

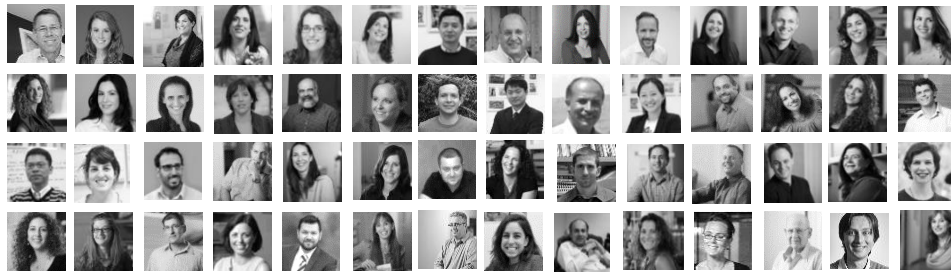
BTS Innovation Ambassadors

Training Session April/May 2018





SIT is a privately owned innovation company, established in 1995, headquartered in Tel Aviv with offices and affiliates on five continents.



80 innovation experts from **diverse professional and cultural backgrounds**, sharing a passion for innovation and for helping organizations and the people within think and act more agilely.

Our Promise

- We help companies succeed by achieving self-sustaining innovation, both immediate and long-term.
- To do so, we use our proprietary method, also called SIT - Systematic Inventive Thinking[®], to provoke novel thinking and manage the organizational change needed for its implementation.

Cross-sector clientele of more than 950 companies in 70 countries including:



You can read some more about SIT here



Your SIT Contact

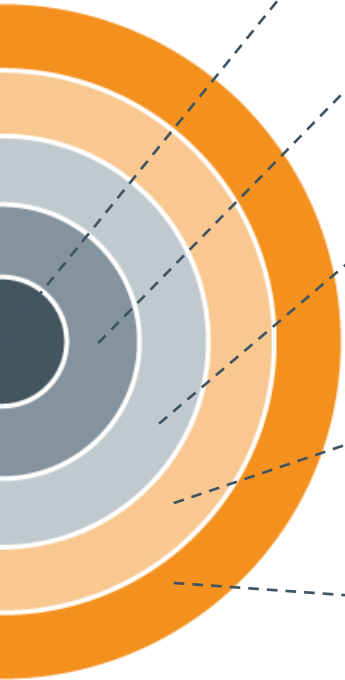


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SIT's Method and Delivery Mechanism

The Ripple Model



At the core of SIT there are five unique **Thinking Tools**. These help you come up with *specific* solutions, alternatives and opportunities for innovation.

The **Principles** help you overcome assumptions that can obstruct innovations from emerging in the first place, or end in them being killed too early.

Most of our work together is collaborative, using your in-house experts. Therefore, we have devised, borrowed, and honed a range of **facilitation skills** to get the most out of your experts and to overcome resistances.

Project Management includes guidelines and techniques that help us ensure that ideas are not only generated, but actually implemented.

Organizational Innovation work processes ensure a sustainable innovation culture.

3 Pillars of Innovation

To ensure that the elements of the SIT method, as outlined in the Ripple, are delivered with highest impact, SIT works with you to put into practice the three pillars of self-sustaining organizational innovation:



Results:

Specific quantifiable innovative *outcomes* will be generated and executed.



Skills:

People will acquire the *ability and inclination* to think differently when needed through a *proven innovation tool set and the support for using it to achieve business results*.



Structures:

Organizational *Structures, mechanisms and processes* will be put in place to support and sustain the culture and practice.

Culture & Practice of Innovation

Our overall approach can be summed up as: **Don't do innovation; Innovate in what you do.** Traditionally, however, during our 21 years of work, the end product of applying innovation to what you do typically fell within these categories:



Enhance productivity

Injecting innovative thinking into your existing efficiency and productivity programs and efforts



Refresh marketing

Rethinking communications with your targets through a multitude of touchpoints



Solve problems

Identifying new approaches and solutions to technical, business, and internal challenges



New product development

Inventing novel yet viable products, processes, and services

Strategic Alliances & Open Innovation

Innovation Journey

An **active program** exploring entrepreneurship and the innovation culture in Israel - the startup nation. You will learn about **global innovation trends**; be exposed to **cutting-edge technologies**; meet **inspiring innovative organizations** and acquire structured tools and practices that will help you design **creative business models** and enhance your innovation performance.

Scouting

Find your ideal Israeli partner for business cooperation. SIT's networks and position in the Israeli cross-industrial market, its capabilities and proficiency in innovation makes it a natural partner for **creating business opportunities** aligned with your strategy. The program is facilitated by SIT experts to **ensure mutual benefit of all involved**.

Hackathons

An event that makes the best use of internal and external ideas to generate innovative and practical solutions for long term business challenges. Once the challenge is defined, the event is designed in close collaboration between **Israeli experts, entrepreneurs, startups and professionals from your organization**, mentored by **experts from SIT**. The participants – carefully selected to best fulfil your needs – come together to achieve these goals in a result-oriented yet highly energetic atmosphere.

