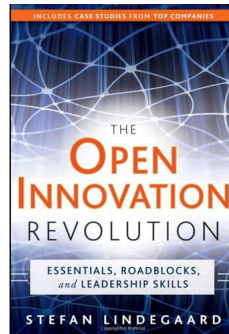
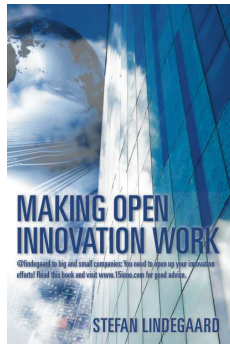


# Rethink Innovation!



**STEFAN LINDEGAARD** 

Follow my work on LinkedIn

Get in touch:

[stefanlindegaard@me.com](mailto:stefanlindegaard@me.com)

Join Transform – or Die! A movement for the people who own the future.

# Stefan Lindegaard

Author, speaker and strategic advisor  
on corporate transformation based  
on disruption, digitalization and  
innovation.

Get in touch!

[www.transform-or-die.com](http://www.transform-or-die.com)  
[stefanlindegaard@me.com](mailto:stefanlindegaard@me.com)  
[@lindegaard](https://twitter.com/lindegaard)



A free session for your company or organization this summer  
(travel costs to be covered)



[ALUMNI GROWTH](#) [JOBS](#) [MENTORS](#) [SPONSORS](#) [ABOUT US](#) [DEALS](#) [CONTACT](#) [ALUMNI](#)

[Accelerators](#) [How it works](#) [Events](#) [Blog](#) [Stats](#)



Four global megatrends drive business today: Everything moves faster, everything will be connected, knowledge is transparent and disruption hits harder and faster.



lightweight.  
*Flexible.*  
**TOUGH.**

Designing  
**INNOVATIONS**  
Since 1938.



**ZERO  
HALLIBURTON**

NEW YORK FLAGSHIP STORE - 300 MADISON AVENUE (between 41st & 42nd St.) || [zerohalliburton.com](http://zerohalliburton.com)

10400 S

Talk less about innovation – and don't ever use the word and term "innovation culture" again!

Name three companies to envy for their perceived culture of innovation!

Pint, please

A pub-style lounge in Dublin, Ireland



Here's to the  
*crazy ones.*



The *misfits.*

The *re*  
The

The round pegs in the square holes.  
The ones who see things *differently*.  
They're not fond of rules.

You can *quote* them,  
*disagree* with them,  
*glorify* or *villify* them.

Because they *change* things.  
They push the human race *forward*.

And while some may see them  
as the crazy ones, *we see genius.*

Because the people who  
to think they can *change* the

**Moving at the speed of science.**

3M is proud to help all drivers compete at a higher level. We're especially excited to sponsor Jeff Gordon and Team 24.

SEE THE SCIENCE OF SPEED

You can't copy Apple, Google and 3M. Get inspired, but don't try to copy them. It does not make sense to talk about an innovation culture!



