

# Empowering Innovation: A Novel Startup in Educational Advisory

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## **Abstract**

This paper explores the strategic development and innovation approach of InnoBIZ Advisory™ (IBE), a startup dedicated to enhancing organisational adaptability through educational advisory services. Rooted in frameworks by Tidd and Bessant (2020), Christensen (1997), and Schumpeter (1934), IBE aligns corporate education with innovation-driven growth strategies. By blending design thinking, agile methodologies, and evidence-based decision-making, IBE supports organisations in addressing the strategic dilemmas of "play to win," "play not to lose," and "choose not to play." The study contextualises the firm within a volatile market landscape shaped by geopolitical uncertainty, technological disruptions, and regulatory shifts. The paper identifies sector-specific gaps in innovation capabilities using a structured innovation framework and survey analysis of 34 global executives. It highlights discrepancies in design thinking readiness between management and employees across industries, revealing the need for targeted educational interventions. IBE's services - including digital transformation strategies, executive workshops, and open innovation partnerships - are positioned to bridge these gaps through tailored offerings. Findings from the Innovation Value Chain and Design Ambition Matrix confirm that IT and Technology sectors lead in innovation integration, while Industry and Manufacturing face the steepest barriers. IBE's agile focus strategy and evidence-based prototyping foster iterative learning and rapid market adaptation. The proposed innovation opportunity - an AI-enabled corporate training platform - reflects IBE's commitment to scalable, data-informed solutions. The paper concludes with an action plan prioritising strategic partnerships, incremental service innovations, and continuous client feedback mechanisms to sustain competitive advantage. Recommendations urge IBE to institutionalise cross-functional collaboration, establish KPIs, and invest in innovation labs to remain adaptive and responsive. Future research should examine emerging technologies like fog computing and evaluate sectoral nuances to refine advisory models. This work contributes to the growing discourse on innovation in corporate education and offers a replicable framework for strategic entrepreneurship in the educational advisory sector.

**Keywords:** Design Thinking, Innovation Strategy, Educational Advisory, Agile Methodology, Corporate Education, Innovation Value Chain, Digital Transformation, Survey Analysis, Strategic Entrepreneurship, AI in Education, Innovation Framework, Organisational Learning, Executive Training, Innovation Ambition Matrix, Cross-sector Innovation

## **1. Introduction**

Innovation is essential for competitiveness in today's volatile business environment. InnoBIZ Advisory© (IBE) empowers organizations by crafting bespoke strategies to address diverse challenges such as 'play to win,' 'play not to lose,' and 'choose not to play' [1, 2, 3]. These strategies help clients navigate market complexities and sustain competitiveness. However, implementing innovation presents challenges, including resource allocation and resistance to change, which require careful planning and adaptability.

### **1.1 Background and importance of corporate education for innovation**

IBE enhances organisational adaptability with digital technologies, which is vital during crises like the Ukraine conflict. This strategy, aligned with Schumpeter's theory of innovation, fosters continuous learning and progress [4].

IBE's continuous learning programmes highlight the role of structured innovation in maintaining competitive advantages. As exemplified by Google's 80/20 Innovation Model, corporate education drives substantial innovation through customised training that addresses specific industry needs [5].

Tidd and Bessant (2020) emphasise that such initiatives require coordinated, strategic planning to effectively instil innovation across organisational levels and sustain a competitive edge [6].

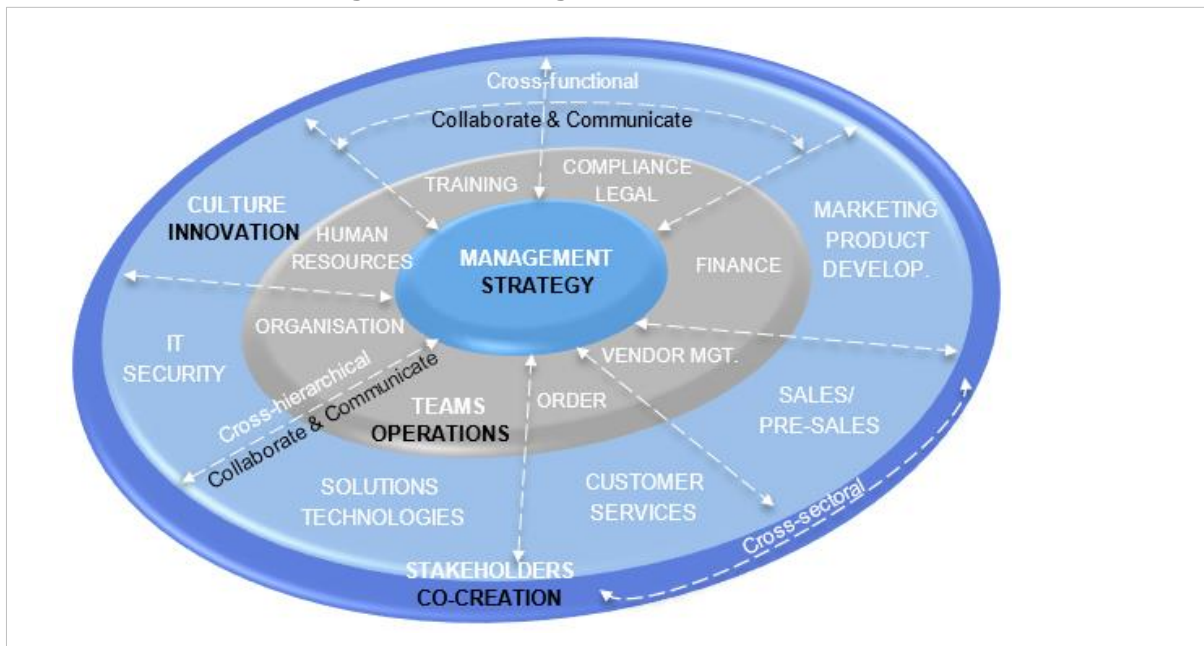
### **1.2 Purpose of the assignment**

This assignment explores how IBE can facilitate incorporating innovation into organisational culture and operations. It explores how organisations can become centred on innovation by dismantling silos and fostering a unified commitment to innovation at all levels.

The assignment includes a survey of 34 executives to assess existing innovation frameworks and propose actionable steps for nurturing authentic innovation. This is in response to the frequent disconnect between the theoretical concept of innovation and its practical execution. Survey results indicate a significant need for more structured innovation strategies within organisations. Considering potential ground-level challenges executives overlook, evaluating whether these findings reflect broader trends or are specific to the sample is crucial.

