

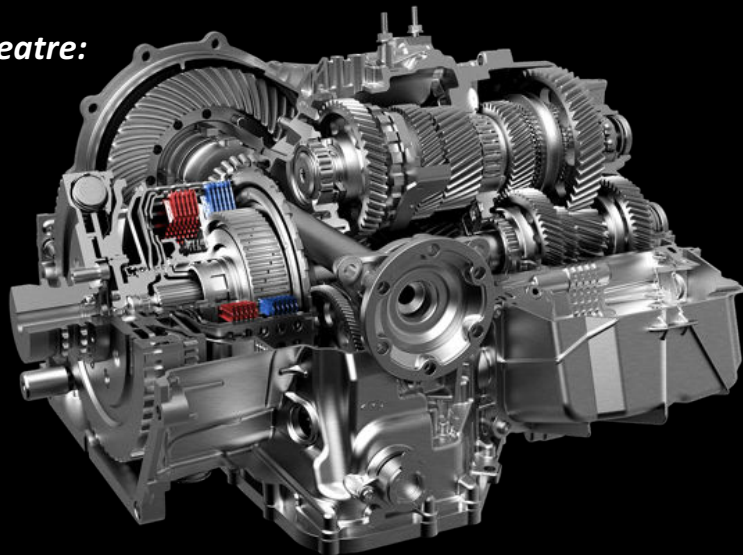


***Moving beyond innovation theatre:  
On effective internal innovation***

**Intrapreneurship Conference Toronto**  
November 2017

DOBLIN

Deloitte.



SOME FUNDAMENTALS...

- 1** Innovation teams rarely focus on the right challenges:  
***What are we going to create?***
- 2** They compound this by using weak processes:  
***How on Earth could we do that?!***
- 3** Then organizations make this much worse:  
***Hey, that concept might be risky!***

**Effective firms consciously solve each of these problems.**

21<sup>ST</sup> CENTURY INNOVATION PRINCIPLE

*Modern innovation is more about elegant integration than invention...*



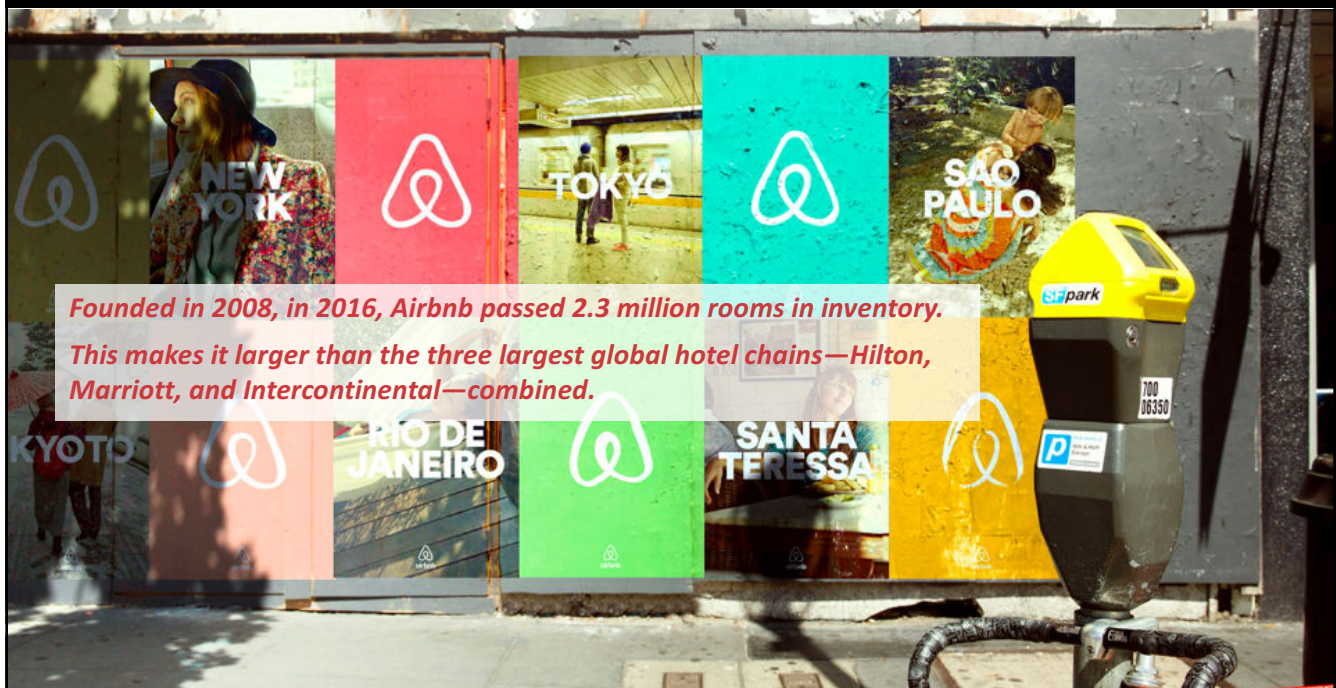
*Asset light  
Fast  
Smart  
Connected  
Distributed  
Decentralized  
Shared  
Porous  
Rated  
Open*

