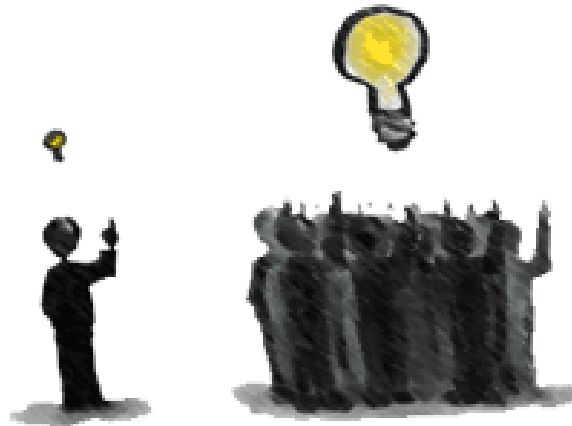


In Search of the “Optimal” Innovation Process

Barry L. Bayus
Kenan-Flagler Business School, UNC

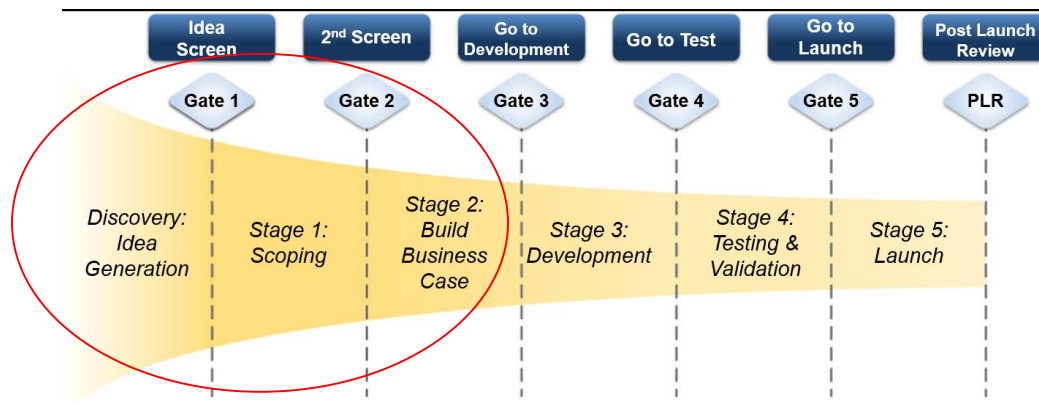


August 2019

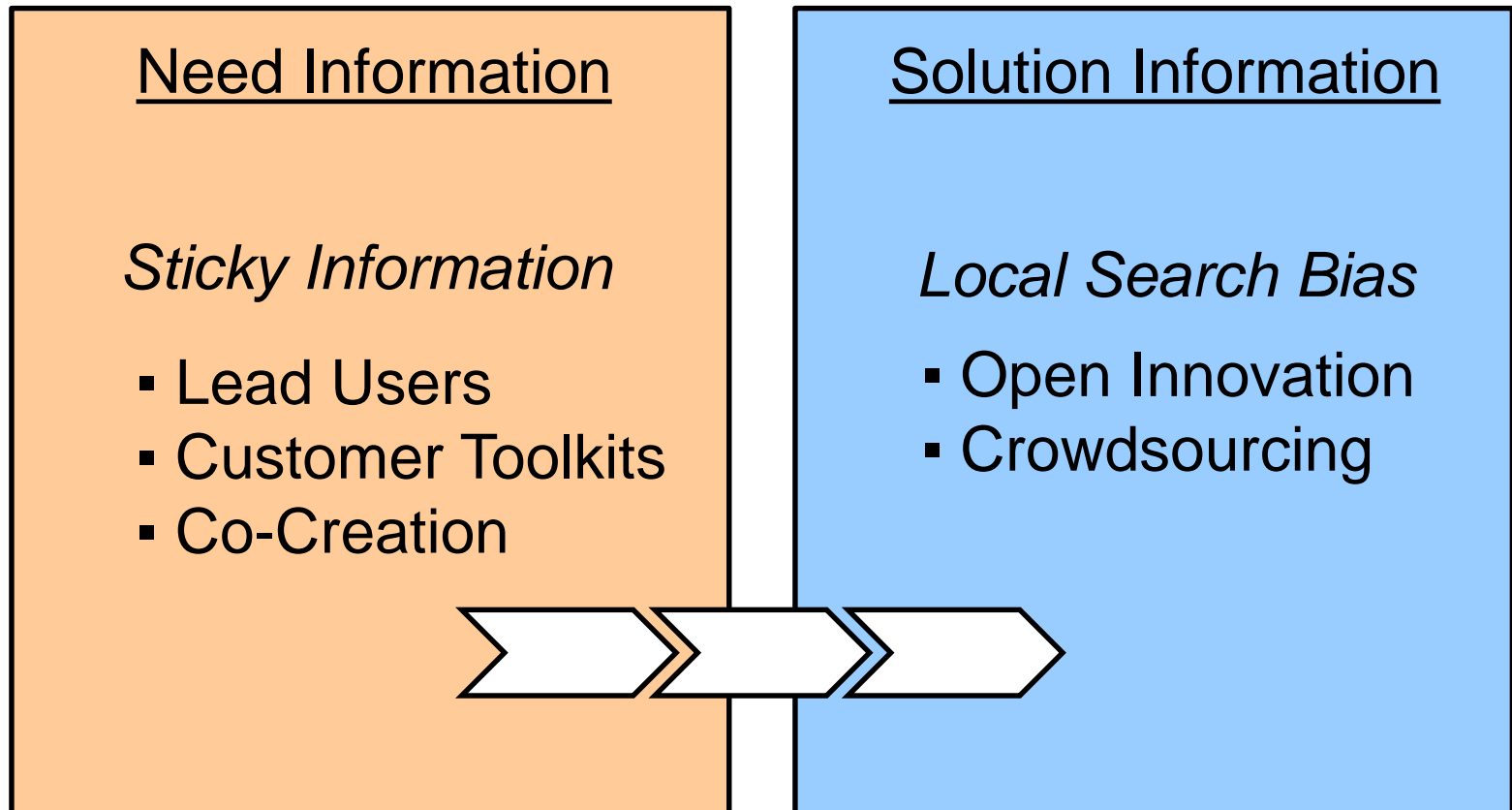
Agenda

1. The Challenges of Innovating
2. What is the “Optimal” Innovation Process?
Why?

Stage-Gate Development Process

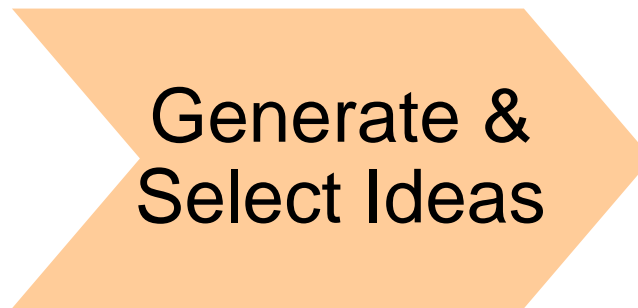


The Challenges of Innovating



The Innovation Process

Problem
