INNOVATION MANAGEMENT

PRINCIPLES THAT CAN HELP POLICY MAKERS

BY MOHAB ANIS, PHD, MBA
CEO
A Unique Heritage of Consulting & Management Education

Management Consulting
Innovation Practice Leaders at Arthur D. Little and Monitor Group

Innovation Management
Capability Building

Management Education
Innovation Department Heads of Graduate Business Schools

Arthur D. Little
1985
2002
2007

Monitor Group

CRA International

IXL CENTER
Founded 2007

Innovovety
unleash your innovation

Founded 2009
We build customized Innovation & Digital Strategy & Training programs around 3 pillars:

**Strategy, People & Technology**

Innovety Is Building An Innovation Ecosystem in MENA
About INNOVETY

Innovety has served a growing base of **150 Clients Across MENA**

Egypt, Jordan, Lebanon, Kuwait, Qatar, UAE & Saudi Arabia
Innovation within Organizations

INNOVATION STRATEGY
WHERE 
WHEN 
PARTNERS 
FIELDS OF PLAY 
CONCEPTS 
SEQUENCING

INNOVATION DISCIPLINE
LEADERSHIP 
MANAGING & LEADING

LEADERSHIP SYSTEM

INNOVATION DISCIPLINE
METRICS 
BEHAVIORS

LEARNING 
CLIMATE BEHAVIORS

INNOVATION CAPACITY
PEOPLE 
RESOURCES 
PROCESSES

PIPELINE & PORTFOLIO MANAGEMENT ORGANIZATIONAL STRUCTURES PARTNERS & NETWORKS

INNOVATION RESULTS
WHY 
EARNINGS 
TIME 
GROWTH GAP 
CASE FOR CHANGE
Innovation Management

- Innovation Assessment
- Innovation Strategy
- Product Innovation
- IP and Tech Transfer Strategy
Innovation Management

...understand your current Innovation capabilities...

1. Innovation Health Check

- Identify the gap between your current and desired state to make innovation happen at your company.

2. Innovation Capacity Building

- Kick-start your innovation program through generating, prioritizing, and launching ideas.

3. Chief Knowledge Officer Certificate

- Develop a realization plan to guarantee the success of your new product or service.
Innovation Assessment

Innovation Health Check

Assess and benchmark your innovation capabilities and pin-point the root cause.
Innovation Assessment

Innovation Health Check

The definition of the growth champions focuses on sustainability

- Highest rate of income growth
- Highest growth in operational margin
- Highest rate in growth of number of employees
- Highest contribution of organic growth
- Older than 7 years

Calculation of benchmarks

Average score of the 10% best performers
Innovation Assessment → Index

**COMPANY LEVEL**
- Company Score
- Key Gaps & Opportunities
- Intra-sector benchmarking to average and best in class
- Formulate strategic roadmap

**SECTOR LEVEL**
- Sector Score
- Capture hidden innovation
- Inter-sector benchmarking to average and best in class
- Reflect ways innovation happens in different sectors & build policy

**COUNTRY LEVEL**
- Country Score
- Include climate enabler KPIs
- Impact on Productivity
- Policy Setting
- Benchmark to average and best in class in other regions
- Policy Setting
Innovation Capacity Building

Identify your growth areas, to generate new ideas, develop new projects, launch new services or choose the right program.

Innovation Pipeline

Generate Better New Business Concepts

Build More Compelling Value Propositions and Business cases

Develop Actionable Plans for Faster Launch and Scale-up

Eureka! Workshop

Pursuit Teams

Realization Teams
To define a clear innovation focus requires five steps, each with a set of activities and outputs associated with it.

1. **Setup**
   - Set Objectives and targets

2. **Diverge**
   - Generate Ideas

3. **Connect**
   - Organize + Connect the Dots

4. **Converge**
   - Prioritize + Refine Concepts

5. **Emerge**
   - Set the Action Plans

**OUTPUTS**

- Strategic Innovation Focus
- Business Opportunity Map
- Business Concepts / Initiatives
- Prioritized Concepts / Initiatives
- Next Steps
Innovation Strategy & Realization

You need more dots and a structure to look at the dots

- Multisource
  - Your Company
  - Competitors & Adjacencies
  - Up-and-Down the Value Chain
  - Changing Needs
  - Future Trends

To Get Lots of Dots

Organized on a Business Opportunity Map (BOM)

- Market
  - Customers
  - Needs
  - Experiences

- Delivery
  - Occasion
  - Location
  - Channels

- Offering
  - Products
  - Services
  - Brand

- Production
  - Competencies
  - Assets
  - Technologies

- Business Model
  - Networks
  - Partners
  - Pricing Models
Innovation Strategy & Realization

