

O Paradoxo de
Inovação
em Grandes Empresas

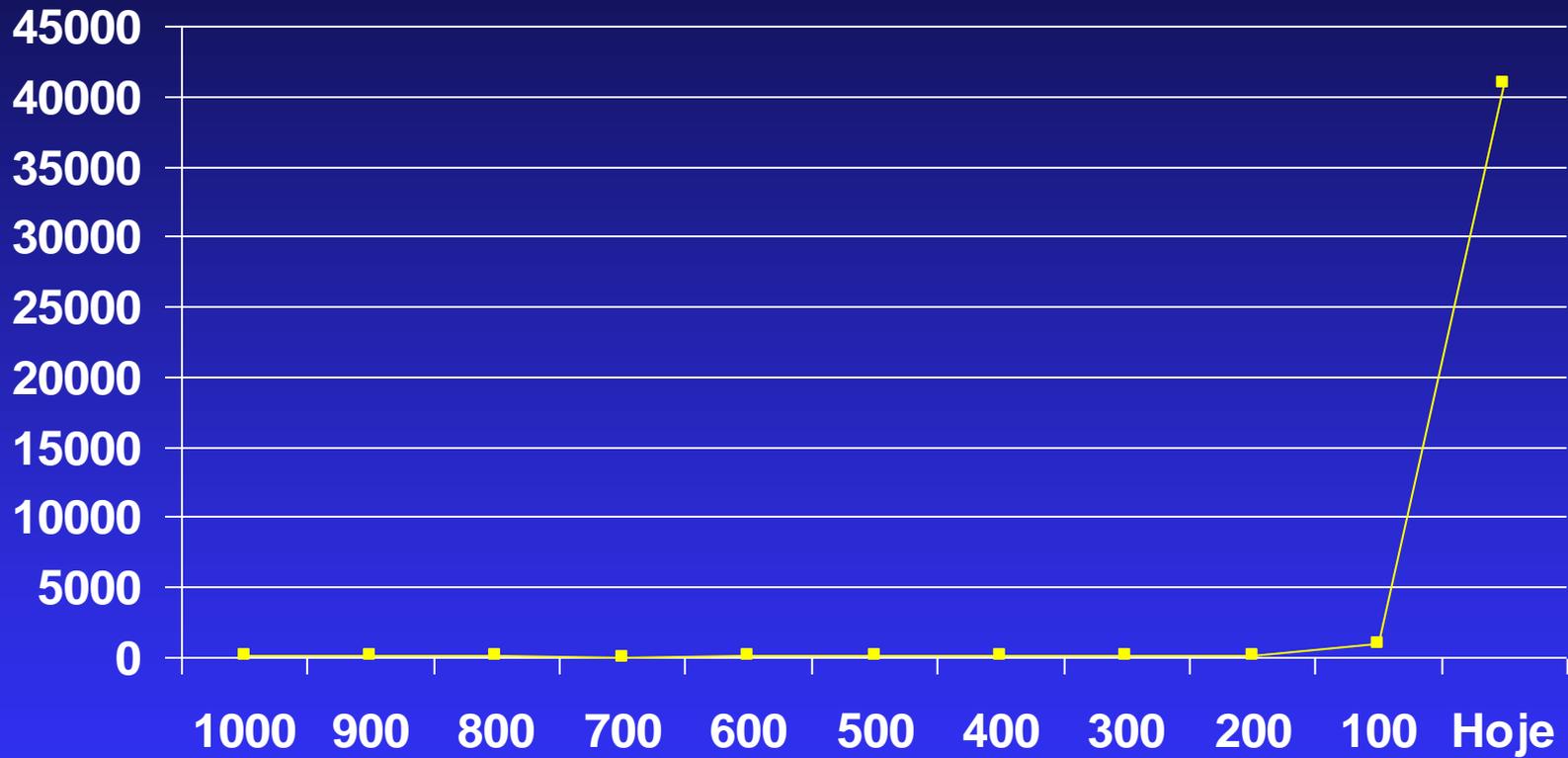


Kip Garland
innovationSEED

The Institute for Disruptive Innovation

SEED

O PIB mundial (em bilhões de US\$)



