



US AIR FORCE

A I R M E N P O W E R E D B Y I N N O V A T I O N

Innovation: Creating the Future Together

Lisa Friedman, Ph.D. and Herman Gyr, Ph.D.



Plan for the Session

- 1 Introductions & Overview
- 2 Stories
- 3 Signals
- 4 Strategy
- 5 System
 - CO-STAR
 - RIIS (Rapid Innovation Improvement Session)
 - Online innovation platform
- 6 Closing Comments



EDG



Silicon Valley



Lisa Friedman



Herman Gyr

- 
- *Business Strategy*
 - *Innovation Practices*
 - *Future-Driven Leadership*

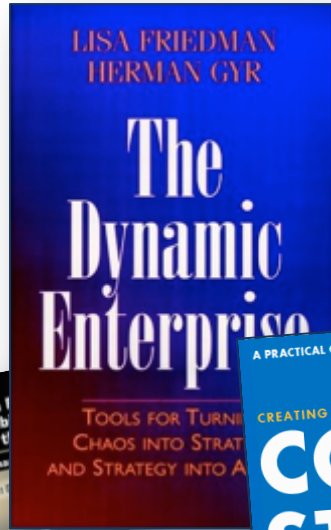
USA

International



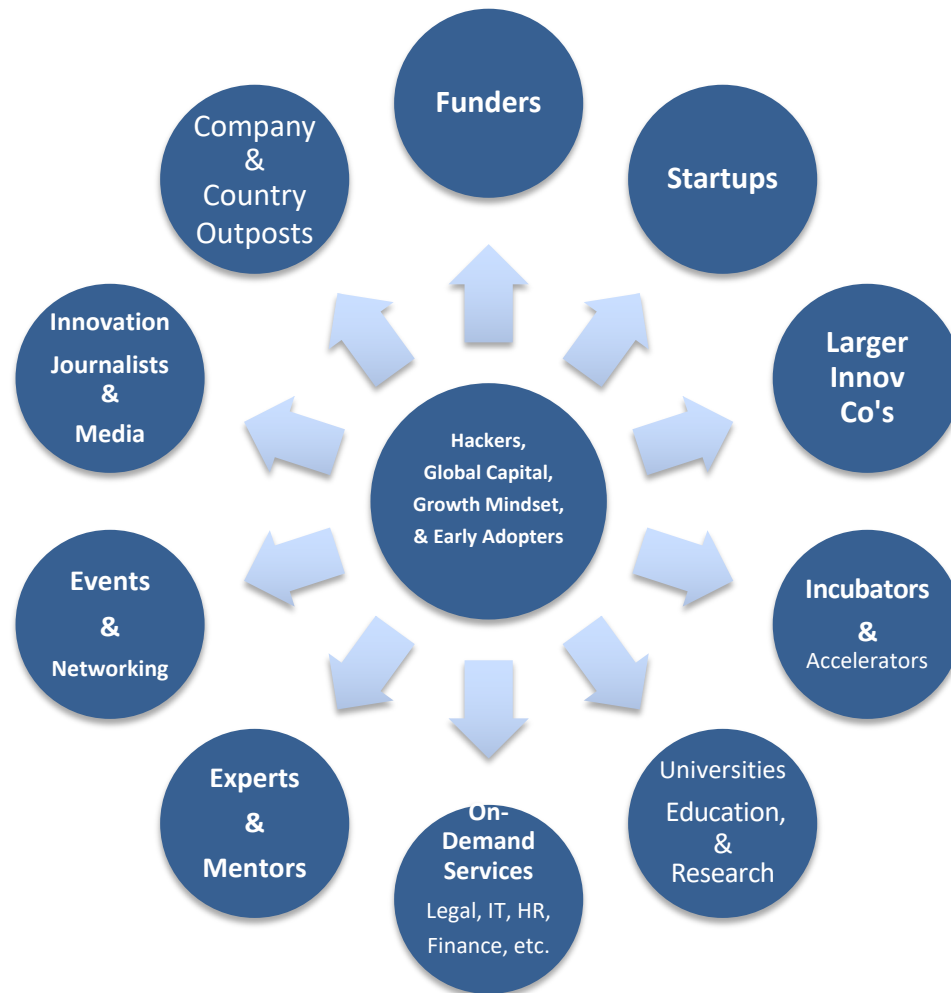
UNIVERSAL MUSIC GROUP







Silicon Valley



*Grand
Challenges*



Spark Cells



*Tech
Accelerator*

Λ F W E R X



Spark Tank

ECOSYSTEM

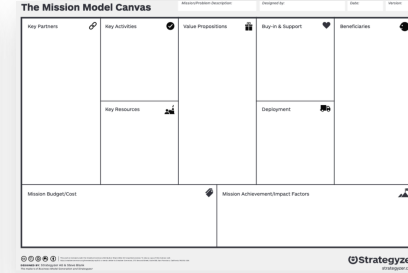
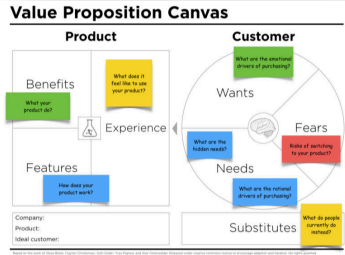
*Community
Development*



Innovation Hubs

THINK BIG, start small, and Scale Fast!

Shared practices – shared language



Squadron Innovation Fund Handbook Innovation Approach

- Phase One—Identify, Prioritize, Get Buy-in
- Phase Two—Get Tactical (acquisitions, legal, etc.)
- Phase Three—Show and Tell
- Phase Four—Scale

USAF Practical Problem Solving Model & Related Toolsets

1. Clarify & Validate the Problem

2. Break Down the Problem & Identify Performance Gaps

3. Set Requirements (Targets)

4. Develop Constraints (CMI) & Implementation Plan

5. Standardize Successful Processes

6. Oversee/Overhaul/Transition Table



ideascale

U.S. Air Force Ideation Platform
Airmen Powered by Innovation

WELCOME IDEAS

Submit

Airmen Powered by Innovation

WE NEED solutions that create more effective and efficient operations. WE NEED solutions that abolishing mismanagement. WE NEED ideas on what products or services can make delivery of AF capability faster, cheaper and meeting commanders' "specifications"??

BROWSE IDEAS

Action Of The

- New member (+5 points)
- Submitted a post (+25 points)

THINK BIG

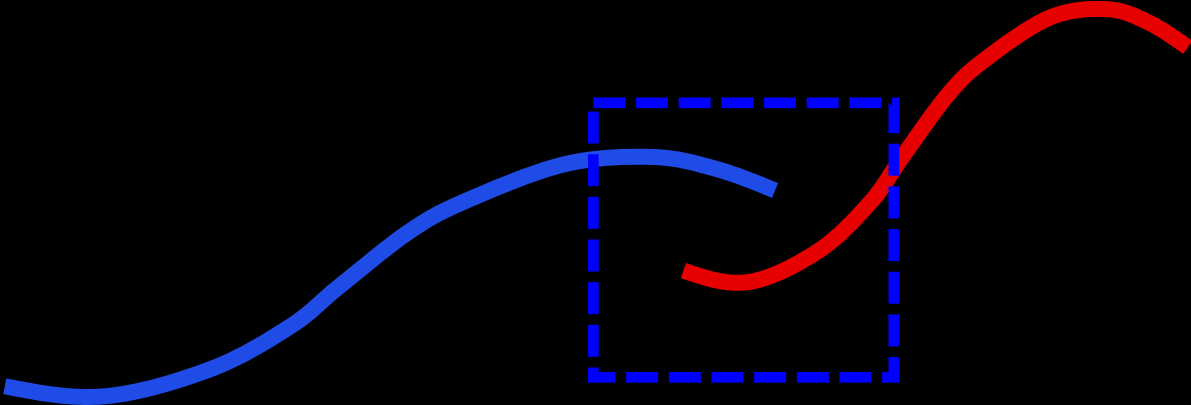
Expand the Possible!

Innovation for transformational opportunities

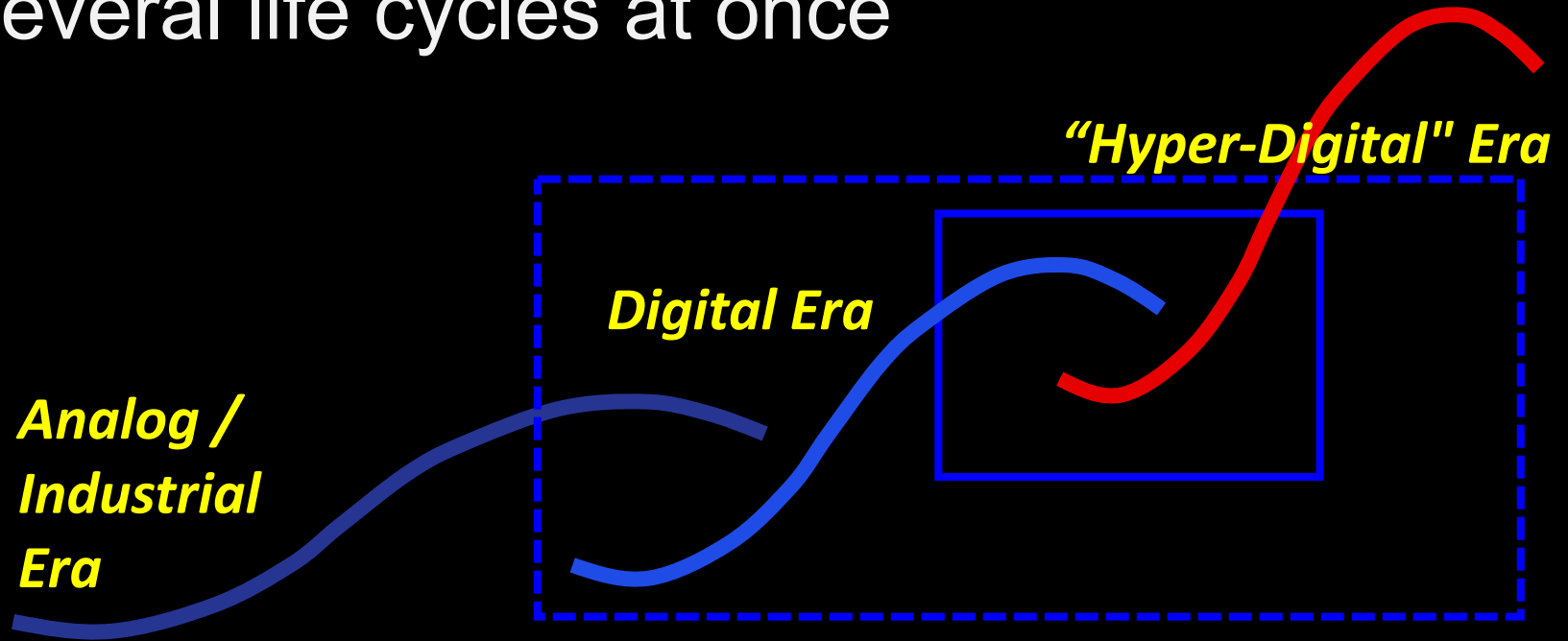
Our Current Moment

Disruption & Opportunities

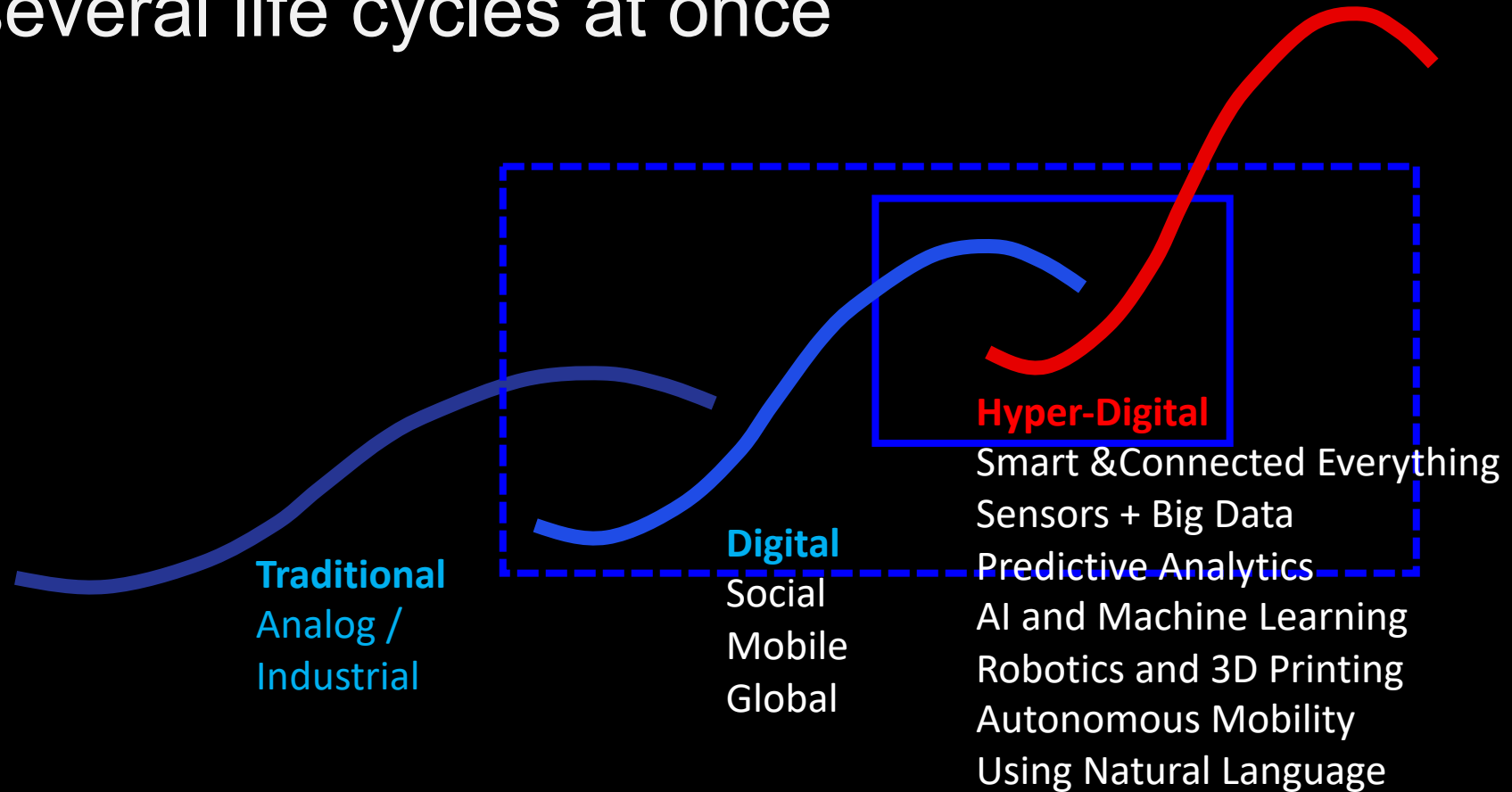
Every business is being disrupted...



