



Empowering innovations

Create a work environment to drive
positive change

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Methodology

In summer 2020 Kaspersky commissioned Savanta, an independent market research agency, to explore a number of areas relating to corporate innovation. Innovation is the process of introducing new ideas, technologies, methodologies, services, or products that aim to affect positive change within businesses. These can be external innovations aimed at customers, or internal innovations where the positive change is felt by employees or through efficiency gains.

304 senior decision makers with an involvement in innovation, working in North America, Europe, MEA, APAC, LATAM and CIS were surveyed online in July 2020. These employees worked in a range of industries and in larger organisations (500+ employees).

Following the surveys, 15 in-depth qualitative interviews were conducted with senior decision makers involved in innovation, working in larger organisations across a range of industries and specialisms.

Key findings from our survey of innovation decision makers from large businesses

95%

say that innovations tend to fail before launch, the most common reason that innovations fail is due to a lack of clear plan or structure (19%)

74%

expect the importance of innovation to increase significantly over the next three years

82%

believe that having dedicated innovation roles is critical for future success in their industry

88%

agree that successful organisations encourage innovation at every level and within every team

49%

view their businesses' CISO as a protector of innovation, and 35% see them as an enabler

68%

of businesses have decided not to explore an innovation due to cybersecurity concerns, 64% have decided not to explore an innovation due to ethical concerns

Foreword

The modern business landscape creates varying challenges and opportunities for organisations. 2020 has brought with it a totally unique set of these, for some the COVID-19 pandemic has devastated business models.

For others, the pandemic has allowed them to flourish. For all, the COVID-19 crisis demands alternative and original ways of working in order not only to survive, but to thrive.

We have carried out this research to dig deeper into the role that innovation plays within large organisations, and where key decision makers see innovation going next. Innovation is the process of uncovering and exploring new ideas. The rewards of which can be rich: new revenue streams, increased efficiency, and positive PR and brand associations to name but a few. In such a challenging climate, there is pressure for businesses of all types to drive revenues and stand apart from the competition. There is also a strong belief that you have to innovate to set your business apart - as a senior Telecom's executive told us, "you innovate or die", however this can seem like a difficult task in the face of financial limitations and pressure from stakeholders. This report will present the roadmap to overcome these hurdles, and to use innovation to access these rewards.

In the past, innovation has perhaps been a less fundamental area of business culture. Traditional ways of working and bureaucratic processes have stifled the creative license to innovate. However, the unstoppable rise of cutting-edge technology means that for many organisations, innovation has entered more fully into the heart of strategy and operations. This can bring fresh challenges as companies are forced to engage with technologies that can threaten their own and their customer's security.

Despite the link between technology and innovation, it's not just those with IT and tech backgrounds that are capable of innovating. Nor is innovation limited by specific industries. Instead, innovation is possible for all - from those working in robotics, to those manufacturing household products, innovation can support businesses in a multitude of ways. With the right culture, mindset and processes in place innovation can thrive and consequently businesses can flourish.

Focus on innovation is shifting



"You innovate or die"

HEAD OF NETWORK AND
UNIFIED COMMUNICATIONS, IT &
TELECOMS, UK

96%

say their 'board' currently
play a direct role in
innovation

91%

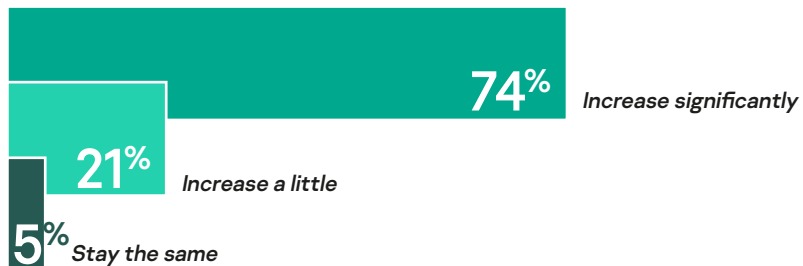
say their 'board' will play a
greater role in innovation in
the next 3 years

For businesses, regardless of industry, size, and stature, innovation is increasingly becoming a cornerstone of operations.

For many, innovation is seen as the future and an assurance of stability in years to come – 95% expect the importance of innovation to increase over the next three years. It opens up new opportunities, allows for new revenue streams and the potential to reduce operating costs. It challenges the way organisations operate and forces them to become more agile in an ever-changing world. And whilst innovation is not new to businesses, the increasing pace of change, as well as the cost and complexity of new technologies, is forcing organisations to rethink their approach in order to survive.

2020 has brought unprecedented challenges. The COVID-19 pandemic has forced many organisations to seriously consider their current strategies and ways of working, with innovation increasingly at the forefront of future strategy. 67% say that their company's innovation budget would be protected in times of financial difficulty, and 74% of corporates expect the importance of innovation to increase significantly over the next three years.

Over the next three years, how do you expect the importance placed on innovation within your organisation to change?



