



future**think**'s
2007 Innovation Tracker

The Shift from Creativity to Value



The Research Associates, Inc | 2007
248 West 35th Street, New York NY 10001 | www.theresearch.com

Turn innovation into results. | Future Think LLC | 2007
242 West 30th Street, New York NY 10001 | www.getfuturethink.com



Executive Summary:

Every year, we poll a group of executives from around the world who are involved in innovation. In 2006, we launched our inaugural Innovation Tracker, and this year we're following up to see how perceptions and perspectives on innovation have evolved.

In the 2007 Innovation Tracker, we learn that the conversation around innovation is getting more serious. People are looking at innovation less in terms of "creativity" and more in terms of business needs and delivering value. Innovation, in the end, is about delivering results.

But how does this happen? What enables organizations to do this? To create something that is new and valuable ultimately requires that people set goals for creativity and define innovation and its bounds. After many years of lofty aspirations around innovation, it seems the reality of it—that it's easier to talk about than to actually do—is sinking in. Creativity and ideas are not enough—they need to be structured, defined, and directed in order to result in innovation.



Innovation remains elusive. Many organizations set out to become innovative without actually defining what innovation means for their business. We learn in the 2007 Tracker that while innovation requires a number of key components, organizations need to define what innovation should accomplish for them.



People want **leadership to be more committed to innovation**—they need their leaders to go beyond "talking the talk" and start "walking the walk." Leaders need to empower their workforce, and dedicate the time and resources necessary to creating a climate that fosters innovation for the long term.



Innovation doesn't happen in environments where ideas, creativity, and curiosity are not fostered. People need **a climate that enables them to innovate**. Innovation is not just about complex idea management software or new brainstorming methodologies, it's about making innovation part of the everyday.



People are afraid to fail, and feel their **leaders are too averse to risk**. The Tracker uncovers a distinct need to define an acceptable level of risk in an organization, and create comfort around failure as an acceptable and expected corollary to innovation.



Many people feel they **don't have the time** and the flexibility they need to innovate. Respondents are too busy with "business as usual" to even begin seriously thinking about new ideas and innovations for their organizations.



Though creativity is less of a concern in this year's Tracker than it was last year, people still cite their organization's **lack of creativity** as a hurdle to innovation, and placed "more creative people" at the top of their Innovation Wish Lists.



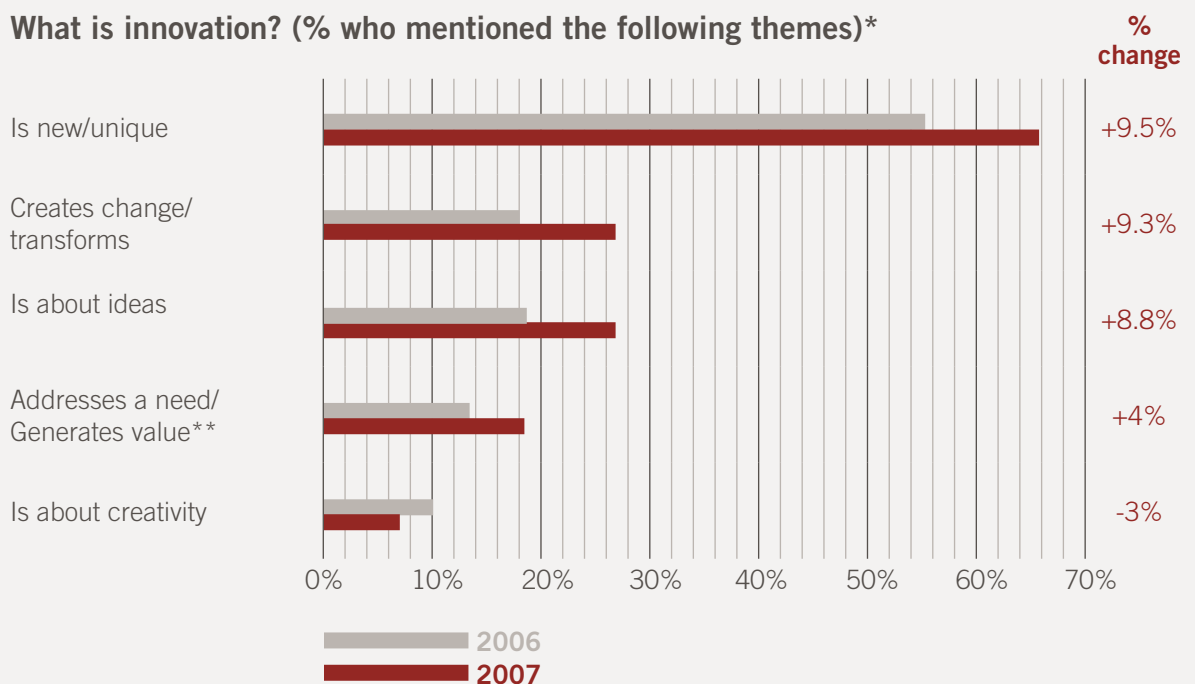
I. What Is Innovation, Anyway?

