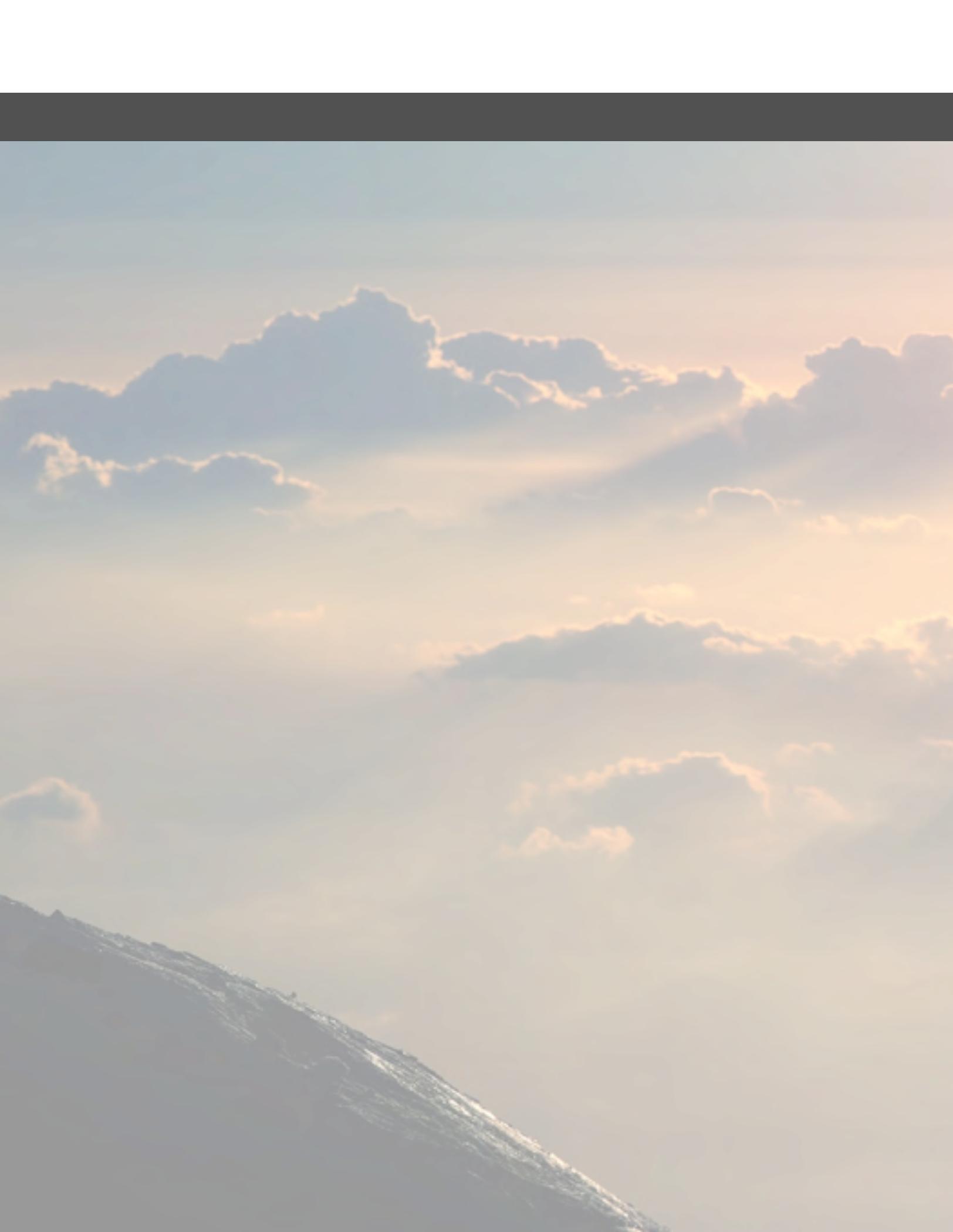


INNOVATION!ONLABS

W h e r e I n n o v a t i o n H a p p e n s

The World Leader in Enterprise-Wide
Innovation Management Solutions



WELCOME!

