

Unlocking our Potential using Innovation 'The Expedition Way'



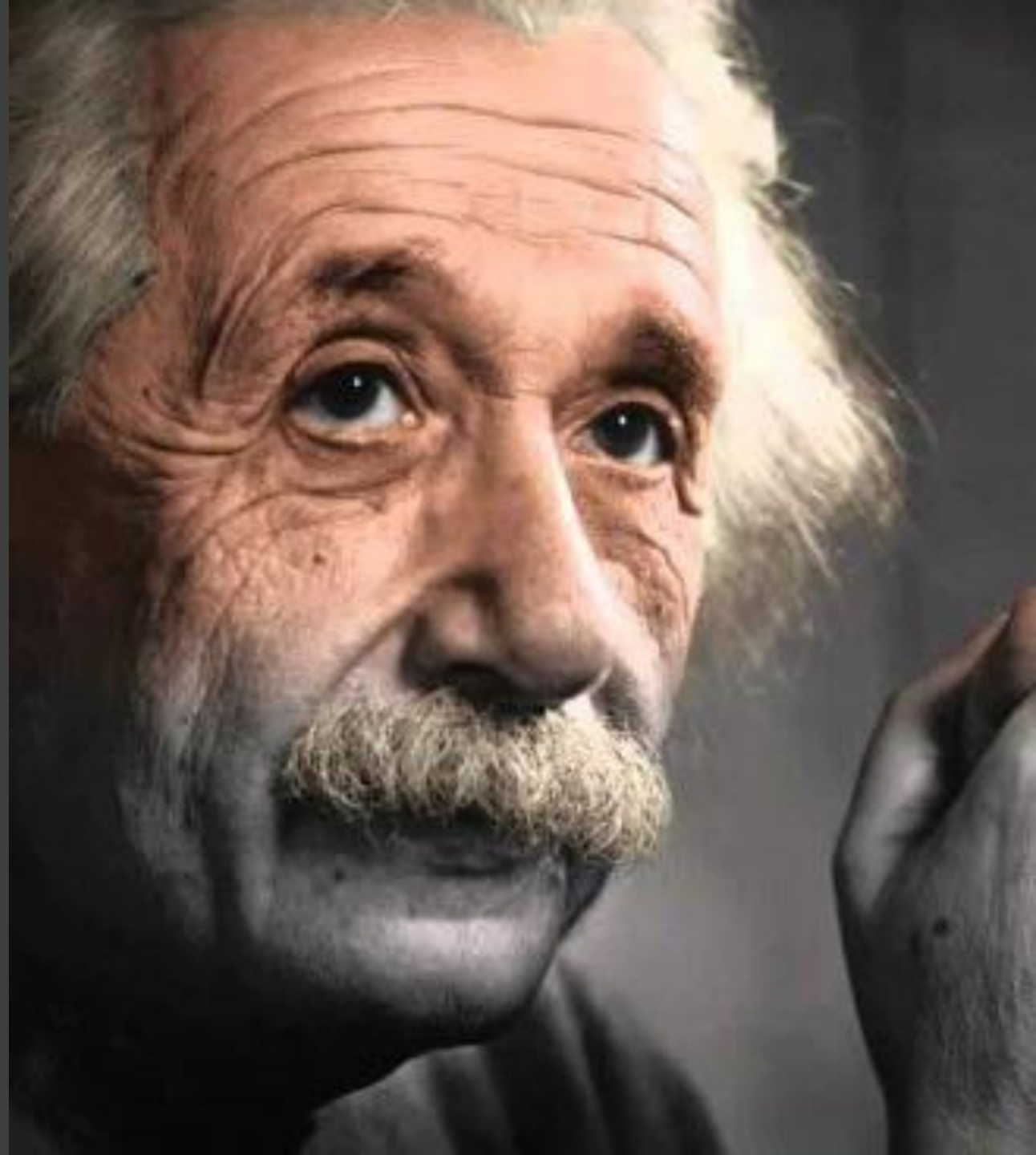
Coenraad Middel CA(SA) RA, President FORTH Innovation Institute

FEATURED IN THE BOOK
**The world's most
inspiring accountants**



Can we perhaps manage the future?

