

TechAmerica's Strategy, Innovation & Development Roundtable 2011 Competitive Edge Series

Achieving competitive advantage and sustainable growth through Innovation, Design Thinking, Strategy and Execution

Launching successful new products has become increasingly complex in today's competitive environment requiring greater emphasis on innovation, strategy and design to win in today's marketing battlefields.

With innovation and new product development set as priority goals, why are we so poor at it? Why is breakthrough innovation so inconsistently achieved and hard to replicate - and how can we get better at bringing innovation into the heart of our organizations?

Embracing **innovation** and **design thinking** will help identify and create an attractive opportunity, but it is the organization's ability to create a **strategy** and **execute** that ensures innovation will get implemented and value delivered to the customer. The 2011 series will explore and provide insights to:

Innovation: *"An Innovation is an idea, practice or object that is perceived as new by an individual or other unit of adoption"* (Evert Rogers). Innovation comes from combining ideas in fresh ways and/or applying invention or set of inventions to create a new solution the market values and adopts. Innovation can be found at the intersection of an evolving need and a technology.

Design thinking - The role of design in a business is to bring creativity and informed intuition back into management practice. It addresses the sensibilities and methodologies that promote new ideas, new alternatives, new choices, and new viabilities that satisfy stakeholder desires.

Strategy: While Vision is the *"what,"* Strategy, simply defined is the *"how."* Strategy is the means you choose to achieve your vision. *"If your mission is the moon- you don't use a car"* (Theodore Levitt).

Execution: Without execution, great ideas go nowhere. The ability to bring new and innovative products to market rapidly is a critical competence for any successful market-driven company.

Strategy, Innovation & Development Roundtable 2011 Programs

Month	2011 Program Topics
January 27 th Strategy	<p>The Importance of Strategy While Vision is the what, Strategy, simply defined, is the how. Strategy is the means you choose to achieve your vision. Every company needs a strategic context to create sustainable competitive advantage, and ideally a strategy that allows the organization to distance themselves from their competitors. Part of the strategic context is a powerful product/service strategy that looks out three to five years. This session will explore the key factors that have to be considered in developing a long term product/service strategy</p>
February 24 th / Design Thinking	<p>Design Thinking and Innovation Design thinking - shorthand for the role of design in a business – seeks to bring creativity and informed intuition back into management practice.</p> <p>Design thinking is about using the sensibilities and methodologies that characterize designers to create new ideas, new alternatives, new choices, and new viabilities that satisfy stakeholder desires. It is fundamentally abductive, even if designers still induce patterns and deduce answers.</p> <p>This session explores design thinking as a strategic direction as well as a practical approach to extracting and leveraging value from product development teams.</p> <p>You will:</p> <ul style="list-style-type: none"> -Learn new ways of doing business -Foster innovation - un-stick a tired company culture -Extract and leverage value from your existing staff -Understand the benefits of design thinking -Learn practical tools
March 24 th / Innovation	<p>Looking for Innovation in All the Wrong Places</p> <p>When you ask your customers what they need, you are not likely to get the information you need to target areas of innovation and your development efforts. You are likely to get vague responses, or solutions that the customer invents. If the voice of the customer is so clear and crisp why do people refer to requirements gathering as the fuzzy front end? Why do so many products fail to meet their promise? The reason is that you are asking your customers or prospects the wrong questions. You are the expert in technology and developing solutions. Your customer is the expert in the job they are</p>

	<p>trying to get done, the outcomes they are attempting to produce and identifying which outcomes are more important than other outcomes. You are the expert in providing effective solutions. This session will explore how to define and develop products/services that customers actually want and will buy.</p>
<p>April 28th Execution</p>	<p>Toyota New Product Development System and Approach to Lean</p> <p>The ability to bring new and innovative products to market rapidly is the prime critical competence for any successful customer-driven company. The 1951 Toyota motto said, “Good Thinking, Good Products”. In other words, quality, whether applied to a service, a document, or a tangible product, begins inside the mind of an individual. In a culture that supports “good thinking” these ideas are developed into quality products.</p> <p>TPS has been called a “make-sense” system meaning that the components that make up TPS/Lean are logical, simple, common sense. It’s been said that common sense is not always common practice. What has separated Toyota from other companies is the discipline to believe in the principles and to stick with them for the long haul. For all its simplicity, industry has been attempting to understand Lean for years. Superficially, Lean can be misinterpreted as a tool box for management. This view of Lean can cause practitioners to pick a tool or two to implement and think they can leave the remainder in the tool box.</p> <p>Lean is much more like a house being constantly built. We cannot choose to place the roof until we have built the walls. To place the walls without a strong foundation would be foolish. Most importantly, a house can not be well built if the people working on it are not engaged and committed to Lean principles. Finally, a house can only stand strong through time if it is being continually maintained and improved to meet changing demands.</p>
<p>May 26th Execution</p>	<p>Getting the Results You Want to Produce</p> <p>Every company is a system perfectly designed to produce the results it is producing. The same is true for a department, or team, or an individual. If you want different results you have to change the design of the system. These are harsh words, especially if you're the CEO or the top development executive, since it says you are individually and collectively responsible for the design of your company. Why? Because you are part of the system and at your level you are a significant contributor to the system design. If you do not like the results you are producing, you need to change the design.</p>

