



nnovation

Feb 27, 2016

คุณภาพ เด่น

เน้นนวัตกรรม

สร้างสรรค์

วิจัย จับใจ

น้ำใจ มากล้น

ดำรงตน เป็นตัวอย่าง

องค์กรแห่งการเรียนรู้ นำ

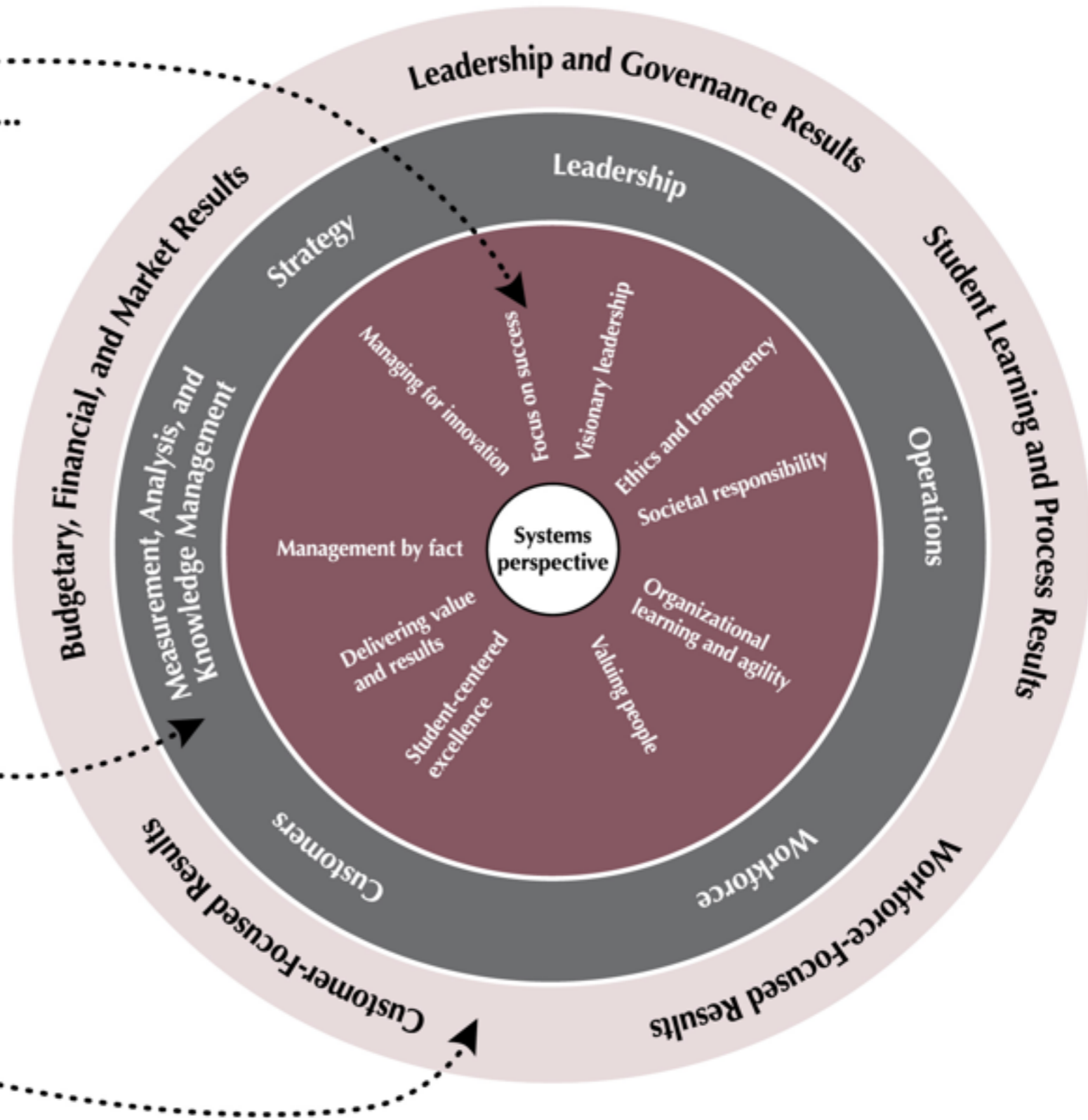
กตัญญู คู่ คุณธรรม

The Role of Core Values and Concepts

The Baldrige Education Criteria build on **core values and concepts...**

which are embedded in **systematic processes...**
(Criteria categories 1–6)

yielding **performance results**
(Criteria category 7).