The assignment outlines methods for defining, strategising, operationalising, and communicating innovation, aligning it with business objectives to ensure sustainability and effectiveness. The ultimate aim is to establish transparent, coordinated strategies that embed innovation into daily business practices.

Figure 1. Building a Culture of Innovation



## 2. Context and Challenges

### 2.1 Overview

Referenced in Section 1 and Figure 1, IBE provides bespoke educational advisory services to enhance innovation at all organisational levels. IBE equips businesses to handle technological advancements and global uncertainties effectively, ensuring adaptability in a fast-evolving marketplace [7, 6].

### 2.2 Services and operations

IBE bolsters innovation and adaptability in operations across sectors, enabling clients to critically analyse and navigate technological and global challenges for sustained success:

Table 1. Services

Service	Overview	Reference
<b>Corporate Educational Programmes</b>	Cross-functional/-hierarchical/-sectoral training for strategic innovation.	[6]
<b>Emerging Technology Consultation</b>	Integration of AI, cloud computing, and digital platforms for efficiency.	[3]
<b>Innovation Strategy Development</b>	Support in crafting and operationalising innovation strategies.	[8,9,10]
<b>Workshops and Training</b>	Encouraging creativity and learning via the Innovation Value Chain.	[11]

These services enable them to adeptly manage complexities and thrive in a dynamic environment.

### 2.3 Market environment

IBE operates in a dynamic market shaped by rapid technological advancements and global uncertainties. Adapting swiftly to AI, cloud computing, and hybrid work technologies is crucial [6, 3]. Geopolitical conflicts, economic instability, and evolving data protection and cybersecurity regulations significantly complicate operations [7; 8]. IBE's services enhance client agility and resilience, enabling effective navigation of these challenges. Clients may invest heavily in new technologies, cautiously adopt proven solutions, or avoid markets with stringent regulations [1, 2].

### 2.4 Growth opportunities

IBE is well-placed to capitalise on several growth opportunities:

**Table 2. Growth Opportunities**

Opportunity	Description	Reference
<b>Service Expansion</b>	Enhance offerings with strategic innovations.	[6]
<b>Geographic Expansion</b>	Diversify markets to drive growth.	[3]
<b>Strategic partnerships</b>	Form alliances for open innovation.	[9]
<b>Investment in R&amp;D</b>	Boost R&D to lead innovation.	[12,13]
<b>Digital Transformation</b>	Utilise digital platforms for broader reach and efficiency.	[6]

These opportunities will allow IBE to bolster its service offerings, extend its market presence, and foster sustainable growth.

## 3. Innovation Framework

### 3.1 Framework for corporate innovation

IBE utilises Tidd and Bessant's (2020) Framework for Corporate Innovation (FCI), focusing on product, process, position, and paradigm [6]. It incorporates strategies like seminars, personalised learning, targeted market growth, and subscription services. Strategic balance and intent are essential, emphasising the need for blending deliberate and emergent strategies [14, 15].

### 3.2 Implementing the FCI

Effective deployment necessitates clear policies, interdisciplinary collaboration, and alignment with both business and technical strategies to foster innovation [8].

### 3.3 Appropriability regime and institutional environment

Securing innovations through intellectual property laws and strategic asset management ensures a competitive advantage and successful monetisation [16]. Comprehending and navigating complex regulatory frameworks is critical for ensuring compliance and market readiness [8].

### 3.4 Industry context and firm capability

Adapting to the dynamic educational advisory industry requires blending incremental and radical innovations to meet market demands and competitive pressures [3, 17]. Leveraging firm capabilities, including human capital, financial resources, and technology, stimulates creativity and delivers practical innovations. Advanced training methods, management support systems, and new digital platforms enable IBE to tailor strategies to industry needs and secure impactful outcomes [6, 18, and 19].

### 3.5 Technological context and complementary assets

Advancing cutting-edge technologies like AI, data analytics, and digital platforms is imperative. Updating technical skills and adopting evidence-based strategies ensure sustained innovation effectiveness [20, 21]. Effective management of digital infrastructure and marketing capabilities is essential for successfully implementing and scaling innovations, with continuous customer feedback refining and enhancing market fit [16].

## 4. Scenario Planning

### 4.1 Critical indicators

Scenario planning in the educational advisory sector focuses on key indicators to anticipate and adapt to future uncertainties effectively:

- **Technological adoption:** Integrating hybrid work technologies, data analytics, and learning platforms enhances innovation capabilities [20].
- **Market demand:** Analysing market demands in Asia Pacific, North America, the Middle East, and Western Europe tailors IBE's services to market needs [17].
- **Regulatory environment:** Compliance with the Data Protection Act and accreditation standards builds client trust and ensures legal conformity [13].
- **Global economic conditions:** Monitoring global economic trends and geopolitical shifts enables IBE to refine strategies and remain competitive [7].

### 4.2 Strategic scenarios

The table below presents potential scenarios for IBE, identifying key drivers, strategic focus, and implications for each:

**Table 3. Scenario Analysis**

Scenario	Key Driver	Strategic Focus	Implications
<b>Steady Market Growth</b> [6]	Consistent demand, technological progression, stable regulations	Invest in incremental innovations; align with market and regulations	Enhance technology continually; monitor market closely; align with client needs
<b>Market Stagnation</b> [14]	Economic downturn, regulatory challenges, slow tech adoption	Optimise operations; manage costs; seek alliances	Improve cost efficiency; leverage capabilities; consider mergers

<b>Global Expansion through Collaboration</b> [22]	Strategic partnerships, rapid digital adoption, favourable regulations	Proactively innovate; expand globally; adapt to diverse markets	Intensive R&D; manage varied regulatory and technological landscapes
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By focusing on incremental innovations, operational optimisation, and proactive expansion through strategic partnerships, IBE can effectively navigate challenges and capitalise on opportunities.

## 5. Survey Analysis

### 5.1 Survey methodology

The survey targeted 90 industry professionals via LinkedIn to evaluate innovation efficacy, obstacles, and strategies across various sectors. With a *response rate* of 37.8%, data from 34 participants was analysed with SPSS version 29.02, providing insights into innovation trends and their applications. The survey, conducted in the last week of May, included assessments on the Innovation Value Chain, Design Thinking Readiness, and Innovation Ambition.

