



Università  
Ca' Foscari  
Venezia

Master's Degree  
In International  
Management

Final Thesis

**What does it take to manage innovation in an era of digital transformation: a content analysis of job requirements for innovation managers.**

**Supervisor**

Ch. Prof. Chiara Saccon

**Graduand**

Leonardo Munarin  
Matriculation number  
850172

**Academic Year**

2018 / 2019



# Table of Contents

Abstract.....	3
1. Introduction .....	3
2. Literature review .....	5
2.1 An Overview on Innovation .....	5
2.1.1 Introducing the Innovation Manager .....	6
2.2 Skills, competencies and capabilities: understanding the terminology .....	8
2.2.1 Skills and competencies of innovation managers .....	10
2.3 Digital revolution and emergent technologies: focusing on innovation. ....	12
2.3.1 Digital skills and competencies for innovation managers .....	16
3. Methodology .....	17
3.1 Defining the research questions .....	17
3.2 An eight steps methodology.....	18
3.3 Selection of skills and competencies: building the dataset.....	21
4. Findings and Discussion .....	26
5. Conclusions .....	30
List of Figures .....	33
List of Tables.....	37
List of Abbreviations.....	39
References.....	40

Appendix .....49

    i.    Job Descriptions.....49

    ii.   Declaration of Originality .....112

## **Abstract**

This thesis identifies and studies key skills and competencies of innovation managers through a manual quantitative content analysis adopting both a deductive and inductive approach. Using LinkedIn online job platform, we study sixty-five job posts description for innovation managers (IM). We especially focus on the most novel digital trends such as AI and Big Data. Our analysis yields two main interesting findings. We discovered five non-digital skills appearing more than half of the times in job descriptions. We also demonstrated with a dual interpretation of results that digitalization skills for IM seem to be an evident trend in current job descriptions.

## **1. Introduction**

The goal of this master thesis is twofold. First, we would like to identify what defines the job position of innovation managers in terms of knowledge, skills, competencies and capabilities using a quantitative content analysis of job descriptions from a global recruiting online platform. Second, we are going to see whether digital technologies are a key protagonist in current job descriptions of innovation managers, with particular focus at specific emergent technologies.

Day by day, innovation is playing a major role in today's economy (Custodio, Ferreira, Matos, 2017) and it is highly related to a company's success by maintaining sustainable competitive advantage within a market (Bębenek, 2017). At the same time, Moore's Law, stating an exponential improvement of IT components such as microprocessors, networks and storage capacity, revealed to be an enabler of today's digitalization process (Fichman, Dos Santos, Zheng, 2014). We are going to see that an increased computing power, allows machines to analyze data faster and to use learning algorithms effectively (Ransbotham, Kiron, Gerbert, Reeves, 2017).

Sousa, Rocha (2019) refer to a new disruptive business, while Tohänean (2018) talks about a true technological revolution. This revolution will change firms' way of doing business as it can be both an opportunity to partner with, or a threat to face (Kolbjørnsrud, Amico, Thomas, 2017). It seems that several jobs will be displaced while others will require retraining or repositioning (Wilson, Daugherty, Bianzino, 2017). This fourth industrial revolution will require new competencies while job requirements should evolve with time (Lee et al., 2018).

In this context, stands the figure of innovation managers who "should have an overview of the key causes and factors creating an innovative environment" (Bočková, 2011, p. 73). If digital disruption is about to affect innovation today more than ever, the innovation manager should be among the ones heavily involved in the phenomenon.

This is therefore one of the reasons why we want to study job positions of innovation managers: to understand what firms require for such a job position.

As far as we know, roles, skills, competencies and capabilities of innovation managers as well as the implications for the future of jobs and job ads are understudied in the literature. Nambisan, Lyytinen, Majchrzak, Song (2017), stress the fact that there is a strong need to develop new theoretical approaches in digital innovation management. Maier (2014) does not come up with interesting results when looking for the word innovation manager in academic databases such as EBSCO or Scopus; he highlights that there is not a universal definition of innovation manager concerning tasks, roles and responsibilities, and concludes that a personality description for innovation managers is still missing. There are issues in competencies and capabilities for the management of innovation (Yeow, Kasztler, 2013) so we need to find specific clusters of skills knowledge and attributes related to innovation managers (Mulder, Wesselink, Bruijstens, 2005).

Past research failed to identify which skills or knowledges were needed for innovation processes and it is still unclear which individual capabilities are needed for each stage and type of innovation (Birdi, Leach, Magadley, 2016). Furthermore, it seems that there is no general agreement in the literature on what precisely makes a skill or a competency (Ledford Jr, 1995) and the approaches seem to be inefficient to “shape a normative model of efficient manager” (Yashkova et al., 2016, p. 4651). In addition, we don’t have a profile of managers driving open innovation activities (Vanhaverbeke, Cheng, Chesbrough, 2017).

In a similar manner when we try to link the keywords innovation manager along with organizational change and digital technologies, the literature seems quite novel and with few evidences. For instance, Sidhu (2016) tells us that there is no literature on how mid-manager characteristics affect organizational change. When we talk about AI, there is an underrated area of studies taking into account its complements; Brynjolfsson, Rock, Syverson (2018) in particular refer to human capital, skills, novel processes and business models. The reader will see in our literature review that innovation management needs to face organizational change and transformation, and, dealing with change means also dealing with the unknown; AI can help us in this sense (Buecheler, Sieg, Füchslin, Pfeifer, 2010). To support these arguments, Nambisan et al. (2017) says that innovation outcome is in part described by digital innovations. We would like to check whether the current trends in job ads are accounting for the digital disruption in act, because human skills are going to have more dimensions as machines become more autonomous (Richardson, Bissell, 2017).

The key strengths of this thesis are the following.

As already suggested, we are dealing with a true novel and understudied topic so we will try to condense in a proper way the relevant literature at first.

Despite the novelty, we are drawing our thesis from a large enough scientific literature dealing with innovation management, human resources and digitalization areas mainly. The main keywords used for our research activity were indeed: content analysis, innovation management, capabilities, competencies, skills, job description, emergent technologies, digitalization and artificial intelligence. Through a quantitative content analysis, we are going to build a dataset ourselves, which can be used for future researches and comparisons. Said that, our content analysis needs also to deal with some qualitative elements for text interpretation to uncover latent content (Mayring, 2004). In this way we partly solve one of the issues in Pandya’s (2014) researches, where he asked for a mixed research based on qualitative and quantitative analysis, to identify the key competencies of project leaders.

The following thesis is going to be structured as follows.

We begin with a literature review made of three sub-chapters.

The first sub-chapter allows our reader to get insights on, and a better understanding of, the current job position of innovation managers within a company: who is he? What does the literature say about this job position? How does he manage innovation? We may discover that innovation managers have to deal with complex and fast changing environments (Maier, 2014), need to coordinate interaction between multiple actors (Nambisan et al., 2017) and are more and more key players for organizational change (Helfat, Peteraf, 2015).

In the second sub-chapter we would like to move reader’s focus on the use of terminology: is there any difference between the terms skills, competencies and capabilities when we refer to innovation managers? Are there some qualitative studies that allow us to cluster these terms in a rational manner with respect to innovation managers? This part will be given specific attention because it provides a core qualitative support for our methodology with precious hints for clustering our data.

The third sub-chapter deals with Digitalization, artificial intelligence and emergent technologies in general. We would like to give the reader an overview of AI, its application fields, some specific

terminologies, its links with innovation management as well as future perspectives concerning job disruption. Kakatkar, Bilgram, Füller (2018) specifically try to understand how AI can be used by innovation managers by proposing a double diamond perspective; this and other researches will be taken into account in our literature review. We also present further clusters of skills linked to emergent technologies.

The second chapter deals with the methodology: we explain how we built our dataset, which variables we selected and included. Then we proceed with the analysis of our dataset. We also state explicitly our research question.

In the fourth part we present and discuss the results to check whether they are in line with our guesses and with literature.

In the final chapter we draw the conclusions, explain possible managerial implications, limitations and propose hints for future research.

In general, our study is going to be structured as in Ahsan, Ho, Khan (2013) where at first we create job-related key categories for innovation managers from literature, second, we identify one specific job platform/website, third we get the data from the website, finally we identify the frequencies of relevant items to understand general trends.

## **2. Literature Review**

As already anticipated, this first part will draw from existing literature in order to better understand who the innovation manager is, and how he relates to the innovation concept. To do such a thing we need first to quickly define the complex innovation phenomenon as a starting point for this thesis' understanding; then we try to unfold the innovation manager figure focusing on the direct relation with the innovation keyword. The third part of our review will reconnect to this first one by explaining in detail the newest faces of innovation, highlighting digital innovation aspects as in Nambisan et al. (2017).

### **2.1. An Overview on Innovation.**

Schumpeter was the first scholar who introduced the concept of innovation by underlining its strong effect for economic growth as explained by Bębenek (2017). He described innovation as the launch new products in the market, new production processes, new markets or new business models. Similarly, Herrmann, Binz, Roth (2016) hypothesize that the mentioned innovation areas are needed to gain economic growth as well as increased profits, a concept remaked by Zhang, Doll (2001). Birdi et al. (2016) stress the fact that innovation is a process composed of two phases, namely, idea generation, or the "fuzzy front-end" (Hafkesbrink, Schroll, 2014; Herrmann et al., 2016; Kakatkaretal et al., 2018), and idea implementation. He concludes that an idea is generated through creative skills, but the same creative skills have no effect in idea implementation, which refers to transforming that idea into practice. In fact, innovation means also exploiting successfully new ideas (Tether, Mina, Consoli, Gagliardi, 2005). Bębenek (2017) argues that it is no more just about creativity, but the new manager needs a new focus on leadership skills to understand changes in market-company interactions and do business with new approaches. Yashkova et al. (2016) refers at innovation that creates temporary monopolies and subsequent competitive advantages; an idea not far from Kondratieff's long waves (Kondratieff, 1979) theorized in the 1920s as highlighted in Tinbergen, 1981. Innovation is also "a new technology or their combination offering worthwhile benefits" (McDermott, O'Connor, 2002, p.424).

The innovation process (IP) comprehends several activities (Bočková, 2010), but especially tackles many areas ranging from technology, new product development, management as well as research (Lopes, Kissimoto, Salerno, Carvalho, Laurindo, 2016).

Follows that innovation has multiple definitions and it is hard to build a universal meaning out of it (Lopes et al. 2016). The branch of literature dealing with the work of Henderson, Clark (1990), introduces concepts such as incremental and radical innovation. The former refers to making small product improvements with existing technologies; the latter is rather given by the “degree of departure from existing technologies” (McDermott et al. 2002, p. 424) or when it requires a throughput change, in both production and processes (Ettlie, Bridges, O’Keefe, 1984). In general, a radical innovation should set aside all previous innovations, making them obsolete in that specific field (Utterback, Acee, 2005). As a matter of fact, Bębenek (2017) tells that innovation is often associated with a ground breaking technology. The reader will later be aware of how crucial these two facets of innovation are when applied to the digital world, with a particular focus to AI.

### **2.1.1. Introducing the Innovation Manager.**

In this uncertain innovative environment is the innovation manager (IM), usually considered a “multi-talented generalist”, who stands in order to solve complex innovation decisions and provides an answer to the standardization and formalization of innovation management processes within firms (Maier, 2014).

Our attention therefore shifts to Maier’s (2014) definition of multi-talented generalist as his paper gave us precious insights on innovation managers in order to define an overall picture. The researcher himself admits that this current representation of IM is partly right, because we should have different IM roles for each stage of the innovation process; however, he appoints the IM as a generalist when he has to manage the whole innovation process.

We have several evidences that managing innovation does require positions that, to reader’s eyes, may seem far from the pure role of innovation management. A conclusion is that IMs can have different job names based on the roles covered within the company. Because of this we need to relax our literature research focus by covering job names that can differ from IM but that are still closely related.

Loufrani-Fedida, Missonier (2015) talk about project managers, who are considered “heroes” that possess all the competencies. However, this perspective should not be true anymore because project managers cannot be generalists, but rather they should possess those functional and integrative competencies for managing innovative projects (Danneels, 2002). This is especially true for project-based organizations: “projects by their very nature foster innovation” (Loufrani-Fedida et al., 2015, p. 1223). On the contrary the paper by Koong, Liu (2006) does not mention the word innovation as a key area for project managers. Innovation is one of the personal capabilities of project managers, beyond technical capabilities (Pandya, 2014). Müller, Schmiedel, Gorbacheva, Vom Brocke (2016) define innovation as one of the key skills for business process managers (BPM), who increase operational efficiency and drive firm’s investments in information systems. Yashkova et al. (2016) try to identify an innovative business model for the modern manager qualities and concludes companies need a new position to face innovations’ reduced lifecycle nowadays. They precisely refer to the “creative manager” (Yashkova et al., 2016, p. 4653) at the head of a department in charge of the innovative activity. When Big Data come in play, business management and innovation are on the same level (Al-Zahrani, Marghalani, 2018). When studying digital innovation, Fichman et al. (2014) identifies the IT manager as a core position to lead transformation in a firm. Klein, Gee, Jones (1998) note the usefulness of IT in decision support for R&D management.

Horlacher, Hess (2016) introduce the idea of chief digital officers (CDOs), who bring about digital innovation and transformation: IT in general can lead business innovation as well as operational efficiency.

The position of open innovation (OI) manager is a rising presence for scholars such as Vanhaverbeke et al. (2017) since the term was introduced by Chesbrough (2006) in the 2000s. These scholars found that OI includes just in part R&D positions, rather OI managers are more present in other areas such as technology scouting, mentoring and strategy. OI positions seem divided especially between organizational roles. Therefore, when talking about innovation the reader should not only link it with just R&D activities but also with other areas of interest.

There is a substantial number of companies investing in OI because OI managers can foster firm's innovation activity in multiple ways such as: technology scouting, training, mentoring or the creation of strategic linkages (Vanhaverbeke et al., 2017). Dąbrowska, Podmetina (2018) study OI managers too, concluding that firms are designing different types of OI positions for the fast-changing environment in innovation and business. Follows that multidisciplinary attitude and cross-functional cooperation are the keys for OI managers. The innovation management process within companies is furtherly linked with the environment through IMs allowing OI emergence (Maier, 2014).

Even quality managers are involved in the innovation process because they can foster an innovation culture as well as employees' creativity, promote a knowledge culture, increase innovation performance or perform training and mentoring activities (Segarra-Ciprés, Escrig-Tena, García-Juan, 2017). Managers should also possess negotiation and selling skills to push ideas and affect organizational change. This is especially true for low-mid managers who direct the attention of top management and drive innovation with a bottom-up process (Dutton, Ashford, O'Neill, Lawrence, 2001).

Other scholars (Choi, Chang, 2009; Birdi et al., 2016) are more general on categorizing innovation managers. They stress that the manager, intended in a broad way, needs to be a mentor allowing employees' ideas to be implemented. Communicative qualities of managers therefore foster R&D. Similarly: "Managers' skills play a pivotal role in the process of management innovation" (Basile, Faraci, 2015, p. 46). This is also a reason why we are going to study the skills of innovation managers in this thesis.

After this first literature review section, our reader should keep in mind that it seems not easy to contextualize the job position of innovation managers for the two following reasons. First, the innovation process (IP) is a phenomenon pervading the whole company and largely affecting its value chain (Hansen, Birkinshaw, 2007). Second, because of this, calling innovation manager a position highly involved with the IP seems reductive as we need more details with respect to the role covered. In this regard, OI manager, Business process manager, IT managers or TQM managers seem to be more precise definitions when linking innovation and managerial roles. As evidence, it is not a case that researching IM on the O\*NET online platform, as Jang (2016) did, we come up with some of the previously mentioned areas and trends like computer & information system manager, advertising and promotion managers, community association managers, and information technology project manager (see O\*NET, 2019). In their literature review Lopes et al. (2016) try to study the evolution of innovation management. They find out that many areas are related to IM, in particular project management, Organizational strategy and knowledge management. This last skill was also emphasized by Maier (2014). In the limitations they address the questions of open innovation rising along with technology advances where more research should be done; later on, in this literature review the reader will gather a general understanding on this relationship between digitalization and innovation.

Said that, before moving to the second part of our literature review, we would like to leave the reader with a comprehensive definition of who is the innovation manager: “He should have an overview of the key causes and factors creating an innovative environment and be expert on processes for managing the entire life cycle of an innovation, assessing priorities in terms of value added and reusability” (Bočková, 2011, p. 73).

## **2.2. Skills, competencies and capabilities: understanding the terminology.**

We will now focus on understanding the precise definitions of words like skills, competencies, capabilities and other related words that come from literature.

Current literature is helping us to use a good enough methodology for clustering rationally the elements for our research methodology and understand which characteristics are proper of an innovation manager.

Generally speaking, what we are going to analyze has a relatively broad literature, but each researcher seems to use terminology differently even if we can see patterns in its use, this is because these concepts are diverse in their conceptualization (Ahsan et al., 2013), there is no agreement in the literature (Ledford, 1995) and literature has quite a lot of confusion on the competence terminology (Dąbrowska et al., 2018).

We decided to focus our analysis on three keywords, namely, skills, competencies and capabilities. Skill is the first word we are going to analyze by answering the following question: what is a skill?

“A skill is an ability at a task [...] that can be acquired through education, training or experience” (Tether et al., 2005, p. 5). Skills are usually considered the most basic units for our analysis because they are elemental, easy to identify components (Klein et al., 1998) and are the basic elements perceived by knowledge workers (Ledford, 1995). Dabrowska et al. (2017), relate individual skills to education, experience and field; skills are by nature individual characteristics, which lead to competitiveness and production advantage for firms (Sousa et al., 2019). Custodio, Ferreira, Matos (2017) identify specific and general skills, stressing the managerial importance of the latter for knowledge transferability, flexibility and firm’s innovation.

Skills differ from traits (Maier, 2014). It seems that “traits are qualities of someone’s personality” (Maier, 2014, p. 1117) while skills represent the ability of performing well a task. This distinction is similarly emphasized in Klaukien, Shepherd, Patzelt (2013) and the ability concept is linked to Wade, Parent (2002) paper. They refer to abilities with the term proficiency, which is described by two measures: deficiency and surplus. Skill proficiency is not just the ability to use a skill but its usefulness within a context. Basile et al. (2015) use skill and ability interchangeably. Kang, Ritzhaupt (2015) add some notions to this, believing that in order to propose an ability statement we need to possess the required knowledge and skills. It seems therefore that skills constitute more complex concepts, the abilities.

Some scholars distinguish between soft and hard skills (Kang et al., 2015; Segarra-Ciprés et al., 2017; Dabrowska et al., 2018). Soft skills are for instance personal qualities or manager’s attitude while hard skills are related to more technical aspects like computer software skills or programming. In their study about project managers job ads, Ahsan et al. (2013) use the broader term KSAs, standing for knowledge, skills and abilities. KSAs, they say, can provide a model for better understanding a job’s tasks and constitute job competencies. Scholars like Hayton, Kelley (2006) use KSAs and competencies interchangeably, so that competencies are a set of KSAs.

We now move our focus towards the term competencies.

The literature seems to follow a general agreement on what competencies are: “skills and behaviors enabling performance” (Ledford, 1995, p. 56). Competencies allow for performance (Mulder et al., 2005) and for the learning process of individuals (Wesselink, Blok, van Leur, Lans, Dentoni, 2015). For Müller et al. (2016) a competency is the sum of specific knowledge, skills and abilities but in his work, he does not call them KSAs. Following this trajectory, Brière, Proulx, Flores, Laporte (2015) identify competencies as a set of technical, managerial and human skills. Competences are also non-physical resources (Poteralska, 2017) as part of Penrose’s 1959 resource-based original theory (Penrose, 2009). Carliner et al. (2015) use subsets of specialized skills to define a competency model. In addition, “skills should be treated as one of the integral elements of competencies” (Dabrowska et al., 2018, p. 106). Competencies are then made of skills and knowledge that are accumulated in technical areas we are taking into account (Coombs, 1996).

Said that, it seems more helpful for a recruiter to concentrate first on skills and then on competencies (Klein et al., 1998). This is mainly because competencies group more basic elements: the skills. Jang (2016) in this sense propose a research with the so-called STEM skills: science, technology, engineering and mathematics. They categorized these skills into competency groups for each STEM competency area. Cunningham, Theilacker, Gahan, Callan, Rainnie (2016) as well introduce STEM technical skills, which seem to be drivers of innovation for firms, but compare them with HASS, referring to non-technical skills. Mencl, Wefald, van Ittersum (2016) identify management competencies for the transformational leader by studying managerial skills. Pandya (2014) built from interviews three competency frameworks that include distinct sets of skills: personal capabilities, interpersonal skills and leading change.

Competencies can also be observable or abstract (Ledford, 1995). Observable competencies deal in general with those practical tasks like operating a machinery; abstract competencies instead, refer to the creation of a new product, for instance, and are more difficult to verify or define.

Fedida et al. (2015) defines competencies as the ability to mobilize and combine resources. They think there are three levels of competencies: individual, collective and organizational. Our reader will be aware in the next paragraphs that organizational competences can be more easily defined capabilities.

We now move the focus on what literature says about capabilities.

Capabilities are often identified as organizational capabilities in the literature (Pisano, Teece, 1994). Capabilities focus more on firm’s level rather than on individuals, in fact they are seen as managerial (Klaukien et al., 2013), broad, strategic and non-technical (Ledford, 1995) or as a “set of business processes strategically understood” (Stalk, Evans, Shulman 1992, p. 62). In fact, capabilities are also called interchangeably managerial or core capabilities.

However, other scholars see capabilities more related to technological expertise or knowledge domains; capabilities seem to be disaggregated and their combinations creates competencies (Coombs, 1996). Klein et al. (1998), talk about core competence instead of capability to denote something a company is good at. They look at corporate skills, though, and concludes that competencies link mutually supportive skills together. Similarly, Ledford (1995) identifies competencies with links to business strategy as core competencies. Business strategy, they conclude, deals with very few competencies and these ones are core competencies. Basile et al. (2015) refer to meta-organizational competencies as a synonym to organizational dynamic capabilities. We would like to shortly remember that dynamic capabilities are fostered by dynamic manager capabilities, they reduce resistance to change within firms and allow for faster and more effective organizational change (Helfat et al., 2015).

Capabilities at firm-level are driven by those individual skills proper of managers (Mencel et al., 2016). In other cases, capabilities and competencies seem to be interchangeable (Badrynarian, Ramachandran, Madhavaram, 2019).

Tether et al. (2005) perspective identifies ideal industry skills required for each phase of the innovation process, that is fluid phase, transitional phase and specific phase. These skills are intended as capabilities because they take into account firms and industries as a whole. Capabilities should be unique resources, they say, recalling once more Penrose's 1959 resource-based theory. Cunningham et al. (2016) as well make a similar analysis but instead of innovation phases are used innovation types. They cluster a consistent number of ideal skills for each innovation type, namely: radical and incremental innovation, technological, manufacturing, organizational and market innovation.

Following the previous literature, we can conclude that despite these various facets, capabilities (usually organizational) are made of individual competencies, made of individual skills.

For what concerns terminology, now that our reader has a clearer viewpoint on what are skills, competencies and capabilities, we deepen into these terms in order to build categories that can properly group IM skills into competencies. To do such a thing the previous literature is going to be taken into account and integrated with further researches. We would hope to find satisfying frameworks that list and organize sets of skills into groups of competencies and/or capabilities.

Because literature mostly considers capabilities at the firm level, we are not giving this term as much importance as competencies; however, we will account for it when present at the individual level or used interchangeably with competencies. The main reason is that our analysis focuses on the individual level and we are not interested on firm level. Our focus will be on those skills and competencies that seem to be common for IMs and that can contribute to the innovation process. However, we will analyze the relevant papers dealing with digital skills and AI for the third part of this literature review.

Before proceeding, this thesis follows Mortara, Napp, Slacik, Minshall (2009) perspective when they talk about open innovation. They stress that "there is not a right blend of skills that is considered a definite enabler of OI, but the lack of appropriate skills is an obstacle to OI implementation" (Mortara et al., 2009, p. 35) and skills are associated to the ability to innovate of a firm (Cunningham et al., 2016).

### **2.2.1. Skills and competencies of innovation managers.**

We begin to build the IM character from Maier (2014)'s paper, that tries, through interviews, to precisely identify what makes an innovation manager. The most important skills, sorted by relevance, for IMs seem to be communication, knowledge about products and technology, market knowledge, project management skills and organization's knowledge. Similarly, some personal traits are identified: quick and keen perception, openness, enthusiasm, standing, frustration tolerance. He concludes that it's hard to manage innovation without having technical knowledge; most IM have a technical background.

We have already mentioned STEM. Jang (2016) gives a helpful categorization of skills, knowledge and work activities as well as short definitions for them. However, the categories are pretty large, so we just look for the skills. Concerning the category solving problems we find critical thinking, problem solving, reading comprehension, mathematics and science. The category working with people includes active listening, speaking and writing, coordination, social perceptiveness, and instructing. Then we find working with organizational systems: monitoring, system analysis and evaluation, judgement and decision making. Working with resources includes time management, learning

strategies and active learning. There are no skills for working with technology, we only find knowledge and work activities here. Following the previous literature review, these categories can easily be intended as competencies.

In their job content analysis Wade et al. (2002) provide technical and organizational skills. Technical skills include general, HTML, JavaScript, Perl, Windows, ASP, Java, UNIX, Network protocols, Visual basic and other. Organizational skills include communication, general management, teamwork, project management, work with end users, customer service and other. Technical skills here seem to be pretty specific, but we would like to note that their content analysis concerns webmasters.

Dąbrowska et al. (2018) identify the critical areas for OI managers responsibilities, these are: scouting, strategic networks and partnership, OI strategy, project management, cross-functional management, OI platforms and crowdsourcing, OI events and IP management.

Lopes et al. (2016) categorize all the areas of innovation management by studying its evolution; the areas are project management, organizational strategy, knowledge and product management, innovation types, technological innovation and OI. Mortara et al. (2009) identify four skill sets for the OI manager, namely, introspective, extrospective, interactive and technical.

A useful framework comes from Yashkova et al. (2016), who try to identify an innovative business model for the qualities of modern managers. They define precise groups of competencies along with the relative skills. The terms competences and qualities are used rather interchangeably here. Follows a short summary of them.

The first competence is strategic thinking, involving decision making, intellect and idea generation ability. Then we have innovation, represented by creativity and ability to develop an invention. As they say, creativity seems to play a major role in business and creative skills can be improved by training (Scott, Leritz, Mumford, 2004) or people can have a propensity to creativity as it was genetically coded. Physical and emotional potential represent the work capacity competence. Leadership abilities are organization of teamwork as well as interpersonal skills. Self-management is mainly highlighted by time management skills and emotional control; entrepreneurial spirit is given instead by business acumen, risk taking ability and management intuition. Other competencies are ethics and professionalism in business activity as well.

We consider the paper by Birdi et al. (2016), a relevant one for this thesis. They distinguish between operational skills and contextual knowledge, both of them can have a significant impact on innovative work behavior. Operational skills are those required for change management as well as business transformation or for a project's success, reducing firm's resistance to implement ideas. Inside operational skills they identify communication, influencing, planning, time management, project management, negotiation and getting support for individual decisions. Contextual knowledge refers to a person's understanding on how decisions are made in a company and who are its key players. It seems contextual knowledge helps ideas implementation but impacts their generation. Unfortunately, the paper does not provide precise examples of contextual knowledge to be used in this thesis, but here it seems that contextual knowledge is more a skill per se rather than a set of distinct skills. The authors recognized this and concluded that future measures for contextual knowledge can involve relational, normative or strategic dimensions. Other insights are intrinsic and extrinsic motivation to innovate. Environmental support to innovation is a key category; here in particular, we find some individual factors fostering innovation and R&D activity such as autonomy, emotional and informational support from colleagues and quality of leader-member exchange.

Loufrani-Fedida et al. (2015)'s paper introduces some soft project manager competencies: emotional intelligence, conflict management, stress management, ethics and ethical virtues. Furthermore,

three functional competencies are key for innovation projects: customer, technological (referring to programming and engineering) and project management competencies.

Ahsan et al. (2013) use KSAs and identified five KSAs for each area. We list them here in order of importance. Knowledge includes educational background, certification (e.g. Six Sigma, SAP, ASAP), health and safety, MS project and compliance to regulations. Skill is made of communication, technical skill, stakeholder management, cost management and time management. Finally, for what concerns ability we have result oriented, problem solver, commercial acumen, agility and working under pressure. The paper is not really helping us to categorize KSAs though; this is because the authors consider the single KSAs as competencies. We expect, from what already mentioned in our literature review, that KSAs are sets of elements making competencies.

Cunningham et al. (2016) highlights useful bundles of skills required for innovation. We are presenting here just these “bundles” that we can identify as competencies; the skills linked to competencies are several in the paper, so we won’t list them even though some can be used in the methodology. The competencies are: basic skills, knowledge skills, technical skills, creativity, design and cross-cultural skills, entrepreneurial skills, business skills, leadership and managerial skills. These skills sets will help us building competency categories.

Bočková (2011) presents some categories for innovation managers precisely. These are technical skills, human skills, conceptual skills and ability to emphasize. The paper does not identify precise skills belonging to these categories but finds the most necessary skills for innovation managers. These are independence (highly significant), teamwork, communication with people, technical knowledge, management skills, economic knowledge, flexibility and readiness.

Even the study from Wesselink et al. (2015) gives us some inspiration for building our competencies. The competencies found in the paper are systems thinking, foresighted thinking, normative, diversity and interdisciplinarity, interpersonal, action and strategic management. Each competency has included a set of different skills.

Finally, we present the work from Pandya (2014) about project leaders, which can be a milestone for our clustering methodology. Tree frameworks are proposed, each with a competence and the related capabilities. First is the competence framework of personal capabilities (here the author refers to individual capabilities) made of the following skills: base technical skills, decision making, learning/accepting feedback, thinking on feet, manage complexity, trouble shooting and doing things in new ways. The second framework is about interpersonal skills; we have communication, positive attitude, conflict management, motivation, team player, coordination, interaction, mentor, dedication, pleasing personality. The third presented framework is about leading change with skills such as carrying company value and brand image, result orientation, ability to see a holistic picture, detail orientation, ability to look at change in processes or their improvements, customer oriented, process facilitator.

Project managers skills are also studied by Koong et al. (2006) from job descriptions of a placement portal. It looks like that the most relevant are scope management, time management, integration management, cost management, communication, HR, risk management, procurement and quality management.

What we saw until this point should have helped us to have a broad enough knowledge background regarding innovation managerial skills and competencies.

### **2.3. Digital revolution and emergent technologies: focusing on innovation.**

Now we would like to move to the third part of this literature review, in order to provide a complementary categorization from papers dealing with digital skills.

We already mentioned that our target is the digital world with a focus on specific emergent technologies such as AI. To do such a thing we need first to introduce our least informed reader to these novel concepts and relate them to the innovation management field. The second goal will be to enlarge the categories we just found in the previous part of our literature with further new literature tackling the concepts of AI and digital technologies.

From the to-be-analyzed literature we should be able to find both already cited managerial skills as well as new ones.

Artificial intelligence concept was coined back in 1955 (Brynjolfsson, McAfee, 2017) and is the development of machines that can mimic cognitive abilities through computer software or IT (Al-Zahrani et al., 2018). However, AI involves multiple areas by trying to replicate many elements of human intelligence on machines (Tohänean, 2018) and explaining it with a single sentence seems reductive for us. Rasbotham et al. (2017) use the Oxford dictionary definition: "AI is the theory and development of computer systems able to perform tasks normally requiring human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages" (Oxford dictionary online, 2019). AI is like filling machines with an intelligence that can be almost attributable to humans (Kakatkar et al., 2018). AI is indeed a self-training machine that can automate or improve human tasks (Taddy, 2018).

Said that, AI is quite a general term (Brinjolfson et al., 2017) accounting for several areas such as machine learning and training algorithms (Anthes, 2017; Rasbotham et al., 2017) deep learning and artificial neural networks (Nambisan et al., 2017; Cockburn, Henderson, Stern, 2018; Klinger, Mateos-Garcia, Stathoulopoulos, 2018), visuals, linguistics and robotics (Tohänean, 2018), Big Data (Kakatkar et al, 2018; Zhang, 2019) and computerization (Frey, Osborne, 2017).

We would like to briefly introduce some of these areas for a deeper understanding of key emergent technologies and then understand their effects on innovation management.

"Machines have made impressive gains in perception and cognition" (Brinjolfson et al., 2018 p. 4). This reflection relates to Tohänean (2018)'s ideas suggesting that AI is divided into visual intelligence based on image recognition, linguistic intelligence translating natural language into input text, and robotics.

Deep learning seems to be a largely present topic in the literature. It comprehends machine learning and neural networks (Cockburn et al., 2018) allowing machines to learn from examples and not to answer through pre-coding (Brinjolfsson et al, 2017). In particular, "neural networks make use of the way that human brain learns and functions" (Feyzioglu, Büyüközkan, 2006, p. 779). With machine learning, it is possible to automate more complex and non-routine tasks (Anthes, 2017) but many job categories that can be automated may be susceptible to heavy changes; these are especially transportation, logistics, administration and back-office functions (Frey, Osborne, 2017). Deep learning tries to mimic human brain activity in order to recognize patterns (Davenport, Ronanki, 2018). In fact, AI is useful for those tasks in which pattern recognition is critical (Koski, 2018). However, machines are not born intelligent; we have to allow them to learn, by feeding them with lots of data, the so-called Big Data (Taddy, 2018). These unstructured and complex data are then analyzed through machine learning algorithms to make predictions about the future. As Ransbotham et al. (2017) explain, the system algorithm is initially naked without data, then it is trained with specific company data to become intelligent; managers need to have access to data but usually there is a problem of data ownership as data can also be proprietary. In other cases, data can be fragmented and hard to retrieve in an ordered enough manner. AI highly facilitates to interpret these large data amount (Kakatkar et al., 2018) but without a consistent historical database AI can't be properly trained (Feyzioglu et al., 2006).

