

# Lie, Cheat and Steal Your Way to Innovation Funding Success

Published 28 July 2023 - ID G00791391 - 26 min read

By Analyst(s): Stewart Buchanan, Mary Mesaglio

Initiatives: [Digital Innovation and Enablement Function](#)

Chief technology officers struggle to get funding for innovation, especially when their role is perceived to focus primarily on optimizing business operations. When traditional paths fail, CTOs should leverage more-provocative practices to put the fun back into securing innovation funding.

## Overview

### Key Findings

- Most enterprises have one or more innovation initiatives that “get stuck” as they compete for attention and struggle to prove the value of nontrivial changes in order to secure funding.
- CTOs rely on using formal influence, funding and approval processes, while overlooking many other options to advance innovation.
- CTOs are not using options that would enable better storytelling, recast innovation activities in a different light or trigger a more innovative mindset that sees the value of investing in innovation.

### Recommendations

- Use one or more accelerators discussed in this research to get innovation “unstuck” and to give initiatives a new boost by gathering new support, presenting a new frame of mind or sharpening focus.
- Broaden the scope of innovation beyond the development of technological novelties to encourage business-led innovation initiatives that could provide funding.
- Trigger new viewpoints and ideas for action by purposefully adopting slightly provocative language (much like the language used in this research and its title).

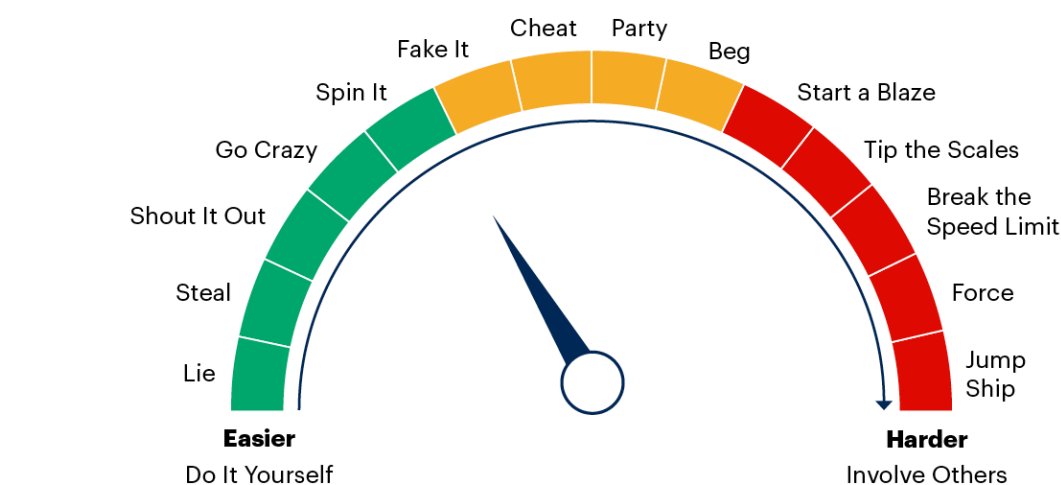
## Introduction

Innovation-minded CTOs foster change within the organization. But to win support and fund innovative solutions, CTOs must often rethink or reposition their initiatives. On average, only 20% of the budget for technology innovation comes from an enterprise-level central technology fund. <sup>1</sup> Most CTOs share decision rights over funding with at least two or more executives. <sup>2</sup> In organizations with difficult funding processes, CTOs must work hard to overcome these challenges. <sup>3</sup> This research describes thought-provoking accelerators for CTOs to energize innovation.

Sometimes, innovation simply doesn't get launched or gets stuck in the process. The best route would be to go back to the strategy, get board-level support and build out from there. Still, in many situations, the innovation-minded CTO or innovation director may have a burning ambition to simply get unstuck and find accelerators to at least get something moving. To that end, CTOs can use the somewhat provocatively named practices shown in Figure 1.

**Figure 1: CTOs Can Jump-Start Innovation in Their Organizations**

### CTOs Can Jump-Start Innovation in Their Organizations



Source: Gartner  
791391\_C

**Gartner**

The purposefully provocative practices also serve to trigger new ideas and actions, to break out of the common patterns of thinking. For example, if you could really “steal” something from a company in another industry, what would you steal? Thinking like this will bring different ideas from those typically brought up by asking, “What inspiration can we get from looking at other industries?”

These practices are not intended to be a full formula for innovation, but rather, a series of approaches used by successful innovators to get out of a bind in specific situations. They are partly actions and partly about how you tell the story of innovation. At some point, you will need one or a few of these.

