're **starting a new group**  
or **evolving your existing innovation efforts** -  
this document guides you through the process  
of **defining your group's structure, purpose and value**  
**proposition to your organization.**



# Tool Overview

## GROUP DEFINITION CANVAS

<b>1. Internal Customers</b> <i>Origin</i> - What was the impetus for creating this group? Who were the driving forces and what are their expectations? <i>Org Needs</i> - What critical organization and leadership needs and ambitions should our group serve? <i>Internal Customers</i> - Who are this group's internal customers and early adopters? What are their pains and gains?	<b>3. Internal Relationship</b> <i>Org. Structure</i> - Where does our group fit in the overall organization structure? <i>Governance &amp; Pipeline</i> - Who ultimately will have decision-making authority for how best to identify opportunities, align goals and allocate resources? <i>Process Integration</i> - Where does our group integrate into the overall process and corporate strategy?	<b>6. Our Value Proposition</b> <i>Value</i> - What value do we deliver to our internal customers? <i>Pain Relievers</i> - Which of our internal customer pains are we solving? <i>Gain Creators</i> - Which internal customer gains are we enabling?	<b>7. Scope &amp; Key Activities</b> <i>Types of Innovation</i> - Which types of innovation is our group likely to pursue? (e.g. Product, Business Model) <i>Time Horizons</i> - What time horizons will this group focus upon? (e.g. Near, Mid, Far) <i>Outputs</i> - What tangible outputs will our group deliver?	<b>9. External Opportunities</b> <i>External Target Consumer</i> - Will this group target an existing or new consumer? <i>Competition</i> - Will this group target existing or new categories?
<b>2. Organizational Context</b> <i>History</i> - What is the organization/leadership history related to our group's focus? <i>Culture &amp; Change</i> - What is our organization's appetite for change and risk and how will that impact our group? What is the state of our company's culture? <i>Existing Alternatives</i> - How are internal customers solving this problem now? Where else in the org is innovation occurring even if it doesn't use that word?	<b>4. Assets &amp; Advantages</b> <i>Assets</i> - What under-leveraged technologies, manufacturing assets or IP could serve as key innovation enablers? <i>Advantages</i> - What business, brand or operational advantages could serve as key innovation enablers?		<b>8. Team &amp; Resources</b> <i>Team</i> - What resources & talent is required for our group to succeed? What percentage of the group member's time will be dedicated towards this group? <i>Internal/External Partners</i> - What internal & external capabilities will be critical to our success? <i>Leadership Support</i> - Who are the advocates for our group?	<b>10. Scaling Up</b> <i>Solution Home &amp; Funding</i> - Who will own the solutions this group creates in the long-term? How will they be funded? <i>Development &amp; Implementation</i> - How will our group's solutions be developed, implemented and go-to-market? Will this group be required to sell our solutions back into the BU? <i>Go-to-Market</i> - How will our group go-to-market if there is a public facing solution?
<b>5. Expectations &amp; Outcomes</b> <i>Results</i> - Quantitatively, what is success in the eyes of leadership, our internal customers and our group in years 1, 2, 5? <i>Metrics</i> - What are our key metrics? (e.g. activity, revenue) <i>Expectations</i> - Qualitatively, what do leadership and internal customers expect of this group?			<b>11. Cost Structure</b> <i>Group Funding</i> - How will this group be funded in the near-term and far-term? <i>Growth Justification</i> - What results will justify our need for more funding?	

Inspired by the Business Model Canvas, these 11 Dimensions define and clarify your group's structure, purpose and value proposition.

## GROUP VALUE PROPOSITION STATEMENT

<p><b>Born as a</b> _____ <small>(Origin)</small> <b>, we exist to help</b> _____ <small>(Internal Customers)</small> <b>who aspire to</b> _____ <small>(Ambition)</small> <b>by reducing</b> _____ <small>(Pain)</small> <b>and increasing</b> _____ <small>(Gain)</small> <b>.</b></p>
<p><b>We exist as a</b> _____ <small>(Org Structure)</small> <b>and measure success in</b> _____ <small>(Success Metrics)</small> <b>.</b></p> <p><b>To succeed we need</b> _____ <small>(Team Capabilities)</small> <b>, will partner with</b> _____ <small>(Internal/External Partners)</small> <b>and are funded &amp; governed by</b> _____ <small>(Funding Sources)</small> <b>.</b></p>
<p><b>We focus on</b> _____ <small>(Time Horizons)</small> <b>, target</b> _____ <small>(New/Existing)</small> <b>consumers and prioritize</b> _____ <small>(Innovation Types)</small> <b>innovation, which are implemented by</b> _____ <small>(Innovation Backend)</small> <b>and go-to-market via</b> _____ <small>(Channel/s)</small> <b>.</b></p>

