



Master in Innovation and Research for Sustainability

Evaluation and Management of R&I Projects

Module I: Introduction to R&D+I Management

Lecture 3: How to establish a collaborative Innovation in practice

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Part 3

How to establish a collaborative Innovation in practice

Keep it simple (but not simplistic)

COLLABORATIVE MINDSET

04 Implement innovation practices

(Embrace Design-Thinking | Lean | Agile | Pilot
and test new technologies & solutions)

05 Embrace Ecosystems in a collaborative way

(Internal & External)

06 Have cross functional & Diverse teams

(Credibility)

We'll use these as examples

Teachers with more than 20y of
experience in corporate
innovation doing a lot of useful
mistakes 😊

4. To implement Innovation Practices...

You need to recognize the importance of the cultural differences early in the process... and adapt the practices to the strategic objectives of the company and then **choose a Framework**

Startup & some Corporate

EXPLORE

Playful, open-minded risk taking
 Focus on Jobs-to-be-done
 Generate the right ideas
 Fail Fast and Cheap
 Reoear cycle to learn

Corporate

EXECUTE

Linear, stage-gate thinking
 Design right the first time
 Focus on design for X
 Systematic product design

Business Model

Unknown

Known

Process

Iterative, Non-linear, Lean Innovation

Linear, Product development

Organization

Inter-disciplinary teams

Functional / Process oriented

Drive

Learning

Efficiency

Objective

Find

Maximize

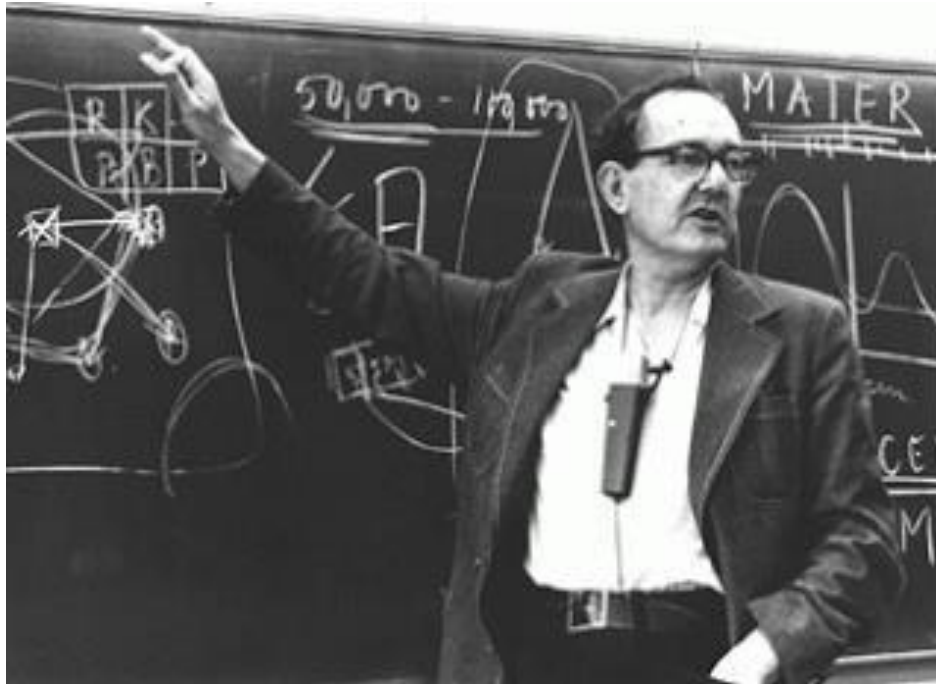
UNKNOWN

KNOWN

Different ways of working...

- > **Culture**
(just do it vs ask for permission) > RETAILERS
- > **Risk**
(aggressive vs prudent) > ACADEMIA
- > **Horizon**
(just do it vs ask for permission) > FAMILY-OWNED COMPANY
- > **Ways of thinking**
(creative vs strategic) > INDUSTRY
- > **Different rhythms** > STARTUPS

... you need to understand the culture and...



