



Getting to Yes — Building and Sustaining Senior Leadership Support for Innovation



FOUNDRY 415
INNOVATION GROUP



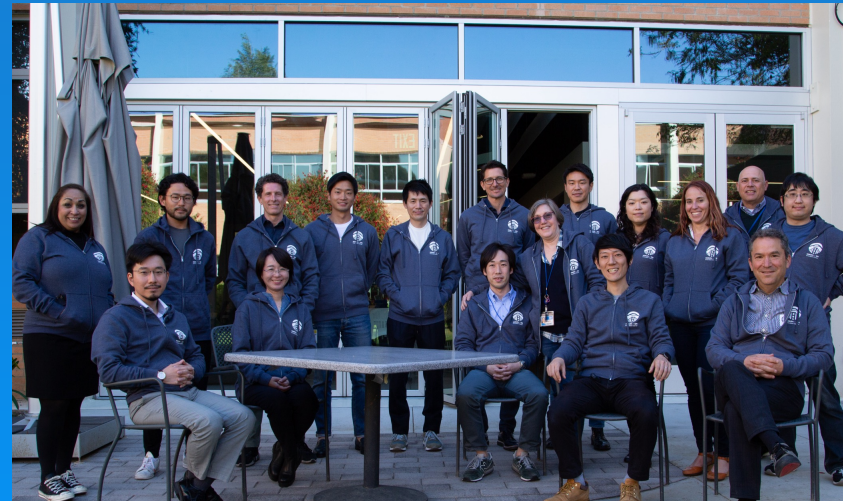
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March 27th 2024

NOMURA – SRI Innovation Center



Our hypothesis: Japanese corporate innovation could be driven by intrapreneurial projects

ADAPTABILITY



A key behavior of successful “intrapreneurs” is continuously reading their environment to identify and launch innovation projects.



This era of unprecedented change has made ‘getting to yes’ with your stakeholders even more difficult...

Projects, budgets, & routines are all in a fog of ambiguity, but we have some coping tips.



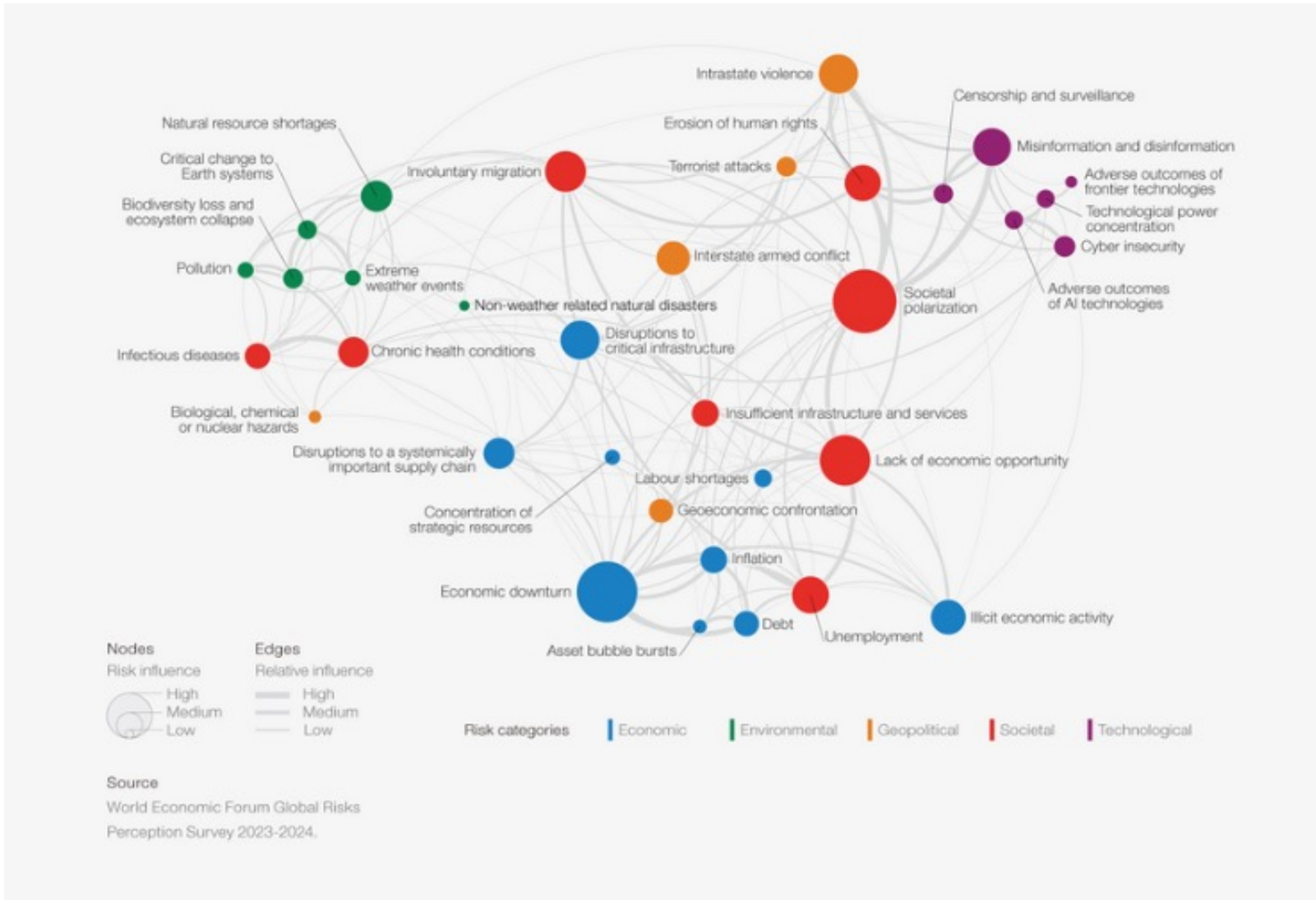
Prediction: Indistinguishable video content will flood advertising and social media – risks and regulation emerge

