What Kills Innovation

Keynote

Nav Qirti

Travel Agents and Tourist Guides Industry Forum

Navigating the future of tourism through Innovation

24 July, Singapore

Nav Qirti

LinkedIn

For enquiries

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www.ideactio.com

complex to clear, ideas to action

Founded in Singapore 2012

Singapore & Germany

metaskills

School of MetaSkills

ACTUALISING INNOVATION

Building Innovation Capability

We facilitate actualising innovation through spotting future **opportunities**, creating meaningful **services**, developing **people capabilities**.

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Areas of Practice

Innovation	**Service Design**	**Culture**	**360° Branding**
" Spotting future Opportunities	" Developing Products and Services	" Building People Capabilities	" Building Int. and Ext. Story Narratives
We help you create clarity of innovation intent, and uncover and validate opportunities for innovation.	We make innovation real by converting validated opportunities into tangible products and services.	We develop organisational culture, people capability and change management programmes that are conducive for innovation.	We actualise innovation by creating stories that create customer buy-in and organisational buy-in.

Offerings

Innovation	Service Design	Culture	360° Branding
1. Future Visioning & Scenarios	1. Customer Insights	1. Vision and Values Design	1. Corporate Brand Storytelling
2. Building Innovation Capability*	2. New Product / Service Dev	2. Collaboration Design	2. Employee Value Proposition
3. Business Strategy Design	3. Service Delivery Design	3. Embedding Innovation Culture	
		4. Change Management	

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Our Clients

We have worked with different types of clients over the years in helping them remain relevant with change.

Our clients are from three broad types:

GOVT
Worked with public sector clients on driving change and innovation agenda.

SME
Helped SMEs from different industries to innovate their products, services and business models.

MNC
Served MNCs through research, customised workshops, market entry and service design.

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Govt Grants & Appointments

Ideactio is one of the few consultancies in Singapore to be appointed by multiple govt agencies for innovation panels.

What this means for our clients:

TRUST
Our appointments are a validation and endorsement of quality work that Ideactio has been doing in the field of innovation design with Singapore SMEs and Public Sector Organisations

GRANT SUPPORT
Innovation projects of our clients can be supported by Government grants* and other kinds of support (*for Singapore registered companies)

INFOCOMM MEDIA DEVELOPMENT AUTHORITY

Design Thinking Consulting
Digital Storytelling Consulting
UX Consulting

Overarching mandate:
Drive Digital Transformation

Civil Service College

Innovation Sandboxing

Overarching mandate:
Drive Govt. Sector Innovation

designsingapore

Frame and Scope (Design Thinking)

Overarching mandate:
Drive SME Innovation

NATIONAL ARTS COUNCIL SINGAPORE

Sector Transformation Fund

Overarching mandate:
Drive Innovation in Arts Sector

Enterprise Singapore

Branding, Business Transformation

Overarching mandate:
Drive Innovation, Strategy, Service Excellence & People best practices in SMEs

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School of MetaSkills

MetaSkills To Lead Future

Designing Future Services

Superpower of Collaboration

3 Mental Modes of Startup CEO

Empathy

Body Language & Communication

What Kills Innovation

Solving The Right Problems

Innovation Sandboxing

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..competition will come from unexpected places

Our iron rice bowl is less secure than ever before

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Food companies competed with food companies

Tech companies disrupted iron rice bowl of food companies

is a **taxi company** doing in food?

