



ENTREPRENEURIAL BY DESIGN

How we build accountability into innovation

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Author

The Corporate Innovator's Playbook (May '26)

FROST & SULLIVAN

#FrostInnovate

by Tom Fishburne

OUR LATEST INNOVATION
IS A GOOSE THAT LAYS
EGGS OF SOLID GOLD

THAT'S A DISTRACTION
FROM OUR CORE

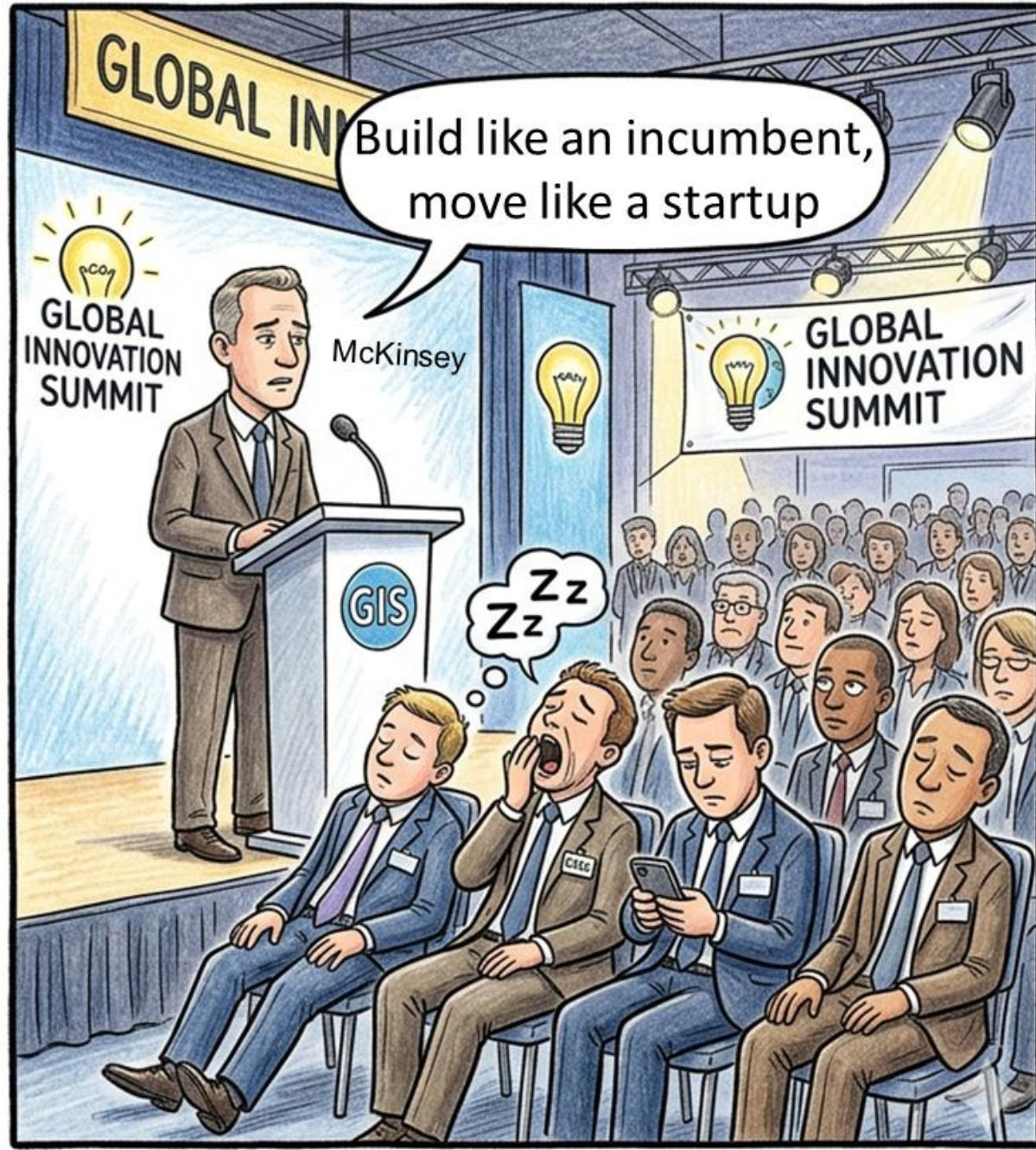
AND WE HAVE
NO BUDGET FOR
GOOSE-RELATED
EXPENSES

