CANTINA

# Boundaries, Blockers, and Overcoming the Limits of Innovation

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INNOVATION LEADER

**GEORGE WHITE**

Chief Innovation Officer,
Cantina

**DAVID CREAN**

VP, Innovation
Well-B, BCBSMA

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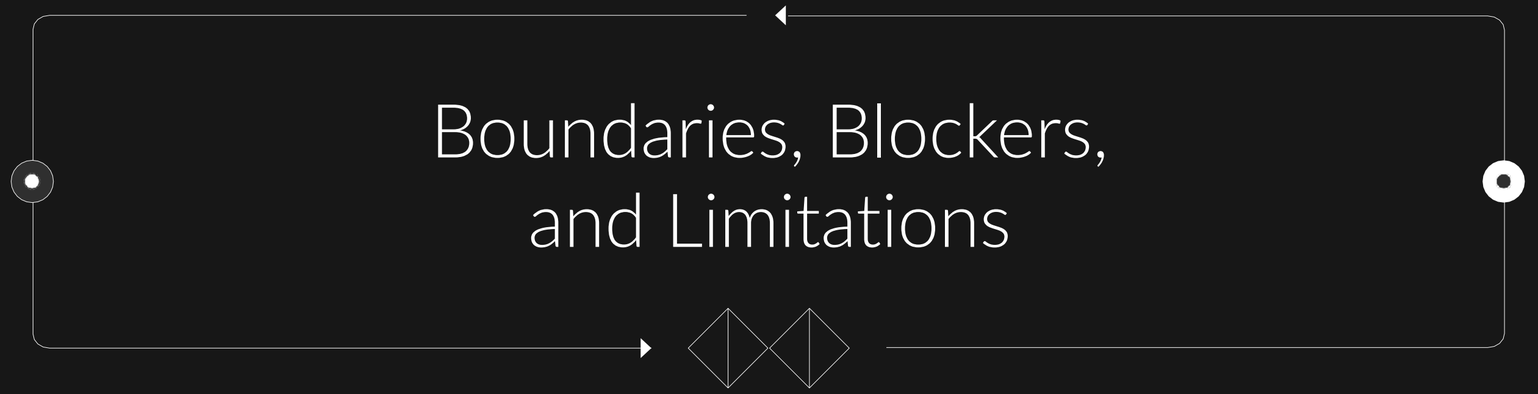
# Introductions

# Boundaries, Blockers, and Limitations



“MY SENSE IS ALMOST ALL OF THEM WILL PROVE TO BE WASTING TIME…

# and they will fail.”

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WE ARE LOSING MORE THAN WE ARE WINNING.
“70% of change projects fail.”
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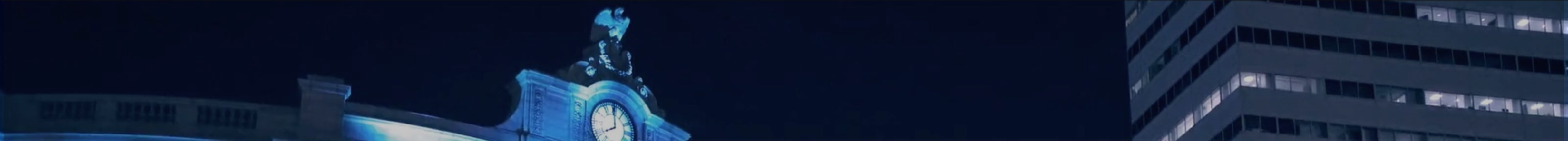
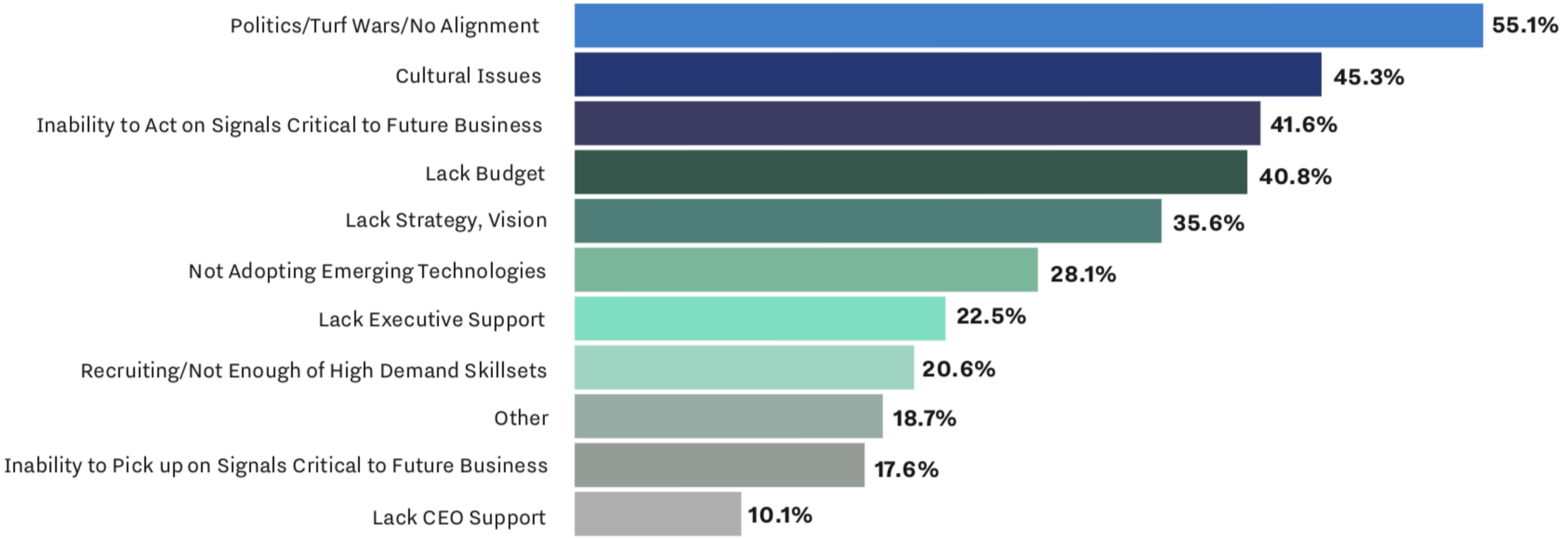





Note: Respondents were allowed to select all that apply.