Mom & pop stores competed with other such stores

Big chains broke the rice bowl of mom & pop stores

Tech startups are challenging large chains

Competition will not 'just' come from your competitors

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New players found the *unmet* and *unsaid* customer need of **"convenience"**, **"choice"**, and **"last mile mobility"**
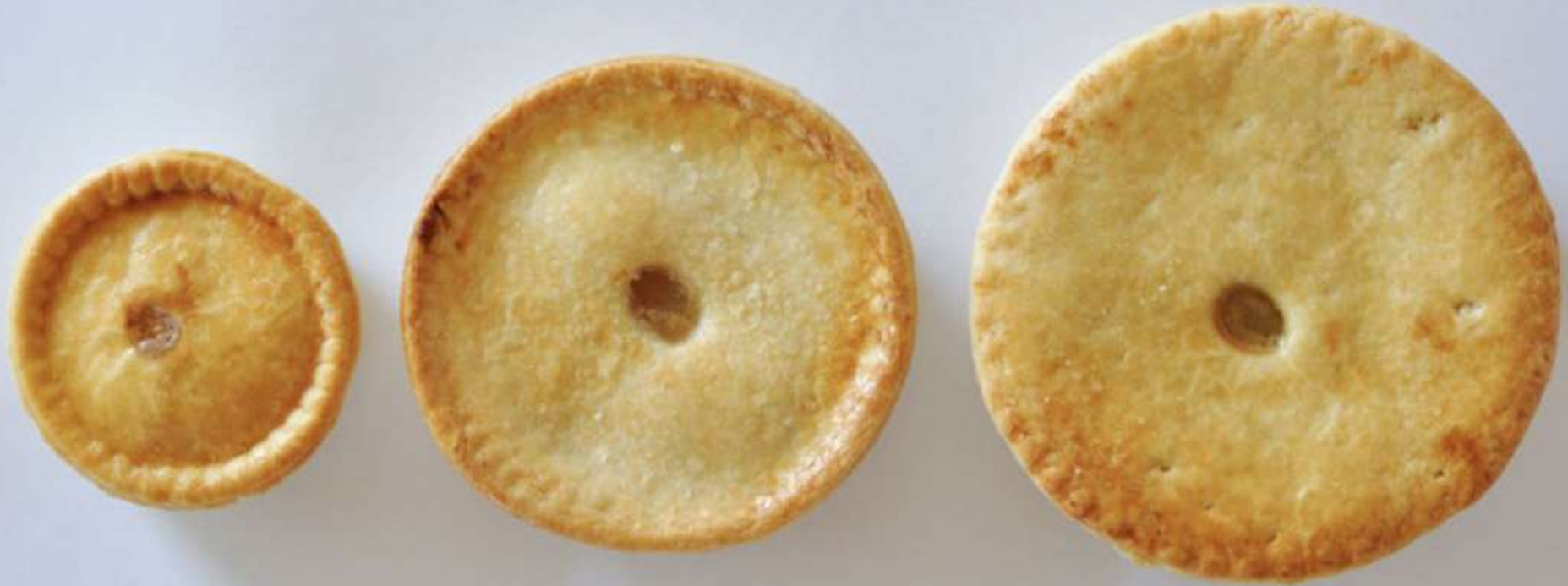
And they created a ==technology enabled business model== to serve that need.

No Industry is untouched by disruption
If it has not reached you, it will soon

It is not a question of 'if'
it is a matter of 'when'

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After 178 years of operation, the British tour operator Thomas Cook, one of the world's oldest travel brands, with 19 million annual customers collapsed.

- **With debt of 1.7 billion pounds**

- **About 600,000 travelers around the world were affected**

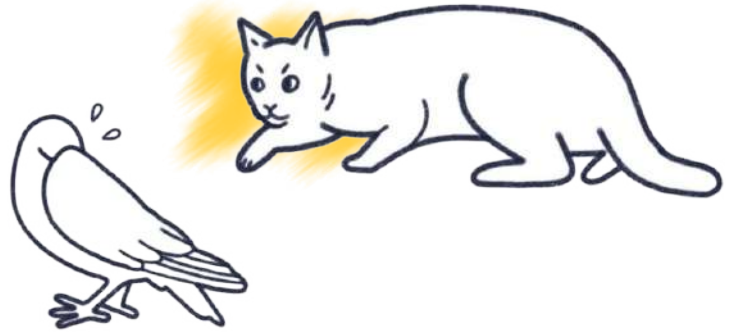- **More than 20,000 employees worldwide found themselves without a job**

So how did this happen?

1. The travel bookings business has increasingly moved ==online==, but Cook's business largely did not.

2. People no longer want to buy tour packages, they want to ==pick their own elements== for the best deals.

~~Why must we innovate?~~
How must we innovate

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What is Innovation

IS IT < INNOVATION > ?

IS I[T] NEW ?

M[AKI]NG THINGS BETTER ?

[ADD] VALUE TO YOUR COMPANY ?

