TEMPLATE 12 · INNOVATION STRATEGY

Innovation Strategy Ideation

Frame the ambition, look through six lenses, and leave the room with three ideas worth testing rather than thirty worth discussing.

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A 2-HOUR SESSION

0:00 · 15 min — Frame
Agree the ambition and the boundaries (right-hand column). No ideas yet.

0:15 · 10 min — Reframe
Turn the frame into three "How might we…" questions.

0:25 · 35 min — Diverge
Work alone first, then in pairs. One lens every 5 minutes. Aim for quantity.

1:00 · 20 min — Cluster
Group similar ideas and name each group. Merge duplicates.

1:20 · 25 min — Score
Score each idea 1–5 on Desirability, Feasibility and Viability.

1:45 · 15 min — Commit
Pick three. For each, name the riskiest assumption, the cheapest test and an owner.

> *Strategy decides where ideas should come from. Without it, ideation produces a long list of things nobody will fund.*

SIX LENSES FOR FINDING OPPORTUNITIES

01 Customer jobs & pains
- What are customers trying to get done that we make hard?
- Where do they use workarounds or spreadsheets?

02 Non-customers
- Who could use what we offer but doesn't? Why not?
- Who do we turn away, or price out?

03 Technology shifts
- What becomes cheap, fast or automatic in the next three years?
- What could AI or data do to our core process?

04 Business model
- Could we charge differently: subscription, outcome or usage?
- Which block of our business model is most open to rethinking?

05 Adjacent markets
- Where else are our capabilities valuable?
- What do our customers buy just before or after us?

06 Rules & constraints
- Which regulation, standard or industry habit is about to change?
- What "rule" of our industry could we break profitably?

Facilitator's tip. Ideas that come up in the first ten minutes are usually the ones everyone already had. The useful ones come later, from the lenses that feel least comfortable.

STRATEGIC FRAME · FILL IN FIRST

AMBITION
In three years, innovation will have delivered…

WHERE WE WILL PLAY
Customers, markets and problems in scope.

WHERE WE WON'T
What is explicitly out of bounds, and why.

EFFORT MIX
Target share of innovation effort by horizon.

Core	Adjacent	Transform
Improve today's offer	New markets or customers	New to the world
____ %	____ %	____ %

Ideas & shortlist

TEAM

DATE

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How might we...

How might we...

How might we...

1 · Idea register

Score 1–5 · D Desirable · F Feasible · V Viable

#	IDEA	LENS	HORIZON	D	F	V	TOTAL
01		01–06	C · A · T				/15
02		01–06	C · A · T				/15
03		01–06	C · A · T				/15
04		01–06	C · A · T				/15
05		01–06	C · A · T				/15
06		01–06	C · A · T				/15
07		01–06	C · A · T				/15
08		01–06	C · A · T				/15
09		01–06	C · A · T				/15
10		01–06	C · A · T				/15
11		01–06	C · A · T				/15
12		01–06	C · A · T				/15
13		01–06	C · A · T				/15
14		01–06	C · A · T				/15

Desirable: customers want it and would change behaviour for it. **Feasible:** we could build or deliver it within 12 months. **Viable:** it could make money or materially cut cost. Shortlist ideas with high totals, but also any idea scoring 5 on Desirable, since feasibility can often be solved.

2 · Shortlist of three

Then map them on the Portfolio Canvas

1 IDEA

RISKIEST ASSUMPTION	CHEAPEST TEST
OWNER	RESULT BY

2 IDEA

RISKIEST ASSUMPTION	CHEAPEST TEST
OWNER	RESULT BY

3 IDEA

RISKIEST ASSUMPTION	CHEAPEST TEST
OWNER	RESULT BY