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# NEXT STEPS

Monday 24th October 2005  
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Broadband 4  
**DEVON**



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## The Morning Agenda

8.00: Breakfast:  
Introduction from Paul and some  
innovation thoughts

8.30: Two visioning exercises

10.30: Coffee




10.50: Bringing it together

12.00: Tour

1.00: Lunch

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## Objectives

- A new vision
- A broad brush roadmap

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**Change: a few thoughts**

- Requires a climate which encourages risk taking i.e. doing new things and trying out new ideas
- Requires the discussion of deeply held beliefs and can involve conflict. When thoughts are discussed and properly assessed, then new ideas can be developed.
- Different people act differently.
- Change can be stressful.
- It is a natural to follow a cycle e.g.:-
  - 1. denying there is any problem,
  - 2. defending the old,
  - 3. dropping of the old and looking for the new,
  - 4. adopt the new,
  - 5. finally believing in it!


Ref. Charnall (1990)  
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**Roles 1**



**The Fence Sitter**  
Doing nothing/not contributing/hoping change would pass by without being affected



**The Gate-Crasher**  
Running with a new idea without thinking as to its relevance


Ref. Brunningham, Cole & Huffington, 1990  
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**Roles 2**



**The Agent Provocateur**  
Always trying to undermine/sabotage what someone else is trying to implement/change



**The Devil's Advocate**  
Always coming up with why something cannot work, etc., i.e. focus on the negative with no positive alternatives


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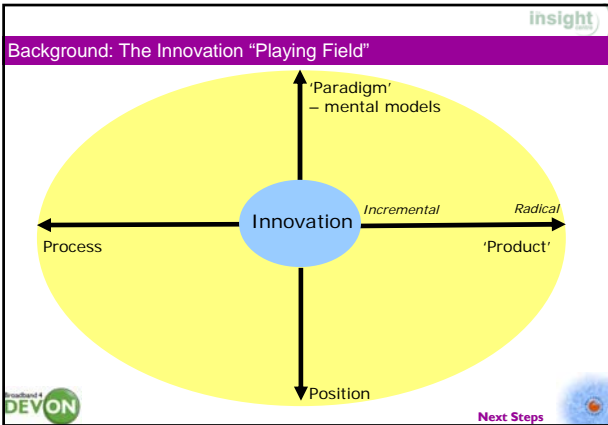
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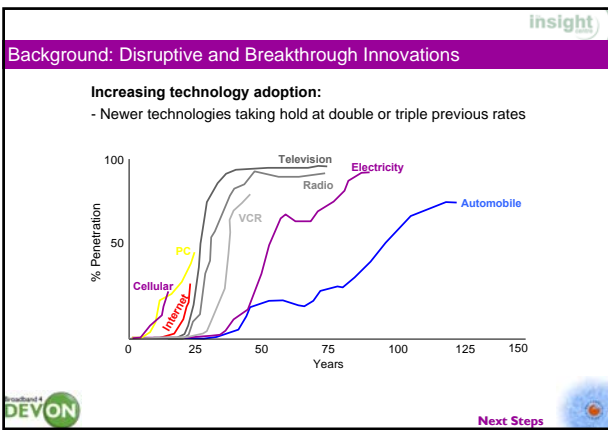
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Background: Disruptive and Breakthrough Innovations

**Increasing market turbulence:**

- > Organisations joining the Standard & Poor's index of 90 important US companies could expect to remain listed
  - for 65 years in the 1930's and just 10 years at the end of 1990's. (Foster and Kaplan, 2001)
- > Businesswire.com's (2000) analysis of the Fortune 500 revealed:
  - one-third of the companies listed in 1970 had vanished by 1983;
  - the rate of this change is increasing because of the failure of normally successful organisations to introduce far-sighted, breakthrough innovations.

**Why?**  
Because the pace of disruptive change has increased.  
Failure to introduce far-sighted, breakthrough innovations

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**Background: A disruptive innovation is...**

"... a product or service that has **changed the basis of competition**, by **changing the performance dimensions** along which organisations compete".

This normally occurs when an organisation introduces new performance attributes, based upon one or more new business approaches, technologies and/or processes.

(Thomond, 2004)

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**Exercise: Thinking about disruption...**

- What were the barriers to disruption?
- What were the strengths of the disruptor?
- Who were the first markets/ customers?