Innovation is the creation of an offering **that is __new__, of __value__, and __viable__.**

New Ideas

Product / Service

Business Model

✓	New
✓	Value
✓	Viable

What Kills Innovation

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What Kills Innovation

innovation killers

Myopia
Lack Of Perspective

Monkey Mind
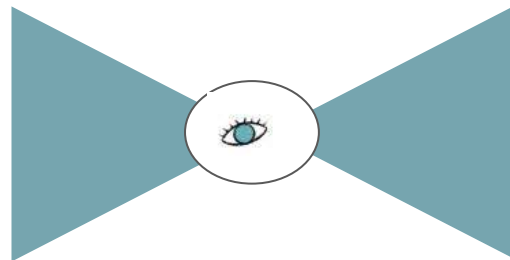Jumping Into Solutions

Inertia
Fear Of Change

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Myopia
Lack of Imagination

Myopia is nearsightedness. It is the inability to see beyond the line of our sight. It is the lack of foresight. It is the lack of imagination. We remain bounded by our assumptions. And reject perspectives.

Inward Myopia
- Organisational Silos,
- Turf wars,
- Specialist syndrome,
- Ignoring internal innovations

Outward Myopia
- Ignore the weak signals or trends that are changing around you.
- Ignore competition.

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Innovation Killers

Myopia
Lack of Imagination

Myopia is nearsightedness. It is the inability to see beyond the line of our sight. It is the lack of foresight. It is the lack of imagination.

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Myopia

	Inward Myopia	Outward Myopia
Individual		
Organisational		

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"**Companies don't fail because they are not doing things right, they fail because they stop looking at what is happening around them.**"

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"I think there is a world market for about five computers."

Thomas J Watson
President, **IBM**

"There is no reason anyone would want a computer in their home."

Ken Olsen,
Founder of **Digital Equipment Corporation**

"Ha ha ha...it doesn't even have a **keyboard**!"

Steve Balmer,
then CEO of Microsoft
brushed aside iPhone when
it was launched

" Know It All to **Learn It All**"

"Closed Source to Open Source"

Which company went from being a market leader with 85% market share in 1976 to bankruptcy in 2011?

85% 0%

1976

2011

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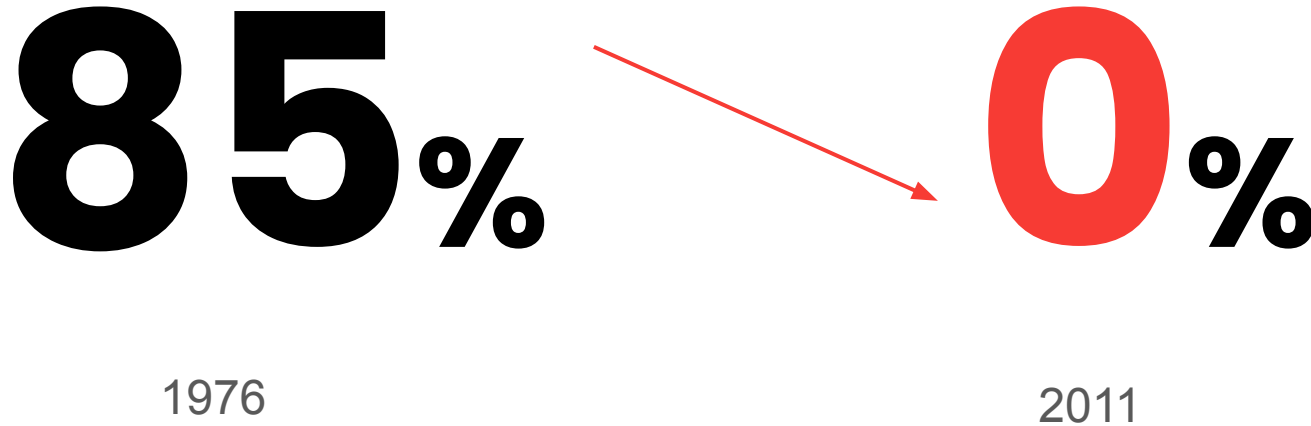
Steven Sasson
2009, First Digital Camera

- The camera was the **size of a toaster**
- weighed in at **8.5 pounds**
- had a resolution of **0.01 megapixe**l
- took up to **30 black & white** digital images.

