

Innovation

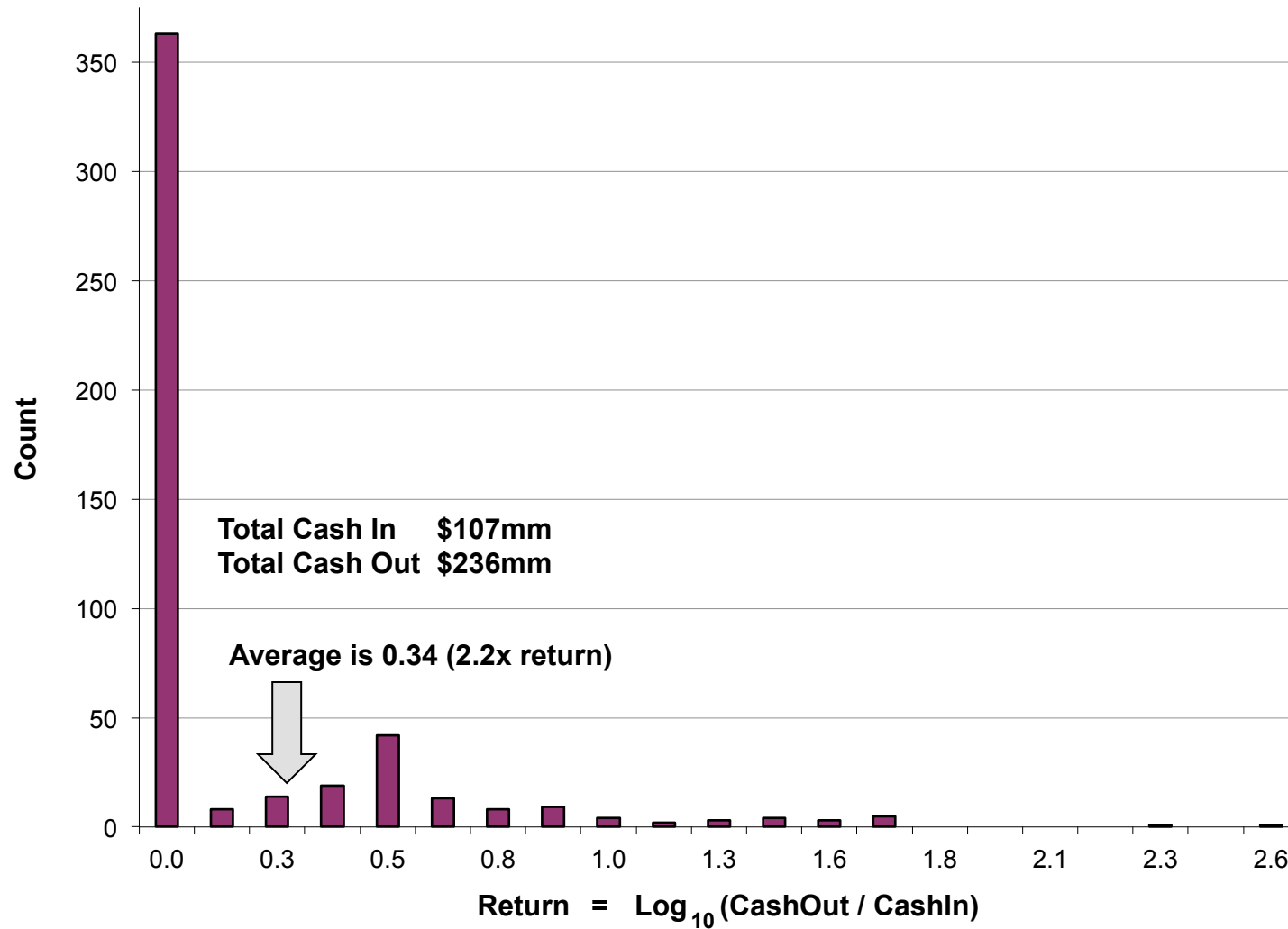
OIDD614 – Session 2

Karl T. Ulrich

Course Topics

- What is innovation?
- Need pull vs. solution push
- Internal vs. external innovation
- Horizon 1, Horizon 2, and Horizon 3 innovation
- VIDE success model; value = $f(\text{idea, development, exogenous factors})$
- Opportunity identification
- Individual vs. group performance in idea generation
- Problem definition using "5 Whys"
- Innovation tournament structure
- Tournament performance levers: N, mean, variance, filter ratios
- Design thinking: observational methods, rapid prototyping, iterative refinement
- Concept exploration/development methods
- Whiteboard 101 (plus more optional visual expression tutorials)
- Branding and naming
- Valuing innovation projects
- Crowdfunding and open innovation
- How to pitch
- Culture of innovation
- Lean innovation/MVP, project planning
- (Project-specific content and methods.)

Histogram of Returns for 499 Ventures by Angel Investors



e.g. 1,000,000 cash out on 100,000 cash in has Return of 1.0

Note: Negative or undefined returns set to 0.

Source: Kauffman Foundation Angel Investor Performance Project. Sample is only those 499 ventures for which cash investments were made.



Google



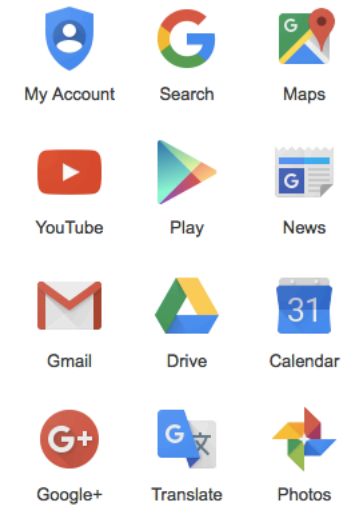
Google Search

I'm Feeling Lucky

Google

Google Search

I'm Feeling Lucky



More

Google

Google Search

I'm Feeling Lucky

Karl Gmail Images



Google+



Translate



Photos



Shopping



Wallet



Finance



Docs



Books



Blogger



Contacts

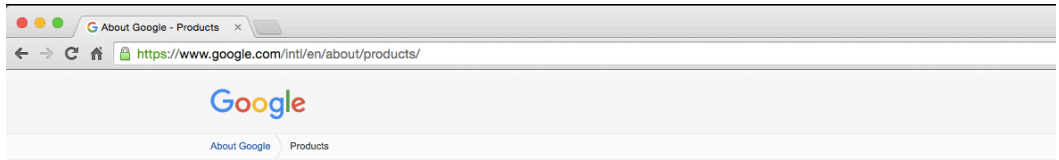


My Business




Hangouts

[Even more from Google](#)



Now you can create shortcuts for easier navigation across your favorite Google products. [Show me how](#)









Web

- **Web Search**
Search billions of web pages
- **Google Chrome**
A browser built for speed, simplicity and security
- **Toolbar**
Add a search box to your browser
- **Bookmarks**
Access your bookmarks and starred items

Mobile

- **Mobile**
Get Google products on your mobile phone
- **Maps for mobile**
View maps, your location and get directions on your phone
- **Search for mobile**
Search Google wherever you are

Business

- **AdWords**
Attract more customers and only pay for results
- **Google Apps for Work**
Get email, docs, storage and more, customized for your business
- **Google Cloud Platform**
Build and host applications and websites, store and analyze data on Google's scalable infrastructure
- **Google My Business**
Make sure your business looks great on Google Search, Maps and Google+ for free
- **AdSense**
Create online revenue today
- **AdMob**
Make money from your apps
- **Analytics**
Know your audience and analyze traffic
- **Google Domains**
Find a domain and build a website for your business







Media

- **YouTube**
Watch, upload and share videos
- **Google Play**
Your music, movies, books, and Android
- **Books**
Search the full text of books
- **Image Search**
Search for images on the web
- **News**
Search thousands of news stories
- **Video Search**
Search for videos on the web
- **Picasa**
Find, edit and share your photos
















Geo

- **Maps**
View maps and directions
- **Earth**
Explore the world from your computer
- **Panoramio**
Explore and share photos of the world

Specialized Search

- **Custom Search**
Create a customized search experience for your community
- **Patent Search**
Search the full text of US Patents
- **Finance**
Business info, news and interactive chart
- **Google Shopping**
Search for stuff to buy
- **Trends**
Explore past and present search trends
- **Scholar**
Search scholarly papers

Home & Office

- **Gmail**
Fast, searchable email with less spam
- **Drive**
Create, share and keep all your stuff in c
- **Sheets**
Open, edit, and create spreadsheets
- **Docs**
Open, edit, and create documents
- **Forms**
Build free surveys
- **Slides**
Open, edit, and create presentations
- **Sites**
Create websites and secure group wikis
- **Drawings**
Create diagrams and flow charts
- **Translate**
Instantly translate text, web pages, and i
- **Calendar**
Organize your schedule and share events with friends
- **Google Wallet**
Make your phone your wallet
- **Voice**
One number for all your phones, online voicemail and cheap calling
- **Google Keep**
Save what's on your mind
- **Google Cloud Print**
Print anywhere, from any device
- **Google Store**
Explore and shop the latest products made with Google

