

How to manage innovation with a systemic vision

February 13th, 2017
Cayman Islands Chamber of Commerce
& Visitors Centre-Cayman Island

Leopoldo Colombo





Activity



-What is innovation?



What is innovation?

“**fresh** thinking that creates **value**”

Richard Lyons

“**new** products, business processes and organic changes that create **wealth** or social welfare”

OECD



“Innovation is the specific instrument of entrepreneurship... the act that endows resources with a **new** capacity to create **wealth**.”

Peter Drucker



What is innovation?

“Any **creative** idea, getting implemented or realized **successfully**, is Innovation.”

Hexaware Blog



“**successful** exploitation of **new** ideas” (ideas)

“introduction of changes that are significant departures from the usual way of doing things” (process)

“transformation of an idea into a novel product, operational, process or new service” (product)

BS 7000-1:2008



What is innovation?

Innovation*

new or changed entity, realizing or redistributing value

Note 1 to entry: The degree of novelty and the amount of value are relative to, and determined by the perception of, the stakeholders involved.

Note 2 to entry: Innovation is generally significant in its impact/effect.

Note 3 to entry: Innovation is defined as an outcome. The word “innovation” sometimes refers to the activities or the processes resulting in or aiming for innovation.

DESCRIPTIVE EXAMPLE: an innovation is a new or changed product, service, process, model, method etc., realizing or redistributing financial or non-financial gains

*Draft definition in ISO 50500





What is innovation?





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BUENAS IDEAS DEBERÍAN MEJORAR LAS IDEAS

POQUE REINICIAMOS SI SE PARECE REINICIAMOS

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redhat

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Breguet, the innovator.

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INNOVAR SALUD Y DEPORTE

8 de Octubre 2015

9 a 17 hs

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- INTERACCIÓN ENTRE NUTRICIÓN Y TIPO DE ENTRENAMIENTO
- DIETA PALEO, DIETA GENÉTICA, DIETA PERSONALIZADA
- TRAINING LOW O TRAINING HIGH O ENTRENAMIENTO GENÓMICO
- HIDRATACIÓN PERSONALIZADA, HIDRATACIÓN PARA DEPORTES DE RESISTENCIA, HIDRATACIÓN PARA DEPORTES INTERMITENTES
- SUPLEMENTACIÓN PARA LA FUERZA, SUPLEMENTACIÓN PARA LA EXPLOSIÓN, SUPLEMENTOS NUTRICIONALES PARA LA RESISTENCIA
- ENTRENAMIENTO DEL LOBLO FRONTAL, ENTRENAMIENTO DE HABILIDADES MENTALES PARA EL DEPORTE Y EL BIENESTAR, OPTIMIZACIÓN DEL DESCANSO
- DIAGNOSTICANDO ADECUADAMENTE LESIONES EN VIVO EN EL DEPORTE, ANÁLISIS DINÁMICO DE LA MARCHA Y ELECCIÓN ADECUADA DEL CALZADO DEPORTIVO Y MANEJO DE LA PRESIÓN EN EL DEPORTE.

blue

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INNOVACIÓN

PARA QUE AME SU CORAZÓN AÍ Y MÁS

Miami Cardiac & Vascular Institute en Ecuador

Miami Cardiac & Vascular Institute en Ecuador ha anunciado la atención médica por más de 20 años, se ven guiados por el liderazgo de cardiología, nefrología y oncología. Ahora, con una inversión de \$100 millones y la integración de servicios de más de 25 especialistas, salud y bienestar creemos poder recibir la más completa atención cardiovascular en la región, por parte de algunos de los médicos más reconocidos en los Estados Unidos.

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World Economic Forum Global Competitiveness Index

- Institutions
- Infrastructure
- Macroeconomic context
- Health and basic education
- University Education
- Effectiveness of goods market
- Effectiveness of labor market
- Financial market development
- Technology
- Market size
- Business market
- Innovation





Activity

Why is innovation so important for:
Countries, Organizations and
Persons?

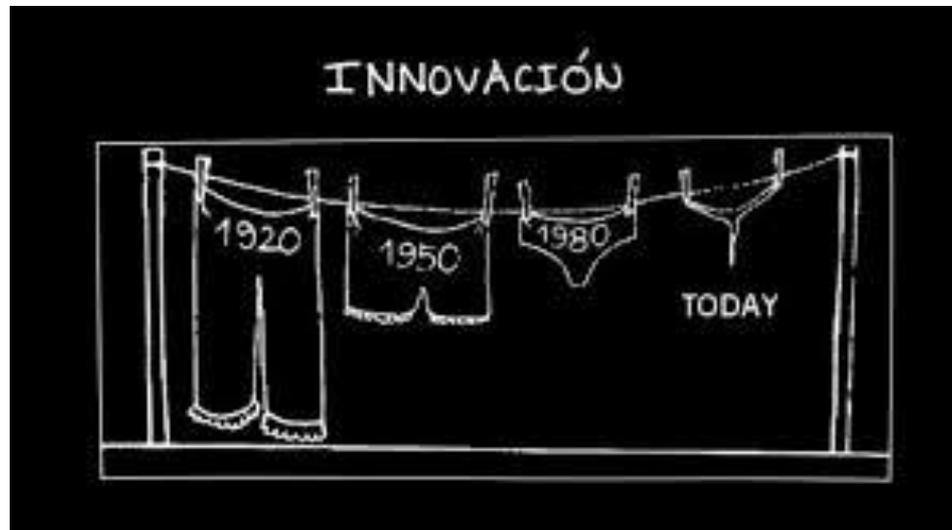




Innovation

Critical factor for:

- economic growth,
- personal development
- business sustainability
- international competitiveness