Ideas so far

Search Ideas



#### PRODUCT IDEAS

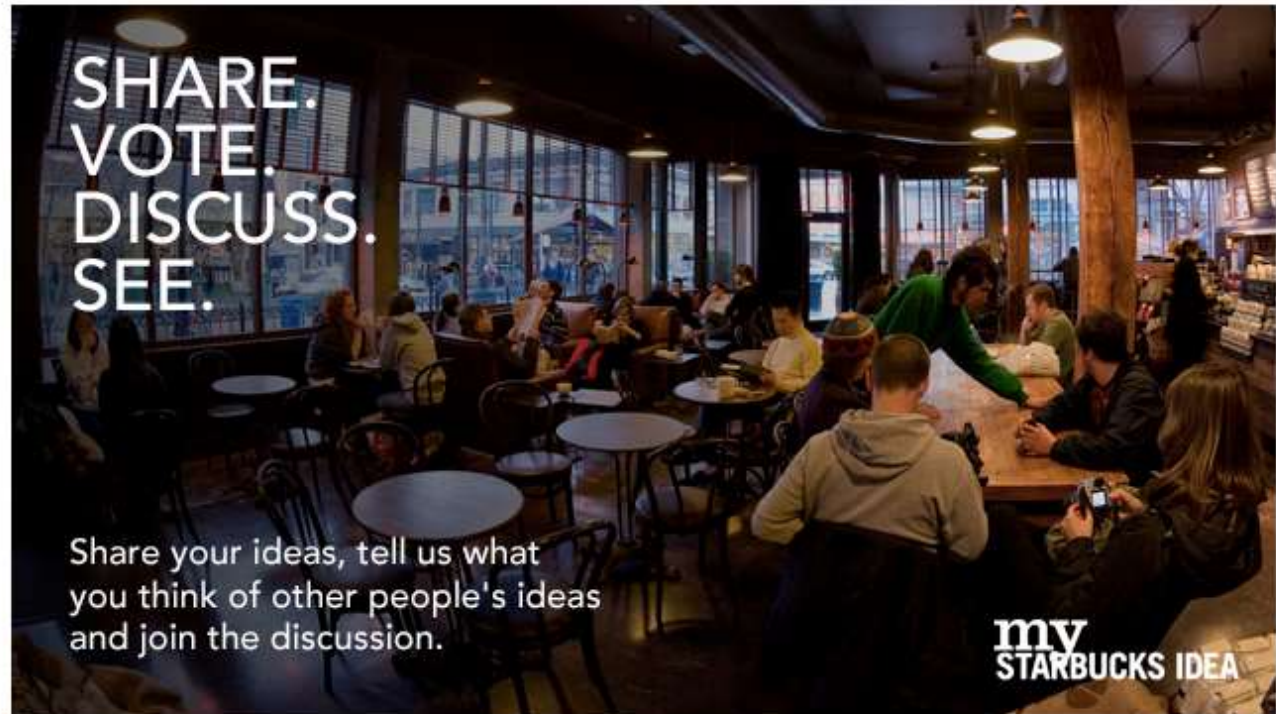
- 45,115 Coffee & Espresso Drinks
- 6,223 Frappuccino® Beverages
- 13,062 Tea & Other Drinks
- 22,394 Food
- 11,014 Merchandise & Music
- 23,049 Starbucks Card
- 5,629 New Technology
- 14,221 Other Product Ideas

#### EXPERIENCE IDEAS

- 11,555 Ordering, Payment, & Pick-Up
- 21,911 Atmosphere & Locations
- 14,486 Other Experience Ideas

#### INVOLVEMENT IDEAS

- 6,576 Building Community
- 11,112 Social Responsibility
- 6,588
- 2,130



#### Most Recent Ideas

- 30 Min(s) Ago Having coming across Starbuck's as to nothing is out of bounds, when i...
- 30 Min(s) Ago Having coming across Starbuck's as to nothing is out of bounds, when i...
- 30 Min(s) Ago Having coming across Starbuck's as to nothing is out of bounds, when i...
- 1 Hour(s) Ago platinum level membership
- 2 Hour(s) Ago For: Starbuck employees at the register, etc.
- 3 Hour(s) Ago For: Starbuck employees at the register, etc.

Getting ideas and working with them in the early stages is the easier part. The execution is what really matters. We have begun the transition phase.



Create a job alert

Manage job alerts

Location

☐ Washington, District Of Columbia (24)

☐ Austin, Texas (18)

☐ San Francisco, California (12)

☐ New York, New York (10)

☐ Philadelphia, Pennsylvania (10)

See more

Company

☐ Interactive Recruiting Consultants (20)


☐ CyberCoders (10)


☐ Key Business Solutions, Inc (8)


☐ Cross Ocean (5)


289 "Chief Technology Officer" jobs

Any Time

**Chief Technology Officer**  
Aethercomm  
Carlsbad, California · 13d  
Aethercomm, Inc. a leading edge RF amplifier... engineering leader. The **Chief Technology Officer**...

**Chief Technology Officer**  
Entrust Datacard  
Shakopee, Minnesota · 7d  
**Chief Technology Officer** (CTO... **Technology Officer** (CTO) will report to the CEO...

**Chief Technology Officer**  
VGL Group Jaipur  
Austin, Texas · 25d · [Apply with profile](#)  
..., then become the **Chief Technology Officer** (CTO... of information **technology** to support achievement...

**Chief Technology Officer**  
Royal Canin  
Saint Charles, Missouri · 21d  
...with RC objectives. Effective delivery of **technology**... in computer science, information **technology**...

The role of the CTO has changed as real value creation no longer is centered around technology or product itself. Services, processes and business models are key. The internal power needs to shift.



