



PIEp Research program IK2007

IK 2007 was the main research activity within PIEp during 2007, as well as the start of the research activities within the entire 10 year PIEp-program. IK 2007 was aiming at creating a research platform based on previous knowledge and experience among researchers and practitioners in the fields of innovation.

The pilot

To start the activities a pilot study was made, where interviews were carried out in 10 Swedish large organizations in order to identify the challenges they experience in innovation strategies and processes, growth strategies, development strategies and processes, change management and assessments for innovation.

The projects

IK 2007 started by inviting senior researchers who had an interest and previous knowledge from research in different fields related to innovation. They represented universities from all over Sweden. Based on the input from the pilot study and on the invited researchers' previous backgrounds and experiences as well as their common interests in innovation matters four projects were defined and started.

The four identified projects were about:

- ▲ **Organizational factors:** the aim of the project was to identify organizational factors that affect the innovation capability of an organization
- ▲ **Customer involvement:** the aim of the project was to explore and understand in what ways, when and how customers are involved in innovation processes
- ▲ **Process integration:** the aim of the project was to explore and understand which organizational processes that are integrated or involved in the innovation processes of organizations and between organizations
- ▲ **Measurement of innovation capability:** the aim of the project was to identify potential measures for innovation capability of teams

26 senior researchers were engaged in the four projects and the entire study involved 27 companies. The results from the study has been published in a Swedish popular science book called "Innovationsförmåga" (Innovation capability in English)

The main results IK 2007

The main results from the entire IK 2007 study are summarized to:

- ▲ **Six important factors** for increasing the innovation capability in organizations were identified:
 - ▲ User understanding and involvement,
 - ▲ Resources and competencies,
 - ▲ Risk taking permission and environment,
 - ▲ Learning and reuse of knowledge,
 - ▲ Balancing creativity and structure
 - ▲ Leadership
- ▲ The first factor **customer involvement** is key for innovation capability and this factor was further investigated and suggested companies to:
 - ▲ Identify the “right” customer to involve in different projects
 - ▲ Learn from other companies on procedures for customer involvement
 - ▲ Elaborate on different forms of customer involvement
 - ▲ Study *how* customers use the products
- ▲ Another important aspect is the **integration and synchronization of processes** in the innovation work which can be summarized as:
 - ▲ Design methods and industrial design are opportunities for organizations to increase user and consumer insights in the innovation process
 - ▲ Regard after sales as a potential for increased innovation capability
 - ▲ With increased complexity synchronization is harder but yet more important for more efficient innovation processes.
- ▲ Finally **innovation capability** needs to be **measured** in order to give short term and long term feedback to organizations as well as to individuals
 - ▲ Start measurement programs on team level and involve the team in the creation of the program
 - ▲ Include measure that based on the needs of the team
 - ▲ Start with a limited amount of measures and evaluate before expanding
 - ▲ Include both quantitative and qualitative measures