

Discovery and Innovation on a Burning Platform

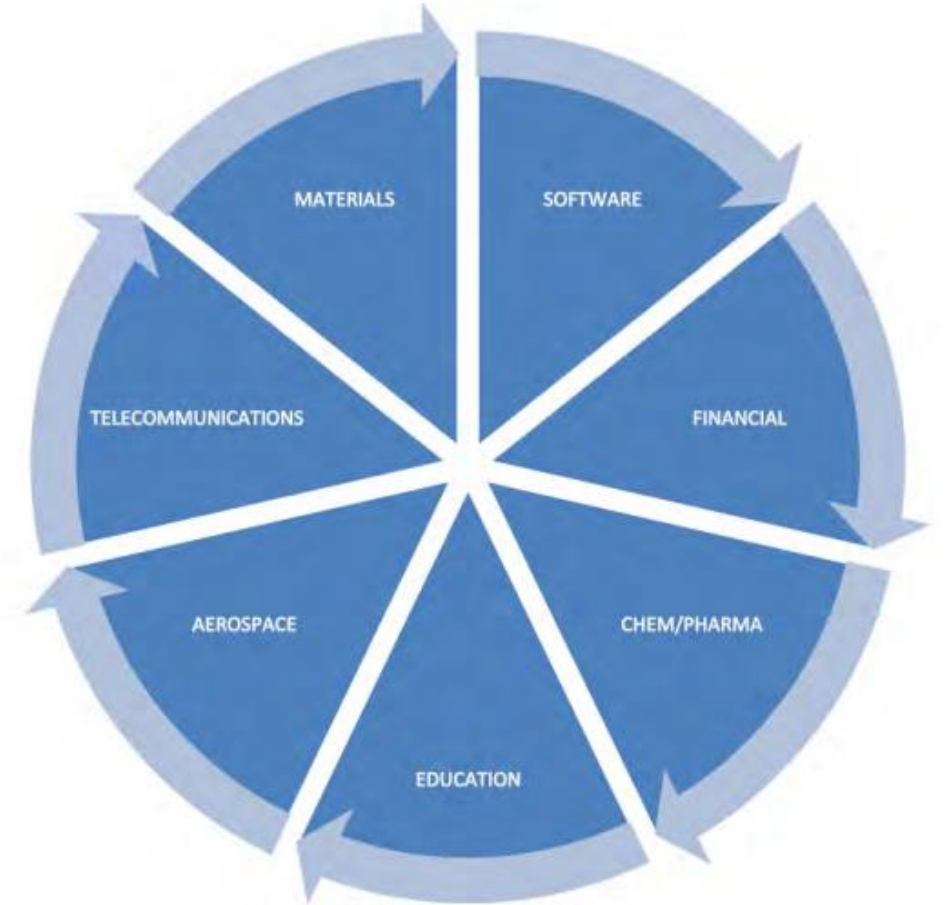
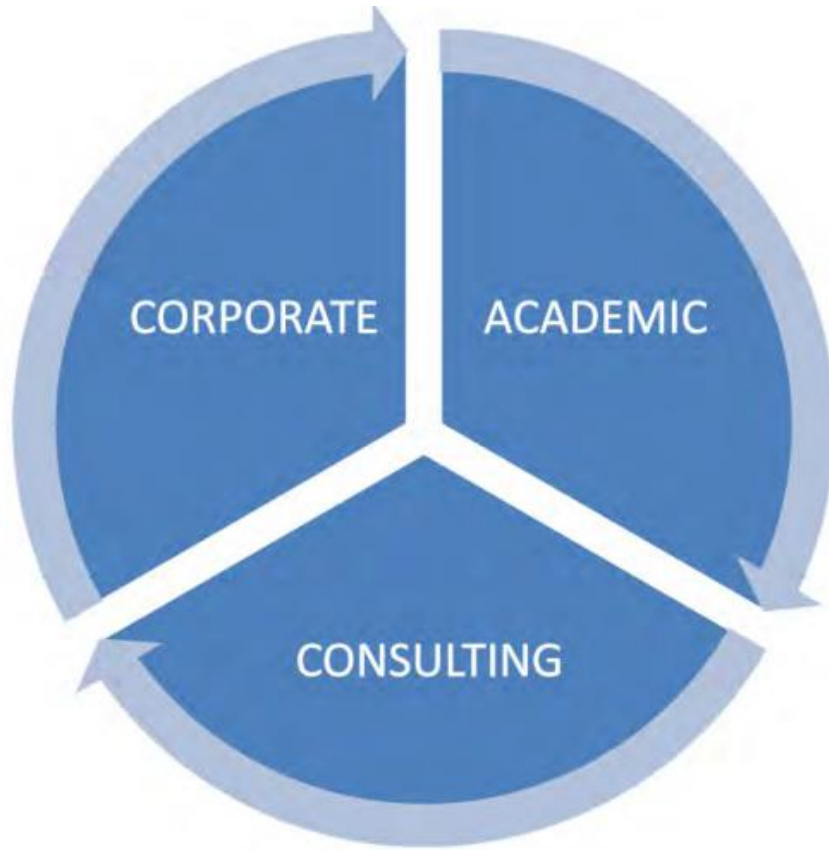
Christopher W. Miller, Ph.D.

September 24, 2020

Welcome!

