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Welcome!

Innosight President Scott Anthony has been a major contributor to "Strategy & Innovation" over the years, but now he's become a subject. Scott's new book, *The Silver Lining: An Innovation Playbook for Uncertain Times*, will be published by Harvard Business Press on June 1. In this issue Scott talks with me about where exactly is the silver lining in the current recession and why we will look back on this time and remember it as the moment when innovation came into its own.

I also want to point you toward one of the blog posts featured below. Innosight Manager Josh Suskewicz has been writing thoughtfully on innovation in clean energy for years, and this post on new business models that take advantage of the Smart Grid is a great example.

Comments and suggestions are welcome – send them to editor@strategyandinnovation.com.

—Renee Hopkins Callahan, Editor

The Silver Lining:

<http://www.silverliningplaybook.com>

Innosight News and Events

Forbes Business Visionaries

Innosight Co-Founder and Chairman Mark Johnson will be featured at this Forbes-sponsored event in New York City on May 28, 2009.

http://www.innosight.com/news_events/event.html?id=770

Feature: The Tipping Point for Innovation

Scott D. Anthony describes the silver lining that lurks behind the dark cloud of recession

By Renee Hopkins Callahan

Scott D. Anthony, President of Innosight, works with Fortune 500 and start-up companies in industries such as media, consumer products, healthcare, software, and more. Scott was lead

author of The Innovator's Guide to Growth (2008) and a co-author with Clayton Christensen and Erik A. Roth on Seeing What's Next (2004). He spoke with Strategy & Innovation editor Renee Hopkins Callahan about his new book, The Silver Lining: An Innovation Playbook for Uncertain Times (all books published by Harvard Business Press).

Q: We're about 6 to 8 months past the start of what you've called the Great Disruption and officially more than a year into the actual recession. Does the fact that this has gone on so long and there aren't many projections about how much longer it will last change anything about what you're saying in The Silver Lining?

A: If anything it makes the book even more important, and has led more and more companies to recognize that we're just never going back to the way it was before. And I don't think the way it was before was as stable as people thought it was. But I think it's very clear that for just about every company, success in the future is going to require acting very differently from the past.

And I think this is pretty healthy. The length and severity of the recession has really helped make clear to people that, in the words of Jeff Immelt of General Electric, "This really is a reset." This isn't just a little blip, this isn't just a little dip, this really is something that causes people to fundamentally change what they think and what they do.

Q: Let's talk about companies that didn't really "get it" when the bad stuff started happening and now are waking up in May 2009 and saying, "OK, this is really serious, and we're in trouble." These companies are a little, maybe a lot, behind. Where's the place [in The Silver Lining] such companies should start?

A: That's a really hard question. Someone asked me this as it relates to media companies – as companies are near insolvency, what do they do? And really the answer is to give them a time machine so they can go back. But since we don't have time machines, that's not very helpful advice. So I really think you have to immediately decide what you're going to stop doing. There are things that you've been working on, there are efforts that you've been promoting, there are products you've been selling, there are businesses you've been running, that are just sucking resources away from what really needs to happen. I think those companies that are behind the curve must decide within 30 days what are the things they're going to shut down, as I described in Chapter Two on how to prune prudently.

Q: So, the first thing to do is to figure out what not to do as opposed to simply throwing more money at the wrong portfolio of ideas.

A: It's two-pronged: You've got to stop some things and you've got to start some other things. But you have to resist the temptation to try for big bangs, because big bangs almost never work. When a company hits dire straits, the need to do something dramatic goes up. You have people talking now, "Oh, the *New York Times* should buy Twitter." That doesn't make any sense, because if the *New York Times* bought Twitter right now it would be a wildly overpriced acquisition that provides

no immediate revenue growth. So that might make people feel good, but it wouldn't really affect the problem they have.

Q: You said before that not only is this a reset, but this is a reset to how we should have been before. In what ways were the approaches companies were taking to innovation before not working?

A: I think people are finally realizing that a couple of behaviors we've seen in the past are just not the right behaviors. One that you mentioned before is throwing money at the problem, thinking that a commitment to innovation means hundreds of millions of dollars and big shiny towers and all that. One reason why innovation is so hard inside large companies is abundance. Because people throw so much money and people at it, because they give it so much time, they give people too much rope to do the wrong thing. I highlight this challenge in Chapter Four, where I speak about improving innovation productivity.

