

Intrapreneurship

Cultivating Internal Innovation

Kevin C. Desouza
Professor of Business, Technology and Strategy
QUT Business School, Faculty of Business and Law
Queensland University of Technology

kevin.desouza@qut.edu.au | [@KevDesouza](https://twitter.com/KevDesouza) | kevindesouza.net

Asset- Intensive Industries

The pressure to innovative will only increase

Bring science and engineering thinking to design innovation processes

Learn how to balance big projects with agile innovation projects

Opportunity-driven processes to balance against a predominance of risk-assessment processes

Create teams that have end-to-end responsibility for innovation

Mechanisms

Ambition

Stewardship

Strategy

Governance

Metrics

Funding

Ecosystem Partners

Universities



Start-Ups



Venture Capital



OEMs



JVs



Open Source



Capture

Raising situational awareness

Coordinate

Develop consistency of intent and improving capabilities through rapid learning

Catalyse

Leading on innovation, developing the culture, supporting intrapreneurs



Solution Markets



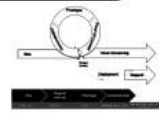
Advocates



Communities of Practice



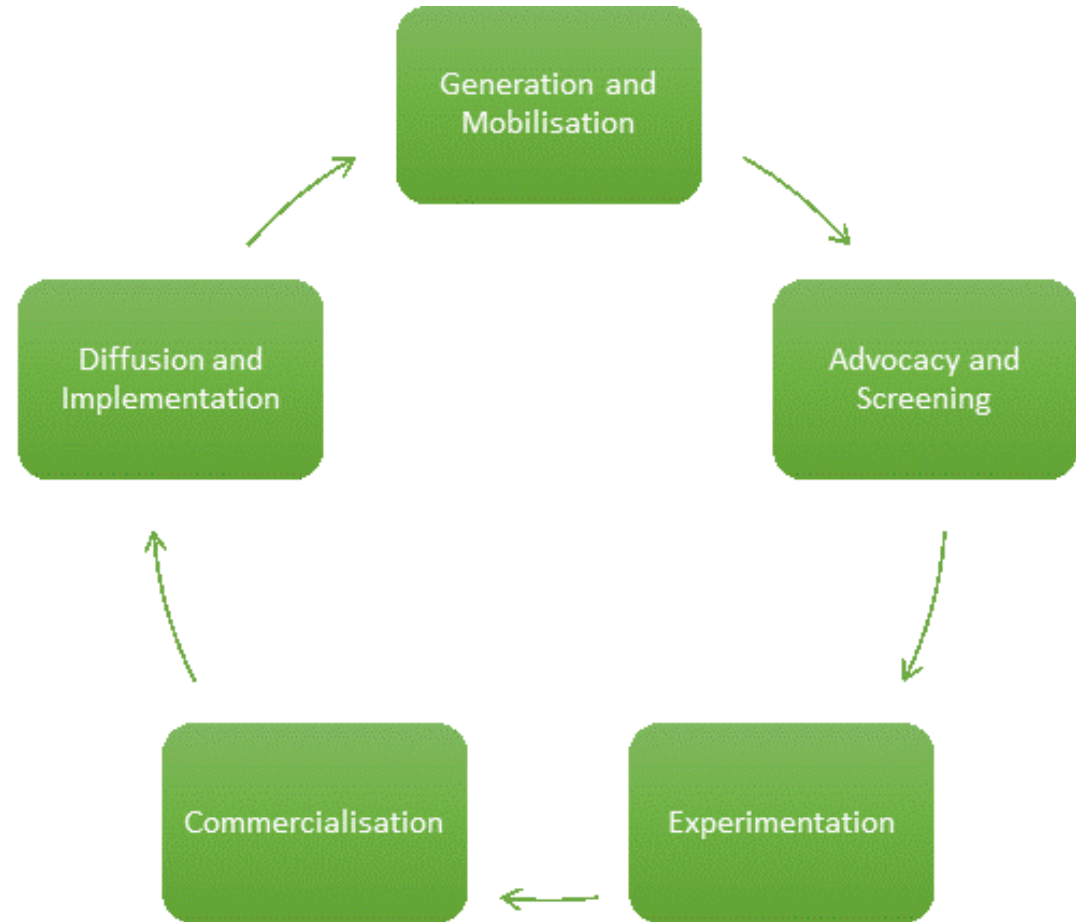
Repositories



Lifecycle Guidelines

Internal Partners

The Ideas Factory



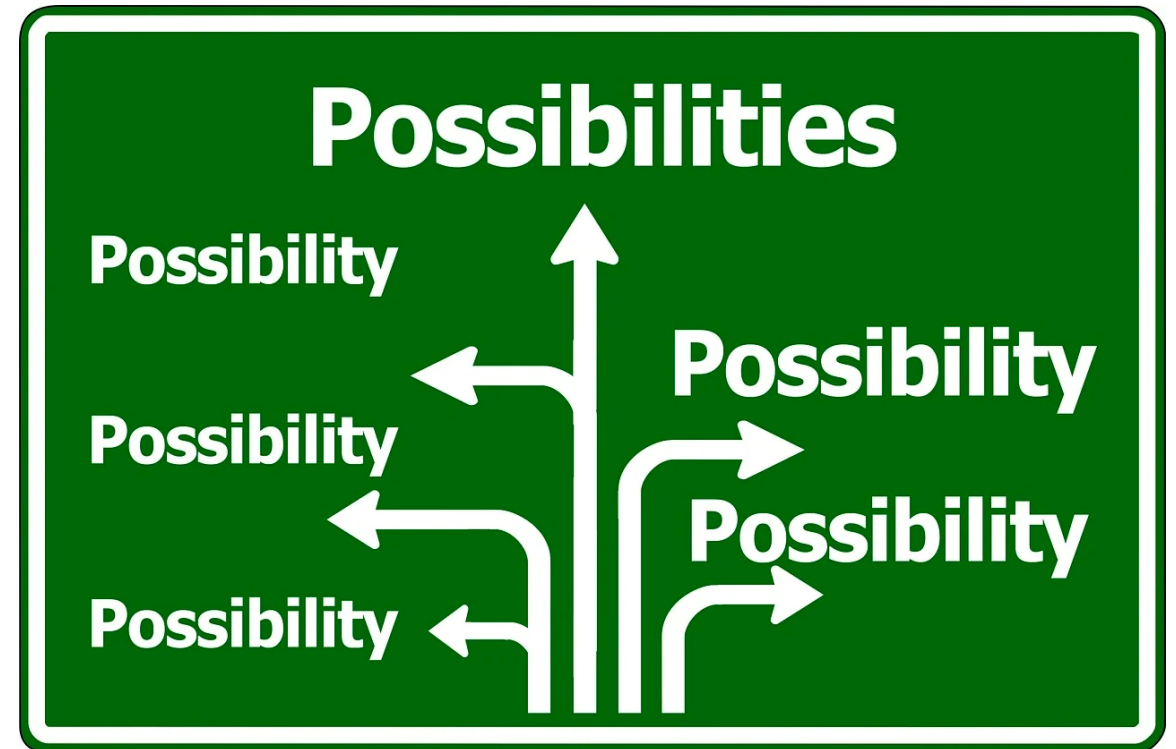
Mapping the I-Space

- Knowing
 - Capabilities
 - Capacity
- Understanding
 - Activity
 - Structure
- Discovering
 - Gaps
 - Opportunities



Opportunity Mindset

- Why
 - Clear communication and direction
- What
 - Innovation domains and focus
- How
 - Idea advocates
 - Interdisciplinary connectors
 - Generational connectors



Experimentation Capacity

- Agile and trusted experimentation processes
- Information systems to support experimentation



Innovation Science

- Learning while innovating
- Refining and updating innovation processes based on sound evidence
- Unlearning and retiring obsolete practices



Cultivating Internal Innovation

- Investing in innovation programs does not automatically generate value
- Most organisations struggle with their innovation readiness
- Leading organisations understand how to optimise the *process* of innovation
- Cultivating internal innovation requires focusing beyond the R&D function
- Intrapreneurship is more of a science than an art