ON THAT NOTE,
WE'LL NEED
THE FEATHERS
AND LIVER
FOR ANOTHER
PROJECT



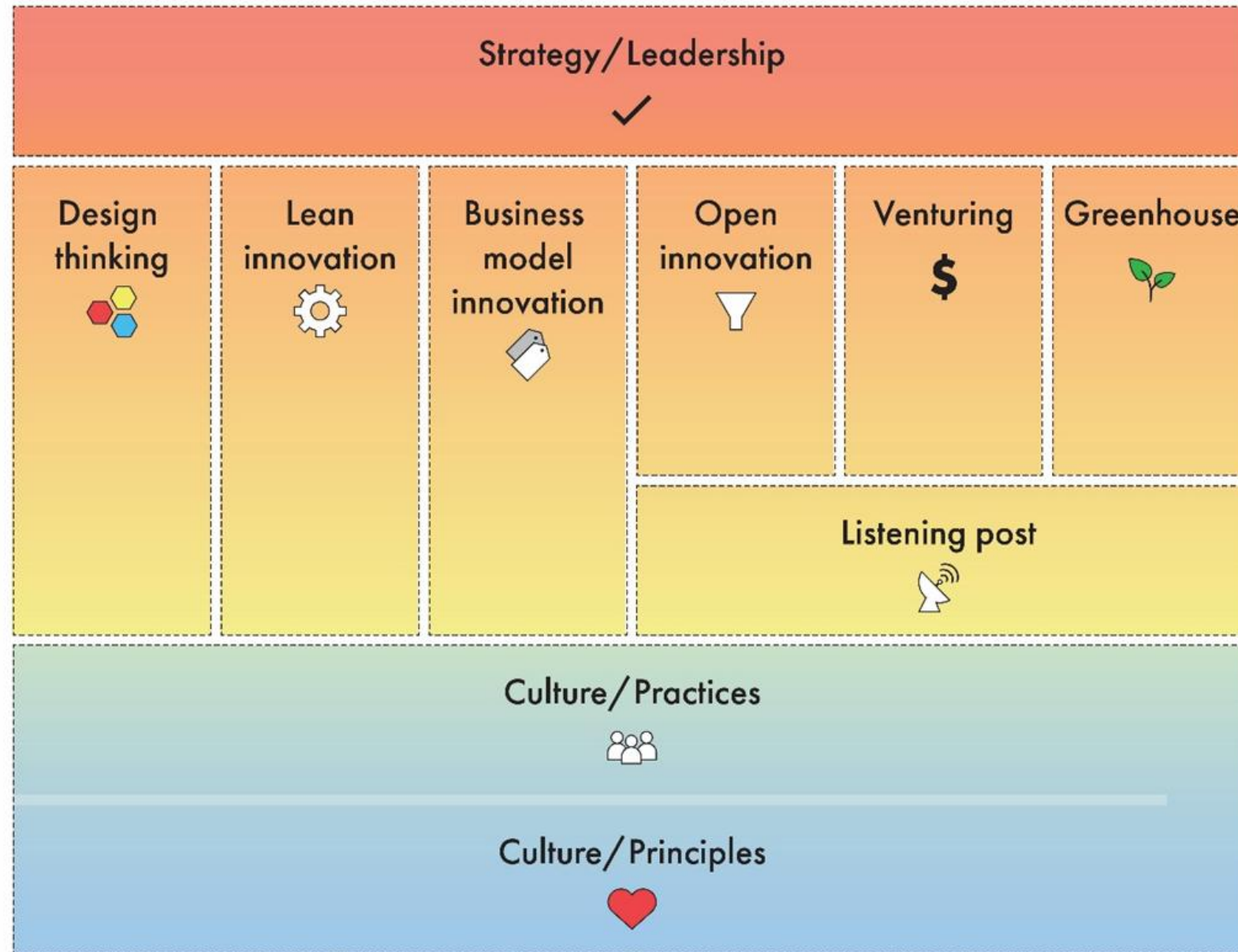
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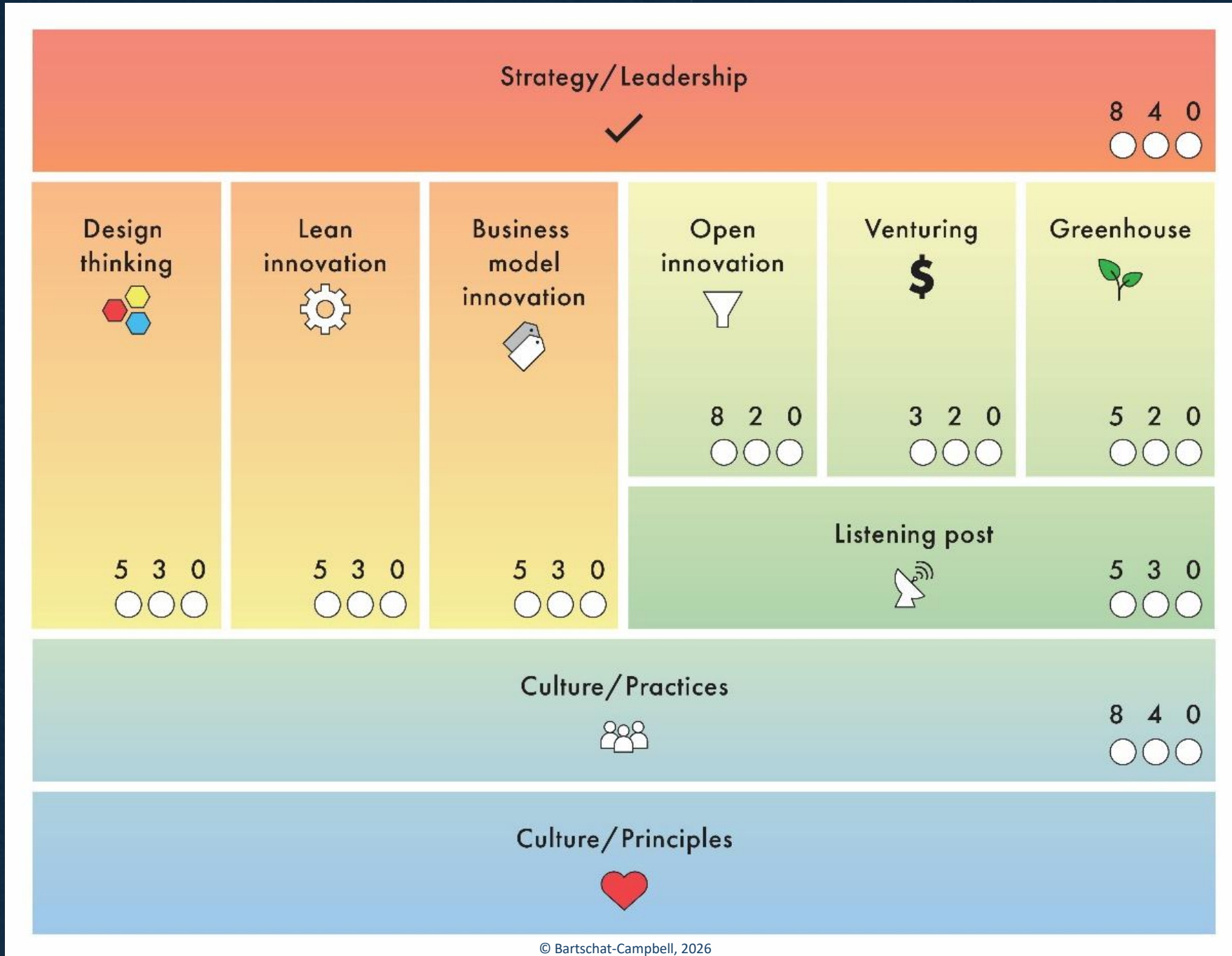
Thanks Gemini

