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From Innovation Activity to Innovation Performance

Why Boards Should Care About Innovation Management

In partnership with
Thai Institute Of Directors
National Innovation Agency (Public Organization)

Prepare by
Teerasak Wongpiya
Managing Director Thailand

teerasak@boldgroup.co.th
www.boldgroup.co.th

Most firms do not lack innovation activity

They lack repeatable innovation performance

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Innovation Activity

Ideas | Pilots | Launches



Innovation Performance

Value realization | Repeatability
Capability building

A company's future depends on **the new directions it deliberately explores and develops** today.

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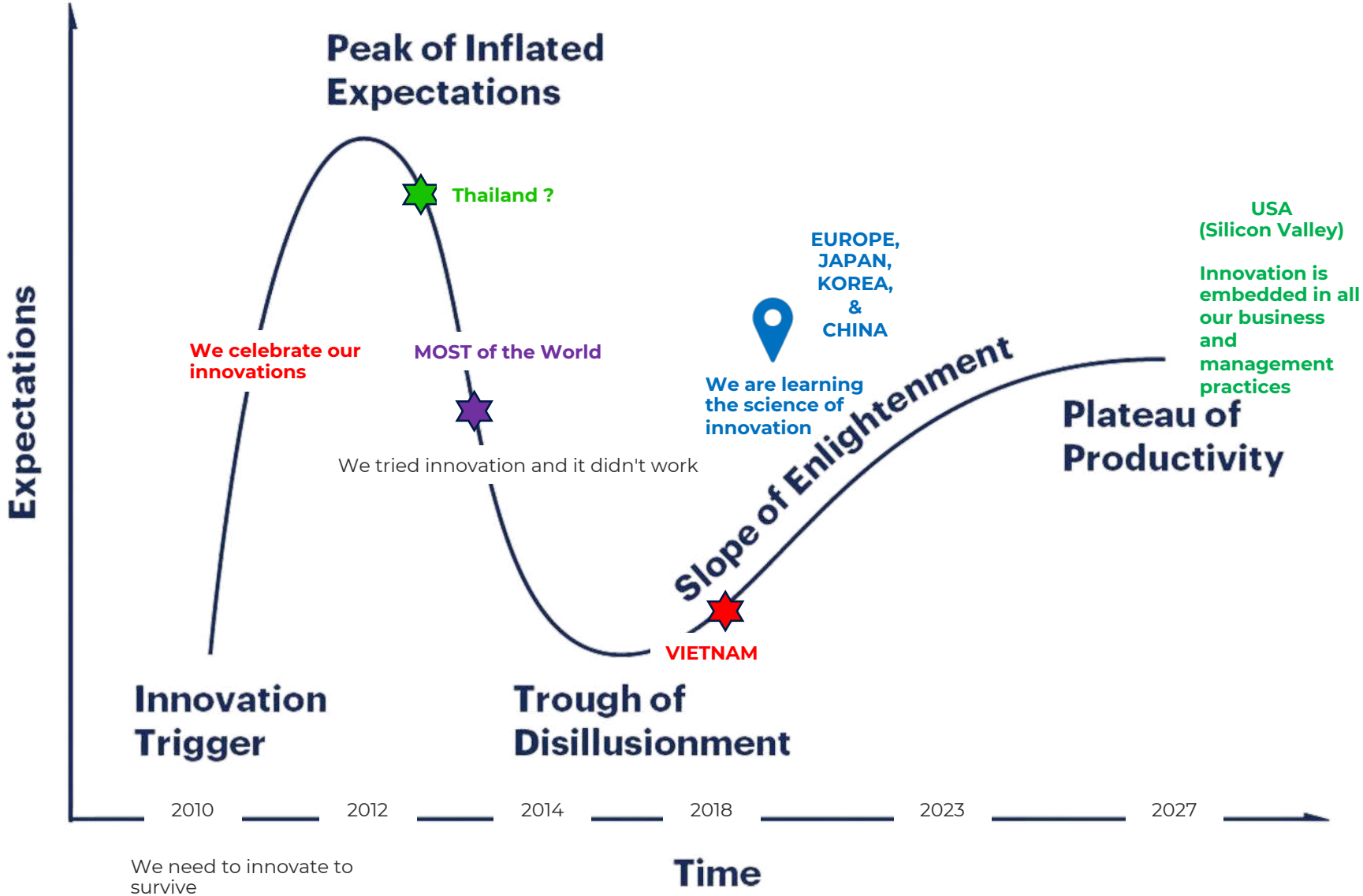
Sentiment of Corporate Innovation



We need to innovate to survive

Innovation activity
is easy to display.
Innovation capability
is harder to build.