Disruption hits much harder and much faster than ever before. You can't plan for disruptive or radical innovation, but you can be sure you will be disrupted.



What are the most important elements to master with regards to disruption?



1. Internal setup (right conditions, frameworks, remove obstacles)
2. Market approach
3. Offensive as well as defensive approach



# Transform – or Die!

BY STEFAN  
LINDEGAARD

Join us, share your e-mail and get updates,  
insights and invitations

I am starting a movement for the people who own the future. The people who know about corporate transformation based on digitalization, disruption and innovation. We are the people who make things happen because of what we know, who we know and who we are. We are corporate business leaders, entrepreneurs, advisors, academics and many others. We are young talents, we are at the top of our careers and we are the veterans still eager to make a difference. We are from all over the world.

But most important: We are doers, who get things done.

We are a clear minority in our world of business and society today and our goal is to not only inspire the majority, but also inject our way of thinking and doing into how business and society should work already today and most definitely in the future. The movement is called Transform – or Die!

I am on a mission to recruit like-minded people and work with them to make an impact in our time. We can do this in many ways and there will be lots of experimentation to make the most impact. I will take the first steps by setting up a platform so that our voices can heard and our actions can be felt.

Through the platform, I will curate the best and most relevant information and insights, develop original thoughts and perspectives through our interactions and bring people together around the world through events, sessions, webinars and specific calls to action.

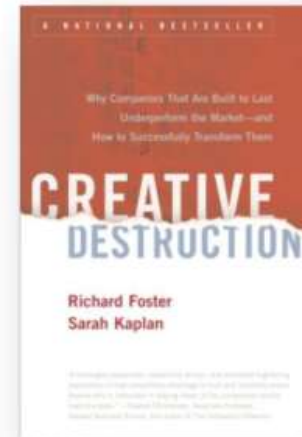
You can join me in two ways.

**Transform Friends:** This is a hand-picked group of high-impact people from around around the world. We help each other when needed and possible

Focus on corporate transformation based on disruption, digitalization  
and innovation– or die!

# Executive Summary

*Lifespans of top companies are shrinking, according to an Innosight study of the S&P 500 Index*



- *61-year tenure for average firm in 1958 narrowed to 25 years in 1980—to 18 years now.*
- *A warning to execs: At current churn rate, 75% of the S&P 500 will be replaced by 2027.*
- *To survive and thrive, leaders must “create, operate, and trade”— build new divisions and trade mature ones at the pace and scale of the market without losing control of their company. Few companies have been able to do so over the longer term.*
- *Innosight Lead Director Richard N. Foster, co-author of Creative Destruction and author of Innovation: The Attacker’s Advantage, discusses his most recent analysis of the turnover of the S&P 500.*

Why does transformation matter? Stay relevant, survive and prosper!



The Chinese electrical goods maker beloved of business schools has yet another radical shift in mind, writes Andrew Hill

Zhang Ruimin has many of the attributes of a leader of the new corporate China. He has a deferential entourage, a willingness to make vision-much-cited morality tale from the early days of Haier the white goods company staff to drag 76 faulty fridges on to the street and smash them to pieces with sledgehammers, sending a strong signal of the group's commitment to quality. But if his latest radical plans to transform the management structure of Haier are pursued to their logical end point, Mr Zhang will not be giving the orders any more.

Asked if he will put himself out of a job if he pursues the decentralisation of Haier, Mr Zhang is silent for 20 seconds before he responds, through an interpreter: "If one day companies no longer exist, CEOs will also disappear. But I believe organisations will still exist and there may be some role for a person to design the way organisations work and how they grow. Maybe my title can be changed to something like 'designer for the organisation'."

The 66-year-old, an avid student of western management models, has already run through several designs for the manufacturer of electrical goods he has headed since 1984. That was when the young municipal official took charge of the city of Qingdao's fridge factory. Haier now generates Rmb200bn of revenue, has listed subsidiaries in Shanghai (Qingdao Haier) and Hong Kong (Haier Electronics) and has become one of China's most analysed companies. It is lauded by Gary Hamel, among other management thinkers, and has been written up in 17 Harvard Business School case studies since 1998.

