



**Fit for the future:
How organizations develop
and sustain innovation**

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Challenges

Social and environmental challenges

Finite resources;
demographic changes

Networked economy and new markets

Sharing Economy; new customer segments

Shift in needs and mind-sets

Client preferences and employee productivity

Need to innovate across organizations

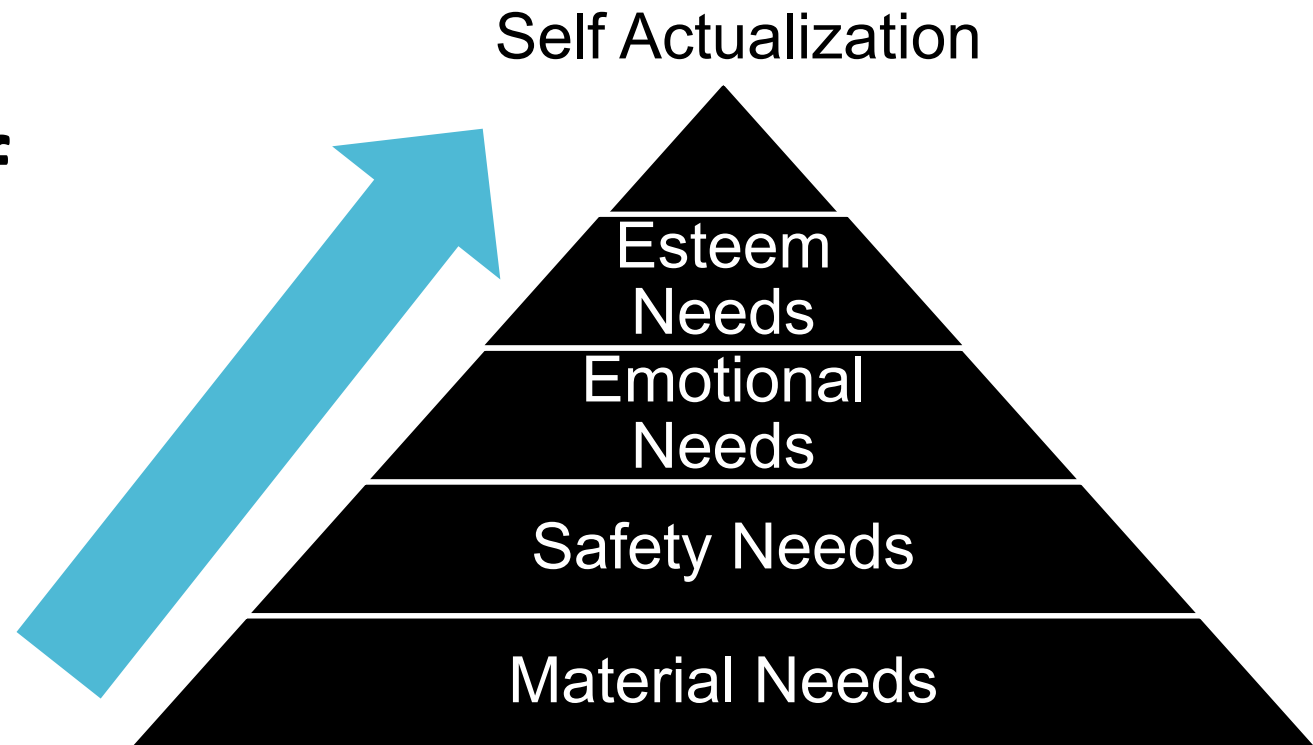


Generation “Why?”