The governance question is not "Do we have innovation activity?" It is "**Can this firm repeatedly turn uncertainty into value?**"

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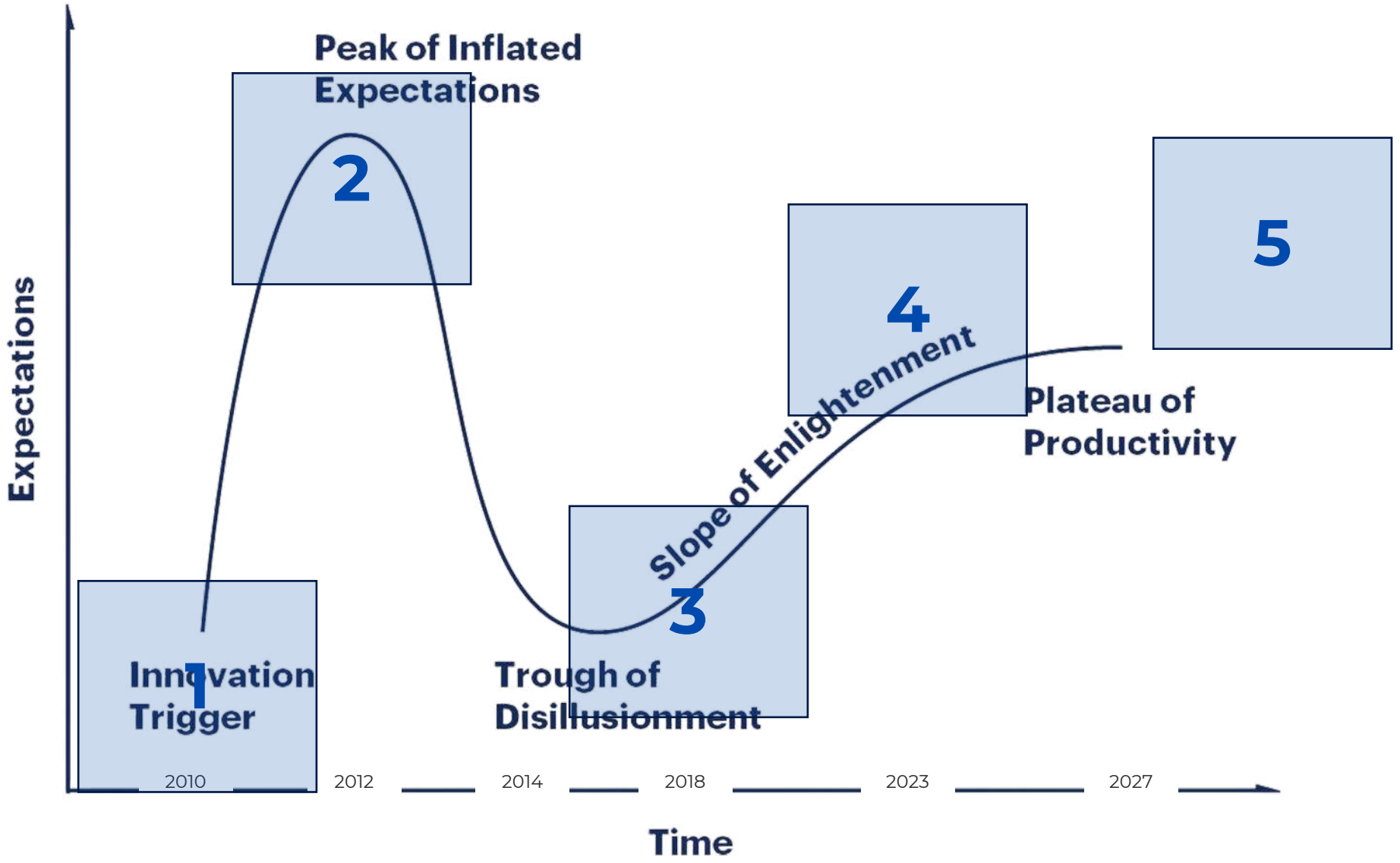
Innovation Maturity Level