Thank you for your interest in InnovationLabs.
We are recognized worldwide as the leader in
Enterprise Innovation Management.

We design and implement comprehensive innovation management systems and methods that reach across your entire enterprise in a rigorous and disciplined manner to achieve consistently outstanding results.

Our clients are leading corporations, governments, and foundations worldwide.

Our approaches, methods, and tools are dynamic, engaging, fully mature, extensively documented, widely studied, and globally respected. They include:

agile innovation
design thinking
disruption mapping
high performance collaboration
the innovation master plan framework
the innovation portfolio pivot
innovation labs
OS/i, the operating system for innovation
scenario planning
strategic change
and many more.

We apply these powerful tools thoughtfully to help our clients:

De-Risk

... pursue the right innovation targets and achieve the right balance between risk and reward.

Future-Proof

... effectively prepare future products, services, processes, and tools to meet the challenges of accelerating change, increasing competition, and ever-more demanding customers.

Invest with Confidence

... implement rigorous enterprise innovation systems that enable them to invest with confidence.

Please contact us to discuss your needs in detail.
We look forward to serving you!

OUR
SERVICES →

**Enterprise Innovation
Management**

**High Impact
Innovation Training**

Scenario Planning

Strategic Change

OS/i Technology

ENTERPRISE INNOVATION MANAGEMENT

TO INNOVATE with RIGOR

THE INNOVATION MASTER PLAN FRAMEWORK IS THE **WORLD STANDARD** for ENTERPRISE INNOVATION MANAGEMENT and SUSTAINED INNOVATION SUCCESS

- Does your organization transform strategic intent into consistent innovation results?

- Do you have a rigorous process for managing innovation?

The Innovation Master Plan Framework is the world's most advanced system for **enterprise-wide innovation management**.

It's used by organizations globally to help them to balance risk and reward, optimize collaboration, harness creativity, and invest with confidence.

Recent clients include Covance, EQT, Capital Impact Partners, France Telecom-Orange, Kaiser Permanente, UST Global, US Navy, Loma Linda Health, ING, Tata Group, and many others.



The Innovation Master Plan is a comprehensive innovation management framework that enables strong and sustainable results. It asks:

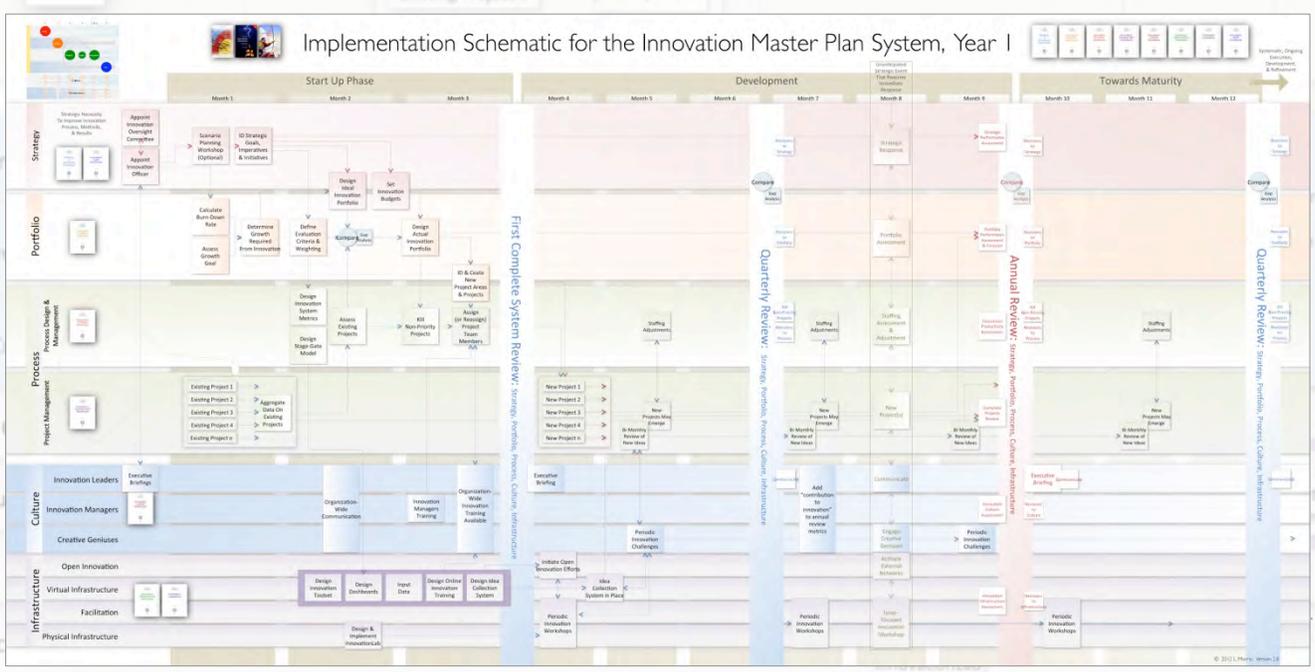
Why? Innovation serves organizational **strategy**. Innovate to achieve strategic goals.