With the importance of innovation increasing year on year, it comes as no surprise that interest at board level is also increasing. Almost all corporates surveyed (96%) stated that their board plays a direct role in innovation within the business with 91% saying this will only increase further in the next three years.

This significant board level involvement means innovation has more weight behind it, more drive and not only is this changing the way businesses operate, but their deep-rooted culture and corporate DNA.

The same proportion expect C-suite employees to play a greater role in cybersecurity over the next three years (91%). With just over half (57%) saying they have a dedicated cybersecurity team within the business, introducing a more structured approach to IT security will give the senior management team greater peace of mind when exploiting the more pioneering technologies.



The PR ones are usually more likely to be successful because it has come down from someone at the very top who says, 'We've made a press release here, that's actually got to happen!'"

HEAD OF MOBILE INNOVATION LAB,
TELCO, UK



I think some of the enablers are things like artificial intelligence, machine learning. Those are the type of things which enable augmented reality, virtual reality. I think those are the type of things which I believe are going to be big over the next couple of years in terms of driving innovation within organisations."

SENIOR VICE PRESIDENT,
PROFESSIONAL SERVICES, US

Perception is as important as execution

There is a reputation to be gained from being perceived as an innovative organisation. Technology giants such as Tesla, Apple and Google certainly benefit from their innovation badges of honour. Their innovative status drives positive press and brand associations across the globe, ensuring people not only want their products, but also want to work there.

81% of innovation leaders believe being innovative makes a company more attractive to work for. This attraction of top talent ensures a self-fulfilling cycle where the best talent drives further positive innovation and reputation gains.

A fifth of businesses (21%) also say that being perceived as innovative was one of the top three reasons for pushing some innovations. This rises to over a quarter (27%) in the telecoms industry, suggesting there are often benefits of being 'perceived' as innovative.

Striving for this perception appears to be fairly common practice, with 78% of innovation leaders saying that many businesses claim to be innovative without actually delivering innovations. This approach may be short-lived, but it can help businesses build an innovative reputation before they actually start to deliver on it.

So, whilst it's important to drive innovation within your business and ensure these developments are successful, it's equally important to drive your reputation as an innovator through positive PR stories to stay in the minds of your stakeholders.

PR teams in businesses can also have an unforeseen impact on the pace of innovation. Promoting innovations has a positive impact on a company's reputation, but as one corporate explained, putting out PR stories about yet to be finished innovations can actually increase their likelihood of success, due to pressure from the wider business and the fear of not delivering on your promise.

Modern innovation is inextricably linked with technology

Hyper innovative companies reaping the benefits of innovation PR such as Tesla, Apple and Google all have one thing in common: technology. Technology and innovation are intensely linked and many see the growth of new technologies such as AI as being vital to their future innovation strategies.

With COVID-19 rapidly accelerating the world's adoption of new technology, keeping up with the pace of change is increasingly challenging. Recognising this, many businesses have created dedicated roles and teams within the business to drive their pace of change.

Creating innovation roles

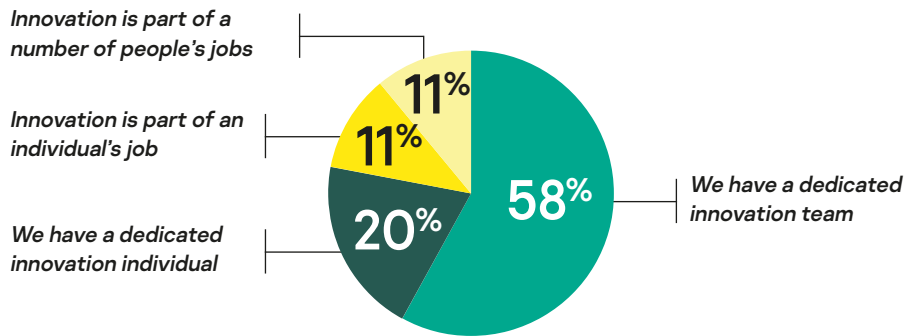


I've got a small team of about five or six people that really just spend all day long just dreaming, coming up with different things. They'll try and do their best and that can be just spending time looking around on the Internet researching technology that's available, whether that's new hardware or whether that's new software to see if things can be used to deploy solutions in a better way."

SENIOR VICE PRESIDENT,
HEALTHCARE, UK

Given that innovation is becoming increasingly important, it is not surprising that many organisations either already have in place, or have plans to create dedicated innovation roles and departments.

Which of the following best describes how innovation is managed within your organisation?



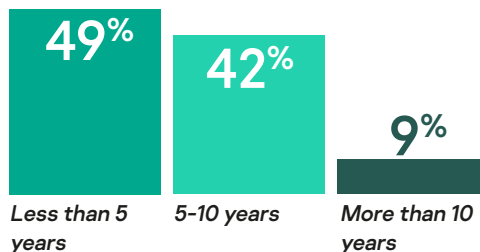
78% of corporates have dedicated innovation roles, with 58% of these being a dedicated team. Having a dedicated team puts considerably more emphasis on constantly driving innovation and idea generation, placing innovation at the forefront of business strategy.

