

From Intel's Trenches: How to Shield Your Innovation from Corporate Antibodies



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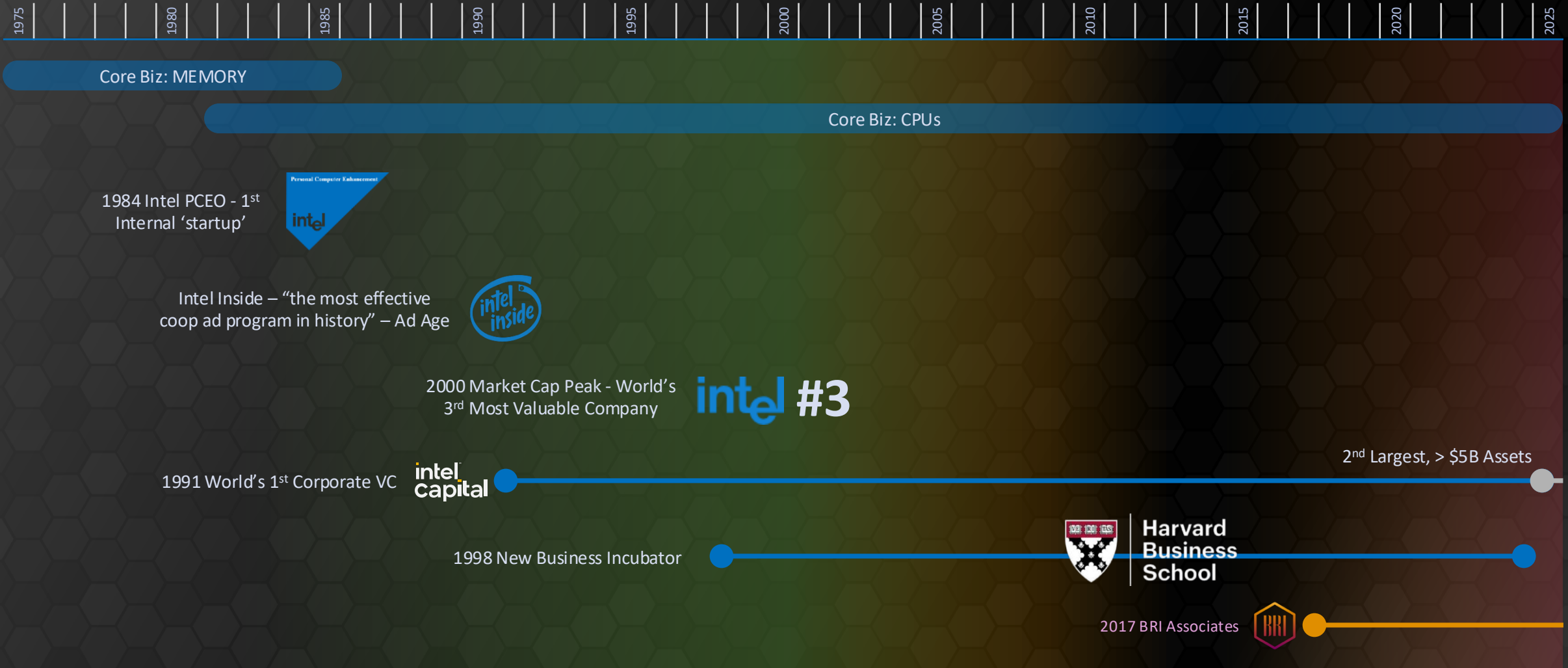
Which best describes your role?

- Corporate Innovation leader
- Corporate Innovation Project / Product Owner
- Innovation Consultant
- Innovation Software Provider
- Innovation Consulting & Software Provider
- Other

Does organization bureaucracy negatively impact new business growth or innovation efforts?

- Yes – all the time. Please help!
- Yes – sometimes.
- Yes – in the past, but we've fixed it.
- No – rarely.
- No – what are you talking about? It's easy.
- N/A – I'm not in a corporate innovation role.

