

# MANAGING THE FUTURE

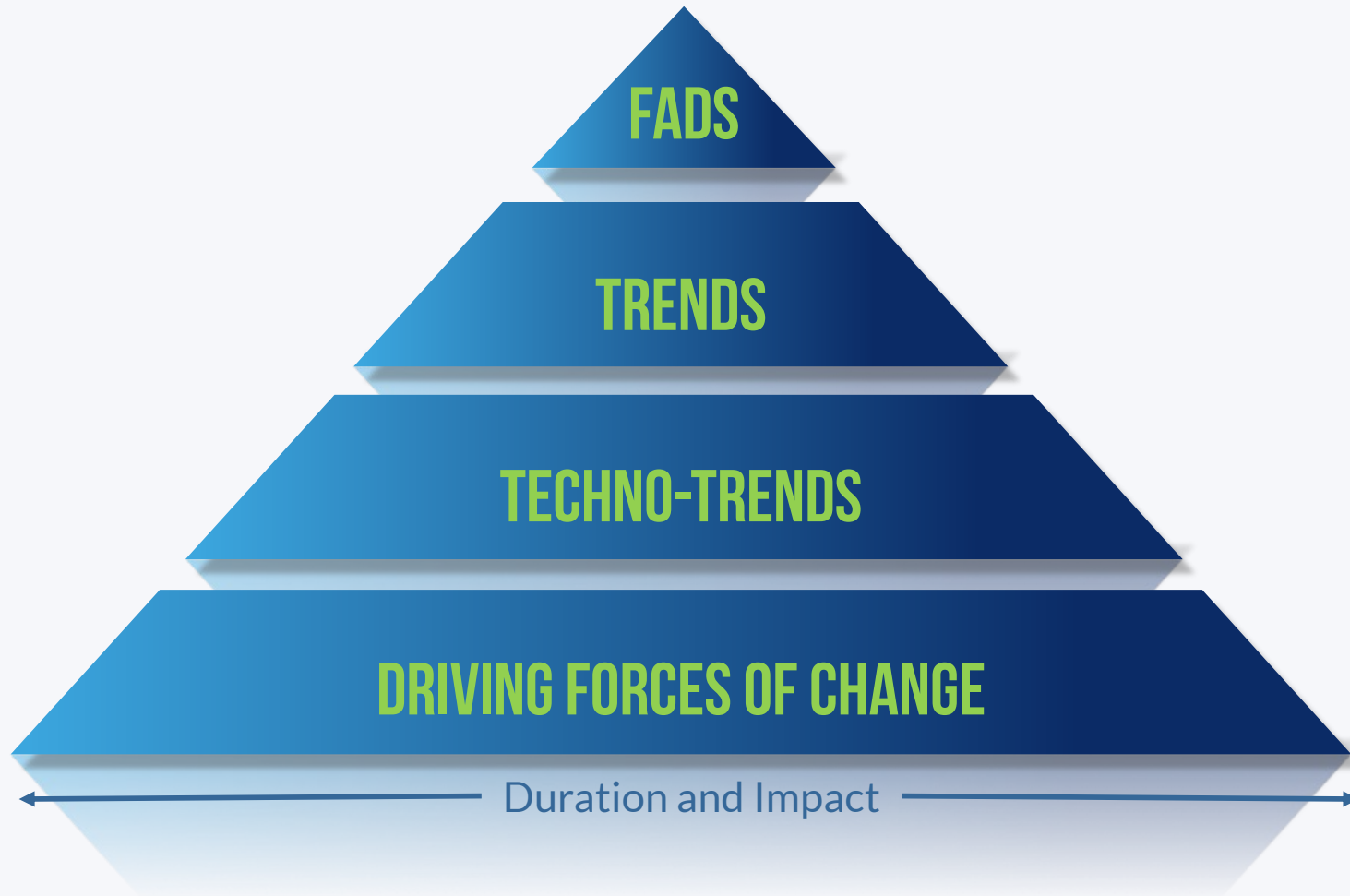
Capitalizing on the  
**Driving Forces of Change**

