

re:THINK

How to innovate in times of change



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futurethink
31 March 2009

Think Differently

Change one thing to make this equation work:

$$IX = VI$$

Think Differently

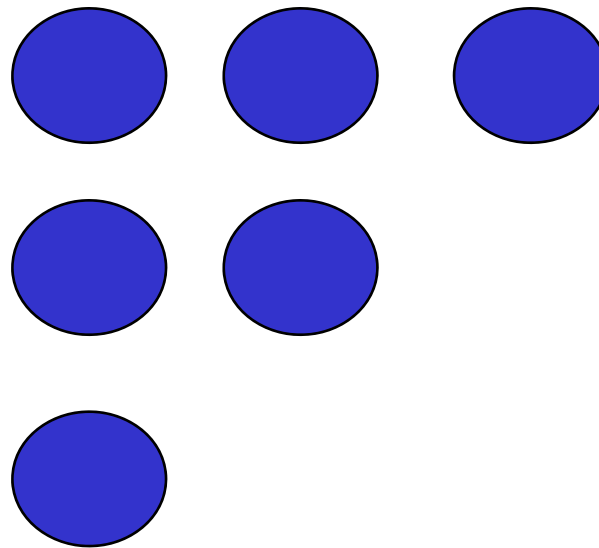
Change one thing to make this equation work:

$$SIX = VI$$

$$IX \neq VI$$

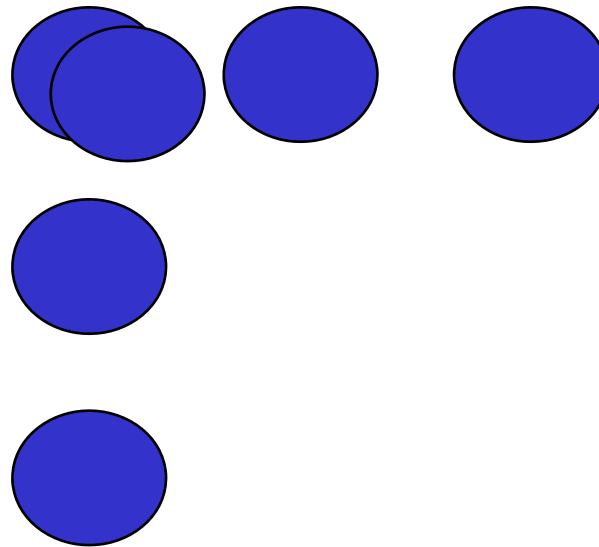
Think Differently

Move one circle so that there are 4 circles in just two rows:



Think Differently

Move one circle so that there are 4 circles in two rows:

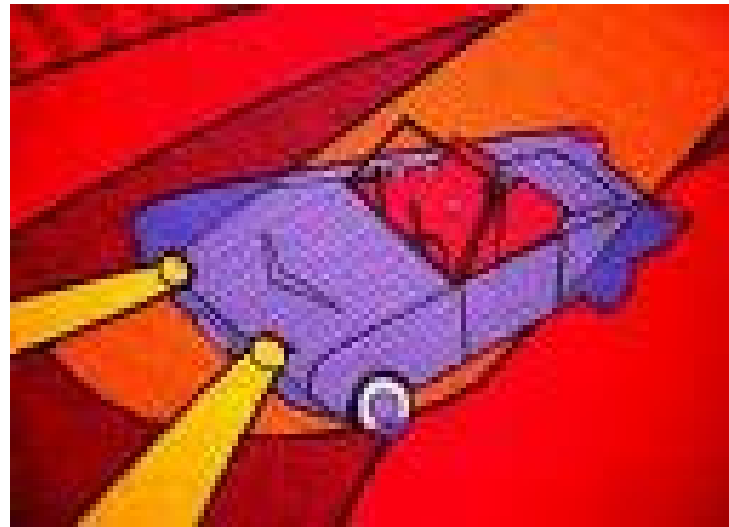


Think Differently

How could you reduce the number of parking violations for parking spaces with 30 or 60-minute limits?

Think Differently

How could you reduce the number of parking violations for 30 or 60 min. parking spots?



FAIL!

**THIS END
UP**



**THIS END
UP**



TARGET STORE
P.O.# 0000-0000
DPC-ITEM# 0000
STYLE# 1-0000
COLOR: DARK
SIZE: 1/2 1/2
CASE PACK 100
COUNTRY OF ORIGIN
CARTON DIMENSION
CARTON WEIGHT

ORIGIN OF
DIMENSION
CARTON WEIGHT
CARTON DIMENSION
CARTON WEIGHT

















Change?

Change!



