INNOSIGHT
STRATEGY AND INNOVATION AT HURON

Building New Operating Models: the Art and Science of Digital Execution

September 2019

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CIO EDGE: WHAT ARE YOUR BARRIERS TO SUCCESS?

“Internal conflict, legacy, budgets, inability to transform and unclear ROI are the five reasons for CIOs’ IT initiatives to fail or to be dismissed.”

Top five barriers…

Conflicting business priorities among departments	Legacy mindset & processes	Lack of budget for transformational initiatives	Interdepartmental communication & collaboration	Difficulty demonstrating the ROI of tech spend or performance

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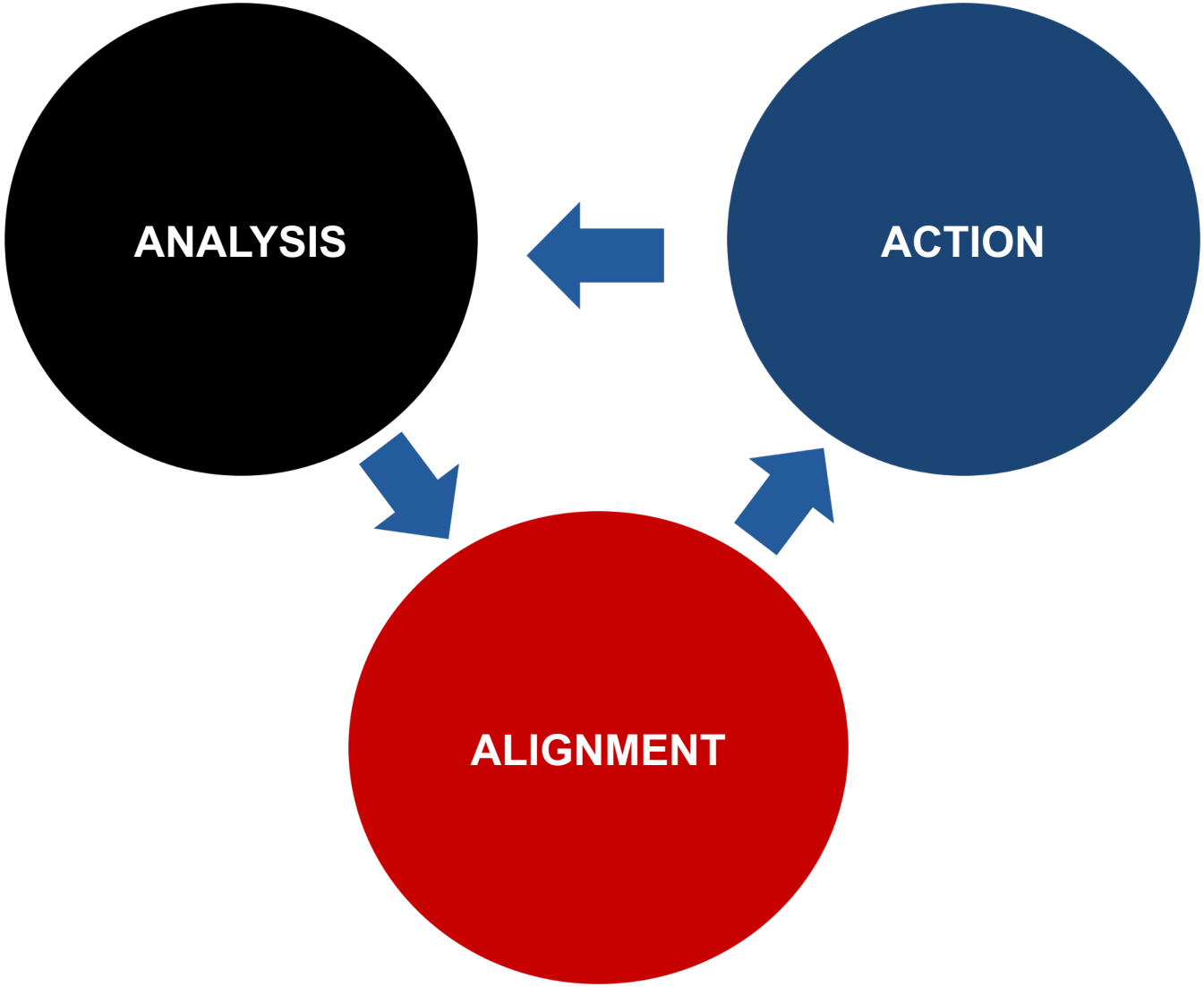
Lack of leadership alignment: Companies can't manage the cadence of solution development and alignment