The other problem has been the perception that innovation is random and therefore can't be controlled or managed. Companies that think this may say, we might just let a thousand flowers bloom and hope that one might prosper. Or they may say, we're not going to innovate at all; we'll just let the market sort it out and we're going to buy it. However, both of those approaches are difficult to manage. If you're trying to let a thousand flowers bloom, tending that garden takes a lot of time. And by the time it's clear that the market has sorted it out, buying innovation gets awfully expensive.

Now I think you're seeing people approach things in a much more disciplined way because they have fewer resources and they have to. And they're recognizing that this is a process, and like all processes it can be managed, maybe not to 100 percent predictability, but certainly more predictable than people have historically perceived.

Q: I've heard people say that incremental innovation can be predicted and managed, but disruptive innovation is still a wild card. How would you respond to that?

A: Well, we'll just wait to see if the largest-scale experiment succeeds — Procter & Gamble, one of the companies I profile extensively in the book, has been working on creating a systematic capability around disruptive innovation. I believe it will succeed. Truth in advertising — we at Innosight have helped them with this experiment. But I think that all the research will show you that disruptive innovation has a very clear pattern. Markets look a certain way before it happens, the innovation appears with certain characteristics, the management process is a certain way, the structure of an organization is a certain way. It's not 100 percent predictable, but it certainly can get more predictable than people think, because you can see these patterns.

And just like you might not know exactly when it's going to rain, we are able now to predict with pretty good certainty at least the percentage chance that it will. I really think that a) the literature shows that predictability, b) you have companies beginning to act on that predictability, and c) you have at least one company trying to systematize it. And when P&G succeeds, I think more and more people are going to say, "We want to do *that*." Because the P&G effort is not about a product

or about a brand, it's about a capability to create new products and brands. So it's going to be this steady stream of, "oh, here's a new product here," and "oh, here's a new business model here," and "here's a new delivery mechanism here," which is going to be very difficult to replicate.

Q: Part of the P&G approach to innovation is the acceptance of a fair amount of failure. Do you think there's less of a tolerance for failure, because of the times we're in right now?

A: It's interesting. The sample of companies that I've talked to is obviously a biased sample, because they wouldn't be talking to me if they didn't have some interest in innovation. But I have seen very clearly people tightening belts, very clearly saying "we just have to make some choices here." And very clearly wanting there to be more success, but also recognizing that they cannot succeed in the way they want to succeed without taking *some* risk. So I think you are seeing smarter management of that risk, but I'm not seeing people say "we've got to stop taking risks, we've got to stop doing things differently, we've got to stop thinking and acting in ways or going into uncertain markets," or whatever it might be.

Q: So, what constitutes "smarter management of risk"?

A: One of the key points that's made in Chapter Five is that any company that's introducing a new technology will test it very carefully in the lab; they'll run experiments, they'll make sure the thing actually works. What's interesting to me is that this capability to run technological experiments isn't matched with the capability to run strategic experiments. So people will fling businesses out into the market without really understanding, is the customer going to buy it? Will they use it, will they repurchase it, will the competitors crush us, will our business actually let us do this, or will we trip over ourselves? Those kinds of strategic unknowns are really what end up killing ideas.

So, smarter management of risk means coupling the experimentation around the technology with the experimentation around the strategy. And recognizing there are very smart low-cost ways to understand what demand might look like, how competitors will respond, whether you can actually do it. If you understand this, you identify those critical unknowns, and you test them early, test them often, and you're willing then to say, this is a bad project and we're not going to do it, or this is a good project and we are going to do it, or this one we've got to tweak a little bit before we launch it. On the book's website, I have a whole set of free downloadable tools that can help people run these kinds of tests.

Q: Are people actually innovating around experimentation?

A: Absolutely. Again, one of the things that makes the silver lining seizable is the fact that with the Internet and all sorts of tools out there, it has never been easier to test things smartly and cheaply. So you'll see people do prediction markets internally to try to get at least a thumbnail sketch of how big an idea could be. Or use things like Google SketchUp to try and take an idea and make it look a little bit more tangible. Or use SurveyMonkey to run small-scale quantitative studies. And of course it's not quite as good as techniques on which you spend more time and more money, but if

you're trying to get good directional evidence these are very useful things to do, they're very affordable, and they're very quick.

