The Big Picture of Innovation

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Keathley and Company, LLC
Agenda

1. Introduction
2. Innovative Culture
3. The Creativity Challenge
4. Strategy and Innovation
5. Executing the Strategy
6. The Path Forward
1. Introduction
The World is Changing

- Market Place...Asia
- Demographics...Aging
- Technology...Digital
- Environment...Warming

*It is not the strongest that survive, nor the most intelligent, but the one most responsive to change.*

- Charles Darwin
Respond to Change

- Innovation
- In – nova – tion
- (In a new way)

- New Products or Services to enable
- New Ways of doing things

...means responding to change at the Customer!
Innovation is change that unlocks new value.

— Jamie Notter
Concerns and Opportunities

- What is your primary concern about your organization’s ability to innovate?

- What Product or Service causes your Customers the most frustration or difficulty?
2. An Innovation Culture
A Creative Culture

- Exploration and Observation
  - we ‘step out of the box’ and gain new learning.

- Interaction and Collaboration
  - interact with people ‘different’ from ourselves.

- Experimentation/Learning
  - Willingness to fail and find new solutions.

- Recognition Reinforces Behaviour
  - Creative People will respond to Recognition
Innovation: A Blend of Cultures

Leader—agile and intuitive

Process—linear and thorough

Team—synergistic relationships
Innovation People

1 Creators find Opportunity

2 Connectors find Solutions

4 Doers Deliver the Solution

3 Developers make the Solution work
**Creator, Connector, Developer, Doer?**

<table>
<thead>
<tr>
<th></th>
<th>I ‘Connect the Dots’</th>
<th>I get things done</th>
<th>I like Possibilities</th>
<th>I bring things ‘down to earth’</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I need to understand</td>
<td>I make things work</td>
<td>Everything has a good and bad side</td>
<td>There has to be a right answer</td>
</tr>
<tr>
<td>2</td>
<td>Don’t tell me what to do</td>
<td>Give me facts not theory</td>
<td>I create choices</td>
<td>I like to analyze data</td>
</tr>
<tr>
<td>3</td>
<td>A Concept must be sound</td>
<td>I like ‘energy’</td>
<td>Don’t fuss with details</td>
<td>I like precision</td>
</tr>
<tr>
<td>4</td>
<td>I think things through</td>
<td>I take risks</td>
<td>I like to hear about problems</td>
<td>I focus</td>
</tr>
<tr>
<td>5</td>
<td>I like the big picture</td>
<td>I find a way that works</td>
<td>I want to own the problem</td>
<td>I am thorough</td>
</tr>
<tr>
<td>6</td>
<td>I like to define the problem</td>
<td>I push for acceptance</td>
<td>I find out the facts</td>
<td>I Plan</td>
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<td>TOTAL</td>
<td>TOTAL</td>
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</tbody>
</table>


**Column 1 you’re a Connector, Column 2 a Doer, Column 3 a Creator and Column 4 a Developer**
**Creator**

- See the Need
- Find the Opportunity
- Artist, Marketeer, Research
- Practical People
- Open Network, ‘Loose’
- allows subconscious ideas
- Challenge; define the problem….

**Connector**

- Define the Problem
- “Connect” to Solutions
- Design, R & D, Planning
- Learn by Thinking
- Open Network, ‘Loose’
- Try Alternatives
- “One is not enough”
- A Rare Breed
Developers

- Closed Network
- Get the Result,
- Make User Friendly
- Engineer, Systems
  Developer, Accountant
- Learn by Thinking

Doers

- Delivers
- Gets it done
- Project Mgr, Sales, Prod’n
- Practical Experience
- Closed delivery network

For Success you need a ‘Mix’ of People
Two types of Teams

- **Creative** phase needs **Radical Thinking**
  - Morgan Stanley; Companies with ‘**Radical Innovations**’
  - ....generate **ten times more shareholder value** in IPO