Innovation Canvas

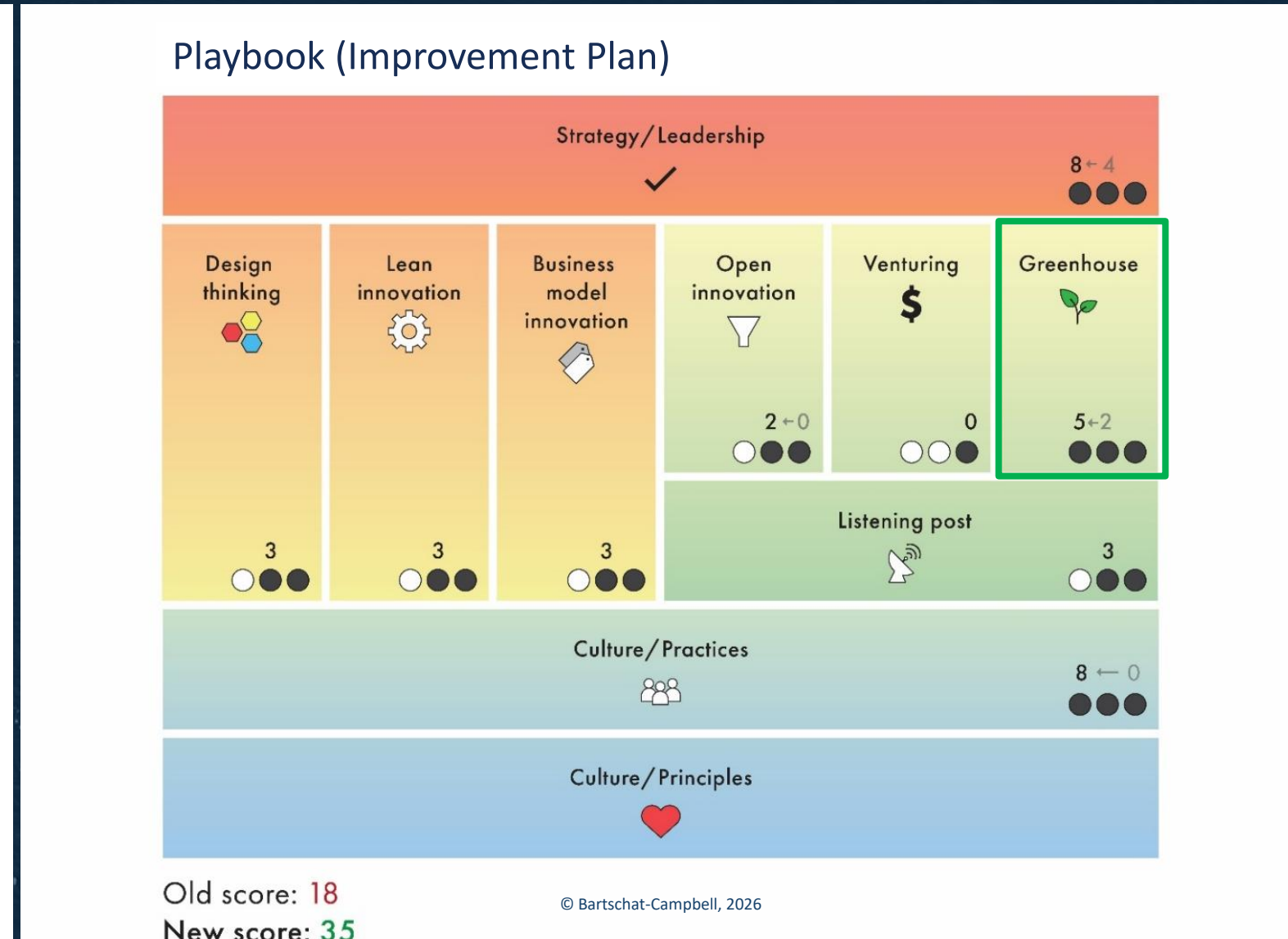
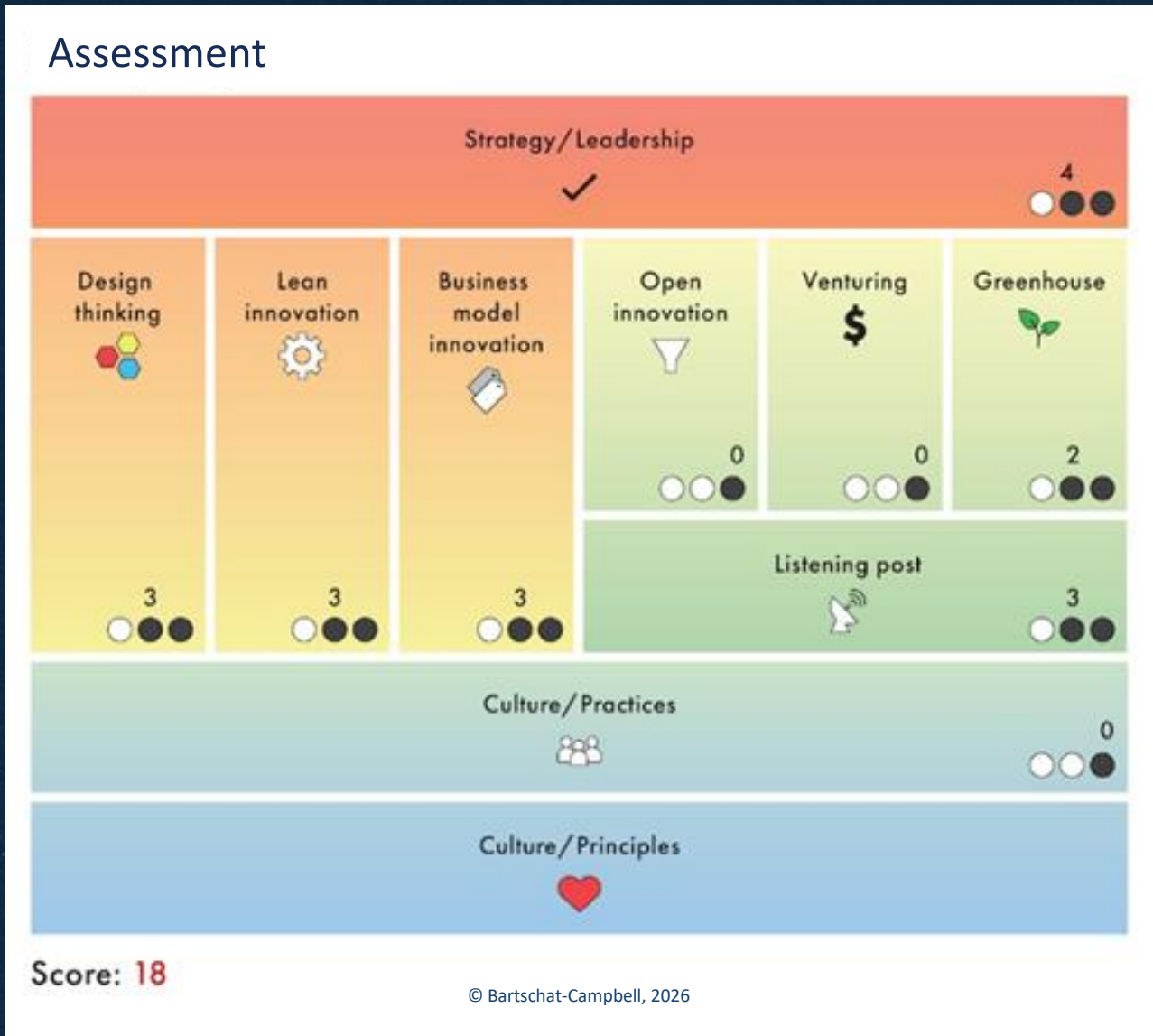


