Management Manual

Corporate Innovation

Corporate Innovation

Management Manual

Manual Owner: Head of Innovation Section	Endorsed by: Director of Strategic Affairs	Approved by: CEO
Ref. Code: CIM-600-01-2.0-2023	**Version No.:** 1.1 **Version Date:** 06 Feb 2023	**Review Frequency:** Yearly

| Preparation, Review, Endorsement, and Final Approval

Preparation

Name	Job Title	Signature
Dr. Khalid Al Moainie	Manager	Electronically Approved
Bedoor Wahidi	Assistant Manager	Electronically Approved

Review

Name	Job Title	Signature
Dr. Loai Mahmoud Ibrahim	Acting Head of Corporate Innovation Section	Electronically Approved

Endorsement

Name	Job Title	Signature
Afra Al Dhaheri	Acting Director of Strategic Affairs Department	Electronically Approved

Final Approval

Name	Job Title	Signature
Alia Al Mazrouei	CEO	Electronically Approved

1 | Terms and Definitions

No.	Term	Definition
1	Creativity	Creating/improving products, services, or processes by introducing an idea that is considered new in itself or new in its application. (The process of generating and proposing ideas)
2	Creative Thinking	An individual's ability to produce ideas characterized by the greatest degree of fluency, flexibility, and originality. It is a complex and purposeful mental activity driven by a strong desire to search for alternative solutions or to reach original results that were not previously known.
3	Feasible Creative Idea	An unconventional idea whose outcomes are beneficial and valuable to the entity. It applies to Khalifa Fund and meets Khalifa Fund's innovation criteria.
4	Idea Implementation	The mechanism of crystallizing, refining, and transforming an idea into a model that can be developed and applied in a manner suitable for Khalifa Fund for Enterprise Development.
5	Innovation	Generating creative ideas and creating new products, services, and processes that improve the quality of life, provide added value to the entity, and achieve precedence and leadership (the process of applying ideas and measuring their impact).
6	Government Innovation	Proposing and implementing new services, systems, processes, policies, and strategies or developing and updating them by adopting the principle of continuous improvement from the perspective of their beneficiaries, which achieves public benefit.
7	Open Innovation	The process of collaborating in innovation with external and internal partners, allowing for the sharing of risks and rewards.
8	Discovery	Creating a new, useful idea that has not appeared before and transforming it into a new means, which has

No.	Term	Definition
		a (new system) built on new methods and steps that contribute to renewal.
9	Invention	Every new, useful, and industrially applicable idea. That is, this invention must be new and can be easily and conveniently made and applied in reality.
10	The System	The creativity and innovation management system.
11	Innovation Lab	A lab based on holding brainstorming workshops using innovation tools and techniques.
12	Brainstorming Workshop	The process of presenting challenges and obstacles faced, proposing solutions, and classifying and evaluating them by a group of employees with the involvement of stakeholders.
13	Intellectual Property	Creations of the human mind, such as innovations, inventions, literary and artistic works, as well as symbols, names, images, and designs used in work. It enables the right holder to benefit in various ways from their work, which was just an idea that crystallized into a project.
14	Intellectual Property Protection	The legal procedure for protecting intellectual property, such as trademarks, copyrights, and patents. The UAE Ministry of Economy is the accredited body for registering and documenting intellectual property.
15	Innovation Platform	An electronic system or email available to all employees to submit their creative ideas according to specific requirements and criteria related to corporate innovation set within the Fund's priorities and reviewed periodically.
16	Winning Ideas	To stimulate the role of creative ideas in advancing corporate innovation, the owners of winning ideas, which can be transformed into innovative projects, are honored. The owners of winning ideas are also connected with intellectual property protection organizations and patent registration bodies (if any).

2 | References

No.	Reference Name
1	Law No. (28) of 2015 concerning Khalifa Fund for Enterprise Development
2	Executive Council Decision No. (6) of 2013 approving the organizational structure of Khalifa Fund for Enterprise Development
3	National Innovation Strategy
4	Abu Dhabi Innovation Strategy
5	Fourth Generation Government Excellence System in Abu Dhabi
6	Strategic Plan of Khalifa Fund for Enterprise Development
7	Innovation Management Strategy and Framework at Khalifa Fund for Enterprise Development
8	Intellectual Works Guide - Ministry of Economy
9	Innovation Tools - GIM Institute (Global Innovation Management Institute)
10	Government Innovation Tools - Mohammed Bin Rashid Centre for Government Innovation
11	International Standard ISO 56002:2019

3 | Introduction

Innovation is a priority for developing corporate performance and a foundation for building strategies and action plans. From this perspective, the UAE government's efforts in these areas have been intensified in recent years by identifying specialized organizational units for innovation management, qualifying leadership to foresee the future, ensuring innovation and leadership, and creating an environment that stimulates creativity and innovation through optimal management of available resources, talent discovery, and building human resource capabilities in these fields. In addition, the government has defined the general framework for its fundamentals, concepts, and stages at both the federal and local levels to enable entities to keep pace with global changes and be proactive in applying the latest developments and updates in various

fields. This is achieved by generating ideas, providing and evaluating innovative solutions to take calculated risks and implement feasible ones. Therefore, Khalifa Fund for Enterprise Development has developed this innovation management manual, which is aligned with the government's directions and plans.

In line with this, Khalifa Fund for Enterprise Development established the Innovation Section in 2017 and added it to the organizational structure under the name of the Innovation and Special Projects Department.

4 | General Framework of the Innovation Management System at Khalifa Fund for Enterprise Development:

The Khalifa Fund's innovation system is based on 3 main pillars as follows:

Innovation Strategy
1. The Change Question (Challenges/Opportunities)
2. Growth Gap (Profits/Time)
3. Innovation Portfolio
4. Innovation Axes (Fields of Opportunity, Concepts, Partners)
5. Timeline

Innovation Enablers
1. Processes (Partners and Networks)
2. People (Organizational Structures)
3. Resources (Project and Portfolio Management)

Behavioral Rules for Innovation
1. Leadership (Management System, Leadership Style)
2. Impact Measurement
3. General Behavior
    - Knowledge
    - Work Environment

General Framework of the Innovation Management System at Khalifa Fund for Enterprise Development

The Khalifa Fund's innovation system is based on 3 main pillars as follows:

Behavioral Rules for Innovation	Innovation Enablers	Innovation Strategy
Leadership (Management System, Leadership Style)	Processes (Partners and Networks)	The Change Question (Challenges/Opportunities)
Impact Measurement	People (Organizational Structures)	Growth Gap (Profits/Time)
General Behavior		Innovation Portfolio
Knowledge	Resources (Project and Portfolio Management)	Innovation Axes (Fields of Opportunity, Concepts, Partners)
Work Environment		Timeline

Figure (1): General Framework of the Corporate Innovation Management System at the Fund

5 | Objectives

The Innovation Management Manual aims to achieve the following:

1. Ensure the existence of a stimulating environment to embrace creative ideas and spread a corporate culture of innovation.
2. Build an interconnected system of employees with knowledge and experience in innovative best practices.
3. Provide enablers for developing, testing, evaluating, and applying ideas.
4. Clarify the fundamentals, concepts, and stages of creativity and innovation.
5. Raise awareness of the mechanisms of the innovation lab/platform and its special tools.
6. Discover, enhance, and motivate talents.
7. Increase stakeholder (employees and customers) satisfaction with the innovation environment.
8. Increase the rate of converting creative ideas into implemented projects.
9. Protect the intellectual property of creative and innovative ideas that are applied or applicable.

The results of creativity and innovation revolve around the two sides of the equation for the desired benefit, through which the impact of innovative ideas is measured:

1. Increasing the value provided to customers.
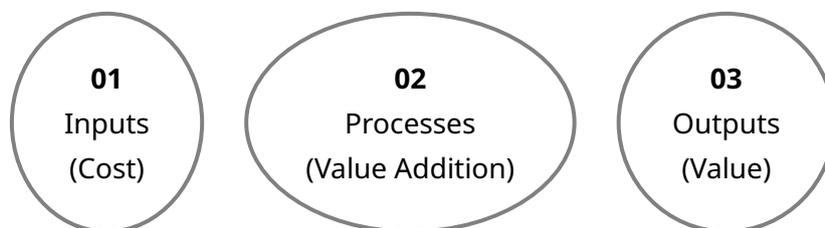2. Reducing the cost of providing this value.