## Analysis

### Lie

“Lying” is a provocative term referring to the use of a visionary exercise, wherein a group of people weave a fictional future state for their business into a complete story, with as much detail as possible. The group then reasons backward from this future fictional state to see what would be required to get there. For example, a group might say, “It’s 2030, and we are the greatest platform business in the world. We have connections everywhere, and people love working with us because we are fun and easy to work with.”

The group then asks, “If that’s true, then how did we get there?” Participants share waypoints, milestones, changes and all the things that would have to be true, for the story to be real and not fictional. The aim of the exercise is not to create a true-to-life picture of the future — nor is it to elicit a concrete business strategy. Rather, it’s a creativity exercise designed to get people thinking differently from the way they do in their operational day-to-day life.

For beginners, this exercise works best when rough dates are included and when it’s a physical, in-person exercise, rather than purely cerebral. By “physical,” we mean running a piece of duct tape down the center of a room, as a timeline, with the fictional endpoint written on a piece of paper at one end. Participants then walk backward from that endpoint, dropping sheets of paper along the timeline that describe the things that would have to be true and when. This way, in a relatively short period of time, you can end up with a rough plan of things that need to change, in chronological order. This accelerator enables participants to go from an impossible vision to a practical plan in a few hours.

Funding processes often require business cases that attempt to predict the future, but can anyone be sure their predictions and timing will come true? Many organizations still lack disciplined benefits realization to tell the difference. <sup>4</sup> Benefits realization can confirm that capabilities have been created after the visionary event.

### Steal

When innovating, you will encounter at least three levels of newness:

- Ideas that are new to the world. These are like Thomas Edison's inventions or, more recently, Elon Musk's [Falcon Heavy](#) rocket relanding.
- Ideas that are new to your industry, but not new to the world. As an example, one-hour home delivery is nothing new if you are in the pizza business, but might be new in the luxury car industry.
- Ideas that are new to your company, but are not new to the world or your industry. This is any idea adopted by innovation laggards that move to adopt something new only after it has been proven by competitors in their industry. Using a cloud-based CRM might be close to a revolution in your company, but obviously, it has been done before by many others.

Of these three levels of newness, perhaps the least used and most valuable is the second category: taking an idea that has been proven in one industry and applying it to another. This approach works best when the industries in question have something in common, such as:

- Same customers — Both industries are B2C, for example.
- Same power structure — Both industries are oligopolistic, say, with a few big players.
- Something else similar — Both industries are dominated by high sunk costs at the start, such as big pharmaceutical companies and oil exploration.

A good first step for this innovation accelerator is to examine your wider network of contacts and determine which contacts are in industries that have something similar to yours. This also implies thinking about the abstract concepts that define your challenge or your business. For example, it's not about "finding a new way to do claims processing," but about "automatically categorizing different levels of decision risk."

As an exercise, imagine what similarities you could find at an abstract level between your organization and a highly automated dairy farm. Think about data processing, automation, insight, behavioral triggers, "health," traceability, use of machines, role of the manager, planning and so on.

The next step is akin to fishing: starting multiple conversations with contacts in parallel industries to probe innovations and ideas that have worked in their domains and determining their applicability in your own enterprise. CTOs often try to “sell” innovation to executive decision makers and investors, but they are afraid of it and need more reassurance that it worked successfully before.

## Shout It Out

Innovation shouldn't happen in secret, but CTOs and business teams are often overprotective of early ideas. Collaboration is an important ingredient for most innovations. Most innovators undercommunicate at the start. So start promoting your goals, what you're doing, what you've learned, what you're looking for, what value you have uncovered and so on. This applies internally, but also externally. On recent inquiry calls, three CTOs told us they all joined external task forces or leadership committees to do this. The more you talk about your ideas and innovations, the more feedback and support you will gather. So try to speak at events and meetups to get more-diverse interactions and feedback. Clients and investors can then start lobbying the board for your ideas.

Start with a simple email or a blog post on your LinkedIn profile, or request for time in a large meeting to discuss your innovations. Call in favors from corporate communications or marketing teams. Develop different channels to communicate widely, across silos. If your organization still refuses to fund innovative ideas, maybe, from all your searches, you can find an organization that will co-develop them with you.

## Go Crazy

One problem with innovation is that it can start off with great expectations and then dwindle as time passes into something small and incremental. A great way to awaken people from their corporate torpor is to shock them with a seemingly impossible innovation goal, such as, “Let's create a high-performance running shoe that costs less than \$15.” Set crazy goals.

There are great advantages to setting crazy goals:

- They elicit a visceral reaction from people and provoke their competitive spirit.
- They act as a filter. Those motivated by the goal will participate, not those who are skeptical.