3

LEARNING FROM AIRBNB

DOBLIN

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**AIRBNB TECH STACK ANALYSIS**

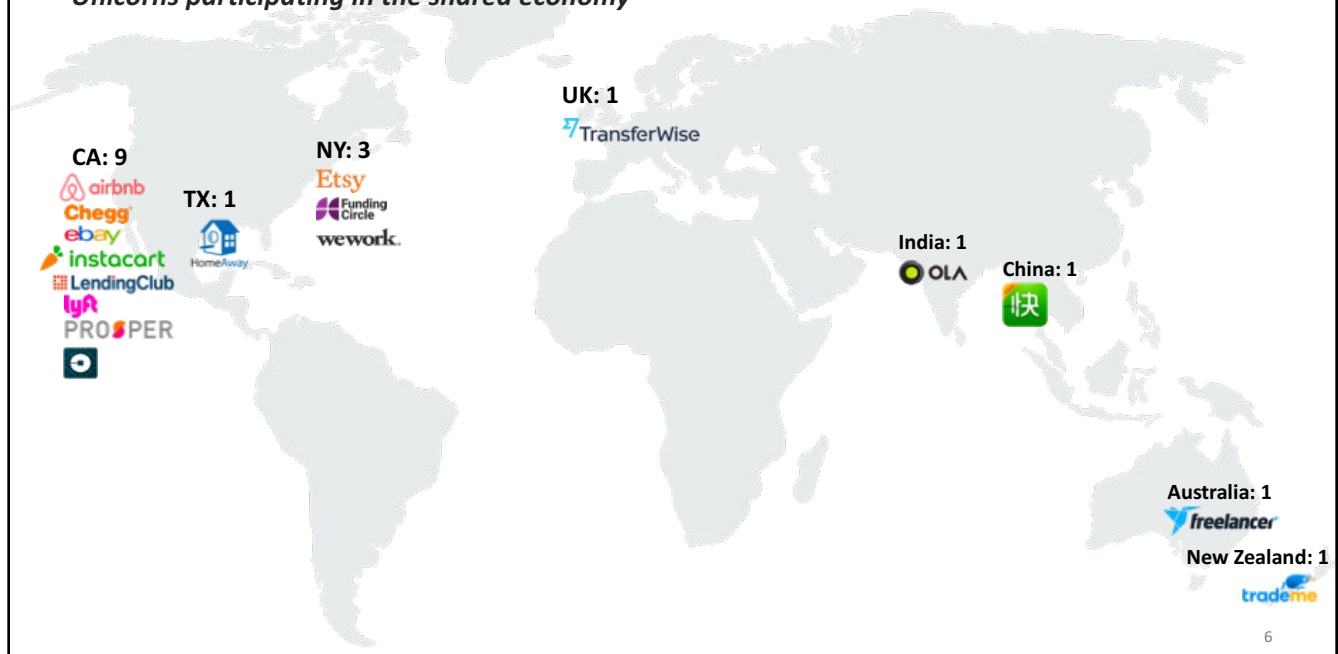
*How to build the world's largest "hotel" business, without any rooms!*



5

**MODERN SELF EMPLOYMENT PATTERNS**

*Unicorns participating in the shared economy*



6



# INNOVATE IN THE RIGHT WAYS...

Innovation is always tough. It gets much easier  
when you replace myths with methods.



