

The Future of Innovation

How two emerging trends will innovate how we innovate

A thought paper by



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Executive Summary

While the topic of this paper is about the “future” of innovation, it’s probably reasonable to admit that talking about the future of innovation seems strange when innovation has yet to live up to many its promises. Talking about the future of innovation when innovation has yet to achieve many of its expected goals may seem rash, or premature. We believe, however, that some of the factors that have contributed to a less than stellar record for innovation today will be resolved in the very near future, and that innovation has a bright, if somewhat different future than its recent past and present.

It’s unsettling to talk about the future of innovation, because many of the benefits we expected from innovation are yet to be realized. While there have been notable exceptions, for the most part innovation has been over-sold and has under-delivered. After years of talking about innovation in major corporations, most are still coming to grips with what innovation means and what it should deliver. William Gibson said “the future is already here, it’s just not evenly distributed”. The same could be said for innovation success.

Innovation has failed to live up to its hype for several important reasons. First, current executives are more comfortable with efficiency and cost cutting rather than exploration and experimentation. The focus on efficiency restricts investment in innovation activities. Second, innovation has been considered a discrete project rather than a sustaining competence or capability. For this reason many corporations fail to build skills and change corporate cultures to sustain innovation. Third, what little innovation is attempted is often implemented by people who have little expertise and who aren’t fully engaged because they have other responsibilities. Fourth, innovation is too often driven by opinion or guesswork rather than insight or data. We know too little about what consumers need or how markets will unfold. Fifth and finally, innovation today is almost exclusively internal, when good ideas are widely distributed. More open innovation is needed. For these reasons and others, innovation has great promise but so far has not completely delivered.

Many executives now realize that the uneven results of innovation in the recent past are because those activities lacked purpose, lacked engagement, and were too narrow in their scope. Further, executives are realizing that innovation must become a consistent competency rather than an occasional activity. As these realizations take hold, they have implications for how a business is managed. While running an efficient, effective process day to day is important, it’s obvious that generating and managing new ideas in parallel with the day to day operations is equally important. The balance between efficiency and short term thinking and innovation and future orientation is swinging back into equilibrium after a few decades of focus on the short term.

But, once the pendulum swings and innovation takes center stage, many will want to know about its future, rather than it’s admittedly uneven past. We must start thinking about the future of innovation, because innovation will play an even more vital role in the days to come. The nature of innovation, innovation methods and tools and even how we innovate are likely to change, even though many firms have yet to master the existing innovation methodologies. The future, we believe, looks very different from the haphazard processes and implementations of the recent past.

(Corporate) Innovation's Past

We shouldn't talk about the future of innovation without a quick review of its recent past and the current state of innovation. What we know about innovation, and how it's implemented, are very much based on corporate experiences over the last two decades.

Gary Hamel wrote recently in the Harvard Business Review that corporate cultures take on three attributes. He defined them as inertia, incremental and insipid. These attributes rise from the facts that 1) once built, cultures and organizations prefer to do the same things rather than change 2) it's easier to make small changes to existing products than to create something entirely new and 3) it's easier to defend existing products than to create compelling new products.

Innovation activities today are manual, inexact activities supported by people with divided attention and loyalties who don't have deep innovation skills or familiarity with tools. The information or data that they need to do their job well is often either missing or biased. Their time is constrained so iterations and experiments are few and costly, and most decisions are made with limited or poor information. It is an exceptionally "people centric" process, demanding the full attention of people who are overwhelmed with their existing jobs and responsibilities, who lack definitive scope and a good understanding of the most beneficial outcomes. The data they do receive is raw, unfiltered and difficult to understand, and rarely in context to help make decisions.

Thus, the recent history of innovation is of failed experiments, small, incremental change in existing products, little real cultural change and a lot of cynicism within the employee base of larger corporations. And yes, Apple is an exception, if not simply one that proves the rule. When Jobs rejoined Apple it was on the brink of bankruptcy, so he and Apple had no choice but to make sweeping changes. That burning platform, combined with his unique vision, made Apple an innovation leader. Yet even with Apple, or Google, or 3M as examples, many corporations have not adopted innovation as a sustaining practice, because it's simply not part of their cultural DNA. We believe emerging technologies and capabilities will force changes to many corporations, which will need to innovate more effectively simply to survive.