This is not just technology problem, or a operational problem, it is a culture related problem.

Wrong Focus
(Or Wrong Priorities)

a. Focus on wrong metrics - quarterly results of my current business.
b. Thwart your own innovation.

Not Able To See Weak Signals

a. Don't see signals, howsoever weak or strong they are
b. in this case it was not even a competitors tech, but internal tech.

Myopia

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Kodak succeeded at invention,
but failed at innovation

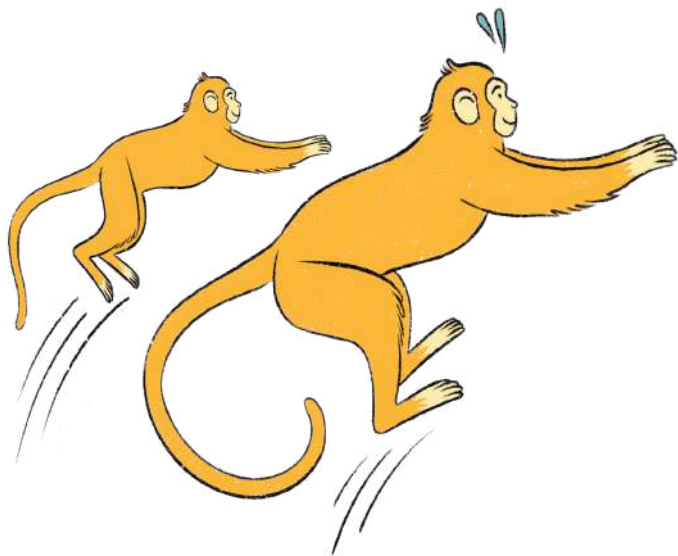*innovation killers*

Myopia
Lack Of Imagination

Monkey Mind
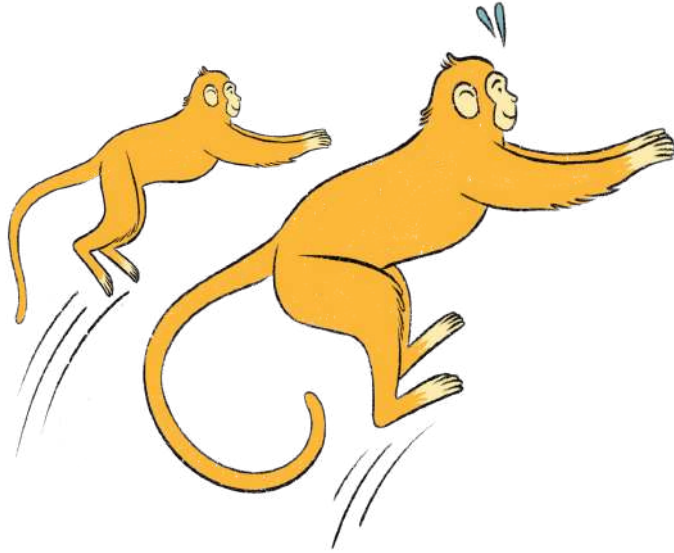Jumping Into Solutions

Inertia
Fear Of Change

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"if **most people** in the room think this way, it must be true"

"if **boss** or subject matter expert thinks this way, it must be true".

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Monkey Mind
Jumping Into Solutions

Monkey Mind is the propensity of our mind to jump into solutions. This is inevitable as the human mind is wired to make sense of the world through pattern matching. We are wired to match any incoming information with patterns that already exist in our heads. These existing patterns are a result of our education, knowledge and experiences. When presented with a problem, we tend to find solutions by matching it with what we already know.