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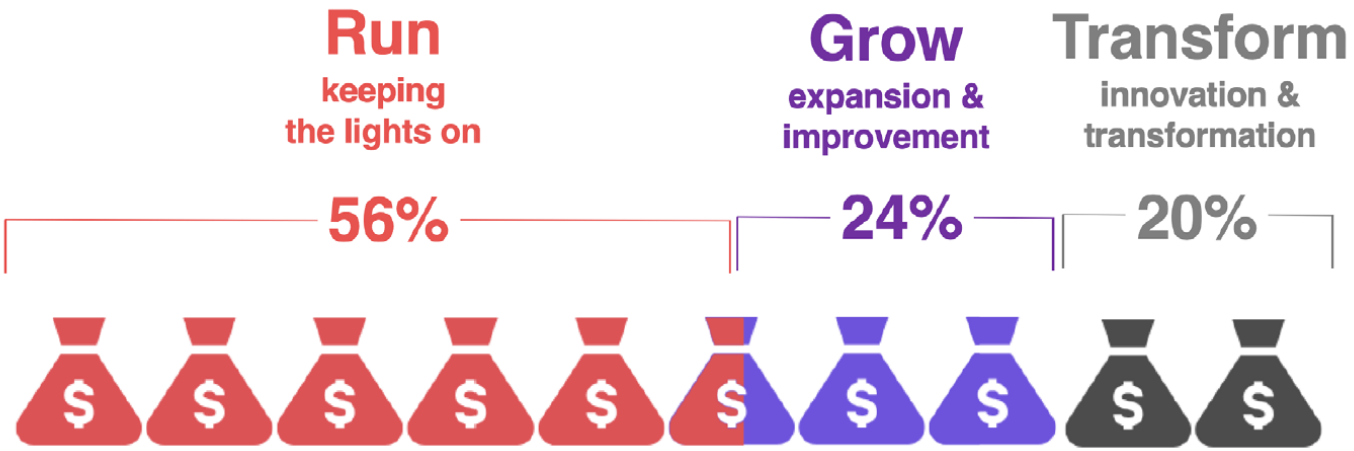
Growth and transformation are a major part of the CIO agenda. . . But what do they mean?

What percentage of the IT budget is allocated to..