"Benchmarking Innovation Impact 2018", Innovation Leader

## Biggest obstacles to success

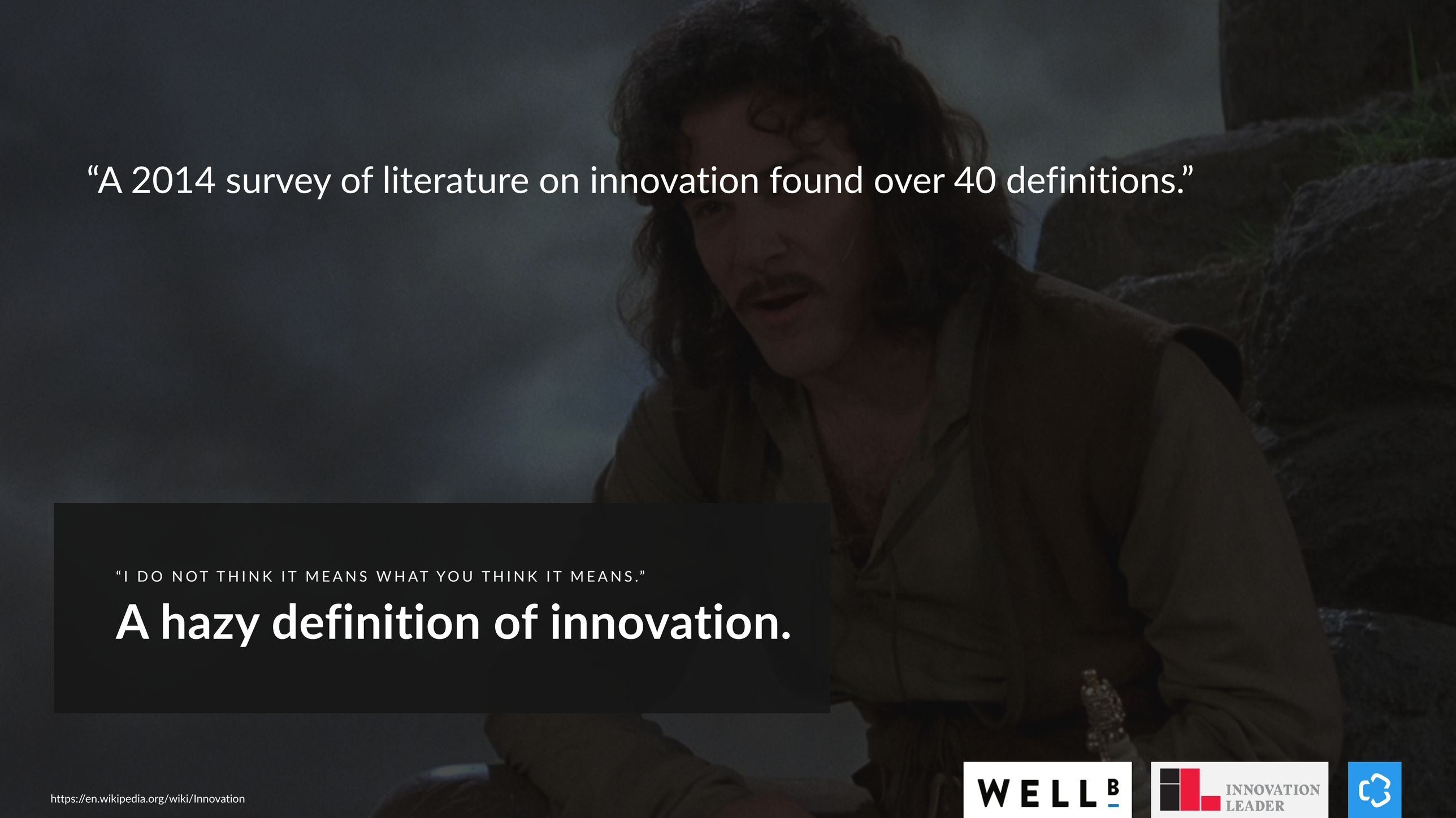
| | All Respondents | Role Models |
|---|---|---|
| Politics / Turf-wars / No alignment | 51.9% | 25.9% |
| Cultural issues | 47.2% | 22.2% |
| Inability to act on signals or developments critical to the future of the business | 42.1% | 22.2% |
| Lack budget | 40.2% | 29.6% |
| Lack strategy, vision | 37.9% | 22.2% |
| Recruiting / Not enough of high demand skillsets | 24.8% | 40.7% |
| Not adopting emerging technologies | 21.0% | 18.5% |
| Lack executive support | 18.7% | 11.1% |
| Other | 16.4% | 25.9% |
| Inability to pick up on signals or develop-ments critical to the future of the business | 15.4% | 14.8% |
| Lack CEO support | 7.9% | 3.7% |

Note: Data highlighted in yellow indicates an increase of 5 percent or more. Data highlighted in orange indicates a decrease of 5 percent or more.

"Benchmarking Innovation Impact 2020", Innovation Leader

“I DO NOT THINK IT MEANS WHAT YOU THINK IT MEANS.”

# A hazy definition of innovation.



“A 2014 survey of literature on innovation found over 40 definitions.”

“I DO NOT THINK IT MEANS WHAT YOU THINK IT MEANS.”

# A hazy definition of innovation.

https://en.wikipedia.org/wiki/Innovation

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The *Oslo Manual* for measuring innovation defines four types of innovation: **product** innovation, **process** innovation, **marketing** innovation and **organisational** innovation.

- **Product innovation:** A good or service that is new or significantly improved. This includes significant improvements in technical specifications, components and materials, software in the product, user friendliness or other functional characteristics.
- **Process innovation:** A new or significantly improved production or delivery method. This includes significant changes in techniques, equipment and/or software.
- **Marketing innovation:** A new marketing method involving significant changes in product design or packaging, product placement, product promotion or pricing.
- **Organisational innovation:** A new organisational method in business practices, workplace organisation or external relations.

"I DO NOT THINK IT MEANS WHAT YOU THINK IT MEANS."

