

Contents

- 1 Innovation Strategy 2030: One Step Ahead of Its Time 1**
 - 1.1 Our Digital Innovation Universe 1
 - 1.2 Introduction 2
 - 1.3 Building Blocks for Successful Disruptive Innovation Strategies 3
 - 1.4 Quick Start Guides 4
 - 1.4.1 Quick Start Guide #1: The Lifespan of a Strategy (Chap. 2) . . . 5
 - 1.4.2 Quick Start Guide #2: The H&F Strategy Process (Chap. 3) . . . 5
 - 1.4.3 Quick Start Guide #3: Practical Examples (Chap. 4) 7
 - 1.4.4 Quick Start Guide #4: Deep Dive Expert Mode (Chap. 5) 7
 - 1.4.5 Quick Start Guide #5: Technological Catalysts (Chap. 6) 8
- 2 Why Long-Term Innovation Strategies Will No Longer Be Effective in the Future 9**
 - 2.1 Increasing Network Density 9
 - 2.1.1 Connected Systems and Their Dynamics 10
 - 2.1.2 Dealing with Complexity 10
 - 2.1.3 The Effect of Decisions 11
 - 2.1.4 Success Through the Reduction of Complexity in Innovation Strategy Work 11
 - 2.1.5 Experimenting with Complexity 13
 - 2.1.6 Future Actions 13
 - 2.1.7 Emergence of the Basis for Future Innovation Strategies 14
 - 2.2 Leadership Power Shifts 15
 - 2.2.1 Changing from the ‘Sender Principle’ to the Democratization of Companies 16
 - 2.2.2 The Resonance Capacity of Networks 16
 - 2.2.3 Competitors Lose Importance 16

2.2.4	The Role of Project Stakeholders in Innovation Strategy Processes	17
2.2.5	Success Through the Intelligence of the Collective	17
2.3	Implementer Mindset	18
2.3.1	A New Generation of Digital Leaders	18
2.3.2	Significant Clusters	19
2.3.3	Significant Issues for the Strategic Work of the Future	19
3	The H&F Strategy Process	21
3.1	Confusion Instead of Clout	21
3.1.1	The 10 Obstacles that Prevent Companies from Becoming High Performers in the Implementation of Management and Innovation Strategy Projects	21
3.2	Concentrating on the Goal: Full Speed Ahead	31
3.2.1	Does a Strategy Project Have to Be a Nightmare? Why Complex Projects Will Always Fail in Terms of Planning and Timing	32
3.2.2	The Mechanics of Management: Why Traditional Methods Will No Longer Be Effective in the Future	42
3.3	Can You Manage Change on Your Own?	56
3.3.1	Change	57
3.3.2	Soft Factors That Can Kill an Innovation Strategy Project	62
3.4	Preparing to Implement the H&F High Speed and Efficiency Concept	66
3.4.1	Shared Values in Companies	66
3.4.2	Implementation Strength and Speed	67
3.4.3	No Project Can Succeed Without Auto-Suggestion	68
3.4.4	Added Value: The Benefits	69
3.4.5	Orientation Within the Diffuse Strategy Cloud	69
3.5	The H&F High Speed and Efficiency Concept	71
3.5.1	The H&F Strategy Approach from a ‘Helicopter’ Viewpoint	71
3.5.2	Clarification of Company Purpose (Every 5–10 Years)	73
3.5.3	The Emotional Approach (3–5 Year Timeline)	74
3.5.4	Strategy Modules (1–2 Year Timeline)	76
3.5.5	Focus and Implementation: Definition of Detailed Objectives and Key Results (3–12 Month Timeline)	79
3.5.6	Speed and Progress: Agile Methods (2–4 Week Timeline)	81
3.5.7	Role Allocation: The Project Organization	86
3.5.8	Rules and Understanding	91
4	Practical Examples for the Prevention of Known Stumbling Blocks in OKR Innovation Strategy Projects	95
4.1	We’ve Started, So We’re Going to See It Through	95
4.1.1	Sensitivity to Change	97