Our working definition for Innovation

The ability to think and act differently in a useful and effective way

...eties. **3** a similar society in
...it. hist. buildings in London
...students. [OE *innocent*]
1 entrails. **2** work (of
... of inwards: see INWARD n.)
n. 8.
inborn; natural. **2** Philos.
nately adv. **innateness** n.
past part. of *nasci* be born])
NATURALLY 1.
(usu. attrib.) **1** further in;
partment). **2** (of thoughts,
t. ● n. Archery **1** a division
-eye. **2** a shot that strikes
Queen's or King's Counsel
ral most densely populated
attrib.: inner-city housing).
... formed in

innocuous /ɪnoʊˈkjuːəs/
inoffensive. □□ **innocuity** /ɪnoʊˈkjuː-
□□ **innocuousness** n. [L *innocuus* (as IN-¹, *nocuus* for
as INNOCENT
■ 4 see HARMLESS
see PURITY
innominate /ɪnoʊˈmɪn-
bone n. Anat. the bone
ilium, ischium, and pubis;
(as IN-¹, NOMINATE)]
■ see NAMELESS 1, 3, 5.
innovate /ɪnoʊˈveɪt/ v.intr. **1** bri
etc. **2** (often foll. by *in*) make
/-váysh'n/ n. **innovational** /-váy-
innovative adj. **innovativeness**
adj. [L *innovare* make new, alter (as IN-
■ **1** break new ground, pioneer, blaze a tra
changes, make alterations, modernize, remo
□□ **innova**

Our working Definition for Innovation

New



Feasible



Valuable

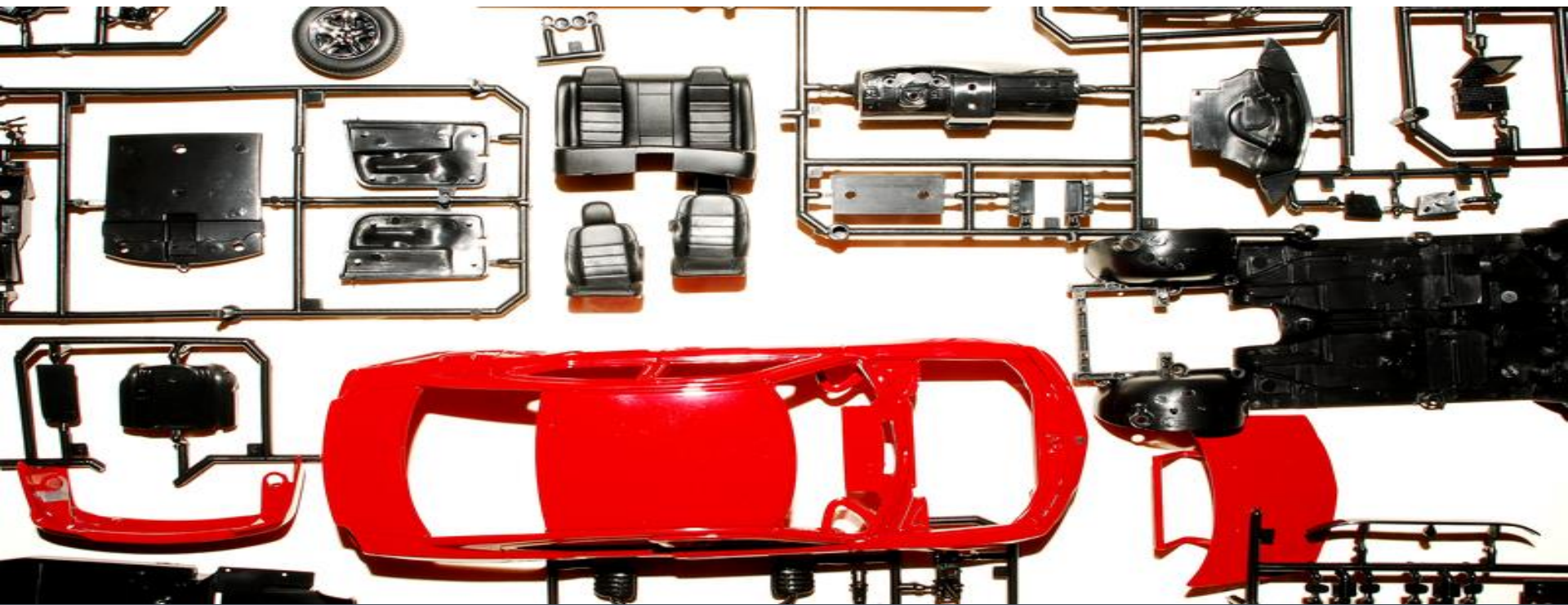


Constraints Enhance Creativity



The “Closed World” Principle

The “Closed World” condition dictates that when we come to invent something new, we make use only of elements existing in the product or its immediate environment.





Cognitive Fixedness is a state of mind in which an object or situation are perceived in one specific way, to the exclusion of any alternative

How did SIT start?



**+200K
Inventions**



Patterns

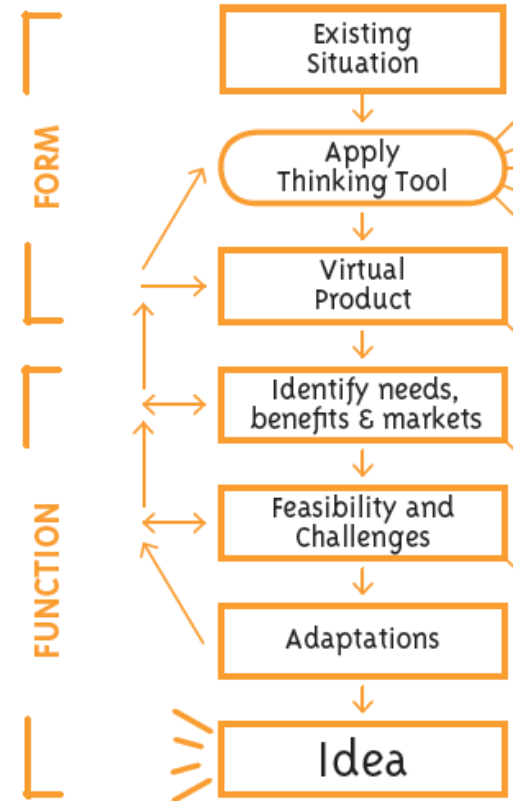


**Thinking
Tools**

HOW? By manipulations!