We spoke to an SVP working in the pharmaceutical industry who explained that they had a core team dedicated to "dreaming" up new innovations.

A constant idea generation process creates a focus on innovation that perhaps would be more side-lined without clear dedicated roles.

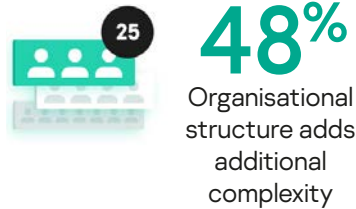
Dedicated innovation roles are on the rise

How long have you had dedicated innovation roles within your business?



Innovation roles are not necessarily new, with most corporates having had the role for five years. Larger businesses tend to have had these roles in place for the longest. On average, organisations of 500-999 employees have had the roles for four years, compared to organisations of 5000+ employees who have had them for six years. This could be because the largest organisations have the most access to financial and staff resource, allowing them to establish such roles earlier than their smaller counterparts.

Reasons larger organisations can be perceived as being less innovative



This challenges a common belief that larger organisations struggle to be innovative. Reasons that larger organisations can be perceived as being less innovative include organisational structure, number of people involved and length of decision making.

Despite these perceived challenges for larger organisations, we found that 65% believe large organisations with over 250 employees are the most effective innovators.

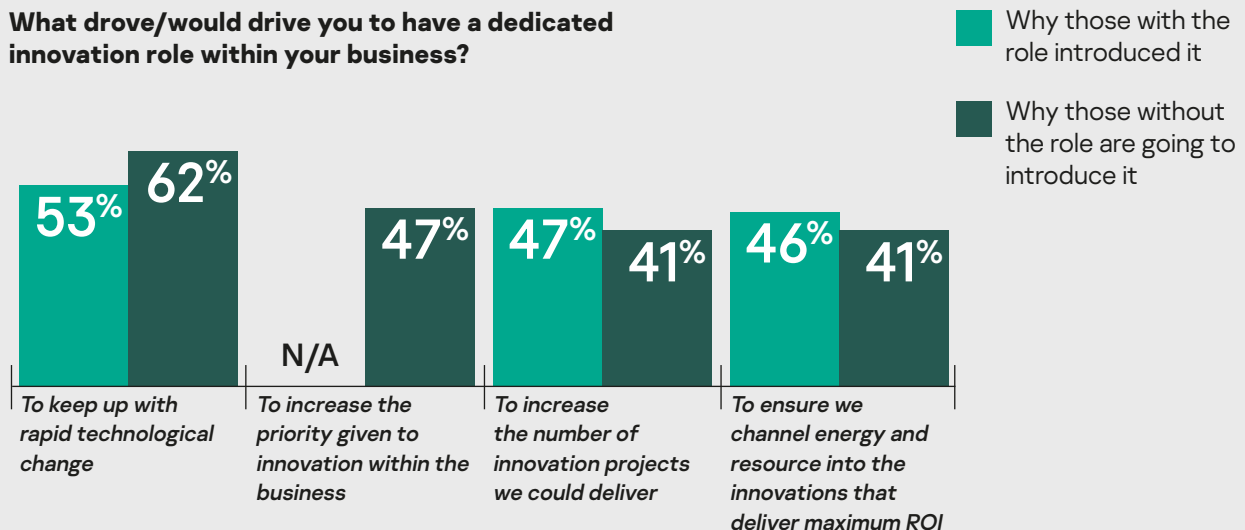
Regardless of business size, dedicated innovation roles are on the rise. 74% of those without dedicated roles plan to create them over the next two years. Innovation is coming more and more into the heart of modern businesses and culture. For the majority, innovation roles are critical for future success in their industry.

82% agree that dedicated innovation roles are critical for future success in their industry

Success can be measured in many different ways, but most businesses say they created dedicated innovation roles to help them keep up with rapid technological change, again revealing the inextricable link between innovation and technology. Interestingly, 34% believe that introducing innovation can create a strong company identity, while a similar proportion (32%) believe it is the culture that drives innovation, suggesting the two are often symbiotic.

For those planning to introduce innovation roles, the second most common reason that they plan to introduce such roles is to increase the priority given to innovation within the business. By having such roles in place, innovation becomes more important to businesses. It makes sense that when certain individuals and teams can fully focus on innovating, creative ideas and new ways of thinking flourish.

What drove/would drive you to have a dedicated innovation role within your business?





