

## Serial Innovators

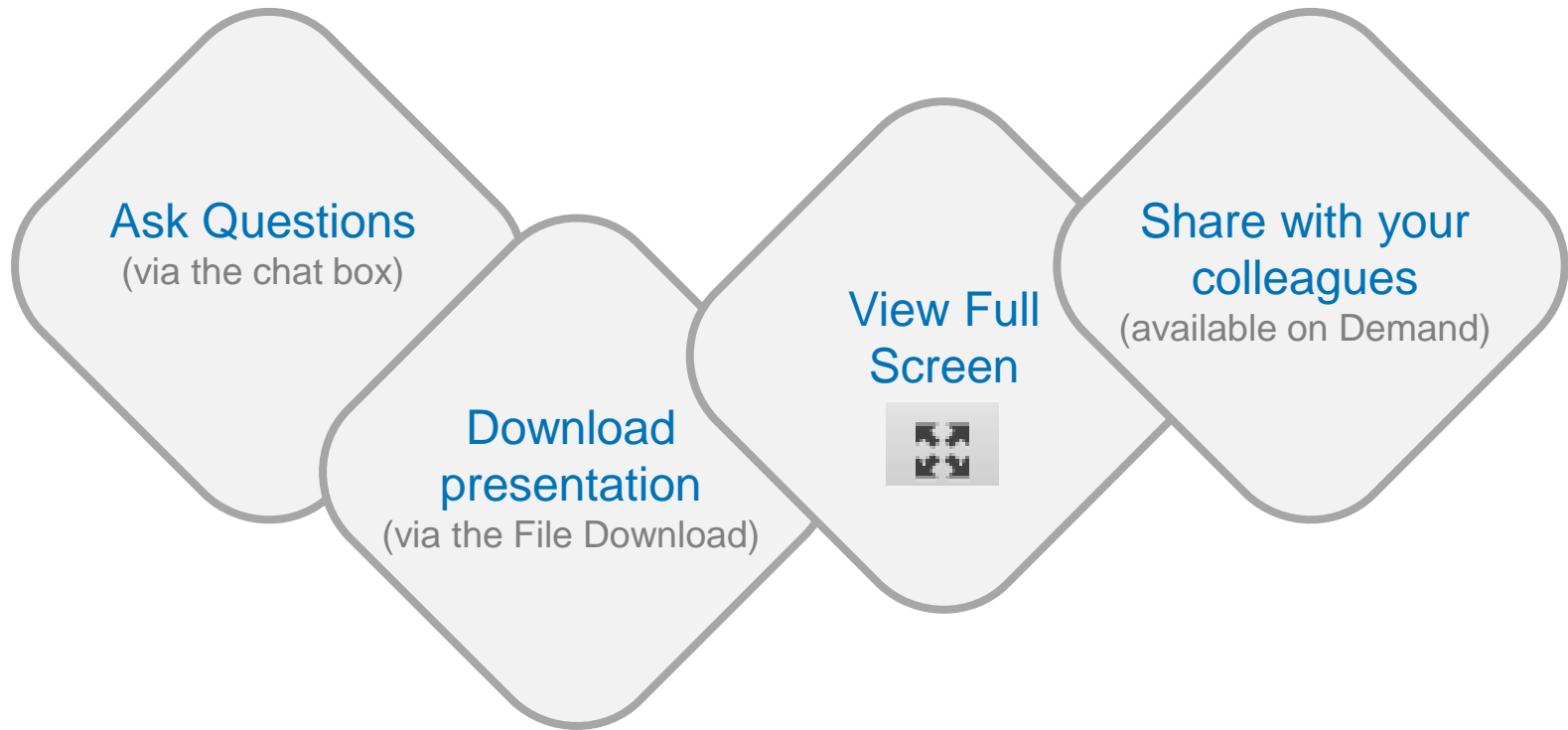
Who are they? What makes them stand out? How to manage them, and how to develop more of them - January 14, 2020



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## Panelists:



### **Bruce Vojak**

Managing Director

Breakthrough Innovation Advisors, LLC

Bruce Vojak founded Breakthrough Innovation Advisors, LLC in 2016 to help companies survive and thrive in a volatile, complex and increasingly ambiguous world. As a leading authority on Breakthrough Innovation, he brings a unique and powerful combination of deep and broad expertise, as well as a ...[Full Bio](#)



### **Nancy Dawes**

Serial Innovator/Product Brand Creator

Nancy Dawes is a Serial Innovator with roots in the CPG industry. Through her holistic innovation programs, she led major, breakthrough changes in the food (Pringles) and beauty (Olay) industries.

As a budding P&G innovator Nancy reinvented, reframed and tripled the Pringles brand by inn...[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](#)

# Serial Innovators

Who are they? What makes them stand out?  
How to manage them, and how to develop more of them.

**Bruce A. Vojak**

Researcher of Serial Innovators

Breakthrough Innovation  
Advisors, LLC

**Nancy C. Dawes**

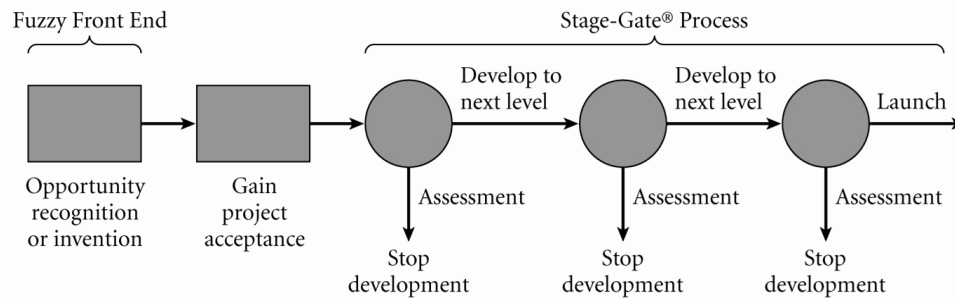
Serial Innovator from P&G

Nancy Dawes Consulting



# Objectives

- Compliment the widely-held “Process” view of innovation
- Integrate a “People” view of innovation into your thinking
- Enable more Breakthrough Innovation



# Outline

- Why Breakthrough Innovation?
- Serial Innovators: Why are they worth it and how do they work?
- Serial Innovators: The Olay story
- Serial Innovators: How to get the most from them
- Summary



