



Six Lenses for Innovation

Our own custom blend of audit, advisory, and review to enable innovation within your business.

Success for your R&D and Innovation program requires delivering creative outputs on a commercial footing. However, innovation is not a mysterious process. It is an organisational capability like any other and can be enhanced and developed over time.

The key challenge to improving R&D capability is in the inherent complexity of this type of problem-solving. Innovation is often non-linear, so traditional management techniques designed to establish repeatability and consistency may have a suppressing effect on your ability to creatively deliver new IP to market.

This document outlines the Six Lenses for Innovation, our framework for assessing and improving the process of product development and commercialisation within a business.

Built on the strength of our hands-on experience in the development of commercially successful products, this framework is designed to generate a multi-dimensional understanding of your business context. We draw out insights and make recommendations that have the ability to change practice and behaviour to improve development outcomes.

Have any questions or want to know more?
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Integrating the Influential Areas

Product development and commercialisation are often erroneously viewed as distinct and separate processes. Successful innovation requires a fully integrated approach to be truly effective — this means applying a broad and concurrent approach, considering all relevant aspects of management, product development and commercialisation at the same time.

The Six Lenses

While each business (and its context) is different, these six areas form a consistent heuristic method for understanding how innovation is operating and what can be done to improve its function.

The Six Lenses are designed to consistently identify the changes that will have the largest impact on the delivery of commercially successful products and services.

A detailed performance rating is given to each of the Six Lenses, which are:

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|--|---|
| <p>1. Case Studies & Constraints
What do your prior projects show you about how innovation is working? How are project learnings applied?</p> <p>2. Customers & Markets
How is customer and market information researched and incorporated into the R&D process?</p> <p>3. Commercialisation Process
How is the pathway to commercial success understood and progressed through the innovation lifecycle?</p> | <p>4. Management & Process
Are projects created, commissioned and managed in a manner that promotes innovative outcomes?</p> <p>5. Groups, Teams & Culture
How are your teams structured and how are they working together?</p> <p>6. Creativity & Vision
Is creativity and vision valued, encouraged and applied effectively?</p> |
|--|---|

Ensuring Consistency

The Six Lenses programme was developed from the ground up for consistent application across a broad range of businesses. The approach is sensitive to the diversity of unique management structures, cultures, personalities, and processes.

Rather than taking a dogmatic, process-driven approach, we apply a flexible framework designed to

deliver the right insights and embed the right outcomes for each company we work with. This means that the Six Lenses approach is scalable and configurable.

It consistently identifies changes that will have the largest impact on the speed of commercially successful products and services.



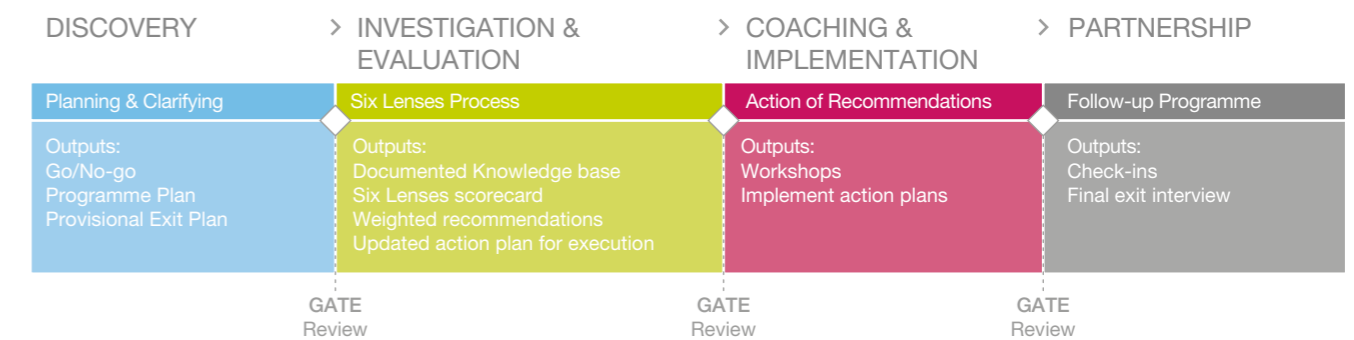
An example of the rating visualisation



A planning brainstorm goes up on the wall.

