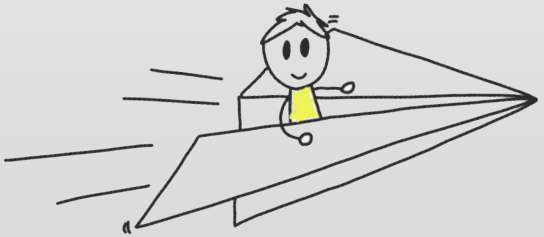
Why is it so hard ...

to balance
the Management of the Present
+
Simultaneously create the Future?

It's all about our Corporate Comfort Zone!



think ambidexterity

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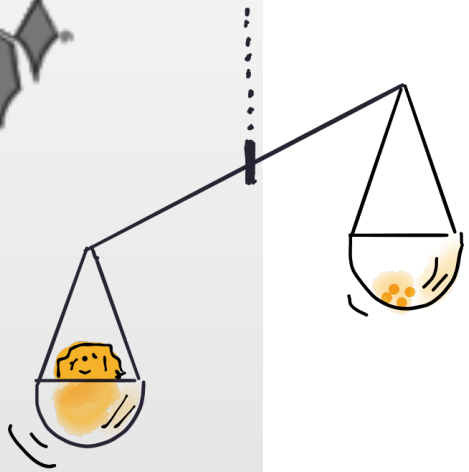
Our Corporate Comfort Zone ...

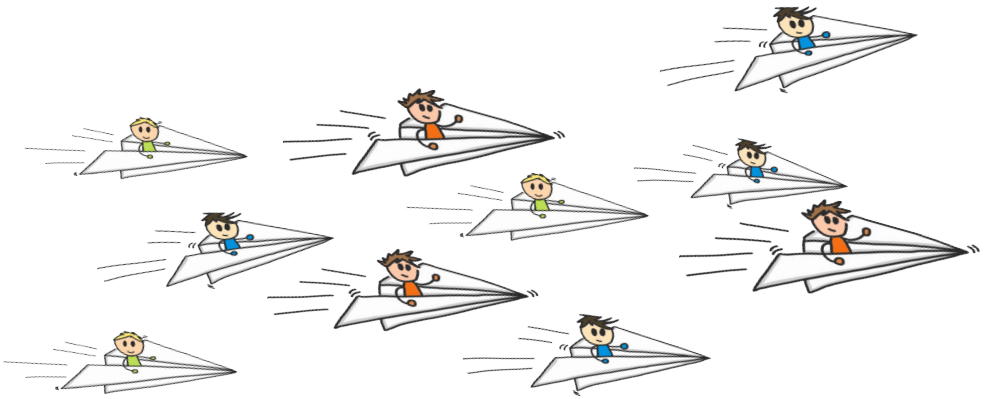
Status Quo

"Performance Engine"



Future

- uncertain
- risky
- distant
- abstract



The Comfort Zone!

- well understood
- proven
- activity based

=> Dominant Logic

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Why is it so hard ?

Manage Performance

Inputs

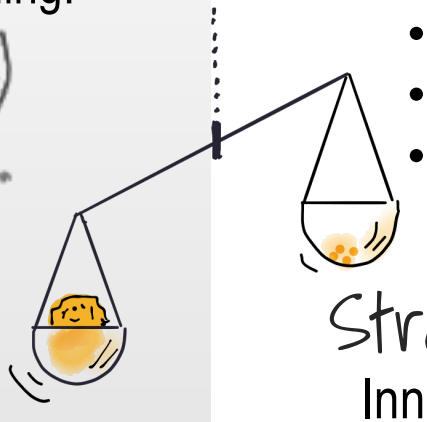
Unambiguous, objective data regarding:

- Current customers
- Current competitors
- Known technologies

Strategic Emphasis

Innovation contribution to:

- making the numbers
- enhancing current competencies
- reducing risk
- eliminating ambiguity + derivation
- variance reduction
- efficiency



Create Opportunities

Inputs

Weak signals regarding changes affecting:

- Noncustomers
- Nontraditional competitors
- New + emerging technologies

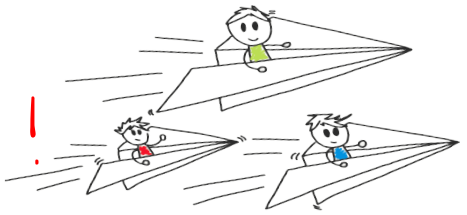
Strategic Emphasis

Innovation contribution to:

- testing assumptions
- building new competencies
- embracing risk taking
- experimentation. learning, adaption
- variance expansion
- flexibility

The Challenge:

the way we measure logic + performance !