- **Execution** phase needs **Speed**
  - Accenture Survey; commercialize patents **fast**
  - ....**outperform** market **by 1000%** over ten years

- Need two different types of Team
### The Shift in Team Content and Culture

<table>
<thead>
<tr>
<th>Find the Opportunity</th>
<th>Connect to the Solution</th>
<th>Make it User Friendly</th>
<th>Get to Market</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creators</td>
<td></td>
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<td>Connectors</td>
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<td>Developers</td>
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<td></td>
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<tr>
<td>Doers</td>
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</tbody>
</table>
Roadmap to an Innovative Culture

People
- Urgency
- Core Team
- Communicate Vision
- Critical Mass
- Recognise

Process
- Early Win
- Integrate Win
- Raise Bar
- Bigger Win

Enablers Resources
How good is my Organization at Innovation?
<table>
<thead>
<tr>
<th>Culture and Leadership</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We encourage Risk Taking</td>
<td></td>
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<tr>
<td>We have Commitment to Innovation</td>
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<td></td>
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<tr>
<td>Our Vision alludes to Innovation</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Our Leaders search for new Ideas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Our People search for new ideas</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total (total each column)</strong></td>
<td><strong>X 4</strong></td>
<td><strong>x3</strong></td>
<td><strong>x2</strong></td>
<td><strong>x1</strong></td>
</tr>
</tbody>
</table>
| **Grand Total =** | }
<table>
<thead>
<tr>
<th>Collaboration and Partnerships</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Skunk Works</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Customers</td>
<td></td>
<td></td>
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<tr>
<td>Suppliers</td>
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<tr>
<td>Research Institutes</td>
<td></td>
<td></td>
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<tr>
<td>Partners in Key Market Areas</td>
<td></td>
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</tr>
<tr>
<td><strong>Total (total each column)</strong></td>
<td>X 4</td>
<td>x3</td>
<td>x2</td>
<td>x1</td>
</tr>
<tr>
<td><strong>Grand Total =</strong></td>
<td></td>
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</tbody>
</table>
3. The Creativity Challenge
Innovation Process – The Opportunity

Creative phase - Where we develop ideas - Creative people needed

1 Opportunity

Innovation Process

2 Solution

3 Development

4 Delivery
Change Creates Opportunity

- Constantly scan the environment
- Consider the impact of actual or potential changes
  - Customer
  - Industry
  - Organization
- Learn how to address and leverage changes
Gathering the Voice of the Customer

- Explore, interact, take notes
- Look for the ‘unknowns’
- Multiple listening mechanisms
- Ethnography
- Goal is to identify the need, not to change the customer
What Causes your Customer to Waste Time?
What causes your customer their Biggest Hassles?

☐ ..............................................................

☐ ..............................................................

☐ ..............................................................

☐ ..............................................................

☐ ..............................................................
What does your customer have trouble getting done?

When does your Customer have Unclear Requirements?

□ ..............................................................

□ ..............................................................

□ ..............................................................

□ ..............................................................
Analyzing the Voice of the Customer

- Translate VoC to opportunities
  - Big data analyses
  - Ishikawa
  - Process mapping
- Prioritize them
- Identify solutions
## Innovation Process Assessment

### Creating is Finding the Opportunity

<table>
<thead>
<tr>
<th></th>
<th></th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1. Our people frequently come up with good ideas on their own</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>2</td>
<td>2. We find out what problems our customers experience</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>3. We interact with outside people to find new opportunities</td>
<td></td>
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<tr>
<td>4</td>
<td>4. We explore outside the organization for market opportunities</td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>5. The work environment makes it easy to put forward new ideas</td>
<td>x4</td>
<td>x3</td>
<td>x2</td>
<td>x1</td>
</tr>
</tbody>
</table>

<p>| | | | | |</p>
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<tbody>
<tr>
<td>Grand Total</td>
<td>x5</td>
<td>=</td>
<td>%</td>
<td></td>
</tr>
</tbody>
</table>
Creative solutions require Collective Knowledge

