Who?
This project has been executed for Capgemini, which is a multinational management-consulting firm that offers consulting- and technology services. The company has launched a new initiative, which is the Applied Innovation Exchange (AIE). The AIE’s goal is to develop applications from emerging technologies for Capgemini’s clients. Examples of such technologies are drones, 3d-printing and virtual reality. The main topic of this project was the implementation of innovations.

Why?
The implementation of innovation is a complex undertaking. Not only on the frond-end of an organization can multiple barriers be encountered for successful implementation, such as employee acceptance, but also at the back-end of implementation are many barriers to overcome. Newly developed applications have to be embedded into the client’s existing IT landscape, which is a complex infrastructure of many different software applications, IT processes and systems. In many innovation cases, this infrastructure has to be rearranged before new software can be embedded. Such landscapes are maintained by the Operations department of the organization, which has the responsibility of keeping the current IT landscape live and running. The challenge within this domain is the opposing mind-set between Development and Operations; one is in favour of change, while the other is in favour of stability. A third important stakeholder in the innovation process is the Business side of the organization that is involved to provide the requirements for development.

What?
The outcome of this project are three different sessions that incorporate two different boundary objects to address the knowledge barriers between the stakeholders during the innovation process (Carlile, 2002). These are Lego Serious Play (LSP) and Innovation Roadmapping. LSP has been used to provide the stakeholders with a mutual language and the means to explore the problem from different angles, while innovation roadmapping establishes a sync between all objectives, both short-term and long-term.

The Spark is an ideation session that takes place in the beginning of the innovation process. Through an collaborative brainstorm, the stakeholders generate ideas about future products and services. By using LSP, they collaboratively build a future vision, a long-term goal and a short-term objective.

Monitor is a risk assessment session, where the existing IT landscape of the client is discussed. Through an iterative process of altering the 3d-models, consensus is reached about what needs to change. The outcome of this session is a shared technology roadmap.

A more frequent and smaller session is the Check. This session focusses on the short-term objective, where both Operations as Development reflect to and discuss the dependencies between the solution and IT infrastructure of the client. More concrete objectives flow out of this session.