

# Innovation och Idéer på IBM



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*“An innovation is an idea, practice or object that is perceived as new by an individual or other unit of adoption”*

*Everett Rogers, Diffusion of innovations*



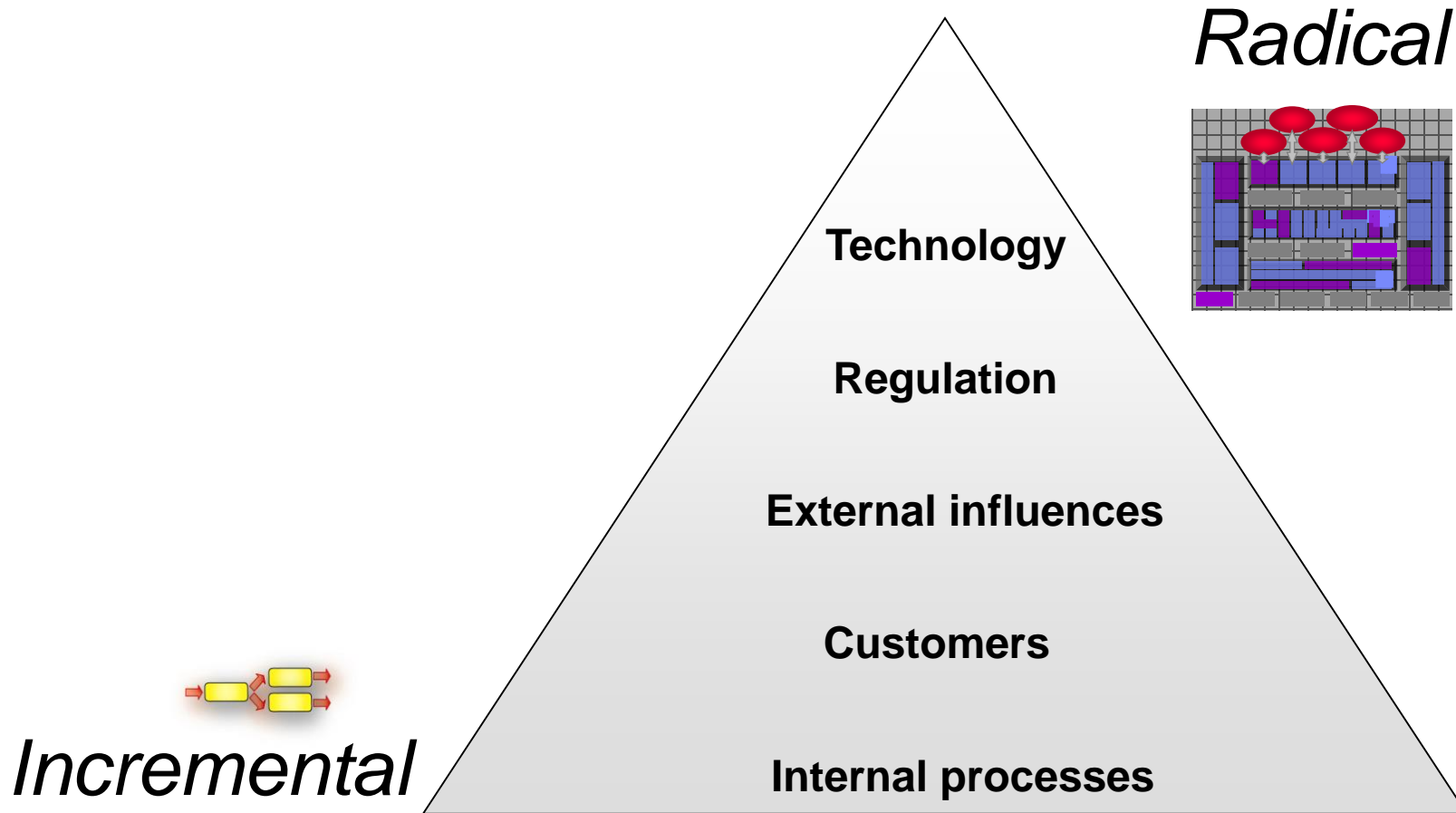
# INNOVATION

IF IT CAN MAKE YOUR JOB EASIER, IT CAN PROBABLY MAKE IT IRRELEVANT.