Figure (2) The Equation of Desired Benefit from Innovation

The Fund's management has also identified 3 new priorities for corporate innovation for the years 2022 - 2024, as shown below:

- **Priority One:** Developing the Fund's strategy.
- **Priority Two:** Developing the Fund's operating model.
- **Priority Three:** Developing the customer journey.

6 | Leadership Team Charter for Supporting Corporate Innovation

The following is the charter of the leadership team (represented by His Excellency the CEO of the Fund), which contains a pledge to support and enhance the corporate innovation system both internally and externally:

Leadership Charter for the Implementation of Corporate Innovation and Commitment to the Policy

The work of the leadership team at Khalifa Fund for Enterprise Development is based on the ambitious and clear vision and the exceptional, solid foundations of our wise leadership in the Emirate of Abu Dhabi.

The team adopts scientific methodologies and best practices in the field of institutional leadership to achieve its vision and perform its mission optimally, with full commitment to its corporate values, so that the Fund becomes an effective contributor to driving development and shaping a bright future by adopting and activating an integrated system for managing corporate innovation within Khalifa Fund for Enterprise Development.

Therefore, we confidently strive to achieve outstanding performance and reach an exemplary level, while achieving the highest levels of satisfaction among the various segments of the Fund's partners, through:

- Striving to achieve a clear and ambitious vision that integrates with future government plans and strategies through a constructive mission and corporate values, and integrated plans with clear results that serve the corporate innovation management system.
- Participating effectively in the continuous planning and development of work systems with a mindset based on creativity, innovation, and openness to the latest scientific and technical developments.
- Dealing and cooperating with all partners, internally and externally, and establishing a culture of communication and ensuring the effectiveness of seamless communication channels.

- Disseminating and promoting a corporate culture that focuses on the concepts of creativity, excellence, leadership, change management, teamwork, and building a supportive and stimulating environment for it.
- Working to enhance the capabilities, talents, and skills of employees, supporting them in self-development, and preparing a generation of young leaders and future leaders.
- Optimally investing in institutional partnership to achieve common goals and making partnership a solid foundation in the Fund's work.
- Being present at all work sites, working directly with everyone, and attending events that support corporate innovation.
- Adopting the latest standards and concepts of corporate governance, sound management, and best practices in decision-making, with a focus on avoiding bureaucracy.
- Enhancing the Fund's role as a responsible institution in society and encouraging participation in community initiatives and activities.

CEO

Khalifa Fund for Enterprise Development is keen to link the innovation policy with the strategic objectives and organizational context of the Fund. Accordingly, the Khalifa Fund's strategy has been amended to reflect its commitment to integrating innovation into the Fund's internal processes and making it part of its corporate culture.

7 | Scope of Application

The application of this manual is effective for all organizational units at Khalifa Fund for Enterprise Development, internal stakeholders including employees, and external stakeholders such as customers and partners (Appendix 1), as well as stakeholders in compliance with other management systems (such as the Integrated Management System, Corporate Risk Management System, Project Management System, and other systems). This includes all stages of creativity and innovation, from idea collection to application and impact measurement in the following areas:

1. Services
2. Electronic Systems
3. Corporate Processes
4. Policies
5. Strategies

| Resources Required to Support and Manage the System

The Fund's management is committed to providing sufficient resources to meet the system's requirements and ensure its effectiveness and the efficiency of its operations. It is also committed to identifying and providing any necessary resources to enhance the system's success opportunities and create a creative and innovation-stimulating work environment. This is achieved by hiring, training, and qualifying the relevant employees in the field of system application, each according to their specialization, to ensure the effective implementation of the system and continuous improvement. Employees are also made aware of the system and how to manage brainstorming workshops to generate creative ideas.

Financial resources, facilities, infrastructure, and necessary information technology systems are also provided to implement this system and other management systems that help advance corporate work and achieve the highest levels of success and sustainability for long periods, extending for years, with the aim of providing a suitable environment for continuous learning. An internal network and idea management systems have been provided to facilitate the process of managing the corporate innovation system.

| Providing Human Resources and Training to Support Corporate Innovation

A job description system has been established that specifies the qualifications, skills, and requirements for each position to ensure that employees performing various tasks are competent and qualified, including the corporate innovation team.

Job candidates are also interviewed and evaluated, and their qualifications are reviewed upon hiring and matched with the job-specific qualifications and requirements. Employees are continuously trained in various administrative and technical specializations that affect the quality of the Fund's outputs and services, and the effectiveness and impact of training processes are evaluated (refer to HR-related procedures, policies, and processes). For example, it is verified that the corporate innovation team has the minimum innovation requirements, such as specialized courses in innovation, a diploma in innovation, or any scientific qualification in the field of innovation.

The Fund's management, in coordination with the Human Resources Department, provides training for employees from various organizational units on corporate innovation systems, such as ISO 56002:2019 and GIMI standards, or other training materials like a diploma in innovation. This is based on the Fund's belief in the necessity of training and qualifying human resources on the standards and management systems the Fund wishes to obtain or adhere to. (Refer to the training record for ISO standards or the training records with Human Resources). Employees are also continuously trained on corporate innovation and encouraged to attend workshops and awareness sessions related to corporate innovation, enhancing creativity, and building creative ideas.

| Awareness

Training programs and awareness workshops specific to the corporate innovation management system are implemented, which may cover the most important axes and components of the system, including ensuring employees' understanding and active participation in the system. This is to raise employees' awareness of the system, entrench the concepts of corporate innovation management, classify creative ideas, protect intellectual property and trademarks, and clarify their role in implementing the system.

Employee training records are maintained, and the content of workshops and the participation and opinions of employees and stakeholders in these programs are documented (refer to the training process methodology and training records).

The Fund also dedicates an annual workshop, in which Fund employees and the leadership team participate, covering the most important axes and requirements of the corporate innovation system, raising awareness of the corporate innovation strategy and its related policy, its most important objectives, and the achievements made. The roles and tasks required of employees to enhance corporate innovation and the process of generating, documenting, refining, and then applying ideas are also shared.

| Building Capabilities and Competencies in Corporate Innovation:

Khalifa Fund is keen to develop and build capabilities related to the system. It identifies the technical and behavioral competencies required within the corporate innovation system for all employees in general and for the innovation section employees in particular. It also sets clear criteria and requirements for evaluating corporate innovation among all employees (within the annual performance appraisal) to ensure the raising of institutional maturity levels under the corporate innovation system.

The Human Capital Department, in coordination with the Innovation Section, provides training courses on innovation management and the development of creative skills for innovation. These training workshops aim to build institutional competencies and capabilities for innovation management in the Fund, and to motivate employees to develop their professional abilities and skills to provide creative ideas to improve corporate work and to continuously raise the quality levels of idea submission, thereby increasing competitiveness.

The academic qualifications and training courses required for employees in the Innovation Section have also been identified, such as:

- Bachelor's/Master's in Business Administration.
- Or Bachelor's/Master's in Corporate Innovation Management.

| Training Courses and Workshops (Example):

- Diploma in Innovation Management.
- Course on GIMI requirements.
- Internal Auditor / Implementer for Corporate Innovation according to ISO 56002:2019 requirements.
- Attendance of at least one workshop annually to participate in corporate innovation areas held internally.

8 | Organizational Context

The innovation team at Khalifa Fund, in coordination with all organizational units, works on identifying and analyzing the internal and external factors that affect and are affected by the innovation management system in the Fund throughout the year, using the innovative solutions model (Appendix 2). Internal challenges are identified and analyzed, for example, but not limited to, challenges related to the customer journey, reducing required procedures in the Fund's operations, managing the Fund's financial resources effectively, creating new financing and non-financing support services, and developing new revenue channels for the Fund, among others.

| Screening Process for Innovative Ideas and Projects at Khalifa Fund for Enterprise Development:

Khalifa Fund for Enterprise Development sets guiding principles for its internal innovation portfolio, aiming to create a balance between three main factors: timeframe, impact of change, and scope of change.

Screening Process for Innovative Ideas and Projects at Khalifa Fund for Enterprise Development

Khalifa Fund for Enterprise Development sets guiding principles for its internal innovation portfolio aiming to create a balance between three main factors:

Timeframe, impact of change, and scope of change

Insights and Trends -> Unmet Needs -> Gaps -> Other

1: Set strategic context -> 2: Divergent insights and idea generation sources -> 3: Connect ideas and build feasible concepts -> 4: Converge through accelerated testing and prototyping -> 5: Validate, pilot, launch, and scale

Horizon 1: Incremental Innovation
Horizon 2: Adjacent Innovation
Horizon 3: Radical Innovation

Figure (3): Screening Process for Innovative Ideas and Projects in the Fund

A balanced innovation portfolio should include a variety of ideas to provide a stable mix of the following:

Timeframe for achieving innovation (short, medium, and long term)

Level of change required (Horizons 1, 2, and 3)

Main area of impact externally: customers, partners, etc., and internally: employees, shareholders, etc.)

