Soirée Débat

BIG DATA : COMMENT GÉRER SES PROJETS D'INNOVATION

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Laurent Dupraz

Lausanne, January 17th 2017

Agenda

1. Our experience
2. What do we consider innovation?
3. Innovation Process & Services
4. Big Data Idea Management Approach
5. Big Data Pragmatic Approach
6. How to inspire people?

Laurent Dupraz experience

2000
Network Engineer

2005
Network Engineer
& Project Manager
- **Project 1M**

2007
Network Engineer
& Project Manager
- **Project 1M**

2008
Director
Infra
- **Project 25M**
- 50 ex team
- 5 int team

2012
Director
IS R&D
- **Project 2M**
- 5 ex team
- 8 int team

2015
Director
Innovation
- **Project 30K**
- 5 ex team
- 4 int team
- 100 teams indirect

Michel Sérié experience

1989
Financial
Consultant

1992
Project
Globe

1994
CHR Mgr
- **Project 15M**
- 14 Team

1999
MD e-SAP
- **Project 50M**
- 230 Team

2002
VP Techno
- **Project 90M**
- 700 direct
- 1500 Practice

2009
VP Innovation
- **Project 5Mio**
- 20 direct
- 23000 Practice

2016
Startup &
Innovation
Consulting

What do we consider innovation?

1. Criteria

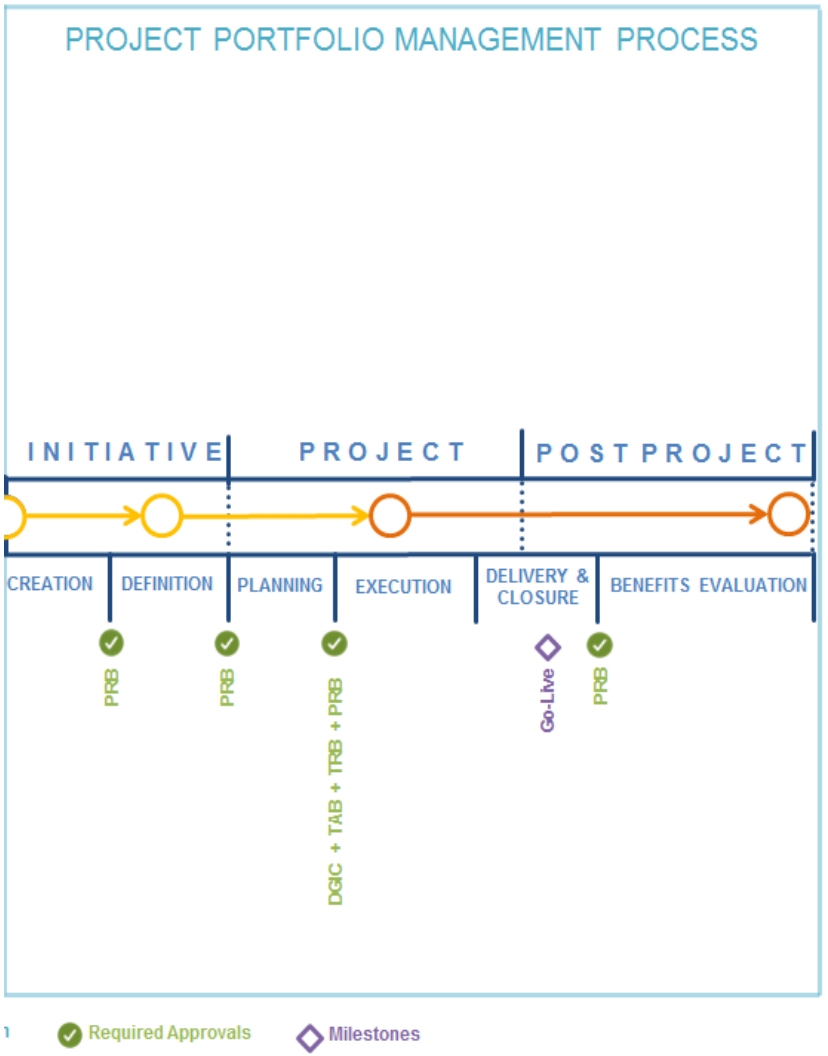
- Bring Business Value
- Create competitive advantage (Different or better than competition)
- Adopted Idea

2. Positioning

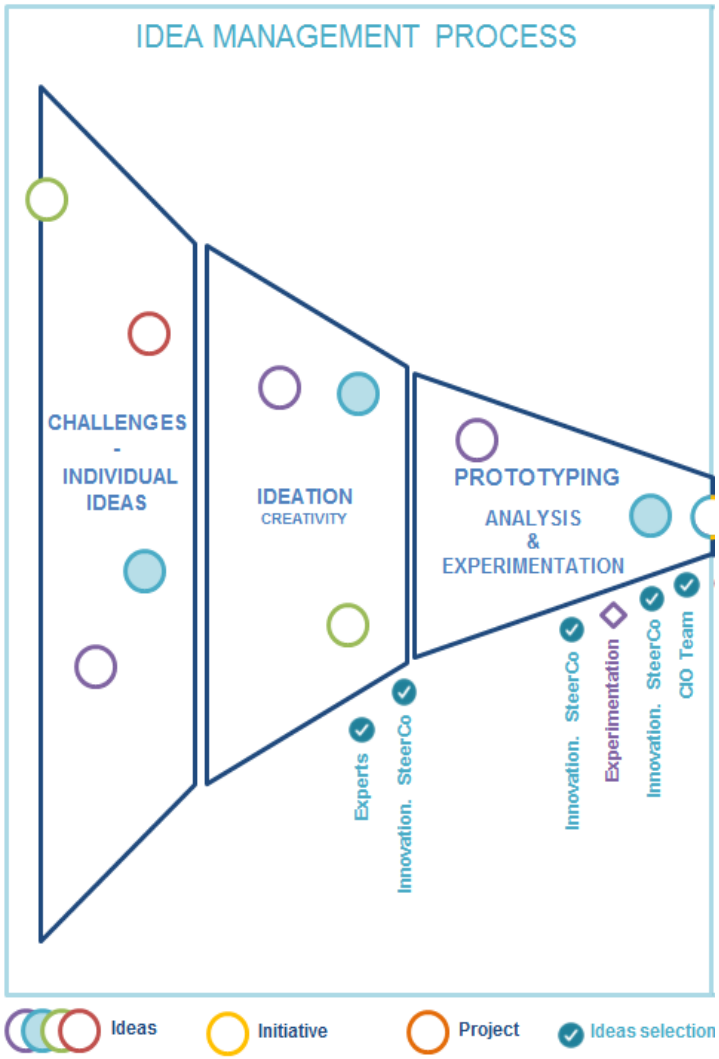
- Process Innovation
- Business Model
- Product Innovation
- Service Innovation