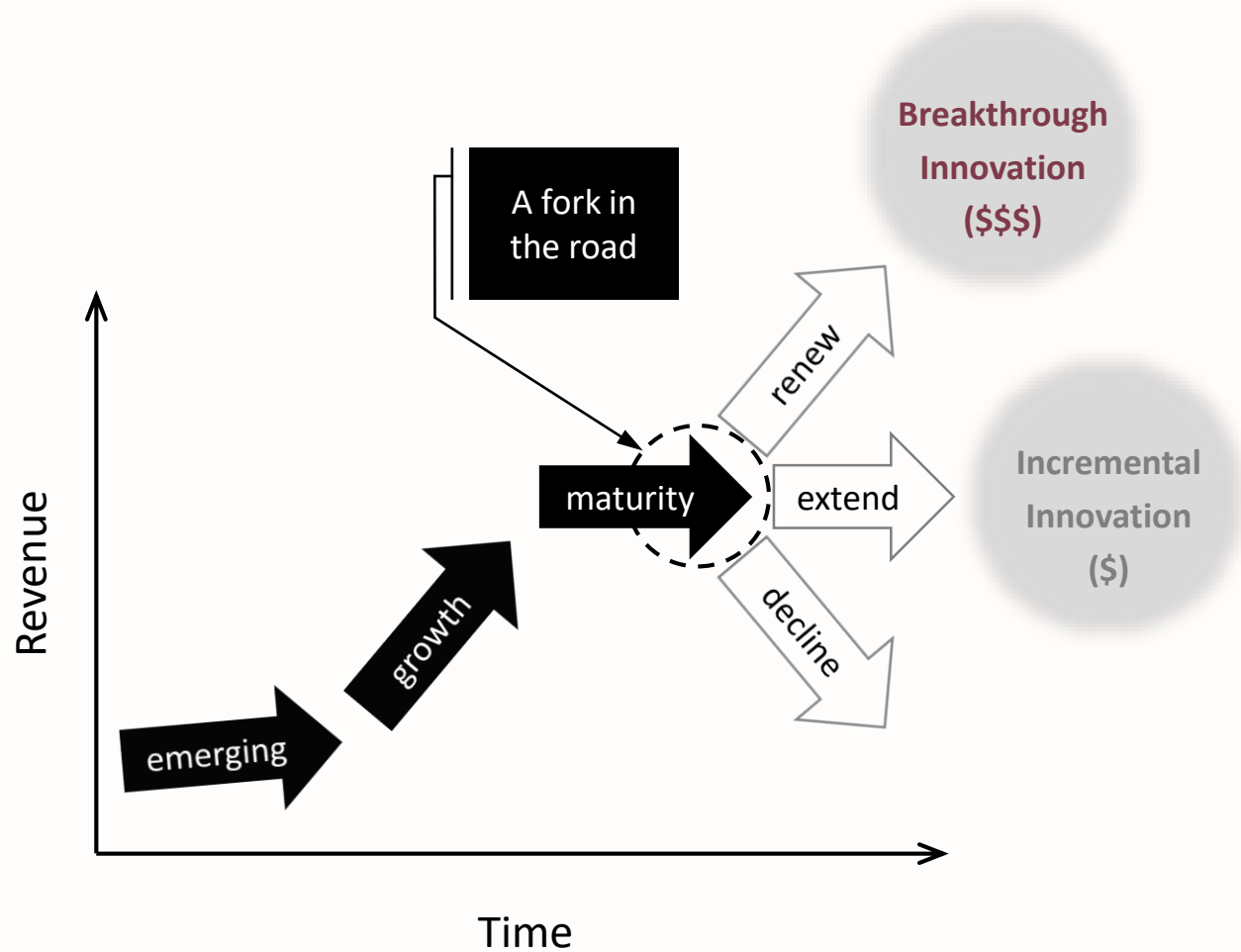
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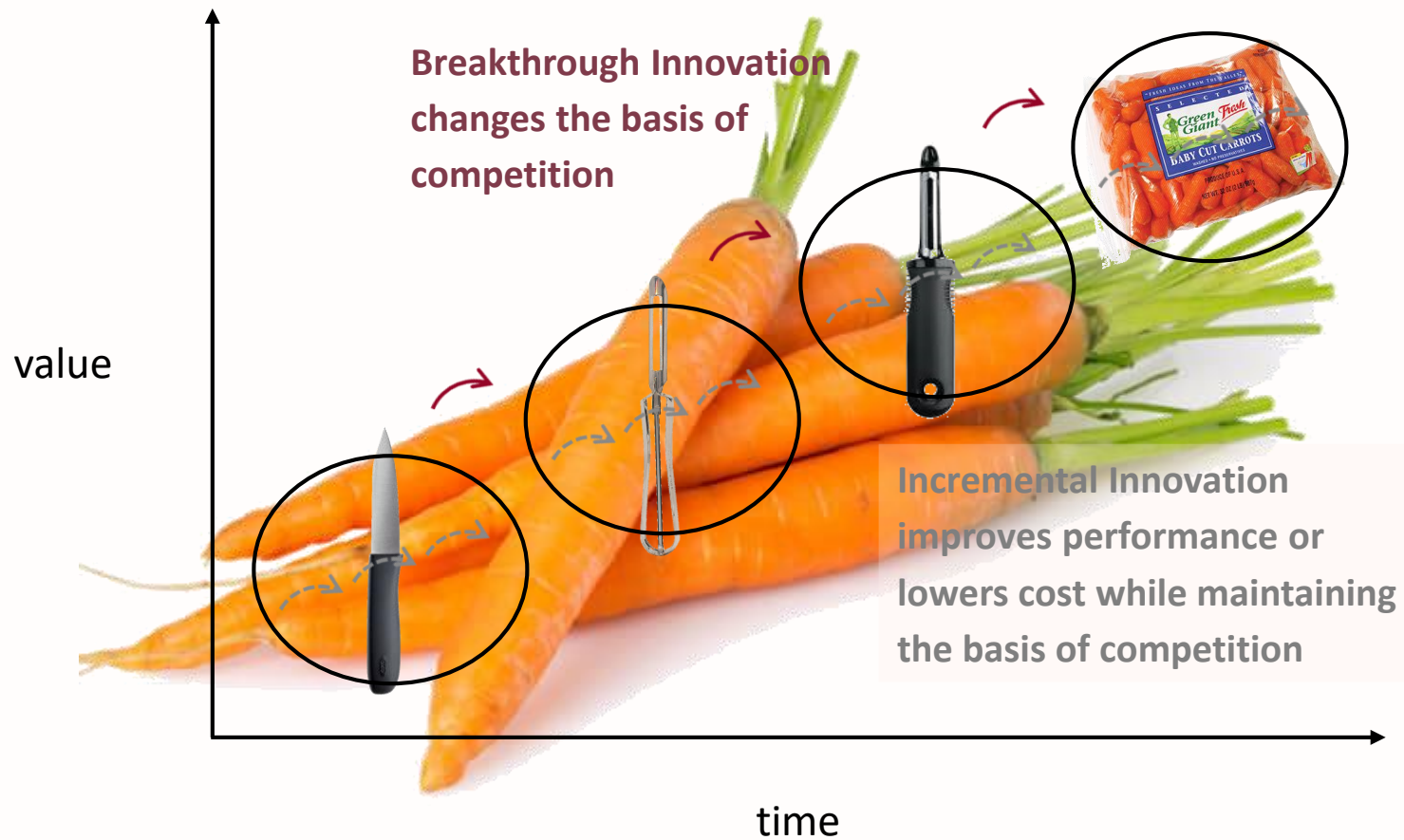