... and many have to deliver performance
in several life cycles at once

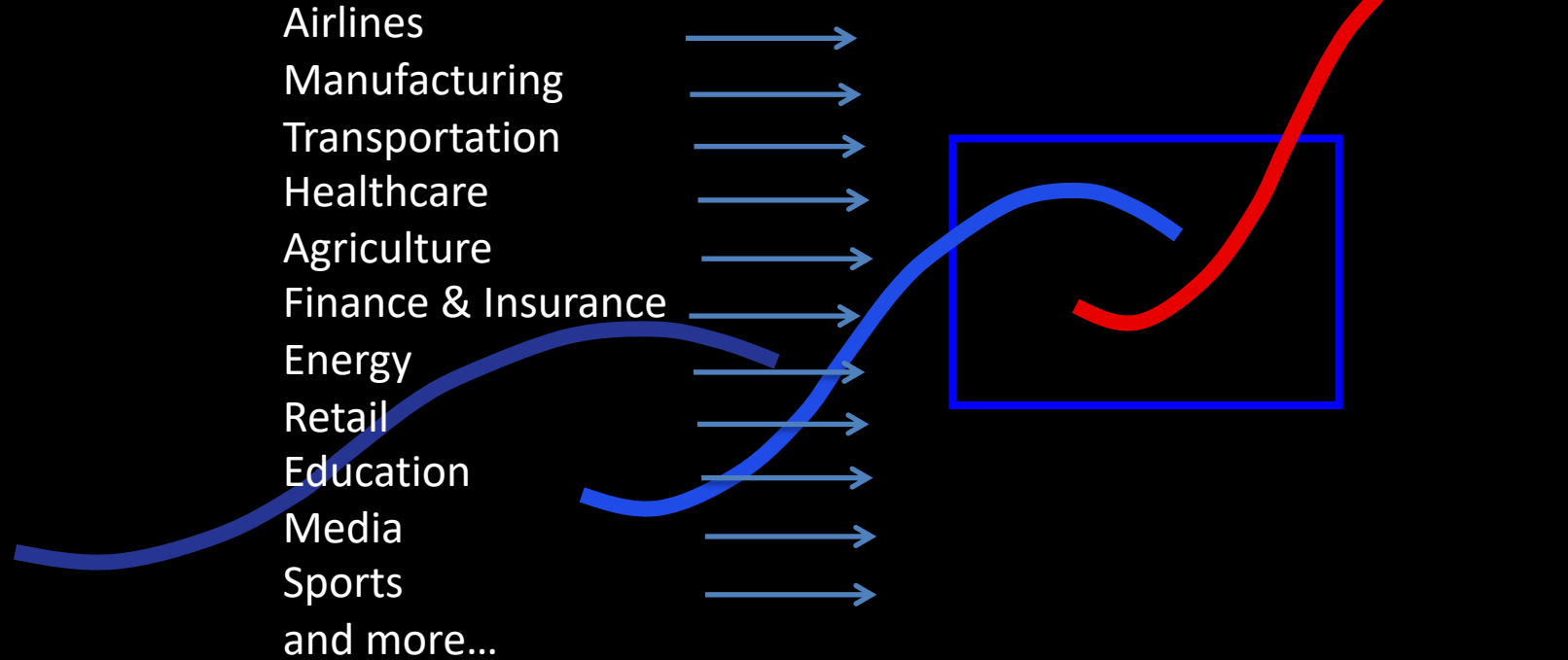


... and many have to deliver performance
in several life cycles at once



Every Industry is Moving Across the Curves

Creating the Next Generation of **Smart & Connected Everything**



THINK BIG

Stories

Creating a Blueprint to the Future

1. *Where is the world going?*
2. *Who will we become in this world?*
3. *How will we get there?*



Swiss Post





Driverless buses will hit the road in Switzerland



Bryan Logan



Nov. 12, 2015, 12:03 AM

1,126

1



FACEBOOK



LINKEDIN



TWITTER



The move toward autonomous vehicle technology is continuing its forward march worldwide.

Driverless buses are expected to hit the road in Switzerland next spring, as part of a two-year trial run that will test how well the vehicles operate in real-life traffic.



Screengrab/BestMile



Konzept Dezember 2013



Ab Frühjahr 2016 sollen diese autonomen Kleinbusse durch Sion rollen.

SwissPost

- 3 world-first working prototypes:
 - Drones
 - Delivery robots
 - Autonomous Shuttle, Sion
- All three were accomplished with full permitting and thus positive impact on the regulatory context in Switzerland far beyond these Post projects.
- On September 16, the national government gave the official go ahead for the Posts innovative E-voting system.





Most Innovative Companies Index

A-C	Deloitte Page 118 ANN ARBOR, MI	Dropbox Page 61 MENLO PARK, CA	Facebook Page 61 MENLO PARK, CA	Google Page 122 MOUNTAIN VIEW, CO	LinkedIn Page 122 MOUNTAIN VIEW, CO	Slack Page 110 SAN FRANCISCO, CA	Twitter Page 122 SAN FRANCISCO, CA
D-E	IBM Page 122 ARMONK, NY	Microsoft Page 122 REDMOND, WA	Oracle Page 122 REDWOOD CITY, CA	Paycom Software Page 122 SOUTH BEND, IN	Pinterest Page 122 SANTA MONICA, CA	Uber Page 122 SAN FRANCISCO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA
F-H	Alibaba Page 122 HANGZHOU, CHINA	Amazon Page 122 SEATTLE, WA	Apple Page 122 CUPERTINO, CA	Autodesk Page 122 SAN RAMON, CA	Facebook Page 122 MENLO PARK, CA	Google Page 122 MOUNTAIN VIEW, CO	IBM Page 122 ARMONK, NY
I-L	Intel Page 122 FOLSOM, CA	LinkedIn Page 122 MOUNTAIN VIEW, CO	Microsoft Page 122 REDMOND, WA	Oracle Page 122 REDWOOD CITY, CA	Paycom Software Page 122 SOUTH BEND, IN	Pinterest Page 122 SANTA MONICA, CA	Uber Page 122 SAN FRANCISCO, CA
M-O	MailChimp Page 122 MILWAUKEE, WI	Netflix Page 122 LOS GATOS, CA	Paycom Software Page 122 SOUTH BEND, IN	Pinterest Page 122 SANTA MONICA, CA	Uber Page 122 SAN FRANCISCO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA
P-R	Paycom Software Page 122 SOUTH BEND, IN	Pinterest Page 122 SANTA MONICA, CA	Uber Page 122 SAN FRANCISCO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA
S-T	Slack Page 110 SAN FRANCISCO, CA	Twitter Page 122 SAN FRANCISCO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA
U-Z	Uber Page 122 SAN FRANCISCO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA	Zoom Page 122 SAN JUAN CAPISSTRANO, CA

Slack Pages 68, 107 SAN FRANCISCO	Swiss Postal Services - Page 107 BERN, SWITZERLAND	Virgin America Page 108 SAN FRANCISCO
Snapchat Pages 84, 108, 110 VENICE, CA	Taco Bell Pages 46, 109 IRVINE, CA	Vrse Page 110 LOS ANGELES
Sober Steering Page 106 WATERLOO, ONTARIO	Tap.In2 Page 109 SANTA MONICA, CA	W-Z
Social Capital Pages 76, 109 PALO ALTO	Target Page 109 MINNEAPOLIS	Warby Parker Pages 58, 109 NEW YORK
SoFi Page 107 SAN FRANCISCO	Tencent (WeChat) Pages 106, 109 SHENZHEN, CHINA	Wasserman Media Group Page 108 LOS ANGELES
Solar Impulse Page 107	Tencent	Wanbao Minsheng

Weltpostverein

Schweizerische Post ist weltweit die beste

Der Weltpostverein (Universal Postal Union, UPU) kürt die Schweizerische Post zur weltweit besten Post. Im Vergleich mit 173 Ländern rangiert die Schweizerische Post an der Spitze vor jenen der Niederlande und Japan. Zum zweiten Mal in Folge belegt die Schweiz im Postal Development Index den ersten Rang sämtlicher von der UPU untersuchten Postorganisationen.

«Diese Auszeichnung gebührt allen unseren Mitarbeitenden für ihren täglichen unermüdeten Einsatz für die Post», freut sich Konzernleiterin Susanne Ruoff. Die Post ist stolz auf die wiederum sehr gute Platzierung in einem zunehmend schwierigeren wirtschaftlichen Umfeld. «Dieses Ergebnis ist für uns aber auch Verpflichtung und Ansporn, den hohen Anforderungen in einem sich rasch wandelnden Umfeld auch künftig gerecht zu werden», sagt Susanne Ruoff.

In ihrer **Medienmitteilung** versteht die UPU der Schweizerischen Post Bestnoten. Über alle **bewerteten Bereiche** hinweg habe die Schweizerische Post in den Bereichen Relevanz und Belastbarkeit maximale 100 Punkte erreicht. Die Durchschnittswerte in den genannten Kategorien liegen in Industrienationen bei 64,3 Punkten (Belastbarkeit) und 39,9 Punkten (Relevanz). Einzige Post Japans kann im Finanzbereich und ihrer nationalen Bedeutung gleichziehen und erreicht wie die Schweizerische Post eine Relevanz von maximalen 100 Punkten.

Die **UPU-Studie** bewertet die Bereiche Zuverlässigkeit (Effizienz, Geschwindigkeit und Qualität der Zustellung und Dienstleistungen), Reichweite (internationale Vernetzung und Auslandsengagement), Relevanz (wie stark Produkte und Dienstleistungen nachgefragt werden und wie wichtig sie für das Land sind) und Belastbarkeit (wie innovativ die Post ist, wie diversifiziert die Einnahmequellen sind und wie nachhaltige Entwicklungen umgesetzt werden).

Laut Studie stelle die zunehmende Digitalisierung die Branche weltweit vor beispiellose Herausforderungen. Vor allem auch angesichts wachsender Nachfrage nach Zustellkapazitäten im Onlinehandel. Die Digitalisierung eröffne aber auch neue Chancen für jene, die agil, reaktionsschnell und proaktiv seien. Regierungen, Regulierungsbehörden und Marktteilnehmer würden davon profitieren, wenn Investitionen erhöht und gleiche Wettbewerbsbedingungen geschaffen würden, um die Post als wichtiges Element der nationalen Infrastruktur zu stärken, so die Studie.

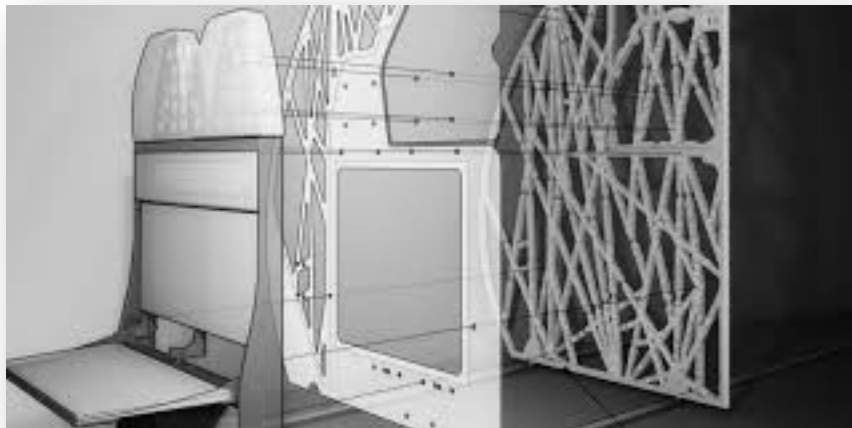
Die Post der Nachbarländer Deutschland (Rang 4 mit 91,3 Punkten), Österreich (Rang 10 mit 76,3 Punkten) und Frankreich (Rang 5 mit 83,3 Punkten) rangieren ebenfalls vorne, wobei sich der Abstand zur Schweizerischen Post (Rang 1 mit 100 Punkten) im Vergleich zum letzten Jahr vergrössert hat (Italien auf Rang 28 mit 62,9 Punkten).

Auskunft: François Furer, Mediensprecher, Telefon: 058 341 19 47 oder presse@post.ch

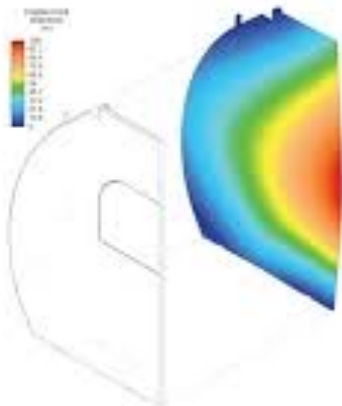
May 30, 2018:
Universal Postal Union:
“Swiss Post is the best worldwide”
(among 173 postal services tested)
FOR THE SECOND YEAR IN A ROW!

Airbus



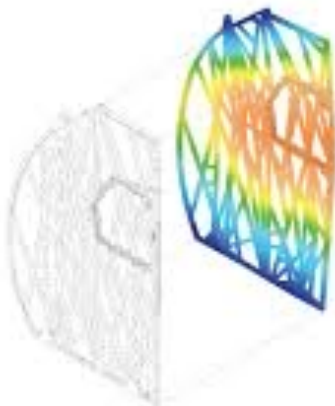


Impact: 465,000 metric tons of CO2 emissions per year.



EXISTING STATE-OF-THE-ART PARTITION

Weight: 65 kg
Displacement: 160 mm
Load: 9G Forward



NEW BIONIC PARTITION

Weight: 20 kg (45% reduction)
Displacement: 99 mm (84% reduction)
Load: 9G Forward



Lufthansa Technik



A/C MRO
History Data



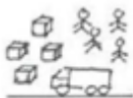
LHT MRO
Data



A/C / ENG
MTC / Mobile
Inspection Data



A/C Data
online



Material &
People
Logistic Data



Flight Data



AVIATAR – Our innovative and holistic platform for the entire aviation industry

AVIATAR offers an extensive variety of digital products and services for airlines, MROs, OEMs and lessors by combining multiple apps in one place. While each single app provides value in its stand-alone version, it is the interplay of those apps, which creates the unique value proposition for the individual user. AVIATAR has three main characteristics:

Open. Modular. Neutral.