*Albert Einstein "If at first the idea is
not absurd, then there is no hope for
it to be innovative"*



WHAT IS INNOVATION?



INNOVATION?



INNOVATION?



INNOVATION?



INNOVATION?


The first
iPhone



INNOVATION?

The 2nd
iPhone



A young girl with dark hair is captured mid-jump against a clear, bright blue sky. She is wearing a colorful, tie-dye t-shirt and light-colored cargo shorts. Her arms are raised, and her legs are spread wide in a dynamic pose. The bottom right corner of the image shows a small portion of green foliage.

Innovating is
making a jump.

Improving
is making
the next
logical
step.



**OPERATIONAL
EXCELLENCE**

**Creates the value of
today**

**INNOVATION
EXCELLENCE:**

**Creates the value of the
future**



INNOVATION IS DOING NEW THINGS OR DOING THINGS IN A NEW WAY

What is innovation?



- AN INNOVATION IS A NEW SOLUTION FOR A RELEVANT FRICTION (OR DREAM) THAT IS ADOPTED.



INNOVATION NEEDS:

- VALUE
- ADOPTION
- FEASIBLE





NEW TO ME
NEW TO MY COMPANY
NEW TO THE MARKET
NEW TO THE WORLD

Why companies fail with innovation:

1. Lack of clear strategy
2. Inadequate resources
3. Failure to understand needs
4. Resistance to change
5. Lack of collaboration
6. Failure to embrace failure
7. Short term focus

Innovation Categories

- Business Configuration – (Business Systems)
 - Offering – (Core Products and Services)
 - Experience (Customer Facing Elements)

Business Configuration – (Business Systems)

- *Profit model (How you make money)*
- *Network (How you connect with others to create value)*
- *Structure (How you organize talent and assets)*
- *Process (Methods to do work)*

- Offering – (Core Products and Services)

Experience (Customer Facing Elements)