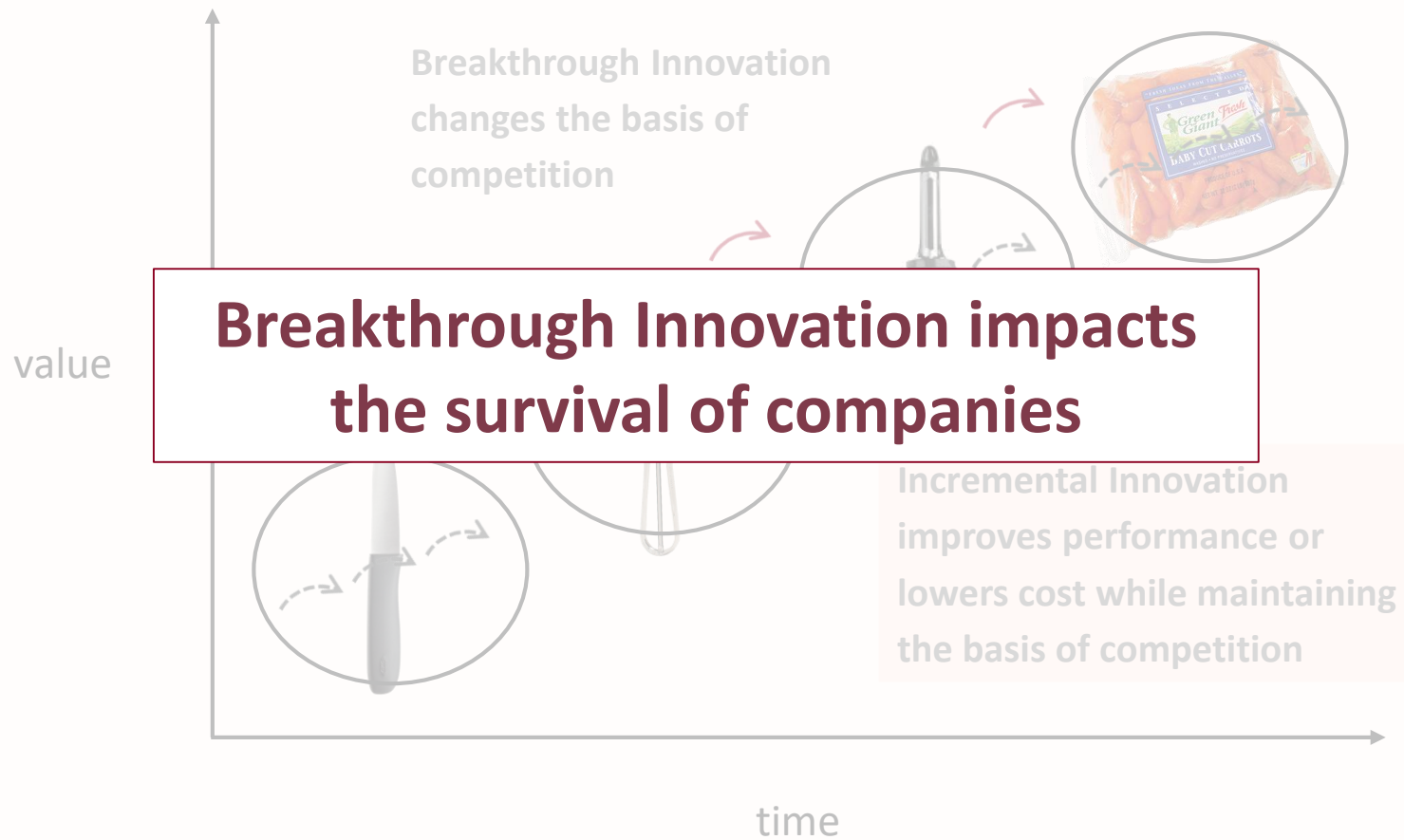
# Product or business life cycle



# Contrasting opportunities: Incremental and Breakthrough



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# A “People” view of innovation

- Observed rare individuals – Serial Innovators
  - Significant, repeated breakthrough impact on their companies and industries
  - ~ 1-in-1,000 in Fortune 50 companies
  - > 100X financial impact
  - “Most important people you never heard of”



**SAIC**



**CAT**



**P&G**



# A “People” view of innovation

- Observed rare individuals – Serial Innovators
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  - > 100X financial impact
  - “Most important people you never heard of”
- On the order of 175 in-depth interviews; 418 survey responses
- Broad industry coverage
  - Including: aerospace, automotive, computer, consumer products, electronics, engineering services, food products, heavy equipment, materials, medical equipment, and semiconductor



# Aren't they just entrepreneurs?

## 'Guy' in the garage

Insight Deep, broad, creative  
Initiative Make things happen

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Risk Lose everything  
Funding Can shop an idea  
Leverage VC's network  
Visibility Often glamorized

## 'Guy' in a large, mature company

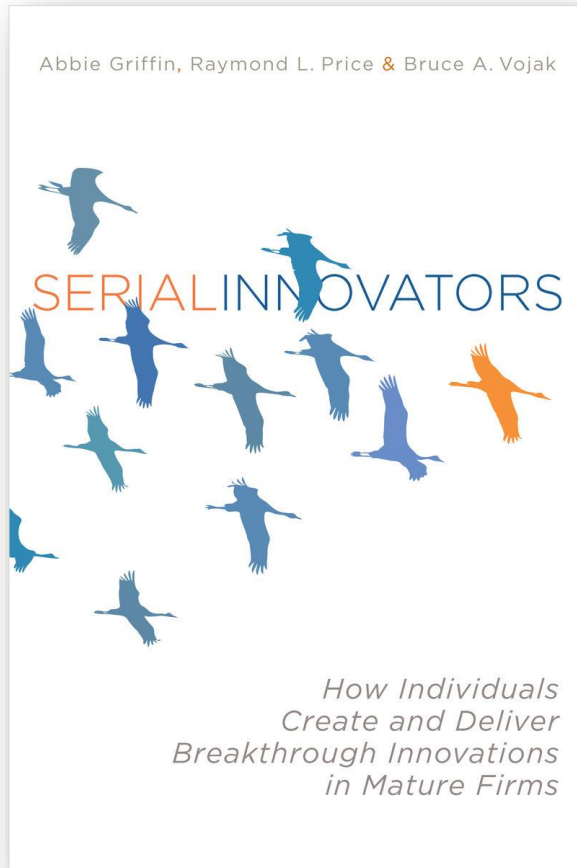
Deep, broad, creative  
Make things happen

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Lose a job  
Captive to the company  
Your company  
"The most important people  
you never heard of"



# Arising from this study



SERIALINNOVATORS



# Serial Innovators: What makes them stand out?

- How they engage ...
  - Problems
    - Curious, systems thinking, creative
  - Projects
    - Tenacious, see it through to completion
  - Politics
    - Motivated to solve customer problems
    - In business to create value (profit)
    - Accept responsibility to make things happen
    - Willingness and skill to convince others
  - People
    - Value people, see their strengths, enlist their help



