



Innovation Pioneers

**THIS BRIEFING PAPER INCLUDES KEY TAKE-
AWAYS FROM TANK MEETING NR 46,
HOSTED BY IDEON OPEN AND RISE ON “HOW
TO MAKE CORPORATE INNOVATION WORK –
ENTREPRENEURIAL STYLE”.**

The Tank Meeting took place on May 22nd, 2019 at Ideon Science Park in Lund.





PARTICIPATING COMPANIES & ORGANIZATIONS

SKF, Alfa Laval, Arkatay Consulting, Capio, Castellum, CGI, Dentatus, Ekan Management, Googol, Herenco, Hultafors Group, Ideon Open, IKEA, Arbetsförmedlingen-Innovation, Kraftringen Energi, Lindab, Mercedes-Benz Sverige, OKQ8, OpenHack, Performance SK8, RISE, Saint-Gobain Ecophon, Stena Metall, Svenska Handelsbanken, Sysav Industri, TetraPak, The Absolut Company, Trelleborg Group, Uponor, Vasakronan, Vinngroup, Vinnter, Volvo Cars, White arkitekter, Xtension, Öresundskraft.

PURPOSE

The purpose of the Tank Meeting was to explore how to make corporate innovation work – entrepreneurial style. During the day we workshopped around intrapreneurship and open innovation, corporate incubators and accelerators, and setting up informal process models for collaborations between larger companies and startups. We also attempted to create the ultimate tool for innovation readiness assessments, became better at pitching, and discussed ways in which to use Business Model Canvas for bringing innovations back to the core business at a company. Open Innovation and attaining an entrepreneurial mindset even as a larger corporation were essential parts of the day.

IDEON OPEN AND RISE – ABOUT THE HOSTS

Ideon Open is an open innovation agency that helps companies work with open innovation and how to become more entrepreneurial by hands-on testing and workshops.

RISE (RISE Research Institutes of Sweden) is Sweden's research institute and innovation partner. Through international collaboration programs with industry, academia and the public sector, RISE ensures the competitiveness of the Swedish business community on an international level and contribute to a sustainable society.

The Tank Meeting was facilitated by Gustav Wennerström at Ideon Open who started the day off with welcoming everyone to the Tank Meeting and Ideon Science Park.

Pia Wågberg, director business development, RISE talked about how the research institutes work for sustainable growth in Sweden by strengthening the competitiveness and capacity for renewal of Swedish industry, as well as promoting the innovative development of society as a whole. RISE has 2800 employees and is the owner and partner of around 60 % of Sweden's research and test facilities.



IDEON SCIENCE PARK

Arne Hansson, CEO of Ideon Open, talked about Ideon Science Park being founded 36 years ago with the purpose of creating growth in society through collaboration between academia, industry and research. Today, 450 companies with over 10 000 employees work in the science park.

At lunch, Mia Rolf, CEO of Ideon Science Park, spoke further about the science park and the mission of creating more companies based on science and innovation as well as more jobs in the region. Ideon Science Park hopes to be the link between universities, the public and private sectors.

Ideon was the first science park to be built in Northern Europe. This is where Bluetooth was launched in 1998 and also from where Ericsson launched their first phone. Storytel, Axis and Cellavision are examples of companies coming out of the science park.

Ideon Science Park works mainly with four focus areas: Smart cities, future transportation, health tech and small material. Mia meant that “all you need to solve the challenges of the future are here within walking distance”. Ideon Science Park supports the journey from startup to scaleup to big brand and beyond. The ambition is to be Europe’s leading science park in 2025.

Ideon Science Park is also committed to the UN Global Goals. They will also be one of 18 UNOPS - Global innovation centre (GIC) of the world. A great opportunity for Sweden to work with the UN and the world.