90% of S&P 500 company value is intangible

WIPO
WORLD
INTELLECTUAL PROPERTY
ORGANIZATION

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Future Value Creation

Capital Allocation Quality

Strategic Resilience

Competitiveness under Uncertainty



Weak innovation management is not only an **innovation problem**. It is a **capital allocation** and **future-readiness problem**.

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The Board governs innovation fitness. Management runs the system.

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Board vs Top Management





Set direction,
Challenge strategic fit,
Oversee portfolio logic & risks,
Monitor capability and value realization

Allocate resources,
Build the system,
Run portfolios & experiments,
Report learning & performance



This is not about directors running innovation projects. It is about directors **governing the system** that makes performance more likely.

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Intent → Bets → Learning → Scaling → Value

Innovation Management System =
the operating system
across the whole chain

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Innovation performance
is not activity volume.
It is **conversion quality**.

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Innovation management includes **allocation, decision-making, monitoring, and learning**.





High activity can coexist with low capability. **Boards should watch conversion, not just volume.**

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No discernable correlation between R&D spending and TSR.



More budget can buy motion.
It does **not guarantee performance**.

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Without system	**With system**
More spending	**Better selection**
More activity	**Faster learning**
Unclear return	**Better value conversion**

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The issue is not whether
to spend more.
It is whether **the firm can convert spend into repeatable value and capability.**

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High-performing firms combine **direction, environment, and discipline.**

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Direction
Strategic intent beyond current capability



Environment
Trust, autonomy, accountability under uncertainty



Discipline
A system that converts both into performance

Strategic direction and culture are foundational innovation-management principles.

Strong innovation Cultures are linked to 60% Stronger innovation outcomes.



Innovation improve when leader gives the organization **a direction worth stretching toward, an environment that supports contribution, and a system that makes the performance governable.**

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Innovation Management emphasize Uncertainty, Quality Management focus consistency.

(and both need their own PDCA cycle)

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Real innovation uncertainty appears when management **must commit before proof** exists.

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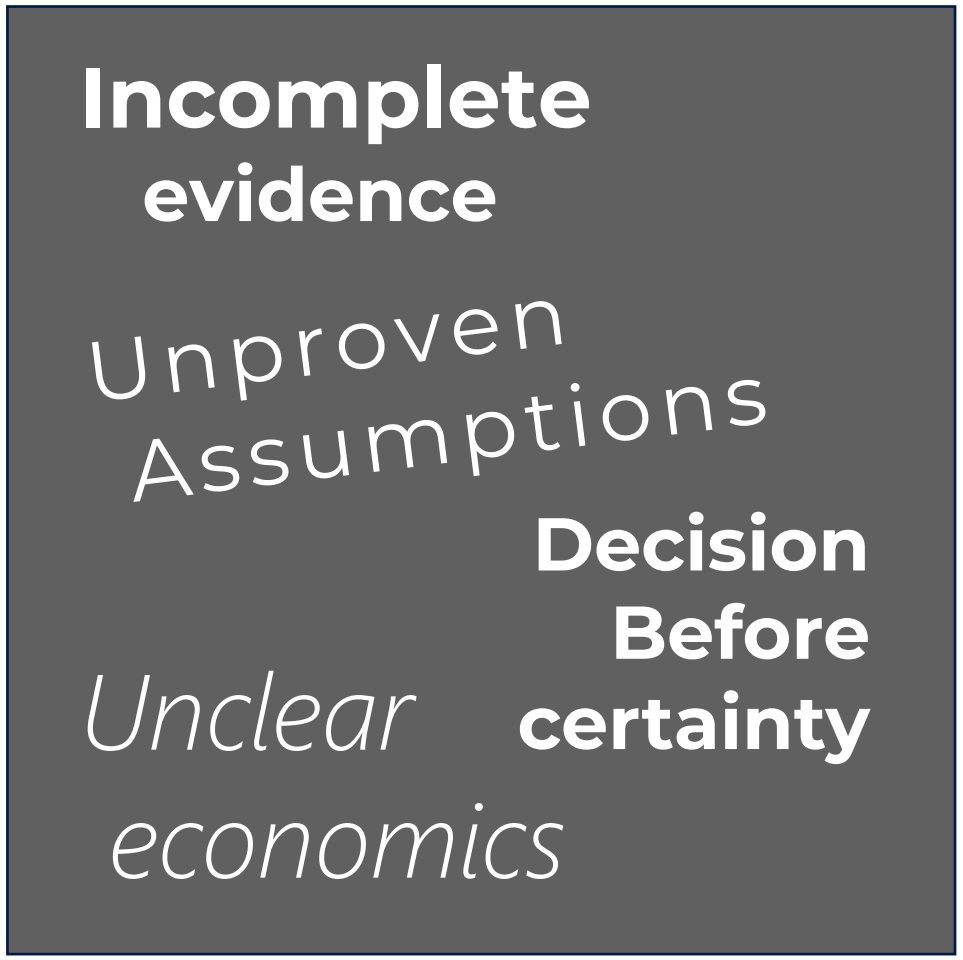
What it looks like inside a firm



