

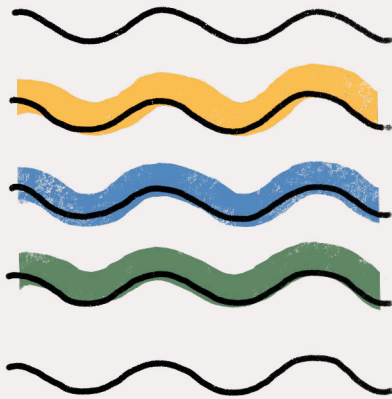


Guide to Innovation Partnerships

A United Nations Guide
July 2023

WELCOME TO THE GUIDE TO INNOVATION PARTNERSHIPS

This is a practical guide to support you, maybe even inspire you, with new ways to approach your partnerships and collaboration for innovation.



This Guide has three goals:

- Explain the key concepts of innovation partnerships.
- Demonstrate how to set up for success in your innovation partnerships.
- Provide an overview of tools & guides for innovation partnerships and how they might be used so you can decide which tools might be appropriate for you and when.

IN THIS GUIDE:

- 1 Get introduced to key concepts
- 2 Embark on your partnership journey
- 3 Discover elements of success
- 4 Explore the tools
- 5 Annex

1

GET INTRODUCED TO KEY CONCEPTS

All of the UN's work is accomplished through partnerships. Increasingly, through collaborative partnerships, with diverse partners, seeking new solutions to complex situations through innovation.

We call these 'innovation partnerships' and this guide is focused on these particular partnerships, which demand some unique conditions, mindsets and practices.

Let's dive into key concepts to set the foundations for the guide.

For additional terminology check out our **Annex**.

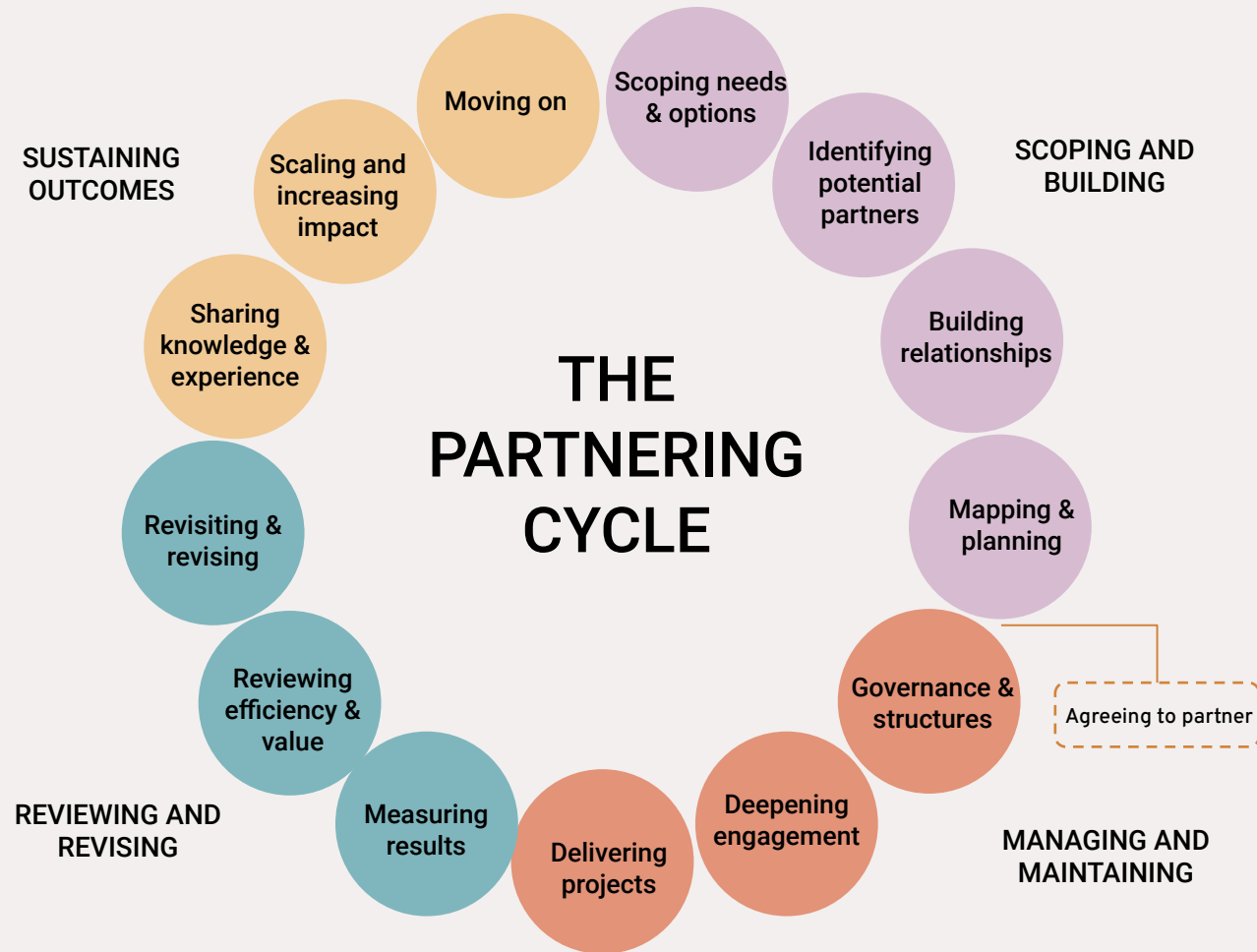




PARTNERSHIPS ARE MANAGED THROUGH A CYCLE.

Like a project cycle, the partnering cycle provides a roadmap to managing our partnerships and guides us in each stage.

It is not always linear, and you may move back and forth between steps, evolving your partnership over time.





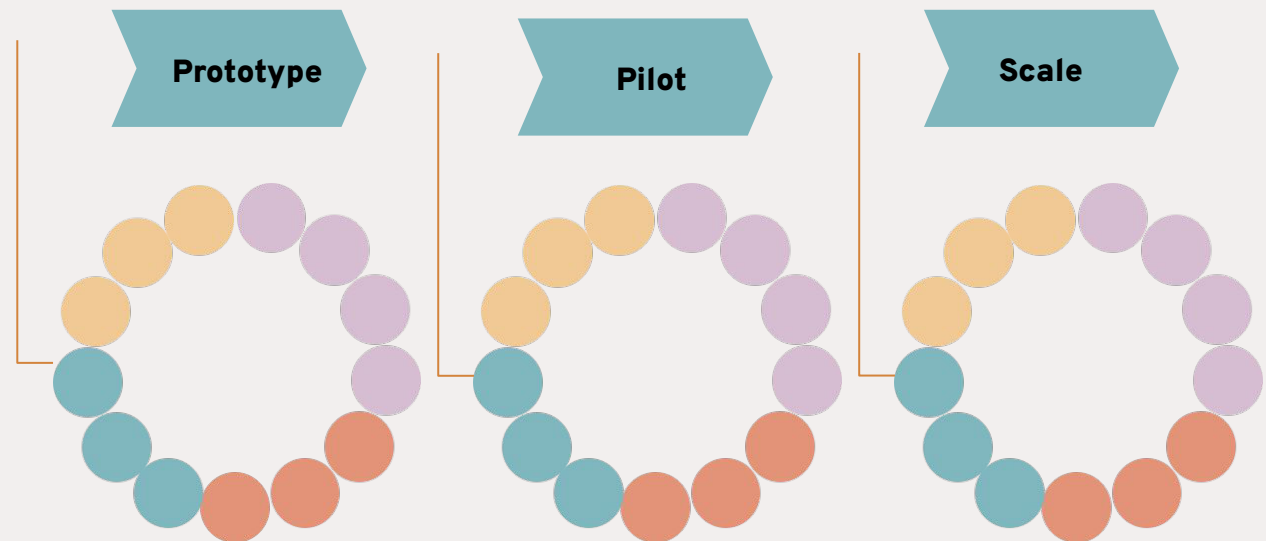
PARTNERSHIPS CHANGE ACROSS THE INNOVATION CYCLE, And You Will Go Through The Partnering Cycle Many Times.

