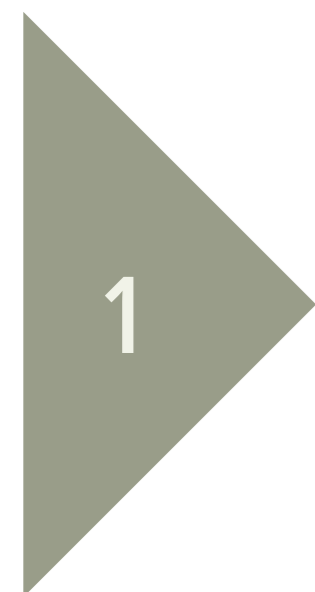


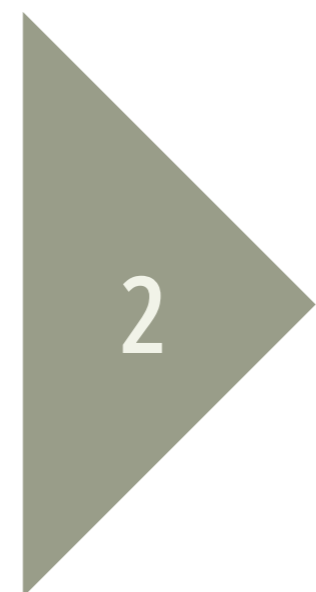
How to empower organisations to improve their effectiveness of innovation implementation

Creating artefacts that help practitioners improve their implementation practices

3 phases to research implementation practices to improve its effectiveness



The first phase aims to gain a clear understanding of the implementation process and the issues that can lead to implementation failure. Patterns are identified, and methodologies are provided to deepen the understanding of implementation practices and its issues.



The analysis from the first phase leads to the second phase: the development of an artefact that helps practitioners improve their implementation practice. An artefact is created that improves the quality implementation Framework, as it helps practitioners identify obstacles early to be able to quickly address them.



Finally, the third phase develops an artefact to find the final artefact. It does so by combining all the insights from this thesis to learn practitioners how to implement effectively. Several formats are discussed and the content is presented.

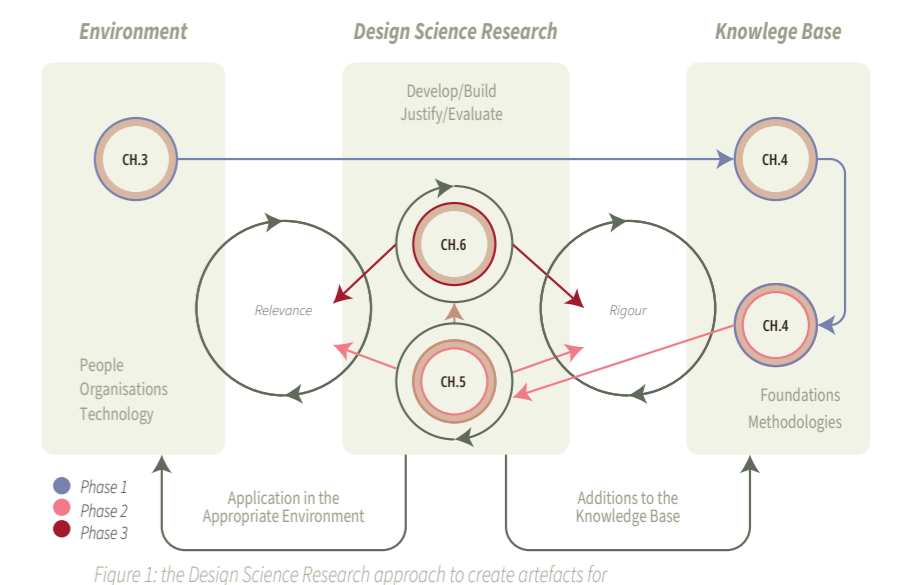


Figure 1: The Design Science Research approach to create artefacts for practitioners to improve their implementation effectiveness

Thirteen actions to implement effectively

Through qualitative research and literature research thirteen actions are identified that help practitioners improve their implementation practices.

