



Innovate or Detonate

Marcus Barber

On behalf of Ernst & Young & The CEO Circle



Role

To deliberately though gracefully, disrupt your patterns of thinking, such that an enhanced awareness will emerge for you



This evening

Competition

Ideas, Catalysts, Direction

Consider the idea of 'the future'

Random thought bubbles (CATA principle)



Hang on to your hats

'Five Chapters'

Counter-Instinctive

'The Intelligence Trap'

The magical number $7(+ -) 2$



Systems Driven Presentation



Smart Thinking

THINK OUTSIDE THE SQUARE



The Reality

There

Is

NO





Ideas, Catalysts, Direction

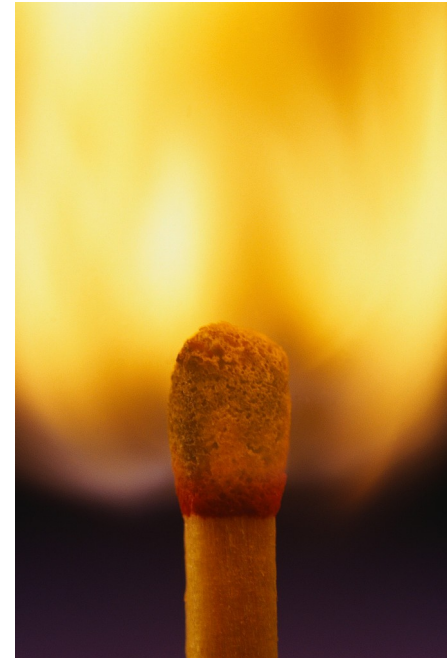
are the creative thoughts & the emergence of entrepreneurship





Ideas, Catalysts, Direction

This is where the entrepreneurial idea rubs up against the realities of a business and its operations – the fuel load is limited





Ideas, Catalysts, Direction



When the Entrepreneur finds enough fuel, you get a raging fire. Creativity will neither light the match nor create a fire



Ideas, Catalysts, Direction



A Compass – unless
you know which
way to direct your
energy, the flame
soon dies



Chapter One (of five)

Identifying the barriers to Innovation and what needs to be done to overcome them

Why the seeds of your Industry's destruction lie outside your field of awareness

Why 'creative' companies are on the brink of extinction as the economy gathers pace

Disconnected ramblings of a court jester



Question

Smarter or luckier?

Who reckons the key reason you are in your position is mainly because you are lucky?



The Intelligence Trap

'The more intelligent a person is, the more likely it is that they will be a poor thinker'

Edward De Bono



Barrier

- Reliance on habitual approaches to thinking

The seeds of your destruction lay in the forests of your successes.

Innovation requires an open allowance for the
'what if....?' questions



Suggestion

There's a fair chance that the biggest barrier to Innovation inside your organisation is you

Openly question how you think about your business

'Permission to Change'



Is Innovation important
Why?
Why not?



Quick Fact

'67% of senior executives say Innovation is critical to sustaining growth'

**'Bright Stars: Big Horizons –
What's driving Australia's fast growing public companies?'
Ernst & Young**



Fact

Innovation & Creativity are NOT the same things

- All Innovation IS creative
- VERY little creativity is Innovative



A Barrier

- No clear definition of what Innovation means to your company

Until you define what innovation is, you'll be too willing to accept the merely incremental improvements.

EVERYONE must know what you mean when you say 'Innovation'



Suggestion

Create an Innovation definition with staff and refer to it constantly



Chapter Two (of five)

Identifying the barriers to Innovation and what needs to be done to overcome them

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Strategic Futures

Your Assumptions – are they valid?

Your Expectations – are they realistic?

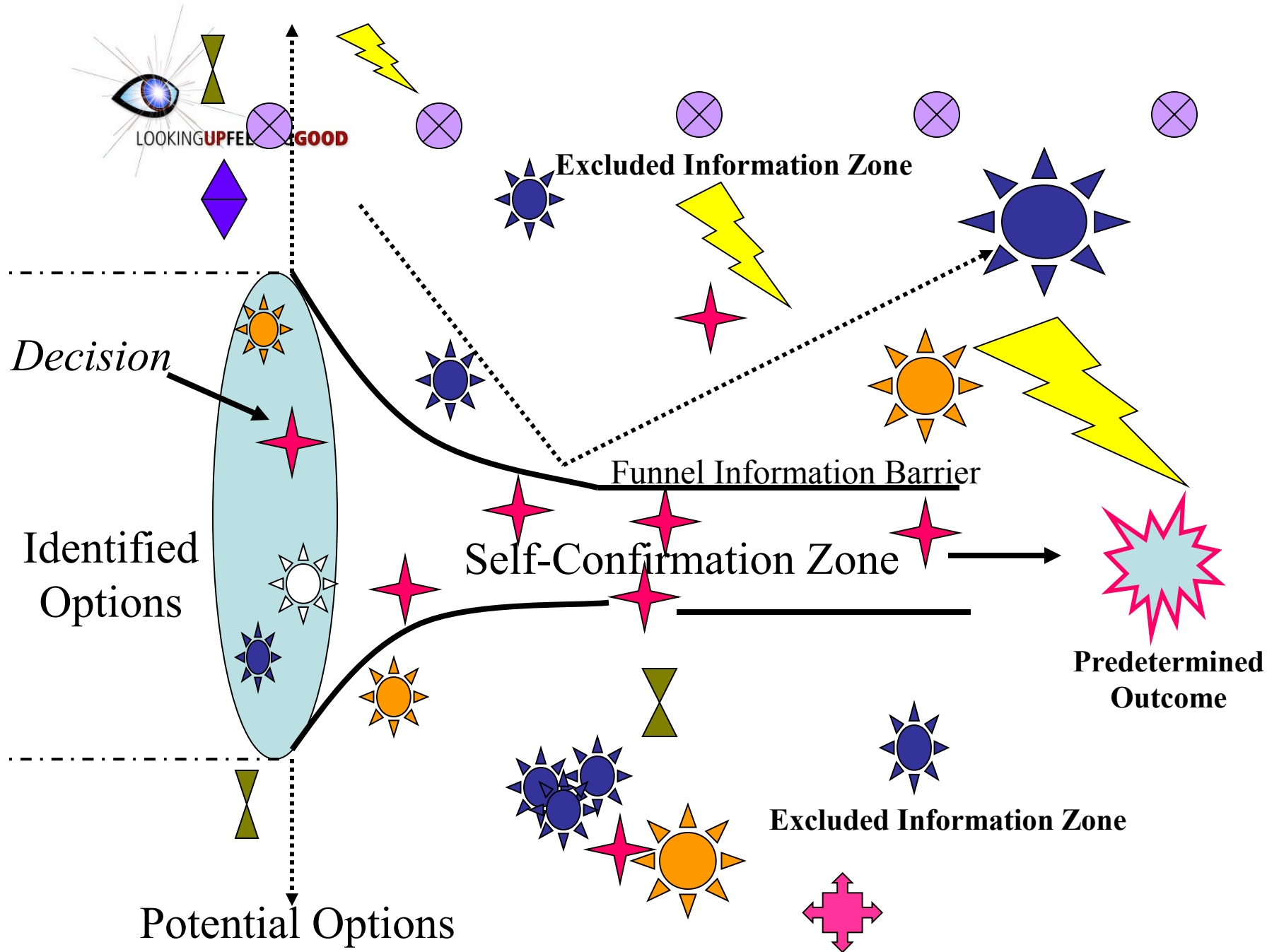
What can we see coming down the pipeline
that may enhance or disrupt our current
approach to the world?