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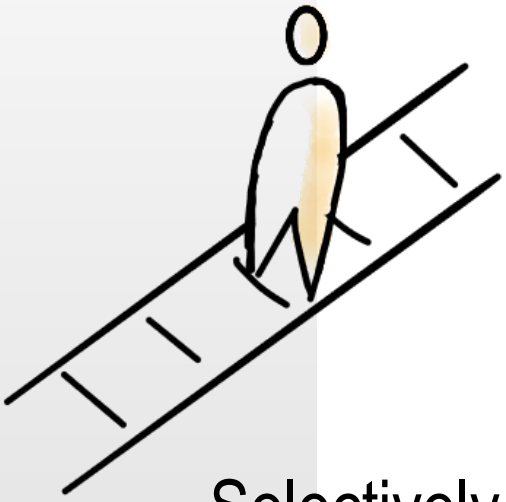
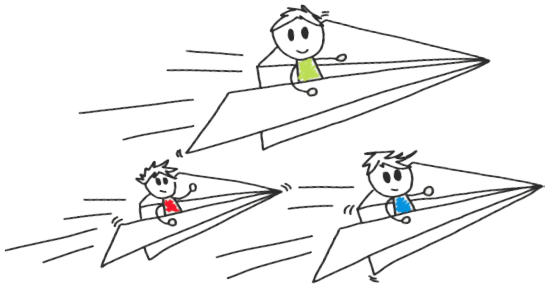
Why is it so hard ?

Manage
Performance



Create
Opportunities
within the
Strategic Intent

Selectively
Forgetting the
Dominant Logic!



The Forgetting Challenge :
selecting carefully what to take across!

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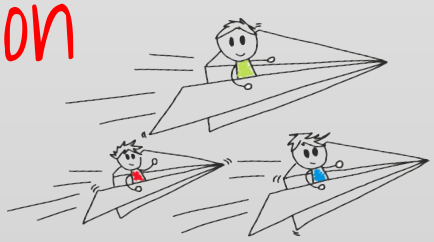
What if...

- We could respond twice as fast to customer needs?
- We could recognize changes in the market as very weak signals and plan for change?
- We could create services and products which meet the real needs better than even the customers expect?
- We could stand apart from competition by having work processes as our core strategic competence?
- We could create project visions which all project members would truly fight for?

How does Business Transformation succeed on all levels?



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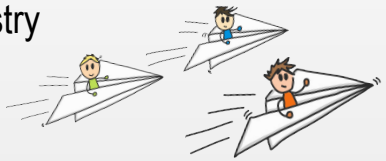
Succeed in Business Transformation

1. **Weak Signals** of „Non-Linear Shifts“ that could transform your industry

   Customer discontinuities, technology discontinuities, non-traditioal competitors, regulatory changes



2. Be clear about the **Strategic Intent** (it’s not a Mission Statement! It’s an unrealistic goal!)

   „We will put a man on the moon and bring him back before the end of the decade." JFK

   „Put a PC on every desk and in every home" MS

3. Gain **Customer Insight** to create significant customer value

   Use methods of customer discovery, Value Prop Canvas, …

4. Selectively **forget the “Dominant Logic”**

   Use methods of "unfixedness" like Design Thinking, Problem Decomposition, Reverse Innovation, Systematic Inventive Thinking, SCAMPER, …

Think big, dream big, but start small!, scale fast + Focus at 500m at a time, when running a marathon…