Q: So what do you do whenever people raise the objection (if they do) that those are not valid tests, not a valid sample, biased methodology. What do you say to that?

A: People do ask that a lot. And you say, "Of course." But you're trying to do this not to determine whether to invest hundreds of millions of dollars, you're trying to do this to invest to determine whether to spend the next \$50,000 or \$500,000. And as you're stepping up those investments the tests have to get more precise. But the problem is if you try to run an overly precise test early you might actually be testing the wrong thing. You might not have the right business, and you might end up killing something that actually has a lot of promise. So if you run the directional test early and realize you've got to move 180 degrees, you do that and begin to learn more, and then run the precise test, you've actually spent your dollars in the right way.

And I'll just say one more thing about this. I was having a conversation with a large chemical company this week, and they were saying, "well, we've got to go out and get the data to show that this is a good idea." I said, "No, you framed it the wrong way. You don't have to get the data. The data does not exist. You have to *create* the data." So if you think that you're going to go out and some analyst is going to tell you how big this market is, they won't. They can't. It doesn't exist, and anything you get is going to be specious anyway. You have to create, not get. It's a different mindset.

Q: In The Silver Lining, you've got a whole series of tools to use for experiments and approaches to take. So, assuming a company is healthy enough, where would you start?

A: The place I would start at this time in particular is a chapter in the book called "Learning to Love the Low End." If there's a place where I would start to look for new growth opportunities, it would be to try and see what you could do differently in the low end of the market. Part of this is defensive, recognizing that you've got low-cost, sharp-elbowed competitors coming at you from below. But part of this is playing offense as well, recognizing that almost all companies, if they look at it in the right way, will see huge amounts of growth by going into markets where their product or their service is currently too expensive, too complicated, or too difficult to access, whether that's in the established market or in emerging markets.

So I'd say look at P&G. P&G currently serves something like 3 billion consumers around the world, which is a lot. But there still are 4 billion consumers they don't serve. If you want to think about where growth comes from, that's where it's going to come from. This is not a new concept. C.K. Prahalad talks about the fortune at the bottom of the pyramid (see related reference), and that fortune's been out there. But it's never been more important to seize it.

Q: You also talk in your book about the need for innovation managers to practice personal reinvention. Yet there don't seem to be many resources for that.

A: To me it's very clear that you need new skills and new mindsets in order to learn to grapple with paradox, but the how-to for this is still a bit of a challenge.

The next generation of researchers will need to think about what tools and techniques can really help people embrace and then master paradox. Today's tools are insufficient for the challenge at hand. If you're running innovation or selling a product in a big company, you have to do that perfectly, while also being highly creative and intuitive. You have to learn to trust data when data exists, but go create data and trust your instincts when it doesn't. And you can't just do them both simultaneously. So having the ability to walk out of yourself and look at the world in a different way is going to become increasingly important.

In the era of optimization we were in, you didn't have to grapple with paradox. In fact, it would probably have limited your ability to succeed. Now that grappling with paradox is increasingly necessary, people are going to begin to figure it out. You'll see new ways of developing talent and bolstering the necessary skills to drive that personal reinvention, because it doesn't make sense to ask your company to transform without asking the people who work there to transform. Einstein defined insanity as following the same behavior and expecting different results. If you've got the same people taking the same actions and then expect the company to look different, that's just insanity.

There are some tools out there now that can help. Things like Jeff Dyer, Hal Gregerson, and Clay Christensen's *Innovator's DNA* (see related reference) that talks about simple tips to begin to strengthen your innovation muscles, and Morgan McCall's (see related reference) thought that you need to attend schools of experience that give you the capabilities to deal with challenges, and Robert Kegan's *In Over Our Heads* (see related reference) that talks about how you really develop the ability to be a paradoxical leader.

Q: Do you have any words of encouragement for innovators trying to get through the recession?

A: Actually, I have 30,000 words, as the book itself is designed to encourage innovators that their time is now! Seriously though, we're six or eight months into this, and companies like Twitter have just absolutely exploded. Amazon's Kindle product has taken the next step in its evolution. The iPhone is taking the next step. Nintendo Wii has a new sports game coming out this summer that will be another blockbuster hit. New companies are forming. People are taking the next step in their evolution. Innovation is happening and innovation will continue to happen. Fortunes will continue to be made.