Lufthansa Technik

Scale Fast

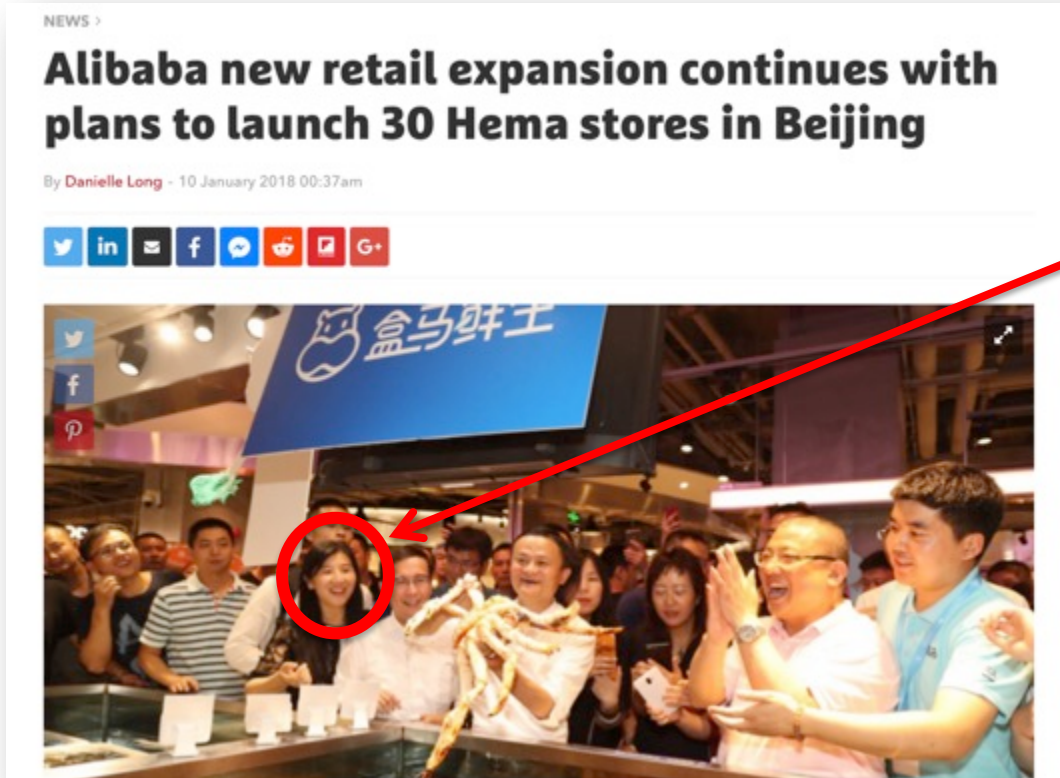
Alibaba

Initial Blueprint Workshop



Omni-channel strategy realized

6 months later

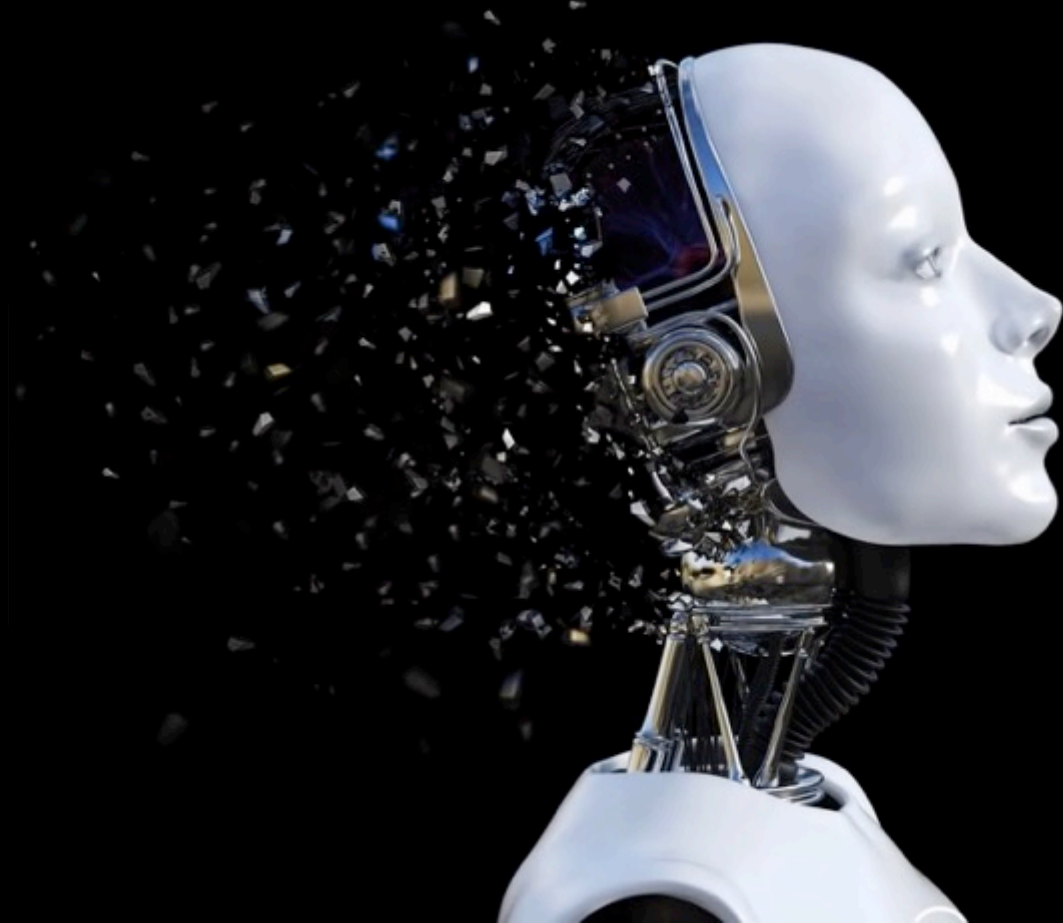


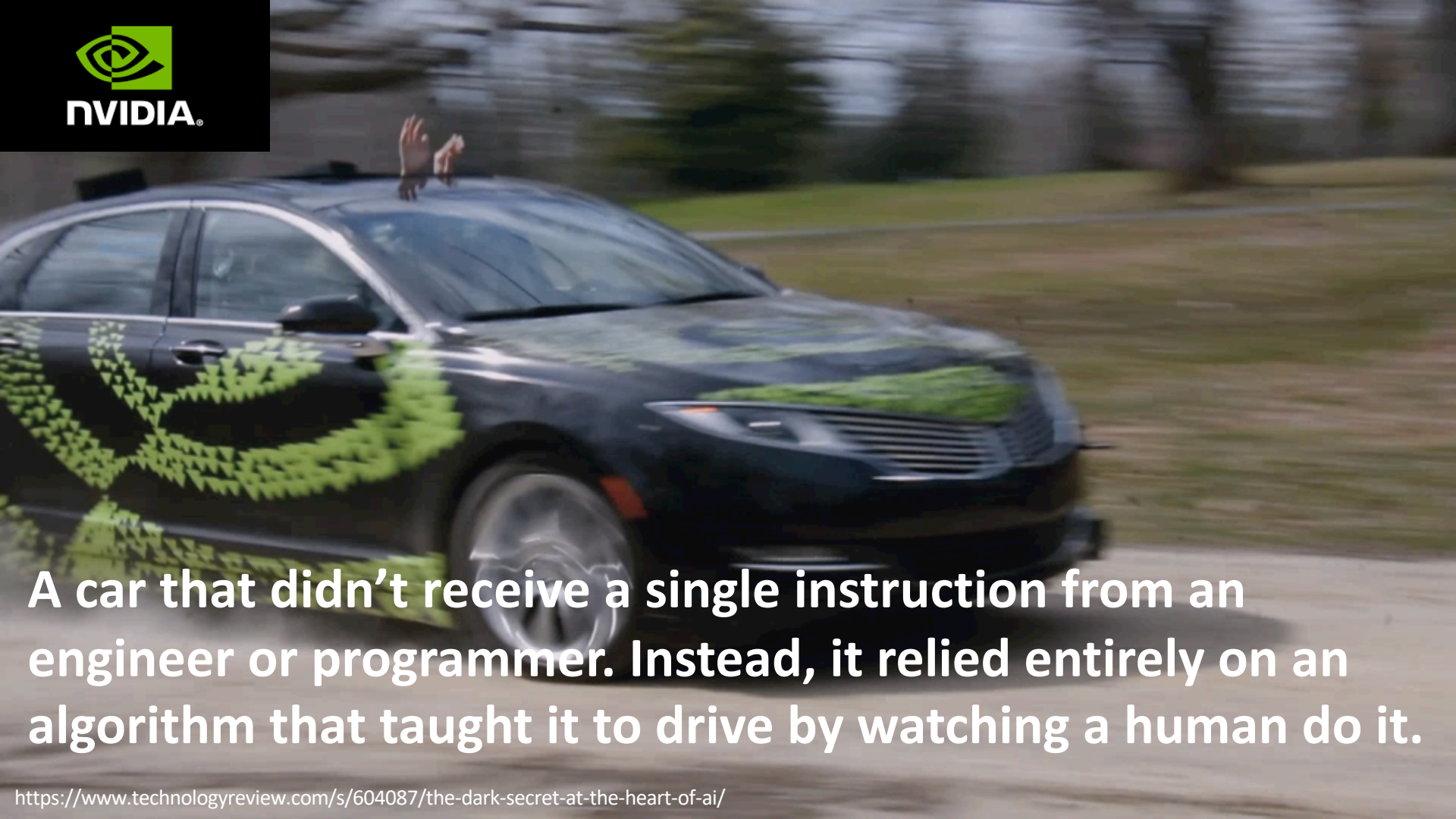
CHINA SPEED!

SIGNALS: it's BIG

Wait, what?

NON-HUMAN INTELLIGENCE / AI





A car that didn't receive a single instruction from an engineer or programmer. Instead, it relied entirely on an algorithm that taught it to drive by watching a human do it.

John Deere is buying an AI startup to help teach its tractors how to farm

Blue River Technology builds tools to help crop sprayers identify weeds and blast them with pesticide

by James Vincent | @jvincent | Sep 7, 2017, 12:52pm EDT



SHARE



TWEET

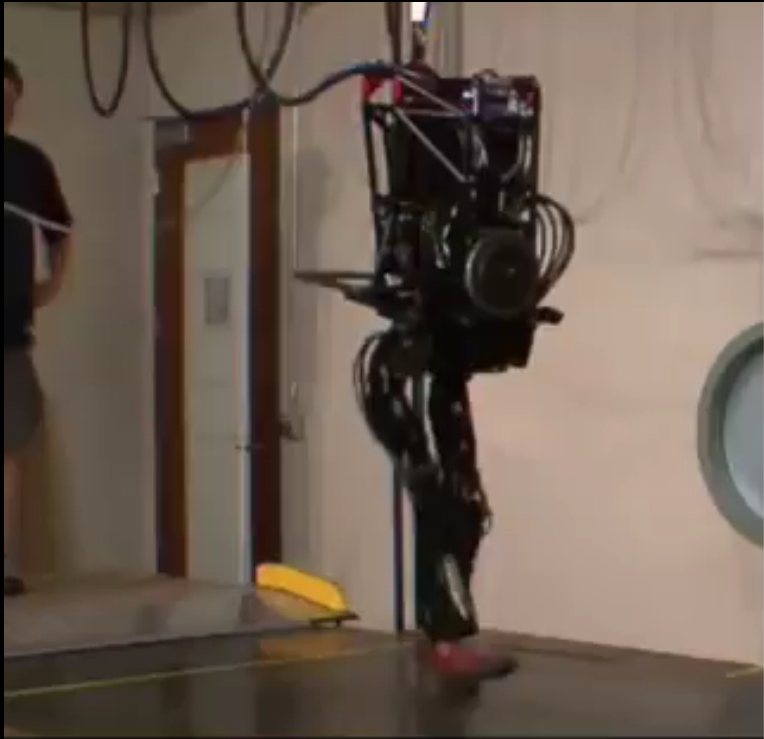


LINKEDIN



ARRIS
SURFboard

YOUR CONNECTED HOME JUST GOT MORE SECURE

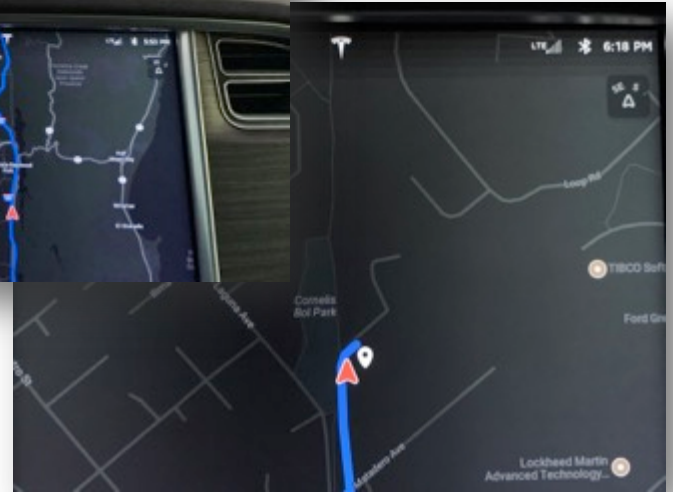
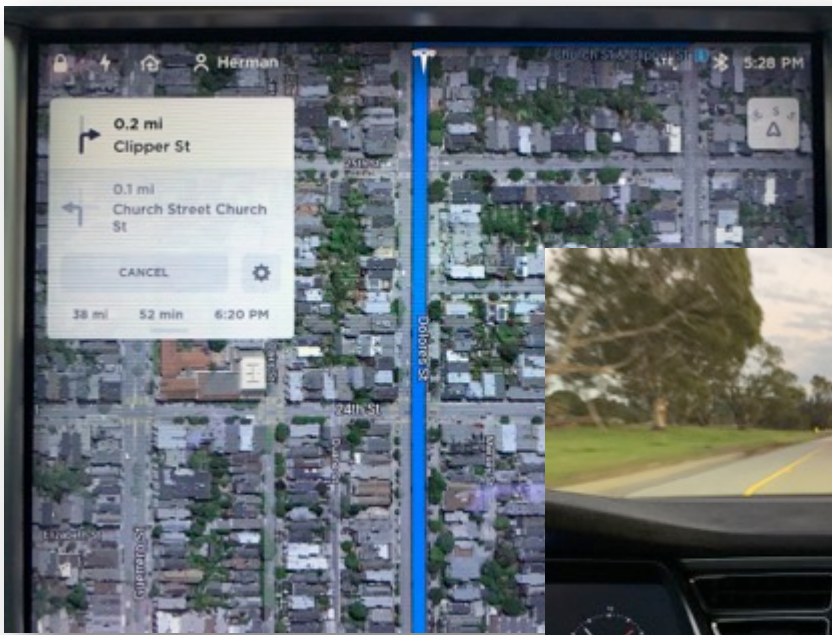


2009



April 2019

Living inside the bot



“Everything we see today is just the beginning...”

..and things continue to grow exponentially.”

2015: 15 Billion (*adding 7mil/day or 2.5 Billion/year*)

2020: >50 Billion devices & 1 Trillion Sensors

2030: >500 Billion devices & 100 Trillion Sensors

2044: Quadrillion devices and Sextillion Sensors

The amplified human



Today: External brain extenders



The 20s: Wearables
Amplified-monitored



The 30s: Insidables
Merged-expanded

Exponentially expanded human intelligence



Now: External brain extender



The 20s: Wearables
Amplified-monitored



The 30s: Insidables
Merged-expanded



The 40s: Multiplied intelligence
a billion fold by merging with
the intelligence we created

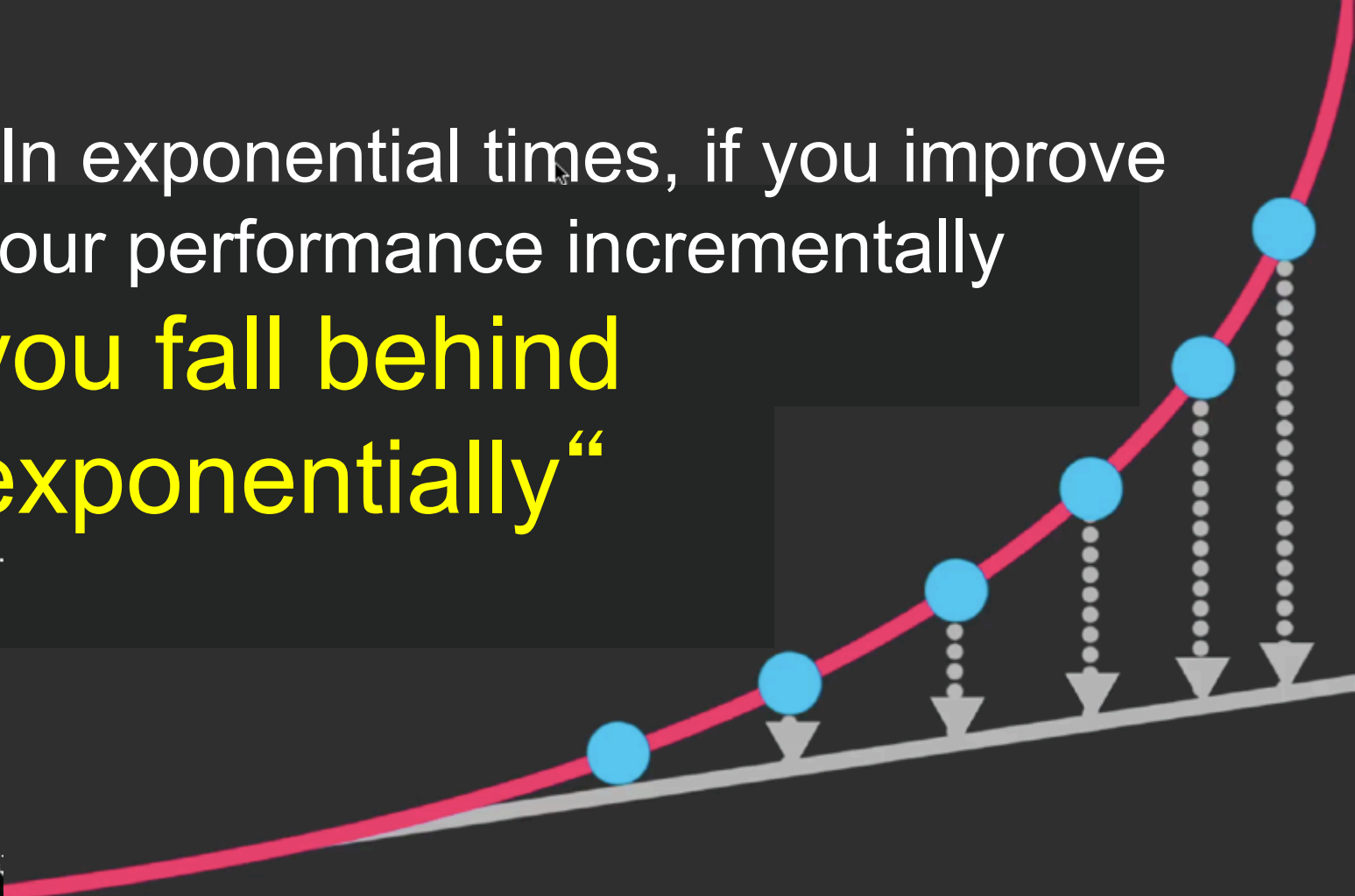
Digital =

Exponential

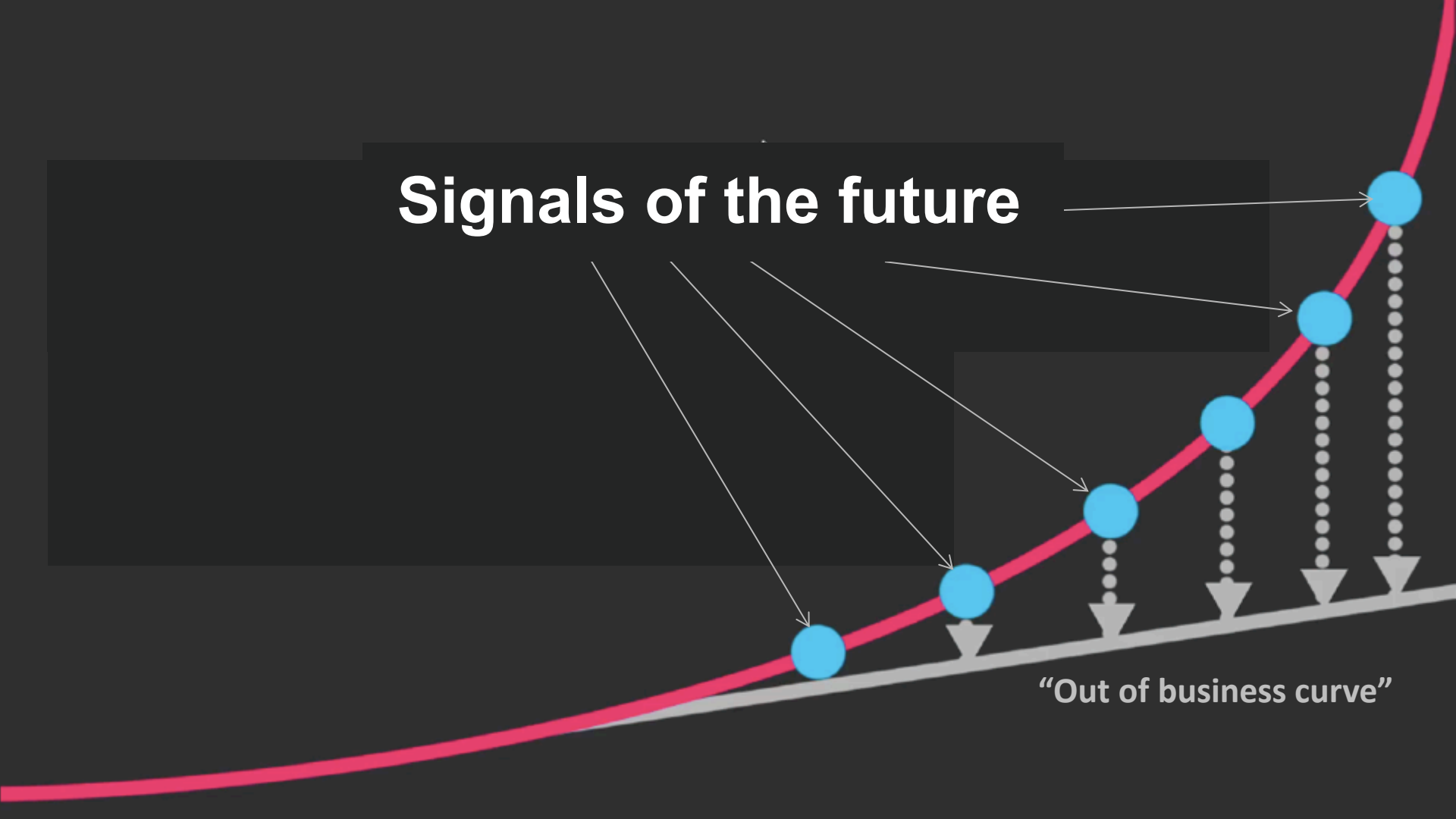
“In exponential times, if you improve
your performance incrementally
**you fall behind
exponentially**”




