

# Three Keys to Corporate Innovation Leadership Success

Maddock Douglas MD



A conversation with Maria Ferrante-Schepis and Dr. L. Miguel Encarnação

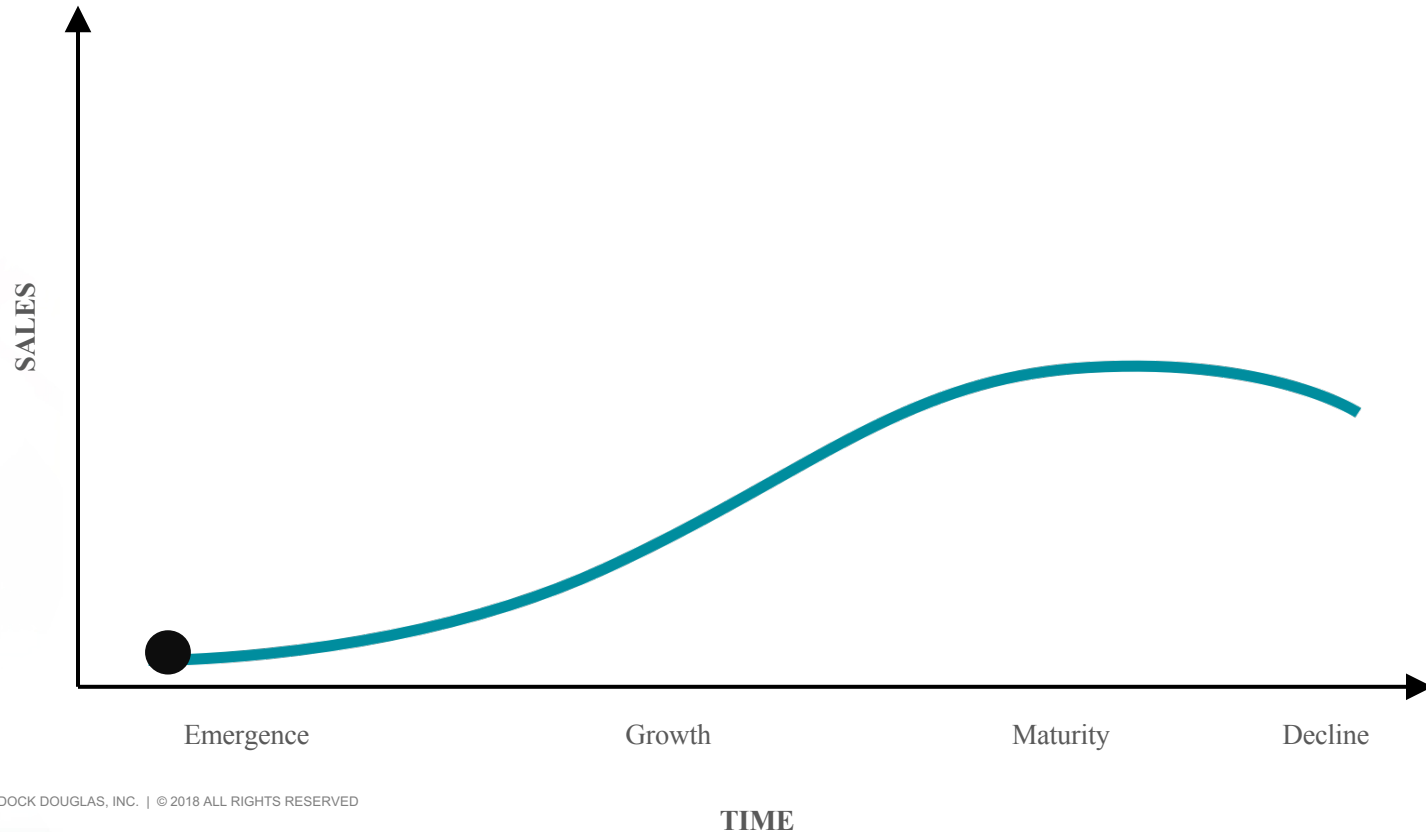
**March 27, 2018**

# About Miguel – PhD, IBDI