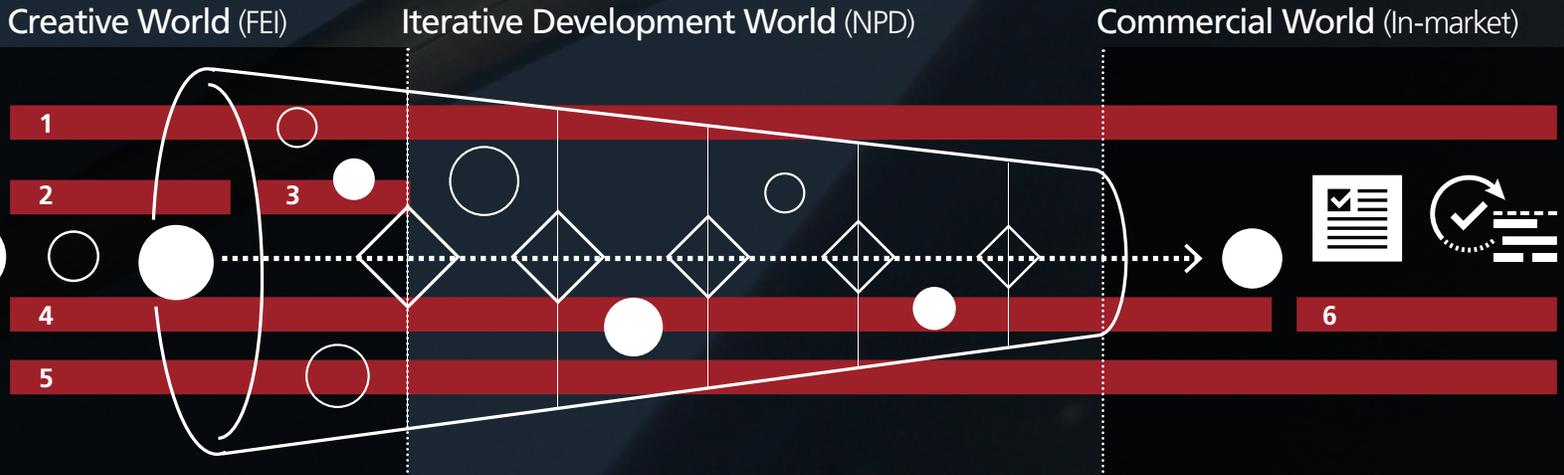


Balancing Creativity and Value in Innovation

High performing companies understand innovation is about more than great ideas; it's about turning great ideas into on-time, predictable, revenue-generating products and services.



Recommendations for improving integration between the creative and commercial worlds

- 1** **Articulate and align on an innovation strategy**
 Creativity can produce a lot of ideas, but business value increases exponentially when creativity is channeled to strategic priority areas.
- 2** **Manage the fuzzy front end of innovation (FEI)**
 Create freedom within a framework, define a process that balances the need for more predictable results with the “freedom” to foster creativity and the iterative learning cycles.
- 3** **Systematically turn ideas into qualified concepts**
 FEI shouldn't be a black hole: enable systemic discovery and experimentation to help quickly develop concept components and the corresponding business case.
- 4** **Actively manage innovation portfolio and investment allocation**
 Define strategic buckets that direct your FEI efforts and provide a holistic view of the pipeline, including ideas and product development projects. This will improve visibility and predictability in delivering your business goals.
- 5** **Organize and reward for success**
 Breakthrough innovation requires different tasks, people skill sets and timing expectations as compared to managing the day-to-day operations and delivering quarterly business results. A dedicated innovation team with aligned incentives enables the unique work required to win with breakthrough innovation.
- 6** **Learn from results and apply your learnings**
 Conduct regular project post launch reviews and annual portfolio results analyses to build a repository and apply lessons learned to improve odds of in-market success.

Leading companies enable these six success practices with technology

Look for technology that supports these FEI functions:

Idea Collection
Idea Development/
Collaboration
Idea Evaluation
Idea Execution
Idea Challenges,
Events, Campaigns
Gamification

Social Media Integration
Metrics & Reporting
Knowledge
Management
Discovery

**Mobility and system
integration capabilities are
also important factors.**

Software Solutions Landscape

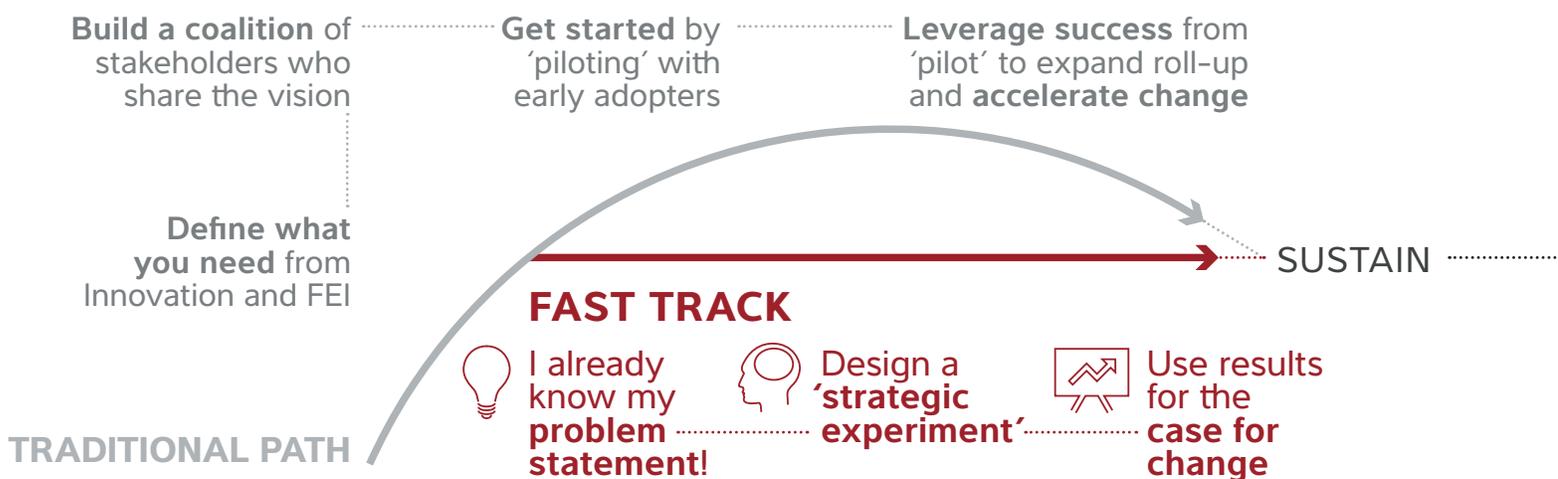
Expanded Use of Enterprise
Systems and Microsoft
Office Tools

Front End Point Solutions

Integrated PPM Platforms

Integrated Innovation Platforms

We believe in a **get started, and get better** approach, focused on **true business results from innovation**



Companies that effectively manage their end-to-end innovation processes see **real benefits**

**35%
cycle time
reduction**

through pipeline
cleanout and
portfolio
management
practices

**25%
improved
portfolio
value**

improved
prioritization
and decision
making

**11–24%
higher profit
margins**

on new products
by companies using
best-in-class portfolio
management practices

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