# A hazy definition of innovation.

http://www.oecd.org/site/innovationstrategy/defininginnovation.htm

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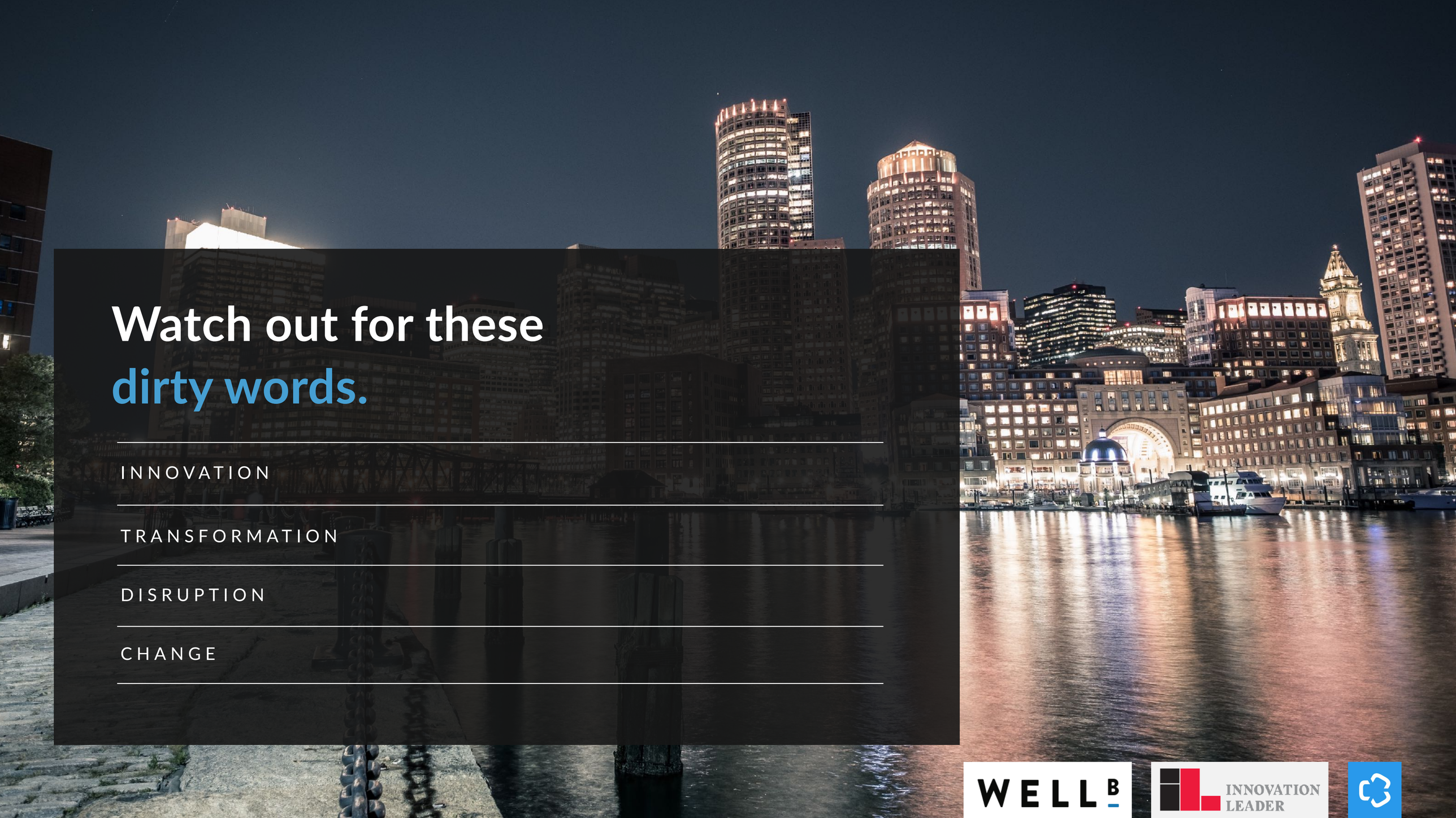


# Watch out for these dirty words.

INNOVATION

TRANSFORMATION

DISRUPTION

CHANGE

# What type of innovation are you practicing right now?

### INCREMENTAL (H1)

“Make my current thing better”

### ADJACENT (H2)

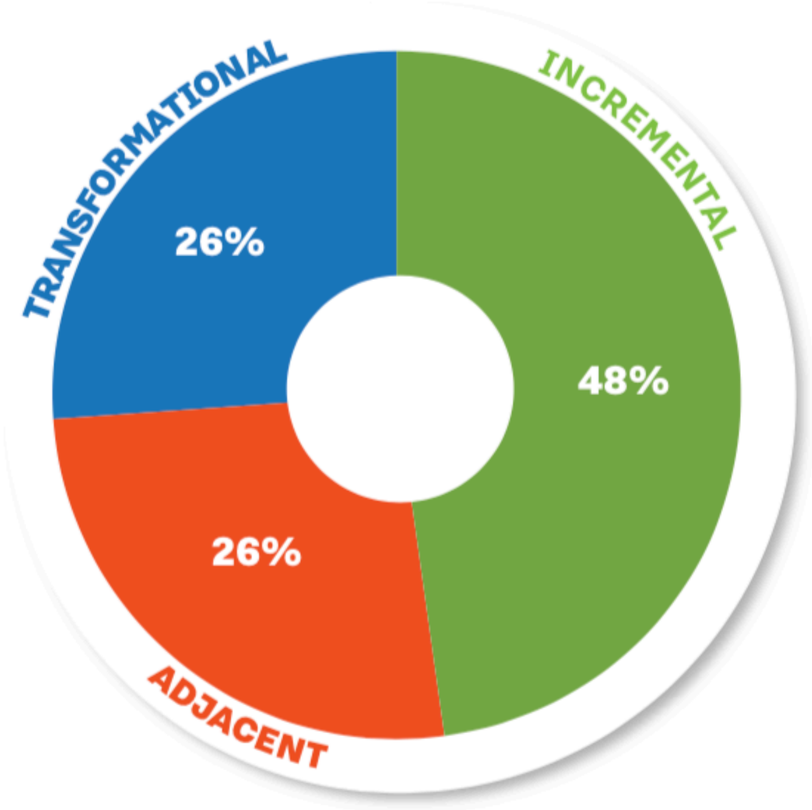
“Adapt my current thing work in a new context”

