



Pragmatic Innovation at Large Enterprises

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Afternoon Session



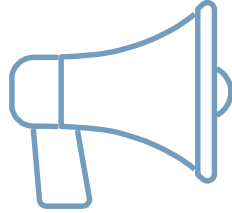
May the force be with you.

“

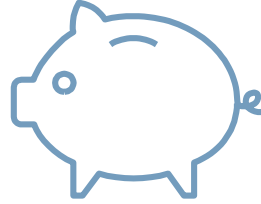
*“It’s harder to get a good idea
accepted, than to get to a good
idea”*

– Stephen Friedman

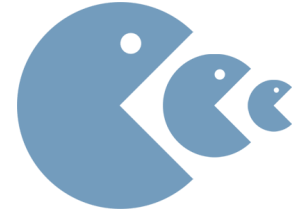
The Large Enterprise Challenge



- Noise



- Investment

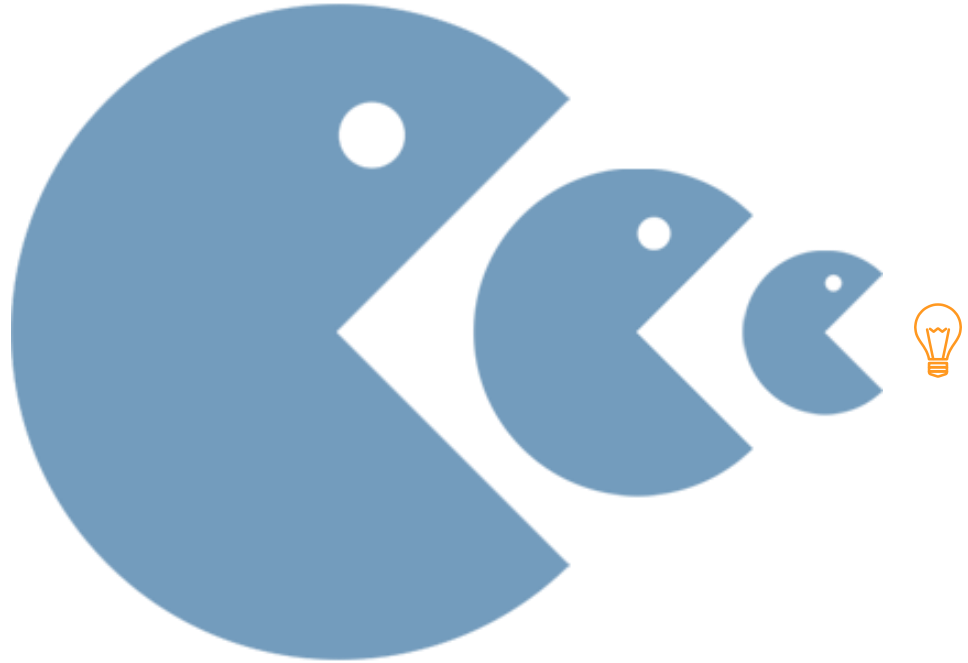


- Compete against existing product features



Innovation Dilemma

The Large Enterprise Challenge



Innovation Challenge

Top 8
pillars to
pragmatic
innovation



Top 8 hacks to pragmatic innovation



1.

Fire & Rehire Yourself



Jumping
through the
Innovation
curves at an
enterprise

Productize an
Idea that matters!



2.

The 'Killer' Use Case



Articulating the 'killer' use case

Understood the problem?

Validated with customers?

Got a vision?