The Coming Future

Faced with the fact that their markets and consumers are demanding change at unprecedented rates, executives are aware that their firms are falling behind the curve simply trying to stay at par with customer expectations, much less surpass them. This is only compounded by the fact that many product development cycles are growing longer, not shorter, making it more difficult to respond in a timely fashion to consumer needs. This means that in the near future, improving innovation capability will become a critical component of any executive's action plans, not simply their communication strategy.

Executives have talked about innovation for at least a decade at this point, and the "old guard" who only talked about innovation without any real engagement or commitment are moving from the scene, to be

replaced by younger executives who cut their teeth on Six Sigma, Lean and Rightsizing. These individuals recognize the importance of innovation to fuel new growth, but while they recognize the importance of innovation they are schooled in the tools and methods of efficiency. Thus, innovation will be implemented in fits and starts, with less funding, fewer resources and less commitment than needed to implement completely. But this is a promising start – innovation will actually receive funding and some management air cover over the next few years, unlike the previous period when it was merely a bullet point on a slide deck for analysts and the media.

This analysis concludes, however, that innovation can't completely fulfill its promise, and that organizations can't fully embrace innovation as a competency. That won't happen, we believe, until executives who are just taking the reins encounter a significant burning platform that forces them to fully invest in innovation, or until these executives age out of their roles to be replaced with managers who are now in their 30s and 40s who are less wedded to outsourcing and have conducted or led innovation projects. The search for a "magic" bullet will continue – a relatively quick and low cost innovation solution that can be implemented quickly and has significant impact on the business results. We all know that this magic solution doesn't exist – building innovation capacity takes time and commitment. We'll get that time and commitment once the buildings are on fire, or once the management is fully convinced of the need for sustaining innovation capacity, and is willing to sponsor the change necessary to get there.

This analysis in turn means that the near term future (through 2018) will be replete with tools, methods, consulting firms and other "quick fix" panaceas that don't provide all the value or all the change necessary to sustain innovation. It means that we'll see more innovation projects, and potentially more innovation outcomes, but what we won't see is more full commitment and engagement with innovation as a sustaining capability. Innovation will remain a capability with much promise that still fails to deliver the results it is capable of delivering, because of a lack of commitment and engagement from a still uncertain executive suite, and their inability to lead others to fully commit to the tools.

What will also occur during this period are more and more innovation experiments. New and experienced middle managers will have the opportunity to test out new processes, new tools, new thinking and new perspectives, and many of these managers will identify tools, methods and frameworks that work, and will learn from their experiences. Further, they will face the frustration that arises from a lack of commitment and change, and will promise themselves to manage differently when it's "their turn". These managers will be more willing to embrace change and uncertainty, and more aware of the pace of change and the need for more mobility, nimbleness and speed. Innovation will be a primary tool to help them address these issues, rather than an occasional tool they turn to after exhausting all other avenues.

Middle Future

As the pace of change continues to accelerate and old models and structures become untenable, new managers and executives emerge in the top positions. These executives have innovation experience, having led many of the poorly funded but somewhat successful innovation projects in the past. Their awareness of the power of innovation, combined with market pressures and forces will lead them to rely on innovation as a key differentiator. In this period, through 2020, we will see a blossoming of innovation activity, with far more compelling new products from a range of competitors in many industries, because the needs, capabilities and management commitment will converge.

These executives will have experience with product and service innovation, and will rely heavily on existing and developing capabilities to deliver far more new products at a far faster clip. They will recognize the need to broaden the definition of innovation, but like their predecessors will struggle to countenance more change and uncertainty. Product innovation will become a consistent process, but organizations will struggle with broadening the definition into new business models, new channels and new experiences. While corporations will finally be relatively successful at consistent incremental and occasional disruptive product innovation, the vast majority of that work will be driven from inside the organization. Managers and executives will recognize the value of “open” innovation, but can’t or won’t fully embrace the change necessary to make it happen. These other forms of innovation – different outcomes or leveraging different partners – will occur in fits and starts, much like how innovation first took root in the previous historical epoch.

Longer Future

By 2024, most successful firms will have made a significant pivot in the operating structures, becoming far more nimble and flexible, far more in tune with the rapid change and evolving consumer demands, and far more capable of producing innovative new products.

