

Check List: Innovation Process

Please tick off !

1. Did you define an innovation process in writing, and make it official? **Yes**___
2. Does your company's official innovation process have at least six clearly defined stages with five intermittent decision gates? **Yes**___
3. Did you make sure that at the start of the innovation process and after the ideation phase there is a separate phase for a quick idea check and a separate business case phase? **Yes**___
4. Do you use at least 10 internal or external sources for ideation? **Yes**___
5. Do you make finding existing ideas (either from within your own business, from competition, or from adjacent business segments), which possibly already proved themselves in the market-place, and which you can either adopt straightaway or after a slight adaption, your first priority? **Yes**___
6. Do you install cross-functional teams, which comprise representatives from all the relevant functions including R&D, Marketing and up to Production, for purposes of developing the business case and for the following stages? **Yes**___
7. Has the importance of a systematic disciplined innovation process and of a Total Quality approach been clearly communicated to the innovation teams? **Yes**___
8. Has the extraordinary importance of a diligent development of the business case been clearly communicated to the innovation teams, and above all that the business case has to reflect the input of all relevant functions? **Yes**___
9. Did you clearly communicate to your organization and the innovation teams that an innovation project will only pass from one stage to the following one if at the gate between these two stages a project meeting (gate review) has taken place, and if the project has been officially approved for the next stage in this meeting? **Yes**___
10. Has it been clearly communicated to the respective innovation team what they are expected to present at the next project meeting, and which requirements their project must fulfil so that it is can be approved for the following stage? **Yes**___
11. Did you communicate to your innovation teams in their kick-off meetings that what counts is the quality of their work, and not whether their project passes all gates (or, conversely, whether their project will be rejected because the innovation idea as such turns out to not be strong enough)? **Yes**___
12. Has it been clearly communicated to your innovation teams that they are expected to regularly get the feedback of their customers, and that you and your management team will regularly ask for the results of this customer feedback? **Yes**___

13. Did you make sure that after the business case has been established the innovation to be developed is exactly specified, and that this specification will be “frozen” so that later expensive changes are avoided? **Yes**___
14. Did you establish clear rules for the representatives of your management team as far as their presence in the project meetings (gate reviews) is concerned, and the need for clear and well-founded decisions in these meetings in respect of a continuation or a rejection of the presented innovation project? **Yes**___
15. Do you make sure that the innovation teams have enough decision latitude in between the gates of the innovation process, and that they are not subject to a micro-management by yourself or your management team ? **Yes**___
16. Have the criteria (e.g. distribution, offtake, sales, market share etc.) been clearly defined based on which an innovation will be monitored after its market launch? **Yes**___
17. Did you make sure that the innovation teams or somebody else in your organization undertake a final appraisal of the innovation one or two years after its launch in order to verify whether it has achieved its goals and has been successful? **Yes**___
18. Did you make sure that in this final appraisal lessons are derived in order to learn from mistakes and successes? **Yes**___
19. Do you regularly check the structure of your innovation process together with the innovations teams and your management team in order to learn from the observed process weaknesses, and to further improve the process? **Yes**___

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