4.1.2	Cohesion at Crucial Moments	97
4.2	Do Not Follow Blindly!	98
4.2.1	The Aura Effect	99
4.2.2	The Glue Effect	99
4.2.3	The Pygmalion Effect	100
4.2.4	The Similar-to-Me Effect	100
4.2.5	The Halo Effect	100
4.2.6	The Benjamin Effect	101
4.2.7	The Hierarchy Effect	101
4.2.8	The Dunning-Kruger Effect	101
4.3	We Want to Be Like Amazon	102
4.4	The Deep Rift Between the Beneficiary and the Implementer	103
4.5	External Aid = Internal Dilemma	103
4.6	Starting Too Fast or Waiting Too Long	104
4.7	A Lack of Application at the Beginning of the Project	104
4.8	Dealing with Skeptics	105
4.8.1	Don't Give Way to Skeptics Who Generalize	105
4.9	Copying Too Much from Others	106
4.9.1	Copying Makes Sense	106
4.9.2	Benchmarking	106
4.9.3	Best Practices	107
4.9.4	Company Characteristics	108
4.9.5	If You Are Going to Copy, Do It Properly	108
4.10	Ignoring New Market Factors	108
4.10.1	The Hockey Stick Curve	109
4.11	If It Hurts, I'll Turn Back	110
4.12	Missing the Upward Spiral Due to Failed Adaptation	111
4.12.1	Adaptation into a Downward Spiral	112
4.12.2	Adaptation into an Upward Spiral	113
5	Deep Diving into Innovation Strategy Development	115
5.1	Strategy Project Input Factors: Best Practices, Innovation, and Methodology	115
5.1.1	Best Practices	116
5.1.2	Innovation	117
5.1.3	Methodology	117
5.2	Too Many Decision-Makers: Group Decisions Paralyze the Process . . .	118
5.3	Optimizing Project Team Membership	119
5.3.1	Better No Team Than the Wrong Team	120
5.3.2	Love What You Do	122
5.3.3	Find People Who Are Prepared to Take a Plunge	122
5.3.4	Mix Visionaries with Movers and Shakers	122

5.3.5	Transforming Criticism into Progress	123
5.3.6	Questions to Ask Project Stakeholders at the Start	125
5.3.7	Recognition	126
5.4	Finding Alternatives Instead of Persisting	126
5.5	Characteristics and Behavior of Digital Leaders	127
5.5.1	The Notebook	127
5.5.2	Friction	128
5.5.3	An Eye for Progress	129
5.5.4	Learn to Observe	130
5.5.5	Different Viewpoints	130
5.5.6	Deception	132
5.5.7	Analogies: Pattern Recognition	134
5.5.8	Instinct	139
5.6	Efficient Communication	140
5.6.1	Space for Communication	140
5.6.2	Using a Moderator	141
6	Technological Catalysts in Innovation Strategy Implementation	143
6.1	Management Level: Summary	144
6.2	CIO Level: Summary	146
6.3	Knowledge Production	146
6.3.1	Speed and Forecasting Accuracy as an Outcome of Networking and Knowledge Production	147
6.4	Networking: Tomorrow’s Technical Vision	149
6.4.1	Today’s Technical State of the Art	149
6.4.2	The Requirements of the Future	149
6.4.3	Looking Ahead at the Years Between Now and 2030	154
6.4.4	The Goal	157
6.5	Added Value to Be Generated by 2030 (Outcome/Result)	158
6.5.1	Scalability	159
6.5.2	New Markets and Customers	159
6.5.3	Speed	160
6.5.4	Automation Efficiency	161
6.5.5	Competitive Advantages	163
6.5.6	Knowledge Provider	163
6.6	Products and Solutions (Output)	166
6.6.1	The Concept of Platforms	166
6.6.2	Knowledge Though Data	170
6.6.3	Community Spirit (Global, Not Individual)	172
6.6.4	One Single Ecosystem	172
6.6.5	Data Mining	172
6.7	Community-Capable Software Architecture	174

6.7.1	Networks	174
6.7.2	Data Flows/Networking (Pipelines)	178
6.7.3	Connection/Connectors (End Points)	178
6.7.4	Transformation Models	178
6.7.5	Cloud and Connector Architecture	180
6.7.6	Research Findings	184
6.7.7	Manual vs. AI-supported Data Standardization	185
6.7.8	Security and Data Protection	187
6.7.9	System Stability	189
6.7.10	Quality Assurance Measures	192
6.7.11	Process Security	196
7	Outlook	199