Cultivating Innovation and Developing Intrapreneurs

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Class summary

Innovation is important to the on-going success of an organization, but it can also be counter to established goals. This class will talk about how Autodesk is helping intrapreneurs develop their ideas and we'll provide tools and guidance that attendees can use on their own or in their organizations.

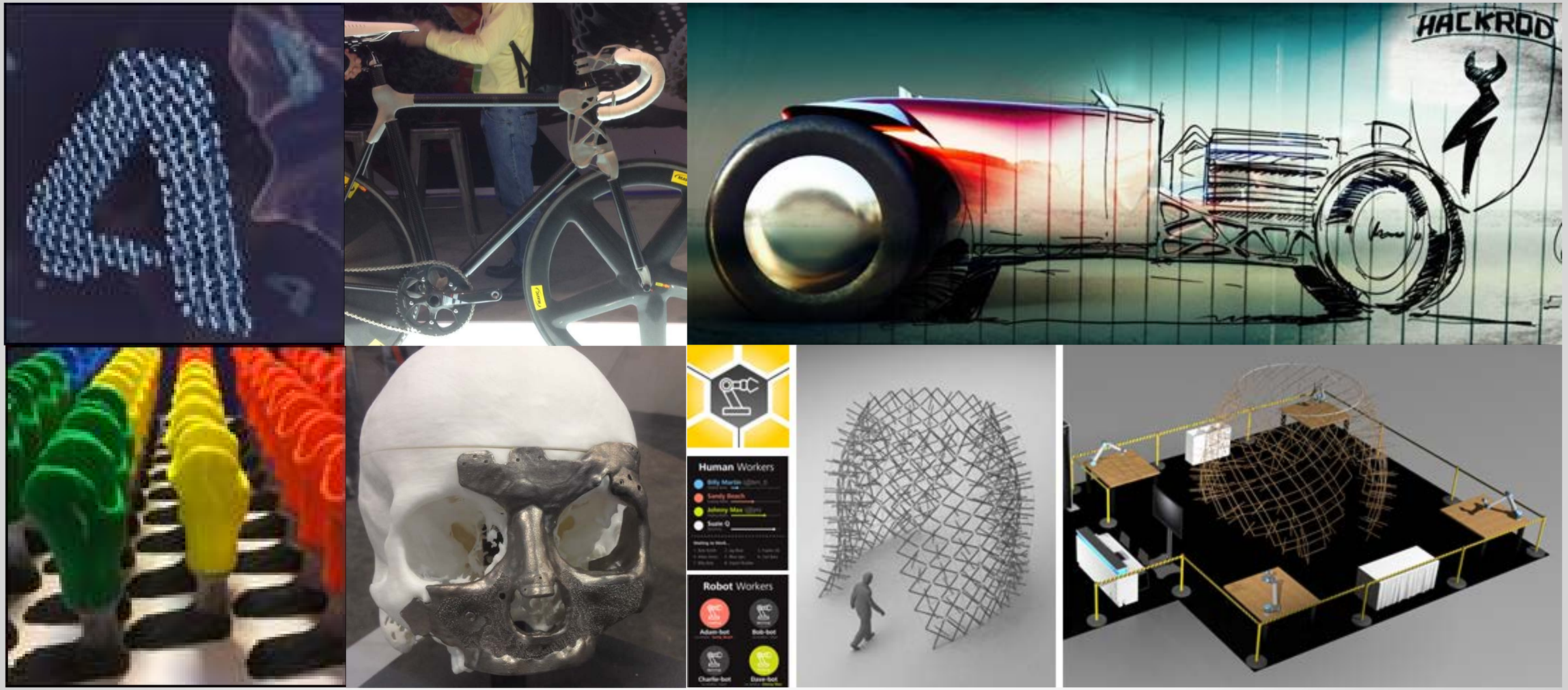
Key learning objectives

At the end of this class, you will be able to:

- run more productive brainstorming sessions
- quickly and easily rate innovative ideas for feasibility
- pitch ideas to customers for further evaluation
- pitch ideas to management for on-going support

Maya and the Entertainment Creation Suites

www.AutodeskResearch.com



Autodesk **IdEx Program**

AN IDEA EXPLORATION WORK TERM

IdEx is a way for you to get time at work to explore new ideas outside of your regular job.

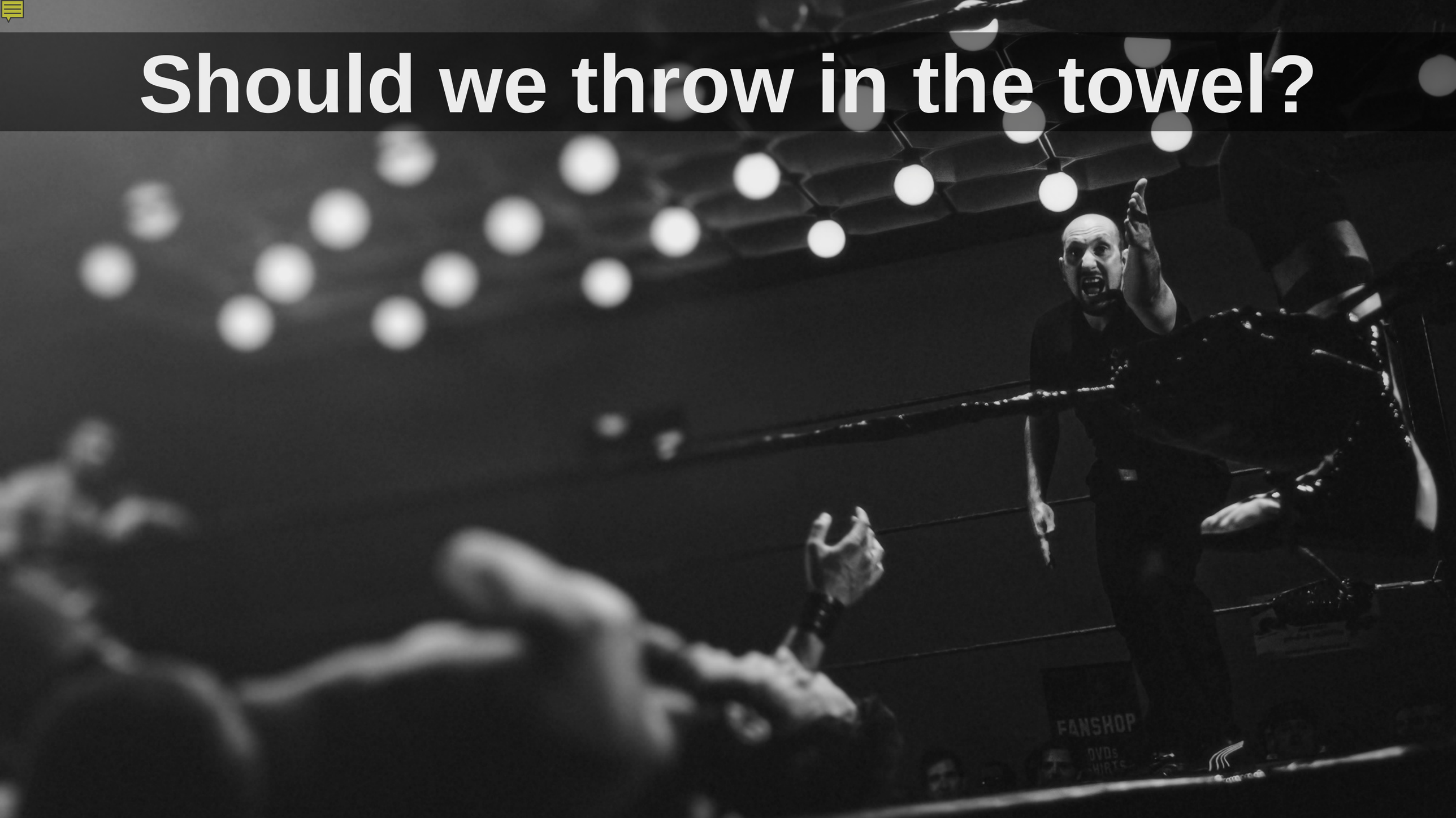
Engagement

Collaboration

Large Scale

It’s too Risky!