- They send a clear message that you are willing to break the rules and expect real change.
- They lead to a response such as, “If you want that level of efficiency, then we have to really do things differently.”

As a beginning, the best way to put this rule into action is by time bounding. That is, set a “crazy” time goal, like, “I want you to give me two prototypes of this idea in the next 60 minutes.” Crazy goals are a relatively inexpensive and easy way to filter out low-value innovators from those who are comfortable trying something new and different. This can also shock decision makers out of making token funding gestures that are too small to make a difference.

## Spin It

Turn your weaknesses into strengths. People often get caught continuously staring at the weaknesses of the current business: We have no offices, we have an older workforce, we have slow infrastructure and so on. An innovation trick is to see if you can turn a weakness into a strength:

- Can we use the fact that we have no offices as a competitive advantage?
- Can we leverage special knowledge, skills or networks that our older workforce possesses?
- Can we forgo our infrastructure altogether and overtake the competition?

Spinning negatives into positives helps create a more positive mindset and leads to new ideas that capitalize on the reality of your business.

Starting is simple: List all the negatives that you can think of, and write next to them the most positive way of reframing each one. See which ones lead to potential breakthroughs.

## Fake It (Until You Make It)

Pretend to have something before you actually have it, and start promoting or selling it anyway. It is a way to get more momentum and support, and it serves to engage others early on and gather more feedback on your idea.

This is now, more or less, the model behind crowdfunding, where unfinished products or even ideas are being sold to potential customers, generating the money needed to actually develop the product in the first place. This approach also occurs in the consultancy world, where a service definition is created before there is substantial scale to back it up. The capacity to scale is then created by developing or delivering the service to the first set of clients. If your organization lacks the resources to scale, involve other organizations.

As a rule, show — don't tell. This can be a great way to demonstrate demand and gather feedback from early adopters, without having to make the investment in a complete working solution. Be conscious of the risk of too much success though —in which case the temporary solution might stall and the approach might backfire. So don't overcommit to things that cannot be delivered because that would undermine stakeholder trust.

A famous example is from the very early days of Bill Gates as a tech entrepreneur who engaged with IBM to deliver an operating system (which turned out to be MS-DOS), before having an OS ready to go. Gates was not quite faking it, but was operating from a vision that was much more advanced than the actual state of the company at the time.<sup>5</sup>

Examine where a bit of bluff might help your cause, and cash out a small advance on your future success. Innovative organizations set aside seed funding for prototyping and feasibility studies, while around a third of the S&P 500 companies list R&D in their corporate reports.

## Cheat

To do significant, disruptive innovation, you'll have to break the rules. If your innovation is moving slowly, it may be because everyone involved is trying to play it too safe — within the bounds determined by perceptions of legal, compliance, enterprise architecture standards, security standards, social norms, union rules and so on. Meanwhile, senior executive risk appetites continue to grow.<sup>6</sup> If too many constraints are followed, nothing will move. Great innovators like SpaceX have shown that, sometimes, you have to stretch the perceived rules by breaking them first.<sup>7</sup> There's a space to occupy between playing it safe and losing your job or ending up in jail. You should operate there.

One company went so far as to give its innovation group a so-called "disruptor card" with which the group could overrule anyone in the organization who put up constraints. The innovation group was empowered and trusted to make the right decisions as a team. Giving it this disruptor card was a clear signal to all involved: We're innovating — so don't stand in the way!

Another way to “cheat” is to change the game entirely: Start playing a different game altogether, where different rules apply. For example, start innovating products in a category that has less regulation, or start experimentation in a country that has different laws. Examine what rule is holding you back, and try to find a context where this rule does not apply.

As an innovation accelerator, do this as a mental exercise. Because even as a mental exercise, it’s great to ask, “What can we achieve if we are allowed to break some rules?” You may discover that many of the rules are not actually rules, but mere assumptions, remnants of past rules or just things that feel “wrong” in the culture of the organization.

## Party (Like You Have Nothing to Lose)

Technology innovation often suffers from too many opportunities and too many distractions. There are endless opportunities in cool, new technology as the source of innovation. But what if you spread yourself out too thin, or don’t have the time nor the budget to invest in all these emerging technologies? And what if every idea seems to make good sense, but there are so many of them that none ever reach the finish line?

The answer is to choose one, apply a razor-sharp focus and bet everything on that. For example, focus exclusively on the customer experience by making it easier and more fun to work with you than with anyone else out there. Go all in on creating a wonderful experience. With this accelerator, you hold off on building new services, but aim for making people love what you do and how they feel when interacting with you.