What? Innovation **portfolio** management models the risks and optimizes the returns.

How? A rigorous and disciplined **process** is essential to achieve outstanding results.

Who? Develop a **culture** of innovation throughout your organization to create maximum value.

Where? The right **infrastructure** removes obstacles and makes it easy for people to contribute to the innovation effort.



First Complete System Review: Strategy, Portfolio, Process, Culture, Infrastructure

Strategy

Portfolio

Process Design & Management

Process Management

Culture

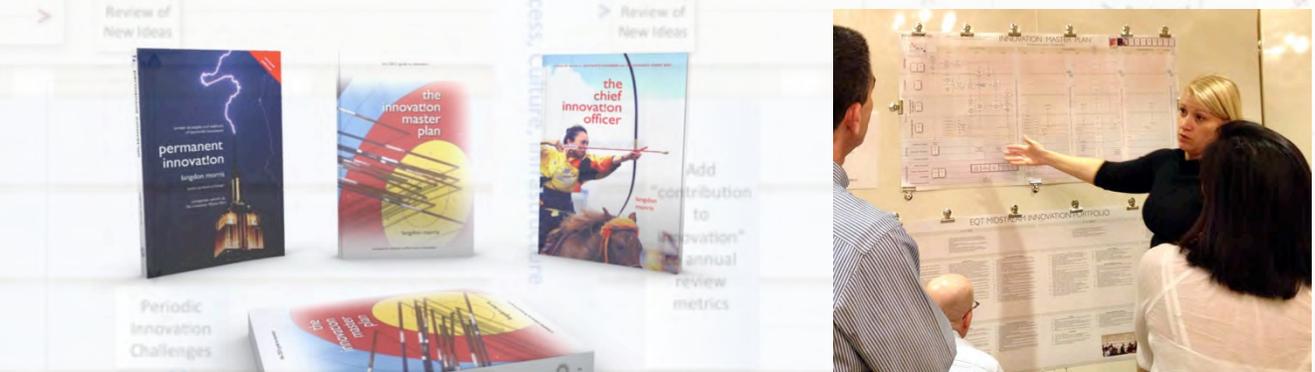
Infrastructure

HIGH IMPACT INNOVATION TRAINING

TO LEARN and TRANSFORM

InnovationLabs offers dynamic and high impact training worldwide to teach the complete scope of Enterprise Innovation Management. Our classroom sessions are hailed as breakthrough learning experiences for participants at all levels, from senior leaders to new hires, and our online course is the world standard for engagement and comprehensive scope.

Developed in partnership with the **International Association of Innovation Professionals (IAOIP)** and **Florida Institute of Technology**, our programs prepare students to pass the rigorous IAOIP Certification Exams.



