

SETTING THE STAGE FOR INNOVATION

INNOVATION LAND SUMMIT
19th – 20th of NOVEMBER

Three signs your organisation is not innovative



Nobody Wants To Use Your Product



innovator ecosystem



Word 'Innovate' Said 650,000 Times At SXSW So Far

Why Amazon wins | Innovate the core, innovate to transform

By Hutch Carpenter, bhc3.com
September 2nd, 2015 [View Original](#)



10x Not 10%

Product management by orders of magnitude

What Is Disruptive Innovation?

by Clayton M. Christensen, Michael E. Raynor, and Rory McDonald
FROM THE DECEMBER 2015 ISSUE

10 ways to accelerate innovation

HOBI
OPINION WEEKLY DISPATCHES
I launched a podcast somewhat by accident. I was looking for a fun and f to give something back, to expand my network and to accelerate my lear

Take a look at your organization's innovation projects. Are you

BBC Sign in News Sport Weather Shop Earth Travel Mor
NEWS
Home Video World UK Business Tech Science Magazine Entertainment & Arts
Business Market Data Markets Economy Companies Entrepreneurship Technology

How to Build a Culture of Originality

by Adam Grant

DISRUPT OR DIE

Innovation Isn't Just About Brainstorming New Ideas

Ira Kalb, Marshall School of Business, USC
Jul. 8, 2013, 11:51 AM 42,345

Bud Caddell Follow
Founder of NOBL, a consultancy at the forefront of organizational design. We help ambitious leaders...
Aug 30 · 4 min read

What Every Institutional Innovation Program Gets Wrong

"Several people who have recently left [Google] X and those close to it describe the Alphabet unit as sputtering, unable to bring projects to life. They say the issues at X aren't technical hurdles, but a combination of red tape

Personalised news at your fingertips
CLICK TO DISCOVER THE APP

Disrupt or Die: Only the Innovative Will Survive

WOMEN@FORBES SEP 22, 2016 @ 09:00 AM 1,025 VIEWS

The Little Black Book of Billionaire S

Innovate Or Die: How To Break Your Startup Out Of A Slump



Samantha Harrington, WOMEN@FORBES
I started a girl-power newsroom; learn from my su
Opinions expressed by Forbes Contributors are their own.

Why Innovation Labs Fail, and How to Ensure Yours Doesn't

RABATT.com

Innovate or die: The stark message for big business

By Matthew Wall
Business reporter, BBC News
5 September 2014 Business

ANDREESSEN HOROWITZ Software is Eating the World
Advice & How To Tech Topics Podcasts

EDUCATION
a16z Podcast: How to Be Original and Make Big Ideas Happen
with Adam Grant and Sonal Chokshi

The Importance of Diversity in Innovation: 3 Tactics to Enrich Workplace Diversity

6 MINUTE READ | MOST INNOVATIVE COMPANIES
15 Lessons Of Innovation For 2016
What we learned this year while building our list of the best and brightest.

Harvard Business Review

The Ambidextrous Organization

by Charles A. O'Reilly III and Michael L. Tushman
FROM THE APRIL 2004 ISSUE

A monkey is sitting at a desk in a room with red walls. The monkey is looking at a laptop that is open on the desk. The monkey's expression is one of frustration. The word "FRUSTRATED" is written in large, white, bold letters across the middle of the image.

FRUSTRATED



HOPELESS

A close-up shot of Leonardo DiCaprio in a black tuxedo with a white shirt and black bowtie. He is smiling slightly and looking towards the camera while holding a glass of champagne. The background is a dark, out-of-focus party scene with blue and white bokeh lights.

DEEP DENIAL



EXCITMENT

Organizational Path



Individual Path



Source: Adopted from "Exploring Strategic Change" by Balogun, Hope & Hailey (2004)

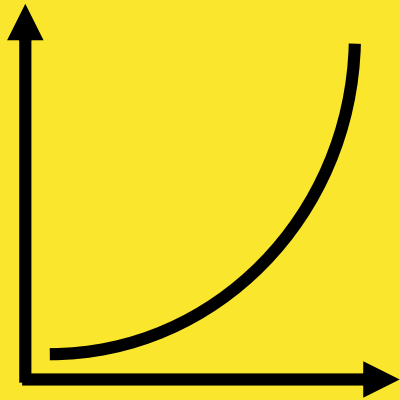


LET'S GO MACRO

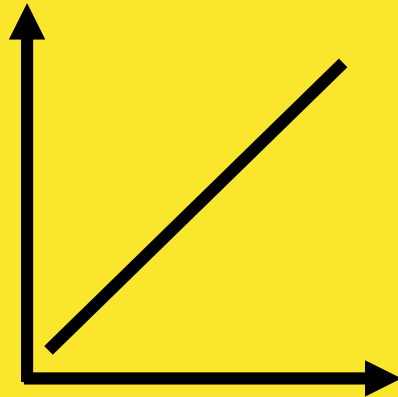
**The World Has Never Changed
This Fast But Will Probably Never
Change This Slow Again**

TECHNOLOGICAL ACCELERATION

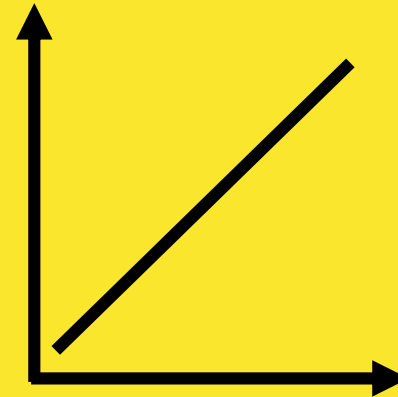
**Microprocessor
Performance**



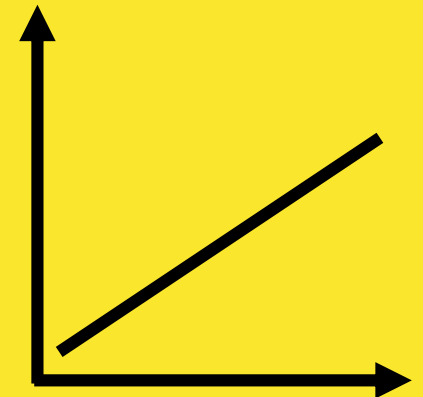
**Internet
Users Globally**



**Cloud Computing
Market Revenue**



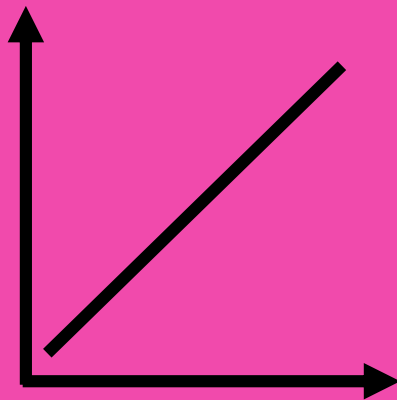
**Smart Phone
Users Globally**



Source: Tom Friedman, Thank You for Being Late, Financial Times, London Clearing House, Internet Live Stats, Statista, eMarketer, McKinsey, Global Institute, TeleGeography, Frost & Sullivan, BCG, Wall Street Research, VentureBeat, The New York Times & Columbia University Department of Computer Science