A good place to start is to examine where customers are experiencing friction — small frustrations where customers’ intent deviates from your design, or where too much effort is required for them to proceed. A classic example is the point at which a customer has to input shipping information for an online purchase. Close to 70% of online purchases are abandoned in the shopping cart for some reason. Perhaps this is because too much effort is required of customers to complete transactions, or they get distracted by other things. <sup>8</sup>

One of the best at reducing friction is Amazon, <sup>9</sup> which constantly attempts to reduce and eliminate anything that gets in the way of users and the task it wants them to perform.



Focusing on even a few small improvements in the customer experience can deliver big results. Sometimes, that simply means ensuring that users or customers have everything they need from the beginning to adopt your solution. A nondigital example is including batteries with a battery-operated toy, so that customers have everything they need to use the toy immediately. To get the innovation party started, make it easy for everyone to join in on the fun and not lose out.

## Beg

Nobody likes to beg. But if you have no budget, no people and no support, there is no way around it. Perfect the art of begging. First, determine whether something is a trade or a beg. A trade involves doing something for the person targeted: There is something in it for the person. A beg is different: You're asking for a contribution so someone can feel good or help a good cause. For that to work, make sure that people contributing time, money or influence receive plenty of attention and gratitude and feel the overwhelming importance of your cause. Admitting that you're begging is a great way to open the conversation: You're not selling anything — you're just here to ask for a favor. And, as any salesperson will tell you, start asking for small favors and gradually work your way up to more-significant commitments. Sometimes, that works in reverse, and they will feel bad enough about denying a big request that they grant you a smaller favor you really wanted all along.

Very often, a beg can be turned into something of a trade — offering fun, recognition, visibility and influence as a return on their investment. Make joining an innovation activity a social and fun event. Publicly praise managers who make people available for small projects as “great innovators,” or ask them to join your innovation board.

## Start a Blaze

You aim for the budget, ideas, tools and technology to get innovation going. Sometimes, this takes forever, and still nothing budges. In such a situation, address culture first. Start telling success stories, as you train behaviors, and trigger ideas and ambitions in others. Coach managers to embrace a culture of innovation. Build out a network of supporters who act as catalysts for culture change. Sometimes, even a communications tool such as a collaboration platform can be used to ignite discussions and ideation from the bottom up. The trick here is to set all the circumstances for innovation to erupt everywhere. Make everything and everybody buzz with innovation.

An example would be to look at an IT department, and without changing much, start talking about innovation and ideas at every opportunity and create a shared desire to innovate in the entire department. From this will flow conversations and initiatives that just might prod the organization into action.

Start by honing the stories you tell about your vision for the organization, how it should innovate and the culture needed to support those ambitions. Engage as many people as possible to fine-tune your stories, and improve the stories to the point that they start to go viral. The best innovation stories are highly contagious.

## Tip the Scales

Use your influence. If innovation is stalling, examine where you or your organization has influence, and find ways to use it to your benefit. For example, if you have a strong network of allies in a certain department due to a prior job or project, approach the network and engage those allies in your innovation activities. Or if your organization has a strong market position in one specific region, use that region to launch your innovations. A well-cultivated ecosystem can greatly amplify your own innovation efforts.

To get started, list out all your areas of influence (that you are aware of), and think of how that influence can be used to advance your goals. Unexpected allies will join wherever they see opportunity and common cause. Instead of starting from “what I need,” start from “what I can influence,” and take it from there. Switch your thinking from “I need support from that one person in marketing — how do I get it?” to “I have support from that one person in sales — how do I use it?”

## Break the Speed Limit

If nothing is moving, and you don’t get going on ideas, start pressing down on the accelerator. Aim to shorten cycles in any process you can influence, especially the ones related to innovation. No longer take on six-month projects — break them up into two-month or two-week chunks. Don’t accept that decisions take weeks to be made — force simpler decisions to take days (or even a single day). Greater frequency of iterations and shorter projects almost automatically lead to higher visibility and more engagement. The constant reprioritization leads to better strategic alignment and more attention to feedback from users and the market. This works exceptionally well in an environment already used to agile ways of working. But the principle applies anywhere: Shorter cycles are better. Innovation thrives in an environment with a faster heartbeat.

In innovation processes, speeding things up will also serve to trigger creative thinking. Often, a two-hour window is more effective than a two-month time frame to come up with new ideas. Being challenged to create something in a few weeks creates more creative and effective solutions than being given time to create the hypothetical ideal solution.

If you're wondering how to jump-start innovation in your enterprise, you could create an extensive plan with the aim of creating consensus. Instead (or additionally), a great first step aimed to speed things up might be to invite six people to participate in a two-hour rapid prototyping session. At the start of the session, the group is given an innovation destination. Ensure that it's concrete and small, such as, "Create a prototype of a mobile app for our clients to provide peer-to-peer assistance on something." Divide the group into three pairs, and ask each pair to spend an hour creating two meaningfully different prototypes for the app. After an hour, have all the participants get together again and share their ideas.

