Innovation

OIDD614 - Session 5

Karl T. Ulrich

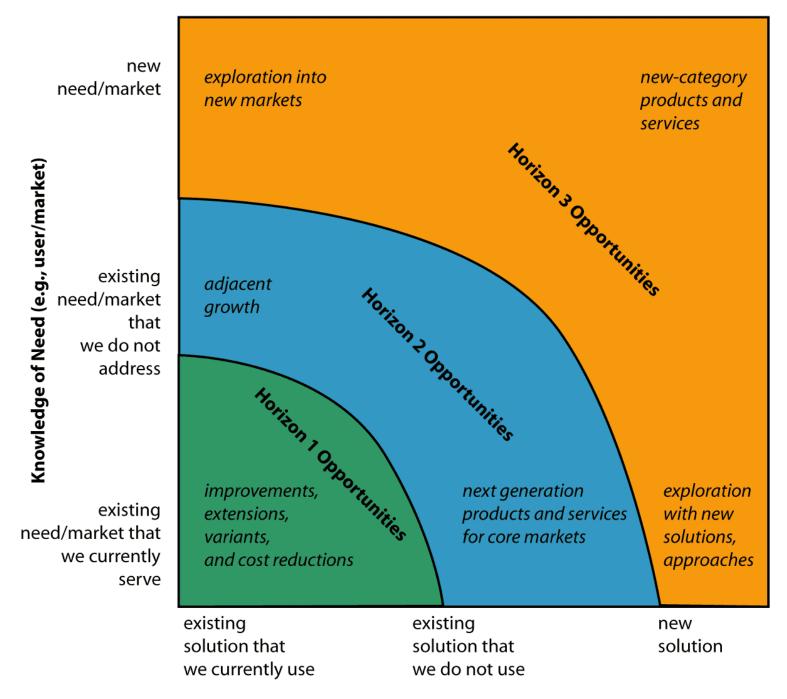
Course Topics

- 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(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
- Crowdfunding and open innovation
- Lean innovation/MVP, project planning
- How to pitch
- Valuing innovation projects
- Culture of innovation
- Entrepreneurial innovation
- (Project-specific content and methods.)

Culture

The set of shared mental assumptions that guide interpretation and action.





Knowledge of Solution (e.g., method/process/technology)



Objective

Improvement (75-90% success)



Adjacent Growth (25-75% success)



New Category (<25% success)

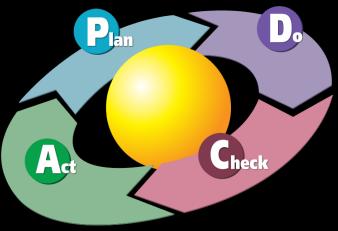
Elements of Culture

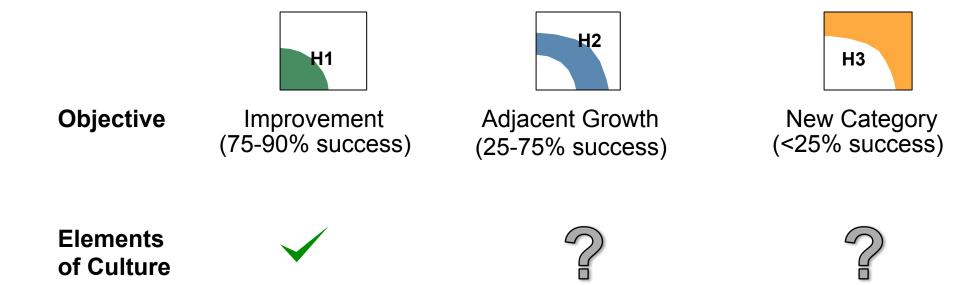
- Customer focus.
- Continuous improvement.
- Problem solving.
- Measurement. analysis.

- Continual generation of Irrational optimism. opportunities.
- Inexpensive exploration of feasibility and value.
- Matching of markets and capabilities.

