



INNOVATION: OVERVIEW

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EXERCISE

WHAT DOES
INNOVATION
MEAN TO YOU?

IS THERE A
DIFFERENCE BETWEEN
CREATIVITY, INVENTION
& INNOVATION?



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CREATIVITY

ABILITY TO GENERATE NOVEL IDEAS

INVENTION

NOVEL IDEA TRANSFORMED INTO REALITY

INNOVATION

SUCCESSFUL IMPLEMENTATION OF NOVEL IDEA

“Ideas are useless unless used.
The proof of their value is
their implementation.
Until then they are in limbo.”

(Levitt, 1963)

INNOVATION

THE SUCCESSFUL INTRODUCTION
OF SOMETHING NEW

T H E T E N T Y P E S O F
INNOVAT**10**N



Profit Model

THE WAY IN WHICH YOU MAKE MONEY.

The screenshot shows the Skype website interface. At the top, there is a navigation bar with the Skype logo, a language dropdown set to 'English (International)', and buttons for 'Special offers', 'Buy Credit', 'Sign In', and 'Join Skype'. Below this is a secondary navigation bar with links for 'Features', 'Get Skype', 'Prices', 'Accessories', 'Business', and 'Support', along with a search bar.

The main content area features a large banner for HD webcams. On the left, the text reads: "Smiles are better in HD. Pop a HD webcam on your laptop and your friends will see you in glorious HD." Below this is a button that says "See all HD webcams". In the center, there is an image of a Creative webcam and a family (a woman, a child, and a man) looking at a laptop screen. On the right side of the banner, there are three promotional boxes: "I'VE UPGRADED! Upgrade Skype", "Skype Premium unlimited* calling", and "Smiles are better in HD" with a small image of people on a video call.

Below the main banner is a section titled "See how little it costs to call phones with Skype". It includes a search input field with the placeholder text "Where is the person you want to call?", a magnifying glass icon, and a "View rates" link. To the left of this section is a photo of a man talking on a mobile phone. Below the search field, there is a section for "Popular calling destinations" with three entries: Australia (from 0.9c/min¹, 1c/min incl VAT), China (from 0.9c/min¹, 1c/min incl VAT), and United States (from 0.9c/min¹, 1c/min incl VAT). Each entry includes a small flag icon.

Network

CONNECTIONS WITH OTHERS CREATE VALUE.

The image shows a screenshot of the Target website homepage. At the top, there is a red navigation bar with the following elements: 'sign in', 'new guest?', 'my account', a search bar, 'all categories', and a search icon. Below this is a secondary red bar with a dog icon and category links: 'women', 'men', 'baby', 'kids', 'home', 'furniture', 'patio', 'electronics', 'entertainment', 'toys', 'health & beauty', 'clearance', and 'see more'. A third red bar contains 'daily deals. one day only. always free shipping.' on the left, and 'find a store', 'Weekly Ad', 'GiftCards', 'registries', 'TargetLists', and a shopping cart icon with '0' on the right. The main content area features a large banner for a 'back to college sale' with a background image of a bedroom. The word 'home' is written in large grey letters. A red bullseye logo is overlaid on the left side of the banner. Below the banner, there are three columns of text: 'bath', 'bedding', 'home appliances', 'home décor', 'home improvement'; 'small stature, big style. smart solutions for small spaces. smart space furniture'; and 'deals to fill your home. all home deals, furniture deals, kitchen & dining deals'. A red circular 'deals' badge is located in the bottom right corner of the main content area.

sign in new guest? my account

search all categories

women men baby kids home furniture patio electronics entertainment toys health & beauty clearance see more

daily deals. one day only. always free shipping. >

find a store Weekly Ad GiftCards registries TargetLists cart

home

sale

back to college sale.

Save on stuff you need to make your new home yours.

[college bedding](#) | [kitchen & dining](#) | [college bath](#) | [futons & sofa beds](#)

bath
bedding
home appliances
home décor
home improvement

small stature, big style.
**smart solutions
for small spaces.**
smart space furniture

deals to fill your home.
all home deals
furniture deals
kitchen & dining deals

deals

Structure

ALIGNMENT OF YOUR TALENT AND ASSETS.

Welcome
Los Altos (change store)

CREATE ACCOUNT | SIGN IN | STORE LOCATIONS | CUSTOMER SERVICE

WHOLE FOODS MARKET

HEALTHY EATING

ABOUT OUR PRODUCTS

RECIPES

ONLINE ORDERING

MISSION & VALUES

BLOG

STORE DEPARTMENTS

Lunches They Won't Trade Away

Master the brown bag

Featured **SALE**

Cantaloupes!

Sales Flyer

Featured **EVENT**

Join our #wfmtdish Twitter chat as we think outside the typical brunch beverage box with an array of fruit beers and ciders.