Presented by Robert B. Tucker  
Innovation Resource Consulting Group

**EskoWorld 2019**

Nashville, Tennessee, June 24<sup>th</sup>, 2019

 INNOVATION RESOURCE  
Consulting Group



# DRIVING FORCE OF CHANGE: AGE OF ACCELERATION





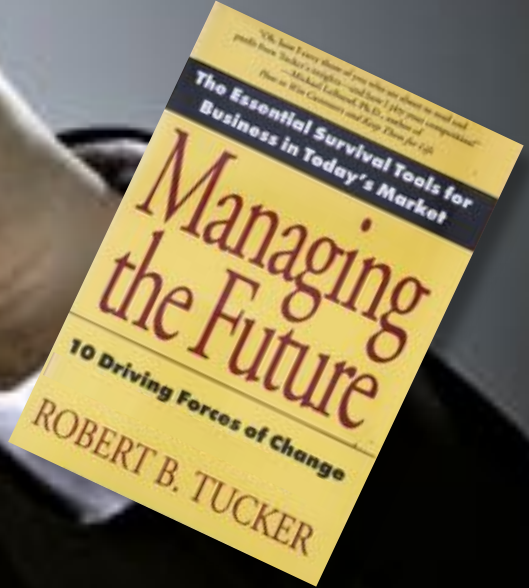
**LOOK AHEAD**



**THINK AHEAD**



**ACT AHEAD**



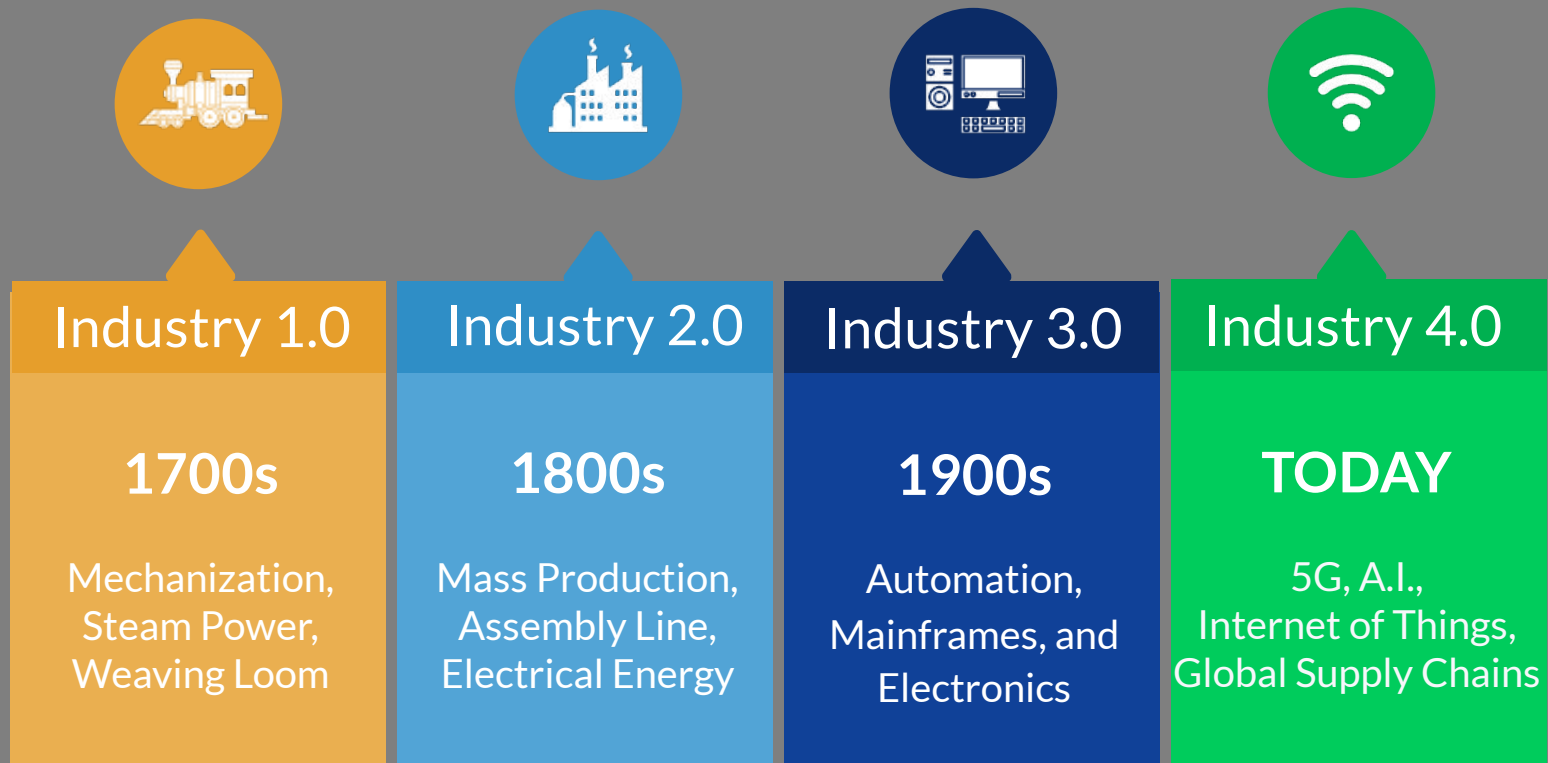
## LOOK AHEAD PRINCIPLE

The further backwards you  
can look the farther  
forward you can see.

