

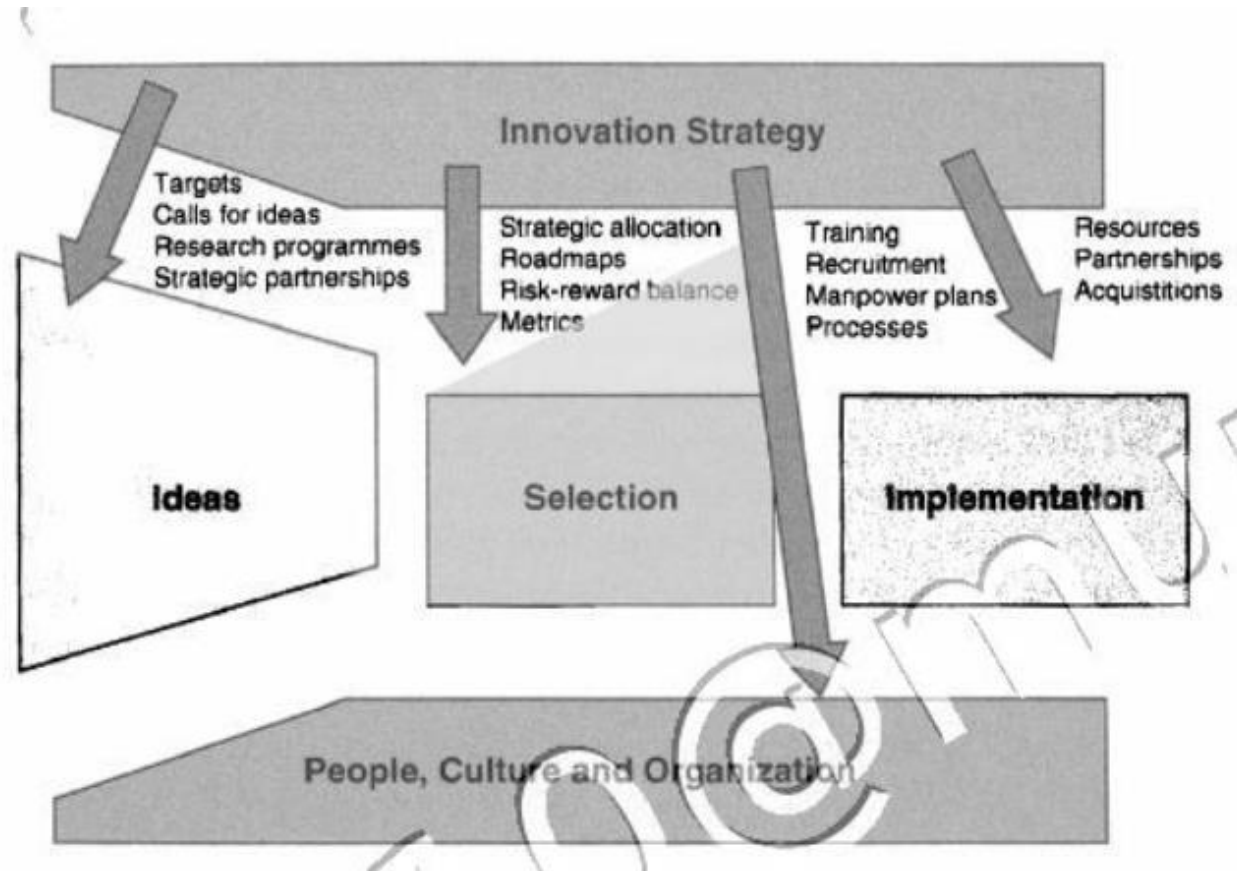
# Inovační management

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INOVAČNÍ STRATEGIE

# Úloha inovační strategie

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# Co je to inovační strategie