Figure (4): Innovation Portfolio

The submitted ideas and projects are screened based on the approved criteria for innovative projects in the Fund as follows:

Criterion	Approved Percentage
Level of uniqueness and originality at the Fund level	30%

Criterion	Approved Percentage
Effectiveness and added value in the areas of the strategic plan and operating model / customer journey)	30%
Implementation of innovation and target value impacting the Fund (financial and non-financial value)	20%
Percentage of alignment with the strategic directions and vision of the Fund	20%

Table (1): Criteria for Evaluating Innovative Ideas

An idea is considered innovative and is prioritized if it scores 75% or higher on the target matrix specified in the table above. A higher score is better for Khalifa Fund for Enterprise Development. The innovation team also analyzes external challenges related to entrepreneurship, which may include, for example, financing challenges for entrepreneurs and the extent to which the innovation management system is affected by them, or the operational challenges of startups and SMEs, or technological considerations, among others.

| Screening Process for Innovative Projects for Customers (Startups and SMEs):

Submitted ideas are screened to identify and separate innovative and feasible ideas from others based on the nature of the idea and its compliance with the criteria approved by the Fund for innovative projects.

Innovative Projects

↓

Customer Happiness Center - Innovation Criteria

↙ ↘

Traditional Project → Standard Financing → **Khalifa Fund Financing - Entrepreneurship Development Department**

Innovative Project → Maturity Level →

Low → Incubation
Medium → Acceleration
High → Implementation → **Support Centers**

↓

Financing Programs

↓

Khalifa Fund Financing → Standard
Support Center Financing → New

Figure (5): Project Screening Process

The following is the table of approved criteria for innovative projects in the Fund:

Criterion	Approved Percentage
Percentage of uniqueness and originality for the UAE as commonly known	40%
Impact of change on the project's business model	40%
Percentage of alignment with the UAE's innovation strategy and within the list of priority sectors: Renewable and Clean Energy, Transportation, Technology, Education, Health, and Space.	20%

Table (2): Criteria for Evaluating Innovative Projects

A project is considered innovative if it scores (75%) or higher on the target matrix specified in the table above. A higher score is better for Khalifa Fund for Enterprise Development and/or the UAE.

9 | Stakeholders

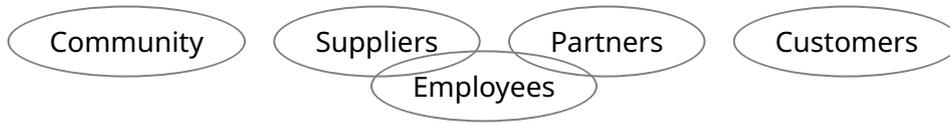The stakeholders of the innovation management system in the Fund are classified as follows:

Community   Suppliers   Partners   Customers

Employees

Figure (6) Interrelation of Stakeholders with the Corporate Innovation System

10 | Stakeholder Needs

| Understanding the Needs and Expectations of System Stakeholders

The needs and expectations of the stakeholders of the system (Corporate Innovation Management System) have been distributed according to the requirements of the specifications it includes, as well as the nature of the work of the organizational units in the Fund, as follows:

| Stakeholder Classification

The Fund classifies stakeholders according to the nature of the relationship with them as follows:

Executive Council / Executive Office: The legislative body that issues directives and evaluates the Fund's performance and requests reports from it.

Board of Directors / Senior Management: They are committed to implementing systems and meeting government requirements and legislation.

Partners: Institutions with a close relationship and common interest with the Fund, such as government and private entities, and key suppliers who influence the Fund's operations.

Customers: Networks/individuals with direct benefit, such as recipients of financing and training services...

Employees: Individuals who work for the Fund under a direct employment contract.

Suppliers: Companies and institutions that provide the Fund with services or materials (products) used to manage the Fund's daily operations.
Community: The environment surrounding the Fund that affects and is affected by the Fund's operations and services.

Identifying Stakeholder Needs (Needs will be identified at the end of each year after system activation):

Stakeholder needs have been identified and distributed among the responsible systems within the Corporate Innovation Management System, as follows:

Stakeholders	Corporate Innovation Management System
Executive Council / Executive Office	Implement legislation, laws, and legal requirements and submit periodic reports.
Board of Directors and Senior Management	Achieve the approved strategic plan, provide resources, monitor corporate performance, and ensure a positive work environment.
Partners	Compliance with (MoU), opening channels for exchanging expertise and knowledge, and strengthening partnerships.
Customers	Innovative and research materials to develop and enable innovation, implement prototypes, and provide data and ideas.
Employees	Enable the provision of innovative, modern, fast, and high-quality services. Encourage the submission of creative and innovative ideas, showcase their skills, abilities, and capabilities (if possible), and receive appropriate recognition for their creative ideas and transform suitable ones into projects.

Suppliers	The need to provide services and products to the Fund in an innovative way and to propose innovative ideas to reduce costs and increase profits.
and the Community	For the UAE community to be innovative, for the local economy to be built on a knowledge-based economy enhanced by innovation, for research to be published, for patents to be generalized, or for new innovative projects to be implemented.

Table (3): Identifying Stakeholder Needs

Identifying Stakeholder Expectations (Expectations will be identified at the end of each year after system activation):

Stakeholder expectations have been identified and distributed to the Corporate Innovation Management System, as follows:

Stakeholders	Corporate Innovation Management System
Executive Council / Executive Office	Speedy compliance with legislation, laws, and legal requirements and achieving the government's vision for corporate innovation.
Board of Directors and Senior Management	Efficiency and effectiveness in implementing management systems that support the vision, mission, and strategic objectives of the Fund, and accuracy in providing high-level services to stakeholders, including corporate innovation.
Partners	To provide an innovative environment that facilitates the implementation and dissemination of scientific research and the protection of intellectual property.
Customers	To provide the Fund's services in an innovative way that reduces costs, time, and effort to achieve success in creating a successful entrepreneurial environment at the state level.
Employees	To provide an innovative work environment free from work complexities and routine that allows for innovation and creativity.
Suppliers	To provide an innovative supply system that facilitates the supply process and collection of funds.
Community	

Stakeholders	Corporate Innovation Management System
	To support and build the country's entrepreneurial environment in an innovative way that enhances the knowledge economy, and to publish and make research available to all.

Table (4): Identifying Stakeholder Expectations

| Allocating Time for Innovation:

Innovation is one of the fundamental pillars of the Fund, as it relies heavily on the renewable ideas of both employees and customers to ensure it keeps pace with the labor market (for employees) and commercial markets (for customers). Therefore, sufficient time is allocated to manage innovation requirements through:

- Allocating time to review the innovation strategy and the corporate innovation system annually in an integrated and interconnected manner (e.g., innovation manual, innovation policy, criteria for evaluating innovative ideas, and other system content).
- Partnerships and memoranda of understanding related to the innovation system are also reviewed to enhance their effectiveness and maximize their outcomes (e.g., partnerships with universities, research centers, and leading global companies).
- Allocating time to continuously train employees (Excellence Ambassadors) to obtain ISO 56002:2019 certification.
- Allocating time and topics for awareness/training on innovation, where the Human Resources department encourages employees to allocate time to participate in training courses/awareness workshops on the free Coursera platform, linking them to individual development plans, and evaluating them annually.
- An idea generation program is launched periodically (annually/semi-annually) to find innovative solutions for some of the challenges the Fund faces, by submitting creative ideas. Time is then allocated to train participants on the tools and techniques needed to develop their ideas and then present them to management.
- The Fund also dedicates numerous times and events for general employee participation in corporate innovation workshops such as

future foresight / corporate innovation / ISO 56002 through annual internal workshops conducted by the Innovation Section.

- If innovative projects and ideas/initiatives are approved, a budget and a specific time are allocated for managing innovative projects and other improvement projects for the Fund (subject to budget availability).

