



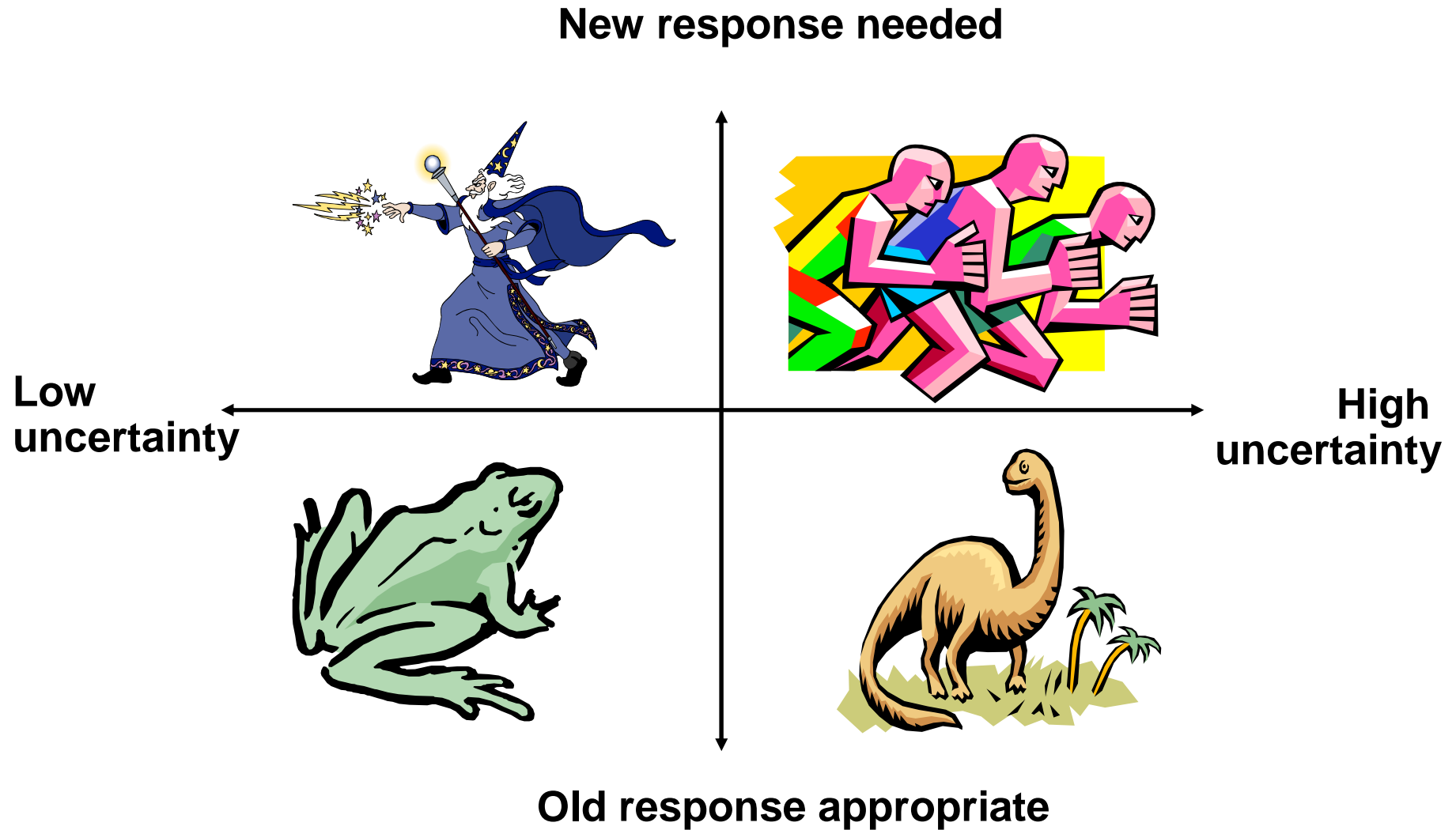
Making the innovation link

John Bessant

June 2010



The innovation imperative ...