In the chat window of Zoom:

- How do you feel innovation has been affected by the pandemic?
- Do you have an example you want to share?



Board Volunteer	Domains
Craig Barton	Philly PDMA chapter alignment
Josh Cohen	Philly PDMA chapter alignment, Member Engagement
Deirdre Crowley	Philly PDMA chapter alignment, Member Engagement
Bill Slye	Philly PDMA chapter alignment, Communications / Mkt
Adith Sujana	Philly PDMA chapter alignment, Member Engagement, Comm / Mkt
Jennifer Arnold	Member Engagement, Communications / Mkt
Michael Barlett	Member Engagement, Programming
Shane Trainor	Programming
Keith Regan	Programming – Temple ILSS Liaison

- Website

<https://community.pdma.org/philadelphia/home>

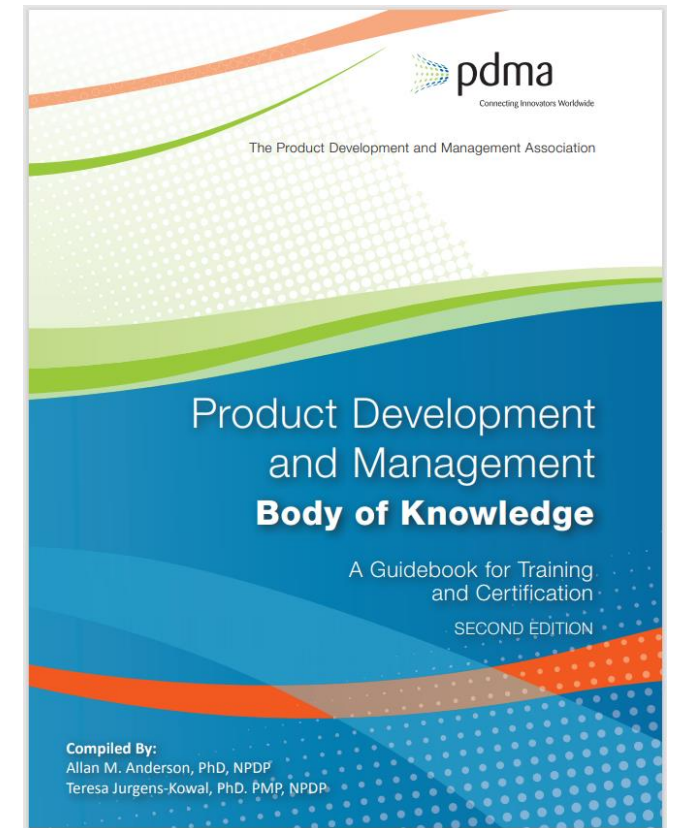
- K-Hub

<https://community.pdma.org/knowledgehub/home>

- Temple Innovation Leadership Speaker Series

<https://www.fox.temple.edu/institutes-centers/innovation-entrepreneurship-institute/innovation-leaders-speaker-series/>

- PDMA Body of Knowledge (FREE to members)





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How to connect with us!

- Email

Info.Philadelphia@pdma.org

phillypdma@gmail.com

- LinkedIn

<https://www.linkedin.com/company/pdma-philadelphia-chapter>

- Tell us a little about you

<https://docs.google.com/forms/d/e/1FAIpQLSf9FSOsKL48R5oQqdk2LCoOuOrVWh2GkATCryfqKOeI3M8BiQ/viewform>



Philadelphia PDMA is a community of professional and academic members whose skills, expertise and experience power the most recognized and respected regional, national and global innovative companies. Our mission is to transcend innovation, product management and product development within the Greater Philadelphia Area through the sharing of best practices, introduction of emerging trends, connecting of individuals and communities and establishing a safe environment for “moving the ball forward.”



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Upcoming Events

- Virtual Events and Webinars
 - Machine Learning and “Chasing the Squirrel”
 - Two-session series on October 22nd and November 5th
 - Temple Innovation Leadership Series
 - November and December programs (stay tuned for details)
 - Speed networking and building your personal brand
 - December 17 (tentative)
- Group study
 - All Bok’d Up – starting January 12, 2021



Thank you for attending!

Continue the discussion on LinkedIn

<https://www.linkedin.com/company/pdma-philadelphia-chapter>

Discovery and Innovation on a Burning Platform

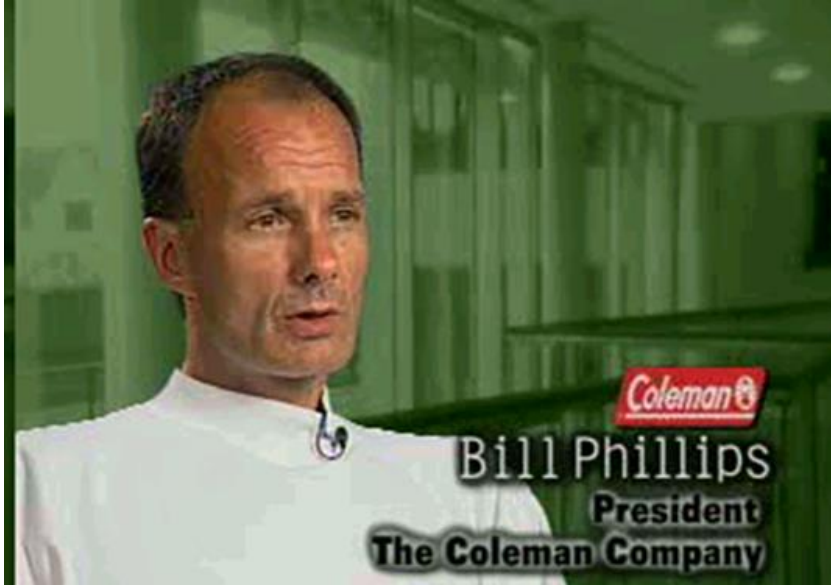
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Necessity is the Mother of Invention. But research shows us that creativity emerges from time to think, backing off, having some slack in the system. In 1999 Coleman was on the ropes. The business had been sold and then sold again. Everyone who could leave had left. Imagine that you return to take over as President to see what you can do to salvage the situation ...and then Walmart calls asking to see the plan. No plans exist. No one is home to make a plan.

