Energize your company with breakthrough ideas™

Seas the Day to Create a Culture of Innovation

NAEP Florida 2018 Regional Meeting – October 25, 2018

Len Ferman
Adjunct Professor of Innovation at University of North Florida
Managing Director, Ferman Innovation
Former Head of Ideation at Bank of America

Len@fermaninnovation.com
www.fermaninnovation.com
904.553.0075
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About the Speaker: LEN FERMAN

- Former head of ideation
- Adjunct Professor
- Founder
- Faculty Member
About Len Ferman
25 years managing innovation at Fortune 500 companies

1988
Graduated from Duke with MBA in Marketing and MA in Economics

1990
Managed new product research for B2C and B2B services

1995
Developed smart card & ATM strategy for Barnett Bank

1996
Launched Visa TravelMoney – world’s first international prepaid card

1997
Introduced first check image ATM

1998 - 2003
Led small business innovation – Created concept for SB Online Community

2004
Head of ideation for all consumer & small business products at Bank of America

2011
Launched & Managed Bank of America Business Debit Card

2013
Founded Ferman Innovation: boutique innovation agency

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7 time gold medalist and former record holder at the World Juggling Championships
Business Takeaways From This Session

Learn the innovation process and how it applies to your job
Business Takeaways From This Session

- Learn the innovation process and how it applies to your job
- Identify how you can do things different, better and innovative
Business Takeaways From This Session

- Learn the innovation process and how it applies to your job
- Create awesome experiences for your internal customers
- Identify how you can do things different, better and innovative

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Additional BONUS Takeaways From This Session

Improve eye-hand coordination
Additional BONUS Takeaways From This Session

Learn to multitask

Improve eye hand coordination
Additional BONUS Takeaways From This Session

- Impress your kids!
- Learn to multitask
- Improve eye hand coordination
#1 - You can’t learn how to juggle
What is Innovation?

An idea that is successfully launched as a...

new product

new service

new program

new process

... in order to solve for external or INTERNAL customer needs
It’s Not Just About Apple’s Latest Product Launch

Innovation applies to everyone in the institution because...

... it’s about developing solutions to solve the problems of your external or INTERNAL customers
Why is Innovation Important?

21st century business dynamics require all organizations to innovate or perish.
The Need for Innovation Has Amplified in the 21st Century

Advances in technology are enabling new entrants and new business models faster than ever

Panera 2.0 is being rolled out nationwide

Airbnb is taking a chunk out of the hotel industry

Amazon is disrupting traditional retail industries
Active learning classrooms at Gothenberg University in Sweden have tables for group collaboration.

The professor is typically stationed in the middle and will move between groups.
Deakin University in Australia has implemented Deakin Genie - an Artificial Intelligence driven personal assistant for students.
Over 50% of American four-year colleges and universities offer one or more fully online degree programs.
Organizations That Avoid Innovating
Risk Becoming Irrelevant

Kodak had an 89% share of the photographic film market in 1976.

Blockbuster had 9,000 retail stores at its peak in 2004, now they are all gone.

Blackboard had 70% market share of the university LMS market in 2006.
4 Steps to Seas the Day to Create a Culture of Innovation in Your Procurement Department

1. EXPLORE
2. IDEATE
3. EVALUATE
4. DESIGN

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1st Step to Seas the Day to Create a Culture of Innovation in Your Procurement Department

EXPLORE

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Explore Phase Goal

1. EXPLORE

Identify customer problems and opportunities
# Learning How to Juggle

## Step 1: One Scarf

<table>
<thead>
<tr>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Hold the scarf in one corner between your thumb and index finger</td>
</tr>
<tr>
<td>• Quickly raise your arm up as high as you can and release!</td>
</tr>
<tr>
<td>• Let the scarf float down a little bit</td>
</tr>
<tr>
<td>• Claw down over the top to catch</td>
</tr>
<tr>
<td>• Try it again and again</td>
</tr>
<tr>
<td>• Switch hands</td>
</tr>
</tbody>
</table>
## Instructions

- Start with scarf in right hand
- Toss scarf across to your left side
- Claw down with left hand
- Toss scarf across to your right side
- Claw down with right hand
- Repeat until you feel a smooth flow and can see the pattern
Key Takeaways that Juggling 1 Scarf Teaches us for Creating a Culture of Innovation