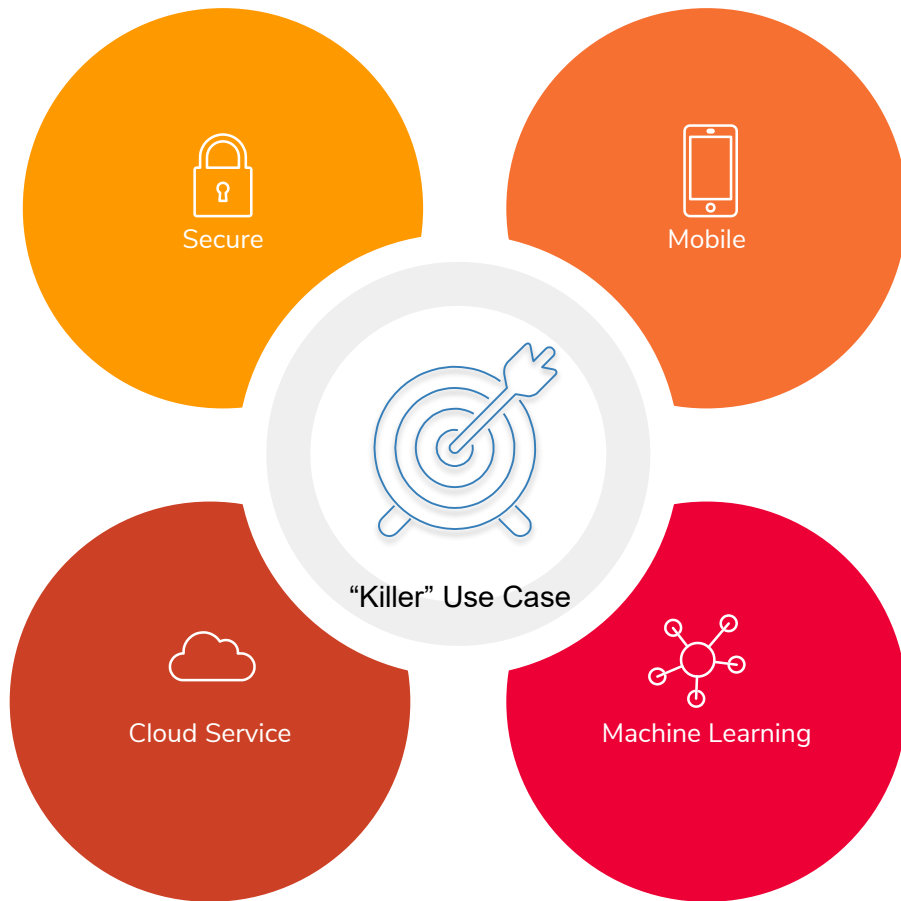
Figured out a strategy?

Defined MVP?

Identified returns?

Differentiation?

Have a plan?



It's a secure cloud service that leverages machine learning to protect your mobile pictures

Articulating the 'killer' use case

Understood the problem?

Validated with customers?

Got a vision?

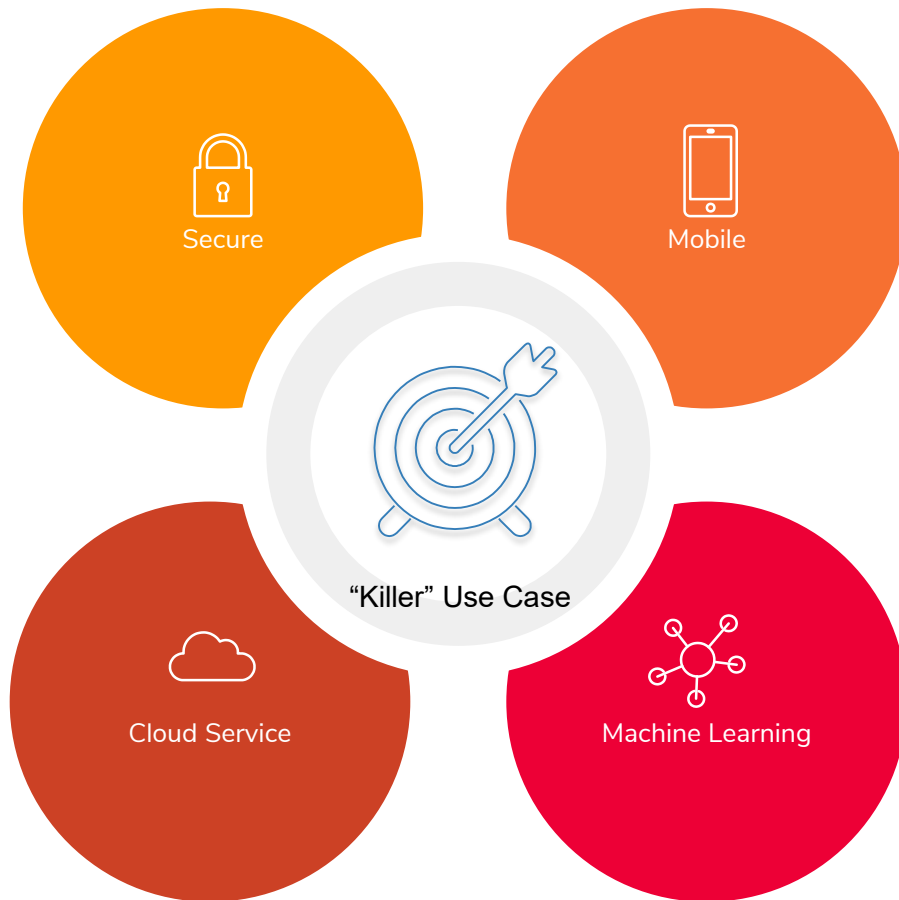
Figured out a strategy?

Defined MVP?

Identified returns?

Differentiation?

Have a plan?



If your pictures get in the wrong hands, you can wipe it remotely!

Articulating
the 'killer' use
case

can take **TIME**

What it's NOT About?