SOURCE: ADAPT CIO Edge Sep 2019. Sample Size 164 Australian & New Zealand CIOs

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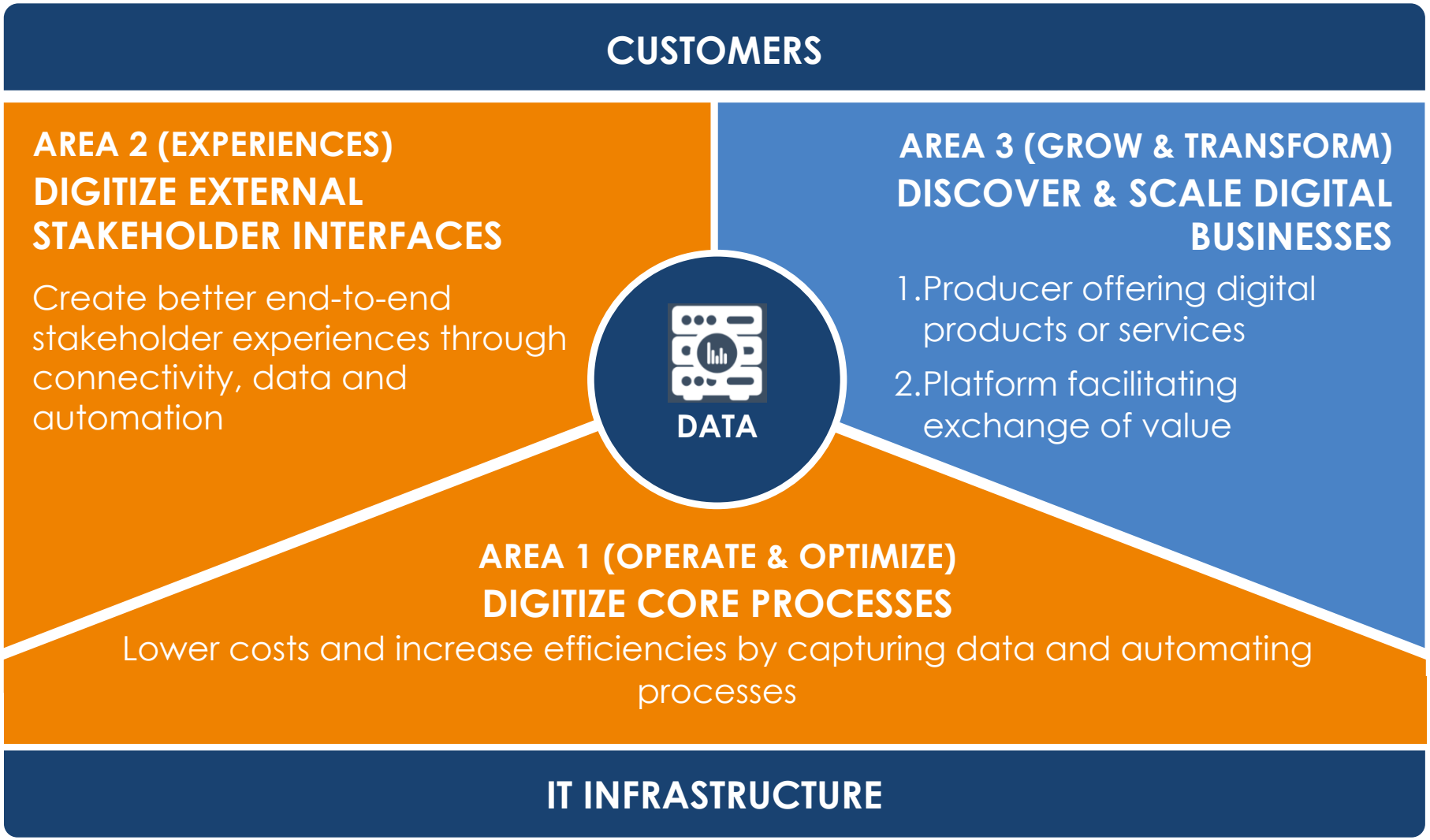
Companies must be clear about the priorities of their digital strategy