This value proposition statement allows you to create a clear and concise charter to communicate to your internal customers and leadership.



# Innovation Group Definition Canvas












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- Definition Canvas Overview
  - Current State / Ideal Future State
  - How to Make It, How to Use it
  - Canvas Worksheets

<b>1.</b>	<b>3.</b>	<b>6.</b>	<b>7.</b>	<b>9.</b>
<b>2.</b>	<b>4.</b>		<b>8.</b>	<b>10.</b>
<b>5.</b>			<b>11.</b>	



# Group Definition Canvas

Inspired by the Business Model Canvas, these 11 Dimensions define and clarify your group's structure, purpose and value proposition.

OUR ORGANIZATION		OUR VALUE	OUR INNOVATION GROUP	
<div>1. Internal Customers</div> <div></div> <div>Who will we help internally?</div>	<div>3. Internal Relationship</div> <div></div> <div>How will we interact?</div>	<div>6. Our Value Proposition</div> <div></div> <div>What do we do? What is the value we provide?</div>	<div>7. Scope &amp; Key Activities</div> <div></div> <div>How do we do it?</div>	<div>9. Innovation Portfolio</div> <div></div> <div>What will we prioritize?</div>
<div>2. Org. Context</div> <div></div> <div>What is the org. state?</div>	<div>4. Assets &amp; Advantages</div> <div></div> <div>What exists and should be leveraged?</div>		<div>8. Team &amp; Resources</div> <div></div> <div>What do we need to succeed?</div>	<div>10. Scaling Up</div> <div></div> <div>How will we pilot, develop and grow our solutions?</div>
<div>5. Expectations &amp; Outcomes</div> <div></div> <div>What is success?</div>			<div>11. Cost Structure</div> <div></div> <div>What will it cost?</div>	



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The makers of Business Model Generation and Strategyzer  
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# Definition Canvas Worksheets

The following Canvas Worksheets guide you, your team and leadership through answering the key questions related to the 11 Dimensions.

**1. Internal Customers**  
Origin - What was the impetus for creating this group? Who were the driving forces and what are their expectations?

**2. Organizational Context**  
History & Precedent - What is the organization and leadership history related to our group's focus?

**3. Internal Customer Relationship**  
Organization Structure - Where does our group fit in the overall organizational structure?

**4. Org. Assets & Advantages**  
Assets - What under-leveraged technologies, manufacturing assets or IP could serve as key innovation enablers?

**5. Expectations & Outcomes**  
Results - Quantifiably, what is success in the eyes of leadership, our internal customer and our group?

**6. Our Value Proposition**  
Value - What value do we deliver to our internal customers?

**7. Scope & Key Activities**  
Type of Innovation - Which types of innovation is our group likely to pursue?

**8. Key Resources**  
Team - Which team & talent is required for our group to succeed? What percentage of this group member's time will be dedicated towards this group?

**9. External Opportunities**  
External Target Consumer - Who is our group targeting as existing or new consumers?

**10. Scaling Up**  
Outputs - What target outputs will our group achieve?

**11. Cost Structure**  
Group Funding - How will this group be funded in the near-term and far-term?

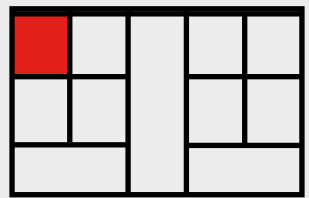
**Solution Name & Funding** - What will own the solution that group creates in the long-term? How will they be funded?

