STEP the Assets

managed innovation

As the global economy continues to change, organisations face new challenges and opportunities. In today's interconnected world, it's impractical for companies to suspend their innovation initiatives until the future is clear. To do so is to risk being well behind the curve, and losing precious ground to competitors who found creative ways to keep their innovation initiatives moving during the darkest days.

Systematic Breakthrough Innovation

In today's competitive environment, the only sure thing is change. Successful change requires creativity and innovation. Genuine innovation is often very disruptive to the structure and people of an organisation. Global Innovation statistics reveal some startling facts:-

- over 80% of innovations fail before they reach the market
- over 80% of those innovations that do reach the market will also fail
- Over 90% of innovations are delivered late, over-budget or to a lower quality than was originally planned
- Over 90% of collaborative innovations fail

No wonder ‘innovation’ is viewed as a high risk option in most organizations. There are some, however, that have managed to construct a repeatable formula for success.

We can learn from these organisations that successful innovation emerges from building situations where everyone wins - whether they be customer, shareholder or employee. Successful innovations also come through understanding your customers (and those that aren’t yet your customers) better than they understand themselves. True understanding of customers means anticipating their current and future needs. It also means understanding intangible and unspoken desires as well as their known tangible ones.

The program is the outcome of over 2000 person years of research into the DNA of creative success. It is the only philosophy, method and toolkit capable of tackling and generating breakthrough solutions in today’s challenging and increasingly complex business environment.

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STEP the Assets™ is a core process for creating insights, solutions and results that brings the minds and experience of external practitioners and the talent and industry specific skills of the organisation to deliver break through solutions to deep seated internal issues. Typical projects last 30 to 90 days, covering the full cycle of work beginning with Problem Definition, Theoretical and Practical Solutions and finally to delivery.

Each phase has specific outcomes, always defined in advance, and each phase may draw on a variety of proven methods and tools. A senior member of Hargraves team works with you from beginning to end.

Workshops utilise dynamic collaborative events to break the monotonous pattern of meetings. Large groups work together effectively getting weeks of work done in a few hours.

In parallel, the project may also involve targeted research using innovative approaches that provide insight into the critical hidden dimensions customers, organizations, and market behavior.

Hargraves partners with clients to design and implement innovative strategies, breakthrough products & services, high performance organisations, and powerful working knowledge.

Our STEP the Assets™ process brings our proven methods, tools, frameworks and expertise in high performance collaboration to help you understand, create, innovate, and solve tough problems in a fraction of the time.

Our passion is innovation that gets results. We help you turn your business into a leader by creating innovation for sustainable competitive advantage.

Why settle for 1% improvements, when you can deliver 30-100%?

For managers and process engineers the world over, the words 'continuous improvement' form the essence of our existence. The pressures of global competition mean a seemingly never-ending race to eliminate waste, reduce variation and squeeze more and more output from our business, logistics, assets and manufacture processes.

There are many tools and methods designed to help us to conduct this race. Six Sigma, Lean Methodology and others form an essential part of the process engineer's armoury. But sooner or later all of these tools are going to lead us into a spiral of diminishing returns.

If you recognise that you and your organisation are playing this seemingly futile tail-chasing exercise of incremental returns or find yourself facing the same problem time and time again, then it is a sure sign that these traditional process improvement tools are no longer going to help.

Enter the 'STEP the Assets' process. Built on the analysis of how 3 million other systems have successfully made step-change improvements, this facilitated process is designed for process engineers looking for a better way of doing the job.

What if instead of struggling to find 1, 2 or 3% improvements in systems there was a way to find 10, 20 or 30% improvements? What if someone, somewhere – probably in a completely different industry to yours – had already found such step-change jumps that would help create a breakthrough improvement in your processes? During STEP the Assets we will show you how it is 99% likely that someone has been thinking about your problem and that we can systematically adapt and utilise existing solutions in your situation. The process uses a sequence of reliable and repeatable tools and clients will have the opportunity to apply those tools on their own processes.

