



The Solution Set

Insight from the World's Top Innovation Experts



INNOSIGHT

STRATEGY AND INNOVATION AT **HURON**

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Key Takeaways

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Question 1: How can I get operations leaders to think further into the future when constructing a strategy?

Key Takeaways:

- Take an approach to strategy that starts future-back vs. present-forward
- Share stories and patterns to bolster case that world is less stable than leaders often think and to provide tangible proof-points (companies living through periods of industry stability become like “Kentucky Cave-Fish”). Emphasize the risk of stasis.
- Organize perspective around a date in the future at which today’s nascent disruptive trends have credibly come to fruition – and – current stakeholders no-longer have ground to protect – typically more than 5 years out depending on the industry
- Align leadership on explicit View of the World, e.g. what % of market will have adopted a new technology by a specific date
- Introduce language and tools that help leaders break-from current model, e.g. Jobs, business model innovation
- Ensure you bridge strategy development and execution with ‘programming’ to ensure ownership going forward, including:
 - Specific tracks to develop new types of ideas, i.e. test & learn pathways
 - Capability building and transformation

Question 2: How can I manage / facilitate the transition from catalyst idea to business unit ownership so that innovations don't die on the vine?

Key Takeaways:

- Ensure ideas are tied to the strategy of business unit to avoid 'surprise' and create pull. Avoid the instinct of operating executives to "find a home" for new businesses that don't quite fit.
- Consider integration only when you have materially sorted most key business model issues (i.e. do the fast cycling outside of business unit) and de-risked deal-killers
- Anticipate critical issues related to scale-up and have a plan (e.g. channel conflict, competing compensation models etc.)
- Figure out what needs to change about the existing business unit (e.g. culture change)
- Sometimes the key is not to integrate – need to understand the conditions under which an innovation may need to develop permanently outside the current BU structure.



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