Some noteworthy context about Intel

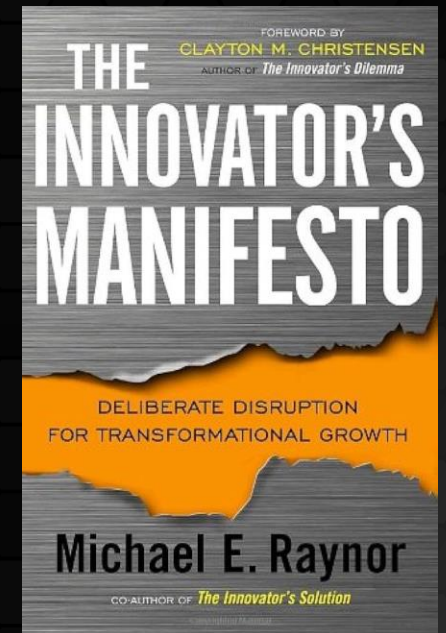


High failure rate of many high-potential ventures



Harvard
Business
School

+



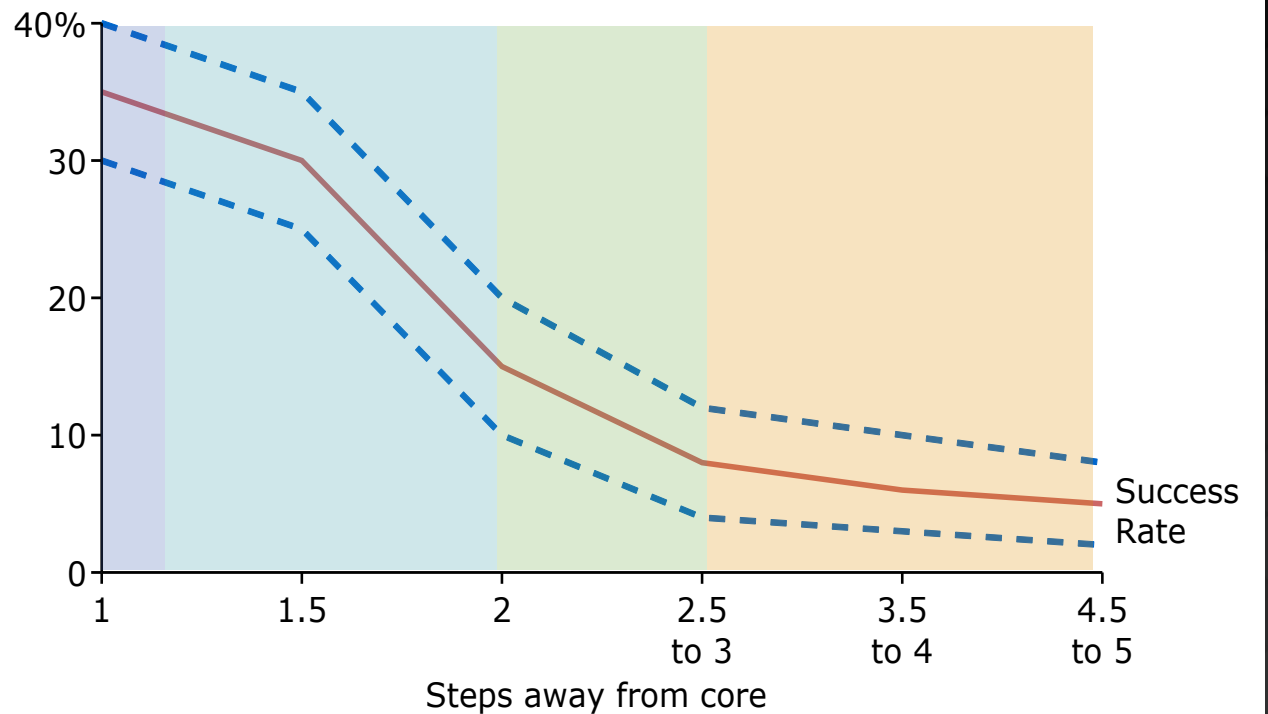
Results were not unique to Intel

Bain: Distance from the Core correlated with lower probability of success



Bain Experience: Empirical odds of success in pursuing adjacencies by steps from the core

Odds of success



Source: Bain, Chris Zook – “Profit from the Core”

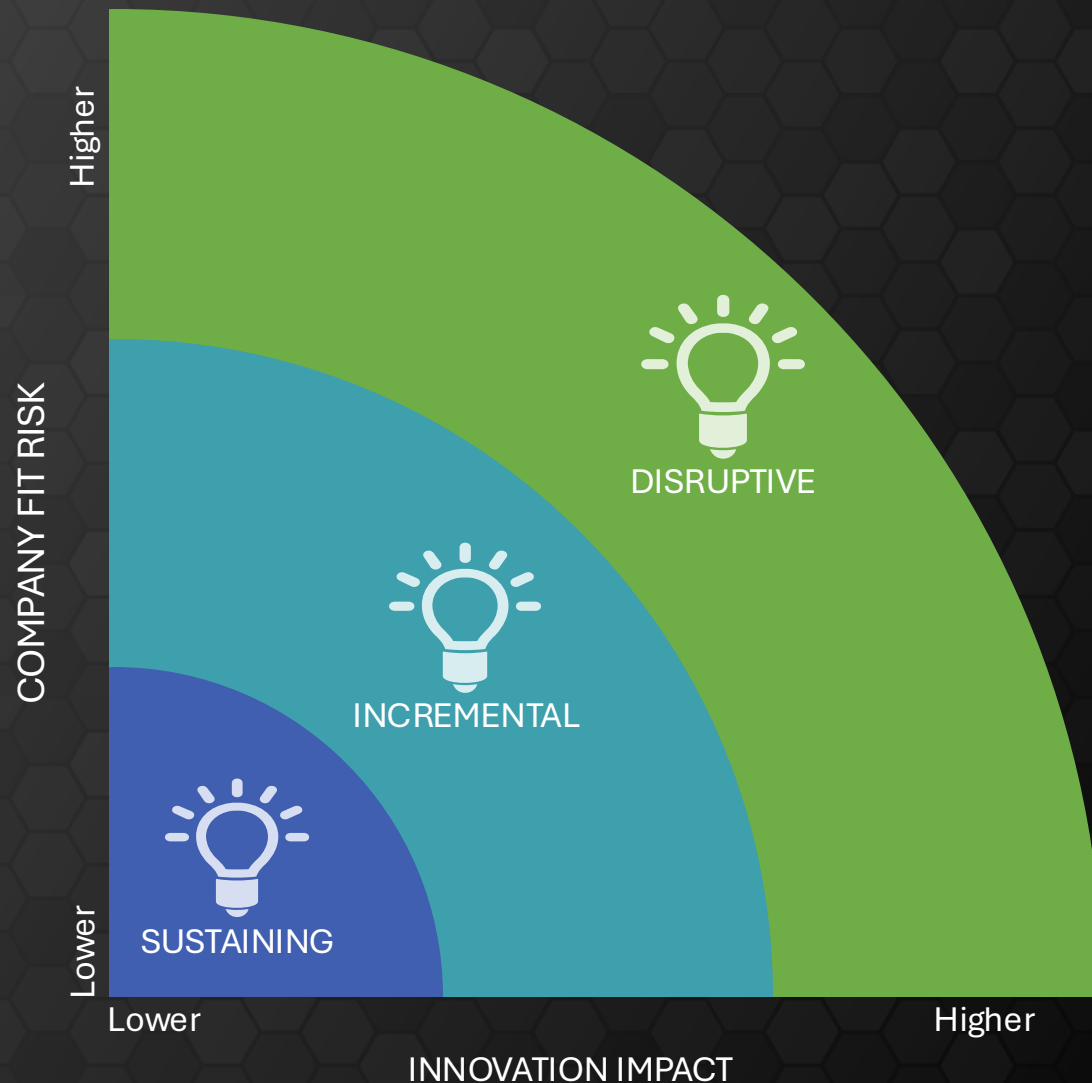
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Doing new things has higher rates of failure...