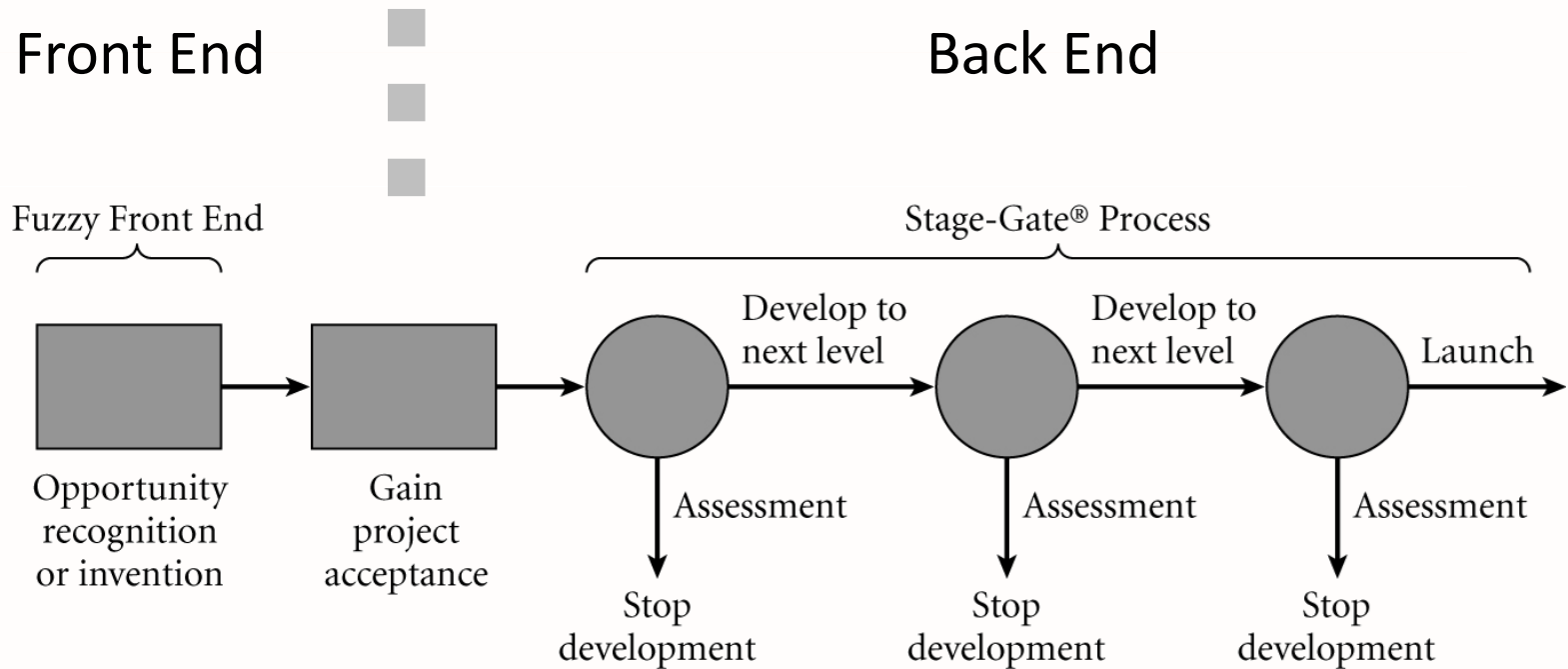
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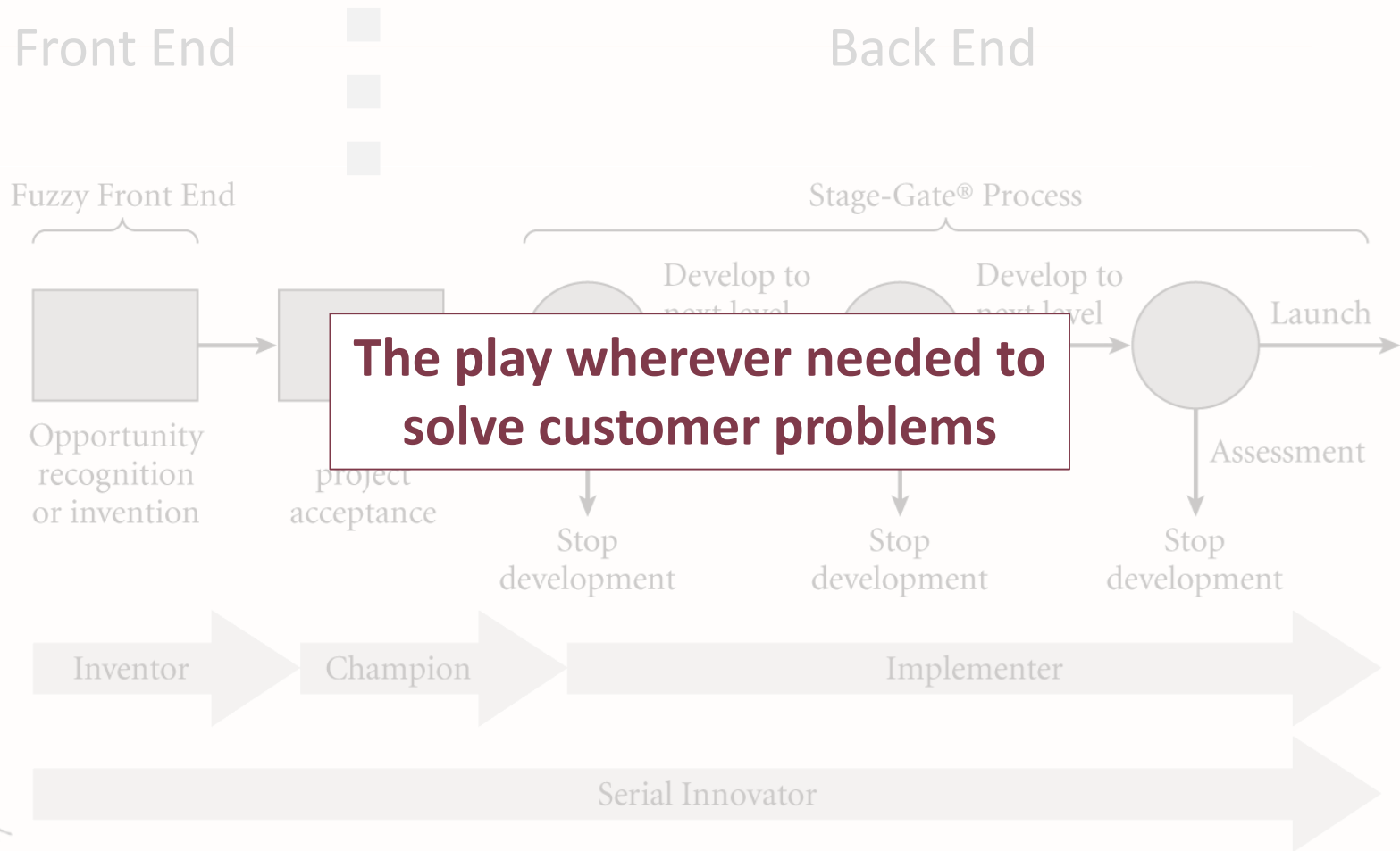
**It's the complete set  
of characteristics  
that makes them so  
powerful**



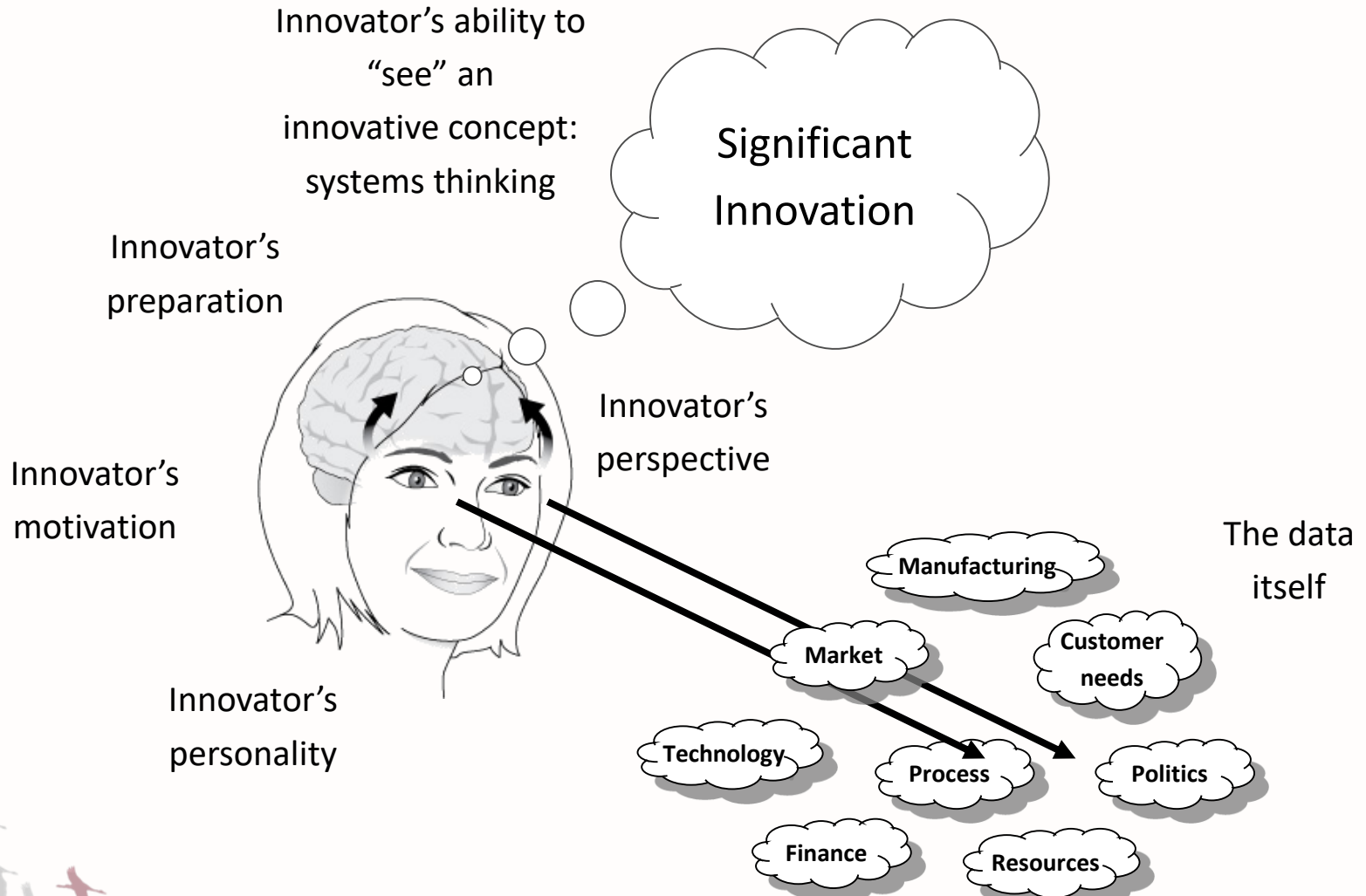
# Serial Innovators: Where do they play?