Who you partner with is likely to change across the innovation cycle.

That brilliant innovator you pursued ideation with, or built a prototype with- are they setup to pilot in the real world, or take the innovation to scale across a region or the world?

So you will find yourself back at 'scoping and building' your partnerships at the transition points between innovation stages.

It can help to prepare for these transitions, together with your partners, by anticipating this from the beginning and building in review points / stage gates.





REASONS TO PARTNER FOR INNOVATION

You may develop partnerships for any of these reasons*:

Leveraging others' resources for my organisation

Doing traditional Programmes better

Transformational development / system transformation

Innovation may occur in partnerships formed for any of these reasons:

Your organisation may seek funding or other resources from a partner, for an innovation you are developing/have developed alone.

The innovation is an adaptation or incremental change to an existing product, service or approach, occurring in an existing program.

A set of partners may come together specifically to innovate, ie to create, test or scale something new together. A product, service, approach, platform, application.

This Guide is about scenario 3, where innovation is co-created through often complex partnerships that may involve collaboration with multiple stakeholders.

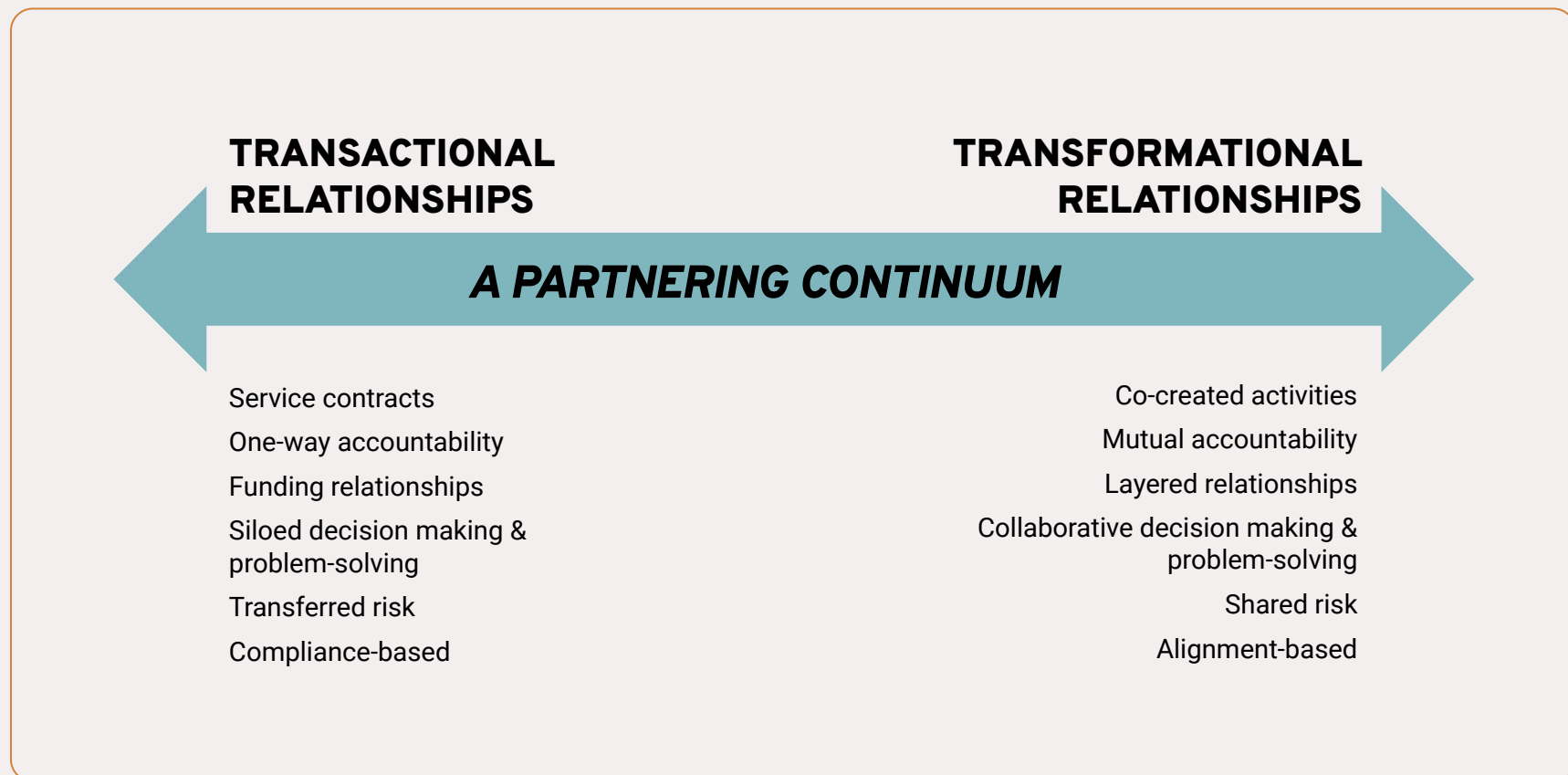
There is a growing appetite for this type of collaboration, even amongst traditional donors, given the escalating need for innovation across all UN Pillars, and in the work being done to support UN Transformation.

*Source: [Agenda 2030 Partnership Accelerator](#)



THE PARTNERSHIP CONTINUUM

The purpose of your partnership will determine how collaborative it needs to be. Partnerships can move along this continuum in different innovation stages.





HOW IS OUR PARTNERING APPROACH SPECIFIC TO INNOVATION?

Innovation always requires partners. You won't be innovating alone!

Stakeholders and partners will play different and multiple roles and their roles will change over time, across the stages of innovation. Expect them to be wearing different hats at the same time. The different pathways to scale will require collaboration with many different stakeholders.

Innovation partnerships are more dynamic, face more change and are less predictable than those established for long-term, stable activities or programs such as research, advocacy, data access, program implementation.

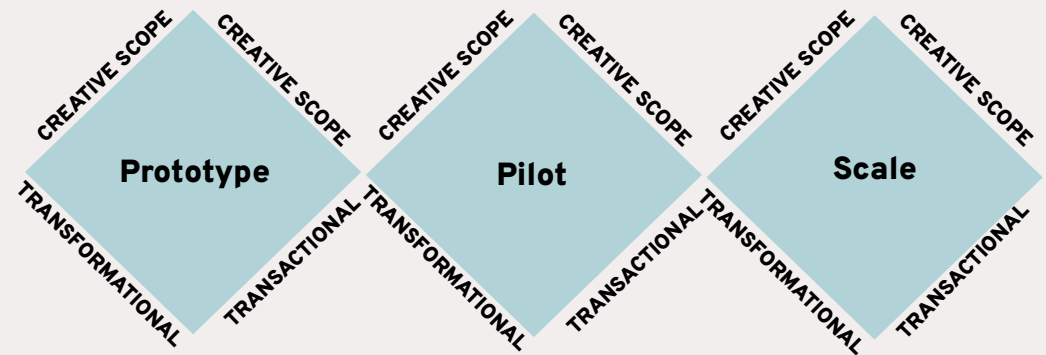
In particular, there is uncertainty about the value that is being created. This can mean partners often cycle through a lot quicker, especially when you are working with entrepreneurial leaders.

