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## Leapfrogging to Breakthrough Innovation



Soren Kaplan, Ph.D.  
Managing Principal  
skaplan@leapfrogging.com

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**Forbes**.com



monster







## Famous Breakthrough Innovations





## Casualties of Disruptive Innovation

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**BlackBerry**





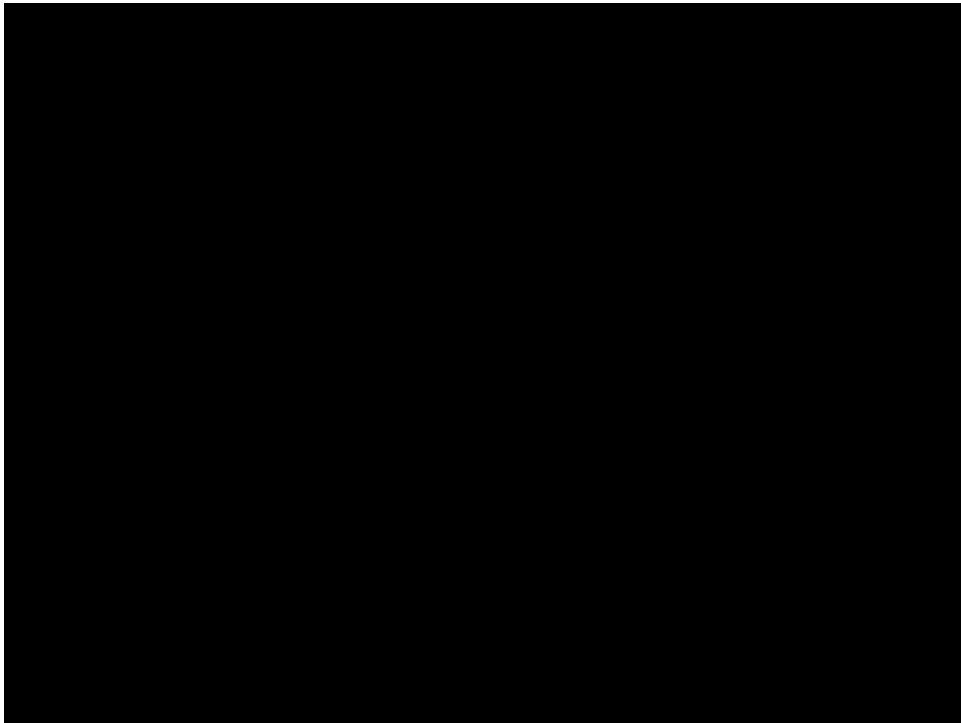
***“There's no formula. If there was a formula, a lot of companies would have bought their ability to innovate.”***

