

## Innovation case study in Seqwater

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Projects often fail in terms of budget, scope and time due to the inability to respond to the emergence of new circumstances in the project environment, which has been attributed to ineffective knowledge management (KM) and innovation management (IM). However, an understanding of the relationship between the two constructs is not explicit. A case study of a project in a project-based organisation (PBO) was undertaken to define the relationship between KM and the innovation process.

A Seqwater project, regarding the development of water quality dam profilers, provided the data for a qualitative based case study. The research explored the relationship between knowledge governance (KG), KM and IM within a project-based context. The qualitative analysis provided empirical evidence for the proposed framework and to further understand the way a PBO could manage their knowledge for innovation to be successful.

A knowledge-based innovation process was developed to help explain the observed behaviour which incorporates the following elements: a driver for innovation caused by dissatisfaction with the current situation (e.g. the knowledge base is insufficient to address the issue), the innovative idea being realised and a feedback mechanism representing a continuous process.

A knowledge-based framework has been developed to improve the success of innovations. The framework describes the process of innovation from the inception of the idea, knowledge development, transfer and implementation. The key aspect is to acknowledge the need for feedback and to ensure the process continues until the innovation is fully embedded within the organisation. Energy and focus is required to ensure the process continues and thus, having a strategy to support this will increase the likelihood of innovations succeeding. The framework is intended for managers building a KM strategy and to be able to understand why their innovation might be failing.