- Owners of feasible suggestions and ideas are rewarded, and some ideas are transformed into applicable innovative projects (based on priority, if possible).

| Knowledge Management:

The Fund is keen on managing knowledge internally and externally by following these methods:

- Documenting lessons learned in project management (Performance and Project Management Section), where all lessons learned are recorded in the handover document of each project to identify the main challenges, problems, innovative ways to address them, and the associated costs. Lessons learned are also shared with project managers, department managers, and other stakeholders.
- Workshops, scientific materials, and their presentation slides are also documented and shared internally to ensure knowledge documentation and maximize its benefits.
- The New Zealand TRADE methodology for benchmarking is used to document knowledge gained from external field visits, in coordination and cooperation with the Quality and Corporate Excellence Section. The relevant authorities are addressed by the section, and the objective, scope, and desired outcomes of the field visits are documented. All outputs are saved with the Quality and Corporate Excellence Section and can be referred to when needed.
- The Business Intelligence section is activated within the Strategic Affairs Department to enhance the development of corporate research and market studies, providing an extensive database and knowledge base for improving the Fund's daily corporate work, operational processes, and service delivery to customers.
- The Business Intelligence section, in coordination with the Special Projects Section and the Quality and Corporate Excellence Section, organizes future foresight workshops to provide information about the future and link it to the corporate innovation management strategy and plan. This is to overcome future challenges (Mega Trends) and develop early plans to deal with them, known as Strategy Intelligence, in collaboration with partners in this regard. Future foresight workshops and their outputs enhance the building,

sustainability, and direction of corporate knowledge within the Fund's strategic priorities and directions, achieving the vision and mission.

• General workshops are also conducted for all employees to disseminate knowledge and maximize its benefits among all staff.

• Patents, intellectual property, and copyright protection for new knowledge and innovations are regularly introduced in workshops and awareness messages by the Innovation Section, the Quality and Corporate Excellence Section, and the Human Resources Department.

11 | Innovation Processes/Stages at Khalifa Fund for Enterprise Development

The innovation process at Khalifa Fund for Enterprise Development is based on the following six stages, with each stage detailed below, including the set of initiatives used in each stage:

1. Preparing Opportunities and Challenges

↓

2. Collecting Ideas

↓

3. Developing and Testing Ideas

↓

4. Validating the Effectiveness of New Ideas

↓

5. Approval and Implementation

↓

6. Dissemination and Follow-up

Figure (7): Stages of Corporate Innovation

Stage One: Identifying Opportunities and Challenges:

Investing time early on to conduct thorough research and fully understand the situation helps in identifying and defining the opportunities and challenges to focus on. Responding to an opportunity or challenge with appropriate innovation requires a deep investigation into the root causes of the problem, as a significant part of innovation comes from looking at the problem in the first place. It is also important at this stage to research and ask specific, well-thought-out questions, rather than jumping directly to conclusions, and to show flexibility in dealing with all possibilities.

Khalifa Fund for Enterprise Development is keen to prepare models of opportunities and challenges related to the Fund's strategies, customer journey, and operational processes. It also invites its employees to participate in finding innovative solutions by submitting their innovative ideas through an idea reception system. Opportunities and challenges are presented annually as part of Khalifa Fund's operational processes, with the possibility of submitting any new innovative ideas or suggestions at any time. The model can also be used in urgent cases to meet other needs, such as an immediate response to a challenge, a direct mandate, or other

unforeseen circumstances that can be urgently presented to employees for their innovative ideas and suggestions.

The table below illustrates the mechanism of the first stage of innovation at Khalifa Fund for Enterprise Development:

Stage	Inputs and Outcomes	Description	Responsibility / Frequency
Identifying Opportunities and Challenges	**Inputs:** 1. Internal Insights: Corporate strategy (objectives, priorities, challenges, progress, etc.), employee satisfaction surveys, internal audit reports, etc. 2. External Insights: Global and local market trends, customer feedback, partner feedback, industry market research, benchmarking, national/ federal policies and strategies, direct mandates, etc. **Outcomes:** 1. Statement of challenges,	The Innovation Section organizes and holds a meeting with senior management and the Strategy Section to prepare opportunities and challenges related to the Fund. Fund employees are expected to address these and provide innovative solutions. The session is prepared considering the latest insights from internal and external sources. In preparation for the meeting, the Innovation Management Section coordinates with the Strategy Section and any other relevant sections to gather internal and external insights to identify relevant aspects that may face the innovation	**Lead:** Innovation Section **Participants:** 1. Senior Management and Strategy Section 2. Relevant Sections

Stage	Inputs and Outcomes	Description	Responsibility / Frequency
		challenge or to find innovative opportunities for the Fund.	
	context, and supporting parties. 2. Challenges are identified twice a year, addressing both internal and external aspects.	The definition of the innovation opportunity/ challenge should take into account information derived from internal sources (corporate strategy, employee feedback, operational challenges, etc.) as well as external sources (national/ federal strategies and plans, trends, customer feedback, market insights, etc.).	
		The opportunity definition card includes the following:	
		1. Reasons for innovation to overcome this challenge or find the appropriate opportunity. 2. Expected outcome measured by	

Stage	Inputs and Outcomes	Description	Responsibility / Frequency
		the magnitude of impact and time taken. 3. A statement on the challenge/ opportunity that prompts action. 4. Context of the challenge/ opportunity and relevant information from the market and/ or previous experiences. 5. Supporting elements in facing the challenge to find the opportunity: key internal stakeholders in facing the challenge. Who are the elements likely to be the target of the solution or its users. 6. Link to strategy.	

Stage	Inputs and Outcomes	Description	Responsibility / Frequency
		7. Link to the innovation portfolio horizon.	

Table (5): First Stage of Innovation (Identifying Opportunities and Challenges)

The following is a sample form for opportunities and challenges:

Application for a New Creativity Idea

Application for a New Creativity Idea

		Employee
Name:	Department:	ID:
Name:	Department:	Employee ID:

Idea title:	Could you briefly describe your idea?
Idea title:	Could you briefly describe your idea?

What is the expected value added for KF in the approved priorities (Strategy/ Customer Journey/ Business Model)?

What is the expected value added for KF in the approved priorities (Strategy/ Customer Journey/ Business Model)?

What are the required resources to implement your idea?	Is your idea related to any department?
What are the required resources to implement your idea?	Is your idea related to any department?

Is the Idea totally new or developed from an earlier idea? Mention the name if yes: New Idea Mention Name:

Is the Idea totally new or developed from an earlier idea? Mention the name if yes: New Idea Mention Name:

Figure (8): Application Form for Innovative Ideas (Opportunities and Challenges)

Stage Two: Collecting and Proposing New Ideas:

New ideas are a major part of the innovation process, and finding them is the most important part. Although ideas are available everywhere and are easy to create, borrow, or even modify from existing ones, the best way to collect them is to propose many ideas and then discard the unfeasible ones.

Khalifa Fund for Enterprise Development offers a range of platforms and channels targeted at creative and innovative minds to collect and consider their ideas. The following are the idea submission platforms in the Fund:

Source of Ideas	Communication Channels
Ideas and suggestions from the Fund's partners and the community	Fund's social media platforms Direct communication via the dedicated email for idea collection: innovation.management@khalifafund.ae
Ideas and suggestions from employees at the Fund	KF Intranet homepage Direct communication via the dedicated email for idea collection: innovation.management@khalifafund.ae
Khalifa Fund Innovation Lab	Platform for the Khalifa Fund Innovation Lab Direct communication via the dedicated email for the platform: innovation.management@khalifafund.ae
Khalifa Fund Innovation Programs for Startups	Programs dedicated to supporting innovators and startup owners

Table (6): Idea Submission Platforms

The following is the mechanism for collecting and refining ideas followed at Khalifa Fund for Enterprise Development:

Stage	Inputs and Outcomes	Description	Responsibility
Call for Ideas	**Inputs:** Statement of challenges/ opportunities, context, and supporting parties. **Outcomes:** - Call for ideas - Notification / email requesting solutions to a challenge.	The call for ideas is a request directed to all employees of Khalifa Fund to participate in the innovation lab/platform by submitting their ideas to address a specific challenge or find a new opportunity. The call for ideas is supported by a digital channel/platform that displays all information about the program, including but not limited to: 1. The innovation challenge and its context 2. The concept for the submitted ideas 3. Idea submission form 4. Deadlines 5. Support services	**Responsibility:** Innovation Section
Idea Submission	**Inputs:** Call for ideas **Outcomes:** - Ideas submitted by employees - Confirmation email to employees thanking them for their submissions.	Employees visit the Innovation Station platform to submit their ideas online, based on the challenge, context, and specific innovation circumstances explained. Employees can participate individually or in groups and must use the dedicated platform. After submitting an idea, the employee receives a confirmation email from the innovation platform thanking them for their submission.	**Responsibility:** Innovation Section **Participants:** Employees

