Companion Guide to Audiobook

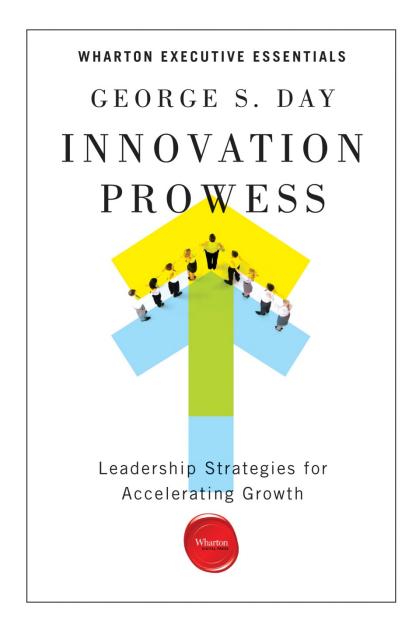


Figure I-1

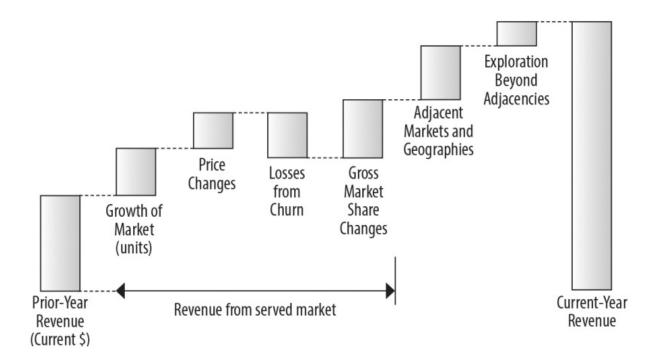
Innovation Prowess: Discipline + Ability

THE STRATEGIC GROWTH-SEEKING PROCESS 1. SET THE GROWTH 2. EXPAND SEARCH 3. CONVERGE **ON THE BEST STRATEGY FOR GROWTH OPPORTUNITIES OPPORTUNITIES** Use the full spectrum Refine Scope Posture of growth pathways Screen Contain risk Resources **APPLY INNOVATION ABILITY** Culture Capabilities Configuration

GROWTH REALIZING PROCESS

Develop → Launch → Learn

Figure 1-1 Analyze the Sources of Organic Growth*



^{*}Excludes the effects of acquisitions

Figure 1-2 Momentum Forecasting and the Growth Gap

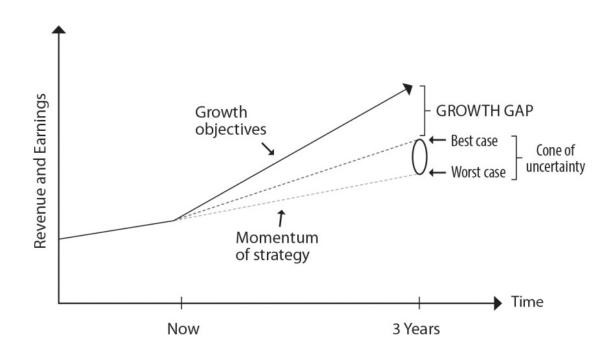


Figure 1-3 The Innovation Risk Matrix

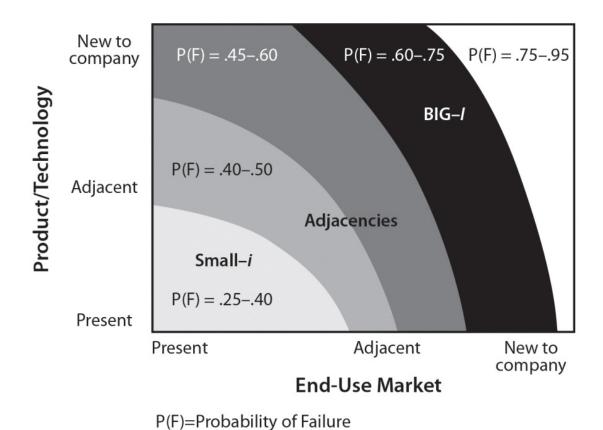
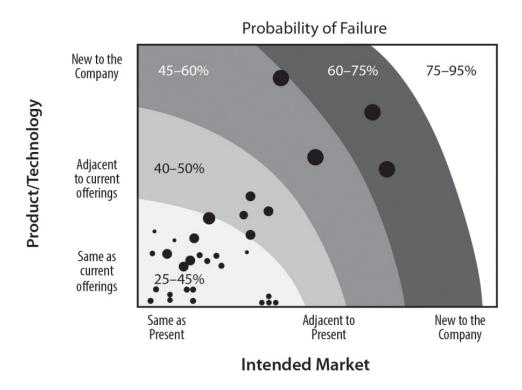


Figure 1-4 The Innovation Portfolio*



*The areas of the circles reflect the expected size of the sales (and/or profits) of the project relative to the other projects in the portfolio.

