



INNOVATION RESEARCH  
INTERCHANGE  
*Accelerating Value Creation*



# IRI

May 22–25  
Philadelphia, PA

# 2023 ANNUAL CONFERENCE



# MITRE's Quick Ukraine Response Initiative (QURI):

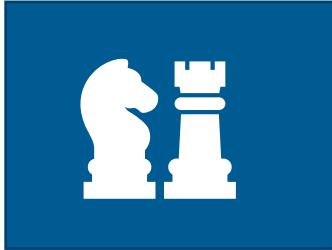
Case study in leveraging an innovative  
culture to accelerate impact



**MITRE's Quick Ukraine  
Response Initiative (QURI):**  
*Case study in leveraging an innovative  
culture to accelerate impact*

Dr. Karen H Viani  
Dr. Michael A Balazs  
May 23, 2023

# Agenda



## Learning Objectives

Insights into MITRE's rapid response resulting in innovation within months of launch

Identification of program success factors

How to apply practices



## Highlights

MITRE culture and values enable whole of nation response to acute needs

Participants will be guided through exercise focused on their organizations



## Outcomes

Exposure to techniques and approaches facilitating company-wide innovation

Insights into success factors to leverage and grow in your own individual organization

# MITRE Operates Six Federally Funded Research & Development Centers (FFRDCs)

## FFRDC Characteristics:

- Free from conflict of interest, do not compete with commercial organizations
- Innovative, agile workforce able to respond quickly to complex national challenges
- Independent, trusted advisor role working in the public interest and not for profit
- Access to Government and supplier data, employees, and facilities beyond a normal contractual relationship
- Long-term relationship with sponsor



# Our Differentiated Value

- **Mission-driven**
- **Innovative Approach**
- **Objective Insight**
- **Unique Vantage Point**
- **Technical Know-how**
- **Pioneering Together**
- **Conflict Free**



BELARUS

24 February 2022

Russia initiates full scale invasion of Ukraine, first land war of this scale since the end of WWII

 RUSSIA

 UKRAINE

Donbas region

LUHANSK

DONETSK

SLOVAKIA

MOLDOVA

HUNGARY



7 March 2022

## Monthly CEO All Hands

- Staff posts a question asking how MITRE can support Ukraine
  - Becomes top upvoted question during the call
- 





8 March 2022

Keoki Jackson, SVP MITRE  
National Security,  
champions company-wide  
effort to develop solutions  
to support Ukraine and asks  
Karen to lead the effort

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9 March 2022

Karen organizes cross-sector  
Tiger Team including top  
performers and SMEs across  
MITRE sectors (including  
Michael!) as well as passionate  
volunteers







15 March 2022

Existing MITRE infrastructure + agile responsiveness  
= ideation and review website quickly up and running



CAMPAIGN

# Whole-of-Nation Response to the Ukraine Crisis: What Can MITRE Do?

Overview

Selected Ideas

Activity

Ideas 98

Community

16 March 2022

Quick Ukraine Response Initiative  
Idea Market Opens

t + 20

27 March 2022

QURI Idea Market closes with over 100 ideas sourced from over 500 MITRE employees across the Corporation



t + 27

4 April 2022

QURI Review Team downselects to 12 ideas with high potential for impact and leads are notified



6 April 2022

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Initial funding is provided  
to produce higher fidelity  
project plans and catalyze  
efforts