1440: Johann Gutenberg  
invents the printing press and  
sets off a revolution

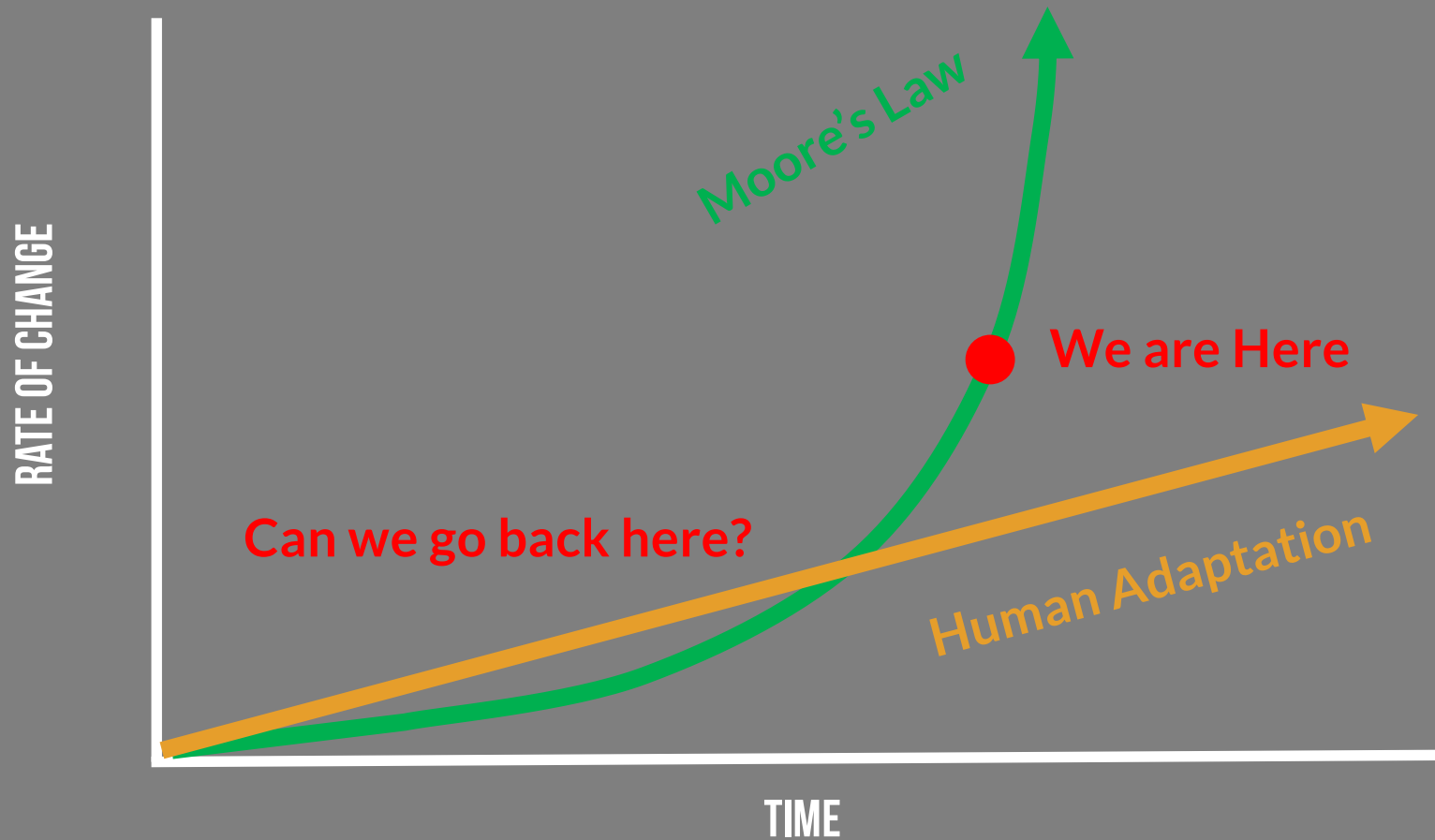


# THE 4<sup>TH</sup> INDUSTRIAL REVOLUTION



**MOORE'S LAW IS DRIVING THE  
4<sup>TH</sup> INDUSTRIAL REVOLUTION**

# LINEAR VS. EXPONENTIAL CHANGE





**“IN 10 YEARS, OVER 40% OF THE**

**FORTUNE**



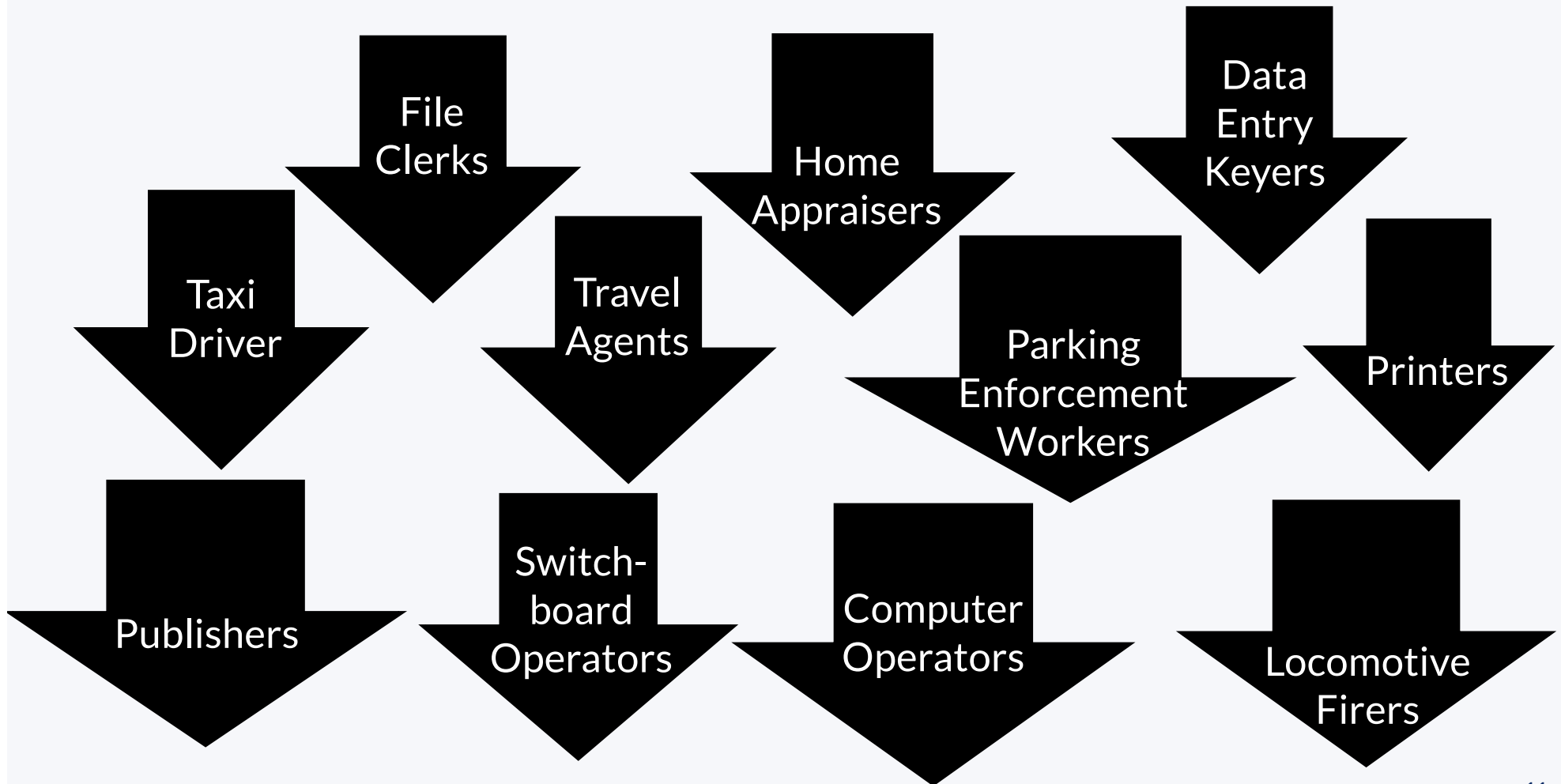
**WILL NO LONGER BE AROUND.”**

*Source: Babson Olin School of Business*

**“IN 10 YEARS, MORE THAN THREE FOURTHS OF THE S&P 500 WILL BE COMPANIES THAT WE HAVE NOT HEARD OF YET.”**

*Source: Professor Richard Foster, Yale University*

# OVER THE NEXT 10 YEARS...



Source: Bureau of Labor Statistics

# THESE JOBS WILL ADD MILLIONS OF WORKERS



Solutions  
Architect



Customer  
Success  
Manager



Product  
Designer



Data  
Scientist



Genetic  
Counselor



Home  
Health  
Aids



Solar  
Panel  
Installer



Enterprise  
Account  
Executive



Wind  
Turbine  
Technician

Source: Bureau of Labor Statistics and Linked In

**THE 3 A'S OF AUTOMATION, ANALYTICS AND  
ARTIFICIAL INTELLIGENCE WILL TRANSFORM  
THE WORKPLACE OVER THE NEXT DECADE.**



**“Currently demonstrated technologies could automate 45 percent of the activities people are paid to perform today.”**

*Source: McKinsey Global Institute 2017*

As automation impacts the pharmacy profession, pharmacists will need to rethink how they add value.

FUTURE







## LOOK AHEAD PRINCIPLE

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Foresight is a Learned Behavior. Think 10 years out and work backwards.

What's the view over the breakfast table going to be?