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Your Company Strategy

Your Future
Business
Results

The planned
strategic goals

Today's
Performance Engine
= Status Quo

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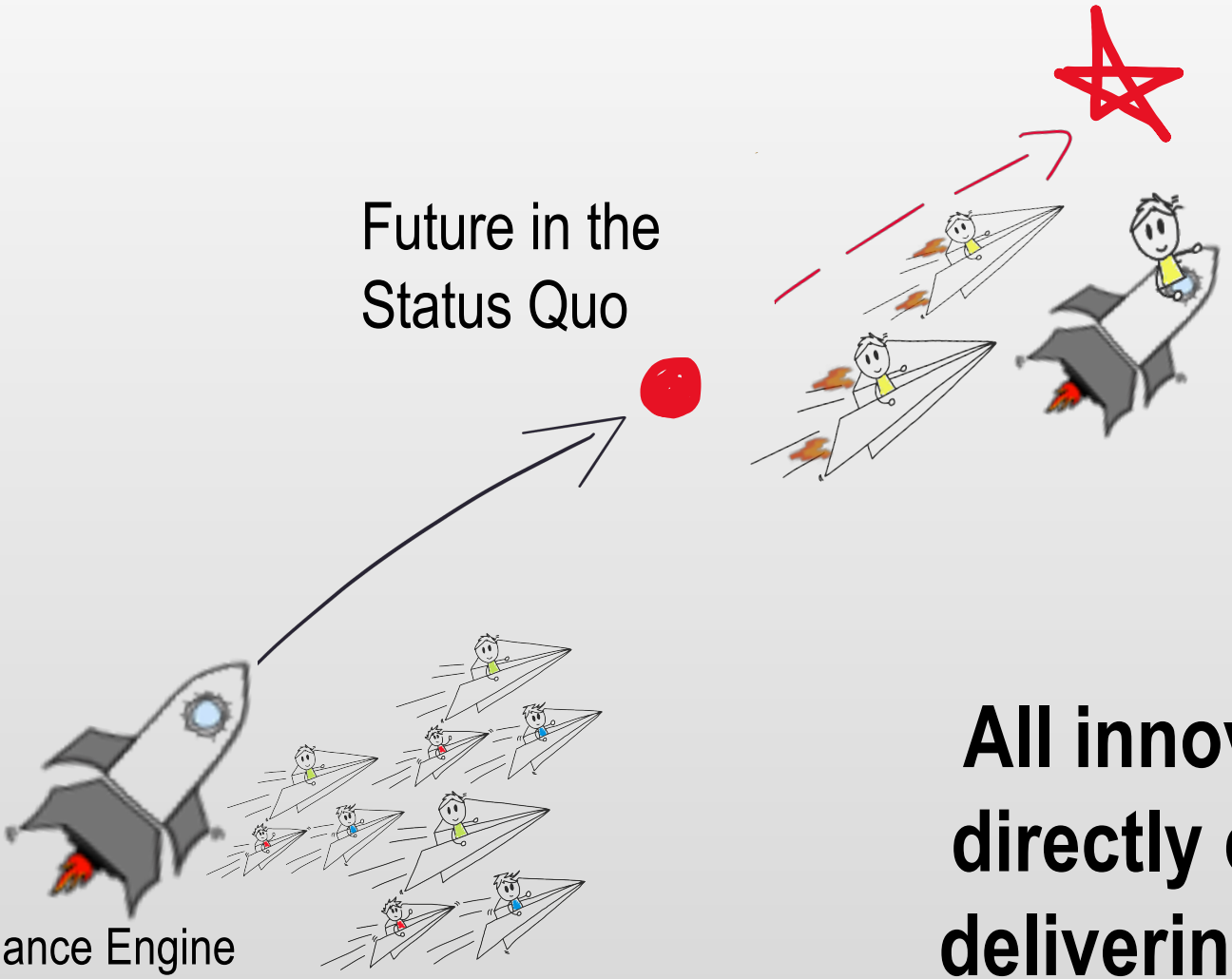
When Innovation is Part of Strategy

BETTER Reality VENTURES

Your companies' strategic goal

can only be reached, with 'always-on' innovation

Future in the Status Quo



Today's Performance Engine = Status Quo

All innovation activity directly contributes to delivering the strategy

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