Function Follows Form (FFF)



Subtraction

Removing an essential component from a product / process / service
and finding usages for the newly created product



**An essential component -
seems impossible for the
product to exist without it**

Hot Rate® Hotels offer deep discounts if you book before learning the name of the hotel.

4-star hotels. 2-star prices.™

📍 Where would you like to stay?

📅 10/08/2017

📅 10/09/2017

🔗 1 Rooms, 2 Adults, 0 Children ▾

Find a hotel

Book hotel reservations and save

Book your hotel through Hotwire and get up to 60%* off. Whether you're looking for a five-star luxury resort, a comfortable downtown hotel or a budget option near the airport, we've got you covered.

For low prices, our Hot Rate® Hotels offer deep discounts if you book before learning the name of the hotel. You choose the neighborhood, star rating and amenities, and we'll find you an incredible deal. Prefer to know the name of the hotel before you pay? You have that option too. Whether you're going on a business trip, romantic weekend, family vacation or last-minute getaway – wherever and whenever you need a hotel, Hotwire comes through with great deals – guaranteed. If you find a lower price for the same hotel within 24 hours of booking, we will refund the difference. How's that for peace of mind?

Amazon Go

The Amazon Go logo is displayed in white text on a dark background. It features the word "amazon" in a lowercase, sans-serif font, followed by the word "go" in a similar font. A white curved line, resembling a smile or a checkmark, is positioned below the "amazon" part of the logo.

amazon go

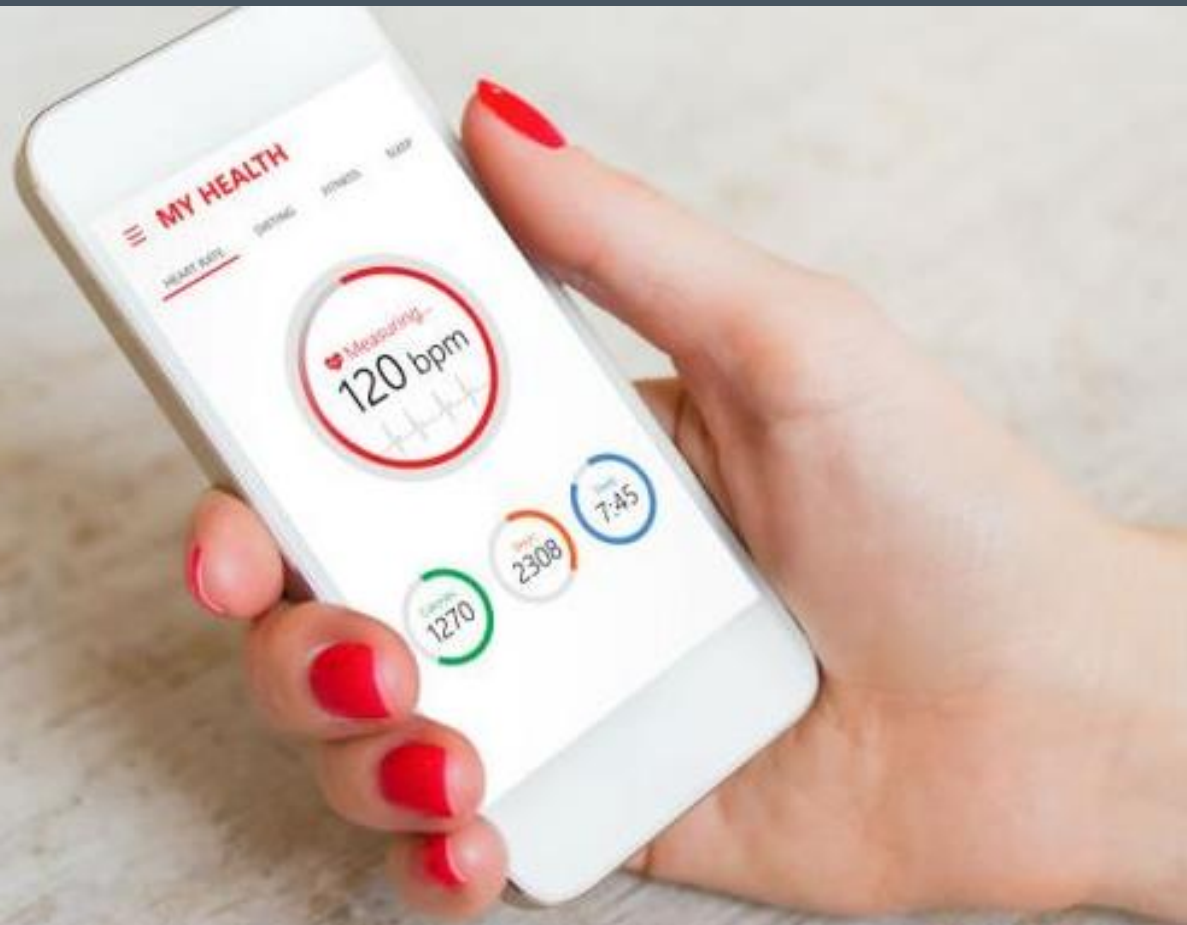
Welcome to Amazon Go and the world's most advanced shopping technology. No lines, no checkout—just grab and go!

Now open in Seattle!