Personal note to remind me not to digress ;)

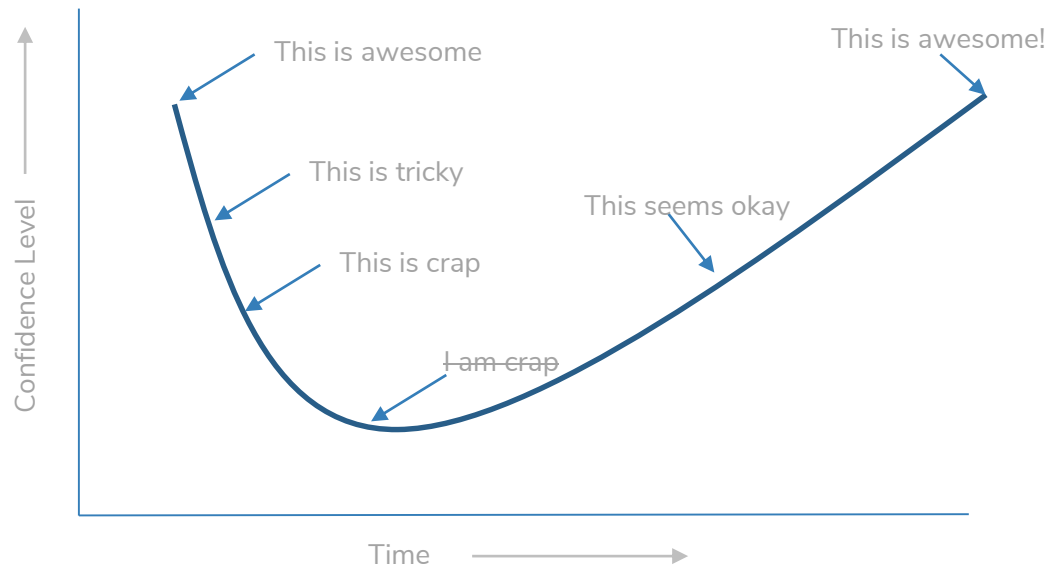
Example: Today's talk is not about:

- Writing a business case
- Winning politically
- Innovation graphs / cycles
- Feature development
- Identifying MVP
- Differentiation
- Consumer; though some ideas are transferable
- Agile etc

Articulating
the 'killer' use
case

can take **TIME**

Creative Process takes time

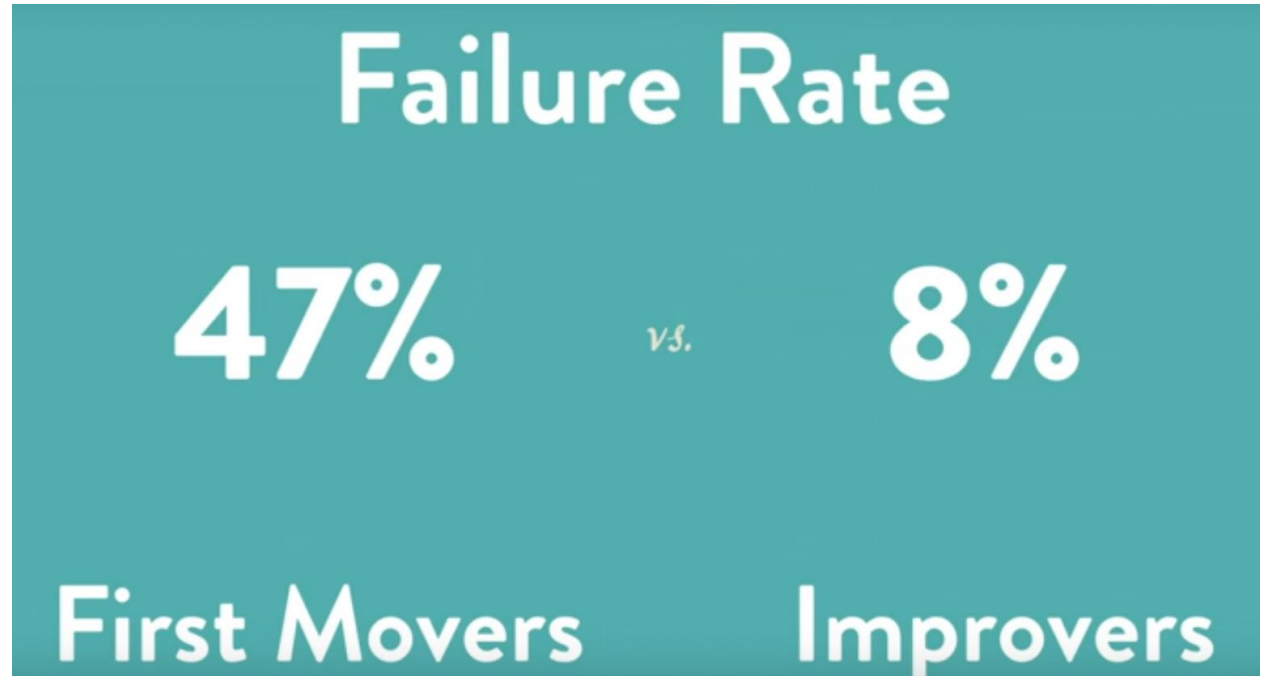


Articulating
the 'killer' use
case

can take **TIME**

& that's OK!