Have a clear and focused objective
Objective Setting

“\(\text{I believe that this nation should commit itself to achieving the goal, before this decade is out, of landing a man on the moon and returning him safely to the earth.}\)"

- President John F. Kennedy
Objective Setting

“This is a black belt school. Your goal is to become a black belt.”
- Master Johnson
Three rules for setting objectives

Use Simple Language
- Can be understood by a 5th grader
- Requires no interpretation

Seek to Inspire
- Avoid bland corporate speak ("increase same store sales 10%")
- Foster passion within the team ("make a visit to our stores fun and exciting")

Make goals challenging yet achievable
- Stay just inside the realm of possible

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Key Takeaways that Juggling 1 Scarf Teaches us for Creating a Culture of Innovation

Learn to use the tools available to gather understand your customer’s needs

Explore

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Qualitative Customer Research

Who to talk to?

• Senior administrators
• Employees & students that are your internal customers

Key Learnings Required

SENIOR STAKEHOLDERS
• What are their business expectations?
• In which areas do they want you to focus?
• WHY?

EMPLOYEES & STUDENTS
• What outcomes are they seeking?
• What are their biggest challenges?
• What barriers do they have to improving performance?
• WHY?
Always ask “WHY?”

Be a “Why’s Guy™”
Ethnographic Research

**What is it?**
Observing employees in their natural environment

**When to do it?**
After qualitative research in order to uncover additional problems and challenges

**Key Learnings Required**
- How do employees presently go about solving problems?
- What are the problems, that employees don’t overtly recognize or can’t articulate?
Key Takeaways that Juggling 1 Scarf Teaches us for Creating a Culture of Innovation

Break down the employee journey into elementary steps and map the experience

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Identify the Steps in the Customer Journey

1. Select Pizza Provider
2. Order Pizza
3. Wait for Delivery
4. Receive Pizza and Pay
5. Eat Pizza and Clean Up
## Identify Most Important Attributes to Measure

<table>
<thead>
<tr>
<th>Journey Steps</th>
<th>Journey Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Select Pizza Provider</td>
<td>Customer touchpoints</td>
</tr>
<tr>
<td>2. Order Pizza</td>
<td>Customer's desired outcome</td>
</tr>
<tr>
<td>3. Wait for Delivery</td>
<td>Customer pain points</td>
</tr>
<tr>
<td>4. Receive Pizza and Pay</td>
<td></td>
</tr>
<tr>
<td>5. Eat Pizza and Clean Up</td>
<td></td>
</tr>
</tbody>
</table>

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Complete the Map Based on Customer Research

<table>
<thead>
<tr>
<th>Journey Steps</th>
<th>Journey Attributes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Select Pizza Provider</td>
<td>2 Order Pizza</td>
</tr>
</tbody>
</table>

**Customer touchpoints**
- Online/Mobile
- Ads
- Online/Mobile
- Phone
- Online/Mobile
- Delivery person
- Pizza
- Pizza box

**Customer’s desired outcome**
- Easily find order info
- Get a good deal
- Order pizza quickly with no errors in the order
- Delivery time meets or exceeds expectations
- Pizza is warm
- Payment is quick and easy
- Pizza is delicious
- Clean up is simple

**Customer pain points**
- Can’t find phone #
- Website is confusing
- Website confusing
- Waiting on hold
- Pizza is taking longer than expected
- Pizza order wrong
- Pizza is cold
- Box is greasy
- Pizza does not meet expectations

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Key Takeaways that Juggling 1 Scarf Teaches us for Creating a Culture of Innovation

Identify Best Practices
Identify Best Practices

Ask Others How They Do It
Continuously seek input from others in your field and in related fields for what is effective
Secrets to Becoming a Great Juggler

1. Accuracy

Jugglers are great throwers not great catchers
Key Takeaway that Accuracy Teaches us for Creating a Culture of Innovation

Strive for accuracy in basic tasks
Key Takeaway that Accuracy Teaches us for Creating a Culture of Innovation

Strive for accuracy in basic tasks

Accurately identify the most important problems and opportunities
Problems and Opportunities List
Examples from SHRM

PROBLEMS

• Departments work in silos with no collaboration
• Employee work is interrupted every 3 minutes on average
• Rapidly changing pace of professional skill requirements
• Constant organizational change inhibits strong business relationships
• Analysis-paralysis is endemic in a data driven environment

