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Ignite: Fueling Organizational Excellence

Strengthening a Culture of Innovation at UW–Madison

April 5th, 2023

WISCONSIN
UNIVERSITY OF WISCONSIN–MADISON

D2P
Discovery to Product
UNIVERSITY OF WISCONSIN–MADISON

We foster the

Wisconsin Idea

by helping transform

groundbreaking

innovations

at UW–Madison into

products & services

that

change the world

THE POWER OF IDEAS

As president of the University of Wisconsin from 1903 to 1918, Charles Van Hise championed a mission of public service that became known as the Wisconsin Idea. Calling for professors to share the wealth of their teaching and research, Van Hise declared that he would "never be content until the beneficent influence of the university reaches every family in the state." Campus leaders have been guided ever since by this moral imperative that the university should work for the benefit of all.

UW–MADISON
STRATEGIC FRAMEWORK
2020–2025

2. Promote entrepreneurship, innovation, and economic development in Wisconsin and beyond.

Example initiatives:

Discovery to Product

Serving as a centralized support network for campus entrepreneurs, Discovery to Product (D2P) provides free consultation, coaching, and educational courses to UW faculty, staff, and students who have big ideas. D2P helps campus inventors through every step of the process: ideation, planning, developing, and launching.

Living the Wisconsin Idea

Partner with the community and the state to extend and apply our research, education, and practice-based knowledge to foster learning and support innovation and prosperity throughout Wisconsin.

- Engage with the community to provide positive social, cultural, and economic impact in Wisconsin and beyond.
- Promote entrepreneurship, innovation, and economic development in Wisconsin and beyond.
- Share the benefits of a world-class teaching and research university throughout Wisconsin and beyond our borders.
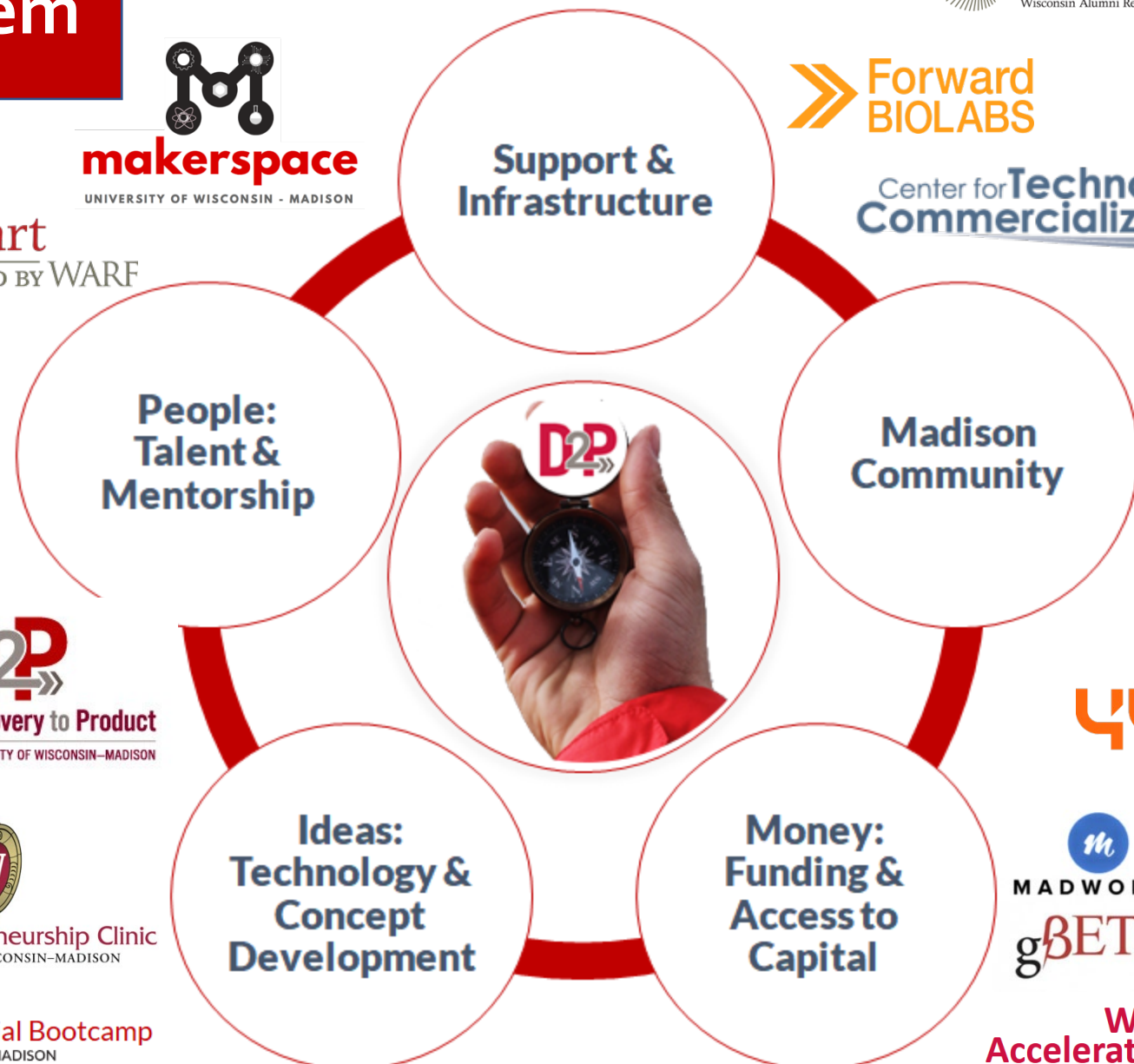
D2P
Discovery to Product
UNIVERSITY OF WISCONSIN—MADISON

Discovery to Product (D2P) helps innovators **move ideas** from the university to the world by **facilitating connections** to university and community resources and providing **direct mentoring and education** to faculty, staff, and students at UW–Madison.

Innovation Ecosystem

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D2P is the front door to help innovators navigate resources in the campus and community ecosystem.

Innovation is creating, finding and leveraging opportunities for new ways of doing things, resulting in better products and services, systems and ways of leading and managing people and organizations.

Invention: something that has never been made before, or the process of creating something that has never been made before.

Innovation: (the use of) a new idea or method.

Source: Cambridge Dictionary

Innovation is the process of translating an idea or invention into a good or service so that it creates value. The focus is on the process and the value creation, instead of ideas or inventions and this is where experimentation comes into the picture.

Source: United Nations High Commission for Refugees (UNHCR)

What defines entrepreneurship?

