


Increasing Operational Efficiency & Excellence in Innovation

Mohan Nair
Senior VP, Chief Innovation Officer
Cambia Health Solutions

 @MohanEmerge

 [Linkedin.com/in/MohanEmerge](https://www.linkedin.com/in/MohanEmerge)



Key Take-Aways

- **Framework** to determine how you'll embrace innovation
- **Fresh perspective** on the intersection of innovation and company goals
- **Blueprint** to take action on driving innovation in your organization

The Innovation Imperative

80%

OF EXECUTIVES THINK
THEIR CURRENT
BUSINESS MODELS ARE
AT RISK

84%

SAY THAT INNOVATION IS
IMPORTANT TO THEIR
GROWTH STRATEGY

84%

CONSIDER THEIR FUTURE
SUCCESS TO BE VERY OR
EXTREMELY DEPENDENT
ON INNOVATION

Aspiration vs. Execution

6%

OF EXECUTIVES ARE SATISFIED WITH THEIR INNOVATION PERFORMANCE

82%

OF ORGANIZATIONS RUN INNOVATION THE SAME WAY THEY GO ABOUT ACHIEVING INCREMENTAL PERFORMANCE GAIN

72%

ADMIT TO MISSING CRUCIAL GROWTH OPPORTUNITIES

Innovation Theater

Have rooms that are painted with whiteboard paint



Have a brainstorming meeting that uses lots of Post-It Notes



Adopt a casual dress code



Do the Silicon Valley petting zoo thing



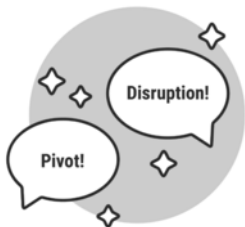
Hire some Xooglers



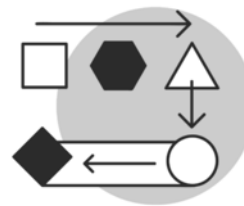
Invest in VCs as an LP to "access innovation"



Start talking like how you think startups talk



Spend lots of time defining your stage-gate process

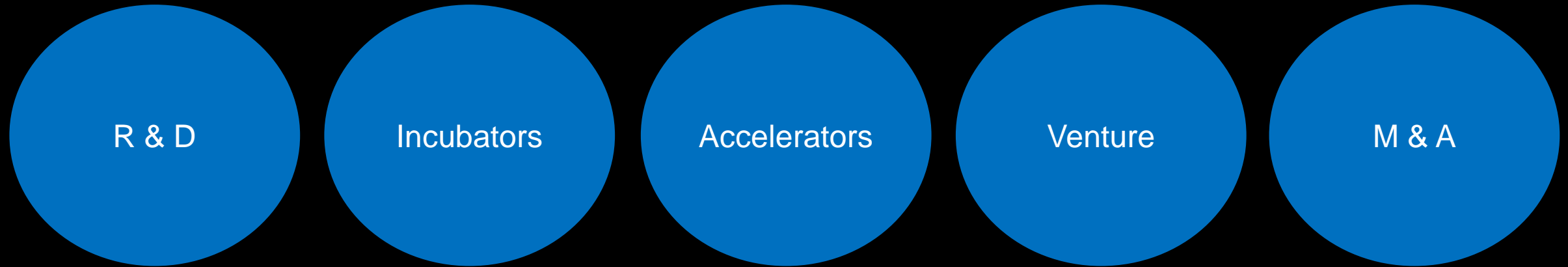


Expect returns within 12 months



Source: A Guide to Corporate Innovation: 19 Strategies to Drive Innovation Now. November 9, 2018, CB Insights.

Corporate Approaches



Polling Question

What approach to innovation does your organization emphasize?

A. R & D

B. Incubators

C. Accelerators

D. Venture

E. M & A

5 Paradoxes of Innovation Culture

- 1. Orientation to discovery**
- 2. Comfort with new ideas**
- 3. Appetite for leaps**
- 4. Mode of experimentation**
- 5. Market focus**

Reflection

WHERE YOU ARE...

ORIENTATION

Startups Power Outside 1 2 3 4 5 Employees Power Inside

COMFORT

Chaos Redundancy 1 2 3 4 5 Consistency Optimization

LEAPS

Disruptive 1 2 3 4 5 Incremental

MODE

Wrong Until Right 1 2 3 4 5 Right First Time

FOCUS

Discover & Dominate New markets 1 2 3 4 5 Feed Existing Markets

WHERE YOU WANT TO BE...