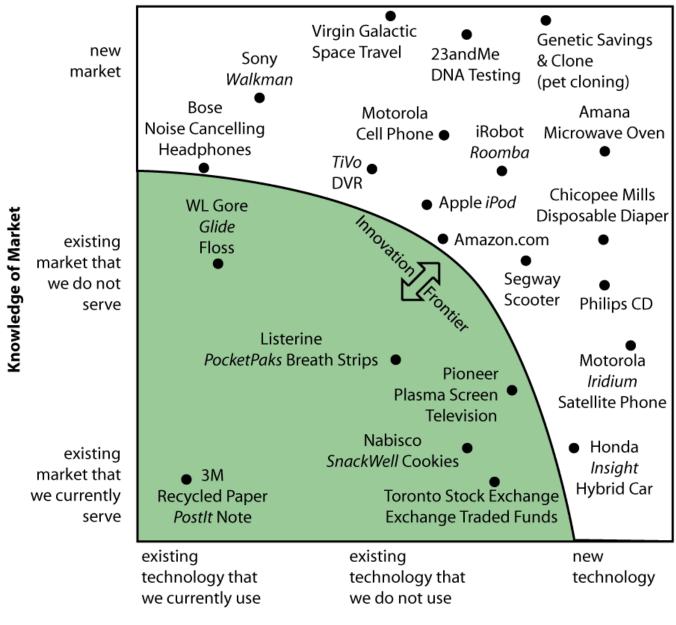
- Vivid imagination of possibility.
- Adaptive and dynamic planning.
- Tenacious commitment.
- Enthusiastic tech push.







Organizations Benefit from Defining an Innovation Frontier



Perspective?

