

# Toggling!

Enhancing Your Strategic Capabilities to Step-change Your Innovation Results  
January 15, 2019 04:00 PM CET



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3. You may **full screen** the video or PPT at any time by clicking the 4 arrows at the top right of the screen
4. Complete the brief **evaluation** at the end so we can incorporate your feedback into future programs
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## Panelists:



**Pam Henderson, Ph.D.**

cofounder and CEO  
NewEdge, Inc

Pam Henderson, Ph.D., is CEO of NewEdge, Inc., a growth, strategy and design firm that advises companies across every industry including over 75 Fortune 500 and 50 startups and non-profits. Pam pioneered Opportunity Thinking™ principles, a new approach to innovation that helps organizations...[Full Bio](#)



**John Metselaar** (Moderator)

Program Director and Senior Fellow  
The Conference Board

John Metselaar leads Europe's Innovation Council, which is based in Brussels. He also serves as a senior fellow in innovation, leadership, strategy, culture and change, as well as digital transformation. Metselaar is professor of management practice in "Leading and Living Innovation...[Full Bio](#)

# TOGGLING!

Enhancing Your Strategic Capabilities to Step-  
Change Your Innovation Results

With DR. PAM HENDERSON  
CEO NewEdge, Inc.

## Introduction and Quick Facts

- Growth Strategy and Innovation Firm
- Corporate / Digital / Innovation / Product / Process / Capability
- Opportunity Thinking
- Founded 2002
- Global work
- Ecosystem: 4,000+



# How do you Build Strategic Capabilities?

- Job rotation
- “High potential” special projects
- Training



## What is toggling? And How does it help?

- Moving between different ways to frame questions
- Increases strategic considerations
- Opportunity Thinking™ provides these frameworks



- Fourth printing
- Translated into Chinese and Korean
- Cited in other business books
- Listed as top business book in US / China

# Four Ways to Toggle Using Opportunity Thinking

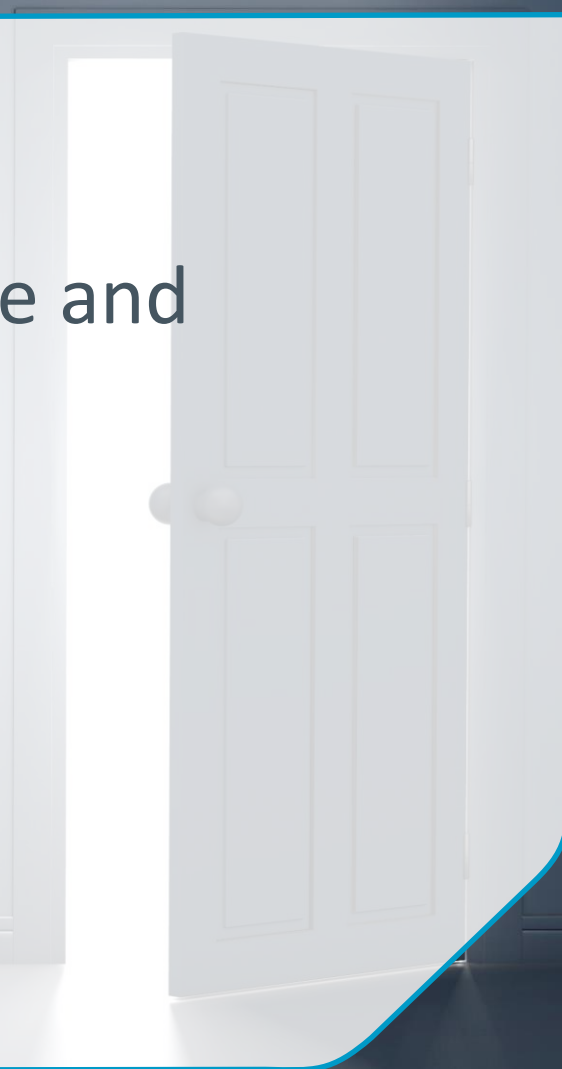
- Outside-in vs Inside-out
- Top-down vs. Bottom-up
- Strategy vs. Structure
- Engineering vs. Scientist

Outside-In vs.  
Inside-Out



## Outside-In vs. Inside-Out

- Biased towards inside-out
- Outside-in requires new discipline and frameworks
- Definition of opportunity helps!