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Innovation Scorecard




Example: Company 'S'



○ ○ ○ Benchmark Report



15-Jun-23



Corporate Innovation Checkup

Acme Corporation - Acme Advanced Innovation - SAMPLE

Thank you for completing this survey.

This report is organized in three parts:

1. Comparison – this shows how your answers compare with the average of the other companies that have completed this Checkup survey.
2. Innovation Canvas Map – this maps the maturity level of your program; identifies areas where your program leads or lags in maturity level and might help/hurt your program's overall impact.
3. Custom Diagnosis – this lists the top three recommendations to improve your innovation impact.

We hope that you find this information valuable. If you answered "Yes" to the last question on our assessment, your anonymized survey answers will be added to our database, which will in turn improve the accuracy of our assessment. Thank You!

Paul Campbell
Steffen Bartschat

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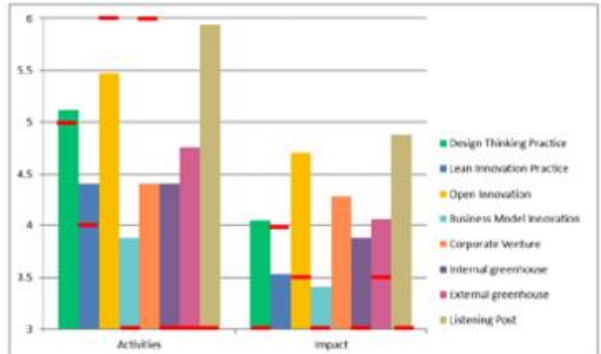
Part 1: Innovation Comparison/Benchmark

Acme Corporation - Acme Advanced Innovation - SAMPLE

Profile	Survey Average	Your Company
# of Team Members	6-25	2-5
Experience level of members	11-20 years	11-20 years
Team member composition	Mix with more insiders than outsiders	Mix with more outsiders than insiders
Facility Budget	\$1M-\$5M	\$100k - \$1M
Program Budget	\$250k - \$2M	<\$250k

This table provides a benchmark to help you compare your company's innovation profile to the average we have collected so far.