OPPORTUNITIES

• Leverage advances in eLearning for more effective training
• Utilize big data to better understand business performance
• Employ gamification for more engaging learning experience
• Use talent redeployment to close workforce skill gaps
• Overhaul employee onboarding to improve employee commitment

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Develop Themes for Ideation

Synthesize and prioritize problem and opportunity data

Develop paraphrased statements of the outcome your employees are seeking

These “themes for ideation” enable you to clearly articulate the objective and types of ideas you are looking for

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Themes for Ideation - Examples

“Create a friendlier and simpler check in experience at a hotel”

I don’t like to wait in lines at the front desk to check in. I’d like to be able to go to straight to my room, especially after a long day of traveling.

“Partner with me to achieve success”

I am so busy I don’t have time to keep track of my accounts. I need to work with a bank I can trust rather than one that is looking to ding me if I make a little mistake.
2nd Step to Seas the Day to Create a Culture of Innovation in Your Procurement Department

1. EXPLORE
2. IDEATE
3. EVALUATE
4. DESIGN

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#2 – You don’t know any jugglers
GAME SHOW: Juggler or NOT a Juggler?
GAME SHOW: Juggler or NOT a Juggler?

Dr. McDreamy
GAME SHOW: Juggler or NOT a Juggler?

Dr. McDreamy

Steve Martin
GAME SHOW: Juggler or NOT a Juggler?

Dr. McDreamy

Steve Martin

President Obama

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Juggler or NOT a Juggler?

Dr. McDreamy
JUGGLER!
Juggler or NOT a Juggler?

Steve Martin
Juggler or NOT a Juggler?

Former President Obama
Obama Juggles Scandals

Obama juggles thorny issues in week ahead

By Kristi Keck, CNN
August 30, 2010 1:41 p.m. EDT
2nd Step to Seas the Day to Create a Culture of Innovation in Your Procurement Department

IDEATE
Ideate Phase Goal

Develop a large number of ideas
Step 3: Criss Cross

Instructions

• Start with one scarf in each hand
• Throw right hand across
• Throw left hand across
• Claw down left
• Claw down right
• Right, Left, Left, Right
Learning How to Juggle
Step 4: Two in One Hand

Instructions

• Scrunch up 1st scarf in palm of right hand

• Place 2nd scarf between thumb & index finger

• Throw 2nd scarf in an “inside circle”

• Throw 1st scarf in an “inside circle”

• As scarves return to you grab and throw again
Key Takeaways that Juggling 2 Scarves Teaches us for Creating a Culture of Innovation

Stray out of your comfort zone and brainstorm

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Key Takeaways that Juggling 2 Scarves Teaches us for Creating a Culture of Innovation

Stray out of your comfort zone and brainstorm

Include a diverse group of people

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MYTH:
You must be creatively gifted to come up with great ideas
You don’t need to be a special creative person to formulate great ideas

"Our best ideas come from clerks and stock boys." - Sam Walton

You don’t need to be a special creative person to formulate great ideas

"Our best ideas come from clerks and stock boys." - Sam Walton

“Creativity is just connecting things.” - Steve Jobs

You don’t need to be a special creative person to formulate great ideas

"Our best ideas come from clerks and stock boys." - Sam Walton

“Creativity is just connecting things.” - Steve Jobs

“Oh the thinks you can think up if you only try.” - Dr. Seuss

Thinking “Outside the Box”
The Puzzle

The catch phrase, “thinking outside the box” was made famous in the early 1970s by Psychologist J.P. Guilford who conducted one of the first academic studies on creativity.

The puzzle:
• Use a pen to draw 4 straight lines that cover all 9 dots WITHOUT lifting the pen from the page


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Thinking “Outside the Box”
The Answer

• Guilford said that solving the puzzle requires “thinking outside the box”

• Many consultants leveraged this to promote “outside the box” thinking from the 1970s – 1990s
Simply asking someone to “think outside the box”
Simply asking someone to “think outside the box” seldom works to produce breakthrough ideas.
• 2007 Harvard Business Review article revealed thinking “outside the box” does not work

• Most people find it difficult to think abstractly with no instruction or parameters

• People “shut down” without any guidance

Source: Coyne, Kevin P., Clifford, Patricia Gorman, Dye, Renee. Breakthrough Thinking from Inside the Box. Harvard Business Review, December, 2007
Finding the Right Box to Ideate
DISNEYLAND EXAMPLE

• Walt Disney’s vision was to build an amusement park unlike any other

• He didn’t want to simply build a park with bigger and faster rides

• In California in the 1950s, Walt Disney’s vision was to build an amusement park unlike any other.