1 Opportunity

2 Solution

3 Development

4 Delivery

Innovation Process
The Creativity Process

- Generate possibilities
  - Build on knowledge and experience
  - Include external sources
- Allow time for incubation
- Challenge each option
- Confirm with customers
Success in Creative Problem Solving

- Cross connect with other industries
  - Printing press and lens development
- Find aspect of ‘the present’ blocking solution
  - Sacrifice the sacred
- Requires ‘loose mode’ and willingness to change
- Accept failures
Failure in Classic Problem Solving

- Measurement records History/Events
- Leads to solutions obtained within the status quo
  - broken step in the process
  - an inadequate understanding of requirements
- We should step out of the box - look for fresh ideas
‘Ideation’

- Creativity ‘trained out’ through our working lives.
- Average 3-6 alternatives for a given problem.
- 10 people at a table
  - write down 3-4 ideas of their own
  - …. a series of steps
- Up to 40 different ideas from the group.
- Quantity matters.
- You develop interaction/collaboration skills.

Linus Pauling; ‘the best way to get a good idea is to get lots of ideas’.
You are more creative than you think!

1. On your own list four uses for a man’s sock
2. Share your ideas with your neighbour
   □ Add any new ideas you think of
3. Share your ideas with your other neighbour
   □ Add any new ideas you think of
4. Share your list back with your first neighbour
   □ Add any new ideas you think of
5. Total the number of ideas you have
You are more creative than you think!

Think of four uses for a man’s sock!

1. .................................................................
2. ......................................................................
3. ......................................................................
4. ......................................................................
Creativity Tools and Aids

- Mind mapping
- TRIZ
- Pen and paper
- Quiet space
- Noisy space

http://creatingminds.org/tools/tools_all.htm
A bit about Brainstorming

- Pros and cons
- Brainstorming methods (see MindTools.com)
  - Brain writing
  - SCAMPER
  - Starbursting
  - Round robin
  - Rolestorming
  - Etc.
**Brainwriting 6 3 5**

1. Problem statement
2. People in groups of 6.
3. No name on the sheet.
4. Each person; 3 ideas on row 1 (idea to solve problem)
5. 5 mins, sheet to person on right (or sheets in pile, take at random)
6. 5 mins; 3 more ideas to next row (on your new sheet)
7. earlier ideas stimulate new ideas
8. create own new ideas

<table>
<thead>
<tr>
<th>Idea 1</th>
<th>Idea 2</th>
<th>Idea 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>iii</td>
<td>ddd</td>
<td>aaa</td>
</tr>
<tr>
<td>xxx</td>
<td>yyy</td>
<td>zzz</td>
</tr>
<tr>
<td>etc</td>
<td>etc</td>
<td>etc</td>
</tr>
</tbody>
</table>

After 30 minutes
108 ideas from group of 6

Remove the following page....
<table>
<thead>
<tr>
<th>S</th>
<th>Substitute</th>
<th>What product or process could I use instead? Can I use a different set of rules or guidelines?</th>
</tr>
</thead>
<tbody>
<tr>
<td>C</td>
<td>Combine</td>
<td>Are there steps that can be combined? Can this product/process be combined with another one?</td>
</tr>
<tr>
<td>A</td>
<td>Adapt</td>
<td>Is there a best practice or other model that my product/process could be adapted to? Is there another context in which it could be used?</td>
</tr>
<tr>
<td>M</td>
<td>Modify</td>
<td>What can I change to improve my product or process? What changes would create new value for my product?</td>
</tr>
<tr>
<td>P</td>
<td>Put to another use</td>
<td>Can my product or process be put to use by someone else? Somewhere else? Would the product or process behave differently/better in another setting?</td>
</tr>
<tr>
<td>E</td>
<td>Eliminate</td>
<td>Can the process or product be streamlined by removing steps or features?</td>
</tr>
<tr>
<td>R</td>
<td>Reverse</td>
<td>What if you did the exact opposite of what you are doing? Can the process or product be rearranged?</td>
</tr>
</tbody>
</table>
Organizational Creativity

