



The Innovation Alliance

Global Innovation Accelerator

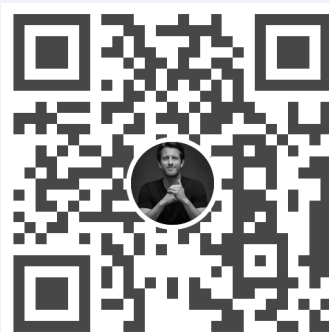
Building Your Business through a World-Class Innovation Culture

NTEA Executive Leadership Summit

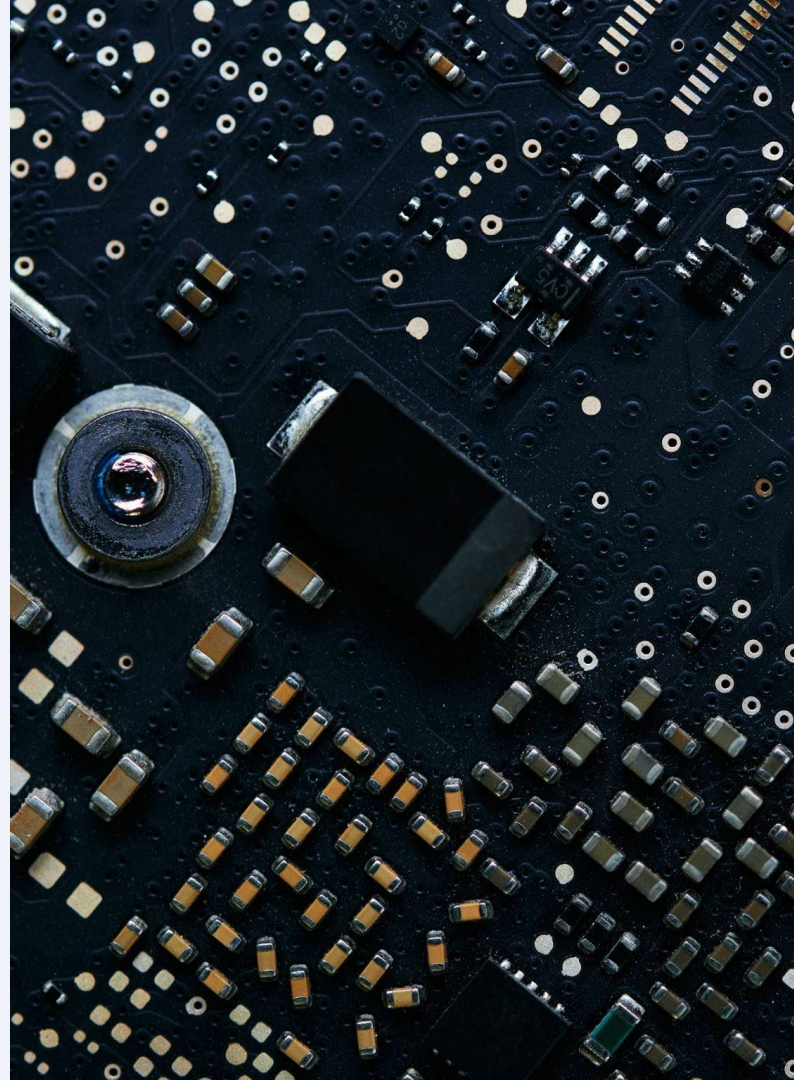
22 September 2026

Chris Heemskerk

Founder & CEO, The Innovation Alliance



ChrisHeemskerk.com



Introduction



<2012: NL & London



2012-2016: Google EU, Dublin



2016-2023
Google USA
AZ & Mountain View



The Innovation Alliance
Global Innovation Accelerator

> 2023

The Innovation Alliance
Amsterdam, Europe, Global



Chris Heemskerk

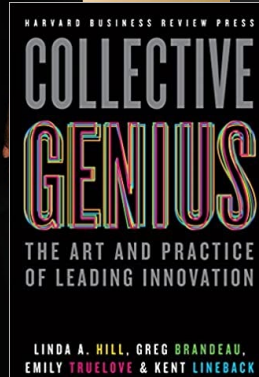
Founder & CEO, The Innovation Alliance
Former Head of Scaled Acquisitions, Google North America
& former advisor for Google's Sales Innovation Labs

ChrisHeemskerk.com

2018



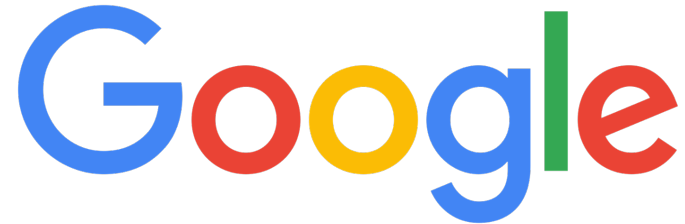
Prof. Linda Hill





**SALES ACCELERATION
& INNOVATION LABS**

The center of excellence
for vetting new bets.





123-456

JANUARY 5, 2023

LINDA A. HILL

EMILY TEDARDS

Innovation at Google Ads: The Sales Acceleration and Innovation Labs (SAIL) (A)

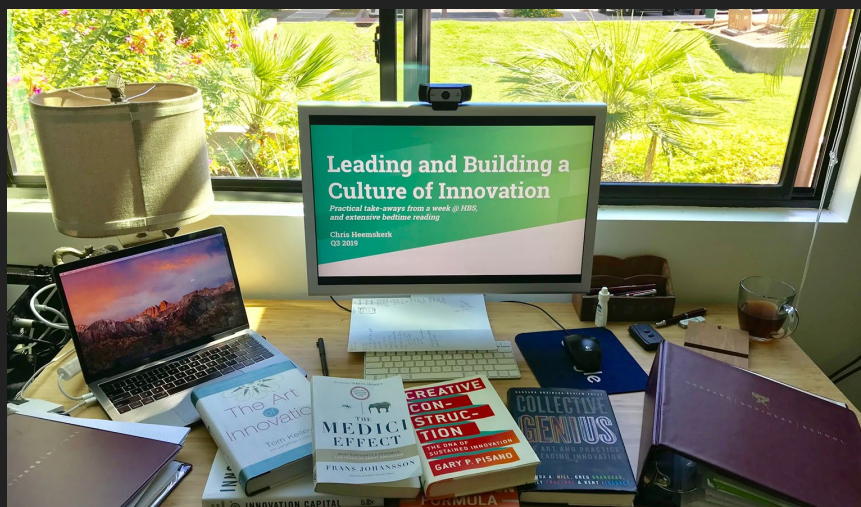
Google is a values-driven company. Experimentation, innovation, failure, and learning are in our DNA. Google prides itself on staying ahead of the curve, and supporting customers in new and different ways, but the practice of innovation looks very different across the company.