• The key question he asked was:

How might we create an amusement park that provides a unique and magical experience for the guests?
Brainstorming Excursions
PICK YOUR PROBLEM

DESCRIPTION
Deep thinking about specific problems related to the theme

HOW IT WORKS
• Prior to the session identify a large number of problem statements around the theme
• Divide participants into small groups (2 – 4 people)
• Ask each group to select 1 – 2 problems
• Generate ideas around the chosen problem statement

BENEFITS
• Enables participants to focus on the topics for which they feel they can make the best contribution
• Good mid session excursion when a change of pace is needed and smaller groups are preferred

Ease of implementing | Likelihood of success | Potential for breakthrough ideas
---|---|---

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DESCRIPTION
Look to other industries to see how similar themes have been addressed

HOW IT WORKS
• Break group into sub-groups of 3 – 6 people
• Each group selects one related world (e.g., a similar industry or well known company)
• Identify attributes of how the related world solves their primary issues
• Use the list of attributes to help generate ideas for how the related world would solve for our brainstorming themes

BENEFITS
• Well documented method for generating breakthrough ideas
• Different groups can pick different worlds yielding a wide variety of ideas

EXAMPLE: the cloth press for printing patterns gave rise to the printing press
Brainstorming Excursions
ASSUMPTION BUSTING

DESCRIPTION
Identify and eliminate long held assumptions and constraints that blind the group to generate potential new ideas

HOW IT WORKS
- List all “facts”, assumptions, requirements and “truths” about the brainstorming theme
- For each of the listed items, pose the question, “What would it be like if it was not that way?”
- Ask the group to share ideas that would fit in the new environment

BENEFITS
- Eliminating long held assumptions can open up possibilities that couldn’t be imagined previously

EXAMPLE: The iTouch is an iPhone without the ability to place calls

Ease of implementing | Likelihood of success | Potential for breakthrough ideas
--- | --- | ---
| | | 

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Secrets to Becoming a Great Juggler

<table>
<thead>
<tr>
<th>Secrets</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Accuracy</td>
</tr>
<tr>
<td>2. Balance</td>
</tr>
</tbody>
</table>
Balance the amount of time spent ideating around each of the themes.
Key Takeaway Balance Teaches us for Creating a Culture of Innovation

Balance the amount of time spent ideating around each of the themes

Balance multiple methods of brainstorming
Brainstorming Methods

Use multiple methods to enable every employee the opportunity to contribute ideas.

- Virtual ideation sessions
- In person ideation sessions
- Employee suggestion box
My First Juggling Student
On America’s Got Talent
Myths about Juggling

#3 - Jugglers love to juggle strange objects
Does Lebron James Like to Shoot Baskets with Chain Saws?
Does Lebron James Like to Shoot Baskets with Chain Saws?

Encourage wild and crazy ideas when brainstorming
Does Lebron James Like to Shoot Baskets with Chain Saws?

Encourage wild and crazy ideas when brainstorming.

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The Value of Wild and Crazy Ideas

“If at first the idea does not sound absurd then there is no hope for it.”
Brainstorming Exercises
GET FIRED / GET HIRED

DESCRIPTION
Encourages wild and crazy ideas

HOW IT WORKS
• Each person in the group to think of an idea so absurd that if you put it forth in a regular meeting you might actually get fired

  • Ask the entire group to come up with ways to mold the idea into a good idea or find some elements of the idea that could be useful in generating a good idea

BENEFITS
• Overcome constrained “inside the box” thinking

  • Helpful to develop breakthrough ideas
Adopt the Methods of Improv Comedy

The guidelines used by Improv are similar to those necessary for successful brainstorming

➢ Yes!...And... (Building on your partner’s ideas)

➢ Not Fearing Failure
Key Takeaways that Juggling 2 Scarves Teaches us for Creating a Culture of Innovation