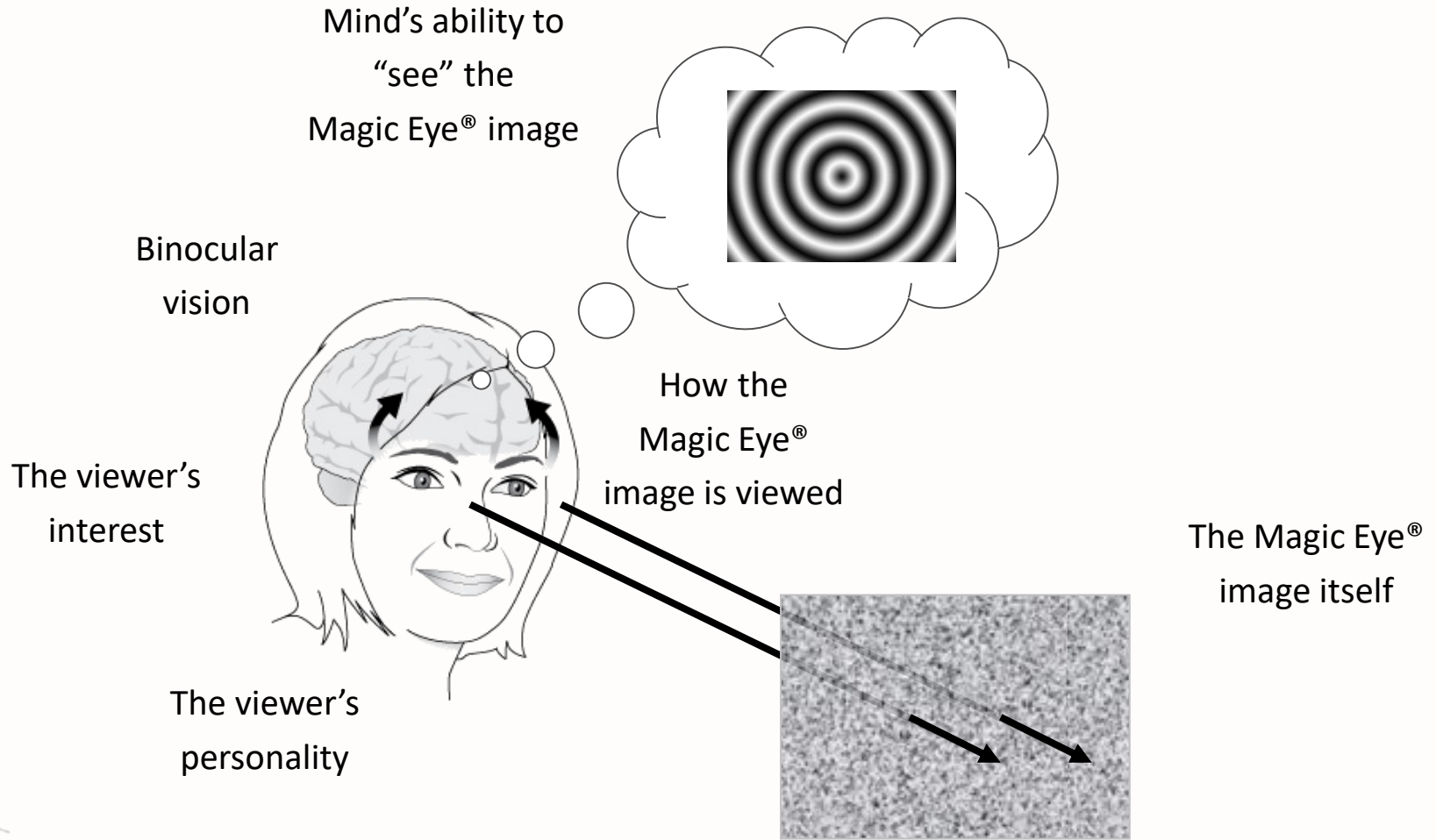
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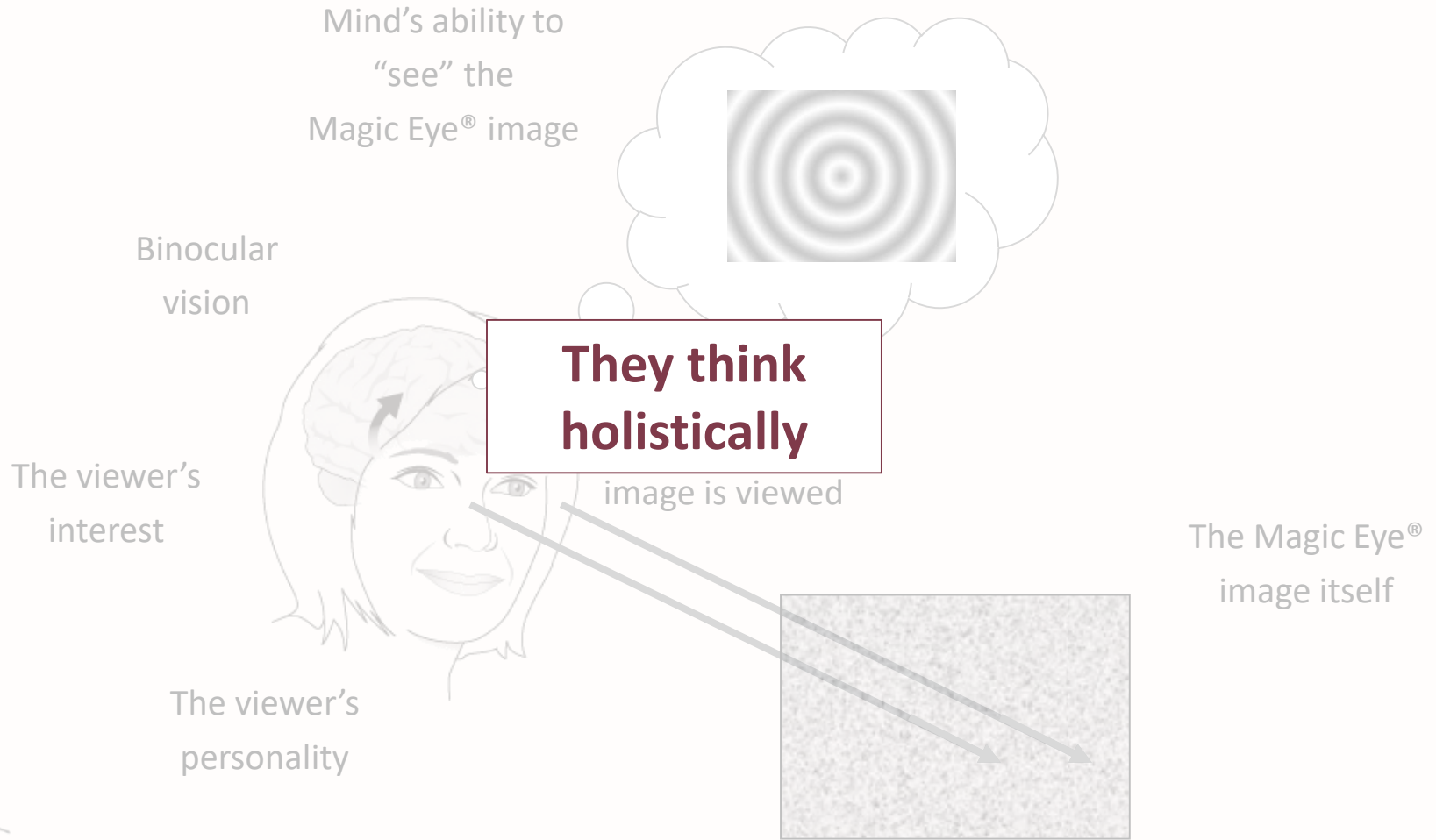
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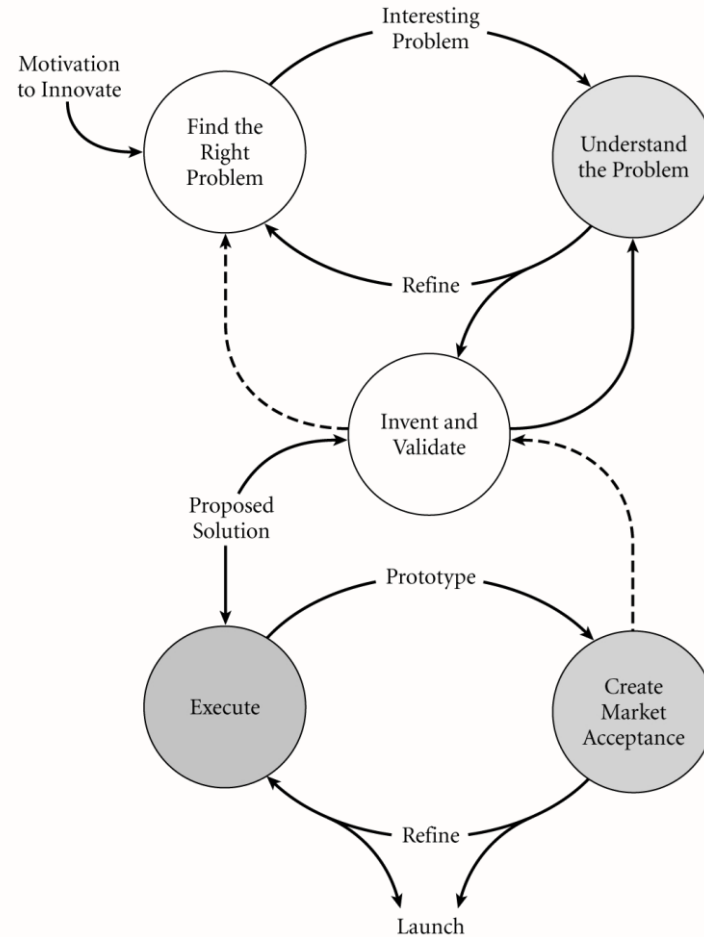
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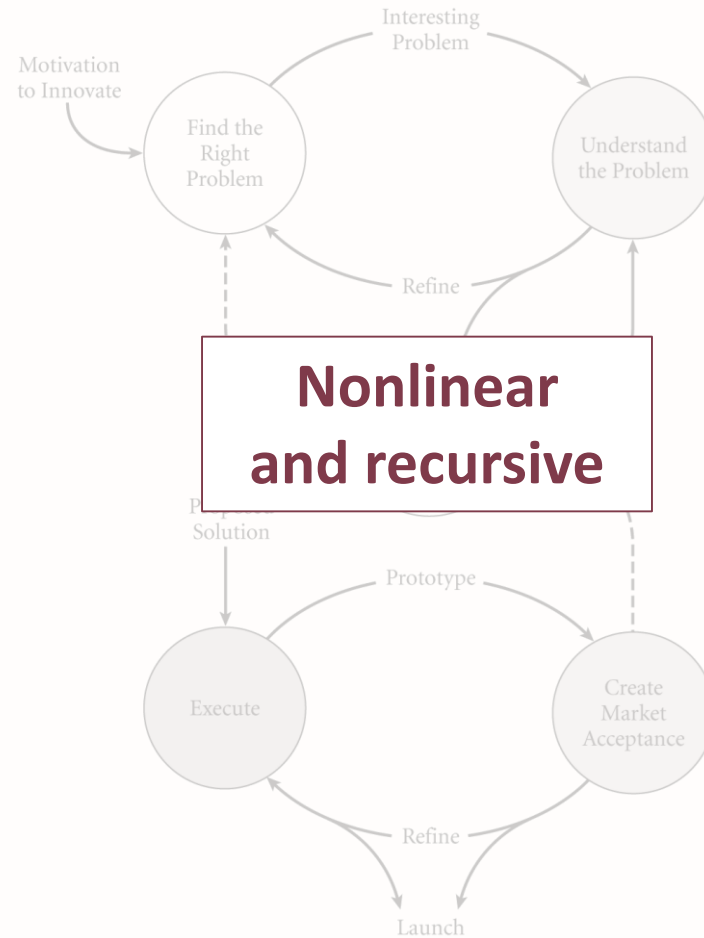


