Innovation DNA | LUMY

Approach	TOPs	What to expect?				Approach	TOPs	What to expect?
• Focus on quick wins. • Close to current offering.	• Capitalize on low hanging fruits.	• More incremental concepts with quick ROI.	**Short Term**	**RESULTS** Do you want to achieve short term or long term results?	**Long Term**	• Focus on longer strategic opportunities. • Broad exploration of value proposition.	• Ensure long term existence.	• More radical concepts with longer term ROI.
• Start from existing technologies and customer needs.	• Stay close to expertise. • Satisfy current customer needs.	• More incremental concepts.	**Inside Out**	**SCOPE** Do you want to focus on existing or disruptive technologies/markets?	**Outside In**	• Start from future market trends. Start from disruptive technologies.	• Stronger diversity of ideas. • Aim for future success.	• More radical concepts.
• Start from C-level and roll out across the organization.	• Top management commitment. • Cross division approach.	• Longer process, but higher chance of long term success.	**Top Down**	**ORGANIZATIONAL APPROACH** Who should initiate innovative initiatives?	**Bottom Up**	• Initiatives within specific business units.	• Action driven. • Focussed approach.	• Faster process • Slower structural integration.
• Integration of external stakeholders (open innovation/ co-creation/…).	• External input. • Customer validation.	• Capture external insights.	**Open**	**STAKEHOLDERS** Do you want to include external parties into your innovation strategy?	**Closed**	• Focus on collaboration with internal stakeholders.	• IP-protection.	• Focus on internal expertise.
• Focussed ideation sessions on selected projects.	• Clear scoping on specific division.	• Focussed set of ideas within project scope.	**Project Based**	**IDEATION** Where do you want new business concepts to be developed?	**Structural**	• Ongoing cross division broad captivation of ideas via online platforms.	• Capture ideas when they occur.	• Broader extensive variety of ideas.
• Focused collaborations e.g. hackathons, project accelerators, …	• Focused usage of resources.	• Concepts within specific departments?	**Project Based**	**EXECUTION** Which level of commitment do you want for the execution of your innovation strategy?	**Structural**	• Longer structurally embedded programs e.g. yearly accelerator, incubation units, acquisition scoping, …	• Structural engagement of stakeholders. • Long term commitment.	• Structurally embedded innovation. • Road to culture change.
• Planning & structure focussed. • Shareholder focussed.	• Effective in 'scale' phase. • Clear company fit. • Strong scalability.	• Good for incremental innovations. • Strong business focus.	**Corporate**	**SCALE** Which level of scalability does your product/service have to be used by others?	**Startup**	• Execution & failure focussed. • Customer centric.	• Effective in 'ideation & execution' phase. • Customer satisfaction. • Lower risk & high speed.	• Good for radical innovations. • Validated concepts.