The Program

Four discrete phases form a logical progression from initial discovery through to ongoing support and coaching. These phases are:



01	02	03	04
DISCOVERY	INVESTIGATION & EVALUATION	COACHING & IMPLEMENTATION	PARTNERSHIP
A rapid assessment of needs and context. Setting focus, exit plan and success measures.	Detailed understanding of the business through the Six Lenses, score and recommend changes.	Embed the new way of working and coach it through to success.	Ongoing support and guidance as the change programme continues.

Each project phase is designed to both deliver the right outcomes and to deliver capability development directly into your organisation. At every stage, Locus works with you to provide with opportunities to embed new modes of working and to establish the skills and capabilities that drive effective product development.

Phase 1: Discovery & Planning:

SET THE CONTEXT, FOCUS, AND KEY PROJECTS.

This discovery phase is designed to be a high-level, three-dimensional look into a business with the intent of delivering a structured series of recommendations to drive the focus for the following activity.

Within the scope of discovery, we turn over as many stones as possible. Research and conclusions are aimed at refining the focus for the balance of the Six Lenses programme.

We will be looking at some of these key areas:

- › Company values and mission
- › Strategy and ambition
- › Organisational structure and team engagement
- › R&D programme specifics
- › Existing approach to commercialisation
- › Industry vertical
- › Governance and decision making

Step 1: Discovery Session

The discovery process begins with an on-site workshop with key client team members and a tour of the facilities. This session provides initial insights and information to the Six Lenses project team.

Step 2: Information Pack

We generally request an information pack from each client as part of the research analysis. The requested content may change to utilise whatever information or assets are available. Rapid review of this information substantiates and expands the initial insights from the discovery session.

We may request:

- › A map or layout of your facility.
- › Examples of how you currently measure NPD projects against objectives: monthly project reports, project review reports, etc.
- › Examples of project plans, timelines, and cost estimates.
- › Examples of work structures used to manage tasks and objectives across the teams.
- › Examples of your typical development milestones.
- › Business case documents.
- › Sign off or approval forms that might help us understand the approval process.
- › Information that shows how NPD projects and updates are presented to board.
- › Case studies of projects that failed and that were successful.

Step 3: Planning & Recommendations:

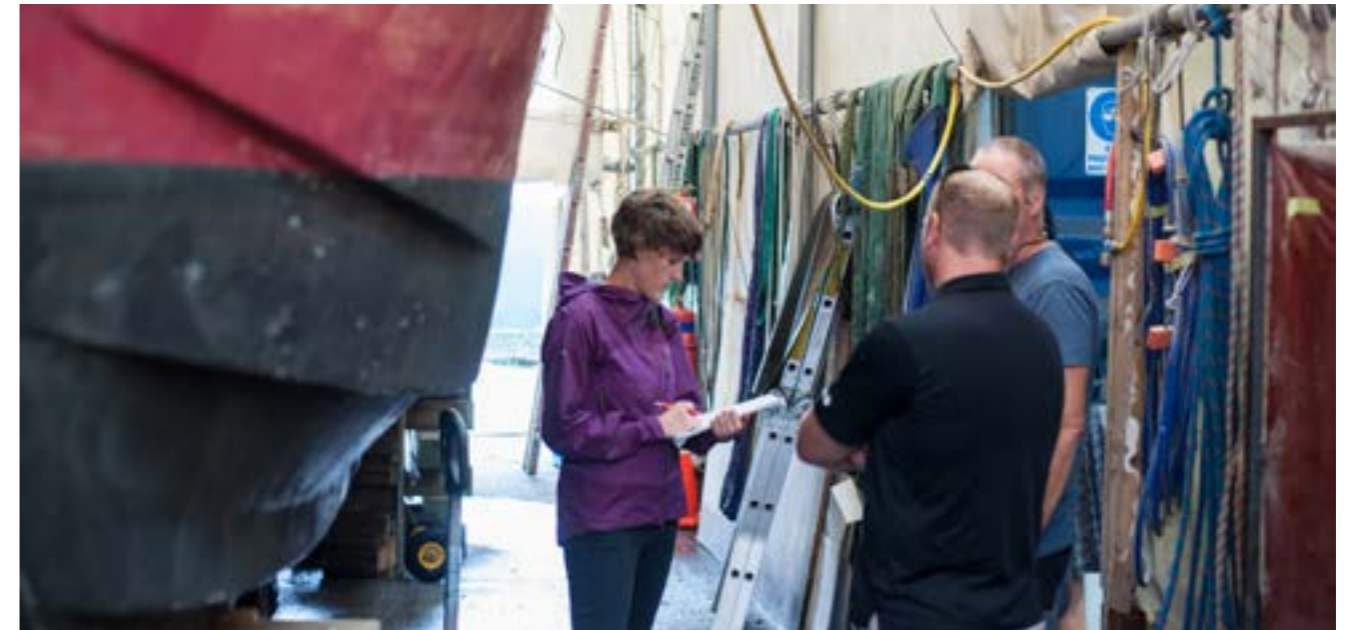
The information gathered forms the basis for a deductive view of your innovation programme. This is summarised into a visual presentation of focus areas and an updated/validated plan of action for the delivery of subsequent project phases.

