ITONICS

FORESIGHT & STRATEGY

FOUNDATIONS TO EQUIP INNOVATION TEAMS TO ANTICIPATE, PREPARE FOR, AND SHAPE POSSIBLE FUTURES

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ITONICS Big Picture

Through our Big Picture, the ITONICS model provides focus for the design of a holistic End2end Innovation Management process and covers three strategic questions: *Where to Play*, *How to Win* and *What to Execute*.

| Where to play?	How to win?	How to execute?
This stage leverages **Foresight & Strategy** capabilities, covered in this document, to identify external forces shaping the future and discover relevant opportunity spaces based on your organization's strategic objectives.	This stage employs **Organization** as well as **Engagement & Transformation** capabilities to build consensus and align people, processes, and courses of action.	This stage catalyzes **Engagement & Transformation** as well as **Growth** capabilities to establish a balanced innovation portfolio and execute innovation activities throughout the process with excellence.

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ITONICS Big Picture
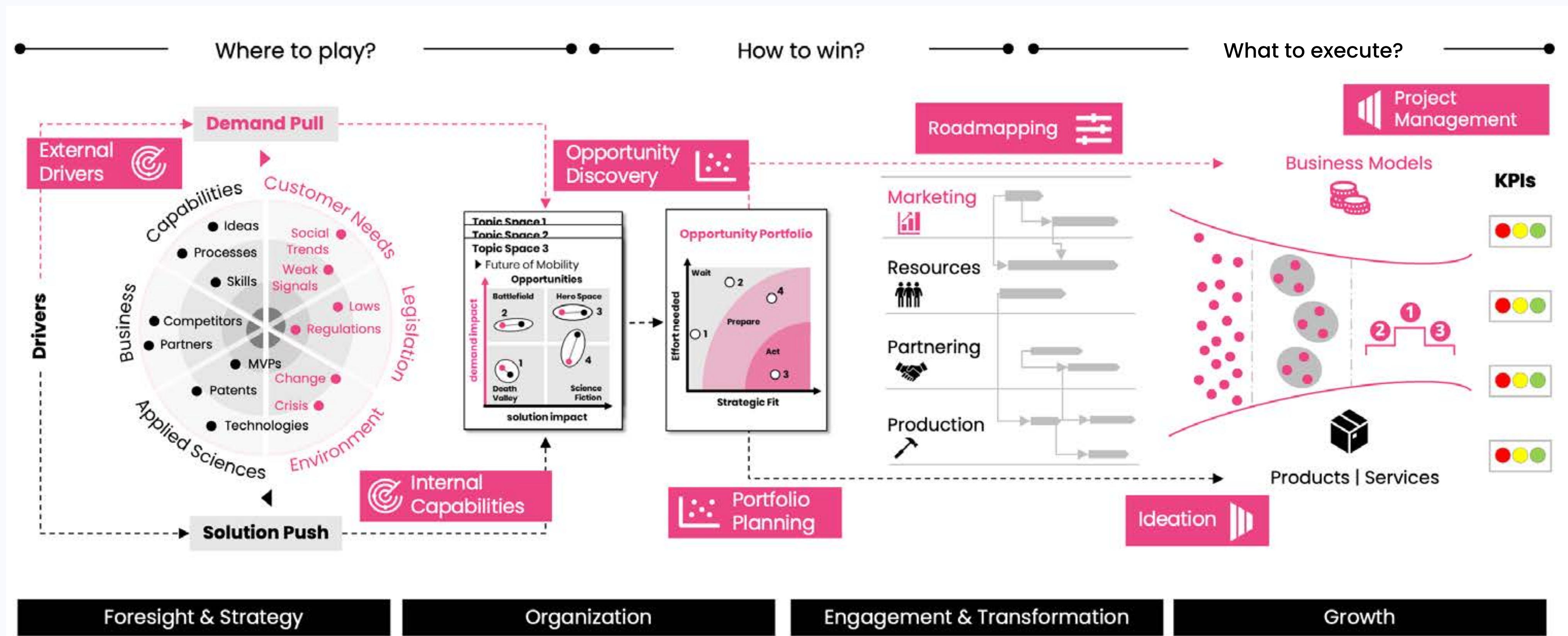
Control Objectives for Innovation Management

ITONICS **Control Objectives for Innovation Management** (COFIM) provides clear guidance on managing innovation across strategic and operative objectives, with key performance indicators to support effective and controlled innovation.

The COFIM model systemizes innovation management to maximize impact. Recognizing that change is not tied to a specific direction and will continue to shift directions, the model assists in building capacity that enables ongoing corporate innovation management across strategic and operative business units.

COFIM defines the innovation capabilities that need to be present in corporate innovation systems. Through its systematic structure, it supports the ITONICS model and End2end Innovation Management process.