Definition



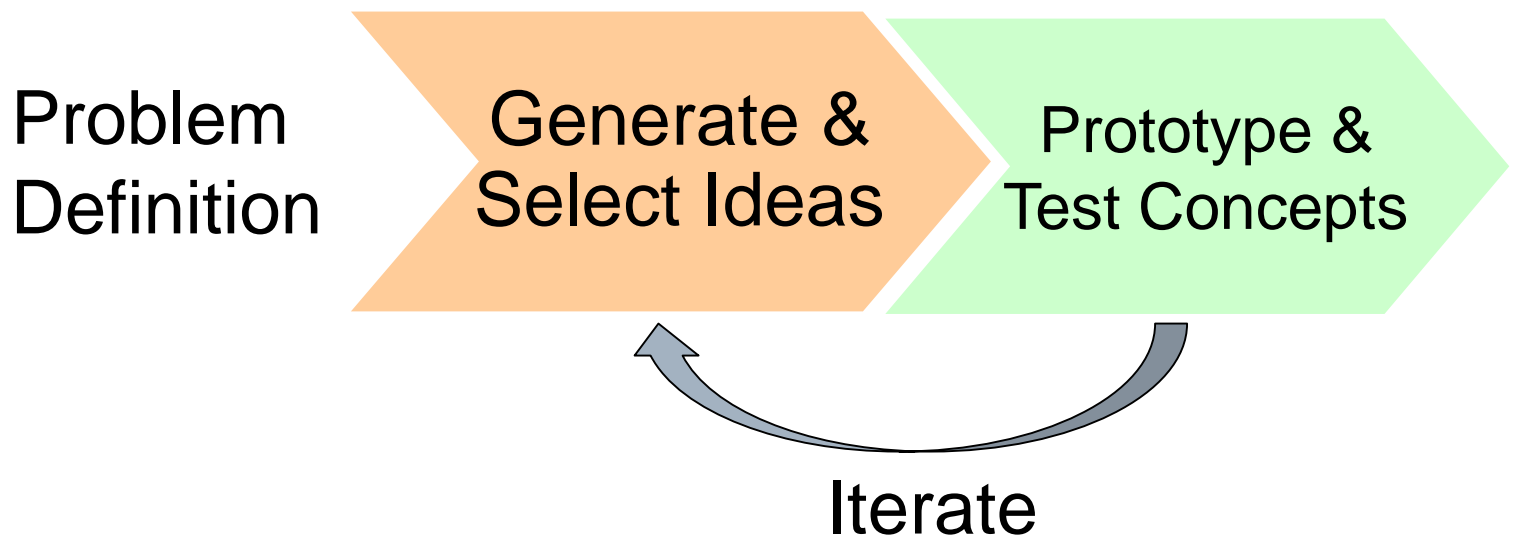
Group Brainstorming



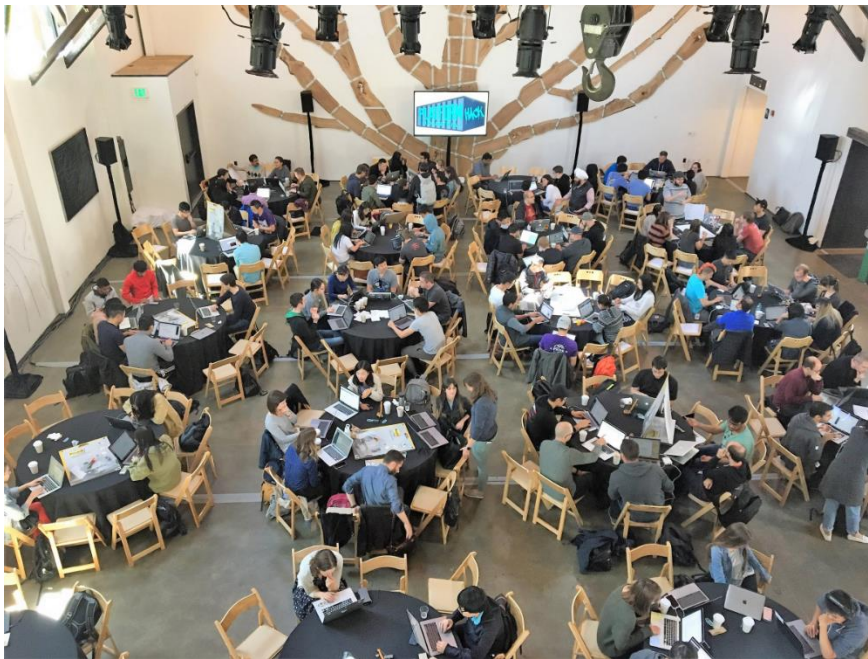
Crowdsourcing Innovative Ideas



The Innovation Process

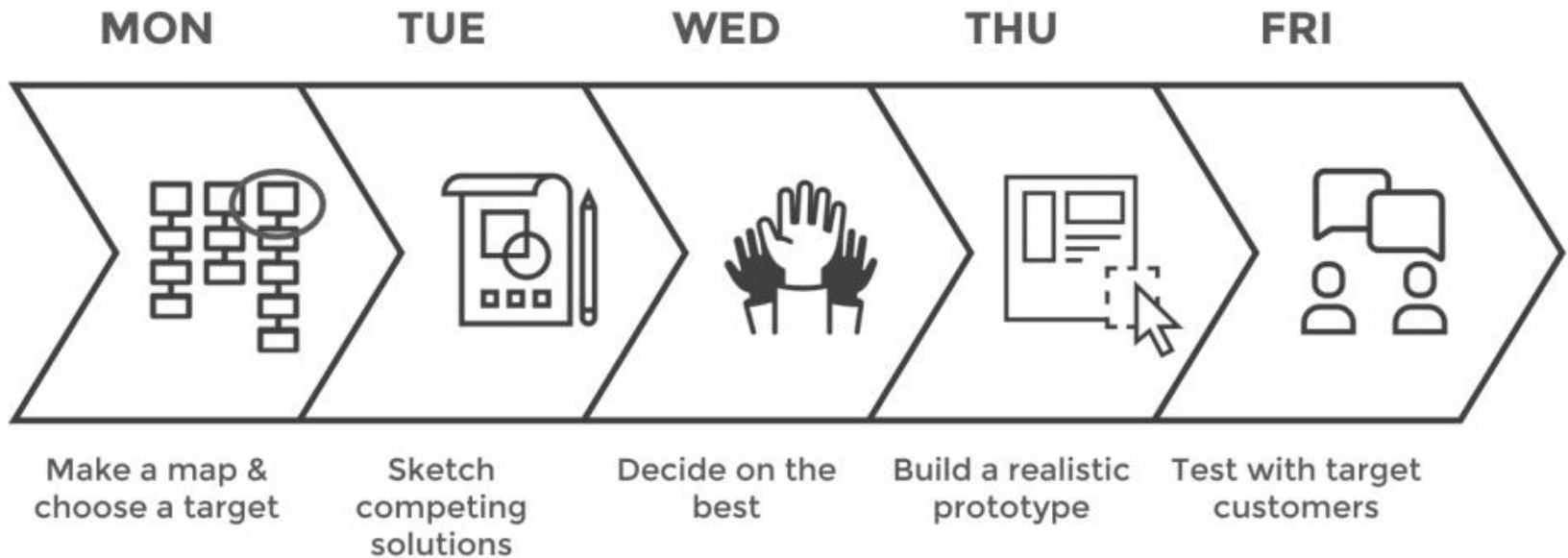


Hackathon



	Friday	Saturday	Sunday
08:00		Breakfast	Breakfast
09:00		Teams working - data exploration Co-creation for teams Data experts help around	Teams working Co-creation for teams
10:00		Coffee break / convening moment / lightning talk	Coffee break / convening moment / lightning talk
11:00		Teams working - data exploration Co-creation for teams Data experts help around	Teams working Co-creation for teams
12:00			
13:00		Lunch	Lunch
14:00		Teams working - idea generation and problem refinement Co-creation for teams Designers help around	Final preparations Finalizing the presentation
15:00			Presentations Presenting work for the other teams and experts
16:00		Coffee break / convening moment / lightning talk	Closing Finishing the event by problem owner
17:00	Registration Walk-in, coffee, mingling	Teams working - hacking, building Co-creation for teams Developers help around	
18:00	Opening and keynote Presenting challenges and hackathon theme		
19:00	Dinner	Dinner	
20:00	Team forming Facilitated / non-facilitated ways of forming teams	Teams working - hacking building Co-creation for teams Developers help around	
21:00	Teams start to explore the problem		

