

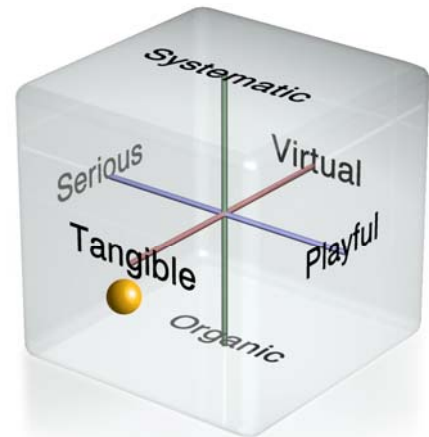
Innovation Management at Cambridge Consultants

Our Innovation Management practice helps organisations create innovation you can believe in.

Our unique approach to innovation

With a passion for innovation and a deep understanding of how to make it work, Cambridge Consultants' team of experienced facilitators can quickly gain the trust of your managers and directors, dealing with the challenges involved in asking difficult questions, and creating the levels of confidence required to ensure corporate buy-in.

But innovation is highly complex and, if it is to be successful, any innovative endeavour has to be approached in the right way. At Cambridge Consultants, we understand the importance of achieving a balance between a number of possible elements.



Systematic vs Organic

Systematic tools offer an effective means of generating new ideas. We search for and use patterns, often looking across industries, to generate ideas and stimulate innovation.

However, we also recognise the importance of organic innovation, by which we mean the generation of new ideas without applying logic or looking for relationships, as demonstrated in true brainstorming. To achieve valuable organic innovation in an efficient way, a balanced cross-functional team with the right experience and expertise must be brought together and given the right materials to initiate and catalyse innovation.

Serious vs Playful

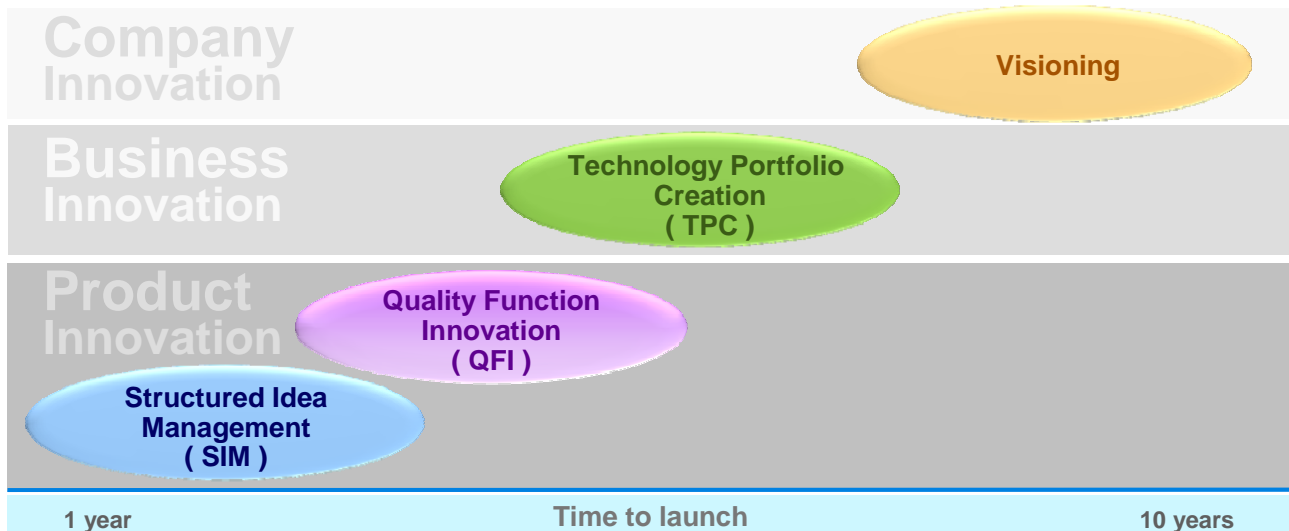
Different stages of the innovation process require different mindsets. Aspirations for innovation are serious - the difference between success and failure can have dramatic consequences for the long-term performance of an organisation. However, innovation by its very nature flourishes in playful environments where employees are given the freedom to experiment.

Our processes facilitate the right kind of behaviour from the right individuals at the right time, managing carefully the shift from serious to playful and back again to ensure innovation is not only imaginative but also realistic.

Virtual vs Tangible

Innovation tools can be virtual - there are software programmes available to help organisations manage innovation by capturing and sharing ideas remotely. This 'inclusive' approach offers an efficient and effective mechanism for reaching out to many.

But we believe a tangible approach is key to generating step-change innovation that an organisation can believe in. From the simplest communication tool of a Post-it™ hand-written by the owner of the idea through to the use of 'simulated' newspapers created specifically for a client, we ensure all materials for stimulating innovation can be physically touched to ensure there are no barriers to hinder the flow of creativity and make innovation come to life.



Cambridge Consultants has developed four proprietary offerings that we frequently use with clients:

Structured Idea Management is used when clients wish to achieve radical product innovation, either by developing a new product or by making a step-change improvement to an existing product. It is applicable when:

- corporate appetite or competitive pressure dictate radical product or service innovation
- an organisation has a lot of ideas but can't decide which is best; has too few promising ideas and can't generate more; or has a strong and innovative idea but can't achieve company-wide confidence in it

Quality Function Innovation is used when clients require radical system innovation, and involves managing the complex interactions between multiple disciplines and system functions. It is applicable when organisations:

- need radical system concepts but can only achieve incremental innovation
- have developed a system concept but need a *platform*, for which their concept isn't appropriate
- have identified more than one system option but cannot decide which is best

Technology Portfolio Creation is suited to clients that wish to innovate at a business level, creating a 3-7 year roadmap for new technology to maintain a healthy new product pipeline. It is applicable when organisations:

- recognise that current growth will fall short of the long term strategic ambitions of the company
- need to regain a balance within a technology portfolio which has become unmanageable, unaffordable or when project relevance has become unclear

Visioning is used to identify the best strategic direction for an organisation's R&D activity, with the aim of ensuring success in an evolved market place ten years or so from now. It is applicable when an organisation:

- needs foresight in dynamic markets to plan its R&D strategy
- is being threatened by a changing competitive or socio-economic environment and has to reinvent itself to remain a key player

To complement these processes we are also able to offer our clients in-depth '**voice of the customer**' analysis as well as cutting-edge **technology insight** to generate "**Innovation Cues**", used to catalyse radical innovation.

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