## MODERN INNOVATION TRADECRAFT

*Solid tradecraft can address critical recurring problems... with more tools coming fast*

*How are we doing  
as innovators?*

INNOVATION  
DIAGNOSTICS

*Am I working on  
the right problem?*

INNOVATION  
FRAMING

*Do we know how to define  
and measure innovation?*

INNOVATION  
FUNDAMENTALS

*Do we know how to find  
and share insights?*

IMMERSION  
ENVIRONMENT

*What specific concept  
should we pursue?*

PLATFORM  
TOOLKIT

*Do we know where  
to focus our pilots?*

EDGE  
SCALING

*How can we reduce  
cost and risk?*

LIGHTWEIGHT  
INNOVATION

*Do my collective  
innovations make sense?*

INNOVATION  
PORTFOLIO

*Do we know how to make  
innovation obligatory?*

INCENTIVES  
& METRICS

8

TEN TYPES OF INNOVATION

*Successful innovators innovate beyond products and integrate 5+ types...*

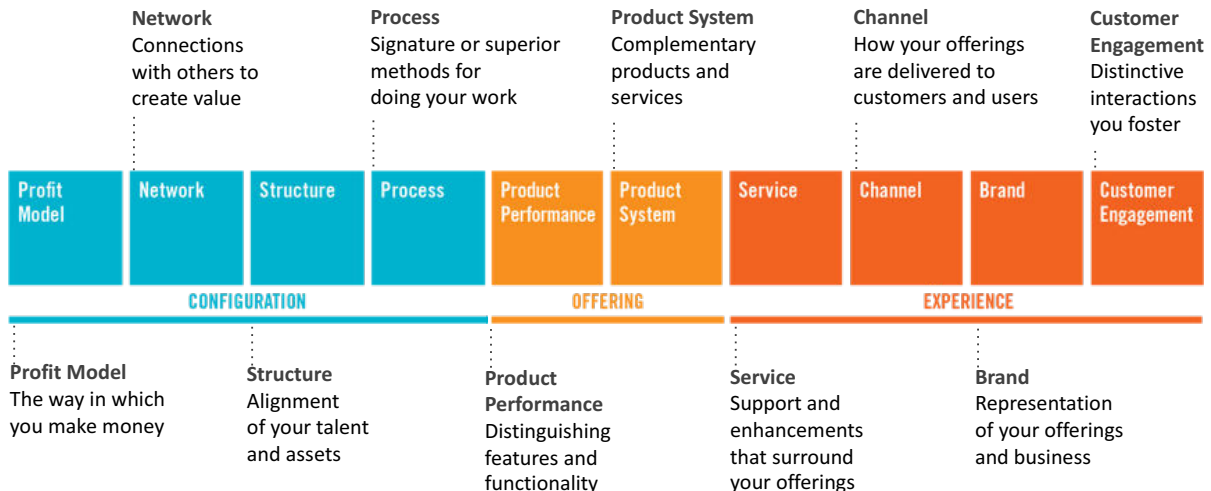
**TEN TYPES OF  
INNOVATION**



**BOLDER CONCEPTS**

**EASIER TO IMPLEMENT**

**HARDER TO COPY**



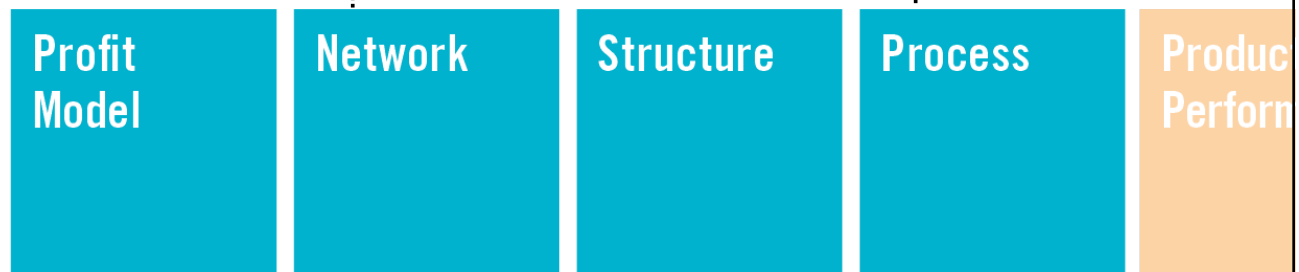
DOBLIN

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How you connect with others to create value