23andMe vs. Genentech

Knowledge of Technology







lôôksmart^{*}





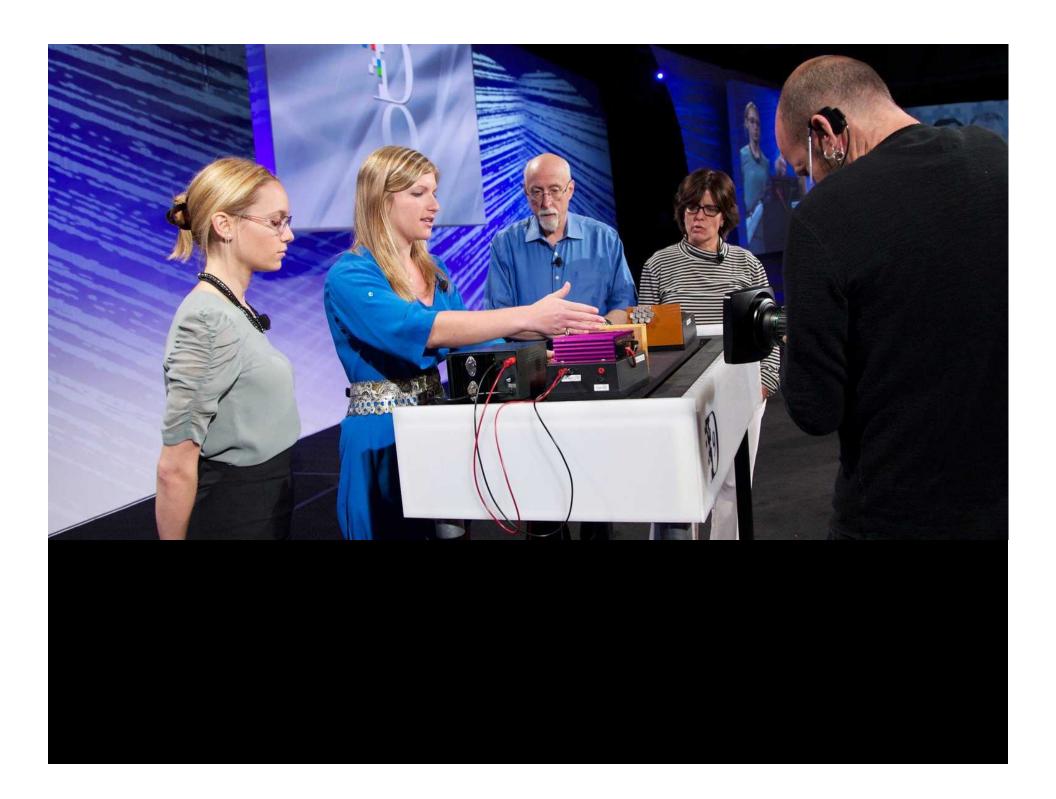


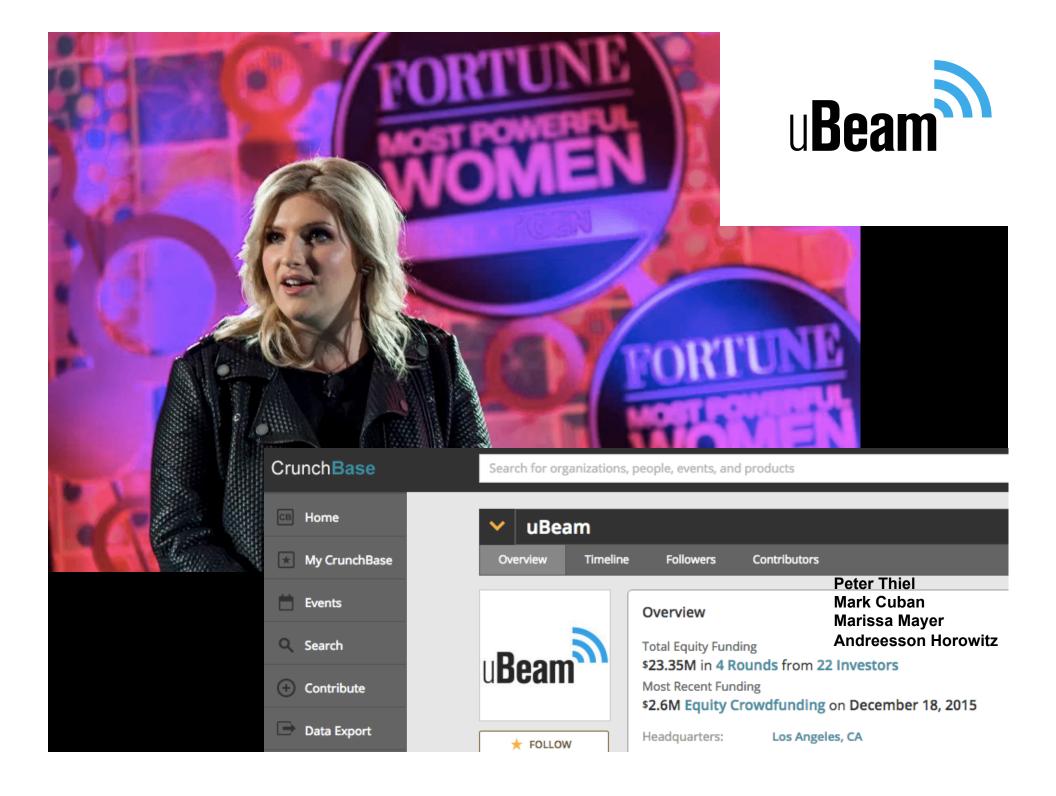
Innovation	Early Commercial Attempts (year)	First Mainstream Product (year)	Leader(s) During Peak Growth Period (year)
Cable television	Panther Valley Cable TV, Service Electric Cable TV 1948	Cox, Westinghouse, Teleprompter ~1960	Comcast, Time Warner, Cox, TCI, Cablevision, MediaOne ~1985
Compact fluorescent light bulb	Philips, Westinghouse ~1980	Philips, Westinghouse, GE ~1985	Philips, GE, Westinghouse, N:Vision, Sylvania ~1990
Disposable	PauliStrom	Chicopee Mills (J&J)	Procter & Gamble, Kimberly Clark
diapers	1942	1949	1961
Microwave	Raytheon	Amana (Raytheon)	Litton
oven	1947	1967	~1970
Mobile	Motorola	Motorola	Nokia, Motorola
telephone	1973	1983	~1991
Mutual fund	Massachusetts Investors Trust 1924	Fidelity Fund 1928	Vanguard Group Fidelity Investments 1977
Personal	MITS Altair	Apple II	IBM PC
computer	1975	1977	1985
Search engine	Lycos	Excite, AltaVista, Yahoo!	Google, 1998
	1994	1995	Yahoo!, Microsoft, 2004
Television	Telefunken, 1934 Dumont, 1938	RCA 1948	Magnavox, Zenith, Philips ~1960
Video cassette	Ampex	Sony	Matsushita
recorder	1956	1971	1976