Social

- **Blogger**
Share your life online with a blog - it's qu
- **Google+**
Real-life sharing, rethought for the web
- **Hangouts**
Conversations that come to life. Anytime
- **Groups**
Create mailing lists and discussion groups

Google Labs - Explore Goo... x
www.googlelabs.com

Web Images Maps News Video Mail more Sign in

Google labs

Search Labs Search the Web

All (45)
[Android \(15\)](#)
[Apps \(7\)](#)
[Communication \(4\)](#)
[Maps \(7\)](#)
[Search \(14\)](#)
[Other \(8\)](#)

Language
English (US)

About Labs
[Labs FAQ](#)
[Labs alumni](#)

Stay informed
[RSS](#)
[iGoogle gadget](#)

Experiments

Sort by date Sorted by popularity

 [Google Scribe](#)
Get autocomplete suggestions as you type. Supported for Arabic, English and Spanish.
October 5, 2010 ★★★★★ 394 Ratings
[Details and feedback >](#)

 [WalkyTalky](#)
WalkyTalky is an accessible navigation aid. -Periodically updates the status bar with your current location to the nearest street address -Ability to input a destination and directly launch Maps Navigation in Walking directions mode Please remember to enable GPS when running this appl
October 8, 2010 ★★★★★ 7 Ratings
[Details and feedback >](#)

 [Intersection Explorer](#)
Intersection Explorer provides a virtual map of your surroundings that can be explored eyes-free. Use touch to move along the current road. Available directions that you can take at any given point will be spoken to you.
October 8, 2010 ★★★★★ 7 Ratings
[Details and feedback >](#)

 [Breadcrumb](#)
Create an easy-to-use mobile learning application without any programming experience.
September 24, 2010 ★★★★★ 53 Ratings
[Details and feedback >](#)

 [App Inventor for Android](#)
App Inventor is the easiest way to create apps for your phone! App Inventor is built on the idea that you do not need to be a developer to build great mobile applications. Instead of code, App Inventor allows you to visually design applications and use blocks to specify application logic.
July 12, 2010 ★★★★★ 182 Ratings
[Details and feedback >](#)

 [Google Transliteration](#)
Use Google Transliteration to type phonetically using an English keyboard (updated!).
April 8, 2010 ★★★★★ 429 Ratings
[Details and feedback >](#)

 [Image Swirl](#)
Google Image Swirl organizes image search results based on their visual and semantic similarity and presents them in an intuitive exploratory interface.
November 15, 2009 ★★★★★ 618 Ratings
[Details and feedback >](#)

 [Tashkeel](#)
A tool to add missing diacritics to Arabic text.

Other experiments at Google

[Calendar Labs](#)
Latest ideas from the Calendar team 

[Gmail Labs](#)
Dozens of Gmail experiments 

[Google Code Labs](#)
Experimental developer products 

[Google Maps Labs](#)
Experimental Maps features 

[Google Wave](#)
Real-time communication and collaboration 

[Search Experiments](#)
Alternate search views and more 

[Toolbar Labs](#) (IE only)
Language and location-based experiments 

[YouTube TestTube](#)
YouTube's ideas incubator 

Meet the engineers

 **Mohamed Eldawy**
Worked on [Tashkeel](#).
Mohamed likes all Unicode characters equally.

 **David Pablo Cohn**
Helped build [Google Labs](#).
Learning to teach engineers to teach machines to learn.

 **Chuck Rosenberg**
Worked on [Similar Images](#). A master at image search, Chuck knows what's in images without even looking at them.

 **Henry Rowley**
Worked on [Image Swirl](#).
When not building Flash UIs, Henry does computer vision research.

 **Joe Marshall**
Works on [Google Labs](#)

CNET > News > Signal Strength > Google shuts down Google Labs

Google shuts down Google Labs

As Google focuses its resources more on core products that can make it money, the company is shutting down its test bed for more experimental projects.



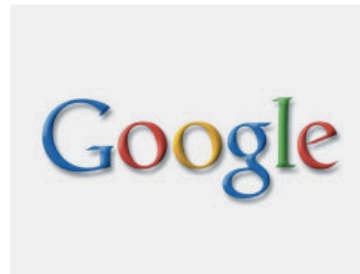
by Marguerite Reardon | July 20, 2011 1:34 PM PDT

Follow @maggie_reardon

Google CEO Larry Page is making good on his [promise to put more wood behind fewer arrows](#) as the company focuses more of its resources and efforts on its core products.

Google today announced in a [blog post](#) that the company will discontinue its Google Labs efforts. Bill Coughran, Google's senior vice president for Research and Systems Infrastructure, said the company has learned a lot by launching very early prototypes in the Labs. But he added that the company's "greater focus is crucial if we're to make the most of the extraordinary opportunities ahead."

What this means for Google Labs right now is that some projects and experiments will end immediately. And some Labs products and tech will be folded into other Google product areas. Coughran also said many Google Labs products that are available as apps through the [Android Market](#) will continue to be offered there.



(Credit: Google)

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Featured Posts



Apple releases iOS 6.1.1 to fix iPhone 4S issues
[Apple](#)



Maker of Chromebook Pixel video: It's real. But is he?
[Internet & Media](#)