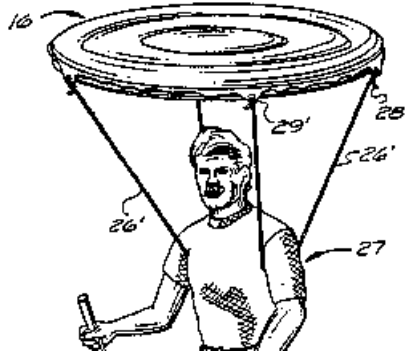
Three challenges

- Spengler
- Spaghetti
- Sappho

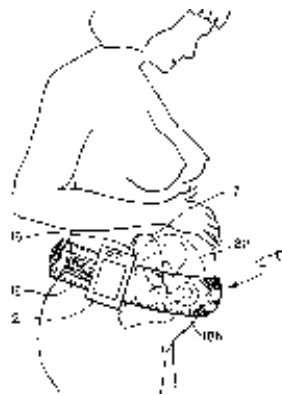
When did you last use your Spengler?



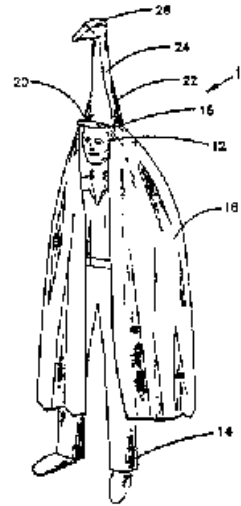
Invention is not enough



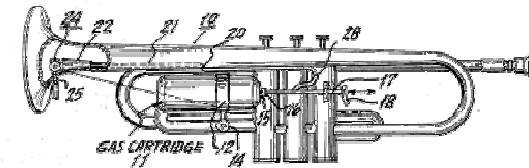
Gas-filled umbrella



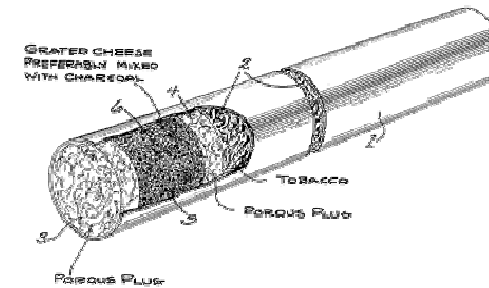
Foetus Walkman



Decoy ducks & stay dry!