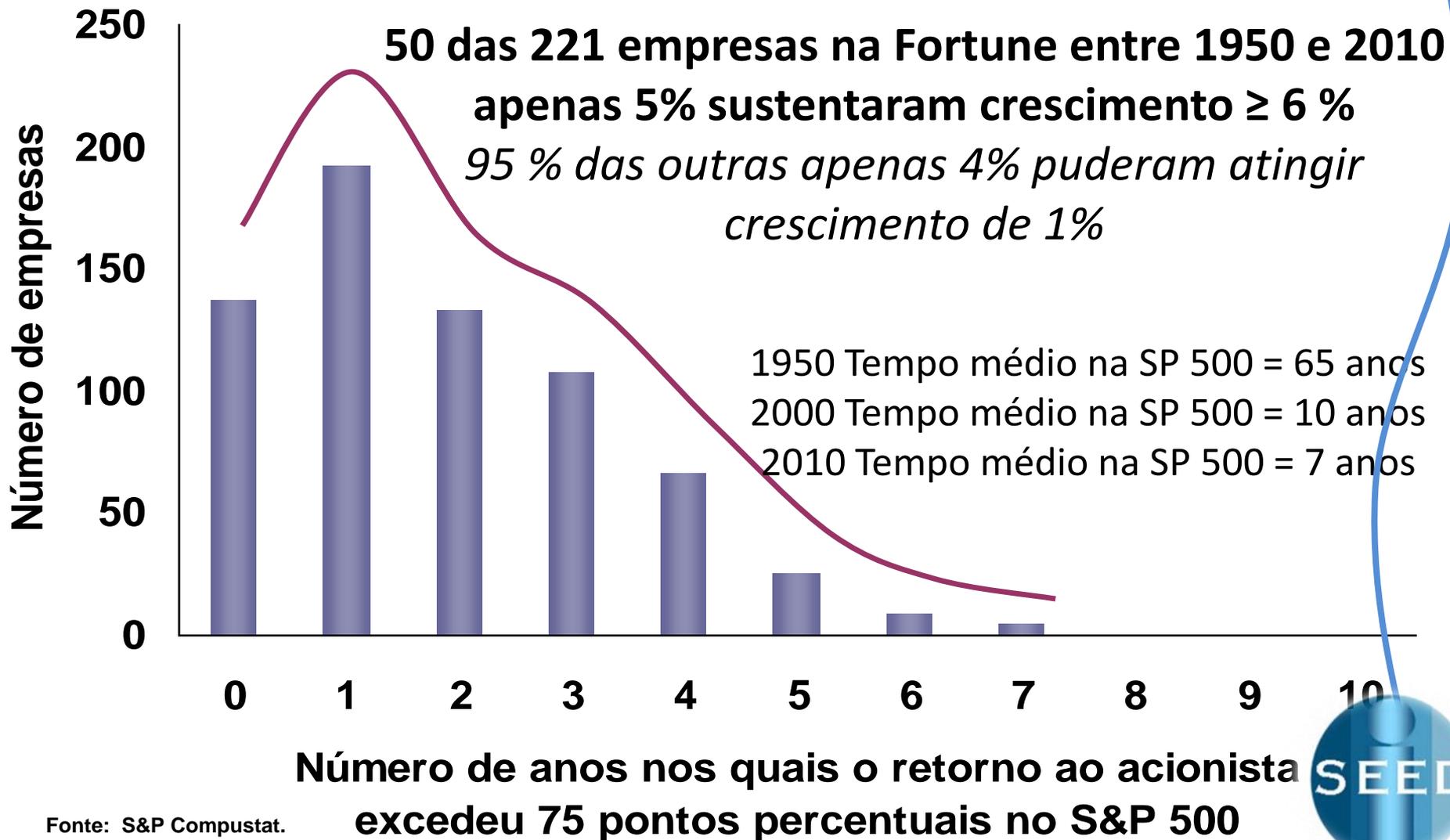
Anos atrás

Fonte : J. Bradford D

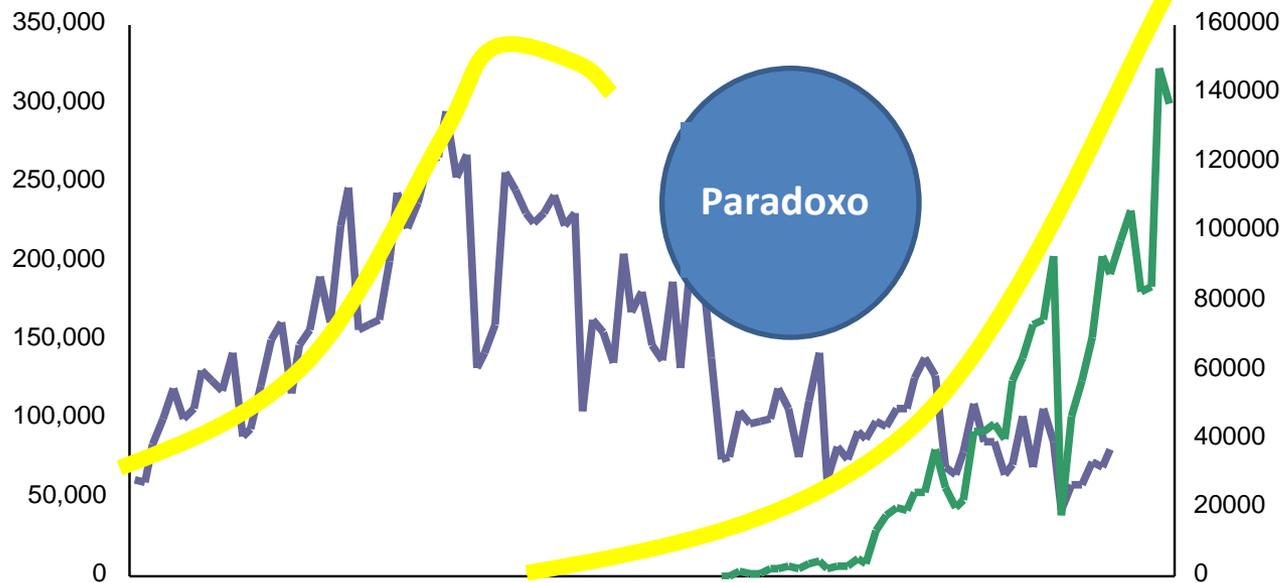
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Crescimento nas melhores e maiores empresas

