

applied **inn**ovation  
centre

**Imagine what it would be like if your organisation  
was the most innovative in its field**

Results through **INNOVATION**

# THE NEED TO INNOVATE

In today's economy, only innovation can provide the competitive advantage that leads to significant growth and business success.

Companies are now having to face the reality that the strategies and tactics they used during the '90s to drive share prices and earnings have largely run out of steam or reached their natural limits. Cost cutting and staff reductions have their limits, creative accounting is harder to get away with, mergers and acquisitions are harder to find, and so on.

What remains for most organisations to create above average growth and earnings is real innovation.

## Imagine the future ... with innovation

The most important consideration for an organisation is not what you are but what you are becoming.

It is one reason why innovation dominates the cultures of the most successful organisations.

In speaking about innovation, renowned management guru Peter Drucker said: "In business, most successful innovations do not spring from a flash of genius, but rather from a conscious, purposeful and deliberate effort to search for opportunities."

Nokia is an example. Literally hundreds of its staff were challenged to imagine What Could Be. Out of this came a very simple strategic architecture that had three dimensions to it: humanise technology, create seamless solutions, and think about the phone as a virtual presence. Nokia's dominant position in its marketplace is the result of process-driven innovation.

In the future, the greatest rewards will go to companies that create new business models that generate new sources of revenue based on changing technology, processes, demographics and consumer habits.

## The process of innovation

Innovation does not happen ad-hoc or at random, or merely by having the desire to be innovative, by talking about it, by telling ourselves and others that we are an innovative team or organisation, or by making minor improvements here and there. Innovation requires a thoughtful, deliberate and integrated approach to creative problem solving and the application of a specific set of strategies, processes and skills. Innovation requires that the organisation has the capacity to manage human intellect, namely ideas, and to transfer those ideas into outputs (solutions, benefits, profits).

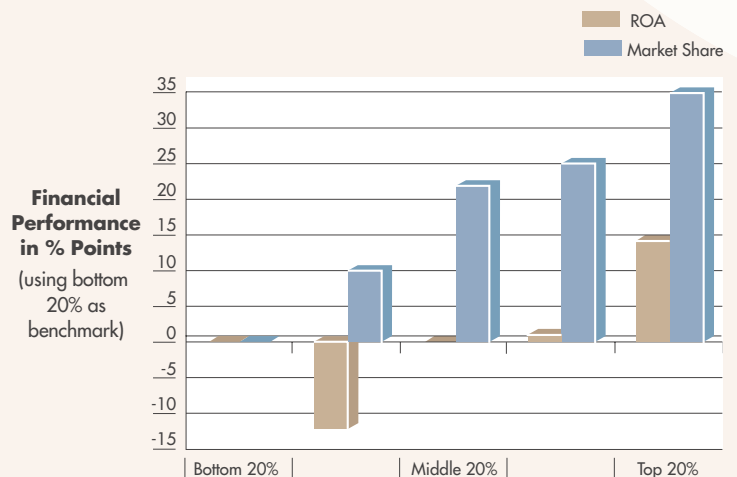
Our research in Western Australia confirms the findings of international studies in that nearly all senior executives endorse the need for organisational innovation but have found this difficult to implement - for a variety of reasons. These include the prevailing corporate culture, risk aversion, short-term focus on the bottom line, capital allocation policies, being too busy, and the perceived inability to measure progress and outcomes.

With the establishment of the Applied Innovation Centre, these barriers have been reduced to manageable challenges.

*Applied Innovation Centre research has verified the findings of international research that shows a consistent link between an organisation's commitment to innovation and its success.*

*Innovation has become essential for organisational survival.*

## Innovation and Financial Performance



Innovation

Source: Puccio, 2003

# APPLIED INNOVATION CENTRE

The Applied Innovation Centre is a research-based organisation that has been established to assist organisations become more innovative as a means of improving competitiveness, efficiency, growth, effectiveness and profits.

To aid organisations to better understand the subject of innovation, those participating in the research are freely provided with reports of the findings, plus ongoing innovation-related articles published by the Centre and other sources.

