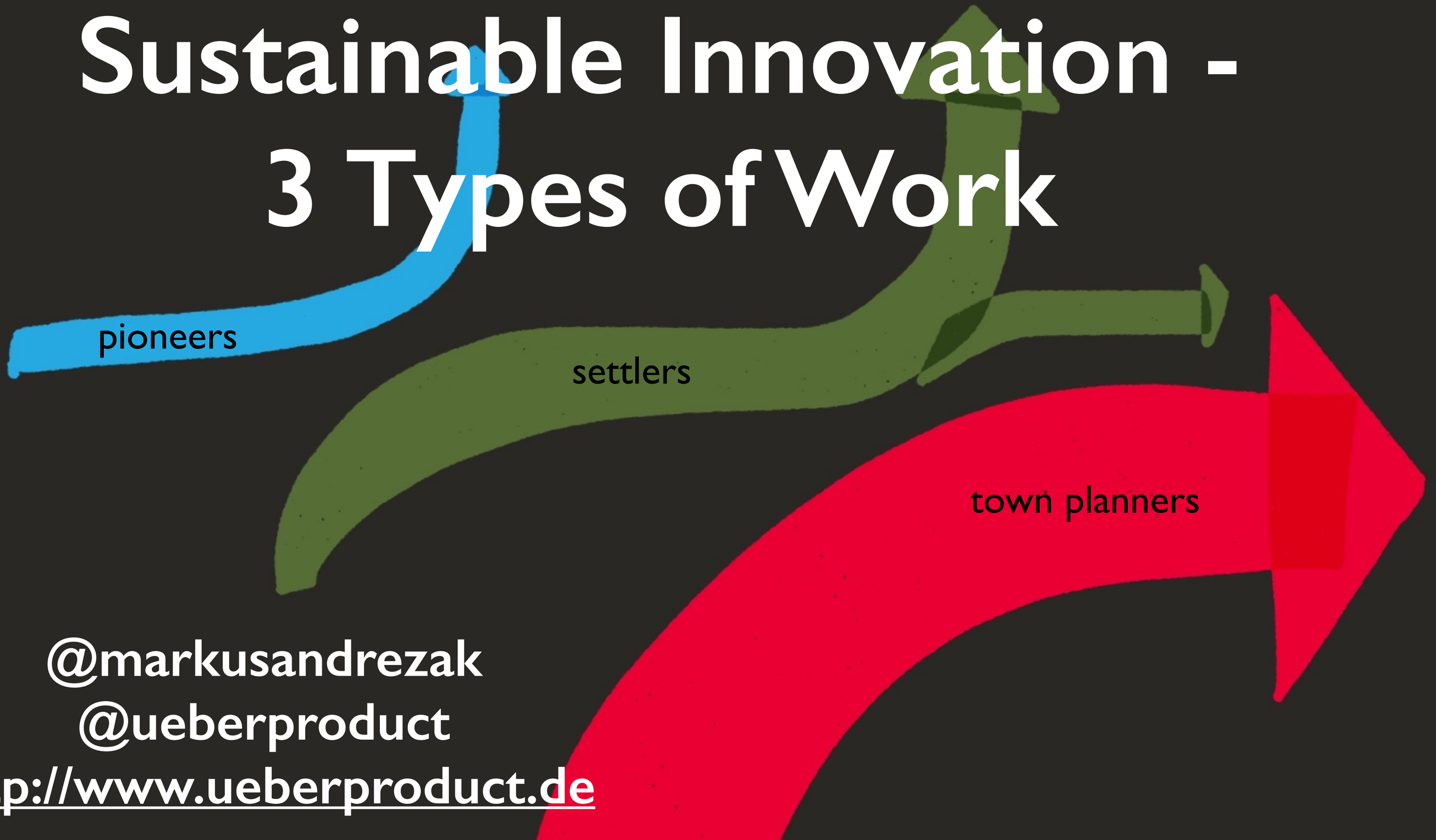
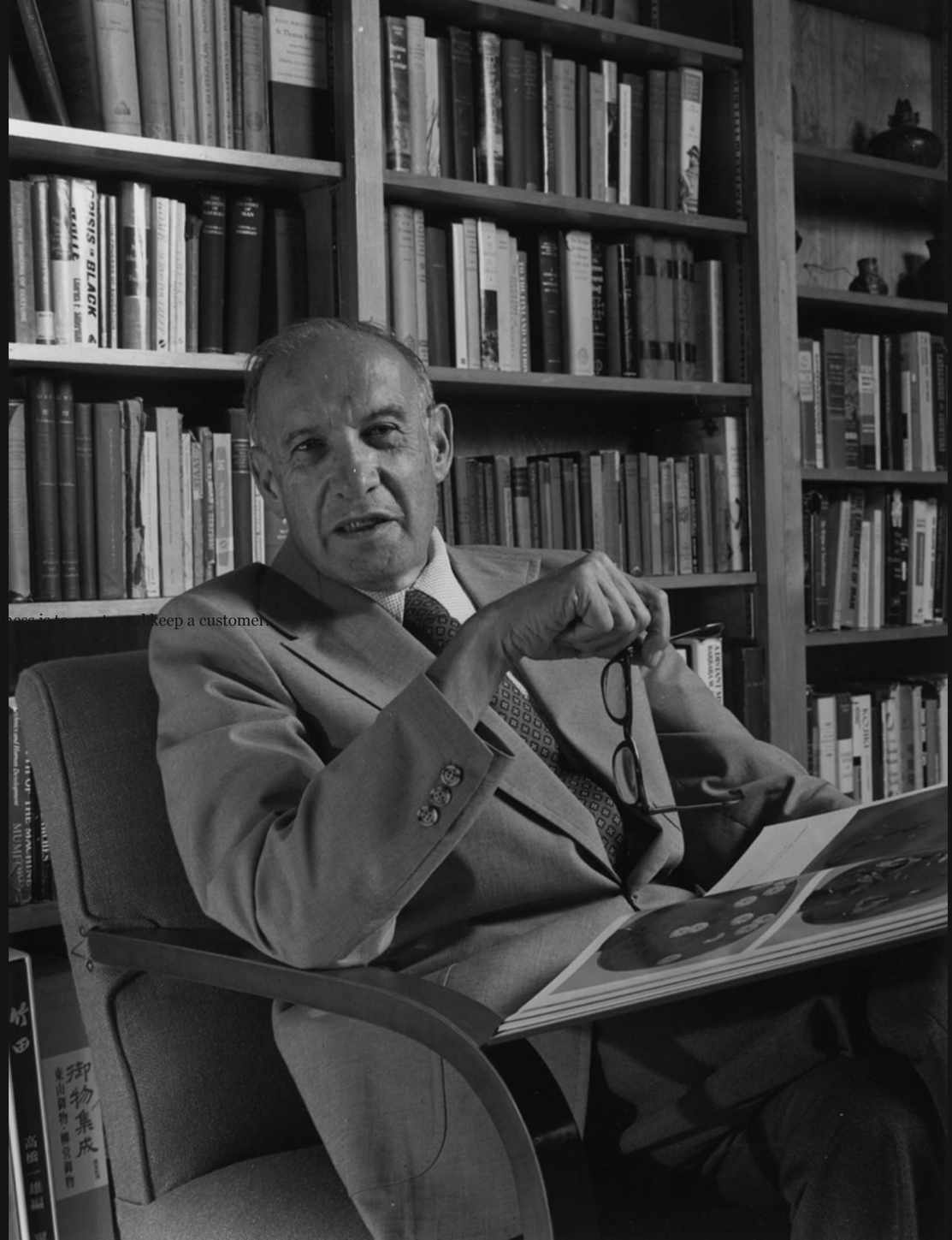
Sustainable Innovation - 3 Types of Work



@markusandrezak
@ueberproduct
http://www.ueberproduct.de

“The purpose of business is
to create and keep a customer.”

Peter Drucker



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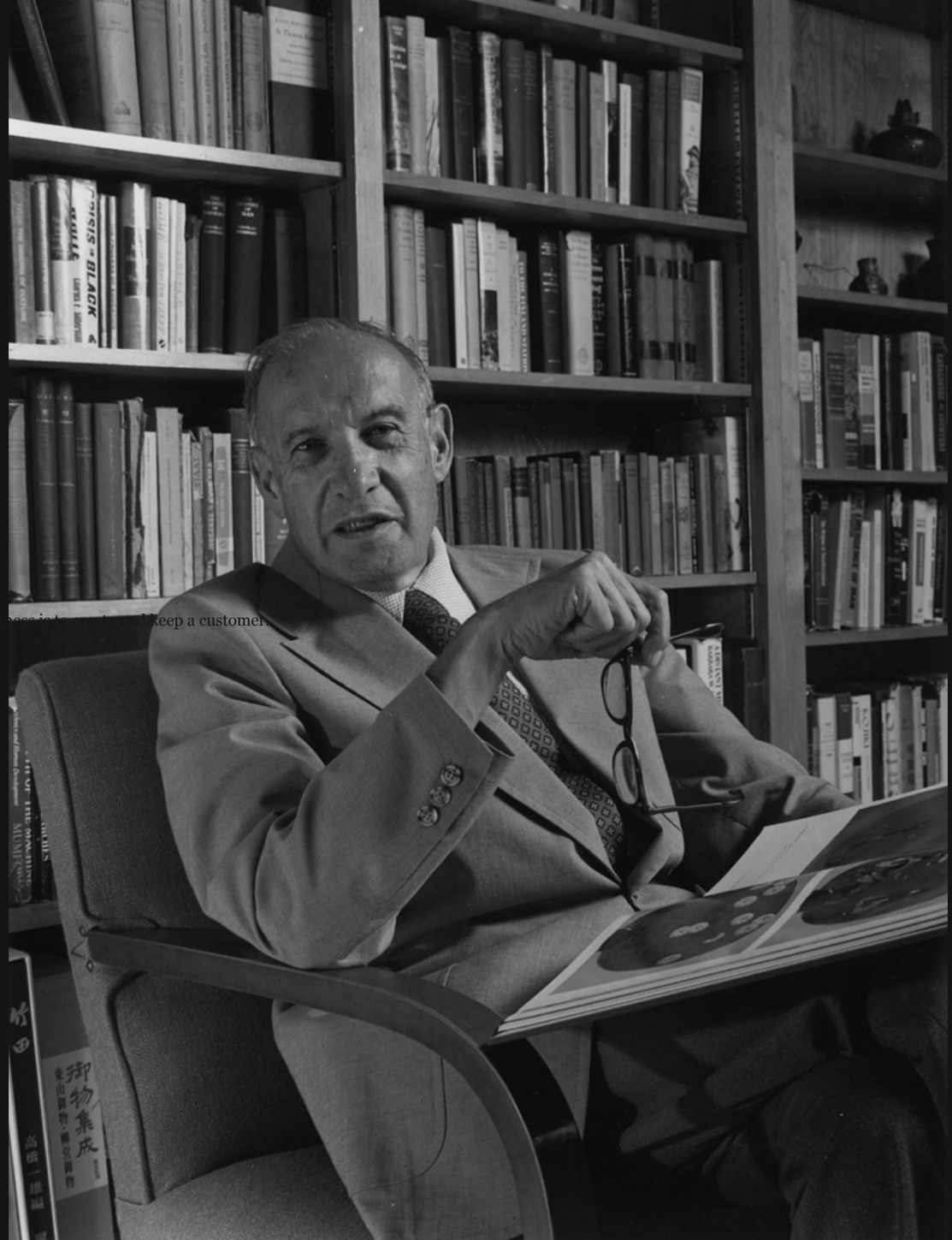


(I) How much will it cost / will we earn?

(II) How will the new product look like?

(III) Which new opportunities should we follow & how do we find them?

I WANT IT NOW!
GOOD
BAD

But also:

I want the NEW shit!

The CTO as decathlete?