## Force

Can you force others to do your innovation work? Yes, sometimes, you can. Often, vendors, partners or even other departments in the same organization will help you if you start asking them in a more structured (and demanding) fashion. They can be employed to come up with ideas, to help create or finalize proofs of concept, or even to co-develop and bring to market entirely new solutions. Even if you can't use true "force" (or elect not to), it's possible to employ others. One financial institution invited suppliers to take part in innovation strategy sessions. The suppliers were asked to send their best people to help brainstorm for potential futures, set strategic goals and explore the technology horizon. While the sessions were not mandatory, it was made obvious that, for a true partnerlike relationship, participation in the sessions would be greatly appreciated. The partners, in turn, enjoyed the engagement and involvement of the strategy work, enabling them to tune their service offerings to the (future) needs of their client.

Another model used is to invite startups and entrepreneurs to use the organization's platform, data or services as a basis for new solutions — basically, outsourcing innovation to the market.

Starting out may be very simple: Create a specific innovation-related activity that you would need to do, and start asking around if anyone can do it for you (which is ideal) or with you (which is also good).

## Jump Ship

Ideally, the entire organization turns into an innovation factory, with everyone generating ideas and embracing change. Alas, reality can be different. If the corporation is truly incapable of change, abandon it. Start a new venture outside that is free to innovate. Sometimes, innovation works better in a “greenfield” situation. If you’ve tried to get an innovation initiative off the ground, with enough board-level support, but the organization still manages to kill or slow down each innovation you come across, it’s time to move on.

Alternatively, many large enterprises have created spinoffs and new ventures to innovate at a different speed — sometimes starting from scratch, and sometimes working with existing startups.

To start a separate venture is not a simple step to take, and hard to do in a small way. If you want to experiment with this without risking too much, you could try to see if one of your technology partners is willing to “host” your new endeavor for a little while.

## Better Yet, Develop a Culture of Innovation

Some of these accelerators will serve as reminders to do the things that master innovators do well as part of a program of innovation. Others are temporary fixes to get things going, but should not become standard practice. For example, if begging for resources remains the only way to innovate over an extended period, it’s time to bring the discussion to the board to create a more solid innovation strategy. If all you do is create lots of promises, but never gather enough steam to fulfill them, this can backfire to do more harm than good. Use common sense and knowledge of your organization’s context to select accelerators to help you, while thinking of fallback scenarios in case the accelerator doesn’t work out as intended.

Gartner has increasingly seen the involvement of business technologists in innovation activities. So leveraging this trend is another way to gain greater business support for innovation through expanding your organization’s culture of innovation (see [Empower Business Technologists to Carry Out Microinnovations](#)).

A combination of these innovation techniques should accelerate a culture of innovation in your organization, which in turn generates stronger support for innovation funding. The end goal should be for key decision makers in the organization to understand that innovation is a critical capability for navigating uncertainty and delivering competitive advantage. This helps address the common challenge of a CEO or CFO expecting an ROI from innovation projects too early, before use cases have been proven and valid prototypes generated.