But no sooner do staff, management scholars and authors think they have understood the blueprint Mr Zhang is working from, than it is torn up and redrawn. Bill Fischer, a professor of innovation management at IMD business school in Lausanne, co-wrote Re-

Its 20 platforms include its "diet ecosystem" (based around smart fridges), its "atmosphere ecosystem" (air conditioners and purifiers) and Goodaymart Logistics, a distribution network that is the key to fulfilling the company's promise that it can deliver anywhere in China within 24 hours. Goodaymart now operates independently, in partnership with Alibaba, the e-commerce group, distributing goods for Haier's competitors as well as its original parent. It works through some subcontracted "vehicle micro-enterprises" (truck-owners, in other words).

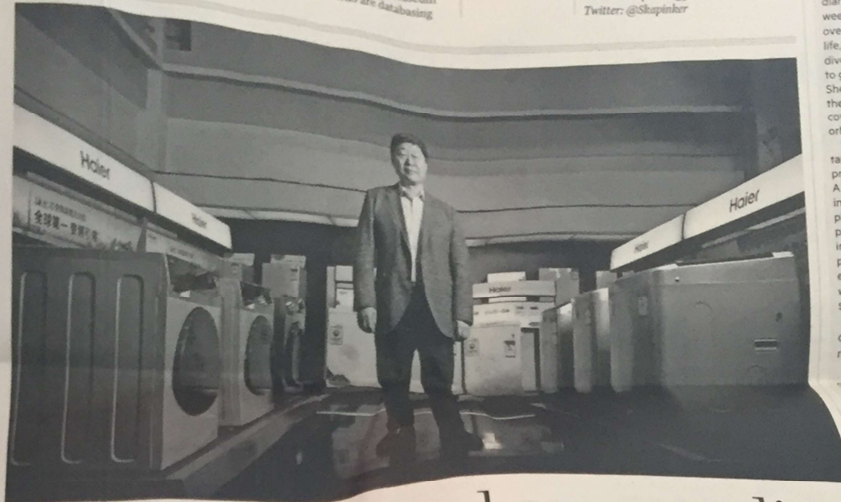
Mr Zhang has absorbed and put into action the maxim of Peter Drucker, whom he reveres, that the purpose of

#### From world to web

Almost from the outset, Haier aspired to be a multinational. Its

verb, "Some people dislike these verbs but, in the verb, I found a few uses this year, including a press release from the New Mexico State University Arthropod Museum about students "who are databasing

The writer this week won the Editorial Intelligence business ethics commentator of the year award  
michael.shapinker@ft.com  
Twitter: @Shapinker



## After 17 Harvard case studies, Haier starts a fresh spin cycle

**'Designer for the organisation': Haier CEO Zhang Ruimin feels his job title might need to be changed**  
Zachary Sule

business is to create and keep a customer. At the Global Peter Drucker Forum, a conference held earlier this month in honour of the late management thinker, he made clear he wanted to go further. He says the arrival of the internet makes it vital to free Haier to respond directly and at speed to users' demands, and to customise goods that others mass-produce.

One entrepreneurial team, calling itself ISee Mini, uncovered a market for televisions that projected the image on to the ceiling so pregnant women could watch more comfortably. China Daily recounted recently that another part of the group had supplied a loving son in Hefei with an air-conditioner for his calligrapher father, embossed with his dad's favourite phrase — "God Rewards the Diligent".

Ten years ago, Mr Zhang's job was to study the market, develop strategies, hold meetings with his managers and follow up to check they had imple-

ing a lot of risks," Mr Zhang responds. Is it a gamble? He laughs and there is another long pause: "When faced with a huge challenge, you can choose to just sit there, but the only result is that you're going to die. We think it's a better choice to fight... So you could say that this is a gamble, but we have a determined direction, and that's what makes it different from other gambles."

On the one hand, Haier could slip back into more conventional ways. The longstanding dominance of sclerotic state-owned enterprises means it is hard to sustain innovative management structures in China. "Recidivism is quite a powerful force," agrees Prof Fischer. "But at Haier you have younger entrepreneurs who don't have state-owned enterprise mentality."

On the other hand, having split existing units into potentially less-efficient pieces, and given up traditional levers of corporate power, Haier's experiment could spiral out of control.

**The riff**  
**Periods and**  
LINDSAY WHIPP

Sex sells. Blood sells. But put together in their natural state — menstrual cycle becomes problem. least this is why. The US start has developed knickers that tampons-wor initially met n it tried to get approved for

Talk less about innovation, more about transformation. Focus on corporate values and the basics of getting things done.

run the next production or design project. Haier now wants to break down even these basic building blocks.

