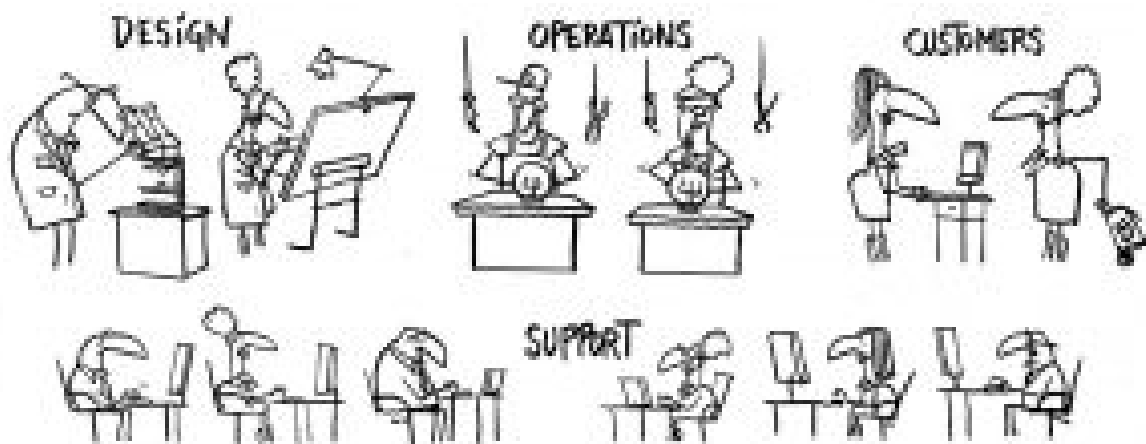


By Benoît Gailly, 17 January 2018

Mobilizing the right resources: Who and how much?



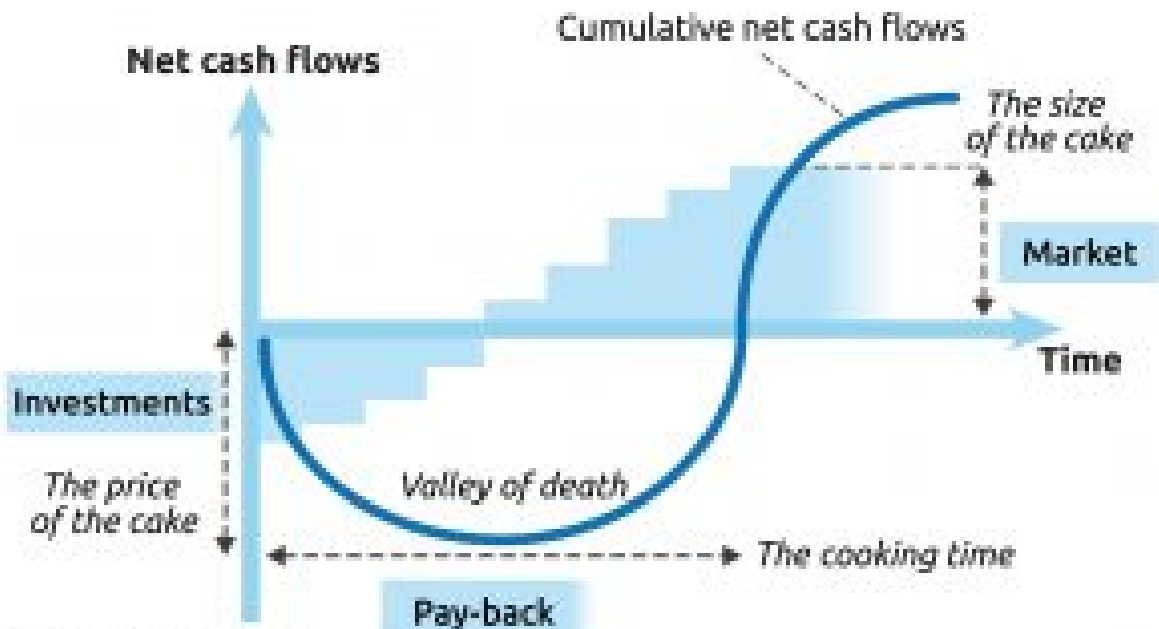
Probably the most important but least understood aspect of a successful innovative business model is the identification and mobilization of the required **entrepreneurial talent and expertise**. Too often firms decide first to launch a project and then try to staff and link it with whoever is available, that is in many cases not the right people or partners.

Focus	Start-up	Corporate venture
Strategy Legitimacy	Board of Directors	Steering Committee
Operations Performance	Management Staff	Dedicated team
Specialized skills	Subcontractors Partners	Shared staff Partners

Innovation team

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The hidden secret behind the failures of many innovative ventures is not bad technologies but bad **governance**, with the wrong people taking the wrong decisions or failing to take any decisions at all.



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The easiest way to waste an innovation opportunity is to underestimate the **financial resources** required over time to support the launch and growth of a sustainable business model. Great innovations are never overnight successes.

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Entrepreneurial talent and expertise: Who does what?

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Governance: Who decides what?

Keywords: board, corporate governance, governance, organizational structure, upper echelon

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How much? Financial resources

Keywords: *barriers to entry, break-even, cannibalization, financial metrics, payback, valley of death*

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