While the commitment and engagement levels are finally at the required levels, and skill sets and awareness of tools and methodologies reach the levels for innovation expertise, another set of factors will converge and mature to the point where how we innovate will change, much as what we innovate and why we innovate changed in the previous decade.

Innovating how we innovate

The real changes underway in innovation aren’t based on new innovation tools or methods, but in actually changing how we innovate. Two compelling trends (along with changes in the emphasis innovation receives and shifts in cultural dynamics) will significantly augment innovation capabilities. In some instances, being a late adopter of innovation may allow firms to leap over their rivals who have been slowly but inexpertly constructing innovation skills.

Late adopters are often held in somewhat low esteem. For many reasons, they flinch at purchasing a technology or product in its infancy, waiting until the early adopters test and prove the technology, and until the prices fall as more products are sold. My daughters were one of the last of their peer group (according to unscientific polls of friends) to get a cell phone. But when they (finally!) got one they had the best touch screens. Their early adopter friends were envious.

As the future of innovation unfolds, we’ll see dramatic changes in what corporations hope to achieve, especially as we think about new innovation outcomes. Innovation will move far beyond new products to encompass new channels, new customer experiences and new business models. Innovation outcomes will change. Beyond capability, outcome and frequency, another factor about innovation will change. How we innovate is bound to change, which has implications for experienced innovators and for those firms still waiting for the maturation process to finish. The implications of new innovation tools, methods and technologies is profound, both for the early adopters who have developed robust innovation capabilities and processes, and for those firms which have yet to embark on developing an innovation competency.

Innovation will remain a craft industry through 2020, driven by a small handful of companies with great expertise in tools, methods and processes that are relatively unfamiliar to the average corporate employee. This isn't to say that corporations lack expertise in innovation tools. The truth is that few corporations have coherent, integrated innovation processes and capabilities. The vast majority of innovation today is consultant driven and in many cases consultant led, for several reasons.

- First, the knowledge of the tools and processes. For the same reason we don't attempt brain surgery at home, most corporations rely on third party consultants to drive much of the innovation because of a lack of internal knowledge about innovation tools and processes.
- Second, time and resource commitment. The average corporation works on the bleeding edge of efficiency. Freeing up people to pursue really radical innovation means that other vital priorities may suffer or lose focus.
- Third, external consultants aren't bound by the culture, perspectives, timelines or budgets that internal employees often face. While many of these barriers are intangible, they constrain thinking and limit risk taking internally. What we need to understand is if the evolving nature of information, technology and the growing skill set of new workers may create new opportunities for new innovation methods and models.

There are two emerging trends that will have significant impact on the way corporations innovate in the future. The first trend is the *exponential growth in data and the ability to analyze it to gain insights or draw conclusions*. The second is the *growing awareness of the value of "open" innovation*. As these two trends emerge and intersect, we'll see a new type of innovation capability unfold.

Automating the innovation process

To understand how big data and "automation" may play a significant role in innovation tasks in the future, it will help to first define an innovation process, to demonstrate how and where these tools may provide more insight. OVO's innovation methodology starts with trend spotting and scenario planning, to understand how fast the future is changing and what needs or customers may emerge. We combine this work with customer research, to discover unmet needs or "jobs to be done". Typically we'll rank and prioritize the jobs or needs based on customer feedback. With this context in mind we pursue two parallel paths – internal idea generation and/or open innovation to find new ideas, technologies or intellectual property to satisfy the needs or jobs. Once ideas are generated we'll develop prototypes to flesh out the ideas and get feedback from customers.

This process is scalable to achieve different types of innovation, from incremental to disruptive, and can countenance any kind of innovation outcome (product, service, business model, etc). It is, however, cumbersome, manual, qualitative and subject to a lot of interpretation. Let's examine how the current innovation process can be automated, sped up and simplified.

Trends and Scenarios

To win new market share and new customers, a firm must constantly assess the emerging future and the changes that will unfold. To understand those changes and help evaluate alternatives, many innovation projects collect trends and forecast them across a short horizon to identify potential emerging needs or segments. Currently, trends are identified and collected by innovation team members. Trend spotting and scenario planning is at best an occasional activity in the lives of most

corporations, and rarely conducted on a project by project basis. Few firms regularly collect and assess trends, which means that trend spotting and scenario planning on an innovation project is often incomplete and half-hearted, because the work is unfamiliar and the results will be interpreted only for the specific project. Gathering trends and analyzing them is unusual and unfamiliar, and is not an ongoing process where teams gain capability.