Step 4: Review Session:

A review session provides the forum to review the key outputs of Discovery and to make a ratified decision to proceed.

Outputs:

1. Summary presentation
2. Visual map of focus areas
3. Go/No-go recommendation
4. Focus areas within the Six Lenses framework
5. Updated action plan for subsequent phases



On-site observations.

Phase 2: Investigation & Evaluation

DETAILED UNDERSTANDING OF THE BUSINESS THROUGH THE SIX LENSES; SCORE AND RECOMMEND CHANGES.

Utilising the initial insight generated by the discovery phase, the evaluation phase represents a detailed review of your innovation. The investigation undertaken in this phase is collaborative in nature, and the results form the basis for recommended changes, and the pathway for execution.

These approaches are likely to include:

Site Visits

Up-close observation of a business is useful for understanding cultural dynamics and values, facilities, and configuration. The specifics of a configuration are often influential when considering R&D outcomes. Site visits present an opportunity for our team to understand ambient factors that may result in recommendations downstream.

Simple Questionnaires/Surveys

A questionnaire will give us an opportunity to gather information from a wider group of participants. If used, it would be broadly structured to capture qualitative information from those that are involved within the product development process on a day-to-day basis.

Interviews & Discussions

Initial in-depth interviews and discussions are focussed on key staff. If time and availability allows, staff from within various business units will also be interviewed for a different perspective. Lower priority interviews may be limited to particular focus areas (for example, in the case of project management).

