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M

Value Proposition (What)

DNA Focused

People within the organization discuss and analyse regularly what employees are really good at and what differentiates its customer value proposition, far beyond traditional customer specifications and evaluations.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



M

Value Proposition (What)

Real Need Focus

The organization tries to satisfy its customers' real needs and not what the customers states on a direct question.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



M

Value Proposition (What)

Offer Reinforcement

The organization ensures that all customer accounts reinforce what they really offer the market.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



Channel (Where)

Consumption Development

The organization is continuously studying and analyzing new consumption patterns on the market. I.e. how end-users consume products and services in reality.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



Channel (Where)

Channel Development

The organization innovates its distribution channels, e.g. shop-in-shops, pop-up-stores, mobile offices and fast home deliveries.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



Channel (Where)

Format Development

The organization studies and analyses other industries' delivery formats as well as innovating its own new ways.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



E

Customer Insights (Who)

Understanding of Customers' Decision-Making Processes

The organization has a deep understanding of and insight into customers' decision-making processes.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



E

Customer Insights (Who)

Customers' Behaviour Insights

The organization studies and analyses customers' actual behavior in order to segment the market in innovative ways.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



E

Customer Insights (Who)

Market Research

The organization undertakes frequent independent market research and assesses the market potential.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



P

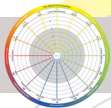
Process (How)

Idea Generation

The organization systematically looks for new ideas.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



P

Process (How)

Prototyping

The organization has a process in place to evaluate and prototype ideas.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



P

Process (How)

System for Project Selections

The organization has a system to select the projects to be launched.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



P

Process (How)

R&D Cost Control

The organization is able to drive its innovation projects on or under budget.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



P

Process (How)

Speed to Market

When the organization decides, it quickly gets new innovations to the market.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



P

Process (How)

Ramp-Up

The organization is able to scale up a launch internationally.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



P

Process (How)

Risk Assessment

The organization makes systematic risk assessments.

Tell

your team about a situation where you applied this capability in the past. Tell them about when, how, who and what you did, and also what worked best for you and what you learned from doing it!



P

Process (How)

Market Regulation Insights

The organization analyses laws, regulations and other external circumstances before deciding to launch an innovation project.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



P

Process (How)

Product Lifecycle Management

The organization has an effective product lifecycle management system in place.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



P

Process (How)

Pilot Testing

The organization tests pilots and learns from them, adapting quickly to the outcomes prior to final launch.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



P

Process (How)

Efficient Test Methodology

The organization has a testing methodology in place to find and fix errors as early as possible in the innovation process.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



ME

Platform

Design for Reuse

The organization thinks in modules and reuses and further develops other finished parts as complete subsystems for internal or external delivery.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



ME

Platform

Common Platform & Standard Creation

The organization cooperates with external stakeholders including clients to develop platforms such as open source, common markets, common standards, etc.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



ME

Products

Evaluation of Competitors' Products

The organization continually evaluates competitors' products in order to keep ahead of them, learn from them and ultimately beat them.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



ME

Products

Product to Market

The organization regularly launches new product types to stay ahead of its competitors and to strengthen its customers' loyalty through an innovative approach.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



ME

Products

Documented Product Development Process

The organization has a documented process in place to design, develop, test and launch products.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



ME

Services

Systematic Service Innovation

The organization is working systematically to innovate new services that will offer competitive advantage on the market.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



ME

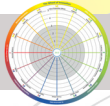
Services

Service Improvement Tracking

The organization tests new services and compares the outcomes with old services before they are launched.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



ME

Services

Experiential Customer Insights

The organization evaluates its services through unannounced real customer situations that are logged, analysed and evaluated to result in concrete improvements.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PE

Customer
Experiences

Social Science

The organization has an anthropological style studying human behavior to gain accurate and new customer insights.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PE

Customer
Experiences

A/B Innovation Testing

The organization carries out regular A/B testing of new innovations that systematically compares different variants of the same innovation and studies customer reactions and differences between A and B variants.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PE