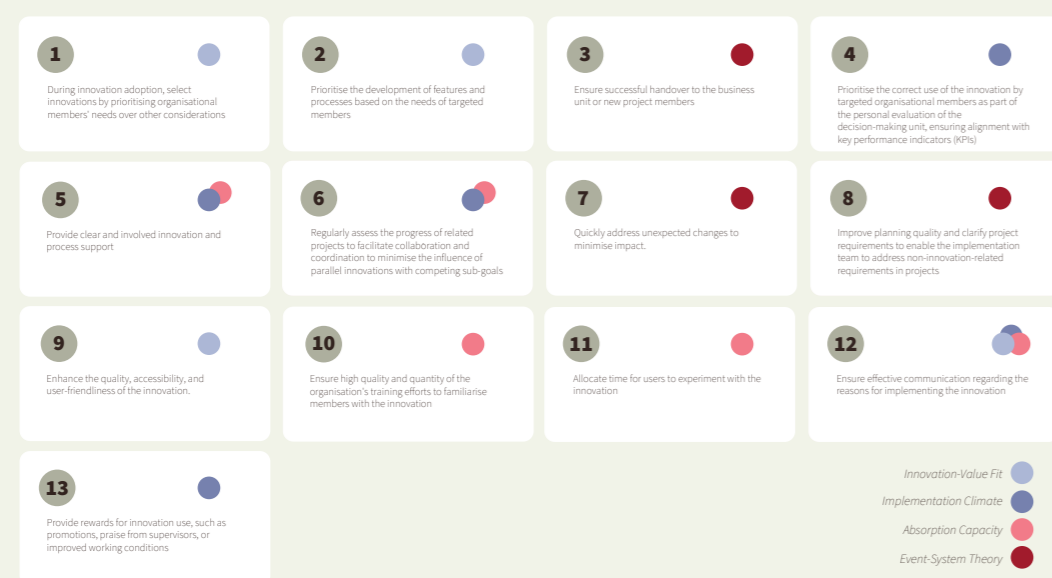


Figure 2: thirteen actions to implement effectively

Four complex theoretical constructs

Innovation-Value Fit

Innovation-fit describes the extent to which the targeted organisational users believe that using the innovation supports (or hinders) the realisation of their values. Values are defined as generalised beliefs about the personal and social desirability of ways of behaving or desired life outcomes

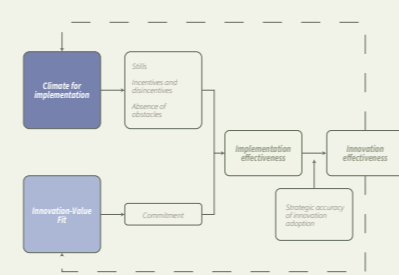


Figure 3: The determinants and consequences of implementation effectiveness

Implementation climate

Implementation Climate refers to targeted organisational members' shared perceptions of the extent to which their use of a specific innovation is rewarded, supported, and expected within their organisation.

Absorption Capacity

Absorption Capacity explains this as "prior related knowledge that confers an ability to recognize the value of new information, assimilate it, and apply it". Prior related knowledge is defined by basic skills or a common language that is shared by multiple individuals within a team, department or organisation.

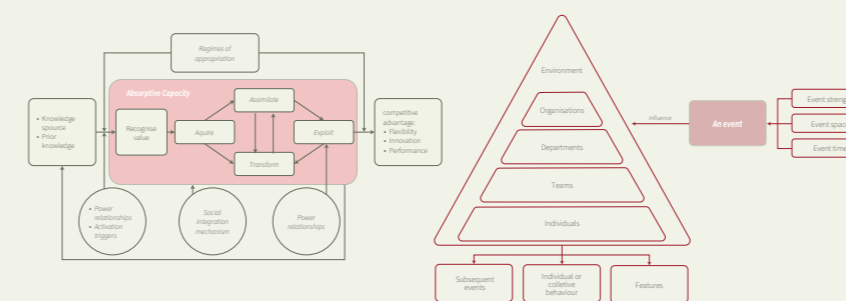


Figure 4: The absorptive capacity model

Event-System Theory

Event System Theory suggests that events become significant when they are novel, disruptive and critical. Events happen somewhere (a hierarchical level), at a certain time, and have a certain level of importance.