INNOVATIONLABS
Where Innovation Happens

SCENARIO PLANNING

TO UNDERSTAND and ALIGN

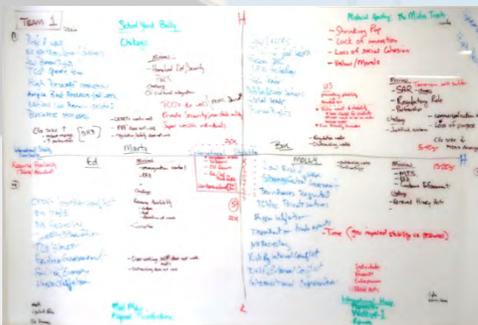


- Do you understand the forces of change that are shaping the markets of tomorrow?
- Is your leadership team prepared for emerging future challenges?

Scenario planning is a compelling, dynamic, insight-generating, and often inspiring way to map the future and understand the threats, opportunities, and imperatives for tomorrow. It's a transformative learning-doing experience.



Why do we do this? Because the external environment is massively complex and inherently unpredictable, and to manage our organizations well we must grasp this complexity and conquer unpredictability.



Scenario planning is an effective tool that helps us to understand the essential nature of change, opens our minds to new possibilities, and trains us to be more responsive and proactive. It's an important source of competitive advantage, and brings alignment to a management group around key issues and challenges in the short, medium, and long term futures.

InnovationLabs has led breakthrough scenario planning projects for a wide variety of clients, including the US Coast Guard (also described in this brochure), the US Navy, Airbus, Total Oil, the Federation of State Medical Boards, the US Department of Defense, Ingersoll-Rand, CHAP, the Low Income Investment Fund, Capital Impact Partners, and many others.

"The level of creativity and intelligence InnovationLabs provided was very significant and made a material difference to the success of our group."

Cap Gemini

STRATEGIC CHANGE

TO DEFINE and LEAD

- **Do you know where you want your organization to go?**
- **Do you know how you'll get there?**
- **Are your plans clear, decisive, and actionable?**

Strategic change is the process of mapping the organization of today onto the world of tomorrow to identify the essential actions and initiatives for survival and success, and then delivering meaningful change. Rigorous and disciplined, it's essential for management in our complex era.

Our comprehensive approach to strategic change is based on a systemic view of external forces, internal forces, needs, and capabilities, and follows a disciplined model that provides the necessary insights.

Recent projects have served the American Heart Association, Bouygues Immobilier, Bridge Housing, Danone, Gemalto, ING, Ingersoll-Rand, Living Cities, L'Oréal, Lucile Packard Foundation for Children's Health, NASA: Aerospace Technology Working Group, Novotel, the State of Nebraska Department of Education, and many others.



"The results that we produced, in just four short months, are a model of speed and simplicity in the organization.

InnovationLabs' participation and commitment to this effort have been a key component in our success."