More about the Ideon Science Park can be found here: ideon.se/





HOW TO MAKE CORPORATE INNOVATION WORK – ENTREPRENEURIAL STYLE

A trend in society today is that everyone wants to ‘hug an entrepreneur’. Many corporates are looking to learn from startups to become better at innovation and building new business opportunities. But how can larger companies and organizations actually use the same methods and lingo as startups and entrepreneurs? Tank Meeting nr 46 consisted of six different tracks all looking at different insights and methods for making corporate innovation work – entrepreneurial style. Each participant had the possibility to take part in four tracks.

BREAKOUT SESSIONS

1.RED

**Designing the ideal
Intrapreneur**

*Moderator:
Jens Rottbøll
Trivium*

2.BLUE

**Yes, let's start
ourselves a corporate
Incubator or
Accelerator**

*Moderator:
Christian Lönne
Ideon Open &
Olle Landgren, Sony*

3.YELLOW

**Re-entering the
atmosphere – find
your way home**

*Moderator:
Pontus Rystedt
Ideon Open*

4.GREEN

**How to create a win-
win relationship
between large and
small companies**

*Moderator:
Pia Wågberg
RISE*

5.PURPLE

**Co-creation of
Innovation Readiness
Assessment -
entrepreneurial style**

*Moderator:
Anders Nilsson
Ideon Open*

6.PINK

**Yes, you can get what
you want - Pitching
training**

*Moderator:
Neal Greenspan
Ideon Innovation*



SUMMARY OF THE BREAK OUT SESSIONS

DESIGNING THE IDEAL INTRAPRENEUR

- Jens Rottboll, Master Trainer Lego Serious Play

This break out session used Lego Serious Play methodology to have participants work hands-on with designing the ideal intrapreneur. Everyone was asked to use lego pieces at hand to put together a model that explained what the ultimate intrapreneur would look like, in terms of skills, ambitions and drive.

The facilitators attempted to create a document of all ideas in one model, along with the following explanation: The ideal intrapreneur is someone who comes from the company, it doesn't matter what department. The person is able to look both up and down and see what kinds of opportunities that are out there. Once an opportunity is found, they work to make it happen. With a stable foundation, a thick head and 360-degree vision they make sure the idea gets going with great speed. The ideal intrapreneur finds the hurdles, and ways around them. He or she involves other people. And even though it is sometimes difficult to see the final vision, the ideal intrapreneur makes sure the final solution has a sustainable vision in the end.

During the track, many participants expressed the great power of working with and elaborating on ideas using Lego as a tool. Jens Rottboll who facilitated the track is himself a Master Trainer in Lego Serious Play. The method is becoming all the more common to use when working with innovation, both one-on-one and in teams.