According to the 2007 Innovation Tracker, innovation is something *new* that *satisfies a need* and *changes the way things are done*.

Innovation remains top-of-mind for most organizations, yet it's still an elusive topic that people have difficulty defining. While this year's respondents furnished a wide range of answers when asked to provide a concise definition for innovation, a number of common themes did emerge. These key themes have shifted noticeably from those that emerged last year:

- > More respondents tied their definitions to addressing needs and generating value this time, whereas people cited creativity more often in last year's survey.
- > The tenor of the conversation is shifting away from defining innovation by what it means to a more serious definition of what it does.
- > We see a move away from a personal definition of creativity toward a more organizational definition—the scope of “creativity” is broadening from one-off idea generation sessions to a more sustainable methodology that's intended to deliver value. Creativity isn't an issue in and of itself—rather, it's a means to an end.

What is innovation? (% who mentioned the following themes)*



* Some responses included more than one definition or theme.

** “Addresses a need/Generates value” is phrased differently in this year's survey. Last year's Tracker cited the theme “Simplifies/Makes life easier.”



Key Themes

THEME 1

Innovation is something new or unique.

The ability to create something new—whether it be a new internal business process or a new product or service—is the first thing that separates innovators from the rest of the pack. A majority of the Tracker’s respondents used the words “new,” “novel,” “unique,” or “different” to define innovation.



“[Innovation is] the development of a product, service, or process that advances a previous concept by an order of magnitude, is completely new, and/or creates demand or markets for itself.”

“[Innovation is] a unique, alternate, or new approach.”

“[Innovation is] all new ways for an organization to make money: this can be a new product, a package, a business model, etc.”

THEME 2

Innovation creates change or transforms.

Innovation isn’t just about introducing new things—it’s about creating new things that also change the way things work on a large scale. Compared to the 2006 Tracker, we saw a 9.3% increase in the number of respondents who cited “change” as a crucial aspect of innovation.



“[Innovation is the] utilization of new ideas and ways of thinking in an effort to transform business with increased efficiency and greater effectiveness or introduction of new products and services to address changing customer needs.”

“[Innovation is] any non-destructive, purposeful change.”

“[Innovation is] an idea or a concept that dramatically changes people’s lives.”

THEME 3

Innovation is about ideas.

“Ideas” is mentioned in a number of contexts, and is most often discussed as an aspect of innovation rather than as a definition in and of itself. The key is that people understand that ideas are the root of innovation, but are not innovations themselves. Ideas are developed, refined, and grown into other types of innovation.



“[Innovation is] harnessing new ideas, translating them into business opportunities and successfully implementing them to lead an industry trend.”

“[Innovation is] novel and unique ideas.”

“Innovation may exist at any phase of an idea from its creation to its final embodiment.”



Innovation addresses a need and generates value.