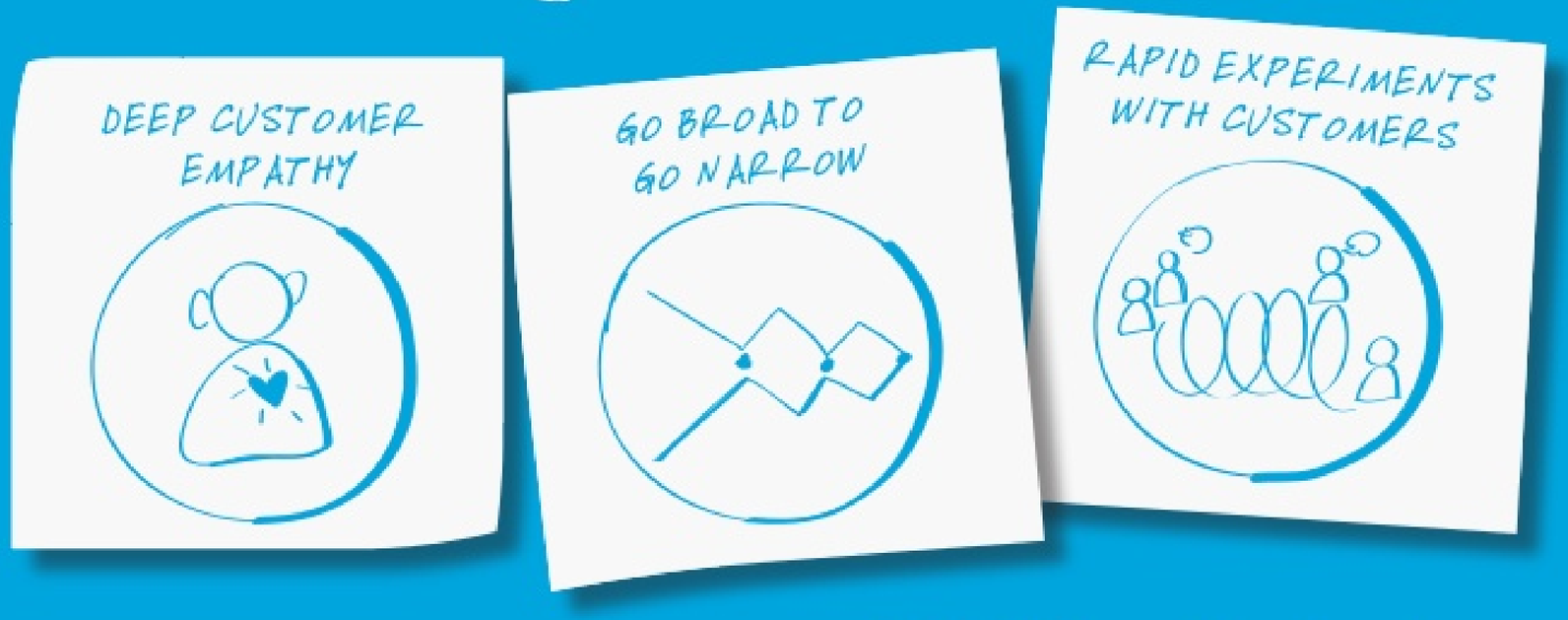
Should we throw in the towel?



“INNOVATION IS SOMETHING NEW THAT CREATES A POSITIVE IMPACT ON SOCIETY. INNOVATION AND INVENTION OFTEN GET CONFLATED. INVENTION IS ABOUT COMING UP WITH AN IDEA, INNOVATION IS ABOUT CREATING IMPACT WITH THE IDEA.”
Jon Pittman
VP of Corporate Strategy, Autodesk

Innovation = Ideas + Execution

Catalyst



An Intuit Innovation Experience
January 29th, 2013

intuit

PULL
IN CASE OF
IDEA
Adobe Kickbox
Personal Innovation Kit

The Innovation Genome Project

What is innovation and how do you do it?