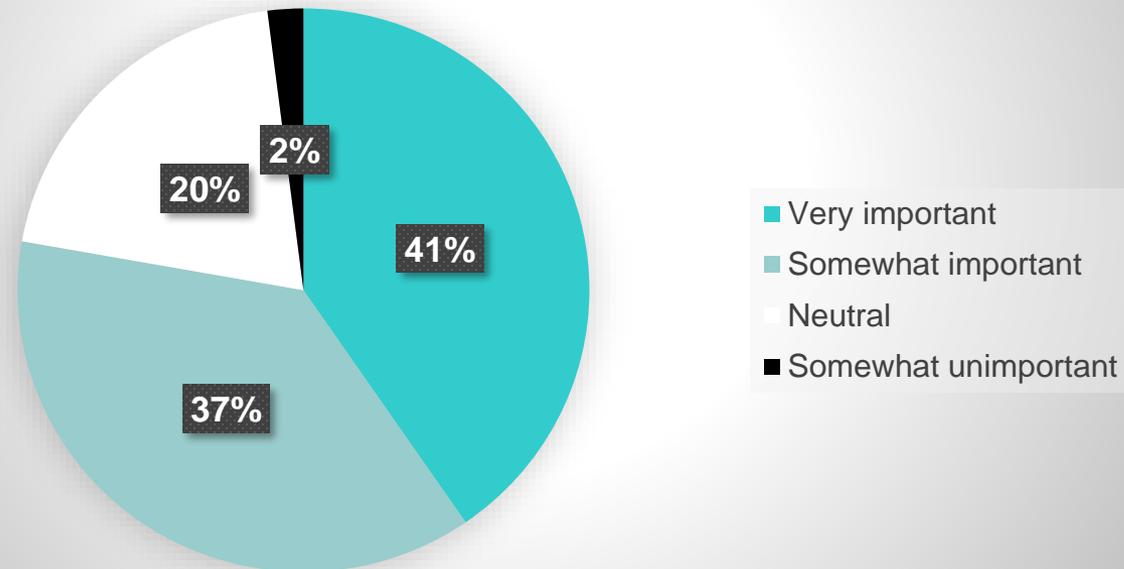


What are CEO's of global corporations thinking about innovation



What are CEO's of global corporations thinking about innovation

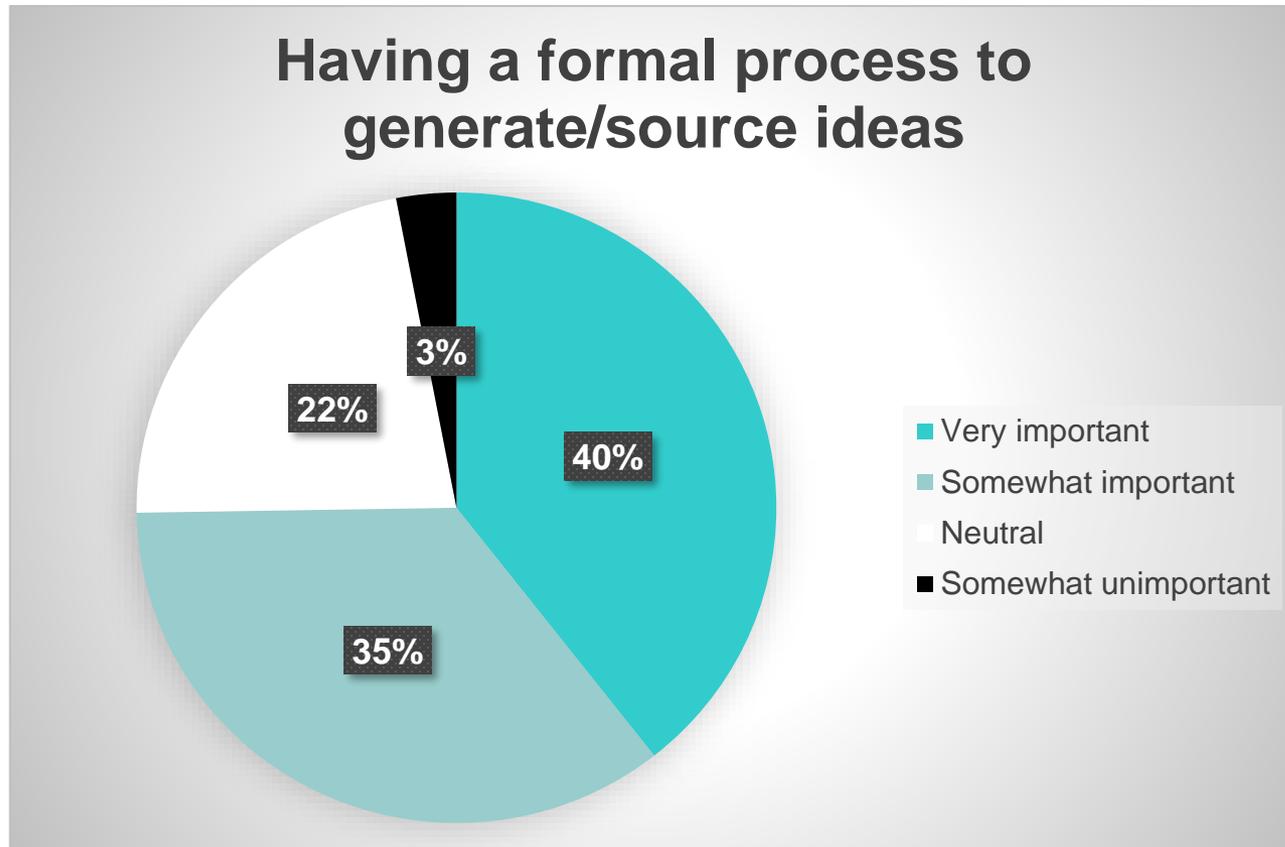
Including innovation in business strategy with clear targets and objectives