Innovation Management Process

- Low Risk
- On time
- $$$
- On Scope

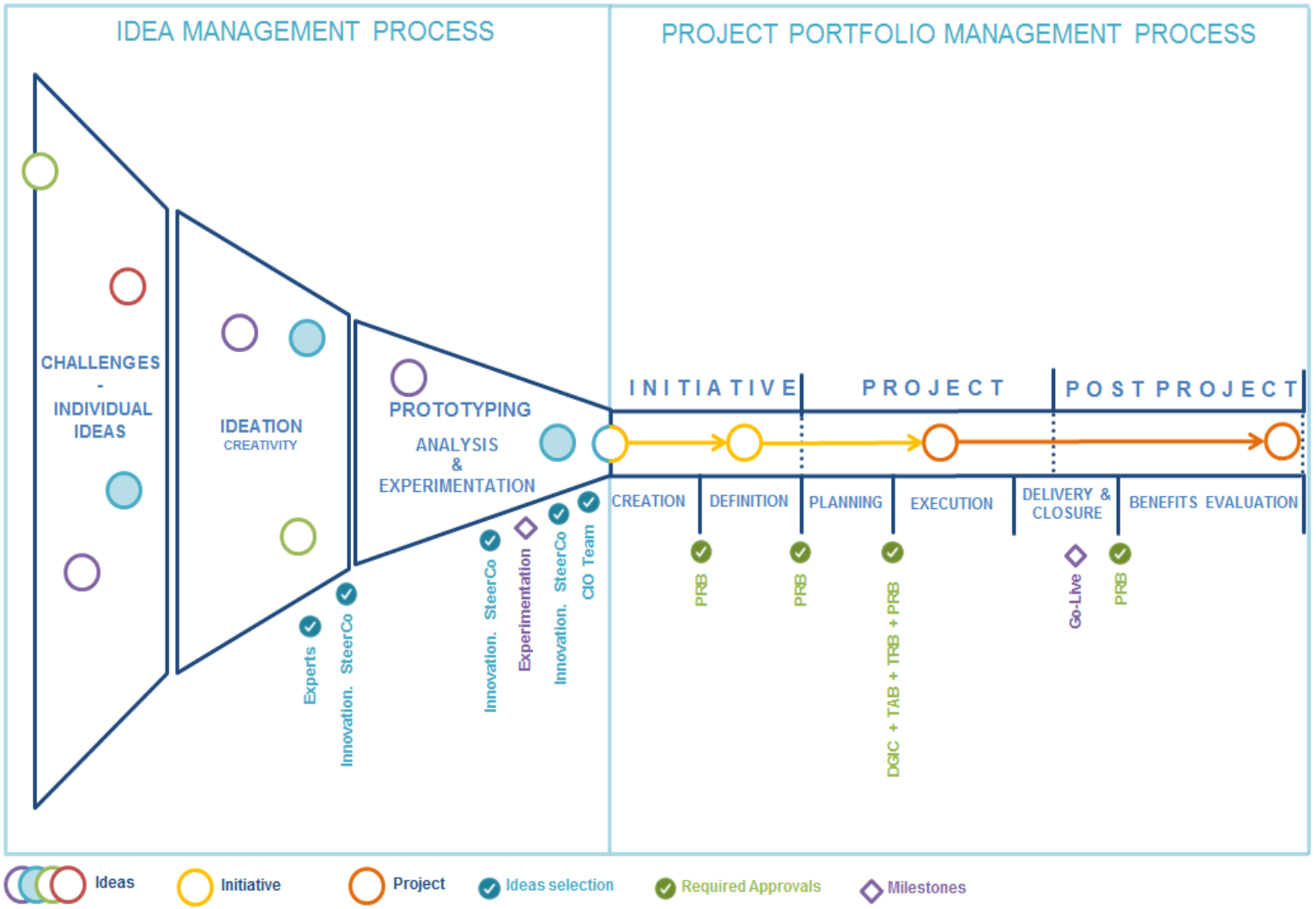


Innovation Management Process



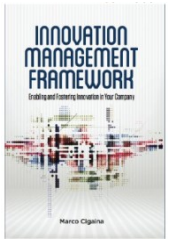
- High Risk
- Fast
- $
- Uncertainty

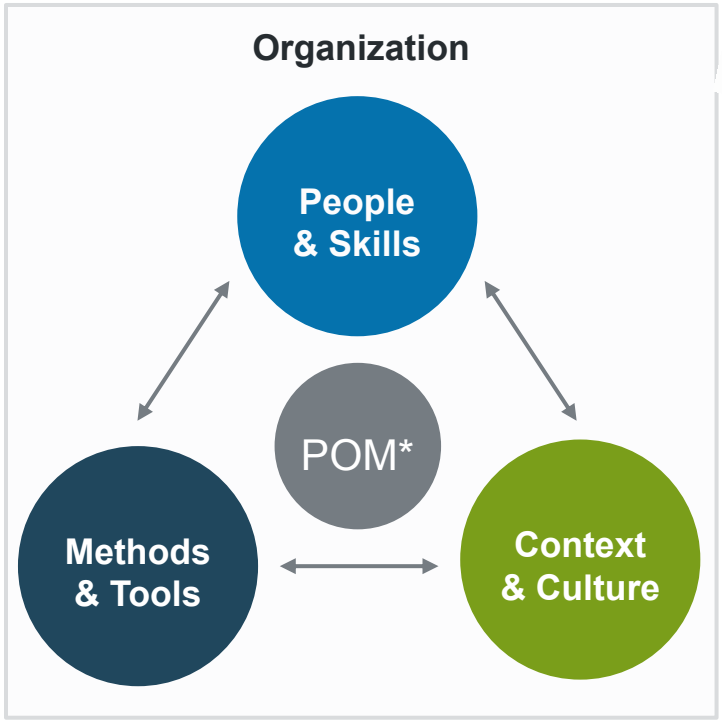
Innovation Management Process



- R&D same process however take long

Innovation Process (M. Cigaina)





Powered by Design Thinking

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Innovation Taxonomy
Consider all the different types of innovation

Enterprise & Strategy
Look at the whole business architecture

Processes & Methodologies
Develop integrated innovation processes

People & Networks
Connect individuals, teams, and organizations

Orchestration & Governance
Coordinate innovation as a business discipline

Execution Model
Instantiate the framework through an iterative approach

*POM: Process of Management
**IMF: Innovation Management Framework

Building block for innovation

Innovation Management Framework

Underlying knowledge needed to consult customers on how to sustain innovation

Design Thinking

Deep dive in order to bring best coaches in a position to run E2E design thinking projects

+

Business Model Generation

Holistic innovation requires to look at all dimensions of business

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Idea Management

All activities revolving around the idea management process

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Lean Startup

All activities to speed up prototype

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Sustainable Business Innovation For The Customer

Design Thinking

IDEO

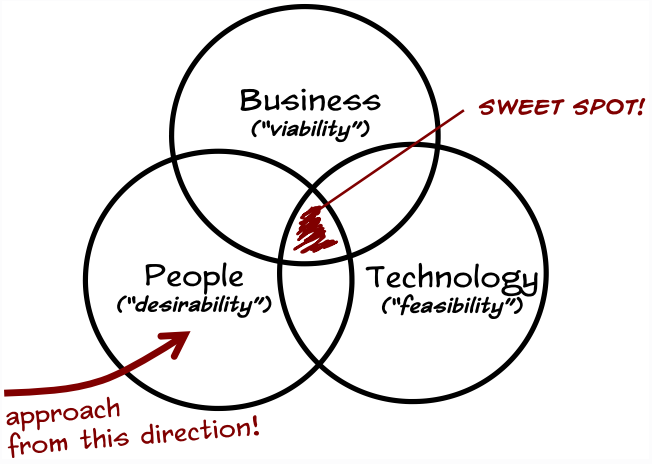
What is it?