How can you change
how you think about
your business to create
new opportunities?

What do these things have in common?



What do these things have in common?



Companies where
change was proactively
pursued



What do these things have in common?



P&G + Clorox
(Competition)



Oral B + Pet Care
(Dif. Audience)



H-P + Crospon
(Dif. Industries)



Innovators look at things
in different ways...

The 8 Angles of Innovation



New Product or Service



New Distribution Channel



New Business Model



New Customer Segment



New Brand Experience



New Communication Channel



New Strategic Partnership



New Business Process



New Product or Service

Paper-Based Furniture



think
about



What other functions could your packaging serve?
What higher-margin industries like home furnishings can you consider?



New Product or Service

Cynthia Rowley Tupperware Accessories
Moving material from functional to fashionable



Cynthia Rowley



▶▶ **think
about**

How can you reinvent your existing products and services to create something entirely new?



New Business Model

FreshDirect



think
about



When the box becomes the store, what new functions does the box need to serve?



New Brand Experience

Frustration-Free Packaging

amazon.com



Amazon Frustration-Free Package™



Traditional Retail Package



New Brand Experience

amazon.com

Frustration-Free Packaging



Amazon Frustration-Free Package™



Traditional Retail Package

think
about



How can you associate yourselves with a positive movement or as a positive packaging alternative?



New Distribution Channel

iPod Vending Machine



think
about



How does packaging need to accommodate requirements of new self-service channels?

Communication? Durability?



New Communication Channel

Paper cup sleeves



think
about



What new use can basic packaging serve beyond just packaging – advertising, safety?



New Communication Channel

EcoHangers – Free for cleaners, good for the environment



think
about



What new avenues are organizations using to communicate with their customers? What new channels can you create or uncover?



**How good are you at
re:thinking your business?**

How good are you at re:thinking your business?

How many questions can you answer "YES" to?

1. We're continually coming up with or seeking out new ideas.
2. We seek out innovative ideas from all levels & divisions of my organization.
3. We try to partner with people/firms outside the company to develop new ideas.
4. We're encouraged to try new things when it comes to our innovation efforts.
5. My team knows where to go to learn more about innovation and trends.
6. We often scan the competitive landscape and new industries to see what others are doing.
7. We actively support a culture of curiosity and open dialogue within our team.
8. We have the tools in place to better collaborate and get ideas to market faster.
9. People in our group are encouraged to take risks within certain boundaries, and we know what those boundaries are.
10. Leadership actively participates in finding the future (not just talking about it)

How good are you at re:thinking your business?

1-4

You have the intent

now put your passion into practice and open your mind to new things

5-7

You're on the right track

try new things, meet new people, get out of your comfort zone once in a while

8-10

You have the curiosity

now hone your skills to create the next AHA!

**EVERYONE is innovative.
They just need to know
how.**

Want to improve your score?

A photograph of two people in a futuristic, curved tunnel. They are in a starting crouch, ready to begin a race. The tunnel has a repeating pattern of circular arches. The person on the left is wearing a white t-shirt and dark shorts, while the person on the right is wearing a white long-sleeved shirt and dark pants. The floor is light-colored and has some mats. The overall atmosphere is one of anticipation and competition.

Tips & Tricks to Get You Started

futurethink

Innovation Resources and Tips

Google the Future

The screenshot shows a Google search interface. The search bar contains the text "golf 2025". The search results are displayed below, showing several links related to golf courses and equipment for the year 2025. Two search boxes are highlighted with red dashed lines: one at the top left and one at the bottom right. The top search box is part of the main search interface, and the bottom search box is a smaller version of the same interface. The search results include links to "West Bend - IAFF LOCAL 2025", "What the Top 100 Golf Courses Will Look Like in 2025", "Salem Golf Club in Salem, OR | 2025 Golf Course Road South, Salem, OR", "Bushnell Yardage Pro 20-2025 review", and "Bushnell 20-2025 Yardage Pro® Tour XL Laser RangeFinder - Golf".