Today AI applicability is still a narrow concept (Brinjolfson et al, 2017), but it is already beginning to be recognized as a general-purpose technology (GPT) (Klinger et al., 2018). GPTs are different from common innovations because they are applicable in many sectors at the same time, are rapidly evolving and can generate further innovations in the application sectors. For instance, Atkinson, Friedland, Lyons (2012) suggest that it would be auspicious to apply AI GPTs in those fields where traditional automation fails or where it is complex or dangerous for humans to operate like defense or medical fields.

What is the reason behind studying AI in relation to IMs characteristics?

We can answer in two ways. First, while AI is becoming day by day a GPT, machine learning is seen "as the invention of a method of invention" (Cockburn et al., 2018, p. 4). AI can reshape the whole innovation process and R&D activities within a firm. This does not just mean creating new products or processes but also allowing AI to automate discovery. Second, Brinjolfson et al. (2017) argue that now the real bottleneck is management as well as AI correct implementation within the business. This is why it is important for this thesis to focus also on AI and digital technologies.

The recent AI developments are going to affect all managerial levels (Kolbjørnsrud, Amico, Thomas, 2016b). Nambisan (2017) refers to a digital innovation which partly explains innovation outcome. Digital innovation includes the use of big data, data analytics and digital technology during the innovation process. Fichman (2014) talks about a digital innovation that can change firm's technical or administrative core; automation can alter the way new product ideas are brought about in the market but there is a remarkable lack of attention to technology. Managers are actively involved in this change, but they need awareness, otherwise poor ideology and a lack of understanding can hamper the transformation process of a company (Zhang, 2019). Therefore "managers at all levels must adapt to the world of smart machines" (Kolbjørnsrud, Amico, Thomas, 2016a, p. 2) and need to understand AI in order to approach data (Ransbotham et al., 2017).

As Anthes (2017) underline a Gig economy can rise and many jobs will be eliminated, others created, and many will be transformed. This is the result of AI disrupting traditional methods of work (Venkatesh, 2018). The computerization process should be a substitute for routine tasks and a complement for non-routine tasks (Autor, Levy, Murnane, 2003). Managers' interviews by Ransbotham et al. (2017) reveal that AI takes over the most boring tasks.

In this way Frey et al. (2017) forecast that low skilled workers will be reallocated to more social or creative tasks not susceptible to the informatization process or, as they call it, computerization. In order to be reallocated, these job categories will be required to learn and improve creative and social skills. That said for blue-collar positions and especially manufactory roles (Wilson, 2017), we now focus on the white-collar IM position.

Managerial positions will not disappear but are rather going to be highly impacted because management capabilities will be a requirement for re-launching organizational processes and fostering adaptability to the new environment through dynamic capabilities (Basile et al., 2015). Ransbotham et al. (2017) highlight that the AI managerial domains will need to attract workers with business as well as technological skills; at the same time, they say, AI allows to have augmented learning and skills possibilities, bringing deep cultural changes in organizations. As a matter of fact there are strong effects of IT innovations on skills, organizational structures and culture (Fichman et al., 2014), but AI will also require "a significant shift in management of innovation itself" (Cockburn et al., 2018, p. 23). White-collar positions are already seeing some of their most routine-clerical tasks automated (Ford, 2013) such as managerial administrative tasks (Kolbjørnsrud et al., 2016a). For instance, with data mining we can automate the managerial accounting system, allowing managers and accountants to better exploit IT (Wang, Wang, 2016).

We stress the position of Al-Zahrani et al. (2018) stating that AI is a tool to support humans and not to replace them: “it extends and not eliminates human potential” (Kolbjørnsrud et al., 2016b, p. 10). Future managers adopting AI will replace those who don’t (Brynjolfsson et al., 2017). This is true especially for having improved managerial decision-making activities derived from machine learning (Al-Zahrani et al., 2018). A drawback is that too many variables can be captured and for IMs could be complicated to make sense out of them (Kakatkar et al., 2018).

A managerial area facing the pressures of innovation is human resources (Zhang, 2019) because it is the focus of management attention and the key to success as well (Lee et al., 2018). Managers can use deep learning techniques to skim candidates and precisely locate them in case of skilled manpower shortages (Trippi, Turban, 1992). Zhang (2019) study big data and find that they can be used for several purposes: human resources planning through management platforms, scientific and effective recruitment, correct HR allocation with refined deployment models arising and employees’ training. In a similar manner, AI can be used to screen initial fuzzy front-end ideas in new product development (Feyzioglu et al., 2006) as a possible solution to Poetz, Schreier (2012)’s paper involving crowdsourcing with large numbers of ideas generated. Crowdsourcing is in fact “a case of collective intelligence” (Buecheler et al., 2010, p. 679) and we can use AI to deal with the unknown involved with it (Kolbjørnsrud et al., 2017).

Because AI is currently a GPT (Brynjolfsson et al., 2018), the scope of digital architectures increases as well as their complexity when applied to products or services (Nambisan et al., 2017).

IMs will have to identify, control and prioritize innovation projects (Tohänean, 2018), rely on data driven insights using innovation analytics (Kakatkar et al., 2018), but also have to leverage creative skills (Yashkova et al., 2016), managerial skills (Wade et al., 2002) and transformational leadership aspects to manage this complexity (Ahsan et al., 2013). Therefore, current innovation management needs to trust machines (Kolbjørnsrud et al. 2016a), to rely on novel types of dynamic capabilities (Tether et al., 2005; Basile et al., 2015) and to focus on judgement work (Kolbjørnsrud et al., 2016a; Kolbjørnsrud et al., 2016b).

Kakatkar et al. (2018) directly address the problem of understanding how AI can be used by innovation managers. It will significantly support them to ease the creative interpretation of data. Key for this interpretation is their Double Diamond approach to the innovation process, made of problem space and solution space. Both spaces are then furtherly divided into exploration and selection. AI-enabled analysis takes place in four different forms here: descriptive analysis to understand patterns and novel data clustering methods, diagnostic analysis to establish connections between different concepts, predictive analysis to forecast the future given past data, prescriptive analysis giving recommendation through innovation analytics. They conclude that IMs obtain an AI-driven output interpretation given by input data, by an AI algorithm and by a selected model. They also argue that IMs can capture value by comparing AI-driven insights to her own understanding, because AI can discover specific insights that can be lacking in human reasoning.

Despite these advantages, the reader may guess that IMs need to deal with complexities arising from AI-driven insights (Nambisan et al., 2017). It is managers’ task to handle these insights by coordinating many organizational aspects and by understanding them in their specific context (Kolbjørnsrud, 2016b). By doing such a thing, managers can make AI-driven informed decisions (Al-Zahrani et al., 2018). The IM provides AI framework conditions by linking implementation and strategic decision-making levels, closing the gap between strategic decision and decision-making basis (Tohanan, 2018).

Furthermore, Nambisan et al. (2017) stress the importance of digital technologies orchestration through deep learning for collective action: managers need to understand digital innovation socio-cognitive frames and the interactions between innovating actors. Resource orchestration by

managers is a key for structuring resources, bundling them to build capabilities and leverage these capabilities (Badrinarayanan et al., 2018). Then, an interdisciplinary effort is needed (Nambisan et al., 2017) to combine machine learning, economics and statistics (Taddy, 2018). In this context organizational skills seem to have a greater impact with respect to technical skills (Wade, 2002). The new premium for managers will be on design thinking skills (Kolbjørnsrud et al., 2016a; Ransbotham et al., 2017; Lee et al., 2018).

### **2.3.1. Digital skills and competencies for innovation managers**

Now that our reader has acquired the basic concept regarding AI and its broadest managerial implications, we need to reconnect once more to the skills and competencies argument discussed in the second part of this literature review. As already anticipated, we would now like to analyze those managerial skills required by innovation managers who address firm's digital transformation with AI. In this way, we will be able to complement the already studied clusters of skills with the more specific topic of emergent technologies. By doing such a thing, we will then have the chance to proceed to the methodological part and chose with precision which categories best fit our research purpose. It is also true that nowadays we have lots of skills, concepts or tools in information and digital landscape (Maceli, 2015) so there may be no perfect or unique skill description fitting the IM job as possible drawback.

The paper by Sousa et al. (2019), which tries to identify the skills for disruptive digital business from managers interviews, is our key reference and will be largely used in our methodology. They find three specific areas of interest: innovation skills, leadership skills and managerial skills. Because these are categories made of more sub-elements, we can consider them competencies for our study. The relevant skills within innovation competency are innovation and creativity, new business opportunities, project management, efficiency and efficacy, risk management and networking. The ones in the leadership category are team management, talent management, motivation and satisfaction, communication, careers management and leading multi-cultural employees. Managerial skills are instead made of new models of work organization, emergent technologies, decision making tools, Big data analysis, organizational change, strategic management and social/relational knowledge. Interestingly, in this last category, is to see the trends of big data, change management and emerging technologies that we mentioned throughout this literature reviews.

Some attributes of transformational leader are studied by Mencl et al. (2016). Here interpersonal skills such as emotional control and emotional sensitivity are taken into account; political skills, standing for understanding others to influence them (Ferris, Perrewé, Anthony, Gilmore, 2003), are also a key in the paper. Political skills are connected to individual performance, leader effectiveness and team performance.

The research by Kolbjørnsrud et al. (2016a) gives us a list of the most useful skills for managers required in the near future. In order of importance these skills are: digital and technology, creative thinking and experimentation, data analysis and interpretation, strategy development, planning and administration, social networking, people development and coaching, collaboration, quality management and standards, performance management. In particular creative thinking, data analysis and strategy development are called individual judgement skills, while social networking, coaching and collaboration are defined as interpersonal skills (Kolbjørnsrud et al., 2016b). Social skills however only help to exchange information but do not contribute to the generation of any solution or novel information, still, they are required for change management (Hafkesbrink et al., 2014).

De Mauro, Greco, Grimaldi, Nobili (2016) analyze the skills for HR managerial positions involving big data. A first consistent group of skills is made of harder skills, which includes those technical

skills to use big data or machine learning. We still find softer skills in the communication field as well as management techniques. They identified four big data job families on the Web such as business analyst, data scientist, developers, system managers. In their research they found nine skill sets (competencies), with the use of LDA output. These nine skill sets are cloud, computing, database management, architecture, project management, systems management, distributed computing, analytics and business impact. Interesting to see even here that project management is a recurring element.

Interviews from

lef, Giannakos, Pappas, Krogstie (2018b) conclude that data analytics skills are the most important but soft skills need to be present as well because we need to have capabilities to communicate, discuss and explain.

The same project management skill is found in Kim, Moen, Warger (2013). In their job description analysis of competences for digital curation, they found among the most present KSAs: project management, personal and interpersonal skills, IT-intensive environment, standards and specifications, tools and applications.

Interestingly we find the general term management in the paper from McGill (2008), who studies the critical skills of game developers. This job seems to require an AI background and high technical knowledge. Here relevant identified KSAs are technical skills, supporting knowledge and interpersonal/personal ability. This last category especially includes the following skills attitude and disposition, problem-solving, communication, interpersonal skills, work ethic, time management, leadership.

Now that our reader has a comprehensive view of the innovation manager character, of skills and competencies definitions, and on Artificial intelligence with its close relation to the managerial world, we can proceed with the methodology in the following chapter.

### **3. Methodology**

“Organizations unable to recruit effectively can’t be competitive” (Ahsan et al., 2013, p. 42) because the investment in human capital is particularly fundamental for driving innovation (Cunningham et al., 2016). From this sentence we can develop explicitly our research questions and understand the motivations for this thesis.

#### **3.1. Defining the research questions**

Our first research question is as follows: what are the current skills and competencies demanded in job descriptions and ads in order to be an innovation manager?

Here our first goal is to choose from literature which skills fit the most the job descriptions for IMs; we will then have to cluster the selected skills into areas, or, as our reader should know, into proper competencies. In a similar way, our second aim is to concentrate on AI and the digital world. We would like to understand whether AI and other specific emergent technologies are a steady presence in IMs job descriptions. We will select relevant digital skills, mainly from our literature, and cluster them into categories: the competencies.

So, our second research question asks: are digital and emergent technologies frequent requirements for innovation managers in job descriptions and ads?

The previous two research questions address the problem of choosing IM’s skills in a rational manner and subsequently clustering them into larger areas we called competencies. Up to now we will have identified just single words characterizing the IM; we would like to put those words “into practice”

and build a job description ourselves with the trends that emerge from the first two research questions.

Therefore, after having identified key skills and competencies for innovation managers, we can generalize an ideal job description for the innovation manager.

We decided to use the online recruitment platform LinkedIn for this thesis as others did for similar studies (Barison, Santos, 2011; Lops, De Gemmis, Semeraro, Narducci, Musto, 2011; Dabrowska et al., 2017; Vanhaverbeke et al., 2017). We chose to use LinkedIn because it allows to have a large number of job postings (Dabrowska et al., 2017) and it contains several information on career paths (Vanhaverbeke et al., 2017). What's more, we follow Lops et al. (2011) demonstration according to which LinkedIn can be a reliable source of information for academic research. We are going to perform a quantitative content analysis of IMs job postings from LinkedIn platform. A content analysis is "a research technique for the objective, systematic, and quantitative description of the manifest content of communication" (Berelson, 1952, p. 18). We will have to retrieve qualitative data from job descriptions, classify and cluster them into categories, transform these into quantitative data (mostly dummy variables) by making precise inferences from the text (Krippendorff, 1969), see which words are the most recurrent and finally identify the trends for the future of IMs.

More precisely we are performing a quantitative content analysis, along with a qualitative approach in the first phases of our methodology to uncover more latent content aspects (Bell, Bryman, Harley, 2018). This allows us to "preserve the advantages of quantitative content analysis for a more qualitative text interpretation" (Mayring, 2004, p. 161).

### **3.2 An eight steps methodology**

We structured our study in the following eight steps divided into two processes: search and analysis. Step 1: initial search. We have checked for the specific keyword "innovation manager" on LinkedIn. We are interested in giving a general definition of IM position, so we selected a worldwide range. At first, we looked for specific geographical areas, but results were various and inconsistent for a valid geographical analysis, ending up with too small datasets for every country. Another point is, because we are studying digital transformation aspects, we only selected the job ads posted during the last month; this is because we do not really expect to see AI aspects in 5+ years old job posts. By focusing our research on the last month, we should not have, so-to-say, contaminated data by "old tech" job posts. In this way we should see the most novel trends in innovation management and digital technologies. There is not a way to select the last year as time period, which would have been a fine option as well. After setting these first two parameters, we end up with 20070 results. The set is definitely too large, so we need to restrict it.

Step 2: filtering. We want to apply LinkedIn filters in order to increase the precision of our research. We select only full-time jobs; the job categories eliminated have been part-time, contract, temporary, internship, volunteer and other. Then we filtered by experience level and kept mid-senior level positions, directors and executives. We discarded internships, entry level and associate level. Even if our research has a worldwide range, in the filter section we notice that United States have the most entries (4796) for IMs, followed by UK (919) and Canada (277). We also look for job ads only in English language. LinkedIn does not have a feature to filter job posts language, so we need to select the ads manually. LinkedIn allows us to use other filters such as "LinkedIn features", industry, job function, title or company name. We are actually not interested in setting up these filters because they could hide relevant job ads.

Step 3: research priority. LinkedIn allows to see search results in two ways: sorted by date or sorted by relevance. We had a first look at the results in both the ways. The sort by date method gives us

back not always coherent results regarding innovation management, examples are nurses, store managers (salespeople), stock keepers or culinary innovation positions. Many jobs do not appear to have innovation nor manager as a keyword if we sort by date. However, sorting by relevance allows us to have more reliable results as almost all the job posts have both the keywords innovation and manager. As far as we are allowed to know the LinkedIn algorithm that allows us to search by relevance is proprietary and constantly being improved but it seems the results are based on past search activity of users, on the profiles returned by the query and on similar searches using the tool sort by (LinkedIn Corp, 2019). We also do not consider the promoted jobs, which usually appear at the beginning of the search query. We tried to select jobs containing both the keywords innovation and manager. Our final dataset was reduced at about one thousand results with respect to our initial research.

We were able to analyze entirely manually 65 job descriptions in total. During the analysis 17 job descriptions were discarded because the language was different from English. Moreover, we noticed that at around sixty job announcements the relevance of jobs started to diminish based on our criteria. For instance, jobs started to miss the keyword innovation or manager. From time to time both words were missing. In other cases, some jobs appeared to be definitely out-of-place with respect to the innovation management area. This is a reason why we decided to stop our research to the first 65 jobs. Then all job descriptions have been copied, pasted and reorganized in Microsoft Word and will be found in the Appendix.

Unfortunately, LinkedIn does not allow to save the research done through a link, as the page is continuously refreshed if we close it. For this reason, we were forced to make this copy process all in a take, keeping the laptop on, as well as the LinkedIn web page for the whole time.

This was the last step of the search process. We move to the data analysis process.

Step 4: selection criteria. We choose from literature a reliable way to select and name competencies and create specific sets of skills within those competencies. We collect several LinkedIn job descriptions to check if some categories could emerge other than literature ones (Barison et al., 2011); what just said will be done along with step 5. By just reading the job descriptions we can already have a raw idea of recurring terms; in the case we find interesting recurring skills, we can think about adding them in our analysis.

Step 5: data collection matrix. Our analysis, selection and cluster for data will be entirely manual because we are dealing with text data and, as already mentioned, not always coherent job search results. Ahsan et al. (2013) argue that manual analysis is laborious and painstaking, but it gives us a more precise output than software analysis. The level of accuracy of manual analysis exceeds software (Müller et al., 2016). We also feel more comfortable to conduct a manual analysis considering that we have “only” sixty-five job descriptions for the reasons explained above; still content analysis results in general labor intensive (Bell et al., 2018). Previous researches differ in methodology. Some scholars use computer software to analyze and cluster qualitative data such as LDA and text mining techniques (De Mauro et al., 2016; Kakatkar et al., 2018), thematic analysis method (Pandya, 2014) and WordStat/SimStat software (Park, Lu, Marion, 2009; Chen, Zhang, 2017). Other scholars adopted instead a manual selection for content analysis (Ahsan et al., 2013; Vanhaverbeke et al., 2017) or suggested a mixed research methodology (Lewis, Zamith, Hermida, 2013) along with a latent semantic analysis (LSA) (Müller et al., 2016) to conduct “quantitative and qualitative studies” (Pandya, 2014, p. 47).

In step 5 we build a first simple table, but for coherence with the next steps we would like to name it as data collection matrix. This matrix contains only text elements, or qualitative elements. It is made of columns describing job number, job name, job descriptions and skills. LinkedIn provides two ways to retrieve skills: from job descriptions or from a list of skills on the right-hand side of the screen. This

skills list is not always present, however is a simple and fast way to summarize and visualize key skills for the job position. This is why we have two separate columns in our matrix for job descriptions and skills. We will read every job description and extrapolate single words regarding skills and competencies to be stored in the job description column. Words collected here tend to be ordered by appearance but do not follow a specific classification yet; many synonyms can also be present. Words will be simply transcribed as they respectively appear in each job description. The procedure for the skill list will be easier because the skills section is already made of a skills' set; we just have to copy and paste them in the proper column. The purpose of this step is to collect all the relevant words so that we can base our following steps on this first matrix. Another point is to make our analysis more systematic, by building a set of words that will be used as reference. By words we mean skills, competencies or even concepts that are key to understand job descriptions-related characteristics. Very short sentences are also written to represent the more subtle idea of concepts, that can be read "under-the-lines" of job descriptions. Mayring (2004, p. 161) refers to "themes and main ideas of the text as primary content; context information as latent content". Bell et al. (2018) similarly refer to latent content. We stress again that terms within the matrix do not follow a precise classification yet.

We use the Microsoft Excel software for this thesis in order to cluster and analyze our results as Meyer, Avery (2009), and Dąbrowska et al. (2018) did.

As already anticipated, our reader will find in the Appendix all job descriptions. Here, we omit company descriptions or salary information sometimes present along with job descriptions in LinkedIn ads, such that only the relevant points will be reported. Descriptions are also reformatted for a "smarter reading", for instance, by eliminating some blank spaces to make them more concise and organized; meanings, words and structures remain unaltered though.

In the last phase of this step we also proceeded in an iterative way by checking the presence of specific words and synonyms related to each skill through a simple PDF reader. This, in order to avoid missing any keyword or related term within job descriptions.

Step 6: data analysis matrix. We move from qualitative (text data) to quantitative data in this step. Here we build a new matrix where we transform the stored qualitative data from the data collection matrix into quantitative data. We work mainly at the individual skills level, not at competency level. First, we build the "naked" columns of chosen skills grouped into competencies. From the first data collection matrix we check the presence of each skill in the second matrix. We use dummy variables (0 or 1) in our data analysis matrix to highlight if a skill is present or not for a given job description. Zero, means that the skill is not present; one, means that the skill is present. Synonyms of the same skill as well as repetitions will just account for the same result of one in the matrix; however, they will allow us to furtherly confirm the presence of a skill in the dataset. We underline that we are not counting the times a skill, or its synonyms, appear in a job description, but we are just checking the presence of that skill within the job ad. To do such a thing, our methodology is twofold, firstly based on deductive and secondly on inductive category development (Mayring, 2004) to group properly skills into competencies. This means that we check first for those categories coming from our literature review, and then we look for those that seem relevant and frequent from LinkedIn ads; therefore, "categories can either be identified a priori or just emerge from the analysis" (Barison et al., 2011, p. 596). This is a crucial part for the validity of our methodology, therefore more details on how we selected skills and competencies are going to be given in the next subchapter.

At the end of this step we looked back at our data collection matrix and checked multiple times that for each data entry no mistake, misinterpretation or missing word was present.

Step 7: data interpretation. When we have all the required entries, we are interested in calculating the means for each skill as in Ecleo, Galido (2017): we simply divide the sum of jobs' skills in each

column by the number of jobs. Now we should be able to see the most common skills required by LinkedIn recruiters by comparing all the results. We follow a similar procedure for competencies to see the most relevant macro-areas for IMs. Considering that competencies are an aggregate of skills, we will simply build a mean from the sum of those single skills making a competency.

Step 8: trends and comparisons. With all the collected results we can finally see if LinkedIn job ads are in line with the literature. Carliner et al. (2015) argue that job descriptions may not match what are the true job responsibilities. Furthermore, job ads should give people expectations, so recruiters need to create the right expectation for job ads (as in Ahsan et al., 2013).

To conclude this research, at the very end we propose our reader a visualization of results with Kiviat diagrams (see List of Figures) as in Bočková (2011) and Brière et al. (2015). “Kiviat diagrams are a useful way to display multivariate observations, [...] are easy to read, it is easier to see patterns in the data, [...] and can add interest to what would otherwise be a dry data presentation” (Wan, 2015, p. 617). We then provide a sum of results for a quick visualization (see List of Tables).

### **3.3 Selection of skills and competencies: building the dataset.**

We reserve the next section to explain the skills and the competencies chosen for the analysis.

We organize competencies relying in good part on Sousa et al. (2019). From them, three competencies fit those dimensions which are likely to define the innovation manager character: innovation, leadership and management. Throughout the following explanation, our reader will find some examples of job descriptions with the main keywords used to validate our methodology.

The first competency combines ten skills that are needed to integrate IM role with innovation challenges and issues. The skills such as creativity, identification of new business opportunities (jd 56, 57, 58), risk management (jd 1, 10, 22) and thinking out of the box (jd 8, 45, 64) should seem straightforward to recognize. For these skills we basically searched for the same, or very close, words in job descriptions. The only exceptions were the concepts of original thinker (jd 3) and new points of view (jd 4) that we included into thinking outside the box skill.

Understanding market trends skill (Kim et al., 2013) was expressed with multiple concepts such as: customer trends (jd 41), customer insights and research (jd 42), identifying trends (jd 50), understand marketplace (jd 54), market insights (jd 61), scan & analyze trends (jd 63) and other. The alignment of corporate strategies, of innovation initiatives and of stakeholders' needs are described by the outcomes' alignment skill (Yeow et al., 2013). It is also the “strategic alignment of existing activities with new approaches to open up the innovation process to the external world” (Mortara et al., 2009, p. 24). This skill also explains the link between business and technology strategy (Ransbotham et al., 2017). Disruptive innovation skill, already discussed in our literature, refers to “being committed to delivering disruptive innovation across the business” (jd 38). We considered this when precise concepts and words arise; some examples are disruptive development technologies (jd 2), business model disruption (jd 20), disruptive ideas (jd 33) and radical ideas (jd 63).

We then refer to innovation research skill (Kim et al., 2013) when job descriptions report clear statements of R&D activities performed by IMs. On this skill, we would like to check whether the statement by Vanhaverbeke et al. (2017) is true: managers' innovative activity is not necessarily present in research departments only. When the entry for this skill is zero, the innovation manager should be working with departments other than the R&D one. Words like innovation research (jd 1), R&D (jd 7, 20, 32), research (jd 9, 28, 29) suggest that the IM works mainly within the R&D department. We also included some broader concepts such as driving innovation (jd 10) and innovative initiatives (jd 11) within the same skill. In other cases, we derived it from a set of direct elements telling us that IMs work mainly with R&D department, for instance, new product

development concepts (jd 26) or working with innovators (jd 60). All these concepts should suggest that the person is deeply and primarily involved in research and innovation activities, rather than being a multitasker hero as in Loufrani-Fedida et al. (2015).

The resource orchestration skill (jd 2, 6, 7) looks back at Penrose resources-based view but also accounts for the more recent views as explained in the literature (Nambisan et al., 2017; Taddy, 2018; Badrinarayanan et al., 2019). We included this skill within innovation competency following once more Sousa et al. (2019). In their view, resource orchestration is identified as the ability to “organize necessary resources in order to face an opportunity” (Sousa et al., 2019, p. 261).

The final innovation skill is prototyping recurrent in Fichman et al. (2014) and in Wu et al. (2015). We look at the word prototype (jd 5, 9, 13) in this analysis but we extend our research also with the test/testing keyword (jd 16, 26, 29).

Studying leadership as a second competency gives insights into personal characteristics allowing to better understand leader-follower interactions (Scott et al., 2004). In the leadership competency we identified other ten skills. Again, some IM’s skills should be easy to understand for our reader: collaboration (Kolbjørnsrud et al., 2016a), motivation of team members (Sousa et al., 2019), open minded (Maier, 2014), communication, and independent (Bočková, 2011). In particular we expect communication and independence skills to score rather high as in Bočková (2011).

Sousa et al. (2019) refer to coaching and mentoring (jd 4, 5, 6) as the development of new opportunities for employees, however the paper by Mencl et al. (2016), describes coaching as belonging to transformational leadership attributes.

Liaison roles and support are synonyms (Kim et al., 2013; Horlacher et al., 2016; Chen et al., 2017); we also included coordination in the same skill because liaison role refers also to the coordination of departments (Mikalef, Pappas, Krogstie, Giannakos, 2018a) with internal or external partners (Horlacher et al., 2016).

Negotiation skill means “encouraging commitment from key stakeholders” (Birdi et al., 2016, p. 31). Precise examples for negotiation come from jd 3, 18 and 22.

We included team management skill when any team activity was explicit in a job description, word examples are: team (jd 1, 3), team management (jd 7, 20), teamwork (jd 43, 48), team-player (jd 40), team members (jd 53), cross-functional teams (jd 7, 54) and other closely related. As we read job descriptions, we noticed overall that every job involving the team keyword required a certain degree of team management skill.

The last leadership skill is time management, which results particularly important for innovation (Birdi et al., 2016). We signal a presence of this skill in our data analysis matrix whenever a job description points up projects time constraints and being on time by assigning priorities (jd 11, 15, 36), when the IM must stick to precise deadlines (jd 14, 22) or when the term time management keyword is explicit (jd 18, 45).

In general, when looking at leadership skills we checked for the same words describing our skill. The only evident exception was time management, that was comprehensive of different keywords like deadlines (jd 6, 36), time management (jd 7, 8, 18), on-time (jd 10) and timelines (jd 9, 22).

The third competency is management, which represents new ways of organizing work and is related to organizational change (Sousa et al., 2019) but it also allows to drive aspects of competitive advantage for firms (Mencl et al., 2016). We identified other ten skills accounting for management competency. We find adherence to standards, regulations or following a precise work methodology within the first managerial skill, as in Kim et al. (2013) and Kolbjørnsrud et al. (2016a). Keywords such as regulations (jd 6, 48), methodology (jd 8, 9, 16), standards or best practices (jd 60, 61) allow to spot the presence for this skill. Then, from the same authors, we include project management skills; this managerial skill is presented also in Brière et al. (2015). The main keyword identified here

is project, which was usually expressed in two ways: project management (jd 2, 3, 6) and multiple projects (jd 5, 7, 14).

We look at problem-solving skills (Helfat et al., 2015) by detecting precisely this keyword in job descriptions (jd 1, 10, 13). Similar expressions like complex problems (jd 2) and problem solver (jd 8) were included.

We add design thinking skills from literature (Kolbjørnsrud et al., 2016a; Ransbotham et al., 2017; Lee et al., 2018). Here we look for the specific words, in particular, design-thinking (jd 2, 4, 33), design (jd 31, 56, 58) and process design (jd 3).

From Eccle et al. (2017) we add the monitor and control skill into the management competency; here we look again at precise words monitor and/or control as in jd 28, 31, 32. From Sousa et al. (2019) we have deriving insights by analyzing business information. Insights is a keyword in most of the cases (jd 50, 51, 63, 64), followed by strategy (jd 25, 65), however in few cases (jd 59) we have the combination of two concepts like identifying opportunities along with build strategies. Being able to manage relationships with commercial partners and to make strategic deals (Sousa et al., 2019) is another important skill.

We then included some straightforward skills emerging from LinkedIn job descriptions. First is technology scouting (jd 1, 6, 18), also present in Dąbrowska et al. (2018). Second is being able to design a roadmap in order to plan action and structure the innovation process (Hafkesbrink et al., 2014). We named this last skill roadmap design/planning; it accounts for two clear words like roadmap (jd 16, 24, 25) or plan/planning (jd 49, 53).

In addition, entrepreneurial attitude skill allows the manager to initiate innovative activities and launch the market process as in jd 11 and 14 (Yashkova et al., 2016).

We then decided to reserve a fourth competency column called environment. While reading LinkedIn job descriptions we noticed inductively (Mayring, 2004) that often some aspects of the environment, in which IMs work, were described. Aspects like complexity, ambiguity, or the steady stakeholders' presence seem to be common. "Business environments necessitate a renewed vision" (Pandya, 2014, p. 41). Environmental features can impact idea generation (Birdi et al., 2016) so we need to identify those managerial competencies that are needed to approach a fast-changing environment (Cunningham et al., 2016). The last sentence suggests indeed that without knowing the environment we cannot know IMs competencies. For these reasons, we need the "environment competency", or more properly, environmental factors, with the related skills or aspects.

We check for the following environmental features: ability to face complexity and presence of complex environment (Pandya, 2014), fast-changing (Dąbrowska, 2018), multicultural (Sousa et al., 2019), presence of several stakeholders and interactions with them (Sousa et al., 2019). For these skills we look again at those words that are equal or synonyms to the respective skill, for instance some keywords identified are respectively complex, manage complexity, complex environment; fast-moving context (jd 28), times of change (jd 60) and fast moving environment (jd 1); multicultural (jd 2, 65), diverse teams or groups (jd 43, 63) and work across cultures (jd 26); and lastly, stakeholder management and stakeholders. We also look for the intensity of technology within the job environment skill, which is described by concepts like technology sales environment (jd 5), digitization environment (jd 23), digital environment (jd 35). In few cases (jd 38) we needed to interpret the text by combining concepts like building ecosystems and disruptive technologies (jd 38) to validate our entry. In two job descriptions (jd 19, 62) the word environment was not explicit; however, it seems clear that technology is a constant presence in these two work environments.

We also have other features that require a short explanation for our reader. The ambiguity feature refers to environments where information is incomplete, contradictory and hard to process as stated in jd 17, or when information is uncertain (Hafkesbrink et al., 2014).

Cross-functional means dealing with multiple environments (jd 33), stakeholders (jd 47) or departments (jd 58) at the same time as described in jd 6; this keyword is generally referred to teams (jd 6, 29, 31). In addition, we see that cross-functional characteristics are sometimes linked with collaboration keyword (jd 5, 7, 63); this may suggest that a cross-functional environment and the collaboration skill in our dataset can be complementary elements. For this environmental characteristic we looked precisely for the cross-functional keyword; another very common word we identified was across (jd 58, 60, 65).

We refer to organizational culture when the manager not only understands it, but also tries to foster and share it with colleagues and team members (jd 28, 46). Precisely this skill is explained in jd 28 as creating the innovation culture to sensitize and persuade for innovation. Similarly, we account for it when job descriptions refer to fostering an innovative mindset (jd 2, 4, 8).

We reserved one last competency we call digitalization made of eleven skills, but one more digital skill will be added in the findings and discussion section to provide a deeper interpretation of our results. Here we are going to present the more specific aspects of this thesis regarding the digital world so to answer our second research question. This competency has been split into two minor competency areas: general and specific. The reader may recall that we do not expect to find strong evidence for a steady presence of AI skills, namely specific skills, but still we hypothesize that digitalization is a trend. With this separation, we solve the problem of having too specific keywords involving emergent technologies; if we acted just by looking at specific terms we may end up with a not relevant analysis. That is why we prefer to adopt also a broader approach to digital technologies, comprehensive of three skills in the general digital competency as follows.

First is change management (Sousa et al., 2019), involving organization digital transformation activities; it suggests that IMs are required to drive digital transformation within firms. As described in jd 36 it refers to supporting the implementation of effective strategies to guide the organization through periods of change. Among the words we look for we find transformational projects (jd 2, 36, 62), change management (jd 52, 55), digital transformation (jd 33), change concept (jd 18) and organizational/business transformation (jd 21, 64).

