

Innovación

Ideas para el Debate

- ¿Qué es la innovación?
 - Tipos de innovación, etc.

- ¿Cómo encaja dentro de la excelencia operacional?
 - ¿Cómo nos toca a nosotros?

- ¿Qué están haciendo las empresas en este terreno?
¿Cómo impulsamos la innovación dentro de la empresa?
 - ¿Cuáles son los motores?
 - ¿Cuáles son los frenos?

“Innovation is the central issue in economic prosperity”
Michael Porter

“Doing the same thing over and over, yet expecting different results, is the definition of crazy”

“Innovation is the ability to see change as an opportunity, not a threat”

“Don't worry about people stealing your ideas. If your ideas are any good, you'll have to ram them down people's throats” *Howard Aiken*

“When all think alike then no one is thinking” *Walter Lippman*

“Once we rid ourselves of traditional thinking we can get on with creating the future” *James Bertrand*


“Mr. Edison, please tell me what laboratory rules you want me to observe.


There are no rules around here. We're trying to accomplish something”

1. Business model 
how the enterprise makes money

2. Networking
enterprise's structure/
value chain


5. Product performance 
basic features, performance and functionality

6. Product system 
extended system that surrounds an offering

7. Service 
how you service your customers



3. Enabling process
assembled capabilities


4. Core process
proprietary processes that add value



8. Channel
how you connect your offerings
to your customers



9. Brand
how you express your offering's
benefit to customers

10. Customer experience
how you create an overall
experience for customers



Disruptive Innovation:

A game changer...
companies lose their
market share to innovative
new entrants in the field

- *i.e. smartphone vs. standard cell phone*

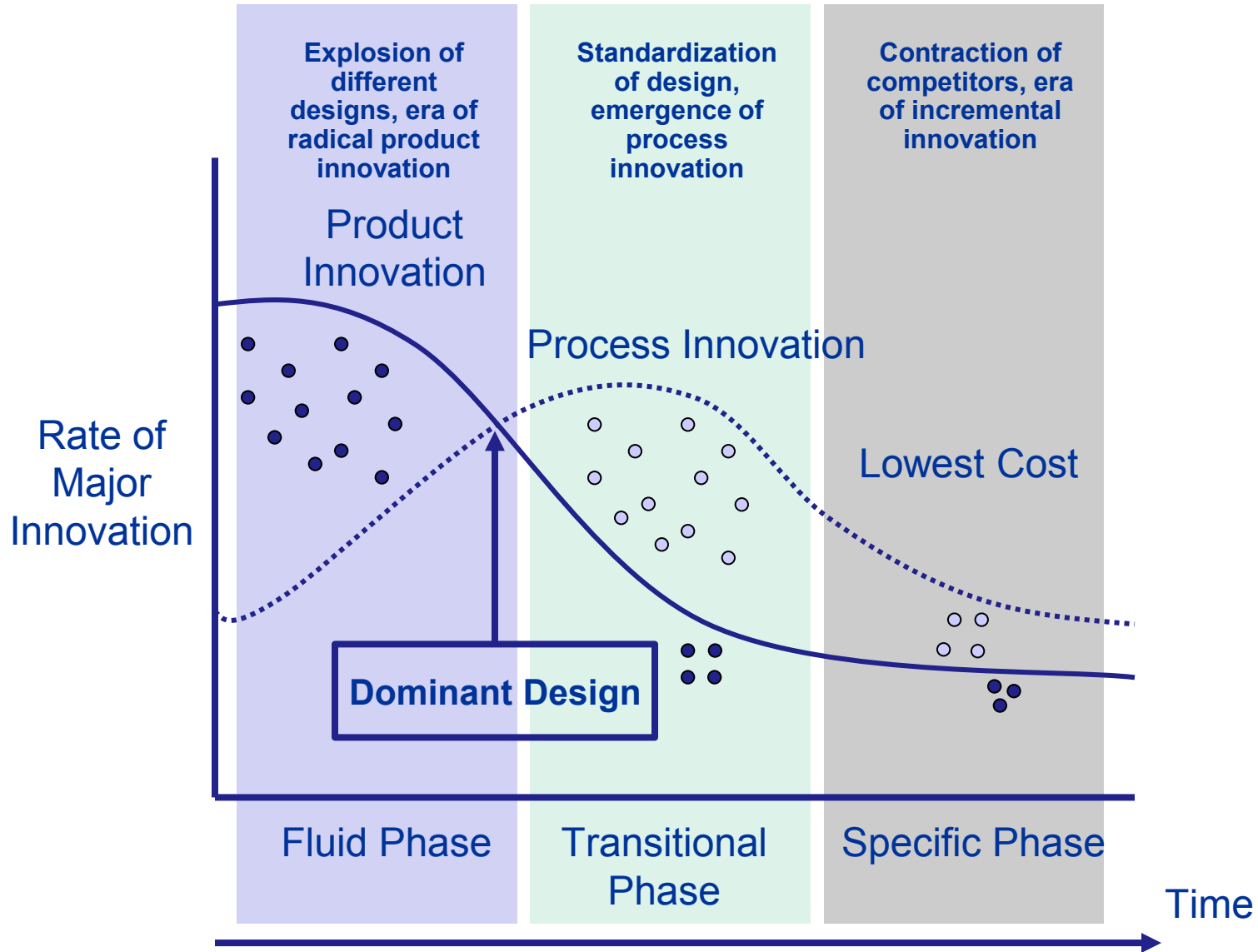
Evolutionary innovation:

The normal rate of
innovation in products and
services... usually follows
a 3-Phase pattern over
time

- *i.e. most consumer electronics*

Over time all companies will go through all models/stages of innovation... if they want to survive

Las 3 fases de la Innovación de Utterback



$$\begin{aligned} & \text{Innovación} \\ & = \\ & \text{Desarrollo de Nuevas Ideas} \\ & \times \\ & \text{Ejecución} \end{aligned}$$

“Creativity is coming up with something new by letting go of convention” *Kenneth Heilman, neurologist*

“Creativity is the ability to restructure one’s understanding of a situation in a non-obvious way” *Dr. John Kounios*

“Creativity can be described as the act of putting together two and two to make five” *Arthur Koestler*

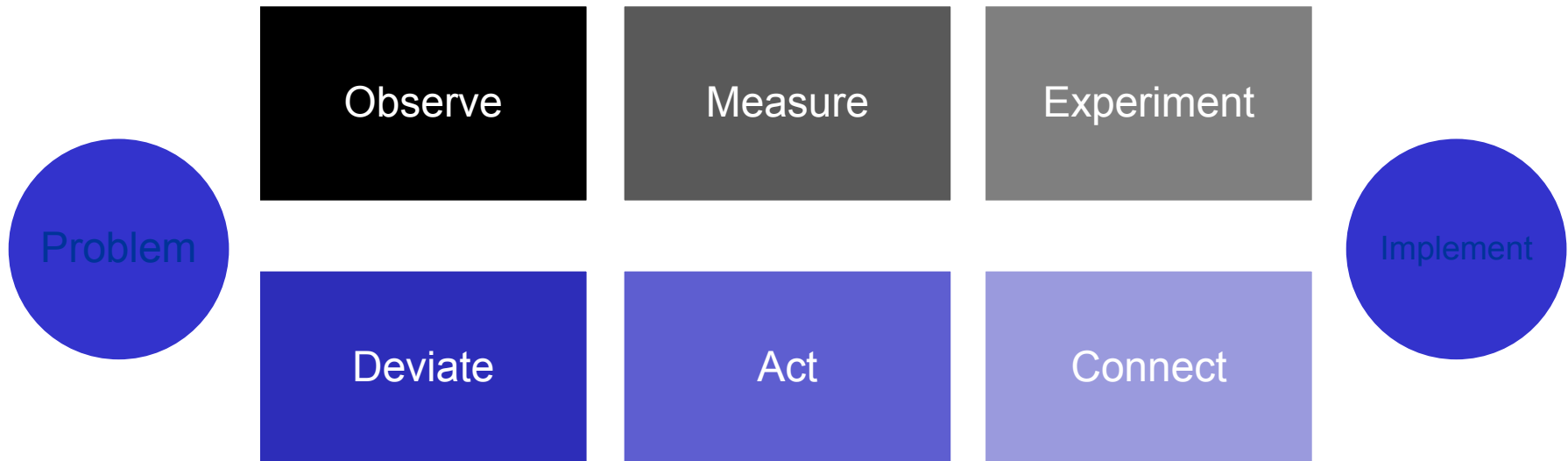
“Creativity often consists of turning up what is already there”

