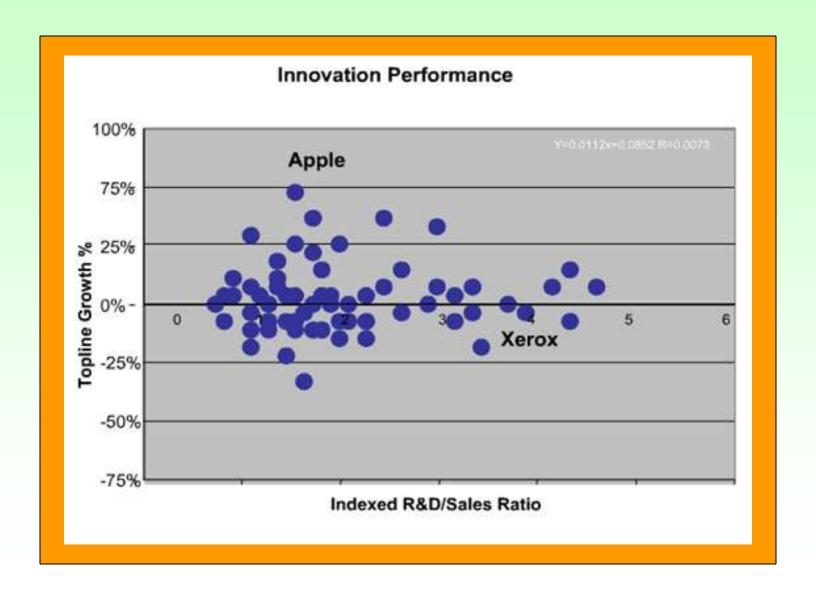
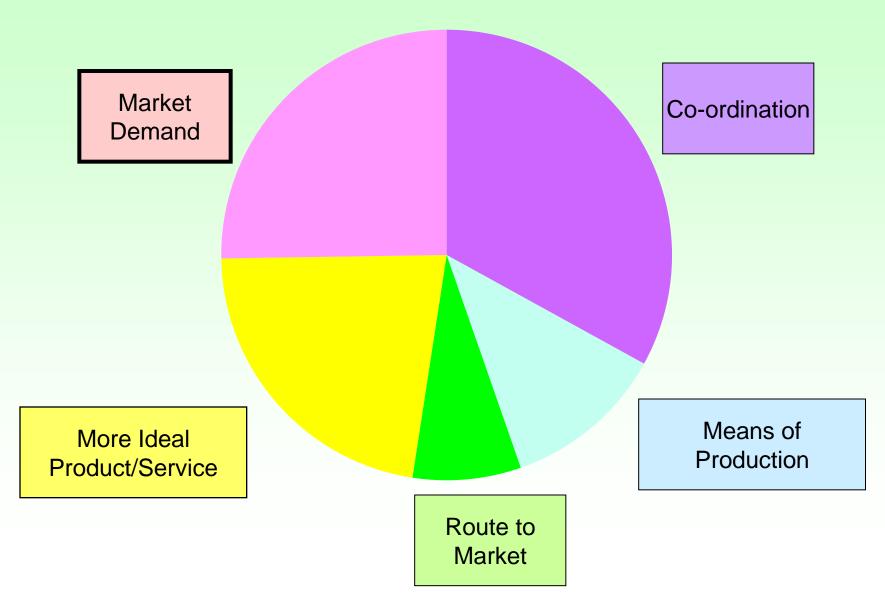