Consulting

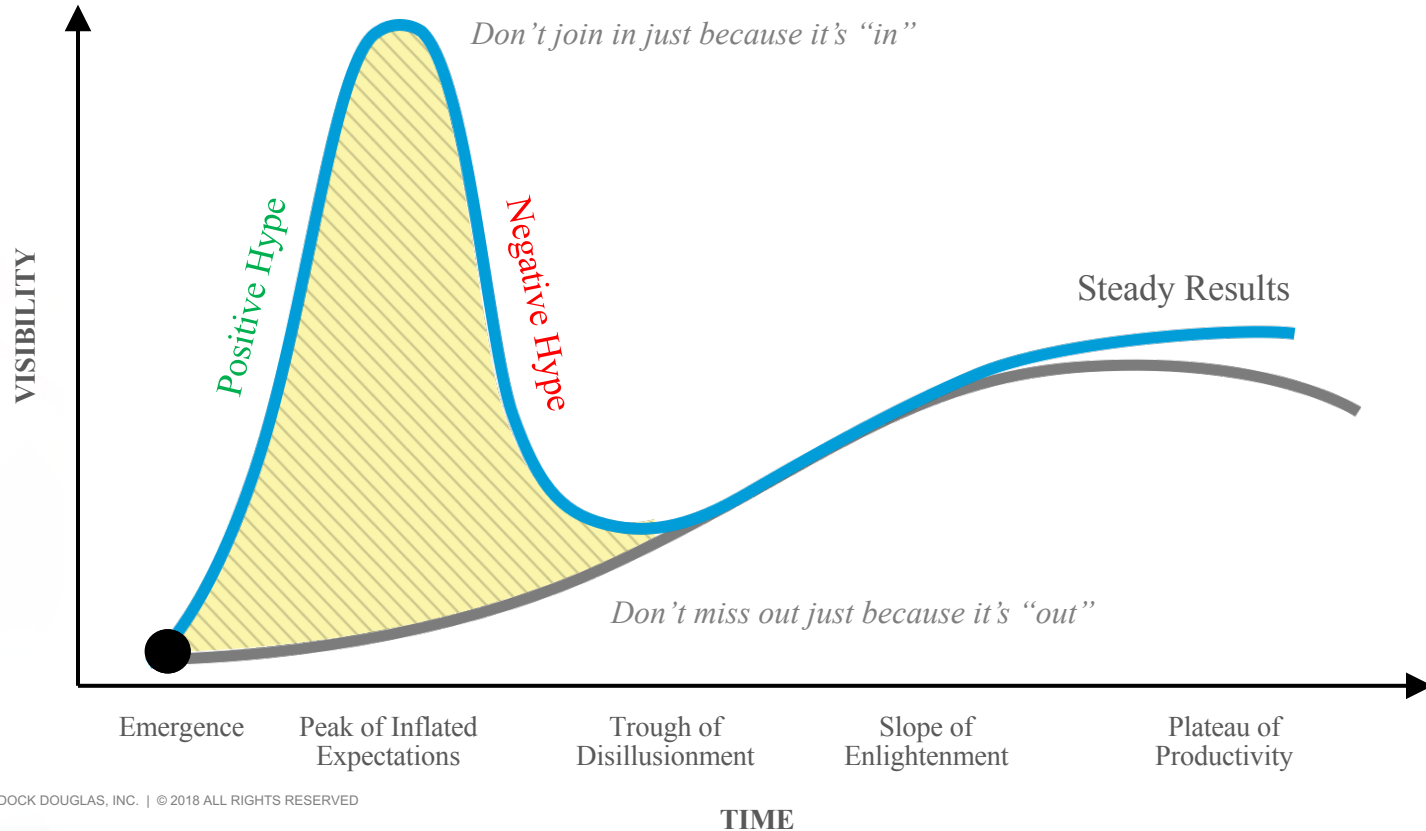
- 10+ years of insider view to corporate innovation
- For profit/not-for profit/PPPHealthcare, higher education, defense, R&D
- Experience with various innovation approaches and consultancies