Human centric approach for solving problems and generating new ideas on Low-Fi prototype

To Define
New Strategies

To Design
New Products
New Solutions
New Processes
New Org. Culture
New Org. Policies

How does it work?

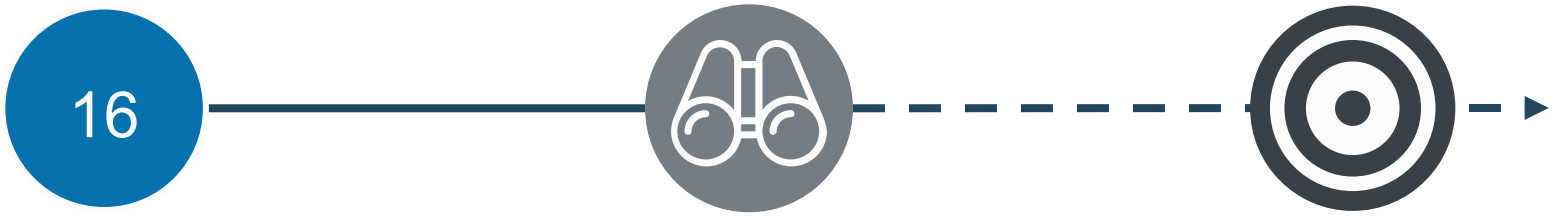


How can it be used?

Do I need to innovate on how
my company/division/
business is solving business problems?

Partnership Opportunity: Use Design Thinking & Business Model Generation methodology

Design Thinking Workshop example



Participants

14 + 2 facilitators

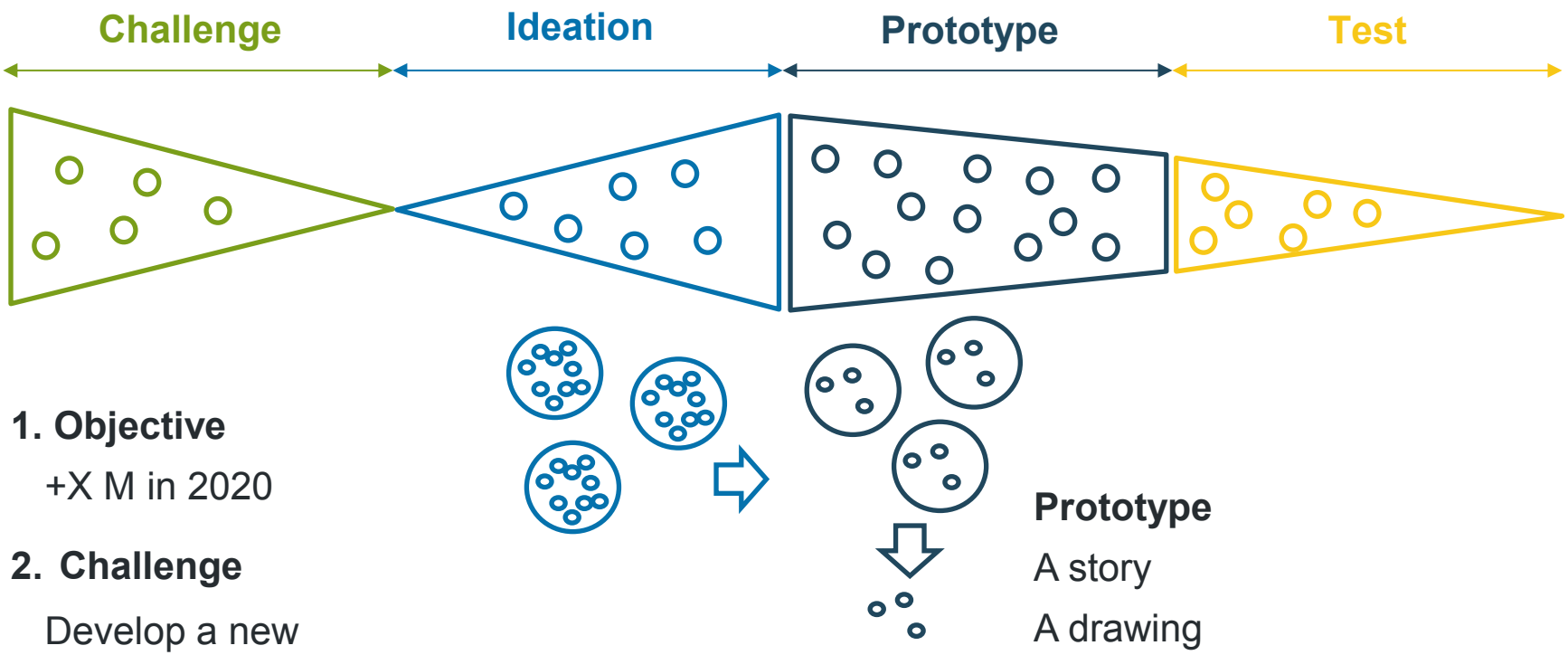
Challenge

Develop new product/service (Engagement Model) that can be either licensed or co-developed

Goal

LO-FI prototype of new CP product/ service + User Stories (Play) 45’