Web Images Maps News Shopping Gmail more

golf 2025 Search Advanced Search Preferences

Results 1 - 10 of about 1,160,000 for **golf 2025**. (0.39 seconds)

[West Bend - IAFF LOCAL 2025](#)

Main Menu; Home · Local 2025 History · Local 2025 Golf Outing ... Golf Registration Form (Updated: May 12, 2008 17:15:00); Golf Sponsorship Form (Updated: ... [www.local2025.org/?zone=/unionactive/view_page.cfm&page=Golf](#) - 59k - [Cached](#) - [Similar pages](#) -

[West Bend - IAFF LOCAL 2025](#)

Jan 12, 2009 ... Main Menu; Home · Local 2025 History · Local 2025 Golf Outing ... GOLF BALL SPONSOR. 5 ALARM SPONSORS. 4 ALARM SPONSORS. Lucas Griffin ... [www.local2025.org/?zone=/unionactive/view_article.cfm&HomeID=79593&page=Golf](#) - 94k - [Cached](#) - [Similar pages](#) -

[More results from www.local2025.org >](#)

[What the Top 100 Golf Courses Will Look Like in 2025 | Courses ...](#)

Sep 1, 2005 ... What the Top 100 Golf Courses Will Look Like in 2025. ... Pete Dye's highest-rated course on GOLF MAGAZINE's Top 100 Courses in the World ... [www.golf.com/golf/courses_travel/article/0.28136.1570357.00.html](#) - 20k - [Cached](#) - [Similar pages](#) -

[Salem Golf Club in Salem, OR | 2025 Golf Course Road South, Salem, OR](#)

Salem Golf Club in Salem, OR -- Map, Phone Number, Reviews, Photos and Video Profile for Salem Salem Golf Club. Salem Golf Club appears in: Golf, ... [www.superpages.com/bp/Salem-OR/Salem-Golf-Club-L0103872899.htm](#) - 102k - [Cached](#) - [Similar pages](#) -

[Bushnell Yardage Pro 20-2025 review](#)

a Product Review for Bushnell Yardage Pro Tour XL Golf Laser Rangefinder ... Bushnell Yardage Pro Tour XL Golf Laser Rangefinders 20-2025 deliver superb and ... [www.retrevo.com/s/Bushnell-20-2025-Binoculars-review-manual/id/21329bh549/t/1-2/](#) - 47k - [Cached](#) - [Similar pages](#) -

[Bushnell 20-2025 Yardage Pro® Tour XL Laser RangeFinder - Golf](#)

Bushnell 20-2025 Yardage Pro® Tour XL Laser RangeFinder - Golf. Eighteen of the top 20



Discuss:

What topic or industry would you search on?

What time horizon would you use?



Innovation Resources and Tips

What are you reading?

Cast a wider net if you want to start thinking differently.

- futurethinktank.com
- Trendhunter.com
- Trendwatching.com
- BusinessWeek's innovation blog
- Springwise.com
- Innovationwatch.com
- Longbets.org



Discuss:

What 2 new resources will you start to scan to learn new things?



Innovation Resources and Tips

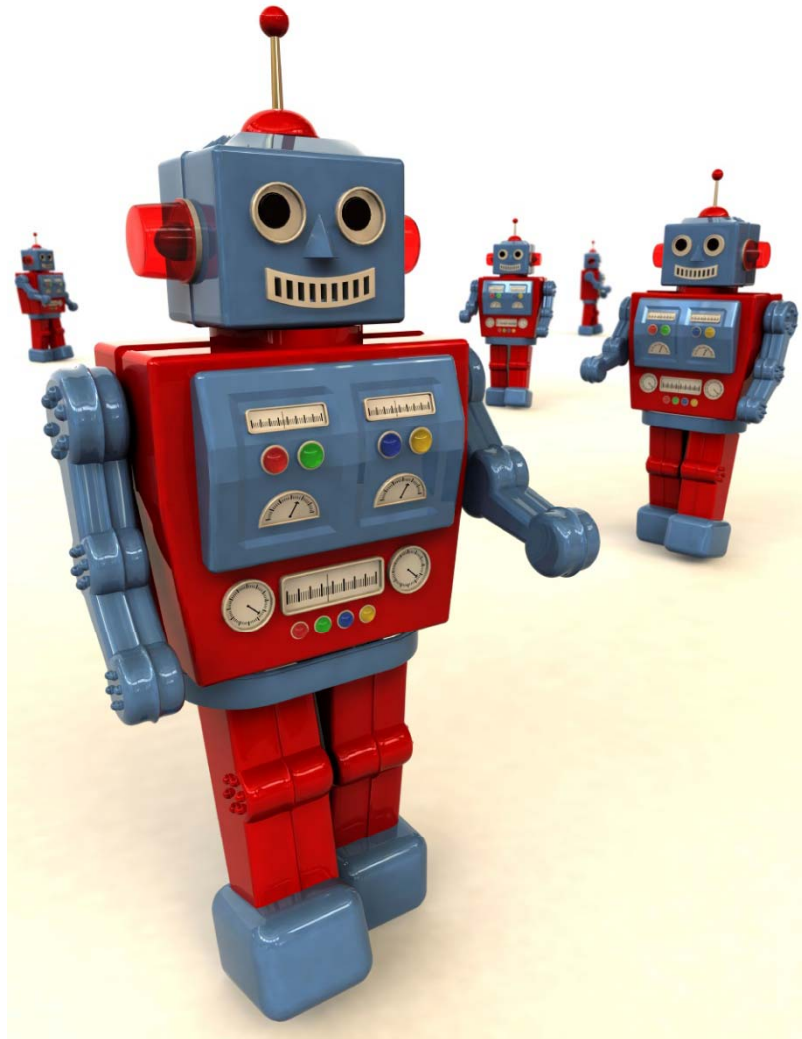
Look to different (or even unrelated) industries

- Research a topic you know nothing about and connect the dots to your own business: What ideas come to mind?