Innovation cannot just be about creativity and out-of-the-box ideas, because if these creative ideas fail to fulfill a distinct need or generate value in some way, they haven't done anything to improve the status quo. People are clearly beginning to dig deeper and analyze the roots of innovation—that which fulfills a need and generates value generally simplifies or improves life in some way.



“[Innovation is] being able to provide value to customers in a way that is unique and refreshing.”

“[Innovation is] the advancement of thinking about a product, process, service, or market that improves the value to those that interact with it.”

“[Innovation is] identifying an unmet need or desire and fulfilling it in a way that seems obvious in retrospect.”



II. Who Are Today's Leading Innovators?

Apple and Google remain on top while YouTube, Nike, Samsung, and Toyota emerge as new entrants in the Top 10. Top Innovators go beyond *talking about innovation and continually generate results.*

When asked to list today's leading innovators, respondents named 56 unique organizations, spanning industries as diverse as banking, technology, consumer products, and pharmaceuticals. Respondents see innovation in many different companies and understand that innovation is about more than Apple's latest iteration of the iPod. Some companies that respondents listed are known for consistently releasing game-changing products, while others manage to fulfill existing needs using new processes or by engaging in new partnerships.

top 10 Most Innovative Companies

2006

Apple
Google
Sony
3M
Microsoft
JetBlue
Starbucks
BMW
Motorola
Target

2007

Apple
Google
Toyota*
YouTube*
Microsoft
Starbucks
Motorola
Samsung*
Nike*
Sony

*new to list in 2007

Who's new? Toyota, YouTube, Samsung, and Nike rose into the top ten this year. How did they get here? Because they, like the other companies in the Top 10, don't just talk about innovation—they get it done. Getting it done of course translates into strong sales and success in market, which in turn generates press and media attention, keeping these companies top-of-mind with consumers.

Innovation seems to be less about perception this year as it is about business growth. People are no longer fooled by companies that simply talk about innovation—they actually expect companies to deliver on their promises. Just look at Ford, for example. In 2006, the company launched an extensive media campaign touting its abilities as a leading innovator and its commitment to innovation as the #1 priority. Yet no one actually saw innovative products coming off the Ford production line. Toyota, by contrast, just does it. Its signature hybrid vehicle, the Prius, enjoyed robust sales in 2006 and remains in high demand despite relaxing fuel prices. Still, Toyota has yet to launch a single advertising campaign dedicated to the Prius. Toyota rarely talks about innovation; it shows the world its definition of innovation with every vehicle it makes.



Let's look at two of the new faces in the Top 10:



Toyota

As fuel prices rose to record highs and the public became increasingly aware of the climate crisis and global warming, Toyota's popularity surged on the strength of its lineup of fuel-efficient vehicles. Exceptional global sales (2006 revenues topped \$168 billion USD) helped ignite the company's growth to the point that it actually outsold American competitors and pushed past Daimler Chrysler to become the world's 3rd largest automaker. If it continues its ravenous growth, Toyota is slated to overtake Ford (2005 revenue of \$176.9 billion) and GM (2005 revenue of \$192.6 billion) in the upcoming years to become the world's #1 automaker.



YouTube

It's smaller and younger than Toyota, but still among 2006's Top 10 Innovators. YouTube fundamentally changed the way we look at media-on-demand with its easy to navigate interface and its ability to attract millions of unique web visitors each day. It also received a great deal of attention when it was acquired by Google for \$1.65 billion. The Google acquisition suggested to the world that YouTube is a force that should not be ignored, and cemented its place in the Top 10.



And the Winner Is...

When we asked “Who was the top innovator of 2006?” respondents were asked to name only one company. In this case, the number and range of organizations listed shrunk dramatically. Only 17 unique organizations were named in this section of the survey. Who took home the Gold? No surprises here:

Company	% of Votes
Apple	55%
Google	16%
YouTube	5%
Other	24%

Who was the TOP innovator of 2006?

