



**ADVANCED  
ORGANISATION**

Programmes directed by:  
**Eddie Molloy, Ph.D.**

## Succeeding Through Service Innovation

**Up to 60% IDA Grant assistance available for  
these programmes (See enclosed IDA briefing).**

In-company Training  
Programmes for:

- 'Pure' service companies
- Manufacturing companies with untapped service potential

- Innovation is the transformative business discipline of this era...
- Service innovation seriously lags product innovation...
- GE makes 5% from products and 15% from associated services...

## Innovation is wider than R&D, products or technology

Defining innovation too narrowly and thinking of it as R&D or product development is a fundamental mistake. The scope for innovation is very broad. Process, products, services, brand, customer experience, business models, management methods, revenue capture and value networks are just some of the areas of business that are ripe for innovation.

In the age of mass commoditisation, innovation must move beyond product or core service features. Too narrow a focus produces features warfare. In the last ten years, returns from innovation that included business model and customer experience innovation greatly exceeded those from product innovation alone.

## Service Innovation: The untapped white space

- "The importance of services has not led to increased investment in service research and development" - (Succeeding through Services Innovation: Cambridge University and IBM, 2008)
- "Services innovation seriously lags science-based product innovation" - (Succeeding through Services Innovation: Cambridge University and IBM, 2008)
- "90% of effort invested in product innovation returns 10%, but 10% invested in service innovation produces 90%" - (Tony O'Halloran, Director, Merrill Lynch Innovation)
- "No country has developed a distinctive prowess in services innovation" - (Forfas, 2007)

Very few service companies have formalised their approach to innovation and many product companies have not yet exploited the untapped potential of services innovation lying dominant.

# Systemic Innovation is The Key to Success

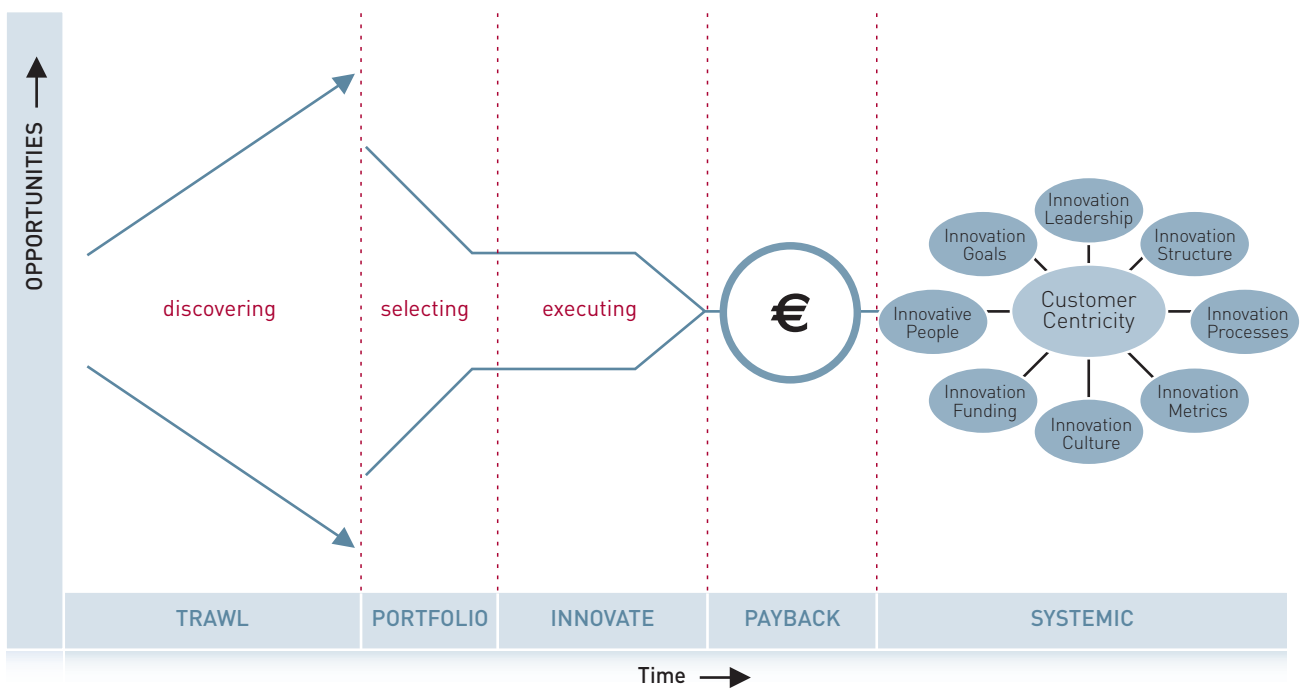
We now know how to make innovation systemic. We have done it with Quality and Safety. The secret is no longer to have an R&D / innovation 'reservation' but rather to have an **Innovation System** embedded throughout the fabric of the organisation.

“A dark art no more: Like management methods before it, innovation is turning from an art into a science.”