Workshop: Approach



1. Objective

+X M in 2020

2. Challenge

Develop a new product/service that can be either licensed or co-developed

3. Internal Study

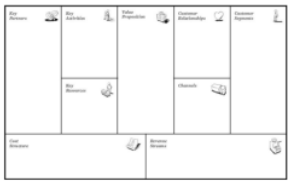
4. Social Analytics

Prototype

A story

A drawing

A prototype



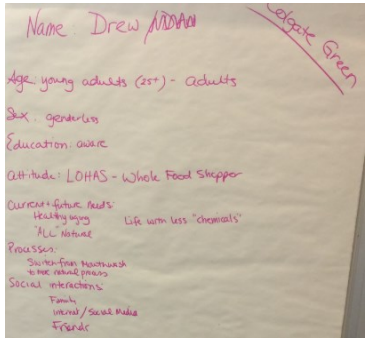
Workshop: Ideation

Team 1

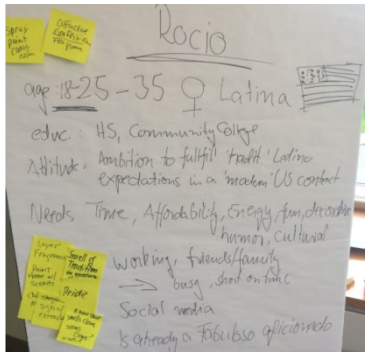
Team 2

Team 3

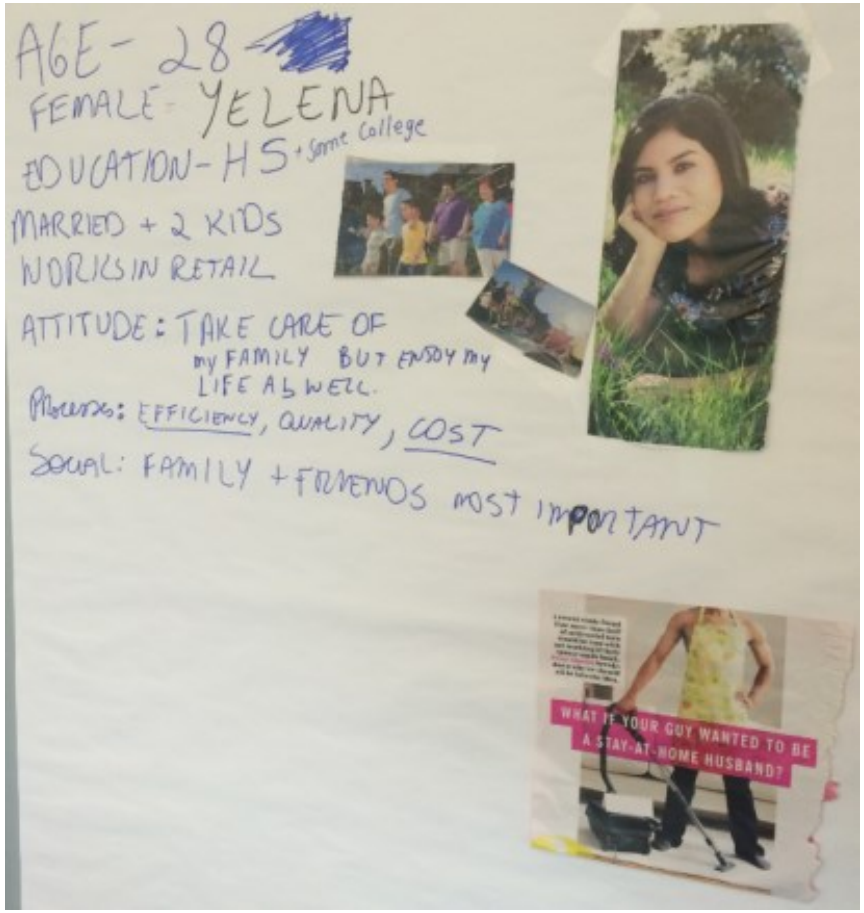
Workshop: Personas



Team 1

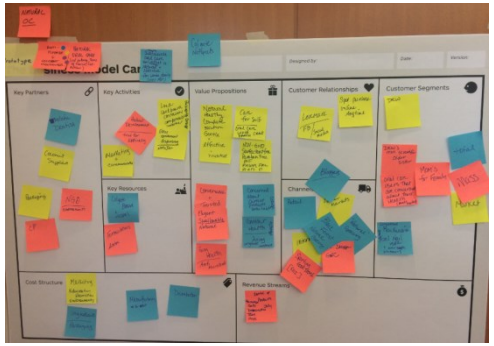


Team 2

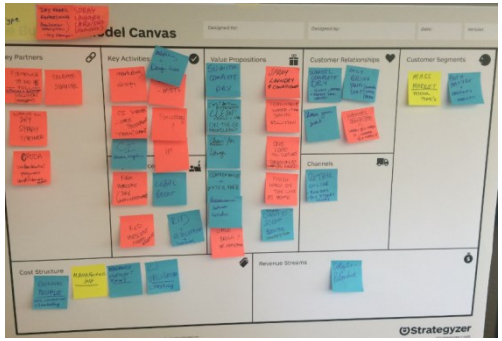


Team 3

