Untangling Spaghetti: How Innovation Changed at Oticon (B)

The management team introduced a "cultural revolution" to support the new innovation process, followed by an innovation workflow involving project portfolio planning and road mapping, as well as involvement of marketing and production.

Learning objectives: Managing change in the approach to innovation. Designing an innovation process adapted to the evolution of technology and organizational size, especially the tension between bottom-up creativity and developing an integrated product portfolio that exploits changing market needs. Understanding the importance of aligning organization and culture to support change (application of the Galbraith Star Model).

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