Our brain is instinctively lazy. Or in other words, our brain is instinctively efficient. It automatically tries to fill gaps of missing information with what it knows. In organizations, this tendency to pattern matching is manifested as group think or expert think — "if most people in the room think this way, it must be true" or "if boss or subject matter expert thinks this way, it must be true". One monkey jumps and the rest follow. This nips new ideas in the bud. For sure!
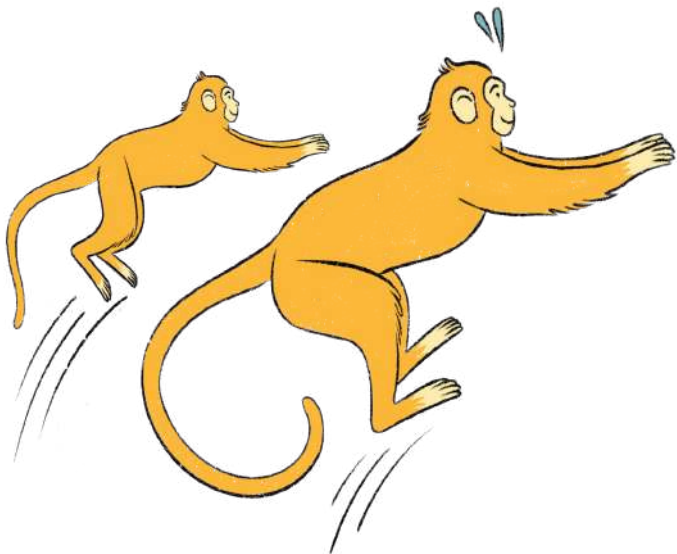
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Problem **Solution**

When presented with a problem, we tend to find solutions by matching it with what we already know.

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innovation killers

Myopia
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Monkey Mind
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Inertia
Fear Of Change

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100 KG DOUBTS
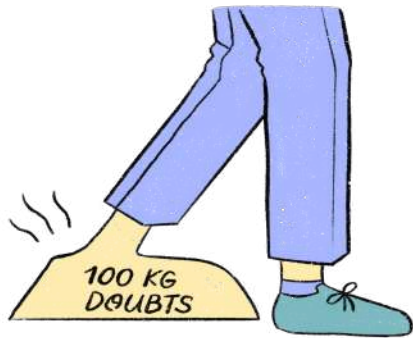
Inertia
Fear Of Change

Inertia is our propensity not to act on an idea or solution that we may already have. Inertia is another potent killer, putting new ideas on the chopping block. You may have a new idea or a new solution but get bogged down by doubt or by the risk of failure.

It is not just individuals or smaller organizations that are affected by these three innovation killers. **Even large organizations** that have wherewithal and talent **suffer from this malady**.

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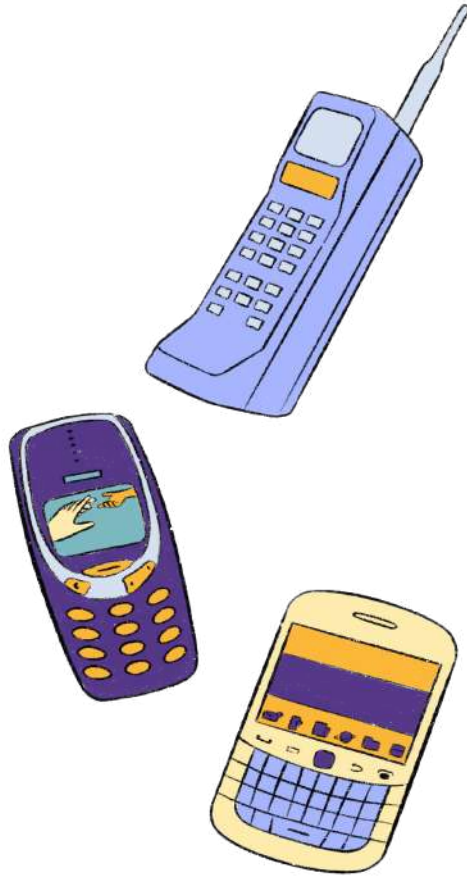
Do you remember the very first generation of mobile hand phones? I call them brick-phones. There used to be a brand of phones by the name Ericsson and Siemens. These first generation mobile phones solved the utility part of the service equation — they served the purpose of 'communicating while walking'.

But they were clunky and not very comfortable to carry around. They didn't have a user-friendly interface – it was just one small strip of a screen on which you had to scroll horizontally to read text.

So it served the 'utility' purpose. Unlike a landline phone, you didn't have to stand next to it through the length of the call. With brick-phones you could carry the phone out of your house or into your car and still continue to talk.