Figure 1-5
Integrating Outside-In and Inside-Out Thinking

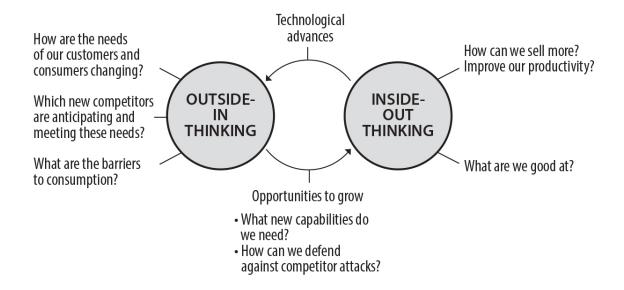


Figure 1-6
The Organic–Inorganic Growth Continuum

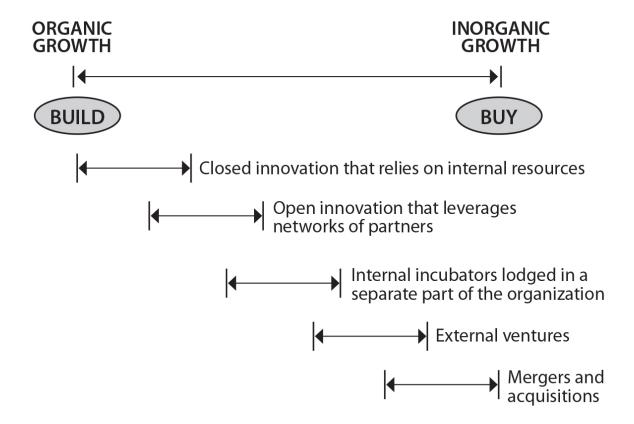


Figure 2-1 Full-Spectrum Innovation: The 14 Growth Pathways

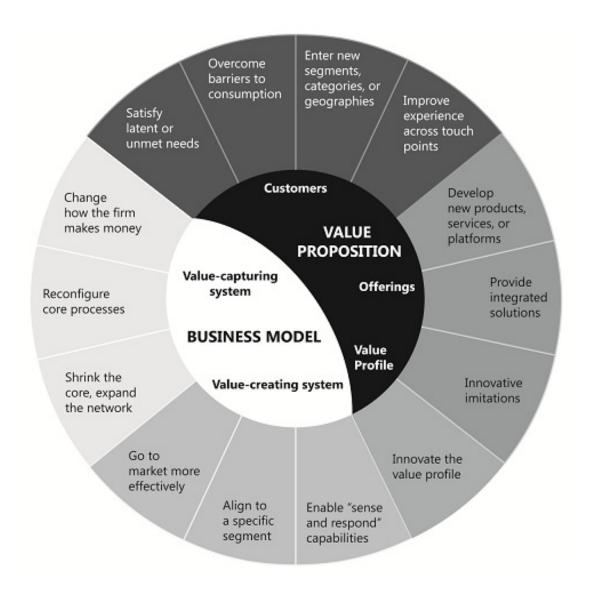


Figure 2-4 The Budget Hotel Market in India