Entrepreneur:

- one popular view is that entrepreneurs are people that run their own companies (e.g. self-employed, small business owners).
- Joseph Schumpeter: entrepreneurs are innovators – people who come up with ideas and embody those ideas in high-growth companies. Entrepreneurship employs "the gale of creative destruction" to replace in whole or part inferior offerings across markets and industries, simultaneously creating new products and new business models.
- Frank Knight**: entrepreneurship defined in terms of _risk_ (when probability of an outcome can be calculated) and _uncertainty_ (when it is not possible to determine the probability of an outcome).** Entrepreneurs are willing to take risks in the name of an idea; they may not perceive levels of uncertainty to be as high as others do. Entrepreneurs earn profits as a return for putting up with uncertainty.
- Howard Stevenson: entrepreneurship is the _**pursuit of opportunity beyond resources controlled**_. Entrepreneurs face demand risk, technology risk, execution risk, financing risk.

Uncertainty is different than risk
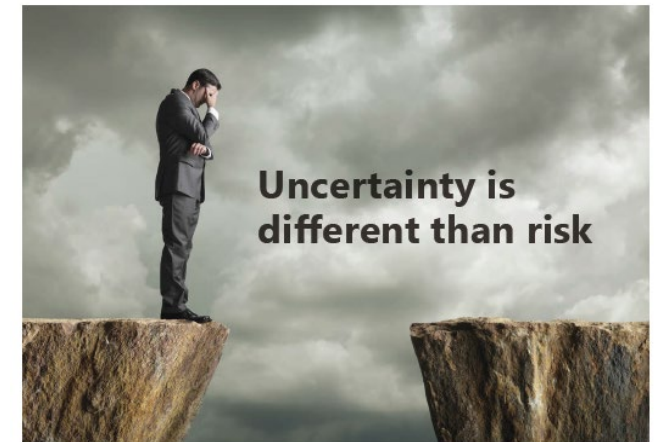
Is it risky to cross an unfamiliar chasm? You can't assess _risk_ (probability) until you learn if there's a bridge or a tightrope. Until then, you're _uncertain_.

Source: _Innovating in Unfamiliar Markets - How to De-risk Transformational Projects,_ A White Paper from The AIM Institute

Fixed Mindset

Growth Mindset

The Innovator's Mindset

Belief that abilities, intelligence, and talents are fixed traits.
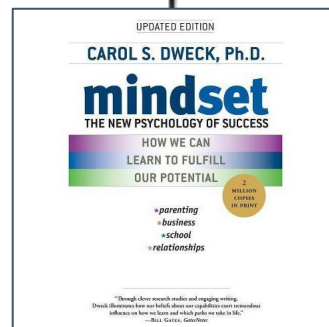
Belief that abilities, intelligence, and talents can be developed.

Belief that abilities, intelligence, and talents are developed leading to the creation of new and better ideas.
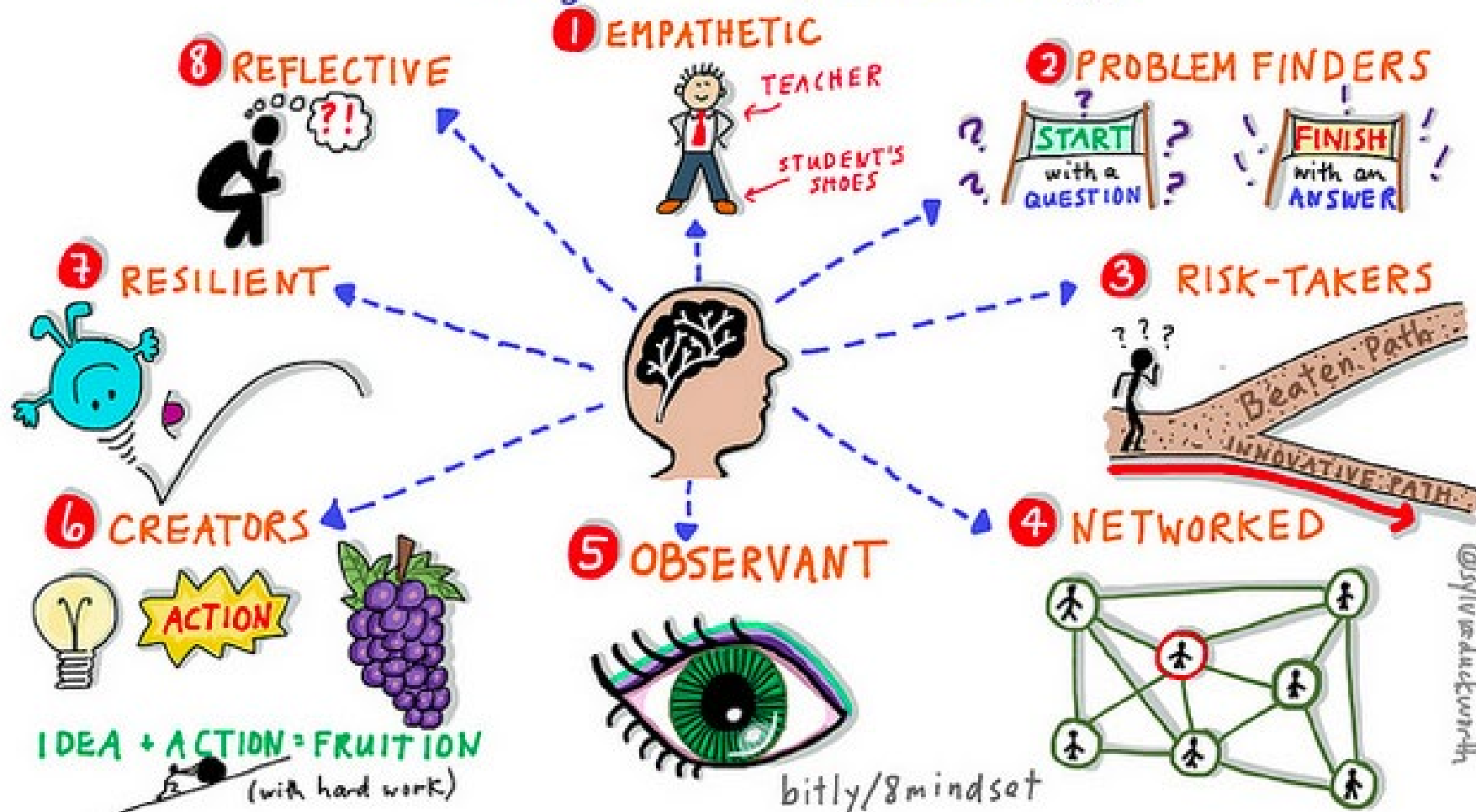
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Original picture from: tiny.cc/brainpicture
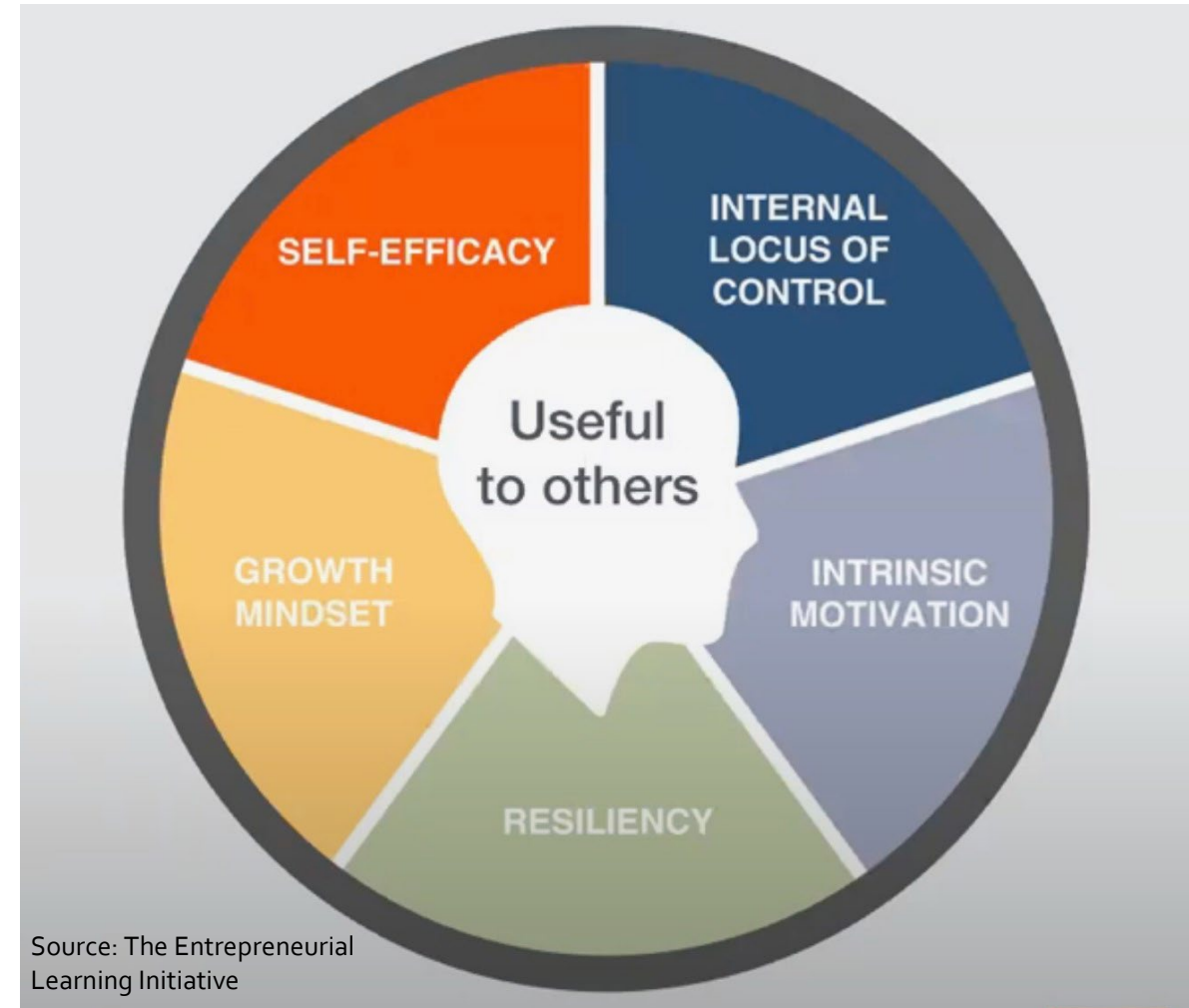
George Couros – @gcouros