Bell Canada

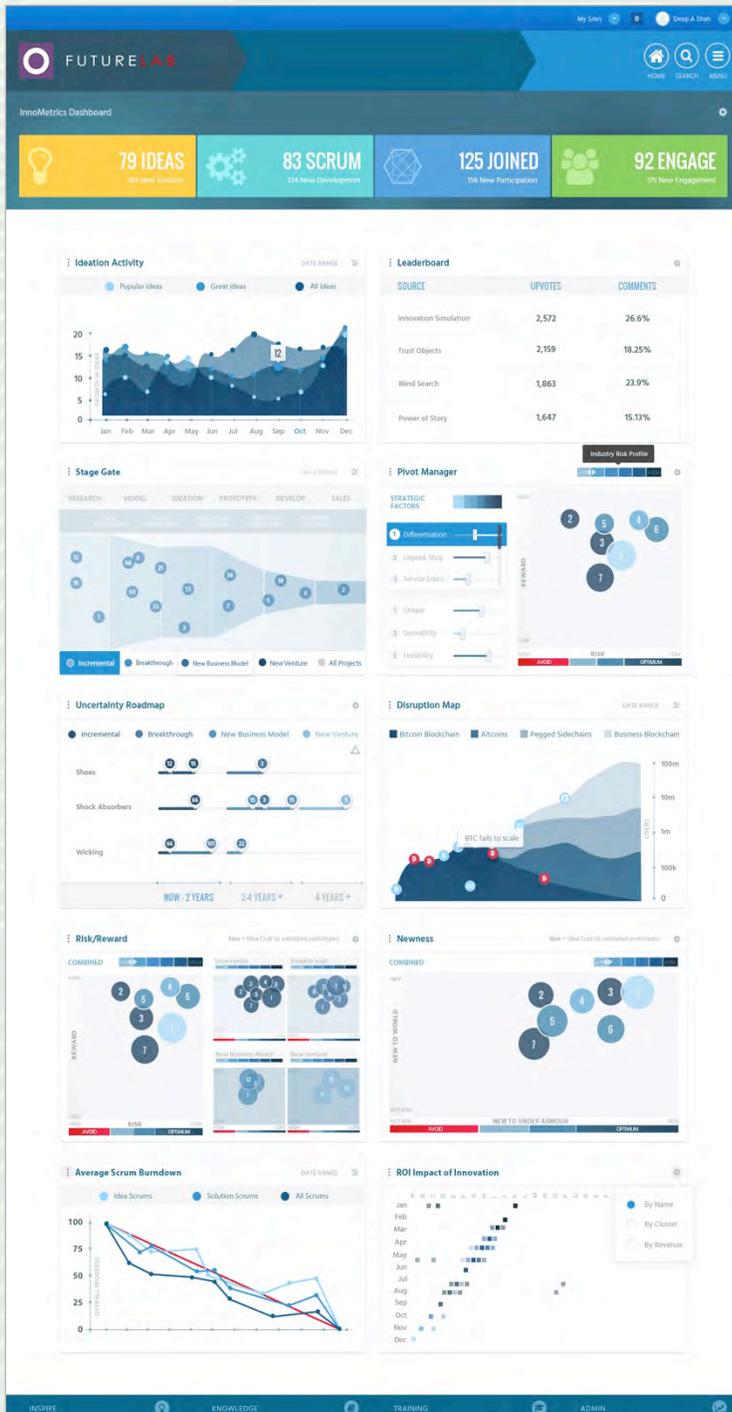
OS/i TECHNOLOGY

TO ENHANCE and AUGMENT

OS/i The Operating System for Innovation™

- Do you have the information you need to make the right innovation decisions?
- Does your organization complete innovation projects on time?
- Is everyone engaged in the innovation effort?

OS/i is a next generation software framework that enables you and your team to optimize and systematize the innovation process throughout your organization.



InnoMetrics™: “Moneyball for Innovation”
Real time executive dashboards & pivotmaps.



Fusion™: “Effortless Agile”
Master the innovation workflow.



IdeaMachine™: “Optimize Ideation”
Create, capture, share, combine, and empower.

SIX INNOVATION PRINCIPLES

KEY INSIGHTS

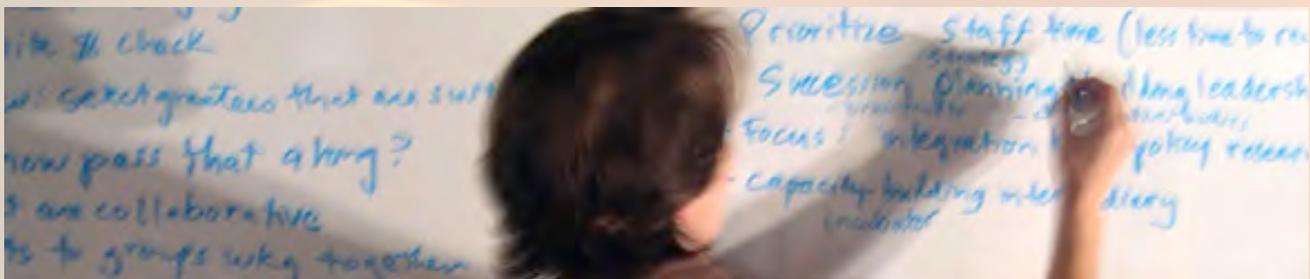
- 1. There is more risk in not innovating than in innovating.**
Innovation is mandatory.
- 2. Innovation serves as an essential means to achieve your organization's strategy.**
By defining robust strategy the boundaries of the innovation effort are thus defined, and the pursuit of innovation opportunities is then automatically aligned with strategy.
- 3. The logic of "operations" and the logic of "innovation" are different.**
They require different processes, different metrics, and different management frameworks.
- 4. Emotional and intellectual engagement is essential to success at innovation.**
Full engagement in this fascinating and rewarding process rewards the organizations that master it.
- 5. You can't learn for someone else.**
Everyone is a participant in the innovation journey, so everyone must be engaged in the learning processes that expose new ideas, new insights, new opportunities, and which lead to the creation of new value.
- 6. Innovation is not a linear process.**
It is iterative, often ambiguous, and uncertain. But it is entirely manageable.