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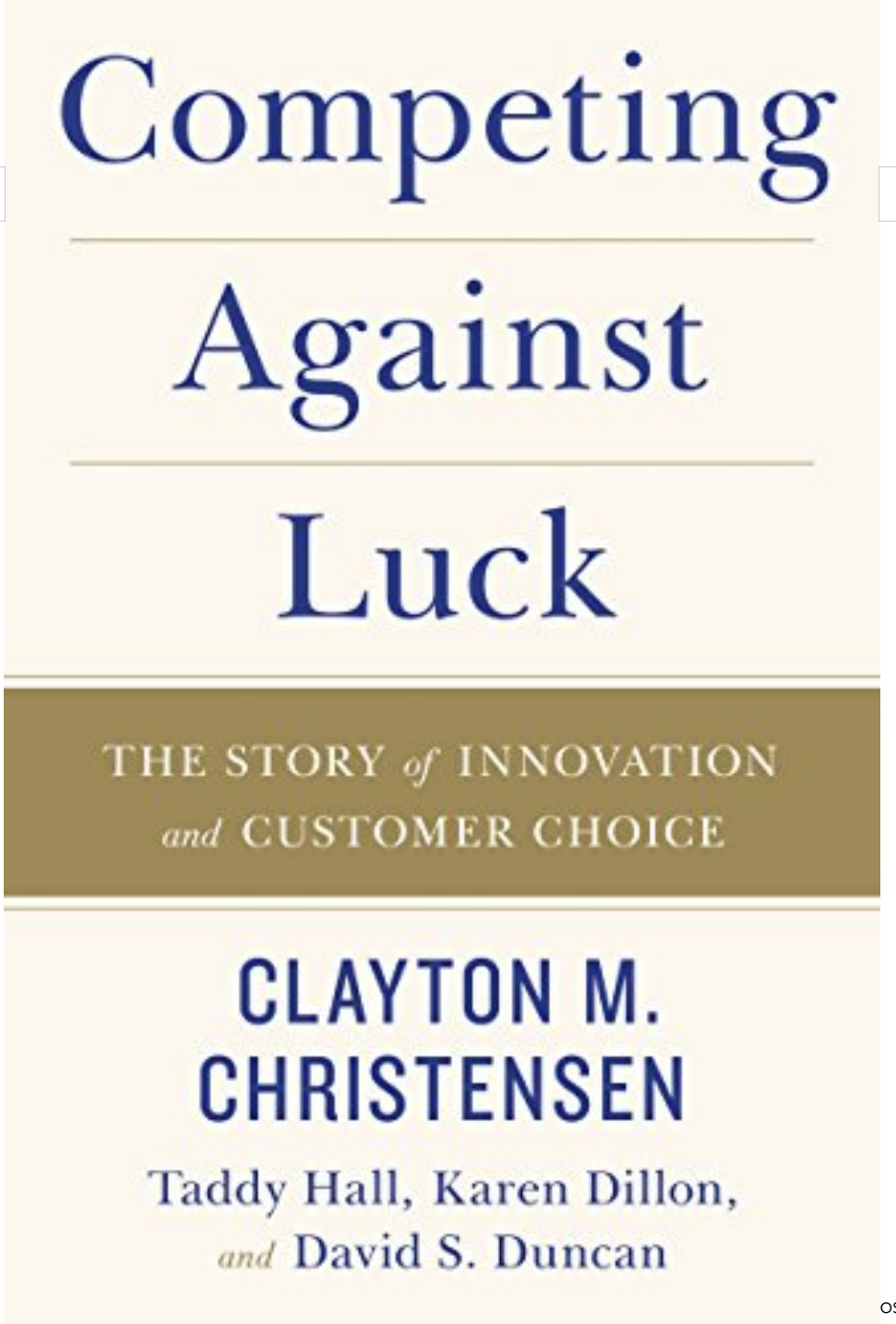
Competing
Against
Luck
THE STORY of INNOVATION
and CUSTOMER CHOICE
CLAYTON M.
CHRISTENSEN
Taddy Hall, Karen Dillon,
and David S. Duncan

Priority JOBS are both important and high value

IMPORTANT

Failure to satisfy the job has significant consequences

+

HIGH VALUE

A **large number** of customers can pay a reasonable amount to satisfy this job

OR

a small number is **willing to pay a lot** to satisfy the job

=

Priority Job

Customer evaluate solutions to their JOBS to be done based on dynamic performance criteria that changes as certain performance criteria becomes commoditized

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The parable of the white sneakers. . .

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The parable of the microwave. . .

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DISRUPTION:

A NEW WAY TO SOLVE AN OLD PROBLEM

(by leveraging business models and technology and attacking form below)