The 4 Key Corporate Innovation Levels

Foresight & Strategy

Organization

Engagement & Transformation

Growth
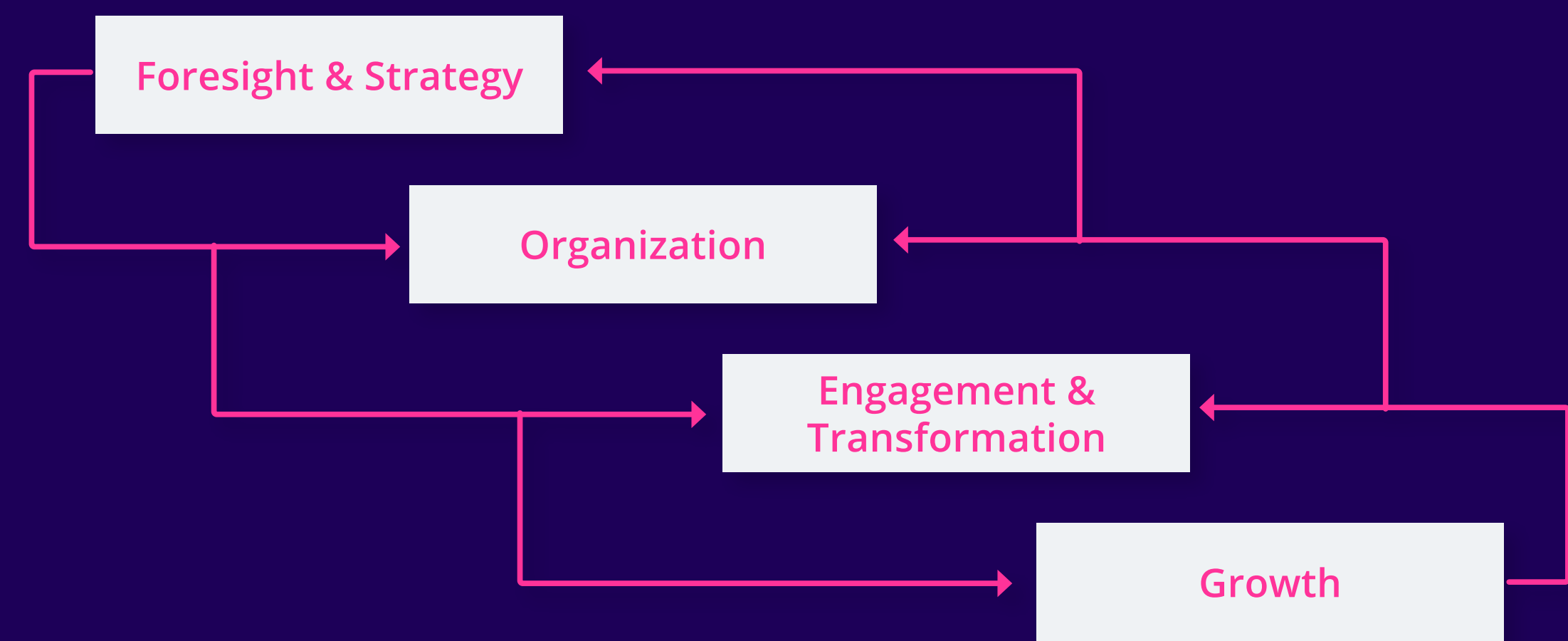
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The ITONICS COFIM Methodology

Foresight & Strategy

Within the **foresight & strategy capabilities**, you set up and shape your future, i.e., sensing, prospecting, planning the future competitive position and establishing a 360° view on competitive developments.

Environmental Scanning	Pictures of the Future	Planning & Goals
Commitment	Dissemination	

Organization

Within the **organization capabilities**, you set up and shape your internal structure and processes, i.e., aligning people, strategic as well as day-to-day actions, and strategic objectives.

Structure & Process	Roles & Routines	Resources
Measures	Synergetic Portfolio	

Engagement & Transformation

Within the **engagement & transformation capabilities**, you set up and shape your culture, i.e., establishing a purpose holding the organization together and a collaborative, open-minded environment, facilitating engagement and learning.

Values & Purpose	Support	Motivation
Understanding	Marketing & Communication	

Growth

Within the **growth capabilities**, you set up and shape your operations, i.e., providing channels for exploring new opportunities and maximizing the effectiveness and efficiency of your innovation activities.
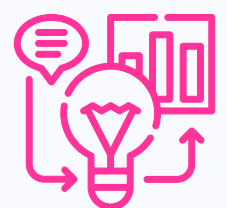
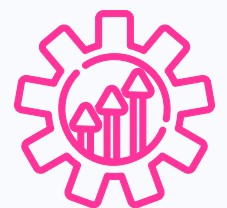| Insights	Ideation	Solution Design
Project Excellence	Scaling & Adoption	

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The Fundamentals of COFIM

COFIM serves as a:
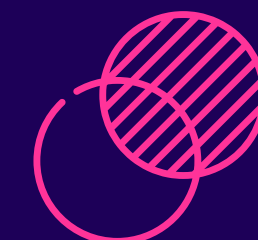
Design framework to set up corporate innovation
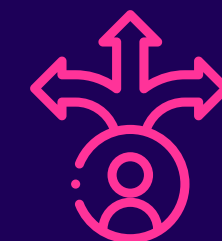
Steering framework to improve corporate innovation

Evaluation framework to assess your current status

COFIM provides:

Comprehensive transparency: understand your current situation and needs

Tailored guidance: design or refine your innovation management capabilities

Process optimization: align different functions and activities

Benefit realization: measure the concrete outcomes of activities

Create a future competitive advantage tomorrow by defining your strategic direction **today**.