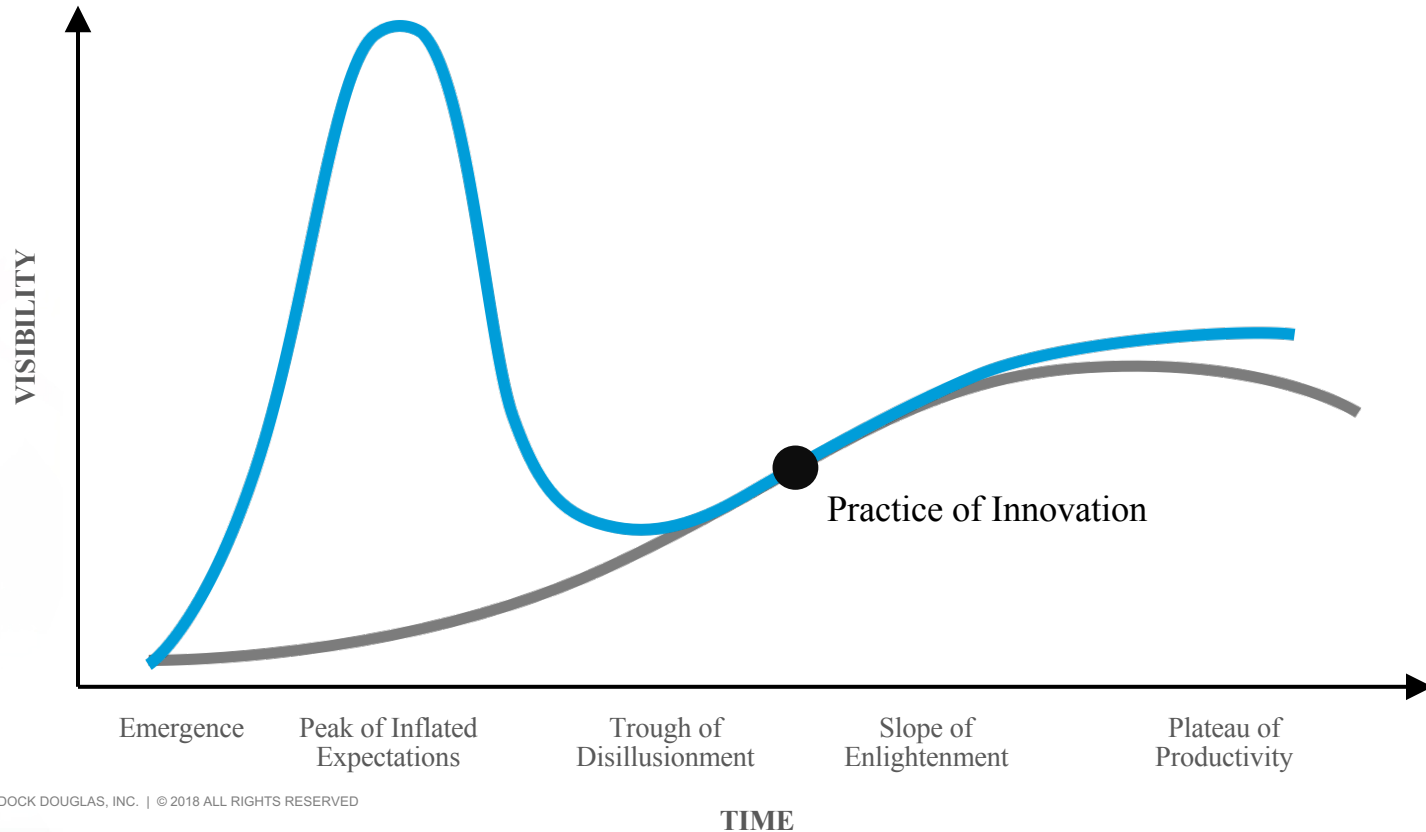
# The Product Maturity Cycle



# The Gartner Hype Cycle