KPMG 2016 survey: 1268 CEO's answers from 10 biggest economies



What are CEO's of global corporations thinking about innovation

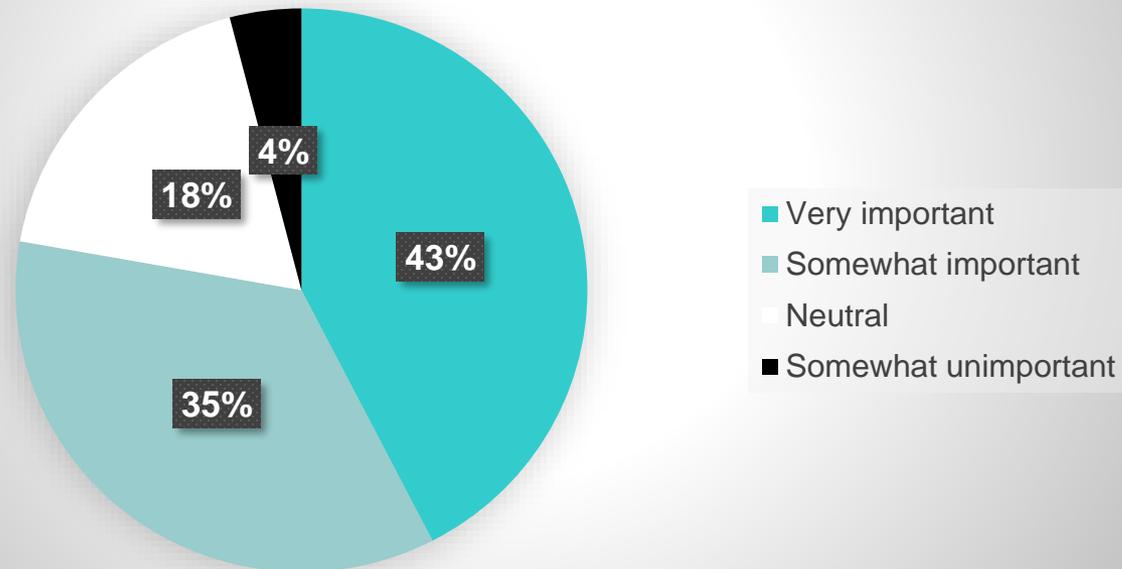


KPMG 2016 survey: 1268 CEO's answers from 10 biggest economies



What are CEO's of global corporations thinking about innovation

Having a formal process to progress ideas to commercialization/implementation



KPMG 2016 survey: 1268 CEO's answers from 10 biggest economies



What are CEO's of global corporations thinking about innovation

Almost all CEO's consider innovation to be among the top three issues on their personal agendas.

Including clear objectives and targets for innovation in their business strategy is key to drive innovation forward



KPMG 2016 survey: 1268 CEO's answers from 10 biggest economies



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Does innovation matters?
Yes, Innovation matters !!



And, what is creativity?



What is creativity?



Creativity is the capacity of thinking in new things. It is a concept that goes beyond imagination, originality and ingenuity. Today creativity is being link with the fact that it make thing happen - Karlqvist (1997)



Then

Creativity = Innovation?
NO!

What is the difference?

Creativity = think new things
Innovation = create new things



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Creativity & Innovation



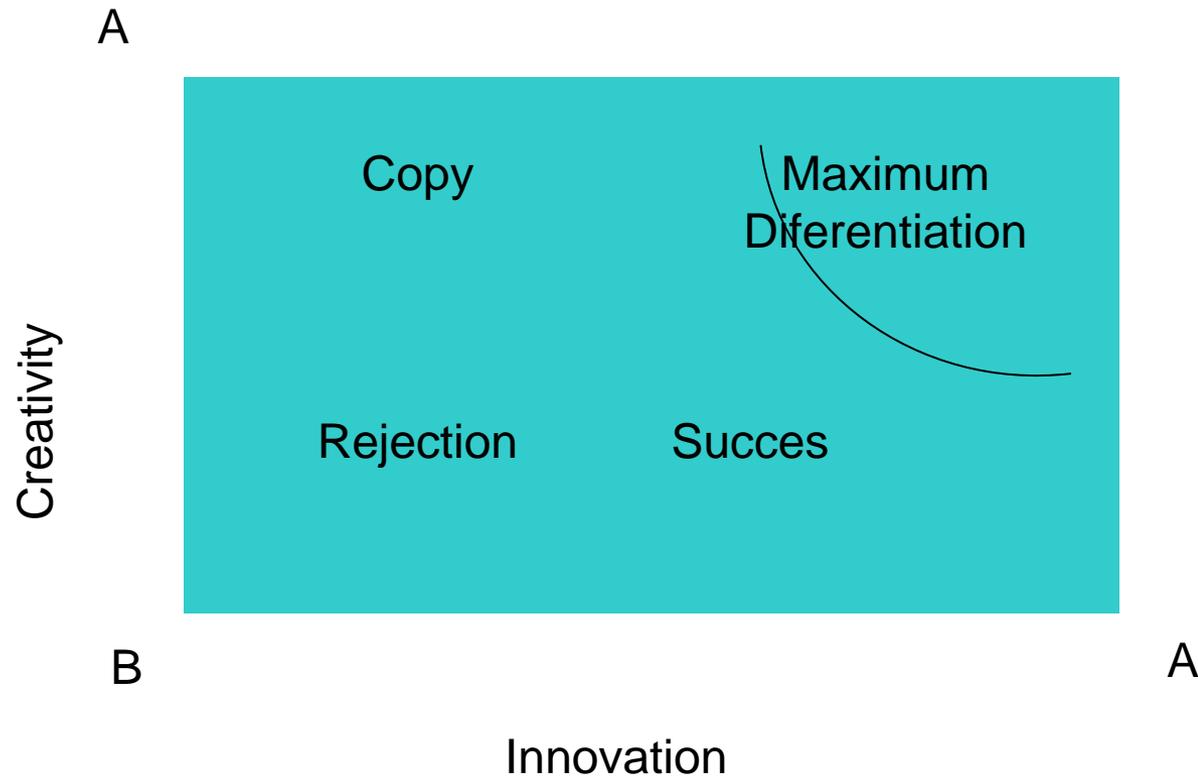
Creativity is an individual act since ideas occur in the brains of people