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Foresight & Strategy Capabilities

Empower your organization to establish a 360° view on competitive developments to better prospect opportunities, plan your future strategic position, and determine **Where to Play.**

Click below to view

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Environmental Scanning

What is it?

The capability to scan one's business environment comprehensively and continuously.

The goal of Environmental Scanning is to **enhance innovation intelligence**, informing strategic priorities and future direction.
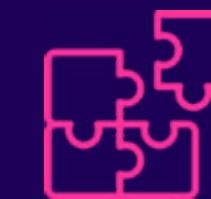
Why is it important?

360° early-warning system: anticipate and respond to change

Profound decision base: use better data to make better decisions

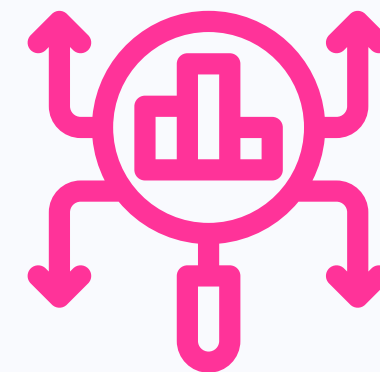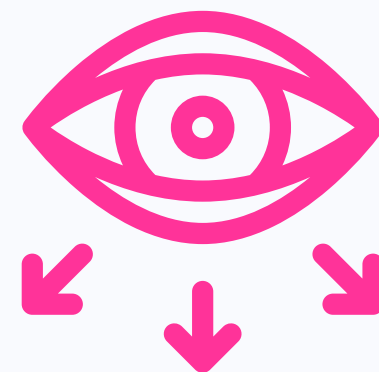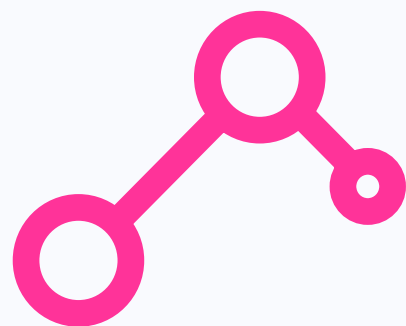**Inspirator:** detect new opportunities and spark new ideas

Strategy processor: refine strategic direction and market fit

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Environmental Scanning Control Objectives

How do I go from Trends & Emerging Technologies to actionable steps for my organization?

| Trend Scouting	Emerging Tech Scouting	Capability Supervision	Competitor Watch
Trend Scouting is the action of gathering information about new consumer attitudes, expectations, or behaviors and market shifts that drive change and have the potential to transform your industry.	Emerging Tech Scouting is the action of gathering information about new, emerging, and evolving technologies that are designed in response to either needs or as a precursor to nascent demands and have the potential to transform your industry.	Capability Supervision is the action of assessing internal know-how, knowledge, and expertise in order to best leverage these capabilities and identify gaps that may indicate areas for development or outsourcing.	Competitor Watch is the action of gathering information about competitors and startups in your industry and understanding their positioning, strengths, and weaknesses in relation to your own.

Environmental Scanning Key Steps

## 1. Conduct systematic scouting and scanning

Define the objectives and scope of scanning activities. Curate a list of reliable and relevant sources. Monitor and collect signals that are interesting and hold potential impact.

2. Make sense of data through analysis
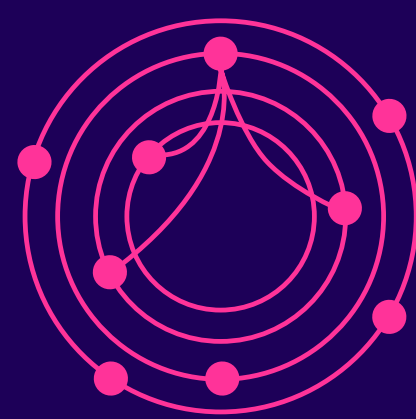
Monitor the evolution of signals and connect data to reveal patterns that indicate possible shifts and new developments in trends, emerging technologies, or competitor activities.