Events

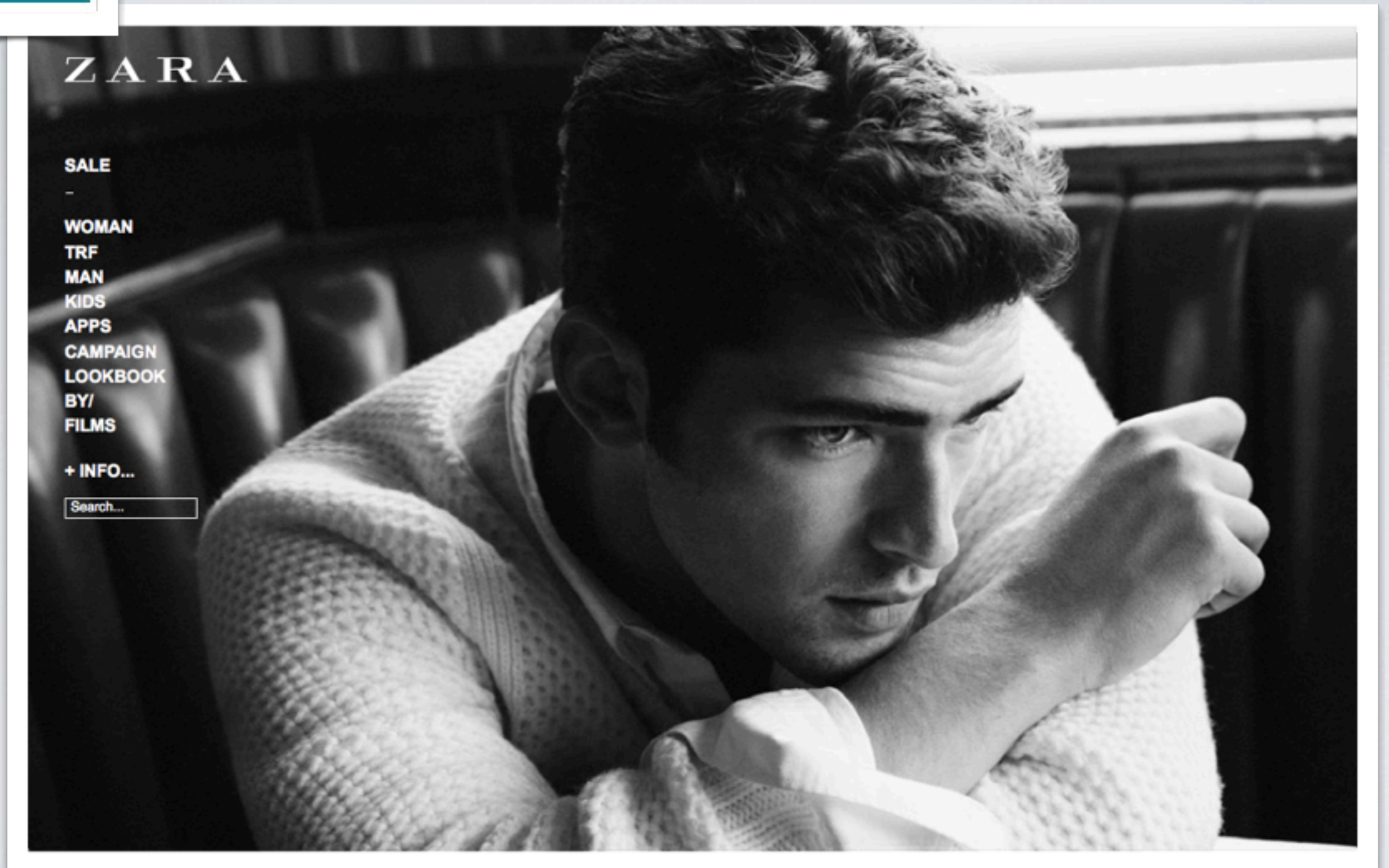
Featured **RECIPE**

This refreshing salad makes a delicious first course or side dish for warm-weather meals.