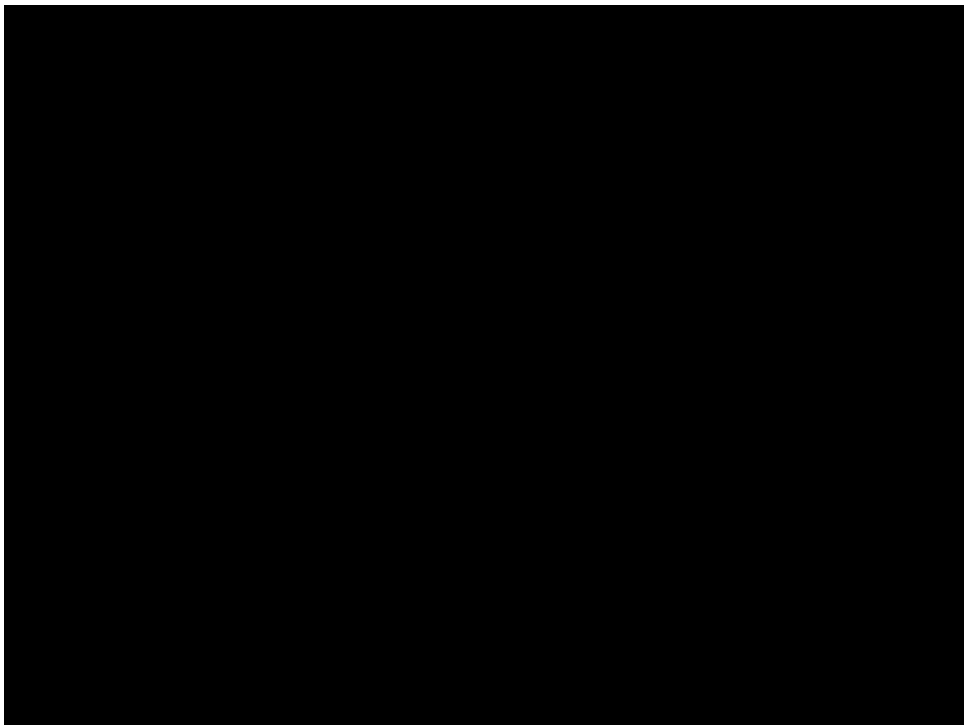


**-- Tim Cook, CEO**



But there's a bigger problem...







### 3 Building Blocks of an Innovation Culture

1. Expand Your Offerings
2. Create New Business Models
3. Disrupt Yourself







\$20 Million market cap  
(bankruptcy in 2013)



\$10 Billion market cap  
(in dozens of new businesses)



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### Products


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Fujifilm serves people's needs through our diverse range of innovative products and services. We are using progressive technology to improve the quality of life and nurture environmental sustainability around the globe.

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- Supplies

#### Business Products



Professionals in many fields, from medicine to printing, use Fujifilm products to win satisfied customers and strengthen competitiveness. We are spearheading the solutions that will drive tomorrow's industries.

- Medical Systems
- Graphic Systems
- Photofinishing Products
- Motion Picture Films
- Optical Devices
- Recording Media
- Industrial Products
- Image Management
- Semiconductor Materials