Be prepared for transitions and shifts from co-creative, transformational partnerships to more transactional relationships when the creative scope of the work reduces.

It helps to distinguish between the partnership and the innovation here, as there can be an inverse relationship. Partners may feel their relationship has become more transactional, but the transformation may be real for those they are seeking to benefit.

So the experience for partners feels more transactional, but the innovation is delivering more value.

Here's what it could look like across the innovation cycle as creative scope expands and contracts.





INTRODUCING: INNOVATION VALUE ROLES

There are many definitions of innovation, but one that is particularly helpful is that innovation is an idea that creates new value. For the UN the value we seek to create is in the areas of development, the environment, humanitarian situations and peacebuilding.

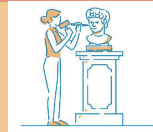
There are many different entities involved in creating this value from innovation. Gray and Bessant (2023) identify nine different **Value Roles** that are most commonly part of scaling the impact of innovations.

These roles are spread across three categories Bookends, Movers and Shapers. Some will require partnerships to be established; many will not. However, together this set of stakeholders is the ecosystem that will be the key to the success of your innovation and the partnerships that underpin it. It is called your Value Network.

See our **Annex** for further details and definitions on Innovation Value Roles.

BOOKENDS

Where value starts and where it is realised



CREATOR



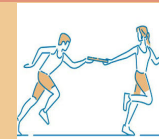
CAPTOR



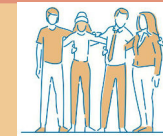
CONSUMER

MOVERS

How value moves around the network



CONVEYER



COORDINATOR



CHANNEL

SHAPERS

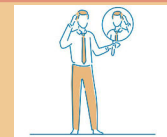
Influence the level of value that can be created and delivered.



COMPETITOR



CARTOGRAPHER



COMPLEMENTOR

IN THIS GUIDE:

- 1 Get introduced to key concepts
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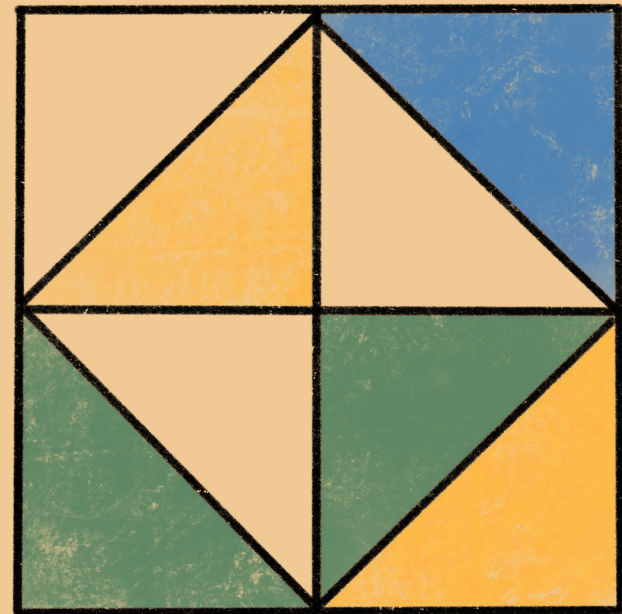
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EMBARK ON YOUR PARTNERSHIP JOURNEY

Now that you have been introduced to the key concepts, it's time to start planning your own innovation partnership.

Take some time to consider your own partnerships, then step into the stage of the Partnering Cycle you're in.

Good luck!





USE THESE QUESTIONS TO GET STARTED ON YOUR OWN INNOVATION PARTNERSHIP JOURNEY:

Innovation

What is the innovation you are focused on?

What stage in the innovation cycle are you up to?

Value Network

Who else is in your Value Network?

What roles do they play?

What do they need?

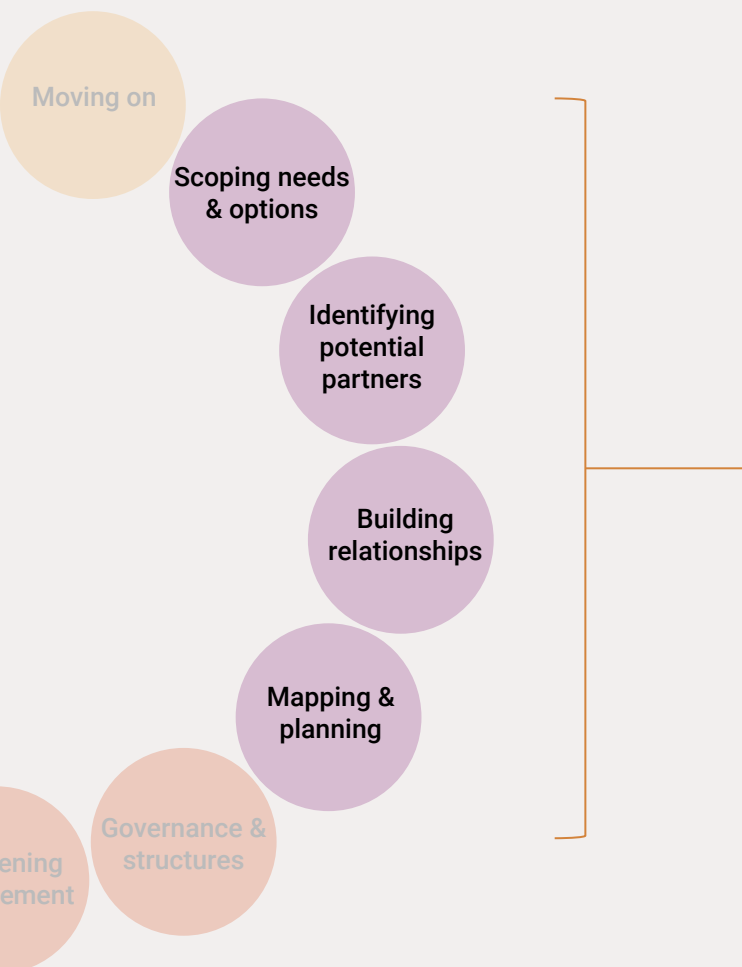
What can you give them?

Partners

Who are the partners?

What are your shared interests and objectives?

What is your role? What kind of partner are you willing and ready to be?



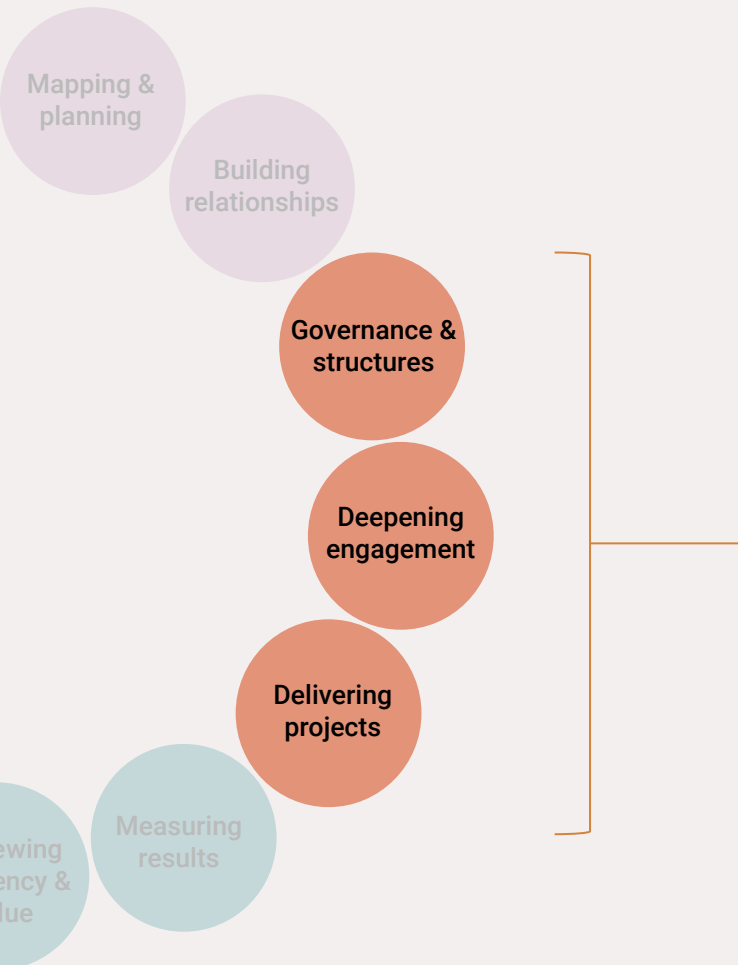
SCOPING AND BUILDING

There is a lot to work through before you launch an innovation partnership. Here is what might be going on:

- Diverse stakeholders exploring a problem, a solution, or pathways to testing or scaling a solution.
- Mapping the unique contributions from across all partners.
- Mutual due diligence and exploring the most suitable allocation of (shared) risk.
- Scenario testing, anticipating changes in direction, partners, roles...
- Considerable uncertainty, requiring relationships with sufficient trust to step into the unknown.
- Internal decision making to align with strategic priorities.
- Drafting legal agreements with maximum flexibility that don't seek to address all questions, risks or scenarios, and which enable collaboration.
- Drafting non-legal documents that describe the partnerships: partner interests, contributions, principles, roles, and ways of working, success measures and review processes. Don't forget to address how you will manage power intentionally, as a foundation for trust and creativity.
- Courage! Agility!

It's not a partnership until you've reached an agreement. Keep options open in this stage, including the option not to proceed.

Note: you are likely to be back in this phase as you move through the innovation cycle, creating the opportunity to reset arrangements.



MANAGING AND MAINTAINING

After having signed suitable agreements, now you can begin living out what it means to be partners. Have some fun together!

Your first priorities will be to establish the envisaged governance and operational structures, processes and resource commitments, and to begin the work on your innovation through co-design, prototyping, pilot projects and other activities.

Things to address:

- Confirm team members and roles.
- Setup the cadence of meetings, confirming the types of decisions to be taken, by whom and how. Especially the decision criteria for selecting scaling options.
- Co-design, conduct research into the problem/solution and prototype early solutions, passing through relevant innovation stage gates / decision points.
- Undertake regular communications activities between partners as well as with wider stakeholders and beneficiaries.
- Steward the relationships with people from the partner organisations, to deepen connections and maintain commitment.
- Establish regular 'health checks' into your partnership, especially as you transition between stages of your innovation.
- Provide regular updates to a wide group of internal stakeholders to maintain strong engagement from the organisation beyond those directly participating.



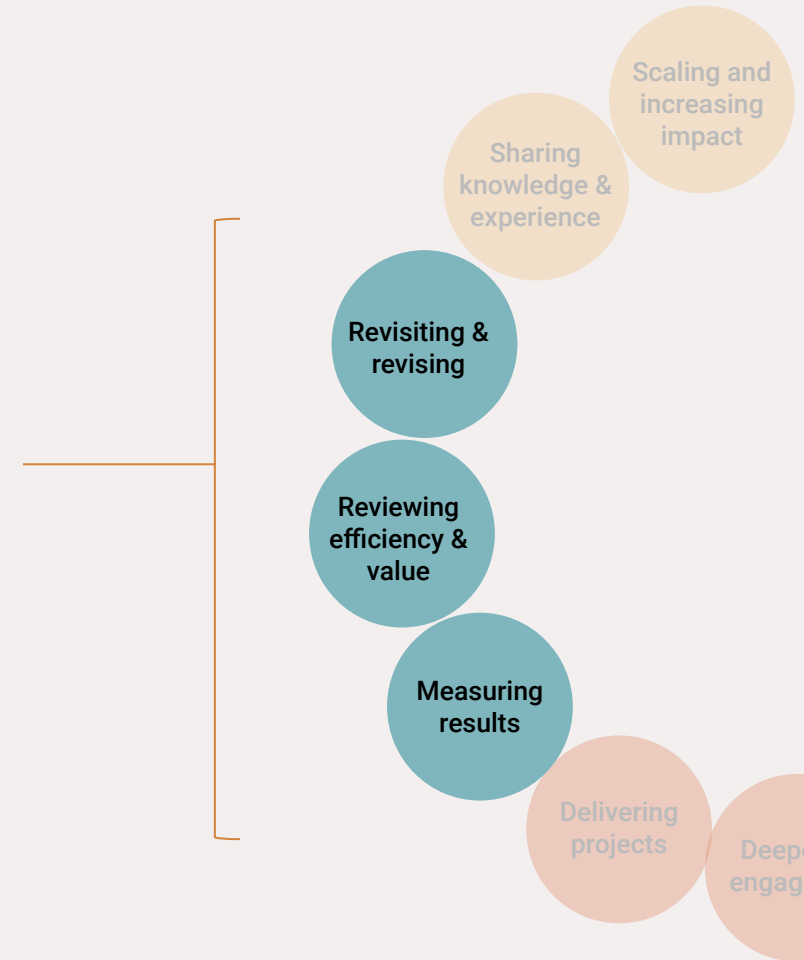
REVIEWING AND REVISING

This stage is very important to support effective transitions in your partnerships between innovation stages.

In addition, this phase is concerned with measuring and reporting on the impact, effectiveness, outputs, outcomes and added value of the **partnership (not just the project!)**.

Things to keep in mind:

- Design any health checks/reviews, reporting requirements or evaluations together with partners. A partnership broker/specialist can offer neutral facilitation through these processes.
- Successfully piloted innovations will face questions about the pathways to scale. Scaling brings more complexity than the early innovation stages, with implications for the set of partners and their roles. Relying upon the decision criteria you set earlier will be beneficial.
- Reviewing and revising can take place at any stage in a partnership, triggered by a change in circumstances, however it can be helpful to establish some key milestones when you will deliberately do this, such as annually, mid-term, final stage.
- Taking the opportunity to reflect on the partnership journey, (it's achievements and value created for everyone) will also support you to make agile adjustments to your relationships to match the progress of your innovation.





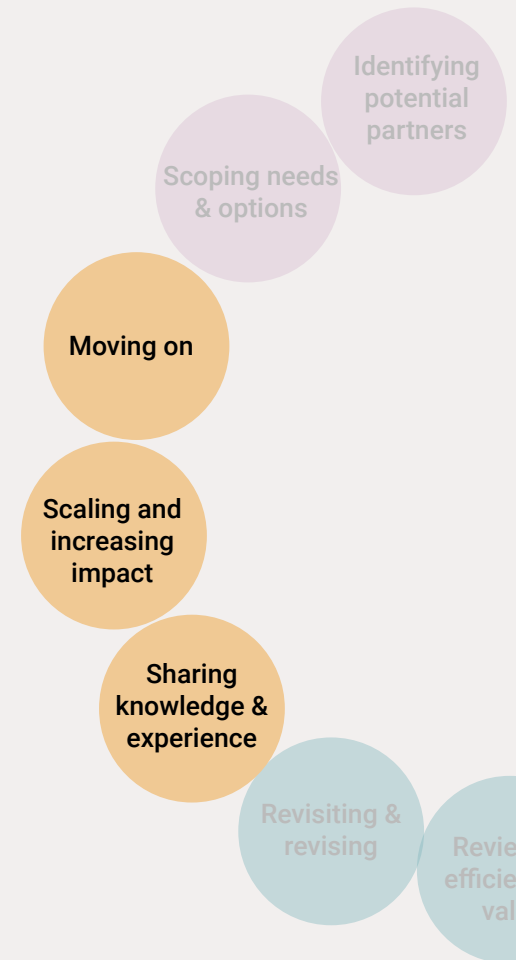
SUSTAINING OUTCOMES

In innovation partnerships this stage links to the transitions between innovation stages, particularly the **transition to scale**. Your Value Network is likely to change as you consider who is suitable to play the different Value Roles, especially implementation roles, as you scale.

