

How do the best companies take advantage of the best technology?

from someone who likes factories,
likes people, likes the planet,
thinks about the future &
loves a good argument.

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Let's start with some basics

The world is changing us
&
We are changing our world

Connectivity

Immense Value Generation

..... and their shadows

***More consumers,
more urban & connected,***

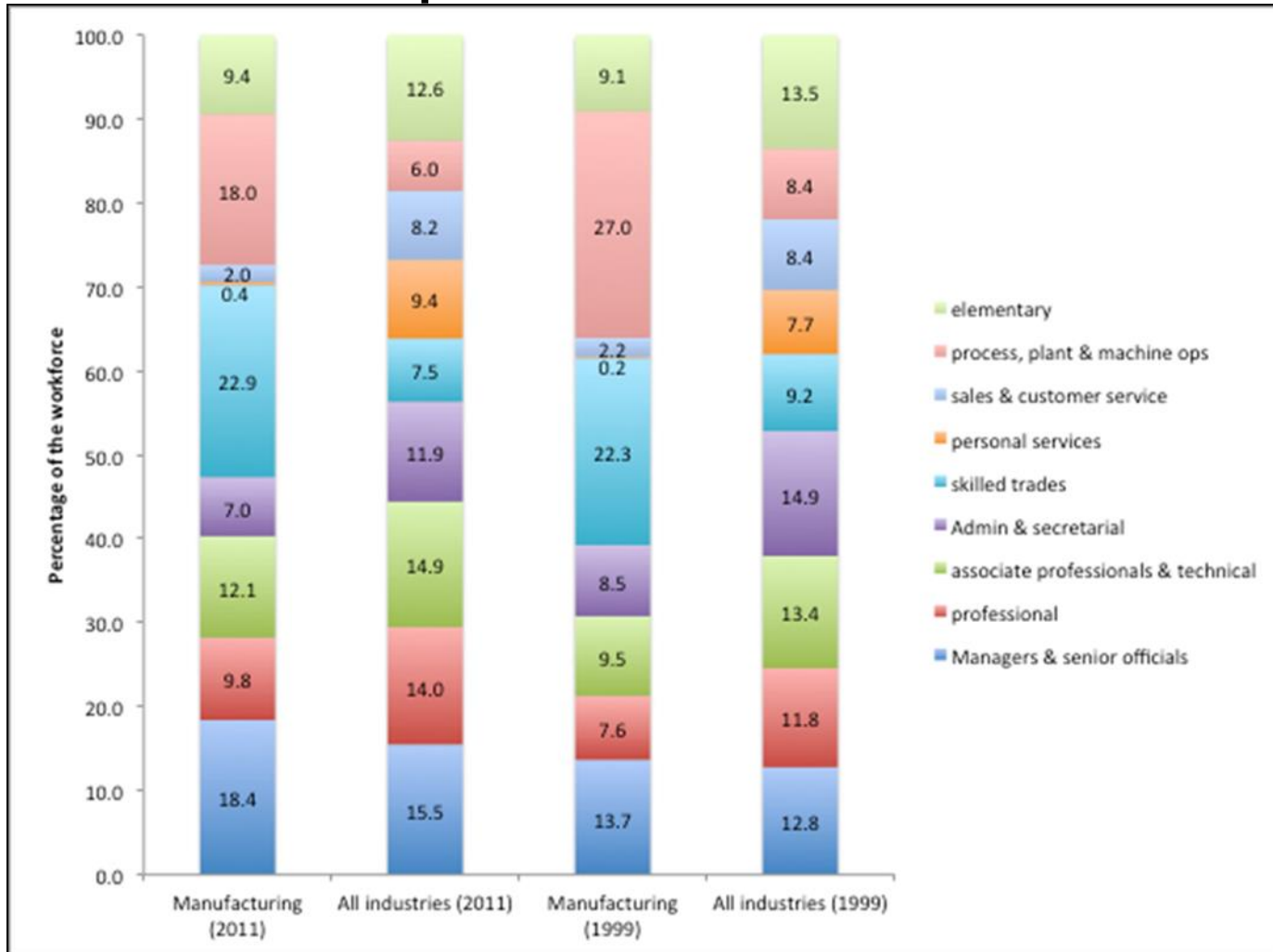
digitalization,

***constrained resources,
disruptions,***

***big data,
small factories***



UK manufacturing 2011: 18% of staff are operators, 18.4% are managers



How to find innovations?

Where is the innovation?

Product – Process – Value – Strategy

Small – Large

Need - Opportunity

What is value innovation?



