

## INNOVATION FLOWCHART

Make innovation part of your plan

STAGE	SPECIALIST SKILLS REQUIRED	EXAMPLE ACTIVITIES	RISK LEVEL AND HANDLING	FINANCE REQUIRED	KINDS OF EVIDENCE	GOAL
1. Exploring opportunities and challenges	Research for exploratory work	User journey mapping Ethnographic and insight research Foresight and horizon scanning Mapping current knowledge and systems	Low risk of failure but clear decisions should be taken about how to act on insights	Grants	Insights derived from formal research and informal knowledge gathering	A well understood and clearly defined problem or opportunity
2. Generating ideas	Ideation and facilitation of creative thinking	Creative thinking techniques Idea generation events Crowdsourcing Awards and rewards Challenge prizes	High failure rate should be an explicit expectation, visible senior leadership essential	Usually grants, occasionally convertible	A clear account of change or likely causation, supported-but not overly constrained by evidence	An idea or set of ideas to develop and test
3. Developing and testing	Mix of design and implementation skills	Rapid prototyping Service, product and process design Beta-testing Control group experiments Cost-benefit modelling	High failure rate should be an explicit expectation, visible senior leadership essential	Grants, convertible grants/loans	A stronger case with cost and benefit projections developed through practical trials and experiments, involving potential users	Demonstration that the idea works, or evidence to support a reworking of the idea
4. Making the case	Business development and evaluation	Market sizing and development Market testing Business case analysis Evidence gathering Identifying cashable savings	Prepare to adapt approach, based on evaluation results and user feedback	Grant funding or funding out of investment	A stronger case with cost and benefit projections developed through practical trials and experiments, involving potential users	Clarity about what warrants implementation and funding
5. Delivering and implementing	Strong leadership, management, implementation skills	Business modelling Policy design Programme design Organisational design	Prepare for some adaptation to implementation	Programme funds, equity, loans, grants	A robust and detailed case developed through formal evaluation and evidence gathering - use of a control group to isolate impact	An implemented and sustainable innovation
6. Growing, scaling and spreading	Strong leadership, management, implementation skills	Business or organisational growth Legislation Franchising or licensing Spreading ideas Transferring practice	Fidelity assessments may be important, strong capacity needed to ensure transfer of practice	Equity loans, payments by results, social impact bonds	Evidence derived from evaluations in multiple sites, and independently run randomised control trials	Innovation or impact at scale
7. Changing systems	Strong leadership and management, identification and training of new leaders and teams	Building networks Changing behaviour Changing laws and regulations	Map potential unintended effects	Multiple finance systems requiring potential re-wiring Possible outcome-based funding	New definitions of and measures for efficiency and impact created	A transformation in the way we do things