# op·por·tu·ni·ty

Latin OB PORTU (1375-1425)



# op·por·tu·ni·ty

Latin OB PORTU (1375-1425)

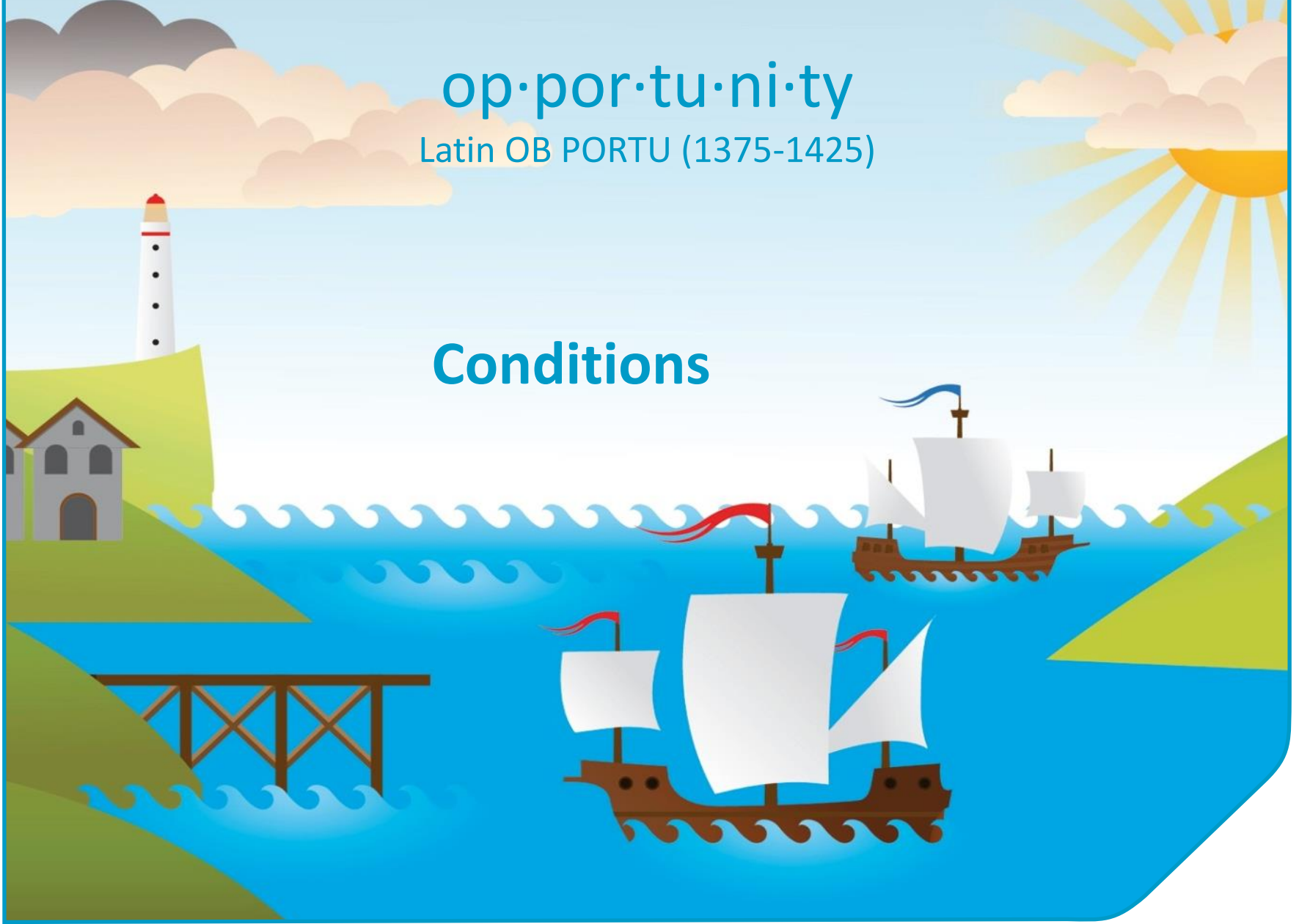


**Value Propositions**

op·por·tu·ni·ty

Latin OB PORTU (1375-1425)

