

EVALUATING AND SCALING INNOVATION

Course Project

Instructions:

This course project consists of three parts, each of which corresponds to the concepts that you will learn in the course. This project will give you an opportunity to build a plan to sustain and scale an innovation or innovation initiative.

Complete each project part as you progress through the course. Wait to submit the project until all parts are complete.

At the end of the course, you will submit the following:

1. This project document
2. Your Innovation Placemat with the following cells updated:
 - a. **Innovation Strategy Name & Brand Icon**
 - b. **Outcome Measures**
 - c. **Strategy Risks**
 - d. **Implementation Risks**
 - e. **External Innovation Risks**
3. A pitch deck

Except as indicated, use this document to record all your project work and responses to any questions. Your instructor will provide feedback to help you work through your findings.

Note: Though your work will only be seen by those grading the course and will not be used or shared outside the course, you should take care to obscure any information you feel might be of a sensitive or confidential nature.

Complete each project part as you progress through the course. Wait to submit the project until all parts are complete. Begin your course project by completing Part One below. A submit button can be found on the Module Three Course Project assignment page. Information about the grading rubric is available on any of the course project assignment pages online. Do not hesitate to contact your instructor if you have any questions about the project.

PART ONE

List Metrics for Portfolio Management

In this part of the course project, you will use the Sample Portfolio Management Dashboard to identify the metrics you plan to track on the dashboard for your initiative. Then you will update your Innovation Placemat.

Answer the following questions, keeping in mind the **Organization Strategic Goals** from your Innovation Placemat.

1. What is the rhythm for collecting and reviewing data for your dashboard?

I think that a weekly update will occur between teams on projects that occur for the performance engine and innovation team to constitute data for the process will keep things in step for lean processes moving forward for the company that is incubating and moving out of a bootstrapped status.

2. Who will make these updates?

I think the Innovation Team and the Performance Engine's Accounting Department, which houses Six Sigma teams for will work together to help provide data for the overall dashboard needed as a team for best practice innovation performance.

3. What financial metrics will you track as part of your portfolio management strategy?

Financial metrics such as sales and revenue, cost savings, process efficiencies and time or resources saved will be foundations and absolute necessities to make metrics for a productive innovation strategy work with the performance machine.

4. What cultural metrics will you track as part of your portfolio management strategy?

I think that I will utilize a customer outcome as part of the cultural metric. Being that the culture of Horizons will be to satisfy the customer, I think that wins for innovation internally and externally that meet customer expectations will be a part of gauging how effective culture is at Horizons. A culture that services NASA, the US Defense Department and the top 1% collegiate assembly will be a goal for our consumer base. This will be one of the primary attitudes with Horizons for culture we wish to pursue.

Save your work. You will submit this assignment later in the course.

PART TWO

Diffuse Your Innovation

In this part of the course project, you will develop a diffusion plan for your innovation. Then you will update your Innovation Placemat, if necessary.

The five steps for diffusing an innovation are listed here with some questions to guide you.

1. Identify promising innovations

What is the decision-making process you will use to identify promising innovations? What set of criteria will you use?

I think I will allow lean startup and design thinking to help make decisions on how to identify promising innovations that our customers want. This will help process with diffusing via a shark tank with customers to compare the best ideas that come out of these processes for best development options.

2. Find the champions

Who is the leadership at the executive, middle management, and local level who will help support and champion the innovation? How will you ensure that they stay engaged during the diffusion process?

The CEO and Chief Innovation Officer will be at the executive level making decisions that are strategic. Middle management at the research center and local managers at manufacturing facilities will be a part of the performance teams structure that integrates with the innovation team that has corporate wide facilitation linked to customer desire via lean startup, design thinking and maker culture processes. They will stay engaged during the diffusion process via sponsorship of shark tank competitions from all locations involved in development for deployment of tier local resources to be active, their leadership and their ideas.

3. Adapt and replicate first to one location

How will the innovation be initially replicated at one location? What steps will take place to manage the process? What does the organizational structure and team structure look like for replicating the innovation at this location?

This will be replicated from the corporate office into research labs with innovation team feedback from an internal corporate structure that participates to maintain a heartbeat to replicate it further throughout the rest of the company. The process will be managed by slowly deploying the rollout in each location to bring each one online in prototyping fashion to check for feasibility as the system expands. The organization and team structure will directly consist of the executives, directors and middle managers at the head office seeing of the initial replication for use in the research and development park to be deployed and tested in it's initial replication success by the brightest minds in the company..