We dug a little deeper and asked why respondents voted for the company they did. Respondents confirmed that innovation is about more than marketing, buzz, and perception. The three companies that were named most often—Apple, Google, and YouTube—are all known for bringing game-changing innovations to market. They also innovate *consistently*, which keeps them fresh in the eyes of customers and top-of-mind when it comes to innovation. Here’s what respondents who voted for Apple had to say about their choice:

#1:



“The [Apple] iPod required innovation on a number of different levels: a new kind of relationship with music companies to sell their songs, a new business model for an online store, and branding (expanding their whole innovation brand and creating the “i-ecosphere”). In addition, they introduced new concepts in look and feel, and device and software simplicity.”

“[Apple] keeps the consumers excited and delivers on their promises.”

“Apple goes beyond understanding the community it serves. Its products, content, distribution, and interface strategies come from a level of creative thinking that is truly outside the box.”

People are talking about what Apple has done in the businesses it has entered – how it has shaped product design, its iTunes business model, and its overall brand impact. Apple has created a distinct, almost tangible connection with the public that exists simply because it consistently delivers on its promise to combine technology, design, functionality, and usability through the products, services, and experiences it offers.

We see a similar conversation from those that voted for Google, the runner-up for “Top Innovator of 2006.”

#2:
Google



“[Google offers] drastically new services to people that are relevant and change their way of doing things.”

“[Google] encourages creativity in their employees and have the brand-name recognition to launch a lot of different tools/products in different ways.”

“[Google] comes up with the most innovative and new products that consumers want and enjoy. They are constantly changing their designs and features.”

“Google has come up with a number of innovative tools that has spawned a great number of innovative offerings.”

The #3 company, YouTube, is another company that has truly changed the rules of an entire industry. Consider the impact this small company has had on digital video distribution. Today, almost any kind of video we want (news clips, home videos, viral ads, music videos, animation, amateur film shorts) is available any time we want it. It’s easy, free, convenient, and wildly popular (YouTube receives an estimated 100 million hits per day). YouTube has created a community around video sharing. Users can tag clips with keywords, rate clips, flag content that may be offensive or illegal, and leave comments and feedback on clips.

#3:
YouTube
Broadcast Yourself™



“[YouTube] came up with something new... a new way of communication using videos.”

“[YouTube has had a] huge impact on media distribution on the web, from small viral level to corporate infringement.”

“YouTube has made it possible for anyone to become a celebrity instantly, and cut out the necessity of a TV.”

The Top Innovators deliver products and services that satisfy respondents’ definition of innovation—each one is providing something new that satisfies a need and changes the way things are done.



III. Innovation and Your Organization

Aversion to risk, lack of creativity, and lack of proper leadership were cited as key barriers to innovation inside our respondents' organizations. More creative people, better leadership, and more time to work on innovation topped Innovation Wish Lists.

We asked two questions regarding innovation *inside* our respondents' organizations:

What are the **biggest hurdles** to innovation in your company?

What holds your company back from being innovative?

Reason*	% citing reason
Aversion to risk at the organizational level	21%
Lack of creativity	19%
Lack of leadership commitment	14%
Financial pressures and limitations	14%
Difficulty with change	14%
Absence of a formal process	12%
Creative, unconventional thinking isn't valued	12%
Slow decision-making process	7%
Focus is on the short-term	7%
Employees aren't free to work on innovative projects	5%

If money weren't an object, what are the top two **things you wish you had** to help support your innovation efforts?

Need*	% citing need
Smarter, more creative people	34%
New or more committed leadership	23%
More flexible time to work on innovation	20%
New structure with dedicated innovation teams	16%
Better communication through marketing/advertising	16%
Cross-functional teams, more networking	14%
Increase in R&D spending	13%
More training, rewards, and incentives	13%
Better technological infrastructure	9%
Outside help and partnerships	9%
A better work environment	5%
A consistent, communicated strategy	5%
A definitive process for innovation	4%

* Responses included more than one reason or need in some cases.