But why?

It comes down to
Company Fit



Company Fit can be broken down into RPPs

R

Resources

Include budget, people, equipment, technology, product designs, brands, information, and relationships with suppliers, distributors, and customers.

P

Processes

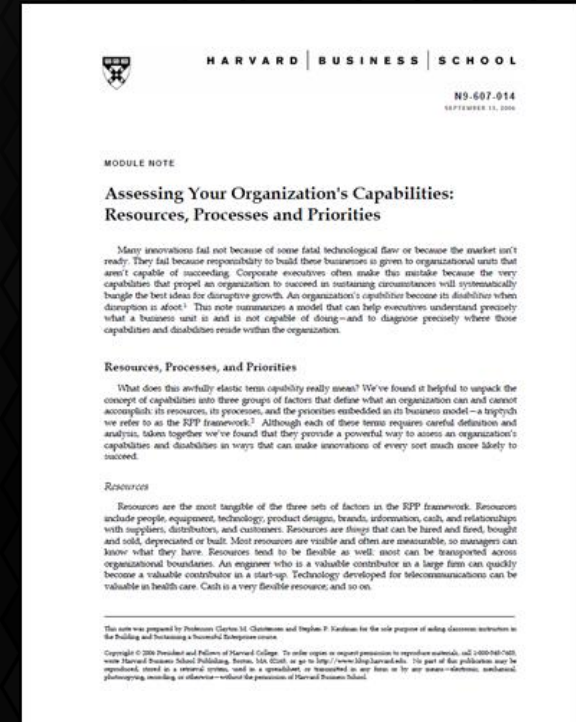
The patterns of interaction, coordination, communication, and decision making through which they accomplish these transformations are processes.

P

Priorities

Priorities from the business model of the company's core business. Applied and relevant at all levels within a company.

HBR: "Assessing Your Company's Capabilities: Resources, Processes and Priorities"



<https://hbr.org/product/assessing-your-organization-s-capabilities-resources-processes-and-priorities/607014-PDF-ENG>

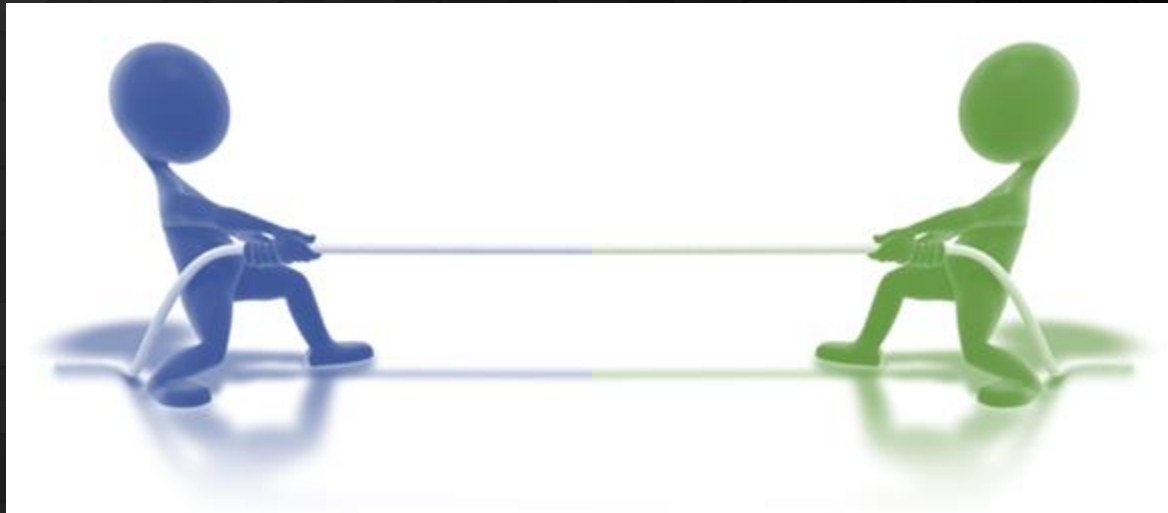
Examples of RPP misalignment

New Innovation Operational Needs	Corporate Operating Norms
The opportunity needs to hire a data scientist with specific skills that company does not currently have.	There is a corporate-wide hiring freeze. (Priority)
The opportunity requires a “good enough” solution while exploring new markets.	One of your core brand values is superior quality. (Resource/Priority)
The opportunity requires the sales team to sell a recurring service that is not part of their compensation structure.	Your sales team compensation is tied to selling widgets. (Process/Priority)
The opportunity requires a direct-to-consumer sales.	Your company sells only through distributors (B2B). (Process, Resources)
The opportunity requires an agile approach.	Your company uses a waterfall development methodology. (Process)