**Growth Justification** - What results will justify our need for more funding?

**Development & Implementation** - How will our group's solution be developed, implemented and go to market?



# Definition Canvas Worksheet



**1. Internal Customers** Who will we help internally?

**Origin** - *What was the impetus for creating this group? Who were the driving forces and what are their expectations?*

**Org. Needs & Ambitions** - *What critical organization and leadership needs and ambitions should our group serve?*

**Internal Customers & Pains/Gains** - *Who are this group's internal customers and early adopters? What are their tasks, pains and gains (and their customers' pains tasks/pains/gains)?*

What is your level of confidence in these answers?

- Common Answers:
- A. "We're a reaction to an obvious, undeniable "problem" or threat with our existing business."
  - B. "We're an opportunistic move to achieve our business goals."
  - C. "The impetus and expectations are unclear."

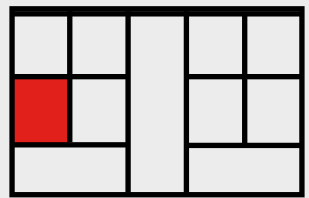
- Common Answers:
- A. Improve Core Business Efficiency
  - B. Deliver Core Business Growth
  - C. Identify and Deliver New Revenue Sources
  - D. Create/Refine Internal Processes
  - E. Up-skill Employees & Culture Change

The ideal internal customer/early adopters are Senior Leaders responsible for key strategic areas.

Ideally your innovation initiatives are linked to their strategic plans and thus the corporate strategy.

Your work should be positioned as advancing their tasks, relieving their pains and enabling their gains.

# Definition Canvas Worksheet



## 2. Organizational Context What is the org. state?

**History & Precedent** - *What is the leadership’s history related to our group’s focus?*

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**Culture & Change** - *What is the state of the company’s culture related to innovation? What is the organization’s appetite for change and risk and how will that impact us?*

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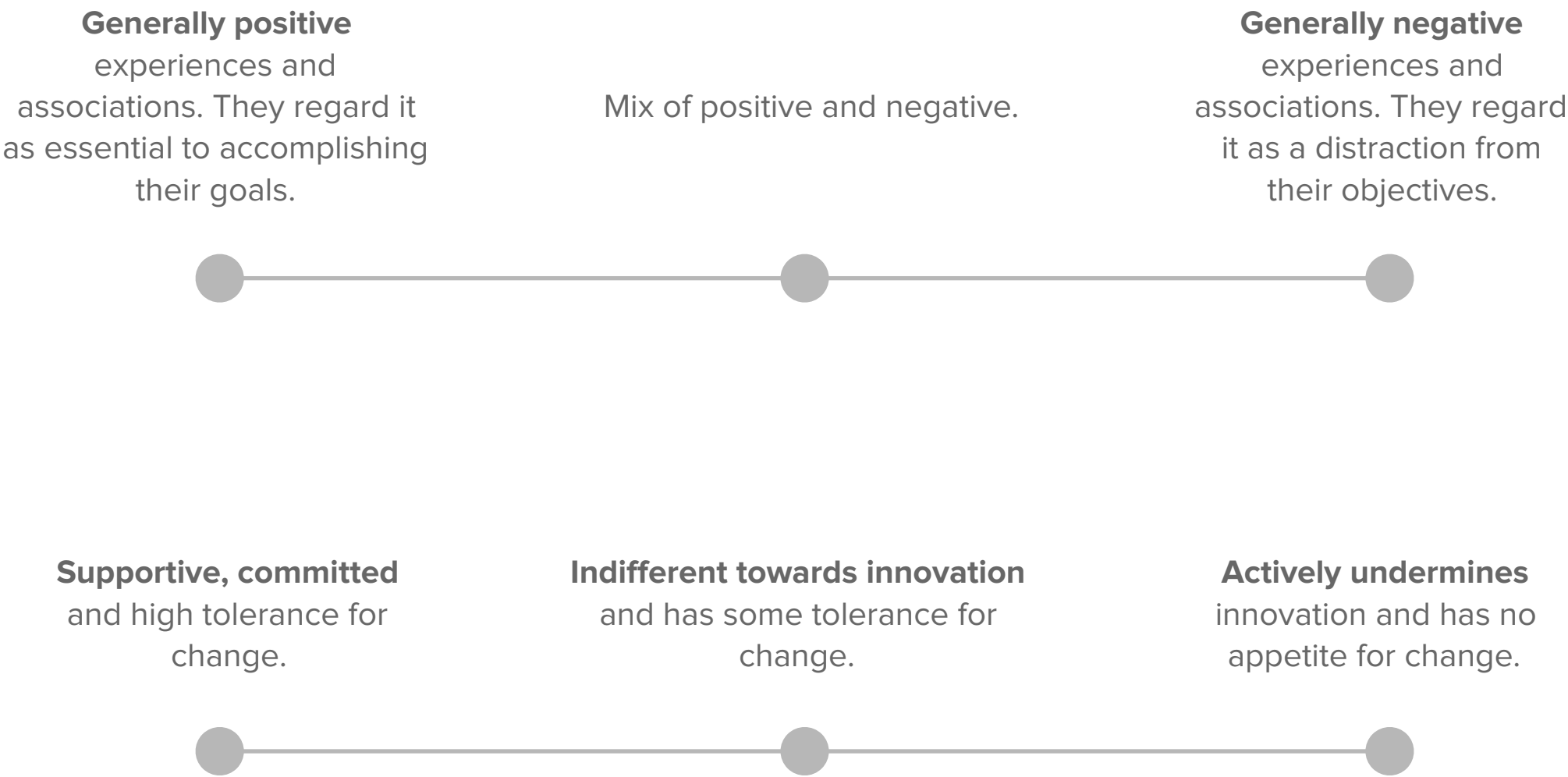
**Existing Alternatives** - *How are internal customers solving these “tasks & problems” now? Where else in the org. is innovation occurring even if it doesn’t use that word?*