Stage	Inputs and Outcomes	Description	Responsibility
Idea Filtering	**Inputs:** Ideas submitted by employees. **Outcomes:** - Filtered ideas - Informing employees of filtering results via email.	The Innovation Section filters the ideas received from employees. After classifying the ideas, the Innovation Section sends an email to the employees who submitted their ideas, informing them of the outcome and its justification. **Criteria for classifying submitted ideas:** - Ineligible: The idea is already implemented or completely out of scope (no link to the strategy and/or innovation portfolio, plus no more time according to the program calendar for the employee to improve the idea). - Needs Improvement: The idea needs clarification and/or more details for evaluation. The employee receives a request to improve the idea via email, which includes the expected information to be added. - Has Potential: The idea is not ready for immediate implementation but is improvable. These ideas are grouped by challenge and then displayed for everyone to see during the relevant cycle on the innovation platform/ lab. - Ready for Implementation: The idea is ready for	**Responsibility:** Innovation Section **Participants:** Any section as needed

Stage	Inputs and Outcomes	Description	Responsibility
		implementation and is then directed to the relevant section.

- The classification criteria used to determine if an idea is innovative at Khalifa Fund include the following weighted aspects, scored from 1 to 5 according to the following scales:

Axis One: Uniqueness and Originality (30%):

- The idea is completely new
- The idea is unique, pioneering, and has a creative feature
- Developed from a previous idea | |

Axis Two (30%): Effectiveness and Added Value (Strategic Plan, Operating Model / Customer Journey):

- Contribution of the idea to the development of the Fund's strategy.
- Contribution of the idea to improving procedures and services provided to customers (customer journey).
- Contribution of the idea to the development of the Fund's operational processes.
- Contribution of the idea to the development of the entrepreneurship ecosystem.

Axis Three (20%): Feasibility of implementing ideas and converting them into innovative projects:

- The extent to which the innovative idea is applicable and can be converted into an innovative project.
- Is the idea capable of creating an impact under the proposed methodology.
- Contribution of the idea to the development of the Fund's operational processes.
- Contribution of the idea to the development of the entrepreneurship ecosystem.

Axis Four (20%): Percentage of alignment with the strategic directions and vision of the Fund:

- The extent of the innovative idea's relevance to the Fund's strategic plans.

	• The expected size of the idea's impact at the level of: employee, Fund, government, state. **Note:** If the score is less than 75%, it means the idea is not eligible to be an innovative idea. If the score is greater than or equal to 75%, it means the idea is innovative and is prioritized according to the score.		
Idea Improvement	**Inputs:** - Request to improve ideas **Outcomes:** - Submission of improved ideas to the innovation platform/lab within the timeframe of that cycle, if the decision requires it. If the decision does not require it, the process for the specific idea is suspended.	• Based on the request to improve the idea submitted in a dedicated email, the employee decides whether to proceed with the process or not. • If the employee decides to proceed, they must provide the required information by resubmitting the improved idea within the specified timeframe. • The employee has two opportunities to improve the idea. • If the employee does not have sufficient commitment to improve the idea, they simply stop proceeding with the process with no further action required. • The innovation platform/lab	**Responsibility:** Employee

		management must record these ideas as dropped for monitoring purposes.	

Table (7): Idea Refinement Mechanism

Stage Three: Developing and Testing Ideas (Testing/ Prototype):

Developing and practically testing ideas are essential parts of the innovation process. They are based on research, learning, and iteration, focusing on the ideas that will be developed and selected. This process requires returning to previous stages to redefine the frameworks and focus areas for the ideas. Additionally, involving a wide range of relevant stakeholders (including customers, partners, and anyone potentially involved in operations and service delivery) will give them the opportunity to review, evaluate, and continue working on the idea under discussion.

on its development, as this is considered support for the idea and may enhance the chances of its successful implementation. It may also be useful to work with specialists and experts in design and preparation to support the innovative idea.

From this perspective, the Khalifa Fund for Enterprise Development is keen to provide support programs that offer the necessary tools and mechanisms for designing and developing innovative ideas in line with the Fund's strategy and its policies.

For example, but not limited to, the following is a list of programs offered by the Fund that support innovation:

1. Khalifa Fund Innovation Lab (for internal ideas and projects)
2. Limitless Program for Innovative Ideas (for internal ideas and projects)
3. Ibtikari Program (for external ideas and projects)
4. Khalifa Innovation Center (for external ideas and projects)
5. F&B Innovation Lab (for external ideas and projects)

Phase Four: Proving the Validity and Effectiveness of New Ideas

It is important to plan how to gather evidence at every possible stage of the innovation process and to remain constantly ready to make the necessary changes and adjustments as ideas evolve. A range of methods can be followed for gathering evidence, noting that the steps adopted in the early stages differ from those adopted after the idea has crystallized. As the innovation improves, the focus of evidence gathering shifts to refining the idea and helping to persuade others to support, buy, or adopt the innovation.

In addition, having a solid evidence base helps in preparing a business model for an integrated project concept, which is an important document to prove the validity and effectiveness of the innovation when presented to a core group of decision-makers, financiers, investors, and other stakeholders.

The following is a model that illustrates the basics of the accelerator document for the innovation process at the Fund:

The Innovation Acceleration Model

Innovation Accelerator: Business Concept Version X (HX- 20XX)				
Version:			Date:	
Idea Title				
Team Members				
Value Proposition (Idea Statement)				
Offering (Statement of products/ services, brand)		**Market** (Customer needs and experiences)		
Business Model (Pricing model, partnership, networks, as applicable)				
Production (Key activities and resources needed to produce the product or provide the service)		**Execution** (How the product will be delivered and its reach to customers, location, event, channels)		

Figure (9) The Innovation Acceleration Model

Phase Five: Adoption and Implementation:

Implementation is the process of moving an idea from an abstract concept to reality. In this phase, the focus shifts from design to planning and organizing for its execution. This requires the design of an innovative product, program, policy, service, or process.

At this stage, even very good ideas can fall apart. The skills required to develop and manage a process or service are very different from those that were necessary earlier in the innovation design process. This stage is characterized by intense activities where important decisions are made about the ownership of the innovation and the form and structure of the entity responsible for implementing or sponsoring the idea. On the other hand, the Khalifa Fund for Enterprise Development follows the policies and regulations of the Ministry of Economy and the Department of Economic Development for the registration of intellectual property rights.

Ideas are implemented through the innovation accelerators at the Fund. The following is the mechanism of how innovation accelerators work:

Phase	Inputs and Outputs	Description	Responsibility
From Ideas to Developing Potential Business Concepts	**Inputs:** 1. Ideas classified as "having potential" 2. Internal insights into corporate strategy (goals, priorities, challenges, progress, etc.), employee satisfaction surveys, internal audit reports, etc.	The Innovation Department, in collaboration with the challenge champions, analyzes all ideas classified as having potential and the available internal and external insights. The goal of the analysis is to group ideas and insights (as available) and	**Responsibility:** Innovation Department **Participants:** 1. Challenge Champions 2. Innovation and Special Projects Department 3. Any department as needed

Phase	Inputs and Outputs	Description	Responsibility
	3. External insights (global and local market trends, customer feedback, partner feedback, industry market research, benchmarking, national/ federal policies and strategy, direct mandates, etc.) **Outputs:** 1. Potential business concepts 2. An acceleration team for each potential business concept	draft potential business concepts to address the challenges, resulting in clusters of ideas with the potential to develop into either a strong business concept or a physical/ conceptual model. A team must be identified for each potential business concept to take on the idea acceleration process. This team should include the employees who submitted the ideas and at least one innovation champion with a relevant background/ experience in the solution. Additional employees should be identified with	

Phase	Inputs and Outputs	Description	Responsibility
		the following in mind: 1. Technical background 2. Knowledge and previous experience in the field of innovation 3. Willingness to participate Note: Employees who submitted the ideas have the first right of refusal to join the team. In this case, another member must be identified based on the points mentioned.	
Acceleration	**Inputs:** Potential business concepts **Outputs:** A strong business concept, a conceptual or physical model, a presentation, and a high-level implementation plan to request	The Innovation Department coordinates the facilitation of the acceleration process. The three main stages of refinement are: 1. Defining the business concept 2. Iteration	**Responsibility:** Innovation Department **Participants:** 1. Innovation and Special Projects Department 2. Acceleration Team

