



Connecting Innovators Worldwide



2025 PDMA Summit

ignite

INNOVATION

# Learning Outcomes

By the end of this session, participants will be able to:

- Recognize the potential impact of building business & academic partnerships
- Understand the importance of learning in large-scale innovation culture change journeys
- Identify key intrapreneurial skills that drive corporate innovation engines

# The Michelin Innovation Lab Ask of Furman's Center for Innovative Leadership

- Create a program based on an existing model in France
- Identify key skills needed for Seed Founders to build a viable business
- Build curriculum and identify facilitators to deliver in months





# Part 2: The Role of Learning in Innovation Culture Transformation with BMW

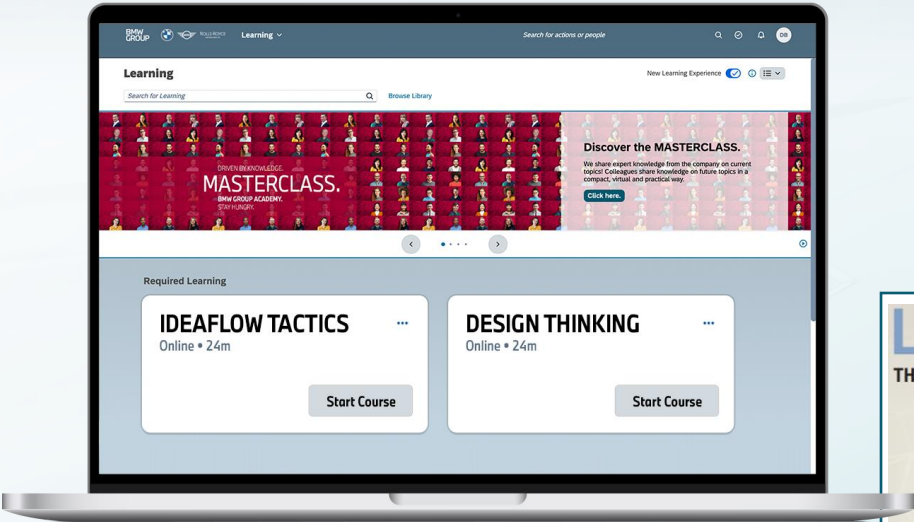
- Establishing a Purpose for Learning
- Have reflection and take aways to apply it back inside the company
- Bring it into the culture.
- Include a top-down and bottom-up approach.



# EDUCATE TO IDEATE - MOCKUP.

“It’s important to upskill the entire organization to make them capable of having good technical ideas.” - U. Weiland, TX-1

“High Potentials proceed through the structured innovation program, organized into cohorts, this caused interaction and change in culture over time.”



## EDUCATION

Training Curriculum focused on Innovation and Intrapreneurship with calls to actions at all levels (Associate, Champion, Leadership)

## FOR A PURPOSE.

Mentality shifts to innovation from associates to leaders, planning technology into their business units, supported by FG-AM-2’s competences.



## WORKFORCE DEVELOPMENT

Embedded into our Leadership Trainings and Certifications

# Activity 2: Reflection on a Current Transformation

- What's the Transformation?
- What's the Purpose of the Learning?
- Where and How does the Learning Need to Happen?
  - Internal – In a Classroom or On the Job
  - External – With Partners or Providers



# Driving the Innovation Engines at the Michelin Innovation Lab & BMW Technology

- Course Time Allows for Dedicated Time Working “On the Business”
- Application Inside the Organization Leads to Greater Impact
- Corporate Founders Become Leaders of Long-term Growth



# Furman Center for Innovative Leadership Professional Certificate in Corporate Entrepreneurship

*Designed to shift you from a problem-solver to venture builder—without leaving your day job!*

- Build the confidence and skills to lead innovation efforts—even without formal authority
- Launch new business ideas using real customer insights and lean experimentation
- Create compelling pitches that win internal support and budget
- Secure internal resources and stakeholder alignment
- Prove value quickly and scale innovation sustainably



**IGNITE INNOVATION SUMMIT  
& JPIM RESEARCH FORUM**

# THE KODAK DIGITAL CAMERA CHALLENGE.

In 1975, a 24-year-old Kodak engineer named Steven Sasson invented the world's first digital camera—a revolutionary device that captured images without film or paper. Despite the breakthrough, Kodak executives were hesitant. Their business thrived on film sales, photo processing, and printing—digital threatened to disrupt it all.

Sasson had to pitch his invention to skeptical leaders who couldn't see the value in viewing photos on a screen or waiting decades for the technology to mature. Kodak's reluctance to embrace digital innovation ultimately led to its downfall, even though it held the patents that shaped the future of photography.



## Your Challenge:

Step into the shoes of the inventor, his allies, his advisors, and the panel of Kodak board members. Can Kodak be convinced to embrace the future—or will history repeat itself?

# THE REAL OUTCOME.



- The board rejected the proposal, but let Sasson to keep working on the idea. They **patented the world's first digital camera in 1978.**
- Kodak chose not to develop & sell the digital camera, worried it would **impact the company's success in film.**
- The **patent expired** in 2007, allowing other companies to use the technology. After seeing success in the market, Kodak decided to pursue digital cameras after all.

Kodak did not embrace digital photography until it was too late, fell behind the market, and three years later filed for **bankruptcy.**

# KEY TAKEAWAYS.



## Enable Your Innovators!

Disruptive innovation comes from within



## Timing & Vision Matter

Understanding the strategic advantages of innovation



## Being First Isn't Enough

Success happens through execution



## Appealing to Diverse Perspectives

Understanding how they influence decision making



## Activity 3: What Skills Could Help Your Business Drive Corporate Entrepreneurship?

- Review the Innovation & Corporate Entrepreneurship Skills Gap Checklist provided
- Do you need to apply one or more of the categories listed?

What are  
your next  
steps?

Did you have  
any “Ahas”  
through this  
experience?