UPDATED EDITION

CAROL S. DWECK, Ph.D.

mindset
THE NEW PSYCHOLOGY OF SUCCESS

HOW WE CAN
LEARN TO FULFILL
OUR POTENTIAL

2 MILLION COPIES IN PRINT

∗parenting
∗business
∗school
∗relationships

"Through clever research studies and engaging writing,
Dweck illuminates how our beliefs about our capabilities exert tremendous
influence on how we learn and which paths we take in life."
—BILL GATES, GatesNotes

Source: https://georgecouros.ca/blog/archives/4728

Source: https://georgecouros.ca/blog/archives/4783

How Can My Research Help People and Society?

Source: The Entrepreneurial Learning Initiative

A Broader View for the University Context

Enterprising person: a set of personal skills, attributes, behavioral and motivational capacities (associated with those of the entrepreneur) which can be used in any context (social, work, leisure, etc.). Prominent among these are; intuitive decision making, capacity to make things happen autonomously, networking, initiative taking, opportunity identification, creative problem solving, strategic thinking, and self efficacy.

Entrepreneurial Mindset: not just the notion of 'being your own boss' in a business context but the ability of an individual to cope with an unpredictable external environment and the associated entrepreneurial ways of doing, thinking, feeling, communicating, organizing and learning.

Entrepreneurship Concept: the application of these personal enterprising skills, attributes and mindsets to the context of setting up a new venture or initiative of any kind, developing/growing an existing venture or initiative and designing an entrepreneurial organization (one in which the capacity for effective use of enterprising skills will be enhanced). The context is therefore not confined to business but is equally applicable to social enterprise, education, health, NGOs and mainstream public organizations (e.g., universities and governments).

The Innovation Concept in the university context broadens beyond technology with the above definitions. Innovation in an entrepreneurial university development context may therefore be viewed in terms of: new organization and leadership development initiatives; experiments in pedagogy, knowledge organization and program development; internal and external stakeholder engagement; trans-disciplinary activity; and new research explorations, methods and applications to practice.

THE ENTREPRENEURIAL UNIVERSITY: FROM CONCEPT TO ACTION

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2020–2025

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Excellence in Teaching & Educational Achievement

Provide access to a world-class, affordable educational experience.

- Expand access to a UW–Madison education, leveraging new modes of delivery to engage with students throughout their lives.

Excellence in Research & Scholarship

Provide leadership for discovery, through support of the fearless sifting and winnowing of our world-class research enterprise and the dissemination of knowledge in its many forms.

- Grow UW–Madison's research enterprise and expand its global impact, supporting the scholarship of faculty, staff, and students.
- Provide a modern research support structure that fosters innovation, promotes interdisciplinary collaboration, and drives discovery on future research challenges.