But Ericsson and Siemens missed the very important factor of 'usability' — that the phone should be comfortable to carry, it should have an easy to understand user interface with a simple & intuitive navigation. Nokia filled that gap.

Yet again, both Nokia and Blackberry missed another unarticulated need, need of convergence, need to carry your computer with you, need to carry your camera with you so you could instantly capture and share moments that you relished. Apple did! This was a behavior shift towards instant gratification that Apple built its phones on.

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In the above cases, innovation killers are on ample display. Nearsightedness makes you fail to see beyond your current markets or customers. You miss micro trends, changing behaviors, unarticulated needs, emergent and unripened technologies.

But Nokia again missed the behavior change in people. Desktops were fast being replaced by laptops. People had this emergent need to check their emails while on the go. What Nokia missed, Blackberry understood. It created a product around this behavior. Blackberry was an email

Monkey mind is also on display in these cases, as organizational thought was governed by only one idea; utility in case of brick-phones, usability of current

services — call & SMS in case of Nokia phones, and utility again in case of Blackberry. It was groupthink: "Why should I stick my head out?"

Inertia sure was on abundant display. Do you think the Nokia R&D team had not figured out how to add email to a phone? Or how to make a touchscreen keypad easy to use? Or have a high quality camera in their phones? I am sure they had — but inertia was at play! Risk of failure, approvals, market research, financial implications of not succeeding, etc., etc. all must have played their own small and sweet part in the impending implosion that we all witnessed! We don't want to change the existing. We don't like to change what is working today, until the time it doesn't and is invariably too late.
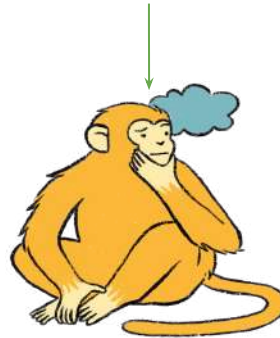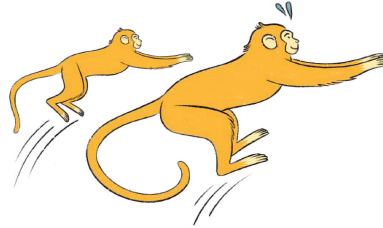
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innovation killers

Myopia
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Jumping Into Solutions

Inertia
Fear Of Change
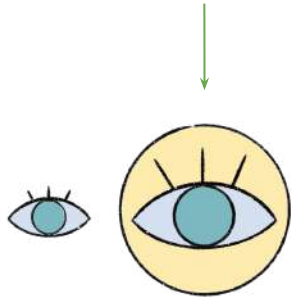
To tackle myopia we need to ==look== at things ==differently==.

To tackle monkey mind we need to ==think== about solutions ==differently==.
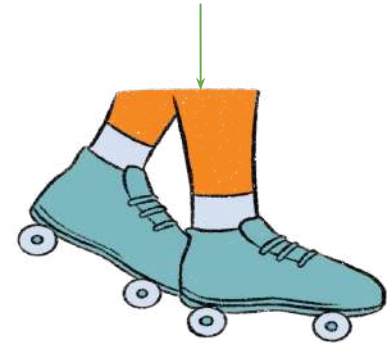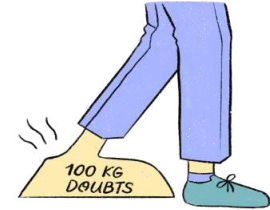
To fight inertia we need to learn to ==make== things ==differently==.

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innovation killers

Myopia	Monkey Mind	Inertia
Lack Of Imagination	Jumping Into Solutions	Fear Of Change

LOOK

Look Different.
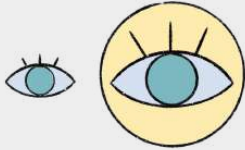
THINK

Think Different.

MAKE

Make Different.

