



INNOVATION & ANALYTICS

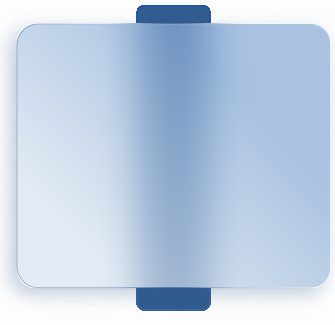
Concepts Map

Impact



Pillar III: Scout and validate opportunities that others miss and win their adoption when others can't

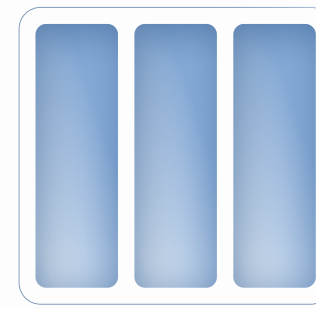
Sustainable growth requires being great in four pillars.
Below are the vital concepts for Pillar III: Innovation & Analytics



OUGHT over WANT

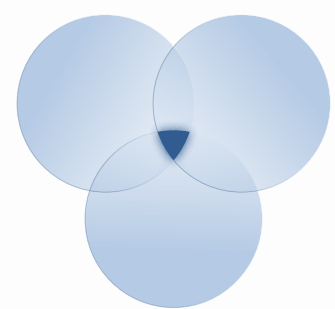
Innovation relies on being open to new possibilities. This requires removing blinders that overlook or block unfamiliar or uncomfortable information – to see what ought to be seen, rather than what wants to be seen.

This approach identifies blinders to limit their influence in the innovation process.



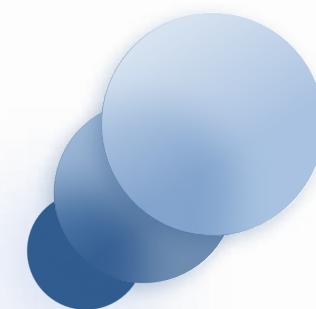
Build a Bigger Box

With blinders in check attention can be turned to scouting for innovative opportunities. This involves defining a market experience and segmenting it by before, during, and after the exchange point. Observe what is liked, disliked, and creates ambivalence in each segment of the experience. Generate ideas about how to strengthen what is liked, solve for what is disliked, and switch resources from areas of ambivalence to the other two areas.



Viability Triad

Some ideas are more valuable than others. Consider initial idea viability by evaluating responses to core questions related to desirability, feasibility, and sustainability. Discard the ideas that don't measure up to these questions and focus on the ideas that do.



3 Validation Lenses

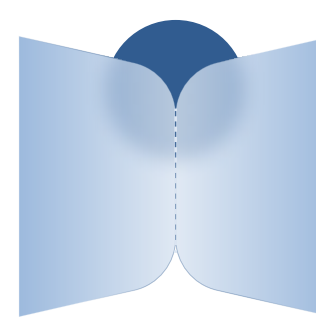
Three techniques provide evidence to decide which ideas to pursue from among those that appear viable: simple experimentation tests the proposed solution in minimal form, envisioned scenarios describe the new reality for intended users and asks their willingness to adopt it, and commonality benchmarking pinpoints the relevant arts from successful examples – in order of usefulness.



Ag Modeling

With evidence from initial validation the launch model can be refined. Silver (Ag) has the highest electrical conductivity, thermal conductivity, and reflectivity of any metal.

In sustainable business modeling, this is the ability to attract customers, scale market share, and efficiently grow profits. The best models are clear about and deliver in seven ways (A – G).

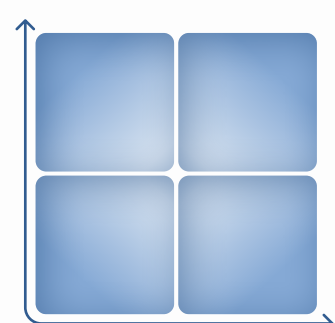


Nail the Tale

Winning innovation buy-in requires a powerful message that inspire the target audience to take the desired action.

