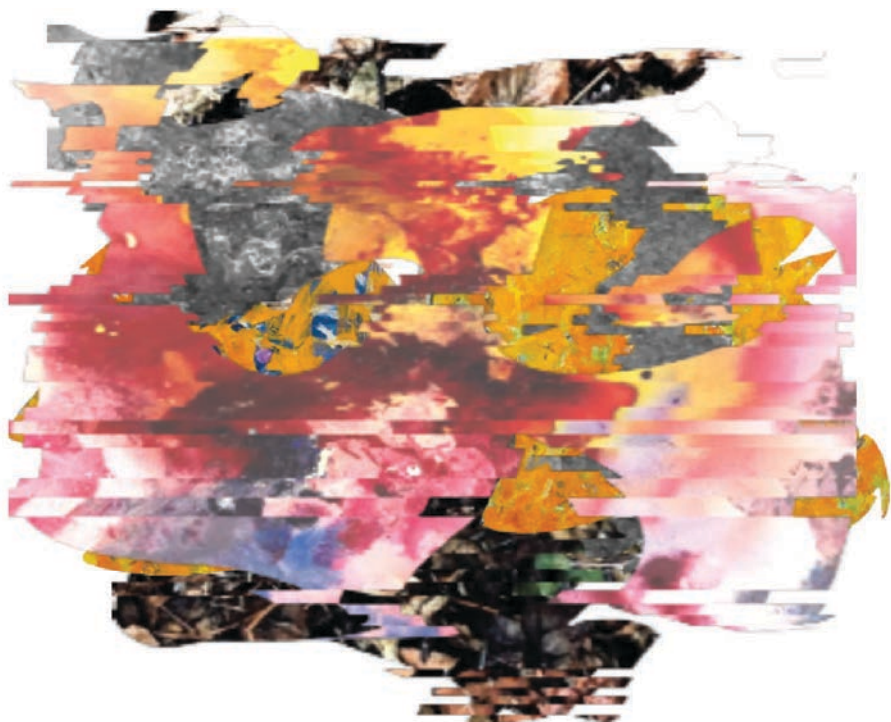


# 90 Minutes to Takeoff

A MINI-BOOK ABOUT THE ART AND SCIENCE OF INNOVATION



How to create new products, new experiences and new outcomes in the kinetic business era.

"YOU ARE ENSURING THE FUTURE OF MY COMPANY. THANK YOU!"

"WE MAKE MONEY EVERYDAY BECAUSE OF WHAT LYNN DID FOR US FIVE YEARS AGO."

If you attend seminars, watch videos, listen to podcasts, scan newsletters or study blog postings from NEWbraska's partners, Lynn Hinderaker and Lee Myers, you are already at the 'point of the spear.'

*"We made a billion dollars in 3.5 years because of you. Nobody else could have done what you did. Thank you!"*

Pepsico's Sr Management




402-208-5519

**NEWBRASKA™**  
Bringing Innovative People and Companies together  
Through Community, Collaboration and Commerce

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1901 HOWARD ST  
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***“Innovation  
distinguishes  
between a  
leader and a  
follower”***

## Why New Is Now

The great fortunes are made in periods of turbulence and change. Why? Because recessionary periods or chapters of economic uncertainty 'force' us to bring new products and services to market to jumpstart momentum and boost output.

However, seeing the opportunities that emerge from a crisis is not the same as being able to seize them. Fewer than 30 percent of business owners feel confident that they can turn lemons into lemonade. They doubt their existing business process can deliver "net new growth opportunities."

**New thinking required!**

**21%**

have the expertise,  
resources, and  
commitment to  
pursue new growth  
successfully

**2/3**

believe that this will be the  
most challenging moment in  
their executive career





**Innovation  
almost  
always  
is not  
successful  
the  
first  
time  
out.  
Persist.**

***"At this particular point in time, it is crucial for all companies - from large firms to startups - to launch new products."***

Unfortunately, 70% of business owners find it difficult to build new and innovative ideas on their own, while 68% say they want more advice from peers.

Companies need to prioritize innovation to keep up with advances in technology and respond to customers' evolving needs. More corporations are starting to agree: In a Boston Consulting Group survey, 79 percent of respondents ranked innovation as a top-three priority at their company.