—Ana Owczarzak

It was March 2020 and Ana Owczarzak, the Head of Google Ads' Sales Acceleration and Innovation Labs (SAIL), was preparing to leave the SAIL team for a six-month rotation into a new role: Global Director of Inbound Sales (**Exhibit 1**). While she was excited by the opportunity, the timing was not ideal. In January, SAIL had received a \$1 million budget from its Marketing partners and a "long leash" to design their investment, as Ana described. SAIL was expected to initiate two new programs by Q3 2020, so the team had been engaging in a series of thoughtful discussions about how to "define SAIL's destiny" going forward.



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2018
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2023



High Potentials Leadership Program
October 20 - 25, 2019
Harvard Business School

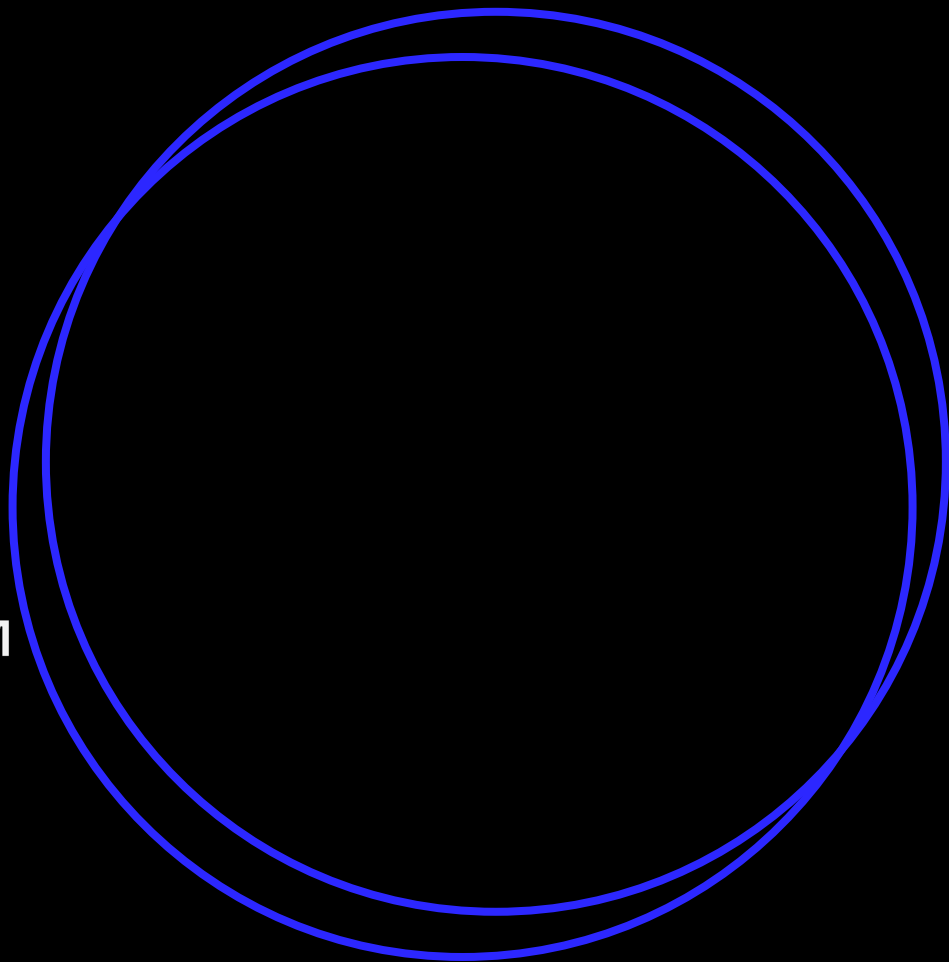




The Innovation Alliance
Global Innovation Accelerator

The Innovation Scorecard™

A comprehensive framework designed to help identify
innovation opportunities within organizations.



The Innovation Scorecard™



Culture

Vision, Mission, Values
Psychological Safety
Customer Centricity
Capability Building
Cognitive Diversity
Courage & Calculated Risk
Incentives
Hiring
Rapid Experimentation
Time & Space



Organization

Org Structure
Paths to Yes
X-Functional Collaboration
Funding
Innovation Lab
Front Lines
Commitment & Urgency
Portfolio Management
Innovation Strategy
Tools



Ext. Dimensions

Customer Interviews
Customer feedback
Customer Co-creation
Customer Segments
Emergent Trends
Competition
Partners
Suppliers
Events & Tradeshows
Network



Effectiveness

Awards
USPs & Patents
Overall Profitability
Market Share
Velocity
Employee Feedback
Revenue Composition
R&D-to-sales conversion
Customers
Competitors

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Innovation
Disruptive innovation
Incremental innovation
Radical innovation
Open innovation
Product innovation
Process innovation
Service innovation
Business model innovation
Technological innovation
Innovation strategy
Innovation management
Entrepreneurship
Intrapreneurship
Intellectual property (IP)
R&D (research and development)
Design thinking
Agile development
Lean start-up
Minimum viable product (MVP)
Prototyping
Proof of concept (POC)
Business model canvas
SWOT analysis
Digital transformation
Artificial intelligence (AI)
Internet of Things (IoT)
Blockchain
Sustaining innovation
Collaborative innovation
Innovation ecosystem
Innovation culture
Innovation pipeline
Innovation lifecycle
Idea management

Patent
Trademark
Copyright
Technology transfer
Technology adoption
Diffusion of innovations
Early adopters
Innovation adoption curve
Knowledge management
Organizational learning
Change management
Organizational agility
Corporate entrepreneurship
Corporate venturing
Start-up
Incubator
Accelerator
Crowdfunding
Crowdsourcing
Co-creation
Pivot
User experience (UX)
User interface (UI)
Human-centered design (HCD)
Six Sigma
Lean manufacturing
Scrum
Stage-gate process
Value proposition
Value proposition canvas
PEST analysis
Innovation metrics
Key performance indicators (KPIs)
Balanced scorecard
Return on innovation (ROI)

