

Innovation workshop with Mike Harris

From mystery to mastery in 8 hours

Who is it for?

- Leadership teams of companies of any size from start ups to £250m pa Corporates.
- Leadership teams of divisions or functions in larger companies.

What's the output

- Around 10 hot new ideas for creating value , qualified as either
 - Quick wins (usually 4 or 5 ideas) – effective between 3 and 18 months
 - Medium term opportunities (usually 4 or 5 ideas) – effective between 18 months and 5 years , either because it will take that long to implement and launch or it's a forward looking opportunity based on emerging technology or market changes
 - Transformational possibilities – ideas for further investigation (usually 1); an idea which has the possibility of transforming the company's performance and value
- An action plan for getting moving on the ideas that have most immediate relevance
- A transformation in the company's ability to generate and qualify new ideas in the future
- An increase in enthusiasm, energy and commitment about the company and its future
- Knowledge of a structure for implementation based on the principle that, when innovating failure is fine as long as :
 - We reuse the IP where possible and we learn what was missing from the idea or implementation which had it been present, would have made a difference
 - Failure, when it happens , should be fast and cheap

Preparation

- The team prepares a 45 minute presentation, covering:
 - A 15 minute pitch of the company and its products , the sort of pitch that might be aimed at investors or possible JV partners or key business customers
 - 15 minutes on a competitive analysis of the company's products in the market
 - 15 minutes on the changes they expect in technology and the market in the next 3 years

Process

- **Hour one** –Mike explains the principles behind deliberate innovation, using examples from his own companies, and companies he knows well and has interacted with personally: Apple, Microsoft, Procter and Gamble, Google, Ideo (the world's most renowned design and innovation consultancy). The principles include:
 - Create a powerful context to focus the search for new ideas , a context based around a mission to serve customers in a way which works for us

- Focus on unmet customer needs , now and in the future
- Use a systematic structure to generate and qualify ideas
- Take only smart risks
- **Hour two-** The company makes its presentation
- **Hours three and four** –creation of the context:
 - what are we up to – other than making money – redefining people’s experience of what , from what to what
 - what do we want to be known for – what reputation do we want to build in the world
 - what (brand) experience do we want to create for people who interact closely with the company

BREAK – EITHER LUNCH IF IT’S A WHOLE DAY WORKSHOP OR END OF DAY ONE, IF IT’S TWO HALF DAYS

- **Hour five** – structured brainstorm , centered around customers , aimed at understanding unmet needs and generating new ideas to meet them
 - when customers use our products or competitive offerings :
 - what are they trying to get done
 - what’s working and what isn’t
 - what could we do about that, now, in the future
 - Qualify ideas to determine which ones are hot and decide which category they fit into
- **Hour six-** structured brainstorm centered around desired reputation and brand experience, generating ideas now and for the future to build the desired reputation and /or deliver the desired brand experience
 - Qualify ideas to determine which ones are hot and decide which category they fit into
- **Hour Seven** – structured brainstorm, centered around our competitive positioning generating ideas which would enable us to do everything important as well as our competitors , at least one thing better than them and at least one thing they don’t do
 - Qualify ideas to determine which ones are hot and decide which category they fit into
- **Hour Eight** – we enter the final hour with a list of hot ideas (normally about 10), categorised as quick wins, medium term opportunities, or transformational opportunities. We use the last hour to decide on any action implications over the next 30 days and the next 6 months. That is we choose which ideas to move forward and how and which to park and maybe reassess in six months time.

Mike Harris and Innovation

- Mike gradually developed the process used in the workshops as he created three billion pound plus iconic brands (Firstdirect, Mercury and Egg) – all known as highly innovative organisations
- Mike's current organisation – Garlik – was created when he retired from Egg in 2005, and has established itself as a leading player in identity protection and the prevention of online fraud. Garlik won the BT flagship award for software innovation in 2008
- Mike was part time Chairman of Innovation at RBS between 2005 and 2009 and the fruits of the innovation programme he established there are now being seen as Natwest seeks to establish itself as the UK's most helpful bank, supported by a customer charter
- Mike's approach to innovation has been influenced by companies with which he has had a close relationship over the years: notably, Ideo – the world's most renowned innovation and design consultancy who were closely involved with Egg, Microsoft who partnered with Egg on a number of initiatives which gave Mike the opportunity to discuss innovation with key people who had been involved with the formation and growth of Microsoft, Apple who were involved with both Egg and Mercury and Procter and Gamble, regularly lauded as one of the world's most innovative companies and a key Ideo client, where Mike met the legendary Chairman AG Laffley.
- Mike lectured on the MIT mid career MBA course between 1996 and 2008 and ran many seminars on innovation giving him the opportunity to interact with executives from many of the world's most innovative companies as well as picking the brains of the key academics.