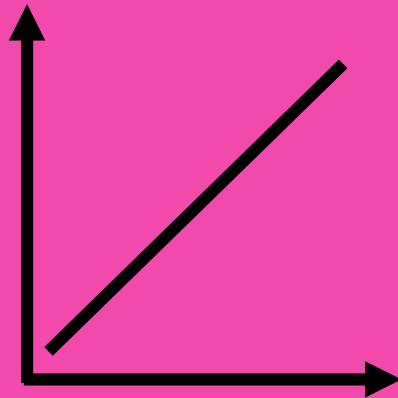
DISRUPTION OF INDUSTRIES

**AirBnB
Listings**



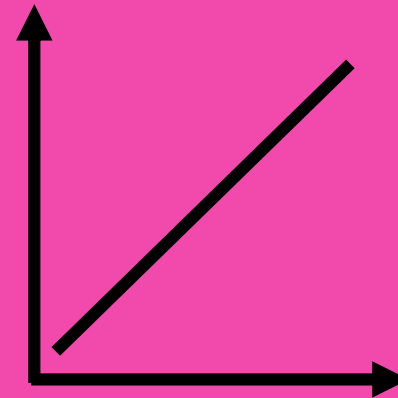
Tourism & Travel

**Uber
Drivers**



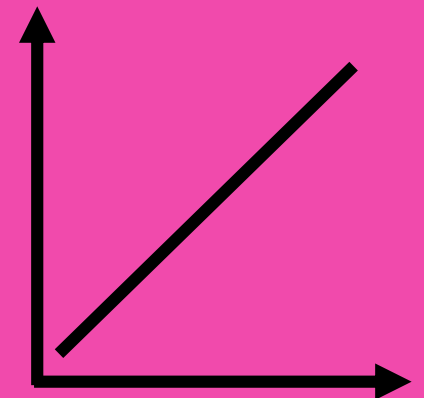
Transport

**Alibaba
Global Sales**



Retail

**Smart Phone
Payments**

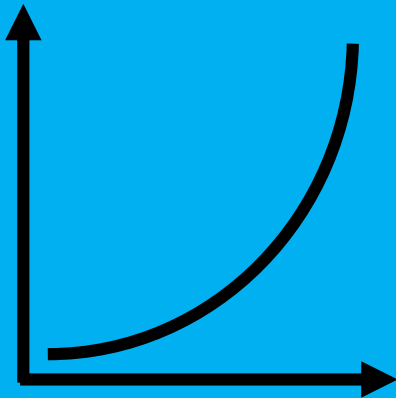


Finance

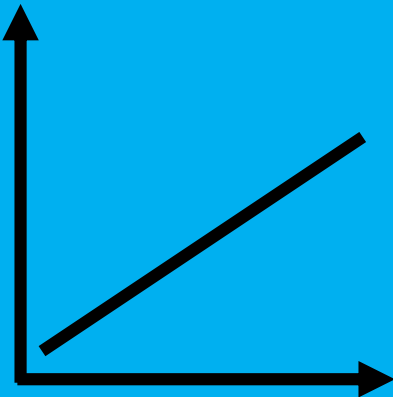
Source: Tom Friedman, Thank You for Being Late, Financial Times, London Clearing House, Internet Live Stats, Statista, eMarketer, McKinsey, Global Institute, TeleGeography, Frost & Sullivan, BCG, Wall Street Research, VentureBeat, The New York Times & Columbia University Department of Computer Science

