Management role transformation:
Visionary → Innovation Team Leader → Corporate Innovation Politician

Process dimension:
- Idea from the customer
- Internal funding proposal
- Core team building
- Project development "tech-driven"/small budget
- Customer acceptance tests
- Product launches

Change of Supplier

2006/2007

03/2009

Stage gate process

Culture dimension:
- Formal power
- Averse to experiments
- Transactional relationships

- High concentration of power on few
- Gave tailwind
- Compliance
- Cautiousness
- Suppliers as sources of know-how (not long term)
- Employees as "telecom clones"
- Strong identification with the product
- Resistance against new
- Management as interchangeable executors
- Customer as an information source, not systematically managed