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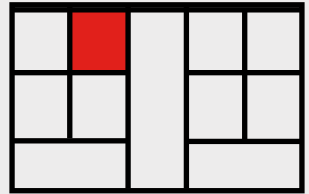
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What is your level of confidence in these answers?





# Definition Canvas Worksheet



### 3. Internal Relationship How will we interact?

**Organization Structure** - *Where does the group fit in the overall organization structure?*

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**Governance & Pipeline** - *Who ultimately will have decision-making authority for how best to identify opportunities, align goals and allocate resources?*

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**Process & Strategy Integration** - *What is the overall development process and where does the group integrate into the overall process?*

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What is your level of confidence in these answers?

Consult these common org. structure options.

#### Horizontal Capability



- Innovation Consulting Team
- Community of Practice
- Center of Excellence

#### Business Unit Function



- BU Innovation Team
- CoP
- CoE

#### New Business Unit



- Internal Incubator (start)
- Internal Accelerator (grow)
- Venture Fund
- Innovation Outpost

#### Separate from Core Org.



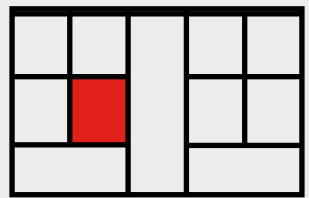
- Corporate Venture Studio
- Acquisition

Common Answers:

- A. Executive Team
- B. Brands/Business Units
- C. Growth Board
- D. Self-Steering Team



# Definition Canvas Worksheet



**4. Org. Assets & Advantages** What exists and should be leveraged?

**Assets** - *What under-leveraged technologies, manufacturing assets or IP could serve as key innovation enablers?*

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**Advantages** - *What business, brand or operational advantages could serve as key innovation enablers?*

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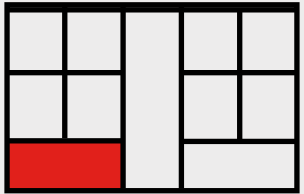
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What is your level of confidence in these answers?



# Definition Canvas Worksheet



## 5. *Expectations & Outcomes* What is success?

**Results** - *Quantifiably, what is success in the eyes of leadership, internal customers, peers and the group members?*

**Metrics** - *What are our key metrics?*

**Expectations** - *Qualitatively, what do leaders, internal customers, peers and group members expect of this group?*

What is your level of confidence in these answers?