3. Gain consensus through collaborative and strategic alignment
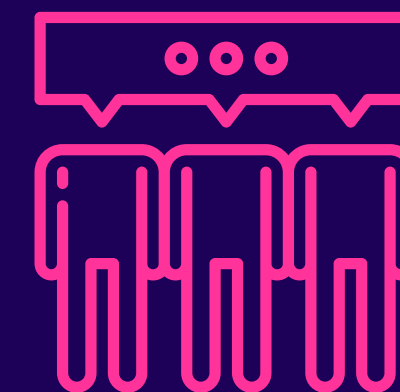
Invite experts to rate trends and emerging technologies according to defined criteria to identify and prioritize the key drivers of change for your organization.

4. Continuously engage in environmental scanning
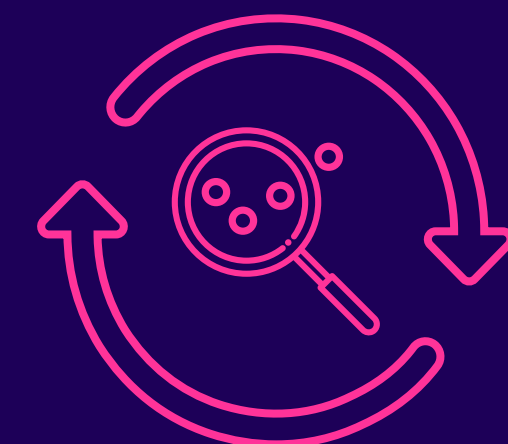
Ensure your organization can adapt quickly and effectively to changes in the environment by establishing a system that enables and optimizes continuous scanning.

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Environmental Scanning Resources

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How AI is Enhancing Environmental Scanning

[VIDEO] Overview: Working with Insights

Simplifying the Complexity of Foresight and Strategy

ITONICS Innovation Platform Glossary

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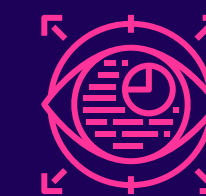DISSEMINATION

Pictures of the Future

What is it?

The awareness of different scenarios with relevance to your organization's future success.

The goal of Pictures of the Future is to develop detailed and realistic narratives about the future that enable the **identification of new opportunities for growth.**
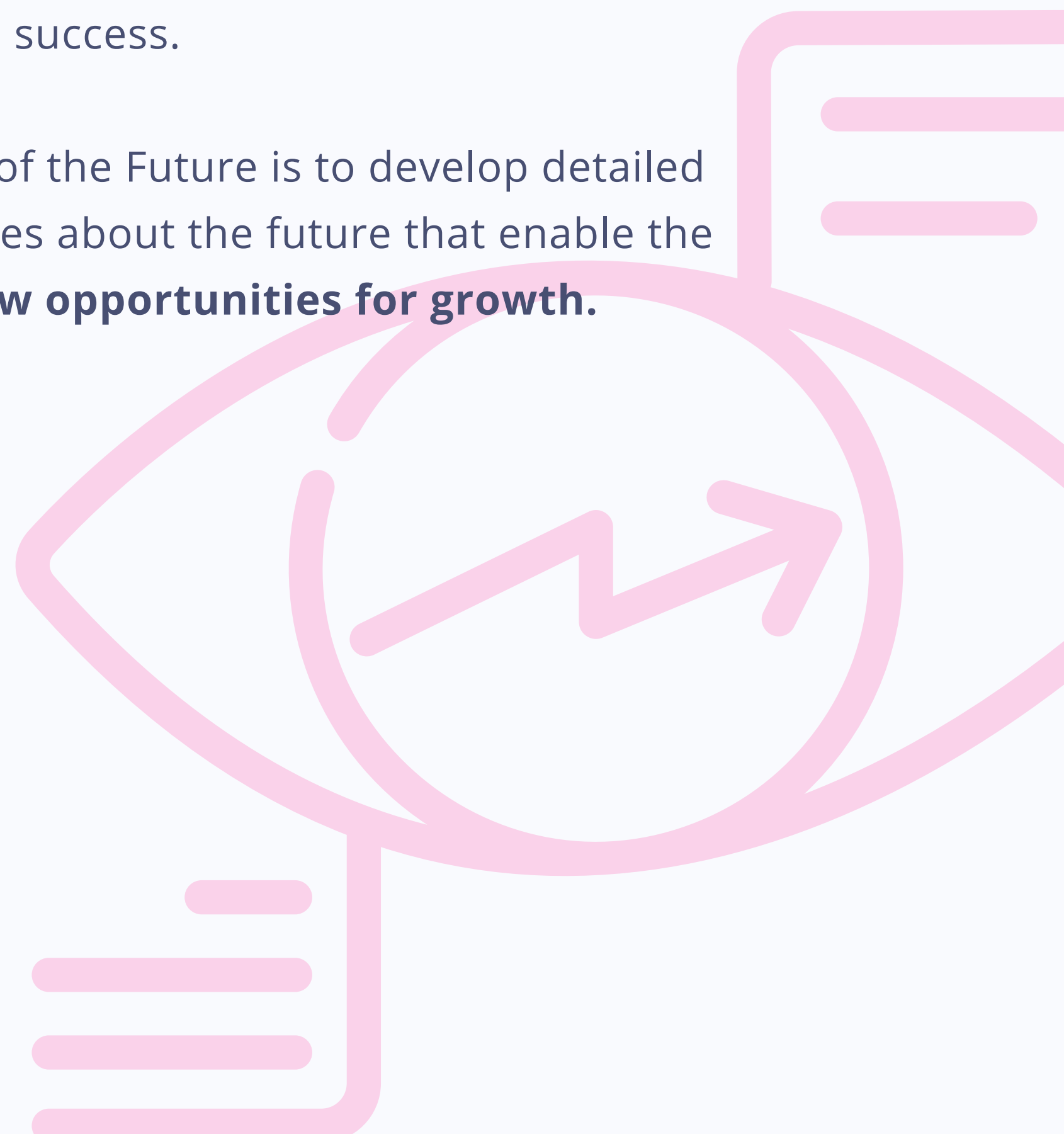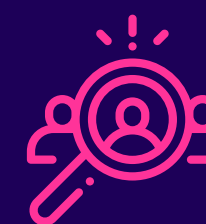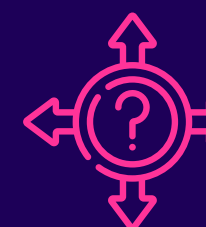
Why is it important?

