What are Innovation Management Processes?

Worksheet

Innovation processes move ideas through defined stages-ideation, development, testing, and launch-with decision gates at each step. Feedback loops and resource allocation ensure only viable ideas advance.

Questions

1. Which stage is most critical for identifying market fit?

A) Ideation
B) Testing
C) Development
D) Launch

2. A company's innovation process kills 95% of ideas at the screening gate. Is this normal?

A) No, too wasteful
B) Yes, prevents bad investments
C) Only if criteria are unclear
D) Depends on idea quality

3. Parallel development of multiple concepts is most useful at which stage?

A) Launch
B) Testing
C) Development
D) Ideation

4. Why would a company skip formal testing and go straight to launch?

A) Faster time-to-market
B) Market emergency/window
C) Cost savings
D) All of the above

5. A software company receives 200 feature ideas per quarter. How should they prioritize?

6. A pharmaceutical firm spent 3 years and 50M developing a drug that failed Phase 3 testing. How could better innovation processes help?

7. Startup pivots 3 times in 18 months. Is this a process failure?

8. Define: What is the purpose of stage-gate in innovation?

9. Define: Why is feedback important in innovation processes?

10. Define: Difference between agile and stage-gate innovation?

Answer Key

1. B) Testing - Testing with real users validates market fit before expensive full-scale launch.

2. B) Yes, prevents bad investments - High kill rates at early stages are efficient-ideas cost little to screen but much to develop.

3. C) Development - Developing 2-3 prototypes in parallel reduces risk of backing a single wrong direction.

4. D) All of the above - High-speed markets or crisis situations may justify skipping formal testing, accepting higher risk.

5. Use stage-gate: Screen by strategic fit & feasibility 20 advance Develop & test prototypes 5 move to development Build MVP validate with users 2 launch Only the best ideas receive full resources.

6. Earlier testing gates (Phase 1/2) would have identified issues sooner Parallel development of alternatives reduces single-point failure Stakeholder reviews at each gate ensure alignment Risk reduction through staged investment, not front-loaded spending.

7. Not necessarily-rapid feedback and iteration are innovation strengths Key: each pivot is data-driven, not random Processes must balance structure with agility Validate assumptions early, pivot cheaply, commit fully only after proof.

8. To control resource allocation, reduce risk, and ensure only viable ideas advance through development.

9. Feedback reveals what users actually want, uncovers flaws early, and guides iteration before full launch.

10. Stage-gate is formal, waterfall-style with clear gates; agile is iterative, flexible, and customer-responsive.