**Table 4. Sample Characteristics**

Category	Details
<b>Region</b>	Europe (55.9%), Asia Pacific (17.6%), Americas (14.7%), Middle East (11.8%)
<b>Gender</b>	Male (61.8%), Female (38.2%)
<b>Company Size</b>	Large-sized (47.1%), Medium-sized (38.2%), Small-sized Businesses (14.7%)
<b>Industry</b>	IT and Technology (35.3%), Professional Services (23.5%), Industry and Manufacturing (23.5%), Education and Research (17.6%)
<b>Position</b>	Executive and Senior Management (55.9%), Mid-Level Management and Professionals (41.2%), Entry Level and Junior Professionals (2.9%)
<b>Average Age*</b>	50.0
<b>Generation</b>	Gen X (44.1%), Millennials (Gen Y) (29.4%), Baby Boomers (20.6%), Gen Z (5.9%)
<b>Research Incentive**</b>	Yes (79.4%), No (11.8%)
<b>Size/RR</b>	N = 90, (37.8%)
<b>Participants</b>	*30 (**31) of 34 participants provided this data.

### 5.2 Findings and Implications

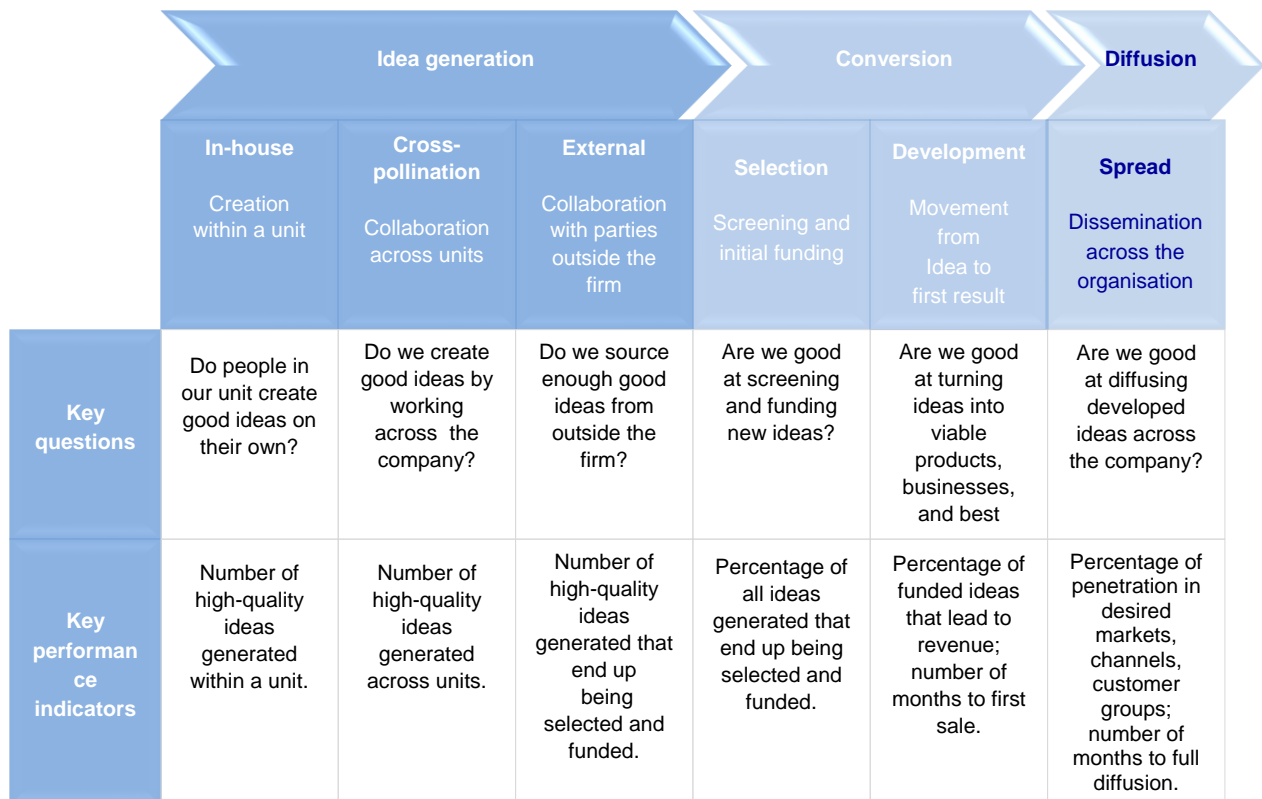
**Question 1** utilised the Innovation Value Chain (IVC), as illustrated in Figure 2, to analyse how various industries address innovation, identifying key barriers, benefits, and strategic approaches. The findings, illustrated in Appendix 7 and Figure 3, reveal:

- **IT and technology:** Leads in innovation with minimal cultural and collaboration barriers, excelling across all IVC stages.
- **Professional services:** Demonstrates moderate innovation success, supported by a robust pool of ideas and manageable timelines, despite cross-collaboration hurdles.
- **Industry and manufacturing:** This sector significantly lags in innovation due to substantial cultural and market entry challenges. The broad diversity within this category

contributes to considerable disparities, rendering the findings less reflective of the sector as a whole and thus distorting the overall generalisability of the results.

- **Education and research:** Excels in executive education innovation, though it faces challenges in collaboration and external factors.

**Figure 2. The Innovation Value Chain (IVC) [15]**



**Survey insights and strategic enhancement**

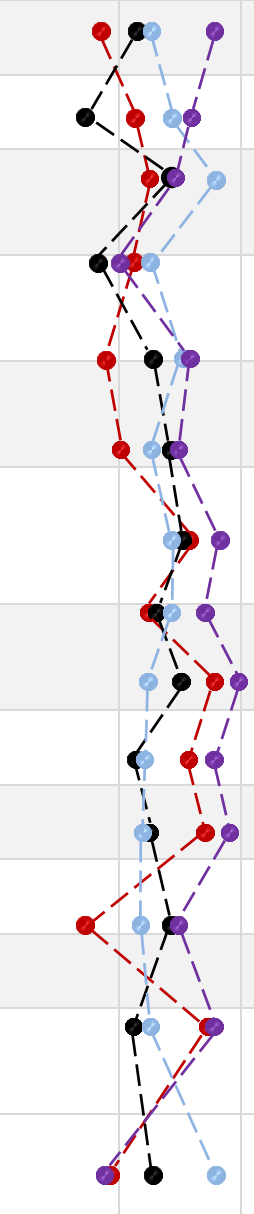
This survey has yielded substantial insights within a brief timeframe, illustrating significant potential for enhancing practical relevance. It underscores the pivotal role of IBE in navigating change resistance and cultural barriers, potentially transforming its strategic utility.