Activities & Impact



This chart plots your answers on typical innovation Activities and their Impact (red lines) against the data collected from other companies we have surveyed. For a given bar, if the red line is above the bar, that means your activity or impact is more extensive than average, if the red line is below the bar, your activity or impact is less extensive than average.

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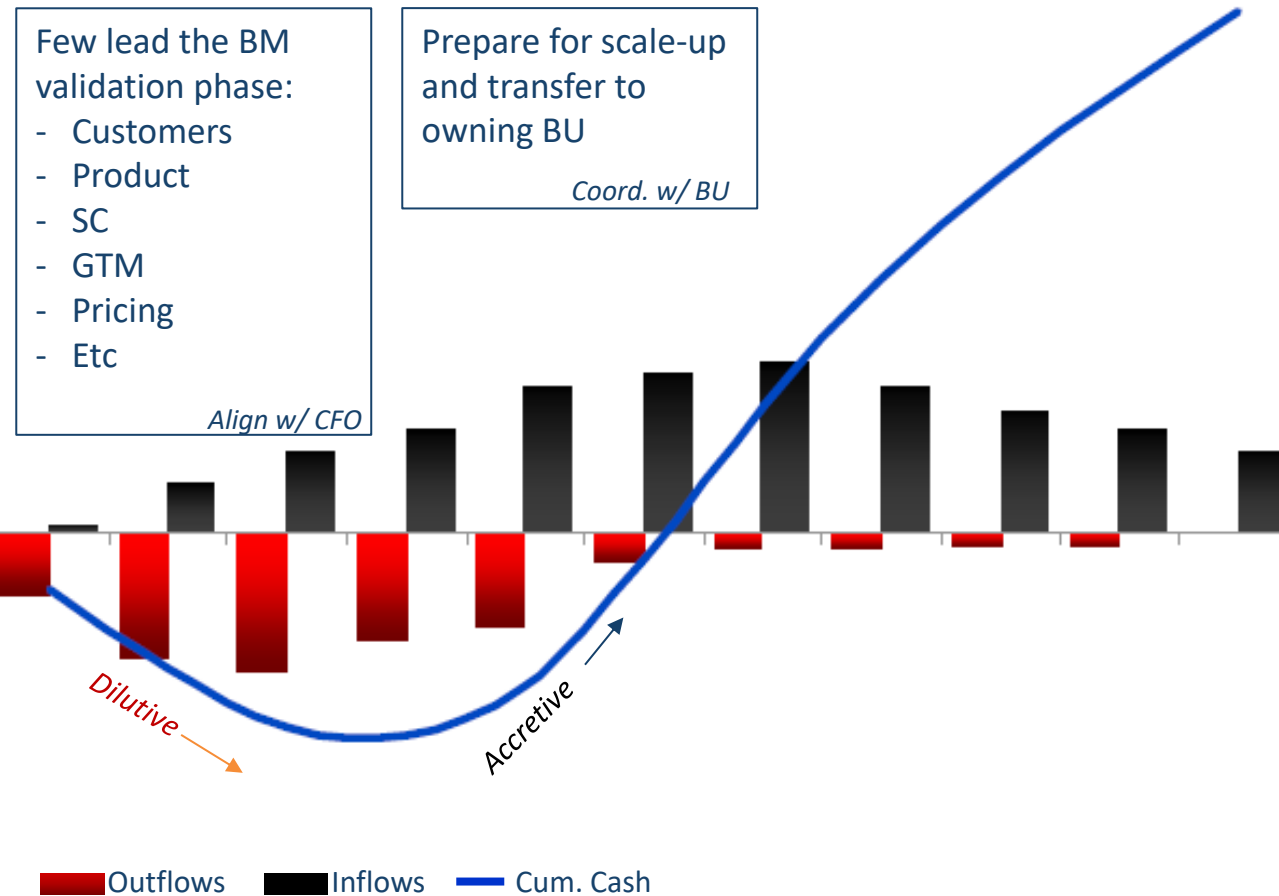
From the Playbook: Why Greenhouse?



- Most programs focus here (before the J-curve starts):
- Opportunity ID
 - Ideation
 - Startup Scouting
 - Rapid Prototyping
 - Business Case
 - Etc

Align w/ Strategy

Thesis: R&D turns cash into IP. Innovation turns IP into cash.