SOCIAL & CLIMATE CHANGE

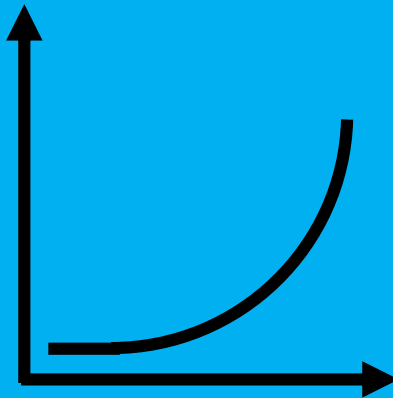
Population
in the World



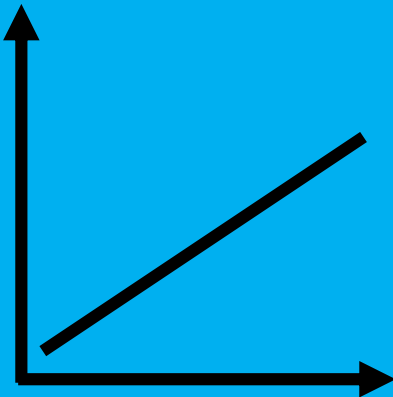
Global
GDP



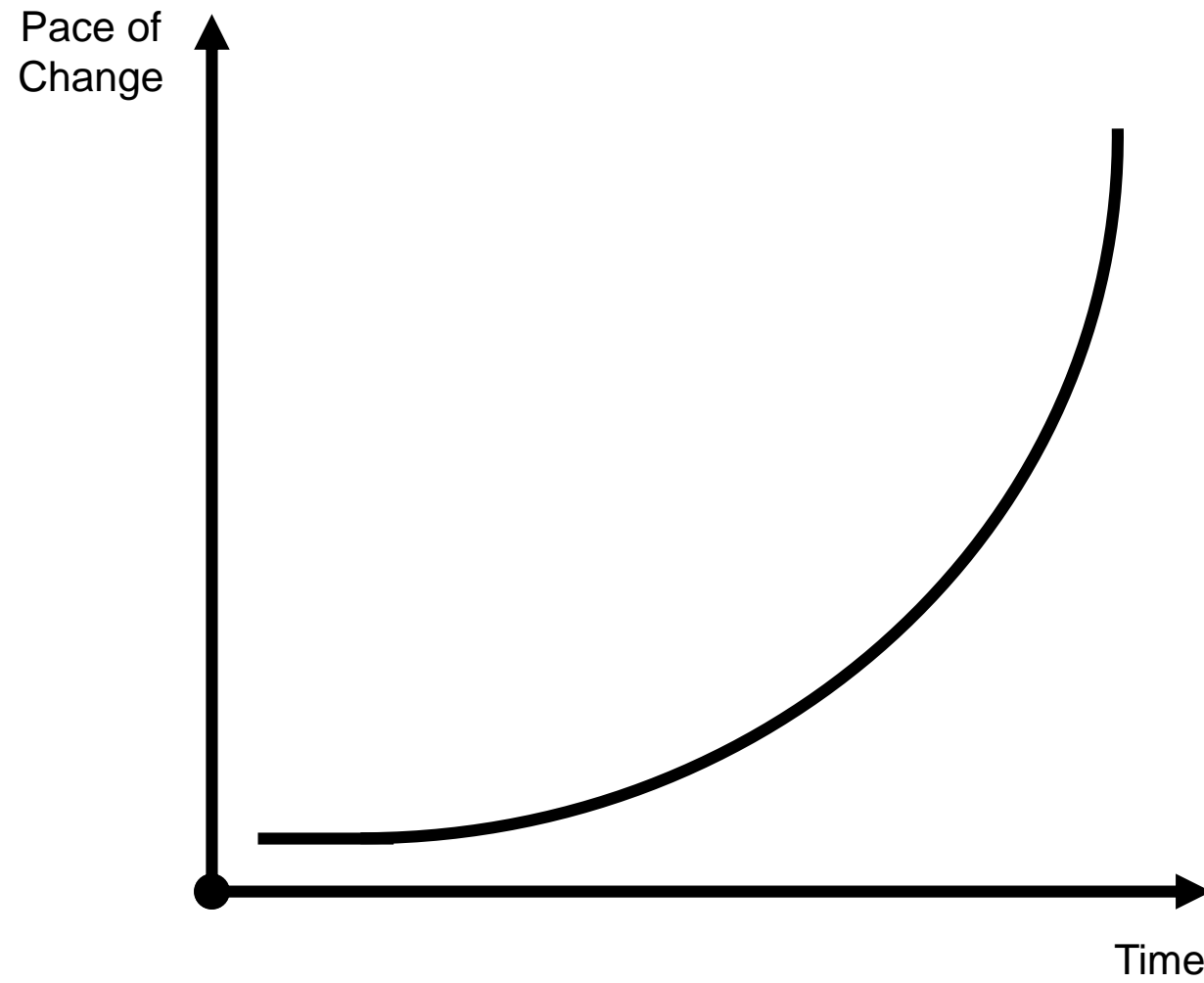
Global
Temperatures



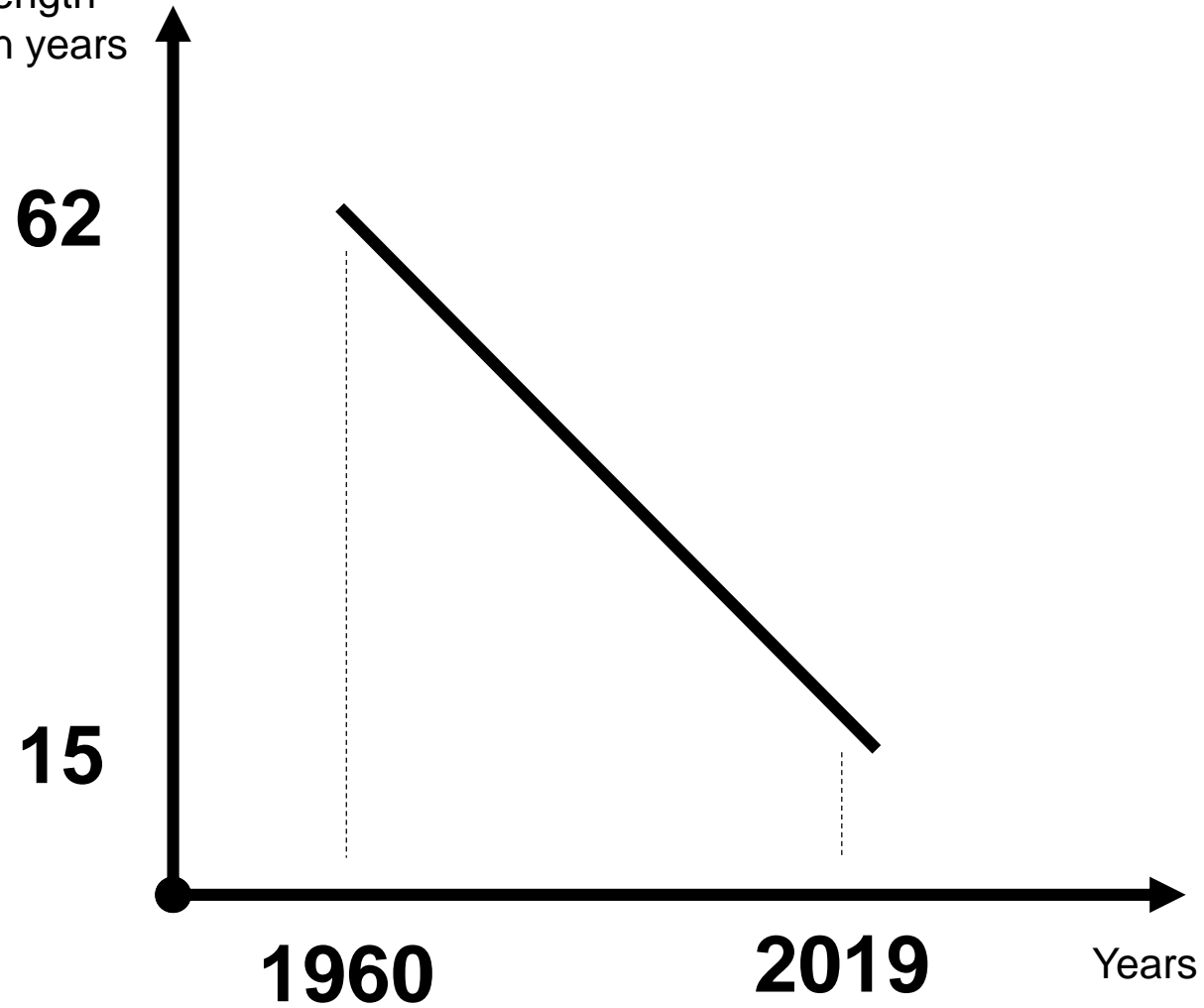
CO2
Emission



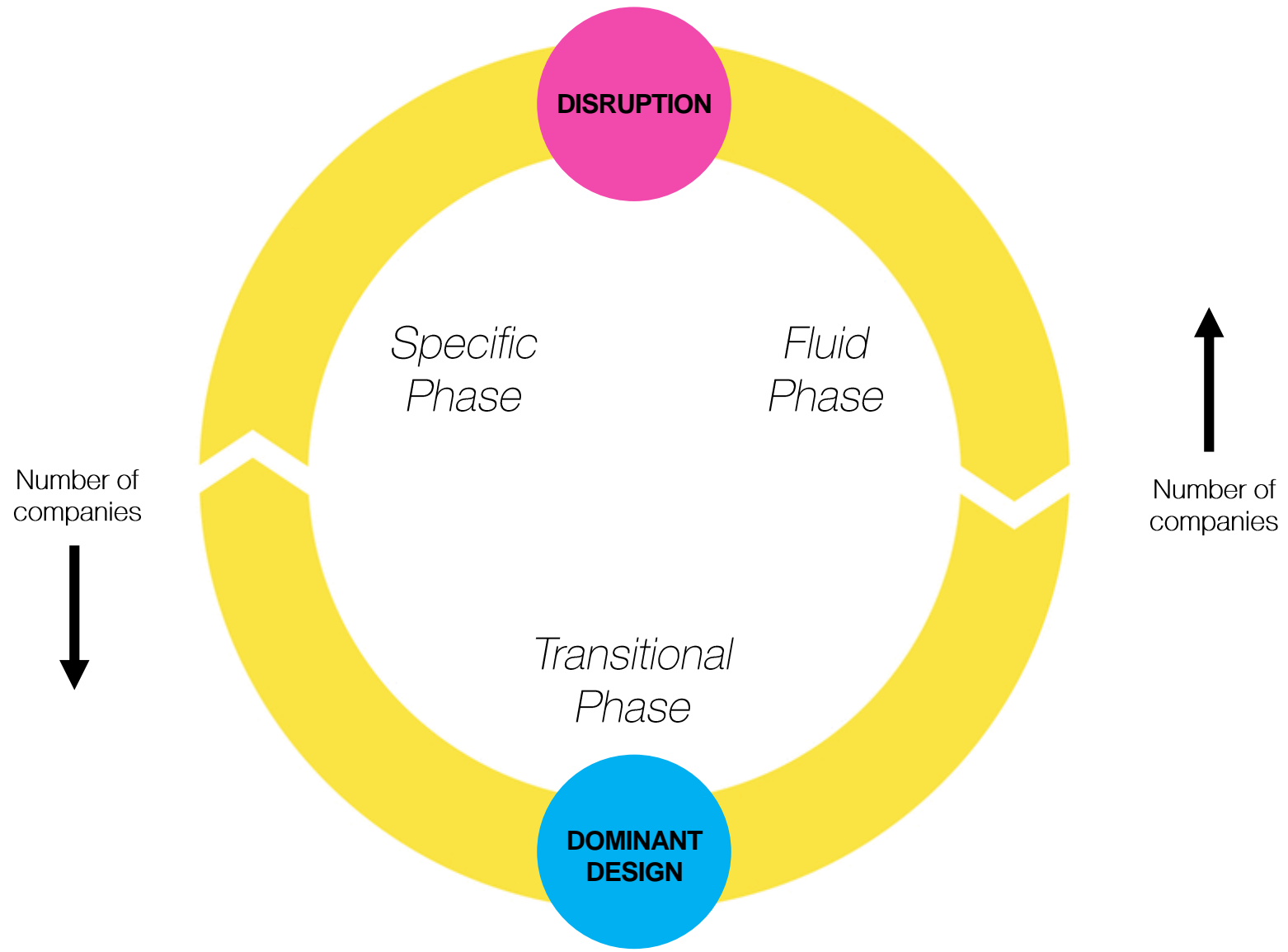
Source: Tom Friedman, Thank You for Being Late, Financial Times, London Clearing House, Internet Live Stats, Statista, eMarketer, McKinsey, Global Institute, TeleGeography, Frost & Sullivan, BCG, Wall Street Research, VentureBeat, The New York Times & Columbia University Department of Computer Science