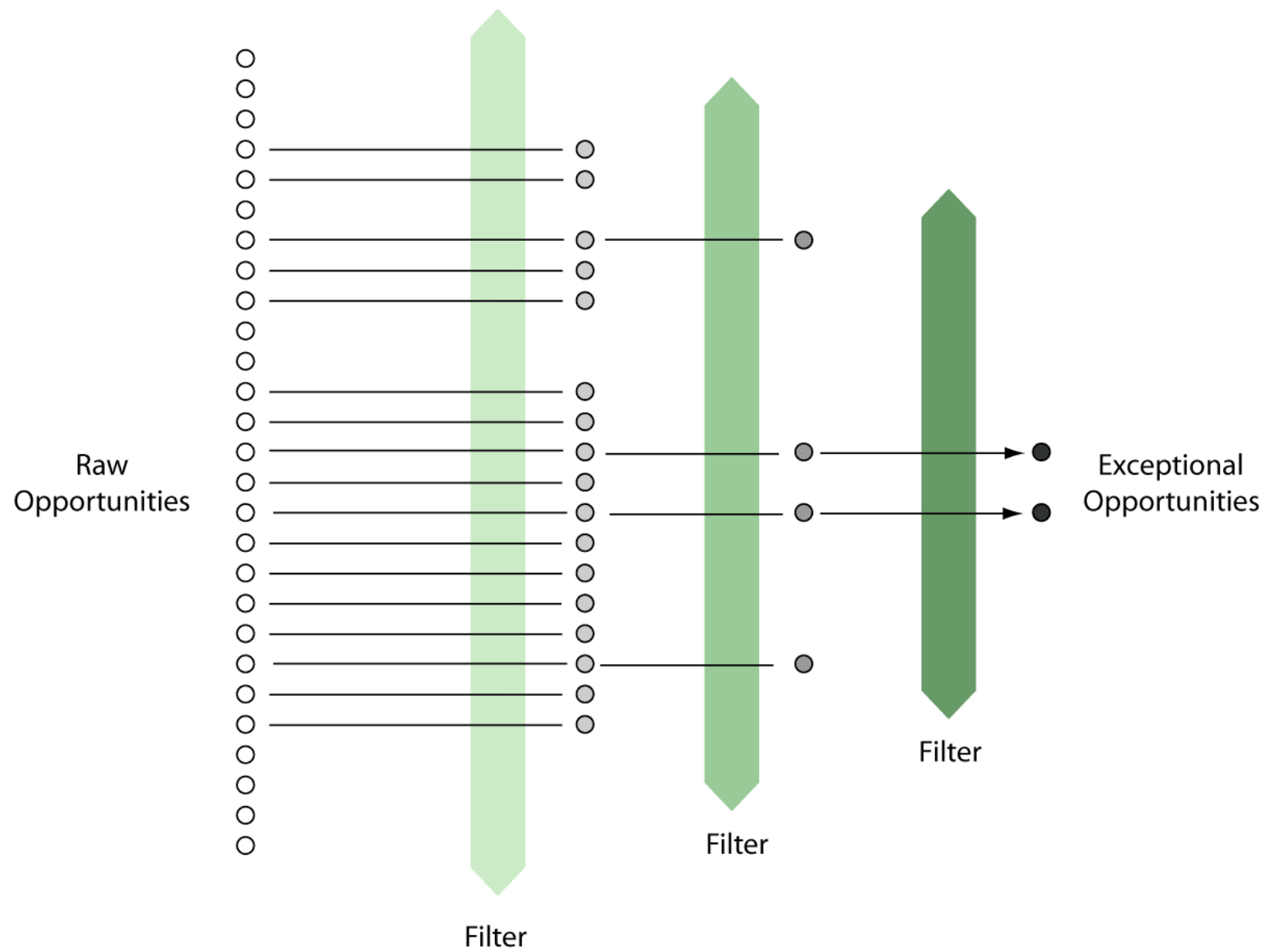


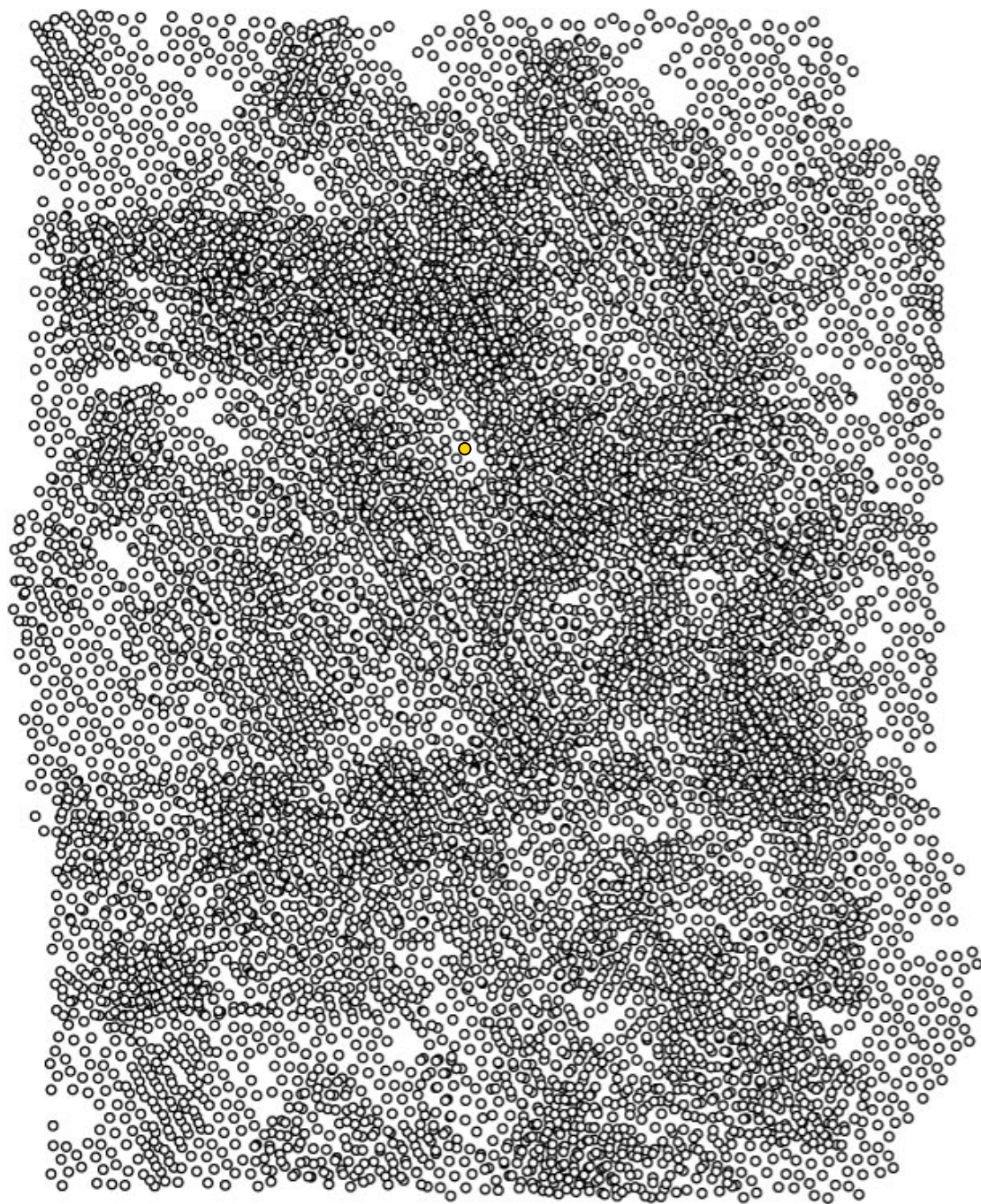
Real Racing 3 accelerates EA's 'freemium' push
[Mobile](#)



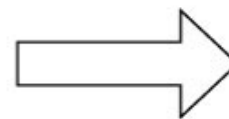
Bill Gates defends Bing and Windows 8
[Internet & Media](#)



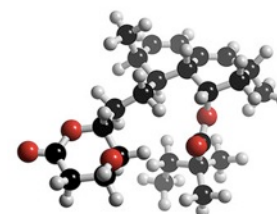




10,000 newly discovered compounds

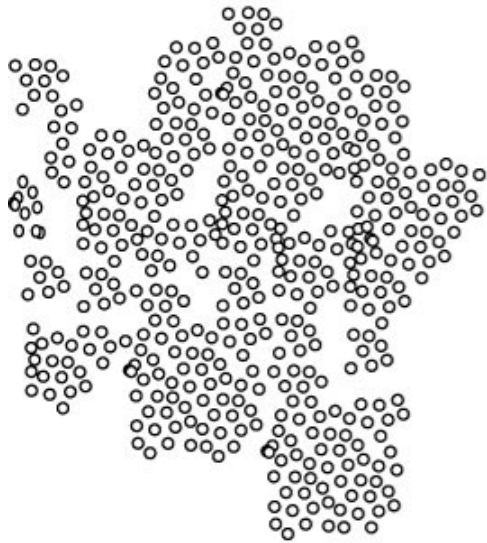


8-12 years
\$500 million - \$1 billion



ZOCOR
(SIMVASTATIN)

1 new drug



500 "pitches"



3-5 years
\$50-200 million



1 new feature film

500 Investment Strategy

1. Start with large, well-screened funnel of co's.

Quantitative, Diversified Investing

("lots of little checks")

200+ companies @ \$50-100K (1st check)

- Assume high failure rate (60-80%)
- Identify top 20%+ performers for follow-on

2. Monitor & Follow-on investments in winners.

Double-down *after* Traction

50+ 'winners' @ \$100K-\$1M

(2nd + 3rd check)

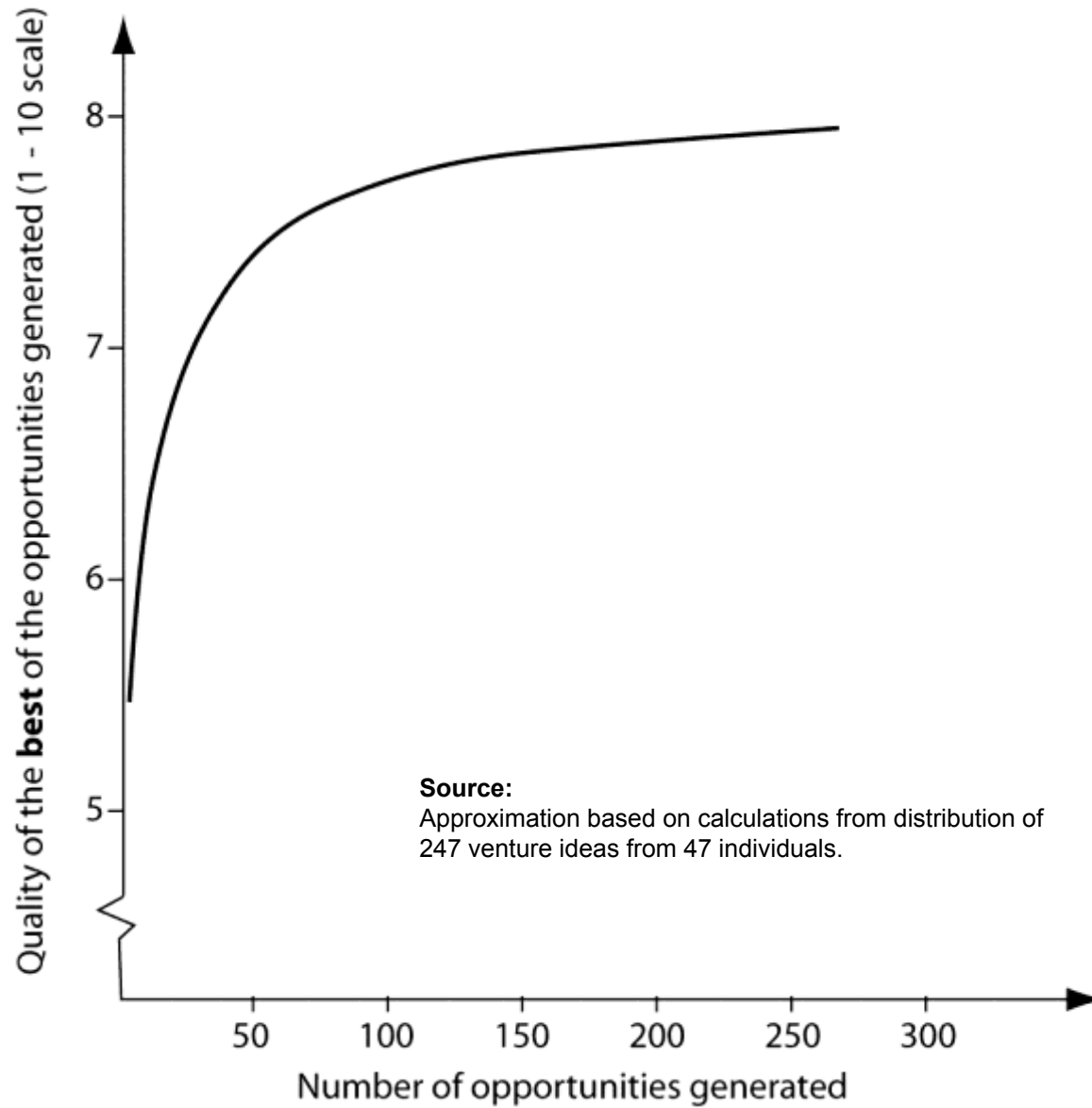
- Filter & focus on top 5-10%
- Increase ownership over time
- Target 10+ exits @ \$100M+



