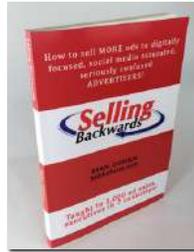


CREATING A CULTURE OF SALES INNOVATION



Presented by:
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WHAT IS INNOVATION?

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INNOVATION: THE ADOPTION OF A NEW PRACTICE, PROCESS, OR PARADIGM BY A COMMUNITY — NOT JUST A NEW PRODUCT OR SERVICE.

ADAPTING, ADJUSTING, OR ALTERING THAT WHICH ALREADY EXISTS FOR THE PURPOSE OF ADDING VALUE.

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**THE STORY OF INNOVATION HAS NOT CHANGED. IT HAS ALWAYS BEEN A SMALL TEAM OF PEOPLE WHO HAVE A NEW IDEA, TYPICALLY NOT UNDERSTOOD BY PEOPLE AROUND THEM AND THEIR EXECUTIVES.
—ERIC SCHMIDT, CHAIRMAN, GOOGLE**

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IDEA #1: GOOGLE'S 70/20/10 INNOVATION RULE

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70% OF OUR PROJECTS ARE DEDICATED TO OUR CORE BUSINESS

20% OF OUR PROJECTS ARE RELATED TO OUR CORE BUSINESS

10% OF OUR PROJECTS ARE UNRELATED TO OUR CORE BUSINESS

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IDEA #2: CREATE OPPORTUNITIES FOR RISK TO TAKE PLACE.

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OFF-SITE INNOVATION TEAM MEETINGS WITH A POSITIVE AGENDA THAT MANAGES IDEAS IN A POSITIVE WAY. PRE-SET DATE IN ADVANCE.

CREATE AN IDEA PARKING LOT.

SET REWARDS FOR IDEAS THAT WORK OUT.

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IDEA #3: LEARN AT THE SPEED OF FAILURE

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AROUND HERE
WE DON'T LOOK BACKWARDS
FOR VERY LONG...
WE KEEP MOVING
FORWARD,
OPENING UP NEW DOORS
AND DOING NEW THINGS
BECAUSE WE'RE CURIOUS...
AND CURIOSITY
KEEPS LEADING
US DOWN NEW PATHS

Walt Disney

IN-LINE PROGRESS REPORTING

AFTER ACTION REPORTING

MEASURE, REPORT, ADJUST, REPEAT

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IDEA #4: MAXIMIZE DIVERSITY DURING BRAINSTORMING.

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INCREASE THE DIVERSITY TO INCREASE THE POTENTIAL RESULT.

INNOVATION TEAM. NOT "COMMITTEE".

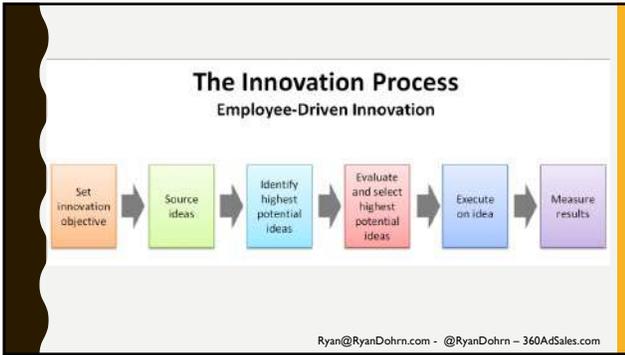
DON'T POO POO IDEAS FROM OTHER DEPARTMENTS.

WE ALREADY TRIED THAT IS NOT ALLOWED.

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IDEA #5: FOLLOW INNOVATION MODELS OF SUCCESS.

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IDEA #6: INNOVATION AND IDEA FORM.

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- 1. WHAT IS YOUR IDEA?**
 - 2. WHY DID THIS COME UP?**
 - 3. WHERE DID THE IDEA COME FROM?**
 - 4. WHAT DO YOU FEEL IT WILL TAKE TO EXECUTE IT?**
 - 5. WHAT IS THE FINANCIAL IMPACT FOR THE COMPANY?**
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IDEA #7: DON'T INNOVATE DURING A HURRICANE.

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RECOGNIZE A CRISIS.

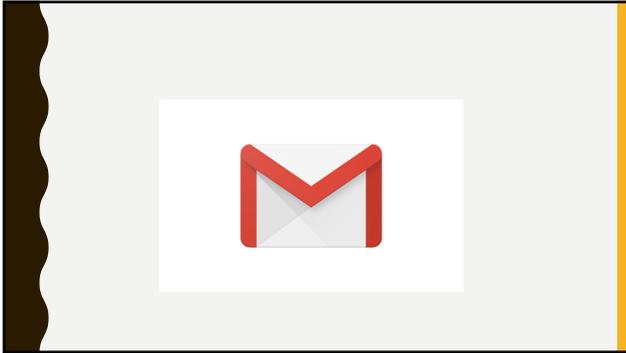
A "CRISIS BANDAGE" IS NOT INNOVATIVE.

INNOVATE AFTER A CRISIS.

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IDEA #8: FOCUS ON USERS, NOT THE COMPETITION.

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WHEN WE INTRODUCED GMAIL BACK IN 2004, LOTS OF PEOPLE THOUGHT IT WAS A MISTAKE. THERE WERE PLENTY OF WELL-ESTABLISHED EMAIL PRODUCTS ON THE MARKET. NOW, GMAIL IS THE WORLD'S #1 WEB-BASED EMAIL SERVICE, WITH MORE THAN 900 MILLION ACTIVE USERS.

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IDEA #9: DON'T ASK WHO HAS FREE TIME.

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IDEA #10: BE PREPARED TO PULL THE PLUG.

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IDEAS
into
A.C.T.I.O.N

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