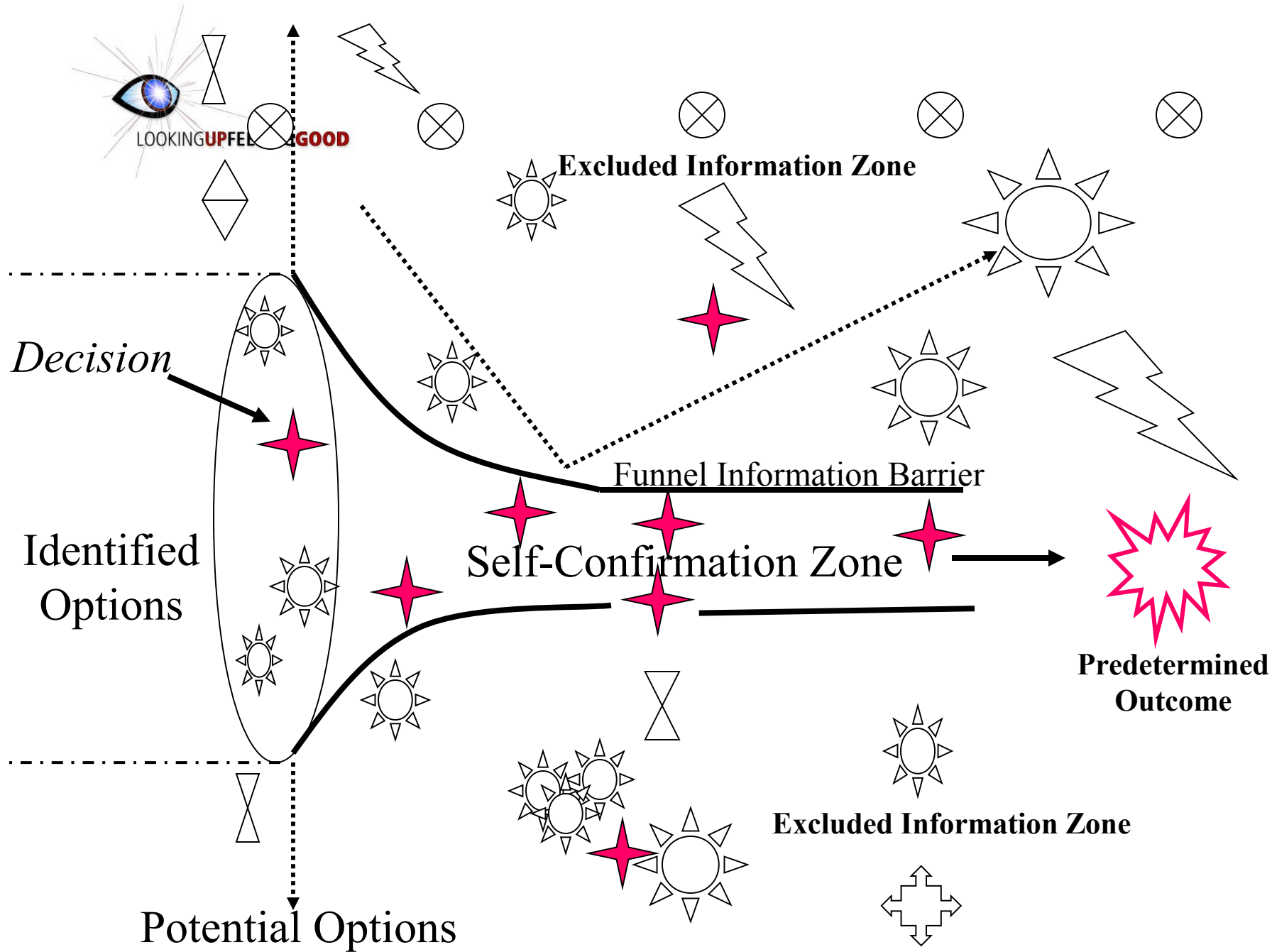


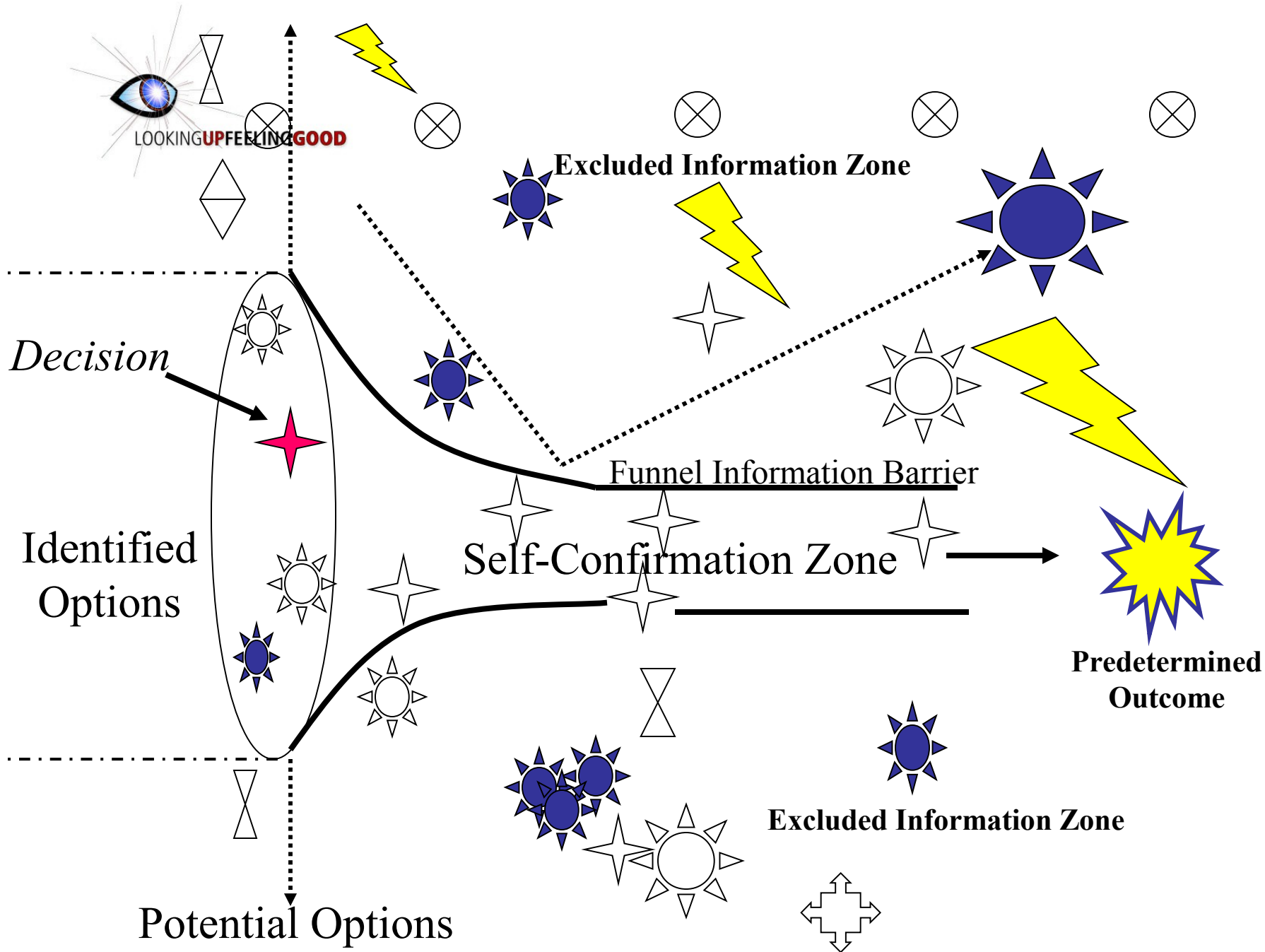
Information

How do you know you are right?

Where do you get your information from?









Just a thought

What you don't know will hurt you



Quick fact

Leading Entrepreneurial Companies

‘92% are retaining or increasing their focus on creating early warning systems for distress (i.e cash situation)’

E&Y ‘Seizing Opportunities – a once in a lifetime chance’

Are you?



Upstream, Downstream, New Streams

Up stream, your existence could be threatened
(denial of raw ingredients, legislative change...)

