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TID & tendenser
tidsånd, samfund, forbrug & design

FREMTIDSTANKENS BUD PÅ 2018

DANMARKS POTENTIALE
Dansk deleøkonomis tigerspring
Se mulighederne i Forkantsdanmark
Danmarks spirende iværksættermani

KÆRE BESTYRELSE, GÅ IKKE GLIP AF FREMTIDEN

FRIHED SOM TRENDINSPIRATION
Frihed – i et historisk og æstetisk perspektiv
Power to the people

Anne Skare Nielsen og Soulaima Gourani

Anne Skare Nielsen fra Future Navigator og Soulaima Gourani, stifter af www.fremilivet.dk, står sammen bag presidentspeak.com og Nerdy Speakers. De er aktuelle med en online masterclass i formidling for spirende foredragsholdere, passionerede historiefortællere, visionære ledere og nørder med noget på hjerte. Anne Skare Nielsen og Soulaima Gourani har tilsammen holdt cirka 5.000-6.000 foredrag, for noget der minder om en halv million mennesker. De har rejst verden tynd, og de har (helt bogstaveligt) talt for konger og dronninger, statsledere og Nobelpristagere og delt scene med guruer, rockstjerner og verdensberømte entreprenører. De deler ud af deres viden i artiklen 'Grib mikrofonen' i denne udgave af TID & tendenser.

Jill Hawkins

Jill Hawkins er en strategisk trendkonsulent fra London, som nu er bosiddende i Danmark. Hun har mere end 10 års erfaring inden for en række forskellige områder, herunder mode, boligindretning, aviser, legetøj og alkohol, hvor hun har arbejdet med brands som eksempelvis Nike og Lego. Ved at formidle visuelle trends, kulturelle skift og forbrugeradfærd hjælper Jill Hawkins virksomheder med at sikre, at de også har en berettigelse i fremtiden, og at de kan ramme fremtidens forbrugere. Hun underviser desuden iværksættere i trendforecasting og forbrugerindsigt.

Pernille Kirstine Møller

pej gruppens trendredaktør Pernille Kirstine Møller har sammen med pej gruppens trendteam identificeret fire trendretninger, som afspejler drømmene og længslerne til sæsonen efterår og vinter 18/19. Trendretningerne præsenteres i artiklen 'pej trend AW 18/19: Power to the people'. Samtidig kaster hun lys over nye trends inden for fødevarer og emballage til to nye spændende målgrupper for børneindustrien, som tegner de spæde linjer for en ny generation. Bliv inspireret i artiklen 'Spiser Coding-kids og Storysharers broccoli?'.

James Bidwell

James Bidwell er hovedaktionær og CEO for trendbureauet Springwise, som drives af et netværk af over 20.000 Springspottere i mere end 190 lande, der tilsammen præsenterer nye og banebrydende globale innovationer. Han er med på listen i Financial Times Creative Business Top 50, og af London Evening Standard fremhæves han som en af de 1.000 mest indflydelsesrige mennesker i London. James Bidwell står sammen med resten af teamet hos Springwise bag bogen 'Disrupt!', som er kilden til hans artikel i denne udgave af TID & tendenser.

Marianne Trier Josefsen

Marianne Trier Josefsens stedsmæssige kærlighed er ligeligt fordelt mellem stilheden over markerne ved barndomsbyen Nøvling, de brostensbelagte latinergader med skæve huse og hyggelig stemning i ministorbyen Aarhus og den brølende larm i New York, hvor man kan gemme sig i mængden og føle sig helt særlig på en og samme gang. I denne udgave af TID & tendenser tager hun dig med til Forkantsdanmark, hvor forkantsdanskerne ikke er i tvivl om, at stilheden og nærheden vinder over byens muligheder og tilhørende larm.

Lars Tvede

Lars Tvede er serieiværksætter og forfatter til 15 bøger, heriblandt 'Supertrends', 'Det kreative samfund' og senest 'Iværksætter – hvad vi lærte af at starte 30 virksomheder', som han har skrevet i samarbejde med Mads Faurholt-Jørgensen. Med bogen som omdrejningspunkt har han skrevet artiklen 'Danmarks spirende iværksættermani' i denne udgave af TID & tendenser. Lars Tvede er desuden medstifter af venturekapitalfonden Nordic Eye.