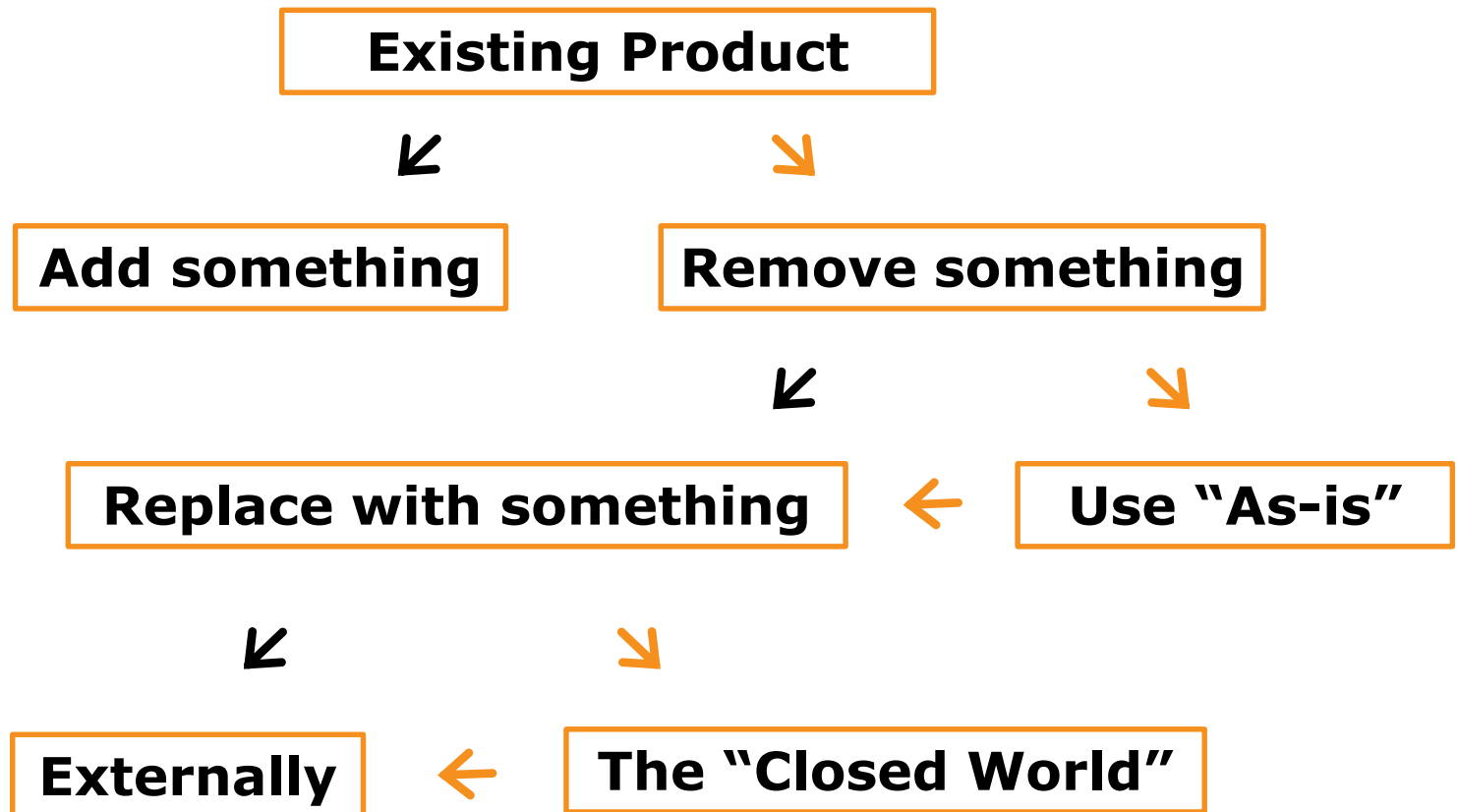
Monday to Friday 7AM–9PM



Site-less Trials



The Path Of Most Resistance



Applying Subtraction

1. **List** the product/process (school) components
2. **Remove** one of the **essential** components
3. **Visualize** the resulting “virtual product”
4. **Identify** potential market/customer needs “as is”
5. **Identify** challenges and suggest ways to overcome
6. **Iterate** or modify the concept to **improve** it