Coding

Hiring

Vision

Innovation

Compliance

Produc-
tivity

Reliability

Infra-
structure

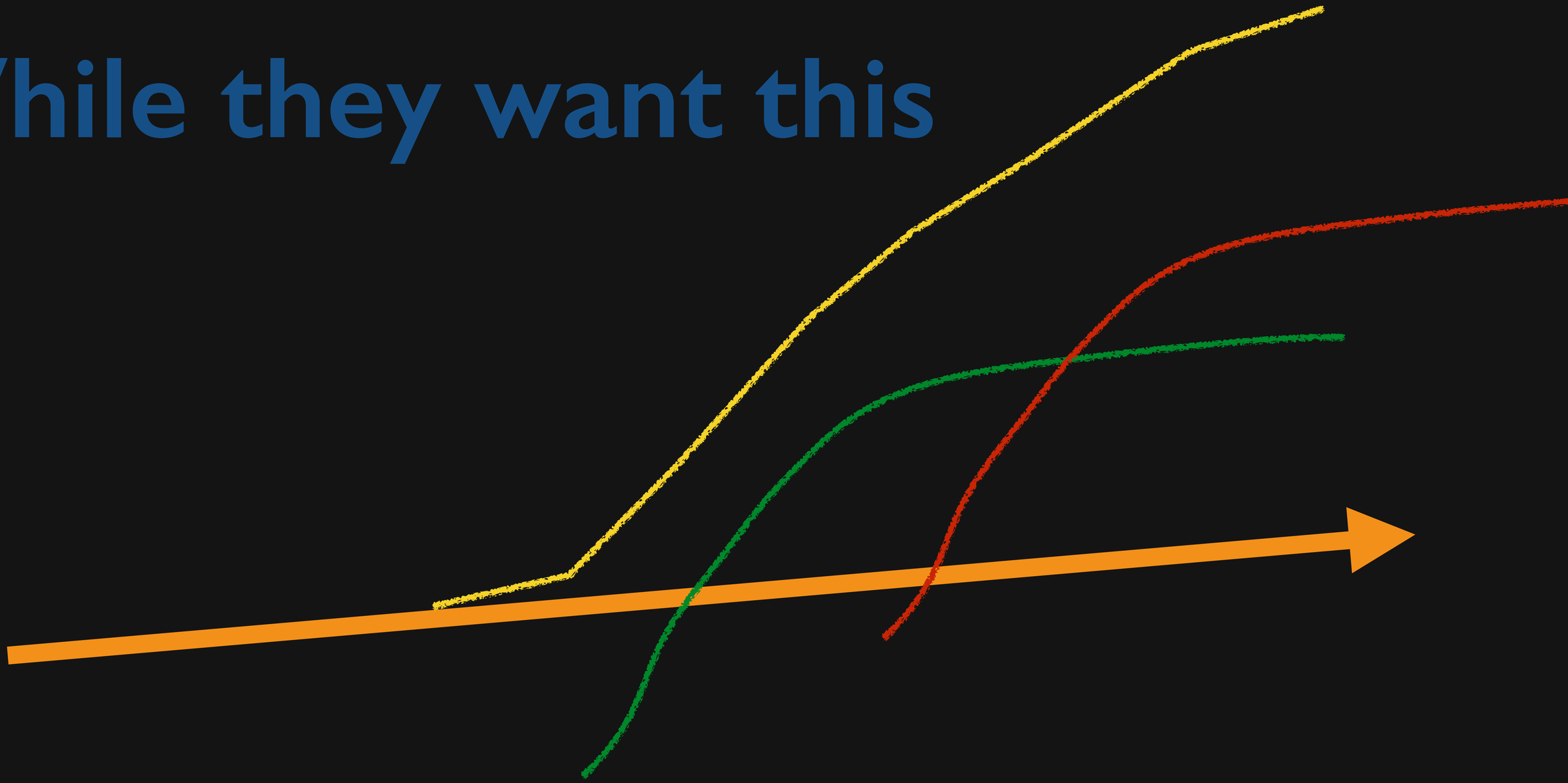
Security

Operations

Because … being stuck …

or … growth „with the market“

While they want this



Starbucks Coffee Company

June 2015

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

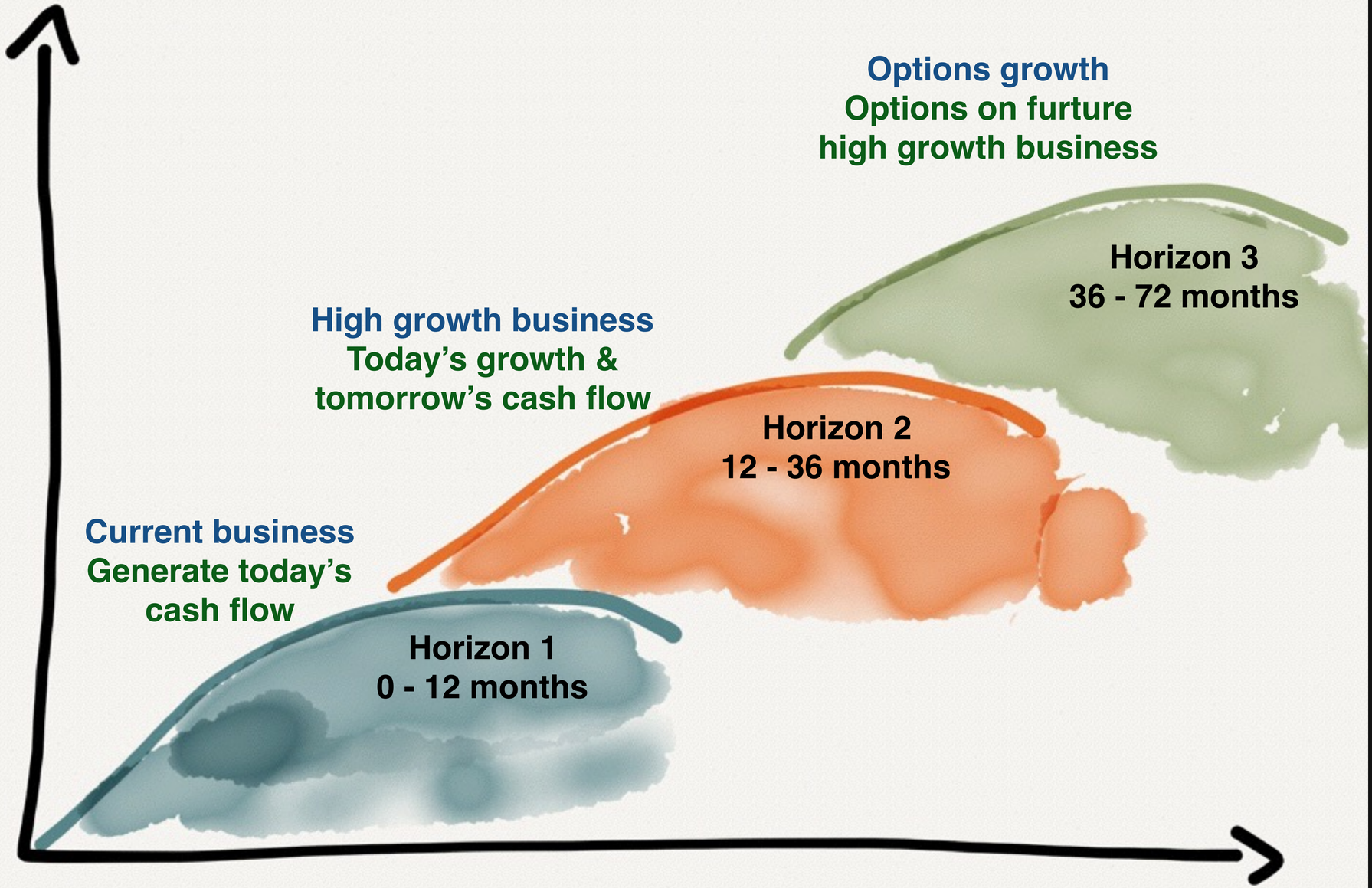
A blend of lemonade, vanilla syrup, milk and ice, finished with whipped cream and a sprinkle of caramel sugar #TeamLemonBar