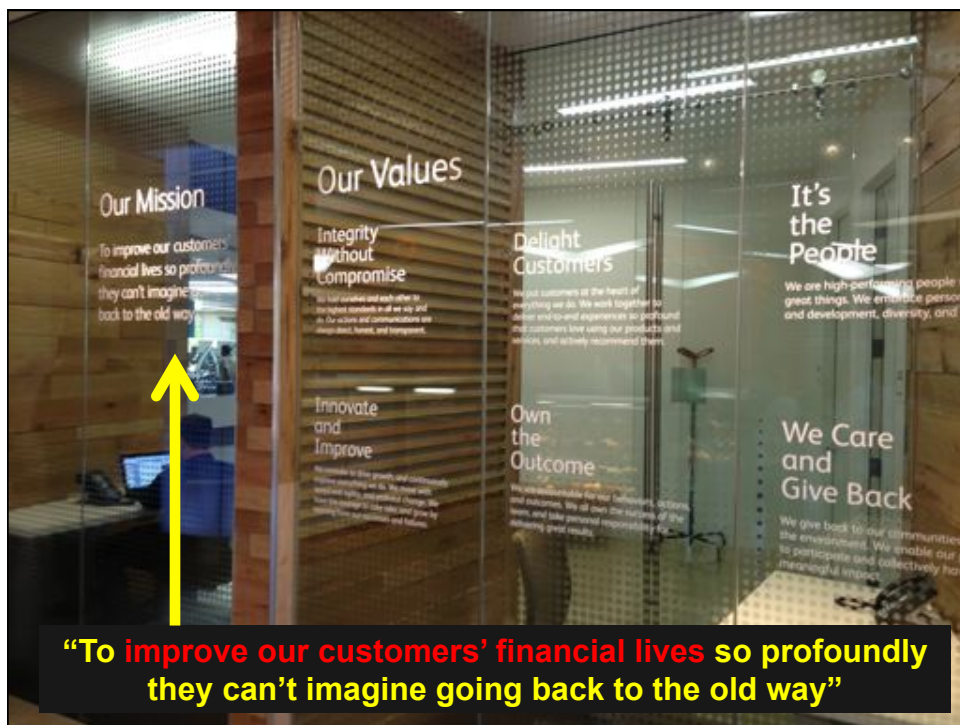
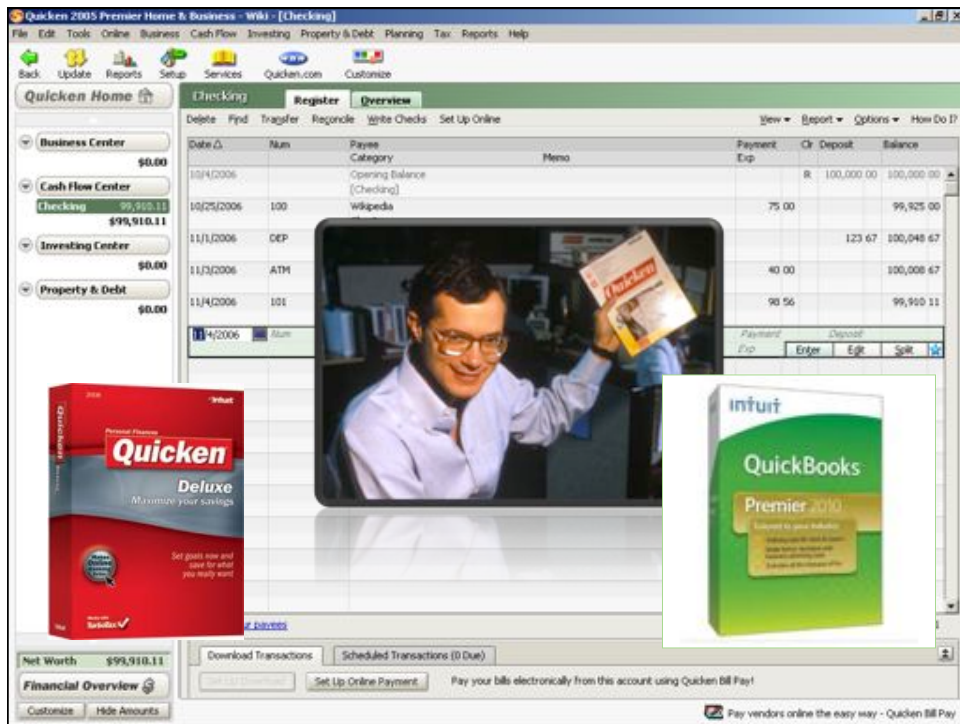
# Expanding Boundaries Creates Opportunities





## Expand your offerings

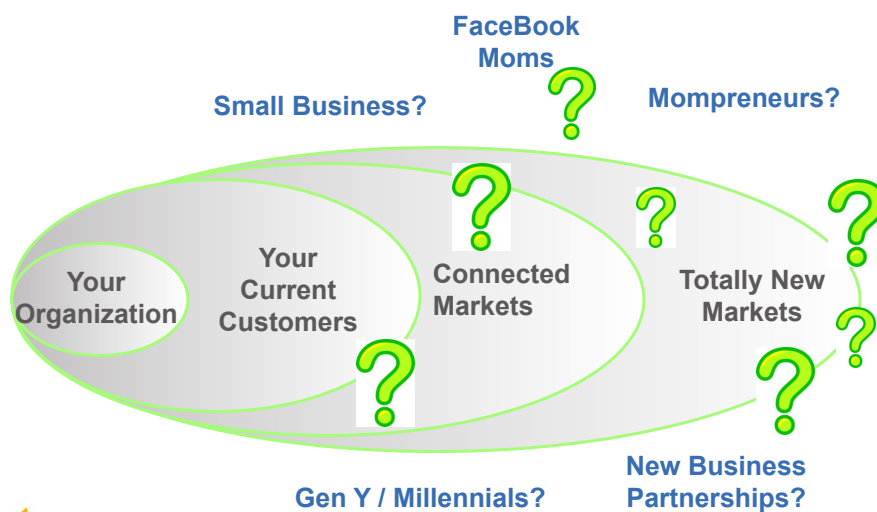
- Expanding offerings means answering three key questions:
  1. What “business” are we in?
  2. Who do we serve?
  3. How can we (creatively) add the most value?