Evidence

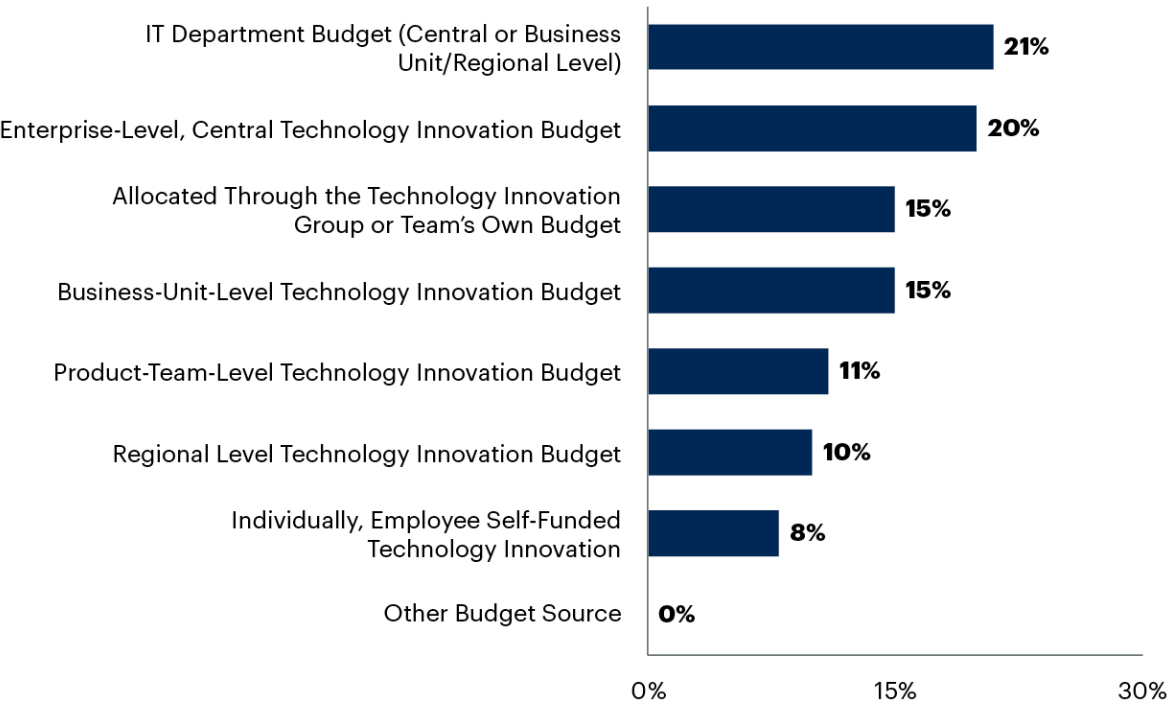
<sup>1</sup> A Gartner survey found the technology innovation budget is sourced from the following (see Figure 2 – n = 100):

- 21% from the IT department budget
- 20% from an enterprise-level central technology innovation budget
- 15% from a technology innovation group or the team’s own budget
- 15% from a business-unit-level budget
- 10% from a regional level budget
- 8% from an individually, employee self-funded technology innovation budget

Figure 2: Average Percentage of the Budget for Technology Innovation Initiatives

Average Percentage of the Budget for Technology Innovation Initiatives

Mean Scores



n = 100 all respondents

Q: Approximately what percentage of the budget for technology innovation initiatives across your enterprise come from the sources?  
Source: 2022 Gartner Distributed Technology Innovation Management Survey  
791391\_C

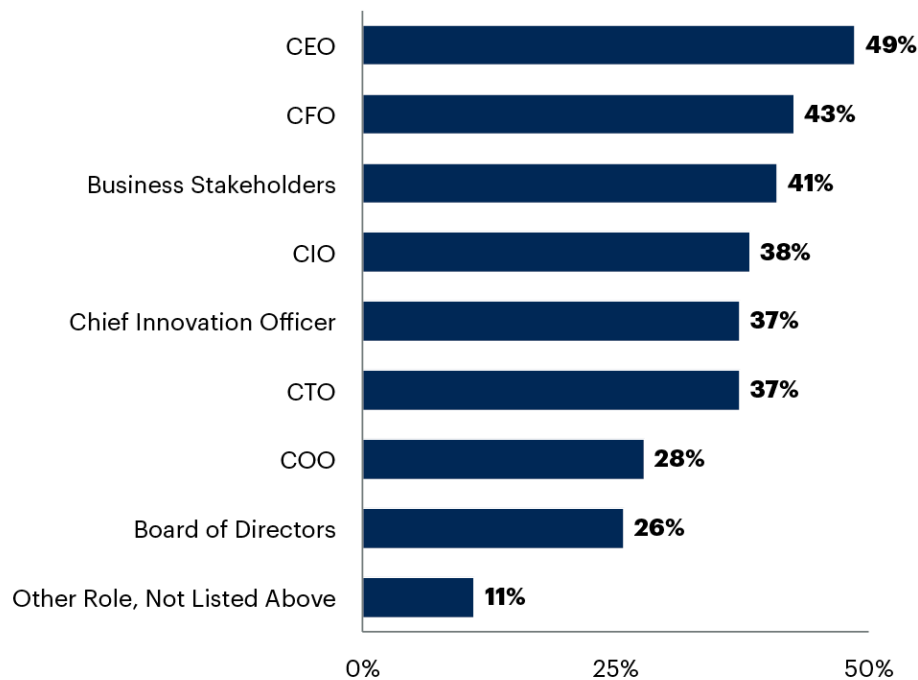
**2022 Gartner Distributed Technology Innovation Management Survey:** This survey was conducted to address how best to manage technology innovation and the different activities involved in distributed innovation management. The research was conducted via online sampling during March 2022 among 100 respondents from across all industries and company sizes within the U.S., U.K., Canada and Australia. Respondents were screened to be at the director level or above, with responsibilities related to leading efforts to exploring, developing or managing efforts to implement or scale innovative technology products and services. Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect sentiments of the respondents and companies surveyed.

