



THE ART OF INNOVATION

In search of a new model for strategic innovation
for business and society

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For ages, the development of the economy was following the development of the society. Today, economy is a major driver of the development of the society. Economy is the particular part of society dealing with wealth creation as well as with the production and distribution of goods. So far we have seen the age of soil and the age of capital. We have just entered the age of knowledge and are already moving into the age of innovation. We went all the way from the material assets to immaterial assets and are moving fast toward the virtual assets.

The "Age of Soil" was dominated by the problem of physical survival: food, shelter, safety and security were the main economic objectives at this age. The "Age of Capital", was characterized by the extensive use of technology. Growth became the main objective of the economy. In the "Age of Knowledge" the main objective was to have access to the relevant knowledge and its application. In the "Age of Innovation" it is all about disruptive changes, which create new value. The overall speed of change is increasing. The changes are more and more disruptive and cover more of the areas of human life. It is no longer only about technology and business changes. The changes in the society will increasingly lead to big disruptions. We are quickly adding the virtual dimension to the material and immaterial one.

We need creative and bold individuals who go beyond the existing and accepted. Innovation itself will be going through a massive change. For the first time in human history we can access the global innovation capability for innovation. Unexpected changes in technology, business and society will drive the disruptive innovation. We need an innovation framework adapted to this environment.

Two Principles

At Learnità we use a **simple, powerful innovation framework** based on the alchemistic process for transformation, because it has worked on the material and the spiritual level at the same time. We are also helping to create an **innovation partnership** consisting of all key stakeholders involved in the innovation initiative. Only the innovation partnership can ensure that disruptive innovation will be accepted.

This framework is based on the alchemical model for transformation, and applies a color coding used by the alchemists.¹ The meaning of the colors matches the four stages of the innovation framework very well.

¹ Nigel Hamilton, The Alchemical Process Transformation, http://www.sufismus.ch/omega_dream/alchemy_e.pdf

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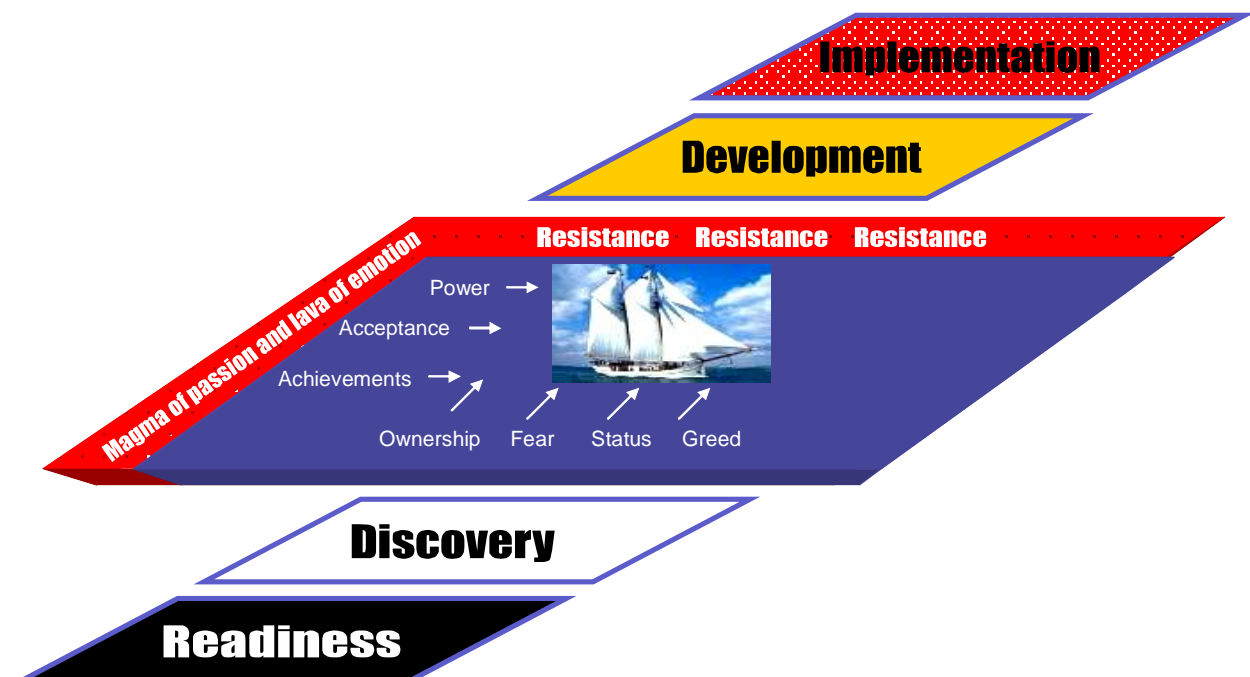
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The "Readiness" is black; it represents the soil being prepared to receive seeds. At this stage we don't have any view; everything is still in the dark. We have to get ready for the adventure of innovation. The "Discovery" is white like fresh snow. There are no tracks or traces yet. Everything seems possible. We have to find the right seeds to put into the prepared soil. It is a search with intense scouting, searching and scanning. The ideas are the seeds we are looking for.