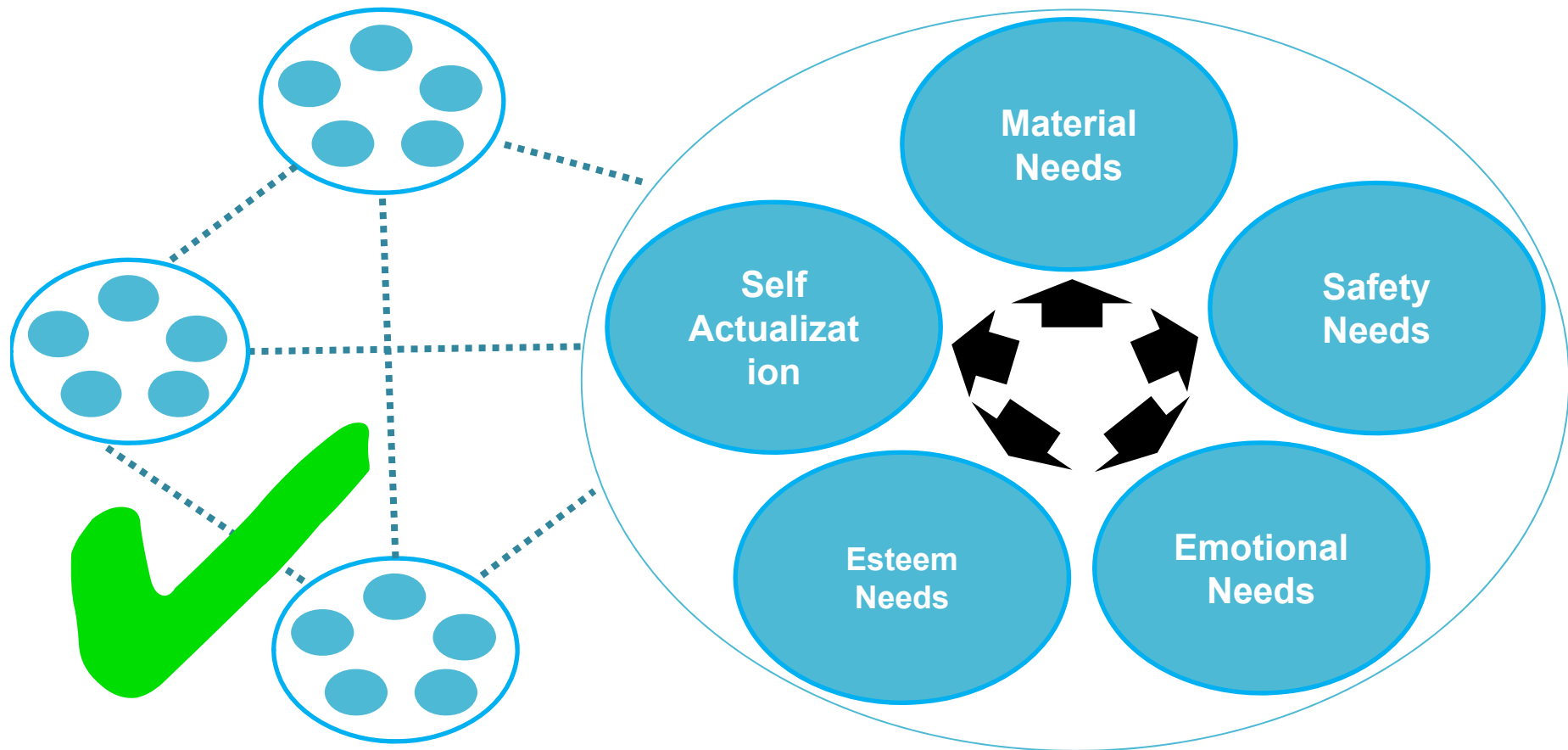


Traditional models

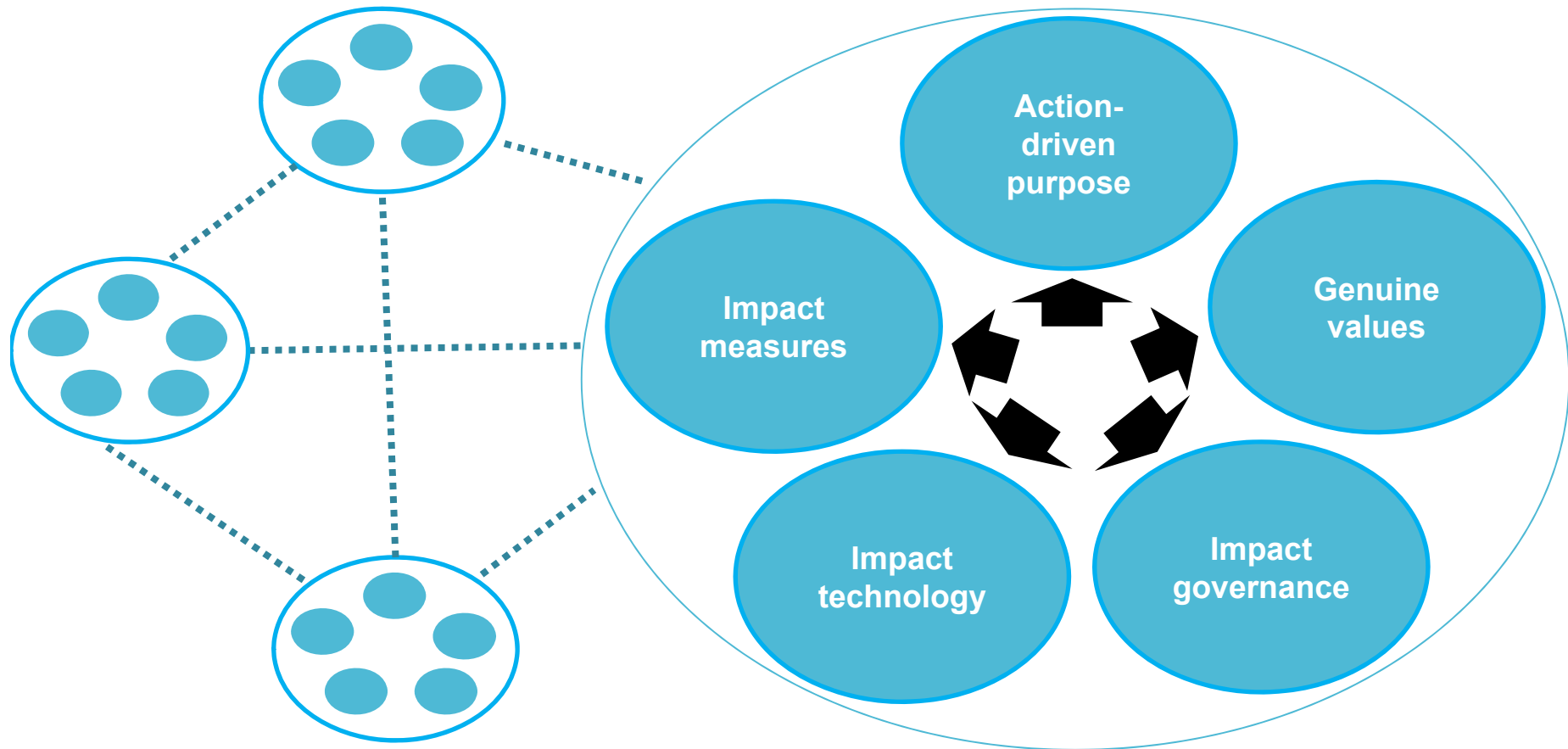
**Maslow's
Hierarchy of
Needs...**



An 'enlightened circle' of needs



Shaping innovation



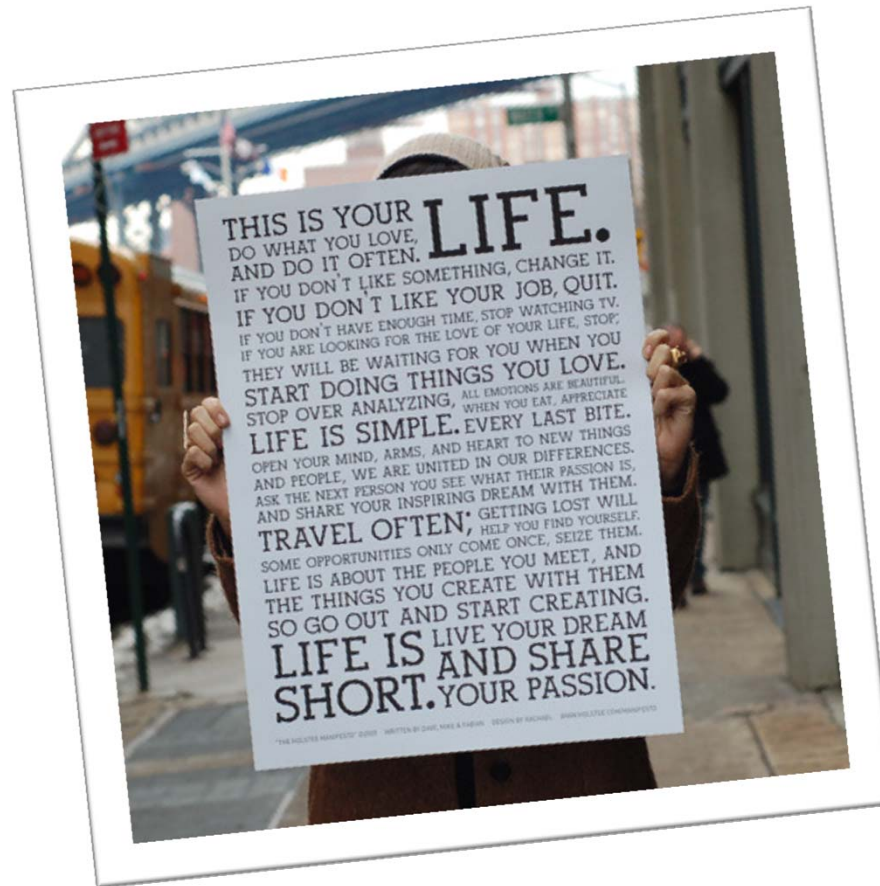
1) Action-driven purpose

Answering the “why?” (Sinek)

Focusing on empowering followers

Establishing relevant community-links: Become part of broader, meaningful conversations (e.g., Global Shapers)

2) Genuine values



Implementing genuine values

Heiligenfeld: Large-group reflections

Leo Burnett: Thick pencils and bowls of apples

Favi; ESBZ: Gratefulness stories

Core individual vs organizational values and objectives

Example: Chatwani implementing 'World for Good' at Ebay



Source: CColeman

3) Impact governance



a) Lateral accountability

1. You believe in showing up and being present.
2. You believing in giving as much as you receive.
3. You believing in striving for humility, honesty, empathy, and authenticity in your exchange with members of this community.
4. You believing in respecting the confidentiality, safety, and integrity of the Sandbox community
5. You shall endeavor to always create positive impact, whether through making, creating, facilitating or striving to bring positive value to the world around you.

b) Vodafone: Coopetition

Issue: Need broad coverage, yet physical infrastructure extremely expensive

Partnership with O2 (pre-competition): Putting masts together; getting rid of duplicates; building new ones (18500 in UK once done)