Customer
Experiences

Automated Experience and Usages Analysis

The organization builds in automatic evaluations of how customers use and experience innovations, which it then analyses and evaluates to take the next steps.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PE

Customer
Engagement

Community Approach

The organization works systematically with open “communities” where customers and others can engage, contribute and learn.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PE

Customer
Engagement

Customer Co-Creation

The organization engages its customers in its own development.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PE

Customer
Engagement

External Rewards

The organization has a reward system in place for customers to help the organisation in its innovation efforts.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PE

Value Capture

IP Protection

The organization systematically protects its intellectual property rights.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PE

Value Capture

Pricing System

The organization evaluates and adjusts its pricing methodology on a regular basis, based on price testing or other methods.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PE

Value Capture

Advantage Visualisation

The organization is adept at clarifying its advantage over competitors.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Organization

Goal Orientation

The organization has a goal-oriented leadership style.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Organization

General Involvement

People, both externally and internally, feel appreciated and involved.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Organization

Clear Vision

Employees are all aware of the company's innovation vision, understand it and work towards it.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Organization

Innovation Priority

The management prioritises innovation efforts.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Organization

Cross-Function Collaboration

Collaboration between departments works well and continually generates new ideas.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Organization

Idea Diffusion

The organization's structure and/or supporting systems allow you to capture, generate and take advantage of new ideas.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Organization

Innovation Reward System

There is an internal reward system in place for innovation work.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Organization

Relationship Building

There are people creating a trustworthy atmosphere building internal and external relationships.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Learning
Capabilities

Opportunistic

The organization has employees who often take up new opportunities and are encouraged to do so.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Learning
Capabilities

T-Shaped

The organization includes a number of T-shaped people, i.e. those who are broad in their way of thinking and in their education, but capable of acting more deeply in one or two specialist areas.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Learning
Capabilities

Evaluative

The organization assigns sufficient time and resources to evaluate projects after they are launched.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Learning
Capabilities

Cross-Learning

The organization's employees learn from each other and from their customers.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Learning
Capabilities

Innovation Measuring

The organization measures and systematically evaluates its innovation efforts.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Learning
Capabilities

Knowledge Rewarding

The organization's employees are rewarded and encouraged to bring in new knowledge.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Supply

Supplier Scanning and Involvement

The organization analyzes and innovates all aspects of finding and developing suppliers to the company, and those that deliver to the customer and the customer's customer.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Supply

Core Focus

The organization outsources things that are not its core business, rather than building up the competences within the organization.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Supply

Partner Development

The organization continually scans the market for partners.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



PI

Organisation

Talent Management for Innovation

The organization is constantly looking for new talent that may contribute to its growth and development.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Linkages

External Innovation Engagement

The organization engages its suppliers and partners in the innovation process.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Linkages

Reverse Engineering

The organization works with reverse engineering, i.e. buying competitors' products and disassembling them to understand and learn from how they are engineered.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Linkages

Technology Watch

The organization learns about new technology on a regular basis even if the company does not know how to use it.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Linkages

Innovation Benchmarking

The organization buys and tests innovations from competitors and other industries.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Brand

Sharing Through Telling

People within the organization
are good at telling about
its success and history.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Brand

Set the Stage

The organization has staff who create innovative environments, internally as well as externally.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Brand

Demand Generation

The organization creates demand before its innovations are launched.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Openness

Open Innovation

The organization works regularly with innovation in open environments, for the exchange of ideas and experiences.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Openness

Patent Exchange

The organization exchanges technology patents with others in the same or other industries.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Openness

External Knowledge Sharing

The organization publishes information and insights in order to share and gain knowledge.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?



MI

Linkages

Linkages for Development

The organization involves external partners, such as universities, in its development.

Tell

your team about a situation where they applied this capability in the past, the time required, who was involved, what happened, what were the results and what they learned from doing it?