The basis for the STEP Process is illustrated in Figure 1 where you have STEPPED up to an altered system that is fundamentally different from what was previous and you have implemented measured parameters to ensure that the outcome meets the targets required by the business for this new level of efficiency

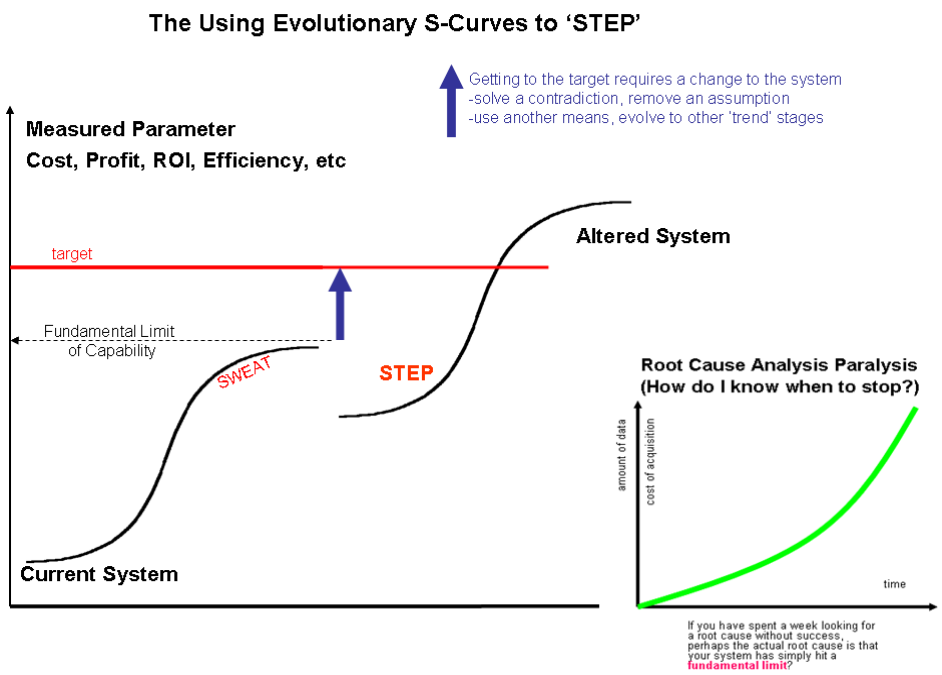


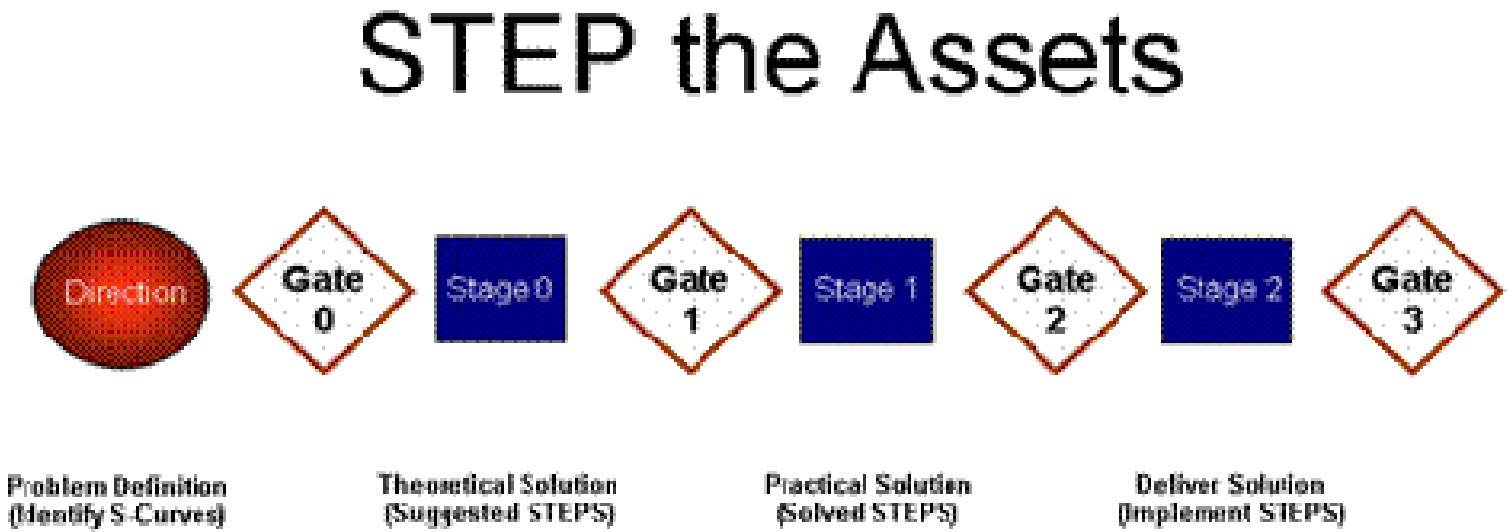
Figure 1

STEP the Assets Process:

The STEP Process uses the Stage Gate Product / Business Development Process that has been adapted by Allan Ryan based on wide experience with members of the Hargraves Institute. This process is outlined below in Figure 2. It introduces the concept of a Stage Gate Zero where the clarity of the objective is achieved, utilising the Systematic Innovation Process of Perception Mapping and utilises the Ideal Final Result Concept. It provides the creative spark of divergent thinking to come up with what could be done (often referred to as Ideation) and creates a list of concepts that addresses the contradiction of "this is what I want to do" but "this is what is stopping me".