Being part of a large company is a catch-22

**Value creation
through
synergies with
core business**

(primary justification for
doing within company)



**Risk of value
destruction
from RPP mis-
alignment**

(for any “diversified” or
“transformative” growth
beyond core biz – via
organic or M&A)

Company Fit Assessment - available in Growth Forge®

(BRI's Innovation Management Software www.growth-forge.com)



What is the primary focus of your innovation program or services? (select all that apply)

- Core – Internal “process” innovation
- Core – Incremental product / service innovation (Horizon 1)
- Closely Adjacent (Horizon 2)
- Transformative (Horizon 3)

So, what can we do about it?

*We interviewed dozens of companies for the answer
and found there wasn't a one-size-fits-all answer.*

Success requires a combination of
Ambidextrous Leadership & Custom Governance.

Company Fit Risks & Mitigations

Corporate Strategy Alignment

Issue:

- Innovation Portfolio Strategy alignment with Corporate Growth Strategy

Success Requires:

- Ambidextrous leadership & mindset
- Disruptive innovation & portfolio approach explicitly part of corporate growth strategy
- ... or focus innovation portfolio on incremental, core process, or very close adjacency innovation

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Company Fit Risks & Mitigations

Innovation Portfolio Governance

Issues:

- Corporate innovation strategy actions not aligned with words or intent

Success Requires:

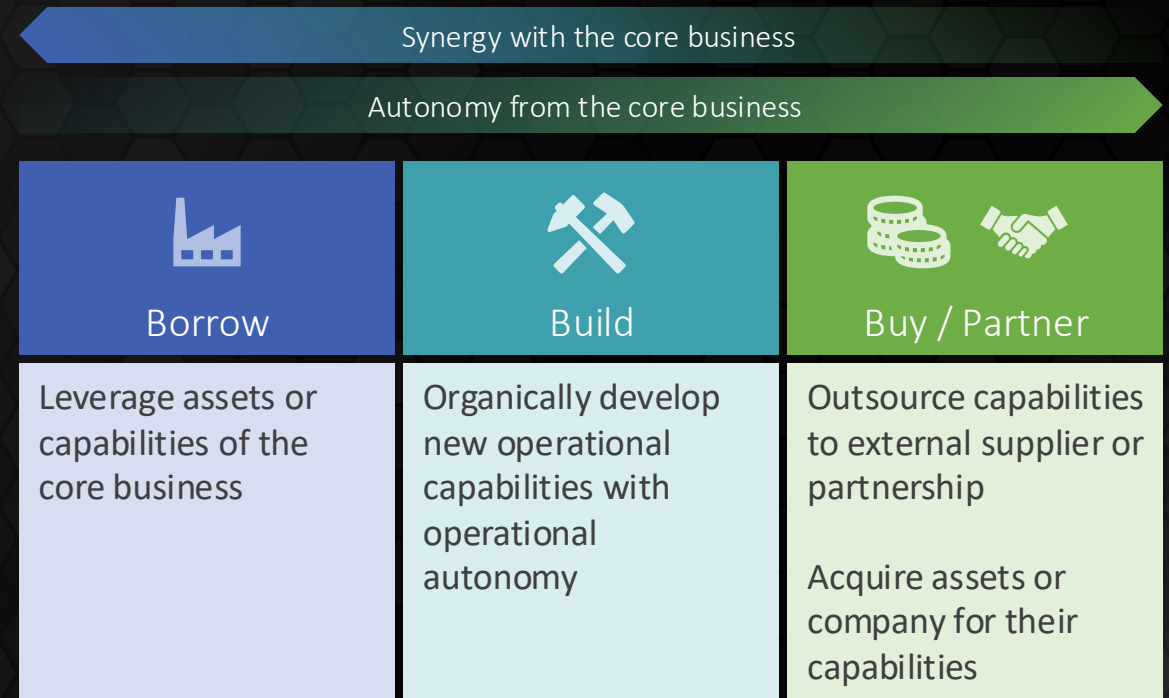
- Appropriate metrics, consequential to corporate leaders & stakeholders
- Custom governance at Innovation Portfolio level

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What is custom governance?