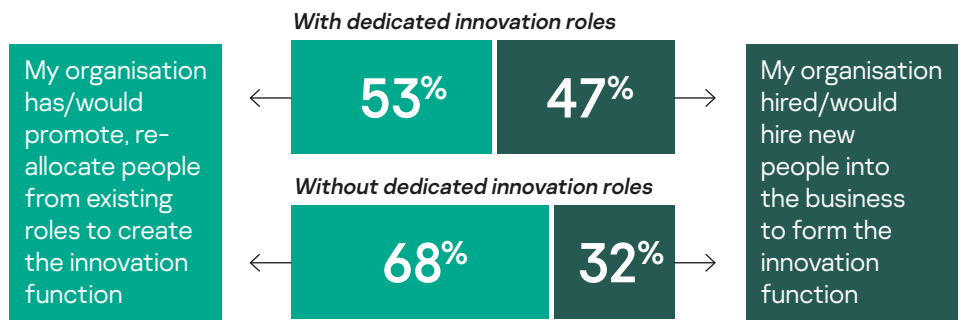
My organisation actually has got a lot of long service, both in terms of management and staff. That's a good thing in a lot of areas, it probably isn't a good thing when it comes to innovation. I was joking with my colleague the other day and he was saying, 'Yes, we need a bit of new blood.' I said, 'You've been here twenty years and I've been here fifteen years.' We're part of the problem in that sense."

CTO, EUROPE, INDUSTRIAL

Three in four agree that the most successful innovations come from teams rather than individuals

For most, innovation is a collaborative process. It benefits from the input of various staff, departments, and teams. Furthermore, the key decision makers we spoke to know that for innovation to flourish, IT security must be included in this collaborative process. 82% agree that a lack of cooperation with the CISO can cause a disconnect between a team's objectives and other stakeholders in the business.

Which of these statements best describes how you established, or think you would establish, a dedicated innovation role within your business?



When creating an innovation team, those who already have dedicated innovation roles are reasonably split on the best approach. 53% state they have promoted/re-allocated people from existing roles and 47% state they have hired new people into the business to form such teams. Such a split is understandable as there are key benefits to each approach.

Internal hiring means that those in the innovation team have an understanding of the organisation, its aims and its customers' needs. It also acts as a promotion and talent retention mechanism, allowing staff to recognise their value to the wider business and creating a more positive working environment.

External hiring also offers a unique set of benefits. New employees offer a fresh mindset and perspective, bringing experiences that the organisation does not have. They can also challenge the status-quo and existing ways of thinking, reinvigorating work environments that may need a creativity boost.

A CTO working in the industrial industry in the UK explained that within their organisation, long serving staff sometimes lack a fresh perspective.

For those without innovation roles, hiring from within is preferred. 68% would promote from within the organisation. Given the more challenging times ahead related to the COVID-19 pandemic, this approach is generally considered to come with fewer risks.



I mean, the ideal would be that you've got a ready packaged company where every individual in there is eager to innovate and excited about change, but that's not always how it happens and I think as long as the leadership team are willing to do it and know how to instil that culture in the people reporting to them, well then I think that it can work."

HEAD OF NETWORK AND UNIFIED COMMUNICATIONS, IT & TELECOMS, UK

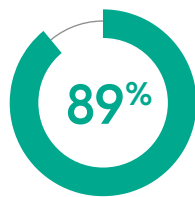


There was a time when our department was tied to the technology side. Its name was 'DIT'. 'IT' for 'Innovation Technology'. Now, it's only 'Department of Research and Innovation'. I believe we are trying to be apart a little bit from technology, and be more tied to people from the business side. But we haven't left behind this technical background. It's important, but today I see that our department is much more connected to the business side of the bank."

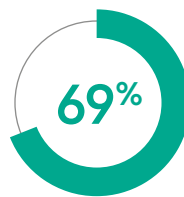
HEAD OF INNOVATION, BANKING, BRAZIL HEAD OF NETWORK AND UNIFIED COMMUNICATIONS, IT & TELECOMS, UK

Innovators are a 'type' of person, but everyone has the ability to be an innovator

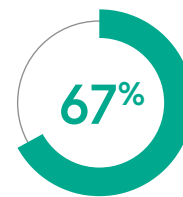
To what extent do you agree with the following statements about innovation roles and the people who work in them?



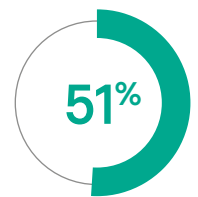
Innovators need to be able to 'think outside the box'



Those in innovation roles are typically more naturally gifted innovators



Innovators are a new breed of people in the workplace



You can't teach people to be innovative

There is a clear 'type' of person that makes for a more natural innovator. They tend to be naturally gifted, unique and creative. Half of businesses don't believe that you can teach people to be more innovative, however, for the other half an opportunity certainly exists to empower any individual to become an innovation leader.

With the right environment, innovation can flourish. With the right guidance and culture, becoming more innovative is achievable. Leadership and mindset can influence all to be innovators.

Those currently in innovation roles tend to come from a wide range of backgrounds, 88% of businesses agreed with this sentiment showing that innovation is open to all regardless of past specialisms. However, with the growing focus on diverse and complex technologies, it was also recognised that there is a material advantage to having a technology background when working in high level innovation roles.