- Few lead the BM validation phase:
- Customers
 - Product
 - SC
 - GTM
 - Pricing
 - Etc

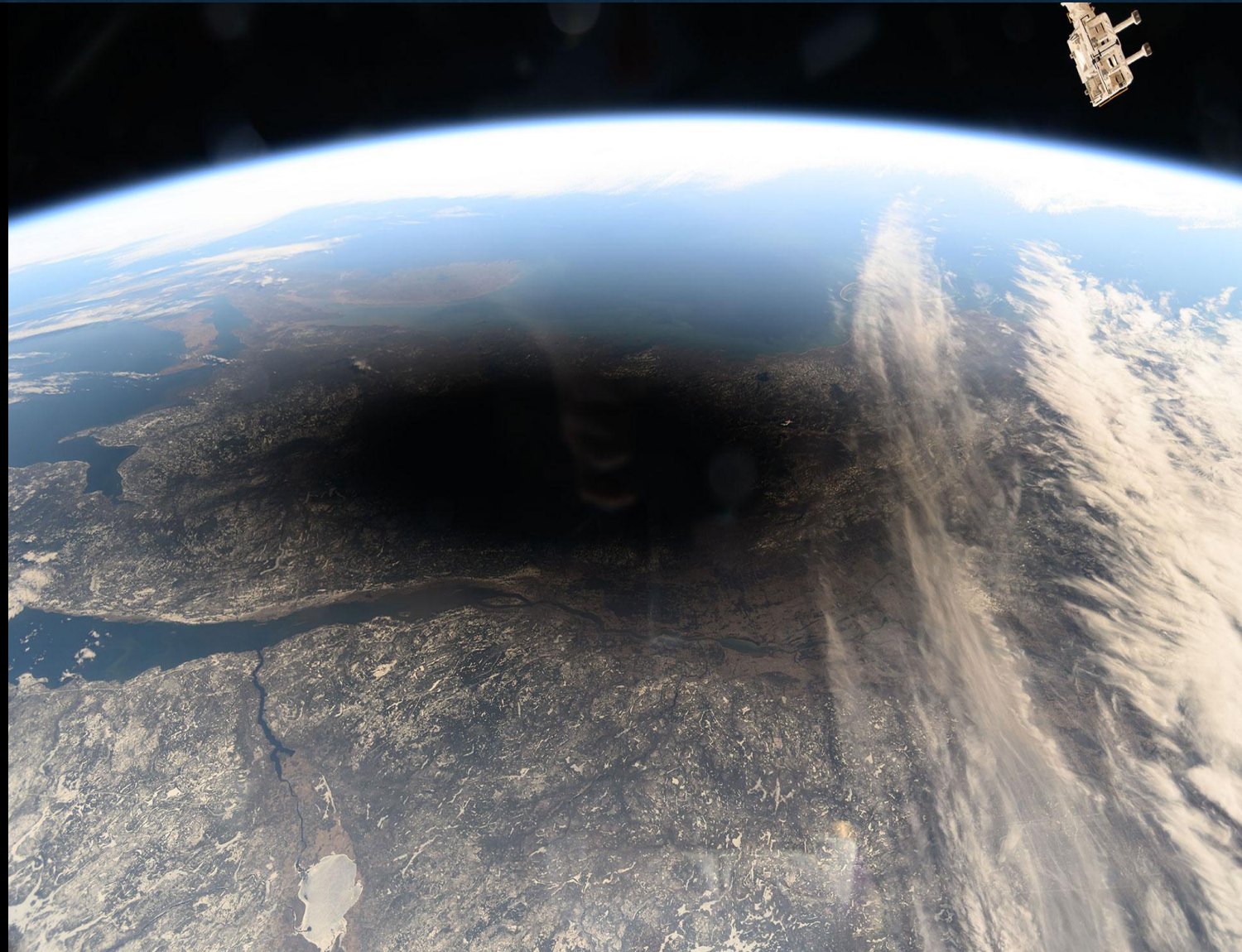
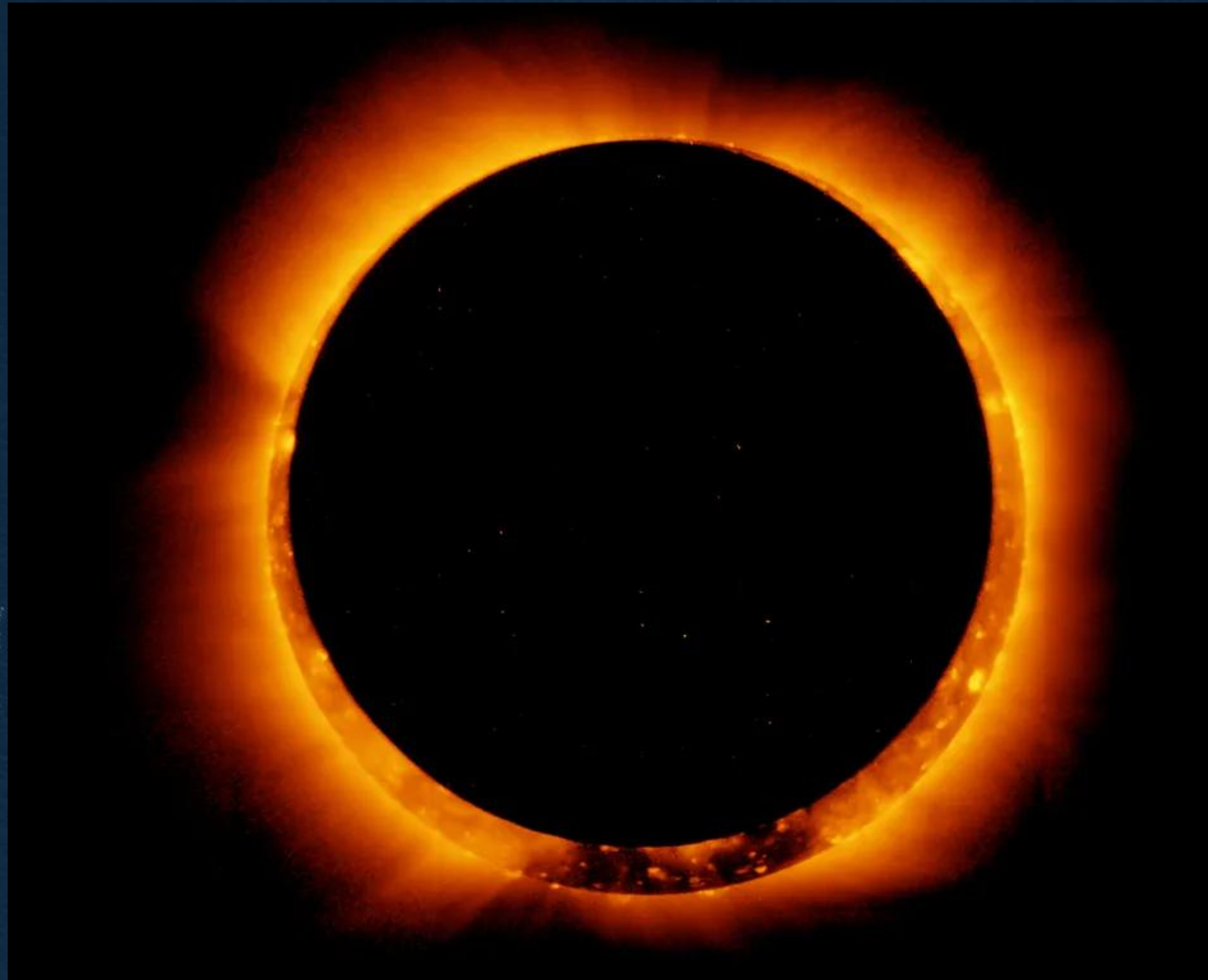
Prepare for scale-up and transfer to owning BU