Bill O’Connor

5 Traits of Successful Innovators

The Innovator’s DNA, Clayton Christensen

Observe
Question
Associate
Experiment
Network

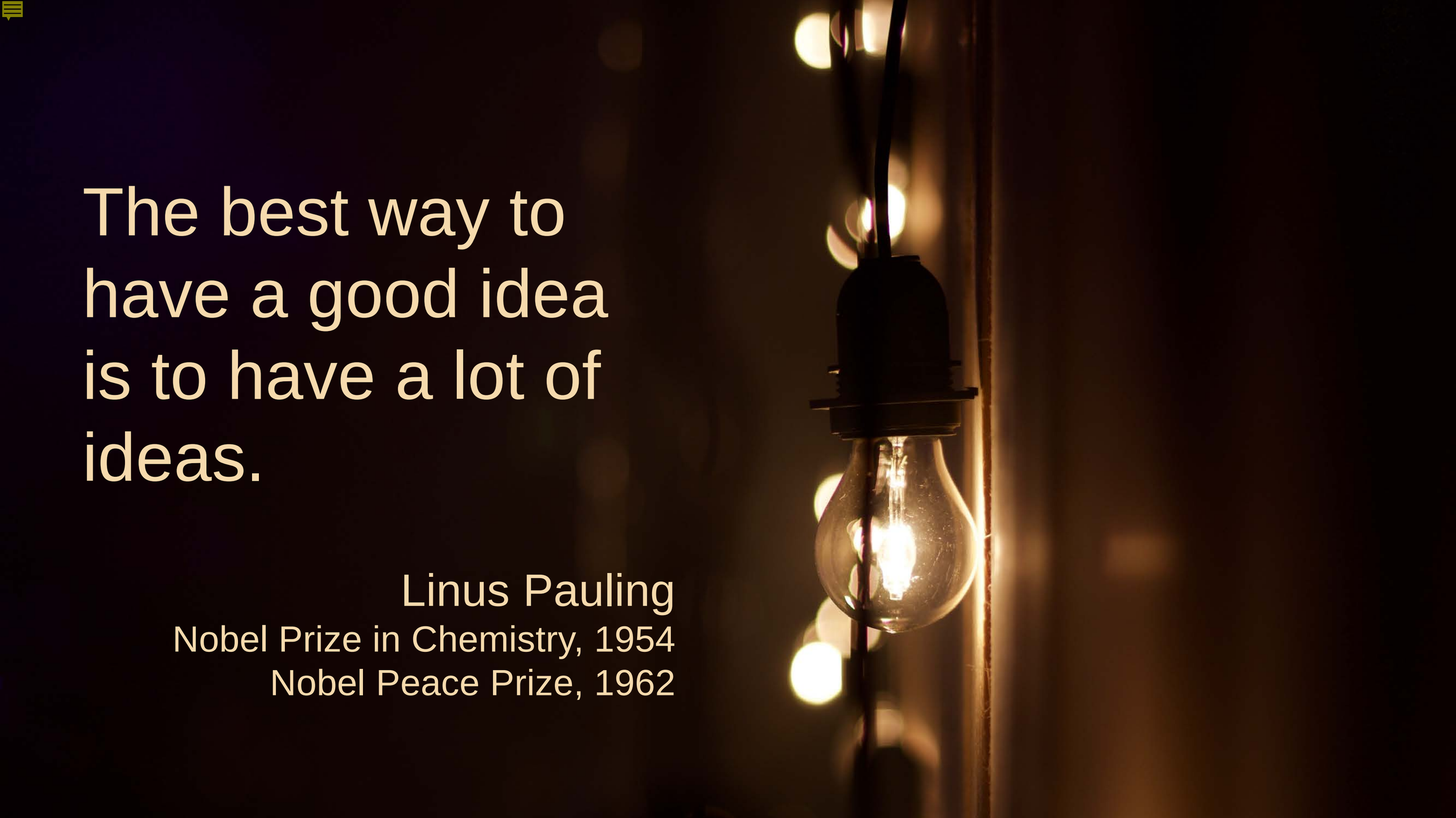
Tools and Time

Two Day Innovation Workshop

Develop Great Ideas

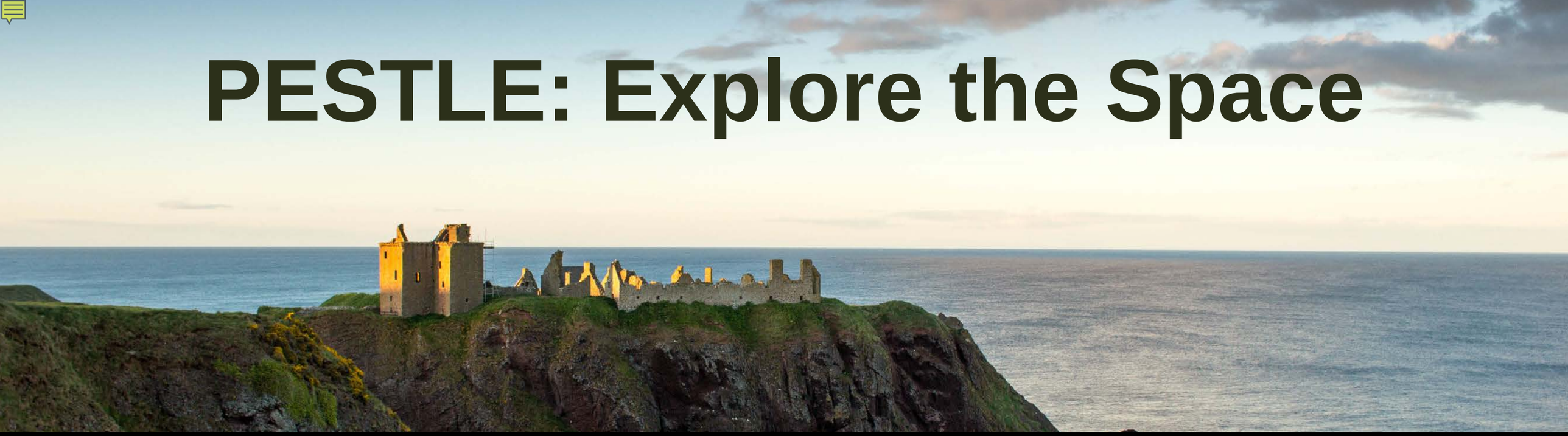
Validate and Gather Data

Pitch for More Support


The best way to have a good idea is to have a lot of ideas.
Linus Pauling
Nobel Prize in Chemistry, 1954
Nobel Peace Prize, 1962

