Sustainable Innovation -3 Types of Work



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settlers

town planners



"The purpose of business is to create and keep a customer." Peter Drucker







"The purpose of business is to create and keep a customer." Peter Drucker





(I) How much will it cost / will we earn?

(II) How will the new product look like?



Which new opportunities should we follow & how do we find them



But a So: I want the NEW shit!

The CTO as decathlete?

Coding

Hiring

Productivity

Reliability

Vision

Innovation

Compliance

Infrastructure

Security

Operations



Because ... being stuck ...

or ... growth "with the market"



While they want this









Starbucks Coffee Company

Fact Sheet: Starbucks[®] Fan Flavor Frappuccino[®] Blended Beverages & The Frappuccino® Flav-Off

Starbucks[®] Frappuccino[®] Fan Flavors, inspired by customers' love of Frappuccino[®] Blended Beverages

In celebration of the 20th Anniversary of Frappuccino[®] and the thousands of flavor combinations created by Frappuccino[®] fans, starting June 8, Starbucks is offering six new flavors: Caramel Cocoa Cluster; Cinnamon Roll; Cotton Candy; Cupcake; Lemon Bar and Red Velvet Cake.

Then, from June 19 through June 30, customers may vote for their favorite Fan Flavor Frappuccino® blended beverage by giving green straws to their top choices in the Frappuccino® Flav-Off on Frappuccino.com. The winning flavor will be announced July 3 on Frappuccino social channels (Facebook, Instagram, Tumblr and Twitter) and July 3-6 customers will be able to purchase the winning Frappuccino[®] Fan Flavor at a special price of \$3 for a grande (16 oz.) size beverage from 2-5 p.m. local time at participating stores.

In social, fans can follow along with @frappuccino and share the love using #fanflavors and/or by using the flavor-specific hashtag listed below.



Cupcake Frappuccino® **Blended Crème Beverage**

A blend of vanilla bean, hazelnut syrup, milk and ice, finished with whipped cream **#TeamCupcake**



Cotton Candy Frappuccino® Blended Crème Beverage

A blend of vanilla bean, raspberry syrup, milk and ice, finished with whipped cream #TeamCottonCandy

Cinnamon Roll Frappuccino® Blended Coffee Beverage

A blend of cinnamon dolce syrup, white chocolate mocha sauce, vanilla bean, Frappuccino® Roast Coffee, milk and ice, finished with whipped cream and a sprinkle of cinnamon dolce topping **#TeamCinnamonRoll**





Red Velvet Cake Frappuccino Blended Crème Beverage

A blend of mocha sauce, raspberry syrup, vanilla syrup and Frappuccino chips with milk and ice, finished with whipped cream #TeamRedVelvetCake



Lemon Bar Frappuccino® Blended Crème Beverage A blend of lemonade, vanilla syrup, milk and ice, finished with whipped cream and a sprinkle of caramel sugar #TeamLemonBar







Esteem

Love/belonging

Safety

Physiological

all 1112

and the second second

AN 116

Fashion



Third Place



Coffee

of business is to create and keep a cu

Understanding the nature of work

High growth business Today's growth & tomorrow's cash flow

Current business Generate today's cash flow

Horizon 1 0 - 12 months

Options growth Options on furture high growth business

> **Horizon 3** 36 - 72 months

Horizon 2 12 - 36 months

3 Horizons by Baghai, Coley, White



The Knowledge Funnel by Roger L. Martin









Context determines qualities

Uncharted

chaotic uncertain unpredictable unstable different exciting future values differentiating

Model by Simon Wardley

Genesis

Custom built

Industrialized ordered (linear) known measured stable standard dull low margin essential

Product





Context determines qualities

Uncharted

chaotic uncertain unpredictable unstable different exciting future values differentiating

Which opportunities? How to find?

Genesis

Model by Simon Wardley Custom built

Industrialized ordered (linear) known measured stable standard dull low margin essential

How will the product look like?

What will we earn?

Product

Utility

Evolution



A model of how things evolve









Pioneers: Because we can!

Settlers: until we can no longer ...

Town planners: when nothing else helps















building town



pioneers



town planners


Different types - different qualities

Happiness Happiness Kaizen failure market analysis bets & intuition feedback uncertainty Trend spotting experiments search (exploration) products

Туре creative, searching

Method agile, speed matters most

Model: Simon Wardley

Туре tactics, machiavellian

> Method Lean, grinding, success

Happiness efficiency metrics analysis scientific models build what is required

Туре industrial, battles

Method six sigma, scaling



Given the nature of work and given the Pioneers, Settler, Town planners ... now what does it mean?



Product Phases

Commodity

Model: Simon Wardley

Certainty

Supply









Product Phases

What will we earn?

Which opportunities? How to find?

Modell: Simon Wardley

Defined

Certainty

Supply



Context determines method

Unbekannt

chaotisch 📈 unsicher unvorhersehbar . unstet anders aufregend zukünftige Werte unterscheidend

R&D

LSU NPD

Genesis

Model by Simon Wardley Custom built

Industrialisiert

geordnet (linear) bekannt gemessen stabil standard langweilig geringe Marge essentiell

Platform

Maintenance

Integration

BPOpt

Product

Utility **Evolution**



Context determines method

Unbekannt



chaotisch 🛼 unsicher unvorhersehbar 😽 unstet> anders aufregend zukünftige Werte unterscheidend

Model by Simon Wardley

Industrialisiert



Context determines method

Unbekannt

How will we make money tomorrow?

How will the product look like?

Defer alignment, framing crucial



Genesis

Custom built

Model by Simon Wardley

Industrialisiert

geordnet (linear) bekannt gemessen stabil standard langweilig geringe Marge essentiell

Alignment crucial

What will we earn?

Product

Utility **Evolution**



Context determines meth

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Visibility

R&D

Model by Simon Wardley Genesis

Custom built

LSU

Industrialisiert

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Platform

oes not

Maintenance

Integration

BPOpt

Product

Utility Evolution



Common Dysfunctions

No business

Pioneers

Settlers

No great new stuff







Pioneers

Nothing ... but war

Pioneers

Gartner / Bi-Modal





Pioneers

Low quality

Settlers

The innovators dilemma is called innovators di emma not because people are stupid but because it is a dilemma!





























Miles was good with the trumpet, but not soooo good

He revolutionized Jazz 5-6 times with his bands

All his band members were never again as good. They all became leaders.



Manage the environments for the three types

Craft
preconditions:
clarity in strategy

Pioneers

The task

Settlers

Protect pioneers and town planners against each other

✓ Support flow of information

Pioneers

The task

Settlers







You have to protect this



Thanks! Simon Wardley for his Maps and the pioneer, settler, town planner model!



http://blog.gardeviance.org



Thanks for your time and attention!:)





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