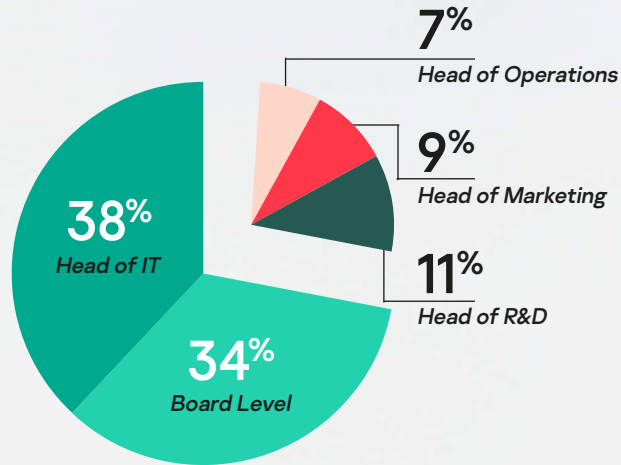
However, there is also an increasing desire within these teams to not be seen as the 'tech guys'.

The Head of Innovation for a Brazilian bank explained they are actively working to become more holistically associated with their organization, rather than being tied to IT and technology.

At present the most common function that innovation roles report into is IT.

However, with the growing strategic importance of innovation and increasing board level focus, we predict the number of innovation roles reporting into the board will increase significantly from the 34% that currently do this and will no doubt become the most common reporting structure.

Who does this person, or head of the innovation team report to?



How can businesses innovate successfully?



Our company culture is pretty much competitive, but it encourages teamwork and participation and collaboration among the team members. So, instead of undermining each other, they have to work together to come up with ideas and innovation. That's how we managed to get a lot of awards at an international level"

HEAD OF INFORMATION TECHNOLOGY, CONSTRUCTION, MALAYSIA



I think the more diversity and inclusion we've got within the innovation curve the better. It makes what we do far better, far more interesting, and as human beings, we learn more from it and we grow in a better way."

SENIOR VICE PRESIDENT IT, HEALTHCARE, UK

Which is these values do you think your company is most strongly aligned with, and which are more important for a company to align with to be a successful innovator?

With the right environment and culture in place, every company has the capacity to innovate. There are certain elements that we see strong innovative businesses share, however there is no one size fits all approach, and crucially, the steps needed to create a genuine culture of innovation are available to all.

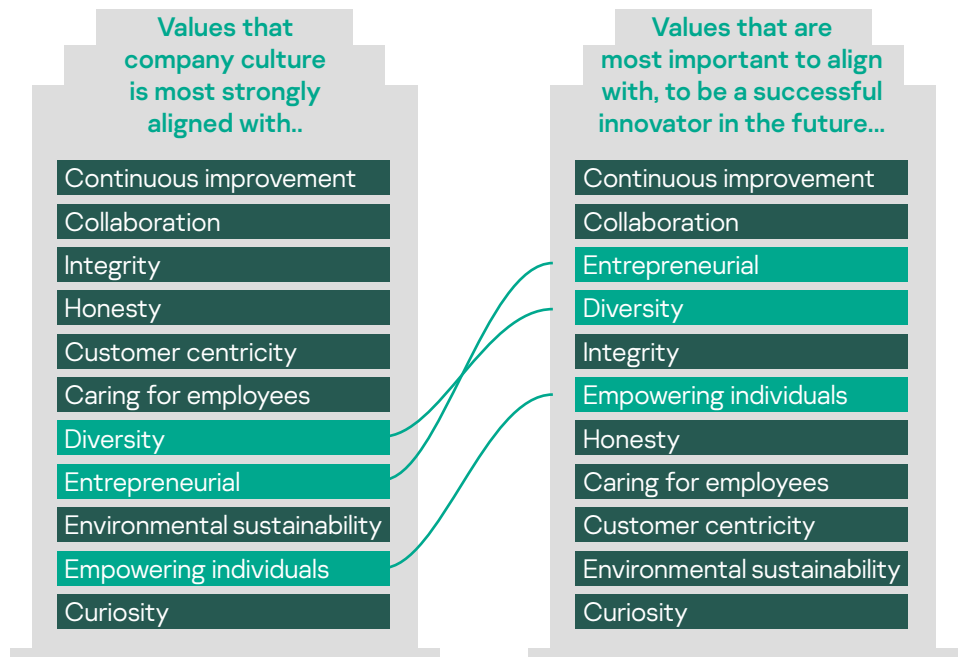
Creating a culture and set of values that support innovation

Company values are considered an important factor in creating an innovative culture – 87% agree that encouraging innovation improves a business' culture. Amongst the businesses we spoke to continuous improvement (33%), collaboration (32%) and integrity (31%) were the most common values aligned to. On face value these should strongly support innovation as they highlight the importance of innovating as a team, as well as a drive to keep looking for new ideas.

Yet there are some key differences between the values that businesses believe make a successful innovator and those they are currently aligned with.

Continuous improvement (40%) and collaboration (30%) were again felt to be critical and support current company values, but entrepreneurial (27%), diversity (25%) and empowering individuals (23%) rank highly as factors that innovation leaders feel make a company innovative, yet are less common in current business cultures.