- Basic common concepts/knowledge/resources in your company/organization/community
- Strengths of your people
- Creative process/development of innovation
- Ways to connect ideas among your teams and identify new opportunities
- Systematic learning!
## Innovation Process Assessment

**Connecting is finding the solution**

<table>
<thead>
<tr>
<th>Connecting</th>
<th>is finding the solution</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We work with Clients to find solutions</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>We find markets where there is no competition</td>
<td></td>
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</tr>
<tr>
<td>3</td>
<td>We use a defined solutioning process for our opportunities</td>
<td></td>
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</tr>
<tr>
<td>4</td>
<td>We find solutions by going outside the organization</td>
<td></td>
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</tr>
<tr>
<td>5</td>
<td>We find the best solution</td>
<td></td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

\[
x4 \quad x3 \quad x2 \quad x1
\]

**Grand Total**

\[
x5 = \%
\]
4. Strategy and Innovation
‘Tipping Point’

Loose

1 Opportunity

Innovation Process

2 Solution

Tipping Point

Tight

4 Delivery

3 Development
Alignment of Strategy and Innovation

- Must integrate strategy and innovation
- Critical leadership activity
- Innovate to achieve strategic objectives
- Time to narrow the field
  - Based on data collected to date
  - Decision-making procedures and guidelines
Value and Risks

- Is there a genuine need/problem that customers will be willing to pay to solve?
- Does the problem/solution fit with the organization's mission and strategic direction?
- Does the organization have the capability to deliver the solution?
High R.O.I.– Highly Radical –Low Risk
.....The Perfect World

The Perfect World
High R.O.I.
Highly Radical
Low Risk

Aim here

High
Risk
Low
High
R.O.I.

High
Radical
## ‘Risk v. Radical?’

<table>
<thead>
<tr>
<th>FOR THE PRODUCT</th>
<th>Strongly Agree</th>
<th>Agree - 2</th>
<th>Disagree - 3</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have the knowledge/Technology</td>
<td></td>
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<tr>
<td>We have the development Capability</td>
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<tr>
<td>We have the competences</td>
<td></td>
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<tr>
<td>We have IP protection</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>We are capable of production / Delivery</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>FOR THE MARKET</th>
<th>Strongly Agree</th>
<th>Agree - 2</th>
<th>Disagree - 3</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>We have the business partners</td>
<td></td>
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<tr>
<td>We have the delivery mechanisms</td>
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<tr>
<td>We have early adopters</td>
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<tr>
<td>We know our competitors positions</td>
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<tr>
<td>We know the customerdecision process</td>
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</tr>
</tbody>
</table>
Risk v. Time to Execute

- New Product Portfolio
  - short term certainties + long term risks
- 5 to 10 year projects
  - “seed corn” for tomorrow’s business
- 2 years or less projects
  - immediate customer need
  - rarely breakthroughs
Innovation Ambition Matrix

Manage External Risk; Partners

- Develop Supplier network
- Start during ‘Solution Stage’
- New product or service - new supplier
  - probably not a conventional source
  - e.g. supplying software or knowledge
- Assess supplier
  - Assess Management (QMS) not just product (QA)
  - Evaluate Design and Development process
- Test solutions to find what works
Exercise on Partner Risk

- Four new suppliers
- three at 90% probability of delivering
- fourth at 40% probability of delivering

- Probability of success; .........................%?