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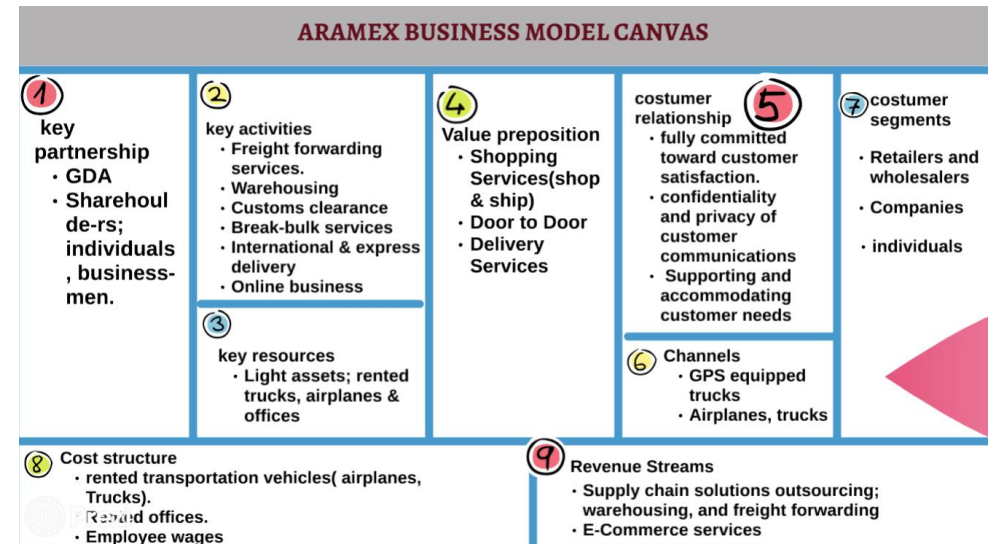
Je součástí celkové podnikové strategie

Dlouhodobý pohled

Určuje kdy a kde je třeba inovací, aby byly naplněny cíle a způsob naplnění cílů

- Je-li nesoulad mezi cíli a tím, co může být očekáváno při zachování stávající strategie – ARAMEX case

# ARAMEX case



# Co zohledňovat při tvorbě a implementaci inovační strategie

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Goffin a Mitchel definoval 6 základních teorií, na základě kterých lze odvodit faktory

- Profit – maximizing and competition based theory
- Survival based theory
- Human-resource base theory
- Agency theory
- Contingency theory
- RBV

# Základní otázky při tvorbě inovační strategie

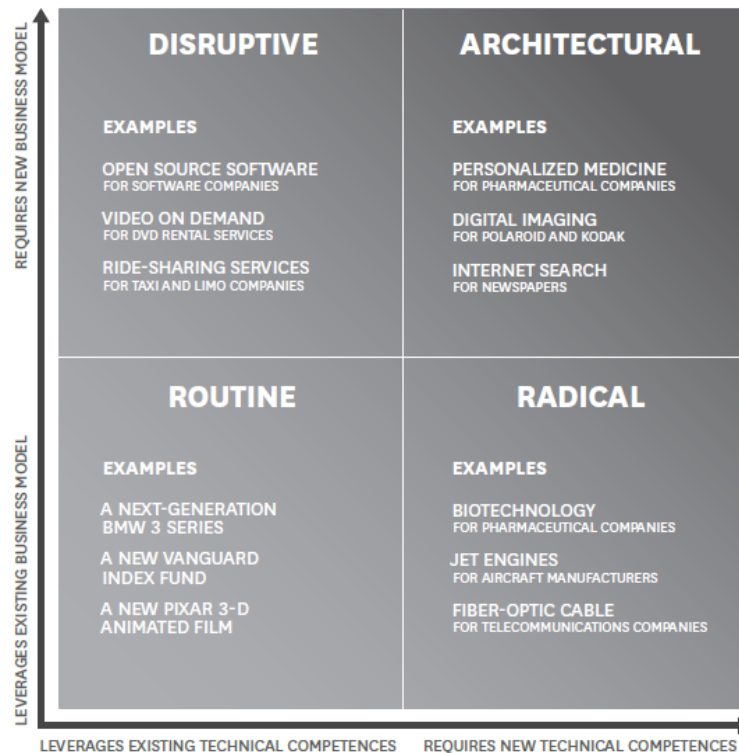
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- **How will innovation create value for potential customers?**
- **How will the company capture a share of the value its innovations generate?**
- **What types of innovations will allow the company to create and capture value, and what resources should each type receive?"**

# Innovation landscape m

## The Innovation Landscape Map

When creating an innovation strategy, companies have a choice about how much to focus on technological innovation and how much to invest in business model innovation. This matrix, which considers how a potential innovation fits with a company's existing business model and technical capabilities, can assist with that decision.



