



Innovation capacity

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INNOVASJONS- KAPASITET

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FAGBOKFORLAGET



Why innovation can be challenging in the established firm?

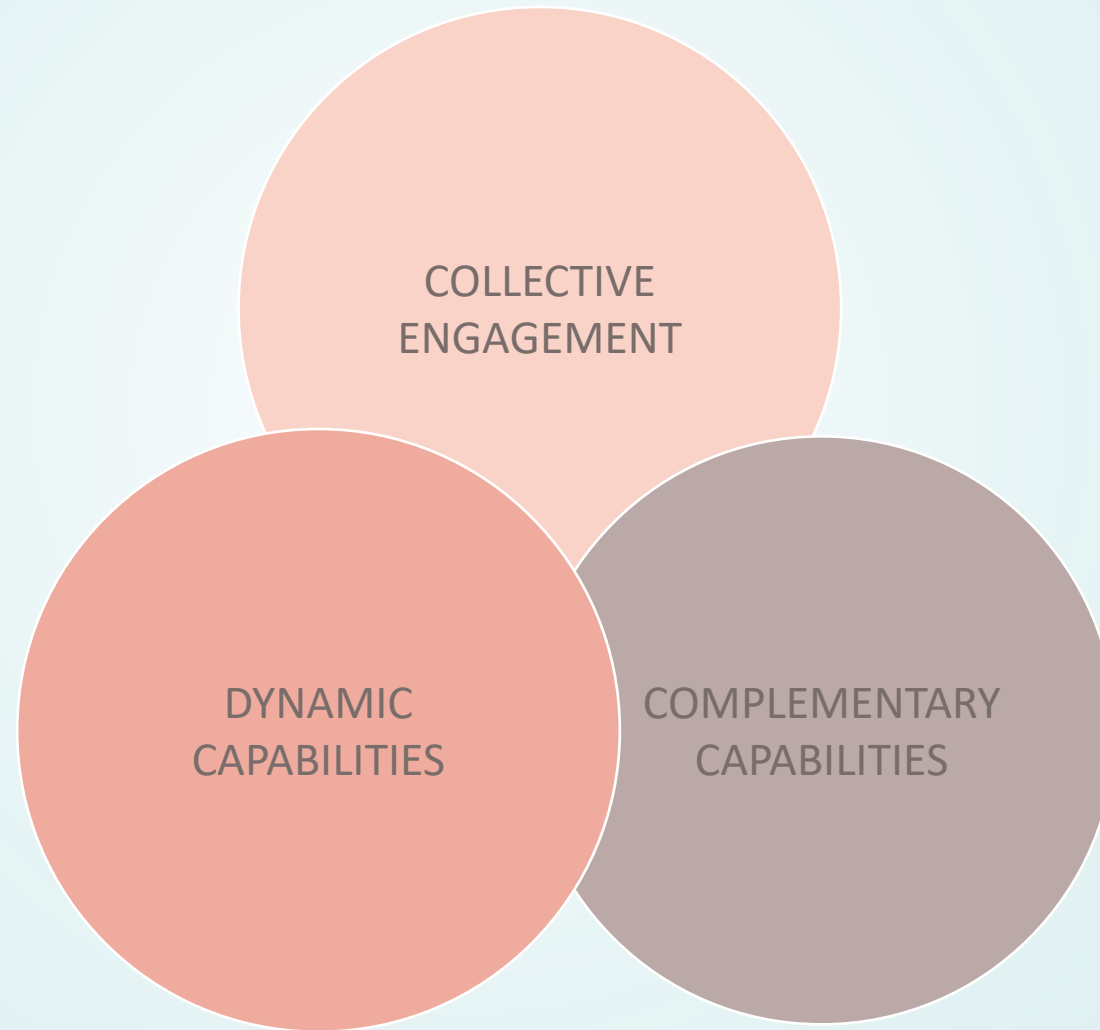


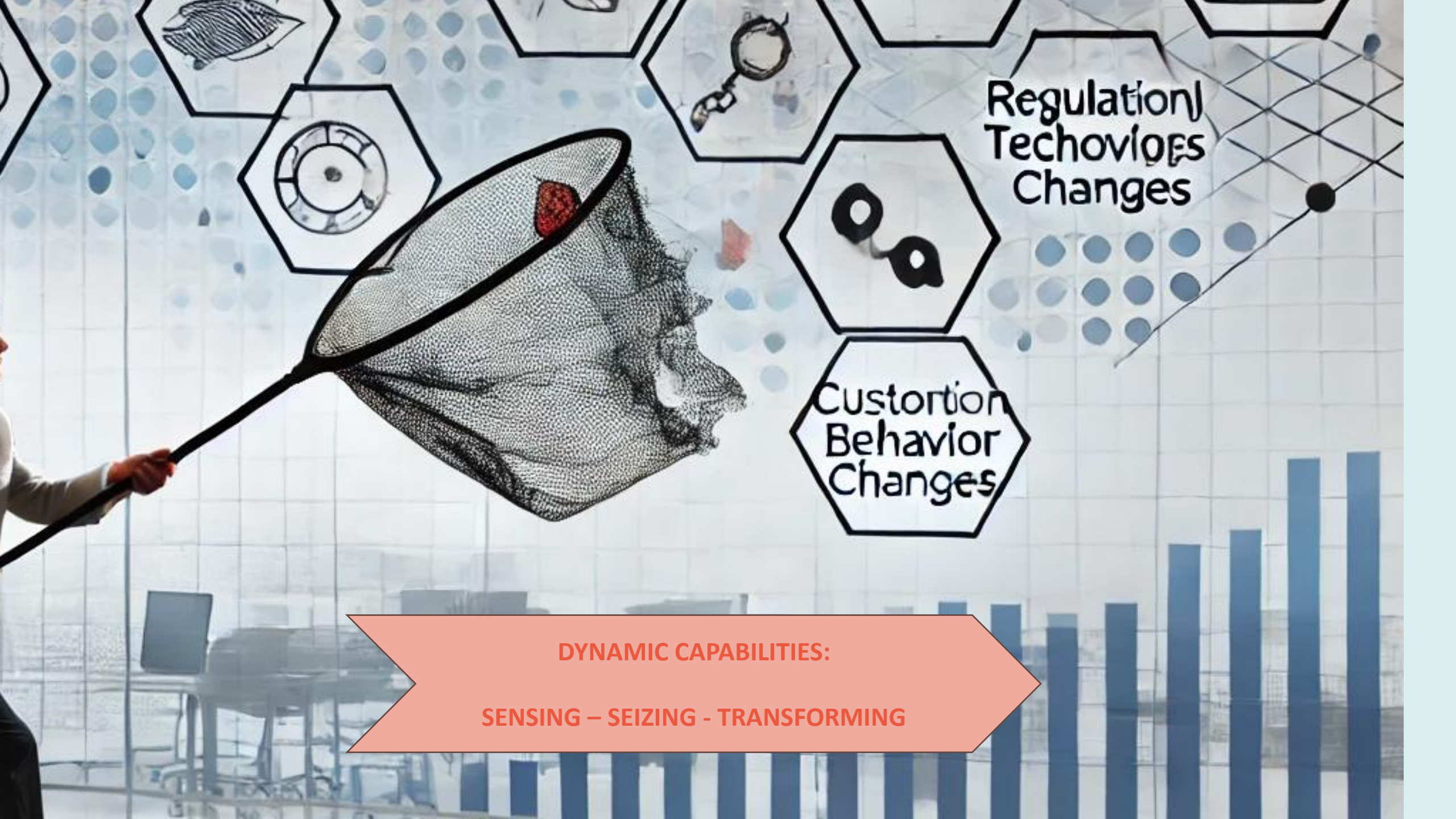
- Balance exploitation with exploration
- Structural and cultural inertia
- Revenues from current business
- The future is fuzzy
- Uncertainty around timing

**Organizations
can build
innovation
capacity**



What is innovation capacity?



The image features a hand holding a fishing net with a red fish inside. The background is a collage of hexagonal icons containing various symbols: a fish, a magnifying glass, a gear, a pair of glasses, and a lightbulb. To the right, there is a bar chart with blue bars of increasing height. The text 'Regulation\ Technologies Changes' is written in a stylized font within one of the hexagons.

