

## Special Webcast

# How to Deliver Better Return on Innovation Through Improved Communication with Stakeholders

October 26, 2021



# Today's Speakers



**Anne Greer**  
Program Director, Market  
Insights Council; Co-Program  
Director, Innovation Leadership  
Council, and Applied Innovation  
Council  
**The Conference Board**



**Xiaohui (Janet) Hao,  
PhD**  
Senior Economist  
**The Conference Board**



**Rita Shor**  
Co-leader, Innovation and Digital  
Transformation Institute;  
Program Director, Product &  
Service Development Council;  
and Co-Program Director,  
Innovation Leadership Council  
**The Conference Board**



**John Metselaar (Moderator)**  
Co-Leader Innovation & Digital  
Transformation Institute, Program  
Director of the European, Asian, and  
Gulf Innovation Councils, and  
European Chief Technology &  
Innovation Officers Council  
**The Conference Board**



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# How to Deliver Better Return on Innovation Through Improved Communication With Stakeholders



**“When I took the innovation job,** I thought the key was to do great work. I quickly realized however that ***communication*** was most important.

**Why is this important?** It helps in managing four key stakeholder groups: talent, customers, external partners, and the media world.”

Senior Vice President and Chief Innovation Officer at a large US software company

# About the Research



- 17 Interviews with people from 10 innovative companies
- Resulting in 3 research reports
- 4 Key Challenges
- 4 Core Insights
- 5 Communication Strategies
- 7 Communication Skills
- The Pandemic has only heightened the relevance of the insights

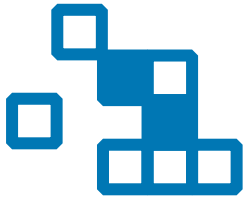


# 4 Key Challenges

## To Get More out of Your Innovation Program and Efforts

# 4 Key Challenges

Communication is particularly hard in Innovation due to its.....



## Complexity

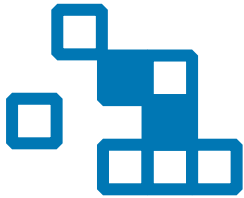
- Multifaceted
- Uncertain
- Unpredictable
- Lead time
- Technology and Business





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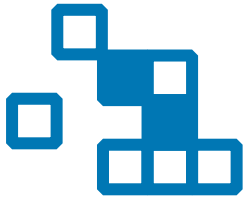
## Intangibility

- Conceptual
- “In the future”
- Beyond business as usual
- “SciFi”



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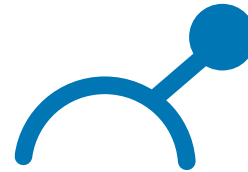
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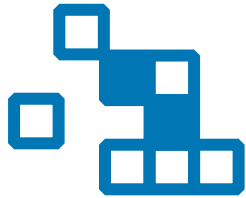
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- Opportunity
- Headwinds
- Change
- Pivot
- Maintain Confidence, Trust!



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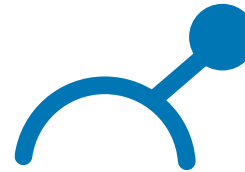
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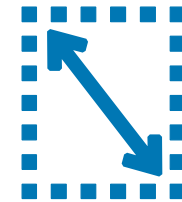
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## Limited Skills

- Scientist
- Engineers
- Business
- But no Communication education, training, experience.

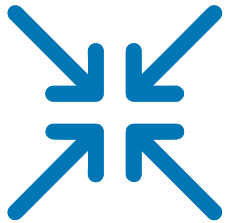


# 4 Core Insights

## To Get More out of Your Innovation Program and Efforts

# 4 Critical Insights

Communication drives innovation impact through.....



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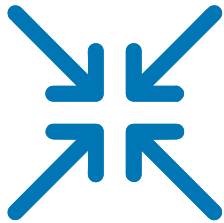
## Bringing multiple purposes together

- Investment
- Confidence
- Support
- Influence
- Attracting
- Clarifying



# 4 Critical Insights

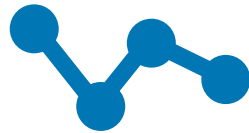
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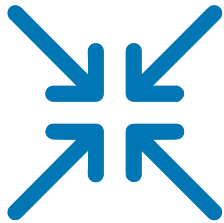
## Easing uncertainty

- Drives Alignment
- Explains its purpose, role
- Builds Appreciation
- Engages
- Makes intangible tangible