## What business are you in?

- Checking accounts, credit cards & loans?
- Financial services?
- Financial security?
- Community development?
- Small business services?
- Realizing dreams?
- Social justice?

## Who do we (or could we) serve?



## Who do we serve? (and what are their unique needs?)



How can we  
(creatively) add  
the most value?



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**How Keep the Change works**

Enroll in our Keep the Change savings program and, for every purchase you make with your Bank of America debit card<sup>1</sup>, we'll:

- Round up your purchase to the nearest dollar amount
- Transfer the difference from your checking account to your savings account
- Track your savings in Online Banking

Your Purchase	Item Price	Rounded Up To	Transferred to Savings
	\$3.50	\$4.00	\$0.50
	\$5.25	\$6.00	\$0.75
	\$35.49	\$36.00	\$0.51

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## 3 Building Blocks of an Innovation Culture

1. Expand Your Offerings
2. Create New Business Models
3. Disrupt Yourself








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# Business Models

- Business models answer two questions:
  1. How do we “make money”?
  2. How do we differentiate ourselves?







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## How to Make Money – Business Model Drivers

Products	Product Bundles	Product / Service Solutions	License	Access	Membership / Subscription	Time
<b>Price per unit</b> <ul style="list-style-type: none"> <li>• Liter of gas</li> <li>• Toothbrush</li> <li>• Laptop computer</li> </ul>	<b>Price per set of complementary products</b> <ul style="list-style-type: none"> <li>• Grooming travel kits</li> <li>• Tool kits</li> <li>• Printers with ink &amp; paper</li> </ul>	<b>Price for product and a supporting service</b> <ul style="list-style-type: none"> <li>• Support</li> <li>• Training</li> <li>• Consulting (Network server coupled with LAN set-up)</li> </ul>	<b>Use of intellectual property / technology</b> <ul style="list-style-type: none"> <li>• For a given time period</li> <li>• Unlimited amount of time</li> <li>• For unlimited features</li> <li>• For limited features</li> <li>• Tiered levels</li> </ul>	<b>Price based on access to single event, venue, information or resources</b> <ul style="list-style-type: none"> <li>• Per incident (IT services)</li> <li>• Per admission (movie, concert, ball game, theme park)</li> <li>• Season pass (theme park)</li> </ul>	<b>Price based on ongoing or longer-term access</b> <ul style="list-style-type: none"> <li>• Time period (monthly, yearly, lifetime)</li> <li>• Number of units</li> <li>• For unlimited features</li> <li>• For limited features</li> <li>• Tiered levels</li> </ul>	<b>Price per specific time period of value delivery</b> <ul style="list-style-type: none"> <li>• Per minute (mobile phone)</li> <li>• Per six minute increments (attorneys)</li> <li>• Per hour (consultants)</li> <li>• Per day (rental cars, hotels)</li> <li>• Per month (apartments)</li> <li>• Per year (insurance)</li> </ul>