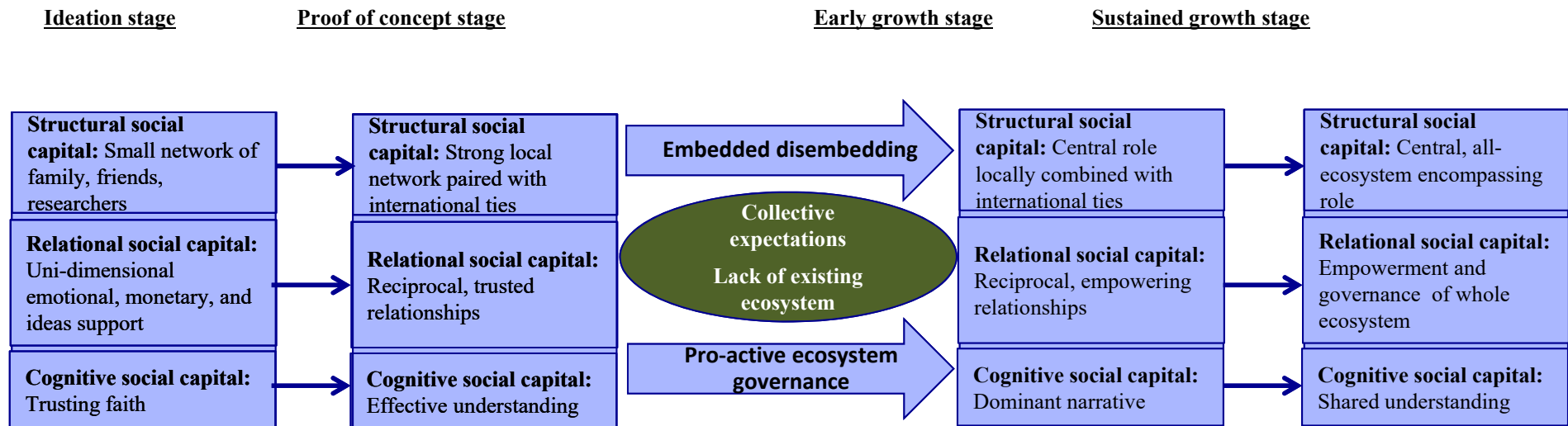
To get grid running: Equally divided; set up independent company to manage passive infrastructure (mast sites)>> everything that's not signal

