Corporate intrapreneurship activity

A successful innovator?

[Read the case study of Coloplast here](https://www.johnbessant.org/_files/ugd/6ba33a_3acc17bab18646089ff712746f88957d.pdf)

* Coloplast – Danish medical devices producer
* Dominant market position, multiple award winner for innovation
* Founded 1957, close user/producer synergy
* Developed deep competencies around skin/wound care
* Developed close market linkages – ‘user active’ paradigm – e.g. nurses panels
* Developed robust innovation management routines - e.g. AIM process
* What do they do on Monday morning? More of the same?

Growing concern that existing good routines may also be stifling certain kinds of innovation – as these quotes form interviews suggest:

* *'people get all these good ideas but there's nowhere to take them ...'*
* *'it's so structured there's no real room for radical ideas'*
* *… I think we do too little for the radical side - but we’re too busy…'*
* *'…'out of the box' - the words are there but there is no commitment‘*
* *'the improvements have just been minor things in the past few years - not so big innovations' ... it's a long time since we have had a real innovation, a new concept'.*

Is there a problem? Yes – in terms of their capacity to think and act outside the box, to (re) develop entrepreneurial capability:

* Not just the old question of explore/exploit balance
* What happens when the game changes?
* e.g. ‘disruptive’ innovation (Christensen)
* e.g. technology discontinuities
* e.g. new business models
* The discontinuity challenge to existing incumbents – what capabilities do they need to deal with it? Search? Select? Implement?
* Exploration – yes. But *how* to do it beyond the lamp-post?

Your challenge:

* You’ve been asked as consultants to recommend ways of enhancing innovation capability in Coloplast. They already have effective ‘steady state’ capability– what else would you recommend? What structures and ‘routines’ do they need to:
  + search beyond their lamp-post?
  + handle the ‘immune system’ and persuade the company to do something very different?
  + implement what may be alien ideas, incompatible with current skills, resources and ‘how we do things here’?
* Short (5 minutes max)feedback presentation to ‘the Board’
* Don’t focus on specific innovations – new products or services – but rather on how they might organize to augment their innovation capability to deal with the challenge