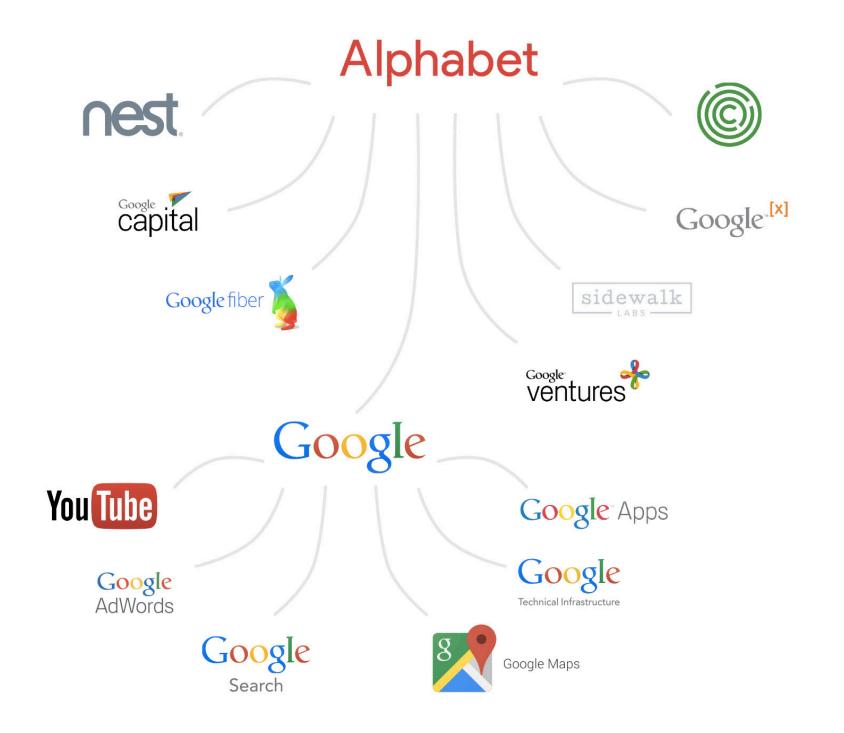
Source: Terwiesch and Ulrich, Innovation Tournaments, Chapter 8

Is Apple a pioneer; a first mover?











Objective Improvement (75-90% success)



Adjacent Growth (25-75% success)



New Category (<25% success)