Mainframes with VDU terminals → Desktop computers → Personal digital assistants



Vinyl records → Compact disks → MP3s



Traditional retail brokerage → Charles Schwab On-line brokerage



High street opticians → BargainSpecs.com



Traditional airline industry → Ryanair.com



VHS industry → DVD technology

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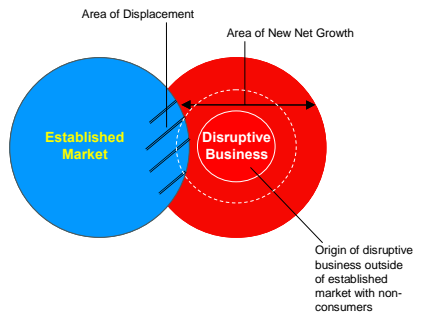
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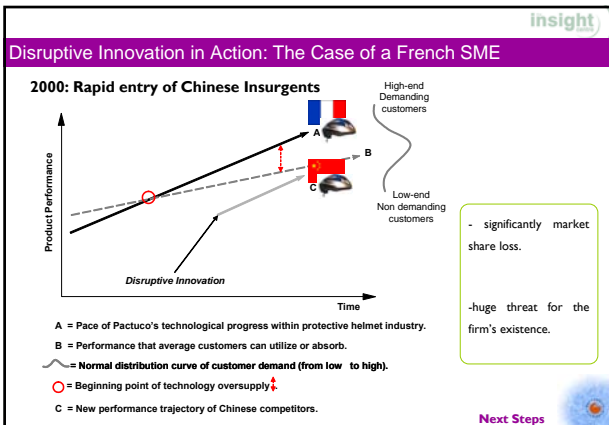
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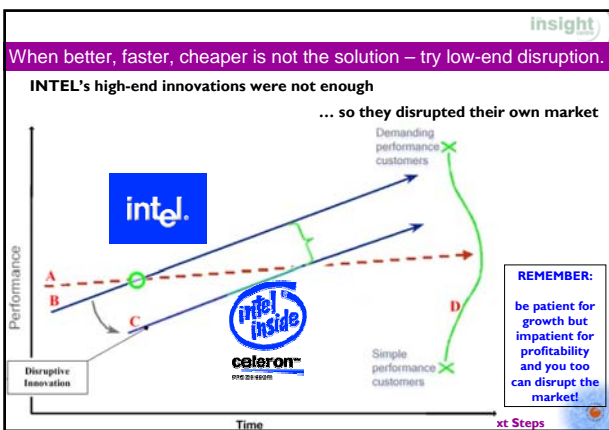
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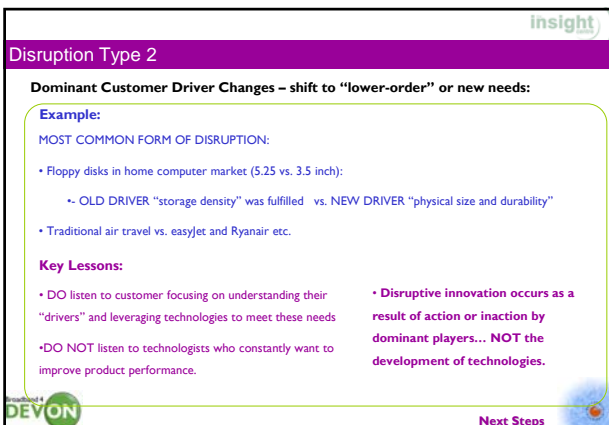
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**"When Helmets are not Enough."**

**You have an idea that could re-write the rule books...**

You can see customers who could be the perfect target to help you turn conventions upside-down...

... yeah right – many of us have had these moments, but would we invest money into so much risk?

**NO!** without understanding of disruptive innovation I don't blame you!!!

**HOWEVER** knowledge of "disruptive innovation" does three things:

- 1) **Negates** the risk of being radical
- 2) Helps **re-write rule books** and conventions
- 3) **Delivers** radical **new wealth** creation