Leadership

Internal Customers

Peers

Group Members

Common Answers:

- A. Activity: Number of projects in pipeline
- B. Activity: Number of employees trained
- C. Outcome: Revenue Generated
- D. Outcome: P&L Impact

*Note: innovation groups typically emphasize activity metrics in the first years of their group's existence - while reinforcing their long-term outcome ambitions.*

Leadership

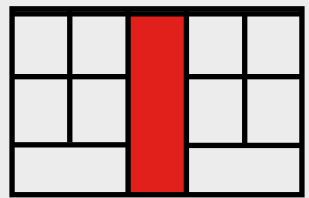
Internal Customers

Peers

Group Members



# Definition Canvas Worksheet



## 6. Our Value Proposition What is the value we provide?

**Value** - *What value do we deliver to internal customers?*

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**Pain Relievers** - *Which internal pains does your group relieve and how?*

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**Gain Creators** - *Which internal gains does your group create and how?*

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What is your level of confidence in these answers?

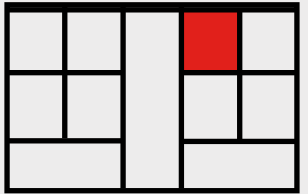
Common Pains:

- A. “We’re not truly in touch with our consumers.”
- B. “We need to more quickly understand which solutions will work in market, before we over-invest.”
- C. “We talk about ideas, but rarely commercialize them.”
- D. “Our collective short-termism means we’re focused on incremental improvements and not thinking beyond.”

Common Gains:

- A. Defend and grow core business & marketshare
- B. Add value to existing products & services
- C. Monitor trends & threats
- D. Increase speed to market
- E. Up-skill employees
- F. Match business challenges to emerging tech

# Definition Canvas Worksheet



## 7. Scope & Key Activities What do we do?

**Type of Innovation** - *Which types of innovation does the group pursue?*

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**Time Horizon** - *What time horizons does this group focus upon?* (see: 3 Horizons Model, McKinsey - 1-3 years, 2-5 years, 5-12 years)

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**Innovation Formats** - *What formats will this group focus upon?* (see: following page)

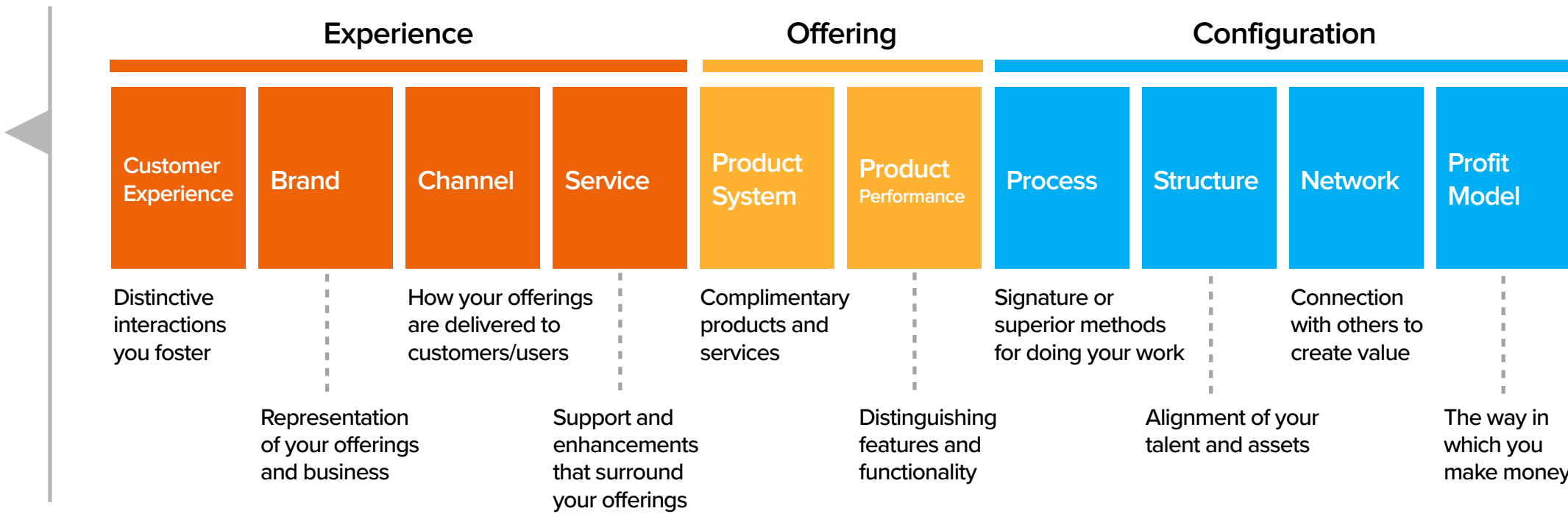
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What is your level of confidence in these answers?