Downstream, your existence could be
threatened (denial of access to end users)

In New Streams, your existence could be
threatened (you can't kick with no legs - also
opportunities)



Suggestion

1. Become the scouting party for your downstream customers
2. Take responsibility for looking further upstream for potential disruptors
3. Seek out new streams



Chapter Three (of five)

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Who here has killed off a
bloated cow?



Biggest Competitors?



QANTAS

Spirit of Australia



Biggest Competitors?

MYER

is my store



Biggest Competitors?

McKinsey & Company



Biggest Competitors?





Biggest Competitors?





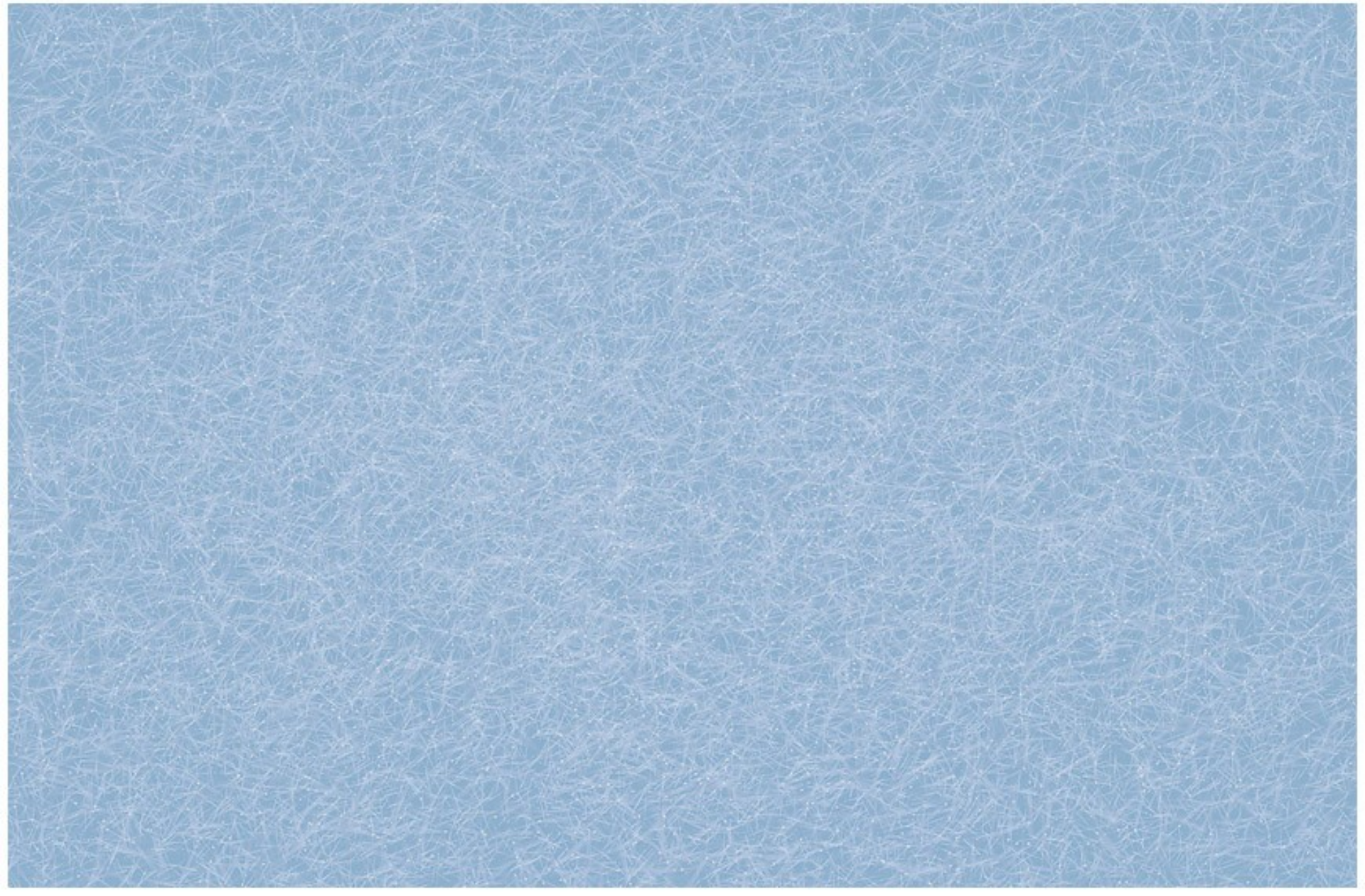
Biggest Competitors?