How you use signature or superior methods to do your work



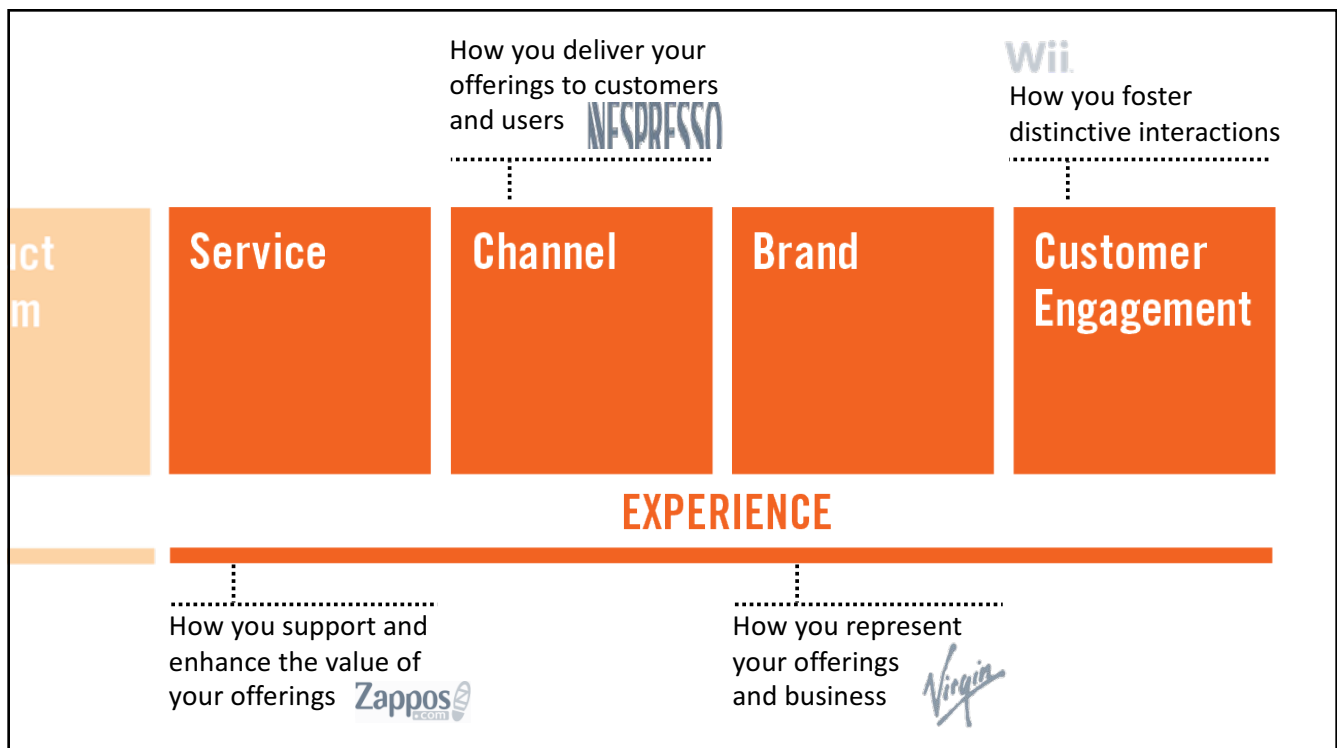
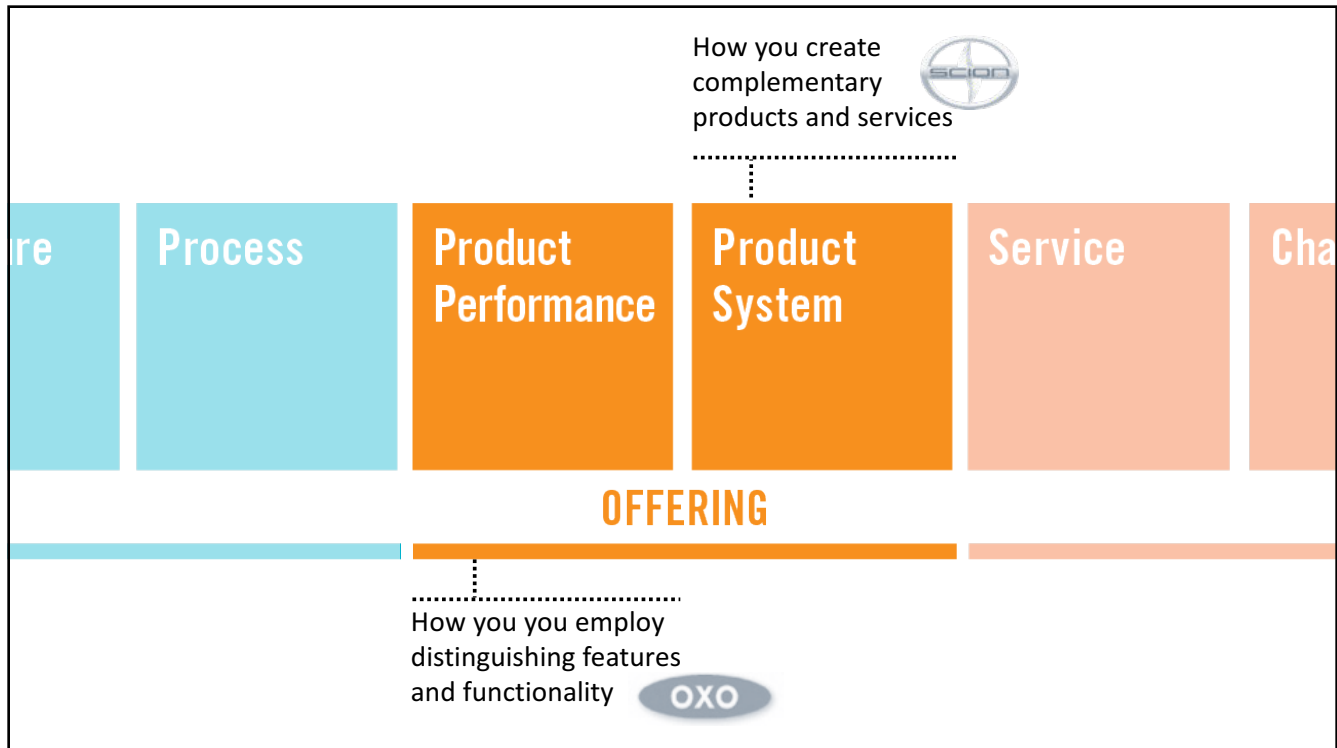
**CONFIGURATION**