Source: The Ten Types of Innovation (Doblin)





# Type of Innovation Formats

## Innovation Team

Corporations often start by staffing an innovation team within the company, which is comprised of both full- and part-time employees dedicated to developing strategy, managing, and activating innovation programs.

## Center of Excellence

Enables innovation across multiple departments within the company, and members serving on the CoE are also responsible for senior leadership within various corporate groups.

## Innovation Lab

An innovation lab is a separate entity that hosts internal ventures with high potential before they are profitable.

## Corporate Venture Studio

Where entrepreneurs and corporations can repeatedly validate, execute and iterate on new business models. Studios help create startups from ideas, develop go-to-market strategies, build a founding team, and raise capital.

## Startup Partnership

Corporations place bets among the startup ecosystem, with both small investments for early-stage startups and larger amounts of corporate.

## Venture Fund

A corporate venture capital fund invests in external opportunities that could create growth outside of the core of the organization.

INTERNAL

EXTERNAL

## Innovation Training

A short learning track to grow the knowledge and interest of employees.

## Community of Practice

Groups of key stakeholders who share a passion for an area of knowledge or practice and interact regularly to learn from one another and advance personal and organizational goals.

## Idea Challenge

Employees (or the public) are asked to generate ideas for improving products, processes, services or customer experience and remain engaged as the challenge progresses, through regular feedback and updates.

## External Hackathon

A rapid prototyping event where teams made up of complementary profiles compete to create winning Proof of Concepts answering to a specific challenge in a short space of time - typically within 48 hours.

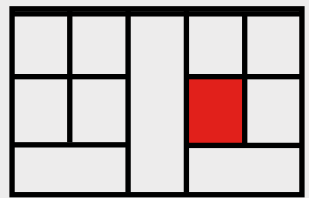
## University Partnerships

Through an educational partnership, corporations can tap into new university graduates, early-stage projects and companies, and the network of an established educational institution.

## Accelerator Partnership

Corporations partner with third-party accelerators to provide sponsorship and/or funding in exchange for relationships with startups and integration opportunities.

# Definition Canvas Worksheet



## 8. Key Resources What do we need to succeed?

**Team** - *What team & talent is required for our group to succeed? What percentage of this group member's time is dedicated towards this group?*

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**Internal/External Partners** - *What internal & external partners are critical to this group's success?*

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**Leadership Support** - *Who are the advocates for this group?*

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What is your level of confidence in these answers?

Common Team structure:

**Enduring Team**

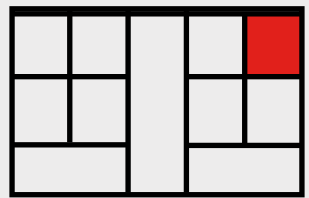
- Steering Team (Growth, Capability and People Leads)
- Growth Board (Funding & Portfolio Overview)

**Per Project Basis**

- Project Team (Business, Insights and Build)
- Executive Sponsors
- Coaches
- Commercialization/Scale Up Team



# Definition Canvas Worksheet



## 9. Innovation Portfolio

**External Target Consumer** - *Does this group target an existing or new consumer?*

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**Categories** - *Does this group target existing or new categories?*

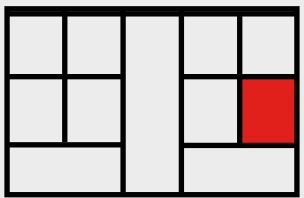
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What is your level of confidence in these answers?

# Definition Canvas Worksheet



## 10. *Scaling Up* How will we test, develop and grow our solutions?

**Development & Implementation** - *How are this group's solutions tested, developed, implemented and go-to-market?*

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**Solution Home & Funding** - *Who owns the solutions this group creates in the long-term? How are they funded?*

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**Outputs** - *What tangible outputs will the innovation group deliver? (depends on Process Integration & Implementation)*

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What is your level of confidence in these answers?