Your mission is to manage innovation with excellence; Our passion is supporting you with the best possible tools, methods, and insights.

We'd love to work with you, as we have done with the fine organizations described on the following pages, and many more as well.

RECENT
CLIENTS →
A SAMPLING

Covance
EQT
Kaiser Permanente
Novotel
UNICEF
US Coast Guard



RECENT CLIENT

COVANCE



INDUSTRY: **PHARMACEUTICAL**
PROJECT TYPE: **ENTERPRISE
INNOVATION; INNOVATION
MASTER PLAN; INNOVATION
TRAINING**

InnovationLabs recently supported Covance in developing its **Innovation Master Plan** and **training** its innovation teams. Here is an update from project leader Mark Erickson:

“I wanted to give you an update on our progress. I’ll summarize some highlights:

- We’ve expanded the Innovation initiative across the rest of our Business Unit and have added new members to the team.
- Numerous Research Accelerator facilitated events have been held in several geographies, Europe, Asia, and multiple US locations.
- We’ve defined our Innovation Targets and filled our pipeline with ideas for additional research.
- We’ve built a portfolio of numerous ideas that we are researching, piloting, proof-of-concept-ing, and reviewing.
- The above has led to significant discussions within the organization concerning targets for M&A activities. Several are being seriously considered.
- We’ve turned two Innovation Projects over for execution to operations for execution within the next few months.
- We are building strong networks and relationships with Educational Institutions, potential vendors, potential new clients, and internally across the broader Covance organization. This ‘Silo-Busting’ has been well received by all levels.
- We have received glowing praise from the executive team within our business unit and have presented a few of the larger identified opportunities to the CEO and staff for alignment and direction.

“Your guidance has been instrumental and has allowed us to build successfully throughout the past year.”

Covance

“**Your guidance has been instrumental** and has allowed us to build successfully throughout the past year. I appreciate staying in contact and your guidance in how to maintain our momentum!”

Mark Erickson
Associate Director
Innovation and Business Development

INDUSTRY: **ENERGY**
 PROJECT TYPE: **ENTERPRISE
 INNOVATION; INNOVATION
 MASTER PLAN; STRATEGIC
 CHANGE; INNOVATION TRAINING**

EQT is a natural gas producer, distributor, and pipeline operator based in Pittsburgh. Competitive pressures in the energy industry are increasing, and EQT's leaders realized that they needed a renewed emphasis on innovation. The Pipeline Division engaged InnovationLabs to prepare its comprehensive **Innovation Master Plan**, and to support implementation of the plan through a series of initiatives, culture change efforts, and organizational improvements.

The Master Plan was completed in about 90 days based on interviews with dozens of company leaders, extensive research, an online survey involving 500 staff, and a series of **Breakthrough Innovation Workshops**.

We identified and prioritized improvement ideas from front line and management staff, while simultaneously teaching the key principles of innovation.

Working closely with the **Strategic Planning Committee** we developed the **Adoption Plan**, and socialized the resulting findings for the top 75 leaders at the company's annual executive offsite meeting.

We continue working at all levels of the company holding **Innovation Trainings and Workshops**, and helping to design and manage **Innovation Initiatives** that are being implemented on a widespread basis throughout the organization.