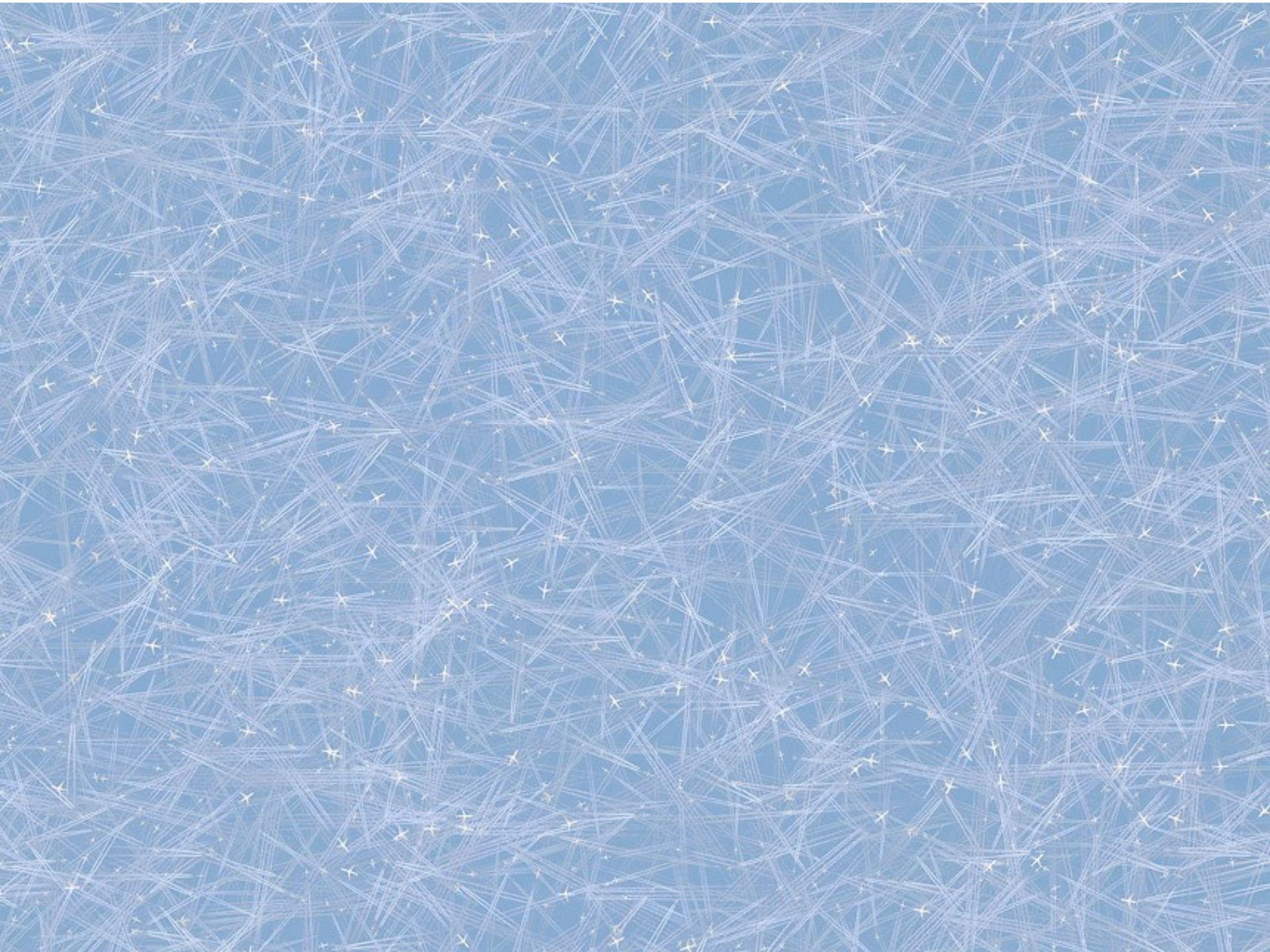


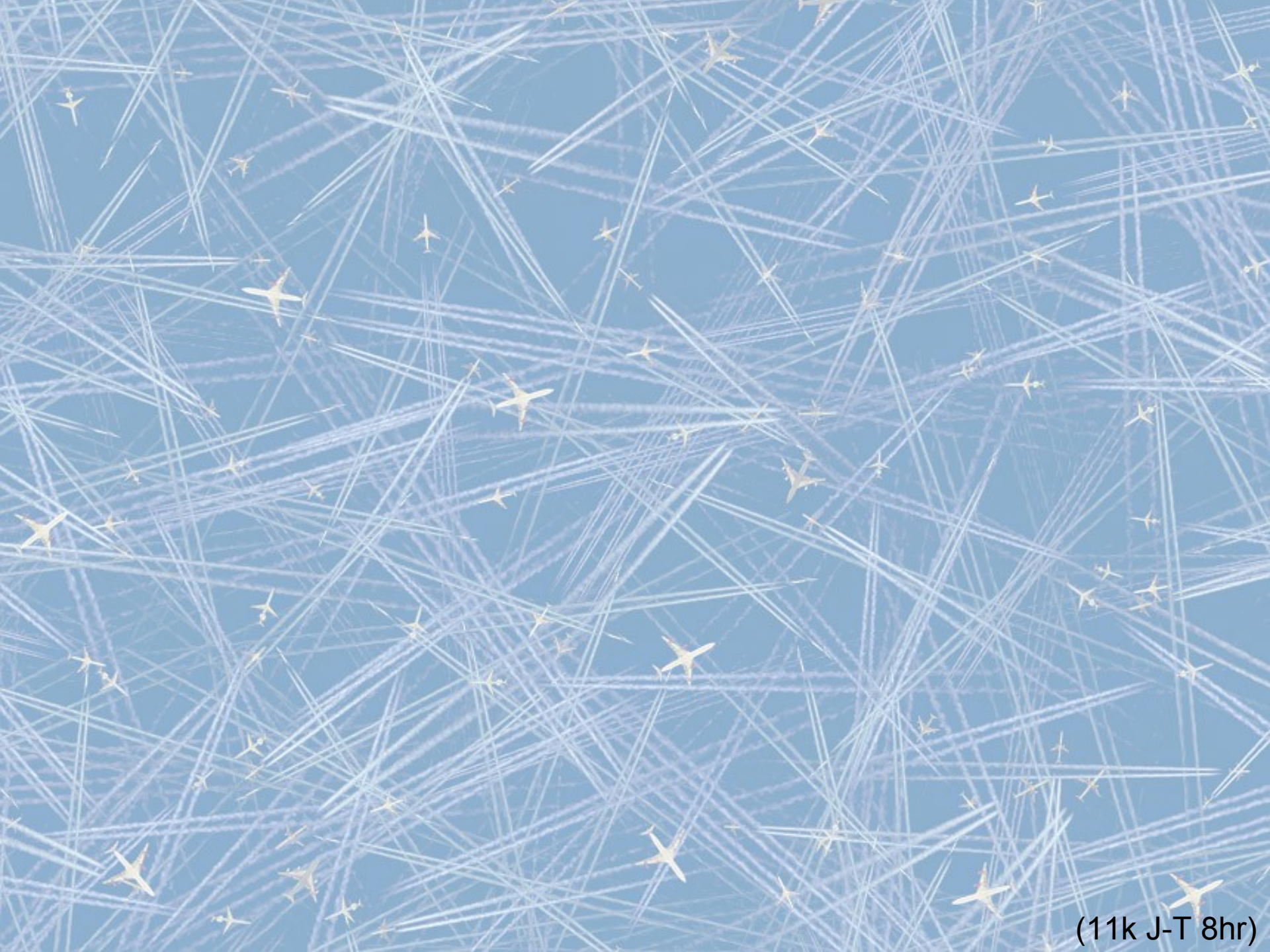
QANTAS
Spirit of Australia



http://www.chrisjordan.com/current_set2.php?id=7







(11k J-T 8hr)





The 'empty seat tax'
The 'empty cargo' tax
The flexi scheduling

Holographic meetings
Carbon miles

Green sourcing





Holographics



Bridges the 'face to face' myth

Hard to justify flying

Needs Telecoms firms to wake out of their stupor



Haptics

Electronic touch – new global shopping interfaces

Hold those kids at night from far, far away

Touch a hospitalised loved one.





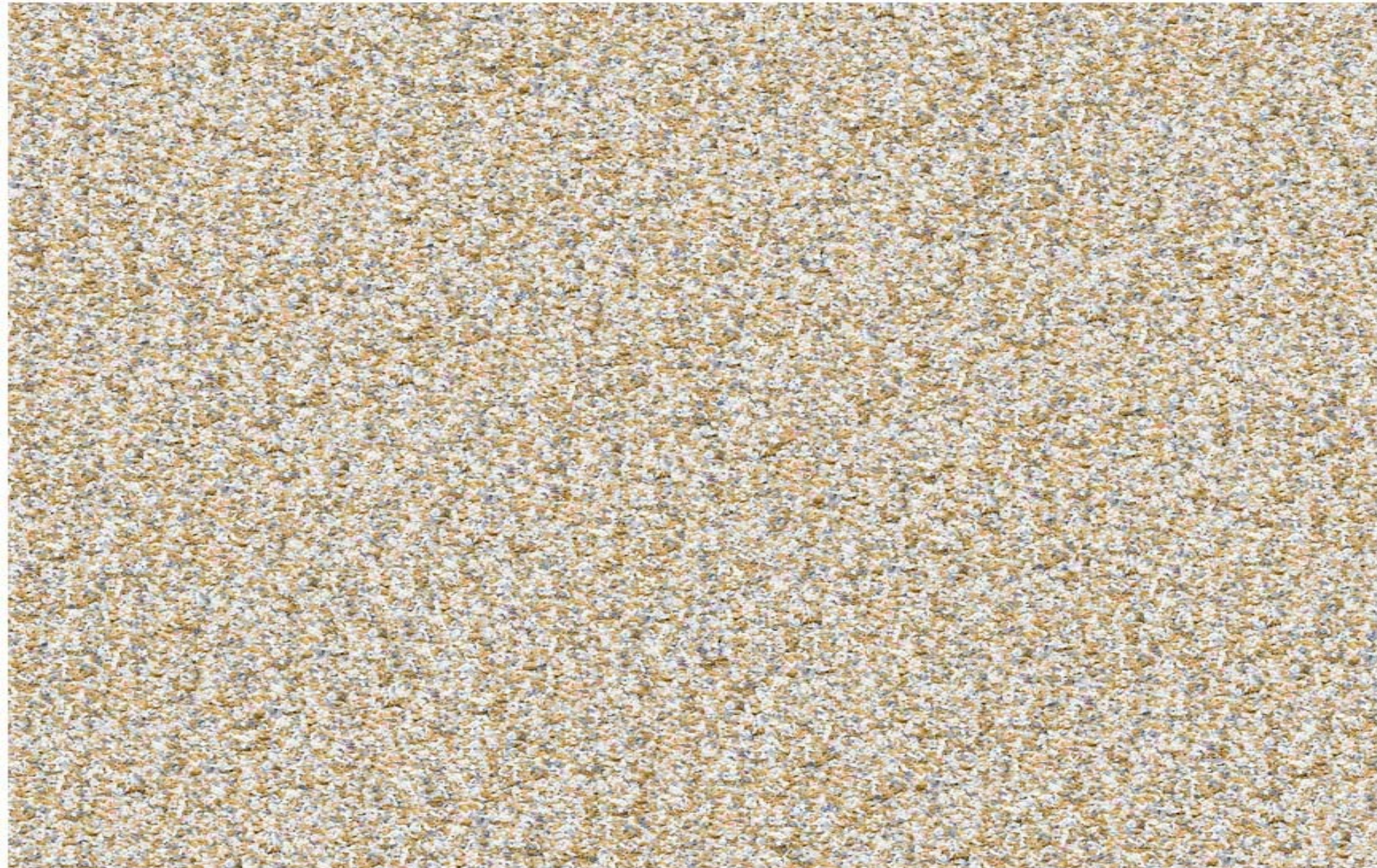
Biggest Competitors?

