

Leading the Way With Innovation at ICL



Tohko Makita



Russell Isaiah Clemons



Yan Zheng



Chandrika Maheshwari

Company: ICL (Israel Chemicals Limited), Tel Aviv

ICL develops and manufactures chemical and fertilizer products in Israel and markets its product globally. ICL is a public company with \$6billion revenue with more than 12,000 employees globally.

The Project

Improve ICL's innovation activities on areas and specific metrics related to efficiency, conversion rate, source selection, tools employed, funnel management.

Methodology

Conducted 20+ interviews with ICL's employees and external partners such as startups and universities, in addition to the secondary research around open innovation during the semester. Analyzed the company through three lenses methodology taught in the Organizational Processes.

Findings and Recommendations:

The team identified ICL's current problems around innovations:

- Lack of awareness and consistent definition of what Innovation looks like for ICL
- Expectation misalignment & lack of goal planning for innovation initiatives
- Insufficient description of innovation key focus areas
- Poor internal knowledge management and lack of feedback loop for external partners

Below are some of the recommendations the team proposed:

- Create monthly innovation newsletter for all employees and knowledge sharing channels
- Set innovation as a corporate recruiting criteria and KPI
- Set the definition of innovation timeline and re-examine criteria and threshold to invest in each innovation tool
- Develop a collaboration guideline, where divisions share the process and cooperate on project development throughout the stages.
- Initiate a top-down approach and involve BU more throughout the innovation process.
- Designate staff in charge of innovation in each division as a person of contact.