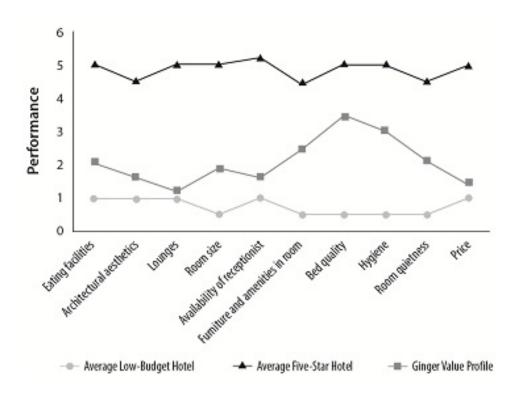


Figure 3-1 Converge on the Best Opportunities: Successively Tighter Filters

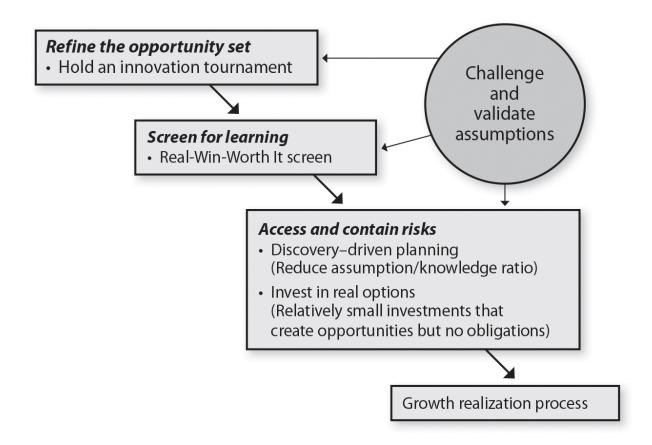


Figure 3-2 Screening for Success

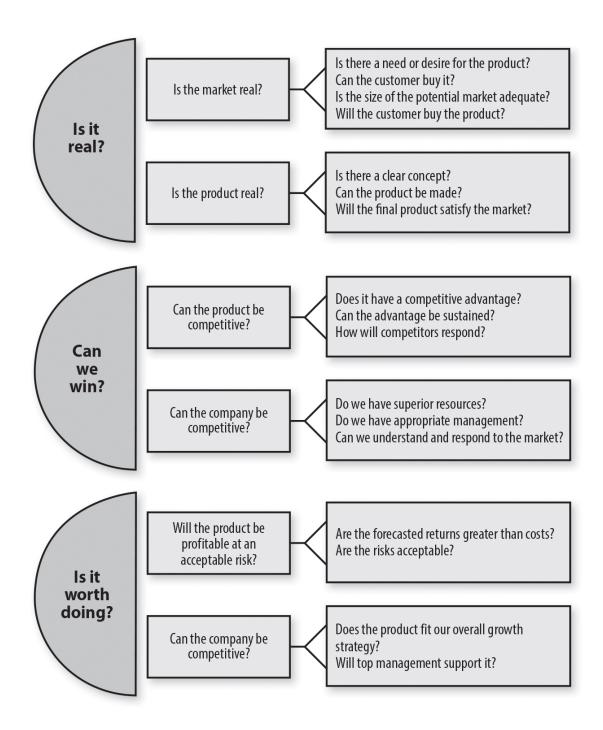
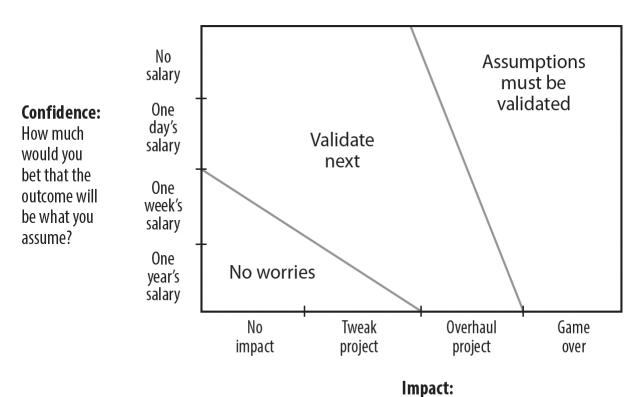


Figure 3-3 Prioritizing Assumptions



What happens to your strategy if you are wrong?