The BOM democratizes the dots for anyone to systematically connect the dots

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<th>Business Opportunity Map</th>
<th>Your Company</th>
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Innovation Strategy & Realization

Field of Play extending beyond the core but with significant overlap
Breakthrough Results Program

The type of concept generated is based on which dots are used to form the concepts

1. Incremental Concept
   - Concepts where all dots are from within the core
   - Internal Employees

2. Breakthrough Concept
   - Concepts where at least 2 of the dots are within core
   - Actionable concept because of dots within the core
   - Internal Employees
   - External partners

3. Radical Concept
   - Concepts where all dots are from out of the core
   - R&D team
   - Out-of-the-box, visionary or imaginative people
Example: Segmented Fridge

- **Energy efficiency**
- **Privacy**
- **Dorm students, GCC labor**
Trend 1: Shared Economy

600 000 OVERNIGHTS STAYS

VS

800 000 OVERNIGHTS STAYS

Hilton

IxL Center

innovety
Trend 1: Shared Economy

600 000 TICKETS /month

VS

1 MILLION TRIPS /month
Trend 2: Internet of Things

Population

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Trend 2: Internet of Things

In Sports ..
Trend 2: Internet of Things

At home ..
Trend 2: Internet of Things

PREVENTION OF EPILEPSY SEIZURES

GLYCEMIA INDICATOR

INTELLIGENT TOOTHBRUSH

EYE TESTS WITH SMARTPHONE

IN MEDICINE…
Product and Packaging Innovation

Using only 23 extensive design principles, you would be able to structurally design new products and packages.

23 Principles of Product Innovation

- Parameter Change
- Preliminary Action
- Physical Contradiction
- The other way around
- Segmentation
- Eliminating waste
- The other dimension

Packaging Innovation

- Functionality
- Shape
- Color
- Material
- Sensory Experience
- Typography
- Graphics

A step by step approach to improve your Packaging functionality
Industrial Product Innovation: Client Case

Results: More than 180 new product concepts/innovations re-designed out of Al-Araby’s core manufacturing line.

1. Output example: Used 'Merging' Product Innovation principle and re-created a water cooler mister fan
Principle 1: Other way around

Invert the process between human-object
ex: Moving sidewalk with standing people
  ● ex: Electric juice squeezer
ex: Electric toothbrush
Principle 1: Other way around

Use the other way around principle to redesign the watch.
Principle 1: Other way around

One possible solution is to make the numbers showing time move instead of being static.
Principle 1: Other way around
Principle 2: Universality
Principle 2: Universality
Nested doll: place the object inside itself

- ex: Camera lenses
- ex: Extending radio antenna
- ex: Telescope
Principle 3: Nested Doll

- Use the Nested Doll principle to come up with an innovative bottles’ dripping problem.
Principle 3: Nested Doll

One possible solution is to place two (merging) bottle tips inside one another (inside another).
Principle 4: Preliminary Action

Perform, before it is needed, the required change of an object
ex: Pre-pasted wallpaper & Sticky notes
ex: Half-baked food
Principle 4: Preliminary Action
Principle 5: Segmentation

Divide an object into independent parts
Principle 5: Segmentation
Develop IP Strategy: Manage Intellectual Assets & Protect IP

4. Develop IP Strategy

IA Assessment → IP Due Diligence → IP Strategy → IP Protection → Licensing

IDEA

The Researcher’s innovation

Research
- Fundamentals
- Applied (Industrial)
- Experimental

Technology Evaluation → Market Evaluation → IPR protection & management

MARKET

Commercialization
- Licensing to an established company
- Selling

5. Technology Transfer In
What is the goal?

What IP is available?

What are the trends?

What are human needs?

Who can I partner with?

What’s the business model?

What’s my IP Strategy?
1. **Open Source**: Should BA put it on its Web for anyone to see, contextualized as part of a fabulous online collection?

2. **Full Exclusion**: Should BA keep the scan close at hand?

3. **Limited Exclusion**: Should BA seek another publisher?

*New IP Strategy!*
Observations and Takeaways

1. Go beyond the Sword & Shield

2. Think differently! Think IP the Innovation Way

3. IP should be considered a key strategic asset class around which a flexible IP strategy is developed

The most innovative companies are those who have the most innovative IP strategy

Full exclusion  Limited exclusion  Open access

4. Think about all your 3 IP Classes: Patent, Copyright, Trademark
Observations and Takeaways

5. Diverse and balanced IP portfolio and remain flexible for changes and trends

6. IP deserves more attention from businesses and nonprofits.

7. Brand is an important IP

8. Managers should not leave IP issues to legal department or treat it as a line item in balance sheet