**THOSE WHO MANAGE THE FUTURE  
ARE THE ONES WHO WILL INHERIT THE FUTURE.**



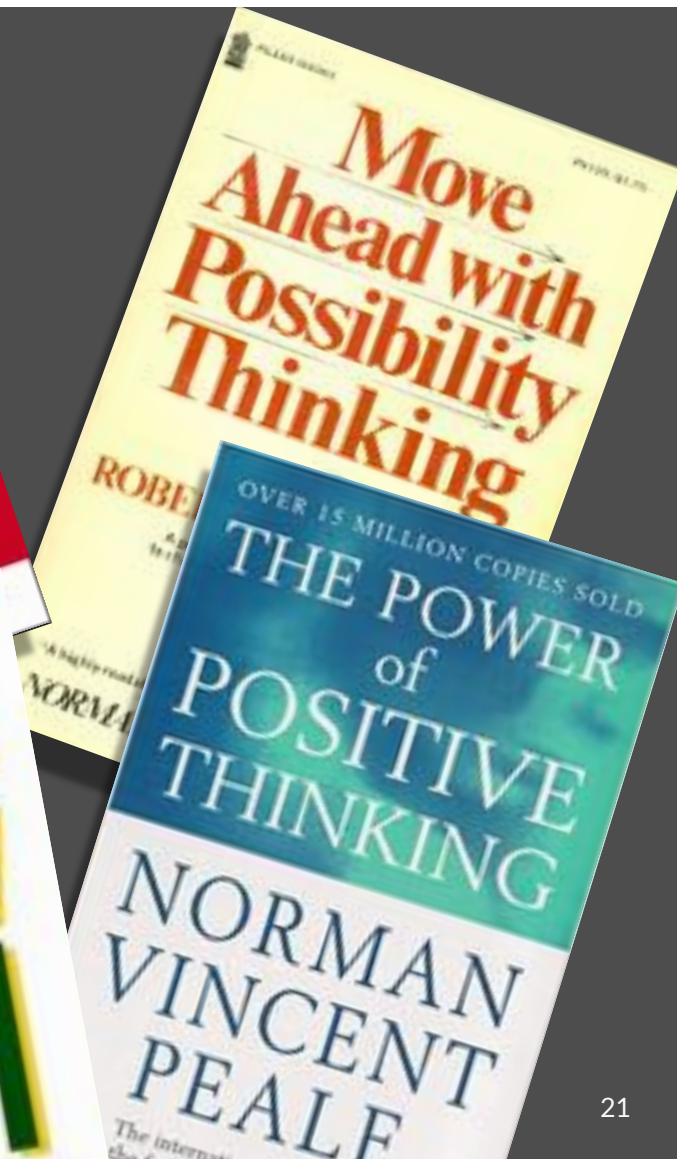
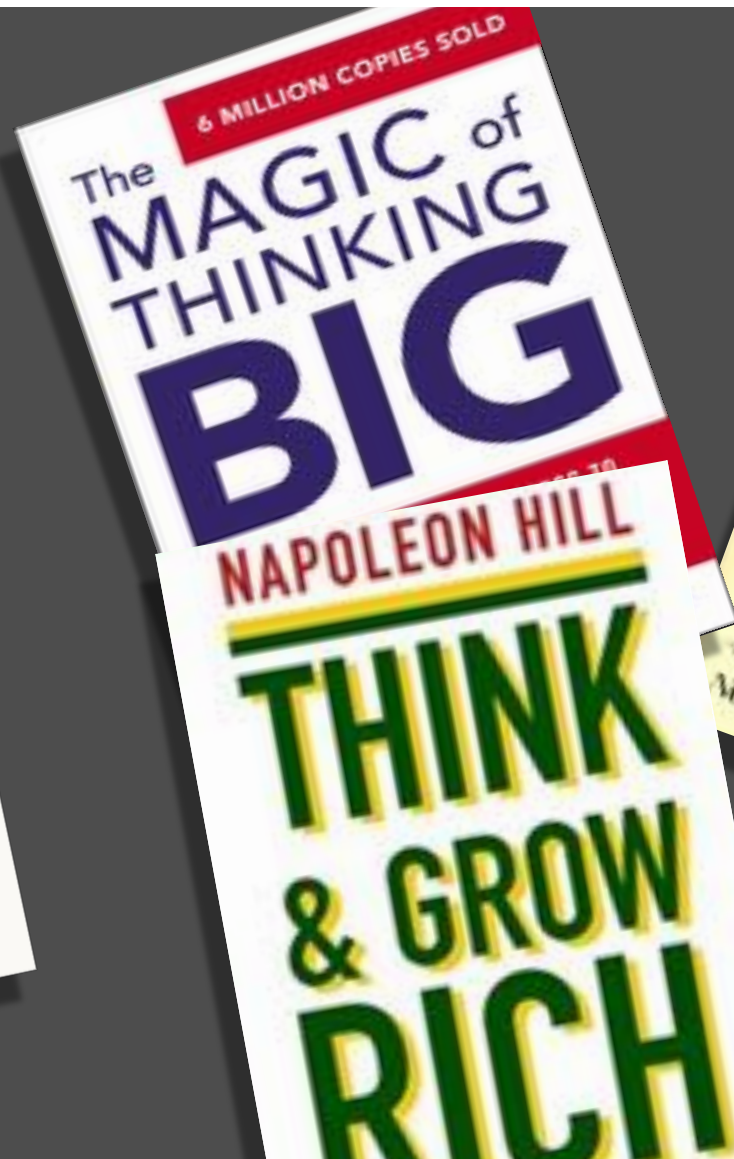
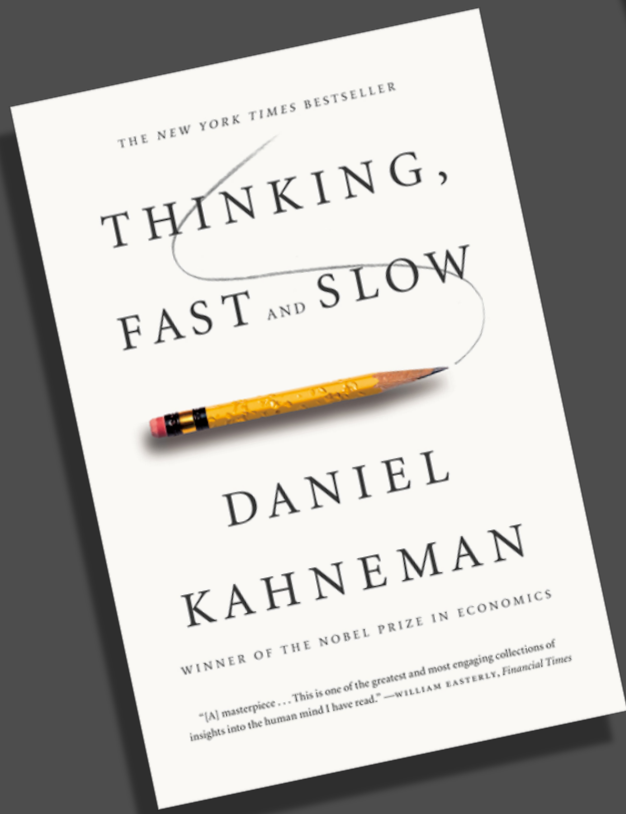
**LOOK AHEAD**