How you make money



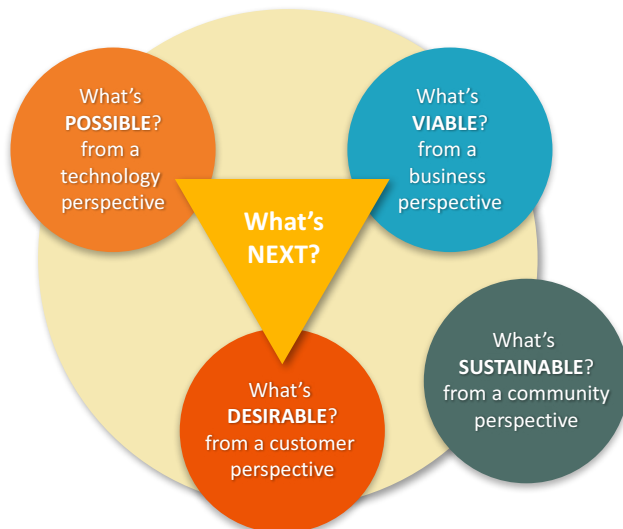
How you align your talent and assets





**BUILDING BREAKTHROUGHS**

**Balanced breakthroughs:** a simplified model for framing, designing, and developing sophisticated innovations



**Breakthroughs come from:**

- Five or more TYPES
- All three COLORS used
- Careful outflanking of others in your category

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**PLATFORM CONSTRUCTION PROTOCOLS**

**DOBLIN**

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**Moving beyond brainstorming...**

MAKING DESIGN MORE STRATEGIC

***Ideal tools to transform innovation swiftly***

**Wave 1: Baseline  
Diagnostics**



**Framing**



**Intent**



Immersion  
Environment

**Wave 2: Capabilities  
Fundamental**

**TEN TYPES OF  
INNOVATION**

**Platforms**



**Open tools**



**Portfolio**



**Wave 3: Breakthroughs**

Metrics &  
incentives

Concept 1

Concept 2

...Concept N

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# INNOVATE ON THE RIGHT THINGS...

Financial services innovation is rarely bold or effective. Yours should be both.

# 2



PLATFORMS DRIVE GROWTH IN A CONNECTED WORLD

## Platforms matter...

*All the important stuff now cuts  
across companies and markets*



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MOST POPULAR CONSUMER PLATFORMS...

*Platforms amplify innovation ROI*



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MOST POPULAR B2B PLATFORMS...