Fashion

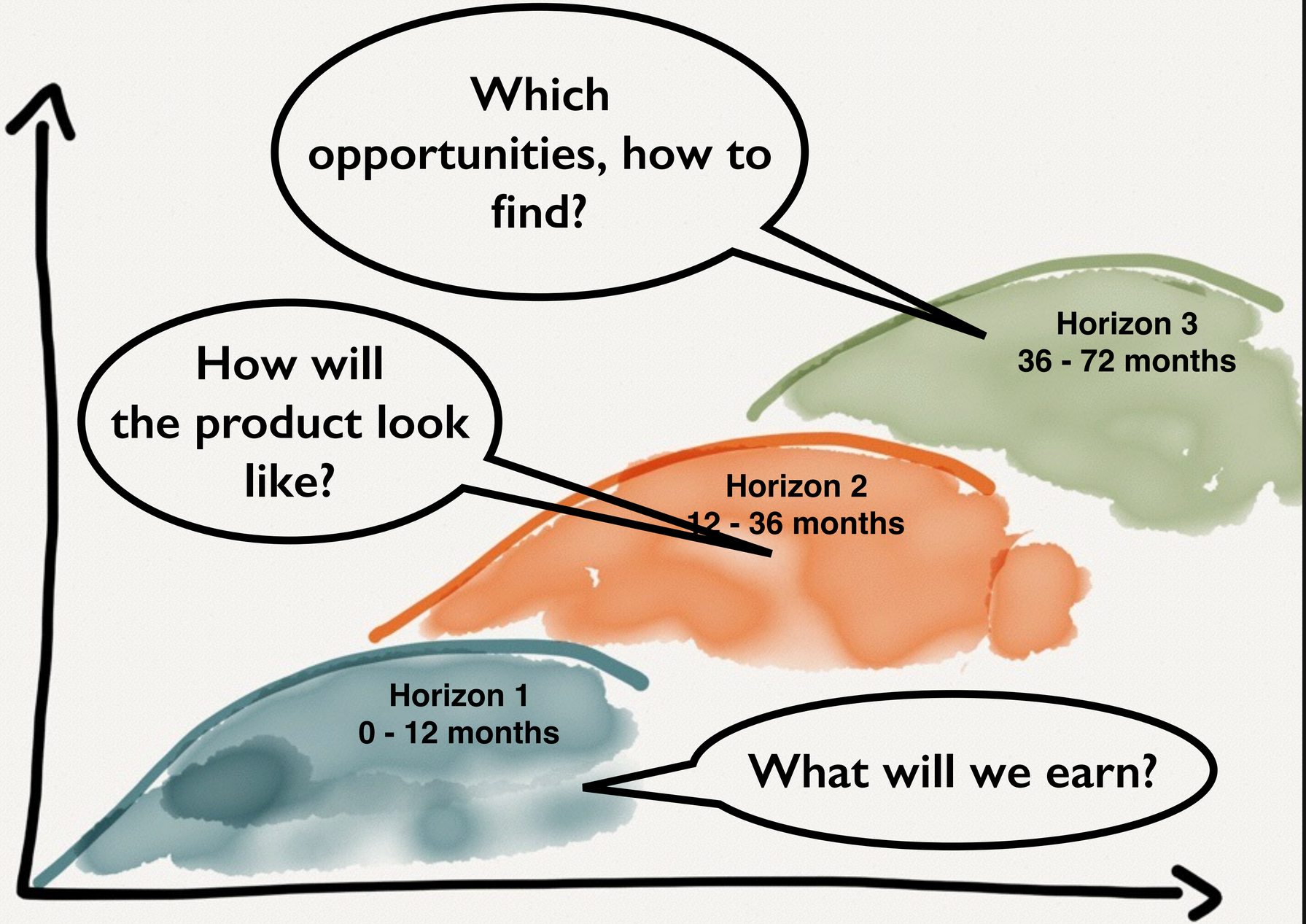
Third Place

Coffee

Understanding the nature of work



3 Horizons by Baghai, Coley, White



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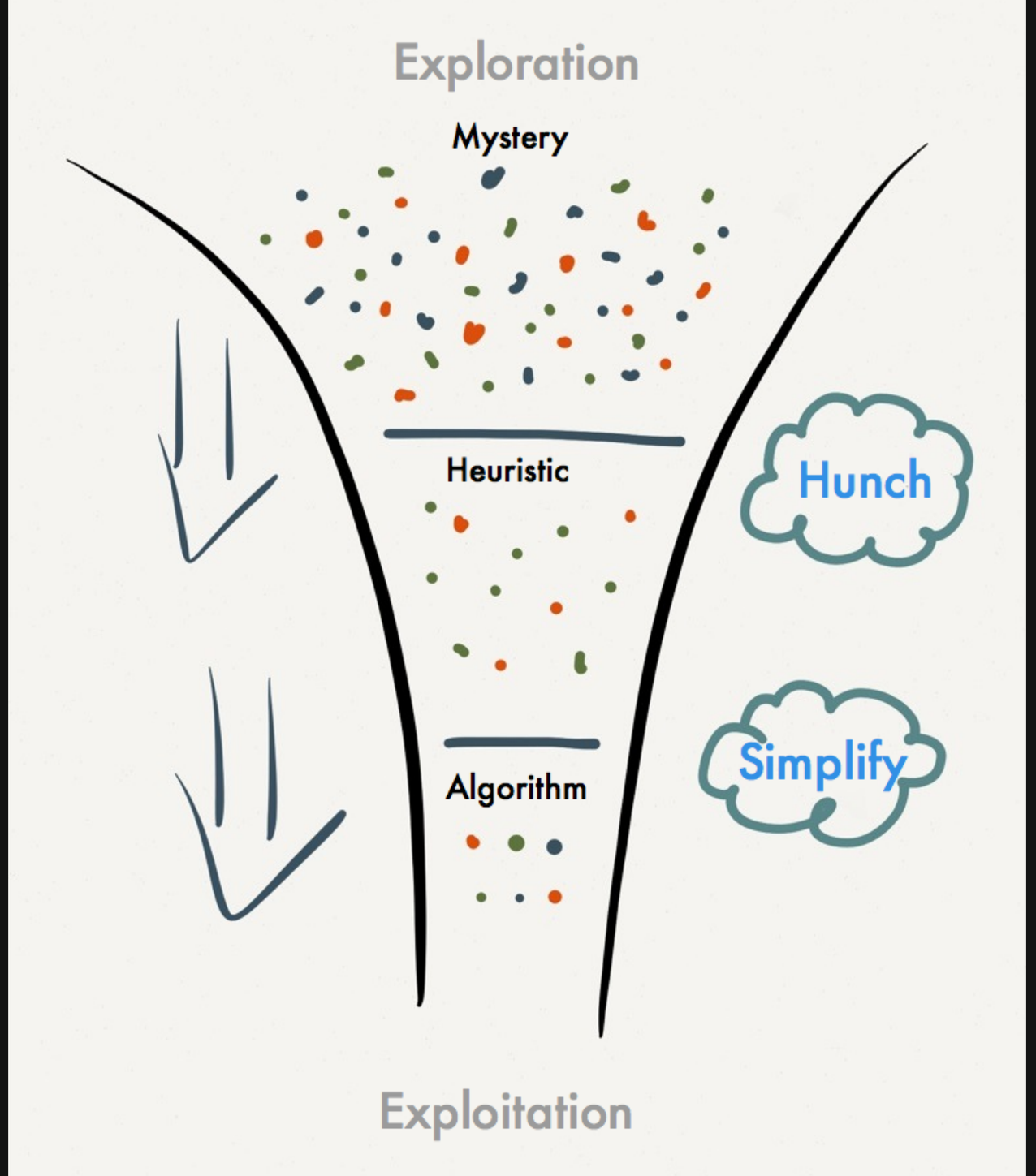
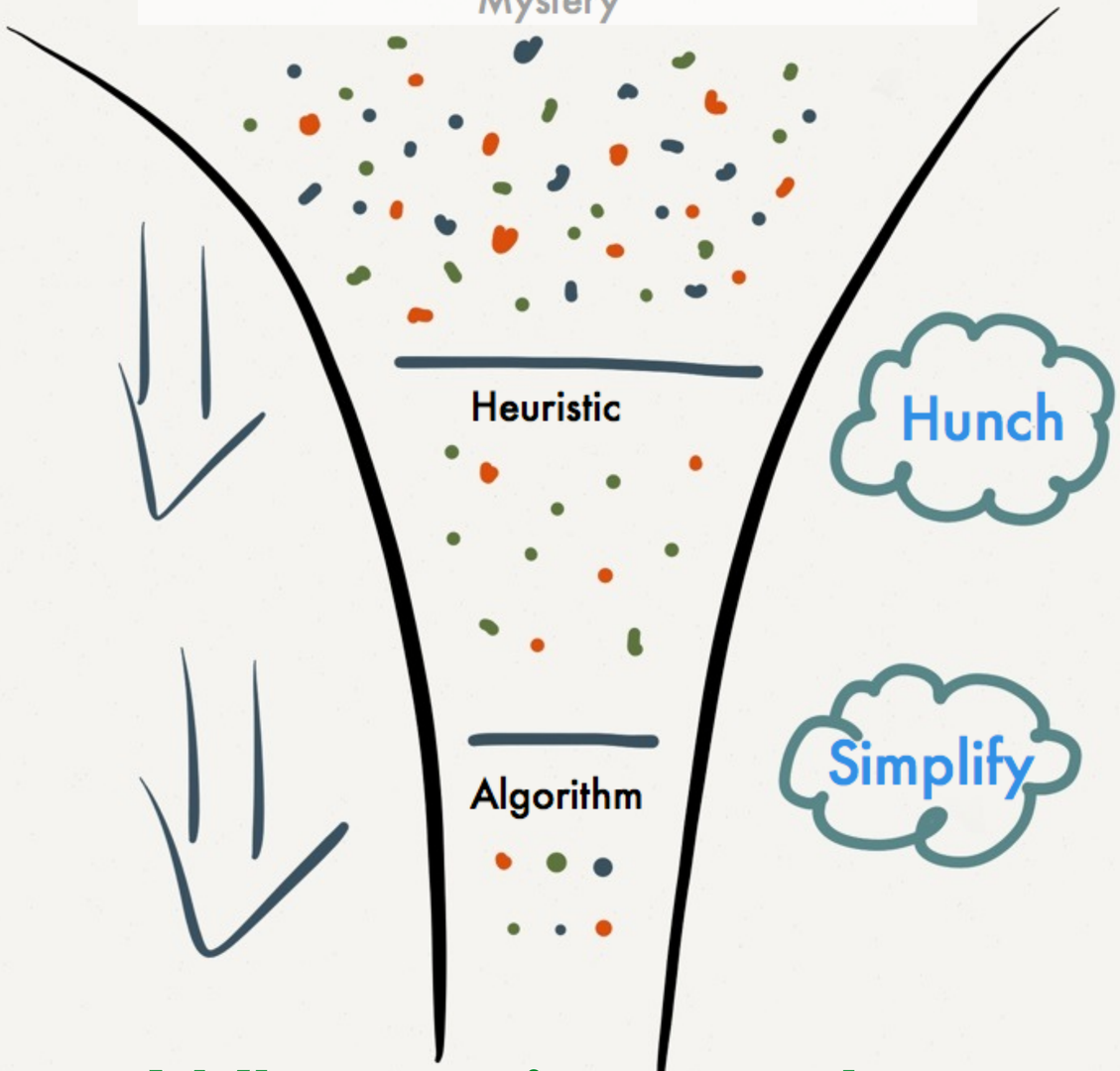


The Knowledge Funnel by Roger L. Martin

Exploration

What we suck at

Mystery



What we're good at

Exploitation

What we suck at

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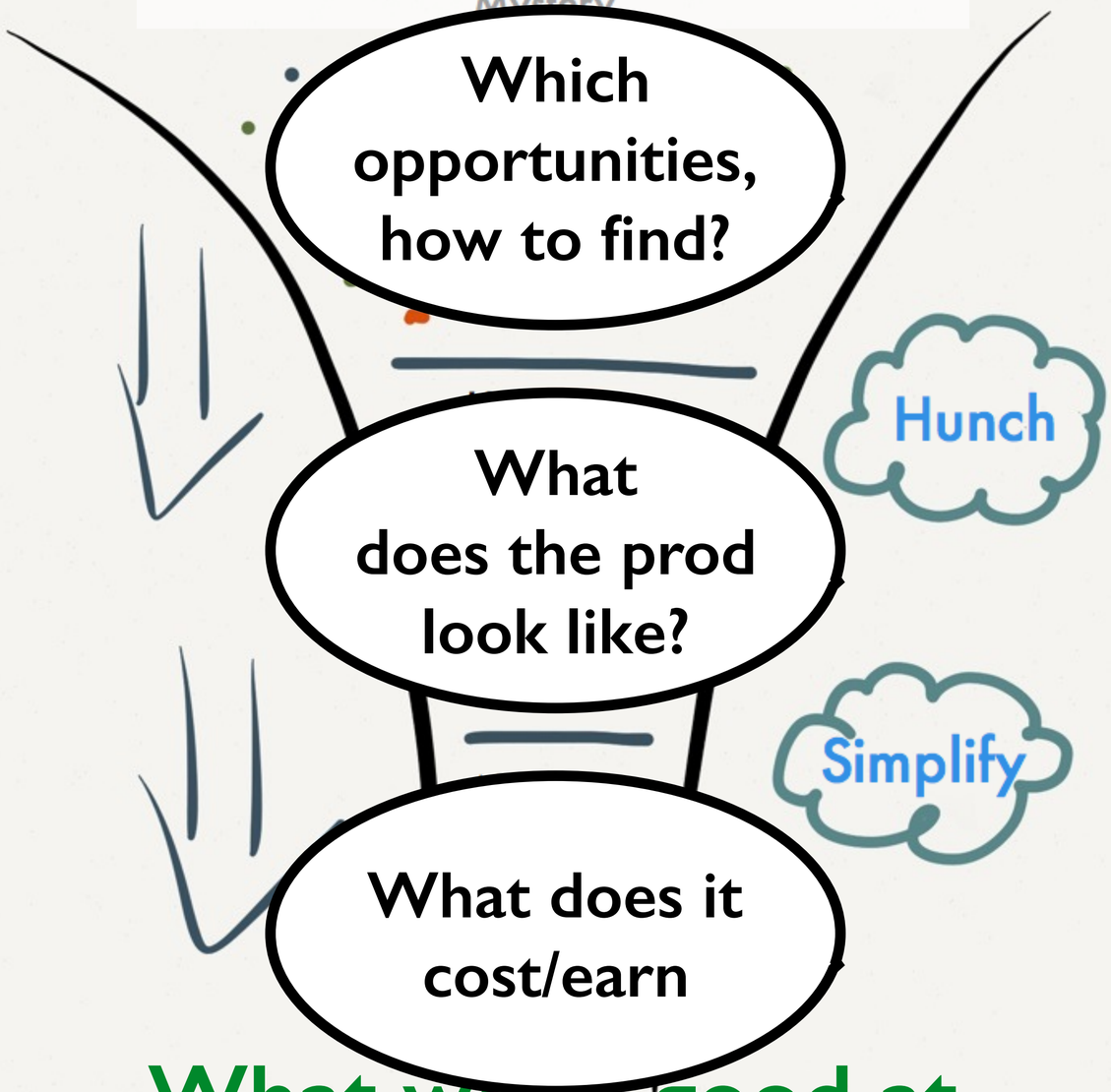
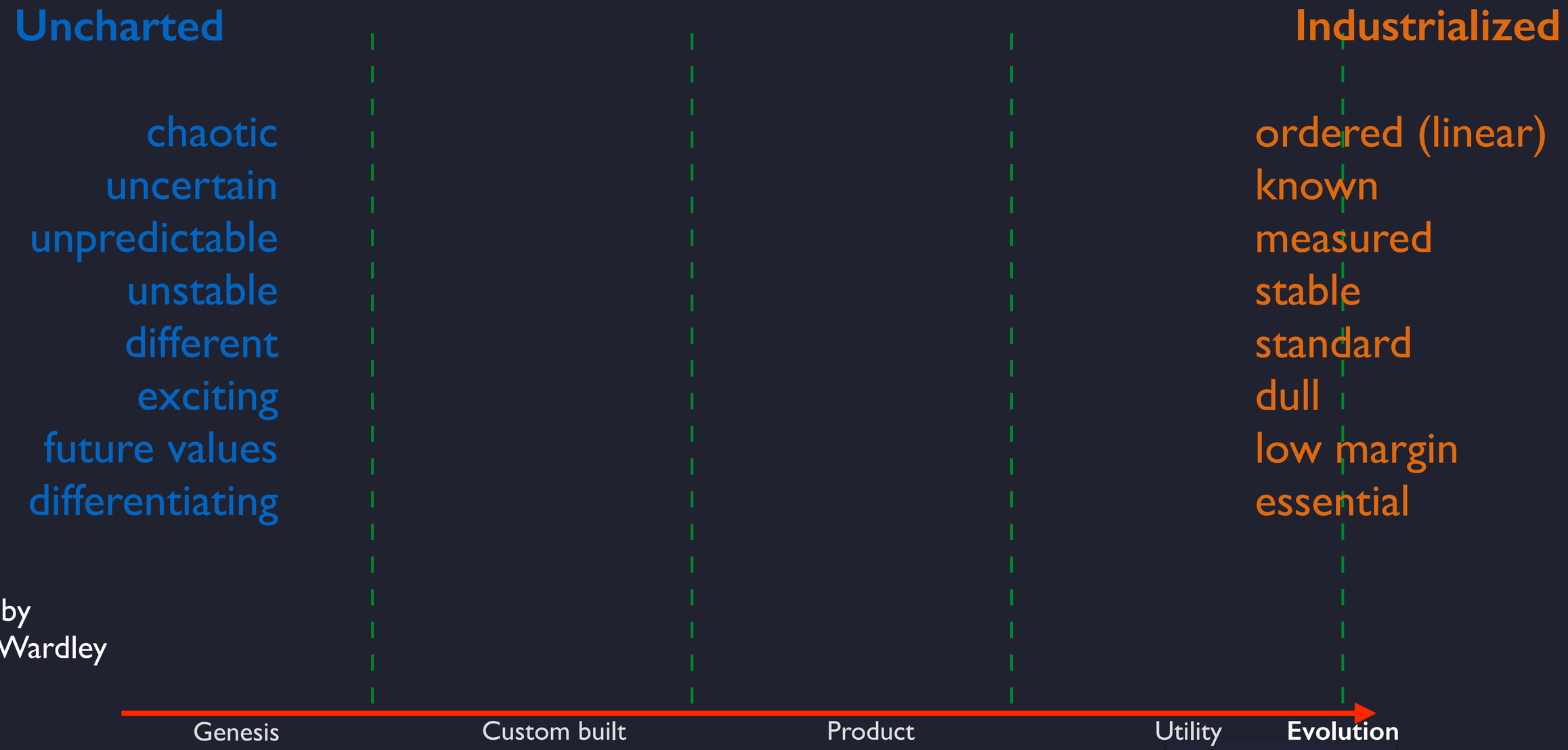