Research undertaken in Perth during 2003 into 'Managers' Perceptions of Innovation' confirmed the findings of previous international research. It indicated, that although a reasonable percentage of organisations list innovation as one of their priority business opportunities / strategies, few have been able to put in place innovative practices or processes. The factors identified as effectively supporting innovation, together with the barriers or factors identified as constraining innovation, are described in our report of the study.

If you would like a copy of our research report, please contact the Applied Innovation Centre. All we ask in return is your agreement to participate in the research conducted by The Centre.



## Services

In addition to our research, the Applied Innovation Centre offers three main streams of services: Consulting, Management and Employee Education, and Coaching.

## Consulting

Our consulting services assist senior managers and executive teams to make strategic decisions and implement innovation-related strategies for their organisations. In doing so, we use the following products:

**Innovation 4Ps™** - a flexible approach to strategic change, which addresses macro and micro-level issues involved in initiating, implementing and sustaining a culture of innovation.

**Innovation Breakthrough™** - is designed to assist an organisation innovatively solve specific or isolated problems or challenges, and to exploit opportunities.

**Innovative Organisation™** - a comprehensive program designed to instill a culture of innovation through the implementation of a unique 10-stage plan.

## Education and Training

Innovation education and training programs are designed to initiate, support and sustain a culture of innovation. Such programs prepare senior managers and employees for the introduction of corporate innovation as a concept - either as a stand-alone project or as part of our consulting programs.

The success of any innovation strategy largely depends on the way it is introduced. It is, therefore, critical to develop throughout the workforce a common, shared understanding of innovation and how to actually achieve it.

The concepts of innovation and creativity are surrounded by myths, partly because formal education has provided us with scant or no information about either concept.

The most effective way to dispel myths is by educating individuals. This requires the implementation of an educational process, which can change people's perceptions of innovation. In addition, an effective educational and training initiative provides the use of a common language, a specific methodology, and a set of appropriate innovation tools across the organisation.

## 750% ROI for Innovation Education & Training

### STUDY METHODOLOGY

- Post-training survey identified potential applications of the education and training to business issues
- Three month later participants were asked to report on their success
- Savings and benefits were compared with training costs

Source: J Vohar, New & Improved



## Innovation Coaching

Following the introduction of innovative measures, organisations need to develop the capacity to nurture and sustain innovative outcomes and an environment conducive to innovation. Individual and team coaching ensures your organisation attains and maintains this capacity by assisting senior executives and employees to become more innovative.

Team coaching focuses on both team dynamics and business. It incorporates action learning and involves working on real problems and implementing actual solutions. Team coaching develops mature, high performance teams that create successful and long-lasting results through innovation.

## Unique Methodology

A unique instrument used by the Applied Innovation Centre as part of our coaching methodology is **FOURSIGHT™** - the breakthrough thinking profile. This is a well-researched, field-tested, and validated instrument that offers individuals, teams and organisations a simple-to-use profiling system that identifies exactly where they excel and break down in the four distinct stages of the innovation process.



The methodologies used in our **INNOVATION 4Ps™**, **Innovation Breakthrough™**, and **Innovative Organisation™** programs integrate local research with 50 years of international research and experience in the areas of problem-solving, decision-making, creativity and innovation.

## International Centre for Studies in Creativity

For the first time in Australia 'The Buffalo Method' of innovation is available through the Applied Innovation Centre. The name of the method comes from the State University of New York's *International Centre for Studies in Creativity*, which is based in Buffalo, New York.

This methodology is a multilevel framework that generates, evaluates, develops, refines, and implements successful approaches to opportunities and solutions to problems.

Applied Innovation Centre Managing Director, Sebastian Salicru, is a graduate of the *International Centre for Studies in Creativity* at SUNY and has integrated the Buffalo Method with other proven successful approaches to organisational development and transformation.

The Applied Innovation Centre uses



**INNOVATION 4Ps™**  
**Innovation Breakthrough™**  
**Innovative Organisation™**  
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