

Responsible innovation management

Group assignment: innovation audit

Learning objective:

The overall objective envisioned by this assignment is that you develop an understanding of how companies approach responsible innovation and that you learn to apply the theoretical concepts discussed during this course in practice. In addition, by comparing the theory and practice, you are able to critically evaluate the approach used by the company and propose suggestions to further improve the company's innovation strategy and management approaches.

Content:

Throughout this assignment, you are required to undertake an "innovation audit" at a company of your choice. You will work in groups of 3 to 4 students. In order to successfully conduct such an innovation audit, both face-to-face meeting with managers and employees of the company and research based on secondary data sources are required. Your innovation audit should cover all the themes that will be discussed throughout this course (both in the concept maps and case study lectures). More specifically, you should develop a good understanding of the following themes:

- Innovation & Innovation strategy
 - What is the innovation strategy of the company? How is it linked to the overall strategy and vision of the company?
 - What types of innovation does this company pursue to implement their strategy?
 - What is the role of corporate responsibility and sustainability in the innovation strategy
 - Where would you position this company in the "sustainability journey?"
- Idea management
 - What approaches does the organization use to foster creativity?
 - What are the sources of these ideas? What is driving idea generation? Technology, market demands, the values and beliefs of the company, serendipity?
 - To what extent is sustainability part of this process? How could the organization increase the amount and quality of responsible innovative ideas?
- Prioritization & Implementation:
 - How does the organization make a selection between possible new projects?
 - To what extent is sustainability & responsibility part of the prioritization and implementation management tools? Can you think of suggestions to improve this?
- People & Organization:
 - How does the organization manage its employees with respect to innovation (you can consider items such as recruitment, training, incentives and control)?

- To what extent is sustainability embedded in these aspects? Can you think of suggestions to improve this?
- Business model:
 - How would you describe the business model of the organization (what are the main building blocks)?
 - Is this a responsible business model? Please explain why and if applicable, how to improve.

Deliverables:

- The deadline for this assignment is the 20th of January 2017.
- The expected output of this assignment is twofold. On the one hand, you are required to hand in a report (max 20 pages, excluding references and appendices) and a video (max 5 minutes).
- The final report should cover the main five themes described above. For each of those themes, you should:
 - Give an overview of the actual approach of the company
 - Make a critical evaluation whether this approach is suitable to foster responsible innovation
 - Make suggestions to further improve the responsible innovation performance
- In the video, you act as a consultant that provides practical advice on how to improve responsible innovation within the company that is being studied. You can focus on one main theme or make a more integrated suggestion on how to improve (relating to all four themes). The video should be tailored as a commercial video that helps you to “sell” your advice to the company.