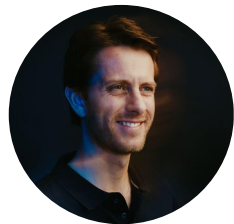
Risk management
Ambidexterity
Cross-functional teams
Blue Ocean Strategy
First-mover advantage
Fast-follower strategy
Innovation portfolio
Core competencies
Competitive advantage
Disruptive technologies
Industry 4.0
Big data
Patent
Trademark
Copyright
Technology transfer
Technology adoption
Diffusion of innovations
Early adopters
Innovation adoption curve
Knowledge management
Organizational learning
Change management
Organizational agility
Corporate entrepreneurship
Corporate venturing
Start-up
Incubator
Accelerator
Crowdfunding
Crowdsourcing
Co-creation
Pivot
User experience (UX)
User interface (UI)

Human-centered design (HCD)
System thinking
TRIZ
Six Sigma
Lean manufacturing
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Stage-gate process
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Innovation portfolio
Core competencies
Competitive advantage
Disruptive technologies
Industry 4.0
Big data

The list
goes on.....

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A large red diagonal banner with the text "Performance Gap" in white, overlaid on a background of various symbols and a man laughing.




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*Source: Henderson, Clark, Christensen

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*Source: Henderson, Clark, Christensen

Opportunity Gap

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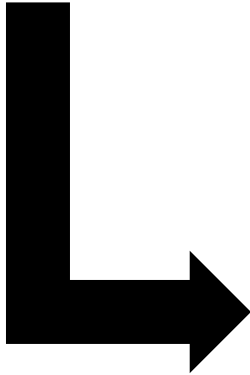
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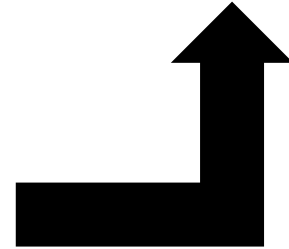
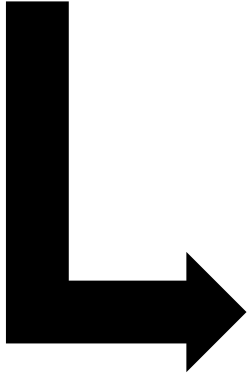
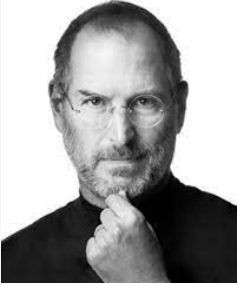
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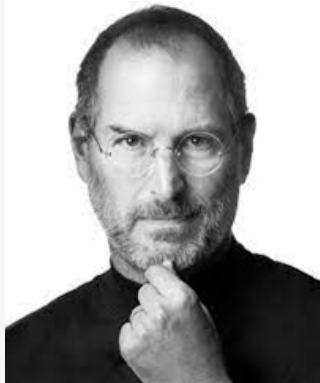
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Culture: Incentives / Comp model