Phase	Inputs and Outputs	Description	Responsibility
	approval for implementation	3. Feasibility Refer to the Innovation Process: Acceleration Details	
Approval for Implementation	**Inputs:** A strong business concept, a conceptual or physical model, a presentation, and a high-level implementation plan to request approval for implementation **Outputs:** A decision to approve implementation	The Innovation Department determines the logistics for the final presentation where the acceleration team will present the strong business concept, a conceptual or physical model, a strong presentation, and a high-level implementation plan to request approval for implementation. Decision-Making Council: The Decision-Making Council should consist of senior management, challenge champions, the Innovation and	**Responsibility:** Innovation Department **Participants:** 1. Senior Management 2. Challenge Champions 3. Innovation and Special Projects Department 4. Any department as needed

Phase	Inputs and Outputs	Description	Responsibility
		Special Projects Department, and any representative from other concerned departments. For each presentation, the Council needs to decide on one of the following: Approved, Needs Improvement, or Rejected. 1. **Approved:** The idea will be implemented, and its details (scope, duration, resources, etc.) will be agreed upon on a case-by-case basis. 2. **Needs Improvement:** The committee requests more information or clarification to make a final decision. The team receives feedback and works on providing the required information. The	

Phase	Inputs and Outputs	Description	Responsibility
		acceleration team receives support from the Innovation Department as needed. 3. **Rejected:** The idea will not be implemented, and the acceleration team will be informed of the reasons for rejection.	
Implementation and Implementation Report	**Inputs:** Approval for implementation **Outputs:** Implementation Report	The Innovation Department must support the implementation phase by involving relevant departments such as the Strategy Department and the Project Management Office to monitor the implementation of the idea. As part of the preparation for implementation, the implementation team is identified,	**Responsibility:** Innovation Station **Participants:** 1. Project Management Office and Strategy Department 2. Implementation Team

Phase	Inputs and Outputs	Description	Responsibility
		which can be the same team that developed and presented the business concept. The business concept itself is implemented according to the Khalifa Fund's already established standards and procedures for these situations. The Innovation Department monitors the overall implementation process and records it in a report.	

Table (8): Mechanism of Innovation Accelerators

Phase Six: Dissemination and Follow-up:

Given the importance of focusing on innovation and working on its development, the Khalifa Fund for Enterprise Development is keen to follow multiple methods that help expand the scope of innovation, including the following:

1. Showcasing the innovation and sharing the experience.
2. Building strategic partnerships that support innovation.

3. Flexibility and constant readiness to adapt and respond to new developments.
4. Measuring impact, evaluating, and linking success to numbers.

Measuring the Impact of Innovation

Measuring and evaluating the impact of innovation are essential to demonstrate the value of innovative projects. For this purpose, data must be used to support efforts in preparing the Fund's innovation strategy and its related frameworks through:

1. Developing a clear action plan based on the theory of change to emphasize what we seek to achieve and to assist in the data collection process.
2. Finding a balance and adopting a flexible methodology in measuring impact by utilizing a range of methods appropriate to the scale of the innovation, its scope of dissemination, and its stage of progress.

The success of any innovation is measured by its compliance with the following criteria:

The success of any innovation is measured by its compliance with the following criteria

Originality and Novelty: The innovation's ability to create a quantum leap

Effectiveness: The innovation's ability to achieve tangible results

Replicability: The innovation's ability to demonstrate a promising model that can be scaled, transferred, or replicated in whole or in part in other government entities (open innovation)

Significance: The extent to which the innovation successfully addresses a problem of major importance in the government sector

Value: The extent to which the innovation contributes to creating added value, reducing costs, or achieving higher returns (financial or non-financial value)

Alignment: The innovation's suitability and alignment with the corporate strategy and leadership directives

Figure (11): Innovation Success Criteria

The impact of feasible ideas is measured financially and non-financially during the classification of ideas/ suggestions as follows:

Classification Table for Feasible Ideas/Suggestions		
Impact	**Points**	**Specifications**
Idea with low impact	1	• Its impact is simple and confined to the Fund's support work procedures. • The results of its application are simple and limited.
Idea with medium impact	3	• Its impact is medium and includes the Fund's main and support work procedures. • The results of its application are medium and noticeable.
Idea with high impact	5	• It has a significant impact on developing and improving one or more aspects of corporate work. • It contributes to achieving the Fund's strategic objectives. • It is characterized by creativity, innovation, and leadership. • It contributes to increasing revenues, rationalizing expenditures, or reducing consumption. • It contributes to increasing employee or customer satisfaction levels. • It radically improves the level of the Fund's services.

Table (9): Classification of Feasible Ideas and Suggestions

Classification of Financial and Non-Financial Results of Ideas:

Financial Results	Non-Financial Results
• Rationalizing expenditures • Increasing revenues • Improving operational efficiency	• Simplifying or improving procedures • Utilizing unexploited non-financial resources • Increasing stakeholder satisfaction • Developing employee skills • Enhancing loyalty to the government entity • Improving services provided • Introducing new services • Preserving the environment, health, and safety • Increasing operational effectiveness

Table (10): Classification of Financial and Non-Financial Results of Ideas

Innovation Level Measurement Matrix (by Type):

The matrix is used to measure the level of innovation while identifying the type of innovation and its related areas based on its added value, time, and level of transformation in the Fund. Accordingly, ideas, initiatives, and programs are studied and their importance is classified. The higher its score, the higher the level of innovation and thus its importance in bringing about a radical change in work.

Innovation Type	Incremental/ Sustaining Innovation: Innovations which focus on enhancing current operations, services, and business models		Radical/ Breakthrough Innovation: Innovations across the value chain in new areas with high growth potential		Disruptive/ Transformational Innovation: Breakthrough innovations across new business models, not necessarily near to the core model	
Innovation Areas	Existing (1)	New (2)	Existing (3)	New (4)	Existing (5)	New (6)
Strategies						
Business Canvas						
Customer Journey						

Table (11): Innovation Measurement Matrix

12 | Innovation Tools

The Khalifa Fund provides a wide range of tools and techniques that enable government entities to come up with innovative initiatives and solutions that, in turn, contribute to enhancing the efficiency of the government sector and improving the services provided by the government to individuals and entities. These tools serve as an innovative mechanism to support government entities in achieving their goals effectively by stimulating innovative thinking that contributes to finding innovative and quick solutions to the pressing challenges they face. Consequently, these tools are key enablers of innovation for improving government services.

Based on the innovation framework of the Khalifa Fund for Enterprise Development, the innovation process consists of six essential stages as previously mentioned in the guide: identifying opportunities and challenges, generating new ideas, development and testing, proving the validity and effectiveness of new ideas, adoption and implementation, and

finally, dissemination and follow-up. Each of these stages requires specific tools to complete the innovation activities associated with it, as follows:

Phase One: Identifying Opportunities and Challenges:

Affinity Diagram: The affinity diagram helps in discovering similar patterns in the proposed ideas, and sometimes in getting rid of old patterns, by sorting and grouping information based on the similarity of its language and content. Through this tool, it is possible to identify the areas where most thinking patterns are concentrated and determine the most common ones within the group. Thus, the affinity diagram is used to identify main categories and subcategories by arranging the proposed ideas into groups, i.e., grouping them according to similar thinking patterns. It is also possible to suggest a change in the thinking pattern while guiding the group and encouraging it to find innovative ideas through brainstorming.

Fund Strategies: This tool helps in reconsidering the Fund's strategies in innovative ways that simulate the priorities of local and global markets, their fluctuations, and the strategic government directions in developing the entrepreneurship ecosystem. Accordingly, this tool documents innovative opportunities and ideas for developing the Fund's strategies.

Customer Experience Journey: This tool helps in documenting the customer's experience with the government services provided to them, as it aims to define the steps of the customer journey from their awareness of the service to the completion of their transaction. Thus, this tool documents the customer's needs and impressions at each step of the transaction completion process.

Fund's Operating Model: This tool helps in identifying opportunities for improvement and development of the Fund's operating model from the perspective of employees, customers, or partners. Therefore, this tool is essential for developing the corporate work system (operations) in a way that serves the Fund's goals, vision, and mission.