Innovation , in contrast tends to be a group act, as it generally requires several roles and people to realize ideas



Creativity & Innovation





2nd conclusion

**Creativity & Innovation are not the same
and both have to be managed
with different tools**



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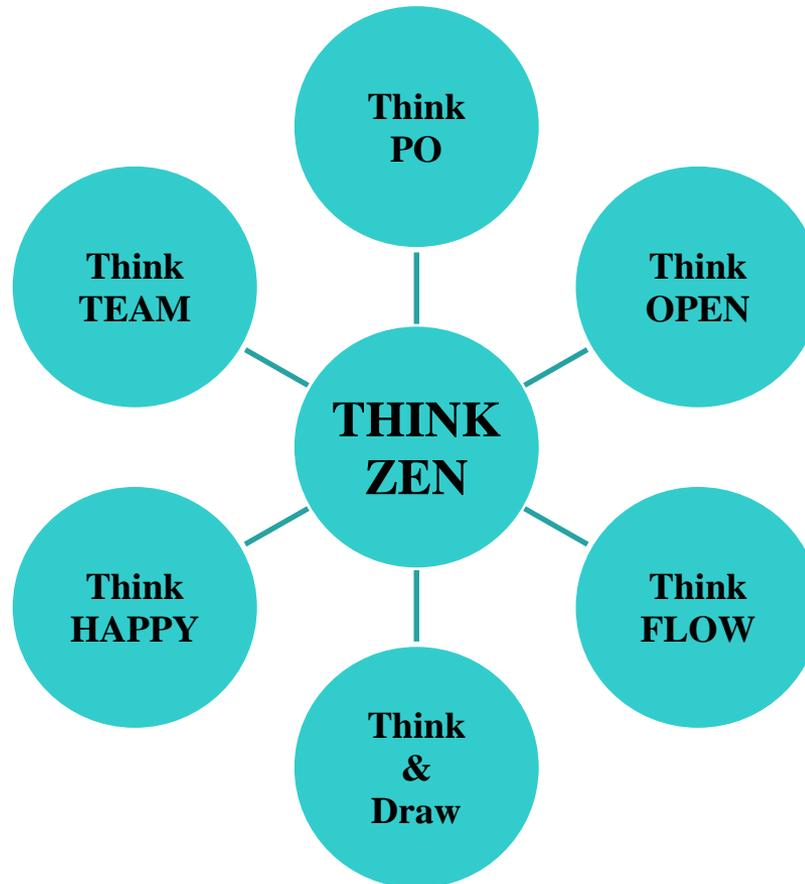
Activity

Where and when do you get the best and more creative ideas?





Techniques to enhance creativity



* Pasión por innovar-F. Ponti & X. Ferrás



Techniques to enhance creativity

**THINK
ZEN**

Zen is a Buddhist practice of constant practicing of meditation. **Not pursuing anything since all idea of result is alien**

Zen think then is to acquire peace and tranquility of mind and spirit enough to engage in creative activity without toxic and negative perceptions