E **XCELLENCE**
Sustainability *y*

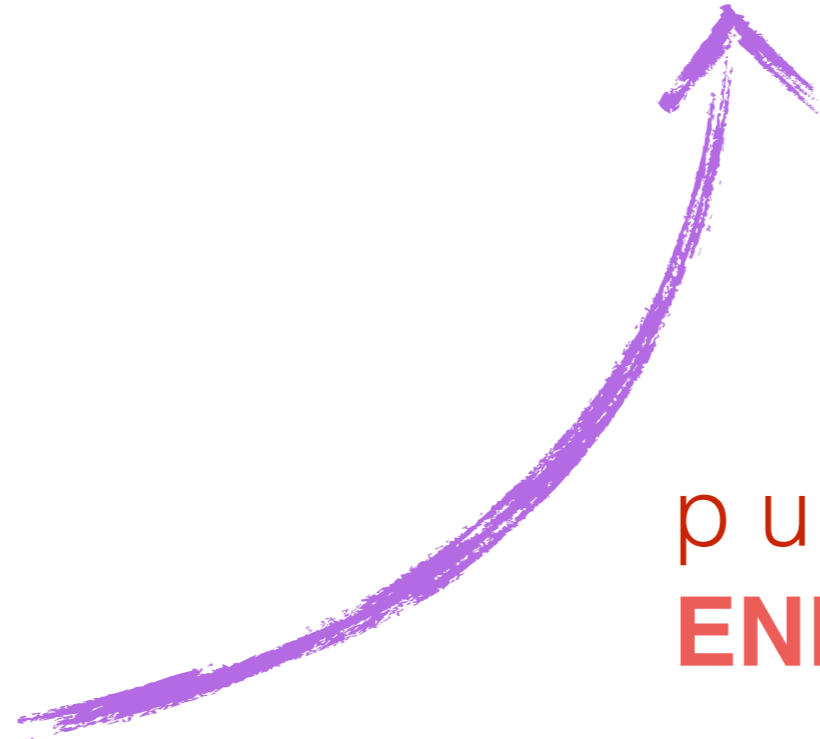


*“Genius is 1% inspiration and 99%
perspiration.”*

Thomas Edison

WATER

ICE



put in
ENERGY

Connecting Innovation to Strategy

~~We must innovate to grow.~~
We innovate to create value.

Connecting Innovation to Strategy

- **How will innovation create value for potential customers?**
- **How will the company capture a share of the value its innovations generate?**
- **What types of innovations will allow the company to create and capture value, and what resources should each type receive?**

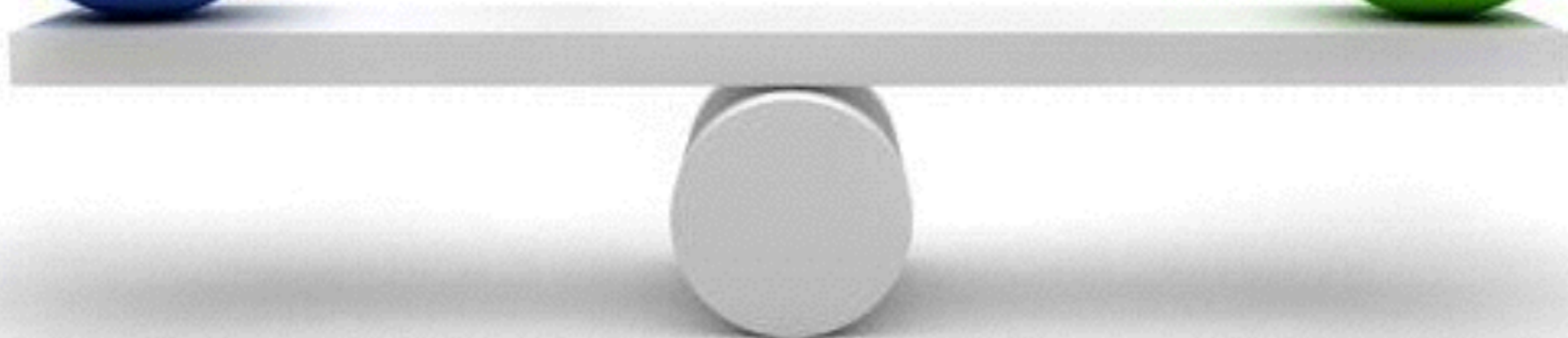
Leadership Challenge

- **Search** for innovation **opportunities**
- **Synthesize** ideas into concepts and **product designs**
- **Select** what to do (manage trade-offs)
- Innovation strategy must be **evolve**