Strategic foresight: establish a mid- to long-term outlook to inform strategic actions

Broadened perspective: combat confidence and tunnel vision in decision making

Opportunity & threat identification: derive clear opportunity spaces in which to play

Systematic resilience: ensure company viability by mitigating uncertainty

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Pictures of the Future Control Objectives

How do I create different scenarios with relevance to the success of my organization's future?

Key Drivers	Scenarios	Scenario-based Strategizing	Stress Testing
Key Drivers are environmental factors that influence the situation of your organization. This includes existing influential factors as well as observable changes towards something new and future relevant. There are demand drivers (e.g., trends) as well as solution drivers (e.g., technologies and internal capabilities).	Scenarios are postulated sequences or combinations of events projected to take place that could hold relevance to your organization's future state. Scenarios are crafted from extrapolations and recombinations of key drivers.	Scenario-based Strategizing leverages strategic foresight that arises from scenario planning to inform your organization to make better decisions and shape corporate strategy for gaining a competitive advantage.	Stress Testing looks at the extremes of a given scenario which represent lower-probability events with a greater potential for disruption. The sources of these events and their impact should be considered alongside your organization's ability to absorb and respond.

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Pictures of the Future Key Steps: Scenario Planning

1. Identify key drivers and impact

2. Project and assess the trajectories of key drivers

3. Recombine key drivers to develop future outcomes

4. Derive opportunity spaces

Driver A

Driver B

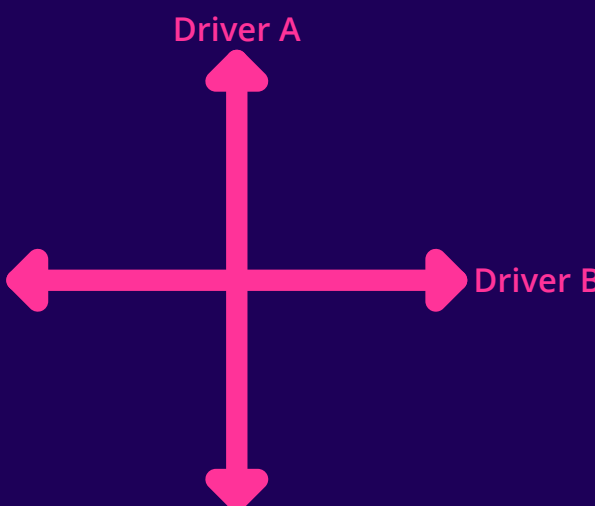Select the key drivers that are of the highest importance to your business environment. Assess and rate key drivers based on level of impact, probability, and/or reach.
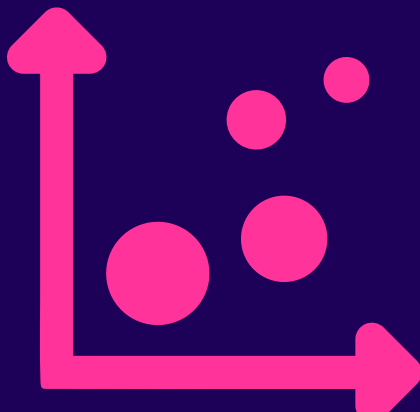
Identify critical uncertainties and extrapolate the different plausible possibilities that could unfold for each key driver.

Plot key drivers against one another and extrapolate the multiple outcomes for different recombinations. Select scenarios that are most plausible and strategically relevant.

Workshop how your organization can respond to the selected scenarios in the future to create viable opportunity spaces that meet your strategic goals.

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What is an Opportunity?

What is an Idea?

Create an Element

Rate an Element

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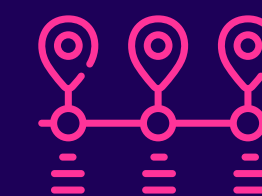
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Planning & Goals

What is it?

