



# IDENTIFYING OPPORTUNITIES FOR INNOVATION

## Generating Winning Ideas

One of the central questions when it comes to innovation is “Where do ideas come from?” While the innovation process is often compared to lightning or flying sparks—spontaneous and uncontrollable—it can actually be managed effectively by employing the right techniques.

Regardless of whether you are a manager tasked with leading the innovation process, or an individual contributor looking for that next great idea, this Learning Sprint will show you how to “fill your innovation pipeline” with winning ideas. The focus in this Sprint is on which levers you can pull to find truly outstanding ideas, or as we’ll refer to them, opportunities.

To practice the techniques you’ll participate in an “Innovation Tournament” designed to help you identify and evaluate innovation opportunities. On the final day of the Sprint, you’ll share what you’ve learned, review the results of the tournament and discuss next steps for applying the concepts in your role.

Developed in partnership with:



### OUTCOMES

- Learn a process for identifying opportunities for innovation
- Experience a single-round innovation tournament
- Align leadership around fostering innovation

### YOU WILL

- Examine how to use both internal and external opportunities to fill your innovation pipeline.
- Explore questions such as: where should one look for ideas? How can one improve idea quality? How can more ideas be produced?
- Pull specific levers to improve the success of your pipeline
  - » The quantity lever
  - » The quality lever
  - » The variance lever
  - » The filter ratio lever

### ABOUT THE EXPERTS



#### CHRISTIAN TERWIESCH

- Professor of Operations and Information Management at The Wharton School of the University of Pennsylvania
- His research on Operations Management and R&D and Innovation Management appears in many leading academic journals



#### KARL T. ULRICH

- Vice Dean of Innovation and the CIBC Professor of Entrepreneurship and e-Commerce at the Wharton School of the University of Pennsylvania
- Co-author of Product Design & Development, a textbook used by a quarter of a million students worldwide.

## SPRINT OUTLINE

DAY 1	IDENTIFYING OPPORTUNITIES FOR INNOVATION	DAY 2	INTERNAL & EXTERNAL SOURCES OF OPPORTUNITIES	DAY 3	MORE IDEAS LEAD TO BETTER IDEAS	DAY 4	THE POWER OF VARIANCE	DAY 5	INTERACTIVE CAPSTONE
<ul style="list-style-type: none"> <li>• Why Innovate and Why You?</li> <li>• Where Do the Best Ideas Come From?</li> <li>• Introduction to Innovation Tournaments</li> <li>• The Power of Innovation Tournaments</li> </ul>	<ul style="list-style-type: none"> <li>• Creating Opportunities Internally</li> <li>• Sensing Opportunities Externally</li> <li>• Looking to Outside Sources</li> <li>• Potential Innovation Opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Techniques for Generating Ideas</li> <li>• The Quantity Lever</li> <li>• The Quality Lever</li> <li>• Increasing the Quantity and Quality of Ideas</li> </ul>	<ul style="list-style-type: none"> <li>• The Variance Lever</li> <li>• The Filter Ratio Lever</li> <li>• How Will You Drive Your Ideas Forward</li> </ul>	<ul style="list-style-type: none"> <li>• Options include Video Response, Online Discussion, or Live Event</li> <li>• Cohort members and expert(s) exchange ideas about content significance, application, and follow through</li> </ul>					