

Managing the Internal Processes

- Scanning the environment for relevant signals
- Selecting projects which have a good strategic fit
- Managing, including stopping or accelerating
- Capturing learning

Routines for Enabling Scanning

- Defining the boundaries of the market
- Understanding market dynamics
- Market forecasting
- Technological forecasting
- Working with users
- 'Voice of the customer' techniques

Routines for Enabling Strategy

- Fit between innovation and business strategy
- Developing a strategic concept (Honda Accord)
- Testing the concept
- Involvement of key suppliers
- Working with users

Routines for Enabling Implementation

- Integrated design (Lamming – Japan)
- Stage-gate decision making
- Cross-functional teams
- Project structure (p260-1)
- Market development

Routines for Enabling Learning

- Post-project reviews
- Capturing knowledge
- Benchmarking
- Auditing
- Learning with others (alliances)