The second general digital skill is emergent technologies, called in Sousa et al. (2019) with the name of new technologies. Job descriptions use often this terminology but without giving a precise definition of emergent technologies. We suppose that recruiters use emergent technology on job descriptions instead of more specific digitalization keywords. Our guess is that emergent technologies are those comprehensive and general words not clearly defined by recruiters, but which can easily recall specific digital skills. Among the keywords considered are especially cutting-edge technology (jd 2, 8, 62), new technologies (jd 18, 25, 27, 37) and emerging technologies (jd 50, 64). The third skill is analytics & insights that we found in Kolbjørnsrud et al. (2016a) under the name data analysis and interpretation. Here we precisely refer to a manager's ability to derive insights coming from data or statistical analysis (De Mauro et al., 2016). Therefore, the manager should not only be able to analyze and interpret data passively from the digital world, but especially should be able to actively design action plans based on those data for different purposes. This skill is also described as "finding people with the required set of skills to transform data into actionable insights" (Mikalef et al, 2018b, p. 503) and "is particularly relevant in the context of Big Data" (Mikalef et al, 2018b, p. 505). More interpretation is needed to assign this skill to our dataset. This means that we are mostly looking for combinations of two or more words within this skill like analytics, data, problem-solving, data insights, database and technology solutions. Among the easiest to identify we find jd 15, 16, 18, 25 and 42.

A deeper view comes from the specific digital competency. Precisely, we checked for the presence of narrower digital terminology accounting for the following keywords: artificial intelligence, automation and robotics, Big Data and Data Analysis, Block Chain, Cloud technologies, adopting a digital strategy, machine learning and knowledge of programming languages (MySQL, Python or others). We would like IMs to have at least a basic knowledge in some of these specific areas when included in the data analysis matrix.

A few explanations need to be done though.

We linked together automation and robotics skills as they seem highly correlated fields (Frey et al., 2017; Richardson et al., 2017). Straightforward examples for this skill are found in jd number 4, 25 and 40.

We then refer to Big Data and data analysis as the ability to detect trends in Big Data (Frey et al., 2017). Sousa et al. (2019) simply call this skill Big Data analysis though. Our reader may notice the similarity with analytics & insights general digital skill. We underline that Big data skill accounts for more specific words with respect to the first skill and it is more, so-to-say, passive, therefore not including the concept of getting insights from data: the manager is able to interpret and deal with data and statistics but he is not required to put those data into practice through insights. In this regards it is important to exploit the already present data knowledge within companies coming from the analytics skills just mentioned (Pappas, Mikalef, Giannakos, Krogstie, Lekakos, 2018). However, despite these specifications, it's likely that these two skills are complements in some cases. No word combination is included in our big data skill. Here, specific keywords identified are database (jd 1, 52), data scientist and data science (jd 44, 65), Big Data (jd 19, 58) or just data (6, 9, 25). We provide the following interpretation for this skill: "to simply perform raw data analysis on datasets without a clear direction of where this contributes to the overall business strategy" (Mikalef et al., 2018a, p. 572).

Depending on the single cases, we then extend the Cloud technologies skill including the keyword "platform" and related terms, as described in Wu, Rosen, Wang, Schaefer (2015). Examples of job descriptions are number 3, 4, 5 and 19.

During the analysis of LinkedIn job descriptions, the blockchain keyword appeared from time to time. We decided to include it as a skill by looking precisely at this word in order to discover possible trends. Blockchain refers to "a database that constitutes the foundational tool for peer-to-peer value creation and trustless transactions" (De Filippi, Hassan, 2018, p. 2).

The reader is already familiar with the terms artificial intelligence and machine learning seen in our literature review; in job descriptions we just look at these two precise words (jd 4, 27, 59) since we found no reliable synonyms or related terms. Knowledge of programming languages skill is straightforward: we check the presence of software knowledge such as C++, Python, Java and others.

Finally, the concept of adopting a digital strategy seems quite common in the job descriptions studied. We assign this skill multiple meanings for a quite comprehensive understanding: a manager's knowledge of company digital environment, interfacing with clients through digital solutions or services like e-commerce (Chen, Chiang, Storey, 2012) or IT (Bharadwaj, El Sawy, Pavlou, Venkatraman, 2013), fostering the firm's digital processes (Carlsson, 2018), creating and delivering value primarily through digital technologies (Fichman et al., 2014; De Mauro et al., 2016). Most of our digital competencies are drawn also from the paper by Costa, Santos (2017), who define them as knowledge base for data scientists.

We provide also some informative statistics about the minimum degree required and minimum years of previous experience in the job. Here not all the jobs have the information we look for; as a consequence, we calculate the means only from those present values using the Excel mathematical

function AVERAGEA. To calculate the average minimum instruction level, we assigned 1 to bachelor's degree and 2 to master's degree; the mean value will give us a higher presence of bachelor with a mean closer to 1 or, on the contrary, a higher presence of Master with a mean closer to 2. We use the same Excel function to calculate the average experience level.

The just created dataset has a total of 49 skills organized within 5 competencies (6 if we consider general and specific digital two separate competencies) drawn from 65 job descriptions manually analyzed. Before moving on with the results' discussion, we would like to briefly recall that we are going to check how many times a skill is present within the related competency. We will then see what IMs' skills are the most demanded on LinkedIn after checking the summary statistics we obtain. Results in the following section are approximated by three decimals.

#### **4. Findings and Discussion**

By looking at the means of each specific skill in our data analysis matrix we can immediately identify the most recurrent skills in job posts. Six skills appear in more than half of job descriptions. The most common skill is team management, present 75.4% of the times, followed by the ability to manage multiple projects at the same time (66.2%) and communication (60.0%). Surprisingly, the fourth most present skill is analytics and insights as a general digital competency, appearing 53.8% of the times. This result seems to be in line with De Mauro et al. (2017), as analytics is among the most common skills for data scientists. In particular they refer to data scientists: the people capable of transforming data into insights. It seems that innovation managers need to have the ability to understand data to come up with more accurate decisions (Ransbotham et al., 2017) but also the knowledge of statistics and modelling methods to deal with those data (Mikalef et al., 2018a; Costa et al., 2017). With this result we furtherly confirm what mentioned in Chen et al. (2012): business analytics was one of the four technology trends back in 2010. As far as we know, we have no previous work in order to compare reliably this empirical result from our content analysis as an evolving phenomenon; however, having more than half jobs with analytical skills seems a clear signal for a future trend. This could be a good starting point for future research to check the evolution of such skill.

It is curious that the result from analytics and insights (53.8%) is not too far from business insights (44.6%). This suggests that deriving less empirical, so-to-say, insights and guesses from businesses, markets, strategies, competitors or the environment may be related to deriving actionable insights from data in order to design strategies and forecast the future. We do not discard the idea that the two skills complement each other though.

Another interpretation regards big data. We see that being able to analyze big data is the most common skill in the specific digital competency, present 35.4% of the times. We recall from the methodology that we included more precise and narrow terms from job descriptions in the specific digital skill, while we broadened the meaning of general digital competency through combinations of different words.

In general, we see from job descriptions that data start to be key elements to give firms a competitive edge (Mikalef et al., 2018a) and drive digital transformation (Mikalef et al., 2018b) through the insights derived from these data, making up firm's knowledge as a premium (Davenport et al., 2018). The fifth skill that is present more than half of the times is the ability to spot new business opportunities, present 52.3% of the times. The reader could guess there is a close relation between this skill and deriving business insights skill. The first one accounts for just spotting the opportunity, the second one can instead lead to the implementation of strategies through insights to catch the opportunities so to represent more practical aspects. It seems that seeing an opportunity (52.3%) is

in most cases followed by action through business insights (44.6%). Therefore, the willingness to get a deeper view into opportunities as these are identified, seem to be a common feature for IMs. The last skill present in more than half of job descriptions (50.8%) is the liaison/support/coordination skill. Our finding suggests that IMs have to work partly outside their departments and develop contacts and networks with external partners (Horlacher et al., 2016) as well as several teams units (jd 6). This is supported by the innovation research skill, appearing “only” 36.9% of the times. This result tells us that just about one IM over three works mainly within its own department to conduct primarily innovation research activities within R&D departments, as we discussed in our methodology. What just said suggests that IMs work with cross-functional teams (36.9%) and often manage an environment characterized by a steady stakeholders’ presence (49.2%). In this context the description of our innovation manager corresponds to Maier (2014) finding: “Innovation managers have many linkages within an organization environment and can be seen as facilitators” (Maier, 2014, p.1119). Because of this diverse environment, IMs have also to align different outcomes and strategies to pursue common goals; it is not by chance that the outcome alignment skill has a close result (35.4%) with our previous skills, especially with cross-functional environment (36.9%). In this way we prove Vanhaverbeke et al. (2017) right because IMs seem not to work exclusively within R&D department. In fact, their results seem in line with our findings (36.9% in our innovation research skill), because in a similar way 40% of innovation managers has a R&D background in their study. However, they took into account OI manager position only, so our comparison is clearly not free from errors or biases. When we look for specific keywords within the resources’ orchestration and harmonization skill, we score an average presence of 20% only. We built a mean value also for the aggregate skills within each competency to rank our competencies in LinkedIn job description.

Surprisingly the most cited competency (Figure 7) is the general digital competency with a value of 43.6%, followed by leadership competency (38.5%) and management competency (36.0%). Environmental features are not too present in job ads (26.7%), while innovation competency scores relatively low (30.0%) probably biased by the low values of disruptive innovation, risk management, and thinking outside the box skills. We also did not expect to see the creativity skill this low (27.6%). This result seems not to be in line with our guesses, where creativity should have been a milestone for innovation by scoring rather higher. It is also true, however, that our creativity skill result is quite close to Kolbjørnsrud et al. (2016a) finding, where it is present 33% of the times from interviews. We would also like to discuss other “modest” results: those results that appear in job descriptions between 25% and 50% of the times.

As regards to innovation competency (Figure 1), prototyping scores fairly high with a value of 43.1%. This result is important to highlight that prototype solutions are often needed to work closely with lead users to identify and solve problems, in order to generate competitive advantage (Tether et al., 2005). It is also possible to see that 40% of job ads require IMs to be up to date with market trends to manage at best innovation outcomes.

Some skills within the leadership competency (Figure 2) are quite present. Especially being a mentor and a coach (43.1%) as well as fostering collaboration (47,7%) are likely to go hand in hand with what we mentioned earlier about liaison and support roles. Time management also is named 38.5% of the times.

Interesting to see in management competency (Figure 3) that a good percentage of IMs should be able to build roadmaps in order to plan innovation activities (41.5%) and needs to have problem-solving skills (44.6%). Design thinking (36.9%) is relatively close to prototyping (43.1%); this relation is relevant in De Mauro et al. (2016) where the two skills are clustered into the same job family. From these conclusions, it seems likely that prototyping and design thinking are complementary skills.

After this part of our discussion we can easily answer our first research question presented in the methodology. We identified the six most demanded skills required to be an innovation manager and these are by importance: team management, communication, project management, analytics & insights, spotting new business opportunities and liaison/support/coordination skills. In this set, the reader might be willing to reasonably include stakeholders' presence as a recurrent environmental characteristic because it appears almost half of the times (49.2%).

In order to answer our second research question, we would like to make a short reflection beforehand.

Even if looking at the specific digital competency (Figure 4) does not provide us with high results (15.2%), apart from the big data skill (35.4%) and having a digital strategy (23.1%), when we move to the general digital competency (Figure 5) (44.1%) our perspective changes radically. On one hand, there is very low direct mention to specific areas like artificial intelligence (13.8%), automation (10.7%) and machine learning (6.1%). On the other hand, the reference to emerging technologies is frequent in the general competency (41.5%). Job descriptions are pretty vague on this keyword; however, we may consider the term as a comprehensive one for the specific digital areas we analyzed. Change management too is mentioned quite often (36.9%).

Keeping in mind what just shown, it is plausible to partly confirm the second research question of this thesis. We say partly confirmed because the specific digital areas do not figure out many times in job descriptions, but when accounting for more general terms involving digitalization, our digital competency scores highest in the analysis with respect to all other competencies. A possible interpretation of the results can be as follows: emergent digital technologies are a steady presence and a trend for innovation managers' job descriptions when accounting for general keywords and areas, but these areas do not seem a requirement when looking at more specific domains of the digital world. We can add that IMs need to have a general background regarding digital technologies, but at the same time they are not supposed to have a deep knowledge of specific technologies. This may be related to the fact that accounting for specific domains of digitalization could be a stronger requirement for data scientists (Costa et al., 2017) and engineers (De Mauro et al., 2017), rather than IMs.

Looking back at what just said and after checking for the results obtained, we would like to give a further interpretation to our specific digital skills and competency to avoid possible interpretation biases. In order to do so, we created a new column in our data analysis matrix which represents an aggregate value of our specific digital skills that we called aggregate emergent technology (AET). We checked in every job description the presence of at least one specific digital skill to validate the presence of AET by using the Excel function IF. This means that if all the specific digital skills are zero, we will get a zero value in AET, but if at least a skill scores one, AET scores one too. We excluded from the IF formula the programming language skill because it cannot be considered an emergent technology. We then calculate the mean for AET as done for all other skills.

AET high mean of 57.0% reveals important information.

First, we see that it is rather higher with respect to the more general emergent technologies skill (41.5%). This may suggest that if emergent technologies, in general terms, are quite present in job descriptions, when we look at the aggregates of single specific digital skills, these are even more common. Then if we consider our previous analysis of specific digital skills we did not come up with such convincing results, but introducing AET in our analysis, seems to change this perspective. Talking about specific digital skills, it is also rational to think that a single person cannot possess all, or almost all, of these skills, but rather be competent in just few of them. Therefore, even if a skill can rank high (e.g. we saw Big Data) the general competency should unfortunately score low,

brought down by the other digital skills. Using AET can solve this problem as it basically asks if IMs know at least one specific digital technology.

Second, AET ranks on the highest part (> 50%) of our skills tail. Surprisingly, it is the fourth most present skill right behind communication and pretty close to analytics and insights.

Third, since AET takes into account multiple skills, our reader can consider it as a competency; however, we are not really able to compare AET results with the other competencies we found because results differ in methodologies used. We may only be willing to compare AET with the general digital competency, as they are both built by aggregating more keywords in a comprehensive way. We would prefer to count it just as a skill, because it was built as if we looked at all the specific digital competencies in job descriptions by including them comprehensively in AET only.

We initially said that our second research question was just partly confirmed by comparing just general and specific digital skills. We saw that AET seems to solve the biases coming from specific digital skills and confirms that aspects like AI, machine learning, robotics and all the others are an evident presence when taken together. In this way we are justified to change the initial answer to our second research question. With AET we can now confirm our second research question by stating that digital technologies, and especially emergent technologies, are an evident trend in innovation managers job ads.

We now try to understand some of the lowest results (< 25%) for this last section.

Negotiation skills and Open-minded attitude score among the lowest (both 9.2%). Especially, our reader might be surprised to see open-minded that low when we saw that IMs have to deal with many stakeholders, should be initiators of innovation processes and need to have good communication and supporting skills. We guess two can be the reasons. Again, we stress that we have looked at quite precise terminology in job descriptions, and it seems that these keywords were not present. Secondly, we checked for possible latent content attributable to these skills within job descriptions; we might not have spotted these hidden meanings at the best of our ability.

The monitoring and control skill (18.5%) scored low even if it was a key managerial skill in Ecleo et al. (2017). A reason may be that we just looked at two precise words, monitor and control; again, we do not exclude the possibility to have the presence of synonyms that we did not include or spot in our analysis.

“Entrepreneurial persons are more likely to take risks” (Maier, 2014, p.1117). This statement may explain the relation between both the low values of risk management (15.3%) and entrepreneurial attitude (23.1%) as well as their presence within the lowest results tail. The relation between entrepreneurial spirit and risk taking is stated also in Yashkova et al. (2016). Still it is rationally contradictory to think about innovation without the concept of risk, especially in presence of transformational leadership (Hüttermann, Boerner, 2011) and exploration activities (March, 1991). Clearly, we expected higher results for these skills given the literature, but at least we saw that there might be a relation as they both score low. We would discard the idea that IMs are not entrepreneurial people nor take risks, rather further studies are needed to test what just said on these two skills.

In a similar way we hoped for a higher result in technology scouting (20%) within our innovation context; it looks like that entrepreneurship and scouting are closely related skills as suggested by Bulsara, Gandhi, Porey (2009). The evidence seems clear here, looking at their results, these are pretty close each other so that scouts can be considered technology entrepreneurs (Huston, Sakkab, 2006). On one hand, previous reasons are still valid to explain this result; however, on the other hand this skill could be critically associated to emergent technologies, disruptive innovation or innovation research, with particular attention to exploration activities.

Looking at the environment (Figure 6), the concepts of ambiguity (18.5%), multicultural (16.9%) or technology intensity (16.9%) are scarce. In job descriptions was especially hard to understand

whether the environment was technology intense because information was not explicit apart from few clear examples (jd 5, 32, 40): many jobs were describing technology requirements but said few about the environment. Here environment descriptions were rather generic.

Our last finding is that only one job out of five mentions company culture (20%). From our results it is not clear whether IMs need to blindly follow organizational culture, or foster it, to create and manage innovation despite the statements from Segarra-Ciprés et al. (2017). In this case, culture is meant to lead to institutionalized or routinized innovation to bring new cultural knowledge (Wilf, 2015); however, the close results of company culture (20%) and adherence to standards (23.1%) seem to discard this belief about innovation routines. A conclusion could be as follows: only about 20% of IMs try to follow blindly company culture to foster and diffuse innovation through routinization and already present firm's knowledge, what Kline, Rosenberg (2010) also call stored knowledge.

We furtherly see from our data analysis matrix that a bachelor's degree is fine to be an IM (mean value of 1.13) with an average previous experience in related competence fields of about five years after we take into account all the LinkedIn filters selected for our research.

Industry sectors of job description taken into account are the most disparate and it would not be possible to give reliable trends in this area. Looking at a larger job description dataset or conducting a specific sectorial analysis would be needed to draw generalizations here.

We now proceed to the conclusion of this thesis. We are recalling the main findings along with the limitations of our research. We'd also like to present some implications for management along with future perspectives about the topic.

## 5. Conclusions

This thesis starts from the idea that the competitive ability of an organization comes also from its ability to recruit (Ahsan et al., 2013) as well as its ability to innovate (Bebenek, 2017). These are some reasons why we decided to study the skills and competencies of innovation managers who should be among the key characters structuring innovation processes in a company (Maier, 2014). We briefly presented some complexities of the innovation phenomena and then covered the literature regarding skills, competencies and capabilities to make our reader aware of these keywords. We also introduced from literature the key aspects of emergent technologies such as AI and machine learning to understand more precisely what stated in the second research question. We adopted a deductive and inductive methodology as explained in Mayring (2004), based both on literature, mostly Sousa et al. (2019), and on job descriptions for category selection.

Some clear results emerged from our analysis, answering the first research question: IMs need to be team players, able communicators and coordinators. They need to be able to manage multiple projects at the same time and have the eye to spot business opportunities in the market. These are the main skills emerged from our first research question.

In addition, we tried to understand if emergent digital technologies are a trend in IMs job ads. In this regards we wanted to pay particular attention to these aspects. At first, we adopted the same methodology, as done for the other skills, obtaining an uncertain result. From this finding we then introduced the AET skill to avoid misinterpretations or biases from data and to have a broader approach to digital skills. We initially found that digital skills are a trend when we look for the general skills but not for specific aspects. We then changed our mind with AET that seem to correct this perspective and confirm the second research question even when we look at specific digital skills. Therefore, our second research question can be confirmed.

With our results we solved partly some open questions from the literature. Pandya (2014) asked for the use of a qualitative and quantitative methodology to identify key competencies of project leaders.

Mulder et al. (2005) asked to find specific clusters of skills, knowledge and attributes related to innovation managers. We can mention Vanhaverbeke et al. (2017) who look for a profile of managers dealing with open innovation; our study can be a starting point to solve their problem. A last mention goes to Maier (2014). We answer his paper by stating that our study improves the literature about skills and competencies of innovation managers even though a universal definition of innovation manager is far from being found.

This thesis does not come without limitations.

The main constraint comes from the methodology. At the best of our abilities, even though manual analysis was helpful to catch the most hidden meanings from the text and allowed a good text interpretation, it cannot be free from errors. It is clear that some words and concepts may have been omitted or even misunderstood altering our dataset even if we checked for errors multiple times. The major weakness here, is explained by Ahsan et al. (2013) where the manual analysis was performed by multiple researchers to avoid interpretation mistakes or omissions. This vision is reinforced by Müller et al. (2016) talking about the risks of manual analysis and the triangulation of several people to get reliable results. As a consequence, a joined effort of multiple people would have probably been more effective, eventually leading to different results.

A second limitation is the selection of skills and competencies. It is true that we draw from a quite large literature in order to select and cluster rationally skills and competencies; however, it seems there is not a unique way to organize them if not looking at previous studies, which tend to differ quite a lot each other in the classification. The only way we can think to solve this issue is to just increase the number of skills studied for a more comprehensive view, however the problem of how to cluster these skills into competencies remains. Again, an effort from multiple researchers can be a valid way to reduce, but not eliminate, this problem.

A third limitation concerns the number of jobs analyzed. With the time constraints we had we were able to study 65 job posts descriptions published in the short time period of one month. Having a larger dataset would have increased the precision of our research even if the number of jobs we took into account seems in line, and in some cases even larger, with papers such as Barison et al. (2011), Ahsan et al. (2013) and Dąbrowska et al. (2018). Other studies account for a larger sample usually around 100 and 150 jobs (Koong et al., 2006; Vanhaverbeke et al., 2017). However, we remind from the methodology that after around sixty job descriptions, their reliability was decreasing, and we were forced to stop at sixty-five. Here a conclusion is that our results cannot be easily generalized but still they can be a starting point for comparisons using similar methodologies.

Even with these limitations, our work provides some implications for management.

Studying what are capabilities in our literature review and linking its definition to skills as well as competencies is a key to move the purpose of this thesis from the individual perspective to firm's aspects. This means that, if skills and competencies describe a single person in a company, their sum should give an overview of company's characteristics: capabilities. Understanding a firm's capabilities by studying the sum of individual competencies could be an approach to understand a firm's behavior, its human resources, but also those aspects that can hinder flexibility as well as responsiveness to threats. Here our suggestion is to study a firm's competitive advantage aspects starting from the particular (or micro), namely individual skills and competencies, in order to move towards the general (or macro), namely capabilities. It is going to be task of research which areas to study in order to maximize precise aspects of advantage for firms.

The importance of a detailed job description can reveal itself a strength with respect to competitors when recruiters know precisely what their company is looking for. In this regard Zhang (2019) explains the importance of HR and recruiting for innovation purposes and competitiveness.

Two consequences follow. First, recruiters have to close the gap between job expectation and actual job requirements as highlighted in Ahsan et al. (2013). Second, it follows that job descriptions may align individual people competencies with company competencies and especially with goals (Dmitrieva, Zaitseva, Kulyamina, Larionova, Surova, 2015). This means that a company could quickly overcome its weaknesses through correct job descriptions and recruited personnel. On this basis, future research should focus on those aspects that link together competitive advantage, recruitment policies and intangible resources within firms. Along with these suggestions we would stress the importance of emergent technologies which are going to have a massive impact on jobs as we saw. Recruiters need to be aware of these technologies and should be able to cope with this digital revolution. Future research needs to target these technologies to help managers better understand this world and how it can possibly change.

We would like to conclude this thesis by providing a short general description of the innovation manager based on our findings as follows.

The innovation manager must be a team player as well as an able communicator in order to support, link and coordinate different departments and projects both inside and outside the company. He has the eye to spot new important business opportunities, but he can also plan ahead to catch those opportunities by using roadmaps and insights. He drives innovation not from the R&D department only, but from other firm's internal and external areas. He needs to be aware of the most recent technology trends, embracing change whenever necessary especially through data and analytical skills. Getting insights from data, interpreting them and undertaking managerial action based on those data seems a critical step for digital transformation.

## List of Figures

Figure 1. Kiviat Diagram: Innovation skills

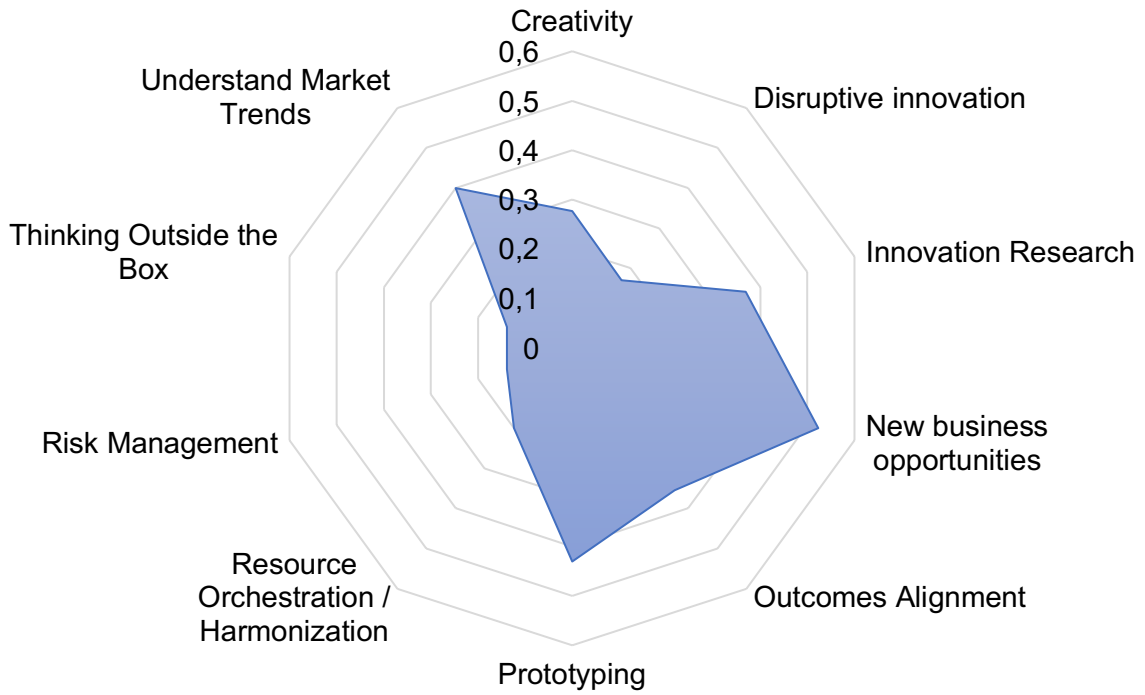


Figure 2. Kiviat Diagram: Leadership skills

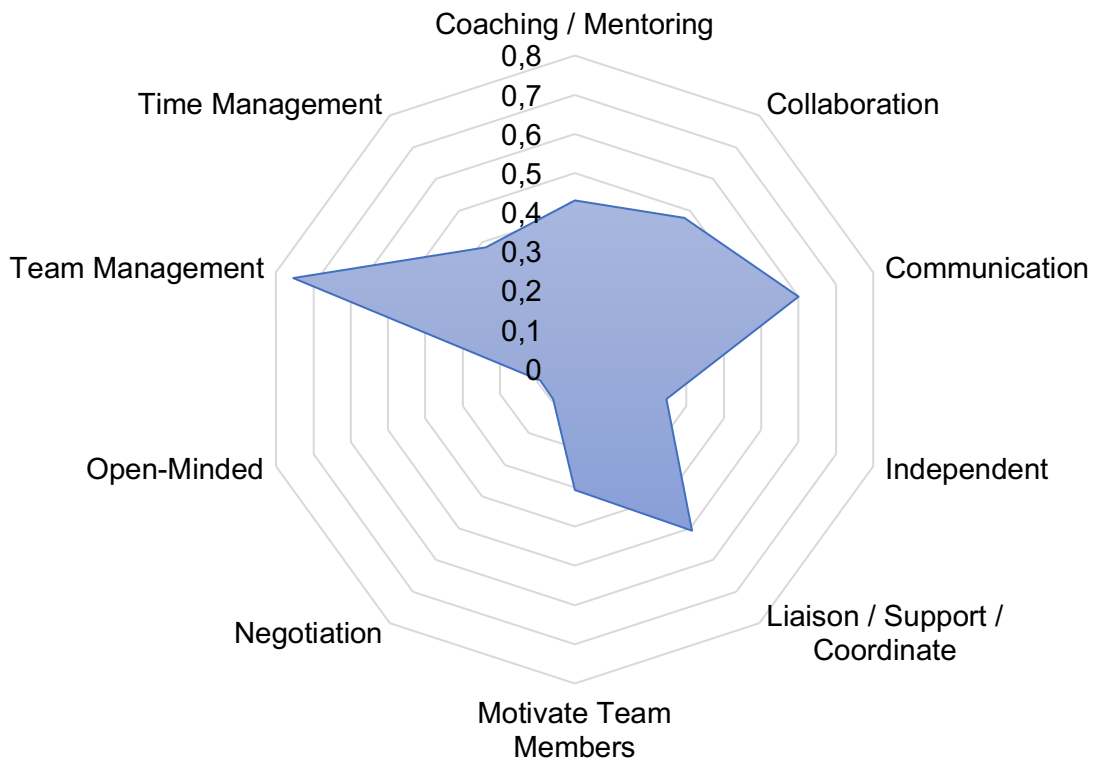


Figure 3. Kiviati Diagram: Management skills

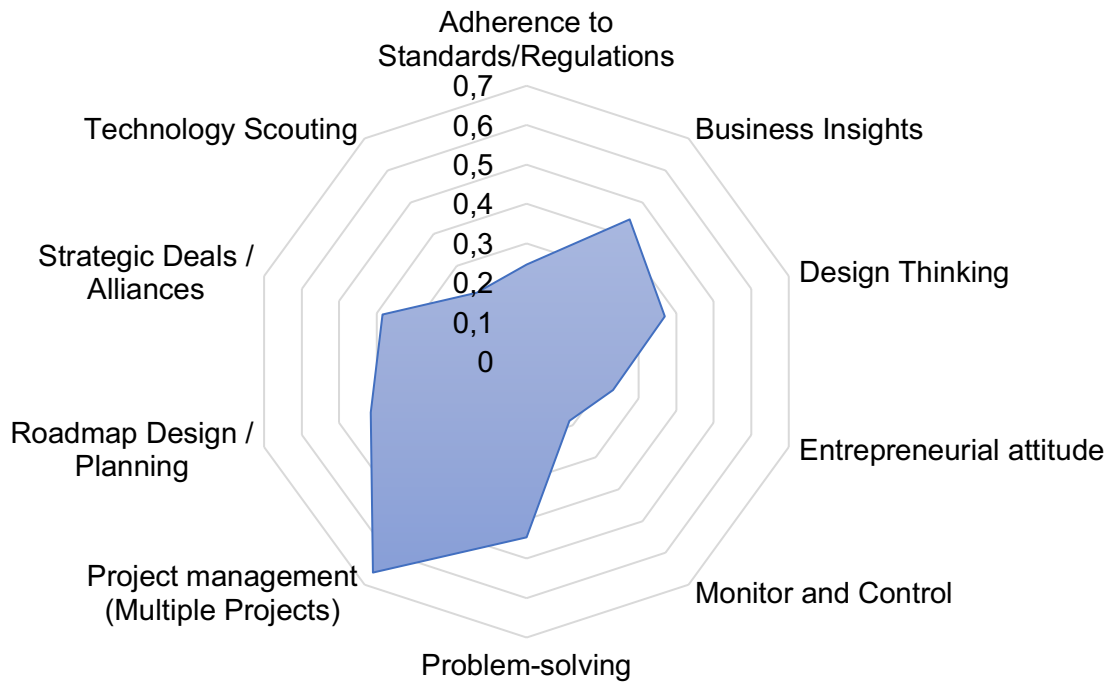
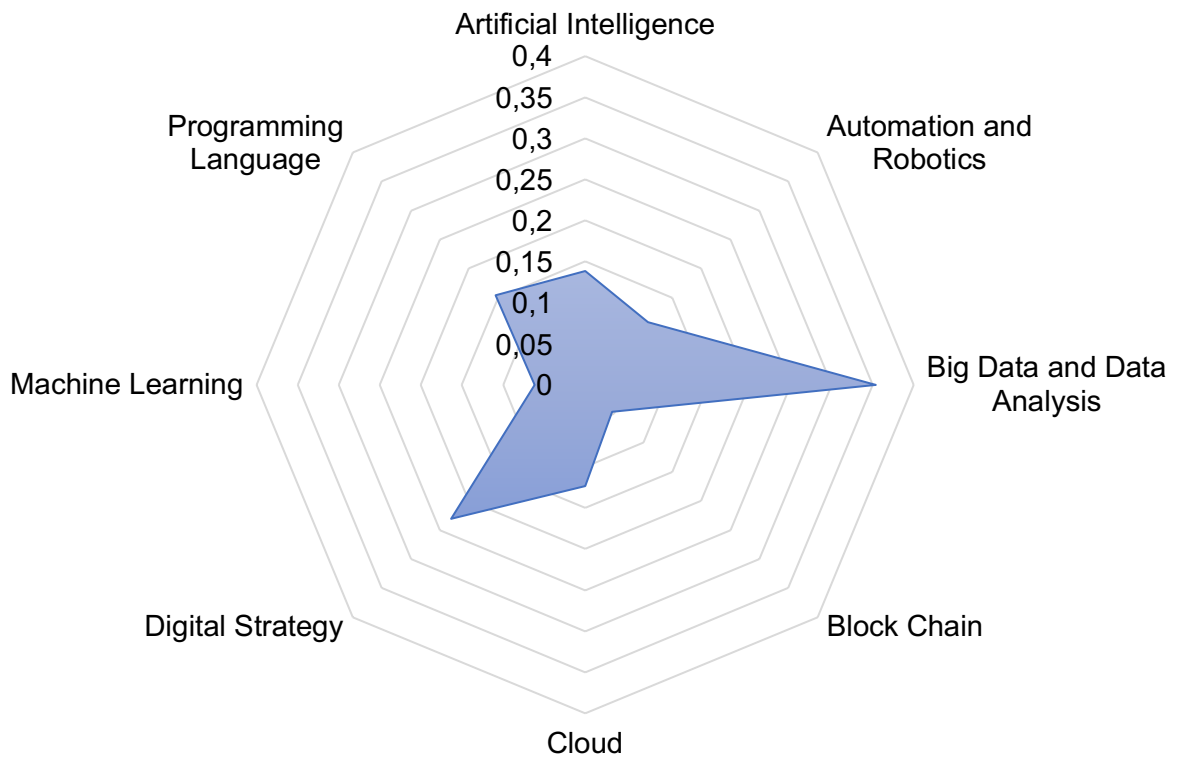


Figure 4. Kiviati Diagram: Digital Specific Skills



Note: Aggregate emergent technologies are not included in figure 4.