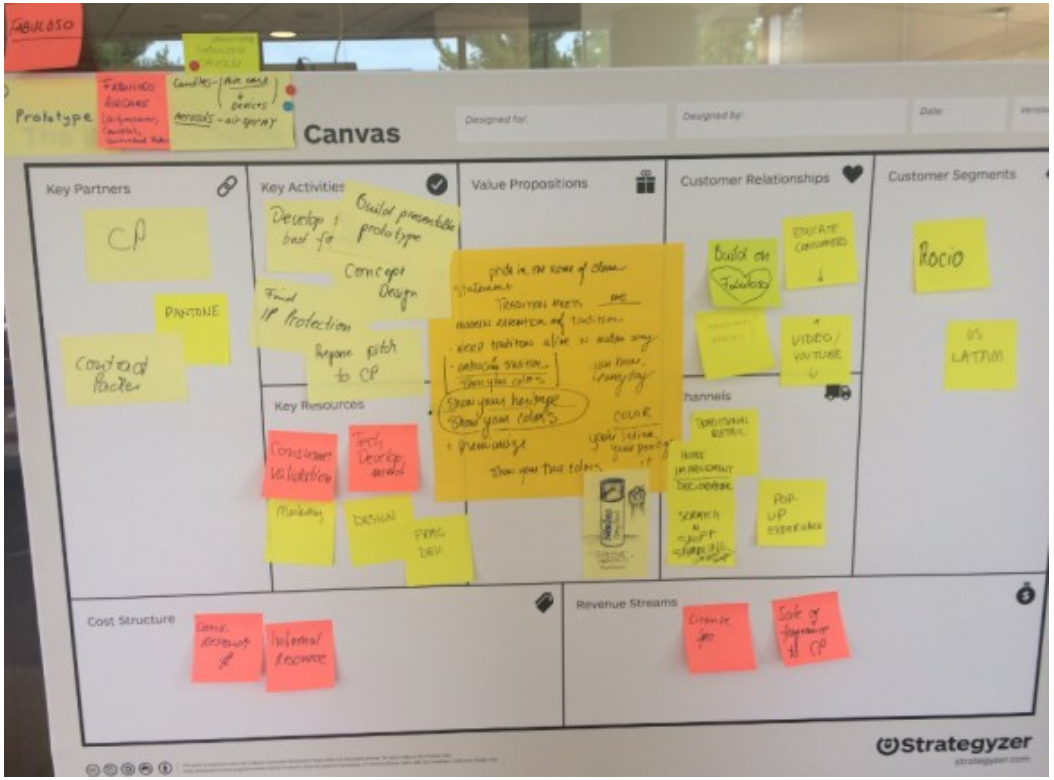
Workshop: BMG



Team 1



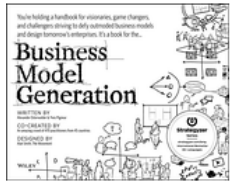
Team 2



Team 3

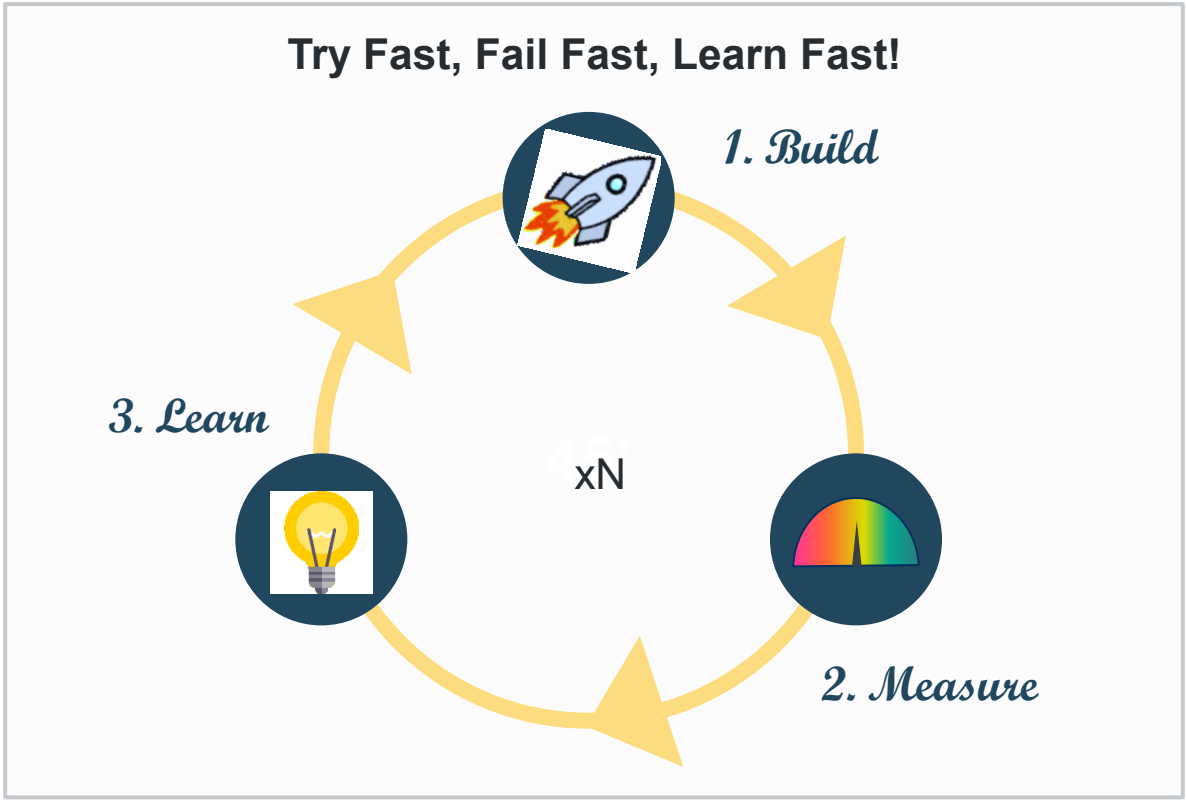
Business Model Generation

(Y. Pigneur, A. Osterwalder)



Key Partners	Key Activities	Value Proposition	Customer Relationships	Customer Segments
	Key Resources		Channels	
Cost Structure		Revenue Streams		

Rapid & Lean Approach (E. Ries)



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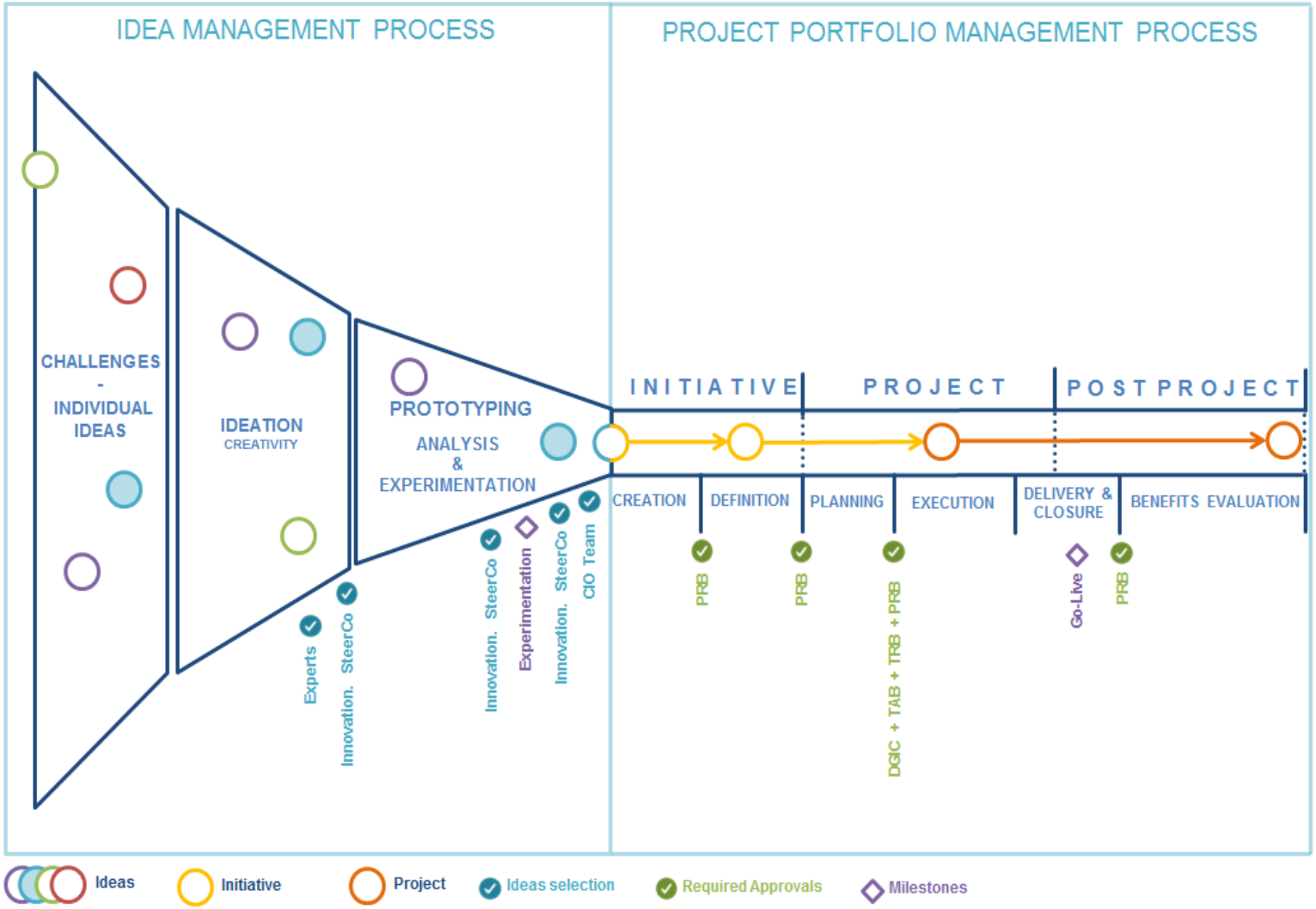
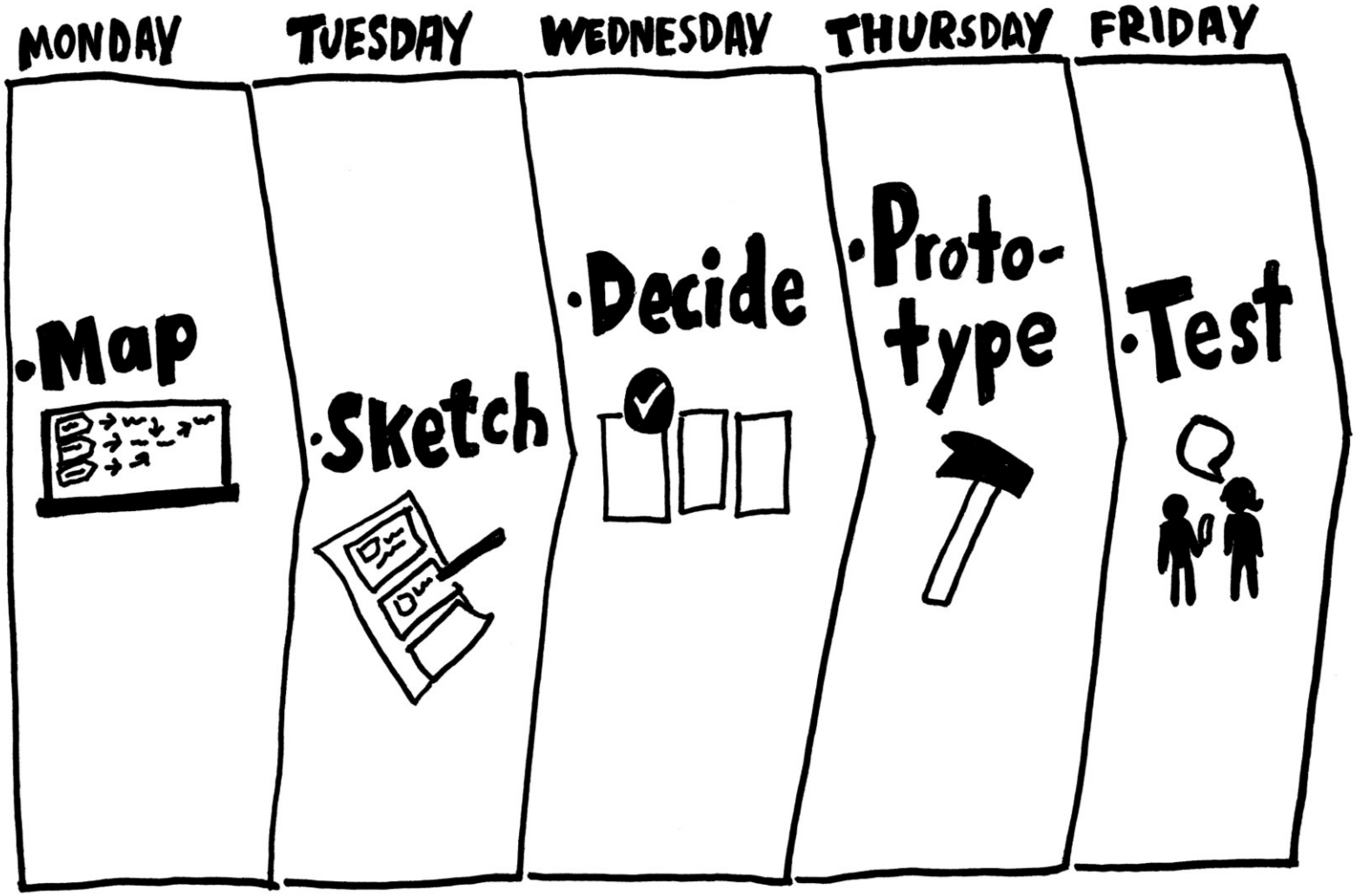
Rapid prototyping