- What are the rules when all of the rules are broken?
- How to be strategic when survival is the only strategy that makes sense?
- How to be customer-centered when the customer is out of patience?

Innovation doesn't have to take the usual amount of time when you have an unusual amount of focus. We will see what we can learn from the extraordinary Coleman case study with examples from other burning platform cases (Hershey's Desert Bar, Johnson Controls Automotive and DuPont-Merck) that we can apply to everyday business processes.



“Camping is now everyone's favorite thing not to do.”

Upon returning to Coleman after the company had been sold and resold; Phillips found that marketing, engineering and sales administration had been decimated and that no one had a plan.

Walmart wanted a plan and was asking him to visit in 2 weeks. It was not an optional request.

Now what?



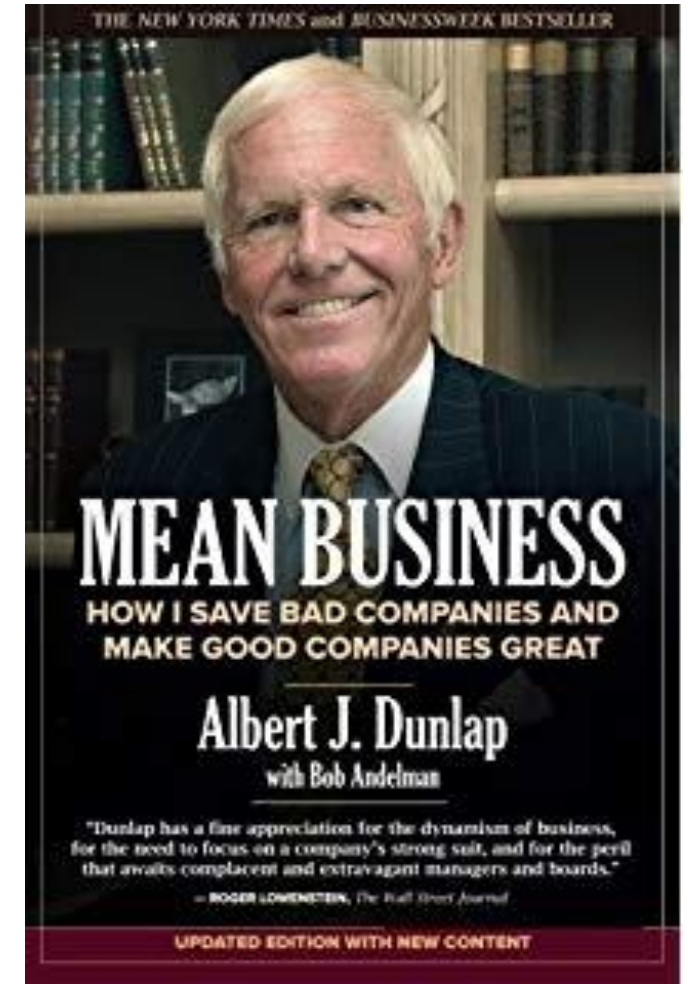


“We are doing too many small projects.”

How did Bill get here ... ?

“If we had started this project five years ago, we would not be asking where is our growth going to come from.”

He got here by agreeing to clean up someone else's mess.



We will talk about
speed

...but it is about more
than speed



What you will re-discover today:

1. Time-to-market is a figment of our organizational mindset (JCI)
2. The faster you run, the more important it is to concentrate on hitting all the bases (DuPont-Merck)
3. You can do anything, but you can't do everything (Coleman)
4. Time + Quality + Cost = 100%, it is about proportionality based on customer need (TWD)
5. Goring the sacred cow, "with deep respect" for the cow (Hershey's)
6. There has to be a reason that matters to you and your team (Kodak)

... and as much as we complain when this happens to us, we are good at this burning platform thing.



Nervous?

What is the Worst That Could Happen?

Research suggests that growth & innovation managers are evaluated in the same way as operations managers!?



Hitting 60% in a 99.9999% world

What % of New Products succeed, meet their launch objectives?



1. Time to market is a figment of our organizational mindset

- **Focus** has more value than elapsed time.
 - How many teams are you on?
 - One one-hour meeting per week consumes 52 hours per year plus set-up and reinsertion into your work flow... another 52 hours. = 104 disconnected hours.
- One six-day, co-located, week with 16 hour days = 96 focused hours
- 96 focused hours is much, much, greater than 104 disconnected hours
- ... especially when supported with solid process and the right team can get you a long way.