- Charter & Priorities
- Oversight & Decision Making
- Talent & Culture
- Structure & Operational Flexibility



Company Fit Risks & Mitigations

Venture-specific Governance

Issues:

- RPP mis-alignment between Core business and needs of Innovation Venture

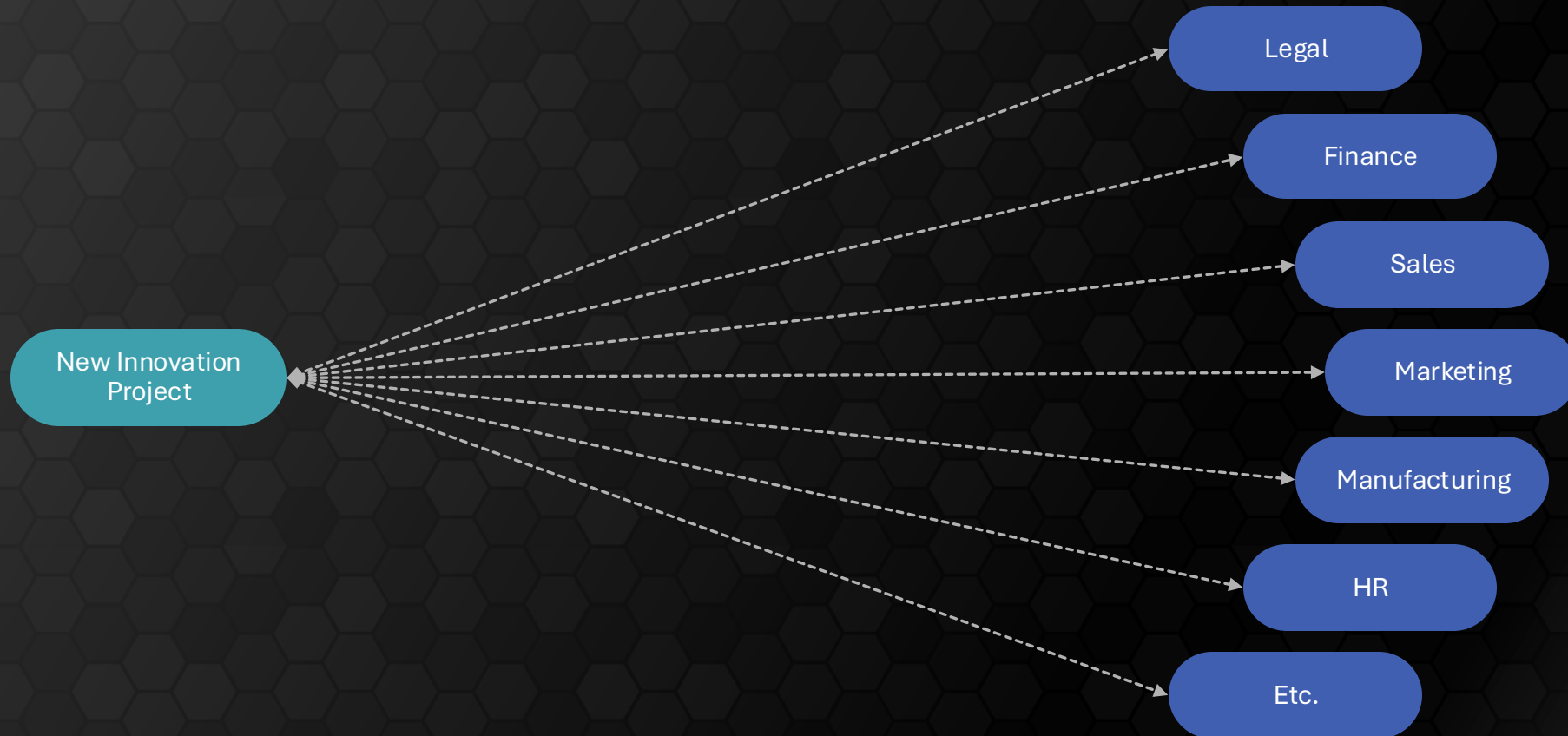
Success Requires:

- Custom governance at Venture Level
- FIT Team to streamline interfacing & exceptions