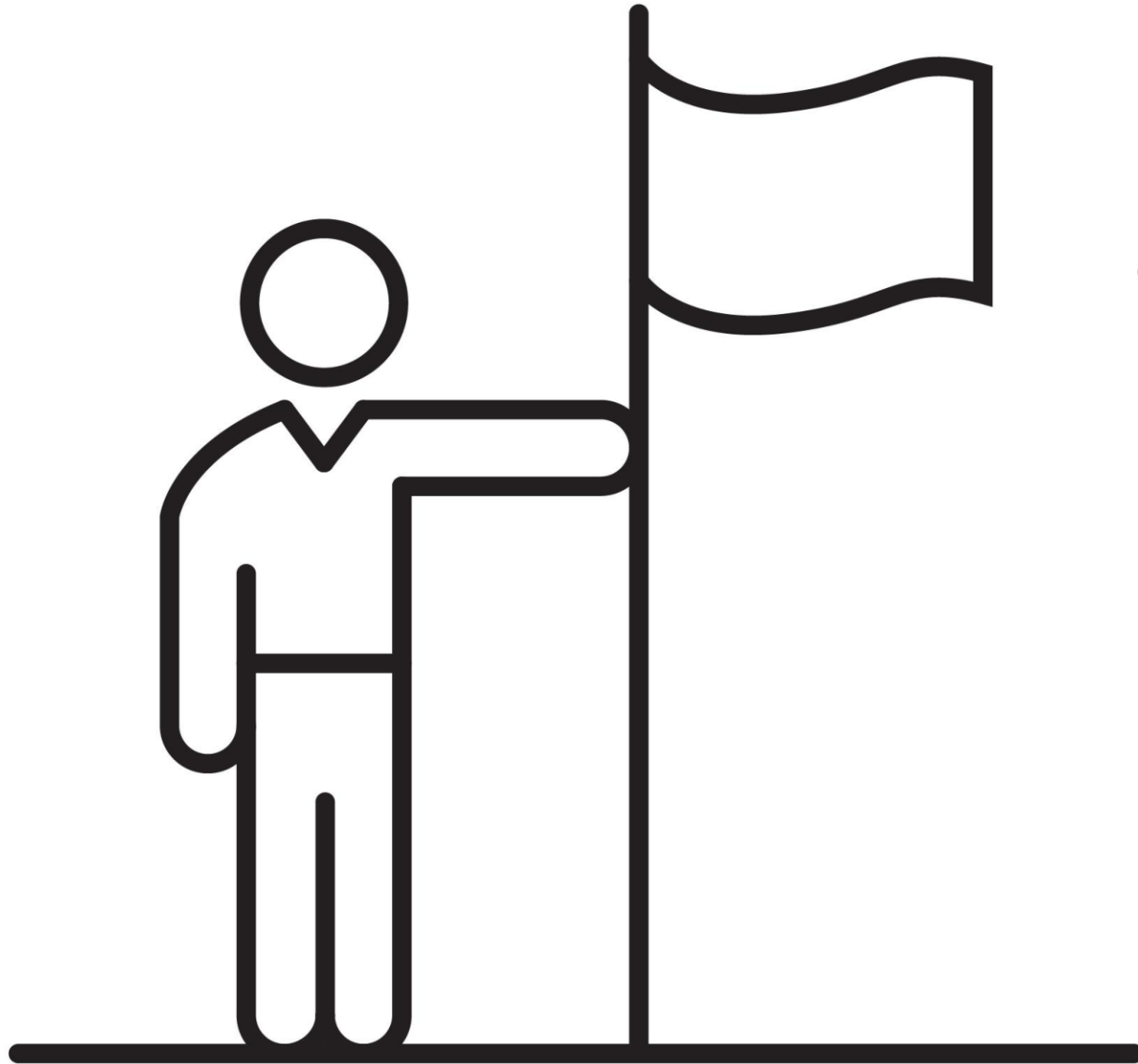
- *Service (How you support your offerings)*
- *Channel (How do you deliver the offerings)*
- *Brand (How you represent your offerings)*
- *Customer engagement (How to foster compelling interactions)*

6 Challenges/ Frictions of the Profession

- Independence Issues,
- Complexity and Length,
- Overemphasis on Compliance,
- Ethical Dilemmas,
- Talent and Expertise,
- Public Perception.

4 Client Frictions of Auditors

- Necessary but Burdensome
- Pressure on Resources
- Deadline and Time Constraints
- Balancing Act
- Expensive