Techniques to enhance creativity

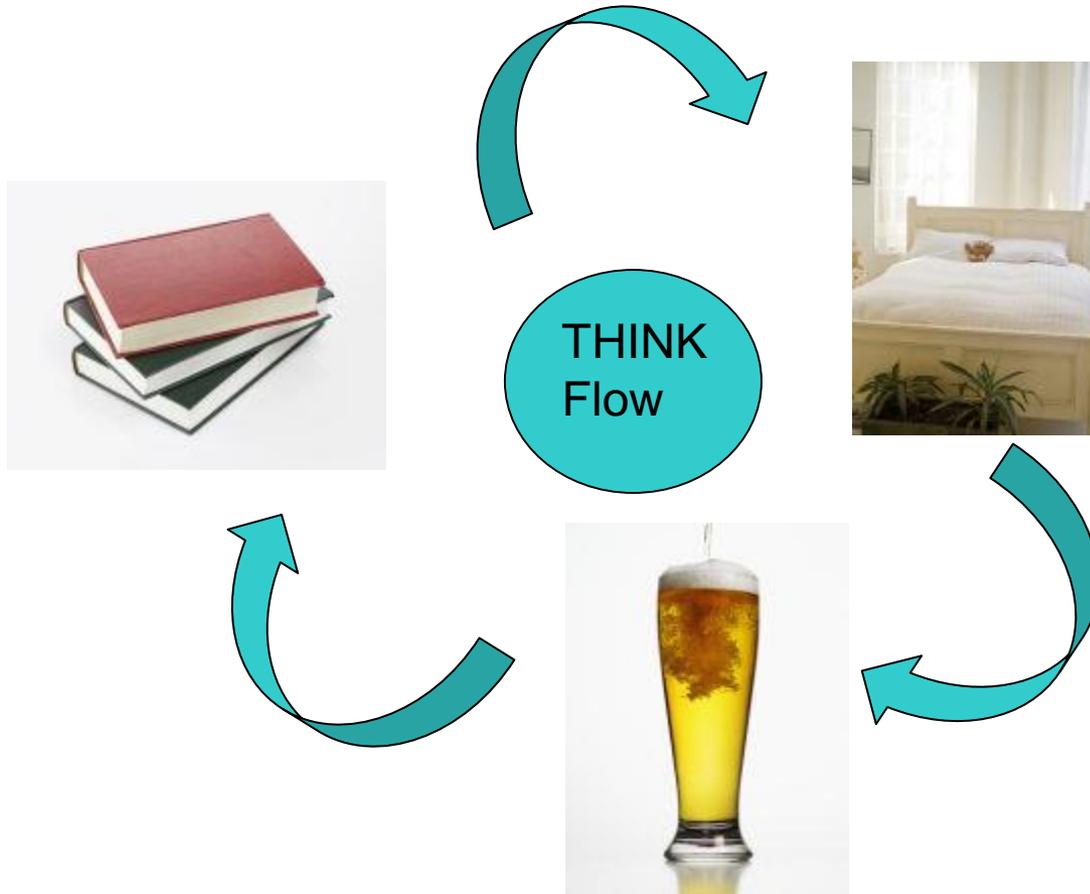
**THINK
FLOW**

Think fluently, expand
mental records, change
perspective

* Pasión por innovar-F. Ponti & X. Ferrás



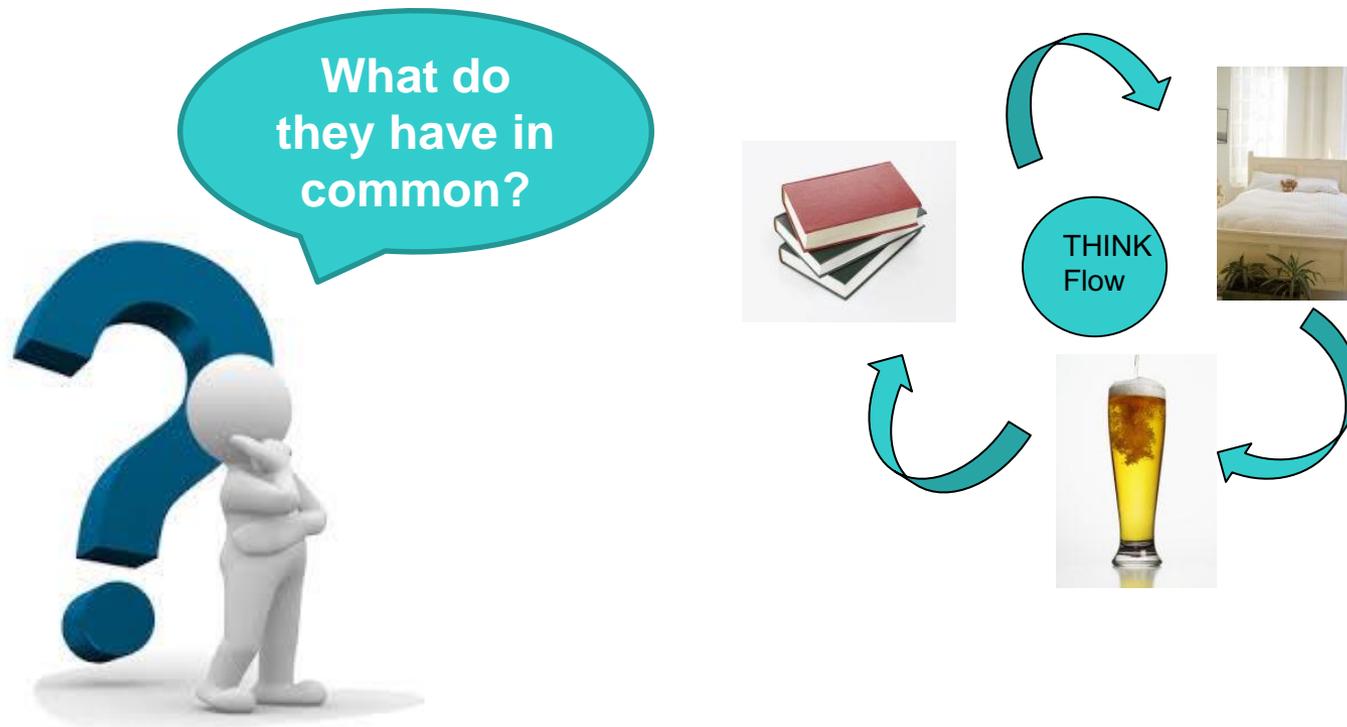
Techniques to enhance creativity



* Pasión por innovar-F. Ponti & X. Ferrás



Techniques to enhance creativity





Think flow

- All three are manufactured objects
- All three are bought and sold
- They are tangible objects
- They can be used simultaneously
- They can be found in a home
- In English the three begin with "b"
- All three induce sleep or relaxation
- All three begin and end with a consonant
- All three can come in pairs



Think flow

SCAMPER

- Substitute
- Combine
- Adapt
- Modify
- Propose for another use
- Eliminate
- Re-order/reverse





Activity



How could you improve a watch to make it more attractive and innovative?

Apply the SCAMPER technique



Think flow

SCAMPER

- ✓ Substitute (locking?, glass?)
- ✓ Combine (with art design at the back)
- ✓ Adapting (fluorescent?, ultralight?)
- ✓ Modify (size, leash?)
- ✓ Propose for another use (GPS)
- ✓ Eliminate (the numbers?)
- ✓ Re-order/reverse (adapted to be used in the ankle?)



Techniques to enhance creativity





Think PO

- Coca cola is transparent
- The hotels have no rooms
- Lamps cause darkness
- A school does not have teachers
- The water does not wet





Think PO)

- Titles appear on the book cover
- There are letters on the cover
- The cover is the same size as the rest of the book
- The cover is made of the same material as the book
- Titles DO NOT appear on the book cover
- There are NO letters on the cover
- The cover is NO of the same size as the rest of the book
- The cover is NOT made of the same material as the book



Think PO

On the cover of the book there are NO titles

-
-
-
-





Think PO

On the cover of the book there are NO titles

- The title does not begin on the cover of the book, but on the back and continued on the cover
- All the book's title is written on the flap of the cover, in this there is only one photo
- There are two covers, one smaller than the other, in the smaller there is a photo & in the other there is the title
- The cover is made of plastic material
- The cover.....