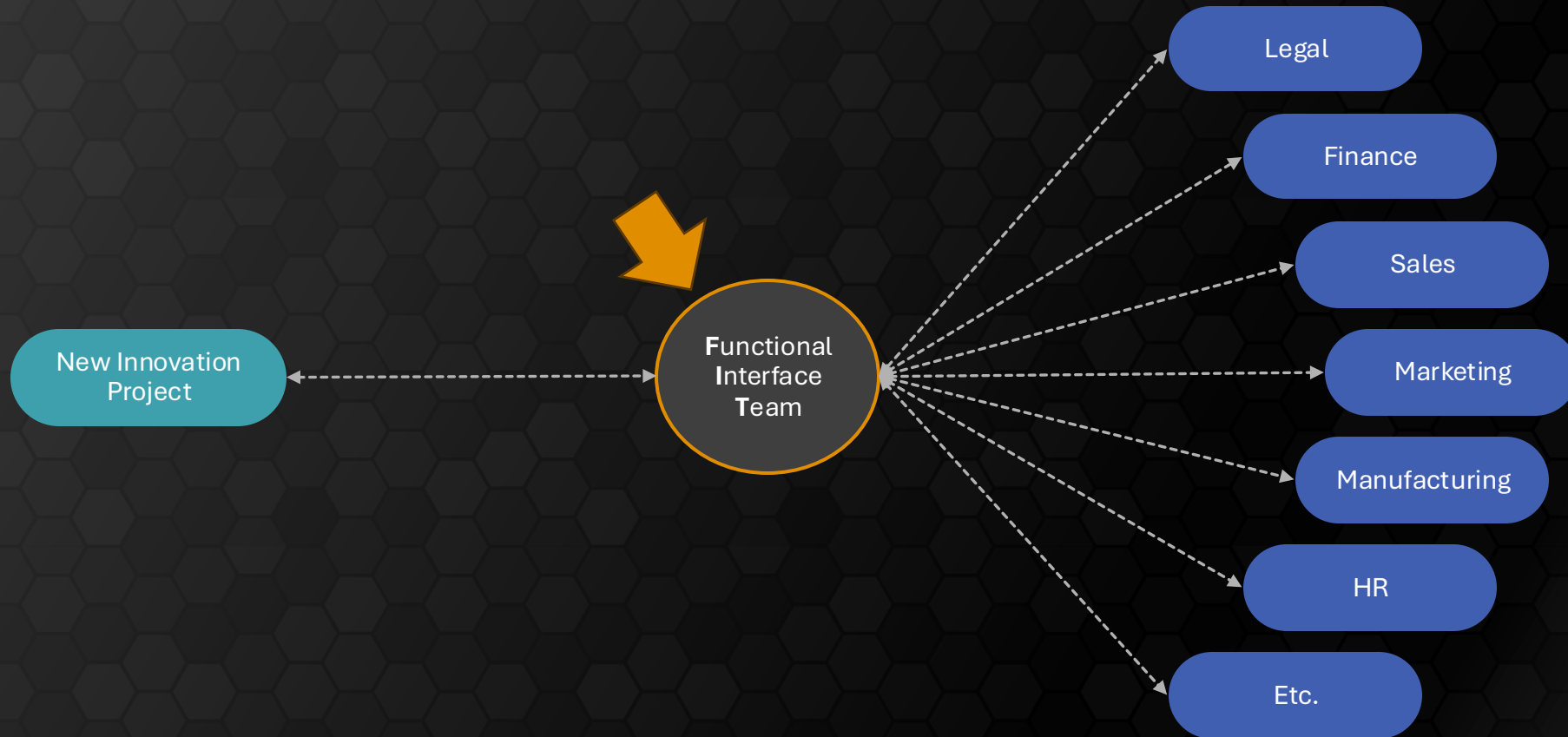
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The Interface Challenge



The Functional Interface Team (FIT)



Functional Interface Team must have top down support to succeed.

Company Fit Risks & Mitigations

Transitional Governance

Issues:

- Governance required at venture early stages different from governance needed when scaling

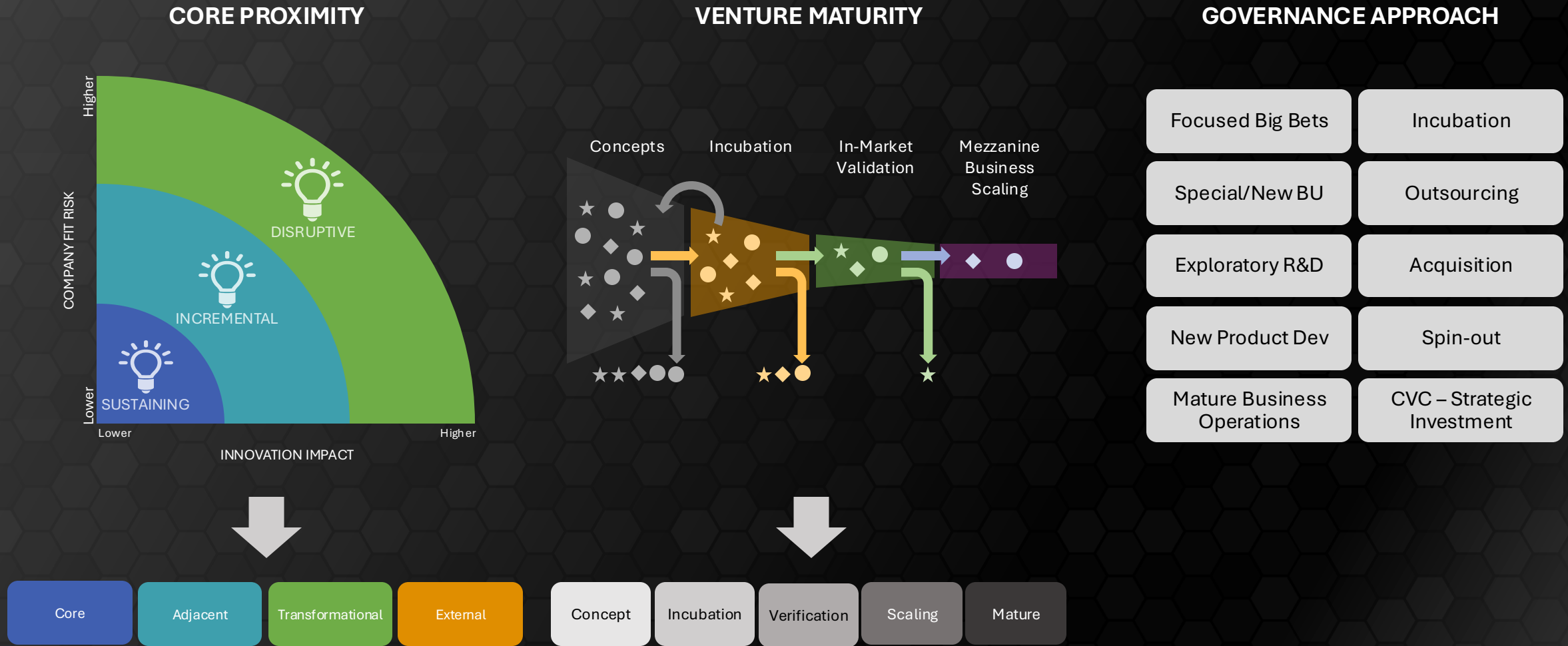
Success Requires:

- FIT Team
- Transitional, shared governance (Mezzanine)

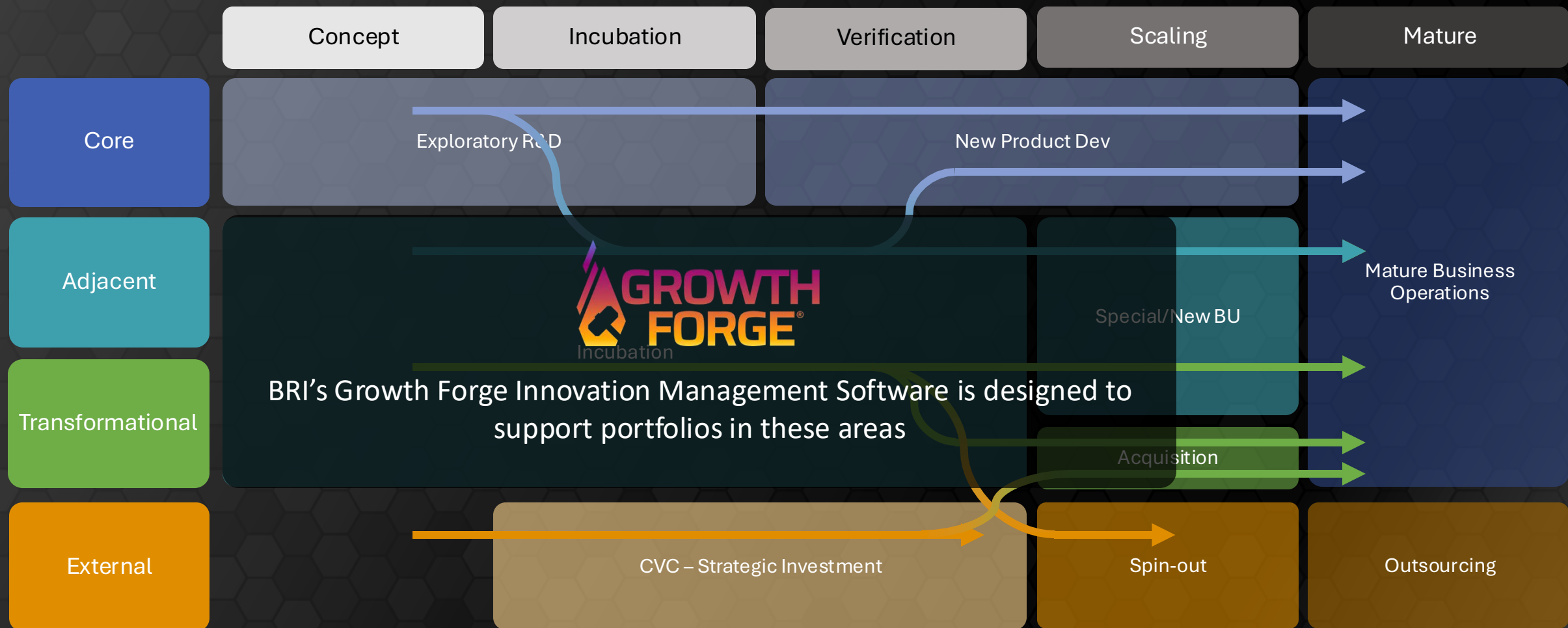
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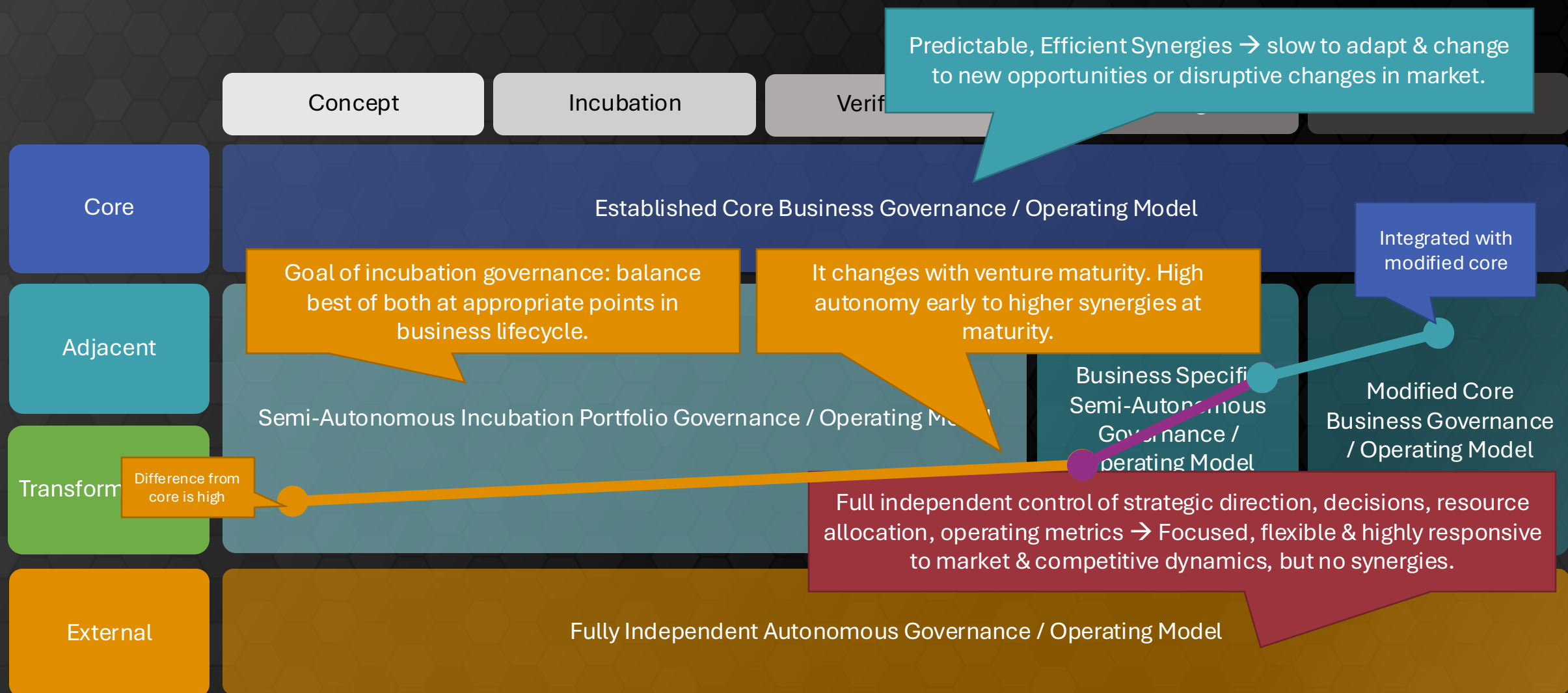
Framework for Appropriate Governance