### TRANSFORMATIONAL (H3)

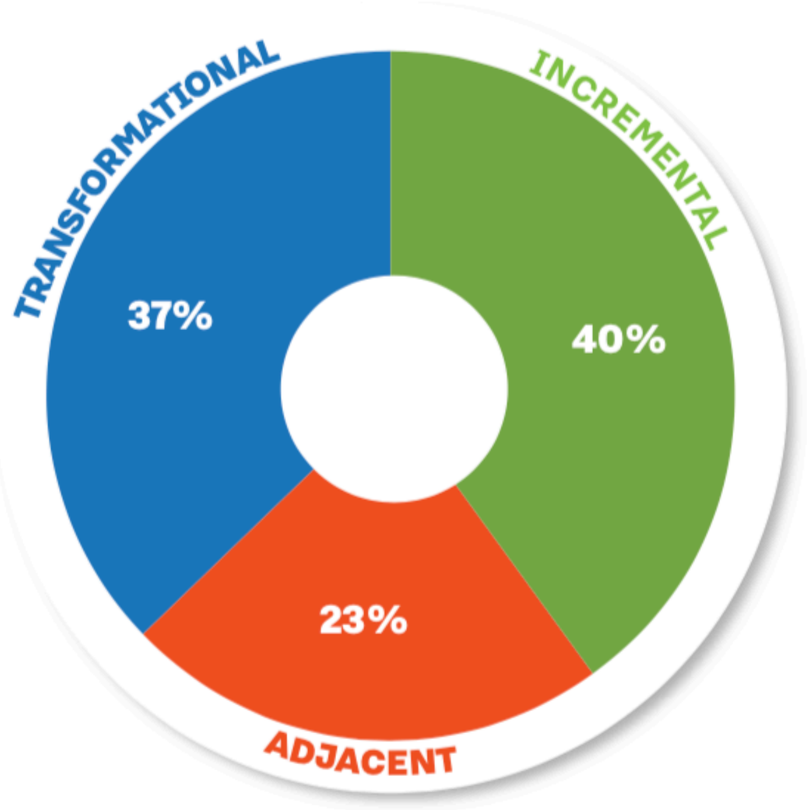
“Do a completely new thing”

# What type of innovation are you practicing right now?

## Innovation focus (All respondents)




## Innovation focus (Role models)



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IT IS EASIER TO AGREE THAN IT IS TO ALIGN.

# Agreement versus alignment.

INERTIA IS A MAJOR BLOCKER TO OVERCOME.

# It’s hard to make change stick.

“OK, got it. Big challenges.
But what can we do about them?

STORYTELLING IS A POWER TOOL.

# Use stories to inform and align.

EXPAND YOUR HORIZONS AND INCREASE YOUR CHANCES.

# It’s the diversity, stupid.

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THE METRICS YOU CHOOSE WILL SHAPE HOW YOU UNDERSTAND VALUE.

# Be careful what you measure.

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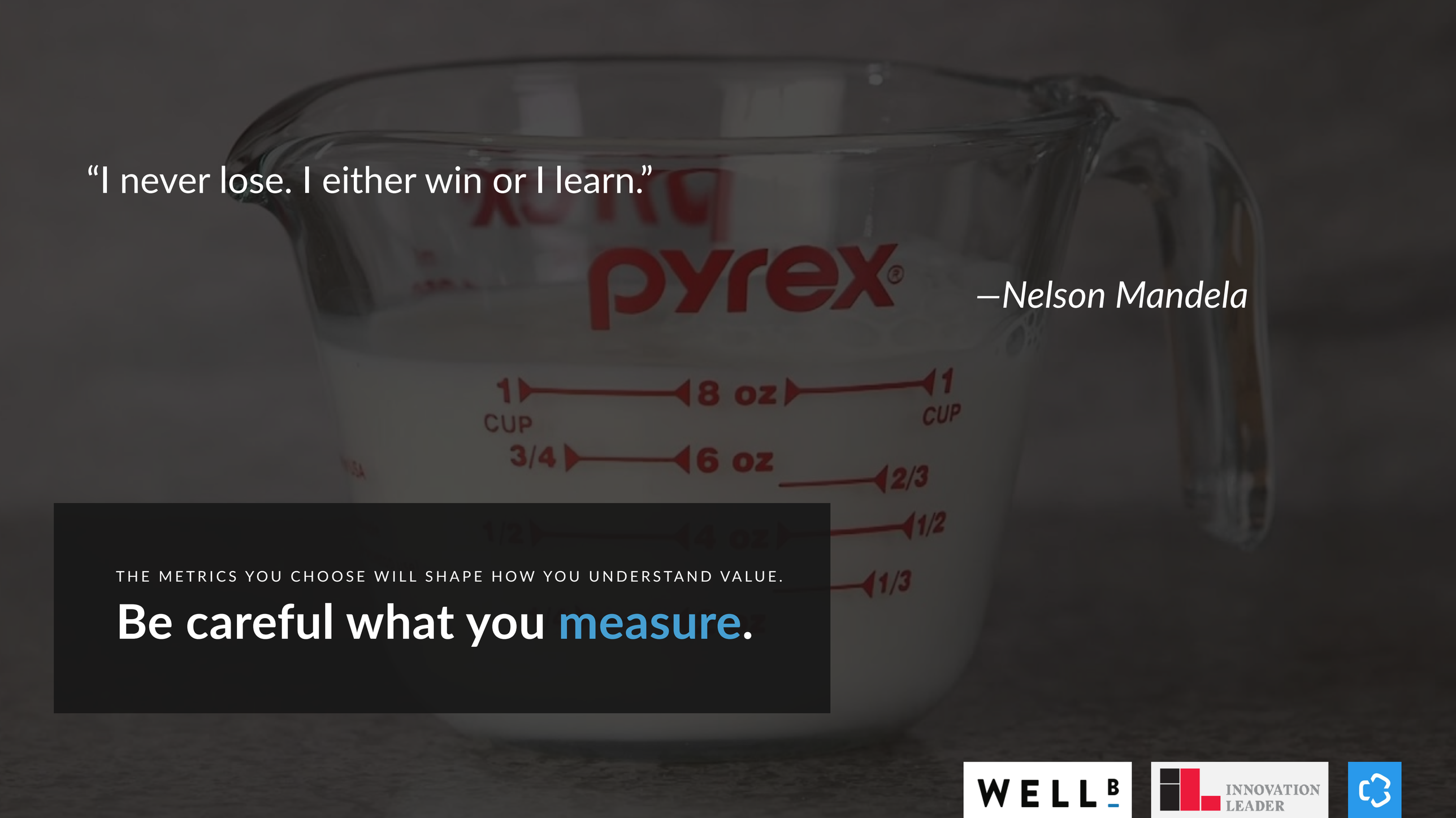


“I never lose. I either win or I learn.”