Innovation Wish List

When we looked at respondents' answers to both of the previous questions, we noticed four key needs emerge regarding innovation inside respondents' organizations:



Committed, inspiring leadership



Smarter, more creative people



Comfort around taking risk



Time to work on innovation





Committed, inspiring leadership

Innovation has been one of the most prominent organizational imperatives in the past few years. CEOs in every industry from automotive to pharmaceuticals talked the talk, but our respondents believe that few actually did anything to support innovation as a formal initiative. Respondents voiced a distinct need for committed, inspiring leadership, with 14% citing a “lack of committed leadership” as a barrier to innovation and 23% listing “new or more committed leadership” on their Innovation Wish List. There’s a great deal of inconsistency between what business leaders say about innovation and what they *actually do*.



To innovate successfully, my organization needs...

“The CEO’s support. Leadership. No one works to put everybody on the same page.”

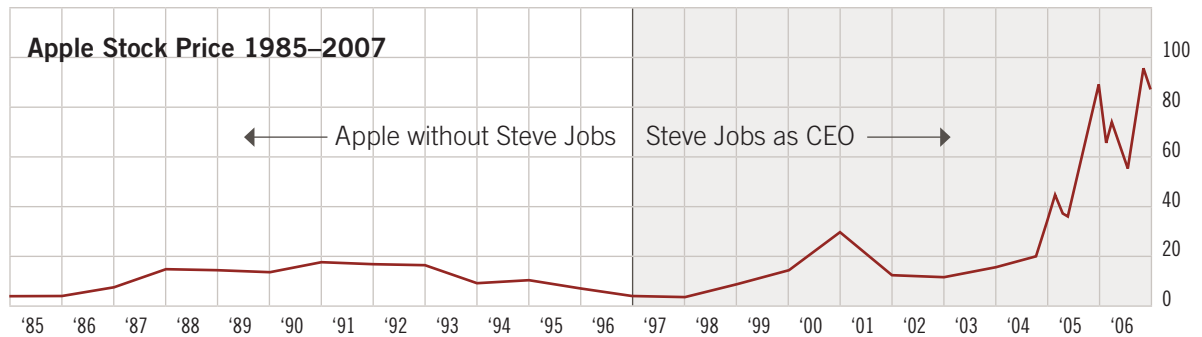
“Imaginative leaders who can execute.”

“Senior management commitment; [there’s a] lack of a corporate attention span.”

INSIDE A LEADING INNOVATOR:



Apple CEO Steve Jobs is an inspiring leader—he personally oversees innovation projects and is known for driving his company’s success. One need only look at Apple Inc.’s stock performance to see a noticeable difference between years when Jobs was CEO and years when he was not. During the 12-year span of Jobs’ absence from Apple (between 1985 and 1997), its stock price remained relatively flat. Upon Jobs’ reappointment as CEO in 1997, we see Apple’s stock price increasing consistently over time, rising to it’s current price in the \$80-90 range (as of 02.2007).



Google founders Sergey Brin and Larry Page are young, committed, inspiring leaders who work alongside their engineers while shuttling new projects to launch. They both chose to pass up the role of CEO in favor of more hands-on positions. Brin is Google’s President of Technology and Page is the company’s President of Products. They jointly recruited CEO Eric Schmidt in 2001 to act as the company’s figurehead. All three are hands-on types who make themselves accessible to everyone in the organization. Google’s corporate hierarchy is virtually non-existent—employees work together in glass cubes, eat together at the in-house café, and enjoy an employee to manager ratio of 20:1 (the industry average is 7:1). Google focuses on a culture where all employees have ownership in the business.





Smarter, more creative people

Many Tracker respondents voiced the need for smarter, more creative people in their organizations. 19% of respondents cited “lack of creativity” as a major hurdle to innovation and 34% placed “smarter, more creative people” at the top of their Innovation Wish Lists.