MYER

is my store



http://www.chrisjordan.com/current_set2.php?id=7







60,000 plastic bags used in
the US every 5 seconds









Two Million plastic drink bottles used in the US EVERY 5 Minutes





Big Impacts?

Adult Entertainment
industry

Gaming

Retail

Travel agents

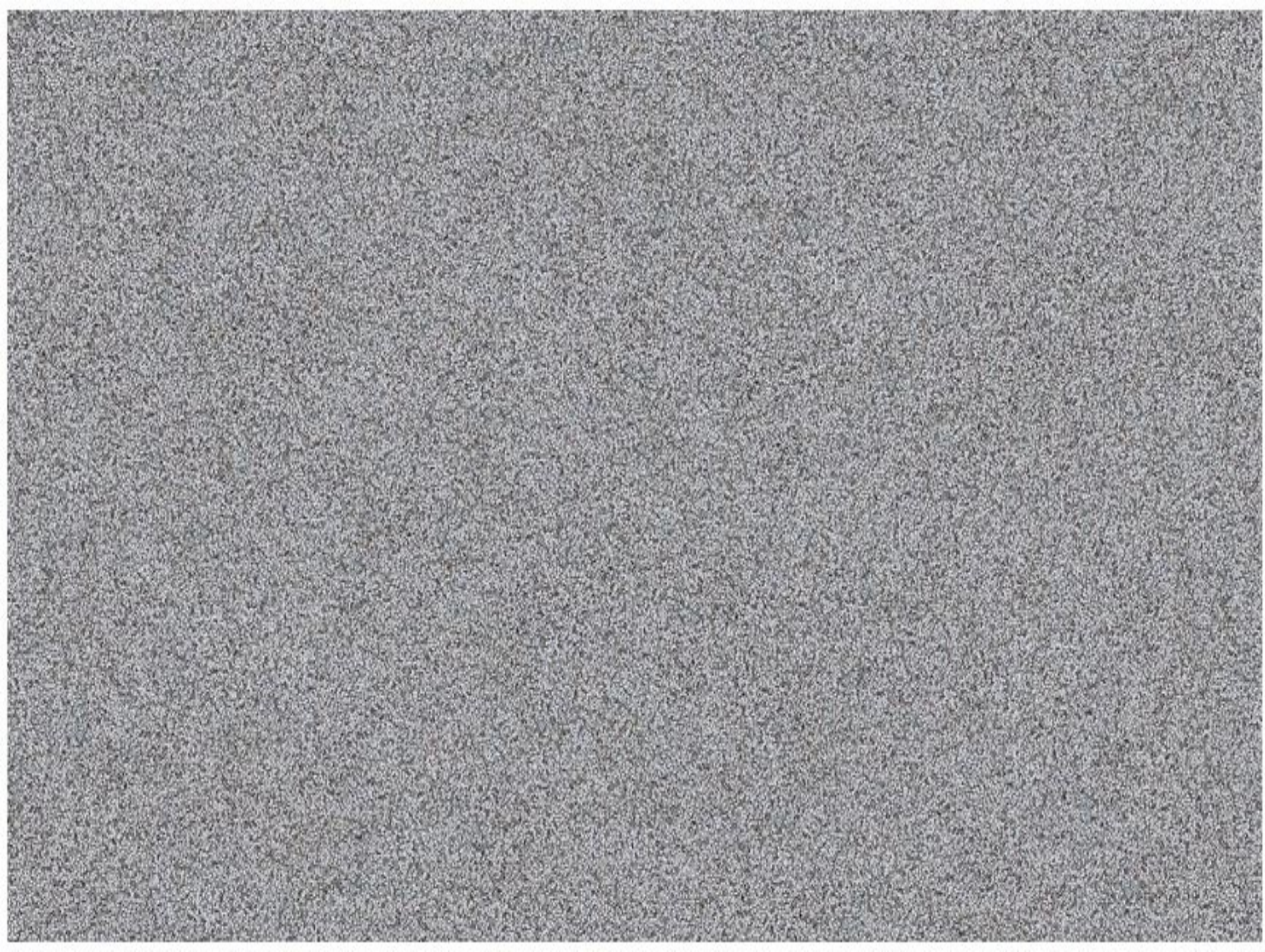
Airlines

Hotels targeted at
Business market



Biggest Competitors?









426,000 cell phones retired
in the US every day





Image: Newscom



Biggest Competitors?

McKinsey & Company



Member Name

Password

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English

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- Relationships
- Tarot Readings

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Education & Tutoring

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Professional Counseling

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- Parenting
- Depression

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Arts & Creative Services

- Graphic Design
- Writing
- Web Design

[More...](#)



Ask Question & Experts Answer You ...



Ask a Question, Get an Answer ASAP!

Select Category

Enter Your Question

Type Your Question Here...

19 Experts are Online Now

Get an Answer

Meet The Experts



Dr. P
Doctor
Positive Feedback 100.0 %
Accepts 115

... licensed Family Practitioner. Trained at Oregon Health & Sci. U. and U. of Rochester.

What Customers are Saying

“ Lurch. Thank you very much. I had real doubts about this website but your promptness of response, quick followup and to the point answer with picture was incredible. ”

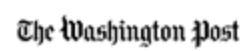
Charles
Walnut Creek, CA



Watch the Video

How JustAnswer Works

Learn more >



Traffic on JustAnswer rose 14 percent...and had nearly 400,000 page views in 30 days...inquiries related to stress, high blood pressure, drinking and heart pain jumped 33 percent.

Recent Questions

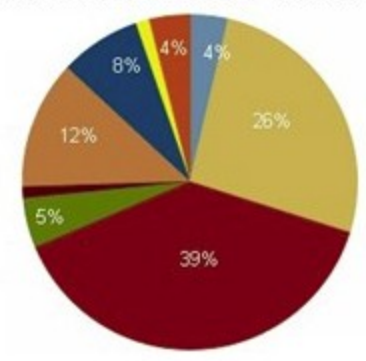
on what date did a F-4 phantom crash at NAAS/NAS Fallon Nevada?



MARKETINGPROFS DAILY

Social Media Catches What Mainstream Misses

Producers of Most Linked to Stories on Twitter



CUSTOMER BEHAVIOR The stories and issues that gain traction on blogs, Twitter, and YouTube differ substantially not only from those that lead in the mainstream press but also from one another, according to a study by the Pew Research Center. more >

123 tweets

retweet

Like 6

Posted 5/28/2010 at 9:00 AM

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Biggest Competitors?

Westpac



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Raise Money Online

with your own personal donation website!



1. Create



2. Share



3. Collect

TRY IT FREE

get setup in 60 seconds or less

Honeymoon in Venice!

You raised **\$2,500**

Overall Goal: **\$5,000**

Performance: You received 2

Recent Donations:

Type	Donation ID	Da
+	32-237-1807	34
+	32-237-1807	24
+	32-237-1807	14
+	32-237-1807	24

Export Name: Ted
Print Address: 555
Email

Help Spread the Word!
Share this fund with friends now:

- Tell your Facebook friends
- Share using Twitter
- Email your contacts

Recent Donations: [Donate Now!](#)

Joan McDaniels
Donated \$125.00
4 hours ago

Congratulations to the Newlyweds! I hope you have an amazing honeymoon in Italy... I'm sooo excited for you guys!