## Conditions





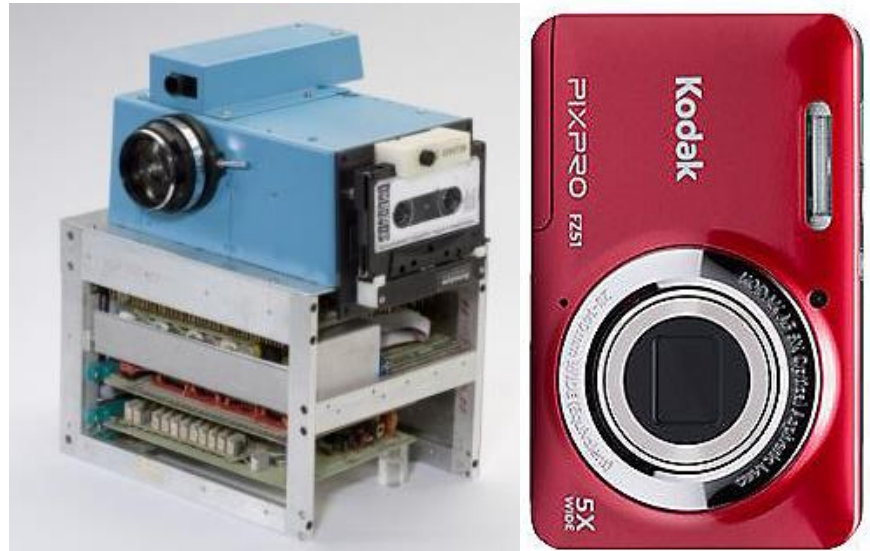
# Opportunity = Need + Value + Conditions



Need



Value



Conditions in 1975



# Opportunity Definition

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## Inside-out –

- **Value *today*:** What can we make?

## Outside-in –

- **Conditions:** Trends
- **Needs:** Customer-focus
- **Value *future*:** New capabilities & offers





**DSM**

BRIGHT SCIENCE. BRIGHTER LIVING.

Nets



Fishing Line



Rope



Dyneema had exhausted  
its initial markets

---



Conditions: Outside In

**MORE...**

**MORE**

**EXTREME**



**MORE**

**DANGEROUS**

MORE

SCARCE

**MORE**

**REMOTE**

**MORE**

**SUSTAINABLE**

**MORE**

**GLOBAL**

# Needs: Outside-In



# Value *Future*: outside in and inside out



The Cuben Si2



# Value Future: outside in and inside out



Opportunity Thinking leads to more Strategic Thinking by using Outside-In thinking to stretch Inside-out thinking



Embedding the  
definition of  
Opportunity forces  
Outside-In & Inside-Out  
thinking

---

*And is easy to adopt across  
an organization*



Top Down  
vs.  
Bottom Up





## Top-down vs. bottom-up

- Top-down – Opportunities
- Bottom-up – Ideas
- Opportunity thinking principle: Opportunities vs Ideas

An idea is like a koi fish...





Opportunity is the pond...

A photograph of a pond with several large, purple lotus leaves floating on the water. In the center, a large orange koi fish is swimming. Two purple lotus flowers are visible: one is in full bloom, and the other is a bud. The water is dark green and reflects the surrounding foliage.

*If you want a  
BIG fish...  
find a BIG pond!*

*If you want a  
BIG idea...  
find a BIG opportunity!*

Opportunities or ideas?