Between the Innovation Lab and the Innovation Factory we will find the 'sea of wishful thinking', where most of the ideas are sinking, because the entrepreneurial element is missing and the driving force to push them through this sea is not strong enough. The strongest driving forces are: the need for acceptance, the search for ownership, power, status, achievement, greed and fear. In addition, we have to deal with strong emotions either propelling or stifling the development. Those ideas that make it to the other shore represent a threat to the existing order. Therefore they will meet fierce resistance. The champions of these ideas will need luck and a lot of persistence to complete the innovation journey.

The Innovation Factory consists of two core elements: the 'Development' and the 'Implementation'. The "Development" is in yellow, because it is like the sun that gives light and energy to grow the seeds. It is the stage of hope at which we are developing the plans for the implementation. A key part of the plan is the vision of the future state once it is implemented. The vision is the guiding star through the maze of the factory. Finally the "Implementation" is in red because red is the color of blood, representing life and the passion necessary for the development of new values. The seeds are grown into plants, we have created new value and we can harvest.



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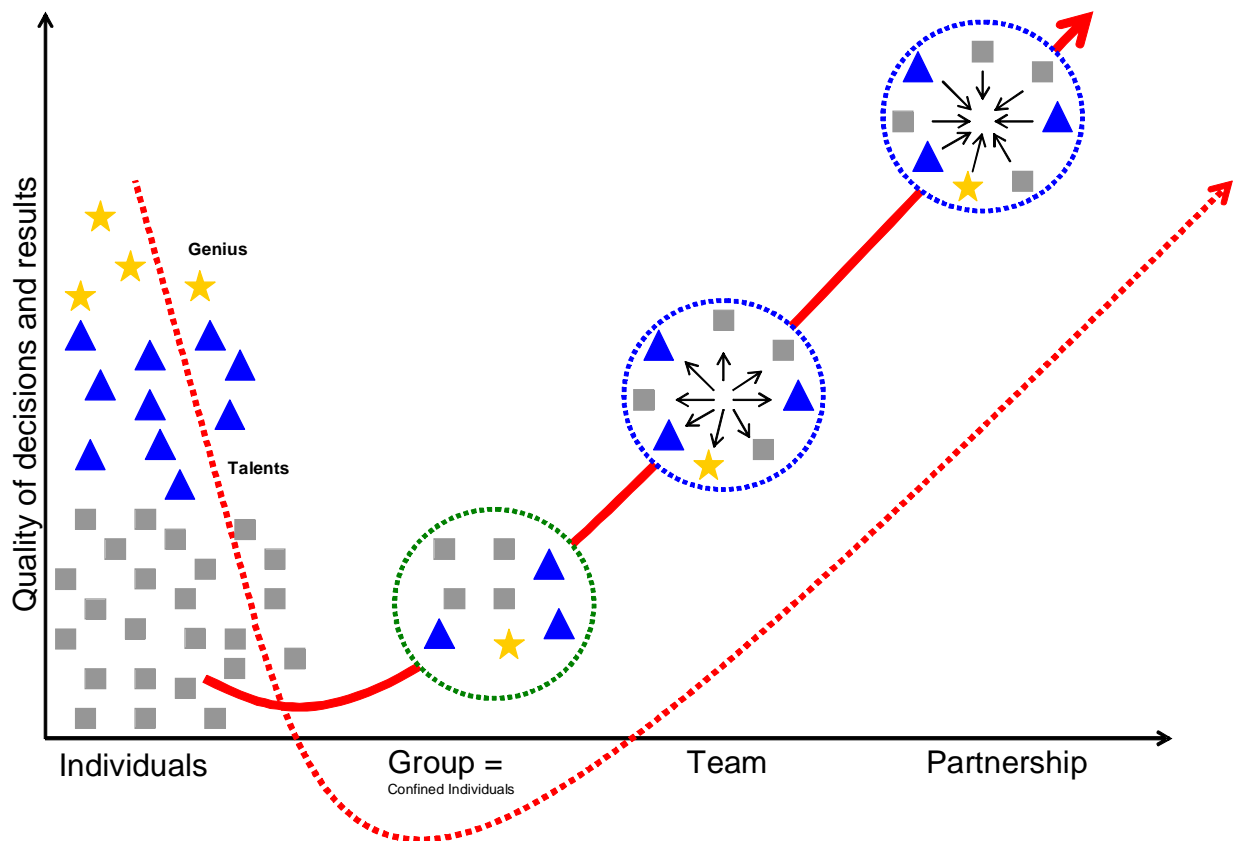
The described innovation framework can be used for business or social innovation! We just have to replace “business case” with “social case”. Everyone involved in an innovation initiative needs to have a common understanding about the endeavor of their joint activities, and they need to have a shared vision of what they are trying to achieve. This is the **common ground**. We also need **open communication** securing the flow of all relevant information (objective and subjective; good and bad news). It is vital for the success of the innovation adventure. And finally, people involved in an innovation initiative or an innovation project, need to know what kind of behaviour they can expect from the key stakeholder of this initiative or project. They need to know what kind of experiences and competencies are available and what each member of the innovation team is willing and able to bring to the table. This we call **mutual trust**.