In its home country, the group is reinventing itself again as a set of open

now "our ultimate goal. Our goal is to become... a company that can seize the opportunity" of the internet.

As for the platform approach, he

The chief executive says he now devotes himself to "ensuring our organisation is open to outside resources". Haier itself, while still providing some central services such as accounting,

Mr Zhang says "we don't think they're radical enough". Haier's chief executive concedes that culture change is his "biggest headache" and has been hard for some staff — or ex-staff — to accept. He points out that

faces a comme taxis. Why suita com



GE imagination at work

[Industries](#)

[Digital](#)

[Investor](#)

[News](#)

[Careers](#)

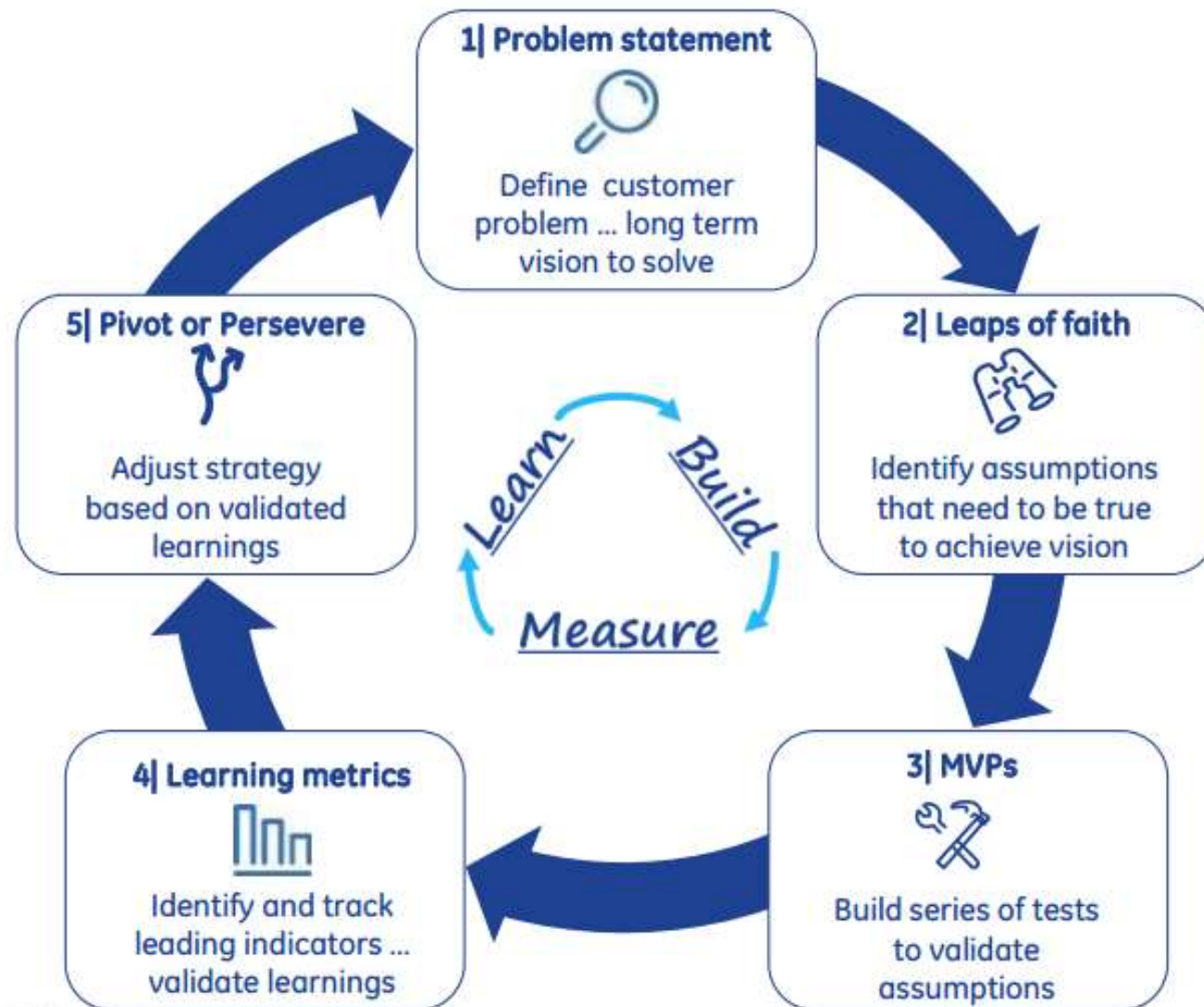


# Explore the New Digital Industrial World

GE is transforming itself to become the world's premier digital industrial company, executing critical outcomes for our customers. Explore how you can drive greater asset reliability, lower operating costs, reduce risk and accelerate operational performance with our [Predix platform](#) and [software solutions](#).