Raised: **\$2,500** Goal: **\$5,000**

[Donate Online](#) [Share with Friends](#)



Raise Money for Your Ideas & Dreams

Raise money online for a new business idea or for creative projects like films, books, bands or blogs.



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Raise Money for School Programs



Raise Money for Memorials & Tributes



Raise Money for Medical Bills

Watch the Video Tour!

Build Us a New Playground!

You raised **\$422,000**



32 123 211

15 Comments



Biggest Competitors?



COMPANY PROFILE Phone  (03)-5783-1867 

Rapid Concepts is the largest seller of ZCorp printers in Australia; the 3D printers are the most affordable, fastest, and only full colour rapid prototyping machines in the World today. Rapid Concepts specialises in Education having sold to facilities in every state of Australia. In addition, we also have a large range of laser engraving and laser cutting machines for non-metal products to suit various industries and educational facilities.



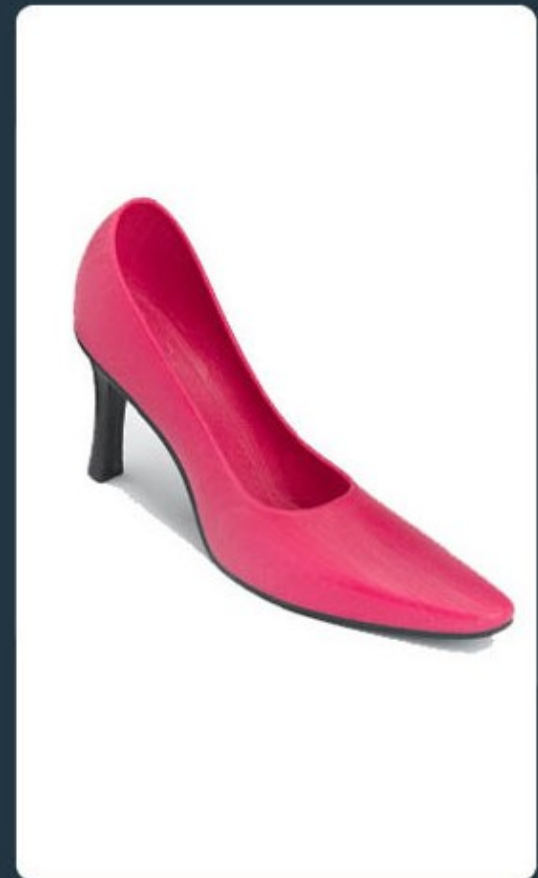
In the same way that conventional desktop printers provide computer users with a paper output of their documents, 3D Printers provide 3D CAD users a physical prototype of real world objects such as a mobile phone, an engine manifold, or a camera. By using appearance prototypes early in the product development cycle, design engineers can receive critical feedback early in the design process.

Z Corporation prototypes confirm market acceptance of new designs before the production process even begins, eliminating costly last-minute changes and enabling companies to be the first to market with their products.

Rapid Concepts have sold 3D printers to every State in Australia, from private enterprise to educational facilities, where the printers are being used in applications as wide and as diverse as Australia itself.

WHAT WE OFFER

In addition to our sales of the ZCorp 3D printers, we also offer a bureau service







The Jetsons-esque technology... for the home workshop.

Create your design on a PC, press “print,” and voilà: - any hard plastic object that will fit inside the 5x5x5-inch chamber.

The ...microwave-size machine (uses) affordable nylon-based powder...hardened by a halogen lamp



Barrier - Creativity

- An evil delusion of the busy company

Creative companies believe incremental improvements are good enough

You must raise the bar when it comes to opportunities for Innovation



A Barrier

- Being excited by the pick-up in sales

Whilst you've been sleeping, the marketplace has been learning to do **WITHOUT** your very important offering

Loans, product design, transport options,
education & training...



Barrier

- Non existent or sporadic ‘forward scouting’

‘Busy-ness’ does NOT equate to ‘awareness’

Innovative companies have a deliberate and ongoing environmental scanning capability

VSTEEP; Scenarios; CLA; Killing Trends



Discontinuities

Are the cessation of a previous mode

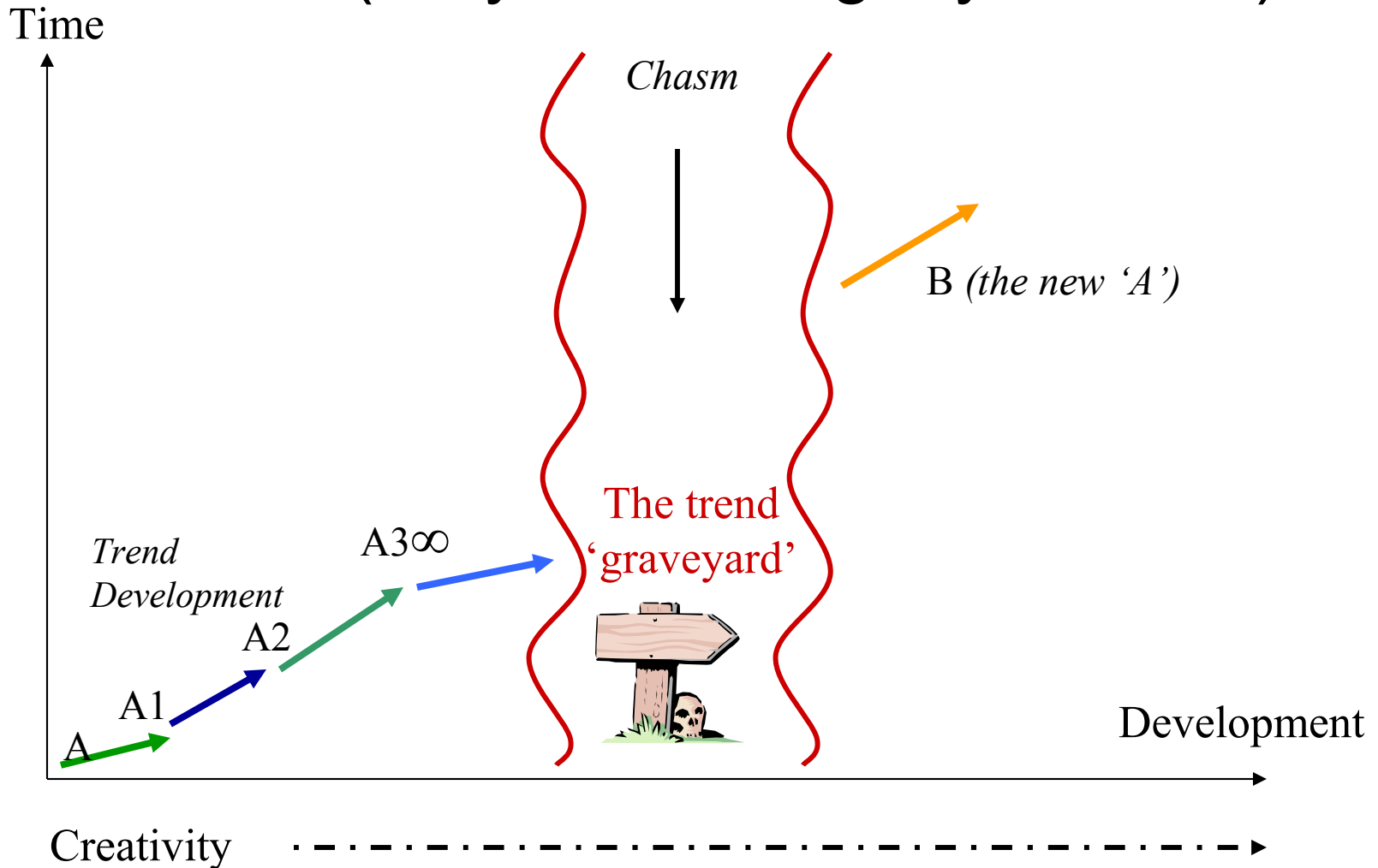
Paradigm changing events

Discontinuities can be anticipated and even identified
(through ES)