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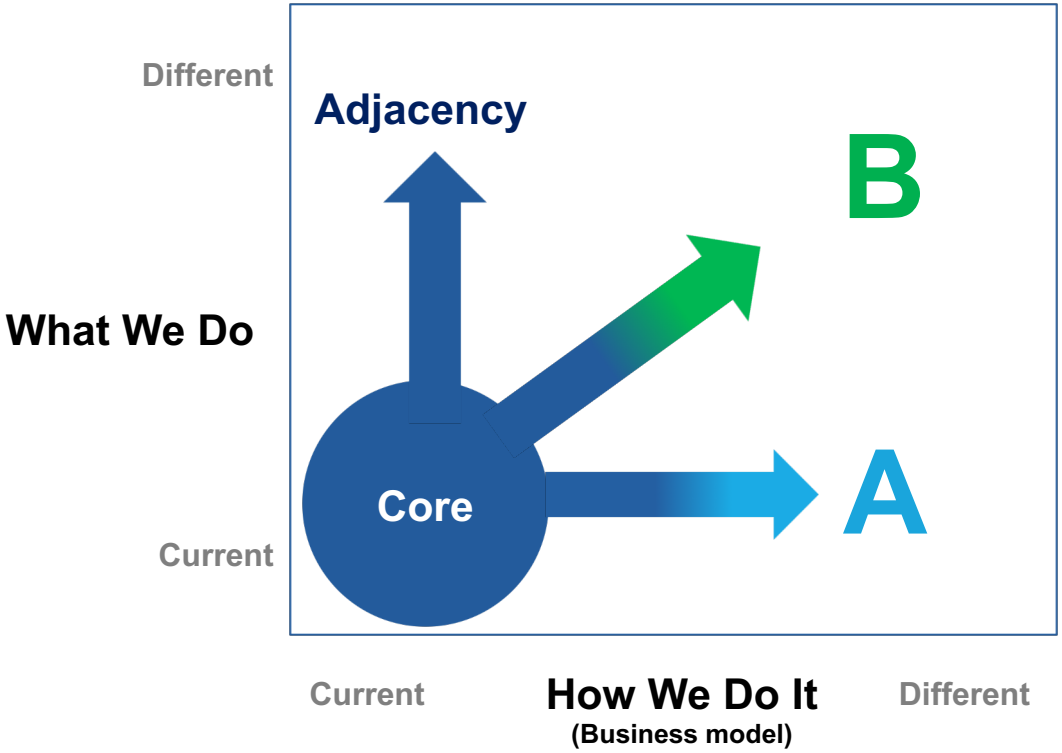
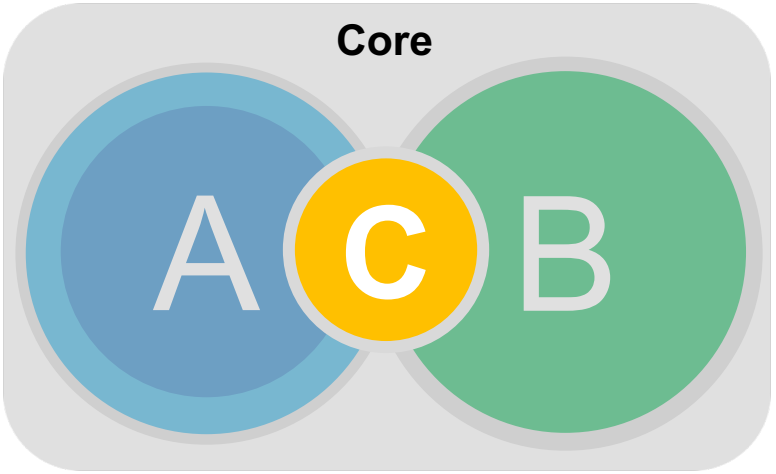
Innosight's Dual Transformation Framework provides a powerful lens to categorize Area 3 initiatives





What capabilities or assets will we leverage?

Das Auto.

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Hyperdrive

Volkswagen's Road to Riches or Ruin Starts in This Factory

The company's facility in Zwickau will be the first in the world to seamlessly switch from combustion engines to electric ones.

By Christoph Rauwald
September 6, 2019, 2:00 PM GMT+10

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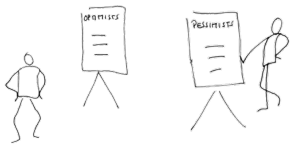
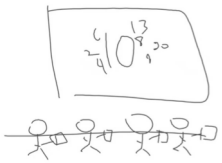
Real leadership alignment around new growth is both critical and rare

