

OUTLIERS BUSINESS STRATEGY CENTRE™

# Innovation Toolkit™

Build a repeatable innovation engine

Innovation / Strategy / Executive · Flagship Edition 2026

*Publication-ready resource for the Outliers Resource Library*

## 1. Full Guide

Innovation strategy builds a repeatable engine for new growth. This toolkit sets the innovation thesis, manages a balanced portfolio, runs an idea-to-launch process and funds and governs innovation.

### Operating lifecycle

1. Frame — set the innovation thesis linked to strategy
2. Portfolio — balance core, adjacent and transformational
3. Process — run idea-to-launch with stage gates
4. Fund — allocate and govern innovation investment
5. Culture — enable experimentation and learning

### Maturity model

L1 Initial	L2 Developing	L3 Defined	L4 Managed	L5 Optimised
Ad hoc / reactive	Some structure	Standardised	Managed & measured	Adaptive & advantage-creating

### Key components

- Innovation thesis
- Innovation portfolio
- Idea-to-launch process
- Funding & governance
- Capabilities & partnerships
- Innovation culture

## 2. Templates

### Innovation playbook

How to build and run the innovation engine.

### Idea-to-launch process template

Stage-gate process from idea to launch.

### Innovation portfolio workbook

Balance investment across horizons.

### Business model canvas toolkit

Design and test new business models.

## 3. Sample Output

*Illustrative innovation maturity (from the Innovation Assessment — sample bands):*

Domain	Indicative band
Innovation thesis	Established
Portfolio	Developing
Process	Developing
Funding & governance	Developing
Culture	Established

## 4. Checklists

- Clear innovation thesis linked to strategy

- Balanced innovation portfolio maintained
- Repeatable idea-to-launch process in place
- Innovation funded and governed with gates
- Metrics track innovation performance
- Culture supports experimentation

## Governance Structure

Innovation is governed by the innovation/strategy forum under executive and board oversight:

Layer	Role
Board	Approves strategy and capital; oversees value creation and strategic risk
Strategy / Executive Committee	Owens strategy, prioritises, governs execution
Strategy office / PMO	Runs the cycle, tracks initiatives, maintains the system
Business-unit leaders	Own strategy and delivery in their units
Initiative owners	Deliver initiatives to plan, KPIs and milestones

## Reporting Example

Standard report: executive summary · progress vs target (RAG) · key metrics · risks & decisions.

Metric	Current	Target	RAG	Action
Pipeline value	On plan	On plan	Green	Maintain
Portfolio balance	Skewed to core	Balanced	Amber	Invest in adjacent/new
Idea-to-launch time	Long	Reducing	Amber	Streamline gates
Innovation spend	On plan	On plan	Green	Maintain

## Board Reporting Section

*Illustrative one-page board summary (replace with live data):*

Item	Status	Commentary
Innovation health	Amber	Strong thesis and culture; process and portfolio developing
Pipeline	Green	Healthy pipeline value
Risk	Amber	Over-weight to core innovation
Decisions sought	—	Approve increased adjacent/transformational investment

## Notes & Disclaimer

*This toolkit is a professional management resource. Calibrate frameworks, scoring, KPIs and governance to your organisation, sector and strategy. Targets and thresholds are illustrative and should be set by leadership.*