Figure 5. Kiviati Diagram: Digital General Skills

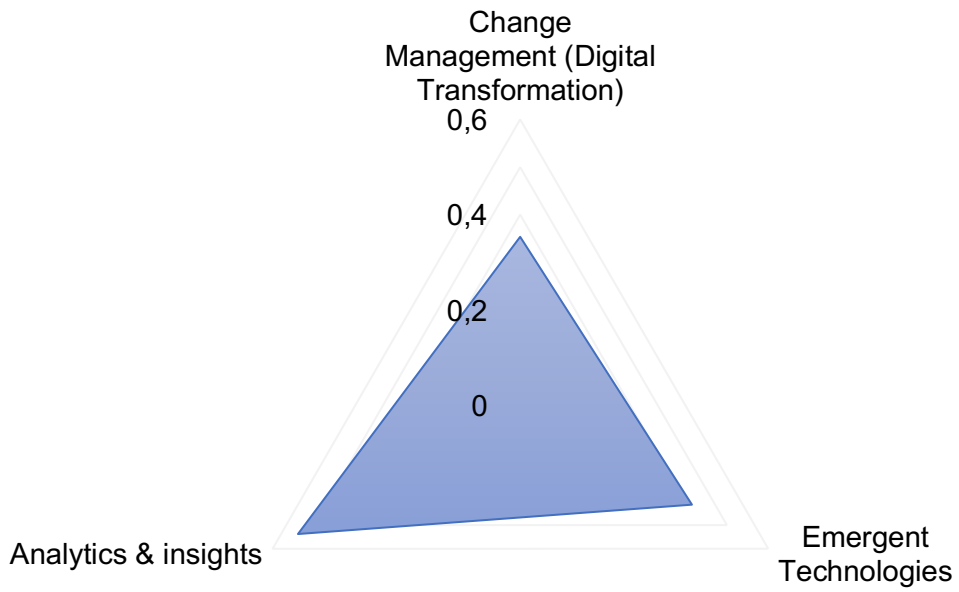


Figure 6. Kiviati Diagram: Environment characteristics

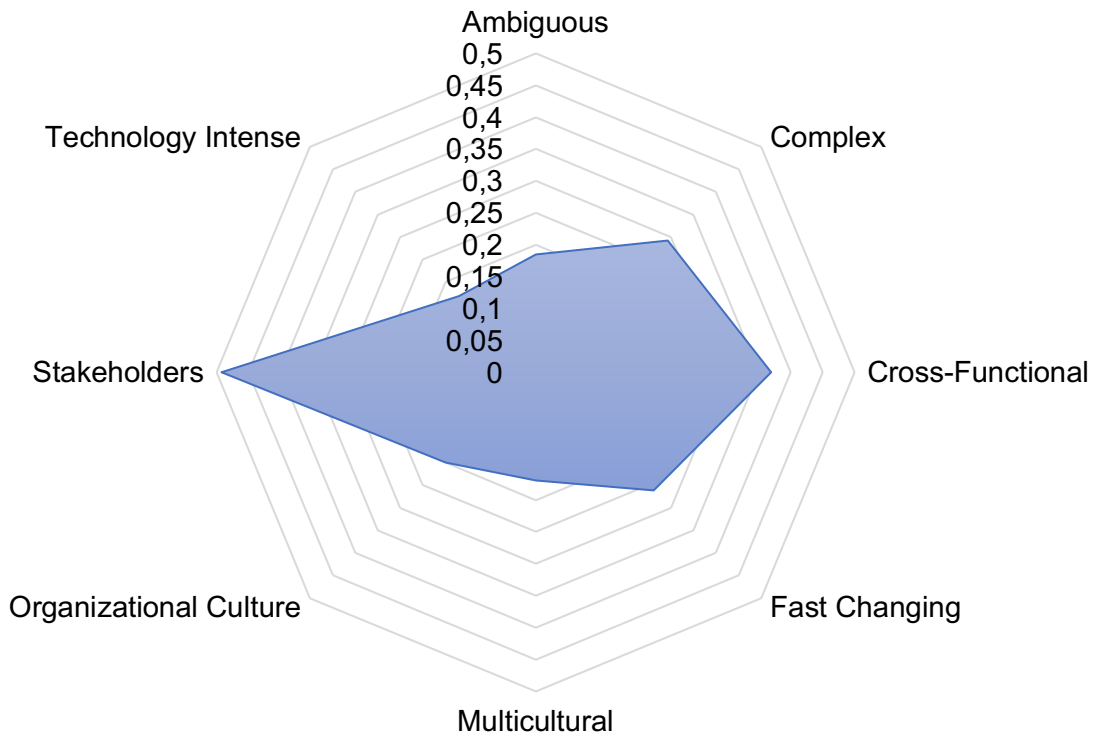
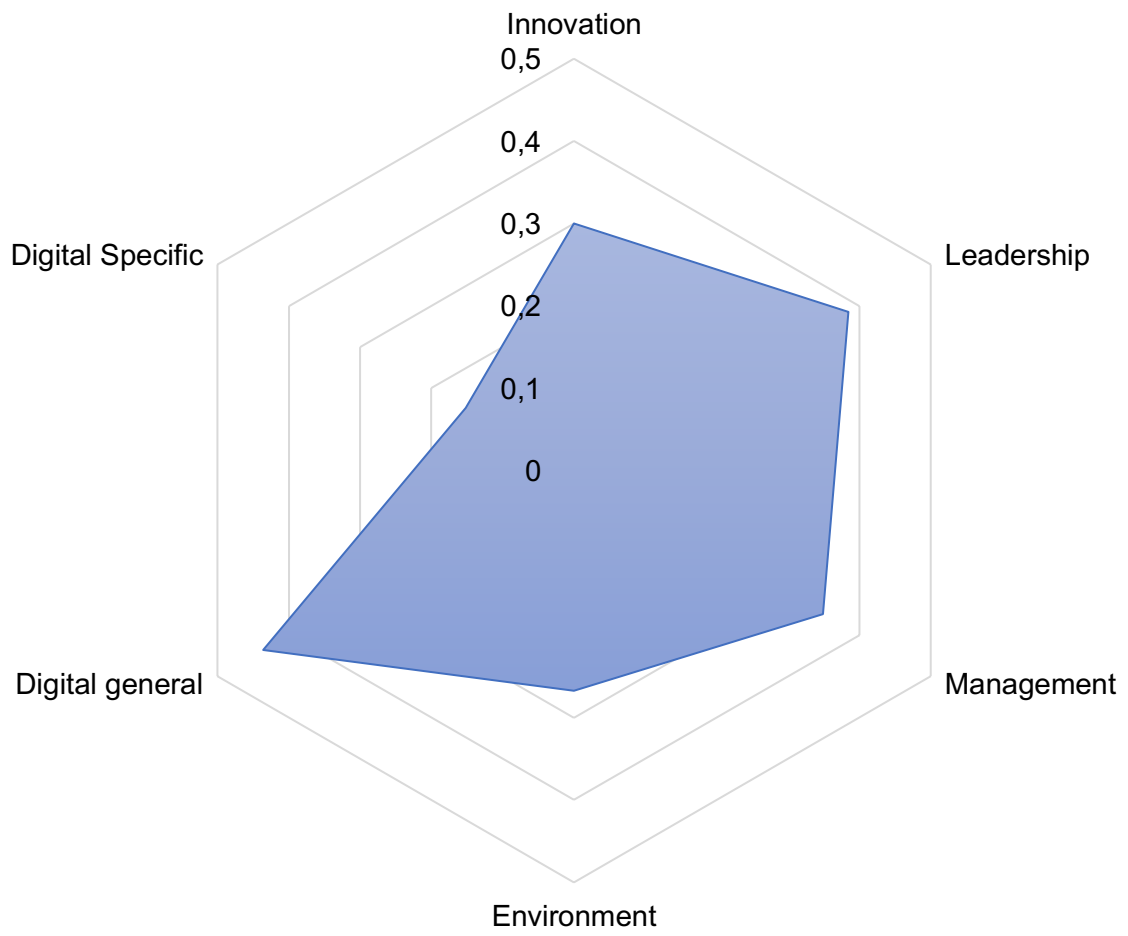


Figure 7. Kiviat Diagram: Competencies



## List of Tables

Table 1. Innovation skills

<b>Innovation Skills</b>	<b>Percentage</b>
New business opportunities	52.31%
Prototyping	43.08%
Understand Market Trends	40.00%
Innovation Research	36.92%
Outcomes Alignment	35.38%
Creativity	27.69%
Resource Orchestration / Harmonization	20.00%
Disruptive innovation	16.92%
Risk Management	13.85%
Thinking Outside the Box	13.85%

*Source: Personal Finding*

Table 2. Leadership skills

<b>Leadership Skills</b>	<b>Percentage</b>
Team Management	75.38%
Communication	60.00%
Liaison / Support / Coordinate	50.77%
Collaboration	47.69%
Coaching/Mentoring	43.08%
Time Management	38.46%
Motivate Team Members	30.77%
Independent	24.61%
Open-Minded	9.23%
Negotiation	9.23%

*Source: Personal Finding*

Table 3. Management skills

<b>Management Skills</b>	<b>Percentage</b>
Project management (Multiple Projects)	66.15%
Problem-solving	44.62%
Business Insights	44.62%
Roadmap Design / Planning	41.54%
Strategic Deals / Alliances	38.46%
Design Thinking	36.92%
Adherence to Standards/Regulations	24.62%
Entrepreneurial attitude	23.08%
Technology Scouting	21.54%
Monitor and Control	18.46%

*Source: Personal Finding*

Table 4. Environment characteristics

<b>Environment Characteristics</b>	<b>Percentage</b>
Stakeholders	49.23%
Cross-Functional	36.92%
Complex	29.23%
Fast Changing	26.15%
Organizational Culture	20.00%
Ambiguous	18.46%
Technology Intense	16.92%
Multicultural	16.92%

*Source: Personal Finding*

Table 5. General digital skills

<b>General Digital Skills</b>	<b>Percentage</b>
Analytics & insights	53.85%
Emergent Technologies	41.54%
Change Management (Digital Transformation)	35.38%

*Source: Personal Finding*

Table 6. Specific digital skills

<b>Environment Characteristics</b>	<b>Percentage</b>
Aggregate Emergent Technologies (AET)	56.92%
Big Data and Data Analysis	35.38%
Digital Strategy	23.08%
Programming Language	15.38%
Artificial Intelligence	13.85%
Cloud	12.31%
Automation and Robotics	10.77%
Machine Learning	6.15%
Block Chain	4.62%

*Source: Personal Finding*

*Note: the table includes also aggregate emergent technologies (AET)*

Table 7. Competencies

<b>Competency</b>	<b>Percentage</b>
General Digital	43.59%
Leadership	38.46%
Management	36.00%
Innovation	30.00%
Environment Characteristics	26.73%
Specific Digital	15.19%

*Source: Personal Finding*

*Note: we included aggregate emergent technologies (AET) only in table 6*

## **List of Abbreviations**

AI	Artificial Intelligence
AET	Aggregate Emergent Technologies
Jd	Job Description
IM	Innovation Manager
OI	Open Innovation

## References

- Ahsan, K., Ho, M., & Khan, S. (2013). Recruiting project managers: A comparative analysis of competencies and recruitment signals from job advertisements. *Project Management Journal*, 44(5), 36-54.
- Al-Zahrani, A., & Marghalani, A. (2018). How Artificial Intelligent Transform Business.
- Anthes, E. (2017). The shape of work to come. *Nature News*, 550(7676), 316.
- Atkinson, D., Friedland, P., & Lyons, J. (2012). Human-Machine Trust for Robust Autonomous Systems. In *Proc. of the 4th IEEE Workshop on Human-Agent-Robot Teamwork. In conjunction with the 7th ACM/IEEE International Conference on Human-Robot Interaction (HRI 2012) Boston, USA*.
- Autor, D. H., Levy, F., & Murnane, R. J. (2003). The skill content of recent technological change: An empirical exploration. *The Quarterly journal of economics*, 118(4), 1279-1333.
- Badrinarayanan, V., Ramachandran, I., & Madhavaram, S. (2019). Resource orchestration and dynamic managerial capabilities: focusing on sales managers as effective resource orchestrators. *Journal of Personal Selling & Sales Management*, 39(1), 23-41.
- Barison, M. B., & Santos, E. T. (2011). The competencies of BIM specialists: a comparative analysis of the literature review and job ad descriptions. In *International Workshop on Computing in Civil Engineering* (Vol. 2011, pp. 594-602).
- Basile, A., & Faraci, R. (2015). Aligning management model and business model in the management innovation perspective: The role of managerial dynamic capabilities in the organizational change. *Journal of Organizational Change Management*, 28(1), 43-58.
- Bębenek, P. (2017). Effective Innovation Management in a Company—Innovation Assessment Criteria. In *Proceedings of the 4th International Multidisciplinary Scientific Conferences SGEM2017, Social Sciences & Art*.
- Bell, E., Bryman, A., & Harley, B. (2018). *Business research methods*. Oxford university press.
- Berelson, B. (1952). *Content analysis in communication research*. New York, NY, US: Free Press.
- Bharadwaj, A., El Sawy, O. A., Pavlou, P. A., & Venkatraman, N. (2013). Digital business strategy: toward a next generation of insights. *MIS quarterly*, 471-482.
- Birdi, K., Leach, D., & Magadley, W. (2016). The relationship of individual capabilities and environmental support with different facets of designers' innovative behavior. *Journal of Product Innovation Management*, 33(1), 19-35.
- Bočková, K. H. (2011). Innovation manager and his position in company. *Quality Innovation Prosperity*, 14(1-2), 72-82.

- Brière, S., Proulx, D., Flores, O. N., & Laporte, M. (2015). Competencies of project managers in international NGOs: Perceptions of practitioners. *International Journal of Project Management*, 33(1), 116-125.
- Brynjolfsson, E., & McAfee, A. N. D. R. E. W. (2017). The business of artificial intelligence. *Harvard Business Review*.
- Brynjolfsson, E., Rock, D., & Syverson, C. (2018). Artificial intelligence and the modern productivity paradox: A clash of expectations and statistics. In *The economics of artificial intelligence: An agenda*. University of Chicago Press.
- Buecheler, T., Sieg, J. H., Fuchsli, R. M., & Pfeifer, R. (2010). Crowdsourcing, open innovation and collective intelligence in the scientific method: a research agenda and operational framework. In *The 12th International Conference on the Synthesis and Simulation of Living Systems, Odense, Denmark, 19–23 August 2010* (pp. 679-686). MIT Press.
- Bulsara, H. P., Gandhi, S., & Porey, P. D. (2009). Techno-innovation to techno-entrepreneurship through technology business incubation in India: an exploratory study. *Asia Pacific Journal of Innovation and Entrepreneurship*, 3(1), 55-77.
- Carliner, S., Castonguay, C., Sheepy, E., Ribeiro, O., Sabri, H., Saylor, C., & Valle, A. (2015). The job of a performance consultant: a qualitative content analysis of job descriptions. *European Journal of Training and Development*, 39(6), 458-483.
- Carlsson, C. (2018). Decision analytics—Key to digitalisation. *Information Sciences*, 460, 424-438.
- Chen, H., Chiang, R. H., & Storey, V. C. (2012). Business intelligence and analytics: From big data to big impact. *MIS quarterly*, 36(4).
- Chen, H. L., & Zhang, Y. (2017). Educating data management professionals: A content analysis of job descriptions. *The Journal of Academic Librarianship*, 43(1), 18-24.
- Chesbrough, H. W. (2006). *Open innovation: The new imperative for creating and profiting from technology*. Harvard Business Press.
- Choi, J. N., & Chang, J. Y. (2009). Innovation implementation in the public sector: An integration of institutional and collective dynamics. *Journal of Applied Psychology*, 94(1), 245.
- Cockburn, I. M., Henderson, R., & Stern, S. (2018). *The impact of artificial intelligence on innovation* (No. w24449). National Bureau of Economic Research.
- Coombs, R. (1996). Core competencies and the strategic management of R&D. *R&D Management*, 26(4), 345-355.
- Costa, C., & Santos, M. Y. (2017). The data scientist profile and its representativeness in the European e-Competence framework and the skills framework for the information age. *International Journal of Information Management*, 37(6), 726-734.

- Cunningham, S., Theilacker, M., Gahan, P., Callan, V., & Rainnie, A. (2016). Skills and capabilities for Australian enterprise innovation.
- Custódio, C., Ferreira, M. A., & Matos, P. (2017). Do general managerial skills spur innovation?. *Management Science*, 65(2), 459-476.
- Dąbrowska, J., & Podmetina, D. (2018). Roles and responsibilities of open innovation specialists based on analysis of job advertisements. *Journal of Innovation Management*, 5(4), 103-129.
- Danneels, E. (2002). The dynamics of product innovation and firm competences. *Strategic management journal*, 23(12), 1095-1121.
- Davenport, T. H., & Ronanki, R. (2018). Artificial intelligence for the real world. *Harvard business review*, 96(1), 108-116.
- De Filippi, P., & Hassan, S. (2018). Blockchain technology as a regulatory technology: From code is law to law is code. *arXiv preprint arXiv:1801.02507*.
- De Mauro, A., Greco, M., Grimaldi, M., & Nobili, G. (2016). Beyond data scientists: a review of big data skills and job families. *Proceedings of IFKAD*, 1844-1857.
- Dmitrieva, N. V., Zaitseva, N. A., Kulyamina, O. S., Larionova, A. A., & Surova, S. A. (2015). Scientific and theoretical aspects of the staff recruitment organization within the concept of "Talent Management". *Asian Social Science*, 11(3), 358.
- Dutton, J. E., Ashford, S. J., O'Neill, R. M., & Lawrence, K. A. (2001). Moves that matter: Issue selling and organizational change. *Academy of Management journal*, 44(4), 716-736.
- Ecleo, J. J., & Galido, A. (2017). Surveying LinkedIn Profiles of Data Scientists: The Case of the Philippines. *Procedia Computer Science*, 124, 53-60.
- Ettlie, J. E., Bridges, W. P., & O'keefe, R. D. (1984). Organization strategy and structural differences for radical versus incremental innovation. *Management science*, 30(6), 682-695.
- Ferris, G. R., Perrewé, P. L., Anthony, W. P., & Gilmore, D. C. (2003). Political skill at work. *Organizational influence processes*, 395-407.
- Feyzioglu, O., & Büyüközkan, G. (2006). Evaluation of new product development projects using artificial intelligence and fuzzy logic. *World Academy of Science, Engineering and Technology*, 11, 183-189.
- Fichman, R. G., Dos Santos, B. L., & Zheng, Z. E. (2014). Digital innovation as a fundamental and powerful concept in the information systems curriculum. *MIS quarterly*, 38(2).
- Ford, M. (2013). Could artificial intelligence create an unemployment crisis?. *Communications of the ACM*, 56(7), 37-39.

- Frey, C. B., & Osborne, M. A. (2017). The future of employment: how susceptible are jobs to computerisation?. *Technological forecasting and social change*, 114, 254-280.
- Hafkesbrink, J., & Schroll, M. (2014). Ambidextrous organizational and individual competencies in open innovation: the dawn of a new research agenda. *Journal of Innovation Management*, 2(1), 9-46.
- Hansen, M. T., & Birkinshaw, J. (2007). The innovation value chain. *Harvard business review*, 85(6), 121.
- Hayton, J. C., & Kelley, D. J. (2006). A competency-based framework for promoting corporate entrepreneurship. *Human Resource Management: Published in Cooperation with the School of Business Administration, The University of Michigan and in alliance with the Society of Human Resources Management*, 45(3), 407-427.
- Helfat, C. E., & Peteraf, M. A. (2015). Managerial cognitive capabilities and the microfoundations of dynamic capabilities. *Strategic Management Journal*, 36(6), 831-850.
- Henderson, R. M., & Clark, K. B. (1990). Architectural innovation: The reconfiguration of existing product technologies and the failure of established firms. *Administrative science quarterly*, 35(1), 9-30.
- Herrmann, T., Binz, H., & Roth, D. (2016). Approach for creating a refined task as preparation for a target-oriented idea generation process. In *DS 84: Proceedings of the DESIGN 2016 14th International Design Conference* (pp. 1035-1044).
- Horlacher, A., & Hess, T. (2016, January). What does a Chief Digital Officer do? Managerial tasks and roles of a new C-level position in the context of digital transformation. In *2016 49th Hawaii International Conference on System Sciences (HICSS)*(pp. 5126-5135). IEEE.
- Huston, L., & Sakkab, N. (2006). Connect and develop. *Harvard business review*, 84(3), 58-66.
- Hüttermann, H., & Boerner, S. (2011). Fostering innovation in functionally diverse teams: The two faces of transformational leadership. *European Journal of Work and Organizational Psychology*, 20(6), 833-854.
- Jang, H. (2016). Identifying 21st century STEM competencies using workplace data. *Journal of Science Education and Technology*, 25(2), 284-301.
- Kakatkar, C., Bilgram, V., & Füller, J. (2018). Innovation Analytics: Leveraging Artificial Intelligence in the Innovation Process. Available at SSRN 3293533.
- Kang, Y., & Ritzhaupt, A. D. (2015). A job announcement analysis of educational technology professional positions: Knowledge, skills, and abilities. *Journal of Educational Technology Systems*, 43(3), 231-256.
- Kim, J., Moen, W., & Warger, E. (2013). Competencies required for digital curation: An analysis of job advertisements.

- Klaukien, A., Shepherd, D. A., & Patzelt, H. (2013). Passion for work, nonwork-related excitement, and innovation managers' decision to exploit new product opportunities. *Journal of Product Innovation Management*, 30(3), 574-588.
- Klein, J., Gee, D., & Jones, H. (1998). Analysing clusters of skills in R&D—Core competencies, metaphors, visualization, and the role of IT. *R&D Management*, 28(1), 37-42.
- Kline, S. J., & Rosenberg, N. (2010). An overview of innovation. In *Studies On Science And The Innovation Process: Selected Works of Nathan Rosenberg* (pp. 173-203).
- Klinger, J., Mateos-Garcia, J. C., & Stathoulopoulos, K. (2018). Deep learning, deep change? Mapping the development of the Artificial Intelligence General Purpose Technology. *Mapping the Development of the Artificial Intelligence General Purpose Technology* (August 17, 2018).
- Kolbjørnsrud, V., Amico, R., & Thomas, R. J. (2016a). How artificial intelligence will redefine management. *Harvard Business Review*, 2.
- Kolbjørnsrud, V., Amico, R., & Thomas, R. J. (2016b). The promise of artificial intelligence: Redefining management in the workforce of the future. *Accenture Institute for High Performance Business*.
- Kolbjørnsrud, V., Amico, R., & Thomas, R. J. (2017). Partnering with AI: how organizations can win over skeptical managers. *Strategy & Leadership*, 45(1), 37-43.
- Kondratieff, N. D. (1979). The long waves in economic life. *Review (Fernand Braudel Center)*, 519-562.
- Koong, K. S., & Liu, L. C. (2006). A Study of Project Management Job Descriptions. *ISCON 2006 Proceedings*.
- Koski, O. (2018). Work in the age of artificial intelligence: Four perspectives on the economy, employment, skills and ethics.
- Krippendorff, K. (1967). Models of messages: three prototypes.
- Ledford Jr, G. E. (1995). Paying for the skills, knowledge, and competencies of knowledge workers. *Compensation & Benefits Review*, 27(4), 55-62.
- Lee, M., Yun, J., Pyka, A., Won, D., Kodama, F., Schiuma, G., ... & Yan, M. R. (2018). How to respond to the Fourth Industrial Revolution, or the Second Information Technology Revolution? Dynamic new combinations between technology, market, and society through open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 4(3), 21.
- Lewis, S. C., Zamith, R., & Hermida, A. (2013). Content analysis in an era of big data: A hybrid approach to computational and manual methods. *Journal of broadcasting & electronic media*, 57(1), 34-52.

- LinkedIn.com (2019, last updated 28 May 2018). Retrieved May 6, 2019, from <https://www.linkedin.com/help/linkedin/answer/4447/linkedin-search-relevance-people-search?lang=en>
- LinkedIn.com (2019). Retrieved May 7, 2019, from [https://www.linkedin.com/jobs/search/?f\\_E=4%2C5%2C6&f\\_JT=F&f\\_TPR=r2592000&keywords=innovation%20manager&location=Worldwide&locationId=OTHERS.worldwide&sortBy=R](https://www.linkedin.com/jobs/search/?f_E=4%2C5%2C6&f_JT=F&f_TPR=r2592000&keywords=innovation%20manager&location=Worldwide&locationId=OTHERS.worldwide&sortBy=R)
- Lopes, A. P. V. B. V., Kissimoto, K. O., Salerno, M. S., de Carvalho, M. M., & Laurindo, F. J. B. (2016). Innovation management: A systematic literature analysis of the innovation management evolution. *Brazilian Journal of Operations & Production Management*, 13(1), 16-30.
- Lops, P., De Gemmis, M., Semeraro, G., Narducci, F., & Musto, C. (2011, October). Leveraging the linkedin social network data for extracting content-based user profiles. In *Proceedings of the fifth ACM conference on Recommender systems* (pp. 293-296). ACM.
- Loufrani-Fedida, S., & Missonier, S. (2015). The project manager cannot be a hero anymore! Understanding critical competencies in project-based organizations from a multilevel approach. *International Journal of Project Management*, 33(6), 1220-1235.
- Maceli, M. (2015). What technology skills do developers need? A text analysis of job listings in library and information science (LIS) from Jobs. code4lib. org. *Information Technology and Libraries*, 34(3), 8-21.
- Maier, M. A. (2014, December). What innovation managers really do—An empirical study about tasks, skills and traits of innovation managers in Germany. In *2014 IEEE International Conference on Industrial Engineering and Engineering Management* (pp. 1116-1120). IEEE.
- March, J. G. (1991). Exploration and exploitation in organizational learning. *Organization science*, 2(1), 71-87.
- Mayring, P. (2004). Qualitative content analysis. *A companion to qualitative research*, 1, 159-176.
- McDermott, C. M., & O'Connor, G. C. (2002). Managing radical innovation: an overview of emergent strategy issues. *Journal of Product Innovation Management: An International Publication of the Product Development & Management Association*, 19(6), 424-438.
- McGill, M. (2008, November). Critical skills for game developers: an analysis of skills sought by industry. In *Proceedings of the 2008 conference on future play: Research, play, share* (pp. 89-96). ACM.
- Mencl, J., Wefald, A. J., & van Ittersum, K. W. (2016). Transformational leader attributes: interpersonal skills, engagement, and well-being. *Leadership & Organization Development Journal*, 37(5), 635-657.
- Meyer, D. Z., & Avery, L. M. (2009). Excel as a qualitative data analysis tool. *Field methods*, 21(1), 91-112.

- Mikalef, P., Pappas, I. O., Krogstie, J., & Giannakos, M. (2018a). Big data analytics capabilities: a systematic literature review and research agenda. *Information Systems and e-Business Management*, 16(3), 547-578.
- Mikalef, P., Giannakos, M. N., Pappas, I. O., & Krogstie, J. (2018b, April). The human side of big data: Understanding the skills of the data scientist in education and industry. In *2018 IEEE Global Engineering Education Conference (EDUCON)* (pp. 503-512). IEEE.
- Mortara, L., Napp, J. J., Slacik, I., & Minshall, T. (2009). How to implement open innovation: Lessons from studying large multinational companies. *University of Cambridge Institute for Manufacturing*.
- Mulder, M., Wesselink, R., & Bruijstens, H. C. J. (2005). Job profile research for the purchasing profession. *International Journal of Training and Development*, 9(3), 185-204.
- Müller, O., Schmiedel, T., Gorbacheva, E., & Vom Brocke, J. (2016). Towards a typology of business process management professionals: identifying patterns of competences through latent semantic analysis. *Enterprise Information Systems*, 10(1), 50-80.
- Nambisan, S., Lyytinen, K., Majchrzak, A., & Song, M. (2017). Digital innovation management: Reinventing innovation management research in a digital world. *Mis Quarterly*, 41(1).
- O\*net online.org (2019). Retrieved April 27, 2019, from <https://www.onetonline.org/find/result?s=innovation%20manager&a=1>
- Oxford online dictionary (2019). Retrieved May 15, 2019, from [https://www.lexico.com/en/definition/artificial\\_intelligence](https://www.lexico.com/en/definition/artificial_intelligence)
- Pandya, K. D. (2014). The key competencies of project leader beyond the essential technical capabilities. *IUP Journal of Knowledge Management*, 12(4), 39.
- Pappas, I. O., Mikalef, P., Giannakos, M. N., Krogstie, J., & Lekakos, G. (2018). Big data and business analytics ecosystems: paving the way towards digital transformation and sustainable societies.
- Park, J. R., Lu, C., & Marion, L. (2009). Cataloging professionals in the digital environment: A content analysis of job descriptions. *Journal of the American society for information science and technology*, 60(4), 844-857.
- Penrose, E., & Penrose, E. T. (2009). *The Theory of the Growth of the Firm*. Oxford university press.
- Pisano, G., & Teece, D. (1994). The dynamic capabilities of firms: an introduction. *Industrial and Corporate Change*, 3(3), 537-556.
- Poetz, M. K., & Schreier, M. (2012). The value of crowdsourcing: can users really compete with professionals in generating new product ideas?. *Journal of product innovation management*, 29(2), 245-256.

- Poteralska, B. (2017). Decision support system in the area of generating innovative research projects of the future. *Procedia Engineering*, 182, 587-593.
- Ransbotham, S., Kiron, D., Gerbert, P., & Reeves, M. (2017). Reshaping business with artificial intelligence: Closing the gap between ambition and action. *MIT Sloan Management Review*, 59(1).
- Richardson, L., & Bissell, D. (2017). Geographies of digital skill. *Geoforum*.
- Scott, G., Leritz, L. E., & Mumford, M. D. (2004). The effectiveness of creativity training: A quantitative review. *Creativity research journal*, 16(4), 361-388.
- Segarra-Ciprés, M., Escrig-Tena, A. B., & García-Juan, B. (2017). The link between quality management and innovation performance: a content analysis of survey-based research. *Total Quality Management & Business Excellence*, 1-22.
- Sidhu, J. J. (2016). Middle managers: their role in management innovation. *RSM Discovery-Management Knowledge*, 25(1), 8-10.
- Sousa, M. J., & Rocha, Á. (2019). Skills for disruptive digital business. *Journal of Business Research*, 94, 257-263.
- Stalk, G., Evans, P., & Shulman, L. E. (1992). Competing on capabilities: The new rules of corporate strategy. *Harvard business review*, 70(2), 57-69.
- Taddy, M. (2018). *The technological elements of artificial intelligence* (No. w24301). National Bureau of Economic Research.
- Tether, B., Mina, A., Consoli, D., & Gagliardi, D. (2005). A Literature review on skills and innovation. How does successful innovation impact on the demand for skills and how do skills drive innovation. *ESRC Centre for Research on Innovation and Competition University of Manchester, Manchester*.
- Tinbergen, J. (1981). Kondratiev cycles and so-called long waves: The early research. *Futures*, 13(4), 258-263.
- Tohănean, D. (2018). INNOVATION MANAGEMENT AND ARTIFICIAL INTELLIGENCE: THE IMPACT OF DIGITALISATION ON MANAGEMENT PROCESSES. *Review of the Air Force Academy*, (1), 81-88.
- Trippi, R. R., & Turban, E. (1992). *Neural networks in finance and investing: Using artificial intelligence to improve real world performance*. McGraw-Hill, Inc..
- Utterback, J. M., & Acee, H. J. (2005). Disruptive technologies: An expanded view. *International Journal of Innovation Management*, 9(01), 1-17.
- Vanhaverbeke, W., Cheng, J., & Chesbrough, H. (2017). A Profile of Open Innovation Managers in Multinational Companies.

- Venkatesh, A. N. (2018). Industry 4.0: Reimagining the Future of Workplace (Five Business Case Applications of Artificial Intelligence, Machine Learning, Robots, Virtual Reality in Five Different Industries). *International Journal of Engineering, Business and Enterprise Applications (IJEBEA)*, 26(1), 05-08.
- Wade, M. R., & Parent, M. (2002). Relationships between job skills and performance: A study of webmasters. *Journal of Management Information Systems*, 18(3), 71-96.
- Wan, A. T. (2015). How can learners learn from experience? A case study in blended learning at higher education. *International journal of information and education technology*, 5(8), 615.
- Wang, Y., & Wang, Z. (2016). Integrating Data Mining Into Managerial Accounting System: Challenges and Opportunities. *Chinese Business Review*, 15(1), 33-41.
- Wesselink, R., Blok, V., van Leur, S., Lans, T., & Dentoni, D. (2015). Individual competencies for managers engaged in corporate sustainable management practices. *Journal of Cleaner Production*, 106, 497-506.
- Wilf, E. (2015). Routinized business innovation: An undertheorized engine of cultural evolution. *American Anthropologist*, 117(4), 679-692.
- Wilson, H. J., Daugherty, P., & Bianzino, N. (2017). The jobs that artificial intelligence will create. *MIT Sloan Management Review*, 58(4), 14.
- Wu, D., Rosen, D. W., Wang, L., & Schaefer, D. (2015). Cloud-based design and manufacturing: A new paradigm in digital manufacturing and design innovation. *Computer-Aided Design*, 59, 1-14.
- Yashkova, E. V., Sineva, N. L., Shkunova, A. A., Bystrova, N. V., Smirnova, Z. V., & Kolosova, T. V. (2016). Development of Innovative Business Model of Modern Manager's Qualities. *International Journal of Environmental and Science Education*, 11(11), 4650-4659.
- Yeow, J., & Kasztler, A. (2013). Capabilities and competencies for innovation management in security organisations.
- Zhang, H. (2019, March). Reflections on the Innovation of Human Resources Management in the Era of Big Data. In *2018 8th International Conference on Education and Management (ICEM 2018)*. Atlantis Press.
- Zhang, Q., & Doll, W. J. (2001). The fuzzy front end and success of new product development: a causal model. *European Journal of Innovation Management*, 4(2), 95-112.