Figure 3-4
The Attrition Curve for Innovation Concepts

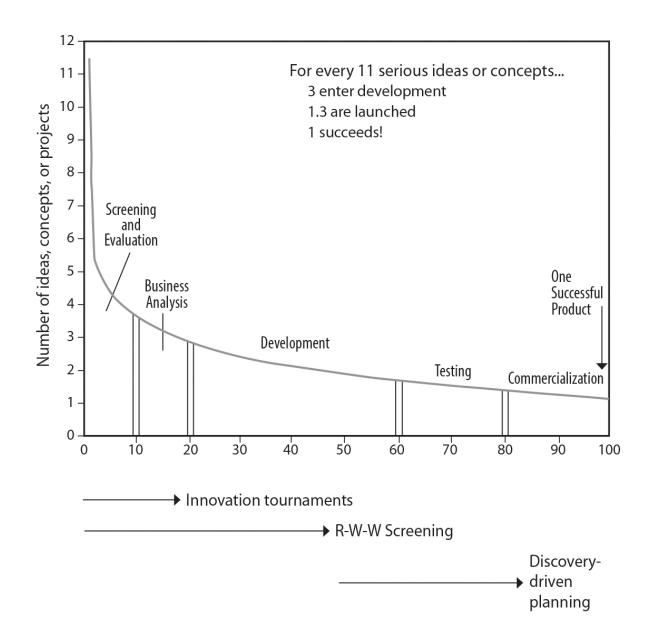


Figure 4-1 Diagnosing an Innovation Ability

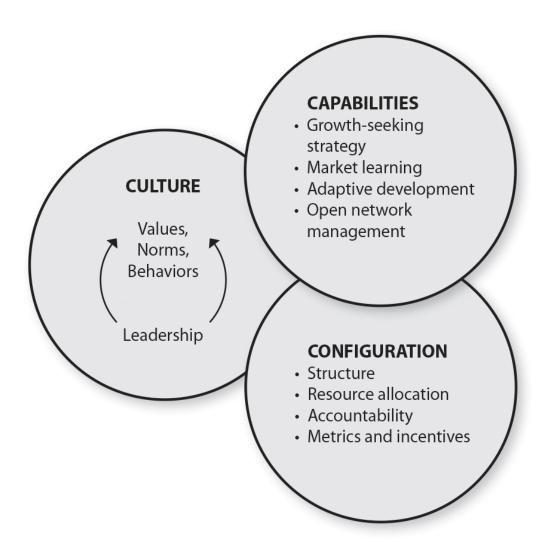


Figure 4-2 Innovating in an Open Network

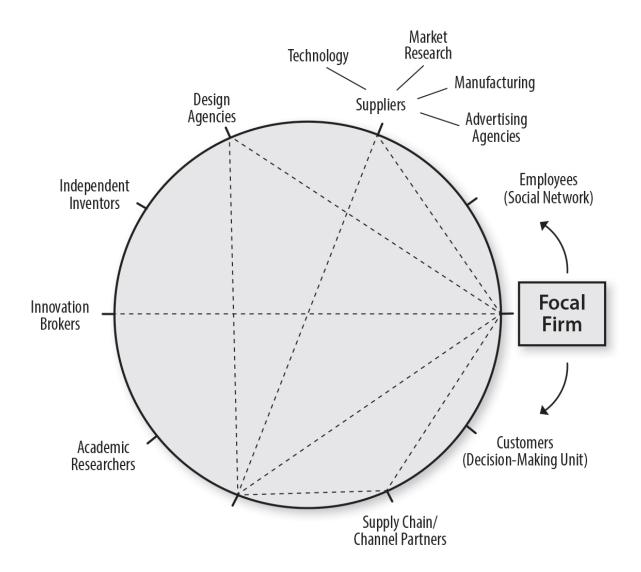
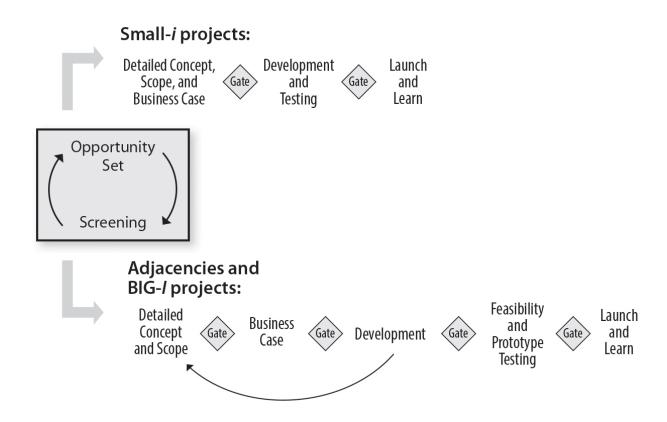