**79    78    26**

In a separate survey by Deloitte, 78 percent of future business leaders deemed innovation essential to business growth. Of that 78 percent, however, only 26 percent said their current organization encourages practices that foster innovation



“The  
best way  
to  
predict  
the  
future is  
to invent  
it.”

The men and women who will drive Nebraska's revitalization will be the ones who best understand their co-workers state of mind. And state of mind is everything that matters to leadership: **talent, innovation, entrepreneurship, creativity, optimism, determination,** and all the other things that create economic and psychological growth.



## Benefits of innovative mindset

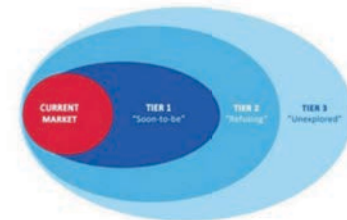
- Improved process efficiency via technology
- Broadens product portfolio
- Deeper engagement with more customers
- Competitive edge, lead-the-pack attitude
- Exciting employee culture, easier recruiting
- Generates more revenue and profits

Customers of your industry

1 "Soon-to-be" noncustomers who are on the edge of your market waiting to jump ship.

2 "Refusing" noncustomers who consciously choose against your market.

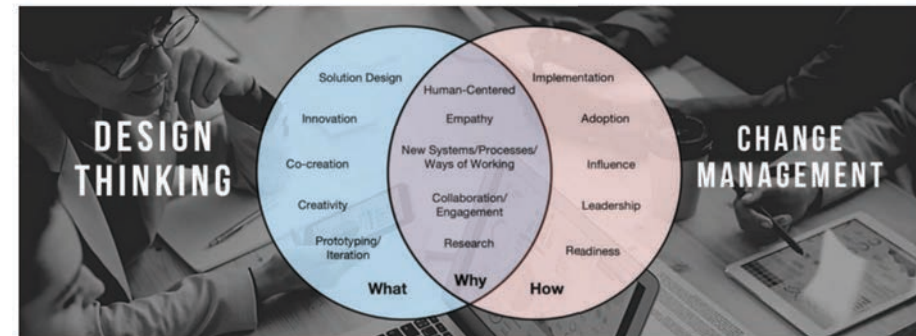
3 "Unexplored" noncustomers who are in markets distant from yours.





"We are  
prisoners  
of what  
we know  
and what  
we  
believe."