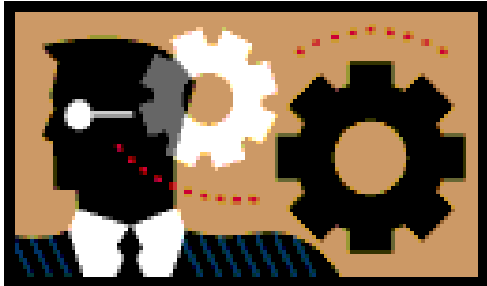


Musical flamethrower



Cheese-flavoured cigarette

Understanding innovation

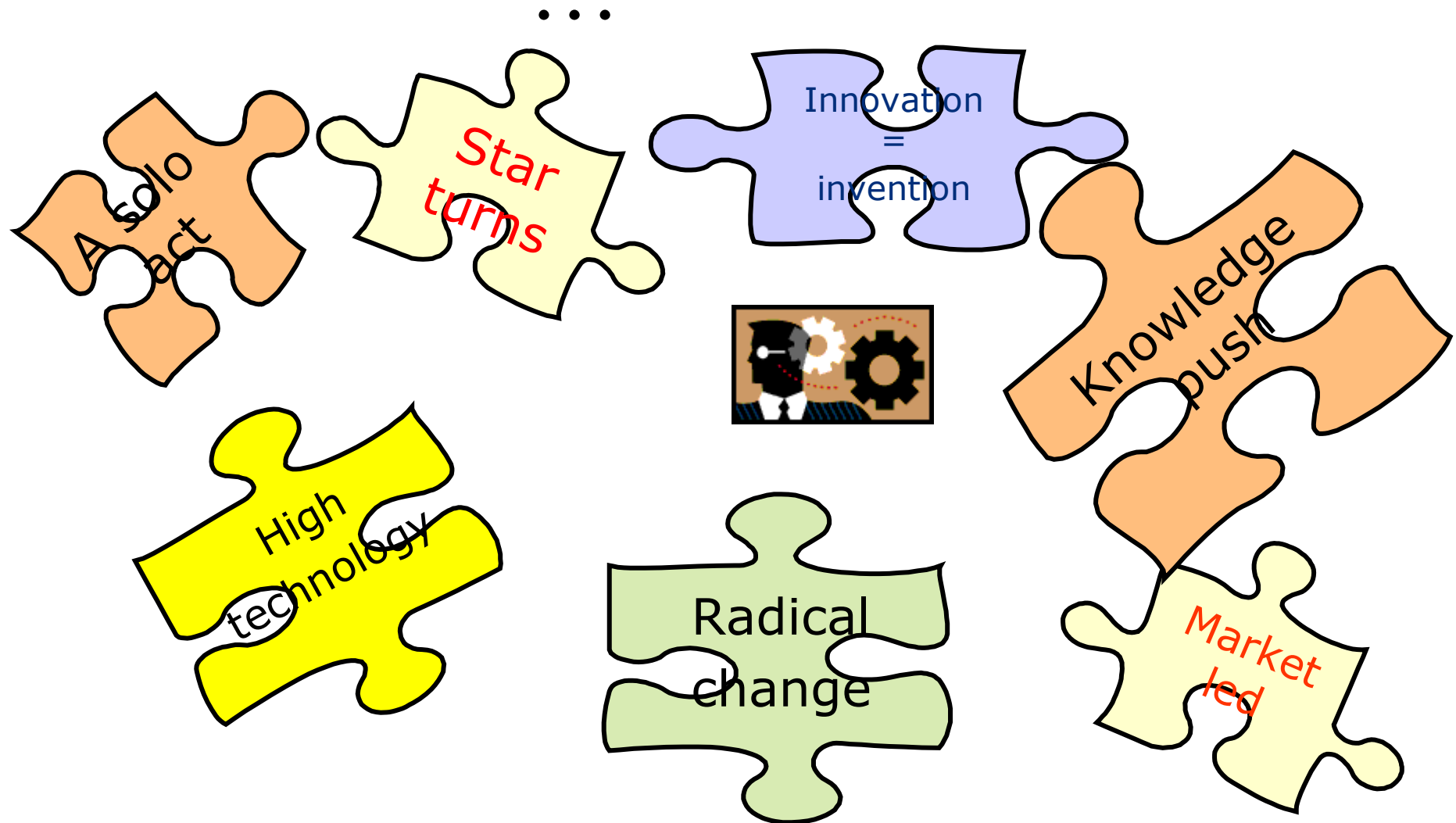


How we think about something....