A Vibrant Campus Community

Build an organizational culture and climate that fosters engagement, inclusion, diversity, and equity.
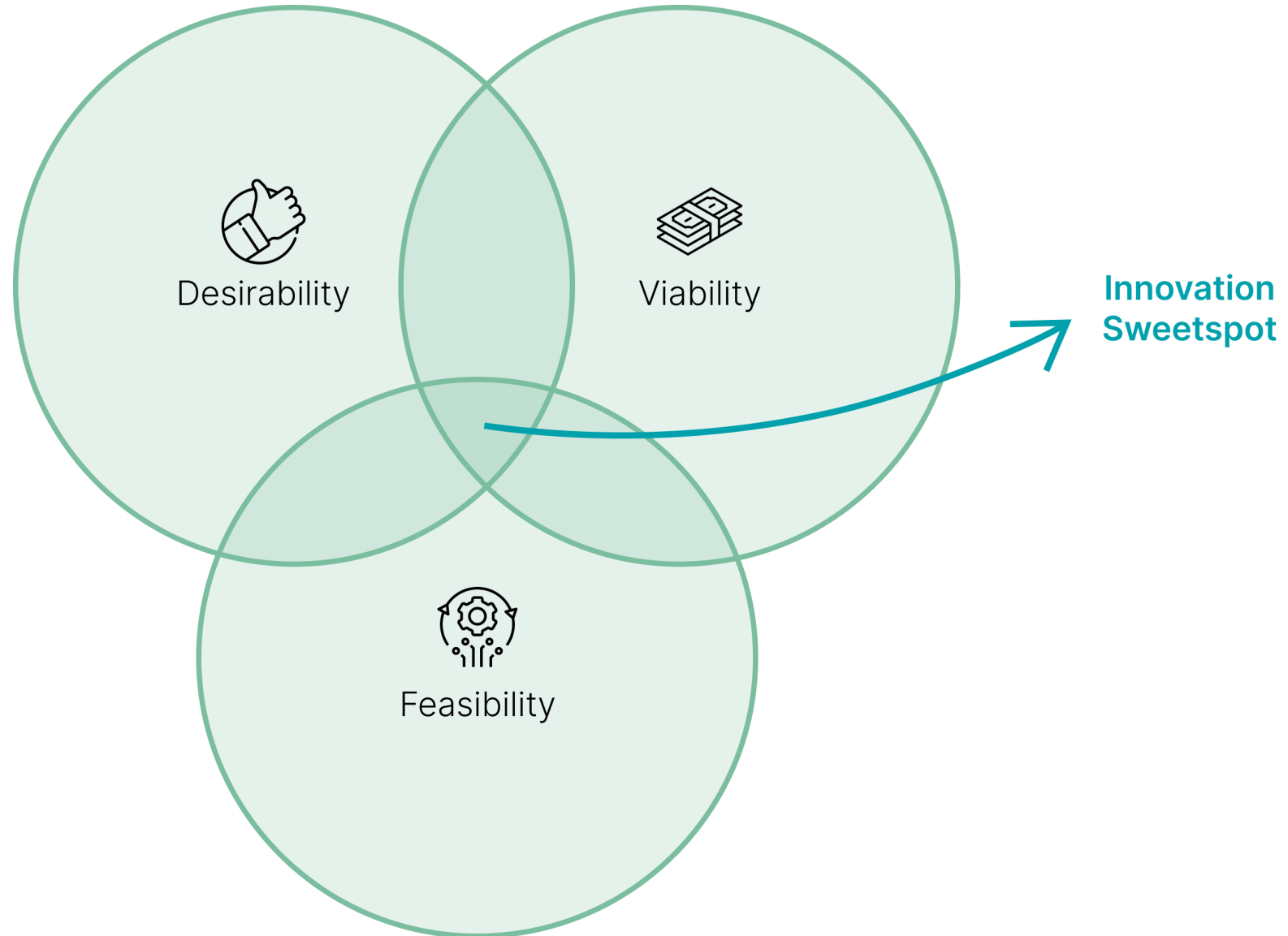
A High-Performing Organization

Practice continuous improvement in all we do, for those we serve.
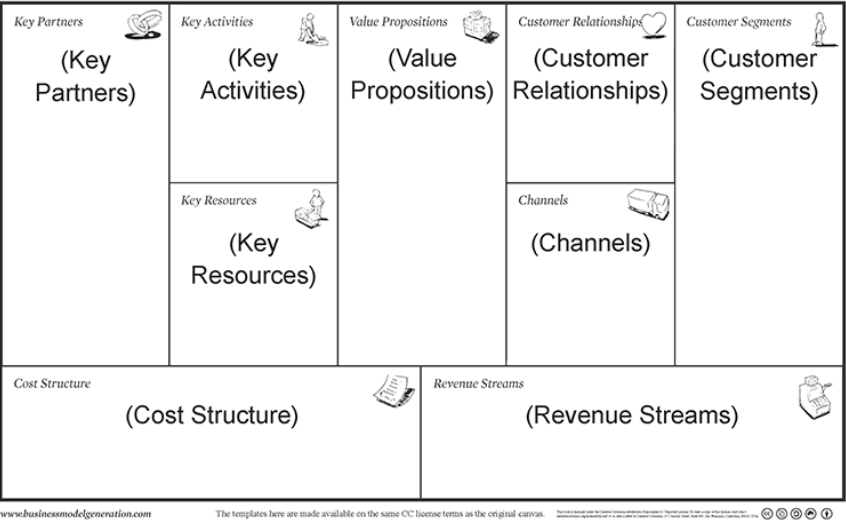
- Strengthen our financial performance, growing revenues, controlling costs, and delivering new and innovative ways to invest in our strategic priorities, while maintaining a commitment to the highest ethical standards.

Introduce yourself to those in your breakout room.
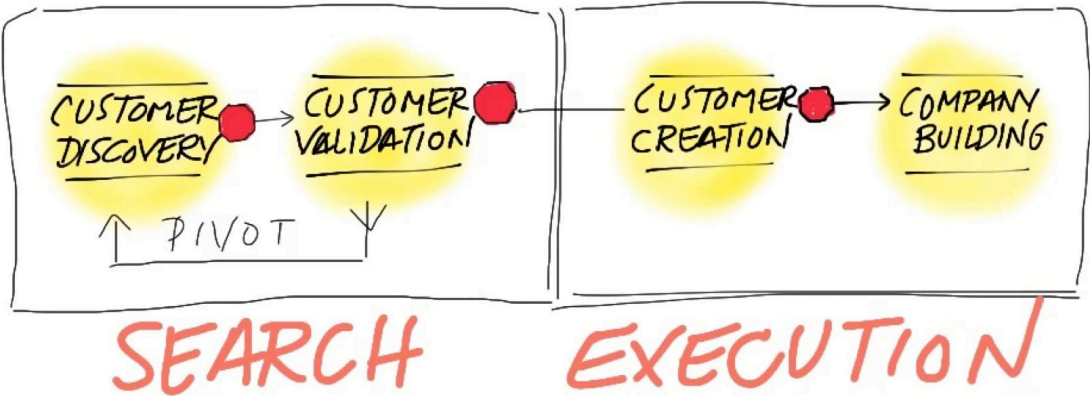Share the work you do and where you do it … then discuss:

- How could you apply an innovator's or entrepreneurial mindset to your research or work?

