

Innovation Continuity in an IT incubator

Supporting KPN's innovation agency with creating transparency and consistency in its innovation efforts

Why This Project?

The **Internet of Things department** in KPN's innovation unit 'New Business' **lacks focus** in its development direction which causes constantly **changing priorities** and multidisciplinary **misunderstandings**. As such, KPN requested a solution that provides them with a form of **continuity**.

What is the root of the problem?

The board of directors imposes ambitious **revenue targets** that cause the department to **prioritize** projects that deliver **short term** monetary value.

What does this lead to?

Changing priorities as a result of changing revenue targets leads to **confusion and uncertainty** because:

There is no clarity about the tactical **rationale** behind changing priorities

There is no **transparency** in how development projects constitute targets in revenue

There is no **shared understanding** of the department's long term innovation strategy

How to solve this problem?

The goal of this project is to develop a solution that helps the department in two ways:

Establishing continuity by enabling the department to better **deal with changing revenue targets**

Communicating the department's development **direction** while emphasizing the multidisciplinary complementarity

Towards implementation

Innovation projects are submitted in an MSAccess database. This database is connected to the roadmap application, which will be developed in .html. An SQLR connection enables the roadmap to import the project related data from the database. The development trajectory is planned as shown below:

'What is this Internet of Things department and what does it do?'

'Internet of Things' is a development in which all kinds of everyday objects are connected to a certain network that allows them to send and receive data. KPN addresses this development by developing custom made connectivity solutions for large B2B clients that helps them make their business more efficient.

For example, a waste collection company has many trucks that drive the same route every day while emptying all containers on this route, without actually knowing whether or not a container is full. Making these containers smart allows the company to plan more effective routes, which enables it to do the same with less trucks. These custom made IoT solutions rely on a complex interplay of numerous service platforms, technologies and carefully crafted hardware to be successful. KPN has established a set of 50 highly specialized people from different disciplines to achieve this.

Solution

A roadmap that shows all innovation projects, who and what is required for the projects, how long the projects take and how much revenue they generate.

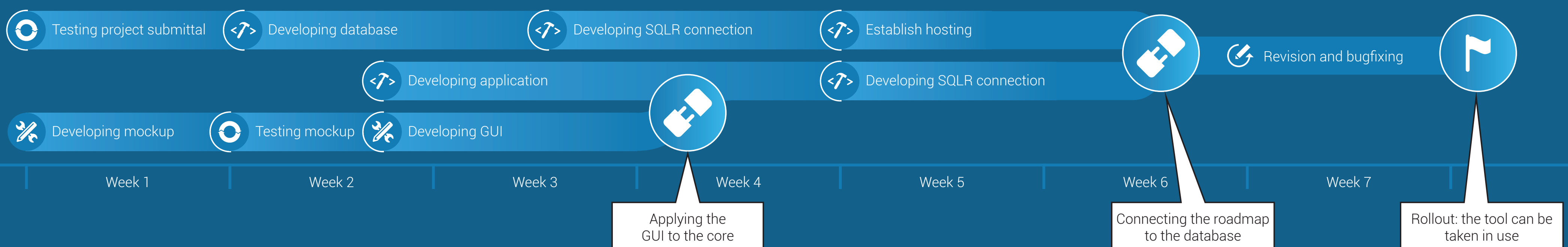


Tell me more!

The solution to KPN's problem situation is a digital roadmap that shows all of the department's focus point plans represented by differently coloured tiles. The roadmap uses time as the horizontal axis, and revenue as the vertical axis. Since the department is mostly driven by revenue related objectives, this provides the most value in terms of tactical rationale. Within the roadmap, each tile represents one development project. The dimensions of these tiles are defined by the amount of revenue it is estimated to generate (vertical dimension) and the time it takes to complete the project (horizontal dimension). Furthermore, the tiles include so called indicators that show what the project needs in order to be executed. This allows the management team to plan the projects while minimizing the amount of projects that run parallelly and rely on the same business functions.

Project Pool

When new projects are added, they are placed in the pool of projects. This is essentially a collection of building blocks that the management team can use to build towards the revenue target.



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