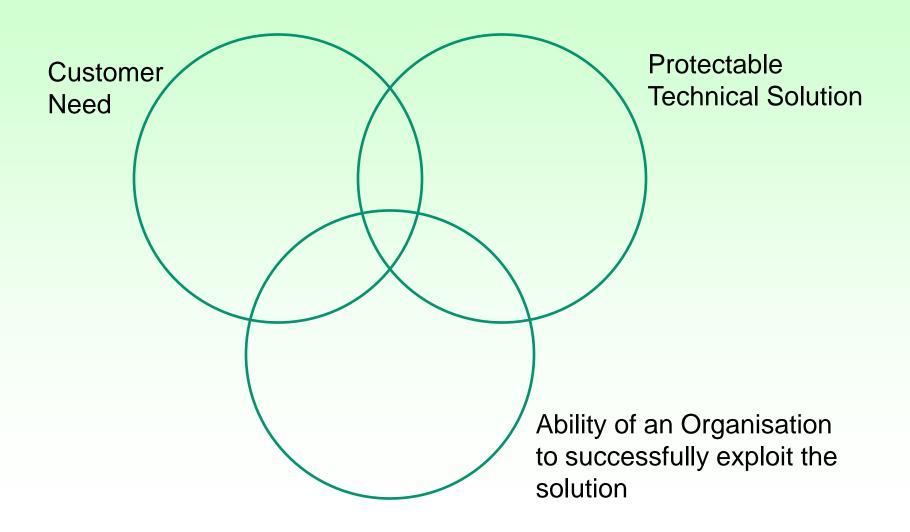
Innovation: What CEOs & Investors See



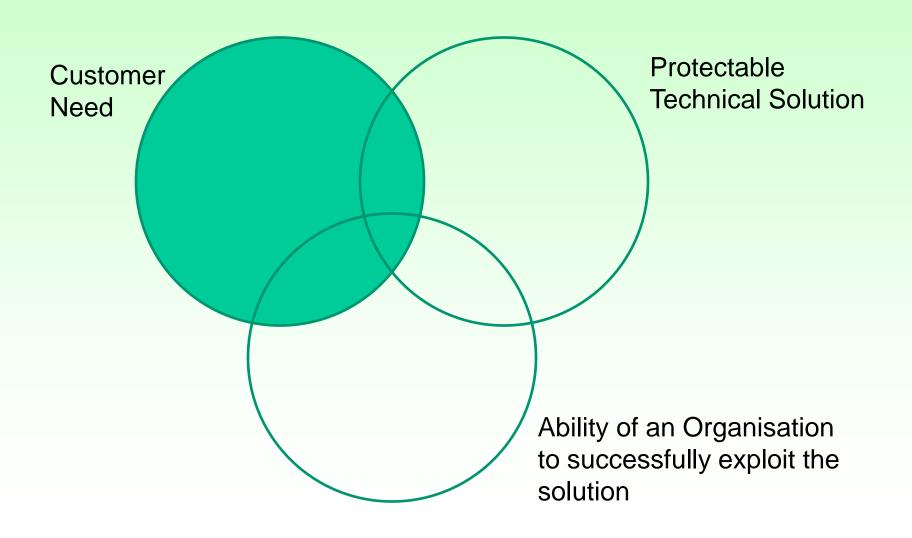
Where Failures Happen: MNC/Corporations



Innovation... Most Difficult Game In The World?



Innovation... Most Difficult Game In The World?







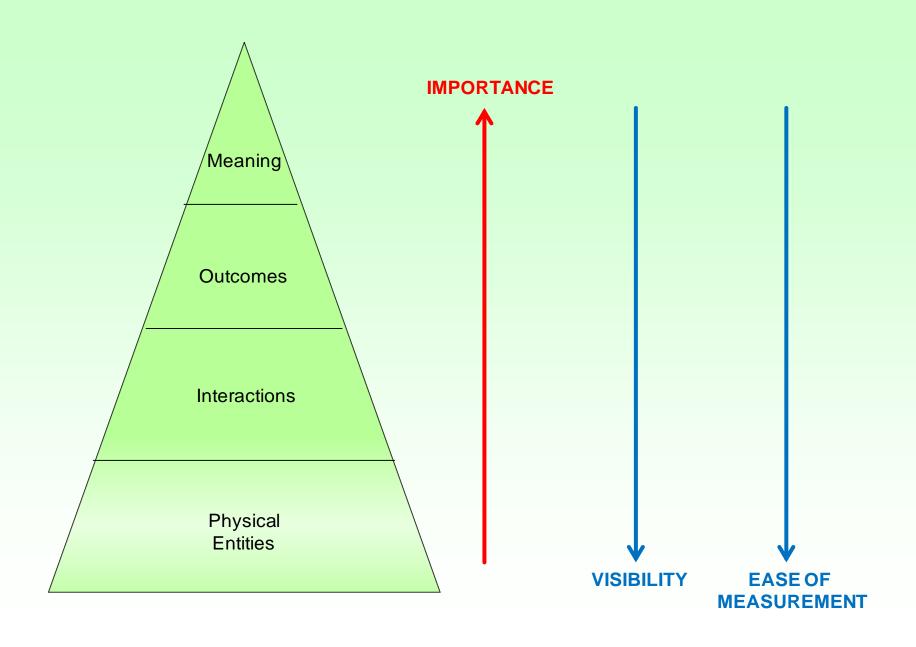
2000

"How do we understand what consumers want without directly asking them?"