Dados



O paradoxo de Inovar *em grandes organizações*

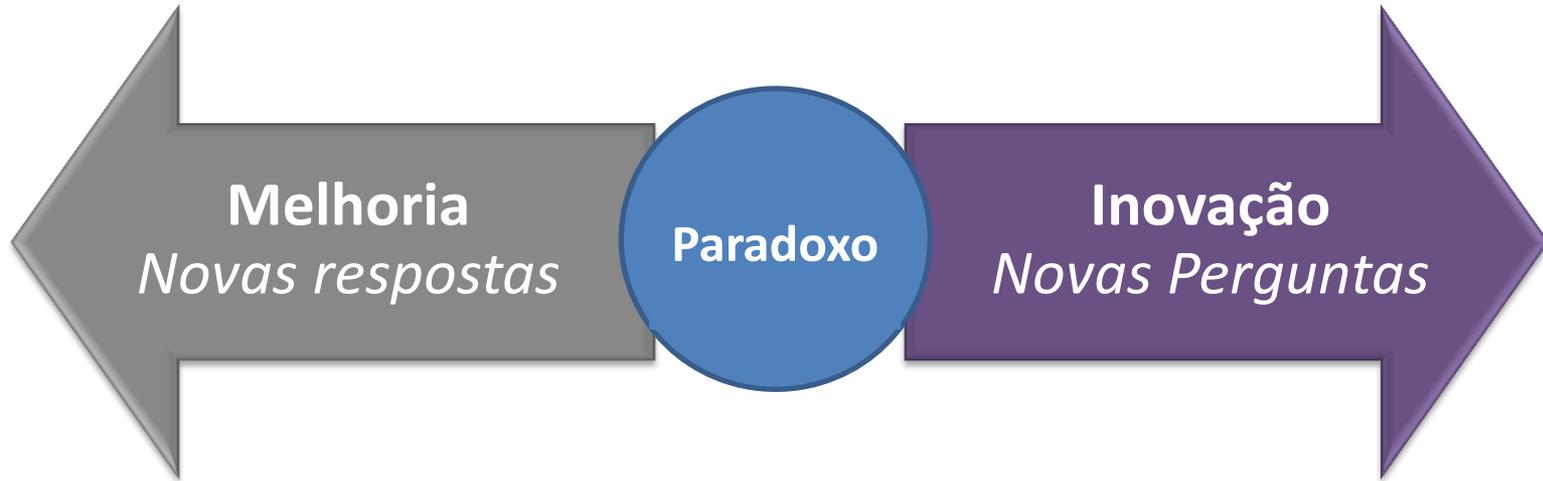


O paradoxo de Inovar *em grandes organizações*



O paradoxo de Inovar

em grandes organizações



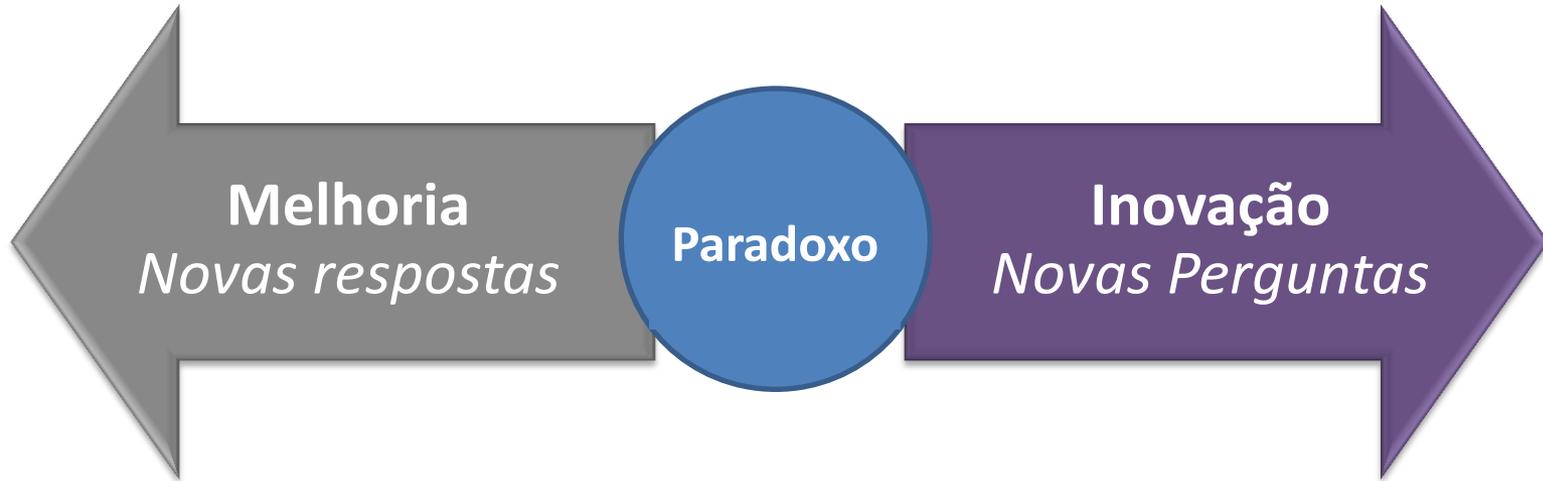
- Objetivo
- *Benchmarks*
- Análise

- **Descoberta**
- **Insights**
- **Experimentação**



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Discovery Driven Planning

Business Plan

A – Premises

B – Projected Model

C. Results

Discovery Plan

A – Results

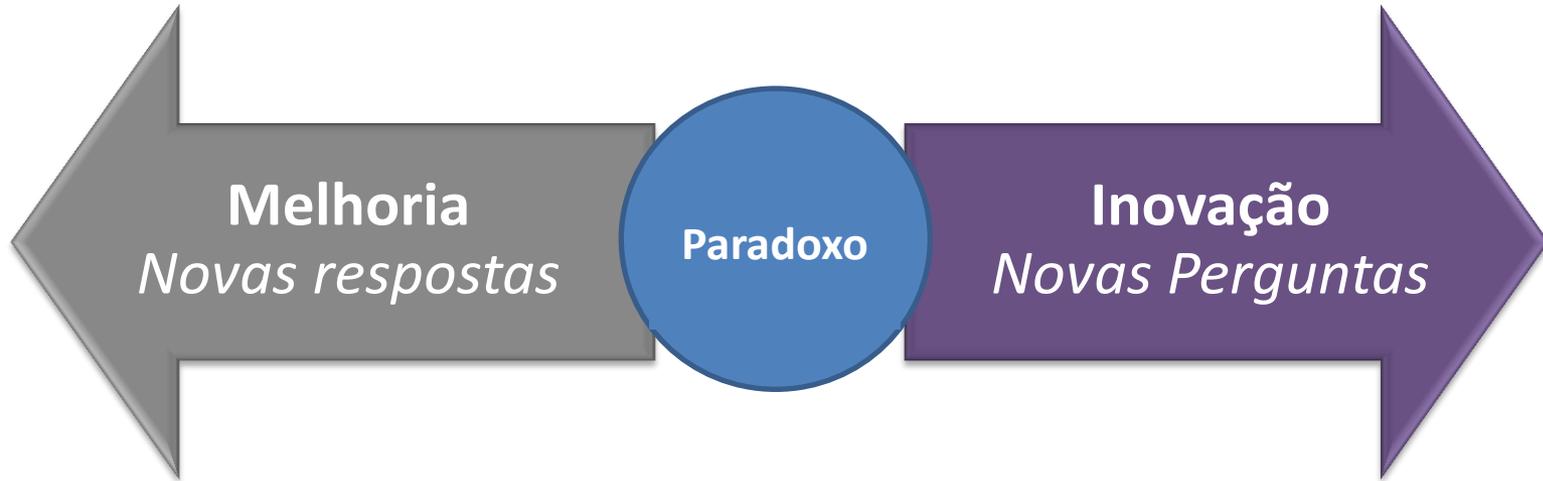
B – Premises

C. Discovered Models

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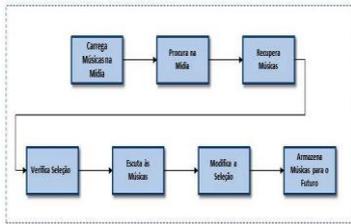
- Descoberta
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Insights

"The client rarely buys what the company thinks it sells him"
Peter Drucker

Por que?