ORIENTATION

Startups Power Outside 1 2 3 4 5 Employees Power Inside

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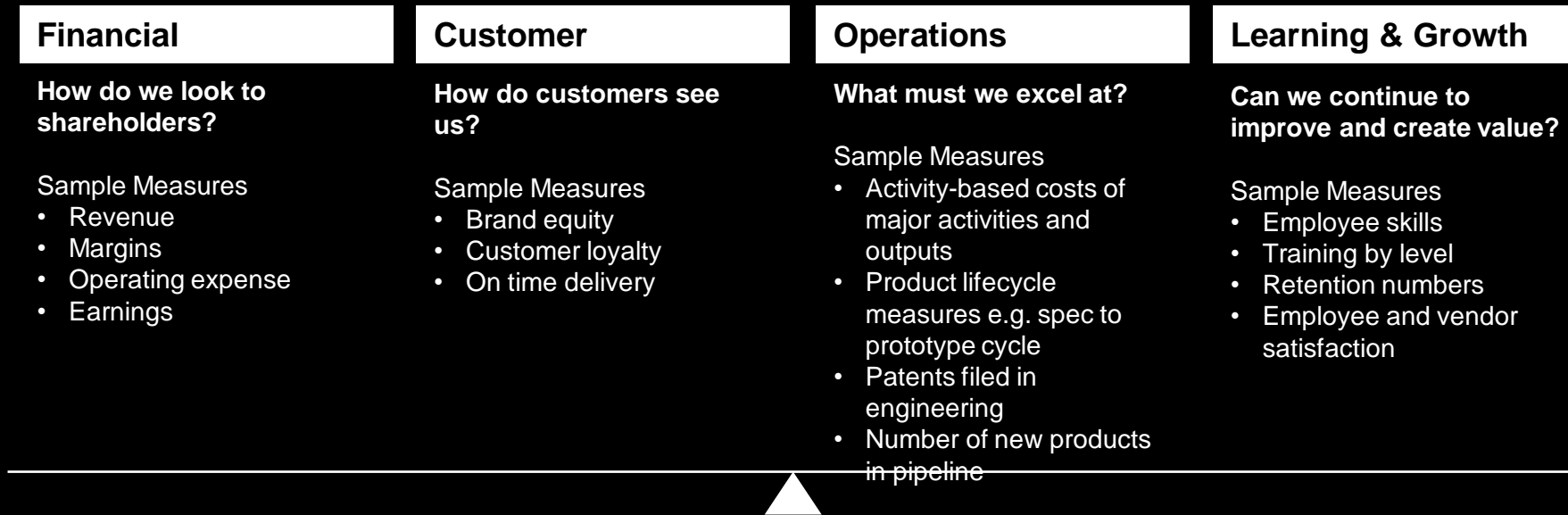
Polling Question

Across which dimension do you see the greatest variance?

- 1. Orientation to discovery**
- 2. Comfort with new ideas**
- 3. Appetite for leaps**
- 4. Mode of experimentation**
- 5. Market focus**

Applying Balanced Scorecard Strategy to Innovation

“Making strategy work in an organization demands that we take advantage of all the competencies within the organization and articulate strategy with several perspectives in mind. Kaplan and Norton articulated four perspectives that can guide companies as they translate strategy into actionable terms.”