In the near future, with access to a burgeoning stack of “big data” fed by the Internet of Things we can create software that can constantly collect thousands of trends and create different scenarios as we ask the predictive analytics to forecast potential futures. Using crowdsourcing and other open innovation techniques we can gather far more trends, and use the crowd’s feedback to determine which are most relevant or important. With modeling and the addition of Monte Carlo simulation, we can use technology to predict the most likely scenarios by constantly rerunning the models. Statistical modeling, gaming and genetic algorithms flavored with some expert human intervention can create reasonable scenarios almost on the fly, and begin to predict future market needs, emerging segments or markets and product or service gaps. As we improve our ability to understand the near future and the emerging sets of needs and customers, we will vastly improve our ability to generate better products and services that have a much better chance of meeting or exceeding the demands of these emerging customers.

Customer Needs

Next, consider the concept of needs or “jobs to be done”. Today, much of the effort in innovation is focused on discovering an unmet need or satisfying an important “job” the consumer has that is unfilled. To discover those jobs, we send researchers to observe and understand the needs of potential customers in their homes or places of business. This research is very time consuming and requires a unique set of skills. And, as we indicated above, project driven research is again only a snapshot, a temporary “deep dive” into customer needs that may or may not be fully representative of their needs.

As “big data” and predictive analytics become more prevalent, it’s entirely possible that innovation teams in the near future will rely on both existing quantitative research and external qualitative research to identify important unmet needs, and use social media tools to confirm the importance of those needs. Within a few years we will learn as much, if not more, about consumers in far less time, and with far greater accuracy than we do today using tools like ethnography. Engaging conversations with prospects and customers through social media and the evaluation of big data using predictive analytics may help us spot needs customers aren’t even aware that they have, and help indicate the important features and attributes of the solutions. Further, we can gather, analyze and interpret this information constantly, harvesting the insights we need as we need them, rather than ramping up a research activity that really only provides a brief window into customer needs.

Once innovation teams understand the important and unmet needs that customers have, it’s important to understand which needs are the most important to consumers. It’s typical at this point to have customers help rank and prioritize these needs, so we are sure that the needs are important and we are solving needs that customer care about. In the near future, we’ll leverage social media and integrated surveying solutions to quickly present the needs we’ve discovered and get almost immediate feedback on what customers value most. Combining “big data”, smart survey capabilities and the feedback from hundreds, if not thousands of engaged consumers will help us understand the most important needs.

Solutions Generation

Perhaps the most interesting possibility for automation in the innovation process resides in the activity that's most familiar to innovators – idea generation. Currently most idea generation is conducted in a very haphazard manner. Teams of people meet in drab conference rooms with little preparation or common views about the outcomes or agenda, using unfamiliar ideation techniques. Few people have high expectations about the outcome of a brainstorming process. It's too easy to skew the results, influence the direction or simply narrow the range of options. Too often idea generation sessions are replete with bias for a specific outcome or result in discussions or disagreements about different expectations or points of view. Again, a combination of “open” innovation and emerging technology may provide far better idea or solution generation.

Since new ideas are often generated based on pattern recognition and the combination of unfamiliar or unusual components, idea generation may be improved through automation. IBM has already demonstrated that its Watson artificial intelligence programs can create tasty new recipes by combining foods and flavors that may seem unlikely or unusual to humans. Within a decade we may see a greater reliance on artificial intelligence to spot valuable but in human terms unlikely mergers of technologies, capabilities or solutions to create new products. Highly functioning systems can create, evaluate and accept or reject hundreds of combinations, ideas and solutions considering all the data previously created and with far less bias than a group of human interactors. When we combine the pattern recognition and machine learning capabilities with engaged crowdsourcing across thousands of individuals we may achieve the “best of both worlds” – a broad scope that fully exercises and engages all ideation possibilities, and does so with less bias and more beneficial results.

Concept Development and Prototyping

Another area that's ripe for advancement and improvement is customer feedback on potential new products. Using social media and gaming technology as an analogue, innovators can present new solutions to customers virtually and allow them to compare and contrast many different alternatives and solutions, designing the solution with the customer on the fly. Combining this virtual design capability with the advancement in 3D printing, and an innovation team could move from a handful of ideas to a relatively well-designed solution in just a few days – and a solution that has been vetted and co-developed with consumers.