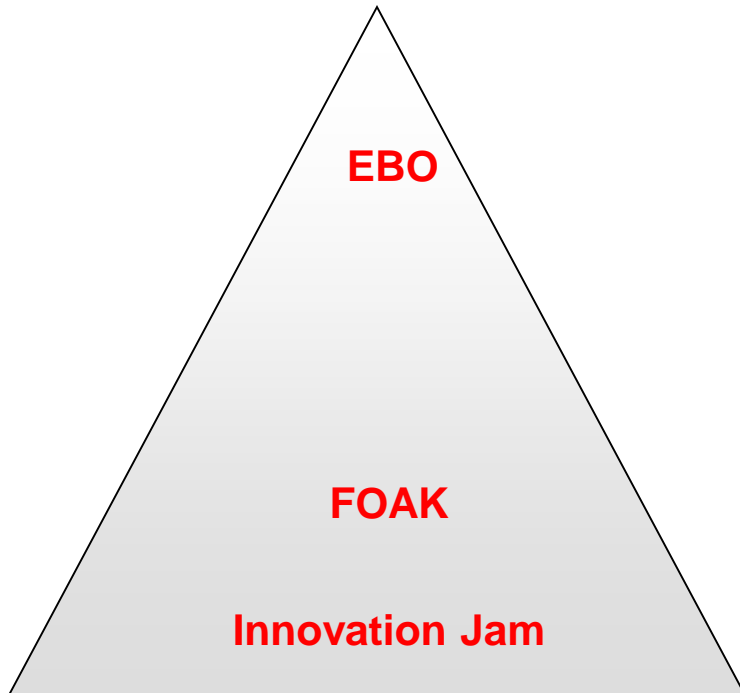




# Innovation types and sources




# Tre exempel på hantering av innovation och idéer på IBM



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**MANAGERS AT WORK**

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# California Management Review

1868

Organizational Ambidexterity:  
IBM and Emerging Business Opportunities

**Charles A. O'Reilly III**  
**J. Bruce Harreld**  
**Michael L. Tushman**

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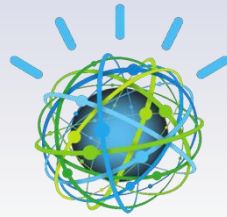
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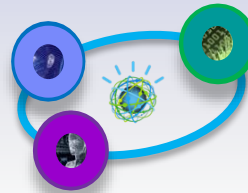
Research  
Project  
2006 – 2010