Objetivos

Obstáculos

Outcomes

Quem

Expectativas

Desempenho

Percepções

O que

Produtos & Serviços

Como

Processo 1

Sub Processo a

Sub Processo b

Processo 2

Sub Processo a

Sub Processo b

Processo 3

Sub Processo a

Sub Processo b

Melhoria da Solução

Melhoria de Produto

Melhoria de Processo

Circunstâncias não atendidas

- Processo como o benefício
- Etapas antes/depois consumo
 - Medição do processo

Necessidades articuladas

- Produto como o benefício
- Consumo do produto
- Medição da transação



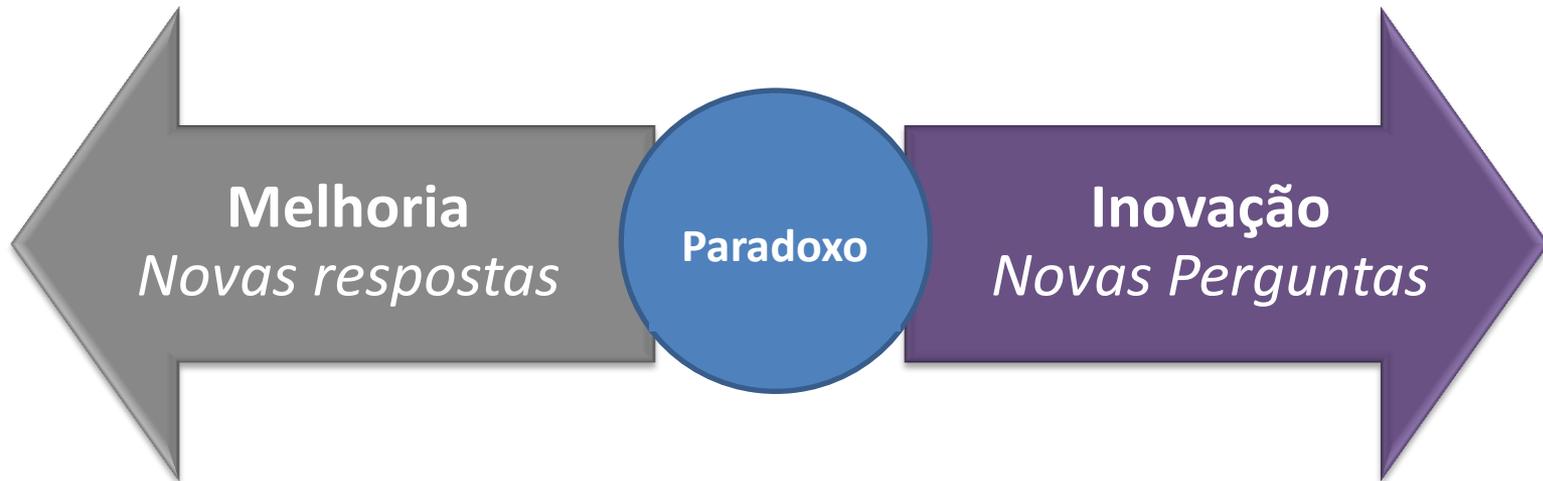
Jobs to be Done Portfolio

+ Related Jobs	Better attend outcomes of related jobs	Use new platform to better attend related jobs	Use new platform to better attend related job for a new executor
Core Job (s)	Better attend outcomes of core jobs	Use new platform to better attend core jobs	Use new platform to better attend core job for a new executor
	Core Platform	New Platform	Platform discovery
	Current Job Executor		New Job Executor (Provider → User)



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Experimentação para Reduzir Incertezas

Incertezas Internas
Competências / Técnicas / Execução

Alta	Posicionar	Desbravar	
Média	Expandir	Explorar	
Baixa	Melhorar		
	Baixa	Média	Alta

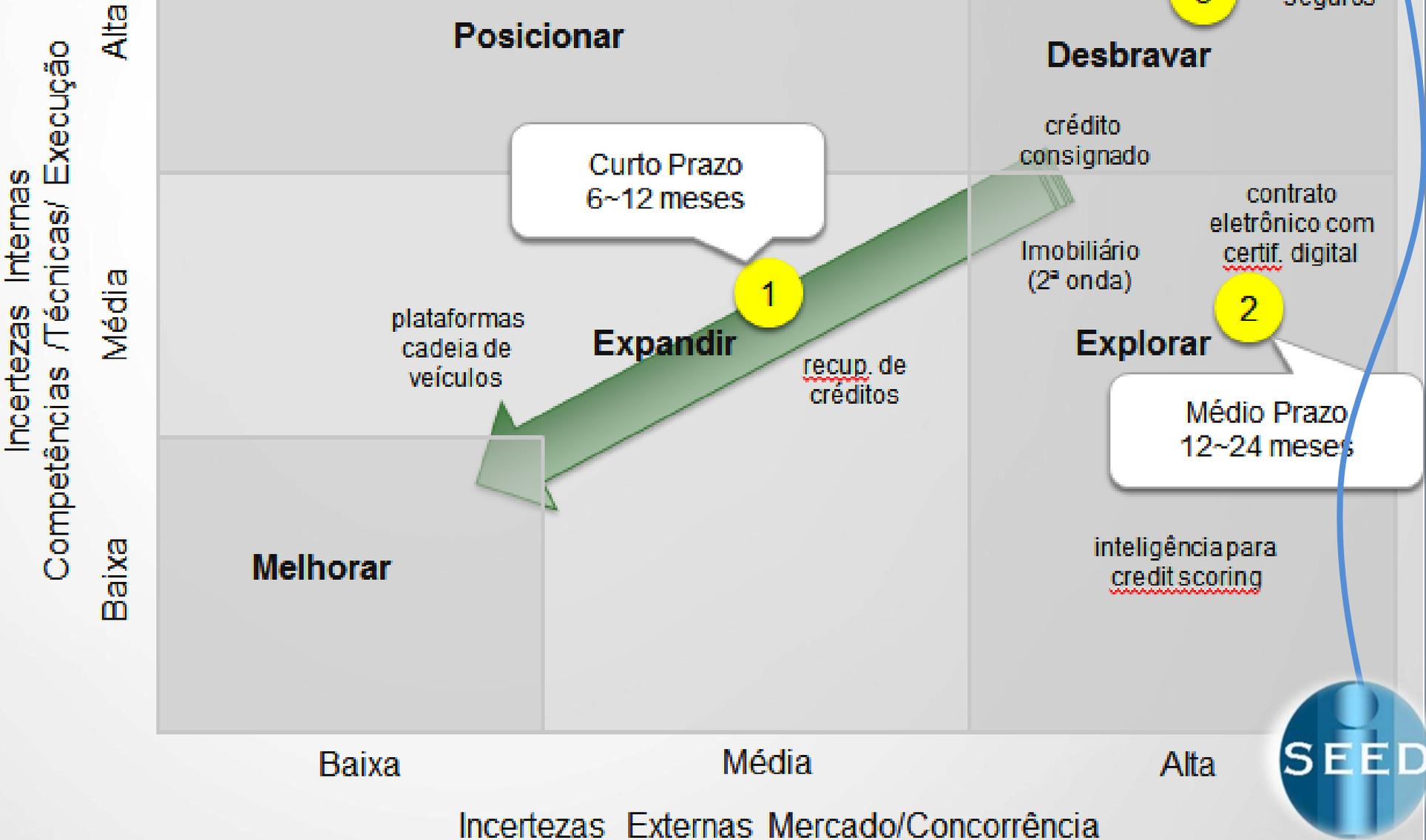
Incertezas Externas
Mercado / Concorrência