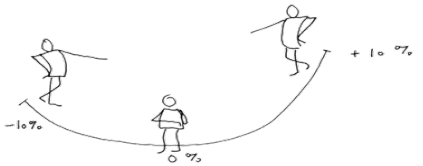
Optimists Vs. Pessimists



State Your Case



Walk the Line



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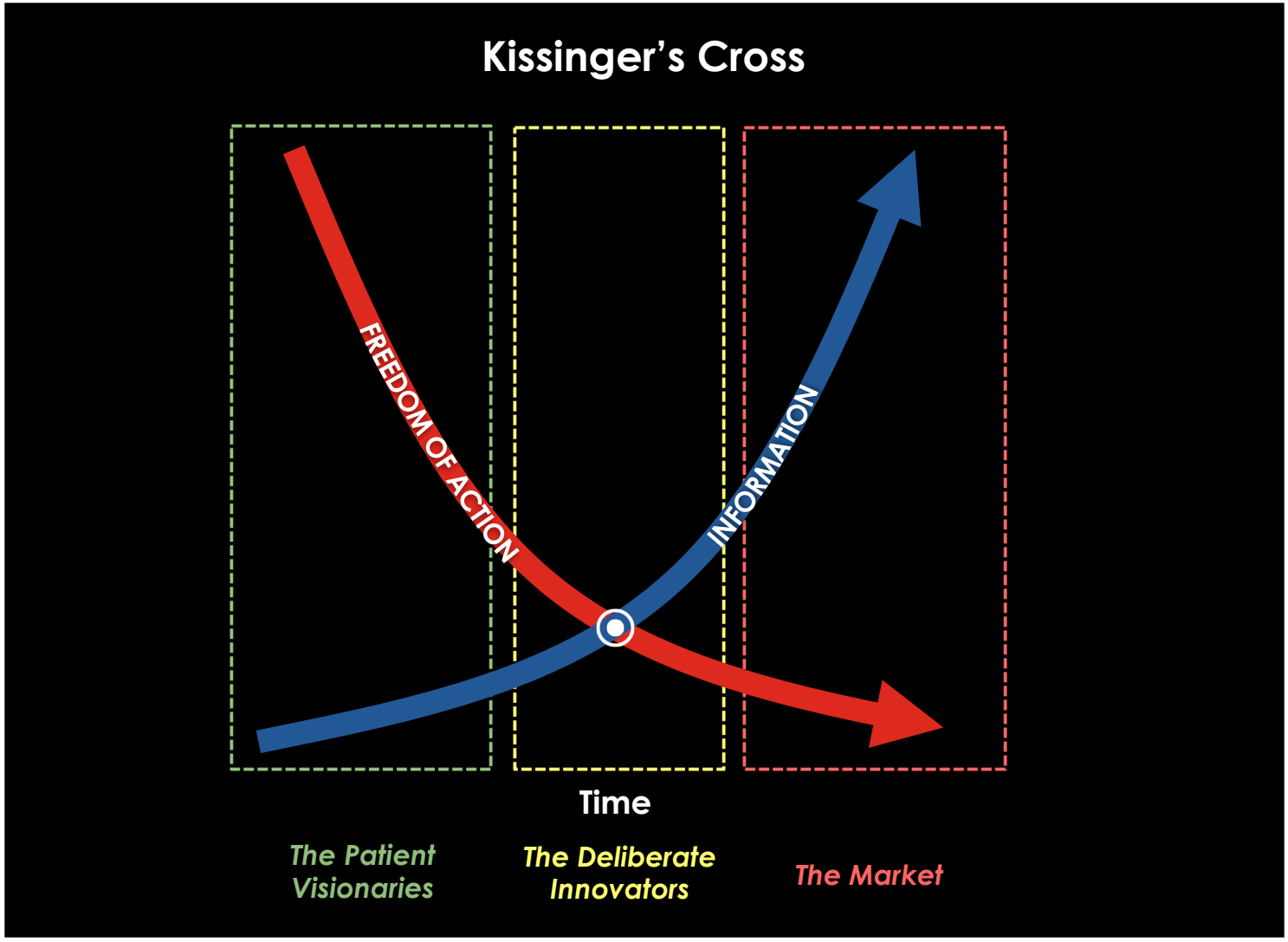
If we wait for perfect information, we will have no freedom of action