Governance Approach by - Core Proximity & Maturity



Governance Management is an Active Process



Summary

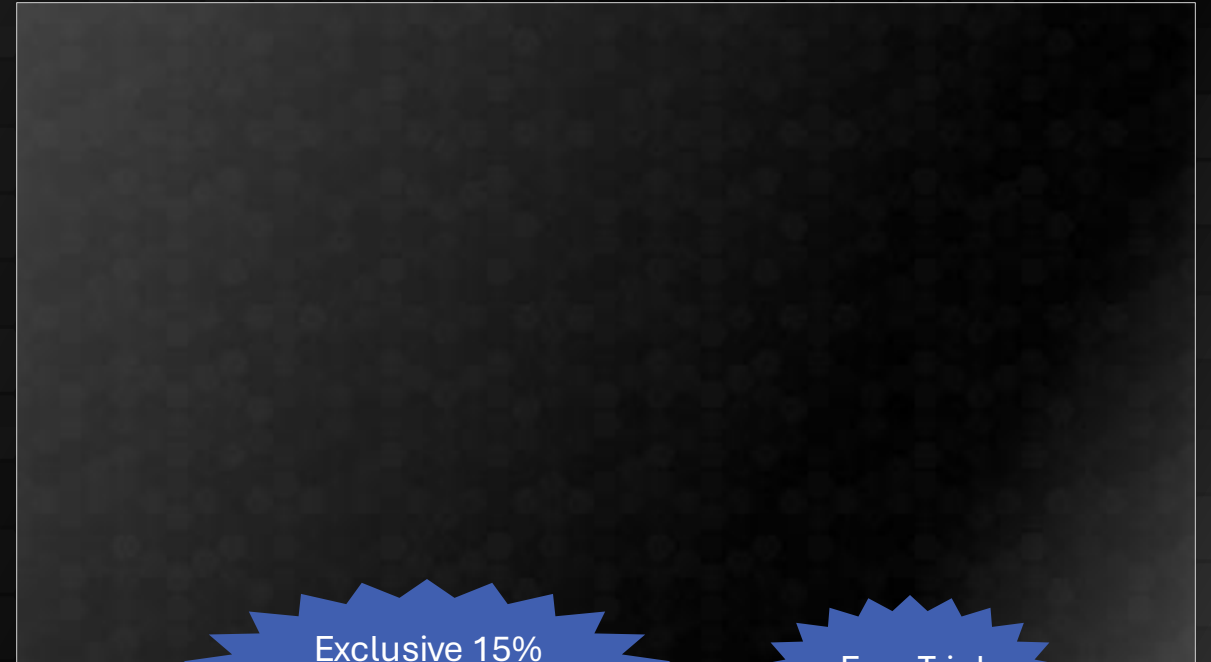
1. **RPP Misalignment is the #1 killer** of transformative innovation in mature companies (\$Bs in lost opportunity for Intel)
2. Most “**bureaucracy**” **exists for a reason** that’s good for the core business (you won’t and probably shouldn’t try to change it)
3. The **RPP terminology is a neutral framework** and language for discussing and resolving RPP friction with stakeholders
4. **Early identification** of RPP misalignment risks is critical (use tools like the BRI Company Fit Canvas or Growth Forge Company Fit tools)
5. Mitigations require **flexible mindset** of key stakeholders and **custom governance** at both portfolio and venture levels

RPP & Company Fit Assessment Tools

Consulting Engagements



Growth Forge Software (Scalable, Self-service)



Exclusive 15%
off for InnoLead
Members

Free Trial
Available

Thank You

How can we help you innovate and grow your business?



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