“Creativity is allowing to make mistakes. Art is knowing which ones to keep” *Scott Adams*

“Creativity can be described as letting go of conventions”

The **scientific method** consists in systematic observation, measurement, and experimentation and involves the formulation, testing and modification of hypotheses

The **creative method** is about deviating from the standard path, creating new ideas and connecting them with the problem that we want to solve

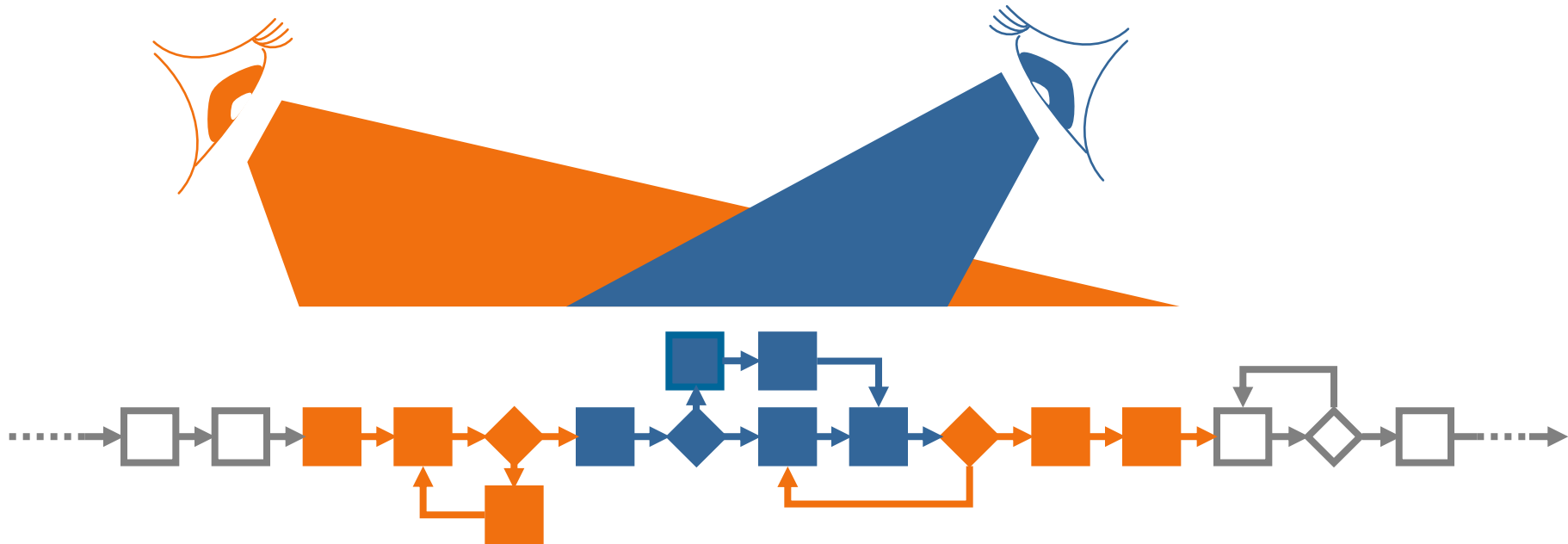


La perspectiva del cliente

¿Cómo contribuye mi proveedor a mejorar mi proceso?

Nuestra perspectiva

¿Cómo me comporto en mi tramo?
(frente a mi compromiso contractual)



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