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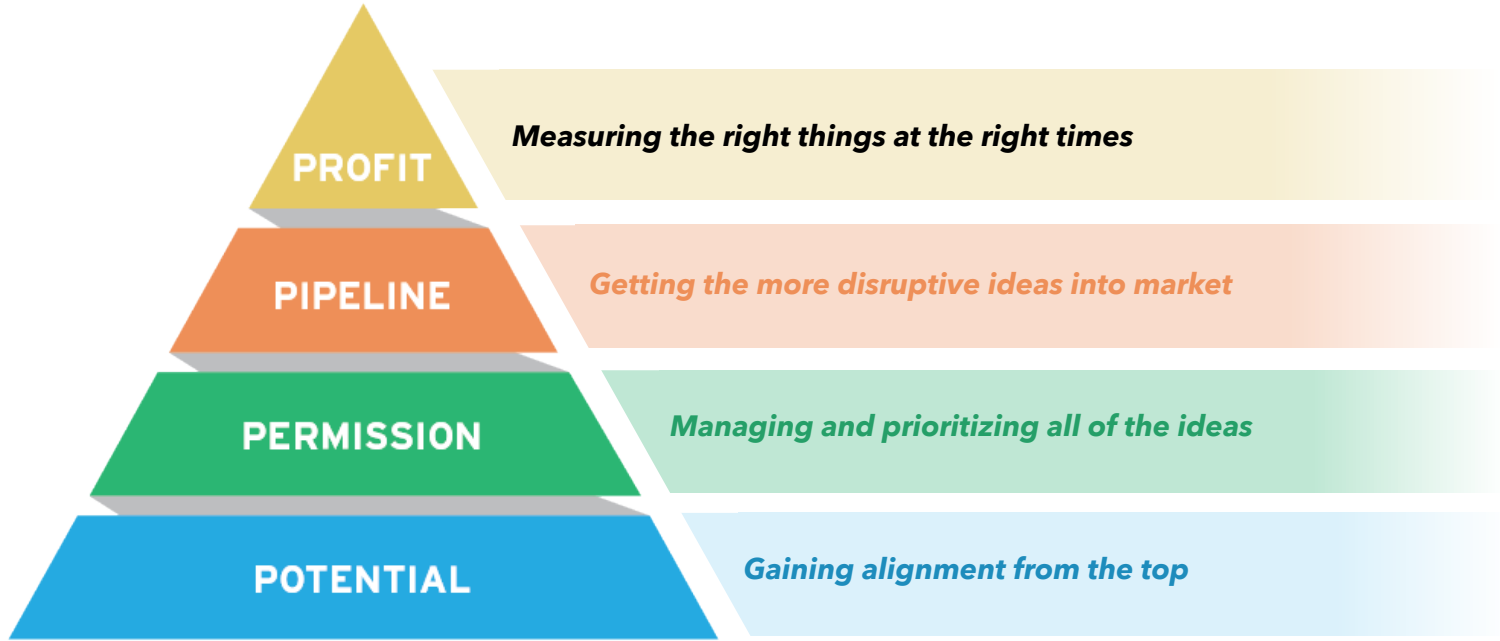


# How Innovation Becomes a Bad Word

[VIDEO]