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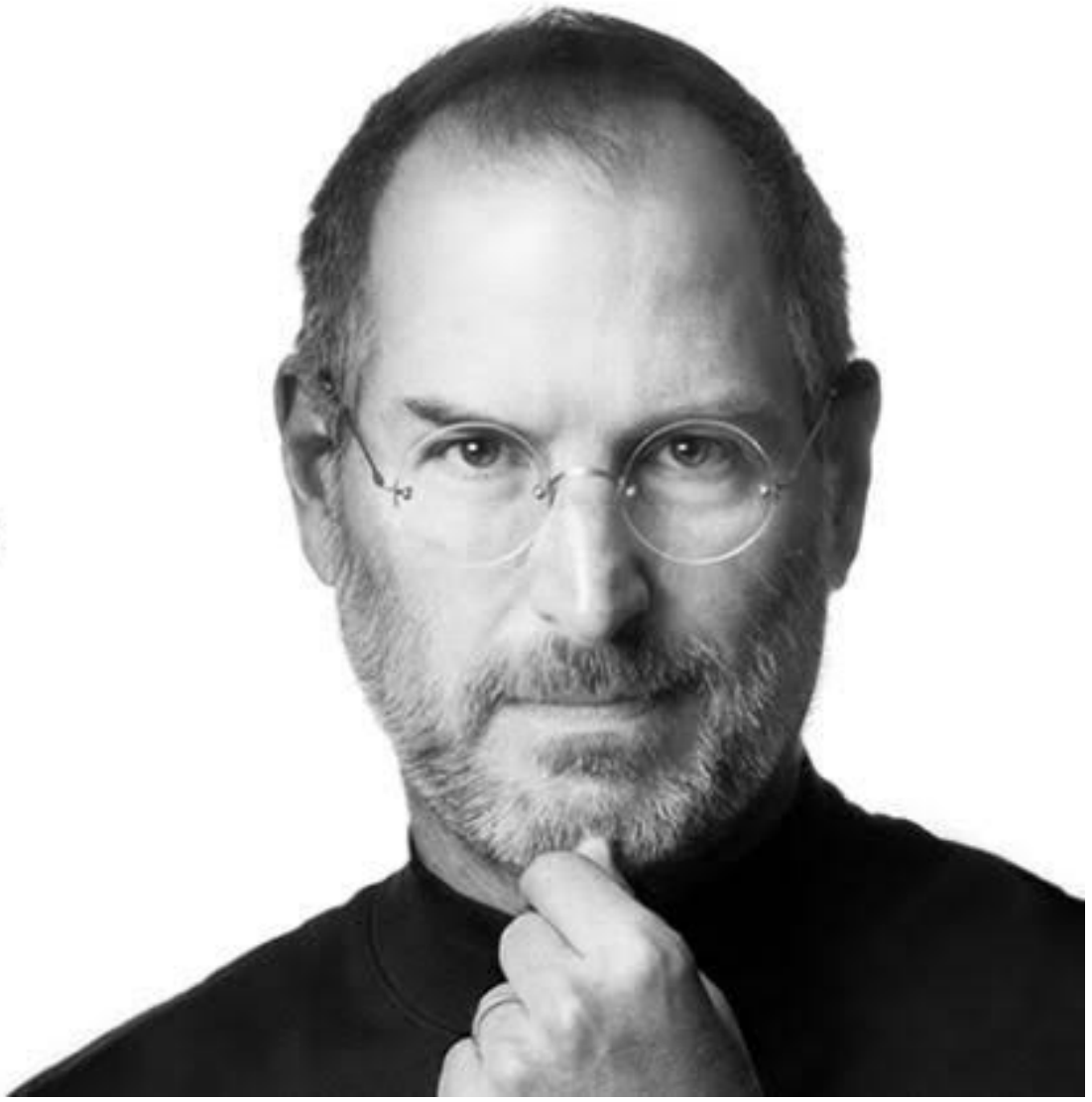
What is the most important word in innovation ?

Steve Jobs
1955-2011



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THANK YOU