- Would you accept this as “internal” risk without mitigation..........Yes/No.
Selection of the Solution

- Fulfill the customer need
- A solution competitors can’t copy
- Use your core competencies
- Begin looking at value proposition

- Prototype for more data
- Narrow the field
- Balance R.O.I, Radical Nature and Risk
# Innovation Process Assessment

<table>
<thead>
<tr>
<th>Strategic Planning</th>
<th>is the Tipping Point</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We do not go for short term ROI</td>
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<td></td>
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<tr>
<td>2</td>
<td>We assess external risk</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>We assess internal risk</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>We have sufficient data to make decisions</td>
<td>x4</td>
<td>x3</td>
<td>x2</td>
<td>x1</td>
</tr>
<tr>
<td>5</td>
<td>We provide resources to support our decisions</td>
<td></td>
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</tbody>
</table>

Grand Total: x5 = %
Casket Business

Case Study
5. Executing the Strategy
Innovation Process - Development

Execution phase
Puts ideas into practice
Requires a ‘results’ type of person
Development

Development Mission:
- make solution “user friendly”

Fast and not secretive
- Speed to market is essential
- Continue to involve customers

Discipline becomes vital

Needs Project Monitoring and Control…
Innovation Project Plans

- Greater flexibility
- Frequent checkpoints
- Highly adaptive
- Visual
Making it User Friendly – ‘Behavior Change’

- **Sellers**
  - Overestimate perceived benefit by factor of 3

- **Buyers**
  - Overestimate existing perceived benefit 3 times

- Barrier to new Product  $3 \times 3 = 9$

- To overcome this Barrier...

- Need a 10 x increase in **Perceived** Value

- ...an ‘exponential’ increase
A value proposition is a promise of value to be delivered ... and a belief from the customer that value will be ... experienced.

-Wikipedia

https://www.youtube.com/watch?v=xTtvwAmjais
Value Proposition Uses

- Elevator speech
  - Distills the concept
  - Communication
  - Build support
  - Maintain focus
- Always have at least two versions
- Modify throughout life cycle
- Basis of marketing campaign
How NOT to analyze value

- Don’t base on ‘gut’ feelings
- Avoid ‘vanity metrics’
- Don’t rely on customer surveys
- Avoid dependence on quick gains
- Don’t over-analyze
Value Factor Analyses

- Used to help estimate the customer value of a product or service and compare it to other options

Value Factor = Customer Benefits / Customer Costs
### Value Factor Analysis example

<table>
<thead>
<tr>
<th>Quality</th>
<th>Importance</th>
<th>Satisfaction</th>
<th>Benefit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Anti-pollution</td>
<td>5</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td>Styling</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Reliability</td>
<td>5</td>
<td>4</td>
<td>20</td>
</tr>
<tr>
<td>Efficiency</td>
<td>5</td>
<td>5</td>
<td>25</td>
</tr>
<tr>
<td><strong>Total benefits</strong></td>
<td></td>
<td></td>
<td><strong>74</strong></td>
</tr>
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</table>

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<thead>
<tr>
<th>Cost Factor</th>
<th>Importance</th>
<th>Expense</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base price</td>
<td>1</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Fuel costs</td>
<td>3</td>
<td>1</td>
<td>3</td>
</tr>
<tr>
<td>Repairs</td>
<td>4</td>
<td>2</td>
<td>8</td>
</tr>
<tr>
<td>Insurance</td>
<td>2</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td><strong>Total costs</strong></td>
<td></td>
<td></td>
<td><strong>19</strong></td>
</tr>
</tbody>
</table>
Value Factor calculation

- Sum of benefits / Sum of costs
  \[
  \frac{74}{19} = 3.6
  \]

What can you do with this information?
## Innovation Process Assessment

<table>
<thead>
<tr>
<th>Developing</th>
<th>is making the solution work</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We fund novel projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>We are willing to take risks with new ideas</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>We are able to get people who can work on new projects</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>We closely monitor project progress</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Our Projects finish on time</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>x4</th>
<th>x3</th>
<th>x2</th>
<th>x1</th>
</tr>
</thead>
</table>

Grand Total x5 = %
Innovation Process - Delivery

1 Opportunity

2 Solution

Never Stop….

