

The Serendipity of Interaction

the work foundation



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A precondition of innovation is...



...the serendipity of interaction!

Overview

- **What aspect of demand and innovation to study?**
- **What did we do?**
- **Framework finding**
- **Implications for policymakers and organisations**

Overview → Context → Method → Framework → Recommendations

Demand

=

Consumer needs and preferences

Overview → **Context** → Method → Framework → Recommendations

ORGANISATIONS = 'BLACK BOX'



Overview → **Context** → Method → Framework → Recommendations

What we did

- 5 organisations
 - Large financial retailer
 - Small architecture firm
 - Medium construction management company
 - Larger retailer
 - Large professional services company
- 18 examples of innovations
- 5 failed attempts at innovation

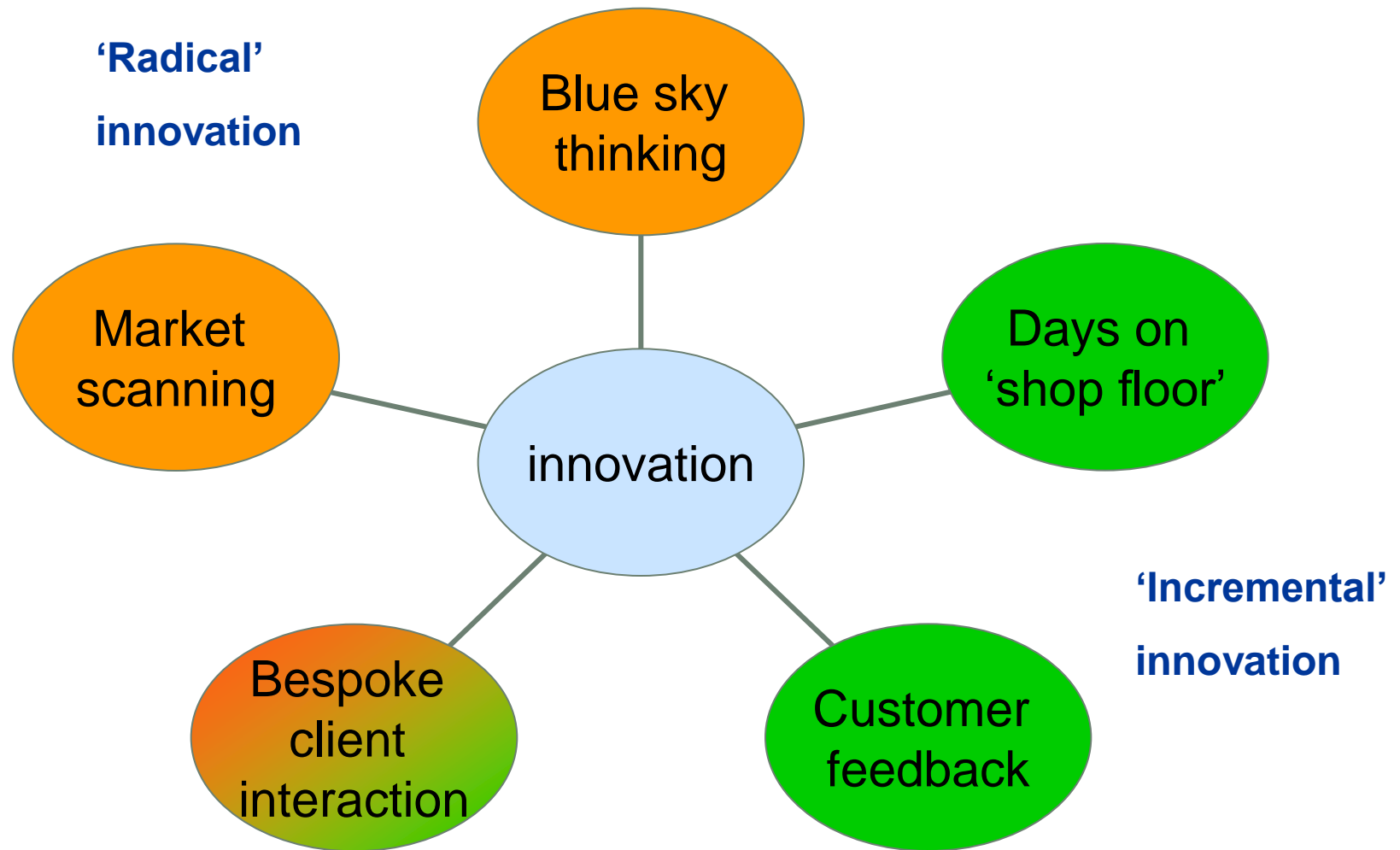
Overview → Context → **Method** → Framework → Recommendations

Examples...

- *“You have to be honest about what you’re trying to achieve with market research. We look to our customers when things are going badly wrong to try to find out why. You can interview customers all you want, but ultimately when things are going well all you need to know comes from sales and market share data.”*
- *“Most of our big ideas come from our Marketing Director and they are about how to advertise. He’s a great ideas person.”*
- *“We gather information from employees across the business about what innovations we could be doing. Innovation isn’t embedded, but there are pockets of it.”*

Overview → Context → Method → **Framework** → Recommendations

Consumer needs meet innovation...



Overview → Context → Method → **Framework** → Recommendations

Bespoke client interaction...

- *“With one of our clients who are very keen on keeping costs to a minimum we’ve had a long relationship with them for about 15 years and it has only been in the last eight that we’ve been able to encourage them to accept that we can help them design their spec so that things can be done differently. It saves them money too in direct costs and time. Now they require all suppliers to be innovative, but it took us a long time to coach them into doing it.”*

Overview → Context → Method → **Framework** → Recommendations

Implications...

1. Organisations are missing out on opportunities for advanced insight to maximise their competitive advantage
2. There is a need to educate consumers and government about how to demand innovation and the lines for communication.

Overview → Context → Method → Framework → **Recommendations**

Implications...

1. Establish and proactively manage relational interaction
2. Quest for unrevealed, latent preferences and consumer ideas
3. Embed demand into the innovation process.

Overview → Context → Method → Framework → **Recommendations**

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