First Mover vs Improver

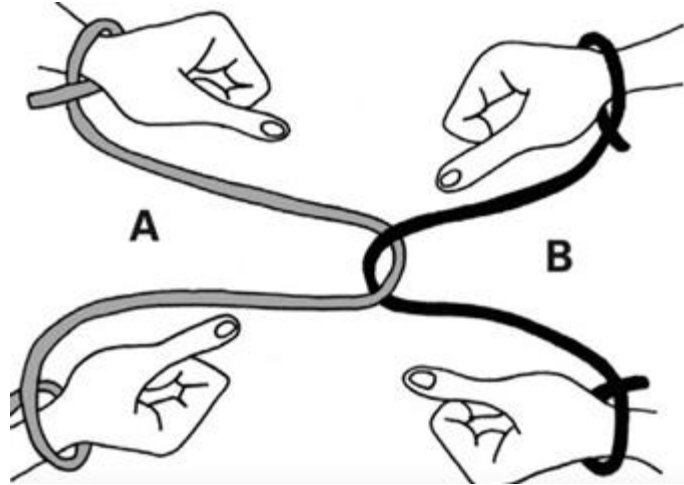


Articulating
the 'killer' use
case

can take **TIME**

& that's OK!

'Prisoner's Release'



A & B must release themselves without removing, replacing or untying the handcuffs

Articulating
the ‘killer’ use
case

can take **TIME**

& that’s OK!

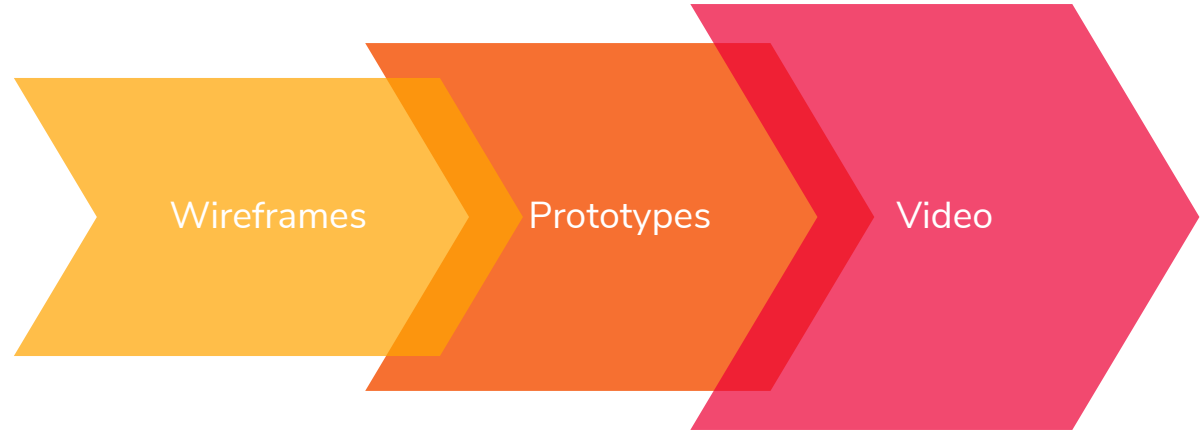
‘Prisoner’s Release’

3.

See it to
believe it



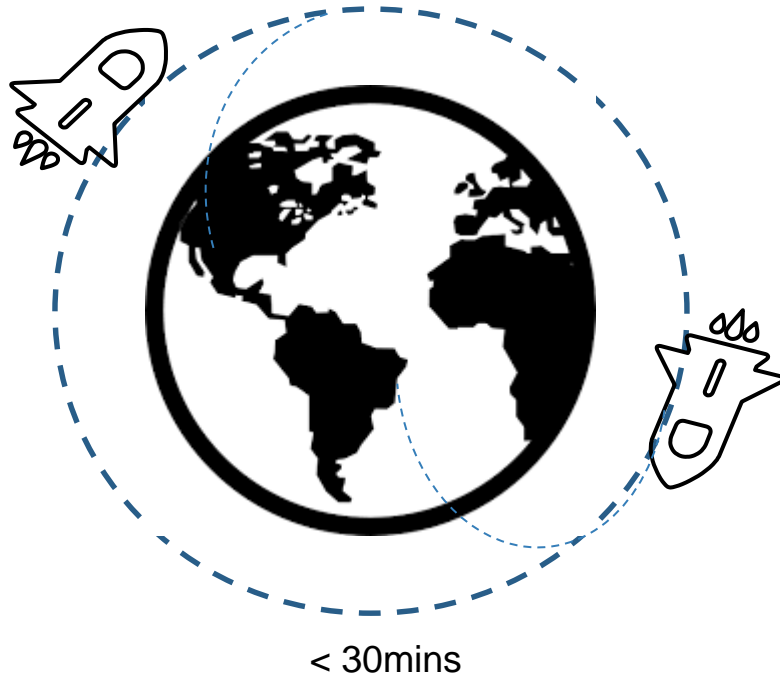
I have a killer
use case –
How do I
showcase it?