Ann Lehmann Erichsen

Ann Lehmann Erichsen er forbrugerøkonom og afdelingsdirektør i Nordea. Hun skriver fast om privatøkonomi i Politikens brevkasse og i BT Weekend om forbrug og økonomi. Ann Lehmann Erichsen er desuden forfatter til bogen 'Plus på kontoen. Syv smutveje til en sjovere økonomi' fra 2015. I denne udgave af TID & tendenser tager hun temperaturen på deleøkonomien i Danmark i artiklen 'Dansk deleøkonomis tigerspring i 2017'.

Andrea Kates

Andrea Kates er en San Francisco-baseret forretningsrådgiver, som til daglig står i spidsen for I-Scale – en virksomhed, der anvender lean innovation på en forretningsmæssig skala. Hun har specialiseret sig i at hjælpe virksomheder med at drive de rigtige innovationer til kommerciel succes. Andrea Kates har tidligere været CEO for en startup, der blev grundlagt af lean-guruen Steve Blank, hvor hun var ansvarlig for udviklingen af en innovationssoftwareplatform, der servicerede mere end 15.000 teams hos blandt andet Nasdaq, Mayo Clinic, KK Wind Solutions, WL Gore og Intel. Hun er en del af global advisory team for Open Innovation Gateway – Powered by Fujitsu og Business Institute i Aalborg.

Mads Arlien-Søborg

Mads Arlien-Søborg er design- og livsstilsekspert samt partner i designbureauet We Made It, hvor han rådgiver virksomheder inden for livsstilsbranchen om fremtidens trends. Han er fast tilknyttet DR, hvor han har været vært i serierne 'Nordiske Rum', 'De Vilde Huse' og 'Vilde Hoteller'. Han arbejder desuden som freelanceskribent på diverse livsstilsmagasiner og bliver ofte benyttet som foredragsholder. I denne udgave af TID & tendenser ser han nærmere på udviklingen af frihedsbegrebet i artiklen 'Frihed – i et historisk og æstetisk perspektiv'.

Frans Ørsted Andersen

Frans Ørsted Andersen er lektor og forsker på Aarhus Universitet. Han har taget en del af sin ph.d. på Claremont Graduate University i Californien og underviser blandt andet på masteruddannelsen i positiv psykologi på Aarhus Universitet. Han forsker i flowtilstande, en særlig robust tilstand præget af engagement, opgaveorientering, fokus, motivation og koncentration. Derudover er han tilknyttet EFRN, European Flow Research Network. Frans Ørsted Andersen står bag en række bøger, blandt andet 'Robusthed i praksis' som er udgangspunktet for hans artikel i denne udgave af TID & tendenser, samt en lang række artikler, blogs og andre medieindslag om de nævnte emner.

Astrid Haug

Astrid Haug er digital rådgiver i Astrid Haug Bureau. Hun var i en yngre udgave i USA og lave valgkamp – dengang det begyndte med blogs og videoer på nettet. Det kunne noget, som hun har forfulgt lige siden, blandt andet ved at skrive en række bøger om sociale medier og den digitale udvikling. Astrid Haug har det bedst, når hun hjælper bestyrelsen, ledelsen eller medarbejdere med at være frygtløse og modige, når det gælder brugen af sociale medier og tilgangen til ny teknologi. Vi skal ikke ruste os til fremtiden, men have en ambition om at skabe den. Astrid Haug skriver sammen med Anne Skare Nielsen om fremtidens bestyrelser i denne udgave af TID & tendenser.

Anne Skare Nielsen

Anne Skare Nielsen aspirerer stadig mod at blive en af verdens bedste fremtidsforskere, og kunne hun få lov til det, ville hun bruge meget mere af sin tid og sine superkræfter med små ledelsesgrupper og bestyrelser. De burde ringe noget mere, synes hun, for alle andre sidder og venter på, hvornår de store transformerende reformer kommer – som fagforeninger, der gør os dygtigere og rigere, huse, der tjener penge til beboerne og selvfølgelig omlægningen af vores samfund fra et pensions- til et pausesamfund. I denne udgave af TID & tendenser skriver hun sammen med Astrid Haug om fremtidens bestyrelser.

ARTICLE BY
ANDREA KATES

GET TO NEXT

SIX NEW PRINCIPLES TO TRANSFORM TRENDS INTO CORPORATE GROWTH

Applying the lean startup to corporate innovation strategy

Is it riskier to act quickly on trends or sit back and see how they play out before applying them to your company? A decade ago, lean startup innovation techniques placed a renewed emphasis on speed and experimentation that established a systematic approach to startup growth. As large firms began to adapt and apply these methods, they encountered unique challenges that led them to refine the theory and practice of lean innovation. An analysis of new research at the intersection of industrial management and entrepreneurial invention reveals six critical principles for succeeding in innovation at corporate scale. And these principles all point in one direction: towards the importance of responding to trends with a sense of urgency to maintain competitive advantage.