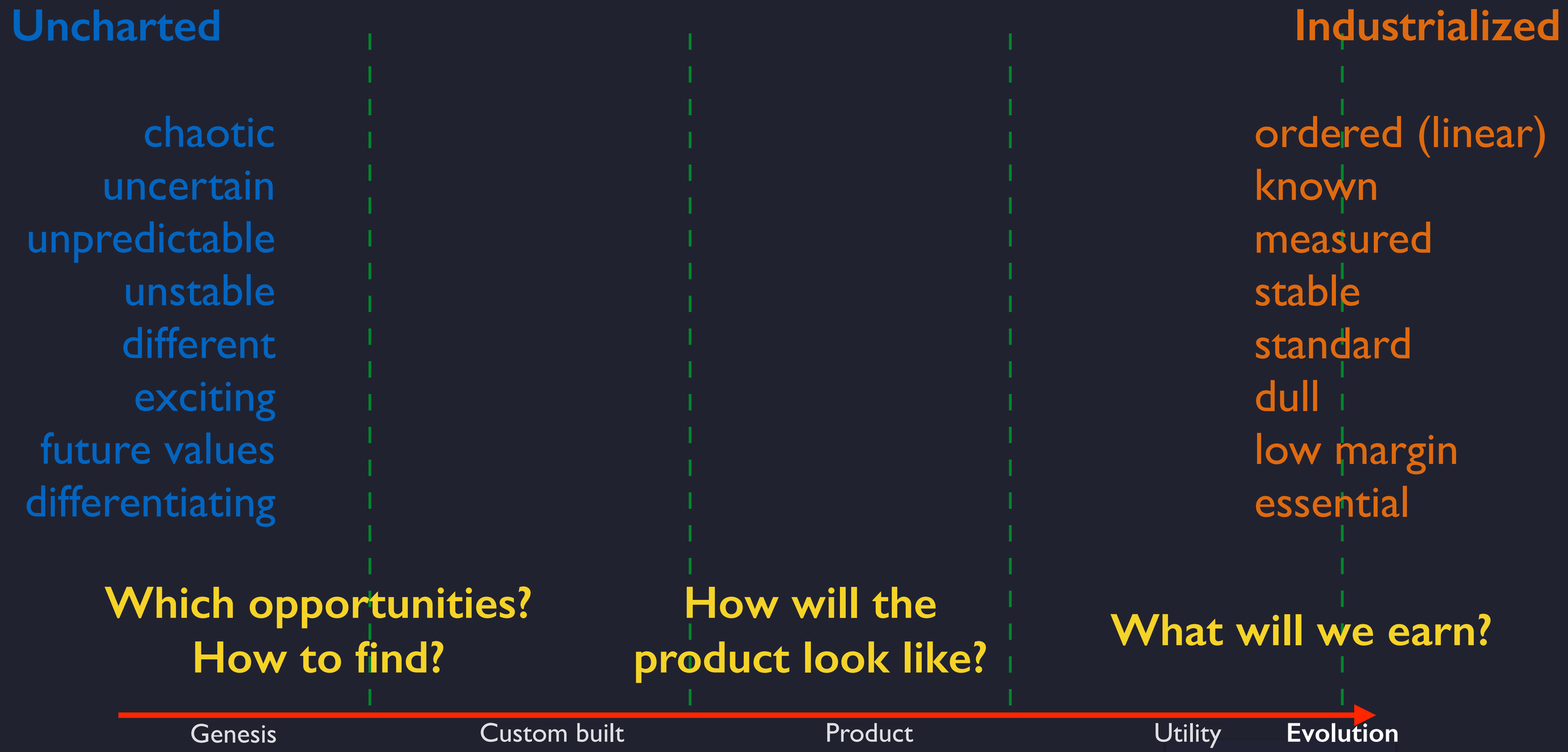
What we're good at

Exploitation

Context determines qualities



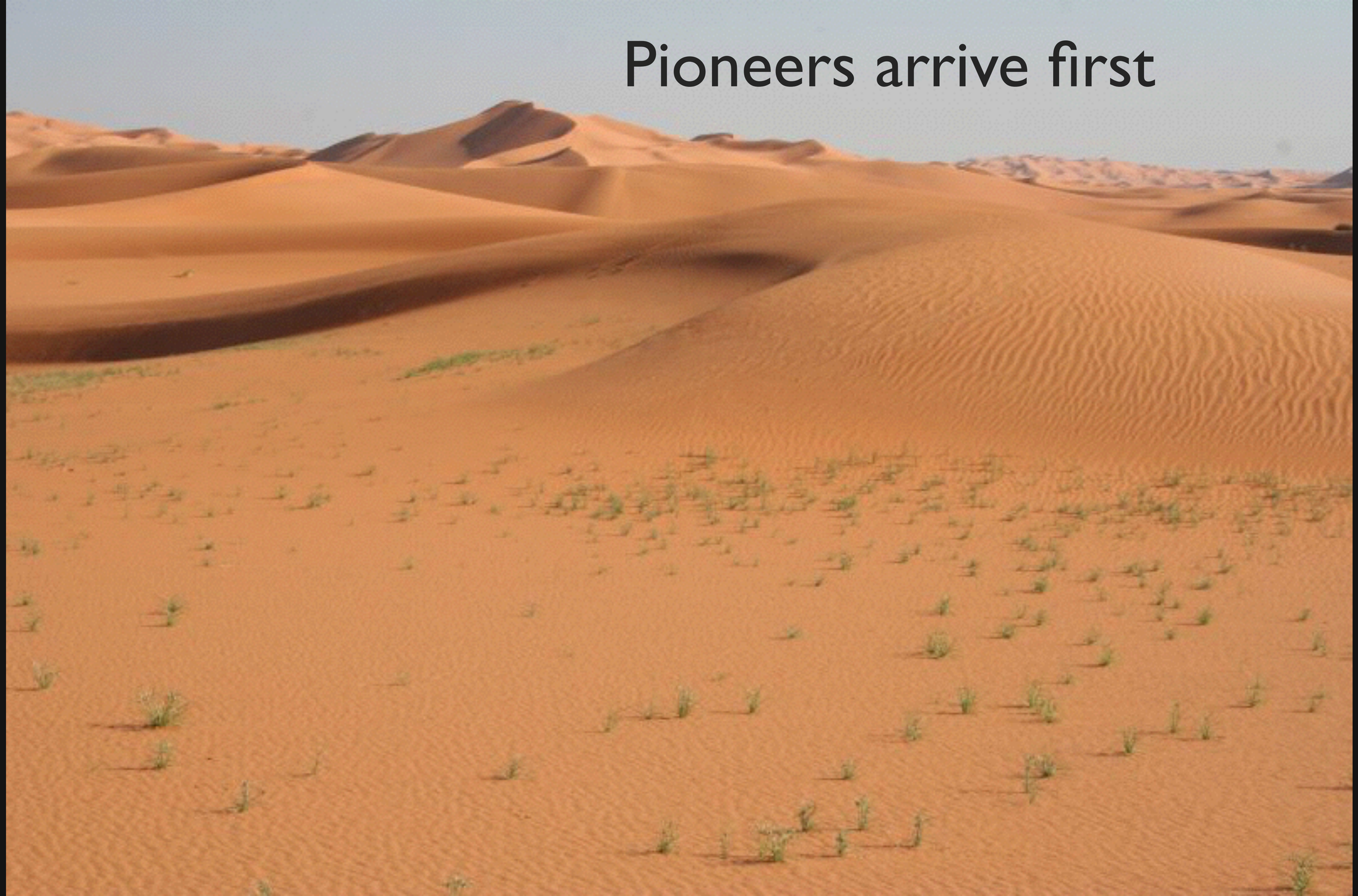
Context determines qualities



Model by
Simon Wardley

A model of how things evolve

Pioneers arrive first



K-strategists take over

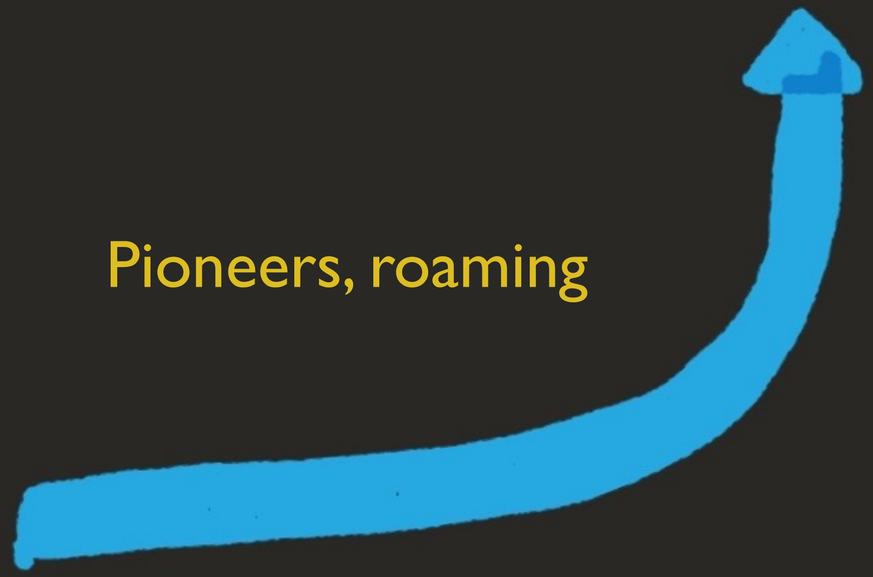
Until …climax vegetation

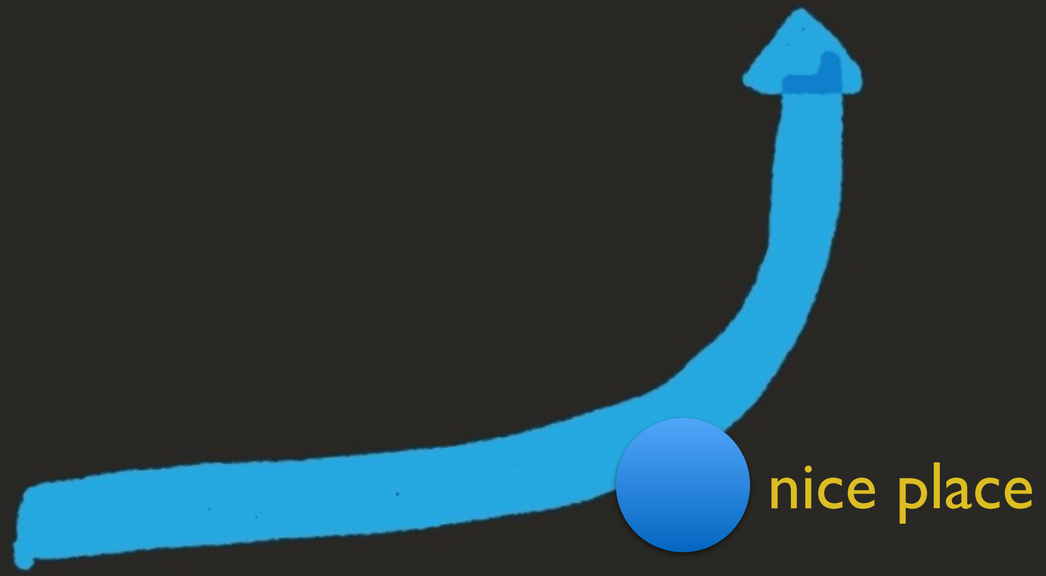
Pioneers: Because we can!