Phase Two: Generating and Proposing New Ideas:

Random Word Stimulation: This tool provides a practical way to create new ideas. At the beginning of an innovative workshop based on using the

random word stimulation tool, a challenge or question is posed to search for new ideas or services for a specific government entity. A word is then selected randomly (by browsing any book or magazine and picking any word or image at random), then the group is asked to write ten attributes associated with this word. They then think of ten different initiatives related to the ten attributes provided.

Brainwriting: This tool, based on the brainstorming technique, involves proposing a number of new ideas within a specific time frame. The quality of the ideas proposed is not as important as their quantity. This tool uses a writing method instead of a verbal method for proposing ideas, which encourages team members to participate and express their ideas freely without being subjected to any criticism or comment.

Phase Three: Developing and Testing Ideas

SCAMPER: This tool is based on proposing innovative ideas by asking questions about existing services or products to find innovative ways to improve them. This tool provides aids for innovation in services and products by stimulating thinking about how to improve existing ones.

Action Plan Template: This tool is a well-known management method for facilitating the innovative thinking process. It is based on the principle of displaying your ideas and the ideas of others on a wall while working on a project or addressing a specific problem. This tool helps in seeing the connections between different ideas and determining their coherence.

Phase Four: Proving the Validity and Effectiveness of New Ideas:

The Seven Steps of the Idea Generation Process: These steps help in preparing plans by identifying the main areas of focus, as every meeting needs a plan. Things may not always go as planned, but following these seven steps can greatly contribute to achieving the desired outcomes of the meeting or session. For example, the duration of this meeting may range from 20 minutes to two hours depending on the nature of the topics discussed. The seven steps are summarized as follows:

1. Define the purpose of the meeting
2. Select the individuals who will attend

3. Determine the desired outcomes of the meeting, which may be in the form of a new service or product
4. Collaborate to set the meeting agenda
5. Prepare in advance by conducting preparatory research or studies
6. Address any risks that may arise before the meeting
7. Take care of any necessary arrangements before the meeting, such as technical equipment and meals

Action Plan Template: This tool is a clear and organized way to create an action plan for implementing an idea. Since the implementation phase of ideas is the most difficult stage in the innovative idea management process, this tool helps in planning the implementation of the idea by defining the main objectives, preparing the action plan, identifying the main processes and tasks, prioritizing activities, providing the necessary human and financial resources, setting the budget, distributing tasks and responsibilities, and starting the implementation.

Phase Five: Adoption and Implementation:

Design Thinking: This tool provides systematic methods and practical techniques for analyzing and solving problems by thinking in a design-based approach. The design thinking approach is used as a tool to create new ideas aimed at proposing initiatives or addressing specific challenges within the government entity, contributing to a work environment that supports innovation. Design thinking is based on four main stages: identifying obstacles and enablers within the concerned entity through interviews with employees, proposing new ideas, transforming the proposed ideas into prototypes that can be tested and developed, and finally, preparing a well-thought-out action plan. This tool helps to entrench an innovative design approach in the process of service delivery and to plan thoughtfully to face challenges and meet needs.

Idea Implementation Guide: This guide serves as a document for developing an implementation plan for ideas and the related project plans for each. This guide helps you define the purpose and objectives of the project. You start by defining the project's purpose, objectives, and scope. Second, the risks and costs associated with the project are studied according to the agreed-upon scope. Third, the project team is formed, members are appointed, and tasks and responsibilities are distributed.

Finally, follow-up plans are developed to monitor the project's progress and ensure its continued success.

Phase Six: Dissemination and Follow-up

Vision Board: This tool is useful for stimulation and inspiration and is applied by workshop coordinators who present the challenge or initiative and then divide the attendees into working teams. The challenge or initiative is explained, its expected objectives are clarified, the expected time frame for its implementation, and the proposed budget. For example, illustrated magazines, scissors, glue or adhesive tape, and a large board are distributed to each participating team. This tool helps participants to cut and paste expressive images that help express the obstacles they face in achieving their goals.

Promotional Advertisement (Optional): This tool helps motivate participants and helps them visualize the shape of the initiative and how it will appear in newspapers when it is launched. The workshop coordinator asks attendees to provide some magazines or newspapers that contain a number of advertisements.

Each team is given a magazine or newspaper, and then everyone gets five minutes to redesign the ad and rephrase it as if it were telling a story about the initiatives or challenges being addressed that day. Each group then chooses one of its members to read the news and present it to the participants. This exercise helps to energize the participants and increase their enthusiasm.

13 | Innovative Projects Portfolio

After studying the feasible ideas and selecting the most suitable ones, the Fund converts them into innovative projects where needs, budgets, plans, and the required timeline are defined and included within the Fund's projects under the organizational unit responsible for their implementation. The Innovation Unit, in collaboration with the Project Management Office, follows up on innovative projects at the corporate level and works to verify their implementation within the allocated budget and planned time, and to achieve the desired objectives.

The Project Management Office team, in coordination with the relevant organizational unit and the Innovation and Special Projects Department, implements the innovative projects that have been previously approved by the Fund's management. The Innovation and Special Projects Department also includes them in the Fund's innovative projects portfolio, follows up on them until their completion, and registers the intellectual property if it results from them, in coordination with the Abu Dhabi Competitiveness Office (Takamul platform) at the Department of Economic Development or the Ministry of Economy.

Initiatives at the Khalifa Fund for Enterprise Development are subject to evaluation using two dimensions: strategic impact and implementation difficulty, as follows:

Criterion	Strategic Impact (Y-axis)		Implementation Difficulty (X-axis)	
Sub-criterion	1 Impact	2 Strategic Alignment	3 Difficulty	4 Complexity
Description	The expected impact or added value achieved for implementing the overall objective through the initiative	The expected impact on all strategic objectives resulting from the completion of the initiative	Difficulty in allocating financial and human resources, technical capabilities, complexity of internal procedures, etc.	Organizational readiness, difficulty of coordination with relevant teams, and the current status of the project (among ongoing projects)
Percentage	50%	50%	50%	50%

Figure (12): Project Development Dimensions

It is monitored periodically by the Project Management Office. The office also documents lessons learned to learn and benefit from them in future applied projects. The innovative projects portfolio is also updated periodically and made available to stakeholders so that new innovative ideas can be classified according to previously implemented projects and

ideas within this portfolio can be evaluated, to ensure the highest levels of novelty and originality in ideas and prevent their repetition.

14 | Internal and External Collaboration

The Khalifa Fund for Enterprise Development seeks to achieve the highest degrees of cooperation regarding the coordination of internal and external collaboration in the field of innovation. The Khalifa Fund has prepared a special methodology for internal and external communication and outreach, which aims to identify contacts, means, channels, and mechanisms of communication to meet the needs of stakeholders. The Fund educates stakeholders about the innovation system and the mechanism for submitting creative ideas through workshops and individual meetings.

The Fund allocates channels to attract ideas from stakeholders. The ideas of stakeholders are collected and directed through the system, then the ideas are analyzed and the feasible ones are converted into creative projects after informing the stakeholders. The Customer Service Division also encourages and allows stakeholders the flexibility to communicate and submit suggestions through available channels, and the submitted suggestions are registered in the system to protect the rights of the proposers.

The Khalifa Fund also seeks to enhance its external cooperation network by collaborating with universities and private and government research centers to achieve the highest levels of knowledge exchange in the field of innovation (Appendix 1).

15 | Intellectual Property

The Khalifa Fund for Enterprise Development is committed to protecting intellectual property rights in its classifications and in coordination with those concerned with intellectual property management at the Ministry of Economy, as follows:

> ### Copyright:
>
> Includes protecting the rights of reference works, computer programs, and databases.

Trademark:

A trademark is a distinctive sign that identifies certain goods or services as those produced or provided by a specific person or company.

Patent:

A patent is an exclusive right granted for an invention, which is a product or a process that provides a new way of doing something, or offers a new technical solution to a problem. A patent provides the patent owner with protection for the invention. Protection is granted for a limited period, generally 20 years.

We will work to protect the intellectual property of employees at the Khalifa Fund for Enterprise Development by ensuring their rights, which are:

- The owner has the right to benefit in various ways from his work, which was just an idea that then crystallized into a product.
- The owner has the right to prevent others from dealing in his property without obtaining prior permission from him.
- The owner has the right to sue them in case of infringement of his rights and to demand a halt to the infringement or its continuation and compensation for any damage suffered.