Where Organizations Get Stuck

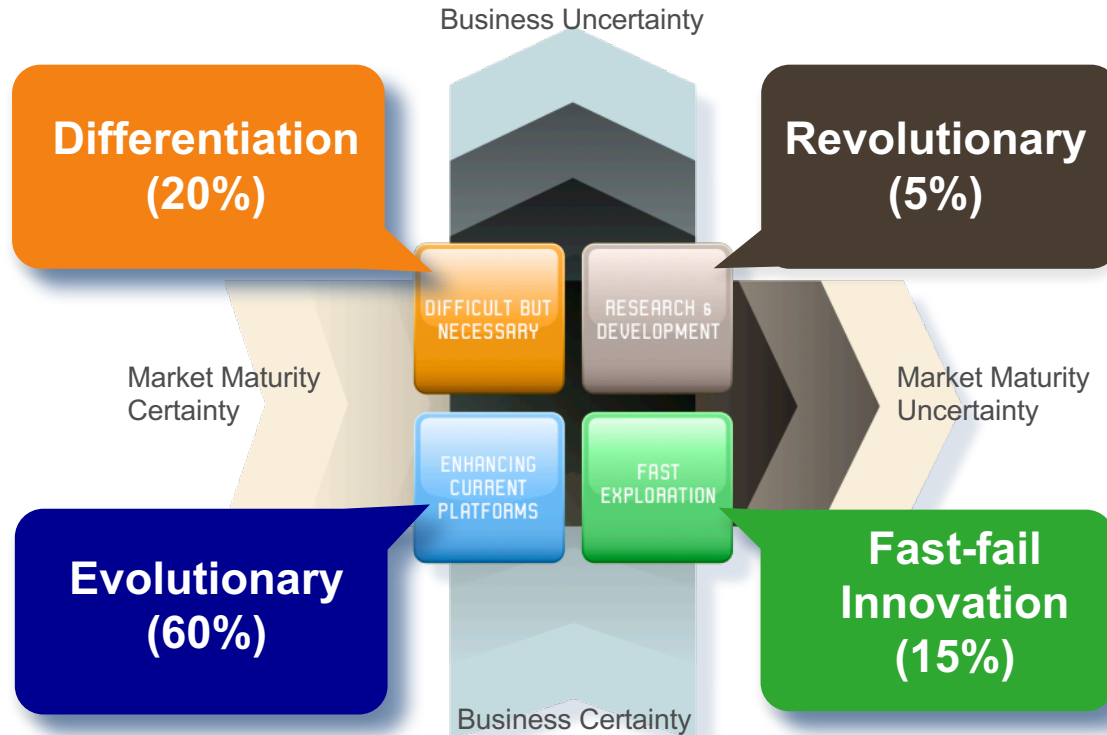
# A Hierarchy\* of Innovation Needs



\* Parallel engineered from Maslow's Hierarchy of Needs



# Innovation Portfolio-Prioritizing Efforts





# Assumptions Vs. Realities

- Advocacy
- Appetite
- Patience
- Resources
- Consensus
- Sustainability
- Need Quick Success
- Skepticism
- Lip Service
- “Robbing Peter to Pay Paul”
- Rapidly Changing People, Priorities and Influences

# What are the most important challenges for corporate innovators to solve?

- Time
- Impact
- Output
- Integration

# Outside or Inside?

	Ambidextrous	Integrated
Dedicated Resources	Yes	No
Operational Distraction	None	Constant
Business Model Constraints	Less	Many
Portfolio Applicability	Revolutionary and Fast Fail Only	Differentiation, Evolutionary and Fast Fail Only
Integration into the Core	Difficult	Easier
Knowledge Transfer	Lacking	Enabled
Talent Impact	Potential Drain or Alienation	Positive Culture Impact and Advancement

# What are three ways to solve the challenges?

- A Multi-Strategy Line of Attack
- Change Management
- Spiral Integration

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# Multi-Strategy: Three Strategies