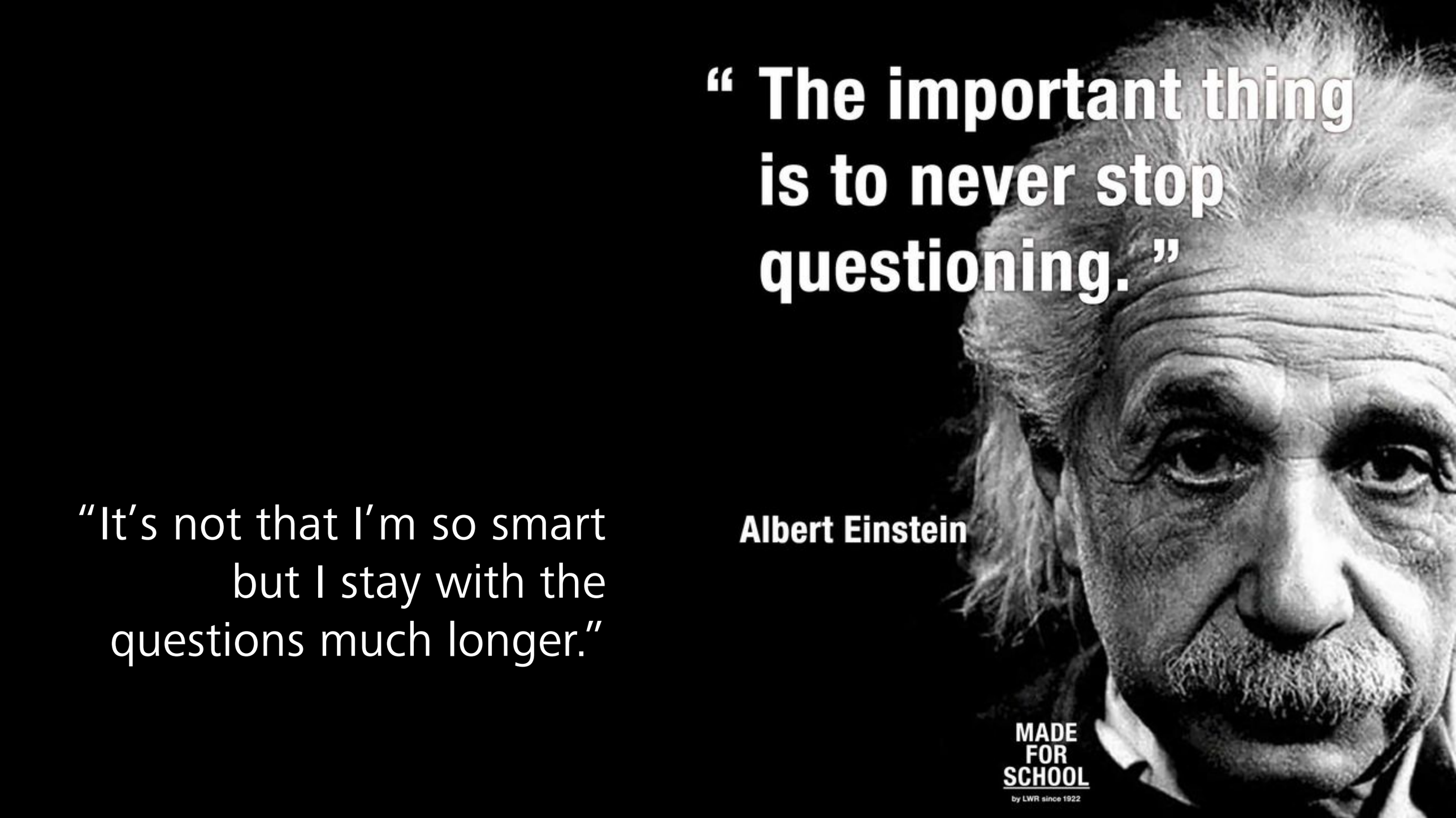
Brainstorming is Broken

PESTLE: Explore the Space

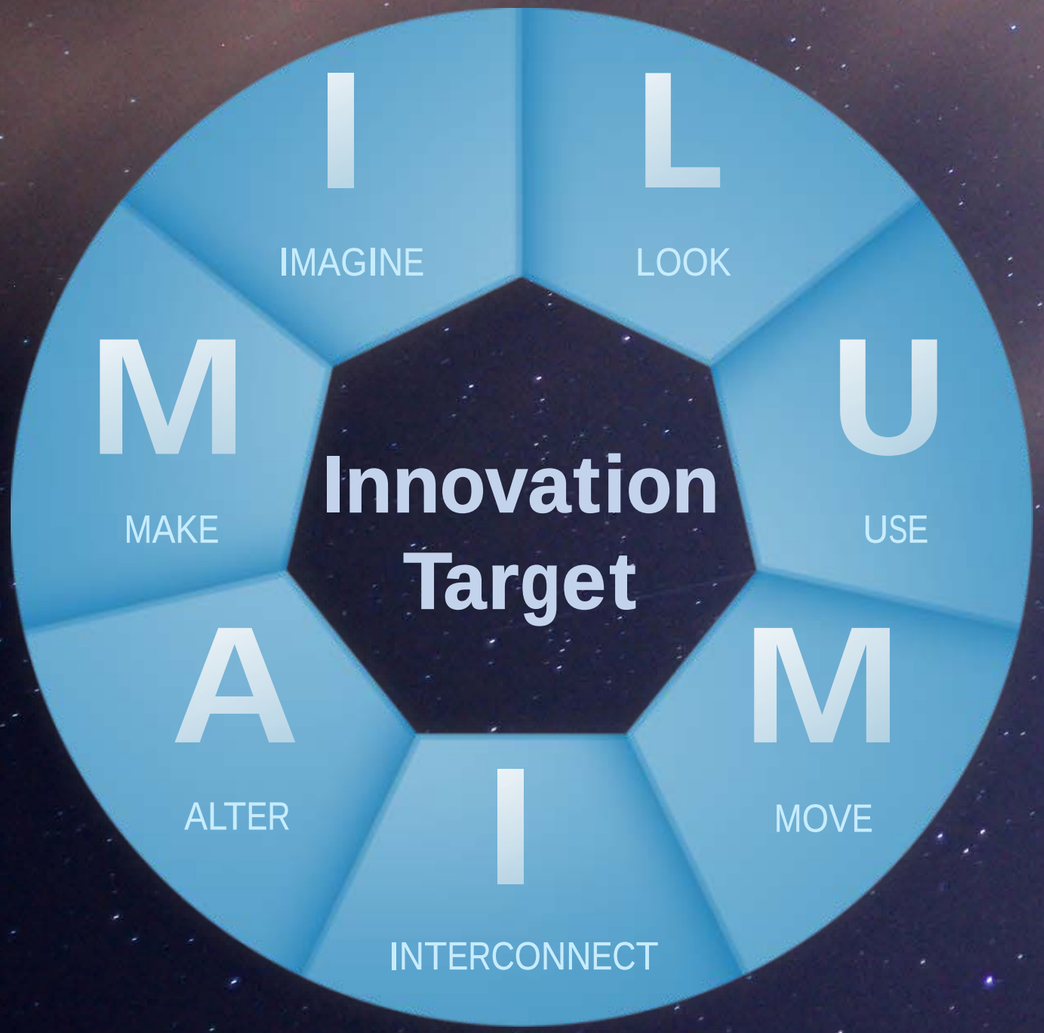


Political	Economic	Social	Technological	Legal	Environmental
Government, policy initiatives	Funding, costs	Population	Current and emerging technology	Regulations and standards: antitrust, consumer, employment, health and safety	Weather and climate issues
Supporters and Detractors	Interest rates, tariffs, growth predictions	Education	Limitations and frustrations		Pollution and recycling
Services and Infrastructure			Communication		Sustainability

“It’s not that I’m so smart
but I stay with the
questions much longer.”



The Innovation Genome



Increase sales by 10% over 3 years

Increase sales by 200% in 6 months

Look	HIGHER What could we look at from a HIGHER level?	REVERSE What could we REVERSE or look at inversely?	VALUES What VALUES could we switch? (Bad/Good)	KID How could v this like a KI		HOLISTIC How could we look at this in a more HOLISTIC way?
Use	LEVERAG What cou LEVERAG the first ti	e use as N for e?	SUBSTITUTE What could we SUBSTITUTE for something else?	ASPECT What new A something c use?	PPLY	CHANGE What could we CHANGE and then use differently?
Move	IMPORT What cou IMPORT f field or re	e r	REPLACE What could w REPLACE with something else	REMOVE to	SPEED What could we SPEED up or slow down?	FREQUENCY What could we make happen more/less FREQUENTLY or at different times?
Inter-connect	POWER What could we use to POWER something else?		TWORK hat could w o/make mor TWORK?	ke T,	OPEN What could we ma more OPEN to enal co-creation?	
Alter	QUALITY How could we radically increase QUALITY?	DESIGN?	RFORMANCE w could we ange/improve the PERFORMANCE?		XPERIENCE ow could we imp e overall XPERIENCE?	unify to make things better?
Make	PROCESSES What new PROCESSES could we create?	MEANI What n could w	we make ew?		UNCTIONS hat new FUNCTIONS uld we create?	SPECIALIZE What could we make more SPECIALIZED and focused?
Imagine	AMPLIFY What could we amplify or increase?	EASIER What c EASIER	TIVES could f?	CRAZY What CRAZY idea could we try that just might work?	SCI-FI What could we learn from SCI-FI?	TRY What could we just TRY to see what happens?

Use website for more than marketing

It's not a one time transaction – it's a relationship

Start a referral program

Sell software bundled with hardware

Develop a reseller network

Make shopping an experience

Yabba Dabba Doo!