Stages of Intellectual Property:

Identification	IP Assessment	Marketing	Management

Figure (13): Intellectual Property Stages

There are four stages of intellectual property: first, identifying innovations and inventions; then, evaluating their feasibility; after that, if they are feasible, their cost and financial impact are calculated; and finally, registering them with the relevant authorities and then marketing them.

The Khalifa Fund for Enterprise Development supports innovators from startup and SME owners to protect their intellectual property rights

according to the standards and processes followed on the Takamul platform - the innovation arm of the Department of Economic Development.

16 | Measuring the Effectiveness of the Corporate Innovation System

To measure the effectiveness of innovation management in entities, the international standard ISO 56002:2019 has been adopted by meeting all the requirements of this standard. This is to ensure alignment with the strategic directions of the government, to clarify all responsibilities, roles, and tasks related to the application of the innovation management system in entities, to enable entities to develop, implement, and maintain a structured and coordinated framework for the corporate innovation management process, and to enable entities to attract and develop creative ideas that contribute to creating added value, motivating employees and work teams in entities, and improving levels of cooperation and productivity. The focus is on implementing the structure of the corporate innovation system to ensure effectiveness, as follows:

Corporate Innovation System Structure
Understanding the context of the organization
Developing innovation strategy and leadership
Innovation enablers and factors
Innovation management process
Review and evaluation of the innovation management system performance
Improving the innovation management system
Innovation management techniques

Table (12): Corporate Innovation System Structure

17 | Corporate Innovation System Performance Indicators

Operational performance indicators have been identified for the corporate innovation system to facilitate the process of continuous evaluation and

development of the system in line with government requirements (corporate excellence) and the accreditations of international standards (ISO) and GIMI.

KPI Priority	KPI Operations	Budget	Status	Indicator	Weightage	KPI Description, Measure and calculation method
Service Development	Internal Innovation	100,000	Ongoing	Number of ideas registered on the Khalifa Fund Innovation platform	15%	Receiving innovative ideas and suggestions from within the Fund through the Khalifa Fund's electronic innovation platform, and sorting and evaluating the ideas and suggestions based on the mechanism approved by the Innovation Department at the Fund
Capacity Building and Awareness	Internal Innovation	None	Ongoing	Number of employees qualified and trained on corporate innovation tools	25%	Designing and delivering workshops and training courses for Fund employees to enable them to provide and

KPI Priority	KPI Operations	Budget	Status	Indicator	Weightage	KPI Description, Measure and calculation method
						implement innovative solutions to develop the Fund's services. The qualifying workshops help them understand and apply innovation tools in their work tasks and activities.
Service Development	Internal Innovation	None	Ongoing	Number of innovative ideas accepted to improve the Fund's environment	20%	This indicator measures the commitment and ability of the Innovation Department to raise the acceptance levels of ideas that are collected and identified to contribute to making qualitative additions to the Fund's internal environment, its strategy, or

KPI Priority	KPI Operations	Budget	Status	Indicator	Weightage	KPI Description, Measure and calculation method
						the customer journey
Capacity Building and Awareness	Internal Innovation	None	Ongoing	Number of awareness sessions and workshops on the corporate innovation system for Fund employees	25%	This indicator measures the extent of participation and commitment of employees and organizational units in promoting a culture of corporate innovation and taking the initiative to provide innovative solutions with the aim of continuity in achieving corporate innovation at the Fund
Achieving Internal Excellence	Innovation & Special Projects	None	Ongoing	Percentage of initiatives completed according to plan	15%	Percentage of initiatives implemented according to the plan (includes those followed up by the PMO

KPI Priority	KPI Operations	Budget	Status	Indicator	Weightage	KPI Description, Measure and calculation method
						and those assigned by management during the year that take more than a month) out of the total initiatives /

Table (13): Corporate Innovation System Performance Indicators

18 Amendments to the Corporate Innovation System Guide

Revision No.	Section No.	Subsection No.	Paragraph No.	Date	Management Representative Approval
1.0	New	New	New	October 6, 2020	Electronic
1.1	Update on all items			September 16, 2022	Electronic

Appendices

Appendix 1: List of Innovation Partners

Incubators	Website
Khalifa Innovation Center (KIC)	http://khalifainnovation.ae/
HUB71	https://www.hub71.com/
Gothams	https://www.gothams.com/
TechStars	https://www.techstars.com/
StartAD	https://startad.ae/
UAEU Science Innovation Park	https://uaeusip.uaeu.ac.ae/en/

Incubators	Website
KryptoLabs	https://kryptolabs.com/
Catalyst	https://catalyst.ae/
in5	https://infive.ae/
Bedayat	https://www.bedayat.ae/
Sharjah Research, Technology, and Innovation Park	https://srtip.ae/
Sheraa (Sharjah Entrepreneurship Center)	https://sheraa.ae/

Universities	Website
Khalifa University	https://www.ku.ac.ae/
UAE University	https://www.uaeu.ac.ae/en/
Zayed University	https://www.zu.ac.ae/main/en/
Higher Colleges of Technology (HCT)	http://hct.ac.ae/ar/
Abu Dhabi University	https://www.adu.ac.ae/
Al Ain University	https://admission.aau.ac.ae/en#top
University of Sharjah	https://www.sharjah.ac.ae/en/
American University of Sharjah	https://www.aus.edu/
American University in Dubai	https://www.aud.edu/
Canadian University Dubai	https://www.cud.ac.ae/
Babson College in Dubai	https://www.babson.edu/about/news-events/babson-announcements/2018-babson-expands-to-dubai/
Ajman University	https://www.ajman.ac.ae/en/

Local and Federal Government Entities	Website
Department of Economic Development - Abu Dhabi	https://added.gov.ae/
Takamul (innovation arm of ADDED)	https://takamul.gov.ae/Site/index.html
Abu Dhabi Investment Office (ADIO)	https://www.investinabudhabi.ae/
Department of Government Support	https://www.dgs.gov.ae/en
Department of Culture and Tourism (DCT)	https://tcaabudhabi.ae/en/default.aspx
	https://dof.abudhabi.ae

Incubators	Website
Department of Finance (DoF)- Abu Dhabi	
Abu Dhabi Agriculture and Food Safety Authority	https://www.adafsa.gov.ae/english/aboutadfca/pages/default.aspx
Abu Dhabi Pension & Benefits Fund	https://www.pension.gov.ae/en-us/pages/default.aspx
Department of Municipalities and Transport	https://www.dmt.gov.ae/en
Ministry of Economy	https://www.economy.gov.ae/arabic/Pages/default.aspx
Ministry of Culture and Youth	https://www.mckd.gov.ae/ar/
Ministry of Finance	https://www.mof.gov.ae/en/Pages/default.aspx
UAE Space Agency	https://www.space.gov.ae/
Dubai SME	https://sme.ae/
Dubai Economy	https://dubaided.gov.ae/Default/en

Semi- Government Entities	Website
Aldar	https://www.aldar.com/en
Mubadala	https://www.mubadala.com/
Tawazun	https://www.tawazun.ae/
Injazat	https://www.injazat.com/en/index.php
Abu Dhabi Global Markets (ADGM)	https://www.adgm.com/
Mohammed Bin Rashid Space Center (MBRSC)	https://www.mbrsc.ae/

Private Sector	Website
E-Commerce Marketplaces (Amazon, noon, Aqshak, Wallayem, Boksha, etc.)	
Legal (Al Tamimi and Co)	https://www.tamimi.com/ae-en/?utm_source=gmb&utm_medium=organic
Consultancy Firms (PwC, D&B, Deloitte, EY, BCG, etc.)	
Marketing & Content Creation (KBS, face to Face, Multiply, Media Quest, Mintel, etc.)	
Training (Mind Cloud Tribe, Growth Wheel, etc.) Events (Innovation Arabia, i4Good,	

Incubators	Website
Launch DXB, Smarter Mobility, Tamakkan, etc.)	

Financing	Website
FAB	
ADCB	
ADIB	
Emirates Development Bank	
Dubai SME	
Peer to Peer Financing Platforms	
Angel Investors	
Venture Capital	

Non-Profit Organizations	Website
The Indus Entrepreneurs TIE (Mentorship)	https://ny.tie.org/
Endeavor (Mentorship)	https://endeavor.org/

Appendix 2: Innovative Solutions Model

Challenge Statement Challenge #1 (ISPD-2020)
Challenge Statement
Target Future State
Link to Strategy

Reasons for Innovation　　　　　　　**Problem Description and Context**

Innovation Profile *

* The innovation profile is the form of the solution that management is looking to achieve.

Innovation Experts