Elements of Culture



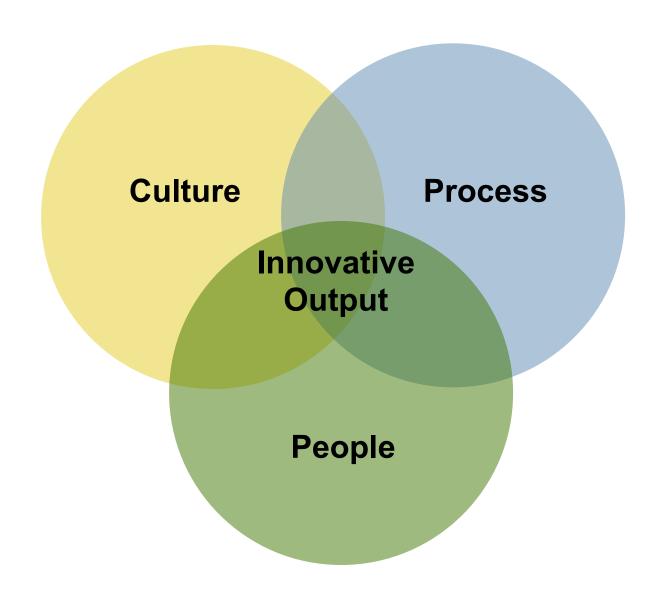


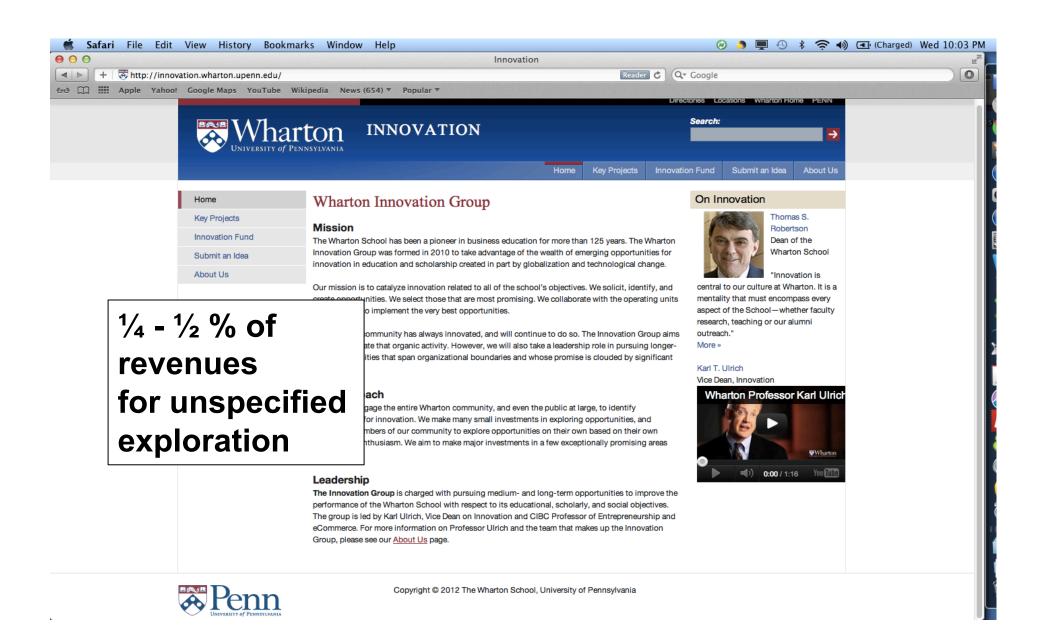


Three Cultural Challenges

- 1. Managerial Risk Aversion.
 - Most managers prefer a 90% chance of 1M USD to a 25% chance of 4M USD.
- 2. Impossibility of precisely modeling financial return.
 - If we can't precisely quantify the pay-off, we assume the return is low.
- 3. Many of the most interesting opportunities are at the edges of the organization.
 - But if we are just autonomous units, we can't take advantage of our scale.

Factors Driving Innovation Performance in Organizations







Search

CENTER FOR HEALTH CARE INNOVATION

Accelerating Ideas to Transform Health Care

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Portfolio

The Center for Health Care Innovation is dedicated to reimaging health care delivery for dramatically be health more attainable by improving the quality, affordability, and accessibility of care; and by making it

Learn more about our approach here. Learn more about our projects and collaborative efforts below.

1/4 - 1/2 % of revenuesfor unspecified exploration

s to make better v lives.

All Projects

Patient Outcomes and Experience

Connected Health

Care Coordination

Enabling Innovation







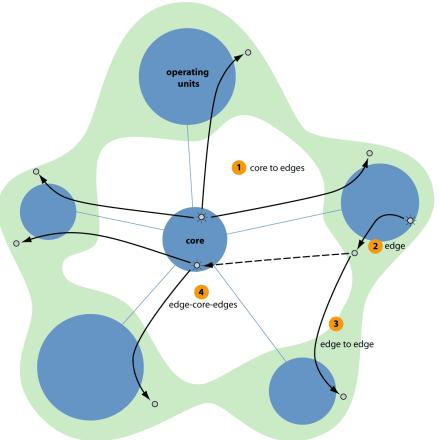
The most terrifying words in the English language are: I'm from the government and I'm here to help.

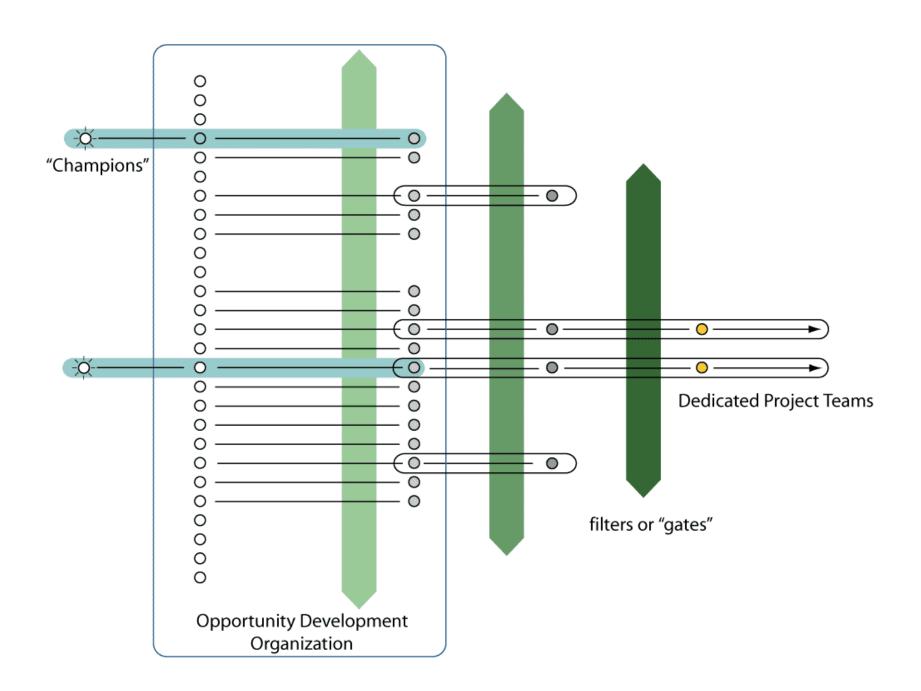
Ronald Reagan



The Importance of the Central Innovation Function

- 1. Aggregation of opportunities, and a transparent pipeline.
- 2. Efficient allocation of the $\frac{1}{4}$ $\frac{1}{2}$ percent investment.
- 3. Portfolio perspective on success.
- 4. Managing the tension between autonomy and coordination.