## Appendix

### i. Job Descriptions

**Job 1:** Material Innovation Laboratory - Innovation Manager  
Kering. Italy. Luxury Goods & Jewellery.

You will pioneer tangible change in sustainable material sourcing and play a role in enabling modern Luxury's traceable supply chain. Working with a team of passionate curators at our innovative in-house research hub, you will lead projects and initiatives that support our Houses in sustainable sourcing choices and drive the strategic value of the lab.

- Identify, develop and manage pilot projects on sustainable raw material sourcing or new innovative processes with our Houses, suppliers, start-ups and other innovation partners
- Due diligence, research and compare new materials, material processes and material technologies to develop the materials library. Ensure the library database is organized correctly and kept constantly updated
- Coordinate with quality control and compliance teams to ensure chemical testing compliance as part of due diligence
- Desk research, analysis, due diligence and writing content on new technologies to deepen understanding of the current and the future sustainable raw materials landscape
- Act as an ambassador for the MIL in scouting new technologies and start ups
- Coordinate with Kering Sustainability Department regarding innovation research
- Coordinate meetings and workshops centered around innovation with Kering Houses to engage, nurture relationships and drive the value of MIL

Who you are:

- A highly organized, committed project manager with 8-10 years' experience in running projects with multiple stakeholders
- Experienced in supply chains, sustainable sourcing and material development
- An open-minded opportunity spotter with a thirst for innovation, as well as the insight to recognize the stages of maturity of ideas
- Technical knowledge of chemical textile engineering and processes: dyeing; finishing; wet processes and biotechnology helpful
- A passionate advocate of sustainable raw material sourcing and development in the Luxury sector with a focus on environmental science
- Experienced in compliance for performance testing of luxury materials and textiles
- A multi-tasking team-player who thrives in a fast-moving, international environment and has a positive approach to problem-solving
- Able to delegate tasks and nurture team members
- A fluent Italian speaker with strong English skills

#### **Skills**

English, Project Management, Luxury Goods, Analytical Skills, Leather, Innovation Research, Coordinate Meetings, Chemical Testing, Problem Solving, Pilot Projects

**Job 2:** Innovation manager.  
Munich Re (Group), Brasil, insurance

The Innovation Manager, a novel position in the subsidiary, will be a key member of a team focusing on developing new business frontiers by:

1. Combining company-wide resources and external partnerships with the aim to create advanced, technology-based solutions for existing inefficiencies of the (re)insurance value chain, thereby addressing clients' needs and pain points;
2. Challenging the limits of insurability by devising new forms and classes of unexplored (re)insurance, as well as groundbreaking business models out of which (re)insurance could be traded and scaled up;
3. Cooperating with innovation teams in Latin America, the Caribbean and Iberia regarding projects under regionally shared coordination;
4. Comanaging pipeline of innovation initiatives in Brazil, from concept-building to execution;
5. Continuously fostering an innovation-driven culture in the subsidiary and beyond by qualifying staff in cutting-edge technologies and sound project-steering practice.

The profile envisaged goes along the following lines:

- Proven achievement of tangible results in an influential role on transformational and market-making projects;
- Meaningful track record in employing technology for incremental and disruptive developments;
- Consulting and/or (re)insurance experience desired, but not required;
- Project-management skills, including relevant exposure to techniques such as agile management and design thinking;
- A solution-driven way, with proven ability to dissect complex problems;
- Comfortable with decision-making against the backdrop of uncertainty;
- Ability to navigate in a corporate, multicultural environment;
- Academic credentials from top-ranked institution, though previous criteria take precedence;
- Command of English, Portuguese and Spanish for business purposes.

Level of education: Bachelor's Degree

### **Skills**

Business, English, Consulting, Spanish, Insurance, Decision-Making, Developments, Design, Business Modeling, Design Thinking

### **Job 3. Website Innovation Manager.**

La Prairie Group AG. Switzerland.

In this exceptional position you are in charge of the planning, cross functional relationships, prioritization and implementation of the 360 brand projects for La Prairie's websites and web-shops. You work closely with business teams, leaders, and dedicated user experience design and engineering teams in an agile development environment to launch new features and experiences. Other key responsibilities include monitoring the execution of the project, providing project progress to stakeholders, and ensuring appropriate levels of quality to maintain the overall integrity of the project.

Your Responsibilities:

- Project Management: ownership of execution of medium to big size digital and eCommerce projects
- Coordinate and negotiate the project requirements among the given stakeholders. From Digital Marketing, Creative to CRM and Digital IT department.
- Manage the project timings and processes ensure the success of the release

- Create project plans (conception, planning, implementation), set tasks & update management, team and stakeholders on project status regularly
- Bring continuous development and optimization of the project methodology, processes and tools.
- Deliver expertise in consumer journey, digital strategy and digital retail.
- Monitor and report with given business tracking tools the key performance indicators set out to define the project results and define which are the next required if the values don't meet expectations

Your Profile:

- 5 years minimum of digital and e-commerce experience in the luxury industry
- Degree or MBA in the related field(s) of focus
- Deep knowledge of ecommerce architecture, systems, integrations & processes
- Strong project management skills and knowledge of supporting tools (such as: Confluence and Jira)
- Understanding and basic knowledge of digital interface design processes and technologies (e.g. Information Architecture, UI & Interaction Design, Creative Design, Front-End performance)
- Ability to define KPIs and collect data to report internally
- Salesforce Commerce Cloud experience is a plus
- Strong communication skills as well able to negotiate with stakeholders
- Original thinker with initiative and driving spirit and the ability to think creatively for innovative problem solving
- High interest in living in Switzerland and in a multi-cultural environment
- Excellent written and verbal English skills, and any other language is a plus

Level of education: Master of Business Administration

### **Skills**

Project Management, Luxury Brand Marketing, User Experience (UX), E-commerce, User Interface Design, Design, Creative Design, JIRA

**Job 4:** Innovation Manager.

Bangalore international Airport Ltd. India. Aviation.

Overall objective: Identify, pilot and roll out innovations in across all the BIAL Digital Platforms and systems. Identify critical internal and ecosystem enablers to drive innovation, such as relevant frameworks, guidelines, people capabilities and structural interventions. Work with the Head of Innovation and CDO team to:

- Embed innovation in line with the BIAL Digital strategy
- Deploy these internal and ecosystem enablers collaboratively
- Take innovation to other departments in BIAL and other Stakeholders

Key Responsibilities:

- Liaise with multiple stakeholders within BIAL
- Assess opportunities, priorities and key pain points across all the programs. Identify innovative solutions leveraging key digital enablers that address priority areas.
- For the same leverage existing Digital Strategy and Road map to define a clear innovation road map including but not limited to:
- For all the Digital initiatives that are being undertaken currently in BIAL

- People capability development
- Developing new POVs / Thought Leadership based on innovation work already done at BIAL
- Guide the business owner and product managers across the BIAL key initiatives on executing upon their innovation strategy
- Identify business outcomes from the innovation and calibrate / track to the same at regular intervals
- Align Head of Innovation, Business and product owners, other stakeholders on the road map to achieving outcomes
- Identify and design blueprint for relevant ecosystem enablers to roll out innovations, including:
  - Extended partner network (Startups, Innovation partners etc.)
  - Structural enablers (teams, changes to business metrics and KPIs, reporting changes, points of contacts etc.)
- People capability development including awareness on what's going on in mobility / automation / analytics / AI / Cloud /Block-chain and how they are shaping the Airport's/Travel Industry
- Processes (Frameworks / guidelines / Innovation planning etc.)
- Culture tenets: Drive the innovation mindset of inquire, ideate, inspire and implement

**Skills required:**

- 10+ years' experience across multiple functions and industries in Innovation Led roles
- Ability to collaborate across key stakeholders across BIAL departments
- Experience in design thinking methodologies
- Experience in working with deep tech startups
- Awareness and ability to manage organizational dynamics with varying stakeholder interests
- Understanding of key innovation levers such as – UX/UI, Mobility, Analytics, Automation, Artificial Intelligence, Cloud, Security

**Skills**

Strategy, Digital Strategy, Product Management, Cloud Computing, User Experience (UX), Thought Leadership, Start-ups, Leadership, Design Thinking, Analytics

**Job 5:** Digital Innovation Manager.  
Amazon Web Services. Australia. IT.

As a business development manager for Digital Innovation, you will have an exciting opportunity to lead customer engagements and shape and deliver the Digital Innovation program, working with other ANZ BDMs, the regional team, and worldwide program leadership. Your primary responsibility will be to identify, develop, and lead engagements with Enterprise customers – engaging line of business and C-suite leaders, qualifying opportunities, leading innovation workshops utilizing Amazon mechanisms like Working Backwards, and driving resultant prototypes and scaled solutions. In addition, you will build and participate in mechanisms for tracking engagement impact for customers and for AWS and use your experience to help improve our engagement model. You must be comfortable working in an entrepreneurial enterprise technology sales environment and working with cross functional teams. Typically, cross-functional collaboration includes sales leadership, vertical business development teams, solutions architecture, marketing, partners, professional services and sales enablement.

You'll have experience delivering Digital Innovation programs for enterprise customers. This includes demonstrated track record in developing digital innovation opportunities for customers, a proven track record of leading and driving multiple projects to meet customer business objectives, excellent

project management skills, a customer-obsessed and collaborative approach, strong data and metrics bias, a good understanding of cloud solutions, and a passion for helping customers transform using cloud technologies.

**Role and Responsibilities:**

- Work with sales leadership to identify and qualify customers for the Digital Innovation program
- Develop C-suite and line-of-business relationships with leading innovators within customer organizations
- Deliver high quality workshops using Amazonian innovation mechanisms like Working Backwards to identify specific end-customer problems or opportunities and articulate in a press release
- Lead and coordinate translation of those solutions into working cloud prototypes, working with relevant engineering and services teams, and partners where appropriate
- Build value propositions/business cases
- Train & enable local sales teams to help qualify customers, and – in some cases – lead elements of the digital innovation engagement
- Effectively track and articulate the value of engagements underway, and major wins
- Share knowledge effectively across the WW team
- Help develop and improve the Digital Innovation engagement model based on engagement experience
- Work with the Partner team to identify, engage and enable partners who can accelerate our approach to digital innovation
- Conduct customer briefings, present at customer events, further AWS solutions-led thought leadership in the innovation domain

**Basic Qualifications:**

- 5 years of experience in customer-facing digital innovation or equivalent consultative-selling role
- Deep experience of business development in enterprise technology
- Good understanding of public and hybrid cloud platforms, and the technologies customers are using to drive and deliver digital innovation
- Familiarity with Amazonian innovation principles and mechanisms, notably customer obsession and working backwards
- Passion for enterprise market – deep understanding of how enterprises operate and the characteristics of large and global businesses
- Operational excellence mind-set. Data driven. Adept at simplifying complexity and developing scalable propositions
- Ability to effectively lead and work with a variety of organizations, management levels, cultures, and personalities
- Experience with training, enablement and accreditation
- Cloud experience

**Skills**

Not available.

**Job 6:** Regional packaging Innovation Manager.

AkzoNobel. China. Chemicals.

Manage and ensure use of packaging formats which are fit for purpose from consumers perspective working with regional marketing, and improve time to market for NPI  
Drive harmonization of Paints & Coating packaging portfolio across the region, reduce complexity, drive productivity/saving and quality compliance

Manage artwork as part of the total pack solution to meet filling and packaging requirements and provide best solution for the market

Establish robust packaging testing protocol, aligned with regional quality, and manage/ resolve issues related to packaging when escalated by the sites, customer complaints, etc.

Govern packaging specifications and change requests for existing portfolio via cross functional networks and create understanding on data and steer decision on what is key to solve

Responsibilities:

- Conduct full packaging assessment and impact for the NPI to ensure product quality and filling line performance in manufacturing and throughout the supply chain and manage handover to operations after signing off
- Drive the harmonization of packaging portfolio and drive business to use standard packs and working with procurement on reducing complexity and costs
- Understand relevant manufacturing capabilities, requirements, and strategy for filling and align with the packaging plan (incl. artwork & secondary packaging)
- Coordinate with artwork team, marketing, sites and suppliers in managing more complex pack and artwork combinations and providing best solution
- Be liaison with global packaging team and ensuring adherence to global standards, specifications, best practices transfer and compliance with local regulations and standards
- Lead projects within own discipline, define project scope, manage and deliver on site, or participates in large projects
- SAP Master data maintenance according standard formats and guidelines
- Create relevant work instructions and provide training for personnel performing packaging filling activities
- Ensure product quality and manage and solve quality issues within the region related to faulty packaging to prevent/limit impact on customers and prevent/limit cost of poor quality
- Be liaison for the marketing team, procurement, global packaging & filling/manufacturing team, regional quality, etc. on packaging related topics
- Audit suppliers and seek improvements and resolutions where possible and required; working with procurement.
- Periodic technology scouting to ensure awareness of the latest external technology developments, competitor and comparable industry progress and the benefits for AkzoNobel

Job Requirements:

- Minimum 6-8 years' experience in packaging area both metal and plastic and artwork
- Experience with deploying and running metal and/or plastic packaging formats in production and labelling, decoration technology, and secondary packaging in distribution
- Ability to manage and develop the packaging role to best support the business
- Experience with continuous improvement tools and root cause analysis
- Must be a self-starter, highly organized and structured approach
- Ability to multi-task effectively with cross functional teams (Marketing, Procurement, RD&I, etc) and meet deadlines and budget
- Working experience with various countries and multi-cultural team would be a plus
- Excellent communication skills (written and verbal communication skills), strong interpersonal & influencing skills, and ability to present key information to executive management

- Working at a regional level supporting sites and willing to travel
- Proficient knowledge of project management practices and costing
- Fluent in English

### **Skills**

English, Work Instructions, Data Maintenance, Analytical Skills, Technology Scouting, Artwork, Skilled Multi-tasker, Metals, Interpersonal Skills, Decoration

### **Job 7: Innovation Manager.**

Rubicon Organics. Canada. Pharmaceuticals.

- An agile, hands on leader of cross functional teams, with a passion for creative innovation
- Ability to manage multiple complex projects from design to commercial and marketing execution
- Financial acumen to create viable business cases and the confidence to seamlessly align decision makers.

Responsibilities:

Innovation:

- Identify, assess and champion new product growth opportunities, including:
- Developing a compelling innovation strategy and pipeline
- Conducting category/competitive analysis to validate size of opportunities
- Consumer validation of innovation ideas
- R&D validation of the technical pathways
- Operations validation of the manufacturing strategy
- Finance validation of Gross Margin
- Initiate consumer research to define unmet consumer needs and to identify white space opportunities
- Align opportunities with Brand strategy and Sales goals
- Lead new product initiatives in collaboration with cross-functional teams
- Partner with Marketing team to drive global synergies, as appropriate

Process:

- Own and lead the brand team's innovation plan through a formalised stage gate process
- Work with the team to ensure thorough scopes are created before projects enter production
- Simultaneously manage multiple projects that vary in size, scope, and difficulty (from new to world projects through to format and pack innovation)
- Build innovation plans in collaboration with the cross-functional team and thereafter manage team outcomes as they pertain to achieve innovation goals and timelines
- Identify and explain dependencies and milestones
- Tracking progress of projects
- Identify and remove any roadblocks
- Leading a team culture of accountability
- Manage and communicate shifting priorities to ensure projects reach completion by expected due dates
- Act as a go-to resource for project-related questions and concerns

What You Need:

- 5+ years innovation / new product development experience, new product launches and/or major repositioning of a brand
- Experience in category analysis and forecasting

- Familiarity with common consumer marketing research tools and techniques
- Experience with P&L analysis
- Experience managing projects involving multiple resources and channels
- Excellent project and time management skills
- Experience working with Microsoft Project preferred
- Exceptional attention to detail and meticulous organization
- Ability to assume new responsibilities as priorities change
- Strong problem-solving and decision-making abilities
- Strong relationship-building skills / Collaborative work style
- Bachelor's degree or greater

### **Skills**

Project Management, Product Development, Market Research, Analytical Skills, Time Management, Product Launch, Consumer Marketing, Cross-functional Team Leadership, Relationship Building, Competitive Analysis.

**Job 8:** Innovation Project Manager.  
Carex Consulting Group. US. Insurance.

Our partner is searching for an Innovation Project Manager to serve in a leadership role! This role will serve as the catalyst for identifying, analyzing, developing, and implementing innovative solutions across the organization. The ideal candidate is passionate about using creative thinking to solve complex problems, improve client's experiences, and improve efficiencies. You'll need to be a forward thinker, excited about innovation, and is looking to make a lasting impact.

What you'll do:

- Partner with Business leaders to identify opportunities and drive impactful change
- Champion projects that result in a seamless and forward-thinking client experience
- Lead initiatives that create efficiencies and effectiveness for company and clients
- Identify continuous improvement to position company as a top innovative Insurance Broker
- Create and support an innovative culture by fostering creative thinking and transparent evaluation of ideas throughout the organization
- Empower employees to think outside the box and to engage in meaningful and efficient conversations in order to identify strategic business challenges and opportunities
- Lead ideation activities and manage projects that focus on key business initiatives such as enhancing revenue, improving the client experience, reducing operational costs and increasing customer satisfaction
- Evaluate current processes and procedures and identify business improvement opportunities
- Manage pilots with small focus groups to collect feedback and evaluate ideas
- Coordinate with third-party vendors and internal stakeholders to assess innovative solutions
- Participate in the latest thinking and engage with cutting-edge technologies
- Respond promptly to customer requests and keep customers informed of situations
- Continuously solicit customer feedback and anticipate their needs
- Work through resistance and build support across a wide audience
- Thrive in a culture where thinking outside of the box is required daily and creative input is necessary to solve business problems
- Ability to mentor and facilitate culture change in an environment with varying acceptance
- See the customer's point of view

- Offer full attention to others when they speak, and give verbal and nonverbal cues of interest
- Ensure both internal and external customers have current and accurate information
- Identify core issues, act decisively, and show good judgment when solving these issues
- Is knowledgeable and skilled in their area of professional expertise
- Stay current and act as a resource for the organization in that area
- Connect with others to the point where enough trust has been developed to self-disclose
- Manage and resolve conflict with others while facilitating business transactions
- Is proactive, not reactive
- Act without being prompted and is not afraid to make a mistake
- Efficiently and effectively balance short- and long-term goals
- Model standards that guarantee exceptional quality
- Adapt quickly and positively to change
- Is open to and actively solicits new ideas and opinions
- Manage time and needs in an efficient way which maximizes productivity

What you'll bring:

- 5+ years of experience in leading projects and process improvement
- Bachelor's degree in Business, Technology or a related field
- Must have the social, organizational and leadership skills to work across all levels of the organization, as well as externally
- Experience in the various stages of innovation: ideation, concept generation, concept validation, new product or service development, new business launch, and new business maturation highly preferred
- Must be a problem solver and work well independently and in a team environment
- Experience with leading large-scale projects and process improvements
- Understand enterprise solutions including experience with technical integrations
- Proficient in the use of Microsoft Office Products: Excel, Word, Outlook, PowerPoint
- Strong professional communication and clear, concise, and professional written communication
- Display success in maintaining long lasting relationships
- Strong attention to detail and seek to improve processes and products
- Focus on providing superb results
- Follow through on commitments
- Is flexible but knows when to take a stand
- Authorized to work in the US without sponsorship (both now and in the future)

### **Skills**

Project Management, Professional Communication, Business Innovation, Agile, Methodologies, Business Process Improvement, Start-ups, Leadership, Service Development, Customer Experience, Business Launch.

**Job 9:** Innovation Project Manager.

YouGov. UK. Market Research.

We are searching for an innovative research/data project manager, who can bring to life the product builds that will enhance YouGov's position as the global leader in connected data.

- As Innovation Leader, you will be tasked with using human-centered design principles and methodologies to uncover insights, develop strategy, and design new products

- Identify and lead on improvements that make commercial and business sense as well as delighting our global client base
- Working as part of the Product Innovation team, you will be enhancing our syndicated, global product set, powered by The Cube – the world’s largest connected data source
- Engaging across the organization to develop new ideas and take employees and customers through a full innovation process
- Generate and prototype ideas, capturing learnings and rapidly iterating the value propositions based on insights gathered
- Develop and improve the innovation processes, metrics, and tools
- Work closely with key teams across the business to successfully project manage new initiatives
- Be seen as a product expert with a full understanding of the product and the market
- Evangelist for the innovation process and able to spot opportunities where we could be adding value across the organization
- Champion of the products and capability, identifying opportunities for other teams to utilize new products in existing and new research
- Strong project management experience
- Understanding of the media research market desirable
- Experience working in design thinking, proposition design and idea development
- Proven track record of designing products and services that have gone through to live
- Extensive experience leading workshops to successful outcomes
- Ability to work fast and move projects on quickly
- Excellent written and verbal communication skills
- Positive and enthusiastic attitude
- Excellent organisational skills with great attention to detail

### **Skills**

Project Management, Client Relations, Design Thinking

**Job 10:** Innovation Programme Manager.

NCS – National Citizen Service Trust. UK. Not-for-profit.

Role Description:

To ensure that innovation projects are delivered on-time, within budget, and to scope the Innovation Programme Manager will be responsible for:

- Working with senior leaders to scope and initiate projects: defining deliverables, scope and project objectives; developing project plans and project delivery teams and gathering requisite approvals
- Developing business cases for new innovation projects
- Implementing and maintaining an innovation programme plan and individual project plans
- Drafting procurement specifications, contract specifications and payment schedules
- Developing and maintaining stakeholder management plans and communications
- Facilitating project meetings to drive progress, coordinate project activity, manage risk, issues and change
- Coordinating activity with internal and external staff to ensure the successful delivery of projects

- Preparing and presenting reports on the progress of the innovation portfolio for NCS Trust leadership
- Supporting the team manager to manage budgets and track project spending
- Managing project evaluation with support from NCS Trust research team or independent evaluators
- Managing project closure and transition in line with NCS Trust project governance processes

Person Specification:

- Proven experience leading successful projects, in any sector
- Good knowledge of programme and project management methods, such as MSP and PRINCE2
- Experience of commissioning, procuring and contracting is desirable, including writing contract specifications and payment schedules
- Experience of driving innovation or developing new ways of improving a service
- Experience or significant understanding of contract management, the procurement of services and budget management
- Demonstrable interest in developing new ideas and commitment to continual improvement

Strong business case development and presentation skills

Planning and organizing, decision-making

Exceptional stakeholder engagement and interpersonal skills

Solid organisational ability, including attention to detail and multi-tasking

Critical thinking, analytical and problem-solving skills

Adaptable, able to handle ambiguity

Excellent written and verbal communication skills

Proficient in project management and other business software such as Smartsheet and Google suite

**Skills**

Project Management, Budgeting, Organization Skills, Business Case, Budget Management, Problem Solving, Project Plans, Google Suite, Smartsheet

**Job 11:** Senior Innovation manager

Lazada group. Singapore. Internet.

The incumbent will work closely with all main business functions within LeL and Lazada Group. As part the Innovation team within Lazada eLogistics (LEL), you will be responsible to create new initiatives and solutions for the business.

Your key responsibilities will include assisting senior management in executing key business decisions and prioritization for the year

- Manage E2E project implementation for Supermarket in PH
- Prepare operational plans and product requirements through coordination across business units and ensure successful rollout of features that are developed
- Manage all communication of new Innovation initiatives and priorities throughout the organization.
- Aggregate new business requirements by working with regional functional teams and country teams across Southeast Asia to identify business priorities and pain points, translating these into actionable project plans

Competency:

- Excellent written and oral skills, strong organizational communication skills

- Demonstrated senior presence; strong project management skills including ability to collaborate with multi-functional stakeholders
- Ability to work on tasks independently without a lot of guidance
- Entrepreneurial attitude to quickly dive deep into content to determine root causes of problems and implement scalable solutions
- Willingness to travel

Qualification: Bachelor's Degree

### **Skills**

Business, Project Management, Travel, Product Requirements, Logistics Management, E-commerce, Organizational Communication, Communication, ASEAN, Project Plans

### **Job 12: Marketing Innovation Manager**

Denholm Associates. UK. Consumer Goods.

Reporting to the Marketing Director, this role has responsibility for developing the Group's innovations strategy, management of the ideation process and to drive the consumer brand offering through product and format innovation aligned to both current trends and the Group's heritage. To be considered, you will be a high-achieving Innovation/Brand/Marketing Manager with a proven track record in new product development – from concept to market launch. You will have strong strategic planning, consumer insights, project management and brand communication skills. A passion and understanding of food are essential.

### **Skills**

Strategy, Marketing, Project Management, Product Development, Customer Insight, Sales & Marketing, Sales, Strategic Planning, Communication, Business Insights

### **Job 13: Innovation Manager**

GLORY. US. IT.

Main responsibilities:

- Manages the development of innovation concepts
- Supports workshops and helps to identify new ideas to maintain pipeline
- Assist with management of innovation projects in the current pipeline
- Manages research efforts to support innovation concepts
- Work collaboratively with the Thought Leadership and Strategic Alliances team to support their efforts
- Identify new opportunity areas through primary and secondary research, observation, and following of trends
- Develop value propositions and business models for all innovation concepts
- Develop the high-level business case for all innovation concepts
- Work with internal and external resources to bring concepts to a Proof of Concept prototype
- Work closely with the Innovation Leadership team to provide feedback and input to the long-term strategy and vision

Required education and experience:

- Bachelor's degree
- Manager: 3-5 years of innovation or product development/management experience

Required skills and competencies:

Individuals must be able to perform each essential duty satisfactorily and the requirements listed below are representative of the knowledge, skill, and/or ability required.

- First class project management skills: demonstrated ability to organize and manage complex projects simultaneously to meet key deadlines is essential as is the ability to bring projects to successful completion through political sensitivity
- Vendor/partner management and collaboration
- Market research analysis and synthesis
- Value proposition development
- Business model development
- Creative problem solving
- Proof of concept or prototype development/experience
- Excellent communication skills, both written and oral, combined with the ability to make formal presentations to both internal and external customers
- Works well with geographically dispersed teams; interacts effectively with staff at all levels within the organization to gain the respect and cooperation of resources, is politically sensitive and consumer orientated
- Well-developed influencing skills, strength of character, tenacity and cultural sensitivity; can be persuasive and effective within an international environment
- Strong interpersonal skills; is confident (knows when to seek input and when to make own decisions)
- Independent/fact-based decision-maker with good judgement, complemented by strength of personal convictions and persuasive style, autonomous and self-managed; motivated.
- Understands and is familiar with trends/competitor activity in field of expertise and is willing to learn, understand and apply new technologies

### **Skills**

Innovation Management, Innovation Development, Value Propositions, Business Model Development, Manage Complex Projects, Product Innovation, Business Innovation, Innovation Research, Technological Innovation, Creative Problem Solving

**Job 14:** External Innovation Programs Manager  
DuPont. US. Chemicals.

Emerging Innovation is seeking a smart and scrappy person who has the versatility to drive a range of external innovation and collaboration programs. The External Innovation Programs Manager will have ownership for the quality of experience for both internal and external stakeholders and will play a critical role in positioning the Company globally as the innovation partner of choice. The individual will coordinate startup scouting and vetting interactions as well as a range of engagements with the DuPont external innovation ecosystem.

The External Innovation Programs Manager is primarily accountable for design and execution of highly-effective engagements with the external innovation ecosystem. Responsibilities include:

- Modeling Company core values and setting the highest standards through behaviors and actions which set an example internally and with customers
- Assisting in alignment of ecosystem engagement activity with business unit strategies by maintaining lists of business priorities to identify and connect relevant startups, investors, and corporate partners

- Conducting preliminary searches using tools like Pitchbook to answer requests for information and to proactively identify potential collaboration targets
- Identifying appropriate internal stakeholders and coordinate their participation in accelerator selection days, deal flow sessions, pitch days, and other opportunities to vet potential startup partners
- Maintaining a repository of information on relevant startups, including notes from meetings, pitch decks, technical decks, and other startup materials
- Organizing the pipeline of potential external innovation partnerships and following up with stakeholders within the business units to keep up-to-date records on progress through pipeline
- Working with external innovation ecosystem partners (including accelerators, venture funds, corporate venture organizations, and innovation hubs) to identify opportunities to connect with startups and other potential partners and managing outreach and scheduling for these events
- Synthesizing trends and market-back insights from online tools and external innovation ecosystem partners to share with stakeholders in the business units
- Facilitating education on how to collaborate with the external innovation ecosystem through preparation of communication materials, organization of training sessions, and other learning channels
- Organizing the pipeline of potential external innovation partnerships, maintaining a catalog of opportunities, and coordinating engagement across stakeholders
- Preparing reports on external innovation activity for dissemination to leadership and other key stakeholders
- Structuring scalable processes to support the expansion of external innovation efforts to a wider range of stakeholders within the business units, including vetting and implementing new tools and processes to improve efficiency
- Managing requests for external collaboration and partnership that are directed to the CTO's office and working closely with the CTO to organize appropriate responses and engagements

#### Proficiencies, Skills, and Requisites:

- Highly detailed and process-oriented thinker who can break down large projects into manageable tasks and execute flawlessly on each component
- Customer-centric and empathic mindset, entrepreneurial work ethic, strong business acumen, and prior exposure to lean innovation, startup ecosystems, and corporate venture capital
- Relentless networker and collaborator—internally and externally—with a bias toward action and one who can take initiative and act independently
- Thrives under conditions of high uncertainty, synthesizes and acts on complex and ambiguous information, and communicates and influences effectively across all hierarchical levels and organizational boundaries
- Highly organized, effective project manager who can simultaneously manage multiple projects ranging in size and complexity and execute with a sense of urgency and focus on outcomes
- Keeps key processes well organized and moving on agreed timelines via the use of effective project management tools and processes
- Skilled communicator with the ability to build consensus and structure messaging for various levels of stakeholders, including C-Suite
- Demonstrated capabilities in managing complex events and other high-touch experiences
- Minimum 3 years' experience with external innovation and startups
- Experience in market/customer facing positions
- Bachelor's degree (or higher)
- Ability to travel up to 25%

**Skills**

Not available.

**Job 15: Manager Innovation**

Indigo. US. Food Production.

Indigo improves grower profitability, environmental sustainability, and consumer health through the use of natural microbiology and digital technologies.

Responsibilities:

- Partner with the Chief Innovation Officer and Key Indigo Leaders to drive key priorities of Indigo
- Help build operational and execution-oriented plans (largely in PowerPoint and Excel) to execute on key priorities (current and not limited to) building and achieving
- Contribute to writing new business plans, functions and initiatives
- Work with the Chief Innovation Officer, in developing new business plans, spanning novel technologies, data-driven farming tools, and ways to drive novel farming systems into widespread use
- Work across the organization and key executives in starting up new business lines within Indigo with organizational alignment
- Partner with Chief Innovation Officer to structure nascent functions key to Indigo's long-term success
- Facilitate project management to deliver on organizational goals and objectives
- Ensure best-in-class, flawless execution of Board Meetings, Executive Off-sites and Executive Staff Meetings, and tracking of key leadership goals when needed

Competencies:

- Excellent analytical capabilities, top tier financial modeling skills/experience, and insight development (data to insights)
- Strong communication and presentation skills to a wide range of audiences
- Strong PowerPoint and story building skills
- Able to draft first versions of presentations to support strategic initiatives with high quality
- Self-starter and ability to work with little guidance, strong IQ/EQ
- Ability to learn quickly and adapt to requirements to complete projects
- Strong interest in Indigo's mission and helping company to execute to achieve goals
- Strong desire to learn and to develop skill sets
- Able to manage ambiguity
- Takes ownership in work
- High organized and able to multitask
- Knowledge of options and trading is beneficial but not required
- No ego

Qualifications:

- 2-3 years of work experience
- Banking, private equity, consulting and/or strategy/business development experience

**Skills**

Not available

**Job 16: Innovation Product Manager**

Nationwide. US. Insurance & Finance.

The Senior Consultant, Innovation Product Manager will act as digital product lead to manage the initiation, development, and maintenance of products or features with respect to strategy, prioritization, definition, design, profitability and growth. Make key recommendations and obtain executive approval regarding feature set, scope, go to market plans, pricing, and design features. Promotes key initiatives to address product strategy and growth objectives.

Core Duties and Responsibilities:

- Develop product/feature strategy, roadmap, and requirements with a cross-functional team of engineers, designers, business development, and partner managers
- In collaboration with UX designers and researchers, be laser-focused on building seamless, simple, and intuitive user experiences
- Hypothesize, measure and learn--break insights and opinions into hypotheses, drive the right test(s), measure with scientific discipline, and make consumer backed decisions
- Collaborate with a team of engineers and designers to ship features that change the lives of customers
- Communicate frequently and clearly with other teams and leaders – up and down the chain
- Prioritize initiatives and work across teams to drive work in other areas that deliver value for your target customer
- Demonstrate passion for/ability to solve BIG customer problems and solve them well
- Establishing goals and reviewing metrics to identify opportunities and deliver success
- Collaborating with User Researchers, identify new opportunities for NW to innovate on behalf of our customers
- Own weekly and monthly reporting on the state of the initiatives you own. Utilize metrics to deep-dive into issues and uncover business-driving trends and patterns
- Measure Improvements and impact of changes and set-up mechanisms to audit impact and perform necessary course corrections where needed to meet business objectives
- Performs other duties as assigned.