Acting on trends or maintaining status quo?

The previous era had a different answer to this question: is it safer to stick with status quo, and to innovate only incrementally, rather than move a company into risky and unfamiliar territory? When a new trend appeared – like ecommerce at the dawn of the millennium – it was considered safer to let other companies test the waters, find a path toward profitability, and then follow their lead. Moving too fast was more dangerous than waiting, largely because it was hard to test new ideas on a small scale before rolling them out to customers. In most cases, it was not critical to respond at lightning speed – the pace of innovation could be measured in years, not weeks, and competitors were most likely to be other established companies, not small teams working off the radar on innovations that could threaten the market dominance of a large company. It was unlikely that an incumbent would be unseated by an upstart.

The phygital world fueled lean startup techniques

Starting in 2000, a shift occurred as companies like Skype, Amazon, Uber, and Airbnb began to grow in prominence. Their platforms for commerce went beyond simple ecommerce models, where transactions from a brick and mortar brand were managed by computers. Building on trends like the sharing economy and social

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media, these brands paved the way for a new era, referred to as the 'Phygital Era' to reflect its combination of physical and digital customer experiences, where physical goods sold through traditional commerce were suddenly being trumped by faster, smaller, fully-digital players. The currency for success in that economy changed from advantage attributable to size and years of experience to advantage driven by speed and business model innovation.

"Digital transformation is paving the way for a new era. Exceptional customer experiences are now delivered through combining both physical and digital elements, which is also known as 'phygital' experiences for customers. The focus for organisations in today's fast-moving business world needs to be on speed of adaptation and evolution. Companies need to multiply their invention capacity, expand their business models, and co-create within broader ecosystems both inside and outside of their organisations. And achieve that with an open frame of mind. We call it 'Fast Innovation' at the Open Innovation Gateway in Silicon Valley."

Mohi Ahmed, Senior Director, Open Innovation Gateway – Powered by Fujitsu

The pace of transformation in the Phygital Era has accelerated because of the emergence of the Internet of Things, where mobile devices, machines, and products are all equipped to talk to each other. By 2020, it is projected that every person will have an average of 3.4 connected devices, with older, non-connected products pushed to the side. To keep up with the challenges in this digital global economy, companies need a fresh playbook to follow: an adaptation of lean startup techniques to large companies.

In response to these challenges, J. Oseas Ramírez Assad, Senior Manager of Innovation Strategy and Business Development at Cisco, has led hundreds of teams through a process that instills the spirit of small companies into the culture of a company with more than 70,000 employees:

"Large organisations are optimised for predictable, repetitive execution. Startups, on the other hand, are trying to develop a new solution amidst great uncertainty – and with the risk of facing a swift demise if they fail to achieve their goals. This asymmetry of focus, priorities, and consequences of triumph and failure is one of many factors why startups are generally regarded as more innovative and agile than large corporations. However, these behemoths can acquire some of that nimbleness through teams properly implementing lean startup sprints – one of the key strategies to emulate startup DNA, and a definitive must to stay relevant. At Cisco, we use different variants for our internal employee innovation programmes, innovation centers, and many other areas, speeding up our cycle time and de-risking the process of committing to new investments."

Move forward or move on

In 2011, Eric Ries provided exactly the guidance small companies needed to navigate the digital era. His book 'The Lean Startup' articulated the approaches that fueled market traction for innovative startups. The underlying shift in emphasis was from a business mentality disciplined to carry out strategy to a mindset trained to systematically discover a new strategy: see a trend, craft hypotheses about how to respond, design and validate experiments, and move forward or move on.

1. DISCOVERY IS AT THE HEART OF THE LEAN STARTUP

The goal is to discover new opportunities, not to execute opportunities that have already been validated.

2. THE SPRINT CULTURE RULES

Apply lessons from software development, where short sprints and focused teams keep up with weekly milestones. The focus is on rapid iteration, not getting a perfect solution at the beginning of the cycle.