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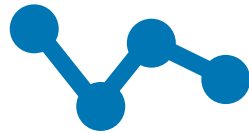
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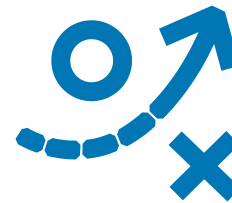
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## Orchestrating the Team Sport

- Ensures Support and Continuity
- C-Suite Partners
- Internal and External
- Multifunctional Teams





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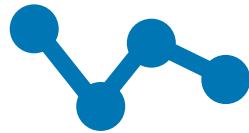
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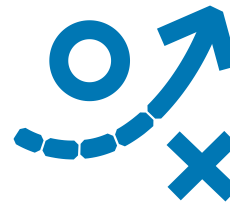
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## Ensuring Consistency across Audiences

(Two-way, Tailored)

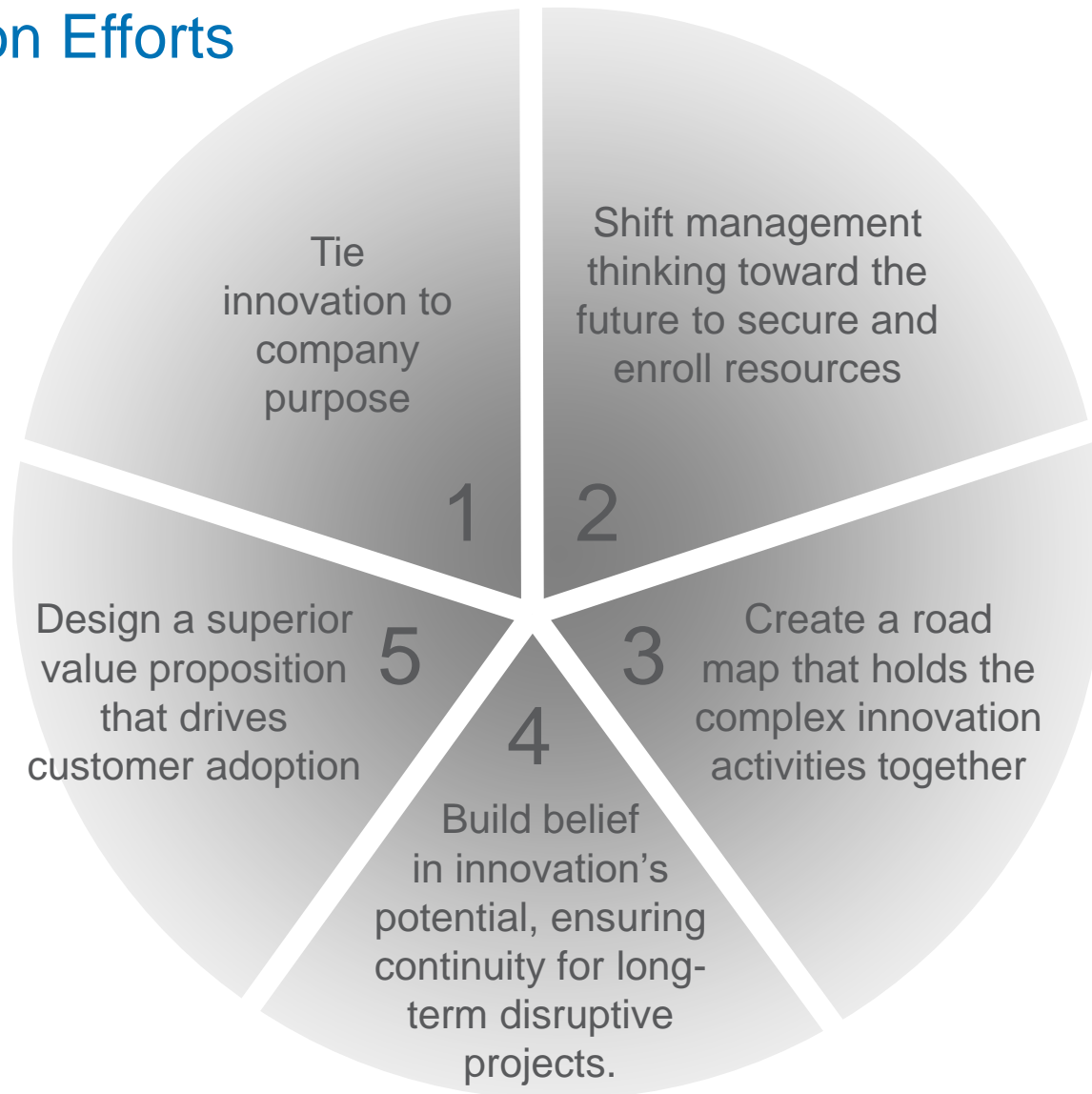
- Employees
- Customers
- Shareholders
- Investors
- Analysts