Idea Management campaign



Google Approach (J.Knapp)

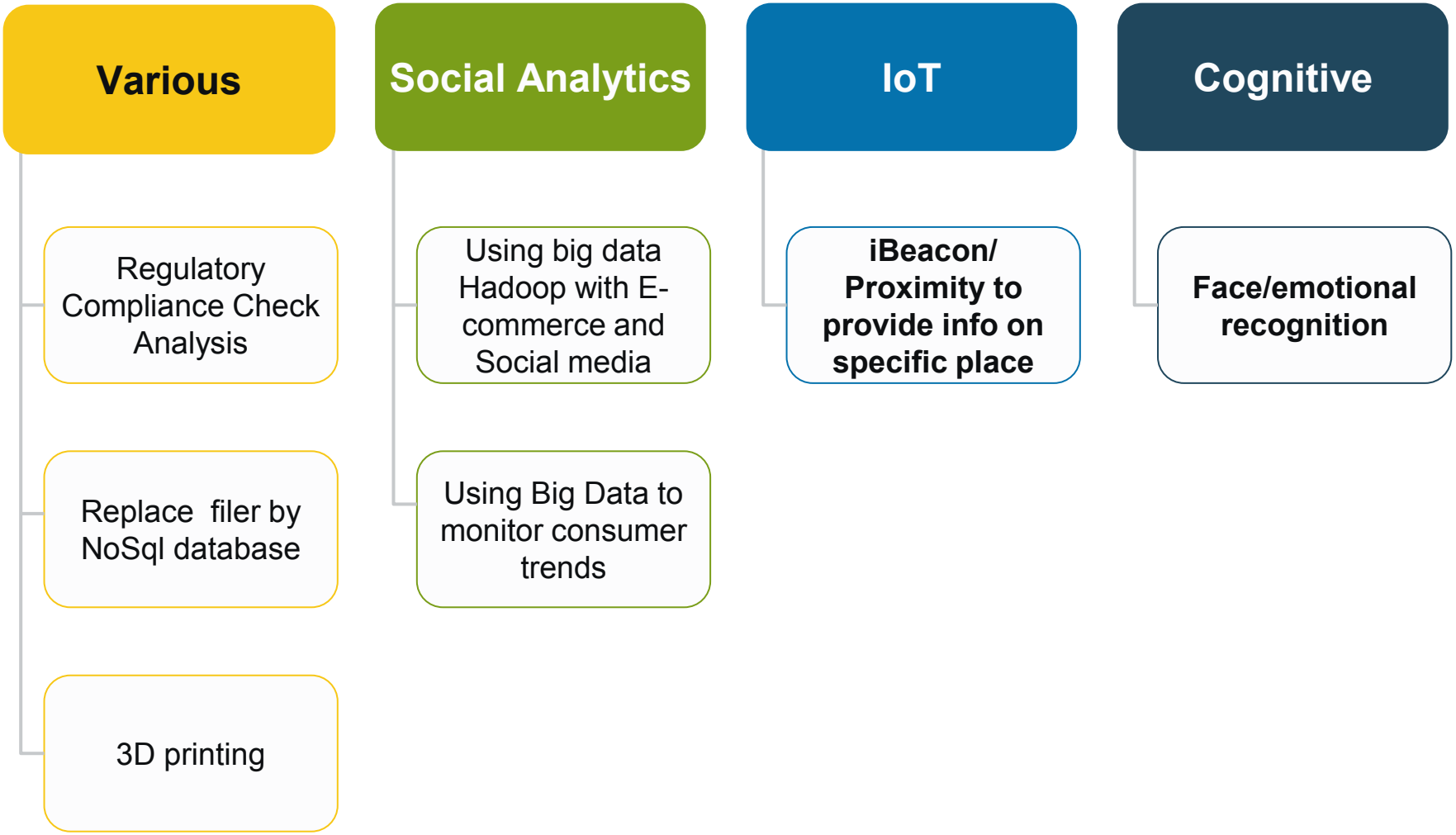


Big Data Idea Management Campaign

IS Ideation Campaign

- How can we take advantage of Big Data?
- Submit your personal idea (the ideas may range from how to improve our processes, how to save costs, how to get closer to our customers or how to help our business partners, etc.)
- Worldwide
- 300 IS participants