Design Sprints (Google Ventures)



<http://www.uxforthemasses.com/ucd-design-sprints/>

Lean Startup (Eric Reis)



Founder's
Vision

Generate &
Select MVP

Prototype &
Test Concepts



Pivot

See also: <https://steveblank.com/>

Why is prototyping important?

- Use sacrificial concepts to get authentic feedback
 - ✓ Verbal prototypes have inherent assumptions
 - ✓ Prototypes turn ideas into tangible concepts



<https://ntrs.nasa.gov/archive/nasa/casi.ntrs.nasa.gov/20170001317.pdf>

But many are loosing favor...

FASTCOMPANY

12.01.15 | HIT THE GROUND RUNNING

Why Hackathons Are Bad For Innovation

“Solving” a problem in a vacuum is a waste of time and money. Worse, it distracts from the way innovation actually occurs.

Inc.

Has The Lean Startup Finally Jumped the Shark?

Published on: Apr 18, 2019

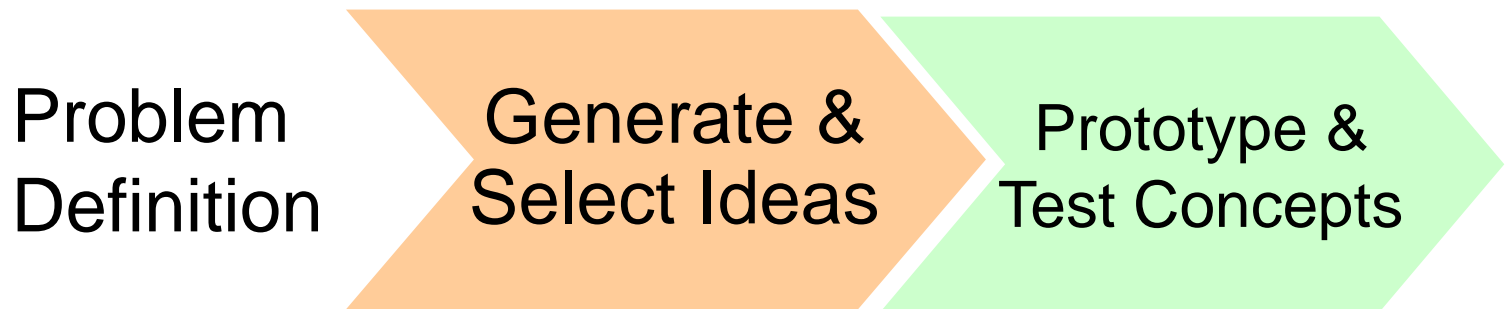
NYC Design

Design Sprints are Dead!

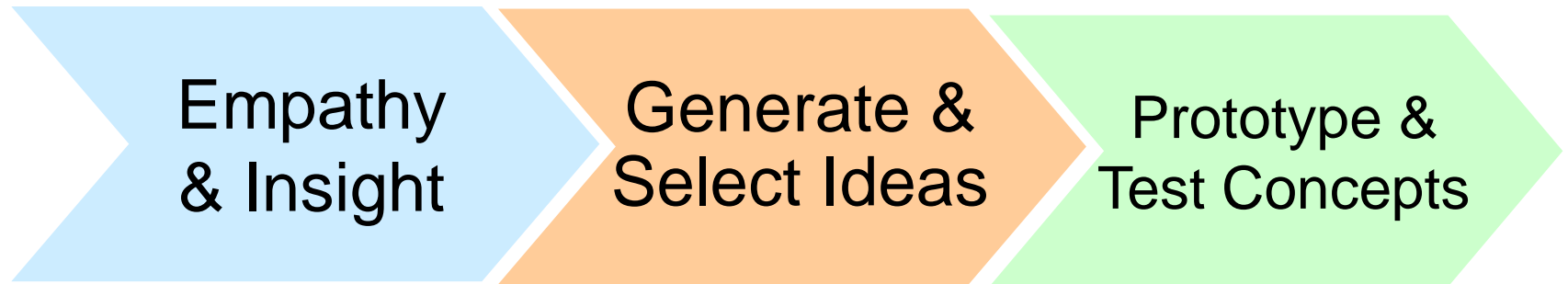
Andre Bernardo [Follow](#)