Johnson Controls Automotive – Focused Process



Three weeks before the big annual Detroit auto show. JCI pulled its show prototype for strategic reasons. They needed a new idea that could be prototyped, and at the show.

- Charter – a clear uncompromising statement of the task and what success would look like
 - A defined, future-focused, customer-centric discovery process that could be completed in less than one week.
- The right team:
 - Implementers – they were going to do the work
 - Decision makers – they had the money and authority to make it happen
 - Skills – designers, futurists (market and technology), and more
 - Value chain representatives – customers and sales
- Co-location... administivia while in the car... supported by coworkers who cover for you back home.

Johnson Controls Automotive – Focused Process Discovery, Development, Delivery

Week 1: Discovery

	Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
Morning	Co-locate in southern California (it is January in Michigan), rented a house.	Ethnography Just-In-Time training; seven, 2-person teams hit public parking lots with a fistful of gift cards and ask for tours of cars as people are getting in.	Go to people's homes, tour their houses, their garages and their cars	Select leading needs and leading ideas around each need – build first story boards	Present revised concepts to customers	Polish designs and plans	
Afternoon					Select leading ideas and beginning value propositions	Alert the back-home implementation support team	
Evening	Mourn for the lost plan... receive and challenge the charter and the process	Share experiences ...identify needs and brainstorm solutions	Regroup: repeat Monday evening	Focus Groups – and revise concepts based on input			

Week 2: Development

Design and test value proposition

Week 3: Delivery

Build, print materials and install display for show prep show personnel to sell the concept

Work where your customer is:

Hi, we are doing car storage research, we will give you a \$20 Starbucks card if you let us look at you car for 5 minutes. Okay, but my car is a mess.
...GREAT!



Just because you are in a hurry doesn't mean that you don't listen

Planning

Fieldwork

Innovation

Decision Making

Communication



*"We both are very busy, but
lucky that we can work out of
our home..."*

The Wess Family:

A young couple with a new baby - both work full time and spend the majority of time together in the living room.

Time, Organize, Communicate

Planning

Fieldwork

Innovation

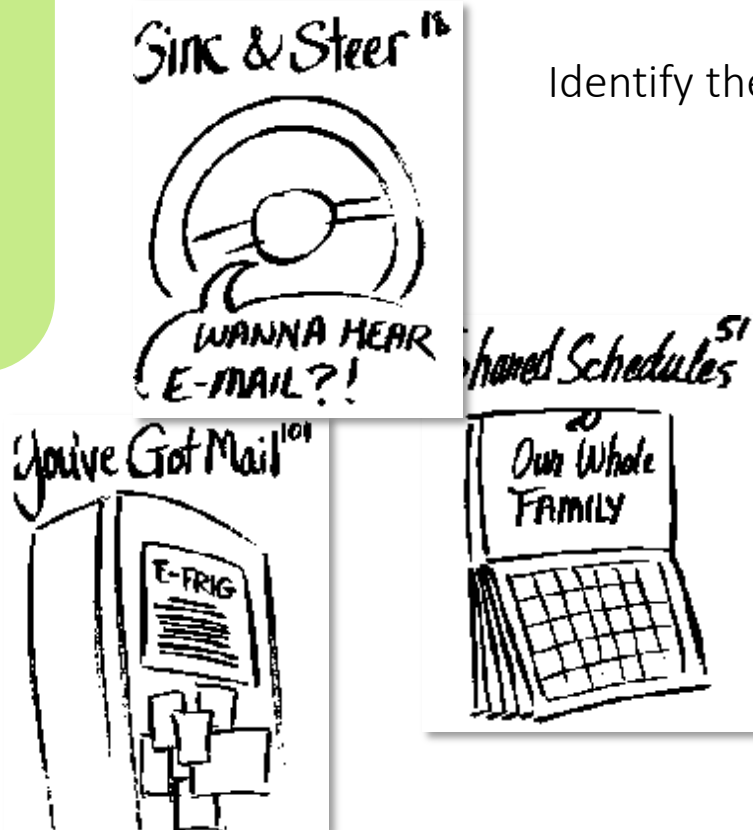
Decision Making

Communication

"Tell me what to do"

Take a look at where the new family **gathering points** are - the car, in-home discussion and staging areas, etc.

Identify the appropriate and specific **layers of communication** that can be delivered into the car and home.



Application to everyday innovation:

1. Time-to-market is a figment of our organizational mind set.

Work toward larger/longer uninterrupted work blocks; at least start a project with a multiday, co-located, cross-functional, planning/work session

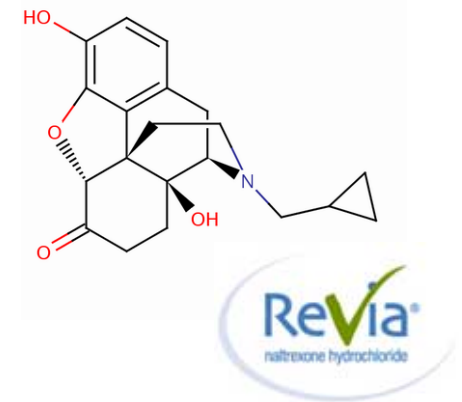


2. The faster you run the more important it is to concentrate on hitting all the bases

- The laws of physics remain constant regardless of what the pointy haired boss says
- The legal and regulatory world will not change because you are in a hurry
- There is a difference between doing the job right and doing everything you would like to do
- It is not about the best ideas. Kill (set aside for a time) great ideas that can't be done in the required time frame, at the target cost, with the necessary quality. There is always another way to skin the cat.