4. Establish consistency and standardize, then scale then to several locations

How will you “package” the innovation to create consistency but also give it flexibility to adapt at each location based on local needs? How will you harness networks and communication channels to diffuse and sustain the innovation? What metrics will you use to measure success? What are the Key Performance Indicators, or KPIs, that will measure the rate and impact of the diffusion?

I will diffuse by utilizing champions to bring the idea to the rest of the locations ahead of deployment to spread the package throughout the company to bring adopters from the culture online throughout the entire company. I will begin to move it into each location and utilize champions that are experienced from that practice to move to each location and build with experience and channel the process throughout the company. I will utilize successful processes with policies as a measure of success because of their compatibility with the required structure and move forward with them. This will be maintained by a governance structure that will review and maintain the appropriate KPIs as flexible, changing, well as static as necessary to maintain impact of diffusion.

5. Sustain and improve, transition to process improvement team

How will you sustain the innovation? Who is involved with sustaining it?

The innovation team, the CEO, the Chief innovation Officers, some assigned directors and middle management will be responsible for being regularly involved in sustaining innovation within Horizons. It will be sustained by a internal structure composed of middle managers and employees making up the fabric that enthruses everyone to be involved, hold a stake in innovation culture,

Do you need to iterate your Innovation Placemat? Review the **Outcome Measures** cell and revise it, if necessary.

Save your work. You will submit this assignment later in the course.

PART THREE

Plan Sustainment and Reflect on Your Pitch

In this part of the course project, you will draft a sustainment plan, complete the remaining blank cells in the Innovation Placemat, draft a brand icon for your strategy, and reflect on your pitch feedback.

1. What is the sustainment plan for nurturing and embedding a culture of innovation in your organization? Write a 200-word reflection below.

I think that the sustainment plan for nurturing and embedding a sustainment plan consists of support at executive level. Maintaining a office of Chief Innovation Officer with the CEO at has an effective fabric with the rest of the company through middle management, operations. IT, HR, and different aspects of the performance engine is key to success. This will help generate buy-in so that if leadership changes or employees are exposed there will be adequate support for the innovation strategy to survive. Also, budget will need to be appropriate throughout the budget cycles so that the innovation team has everything that they need and does not butt heads with the performance engine for resources to operate programs that do not necessarily generate revenue that the performance budget does. Transitioning the innovation teams results that are measured with metrics for their processes with metrics and other impact measures into the performance engine is going to be a matter of sustainment policy. Making sure measurement tools are in place to eliminate things that are not working properly is crucial to success so there is no waste present and innovation is a success. Planning will be necessary for capital installation of successful innovation for manufacturing, personnel, and money. Training for employees for the new products, services or technology will be a part of the plan. Lastly, strategic planning for long-term and short-term goals will be necessary to synchronize with organization cycles for the executive and different parts of the organization.

2. Based on the results of the activity you performed in this module, complete the following cells in your Innovation Placemat: **Strategy Risks**, **Implementation Risks**, and **External Innovation Risks**.
3. Based on your completed Innovation Placemat, draft a brand icon for your strategy. (Hint: use your favorite search engine with keywords “icon” or “vector icon” and search through image repositories for inspiration. You can later hand off your brand icon to your design team for a polished version created by a visual expert). Insert this icon in the **Innovation Strategy Name & Brand Icon** cell.
4. Reflect on your pitch.
Write a short reflection on the feedback you received on your pitch. What should you change about the pitch?

Type here...

5. Make a plan for executing your pitch.

We urge you to continue practice your pitch with a knowledgeable peer, although we will not monitor or grade this activity. Here are a few pro tips:

- Make your presentation to a work colleague.
- Keep your presentation under 10 minutes.
- Get feedback from your audience.
- Use the feedback to improve your pitch.

Complete the grid below.

CHOOSE AN AUDIENCE

Identify a knowledgeable peer who can provide actionable feedback on the content and quality of your pitch.

NASA, UMD, MIT, AICPA Executive

SET A DATE AND TIME

Set an appointment to make your pitch.

Recorded pitches to be delivered after final project acceptance date for optional feedback from universities chairs and deans, organizations, and executives stated above.

REQUEST FEEDBACK

Ask for feedback on these items:

1. How convincing is your argument that this innovation strategy and budget is realistic and attainable?
2. What are the strengths of the pitch? What are the weaknesses?
3. Would you invest in this innovation strategy? If not, what additional information and pitch elements would convince you to invest?

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To submit this assignment, please refer to the instructions in the course.