# 18 April 2022 – Senior leadership briefed by Program/ Project Leads

Engagement  
Advocacy  
Support  
Funding





# 18 April 2022

## Project Execution Reaches Full Force

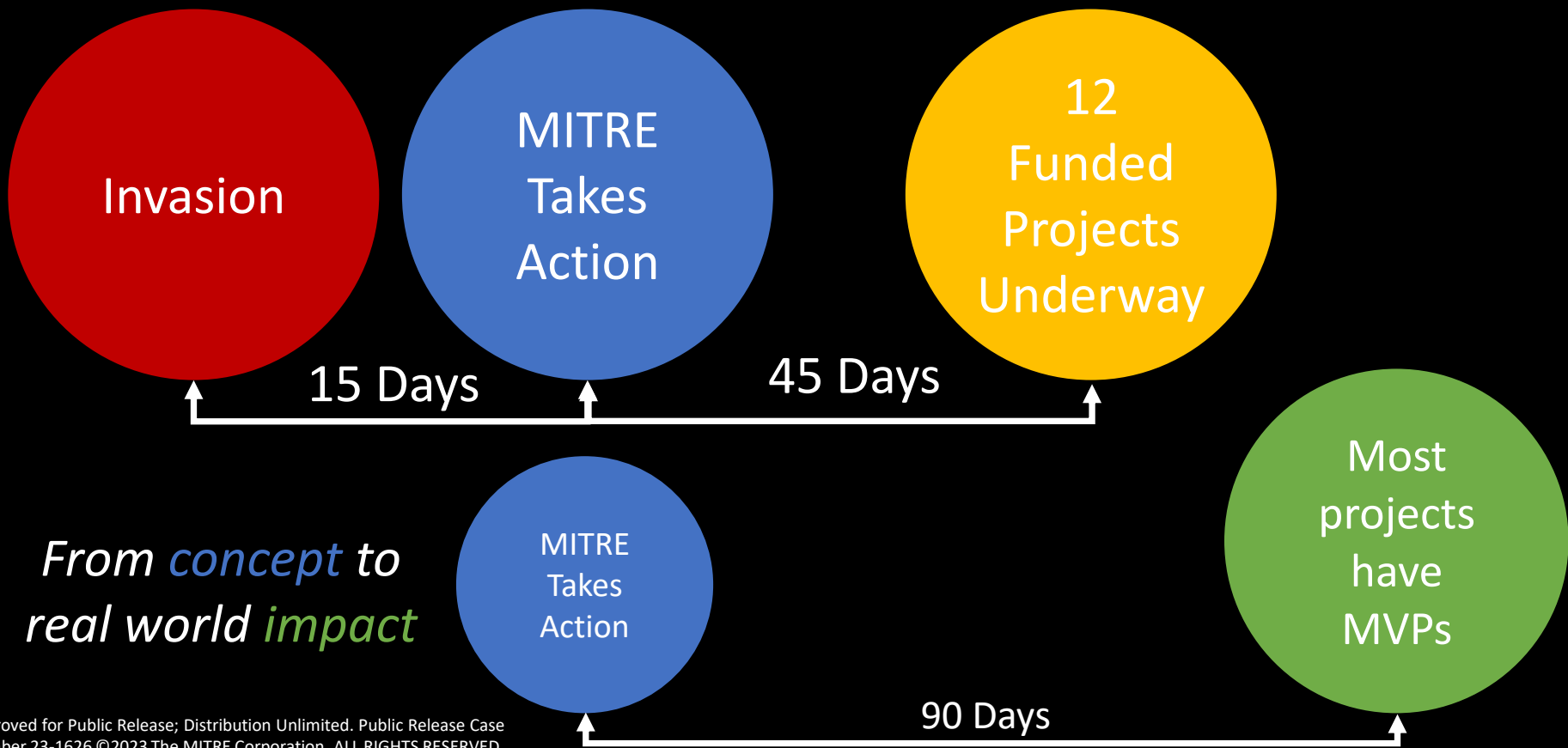
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### Topic Areas:

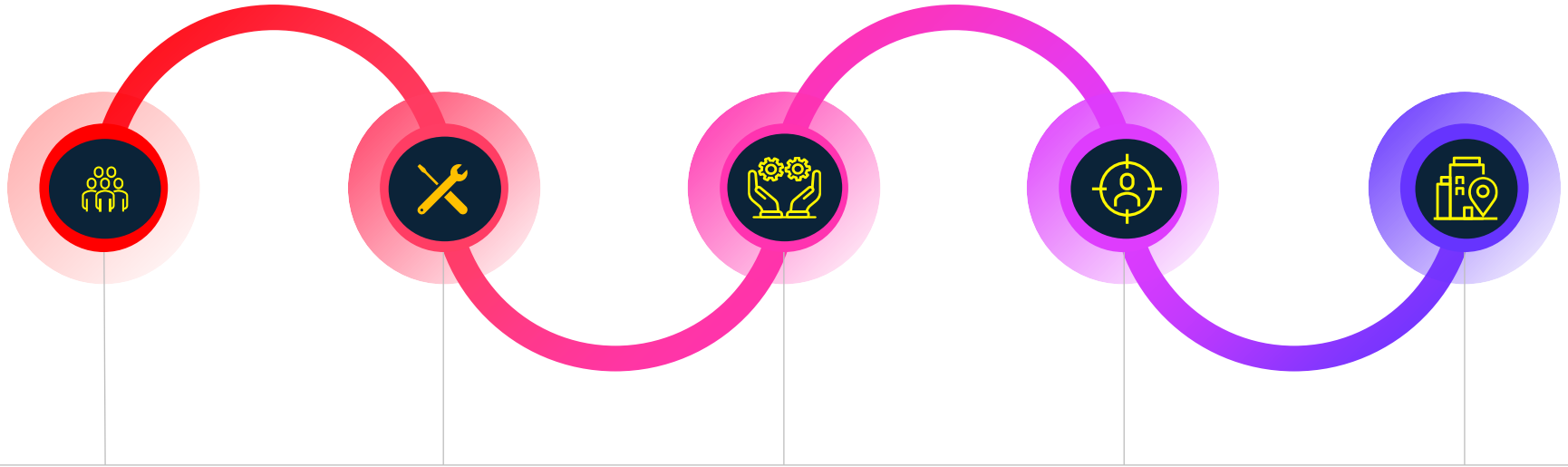
- Countering the Invasion
- Cyber Operations
- Food Security
- Humanitarian Aid
- Information Operations
- Open-Source Intelligence
- Refugee Support
- Sanction Analysis / Impact



# 12 projects selected and funded < 60 days post invasion



# Innovation Success Factors Across Development Stages



## Catalyst:

- ❖ Culture of leaning in
- ❖ Mission driven
- ❖ Leadership advocacy and engagement

## Launch:

- ❖ Shared vision
- ❖ Multi-Dimensional thinking
- ❖ Enabling tools
- ❖ Trust to refine and shape solution

## Development:

- ❖ Embracing fog of war
- ❖ Engaging end users
- ❖ Leveraging existing resources
- ❖ Laser focus on speed to need (with MVPs)

## Transition:

- ❖ Connections to end users
- ❖ Collective action
- ❖ Valley of Death funding

## Broad Transition and Implementation:

- ❖ Persistent bilateral communications



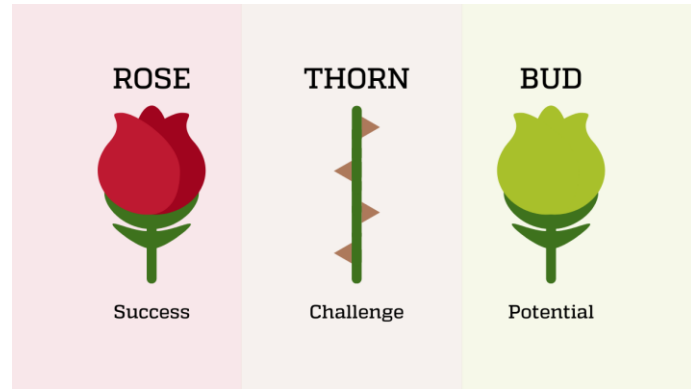
## Success Factors Overrode Friction

- Funding Constraints
- Time Limitations
- Information Lack or Lag
- Valley of Death



# Exercise

- We discussed the “roses, buds, and thorns” for our enterprise.
- What is unique about your organization that enable you to be innovative?
- What holds you back?



Activity	Output	Time
Consider a specific instance where you need to innovate quickly. What are the opportunities (buds), and the enablers (roses)? What are the challenges (thorns)?	Each participant notes roses, buds and thorns (on sticky notes, one per note)	10 min
At tables, participants share their roses, buds, and thorns with their groups	Each group discusses their roses, buds and thorns and selects the top 3 most important in each category. Why are these the most important to you?	10 min
Group read out and discussion	Each group shares their top 3 roses, buds, and thorns	15 min
Closing and Adjourn	Observations across the participants	5 min



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NATIONAL ASSOCIATION OF  
Manufacturers