The perception is that successful, innovative companies are full of geniuses and creative thinkers. While creativity is certainly an important aspect of innovation, it is not necessarily the most important aspect of innovation. People are capable of thinking “outside the box” when they’re pushed to do so, and when they have an environment that fosters creative thinking.



To innovate successfully, my organization needs...

“Research and creative staff.”

“Creative minds and a strong delivery team.”

“Open-minded and free-thinking management.”

One of the biggest hurdles to innovation in my organization is...

“Ability to think outside the box.”

“Unimaginative people who cannot see or hear a new idea and cannot execute.”

“[Our lack of] creativity and design experience.”

INSIDE A LEADING INNOVATOR:



Toyota is known for its lineup of safe, efficient, reliable vehicles. It’s not necessarily held as the most creative company in the world, however. People recognize that Toyota’s innovations go far beyond mere creativity—Toyota is famous for streamlining operations in order to maximize production capacity at the lowest possible cost. Other organizations actually visit Toyota’s facilities to study its setup and learn the golden standards of operating efficiency. Toyota also prides itself on its team of engineers and designers who are capable of working together to create the next generation of vehicles. Toyota’s strategy represents another key aspect of the company’s strength as an innovator. As one respondent put it, “[Toyota] was ready for the public’s realization that we need alternate energy for personal transportation.” Toyota was able to position itself ahead of the curve by having a line of ultra-low-emissions vehicles ready for sale during a time when global warming and alternative energy are top-of-mind for consumers around the world.





Comfort around taking risk

“Aversion to risk” was listed most frequently as a barrier to innovation inside respondents’ organizations—21% cited this as a major roadblock.

Note that the companies our respondents think are the most innovative are those that excel in balancing breakthrough innovations (more risky) with more incremental product/service enhancements (less risky).



One of the biggest hurdles to innovation in my organization is...

“Our management team is too risk averse.”

“[A] lack of risk tolerance [and a] corporate culture of conflict to slow down change.”

“The corporate culture and management. Do they encourage and embrace breakthrough ideas, even when they are not popular?”

INSIDE A LEADING INNOVATOR:



The iPod was, at one time, a breakthrough—but even before it took off, Apple was careful to maintain a balance by constantly enhancing its lineup of computers, notebooks, and software. Today, Apple isn’t taking a huge risk every time it adds a feature or makes an enhancement to its already successful iPod lineup. Changing the color of the product’s casing and increasing storage capacity are incremental improvements that can be introduced to the market with little apprehension around the product’s sales.

Apple is, however, taking a significantly larger risk in launching the upcoming iPhone, as this product represents two years of top-secret development (and investment), and no one is entirely sure how the product will fare in an already crowded marketplace.



Motorola balanced the breakthrough release of the RAZR with smaller launches leading up to it—the V60, an iconic handset in its own right; the T720, one of the first clamshell phones to sport a large, bright, color screen; and numerous variations on “push-to-talk” phones. It then completely changed the landscape of mobile handset design with the launch of the RAZR in 2004. The RAZR launch was a breakthrough—Motorola designers broke a lot of rules when creating the final product (the phone was significantly wider than the industry thought acceptable and the antenna was mounted in the bottom of the phone) and Motorola only expected the phone to sell in limited numbers as a luxury item. The RAZR soon became the best selling mobile handset in history and Motorola has since launched incremental innovations with the SLVR, KRZR, RIZR, and many other devices.





Time to work on innovation

When asked what they need to support innovation efforts, over 19% of respondents listed “time” and “flexibility” as key items on their Innovation Wish Lists. The data shows a desire to explore—respondents use words like “brainstorm,” “ideas,” “freedom,” and “free thinking” a great deal in their responses. They indicate that innovation is about going beyond the day-to-day, but that they don’t have the time and resources to do so in their current work environment.



When it comes to innovation support, I want...

“More free time at work to explore.”

“Flexibility of time and resource to spend on longer-term, business-changing initiatives.”

“Increased time to research the major issues in the field.”

