



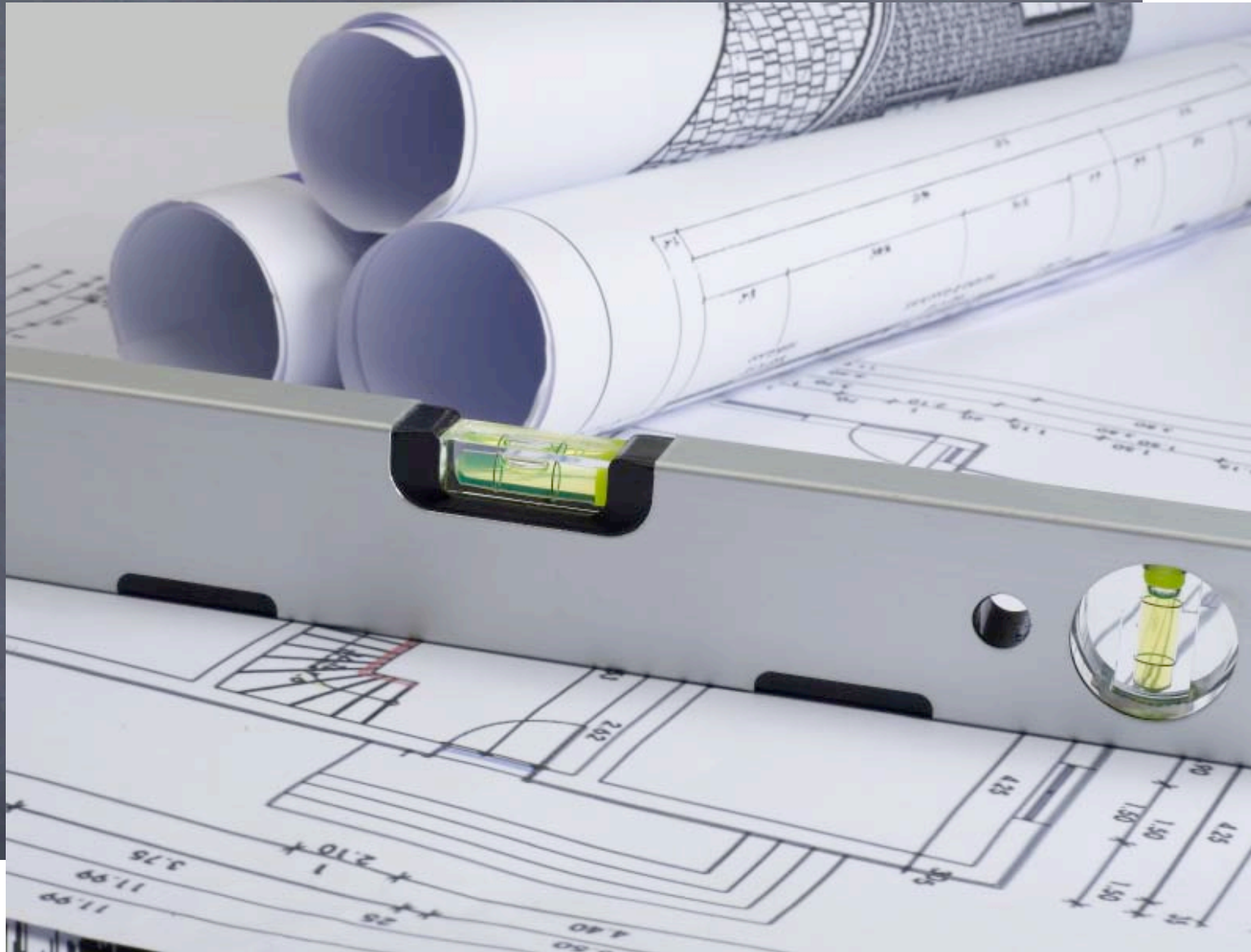
time to market

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Would you build this...



...without this?



(Innovation) strategy myths

- Takes precious time better spent innovating
- Drains resources (human, financial) necessary to deliver fresh products/services to market
- Stifles the creative process

“What’s the use of running if you are not
road?”

German proverb

Building the house

vision of the
house



Basics

- Rooms and spaces
- Functional issues
- Lifestyle preferences

Evaluative
criteria

- Performance
- Adjacencies and spatial relationships
- Approximate schedule and budget
- Accountability

Project
constraints

- Permitting requirements
- Field conditions, 'as built'
- Availability/appropriateness of labor and materials
- Estimated schedule and cost, etc.

Detailed
planning

- Design and construction documents for estimation
- Assignment of labor
- Materials scheduling, etc.
- Accountability



Bringing Building Innovation to the Home

Vision of the Big Idea House

Vision of market-centric innovation



Basics

- Rooms and spaces as market indicators
- Lifestyle preferences

Operational parameters

- Legal, regulatory, other market constraints
- Field conditions, 'as built'
- Competing solutions
- Availability/appropriateness of labor and materials
- Availability/capability of resources
- Estimated schedule and cost, etc.
- Projected cost vs desired price point

Evaluative criteria for success

- Desired characteristics and spatial relationships
- Approximate cost and launch date
- Market penetration schedule and budget
- Accountability
- Measures and milestones

Tactics to overcome planning parameters

- Design proof of concept feasibility (cost, estimation)
- Assign each contractor plan
- Material scheduling, etc.
- Accounting

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Creativity + Reality = Innovation

Strategy: why we think before

- Goals to align collective efforts and resources
- Ability to define, measure and track success
- Realistic picture of operational and market challenges
- Ready tools to overcome limitations
- Repeatable, iterative process to balance creativity and execution
- Focus to innovation processes
- GETS US TO 'WHY'

Innovation requires balance

- Critical with 'nice to have'
- Speed with consideration
- Breakthrough with boundary
- Capability with deficiency
- Inclusiveness with accountability
- Planning with execution

Discussion points

1. What is the greatest driver behind your organization's speed?
2. How—and by whom—is innovation strategy managed in your organization?
3. If you could change one aspect of your company's strategy (goals, defining success, operational and financial parameters, tools and tactics), what would you change?



thank you

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