Average life length
of a company in years



Source: "Corporate Longevity: Turbulence Ahead for Large Organizations" By Scott D. Anthony, S. Patrick Viguerie and Andrew Waldec, March 2016



Source: "William J. Abernathy and James M Utterback, "Patterns of Industrial Innovation", Technology Review, 1978



**BUSINESS AS USUAL
IS NOT AN OPTION**

LET'S GET REAL

QUICK POLL

**What is your organization's
level of ambition for innovation
from 1 to 5?**

The Gap Between Aspiration & Ability

84%

Innovation is important
in growth strategy

6%

Satisfied with the outcome
of such efforts

Source: <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/how-we-help-clients/growth-and-innovation>

Why
do you innovate?

Strategic Question
Market?
Profit?

Innovation Direction
Incremental
Radical

Innovation Strategy
Need seeker
Market reader
Technology driven

What
do you innovate?

Type of Innovation
Products
Processes
Organizational Structures
Management System
Production
Business Model
Services

How
do you innovate?

Leadership Style
Cauldron
Spiral Staircase
Fertile Field
PacMan
Explorer

Lens: 16 Aspects
66 Capabilities

Lens: 10 Personas

Lens: Innovation Process
Ideation
Selection
Development
Commercialisation



- Where
- When?
- Who?

Source: Magnus Penker 2008-2011

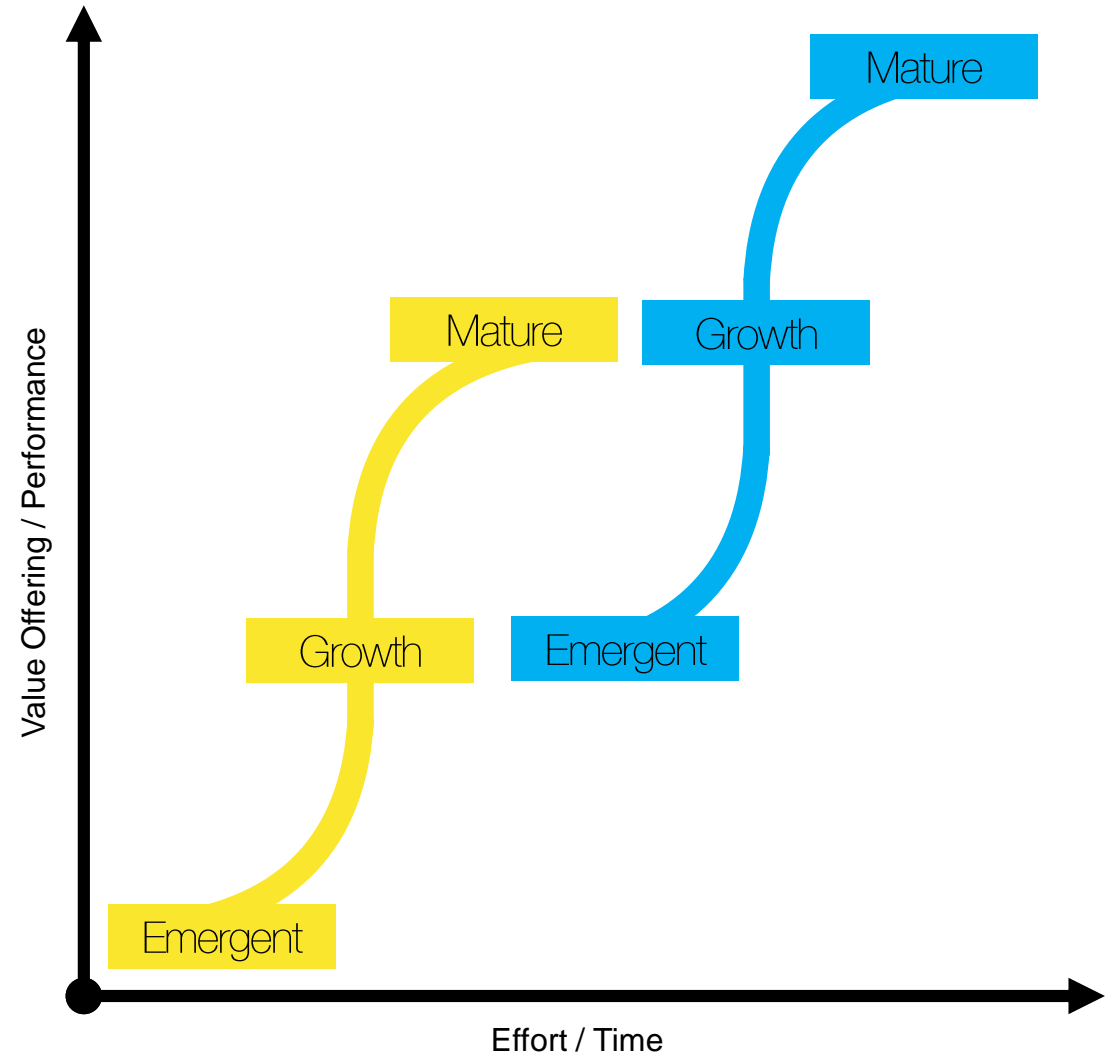
AN IMPORTANT SURVIVAL SKILL

Jumping S-Curves

Build an Innovation Portfolio to
Minimize Risk and Secure Business Success
Today, Tomorrow and in the Future