*—Nelson Mandela*

THE METRICS YOU CHOOSE WILL SHAPE HOW YOU UNDERSTAND VALUE.

# Be careful what you measure.

Measure both financial and non-financial indicators.

You want the former because it is key that you align with the broader interests of the business and know whether you moving aware from being a cost center, while the latter is vital to telling you if your putting in enough effort, and in the right places.

THE METRICS YOU CHOOSE WILL SHAPE HOW YOU UNDERSTAND VALUE.

## Be careful what you measure.

MAKE SURE EVERYONE IS SPEAKING THE SAME LANGUAGE.

# Define, define, define.

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BE CLEAR ABOUT WHAT YOU WANT INNOVATION TO ACHIEVE.

# Know the flavors of innovation.

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SPREAD THE PRACTICE OF INNOVATION ACROSS THE ORGANIZATION.

# Diffuse innovation.

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Connect your innovation teams to the rest of the organization: finance, business units, corporate venture, and so on.

Share and exchange methods and practices.

Go out to the market together.

SPREAD THE PRACTICE OF INNOVATION ACROSS THE ORGANIZATION.

# Diffuse innovation.

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IDENTIFY INFLECTION POINTS BEFORE THEY FORCE CHANGE.

# Learn to see around corners.

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“Inflection points have the power to change the very assumptions on which organizations were founded. Changes in the environment…create new, entrepreneurial opportunities—and result in potentially devastating consequences for those still operating under the old model or assumptions.”

*—Rita McGrath*

IDENTIFY INFLECTION POINTS BEFORE THEY FORCE CHANGE.

# Learn to see around corners.

*Seeing Around Corners*, Rita McGrath, 2019

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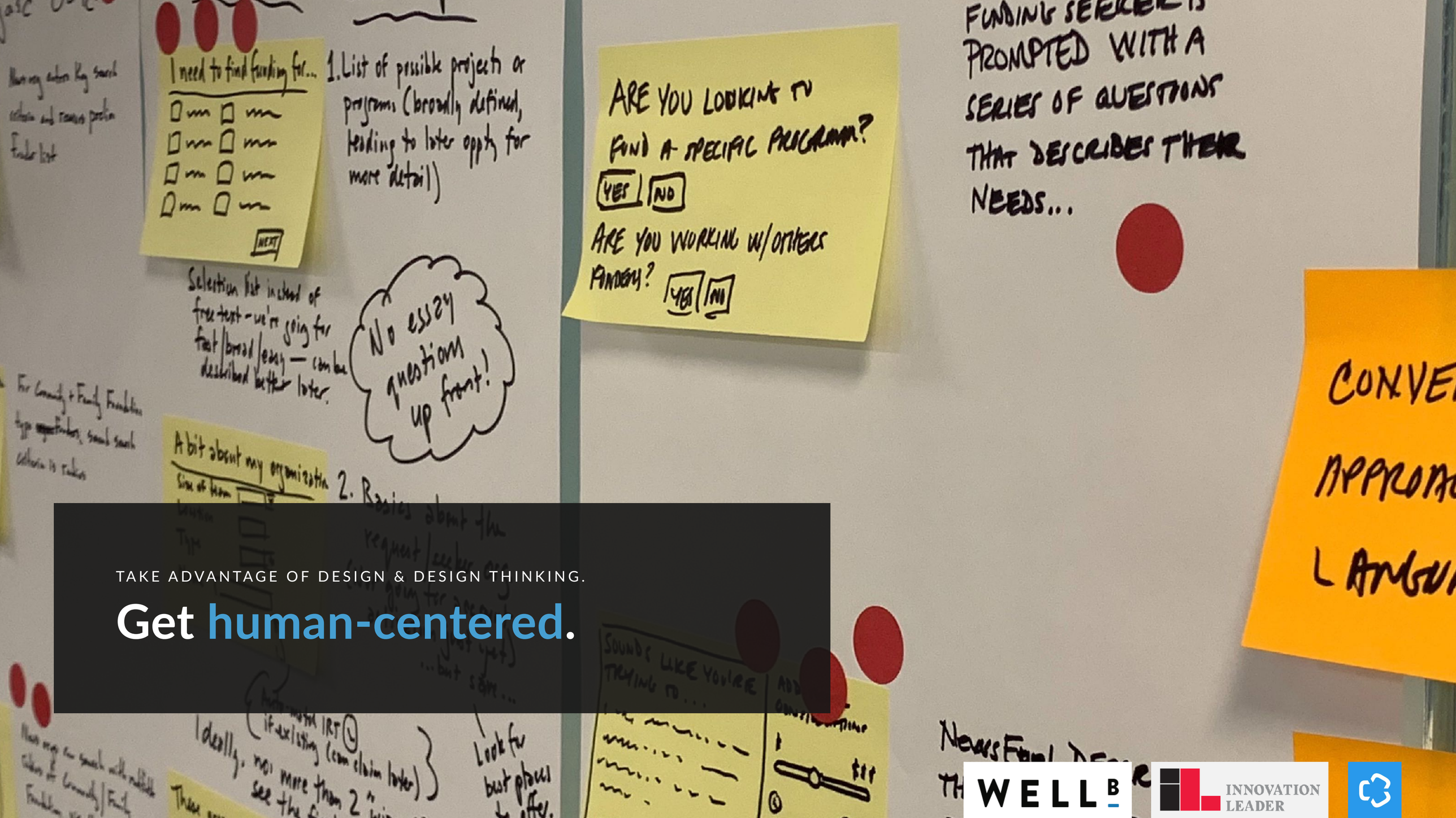


TAKE ADVANTAGE OF DESIGN & DESIGN THINKING.

# Get human-centered.

DISCOVER SOLUTIONS IN ADJACENT REALMS.