Portfolio Perspective

Hits

- Semester in San Francisco.
- Wharton Business Radio on SiriusXM Ch. 111.
- Lifelong Learning.
- Massively Open On-Line Courses.
- Wharton Innovation Fund.

Modest Successes

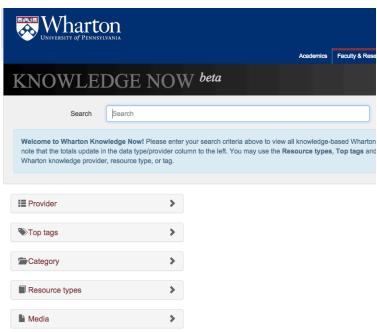
- Knollop school-wide knowledge database and search.
- Skypebot.
- Cisco telepresence classroom.

Failures or TBD

- Brainstorm idea management software.
- Admissions process changes.
- Dean's dashboard.
- Wharton venture fund.









The UPHS Tournament of Ideas

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Virtual visiting Hours and Dr. Learni Voices Paging Locator System Warm Chemo Patients Wayfinding For Patients And Familie Web Based Appointment Scheduling Your UPHS Key Your Schedule For The Day Your Time Matters! 40 IDEAS (workshops part 1)

1 Week Penn Provider Guarantee Airline Scheduling for Radiology and Beyond Almost Home

Artwork for patient rooms and high stress areas

Bereavement room

Community Health Workers

Customer Service Training
Discharge Prescription Concierge Service

Electronic Check In
ER Communication Board
Family room for progress to home

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 Reconcilliation

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)

10 CONCEPTS (workshops part 2)

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





Almost Home



One Week Penn Patient Guarantee



Discharge Prescription Concierge Service



Bereavement Room



MyPENN Scheduler



Patient Education Videos



Patient Services Kiosks



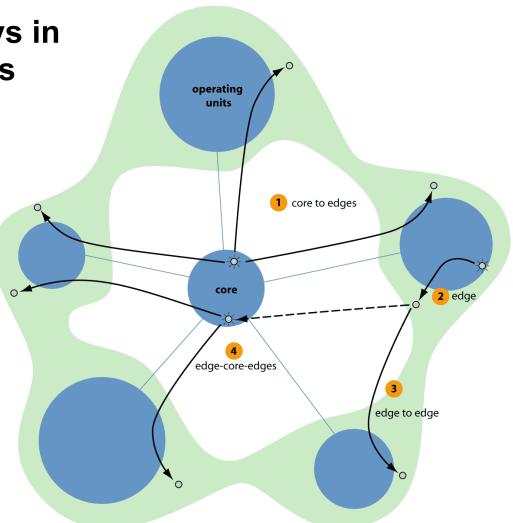
Their Big Idea

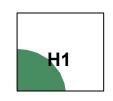


Way Finding

Four Innovation Pathways in Distributed Organizations

- 1. Core to the edges.
- 2.Edge.
- 3. Edge to Edge.
- 4. Edge to Core to Edge.





Objective

Improvement (75-90% success)



Adjacent Growth (25-75% success)



New Category (<25% success)

Elements of Culture





Process Levers

- Resources for unspecified exploration.
- Centralized innovation function.
- Transparent pipeline.



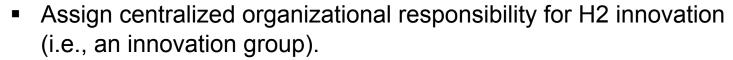
Summary

■ Fix Continuous Improvement Process first (i.e., Horizon 1 processes).

■ Define your innovation frontier, probably letting go of Horizon 3.

Process is the most direct lever on culture.

- If you will pursue Horizon 2 innovation (Adjacent Growth),
 - Make an aggregate, general investment in exploration (e.g., $\frac{1}{4} \frac{1}{2}$ % of revenues/budget).



Explicitly and transparently manage the opportunity portfolio and pipeline.