Watermelon and Arugula Salad

Process

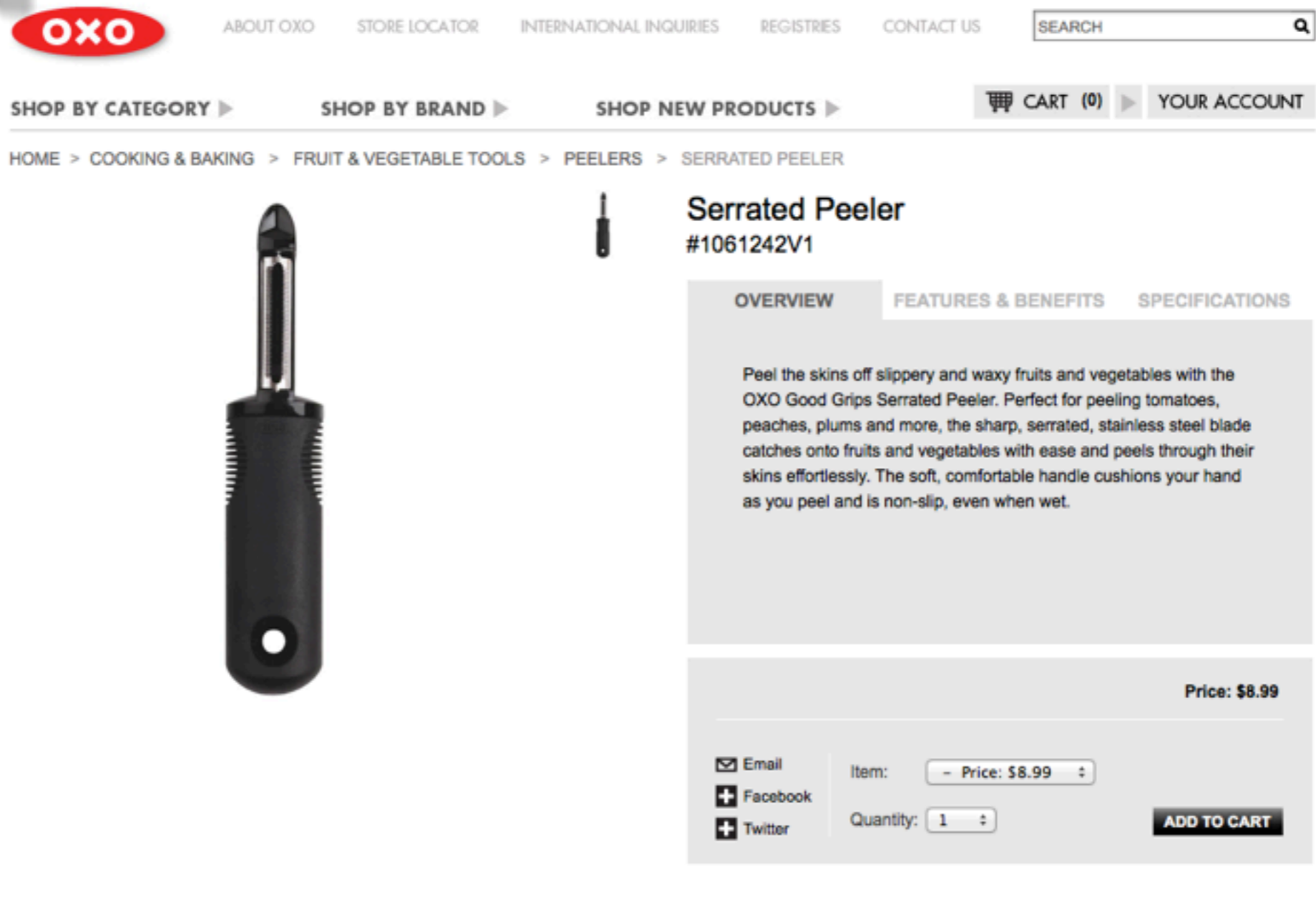
SIGNATURE OR SUPERIOR METHODS FOR DOING YOUR WORK.



www.zara.com

Product
Performance

DISTINGUISHING FEATURES AND FUNCTIONALITY.





The screenshot shows the OXO website's product page for a Serrated Peeler. The page layout includes a top navigation bar with the OXO logo, links for 'ABOUT OXO', 'STORE LOCATOR', 'INTERNATIONAL INQUIRIES', 'REGISTRIES', and 'CONTACT US', and a search bar. Below this is a secondary navigation bar with 'SHOP BY CATEGORY', 'SHOP BY BRAND', 'SHOP NEW PRODUCTS', 'CART (0)', and 'YOUR ACCOUNT'. The breadcrumb trail reads 'HOME > COOKING & BAKING > FRUIT & VEGETABLE TOOLS > PEELERS > SERRATED PEELER'. The product image is a black-handled peeler with a serrated stainless steel blade. The product title is 'Serrated Peeler #1061242V1'. The 'OVERVIEW' tab is active, showing a description: 'Peel the skins off slippery and waxy fruits and vegetables with the OXO Good Grips Serrated Peeler. Perfect for peeling tomatoes, peaches, plums and more, the sharp, serrated, stainless steel blade catches onto fruits and vegetables with ease and peels through their skins effortlessly. The soft, comfortable handle cushions your hand as you peel and is non-slip, even when wet.' The price is listed as '\$8.99'. At the bottom, there are social media links for Email, Facebook, and Twitter, and a shopping cart section with 'Item: - Price: \$8.99', 'Quantity: 1', and an 'ADD TO CART' button.

OXO ABOUT OXO STORE LOCATOR INTERNATIONAL INQUIRIES REGISTRIES CONTACT US SEARCH

SHOP BY CATEGORY ► SHOP BY BRAND ► SHOP NEW PRODUCTS ► CART (0) ► YOUR ACCOUNT

HOME > COOKING & BAKING > FRUIT & VEGETABLE TOOLS > PEELERS > SERRATED PEELER

  **Serrated Peeler**
#1061242V1

OVERVIEW FEATURES & BENEFITS SPECIFICATIONS

Peel the skins off slippery and waxy fruits and vegetables with the OXO Good Grips Serrated Peeler. Perfect for peeling tomatoes, peaches, plums and more, the sharp, serrated, stainless steel blade catches onto fruits and vegetables with ease and peels through their skins effortlessly. The soft, comfortable handle cushions your hand as you peel and is non-slip, even when wet.

Price: **\$8.99**

Email Facebook Twitter

Item: - Price: \$8.99

Quantity: 1

ADD TO CART

Product System

COMPLEMENTARY PRODUCTS AND SERVICES.