Regulation\ Technologies Changes

Custortion Behavior Changes

DYNAMIC CAPABILITIES:

SENSING – SEIZING - TRANSFORMING

X-FACTOR – ENGAGEMENT



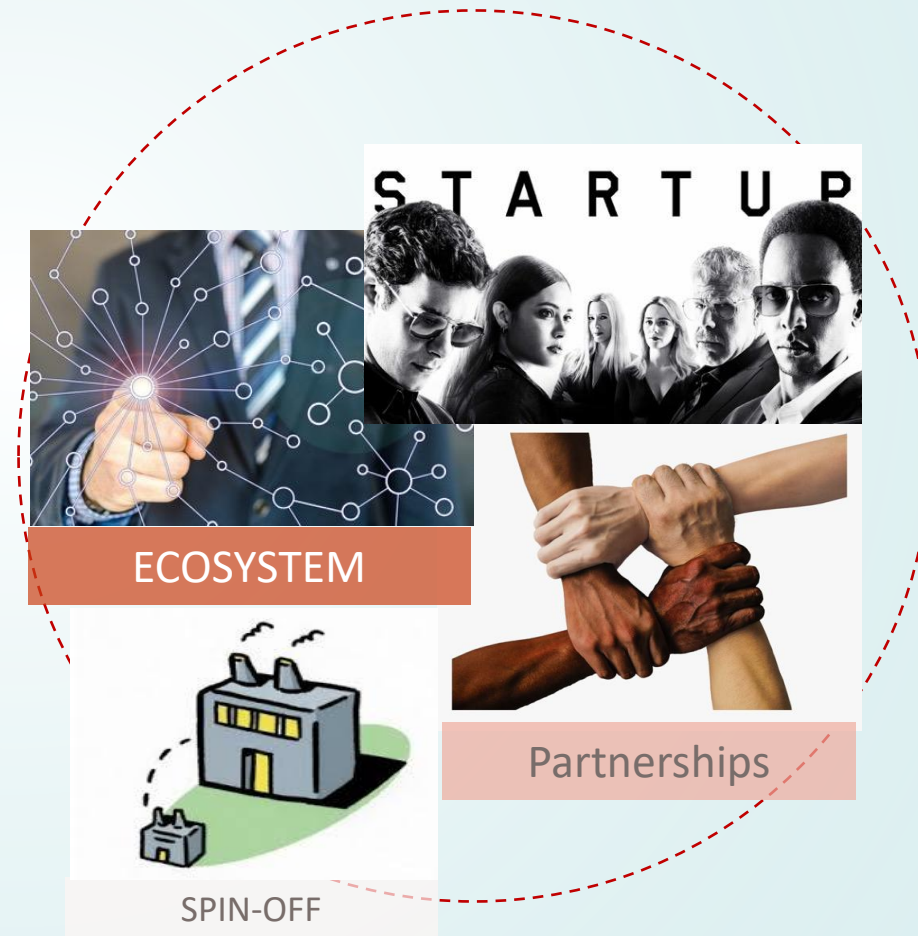
HOW CAN ORGANIZATIONS BUILD
INNOVATION CAPACITY?

Organizational solutions that can provide innovation capacity

WITHIN THE ORGANIZATIONAL BOUNDARIES



ACROSS ORGANIZATIONAL BOUNDARIES



The Cogwheel Model – Enhancing organizational dimensions to succeed with selected solution