"The best consultants become partners and colleagues in a quest to clarify and reconfigure ideas. InnovationLabs used their experience and the perspective that comes with it to lead us into new ways of thinking and new modes of inquiry. The result was an unqualified success."

American Board of Pediatrics

RECENT CLIENT

KAISER PERMANENTE



INDUSTRY: **HEALTH CARE**
PROJECT TYPE: **ENTERPRISE INNOVATION; DESIGN THINKING; STRATEGIC CHANGE; INNOVATION TRAINING**

Kaiser Permanente is one of the largest health care providers in the US, with 11 million members in 7 regional operating units. Its unique business model combines health insurance, hospital and clinic management, and clinical care. Given this high complexity in conjunction with the increasing complexity of the health care field, Kaiser is constantly engaged in efforts to streamline its business and improve patient/member outcomes.

InnovationLabs supports Kaiser's **Strategy, Human Resources, and IT** leadership through highly engaging and successful **Design Thinking** initiatives that involve hundred of KP's managers, front line staff, and clinical teams.

These are some of the projects:

- 1. Vision 2025**
Defining the future of the health care industry and KP's strategies to achieve its goals.
- 2. Enterprise Information Strategy**
Designing a unified approach to the management of Kaiser's extensive IT investments.
- 3. Enterprise Human Resources Strategy**
Identifying and preparing for the key clinical and administrative roles across the organization in 2020.
- 4. Information Technology HR Strategy**
Defining strategic priorities for 2017 – 2020, assessing the new capabilities that will be needed, and designing the path to transition from the present to the preferred future state.
- 5. Enterprise Cultural Transformation**
Supporting implementation of a unified approach to culture and clinical standards through a series of programs in each of KP's 7 regions.

"There was a marked improvement in our staff performance after the InnovationLabs workshop, particularly in the key areas of focus and attitude. Context and purpose became clearer; and individual contributions became more frequent, bolder and more valuable.

The workshop was executed flawlessly."

Bayer

NOVOTEL

INDUSTRY: **HOTELS**
 PROJECT TYPE: **ENTERPRISE
 INNOVATION; DESIGN THINKING**

Our transformational innovation project for Novotel Hotels led to many improvements worldwide. This project summary was provided to us by Pierre Lagrange, formerly Brand Director in the Global Marketing Group of Novotel (but since promoted).

“Novotel is a midscale hotel chain brand. Launched in France and part of Accor Group, it holds 400 properties in 58 countries. From the beginning Novotel was centered around innovation, but gradually it was losing identity and differentiation when the management team launched a major project to re-energize the brand.

“We chose InnovationLabs to be our innovation and creativity partner, and the roadmap was very clear:

- Help Novotel understand the future
- Identify the main axes on which Novotel should concentrate its innovation efforts
- Produce as many ideas as possible
- Synthesize the ideas in a new statement of Novotel Strategy

“InnovationLabs facilitated creative workshops in London and in Shanghai that enabled us to see the world of the future through the eyes of two important groups, employees and customers. It’s amazing to see how many ideas you can produce when participants have the right information, and effective process, and good facilitation!

“InnovationLabs delivered a comprehensive Strategy Synthesis Report highlighting key learnings, identifying the key markets, pinpointing the five most important strategies, and detailing ten key initiatives for implementing it all.

“**This very successful project shows how the integration of Vision, Strategy, and Innovation is a powerful force to help re-energize a successful brand** and set the stage for continued growth and success.”

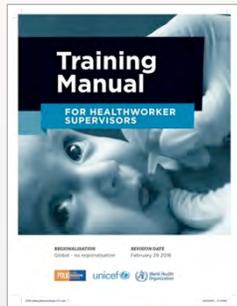
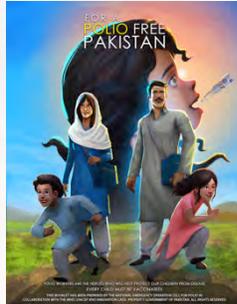
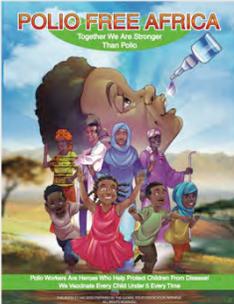
Pierre Lagrange
 Brand Director



“This very successful project shows how the integration of Vision, Strategy, and Innovation is a powerful force to help re-energize a successful brand and set the stage for continued growth and success.”