**Differentiation
Strategy**



**Cost-leadership
Strategy**








**Product
Features**

**Customer
Service**

Complements




Cost of input factors

01

↓ Cost of raw materials, capital, labor, IT service

Spreading fixed cost over larger output

02


Economies of scale

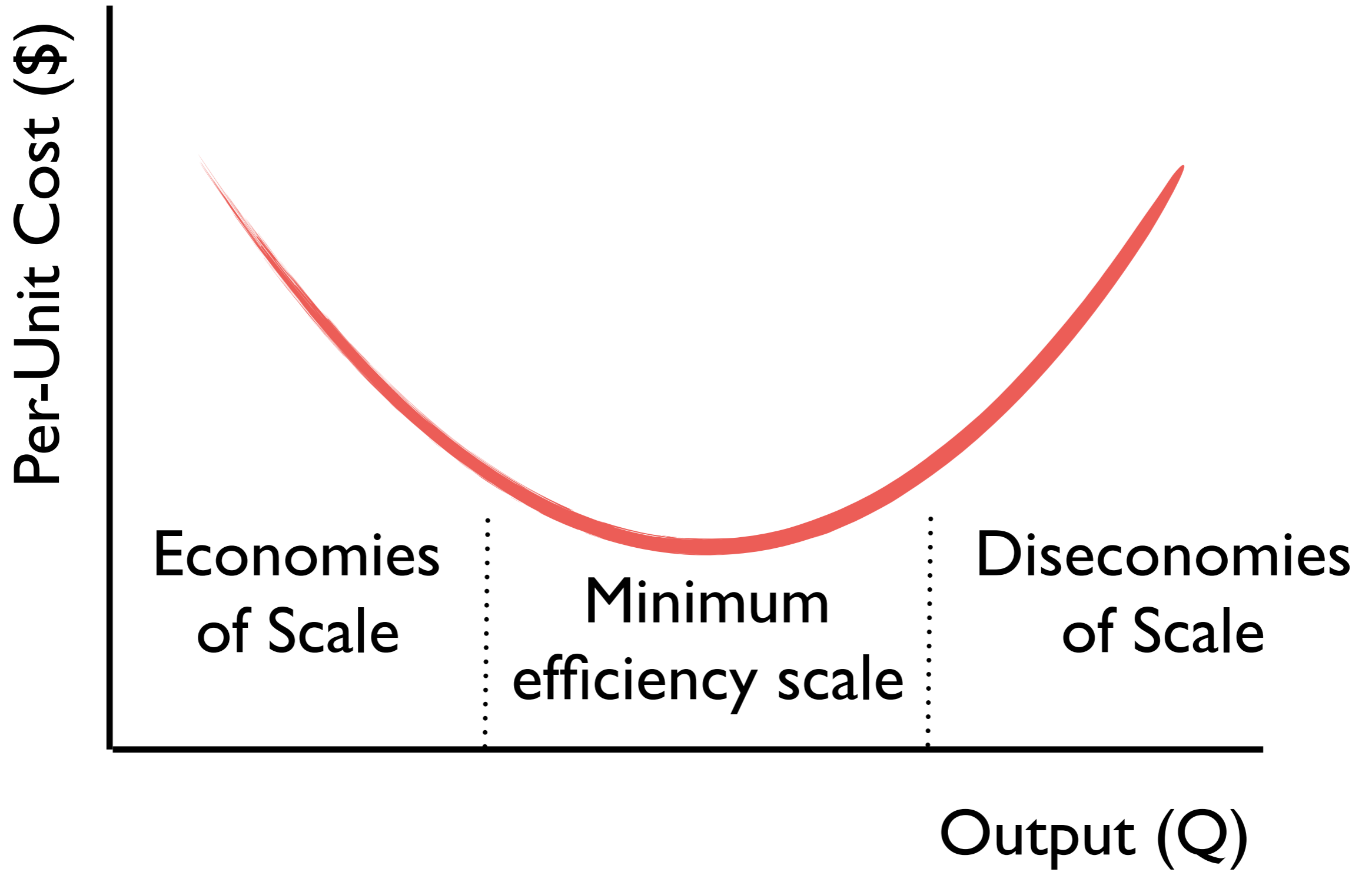