The screenshot shows the Scion website's overview page for the 2013 FR-S. The layout includes a top navigation bar with links for 'BUILD YOUR SCION', 'FIND A DEALER', 'LOGIN', 'SHARE', and 'LIVE CH'. A left sidebar contains a 'CARS' menu with 'FR-S' highlighted, and other categories like 'RELEASE SERIES', 'CERTIFIED USED', 'PURE PRICE', 'EASY TO BUY', 'BeSpoke™', 'PROMOTIONS', 'VIDEOS/DOWNLOADS', 'SCION LIFESTYLE', 'CONCEPT CARS', 'BLOG', and 'SCION STORY'. The main content area features the Scion logo, the title '2013 FR-S ▶ OVERVIEW', and a sub-menu with 'OVERVIEW' selected. The headline reads 'BRINGING THE SPORT BACK TO THE CAR.' Below this, pricing is shown: '\$24,955 MANUAL MSRP' and '\$26,055 AUTOMATIC MSRP'. A descriptive paragraph states: 'WITH A FRONT-MOUNTED FLAT BOXER ENGINE AND A 6-SPEED TRANSMISSION, THE REAR-WHEEL DRIVE FR-S HAS MOTORSPORT RUNNING IN ITS VEINS'. A central button 'BUILD YOUR SCION FR-S' is prominent, with other options like 'COMPARE CARS', 'PRINT BROCHURE', and 'FIND A DEALER' below it. A small image titled 'THE FR-S HERITAGE' shows a line of cars. On the right, a large image shows a red 2013 Scion FR-S driving on a road.

Service

SUPPORT AND ENHANCEMENTS THAT SURROUND YOUR OFFERINGS.

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Zappos.com POWERED BY SERVICE | [SEARCH](#) | **365** Day Return Policy In other words, 1 full year! | **FREE** Shipping Both Ways It's always on the house! | [MY CART](#)

SEARCH BY: [Size](#), [Narrow Shoes](#), [Wide Shoes](#), [Popular Searches](#)

SHOES | CLOTHING | BAGS & HANDBAGS | AT HOME | BEAUTY | ACCESSORIES | SHOP BY... | WOMEN'S | MEN'S | KIDS' | ALL DEPARTMENTS ▼

ALPHABETICAL BRAND INDEX # • A • B • C • D • E • F • G • H • I • J • K • L • M • N • O • P • Q • R • S • T • U • V • W • X • Y • Z

SHOP WOMEN'S
Clothing
Shoes
Sandals
Swimwear
Dresses

SHOP MEN'S
Clothing
Shoes
Sandals
Swimwear
Running Shoes

SHOP KIDS'
Girls' Clothing
Boys' Clothing
Girls' Shoes
Boys' Shoes

NEW ARRIVALS

WOMEN'S BOOTS
— NEW ARRIVALS —
[SHOP NOW](#)

LAST CHANCE SUMMER SALE
[SHOP NOW](#)

Fashion LOOKBOOK
SUMMER AND FALL LOOKS
[SHOP NOW](#)

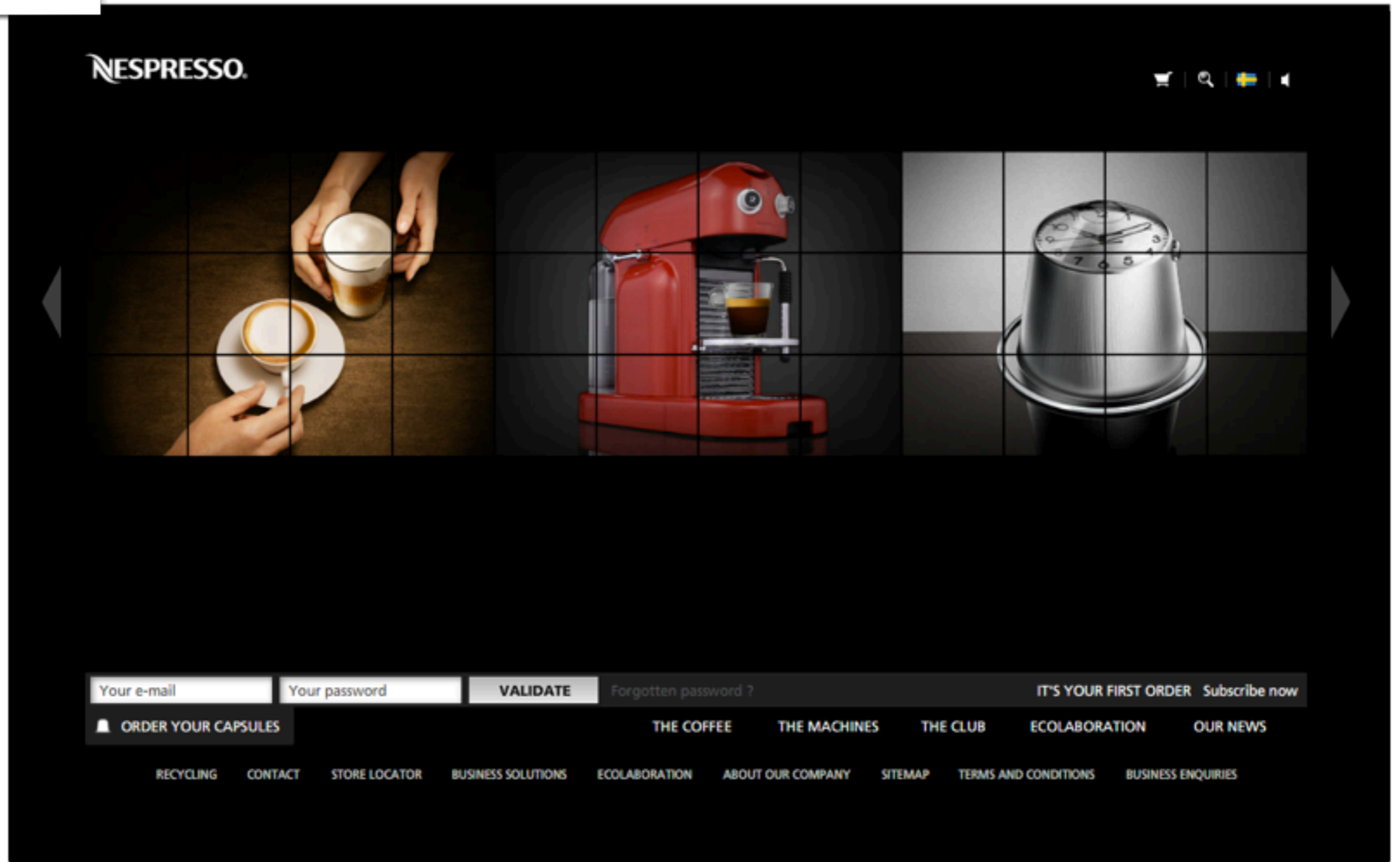
denim FOR HIM & HER
CREATE THE FOUNDATION FOR THE PERFECT FALL WARDROBE WITH MUST-HAVE DENIM PIECES.
[SHOP DENIM](#)

