Irina R. Franklin
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Ms. Franklin is the Corporate Innovation Program Director at the MIT Innovation Initiative. She comes to MIT from the life sciences industry where she has held leadership positions in operations, partnerships and strategic development at a number of leading companies including Baxter International, Boston Scientific, Biogen, Parexel and Haemonetics. Recently she was Managing Director of Operations at Partners Healthcare Innovation.

Ms. Franklin is a graduate of MIT where she earned a Bachelor of Science degree in Mechanical Engineering. She also holds a Master of Science degree in Mechanical Engineering from the University of Michigan and an MBA from the Kellogg Graduate School of Management.
## Innovation Challenges in Organizations

<table>
<thead>
<tr>
<th>CULTURE</th>
<th>PEOPLE</th>
<th>STRUCTURE &amp; PROCESS</th>
<th>TECHNOLOGY</th>
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</thead>
<tbody>
<tr>
<td>Risk &amp; failure intolerance</td>
<td>Employees not incentivized to think differently</td>
<td>Lack of resources and time for innovation</td>
<td>Lack exposure to/familiarity with disruptive technology</td>
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<tr>
<td>Lack of high level innovation strategy and priorities</td>
<td>Employees lack sufficient skills/tools for innovation</td>
<td>Innovation units not structured properly/siloed</td>
<td>Inability to extract value from existing technology</td>
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<td>Incentives don’t align to have an innovation capability</td>
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## Innovation Dimensions

<table>
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<tr>
<th>Priorities</th>
<th>What, from your perspective, are the top three challenges for your company?</th>
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<tbody>
<tr>
<td>Baseline POV</td>
<td>What is your definition of innovation?</td>
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<tr>
<td>ROI Horizon</td>
<td>How soon does management expect to see payback on investments</td>
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<tr>
<td>Risk</td>
<td>How, from your perspective, does the company manage risk related to innovation?</td>
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<tr>
<td>Portfolio</td>
<td>How does the company balance and longer-term objectives with short-term operational needs?</td>
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<td>Rewards &amp; recognition</td>
<td>How does the company reward success?</td>
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<tr>
<td>Organizational Alignment</td>
<td>How are innovation goals, decisions and priorities cascaded from senior management to the rest of the organization?</td>
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<tr>
<td>Leadership</td>
<td>Has senior leadership communicated commitment to, and enabled the pursuit of, new ideas?</td>
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<tr>
<td>Innovation Infrastructure</td>
<td>Do training and adaptation of new tools and technologies provide a strategic advantage?</td>
</tr>
<tr>
<td>Culture of Innovation</td>
<td>Do your company’s employees have a clear understanding of the company’s innovation strategy &amp; priorities?</td>
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Interview Process

We connected with 63 executives across our 5 member companies, either in person or virtually through:

- Individual interviews
- Focus groups
- Confidential surveys
Select Insights

“People are clear about their own priorities - less clear about their contribution to the company’s objectives”

“Leadership has to drive and enable innovation not just talk about it”

“Experimentation is challenging in a resource-constrained environment”

“Innovation depends on the definition of success”

"Publically we want people to take risks; privately we are very risk-averse"

"Communication depends on the individual manager"
Benchmarking individual organizations

- **Short-term**
  - Inconsistent
  - Definition of Innovation
  - Risk-Tolerance
  - Rewards & Recognition
  - Communication

- **Long-term**
  - Clear & Articulate
  - Tolerant
  - Structured
  - Clear & Consistent
  - Enabling
  - Leveraged
  - Aligned

Orgs:
- Org 1
- Org 2
- Org 3
- Org 4
- Org 5
Thank you!

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