Discuss:

What unrelated industry could inspire new thinking for your business or group?



Innovation Resources and Tips

Create an Innovation Advisory Board

- **Pick 3 people from outside**
- **Set up an online forum** to centralize discussion
- **Create a Topics Calendar** to fuel the interaction



Discuss:

What 3 people or organizations would you put on your innovation advisory board?



Innovation Resources and Tips

Identify Rules to Break or Change

“Kill a Stupid Rule” -- Challenges teams to identify “stupid” banking rules that fail to satisfy people’s needs



Innovation Resources and Tips

Identify Rules to Break or Change

U.S. Cellular – “No Email” Fridays



Innovation Resources and Tips



U.S. Cellular

No Email Fridays

"Get out to meet your teams face-to-face. Pick up the phone and give someone a call. ... I look forward to not hearing from any of you, but stop by as often as you like."

– Memo from EVP Jay Ellison

Innovation Resources and Tips

Nielsen Research



Discuss:

What one rule would you love to
KILL or CHANGE in your company?



Innovation Resources and Tips

Find a Younger Mentor

Learn about their world, their technology, their 'communities'.



Discuss:

Who do you know that could teach you something NEW?
What would you want to learn?



Innovation Resources and Tips

Collaborate for CHANGE: Tools and Techniques

From Impossible to Possible



From Impossible to Possible

From Impossible to Possible



Some of the best ideas come from shattering norms and creating new paradigms. Detailing what CAN'T happen allows us to think about what actually CAN be done. Start by listing the things that would NEVER happen in our industry or company (e.g., offer products for FREE). In the second part of the exercise, you'll try to uncover ways to make these "impossibles" possible. Make it happen!

IMPOSSIBLE

What are your impossibles?

POSSIBLE

Here's how we can make it happen:

1. <input type="text"/> <input type="text"/>	→	<input type="text"/> <input type="text"/> <input type="text"/>
2. <input type="text"/> <input type="text"/>	→	<input type="text"/> <input type="text"/> <input type="text"/>
3. <input type="text"/> <input type="text"/>	→	<input type="text"/> <input type="text"/> <input type="text"/>
4. <input type="text"/> <input type="text"/>	→	<input type="text"/> <input type="text"/> <input type="text"/>
5. <input type="text"/> <input type="text"/>	→	<input type="text"/> <input type="text"/> <input type="text"/>

From Impossible to Possible

“We’d never be able to pull this off for our customers...”

“The greatest thing I’d love to see in our company but will never happen....”

“It’ll be a cold day before we ever get this to work...”

“This would make my job easier but we’d never do it...”

Examples:

Airline:

“We’ll never let people smoke on the airplane”

“Flying will never be free”

“I’ll never be guaranteed NOT to sit next to a screaming baby on my flight.”

IT’S JUST IMPOSSIBLE!

Examples:

Airline:

“We’ll never let people smoke on the airplane”

“Flying will never be free”

“I’ll never be guaranteed NOT to sit next to a screaming baby on my flight.”

~~**IT'S JUST IMPOSSIBLE!**~~



POSSIBLE!

Discuss:

What things are considered 'sacred' or impossible in your business?
(how would you change this?)



Innovation Resources and Tips

Be the Accidental Tourist

- Visit a new store, different coffee shop - do something out of the ordinary to discover the extraordinary



Innovation Resources and Tips

Be the Accidental Tourist

Charmin Pop-Up: Times Square, Holiday Season 2008



Discuss:

What habits can you change to experience something different?



Innovation Resources and Tips

Kill the Company (or Product)

To beat the competition, think like them. Take time with our team to brainstorm what keeps your competitors up at night. How are they going to beat you?



Discuss:

If you were your competitor, what two things would you do to put you out of business?



Innovation Resources and Tips

Listen.

Establish a listening day where you make an effort to minimize speaking and just listen



Discuss:

What can you personally start doing tomorrow to create change?



Thank you for listening.

What are you going to do next?

Thank you.

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