Vodafone does network maintenance in West of UK/Wales, O2 rest of UK

Not shared: Signal, fibre backbone network, or any of the services

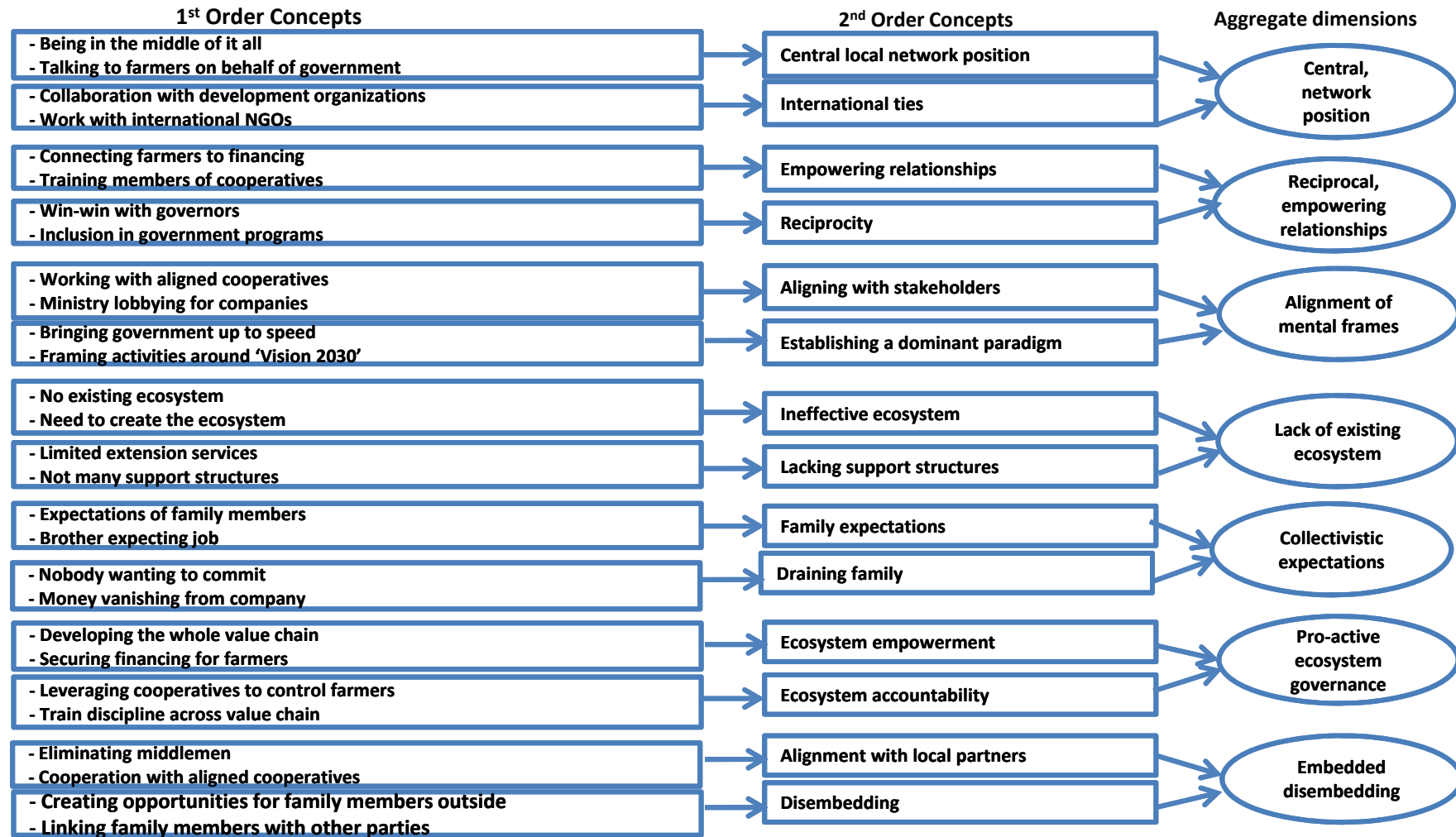
40% more coverage, potentially 100 millions of savings