Education and experience:

- Undergraduate degree, preferably in engineering, economics, finance, or computer science, MBA preferred
- 7-10+ years of customer-facing consumer or business product development and product management experience, including defining, launching, and optimizing product and services. Experience in deriving and driving all aspects of a commercial launch for customer-facing product, including business model, branding, GTM, and pricing.
- Experience leading cross-functional teams to deliver products and projects on tight deadlines. Experience coordinating complex product development cycles
- Experience in both mobile, tablet, and PC front-end development platforms (digital)

Knowledge, Abilities and Skills:

- Knowledge of agile product development and lifecycle management process.
- Ability to think strategically and execute methodically.
- Deep customer empathy and curiosity that's paired with knowledge in how to gather and synthesize consumer needs.
- Outstanding written and verbal communication.
- Strong analytical and quantitative skills with the ability to use data and metrics to back up assumptions, recommendations and drive actions

## **Skills**

Not available

### **Job 17: Innovation and New product Development Manager**

Barclaycard. UK. Financial services.

- You will work closely with the Innovation specialists and play a key role to achieve our ambition which will generate new and diversified income streams for the business.
- You will identify and document key market and innovation trends, customer pain points, and business opportunities by working with teams across Barclays and external stakeholders
- Ensure that interfaces with key internal and external stakeholders are enacted and managed
- Help to generate a pipeline of ideas aligned with the overall business strategy, develop use cases and elaborate business model
- Create a communication plan (internally and externally) to showcase the work the team delivers
- Seek the advice of key stakeholders to better create clarity around complex situations, understand problems, evaluate options and recommend decisions
- Build commercial business cases to justify the investment required to build and scale products
- Support the team in the PoC and Pilot phase by collaborating across key functions to gain buy in and remove barriers

What we're looking for:

- Strong commercial acumen – be able to communicate with more technical teams and strong relationship building skills, proven ability to influence peers and superiors.
- Comfortable in dealing with ambiguity and able to process incomplete, ambiguous and contradictory data and still provide recommendations
- Experience within a commercial environment with a focus on driving growth
- Enough technical knowledge to be able to talk to and understand code developers

Skills that will help you in the role:

- Bachelors Degree or equivalent required.
- Experience of the Financial Services market particularly of the payments industry is a must.
- Strong and proven track record of Product Development & Project Management with effective planning & organisational skills.
- Proven experience in delivery excellence, ability to work effectively in a matrix organisation and drive projects with little direction.
- Self-starter, problem solver, naturally proactive, ability to adapt and think out of the box
- Fun, optimistic attitude, a good sense of humour and not afraid to challenge

## **Skills**

Innovation Management, Strategy, Product Development, Business Acumen, Product Innovation

### **Job 18: Logistics Innovation Manager.**

Samsung Electronics. South Africa. Consumer Electronics.

- Create the vision for innovations in the supply chain
- Draft business cases including company history, ideal product and site profile, benefits, opportunities and solution fit
- Create innovation roadmap for the sector with milestones from pilots to full implementations
- Plan and coordinate demonstrations and pilots and document progress and results

- Assess capability of innovations
- Hold regular team meetings to update and Advise
- Provide updates to Stakeholders or Senior Management
- Establish working relationships with Branches / Vendors
- Manage the identification and implementation of Processes, System Solutions, Operation Improvements
- Responsible for the identification of new technologies and innovations that will generate cost savings opportunities for Internal and its customers
- Change concept formulation
- Project planning, Project management, Project implementation
- Process planning, Process management, Process implementation
- Communication with HQ and Branch Offices for Daily and new Projects
- Business Report Creation and Analysis
- GSCM data analysis
- GSBN Support

#### REQUIRED SKILL & COMPETENCIES

- Project Management
- Process Management
- System Management
- GSCM data analysis
- GSBN Support
- Team Collaboration

Technical:

Accuracy, Consistency, Analytical skills, Time management, Presentation Skills

Behavioral:

Display initiative, Goal orientated, Deadline driven, Strong Leadership Skills, Negotiation

Attributes:

Stress Tolerance, Integrity, Sense of Urgency, Strong Communication Skills both verbal and written

#### **Skills**

Project Management, Analytical Skills, Logistics Management, Data Analysis, Time Management, Data Analytics, System Solutions, Presentation Skills, Supply Chain Management, Process Planning.

#### **Job 19: Industrial/4.0 Innovation manager**

KellerGreen. Germany. Staffing.

They are looking for someone with excellent insights into industrial technology areas. Technology areas covered ranges from IoT, 4.0, Cloud, Analytics/ Big Data, and blockchain. They are looking for someone with Engineering Technology or Industrial IT knowledge who understands business model strategy and has a passion for new industrial technology. The role will involve scouting for new technology, investigating the most promising areas and then building business models around this. You will then project manage these to completion and have a real impact in the future commercial direction of the business. Key Areas of responsibility are:

- Investigating New Technology - 4.0 IoT, blockchain, Analytics, Cloud
- Developing business cases and building business models

- Cross functional team management
- Project managing new product areas

Experience required

- Digital Strategy/ Innovations experience
- Engineering Technology Knowledge or Industrial IT
- Knowledge of 4.0, blockchain, cloud, analytics
- Project management
- 3+ years professional experience from Tier 1 Consultancy or Industry
- Fluent English & German

In return you will be part of a group who are investing in technology and driving radical change in this established group.

### **Skills**

Not specified

**Job 20:** Manager, innovation.  
Ameren. US. Utilities.

The Manager, Innovation is responsible for managing the innovation lifecycle process, technology transfer activities, start-up engagements and overseeing the monitoring and tracking of project schedules. There will also be strong emphasis on engaging and influencing Ameren leadership processes and decision-making.

Key Responsibilities Include:

- Manage and direct a small team of innovation and technology transfer professionals, with an overall annual budget responsibility of approximately \$7 million
- Own and manage the ideation process, including Idea Challenge events and any associated software, reporting, or processes
- Manage the development and refinement of business case analysis tools and financial models to evaluate opportunities
- Develop critical thinking skills, utility business acumen and organizational awareness of direct reports
- Engage and influence officer-level leadership to promote innovation throughout Ameren's business segments
- Manage the Company's Technology Transfer (Research & Development) activities
- Coordinate and integrate Technology Transfer and Innovation activities to encourage successful implementation of innovative ideas and technologies
- Lead the administration of Ameren Accelerator and Energy Impact Partners engagements, with an emphasis on developing follow-up projects for those companies involved in these programs
- Facilitate innovation leadership and steering committee meetings, with a focus on driving efficiencies and achieving results in the decision-making process
- Provide support, analysis and recommendations to Innovation Portfolio Manager (Vice President)
- Support Innovation project selection process to ensure projects are reinforcing the innovation strategic roadmap
- Identify and recommend process improvement opportunities based on innovation best practices
- Represent the initiative at internal and external promotional and networking events

#### Qualifications:

Bachelor's Degree required, preferably in engineering or in a business-related discipline. Master of Business Administration from an accredited college or university preferred. Five or more years of relevant work experience required (strategy or innovation experience preferred). Experience with corporate innovation initiatives or other applicable entrepreneurship backgrounds required. Familiarity with portfolio management tools and innovation ideation life-cycle software tools required. Familiarity with innovation best practices is preferred.

In addition to the above qualifications, the successful candidate will demonstrate: Strong written, oral and presentation skills, including a strong proficiency in the Microsoft Office Suite. Exceptional critical thinking and communication skills. Comfortable operating in an environment of ambiguity. Good organization, decision-making, customer focus and teamwork skills. High degree of organization with ability to direct resources to achieve success across multiple workstreams. Clear ability to link actions to long-term strategy. Broad depth of industry knowledge with a key focus on business model disruption, and a demonstrated ability with the following Ameren competencies: Think Customer, Inspire and Engage, Foster Innovation, Drive Results, Champion Learning, Build Trust, and Be Strategic.

#### **Skills**

Not specified

#### **Job 21:** Innovation Portfolio manager.

Great America Insurance Group. US. Insurance.

- Manages the innovation governance process including running Innovation Council meeting agendas
- Organizes, plans and executes projects from definition through implementation
- Supports the VP, Innovation Strategy through the development and delivery of communications to stakeholders
- Develops budgets and reports on status
- Works on the creation and closing of contracts with GAIG's legal department while ensuring compliance with company procedures

#### Qualifications:

- Knowledgeable – expertise within financial services or insurance is preferred. Must have a proven track record of leading large projects or organizational transformations
- Results driven - must have a history of executing various projects.
- Accountable and independent - able to succeed in a corporate start-up environment
- Intellectually curious – always seeking ways to improve work product and your own performance
- Collaborative - able to work closely together with colleagues to identify opportunities and to develop solutions
- Presence - comfortable presenting to senior management
- Organized - able to prioritize and easily switch between projects. Must be extremely organized with excellent communication skills.
- Clear – departmental mission and team goals are clearly communicated
- Proven - able to inspire and engage, build talent and foster collaboration in a large company

#### **Skills**

Strategy, Financial Services, Start-up Environment, Transformations, Insurance, Communication, Start-ups, Finance, Presentations, Intellectually Curious

**Job 22:** Strategy Project manager – Innovation  
Publix Super Markets. US. Retail.

Strategy Project Managers lead and manage multiple innovation focused tactical, strategic, and business-critical projects simultaneously. As a Strategy Project Manager, you will direct and guide cross functional teams of varying sizes including executive leadership, to produce projects and deliverables that achieve innovative desired outcomes.

- develops and communicates detailed project plans, presentations and status reports
- assess project issues/risks and develop mitigation and resolution strategies to meet timelines, quality, and/or cost objectives
- leads change management efforts to positively and proactively address emotions and behaviors resulting from changes that are introduced by projects
- collaborates with multiple business areas on prototyping store design innovations

Required Qualifications

- Bachelor's degree from an accredited university in Business, Engineering, Accounting, or related analytical discipline, or equivalent work experience
- at least four (4) years of work experience in a corporate environment
- at least two (2) years of work experience leading others
- knowledge of strategic initiative management and general project management, concepts, approaches, and tools
- knowledge of strategic risk management concepts and approaches
- superior leadership, negotiation and facilitation skills
- excellent communications skills; both verbal and written
- ability to quickly assimilate project background information
- ability to facilitate team development of innovative solutions consistent with Publix's overall strategic direction
- intermediate knowledge of Microsoft Office; Word and PowerPoint
- basic knowledge of Excel
- willingness to travel overnight
- willingness to work weekends, holidays, and late nights as needed

### **Skills**

Business, Strategy, Project Management, Negotiation, Analytical Skills, Project Plans, Leadership, Team Development, Facilitation, Microsoft Office

**Job 23:** Digital Innovation Managers  
ST Engineering. Singapore. IT.

Job Description:

- Key member in the Innovation Center, to lead in the architecting of the system review the development of the system
- Gather user requirements, analyze and propose a digitization roadmap and master plan which include process improvement workflow and necessary data collection for analysis to

support a measurable outcome in operational efficiency, optimization and improved service level

- Engage customers to ensure that the digitalization plan create the right value proposition to them
- Responsible to Head, Services BU to develop, lead and execute the digital transformation plan
- Work with Head, Ops and the respective Division representatives to develop comprehensive digitalization plan using services system design approach
- Working location is in Ang Mo Kio

**Job Requirement:**

- Bachelor's degree
- Minimum of 5 years' consulting experience or relevant Digital & Technology Strategy background
- Proven experience and track records in implementing process improvement through Industrial 4.0 or Digitization in an O&M business environment
- Strong desire to work in technology-driven business transformation and curiosity around opportunities and threats posed by innovation and industry convergence
- Strong understanding of industry operations, dynamics and trends through experience in Operation & Services, and Logistic
- Strong analytical skills, understanding of complex issues, the ability to quickly absorb information, conceptual and creative problem-solving excellence

**Skills**

Business, Consulting, Operational Efficiency, Digital Transformation, Data Collection, Analytical Skills, Problem Solving, Business Process Improvement, Digitization, Creative, Problem Solving

**Job 24: Manager of Design Innovation**

WunderLand Group. US. Marketing.

Our client, a globally recognized brand is looking for a Manager of Design innovation who will report to the Sr. Director of Global Design Innovation & Strategy and work in collaboration with other Design & Innovation team members to effectively develop and deliver design strategies and compelling designed experiences (brand, product, packaging, retail, merchandising) that have strategic business value. This person will drive the delivery of effective design thinking & innovation for our clients business and partner with teams to deliver strategies that can identify new products, opportunities and new experiences. This person must be comfortable with ambiguity and will be responsible for providing input into design proposals in order to execute against creative engagements.

Responsibilities for this role include but are not limited to:

- Excellent team management
- Champion design thinking across the organization, while collaborating across teams
- Draw on diverse perspectives to solve design problems and effective solutions
- Articulate design vision through prototyping, scenario modeling and strategic road maps
- Build and evolve methodologies, nurture the maturity of the design & innovation capabilities
- Work collaboratively to build relationships and get things done through formal and informal channels

- Proven ability to effectively incorporate research (including primary and secondary research) in strategic design processes

Requirements:

- 10 years of experience with a minimum of 3 years (recent) in a strategic design thinking/innovation training and process development role with significant business development
- Degree in Product Design, Architecture, Engineering, Design Innovation, Brand Design, Design Strategy
- Proven experience in Brand Strategy, Design Strategy, Innovation & Product Development
- Must be willing and able to travel 20% of the time

**Skills**

Not specified

**Job 25:** Data Innovation Manager

PMG Digital Agency. US. IT

- Working directly with the development team to improve internal products and building requirements for new features
- Communicating with client teams to provide training and implementation strategies for new tools
- Owning the communication and roadmap of one larger DI initiative
- Pairing together data from multiple sources using SQL to drive automated reporting and insights
- Developing scripts using Python to automate workflow processes for teams
- Assisting with QA and troubleshooting of team scripts
- Identifying market trends and analyzing digital performance to create experimental solutions
- Setting up, cleaning, and optimizing product feeds that make up the backbone of our digital programs
- Running and reporting on marketing programs for two account service teams

Skills & Experience:

- 2+ years related work experience
- Bachelor's degree or equivalent work experience
- Strong Microsoft Excel skills
- Strong verbal and written communication skills
- Self-motivated and likes to learn new tools and technology
- Strong interest in data and automation
- Some experience with SQL, with PostgreSQL knowledge preferred
- Some experience with programming languages, with Python preferred

**Skills**

Microsoft Excel, Marketing, Python (Programming Language), SQL, Written, Communication, Analytical Skills, Communication, Business Insights, Data Services, Troubleshooting

**Job 26:** New Product Development & Innovation Manager

Sunstar Americas, Inc. US. Health.

Essential Job Functions:

Strategic Direction:

- Develop short term (1-2 year) innovation supporting brand and product strategies for US, Canada and Latam

- Contribute to the creation of a multi-year pipeline that meets business and consumer needs while supporting that brand's short- and long-term strategies across the spectrum of innovation (including new products, renovation, new packaging, and commercial innovation).
- Develop a profound understanding of Brand strategy, positioning and consumer insights to develop winning, relevant concept and innovation
- Translate consumer insights into differentiated new product ideas
- Understand current market trends to generate breakthrough ideas
- Identify and recommend new targets and business/category opportunities

#### Annual Planning:

- Contribute to the development of the annual brand plan/budget and mid-term plan (3-5 year plan) by providing short and mid-term innovation plan

#### Financials:

- Deliver long- and short-term financial commitments
- Assist in managing NPD budget, including monthly budget tracking for projects

#### New Product Development:

- Assist in the managing of the idea generation process to contribute "out of the box" ideas
- Develop concepts for qualitative and quantitative testing
- Develop design briefs to initiate product development on an idea
- Develop and lead each initiative from the Discovery Process up to completing Volumetric/Business Case Approval in which project will be transferred to the base Marketing team
- After project is transferred to the base business team, continue as a team member sharing any information that could strengthen the proposition up to launch stage
- Identify trends and insights that lead to product ideas that uniquely satisfy unmet needs, assessing business potential
- Manage innovation through SAI's Stage-Gate process providing information necessary at each stage gate for management approval, including development of 5 year P&L and volume forecast
- Utilize appropriate market research to infuse voice of consumer and quantitative metrics into all projects
- Contribute in search and screen process to evaluate trends, internal & external ideas and technologies

#### Leadership & Collaboration:

- Partner with R&D on ideation and product development and to create and expand innovation network with global and local R&D resources
- Collaborate with US & Canada Marketing, Global Marketing, Market Research, Sales, Finance, Supply Chain/Manufacturing to develop successful new product ideas and business cases
- Collaborate with other Sunstar regions as appropriate on Global projects
- Manage innovation agency partners

#### Education, Knowledge, Skills, and Abilities:

- Bachelor's Degree required. MBA strongly preferred.
- 3-5 years of CPG marketing/innovation experience.
- Oral care/dental categories preferred.
- Medical device experience a plus.
- Knowledgeable in market research techniques related to new product development and ideation.
- Computer proficiency: Microsoft Office, and Access Project

- Strong strategic thinker
- Excellent written and verbal communication, presentation, and facilitation skills
- Strong problem-solving skills
- Decision making and priority setting
- Ability to manage multiple projects at once
- Must be able to work independently, lead teams, yet also function as a strong team player
- Ability to work across regions and cultures (has worked in global environment)

### **Skills**

Product Development, Stage-Gate, Priority Setting, Brand Strategy, Computer Literacy, New Product Ideas, Financials, Problem Solving, Product Strategies, Facilitation

**Job 27:** Product development and innovation: Manager.

PwC. US. Consulting.

As a Manager, you'll work as part of a team of problem solvers with extensive consulting and industry experience, helping our clients solve their complex business issues from strategy to execution. Specific responsibilities include but are not limited to:

- Proactively assist in the management of a portfolio of clients, while reporting to Senior Managers and above
- Be involved in the financial management of clients
- Be actively involved in business development activities to help identify and research opportunities on new/existing clients
- Contribute to the development of your own and team's technical acumen
- Develop strategies to solve complex technical challenges
- Assist in the management and delivering of large projects
- Train, coach, and supervise staff
- Keep up to date with local and national business and economic issues
- Continue to develop internal relationships and your PwC brand

Our Innovation & Development practice helps leading technology companies excel in envisioning and bringing to market new products, optimizing their innovation investments, leveraging new technologies (e.g., AI, 3D printing, analytics, etc.) by coming up with new business models, setting up a corporate venture funding mechanism, establishing a new innovation & incubation center, or driving down product and service development costs, etc.

-Minimum Degree Required: Bachelor Degree

-Minimum Years Of Experience: 5 year(s)

-Preferred Qualifications: Master of Business Administration

-Preferred Fields Of Study: Computer Engineering, Electrical Engineering, Engineering, Engineering and Business, Mechanical Engineering, Software App

-Certification(s) Preferred: Certified Scrum Master (CSM), Certified Product Owner (CPO), Scaled Agile for Enterprise (SAFe) or similar certification

-Preferred Knowledge/Skills:

As a Manager, you'll work as part of a team of problem solvers with extensive consulting and industry experience, helping our clients solve their complex business issues from strategy to execution. Demonstrate extensive abilities and/or a proven record of success as a team leader by:

- Anchoring one or more I&D engagements, working with a team of other I&D and broader strategy and operations consultants - be accountable for profitable engagement delivery, building out client relationships, and ongoing account management;
- Working with others in the practice to develop a portfolio of clients across core industry sub-segments;
- Communicating value propositions by actively engaging in business development, helping generate new leads, research opportunities, prepare for client discussions, help with proposal development and delivery, and supporting sale close;
- Collaborating with the others in the practice on development of new intellectual capital such as new business models, industry leading practices frameworks, operational and financial benchmarks, and scalable I&D solutions;
- Keeping abreast of new and constantly evolving technological landscape bringing perspectives on new technologies into everyday client engagements;
- Coaching and training more junior consultants;
- Keeping up to date with local and national business and economic issues; and,
- Continuing to develop internal relationships and your PwC brand.

### **Skills**

Not available

### **Job 28: Technology Innovation Manager.**

Materialize. Belgium. IT.

The Technology Innovation Manager is the main innovation strategist, who approaches the idea collection and takes care of the strategic orientation of innovation management. This involves a SWOT analysis and the derivation of important issues of the future. He/she develops the purpose and vision of what we want to achieve with innovation. He/she also reports on the utilization of manpower and costs and where possible aligns the innovation strategy with funded national and international research projects. All this leads to the innovation strategy.

The Technology Innovation Manager is an enabler who builds innovation processes and innovation systems, and creates the innovation culture to sensitize and persuade for innovation. He/she sets up the framework conditions so that innovation is encouraged in the organization and can take place successfully.

### **Responsibilities**

- Ownership of the overall software (horizon 2) innovation roadmap, which is created based on interactions with above mentioned stakeholders. This includes:
- Defining appropriate software funded technology push activities and refining or adjusting corporate activities in this domain based on convincing cases. Identifying their applicability in our product roadmap at the various stages of the research cycle (starting from project definition).
- Follow-up of the execution of these projects. These projects will run in a variety of project teams, some under direct control of the technology innovation manager, some in shared research or competence groups.
- Technology transfer plan: Defining and implementing appropriate projects or other measures to transfer results of the innovation roadmap into our product development roadmap. This also includes creating mechanisms for internal knowledge sharing, so that the activities and potential

of innovation activities are known to the relevant stakeholders within Materialise. Internal marketing of results and potential.

- IP strategy, and supervision that we realize an appropriate IP position in the relevant fields cfr this strategy by targeted IP creation and filing.
- Identification and program follow-up of appropriate funded research activities, in line with the defined innovation roadmap. Individual funded projects will be managed by members in the various project teams, but program ownership for Software is with the Technology Innovation Manager.
- Thought Leadership program. Materialise wants to preserve and expand its external recognition for the strong innovators we are. This includes building and maintaining our external reputation as thought leaders. The Technology Innovation manager makes sure our key innovators get and take the international stage, and crafts and aligns the key messages we bring out. He/she needs to be recognized externally as a thought leader.
- The Technology Innovation Manager is part of the Engineering department of Software, and reports to the Director of Engineering. She/he is part of the engineering management team, and also maintains a strong link with the CTO.

#### Requirements:

- Technical thought leader. This includes ability to create innovation roadmap, and prioritize the appropriate innovation topics, but also strong communication and convincing thereof towards the appropriate stakeholders. Internal and external evangelist for our innovative power.
- Goal and impact oriented: the goal of innovation is not fundamental research of pure knowledge collection but is impact driven: how can the activities carried out in the research roadmap positively impact our products, customers and industry.
- Agility in thought, and ability to work and learn in fast changing context.
- Portfolio management: The Technology Innovation Manager will be responsible for a portfolio of projects and activities, carried out by different teams. Experience is required to
- Select and prioritize the right projects so that the maximum value and success can be derived from the limited resources.
- Monitor and control, to measure the achievement of the innovation strategy and innovation goals (e. g. key figures) and initiate corrective measures in the event of deviations.
- Have the appropriate change management skills to adapt the organization to the growing and changing industry we operate in, while ensuring the appropriate stability to your teams to ensure reliable product releases.
- Curious: ability to recognize trends early. A healthy curiosity helps enormously. For this, the detection of new developments and the view of Materialise's own edge of the market become a joyous, continuous and spontaneous activity. And not part of the work that needs to be scheduled in.
- Leading without necessarily having direct reporting lines (e.g. shared research groups)
- You have 3-5 years of experience in a similar role, in a high-tech fast evolving context.
- You have 7+ years of experience in the software industry, in innovation-driving activities.
- You have a Master or preferably PhD in Science or Engineering with a specialization in Computer Science (during studies or by demonstrable equivalent experience).
- Travel to the different R&D offices, conferences, customers or networking groups is required, taking up 20% of your time.

#### **Skills**

Innovation Management, Management, Strategy, Research, Engineering Management, Context, Engineering, Communication, Leadership, Change Management

**Job 29:** Manager Research and Innovation

BrainWorks. US. Consumer Goods.

Responsibilities:

- Lead a team within the Instrumental Evaluation department
- Create new tools and ways of testing new products
- Design, execute, analyze and communicate on instrumental testing
- Collaborate with cross-functional team
- Evaluate published literature surrounding product testing

Requirements:

- Minimum of a Bachelor's degree within the study of Biology, Physical or Material Sciences, Chemical Engineering or Bio-Engineering, Computer Science/Software Development/Programming, Mechanical Engineering
- Must have 6+ years of experience in Research and Innovation within an Instrumental evaluation sphere
- Experience leading a team
- Experience with consumer product testing
- Strong technical skills in instrumentation, imaging and computational software
- Proficient in statistics and data analysis

**Skills**

Research, Statistics, Analytical Skills, Computer Science, Tech-savvy, Data Analysis, Product Innovation, Consumer Product Testing, Personal Care, Instrumental Analysis

**Job 30:** Product Innovation Manager.

Freddie Mac. US. Financial Services.

Freddie Mac is currently seeking a Product Innovation Manager to join the Credit Innovation and Analytics team in the Single-Family division. The team owns credit policy and analytics as it pertains to the borrower's capacity to repay the mortgage. The team is responsible for developing and implementing technical solutions for automating the manual processes of assessing borrower assets and income using big data, analytics and third-party service providers.

This position will play an important role on all Capacity related offerings to drive consistent and deep understanding of the value proposition with our clients for automated evaluation of borrowers' capacity (assets, income, employment). This person will work with clients to develop pilots and test & learns, specifically to engage directly with clients like Chase, Quicken, Wells, Bank of America, USBank.

Responsibilities and competencies include:

- Understand and provide input into building Freddie Mac technical solutions related to Asset and Income (Capacity) to increase efficiency for our Clients.
- Work directly with clients like Chase, Quicken, Wells, Bank of America and USBank to understand their unique needs.
- Understand client's unique market/technological position and ensure our solution meets their specific needs with clients to develop pilots and test & learns related asset and income.

- Ensure Freddie Mac solutions are operational and increase efficiencies by understanding the loan origination process and our internal solutions.
- Partner with internal stakeholders within CIA and across Freddie Mac team to help build and deliver innovation solutions.
- Partner with internal teams on all Capacity related offerings to drive consistent and deep understanding of the value proposition with our clients
- Perform as strategic partner to head innovation and influence change
- Partner with other teams across Freddie Mac to help with client adoption of the technology /solutions
- Increase client focus across Capacity innovation activities
- Partner within CIA team other teams across policy during the build out and implementation of the solutions.
- Typically, 8-10 years of experience in the risk and product space working with clients.
- Bachelor's Degree in Business management, economics
- 5+ years' experience project/product management experience
- Strong communication skills
- Primary and secondary market experience
- Minimum two years people management experience
- Intellectual agility and interpersonal flexibility
- Ability to work across silos
- Deep curiosity to learn about new trends and topics
- Seek and Embrace Change: Continuously improve work processes rather than accepting the status quo
- Partnership - Build trust and strong partnerships through my own and my team's actions
- Leadership- Lead from the front, balancing delegation with doing
- MBA other graduate degree
- Primary (lender) mortgage market and secondary market experience
- Lender mortgage origination process

### **Skills**

Not available

**Job 31:** Product Development & Innovation Manager  
SASMAR. Belgium. Pharmaceuticals.

The Product Development & Innovation Manager is a global role responsible for the strategy, design and development of new products at SASMAR. This role actively assesses market conditions to determine opportunities to develop innovative products that capitalise on market opportunities.

What you will do:

- design and develop new products
- Formulate from prototype to commercialization
- Conduct laboratory and pilot scale trials of new products
- Evaluate raw materials and ingredients for functionality, suitability and quality
- Liaise with suppliers to obtain samples and specifications
- Conduct raw material, final products and in-process physical tests. Conduct other evaluation tests as required

- Prepare relevant documentation such as recipes, specifications and product instructions for new products and/or alterations to existing products
- Assist the process of conducting shelf life and stability studies on products
- Effectively liaise with all departments as required
- Assuring the quality of new and current products according to Sasmar Quality Standards.

Who you are:

- Bachelor's degree in Marketing or Cosmetics development or related field
- Minimum 2-year product development experience
- Ability to translate technical and strategic concepts to “consumer friendly” products
- Strong communication skills – verbal and written
- Creative problem-solving skills
- Strong organizational and computer skills required
- Good understanding of Quality Assurance and/or Regulatory aspects of the product.
- Project Management experience.

### **Skills**

Marketing, Project Management, Product Development, Quality Control, Shelf Life, Computer Literacy, Problem Solving, Design, Creative Problem Solving, Stability Studies

**Job 32:** Sr. Manager of Innovation, R&D.

Premier Nutrition. US. Consumer Goods.

This is a senior-level R&D position (manager/technical expert). This position will lead a team of 4 food scientists and provide technical leadership, product and process development expertise and oversight to various innovation projects from ideation through commercialization. This position will demonstrate joint accountability (with marketing lead and project manager) for project success, by building strong partnerships with internal stakeholders and external resources to drive projects successfully to completion.

Job Responsibilities:

R&D People leadership and culture: 30% of TIME

- Create, contribute and maintain a positive and enthusiastic environment of technical excellence, innovation know-how, consumer insight, and entrepreneurial spirit, all within high trust and integrity. Facilitates R&D driven innovation ideas.
- Inspire and engage talent; Embody situation leadership based on skillset of team members and embrace coaching with radical candor; Identify stretch opportunities for RD staff and set up safety net so that failing forward is part of mindset. Responsible for technical and professional development based on skillset of team members.
- Lead R&D staff to ensure successful completion of projects, balance workload and allocation of R&D staff, external partners and R&D Test Kitchen/lab/pilot line activities. Monitors activities against budget.

Critical thinking and technical leadership: 25% of TIME

- Responsible for execution of all assigned projects and alignment with project brief, stage gate process, business strategies, standards and practices. Responsible for product compliance (food safety, ingredient usage, NLEA information, product claims) against internal and external standards (FDA, USDA, and third-party certification) through collaboration with regulatory, QA, marketing and other parties.

- Takes active role in high risk projects to help mitigate risks, remove barriers, help define contingency plans and provide support/mentorship to scientist.
- Identifies area for continuous improvement and puts action plan in place.
- Provides technical expertise to solve problems on ingredients, formulations, processing, sensory and consumer testing. Maintain up to date knowledge of ingredients and technology.

Innovation mind set and skill set: 25% of TIME

- Stays on top of relevant trends through professional network, seminars, individual research. Ability to leverage suppliers and vendors.
- Provides strategic insight to long term R&D plans and/or pipeline –e.g. input on resources, skill gaps, equipment needs and facility upgrades.
- Identify opportunities to leverage new tools and processes.

Influence and leadership skills: 20% of time

- Ability to influence LT, ELT and co-workers across organization.
- Lead cross-functional initiatives and build cross-functional partnerships.
- Represents R&D function, advocates for R&D resources and provides insights, solutions and critical thinking as necessary.

Qualifications:

Education:

- Required: BS Food Science, Food Engineering, Biological Sciences, Chemical Engineering or similar disciplines.
- Preferred: Advanced degree in a related field.

Experience:

- 10+ years of experience in Food industry (CPG), aseptic formulation, processing and packaging:
- formulation expertise in dairy (milk and dairy proteins), gums, stabilizers, clean label and non-GMO
- commercialization of products at co-manufacturing facilities
- collaboration with vendors/suppliers
- technical troubleshooting
- Analytical and shelf life testing
- 5+ years people management

Skills required:

- Demonstrated ability to work effective in team environment through excellent interpersonal, influencing and communication skills (both written and verbal)
- Ability to excel in dynamic fast paced business environment, demonstrated ability to self-motivate and manage multiple priorities
- Communicate technical details to business (effective translation of technical info to business language) to drive decision making
- Demonstrated presentation skills to ensure understanding at various levels of organization, including LT and ELT.
- Travel up to 20%

### **Skills**

Vendor Management, Food & Beverage, Commercialization, Food Science, CPG Industry, Food Safety, Aseptic Processing, Dairy Products, Contract Manufacturing, Food Engineering.

**Job 33:** Innovation Program Manager

TÜV Rheinland Greater China. China. Engineering.

Task description:

- Support in running the innovation space incl. administration of rooms, material and equipment
- Train recent and proper innovation methods, moderate and facilitate innovation / business development workshops
- Support colleagues and clients in finding solutions for complex problems or in developing convincing and disruptive ideas
- Conceptualize different workshop formats for the six TÜV business streams and/or for TÜV clients, create tailor-made solutions and find appropriate tools for different needs, scenarios and endeavors
- Support TÜV Rheinland's corporate entrepreneurship programme
- Organize, plan and moderate events such as Meetups, Conferences, Barcamps, Makerthons etc.
- Organize the communication activities of the lab including social media, create and coordinate content for all communication channels
- Develop a partner network of innovation labs
- Innovation motivation scheme development and implementation
- Facilitate Incubation of approved innovation projects

Requirements:

- Open-minded thinker
- Customer- and solution-oriented, social and teamwork skills
- Experience in working with cross functional teams and in an international environment
- Profound knowledge of and practical experience in the application of innovation methods and creativity techniques (e.g. lean startup, business modelling, rapid design, design thinking etc.)
- A high degree of pro-activeness, flexibility and creativity
- Analytical thinking, decision-making and strong communication skills
- Affinity towards digital transformation processes and new technologies
- Experience in innovation management, entrepreneurship, start-up environment, business development and/or corporate strategy desirable
- Successfully completed studies (e.g. economics, business engineering, engineering, innovation, design or comparable qualification)
- Fluent in spoken and written English

### **Skills**

Innovation Management, Business Development, Digital Transformation, Start-up Environment, Analytical Skills, Entrepreneurship, Decision-Making, Start-ups, Design, Design Thinking

**Job 34:** Design innovation Manager

Ananda Development Public Company Limited. Thailand. Real Estate.

Job Description:

- Lead to establish product vision, strategy and roadmap for new urban living solutions.
- Lead and manage the research and development of digital product and service solutions, with a key focus on the architectural design integration with innovative technologies.

