

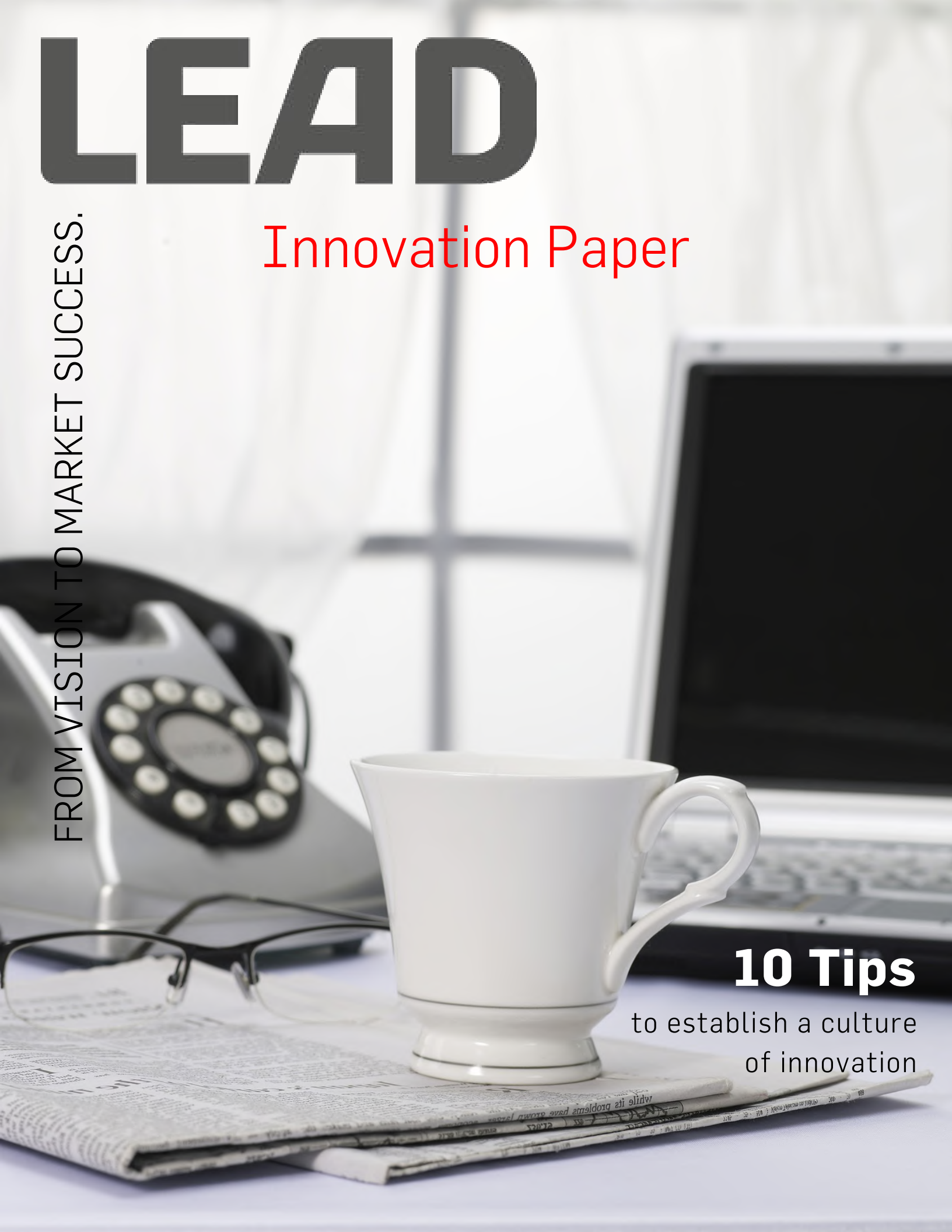
LEAD

Innovation Paper

FROM VISION TO MARKET SUCCESS.

10 Tips

to establish a culture
of innovation



The author.



Born in Ried im Innkreis. Matura at the Federal College of Agriculture and Forestry in St. Florian near Linz. He then completed his bachelor's degree in Economics and Social Sciences and his master's degree in Strategy, Innovation and Management Control at the Vienna University of Economics and Business and the Indian Institute of Management Ahmedabad. After working in the sports goods and food sectors, he worked for LEAD Innovation initially as an Innovation Manager, specialising in fuzzy front end and business model innovation. Now, as Head of Innovation, he is responsible for the entire project management.

**A PAPER FROM FRANZ
EMPRECHTINGER.**

Establishing a culture
of innovation.