Apple

Microsoft

Biofarmaceutic  
ké společnosti

Uber

Netflix

Polaroid  
Kodak

## Different types of innovation with examples.



**1. Disruptive innovation**  
Revolutionary nature and changing whole industries.



**2. Incremental innovation**  
Improvements to existing products and processes.



**3. Modular innovation**  
Improving performance of product by changing modules.



**4. Architectural innovation**  
Changing the purpose of products. Applying existing technology elsewhere.



**5. Product innovation**  
Changes and improvements of products.



**6. Process innovation**  
Changes and improvements of processes.



**7. Open innovation**  
Collaborative effort to improve products and processes.



**8. Closed Innovation**  
In-house effort to improve products and processes.

## Disruptive Innovation

Requires  
**NEW**  
Business  
Model

Google:  
Advertising-Based Model

## Architectural Innovation

TeleNav:  
Cellphone + GPS  
Monthly Subscription

## Routine Innovation

Leverages  
**EXISTING**  
Business  
Model

Rand McNally:  
New Paper Mapping Products

## Radical Innovation

Rand McNally:  
PC-based Map Products

Leverages **EXISTING**  
Technical Competencies

Requires **NEW**  
Technical Competencies



# Scenario planning – co je to?

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Definice možných budoucích stavů

Nejedná se o předpověď

Budoucnost je nepredikovatelná, ale příčina a následek stále platí, což omezuje rozsah možných stavů budoucnosti.

Např. pokud považujeme globální oteplování za realitu, bude růst hladina moří; omezení soukromého cestování povede k omezení trhu s ubytováním v motelích; existence aut bez řidičů povede k poklesu poptávky po řidičích taxislužeb

Spojeno s Workshopy– diskuse nad scénáři

<https://youtu.be/l4MDcGYif4k>

# Scenario planning - dopad

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- +Vyvarování se značnému spoléhání na spolehlivost dat, predikci
- +Pomáhá se připravit na budoucnost
- +Způsob testování předpokladů
- +Podporuje učení se v organizaci
- +rozvoj vize, flexibility a monitorování prostředí
- Potřeba zapojit vytížené liniové manažery, kteří to nemusí vidět jako důležité
- Málo zaměřené na širší kontext rozhodování
- Příliš velký spoleh na měkká data
- Čas a zdroje potřebné pro výzkum a analýzu