<sup>2</sup> **2022 Gartner Justifying and Funding Innovation Survey:** The goal of this survey was to identify the decision and justification criteria used for different stages of the innovation journey for different goals of innovation and different levels of risk and uncertainty in the current economic environment. We also tested for the size of innovation funding. The research was conducted online from October through November 2022 among 300 respondents in North America (n = 100), Europe (n = 108) and Asia/Pacific (n = 92) from organizations with \$500 million or more in revenue in fiscal 2021 across manufacturing, banking/investment services, information technology, communication services and other industries. Respondents occupied the roles of director or above, and either leaders or members of a team involved in innovation programs or activities. Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

The survey also found that, on average, three or more executives collectively owned the technology innovation budget, with the CTO as co-owner in 37% of responses (see Figure 3 – n = 298).

**Figure 3: Roles That Own the Source of the Funding for Innovation Initiatives****Roles That Own the Source of the Funding for Innovation Initiatives**

Percent of Respondents, Multiple Responses



n = 298 IT and business leaders with innovation responsibilities, excluding "not sure"

Q: What are the roles of the individuals that collectively own the source of the funding for innovation initiatives in your organization?

Source: 2022 Gartner Justifying and Funding Innovation Survey

791391\_C

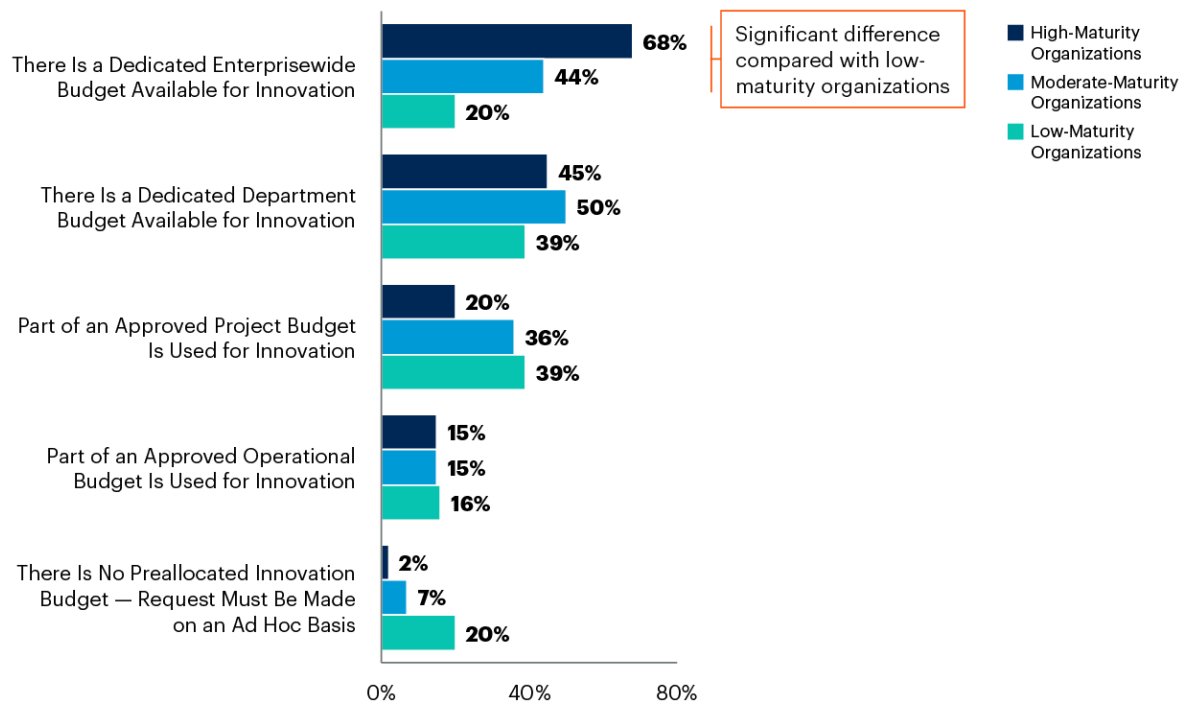
Gartner

<sup>3</sup> About 68% of mature organizations have a dedicated enterprisewide budget available for innovation, compared with only 20% of low-maturity organizations. And 39% of low-maturity organizations use only part of an approved project budget for innovation, while 20% have to request budget funds for innovation on an ad hoc basis (see Figure 4 – n = 299).

Figure 4: Innovation Budget Sources

**Innovation Budget Sources**

Percentage of Respondents



n = 299 IT and business leaders with innovation responsibilities, excluding "not sure"

Q: To the best of your knowledge, which of the following budget sources are allocated for innovation in your organization? Multiple responses.