The purpose of the organization is to eliminate uncertainty ...

So that they can execute and capture value

... aligned the practices with what you want to be

Example

Go back to your YOUR THESIS

Speed of Learning

**Is the Real
Competitive
Advantage**



**Moving from a Know it all
Culture**

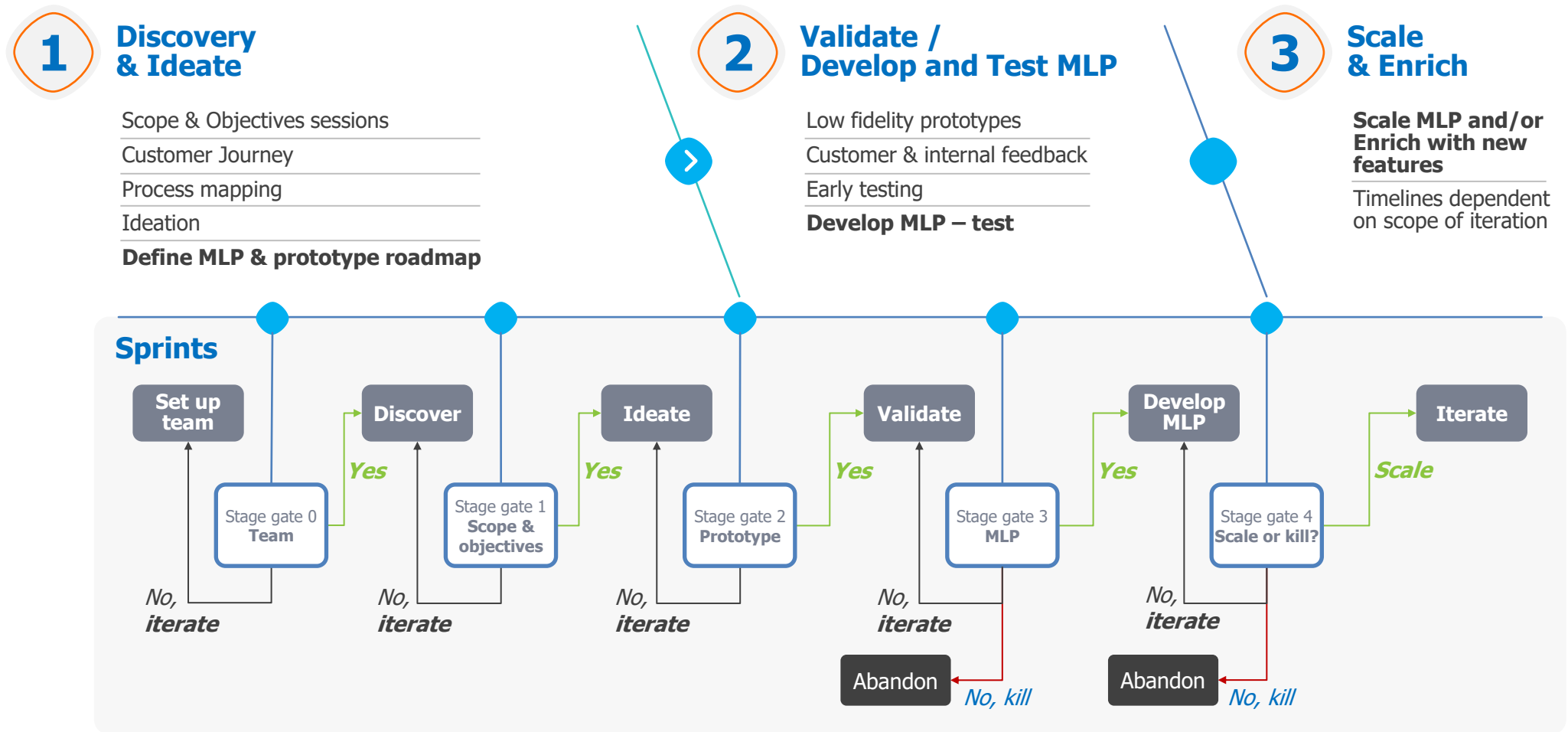


**To a learning
Culture**

4. Choose a Framework and...

USE STATE GATES AS GOVERNANCE CHECK POINTS

HOW DO WE WORK?

