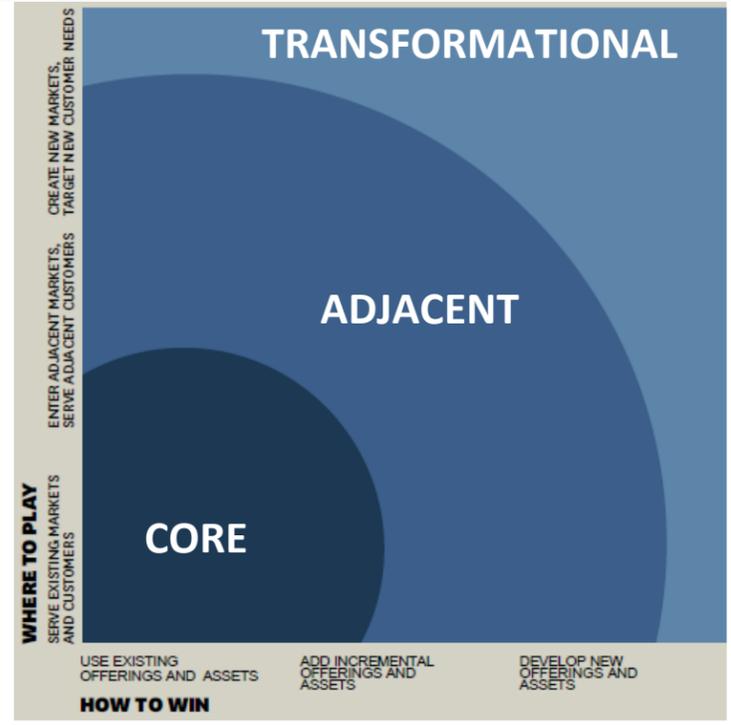


## Innovation Ambition Matrix

Firms that excel at total innovation management simultaneously invest at three levels of innovation, carefully managing the balance among them



## Building on Others' Insights

We are aggressively scouring the plethora of books, articles and experts on innovation, both broadly and specific to Corporate Innovation. We are experimenting with the insights from these materials to develop and iterate our capabilities.



# Innovation and Acceleration Lab

Our objective is to advance and accelerate the identification and implementation of new viable offerings and enhancements that create new sources of value and long-term growth for our customers and business

## Environment

- **Consciously-Designed Environment** – Levering an intimate space built to stimulate thinking and spark conversation.
- **Growth Mindset and Culture** – Methods and behaviors that drive embracing challenges, persisting in the face of obstacles, seeing efforts as the path to mastery, learning from criticism, and finding lessons and inspiration in the success of others.

## Methods

- **Research-Based Methods** – Approaches built on empirical data, research, leading practices and focused expertise, that we tailor and apply in our business (e.g. Design Thinking, Agile Development, 10 Types of Innovation, Business Canvas)
- **Immersive Methods & Approach** - Methods based on behavioral research, team dynamics, and conversations with team members and stakeholders.

## People

- **Relevant Subject Matter Experts and Mentors** – Bringing teams together with diverse perspectives from experts that can advise and challenge them to further expand their thinking
- **Custom-Trained, Expert Facilitators** - Business practitioners that know our business and people, that get trained in motivation, disruption, alignment, and consensus.

## Ten Types of Innovation

Integrating multiple types of innovation will develop offerings that are more difficult to copy and that generate higher returns



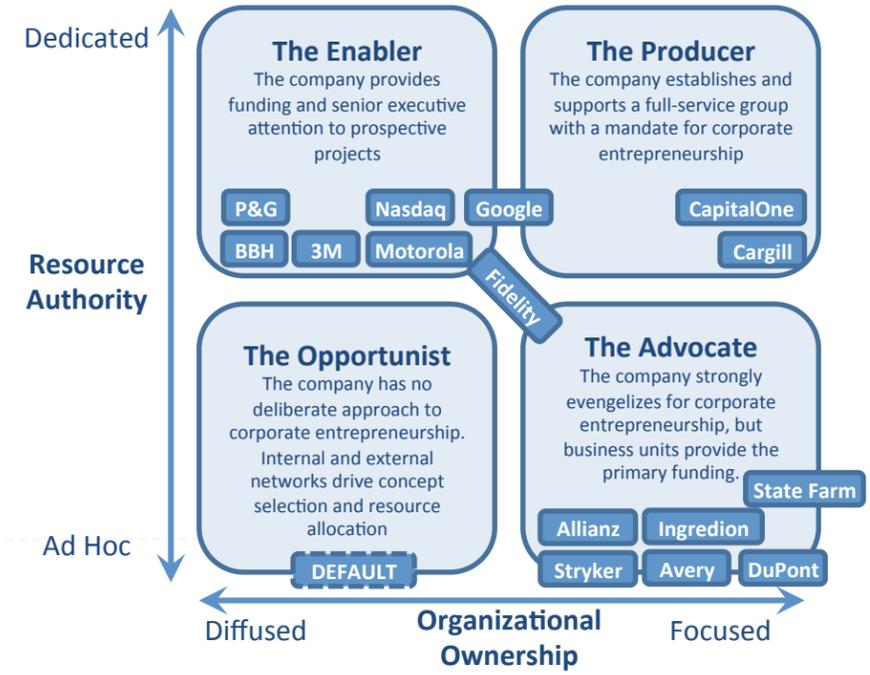
## Defining Innovation

A logical, yet seemingly uncommon, starting place for many organizations is to agree on a definition

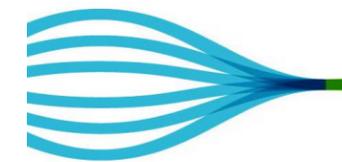
- Simple, yet broad:**  
"Something different that has impact."
- Offering-focused:**  
The creation of a viable new offering.
- Criteria-based:**
- Provides unique and compelling solutions valued by our customers and aligned to our brand;
  - Creates competitive advantage that is difficult to copy;
  - Creates differentiated shareholder value.