YES, LET'S START OURSELVES A CORPORATE INCUBATOR OR ACCELERATOR

- Christian Lönne, Ideon Open and Olle Landgren, Sony

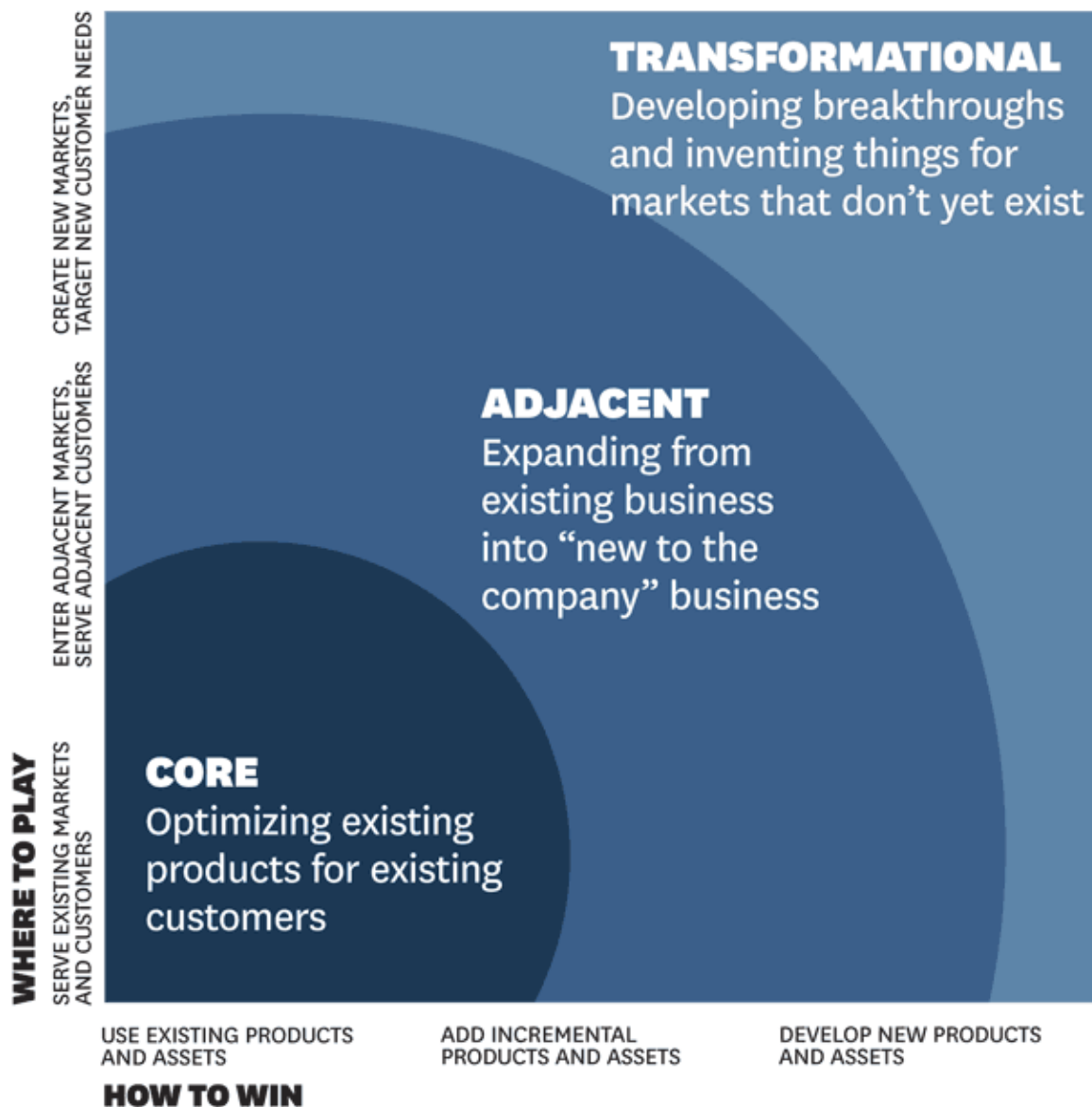
This break out session revolved around a discussion about corporate incubators and accelerators, with examples from Ideon Open and their program Beyond as well as Sony and their internal accelerator program. All participants were also asked to share their views and experiences from working with corporate incubators and accelerators.

The learnings from the track were later summarized as follows by the facilitators:

- To have top management on board is really important. If you have an accelerator or incubator, top management need to be involved or it is easy to drift off into space and loose the connection back to the core business. It is also important

that top management have a risk willingness – and understand that not all projects within the incubator / accelerator will succeed.

- Time horizon is essential – and it is important for managers to understand that something might not have time to be developed in just three months. Maybe an idea is to call it ‘experimentation’ instead of development, so that the expectations of the results are at a more feasible level.
- Team formation is at the center – and an incubator / accelerator can be seen as a great opportunity for a team to learn, but also to include other people from the organization and work together with them when developing an idea.
- What happens when an idea has been developed and is ready to come back to the core? Regardless of if you’ve worked with internal or external parties it’s important to have a plan to bring the ideas back to the core business.
- The process also depends on if the accelerator / incubator aims to work with incremental, breakthrough or transformational innovation.