INSIDE A LEADING INNOVATOR:



Google is a shining example of a company that gives its employees the time they need to work on innovation projects. Google mandates that employees spend 20% of their time on projects that have nothing to do with their day-to-day work. These side projects—“Googlettes”—are not just a matter of fun and games. The company has gone on to turn many Googlettes into successful products—Google News, the social networking site “orkut,” and Google AdSense were all born as Googlettes.



IV. What Makes a Company Innovative?

A climate that continually fosters innovation is the number one attribute of an innovative company—leadership, ideas, and strategy are key to success.

We asked respondents to rank a list of attributes that make an organization innovative:

Attribute	2006	2007	Change
Ability to create a climate that continuously fosters innovation	1	1	—
Ability to generate business-building ideas	6	2	+4
Creative thinkers	2	3	-1
Having a clear innovation strategy that generates real results	9	4	+5
Excellent product/service design	3	5	-2
Breakthrough ideas	5	6	-1
Strong leadership	4	7	-3
Constant product/service improvement	7	8	-1
Process that helps identify the most innovative ideas	8	9	-1
A perceived “wow” factor	10	10	—
New products/services representing a healthy % of revenue	12	11	+1
Excellent PR and marketing	11	12	-1
Powerful brand name	13	13	—

For the second year in a row, the most important attribute of an innovative organization was “the ability to create a climate that continually fosters innovation.” A climate of innovation is what makes innovation efforts sustainable, organic, and long-term. The Top Innovators such as Google, Apple, and Starbucks willfully and proactively cultivate a nourishing work environment for innovation. Usually, they end up being the best places to work—they’re environments where people aren’t afraid to take risks, where leadership is inspiring and committed, and where a spirit of energy, curiosity, and optimism reigns. An organization’s climate is the foundation upon which innovation can be built and supported beyond the occasional brain-storm.

What’s changed from last year? According to Tracker respondents, along with a climate that fosters innovation, organizations should focus on generating a steady stream of innovative ideas. But innovation is not just about “ideas,” it’s about ideas that generate results. “Business-building ideas” ranked higher in this year’s Tracker (moving up four spots to #2) than “breakthrough ideas” (which ranked #6). Business-building ideas are ones that help to balance a larger portfolio of innovative ideas. As noted earlier, breakthrough ideas are often risky, and are also often resource-intensive when it comes time to push an idea from concept to launch.



We find “having a clear innovation strategy that generates real results” next in our list, up 5 spots from last year’s Tracker. Many companies treat innovation as elusive and intangible—something that defies definition. Leading innovators, however, innovate in an intentional and deliberate fashion, and generate results with an eye toward revenue, growth, and profit. A clear strategy defines what innovation means in a particular organization and goes beyond simply stating innovation as a vague business imperative. Every organization should have a definitive statement not only for what innovation is, but also for what innovation will accomplish for them. An innovation strategy provides a compass for efforts and helps to establish which ideas will take your business in the direction it needs to go.

“If you don’t have the ideas, you get nowhere. If you don’t have the climate that encourages people to come up with these ideas, you are finished.”

—2007 Innovation Tracker Respondent



VI. Innovation 2007: What's Next?

Your 2007 Innovation To-Do List

As you forge ahead in our efforts to innovate, you need to clear the confusion and set an example for others to follow. Innovation is a complex issue that requires strong support throughout an organization, but regardless of where your organization stands in its efforts, you can begin shaping the future of innovation for your organization. Whether or not you're in a leadership position, there are small steps you can take to create impactful waves across your organization in the months ahead.