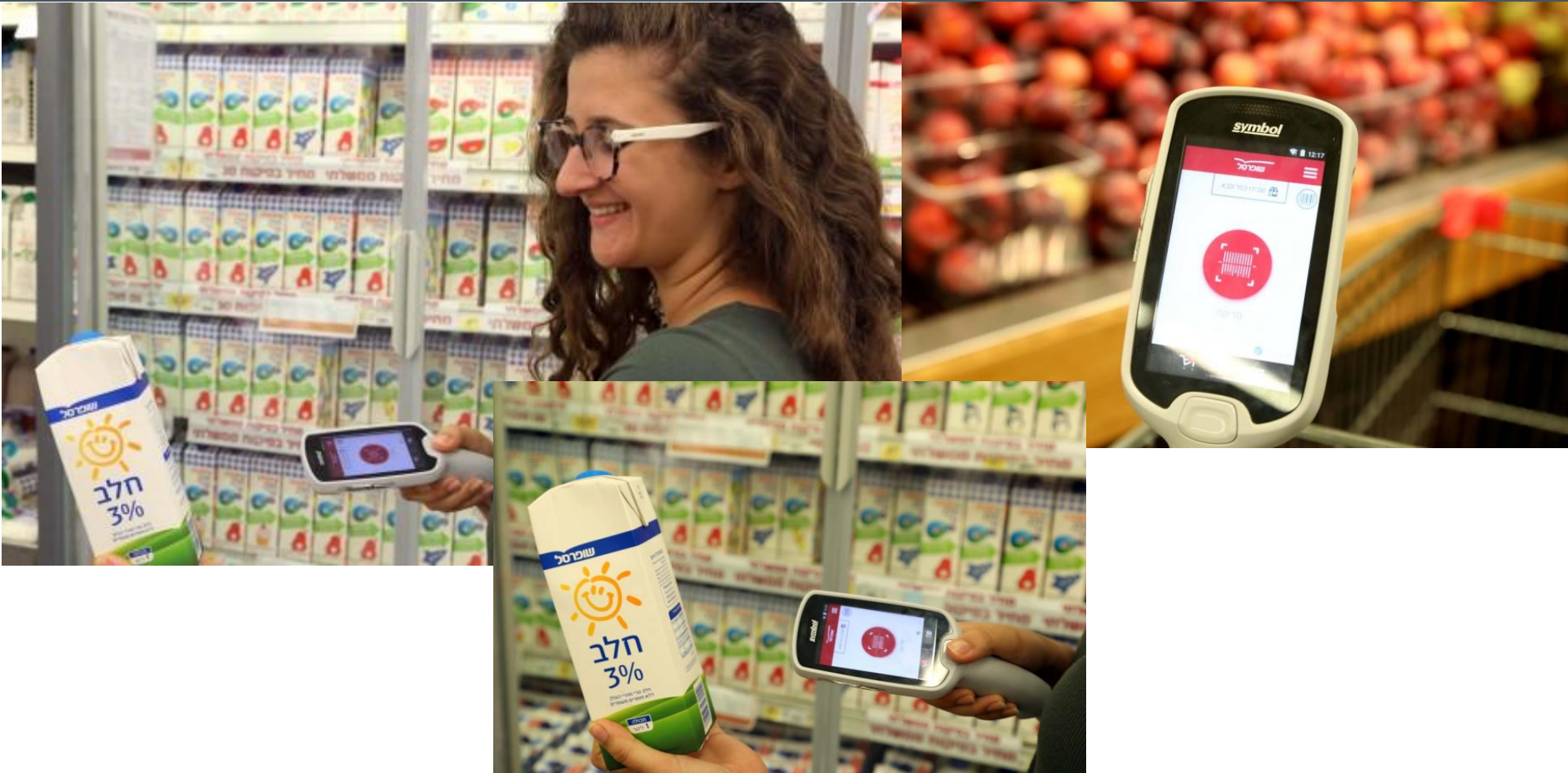
Division

**Dividing a product or process
into its components and randomly rearranging them**



in space or time

Shufersal – Scan and Buy



Starbucks' Mobile Order & Pay allows customers to place orders in advance



Schindler's elevators buttons are on the outside (not inside)



Applying Division

1. **List** the steps of the process/service
2. **Randomly** choose a step, take it out, and place it back in a new location
3. **Visualize** the resulting “virtual process”
4. Identify potential **benefits**, markets, and advantages
5. List the **challenges** and suggest ways to overcome
6. Make any necessary **adaptations**
7. **Iterate** the process with a different step