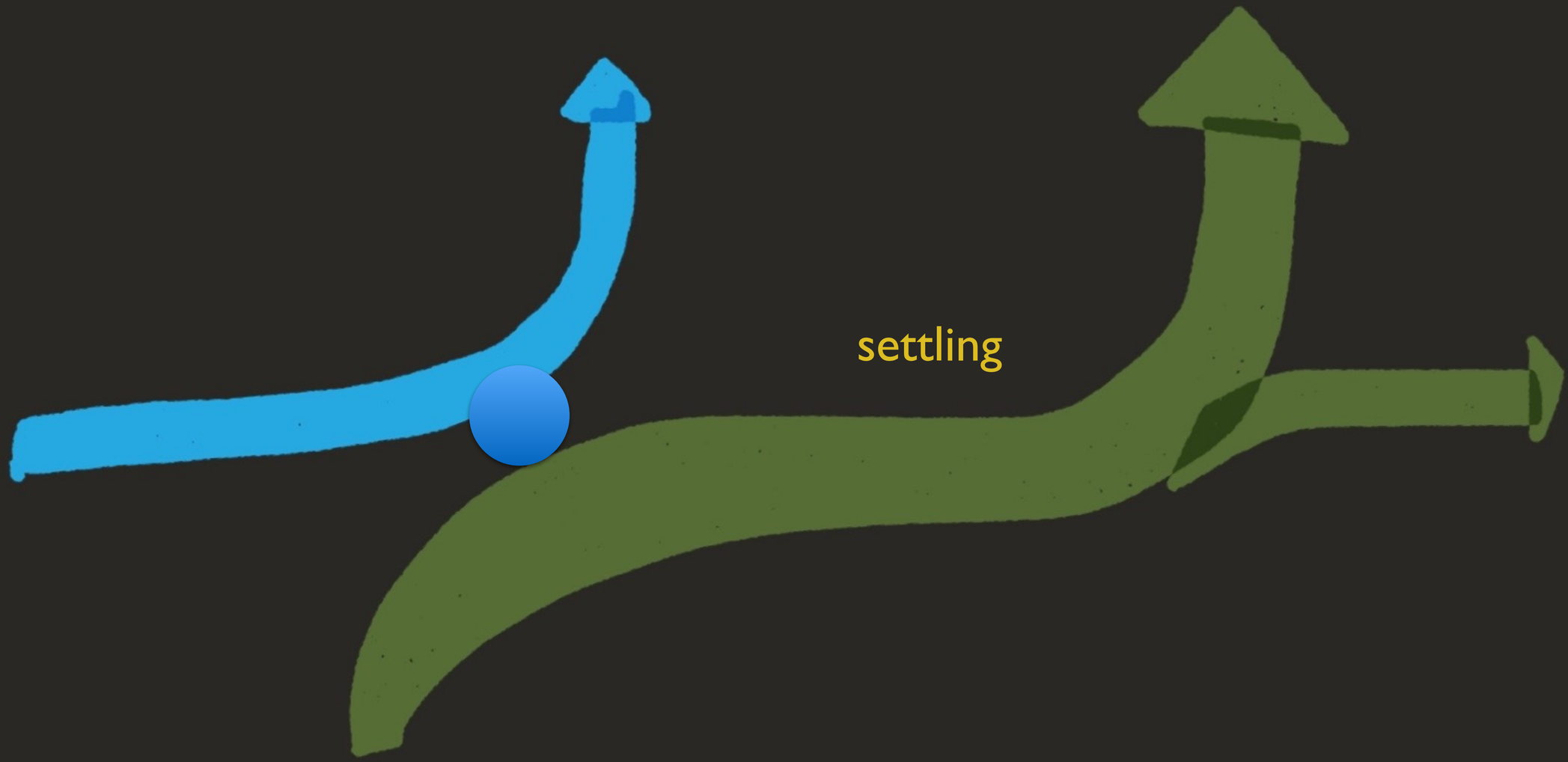
Settlers: until we can no longer …

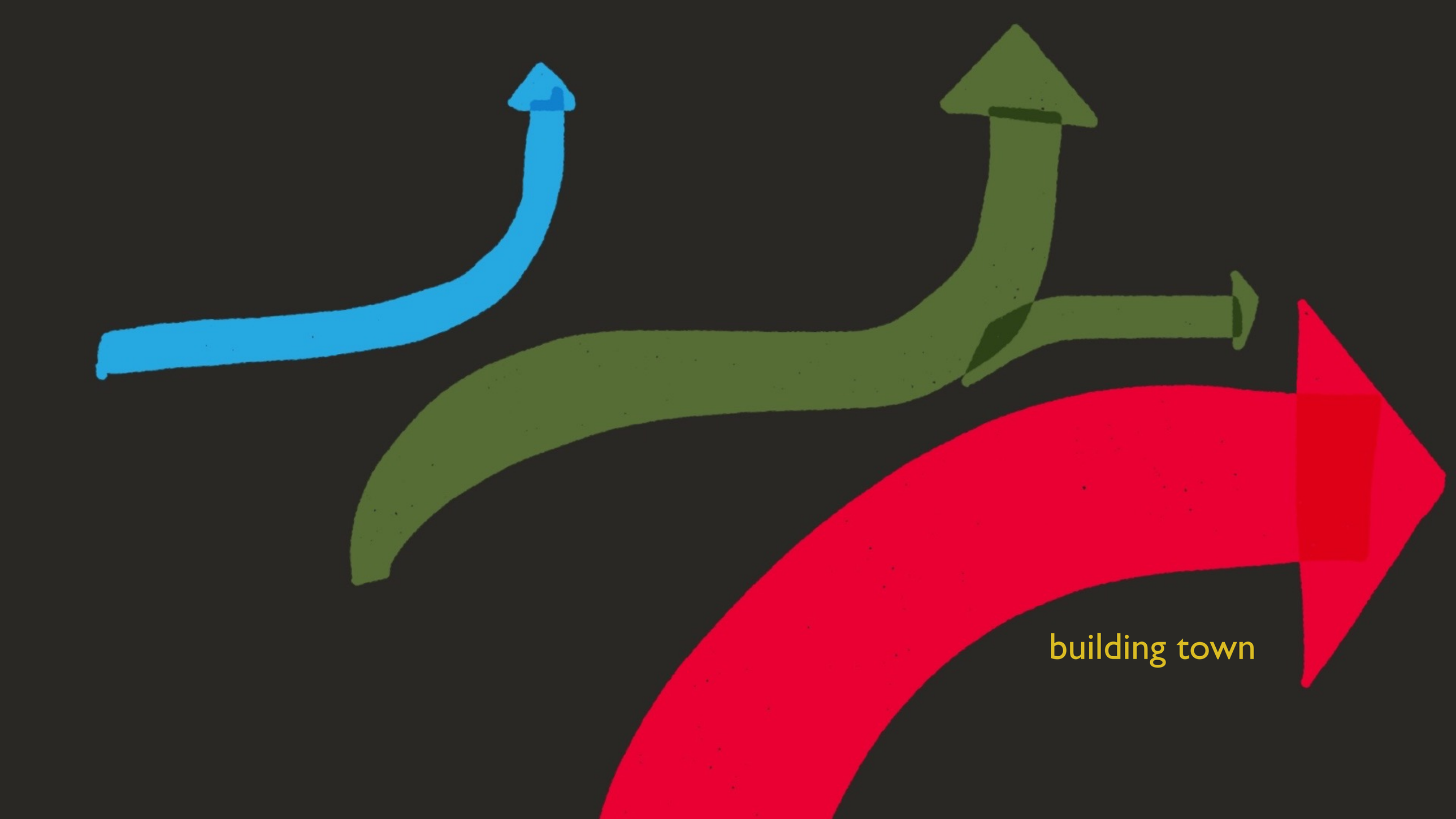
Town planners: when nothing else helps

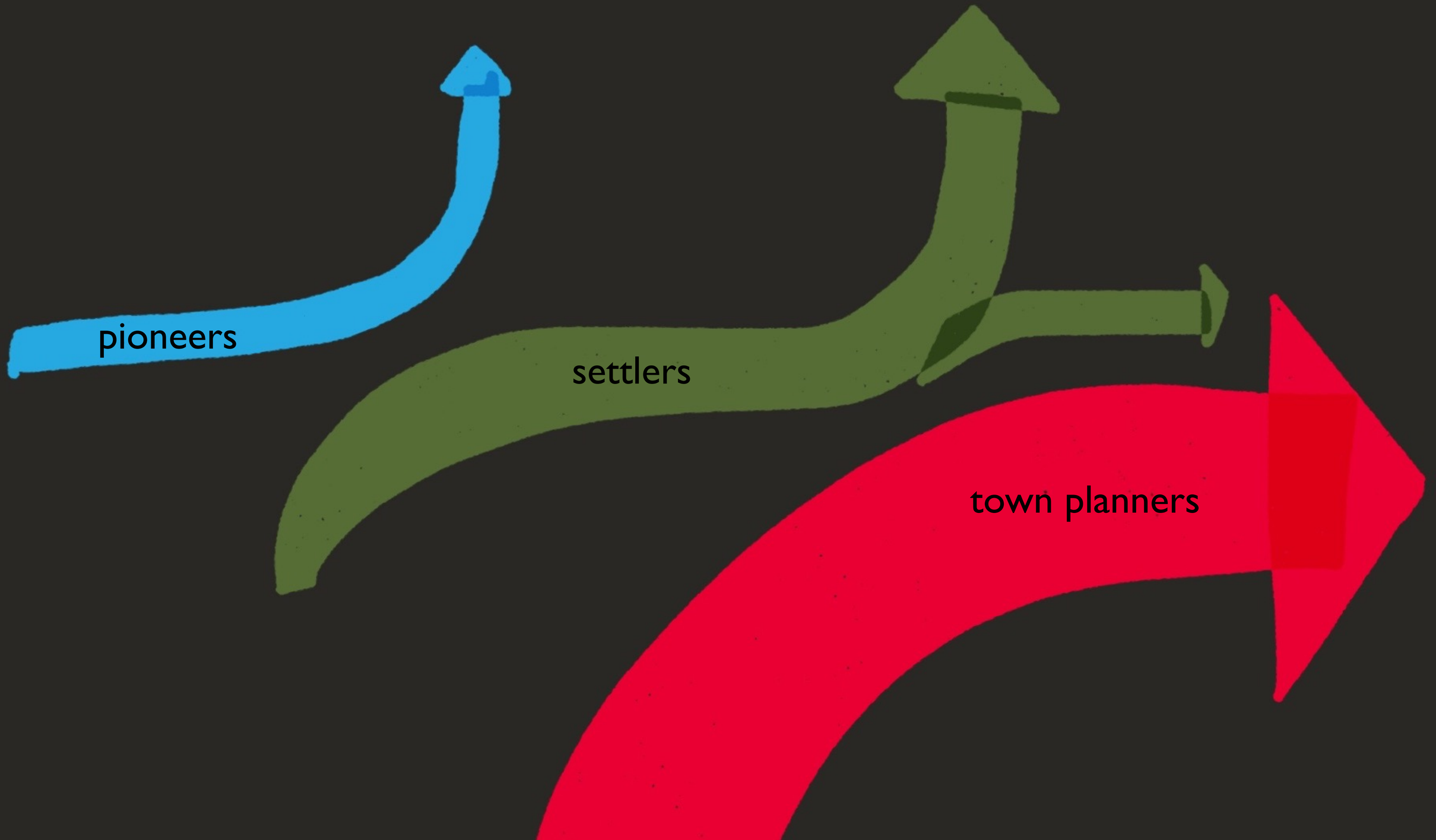
Pioneers, roaming




nice place


settling


building town


pioneers
settlers
town planners

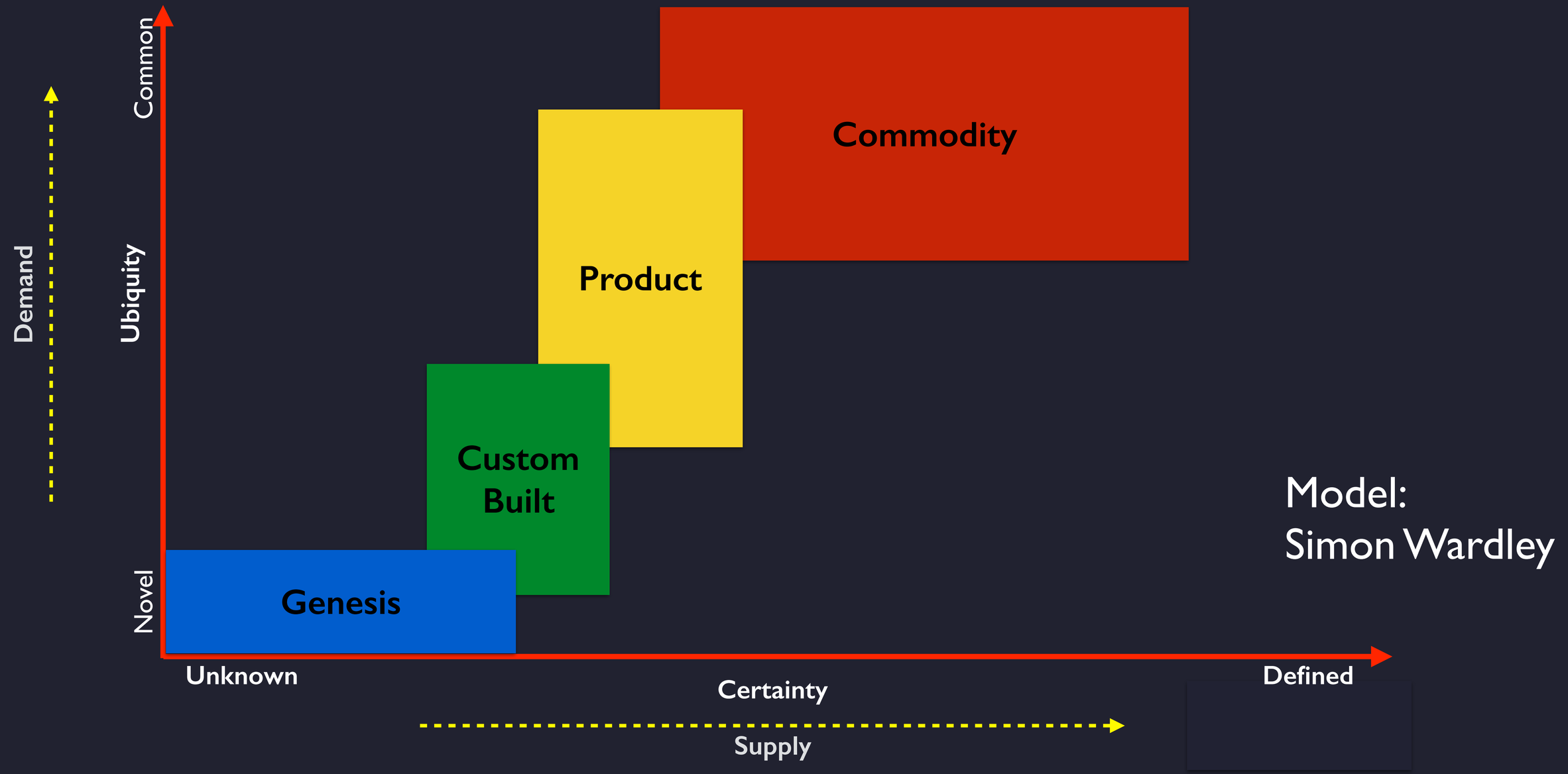
Different types - different qualities

Happiness	Happiness	Happiness
failure	Kaizen	efficiency
bets & intuition	market analysis	metrics
uncertainty	feedback	analysis
experiments	Trend spotting	scientific models
search (exploration)	products	build what is required
Type	Type	Type
creative, searching	tactics, machiavellian	industrial, battles
Method	Method	Method
agile, speed matters most	Lean, grinding, success	six sigma, scaling