Curt Carlson, CEO, SRI International



Signals of the future



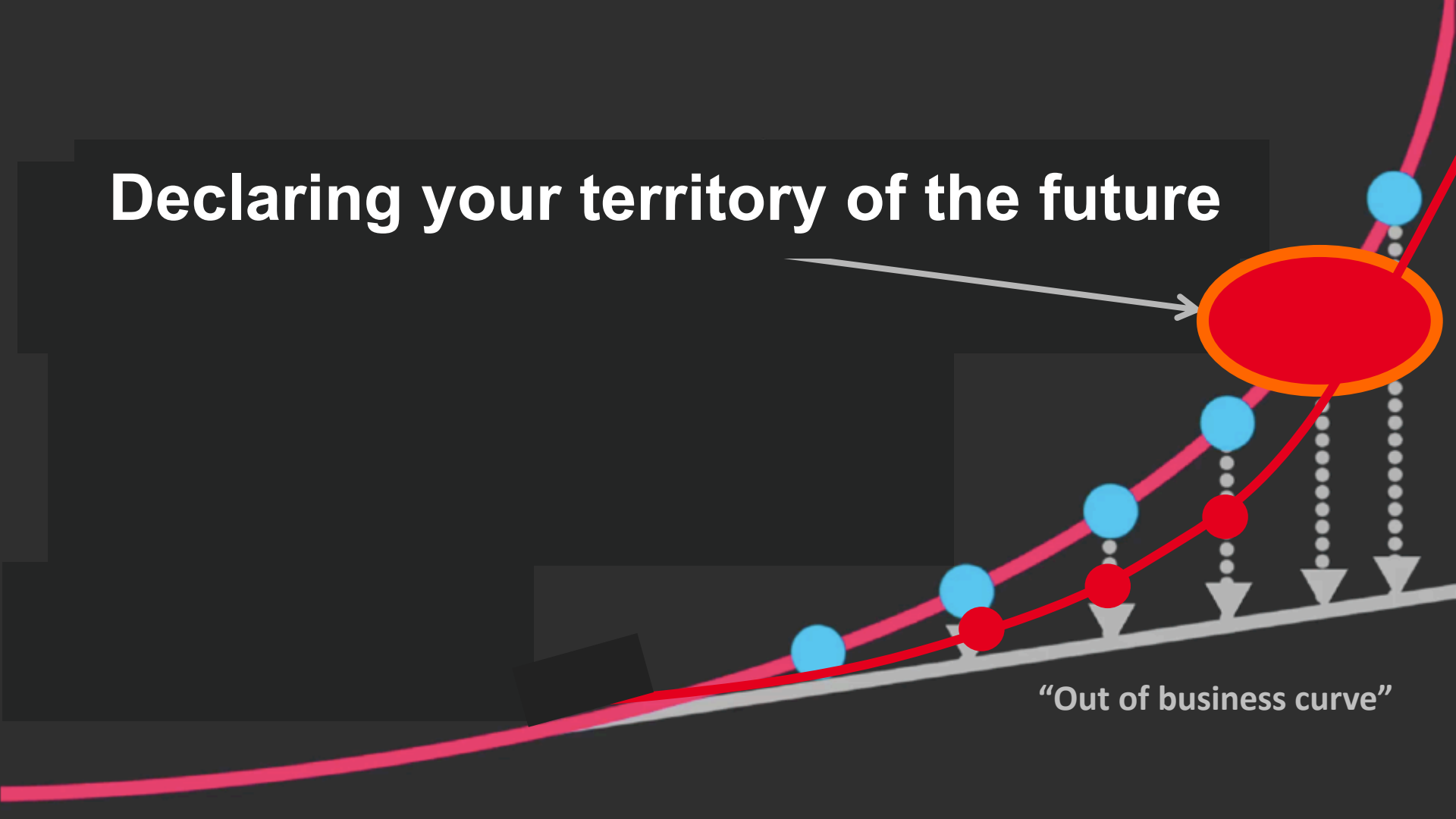
“Out of business curve”

A white wolf and a white sheep are shown in a rocky, brown landscape. The wolf is in the background, looking towards the camera with yellow eyes. The sheep is in the foreground, looking slightly to the right with yellow eyes. The scene is set against a backdrop of dark, jagged rocks and a hazy sky.

*“If you find yourself in
an
(exponential) market
transaction and don’t
know for sure that you
are the wolf, then, sadly,
you are the sheep.”*

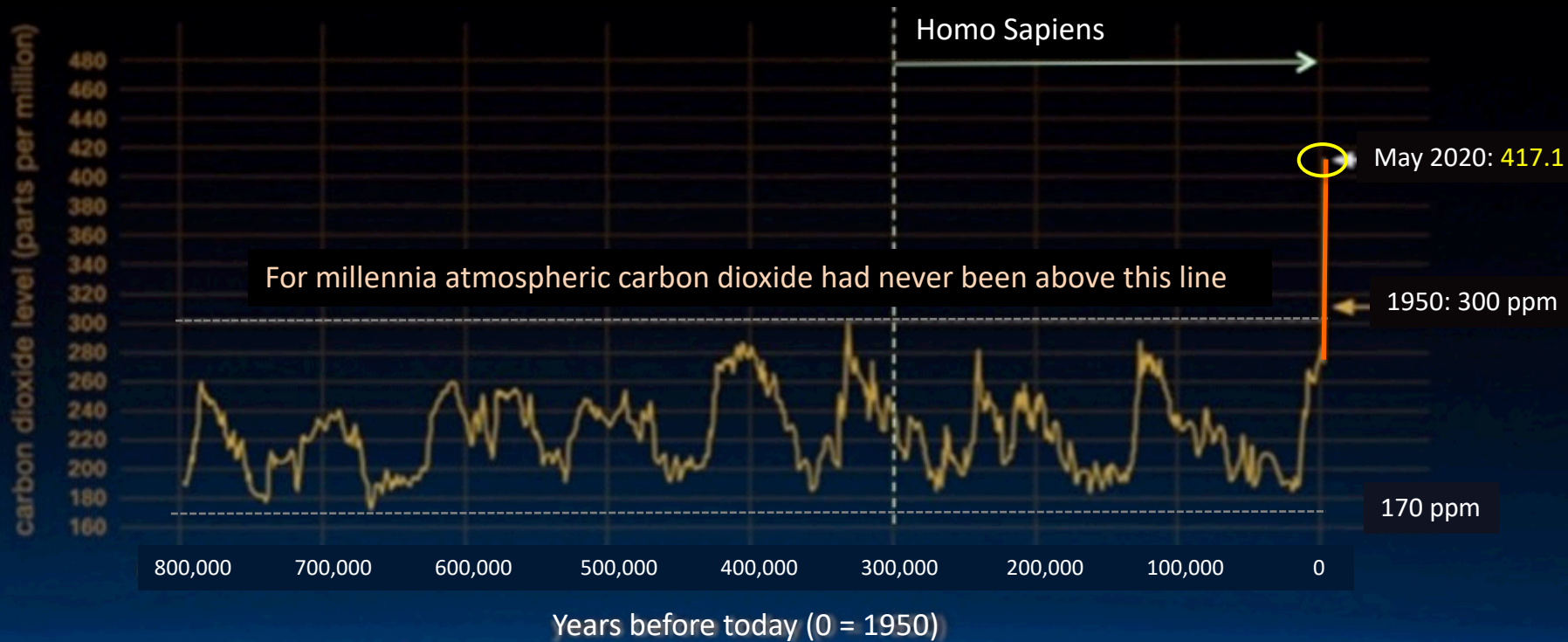
Andre Perold

Declaring your territory of the future



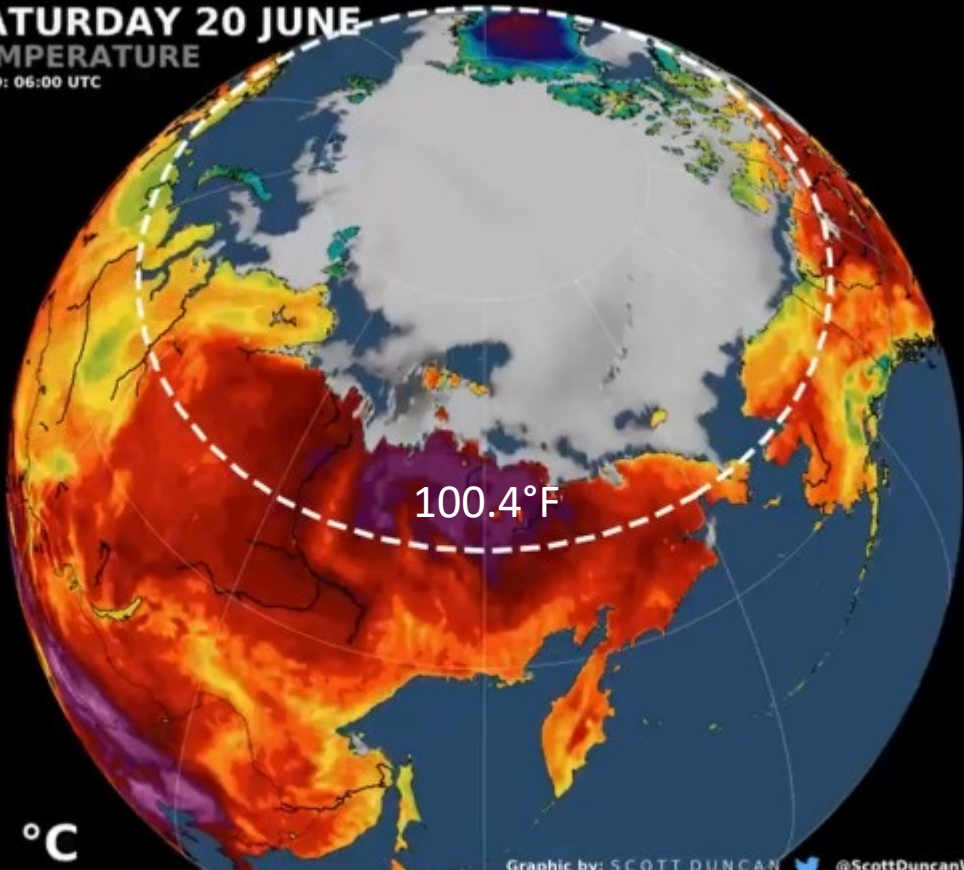
SIGNALS

and now this...



The last time levels of atmospheric carbon dioxide were this high came during the Pliocene Epoch, which extended from about 5.3 million to 2.6 million years ago. During that period, average sea levels were about 50 feet higher than they are today and forests grew as far north as the Arctic. Prof. Rob Jackson, Stanford University.

SATURDAY 20 JUNE
TEMPERATURE
VALID: 06:00 UTC



DATA: GFS 0.25°
Run: 19/06/20 00 UTC

Opinion
The Earth is in a death spiral. It will take radical action to save us.

America's Great Climate Exodus Is Starting in the Florida Keys

Mass migration begins as coastal homes are bulldozed in the state facing the biggest threat from climate-driven inundation.



Lori Rittel's home in Marathon Keys, on Sept. 16

Photographer: Jayme Gershen/Bloomberg

By Prashant Gopal, September 20, 2019, 5:00 AM EDT, updated at September 20, 2019, 10:49 AM EDT

Lori Rittel is stuck in her Florida Keys home, living in the wreckage

UN Says Climate Genocide Is Coming. It's Actually Worse Than That.

By David Wallace-Wells



HOW EXTREME WEATHER IS SHRINKING THE PLANET

With wildfires, heat waves, and sea level rises, large tracts of the earth are becoming uninhabitable. But the industry continues its assault on the planet.

By Bill McKibben



The Ocean Is Running Out of Breath, Scientists Warn

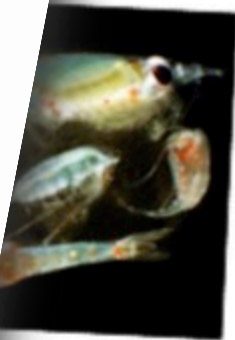
As the world burns, drastic marine oxygen levels are dropping, threatening species—a trend that could worsen as climate change accelerates.

By Matt Simon
November 25, 2019

Why the Arctic Is Warming So Fast, and Why That's So Alarming

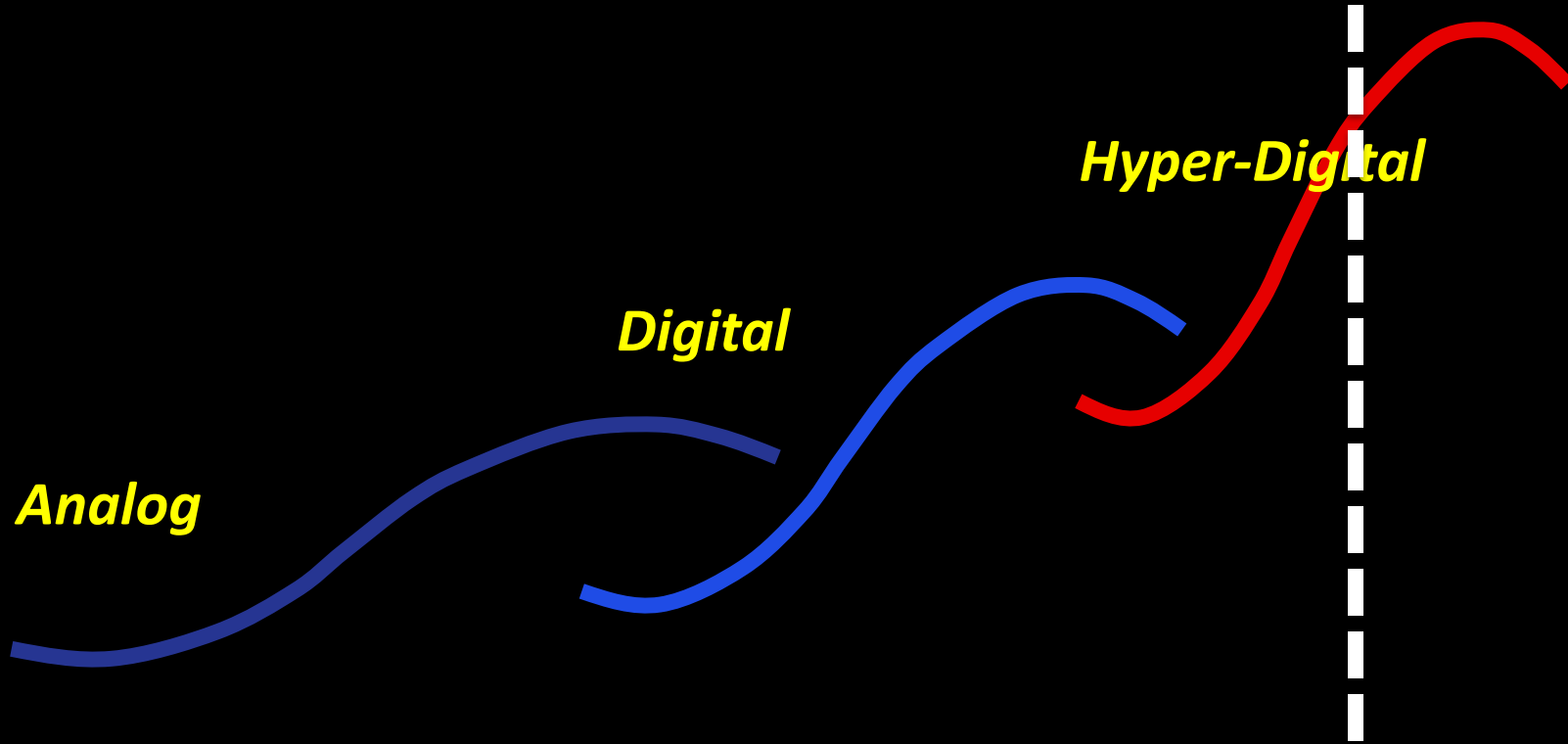
When permafrost thaws, sea ice disappears, and wildfires rage in the north, the consequences extend to the rest of the world.

