

- 1
- 2
- 3
- 4
- >
- 6**
- 7

# 6 PRIORITY ENABLERS: SOLUTION ADOPTERS

This page consolidates the many enablers highlighted throughout the 'Barriers & Enablers' report into a more condensed and actionable list of priorities for solution adopters, to create better enabling conditions for scaling solutions. These enablers span actions to set the strategy and direction, signal demand as well as enable successful execution. These should be considered alongside the priorities for networks, where adopters also play a key role.



## ■ Clear organisational strategies for innovation linked to sustainability

Clear organisational innovation strategies aligned with long-term sustainability objectives enable systematic, consistent and value-driven innovation adoption and scaling. The strategy should be integrated with the organisation's overall direction and purpose, ensuring coherence between innovation activities, business objectives and sustainability commitments. This should be supported by defined governance arrangements, including clear executive ownership and leadership commitment. This alignment provides a structured basis for prioritisation, decision-making, and the allocation of resources and investment.

This strategy should also ensure pilots are progressed through structured pathways to adoption and scale. This could include an established process with consistent evidence pack that also aligns to the needs of other stakeholders.

The innovation strategy should be supported by appropriate capabilities, resources, and budget allocation to enable effective implementation. Monitoring, evaluation, and learning mechanisms should be embedded to assess performance, capture insights, and drive continual improvement of the innovation management system.

## ■ A culture that supports innovation and change

To ensure successful delivery of the innovation strategy, there needs to be employee and project level incentives and support. Motivating innovation adoption through celebrating successes and open discussion about failures, and creating opportunities for experimentation and learning, will be essential to creating a culture that fosters innovation. Effective change management processes will also ensure solutions get successfully embedded within the organisation.

## ■ Transparency around challenges and processes

Publicly sharing sustainability challenges acts as a market signal and call for innovators who may already have existing solutions that can support. This should ideally be accompanied by a list of requirements needed for such solutions, including details of procurement processes that might preclude certain solution providers from engaging. This will also support in creating a culture of open innovation within the organisation and across the industry.

## ■ Demand signals and direct purchase agreements

Signalling clear demand through letters of intent or expressions of interest are useful tools to unlock investment. Going one step further would be commitment to purchase innovative solutions that meet defined criteria, which would act as a strong market signal. These need to link to risk thresholds, and outcome criteria that sit as part of the overarching strategy.

## ■ Early engagement with solution providers and insurers

Early engagement is often discussed as an enabler across different aspects of sustainability. For innovation, early incorporation of solutions supports with feasibility, risk identification and integration with other systems and provides enough time for issues to be worked through (for example tests to be done if required). It also reduces the chance of needing to rework a design later in the process. Engaging with insurers early also helps them identify any potential issues and risks, and provides enough time for mitigation measures to be introduced, improving the likelihood of cover being offered.

## ■ Standardised documents and terms

Developing standardised terms and conditions, pilot agreements and contract clauses to measure success can help streamline the adoption process, reducing the legal and administrative burden. There may be requirements for additions and modifications in certain situations, but having a standardised baseline speeds up the process.

## ■ Ensure sustainability considerations are included in procurement and contracts

Often innovative adoption stalls when it is handed from pilot to the procurement team, as decision making can come down to upfront costs rather than longer term value. Ensuring sustainability is incentivised in procurement decisions, or there are mechanisms to ensure successful procurement post pilot in place will be essential to achieve scale. Including sustainability clauses and KPIs within contracts also supports with providing incentivisation and a framework for engagement around sustainability.