



# The Future of Innovation:

A Thousand Times No: A Transformation Perspective  
John Olson | 7 April 2021

The power behind **your mission**



**“I’m as proud of many of the things we haven’t done as the things we have done. Innovation is saying no to a thousand things.”**

**- Steve Jobs**





# Experiences

- Currently working for 136 year old \$20B+ business that stemmed from a single idea
- Worked for over 18 years advising clients on competitiveness challenges
- Worked for a start-up with audacious goals to re-invent procurement
- Started my career with a company that is now 145 years old and developed over 1,000 patents

APDOTU: “All Progress Depends on the Unreasonable”

- George Bernard Shaw (adapted)

AlixPartners

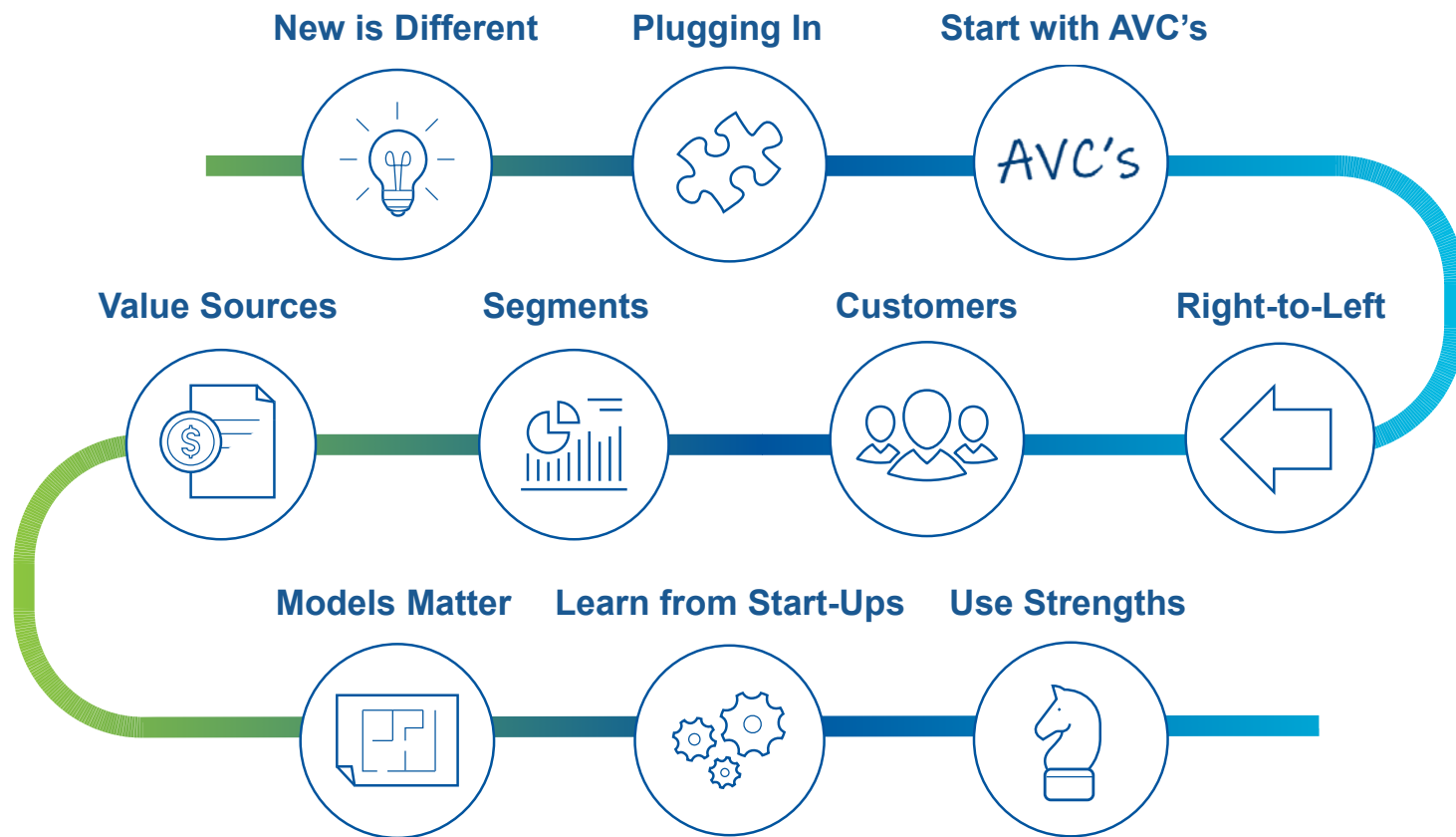
Johnson  
Controls

Booz | Allen | Hamilton

Procurian



# Transforming Innovation



# Innovation

[in-uh-vey-shuhn]

noun

1. something new or different introduced
2. the act of innovating; introduction of new things or methods

“Creativity is thinking up new things.  
Innovation is doing new things.”