No doubt it's going to be harder. No doubt the bar is higher. But there is a silver lining out there for people if they learn to look at the markets in the right way and act in the right way. And I fundamentally believe that in the future, people will say this was the time when we finally realized how to do innovation predictably and reliably. And thank goodness we had that crisis, because that crisis forced us to challenge our assumptions, to act in different ways and to really bring discipline to something that had been undisciplined. It's hard to see now, but I really think we'll look back at this moment as the tipping point for innovation.

Related references:

<http://www.silverliningplaybook.com>

<http://www.amazon.com/gp/product/0131877291>

<http://innovatorsdna.com/index.php>

<http://www.amazon.com/High-Flyers-Developing-Generation-Leaders/dp/0875843360>

http://www.amazon.com/Over-Our-Heads-Mental-Demands/dp/0674445880/ref=pd_sxp_f_pt

Innovators' Insight: Defining Small Business Innovation

Understanding how small businesses innovate can help corporate innovators too

By Renee Hopkins Callahan

Back in January, Andrew Waldeck and I wrote about small business innovation lessons for corporations in the Innovators' Insight "Innovation Lessons from Small Business" (see related reference). The research we mentioned in that article has now been released – "Defining Small Business Innovation" is first in a series of reports that will explore small business innovation topics in more depth and that are part of the broader Intuit Future of Small Business project (see related reference). It's worth revisiting the research to see what more corporate innovators can learn from small business.

Why look to small business for innovation lessons? Small businesses employ about half of the nation's 144 million private sector workers, creating 60 to 80 percent of new private sector jobs, generating more than \$6 trillion in annual revenue, and creating more than half of the country's non-farm gross domestic product.

Yet, study authors Steve King and Carolyn Ockels point out, despite their influence and importance, relatively little is known about the specifics of how most types of small businesses innovate. Their project aims to correct that.

Not surprisingly, small businesses are looking to innovation to help them through the recession, as are many larger corporations. Small businesses may be better positioned to do this, since they are able to react quickly to changing economic conditions and their owners already have the mindset of creating opportunity out of adversity. Despite the tough economic times, the vast majority of small business owners remain upbeat about their long-term business prospects. The research report cites Intuit's Small Business United survey (see related reference), conducted in December 2008, found that nearly 9 out of 10 small business owners see opportunities for their business despite the stagnant economy.

Innovation is in small business DNA

Because of their size, business agility and deep customer understanding, small businesses have several inherent innovation advantages over large corporations – unless large corporations discover ways they can emulate small business' quick and lean approach. Small businesses can

more readily identify opportunities, quickly react to changing market and industry conditions, and nimbly compete with bigger competitors.

Specific enablers of small business innovation include:

- **Personal passion:** Entrepreneurs often start small businesses based on their passion for a hobby or business, or to live out a dream. Often wearing many hats, from receptionist to CEO, their personal stake and enthusiasm for their ideas makes them willing to try new business approaches to make their business more successful.
- **Customer connection:** Because of their close customer relationships and deep market understanding, small businesses can anticipate customer needs, identify new opportunities and fix problems quickly and efficiently. This deep and direct market involvement creates many more innovation opportunities.
- **Agility and adaptation:** Unlike large corporations, small businesses can quickly and easily adapt their business practices, change course or even pursue entirely new direction. Because of this agility, innovation takes fewer resources and is easier to implement than for larger corporations.
- **Experimentation and improvisation:** When pursuing new opportunities, many small business owners and managers aren't afraid to experiment and improvise, accepting failure as part of the path to success. They see the rewards and the risks associated with potential innovations. Rather than avoiding all risk, small businesses will try new solutions, address setbacks and move forward to attain future rewards.
- **Resource limitations:** Small businesses are adept at doing more with less. And these resource constraints lend to their innovative mindset. With small staffs and often fewer dollars, small businesses are forced to focus on high-impact or low-cost innovation efforts, or both. Successful small businesses use their resources effectively.
- **Information sharing and collaboration:** Small businesses traditionally rely on strong social networks – trade associations, the Rotary Club, chambers of commerce and extended friends and family – to share information and inspire innovative thinking. These networks provide feedback on ideas, input on solutions and assistance when resources are scarce.

These enablers combine to make innovation less risky for small businesses than large corporations. Because of their smaller scale, small businesses can experiment with and implement new approaches faster, easier, and cheaper than large corporations. And unhindered by a decision-making bureaucracy and remote decision makers, small businesses can move much more quickly on innovation opportunities.