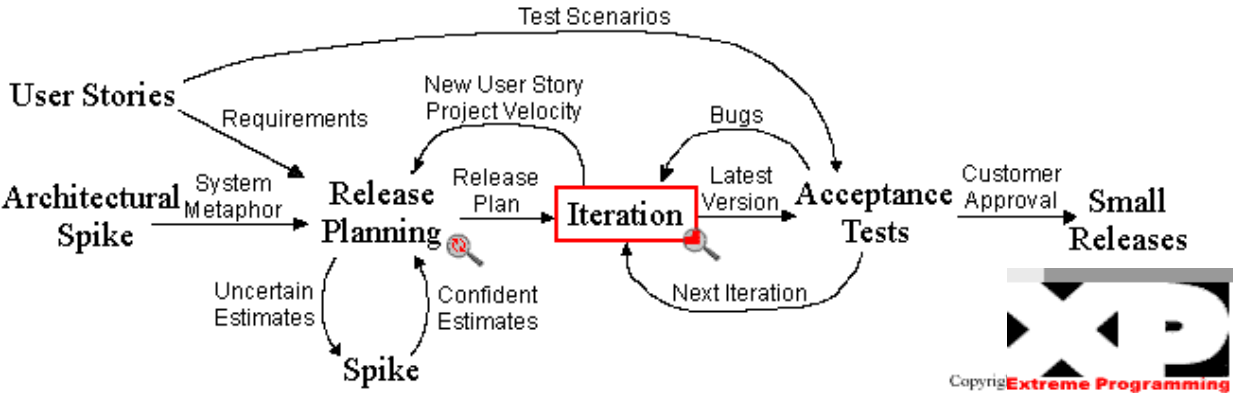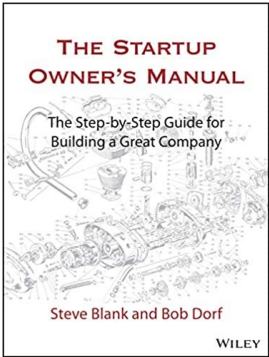- What does the concept of a 'Culture of Innovation' mean to you?

Desirability

Viability

Feasibility

Innovation Sweetspot

Business Model Canvas

Lean Launchpad Approach

Customer Discovery = Data Collection

Agile Methodology

The Business Model Canvas

Designed for:

Designed by:

On:

Iteration:

Key Partners

Who are our Key Partners?
Who are our key suppliers?
Which Key Resources are we acquiring from partners?
Which Key Activities do partners perform?

KP

Key Activities

What Key Activities do our Value Propositions require?
Our Distribution Channels?
Customer Relationships?
Revenue Streams?

KA

Key Resources

What Key Resources do our Value Propositions require?
Our Distribution Channels? Customer Relationships?
Revenue Streams?

KR

Value Propositions

What value do we deliver to the customer?
Which one of our customer's problems are we helping to solve?
What bundles of products and services are we offering to each Customer Segment?
Which customer needs are we satisfying?

VP

Customer Relationships

What type of relationship does each of our Customer Segments expect us to establish and maintain with them?
Which ones have we established?
How are they integrated with the rest of our business model?
How costly are they?

C$

Channels

Through which Channels do our Customer Segments want to be reached?
How are we reaching them now?
How are our Channels integrated?
Which ones work best?
Which ones are most cost-efficient?
How are we integrating them with customer routines?

CH

Customer Segments

For whom are we creating value?
Who are our most important customers?

CS

Cost Structure

What are the most important costs inherent in our business model?
Which Key Resources are most expensive?
Which Key Activities are most expensive?

C$

Revenue Streams

For what value are our customers really willing to pay?
For what do they currently pay?
How are they currently paying?
How would they prefer to pay?
How much does each Revenue Stream contribute to overall revenues?

R$

You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the...

Business Model Generation

WRITTEN BY
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY
An amazing crowd of 470 practitioners from 45 countries
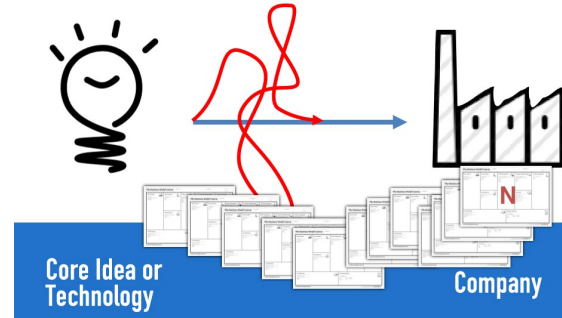
DESIGNED BY
Alan Smith, The Movement

WILEY
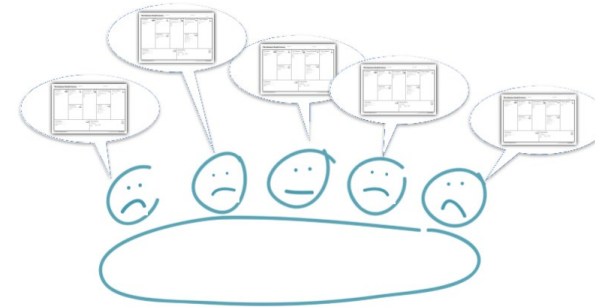
Strategyzer Series

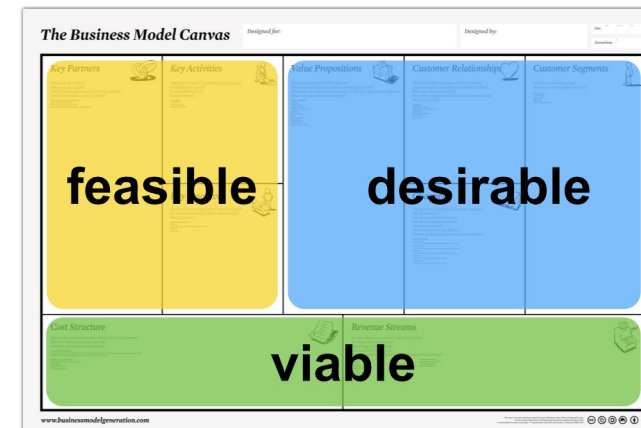# WHY THE BUSINESS MODEL CANVAS?