# Scenario planning – Shell case

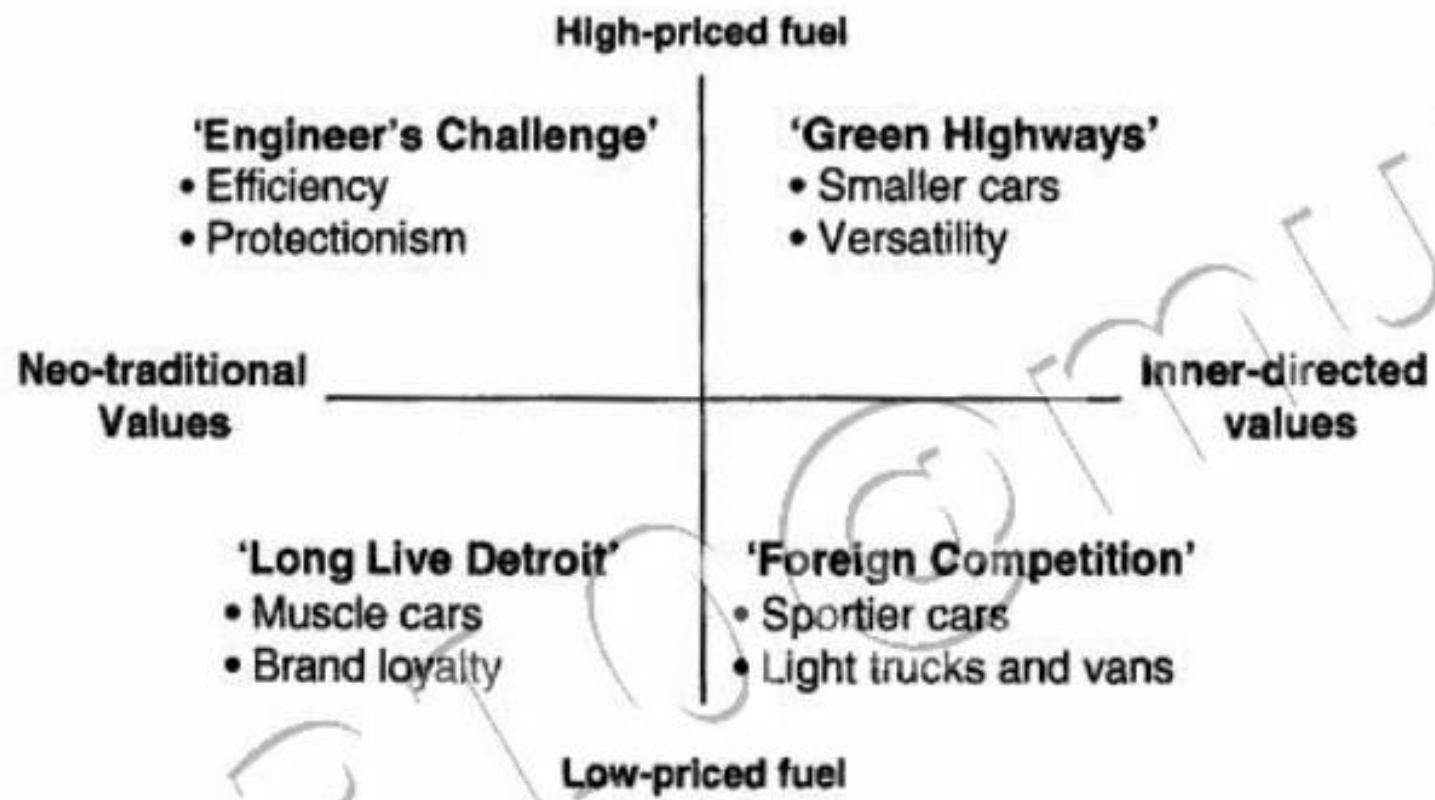
Původ ve vojenské strategii

Poprvé použito v 70.tých letech společností Shell

Příprava na ropné cenové šoky a hlavní geopolitické změny

<https://youtu.be/jlwzMhDFP2M>

The screenshot displays the Shell Energy and Innovation website. At the top, the Shell logo is on the left, and navigation links for 'Inside Energy', 'About us', 'Investors', 'Media', and 'Shell Global' are on the right. Below this is a main navigation bar with 'Home', 'Motorists', 'Shell Energy', 'Business customers', 'Energy and innovation' (highlighted), 'Sustainability', and 'Careers'. A search icon is on the far right. The main content area is divided into two columns. The left column, titled 'Energy and innovation', lists various topics with right-pointing chevrons: 'The energy future', 'Natural gas', 'Deep water', 'Shale Oil and Gas', 'The role technology plays', 'Entrepreneurs and Start-ups', 'Electricity', 'Make the Future', 'New Energies: building a lower-carbon power business', and 'Digitalisation: Shell joins web summit'. The right column, titled 'Top Stories', features a grid of four articles with images and titles: 'Our climate ambition', 'Make the Future', 'Cleaner Mobility: The Great Travel Hack', and 'The energy future: Explore Shell's Global Energy Resources'. Below the 'Top Stories' is a 'Tools' section with a yellow button that says 'Share your idea and transform the energy industry'. At the bottom, a breadcrumb trail reads 'Shell Global > Energy and innovation > The energy future > Shell Scenarios > What are Shell Scenarios?'. The browser address bar shows 's://www.shell.com/energy-and-innovation/natural-gas.html'.