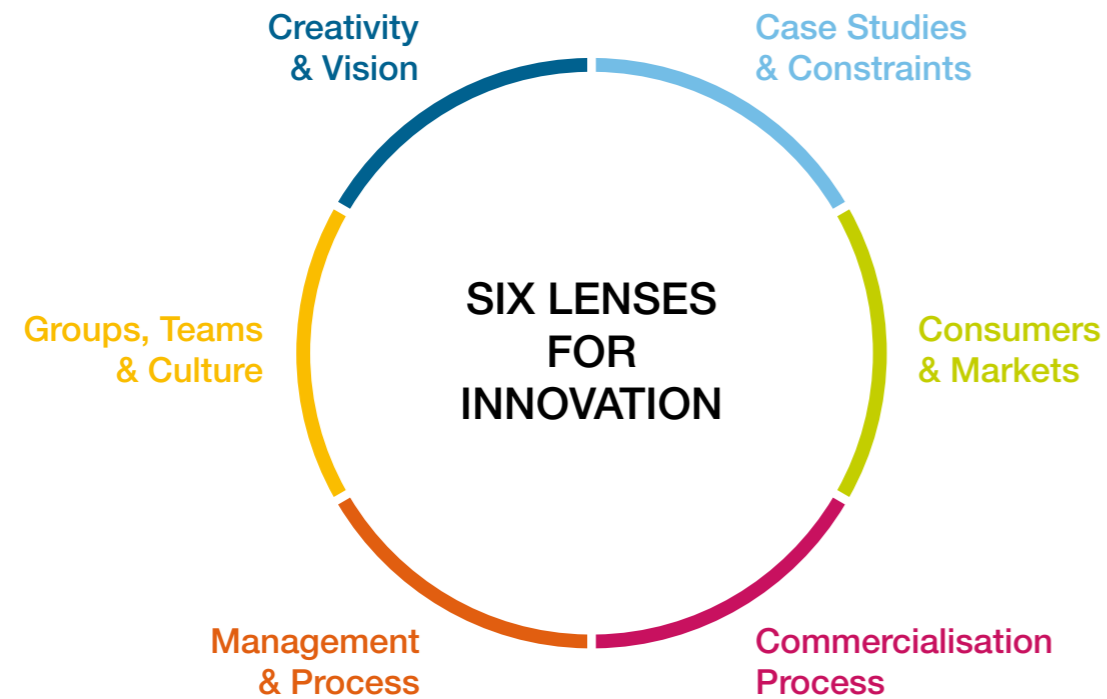
Sit Ins & Observation

It is useful to sit in on a team meeting(s) related to a development programme when it's possible. This provides some indicators about how people work within a team.

Evaluation

After generating a holistic body of knowledge relating to your R&D programme, we will start analysing through the Six Lenses. A detailed performance rating is assigned to each lens, identifying areas for improvement. Each lens has a number of sub-categories that explore particular areas, which are also rated.

As well as providing an initial scorecard, these ratings form the basis for measuring the ongoing performance of your innovation process.



The Six Lenses for Innovation

The Six Lenses form the focus areas that ensure all bases are covered when establishing a view on a businesses performance in innovation. While this approach is designed to be responsive to the specifics of your particular business, some of the key queries we'll consider during the process are summarised here.

01

Case Studies & Constraints

Understanding your previous and current projects in order to identify common constraints and barriers in the existing process.

Constraints

- › What are the common constraints and problems that exist within prior projects?
- › What are the reasons for their occurrence?

Expectations

- › How were expectations established and managed?
- › Were unexpected issues affected the process?
- › What impact did they have on the project and why did they happen?

Barriers

- › Are there any identifiable barriers that are represented by the case studies?
- › What are these and why do they occur (are they systemic)?

Success & Failure

- › How are success and failure measured?
- › How are they evaluated and used within the company?

02

Customers & Markets

This lens seeks to understand how customers and market information are researched, factored into, and utilised through the product development lifecycle. It also explores the role of brand and marketing and how they are treated within the product development and commercialisation process.

Customers

- › Are the users and customers clearly understood?
- › Are their requirements documented and actively used by the development teams to define and calibrate the project?
- › Does the project team stay engaged with users and customers during the development and commercialisation process?

Market Research

- › How is the market research being conducted?
- › Is it timely, and how effective is it?
- › Can the information be actively used within the development and commercialisation process?

The Problem or Need

- › Is the problem or the need being addressed by the development programme clearly articulated?
- › How is this documented or expressed?
- › Is this supported by customer and market research?
- › Is the problem or need expressed in terms of the benefit to the customer as opposed to the features being created?

Brand & Marketing

- › How are product brands and marketing collateral created?
- › What is the role of brand and marketing and how is this treated within the product development and commercialisation process?

03

Commercialisation Process

The process of commercialisation is typically complex, involving a wide range of organisations and people, and will largely define the success or failure of most development programmes. This lens seeks to understand the dynamics of commercialisation within the existing R&D programme.

Business Case

- › Is there a business case with milestones established for projects and programmes?
- › If so, what form does this take, what information does it include, when is it developed, and how is it used?
- › Does it consider the likely resource, capital, and infrastructure requirements for commercialisation?

Project Handover & Transition

- › How do projects transition between product development and commercialisation?
- › Is there a structured process for handover, who is involved, and how is it planned and executed?
- › Do different teams work continuously or contiguously through the development process?

Partnerships & Alliances

- › How are external partners involved in the commercialisation?
- › Is there a process for identifying issues and risks in implementation that involves external partners?