**Ongoing
Business**

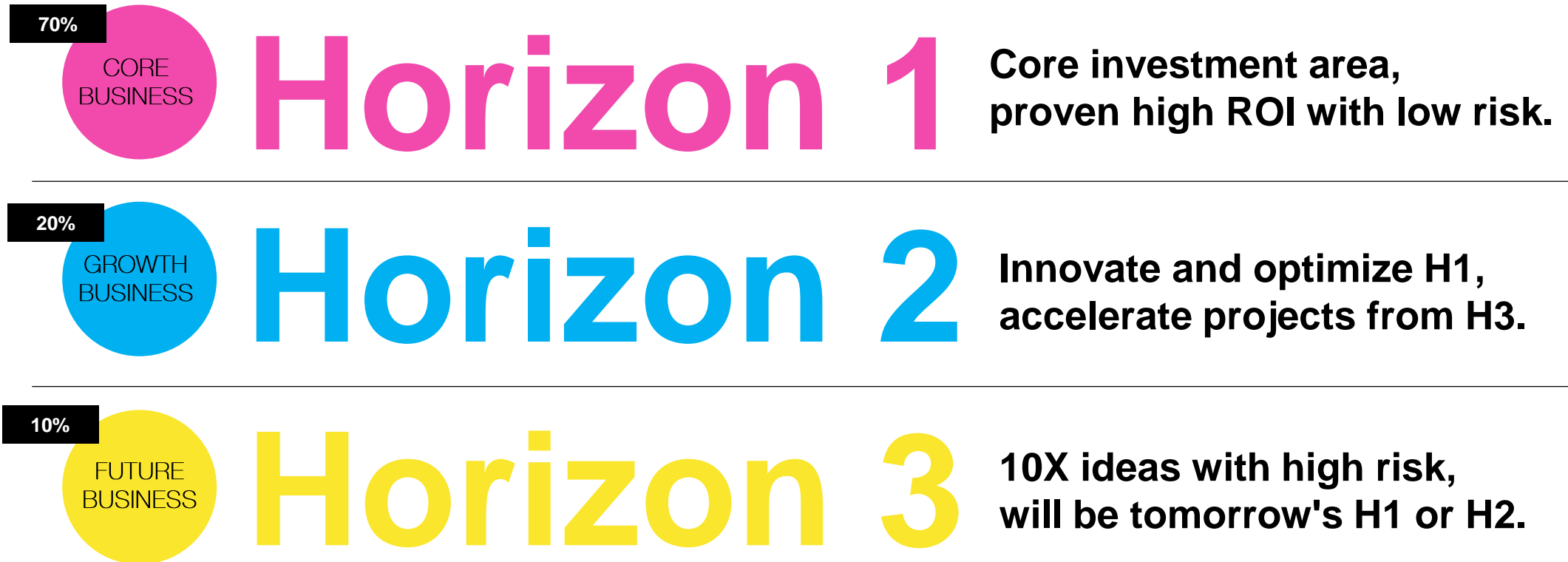
**Future
Business**



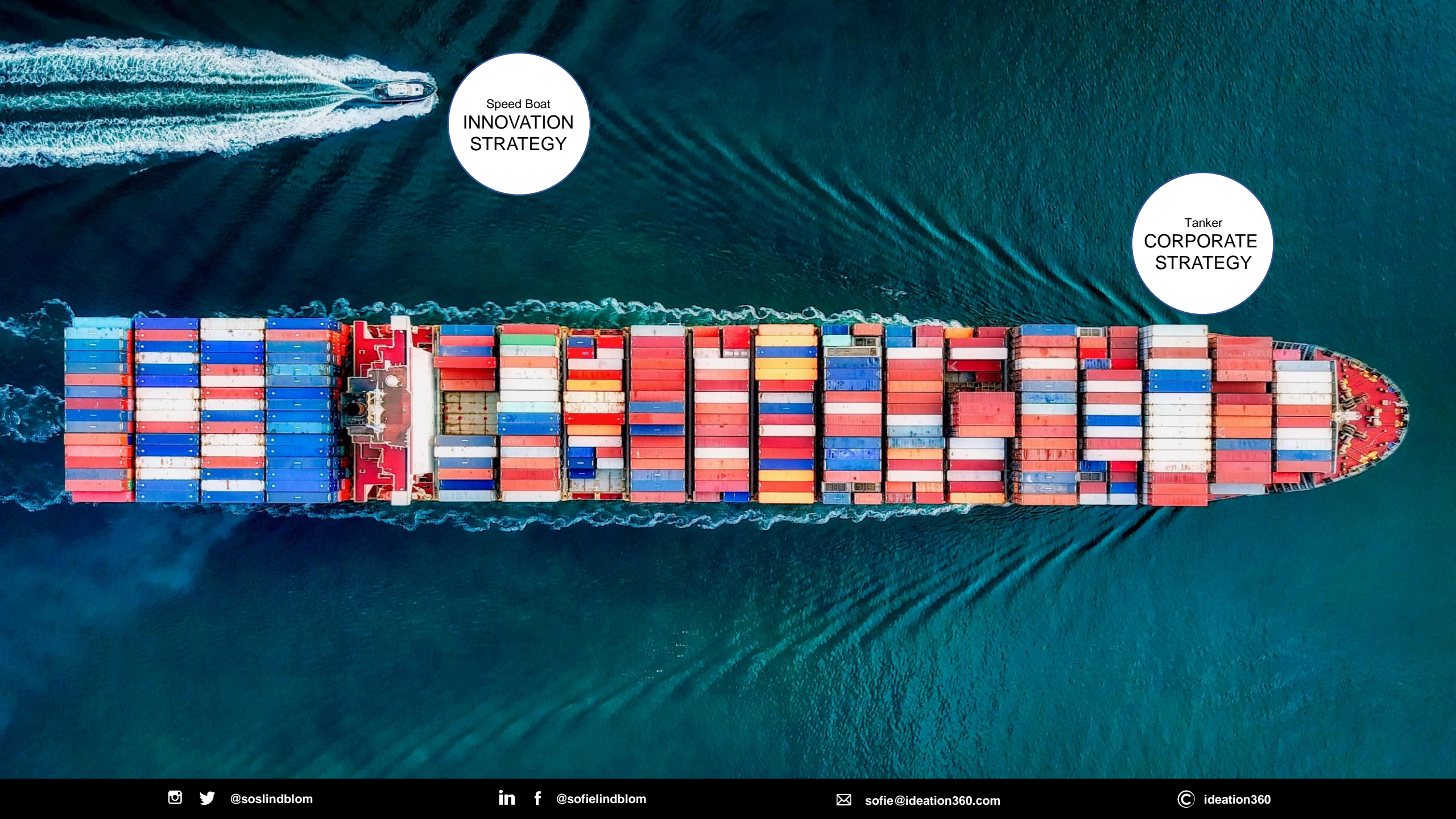
Source: : Adopted from Tovstiga (2007)



INNOVATION DILEMMA: BALANCING SHORT, MID & LONG TERM



Source: Baghai, M., Coley, S., & White, D. 1999. The Alchemy of Growth: Practical Insights for Building the Enduring Enterprise. London: The Orion Publishing Group Ltd.