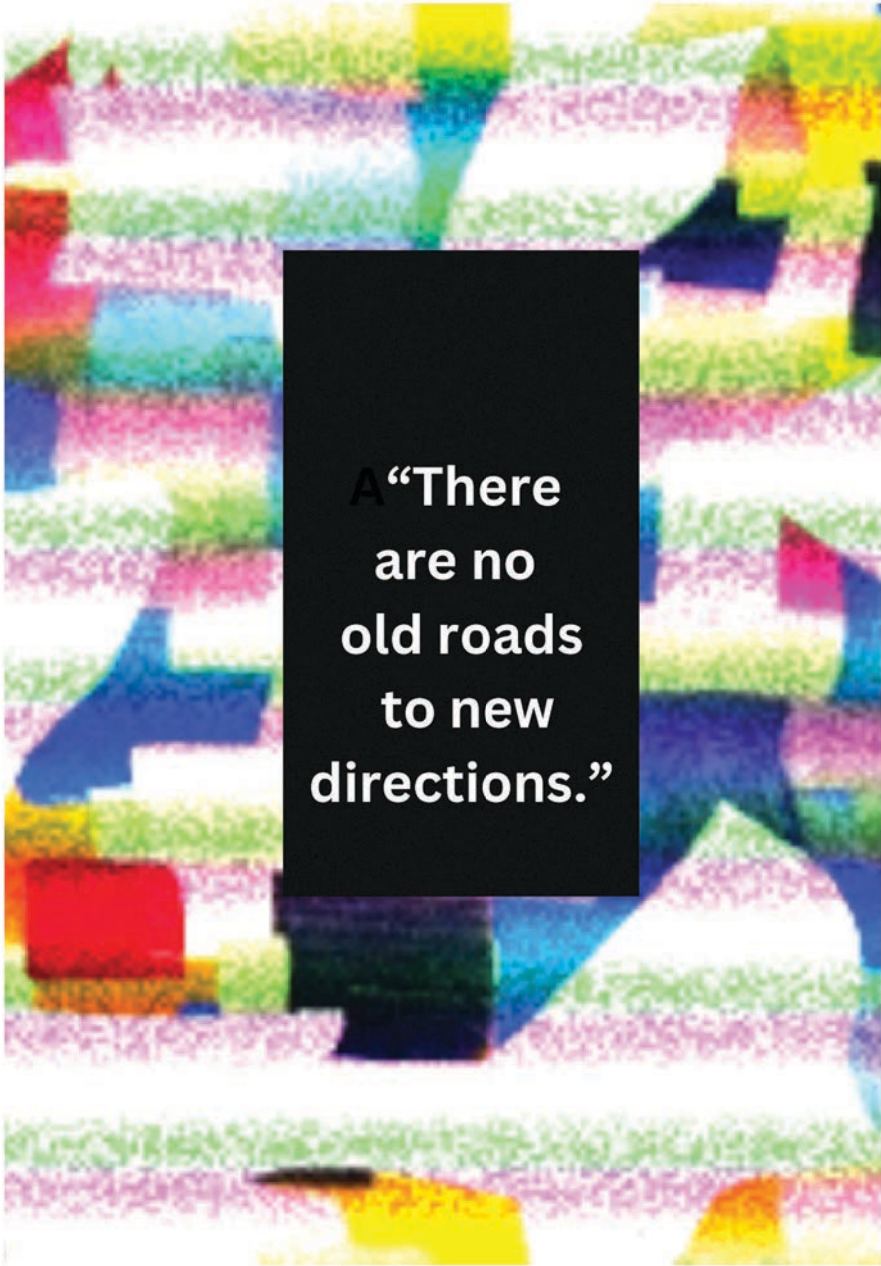
One way to begin an innovation initiative is to use 'design thinking'. The idea is to look deeply at the customer's problem empathetically, then use this research to ideate in a wide ranging fashion without worrying about internal barriers, departmental politics, current staff or other bureaucratic barriers.



Design thinking provides a framework consisting of 'three chapters' that guide innovation forward. The clarity of the process helps employees support the overall goal.







A “There  
are no  
old roads  
to new  
directions.”

As you complete your 'problem' research, it will become obvious that there are four ways to attack the whole innovation project. Industry trends matter here.

'**Architectural**' innovation is the most common. It usually involves a dramatic feature improvement that management is confident will push them to the top of the competitive pack.



'**Incremental**' innovation focuses on gradual improvement, a subtle process that doesn't excite the workers, but minimizes risk.

'**Disruptive**' innovation comes at the marketplace with a new approach, business model or repositioning. Customers love the wow factor.

'**Radical**' innovation changes the entire game using technology. Usually targets non-customers.

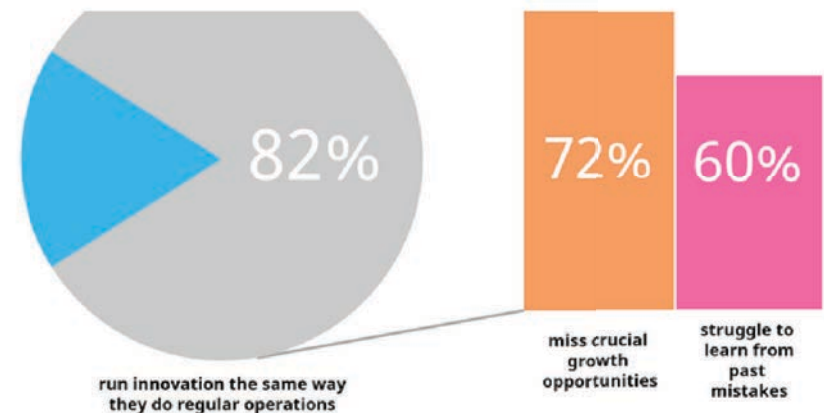


**"The world  
is changing  
very fast.  
Big will not  
beat small  
anymore. It  
will be the  
fast beating  
the slow."**

## THREE ISSUES

Many business owners struggle with innovation because they attempt to manage the process in the same way as they manage everyday operations. That doesn't work.