→
Impact of communication

I have a killer
use case –
How do I
showcase it?

Wireframes



I have a killer
use case –
How do I
showcase it?



Video

But isn't that
a lot of
effort?

Video < 90sec

Enough to communicate - Doesn't have to be polished!

4.

Managing Naysayers



“

*“Heavier-than-air
flying machines
are impossible”*

*-Lord Kelvin, President,
Royal Society, 1895*

*"Who the hell
wants to hear
actors talk?"*

*-H.M. Warner, Warner
Brothers, 1927*

*“There is not the
slightest
indication that
nuclear energy
will ever be
obtainable”*

-Albert Einstein, 1932

“

*“I think there is a
world market for
may be 5
computers”*

-Thomas Watson, Chairman IBM 1943

*“There’s no reason
why anyone
would want a
computer in their
home”*

*-Ken Olsen, Founder Digital
Equipment Corp, 1977*

*“The telephone has
too many
shortcomings to
be seriously
considered”*

*-Western Union Internal
Memo 1977*

Embracing the naysayers

"The man with a new idea is a crank - until the idea succeeds." - Mark Twain



1. Listen like you are wrong



2. Understand "Why"

3. Embrace the useful

5.

Keep it
simple

The UX?

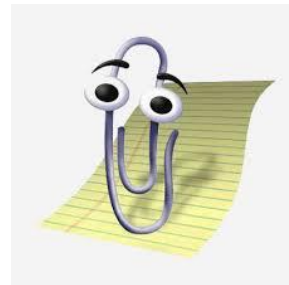
"Simple is a feature."



1984 ~ 40 Features



2004 ~ 1500 Features



2005!



2005!

6.

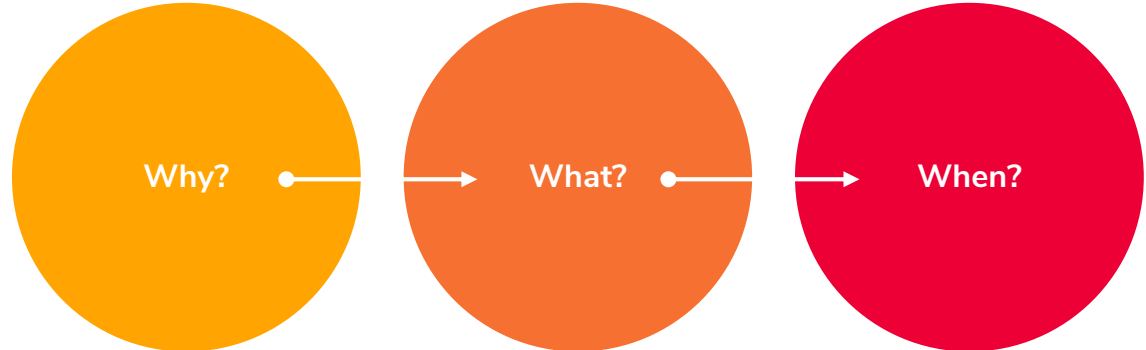
Get Ready
for Sales



Enterprise
Sales
equation

=

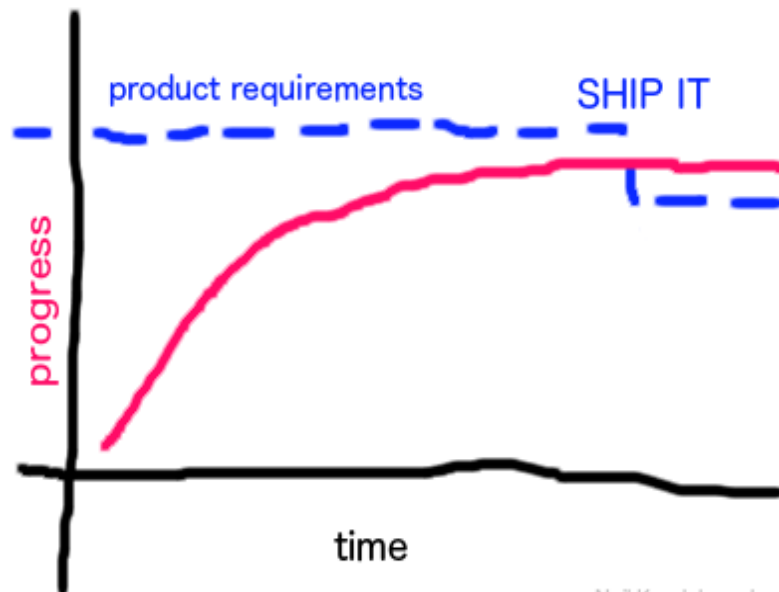
An 8 year
old's version



Train, Train, Train

Sales Engineers
Sales
Marketing
Support
Partners

It's important to train your team!



