

	Challenge Definition		Scoping			Engagement		Collaboration
Phase summary	Identify the problem that needs to be solved and clearly articulate it		Validate the challenge and establish the level of risk associated with inaction; gain commitment and buy-in internally; and map the system of actors and information flows			Formally engage with innovators to establish purpose, expectations and scope		Establish a sustained working relationship with all stakeholders involved, including feedback loops
Level	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6	Level 7	Level 8
	Challenge identification	Challenge definition	Systems mapping	Internal validation	Organisational buy-in	Early engagement	Agreement of terms	Collaboration
Summary	Identify the problem that needs to be solved	Articulate the problem as clearly as possible, with evidence and precedents	Establish the level of risk associated with not tackling this problem vs the business opportunity of solving it, and identify the availability of internal and external resources required to take it on	Gain commitment from senior leadership and other colleagues relevant to the challenge to engage in a programme of open innovation	Identify actors in this space, both innovators with potential solutions and corporate competitors to establish feasibility	Engage potential collaborators in early discussions to identify common purpose	Ensure that both sides of the relationship are clear of expectations and scope of the project before formalising the relationship	Establish a healthy working relationship with stakeholders in the project - ensuring enough resource is available to manage the relationship to enable the programme to reach a successful conclusion
Corporate Guidance	<p>The challenge should help improve the environmental and/or social impact of the corporate.</p> <p>Undertake a challenge identification workshop unless a challenge has been previously identified.</p> <p>See the UKGBC Sustainable Innovation Manual for further guidance and templates.</p>	<p>Perform detailed research into the challenge - Who feels it? How have others tackled it? To do this, skill up internal innovation champions and encourage challenge owners to attend events in this space and develop a network around the topic (NB This will take time!).</p> <p>Establish whether the challenge can be addressed through your organisations pre-existing approved suppliers.</p> <p>Use UKGBC's Challenge Definition Template to articulate the challenge in a way others not familiar with it can understand.</p>	<p>Establish, as an organisation, what level of risk you're prepared to take on, and pre-qualify any relationship based upon this.</p> <p>Consider the TRL model to evaluate risk levels - at what level are you able to engage an innovator? Are you in it for the long game and prepared to help them shape their model to best fit your requirements (TRL1-3) or do you require something to be market ready and proven (TRL 9)?</p> <p>Ensure that the challenge is big enough to warrant a resolution - calculate the risk associated with not addressing the issue vs the business opportunity associated with its resolution.</p> <p>Publicise the challenge (e.g. via website) to engage other actors in the system ("passive scouting").</p>	<p>Achieve senior level buy-in through compelling and clear explanation of the challenge, the risk associated with inaction, and the business opportunity in engaging an innovator.</p> <p>Identify an individual who will 'own' the challenge and be responsible for its resolution and make this publicly available as a point of contact. This doesn't need to be someone with all the answers or decision-making capacity, but someone who will be able to find the person who does.</p>	<p>Create a map of the system in which your organisation operates in relation to this challenge</p> <p>Identify inflows and outflows of knowledge and money to understand the challenge clearly - identify every element that could affect its resolution and begin to communicate the feasibility.</p> <p>Sometimes it's logical to develop the solution in house, but be realistic about the expertise within your business and the availability of those outside it.</p> <p>Begin 'active scouting' and reaching out to innovators to start to build relationships.</p>	<p>Work with potential partners to build a common purpose. This comes before establishment of a more formal terms of engagement letter, and serves as an opportunity for individuals involved to get to know each other.</p> <p>Establish a level of transparency so that both parties have all their cards on the table as to their intention for the relationship - this builds both trust and reduces the risk of issues down the line.</p> <p>To the extent possible, share necessary data and information with innovators.</p>	<p>Clearly map the scope and timeline of the programme in collaboration with partners.</p> <p>Clearly set expectations of the relationship and formalise any mutual benefits - What can you provide to further the innovator's model? What additional support do you require above and beyond their traditional offer?</p> <p>Share alike - under open innovation principles, we understand that if one wins, we all win. Don't preclude the innovator from forging relationships with other clients and use this relationship as an opportunity to further both parties agendas - if they take learnings from others to improve their offering, both will benefit.</p> <p>Above all bear in mind that early stage organisations are caught in a chicken and egg scenario where they can't demonstrate success without being engaged - they may be willing to engage in trials, but it shouldn't be expected as the terms of doing business.</p>	<p>Once the partnership is up and running, take care to maintain the relationship.</p> <p>Value the outsider's perspective, and don't simply view innovators as suppliers. Create the feedback loops that allow them access to the performance data they require to refine and evolve their offering</p> <p>Put in place or leverage processes that enable lessons learned to be rolled out through the organisation to prevent reinventing the wheel for each challenge you face</p> <p>Embark on a media campaign to profile the relationship and its outputs.</p> <p>Business priorities change, and while some can be foreseen and built into the tender process, some are unavoidable. Know when to end the relationship, and be transparent and honest about the process.</p>
Innovator Guidance	<p>Recognise when approaching that a corporate may not even be aware that there is a challenge and may be reticent to admit one. Take them along on the journey to recognise how things could be.</p>	<p>Your model may seem like the perfect solution based on previous engagement with similar organisations, but bare in mind the variance from business to business that may not make it a straight fit.</p> <p>Help the corporate understand their challenge - you have an external view, and previous experience in the area - what works? Why?</p> <p>Fully research and understand corporate business model and how you fit in.</p>	<p>Large corporates are complex systems with detailed and by their nature risk-averse processes. A seeming lack of engagement is likely to be a result of navigating this complexity more than anything else.</p> <p>Consider how you can reduce the risk of the corporate taking on an innovator - e.g. offering a share of savings.</p>	<p>There is unlikely to be any single individual who is able to give a quick go/no-go decision. Build a relationship with the person who owns the challenge, and they will feel empowered to find the colleagues best placed to help.</p>	<p>Bring your experience to the table, but appreciate that your model may be one of many in the same space. Now is not the time to set out how you're better, but why you're different - what flows of knowledge do you leverage that your competitors don't?</p> <p>Help corporates build the evidence base they need to make the internal business case - this can be using your own experience or competitor research you've performed.</p>	<p>A common purpose is imperative to build trust - what is the shared vision you have that will enable you to have a fruitful relationship well into the future?</p> <p>Set out the roadmap for your model's growth and highlight where the corporate can derive benefit and where you may need support</p> <p>Ensure you have the data from the client you require to make it clear how valuable your collaboration can be</p>	<p>Corporates will be looking for guarantees to mitigate risk - ensure that you are as transparent as possible and can make commitments you are certain you can honour.</p> <p>Corporates may be more willing to share this risk than take it all on, so set out scenarios for this.</p>	<p>Do ask for the performance data that will help you refine your model, but also consider what you can offer their business - do you have contacts that can address other challenges their organisation faces?</p> <p>Ask for support and build case studies of success - corporates will appreciate the positive press.</p>
References	Challenge identification workshop guide	Challenge definition template	Technology Readiness Levels (TRL) Pre-qualification questionnaire template	Guy Kawasaki pitch deck	Systems mapping guidance	NDAs	Support tools Press releases	Support tools
Engagement tools	Challenge Definition Workshops		Hackathons Prizes			Letters of support, Grant partnerships Access to facilities, Mentoring		Trials, Incubation NDAs, Investment