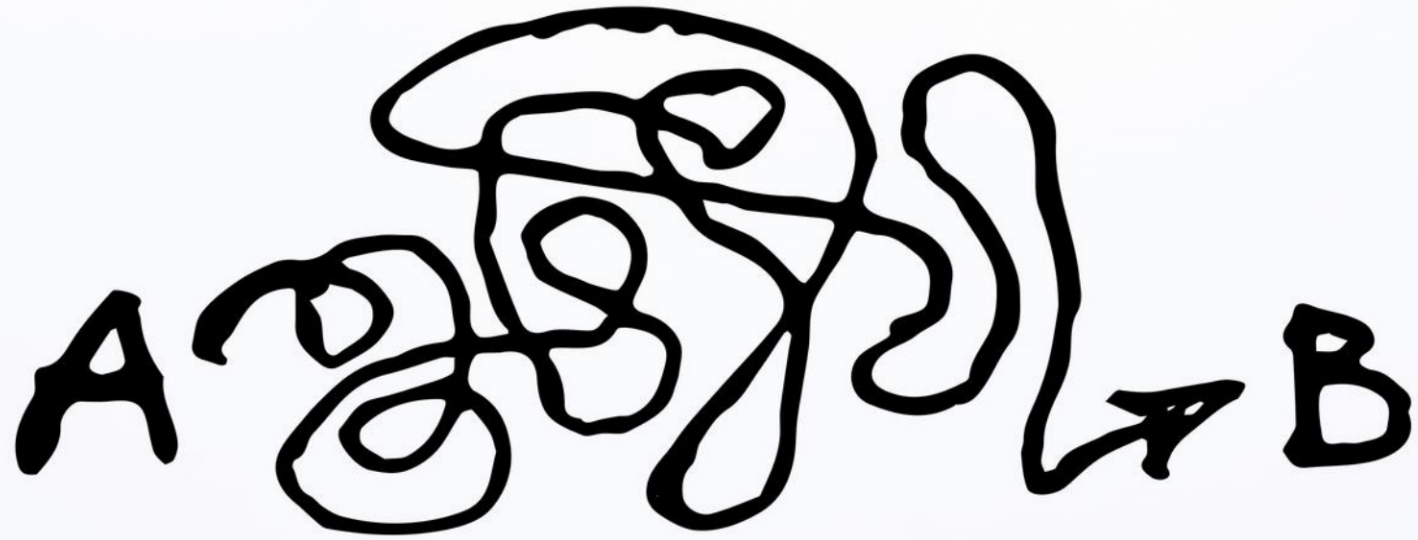


South Africa's Job
to be done(JTD):

“Our pursuit for
creating a more
equitable society”



Create Value



How do we Innovate?



THE
SAME
OLD
THiNKiNG

THE