3. VALIDATION OR INVALIDATION OF ASSUMPTIONS DRIVES THE ANALYSIS

The process applies the scientific method to small experiments, fueled by Customer Discovery interviews, prototype testing, and market testing. You never judge, fund or fully commit to an idea at the beginning of the experimentation – instead, you judge the results of your small experiments: Did the customers engage in a pilot? Did the concept get the thumbs-up?

Large companies followed the lead of early stage companies in embracing lean startup principles, looking for a way to speed up the time to market for new initiatives and reduce the risk of innovation. Application of these lean techniques changed the equation, and synthesising insights from non-startup companies that have discovered how to adapt Eric Ries' principles provides direction for every company trying to keep pace with digital trends.

How to retool your company
The results from teams that have applied lean principles to innovation initiatives at companies in Scandinavia, Latin America, Europe, Asia, and the United States offer specific insights on how to retool a large firm for lean innovation. Examples from companies including Fujitsu in the technology sector, Goodyear in mobility, Roche in healthcare, KK Wind Solutions in alternative energy, and CD Systems in manufacturing provide road maps for any company to follow to integrate lean startup principles into the core of their strategy, and to transform emerging customer needs into successful, innovative lines of business. James Euchner, VP of Global Innovation at Goodyear Tire & Rubber Company, is an expert on how corporations have applied Eric Ries' concepts at scale:
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"Large companies like Goodyear, P&G, and GE have found that the lean principles Eric Ries set out for startups have applicability within our corporations. At Goodyear, we use design methods to develop new value propositions, but we use business experiments of the type Eric Ries advocates as we develop our business model. We also use disciplined experiments during incubation to reduce the risks of launching a business at scale. This approach has helped not only to weed out the business models that might not work, but also to build the case with real data for businesses we choose to launch."

The first corporate adopters of lean startup principles arrived at a set of six crucial insights for implementing them in the context of a large, market-dominant firm. Early results indicate that it is possible for ambitious companies to combine the advantages of scale and reputation enjoyed by large firms, and the speed and nimbleness of entrepreneurs.

Lean startup scaffolding for large companies

By applying the combination of the original lean principles designed for the small scale of early stage companies and six new imperatives, corporations can achieve the best of both worlds: rapid response to trends married with the development of new products that reach large numbers of global customers.

1. Fine tune your company's trend intelligence
2. Sharpen your technology savvy
3. Excavate untapped customer needs
4. Nail it before you scale it: experiment with rigor
5. Master business model innovation
6. Transform into a rapid learning machine

Catch up – do not give up

The first two principles for applying lean startup techniques to an existing company instill a sense of flexibility, and a readiness to embrace new technologies, as the fuel for moving forward. See a trend and know that it is urgent to find a way to redirect your company to serve that trend.

Imagine the challenge of running a CD and DVD manufacturing company in 2017. A classic case of industry shift in the music business from CDs to online services like Spotify, led to a choice: pivot or risk becoming irrelevant. Nicolas Cortazar, Director, CD Systems in Bogota, Colombia, saw the signs of a shrinking market, and flew to San Francisco to hear Eric Ries guide a discussion with leaders from companies who had applied lean startup techniques to successfully shift direction. When Nicolas Cortazar returned to Colombia, he formed lean teams and began the race to redefine his company. What he learned is an important distinction that corporations can apply when they see a trend at their doorstep. Combining a new trend with a strong track record can propel a corporation into a new direction – and, due to advantages of scale and reputation, in some cases it can move even faster than a startup.

"At first, we thought that applying the classic lean startup principle of the pivot would lead us to a new play in the music industry. We did customer discovery interviews with musicians, fans, and music producers looking for a new direction. But, then, we re-thought our core strengths and realised that we were really good at manufacturing and logistics, based on engineering methods that had been cutting edge when we first formed the company 20 years ago."

Nicolas Cortazar, Director, CD Systems in Bogota, Colombia

The systems for achieving technical specifications that would meet or exceed the requirements set by Sony Music and Warner Music had turned his company into a well-oiled machine. The only problem was that their process was set up for something that was no longer on trend, and any modifications to them would have been prohibitively expensive.

CD Systems refocused not on the music aspect of their corporate DNA but on their manufacturing capabilities, and looked at new trends in the area of additive manufacturing – the integration of 3D printing and small batch, custom fabrication. Nicolas Cortazar shared his perspective:

"By moving fast and applying lean innovation but also digging deep into our corporate history, we discovered a new direction for our turnaround."