Figure 4-3 Variations on Stage-Gate Processes



Appendix A: Positioning Projects on the Matrix

	Intended Mark	ket			
					Be entirely
			Partially		different from
	Be the same as		overlap with		our present
	in our present		our present		market or are
	market		market		unknown
Customers' behavior and decision-					
making processes will	1	2	3	4	5
Our distribution and sales activities will	1	2	3	4	5
The competitive set (incumbents or					
potential entrants) will	1	2	3	4	5
•					
			Somewhat		Not at all
	Highly relevant		relevant		relevant
Our brand promise is	1	2	3	4	
	-				
Our current customer relationships are	1	2	3	4	5
Our knowledge of competitors' behavior					
and intentions is	1	2	3	4	5
					Total
	Product/Techr	nology			T
		nology	Will require		
	Is fully	nology	Will require signficant		ls not
	Is fully applicable		Will require signficant adaptation		applicable
	Is fully applicable	2	Will require signficant adaptation 3	4	applicable 5
Our technology competency	Is fully applicable	2 2	Will require signficant adaptation 3	4	applicable 5
Our current development capability Our technology competency Our intellectual property protection	Is fully applicable	2	Will require signficant adaptation 3		applicable 5
Our technology competency Our intellectual property protection	Is fully applicable	2 2	Will require signficant adaptation 3	4	applicable 5
Our technology competency Our intellectual property protection Our manufacturing and service delivery	Is fully applicable	2 2	Will require signficant adaptation 3	4	applicable 5
Our technology competency Our intellectual property protection Our manufacturing and service delivery	Is fully applicable	2 2 2	Will require signficant adaptation 3 3	4	applicable 5
Our technology competency	Is fully applicable 1 1 1	2 2 2	Will require signficant adaptation 3 3 3	4	applicable 5 5 5 Completely
Our technology competency Our intellectual property protection Our manufacturing and service delivery	Is fully applicable 1 1 1 Are identical to	2 2 2	Will require signficant adaptation 3 3 3 3 3	4	applicable 5 5 5 Completely differ from
Our technology competency Our intellectual property protection Our manufacturing and service delivery	Is fully applicable 1 1 1	2 2 2	Will require signficant adaptation 3 3 3	4	applicable 5 5 5 Completely
Our technology competency Our intellectual property protection Our manufacturing and service delivery	Is fully applicable 1 1 1 Are identical to	2 2 2	Will require signficant adaptation 3 3 3 3 3	4	applicable 5 5 5 Completely differ from
Our technology competency Our intellectual property protection Our manufacturing and service delivery system	Is fully applicable 1 1 1 Are identical to those of our	2 2 2	Will require signficant adaptation 3 3 3 3 3 3 3	4	applicable 5 5 Completely differ from those of our
Our technology competency Our intellectual property protection Our manufacturing and service delivery system	Is fully applicable 1 1 1 Are identical to those of our current	2 2 2	Will require signficant adaptation 3 3 3 Overlap somewhat with those of our current	4	applicable 5 5 Completely differ from those of our current
Our technology competency Our intellectual property protection Our manufacturing and service delivery system The required knowledge and science	Is fully applicable 1 1 1 Are identical to those of our current	2 2 2	Will require signficant adaptation 3 3 3 Overlap somewhat with those of our current	4	applicable 5 5 Completely differ from those of our current offerings
Our technology competency Our intellectual property protection Our manufacturing and service delivery	Is fully applicable 1 1 1 1 Are identical to those of our current offerings	2 2 2 2	Will require signficant adaptation 3 3 3 Overlap somewhat with those of our current offerings	4 4	applicable 5 5 Completely differ from those of our current offerings
Our technology competency Our intellectual property protection Our manufacturing and service delivery system The required knowledge and science bases The necessary product and service	Is fully applicable 1 1 1 1 Are identical to those of our current offerings	2 2 2 2	Will require signficant adaptation 3 3 3 Overlap somewhat with those of our current offerings	4 4	applicable 5 5 Completely differ from those of our current offerings
Our technology competency Our intellectual property protection Our manufacturing and service delivery system The required knowledge and science bases The necessary product and service functions	Is fully applicable 1 1 1 1 Are identical to those of our current offerings	2 2 2 2 2 2 2 2 2	Will require signficant adaptation 3 3 3 Overlap somewhat with those of our current offerings	4 4	applicable 5 5 Completely differ from those of our current offerings 5 5 5 5 5 5 5 6 6 7 7 7 8 7 8 8 8 8 8 8 8 8
Our technology competency Our intellectual property protection Our manufacturing and service delivery system The required knowledge and science bases The necessary product and service	Is fully applicable 1 1 1 Are identical to those of our current offerings 1	2 2 2 2	Will require signficant adaptation 3 3 3 Overlap somewhat with those of our current offerings 3 3	4 4 4	applicable 5 5 Completely differ from those of our current offerings 5 5 5 5 5 5 5 5 5 5 5 5 5
Our technology competency Our intellectual property protection Our manufacturing and service delivery system The required knowledge and science pases The necessary product and service functions	Is fully applicable 1 1 1 Are identical to those of our current offerings 1	2 2 2 2 2 2 2 2 2	Will require signficant adaptation 3 3 3 Overlap somewhat with those of our current offerings 3 3	4 4 4	applicable 5 5 Completely differ from those of our current offerings