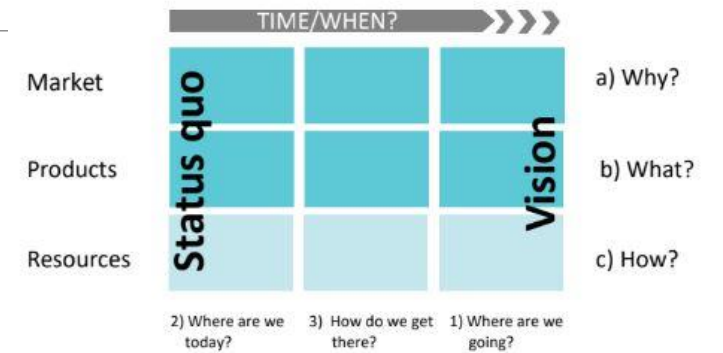


**FIGURE 4.3** Scenarios for Entry-level Vehicle Design, Detroit 1980  
 Source: adapted from Schwartz and Ogilvy in Chapter 4 of: L. Fahey and R. Randall (eds) *Learning from the Future: Competitive foresight scenarios* (Chichester: John Wiley, 1998). Copyright © 1998 John Wiley & Sons, Incorporated. Reproduced with permission<sup>13</sup>.

# Roadmapping (Innovation roadman)

Využívá se při tvorbě strategie

Vizuální zobrazení kroků, které mají být realizovány pro dosažení strategického cíle podporovaného inovacemi



Innovation Horizon Roadmap

	Short-Term (1 Year)	Mid-Term (2-3 Years)	Long-Term (3+ Years)
Strategic Focus	What is your focus early on?	How will your strategy evolve?	What is your long-term strategy?
Markets & Customers	Who are your initial customers?	How will your markets and customers evolve?	What are your long-term markets?
Business Model	What is your initial business model?	How will your business model evolve?	What is your long-term business model?
Distribution Channels	What are your initial distribution channels?	How will your channels evolve?	What are the long-term distribution channels?
Competitive Differentiation	What is your initial differentiation?	How will you sustain differentiation?	What is your long-term "unfair advantage"?
Products & Services	What are your initial offerings?	What are your next gen offerings?	What is the full solution long-term?

	PRODUCT	EFFICIENCY GAINS	INDUSTRY ANALYSIS & RESEARCH	OPERATING COST REDUCTIONS	INITIATIVES
DEV/IN PROGRESS	<ul style="list-style-type: none"> <li>Internal Prioritization System</li> <li>Organize focus group</li> <li>Define API Specs</li> </ul>	<ul style="list-style-type: none"> <li>Recruitment portal</li> <li>Managed information</li> <li>Financial reforms</li> <li>Sales planning and forecasting system</li> <li>Usage Metrics</li> </ul>	<ul style="list-style-type: none"> <li>Functional Data Processes</li> <li>Potential Entrants: (Competition)</li> <li>Profit Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Update system library</li> <li>Migration Plan</li> <li>Organize Backup Stacks</li> </ul>	<ul style="list-style-type: none"> <li>Conduct user interviews</li> <li>2-way Gitlab Integration</li> </ul>
SCHEDULED	<ul style="list-style-type: none"> <li>Product fit analysis</li> <li>Bug Reports Ticketing System</li> <li>Individual Public Keys</li> <li>Private Cloud</li> </ul>	<ul style="list-style-type: none"> <li>Improve collaboration</li> <li>Automate HR planning process</li> <li>Rapid deployment cycles</li> </ul>	<ul style="list-style-type: none"> <li>Performance Indicators</li> <li>API Integration + SDK</li> <li>Identify &amp; Remediate Service Gaps</li> </ul>	<ul style="list-style-type: none"> <li>Steady state costsreductions</li> <li>Systematic cost metrics, baselines, and targets</li> </ul>	<ul style="list-style-type: none"> <li>Organize Focus Group</li> <li>Business Cycle Sensitivities Analysis</li> <li>Support Base</li> </ul>
BACKLOG	<ul style="list-style-type: none"> <li>Fix for XSS attacks</li> <li>Design Protocol Module</li> </ul>	<ul style="list-style-type: none"> <li>In-App Validation</li> <li>Executive dashboard</li> <li>Payroll automation</li> </ul>	<ul style="list-style-type: none"> <li>Master Data Management</li> <li>Data Aquisition</li> </ul>	<ul style="list-style-type: none"> <li>Publish Data Quality Metrics</li> <li>Refine UX Design</li> <li>Manage Service Level Agreements</li> </ul>	<ul style="list-style-type: none"> <li>User University: Help Platform</li> <li>Salesforce Procurement</li> </ul>