The Economist Special Report on Innovation, Oct. 2007

## Systemic Innovation

Innovation is not about luck or an ingenious breakthrough. The elements of an innovation system are:



Trawl	Portfolio	Rapid Results	Payback	Systemic
<p><b>Trawling for Innovation Ideas</b></p> <p>A range of mind-opening frameworks to generate a large number of ideas. The trawls engage as many staff as possible, involve deep customer insights and tap other external sources.</p>	<p><b>Creating the Innovation Portfolio</b></p> <p>A number of simple screening tools are used to create a portfolio of incremental, significant and radical ideas.</p>	<p><b>Rapid Results Testing</b></p> <p>Rapid Results innovation methods enable the value of selected ideas to be tested and evaluated. Decisions can then be made quickly to pursue further, park, or bin.</p>	<p><b>Measure and Secure Payback</b></p> <p>Establish innovation metrics and ensure that the accountancy tools applied are appropriate to the particular type of innovation.</p>	<p><b>Make Innovation Systemic</b></p> <p>This is the medium to longer term task of making innovation systemic. This means it is embedded in all facets of the organisation with repeatable innovation processes.</p>

# Tailored Training Programmes

Advanced Organisation commonly starts by holding a briefing session with a company's Senior Management Team. On the basis of what emerges programmes of varying length and reach into the organisation are commissioned.

	Senior Team Briefing	2 Day Masterclass	Payback Programme
<b>Offering</b>	<p>In advance the Senior Management Team would complete a short (10min) assessment of the strengths and weaknesses of the company's innovation system.</p> <p>The briefing is typically a 2-3 hour session for Senior Managers. It provides an overview of the state-of-the-art in the management of innovation.</p>	<p>Up to 20 staff, representing a diagonal slice of the organisation. (i.e. all levels and all functions represented)</p> <p>Participants would do some pre-reading and in the Masterclass will have the opportunity for short, fast-moving engagement with many of the tools, applying them to their own organisation.</p>	<p>This full programme typically involves 50+ staff and could even include customers, suppliers and others. There are real life assignments designed to produce commercial benefit, impart mastery in using the tools and map out the work to be done to make innovation a systemic capability of the company.</p>
<b>Benefits</b>	<p>The Senior Management Team acquires a good understanding of the essential concepts, tools and methods of innovation and will be able to make well informed decisions about whether and how to take the initiative further.</p>	<p>The 2 day masterclass creates a persuasive demonstration effect and a degree of excitement about the possibilities if the tools and methods were to be employed to their full potential.</p>	<p>In the short term this programme can be expected to yield ideas with real business benefit and in the longer term, a stream of ideas that deliver a commercial return. The programme significantly advances the embedding of an innovation system.</p>
<b>Cost</b> (To include initial contact, tailored preparation and delivery).	Free	Est €15,000	Est €100,000

**Note:** IDA Ireland will grant aid up to 60% of the cost of these training programmes for qualifying companies.

Information on how to take advantage of this support is available from your company's nominated IDA advisor (See attached IDA briefing). All grants are subject to negotiation on a case by case basis.

## Advanced Organisation's Expert Team

Our faculty has a track record of successfully applying innovation tools and delivering results-focused executive programmes. You will benefit from our deep knowledge of innovation management and hands-on experience in diverse industries both locally and internationally.

### Eddie Molloy PhD.

#### AO Programme Director

Over the last thirty years, Eddie has gained an unrivalled reputation for helping both indigenous companies and multi-nationals in Ireland develop and execute their growth strategies. His is widely recognised as a thought leader with a record of success in the areas of strategy, change and innovation.

### Ian Kierans, M.B.A., M.A. (Psych.)

Ian has 14 years experience consulting to Global Fortune 500 companies. He has led teams that implemented complex change programmes for Goldman Sachs, United Health Group, BellSouth, Accenture and other U.S. companies. Ian has been involved in several strategic change programmes over the past 7 years in Ireland, for clients such as Diageo, Pfizer, Sisk, Bank of Ireland, the IDA, Coillte and An Post.

### Aidan Mc Hugh, B.Sc, M.Sc

Aidan is an experienced Management Consultant with expertise covering corporate strategy development, organisation design, change management and innovation. Aidan has worked for a range of private and public sector clients, with a particular emphasis on working closely with the client in order to design and implement major change initiatives across the organisation. He has just completed a number of major innovation projects with both Coillte and Pfizer with a particular focus on service innovation

### Hilary Hough, FCCA.

#### Finance Practice Lead

Hilary has a wide range of corporate finance experience and sits on a number of boards. He has extensive experience educating executives and he lectures on the Trinity MBA programme. He is particularly focused on the financial aspect of innovation to help companies fund innovation, measure the business impact and ensure the use of appropriate accounting tools for different kinds of innovation.

## Who are the programmes for?

These programmes are designed for Senior Managers in the various services sectors and for manufacturing companies who discern opportunities at the manufacturing-services interface or in the services that are embedded within manufacturing.

## For Further Information

For further information, to discuss how Advanced Organisation might engage with your company in regards to this range of short-to-long programmes or for associated consulting support:

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**Web:** [advancedorganisation.com](http://advancedorganisation.com)

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Ballsbridge, Dublin 4, Ireland

For Information  
about IDA grant  
support contact  
your IDA advisor