Speed Boat
**INNOVATION
STRATEGY**

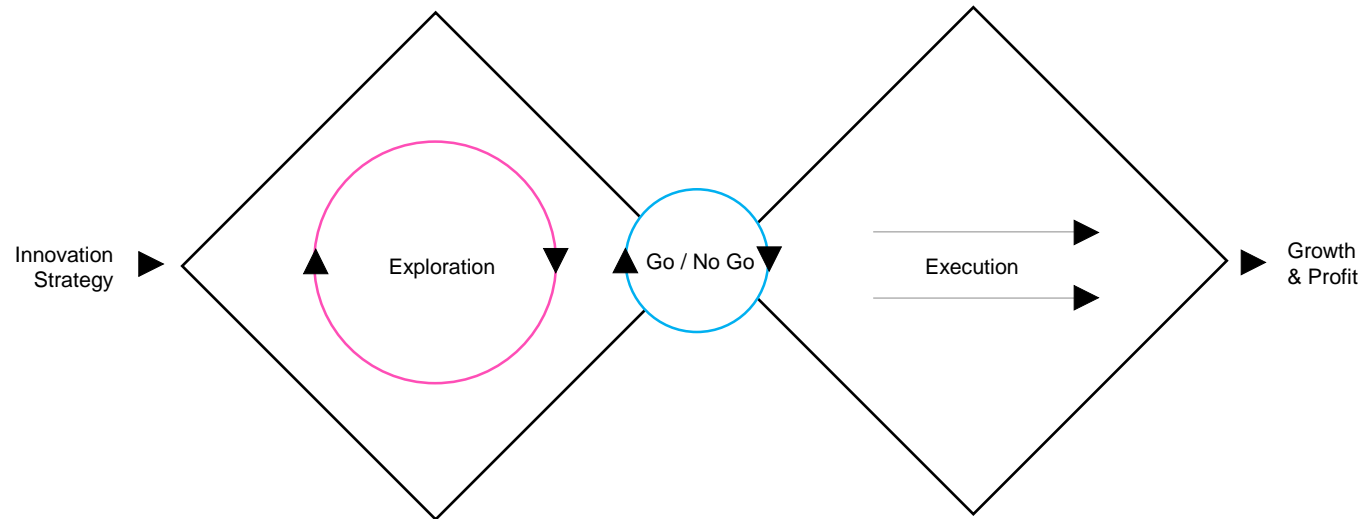
Tanker
**CORPORATE
STRATEGY**

COMPONENTS NEEDED TO MAKE INNOVATION A HABIT

INNOVATION GOVERNANCE



INNOVATION PROCESS



ORGANIZATION



Leadership



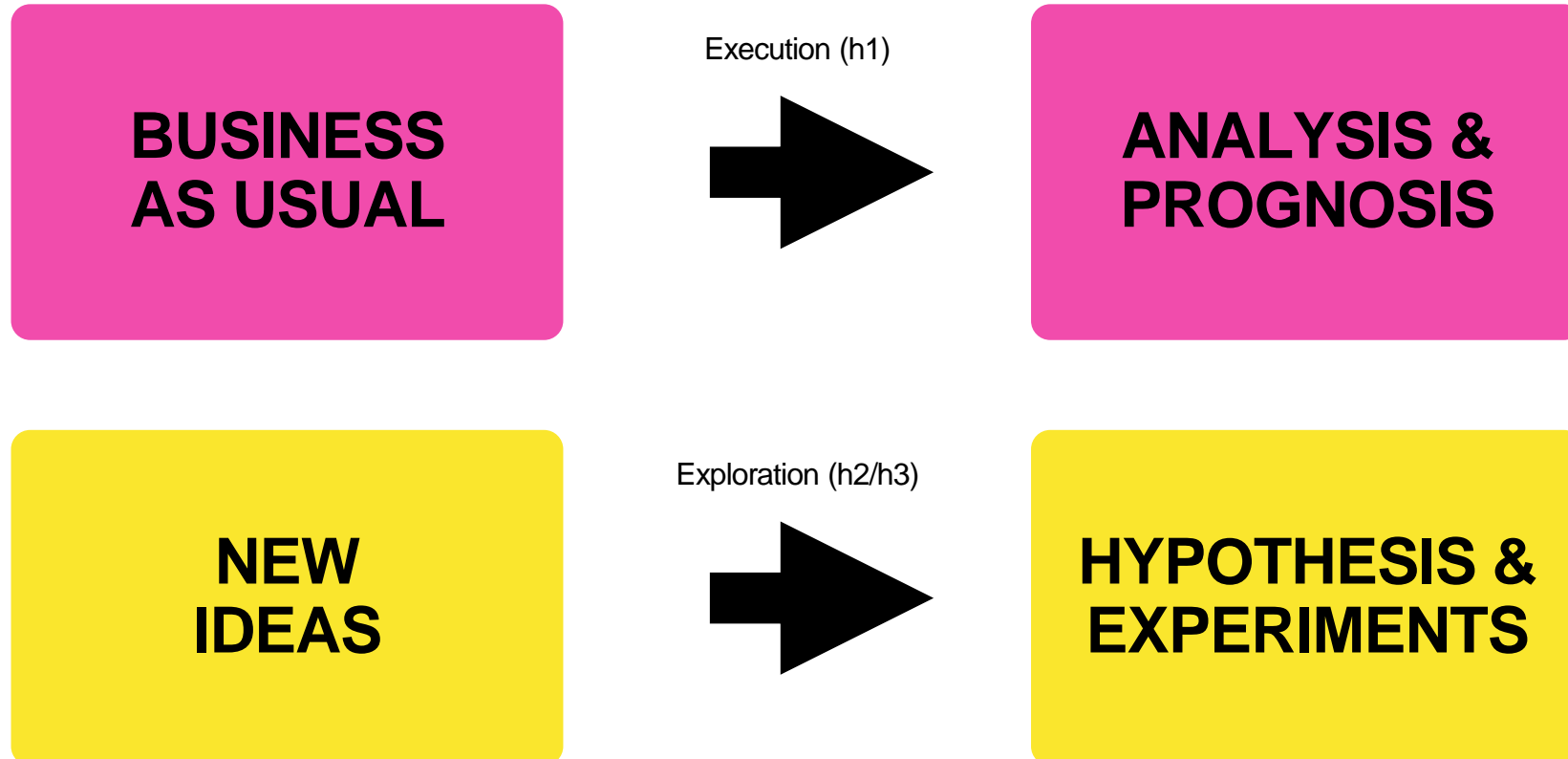
Culture



Tools

Source: Lindblom, Penker, Sävenstedt, Jacobson (2016)

DIFFERENT MINDSET, DIFFERENT WAY OF WORKING



Source: Adopted from Lean Startup 2015

**Everyone
is super
excited!
Let's
innovate!**

HELP!