... shapes the way we manage it



Partial models of innovation



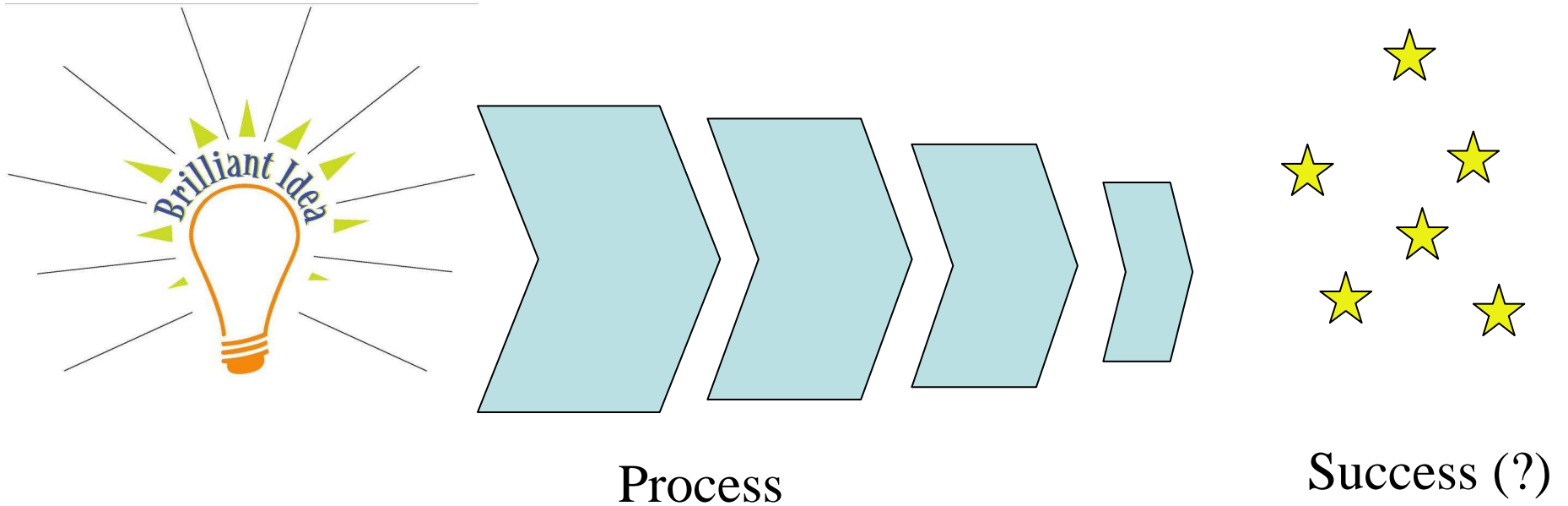
Simplified model of the innovation process



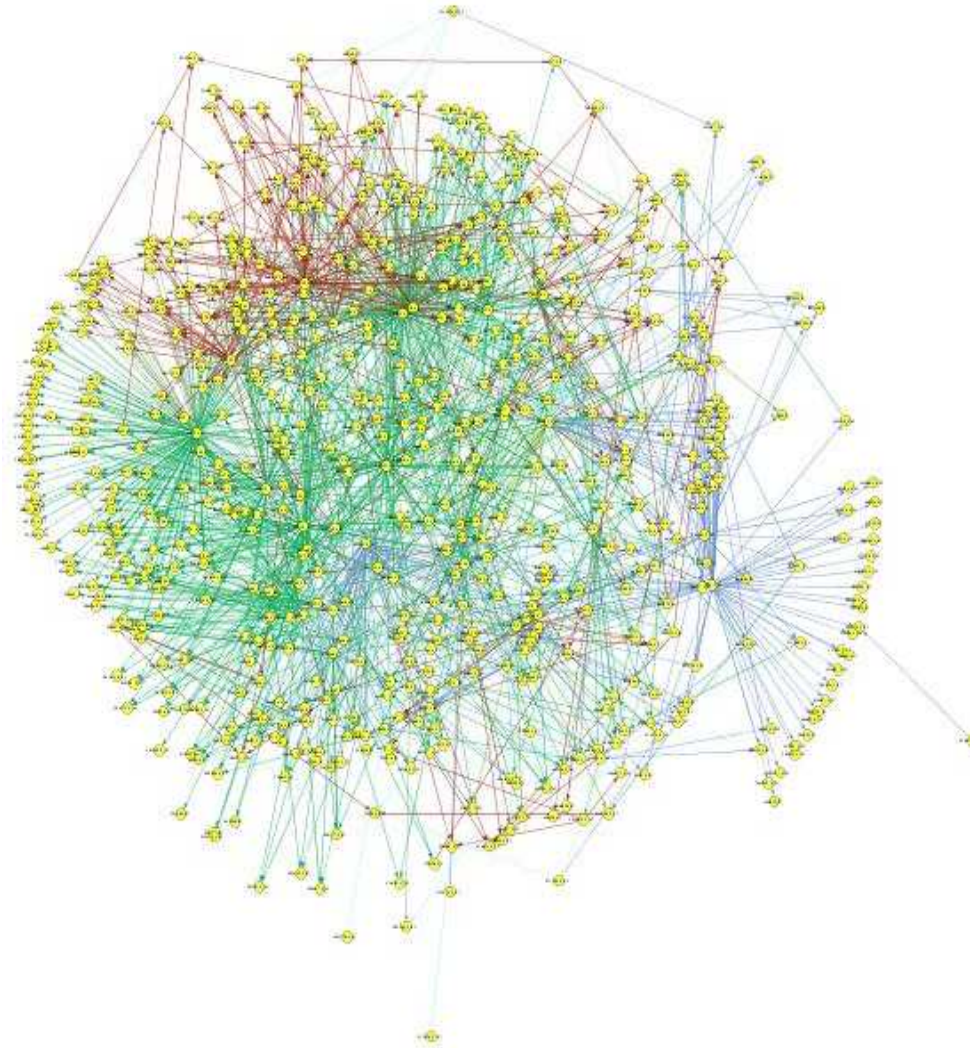
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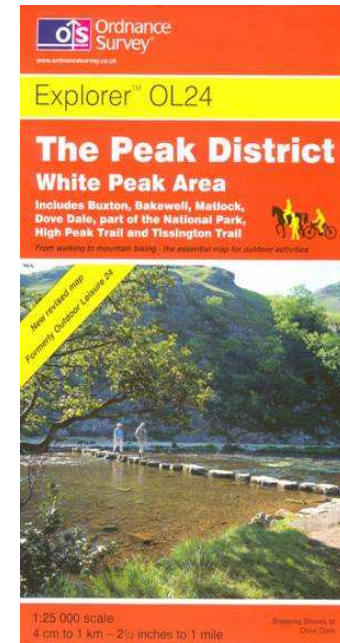
How innovation happens?