May 28, 2018 · 4 min read

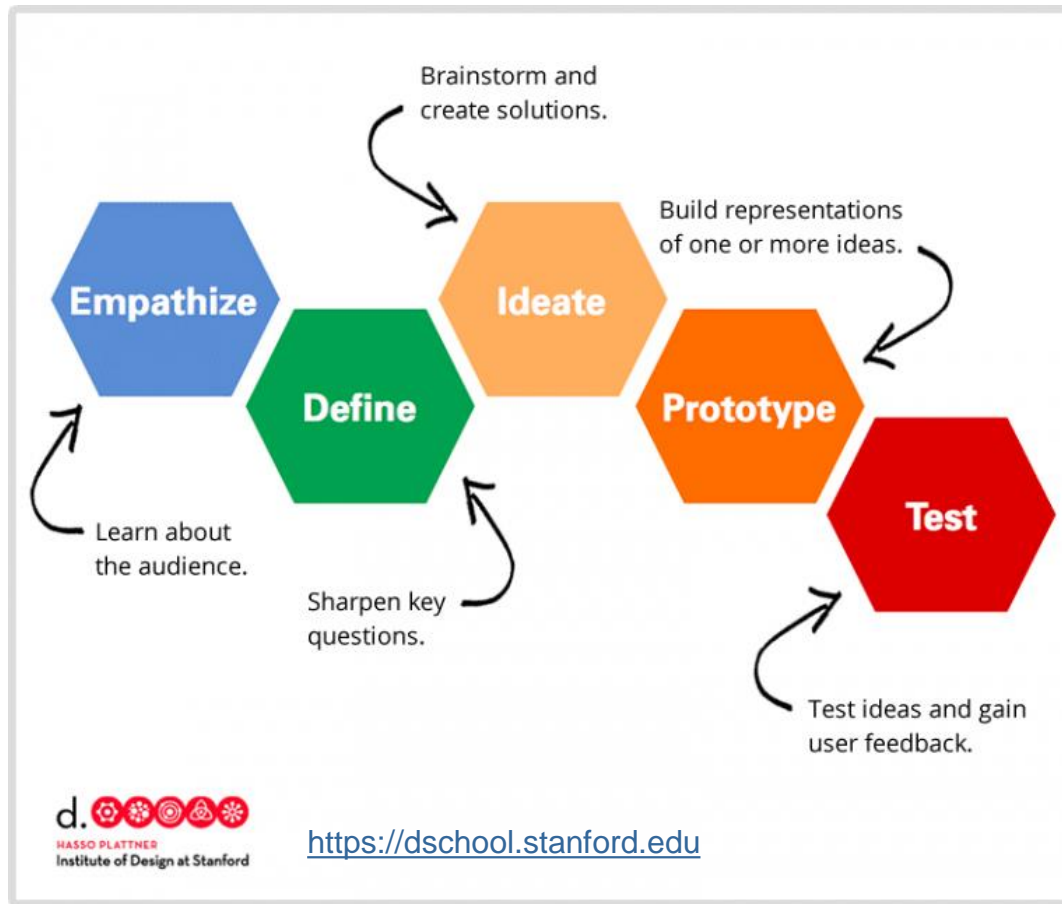
What's missing?