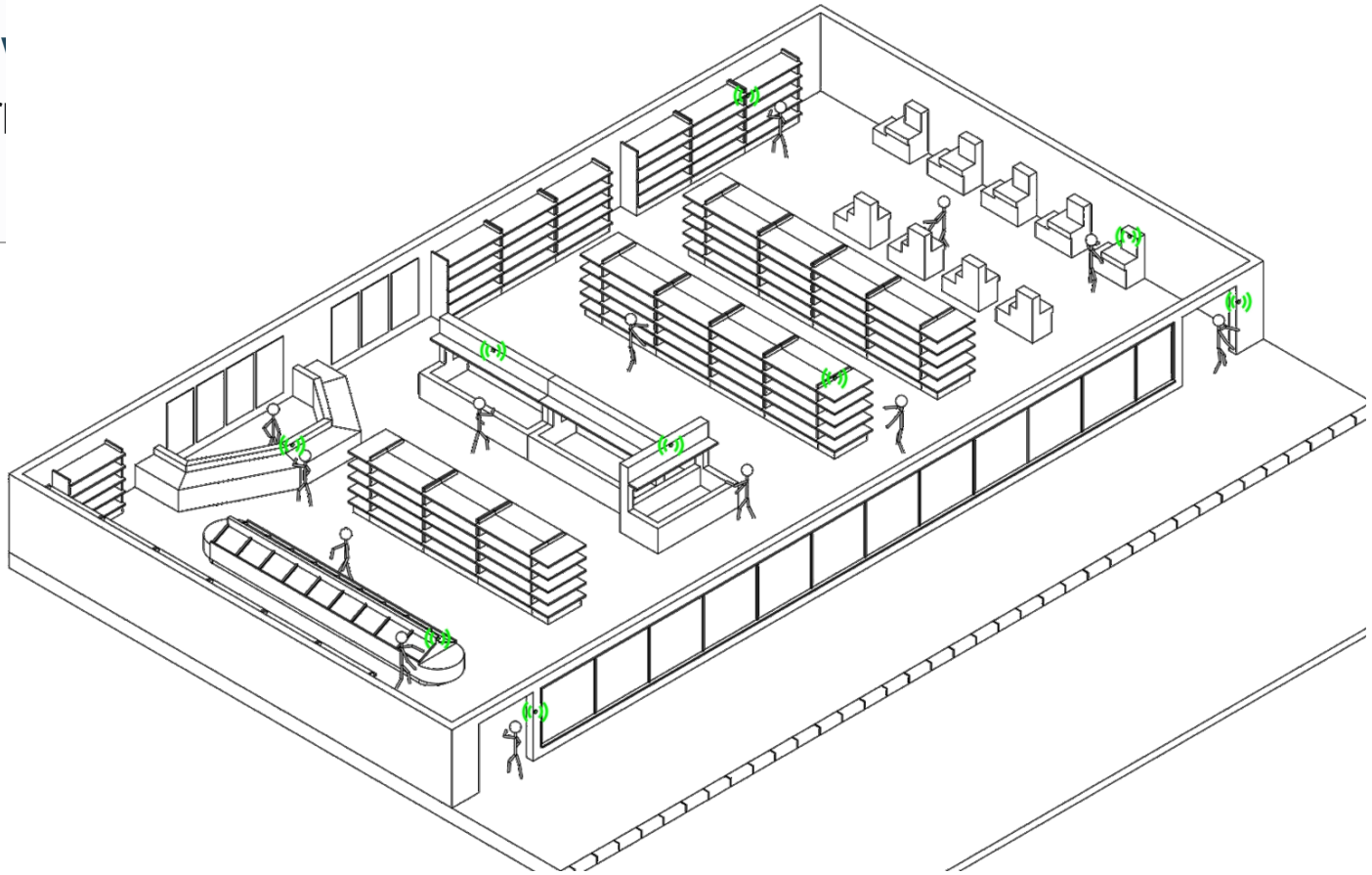
Potential Project



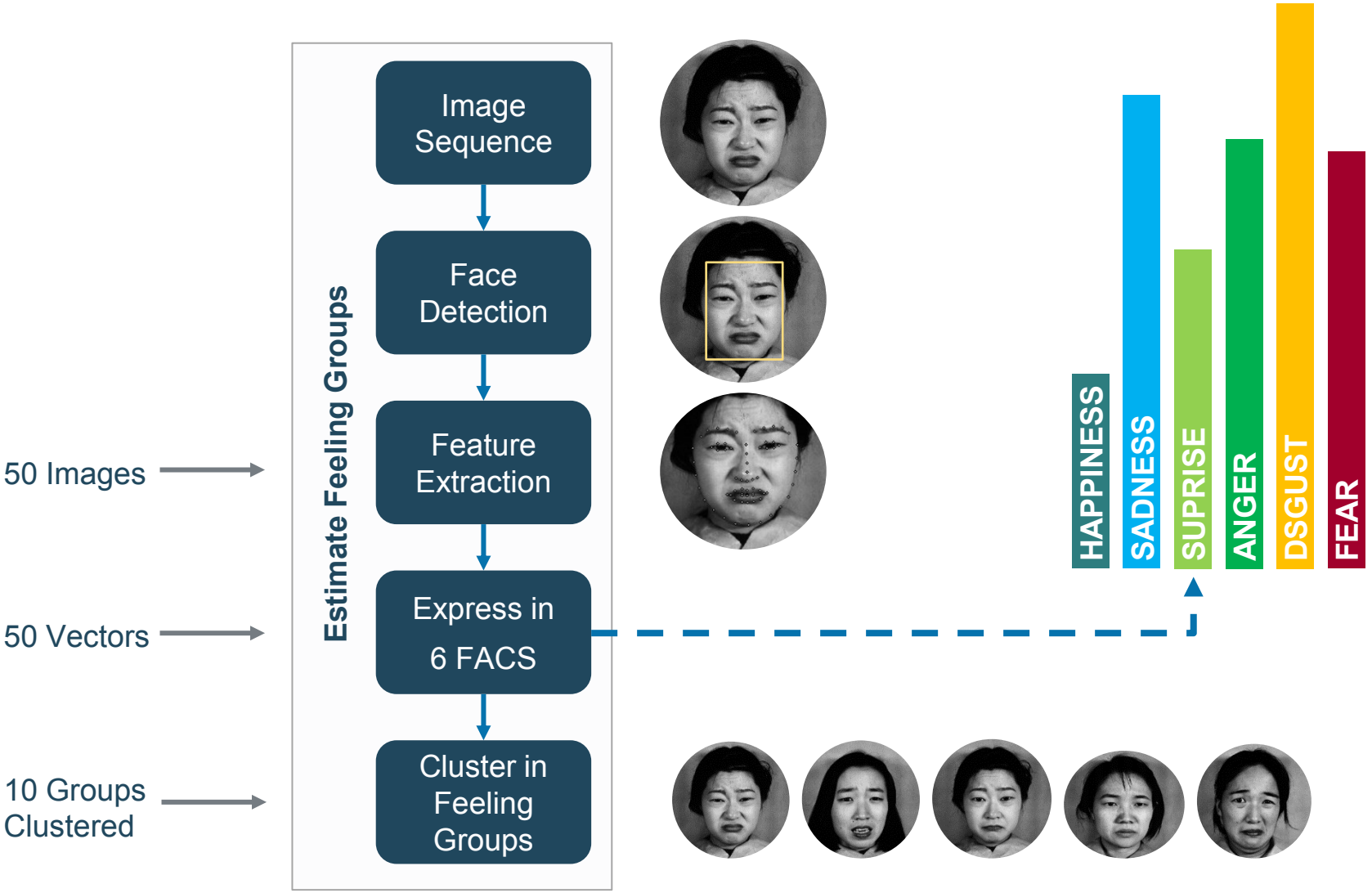
iBeacon / Proximity to provide information on specific place