500 startups



Expected Quality of *Best Idea* as Function of Number of Ideas



The UPHS Tournament of Ideas

1739 IDEAS (online submission)

<p>1 Day 20min 1 Week Penn Provider Guarantee 24/7 Penn Medicine Clinical Vignette Line Additional Location Signs Within The Hospital And "You Are Here" Signs Airline Scheduling for Radiology and Beyond Almost Home Room Attending to Recovered Lab Results Appointment Reminders By Email And Text Messaging Assisted Patients Using Their "MyPennMedicine.org" Artwork for Patients, Families, And Coworkers! Automated Reminders By Email And Text Messaging Login Credentials At Time Of Discharge, When Med Rec Is Printed, An Index-card Sized Copy Of Meds And Doses Should Also Be Printed. This Is Given To Patient/ Family To Carry In Wallet So That They Can Have Them At All Times. At Time Of Discharge, When Med Rec Is Printed, An Index-card Sized Copy Of Meds And Doses Should Also Be Printed. This Is Given To Patient/ Family To Carry In Wallet So That They Can Have Them At All Times. Automated Hovers for Chronic Illness Barcode Scanner Barcode Captures Bereavement Room Better Food Hours Care Pathway Apps Callpage App For Adherence Monitoring And Intervention Certificate Of Completion Clearly Marking The Door On The First Floor That Leads To The Cafeteria Color Coded Destination Communicating Patient Wait Times Communication Of Wait Time Community Health Workers Computers For Patients Concierge For Every Floor Connecting Hup With The Local Community To Improve Patient Care Consent Application Coordinated Navigation For Guests Create A True Inpatient Electronic Medical Record That Is Searchable Customer Focused Hospital Food Service Daily Plan Of Care From Son Daycare Center For Outpatients Department Of Patient Experience Design Digital Signage Discharge Medication Service Discharge Prescriptions Concierge Service Disney "Like" Customer Service Training Dispense New Meds On Discharge Dials For Patients Before A Procedure Ed Waiting Room Patient Queue Screen Electronic Sign In Electronic Surgery Packet Employees That Have Patient Contact Should Smile More, Make Eye Contact, Show Loving Kindness And Compassion Empower Patients With Internet Access To Appointments And Outpatient Procedures Enhanced Patient Id Cards With On-line Forms And Records Empowerment: Electronic Patient Information Gathering Epi Abstract Optimization ER Communication Board Everyone's Last Expediting Internal Referrals Within Cops Facility Wayfinding System Using Mobile Device Technology Family Centred Case Pages Family Room-progress To Home Fd Patient Prescriptions Before Discharge To Improve Compliance, Convenience, And Safety Formal Training For Front Desk Staff In Clinical Practices Good Eating Google-like Mapping System GPS For HRP Health Care Of The Future Home Reference Guide Hospital / Lights Carline Hospital/ Patient Call In Appointment Scheduling How's the Food? Hup App Hup Carports App / GPS Hup Quest Hup Total Access Hup/cam Self-guided Patient Navigator I/O - Intelligent Outpatient Updates Iconography Cards For Non-english Speaking Patients Improve Patient Access And Ease Of Scheduling Improving Communication In The Ed Improving MyPennMedicine's Step Process And Communication Improving Signa Telephone Network In-room Music! Increased Email Contact Between Patient And Physician's Offices Informative Patient Videos Integrated e-prescribing System Integrating Clinical Research Into Patient Care Integration Of Patient Education Information Interactive Map Of The Hospital Interactive Patient Guide Interactive Visitor/patient Navigation Kiosks Internship System Inpatient Education Modules Ipad For Patients</p>	<p>1 Day 20min 1 Week Penn Provider Guarantee 24/7 Penn Medicine Clinical Vignette Line Additional Location Signs Within The Hospital And "You Are Here" Signs Airline Scheduling for Radiology and Beyond Almost Home Room Attending to Recovered Lab Results Appointment Reminders By Email And Text Messaging Assisted Patients Using Their "MyPennMedicine.org" Artwork for Patients, Families, And Coworkers! Automated Reminders By Email And Text Messaging Login Credentials At Time Of Discharge, When Med Rec Is Printed, An Index-card Sized Copy Of Meds And Doses Should Also Be Printed. This Is Given To Patient/ Family To Carry In Wallet So That They Can Have Them At All Times. At Time Of Discharge, When Med Rec Is Printed, An Index-card Sized Copy Of Meds And Doses Should Also Be Printed. This Is Given To Patient/ Family To Carry In Wallet So That They Can Have Them At All Times. 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Hup App Hup Carports App / GPS Hup Quest Hup Total Access Hup/cam Self-guided Patient Navigator I/O - Intelligent Outpatient Updates Iconography Cards For Non-english Speaking Patients Improve Patient Access And Ease Of Scheduling Improving Communication In The Ed Improving MyPennMedicine's Step Process And Communication Improving Signa Telephone Network In-room Music! Increased Email Contact Between Patient And Physician's Offices Informative Patient Videos Integrated e-prescribing System Integrating Clinical Research Into Patient Care Integration Of Patient Education Information Interactive Map Of The Hospital Interactive Patient Guide Interactive Visitor/patient Navigation Kiosks Internship System Inpatient Education Modules Ipad For Patients</p>
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200 IDEAS (idea screening)