**“Please innovate
this year!”**

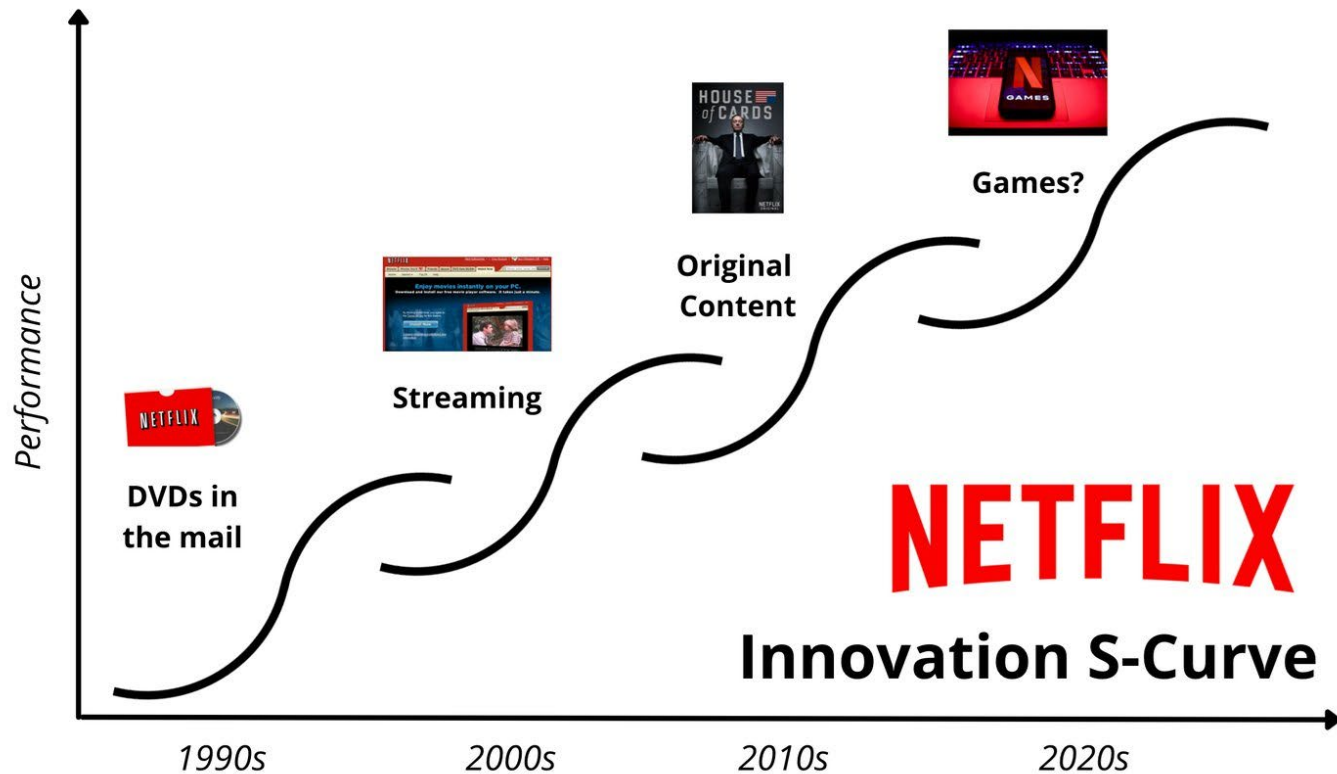
**Oh, btw - 100%
of your Comp is
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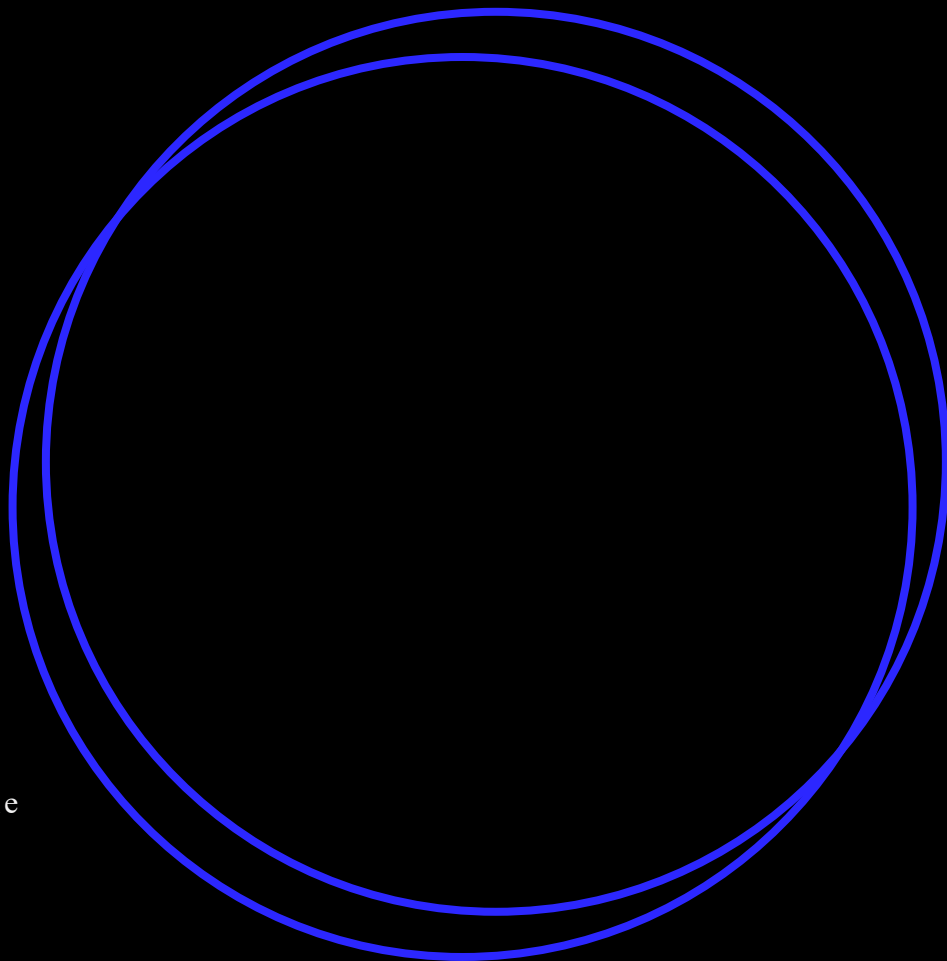




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Global Innovation Accelerator

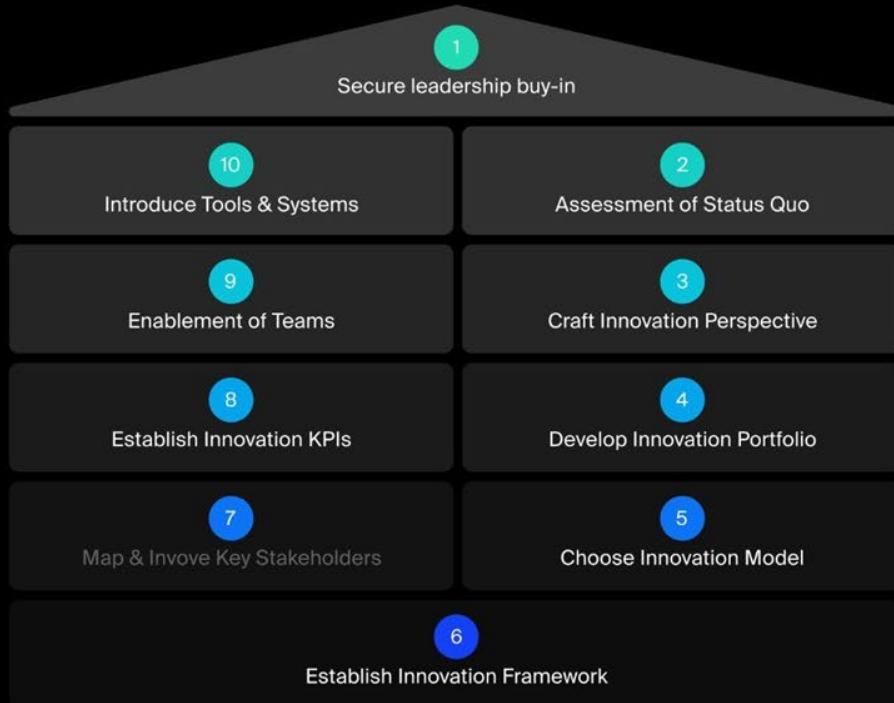
The Innovation Engine™

Making innovation a scalable, repeatable process in the organization.





The Innovation Engine Framework



The Innovation Engine™

10-Step Innovation Strategy Frameworks

1. Secure leadership buy-in
Are all leaders aligned on priorities?

2. Assessment of Status Quo
What is the current situation?

3. Craft Innovation Perspectives
Where can we win, and where will we place our bets?

4. Develop Innovation Portfolio
Are our bets well diversified?

5. Choose Innovation Model
Are all leaders aligned on priorities?

6. Establish Innovation Framework
What should the Build-Measure-Learn-Loop look like?

7. Map & Involve Key Stakeholders
Which functions and people need to be engaged?

8. Establish Innovation KPIs
How will we measure our innovation efforts?

9. Enablement of Team
How will we train our people?

10. Introduce Tools & Systems
What supporting tools can we leverage?

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*Source: Chris Heemskerk (ChrisHeemskerk.com) & The Φ novation Alliance (PhiNovationAlliance.ai)

2. Assessment of current situation



*Source: Chris Heemskerk (ChrisHeemskerk.com) & The Innovation Alliance (InnovationAlliance.ai)

Innovation Perspective (example)

The Innovation Alliance The Innovation Engine™

Innovation Perspective 1/2

Current Performance

Successful & growing products, services and business models	Struggling & declining products, services and business models
---	---

What are our strengths, capabilities and unique resources*?