Task Unification

**Assigning a new function to an existing component
in our *Closed World***

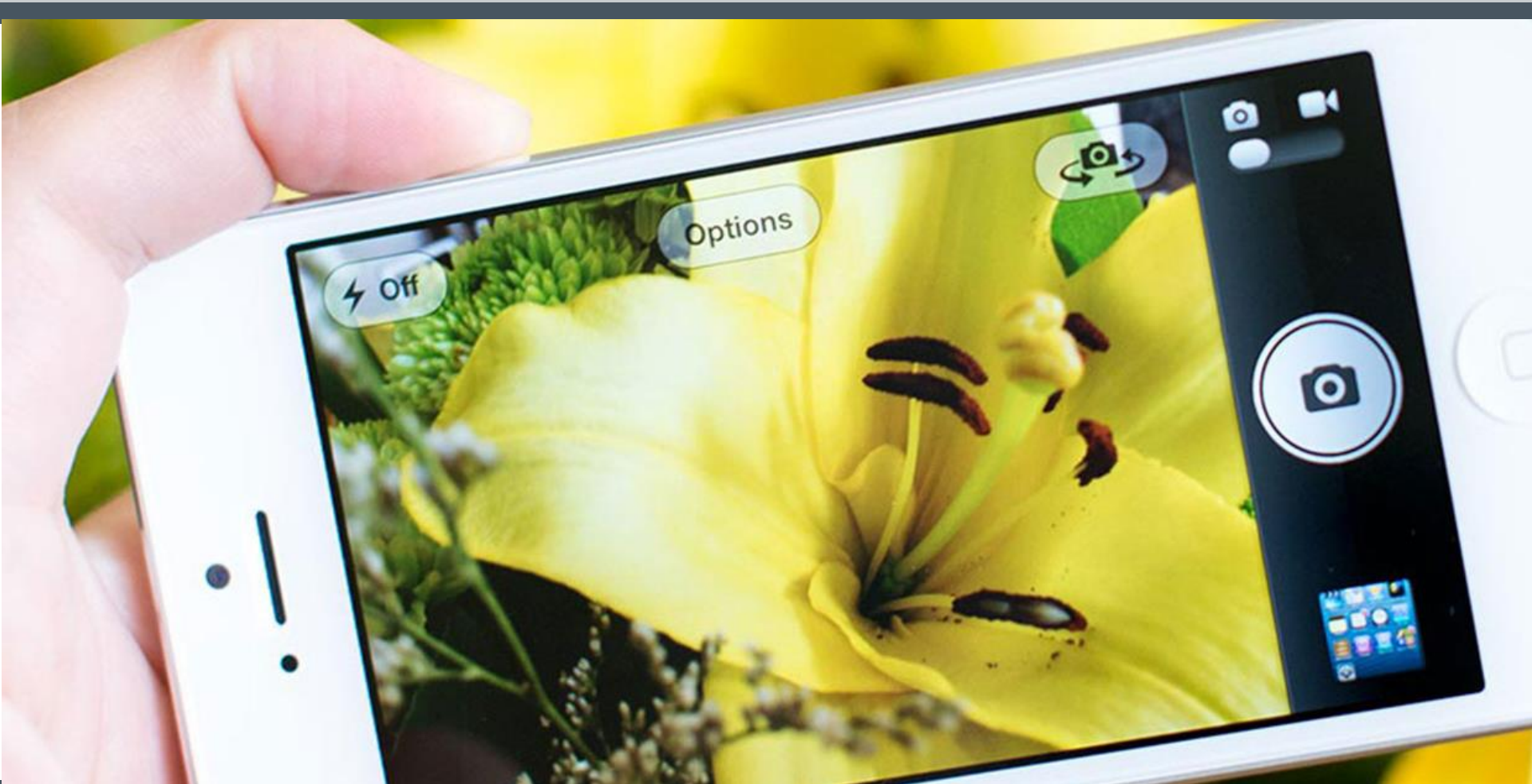


**within resources
that are readily
available**

Marriott Hotels is turning the shower door into a digital notepad



Use the volume button to take a photo on your iPhone



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steamboat train, from New
this **morning** ran off the track
New-London. Four cars plunged



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Applying Task Unification

- 1. Define a task** by writing a 'desired action' you would like to achieve
- 2. List** the components within our closed world
- 3. Randomly** choose a component and ask yourself **how can component X help us achieve the desired action?**
- 4. Visualize** the resulting "virtual situation"
- 5. Make any necessary adaptations**
- 6. Iterate** the process with a different component



Problem Solving

Characteristics of a Creative Solution

1. Ideality

The solution appears only when it is needed. That is, when the problem arises, the solution is also there; in cases in which there is no problem, the solution would be redundant and, so, does not appear

2. The Problem is the Solution

Investigate whether the item labeled “problem” can be used in some way for the solution

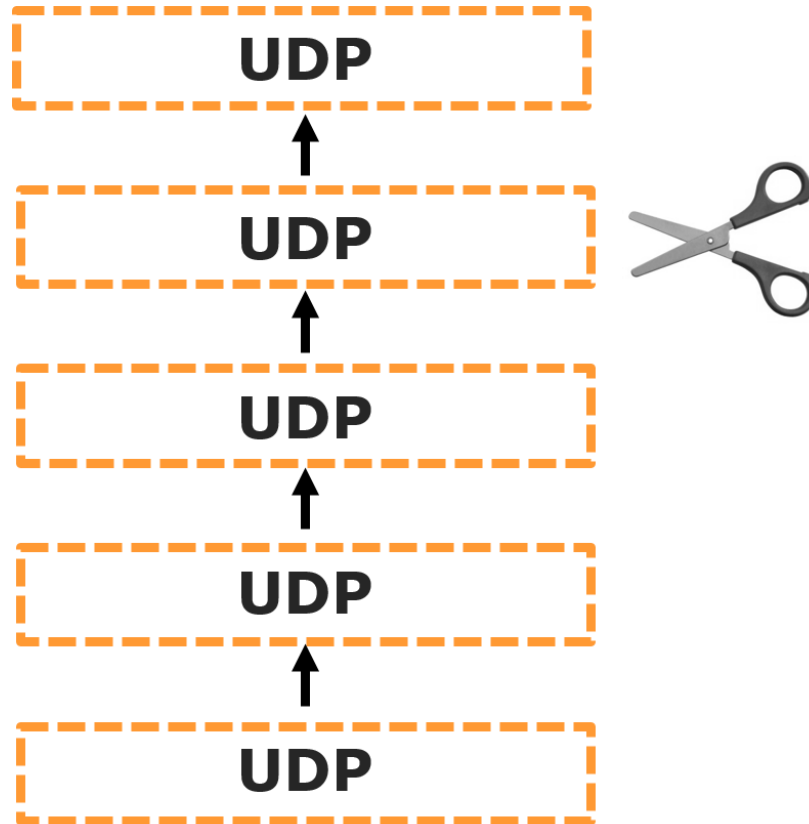
3. Specificity

Look at the unique properties of the specific problem in order to use them as a basis for the solution

4. Simplicity

The concept underlying the solution is identical to the most banal solution

A Chain of “Undesired Phenomena”



How to Build a UDP Chain

1. Decide who is the OWNER to get a clear point of view
2. Introduce the “problem story” and choose a UDP to start the chain
3. Build the chain **up** by asking: **So What?**
4. Build the chain **down** by asking: **Why?**
5. Make sure:
 - Each sentence describes only one UDP
 - UDP's are facts, sentences you don't need to argue about
 - Cause and effect relationship between the UDP's
 - There isn't a big gap between each pair of UDP's