There may be significant change before you continue around the cycle again with a different configuration of partners, which means **careful planning and management** of this stage is critical to ensure continuity in your innovation cycle, as well as to **preserve productive relationships and reputations** and **realise value** at each stage for those involved and the wider world.

Legal agreements made along the way will support the **moving on** of partners, drawing on any continued value capture available to them and recognition of their contribution and intellectual property. Ensure **clear communication** about any changes, privately and publicly, particularly if any partners are moving out of the partnership.

Innovation partnerships are rich places for **learning**, revealing insights worth sharing widely. Even more valuable if lessons are identified and shared about what it takes to work in **partnerships for innovation**, even if the original goals were not achieved.





INTRODUCING THE UN GLOBAL PULSE PARTNERSHIPS HUB

Following the Partnering Cycle, the Hub offers practical guidance and tools as a starting point for you to tailor your own approach.

SCOPING & BUILDING

Early conversations: tools & guidance

An in-depth guide to the early stages of scoping and building partnerships, to the point where you're ready to agree

Partnership Agreements: tools & Guidance

An in-depth guide to creating non-legally binding partnership documents, including:

Partnership Concept note

for internal use in your org;

Partnership Design document

to co create with partners

Guidance deciding to partner or not

Ex. on how to make clear, effective and informed decisions

Legal guidance

Take a look at the due diligence questionnaires

Internal

External

MANAGING & MAINTAINING

Managing & Maintaining: Tools & Guidance

Guidance on good practices of partner engagement and look into the roles & responsibilities in the partnership journey

Guidelines on Partner Communications

Guidance why partner communication is important and how to plan and manage engagements

Click on the Resource
Buttons to access



INTRODUCING THE UN GLOBAL PULSE **PARTNERSHIPS HUB**

Following the Partnering Cycle, the Hub offers practical guidance and tools as a starting point for you to tailor your own approach.

REVIEWING & REVISING

Reviewing & Revising:
Tools & Guidance

Includes Partnership indicators & evaluation template

SUSTAINING OUTCOMES

Sustaining outcomes:
Tools & Guidance

Includes things to consider when closing a partnership & post partner debrief guidance



ADDITIONAL RESOURCES:

Partnerships Dictionary

Helpful concepts you can adopt or adapt

Community of Practice

Inspiration: Guidance to building your own Community of Practice

Partnerships Approach

Inspiration: ex. How UN Global Pulse presents its partnerships strategy

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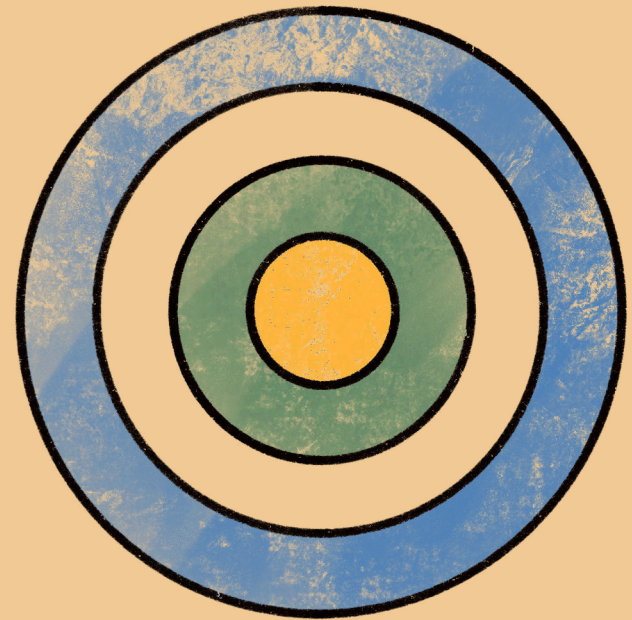
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ELEMENTS OF SUCCESS

The following elements help UN Global Pulse setup for success in building a portfolio of partnerships across its network.

We share these as an example you may wish to adopt or adapt in your own context.

What will underpin success in building and managing partnerships across your team or organisation?

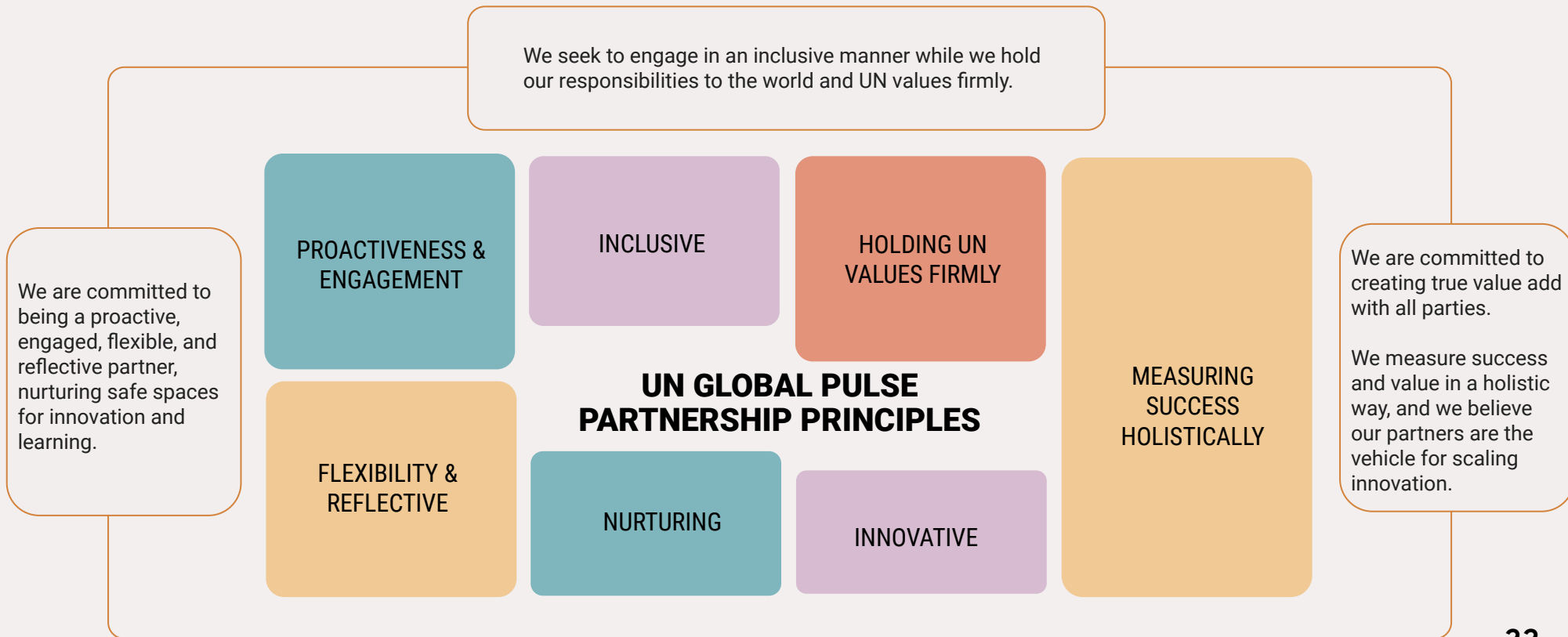




WHY TAKE A PRINCIPLED APPROACH TO INNOVATION PARTNERSHIPS?