Innovation Scorecard Worksheet

Company Strategy

Financial

Customer

Operations

Learning & Growth

Innovation Strategy

Financial

Customer

Operations

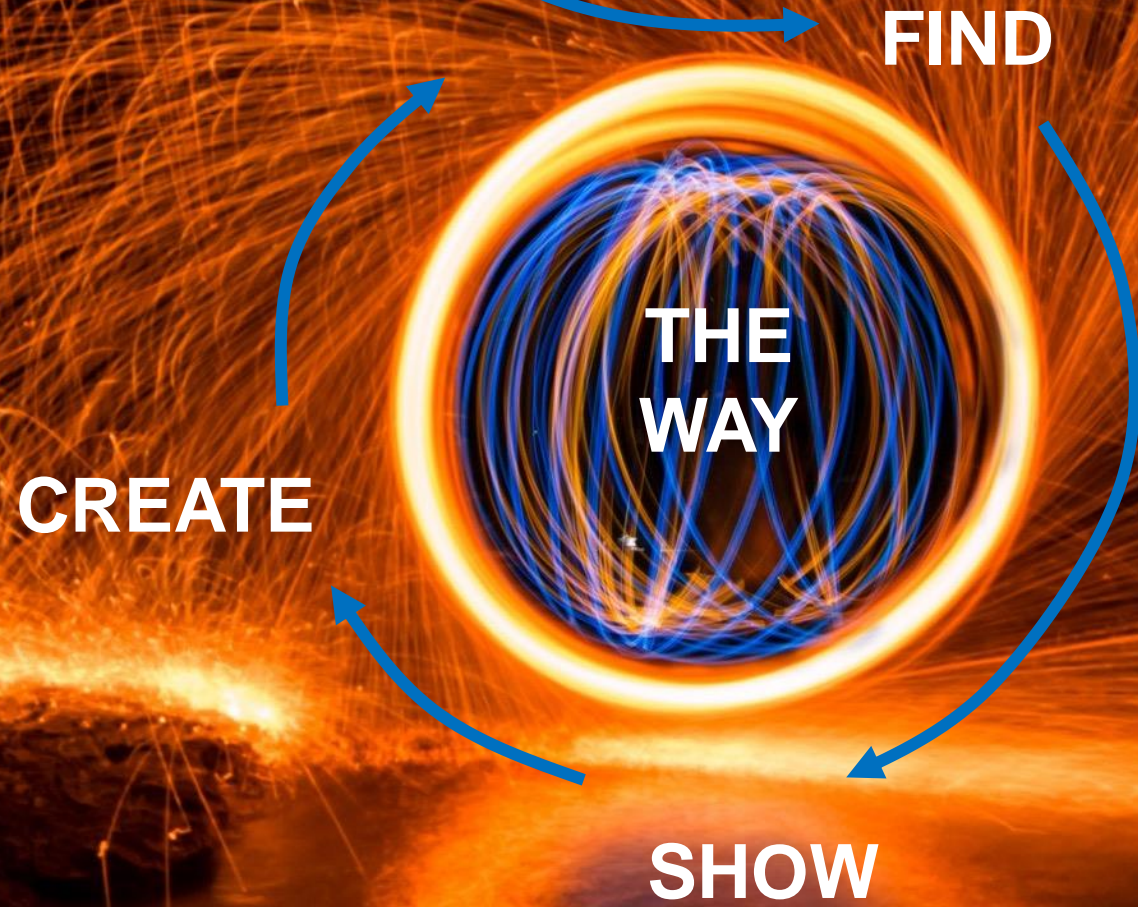
Learning & Growth

Polling Question

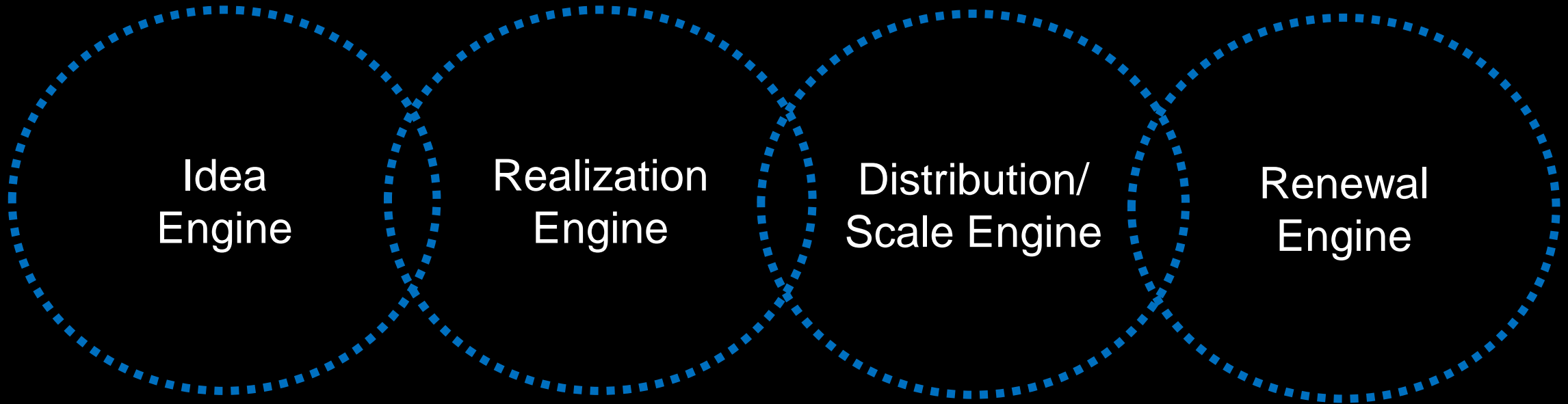
For what perspective are you most challenged for measures?

- 1. Financial**
- 2. Customer**
- 3. Operations**
- 4. Learning & Growth**

Innovation Flywheel




The 4 Engines of Innovation



Thank you.

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