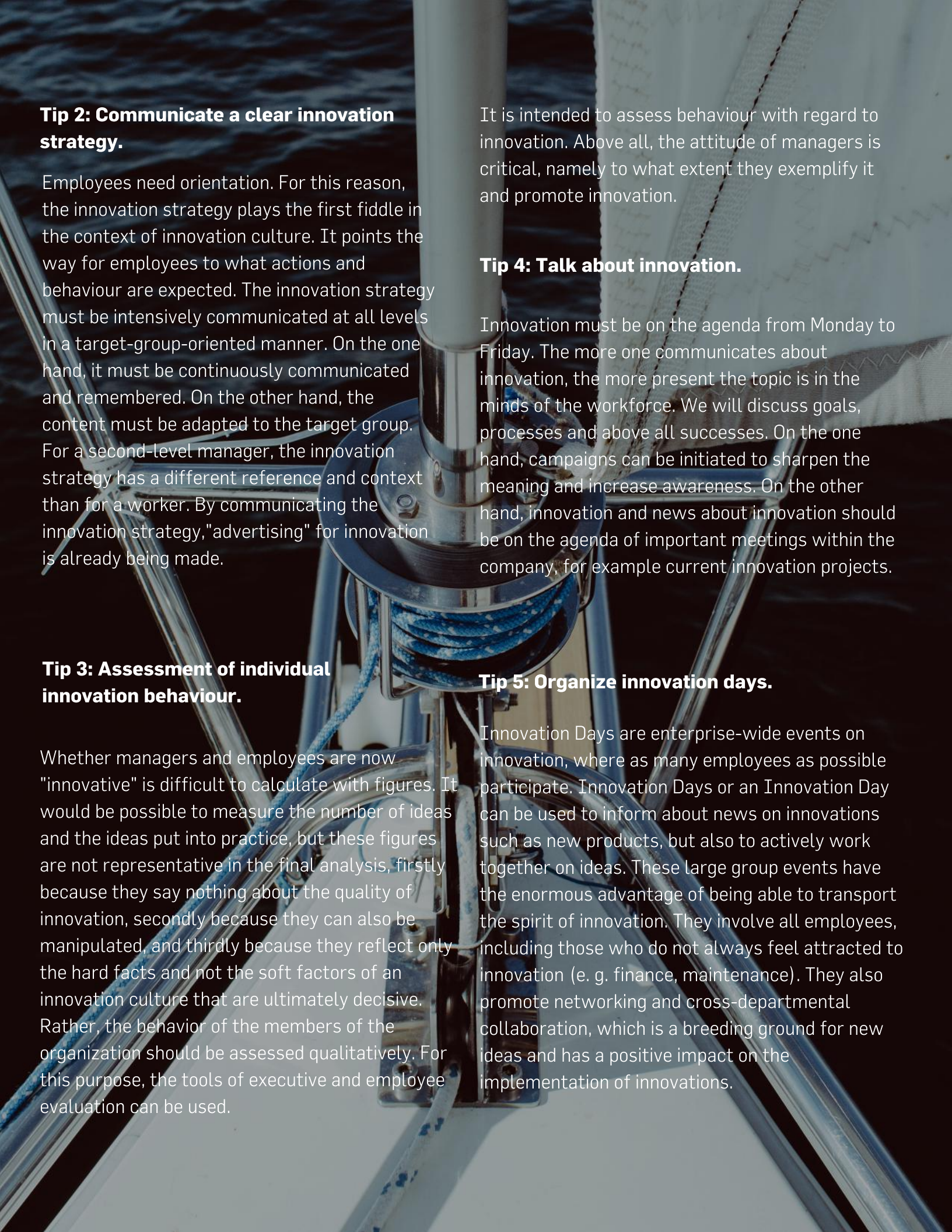
10 tips on how to establish a culture of innovation.

An organizational or corporate culture comprises values, attitudes and norms that shape the behavior and decisions in an organization. An innovation culture is therefore a culture that promotes ideas and innovations in a positive way. Employees and managers have an open attitude towards new things, contribute ideas and actively support the implementation of innovations. In order to establish a culture of innovation, organizations and their management have to set measures and accents, so that

- all have an awareness of the purpose and sense of innovation (the basis).
 - all want to contribute themselves.
 - all have the necessary skills, resources and structures to be "innovative".
- framework conditions conducive to innovation are developed.

Tip 1: Define your desired innovation culture.

Before it starts, you should know where you want to go. There is no standard innovation culture that every company should strive for. The culture of innovation must harmonize with the strategy and corporate culture and thus be feasible and meaningful for the organization. For example, it would not be counterproductive to use cultural measures to promote radical innovation if the strategy is geared only to incremental innovation. The culture of desire and innovation defines the behaviour you expect from employees and managers with regard to innovation.



Tip 2: Communicate a clear innovation strategy.