– Neil Kandalgaonkar

Train,
Train,
Train

Sales Engineers
Sales
Marketing
Support
Partners

*So that sales/marketing can educate customers on how
your product is to be used!*



Train,
Train,
Train

Sales Engineers
Sales
Marketing
Support
Partners

And customer support has the time to be trained!



7.

Choose Early
Customers



Choose
your early
customers



Satoshi
Nakimoto



Hal Finney

Feedback (Bugs)



First bitcoin transfer



Choose
your early
customers
carefully

$$\text{Customer Willingness} = \frac{\text{Amount of pain with current state}}{\text{Effort of implementation}}$$



Disqualify



Skin in the game



Nurture

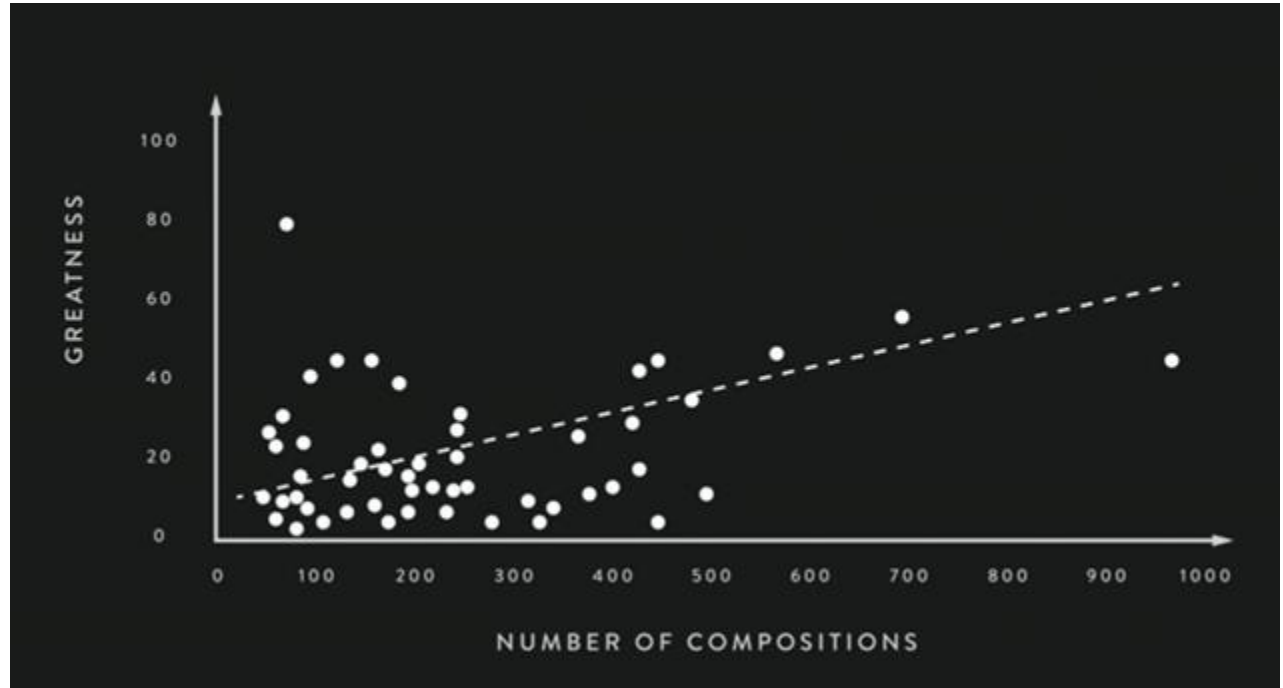
8.