Perspectives

Alternatives

Iterative

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Myopia — Nearsightedness, lack of foresight

Individual Myopia
What stops me from innovating? (personal blind spots, biases, behaviours, habits)

Team Myopia
What stops us from innovating at team level (team blind spots, biases, behaviours, habits)

Organisational Myopia
What stops us as an organisation or department from innovating? (organisational or leadership blind spots, biases, behaviours, habits)

- Bound by assumptions
- Rejection of perspectives

Inward Myopia
Organisational silos, Turf wars, Specialist syndrome, ignoring internal innovations

Outward Myopia
Ignore the weak signals or trends that are changing around you

Reflect on how these innovation killers have impacted your projects/journeys.
- When and where did innovation killers arise?
- How did they shape your approach, decisions, or outcomes?
- What lessons can you draw from these challenges to navigate future innovation initiatives more effectively?

Note: you may write at back of this sheet or use another sheet to write your reflection

Monkey Mind — Jumping into solutions

Individual Monkey Mind
What stops me from innovating? (personal blind spots, biases, behaviours, habits)

Team Monkey Mind
What stops us from innovating at team level (team blind spots, biases, behaviours, habits)

Organisational Monkey Mind
What stops us as an organisation or department from innovating? (organisational or leadership blind spots, biases, behaviours, habits)

- Group Think
- Expert Think

Problem → Solution

When presented with a problem, we tend to find solutions by matching it with what we already know.

- We make sense by pattern matching
- Patterns are result of our education, knowledge and experiences
- One monkey jumps and the rest follow. This nips new ideas in the bud.

Reflect on how these innovation killers have impacted your projects/journeys.
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Inertia — Fear of Change

Individual Inertia
What stops me from innovating? (personal blind spots, biases, behaviours, habits)

Team Inertia
What stops us from innovating at team level (team blind spots, biases, behaviours, habits)

Organisational Inertia
What stops us as an organisation or department from innovating? (organisational or leadership blind spots, biases, behaviours, habits)

- Fear of change
- Risk of failure

Inertia is our propensity not to act on an idea or solution that we may already have.

You may have a new idea or a new solution but get bogged down by doubt or by the risk of failure.
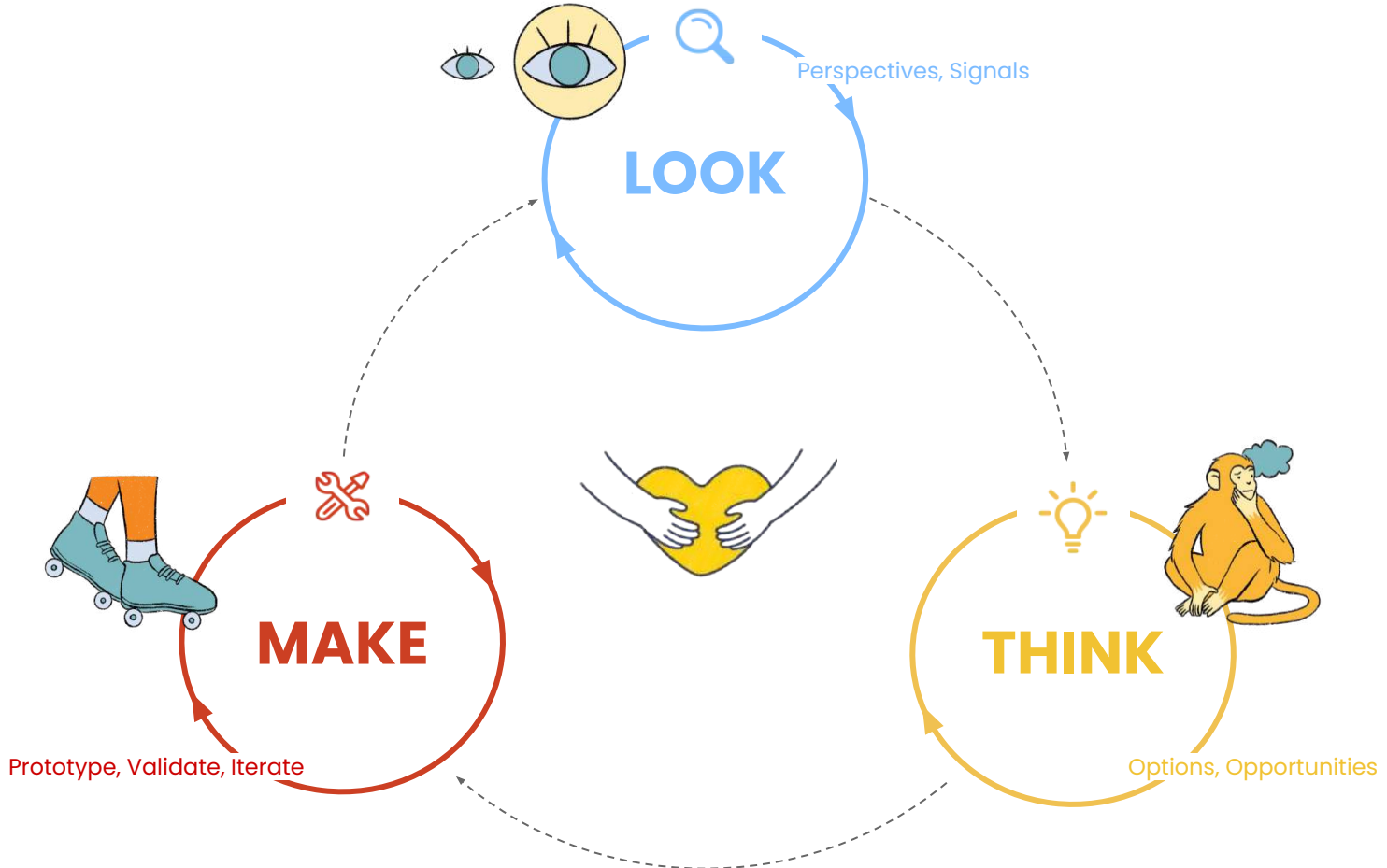
- Resistant to exact change
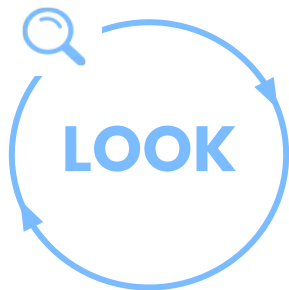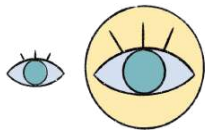- Sticking to familiar routines rather than taking risks
- Bias towards status quo