Learning curve

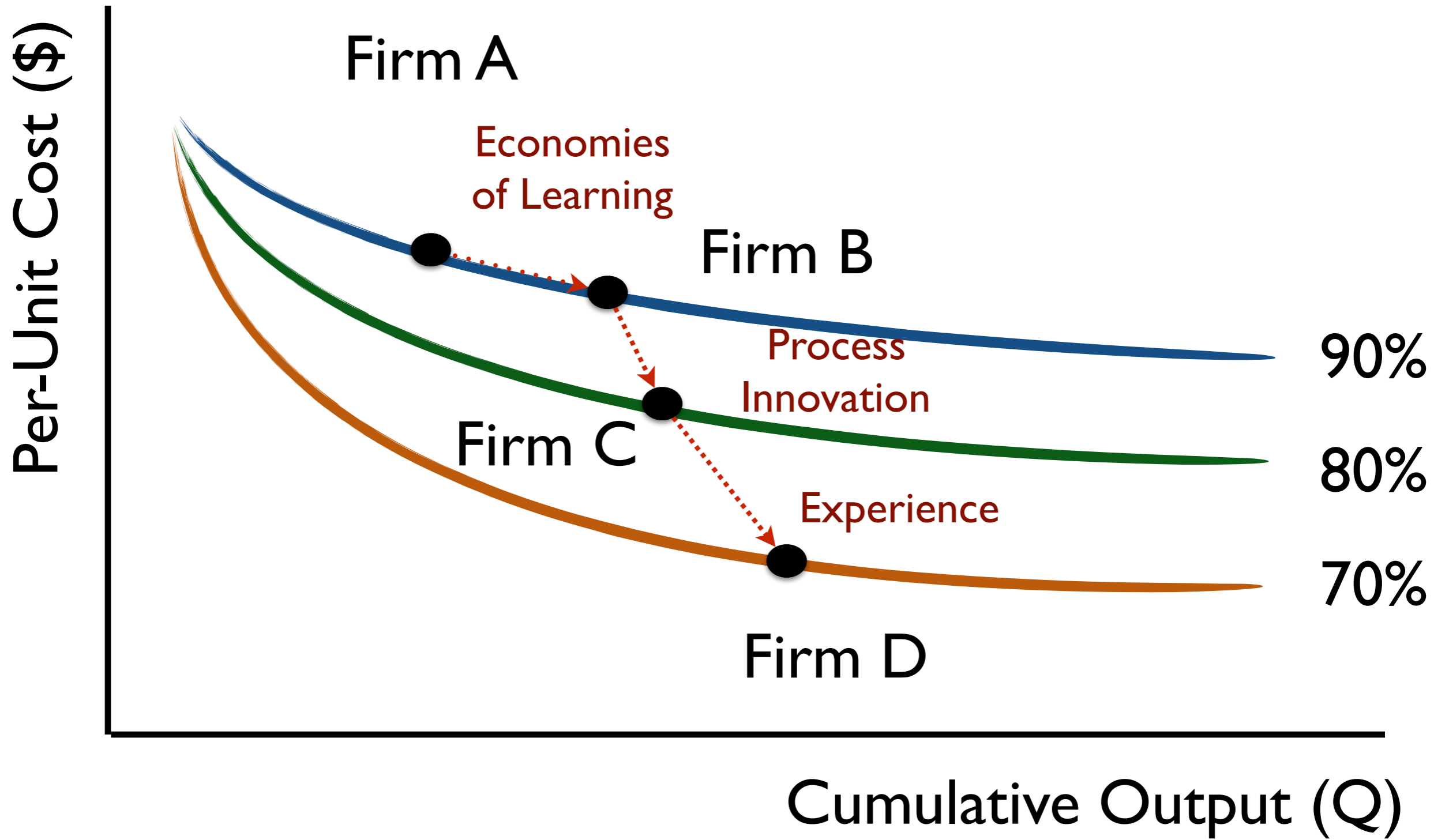
03

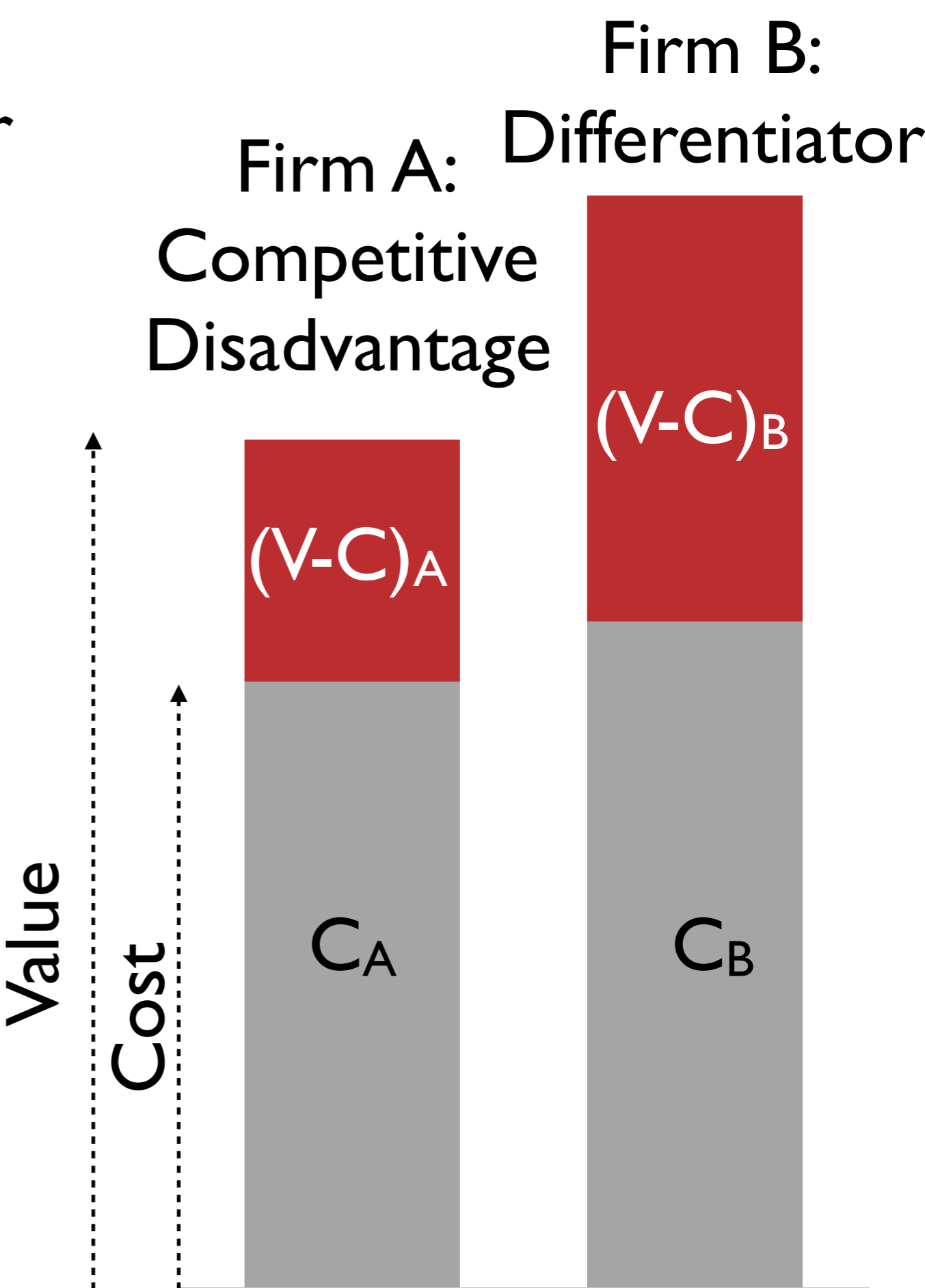
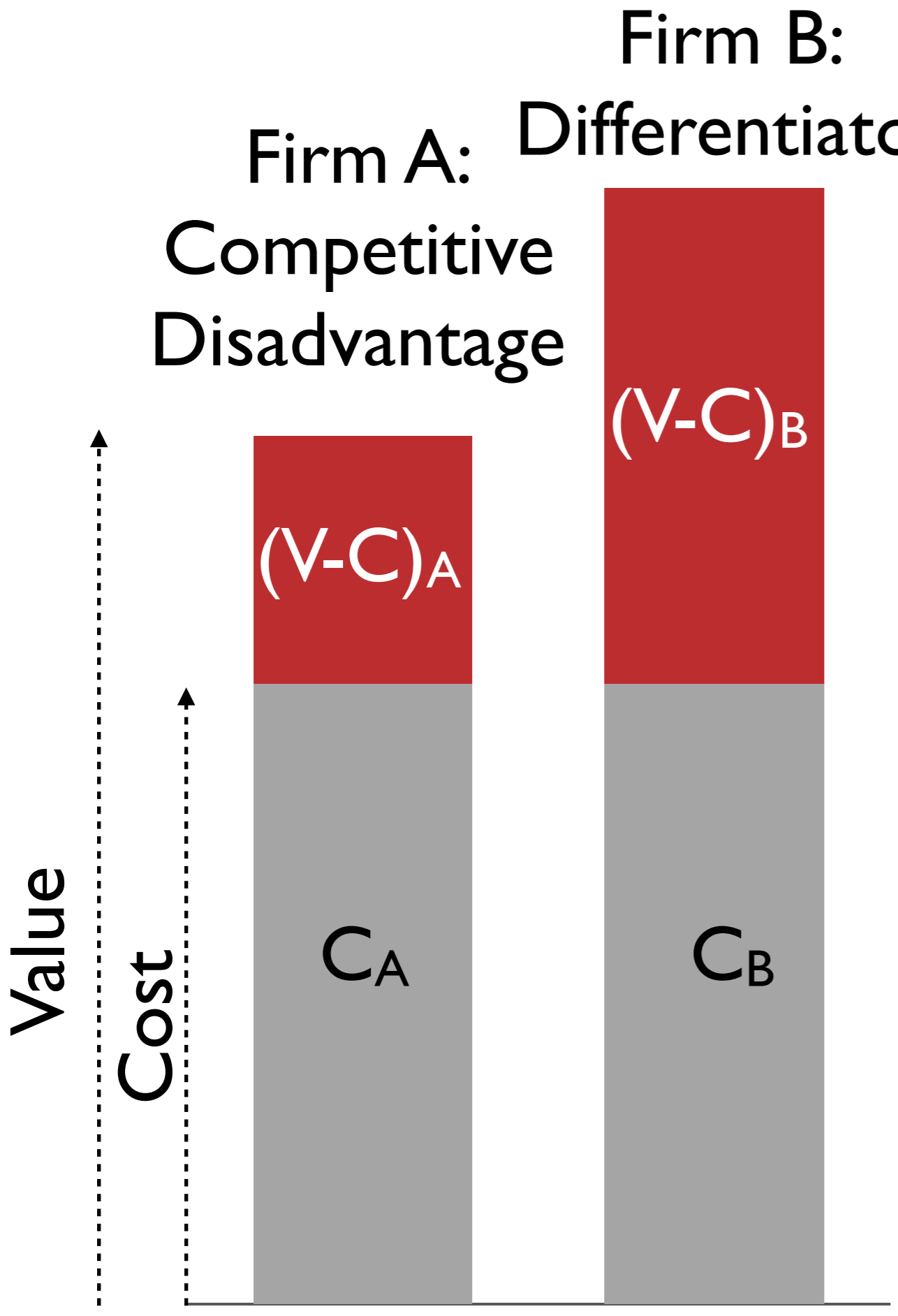
Process innovation

