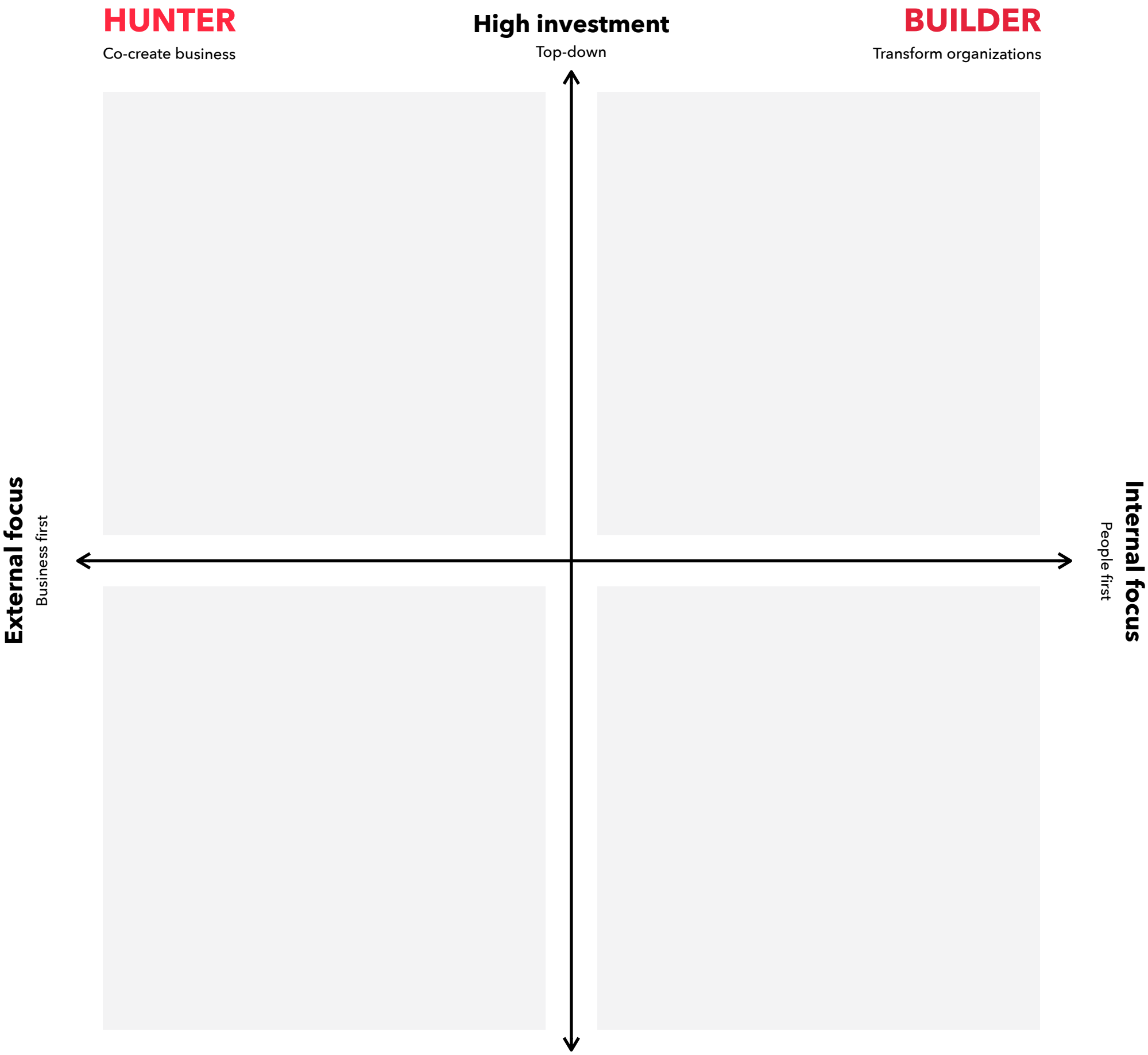
Innovation matrix



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About this tool
The Innovation Matrix helps organizations navigate through different innovation formats, so that you can make the most of your innovation budget.

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Innovation matrix

HUNTER
Co-create business

High investment
Top-down

BUILDER
Transform organizations

Venture fund ●●●	Structural partnership ●●●	Innovation lab ●●●	Innovation transforma-tion ●●●
External accelerator ●●●	Co-development track ●●●	Internal accelerator ●●●	Center of Excellence ●●●
External incubator ●●●	Co-experi-mentation track ●●●	Internal incubator ●●●	Community of practice ●●●
Scouting ●●●	Co-creation session ●●●	Design sprint ●●●	Innovation training ●●●

External focus
Business first

Internal focus
People first

EXPLORER
Discover connections

Low investment
Bottom-up

EXPERIMENTER
Spark interest

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About this tool
The Innovation Matrix helps organizations navigate through different innovation formats, so that you can make the most of your innovation budget.