Opportunity:

Engaging a younger audience in the brand and decorating with color



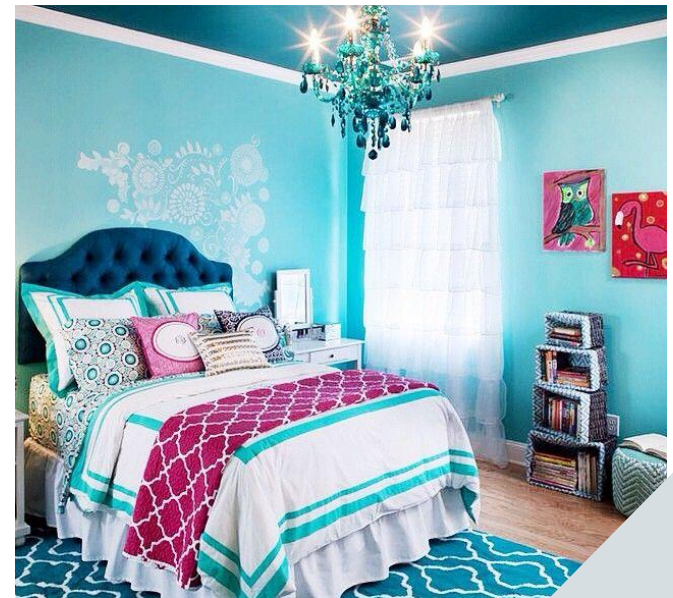
Idea:



Top down: Opportunities

Bottom up: Ideas

Toggling makes both bigger

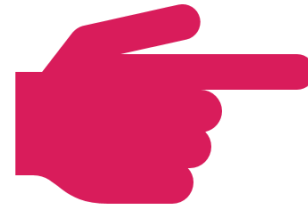


Strategy  
vs.  
Structure





Strategy = Opportunity



Structure = Ways to  
execute against  
Opportunity



Structure follows  
strategy



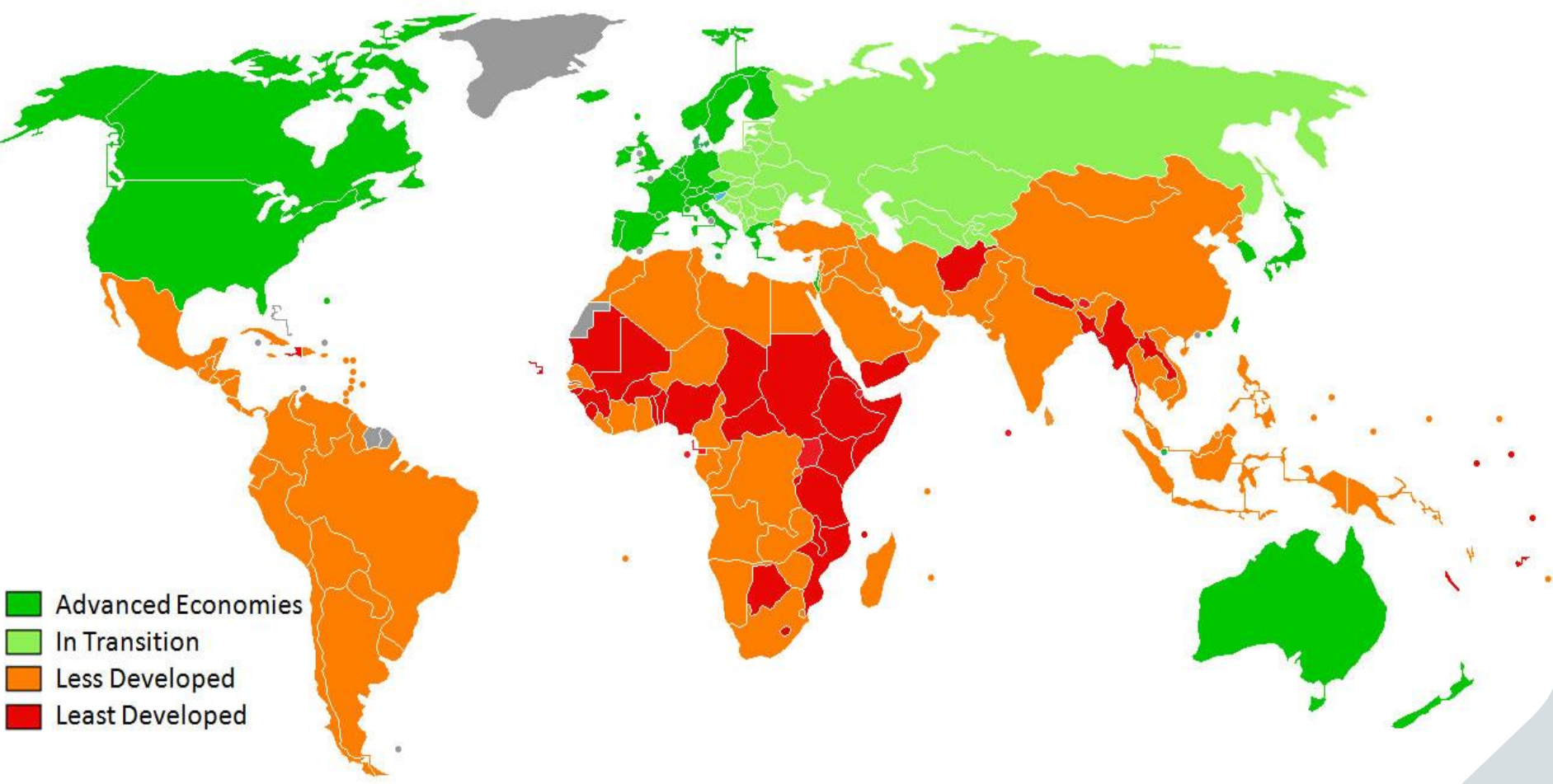
Not the other  
way around



Structures can  
restrict  
opportunity



*P&G*



- Advanced Economies
- In Transition
- Less Developed
- Least Developed



A photograph of four babies sitting on a white surface. From left to right: a baby with dark skin and curly hair, a baby with light skin and blue eyes, a baby with light skin and blue eyes, and a baby with light skin and blue eyes who is crawling. The text "Baby Care can't win in Africa" is overlaid in white, centered over the middle two babies.

Baby Care can't win  
in Africa

Strategy = Opportunity informed by *all* the conditions



- Poverty not changing
- Traditional business models fail
- Social entrepreneurship



## Needs





Strategy = Opportunity informed by *all* the needs

- Water over hygiene
- But hygiene saves lives too
- Access to rural areas

# Opportunity opens our eyes to new Structures

- PUR
- Pampers
- All P&G hygiene products
- Social Entrepreneurship
- P&G as the brand
- Transportation of goods

The image features a vibrant blue background. A horizontal line across the middle represents the surface of water, with a bright, shimmering reflection. Below this line, numerous bubbles of various sizes are scattered throughout, some appearing to rise or fall. The overall aesthetic is clean and refreshing.

**PUR**



Toggling between strategy and structure led to

- Largest Channel in Rural Africa
- Lives saved through clean water and hygiene





Engineer  
vs.  
Scientist Mindsets



Engineers live within the Boundaries



Scientists test the boundaries



# Innovating on VALUE!

- Opportunity = Need + VALUE + Conditions
- Biased toward Scientific Mindset (no bad ideas)
- Ignores constraints till too late
- Fails without both perspectives





# PEPSICO



- Consumer homes
- Markets
- Restaurants
- Grocery stores
- Scavenger hunts
- Consumer groups