# Serial Innovators: What path do they travel?





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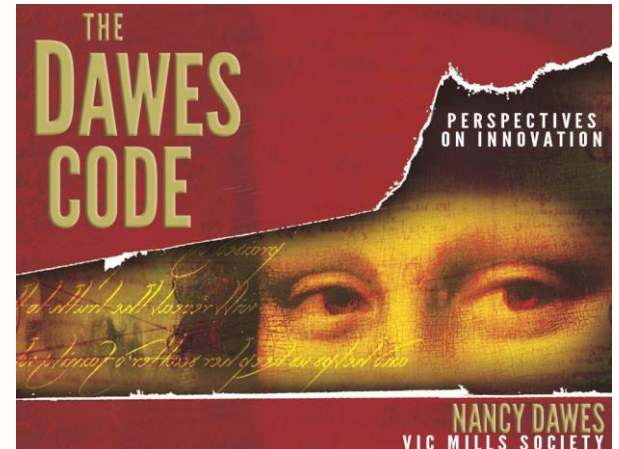


# NANCY'S STORY



# The Dawes Code: What holistic, non-linear and recursive “looks like” in real life

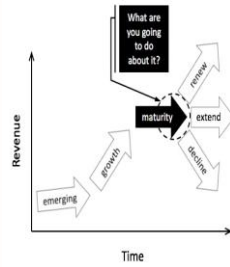
- Problem (re-definition): scan and integrate
- Identify and resolve (multiple) paradigms
- Decode the cipher
- Question and Challenge Assumptions
- Create Market Acceptance (from the start)



# Problem Definition: Scan and integrate

Given Problem: Create a Superior anti-aging facial moisturizer

Olay Brand Decline:  
40 share in 1985  
17 share in 1995



Alpha-Hydroxy redefining facial skin care (\$12)



Department store brands:  
Leading edge  
Expensive  
Unapproachable  
\$30 - \$70

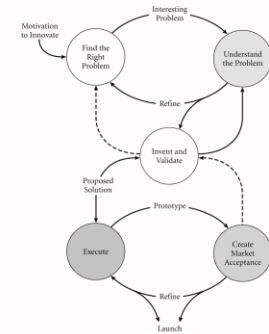
Mass skin care:  
NOT leading edge  
Affordable  
Approachable  
\$5-\$9