## Emerging Models of Corporate Entrepreneurship

We are connecting with companies both in and outside of our industry to learn from their journeys to fuel innovation



## Idea Hub



**Discover**

A central physical and virtual hub to collect and track ideas and insights that we are pressure testing and iterating across the enterprise.

## Innovation Lab



**Design**

The vehicle we use to deliberately take a different route to work. Working sessions range from 1-on-1 interactions to highly interactive facilitated group sessions. Interactions are designed to be engaging and noticeably different than the approaches that we use across our business today.

## Accelerator

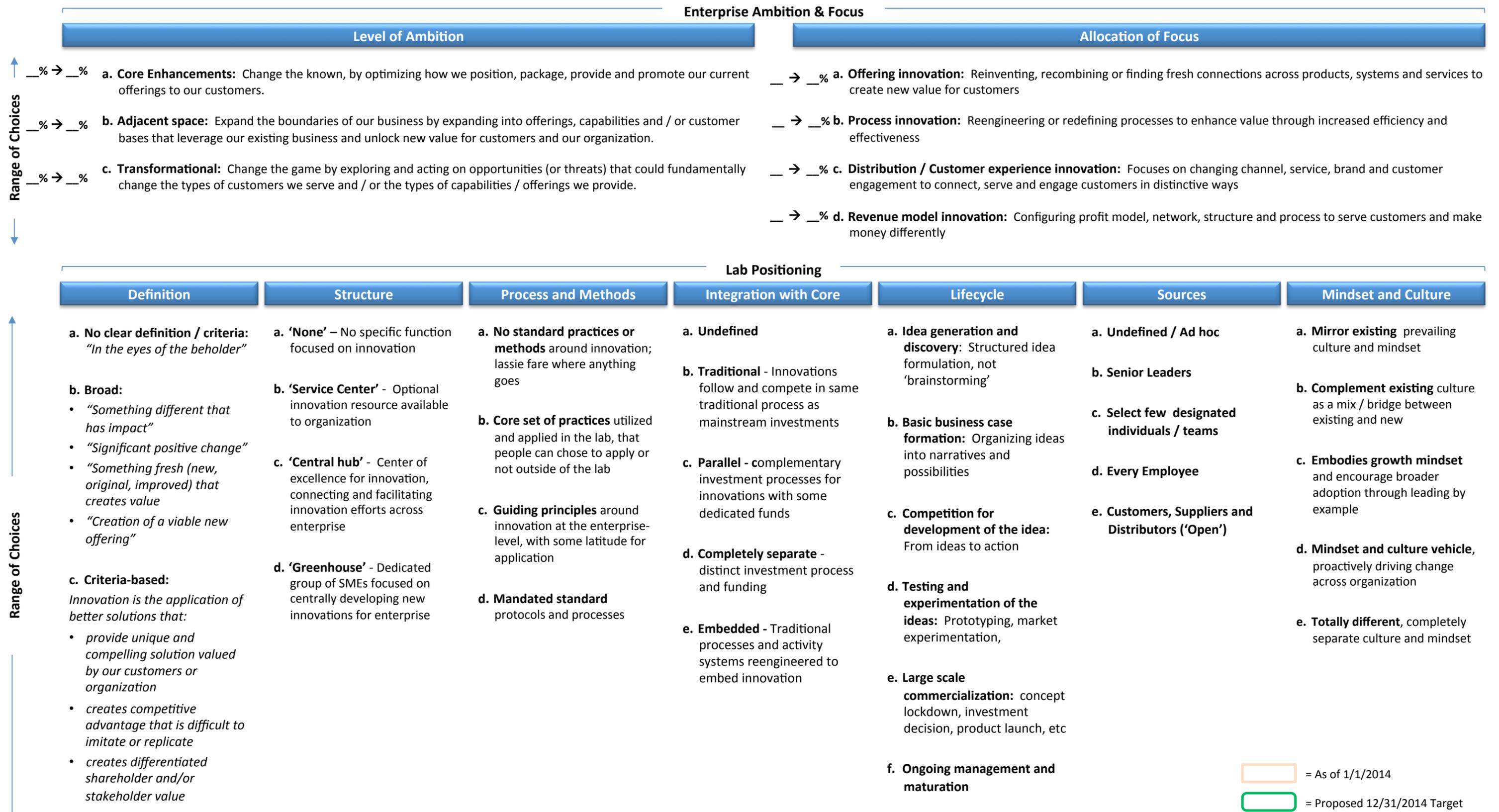


**Deliver**

Our controlled pressure cooker, that will pair small teams with a mentor in the space for 48 hours – 2 weeks, where they will be driven and enabled to iteratively prototype and test high potential ideas to determine how to best implement and bring them to reality.

# Innovation and Acceleration Lab

**Objective:** Advance and accelerate the identification and implementation of new viable offerings and enhancements that create new sources of value and long-term growth for our customers and business



= As of 1/1/2014  
 = Proposed 12/31/2014 Target