A principled approach helps guide our conduct and decision making in partnerships. It's ethical - the world needs partnerships based on solid principles. Principles encourage efficiency, effectiveness and impact. They help us avoid pitfalls from the outset!*

You may wish to adopt or adapt these principles for your own context.



* Source: A. Andrea, [Impact17](#)



WHAT CAN SETTING UP A SPECIALIZED PARTNERSHIPS TEAM DO FOR YOUR ORGANIZATION?

Provide **guidance and resources** so that staff can confidently develop and manage partnerships

Ensure organization has a **consistent approach** to brokering innovation partnerships.
Keep track of network partnerships & ensure synergies across offices are leveraged.

Deliver hands-on **partnership brokering services** across all stages of partnerships, working alongside other functions like project managers and leadership; as well as **lead strategic** partnerships for the organization.

Support **decision making & portfolio management** so that resources are directed to strategic and innovation partnerships likely to bring new value.

WHAT ARE KEY ELEMENTS TO SUCCEED IN OUR PARTNERSHIPS?

- The power of a consistent partnering approach.
- Building a network wide capability in partnership brokering.
- Understanding the special features of innovation partnerships, requiring co-creation.
- Leveraging partnership specialists for key brokering moments and strategic partnerships.
- Being guided by clear decision making criteria.
- Linking our partnerships to the wider UN agenda and our strategic vision & priorities.

INNOVATION PARTNERSHIPS AS A WAY OF THINKING...

When you're innovating, you're not doing it alone...
You will always need partners!

Innovation partnerships provide the conditions of a sandbox for co-creation, experimenting and innovating.

So, who you partner with is as important as what you're partnering for.

Just build your partnerships accordingly!

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EXPLORE THE TOOLS

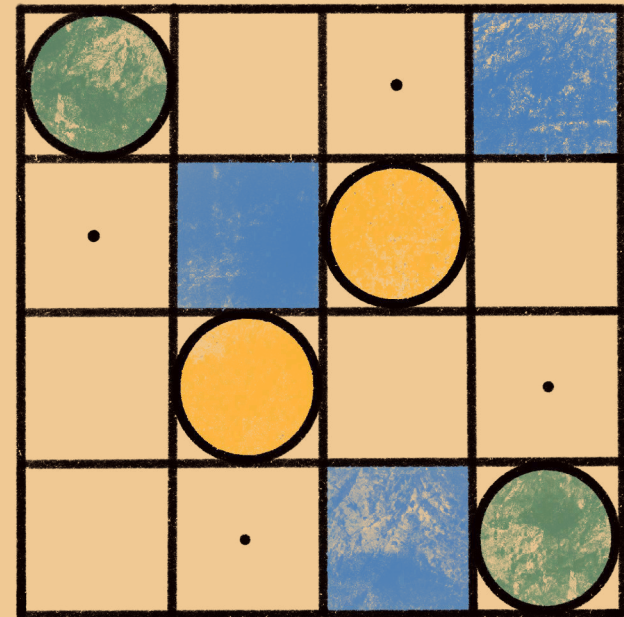
In the next few pages, we share a focused set of 5 tools, specifically for innovation partnerships.

They are drawn from three key sources:

- UN Global Pulse's Innovation Partnership approach
- The Innovation Partnerships Masterclass
- A new book, 'Scaling Value'.

These tools can be applied at each innovation stage, when roles and partnerships face transitions.

Think of these tools and guides as inspiration - an invitation to explore, experiment and adapt to your context.





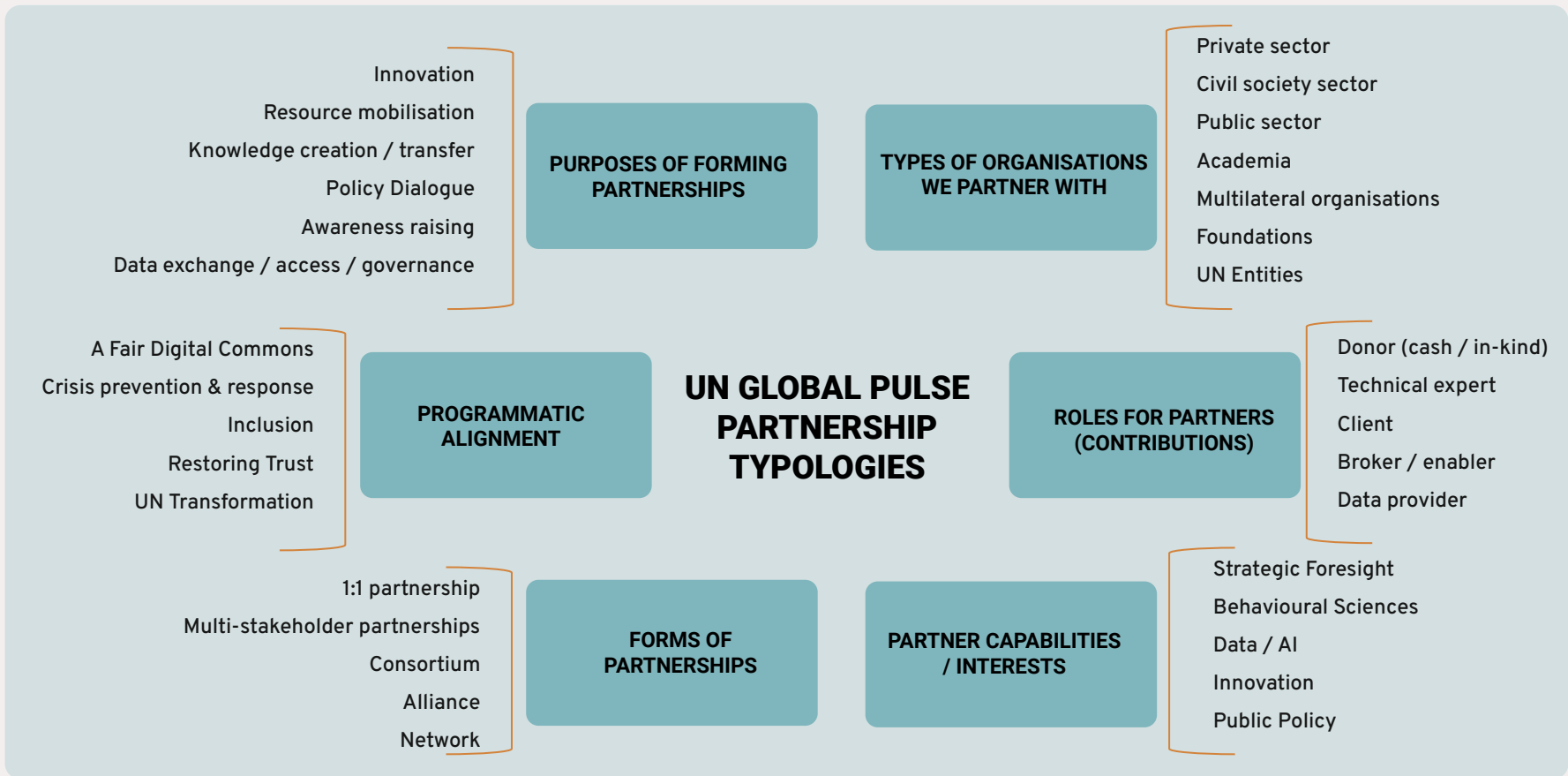
TOOL 1:

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- 2
- 3
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TYOLOGIES FOR DISTINGUISHING BETWEEN PARTNERSHIPS.