Needs







Value



# Value Proposition Dimensions

Homogeneous ————— Heterogeneous

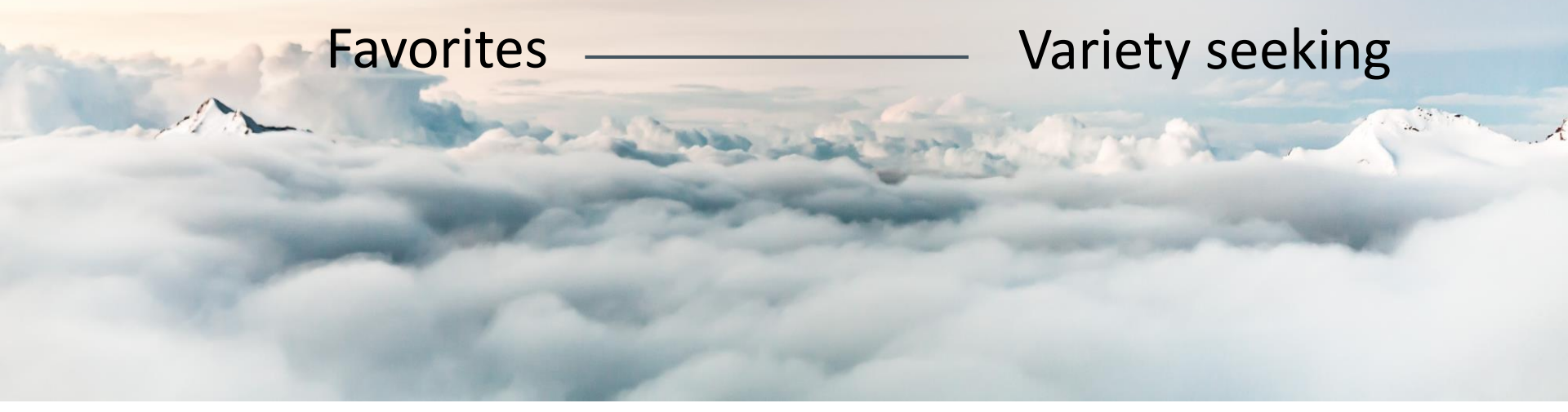
Stable Supply ————— Volatile Supply

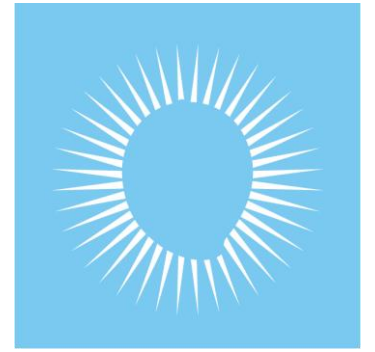
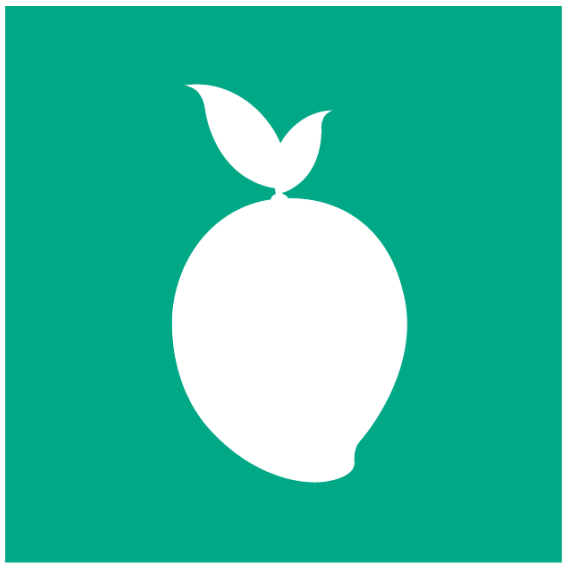
Mainstream ————— Edgy / Sexy