The rest of the STEP process goes through the conventional Stage Gate Process up to Gate 3, by which time a business case has been developed for a (some) viable solution(s) to the contradiction that is being considered. At each Stage the client has the opportunity to make a 'Go/No go' decision about the project.

Figure 2 STEP the Assets Process



The STEP the Assets Process incorporates The Problem Definition (Identify S-Curves), The Theoretical Solution (Suggested STEPS), The Practical Solution (Solved STEPS) and Deliver solution (Implement STEPS). This is outlined below in Figure 3.

This process ensures that the outcomes are measurable, any IP generated is protected and that the efficiency of the manufacturing process is maintained while the delivery of the business, technology group objective of new product trials are incorporated into a new efficiency concept that meets all of the objectives of the total business.

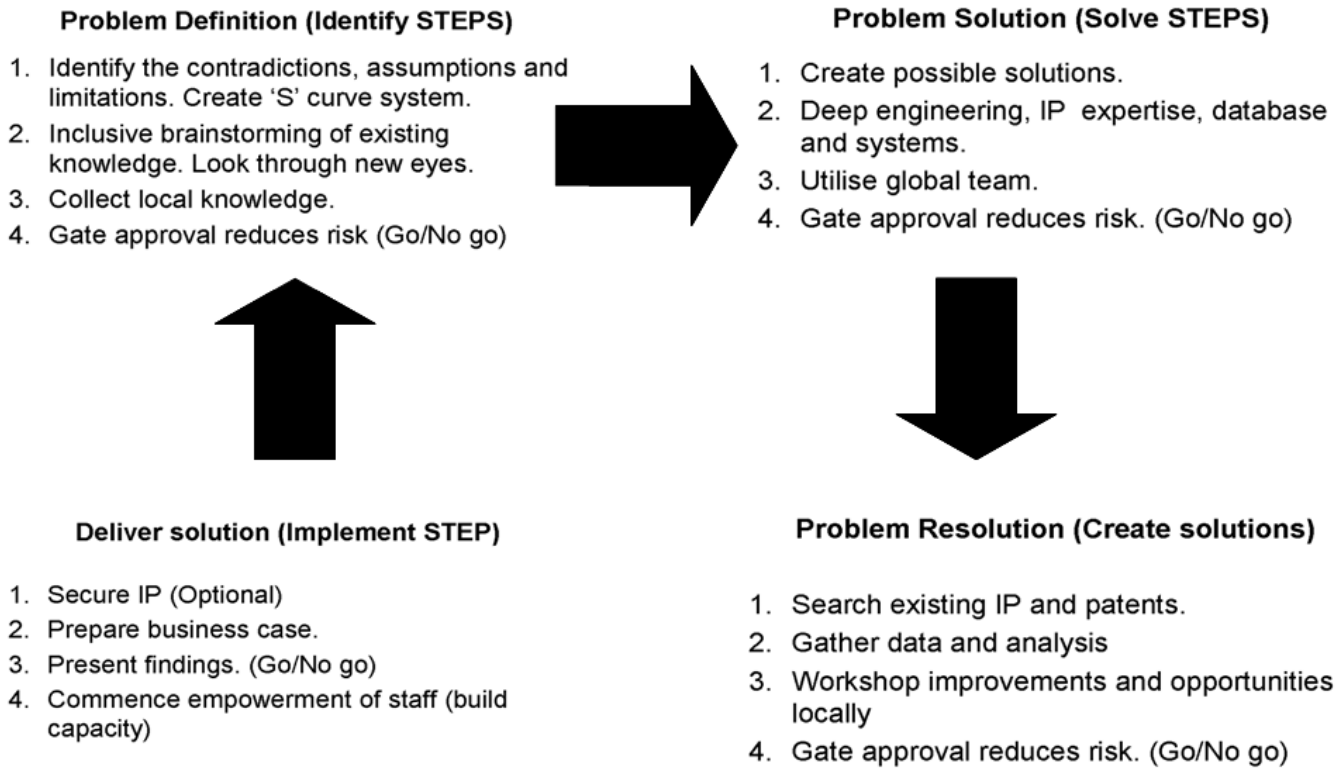
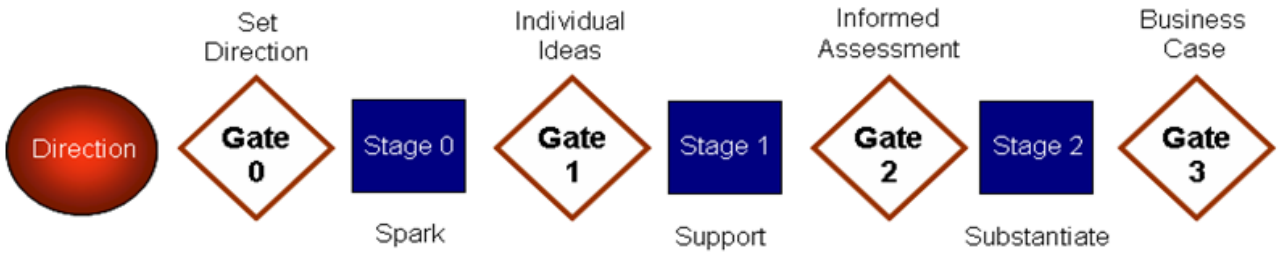