# Encourage exaptation.

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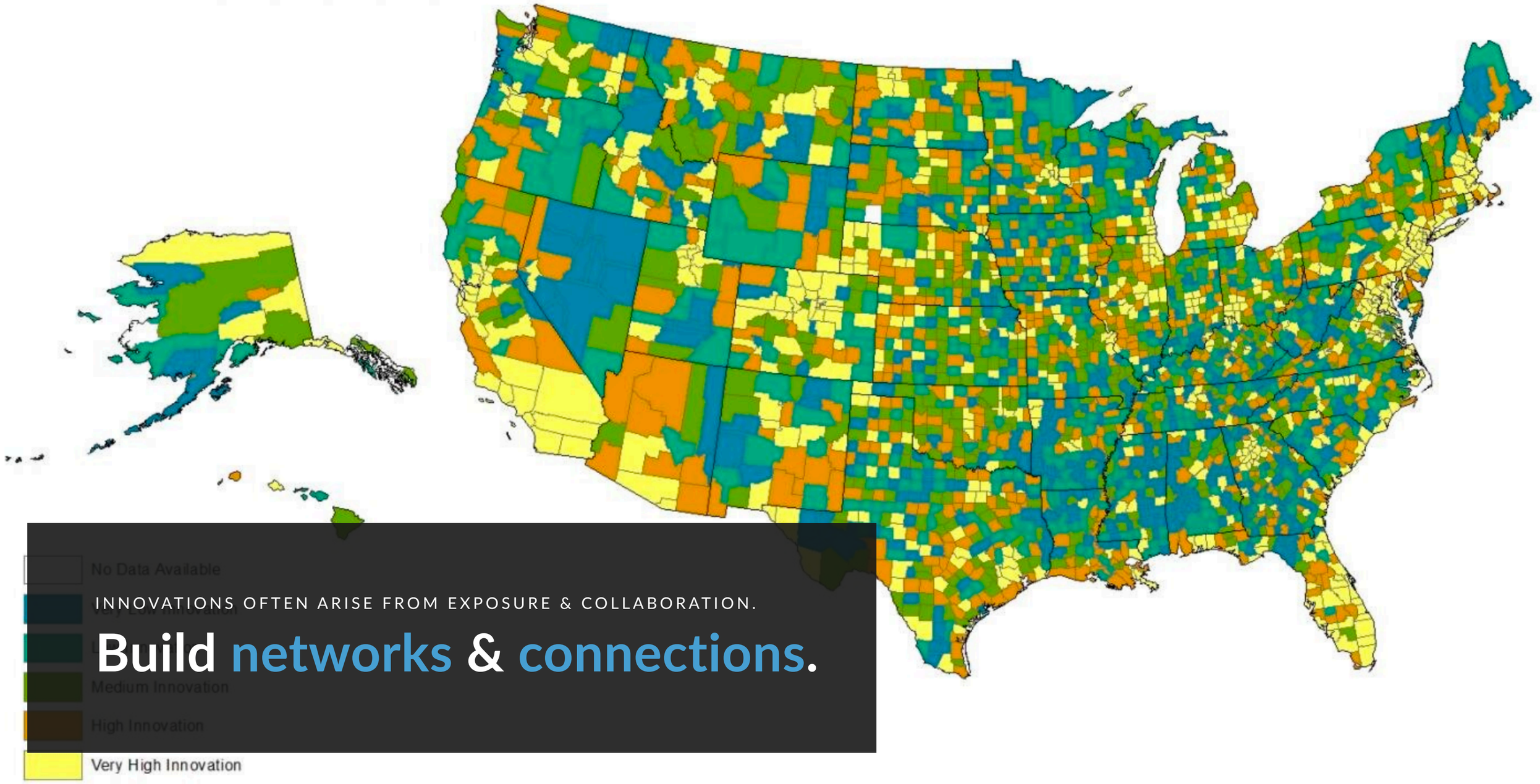


INNOVATIONS OFTEN ARISE FROM EXPOSURE & COLLABORATION.

# Build networks & connections.

https://phys.org/news/2020-01-widespread-rural-areas-cities.html

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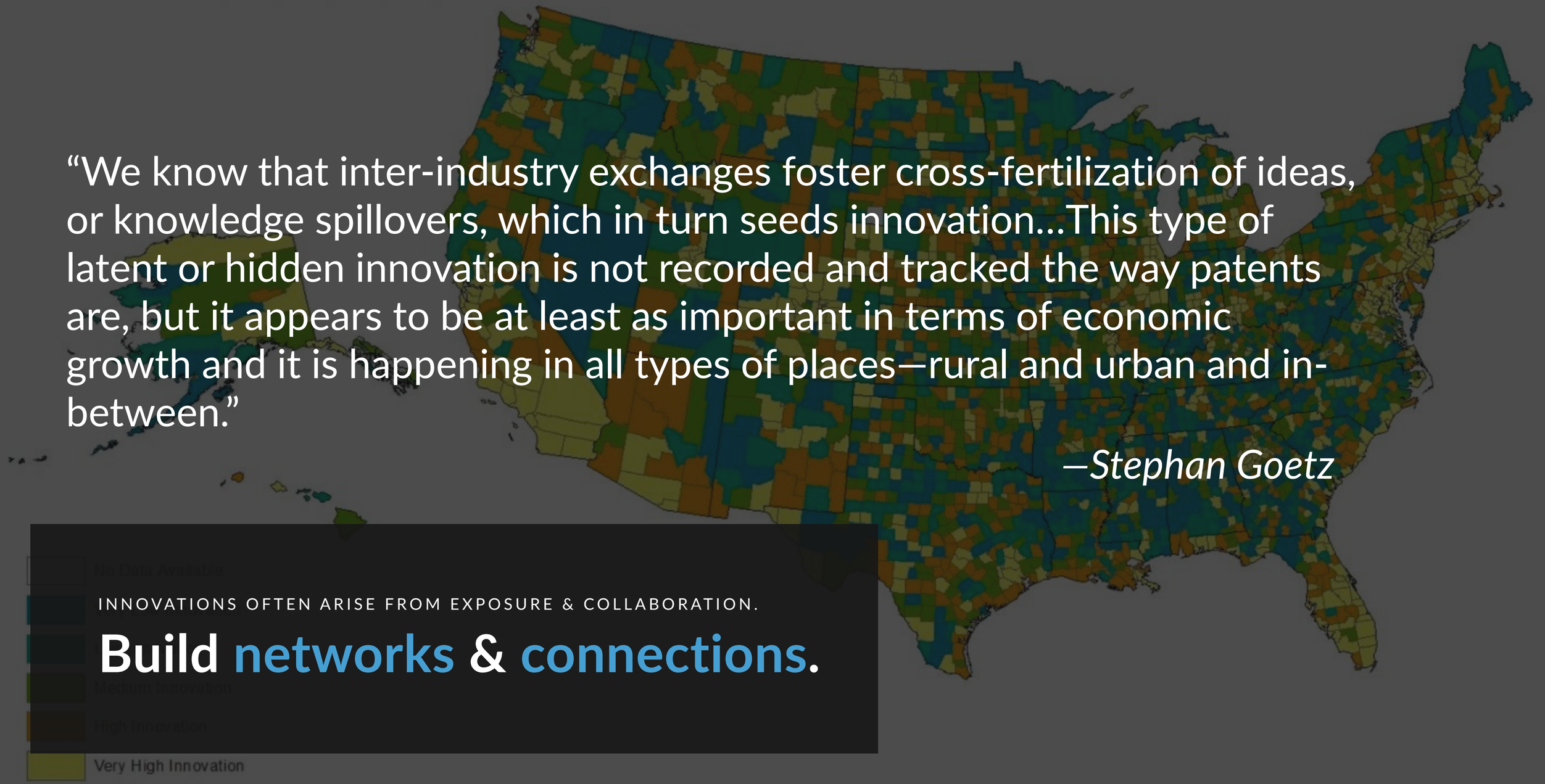