Governance question

- **Continue?**
- **Stop?**
- **Pivot?**
- **Redeploy?**

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Case signals

AIRBUS

commit decades before certainty



reframe feasibility

dyson

Disciplined persistence before payoff

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The hardest innovation decision is often not whether to start. It is whether **the evidence still justifies the next tranche of commitment**.

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Optimization feels comfortable. Innovation usually doesn’t.

Good governance
avoids two errors.
stopping too late, or
stopping too early.

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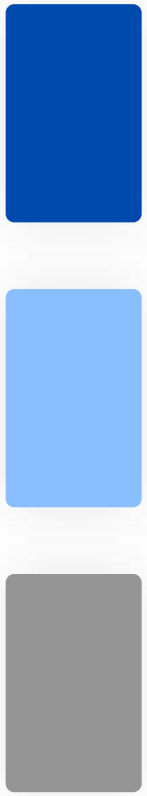

Capital stays trapped Strategic options are abandoned

Weak bets live too long Capability building is cut short

Redeployment comes too late Future advantage is lost

IMS improves the quality of the continuation decision.

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Strategic intent lens



Some strategic bets require disciplined patience before value becomes visible.

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Weak innovation governance does not only fund bad bets. It also **risks killing good bets before they mature**.

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Tight on direction.
Loose on exploration.
Tight on decisions.

A practical governance model for high-uncertainty innovation

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- **Intent** Test assumptions Stage-gates
- **Boundaries** Iterate solution paths Evidence **thresholds**
- **Funding logic** Learn from evidence Continue / stop / pivot / scale
- **Decision**-rights Resource redeployment
- **Stop** criteria

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ISO 56001

A systematic approach is intended to improve innovation capability, value realization, resilience, competitiveness, and capacity for managing uncertainty.



Ask management to bring back one integrated view;
the portfolio, the governance logic behind it, and the evidence used to continue, stop, or scale major bets.