With the board already backing a strong innovation drive, there is far more businesses can do to review their current value set and drive a cultural evolution towards values that support greater innovation. It's also not just these perceived values that can support an innovation culture, those that highly rate their innovative abilities say they align themselves to more modern values such as environmental sustainability (30%) and diversity (27%). This modern approach aligns with being forward thinking and the ability to constantly evolve and keep pace with change.





I think because innovation is part of our KPI's, obviously for us there's money attached to it. Every year you get a bonus and so as an individual, you actually get paid to innovate."

COMMUNICATIONS MANAGER,
AEROSPACE, SOUTH AFRICA

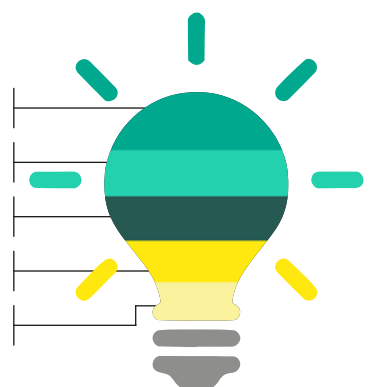
Top down or bottom up?

Two thirds (69%) agree that innovation is effective when driven from the top down, and a similar proportion (65%) agree it is effective when driven from the bottom up. So, both routes are felt to be effective. However, when exploring this subject in more detail with innovation leaders, they explain that innovation needs to be driven from all levels to generate a truly innovative culture, neither approach is enough on its own.

This is perhaps why we see such a spread of different roles when asking businesses who the biggest champions of innovation are within their organisation. 25% say a specific innovation role/team, 20% the CEO/MD/Chairman, 19% say it comes from individual teams/departments, and 17% from individual employees. This represents a strong spread with a significant proportion seeing new ideas and solutions come from a variety of individuals across the business.

Who are the biggest champions of innovation within your organisation?

A specific innovation role/team	25%
The CEO/MD/Chairman	20%
Individual teams/departments	19%
The board	18%
Individual employees	17%



88% agree that successful organisations encourage innovation at every level and within every team. A nurturing environment and a culture where 'no idea is a bad idea' is what is essential for innovation to flourish. This attitude can be contagious allowing people to find efficient solutions in everyday working life.

Some companies even go as far as to encourage competition and incentivise innovative ideas. This encourages innovation and thinking outside the box at every level and ensures employees bring ideas forward rather than keeping them to themselves.



The big companies understand they cannot survive without a very disciplined approach to innovation. You have to have processes, you have to have a structure, a team in place and you have to invest.”

HEAD OF INNOVATION, FINANCE, BRAZIL



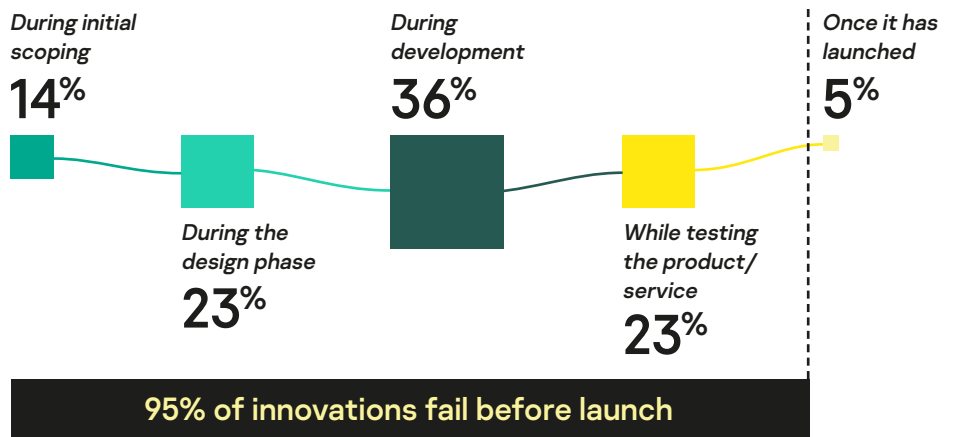
I deal with a lot of people who are like cheerleaders. They get very excited, but they don't have a plan. What you want to work with is a coach. A coach has a budget, they get the best players, they train, they come up with a strategy. They may still fail when they execute that strategy, but then it's the fact they learn and they try something different. They don't start with the technology. They start with the business problem that they're trying to solve.”

CISO, FINANCE, MEA

Where innovation can go wrong and how to avoid this

With businesses being so focussed on innovation and ensuring they are setup to nurture and enable it, it's surprising that so many innovations fail. For the majority, innovations tend to fail well before launch. A lack of planning is the leading reason that innovations fail with many organisations lacking detailed development processes. Those we spoke to agree that by having a disciplined long-term plan, a structure and a road map in place, any company can create a framework in which innovations are more likely to succeed.

From your own experience, at what stage of the process is a new innovation most likely to fail?



Four in five (78%) agree that too many innovations fail due to a lack of proper planning. This sentiment is more common among those working for a business with no dedicated innovation role, demonstrating the need to put a plan in place when managing different teams working on innovation projects.