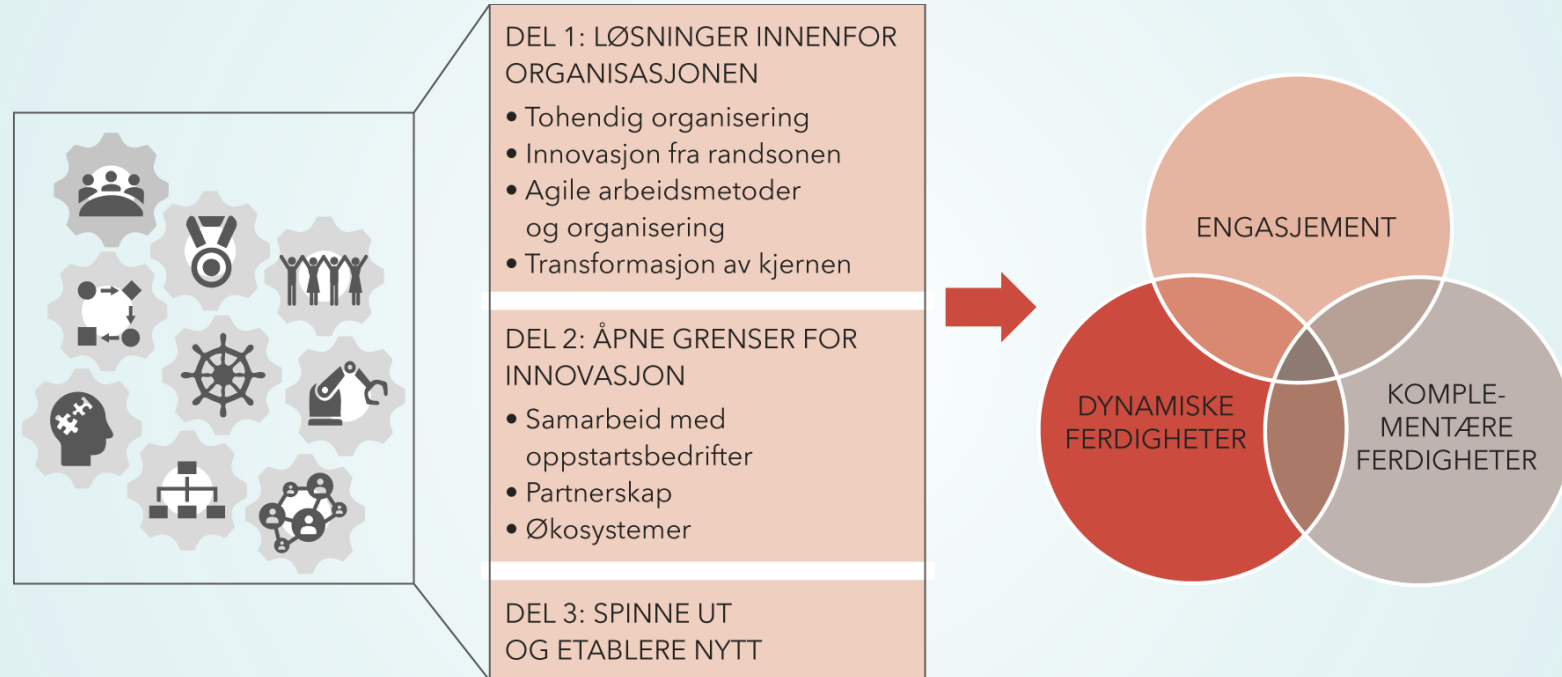
A cog represents an organizational dimension, hence

1. Adjusting targeted individual cogs
2. Adjusting interactions between them



	ORG. STRUKTUR
	KOMPETANSE
	ARBEIDSPROSESSER
	INSENTIVER
	KULTUR
	TEKNOLOGISK PLATTFORM
	EKSTERNE RELASJONER
	LEDELSE OG STYRING
	EIERSKAP

Tying it all together



Figur 2.2 Sammenhengen mellom tannhjulene, de organisatoriske løsningene og innovasjonskapasitet

Cases

WITHIN THE ORGANIZATIONAL BOUNDARIES

- GXN
- VG
- HIMLA
- VIPPS
- CENTRE FOR THE EDGE
- NEW TECH LAB
- ORSTED
- FANA SPAREBANK
- FINN.NO

ACROSS ORGANIZATIONAL BOUNDARIES

- STARTUPLAB
- WILHELMSSEN
- KOMPENSASJONSORDNINGEN.NO
- VIPPS
- KARTVERKET
- ALIBABA
- TV2
- NASJONALBIBLIOTEKET



Thanks for your attention!

Check out the animation video introducing the book at:

<https://www.youtube.com/watch?v=WiTvJJgrgBw>

and NHHs podcast Lederskap where Therese Sverdrup and Tellef Raabe talk about the book with Christine Meyer & Rune Bjerke.