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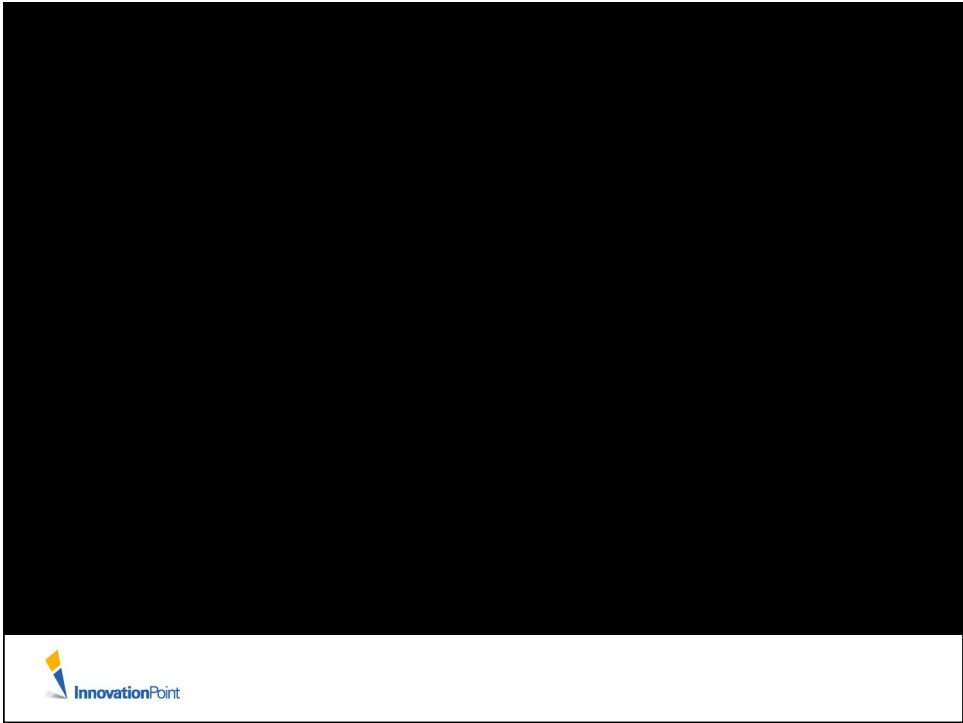
## 3 Building Blocks of an Innovation Culture

1. Expand Your Offerings
2. Create New Business Models
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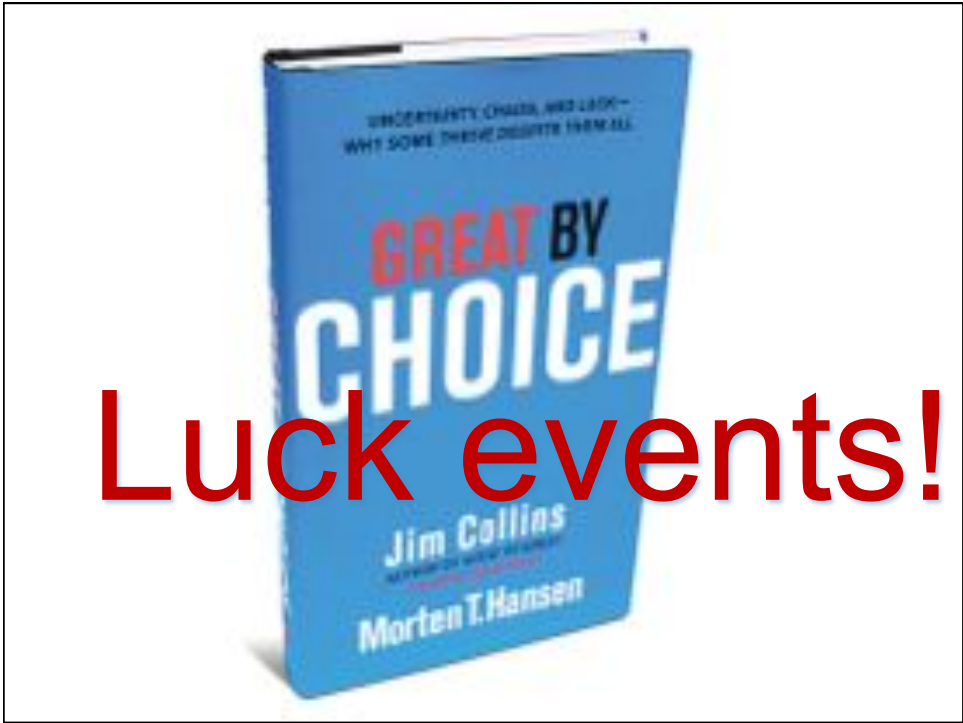