Techniques to enhance creativity

**THINK
OPEN**

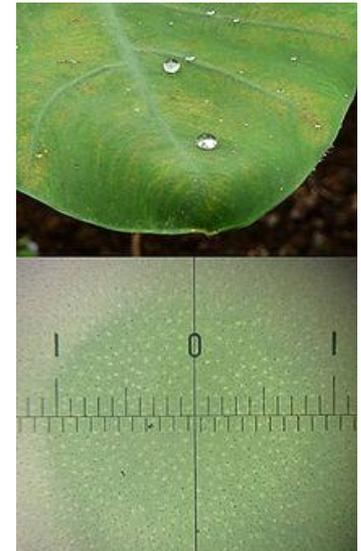
Open mind, observe other realities, look holistically, listening, giving and receiving

* Pasión por innovar-F. Ponti & X. Ferrás



Techniques to enhance creativity

THINK
OPEN



Biomimesis



Without denying or minimizing the importance of genes in shaping of our cognitive and emotional being we can say that the life and experience of a person and the stimulative power of the medium in which it operates lay down much more the creative capacity of people

With planning, determination, and adequate methodologies I can create creative teams in my company



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Creativity management

First steps



Creativity: first steps



- Employee Suggestion Box
- Customer Suggestions Box
- Competition or massive campaign of ideas aimed at employees (with a specific challenge or problem)
- Competition of ideas or massive campaign aimed at employees (with a specific focus of innovation)
- Contest or massive campaign of ideas aimed at customers (with a specific focus of innovation)
- Ideation session focused with an internal multidisciplinary team
- Ideation session focused with customer



Innovation vs Improvement





Activity



What is the difference between continuous improvement and innovation?

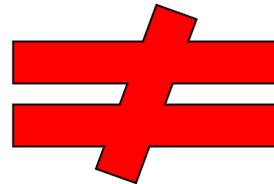


Continuous improvement vs innovation





Continuous improvement vs innovation





Where innovation could be done





Kinds of innovation

Disruptive



Transformational



Incremental





Incremental



Transformational



Disruptive





innovation is 1% of inspiration and 99% of perspiration

Thomas Edison





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Activity

In the last two years
did your organization
innovate?



If yes, was it planned
or was it accidental?





Innovations, mainly those more successful, are the result of a conscious and focused search of opportunities

Peter Drucker



Can innovation be standardize?



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Innovation could
be pick up from
nature?

NO





Innovation could
be hunted?

NO





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Innovation could
be mined?

NO





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If innovation cannot be
picked up from nature,
mined or hunted, then it
is the result of a human
activity



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Process



output



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Measured



Controlled



Improved



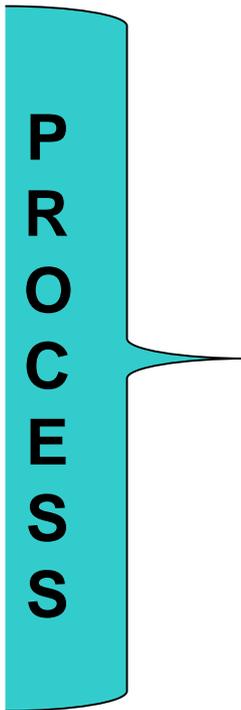
Measured



Controlled



Improved



Managed



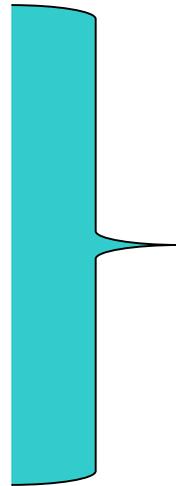
Mesured



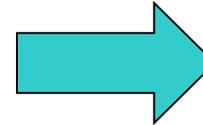
Controlled



Improved



Managed



**Innovation
management
system**



So, could we standardize innovation?



NO



**WHAT WE COULD DO IS STANDARDIZE THE
MANAGEMENT OF THE INNOVATION
PROCESSES**



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Innovation and standards

ISO gets on board



ISO gets on board

International Standards



- Consensus was reached at international level that the time to have International Standard to address innovation issues with a common understanding has arrived
- Improving innovation management is a global issue





Background

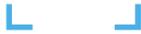


National standards

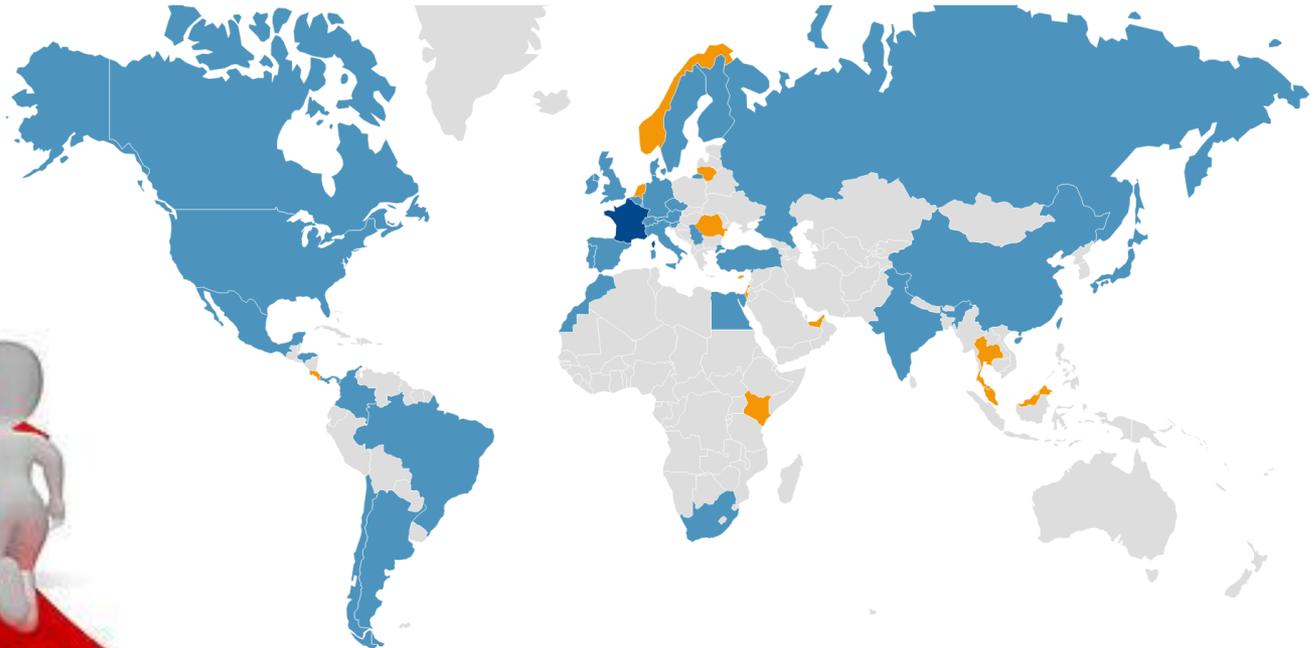
- Germany (2010)
- Brazil (2011)
- Spain (2006 & **2014**)
- **France (2011)**
- Ireland (2009)
- Portugal (2007)
- **UK (2008)**