ReVia Brings New Hope

- It's 1995. DuPont-Merck orphaned drug task force has discovered a revolutionary breakthrough in the treatment for alcohol dependence.
- Physicians in certain parts of the world are self medicating with the product meant for another purpose.
- The makers of this product felt the need to make this usage available to people trying to recover from alcoholism around the world.
- Just three years of patent protection left. They were looking for ways to avoid the time it usually takes to successfully test, review, market and sell a new pharmaceutical product globally.

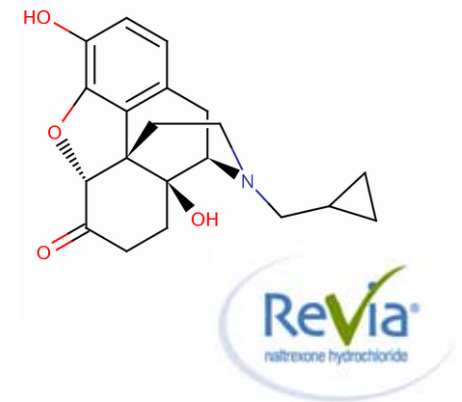


DuPont-Merck discovers how to successfully launch their "New Era" product in months rather than years

ReVia Brings New Hope

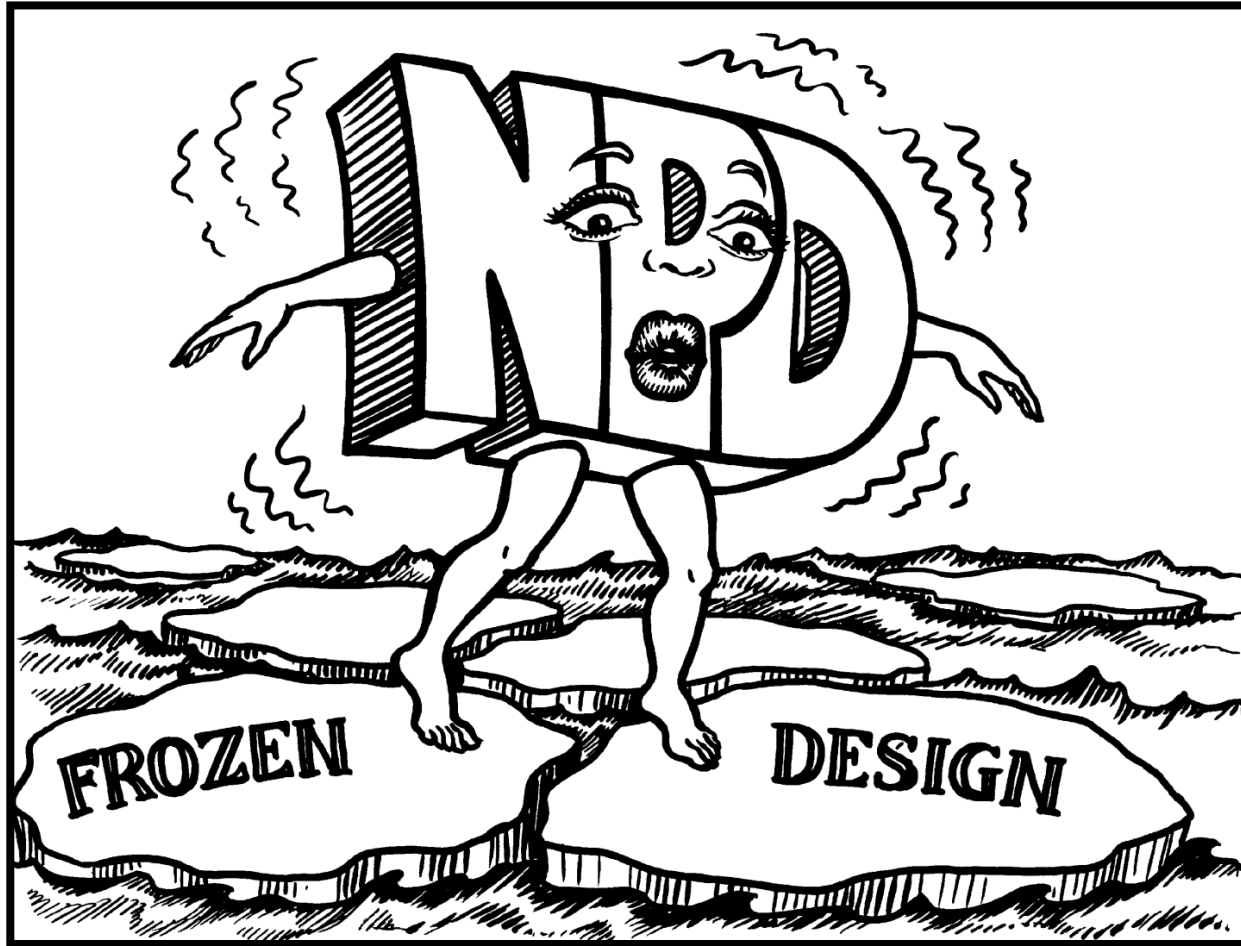
The Solution

- Involve the entire value chain. The team began by interviewing key participants in the drug development value chain.
- They added to the core team of DuPont-Merck employees and set about finding professionals in every avenue of the launch process. Lobbyists, lawyers, rehab specialists, FDA officials, marketing personnel and technology experts from five different countries were brought together for a single powerful all hands strategy and ideation session.
- Able now to ask and ideate around specific problems and obstacles that hinder a successful product launch, DuPont-Merck began building a foolproof action plan.
- Using the best strategies and tactics that came out of the session they now had the clear direction and approach needed to get it done in record time.
- They froze the plan and implemented different facets in parallel



DuPont-Merck discovers how to successfully launch their "New Era" product in months rather than years

How is NPD like walking on water?



Ethics and Safety

You are responsible for following the highest level of guideline that may have jurisdiction:

- Your own
- Your discipline
- Your company
- Your county
- The host country
- Your regulatory forecast

In all aspects of planning, conducting and reporting.

- ❖ *Be safe*
- ❖ *Use good manners*
- ❖ *Have fun*

Application to everyday innovation:

The faster you run the more important it is to concentrate on hitting all the bases

Get to the potential problems up front with knowledgeable nay-sayers and involve them in problem solving.



3. You can do anything but you can't do everything

- Bill knew “that camping was everyone’s favorite thing not to do.”
- A quick survey of customers found just a few issues keeping people at home and indoors
- It was 1999 – Y2K fear





The Customer has to have a Perceived Need.

Dissatisfaction with the status quo. People meet their needs by refusal to participate, opting out, anger or other expressions of frustration. “My gene sequencing system at the lab is slower than my Xbox.”

Discontinuities in system patterns, something that is breaking up a traditional pattern; for example, a move to online purchasing and bidding by a traditional customer.

Disintermediation opportunities, usually emerging because of the above; for example, customers doing substantial research without approaching the dealer or retailer, merging links in the value chain.

Disequilibrium or lack of balance in a system, when one partner appears to be getting more than other members of the value chain; for example, retailer domination of traditional brand names and they create alternative channels and brands.