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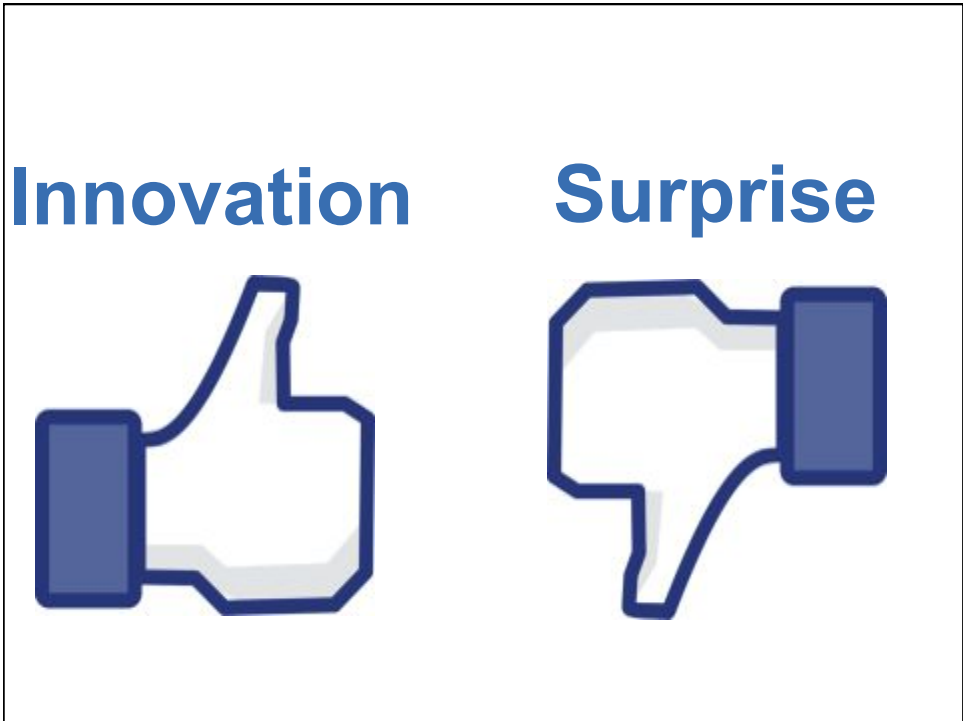








**Luck events!**



**Innovation**

**Surprise**






## W-2 Hell


The collage features several key elements:

- TurboTax Software:** Two boxes of TurboTax software are shown. One is the "Deluxe" version for "Federal + State" taxes, and the other is the "2011" version. The boxes are blue and white with a red checkmark logo.
- Hand Holding iPhone:** A hand is holding an iPhone, which is displaying the home screen with various app icons.
- W-2 Tax Forms:** Several W-2 tax forms are scattered across the collage. One is for the year 2000, another for 2010, and a third for 2011. The forms are overlapping and tilted at various angles. One form is labeled "SAMPLE" and includes the name "Joy Lehman Church" and the address "207 Main St, Redwood, CA 94061".



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**“Oh, my god”**  
**“Easy and magical”**





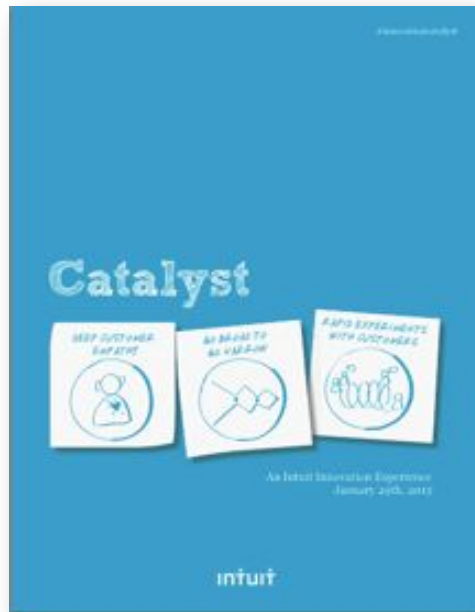




**Zoom:** 1d 5d 1m 3m 6m 1Y 1x 5x 10x All  
Mar 19, 1993 - May 03, 2013 +57.62 (2179.81%)



intuit.