Assets & Infrastructure	Financial Health	People & Talent
Brand & Intellectual Property	Operational Excellence	Market Presence & Partnerships

*Resources must be VRIO: Valuable, Rare, Inimitable, Organizable

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The Innovation Alliance The Innovation Engine™

Innovation Perspective 2/2

What opportunities and options lie ahead?

Emerging Markets	Emerging Technologies	Emerging Trends
Business Models	Customer Insights	Ideas

Innovation Bets:
Where can we win, and should we invest accordingly?

1 Year →

3 Years →

5 Years+ →

What other external forces are at play?

Political	Economical	Legal
Demographic	Social	Environmental

Exclusion Criteria (where we will not invest)

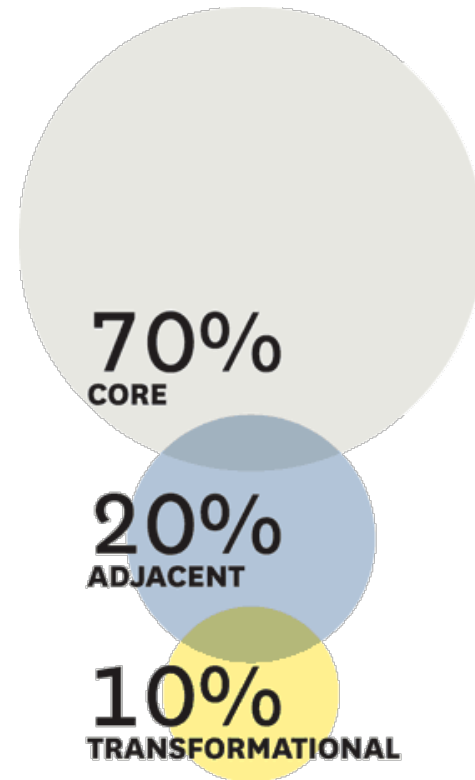
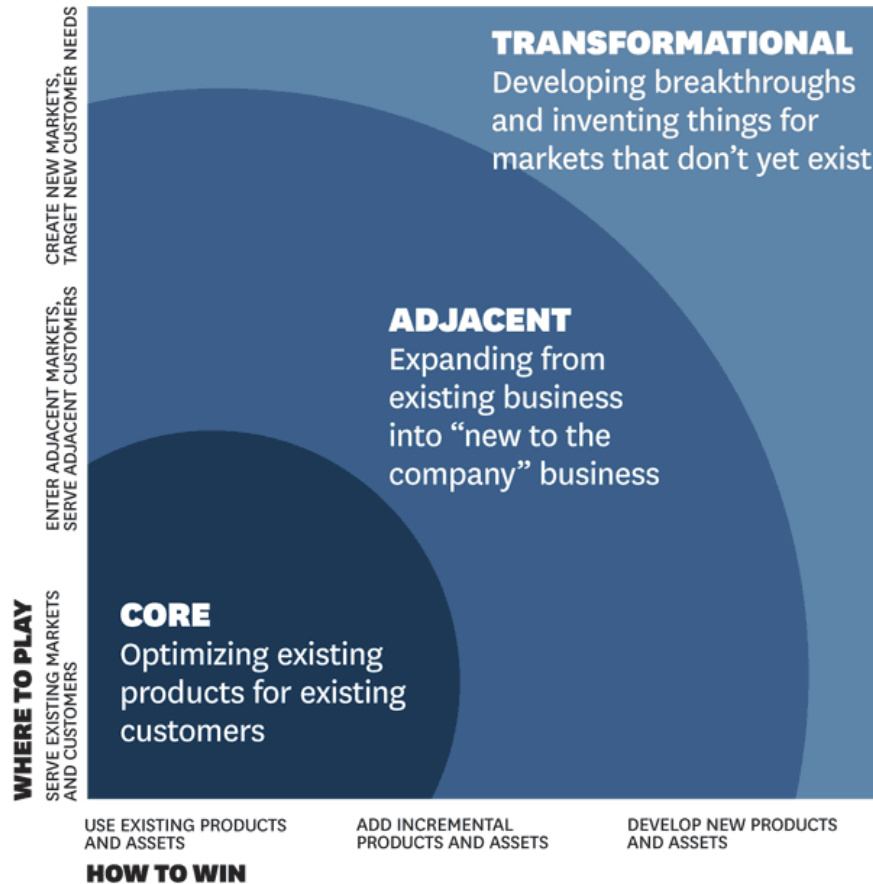
The Innovation Alliance LLC ©

Innovation Portfolio (example)

Project Description				Progress				Project Performance						Horizon	Business Case									
Theme	Project Name	Project Summary	Owner	Understand Explore Materialize						Next phase	Launch Date	Alignment w. Objectives	Market Potential	Financial Viability	Resource Req.	Impact Compet. Adv.	Time to Market	Risk Assessment	Overall				Investment	NPV
				1 Empathize	2 Define	3 Ideate	4 Prototype	5 Test	6 Scale											1	2	3		
Theme 1	Project 1	Description	Jeanine	1						6/1	11/1	3	2	1	2	2	2	3	2.1			3	\$50,000	\$1M
Theme 1	Project 2	Description	Jacob	1						6/3	10/1	1	2	3	1	2	1	1	1.6			2	\$50,000	\$1M
Theme 1	Project 3	Description	Jordan		2					8/4	12/1	3	2	3	1	1	2	3	2.1			2	\$100,000	\$2M
Theme 2	Project 4	Description	Jess				4			8/4	10/1	2	2	3	3	1	2	1	2.0	1			\$200,000	\$4M
Theme 2	Project 5	Description	Jonathan					5		1/4	12/1	2	2	3	3	1	3	2	2.3	1			\$250,000	\$5M
Theme 2	Project 6	Description	Joyce		2					3/3	10/1	1	2	2	2	3	3	2	2.1			2	\$100,000	\$2M
Theme 3	Project 7	Description	James			3				4/4	8/1	1	3	1	2	3	2	3	2.1			2	\$150,000	\$3M
Theme 3	Project 8	Description	Jeanine					6		5/1	8/1	3	3	3	1	3	2	3	2.6	1			\$300,000	\$6M
Theme 3	Project 9	Description	Jacob	1						4/1	12/1	1	3	2	1	2	3	1	1.9			3	\$50,000	\$1M