An organization's set of actions to reach the desired position or react to changes.

The purpose of Planning & Goals and roadmapping is to provide the strategic long-term planning needed to deliver on corporate strategy.
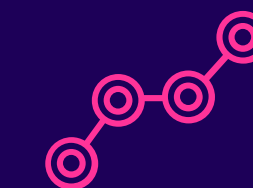
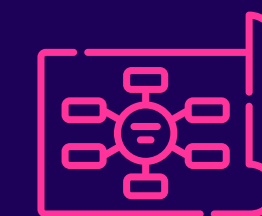Ensure goals are: **specific**, **measurable**, **achievable**, **relevant**, and **time-bound.**
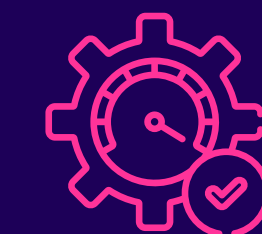
Why is it important?

Bridge current state & vision: outline milestones to achieve innovation goals

High-level overview: raise company-wide alignment with a collaborative roadmap

Resource planning: allocate funding, time, and capabilities and identify gaps
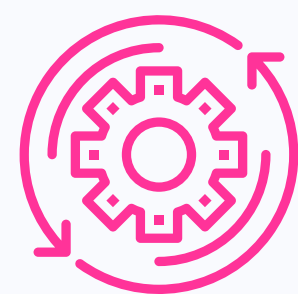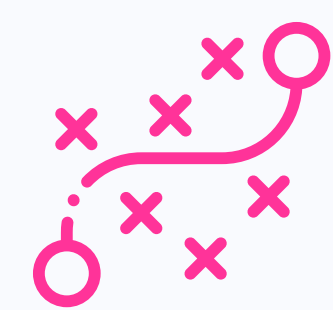
Optimize workflows: detect time inconsistencies and synergies

Planning & Goals Control Objectives

How do I identify actions and goals based on opportunity spaces?

| Strategy Map	Action Fields	Control Objectives	Roadmap
A Strategy Map is a visual representation of the key areas of your strategic innovation objectives—including vision, purpose, ambitions, and capabilities—broken into more specific goals and targets.	Action Fields represent the broad dimensions or areas in which to leverage resources and capabilities given your strategy and goals. Action Fields should fit into a balanced and synergistic innovation portfolio of projects.	Control Objectives serve as clear parameters by which projects are measured. They range from qualitative in early stages of a project, to more growth based in later stages and help define risk, failure, success, and the allocation of resources.	A Roadmap facilitates strategic long-term planning, implementation and visualization of innovations, products and technologies, broken down to the necessary resources, steps and milestones and aligned with the corporate strategy.

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Planning & Goals Key Steps: Roadmapping

1. Define objectives and type of roadmap
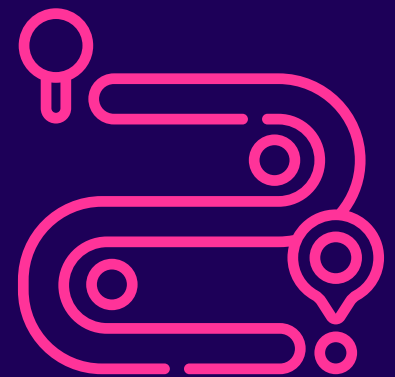
The strategic objectives will determine the type of roadmap (e.g., product, technology, integrated, or company), the time frame, and the degree of detail that will be most effective toward steering innovation.

2. Involve key stakeholders
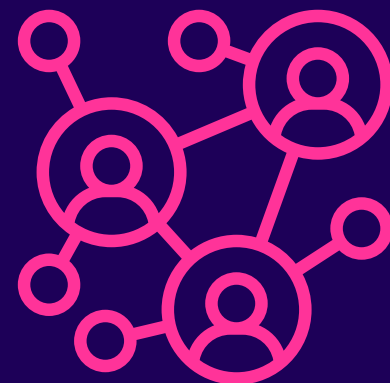
Identify the key stakeholders and their responsibilities. Clear responsibility for methodological competence, coordination and input must be communicated and lived as clearly and transparently as possible.