**Advancing understanding with feedback mechanisms**

Integrating real-time feedback mechanisms, such as innovation labs and detailed case studies, enriches understanding and ensures strategies remain aligned with evolving customer needs and market demands. This proactive stance greatly amplifies the survey’s impact through continuous adaptation to real-world feedback.

**Customisation of innovation strategies**

The T-test results from Appendix 7 demonstrate the efficacy of bespoke innovation strategies precisely tailored to address the distinct needs of diverse generational and organisational demographics. This carefully curated approach enhances confidence in the survey’s methodology, providing a solid foundation for further strategic development.

Statement Mean Values	Do not Agree (1)	Partially Agree (2)	Agree (3)	Activity	Phase	
1.1 Our culture makes it hard for people to put forward novel ideas.				In-house generation	Higher scores indicate that the company/sector may be <b>idea-poor</b> .	
1.2 People in our unit come up with very few good ideas on their own.						
1.3 Few of our innovation projects involve team members from different units or subsidiaries.				Cross-pollination among businesses		
1.4 Our people typically do not collaborate on projects across units, businesses, or subsidiaries.						
1.5 Few good ideas for new products and businesses come from outside the company.				External sourcing of ideas		
1.6 Our people often exhibit a 'not invented here' attitude - ideas from outside are not considered as valuable as those invented within.						
1.7 We have tough rules for investment in new projects – it is often too hard to get ideas funded.				Selection	Higher scores indicate that the company/sector may be <b>conversion-poor</b> .	
1.8 We have a risk-averse attitude toward investing in novel ideas.						
1.9 New-product-development projects often do not finish on time.				Development		
1.10 Managers have a hard time getting traction developing new businesses.						
1.11 We are slow to roll out new products and businesses.				Diffusion		Higher scores indicate that the company/sector may be <b>diffusion-poor</b> .
1.12 Competitors quickly copy our product introductions and often make pre-emptive launches in other countries.						
1.13 We do not penetrate all possible channels, customer groups, and regions with new products and services.						
1.14* (Added measure) We are regularly looking for new ways of executive education that are tailored to our organization/sector. *Own scale				Higher Education as an innovation driver	Higher scores indicate that the company/sector may consider <b>Higher Education critical</b> .	

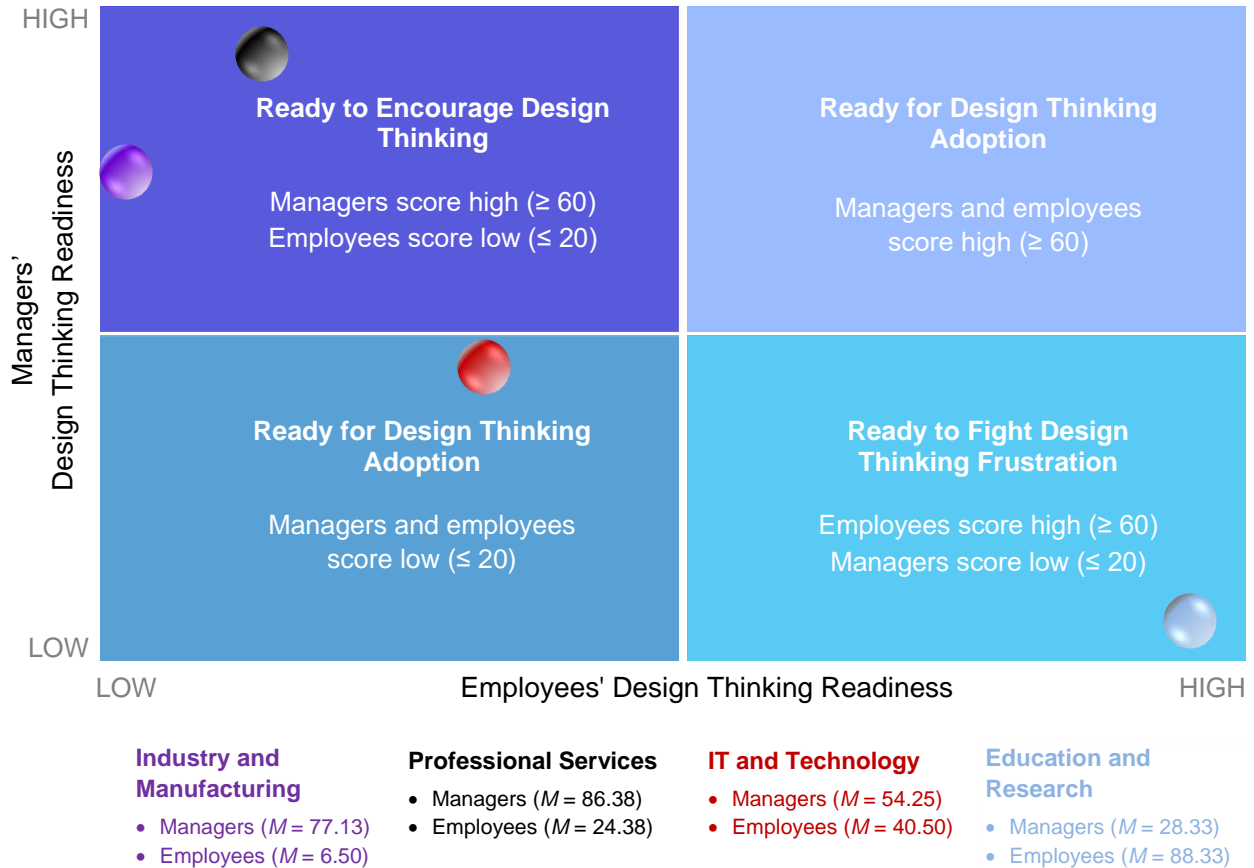
**Figure 3. Comparative Analysis of Innovation Challenge across Four Sectors**

Question 2 assessed design thinking readiness on an 80-point scale across eight dimensions [23, 24]. Figure 4: Readiness Assessment Matrix categorises sector readiness, showing high managerial but low employee readiness in Professional Services and Industry and Manufacturing. Conversely, Education and Research exhibit high employee but low managerial



readiness, with IT and Technology showing moderate levels. For further details, see Appendix 8.