Corresponder a Velocidade de Redução da

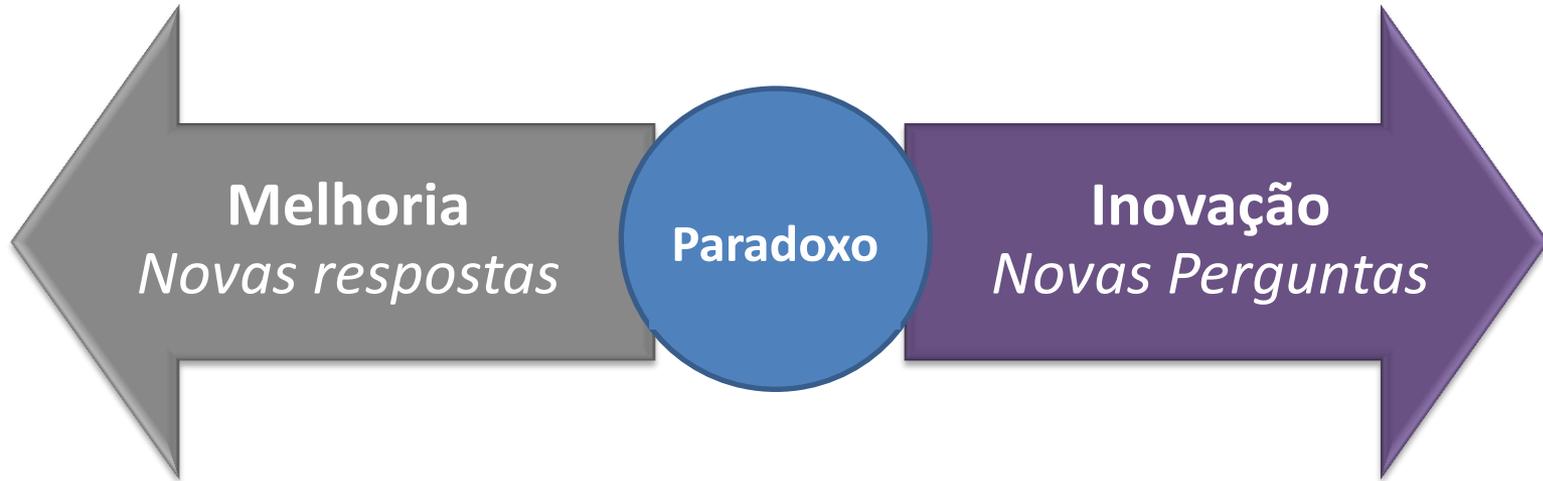
Médio/Longo Prazo
24~36 meses

Incerteza ao Plano de Crescimento



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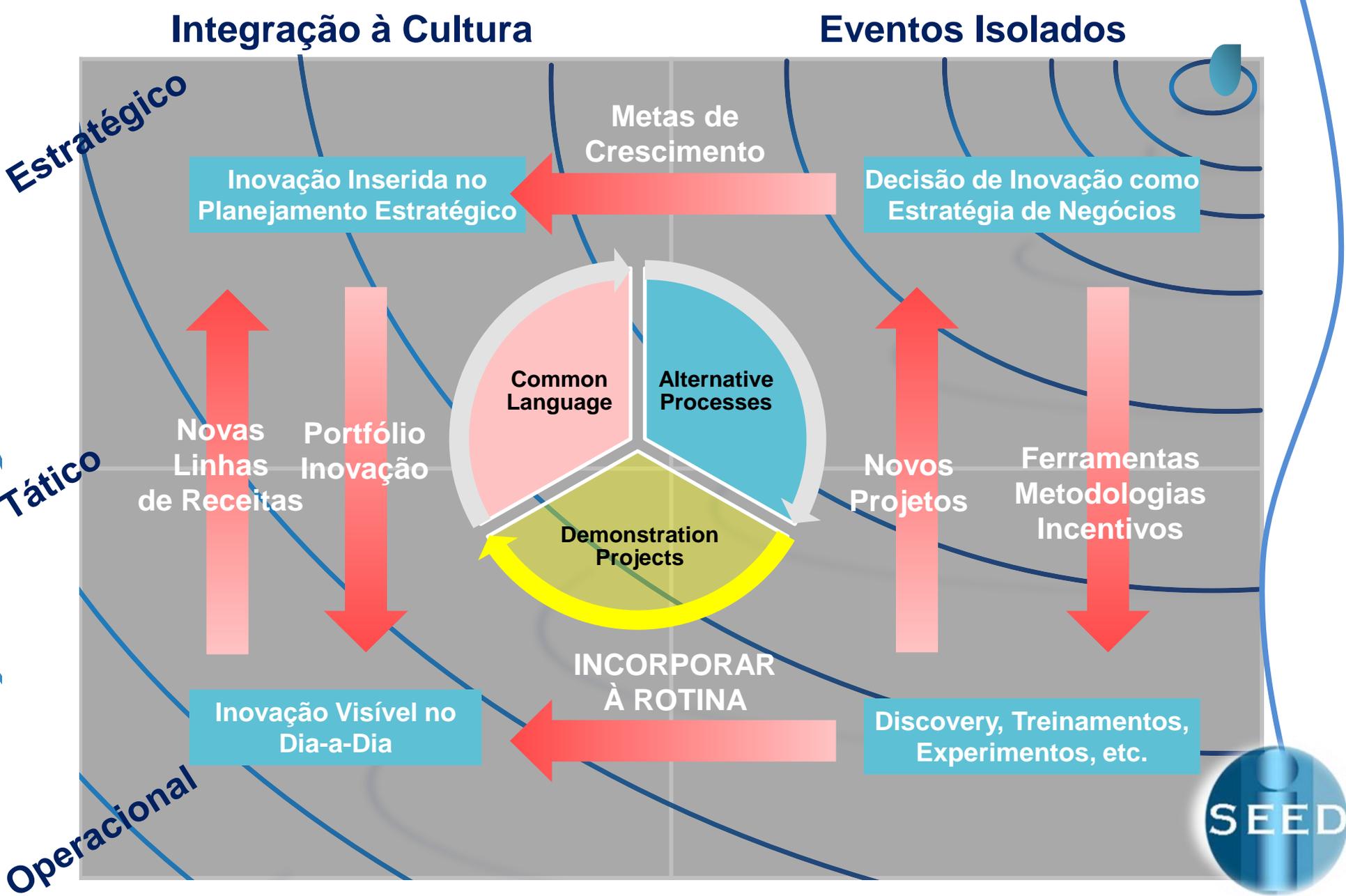