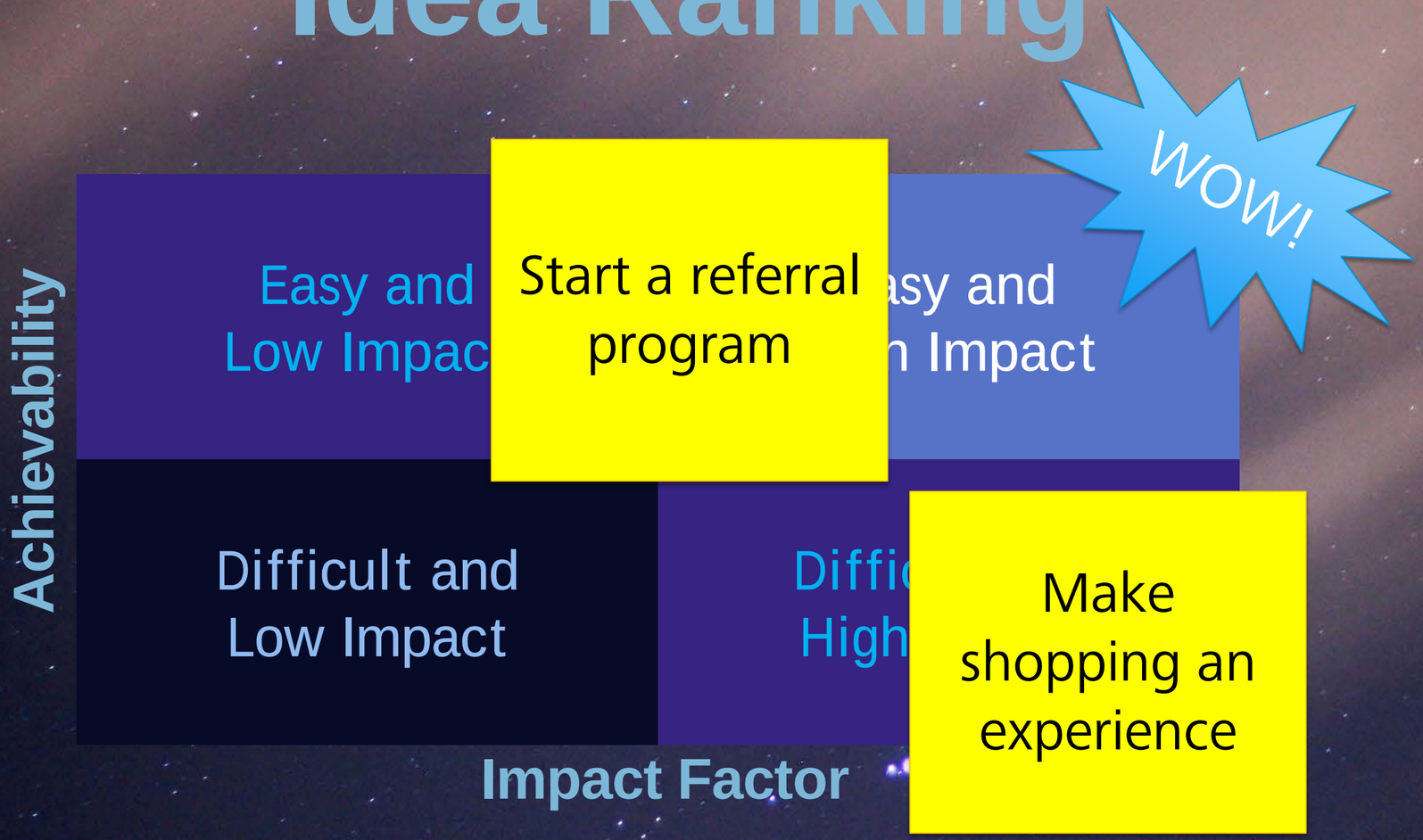
Idea Clustering

Partnerships

Start a referral program

Develop a reseller network

Idea Ranking



Am I the only one who loves this idea?

Negative answers learned quickly and cheaply are better than positive answers learned slowly at great expense.

Clear Idea Statement

"<project name> is a <product/service description> for <target customer> that <key value or solution> enabling <primary benefits> unlike <existing alternatives>."

"The Open Translation Project is a collaborative platform for Autodesk customers that allows subtitling of training videos to any language at any time enabling improved learning unlike closed source systems that can only be translated by specialized staff."

Friends and mentors help!

Deeper Planning

Tweaked Lean Canvas

Customer Target Customer, Early Adopters	**Problem** Top 3 Problems	**Solution** Top 3 Features	**Unique Value Proposition** Why is this valuable to the customer?	**Unfair Advantage** Anything that gives you competitive advantage?
Costs Staff, Development & Distribution, Customer Acquisition		**Channel** Path to Customers	**Revenue** Revenue Model Lifetime Value	
Risks		**Metrics** What will you measure to show people care?	**Unknowns**	

Tweaked Lean Canvas is adapted from the Lean Canvas (http://leanstack.com/) adapted from the Business Model Canvas (http://www.businessmodelgeneration.com/) under the Creative Commons Attribution-ShareAlike 3.0 Unported License (https://creativecommons.org/licenses/by-sa/3.0/)

Gather Data to Set Directions

Sell your Idea

Listen like a Thief

Adding Soundtracks to Architectural Visualizations

Disclaimer: This is an example and not a promise of future functionality

Project Maestro

"it's like iMovie for Architectural Rendering"

Project Maestro is an Autodesk 360 Service for Architects and Designers that adds music to walkthroughs of architectural visualization projects enabling a professional synchronization of music and camera edits unlike other tools that simply lay music over pre-recorded movies.

