

# **Relational Value: A New Perspective on Innovation Units**

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**CERN Idea Squares**

**February 24, 2023**

# What do Innovation Units really do...

# Pressures for innovation in International Organizations



**But their impact and true value propositions are difficult to measure in the non-profit context where for-profit metrics such as revenue and patents are less important.**

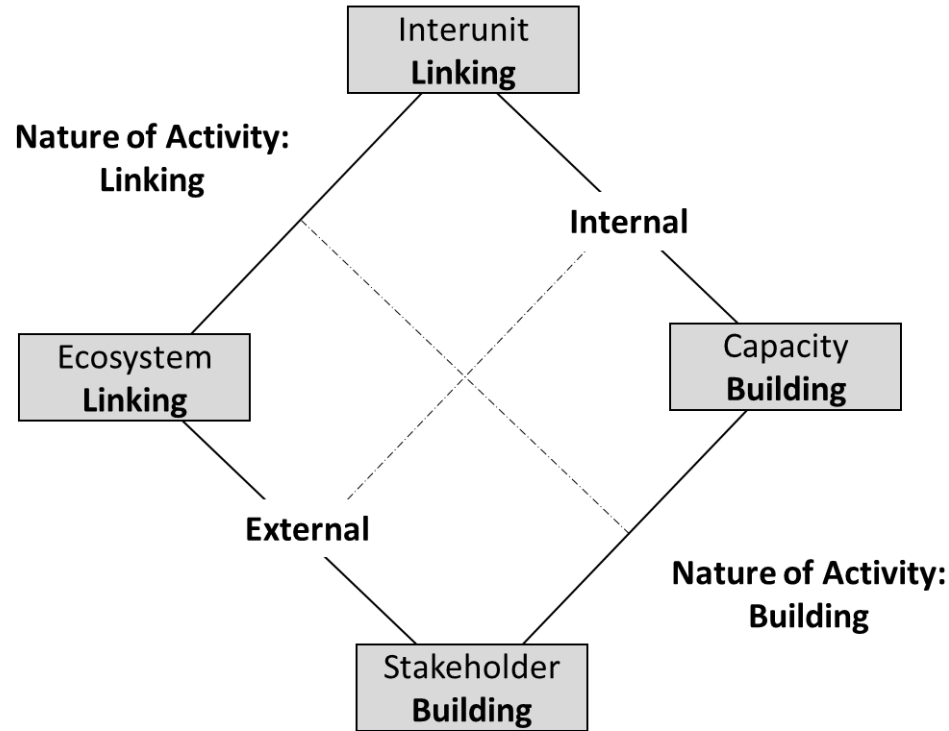
# What is Relational Value?



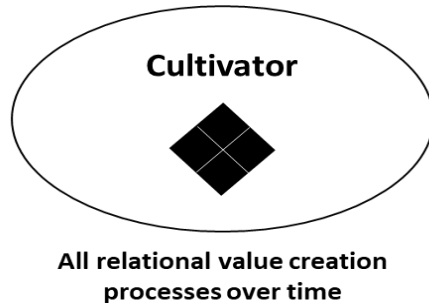
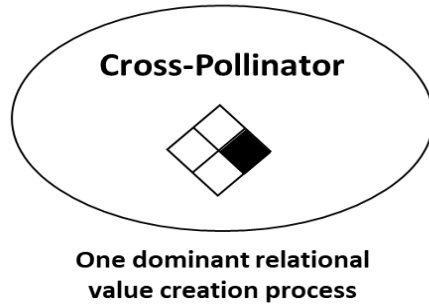
**“The set of relationships and the knowledge embedded in them that help the organization achieve its objectives”**

For example: changing internal culture and mindsets, connecting siloed units, sharing knowledge with external stakeholders, sourcing ideas in the ecosystem....

# Activities lead to four distinct relational value processes



# We see two types of innovation units...



## An alternative relational perspective...

Units can emphasize the development of intangibles through relationships (internal and external) with the goal of creating relational value that is not owned by any one party

**Implicates the resources the unit receives, perceived impact of the unit, and organizational support**

# What does this mean?



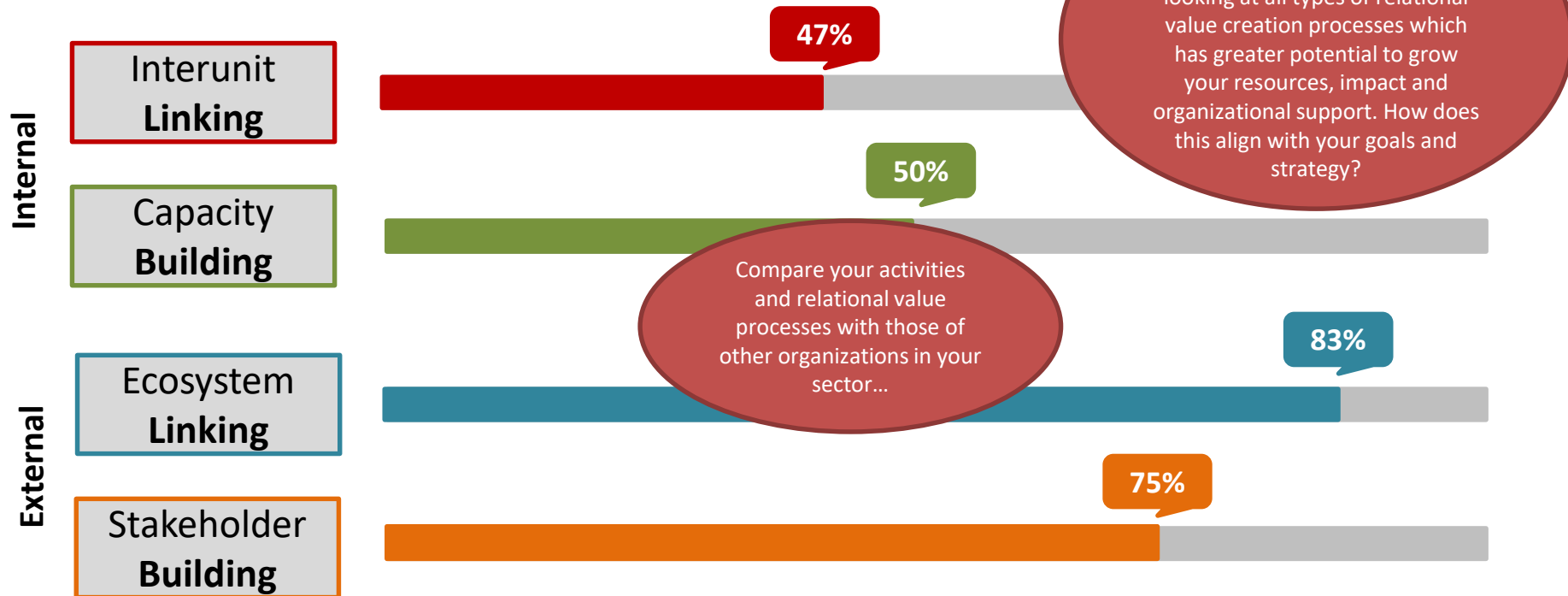
## Different success metrics

**An understanding that innovation is not just about developing products and patents, but can be about creating culture change and building ecosystems**

**A new way to look at the way a unit creates value for its organization**

# We are developing a management cockpit

## Where are your activities based on your goals?





**Thank you!**  
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