<p>1 Day 20min 1 Week Penn Provider Guarantee 24/7 Penn Medicine Clinical Vignette Line Additional Location Signs Within The Hospital And "You Are Here" Signs Airline Scheduling for Radiology and Beyond Almost Home Room Attending to Recovered Lab Results Appointment Reminders By Email And Text Messaging Assisted Patients Using Their "MyPennMedicine.org" Artwork for Patients, Families, And Coworkers! Automated Reminders By Email And Text Messaging Login Credentials At Time Of Discharge, When Med Rec Is Printed, An Index-card Sized Copy Of Meds And Doses Should Also Be Printed. This Is Given To Patient/ Family To Carry In Wallet So That They Can Have Them At All Times. At Time Of Discharge, When Med Rec Is Printed, An Index-card Sized Copy Of Meds And Doses Should Also Be Printed. This Is Given To Patient/ Family To Carry In Wallet So That They Can Have Them At All Times. 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Nocturnal video-on-demand Noise Cancelling Headphones For Patients Nursing Tongs Open Access On Line Scheduling One-Stop Knowledge Repository For Patients And Their Families Online Dietary Ordering Online Payment For Patient Bills/pre-payment Outpatient "Discharge" Card Outpatient Movement Pagers For Patients Patient Advocate Beyond The Hospital Walls Patient Centered Videos Patient Discharge Medications Patient Education Videos For Elective Surgeries, Any Procedure/Radiology/Chemotherapy Patient Empowerment Patient Follow-up Patient Follow-up Patient Itineraries - Outpatient And Inpatient Patient Refill Request Of Rx On Line Patient Self Scheduling For Labs And Radiology Patients First Patient Tackling Penn Medicine Application Penn Medicine Care Time Penn Medicine Navigation System (PMNS) Penn Medicine - Single Free Environment Penn Medicine - Version Of "City Year" Penn Pals...Letters Of Hope Penn Patient Escorts Penn Plus Care Penn Providers - Right There With You! Personal Appointment Assistant Personalized Navigation Kiosk Pharmacy Orders Filed At Discharge Pharmacy Scanning Posting Of Estimate Times For Outpatient Testing To Be Completed Pre-admission Visit Information Gathering Pre-up Evaluation Center Prescriptions At Discharge Pr. Education/Promotes Videos On Youtube QR Code Data Quick Patient Identification Readmission Care Management Room Service Room Service Self-scheduling Senior Citizen Mobile Transport For Appointments Short-term Hug To Home Transition Program Should Strategies To Help Reduce Unnecessary Sounds In Our Hospital? Sign-out Safety Single Steps Towards Improving The Customer Experience Skype Since Is The Best Medicine Smartphone App For Medicine Reconciliation Smartphone PII Reminder App On Hospital Discharge Speedy Pre Check In Process Streamlined Patient Call In Appointment Scheduling Streamlined Med Recs, Discharge Medications Provided To Patients At Discharge Team List Of Doctor's The Earliest To Reach, Yet Most Important The Patient-centered Transition (Pact) Project The Travelling Bookroom The Voice Of Reconciliation: Adding A Human Element To Patient Reminders Their Big Idea Transition Services For Admissions Personnel Transport Link The For Surgery Patients UPMC App Using iPad/Windows Based Tablets To Expedite Patient Care Video Chat Virtual Visit Virtual Waiting Hours And De Teaching Virtual Waiting Hours And De Teaching Warm Chemo Patients Wayfinding For Patients And Families Web-based Appointment Scheduling Your UPMC Key Your Schedule For The Day Your Time Harvest</p>
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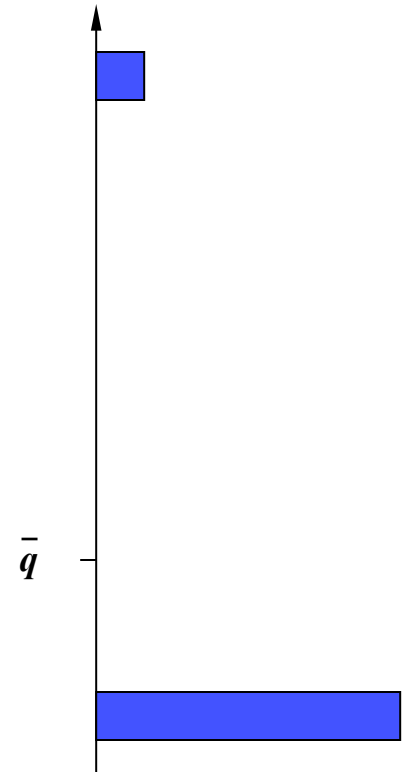
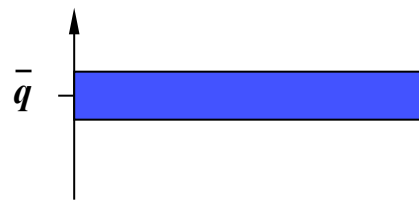
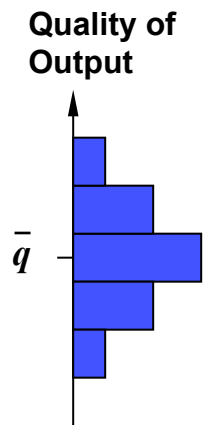
40 IDEAS (workshops part 1)

<p>1 Week Penn Provider Guarantee Airline Scheduling for Radiology and Beyond Almost Home Artwork for patient rooms and high stress areas Bereavement room Bereavement room Community Health Workers Customer Service Training Discharge Prescription Concierge Service Electronic Check In ER Communication Board Family room for progress to home How's the food? Interactive Map of Hospital Interactive Patient Way finding iPads for Patients IV Team Personalized Navigation Kiosks Managing Patient Expectations (Restaurant Buzzer) My Penn Radio - music for patients On line patient registration Online Bill Pay and Statements Open Access PacT Project Patient centered family videos posted to You tube Penn Care Key Medical Card Penn Medicine Navigation System Penn Passport - a universal schedule Penn Transport Link Penn Virtual Visits Rx at Discharge Schedule Appointments online (My Penn Scheduler) Skype Smart Card Streamline Medication Reconciliation Their Big Idea: Patient Innovation Tournament UPHS Food Service Now Virtual whiteboard for the patient Warming blankets Wayfinding for Patients and Families Who Are You: Identifying the staff to the patient Your schedule for the day (what tests are coming up)</p>

10 CONCEPTS (workshops part 2)

<p>1 Week Penn Patient Guarantee Almost Home Bereavement Room Discharge Prescription Concierge Service My Penn Scheduler Patient Education Videos Patient Service Kiosks Penn View Their Big Idea Way Finding</p>
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YOUR BIG IDEA: Improving the Patient Experience at Penn Medicine.



West Philadelphia X-Prize Team



http://www.rollingstone.com/news/story/24044267/boyz_under_the_hood



Meet the 2013 \$50,000 Grand Prize Winner



Congratulations to the winner of the 2013 Origami Idea Challenge, **Dean Pagonis**! Origami Capital is working with Dean to move his innovative idea forward!

The \$10,000 Division Prize Winners

Harvard University - Kelly Wagner

University of Pennsylvania - Justin Ang,
Ronak Gandhi, Eric Shoykhet, Ashutosh Patra,
Sahil Khetpal

Columbia University - Akash Shivashankara,
Charles Myerson, William Bartley

University of Chicago - Richard Rezny,
Jesse Graff

London Business School - Mohan Vamsy
Anem, Keith McRae

Indian School of Business - Gauri Gupta,
Ravi Kaushik, Krishna Kumar

Open Student - Dean Pagonis

Open Professional - Cale Smith



The world's first collegiate business school—advancing new ideas and leaders for more than 125 years.

Wharton...

- Fosters a Dynamic and Stimulating Environment
- Teaches and Requires Rigorous Thinking
- Encourages a Data-Driven and Analytical Approach
- Offers Inspired Ideas and Thought Leadership
- Features a Global and Diverse Student-Body
- Possesses a Broad, Multi-Disciplinary Curriculum and Research Focus

Wharton's multi-discipline approach and rigorous, global thinking stimulates inspired ideas and thoughtful leaders that yield enduring impact.



**“The Collective Intelligence of
our Global Community”**



**“Transforming the World
through Thoughtful Leadership”**

Internet Explorer




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Tou... X

Wharton UNIVERSITY of PENNSYLVANIA Wharton Branding Tournament

Search Ideas Search

How does it work?

-  Users submit their ideas.
-  Our community discusses and votes for ideas.
-  The best ideas bubble up to the top.

Welcome to the Wharton Branding Tournament

We seek a tagline for Wharton that is "at a Time" (American Lung Association Choices), or "Whatever it takes to make Wharton School will be built on what we have." We have 776 internet survey responses, the most distinctive features of Wharton.

- a dynamic and stimulating environment
- rigorous thinking
- inspired ideas and thoughtful analysis
- a data-driven and analytical approach
- global and diverse student body
- broad, multi-disciplinary approach

within our mission of educating future leaders.

In this tournament, you can **submit** your ideas.

To **submit** a tag line, please click the **Submit** button and provide a tag line and some explanation. The explanation should stand on its own.

We have set up the site initially to be open to the community. However, we retain the right to remove information in the later stages of the tournament.

You will also have the option to **search** for submissions with those who have a **thumbs up** to the left of the idea title/description.

If you would like to see all ideas or **search** the tagcloud in the left navigation area. To return to this page, click the **All Ideas** link.

[Submit New Idea](#)

(No tag line please.)

Think, inspire, lead.

Wharton means business.

Rigorous in our approach, diverse in our ideas.

Learn more. Do more. Be more.

Our business is your business.

You know what you know.

First in business.

Transforming the world through thoughtful leadership.

Knowledge for action.