2004

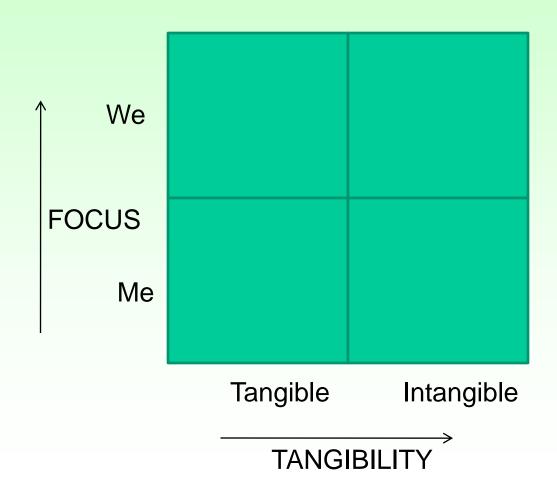
"Is it possible to predict consumer trends before they start?"

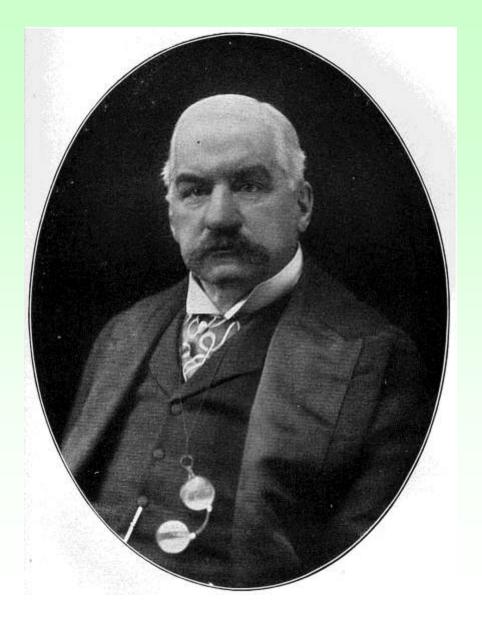


* FUNCTION = 'JOB' = 'OUTCOME'

- * 'Solutions Change; Functions stay the Same' (we will all continue to want to achieve the function 'communication' but we will not necessarily want a mobile phone to achieve it)
- * TANGIBLE & INTANGIBLE

Customers Buy 'Outcomes'





"a person does things for two reasons: a good reason and a real reason"

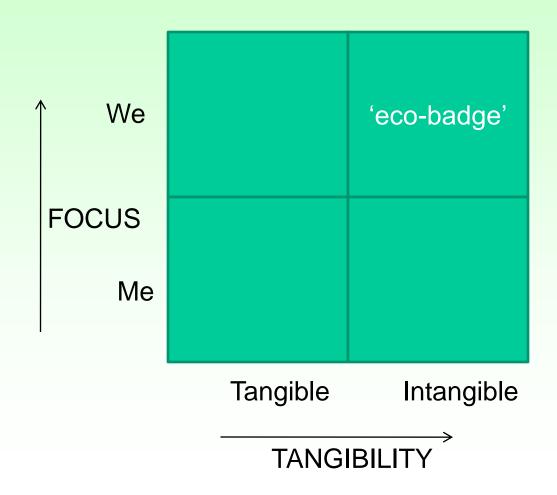


November 2009
Initial opportunity statement:

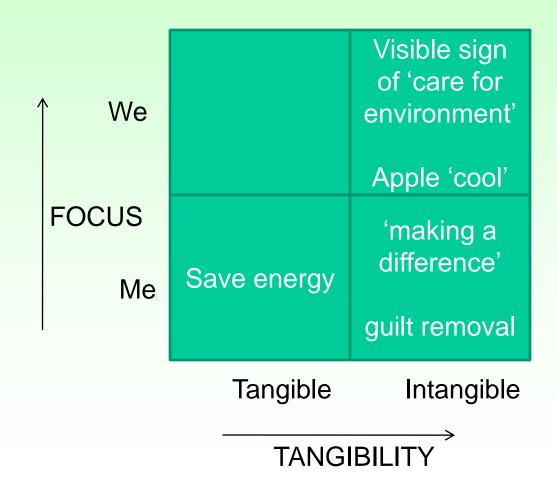
"create an 'eco-badge'