Source: 2022 Gartner Justifying and Funding Innovation Survey

791391\_C

<sup>4</sup> Benefits realization analyst and manager roles exist in only 12% of organizations, but organizations expect the role to grow by 58% or more, according to the 2022 Gartner Building the Next-Generation PMO Talent Survey (n = 373).



**2022 Gartner Building the Next-Generation PMO Talent Survey:** This survey was conducted from 18 October through 14 December 2022 to help program management office (PMO) and enterprise PMO (EPMO) leaders identify drivers of high performance among project, program and portfolio managers. The survey was conducted among 373 direct managers of project, program and portfolio managers from North America; Europe, the Middle East and Africa (EMEA); and Asia/Pacific (APAC) across industries and enterprises with annual revenue of at least \$500 million. Managers assessed their direct reports' proficiency in 112 traits, knowledge areas, personal abilities, technology expertise, and other attributes such as certifications, tenure, and the functional and enterprise environment in which project, program and portfolio managers operate. We use regression analysis, controlled for enterprise industry, to determine which attributes were the most impactful in improving PMO talent effectiveness. We then convert regression analysis results into "maximum impact scores," which represent the maximum improvement PMO and EPMO leaders can realize by improving various attributes tested in the survey. Disclaimer: Results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

<sup>5</sup> Enrique Dans. 16 June 2010. [Microsoft History](#). YouTube.

<sup>6</sup> Sixty-four percent of nonexecutive board of directors expect to increase their risk appetite in 2023 to 2024, up from 57% in last year's survey.

**2023 Gartner Board of Directors Survey on Business Strategy in an Uncertain World:** This survey was conducted to understand the new approaches adopted by nonexecutive boards of directors (BoDs) to drive growth in a rapidly changing business environment. The survey also sought to understand the BoDs' focus on investments in digital acceleration; sustainability; and diversity, equity and inclusion. The survey was conducted online from June through July 2022 among 281 respondents from North America, Latin America, Europe and Asia/Pacific. Respondents came from all industries, except governments, nonprofits, charities and NGOs, and from organizations with \$50 million or more in annual revenue. Respondents were required to be a board director or a member of a corporate board of directors. If respondents served on multiple boards, they answered for the largest company, defined by its annual revenue, for which they are a board member. Disclaimer: The results of this survey do not represent global findings or the market as a whole, but reflect the sentiments of the respondents and companies surveyed.

<sup>7</sup> [SpaceX's Most Powerful Rocket Returns to Flight and Nails Synchronized Landing](#), CW44 Tampa.

<sup>8</sup> [49 Cart Abandonment Rate Statistics 2023](#), Baymard Institute.

<sup>9</sup> [Amazon's Friction-Killing Tactics to Make Products More Seamless, First Round Review.](#)

---

## Recommended by the Authors

Some documents may not be available as part of your current Gartner subscription.

[Navigate the 9 Common Pitfalls to Scaling Innovation](#)

[Modernize Funding for Innovation to Accelerate Cash Flow](#)

[Jump-Start Your Innovation Journey With a Customizable Innovation Framework](#)

[Use 7 Dimensions of Innovation to Create Your Innovation Perimeter and Portfolio](#)

[How Chief Technology Officers Can Deliver Value by Using Our Four Personas](#)

[Reimagine Innovation With an Adaptive Innovation Ecosystem Framework](#)

[Generate Innovation Ideas Through Activities, Education and Attitude](#)

[Innovation Ecosystems Are the Right Way to Innovate in a Downturn](#)

[Leadership Vision for 2023: Technology Innovation](#)

[Scaling Innovation Beyond Pretty Prototypes](#)

---

© 2023 Gartner, Inc. and/or its affiliates. All rights reserved. Gartner is a registered trademark of Gartner, Inc. and its affiliates. This publication may not be reproduced or distributed in any form without Gartner's prior written permission. It consists of the opinions of Gartner's research organization, which should not be construed as statements of fact. While the information contained in this publication has been obtained from sources believed to be reliable, Gartner disclaims all warranties as to the accuracy, completeness or adequacy of such information. Although Gartner research may address legal and financial issues, Gartner does not provide legal or investment advice and its research should not be construed or used as such. Your access and use of this publication are governed by [Gartner's Usage Policy](#). Gartner prides itself on its reputation for independence and objectivity. Its research is produced independently by its research organization without input or influence from any third party. For further information, see "[Guiding Principles on Independence and Objectivity](#)." Gartner research may not be used as input into or for the training or development of generative artificial intelligence, machine learning, algorithms, software, or related technologies.