CLOTHING
- GET IT TOMORROW -
- FREE RETURNS -

1 2 3 4

Channel

HOW YOUR OFFERINGS ARE DELIVERED TO CUSTOMERS AND USERS.



Brand

REPRESENTATION OF YOUR OFFERINGS AND BUSINESS.

The screenshot shows the Virgin website homepage with the following layout:

- Header:** Virgin logo, navigation menu (NEWS, COMPANIES, RICHARD'S BLOG, RED ROOM, PEOPLE & PLANET, ENTREPRENEUR, VIRGIN, HISTORY), search bar, and a red banner with the text "Find a Virgin company, Richard Branson's blog, awesome articles, the Red Room & more".
- Featured Section:** A large image of Richard Branson and a woman. To the left, a list of featured articles with dates (Aug 13, 2012) and titles: "Don't forget your...passport!", "Virgin announces Freefest line-up", "London 2012's sustainability legacy", and "Virgin's aviation apprentice".
- Richard's Blog Section:** A row of three article thumbnails with titles: "Climate change is real" (Aug 13, 2012), "Looking ahead to Rio 2016" (Aug 13, 2012), and "Well done Team GB!" (Aug 10, 2012).
- Community Activities Section:** A list of activities with small images and titles: "Climate change is real" (51 people recommend this), "Why it's time to say bye to the tie" (3,254 people recommend this), and "Richard Branson on what makes an entrepreneur" (163 people recommend this). Includes a "Facebook social plugin" link.
- Hot Jobs Section:** A list of job titles: "Passenger Service Supervisor", "Passanger Service Agent", and "Addlestone Retail Sales Manager", all associated with "Virgin Holidays". Includes a "See All >" link and a "1 of 46 Next >" indicator.
- Footer:** "VIRGIN ON TWITTER" link.

Customer
Engagement

DISTINCTIVE INTERACTIONS YOU FOSTER.

The screenshot shows the Nintendo Wii website homepage. At the top is the Nintendo logo and a navigation menu with links for Wii U, Wii, Nintendo 3DS, Nintendo DS, Games, Club Nintendo, Support, and a search bar. Below the navigation is a blue bar with links for Main, What is Wii?, Built-in Entertainment, Enhance Your Wii, Wii 101, and Buy Now. The main content area features a large image of a family (mother, father, son, and daughter) playing together. To the left of the image, the text reads: "Wii is more than a game machine. Wii is social and active entertainment that brings the whole family together. Power-up your family game night with the Wii™ system." Below this text is a blue button labeled "LEARN MORE" with a right-pointing arrow. At the bottom of the main content area, there is a black Wii console with a blue light bar. To the right of the console is a Wii game case for "Wii Music" with a "BONUS" sticker. Below the console and game case is a blue button labeled "BUY NOW" with a right-pointing arrow.

Profit Model

Process

Product Performance

Channel

Brand

Customer Engagement



zipcar wheels when you want them

sign in

for everybody

for business

for universities

where can I drive?

join!

is zipcar for me?

how it works

find cars

rates & plan



ready to hop on board?

join zipcar

Cars by the hour or day are ready when you are. Find a Zipcar >



Escape Eduardo



refer friends, get moo-lah.