– a visible symbol that people care about the environment"

Initial Outcome Map:



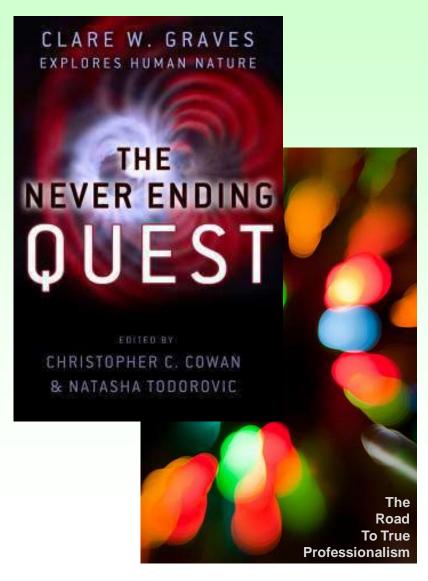
Initial Outcome Map:





Intelligent Feedback – 'learning' thermostat control
Apple 'cool' design; sold direct to consumer; double the cost of typical
thermostat (Apple Effect!); claims to save 15% of energy bills
Massively successful initial launch November 2011

The World's Biggest Piece of Psychology Research...





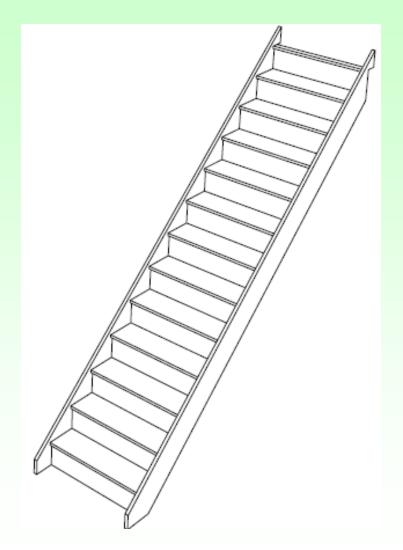


- 50+ years of research
- 500,000+ people analysed across every part of the world
- National thinking style profiles
- Established Industry Profiles
- 'Social System DNA'

Foresighting is....

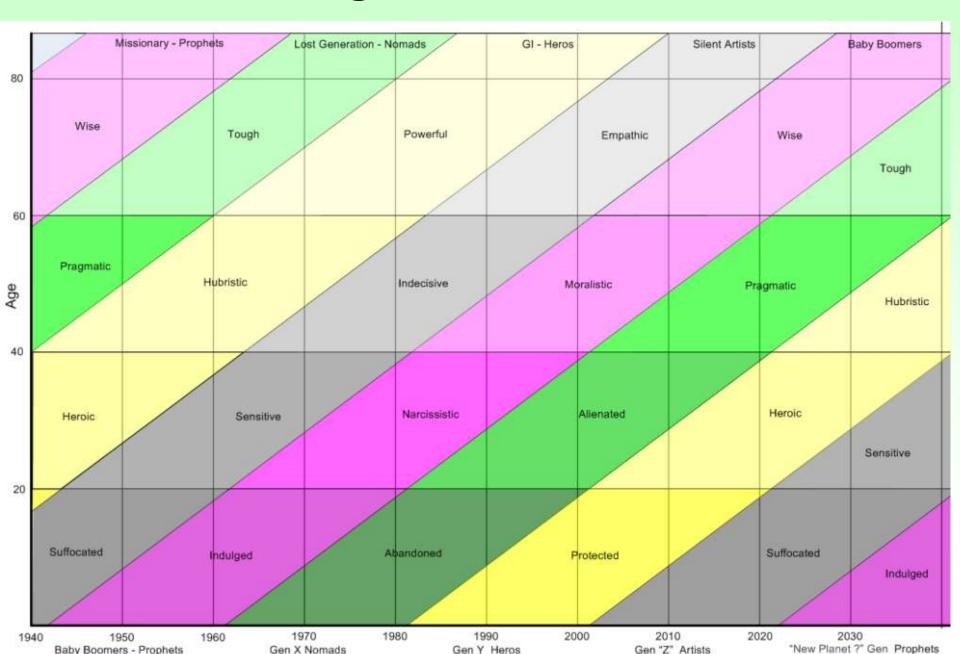


...more like this...



...than this.

Who Am I Selling To?