Compensatory behavior, signaling that a system member is experimenting while waiting for a market innovation; for example, a fan duct-taped to an operator’s station, or for that matter, any use of duct tape.

Coleman Found Four Issues

While they got to all 4 over the years the first could be dealt with immediately with the resources at hand.

1. *Disaster Preparedness (Information)*
2. Moveable Communities (Channel)
3. Indoors Out (Product)
4. Functional - Bugs, Temperature, Security



Emergency Preparedness

Y2K was on the horizon, and Coleman created products to meet the demand of being prepared should anything happen

- Show how to use product indoors? End caps and instructions.
- Help Walmart prepare every customer for a 3 day power outage – reasonable and supportable
- Let others talk about Y2K

Success rate goes up as the number of projects goes down



Hurricane Laura leads to **carbon monoxide poisoning** deaths from generators. Carbon monoxide poisoning from generators appears to have killed more people in Louisiana and Texas than Hurricane Laura



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Companies that do less succeed more often.

THE COLEMAN® BACKHOME™ SUITE. QUALITY AND STYLE INSPIRED BY NATURE.

ROLL-AWAY® PATIO SET

- Includes four easy-to-clean chairs and a 38" x 90" table
- Unique, collapsible design allows chairs to stow inside table
- Features rugged wheels and handle for easy mobility
- Durable, rust-free aluminum table construction
- Includes protective table cover
- No assembly required!

ROLL-AWAY® FURNITURE UMBRELLA & BASE

- 7.5" diameter fits nicely over Roll-Away® table
- Thicker spokes for canopy support and added strength
- Push-up style umbrella opens and stores easily
- Weighted steel umbrella base for added stability

SUNSHADE

- 10.5' x 10.5' canopy
- Easy one-person set-up in minutes and fits in most trunks!
- Includes convenient carrying case
- Heavy-duty UV-resistant canopy

PATIO FIREPLACE

- Propane-assist starter — starts fires quickly without kindling
- Wheels and handles make moving effortless
- Hinged doors allow for easy access to firebox

3000 SERIES GRILL

- Heat-Tect™ burner system creates even heat distribution for superior cooking performance
- One-touch lighting with electronic ignition starts easily time after time
- 590-sq. in. total cooking space
- 442-sq. in. primary cooking area
- Cast iron cooking grids for easy cleanup
- The only heater that also provides a source of light
- Easy-start, push-button electronic ignition for heater and light
- 40 lb. weighted base for safety
- Operates using 20 lb. propane cylinder (not included)

CHARCOAL GRILL

- Easily adjustable 3-position grate raises and lowers charcoal to control cooking temperature
- 400-sq. in. total cooking space
- Easy front access, large capacity ash bucket sets a new standard for ash management
- Solid base for stability and storage
- Sturdy wheels for easy maneuvering
- Upper and lower air vents

PATIO HEATER AND LIGHT

- Raises temperature of surrounding area up to 30° F
- Adjustable heat can warm an area 20' in diameter for up to 12 hours
- The only heater that also provides a source of light
- Easy-start, push-button electronic ignition for heater and light
- 40 lb. weighted base for safety
- Operates using 20 lb. propane cylinder (not included)