Best known examples are also likely to be Wildcard
events

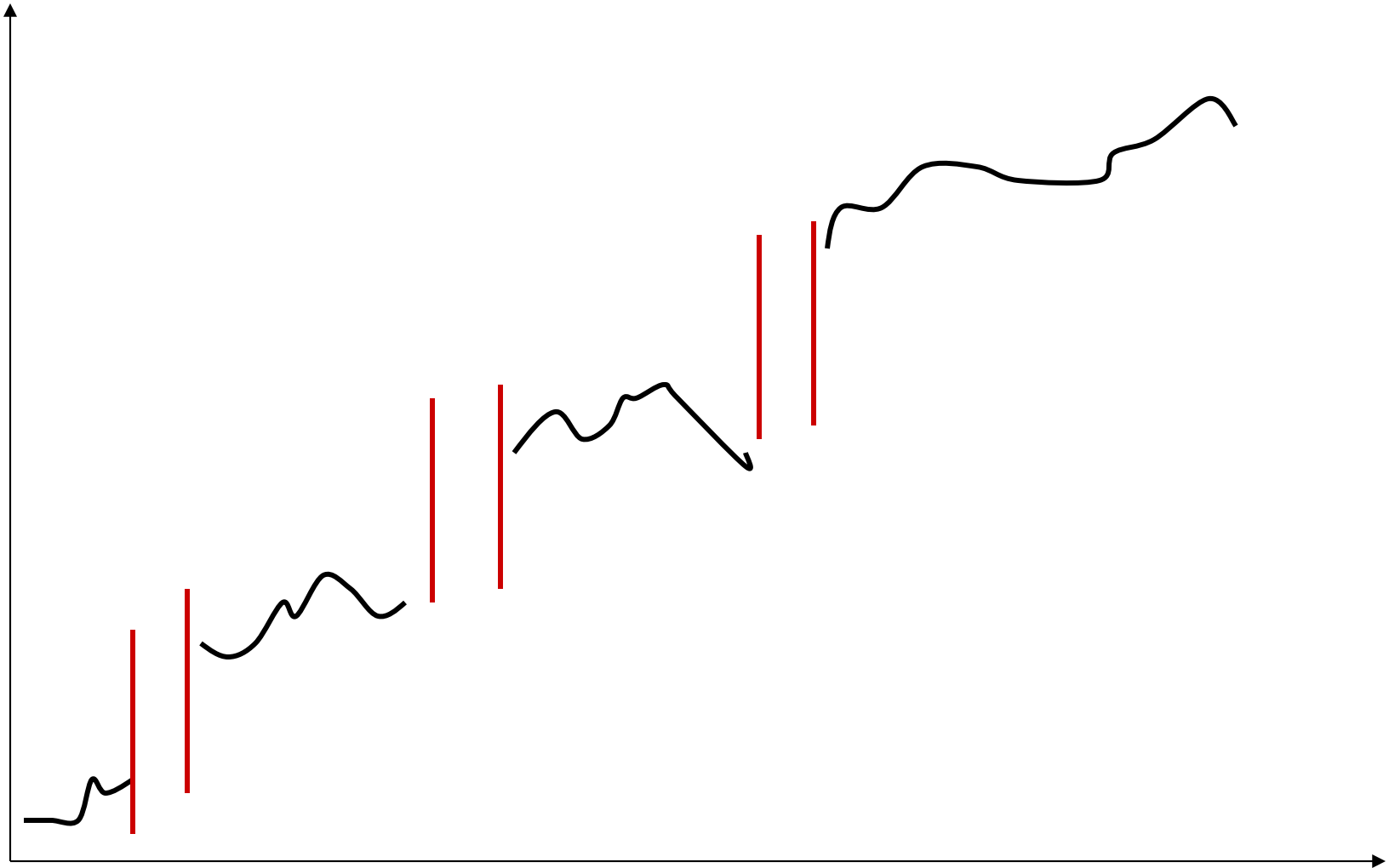


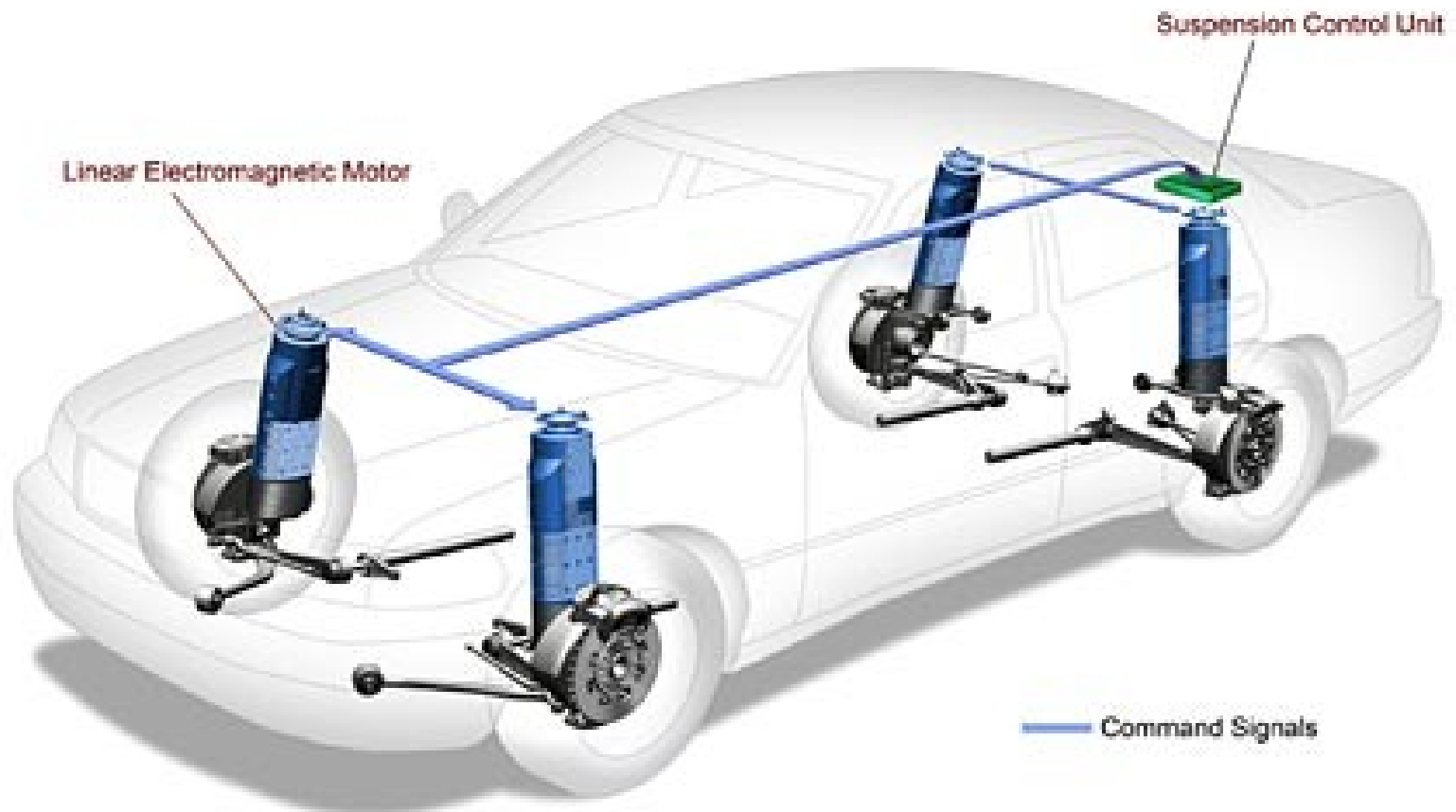
The Creativity – Innovation Chasm[©] (Why 'A' won't get you to 'B')