MATT SIMON
86.23.20 16:06 PM

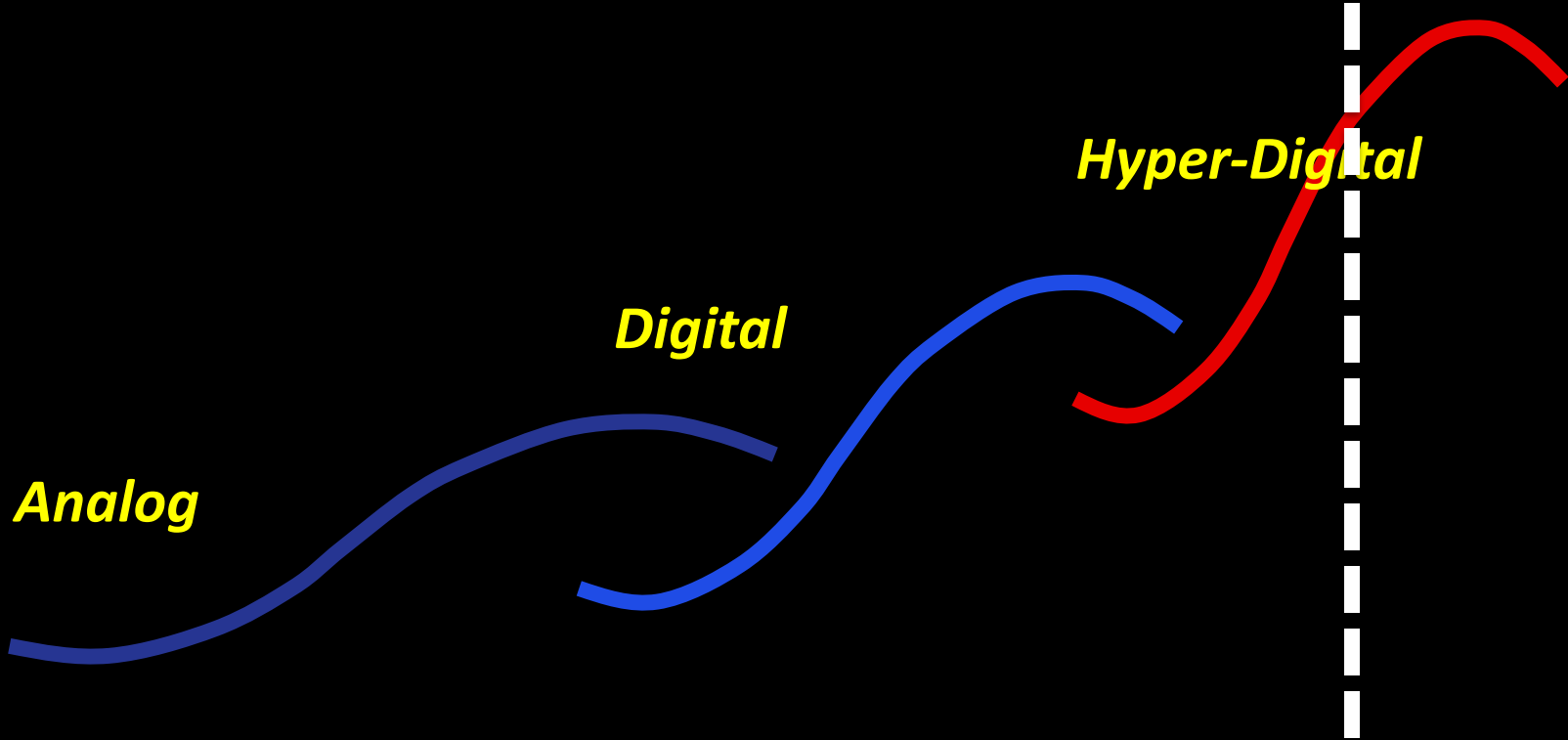


Wilson/Jay Clark, NOAA

We are hitting a wall...



...and we need solutions fast!



Investors, Banks and Economic Leaders

Firms ignoring climate crisis will go bankrupt, says Mark Carney

Bank of England governor warns of financial collapse linked to climate emergency

- Top asset managers oversee \$300bn fossil fuel investments
- Why are asset managers investing in fossil fuel companies?



▲ Mark Carney, the Bank of England governor, has led efforts to address the dangers of climate change in the financial sector. Photograph: Leon Neal/Getty Images

Companies and industries that are not moving toward net-zero emissions will be punished by investors and go bankrupt, the Bank of England has warned.

Mark Carney also told the Guardian it was possible that the financial sector needed to tackle the climate crisis could result in a collapse. He said the longer action to reverse emissions is delayed, the more the risk of collapse would grow.

Carney has led efforts to address the dangers of climate change in the financial sector, from increasing extreme weather regulations to increasing asset values such as fossil fuel company valuations. The Guardian revealed last week that asset managers have produced coal, oil and gas linked to climate change emissions in the modern era.

The Bank of England has said up to \$20tn (£16tn) of assets could be at risk if the climate emergency is not addressed. It said great fortunes could be made by those who invest in low-carbon emissions with a big potential upside for the future.

BUSINESS INSIDER

130 banks worth \$47 trillion adopt new UN-backed climate policies to shift their loan books away from fossil fuels

Matthew Green, Reuters Sep. 22, 2019, 11:35 PM



Steam billowing from the cooling towers of Vattenfall's Jaenschwalde brown coal power station is reflected in the water of a lake near Cottbus, eastern Germany December 2, 2009.

Reuters/Pawel Kopczynski

- Banks with more than \$47 trillion in assets, including Deutsche Bank, Citigroup, and Barclays, have adopted

THE WALL STREET JOURNAL

WORLD

Environmental Risks Loom Large Among World Economic Forum Members

Ahead of Davos meeting, report shows climate change is increasingly unsettling government, academic and business leaders



A worker deices a path at the venue of the World Economic Forum ahead of its annual meeting in Davos, Switzerland, next week. PHOTO: GIAN EHRENZELLER/EPA/SHUTTERSTOCK

MARKETS INSIDER

Goldman Sachs released a 34-page analysis of the impact of climate change. And the results are terrifying.

Yusuf Khan Sep. 25, 2019, 09:12 AM

SHARE



Goldman Sachs report on impact of climate change across the world is grim reading. Rising temperatures would lead to changing disease patterns, more intense and lasting heatwaves, destructive weather and pressure on the availability and quality of drinking water.

Some cities were also at risk of flooding. New York, Lagos all at risk of partially submerged.

World's largest asset manager BlackRock joins \$41 trillion climate-change investing pact

Published: Jan. 14, 2020 at 8:55 a.m. ET

By Rachel Koning Beals

'We believe evidence of the impact of climate risk on rapidly'



DealBook/

DEALBOOK

BlackRock C.E.O. Larry Fink: Climate Crisis Will Reshape Finance

In his influential annual letter to chief executives, Mr. Fink said his firm would avoid investments in companies that "present a high sustainability-related risk."



The New York Times

PLAY TH

World Economic Forum asks all Davos participants to set a net-zero climate target



Klaus Schwab, founder and Executive Chairman of the World Economic Forum (WEF), addresses a news conference ahead of the Davos annual meeting in Cologne near Geneva, Switzerland, January 14, 2020.

Image: REUTERS/Balibouse

17 Jan 2020

All News Business

Goldman Sachs Unveils \$750 Billion Climate Plan For Investing in Solutions, and Vows Never to Support Arctic Drilling

By Andy Corbley - Jan 18, 2020



David Solomon, chief executive of Goldman Sachs, recently wrote an editorial in the Financial Times in which he laid out the premise behind a \$750 billion plan for a decade of investing, financing, and advisory activity that will exclusively cover nine climate-critical areas such as renewable energy, sustainable agriculture, and carbon reductions.

WSJ NEWS EXCLUSIVE | TECH

Amazon to Launch \$2 Billion Venture Capital Fund to Invest in Clean Energy

Tech giant plans to invest in transportation, energy, food and other industries

By [Dana Mattioli](#)
Updated June 23, 2020 5:09 pm ET

87

Amazon.com Inc. is launching a \$2 billion internal venture-capital fund focused on technology investments to reduce the impact of climate change, the latest sustainability initiative from the technology giant after criticism of its environmental record.

How can I... keep our customers safe and our network secure?

WSJ | CIO Network

EXPERT INVESTOR

MOST POPULAR NEWS



PEOPLE MOVES

ING promotes chief risk officer to CEO



ESG

EU formally adopts 'green' investment roadmap

News Interviews Features Media Contact Register

EU formally adopts 'green' investment roadmap

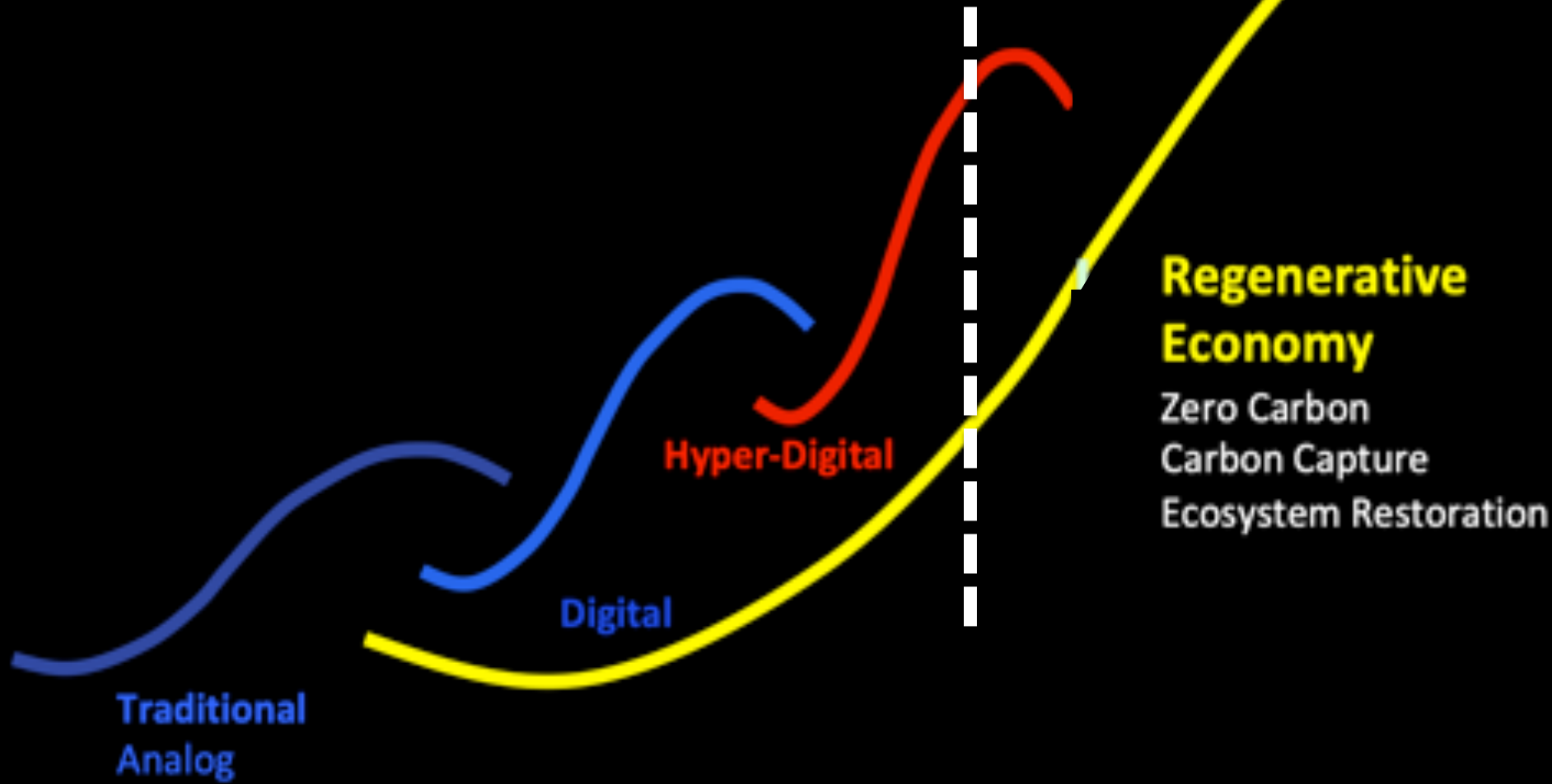
TAGS: [EU TAXONOMY](#) | [EUROPEAN REGULATION](#)

By [Elena Johansson](#), 18 Jun 20

Stakeholders welcome classification system, describing it as 'game changer'

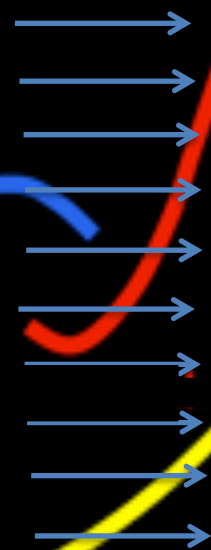


Causing a Shift to a New Economy



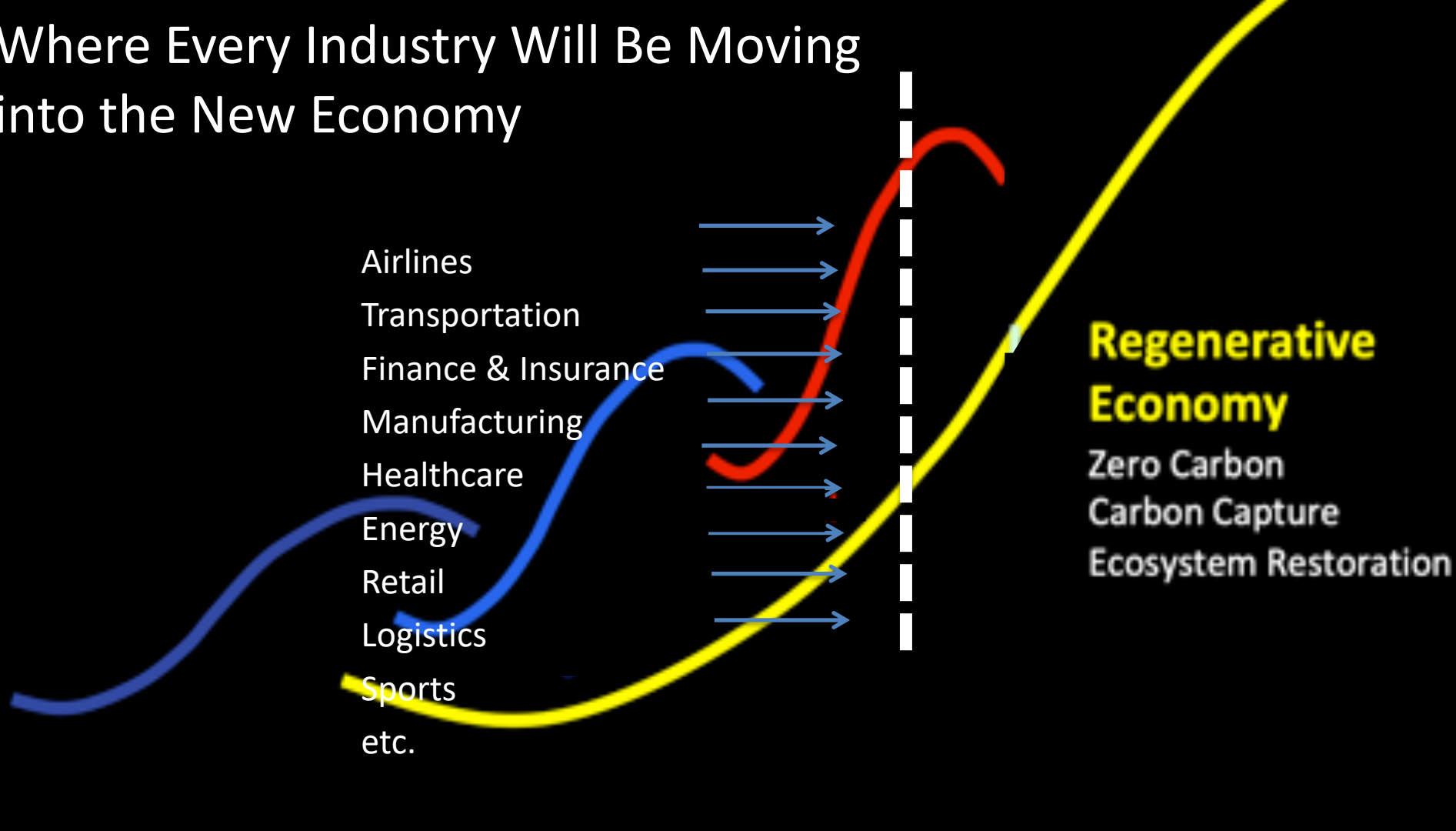
Where Every Industry Will Be Moving into the New Economy

- Airlines
- Transportation
- Finance & Insurance
- Manufacturing
- Healthcare
- Energy
- Retail
- Logistics
- Sports
- etc.