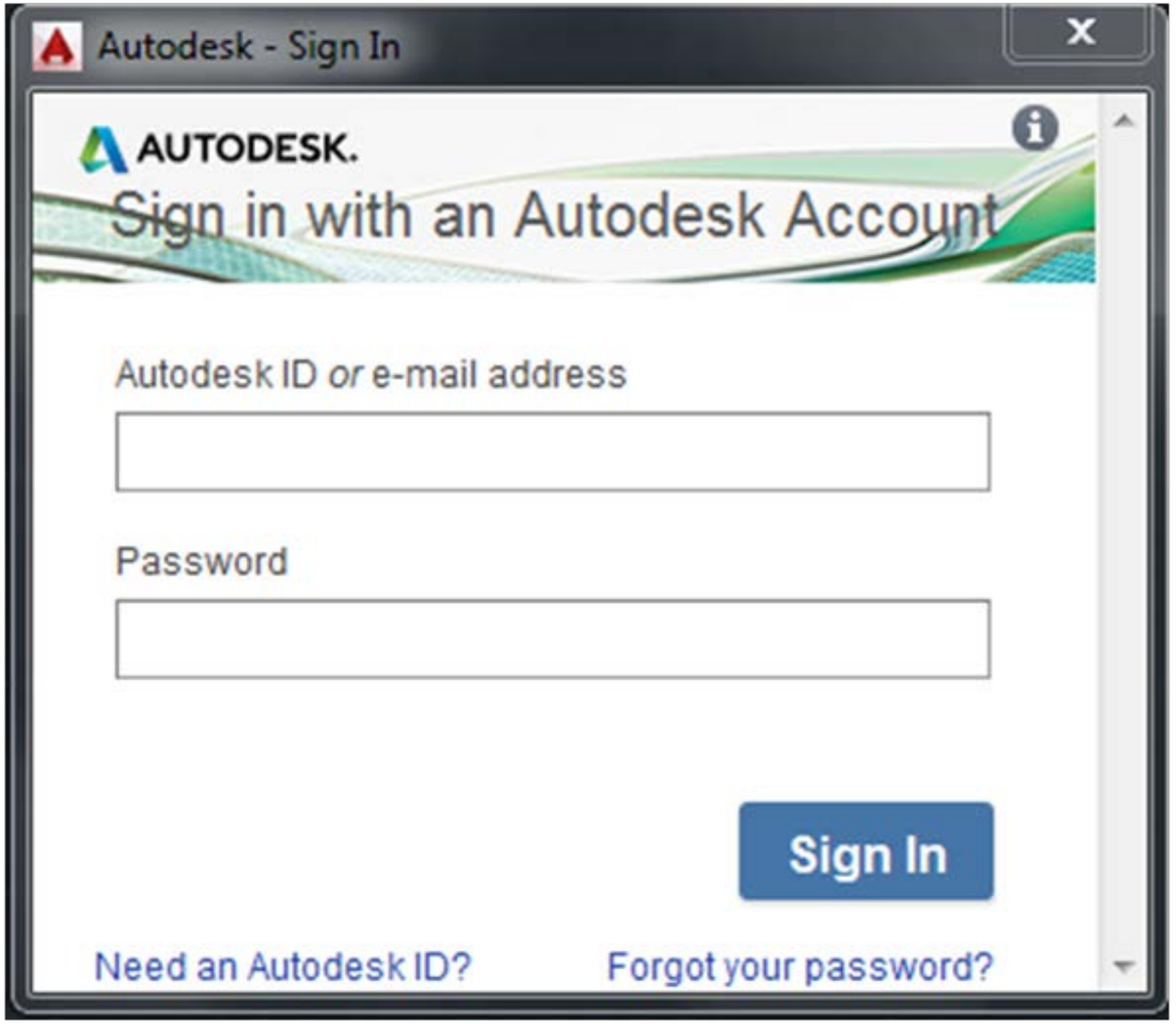
Let’s talk about your current workflow

- Name, credentials, educational background, job?
- How many people create Arch Viz in your company?
- Is this similar for other firms?
- Current tools, connection points?
- Current workflow?
- Sources of pain?

Problems We Know About

- Sourcing high-quality royalty free music is time consuming
- Video editing is a specialized craft – Arch Viz is occasional task
  - When best to make camera cuts?
  - Types of angles/shots to use to effectively tell a story?
  - How to sync music to camera action?

Project Maestro - Login



Project Maestro
Select Audio and Visual Style

Audio Style

Classical
New Age
Jazz
Motown
Rock'n'Roll
Country
Industrial

Twister
Baby Baby
Railroader
Beachie
Doowop

Visual Style

Corporate
Residential
Exterior
Interior
Community
Futuristic

Audition

Download
Music and Clip
Package

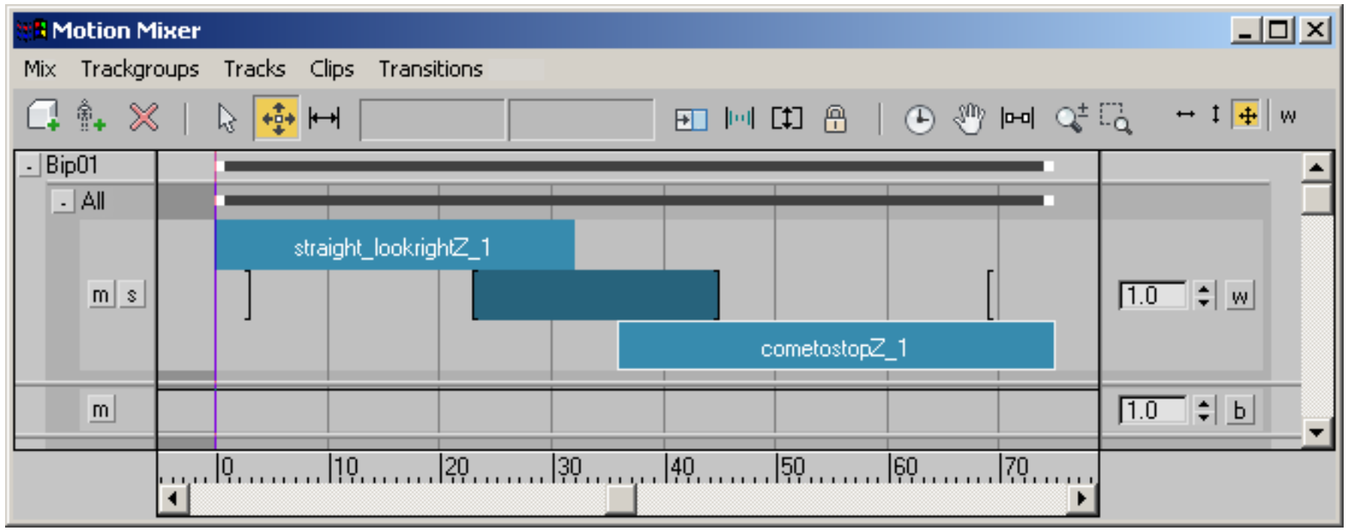
Project Maestro –
Setup Cameras and Clips in 3ds Max