**THINK AHEAD OF THE CURVE**



Innovation Design Team at Viva Mobile, Bahrain



# WHAT WERE THEY THINKING?



# BUSINESSWEEK MOST INNOVATIVE COMPANIES 2006

**O**ur 2006 list of the world's most respected names in innovation sends two powerful messages. First, design is a differentiator. Apple again rules the roost, and design-focused companies—from Procter & Gamble to IDEO to BMW—are all on the rise. Need further proof? Just look at design-friendly relations: IKEA and Target, both new to the list.

The other message? Innovation is becoming ever more broadly defined. True product innovators have their place on our list—Nokia and newcomer Research In Motion come to mind. But respondents to the BusinessWeek-Boston Consulting Group survey value other kinds of innovators, too, from process masters, who remake the supply chain, logistics, or sales channels, to business model revolutionaries, who create brand new ways of doing business. Take a look at who's up and who's down.

## Methodology

The BusinessWeek Boston Consulting Group 2006 senior management survey on innovation was distributed electronically to

RANK	2005 RANK	COMPANY	WHY	KEY PRACTICES	INNOVATION BENCHMARKING	STOCK RETURNS
1	1	Apple	Hello, iPod World. Outstanding design and innovative software platforms create an unrivaled user experience.	■ ●	71%	24.6%
2	8	Google	Always one of the world's brightest crops of engineers leads to experiment. Focuses on simplicity and the customer.	■ ●	nd**	nd**
3	2	3M	Reorganized its scattered R&D labs in 2003 to centralize basic research. With new CEO George Buckley, an engineer is back at the helm.	■	3.4	11.2
4	14	Toyota	Amateur of manufacturing innovation, and now, hybrid technology. New cost-cutting strategy calls for reducing vehicle system costs as a whole.	▲ ■	10.7	11.8
5	3*	Microsoft	Plum: Windows and Office sales with innovations. A new combo of Web and PC services, called Live, is off to a solid start.	■ ●	2.0	18.5
6	3*	General Electric	Transforming from an efficiency powerhouse to one that values bold ideas. New hires managers on traits such as "imagination and courage."	▲ ■	5.7	13.4
7	9*	Procter & Gamble	Its "earnout and develop" model calls for 50% of new products to come from outside. Design and innovation execs are now part of the org chart.	▲ ■ ●	4.4	12.6
8	9*	Nokia	Global market leader (Nokia teams create future-oriented "world maps" to look into trends). Designed low-cost phones for emerging markets.	▲ ■ ●	0.0	34.6
9	19	Starbucks	Would you like a movie with your latte? The creator of the \$3 coffee has started marketing films. Taps an army of baristas for customer insight.	■ ●	2.2	27.6
10	7	IBM	Donated 500 of its more than 40,000 patents to help build new technology ecosystems. Co-invents in projects with clients and partners.	▲ ■ ●	-0.7	14.4
11	11	Virgin	Adds its big lifestyle brand to everything from airlines to insurance. Enters new businesses at lightning speed.	●	private	private
12	12	Samsung	An intense design focus, speedy product cycles, and rigorous metrics made the South Korean consumer electronics leader.	▲ ■	-4.5***	22.7