3. Create roadmap structure and process
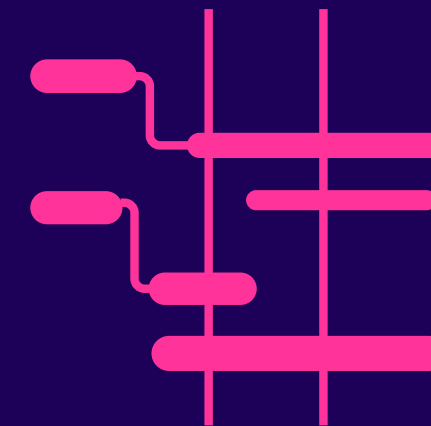
The basic structure of a roadmap distinguishes three main levels or layers (i.e., market, products and services, and resources), which are framed by a sensibly selected timeline (at least +5 years)

4. Integrate the roadmap into higher-level innovation management
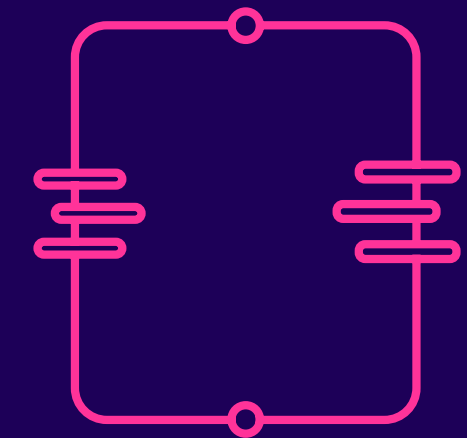
Effective roadmaps must be integrated into the overarching innovation management process. Keep your roadmap updated and ensure it is well communicated.

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Create a New Roadmap

Roadmap Templates

Create/Add Milestones to the Roadmap

Create New/Add an existing Activity on the Roadmap

Create/Add a Layer on the Roadmap

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Commitment

What is it?

Management's willingness to transform today's business into tomorrow's business.

Innovation growth boards have emerged as a best practice to gain management buy-in and commitment toward meeting innovation goals.
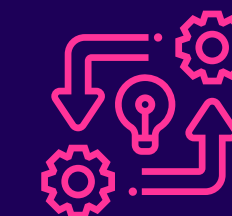
Why is it important?

Structured decision-making: create clear channels for growth initiatives

Lean innovation governance: remove unintentional bureaucracy

Decisive action: take the concrete steps to execute new ideas

Balance investment: assign funding and resources at the right stage of an idea

Commitment Control Objectives

How do I get management buy-in and commitment for innovation goals?

| Belief	Power	Accountability	Follow-through
Belief pertains to gathering the required evidence to move from qualitative "hunches" organizations have found through the scouting process to more quantitative data. Such activities both mitigate risk and afford reasonable justification for resource allocation.	Power provides teams with clear lines of authority to act decisively with agility and speed. Such activities equip teams with what is required to mobilize resources and move innovation initiatives forward without the risk of interfering with BAU activities.	Clear lines of Accountability provide innovation teams with a sense of ownership and adequate support throughout the investigative process. This ensures that opportunities are not foregone as they move "from scouting to scaling".	Follow-through ensures decisions are made strategically, supporting the integration of innovation projects and initiatives safely into the organization; mitigating risk and relying on clear criteria to advocate for actions to be taken.

Commitment Key Steps: Growth Boards as Best Practice

1. Establish growth board

Select members of the executive leadership team to serve on the growth board and meet regularly to review, discuss, and ultimately support, fund, or kill new growth initiatives.

2. Create growth missions as intentional constraints
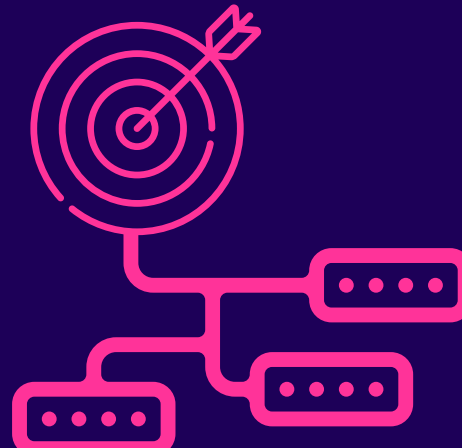
Define growth mission(s) with firm criteria to help guide selection of opportunity spaces and action fields. Filter out opportunities that are not strategically aligned.

3. Manage portfolio of growth experiments

Establish a step-based funding approach to assign funding and resources based on the stage and results of the growth experiment (i.e., idea).

4. Review and align the growth portfolio
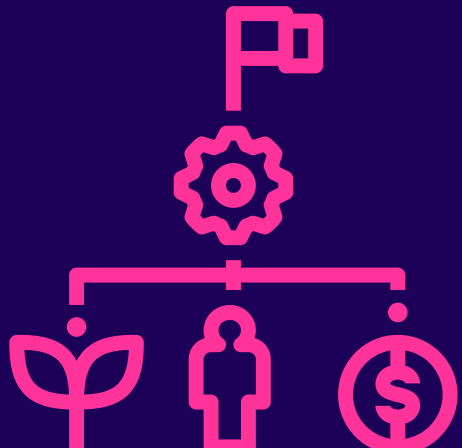
Use set criteria to review growth experiments and determine what to proceed with and how while balancing risk and resources.

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Commitment Resources

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What is a Project?

What is a Layer?

Change Layer Visibility

Manage Connections Between Activities

Manage Activity Types

Dissemination

What is it?

The intentional communication of strategic objectives to all stakeholders.