Off the shelf Pack ————— Custom pack

Availability ————— Scarcity

Favorites ————— Variety seeking

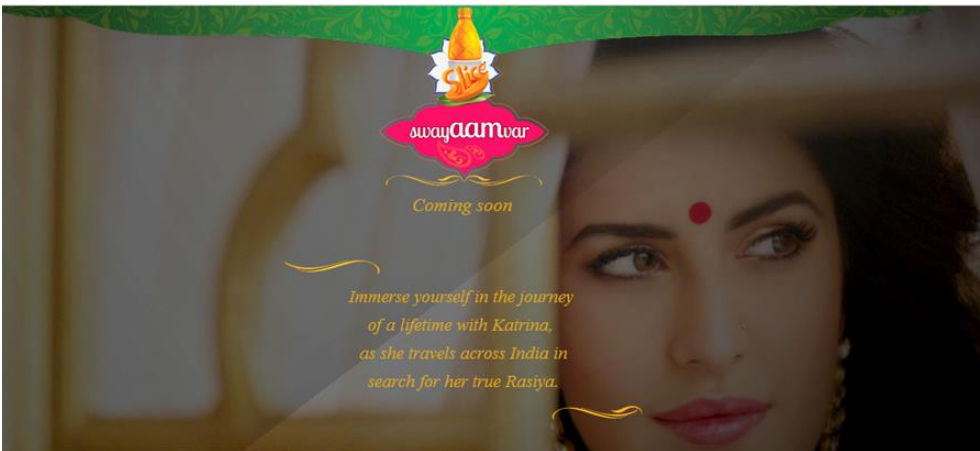
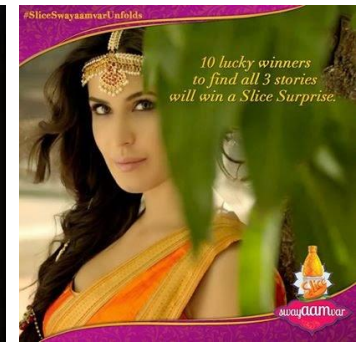
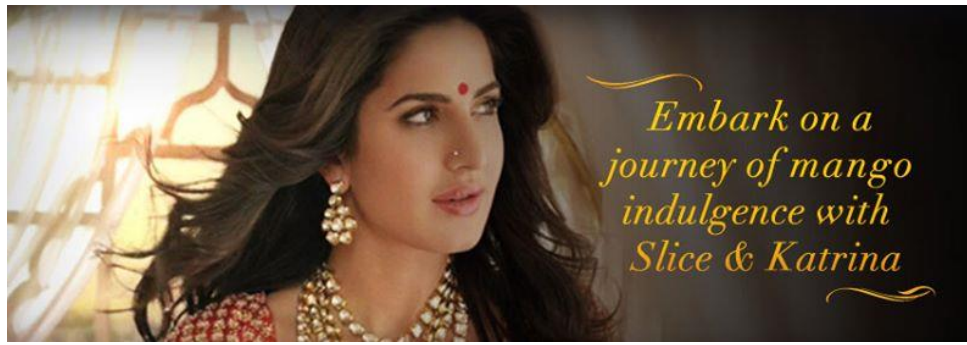