○○○ My organization never tried this format

●○○ My organization rarely recurs to this format

●●○ My organization frequently recurs to this format

●●● My organization frequently recurs to this format as main driver for innovation

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4 innovation archetypes
16 activities

EXPERIMENTER

Spark interest

Internal incubator
An incubator separates intrapreneurs outside of the organization to validate the solution fit of ideas.
Key metrics:
 # projects incubated
 # intrapreneurs/teams

Community of Practice
A community of practice is a cross-functional group of innovation ambassadors.
Key metrics:
 # practitioners/ambassadors
 # people impacted

Design sprint
A design sprint is a short track to answer business questions through designing, prototyping, and testing with customers.
Key metrics:
 # solution created & selected
 # business challenges addressed

Innovation training
A short learning track to grow the knowledge and interest of employees.
Key metrics:
 # employees trained
 # mature/satisfied participants

BUILDER

Transform organizations

Innovation lab
An Innovation lab is a separate entity that hosts internal ventures with high potential before they are profitable.
Key metrics:
 # successful lab ventures
 # employees in each venture

Innovation transformation
The Innovation transformation team is a central group of innovation leaders responsible for knowledge development.
Key metrics:
 # transformed processes
 # projects launched

Internal accelerator
A sandbox is a virtual or physical space to grow internal startups outside of the core organization and validate the market fit.
Key metrics:
 # validated ventures
 # intrapreneurs/teams

Center of Excellence
A center of excellence is a formal group of experts , that coordinates innovation initiatives, to embed innovation in the organization.
Key metrics:
 # innovation experts
 # people impacted

EXPLORER

Discover connections

External incubator
An external incubator is a program to support the validation of (early stage) external startups.
Key metrics:
 # validated start-ups
 # commercial collaborations

Co-experimentation track
A co-experimentation track is a joint test between 2 or more organizations to validate the solution fit of an idea.
Key metrics:
 # validated pilots
 # business synergies

Scouting
Scouting startups is a methodological process to identify relevant startups in your field, validate their potential and engage with their founding members.
Key metrics:
 # start-ups scouted
 # meetings with founders

Co-creation session
A co-creation session is a short ideation with customers or partners to turn mutual problems into ideas.
Key metrics:
 # ideas co-created & selected
 # business synergies

HUNTER

Co-create business

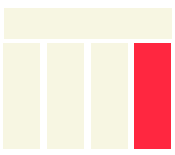
Venture capital fund
A (corporate) venture capital fund invests in external opportunities that could create growth outside the core of the organization.
Key metrics:
 # successful ventures
 # new value created

Structural partnership
A structural partnership is a formal collaboration between 2 companies with the aim to launch multiple joint ventures.
Key metrics:
 # successful partnerships
 # licensed IP

External accelerator
An external accelerator is a (physical) environment to support the growth and evaluate the value of external Scale-ups.
Key metrics:
 # validated scale-ups
 # commercial collaborations

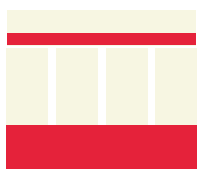
Co-development track
A co-development track aims to validate the market fit of ventures created by 2 or more organizations.
Key metrics:
 # validated ventures
 # business synergies

4 Governance models



INTERNAL

Experimentation with new innovation formats is most effective when done within one part of the organization. This allows you to do decentralized learning before scaling it op inside the full organization.
Lead: Internal Innovation Manager

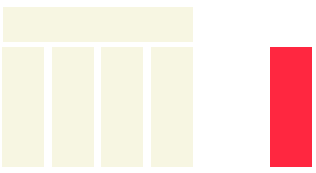


INTEGRATED

Building capabilities is often an integrated effort that impacts the full organization. Sharing a common practice is most effective when done in the central organization.
Lead: Transformation Officer

SEPARATED

Exploring connections with the outside world needs to happen outside of the core organization. When working together new resources, processes and profit models need to be explored.
Lead: Open Innovation Manager



DISCONNECTED

Hunting for new business is most effective when done disconnected from the core organization. Only key people from the organization should act as investment committee.
Lead: Strategy Officer

*Note: these governance models can differ according to each organization and activity, this is a generalisation based on patterns we noticed within different organizations.

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