Regional Standards

- **CEN (2013)**



ISO/TC 279 - Innovation management





ISO/TC279 Innovation management

○WG 1 Innovation Management Systems



○WG 2 Terminology

○WG 3 Tools and Methods

○WG 4 Assessment





WG1 principles for developing ISO 50501

- a) address the management and organizational perspective of innovation management in an organization, including context, policy, strategy, processes, enablers, culture etc., rather than only focus on for example processes and methods,
- b) address multiple types of innovation activities, including product innovation, service innovation, business model innovation, process innovation, organizational innovation etc., rather than only focus on for example product and technology-driven innovation,



WG1 principles for developing ISO 50501

(c) address broad involvement in the organization in innovation activities, including employee and user-driven innovation, rather than focus only on for example the internal R&D department,

(d) be relevant for a large number of organizations in multiple sectors, small and large, public and private, rather than focus only on for example technology sector companies.



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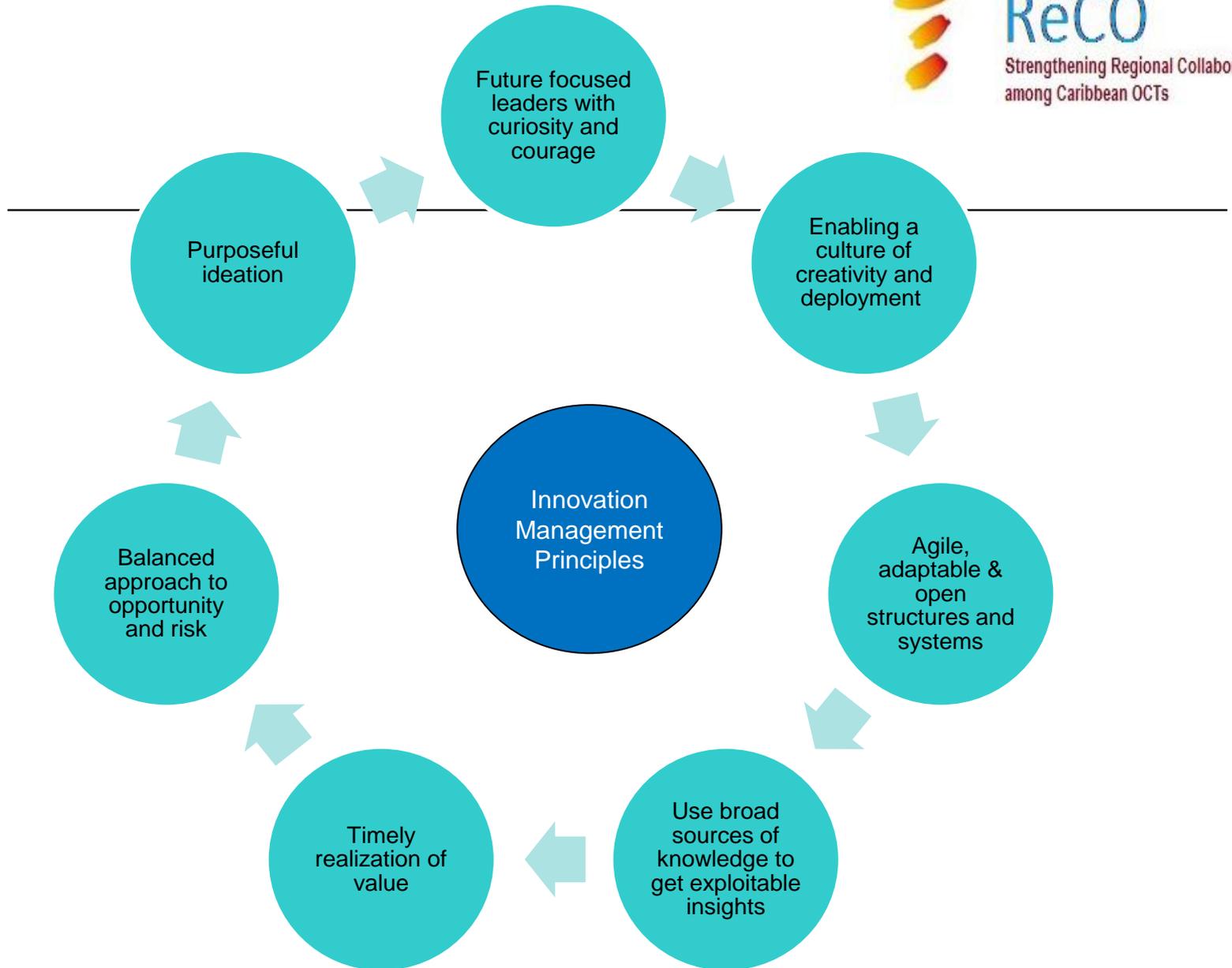