- Objetivo
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O paradoxo de Inovar em grandes organizações



Creativity Overflowing

After its initial efforts stumbled, Whirlpool is reaping big dividends from its push to jump-start innovation

BY MICHAEL ARBET

David Whitwam had been out of risks. The chairman and chief executive of Whirlpool Corp. had built the company into the world's No. 1 maker of kitchen appliances, achieving unimpeachable revenues of \$10 billion. He had also won some big headlines of dollars, gains and gains. Yet here in 2009 and, judging by everything from stock price to profit margins to market share, Whirlpool was no better off than it was a decade earlier. The company's problems were not hard to diagnose: Its machines had been reworked to accommodate. Prices for its most important products were actually falling each year. Now the real challenge was: Whirlpool had to come up with exciting new products that could command premium prices. But the appliance maker had never paid much attention to innovation. During more of its 95-year history, it excelled at operating plants and distribution channels efficiently and at turning out washers and dryers that were solid and long lasting. From time to time, research and engineering (R&D) technicians would tweak Whirlpool's Kenmore, KitchenAid, and Kenmore appliances to better satisfy or boost performance by better insulating a front, say, or adding another washing cycle. But that's about as exciting as product development ever got. And that's about as exciting as innovation ever got.

ALPINE RETRIEVE
It was a classic that Whirlpool needed to reinvent its corporate culture. To do so, it had to figure out the answers to basic questions that managers everywhere struggle with: How do we define success? How do we best measure success? How do we best people to be creative? The answer came from a simple point of view that we needed to do, but from a practical point of view we didn't know how to do it at all," said Jim H. King, a 20-year veteran who succeeded Whitwam as chairman and CEO in mid-2004.

So Whitwam put out a broad call for help. Believing that brilliant ideas were buried in the corporate hierarchy, he invited each of the company's 60,000 employees to submit their creativity. Everybody everywhere, he exhorted. Go out and invent!

Off in the Italian Alps, a crew of workers got right at it. Inspired by managers from across the company's European staff, the 20 employees were freed from their regular jobs and packed off to Whirlpool's office in Comerio, Italy, with a single purpose: to dream up products or services that would truly differentiate Whirlpool from rivals. A year later, they came back with their big brainstorms: an Internet business that would enable people to meet one another over the Web on stationary bikes. So much for that experiment. It was obvious that the idea was, which didn't draw on any of Whirlpool's strengths, was a nonstarter.

KITCHENAID PROLINE WAFFLE IRON
WHIRLPOOL 2010
LESSON LEARNED Challenge conventional wisdom. Although practically everybody in the industry believed appliance users choose products based only on price, the company took a chance and introduced a \$300 waffle iron, compared with \$70 for the rest of the market. The waffle iron was a success. It's the only one in its class that can make them. Engineers are working on safety shoes.

GADGETBACK PARTY MACHINE
WHIRLPOOL 2010
LESSON LEARNED Think beyond your core line. One day, Whirlpool had been making refrigerators for decades. Now, with the Gladiator line, it expanded its reach to other through much space in the home: the garage and the workshop.

GLADIATOR ORGANIZERS
WHIRLPOOL 2010
LESSON LEARNED Think beyond your core line. One day, Whirlpool had been making refrigerators for decades. Now, with the Gladiator line, it expanded its reach to other through much space in the home: the garage and the workshop.

Whirlpool's Innovation Makeover
Through a long period of trial and error, Whirlpool has found an approach to innovation that is both practical and profitable

50 Entrepreneur | June 8, 2009

HARVARD | BUSINESS | SCHOOL

9-705-463
REV. MARCH 6, 2006

JAN W. REYKIN
DOROTHY LUCIANO
GARY HAMEL

Change at Whirlpool Corporation (B)

Between 1998 and 2001, Whirlpool launched a far-reaching effort, unprecedented in its history, to spark innovation in the company. Dave Whitwam, chairman and CEO of the company, described the thinking behind the effort:

The only way we're going to break out of the stalemate in our industry is to earn the loyalty of customers to our brands. And how do we do that? For many in the company, the answer was easy and simple: "We've just got to advertise more." But that just doesn't do it in this business. The fact is, a GE refrigerator keeps a six pack of beer cold just as well as a Whirlpool refrigerator does. We've got to offer innovative products and services that solve problems and are valued by our customers and, most importantly, innovative solutions that are not available from our competitors. That's how we'll create value through our brands.¹

Whirlpool aimed to get innovative ideas not just from a central product-development group but "from everywhere and everyone" - from 60,000 employees on four continents as well as retail partners and end customers. The effort seemed to be taking root. Innovations in the pipeline included Gladiator GarageWorks, a product line of appliances and organizing furniture for garages; the Polara range, which could refrigerate food before or after cooking it; Inspired Chef, a service that would bring professional chefs into individual homes for instructional parties; and Personal Valet, a cabinet-sized device that would remove wrinkles and odors from clothes. Though pleased by the burst of excitement and ideas from Whirlpool employees, Whitwam wondered whether the innovation effort was moving at the right pace and in the best direction.