# INNOVATION BARRIERS, 2006

We are a risk averse culture

Lack of time to work on new ideas

Large corporation syndrome

Legacy business slows change

Operational mindset dominates

Little budget freedom to experiment

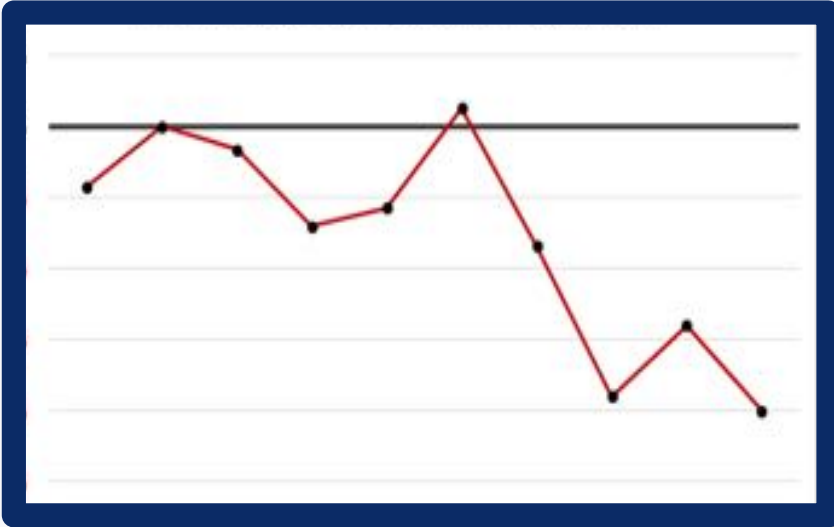
Short-term focus

Resource constraints

# NOKIA



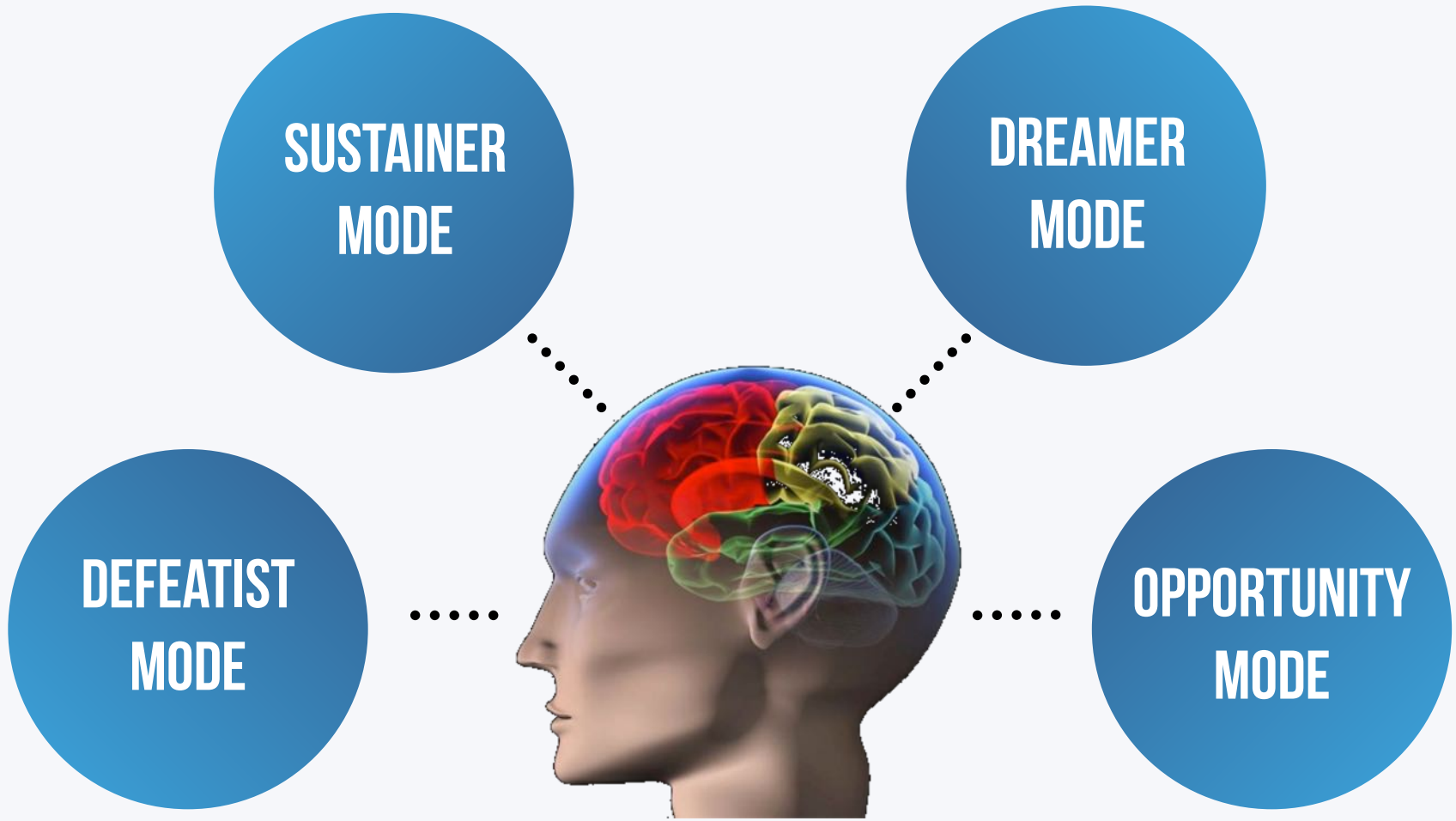
# WHAT WERE THEY THINKING AT RADIO SHACK?



**DISRUPT YOURSELF!**



**FORTIFY YOUR IDEA FACTORY**



# SCHEDULE A DOUG DAY







# ASSAULT YOUR ASSUMPTIONS

**ASK A  
DIFFERENT  
QUESTION**

**LOOK FOR A  
3<sup>RD</sup> OPTION**

**STUDY  
EXAMPLES  
FROM  
HISTORY**

**INVITE  
OTHERS TO  
THINK BIG**

**BECOME  
AWARE OF  
YOUR OWN  
ASSUMPTIONS**



**amazon.com**

The Amazon logo, a curved orange arrow pointing from the letter 'a' to the letter 'z', is positioned below the text 'amazon.com'.