The “Optimal” Innovation Process



Design Thinking (IDEO)

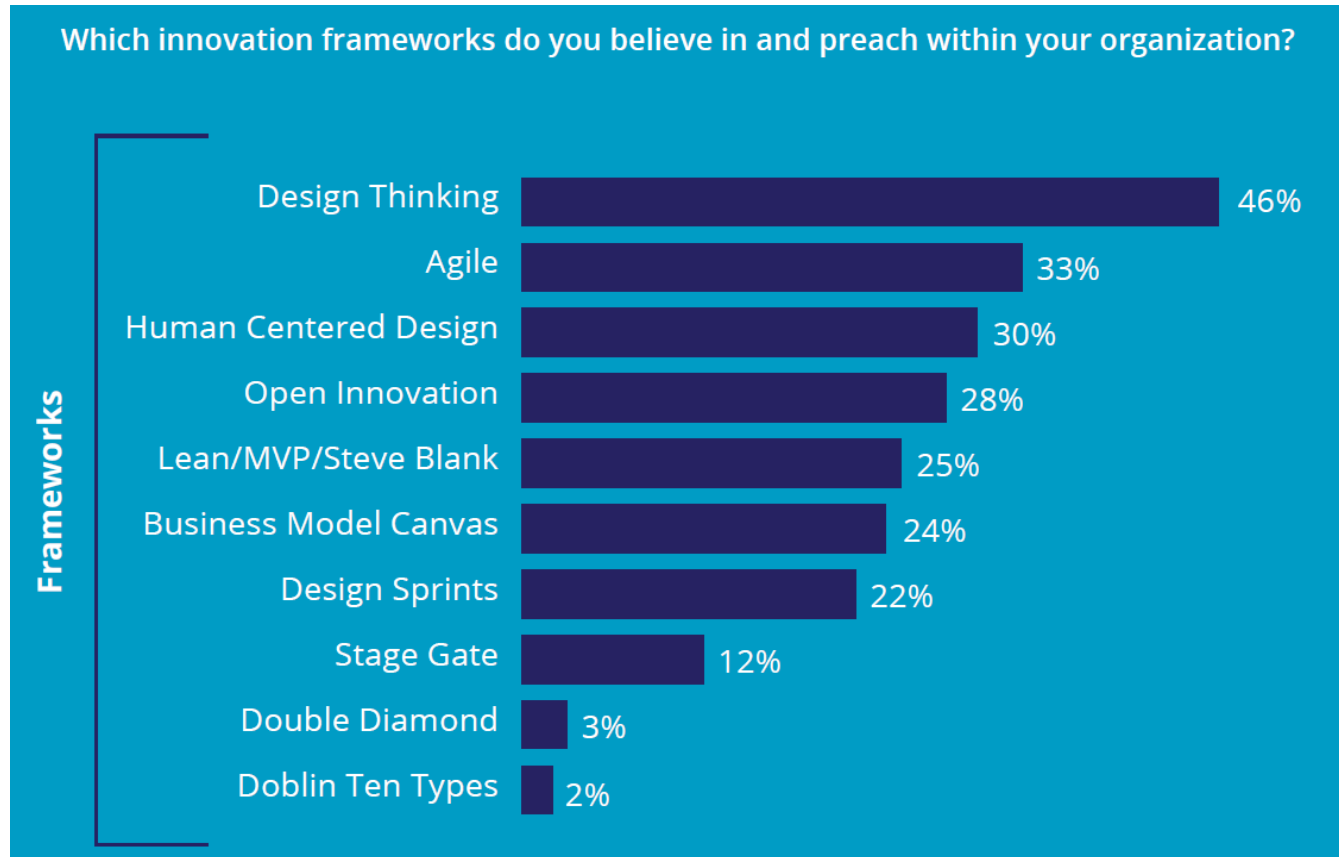


Why is empathy important?