	<p>While every industry and business within an industry have key success factors and key performance factors, what gets ignored sometimes are the key factors that give rise to business results. What gives rise to business results are the people and their ability to cooperate, collaborate and coordinate action together. Companies don't innovate or execute. People innovate and execute. Companies do not do business with companies; they do business with people within the company.</p> <p>There are several key factors that significantly shape business results. This session will outline key design principles, that when diligently applied, will begin to alter the design of your operation, so you can produce the results you want to produce.</p>
<p>June 23rd Innovation</p>	<p>Biomimicry: Innovation by Mimicking Mother Nature Nature has developed solutions to nearly every design problem found on this planet. Not only are these solutions innovative and elegant, they are completely closed loop and in harmony with the ecosystem. Biomimicry is the discipline of observing nature and applying nature's lessons to human design and innovation. If we can learn to design, manufacture, and live according to nature's principles, we can develop the tools needed to transform our world.</p> <p>The San Diego Zoo is proud to offer the nation's first zoo-based introductory biomimicry course. In this 3-hour workshop, Zoo Education provides an overview of biomimicry and helps participants start making connections between nature and design with a behind-the-scenes experience featuring our plants and animals. Biomimicry experts discuss the unique characteristics of these living creatures, and analyze how they could be used to solve our human design problems in a sustainable way. Participants gain a deeper understanding of this discipline through a biomimicry bus tour of the Zoo, in-depth case studies, and/or interactive exercises designed to stimulate their creativity and critical thinking. Through biomimicry education, we hope to inspire a new generation of leaders in innovation and sustainability.</p>
<p>July 28th / Innovation & Execution</p>	<p>Innovation Happens Elsewhere: Open Source and Open Innovation</p> <p>Modern technology powerhouses like Cisco, IBM, Intel, Nokia, Oracle and so forth have come to realize that the conventional "do-it-all-yourself" approach to innovation is inadequate in a business environment of steadily accelerating turnaround and shorter life cycles of products and services. They are now embracing a model</p>

	<p>of "open innovation" where base technology is developed in open collaboration with other organizations and made publicly available.</p> <p>Open innovation is a perspective whereby an organization is open to building on thinking, research, and intellectual property (IP) from outside their organization, as well as being open to partnerships with outside organizations related to their own. Open Innovation is about combining internal and external ideas as well as internal and external paths to market to advance the development of new technologies.</p> <p>Open innovation requires a different mindset and a different set of skills, mindsets, and culture to execute successfully because the organization does not control all of the resources in this approach. In this session we will look at what some of the leading organizations in the open innovation revolution are doing and some of the things that you need to think about and plan for to successfully implement open innovation and open source.</p>
<p>August 25th Open Subject</p>	<p>Bonus Program – Open for our roundtable members to design a topic discussion or drill down deeper on previous topics or take a summer break to refresh and energize our creative juices.</p>
<p>September 22nd / Design Thinking</p>	<p>Emotional Design: Achieving marketplace differentiation Emotional Design: A strategic imperative for marketplace differentiation</p> <ul style="list-style-type: none"> * Why should you, as a corporate strategist, care about Emotional Design? * How does Emotional Design get done and how does this impact strategy? * How can you ensure that actionable information related to emotional design is communicated throughout the organization? * How do you begin to manage the incorporation of emotional design into a strategic roadmap? <p>*The answers to these and other questions will be addressed in this session.</p> <p>Emotional Design has become a buzzword in product and service development, but there is not a lot of information on how to do it. There is absolutely no information on what it means to strategic planning.</p> <p>This session will show concrete examples of emotional designs in websites, products, and services and the differences between</p>

	<p>strategic and tactical applications. It will discuss techniques to uncover emotional needs – even in B2B situations.</p> <p>The session will be lively, interactive, fun, and most of all informative.</p>
October	Dark – High Tech Awards
November 17 th Execution	<p>Execution - The Holy Grail of Business Success</p> <p>Powerful execution comes from an increased capacity to produce results through the effective coordination of action. At the end of the day, everything boils down to the ability to execute effectively. The best strategy in the world, without rigorous execution, will fall short of its potential or fail completely. If you're having trouble executing, chances are you have to improve your conversational competency in the area of making requests and offers and making reliable promises. These principles, when practiced, will yield major improvements in productivity, results, trust and personal relationships. In this session you will learn how:</p> <ul style="list-style-type: none"> • To improve your ability to coordinate action • To produce the results you want, when you want them • To build an organization where everyone has integrity • To secure promises that you can count on • To handle broken promises
December	Dark