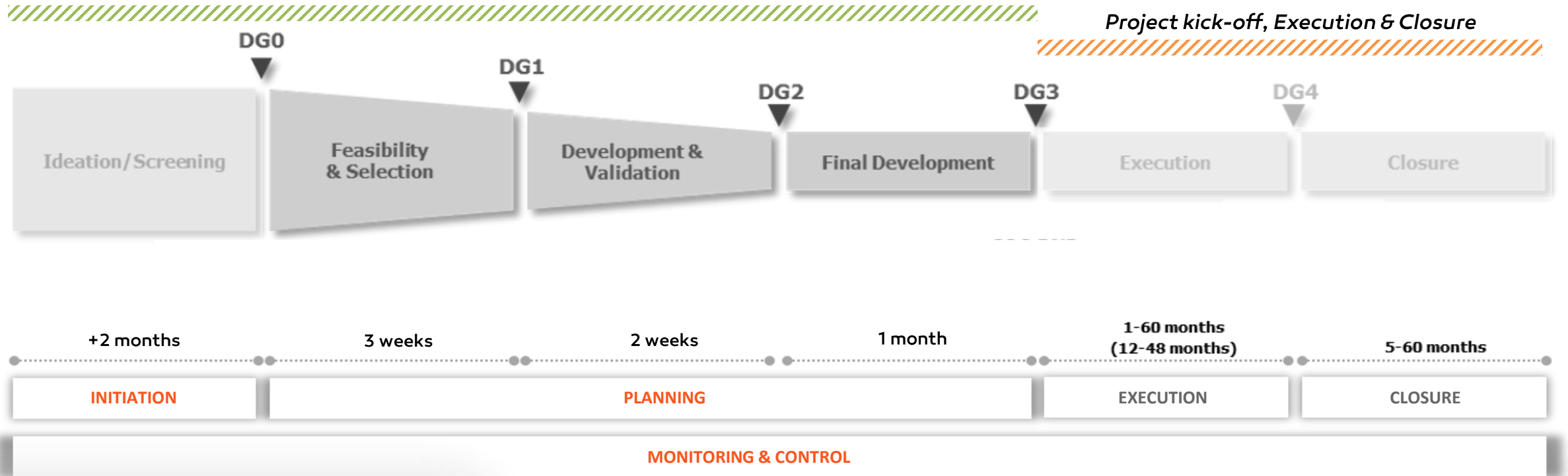


No silos policy



4. Choose a Framework and...

Project Evaluation



DGO

- Preliminary evaluation of project proposals (**strategic fit**)
- **Evaluation of business opportunity**, value creation potential, and executor(s) reputation

DG1

- Evaluation of **project merit**
- Confirm **fit to Business**
- Evaluation of **budget and duration**