Model: Simon Wardley

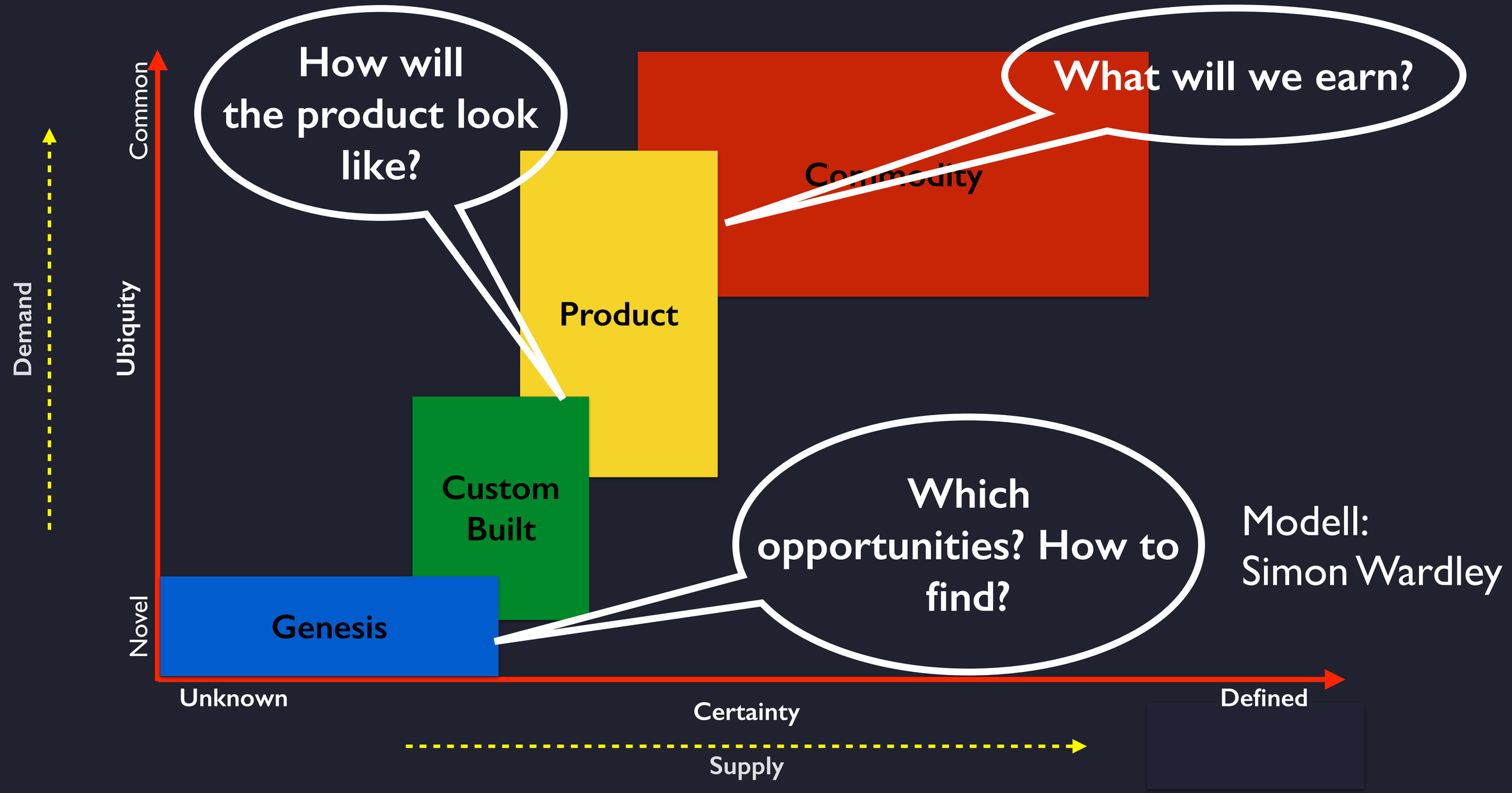
Given the nature of work and given the Pioneers, Settler, Town planners …
now what does it mean?

