

**home innovation**<sup>®</sup>

consulting network

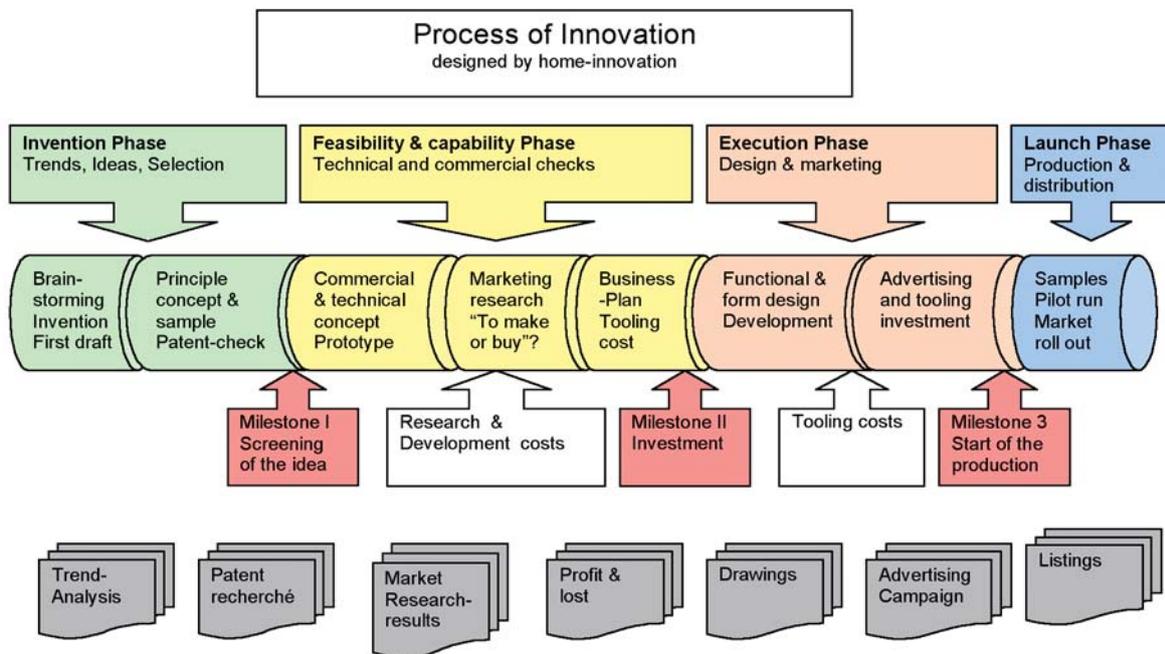
## The labyrinth of innovations



*The medieval labyrinth dated from the 9th century consists either quarter circle or half circle. One of these labyrinths is in Lucca Cathedral, Italy.*

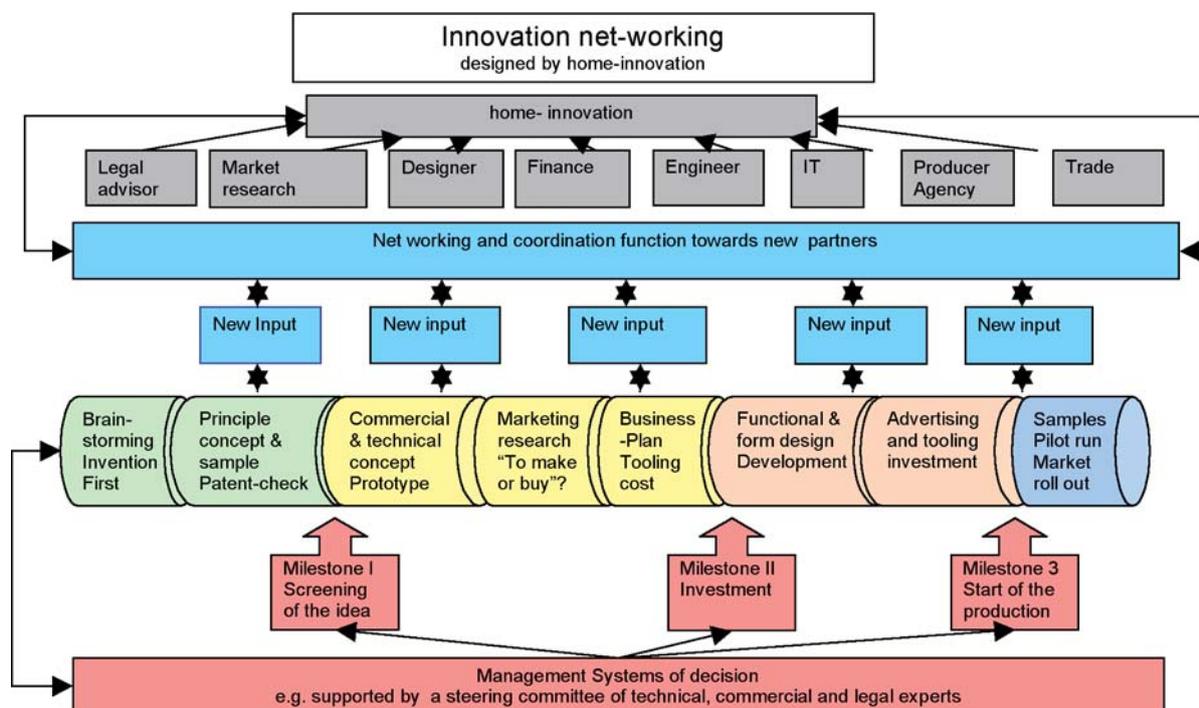
Even when an idea has been born, the appropriate means are required in order to bring it home. In the course of the innovation process one always encounters obstacles, whether these barriers are technical or of a more economic nature, or due to resistances, namely doubts and reservations, from those involved in the innovation process. Sometimes there are different fundamental opinions regarding the objectives to be achieved or even the incompatibility with company principles and strategies; all of which can lead things astray.

In order to move from point A to point B, the innovation processes in many companies are basically the same in terms of their basic features, but are oftentimes not represented in a transparent fashion to those involved.



What is most essential, however, is how the process unfolds. It is not only a question of how to best organize projects to best support the processes, but rather how the necessary corporate culture for this is lived and experienced. The answer is not found in regulated responsibilities alone, but much more in the goal-oriented coordination and behaviour of all persons involved in the innovation process. Innovation or product management often comes up against department barriers. A project organisation is usually set up only temporarily such that the usual egos from departments like marketing, development, purchasing and so forth often overlap. In certain cases, it can be helpful at this point to seek outside assistance to take on the role of a moderator or even project manager for a certain time in order to break down these barriers.

The reason in the case of innovations is often that the resources of ones own organisation is often insufficient and it becomes necessary to tap into new external sources. As the degree of innovation grows, existing suppliers often become overwhelmed or requirements exceed their core competences. In these cases the goal is to lay the groundwork for new networks.



Networks emerge as the product of far-reaching market experiences and many years of work for many companies in the related industries. This occurs in such a way that the strategic expertise and industry knowledge, as well as networks of relationships, create the keys to success.