**REMEMBER: be patient for growth but impatient for profitability and you can disrupt!**

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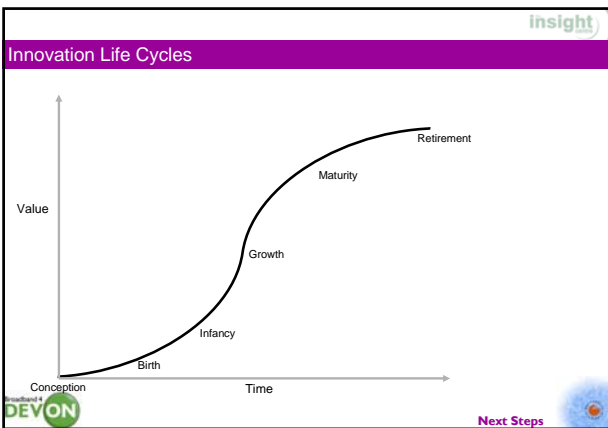
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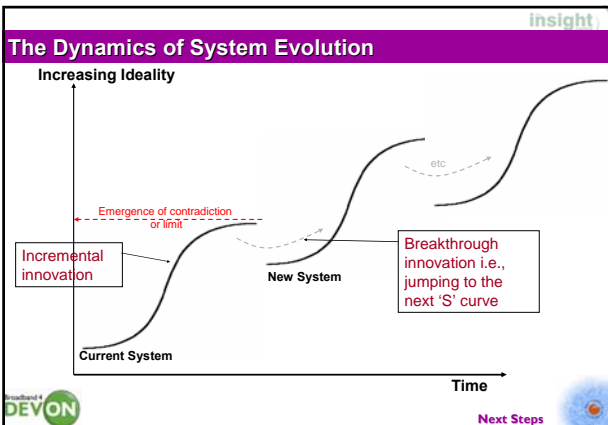
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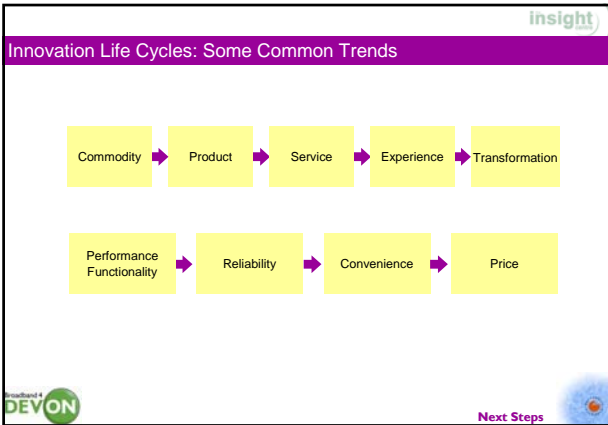
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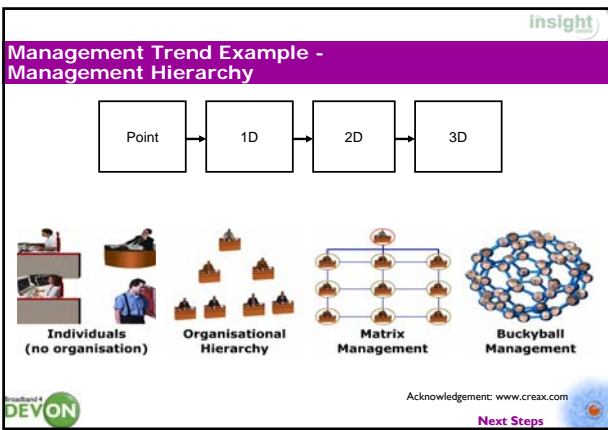
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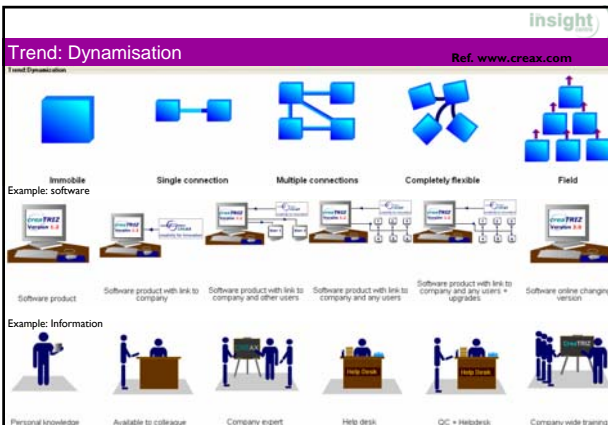
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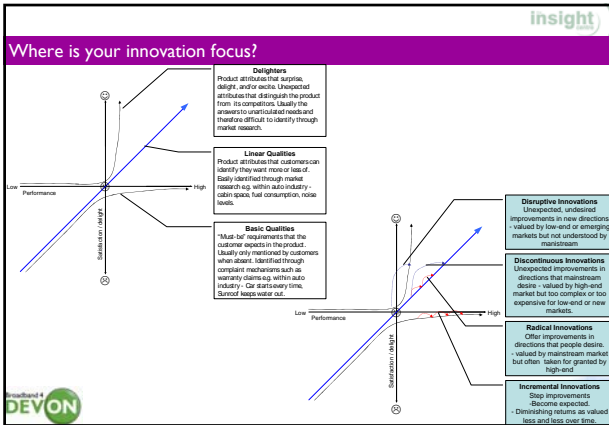
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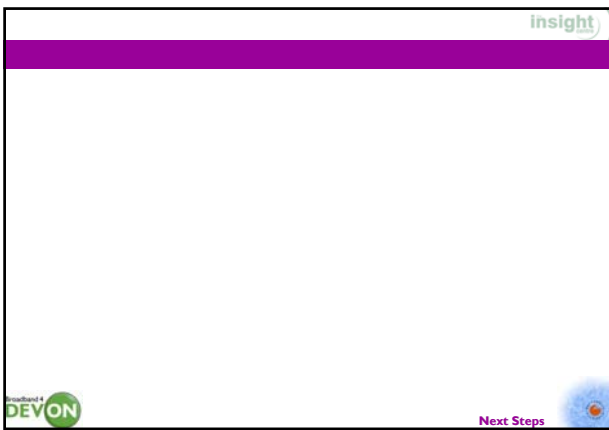
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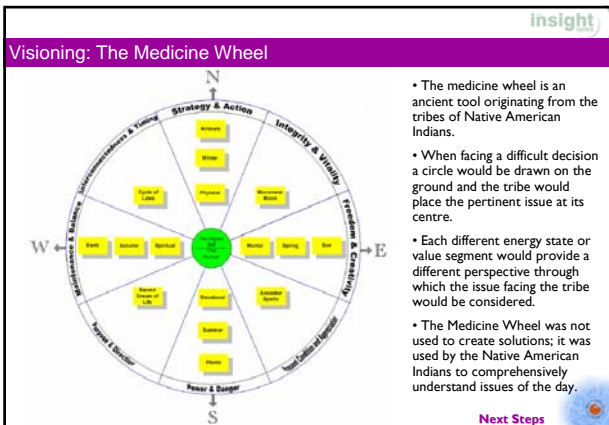
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The Wisdom Council