# 5 Strategies

## To Get More out of Your Innovation Program and Efforts

# 5 Communication Strategies to Get More out of Your Innovation Efforts



# 1 Tie innovation to company purpose to build reputation and improve odds for consistent, adequate executive support

- **Salesforce builds bridges** between companies and their customers; empowers them to connect with their customers in a whole new way based on trust and relationships

Salesforce customers have seen:

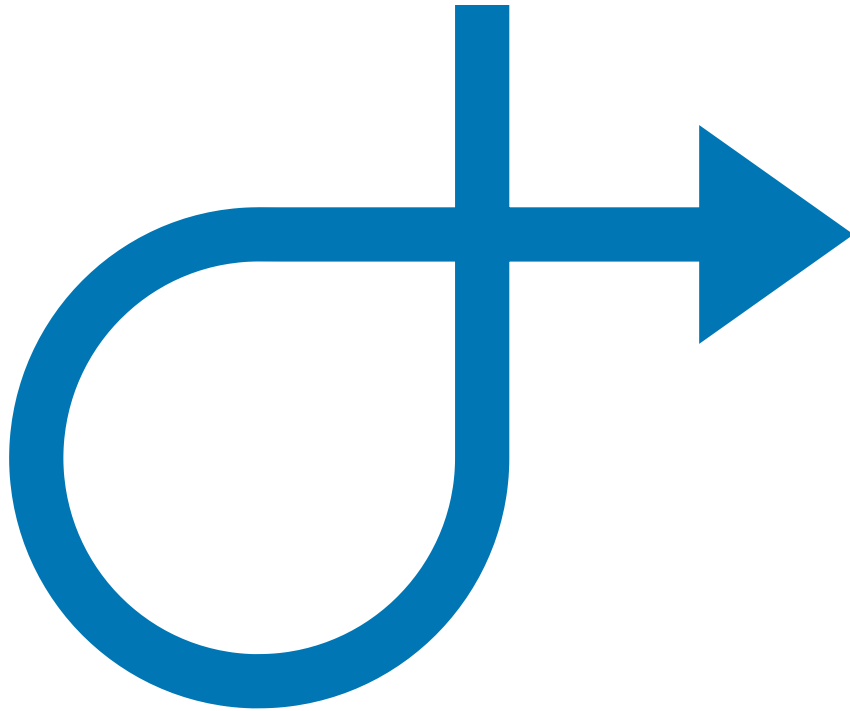


Over 150,000 companies, both big and small, are growing their businesses with Salesforce.

- **Has a way to include** every employee in delivering this mission
  - ✓ V2MOM (Vision, Values, Method, Obstacles and Measurement)
  - ✓ Visible among all employees
  - ✓ Starts with the CEO



## 2. Shift management thinking toward the future to secure and enroll resources



- Regular communication about future innovations
  - ✓ FM Global: Identify resource duplications & synergies among 4 innovation groups
  - ✓ BD: Innovation portfolio baseline established & discussed over time
    - Changes in business cases & financial models, moving to “new” revenue vs “pure” revenue
    - New product development process improvements
    - Increasing confidence in resource deployment