Product Phases



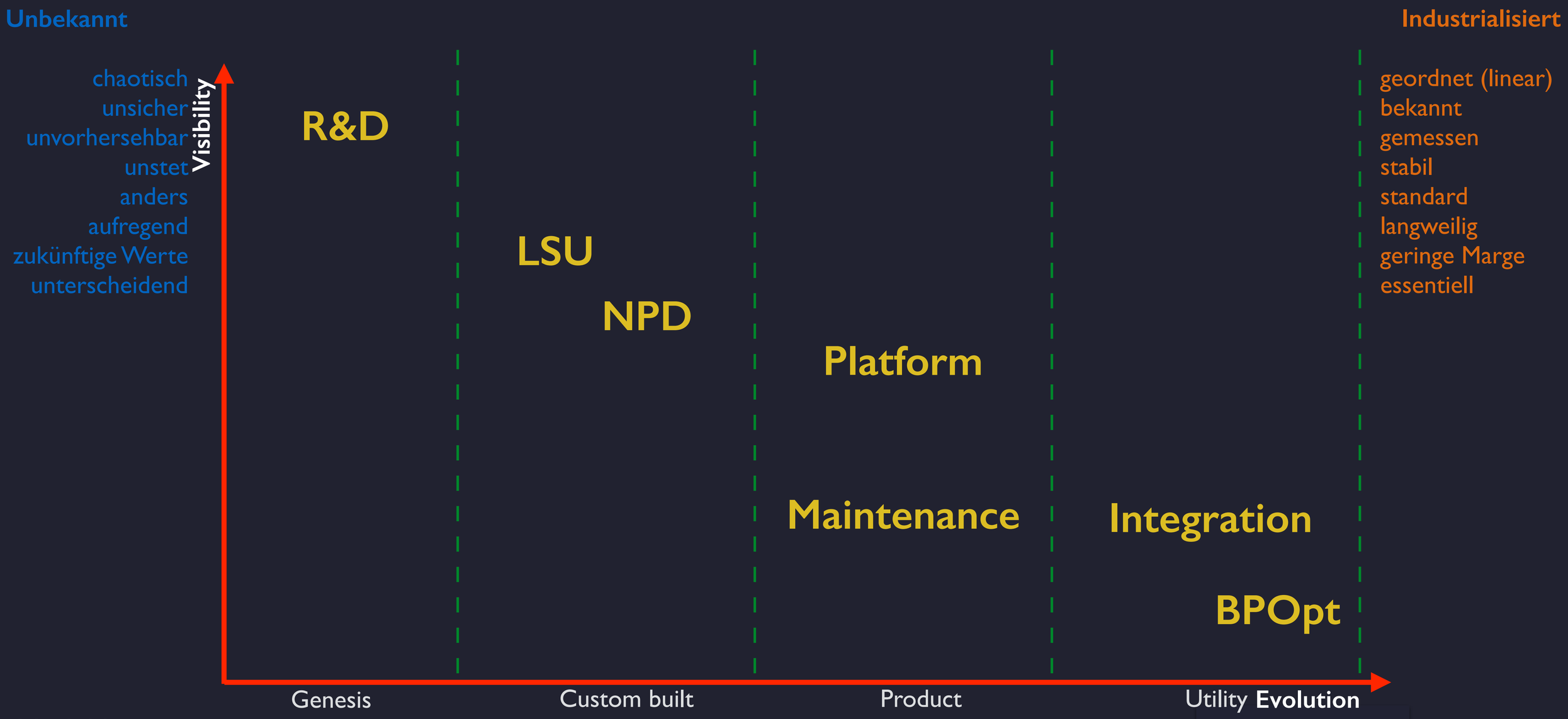
Model:
Simon Wardley

Product Phases



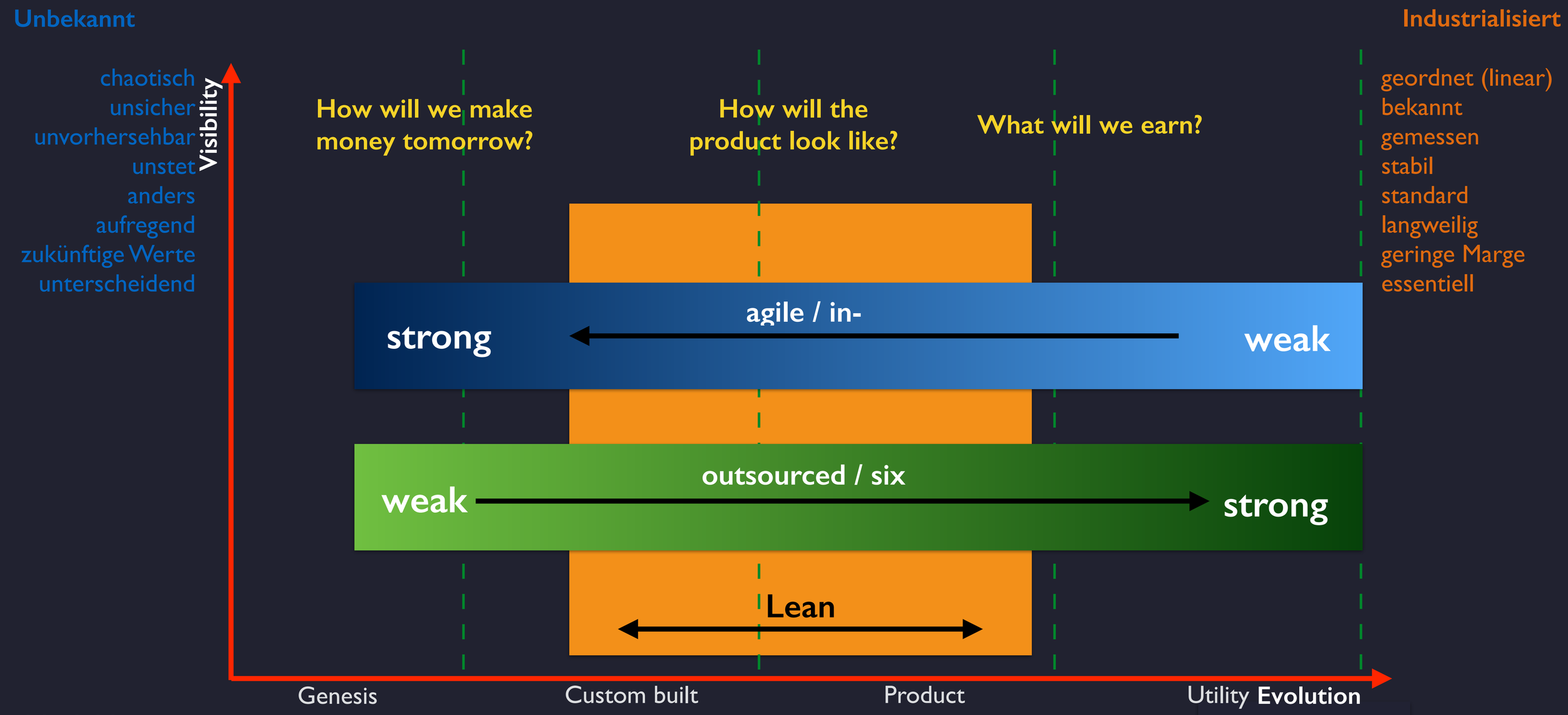
Modell:
Simon Wardley

Context determines method



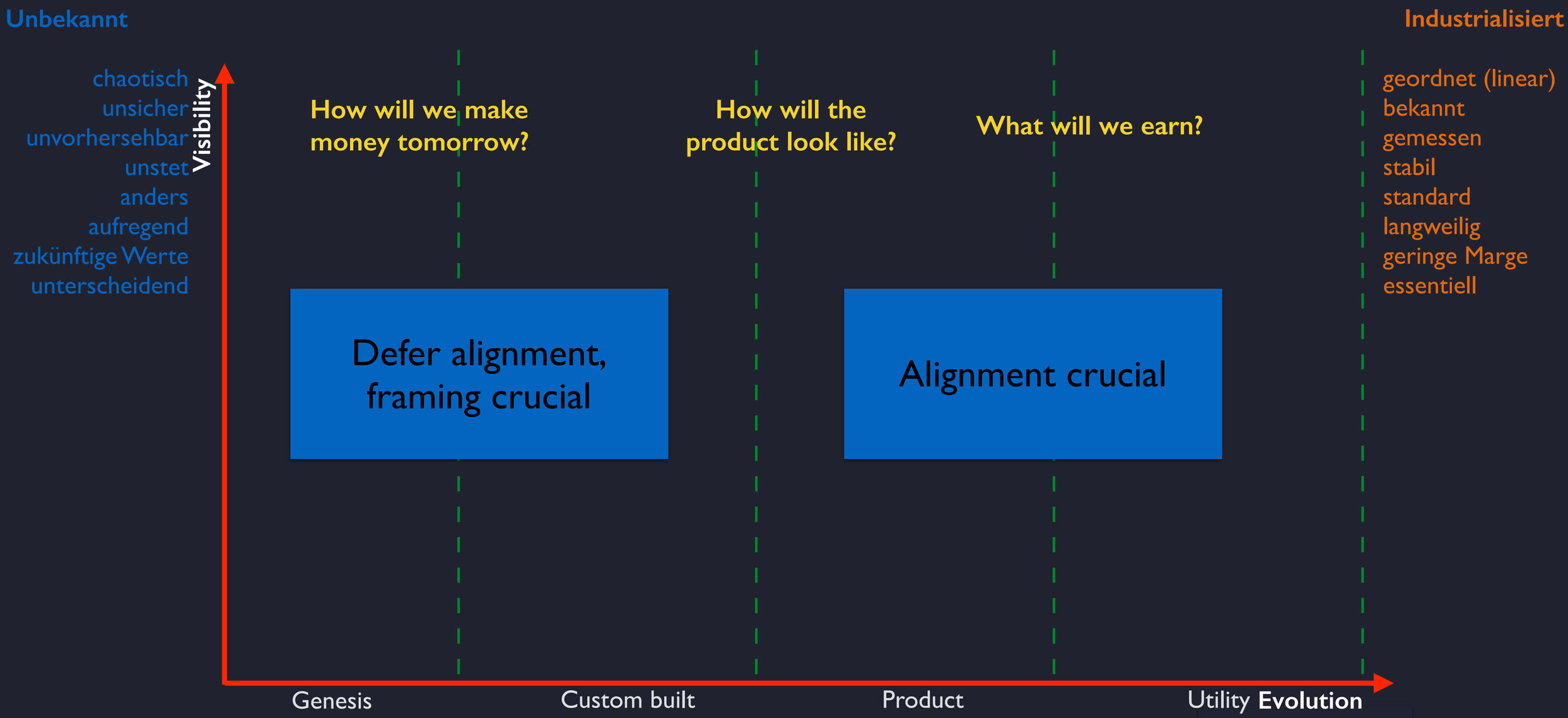
Model by
Simon Wardley

Context determines method



Model by
Simon Wardley

Context determines method



Model by
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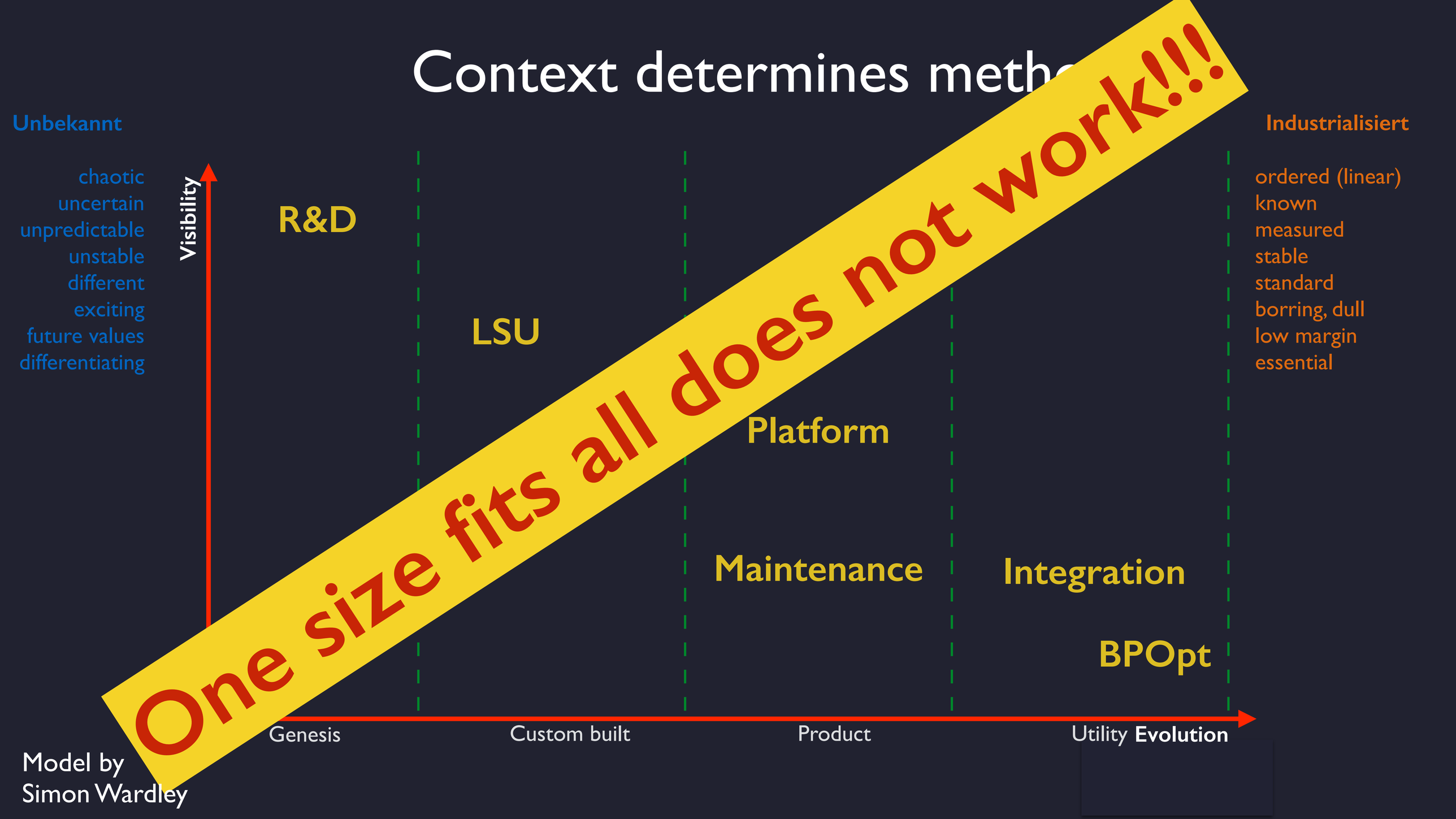
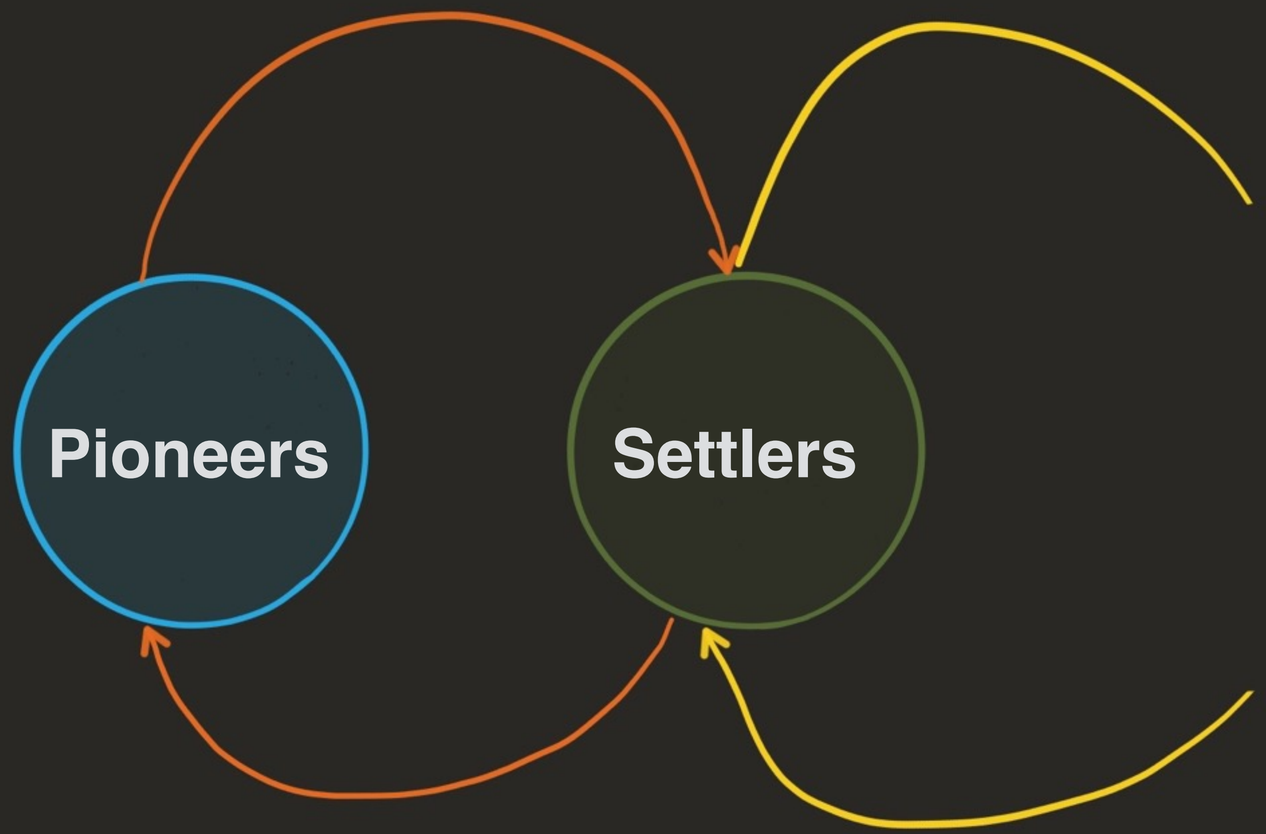
Context determines metho



Model by
Simon Wardley

Common Dysfunctions

No business



No great new stuff

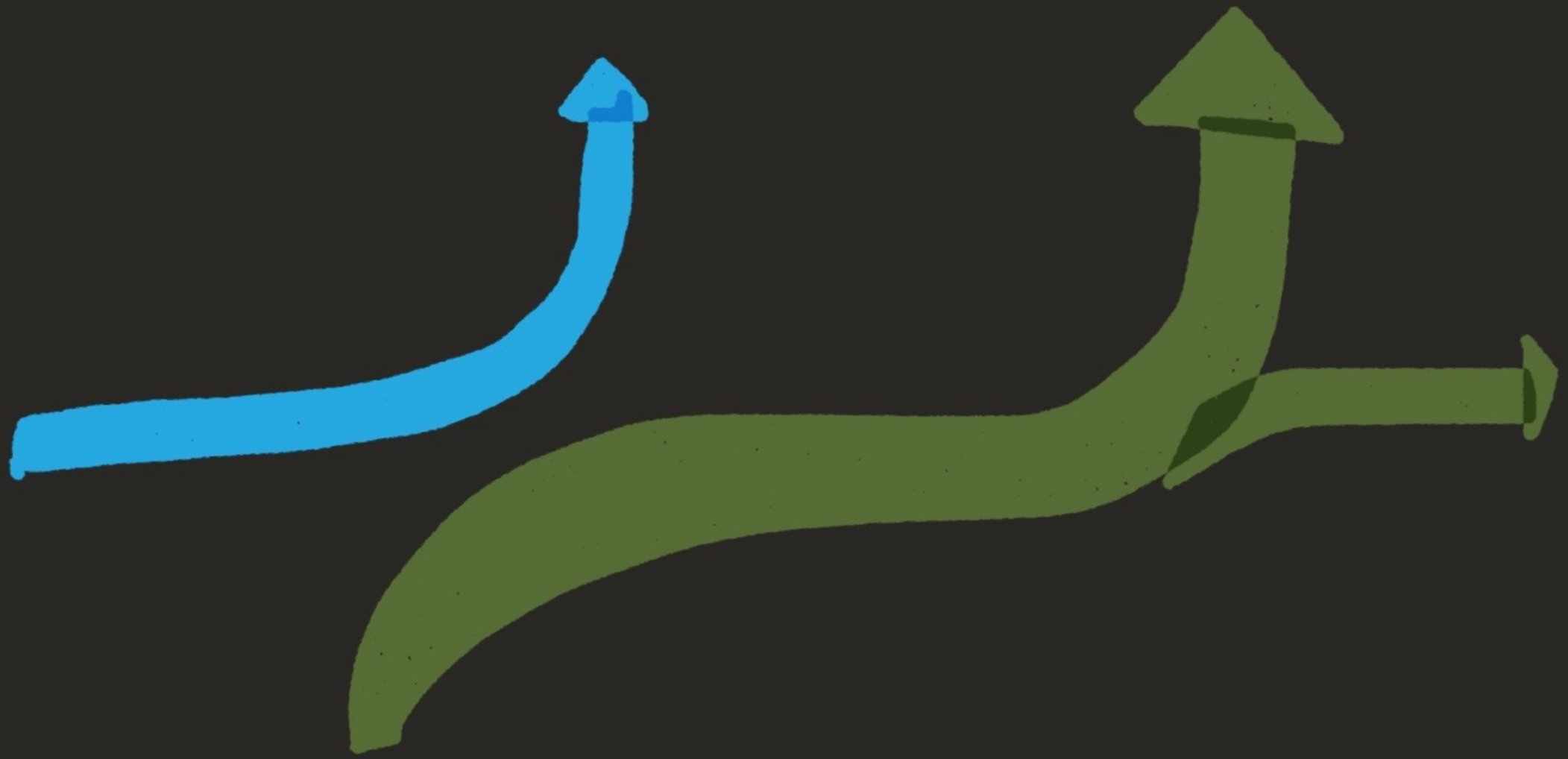
Nothing … but war

Gartner / Bi-Modal

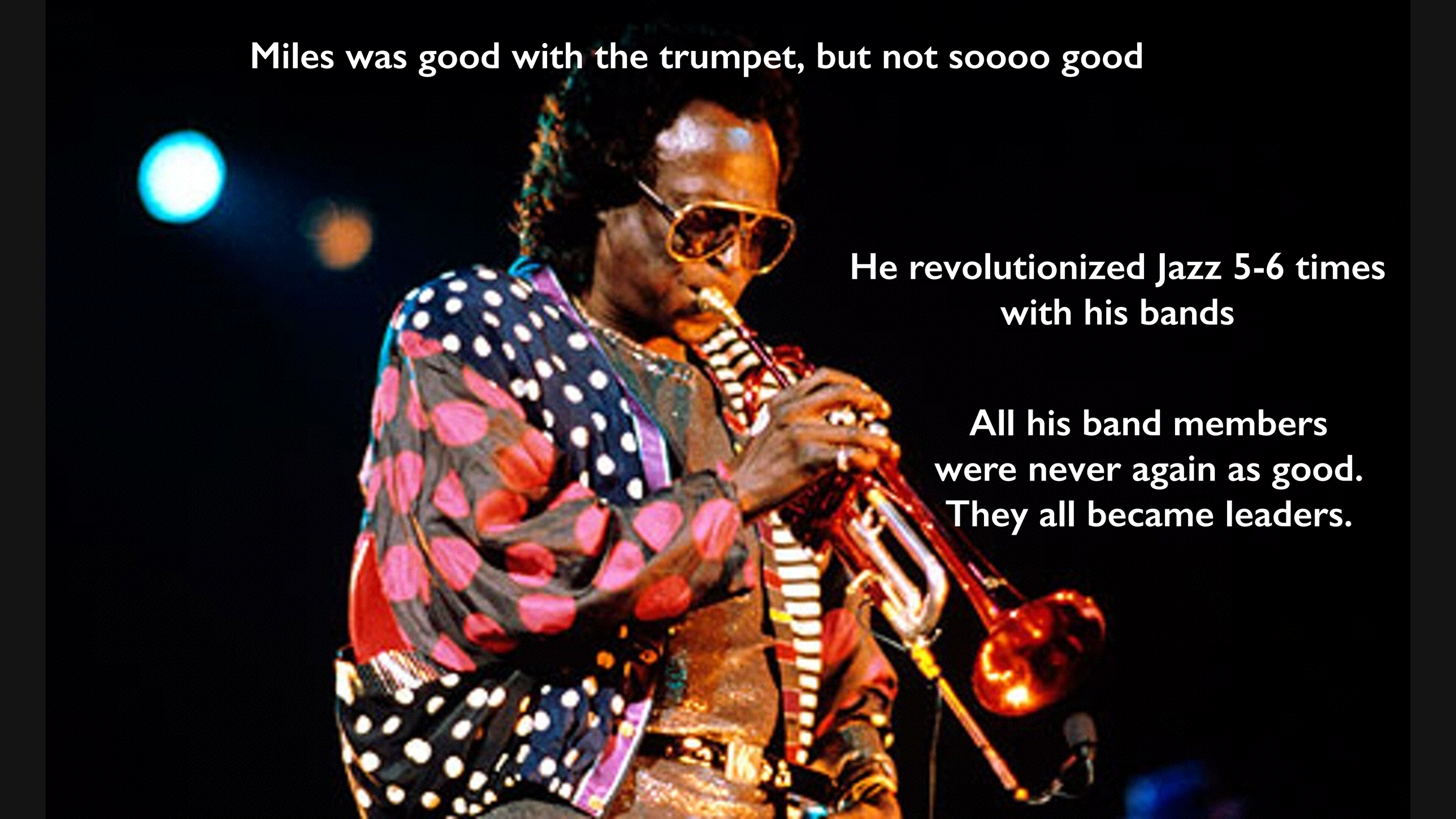
Trankgasse
Köln, Nordrhein-Westfalen
Street View - Aug. 2008
© 2009 Google
Chargesheimerplatz

Low quality

The Innovators dilemma is called innovators **dilemma** not because people are stupid but because it is a dilemma!