EXERCISE

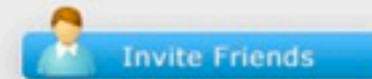


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Windows 7, Vista, XP
 Last Update: 2012.8.21
 Version 1.5
 Size: 39.0M

Mac OSX
 Last Update: 2012.8.13
 Version 2.1.3
 Size: 28M



Events

- Munch the Chicken Wednesdays**
 -- Dining
 Every Wednesday from 5pm get Half A Chicken & Roast Snails for 100 RMB. There are sides
- Vincent Girardin Dinner**
 -- Dining > Wine Tasting
 Hosted by Ruby Red and Vincent Girardin's Ma

Groups

- Personal
- Travel
- Business

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or

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- [Apparel](#) >
- [Automobiles & Motorcycles](#) >
- [Beauty & Personal Care](#) >
- [Computer](#) >
- [Consumer Electronics](#) >
- [Fashion Accessories](#) >

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Top Industries, Time-Tested Suppliers



[Stylish Dresses & Apparel](#)
[Evening Dress](#) [Thailand]



[Jewelry & Accessories](#)
[Diamond Earrings](#) [Thailand]

[Hot Regions](#)

Electric BUS



GUIDE MENU

- Electric Bus Introduction
- Feature & Performance
- Easy Charging
- Healthy Benefits
- Comfort & Safety
- Economy



ELECTRIC BUS INTRODUCTION

The Electric Bus is another masterpiece of BYD's in the field of electrified transportation. The Electric Bus is 12 meters long, and the whole design is oriented around ease of customer transport. The specially designed in-wheel drive and the electronically controlled air suspension makes the Electric Bus with low-floor and ample space to allow easy passenger loading and unloading. The front windscreen occupies 2/3 of the front face of the bus for maximum viewing and safety. The silver body with black side windows gives the Electric Bus an elegant exterior, while the interior boasts exquisite adjustable leather seating for driver plus high-quality red and black leather seats for passengers. Carefully engineered sound insulation for a quieter cabin experience.

As BYD's first pure electric bus, the Electric Bus employs many advanced technologies developed by BYD itself. For example, The **"Fe" battery**, used on Electric Bus is non-polluting, and the chemical materials contained in the battery can be recycled. The solar cells installed on top of Electric Bus can supply more power to supplement the Fe battery. Also, the trip computer information to the driver to make the driver clear about every working condition while driving.



Go Back

Product 360 Demo Configuration Video

Geely MK-CROSS Product Overview



Configuration



Exterior



Interior



Power



Security

www.volvocars.com

Build your Volvo Find a Dealer

Global site search

XC60 XC70 XC90

SALES & SERVICES

www.geely.com

XC70

Explore

- 5 Things to know
- Style Your XC70
- The Gallery
- 360 Views
- Which XC70
- Specifications

Shop

Volvo Collection





Tetra Pak Global Site

Search...

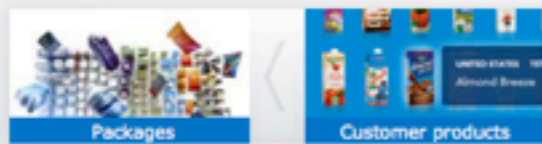
- Packages**
- Equipment & services
- Food categories
- Environment
- About Tetra Pak
- Contact