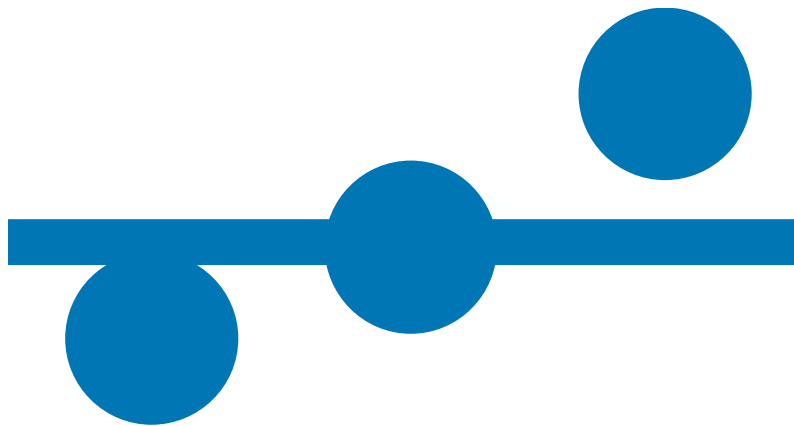


### 3. Create a road map that holds the complex innovation activities together



- P & G has Desired Customer Experience (DCE) as their road map for use across multiple stakeholders.
  - ✓ Consumers, business leaders, internal functions, technology experts
  - ✓ The envisioned DCE envisioned determines “fit” for proposed solutions
- Also, addresses the strategy of keeping the belief in long-term, disruptive potential – the fourth strategy.

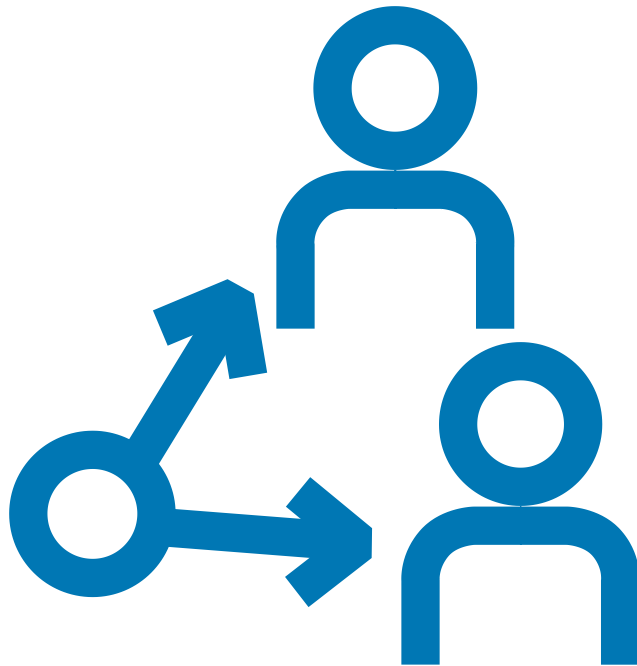
## 4. Build belief in innovation's potential, thus ensuring continuity for long-term disruptive projects.



- Large US Software company's 70 long term innovators include evidence-based stories about completed projects now adding business benefit to keep the belief alive.
- Expand the initial scope over time –Salesforce's customers now employees within a company, governments and citizens



## 5. Establish and leverage a superior value proposition that drives customer adoption



- Procter & Gamble has systematic “launch & leverage” plan with multiple stages for each initiative.
- Salesforce has a “Chief Adoption Officer” to turn knowledge and creativity into value.
- Channeling Peter Drucker: Generated a superior value proposition and communicate it effectively so selling is almost unnecessary
- Innovation leaders need to communicate for achieve adoption phase too



# 7 Communication **Skills**

## To Get More out of Your Innovation Program and Efforts

# To Get More out of Your Innovation Program and Efforts

# 1

Learning to listen first

# 2

Speaking to the hearts and minds: the power of storytelling

# 3

Adopting rallying cries

# 4

Sweating the details

# 5

Articulating the problem, you are trying to solve

# 6

Translating technical language into layman's language

# 7

Using professional communicators



## Illustrated by The Post-it® Notes Story

1. Learning to listen first
2. Speaking to the hearts and minds: the power of storytelling
3. Adopting rallying cries
4. Sweating the details



# To Get More out of Your Innovation Program and Efforts

1

Learning to listen first

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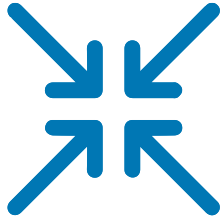
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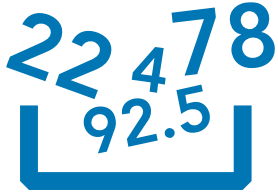


## 5. Articulating the problem you are trying to solve



- While articulating the problem you're trying to solve is important throughout the innovation process, it is particularly important at the earliest stages and at launch.
- Texas Instruments (TI) exercises great care to understand and define customer challenges before developing solutions, knowing that a solution cannot be found unless the problem is clearly defined.