View Over Time







Remote Medicine

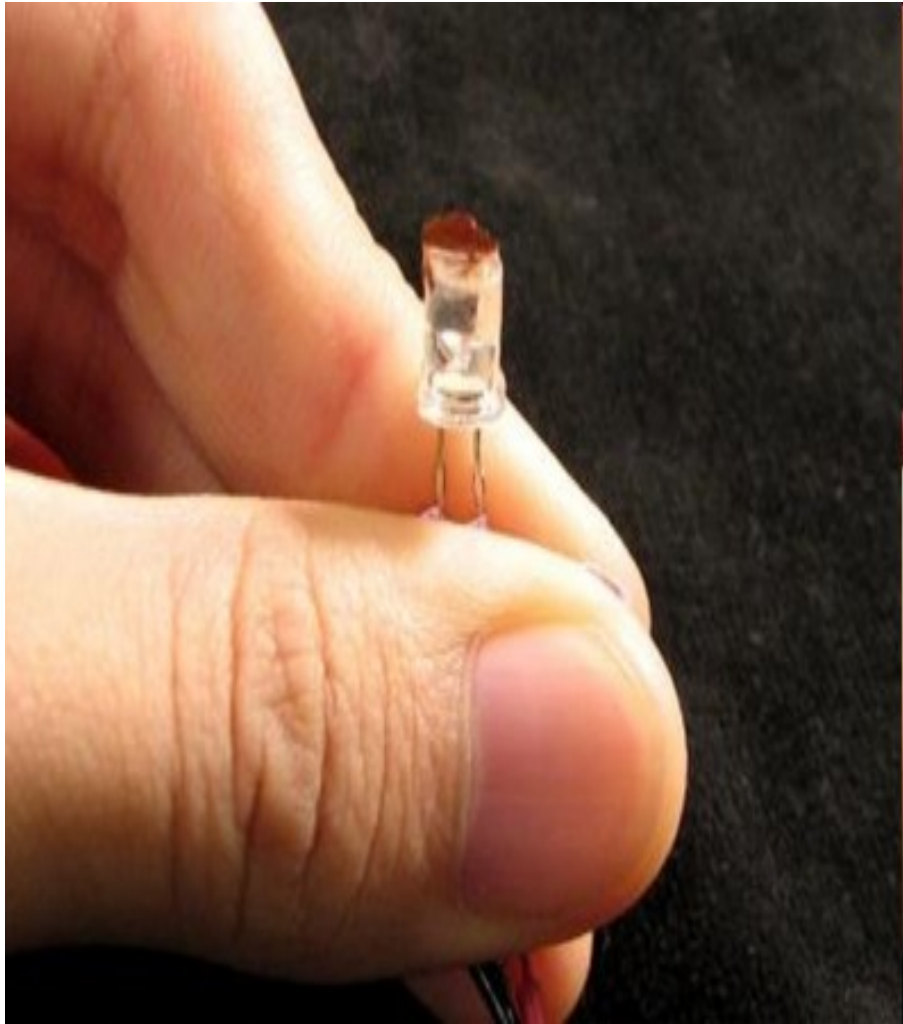


The Scottish Centre for Telehealth lists the **objectives of the pilot**:

- develop and test the clinical engagement processes for the HealthPresence (clinicians & patient)
- determine and test the added value of 'HealthPresence' versus current clinical engagements / operating costs
- determine and test the operational process of the booth (safety, security, cleanliness, availability, accessibility)
- develop, test and demonstrate the technical systems and information management systems - including reliability, security, service management, capacity and performance



Remote Sensing



Mobiles based MEMS &
Lab on a chip

Distributed & Rapid multi
site tracking of potential
disruptors

Ideal for pathogens;
weapons sensing; air
pollution...



Garage-Lab goes Live

Build your Own...

RNA/DNA test kits; nano-materials lab;
advanced chemistry experiments; new
products development

Crowd-Sourced R&D



It's not about...



Consumers simply outsourcing cost of hardware

Consumers generally oblivious to privacy and ownership

Expect a busy Ombud'





Robotic Surgery



- 1 Surgeon Console
- 2 Image Processing Equipment
- 3 Endowrist Instruments
- 4 Surgical Arm Cart
- 5 Hi-Resolution 3-D Endoscope

© 2000 How Stuff Works

Photo courtesy of Intuitive Surgical

Another black-hole?

Huge regional potential

Get those kids on Playstation (not Wii)



Enough-ness

Emerging value set

Is beyond altruistic behaviour

Is not philanthropy

Poses the question 'how much is enough?'

Suburban Farming



http://www.nytimes.com/slideshow/2008/07/15/science/0715-FARMING_3.html

http://www.nytimes.com/2008/07/15/science/15farm.html?_r=1&oref=slogin



A Future Emerging?

Bio-metric & Genetic tagging

Soft Steps (travel footprint)

Crowd sourcing as new paradigm



A Future Emerging?

‘Enough-ness’

Telephony firms waking from their stupor

The rise of uber luxury



A Future Emerging

Neurological Disorders (inside healthy shells)

Asbestosis (we ain't seen nothing yet)

Nutri-genomics & Personalised medicines

Localised power stations



Chapter Four (of five)

Identifying the barriers to Innovation and what needs to be done to overcome them

Why the seeds of your Industry's destruction lie outside your field of awareness

Why 'creative' companies are on the brink of extinction as the economy gathers pace

Disconnected ramblings of a court jester



Who here has one or more
Court Jesters in their
organisation?



CATA Principle

Connect Anything to Anything

Take two or more random items and ask:
‘How are these things connected?’



Random Ramblings

Latest IBM Global Research (Aust/NZ stats)

- 84% of CEO's expect a high to very high level of complexity in the industry, but just 45% say they are prepared (contact Matt English at IBM for latest report)
- Study says 2009 fixed assets are generating 75% less return than they did in 1965 (Hagel III & Seely Brown)
- 87% of companies are focused on key accounts (= huge opportunity for those who know where to look) E&Y 'Lucky Country Looks Forward')



Fight or Flight

What really happens under stress?

Are you a Fight or Flight organisation?



It's a Myth

'Fight or Flight' are the SAME things, just in opposite directions

Reality check – we MOVE or FREEZE

'Creative' companies are doing both – slowly freezing. Innovative companies move



This is the 'How to
do Innovation' book

KILLING TRENDS

THE
GRACEFUL ART
OF INNOVATION

Marcus Barber



What the book says:

1. Identify the key factors that underpin your industry
2. Work out which ones are most vulnerable to sudden disruption
3. Work out how to disrupt them
4. Press 'go'
5. Once the new way begins to solidify, start at step two again



C v I

Creativity is activity

Innovation is productivity

Creativity is 'What's it like?
Where does it fit?'

Innovation is 'What's it
do? What could it do?'

Creativity is 'what can we
'tweak'?'

Innovation is 'what can
we make obsolete?'

Creativity is habitually
driven

Innovation is future driven



Why Innovate

Innovation is deliberate change for the future

Shape your future or someone will shape it for you

Innovation is about a mindset of 'positive existence'

Most do 'adequate survival' until innovated out of existence!



Innovate or Detonate



Even dead things 'grow'



Summary

C & I are NOT the same: Incremental is ok, just not sufficient

Remove the Barriers to Innovation

Your biggest threat is probably not in your industry sector (scan, scan, scan)

Court Jesters will shake your snow cone



Summary

Creativity is just 'a match' (and is useless on its own)

Entrepreneurship ignites it (by testing existing boundaries)

Innovation is supplying the fuel load (from a good idea to a real business)

Strategic Foresight tells you where to find more fuel (scan for emergence or starve the flame)



Chapter Five

That's for you to write...



Contact Details

For Strategic Thinking, Innovation, or to consider the future of your industry and business, contact Marcus Barber at:

Looking Up Feeling Good Pty Ltd

www.lufg.com.au

613 9445 0289

No, he doesn't have a mobile phone!