Employees need orientation. For this reason, the innovation strategy plays the first fiddle in the context of innovation culture. It points the way for employees to what actions and behaviour are expected. The innovation strategy must be intensively communicated at all levels in a target-group-oriented manner. On the one hand, it must be continuously communicated and remembered. On the other hand, the content must be adapted to the target group. For a second-level manager, the innovation strategy has a different reference and context than for a worker. By communicating the innovation strategy, "advertising" for innovation is already being made.

Tip 3: Assessment of individual innovation behaviour.

Whether managers and employees are now "innovative" is difficult to calculate with figures. It would be possible to measure the number of ideas and the ideas put into practice, but these figures are not representative in the final analysis, firstly because they say nothing about the quality of innovation, secondly because they can also be manipulated, and thirdly because they reflect only the hard facts and not the soft factors of an innovation culture that are ultimately decisive. Rather, the behavior of the members of the organization should be assessed qualitatively. For this purpose, the tools of executive and employee evaluation can be used.

It is intended to assess behaviour with regard to innovation. Above all, the attitude of managers is critical, namely to what extent they exemplify it and promote innovation.

Tip 4: Talk about innovation.

Innovation must be on the agenda from Monday to Friday. The more one communicates about innovation, the more present the topic is in the minds of the workforce. We will discuss goals, processes and above all successes. On the one hand, campaigns can be initiated to sharpen the meaning and increase awareness. On the other hand, innovation and news about innovation should be on the agenda of important meetings within the company, for example current innovation projects.

Tip 5: Organize innovation days.

Innovation Days are enterprise-wide events on innovation, where as many employees as possible participate. Innovation Days or an Innovation Day can be used to inform about news on innovations such as new products, but also to actively work together on ideas. These large group events have the enormous advantage of being able to transport the spirit of innovation. They involve all employees, including those who do not always feel attracted to innovation (e. g. finance, maintenance). They also promote networking and cross-departmental collaboration, which is a breeding ground for new ideas and has a positive impact on the implementation of innovations.

Tip 6: Train your innovation competence.

In order to be truly innovative, it also requires the necessary skills and tools from employees. Therefore, training is also important. The purpose includes training

- to raise awareness, sensitization and motivation for innovation.
- on innovation processes and tools.
- to innovation competences such as creativity, problem solving or future-oriented thinking.

Only when employees hold the right tools in their hands and know how they can and should use them have they taken a big step towards innovation success.

Tip 7: Create innovative spaces.

Innovation spaces are locations that promote creativity and collaboration. They are architecturally inspiring and allow creativity to unfold, for example through colourful design and plenty of daylight. With flip charts, whiteboards, pin boards etc. they offer many possibilities for generating ideas. Innovation areas are also freedom. Employees receive permission, time and infrastructure to work on freely chosen innovation topics. Known for this are 3M or Google, where employees are supposed to spend part of their working time on innovations.

Tip 8: Initiate innovation competitions.

Innovation competitions are a powerful tool in the repertoire of innovation management. With the target group of employees, you can collect a mass of new ideas within a short period of time. Innovation competitions have enormous advantages over conventional idea management systems, where continuous ideas are collected and processed:

- The topic of innovation is very omnipresent.
- People are activated and animated to innovate.
- Focus topics with a central strategic contribution can be specified.
- When using web-based tools, the evaluation can also be carried out by the employees.
- And competitions are relatively inexpensive.

Tip 9: Reserve budgets for innovation.

One of the biggest enemies of innovation is day-to-day business. This makes it all the more important that budgets are reserved and available for innovations, especially of a radical nature. The aim is to make it possible for experiments to be carried out and for an innovation door to open up somewhere that no one expects. These budgets can be allocated in the course of corporate venturing. Every employee can pitch an idea, submit a business plan and apply for a budget.

The background of the slide features three white chess pieces: a king, a queen, and a pawn, standing on a dark, reflective surface. The king is on the left, the queen is on the right, and the pawn is in the center foreground. Their reflections are visible on the surface below them. In the top right corner, there is a grey rectangular box with a red horizontal line underneath it, containing the text 'Conclusion: establish Innovation culture'.

Conclusion: establish Innovation culture

Tip 10: Celebrate innovation successes.

An innovation project often ends with the market launch, but there is one important step missing: the completion of the project and the celebration of its success. If successes are celebrated, very clear signals are sent to the employees, namely what is important for the company.

But what is even more important is the recognition of employees. Dedicated employees are to be brought up in front of the curtain and rewarded for their efforts. There is no doubt that intangible recognition is more effective than material recognition.

Celebrating and recognizing creates a lot of positive emotions that foster innovation.

The culture of innovation is crucial for the success of innovation. There are many ways to establish a culture of innovation and to give all company members a positive attitude towards innovation. It is important that the activities go hand in hand with the innovation strategy.

**Do you have any questions? Talk to
our expert:**

Franz EMPRECHTINGER

Head of Innovation

+43 1 929 40 38 16

emprechtinger@lead-innovation.com

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