A group is an assembly of individuals. The quality of outcomes and decisions below the quality achievable depends on the weakest member.

A team is a group with a high degree of cooperation. The quality of outcomes and decisions can be better than the contribution from the best member.

Partnership is the highest form of "co-operation." Sustainable, excellent results come from mutual complements. Partnership is the highest form of relationship between people. Partnership allows leveraging the best from all engaged partners. It is built on mutual reinforcement and development.

Experience shows that a group does not automatically get transformed into a team or develop partnership over time over time. It needs a lot of work!





The Recipes for Strategic Innovation

Today we can see five recipes for strategic innovation, based on the concept of the alchemy of innovation:

Recipe	Example
<ul style="list-style-type: none"> • Go beyond the existing... <p>Beyond your function, your products and services, your processes, your structure and organization, your industry, your corporate framework, your corporate ecosystem, the accessible markets and the existing business paradigm.</p>	<p>Ductal</p> <p>Ductal is an innovative technology which covers a family of ultra-high performance concretes with exceptional characteristics in terms of mechanical resistance, durability, abrasion resistance, and resistance against chemical and environmental attack.</p> <p>The three companies Lafarge, Bouygues, and Rhodia have jointly developed these innovative ultra-high performance concretes and have protected them with a family of patents. Ductal® is a registered trade mark.</p> <p>http://www.ductal-lafarge.com/cgibin/lafcom/jsp/homeDuctal.do?lang=en</p>
<ul style="list-style-type: none"> • Tap into the global innovation capability <p>The nature of innovation is increasingly: open, multi-disciplinary and global.</p>	<p>InnoCentive</p> <p>InnoCentive® is an exciting web-based community matching top scientists to relevant R&D challenges facing leading companies from around the globe. We provide a powerful online forum enabling major companies to reward scientific innovation through financial incentives.</p> <p>http://www.innocentive.com/</p>
<ul style="list-style-type: none"> • Start a never-ending quest <p>Reach-out; enrich your thinking and leverage your networks. Engage all key stakeholders.</p> <p>Develop creativity and innovation throughout the entire organization.</p>	<p>3M</p> <p>For more than 100 years, people around the world have looked to 3M for products and ideas that solve problems and make their lives easier and better. With more than 55,000 products, 30-plus core technologies and leadership in major markets served worldwide, 3M continues to develop ingenious solutions to meet the varying needs of its customers.</p> <p>http://solutions.3m.com/en_US/</p>
<ul style="list-style-type: none"> • Reinvent and transform whatever you can <ul style="list-style-type: none"> - The corporate value creation - The business model - The organization - The management principles - The R&D and the HR 	<p>eBay</p> <p>Founded in September 1995, eBay is 'The World's Online Marketplace®' for the sale of goods and services by a diverse community of individuals and small businesses. Today, the eBay community includes more than a hundred million registered members from around the world. People spend more time on eBay than any other online site, making it the most popular shopping destination on the Internet.</p> <p>http://pages.ebay.com/aboutebay.html</p>
<ul style="list-style-type: none"> • Anticipate and create <ul style="list-style-type: none"> - Learn about the ever-changing future. - Create the future. - Cope with the always faster disruptive changes. 	<p>Google</p> <p>Google's mission is to organize the world's information and make it universally accessible and useful. Google is now widely recognized as the world's largest search engine -- an easy-to-use free service that usually returns relevant results in a fraction of a second.</p> <p>Google operates web sites at many international domains, with the most trafficked being www.google.com. Google is widely recognized as the "world's best search engine" because it is fast, accurate and easy to use. The company also serves corporate clients, including advertisers, content publishers and site managers with cost-effective advertising and a wide range of revenue-generating search services. Google's breakthrough technology and continued innovation serve the company's mission of "organizing the world's information and making it universally accessible and useful."</p> <p>http://www.google.ch/intl/en/corporate/index.html</p>

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The Innovation Process

The innovation process we are using can be adapted to the specific needs of our clients. It is a well-tested approach that can yield many business cases and lead to interesting innovations.