BUTANE PATIO LIGHTS

- Fully adjustable brightness up to 8 candlepower for 10 hours
- Matchless, push-button lighting
- Lights can be set on table-top or hung from anywhere
- Powered by a 2.6-oz. butane fuel cylinder (sold separately)

BATTERY PATIO LIGHTS

- Adjustable brightness for just the right amount of light
- Cool to the touch
- Powered by four D-cell batteries
- Lights can be set on table-top or hung from anywhere

All products may not be available at all stores.
WARRANTY STATEMENT:
Coleman® Backhome™ quality and style are trademarks of Coleman. Coleman® is a registered trademark of Coleman. Coleman® is a registered trademark of Coleman. Coleman® is a registered trademark of Coleman.

Application to everyday innovation:

3. You can do anything but you can't do everything

Set aside many good ideas and put all your resources against the one selected.



4. Time + Quality + Cost = 100%, it is about proportionality based on customer need

What if your customer is trying to work around your product:

- Go to your customer and watch; ethnography
- Work side-by-side; participant observer
- Sometimes it is about what they don't say
- Are your assumptions about value shared by your customer?



Time + Quality + Cost = 100%

Sometimes It is about what is NOT said

The questions are not the key. Listening is.

Often it is about what the subject does not say or is not even aware of.

Looking for a better way to “hot tap” a gas pipeline, TD Williamson found that their customers really did not want a better product. What they really wanted was to not have to do the job at all.

In a little over 15 years they moved from a company that gave away superior in-field technical support to become a company that gets 50% of its revenue from the service it provides. Today TDW builds world-class product and provides world class installation service.



T.D. Williamson
Pipeline Performance™

Application to Everyday Innovation:

4. Time + Quality + Cost = 100%, it is about proportionality based on customer need

- Solve your customer's problem and let the chips fall where they may.
- You may be hit by a chip
- Innovation can be in the way you go to market.
- In the race between your customer's need and your business model the customer wins.



5. Goring the sacred cow “with respect”



How to raise a sacred cow

“Every way of seeing is a way of not seeing.”

- Gareth Morgan



Hershey's had always been very cautious about "new" products

... a process that always takes years.

- American troops were on their way to Desert Storm and Hershey's is the "great American chocolate bar" (that melts in the heat)
- The old bar (Field ration D; circa 1937) had been formulated with the instruction that it "deliver 600 calories and taste a little better than a potato."
- The tech team thought they now had a process that could significantly up the melting point and would retain the expected Hershey's flavor and texture.
- They pitched management and the army.



12 weeks from raw

...probably could work technology to cases
of product in the air

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Application to everyday innovation:

5. Goring the sacred cow “with respect”

Only those who know the
rules can break them.
Train, train, train...

Learn the rules like a pro
so that you can break
them like an artist.

PABLO PICASSO

6. There has to be a reason that matters to you and your team

- “Because I said so”, is not enough.
- The task should matter
- The challenge must be strategy-directed





A problem that is worth stepping up for.

The Kodak Strategy – Promote the brand in emerging markets. Sell \$1 of product to every person in China.



*You can help to explain
the strategy from the
view of a consumer that
needs your help; really!
And only you can do it.*

*“Every mother in the world should have a
picture of her child.”
- Kodak research team*