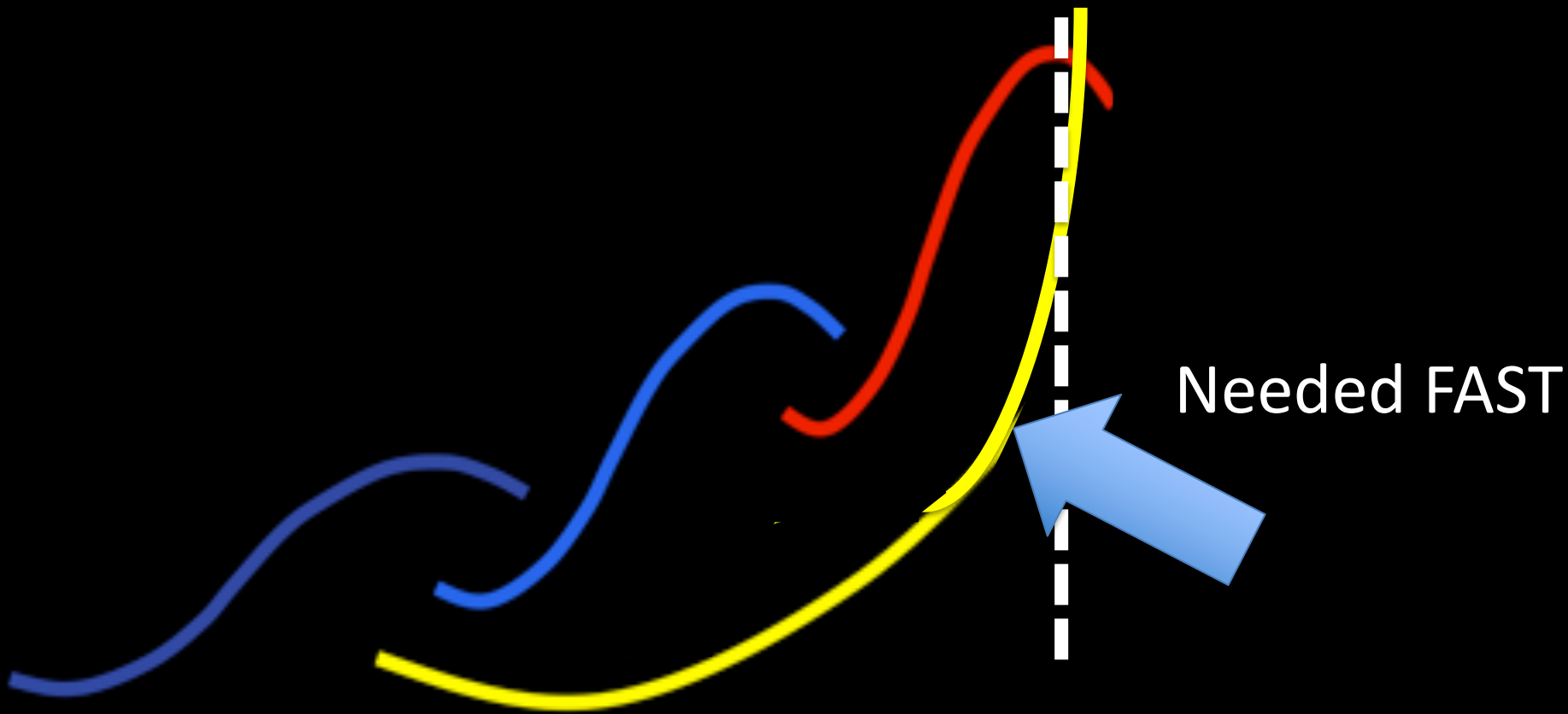


Regenerative Economy

- Zero Carbon
- Carbon Capture
- Ecosystem Restoration

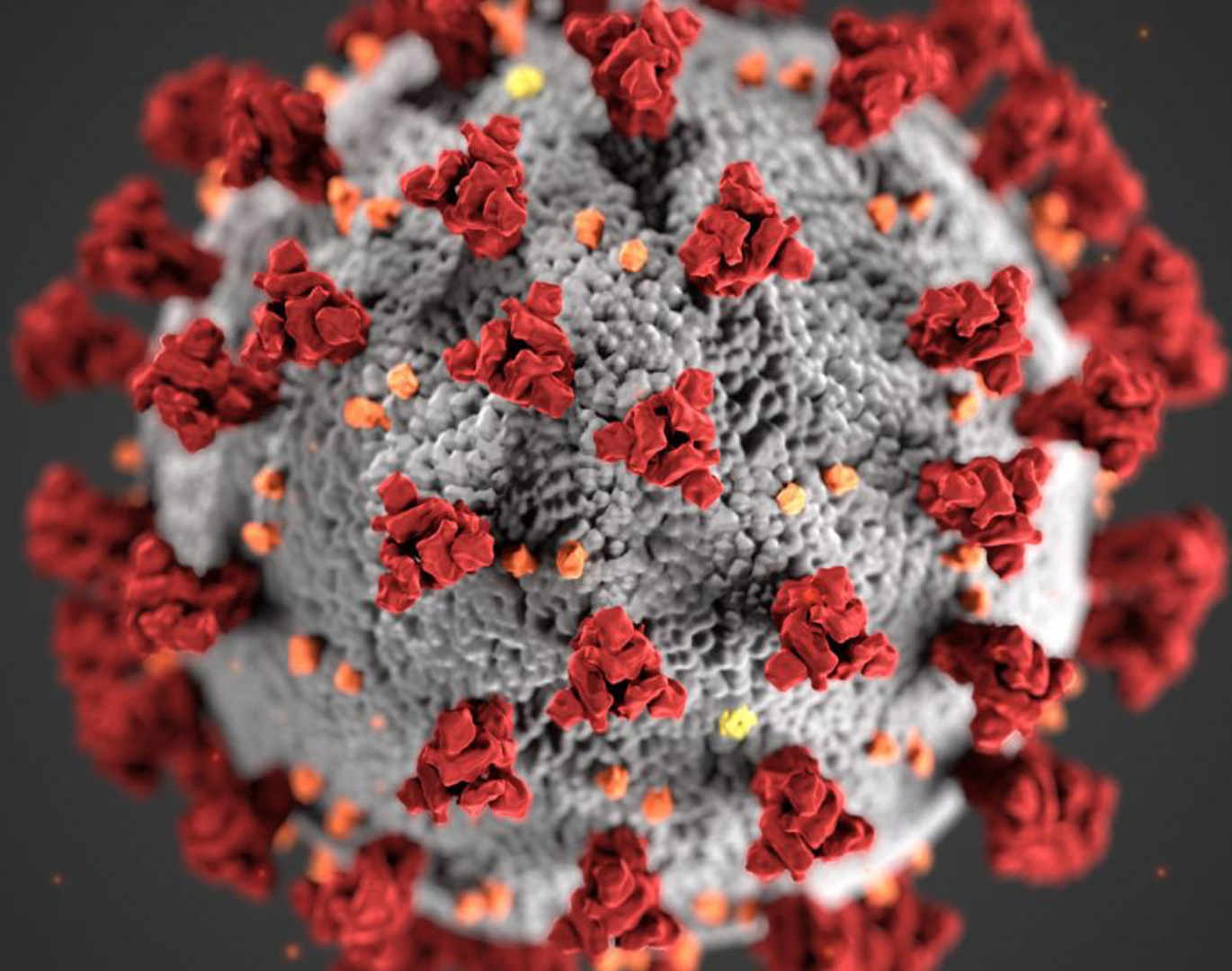


Profound Systems Innovation

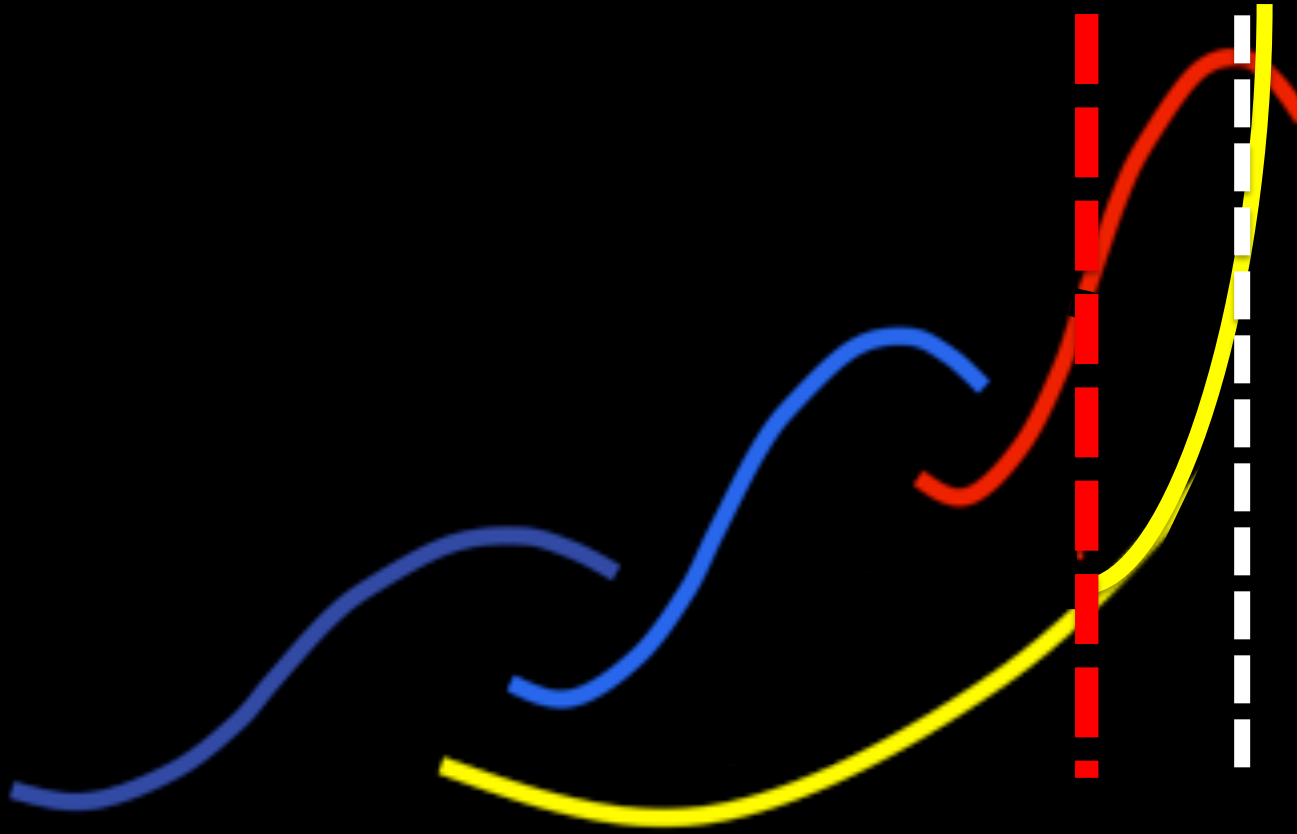


SIGNALS

and this...



Profound Systems Innovation – NOW



Covid showed
us how fast we
could move

“Only a crisis – actual or perceived – produces real change. When that crisis occurs, the actions that are taken depend on the ideas that are lying around.”

Milton Friedman

Opus 12 is one startup on a mission to convert CO2 into useful products

By **Ben Soltoff**

October 16, 2019



An Opus 12 engineer holding a cell in the laboratory.

Carbon is a highly versatile atom. It can form four bonds with other atoms, so it's a great connector and convener. It provides the backbone for the complex molecules that comprise living things. It links up long, simple chains — hydrocarbons — that store energy in oil and gas. In the atmosphere, it forms relatively large gas molecules such as CO2 and methane, which trap outgoing radiation and cause climate change. Given carbon's multi-talented nature, it's no surprise that things go a bit haywire when the balance gets out of whack.

But what if excess carbon in the atmosphere could be converted to more useful forms? That's the ultimate goal of carbon conversion companies such as [Opus 12](#), a startup in Berkeley, California.

"Our society is based on things made out of carbon," said Nicholas Flanders, co-founder and CEO of Opus 12. "CO2 conversion enables you to have those things that drive our global economy but in a more environmentally beneficial way."

novonutrients
food and feed from CO₂TM

Air Mining

<http://www.airminers.org>

EDG

THINK BIG – scale fast

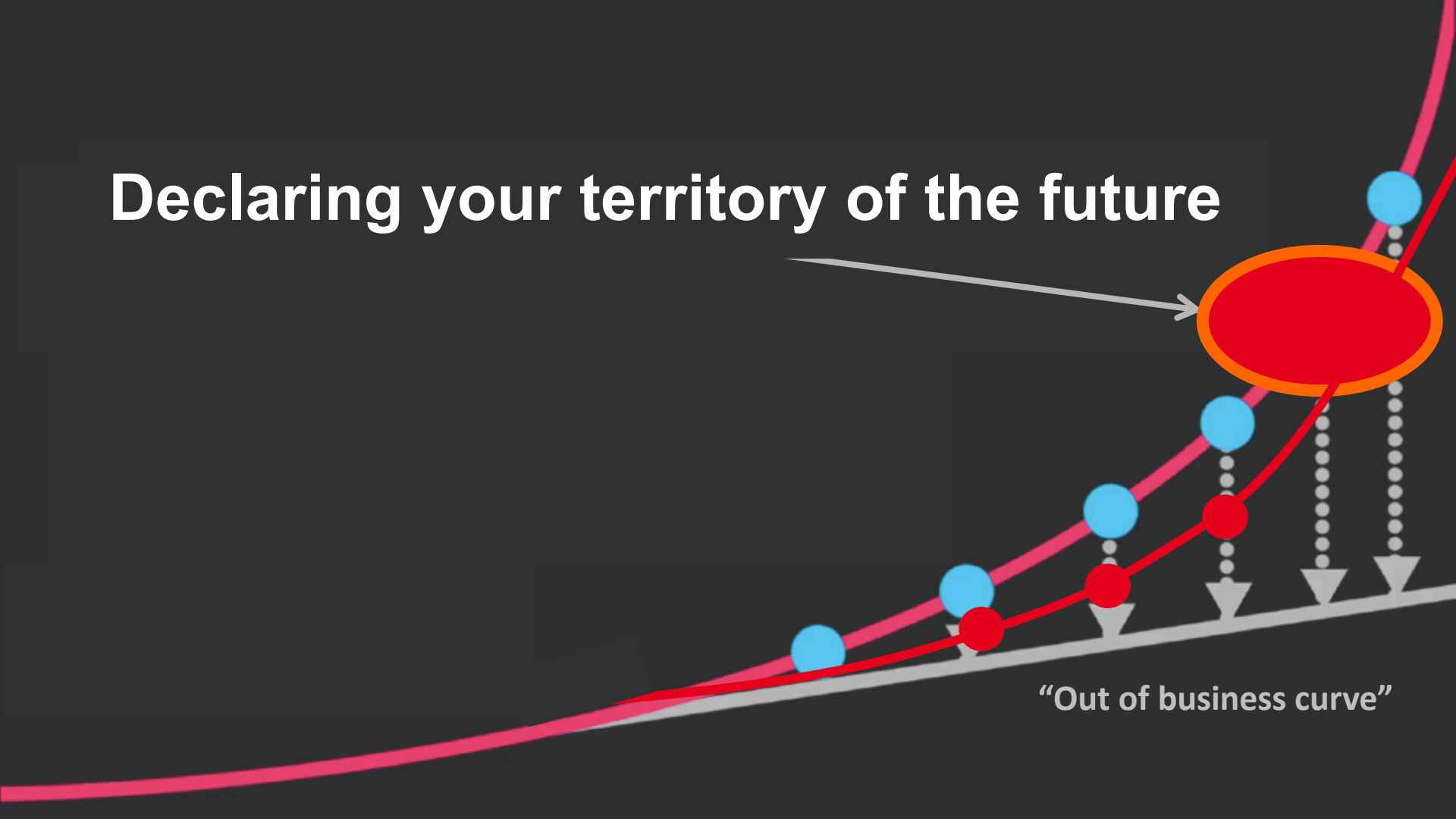
STRATEGY



Nokia CEO:

“We didn’t do anything wrong, but somehow we lost.”