04


Experience curve





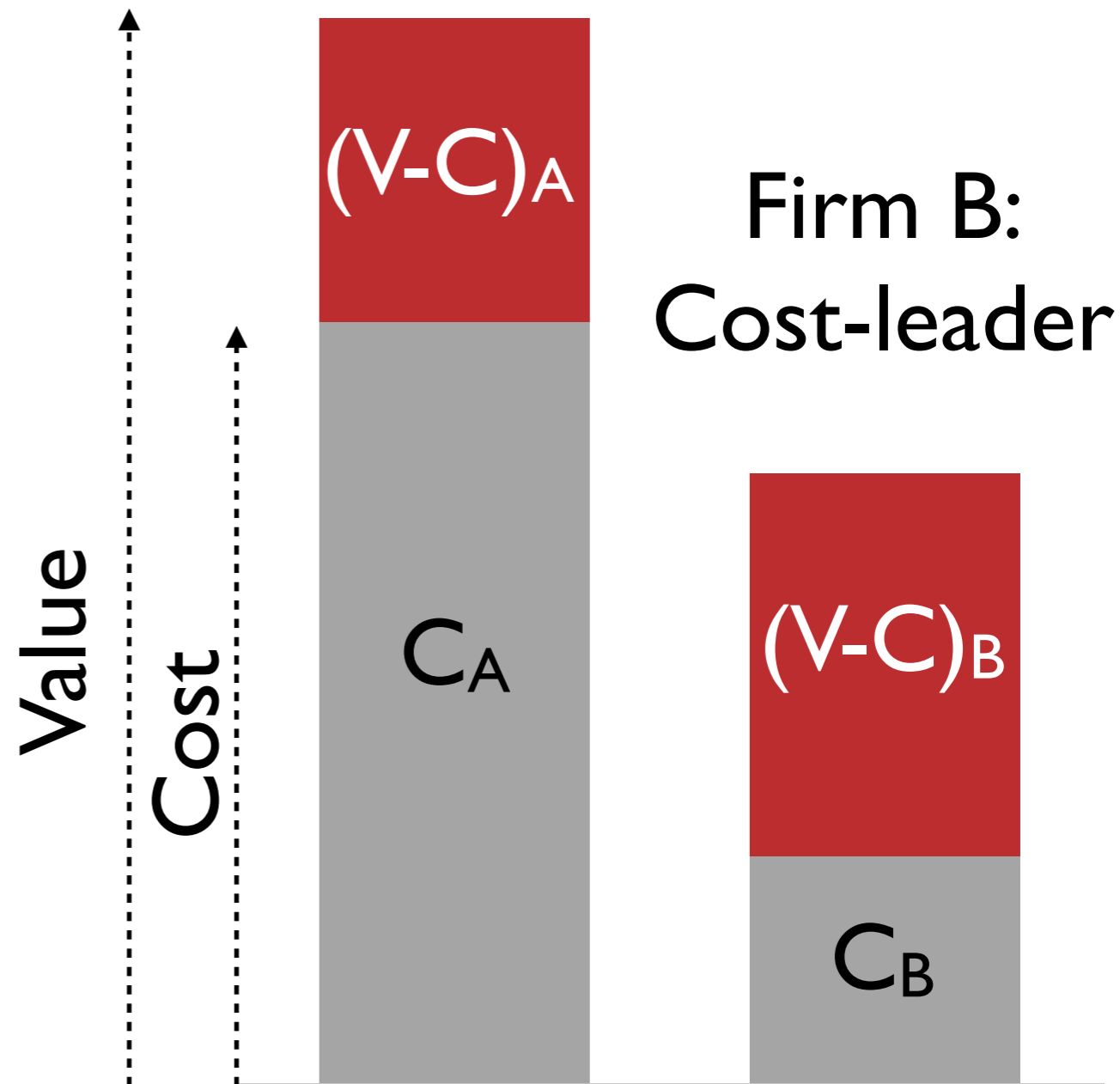