SAME
OLD
RESULTS

WHY DO WE NEED TO INNOVATE?

WHO IS THE TARGET GROUP?

WHAT: PRODUCTS? SERVICES? SOLUTIONS?

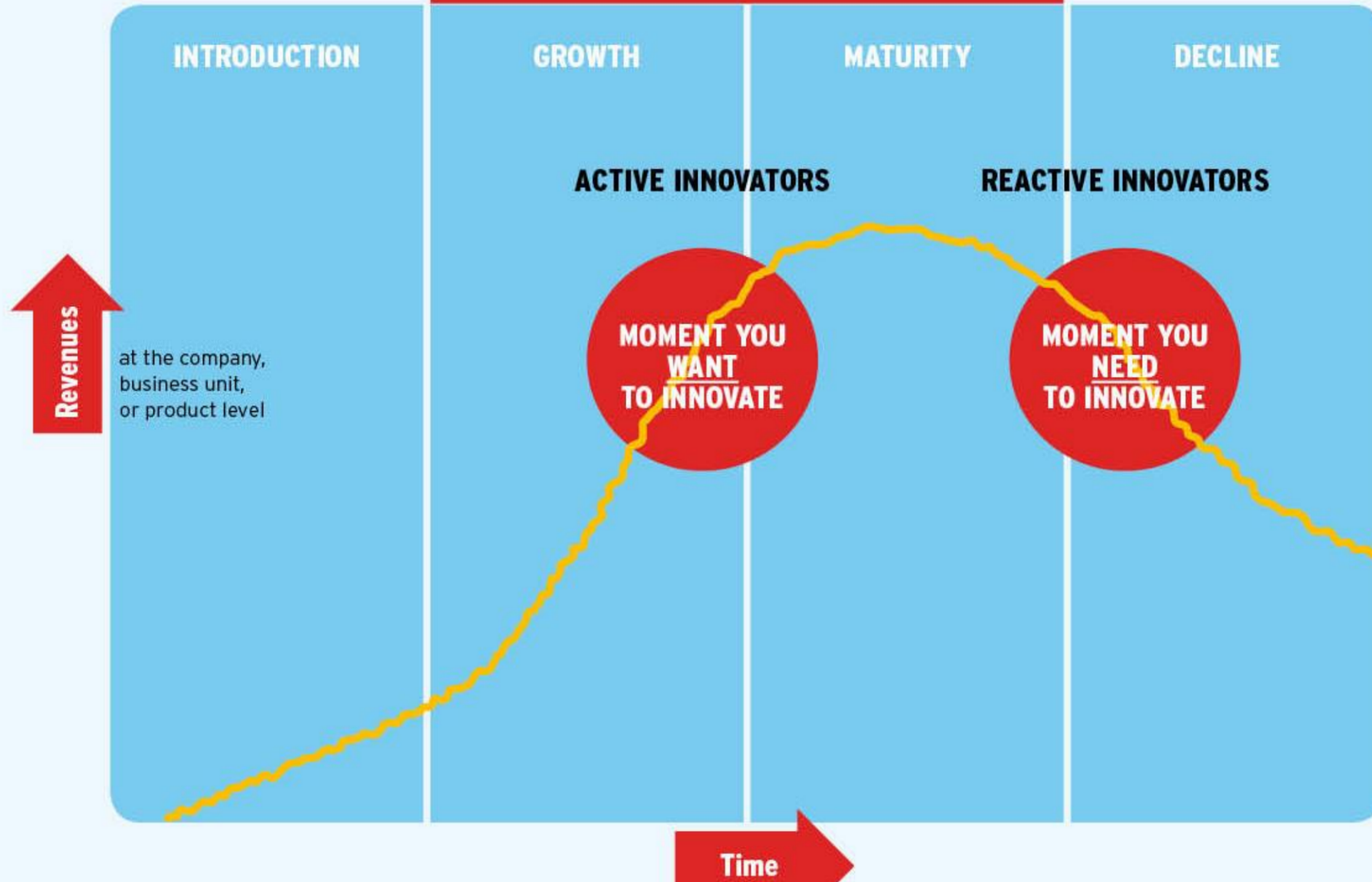
WHICH CRITERIA SHOULD THE NEW CONCEPTS MEET?