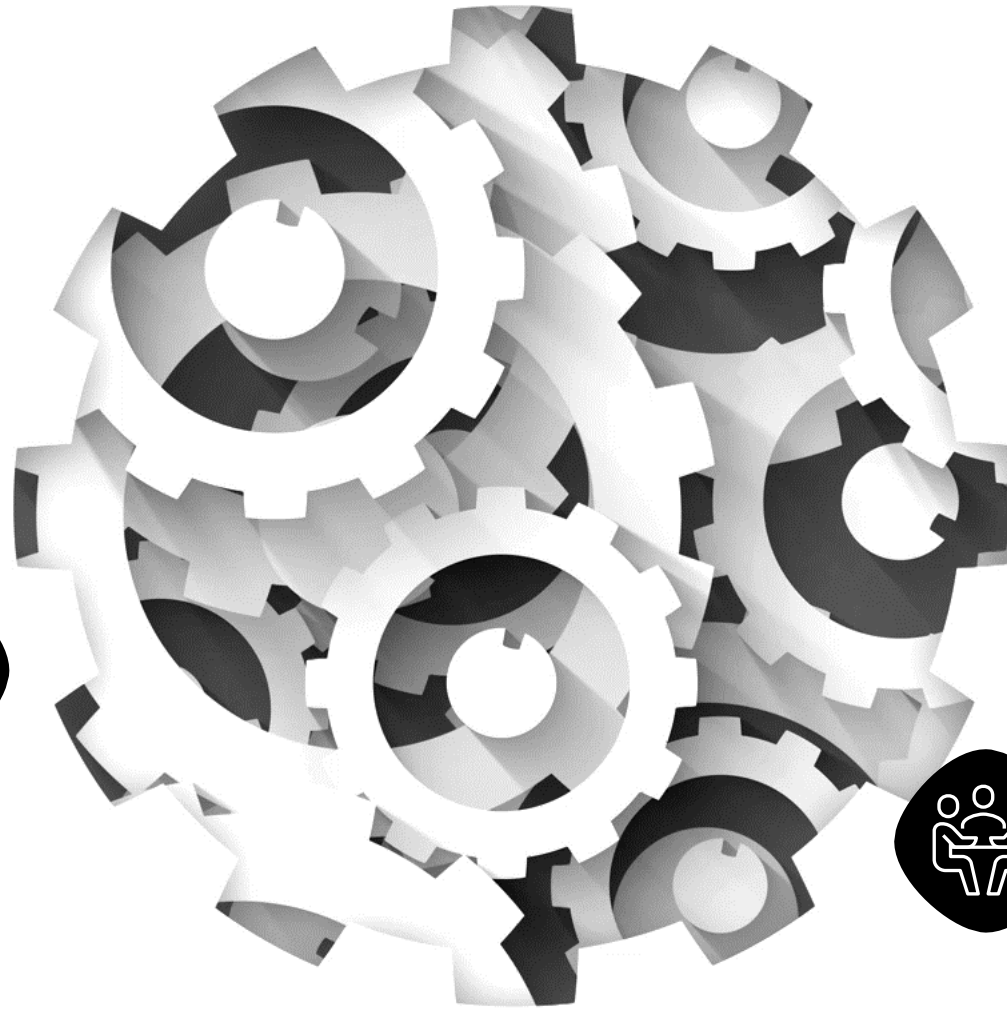
DG2

- **Detailed Project characterization**
- **Final scope of work and budget**
- **Budget approval** compliant with competence levels

DG3

- **Top Management Approval**
- **Regulator authorization**, if applicable
- Definition of **project team** including PM and technical coordinator
- **Financial management of disbursement plan**

4. ...IMPLEMENT *Systematic Practices*...

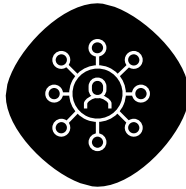


Inspire

Conferences
to position the
company as key player

Innovation
open day

Innovation
talks



Engage

Partner with Academia

Innovation
coaches network

Beta testers network
to test before a product is
finally released



Align & Communicate

Dare to share
moments

Newsletters
Monthly newsletter



Listen

Open innovation
Launch initiative (or participate)
with specific challenges

Bootcamps
Explore and collect insights on
the innovation initiatives



Train the trainer

Design sprint training

4. ... **but do NOT** forget to measure

Examples of measuring R&D Culture include:

- Employee perception of your organization's innovativeness. Collecting survey data from employees can help put a hard number score against this.*
- Timesheet data. If the objective is to open the culture of R&D+I, analyze the relative amount of time spent on R&D+I activities with partners vs. overall operations.*
- Rank-and-file involvement in R&D+I. Compare the number of initiatives in the R&D+I pipeline that came from employees with those that came from management.*

*Financial and R&D+I Cultural
Accounting Are Not the Same*

5. To implement to practices DO NOT forget to Embrace Ecosystems



Active scouting with the most relevant players of the sector to identify opportunities that may add sustainable value to the company

<https://eit.europa.eu/news-events/events/eit-innoenergy-business-booster-2022>
<https://www.slush.org/events/helsinki/>



Participation in acceleration programs with the main players of the innovation eco<system – incubators, accelerators, venture capital firms, universities, corporate partners...

