



metacorp

VISION | STRATEGY | EXECUTION

INNOVATION MANAGEMENT CONSULTANTS

[We Turn Your Problems Into Profits.]

FROM MIND TO MATTER™

[What is Creativity]

"To form out of nothing,"

In our opinion, **TRUE** Creativity and Innovation consists of **SEEING** what everyone else has seen, but **THINKING** what no one else has thought, and **DOING** what no one else has dared!" This underlying truth has helped us develop an effective approach to servicing all clients and the way we deal with every project, focusing on three core phases Vision, Strategy, and Execution.

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Achieving Breakthrough Performance and Innovation! *Unleashing the Creative Spirit in Your Organization*

"Far better is it to dare mighty things, to win glorious triumphs, even though checkered by failure, than to take rank with those poor spirits who neither enjoy much or suffer much, because they live in the gray twilight that knows not victory nor defeat."

— President Theodore Roosevelt

[WHAT IS INNOVATION MANAGEMENT?]

Innovation is the successful implementation of new ideas. And this doesn't just apply to manufacturing processes. It applies across all business disciplines. In the way you interact with and manage your staff, to the way you develop and market your products.

Innovation begins with the creation and maintenance of a supportive business environment. This nurtures a culture that breeds new ideas. Ideas that in turn are filtered and refined so that the best are acted upon, but all are acknowledged and documented. Good leadership then allows for the successful implementation and exploitation of the best ideas. Buy in at all levels throughout the organization will ensure a healthy attitude toward innovation and a strong track record for success.

Innovation Management is the complete set of ideas or activities that lead to the successful development and deployment of new initiatives, systems or components.



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[Business is a Creative Activity]

- If we are to thrive in business we must be creative. Business is a creative activity. Success in business today demands constant innovation. Generating fresh solutions to problems, and the ability to invent new products or services for a changing market, are part of the intellectual capital that gives a company its competitive edge.
- While brainpower is our most valuable resource, great ideas are in short supply. Fortune 500 companies now place a premium on attracting and keeping talent because wealth flows directly from innovation.
- Creativity is the root of innovation. It is a process and a skill that can be developed and managed throughout the entire organization.

[IN ORDER TO SUCCEED AT INNOVATION,
EVERY ORGANIZATION SHOULD FOLLOW THESE KEY GUIDELINES]

- The company should have an open door attitude to new ideas. Even small companies should have at least one person who is responsible for bringing in new ideas. In larger companies the role can be defined as the Chief Visionary Office or Chief Innovation Officer.
- Make senior staff responsible for the environment, track and measure the new ideas and suggestions that are generated within a manager's area.
- Innovation across organizational boundaries or from outside of the organization can inject new ideas to established practice. Work with other companies and support organizations; encourage staff to attend seminars etc.
- Recognize that often, the greatest innovative leaps come from unknowledgeable sources from outside of the main stream of activity. Don't simply ignore ideas from unqualified staff.
- Simple but frequent highly rewarding improvements come from those with a deep knowledge of working practice. Make sure staff are well educated and make sure that they can easily pass their ideas on.
- Remove as many constraints as possible. Don't let the consequences resulting from failure quash expressiveness. Make sure that teams are not held back by obstructive individuals. Avoid restrictive regulations.
- Support and encourage staff to develop. Encourage them to have a positive and realistic attitude to work. Many people can have innovative ideas. It is the environment that unlocks this capacity. Try to see problems as opportunities to innovate.



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[Some Facts about Creativity]

- Generative research shows that everyone has creative abilities. The more training you have and the more diverse the training, the greater potential for creative output.
- The average adult thinks of 3-6 alternatives for any given situation.
- The average child thinks of 60.
- Research has shown that in creativity quantity equals quality.
- The longer the list of ideas, the higher the quality the final solution. The highest quality ideas appear at the end of the list.
- Creativity is an individual process. Traditional brainstorming has been proven ineffective because of fear of social disapproval.
- Groups are best for idea selection rather than idea generation.

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[METACORP'S PHILOSOPHY ON INNOVATION]

There are many myths surrounding innovation, and why many organizations fail to embrace it. Fact is, in today's ultra-competitive environment, it is most likely the only sustainable competitive advantage you may have. At Metacorp, we believe that innovation is possible, in all industries, at all levels.

Innovation simply put is the practical application of existing technology to solve current problems. For many, innovation has become a search for the Holy Grail. Many consultants push for new products, services or business models, that may prove to be attractive, but are impractical and risky in the current environment.

As technology advances and our knowledge increases, shifts occur in the current paradigm, and new ways of doing things emerge, bringing forth new solutions to old problems. The trick is to pinpoint the opportunities for practical innovation, without risking capital before its time. Our focus is on exploring incremental changes in the current way of doing things

Our slogan, "From Mind To Matter" underlines the philosophy of our unique business approach. It's a simple and modest approach, but then again, the best ideas are simple, yet elegant.

We don't just tell you what to do, or provide simplistic guidelines to follow and leave you alone to figure out the strategy and approach. We work intimately with each of our clients, coaching and directing CEOs and key decision makers along the path of Ideal Growth.

We always infuse our own ideas, and help our clients cut to the chase, analyzing all opportunities and implementing the strategies that will get us to market quickly and cost-effectively. After all, what good is Innovation Management if we can't enjoy the fruits of our labour.

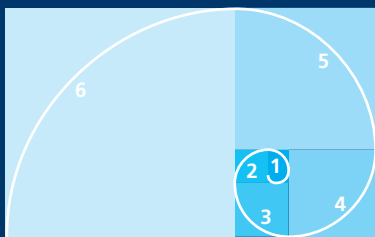


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[What's the ROI?]