- It helps us identify and solve meaningful problems
- Forces you to take a perspective other than your own

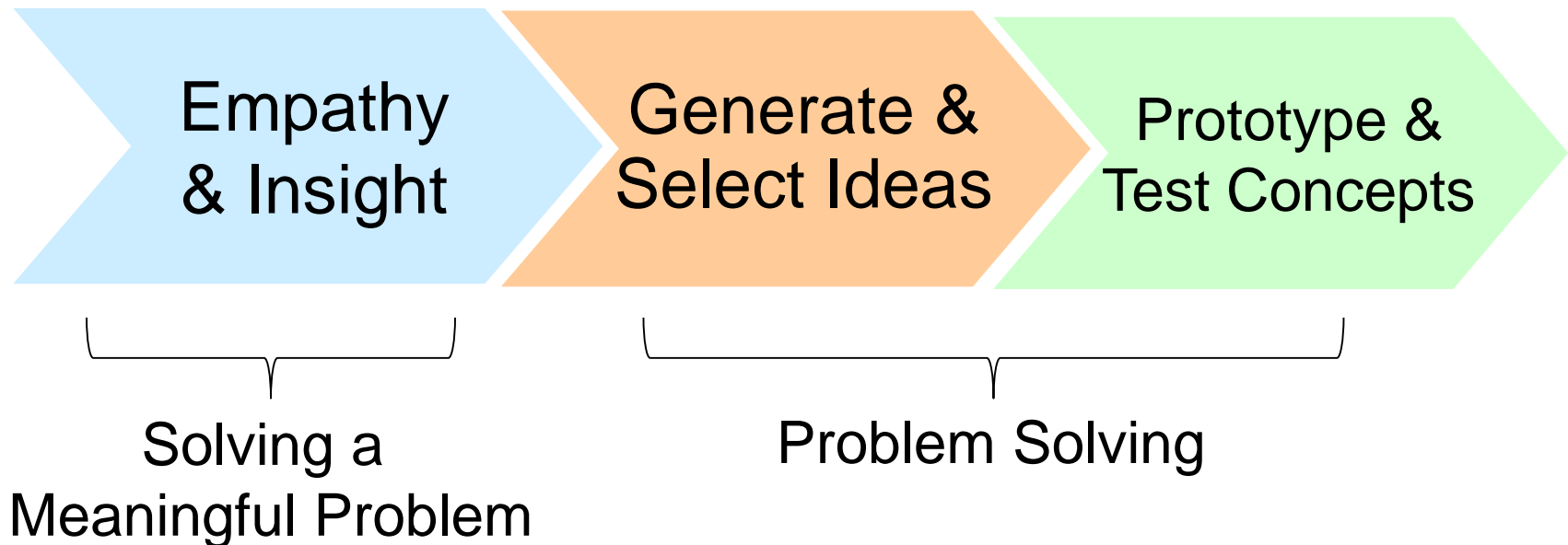


Innovation Processes in Use



<https://alchemistaccelerator.com/wp-content/uploads/InnovationTrendsReport2019.pdf>

The “Optimal” Innovation Process(?)



Other Factors?

- How important is...
 - ✓ time & focus
 - ✓ the team
 - ✓ having key decision maker participation



JPIM Special Issue (Jan 31, 2020)

■ Innovation Theory

1. What are the key features of DT in comparison to other innovation theories?
2. What are the main advantages of DT over other innovation approaches? What are its main limitations? What contexts are most amenable to DT?
3. Which domains are best addressed by DT?

THE JOURNAL OF
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Don't forget the critical review!

Design Thinking is Kind of Like Syphilis — It's Contagious and Rots Your Brains



Lee Vinsel [Follow](#)

Dec 6, 2017 · 36 min read

https://www.youtube.com/watch?time_continue=17&v=raleGrTdUg

The “Optimal” Innovation Process?!

- Questions, comments, thoughts, ideas...