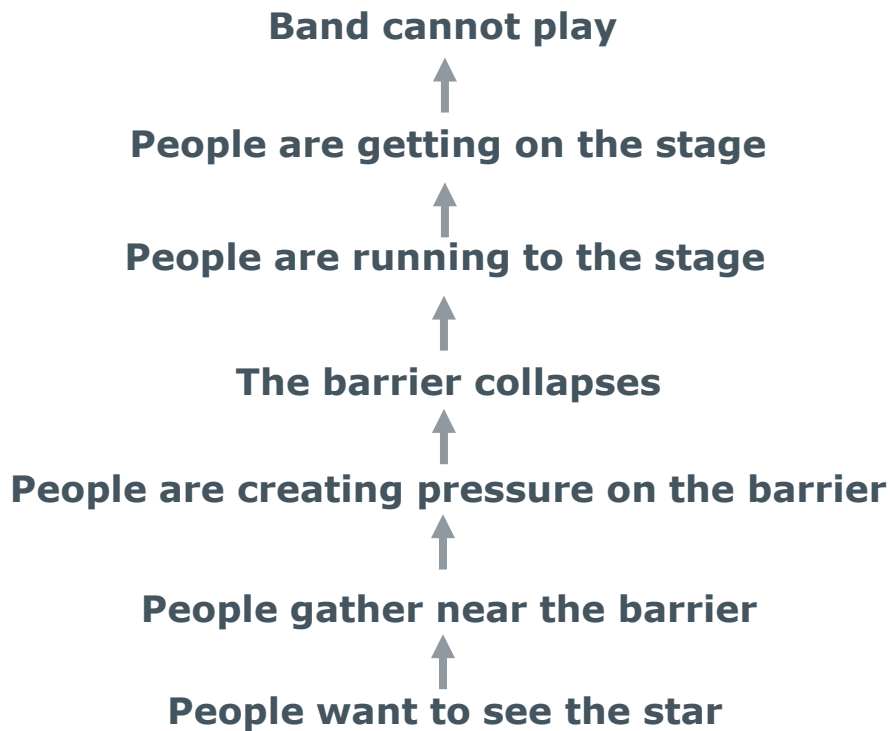
Qualitative Change

The **Qualitative Change (QC) principle** states that, when solving a problem, one should strive to **transform elements that either create or aggravate the problem**, neutralizing them or even converting them **to become instrumental to the problem's solution.**

The Police Barrier Story



Reversing the Effect



The **more pressure** is put on the barrier the **less likely** it is to collapse

Reversing the Effect



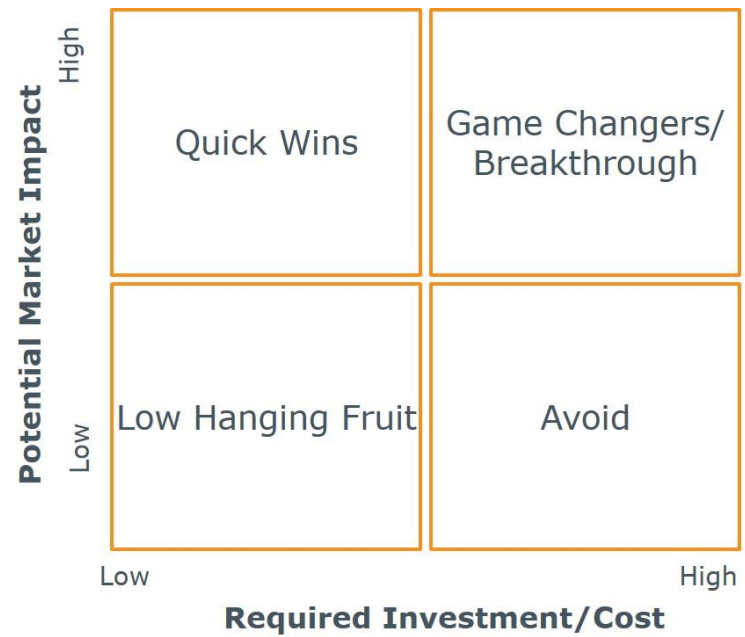
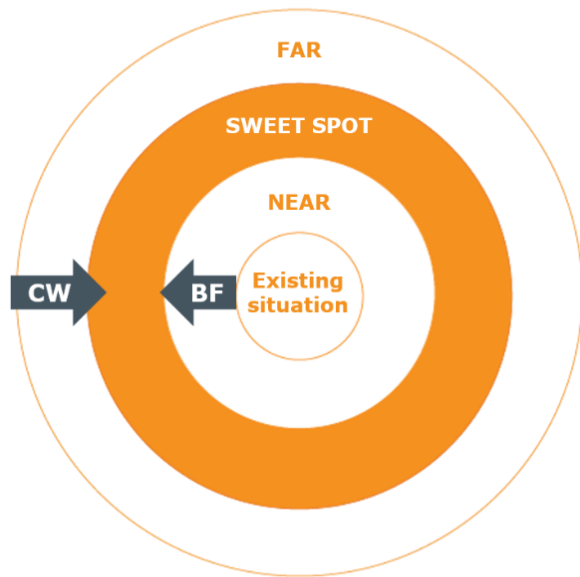
The **more pressure** is put on the barrier the **less likely** it is to collapse