- Need Seekers
- Market Readers
- Technology Drivers

# Comparison

	Needs Seeking	Market Reading	Technology Driven
Driver	Empathy	Competitive Intelligence	Hype, Customer Expectations
Focus	Human-Centered Design	Business Development	Technology Visioning
Tools	e.g. "Jobs to be done", "Insight Power Scoring" (IPS)	Modeling, Piloting	Scouting, Prototyping & Testing
Design-Thinking Context	Desirability	Viability	Feasibility



# Capabilities Complement Rather than Compete

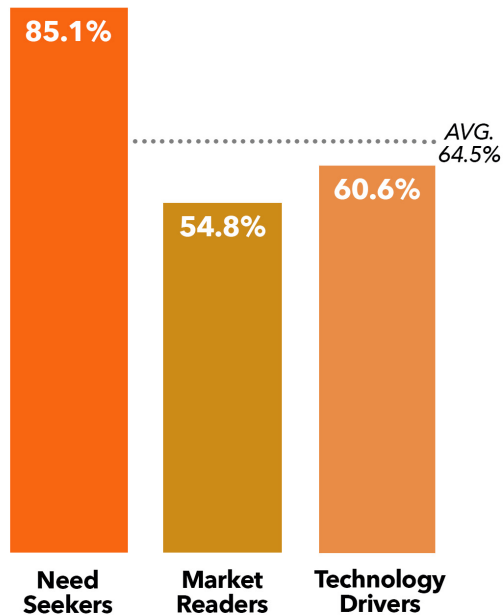
A closer look at the capabilities on which the top 25 percent of companies by financial performance in each strategy model are focused.

	NEED SEEKERS	MARKET READERS	TECHNOLOGY DRIVERS
TRANSLATION OF CONSUMER AND CUSTOMER NEEDS TO PRODUCT DEVELOPMENT	●	●	●
MARKET POTENTIAL ASSESSMENT	●	●	
OPEN INNOVATION	●		●
TECHNICAL RISK ASSESSMENT	●		●
RIGOROUS DECISION MAKING		●	●
DIRECTLY GENERATED, DEEP CUSTOMER INSIGHTS AND ANALYTICS	●		
ENTERPRISE-WIDE PRODUCTS LAUNCH	●		
RESOURCE REQUIREMENT MANAGEMENT		●	
SUPPLIER/PARTNER ENGAGEMENT IN THE DEVELOPMENT PROCESS		●	
DETAILED UNDERSTANDING OF EMERGING TECHNOLOGIES AND TRENDS			●
PRODUCT LIFE-CYCLE MANAGEMENT			●

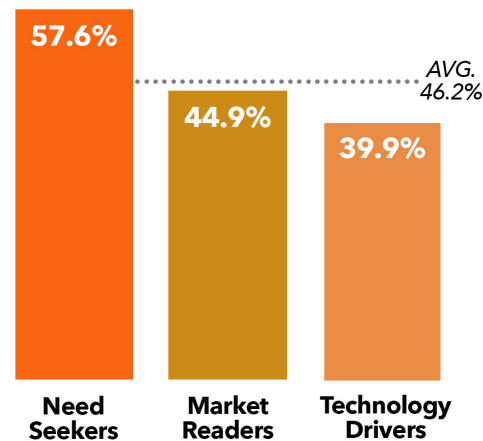
**Source:** Strategy& 2014 Global Innovation 1000 survey data and analysis

# Alignment and Financial Performance

Percentage of companies whose business and innovation strategies are highly aligned