-Theodore Levitt





# New is Different

- Current business
- Adjacent business
- New business
- Customers

“I believe you have to be willing to be misunderstood if you’re going to innovate.”

-Jeff Bezos

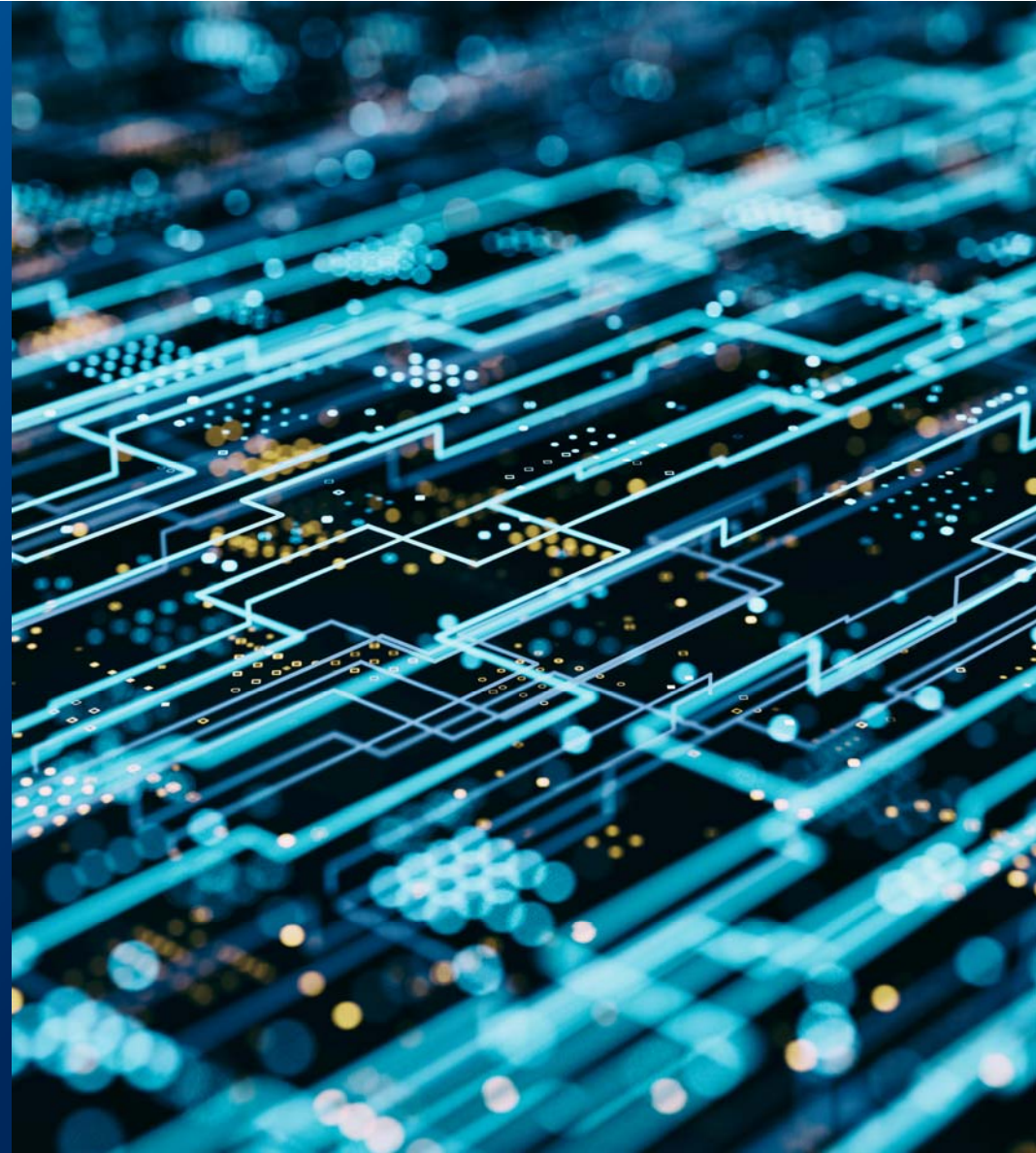


# Plugging in

- Shapes the narrative
- Sizes the endorsement
- Builds the accountability

“Starting and growing a business is as much about the innovation, drive and determination of the people who do it as it is about the product they sell.”

- Elon Musk





# Start with AVC's

- **A**wareness
- **V**isibility
- **C**apability
- **S**ustainability

“If you look at history, innovation doesn't come just from giving people incentives; it comes from creating environments where their ideas can connect.”

- Steven Johnson





# Right-to-Left

customer

[kuhs-tuh-mer]

noun

1. a person who purchases goods or services from another; buyer; patron

“We innovate by starting with the customer and working backwards. That becomes the touchstone for how we invent”

- Jeff Bezos



# Customers

- Early
- Often
- Jointly

“You can’t just ask customers what they want and then try to give that to them. By time you get it built, they’ll want something new.”