c) Ecosystem-building for (micro-) enterprises



Source: Busch & Barkema, 2016

FIGURE 1: Data Structure



4) Impact technology



flickr

You Tube

Example: RLabs

Premise: Training platform to empower people to better their skill- and mindsets

Combining localization and standardization

Simple yet effective technology embedded at any stage

Reached more than 5 million people within the last 5 years

>> Combining top down & bottom up: Citizens catering to themselves!

5) Impact measurement



Source: Aravind

Haier

Similar patterns to low-tech example R Labs

Moving from product (refrigerator) to internet

Aim: Enable employees internally to build their own companies, leveraging the central platform (e.g., 160,000 clients), as well as the respective employees social and financial capital

New approaches for measuring the ecosystem outputs (rendanheyi; 'win-win' between company and clients)

Initiating and sustaining innovation

Move: From product to experience

Engage: Champions

Scale: External communities

Timing: Critical event analysis



1) Move: From product to experience



Moving from product to experience

From product (e.g., solar towers; printer; traditional lending) to experience (24h electricity; 24h print; 24h money)



Shift from functional to emotional/fun: Formulate VP in terms of aspirations, not needs ('skin moisturizing' vs 'eternal youth')



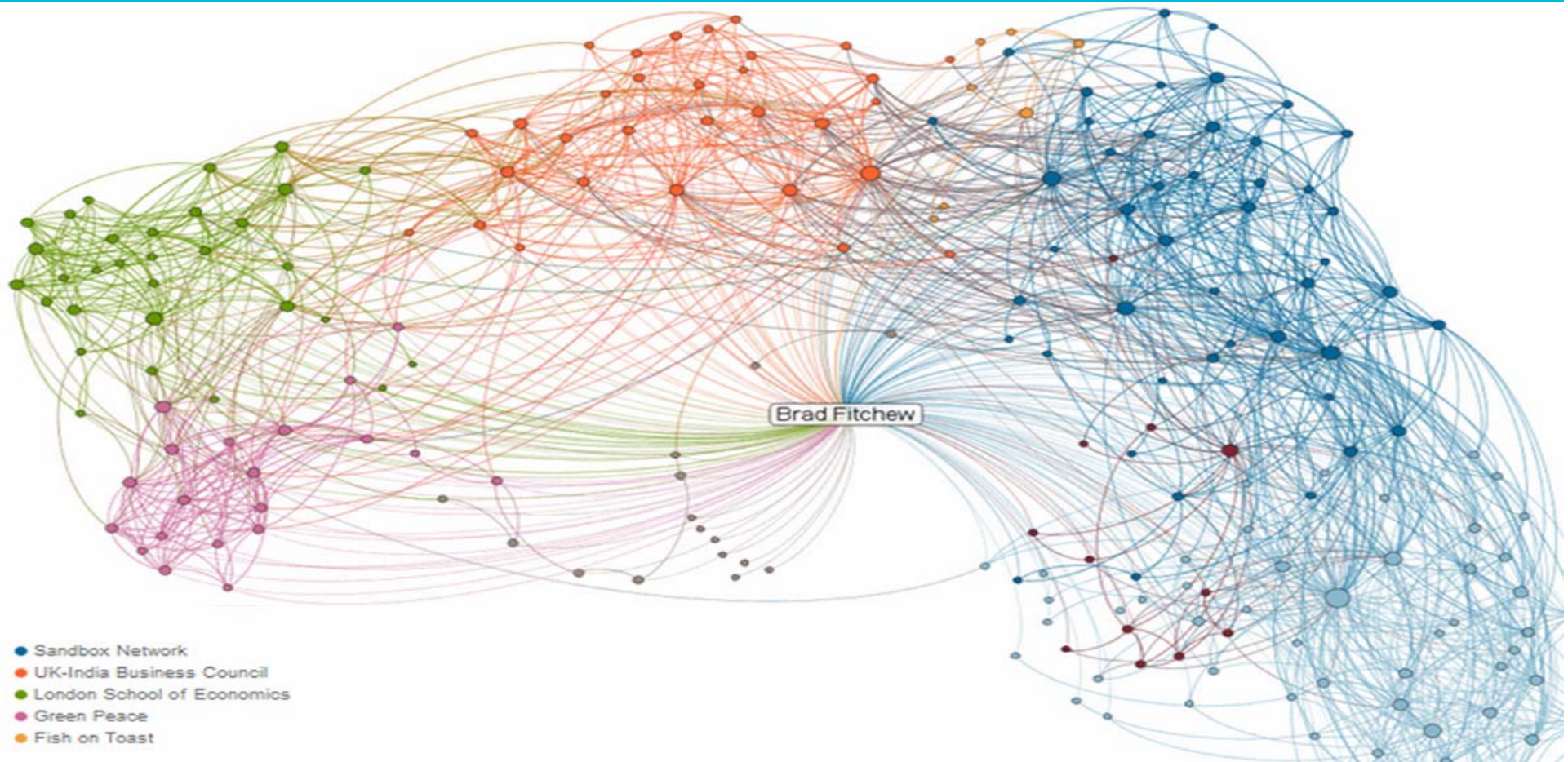
Confusion: Needs vs wants; fit local income streams



Distributed generation; turning consumers into producers (e.g., Community Energy Solutions in the US> using public buildings; SMUD: letting locals invest into local solar farm)



2) Engage: Champions



Engaging and motivating champions

Map the relevant people (informal hierarchy), and engage them >> effective coalition building (e.g., PWC)



Develop role models and have them move ahead



Create artefacts such as awards to signal genuine interest (e.g., RLabs); combine with pledges



Anchor changes: Develop short-term wins for motivation/overcome resistance to change



3) Timing: Critical events and urgency



Source: Shutterstock

Not innovating can be dangerous!

Explore hopes and fears



Explore what needs to be innovated (gap); what would happen if it would get fixed, what if not?



Realization: Not innovating often more risky than innovating!