No two partnerships are the same! Describing your partnerships on multiple dimensions makes clear its unique characteristics, and helps determine the most suitable working arrangements. You could consider using these typologies or creating your own.

Example: You may have a consortium for knowledge creation (research) with multiple universities (academia) where you convene and facilitate collaboration, and the universities are technical experts, sharing an interest in topics like AI public policy.

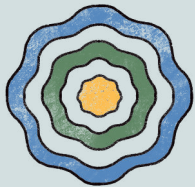




TOOL 2:

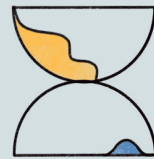
CRITERIA FOR PARTNERSHIP PRIORITIZATION

These guiding criteria help us make internal decisions about whether to proceed with new partnership opportunities. Criteria such as these can help teams avoid wasting time and resources on low impact collaboration; or challenge a default position of saying 'yes' to every invitation or opportunity; by creating space to reflect on its relevance, value and timeliness.



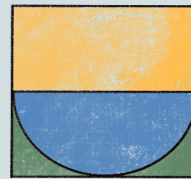
STRATEGIC ALIGNMENT

To what extent does the partnership contribute to our strategic objectives?



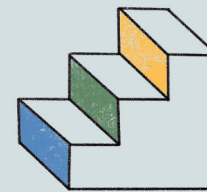
RISK MANAGEMENT

What is the estimated risk involved in entering such a partnership?



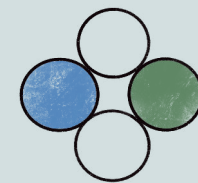
ADDITIONALITY & INTERNAL READINESS

What is our unique added value and contribution to the specific partnerships? Are we ready?



RETURN ON INVESTMENT

What is the expected return on investment?



SCALABILITY, SUSTAINABILITY & IMPACT

What are we actually trying to do? What is the impact we are trying to have? Could this partnership grow?

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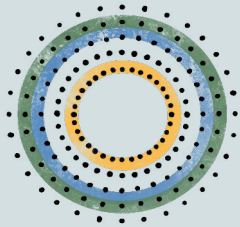
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TOOL 3:

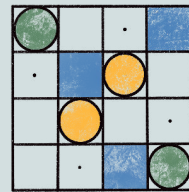
VALUE ROLES AND VALUE NETWORK MAPPING.

The following set of tools support application of the key concepts introduced under Innovation Value Roles. They are drawn from two key sources: The Innovation Partnerships Masterclass, and A new book, 'Scaling Value'. These tools can be applied at each innovation stage, when roles and partnerships face transitions.



INNOVATION AND PARTNERSHIP CYCLES CANVAS

This tool should be used with all partners to create a shared understanding of where you are in the partnership cycle, and how transformational or transactional the partnership feels for each partner.



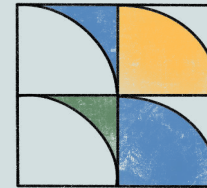
VALUE ROLE DEFINITIONS

A quick reference for the Value Roles and Categories.



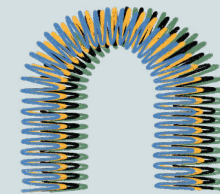
VALUE ROLE CARDS

This tool enables you to identify the different roles that each partner could, or is, playing in the value network.



VALUE NETWORK MAP

A mapping exercise that allows you to plot where each stakeholder sits against their value roles, and highlights whether they need to be part of a partnership or not.



VALUE ROLE ACTION TABLE


A tool that allows you to create a high level action plan for each partner in one place.



TOOL 4:

ENSURING LEGAL PATHWAYS ARE ENABLERS FOR INNOVATION PARTNERSHIPS.

Partnering across the UN and beyond, presents a set of unique challenges and constraints. Often partners' good intentions are not realized when long procedural and legal steps get in the way. Fit-for-purpose legal pathways can facilitate collaboration, creativity and iterative development of innovation, while still protecting interests. Try these approaches:



Innovation partnerships are like jazz - there is a basic structure, but the melody evolves through experimentation & improvisation.

Create simple, flexible 'light touch' partnership agreements, to support the evolution of innovation. Pivot/adapt as plans change.

Conduct due diligence of partners to protect innovation (e.g. intellectual property rights) and manage risks associated with innovation partnerships. Participate in mutual due diligence.

Strive for a **balanced approach between formal agreements and informal understandings** to foster both security and clarity, alongside agility and swift decision making. E.g. create a non-legal partnership design document or charter to accompany a legal partnership agreement

Legal frameworks must **prepare for the risk and uncertainty** inherent in innovation, through agreed approaches to risk mitigation and dispute resolution.

Negotiate, respect and protect intellectual property rights in open innovation to foster trust and long-term collaboration.

Regardless of which parties hold contracts, seek to **avoid a situation where contracts undermine the principles** upon which partners are establishing their collaborative working relationships, especially sharing power and making joint decisions. This requires working closely with and directing legal teams as to the partnerships needs, well in advance of contract drafting.

Clear and fair exit and termination provisions should prevent future disputes and maintain relationships even if expected goals are not met.

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TOOL 5:

BUILDING A FLEXIBLE RESOURCE MOBILIZATION PLAN FOR INNOVATION PARTNERSHIPS.

Donors - are one type of partner. They may also play other roles in your value network, if you nurture a more collaborative relationship with them. While this guide encourages new ways of partnering beyond seeking resources, innovation still requires diverse resources including financial. Therefore resource mobilization and partners who provide these resources- are still part of the story. This tool offers tips on how to build a

RESOURCE MOBILISATION PLAN

Build in these approaches to ensure your resources are identified, mobilised and allocated in a timely and fit-for-purpose manner as you pursue innovation in your partnership.

 Tip: Invest in partnerships- not projects! Envision partnerships as creative sandboxes, arenas of freedom for experimentation and innovation. This enabling environment can be nurtured through the power of un-earmarked funding

Phased Goals: Set goals step-by-step, going from a small, flexible budget for testing, to a bigger budget as you prove the concept, and finally, a full budget when you're reaching scale and ready to deploy widely.

Mapping resources: Keep track of possible resources from your partners at each phase, like money, people, technology, and information.

Risk Plans: Think about potential problems ahead of time and create plans to handle them, ensuring your project keeps going.

Plan Flexibility: Make a flexible plan that allows for testing and adjusting. Change strategies based on what you learn at each stage of the project.

Accountability: Create a system to monitor progress and evaluate success. This builds transparency and accountability to donors and other partners and enables decisions on the best use of resources.

Learning & Adapting: Foster a culture that values learning from experience. Use what you learn at each stage to adjust & improve your strategy. This helps turn challenges into insights & builds resilience in the unpredictable world of innovation



DEEP DIVE: RESOURCE MOBILIZATION

DID YOU KNOW?

There are ways to execute partnerships, and get around the challenges of traditional bilateral donor financing, creating pathways to support multi-stakeholder partnerships. Here some examples of how you can tap into a variety of sources of funding for your innovation partnerships.

POOLED FINANCE

For innovative partnerships which require the set-up of a pooled financing mechanism, you may consider setting-up a focussed trust fund. As UN entity, you can have this managed by the [Multi-Partner Trust Fund Office \(MPTFO\)](#), which provides fund administration services for the UN System.

SPECIAL PURPOSE VEHICLE

A Special Purpose Vehicle (SPV) is a separate legal entity created to manage a specific project or initiative. An SPV can help you manage partnerships with various stakeholders and shield the broader operations of the UN from potential risks associated with these collaborations.

UN FOUNDATION

The [UN Foundation](#) is a US registered NGO which has been created as an intermediary vehicle for the receipt of external funding in view of the administrative barriers hampering the UN's direct receipt of funding from the private sector and individuals.