Another significant reason that causes innovation to fail is not focusing on the customer needs. It is not enough for an innovation to use the latest tech and appear to be exciting in a press release. If it does not add value to the customer, it will not last in the market. Misunderstanding the needs of the customer is another leading reason that respondents say an innovation fails, and companies motivated to innovate by responding to customers are the most likely to claim to be excellent innovators, suggesting that a customer focus can make businesses more effective in this field.

By putting a deliberate plan and road map in place, companies can take steps to avoid the factors that we know tend to make innovations fail.

Demonstrating how closely linked cybersecurity and innovation are in large businesses, over half (54%) of those we surveyed said that their IT security policy stifles innovation within the business. Almost three quarters of businesses (74%) agree that innovations are likely to fail if the CISO is not included early in the process. It's essential therefore, that this deliberate plan includes a system that engages with cybersecurity at an early stage. Otherwise departments may be left in a situation where the IT security team appears to be working against them, rather than supporting their innovation.

Where is the focus of innovation, the team and company culture going?



I think AI is terrifyingly, probably, where we're going to see the most innovation."

HEAD OF NETWORK AND UNIFIED COMMUNICATIONS, IT & TELECOMS, UK



I believe AI is going to be the biggest of all. Because AI, you can use it almost everywhere."

HEAD OF INNOVATION, BANKING, BRAZIL

Innovations that businesses choose to explore are dictated by their needs and circumstances, however there are certain technologies that appear to offer the most promise to key decision makers.

The innovation leaders we spoke to are primarily focusing on Internet of Things (IoT) – 45%, Artificial Intelligence (AI) – 40% and Virtual & Augmented Reality technologies (VR & AR) – 38%. These technologies are considered to be the most likely to bring success to the business. The benefits of using smart technology – in particular AI and IoT – are wide ranging. Heads of innovation and innovation departments are very creative in finding uses for the technology, inspired by a company culture which encourages thinking outside the box to make improvements.

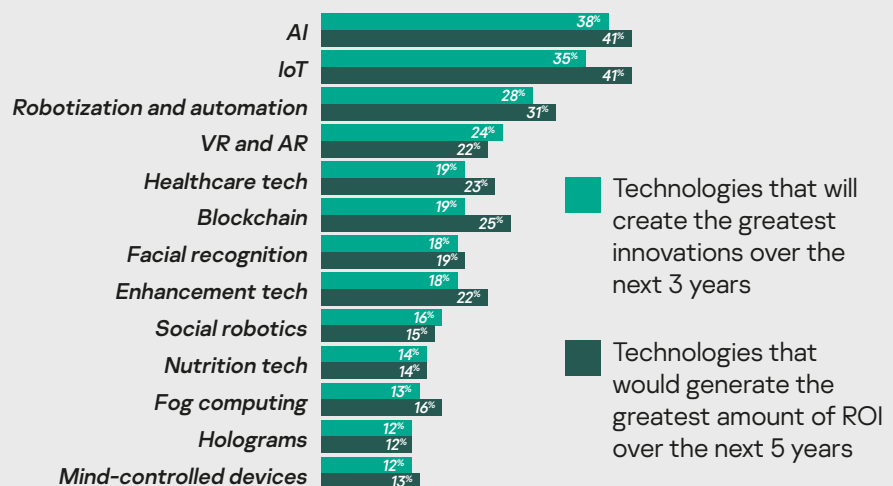
Which innovations offer the most potential?

AI and IoT are the clear leaders in terms of the technologies expected to provide the greatest innovations over the coming years. Not only that, they are also expected to generate the most ROI over the next few years for those that invest in them. A perception that is consistent across all regions and sectors.

AI in particular is an area that excites innovation leaders who are attracted to working with the latest technologies. It is seen as something that will produce rapid change, and is something that can empower other innovations.

Innovation leaders also expect Robotization and Automation to deliver significant ROI over the next five years, most likely due to cost cutting and streamlining potential, especially in a post- COVID-19 era. Although, this raises a number of questions about ethics and how far machines can go to take the place of a human. 64% of those we spoke to said they had already chosen not to invest in a potential innovation opportunity due to ethical concerns. The technologies that would raise the most concern about the possibility of an ethical conflict arising between respondents' businesses and its stakeholders are enhancement technologies and healthcare technologies (both 66%), mind controlled devices (65%), facial recognition (64%) and automation (62%). There are clearly many challenges for businesses to overcome with these new technologies, not least in having the right team and cultures in place to deliver them, but also in external factors such as ethics and the security risks that might come with them.

Technologies that are expected to deliver the greatest innovation and ROI



From a cybersecurity point of view, these technologies were most mentioned as carrying the most risk of being attacked, disrupted, or suffering a data breach



30%

Internet of Things



26%

Artificial Intelligence



Security is important to us, the whole world is changing, therefore we have to be careful about what we do."

SENIOR VICE PRESIDENT IT,
PHARMA, EUROPE

The rising importance of cybersecurity in innovation

Interestingly, the most promising technologies were also deemed to pose the biggest threat to data security. When asked which technologies carry the most risk of being attacked, disrupted, or suffering a data breach, three in ten (30%) mentioned IoT while a quarter cited AI (26%) and Blockchain (25%).