- A tool for iteration

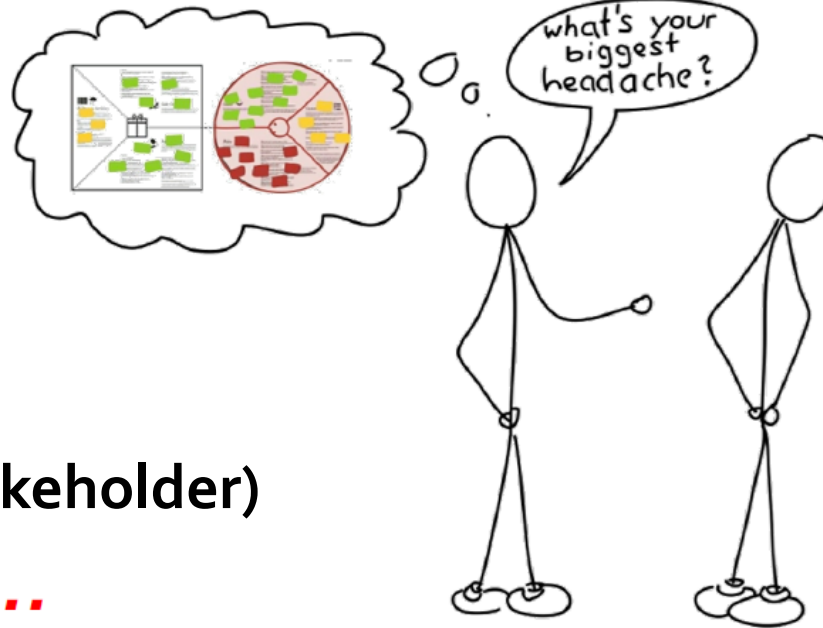- A shared language

- To organize risk

Lean LaunchPad is an Extension of Design Thinking

DESIGN THINKING

DEFINITION — IDEALIZATION — PROTOTYPING — TESTING — DELIVERY — EMPATHY

EMPATHY is the shortest distance between **design thinking** and customer-centric **innovation**.

KAAN TURNALI

"People don't want to buy a quarter-inch drill; they want a quarter-inch hole" – Theodore Levitt

People don't want a drill. Or a hole. Think deeper to win customers and keep them happy.

"The hole was the immediate result. The extra storage space was the end result. That's what I had in mind when I got the drill. That's what I really paid for."

Source: https://www.websearchsocial.com/why-that-whole-people-dont-want-a-drill-they-want-a-hole-thing-doesnt-go-far-enough/

customer jobs

what customers are trying to get done in their work and in their lives

task to perform, problem to solve, needs to satisfy

Source: Alexander Osterwalder
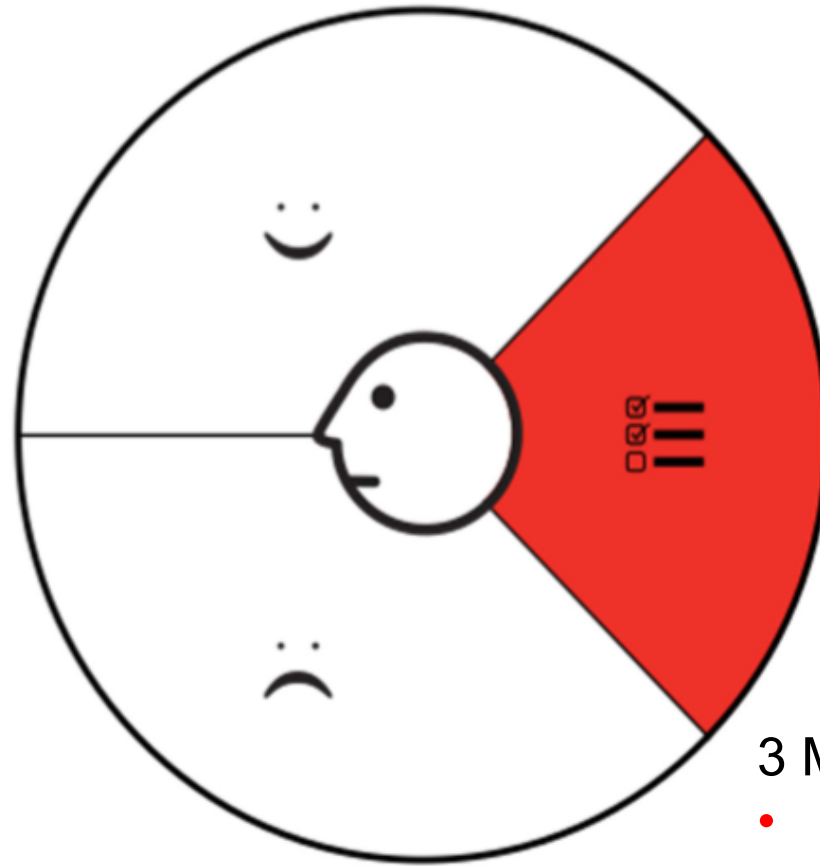
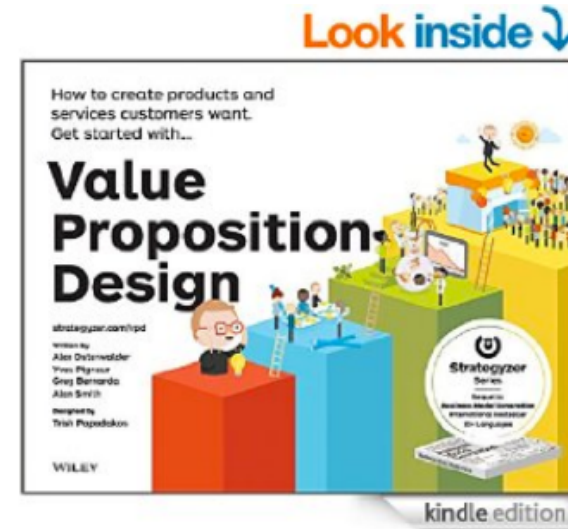3 Main Job Functions:
- **Functional Jobs**
- **Social Jobs**
- **Personal/Emotional Jobs**
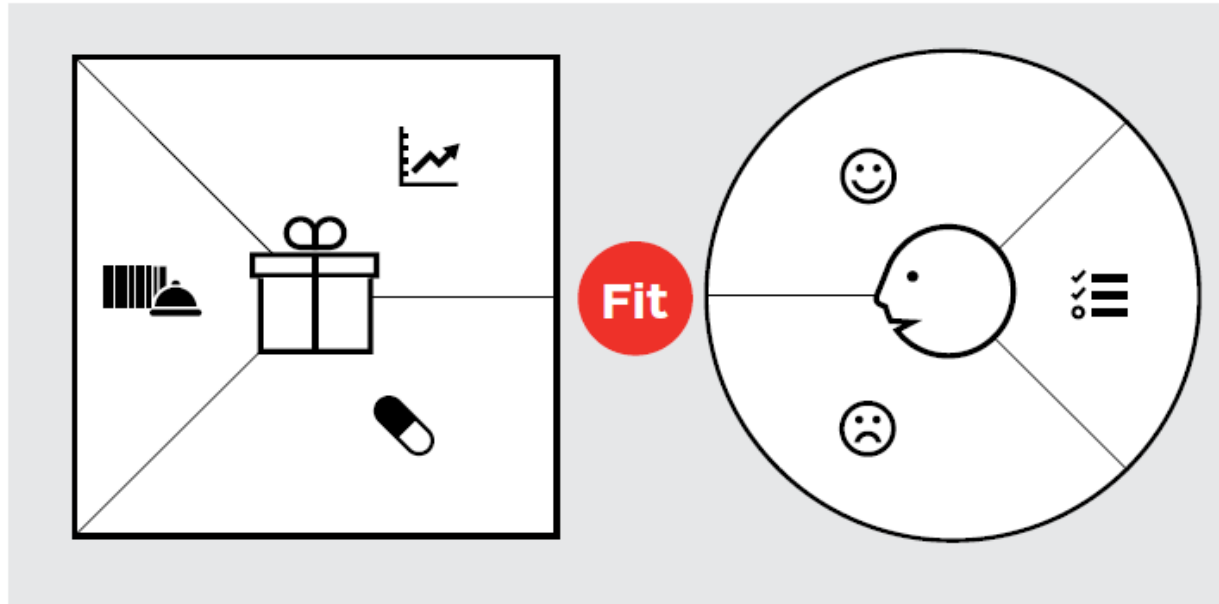
A VALUE PROPOSITION ...