Declaring your territory of the future



“Out of business curve”

Jeff Bezos

“DAY ONE”

“Jeff, what does Day 2 look like?”

April 12, 2017: Letter to Shareholders



<https://www.recode.net/2017/4/12/15274220/jeff-bezos-amazon-shareholders-letter-day-2-disagree-and-commit>

“IT’S *ALWAYS* DAY ONE”

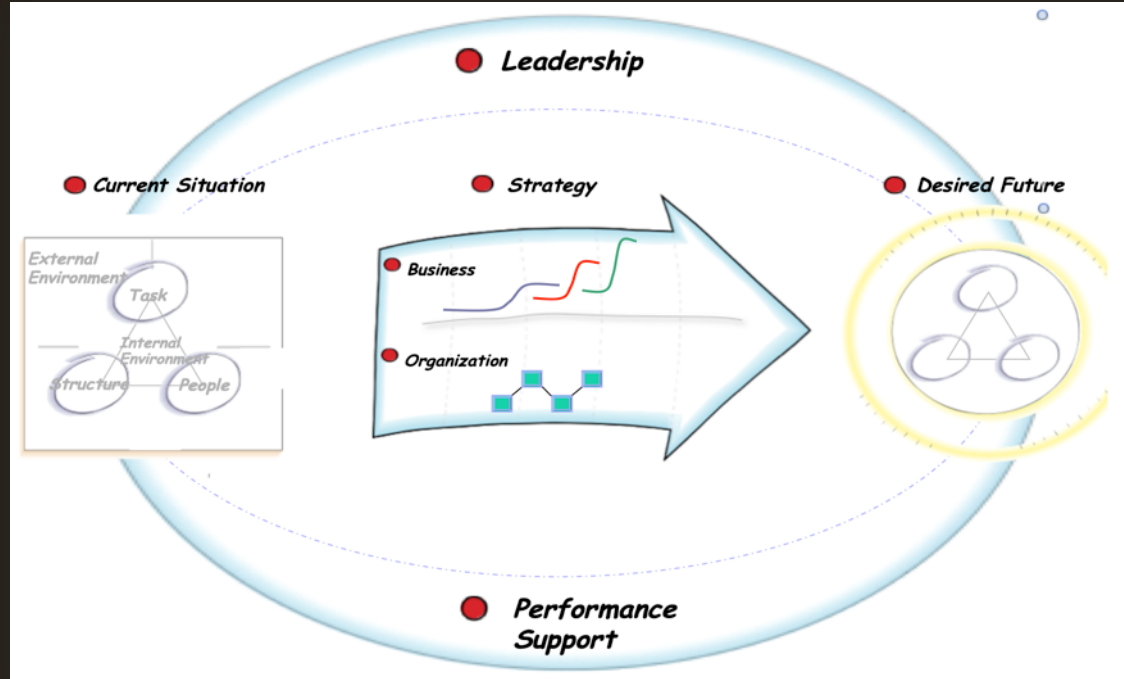
“Day 2 is stasis. Followed by irrelevance.
Followed by excruciating, painful decline.
Followed by death.



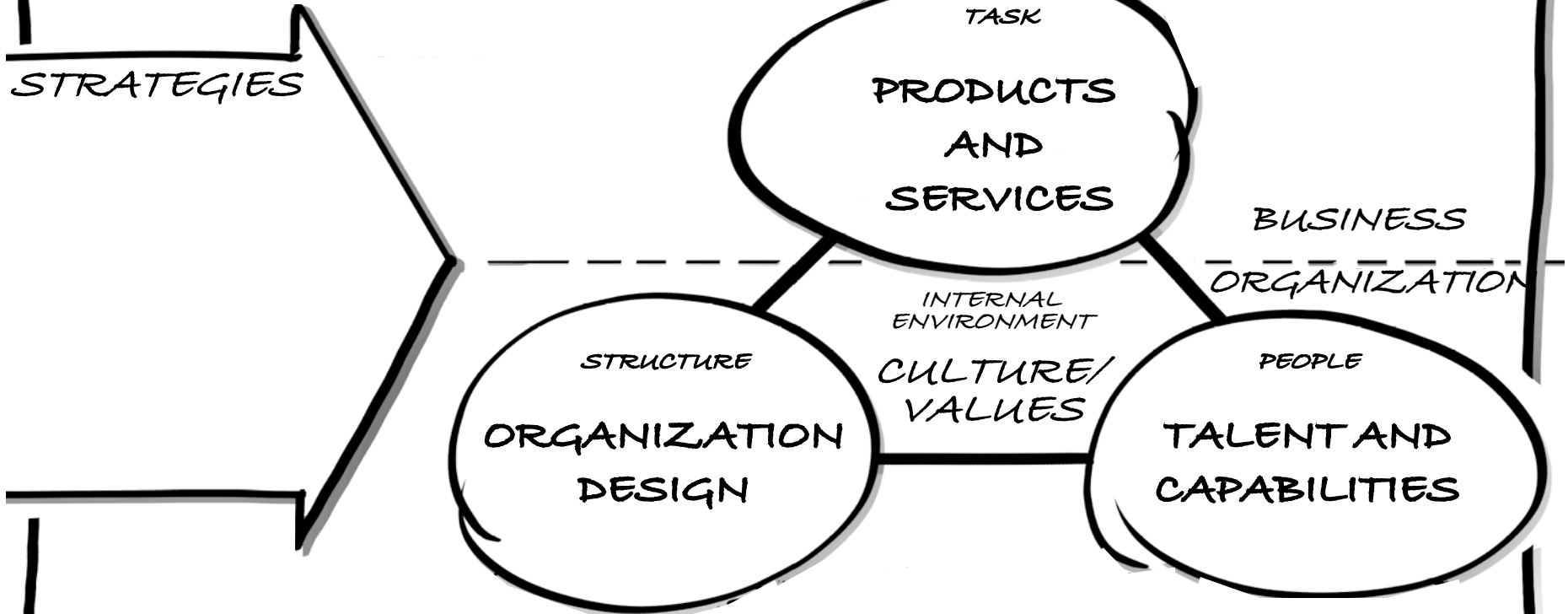
And that is why it is always
Day 1.”

Creating a Blueprint to the Future

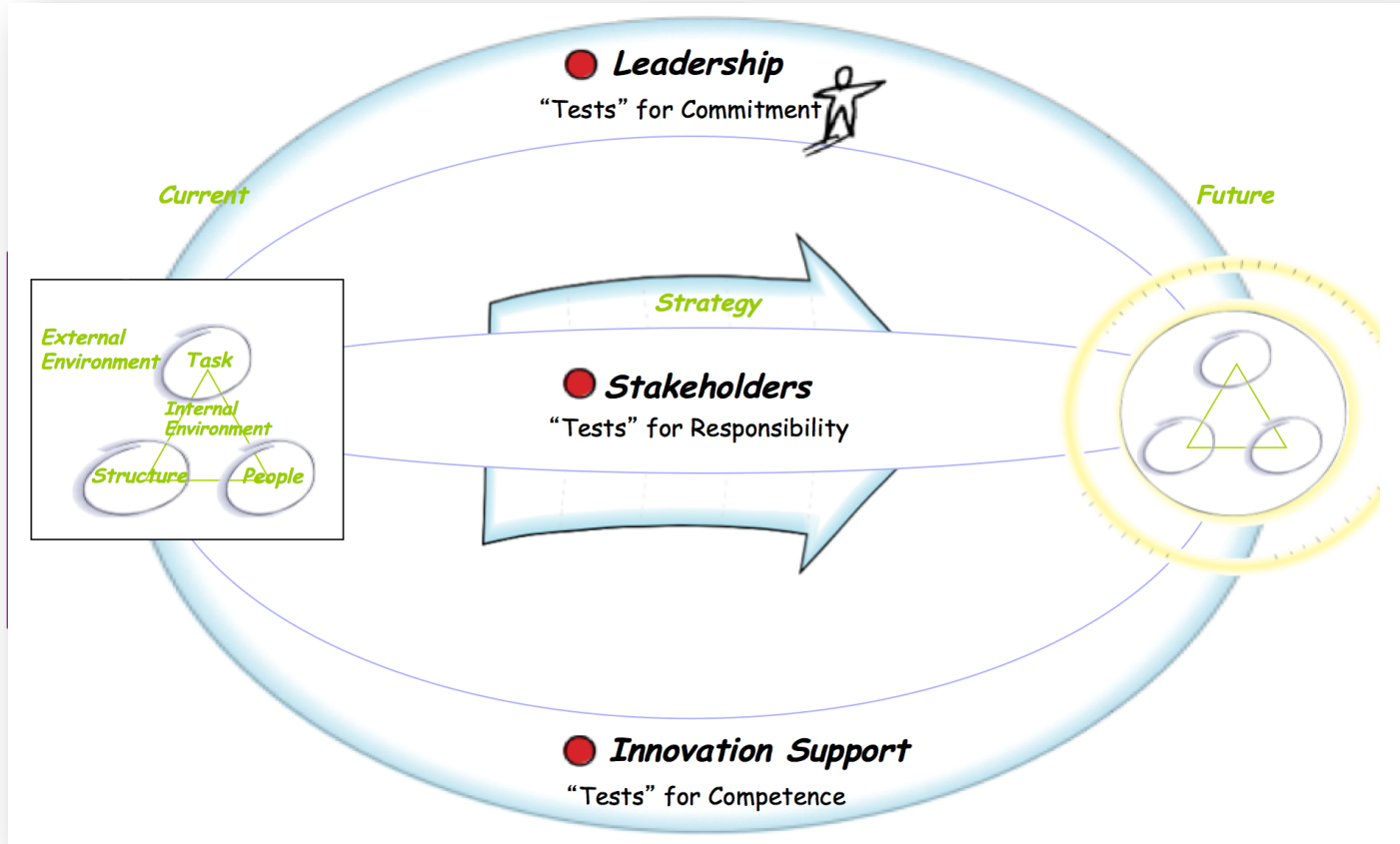
1. Where is the world going?
2. Who will we become in this world?
3. How will we get there?



Blueprint of the Future



3 Essential Drivers of Innovation



Leadership Clarity about the Future Opportunities



Alignment Among Key Stakeholders



THINK BIG, start small, and Scale Fast!

Innovation SYSTEM

Shared
Concepts, Language,
Best Practices, & Tools

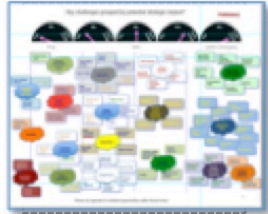
Scale Fast



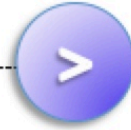
Explore
OPPORTUNITIES



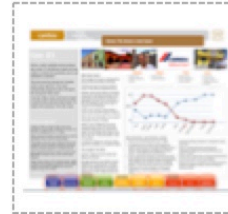
Generate
BREAKTHROUGH
IDEAS



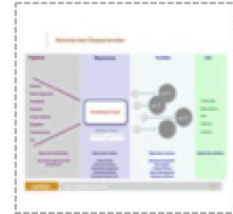
Optimize
VALUE



Select
THE BEST



**Launch
& Scale**



THINK BIG, start small, and Scale Fast!

The **single most important secret** of
Silicon Valley:

Life's a PITCH!

Turning Ideas into
Value
Propositions

“What is your Value Proposition?”



The power of a shared
language for innovation

A tool for creating and improving Value Propositions:

CO-STAR

The CO-STAR Value Proposition



CO-STAR provides a framework for innovators to crystallize their idea and is a vehicle for determining the full potential of an innovative idea.



Customer
Opportunity
Solution
Team
Advantage
Results

CO-STAR ELEMENTS

Deep understanding of target **CUSTOMERS** (consumers) is essential for developing or will be relevant to them and will offer value that is greater than existing alternatives. Bring your potential customers to life by capturing the nuances of their profile. Ask you are the customers for my idea and what are their relevant interests, motivations, and

What's the **OPPORTUNITY** in the market? Who's the size and potential of the market that see the market dynamics surrounding it, who are the significant players in the market, how might they support you or compete with you? What technology and market trend your thinking? How might you capture a bolder and more inspired vision of what could

What's your **SOLUTION** for satisfying the identified need and seizing the opportunity? the relevant features and logic for them? What business will you be in and what will be business model? What new technologies or intellectual property are incorporated in solution? What's the estimated cost of your solution? What assets or resources are req

Who needs to be on the **TEAM** to ensure your solution's success? Consider the people which you operate and look for partners, suppliers, influencers, customers. Look for cc beyond your current network, what domain skills do you need, regarding technology, business model aspects of your solution? What other resources do you require?

What's your "unfair" competitive **ADVANTAGE**? How does your solution perform ad better than the competition? How competitive is the space, and what are the viable alternatives to your idea? By normal, there's always some form of alternative, what does your solution have over these alternatives? What's the "secret sauce"? If that is superiority over the competition? What are possible trade-offs and risks? Avoid overt advantage or underestimating the competition.

What **RESULTS** will be achieved from your solution? What are the quantifiable benefit customer and estimated returns to your enterprise and your investors given the expected financing? How do key stakeholders benefit? In tangible or intangible ways?

Developing compelling solutions to important problems and customer needs at levels of value and relevance greater than other alternatives.

Pitching Template

The Hook

Begin with a compelling question, fact, or statement that engages your audience

Who is the **customer**?

What is the **opportunity**?

What is your **solution**?

Who needs to be on the **team**?

What is the **competitive advantage**?

What **results** will you achieve?

The Request

End with a specific request regarding next steps. Approval? A meeting? Resources? Staff?

The Pitch

A short (1-3 minute) persuasive, easy-to-repeat story or value proposition designed to generate interest and support for your idea.

Use the template on the previous page to craft your three-part pitch:

The Hook: You want to get the attention of your listeners with an engaging image or question that quickly shows them that you have a unique solution to a big problem. A typical start might be: "What if...?" or "Imagine...?" or "80 million people today suffer from..." Numbers are always compelling!

The Highlights: Select the relevant elements from your CO-STAR Value Proposition. This is the description of the urgent customer need, the opportunity, along with your solution, your team, and the results your solution would deliver compared to alternatives.

The Request: Conclude your pitch with a request for a next step: What support are you looking for? A meeting? Authorization for further research or for creating a prototype? Money? Time? People? Introductions to others?

The Rapid Idea Improvement Session (RIIS)

Activities at RIIS sessions include practicing pitches, sharing prototypes, and obtaining feedback to create ever more compelling value propositions. RIIS sessions provide a way to rapidly test and iterate concepts, gather diverse perspectives, and help innovators and their teams increase the relevance and impact of their ideas.

Participants of RIIS sessions provide feedback to enhance the value of ideas presented with specific suggestions. We suggest designating the following roles:

Idea Champion

Listen to the comments non-defensively and without responding. Record feedback or have someone take notes.

The Fan: What do you love about the idea? What was most moving or memorable and why? What was most convincing and should be emphasized in any future pitch?

The Builder: Building on even stronger pitch. What would make this idea stronger? How can we improve the value of this idea? What could be added or left out of the pitch? What people or resources could further enhance this idea?

The Customers: provide insights from various parties' perspectives, with comments such as: "As a customer I would like to see ___" "I found ___ particularly appealing." "Another thing I'd like is ___."

www.enterprisevalue.com

© Enterprise Development Group, Inc.