<https://www.shell.com/energy-and-innovation/entrepreneurs-and-start-ups/shell-gamechanger.html>

<https://h2xglobal.com/2023/03/07/aws-clean-energy-accelerator-3-0/><<<<<<



SandBox, a digital twin to test & validate new tech solutions
In or out of the company



Internal incubator, a platform/space to allow employees to validate their business model and test their solutions within the company



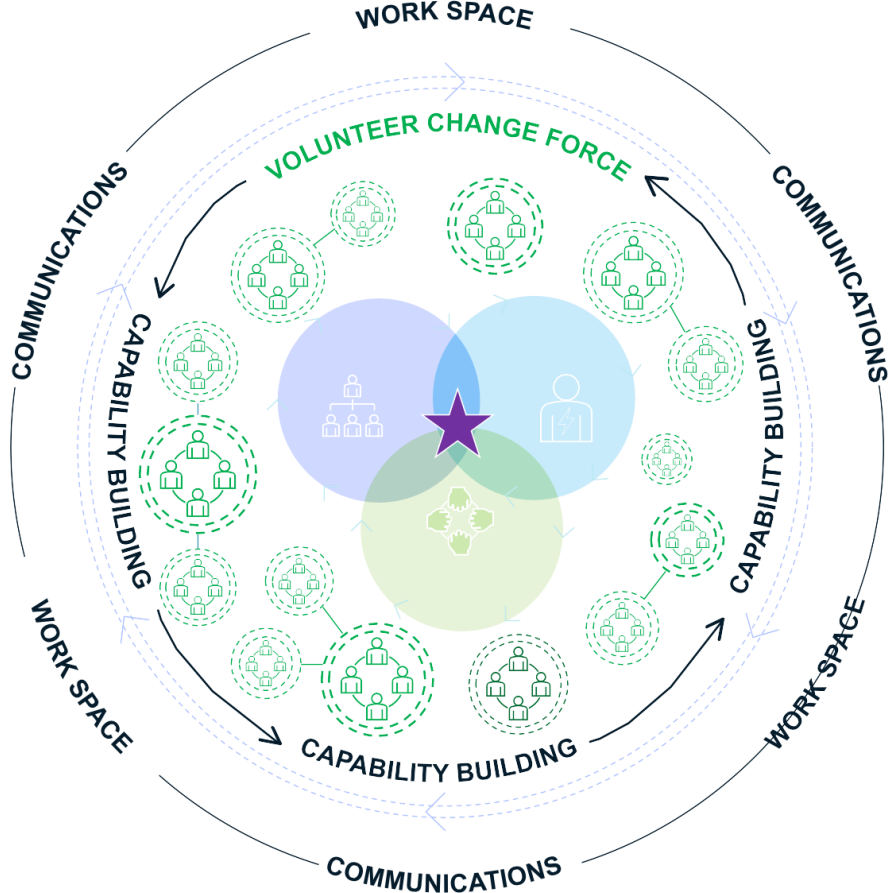
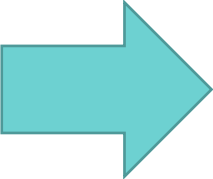
Ericsson One

Stockholm
Incubator and accelerator with focus on Ericsson's employees
Deadline:

<https://www.ericsson.com/en/ericsson-one>

6. How Do I Lead?

**Uncertainty Best Managed w/
Temporary Structure
Maybe it is not enough**



Diverse, dedicated Cross Knowledge team



6. The Team

30 pax + Centralized

GALP

14 different backgrounds

All Ages

(from PhD of Geology to Psychology)

