

Using Knowledge to Unlock Innovation: the Innovation Roadmap

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Three Cases

- Singapore Government PS21
- Johannesburg Innovation and Knowledge Exchange (JIKE)
- CSIRO Sustainability Network

What is Innovation?

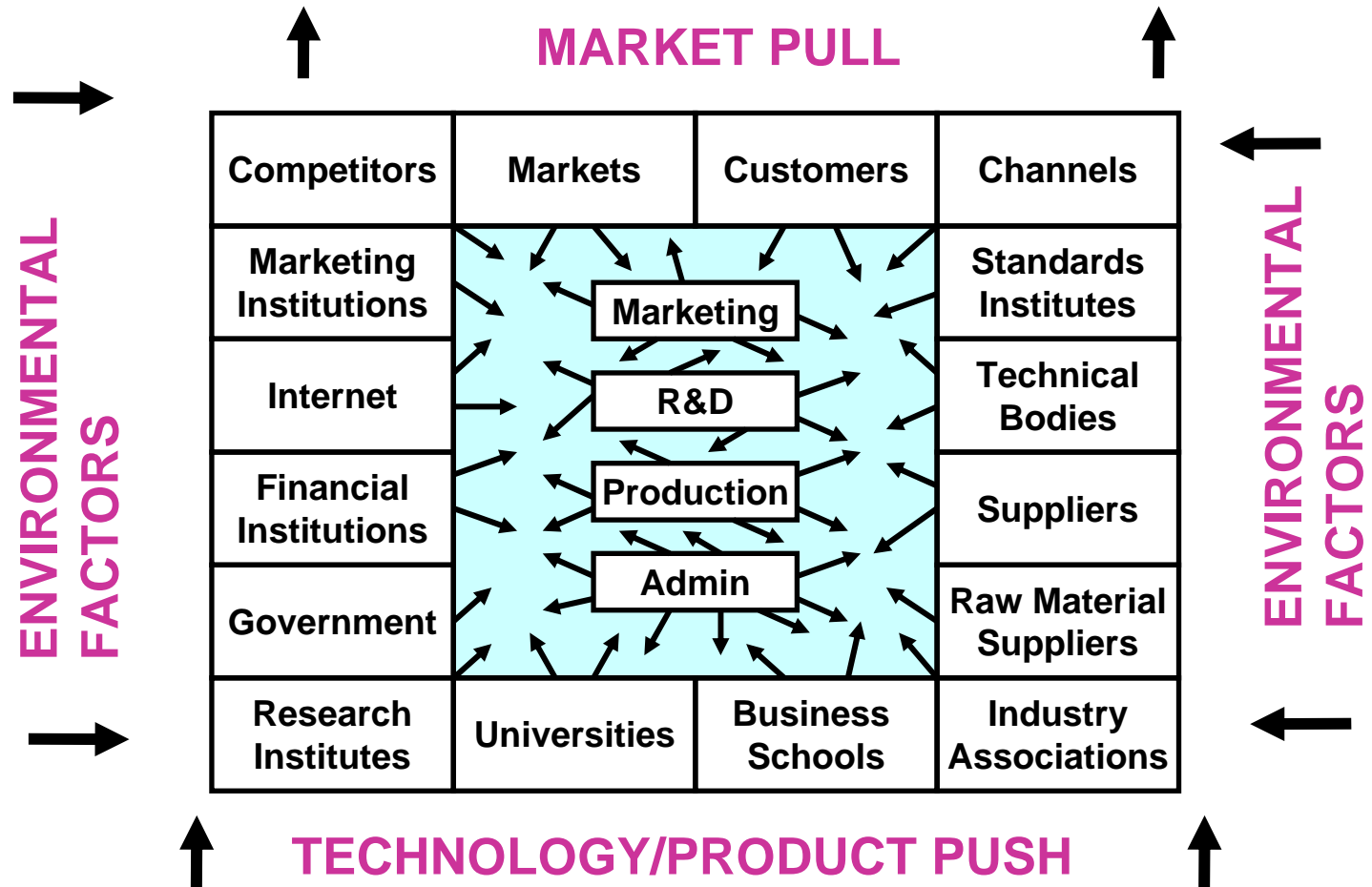
- The process of transforming ideas into sustainable, value adding activities.



Types of Value Created

- Social
- Operational – enhanced organisational operations or services
- Commercial – ownership or control of IP created, new or enhanced revenue streams

Sources of Innovation



Source: Kapeleris, J. (2003) PhD Thesis (Biotech) UQ

Singapore Government PS21

- Public Service for the 21st Century
- Whole of Government initiative for excellence in public service
- Focus on improvement, innovation and enterprise

Innovation Platforms

- Knowledge sharing
- Innovation training
- Continuous enterprise and learning
- The Enterprise Challenge
- Technology

Joburg Innovation and Knowledge Exchange

- Financial crisis caused by institutional crisis
- Vision to become an 'African World Class City'
- JIKE is the institutional response which enables the City to use innovation as a tool for service delivery

Innovation Platforms

- Lessons from innovation turn-around mechanisms
- Culture
- Use of technology
- Demonstrable leadership
- Participation and consultation

Innovation Platforms

JIKE's task – remembering,
capturing, innovating and sharing

JIKE services:

- Knowledge management and innovation
- Knowledge services
- Knowledge products

CSIRO Sustainability Network

- Virtual learning community of practice
- Broad membership
- Sustainability is a suitable topic
- Informal newsletter every 3-4 weeks

Innovation Platforms

- Facilitator interprets and adds value to information
- Facilitator makes linkages among information and people



Lessons from the Private Sector

- Innovation requires a variety of competencies at key stages in the innovation cycle.
- Innovation is driven by customers' and suppliers' experiences.
- Intellectual property must be protected and leveraged

Lessons from the Private Sector

- Innovation requires building sustainable networks and relationships with many people
- Innovation requires commitment, persistence and a clear value proposition
- In the private sector, marketing own success (for PR) and copying the success of others is rewarded.

The Innovation Roadmap



Stimulate
Innovation
Activities



Support
Innovation
Activities



Leverage
Innovation



Sustain
Innovation
Activities

Stimulate Innovation Activities

Innovation is mission critical.

Passionate leadership.

- Innovation arose from financial crisis, passionate leadership – City of Johannesburg.
- Innovation for sustainable competitive advantage – Singapore.
- Passionate leadership – CSIRO Sustainability Network.

Support Innovation Activities

Culture, systems and activities that connect and reward people in knowledge and innovation activities

- Knowledge infrastructure
- Awards and recognition
- Case studies
- Facilitator adding value to information

Leverage Innovation

Create value (social, operational, commercial) from innovation activities

- Projects adopted by the City of Johannesburg
- JIKE
- Projects adopted by the Singapore Public Service

Sustain Innovation Activities

Building a capability in knowledge and innovation activities so that we can do it again – more effectively

- Adequate resources
- Organisational learning programs
- Success stories
- Knowledge exchange with external organisations

Common Barriers

- Competing priorities
- Lack of resources
- Lack of skills
- Short timelines
- Changing priorities

Advice from JIKE

Just do it!

BDO

Chartered Accountants
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Thank you. I welcome your
examples.

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