Go for quantity when generating ideas
Generate Lots of Ideas

Adopt the mindset of a professional photographer

Generate a high quantity of ideas hoping to find a few gems
3rd Step to Seas the Day to Create a Culture of Innovation in Your Procurement Department

1. EXPLORE
2. IDEATE
3. EVALUATE
4. DESIGN

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Evaluate Phase Goal

Select a portfolio of ideas to pursue

3

EVALUATE

© Copyright 2018 Len Ferman
Hundreds of ideas from brainstorming

Evaluate

Cultivate

Prioritize

A portfolio of ideas to develop

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# Incremental vs. Breakthrough Ideas

<table>
<thead>
<tr>
<th>Type</th>
<th>Definition</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incremental or Evolutionary</td>
<td>Take the existing and make it faster, better, cheaper, etc...</td>
<td>New cereal</td>
</tr>
<tr>
<td></td>
<td>We expect these innovations</td>
<td></td>
</tr>
<tr>
<td>Strategic</td>
<td>Leverage some existing capabilities to extend into a new market</td>
<td>Protein Bars</td>
</tr>
<tr>
<td>Revolutionary or Breakthrough or Disruptive</td>
<td>Completely new and different</td>
<td>Monster Energy Drinks</td>
</tr>
<tr>
<td></td>
<td>We’re surprised by these innovations</td>
<td></td>
</tr>
</tbody>
</table>
Innovation Portfolios should contain a mix of projects based on risk and reward - a mix of incremental vs. breakthrough ideas.

Core Competencies required to develop this initiative

- Same as current
- Adjacent to present
- New to the institution

$ Potential

- LOW
- MEDIUM
- HIGH

Value to the internal customer

- High
- Medium
- Low
## Instructions

- Start with two scarves in right hand and one scarf in left
- Throw across with right hand and see the peak
- Throw across with left hand and see the peak
- Throw across with right hand
- Catch left, Catch right, Catch left
<table>
<thead>
<tr>
<th>Instructions</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Start the same way as the Flash</td>
</tr>
<tr>
<td>- Throw the first scarf across</td>
</tr>
<tr>
<td>- THEN, its simply:</td>
</tr>
<tr>
<td>- throw across, catch,</td>
</tr>
<tr>
<td>- throw across, catch</td>
</tr>
<tr>
<td>- Repeat until you are a juggling</td>
</tr>
</tbody>
</table>

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Key Takeaways that Juggling 3 Scarves Teaches us for Creating a Culture of Innovation

FOCUS ON THE OBJECTIVE:
Filter out extraneous and out-of-scope ideas

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Key Takeaways that Juggling 3 Scarves Teaches us for Creating a Culture of Innovation

FOCUS ON THE OBJECTIVE:
Filter out extraneous and out-of-scope ideas

Narrow down ideas by rating against agreed prioritization criteria
## Idea Prioritization Scoring Example

<table>
<thead>
<tr>
<th>Idea Name</th>
<th>Description</th>
<th>Increase Revenue</th>
<th>Feasible to Implement</th>
<th>Improve Customer Experience</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Be The #1 Interactive</strong></td>
<td>Be the #1 interactive zoo. Special encounter opportunities to touch, feed, bathe and experience the animals.</td>
<td>7.0</td>
<td>2.3</td>
<td>6.1</td>
<td>15.4</td>
</tr>
<tr>
<td><strong>Feeding Shows</strong></td>
<td>Feeding shows</td>
<td>4.8</td>
<td>4.1</td>
<td>5.7</td>
<td>14.6</td>
</tr>
<tr>
<td><strong>Zip line</strong></td>
<td>Zip line over animals and climbing adventure</td>
<td>5.9</td>
<td>2.8</td>
<td>5.2</td>
<td>13.9</td>
</tr>
<tr>
<td><strong>Strategically Placed Knowledgeable Staff</strong></td>
<td>Strategically placed zoo staff with knowledge about animals</td>
<td>3.2</td>
<td>4.3</td>
<td>6.1</td>
<td>13.7</td>
</tr>
<tr>
<td><strong>Plan Your Day</strong></td>
<td>&quot;Plan your day&quot; schedule with important times and suggested routing through the zoo with average times</td>
<td>2.8</td>
<td>5.0</td>
<td>6.0</td>
<td>13.8</td>
</tr>
</tbody>
</table>
4th Step to Seas the Day to Create a Culture of Innovation in Your Procurement Department