Innovation Process

3 Development

4 Delivery
Delivering the Solution

- Coordinate production, operations and sales
  - They now have to ‘sprint’
  - Advance notice is their biggest advantage
- Transfer from development to production
- Execute sales and marketing plans
Value Proposition

- Switch from ‘Features’ to ‘Benefits’
- 2 – 3 key Benefits - Address customers pain
- For Sales people, support the claim
  - You can go to regular gas stations
    - (concerns for electric car)
  - Your existing software will not be impacted
    - (new software damaging existing software)

“Value is in the eye of the beholder.”

-Executive Guide to Innovation: Turning Good Ideas into Great Results
## Innovation Process Assessment

<table>
<thead>
<tr>
<th>Doing it</th>
<th>is getting the product to market</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>We get new products to market quickly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>We get the ROI we want on new products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Few competitors are able to copy our products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>We penetrate all market channels and regions with new products</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>We withdraw products that fail</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>x4</td>
<td>x3</td>
<td>x2</td>
<td>x1</td>
</tr>
<tr>
<td></td>
<td>Grand Total</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>x5</td>
<td>=</td>
<td>%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
6. The Path Forward
Path Forward

- Identify Individual Aptitudes
- Assess your Organization
- Find the Need
- Form the Team
- Align Team and Process
- Execute and Deliver
## Individual Assessment

<table>
<thead>
<tr>
<th></th>
<th>CONNECTOR</th>
<th>DOER</th>
<th>CREATOR</th>
<th>DEVELOPER</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I ‘Connect the Dots’</td>
<td>I get things done</td>
<td>I like Possibilities</td>
<td>I bring things ‘down to earth’</td>
</tr>
<tr>
<td>2</td>
<td>I need to understand</td>
<td>I make things work</td>
<td>Everything has a good and bad side</td>
<td>There has to be a right answer</td>
</tr>
<tr>
<td>3</td>
<td>Don’t tell me what to do</td>
<td>Give me facts not theory</td>
<td>I create choices</td>
<td>I like to analyze data</td>
</tr>
<tr>
<td>4</td>
<td>A Concept must be sound</td>
<td>I like ‘energy’</td>
<td>Don’t fuss with details</td>
<td>I like precision</td>
</tr>
<tr>
<td>5</td>
<td>I think things through</td>
<td>I take risks</td>
<td>I like to hear about problems</td>
<td>I focus</td>
</tr>
<tr>
<td>6</td>
<td>I like the big picture</td>
<td>I find a way that works</td>
<td>I want to own the problem</td>
<td>I am thorough</td>
</tr>
<tr>
<td>7</td>
<td>I like to define the problem</td>
<td>I push for acceptance</td>
<td>I find out the facts</td>
<td>I Plan</td>
</tr>
<tr>
<td>TOTAL</td>
<td>16</td>
<td>16</td>
<td>18</td>
<td>20</td>
</tr>
</tbody>
</table>

Organizational Assessment

- Leadership
- Knowledge
- System
- People
- Culture
- Measurement
Align Team and Process

1 Creators find Opportunity

2 Connectors find Solutions

3 Developers make the Solution work

4 Doers Deliver the Solution

Innovation People
Achieving the Early Win

Innovation Strategy

Opportunity
- Existing Customers
  - Find Pain
- Green Field Market

Solution
- Radical Solutions
- Explore New Worlds
- Many Solutions
- Collect Data

Selection
- Highly Radical
- Short Term
- R.O.I.
- Long Term
- External Risk
  - Assess Partners
  - Assess Delivery

Execution
- Manage Delivery Risk
- Market Partner
- Value Proposition

Development
- Manage Supplier Risk
- Move with Speed
- Monitor Progress
- Involve Ops. and Sales
Barriers to Innovation

- Lack of Process
- Lack of Speed and Agility
- Letting Go of Today
- Short Term ROI
- Innovative Competency
- Culture and Behavior
Never Stop Innovating

- Find New Needs
- Stay ahead of the Competition
- Stay Unique
- Continue Growth and Profit
- Build a High Value Company
- It is Exciting and Fulfilling!