Concept development is further magnified by deciding which concepts are attractive to consumers. Quirky and other crowd-developed and crowd-funded concepts like Kickstarter allow individuals to vote with their passion and their money on the concepts that they like the most, while the concepts are still at a stage where companies can learn more and decide which to scale. Concepts that people support with their money and their passion are ideas that are more likely to win greater converts when the product or service is commercialized.

What does this potential future hold for the human innovator?

As big data and open innovation take over many of the innovation tasks humans are currently doing by hand, we'll see a shift in what and how innovation team members contribute to an innovation project. Jobs and responsibilities within an innovation activity will shift, as they have in other processes as they become more automated. People who are now innovation team members will analyze information and insights that are generated from these systems and external sources rather than creating the insights and information themselves. Internal innovation team members will need to provide expert opinions which help the computer systems make tradeoffs and arrive at decisions. People will review and evaluate the results and may introduce new insights or facts, or change the weighting associated with variables or decisions the software makes or the crowd indicates is important to them.

Perhaps most importantly, people will choose which data sources, social media channels and other sources of data are most appropriate to feed into a more automated innovation system, and how to direct or inform external innovation participants. The initial bias may be to limit the amount of information, in the same way that innovation teams today often limit the range and sources of information they review before they begin innovating, due to time pressures, divided loyalties and conflicting information. Rather, in the near future we should see a wide array of data sources feeding into an automated system that, with some expert advice, can quickly sift through the data to find the best options and opportunities. We'll need to broaden our data sources, include a much broader range of data sources to improve the results from an automated innovation system. Identifying, validating and selecting these data streams will be a critical component of the innovators' tasks.

People will harvest the best ideas created by the machines and then build on those ideas, rather than start from scratch. Innovators will find that these automated innovation systems shorten the innovation process, improve idea flow and in many ways improve the end result, cutting costs and speeding products to market.

What are the benefits of as comprehensive innovation system, combining automated innovation process based on big data, analytics, predictive and proscriptive systems and artificial intelligence as well as an integrated open innovation capability?

- An "always on" innovation system, constantly seeking new opportunities and recommending viable solutions. The system operates in the background, constantly scanning for opportunities and identifying potential solutions. This creates far less distraction for the human innovators, who intervene occasionally but spend far less time working on the "grunt work" of innovation. External agents and consumers constantly feed into these systems new trends and help direct the analytics systems to develop better scenarios. Further, an "always on" system provides continuity in its analysis of trends and needs, providing better insights and ideas than the start and stop methodologies we practice today.
- A broader view of innovation possibilities with far less bias. The automated systems are less likely to reject good opportunities or solutions because they conflict with corporate culture or sacred cows. Automated systems will have less bias as they evaluate opportunities and

solutions. Open innovation participants can also “weigh in” with their judgment, providing a human element to the evaluation of ideas that machines cannot yet provide.

- A constantly evolving model of trends and scenarios, capable of learning from past projections to constantly improve forecasts and predictions. This evolving model helps the system and the innovators better understand the unfolding, emerging future and become far more proficient at identifying opportunities and threats.
- Frequent exercise of models and simulations to predict future needs and product uptake lead to more confidence in the solutions based on frequent simulations and probabilistic analysis of the results. The more we exercise and understand the future, the more familiar it will be when it arrives.
- Cheaper, faster experiments using data and simulation, gaining rapid feedback from an engaged “crowd”
- Faster time to market, due to far less time gathering trends and conducting research, generating ideas and developing concepts. The potential time from initial recognition of a need to rough prototype could be reduced from months to hours.

What’s needed for this automated/open innovation future to emerge?

“Big data” and analytics

Big data as an information technology solution has been with us since the late 2000s. As more people use more computers and the internet data volumes increase exponentially. Databases and computer system to record and store this data already exist, whether the data is “in the cloud” or on premise. The data offers us rich insights as we begin to understand it and mine it effectively.

Analytic systems and software have been around for years, but have historically been used to answer relatively discrete and straightforward statistical questions. With the tools at hand and the amount and breadth of data available to us, our analytics should reap entirely new insights, and begin to move into more predictive analytics, actually predicting things that should happen, or identifying things that should exist. Pattern recognition, machine learning and other emerging technologies will only advance the capability I’m describing here. Tight integration with social media platforms will enhance the data and allow quick interactions with consumers to test the discovery of needs and concepts.