Jeopardy!  
Grand Challenge  
2011



Internal  
Startup Division  
2011 – 2013



IBM Watson  
Group  
2014 – present





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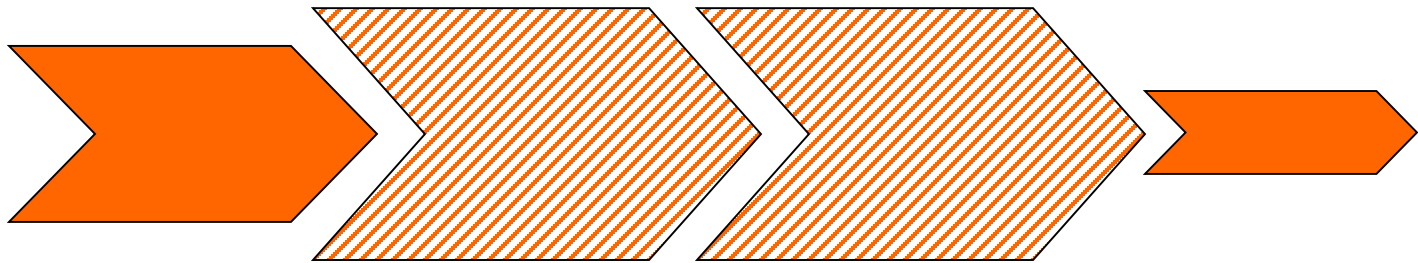
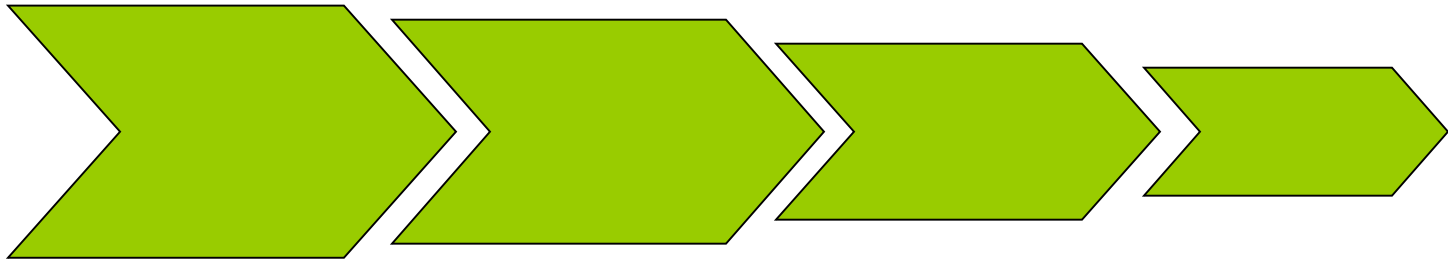
# An efficient innovation process

Idea

Design

Development

Implementation





Sometimes the most innovative is not to be “innovative”, but instead focus on stability and trust

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# Do you want to know more?

Solving the innovation puzzle – Bieck & Freij (IBM)

The innovators dilemma – Clayton Christensen

Leadership and innovation, McKinsey Quarterly

Innovating on your own terms – IBM

The 5 myths of innovation – Sloan Mgm Review

Diffusion of innovations – Everett Rogers



## MANAGERS AT WORK

Mary Jo Frederich and Peter Andrews

Osvald M. Bjelland and Robert Chapman Wood

## An Inside View of IBM's 'Innovation Jam'

## DRIVING INNOVATION INTO THE MARKETPLACE: IBM'S FIRST-OF-A-KIND PROGRAM

Advancing from a lab prototype to a commercial product or service offering can be a lengthy and risky process. IBM's First-of-a-Kind (FOAK) program is an attempt to take a short cut by bringing IBM researchers and clients together in the marketplace to test new technologies on real business problems and growth opportunities. The goal is to accelerate the delivery of innovative technologies into the marketplace from IBM's eight world-wide research labs and to generate new growth opportunities for the company and its clients.

### Program Overview

Founded in 1995, FOAK is a direct collaboration between IBM's research and sales divisions that allows

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*Frederich and Andrews' forthcoming book on the First-of-a-Kind program will be published by the IBM Press.*

the sales team to leapfrog the co-development cycle and help guide toward strategic markets. In the process, the program identifies strategic market segment adopter clients—those with a record of introducing innovations to the business partners—those contract work with IBM to deliver key client clients—to work side-by-side with testing new ideas and innovative technologies.

Because the FOAK program funds each year, project selection is critical research that is too immature to be a plan (one to two years), but not so in a substantial risk to the client's business environment, and the FOAK researchers as they pilot their in the hardware, software and services participate in the project.

The success of a FOAK project is knowledge gained from early involvement with new technologies; development of a solution not yet available; the know-how to improve a software components, methodology in IBM products and services. To prove market success with the first commercial offerings can be made available on a commercialized offerings from strategic business partners.

The challenge here goes beyond just a problem. A commercialized offering defined so it can be sold, standardized delivered repeatedly to different clients with staff and tools that give it reliability. FOAK projects include:

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