The Corporation Innovat

School professor who uses Whirlpool as a case study in his course on competitive strategy. "A lot of other companies would have shut this down. One of the remarkable things here is they've found ways to adapt and keep this rolling."

Whirlpool's leaders first started to recognize that they had a problem back in mid-1999. Whitwam was in his 12th year as CEO and had just promoted Fetting to president and chief operating officer. Housing, and sales of Whirlpool appliances, were booming. But despite strong demand, the prices of Whirlpool appliances were falling at an average rate of 3.4% a year, forcing yet another job-eliminating restructuring. Whitwam remembers those days like this: "I go into an appliance store. Now, I have pretty good eyes. I stand 40 feet away from a line of washers, and I can't pick ours out. They all look alike. They all have decent quality. They all have the same price point. It's

ON ELICITING EMPLOYEE IDEAS

"I had never seen a strategy that was so energizing to so many people."

-David R. Whitwam, former chairman and CEO

From Brand Focus to Innovation

The Brand-Focused Value Creation strategy unveiled in 1998 got off to a slow start. Most senior managers came to accept the logic of the strategy, but few saw how to convert it to action. Concerns harbored by many surfaced at a senior management meeting in 1999; in the midst of a discussion of the strategy, one executive reluctantly confessed, "I don't know what I'm supposed to do" with Brand-Focused Value Creation. Others chimed in with their agreement.

Whitwam had long felt that central to the strategy was creating high levels of customer loyalty and that innovation was likely the key "enabler" to achieving this. Yet he was not clear on how

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EXCLUSIVO: AS 50 MELHORES EMPRESAS PARA EXECUTIVOS

INSPIRAÇÃO PARA INOVAR

NEGÓCIOS

US\$ 28 BI ANUAIS: OS NEGÓCIOS DO PRÉ-SAL

PÁGINA 160

O SEGREDO DOS INOVADORES

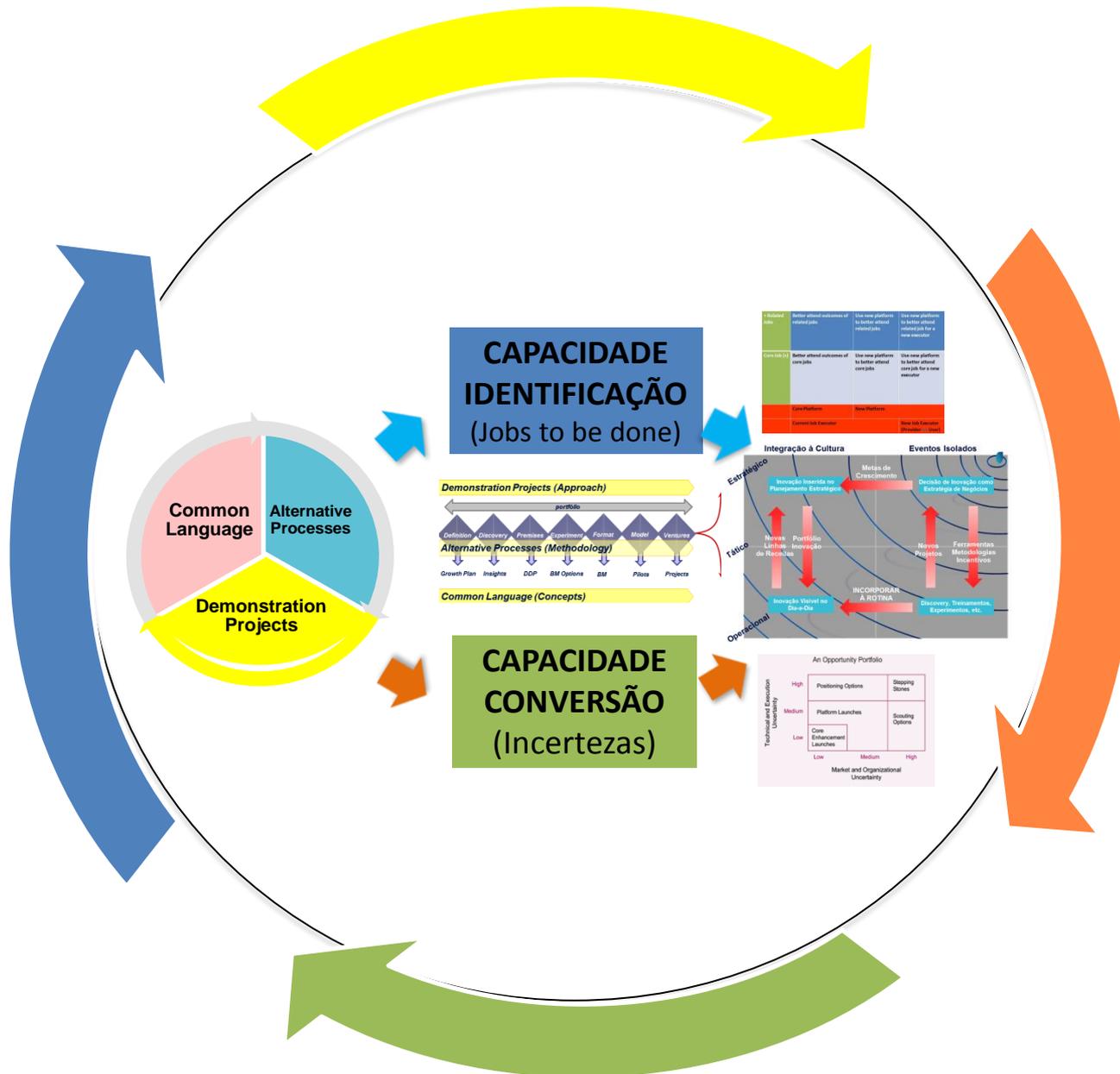
LIDERANÇA, CULTURA, DESIGN, COLABORAÇÃO E PERSISTÊNCIA: O QUE ENSINAM AS 20 EMPRESAS QUE MAIS INOVAM NO BRASIL