**Figure 4. Readiness Assessment Matrix**



**Question 3** assessed sectoral innovation ambition using the Design Ambition Matrix, which differentiates between core, adjacent, and transformational innovations. This matrix assists in clarifying strategic priorities and resource distribution, further enhancing alignment with sector-specific readiness and challenges identified in Questions 1 and 2.

Findings are:

- **Industry and manufacturing:** Merge core and adjacent innovations, updating products and expanding into related markets.
- **Professional Services:** Blend core and adjacent innovation, to refine services and explore new offerings.
- **IT and technology:** Concentrate on core innovation, to enhance products for existing markets.
- **Education and research:** Focus on adjacent innovation, moving into new business areas.

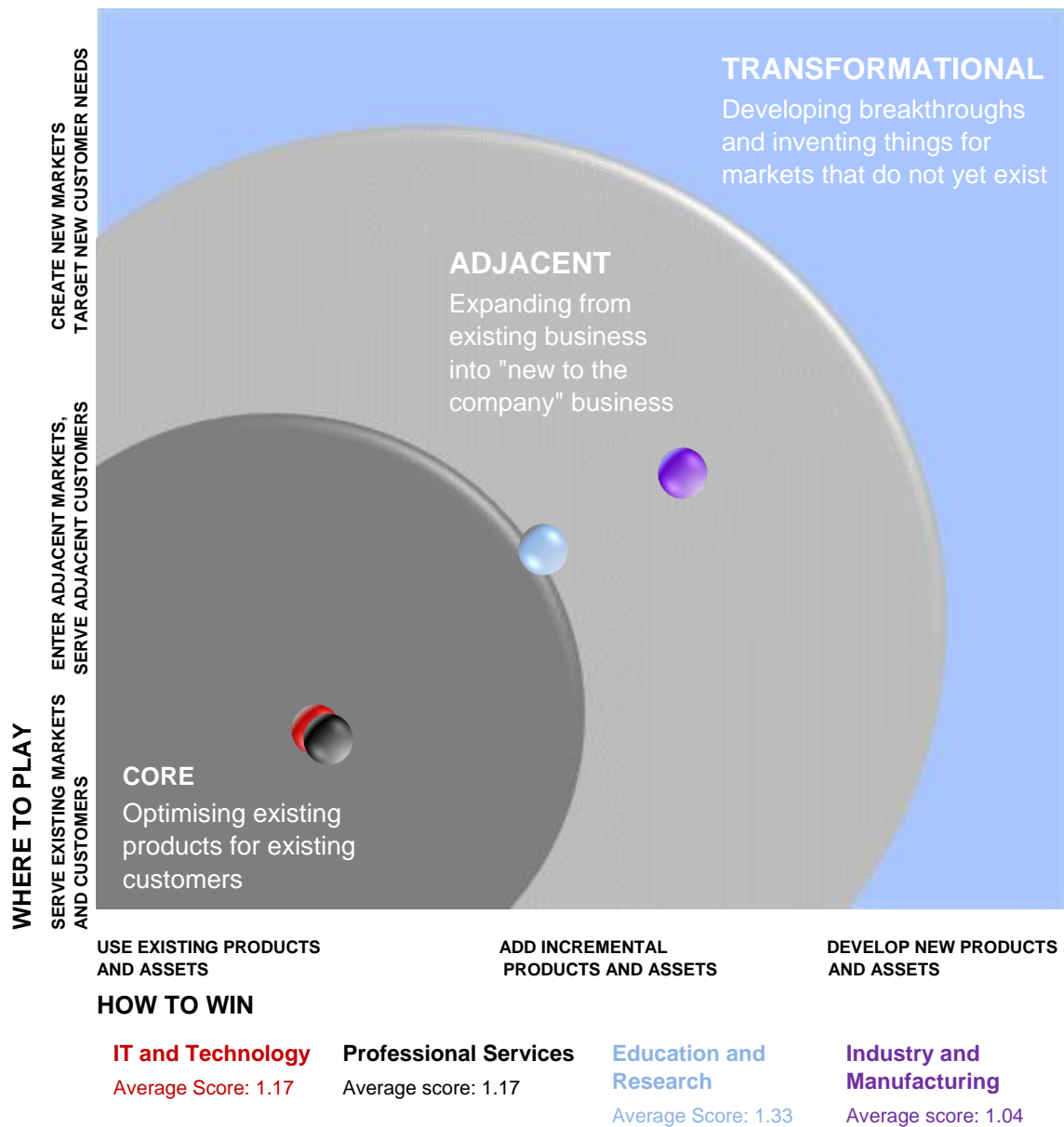


Figure 5. Design Ambition Matrix

### 5.3 Value proposition

The survey uncovers critical insights into sector-specific innovation readiness and ambition. Professional Services and Industry and Manufacturing show high managerial but low employee readiness for design thinking, opposite to Education and Research. IT and Technology display moderate readiness.

The Design Ambition Matrix outlines sector-specific innovation priorities and supports these findings. IBE should collaborate with partners to develop targeted programmes that enhance design thinking readiness and cultivate an innovation culture at all levels.

IBE's value proposition addresses the readiness gap between management and employees by deploying tools like the Innovation Value Chain and Design Thinking Readiness.

This approach promotes engagement and alignment across the organisation, meets diverse client needs, and encourages ongoing innovation and improvement.

## **6. Innovation Opportunity and Strategy**

### **6.1 Evaluation of opportunities**

IBE must evaluate innovation opportunities by analysing the competitive landscape in corporate advisory services and identifying gaps in AI integration, hybrid technologies, and digital platforms. Prioritisation combines market assessment with customer and expert insights [24].

### **6.2 Agile focus strategy**

An agile strategy enables IBE to rapidly adapt through iterative development and continuous feedback, emphasising cross-functional collaboration and customer-centricity. This approach engages departments to tailor solutions to client needs and refine feedback-based strategies [25].

### **6.3 Primary innovation opportunity**

Identifying IBE's primary innovation opportunity requires selecting ideas that match strategic and market needs. Using design thinking and lean startup methods, IBE could develop an AI-driven corporate training platform that is continually tested with clients to ensure market alignment [17].

## **7. Innovation Process**

### **7.1 Design thinking approach**

*Design thinking* is vital for developing user-centric solutions through cycles of problem definition, ideation, prototyping, and testing (24). It ensures unique and valuable solutions, enhancing user satisfaction and competitive advantage [26].