Follow Notes

Establishing Shot

Walk Through Door

Slow Pan of Lobby



Render

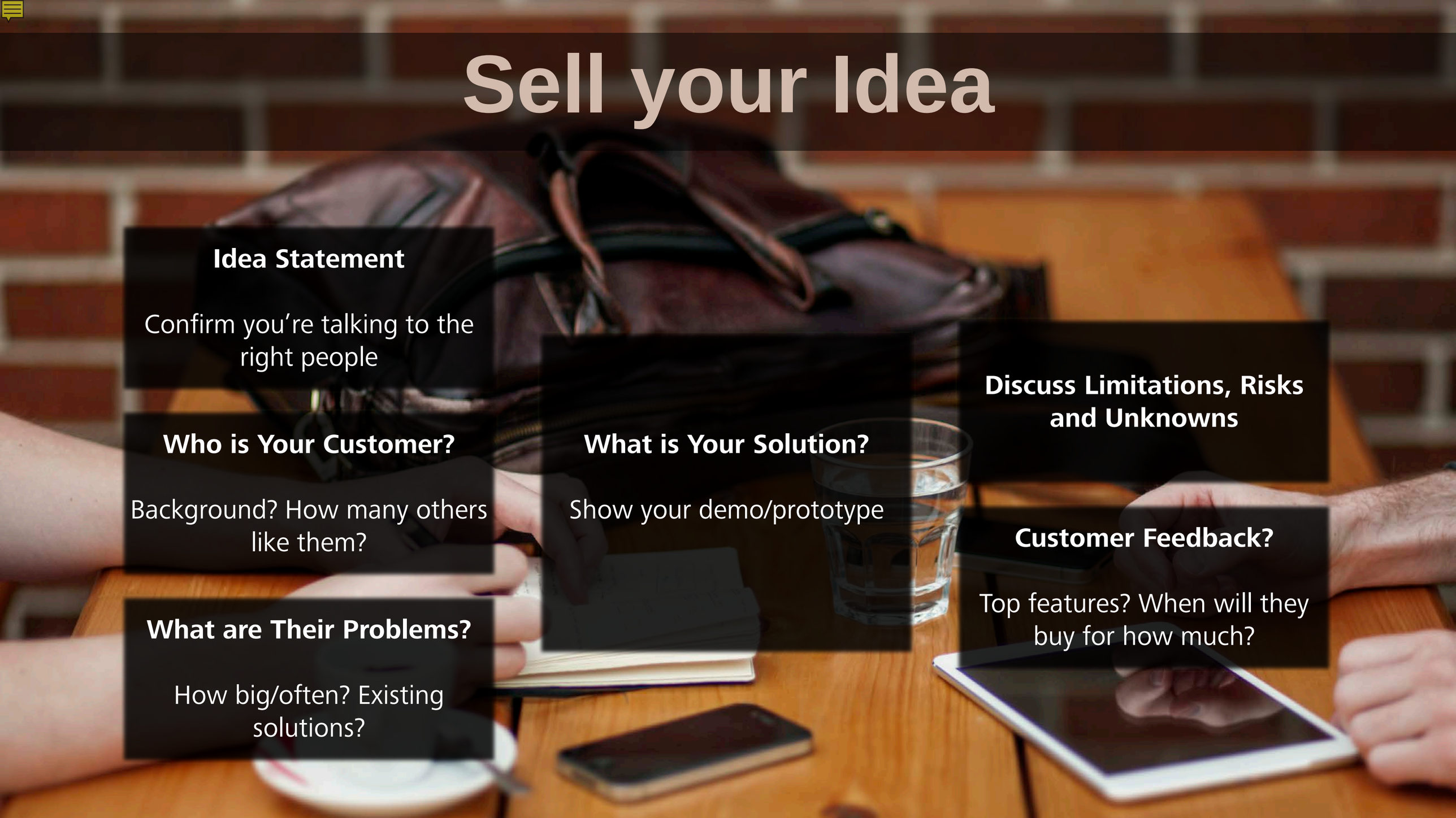
Important Details

- Partner with Professional Editors to create edits based on royalty free music
- You follow the script in 3ds Max to set up cameras and actions
- Can render on Autodesk 360 Rendering or from 3ds Max directly

Your Feedback

- Top features/abilities, priority order if possible?
- Any missing features?
- Any unnecessary features?
- How much would you pay for this?
- When will you purchase?

Sell your Idea



Idea Statement

Confirm you're talking to the right people

Who is Your Customer?

Background? How many others like them?

What are Their Problems?

How big/often? Existing solutions?

What is Your Solution?

Show your demo/prototype

Discuss Limitations, Risks and Unknowns

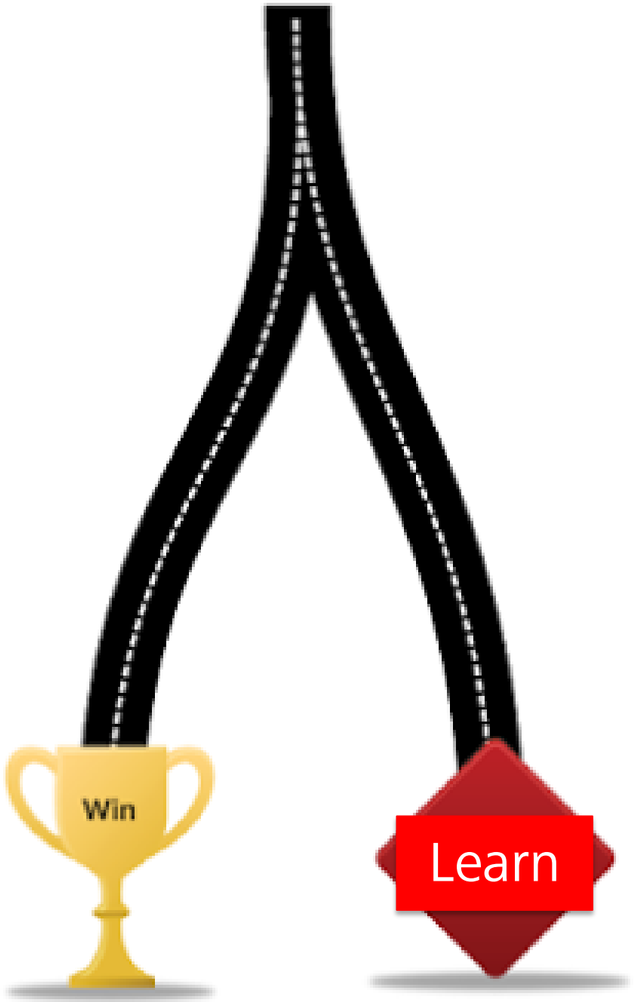
Customer Feedback?

Top features? When will they buy for how much?

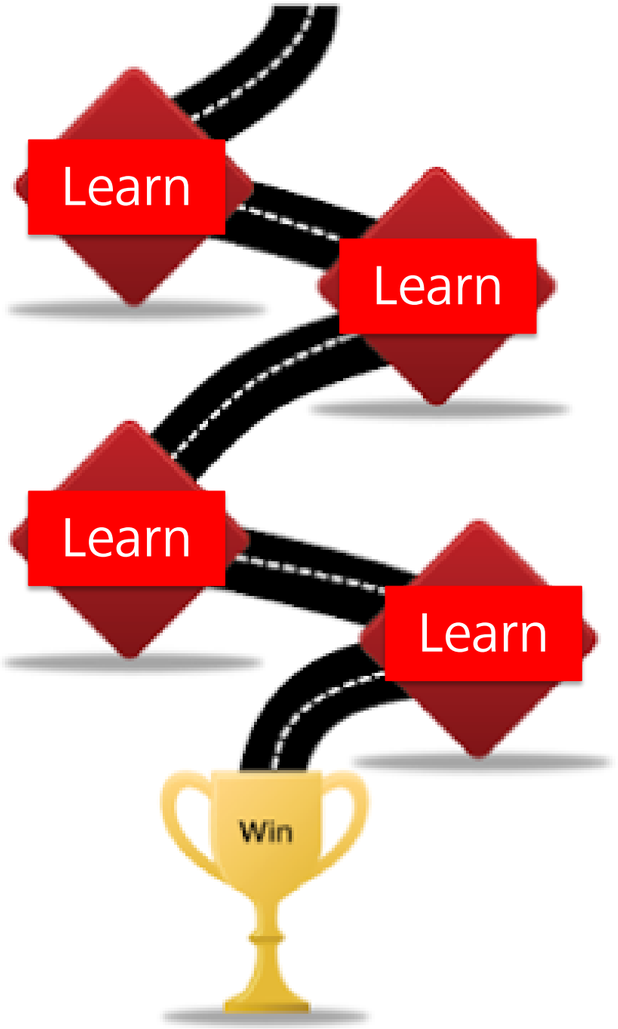
What if my idea is not a winner?

It’s all about Learning

What Most People Think



What Successful People Know



@douglaskarr

What can you accomplish on your own?