POR QUE A WHIRLPOOL É A Nº. 1

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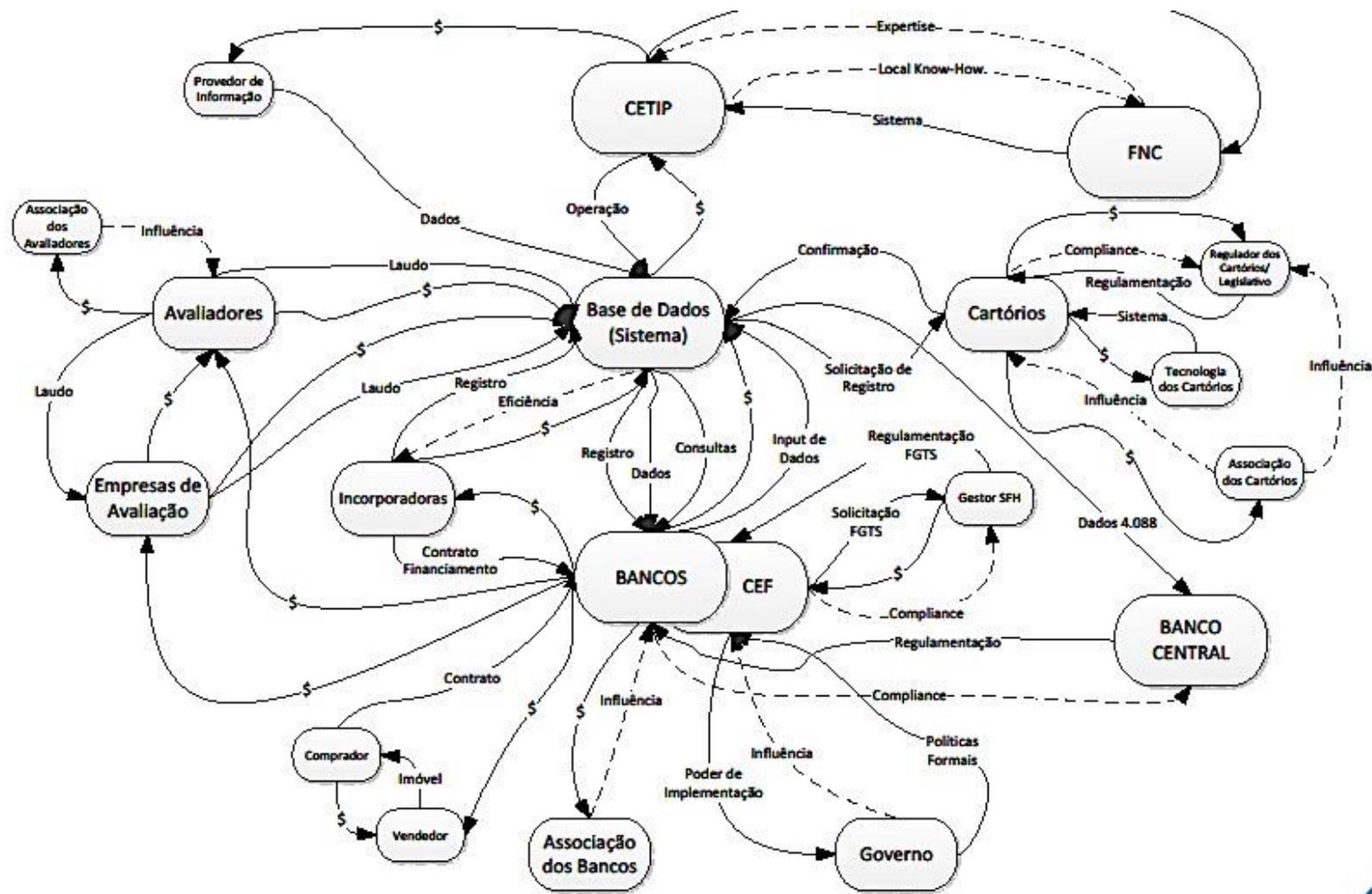
PAÍS

CETIP Modelo de Inovação



Cetip Plataforma Imobiliária

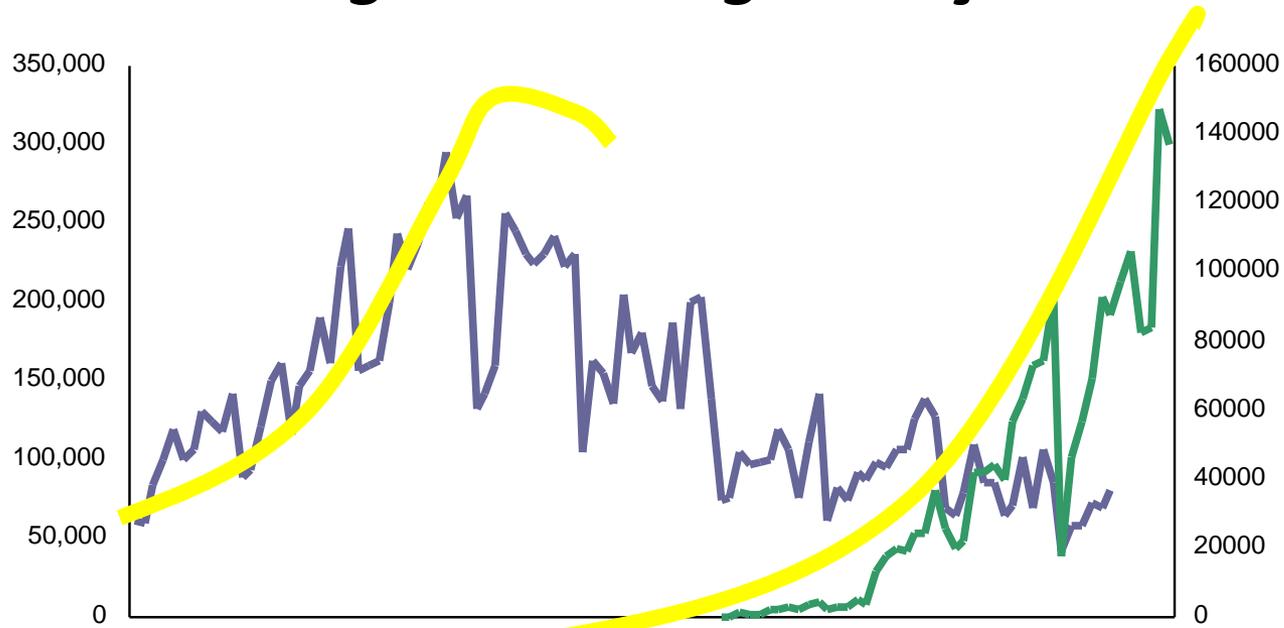
Gestão de Garantias



Plataformas – digitalizar processo formalização de operações crédito imobiliário, registro eletrônico contratos, soluções mercado secundário



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