WHERE: COUNTRIES? REGIONS?

WHEN: YEAR OF INTRODUCTION?

The Innovation Assignment

TWO INNOVATION SWEET SPOTS



A dirt path leads up a grassy hill towards a sunset over mountains. The sun is low on the horizon, casting a warm glow over the landscape. The path is made of dirt and is flanked by tall grass. The mountains in the background are hazy and layered.

A Path Gives You Confidence

FULL STEAM AHEAD

1 INNOVATION FOCUS WORKSHOP

IDEATION TEAM

2 CORE TEAM INTRO MEETING

FORTH PLANNING

3 KICK-OFF WORKSHOP

INNOVATION ASSIGNMENT

DEPARTURE DOCUMENT

6-10 INNOVATION OPPORTUNITIES

POTENTIAL TARGET GROUPS

BAY OF DOUBTS:
DO WE REALLY NEED
TO INNOVATE?

BUSY BUSY BUSY ESCAPE

BUSINESS AS USUAL
SAND BANKS

WE INNOVATE ANYWAY

MY BOSS WON'T

The fish is the last one to
discover water.
[Einstein]



OBSERVE & LEARN

2

4 EXPLORE
PREPARATION
WORKSHOP

5 EXPLORING TRENDS &
TECHNOLOGY

6 DISCOVERING
CUSTOMER
FRICTIONS

7 EXPLORING
INNOVATION
OPPORTUNITIES

8 4 OBSERVE
& LEARN
WORKSHOPS

● AN OPEN MIND

● BEST INNOVATION
OPPORTUNITIES

● BEST CUSTOMER
FRICTIONS

BUSY BUSY ESCAPE HARBOUR

CUSTOMERS ARE SCARY CLIFFS

BUSINESS AS USUAL
SAND BANKS

WE INNOVATE ANYWAY

MY BOSS WON'T LET ME ISLAND

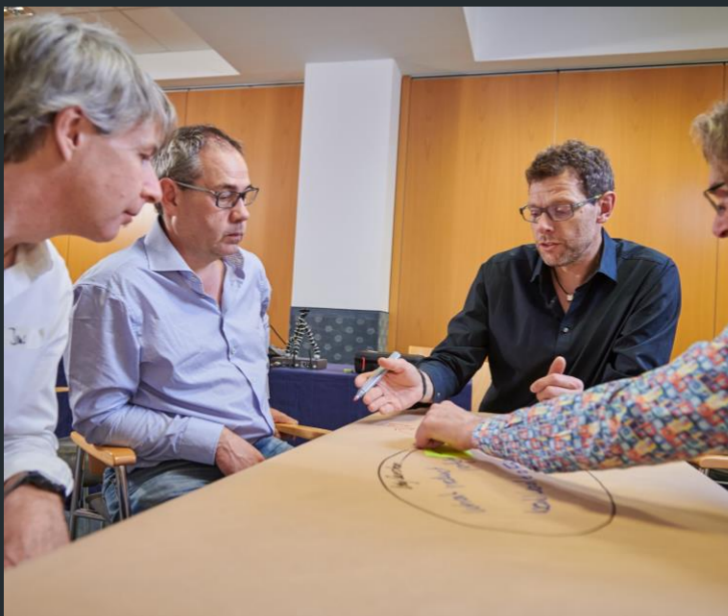
OUR OWN BLIND SPOTS

THE CALM BEFORE THE STORM PASSAGE

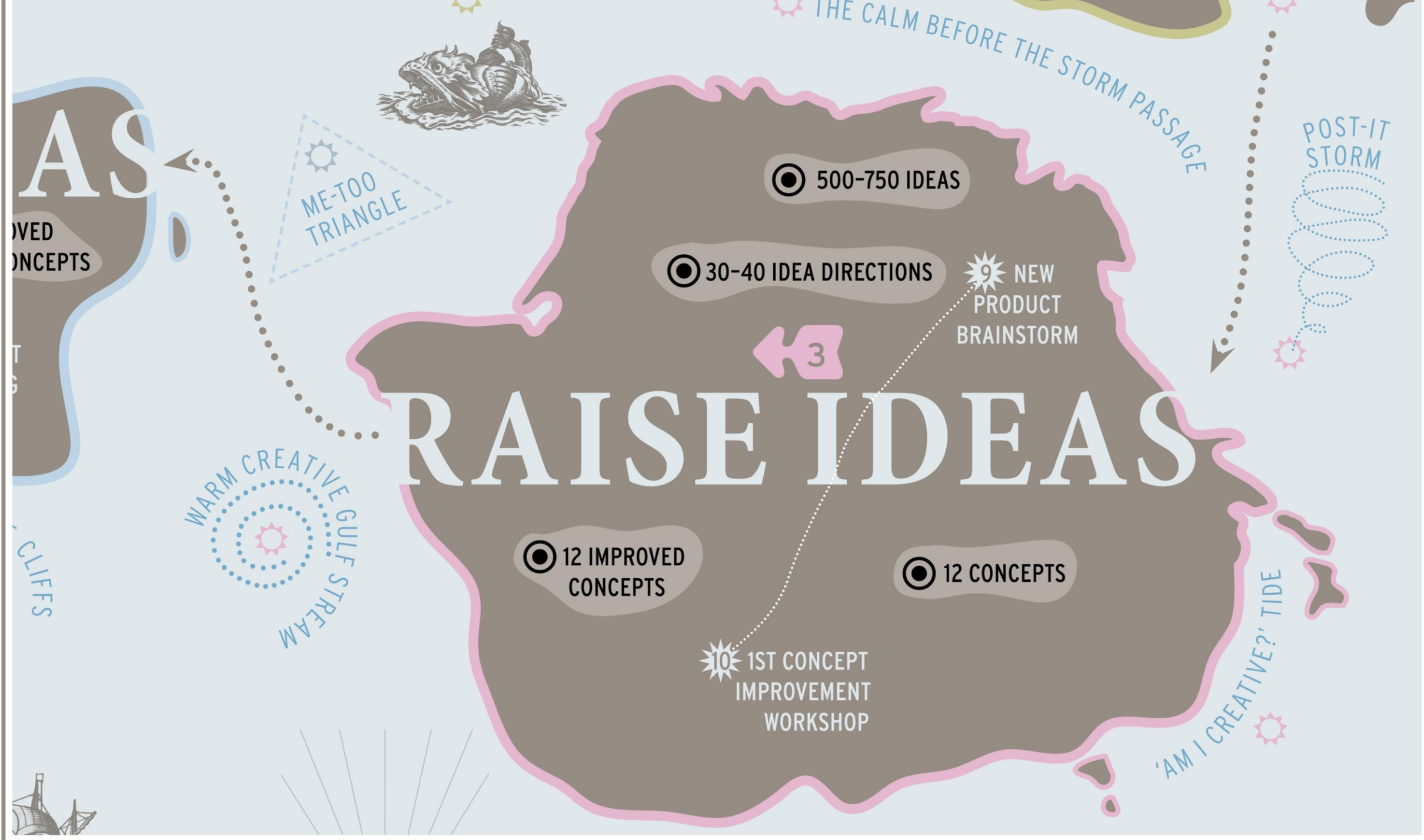
IT'S NEW

CEPT
MENT WORKSHOP

IDEAS



The best way to have a good
idea is to have lots of ideas.
[Linus Pauling] one of the 20 greatest
scientists of all time





964 Ideas

I like to listen. I have learned a great deal from listening carefully. Most people never listen. [E. Hemmingway, writer]

POTENTIAL
TARGET
GROUPS

AN OPEN MIND

BAY
DO WE REALLY NEED
TO INNOVATE?