Prompt: A stylish woman walks down a Tokyo street filled with warm glowing neon and animated city signage. She wears a black leather jacket, a long red dress, and black boots, and carries a black purse. She wears sunglasses and red lipstick. She walks confidently and casually. The street is damp and reflective, creating a mirror effect of the colorful lights. Many pedestrians walk about.

A satellite image of the Arctic region, showing the North Pole and surrounding landmasses. A red dot is placed on the coast of Russia, indicating a potential shipping route. The image shows the Arctic Ocean, the North Pole, and the surrounding landmasses, including North America, Europe, and Asia. The red dot is located on the coast of Russia, near the Bering Sea.

Is an “Ice-Free Arctic” shipping route a real idea?

Global stability dynamics



RISK FACTORS (WEF REPORT 2024)

1. Trajectories relating to global warming and related consequences to Earth systems.
2. Changes in the size, growth and structure of populations around the world.
3. Developmental pathways for frontier technologies
4. Material evolution in the concentration and sources of geopolitical power.



Do we expect too much from our optimized, just-in-time business approach?

How do we lead our organizations with resilience in the face of current/future ambiguity?

We need to lead for resilience



Resilience...

- + **leadership resilience** “place your mask before helping others”
- + leading your organization out of the fog with **visions of the future**
- + organizational commitment to **experimentation**
- + **talent development** for our new global challenges



Future visions guiding strategic R&D directions



Physical prototyping to stretch the story of what is possible



Key behaviors
for intrapreneurs and
innovative organizations



Key Intrapreneur behaviors & jobs/roles

1. Futurist
2. Designer
- 3. Risk-Taker**
- 4. Navigator**
5. Change-maker

Risk-taker

They must be able to charge forward with ideas that the rest of the company hasn't seen, doesn't believe in, or thinks are crazy to prove their value





Navigator

Unlike entrepreneurs, they report into systems and hierarchies that they must understand and be adapt at identifying and gaining support from the corporate influencers.

They often report to strange places and are required to coordinate with disparate groups that rarely agree on anything. Inspire not manage.



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**Getting to Yes: Building &
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Support for Innovation**
March 27, 2024

Corporate Innovation | Technology Research
Startup Scouting | Executive Education





Foundry 415 Innovation Group
Corporate Innovation
Executive Education & Program
Services

PHASE 1: ALIGN STRATEGY & RESOURCES

ASSESS Benchmark current goals, mission, and vision with competitive landscape	UNCOVER Broaden the Focal Question. Foresight strategic needs based on future scenarios	ALIGN Roadmap resource and capability needs to align with strategic goal
Asses & Review Strategic Priorities	Building Strategic Foresight	Resource & Capability Planning

Innovation Modules
to fuel your innovation goals and objectives.