Artificial intelligence, machine learning and other systems which draw conclusions from the data are rapidly emerging as well. Thus, the foundation and raw material for an automated innovation process exists today, while the analytics and interpretive capabilities are being built. Much of these big data and analytics capabilities will be first deployed to cut costs or increase margins on existing products, but as decision makers become more accustomed to the insights, and as tools and knowledge expands the natural inclination will be to deploy these solutions on some of the most important problems, one of which will be innovation. I’d propose a timeline of about ten years before we see more than a handful of companies automating their innovation processes. Making any projection is difficult, however, because of the pace of change and the incredible advancements in information technology, especially in analytics and machine learning. It’s very possible that we could see fully functional automated innovation processes within as little as five to seven years. Much of the adoption time will be caught up

in resistance to change and uncertainty about the value of the outputs, in much the same way that manual innovation processes were resisted at first.

“Open” Innovation

Today most corporations have conducted at least a handful of experiments with “open” innovation, never recognizing the breadth and depth of capabilities and possibilities. Whether it’s vetted partnerships, contests, university research, crowdsourcing or a host of other open innovation methods, almost every corporation has attempted some measure of open innovation. But those attempts have for the most part been experimental, carefully scoped, discrete and incremental.

For open innovation to blossom corporations need to understand the potential depth and breadth of open innovation capabilities and communicate definitive strategy about the importance and use of open innovation tools. For some corporations, many of the open innovation methods may be valuable, while others are content to rely on just one or two methods. Once the appropriate tools are selected, corporations must address their ability to find, value and acquire external ideas or technologies, and their ability to quickly incorporate those ideas or technologies into new product or service development. This requires defining new roles and responsibilities and defining and implementing a workflow for external ideas. When a corporation has decided which tools to use, how to identify and value external ideas and how to quickly incorporate them into new product or service commercialization, it can leverage open innovation effectively.

Most corporations are between three to five years from fully recognizing the value of open innovation and are just beginning to test some of the methods. Few organizations have strong internal capabilities to find, vet and value external ideas or technologies, so these skills must be developed or acquired. We believe that by 2020 we’ll see many more corporations with a much more robust open innovation capability.

That timeframe aligns nicely to the emerging capabilities and skills that “big data” and predictive analytics will provide. Thus, these two trends will emerge as relatively mature at about the same time and have a significant impact on the way corporations innovate in the future.

Conclusions

From the early research of Alex Osborn and Sidney Parnes in the mid 1950s until today, innovation has been supported by defined methodologies, but few have taken the time to learn the tools and develop the methods. Even as these tools and methods support innovation, the work of spotting needs and generating ideas remains qualitative, fuzzy and uncertain, in a corporate environment that operates on data, certainty and transparency. While there are tools, methods and processes to sustain innovation, the efforts are often more haphazard and less defined than many executives are comfortable with, and often too narrowly focused and internal. Innovation has been a manual, inexact and qualitative activity in corporations that expect automation, precision and numerical certainty. Two emerging trends will create entirely new ways to innovate, which will change how the process is perceived and how many ideas are generated.

The exponential growth of “big data” and the potential to effectively manage and analyze the data to spot opportunities and needs will create more certainty around the innovation process. The data will allow more tests, more experiments, more simulations to identify the most valuable needs to address, and allow executives to feel more comfortable making innovation investments. Further, as open innovation grows, the real-time integration of the consumers’ needs and their voices in the innovation process will provide greater certainty about unmet needs and potential solutions.

These two trends are still several years away from full realization, and it will take a few more years for corporations to adequately reap all of the insight, data and feedback that will be available to them, but the signals are clear. How we innovate will change as new data sources and new open innovation methods are accepted. Further, these new capabilities should accelerate the innovation process and improve the success rate for committed innovators. In five to ten years we should witness an innovation revolution based more on integrated information and insight, coupled with tighter open innovation networks, which solve challenges more quickly. The key question in all of this is: what role do people play in the innovation process of the future? Will people with strong innovation capabilities or traits, such as empathy or curiosity still matter in an innovation function driven by data and social media? We believe that insightful, curious, empathetic people will certainly augment any innovation platform or capability. In the future we’re predicting, good innovators will simply harvest and interpret better insights and better data, leading to better ideas.