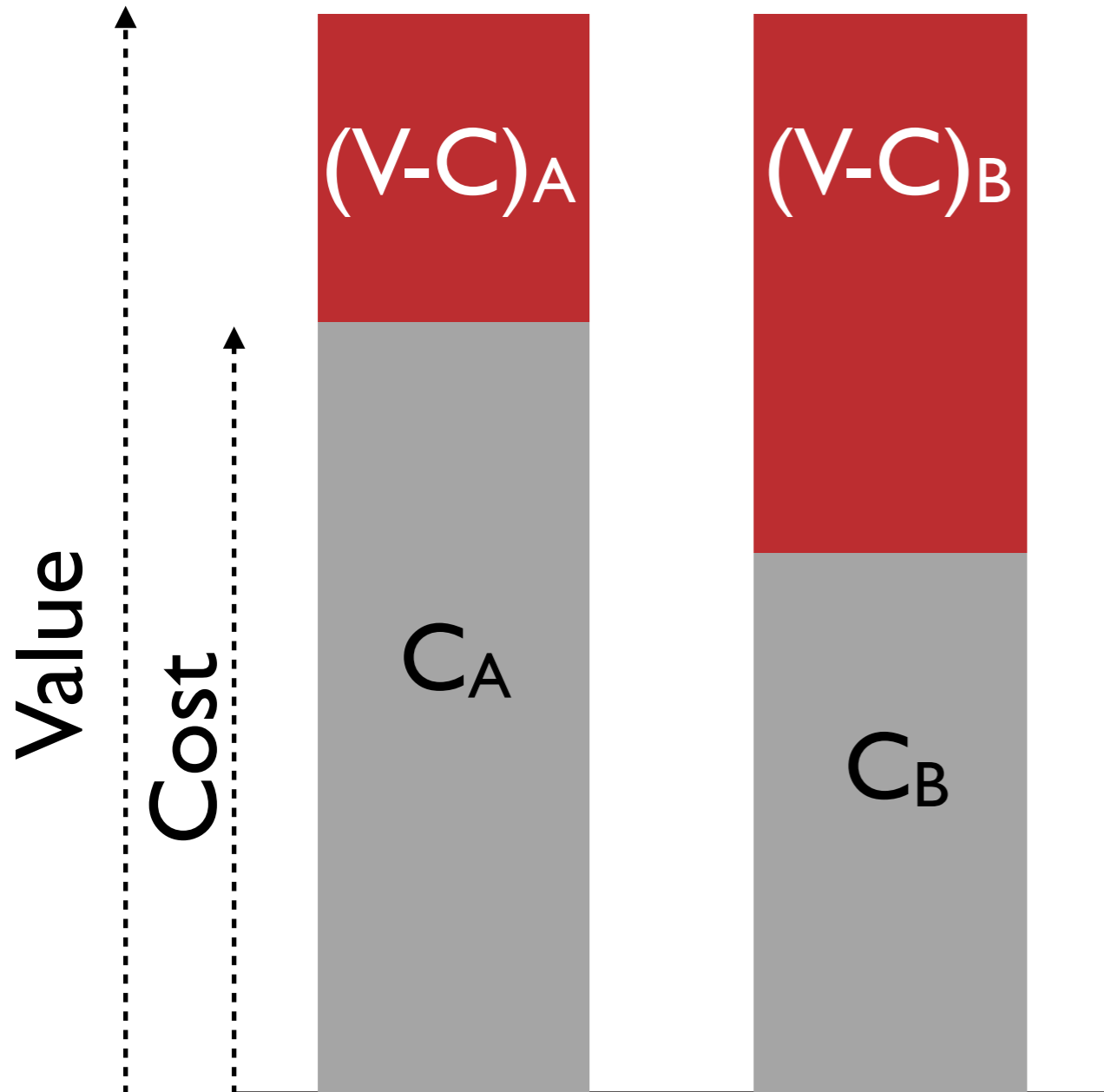