Small business innovation amplifiers

Multiple factors affect small business innovation in positive and negative ways. Improvements in technology, an organization's culture, better information, and access to capital can all increase, improve and amplify small business innovation efforts. These factors also make it easier for small businesses to enter more markets and industries, and to compete successfully with larger organizations.

Technology levels the small business playing field. Today's entrepreneurs are using technology that, just a few years ago, was the exclusive property of large enterprises. As technology becomes cheaper, more powerful and more accessible, the costs of starting and operating a business decrease, while the opportunities for small business innovation increase.

The growth of the Internet, broadband networks, social networking software and mobile computing are obvious examples of this trend.

Technology also enhances small business innovation opportunities in manufacturing, logistics, customer service, finance, and almost every other business activity. The tools and technology to do everything from creating products to supporting customers have become cheaper and easier to use.

Business culture influences innovation

While many small business owners are natural innovators, there is a wide range in their interest and ability to innovate. Some are resistant to change and unwilling to try new ideas, approaches, or methods. As with all organizations, leadership has an enormous effect on small business culture and their willingness to innovate.

Business leaders define culture, and leadership is about dealing with change. The way small business owners embrace and manage change determines their willingness, or lack of willingness, to innovate. Leaders can adjust the organization's goals, style, pace and behaviors to either increase the pace of innovation or to impede it.

Most highly innovative companies, large and small, have a culture that values risk taking, experimentation and a willingness to try new ideas. The leaders at successful, innovative small businesses understand, encourage and reward behavior that increases innovation. Changing the culture of any organization is not easy, but it's possible to instill an innovative spirit in small businesses that have resisted it in the past. Their leaders need to embrace innovation opportunities and actively encourage open employee dialog and new ideas. Information sharing, open collaboration and innovation training can help, but in the end, the leaders' influence will have the most impact on a business's innovation effectiveness.

Conclusion

Innovation will be mandatory for small businesses over the next decade as they survive and thrive by seizing new opportunities, improving their competitive position, and providing more value to their customers. Small businesses are up to the challenge. They are natural and continuous innovators.

Most small business innovation focuses on the commercialization of new ideas, methods and processes and not patentable, scientific research. Because of this, the impact of small business innovation is often overlooked. But despite being silent innovators, small business success hinges on innovation and is an important driver of economic growth.

Corporate innovators would do well to pay attention to the passion, agility, and customer focus of small business innovators, and remember that resource constraints, experimentation, and collaboration lead to more, not less, innovation.

Parts of this article were excerpted from the research brief Defining Small Business Innovation by Steve King and Carolyn Ockels, first in a series of reports that will explore small business innovation topics in more depth and that are part of the broader Intuit Future of Small Business project.

Related references:

http://www.innosight.com/innovation_resources/insight.html?id=707

<http://about.intuit.com/futureofsmallbusiness/>

<http://smallbusiness.intuit.com/>

Emerging Technology Watch: MIT Tackles the 'Cone of Silence' Problem

By Renee Hopkins Callahan

Massachusetts Institute of Technology researchers have patented a new acoustic shielding technology (see related reference) that will allow for private conversations in open office settings. The technology is reminiscent of the purpose, if not the look, of the "cone of silence" from the 1960s *Get Smart* television show (see related reference). According to *New Scientist* (see related reference), the solution includes a sensor network to work out where potential eavesdroppers are, and speakers to generate a subtle masking sound. Acoustic shielding is not a new concept, but workable solutions have been slow to emerge, perhaps because of the difficulty. Current solutions include portable devices that emit white noise and a device that masks certain speech frequencies within a specific range of distance. The MIT-developed technology, in contrast, is more complicated and meant to track people as they move around a space. The *New Scientist* article describes the technology this way: "The walls of the room must be peppered with light-switch-sized units that include a microphone, a speaker, an infrared location sensor and networking circuitry connected to a server. When somebody wants to activate what the MIT researchers call the 'sound shield', they do so on their desktop computer. Knowing the position of the computer, the sensors identify the person and map out the locations of people around them. Software assesses who is so close that

they must be participants in the conversation, and who might be a potential eavesdropper. The array of speakers then aims a mix of white noise and randomised office hubbub at the eavesdroppers. The subtle, confusing sound makes the conversation unintelligible."