Percentage of companies that financially outperform their competitors



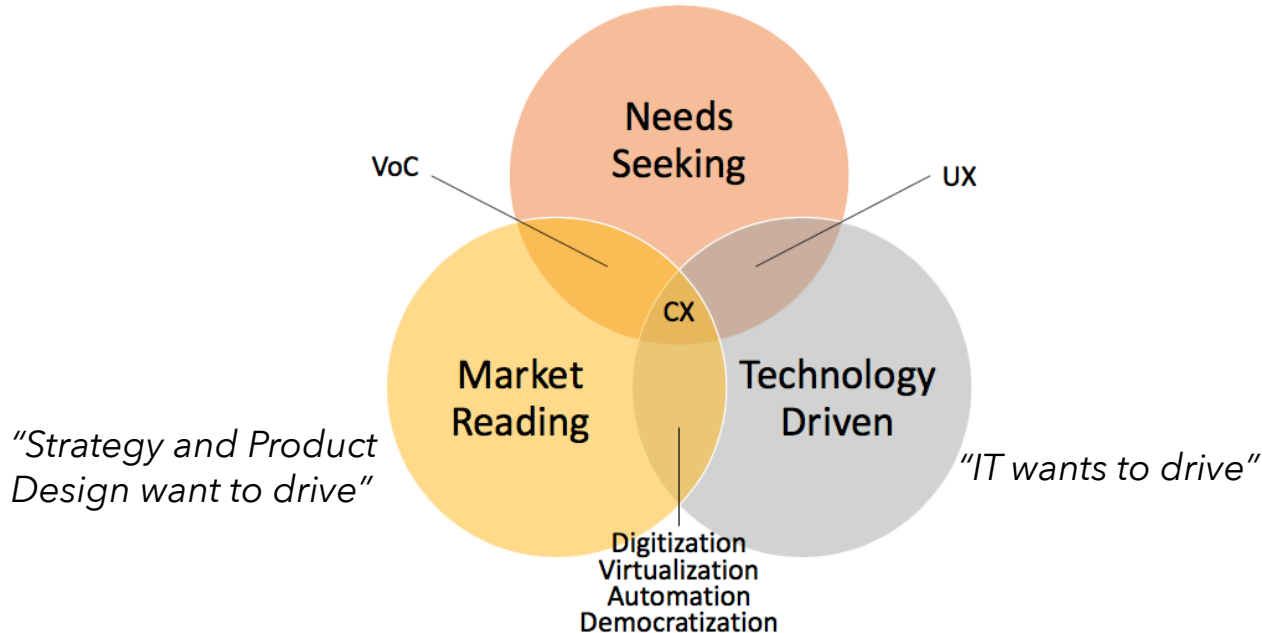
**Source:** Strategy& 2014 Global Innovation 1000 survey data and analysis

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# Change Management for New Trends

*"Most want but struggle to achieve"*

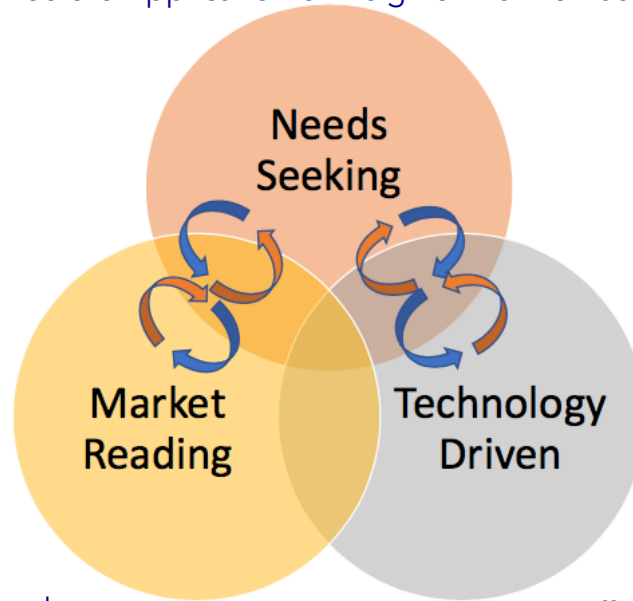


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# Spiral Integration

Immediate Application of Insights into the Business



Creating differentiation in market

Differentiating Hype from Opportunity



**Take advantage of what  
others have already learned**







**Coming Soon!**

**Corporate Innovation Leader  
Onboarding Program**

# Questions?



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