Innovation Lab: From Ideas to Business Cases

Readiness

01. Going Beyond Wishful Thinking
02. Kick-off Workshop

Discovery

03. Collection of **Ideas**
04. Ideas Workshop
05. Enrichment of the Clusters
06. Opportunities Workshop
07. Analysis of the Selected Potential **Business Cases**
08. Future Workshop
09. Executive Presentation

Innovation Factory: From Business Plan to New Value Created

Development

10. Developing a **Business Plan**
11. Business Plan Review
12. Business Plan Presentation

Implementation

13. Pilots and Prototypes. Testing Feasibility!
14. Developing the Market Plan
15. Market Test
16. Market Introduction
17. Market Implementation
18. Results and **New Value Created**. Controlling WS

Business Simulation

A powerful tool to rally the organization behind the strategic innovation initiative is a business simulation. A business simulation program helps to build the innovation partnership and to create the readiness for innovation. They can make errors and mistakes and learn to cope with risk, fear and uncertainty in a safe environment.

At the same time, they get a better understanding of the business they are in and can develop their business acumen.

A business simulation program is a holistic learning experience with lasting effects. The Business Simulation Group of Learnità can develop customized business simulations based on the proprietary state-of-the-art software LIASE and introduce it into your organization.

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What can we do for you?

- Develop creative problem solving skills
- Foster the development of business cases
- Reinvent the corporate value creation
- Help you to go beyond the corporate eco-system
- Lead an inventive innovation initiative
- Develop creativity and innovativeness throughout the organization
- Create and facilitate Business Simulation Programs
- Introduce and anchor innovation management

In addition we can

- Create and lead an innovation master program with spin-outs all over the organization
- Run model innovation processes allowing the development of internal innovation capabilities

And finally we can develop specific innovation initiatives like:

- A Global Innovation Program involving the corporate eco-system and beyond
- Developing Creativity and Innovativeness throughout the organization
- Reinventing the Corporate Value Creation
- Quest Teams
- Creating a Corporate Innovation Center



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THE STRATEGIC INNOVATION GROUP (SIG)

- The STRATEGIC INNOVATION GROUP is an international group of specialists and experts with close ties to the strategic innovation.
- Our expertise is strategic innovation. Together with the Institute for Strategic Innovation at the Educatis University we are developing new tools, processes and programs. Our aim is to support the development of strategic innovation projects and processes with high impact on the value creation.
- Together with the Business Simulation Group we can develop customized business simulations supporting the development of the innovation initiatives.
- Our group has multilingual capability.

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OUR OFFER

PROGRAM OR PROCESS	DESCRIPTION
<p>Creative Problem Solving 3 days workshop with min. 15 and max. 30 participants.</p>	<p>The Creative Problem Solving approach allows the integration of the wealth of information and knowledge available on the world-wide-web together with collaborative networking and state-of-the art relationship management. It is an extraordinary idea generator. The purpose of this workshop is to present and to apply the proposed procedures and techniques. The work is done on actual problems defined by the client. The participants have to come up with creative and feasible solutions for the proposed "problem".</p> <ul style="list-style-type: none"> § Developing creativity § Finding creative solutions § Working in creative teams § Moving beyond the obvious solutions <p>This is a results oriented workshop environment involving the participants in hands-on working.</p>
<p>The Development and implementation of Business Cases Development. From ideas to business cases: 5-20 days of coaching, consulting and workshops</p> <p>Implementation. From business plan to new value created. Has to be agreed on a case by case basis.</p>	<p>Carefully selected teams are searching for new business opportunities with strategic relevance using the corporate innovation process. This process can be repeated over several years and enlarged with the time. The milestones of this process are:</p> <p>From Ideas to business cases:</p> <ol style="list-style-type: none"> 01. Going beyond wishful thinking 02. Kick-off Workshop 03. Collection of ideas 04. Ideas Workshop 05. Enrichment of the clusters 06. Opportunities Workshop 07. Analysis of the selected potential business cases