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*Source: Deloitte & McKinsey, 2016

Innovation Model (examples)

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Internal Development & Research:

Innovation Labs
Hackathons
Prototyping
R&D Investment
Pilot Programs
Employee Training & Workshops

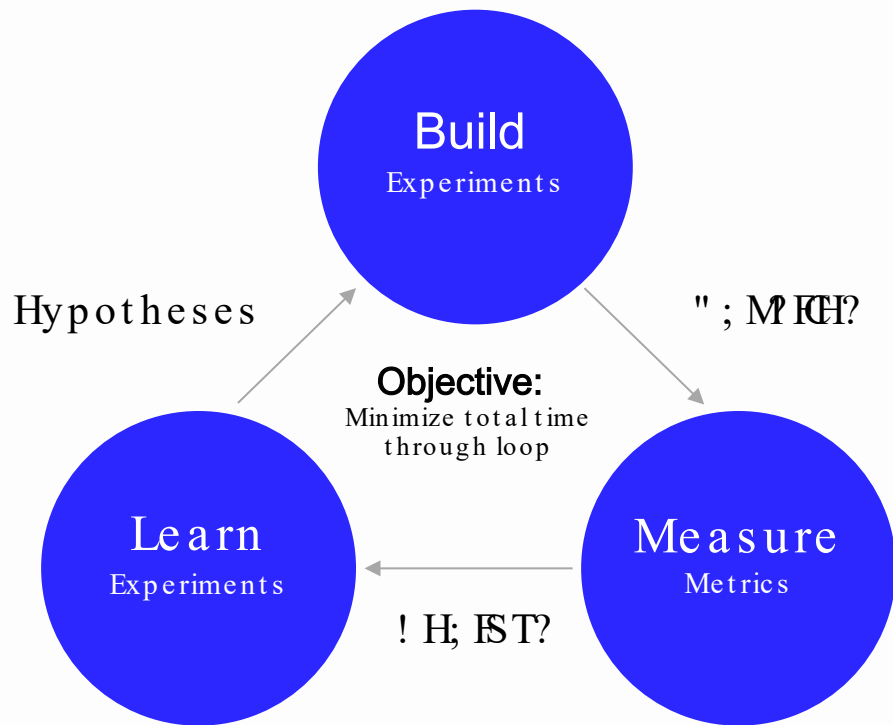
Collaborative & Open Innovation:

Co-creation
Open Innovation
Joint Ventures
Crowdsourcing
Design Thinking

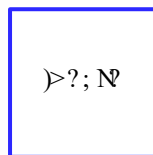
Feedback & Insights Gathering:

Customer Feedback Loops
Idea Management Systems
Knowledge Sharing Platforms
External Consultancies
Technology Scouting

Innovation Framework (examples)



- Customer Insights
- Design thinking
- Brainstorming
- Idea prioritization and filtering



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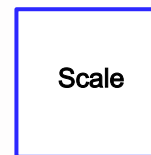
- Develop MVP
- Test in controlled environment
- Gather & analyze user feedback



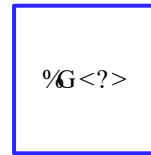
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- Prototyping
- Mock-ups
- Feasibility studies

- Secure resources (funding, personnel)
- Expanding distribution and deployment channels
- Process optimization and standardization

- Integration into existing business operations
- Continuous training and education
- Monitoring and continuous improvement

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*Source: Chris Heemskerk (ChrisHeemskerk.com) & The Innovation Alliance (InnovationAlliance.ai)

8.

Establish innovation KPIs

Having clear innovation KPIs and ways of measuring success is critical because they provide tangible targets and indicators of progress, allowing the organization to track the effectiveness of its innovation efforts, make data-informed decisions, and demonstrate the value of innovation to stakeholders.

Examples

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9. Enablement Of Teams



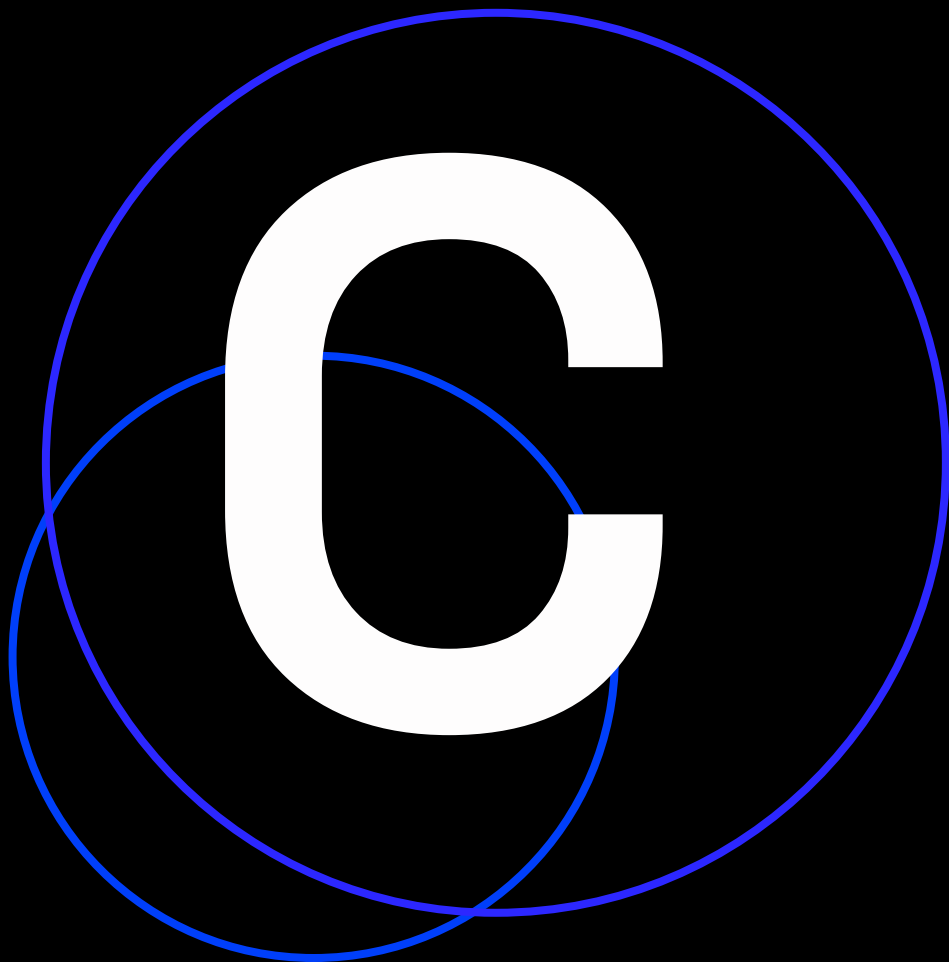
*Source: Chris Heemskerk ([ChrisHeemskerk.com](https://www.chrisheemskerk.com)) & The Innovation Alliance ([InnovationAlliance.ai](https://www.innovationalliance.ai))