How it really happens ...



Open innovation



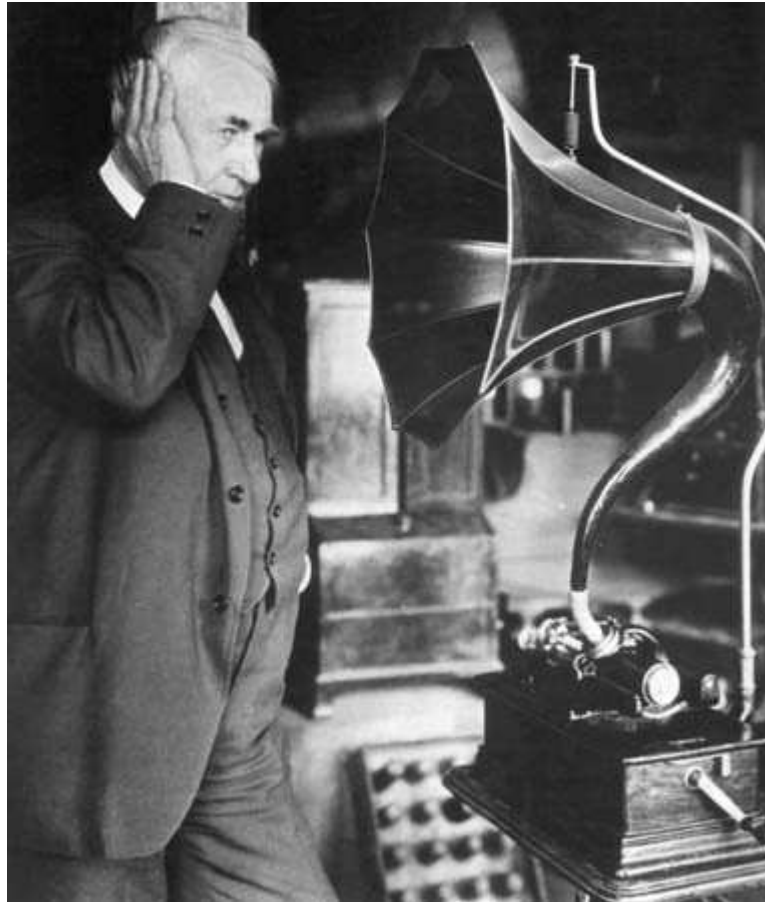
Spenglers to spaghetti - innovation is about *connections* ...