Given the perceived importance of these two technologies and the risk associated it's perhaps not surprising to see that 92% of businesses feel the importance placed on cybersecurity will increase over the next 3 years. Similarly, 91% believe their board will play a greater role in cybersecurity over the same period.

It's reassuring to see most businesses are focused on cybersecurity and the critical role it must play. Many pointed out to us that cybersecurity is becoming an increasingly important part of any companies' innovations (88%), and that they must grow in parallel.

The CISO is also an increasingly important person to be involved with innovation. 36% see the CISO as the most important role/department to include a cross functional innovation team with many businesses stating their CISO is a key protector and enabler of innovation within the business. Just 13% see them as a blocker which paves the way for a successful relationship between the security and innovation functions within a business.

Thinking about the role of the CISO within your organisation, which of the following, if any, best fits your view on how they impact innovation?

I see the CISO as a...



49%

Protector
of innovation



35%

Enabler
of innovation



13%

Blocker
of innovation

However, whilst businesses recognise this symbiotic relationship, it does not always exist in practice, as businesses rarely involve the cybersecurity team early in the innovation process. A minority of organisations we spoke to admitted they had not even considered linking their cybersecurity efforts with the technology innovations they were trying to achieve, potentially leaving their ideas, and more importantly their customers at risk from products and solutions that don't offer adequate protection in a digital age.

68% of the businesses we spoke to said they had decided not to explore an innovation project because of cybersecurity concerns, highlighting that without a strong relationship between these two functions, there is a significant risk of missing out on potential opportunities. Businesses should be actively reviewing this relationship to ensure it continues to be elevated.



Innovation is achievable to all

With the right culture and mindset any individual and any company can become innovative and be leaders in their field.



There are easy steps to take to drive innovation

The roadmap to being a genuinely innovative company is easier than one might expect.



Tech is critical to future innovation success

There is no getting away from the fact that technology, innovation and cybersecurity will be closely interlaced in future.



Protecting innovation is as important as creating it

All businesses must invest in cybersecurity if they are to keep up with the best innovators in the market.

Driving innovation in your business

Throughout the research that Kaspersky has conducted exploring innovation in large enterprises, there are four ever-present themes; innovation for all, steps to drive innovation, critical influence of technology, and protecting your innovation.

Primarily, we know that innovation is achievable to all. This may seem like an impossible obstacle for businesses who see their competitors with advantages in the market that they couldn't dream of. However, with the right culture and mindset any individual or business can become more innovative. This is true across all sizes, locations, industries and company structures, and is evidenced by the significant variation in businesses that we have spoken to that enjoy a genuinely innovative, cutting-edge culture.

However, innovation cannot happen by accident, and the second theme running through this research is that there are easy steps to take to create an innovative culture. Businesses may look at the largest global enterprises and see their achievements as unattainable. But while the budgets and scale may be out of reach, innovation leaders in the most pioneering organisations are acutely aware of this gap, however they know that by putting a long term roadmap in place, planning the budget and use of resources they have been able to take steps and see noticeable results. Having leadership that believe in innovation, drive it themselves as well as encourage ideas and entrepreneurial spirit throughout their organisation creates a culture where innovation can thrive. What's more this attitude is contagious and can see significant efficiencies appearing where they are least expected.

We've seen how technology is powering current innovation and with the relentless rise of technologies such as AI, this is only set to increase in the future. It is no longer possible for a truly innovative company to look at these as technologies that will benefit the next generation. Organisations need to be prepared to embrace and invest in these technologies to bring them into the present, and ensure their teams are equipped with the right skill-sets and knowledge to benefit from the ROI these technologies are expected to deliver.

And of course, delivering innovation is important, but protecting it is critical. Cybersecurity is set to test all modern businesses' ability to innovate as technology merges with everyday working life. Without doubt, a symbiotic relationship must exist in businesses between innovation teams and cybersecurity teams. The increasing importance and reliance on technology and the ever-growing list of threats means it's more important than ever for this partnership to exist. Ignoring this is a gamble that no organisation can afford to take.

About Kaspersky

Kaspersky is a global cybersecurity company founded in 1997. Kaspersky's deep threat intelligence and security expertise is constantly transforming into innovative security solutions and services to protect businesses, critical infrastructure, governments and consumers around the globe. The company's comprehensive security portfolio includes leading endpoint protection and a number of specialized security solutions and services to fight sophisticated and evolving digital threats. Over 400 million users are protected by Kaspersky technologies and we help 250,000 corporate clients protect what matters most to them. Learn more at www.kaspersky.com.

The **Kaspersky Innovation Hub** is the department at Kaspersky aimed at developing and maintaining the innovations management processes that foster collaboration between the company and brilliant minds – both internally and externally. The Kaspersky Innovation Hub focuses on finding new growth opportunities for business, working with external startups and the venture ecosystem (startup accelerators, startup incubators, etc.).