### **7.2 Evidence-based decision-making**

This approach leverages empirical data to bolster innovation reliability and mitigate biases [27], affirming IBE's commitment to praxis-oriented strategies.

### **7.3 Prototyping and testing**

This phase ensures IBE's solutions are market-ready and strategically aligned, refining innovations to enhance customer experiences and accelerate market entry [17].

### **7.4 Feedback and iteration**

Consistent, genuine feedback and clear communication are crucial in continually refining innovations. This process keeps IBE's services relevant and competitive, fostering open innovation and integrating diverse insights [28].

## **8. Action Plan**

### **8.1 Strategic partnerships**

IBE will collaborate with tech firms and academic bodies to advance digital and hybrid work technologies, gain access to innovative research, and pool resources for competitive advantage [10].

### **8.2 Incremental innovations**

IBE will enhance its services with targeted, client-driven improvements, customised to meet industry-specific demands, thus promoting relevance and consistent growth [6].

### **8.3 Continuous learning and feedback**

IBE will foster a learning culture by sharing best practices and ensuring staff stay updated on industry trends. Including regular client feedback refines services and enhances agility by

embracing failures as learning opportunities [17]. This approach promotes engagement and alignment across the organisation, meets diverse client needs, and encourages ongoing innovation and improvement. Assessing the feasibility of these strategies within the current organisational structure is vital, considering potential barriers like inertia and resource constraints.

#### **8.4 Measuring success**

IBE will establish and monitor quantifiable goals via Key Performance Indicators like client satisfaction, market share, and innovation rate. Regular evaluations will confirm strategy effectiveness and alignment with broader goals, focusing on enhancing customer experience and maintaining agility [7, 8].

### **9. Conclusion and Recommendations**

#### **9.1 Findings**

Today's dynamic business environment requires robust innovation strategies. The analysis highlights a widespread lack of structured processes. IBE enhances client capabilities with tailored strategies, integrating design thinking, evidence-based decision-making, and agile methodologies.

#### **9.2 Recommendations**

To effectively implement strategies from Section 8, IBE should:

- **Enhance collaboration:** Mobilise all levels to break down silos and build a robust innovation network.
- **Form strategic partnerships:** Partner with technology firms and academic institutions to boost innovation and synergy.
- **Promote continuous learning:** Sustain relevance with continuous training and hackathons and instil a culture of innovation with growth playbooks.
- **Implement measurement tools:** Continuously refine strategies with feedback, assess challenges, and measure creativity. Define precise success metrics.
- **Drive profitable innovation:** Operate within budget constraints to ensure sustainability and profitability.

#### **9.3 Outlook**

IBE helps clients manage change resistance and socio-cultural barriers through enhanced agility, resource provision, and practical knowledge sharing. However, current data might only partially reflect emerging trends, potentially undermining competitiveness.

IBE should implement an innovation lab and establish a continuous client feedback loop to enhance adaptability.

Future research should conduct comparative studies, evaluate the impacts of economic shifts and regulations, and explore emerging technologies such as fog computing in educational advisory services. A focused examination of the diversity within the Industry and Manufacturing sector is crucial to tailoring strategies more effectively and fully understanding its varied impacts on innovation.

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**Appendices**

**Appendix 1: Innovation Value Chain (IVC) Assessment**

Thank you for supporting my Global MBA research in Innovation and Strategic Entrepreneurship. I will share my research paper with you by the end of July 2024 as a token of appreciation. Completing this questionnaire containing **four questions** should take at most 7 minutes (3 pages).

**Q1. Please answer the questions to the best of your knowledge and belief.**

Please checkmark , i.e., copy and paste  into only one of the following three options: "Do not agree," "Partially agree," or "Agree."

Statement	Do not agree	Partially agree	Agree
1.1 Our culture makes it hard for people to put forward novel ideas.			
1.2 People in our unit come up with very few good ideas on their own.			
1.3 Few of our innovation projects involve team members from different units or subsidiaries.			
1.4 Our people typically do not collaborate on projects across units, businesses, or subsidiaries.			
1.5 Few good ideas for new products and businesses come from outside the company.			
1.6 Our people often exhibit a 'not invented here' attitude - ideas from outside are not considered as valuable as those invented within.			
1.7 We have tough rules for investment in new projects – it is often too hard to get ideas funded.			
1.8 We have a risk-averse attitude toward investing in novel ideas.			
1.9 New-product-development projects often do not finish on time.			
1.10 Managers have a hard time getting traction developing new businesses.			
1.11 We are slow to roll out new products and businesses.			
1.12 Competitors quickly copy our product introductions and often make pre-emptive launches in other countries.			
1.13 We do not penetrate all possible channels, customer groups, and regions with new products and services.			
1.14 We are regularly looking for new ways of executive education that are tailored to your organization.			

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## Appendix 2: Organisational Assessment

**Q2. Please answer to the best of your knowledge and belief. Rate between 0 and 10!**

Choose the column that applies to you (Either Manager or Employee). Rate each statement from 0 = Never, 5 = Sometimes, to 10 = Always. (Pick only one number from 0, 1, 2, ..., 10) for each statement 2.1 to 2.16.

Statement	Manager Score	Employee Score
2.1 Does your organization prioritize user experience over traditional performance goals?		
2.2 Does your organization empathize with users' problems and actively seek out users' point of view?		
2.3 Do members of your organization have a high level of trust in people from other departments or functions?		
2.4 Do members of your organization work together to achieve common goals rather than representing their department's (or their own) interests only?		
2.5 Does your organization allow for a flexible and informal style of working and form networks or teams to create solutions to business problems?		
2.6 Do members of your organization practice what-if-scenarios or allow discussions to go "off the rails"?		
2.7 Does your organization tolerate ambiguity when making decisions?		
2.8 Do individuals in your organization feel comfortable (or even excited by) uncertainty?		
2.9 Is your organization open to using both qualitative (stories) and quantitative (numbers) kinds of data?		
2.10 Does your organization employ user stories to inform its decisions?		
2.11 Do individuals in your organization treat constraints as opportunities rather than reasons to stop trying?		
2.12 Are individuals in your organization inherently optimistic and energized by difficult problems?		
2.13 Does your organization encourage experiments, even when they might fail?		
2.14 Does your organization have a formal process to analyze and learn from failure?		
2.15 Does your organization give individuals time away from their day-to-day demands to work on exploratory projects?		
2.16 Do individuals in your organization have time, energy, and motivation to work on projects outside of their normal routine?		