### 1. Transition Over Time



Removing clear gates and hard handoffs, innovations teams slowly transition into the business unit over time. Can be effective, but is idealistic and can cause role ambiguity.

### 2. Symmetric Support



Innovation teams discover opportunities and incubate solutions with support from business unit sponsorship and stay attached to continue to guide and consult after graduating.

### 3. Ramp Up



Similar to models 1 & 2, with the additional nuance of ramping up the commercialization team slowly before they take ownership of the solution.

### 4. Graduation Gate



Graduating projects get tossed over to the business unit to commercialize and scale. This is typically not an effective model.

### 5. Venture Studio



Innovation teams intentionally distinct from core business units are responsible for commercializing their own concepts and reaching sustained growth. This model demands execution capabilities and funding that many innovation groups don't possess.

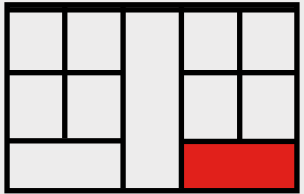
### 6. Siloed R&D



R&D intentionally separated from the business unit and tasked with developing new technologies to be commercialized through existing business unit or new channels/partners.



# Definition Canvas Worksheet



## 11. Cost Structure What will it cost?

**Group Funding** - *How will this group be funded in the near-term and far-term?*

**Growth Justification** - *What results will justify this group's need for more funding?*

- Common Answers:
- A. Centralized/Executive Budget
  - B. Individual Business Unit(s)
  - C. Metered Funding by Initiative

- Common Answers:
- A. Revenue/Business Impact targets
  - B. Group Members' Usage/Lack of Capacity
  - C. Specific Capabilities Required (e.g. VR)

What is your level of confidence in these answers?

# Group Definition Over Time

Consider how your Innovation Group will evolve and mature over time.  
Create a Group Definition Canvas for Years 1-2, 3-4 and 5+.

## YEARS 1-2

### Deliver Results, Build Credibility

Often in Years 1-2, Innovation Groups wisely focus on getting quick wins on the board and delivering results for their internal customers.

You'll simultaneously deliver the business results your organization craves, while building the capabilities, culture and credibility necessary to make innovation a repeatable engine for growth.

This may mean working on core business problems that many would consider “incremental”, which may frustrate team members with grand ambitions of disruptive innovation and massive top-line growth.

## YEARS 3-4

### Evolve the Core, Drive Top-line Growth

Having successfully delivered results and established credibility, Innovation Groups have earned the right to be more selective in their Innovation Pipeline.

This likely necessitates an evolution in your Group Definition, updating elements like your Internal Customer, Governance, Team and Key Activities towards Horizon 2, Adjacent Innovation.

Ideally, Business Units are empowered and equipped to own incremental innovation - allowing the Innovation Group to focus on adjacent spaces and new revenue sources.

## YEARS 5+

### New Businesses & Business Models

The final evolution of the Innovation Group likely means focusing more efforts towards Disruptive/Transformational Innovation on Horizon 3, and delivering wholly new businesses, brands and business models.

This likely necessitates a change in your Group's Team & Talent, Internal Customer, Metrics and how you engage with startups and external partners.

It is very likely the Innovation Group's efforts will challenge the status quo of the core business and trigger typical roadblocks.

<b>1. Internal Customers</b> Single: What specific customer for creating the group? "Who are the strong forces and what are their requirements?" Big Block: Which customer organization and leadership needs and priorities should our group serve? Internal Customers: Who are the group's internal customers and how will we engage? What are their goals and goals?	<b>2. Internal Relationship</b> Big Block: Which customer organization and leadership needs and priorities should our group serve? Internal Customers: Who are the group's internal customers and how will we engage? What are their goals and goals?	<b>3. Our Value Proposition</b> Single: What specific customer for creating the group? "Who are the strong forces and what are their requirements?" Big Block: Which customer organization and leadership needs and priorities should our group serve? Internal Customers: Who are the group's internal customers and how will we engage? What are their goals and goals?	<b>7. Scope &amp; Key Activities</b> Single: What specific customer for creating the group? "Who are the strong forces and what are their requirements?" Big Block: Which customer organization and leadership needs and priorities should our group serve? Internal Customers: Who are the group's internal customers and how will we engage? What are their goals and goals?	<b>9. External Opportunities</b> Single: What specific customer for creating the group? "Who are the strong forces and what are their requirements?" Big Block: Which customer organization and leadership needs and priorities should our group serve? Internal Customers: Who are the group's internal customers and how will we engage? What are their goals and goals?
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# Group Value Proposition Statement

- Overview
- Value Proposition Statement Canvas
- How to Make It, How to Use It
- Examples

Born as a \_\_\_\_\_, we exist to help \_\_\_\_\_ who aspire to \_\_\_\_\_ by reducing \_\_\_\_\_ and increasing \_\_\_\_\_.