The goal of Dissemination is to raise company-wide **awareness** of and **contribution** to innovation activities.

Why is it important?
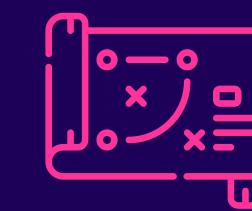
Strategic alignment: ensure organization's structure, resources, and culture support its strategy
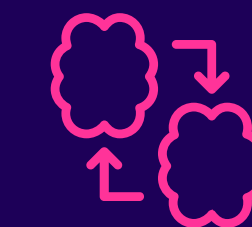
Knowledge transfer: share internal expertise and innovation intelligence

Catalyze commitment: secure buy-in and engagement across organization

Democratize innovation: empower everyone to innovate

Dissemination Control Objectives

How do I communicate innovation objectives and activities throughout the organization?

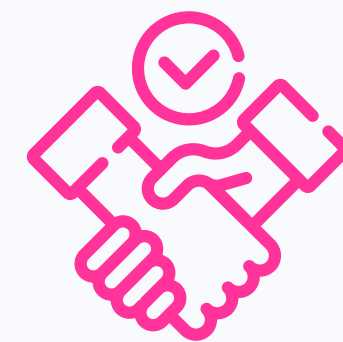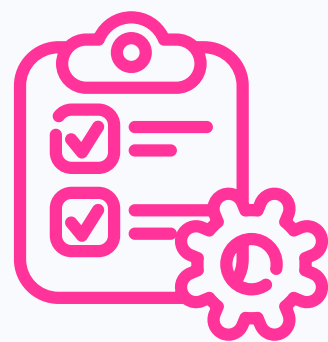| Accuracy	Specificity	Reliability
Accuracy refers to the clarity of innovation objectives, activities, and timelines and the assurance that stakeholders receive the right information at the right stage of the innovation process.	Specificity refers to the degree of detail contained within the strategic goals that shape innovation activities and the control objectives by which they are measured. Specificity should allow for easily accessible and digestible information.	Reliability refers to the integrity of information made available to stakeholders, backed by credible data and disseminated through a trusted and established communication structure.

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Dissemination Key Steps

1. Identify key stakeholders

Decide who needs to be included at the various stages of the innovation journey. This entails identifying individuals or departments with certain areas of expertise and capabilities to leverage.

2. Define objective of communication

Have a clearly defined objective for why you are communicating certain information—i.e., are you trying to raise awareness or alignment, secure buy-in and commitment, or call for concrete solutions or actions?

3. Develop a common language

Make sure that when communicating an innovation strategy or a key trend or technology, that you do so in simple language that people in all departments can understand.

4. Ensure a single point of truth

While there are several ways to disseminate information, having a flexible, digital tool for company-wide communication and collaboration raises innovation intelligence and ultimately action.

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Creating and Setting up a Workspace

Inviting a User to an Organization

Explore Existing Content

Rate Newly Added Content

Foresight & Strategy with ITONICS

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Use **ITONICS Insights** to monitor the web, scientific articles, and patent publications for interesting and relevant news in your search fields. Collect and evaluate information in one central location in **ITONICS Explorer**. Manage trends, emerging technologies and startups with the **Radar** view in Explorer that enables easy visualization based on predefined criteria.	Evaluate trends and emerging technologies using **ITONICS Ratings**, tags filters, and advanced filtering to uncover key drivers and form future plausible scenarios. Use **ITONICS Portfolio, Radar and Roadmap,** to plot out critical scenario events and work backward to develop a timeline of innovation activities required to explore the various opportunity spaces timeously.	**ITONICS Roadmap** integrates technology and resource planning into the innovation management process on an intuitive browser-based user interface. This enables holistic forecasts to be made about future technology and product developments and the associated investment decisions.	Close the gap between strategy and execution with **ITONICS Software**. ITONICS supports lean innovation governance by organizing and managing data to inform objective decision-making and raise commitment.	**ITONICS** serves as a communication tool for all things innovation— from data and insights to resource management and project progress. Aggregating all innovation intelligence into a centralized and digital solution increases transparency and facilitates knowledge sharing and collaboration at all levels.

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Global Presence Trusted By Leaders

Our solutions empower everybody to innovate around the globe

We are the **leading provider of software solutions** and **services in innovation management**, serving organizations of any size and public institutions globally. Due to increased comprehensiveness, speed and accuracy in analyzing data, our two software suites, **Cloud and Enterprise**, ease decision-making and increase efficiency as well as effectiveness.

Our **ITONICS Consulting Team** serves organizations in unleashing the full potential of their innovation management. We support in developing **innovation management capabilities**, creating growth trajectories, benefiting from our **software solutions**, and bringing innovation **projects** to work with **long-term impact**.

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90489 Nuremberg	10179 Berlin	44600 Kathmandu	NY 10005	7925 Cape Town
+49 911 600 60 550	+49 30 57702200	+977 1 4239294	+1 212 7523011	+27 21300 6677

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