"Repeat"



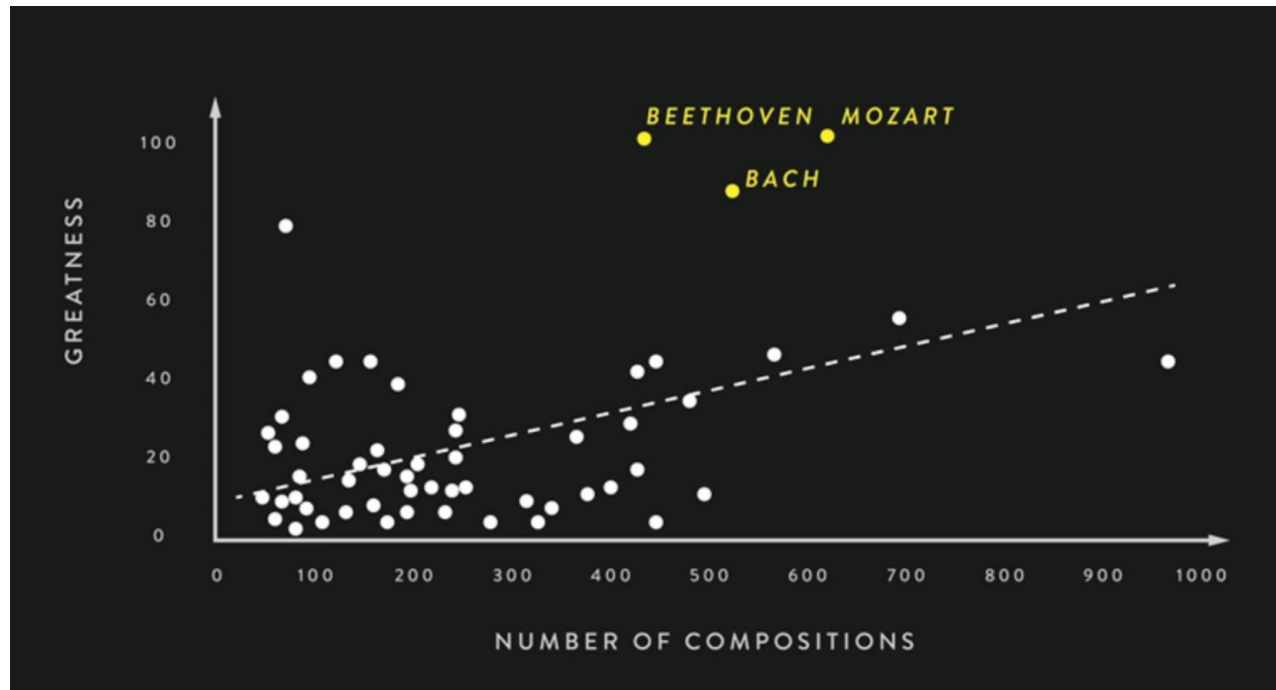
Repeat:

v1 product needs
many more
releases



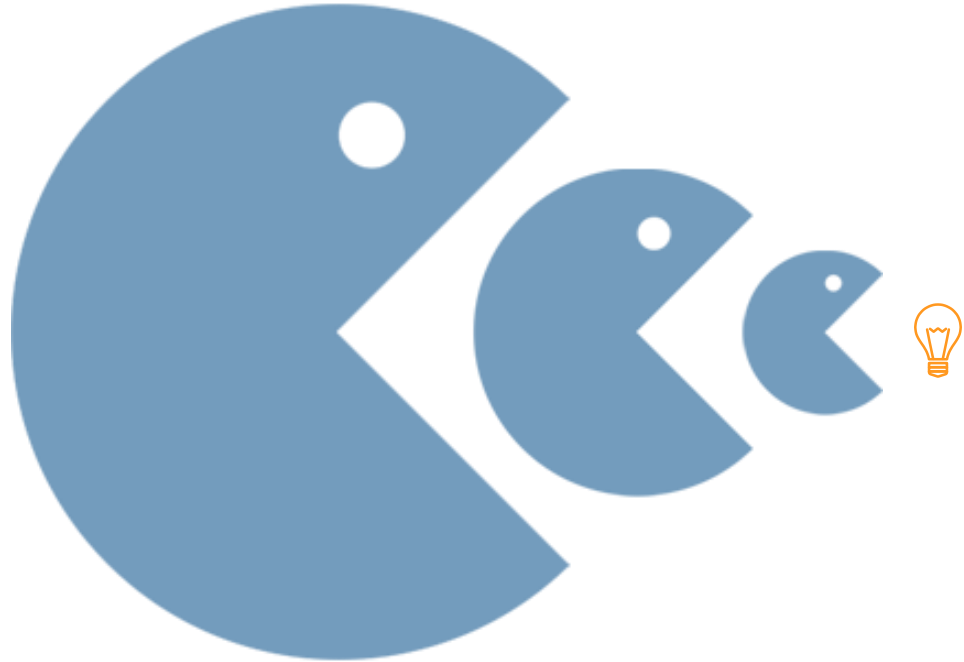
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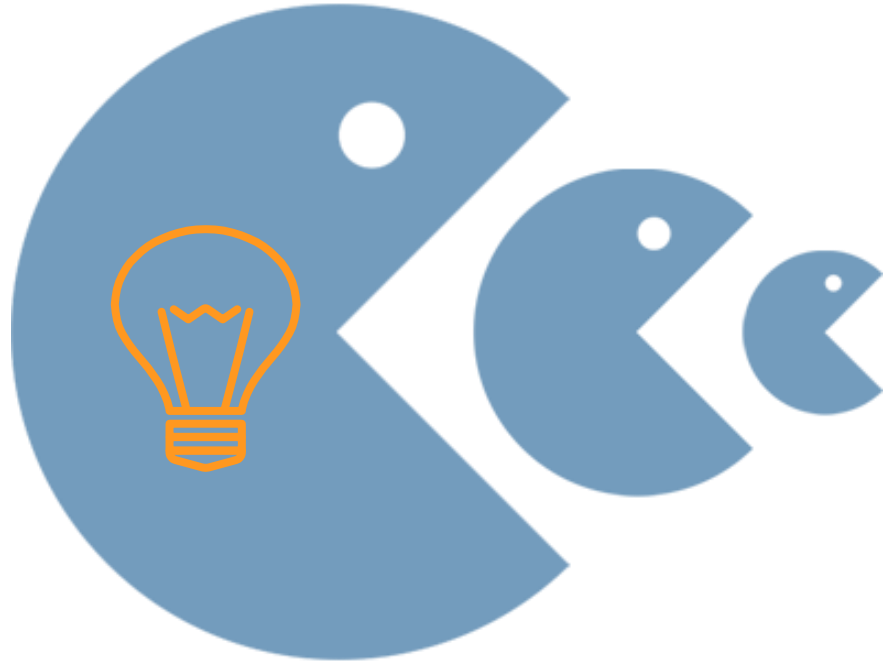
The Pragmatic Approach