- Carry out regular market and competitor analyses to be on the leading edge of innovation and to maintain market competitiveness.
- Analyze customer insights to identify customer needs and pain points. Establish customer centric solution requirements accordingly.
- Lead to establish customer experience improvements & solutions with key stakeholders.
- Define the product/service requirements; and establish development and implementation strategic plans.
- Lead the development of new products/services from concept to launch: research, ideation, prototyping, measurement and iterations.
- Manage pilot projects: measure, assess and validate the outcomes.
- Strategically establish product and service portfolio, as well as, best practices standards.
- Analyses of customer, market, technical and commercial assessments to enable fact-based decision making within the organization.
- Develop communication content to socialize/explain/educate innovation projects to key stakeholders, as well as, the internal organization as a whole and to the public.

#### Qualifications and Experience

Bachelor's Degree or higher-level academic qualification in architecture or any related fields.

Minimum 7 years of professional work experience in echnology and/ or real estate industries; ideally in digital product management roles or similar.

Entrepreneurial mindset. Technical expertise combined with strong business acumen.

Proven track record of delivering successful products to market.

Good knowledge and experience in Cloud technology: AWS, Azure, Google Cloud.

Proficient in both Thai and English Language.

Self-driven persona and demonstrates strategic thinking capability.

Good communicator and able to work well collaboratively with others.

Have high ambiguity tolerance and creative problem-solving skills.

#### **Skills**

English, American Welding Society (AWS), Product Vision, Business Acumen, Customer Satisfaction, Problem Solving, Concept to Launch, Design, Pilot Projects, Creative Problem Solving

#### **Job 35: Innovation Product Manager.**

The Shoprite Group of Companies. South Africa. Retail.

The Innovation Product Manager is responsible for driving the process of introducing innovative solutions in alignment with business needs and requirements and delivering a strategically aligned innovation and renovation pipeline with new products which conform to quality and safety standards.

The ideal candidate for this role would have a Bachelor's Degree (3 years) / NQF level 7. He /She would have up to 5 years IT Business Analysis, experience in Retail/Financial Services/Banking and a Strong interest in, and understanding of digital and digital improvement. You would also have knowledge in Cloud/Mobile and a good understanding of the principles of Coding

#### **Skills**

Business, Product Management, Financial Services, IT Business Analysis, Cloud Computing, Analytical Skills, Banking, Finance, Business Analysis, Renovation

#### **Job 36: HR Systems Innovation Manager.**

Jerônimo Martins. Portugal. Retail.

Reporting to the Head of HR Technology, this professional will be responsible for managing HR projects with a clear focus on delivering high quality solutions and to ensure the successful execution of our transformation roadmap. The HR Systems Innovation Manager will work in close relationship with HR functional areas as well as the IT teams.

Responsibilities:

- Drive the project streams and plans to conclusion and control the budget along its implementation;
- Provide proper project status and management project issues and risks;
- Prioritize, accelerate and secure delivery of projects' streams and tasks;
- Support the implementation of effective strategies to guide the organization through periods of change.

Eligibility Criteria:

- Degree in Information Systems, Management, Engineering or similar;
- Minimum 5-6 years of experience in project management (Project Management certification is a plus);
- Previous experience in the implementation of HR solutions is mandatory;
- Experience in change management and coordination of major transformation projects.

Skills & Requirements:

- Background experience in consulting projects;
- Strong interpersonal and team skills including the ability to interface with vendors, IT and peers;
- Have a high level of organization skills in order to manage multiple work streams, coordinate work with several stakeholders, meet deadlines and results to ensure execution;
- Effective oral and written communication skills including technical documentation and training materials;
- Fluency in English.

### **Skills**

Not available

**Job 37:** Food Innovation Manager.

Blue Spark Organization Ltd. UK. Food & Beverages.

As a key member of the Innovations team you will manage your product platforms and the food innovation pipeline where you will be instrumental in driving and influencing concept development. This will include hands-on NPD work within the product kitchen as well as working with supplier teams.

You'll combine your zest for creativity with your commercial awareness to keep abreast of the latest food and consumer trends, identifying opportunities to develop current product ranges that deliver long term market growth. This will include market insight analysis, benchmarking, brain storming and organizing food safaris to give the business a creative edge over their competitors.

Additionally, you'll identify new ingredients and technologies, work closely with a dedicated supplier base and support idea generation sessions to initiate creation of new food concepts. You will manage the development of products with the support of your manufacturing partners, liaising with their NPD teams to ensure the development of consumer led and commercially viable ranges.

We are looking for an exceptional Innovations Manager with a proven track record of delivering NPD strategy from concept to launch across a wide range of food categories. You'll be brimming with ideas, understand food and consumer trends and have the know-how to translate this into stand out products for the brand. There are hands-on elements to this role so you must be happy to roll your sleeves up and get stuck in - a combination of culinary prowess and NPD project management are key to success.

### **Skills**

Strategy, Product Development, Consumer Behavior, Food & Beverage, Analytical Skills, Product Innovation, Commercial Awareness, Concept to Launch, Market Analysis, Benchmarking.

### **Job 38: Disruptive Innovation Manager.**

National grid. UK. Utilities.

As a Disruptive Innovation Manager, you will be committed to delivering disruptive innovation across the NGV business, taking projects from ideation through to a validated business case for scale up. A disruptive innovation initiative may take the form of, building an ecosystem and P2P trading platform that reduces costs for consumers by leveraging Distributed storage devices (batteries, Cars, hydro etc) with large scale Generation (Interconnectors, solar, wind etc)

Key Accountabilities:

- Leveraging your strong relationships, you will be accountable for delivering disruptive innovation initiatives across the National Grid Ventures business, taking projects from ideation through to a validated business case for scale up.
- Accountable to deliver disruptive innovation initiatives across the NGV business, taking projects from ideation through to a validated business case for scale up.
- Accountable for the managing the Disruptive innovation process for your initiatives.
- Accountable for building compelling business cases to get your initiatives approved by the Venture Capital Investment Committee (VCIC) and passed Innovation Approval Meeting (IAM).
- Accountable for being a role model team member of the innovation team, ambassador to the wider business and externally.

### **Skills**

Business, Storage Devices, Disruptive Technologies, P2P, Business Case, Revenue, Streams, Heating, Batteries, Cylinders, Identity & Access Management (IAM).

### **Job 39: Global Security Strategy & Innovation Manager**

JPMorgan Chase & Co. US. Financial Services.

Scope:

- Lead one or more projects, potentially including the workstreams of team associates
- Work with stakeholders to identify issues, scope problems, and design solutions
- Collaborate with team to develop hypotheses, conduct analyses, and build roadmaps
- Develop workplans and own day-to-day project management and delivery of impact
- Identify potential obstacles or roadblocks and escalate issues as needed
- Develop junior team members, including serving as a mentor

Qualifications:

- Passion for solving problems, developing new solutions, innovation and experimentation

- 7+ years designing, implementing and managing programs, including project planning, stakeholder engagement, issue and risk management, resource tracking and score-carding
- Familiarity with risk and security topics such as counter-fraud, cybersecurity, and/or insider threat preferred
- Ability to structure problems and apply a range of analytical tools to develop solutions
- Independent thinker with strong analytical and problem-solving skills
- Strong stakeholder management, communication, and executive-level presentation
- Proficiency with MS Office suite, Vision, and MS Project. PMI Certification a plus

### **Skills**

Not available

### **Job 40: Manager – Innovation Spaces**

Higher Colleges of Technology. United Arab Emirates. Higher Education.

The Manager -Innovation Spaces is responsible for managing different zones (computation, design, AR, VR, robotics and programing) including the maintenance of all equipment in all the zones that exist in the space, in order to ensure that parts and materials are up to date and available; staff and students training on the safe and effective operation of machines. This position may be involved in educational programming and activities related to the space.

Strategic:

- Lead the implementation of Academic Operations' strategic objectives and initiatives.
- Support with the development and implementation of Academic Operations' policies, procedures and processes and monitor compliance of subordinates.

Operational:

- Ensure all the specific zones (i.e. fabrication) needs of users of the all zones are met, including but not limited to managing the innovation facilities and supporting educational experiences for the users of the Space through use of Rapid Prototyping, and other digital technologies
- Work closely with, and facilitate access to, traditional and digital fabrication technologies for students and faculty, as well as IT staff
- Provide support for Space-related activities, events, and innovation in alignment with HCT's strategy.
- Collaborate with faculty on equipment applications related to research or curriculum development
- Conduct instructional training sessions on use of equipment/related software and Space use policies and procedures
- Assist users in the use of software for respective equipment, addressing technical questions or needs, troubleshooting user problems, diagnosing and correcting the problem or securing additional assistance to address issues
- Provide accessible instructional materials (digital and analog), guidelines, specific tutorials and examples.
- Maintain records of faculty and students who have received obligatory training procedures and are authorized to use specific facilities and equipment
- Train and supervise student workers on the operation of Space equipment in order to ensure the proper use of the space equipment.
- Participate in training opportunities as needed
- Maintain work-study and staffing support schedule

- Maintain a safe, clean and well-organized working environment with short and long term storage in Space
- Maintain comprehensive inventory of equipment, spare parts and expendable materials
- Monitor facilities and equipment, addressing any identified problems. Contact Facilities or appropriate vendor to secure repairs. Inform supervisor of any issues or concerns related to facilities or operations
- Provide general instruction, assistance and advice to Space users on the proper and safe use of equipment as necessary
- Ability to communicate effectively in demonstrating skills, assigning responsibility, and collaborating on tasks associated with the innovation Space
- Ability to identify and analyze problems, collect and provide information, work under pressure while assessing multiple demands, supervise others
- Operational knowledge and skill in the use of fabrication equipment (CNC router, 3D printer, Laser cutter and vinyl cutter), power tools and computer applications
- Exceptional organizational and communication skills; outstanding written communication skills; strong analytical skills; ability to manage competing deadlines and track reports; collaborative team player with excellent interpersonal skills managing internal and external relationships
- Ability to communicate effectively in demonstrating skills, assigning responsibility, and collaborating on tasks associated with the innovation Space
- Ability to identify and analyze problems, collect and provide information, work under pressure while assessing multiple demands, supervise others
- Operational knowledge and skill in the use of fabrication equipment (CNC router, 3D printer, Laser cutter and vinyl cutter), power tools and computer applications

### **Skills**

Power Tools, Computer Numerical Control (CNC), Written Communication, Analytical Skills, Spaces, Augmented Reality (AR), 3D Printing, External Relationships, Digital Fabrication, Interpersonal Skills.

**Job 41:** Product Innovation team Manager.  
Verizon. US. IT.

As our Product Innovation Team Manager, you will be responsible for contributing to the development of a product pipeline that drives increased revenue and profitability for Verizon's core business units with an emphasis on enterprise products like SD WAN, virtualization, cloud orchestration, security and value-added services on top of connectivity.

- Making recommendations to senior leaders about Verizon's prospective market position and commercial potential using structured scenario analysis, deep dives and conclusion formulation.
- Working closely with product, strategy and development teams to qualify new solutions and technologies to assess feasibility of implementation for Verizon. The qualification process will include developing a business case, technical deep dive and driving alignment and buy-in among various internal and external stakeholders. Areas of focus:
  - Business Networking - SD WAN, Private LTE.
  - Network Virtualization – containerization and micro services.
  - AI / Predictive Analytics.
  - Frequently working with outside partners to drive quick prototyping or trial efforts.

- Quickly establishing a POV in regard to Verizon and the applicability of a solution and technology, and then becoming the spokesperson and champion for your ideas and working very closely within the product teams to build consensus and find homes for their concepts.
- Collaborating and partnering with cross-functional teams such as engineering, design, finance, user experience, go-to-market and marketing in an agile environment.
- Conducting market research; developing analysis leveraging strategic frameworks and building business cases to identify consumer trends and disruptive models for senior leaders.

### **Skills**

Not available

### **Job 42: Customer Research and Insights innovation Manager**

O2. UK. Telecommunication.

1) Market & Customer Intelligence & Insight: Translate a plethora of market data into actionable intelligence, as well as respond to a range of business areas as they request hoc consumer insight (qualitative & quantitative). Ensure that debriefs therein are both high quality and impact; generating clear business benefits that help Tesco Mobile stay focused on delivering for the Customer and one step ahead of the competition.

2) Brand & Customer Trackers: Support the management of the key brand and Customer (CSI/NPS) trackers at a critical point as we transition them to support the next phase of Tesco Mobile's 5 year long term business growth plan. Specifically, for CSI, enable the parallel running and eventual switchover to NPS and conduct a full, end-to-end review of the Marketing team's Brand tracker ahead of incremental Brand build activities.

3) Innovation Scanning & Business Case Development: Enable the on-going scanning of innovation opportunities across a range of areas (customer, market, competitor, tech) and define a clear pipeline for exploration and potential testing through an accelerated/minimum viable product approach, together with high level business case development therein. Support this work through the development of the right Futures insight and innovation framework for Tesco Mobile.

### **Skills & experience:**

- Exposure to Telco/subscription-based business models desirable
- Prior experience in a market or customer insight role, ideally including tracking studies
- Experience of working with analytics & data teams (in a business value "translation" role)
- Innovation strategy experience or exposure desirable
- Open to candidates with a mix, but not all of the above
- Attitude & desire to learn/make impact is key

### **Skills**

Business, Research, Consumer Insight, Tracking Studies, Data Analytics, Business Case Development, Market Intelligence, Customer Research, Customer Experience, Analytics.

### **Job 43: Innovation process Engineering Manager.**

Daily Harvest. US. Food & Beverages.

Our Innovation Process Engineering Manager will work directly with our Innovation and Operations teams to develop, implement, and scale our product development. You will play a critical role in the launch and optimization of our innovation pipeline and you will have the opportunity to work cross-functionally within our growing organization.

We are looking for someone who will bring relevant product development and engineering experience, possesses strong organizational and project management skills, and thrives in a fast-paced, consumer-centric organization. If you are self-motivated, results oriented, and have a passion for teamwork, we would love to hear from you. Accountability, integrity, attention to detail, the ability to prioritize multiple tasks, and being able to work independently are required for this position. This is an exceptional opportunity for the right candidate that is interested in working at a groundbreaking direct to consumer business.

What You'll Do:

- Support the scale-up of new product development from bench-top through commercialization
- Perform new process development and core technology process improvements that require excellent scientific knowledge and experience in food manufacturing technologies.
- Development activities will range from bench scale trials to new capability development for manufacturing and commercialization of new and existing products
- Own production test runs and provide technical oversight for new product launches
- Develop internal manufacturing SOPs and SOCs for new products and improvements to existing products
- Develop new category product specifications for equipment, processes, and testing procedures
- Work directly with the innovation and operations teams to help set up new capabilities and new facilities and make strategic decisions when setting up operations
- Drive continuous improvement based on feedback from new products, QA/QC, and sourcing teams.

Who You Are:

- BS/MS in Food Engineering, Chemical Engineering or related fields with 3+ years of experience
- Excellent knowledge of food processing equipment and scale-up
- Knowledge of food safe production practices and regulations
- Strong oral and written communication skills and good organization skills.
- Be able to work effectively and collaboratively with a diverse, dynamic team.
- Ability to think independently and manage multiple projects
- A passion for whole, real foods!

### **Skills**

Not available

**Job 44:** Engineering Manager – Innovation  
Exabeam. US. IT.

We are looking for an engineering manager that will lead Exabeam's growing innovation team, reporting to the VP of Research and Innovation. A software engineering manager with a passion to tackle innovation projects and prototype new ideas as part of the research and innovation group. You will lead the team that is responsible for taking Exabeam forward by working on new ideas and prototypes that are on the bleeding edge of security, directly contributing to the Exabeam products evolution.

- Collaborate with a team of security domain experts, data scientists, product engineers and product managers to create new products and technologies.
- Support the product team by designing and building prototypes for emerging products and explore new technology stacks
- Lead and mentor a team of engineers to always improve
- Projects may include but are not limited to: building product prototypes, advanced customizations and algorithms, detection techniques and production services.

#### Qualifications

- 5+ years of experience in development and implementation roles with an established project portfolio
- At least 2 years' experience in leading a team
- Four-year university degree required
- Comfortable working under general guidance with minimal close supervision
- Full stack experience of both backend and frontend, focused on Python backend and modern frontend stacks to solve comprehensive technical challenges

#### Project & Process

- Work with researchers and product management to define and scope prototypes
- Manage conflicting priorities
- Fail fast methodology, plan projects in milestones that allow examination of progress and taking progression decisions early on
- Ownership of quality as well as field testing of prototypes both internally and with design partners
- Fully experienced with development practices such as Agile, CI/CD and software tools

#### Management

- Managed a team of developers either domestically, internationally or both
- Attract, hire and retain talent
- Performance assessment, improvement and mentorship
- Communication with the team and across the company

#### **Skills**

Not available

#### **Job 45: Digital Innovation Manager.**

Novartis. Austria. Pharmaceuticals.

As the Digital Innovation Manager (m/f), you are key in execution of our local digital strategy by leading the development and implementation of digital solutions in accordance to our long-term goals. A crucial part of the role is to support our teams and stakeholders across all functions to understand, embed and drive the digital transformation process to ensure innovative ideas are successful planned and executed.

Your responsibilities include:

- Develop, manage and execute innovative digital solutions for patients and medical professionals for all digital channels such as ads, automations, emails, newsletter, websites, mobile and other initiatives
- Schedule and support orderly flow of digital projects from initial scoping and development to delivery and production of final assets

- Plan new digital services & solutions, conduct testing, verify usability, ensure the best user experience and ensure conversion optimization
- Interpret, analyze and craft insightful analyses & actionable recommendations
- Identify digital trends, opportunities and threats (worldwide and on local markets)
- Close collaboration and management of external agencies
- First contact for brand teams for all digital projects' activities

**Minimum Requirements:**

To be successful in this role you will come with the ideal combination of experience in digital, IT and marketing, along with operational knowledge from a fast-paced industry or from a digital agency environment.

- Passion for digital and 'out of box' thinking approach
- University degree in digital media, IT, communication or equivalent
- Minimum 3+ years in digital or similar roles
- Expert-level knowledge of digital technologies & tools and strong project management skills
- Highly organized with ability to work autonomously and manage time effectively
- Superior tactical skills while taking initiative to drive and execute multiple concurrent activities
- Fluent in German and English (written & spoken)

**Skills**

Not available

**Job 46:** Senior Manager, Product Innovation, PIT.  
Samsung Electronics America. US. Consumer Electronics.

The Senior Manager position leads internal and external teams to accomplish the following:

- Collaborate with Samsung's Visual Display and Digital Appliance businesses to discover emerging product and experience opportunities
- Develop world-class new product concepts that solve strategic business challenges and emotionally excite consumers
- Identify new market, consumer and technology trends to generate compelling, actionable insights
- Bring concepts to life by through experiential prototypes, engaging presentations, and thought-provoking experiences
- Generate new growth opportunities and ideas for the visual display and digital appliance business based on market insights
- Create a team culture of curiosity, learning, and experimentation

**Responsibilities:**

- Supervise multiple projects to drive innovation and creativity while maintaining schedule and budgetary guidelines
- Design and execute research plans to generate insights and answer key stakeholder questions
- Conduct secondary research on industry trends and market changes to inform innovation team leads, managing director of PIT and counterparts in headquarters
- Generate insights from analysis and synthesis of primary and secondary research
- Lead creative ideation process with multiple collaboration partners to generate new concept ideas
- Build presentations with creative assets, compelling narrative and coherent logic flow

- Build working-level relationships with internal research, design, engineering and product planning teams

Background / Experience:

- BS with minimum 8 to 10 years of experience or MS or higher in product design, development, or management
- Experience with top design, innovation, or business consulting or market research firms preferred
- Demonstrated interest or experience in the CE industry

Critical skills required for this position:

- Critical, creative and strategic thinking capability
- Ability to manage and mentor junior team members
- Learning mindset with ability to ask provocative questions that uncover new ideas
- Demonstrated empathy for consumer needs, mindsets, and behaviors
- Eye for design that can turn a “napkin sketch” into a more polished concept
- Ability to analyze qualitative and quantitative research by creating actionable frameworks
- Ability to craft well-designed deliverables and documents in PowerPoint and Adobe CS
- Good understanding of the new concept development process
- Excellent writing and communication skills

**Skills**

Business, Research, Qualitative & Quantitative Research Methodologies, Analytical Skills, Secondary Research, Product Innovation, Quantitative Research, Business Consulting, Presentations, Design.

**Job 47: Manager, Inventory Innovation.**

Rent the Runaway. US. Retail.

As Manager, Inventory Innovation your core focus will be expanding our offering to customers through strategic and innovative business models. This is an opportunity for a highly organized, driven, and enthusiastic person to understand new business models and how we drive outsized growth in them for us and our partners. You will play an important part in scaling the breadth and depth of partners and coming up with new and creative ways to work to ensure the future potential of Rent the Runway, including our fulfillment network, retail strategy, partnerships, category innovation, and new markets. You will be a key partner to a small cross-functional team dedicated to rapidly innovating our sourcing model. In doing so, you'll have the unique opportunity to help build a new business line for Rent the Runway from the ground up.

Responsibilities:

- Manage external relationships with strategic partners
- Create a pipeline of partners to onboard that enhance the customer offering
- Develop custom pitch materials for each partner that maximize success for RTR and our partners
- Own the client relationship management for key accounts
- Contribute to ongoing customer research projects aimed at identifying areas of opportunity for RTR
- Help build and improve tools and processes for the scaled account management at Rent the Runway

- Work with buyers and planners to identify new opportunities and strategically analyze brand performance to develop recommendations

Qualifications:

- Bachelor's degree and 4+ years of experience in analytics, finance, planning or buying
- Proven ability to build executive level internal and external relationships
- Strong communication skills across multiple mediums and able to provide clear, concise information to key stakeholders on various teams
- Advanced Microsoft Office skills, specifically Excel and PowerPoint
- Basic knowledge of SQL and Tableau a plus
- Entrepreneurial drive, excellent communication and interpersonal skills with demonstrated ability to work in a fast paced and dynamic environment
- A strong attention to detail, as well as an understanding of the larger picture
- An innate sense of curiosity and desire to solve problems, make decisions and take action on both an individual and collaborative basis
- The proven ability to manage multifaceted projects and to meet objectives, while balancing and prioritizing multiple projects
- Strong analytical skills with a demonstrated interest in data and its ability to create value and shape business decisions
- Demonstrated ability to leverage data sources to understand and communicate high-level insights around business performance
- Proficient at building decks, writing reports and presenting findings to key stakeholders

**Skills**

Research Projects, Tableau, Analytical Skills, Problem Solving, Business Insights, Prioritize Workload, Presentations, Microsoft Office, Analytics, Interpersonal Skills.

**Job 48:** Senior Manager IT Transformation – Technology and Innovation.  
KPMG. Switzerland. Consulting.

- Work with our clients to develop innovative and pragmatic IT Transformation strategies that leverage Technology & Data to deliver business value
- Help with the design and implementation of effective IT operating models which enable our clients to provide seamless technology services, including appropriate sourcing and location strategies and platform integration techniques to optimize delivery cost and value
- Work with our clients to enhance their technology enabled customer offerings, by exploiting market-leading cloud, digital and mobile technologies and leveraging social platforms and deep analytics capabilities - to ensure an outstanding customer-centric experience
- Support our clients in understanding their technology risk landscape and developing risk governance frameworks and mitigation strategies
- Work with KPMG partners in Assurance and Advisory (within and outside KPMG Switzerland) to lead the technology propositions within audit, regulatory and assurance engagements at our clients
- You will be part of the FS T&I leadership for our diverse and highly motivated team, this will include development and execution of our business strategy and responsibilities for people management, team development, retention and recruitment
- Degree level education in business informatics, business administration or similar
- CISA certificate or relevant professional education

- At least 7 years of professional experience within Technology / IT Transformation in the Financial Services sector; preferably with Big 4 history
- Ability to form trusted relationships with senior client management in the FS market (banking, asset management, insurance) with excellent entrepreneurial, communication and presentation skills
- Experience in technology risk audit, assurance and regulatory engagements covering PCAOB/SOX, COBIT, COSO, attestation and FS regulatory work (preferably FINMA and Swiss Stock Exchange requirements or similar regulation in other countries), would be of added benefit
- Inspirational people manager, team worker and leader
- Willingness and ability to travel locally and internationally
- Outstanding English skills, business professional skills in German would be an advantage

### **Skills**

Not available

**Job 49:** Manager, Digital innovation Development, Digitalization & Information Services Asia Pacific. BASF. China. Chemicals.

Objectives of the Position:

Reporting to Head of Digitalization of Business and Functions Asia Pacific, you will

- Provide thought leadership and be a catalyst for the digital transformation  
Be responsible for business and functional engagement to identify digital innovations to drive efficiencies and top-line growth
- Shape the company's digital future by advising senior leaders on how innovation and digital capability can make an impact to their business
- Leading cross-function project teams to transform the digital vision into tangible business result

Job Responsibilities:

- Develop and lead digital projects using design thinking and iterative, customer-centric project execution methods
- Act as a key focal point to various business units and act as "translator" between business and technical experts
- Further develop our methods and solutions to realize digital innovation and enable further optimization of our digital innovation capabilities
- Prototype digital interfaces, and communicate the user-, partner- and business-value of proposed digital innovation to garner support from customer and internal stakeholders
- Drive the education and training of regional resources including agile working methods
- Build up qualified service providers for prototyping and implementation
- Champion and communicate BASF's digital transformation to internal and external audiences
- Working in a fast-paced environment, you will establish and foster exchange with external networks, like start-ups or universities

Requirements:

- Bachelor's degree in a technical field, such as Engineering, Science or Information Technology or an MBA with experience in technology
- Multiple years of work experience in a digital business environment – ideally in a multi-national company

- Extensive know-how in managing global projects and experience in methods such as “design thinking” and “lean startup”
- Agile or Scrum-trainings/certifications are a plus
- Experience building rapid digital prototype (UX and UI), for example with InVision, Sketch or Adobe XD, is a necessity
- Good understanding of technology adoption, its impact on future operating/business models and organizational structures
- Proven ability to translate business/corporate strategies into digital solutions
- Able to work effectively in teams and combine creativity, entrepreneurial spirit and a sense for business opportunities with bold and structured execution
- Experience in leading disruptive improvements and working in/with startups is a plus
- Excellent communication (oral, written) and presentation skills in English
- Business fluency in Chinese is a plus

### **Skills**

Business, Digital Transformation, Technology Adoption, Information Technology, Engineering, Start-ups, Design, Presentation Skills, Digital Innovation, Design Thinking.

**Job 50:** Open Innovation Manager – Digital Disruption and start-up engagement  
Bamboo Crowd | London & New York. US. Staffing and Recruiting.

As an Open Innovation Manager, you will develop strategic opportunities and identify the potential impact of particular technology trends through insight-led research and prototyping with technology partners. You will help develop a client-focused, insight-driven environment and collaborate with teams from different brands and offices globally to identify and grow new trends, technologies and business value. This role will see the ideal candidate bringing a track record of building networks and a strong understanding of the innovation and start-up ecosystem, as well as experience working within an open innovation framework.

You will be a talented problem solver with the ability to turn analysis and research into actionable strategies. You will be naturally curious and creative with a history of creating actionable opportunities and value. You will have a network in the start-up space and an understanding of computer science and/or data. You will be passionate about identifying new technologies to deliver value and will have proven experience working in strategy, start-up and/or innovation consulting environments with a focus on innovation and digital disruption. You will have a collaborative nature and will want to drive the performance of a team through supportive leadership, contributing to a rapidly growing, exciting, collaborative and energetic environment.

### **Skills**

Consulting, Emerging Technologies, Lean Startup, Business Innovation, Rapid Prototyping, Start-ups, Identifying Trends, Open Innovation, Innovation Consulting, Digital Innovation.

**Job 51:** Innovation Manager. Competitive Intelligence  
Zalando SE. Berlin. Internet retail.

To ensure that we stay ahead of our competition and latest market developments in the constantly changing environment of fashion-tech, we are currently looking for an Innovation Manager - Competitive Intelligence, who will help us drive the Competitive Intelligence function to further

excellence. As part of the Strategy and Business Acceleration department, the Competitive Intelligence Team provides key insights to Zalando's most pressing strategic questions and, thus, plays a vital role in shaping Zalando's future.

You will act as a pioneer of innovative approaches to Competitive Intelligence. You will take ownership of our operational excellence and implement innovative approaches to scale the efforts of our business analysts. An ideal candidate should have a genuine curiosity to uncover partnership opportunities with market intelligence providers and a passion for building scalable intelligence products and services. We are looking for someone with a sharp eye for smart improvement opportunities in the way we work and operate.

- Work closely with the team lead to help take Competitive Intelligence to the next level, by rethinking the impact of the function and by innovating the process of intelligence collection and dissemination.
- Identify important strategic knowledge gaps around Zalando's strategic priorities and identify pragmatic solutions for systematic monitoring of the market and competitive environment.
- Plan, implement and maintain partnerships with relevant market intelligence data and SaaS tooling providers.
- Support the team in automation and scaling of recurring strategic analysis of trends and competitive benchmarking KPIs.
- Minimum 2-3 years of work experience in a product or business development or other operational functions in an international company, technology startup or consulting firm.
- Experience working with market intelligence providers as well as in conceptualizing analytical tech solutions, combined with a strong interest in analytics and smart tooling.
- Passion for driving operational excellence in competitive intelligence function. Outstanding problem solving and analytical skills, both qualitative and quantitative.
- Excellent written and verbal communication skills in English. Ability to present ideas, conclusions, and recommendations with clarity.
- Ability to manage multiple project workstreams with tight deadlines effectively. Highly organized initiative taker with strong attention to detail. You are dedicated and have a strong client-first mentality.

### **Skills**

Not available

### **Job 52: Open Innovation Project Manager (F/M)**

Ubisoft. France. Gaming.

- Develop complete project execution plans along with task-level project plans to arrange external partners and cross-function teams
- Help corporate and startup teams prepare for successful engagements
- Lead opportunities execution planning with internal experts
- Proactive Database
- Feed Innovation Scout Platform
- Understand what's making it possible / what could make it possible
- Evaluate current-selection tools and propose new ones when needed
- Organize internal / external experts panel when needed
- Organize upvote / downvote by gamers' communities needed

- Attract partners in a whole new way for them to choose to work with ubisoft rather than staying on their own or partnering with competitors
- Help identify the key success factors as well as the follow up KPIs
- Monitor: Organize, report and communicate to executive management

Qualifications:

- PC GAMER (mobile is a plus)
- Strong operational, get-it-done capabilities with a startup mentality
- Passion for and belief in driving the eco-system between corporates and start-ups
- Understanding of the concept of open innovation, MVP, lean start-up methodology
- Change management experience
- Understanding and ability to articulate the roles of each function in a product/package project and ability to get them working/interacting together in the most efficient manner

Plus:

- A self-starter who takes ownership to make things happen and can deliver
- Imagination and creativity, matched with business rigor and understanding
- A positive, energetic, optimistic attitude, not afraid to roll up the sleeves
- Analytical skills with ability to see systems and patterns and organize ideas
- Understanding and ability to work with Project Management principles and methodologies
- Experience of contract and budget management
- Experience to meet the objectives in a complex environment (high number of projects interacting together)
- Effective communicator, strong presentation skills.

**Skills**

Not available

**Job 53:** R&D innovation manager

Michael Page. Sweden. Recruiting.

As R&D and Innovation Manager, you will be working together with team members from product management, product development and manufacturing across our Packaging Solutions markets in Europe and China.

- Structure and lead R&D and innovation projects from concepts to commercialisation launch
- Collaborate with Stora Enso's business units to develop new technologies and products in accordance with the organisation's strategy to replace fossil-based packaging materials with renewable materials
- Plan, perform and analyse experiments/trials on both laboratory, pilot and full mill scale (internally and with external partners)
- Synthesize results from trials and preparing presentation materials for decision making
- Link technical results and metrics to business value creation through business cases
- Support in preparation of investment proposals together with business controlling and investment team
- Travel to Stora Enso production units and markets, customers, Stora Enso research centers as well as external research institutes.

Profile:

- MSc. or PhD in Paper or Polymer Chemistry, Paper Mechanics or similar

- Minimum 5 years of relevant post-graduate work experience in a senior R&D or innovation role from an industrial corporation
- Documented experience from leading laboratory and pilot scale trials
- Ability to link new technologies and innovative concepts to tangible business value creation
- Knowledge in Paper based materials and related Manufacturing Processes
- Experience from leading technical trials on Large Mill Scale is considered an advantage
- Experience from cardboard/corrugated material, testing and manufacturing as well as technical experience from composite materials and molded fiber materials is an advantage
- Proven technical Project Management skills
- Strong communication and presentation skills and ability to communicate complex technical solutions to different stakeholders
- High energy and drive
- Business fluent English is a requirement

### **Skills**

Not available

### **Job 54:** Product innovation manager

Executive search partners, Ltd. US. Recruiting.

As the *Product Innovation Leader*, you will report directly to the President and drive the company's Innovation Pyramid process ensuring their business strategy continually fulfills marketplace demands.

Responsibilities:

- Leads & participates on cross-functional teams to ensure the continuous, on-going improvement of understanding marketplace implied, explicit, and latent needs
- Define product support needs through the entire product lifecycle
- Define product/service functional criteria
- Measure outcome-based satisfaction by customer utility
- Determine future growth opportunities through marketplace segmentation
- Execute the spiral product development process
- Ensure compliance with all safety and work rules and regulations. Ensure the maintenance of departmental housekeeping standards
- Complete special projects as assigned
- Collaborate with management and staff regarding manufacturing capabilities, production schedules and other considerations to facilitate production processes.

Requirements:

- Bachelor's degree in related field, and engineering-related role in related industry.
- 10 Years of related experience and/or training
- Significant experience within manufacturing or operations with new product introduction
- Ability to build and guide effective teams
- Superior communication, teamwork and presentation skills
- Solid verbal, written and interpersonal communication skills

### **Skills**

Interpersonal Communication, Manufacturing, Production Processes, Product Innovation, Communication, Production Schedules, Product Support, Product Strategy, Presentation Skills.