We exist as a \_\_\_\_\_ and measure success in \_\_\_\_\_.  
To succeed we need \_\_\_\_\_, will partner with \_\_\_\_\_  
and are funded & governed by \_\_\_\_\_.

We focus on \_\_\_\_\_, target \_\_\_\_\_ consumers and prioritize \_\_\_\_\_ innovation, which are implemented by \_\_\_\_\_ and go-to-market via \_\_\_\_\_.

# Value Proposition Statement

This value proposition statement ad-lib allows you to create a clear and concise charter to communicate to your internal customers and leadership.

**Born as a** \_\_\_\_\_ (Origin) **, we exist to help** \_\_\_\_\_ (Internal Customers) **who aspire to**  
\_\_\_\_\_ (Ambition/Task) **by reducing** \_\_\_\_\_ (Pain) **and increasing** \_\_\_\_\_ (Gain).

**We exist as a** \_\_\_\_\_ (Org Structure) **and measure success in** \_\_\_\_\_ (Success Metrics) .  
**To succeed we need** \_\_\_\_\_ (Team Capabilities) **, will partner with** \_\_\_\_\_ (Internal/External Partners)  
**and are funded & governed by** \_\_\_\_\_ (Funding Sources).

**We focus on** \_\_\_\_\_ (Time Horizons) **, target** \_\_\_\_\_ (New/Existing) **consumers and prioritize**  
\_\_\_\_\_ (Innovation Types) **innovation, which are implemented by** \_\_\_\_\_ (Innovation Backend)  
**and go-to-market via** \_\_\_\_\_ (Channels).



# Value Proposition Statement

This value proposition statement ad-lib allows you to create a clear and concise charter to communicate to your internal customers and leadership.

**Born as a** vision of the C-Suite, **we exist to help** Business Units **who aspire to** tackle their most complex business challenges **by reducing** the barriers to exploring and testing new solutions **and increasing** better business decisions.

**We exist as a** Innovation Incubator **and measure success in** the products delivered to market and the incremental revenue we help generate.  
**To succeed we need** 5 team members, **will partner with** Business Units, Delivery and External vendors/Startups  
**and are funded & governed by** C-Suite and Innovation Advisory Council.

**We focus on** Horizon 2 and 3, **target** new growth **consumers and prioritize** digital & physical product and experience **innovation, which are implemented by** the delivery teams  
**and go-to-market via** our existing brand and new/existing channels.

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*I need to...*

**Define my Group  
and deliver results.**

## **LPK's Group Definition Workshop & Pilot Projects**

***Where should we start in order to (re)define  
our Innovation Group?***

It's a common question and challenge.

LPK's Group Definition Workshop helps innovation leaders rapidly define your group's structure, internal customer, metrics, purpose and value proposition to your organization.

From there, LPK collaborates with teams live on pilot projects in order to simultaneously deliver the business results your organization craves, while building the capabilities, culture and credibility necessary to make innovation a repeatable growth engine.

To learn how LPK has helped Fortune 500 organizations build their innovation capabilities and accelerate their time to market visit [lpk.com](http://lpk.com)



We hope you found this guide interesting, informative, and helpful in defining your group's structure, purpose and value proposition.

Take this information not as the final word in defining your Innovation Group, but as a foundation for you to build on.

**Learn more about LPK at [lpk.com](http://lpk.com)**

***Interested in hosting a  
Group Definition Workshop?***

# Let's talk.

**Nick Partridge**

VP, Innovation

[nick.partridge@lpk.com](mailto:nick.partridge@lpk.com)

**Josh Bokelman**

Growth Director

[josh.bokelman@lpk.com](mailto:josh.bokelman@lpk.com)