*Platforms amplify innovation ROI*



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INNOVATION ASSESSMENT: AIRBNB

*Peer-to-peer rentals builds the world largest hotel chain, in just five years....*



GOOGLE INNOVATION ASSESSMENT



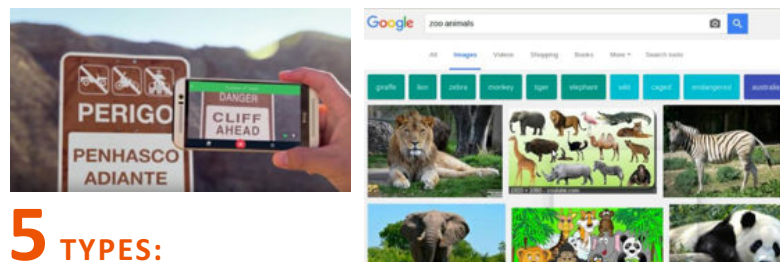
9 TYPES:



21

INNOVATION ASSESSMENT: GOOGLE TENSORFLOW

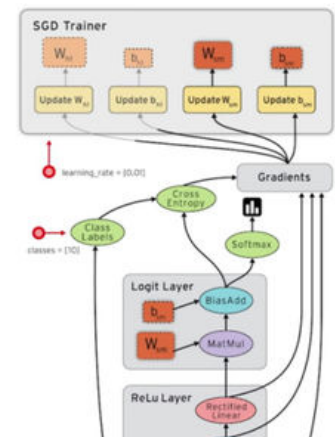
*"Deep learning" to foster anticipatory computing—now opened to anyone*



5 TYPES:



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# BE AN INNOVATION LEADER:

Leaders inside enterprises work to make  
innovation *obligatory, not optional....*



## SIX AXES OF ACTION: THE IDEAL CONDITION

### *Building innovation “with teeth”: a proactive program*

#### **CEO / SENIOR LEADERSHIP TEAM**

- ~ Sponsors of innovation
- ~ Establish goals and metrics
- ~ Determine incentives & rewards

#### **HR / TALENT AND CAPABILITY DEVELOPMENT**

- ~ Drive innovation *scale*
- ~ Teach signature approaches
- ~ Administer routine actions

#### **INNOVATION PROCESS EXPERTS**

- ~ Bring *specialized skills*
- ~ Support initiative teams
- ~ Orchestrate outside experts,  
where needed

#### **UNITS, FUNCTIONS, PROGRAMS...**

- ~ This is the *unit of analysis*
- ~ Assess periodically; build scorecards
- ~ Determine which need improvement,  
reinvention or transformation

#### **HIGH POTENTIAL YOUNG PEOPLE**

- ~ This is the *unit of action*
- ~ These individuals author initiatives
- ~ They clearly understand that these  
successes drive their careers

#### **VENTURE PARTNERSHIPS & LABS**

- ~ This is a *unit of exploration*
- ~ Accelerates agility and discovery
- ~ Can play by different rules
- ~ Can foster new portfolios & bets

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A STEP-BY-STEP APPROACH THAT DELIVERS INNOVATION ROI

**Fostering innovation at the enterprise level**

- 1** *Have a consistent way to define, measure and teach innovation, so that both the topic and the associated performance goals are unambiguous*
- 2** *Periodically assess every unit, department, function, program, so that you know where each stands in terms of innovation performance*
- 3** *Incentivize senior executives to improve their innovation scorecards. Use a combination of bonuses, awards, etc., to achieve deep commitment*
- 4** *Senior executives should then identify and sponsor specific innovation initiatives designed to address key issues on their scorecards*
- 5** *HR pros should work with heads of units and departments to identify high potential young people. These individuals drive the initiatives.*
- 6** *Use disciplined protocols to help these teams succeed. Your tools must be smart enough to track all successes and failures over time.*
- 7** *Document, share, and deepen the initiatives so that you get leverage across units and regions. Celebrate and reward teams and sponsors.*
- 8** *Use partnering and open innovation methods to make your firm porous and lightweight. Use crowds and clouds wherever possible.*

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**INTRAPRENEURSHIP CONFERENCE TORONTO, NOVEMBER 2017**



**Go get 'em!**

For access to today's notes:

**Email: [Support@doblin.com](mailto:Support@doblin.com)**

Event: **IntraCnf Toronto**

Questions?

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