- The Wall Street Journal reported that a two-year in-house creativity course at General Electric resulted in a 60% increase in patentable concepts.
- Participants in Pittsburgh Plate Glass creativity training showed a 300% increase in viable ideas compared with those who elected not to take the course.
- At Sylvania, several thousand employees took a 40-hour course in creative problem solving. ROI: \$20 for every \$1 spent.
- Hewlett-Packard invested over \$2 billion in R&D in 1999, and generated more than 1,300 patent applications. Net revenue: \$42.37 billion.

[THE SIX DEGREES OF INNOVATION]



- | | |
|--------------------|----------------|
| 1. INSPIRATION | 4. VALIDATION |
| 2. INCUBATION | 5. REALIZATION |
| 3. CRYSTALLIZATION | 6. VALUATION |

[A SCIENTIFIC APPROACH TO PROBLEM SOLVING]

The Six Degrees of Innovation

At Metacorp we believe that there are six distinct phases which govern the process of Innovation. Aligning your organization's creative resources along this path will guarantee that you are applying the proper focus at each level and allowing every idea to mature along the path of Ideal Growth™.

- 1. Inspiration** — The collective knowledge and experience, including unique skills, exposure to various environments, public or private issues, pain or pleasure, or frustration - the overall stimulus that inspired you to think of an idea, concept, or a vague solution to a problem - this is the original source of passion which drives the development of the innovation. You must be able to clearly articulate your passion and the problem or challenge you will address.
- 2. Incubation** — The period of time which it takes for your idea to develop and mature into something viable and practical. During this phase you repeatedly ponder and reflect upon the idea or challenge, using your imagination to think creatively about every aspect and how you will achieve your objective. This phase benefits from various forms of creative distraction or meditation, allowing the idea an opportunity to develop.
- 3. Crystallization** — The moment of clarity, when everything suddenly clicks into place and you have a workable solution. At this point when you return to the idea, all development is frozen for an instant in time as you finally appreciate it's essence and how it will address your challenge. You will be able to articulate the full solution to anyone, clearly and concisely. There are no holes or unexplored territory, and you are willing to test and validate your concepts.
- 4. Validation** — The objective evaluation and assessment of the idea's true value and practical application to solve the problem or achieve your goal. Will it really work? What does everyone think? Is it worth pursuing? A negative response to any of these will usually require a return to any of the previous phases to question and challenge original thinking. If there are no objections at this phase, what's needed is a proof of concept, and to realize the idea in its full form.
- 5. Realization** — The accomplishment of the idea and consequently the achievement of innovation, since true Innovation is based on the productive application of new ideas or technology. This phase is usually 90% of the work required to get an idea off the ground and includes everything required to deliver it, including material and non-material means. This may include strategies and processes, regarding the optimal utilization of all employed resources.
- 6. Valuation** — Did it work? This phase usually requires the least amount of work, since it will be readily apparent to anyone who originally conceived of the idea whether it worked or not. But this is not always the case, and it may not be as simple as suggesting that if the idea was conceived and a prototype was successfully developed to realize the vision that the mission was a huge success. Quite the opposite. What were the total costs incurred to realize the vision, and what were the total gains? Did it solve the problem intended cost-effectively and without sacrificing future value?



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[Achieving Genius Level Creativity]

In 1968, George Land distributed among 1,600 5-year-olds a creativity test used by NASA to select innovative engineers and scientists. He re-tested the same children at 10 years of age, and again at 15 years of age.

- Test results amongst 5 year olds: 98%
- Test results amongst 10 year olds: 30%
- Test results amongst 15 year olds: 12%
- Same test given to 280,000 adults: 2%

"What we have concluded," wrote Land, "is that non-creative behavior is learned."

(Sources: Escape from the Maze: Increasing Individual and Group Creativity by James Higgins; also George Land and Beth Jarman, Breaking Point and Beyond. San Francisco: Harper Business, 1993)

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[ASSESS YOUR CAPACITY FOR INNOVATION]

On a scale of 1 to 5, 1 being "Not at All", and 5 being "To an Exceptional Degree", rank the degree to which you or your team members do the following:

- 1. Searches out new technologies, processes, techniques, and/or product ideas;**
1 • 2 • 3 • 4 • 5
- 2. Generates creative ideas;**
1 • 2 • 3 • 4 • 5
- 3. Promotes and champions ideas to others;**
1 • 2 • 3 • 4 • 5
- 4. Investigates and secures funds needed to implement new ideas;**
1 • 2 • 3 • 4 • 5
- 5. Develops adequate plans and schedules for the implementation of new ideas;**
1 • 2 • 3 • 4 • 5
- 6. Is innovative and creative, in general.**
1 • 2 • 3 • 4 • 5

Scoring Key:

- 6 to 12** - Your organization should consider adopting a formal process for Innovation Management, starting with basic workshops or training programs to introduce and build upon the concepts.
- 13 to 18** - Your organization is demonstrating an aptitude for Innovative Behaviour, but the values are not widespread, and may be contained within certain divisions or departments. Consider implementing a formal communication channel for Innovation, encouraging and rewarding new ideas at all levels.
- 19 to 30** - Your organization is well under way to adopting and implementing a formal strategy focused on long-term Innovation. Key decision makers and business units have adopted healthy and supportive attitudes toward Innovation and a foundation for Breakthrough Innovation exists.

[CONTACT US TODAY]

We welcome the opportunity to work with your team on developing or enhancing your organization's innovation strategy. We also invite you to explore our web site in the meantime and take advantage of the complimentary tools and resources we've assembled to help your team succeed at Innovation and unleash the creative spirit in your organization. You'll find invaluable tips and resources to help boost creative thinking, including books, workshops and forums that we have developed exclusively for you. Call us today, and let us turn your problems into profits.

Sincerely,

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