**Appendix 3: Innovation Ambition and Demographics**

**Q3. When you think about innovations in your business, which of the following three statements is your organization’s prevailing pursuit?**

Please checkmark , i.e., copy and paste  into only one of the following three options: "Yes," "Unsure," or "No."

Statement	Yes	Unsure	No
3.1 Optimizing existing products* for existing customers.			
3.2 Expanding from existing products* to “new to our company” products.			
3.3 Developing and inventing products* for markets that do not yet exist.			

\*Products includes services and solutions

**Q4. Demographics**

4.1 Your Industry/Sector: Examples: IT, Financial services, Consulting	Your answer:
4.2 Your company size: Small, Medium, Large, Startup	Your answer:
4.3 Your function and position/role: Examples: CEO, Sales Manager, IT Manager	Your answer:
4.4 Your country/region: Examples: Germany/EMEA	Your answer:
4.5 Your gender: Male/Female	Your answer:
4.6 Your Year of birth/Generation: Examples: 1963/Baby Boomer	Your answer:

**Please save regularly, ensure you answer all questions, and submit this questionnaire by May 28th, 2024, by email to**

**[@warwick.ac.uk](mailto:editor@warwick.ac.uk) or via my [LinkedIn profile](#) as a Word file or PDF.**

**I would like to receive the research paper in July/August 2024! Choose either  or**

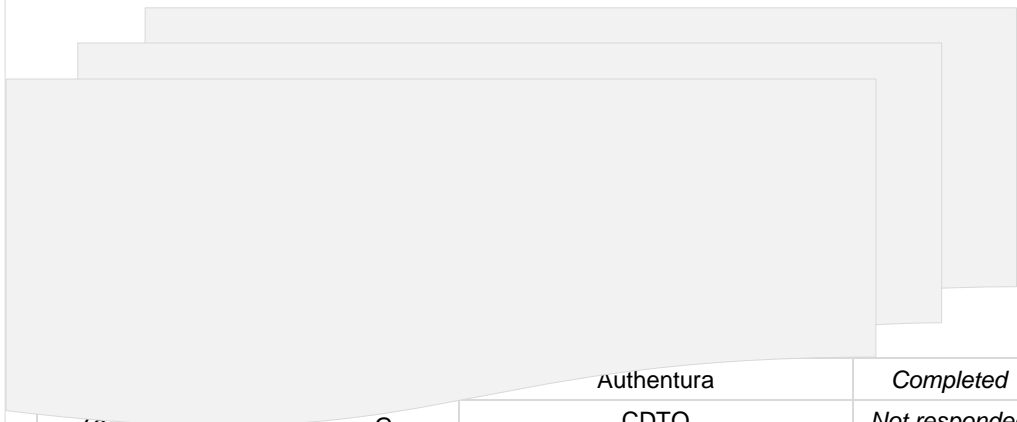
<input type="checkbox"/> <input checked="" type="checkbox"/>	Yes, Your Email:	
<input type="checkbox"/> <input checked="" type="checkbox"/>	Yes, Your LinkedIn profile:	
<input type="checkbox"/> <input checked="" type="checkbox"/>	No.	

*Thank you very much.*

#### Appendix 4: Survey Participants (Extract)

Research Announcement and Participant Selection Details  
**Announcement Date:** 23 May 2024  
**Invitation Date:** 24 May Status: 31 May 2024  
**Sample Size:** 90 Participants Selected from a Pool of 22,237  
 LinkedIn Members

Survey	Last Name	First Name	Company	Outcome
1	K.	C.	VAUTID	Completed
2	K.	M.	Cosinex	Not responded
3	St-N.	A.	Claranet	Completed
4	H.	R.	Balfourt Beatty	Not responded
5	H.	D.	WeLikeU GmbH/Walraven	Completed
6	V.	S.	ABB	Completed
7	G.	N.	Amazon	Completed
8	S.	M.	Springer Nature	Completed
9	D.	D.	Emotional Brand Academy	Not responded
10	K.	C.	QatarEnergy LNG	Completed
11	L.	M.	SAP	Completed
12	S.	K.	Ricoh	Completed



			Authentura	Completed
78	P.	G.	CDTO	Not responded
79	J.	K.	Gartner Group	completed
80	B.	P.	IBM	Not responded
81	S.	O.	Open-Source IT	Not responded
82	K.	J.	Gartner Group	Completed
83	P.	P.	Woxsen University	Not responded
84	S.	U.	Philantrop	Completed
85	A.	A.	Design Studio	Not responded
86	C.	B.	Revalize	Not responded
87	H.	J.	Cosmic Gold	Not responded
88	G.	H.	Orion Innovation	Not responded
89	B.	E.	MarketOne International	Not responded
90	A.	I.	Millennial University Malaysia	Completed

## Appendix 5: LinkedIn Evidence

### Survey participant recruitment

I am excited to invite 90 distinguished junior, mid- and senior-level executives from diverse industries and regions to participate in a brief yet impactful 7-minute survey for "Innovation and Strategic Entrepreneurship by May 31, 2024" As a token of appreciation, participants will receive a comprehensive paper on the findings in July 2024.

Your invaluable insights will play a pivotal role in shaping this research. If you are interested in contributing, please send me a brief message on LinkedIn. Your support is greatly appreciated!

Thank you very much for supporting my global MBA research in Innovation and Strategic Entrepreneurship. *As a token of appreciation, I will share my research paper with you by the end of July 2024.*

To complete this questionnaire that contains seven questions should not you more than 7 to 10 minutes.

**Question 1. Please answer the questions to the best of your knowledge and belief.**

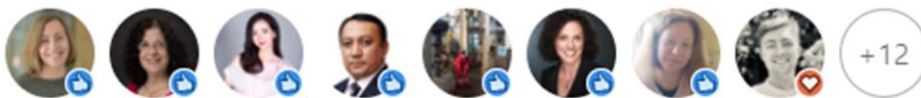
### Engagement

Thank you so much for participating in my MBA survey on Innovation and Strategic Entrepreneurship. The 18.9% return (out of 90 sent surveys) on the third day, plus various commitments to complete it by tomorrow, is stunning. I'll make sure to keep you posted. (17 out of 30 are in; thank you to all my supporters.) If you have committed, please submit your survey by May 31st at the latest.