If your innovative
idea is now a
successful product,
remember:



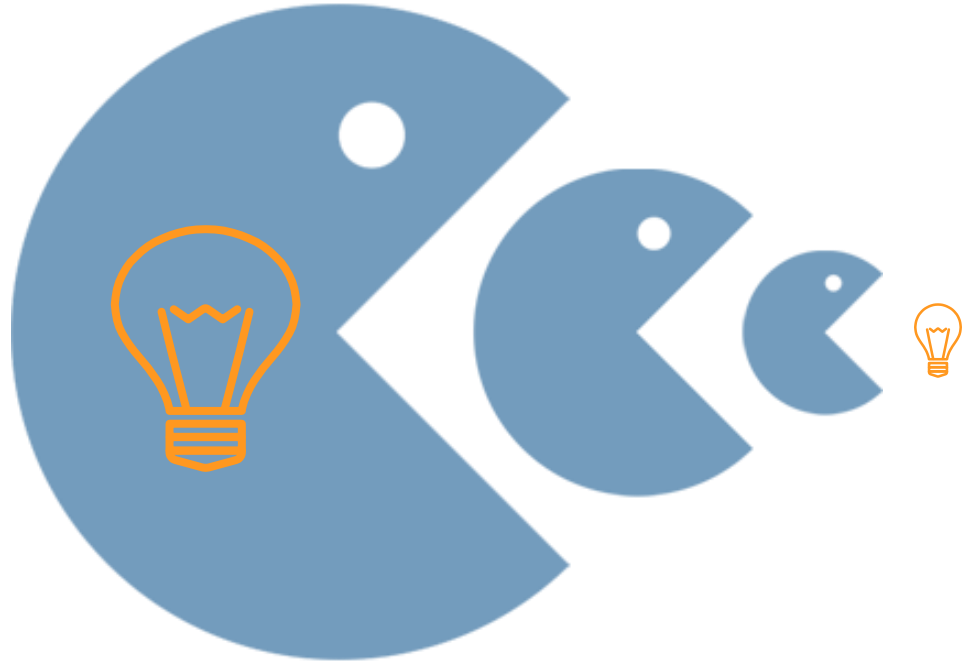
The Pragmatic Approach

you are now the
big fish with
customers



The Pragmatic Approach

Innovate on the
next one!



A top-down view of a wooden desk. In the center is an open laptop. To its right is a white mug filled with dark liquid. Below the mug are two pencils and a small, lined notepad. To the left of the laptop are several pieces of crumpled paper. The entire scene is bathed in a warm, orange-toned light.

Thank you!

***Credits:** Special thanks to everyone that has researched, advocated and pioneered innovation!*

- *Presentation template by SlidesCarnival*
- *Photographs by various (Getty, google images)*
- *The Originals, Adam Grant*
- *Advocacy, John Daly*
- *Various talks, Guy Kawasaki*
- *Simple step to double your creativity, Matthew E May*
- *SpaceX for videos*
- *The prisoner's release, Cassel's complete book of sports and pastime, 1896*
- *Coworkers at Symantec for their invaluable experience*