"We know that inter-industry exchanges foster cross-fertilization of ideas, or knowledge spillovers, which in turn seeds innovation…This type of latent or hidden innovation is not recorded and tracked the way patents are, but it appears to be at least as important in terms of economic growth and it is happening in all types of places—rural and urban and in-between."

*—Stephan Goetz*

INNOVATIONS OFTEN ARISE FROM EXPOSURE & COLLABORATION.

# Build networks & connections.

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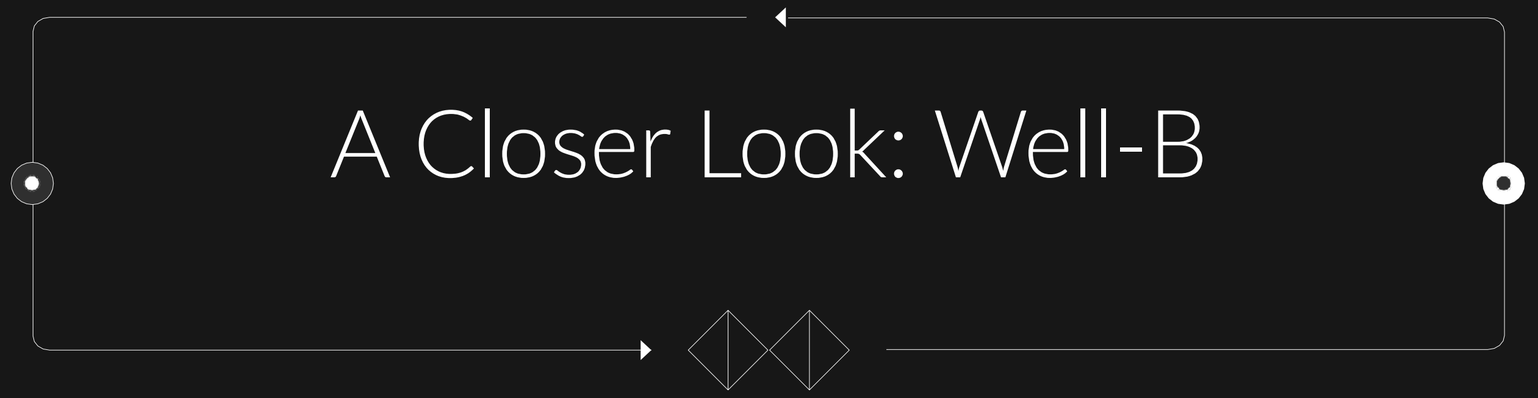
# A Closer Look: Well-B



BLUE CROSS BLUE SHIELD

# Reinventing Healthcare with Innovation & Engagement

To bring innovation to the future of healthcare, Blue Cross Blue Shield of Massachusetts and Cantina partnered to create a retail consumer experience unlike any other.

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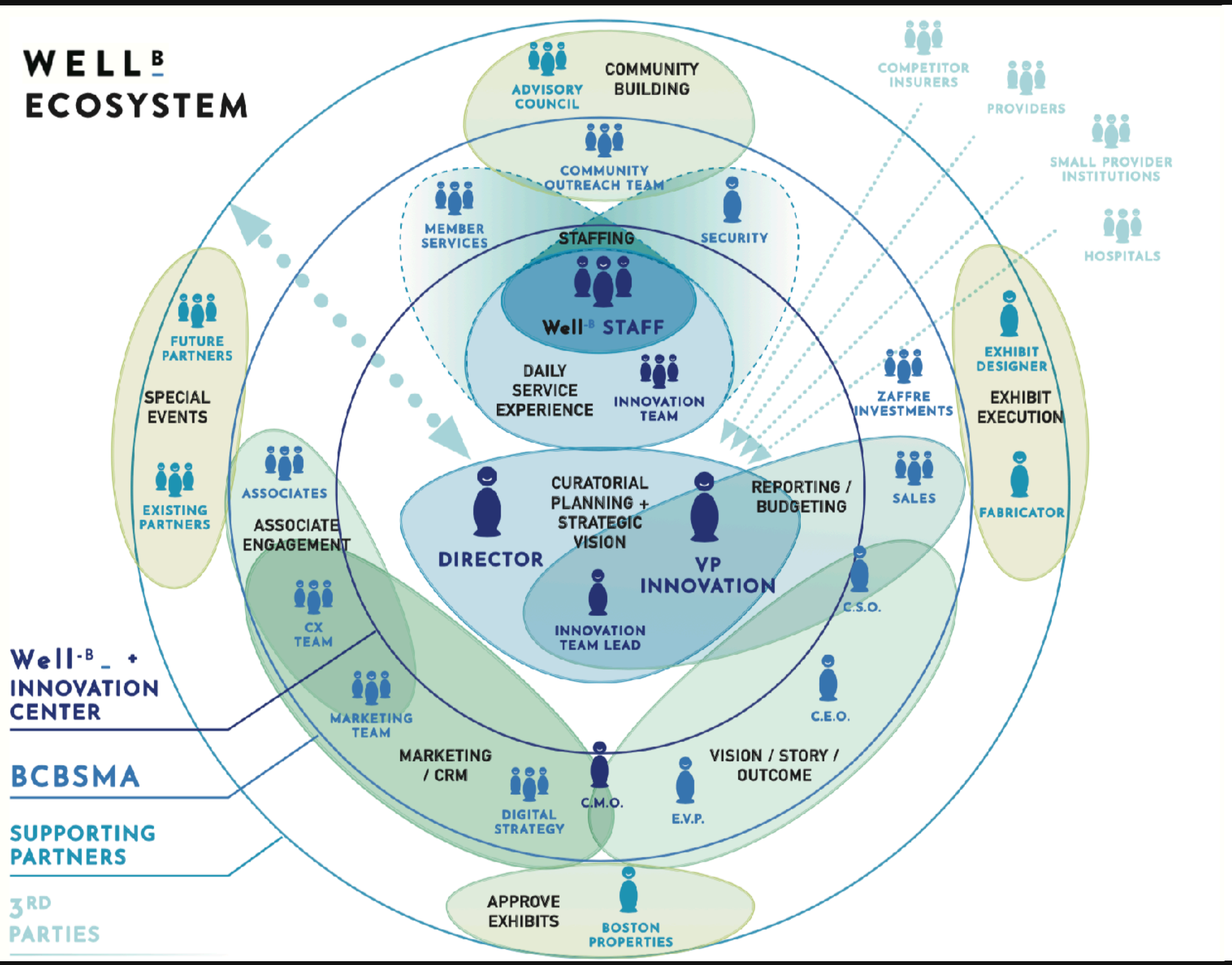