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Innovation Culture

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Culture: Mission

“To accelerate
the advent of
sustainable
energy”



Culture: Psychological Safety

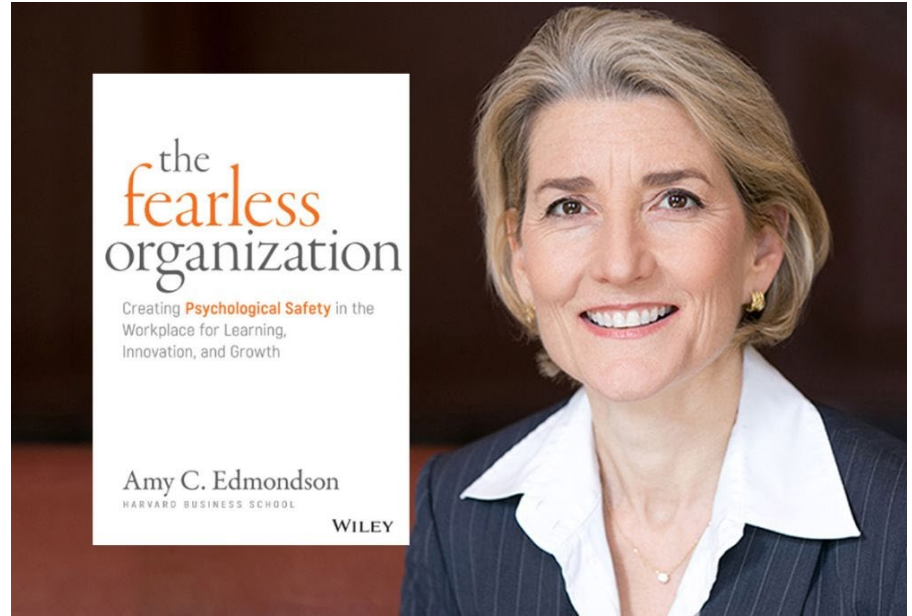


OMS=BI H AC; F3; @NS

A shared belief held by members of a team that it is:

- OK to take risks
- Express their ideas and concerns
- To speak up with questions
- And to admit mistakes

All without fear of negative consequences.



Amy Edmondson:
YtB felt permission for candor.X

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3 Types of Failure

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1



Complex

Multi-cause failures that lead to harmful breakdown of systems

Source: Edmondson (2023)

2



Basic

Mistakes, blips and slips that are usually preventable

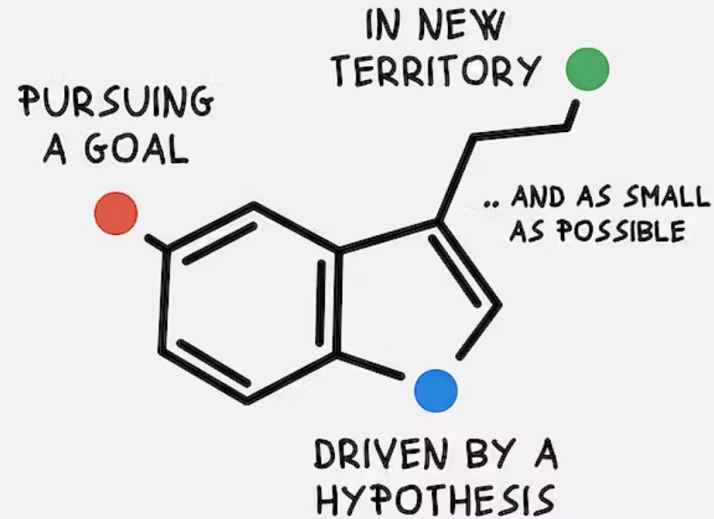
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Intelligent

'Good failures' that deliver meaningful insights without big losses

THE FORMULA FOR AN INTELLIGENT FAILURE



Source: Amy Edmondson

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Amazon's 'Empty Chair'



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Culture: Time & Space - About 20% Time...





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Culture: Time & Space - About 20% Time...



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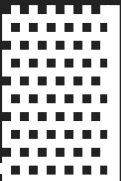
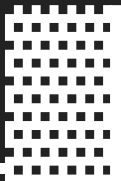