CUSTOMER

O

S

T

A

R



C

OPPORTUNITY

S

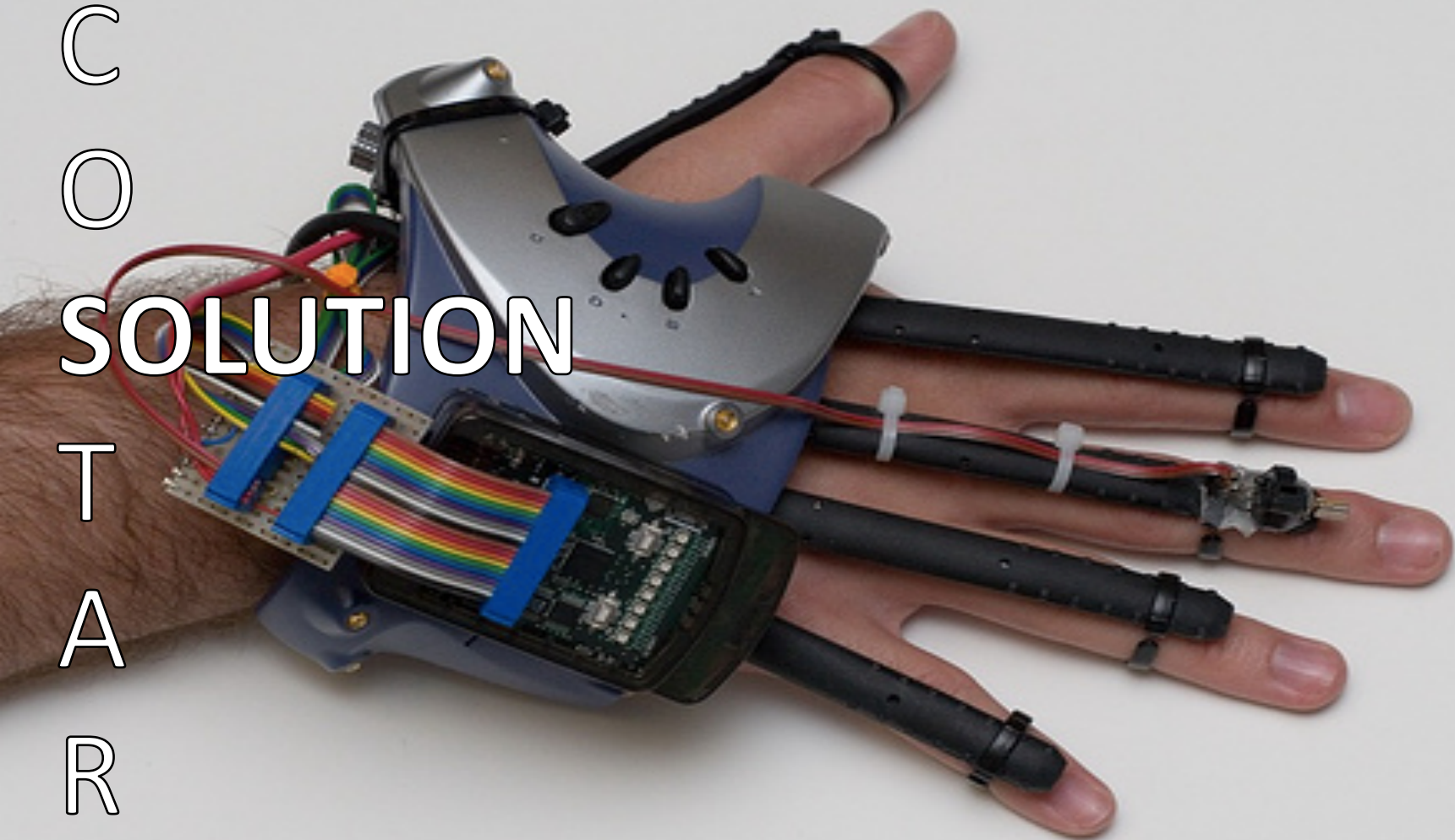
T

A

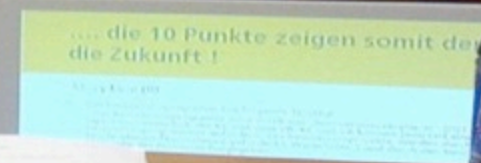
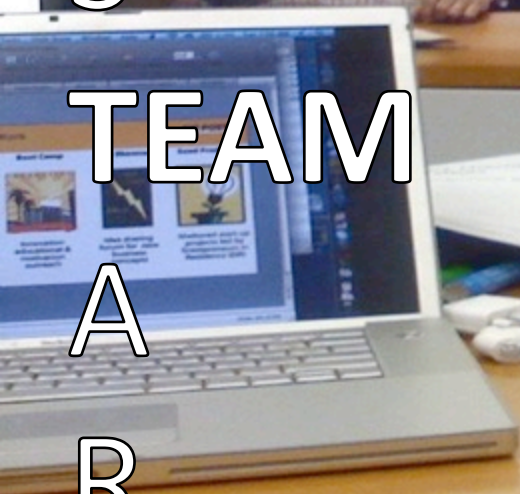
R



C
O
SOLUTION
T
A
R



C
O
S
TEAM
A
R



C
O
S
T
A
D
V
A
N
T
A
G
E
R



C
O
S
T
A



RESULTS

CO-STAR

- * Pitch to think
- * Pitch to learn
and finally...
- * Pitch for resources

SHARED LANGUAGE, PRACTICES AND TOOLS



*... leads to collaboration
across boundaries*

*...makes pitches
as strong as they
can be*

Innovation = Solving an IMPORTANT Problem

Team Members:

USAF Problem-Solving Process

OODA – Observe, Orient, Decide, & Act
8-Step Problem Solving Process

Approval Information/Signatures

1. Clarify & Validate the Problem ○ ○ **D** A

2. Break Down the Problem/Identify Performance Gaps ○ ○ **D** A

3. Set Improvement Target ○ ○ **D** A

4. Determine Root Cause ○ ○ **D** A

5. Develop Countermeasures ○ ○ **D** A

6. See Countermeasures Through ○ ○ **D** **A**

7. Confirm Results & Process ○ ○ **D** **A**

8. Standardize Successful Processes ○ ○ **D** **A**

Innovation = rapid iteration for maximizing value.

Team Members:	USAF Problem-Solving Process OODA – Observe, Orient, Decide, & Act 8-Step Problem Solving Process	Approval Information/Signatures
1. Clarify & Validate the Problem O O D A	<p>4. Determine Root Cause O O D A</p> <div data-bbox="774 292 1248 893"><p>Pitching Template</p><p>The Hook</p><p><small>Begin with a compelling question, fact, or statement that generates curiosity</small></p><p>C Who is the customer?</p><p>O What is the opportunity?</p><p>S What is your solution?</p><p>T Who needs to be on the team?</p><p>A What is your competitive advantage?</p><p>R What results will you achieve?</p><p>The Help</p><p><small>Conclude with a specific request regarding next steps, a meeting? Resources?</small></p><p><small>Duplication permitted: https://www.usaf.mil/Portals/0/USAF/USAF%20Problem%20Solving%20Process%20Template%202018060201.pdf</small></p></div>	6. See Countermeasures Through O O D A
2. Break Down the Problem/Identify Performance Gaps O O D A		7. Confirm Results & Process O O D A
3. Set Improvement Target O O D A		8. Standardize Successful Processes O O D A

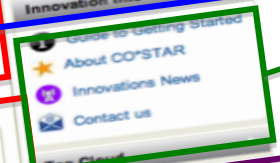
**online innovation
community**



Innovation Channel



Watch It (videos)



Do It (apps)



Share It (network)



Learn It (education resources)

Local Innovation Lab and Campaign Activities

Local Innovation News

Fall 2012 Innovation Activities

- Innovator's Advantage Class Project (14202)
- Innovator's Advantage Class Project (14306)

BERKELEY INNOVATION TUES 5PM

Envision the Future
Submit your ideas before November 10th

Innovation News

Best ideas of 2010
Robert Quinn

15/02/2010 - 15:53

Submit your new ideas by May 31st, 2010 and your ideas enter the contest. If one of your ideas is the most popular one - win an all inclusive weekend in a destination of your choice for you and your family. More to come...

Add new comment

More about this "new paradigm"....
Robert Quinn

15/02/2010 - 15:52

What I am talking about is Cradle to Cradle thinking. It is a philosophy that states we should follow nature's laws when we are designing and producing things. There is a great book called Cradle to Cradle: Re-making the Way we Make Things. It is written by McDonough and Michael Braungart. The book is very cool because it is made from 100% recycled plastic, and 100% of paper.

Add new comment



Ideas are like vitamins for Swiss Post!

Employees who think along with us support Swiss Post in its sustainable development. Have a go!

[Submit idea](#)

Ideas factory

In the ideas factory, you and your colleagues can develop ideas together in a forum. Here you can find the current ideas in the forum.

Ideas campaign

In an ideas campaign, ideas relating to specific topics and issues are developed. Participants are personally invited by the organisers. Here you

Search

[Search](#)

Category

Tagcloud


[Deposito](#) [Finance](#) [Formulare](#)
[Informationen](#) [Intranet](#)
[Kreditkarte](#) [Kunden](#)
[Mitarbeitenden](#) [Opportunity](#)
[PostFinance](#)
[PostIdea](#) [Postcard](#)
[Postomat](#) [Poststelle](#)
[Promopost](#) [Solutions](#)
[Verbesserung](#) [Vereinfachung](#)
[Yellownet](#) [quot](#)

Status IK

- [All](#) (1)
- [Draft](#) (0)
- [Discussion](#) (0)
- [Evaluation](#) (1)
- [Review committee](#) (0)

Let's build a better future. Together.

Idea management software for your entire organization!



Enabling Airmen to drive change from ideation to fruition in 90 days!

Welcome to the U.S. Air Force Ideation Platform community, let's get stuff done.

#GSD

Stage Specific Settings: Refine

Stage Participants May Edit Idea Description and Custom Fields

ON

Refinement Questions

Use Template

Add New

Stage Specific Settings: Refine

Stage Participants May Edit Idea Description and Custom Fields

ON

Add New Refinement Question From Template

×

Template Type

- ✓ Select--
- COSTAR**
- Lean Business Canvas
- Business Model Canvas
- Jobs To Be Done
- SWOT Analysis

Use Template Add New

Edit | Migrate | Delete

Edit | Migrate | Delete

Edit | Migrate | Delete

Stage Specific Settings: Refine

Stage Participants May Edit Idea Description and Custom Fields

OFF

Refinement Questions

Use Template Add New

Who is the Customer?	Large Text / Description	Edit Migrate Delete
What is the significant, high impact Opportunity?	Large Text / Description	Edit Migrate Delete
What is your Solution?	Large Text / Description	Edit Migrate Delete
Who needs to be on the Team?	Large Text / Description	Edit Migrate Delete
What is your Advantage over alternatives?	Large Text / Description	Edit Migrate Delete
What Results will be achieved?	Large Text / Description	Edit Migrate Delete

Exercise – 10 minutes

Pitching Template

The Hook

Begin with a compelling question, fact, or statement that engages your audience

C Who is the **customer**?

.....

O What is the **opportunity**?

.....

S What is your **solution**?

.....

T Who needs to be on the **team**?

.....

A What is the competitive **advantage**?

.....

R What **results** will you achieve?

.....

The Request

End with a specific request regarding next steps. Approval? A meeting? Resources? Staff? Connections?

.....

© Enterprise Development Group, Inc.

- Write down an innovative idea.
- It doesn't have to be "realistic"
- Start with COS.
- If you have time also do any of the other categories.
- In the last minute, please craft a "hook" and an "Ask."

RIIS

Rapid Innovation Improvement Session

Harnessing the genius of your organization to optimize customer value



Goals of Rapid Innovation Improvement Sessions

- Innovators practice building and pitching compelling value propositions
- Build a strong feedback culture where innovators help each other strengthen value propositions and pitches
- Ensure each value proposition is as strong as it can be



Not like this...

RIIS: Harnessing Group Intelligence

Key Roles



Innovator

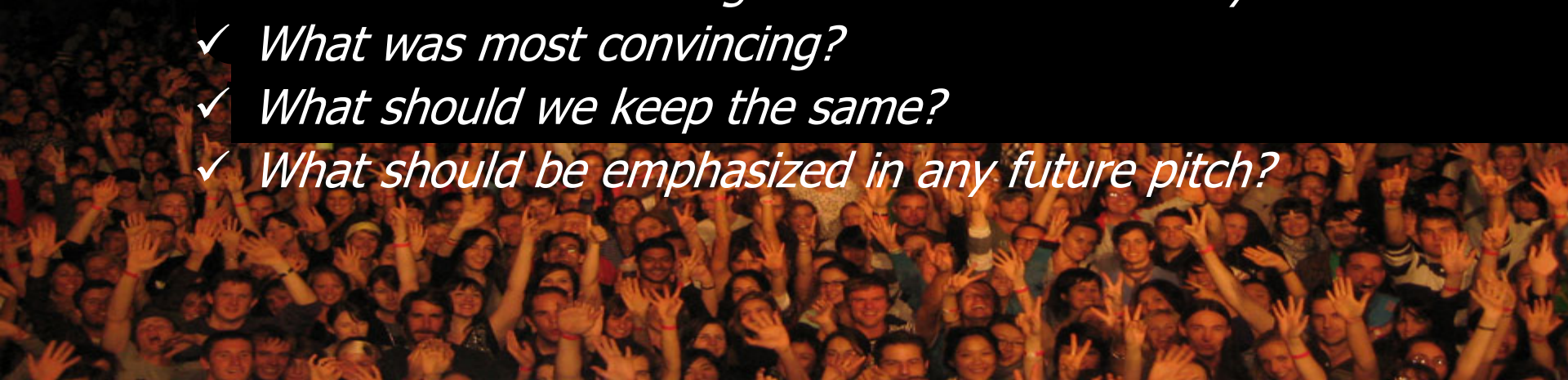
- ▶ Speak loud and clear
- ▶ Keep to the time allotted
- ▶ Listen to the comments
 - Non-defensively
 - Silently

The Fan

Fans are the supporters of your idea. They are the ones who see the best in what you are trying to accomplish.

Appreciative Feedback

- ✓ *What do you love about the idea?*
- ✓ *What was most moving or memorable and why?*
- ✓ *What was most convincing?*
- ✓ *What should we keep the same?*
- ✓ *What should be emphasized in any future pitch?*



The Builder

The Builder looks for ways to optimize your idea and construct a solid value proposition.

Constructive Feedback

- ✓ ***What would make this idea stronger?***
- ✓ ***Where could we improve the value of this idea?***
- ✓ ***What should be added or left out of the pitch?***
- ✓ ***Do you know ideas or resources that would further enhance this idea?***

**Because
“Constructive Criticism”
Usually Isn’t**



Eyes of the Customer

“I liked your idea because _____ and it would be really compelling if _____.”



Teammates

- ▶ Listen and record comments and feedback
- ▶ Consider how to incorporate suggestions into the CO-STAR

Let's Practice!

RIIS Exercise – 20 minutes

The Pitch

A short (1-3 minute) persuasive, easy-to-repeat story or value proposition designed to generate interest and support for your idea.

Use the template on the previous page to craft your three-part pitch:

The Hook: You want to get the attention of your listeners with an engaging image or question that quickly shows them that you have a unique solution to a big problem. A typical start might be: "What if...?" or "Imagine..." or "80 million people today suffer from..." Numbers are always compelling!

The Highlights: Select the relevant elements from your CO-STAR Value Proposition. This is the description of the urgent customer need, the opportunity, along with your solution, your team, and the results your solution would deliver compared to alternatives.

The Request: Conclude your pitch with a request for a next step: What support are you looking for? A meeting? Authorization for further research or for creating a prototype? Money? Time? People? Introductions to others?

The Rapid Idea Improvement Session (RIIS)

Activities at RIIS sessions include practicing pitches, sharing prototypes, and obtaining feedback to create ever more compelling value propositions. RIIS sessions provide a way to rapidly test and iterate concepts, gather diverse perspectives, and help innovators and their teams increase the relevance and impact of their ideas.

Participants at RIIS sessions provide feedback to enhance the value of ideas presented with specific suggestions. We suggest designating the following roles:

Idea Champion

Listen to the comments non-defensively and without responding.
Record feedback or have someone take notes.

The Fan: What do you love about the idea?

What was most moving or memorable and why?
What was most convincing and should be emphasized in any future pitch?

The Builder: Building an even stronger pitch

What would make this idea stronger?
How can we improve the value of this idea?
What could be added or left out of the pitch?
What people or resources could further enhance this idea?

The Customers provide insights from various parties' perspectives, with comments such as: "As a customer I would like to see ___." "I found ___ particularly appealing." "Another thing I'd like is ___."

- Identify a volunteer
- Pick 2 participants for each of the feedback roles
- Innovator pitches the CO-STAR for 3 minutes
- Feedback for 15 minutes
- Short debrief

Questions ?

Reflections?



Lisa Friedman, Ph.D.

friedman@enterprisedevelop.com

Herman Gyr, Ph.D.

gyr@enterprisedevelop.com

www.enterprisedevelop.com