Related references:

<http://www.media.mit.edu/resenv/pubs/papers/2007-09-SANET3fp-ono-ACMSIG.pdf>

http://en.wikipedia.org/wiki/Cone_of_Silence

<http://www.newscientist.com/article/mg20227075.700-cone-of-silence-keeps-conversations-secret.html>

From the InnoBlog

New Business Models in Smart Grid: The Key to Transformation

By Josh Suskewicz

The modernization of our electricity infrastructure – the so called Smart Grid revolution – is underway, and not a moment too soon. As an interesting overview in a recent *Wired* made clear (see related reference), the grid was cobbled together in ad hoc fashion over the last century, and is largely one-way, mechanical, and dumb. That's why a storm in Ohio can plunge New York City into darkness; why, as energy guru Amory Lovins preaches, every electron saved at the point of use offsets the production of three to four times that many electrons at the source (e.g. a coal fired power plant); and why the Department of Homeland Security is so concerned about terrorists targeting our power infrastructure. In short, our archaic patchwork of a grid is vulnerable, inefficient and unreliable. It is quite damaging economically and environmentally.



Smart Grid – the application of computing and two way control to the electric infrastructure – is the solution, but it is a massive undertaking (the Obama administration has pledged upwards of \$40 billion as part of the stimulus package alone). History has demonstrated that infrastructural shifts of this sort tend to be massively inefficient. Our research suggests that a great deal of this inefficiency stems from the widespread inability of incumbents and start-ups alike to create the new business models required by new markets.

In short, grid modernization will yield immediate gains in control, efficiency, and security – at a considerable cost. We'd like to see that cost offset by the advent of new business models that open up new avenues of growth.

Indeed, Smart Grid promises to enable a number of new business model opportunities. It is widely considered the missing link that will make renewable energy work: the promise of decentralized renewables is blunted by our current grid, as it does little good to have solar panels on your roof if you can't sell excess energy back to the system. Someone has to design a scalable system that enables widespread deployment.

Another Smart Grid development we've been monitoring is demand response. Companies like EnerNOC optimize energy use throughout an opt-in network of office parks and industrial plants. It turns out that as much as 10 percent of the overall cost of electricity – and a similarly outsize proportion of the pollution – comes from just 1 percent of electricity generation. This is because our grid functions in an incremental, as-needed fashion; we operate at just enough capacity at all times. The grid strains and sometimes breaks on hot summer days when everyone turns on their air conditioners at the same time. To meet the excess demand, power companies have to rev up old, dirty, and expensive backup generators. EnerNOC and its peers practice “peak shaving”; they reduce systemic load at critical times by coordinating lower energy usage across their network, which in turn enables power companies to avoid using their most expensive generators. Everyone shares the savings that result.

We've been excited about demand response for some time because it uses an innovative business model to solve a pressing problem. Rather than simply extending the old and expensive model by building a new power plant, we can now manage the grid in a more intelligent and much more cost-effective way.

The utilities analyst at a leading green mutual fund recently pointed me towards an innovation that makes demand response even more exciting. A company called Ice Energy is adding a relatively low-tech piece of capital equipment to the equation; they attach a chiller to conventional air conditioning systems in the buildings they manage that freezes water at night when electricity is cheap (and relatively clean). They then use the ice to moderate temperatures during the day, when electricity is expensive. The company claims that air conditioning accounts for 40 to 50 percent of a building's peak energy use, and that their system can cut air conditioning electricity requirements by 95 percent. We like this approach because it wraps an innovative business model around existing technology to get a job done. This is akin to Netflix making DVD-by-mail work, rather than focusing on Blu-Ray or digital delivery, or, in another cleantech example, Better Place building a recharging and battery swapping infrastructure that enables electric mobility with today's limited batteries. Innovative business models that make proven technologies work better are not at the whim of unpredictable technology development and uptake. They are, in other words, the most predictably efficient way to achieve transformation.

Related references

http://www.wired.com/science/discoveries/magazine/17-04/gp_intro

Innovation Links Posts

We've started posting once or twice a week annotated links to various news and blog items of interest in the innovation world. Since the last *Strategy & Innovation* was published, this link has been posted:

May 22: <http://www.innosight.com/blog/367-innovation-links-for-may-22.html>

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