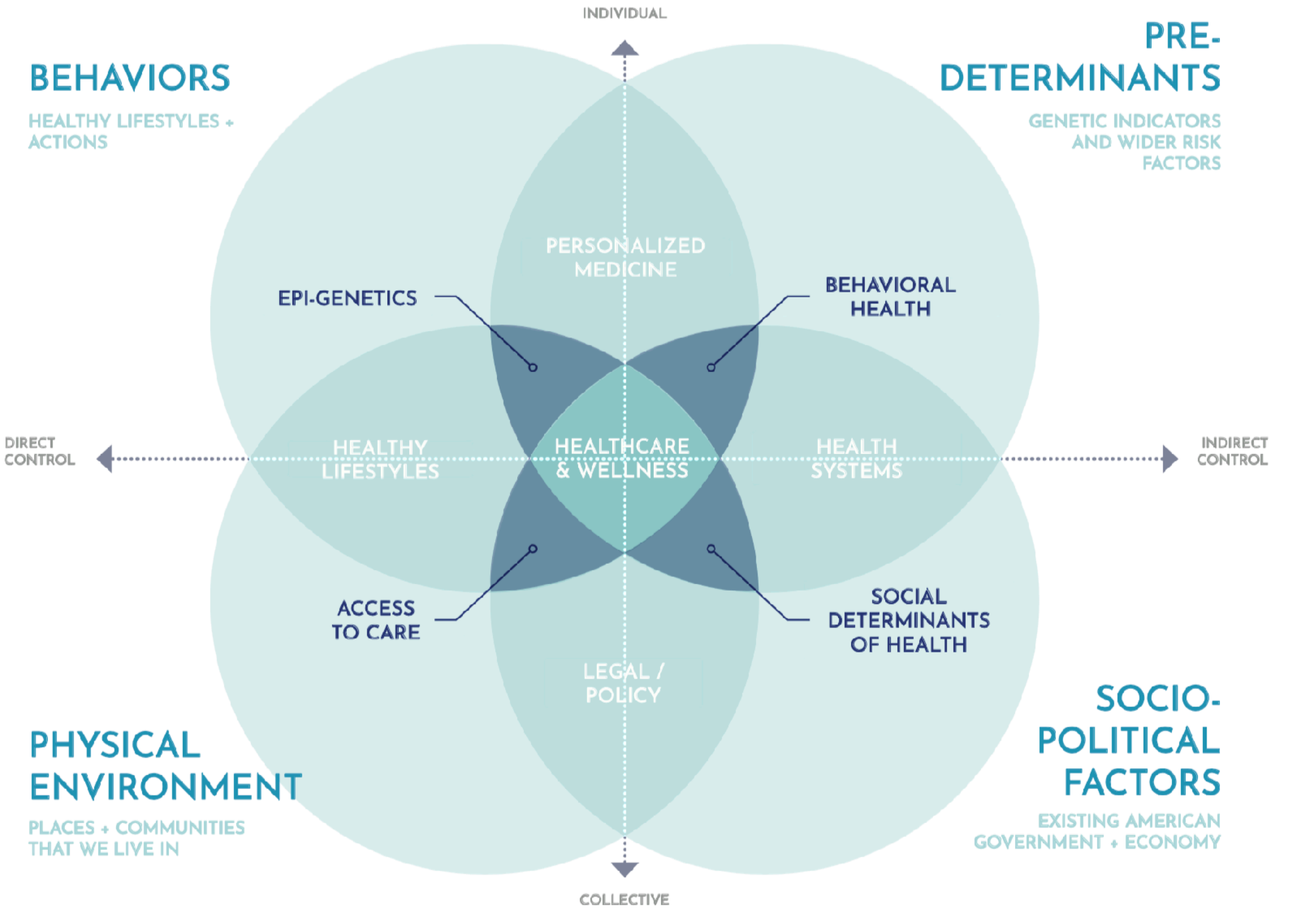


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# Overcoming Boundaries, Blockers, & Limitations

Use stories to inform and align.

It’s the diversity, stupid.

Be careful what you measure.

Clarify definitions and ensure alignment.

Know the flavors of innovation (and which ones are *your* priorities).

Diffuse innovation across your organization.

Learn to see around corners.

Get human-centered, and bring design closer to innovation.

Encourage exaptation.

Build networks and connections.

# Thank You

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# Contact

GEORGE WHITE

**Chief Innovation Officer**
**Cantina**

**george@cantina.co**

DAVID CREAN

**VP, Innovation**
**Well-B, BCBSMA**

**davidc@well-b.com**