Wharton
UNIVERSITY *of* PENNSYLVANIA

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KNOWLEDGE FOR ACTION

////////////////////////////////////

“Knowledge for a complex world” suggested by Mike Gibbons (12/9)



“Knowledge into practice” Adam Stein WG06 (12/15 6am)

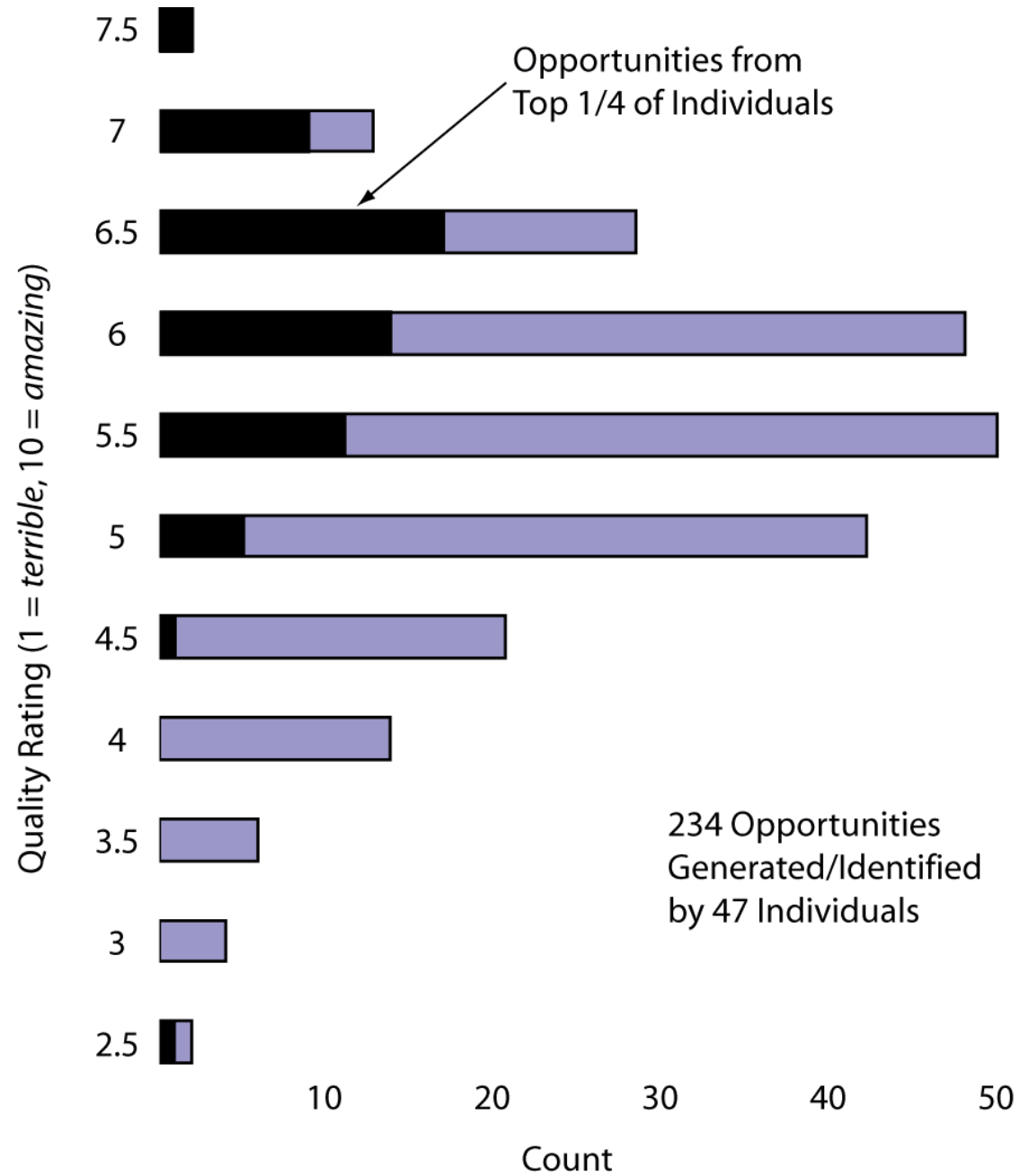


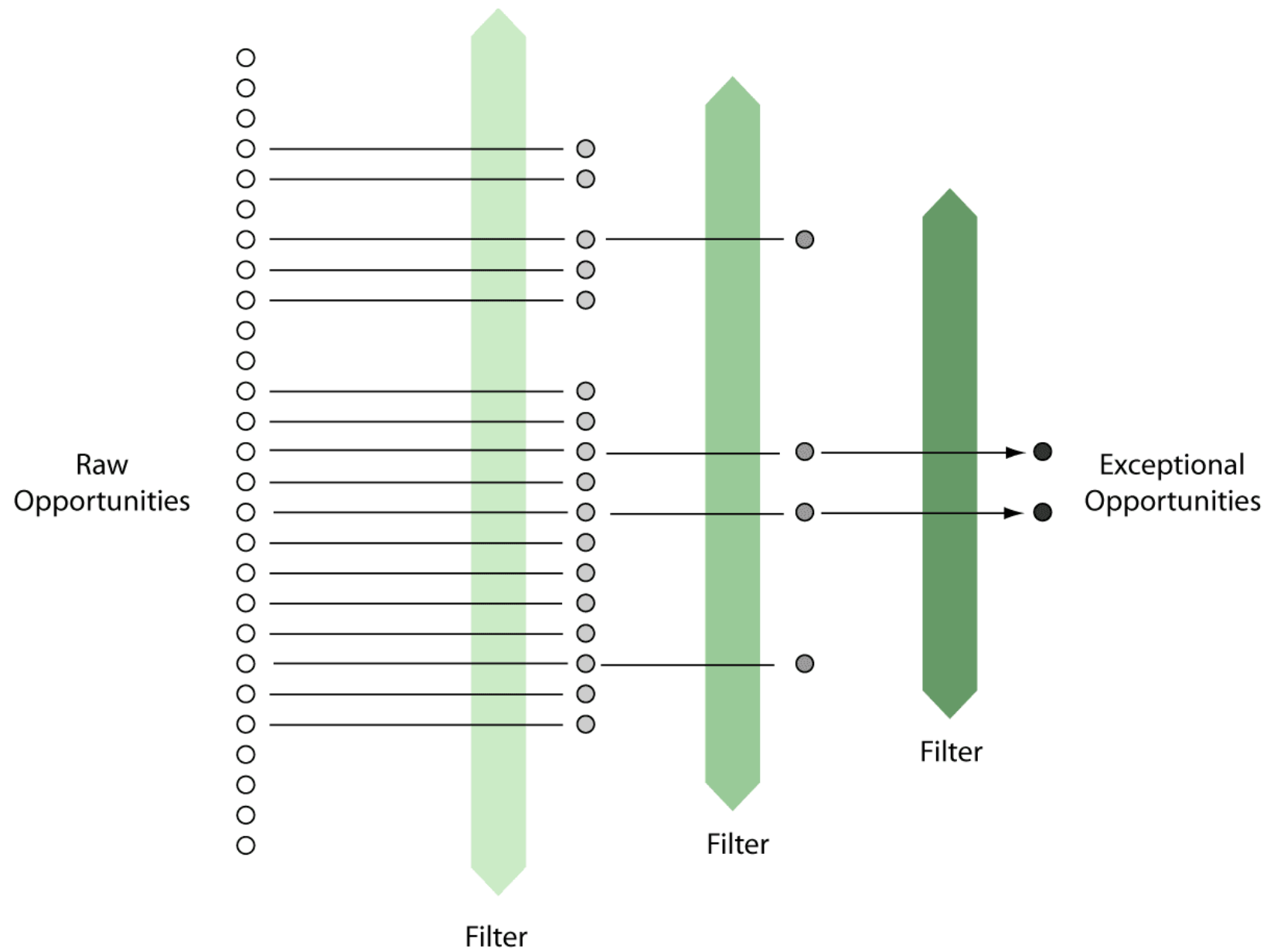
“Knowledge for action” Christian Terwiesch (12/15 8am)