Prioritizing Business Issues

Setting Criteria

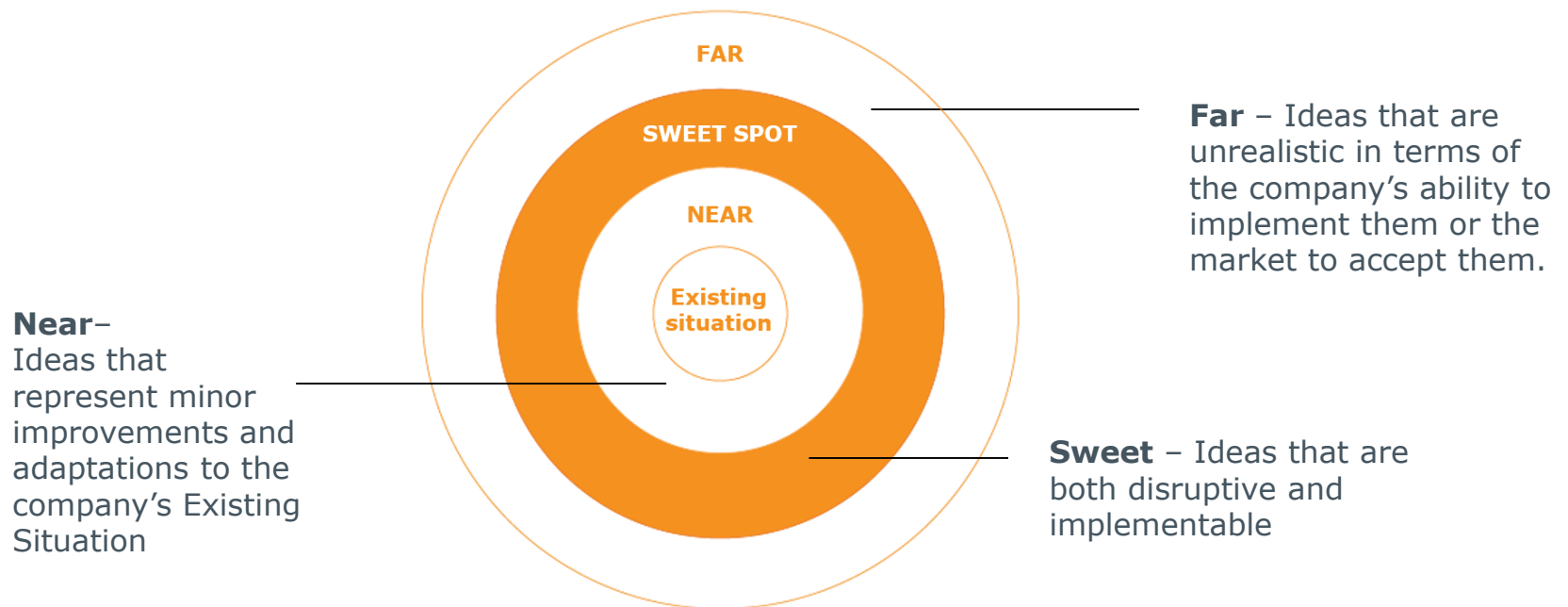
1. Setting the criteria and building a balanced criteria list prior to prioritization helps define scope, align expectations, allocate resources and focus efforts most effectively.
2. Good criteria lists can integrate:
 - Market view
 - Financial view
 - Corporate strategy
 - Product strategy
 - Product pipelines
 - Pressing problems
 - Viability

Prioritization Tools



Innovation Sweet Spot

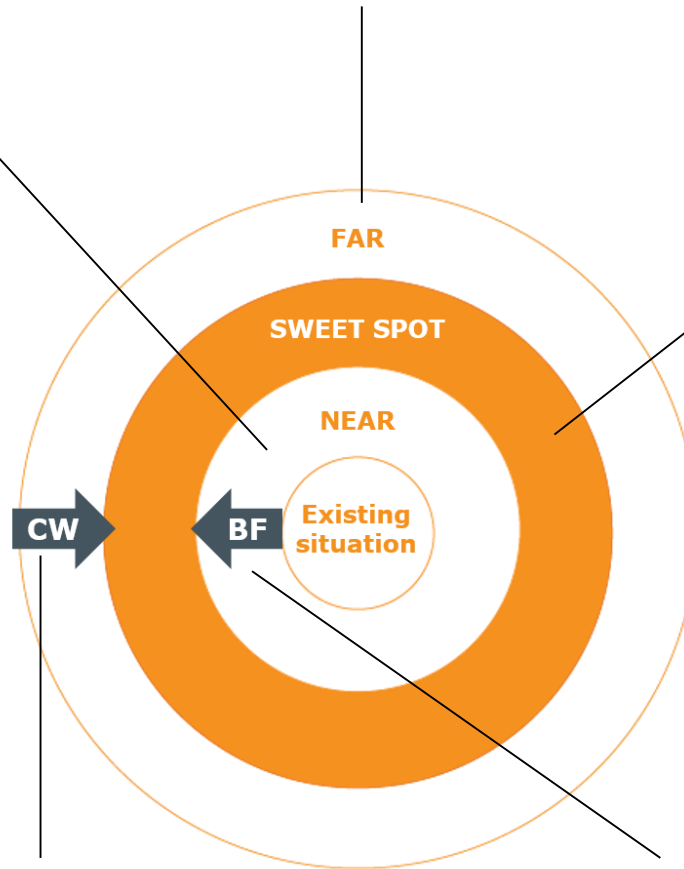
The Near, Far, Sweet (NFS) principle helps us verify that ideas generated are sufficiently far from the existing situation to be interesting, yet near enough to existing strategy and resources to be implementable.



Near Ideas
Should be pushed
out towards the
Sweet Spot

Far Ideas
Should be pulled in
towards the Sweet Spot

Sweet Spot Ideas
Ideas to be considered
for development



SIT Principle
"Closed World"
Increase the feasibility
of an idea, making it
more implementable

SIT Principle
"Breaking Fixedness" Ensures
that the idea challenges
assumptions embedded in the
existing situation

Cost Impact Matrix

1. This well known tool prioritizes the actions and ideas on their best Return On Innovation. It helps reduce risks in innovation processes, align expectations and push quick wins.
2. It can be used to evaluate the potential benefit in selecting one idea or task versus others.