Firm A:
Competitive
Disadvantage

Firm B:
Cost-leader

Firm A:
Competitive
Disadvantage

Firm B:
Cost-leader



Competitive Scope
Broad
Narrow

**Cost
Leadership**

Differentiation

Integration

vs.

Stuck in the Middle

**Focused Cost
Leadership**

**Focused
Differentiation**

Cost

Differentiation

Strategic position

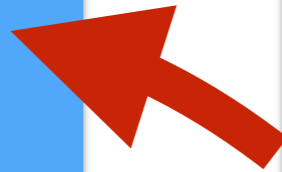
**Increase
Perceived
Value**

Value Drivers
Product Features
Customer Service
Complements
...

**Value &
Cost Drivers**
Quality
Economies of Scope
Mass customization
Innovation
Structure, Culture,
and Routines
...

Cost Drivers
Input factors
Economies of scale
Learning curve
Experience curve
...

**Decrease
Cost**



Require new
business
model

Business Model

Leverage
existing
business model

Architectural
Open source software
VDO on demand

Radical
Digital imaging for Polaroid
and Kodak
Internet search for
newspapers

Routine/Incremental
A next generation BMW 3
series
More powerful Intel's
microprocessors

Disruptive
Biotechnology for Drug
company
Jet engines for aircraft
manufacturers

Leverage
existing

Tech.

competence

Require new



01 Make it visual and tangible



03 Don't fall in love with first ideas - create alternatives



02 Embrace a beginner's mind

04 Feel comfortable with liquid state - don't panic and solidify things too early



05 Start with low fidelity, iterate and refine



06 Expose your work early - seek criticism



08 Use creativity technique



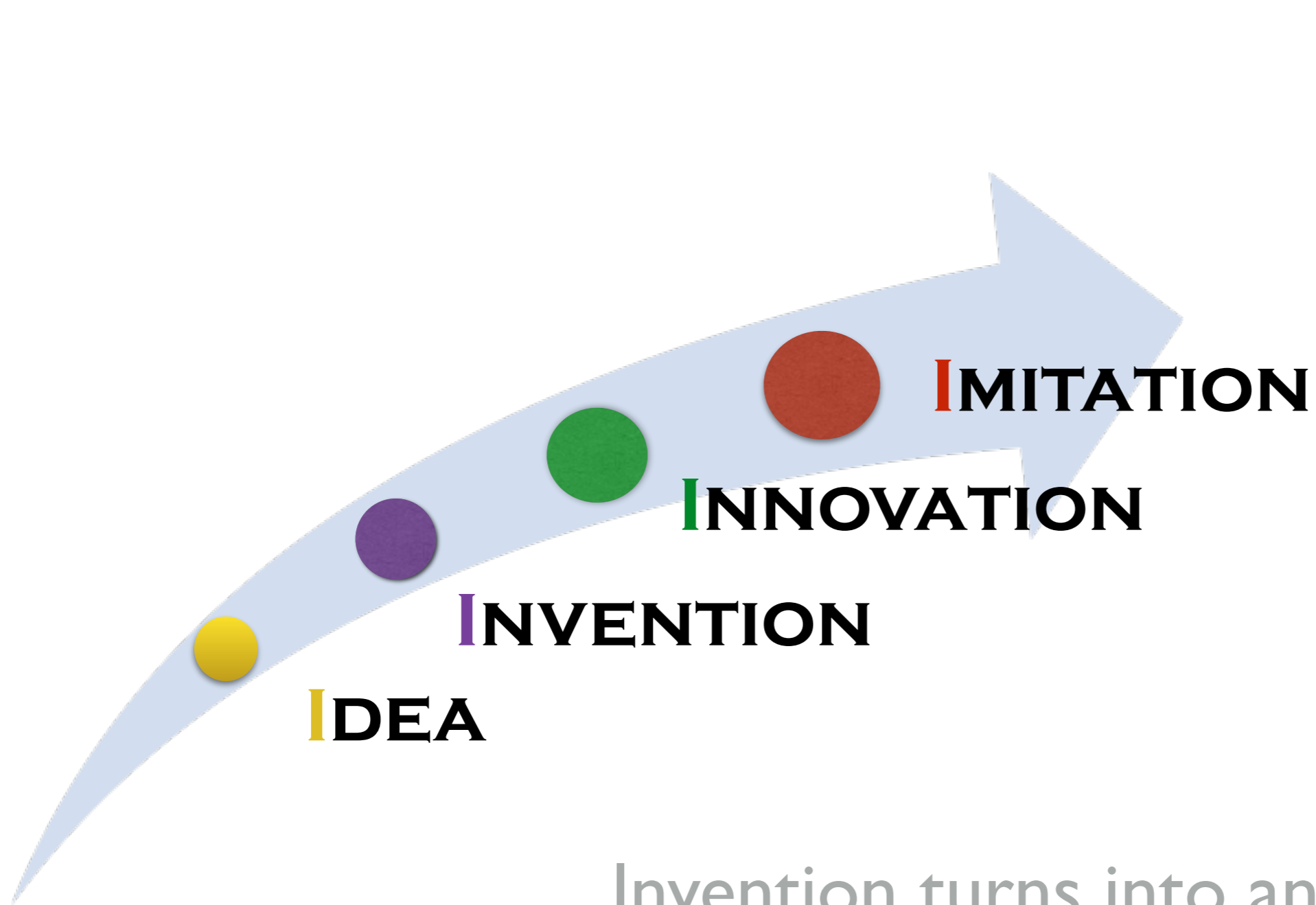
07 Learn faster by falling early, often, cheaply



09 Create Shrek model - Outrageous prototype that you are unlikely to build to spark debate



10 Track learning, insight, progress



4
I
S

Invention turns into an innovation only when it is successfully commercialized.

Take Home Messages

- **Innovation strategy - in alignment with Business strategy**
- **Competitive advantage is based on V-C**
- **Commercialized and Utilized**
- **Being dynamic**