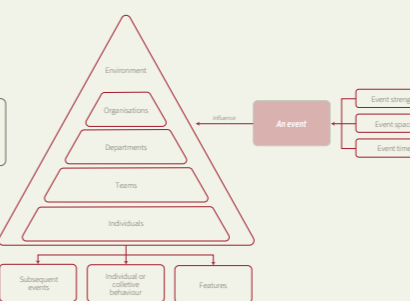
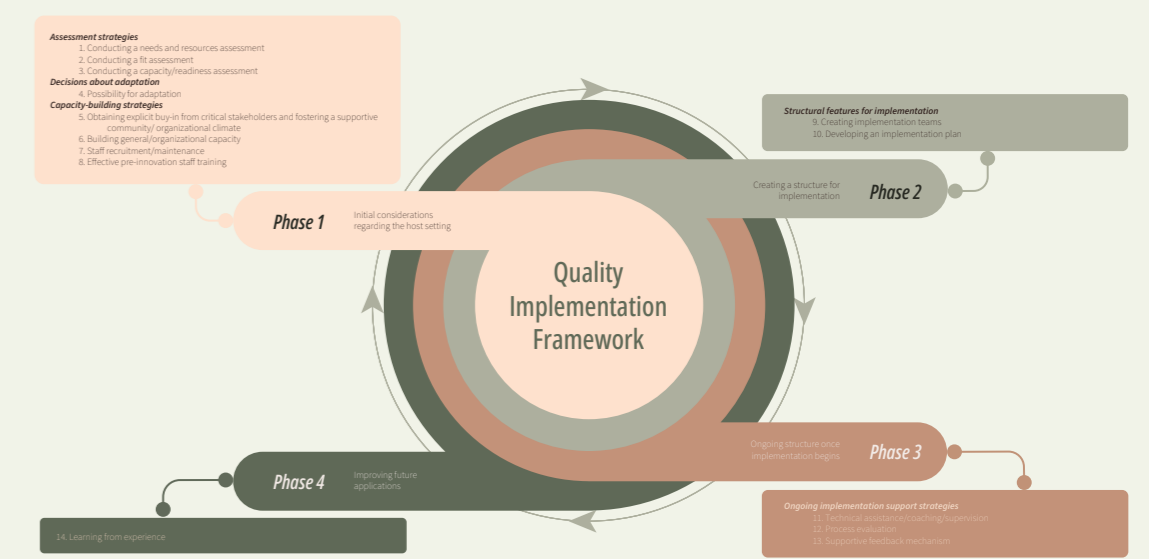


Figure 5: Schematic representation of Event System Theory

A how-to implement model: Quality Implementation Framework



The Quality Implementation Framework shows that effective implementation relies on a systematic process. The fourteen steps, which are logically divided into four phases, emphasise the importance of careful planning and consideration not only during implementation but also before the actual implementation phase. By integrating activities like assessment, negotiation, collaboration, structured planning, and personal reflection, the framework guides an organisation to achieving quality implementation.

Design for organisational resilience

By combining the Quality Implementation Framework and the actions, it was noted that one action was not accounted for: namely action 7: "Quickly address unexpected changes to minimise impact". By designing for organisational resilience it was suggested that project teams must take proactive action once an unexpected event occurs to minimise the impact on the project.

To design an artefact that helps teams identify obstacles, three sessions were executed according to the iCPS approach whereafter the design was tested in a real-world environment. An Obstacle Board was designed which helps implementation teams identify obstacles in a structured and repeated way.

Design by the iCPS approach

The Obstacle Board

The Obstacle Board consists of several rows that contain prompting themes to help the team identify obstacles in a structured way. By putting post-its in the columns. These represent the different phases of the project.

Phase	Theme	Obstacle	Resolution
Phase 1: Assessment	Understanding the current situation		
	Identifying the problem		
	Defining the scope		
	Identifying the stakeholders		
Phase 2: Design	Developing a solution		
	Validating the solution		
	Implementing the solution		
	Evaluating the solution		
Phase 3: Implementation	Monitoring the implementation		
	Controlling the implementation		
	Reporting the implementation		
	Reflecting on the implementation		
Phase 4: Evaluation	Assessing the results		
	Identifying the lessons learned		
	Disseminating the knowledge		
	Archiving the knowledge		

Figure 6: The Obstacle Board

An artefact that teaches practitioners how to implement effectively

The content from this thesis can be shared with practitioners to help them improve their implementation practices. The combined content includes the Quality Implementation Framework, the 13 actions for effective implementation, the Obstacle board, and the four complex theoretical constructs. This content is presented in a roadmap that showcases a step-by-step approach, accompanied by exercises to be carried out by the project team. The thesis suggest several artefacts that can be used to distribute this combined content to practitioners. It is important to actively engage with practitioners to ensure that this content reaches them. We propose a proactive approach (a seminar) and a passive approach (a handout), and recommend using LinkedIn to reach practitioners.

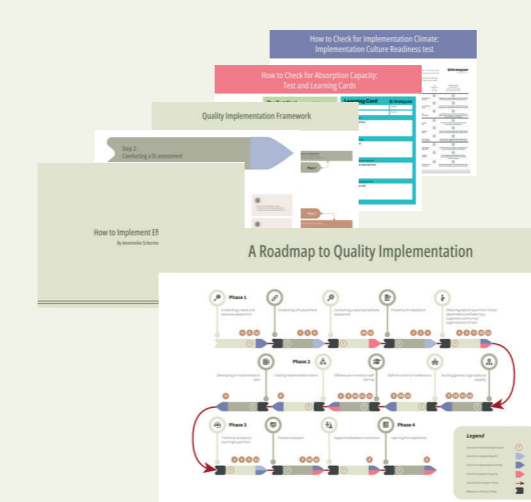


Figure 7: Example of the content for practitioners

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