**Too big
to fail**

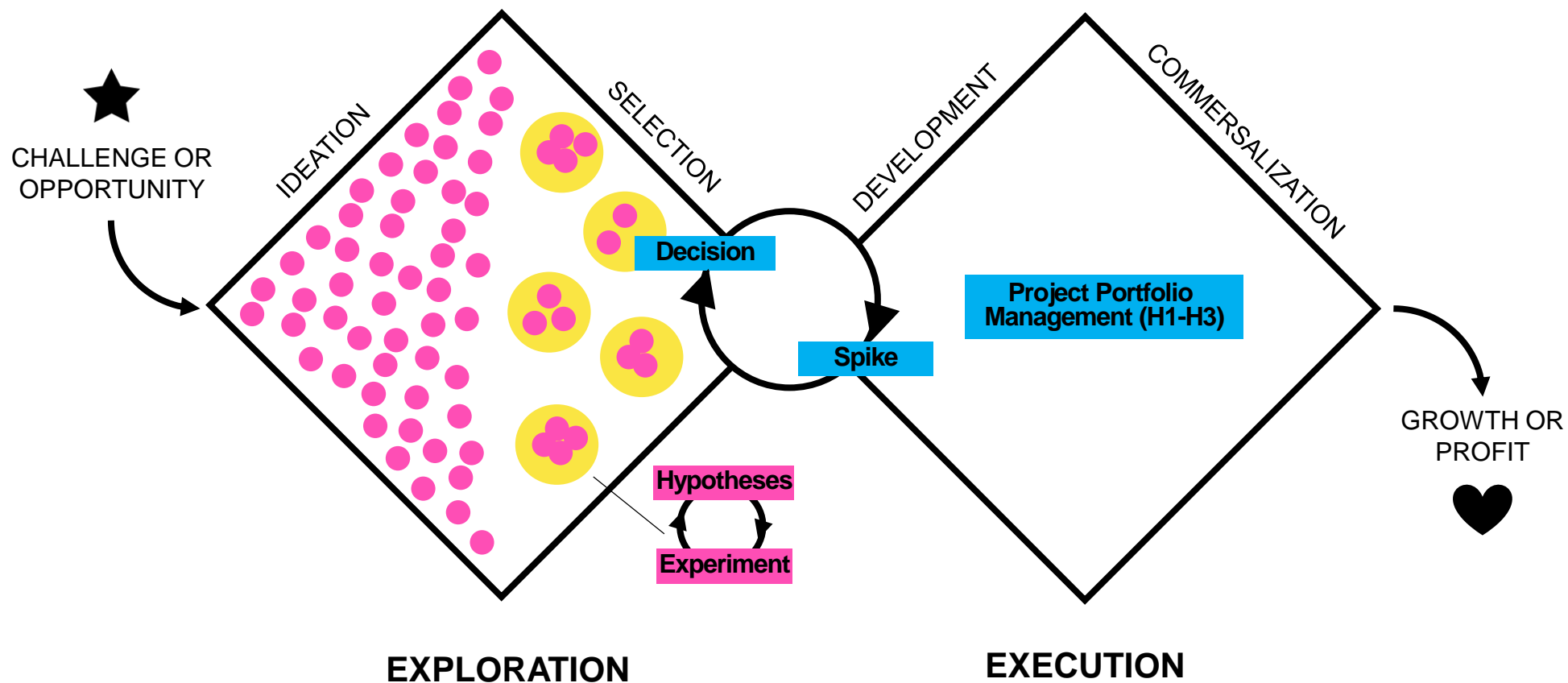
**This is
getting
very
expensive**

**My idea is
the best
idea**

Execute

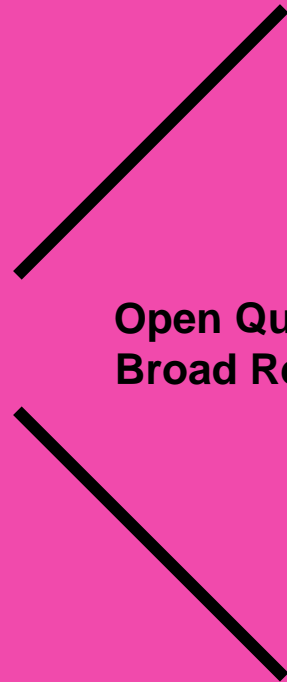
**Launch &
pray for
the
best**

TURN CREATIVITY INTO VALUE WITH THE INNOVATION PROCESS

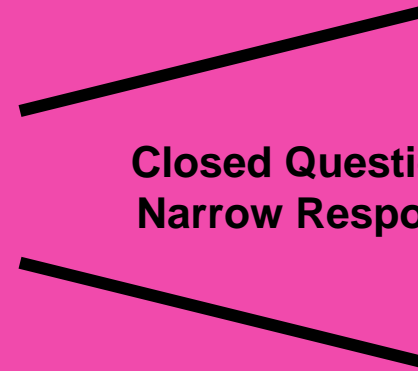


Source: Penker, Sävenstedt, Jacobson, Lindblom (2017)

Asking the Right Questions



**Open Questions,
Broad Response**



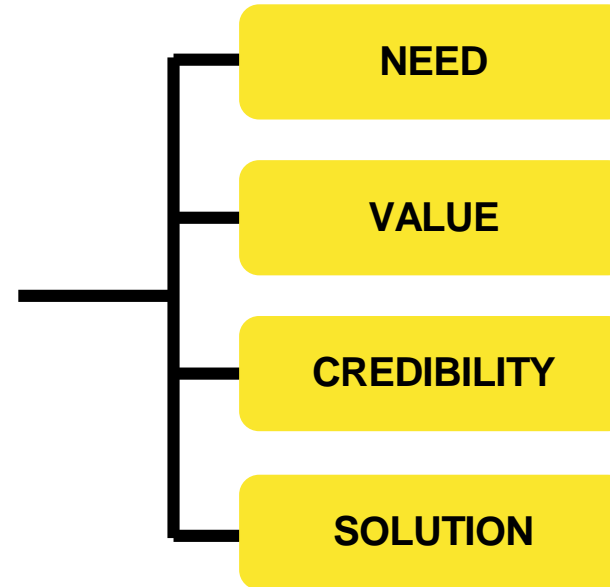
**Closed Questions,
Narrow Response**

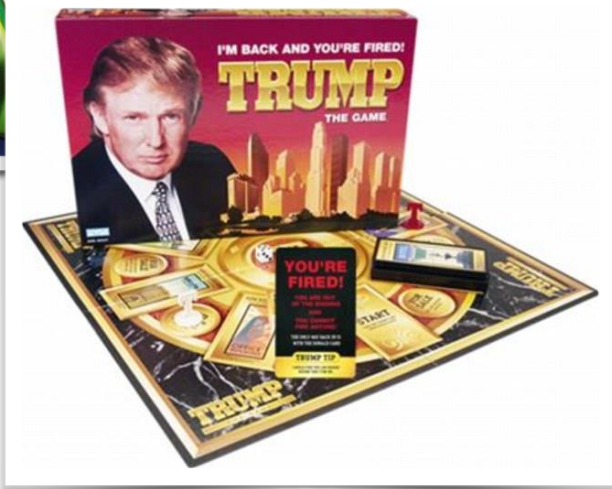
FOSTER A CULTURE OF INNOVATION WITH

“YES AND”

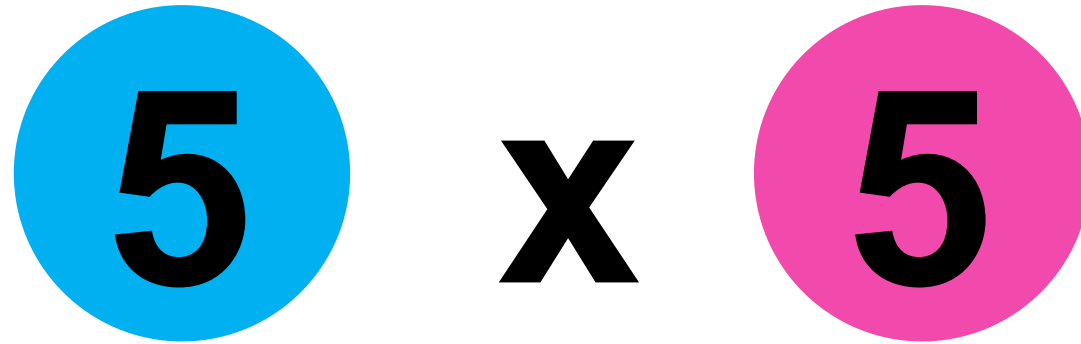
Challenge your assumptions with:

Hypotheses





Source: Museum of Failure in Helsingborg



**Give a diverse team of 5 people no more than
5 days to come up with a portfolio of
5 experiments that cost no more than
\$5,000 and take no longer than
5 weeks to run.**