**New problem: Create a Superior Proposition**  
**(2x price – create “masstige”)**

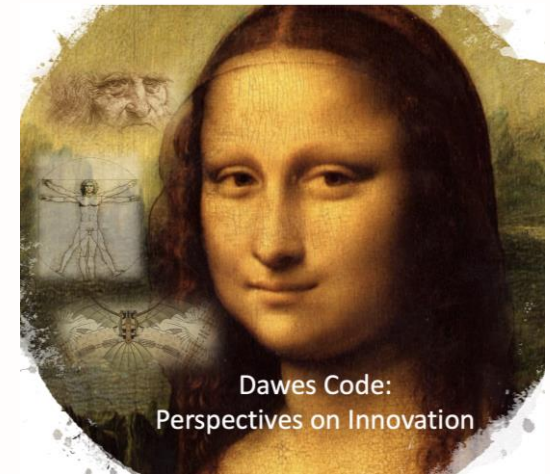
# Identify and resolve paradigms

Resolving paradigms => hallmark of innovation



Breakthrough Innovation =>

- Resolve multiple paradigms that interact
- Resolve with “end in mind”: market acceptance



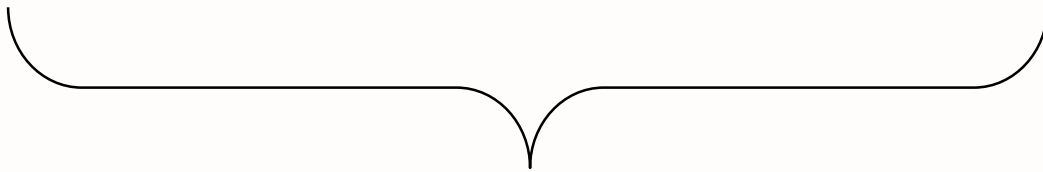
# Resolve paradigms AND create market acceptance

Creams are efficacious  
but “heavy”



Lotions are “light duty”  
but fast absorbing

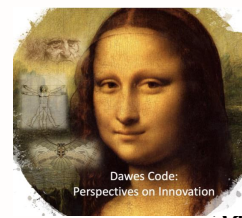
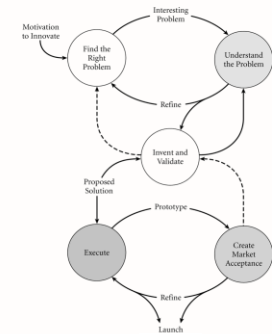
Package: short and squat = efficacy of a cream; pump = absorbs like a lotion  
Viscosity: thick (not runny), but absorbs quickly (new thickener)



**Only launched one form**

vs. both a cream and lotion

Reinforced the benefit: One product fights all 7 Signs of Aging



# Resolve paradigms AND create market acceptance

Chronic skin changes measured in 3 month-long clinicals



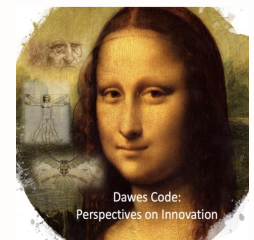
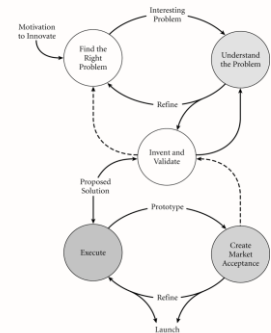
Women decide to repurchase (or not!) in 4-6 weeks

Changes to living skin are “drug”, Olay is a cosmetic

Need basis for cosmetic claim support



**Insight:**  
deliver “immediate” changes to stratum corneum to complement long-term clinically-measured changes





# Decode the cipher – solve another tradeoff

- Deliver Visible Results Sooner



- “Every time” vs. “Long Time”



- Complementary Mechanism (to chronic)



- More even color/tone and texture



- “Borrow” from Foundation Makeup (TiO<sub>2</sub>)

TiO<sub>2</sub> diffuses light and “evens/smooths” appearance of facial skin

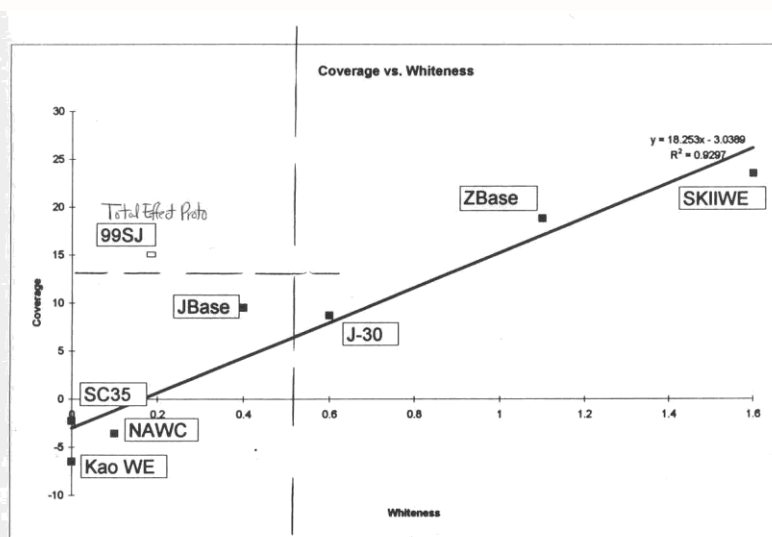


White TiO<sub>2</sub> “does not absorb”.

Skin care product “must absorb” to work

Skin care is “good for skin”; makeup is “bad for skin”

# Decode the cipher – solve another tradeoff



## Consumer Use Test Target Coverage vs. Low Coverage

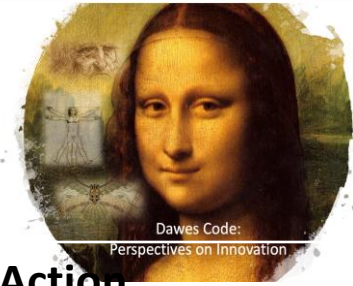
Technical Coverage: High vs. Low  
White on Skin: Low vs. None

Product Liking: -s- higher  
Even Skin's Appearance: -s- higher  
Absorb Quickly: equal

Usual type of work associated with innovation (patents filed)

Addition of TiO<sub>2</sub> was basis for cosmetic claim support

# Question and Challenge Assumptions



## The "Given"

Corporate Declaration: no new packages (pumpjar was new)

Internally accepted modeling shows "package doesn't impact consumer liking"

Accepted pre-market test (BASES) predicted in-market failure

Women who bought skin care at Wal-Mart were different than department-store shoppers

## Serial Innovator Action

Proved to myself value of new package

Proved (and re-proved) its value using internally accepted test methods

Lots of discussion/influencing with senior marketing managers

Showed why the BASES data base would not be "relevant" (price points <\$10)

Quantified % of dual-outlet shoppers

\$20 Price Point

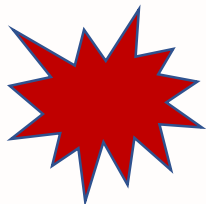
Consumer

# Address internal challenge AND Create Market Acceptance

- Place large consumer unbranded use test (our internal “gold standard test”)
- Competitors represented prestige price points and competing technologies



Our Product	Estee Lauder Fruition Extra	Estee Lauder Diminish	Lancome Vitabolic	Clinique TurnAround Cream
\$	\$70/50 ml	\$70/50 ml	\$74/30 ml	\$27/50 ml
VitaNiacin	AHA	Retinol	Vitamin C	BHA
-s- higher overall liking				
-s- higher ratings for all 7 signs of aging				



**PROVED among REAL WOMEN that  
Total Effects was a  
SUPERIOR PRODUCT and VALUE!**





# Create Market Acceptance

*"Right now, when you send us any partially used department store cream, we'll replace it with Total Effects 7X. Free."*