Coord. w/ BU

Playbook advises:

1. P&L Ownership
2. Dedicated PL#
3. ATM Funding
4. Autonomy

○ ○ ○ **Wrap-up: Overcoming Barriers**





TAKE THE NEXT STEP

How We Actually Build Accountability into Innovation



1. Evaluate your company's Innovation readiness

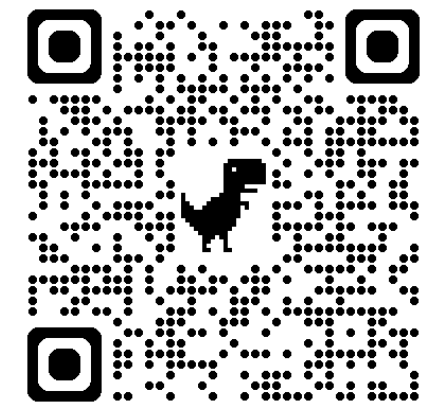
- ✓ Innovation Scorecard
- ✓ Identify blind spots

2. Understand innovation structures

- ✓ Facilitate, not stifle, successful growth
- ✓ Greenhouse example
- ✓ CFO buy-in (e.g. J-curve dynamics)

3. Develop cross-functional improvement plan

- ✓ Company-wide accountability
- ✓ Company-wide Playbook



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