imagination at work

January 14, 2016 6:02 am

# Future farming relies on new technology

Scheherazade Daneshkhu

Share ▾

Author alerts ▾

Print

Clip

Gift Article

Comments



Drop potential: sheep farming by quad bike is neither time nor fuel efficient

Too many of you do not know what IoT means. It will change everything.

identify ewes that are having trouble lambing or newborns that have become separated from their mothers, known as cast sheep.



The organizational structures need to change. They are not build for the upcoming challenges and opportunities and we need to experiment much more on what will work the best for the future of business.



## Co-create a new world of home appliances.

FirstBuild is an online and physical community dedicated to designing, engineering, building, and selling the next generation of major home appliances. [Sign up today](#) to bring your innovations to market at unprecedented speed.

[GET STARTED](#)

### Challenge



#### Make Us A Drink Challenge

Five drinks have been chosen as the best submissions in the Make Us A Drink challenge! In no particular order, the finalists are...

[View Top 5 >](#)

### Product



#### ChillHub

The only fridge as smart as you. With USB power, a WiFi mobile app and seamless SDK integration, you can create USB devices that extend the function of your fridge.

[Check It Out >](#)

Strong organizations do four things very well: They listen, adapt, experiment and execute better than their competitors.



On this one we are with Bud Caddell:

# THERE IS NO DIGITAL STRATEGY JUST STRATEGY IN A DIGITAL WORLD

How do you get started? What is the right structure? Experiment!  
A hint: Go all in on digital!

Work with the unusual suspects –  
internally as well as externally

# What is open innovation / external collaboration?

“...a philosophy or a mindset that they should embrace within their organization.

This mindset should enable their organization to work with external input to the business processes just as naturally as it does with internal input”

Open innovation as a term will disappear in 3-7 years!

Learn to communicate better and differently –  
or fail!





GE imagination at work

[Industries](#)

[Digital](#)

[Investor](#)

[News](#)

[Careers](#)



# Explore the New Digital Industrial World

GE is transforming itself to become the world's premier digital industrial company, executing critical outcomes for our customers. Explore how you can drive greater asset reliability, lower operating costs, reduce risk and accelerate operational performance with our [Predix platform](#) and [software solutions](#).



If you want to change the perception inside your organization, the outside voice is the most important.



What's the matter with Owen?



Owen is just fine. But what is going on with your company?