Source: The Innovator's Hypothesis, Michael Schrage

INNOVATOR'S DILEMMA: BALANCING SHORT, MID AND LONG TERM

Horizon 1

Coming 12 Months

PROJECT X

IDEATION Z

PROJECT Y

-
-
-
-

IDEATION Q

Horizon 2

Coming 12-36 Months

PROJECT X

IDEATION Z

PROJECT Y

-
-
-
-

IDEATION Q

Horizon 3

Coming 36+ Months

PROJECT X

IDEATION Z

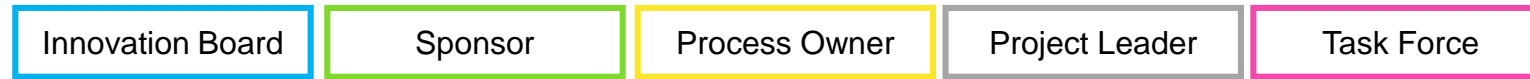
PROJECT Y

-
-
-
-

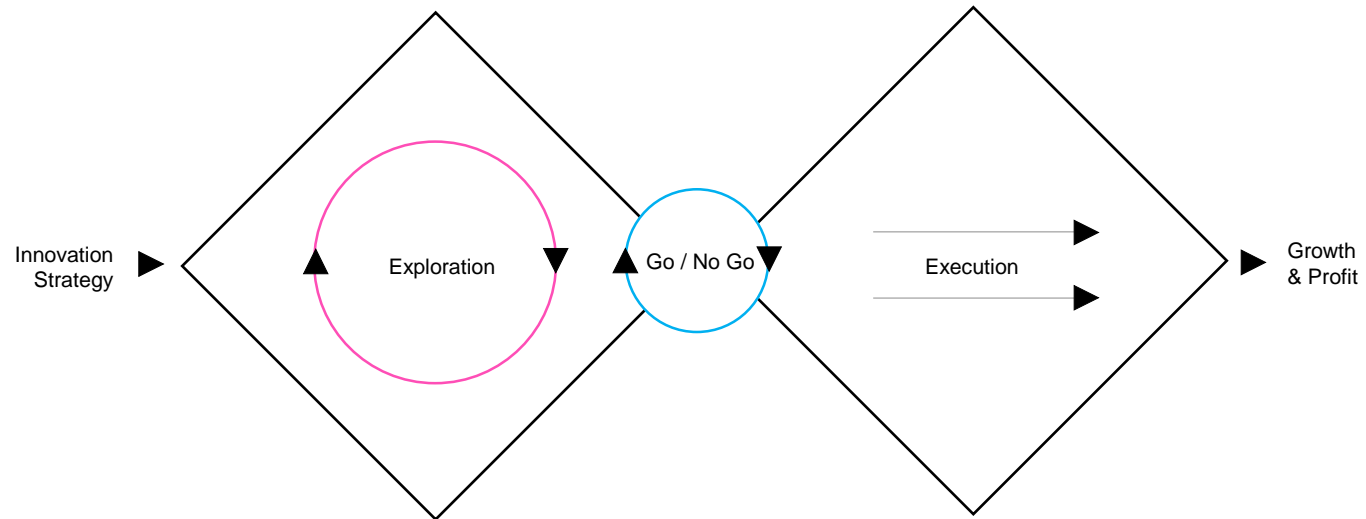
IDEATION Q

COMPONENTS NEEDED TO MAKE INNOVATION A HABIT

INNOVATION GOVERNANCE



INNOVATION PROCESS



ORGANIZATION



Leadership

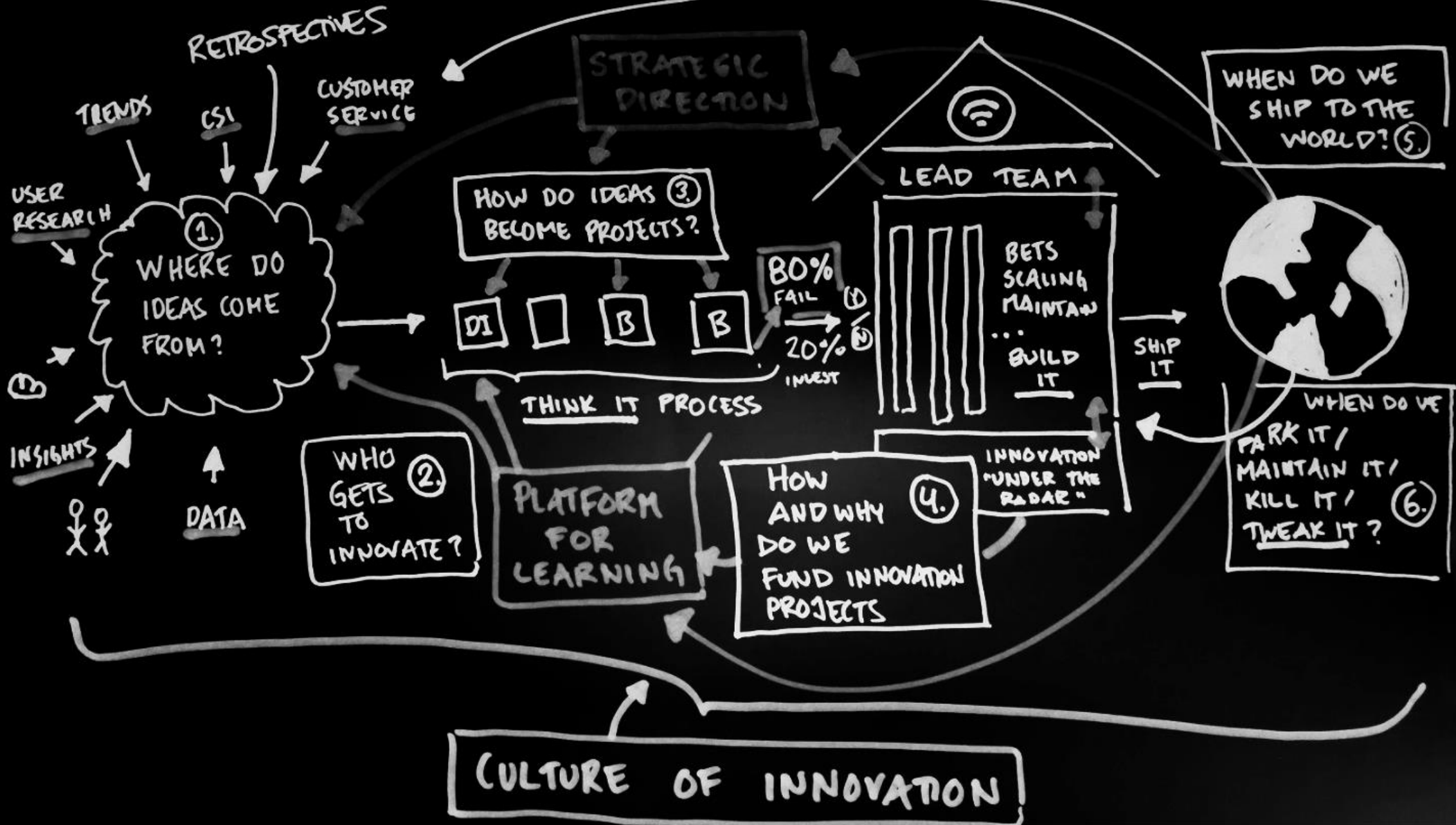


Culture



Tools

Source: Lindblom, Penker, Sävenstedt, Jacobson (2016)



Innovation Toolbox

- Identify where you and your industry are in the industry life cycle
- Identify important macro factors (external)
- Articulate your aspiration for innovation: the why and the what (internal)
- Map your initiatives to horizon 1,2 and 3
- Ask yourself, based on the above, do you need to kill any zombie projects?
- Explore future S-Curves in horizon 2 and 3 (the Speed Boats)
- By implementing a structured innovation process
- Make decisions based on data by shifting to the hypotheses based way of working
- Prioritize and carve out time for systematic exploration
- Say YES AND, figuring out the future is exciting!

Thank You!

Sofie Lindblom
sofie@ideation360.com
@soslindblom
@ideation360