Intellectual Property

- › How is intellectual property approached in product development programmes?
- › How is IP identified, developed and filed in the development process?
- › Are staff aware of how to identify potential IP and how is it captured?

Market Entry

- › How is market introduction planned, executed, and supported?
- › Is the process analysed during and after entry process?
- › What is the general time to market? Is this considered during commercialisation?

Management & Processes

The effective management of the research, development, and commercialisation process is highly influential on R&D outcomes. This lens looks operationally at how projects are created, commissioned, and managed over the course of their lifespan.

Process & Approach

- › What processes are used by the development team when they undertake R&D programmes; are they documented and consistently followed?
- › Do the development teams have a 'learning first' approach to product development? Is there an orientation to rapidly work and prove ideas during the development process?

Gates & Milestones

- › Are there significant gates/milestones in each project and what is required at these junctures?
- › Is there a clear pass/fail/rework criteria at these steps? If so, how is that assessed and is it consistent across all groups?

Project & Programme Management

- › How are programmes planned, resourced, and managed?

Planning

- › How do projects get created, planned, and scoped?
- › What tools and approaches are used? Who undertakes this work?
- › Do projects establish high-level vision, aims and objectives and if so, how are these related to the company strategy?

Resource & Team

- › How are projects resourced, and how are teams formed for new projects?
- › What resources make up a project team; does it involve sales, marketing and other resources? If so, how and when are they involved in the process?



Process documentation; conducting user research.

Management & Control

- › What systems exist to report and assess projects over their life cycle?
- › What type of documentation is used to support the management and control of projects?

Risk Management

- › Is risk management an explicit consideration in project management? If so, how is this considered?

Executive and Board Governance of R&D

- › What is the general decision-making process at an executive management level within the company?
- › How are projects reported to the executive team and at what frequency?
- › Does the executive team have criteria for assessing project attributes and are there go/no go's involved with the programme?
- › How does the executive team report to the board on R&D programmes and what visibility of programmes does the board have?

Testing, Validation & Compliance

- › How are new products tested and validated prior to market entry? Are there clear parameters for pass/fail to proceed to market entry?
- › Does validation involve customer centred user trials and testing (where appropriate)?



Groups, Teams & Culture

This lens examines the structure of teams and how they collaborate and interact with each other. It draws a picture of the innovation culture within a business and how this operates across R&D teams and the wider company. We are looking to understand how this impacts the development process.

Group Modes

- › What is the structure of each group and team?
- › What does each unit do, what is the make-up of each teams, and how do they collaborate with each other, both within their group and with others involved in the commercialisation process?
- › What are the group dynamics? Are they multidisciplinary or individually based?
- › What processes and methods are used to help the teams function?

Collaboration

- › Is there active cross-pollination and engagement between the different teams and is this encouraged?
- › Does collaboration exist within the product development teams and more widely within other groups involved in the development process?

Culture

- › Is there an innovation culture?
- › How are innovation, project leadership and project champions fostered?
- › What are the baseline attitudes toward product development and innovation?
- › Are research and new product development used as tools for developing an innovation culture?

Learning

- › Are there any opportunities for development staff to learn about innovation and commercialisation? And other staff involved with commercialisation?
- › Are they encouraged to learn about different development processes and approaches?

Environment

- › How functional is the space where the teams work?
- › Where are the different development and commercialisation teams located? Does the layout enable and encourage physical collaboration?
- › Does it recognise different stages in the process and the changing structure of teams throughout the commercialisation process?



A shared space leads to collaboration

Creativity & Vision

Creativity and vision are central to the ultimate success of the development process. This lens looks at creativity and vision within a business and if they are valued, encouraged and applied within the development context.

Idea Sources

- › Where do ideas and projects come from: within the company or externally?
- › How are ideas captured and are there processes for encouraging ideas to be brought forward?

Creativity

- › Is creativity encouraged? If so, how are people encouraged to be creative with their work and ideas?

Vision

- › Is vision a part of the development process and the internal culture?
- › Does the vision expressed by the board and the executive team get used within the programmes?
- › How are projects aligned with the vision of the business?