Figure 4 STEP the Assets Process

The process incorporates the use of internal company knowledge, external knowledge (The Hargraves Institute Personnel Allan Ryan and John Maclay and Systematic Innovation Personnel). It also incorporates visiting the operations in question to gain an appreciation of and to assess the issues on the production floor and workshops as outlined in the 12 step process in Figure 4.

In brief, a project team is formed for the Ideation and Reality Check STEPS i.e. Steps 1-4. During this stage, their findings are shared with Systematic Innovation. Systematic Innovation will then utilise their will utilise their unique 3 million data-point Contradiction Elimination database with the TRIZ contradiction matrix and knowledge of IP to prepare breakthrough concepts. Any IP associated with these concepts will be thoroughly researched and protected (Step 5) with documentation of prior art etc. The Hargraves Institute / Systematic Innovation will then conduct the Systematic Innovation Workshop (Steps 6-7) which will be done with a larger group that the original project team. Hargraves Institute / Systematic Innovation will then present the outcome of this process (Steps 8) to the project team. The Hargraves Institute will then assist with the implementation to ensure that the desired outcomes are achieved in the required timeframe (Steps 9-12).



Step 1
Form project team
Interview key stakeholders (Objective Clarity)
Perception Map

Step 2
Ideal Final Result Data base
Identify process (TRIZ) contradictions
Chart product evolution trends
Emergent workshops

Step 3
Real world tours
Verify research findings
Create opportunity' list

Step 4
Prepare an exhibit pack

Step 5
Gather the data required for the workshop & analysis.
Search existing IP

Step 6 & 7
2-day workshop to identify & agree improvement areas

Step 8
Prepare an Exhibit Pack

Step 9
Present and test findings with stakeholders.

Step 10
Prepare final recommendations

Present the solution (s)

Step 11
Secure IP

Step 12
If the proposed solution is accepted, then the work of implementing the solution starts.

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Mr. Allan Ryan.

Allan, the Executive Director of the Hargraves Institute and the Director of Managed Innovation International, is practitioner and innovation specialists who partners with leading organisations, both in Australia and internationally, to accelerate organisational performance, deliver innovative products, services and processes that grow long term shareholder value.

His experience spans fast-moving consumer goods, building and construction, manufacturing, pharmaceuticals, paper industry, government and service organisations. His recent clients have included Chevron USA, Kimberly Clark, MYOB, Australian Unity, Telstra, Fonterra, Boral and Bilfinger Berger.

He has researched with over 200 companies in Australia and internationally. Initially starting at the Australian Technology Park, Sydney in 1999, and while contracted to the Australian Graduate School of Management in 2002, Allan established the Managed Innovation Program to work on a one-to-one basis to accelerate growth in leading organisations. The Hargraves Institute, Allan's initiative was formally established in July 2006 and today has over 54 leading companies as members

123 Innovate© is the result of years of research and working with Australian and international organisations using patented, well researched, proven methods, tools and techniques of innovation by its author, Allan Ryan. Allan is committed to creating and sustaining insightful Australian enterprise, and believes that innovation is a learnable and transferable management skill that can form the core of every Australian organisation's growth strategy

Allan focuses on: strategy and leadership, facilitation and collaboration and process and programs and is currently providing innovation strategy advice to the financial services, information technology, government and construction industries through consulting, coaching and business growth initiatives.

As a double degree and university medalist with honours in Engineering gained at the University of New South Wales, Allan commenced his career with ICI and BTR before establishing a new technology venture to supply the Australian automotive industry.

He is the Program Director of the Managing Innovation, Change and Growth Program at the Macquarie Graduate School of Management and presents in a variety of executive education programs, conferences and events.