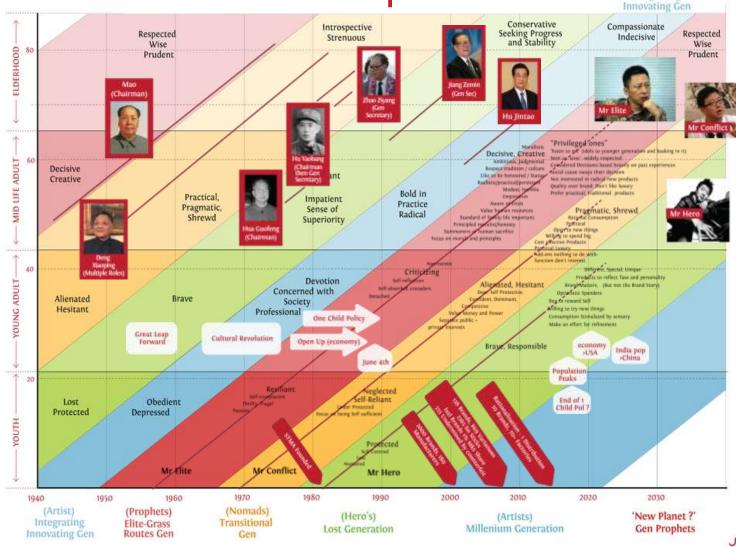


US/UK Generational Cycles Missionary - Prophets Lost Generation - Nomads GI - Heros Silent Artists Baby Boomers 80 Wise Tough Powerful Empathic Wise Tough 60 Pragmatic Hubristic Moralistic Age Pragmatic Hubristic 40 Narcissistic Alienated Heroic Heroic Sensitive Sensitive 20 Suffocated Suffocated Abandoned Indulged Protected Indulged 2020 2030 1950 1970 1980 1990 2000 2010 1940 1960 Baby Boomers - Prophets "New Planet ?" Gen Prophets Gen X Nomads Gen Y Heros Gen "Z" Artists