Thank you greatly for participating in my MBA survey on Innovation and Strategic Entrepreneurship. The 37.8% return (34 completed out of 90 sent surveys) on the seventh day, plus various commitments, has been stunning. (Thanks to all my supporters, 34, 4 more than the 30 expected surveys have been completed). Officially, the survey is closed.

 and 19 others 2 comments

#### Reactions



 Like  Comment  Repost  Send

**Appendix 6: LinkedIn Evidence (continued)**

**LinkedIn Analytics by Industry for Announcement and Engagements**

Views by Industry	Announcement	Impressions	Unique Views	Reactions
Major Industries	1.	1,610	662	30
IT Services and IT Consulting	13.1%	Announcement on <b>May 23, 2024</b>		
Higher Education	9.2%			
Financial Services	7.4%			
Business Consulting and Services	6.8%			
Software Development	5.4%			

Views by Industry	Engagement	Impressions	Unique Views	Reactions
Major Industries	1./2./3. Updates	1,096	474	17
IT Services and IT Consulting	16.0%	Updates on <b>May 24, 25, and 26, 2024</b>		
Business Consulting and Services	8.4%			
Higher Education	7.2%			
Financial Services	6.1%			
Banking	4.9%			

Views by Industry	Engagement	Impressions	Unique Views	Reactions
Major Industries	4./5./6./7. Update	1,388	671	17
IT Services and IT Consulting	12.8%	Updates on <b>May 27, 28, 30, and 31, 2024</b>		
Business Consulting and Services	9.4%			
Higher Education	9.2%			
Financial Services	7.2%			
Software Development	5.7%			

### Appendix 7: Mean Values of Innovation Challenges Across Four Sectors

Q1. Mean Values Statement	IT and Technology	Professional Services	Industrial and Manufacturing	Education and Research
1.1 Culture inhibits innovation	1.50	1.75	2.38	1.83
1.2 Few good own ideas	1.75	1.25	2.13	2.00
1.3 Limited cross-collaboration	1.83	2.00	2.00	2.50
1.4 Low inter-unit collaboration	1.75	1.50	1.63	1.83
1.5 Limited external innovation	1.58	1.88	2.25	2.17
1.6 Not invented here	1.67	2.00	2.13	1.83
1.7 Strict investment criteria	2.17	2.13	2.50	2.00
1.8 Risk-averse idea investment	1.83	1.88	2.38	2.00
1.9 Delayed project completion	2.50	2.13	2.75	1.83
1.10 Challenging BIZ development	2.17	1.75	2.50	1.83
1.11 Slow product rollout	2.33	1.88	2.63	1.67
1.12 Competitor pre-emptive launch	1.25	2.00	2.13	1.83
1.13 Limited market penetration	2.42	1.75	2.50	2.00
1.14 Innovative executive education	1.58	1.88	1.63	2.50
N = 34; Four subsamples	12	8	8	6

The T-test assessed whether various groups—categorised by **management level**, **gender**, and **generation**—perceived innovation challenges differently. The results indicated *consistent* perceptions across most categories, apart from "Limited external innovation." In this area, *males* and *Millennials* reported experiencing *more significant challenges* than *females* and *Generation X*. This insight underscores the necessity for innovation strategies tailored to the specific needs of different demographic groups.

### Appendix 8: Design Thinking Readiness Statistics

The sector-specific readiness for design thinking is expressed by mean values (*M*) and standard deviations (*SD*).

- Professional Services:** Managers score highly, with User Experience prioritisation ( $M=5.00, SD=3.74$ ) and flexible informal networks ( $M=6.50, SD=4.34$ ). Employee score lower, with UX prioritisation ( $M=1.50, SD=2.83$ ) and user empathy focus ( $M=1.38, SD=2.67$ ).
- IT and Technology:** Managers show moderate readiness, with UX prioritisation ( $M=2.83, SD=2.82$ ) and collaborative goal achievement ( $M=4.42, SD=4.27$ ). Employee scores vary widely.
- Education and Research:** Managers have low scores, reflecting traditional thinking, with UX prioritisation ( $M=1.50, SD=2.35$ ). With UX prioritisation ( $M=4.17, SD=3.43$ ) and user empathy focus ( $M=7.17, SD=3.71$ ), employees show higher readiness.
- Industry and Manufacturing:** Managers show moderate alignment, with UX prioritisation ( $M=5.25, SD=2.60$ ) and flexible informal networks ( $M=5.75, SD=3.06$ ). Employee scores need improvement.

Below are the mean values and standard deviations for managers and employees in **Professional Services**. The readiness assessment visualises sector positioning based on scores, revealing *high managerial but low employee readiness* in **Professional Services** and **Industry and Manufacturing**. **Education and Research** show high employee but low managerial readiness, while **IT and Technology** indicate moderate readiness.

#### Professional Services: Manager and Employee Mean and Standard Deviation

Dimension	Question 2 Statement	Manager <i>M</i>	Employee <i>M</i>	Manager <i>SD</i>	Employee <i>SD</i>
Purpose	2.1 UX prioritisation	5.00	1.50	3.74	2.83
	2.2 User empathy focus	5.88	1.38	3.91	2.67
Collaboration	2.3 Interdepartmental trust	5.38	1.88	3.50	3.48
	2.4 Collaborative goal achievement	5.63	1.75	3.85	3.41
Work Style	2.5 Flexible informal networks	6.50	1.88	4.34	3.48
	2.6 Encourages off-rail discussions	6.13	1.25	3.83	2.82
Thought Process	2.7 Tolerates decision ambiguity	4.63	1.00	4.14	2.14
	2.8 Comfortable with uncertainty	4.13	1.13	3.83	2.47
Knowledge Generation	2.9 Uses mixed data	6.50	1.75	4.07	3.24
	2.10 Employs user stories	6.25	2.00	4.37	3.85
Constraints	2.11 Constraints as opportunities	5.63	1.13	4.47	2.47
	2.12 Inherently optimistic individual	5.25	1.25	4.30	2.82
Failure	2.13 Encourages experim. failure	4.75	1.63	3.99	3.11
	2.14 Analyses & learns from failure	5.00	1.88	4.28	3.48
Workflow	2.15 Time for exploration	5.25	1.38	4.40	3.16
	2.16 Motivated for extra projects	4.50	1.63	3.46	3.11
<b>∑ Aggregate Mean</b>		86.38	24.38	N/A	N/A
Subsample Size:		N = 8			