# Innovation strategy canvas

Outward Looking			Inward Looking			
<b>Futures</b>	<b>Domains</b>	<b>Portfolio Projects</b>	<b>Change Initiatives</b>	<b>Culture</b>	<b>Structure</b>	<b>Process</b>
Plausible futures to surface uncertainties	Places to explore – hunting grounds	New offerings that fulfill growth objectives	Changing culture, structure & process	Creating an innovation mindset	Creating an innovation organization	Creating an innovation system
<b>Forces</b>	<b>Ecosystems</b>	<b>Health</b>	<b>Assessment</b>	<b>Leadership</b>	<b>Roles &amp; Rights</b>	<b>Methods/Tools</b>
<b>Scenarios</b>	<b>Themes</b>	<b>Align</b>	<b>Intent</b>	<b>People</b>	<b>Relationships</b>	<b>Infrastructure</b>
<b>Forecasts</b>	<b>Platforms</b>	<b>Predict</b>	<b>Change</b>	<b>Competencies</b>	<b>Funding</b>	<b>Management</b>
<b>Sense</b>			<b>Measure</b>			
<b>Signals &amp; Sources:</b> What to attend to and where to look <b>Predict &amp; Monitor:</b> Making forecasts & seeing what's occurring <b>Insight &amp; Action:</b> What the signals mean and when to act			<b>Metrics:</b> How good is your innovation capability <b>Comparison:</b> What others do, what you expect <b>Insight &amp; Action:</b> What our behavior means and what to do			

# Open Innovation concept

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Co je jeho podstatou?

Hackatons – marathon (dlouhá, náročná aktivita v krátkém čase) + hack ve významu „exploratory programming“ (průzkumné programování)

Důvody:

- Vývoj nových produktů a služeb
- Inovace starých produktů a služeb
- Budování silné komunity
- Podpořit zapojení zaměstnanců
- Náskok před konkurencí
- Minimalizace nákladů
- Rychle se dostat na trh
- Nový zdroj tržeb
- Snížená rizika inovací

# Open Innovation iniciativy

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## GE

- Innovation Manifesto
- Ecomagination
- Unimpossible mission – for creative students
- First build – designéři, inženýři, kreativci

## Coca-Cola

- Freestyle dispenser machine
- Lego
- LEGO ideas – sestavení sady kostek dle návrhu uživatele na web stránkách

## Cisco

- Entrepreneurs in residence – startupy



# Crowd sourcing (crowd Innovation)

Využití hlavně externích zdrojů při hledání nápadů

Nevhodné při potřebě rychlého řešení

Může se jednat o různé soutěže, spolupracující komunity,

<b>When and How to Crowdsource</b>			
To take full advantage of crowd-powered innovation, you need to understand what kinds of problems benefit most from open innovation and why. Here's a summary of the four main approaches you can use.			
	<b>PURPOSE</b>	<b>CHALLENGES</b>	<b>BEST USE</b>
<b>Contests</b>	Generating high-value solutions to complex or novel problems through large-scale and diverse independent experimentation	The problem must be generalized and stripped of company-specific details	Highly challenging technical, analytical, and scientific problems; design problems; creative or aesthetic projects
<b>Collaborative Communities</b>	Aggregating a large number of diverse contributions into a value-creating whole	The crowd lacks the shared culture and cohesiveness of a company, making it harder to control; intellectual property can't be protected	Customer support communities; wikis; open-collaboration projects for information and software products with complementary assets inside the firm; FAQs
<b>Complementors</b>	Encouraging innovative solutions to users' many different problems with your core product	It can be technologically daunting to provide access to the functions and information in the core product while protecting your assets	Open operational, product, or marketing data initiatives; content mashups; apps
<b>Labor Markets</b>	Efficiently and flexibly matching talent to discrete tasks	Identifying which problems to farm out and who in the organization will manage the labor pool may be difficult	Well-established categories of work that can be clearly described and evaluated; human computation; repeated tasks