Powerful messages have five characteristics:

- 1) **Simple** – they're easy to understand
- 2) **Emotional** – they create a strong reaction that raises hope and/or lowers fear
- 3) **Concrete** – they make abstract concepts tangible
- 4) **Credible** – they provide evidence for their claims
- 5) **Personal** – they tailor to the interests of their audience.



i2 Movements

Innovation adoption can be predicted and repeated. Most people decide which ideas to adopt based on their desire to affiliate with those they respect and to avoid not fitting in with them. Adoption begins by gaining the trust of advocates with interest in the innovation and influence with an initial following. A movement forms when others see the initial following and want to affiliate with it.



5 System Keys

World-class enterprises create conditions for innovation to thrive. They invest in systems that clarify processes, align actions across interests, power skill development, incentivize wise risk-taking, and empower creation, capture, and resourcing. The result is a cadre of skilled innovators supported by incentives, platforms, and resources for exceptional continuous innovation.

The Difference is in the Research

Concepts that stand the test of time are grounded in rigorous research. Dr. Tom Hunsaker's research into sustainable growth practices sets the standard.

GEOGRAPHY

5

5 continents



DURATION

10

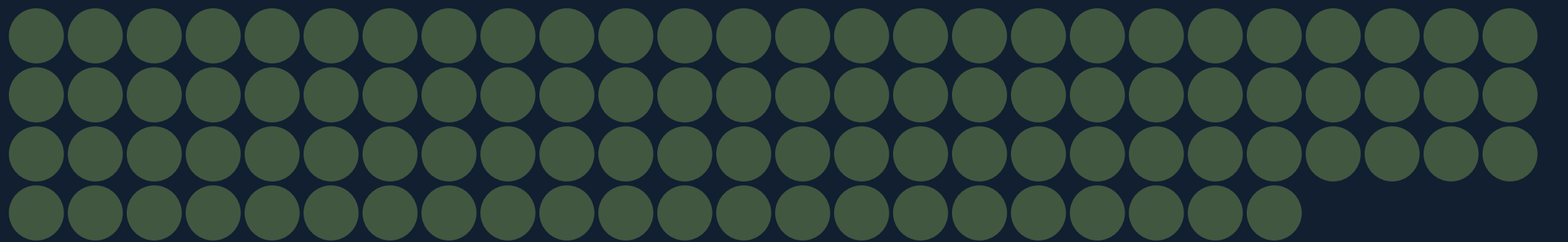
Over 10 years (and counting)



PERIOD

100

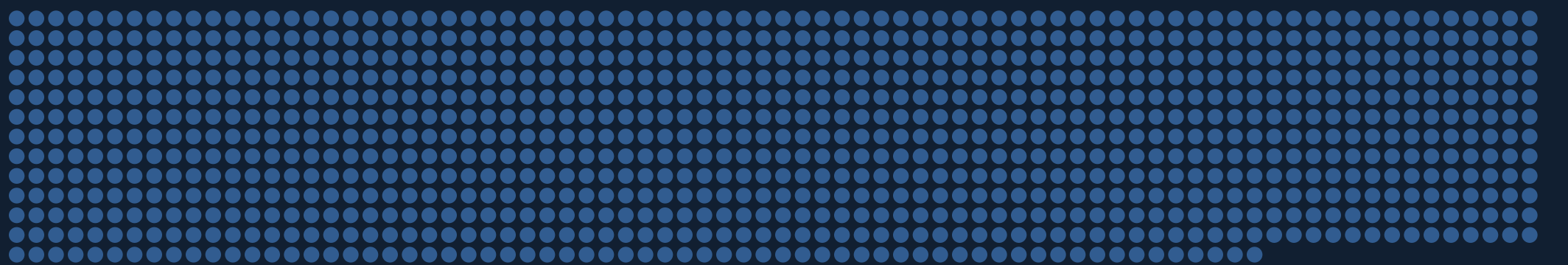
Over 100 years of practice



BREADTH

1,000

1,000s of enterprises



DEPTH

10,000

10,000s of managers



Impact

Dozens of dedicated features and cases in Harvard Business Review and MIT Sloan Management Review and multiple bestselling books.

**Harvard
Business
Review**

MIT Sloan
Management Review

Standard-setting practices in the four sustainable growth pillars:

**Mindset &
Culture**

**Strategy &
Change**

**Innovation &
Analytics**

**Execution &
Agility**