describes the benefits customers can expect from a bundle of products and services
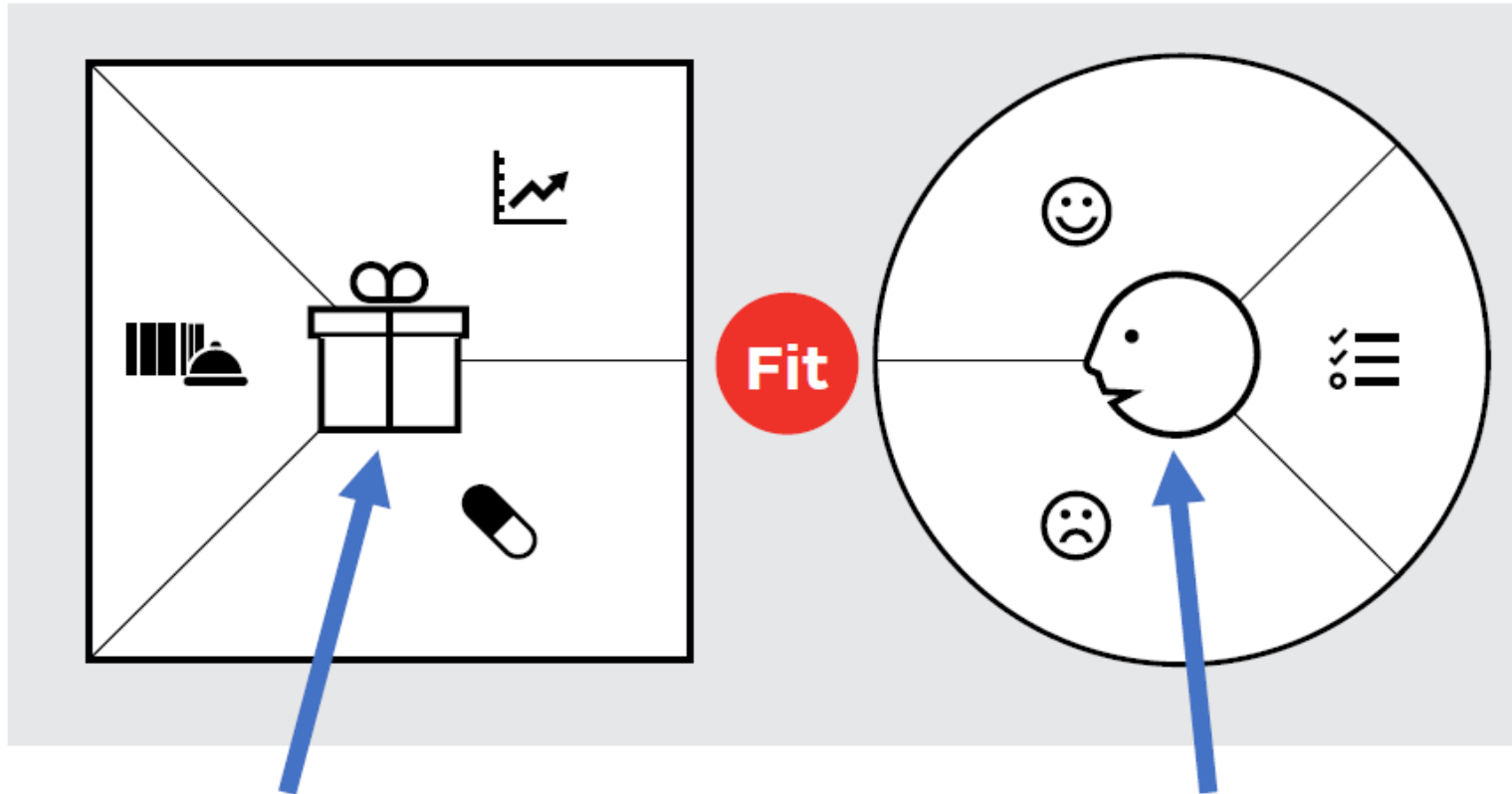
Source: Alexander Osterwalder

Alexander Osterwald

WHO is the Customer and **WHY** do they buy?

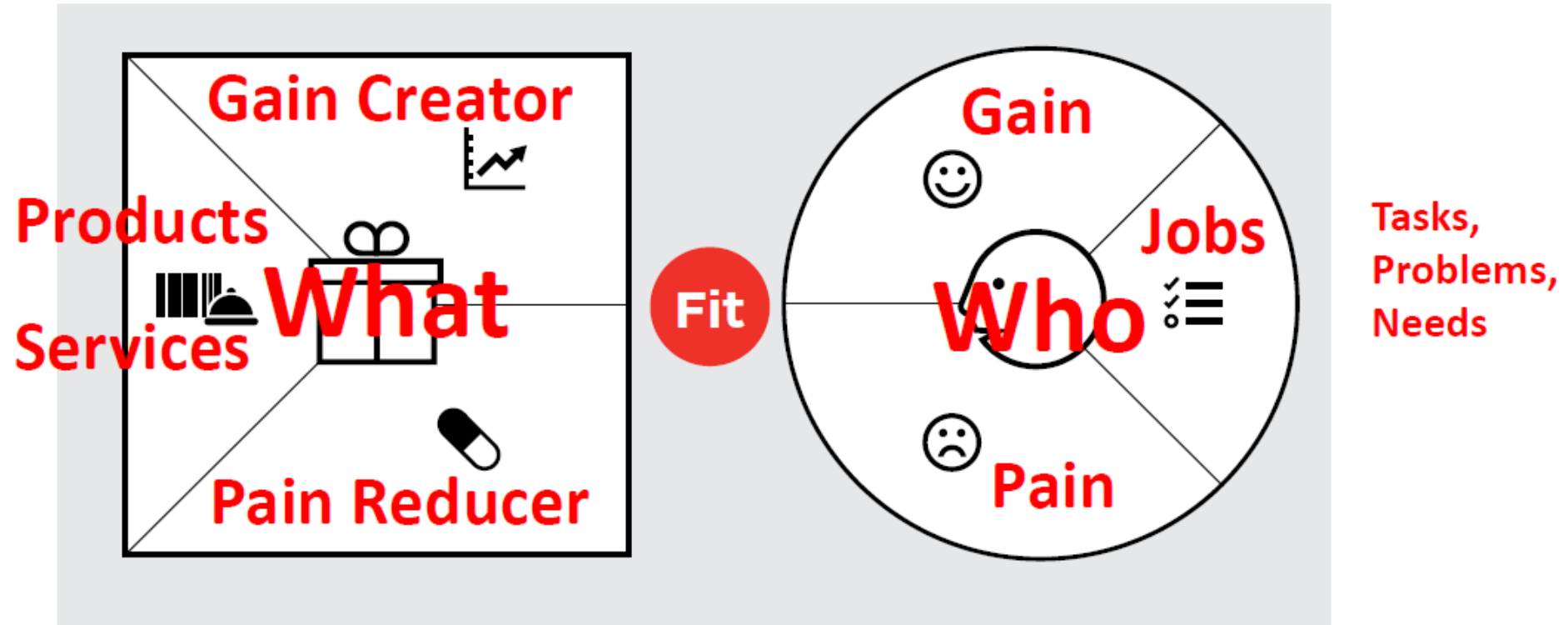**Identifying the Solution** **Defining the Problem**