They needed to master new technology, which had been the guiding force that drove them when they first founded the company. Only this time, instead of becoming experts in CDs, they had to devour knowledge about custom fabrication. Moving from fear of the unknown into confidence is critical.

CD Systems' secret was the combination of seeing a trend and drawing on corporate capacity to shift sectors – in this case, from music industry manufacturing toward additive manufacturing. Strategic commitment paired with technological drive laid the groundwork for a new direction.

PRINCIPLE #1:

Fine tune your company's trend intelligence

PRINCIPLE #2:

Sharpen your technology savvy

Nail it before you scale it

In Ikast, Denmark, Chlinton Nielsen and René Balle sensed the stirrings of opportunity in the wind business. It was clear that customers of the company they led, KK Wind Solutions, were looking for value in non-traditional ways. Their core business was supplying electrical systems to windmills. But a series of trends loomed on the horizon: coordinating predictive maintenance, maximising electrical efficiency, and retrofitting old equipment for new needs. These new sectors could be viewed as challenges or opportunities. Making the right bet might reinvent the company for a new era; making the wrong bet might torpedo the mid-sized company.

They committed not to a solution, but to the lean startup process. This entailed 12-week sprint where teams of engineers, sales people, and marketing talent conducted Eric Ries' style of Customer Discovery interviews with more than 85 customers to validate or invalidate more than 200 hypotheses. René Balle described the power of Customer Discovery as a huge revelation:

"Rather than meeting with customers to sell them something, we trained our team to listen for the untapped and authentic needs. What was missing? Where were their pains and pressures?"

As a result of KK Wind Solutions' shift from traditional business plans to dynamic lean business models, the business impact of new products and services have increased significantly, and KK Wind Solutions has embarked on new global alliances to serve the customer needs. Funding for proposed projects now depends on evidence not opinion – teams need to demonstrate customer traction before funding occurs.

NAIL IT BEFORE YOU SCALE IT

Discipline of Execution
① Idea (Focus on Execution) ② Market Research ③ Technological Refinement ④ Go-to-market Strategy ⑤ Roll Out

Science of Search
① Idea (Hypothesis) ② Stakeholder Discovery ③ Nail Value Proposition ④ Test Experiment ⑤ Scale

Companies need to develop two different sets of muscles in order to lead in execution while also excelling at the discovery of the best new ideas to bring to market.

PRINCIPLE #3:

Excavate untapped customer needs

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PRINCIPLE #4:
Nail it before you scale it: experiment with rigor

Innovate in the corners and learn at light speed

At Roche, Marco de Polo, head of portfolio strategy and global market insights, led a team that was motivated to serve patients with diabetes in ways that would have a lasting impact on their lives. He knew that traditional approaches were missing the mark and recognised that it would take a novel approach to design a patient-centered solution. Marco de Polo's group needed to embrace a new mindset to fully understand the challenges that patients experienced and develop new business models to deliver true value. By undertaking a series of 'sprints', and develop new business models designed to enter into the minds of their customers and innovate products tailored to their specific needs, they arrived at two key insights:

1) Great ideas often come from the 'corners' – that is, the intersections of unmet needs and existing technology. But these 'corners' can only be spotted by teams sensitive to the latest thinking in product design, rapid manufacturing, and the hybrid service-product nature of the most successful new startups.

2) Dramatic breakthroughs come from organisations that are 'learning machines': capable of diagnosing an existing point of customer dissatisfaction, and solving it with innovative new products.

These two revelations convinced Marco de Polo that rapid learning is the critical core skill for companies that need to keep up with the pace of digital transformation. Marco de Polo shared his revelation as the new cornerstone that combines lean speed with insight synthesis:

"We have come to recognise that Roche's ability to learn, and translate insight into action rapidly, is the ultimate competitive advantage."

PRINCIPLE #5:
Master business model innovation

PRINCIPLE #6:
Transform into a rapid learning machine

Applying lean innovation at scale: ostriches cannot fly

The journey for companies that have applied lean start-up principles to their non-startup organisations has led to new thinking about what it takes to compete during today's digital transformation. As emerging platforms like the Internet of Things create a 'phygital' marketplace, companies now have a roadmap to follow, allowing them to respond with agility to new opportunities, while minimising the risk to their core business to take the uncertainty out of responding quickly to trends. In times of rapid change, these companies have discovered, doing nothing is often the least strategic option. Putting our heads in the sand to ignore these digital forces is riskier than looking squarely at trends and making our companies rapid learning machines. ∎