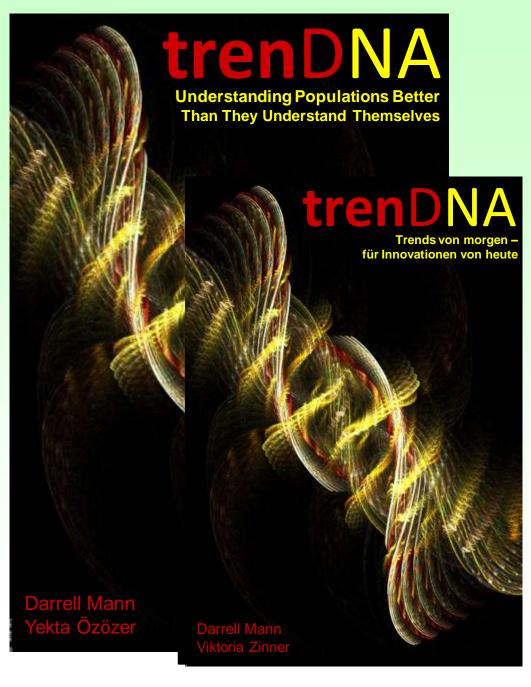


Chinese Generation Map

(Artist) Integrating





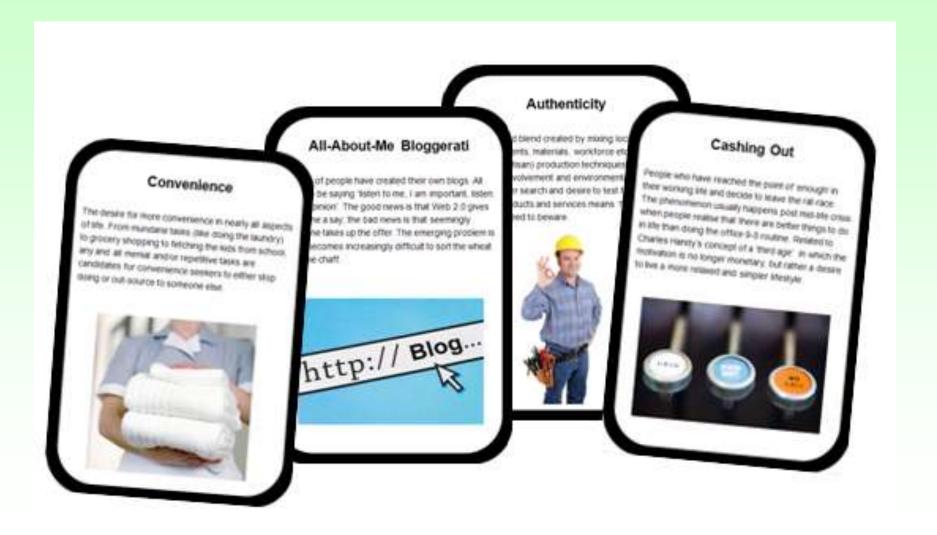


US/UK Germany

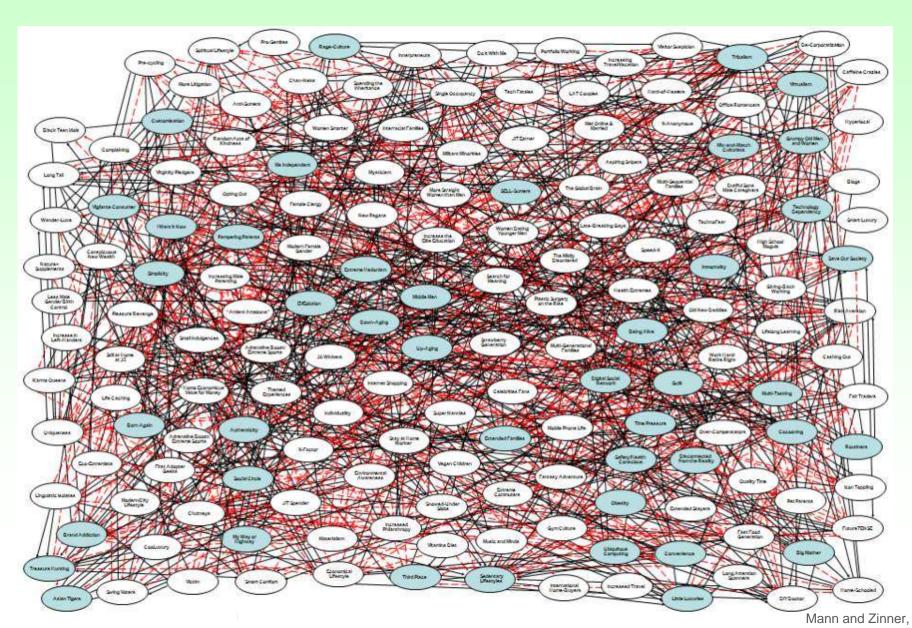
Australia Brazil Japan China India

B2B/B2C

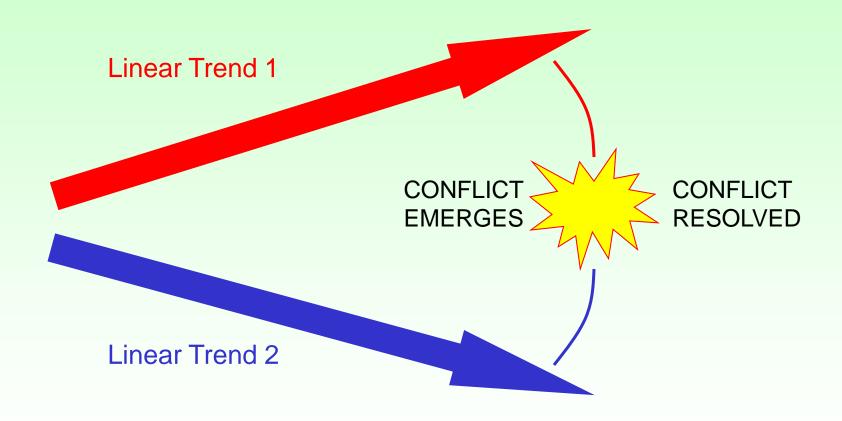
Consumer/Market Trends



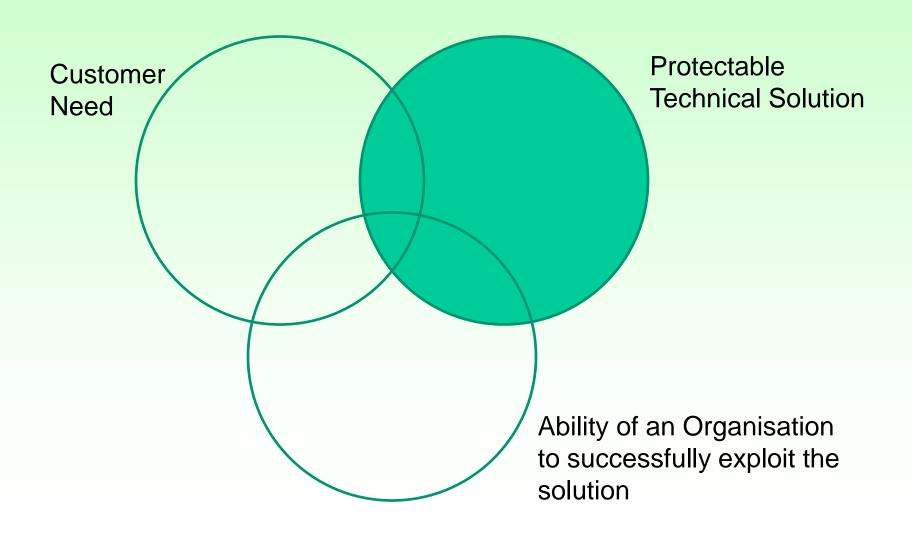
Trend Network



How Linear Trend Patterns Create Conflicts



Innovation... Most Difficult Game In The World?



