

## FRONT END OF INNOVATION WORKSHOP

**Objective: To understanding the front end and how to be successful in discovering both new sustaining and breakthrough products, processes and services**

AGENDA ITEM	ACTIVITY	START TIME	TIME	WHO IS RESPONSIBLE
Welcome	Welcome and Introductions	8:30am	15 min	Peter Koen
Hot Topics	Hot Topics - What did we come here to learn	8:45am	30 min	Companies
Module I	Module I - World Class Innovation (The objective of this module is to provide an integrated perspective of what "World Class Innovation" looks like and where the Front End fits in.)	9:15am	45 min	Peter Koen
	<i>Bio Break</i>	<i>10:00am</i>	<i>15min</i>	
Module II	Module II - Front End of Innovation (The objective of this module is to provide the student with an overview of the front end of innovation, a model for explaining it, and knowledge of the best tools and techniques associated with it.)	10:15am	90 min	Peter Koen
	<i>Lunch</i>	<i>11:45am</i>	<i>45min</i>	
Case I	Case I - What's the BIG Idea (Attendees broken into teams to answer questions)	12:30pm	60 min	Break-Out
Case I	Case I - discussion	1:30pm	45 min	Peter Koen
	<i>Bio Break</i>	<i>2:15pm</i>	<i>15min</i>	
Samsung Video	Video on how Samsung Creates New Products	2:30 pm	60 min	

Day 1 Continues

<b>AGENDA ITEM</b>	<b>ACTIVITY</b>	<b>START TIME</b>	<b>TIME</b>	<b>WHO IS RESPONSIBLE</b>
Module III	Module III - Market Attack Teams (This module discusses a structured process - tools, techniques and methodologies - for identifying and developing action plans for the next generation platform.)	3:30pm	15 min	Peter Koen
Module IV	Module IV - Open Innovation (Companies are aggressively moving away from a closed innovation model where they expect all of the innovation to occur within the company. Techniques and methods for accomplishing this will be discussed in this module.)	3:45pm	30min	Peter Koen
Case II	Case II - Feed R&D or Farm it out (Attendees break into teams to answer the questions)	4:15pm	45 min	Break-Out

1<sup>st</sup> Day ends at 5:00 pm

## Day 2

AGENDA ITEM	ACTIVITY	START TIME	TIME	WHO IS RESPONSIBLE
Welcome	Welcome and Introductions	8:30am	15 min	Peter Koen
Reflections	Reflections on Day 1	8:45am	30 min	Attendees
Case II	Case II Discussion	9:15am	45 min	Peter Koen
FEI Survey	FEI Survey Review - What are the weaknesses in your company and what should you do?	10:00am	30 min	Peter Koen
	<i>Bio Break</i>	<i>10:30am</i>	<i>15min</i>	
Module V	Module V - Breakthroughs (Over the last several years companies, consultants and academics have been actively evaluating methods for developing breakthroughs. The objective of this module is to review the latest thinking and techniques.)	10:45am	90 min	Peter Koen
	<i>Lunch</i>	<i>12:15pm</i>	<i>45 min</i>	
Case III	Case III - Flight of the Kitty Hawk (Attendees broken into teams to answer questions)	1:00pm	60 min	Break Out
Case III	Case III - discussion	2:00pm	45min	Peter Koen
	<i>Bio Break</i>	<i>2:45pm</i>	<i>15min</i>	
Case IV	Case IV - Crescordia (Attendees broken into teams to answer questions)	3:00pm	45 min	Break Out
Case IV	Case IV - Discussion	3:45pm	45 min	Peter Koen
Company Take Aways	Company Take - Aways (What new things do we want to bring back to our companies)	4:30pm	30 min	Attendees

**2<sup>nd</sup> Day ends at 5:00 pm**

## Cases

### **Case I - What's the BIG Idea**

CEO Michael Collins must decide if and how a process he developed to further innovation in the kids' industry could work in other industries. The process was based on Collins' experiences as an inventor and as a venture capitalist, and it allowed his company to be an intermediary between inventors and innovation-seeking companies. The process seemed to be working quite well in the kids' industry and Collins had to decide what would work in a different vertical. This case demonstrates how innovation that might not happen internal to a company can happen once it is removed from a company's processes. The case also raises questions as to whether you can develop a process to identify good invention ideas or whether it is an "art."

([harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml;jsessionid=MUMU3I1XC0GGMAKRGWDR5VQBKE0YIISW?id=602105&referral=2342](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml;jsessionid=MUMU3I1XC0GGMAKRGWDR5VQBKE0YIISW?id=602105&referral=2342) )

### **Case II - Feed R&D or Farm it Out**

From a converted muffler repair shop, Ray Kelner launched RLK Media in 1985, selling its radical audio speakers to affluent connoisseurs for \$20,000 a pop. By the 1990s, RLK had grown into a billion-dollar business. But things are no longer going so well, and chairman Keith Harrington lays it all at the feet of CEO Lars Inman. "Your margins have evaporated," he barks. "You're missing your numbers. People aren't buying the old product, and you don't have anything new." But RLK might just have something new: the iVid headset prototype is light-years ahead of the competition. All Ray needs is another 18 months (or so) and \$6 million to hire 10 elite software developers and he could put RLK back on the map. Lars considers outsourcing software development to Inova Laboratories in India, which promises to move RLK from prototype to volume manufacturing in 12 months--at a fifth the cost. But Ray is adamant. His group is just too tightly knit. Should Lars outsource R&D anyway?

([harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml?id=R0507X&referral=2340](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=R0507X&referral=2340) )

### **Case III - Flight of the Kitty Hawk**

Hewlett-Packard decided that, to grow more rapidly, it needed to design a revolutionary disk drive product that would create an entirely new market or application for magnetic recording technology. The company followed most of the "rules" good managers follow in such situations: heavyweight project team, lots of senior management support, etc. But it still failed. This case demonstrates why good management isn't enough when managing disruptive innovation.

([harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item\\_detail.jhtml;jsessionid=MUMU3I1XC0GGMAKRGWDR5VQBKE0YIISW?id=606088&referral=2342](http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml;jsessionid=MUMU3I1XC0GGMAKRGWDR5VQBKE0YIISW?id=606088&referral=2342))

#### **Case IV - Crescordia**

CEO Peter Walsh faces a classic innovator's dilemma. His company, Crescordia, produces high-quality metal plates, pins, and screws that orthopedic surgeons use to repair broken bones. In fact, because of the company's long-standing commitment to quality, some orthopedic surgeons use nothing but Crescordia hardware. And now these customers have begun to clamor for the next-generation technology: resorbable hardware. Resorbables offer clear advantages over the traditional hardware. Like dissolving sutures, resorbable plates and screws are made of biodegradable polymers. They hold up long enough to support a healing bone, then gradually and harmlessly disintegrate in the patient's body. The new products, however, are not yet reliable; they fail about 8% of the time. That's why Crescordia has delayed launching a line using the new technology. But time is running out. A few competitors have begun to sell resorbables, despite their imperfections, and these companies are picking up market share. Should Crescordia join the fray and risk tarnishing its brand? Or should the company sit tight until it can offer a perfect product? The reader considers the potential impact on costs, revenues, and brand perception of strategies such as perfecting the new technology in-house; acquiring a start-up that is working on the technology; creating a new, autonomous division devoted to the technology's development; investing in a joint venture; and selecting trial applications for the technology.

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## Quotes from Previous Seminars

*Solid presentation that set the stage for thinking about the front end.*

*Very interactive. Great interaction with audience. Bang on!*

*Learned more than I thought.*

*Great combination of lecturing and discussion, theory and case study.*

*Instructors professional sharing and experience.*

*Peter's teaching style is different and very good. I learned a lot.*

*Peter is the best instructor I have ever had in my entire life. I can take his seminars for any price/fee if time permits. He is just too perfect! HE IS THE BEST!!*

*Peter Koen is an expert in the field and presented his materials brilliantly.*

*Peter was an excellent Professor with exceptional communications and a dynamic personality. The seminar material was well taught and industry insight was provided.*

*One of the best instructors/professors I ever had.*

*Excellent Professor. Brought new and cutting edge tools and techniques.*

*This seminar is in the top 3 of all seminars I have ever taken. The professor has an excellent command of the subject and is highly successful in presenting it to the attendees.*