INNOVATION MANAGEMENT PRINCIPLES



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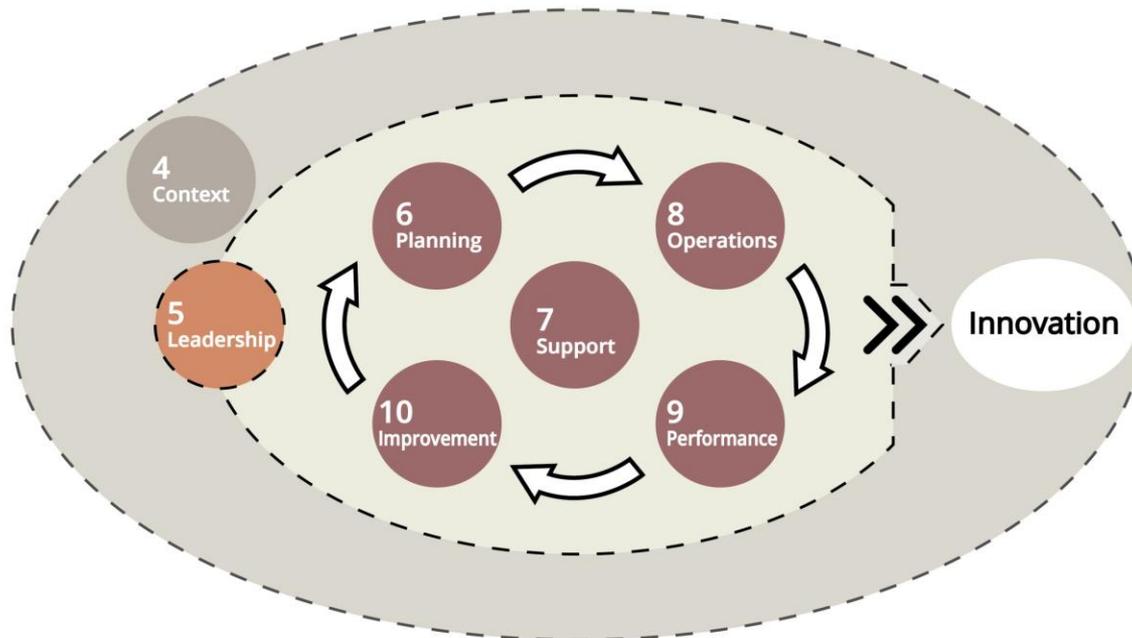


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Where are we in the development process of ISO 50501?

Innovation Management System



First draft of the standard developed in September last year,
scheduled to be revised on April this year



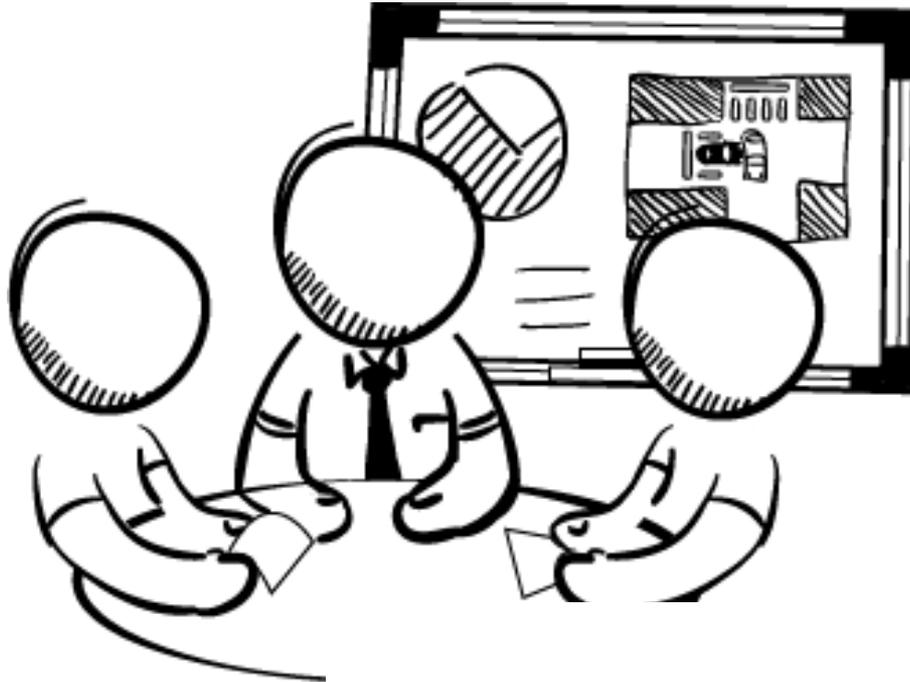
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Group Activity

According on what has been presented
on the workshop and your knowledge
about the local organizations, what would be:

- the main obstacles to implement an IMS
- The capacities the organization would have to incorporate





CONCLUSIONS





Final Conclusions

Innovation is today what quality management was 20 years ago.

It is necessary to start carrying out activities to allow organizations to become familiar with innovation management.

Simultaneously , the national innovation infrastructure shall be develop and strengthened



Final Conclusions

Remember, there are millions of great ideas and inventions in the world, but the challenge is the successful introduction on the market. Only then can an idea be called innovation.

Considering the innovation as the output of a set of processes we could develop best practices for managing them

The implementation of an innovation management system will give the organization adequate mechanisms to ensure and promote innovation on a sustainable way.



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THANKS VERY MUCH FOR YOUR ATTENTION



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