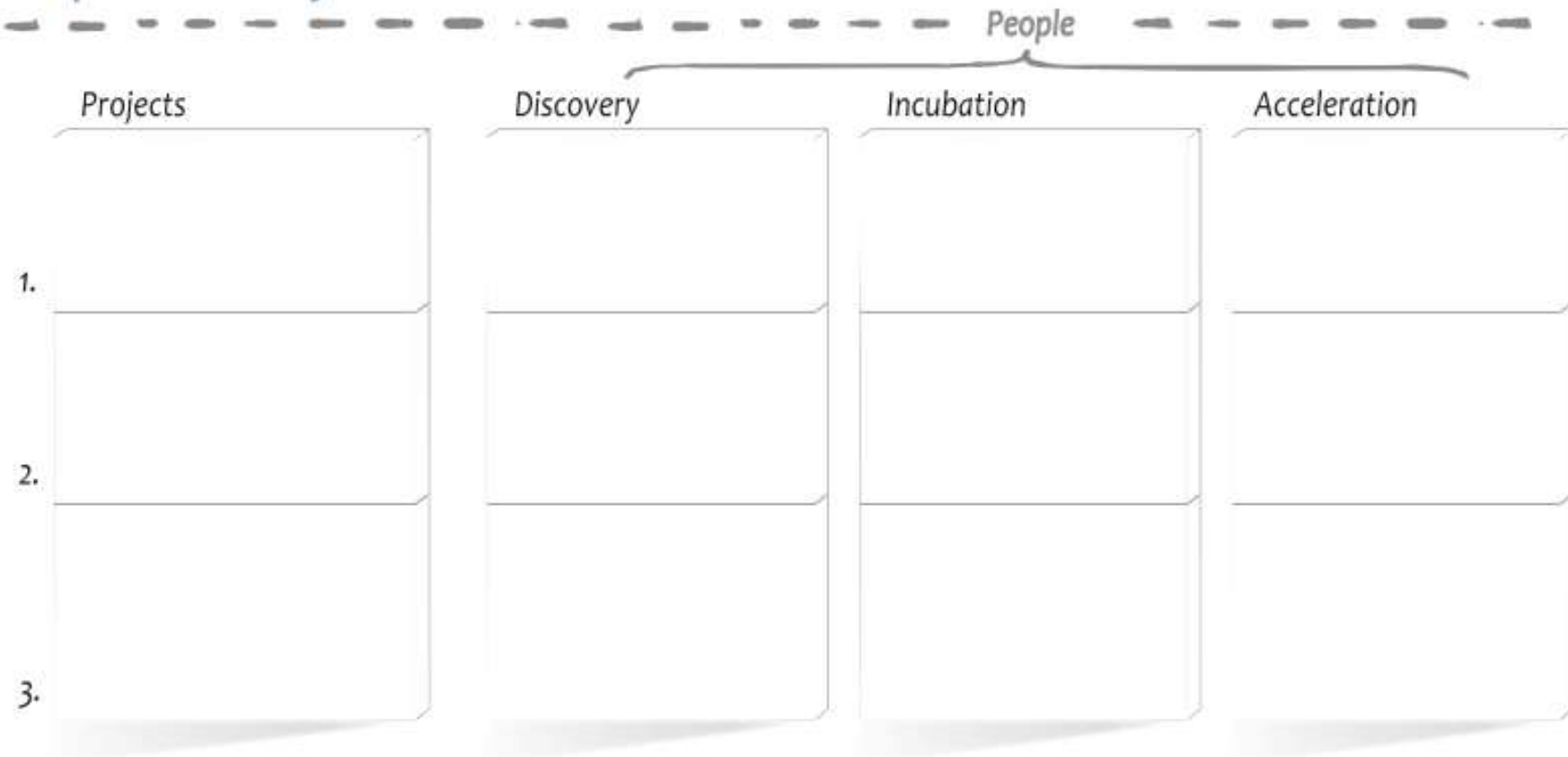
1. Traditional communication (intranets, websites, PR)
2. Stakeholder management and networking
3. Social media

Focus on people and upgrade their mindset and skills!



People first, processes next, then ideas. The key for execution is people – stop placing most of the focus on ideas and projects.

## People and Projects



Thoughts on creating people pools:

Why: \_\_\_\_\_

Discovery – Incubation – Acceleration: Have the right people for the right project at the right time in the right context. Build people pools, not just project pools.





1) Holistic point of view (intrapreneurial skills)

2) Ability to constructively handle conflict

3) Optimism, passion and drive

4) Curiosity and belief in change

5) Tolerance for / ability to deal with uncertainty

6) Adaptive fast learner with sense of urgency

7) Talent for networking / strategic influencing

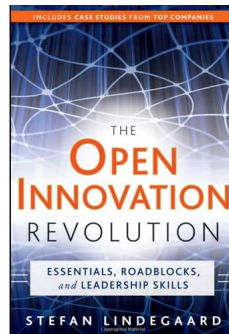
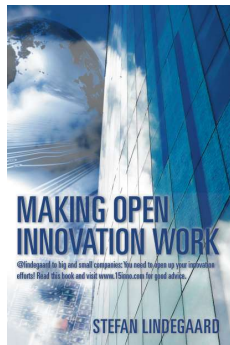
8) Communication skills

A CFO is wary about investing in the training and education of the employees.

He asks the CEO: "What happens if we invest in developing our people and then they leave the company?"

The CEO is a bright person and replies: "What happens if we don't and they stay?"

# Rethink Innovation!



**STEFAN** LINDEGAARD 

Follow my work on LinkedIn

Get in touch:

[www.transform-or-die.com](http://www.transform-or-die.com)

[stefanlindegaard@me.com](mailto:stefanlindegaard@me.com)

Join Transform – or Die! A movement for the people who own the future.