PARALLEL CO-FINANCING

Parallel co-financing is a financial arrangement where multiple organizations or entities fund separate components of a larger initiative. Each entity retains control over its own funding, which is disbursed in parallel to the other funds, but all aim towards a shared objective.



HERE ARE A SELECT SET OF ADDITIONAL TOOLS, PRACTICES AND COURSES TO DEEPEN YOUR LEARNING AND PARTNERING PRACTICE.

PARTNERSHIP BROKERS ASSOCIATION

'Brokering Better Partnerships' Workbook in:

ENGLISH

FRENCH

SPANISH

Partnership Brokers Training information, schedule and global locations

PARTNERSHIP BROKERS

WAGENINGEN UNIVERSITY AND RESEARCH

Multi Stakeholder Partnerships Guide

MSP GUIDE

MSP Guide Tools

MSP GUIDE TOOLS

VARIOUS TOOLS FOR DECISION MAKING

Sociocracy:
Consent-based decision making

CONSENT-BASED DECISION MAKING

Loomio, online collaborative decision making

LOOMIO

Partos Power Awareness Tool to map decisions and involvement of different stakeholders

PARTOS POWER AWARENESS TOOL

UN ONLINE COURSES

2030 Agenda Partnership Accelerator: Partnership Learning Centre: Full tour (9 modules)

PARTNERSHIP LEARNING CENTRE

UNSSC: Innovation Toolkit, Partnerships Module

INNOVATION TOOLKIT: PARTNERSHIPS MODULE

IN THIS GUIDE:

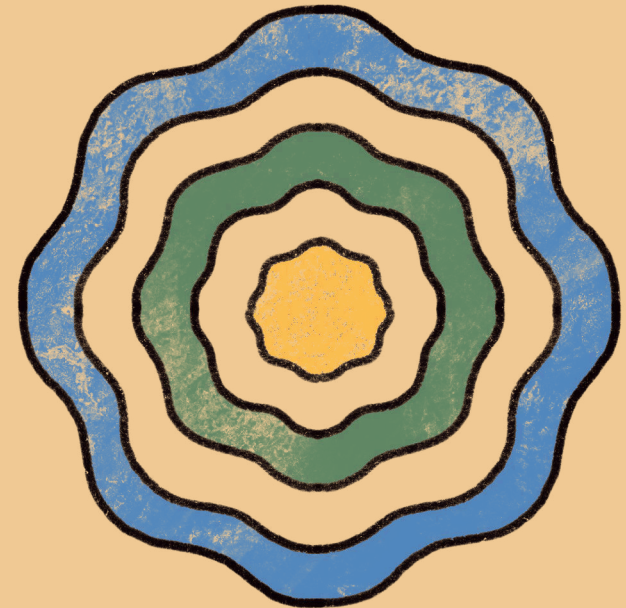
- 1 Get introduced to key concepts
- 2 Embark on your partnership journey
- 3 Discover elements of success
- 4 Explore the tools
- 5 Annex

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ANNEX

Check out the next slides for a deep dive into key terminology and concepts, including:

- Partnership
- Innovation
- Innovation Cycle
- Partnership Brokering
- The Nine Innovation Value Roles





LET'S GET CLEAR ON TERMINOLOGY

PARTNERSHIP

INNOVATION

INNOVATION CYCLE

PARTNERSHIP BROKERING

The 2030 Agenda Partnership Accelerator uses this definition for 'a partnership'.

"An ongoing collaborative relationship between or among organisations from different stakeholder types aligning their interests around a common vision, combining their complementary resources and competencies and sharing risk, to maximize value creation towards the SDGs and deliver benefit to each of the partners"

Source: [2030 Agenda Partnership Accelerator](#)



LET'S GET CLEAR ON TERMINOLOGY

PARTNERSHIP

INNOVATION

INNOVATION CYCLE

PARTNERSHIP BROKERING

We're working with this definition of innovation - one of many that exist.

Innovation is an idea that creates new value.*

For the UN the value we seek to create is in the areas of development, the environment, humanitarian situations and peacebuilding.

*Definition used by Dr John Bessant.



LET'S GET CLEAR ON TERMINOLOGY

PARTNERSHIP

INNOVATION

INNOVATION CYCLE

PARTNERSHIP BROKERING

We're using a simple, three stage innovation cycle when we consider the partnerships involved with the innovation:

Prototypes are innovations that have been created but not rigorously tested in the real world,

Pilots are the rigorous testing of innovations in the real world,

Scaling is taking the innovation to its full value potential.

Prototype

Pilot

Scale

Source: Innovation Partnerships: Masterclass Series. ©Ian Gray



LET'S GET CLEAR ON TERMINOLOGY

PARTNERSHIP

INNOVATION

INNOVATION CYCLE

PARTNERSHIP BROKERING

The professional and effective management of the partnering process...

It is about paying attention to the partnership, not only the project!

It is a professional discipline, which you can learn and use.

Partnership Brokers support partners to:

- Design, setup and maintain efficient, accountable and effective working relationships
- Promote a principled and fair approach
- Co-create their solutions, projects and activities
- Shape the partnership so it has impact and influence
- Manage transitions smoothly
- Optimise the partnership's potential
- Ensure genuine added value for all, working towards transformation

The role can be undertaken by *different individuals* either *internal* or *external* to the partnership. For more see: [The Partnership Brokers Association](#).



9 INNOVATION VALUE ROLES

BOOKENDS

Where value starts
and where it is
realised

Bookends are roles that create and realise value - where not only consumers realise value.

They may also be the creators and other captors such as investors who receive a return, creators who gain reputation, or peers who gain knowledge.

CREATOR

Value Creators: creating new value in the innovation process.

E.g. Innovators, Entrepreneurs, Intrapreneurs, but also those that create value through the investment in innovations

CAPTOR

Value Captors: capturing value from the development and delivery of the innovation.

i.e. Any stakeholder that is involved in the development or delivery of an innovation needs to gain some value from their involvement.

CONSUMER

Value Consumers: gaining value from the use of the innovation.

This is not just those impacted by the innovation, but those who buy/adopt and use it. E.g. for Vaccines, MoHealth buy, Medical staff use, and vaccinated people feel the impact.



9 INNOVATION VALUE ROLES

MOVERS

How value moves around the network

Movers are roles that move value around the network - that ensure your innovation is known, integrated, distributed.

They may be established channels or systems, without which your innovation stays at pilot stage. Such as implementing partners/suppliers, platform business models, channels that reach consumers.

CONVEYER

Value Conveyors: active entities that deliver value to you/for you and add value in the process.

E.g. Teachers delivering education innovations impact how well they are implemented.

COORDINATOR

Value Coordinators: coordinate the interaction between Value Creators and Consumers.

E.g. platforms like UNDPs Digital X seeks to connect innovations with potential consumers

CHANNEL

Value Channels: entities that deliver aspects of your innovation but do not add value to it in the process.

E.g. using social media to broadcast public health messaging



9 INNOVATION VALUE ROLES

SHAPERS

Influence the level of value that can be created and delivered.

Shapers are roles that determine (enable / constrain) the level of value possible from an innovation.

They may include strong competitors offering similar value, regulating entities, standard setting bodies, other enablers such as internet availability or training platforms.

COMPETITOR

Value Competitors: stakeholders with similar value offerings for the same groups or that rival you for resources.

E.g. different Financial Service Providers for social safety nets/cash transfers.

CARTOGRAPHER

Value Cartographers: determine the boundaries and amount of value in a 'market' eg regulators or unions.

E.g. MoEducation sets the curriculum, a Health agency will approve a medicine.

COMPLEMENTOR

Value Complementors: entities that influence the value of your innovation.

E.g. the need for internet access to run mobile health applications.



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