Others have committed to the right talent and the right budget, but they are too busy to 'see' a door opening in the industry or even the overall culture. For instance, a competitor hires a new president who will require a year to get up to speed. That is a temporary weakness that requires rapid movement in a new direction or the use of new tools, new messaging or new pricing strategies.



Finally, leaders may not realize how past execution of innovation projects were flawed because no one is comfortable telling the Boss 'what we have to change if we want to win the next battle.'

Sometimes, the Boss needs an outsider who has deep experience in conceiving, testing and launching new products. This takes the pressure off the Boss and enables the team to get behind a new product launch confidently.

**Need Seekers  
want  
to be first  
in the  
market.  
They read  
the customer,  
respond fast  
and then  
iterate.**



Every urge to buy and every transaction is preceded by and followed by yet another urge and another tangible interaction. This is how you detect opportunities for value innovation. Graph out the ecosystem you work within. Connect the dots. Look for weak links. Pay attention to feelings. Respond fast.







**“A  
discovery is  
said to be  
an accident  
meeting a  
prepared  
mind.”**

A great innovation emerges not at the center of a company's field of focus, but at its periphery. Sometimes, it's the by-product of an R&D project.

Innovation is risky and it's rare that you arrive at your expected destination. But maybe that destination isn't so important. Maybe what you should be paying attention to are the little detours you take along the way.

## **MORE TIPS WITH TRACTION**

Control, convenience and costs no longer determine success in this economy. However, right brain qualities - artistry, empathy, taking the long view, pursuing the transcendent - will increasingly determine who stumbles and who soars. Consider innovation through that lens.

If you don't have a process for choosing projects, starting projects, funding projects, implementing projects and ending projects, you will never get very good at innovation.

Give people permission to take risks.

The biggest barrier is needing to know the answer before you get started.

Measure yourself by the impact you have on the world—not just your sales or your margins.

Many managers struggle with anxiety during innovation projects. They have to consciously take on the work of unlocking their immunity to change.





A core tenet  
of  
innovation:

The tools of  
the trade are  
different than  
what works  
well in an  
operational  
environment

## The Starting Line: 9 Questions

1. **Open culture:** Is your staff willing to suggest new processes that could increase impact or efficiency?
2. **Leadership:** Does your organization's management truly understand why innovation is key? Will they 'own' it?
3. **Employee engagement:** Are your employees receptive to the changes that accompany innovation?
4. **Skills and mindset:** Does your staff expect to succeed? Will they cultivate the skills necessary to win?
5. **Emerging trends:** Is there a link to a new trend that drives relevance?
6. **Collaborative diversity:** Will departments and personality types work cross-functionally?
7. **Innovation goals:** What's the target for core, adjacent and transformative innovations? Are they high or low?
8. **Screening:** Is there a way to know if an idea will be profitable?
9. **Implementation:** Will the team push beyond 'having ideas' to implementing with accountability?



An abstract, colorful background featuring a large, dark, irregular shape on the left side, possibly representing a person's silhouette. The background is filled with various colors including red, orange, yellow, and purple, with some areas appearing to have a textured or pixelated effect. A black rectangular box is centered on the left side, containing white text.

**Creativity is  
thinking up  
new things  
·  
Innovation  
is  
doing new  
things.**

Technology and a new generation of employees has fundamentally changed the nature of work. This new generation performs at their peak when given flexibility, feedback and growth opportunities.

What's standing in your way of success is not a savvy competitor — it's antiquated practices like top-down management, annual performance reviews and slow feedback loops. ”

Nebraskans know that we need more than a game plan. Nebraska's businesspeople were terrific at playing the old game - and that was part of the problem. Whatever the new game might be, it will require a whole new way of defining opportunities. Everybody in Nebraska will have to think differently.

### **SmartBombs: Seminars and Workshops**

**Fusion Is the Future:** By combining certain basic products or services, you can penetrate new niches while broadening their appeal simultaneously!

**Muse or Lose:** How to Foster Innovation to Gain a Competitive Edge. Most corporate leaders muddle through their business operations copying their predecessors and their competitors as if there were no recourse. This seminar explodes that mechanical pattern and injects new possibilities.





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