PHASE 2: TAKE ACTION WITH STARTUPS

DEFINE Create project scope, research existing solutions, understand industry/market	DESIGN Confirm customer needs, product specs & business model	DISCOVER Find the right startups in your focus areas that meet objectives	DEVELOP Test potential partnerships through a lean proof of concept	DEPLOY Execute to value (investment, vendor, etc.)
Opportunity Landscape Innovation Intelligence	Value Proposition	Startup Discovery & Introductions	Pilot / PoC Programs	Partnership Deployment

PHASE 3: GROW YOUR ECOSYSTEM

IDEATE Brainstorm new business models & technologies for potential testing	INCUBATE Nurture early-stage startups with new ideas for your ecosystem	ACCELERATE Accelerate startups with PoCs and expert startup mentorship	INVEST Deploy capital to sustain your corporate ecosystem	COMPETE Open innovation challenges where startup pitch you their solution	NETWORK Grow your brand with startups, corporate innovators, and VCs.	BUILD Establish your physical innovation location outside of HQ
Hackathon & Ideathon	Corporate Incubator	Startup Portfolio	Corporate Venturing	Business Competition	Thought Leadership Panels & Events	Corporate Outpost, Innovation Lab

Program Services & Executive Education Clients

Startup Accelerator Programs

Program Design, Promotion & Leadership.

RFP, partnership and white-label models



Executive Education Engagements

Delivering original educational content on topics related to technology innovation, sustainability, organizational culture and entrepreneurship. Includes sourcing experts as needed.





Share your TOP challenge to get senior leadership buy-in, support?

- Leadership risk aversion
- Short-term focus
- Lack of resources
- Lack of understanding
- Organizational culture
- Others (please share in the chat)

Share your thoughts in the Chat thread or anonymously through Q&A





No matter which innovation strategy you pursue, **alignment of internal stakeholders** is key to success