**Job 55:** Customer Innovation manager  
Johnson & Johnson. Ireland. Healthcare.

The Customer Innovation Manager will deploy the Medical Device VAS offering in order to drive profitable market share with strategic customers. The individual will be responsible for the tailoring and implementation of our VAS offering, namely Clinical Transformation, Theatre Efficiency & Patient Pathway programmes. The incumbent will have expertise and practical experience in one or more of the core competencies required to deliver these programmes: Project Management (within healthcare), Change Management (within healthcare), Process Excellence (preferably within healthcare but not essential), Clinical Pathway/Service Improvement

Key areas of responsibility:

- To become the day to day operational face/leader of VAS deployments in strategic accounts
- Project manage relationships with key NHS trusts under the banner of VAS and drive “change programmes” to deliver specific clinical and non-clinical outcomes.
- Act as the “orchestra conductor” within an NHS hospital to ensure resources, contractual commitments and governance is optimised for both the customer and J&J.
- Work closely with commercial colleagues to deliver the Customer Innovation Strategy for GB/Ire.
- Accountability for reporting progress against key performance indicators aligned to annual objectives
- Team leadership in a specific VAS capability as per business requirements - IE. Process excellence, coding and informatics etc.
- Accountable for supporting strategic growth through the deployment of VAS Programmes

Skills and competencies required:

- Strong project leader with track record for execution
- Demonstrated ability to work effectively in a team and individually
- Is a very good internal and external communicator
- Ability to think and plan and deliver on commitments
- Strong Project management orientation with the ability to priorities and manage complex list of projects to completion
- Strong track record of successful engagement with clinical & non-clinical stakeholders on operational matters
- Ability to work effectively in cross-functional matrix to successfully deliver objectives to time and budget
- Familiarity with NHS data sources such as Hospital Episode Statistics and SUS
- Working understanding of reimbursement in the NHS
- A working understanding of the operative pathways in a hospital (surgical environment)
- Strong customer facing skill

Education & Experience Required:

- Degree in science, pharmacy, medicine or economics or other related discipline
- Experienced in Change management, and/or
- Experience in Process Excellence, and/or
- Experience in Project Management, and/or
- Experience in Healthcare Management Consulting, and/or
- Experience of running Surgical Services/Theatres/Secondary Care Services
- Experience in managing complex revenue generating projects

- Essential Languages: High level English fluency

Key Compliance Requirements:

- Act as a role model for J&J Credo values at all times. Demonstrate honesty and ethical behaviour in all areas of responsibility.
- Maintain thorough familiarity with your detailed personal Health & Safety responsibilities as described in the Company's Health & Safety policy.
- Adherence to UK Safe Fleet Policy.
- Adherence to Healthcare Compliance Policies.
- Adherence to all Company policies and necessary training and development requirements within required time frames.
- Ensure compliance to the Company's product complaint process.
- Willingness to travel, and attend meetings as required.

**Skills**

Project Management, Medical Devices, Non-clinical, Training & Development, Service Improvement, Change Management.

**Job 56:** Innovation navigator – Ecosystem scouting manager.  
Accenture. Ireland. Consulting.

We're looking for an Innovation Ecosystem Snr. Manager to join our growing organization. Operating across all stages of the innovation spectrum, with a remit to build the future in real-time. The working environment will be open and interactive facilitating collaboration with colleagues, clients and ecosystem partners. Our experimentation culture combined with a disruptive brief will ensure that together we make major societal impacts.

The Innovation Navigator scouts for new opportunities, defines and guides our themes and outcomes, and provides commercial expertise to the Engine. The Client & Industry Scouting Team proactively engage the business, industries and ecosystem and scout out new ideas for The Dock. Scouts work with their colleagues in Value Realisation, Research and Ecosystem to identify, develop and progress compelling commercial cases for Dock projects. Opportunities to innovate will be jointly developed between the business and will draw on the whole of The Dock. As an Innovation Ecosystem Manager in the Navigator Team you will:

- Work with the Dock Client and Industry Scouting Team lead to support the identification and early stage consideration of new opportunities to determine their fit and value proposition and considering if they should progress to be pitched as Dock innovation projects. You will support Scouting team lead to, implement the scouting strategy for the dock and working with the dock portfolio development team to bring this strategy to life as well as contribute to the weekly, monthly and ad-hoc reporting of portfolio development working with the team to uncover the insights and value.
- Individually you will lead, define, design, nurture and implement the key external relationships to progress opportunities into Propositions to be implemented at The Dock. You will have the opportunity develop this as a unique core strength for Accenture to create and sustain competitive advantage. It will tap into and coordinate the best ideas, capability and talent across the globe to accelerate our ability to realise opportunities and get innovations to market faster.
- More broadly you will work with the centre for innovation leadership, project teams and innovation experts, internal and external to Accenture to understand what we need and who

we should connect and innovate with. Core to this is augmenting Accenture through engaging key external sources of expertise and capability such as universities, start-up communities, partner companies and others.

#### Key Responsibilities

- Act as a **connector, hearing** and understanding the ambitions, capabilities, capacity and talent of the dockers so that potential new projects are aligned to their ambitions
- Connecting with the Accenture business, industry, functional and G&S leads to understand their business strategy and working with them to identify mutually interesting ideas to test and bring to life
- Advocate for the dock, for innovation across the Accenture business to help unlock new and exciting opportunities with will help differentiate Accenture in the market
- Help craft new dock opportunities so that they can progress with energy, this includes defining and agreeing the path through the dock, the right sponsorship and opportunity leadership and testing the intent of the opportunity to ensure it can last the innovation journey
- Socialise, listen, amend, enhance and pivot opportunities based on the testing of the opportunity with key stakeholders within and external to the dock. This is to ensure the opportunity is stronger and supports the ambitions of all stakeholders
- Review the portfolio looking for additional opportunities to leverage and connect existing ideas and investments to each other so that we can amplify our impact
- Exceptionally strong stakeholder management, building trusted relationships both within and external to the dock will become the scouters calling card. Strong stakeholders bring the energy and oxygen to innovation.
- Multitasker by nature, the ability to manage a broad pipeline of opportunities, each at different stages and levels of maturity, will be critical to progressing sufficient quality volume through the dock.

#### Your skills and qualifications:

- Bachelor's degree
- 5+ years working as an Ecosystem/Innovation/Product Development manager.
- Deep passion, interest and experience in innovation and business ecosystems.
- Ability to build and maintain strong working relationships with colleagues, clients, and key stakeholders.
- Creative problem-solver with the ability to work with a blank slate and inspire others.
- Willing to be flexible and open to trying new and innovative approaches and solutions.
- Excellent innovation management and communication skills
- Excellent stakeholder management skills, ability to develop strong credible working relationships.
- Fluent in English
- Strong knowledge and experience of development and adjacent innovation/design processes and project management.
- Proven ability to identify and develop compelling commercial innovation propositions for multiple stakeholders

#### **Skills**

Not available

**Job 57:** Sr. manager innovation marketing.  
McCain Food. US. Food Production.

This role will leverage consumer and operator insights to assist in the pipeline fill process and to drive the development and execution of key strategic innovation platforms, all within the company's business strategy. The scope of this position will be cross-segment within Foodservice and Retail, with a particular emphasis on Foodservice. The Sr. Manager, Innovation Marketing will be accountable for achieving agreed upon innovation milestones and project objectives that support the Annual Operating Plan and the Long-Term Strategy.

The successful candidate will have a balanced blend of both the creative and commercial skills and perspectives required by innovations within a marketing-driven environment. He/she will need particular business strengths in strategic thinking, analysis and effective communications. Personal characteristics should include: Natural leadership skills, a strong work ethic, the willingness and capability to be a self-starter, the ability to make informed, independent judgments, and strong interpersonal skills in relationships, negotiating and communication.

Responsibilities:

- Provide critical support in the development of the 3 - 5 years innovation vision and pipeline including platform identification, ideation and pipeline prioritization and management.
- Lead the development of key multi-year US innovation platforms, including concept validation, product development, testing and validation, commercialization and go-to-market strategy.
- Lead the assessment of existing business expansion opportunities, including business case assessment, profitability targets, consumer and operator basis for interest, concept development, testing and project planning for both close-in line extensions and platform projects.
- Manage multiple project teams consisting of Marketing, R&D, Procurement, Regulatory, Finance and Operations through the Stage-Gate process to deliver key new product initiatives, with a blend of disciplined management practices an entrepreneurial mindset
- Develop strong strategies and innovation platforms that consider roles and motivations of players in the route to market (Sales to end customer); understand uniqueness across channels and customers to identify points of difference for which customers are prepared to pay and opportunity areas where McCain can grow its share
- Conduct post-project lessons learned sessions and post-launch reviews. Ensure financial tracking of performance versus objectives/targets is in place, including customer and operations feedback.
- Provide critical support in the tracking and reporting against innovation goals and objectives (Key Performance Indicators) back into the broader organization.
- Where needed, assist in the preparation and facilitation of monthly Innovation Leadership Team meetings.
- Champion innovation and its best practices, across the organization.

Requirements:

- A bachelor's or advanced degree in Marketing, Business Administration or related field (MBA strongly preferred)
- 5+ years of Marketing or Brand Management experience in a leading Foodservice or Consumer Packaged Goods company, with substantial time within that focused on Innovation specifically. Food, Frozen category and/or Food Service Marketing experience a plus.
- Proven track record of successfully leading innovation platform initiatives and project teams, through the innovation process from white space identification and idea generation through to products in market (ideally beyond close-in line extensions)

- Experience in sales/marketing/commercialization execution, ideally in both B2C and B2B environments
- Broad understanding of creating business value
- Proven problem structuring and strategic problem solving skills
- Strong financial and strategic acumen, proven analytical abilities
- Excellent communication skills with ability to clearly summarize complex issues and present recommendations
- Capable of independent decision making and setting business vision
- Superior interpersonal skills and ability to inspire, collaborate with and motivate others cross-functionally
- Demonstrated ability to multi-task, work in an ambiguous and dynamic environment
- Must be able to easily maneuver between high level strategic thinking and detail orientation
- Ability to balance team and individual responsibilities while exhibiting objectivity and openness to others' views

### **Skills**

Marketing, Stage-Gate, Analytical Skills, Sales & Marketing, Problem Structuring, Problem Solving, Leadership, Strategic Vision, Skilled Multi-tasker, Interpersonal Skills.

### **Job 58: Strategy & Innovation Manager**

Agoda. Italy. Internet.

The Strategy and Innovation Manager will have end to end responsibility for growing new marketing channels and using new Agoda products for marketing activities across all of our existing channels. You will drive new strategies, idea generation, growth and development of products, as well as people. Because of the significant impact that these channels have on our overall business, you will have regular interaction across different departments within Agoda.

#### **Roles & Responsibilities**

- Lead innovation in a specific area of marketing by owning the vision and roadmap and defining important metrics for that area.
- Drive the marketing team to test, analyze and optimize campaigns, deliver data-driven insights.
- Develop a keen understanding of Agoda's website offerings and of Agoda's target markets to build actionable advertising programs
- Innovate to drive improvements by using the latest technologies, analytics, and optimization processes

#### **Qualifications & Skills**

- Minimum five years' experience in business development, strategy or analytics
- Strong analytical abilities, especially with respect to experimental design and analysis
- Strategic thinking and planning, hands-on mentality
- Excellent skills in presenting and analyzing data and creating actionable reports
- Experience in and a passion for projects involving big data and statistical models
- Excellent interpersonal skills and demonstrated ability to report and persuade different levels, including senior management

### **Skills**

Not available

**Job 59: Innovation Manager**  
GS1 US. US. Not-for-profit.

Are you an innovator? Do you like to solve problems, while at the same time the big picture? Are you a strong relationship builder? Do you like working in a team environment?

In the role of Innovation Manager, you will be responsible for supporting the Corporate Development team in investigating innovative ways to apply the GS1 System of Standards to solve business problems and increase value for both end users and technology partners.

The Innovation Manager is currently an individual contributor role inside GS1 US, who is responsible for interacting with current and prospective customers and technology partners in support of opportunities being investigated or deployed by the Corporate Development team. The Innovation Manager will work closely with the Sr. Director of Corporate Development and reach out to key constituents across various industries and technologies to help identify and research issues and trends, as well as to secure participation in Corporate Development projects as appropriate.

This role will support Opportunity Thesis Development and Research by identifying key industry and technology relationships, as well as bringing those relationships to bear to assist with the GS1 US opportunity evaluation process. Areas of focus will be in (but not limited to) Digital Convergence, Identification, Artificial Intelligence, Machine Learning, and Internet of Things. This role will also support Opportunity Project Deployment activities to execute, invest, partner, or build strategies as appropriate, through the lens of involving key stakeholders to assist with project guidance and participation in proofs-of-concept and pilots, based on the GS1 US incubation process.

**Essential Duties & Responsibilities**

- Support the Senior Director in working with industry stakeholders, including current and prospective customers and technology companies, academic institutions, trade associations, and government agencies, as well as GS1 US Industry Engagement and Standards leadership to engage members and partners in Corporate Development projects
- Understand customer and partner pain points and priorities to determine where their initiatives and objectives best fit with the Corporate Development opportunity pipeline priorities and current projects in deployment
- Assist in the project management of proof of concepts and other engagements
- Help build and maintain strong industry and internal relationships across multiple teams
- Liaise with GS1 US Solution Partner Program team to ensure seamless communication and support for technology partners that engage with GS1 US in multiple areas
- Help maintain CRM information and outreach programs.
- Help network and initiate dialog with companies, referral sources and strategic partners to identify viable opportunities.

**Education & Experience:**

- BA/BS in a business field preferred
- Broad cross-functional or supply chain knowledge in retail, grocery, apparel, general merchandise, foodservice or healthcare industries is preferred
- Proven track record of successfully leveraging market insights to drive tactical and strategic business decisions
- Proven track record of building internal and external alliances and providing thoughtful contributions

- Strong understanding and experience using Microsoft Office products and other online collaboration tools.

### **Skills**

Business Development, Internet of Things (IoT), Computer Vision, Corporate Development, Machine Learning, Innovation Consulting, Project Planning, Digital Convergence, Relationship Building, Blockchain.

**Job 60:** Innovation Manager.

BKD CPAs & advisors. US. Accounting.

The Manager of Innovation leads an Innovation Project Management Office (PMO) dedicated to working with innovators throughout the firm to create new products and services that produce new revenue streams for the firm. Many of these products and services are software-based, but some are services only. The Manager's top priority is to evolve high-potential new products and services from ideation to definition, prototyping, funding, development, and market launch as quickly as possible. This requires strong working relationships with leaders, department heads and resource managers around the firm. It also requires a blend of product management, project management, and technology skills and expertise.

Specific responsibilities:

Leadership – Develop, lead, and supervise a team of project managers and analysts (currently 4 FTE's). Provide vision and direction to help the team achieve its mission.

Product Management – Implement product management practices such as product definition, pricing, marketing, life-cycle management, etc.

Project Management – Implement project management disciplines, standards, and best practices to ensure the success of projects. The Manager may manage individual projects from time-to-time.

Portfolio Management – Oversee and administer a portfolio of projects, including prioritization and resource allocation.

Performance Management – Monitor and manage performance of the team, individual projects, and the portfolio. Identify and address issues and obstacles when they arise.

Communication – Communicate effectively with team members and stakeholders at all levels of the firm. Provide key metrics and information to stakeholders about projects and the portfolio.

Continuous Improvement – An on-going commitment to becoming a better leader and manager, a stronger team, and the processes and disciplines needed to support the firm's future growth.

Skill sets required include:

- Strong leadership, product management, project management, portfolio management, and communication skills.
- Ability to work effectively with people at all levels of responsibility, across all business units and industries, and with internal functions such as information technology, marketing, risk management, etc.
- Ability to lead internal governance committees.
- Ability to inspire others to innovate.
- Ability to influence, challenge, and support work groups that are not direct reports with tact and professionalism.
- Initiative and drive; must be proactive and able to operate independently.
- Methodical, organized, and process-oriented.

- Strong written and oral communication skills.
- Can adapt to shifting priorities, demands and time-lines.
- Flexible during times of change; embraces ambiguity.
- Ability to prioritize and manage multiple concurrent projects.
- Advanced user of Microsoft Office programs. Experience with Visio and Smartsheet is a plus.

The ideal candidate must have the following:

- At least 7 years of experience in a product development and project management role OR at least 3 years of experience managing a product development PMO, preferably in an environment where new products and services are being developed.
- Prior experience in or knowledge of professional services industry is preferred.
- Certified Product Manager or Project Management Professional (PMP) is desired but not required
- BA/BS in a business related major (e.g. Accounting, Finance, Marketing, Economics, Operations, Information Systems)

### **Skills**

Innovation Management, Marketing, Project Management, Product Development, Innovation Development, Analytical Skills, Information Systems, Leadership, Resource Allocation, Microsoft Office.

**Job 61:** Senior Business Development – AI  
Fujitsu Global. Canada. IT.

Within the domain of Fujitsu's global quantum computing-inspired optimization services and artificial intelligence markets, the key purpose of the role is to contribute to the growth of Fujitsu's global business by identifying, analyzing, and pursuing, or providing technical pre-sales support for, direct and/or alliance-driven business opportunities. Supplies proposals and 'go-to' market plans, including recommendations on implementation to FITL business management and/or regional business unit management and client executives, and attends to, or supports implementation. The main focus of the role is pursuing directly or supporting others in the development of new name business opportunities in a complex environment.

Key Accountabilities:

- Strategic Business Development: Identifies and qualifies strategic opportunities to establish and grow a pipeline and grow Fujitsu's market share and other KPIs.
- Business Development Planning: Analyses and understands market developments and anticipates market trends. Responsible for the creation and agreement of a plan for business development activity that identifies target customers/partners/sectors and opportunities in order to support Fujitsu's growth objectives and specific FITL targets.
- Strategy Development Support: Supports the development of strategies for identifying new market opportunities for Fujitsu. Propagates the strategy, develops complex 'go-to' market plans and best practices in the industry, a market segment, the alliance or the service. Initiates, supports and controls the execution. Supports the development of the sales strategy for the defined sales territory.
- Customer & Partner Relationships: Identifies and influences decision makers and stakeholders (internal and external). Creates, maintains and expands a network of productive relationships with customers, partners and internal Fujitsu stakeholders. Holds regular market-making conversations and develops early opportunities from suspects to prospects.

- Technical Pre-sales Support: Leverages technical skills and knowledge regarding Fujitsu technologies and offerings to support FITL business development and marketing/promotion activities.
- Business & Technology Presentations and Promotion: Delivers compelling presentations and technology demo to customers, partners, event delegations and audiences to strengthen brand awareness, demand generation opportunities, and business development pursuits.
- Bid Support: Supports internal FITL team members or other Fujitsu teams in regional business units in the preparation and presentation of effective solution proposals.
- Project Management: Manages interdisciplinary and complex projects and timelines related to business development activities on a national or international level.
- Business Insight: Maintains a high level of knowledge of products, services, market intelligence and competitive insight.
- Governance: Adheres to company defined governance procedures and opportunity management tools including the client relationship management (CRM) database (Salesforce) to manage campaigns and activities within and across borders.
- Team Building & Development: Identifies, motivates and communicates with virtual teams to effectively support qualified opportunities.

#### Qualifications

We are looking for someone who has a passion for solving customer problems and who is - or wants to be - an AI Guru.

We will also need:

- Bachelor's Degree in Business, Administration, Finance or Sales/Marketing and or an equivalent combination of knowledge, skills, abilities, education, and experience. (Additional technical degree or diploma preferred.)
- 7+ years' experience in strategic business development and consultative selling within the technology software and services marketplace and/or business-to-business.
- 3+ years recent experience in artificial intelligence, machine learning, or data science technology domains.
- Experience with design and implementation of business development strategy.
- Ability to articulate complex technical concepts to non-technical stakeholders.
- Team oriented, with a demonstrated ability to build and maintain strategic working relationships.
- Flexibility to assume a workload which frequently necessitates an adjustment of priorities.
- Eagerness to learn new things, continually growing and expanding personal abilities.
- A high degree of self-motivation, with an ability to work effectively in a fast-paced team environment.
- Experience working with internationally-based clients and colleagues.
- Excellent organization / time management skills.
- Strong interpersonal and communication skills (written and verbal) along with organizational skills and ability to multi-task.
- Excellent communication skills with executive-level clients.
- Cross-functional communication skills with technical, legal and marketing stakeholders.
- Excellent listening and presentation skills.
- Availability to travel (up to 50%) domestically and internationally.

#### **Skills**

Bid Pricing, Interpersonal Communication, Sales & Marketing, Diversity & Inclusion, Employee Learning & Development, Sales Strategy, Skilled Multi-tasker, Presentation Skills, Consultative Selling, Data Science.

**Job 62:** Senior Specialist Innovation

MultiChoice Group. South Africa. Broadcasting.

- Establish and Manage the Innovation framework and engagement model across MC Group
- Produce new PoCs, CoEs, Prototypes and new Innovation products and technologies for MC Group that result in new revenues, a competitive advantage, improved Customer Satisfaction and Business efficiencies
- Support the Innovation Senior Manager in delivering upon the Innovation objectives and KPIs

Strategy Execution:

- Define, Establish and Manage the Innovation Strategy, Vision, Objectives and Delivery Roadmap for MC Group
- Define, Establish and Manage the CoE (Center of Excellence) Strategy, Vision Objectives and Delivery Roadmap for MC Group
- Define, Establish and Manage the PoC (Proof of Concept Hub) Strategy, Vision, Objectives and Delivery Roadmap for MC Group
- Define, Establish and Manage all existing and new Next-Gen Innovation technology products (RPA, AI/ML, IOT, etc) Strategy, Vision, Objectives and Delivery Roadmap for MC Group

Tactical and Operational Delivery:

- Manage the Innovation and Technologies lifecycle
- Evangelize and Nurture a culture of Innovation, PoC and CoEs across MC Group
- Consult and Engage regularly with key management and business stakeholders on their objectives and deliverables, roadmaps
- Conduct Innovation and Technology Research and engage with Research partners as a MC Group Function
- Identify and Manage Strategic Co-Innovation partners in order to execute and deliver upon MC Group wide objectives
- Showcase new Innovation solutions in the Innovation Lab, aligned to MC Group deliverables
- Establish knowledge share sessions and Innovation Challenges via Think Tank and other Innovation platforms and forums
- Ensure consolidation and rationalization of all MC Group Innovation, PoC and CoE projects and initiatives
- Update and maintain MC Group Innovation Roadmap, and align with new ideas, partners and technologies globally
- Engage with research and technology vendors on Innovation PoCs, and new solutions
- Compile and implement Change Management for new Innovation, CoE and PoC initiatives
- Produce documentation for successful handover to Business & Technical EBS Support teams where applicable
- Conduct vendor and technology due diligence for Innovation, CoE and PoC Technologies across MC Group
- Produce AS-IS and TO-BE business rule and Process flows for Innovation, CoE and PoC projects
- Compile Innovation and PoC business and technical specification documents

- Compile and Track success metrics and KPIs of all Innovation and Technology Transformation projects for MC Group
- Source cutting edge technologies and solutions from suppliers and make it available in an Innovation Lab
- Plan and arrange training and Tech Talks sessions as and when required

#### Benchmarking, Governance and Risk Management

- Create processes and procedures for ideation, prototyping and production
- Produce Documentation aligned to MC Group standards
- Alignment to industry and Innovation best practice and benchmarking for all Innovation related activities and projects
- Engage with research and technology vendors on Innovation PoCs, and new solutions
- Ensure alignment to GRC and MC Group forums and processes
- Ensure governance across MC Group Innovation projects

#### Budget & Financial:

- Manage and effectively utilize an allocated budget to achieve Innovation objectives, goals and KPIs
- Compile business case and budget motivations for CoE and New Innovation Projects
- Produce business case and ROI calculation

#### Stakeholder Management:

- Stakeholder Engagement and Management across MC Group Technology and Business teams
- Engage and present to Exco and senior management
- Establish and Manage SteerCo forums across MC Group
- Work with Legal and Compliance departments to vet legal aspects of product
- Work with appropriate teams for budget proposals and business case development
- Work with change management teams if necessary
- Work with business and IT teams to take prototypes to full scale operation

#### Reporting & Staff:

- Train and Mentor junior internal staff on key competences
- Train and Mentor MAH, Africa markets staff on key competences
- Train and Mentor business staff on key competences, new technologies and Innovation products
- Create and Manage development and skills transfer for new CoE teams
- Create mechanisms to report on all aspects from number of ideas received to number of ideas realized
- Collate information and prepare Return on Investment reports
- Produce Weekly and Monthly reports

#### Qualifications Required:

- A bachelor's in computer science or Information Systems or equivalent
- Additional Qualification in Innovation, Technologies and Research advantageous

#### Experience:

- A minimum of 8 years of Innovation Technology, Products and COE management experience
- Strong knowledge of Product / Service Development, Integration and Program management methodologies
- Establish and manage CoEs, RPA (Robotic Process Automation) and AI/ML (Artificial Intelligence & Machine Learning) Technologies
- Vendor Technology Evaluation and Management

- Understanding of the Africa Business and Technology landscape. Global and Africa implementations.

Technical Competencies:

RPA and Automation, Machine Learning & Artificial Intelligence, Innovation technologies and Products, Experience on establishing and Managing CoEs and PoC projects, Innovation & Technology Research, Payment and Cx Journey and Innovation, Sub Saharan Africa technologies and markets, Project Management, Finance and Commercial insight and skills, Support Management, Product/Service Development, Reporting, Risk Management, Knowledge and understanding of MC Group Companies, Knowledge and understanding of Africa Markets

Behavioral Competencies:

Stakeholder Management, Communication skills, Relationship Building, Business Acumen, Strategic Thinker, Interpersonal skills, Conflict Resolution, Decision Making, Critical Appraisal, Holistic Thinking, Persuading & Influencing, Coaching.

### **Skills**

Business, Technology Research, Risk Management, Computer Science, Information Systems, Robotic Process Automation (RPA), Budget Proposals, Critical Appraisal, Stakeholder Management, Service Development.

**Job 63:** Open innovation insights Manager, Lead user lab.

The LEGO Group. Denmark. Consumer goods.

We are starting up the Lead User Lab in AFOL Engagement meant to capture radical ideas, evaluate their potential and bring them to life. As an Open Innovation Analyst, it will be up to you to scan, analyse and document the trends, insights and learnings around lead users and their innovations in a systematic way.

- Ongoing scanning, analyzing and visualisation of AFOL categories and ideas
- Scan and document Lead User (LU) candidates, core capabilities, innovation areas and link to The LEGO group strategy.
- Ongoing tracking of industry trends and insights
- Scan various digital media channels and AFOL related media and document learnings around the Lead User Lab project.
- Drive cross collaboration with various insights departments within LEGO around learnings, LUL business value and recommendations.
- Establish learnings goals, hypothesis, metrics and success criteria's and document learnings before, during and after the LU pilots.
- Document and handle learnings and insights for the LUL pilot project in general. Both internal and external.
- Collaborate with LUL team on innovation ideas, stretching and value adding benefits of innovation.

The AFOL Engagement Department is responsible for building relationships with and co-creating consumer and business value with the global community of adult LEGO users. We work closely with hundreds of user groups and fan media in the LEGO Ambassador Network, we innovate, stimulate and support user creativity and we leverage platforms like LEGO IDEAS to co-create products, experiences and marketing stories with users and internal stakeholders.

You will support AFOL engagement and the LUL team with understanding and realizing new innovative lead user experiences. You are able to navigate and lead the insights process from an

uncertain early phase through higher maturity levels through the LUL pilot process. In this process you will help the Head of LUL and the LUL team navigate information and make insightful decisions based on the learnings you gather, organize and share.

We want people that shoot for the stars, dares to dream big, but at the same time get things done through a get it done mindset and strong ability to collaborate with a diverse group of colleagues and Lead users.

The role will provide rich opportunity for professional and personal development for the right candidate in an environment of openness and trust and a strong desire and ability to experiment and deliver results.

Do you have what it takes?

- Outstanding ability to work with market and consumer insights (generation of insights, documentation of insights, activation of insights)
- 3-5 years working experience in field of consumer and market insights and trends
- Excellent presentation and visual communication skills, visualizing insights to colleagues across the organization, including top management
- Strong analytical and business strategy skills
- Being energized by working towards planned targets, overcoming obstacles, setbacks and uncertainty
- Thrives in a team environment where the things run fast while still running independently with own tasks
- Advanced english
- Experience with digital insights tracking eg. So Me listening tools like Spreadfast, Adobe analytics or similar
- Understanding of SQL language
- Ability to work with data visualization tool like Power BI or Tableau
- Previous experience working with in-market pilots and learnings
- Test and Learn mindset working with prototyping and prototyping
- Experience with Scrum
- Knowledge of R language
- Minimum Master's degree in a business related field or equivalent e.g. business analyst, marketing, research
- Experience working with entrepreneurship and working in big organizations

### **Skills**

Not available

**Job 64:** (Sr) Manager Agile Transformation  
Deloitte Netherlands. Netherlands. Consulting.

Together with fellow Agile consultants you, on a daily basis, advise and support board room members on how to drive growth by converting traditional “analog” businesses to digital and adaptable ones and harness the power of innovation. It requires transforming businesses into an intuitive enterprise that anticipates tomorrow's customers' needs and delivering insights that lead to first-mover advantage.

- lead teams in delivering multi-mode transformations of organizations to become and sustain adaptable and Agile;

- provide coaching and/or mentoring of team members and senior leadership roles at our global clients
- have a laser focus on the intersection where culture, enterprise strategy, and implementation to sustain change meet;
- design and deliver the adaptable organization of the future
- contribute to thought leadership and practice development effort in order to help evolve and mature practice service areas – Enterprise Agility, Agile transformation;
- train and coach senior leadership and disruptive teams to optimise their Agile way of working;
- implement tools and instruments to empower efficiency, effectiveness and adaptability in an Agile way of working;
- manage teams responsible for developing and deploying user adoption programmes for technical and multi-mode transformations, digitalisation and emerging technology initiatives;
- develop transformation programme strategy spanning across Agile practices, tools, processes, and people.

What you offer:

You are sharp, analytical and ambitious. At Deloitte Consulting, you advise top firms in the field of growth, innovation and strategy. You see endless opportunities for your clients. As a business or IT talent, you can think of the best 'out of the box' solutions. Furthermore, you have:

- at least 5 - 10 years of work experience in consulting with a focus on Agile Transformations, Digital Transformations and/or Adaptable Organisations;
- led (parts) of large transformation programmes in Agile transformation and/or digital implementation using Agile methods;
- strong analytical and problem-solving skills paired with the ability to develop creative and efficient solutions;
- Go-to Agile expert for other colleagues and our clients;
- inspirational leader with strong leadership and people development skills;
- entrepreneurial, ambitious and commercial mindset;
- ability to build and manage disruptive teams and lead multiple, large, time-sensitive projects;
- responsible for new client contacts, sales funnels and delivery of Agile advisory projects;
- strong communication skills (both Dutch and English) to talk to people with authority about the implementation of new and disruptive technologies and multi-mode transformations;
- proven experience with Agile and Lean methodologies (e.g. Scrum, Kanban, XP and SAFe);
- exposure to digital transformation and technologies (i.e. digital industry innovation, design thinking, mobility, DevOps);
- a background in academia and expertise in Financial Services, Insurance, Communications Media & Technology, Consumer Business or Public Industry;
- willing to (frequently) travel abroad.

### **Skills**

Consulting, Digital Transformation, Transformations, Disruptive Technologies, Analytical Skills, Agile Methodologies, Problem Solving, Flexible Schedule, Sales Funnels, People Development.

**Job 65:** Innovation Manager and China Private Public Partnership  
Continental. China. Automotive.

-PPP: Analyzing the actual funding environment in China. Identify the technological and financial funding need of Continental China. Organization, coordination and administration of first Continental

pilot projects. Official representation of Continental in associations and committees  
-Innovation: Identify, develop and lead measures that create conditions in the region aim to strength a culture in China to foster innovation. This culture will create outcome as new products, systems, features and business models considered of high value for the global organization.  
-Maximize the access to regional resources and global Corp S&T resources, as the closeness to new markets, R&D hubs and contact to search fields, to improve our technical proposals globally.

This position need responsible for:

- Provide inputs and collaborate in the global Innovation Strategy for Continental together with Corporate innovation manager, Division Innovations Managers, Experts, Search field Leaders and Corporate Business Development and Strategy;
- Coordinate the definition of the specific for China region and interlink with the global view;
- Coordinate the Innovation initiatives to create an organization culture with conditions for innovation;
- Coordinate the definition of measurements as input for the strategic planning;
- Actively participate in the Global innovation management community;
- Support the update and deployment of innovation management process;
- Define the specific processes for the regional initiatives supporting innovation;
- Network and collaborate with other specific innovation managers in other locations, BUs, R&D hubs;
- Support and coach to enhance the maturity of other locations;
- Analyzing the current situation of funding needs within Continental China;
- Definition of BU / Div specific strategic funding roadmaps in alignment with innovation management;
- Analyzing the national available funding programmers and development of new funding areas;
- Initiating of pilot funding projects including industry and academia partners and policy;
- Coordination and administration of Continental pilot funding projects;
- Strategic alignment with PPP and innovation management;
- Pre competitive association work;
- Main PPP contact in China for BU`s, Divisions and search fields;

Qualifications :

- expert for leading and steering capabilities across hierarchy, functions, location and business;
- expert for methodology, concepts etc;
- expert for internal and external communication skills (e.g. focus on public appearance);
- expert for innovation and technology management;
- expert for economic skills and know;
- advanced technical knowledge;

Required: experience:

University degree;

- Minimum 3-5 years in different functions and roles, especially in the technology field, within Division and Corporate;
- Process Know How and proofed implementation of Processes; understand Business Models beside Technical focus, set up projects, lead and implement;
- Functional leading, groups with different hierarchies, professions and nationalities; especially in a Matrix;
- Sensitivity for diverse and ethnic cultures;

### **Skills**

Innovation Management, Management, Strategy, Strategic Planning, Funding, Leadership, Business Modeling, Public Policy.