- Mindstorm: As a group, taking each value segment in turn (starting in the East where the sun rises and moving clockwise round the wheel), place Post-its on that segment.
- Splitting into groups, each group will take one or two value segments and consider them further, using the prompt sheets if needed.
- Following consideration, again starting in the east, the elder for each tribe will take it in turns to express their insights on the central issue from their discrete perspective, to the group.

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Scenarios

1. Everyone has broadband and businesses have to be very technologically smart to attract customers.
2. Strong political backlash to geographical inequality of support, leading to strongly audited 'equal opportunities'.
3. No subsidies allowed by EU competition law. The self financing world.

**Each group to produce a flipchart of opportunities and threats**

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### Function Analysis

→ Useful Action  
 - - - Harmful Action  
 . . . Insufficient Action  
 - . . Excessive Action



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### Function and Attribute Analysis

FAA represents a systematic method by which it is possible to analyse the detailed workings of an existing system

TYPES OF INTERACTION

Effective →

Missing ..... (or no line)

Insufficient .....→

Excessive ⇌


Harmful ~~~~~→


**EXERCISE:**

Define the key elements of the system that this project focuses on. Also identify unused elements.

Identify the useful relationships that exist between the elements.

Identify the negative aspects that exist between the elements.



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Bringing it together: Questions

i. Given the widening gap in take up rates between businesses, should the project focus increasingly on higher growth firms (where firms may generate better "returns" in terms of outputs for public spend) or concentrate harder on the late adopters (where public sector intervention is likely to lead to a greater degree of change in the clients concerned)?

ii. Can a more cost effective means of intervention be adopted to make the kind of impact on the business community that is currently being achieved?

iii. Should the project extend its remit to embrace other opportunities (such as the development of innovative models of workspace) or continue with its focus on delivering advice to business?

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Reminder: Objectives

- A new vision
- A broad brush roadmap

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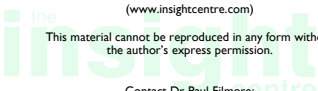
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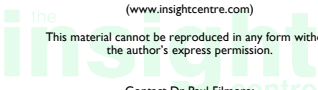
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