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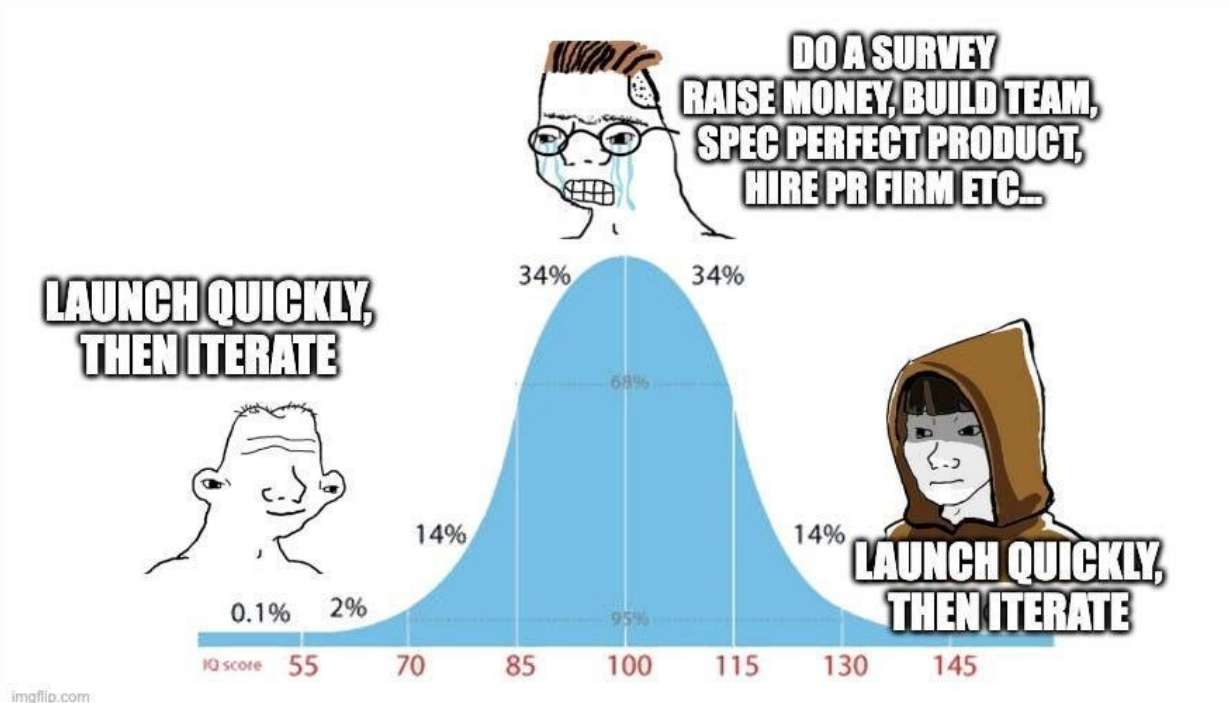
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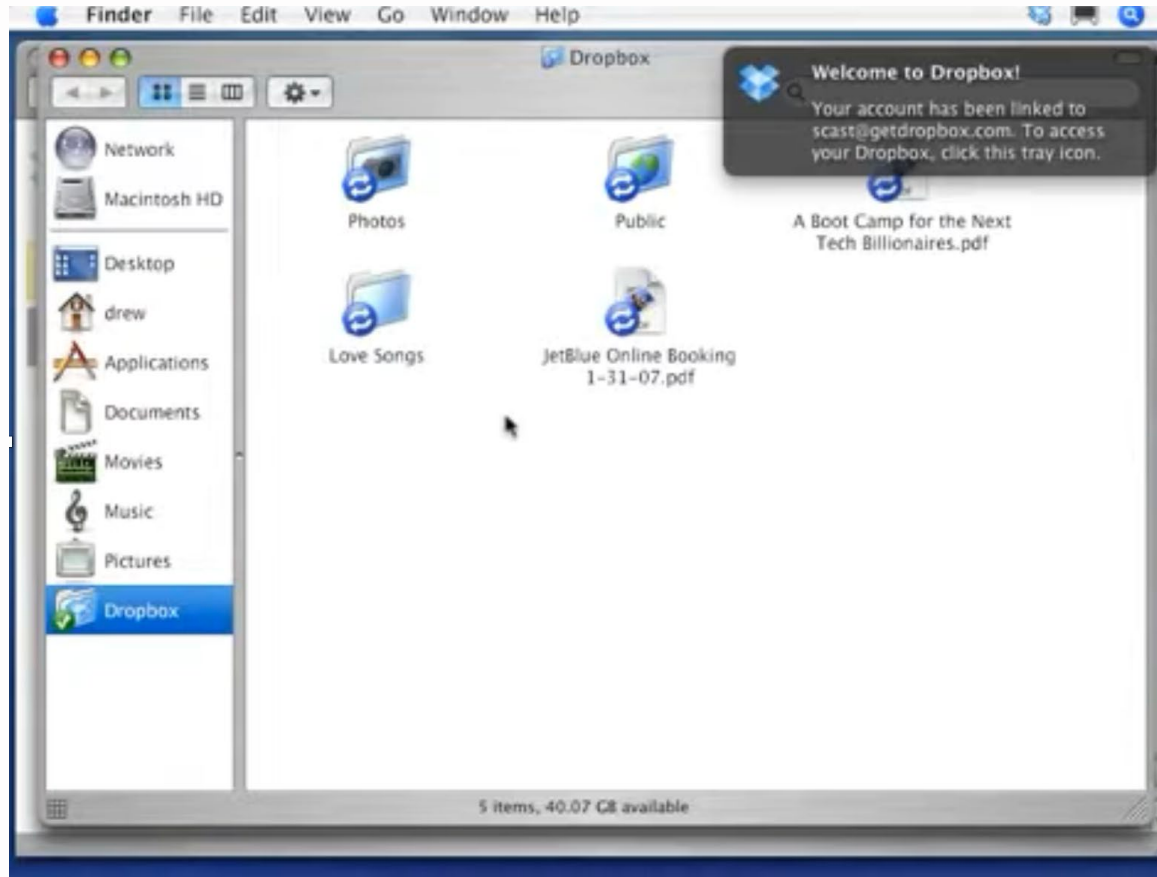
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So Drew made a video

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Marc Randolph • Following



Netflix Co-Founder, Entrepreneur,
Mentor & Investor

1w • 🌐

The main thing I've learned in 40-plus years as an entrepreneur is that nobody knows anything.

Nobody knows if your idea is good or bad. You don't know if it's good or bad. You need to test your idea, trial it, collide it with reality.

That's the only way to learn.



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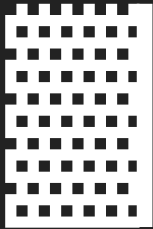
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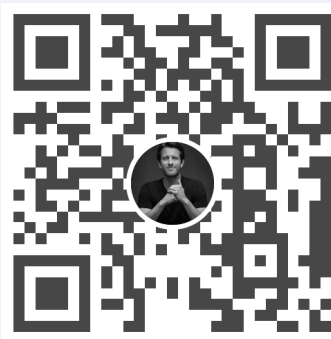
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Thank you & Q&A

Chris Heemskerk

Founder & CEO, The Innovation Alliance



ChrisHeemskerk.com