Your 2007 Innovation To-Do List

- Get Leadership on Board.** Obviously, innovation will go nowhere without management support. If support is lacking, find the leaders in your organization who are most likely to successfully support innovation, and begin an authentic dialog about innovation with them. Once you've opened up the channels of communication, you'll begin to see a more committed initiative take shape.
- Define It.** What does innovation mean in your organization? Successful innovators clearly define what innovation means to them, and what it will do for their organizations. Can you define innovation's impact on your business in a way that's meaningful to everyone in your organization?
- Set Goals, Define Parameters.** Innovation can be risky business, there's no doubt about it. But the best innovators have defined what an acceptable level of risk is for them, and they always balance big bets with incremental innovations. Initiate a dialogue with senior management and with the rest of your team to arrive at definitive parameters regarding risk. Be a catalyst in your organization for removing the stigma from "failure" by understanding that every failure is an opportunity to learn, and every learning is an opportunity for innovation.
- Foster Innovation.** What needs to change in your organization to create a climate that better fosters innovation? Do you need more dedicated space for brainstorming and break-out sessions? A library stocked with books and resources that will spur new ideas? Generate a list of small changes you could actually implement over the next 12 months with regard to your work environment. Ask your colleagues and leaders to do the same. Once you've compiled a master list, prioritize the changes and see which ones you have the time and money to implement. Remember that even small-scale changes can have a big impact in the long run.
- Shake Things Up.** Innovation isn't impossible just because you're not feeling particularly creative. Innovation lies at the intersection of seemingly unrelated ideas. Reach out to employees in different departments so you can share insights and learnings with one another. Reach out to inspiring individuals outside your organization to fuel thinking around new innovations in the marketplace.
- Set Yourself Free.** Request the freedom to innovate. Empower yourself and those around you with new resources and tools that will help you open up and generate new ideas. For example, try a "Ten at Ten" rule: every day at 10:00am, take 10 minutes to do a quick brainstorm, scan a new website, or do anything that takes you out of your day-to-day. Gradually increase the time you spend on these activities, and integrate them into your routine as a natural part of your day.



Recommended Tools and Services:

Based on the 2007 Tracker results, here's a few futurethink tools and services that we recommend:



Climate Action Plan

Are you looking for innovation to become consistent and organic in your organization? Get a step-by-step approach to build a climate of innovation. You'll discover real-life lessons from the leading innovators, develop a customized plan for your business, and arm yourself with information and tools to get support for your efforts.



HotSpot: How to Take Smart vs. Stupid Risks

Companies looking to be innovative have a real challenge when it comes to building a climate that is comfortable with risk. The key is clearly setting boundaries for risk-taking and learning how to best function within those boundaries. Learn how the leading innovators define smart risks, craft a strategy for smart risk-taking in your organization, and arm yourself with information and tools to get support for your efforts.



"Leading Innovation" Training Lab

Executives hear theory about innovation at every turn, and they have woven it into annual plans, but many are not clear what to do next. The "Leading Innovation" Training Lab provides specific tools and best practices brought to life with interactive exercises that help move innovation from theory into practice for your organization.



futurethink Fieldtrip

To get out of the box, you need to get out of the office. That's a rule for leading innovators. futurethink will guide your team on an invigorating innovation fieldtrip in New York City. The diverse array of innovative sites and experiences blended with futurethink's insights and exercises will ignite fresh thinking about current business challenges.

For these and other ideas on how you can better innovate, visit us online at www.getfuturethink.com.



About the Tracker

The 2007 Innovation Tracker probed the minds of a select group of over 50 senior business executives who are involved in innovation efforts in their organizations. It is intended to monitor current perceptions and thoughts around innovation: what it is, who's leading the charge, and what the key factors are that drive its success.

Methodology

We asked participants to answer a series of questions around the topic of innovation. Questions were both ranking-based (close-ended) and open-ended, and were designed to yield both quantitative and qualitative responses. The study was conducted using an internet-based survey.

About futurethink

futurethink helps companies move innovation from theory to practice. We offer research, tools, and services to build innovation programs and skills. We provide a clear framework for understanding innovation, and a clear path for driving results.



About the Research Associates

The Research Associates is a strategic marketing and consulting firm that specializes in providing customer-centric, personalized, adaptive and actionable marketing strategies designed to grow businesses. We deliver marketing research and planning services by utilizing our proprietary methodologies for collecting, monitoring, analyzing and reporting on marketing related data and variables.