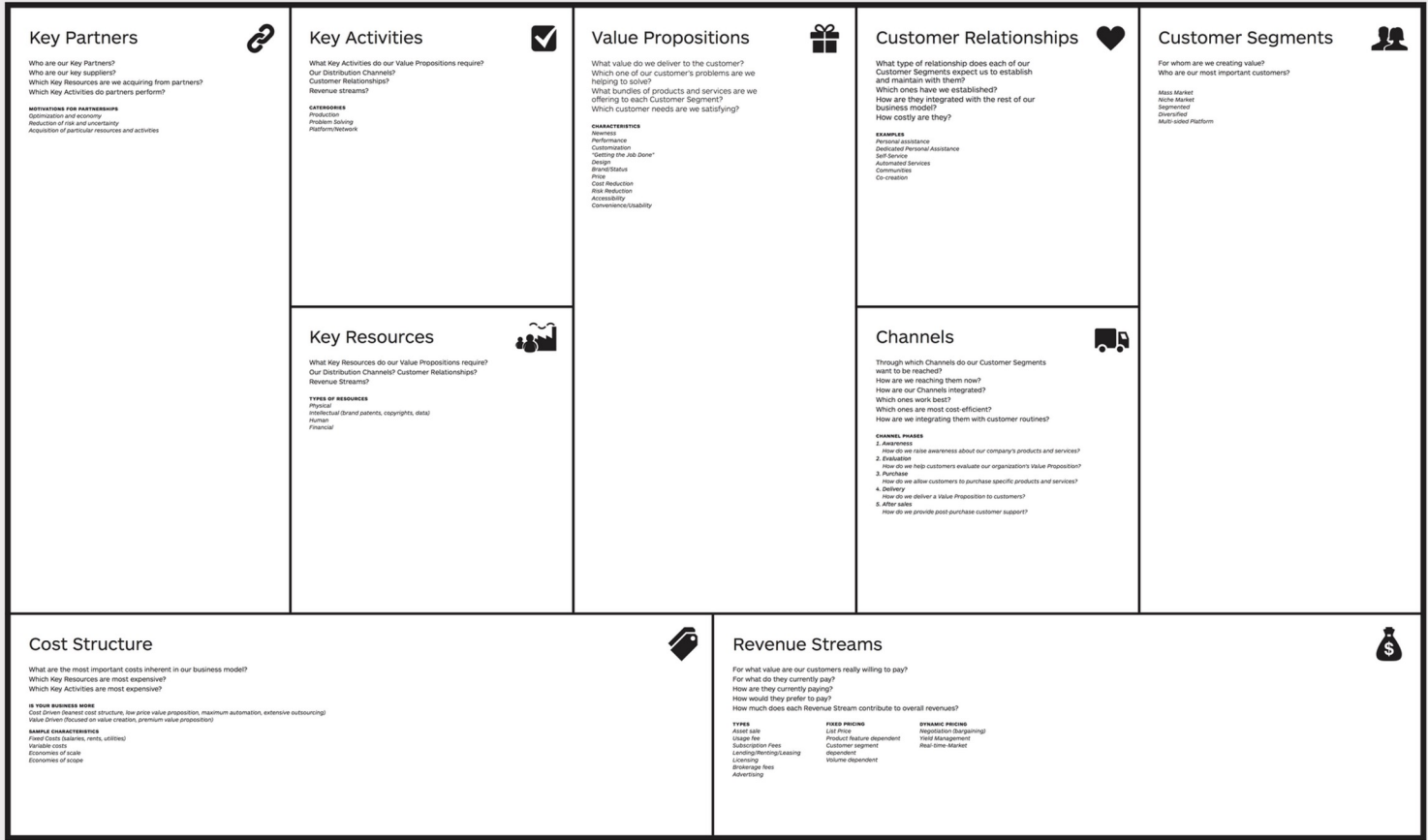
Alignment: WHO



Senior Leadership (\$\$\$)
Business Unit/Product Group
Team
Legal
Procurement
Anyone Else?

The Business Model Canvas

Designed for: _____ Designed by: _____ Date: _____ Version: _____



DESIGNED BY: Business Model Foundry AG
The makers of Business Model Generation and Strategizer
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In the beginning...so you have an idea?

Validate (or invalidate) with potential:

- Customers
- Users
- Experts (industry sector, technology)
- People who sell to the customer
- Investors

Form factors: 1 sheet of paper, 1 slide, whiteboard, 9 post-it notes
The Idea Stage is **highly iterative**
A simple way to communicate the idea for a product or company

THE INNOVATION GPS TOOL

A SIMPLE FRAMEWORK FOR CREATING AN INNOVATION PLAN



1 The innovation goal(s) of _____ *Company Name* is/are:



- A. _____
- B. _____
- C. *Ex: Create a new line of business that will be worth 1 Billion USD*

2 To accomplish these goals, we will take the following action(s):



- A. _____
- B. _____
- C. *Ex: Launch 5 proof of concept programs per business unit in the year*

3 ... with the following partners:



- A. _____
- B. _____
- C. *Ex: corporate VC funds, accelerator programs, venture studios, etc*

4 To achieve our goal(s), we will need the following: (define funding, leadership approval or support, etc.)



- A. _____
- B. _____
- C. *Ex: Board-level executive buy-in for new business unit experimentation*

5 We will launch our innovation plan by _____ *Month* _____ *Year*.



6 We will use these metrics to measure the success of the activities (see step 2) :



- A. _____
- B. _____
- C. *Ex: # of pilots, investments, \$ for BU*

7 ... which will provide the following BU(s)/team(s):