Two Ways To Innovate:



- 1) Add a new FUNCTION/ATTRIBUTE
- 2) Solve a CONTRADICTION

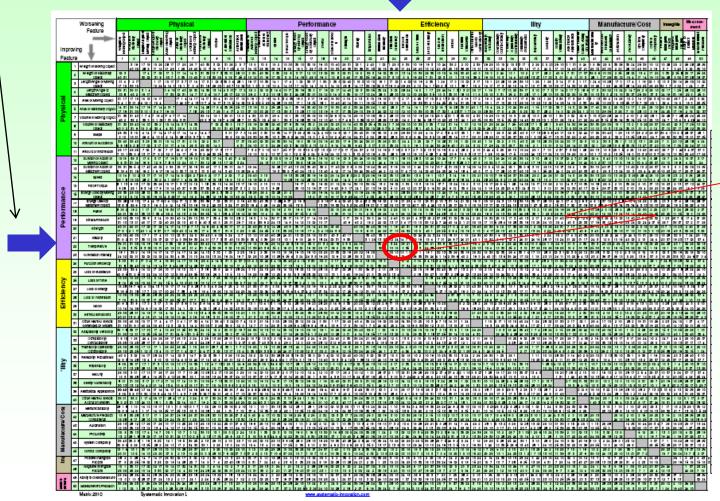
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Solutions Somewhere...

I want to reduce ENERGY consumption....

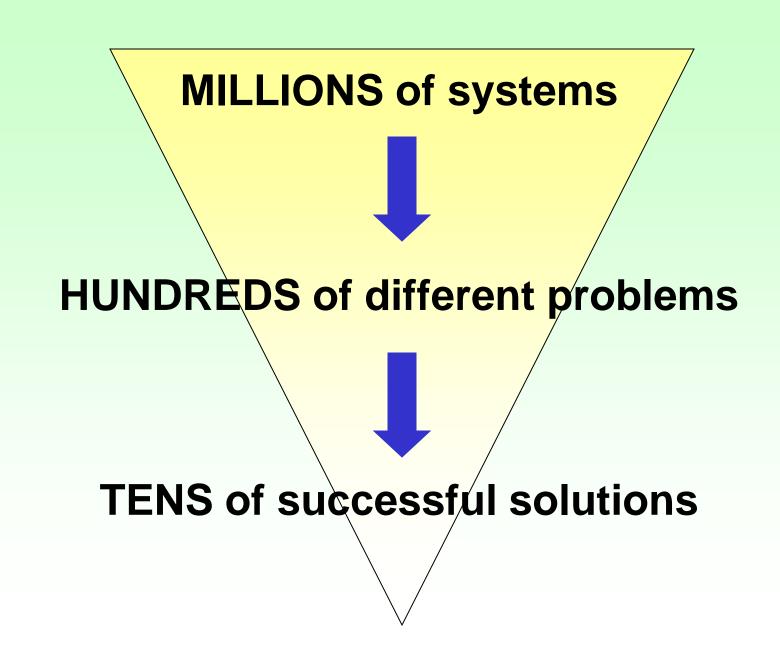


...but customers are sometimes too LAZY to change their behaviour



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