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 ....
By 2050 we will see a technological revolution in how products are designed, offered and used by customers. New opportunities for value creation.

- Massive Incremental Technology
  - Full integration of ICT
    - digital modelling, simulation and automation

- Massive Incremental Technology
  - Sensors integrated into digital networks and products

- Radical Technology
  - Bio and medical technology

- Radical Technology
  - Additive manufacturing becomes mainstream

- Disruptive Technology
  - disruptive and innovative technologies

- New materials

- Sustainable technologies

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

All new product

Incoming technology

SS18

Colour change only

AW17
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)*
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Prato, Italy
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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