WE INNOVATE ANYWAY
MY BOSS WON'T LET ME INNOVATE

FAILED BRAINSTORM
WRECKS

12 2ND CONCEPT
IMPROVEMENT WORKSHOP

TEST IDEAS

3-5 IMPROVED
TESTED CONCEPTS

11 CONCEPT
TESTING

'NOT INVENTED HERE' CLIFFS

ME-TOO
TRIANGLE

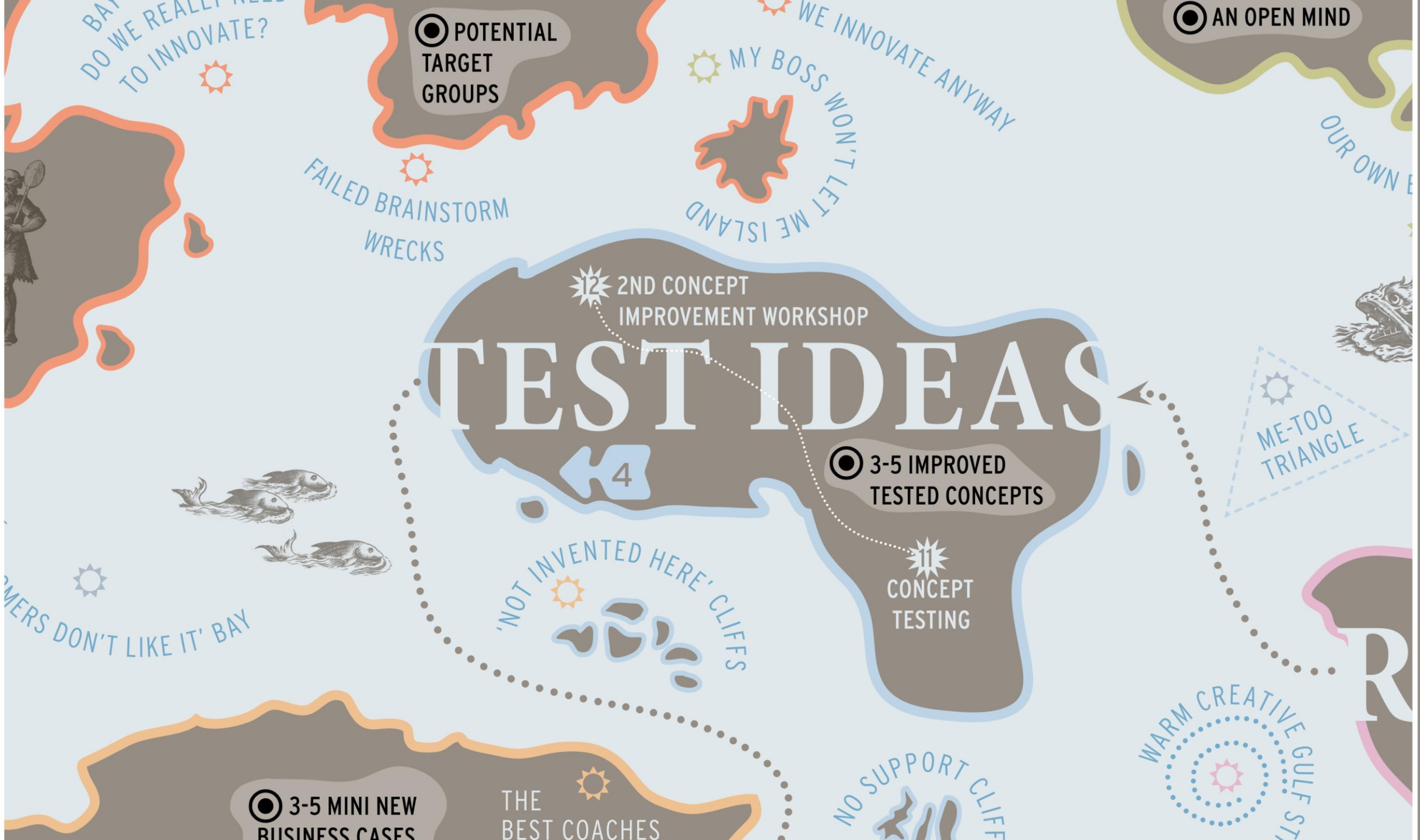
PEASANTS DON'T LIKE IT' BAY

3-5 MINI NEW
BUSINESS CASES

THE
BEST COACHES

NO SUPPORT CLIFFS

WARM CREATIVE GULF STREAM





Customer Testing/prototyping

HOMECOMING

'CUSTOMERS DON'T LIKE IT' BAY

'NOT INVENTED HERE' CLIFFS

3 IMPROVED
TESTED CONCEPTS

11
CONCEPT
TESTING

NO SUPPORT CLIFFS

3-5 MINI NEW
BUSINESS CASES

THE BEST COACHES
ARE IN THE SANDS
WATCH TOWER

'WE CAN DO IT'
MIST

15 CONCEPT TRANSFER WORKSHOP

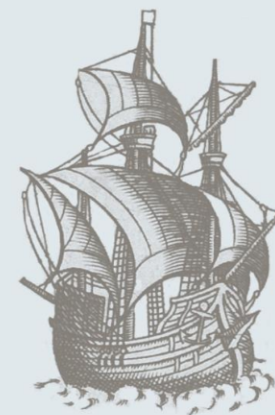
5

14 FINAL
PRESENTATION

13 4 MINI NEW BUSINESS
CASE WORKSHOPS

AN
INNOVATIVE
MINDSET

AN EFFECTIVE
IDEATION PROCESS



6 Takeaways

- Innovation assignment (Why, What, When, Where, Whom, Which)
- The right balance between technology and people.
- **Follow a structured process!**
- Co-creation – a team effort
- Differentiate between operational excellence and innovation excellence
- Does it serve the Job To Be Done: A better future for all in South Africa