Reflect on how these innovation killers have impacted your projects/journeys.
- When and where did innovation killers arise?
- How did they shape your approach, decisions, or outcomes?
- What lessons can you draw from these challenges to navigate future innovation initiatives more effectively?

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LOOK
Perspectives, Signals

THINK
Options, Opportunities

MAKE
Prototype, Validate, Iterate

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LOOK — Perspectives, Signals

01	Understanding Purpose, Strengths and Gaps
02	Understanding Industry Context
03	Understanding Customers
04	Mapping Customer Journey

THINK — Options, Opportunities
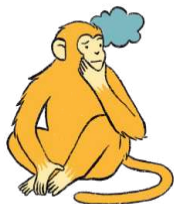
05	Uncovering Needs
06	Defining Opportunities
07	Generating Ideas
08	Selecting Ideas

MAKE — Validate, Iterate

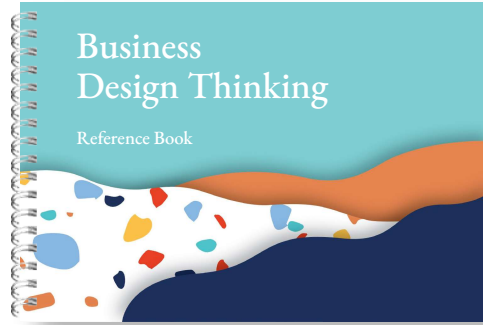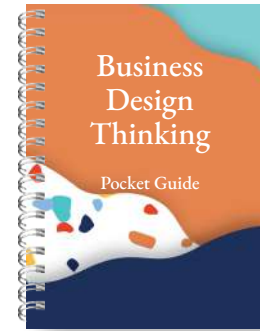| 09 | Detailing the Idea |
10	Prototyping the Idea
11	Testing the Idea
12	Planning Implementation

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Business Design Thinking Toolkit

A Toolkit to
Transform your Travel Business

Innovation Toolkit

Reference Book [A4]

Pocket Guide [A5]

Mindset Activities [A5]

Trigger Cards [A6]

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Always keep listening, listening is learning.

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