# Rapid Brewery: Build - Test - Build









# PEPSICO

30% time saved  
9 months saved



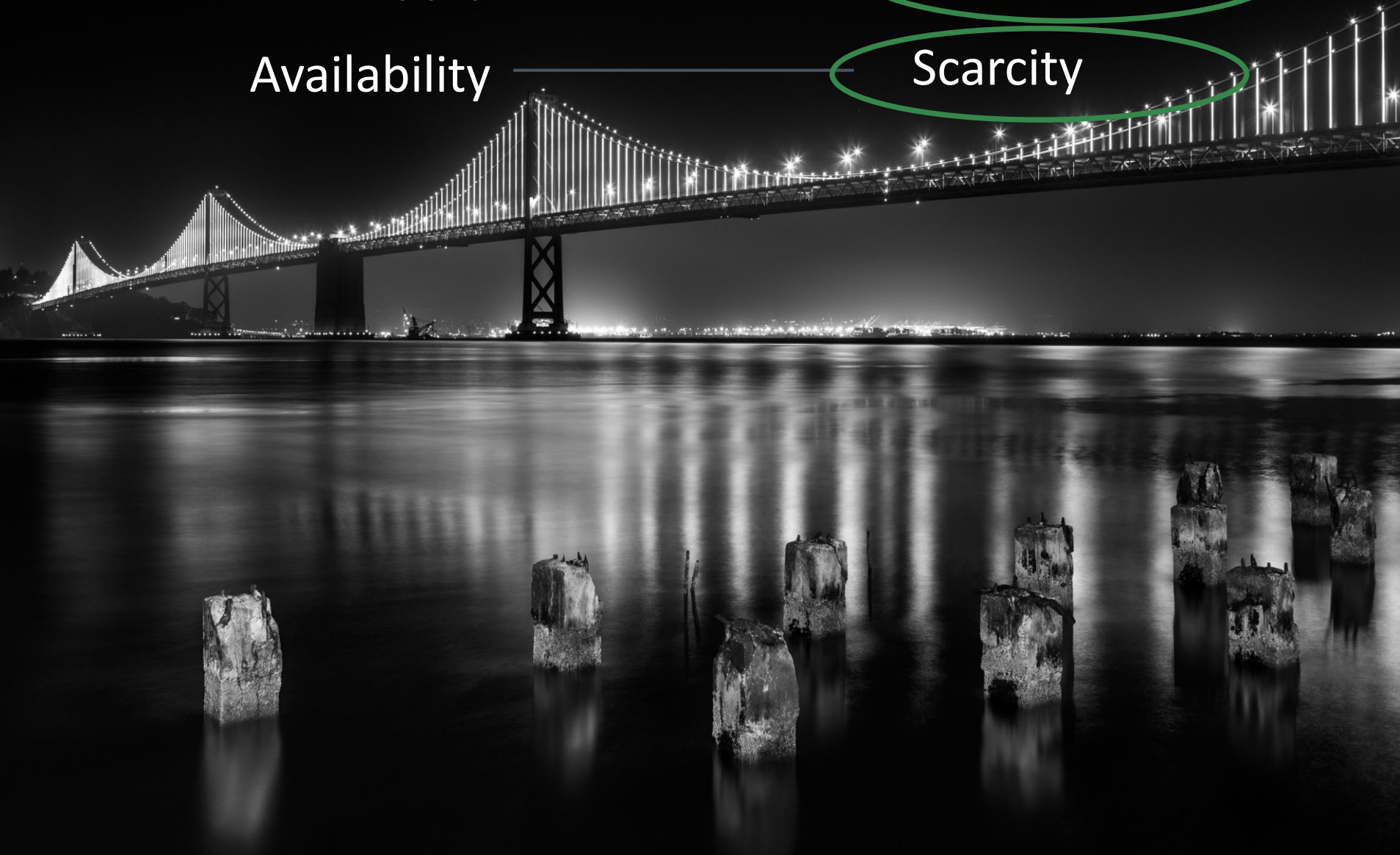
# Engineer: Working within the Boundaries

Stable Supply

Volatile Supply

Availability

Scarcity





# Scientist: Pushing the Boundaries

Homogeneous



Heterogeneous

Mainstream



Edgy / Sexy

Off the shelf Pack



Custom pack

Availability



Variety seeking



Value Dimensions allow us to both live within and stretch boundaries



... creating innovations that are both executable and breakthrough

# Key Takeaways



A man in a dark suit and light-colored shirt stands with his back to the camera, looking out over a landscape where a road splits into two paths. The scene is set in a valley with mountains in the background under a cloudy sky. The overall image has a blue and green color palette with a semi-transparent white overlay containing text.

Toggling between multiple perspectives creates more strategic thinking



## Opportunity = Need + Value + Conditions

- Forces Outside in and Inside out
- Promotes growth

## Toggling between Opportunities and Ideas

- Top-down and bottom-up thinking
- Increases strategic creativity



## Moving between Opportunities & Structures

- Leads to new opportunities
- Enables building new capabilities



## Using dimensions to stretch and bound value

- Allows both Scientific and Engineering mindsets
- Builds innovations that are breakthrough and executable





Improve your organization's strategic thinking... we can help

High potential projects



Training & Team Sessions



Book

[www.new-edge.com](http://www.new-edge.com)

## Related Peer Networks:

### Innovation Council

The European Council on Innovation (formerly the European Council on Research, Development & Innovation) is a network of leaders in the area of technical innovation.

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# Webcast Evaluation

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