Novotel

UNICEF



INDUSTRY: HUMANITARIAN
PROJECT TYPE: INNOVATION;
DESIGN THINKING

The Global Polio Eradication Initiative, GPEI, is a joint undertaking of many agencies, foundations and nations with the goal of eliminating polio worldwide. Tremendous progress has been achieved, as most of the world is now polio free. However, pockets of active wild polio virus remain in Pakistan, Afghanistan, and parts of Africa. Eradicating the virus from these last pockets will be a difficult undertaking, as many are war or conflict zones where health care standards are low or non-existent, and where health care workers cannot go safely.

UNICEF is working with local leaders to promote and educate government officials and community members to bring both knowledge and vaccines to even the most remote outposts.

A key element of this process is training the thousands of front line workers

But when UNICEF recognized that these workers were not receiving the right type of training, they engaged InnovationLabs to conduct **innovation research** to support a complete redesign of the curriculum and all of the supporting materials.

InnovationLabs conducted extensive **ethnographic field studies** in Kenya, Somalia, and Pakistan, interacting directly with front line workers and supervisors. We identified the strengths and the gaps, and designed an entirely new curriculum including all of the associated materials: a comic book, flash cards, training manuals, and carrying case. We also developed a fully interactive web site for use by UNICEF teams globally.

The new materials are now being used very successfully throughout Africa and Southwest Asia.

“Your insights and personal perspectives were interesting and timely. You had a direct impact on our viewpoints for future concepts.”

US Navy

US COAST GUARD

INDUSTRY: **HOMELAND SECURITY**
PROJECT TYPE: **SCENARIO PLANNING**

The US Coast Guard's renowned **Evergreen Long Range Scenario Planning** effort engages Coast Guard officers in collaborative settings to explore the future environments in which the Coast Guard may be operating twenty to forty years in the future.

This is a practical issue, not a theoretical one, as the Coast Guard Commandant sets policy for the Guard in many areas, including procurement of its fleet and training of its officers and crew. The choice to acquire a new generation cutter is about a ten year procurement cycle, and it will have a duty life of 30 – 40 years. Similarly, education provided to the Coast Guard Academy cadets this year will become the foundation of its admiralty in twenty years. Hence, decisions made by the Commandant today will largely shape what his successors are able to do or not do in future decades, and long range insight, visioning and planning are therefore essential to sustained mission success.

In 2014 InnovationLabs was selected to partner with MSI Consulting to lead the preparation of a new generation of scenarios, and to lead the education program for a new cadre of Coast Guard officers in scenario planning methodology and reasoning.

Through a series of very successful design sessions and workshops at Coast Guard Headquarters and at the Pacific and Atlantic regions involving a total of about 250 officers and guardsmen and women, we identified the **key driving forces for 2035**, and created the set of **narrative scenarios** that embody the many different types of challenges that Coast Guard of 2035 could face. Topics covered a variety of threats including of climate change, terrorism, drug smuggling, and cyber warfare.



"The workshop was one of the most successful I have ever seen. The management by InnovationLabs was outstanding and generated a wonderful creative energy that built an extraordinary momentum."

NASA

PUBLICATIONS



RESULTS

Tested & Proven
Worldwide

Amsterdam	Mumbai
Auckland	Nairobi
Baltimore	New York
Bangalore	Paris
Bangkok	Philadelphia
Beijing	San Francisco
Buenos Aires	Seattle
Chicago	Seoul
Hong Kong	Shanghai
Islamabad	Singapore
Istanbul	Taipei
Johannesburg	Toronto
London	Toulouse
Los Angeles	Vancouver
Montreal	Washington DC



CONTACT

Please contact us to discuss
your needs in detail.
We look forward to serving you!

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The World Leader in
Enterprise-Wide Innovation
Management Solutions

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Where Innovation Happens

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