- A. _____
- B. _____
- C. *Ex: Logistics, marketing, sales*

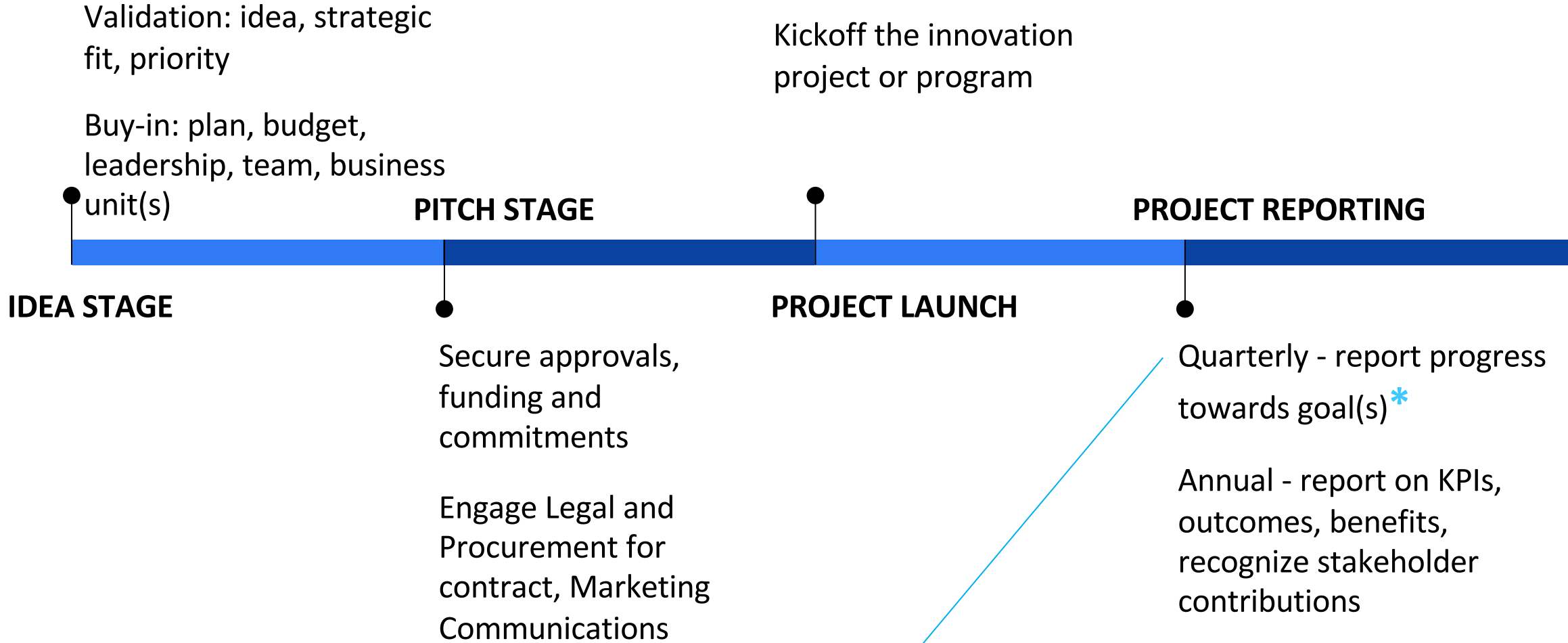
8 ... with these key benefits:



- A. _____
- B. _____
- C. *Ex: increased efficiency, new revenue stream, market knowledge , etc*

Alignment: WHEN & WHAT

The Internal Journey of an Innovation Idea



* TIP: Share progress with Legal, Procurement, Marketing

Elements of the Innovation GPS Tool (1 of 2)

1. State **your innovation goal**. You may include more than one, but we recommend limiting the number of goals to three.
 - a. *Create a new line of business that will generate \$500M in 5 years*
2. **What actions will you take** to accomplish these goals?
 - a. *Launch 5 proof of concept projects with 2+ business units this year*
3. **What partners do you need** to accomplish the goal(s)?
 - a. *Startups, venture studios, startup accelerator orgs, CVC, etc.*

Elements of the Innovation GPS Tool (2 of 2)

4. **What will you need** to achieve your innovation goal?

Define funding, leadership approval or support

5. **What is the target date to launch** the innovation project/program?

6. **What metrics will measure the success** of the project/program?

of pilots, investments, revenue generated (or saved) from new project

7. **Which will provide the following** business unit(s), team(s)...

Market/technology differentiation, new sales channel, sustainability KPI

8. **What key benefits will be realized** upon achieving your innovation goal?

Increased efficiency, new revenue stream, market knowledge, etc.



Any more elements to add?

Answer in the Chat thread

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BoostCamp: Innovation Action Workshop

3-Day **applied** innovation workshop designed for corporate innovation professionals seeking inspiration and tools to revolutionize their approach to innovation.

Stanford Research Institute (SRI) Conference Center, Menlo Park, California

May 15 to 17, 2024

Day 1

Theme: Innovation GPS

Industry 4.0: The Era of Humans + AI Collaboration

Day 2

Theme: Inspiration

SRI Robotics Lab Tour

Day 3

Theme: Taking Action

Purpose-based moonshot thinking with impactful and deliverable results

www.theboostcamps.com

Workshop Learnings include:

- **Assess** emerging technologies like AI, blockchain, and synthetic biology to identify strategic threats and opportunities
- **Explore** business model innovations embedding to circular product flows that align with shifting consumer expectations
- **Establish** frameworks to measure and improve environmental sustainability
- **Evaluate** which partnerships offer the greatest likelihood of realizing innovation leaps



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