Pitch to Management

Project Maestro Executive Pitch

Disclaimer: This is an example and not a promise of future functionality

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Customers

Individuals and small firms less than 10 people

Generalists

1. Product Designers
2. Civil Engineering Visualization Designers
3. Arch Viz

Problems We Know About

- Customers outside Architecture are very interested
  - Architects have solution and process
- Video editing is a specialized craft – visualization is occasional task
  - When best to make camera cuts?
  - Types of angles/shots to use to effectively tell a story?
  - How to sync music to camera action?
- Sourcing high-quality royalty free music is time consuming

Project Maestro
Select Audio and Visual Style in Fusion

Audio Style

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Corporate
Residential
Exterior
Interior
Community
Futuristic

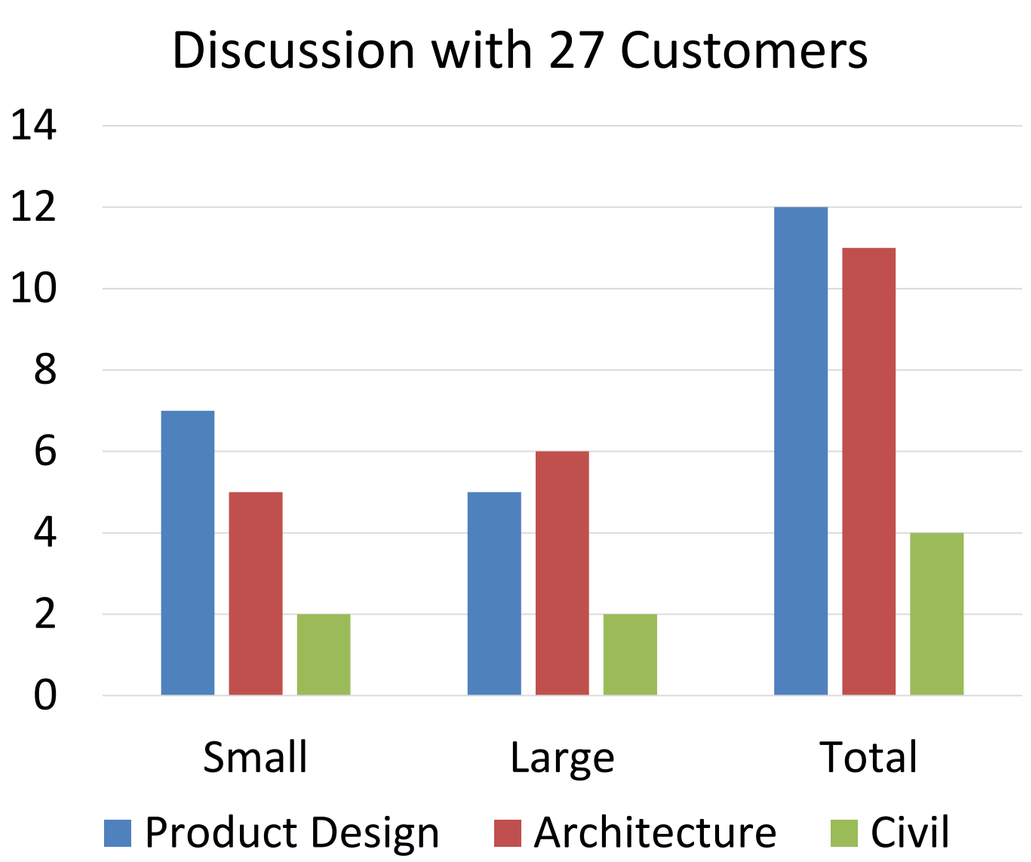
Audition

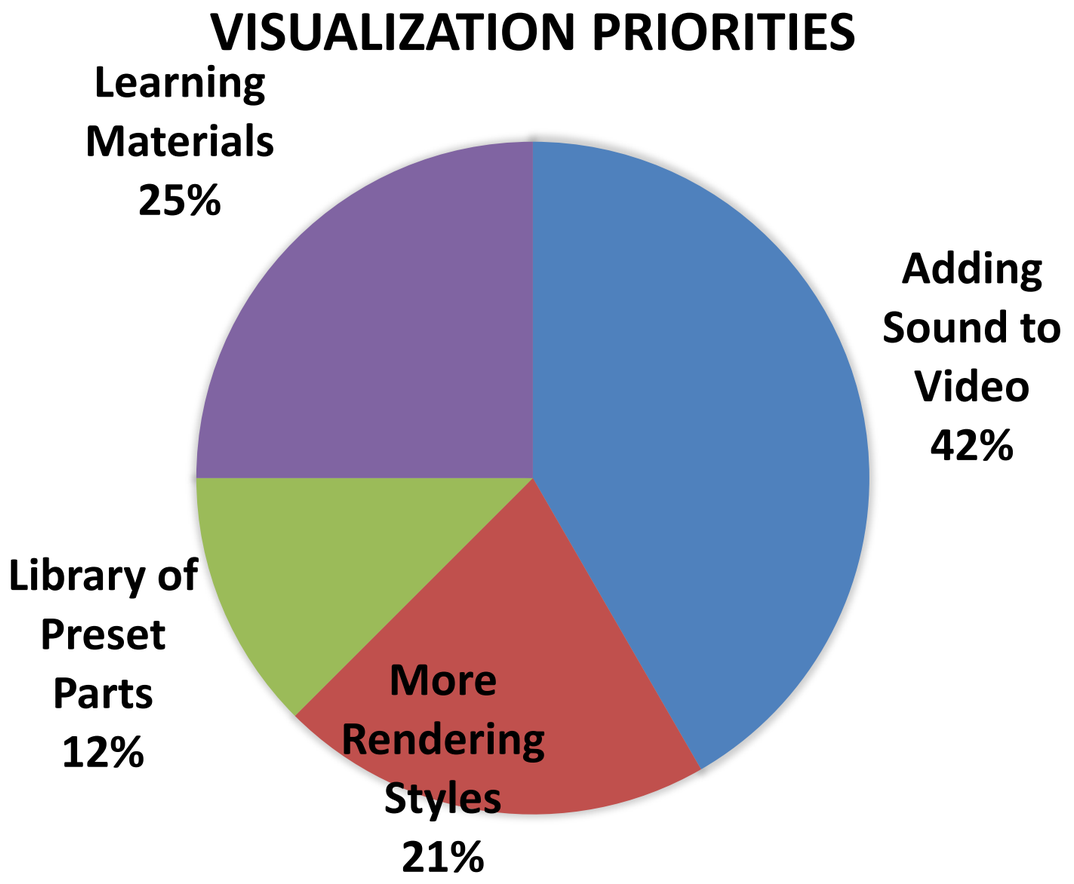
Render

Sound is a High Priority for Small Firms

Initial estimates make this a $1M opportunity ($100 x 10,000 videos in first year)

70% of customers will upgrade next year if we have this





Risks and Unknowns

- Added Feature vs New Service?
- How many songs and visual styles we need?

We need help to assess quality of our solution

- $1000 to hire video editor for prototype
  - Understand file formats and data translation
- 1 week to prototype more detailed UI
  - UI will let us better understand effort to deliver

Pitch to Management

Introduce Your Team and Project

Who is Your Customer?

What is Their Problem?

What is Your Solution?

Show your demo/prototype

Remember to explain why it is better than existing solutions or unique

Show Your Data

Customer feedback
Number of Customers
Business Potential

What are the Key Risks and Unknowns?

Ask for What You Need to Continue Exploring

Time, Money, etc.?
(something easy to say yes to)

Can you repeat that part about…?

Develop Great Ideas

Iterate Quickly

Validate and Gather Data

It’s all about Learning

Pitch for More Support

Culture Change

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- AU 2016 passes awarded daily!
- Give your feedback after each session.
- Give instructors feedback in real-time.

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