Free mobility



What do the best companies do?

look everywhere

have a plan and resource it

plan to get lucky,

have formal systems:

- for sharing internally

- for assessing maturity & value potential

- for agreeing on investigation resources

Search for technology as influence vs technology in product vs technology in process



How to bring innovations in

Matching research & development

This is the greatest challenge

Risk - Speed

Risk - Speed – Control

Control comes from the process rhythm

What do the best companies do?

don't have multiple sample stages

don't allow people to change their mind

without signing off on the costs generated

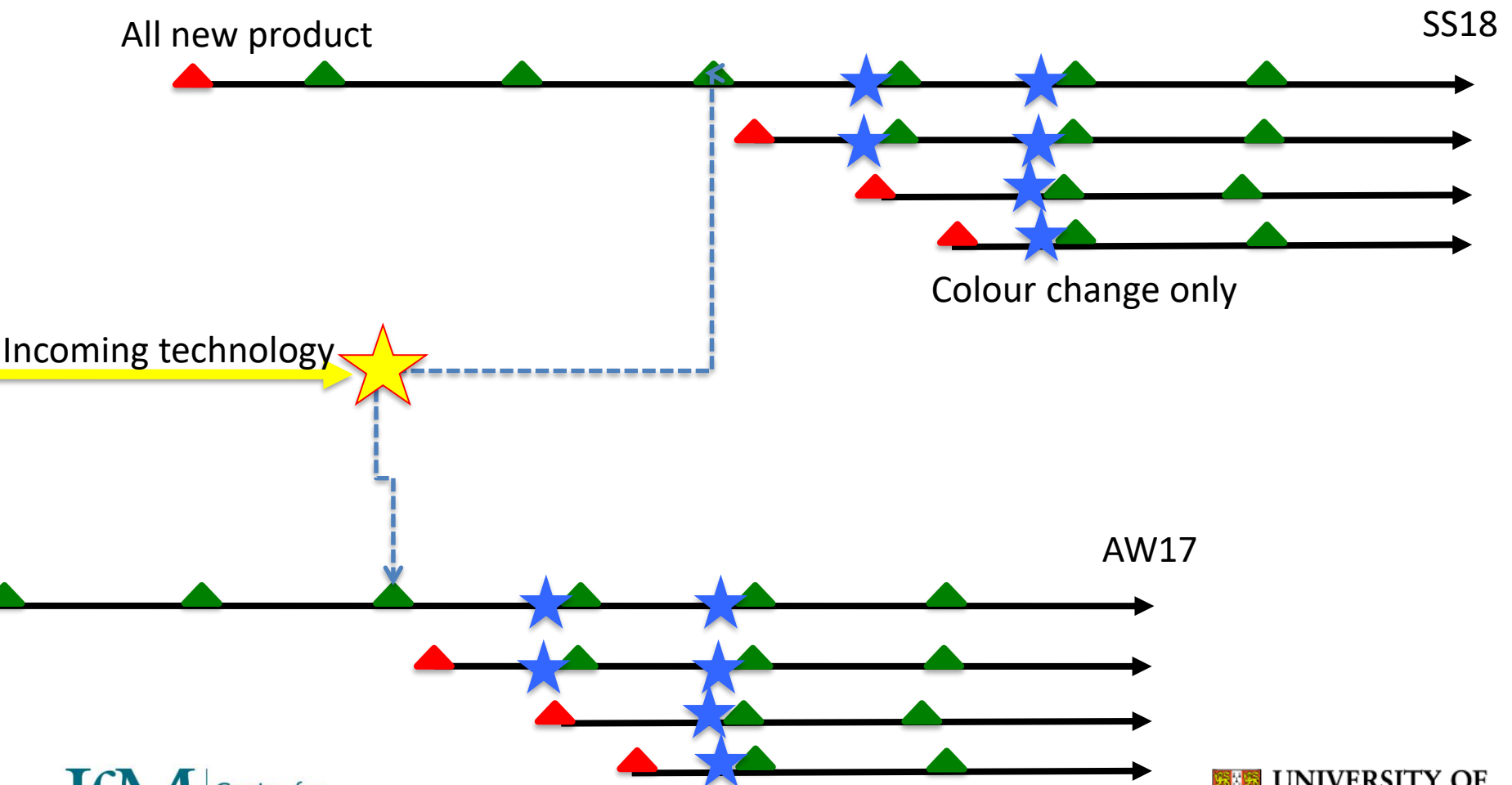
don't mix product development & research

don't rush research in early

don't rush research when it is ready

Understand the cost of change; plan for innovation

aligning research & product development



That is not so radical.....

What have the best companies done?

shifted from product to service



given strangers their Intellectual Property

brought de-tox to a region

designed a new car in 9 months

Innovating only what needs to be new

Experimented bravely & safely (prototype – experiment – pilot – scale)

What have the best companies done?

shifted from product to service



TESLA MOTORS

given strangers their Intellectual Property

brought de-tox to a region



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TOYOTA

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Sporting Goods Industry?

An outsiders view

Enormous value is lost in innovation due to the gap between brand and manufacturer

Large (and slow) incumbents with low entry barriers

Retailing and Textile Technology is changing fast

What might the best Sporting Goods companies do?

build a development machine

listen, share
learn quickly

experiment

Thank you