*Source Ambition Model - HBR

RE-ENTERING THE ATMOSPHERE – FIND YOUR WAY HOME

- Pontus Rystedt, Ideon Open

This session explored ways in which to create a method to work with bringing innovations back to the core business at a company. The method was based on Business Model Canvas but used for internal projects to create a new framework.

The model focused on desirability, feasibility and viability for internal innovation projects. When it comes to desirability, it was concluded that purpose is important



when working with portfolio management. For feasibility it is important to look at decision making at a company, but also to ensure that there is diversity among the decision makers. Viability is connected to access to time, and to get the product or project as part of the sales organization so that it really comes out on the market.

The new framework is still under development. We'll aim to present the new canvas that was put together once completed.

HOW TO CREATE A WIN-WIN RELATIONSHIP BETWEEN LARGE AND SMALL COMPANIES

- Pia Wågberg, RISE

Working for a larger company, it is sometimes difficult to find ways to create win-win relationships with smaller companies – so that larger companies can utilize the entrepreneurial power of a startup. This track revolved around how to boost the interaction between small and large companies. It was also explained how RISE work with this at test and demo sites around the country, and recommended participants to visit the website www.swedishtestbeds.com to see all demo and test facilities all over Sweden.

Discussions that were had during the track were later summarized as follows:

- It's necessary to have an informal process - to open up for larger companies to matchmake with smaller companies. You need to have a flexible process that's company specific, so you can find the true customers value.
- Testimonials were shared from some of the participants on how their companies have worked with building relationships with smaller companies. For instance, by identifying a space in the company's facilities to which startups are invited to come in and innovate with the larger company. Another example was getting startups within the company to create more products.
- To get customer value you have to be open-minded and understand how to work with two corporate cultures that meet each other. Consultants can also be used to facilitate the process.
- The Danish government method of working with innovation was also highlighted as a good model of governmental support of innovations and startups.

CO-CREATION OF INNOVATION READINESS ASSESSMENT – ENTREPRENEURIAL STYLE

- Anders Nilsson, Ideon Open

During this session a framework for measuring the innovation readiness was developed, built on open innovation and entrepreneurial principles in the corporate organization. The session was one big experiment, with four teams working in 30-minute iterations to create an innovation readiness assessment tool.



The first team used a highway maturity metaphor, where smaller roads go onto the main road, there are exit roads and dead ends. Various dimensions that could actually be used when talking about innovation readiness. The second team then continued on the idea of the first team, elaborating on the metaphor and speaking about roundabouts and supporting organizations and structure you meet during the journey. A roundabout is interesting because you can go into it from different directions and models. There are various dimensions you can measure, from structure to methods and tools – with a connection to Horizon 1, 2 and 3 innovations. The third team went on to add the metaphor of a rainbow as an innovation metric. A seed bag can also be used to visualize the readiness of different ideas, where some seeds need longer to grow and different conditions than other. Some grow fast, some grow slow; some break through the concrete. The fourth team landed in a framework for measuring based on the first three teams' discussions. They used the rainbow with time measurements to explain where you are on an innovation readiness scale.

YES, YOU CAN GET WHAT YOU WANT – PITCHING TRAINING

Neal Greenspan, Ideon Innovation

A break out session focused on learning how to pitch a product, service or project – using the N.A.B.C. (Need, Approach, Benefits, Competition) method. Participants had the chance to put together their own pitches and present in front of each other. Everyone then gave feedback and the pitcher had the opportunity to refine their pitches based on comments from the others. This instantly resulted in better pitches.

N.A.B.C. model explained:

Need: What problem is your product / service / project solving?

Approach: How do your product/service solve this problem or need?

Benefits: How does your user / customer benefit from your solution?

Competition: Why should we turn your solution compared to existing ones or, just continues the status quo?