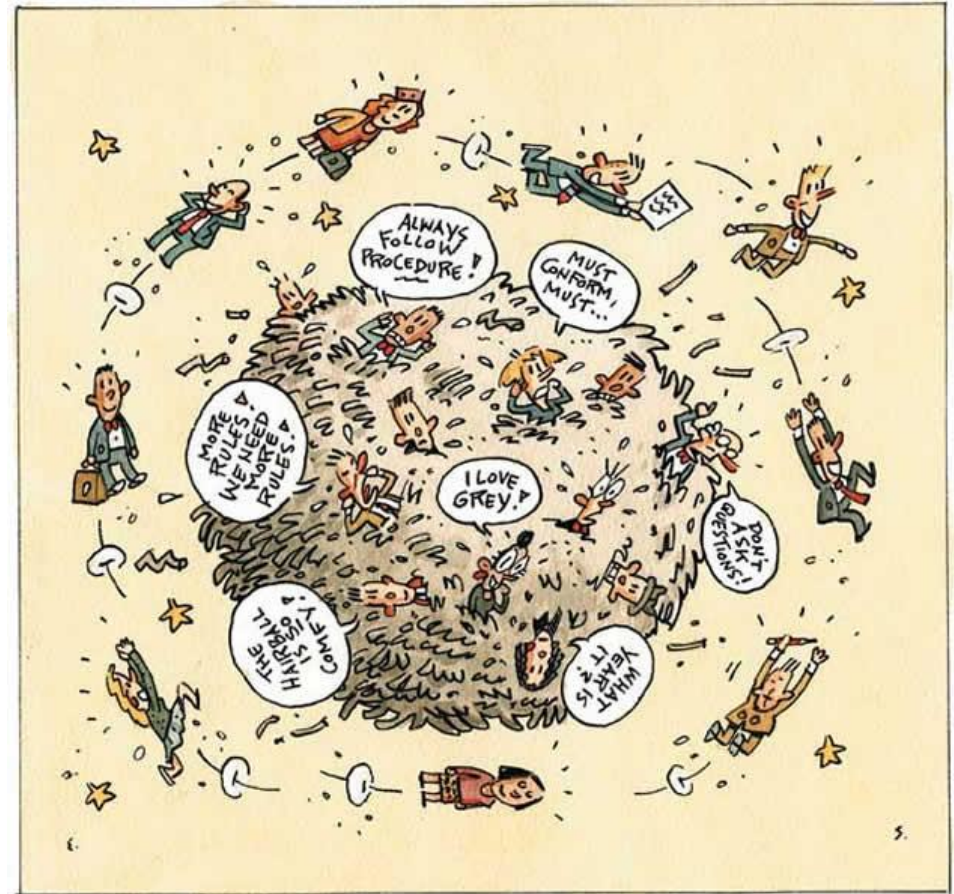
Without strategy culture wins

“Orbiting the Giant Hairball.”

By Gordon MacKenzie

Back to DuPont-Merck)

Within eleven months, ReVia was successfully introduced to the world in five countries. This was done in a fraction of the predicted time. It is still being prescribed today through a 3rd party and helps millions of people overcome cravings and lead happier, healthier lives.



Application to everyday innovation:

There has to be a reason that matters to you and your team

Inspire the innovator with a reason



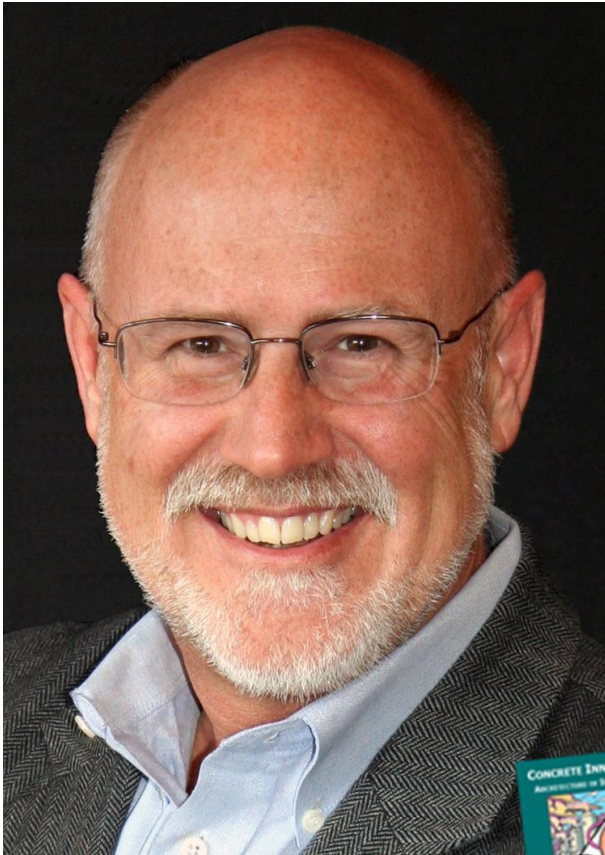
What we hope you will remember from today

1. Time to market is a figment of our organizational mind set
2. The faster you run the more important it is to concentrate on hitting all the bases
3. You can do anything but you can't do everything
4. Time + Quality + Cost = 100% based on customer need
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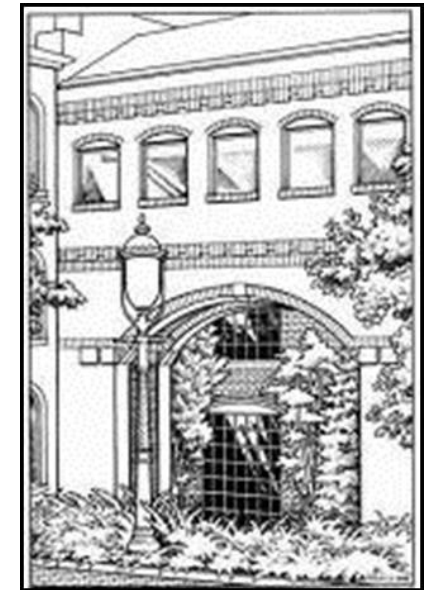
Biographical Sketch



Christopher W. Miller is Founder of Innovation Focus, a customer research and new product discovery firm. He is a past President of the Product Development and Management Association, on the Board of Trustees of the Pennsylvania College of Art and Design, on the Board of Trustees for the Lancaster General Health Innovations Corporation, and a 2003 Ernst & Young Entrepreneur of the Year Award winner. Chris's primary focus is to inspire deep customer understanding and meaningful innovation.

Chris's User Centered Design and Focused Innovation and Hunting for Hunting Grounds approaches are documented in scores of significant articles, chapters, manuals, and workbooks.

Dr. Miller developed the Focused Innovation Technique™ based on highly successful personal problem-solving styles. The Focused Innovation Technique has been credited with a diverse set of service and business solutions within organizations such as American Pharmaceutical Association, Fiskar's, Kraft, SC Johnson, AARP, Chase Banking Services, Honda, as well as DuPont, Merck, Johnson & Johnson, Kimberly Clark, Bristol-Myers, AstraZeneca and many others. His approach is to coach and to show teams that they can create their own fact based successful processes.



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