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	<p>09. Future Workshop 10. Executive Presentation</p> <p>From Business plan to new value created</p> <p>11. Developing a business plan 12. Business Plan review 13. Business Plan presentation 14. Pilots and prototypes. Testing feasibility! 15. Developing the market plan 16. Market test 17. Market introduction 18. Market implementation 19. Results and new value created. Controlling WS</p>
<p>Reinventing the Corporate Value Creation 3 days workshop with min. 15 and max. 40 participants.</p>	<p>Use the value creation framework to look at the possibilities to reinvent the corporate value creation. At the end of this workshop the participants will have:</p> <ul style="list-style-type: none"> § An understanding of the value creation framework and the corporate innovation process § Applied the concepts and principles to selected industries § Developed a first framework of reference about the possibilities of the reinvention of the corporate value creation. <p>During this workshop we will use a blend of different methods: academic inputs presenting the frameworks; executive presentations about corporate experiences. We will have short exercises enhancing the cooperation and teamwork, and finally the opportunity for the application of the strategic innovation principles to the value creation of selected industries.</p>
<p>The Global Innovation 5 weeks program, with 50 – 80 participants.</p>	<p>Fifty to eighty selected participants from the ecosystem of the organization accompanied by virtual participants are going through a global innovation journey of five weeks (Africa, North-America, South-America, Europe, Asia) in a time frame of eighteen to twenty-four months. The participants are coming from all continents and will create five to ten global innovation teams.</p> <p>For the allocation of the participants into the teams we are using the unique collage process from Eric Chiavi.</p> <p>The global innovation teams will develop business cases and business plans, which will be presented and reviewed during the fifth week in Asia. The final selection of the projects will be done by the corporate board enlarged by representatives from the ecosystem partners who wish to participate in the investment and the development of the selected projects. If necessary a Joint Venture can be created to exploit the new business opportunity.</p>
<p>The Inventive Innovation This is a highly customized process. Time and investment have to be defined case by case.</p>	<ul style="list-style-type: none"> § Leveraging and reinventing R&D capabilities § Working with inventors and creative people § Reinventing innovation at your company § Learning from the future with 'Delphi Exploration'

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<p>Developing an innovative organization 5-8 days of coaching, consulting and workshops</p>	<p>Leveraging the creativity and innovativeness of the organization involving as many employees as possible on a voluntary basis. The objective is to get at least one idea per employee on average. The employees need to understand that they are the innovation potential of the company. It begins with the change of the individual context. They can do it if they want it! They can go way beyond the corporate and social content.</p> <p>The results are many ideas of different quality: from simple, straightforward to highly attractive and creative leading to interesting new business cases.</p> <p>Creativity is the link to infinity!</p> <ol style="list-style-type: none"> 1. Kick-off Workshop 2. Collection of ideas 3. Creativity Workshop 4. Ideas Workshop 5. Debriefing workshop
<p>Leveraging the innovative potential of the organization 4 x 1.5 day workshop and coached assignments in-between.</p>	<p>Based on the innovation mindset (reflective, creative and entrepreneurial) we can help the organization to develop and to leverage its creative and innovative potential.</p> <ol style="list-style-type: none"> 1. Readiness WS 2. Ideas Workshop 3. Application WS 4. Review WS
<p>Business Simulation Programs fostering Innovation 3-5 days programs facilitated by the Business Simulation Group with up to 48 participants</p>	<p>Business Simulation programs are used for a variety of purposes. For example:</p> <ul style="list-style-type: none"> • To support the introduction and implementation of a new corporate strategy • To introduce the concepts of the strategic innovation • To align employees to the corporate strategy • To support change processes • To help executives and managers to understand the businesses they are in • To help executives and managers to understand the financials • To enhance the business decisions of the executives and managers • To learn from the mistakes in a safe environment • To learn the principles of cooperation and partnership • To prepare employees for a specific assignment: e.g. project management, relationship management, Human Resource management etc. • To better understand and to develop new ways for R&D

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<p>Innovation Management Program</p> <p>4 days program with up to 42 participants including a preparation and a follow-up phase</p>	<p>Business Simulation programs are used for a variety of purposes. For example:</p> <ul style="list-style-type: none">• To provide the latest 'state of the art' innovation management knowledge• To introduce Key Issue Management focused on 'innovation'• To introduce the 'integration mindset'• To motivate participants to work on innovation and strategic innovation• To create 'innovation networks' within Novartis <p>This program is based on the Key Issue Management and the integrative mindset concept. It requires the participants to define their issues with innovation. These issues are developed into 'issue clusters' and teams of participants are focusing on the cluster selected by them. The program with selected inputs from experts helps them to better understand the issue clusters and to reframe them. After the program the participants follow the route of the integrative mindset with clear milestones and faculty support until they have resolved the 'issue cluster'.</p>
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