The aim of the break out session was to show that pitching isn't just about young entrepreneurs standing in front of investors, but also a valuable tool for anyone within an organization. Pitching can definitely be used for innovation. As soon as a presentation has a purpose – it becomes a pitch.



LEARNINGS & REFLECTIONS

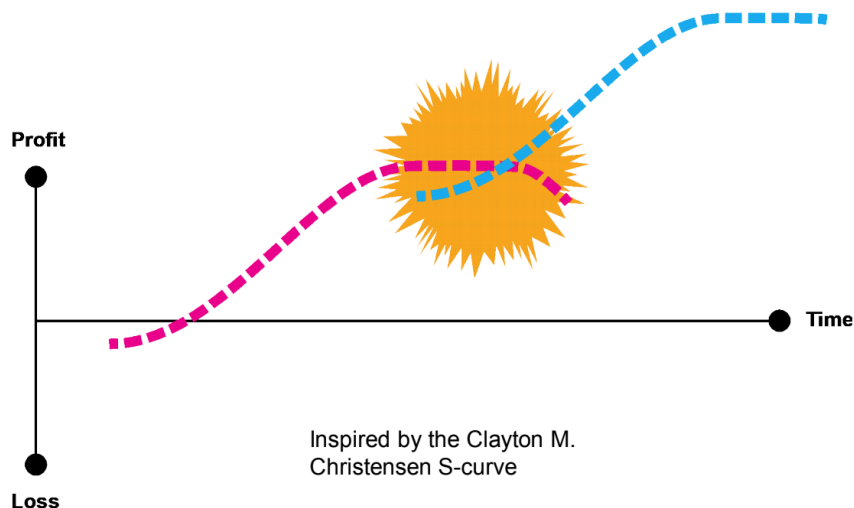
At the end of the Tank Meeting, Arne Hansson, CEO of Ideon Open talked about the power of working with Open Innovation – letting external parties help with the internal innovation process.

Organizations tend to have a lot of innovative ideas and innovation projects when they are new and start up, but as they mature – innovation tends to lack behind. Clayton M. Christensen's 'The s-curve' can be used to explain the phenomenon. Working with Open Innovation can help companies that have stagnated or are going downhill and need new input to move forward.



Start up way of thinking in established companies

The Ideon Open S-curve



Arne Hansson went on to explain how Ideon Open specialize in helping companies and organizations to reignite innovation. He spoke of how new input from outside can help companies accelerate in 'transformational innovation' - the kind of innovation that creates a new industry or in other ways transform the way we live or work.



He spoke about the collaborative corporate accelerator Beyond that is powered by both RISE and Ideon Open, and how it is used to create a space for corporate innovation. Teams from larger corporations come to find new ways to work; looking at both the verticals of: smart cities, health tech, smart materials and future transportation, with the help of technologies such as; IR / AR, connectivity, cloud, mobility, big data / data science and AI.

CLOSING THOUGHTS

In total over 70 people took part in Tank Meeting #46. The participants represented a mix of research companies, corporates, public organizations and startups.

From the discussions, workshops and collaborative thinking it became apparent that the participants are interested in finding ways to work with innovation in a more entrepreneurial style even within larger organizations. We hope that everyone that participated during the day received new methods, tools and perspectives to bring back to their own organizations to further ignite an entrepreneurial innovation mindset.

Thank you to the amazing teams at Ideon Open and RISE for a day of open innovation, intrapreneurship and making corporate innovation work – entrepreneurial style!

SHARED DOCUMENTATION

All documentation, presentations, photos and and a summary video can be found on the MEMBERS area on the website:

<https://www.innovationpioneers.net/members-area>



UPCOMING DATES FOR 2019

10 – 11 September 2019, Tank Meeting #47 – Vasakronan, Stockholm

End of October, Innovation tour to Seoul, South Korea, more info soon

12 - 13 November 2019, Innovation Pioneers Summit, Stockholm

3 – 4 December 2019, Tank Meeting #48 - TBD