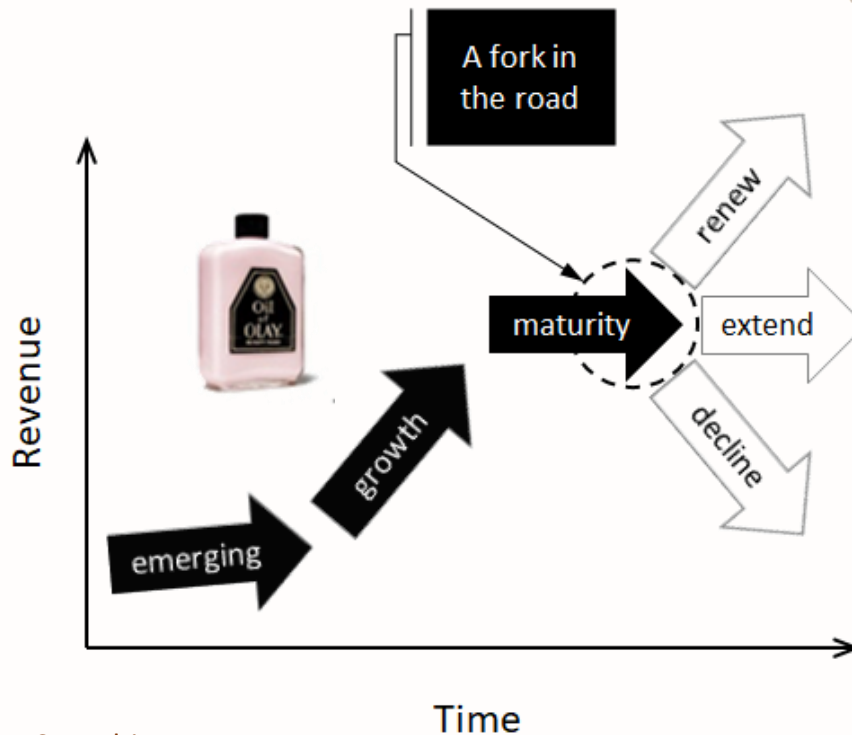


# The result

- Total Effects launch in 2000
- Olay is \$1 billion brand in 2003
- Created “masstige” category



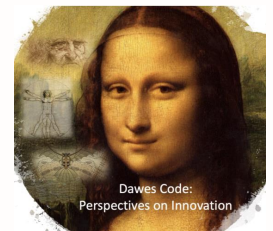
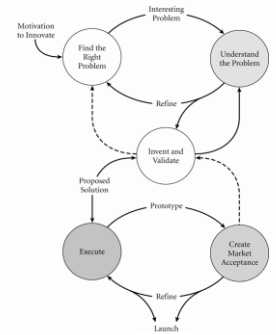
CEW: ICONIC CONSUMERS' CHOICE WINNERS  
ICONIC CONSUMERS' CHOICE WINNERS: Olay Total Effects Anti-Aging Moisturizer SPF 15  
Fragrance-free; and Clinique Clarifying Lotion.



Real Women recognize  
Total Effects as an  
“Iconic Product”  
17 years later

# Why “managing” Serial Innovators can be Challenging:

- Re-defining the problem: feels like project “goes backwards”
- ID multiple paradigms: “it complicates the project”
- Holistic integration: often the SI doesn’t make the implicit “explicit”
- Challenging “givens”: “why are they so combative?”
- Creating market acceptance: “why don’t they stay in their box?”



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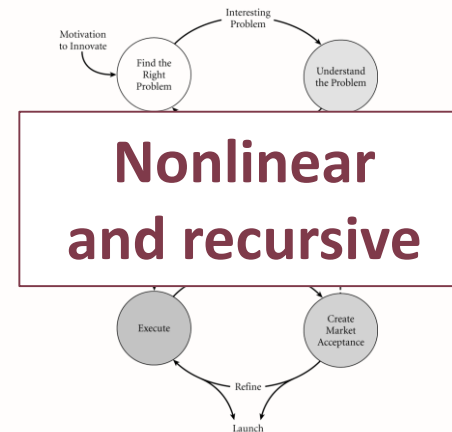
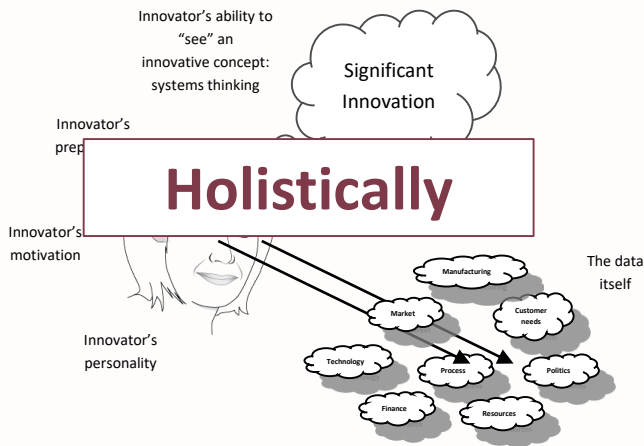
# How to get the most from Serial Innovators

- Every Serial Innovator will be different, but the pattern is there

**Impacts the survival of companies**



It's the complete set of characteristics



# How to get the most from Serial Innovators

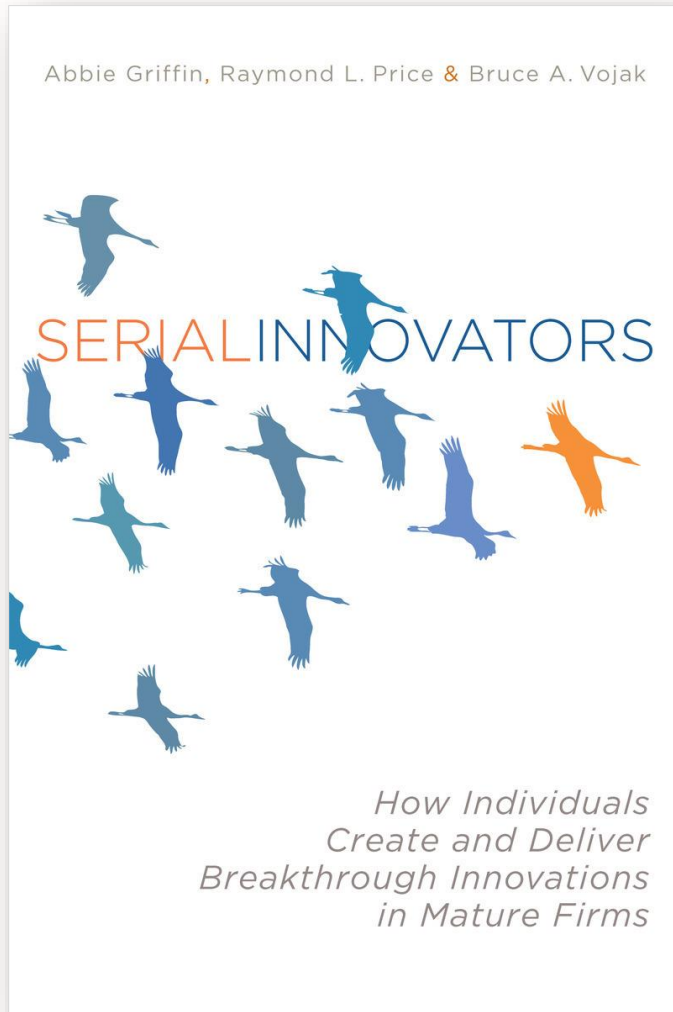
- A “both / and” ... a “people” view of innovation, working within a “process”
- Understand how to develop them
  - Assign challenging problems
  - Get them engaged with customers
  - Encourage them to “sell” ideas internally
- Understand how to retain and get the most from them
  - Engage and guide, not micromanage
  - Unleash, not drive them
- Highly individualized, relational management
- Patience: time and resources
- Accept uncertainty, expect serendipity



# Summary

- Breakthrough Innovation is critical to your company's long-term survival
- Serial Innovators are:
  - Rare, real people with special skills and perspectives
  - Key contributors to your company's financial success
- Managing Serial Innovators requires special skill





**It is easier, cleaner,  
but deadly to ignore  
the potential of  
Serial Innovators**

**What are you  
going to do  
about it?**



**SERIALINNOVATORS**

## 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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