

# Table of Contents

## 9 Leadership, Strategy & Organization

10 Open Strategy: Mastering Disruption From Outside The C-Suite

14 From Innovation Theater To Growth Engine

16 Building your Innovation Factory

19 Bringing The Business Along

22 How To Get Leadership Support For Innovation In Times Of Crises

24 InnovationOps: The Next Evolution Of Innovation Management

27 3 Practical Solutions to Common Innovation Challenges

30 The Evolving Role Of The Chief Innovation Officer

32 Is AI-Driven Innovation Outpacing Human Ingenuity?

35 Introducing The Shift Towards Autonomous Innovation

## 40 Governance & Portfolio Management

41 Building a New Business Growth & Innovation Engine

45 Portfolio Management: Linking Strategy To Resources And Execution

48 Turn Ideas Into Outcomes: A Framework for Maturing Your Innovation Portfolio

51 Become Your Company's VC Investor

55 Innovation Project Governance Do's & Don'ts

59 How to Govern Agile Development

## 66 Foresight & Business Design

67 The Key to Innovation Success – Fail Fast, or Learn Fast From Failure?

70 From Foresight to Action – How to Leverage Future Insights To Create Value in Strategy and Innovation

72 More Than Ideas: Learnings From Managing Intrapreneurship Programs

75 Deep Tech Exploration: How ZEISS Drives Technology to Shape Future Markets

77 Simply Clever Innovation Management

79 Unlocking Corporate Innovation for the Energy Transition

## 83 Incubation, Venture Building & Scaling

84 Unleashing The Unicorn Within

85 Insights from Our Experience on Building 100+ Corporate Ventures

87 Internal vs External: The Dilemma For Scaling Disruptive Innovations

89 Lean Scaleup: The 12 Modules

For Corporate Business Building Excellence

**92** Setting Sail For Success: The Importance Of Corporate-Venture Alignment

**96** Successful Business Building at Siemens Digital Industries

**98** Venture Building In A Corporation: An Unexpected Journey

**99** 4 Years and 1 Pandemic Amadeus Journey Into Corporate Venturing

**102** Unleashing The Superpower That Is Intrapreneurship

## **105 Open Innovation**

**106** How To Nail Your Startup Engagement Program

**108** Strategically Engaging With Innovation Ecosystems

**111** Extending Open Innovation – How to Orchestrate Your Knowledge Flows

**113** The Venture Client Model: A Breakthrough Vehicle for Corporations to Benefit Strategically From Top Startups

**116** Measuring Open Innovation

**121** In Innovation, 1+1 Can Be Greater Than 2

**124** Venture Clienting at BSH Home Appliances: Clear Focus > Tangible Impact

**125** A Collaborative Ecosystem

**127** The General Approach to Open Innovation

## **130 Innovation Culture & Capabilities**

**131** Always Change A Winning Innovation Team: Why Reinvention And Change Are Prerequisites For Innovation

**134** Kill The Experts: Why People Inhibit Innovation

**137** Building Engagement in Innovation

**138** How To Train Employees To Test and Validate Their Own Ideas

**140** How to Kickstart A Successful Idea Execution Program

**141** Why Creativity Is So Important (And How To Develop Yours)

**143** How To Fail By Design

**145** Building A Disruptive Innovation Capability

**147** Creating More Impact By Embedding An Innovation Culture

**149** Sage's Continuous Innovation Program

## **151 Talent & Teams**

**152** The Failure of Innovation Training

**156** Innovation without Borders: Building a Culture of Trust and Creativity in Global Teams

**158** Team Building In The Corporate Venture Studio Context

**160** How Corporate Venture Builders Succeed (And Why They Even Care)

**163** Viable Innovation Teams

## **166 Sustainability & Climate**

**167** Your Time to Act: How Green Venturing Could Solve the Climate Emergency

**169** Building Corporate Sustainability Ventures

**172** Aliaxis Next – A Business Builder of Solutions to the World’s Water Problems