(from trainees to 35y in the company)

5 pax + Decentralized

Worten

All Ages and different backgrounds

2 pax + Decentralized

JdM

All Ages and different backgrounds

Innovation kind of players

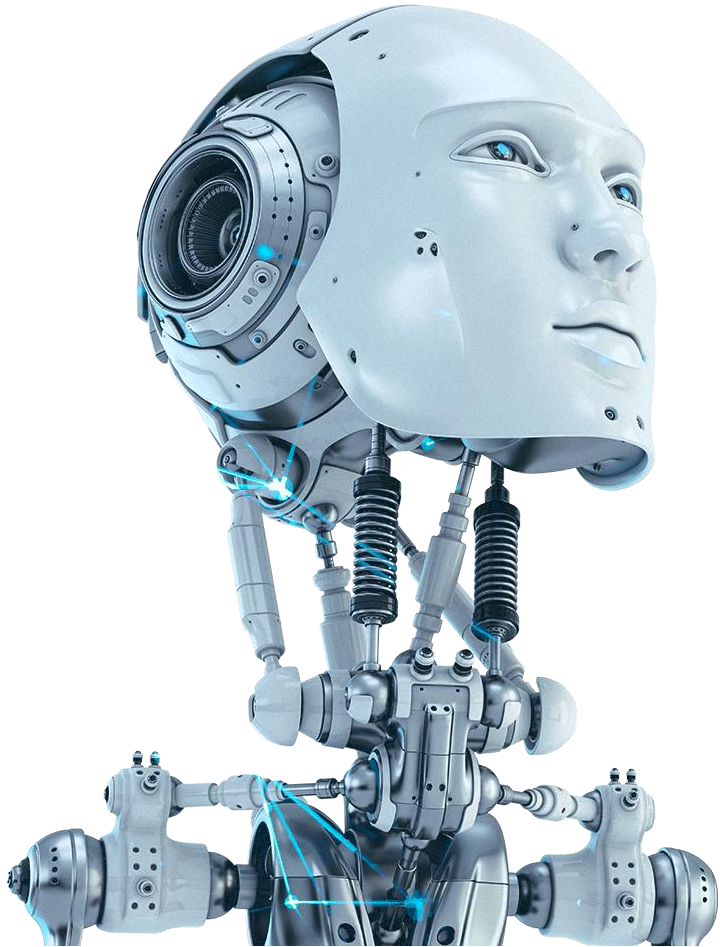
As a team we always look for **complement each other**

Diversity of background & years of experience bring **diversity of thinking**

We bring your experience, but we are not stuck in what we have done in the past – **capacity to adapt & learn** are key to our role today & for the next one

We are a generalist **more than an expert that needs to understand** the many moving parts of the organization (from Sales to Technology), be aware of the outside world and ask for help

Key Takeaways



> Align

The objectives (short & long) with the different stakeholders & get the right sponsorship
Define KPIs (OKRs) and make them transparent for all stakeholders

> Focus

You need to define the areas & how you do research to innovate
Decide the evaluation process and make it transparent for everybody

> Engage

Identify the key persons & partners and bring them to the process

> Demistify

Identify barriers to change and transform them into opportunities

> Communicate

Understand the language and adapt the speech
Find new ways for constantly share the path (talks, newsletters, podcast...)

Closing

Highly Curated Reading List

Because you can't read everything all at once



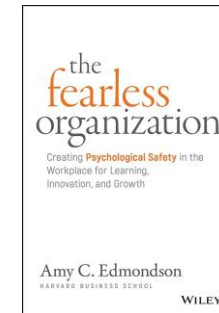
Give you a zoomed out picture of Innovation and how to establish it in an organization



Shows you in a very practical way, the tools and techniques to test your ideas



Introduces you to expanding your innovation beyond your own capabilities



Teaches you how to nurture the type of organization and culture that can sustain all the previous activities