1. EXPLORE
2. IDEATE
3. EVALUATE
4. DESIGN

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Design Phase Goal

Create the optimal design via systematic experimentation

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Identify and Categorize Requirements
Automobile Example

Must Haves
➢ Air conditioning
➢ Automatic gear shift
➢ Electric windows

Satisfiers
➢ Smooth ride
➢ Horsepower
➢ Extended warranty

Delighters
➢ Bluetooth link for iPod
➢ Rear camera screen
➢ Auto lane change correction

I wouldn’t buy a car without that!

The more I can get of that the better!

That would be cool to have in my car!
Develop the top ideas into concepts

**The Time Changer**

**Employee need attention grabber**
Have you ever wished you could travel back in time and fix something you did wrong?

**Description**
Introducing Time Changer, the world’s first personal time machine. Time Changer is an acceleration chamber that fits neatly underground in your backyard in just a 12 foot diameter space. It accelerates you faster than the speed of light thus taking you back to the time of your choice. Now you can take back those words you wish you had not said to your boss. Or, invest in Bitcoin before its 3000% increase.

**Benefits**

**Closing benefit or call to action**
So don’t waste time. Order your Time Changer, and today only, and you’ll receive $500 off installation. Or, wait til tomorrow and then you use neighbor’s Time Changer to go back in time and take advantage of this one time offer!
If You Can Develop a “Minimum Viable Prototype” Then Do It!

• Jeff Hawkins, CEO of Palm Pilot, created this prototype out of wood in his garage shop

• The prototype helped visualize problems that had to be overcome (e.g., battery size, screen size, eliminating the keyboard, etc…)
Secrets to Becoming a Great Juggler

<table>
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<tbody>
<tr>
<td>1. Accuracy</td>
</tr>
<tr>
<td>2. Balance</td>
</tr>
<tr>
<td>3. Cultivate a Pattern</td>
</tr>
</tbody>
</table>
Key Takeaway Cultivating a Pattern Teaches us for Creating a Culture of Innovation

Cultivate concepts until they resonate with the target audience
Concept / Prototype Cultivation

Test
Concepts / Prototypes

Refine

More cycles produces better results

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Lean innovation applies the principles of lean to the innovation process

Three step process:

1. **BUILD** the minimal viable prototype (MVP)
2. **TEST** the prototype with customers
3. **REFINE** and test again until all value assumptions verified
4 Steps to Seas the Day to Create a Culture of Innovation in Your Procurement Department

1. EXPLORE
2. IDEATE
3. EVALUATE
4. DESIGN

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Summary of Key Takeaways:

➢ Have a clear and focused objective
➢ Accurately identify employee and student needs
➢ Develop themes for ideation
Summary of Key Takeaways:

- **EXPLORE (1 scarf)**
  - Have a clear and focused objective
  - Accurately identify employee and student needs
  - Develop themes for ideation

- **IDEATE (2 scarves)**
  - Brainstorm with a diverse group
  - Use a variety of creative exercises and brainstorming methods
  - Generate a large number of ideas
Summary of Key Takeaways:

**EXPLORE (1 scarf)**
- Have a clear and focused objective
- Accurately identify employee and student needs
- Develop themes for ideation

**IDEATE (2 scarves)**
- Brainstorm with a diverse group
- Use a variety of creative exercises and brainstorming methods
- Generate a large number of ideas

**EVALUATE (3 scarf flash)**
- Eliminate extraneous ideas
- Prioritize final ideas to move to design

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Summary of Key Takeaways:

EXPLORE (1 scarf)
- Have a clear and focused objective
- Accurately identify employee and student needs
- Develop themes for ideation

IDEATE (2 scarves)
- Brainstorm with a diverse group
- Use a variety of creative exercises and brainstorming methods
- Generate a large number of ideas

EVALUATE (3 scarves flash)
- Eliminate extraneous ideas
- Prioritize final ideas to move to design

Design (3 scarves)
- Create and cultivate concepts
- Leverage Lean Innovation to optimize the program

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THANK YOU!

&

CONGRATULATIONS!

Len Ferman
Len@fermaninnovation.com
www.fermaninnovation.com
904.553.0075