Phase 3: Coaching & Implementation

EMBED A NEW WAY OF WORKING AND COACH IT THROUGH TO SUCCESS.

The recommendations developed across all six lenses drive the focus of the implementation phase. Between our team and yours, we will focus on the changes that are most likely to provide the rapid value to your programmes, and work closely with your team to establish these changes.

Tactical and Strategic Changes

Action areas fall into two general categories: project-specific (tactical) and general (transformational) changes.

Tactical challenge areas are addressed for existing or upcoming R&D projects. This can include a diverse range of project-specific skills and practices such as:

- › Setting effective project strategy and governance.
- › Implementation of effective planning and management processes.
- › Implementation of R&D tools and practices (see our Managing Innovation resource for more).
- › Establishing and developing specific capabilities within the R&D team e.g. user research for R&D.

Strategic challenges are addressed with a view of broader organisational dynamics, processes, and structures. These are often more costly and time consuming to implement but are likely to result in more fundamentally effective changes. This can include influencing a diverse range of organisational settings such as:

- › Tuning the management structure of an organisation to remove bottlenecks and encourage rapid progress.
- › Developing an organisational culture that empowers innovative thinking.
- › Clearly articulating organisational goals in order to drive co-ordinated effort.
- › Configuring the working environment to encourage collaboration and creativity.



A programme for an airline design company will have different outcomes from a diagnostics lab.

Phase 4: Partnership

ONGOING GUIDANCE AND SUPPORT AS THE CHANGE PROGRAMME CONTINUES.

With the change programme successfully established, the focus of our effort shifts to a partnership role. At this point, momentum is everything, so Locus works closely with you to provide an extra layer of support and governance for the ongoing refinement of your innovation programme.

With the previous phases complete, Locus has established an intimate understanding of the business and its context. This provides a unique platform from which Locus is able to provide ongoing input into the performance of the innovation programme.

This spans from providing detailed input on new programmes or challenges, to acting as an accurate, external voice into the governance of strategic and project-specific issues.

This ongoing engagement delivers timely and insightful support as required and can include:

- › Delivery of secondary recommendations.
- › Providing an external voice for the governance of the ongoing change programme.
- › Expert input into project establishment and planning.
- › Ongoing establishment of team capability
- › External support and validation for reporting on the ongoing change programme.
- › Direct support on specific innovation challenges.

Configurable Programmes

Locus has developed the Six Lenses programme to be flexible to the specific needs of a given customer. By building this flexibility into the approach itself, we have the ability to speak to key influential factors in whatever context we are working.

This is an outworking of the Six Lenses themselves; each subject matter area is designed to provoke the right questions and uncover the right insights that will drive improvement within a customer's specific context.

The Six Lenses framework is agnostic to the structure, system, processes, and tools that may be best for any given customer in any sector. No two businesses are the same, so changes must be selected on their own merit and unique suitability to the business at hand.

The intimate understanding of the customer developed through the Six Lenses programme provides the insight required to make the appropriate recommendations regarding the selection and implementation of any changes.

This flexibility is built on our experience working with a range of different organisations, of diverse sizes, across divergent industry sectors.



Change is the only constant

Developing a new product or service and taking it to market is one of the most difficult things you can do. There are a lot of variables and things are constantly changing. We have developed processes that recognise this and work with it, not against it.

The first principle of innovation: change is the only constant

Creating a culture that rewards dynamic thinking and embraces the likely event of change will deliver benefits for your company. It is important to celebrate the concrete milestones alongside a team's flexibility and embracing a plan that can change with opportunity. This document reinforces what we believe are the four tenets of innovation:

Research

Pursue knowledge, to drive understanding and insight.

Structure

Create a structure to support your activity that is capable of change.

Culture

Encourage a culture that rewards dynamic behaviour and thinking.

Creativity

Often has the solutions to change so encourage it in your workplace.



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We believe in the power of research to explore, learn, discover, and create.

Our cross-functional design team uses research to deliver insights, develop products, and improve the outcomes of innovation in business.

We are a product development and innovation company that works with you to deliver world class products to market.

Curious about how we can help you and your business? Get in touch.