What
Your Innovation
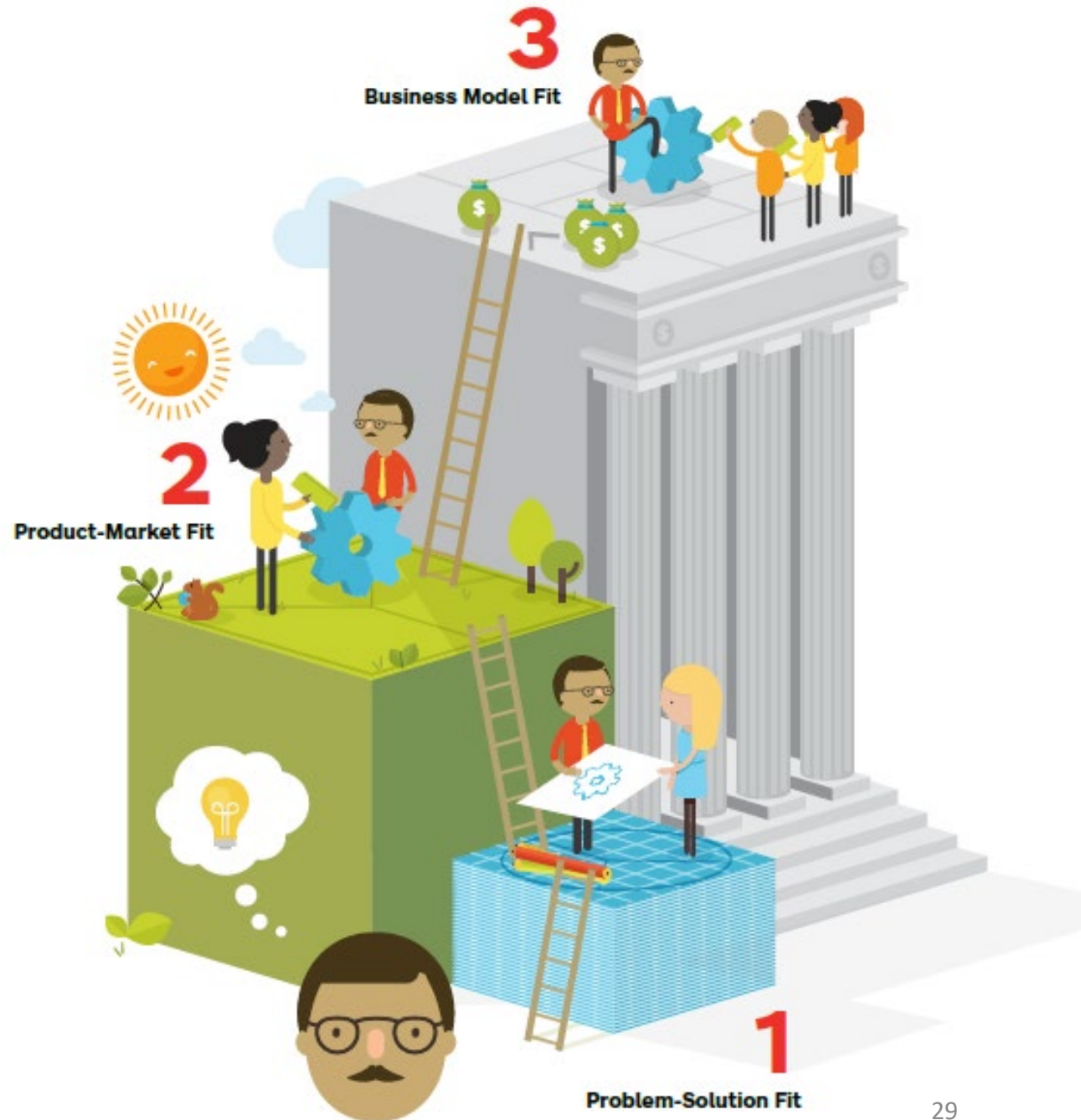
Who
A person with a Role in your eco-system

Answering the question **Why** requires you to complete the map.

A person with a Role in your eco-system

Three Levels of Fit:

- **Problem-Solution Fit**: Evidence that customers care about the jobs, pains, and gains you intend to address with your value proposition.
- **Product-Market Fit**: Evidence that customers want your value proposition.
- **Business Model Fit**: Evidence that the business model for your value proposition is scalable and profitable.

Source: *Business Model Generation* by David Bland and Alex Osterwalder

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SCIENTIFIC METHOD

THESIS: WHO, WHAT, WHY

HYPOTHESIS

TEST

ASSESS | ANALYZE

ADJUST OR PIVOT

The entrepreneur's and innovator's #1 task is to reduce risk and uncertainty.

Uncertainty & Risk

Idea

Search & Testing

Execution

Business

Discovery
Discover if your general direction is right. Test basic assumptions. Get first insights to course correct rapidly.

Validation
Validate the direction you've taken. Confirm with strong evidence that your business idea is very likely to work.

Source: *Testing Business Ideas* by David Bland and Alex Osterwalder

CREATING A CULTURE OF MINDFUL INNOVATION IN HIGHER EDUCATION

MICHAEL LANFORD AND WILLIAM G. TIERNEY

"… [H]igher education occupies a central role as a catalyst for innovative ideas, products, and artistic and scientific developments – and as a nurturer of human talent that can create and support innovation."

Why *Mindful* Innovation?

- Intention
- Attention
- Attitude

Six central tenets of Mindful Innovation:
- Societal impact
- The necessity of failure
- Creativity through diversity
- Respect for autonomy and expertise
- The consideration of time, efficiency, and trust
- The incentivization of intrinsic motivation and progress over scare tactics and disruption

Thank You!

d2p.wisc.edu