Co-Innovation

1. Security pur
2. Efficiency



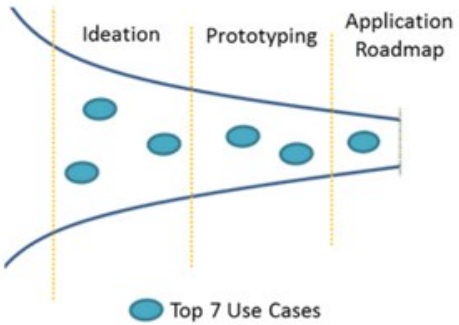
Design and Detection Overview



Big Data Pragmatic approach

A **Inspirational speech**

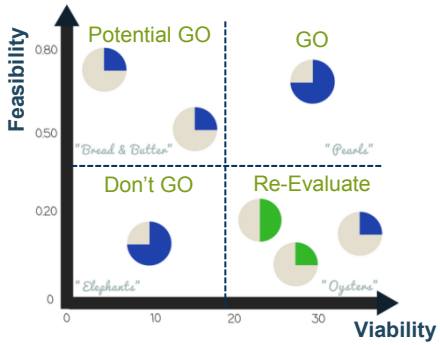
B **Use cases**



Every Quarter*

*Project update every 6 weeks

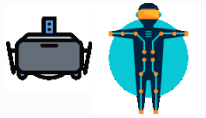
C **Selection by executive participants**



D **Prototype presentation**

How to inspire people?

Dedicated space where users can feel out of the office and let their imagination fly



Virtual Reallity

From Augmented Reallity to Holographic Exp. (Hololens)

From Motion Capture to Eye Tracking Web Analytics

3D Printing + 3D Scanning

Innovation room example for a customer

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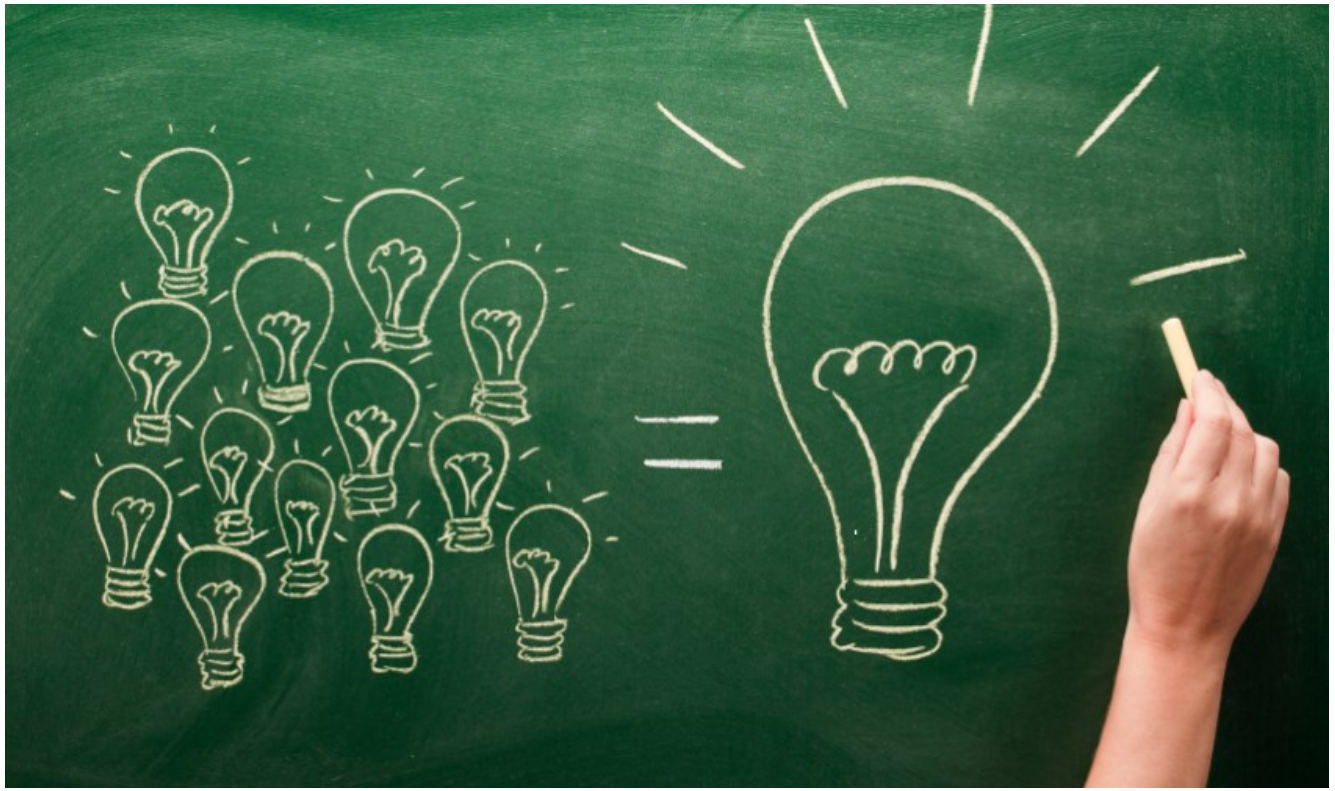
Innovation is a mindset



Be positive!

Be curious!

Participate in this fantastic journey!

My 3 messages

1. Innovation process has to be integrated into Project Management.

2. **Project Management** vs. **Innovation**

Project Management		**Innovation**
Low Risk		High Risk
On time		Fast
$$$		$
On Scope		Uncertainty

3. It is a global cultural change, from bottom-up to top-down

Thanks very much!