- Steve Jobs





# Segmenting

- Vertical
- Value
- Needs
- Incumbency

“The uncreative mind can spot wrong answers, but it takes a creative mind to spot wrong questions.”

-Antony Jay



# Value Sources

- Efficiency
- Risk Reduction
- Superlatives

**“A ship is safe in a harbor, but that’s not what ships are for.”**

- William Shedd





# Models Matter

- Economic
- Business
- Operating

“You can't solve a problem on the same level that it was created. You have to rise above it to the next level”

-Albert Einstein



# Learn from Start-ups

- Don't copy
- Move quickly
- Grab narrative

“The difficulty lies not so much in developing new ideas as in escaping from old ones.”

-John Maynard Keynes





# Use Strengths

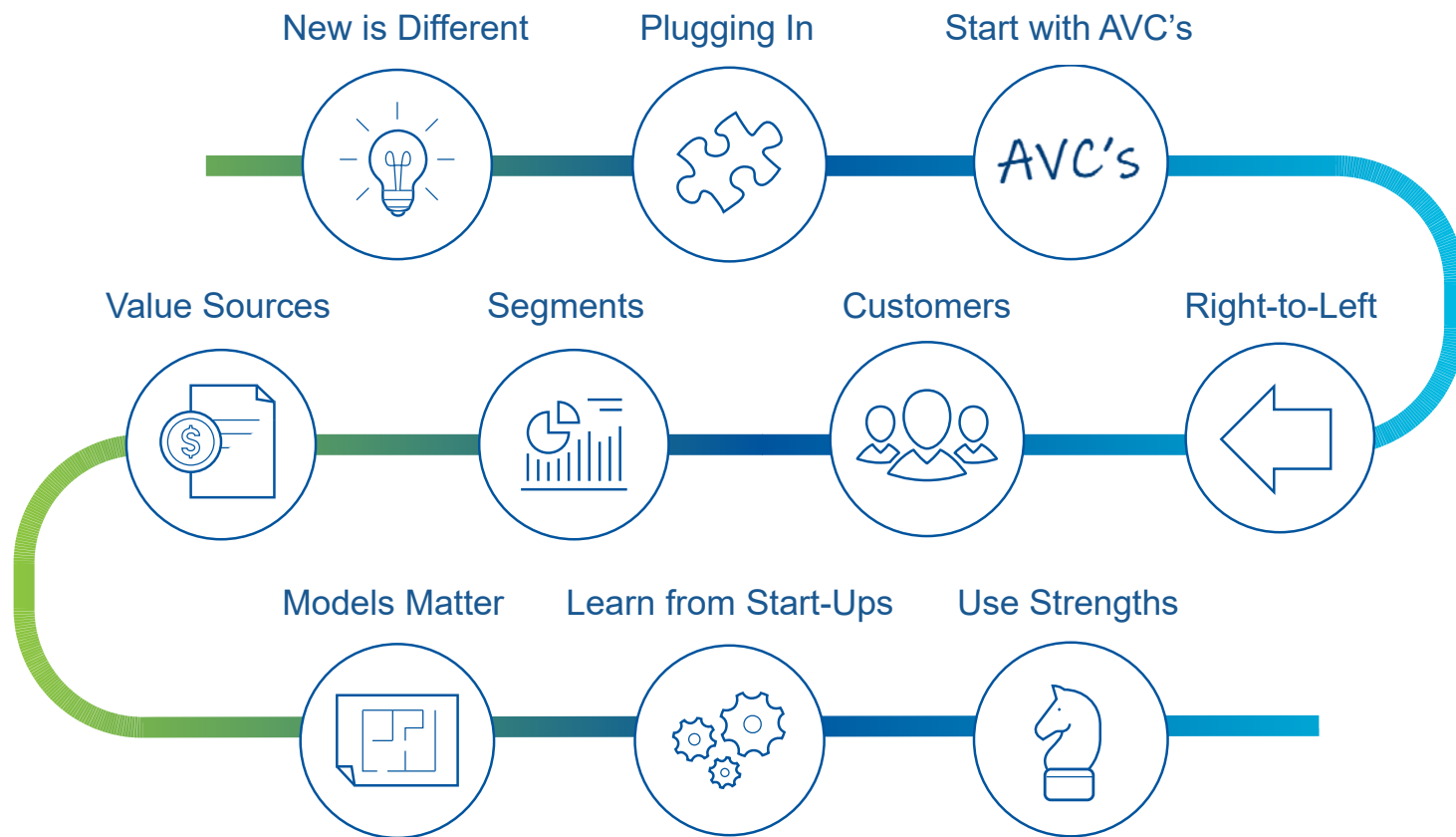
- Who sets rules
- What strengths

“You can't cross a chasm in two small jumps.”

-David Lloyd George



# Transforming Innovation



# Contact

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