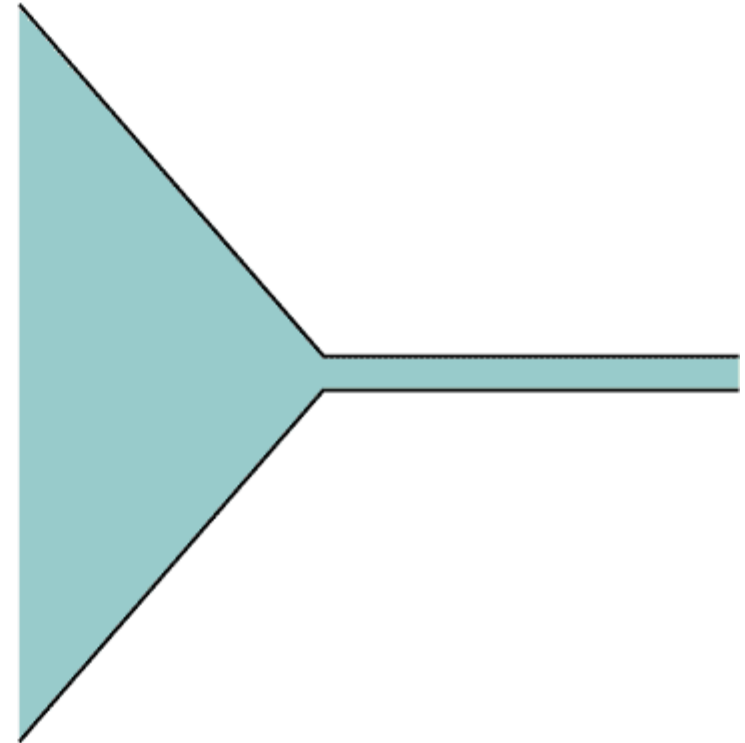
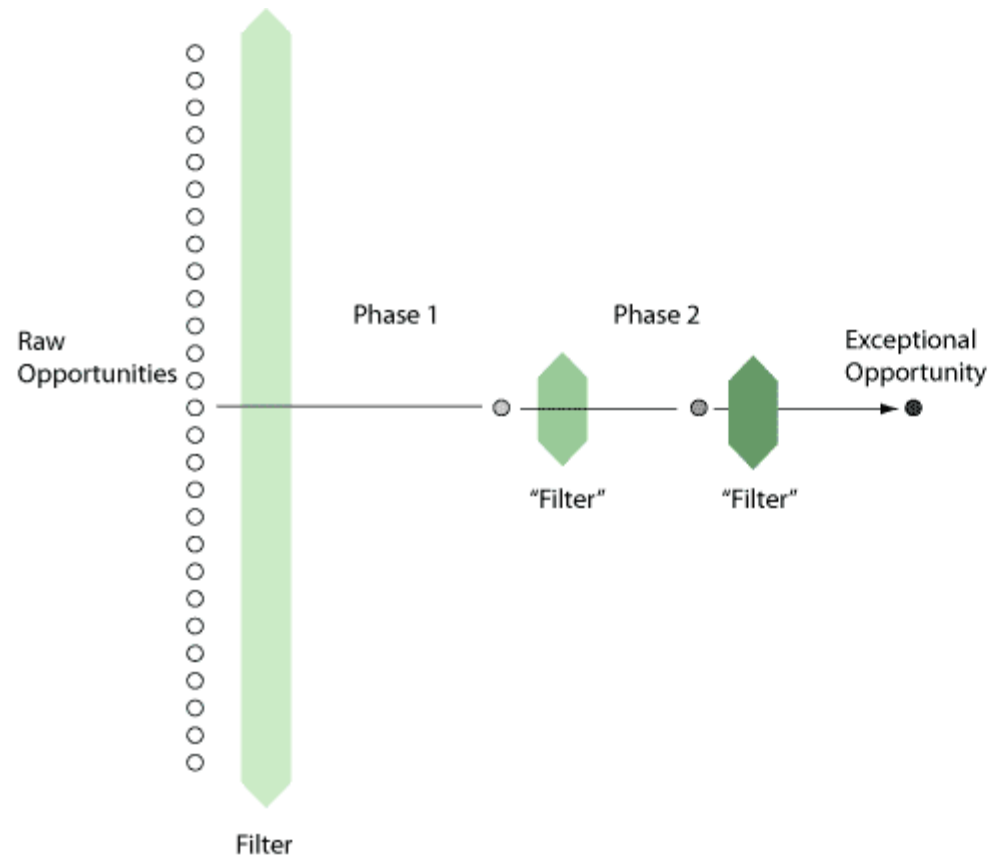
“Knowledge for _____” Katherine Klein & Committee