## How Peloton Uses Consumer Insights To Drive Innovation



Robert B. Tucker Contributor  
Leadership Strategy

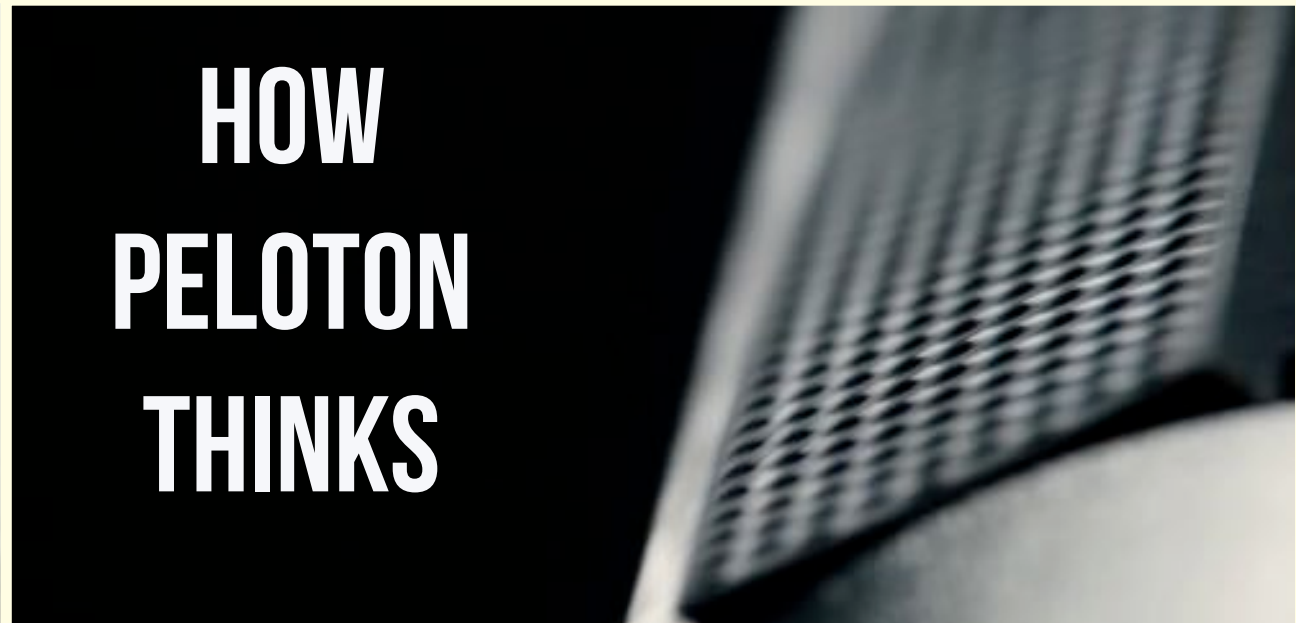
Forbes

Peloton is the exercise company currently taking the fitness world by storm. The company's sleek \$2,200 stationary bikes enable busy professionals to exercise at home, at any hour of the day or night. But that's not what's giving the \$4 billion unicorn startup so much forward momentum right now.

Peloton's magic formula turns out to be its superior way of analyzing and aligning with larger lifestyle and technological trends. And using these unique customer insights to solve a problem in a unique and creative way.



# HOW PELTON THINKS





**LOOK AHEAD**



**THINK AHEAD**



**ACT AHEAD OF THE CURVE**

# YOUR COMPANY'S INNOVATION ROAD MAP

	Product	Process	Strategy
Breakthrough			
Substantial			
Incremental			

# INNOVATING HOW WE INNOVATE

From Operating in Silos → Cross-Functional Teams

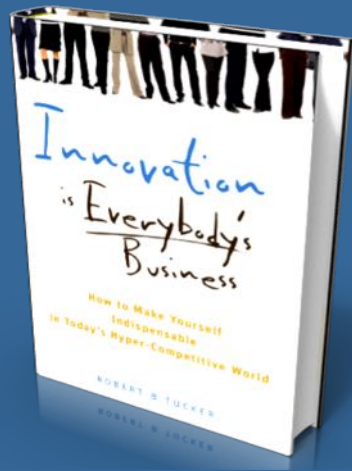
From Incremental Ideas → Disruptive Ideas

From Risk-Adverse Cultures → Risk-Embracing Cultures

From Operational Focus → Innovation Focus

From Innovation as Dept. → Innovation as Business

# INNOVATION IS EVERYBODY'S BUSINESS



- 1 Innovation isn't something you do after you get your work done. It's how you approach your work.
- 2 You can innovate in any job, department, or organization.
- 3 Don't wait for others to ask you to innovate.
- 4 Innovation is figuring out how to add value where you are.
- 5 Innovation isn't just having ideas, it's about taking action on your ideas.



For More Information:  
Robert B. Tucker, President  
The Innovation Resource  
(805) 682-1012

Twitter: @RobertBTucker