Innovation Strategy & Operating System

Leadership / ELT Offsite • Eureka-enabled workflow • Idea-first culture

What this deck covers:
- North star & portfolio
- Operating model & cadence
- Workflow + Eureka
- Dark-horse bets, review etiquette, revisit loop, metrics

North Star & Portfolio Focus
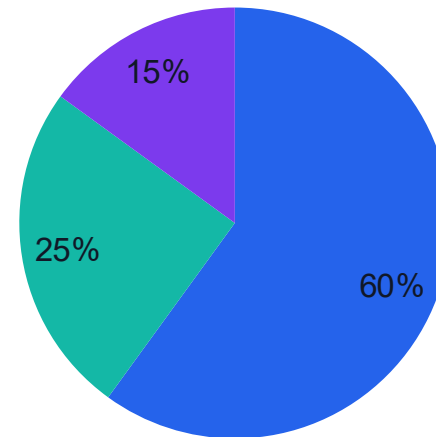
Innovation = validated outcomes (not just ideas)

North Star outcomes

A repeatable innovation engine that converts BU priorities into measurable outcomes (value, speed, reliability, and reusable capability).

What success looks like

- Tangible value delivered (₹/$ impact, hours saved, risk reduced)
- Faster time-to-signal (idea → experiment → decision)
- More outcomes shipped (scale what works; stop what doesn't)
- Reusable assets published (patterns, components, playbooks)
- Transparent pipeline and ownership across LT/ELT/SPOCs/Teams

Portfolio across 3 horizons

15%

25%

60%

H1: automate, stabilize, reduce cycle time

H2: improve customer outcomes & adoption

H3: small set of sponsored options

Default mix; we can tune per quarter

Operating Model: People & Accountability

Shared responsibilities across LT / ELT / SPOCs / Teams

Leadership Team (LT)

- Set themes aligned to BU priorities
- Approve portfolio funding & capacity model
- Remove systemic blockers (data, security, platform)
- Reward outcomes + learning (not "best speakers")
- Protect psychological safety in forums

ELT (Sponsors)

- Sponsor initiatives; provide SMEs and capacity
- Run monthly scale/stop decisions
- Separate innovation reviews from performance evaluation
- Promote winning experiments to delivery
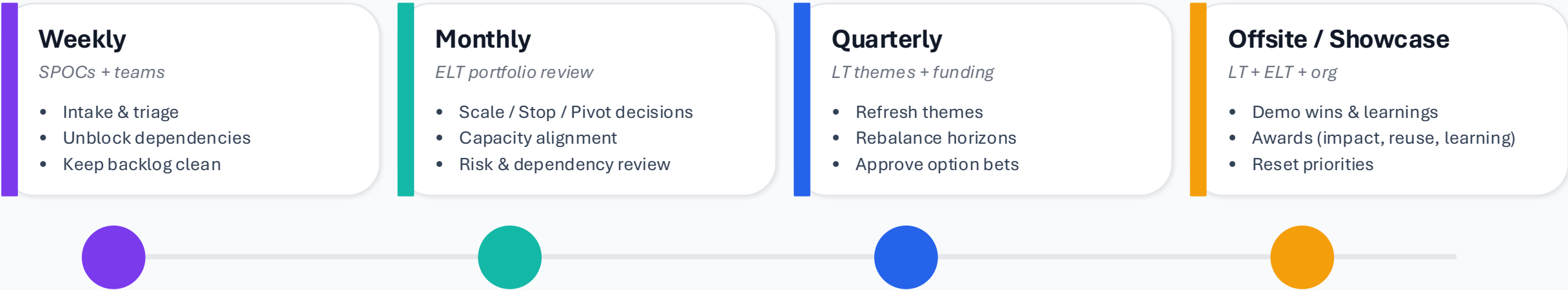- Ensure landing & adoption

Innovation SPOCs

- Run intake + triage; keep pipeline healthy
- Provide templates and coaching
- Track metrics and publish learnings
- Enable reuse (patterns/components/play books)
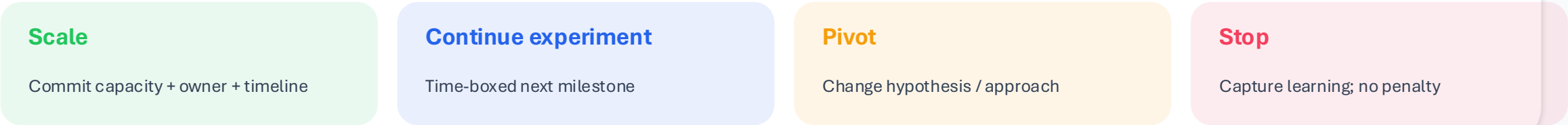- Use Eureka as system-of-record

Teams

- Run time-boxed experiments (2–6 weeks)
- Instrument success metrics & baselines
- Ship / scale with production readiness
- Share learnings honestly (wins and kills)
- Contribute reusable assets

Governance Cadence

Lightweight rhythm; clear decisions

Weekly

SPOCs + teams

- Intake & triage
- Unblock dependencies
- Keep backlog clean

Monthly

ELT portfolio review

- Scale / Stop / Pivot decisions
- Capacity alignment
- Risk & dependency review

Quarterly

LT themes + funding

- Refresh themes
- Rebalance horizons
- Approve option bets

Offsite / Showcase

LT + ELT + org

- Demo wins & learnings
- Awards (impact, reuse, learning)
- Reset priorities

Every portfolio review ends with a decision:

Scale

Commit capacity + owner + timeline

Continue experiment

Time-boxed next milestone

Pivot

Change hypothesis / approach

Stop

Capture learning; no penalty

Innovation Workflow (End-to-End)

Signal → experiment → scale → institutionalize

Discover	Select	Experiment	Scale	Institutionalize
Signals & ideas 1-page brief	Triage + scoring Prioritized backlog	2–6 weeks Hypothesis + metrics	Prod readiness Adoption plan	Reuse + playbooks Knowledge base

Stop / Scale rules (discipline)

- No clear metric or baseline → do not start
- Miss success criteria → stop or pivot fast (avoid zombies)
- Meet criteria → scale with committed capacity + sponsor
- Capture learnings for every stop

Eureka (tool)

System-of-record for:
- Idea intake (briefs)
- Stage tracking + ownership
- Approvals / decision log
- Portfolio reporting
- Knowledge (learnings + reuse)

Eureka = Workflow Tool (Not the Strategy)

It enables execution transparency; it doesn't replace decision-making

What Eureka DOES

- Captures ideas in a consistent brief
- Runs workflow states and ownership
- Creates visibility (pipeline + dashboards)
- Records decisions (scale/stop/pivot)
- Stores learnings and reusable assets

Recommendation

Use Eureka for:
- Intake + triage
- Stage tracking
- Revisit loop (parked ideas)
  and keep decisions in governance cadence

What Eureka does NOT decide

- Strategy and priorities
- Funding and capacity
- Scale/stop decisions
- Production readiness standards
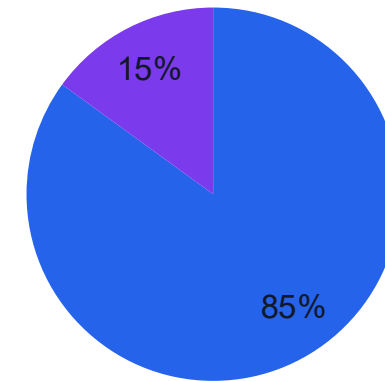- Performance evaluation

Those are LT/ELT responsibilities.

Dark Horses & Option Bets (Deliberate, Not Random)

Small, time-boxed bets that can become big later

Policy: reserve capacity for asymmetric upside

- Cap it: 10–20% of innovation capacity (or 1–2 bets/quarter)
- Time-box: 2–4 weeks discovery, then decision
- Sponsor required: one ELT sponsor accountable
- Success = learning milestones (not immediate ROI)
- Promote winners into main pipeline with committed capacity

Capacity mix (example)

15%

85%

Different scorecard

- Asymmetry
- Strategic fit
- Feasibility signal
- Option value
- Leading indicators

Promotion / stop rules

After time-boxed discovery:
- No credible path → Stop (capture learning)
- Credible path + fit → Extend once
- Strong signal (pull) → Promote to main pipeline

Innovation Review Etiquette (LT / ELT / Reviewers)

Fair, fast, psychologically safe reviews

Non-negotiable: judge the IDEA, not the SPEAKER.

Innovation forums are not performance-evaluation spaces; presentation polish is not a decision criterion.

1) Judge the idea, not the speaker

Focus on problem, hypothesis, evidence plan, feasibility, alignment.

2) Start with curiosity

Clarify before critiquing; avoid "gotcha" questions and design rabbit holes.

3) Use a standard scorecard

Impact, feasibility, time-to-signal, reuse potential, option value.

4) Time-box and end with a decision

Scale / Continue / Pivot / Stop — every review has an outcome.

5) Create space for quiet teams

Prefer written briefs first (Eureka), then short Q&A; equal airtime across teams.

"Unfeasible" often means "not now" — keep options alive

Classify every idea into 4 states

Ship Now
Clear value + feasible

Experiment Next
Feasible; needs signal

Park (Not Now)
Good idea; blocked (track why)

Kill (Invalid)
Duplicate or disproven

Close ideas with a reason code (not "rejected")

Examples: data missing • dependency missing • policy/compliance • cost too high • low priority • unclear hypothesis • adoption hard • tech not mature

Revisit loop (triggered, lightweight)

Store state + reason + trigger + revisit date in Eureka

For every Parked idea, set triggers:
• Dependency delivered • Theme match • Policy change
• Cost drops (new tooling) • External signal • Tech maturity

Cadence: "Backlog resurrection" review (quarterly)
→ re-triage only the ideas whose triggers fired

Success Metrics & What "Good" Looks Like

Value + speed + funnel health + reuse

Outcome KPIs (LT / ELT)

- ₹/$ impact (revenue uplift, cost-out, hours saved)
- Risk/reliability (incidents avoided, MTTR improvement)
- Adoption/experience lift (as applicable)

Speed KPIs

- Median time: idea → experiment
- Median time: experiment → decision
- Median time: decision → production

Funnel Health

- # ideas triaged / month
- # experiments completed / month
- % experiments with clear metrics
- Healthy kill rate (stopping early is OK)

Reuse & Learning

- # reusable assets (components/patterns/playbooks)
- Adoption of shared assets
- Monthly demos + write-ups published

Optional: agree quarterly targets for throughput + time-to-signal and publish in Eureka dashboard.