SHOWING 1 TO 18 OF 26

MY SELECTION OF PACKAGES

CATEGORY	VOLUME	TYPE	LOCATION
Any	Any	Any	China

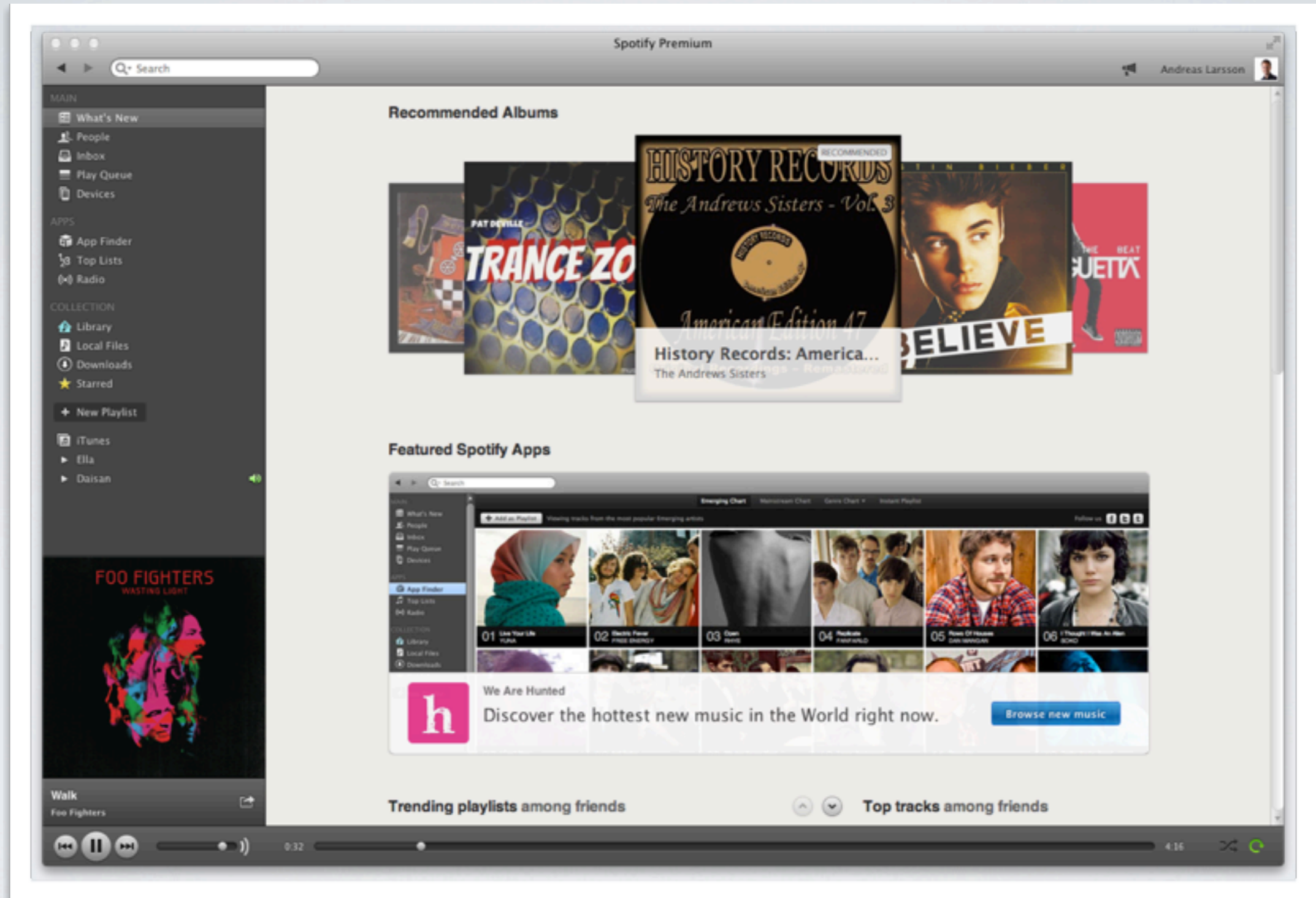


CONTACT

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UltraClean Washer –
washing with ultrasound