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THANK YOU,



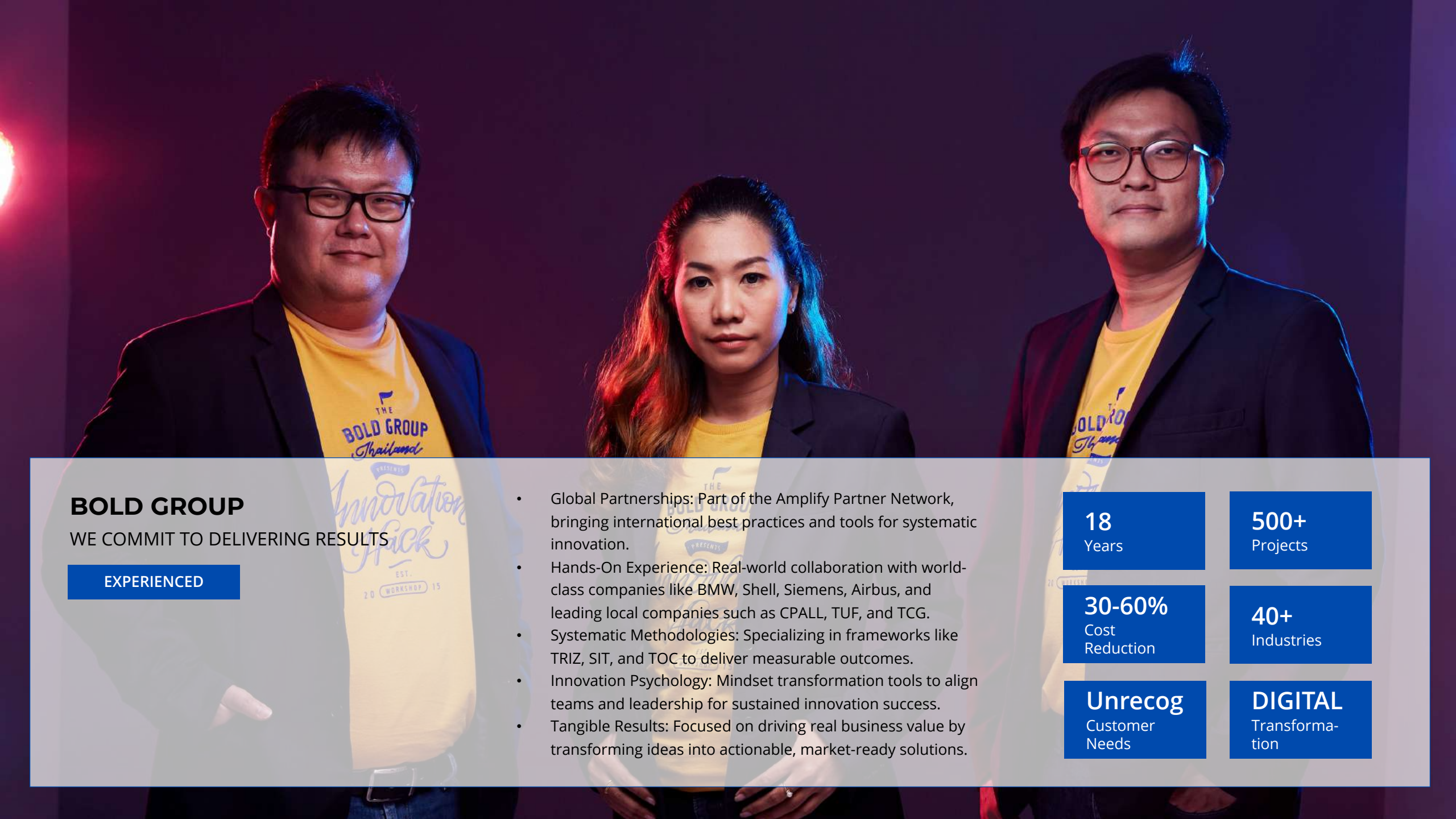
CONTACT US

Bold Group registered In Thailand under
Kryon Innovator Co., Ltd.

Address
29 Soi Washirathamsatit30,
Sukhumvit101/1. Bang Na, Bangkok 10260

Mobile
+66 63-565-6914

Tax Id
0105558077564



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WE COMMIT TO DELIVERING RESULTS

EXPERIENCED

- Global Partnerships: Part of the Amplify Partner Network, bringing international best practices and tools for systematic innovation.
- Hands-On Experience: Real-world collaboration with world-class companies like BMW, Shell, Siemens, Airbus, and leading local companies such as CPALL, TUF, and TCG.
- Systematic Methodologies: Specializing in frameworks like TRIZ, SIT, and TOC to deliver measurable outcomes.
- Innovation Psychology: Mindset transformation tools to align teams and leadership for sustained innovation success.
- Tangible Results: Focused on driving real business value by transforming ideas into actionable, market-ready solutions.