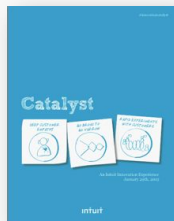


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## Design for Delight



intuit.



## Brainstorm, then Experiment!



## Follow Customers Home

**intuit.** “Follow Me Homes”



## Bring Customers "Inside"

**intuit** Customer Office Hours



## Adopt a Business Model

How can we be the Apple of IT Support ?



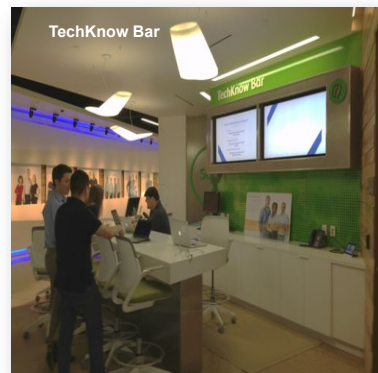
*Coca-Cola*



Google

FedEx

ebay



## Provide “experimentation time”



## Hire "Unusual Suspects"

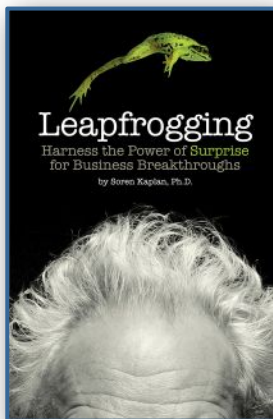


## Create a Culture of Innovation





## Discussion & Q&A



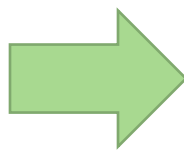
**Soren Kaplan, Ph.D.**  
Managing Principal  
InnovationPoint  
[www.innovation-point.com](http://www.innovation-point.com)  
[skaplan@innovation-point.com](mailto:skaplan@innovation-point.com)



# Welcome to the Innovation Trivia Show!



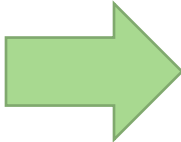
**39 Failures,  
One big  
breakthrough**



**\$250k &  
24 entries**

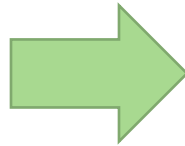


**Soap &  
Baking Soda**





**3 Years in  
Development**



**How much  
invested?**



**a lot**

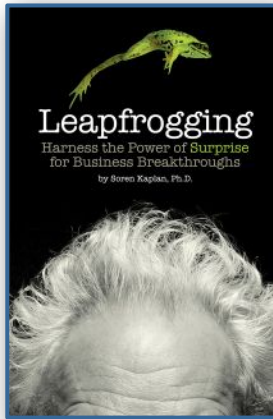
**Failed Dating Website**



**And the winner is...**



## Discussion & Q&A



**Soren Kaplan, Ph.D.**  
Managing Principal  
InnovationPoint  
[www.innovation-point.com](http://www.innovation-point.com)  
[skaplan@innovation-point.com](mailto:skaplan@innovation-point.com)



## Breakout Discussion (Part A)

- What were your top 2-3 **INSIGHTS** from the keynote presentation – your new connections, useful information, etc.
- What are the **IMPLICATIONS** for credit unions?
- **Go around the table. You have 15 minutes total. Be prepared to share.**



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## Breakout Discussion (Part B)

- What **OPPORTUNITIES** exist to either expand your offerings or create a new business model?
- What is one **ACTION YOU WILL TAKE** to “disrupt” yourself & your organization?
- **You have 20 minutes total. Be prepared to share.**

## Leadership Lessons from Dancing Guy

by Derek Sivers  
[sivers.org/ff](http://sivers.org/ff)