Miles was good with the trumpet, but not soooo good

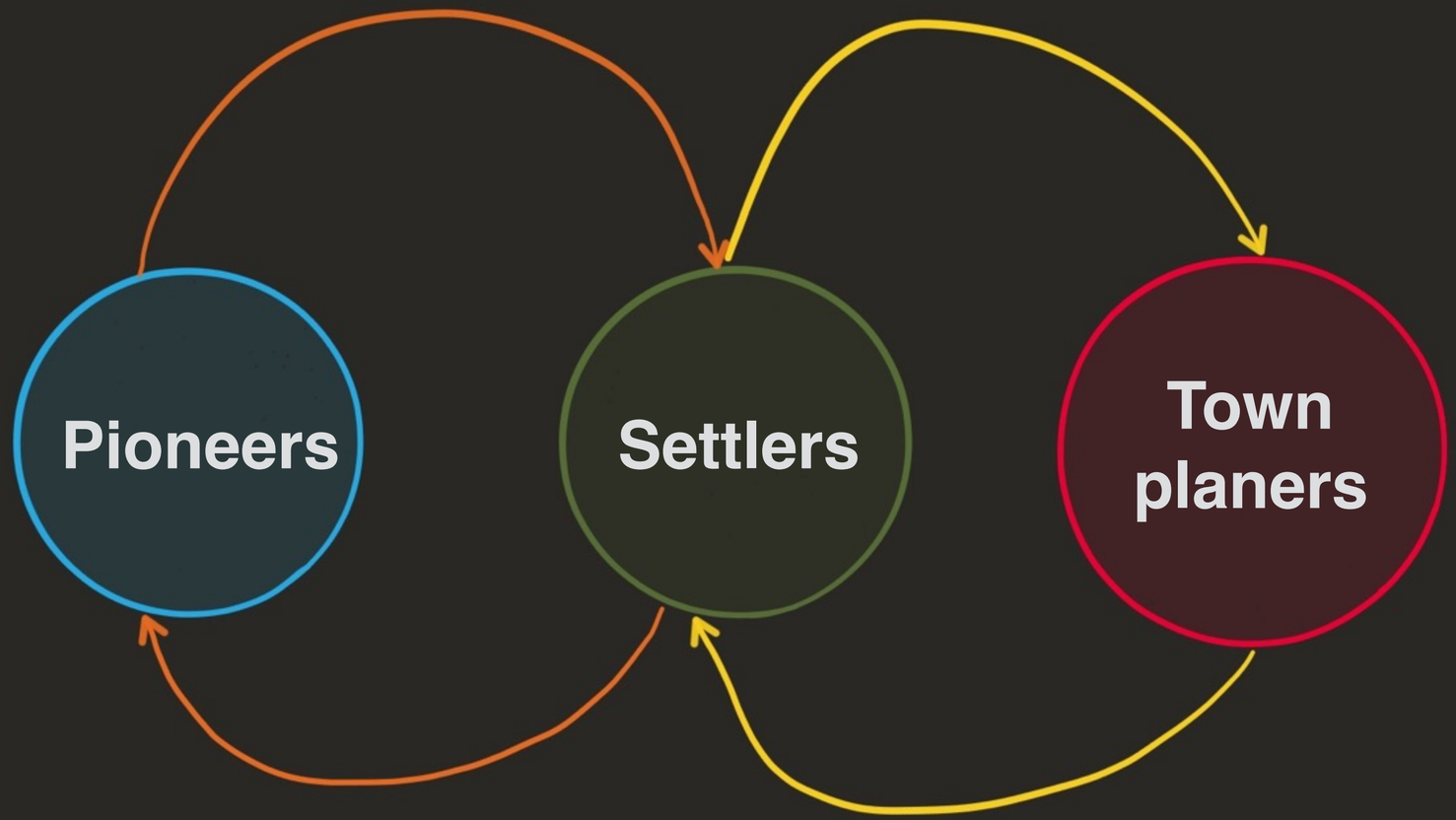


He revolutionized Jazz 5-6 times with his bands

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

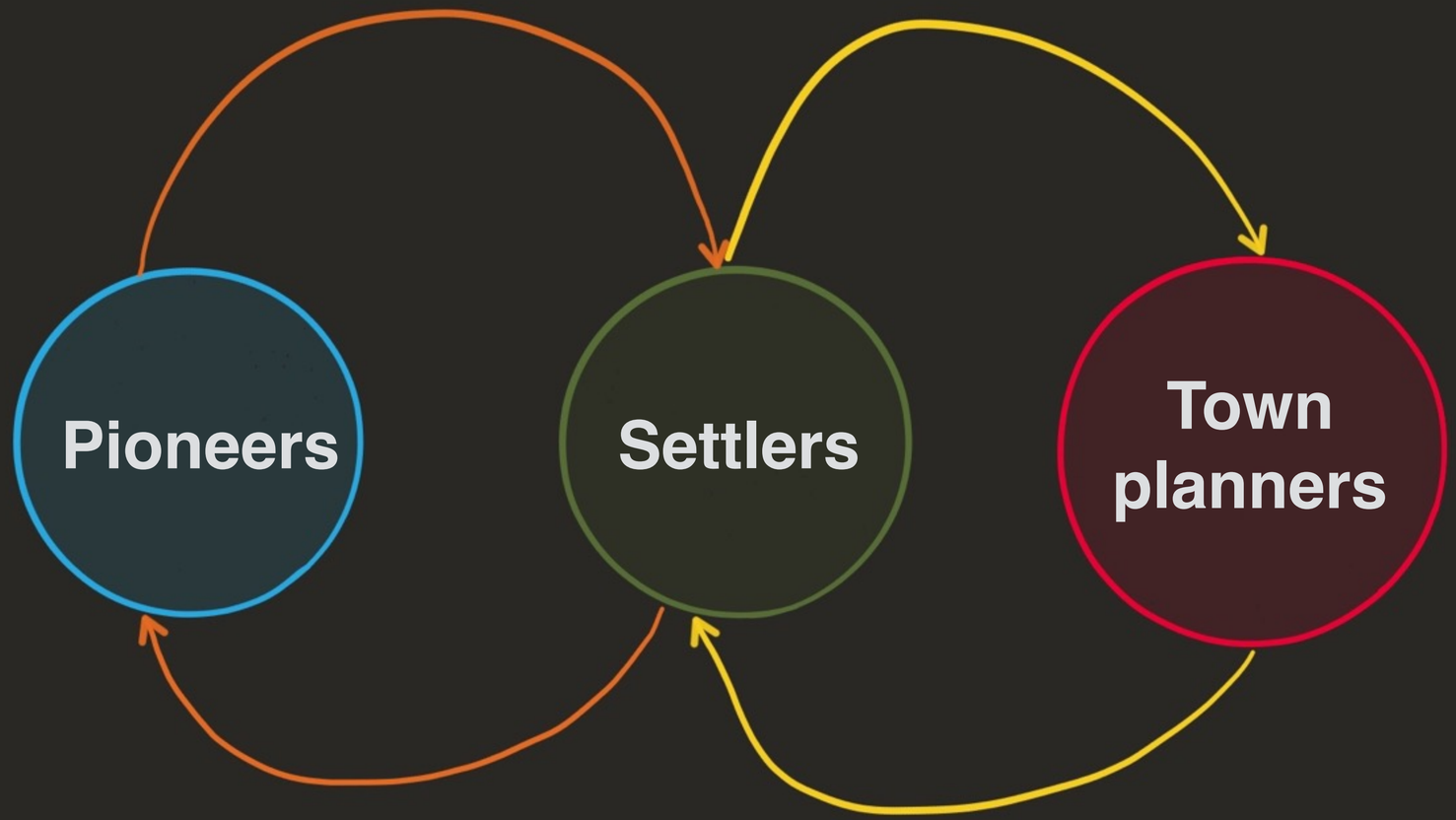
The task

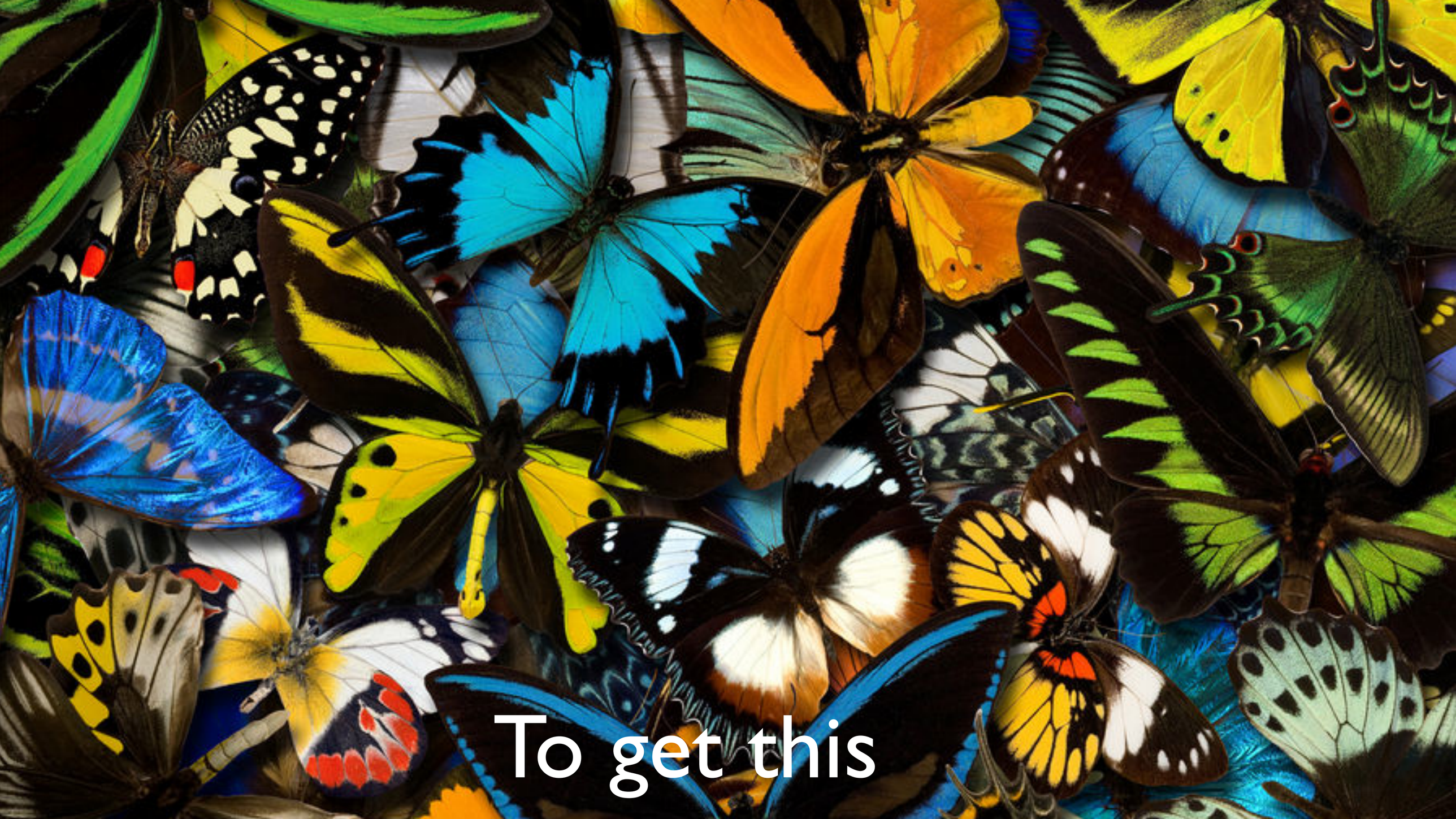
- ✓ Manage the environments for the three types
- ✓ Craft preconditions: clarity in strategy



The task

- ✓ Protect pioneers and town planners against each other
- ✓ Support flow of information




To get this

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! :)

AMA!

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