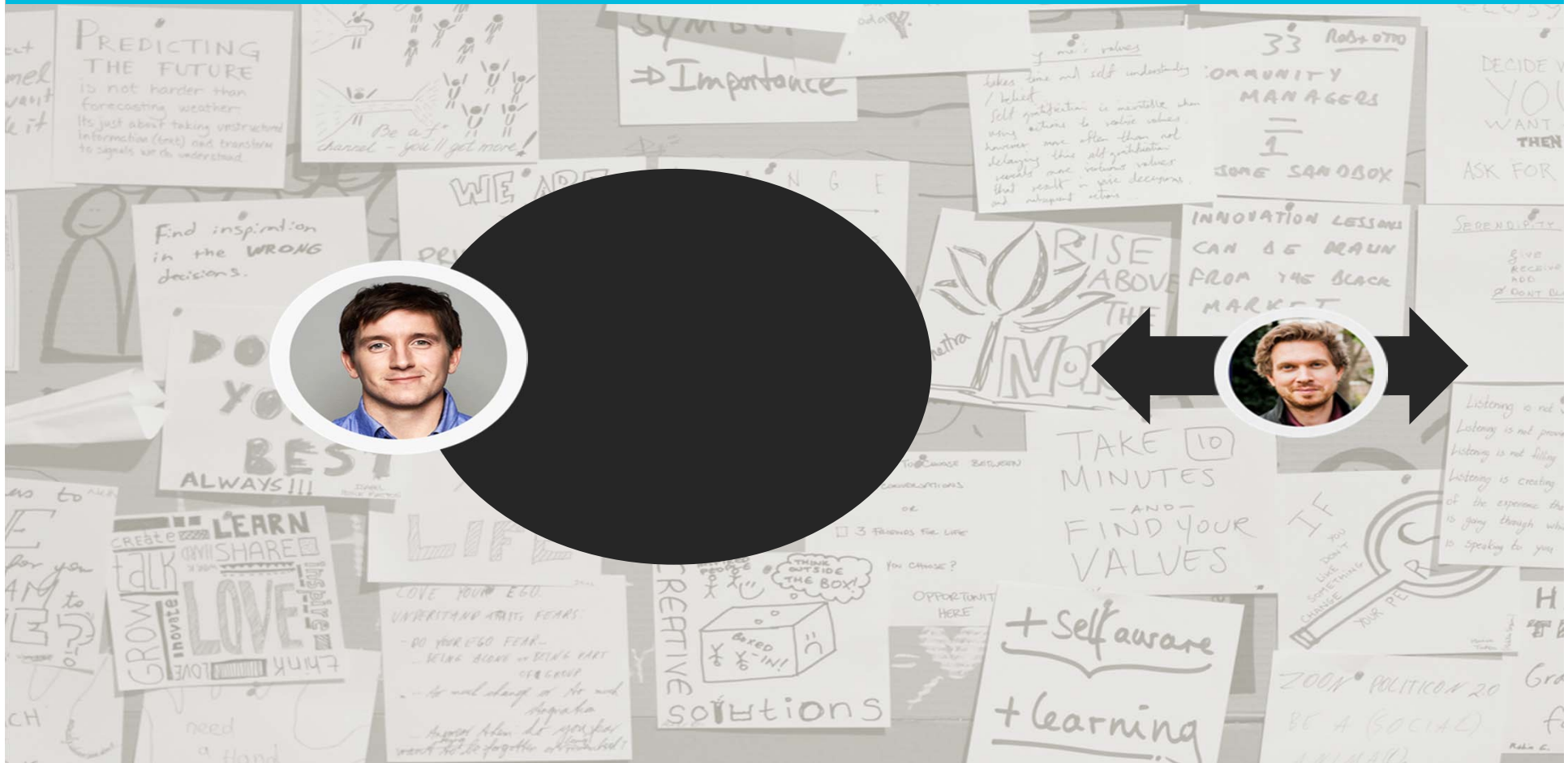
Clarify: 'What needs to get done?' and 'What does it mean for me?'



4) Scale: Leverage external communities



Curating serendipity



Future

System-innovation rather than only product-innovation (e.g. government outcome labs)

Sync across platforms (operational system?)

Reverse innovation; jugaad



Progressive organizations



“If you take man as he is, you make him worse, but if you take man as what he could be, you make him capable of becoming what he can be.”

Goethe (& Frankl!)

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