18 Years

500+ Projects

30-60% Cost Reduction

40+ Industries

Unrecog Customer Needs

DIGITAL Transforma-tion



VALUE **PROPOSITION**

QUANTIFYING THE TANGIBLE AND INTANGIBLE BENEFITS

Enhanced Innovation Efficiency

Streamlined processes eliminate redundancies, enabling faster idea generation, evaluation, and execution.

Increased ROI on Innovation

Focused and structured innovation efforts lead to measurable financial outcomes and improved resource utilization.

Risk mitigation and regulatory compliance

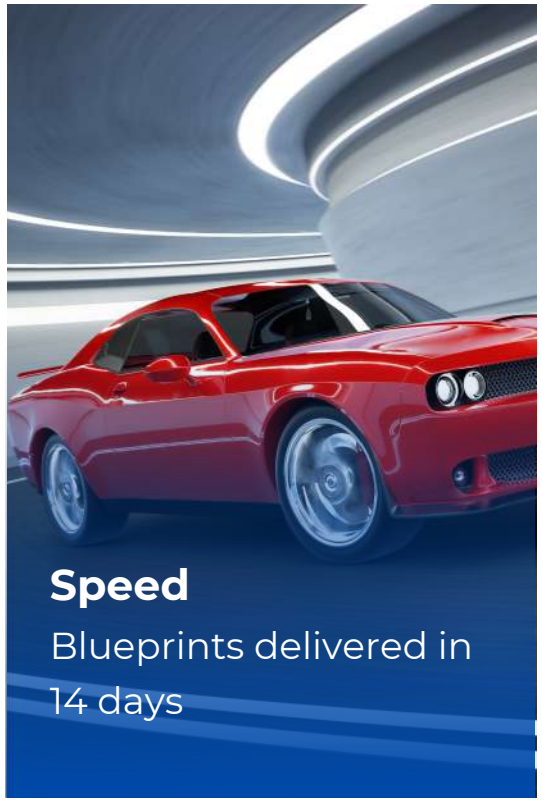
Proactively identifies and addresses potential risks in innovation projects, increasing success rates.

Scalable Innovation Culture

Fosters a culture where innovation becomes a daily practice, encouraging continuous improvement and creativity.

CHOOSE US

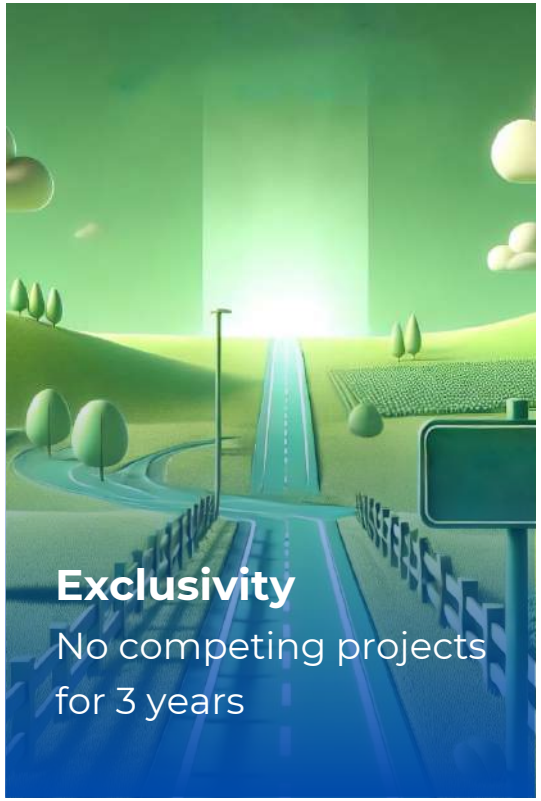
BECAUSE EXCELLENCE ISN'T JUST PROMISED, IT'S DELIVERED



Speed
Blueprints delivered in 14 days



Practicality
Solutions aligned with your resources



Exclusivity
No competing projects for 3 years



Guarantee
Focus on measurable ROI