- it's a multi-player game – *open* innovation
- complex knowledge *flows*, not just knowledge creation
- the spaghetti model of innovation – inside and outside
- mix'n'match - recombinant innovation

Linking different worlds



Innovation is a solo act?



Spenglers to spaghetti - innovation is about *connections* ...

- it's a multi-player game – *open* innovation
- complex knowledge *flows*, not just knowledge creation
- the spaghetti model of innovation – inside and outside
- mix'n'match - recombinant' innovation
- How to make it happen? - brokers, bridges, gatekeepers.....

Three challenges

- Spengler
- Spaghetti
- Sappho

**How to make half a
million dollars PROFIT
each month with no risk,
no MBA, no capital
investment, and (almost)
no employees**

threadless
Nude No More



Need a helping hand! Anyone?, by yeohgh

Scores: 789, Days Left: 6, Comments: 15

I'd buy it!

0 1 2 3 4 5

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Browsing Sub

Threadless is an ongoing running to be scored for chosen to be printed and

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- Designs Completed Scored

Listing 1 - 48 of 196 Results



Everything is alright
by tefem™



diver
by annlaug



Em!

Next >>



THE wurst



Old discount

by rrich76



**Get: 800 submissions per week; Print:
about 4 new products each week; this makes 50,000
to 65,000 shirts a month.**



**A winning designer gets
2000\$ - this is great money
for these guys.**

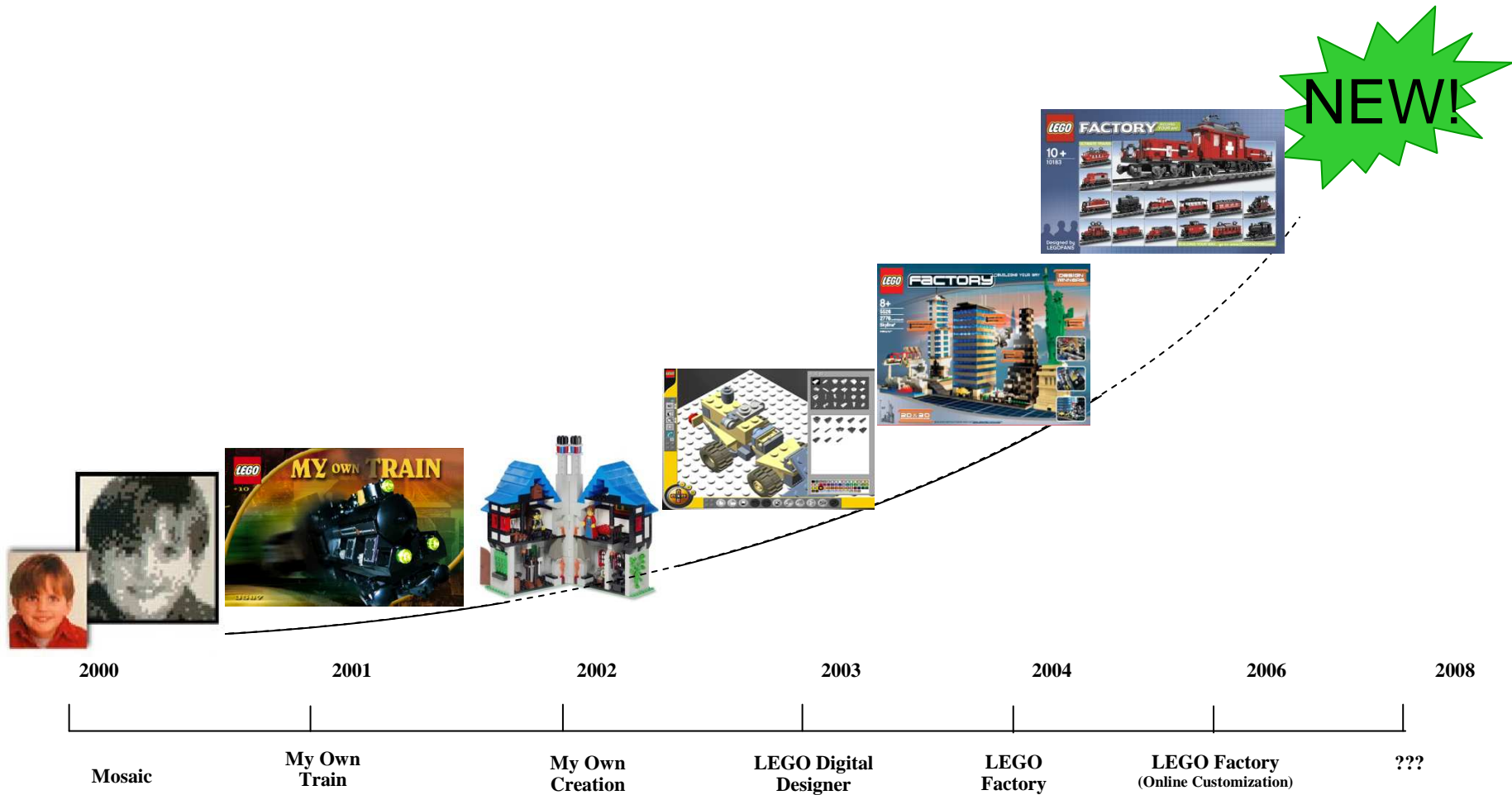


**But the biggest money is for us: 18 Mio
USD sales in 2006, 35% profit margin –
and all this with much fun and less than
20 employees**





The transformation of LEGO



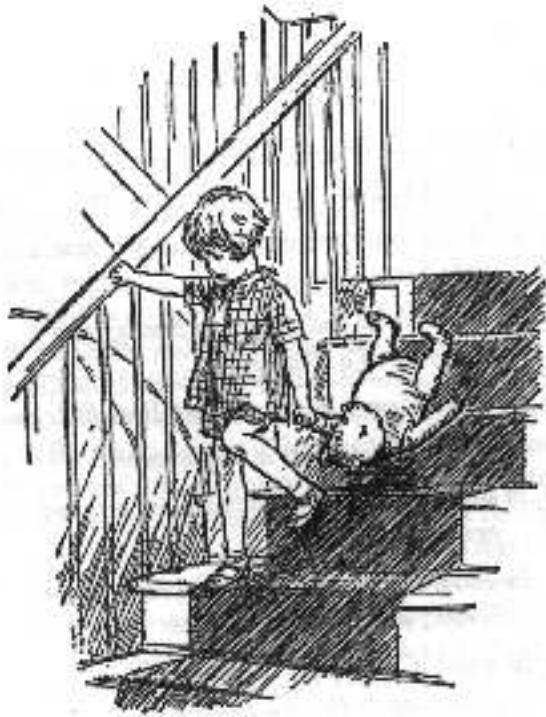
The SAPPHO challenge

- Project SAPPHO, Sussex University, 1972
- Users matter in innovation!!!
- Users aren't passive (especially in services)
- Active users and the 'democratization of innovation'
- Working with 'extreme users'

Summary

- Innovation matters – survival and growth
- Requires active management
- Moving target requires *dynamic* capability
- Three challenges, but plenty more
- Need to learn new tricks

Learning isn't easy



“... Here is Edward Bear, coming downstairs now, bump, bump, bump, on the back of his head, behind Christopher Robin. It is, as far as he knows, the only way of coming downstairs, but sometimes he feels that there really is another way, if only he could stop bumping for a moment and think of it ”