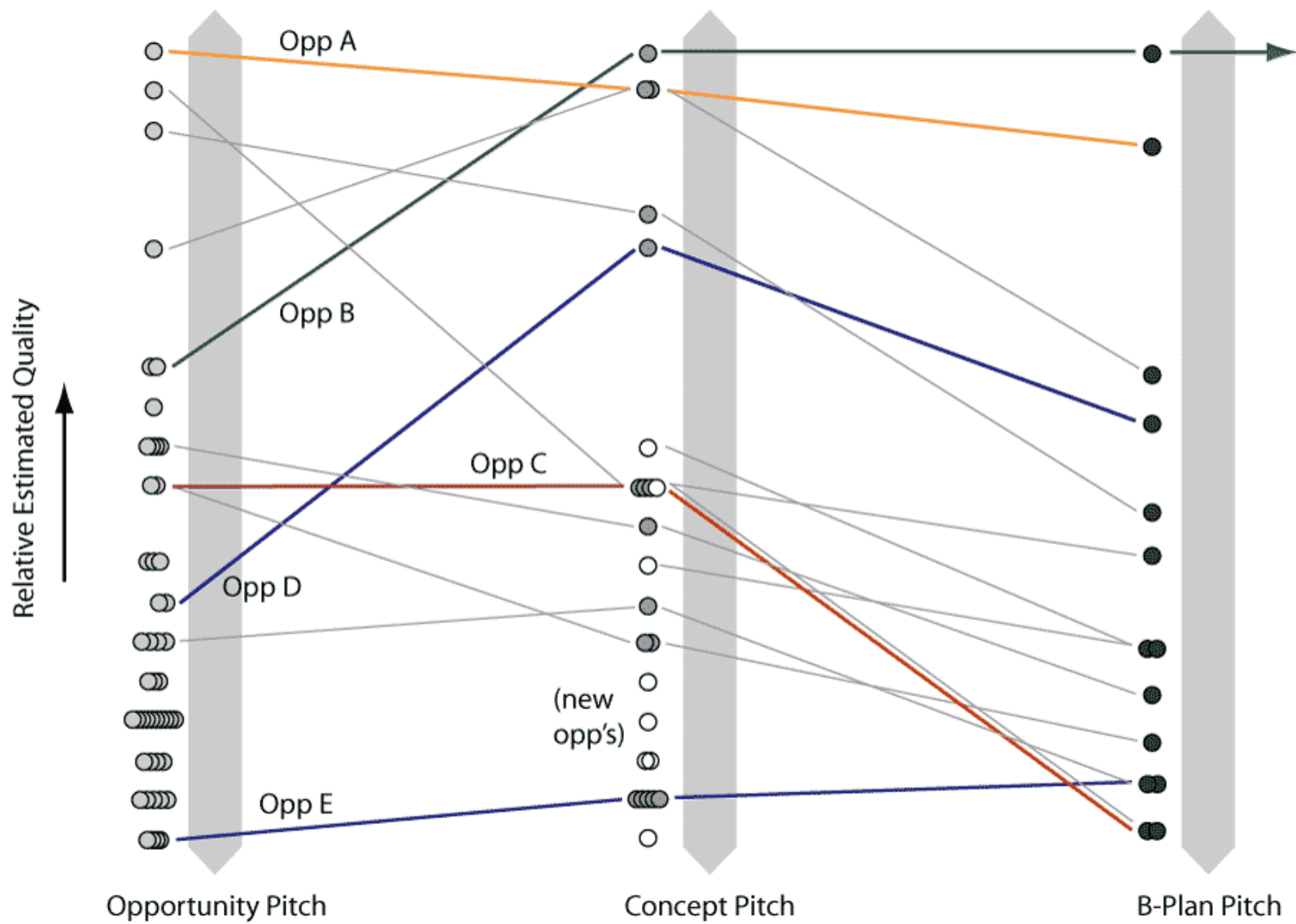


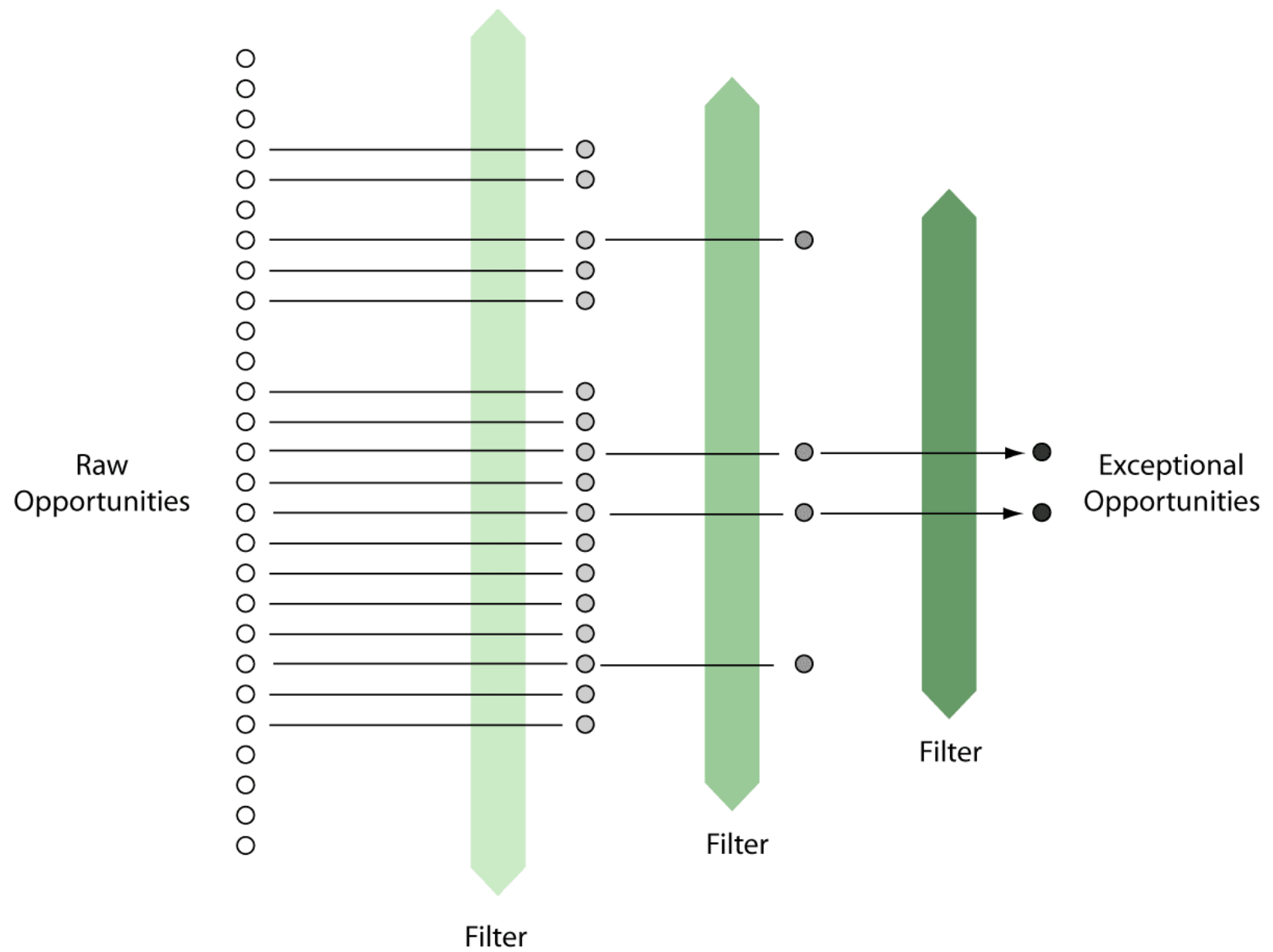




What should be the shape of the funnel?







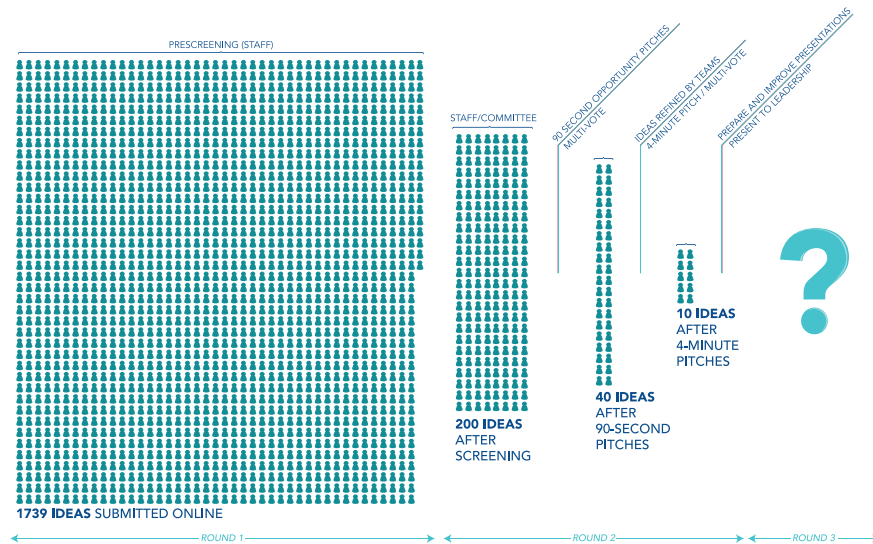
Peter Thiel:
You are not a lottery ticket.



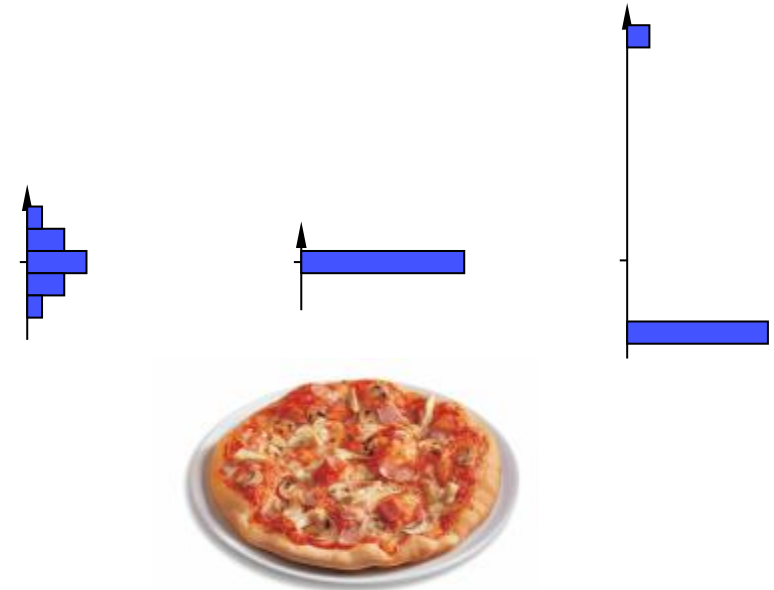
<http://startuptalks.tv/videos/peter-thiel-lottery-ticket-sxsw-interactive-2013/>

<http://blakemasters.com/post/23435743973/peter-thiels-cs183-startup-class-13-notes>

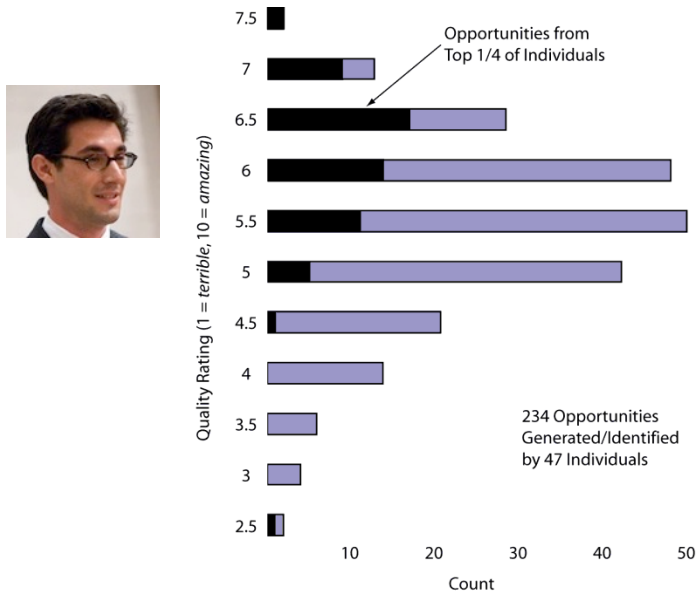
Improving Performance of Tournaments



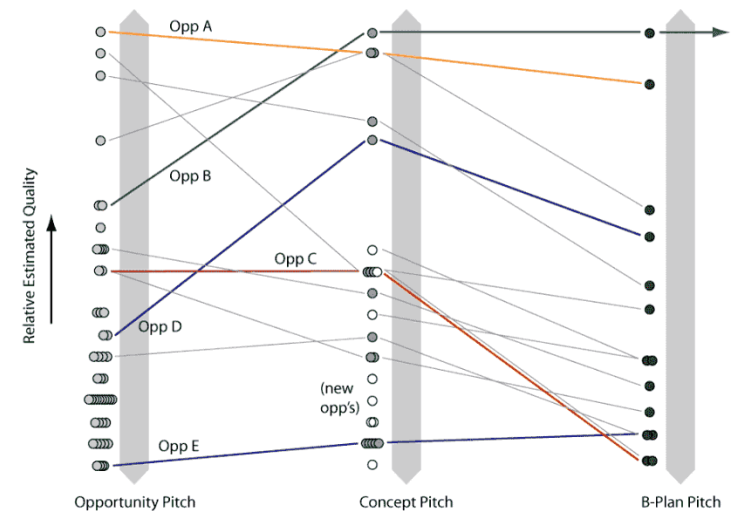
Many and diverse ideas via independent, parallel exploration.



Variance is your friend.



Solicit participation from proven high performers.



Filters generous early in process and ruthless later in process.