## 6. Translating technical language into layman's language

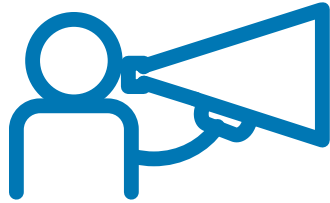


- **While some communication needs to be technical**, most will not be.
- **Salesforce tailors its messages** to three different levels to effectively communicate with key audiences.





## 7. Using professional communicators



- **The complexity of communication** is growing— more difficult, larger and/or numerous projects.
- **A professional communicator** brings added acumen, structure, and skills that are required today for optimal communication.
- **A Becton, Dickinson and Company (BD)** innovation executive hired a communications professional to work with her team.



# How To Get More out of Your Innovation Program and Efforts

4 Key Challenges

4 Core Insights

5 Communication **Strategies**

7 Communication **Skills**

→ So What? Actionable, Tangible...

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4 Key Challenges

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→ So What? Actionable, Tangible..

**Join us to continue the conversation  
November 10th, 9 a.m. EDT, 15:00h CET**

# How to Deliver Better Return on Innovation Through Improved Communication With Stakeholders

## Resources



### Main report (available to public)

- ✓ <https://www.conference-board.org/topics/innovation-leadership/innovation-and-communication>

### Tool Kit: Five Communication Strategies for Advancing Innovation

- ✓ <https://conference-board.org/topics/innovation-leadership/Innovation-and-Communication-5-Strategies>

### Tool Kit: Seven Skills for Communicating Innovation Successfully

- ✓ <https://conference-board.org/topics/innovation-leadership/Innovation-and-Communication-7-Skills>



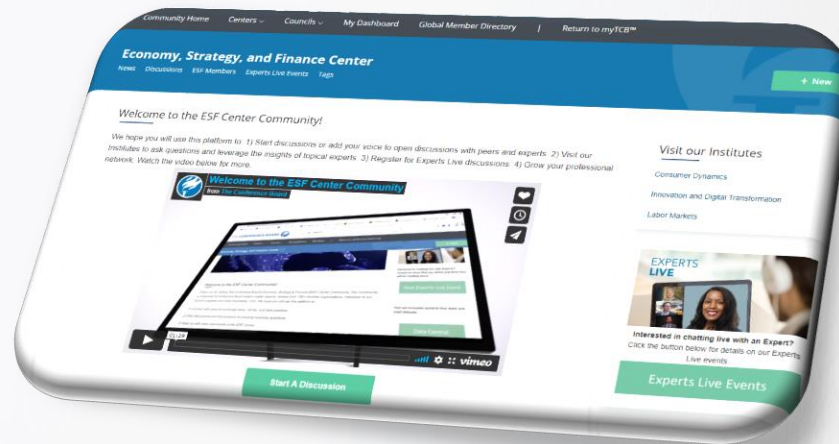
# How to Deliver Better Return on Innovation Through Improved Communication With Stakeholders

THANK YOU, and Hope to See You Again on November 10<sup>th</sup>!



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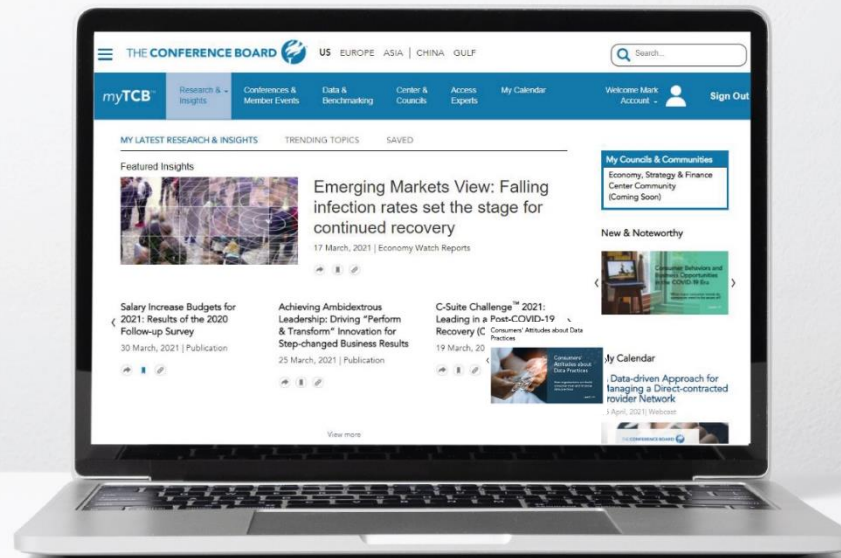




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