Our Products

Select market



About
Electrolux



Customer Service



Webshop

Select market

Newsrooms

Select market

Brand Licensing



www.electrolux.com

SUSTAINING INNOVATION

AN INNOVATION THAT DOES
NOT AFFECT EXISTING MARKETS

DISRUPTIVE INNOVATION

AN INNOVATION THAT
CREATES A NEW MARKET

SUSTAINING INNOVATION AT P&G



DISRUPTIVE INNOVATION AT P&G



AUDI Q7 2008



AUDI Q7 2011



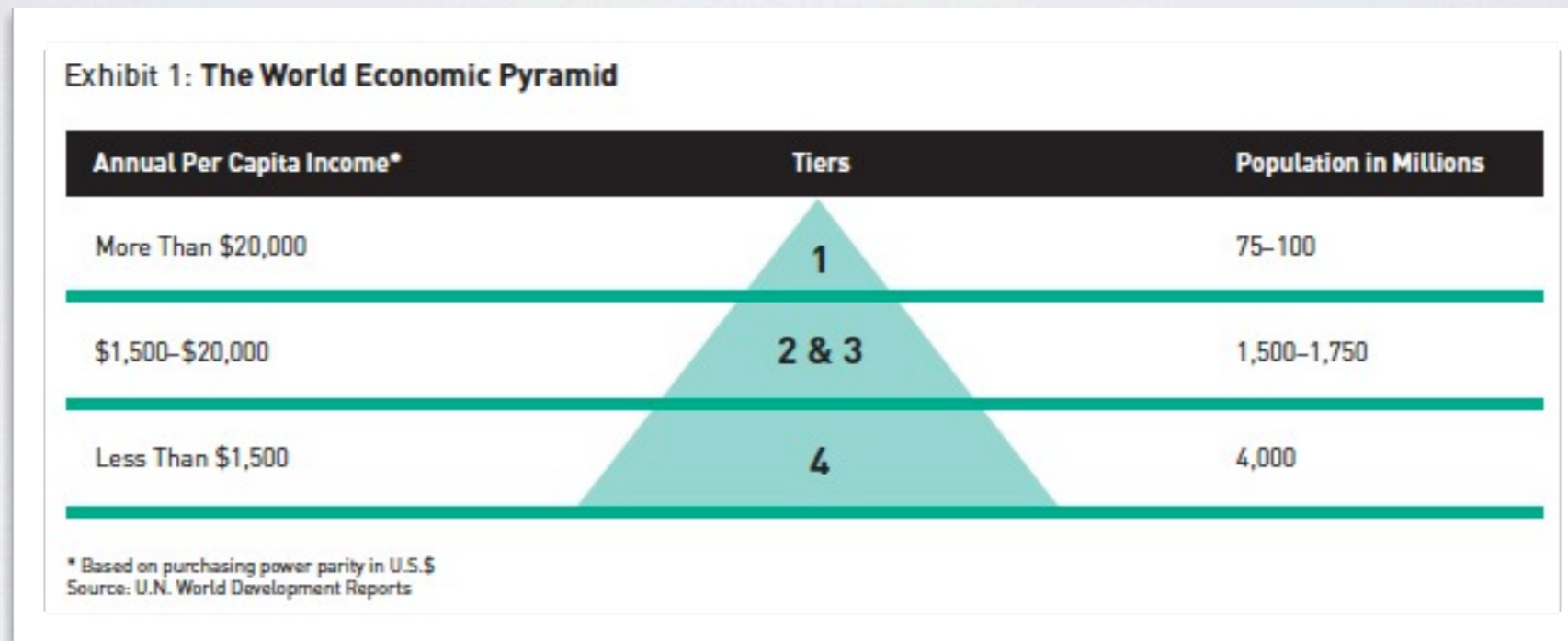
SUSTAINING INNOVATION AT AUDI



DISRUPTIVE INNOVATION AT TATA

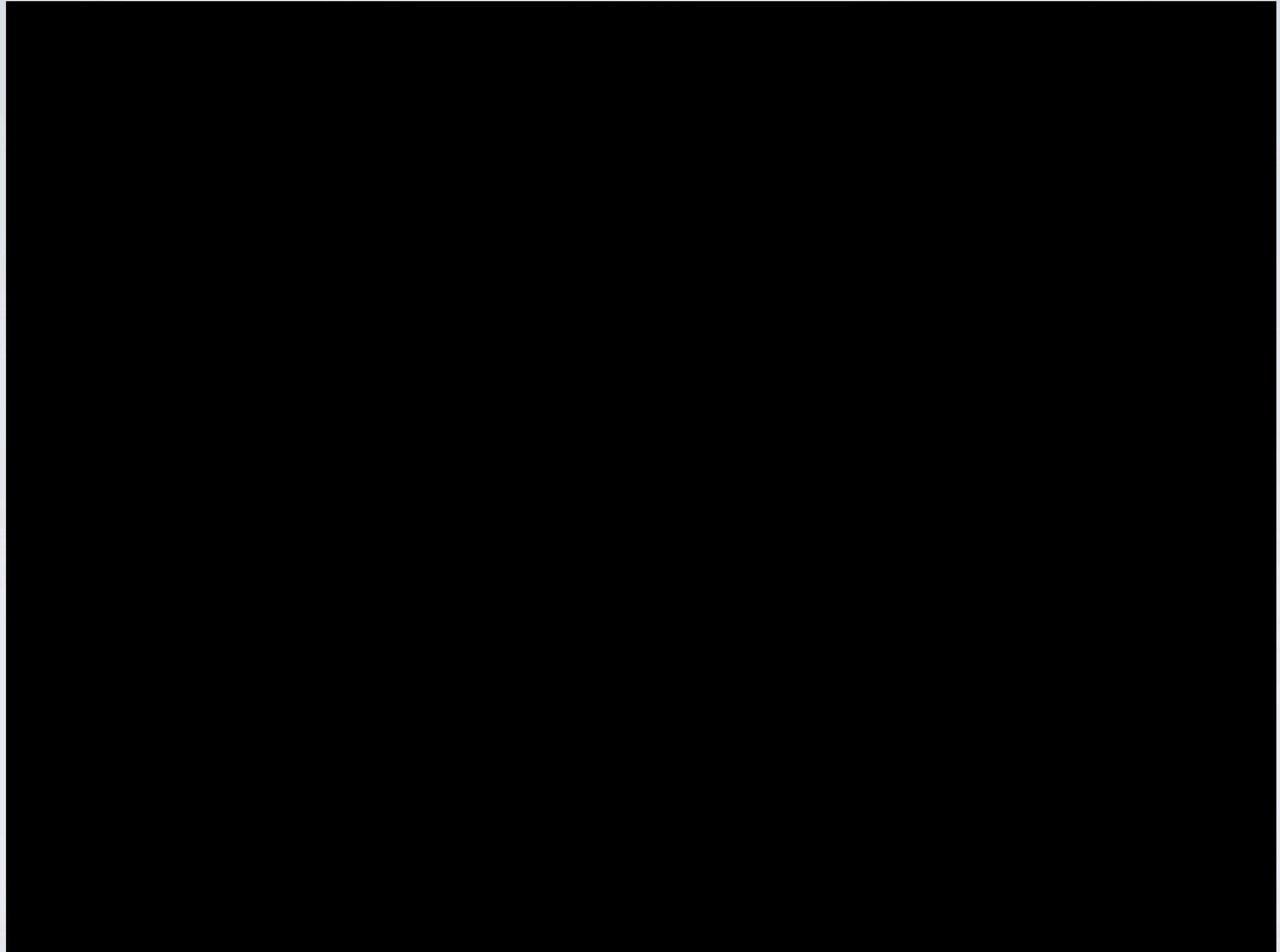
www.tatanano.com

INNOVATION FOR EMERGING MARKETS (BOP)



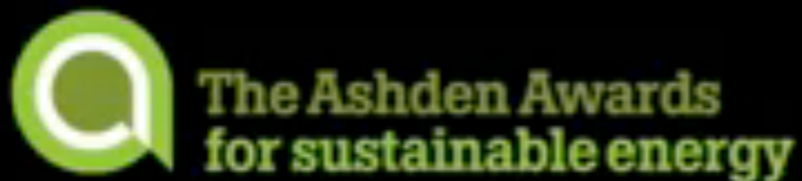
Doing well by doing good.

M-PESA, KENYA (MOVIE)



IDEI, INDIA (MOVIE)

International Development Enterprises India (IDEI)



REVERSE INNOVATION AT GE HEALTHCARE



<https://vscan.gehealthcare.com/en-emea/gallery/a-quick-look-at-vscan-europe>

REVERSE INNOVATION AT GATORADE



E-BIKES/SCOOTERS



...

KEY TAKEAWAYS

1. INNOVATION: SUCCESSFUL
INTRODUCTION OF SOMETHING NEW

2. DIFFERENT TYPES OF INNOVATION

3. DIFFERENT INNOVATION AMBITIONS

4. DO NOT NEGLECT THE BOTTOM OF
THE PYRAMID

KEY READINGS

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