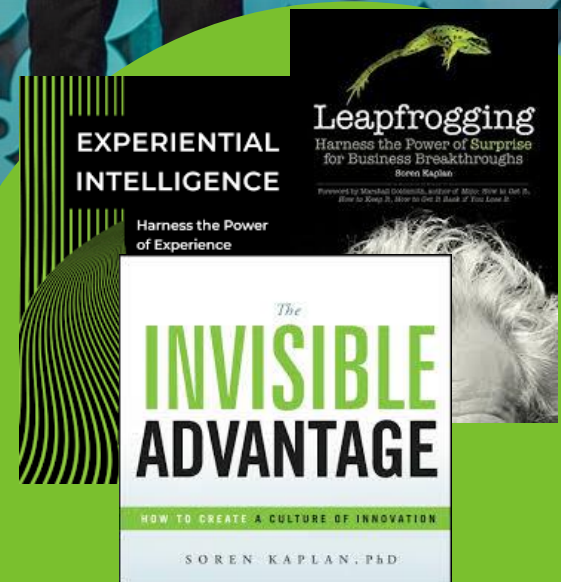


**SOREN KAPLAN**



# Leapfrogging Disruption

Turn Uncertainty into Opportunity



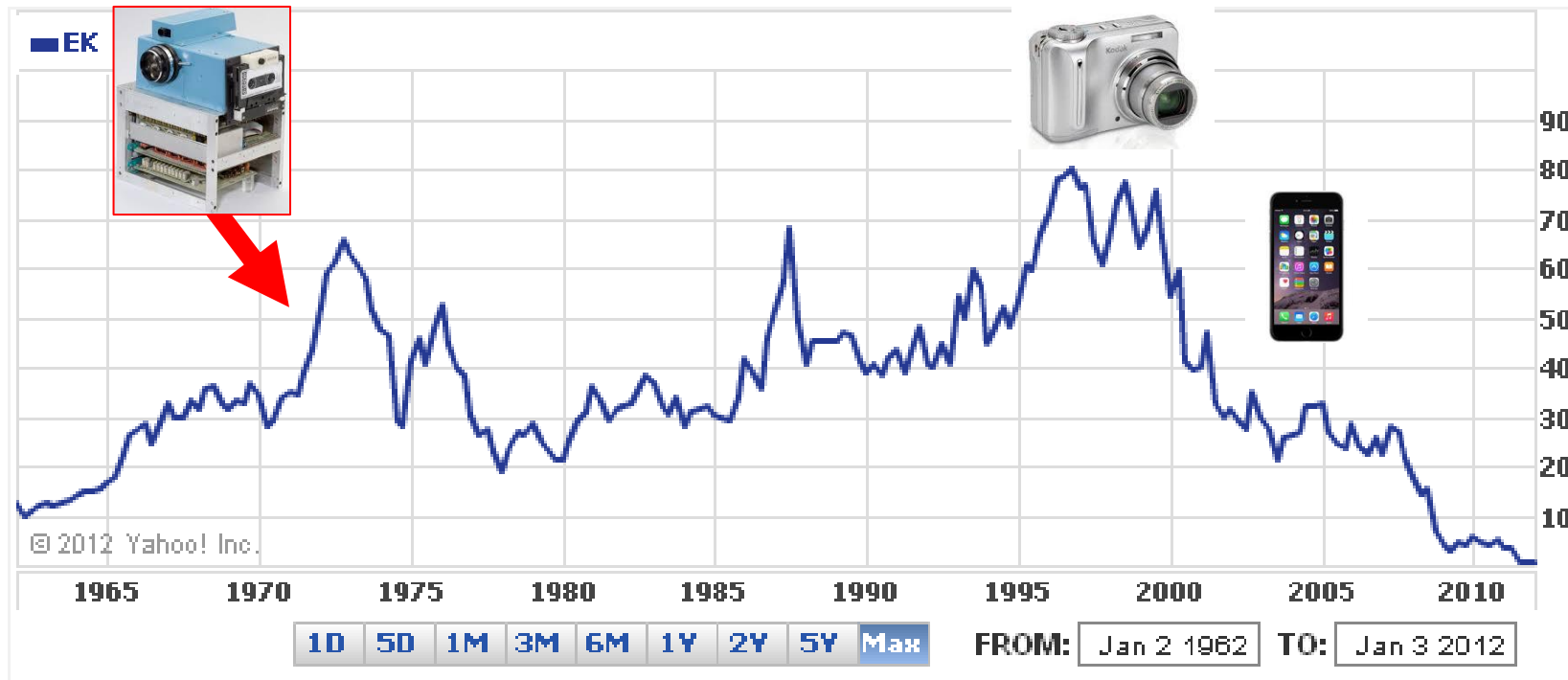
# Disruptive Innovation



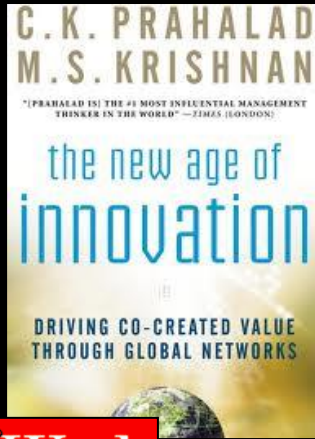
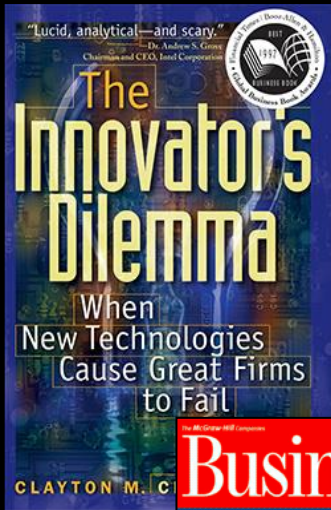
# Kodak's Disruptive Innovation Strategy



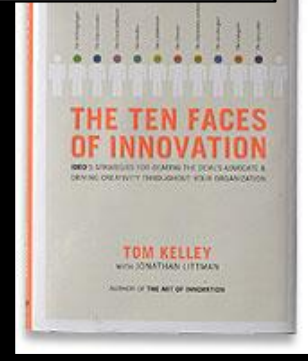
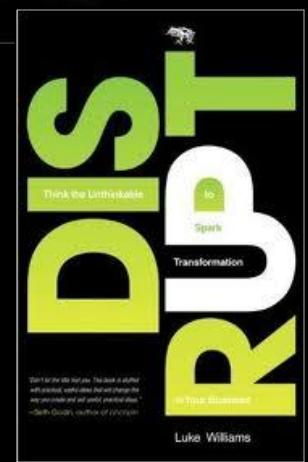
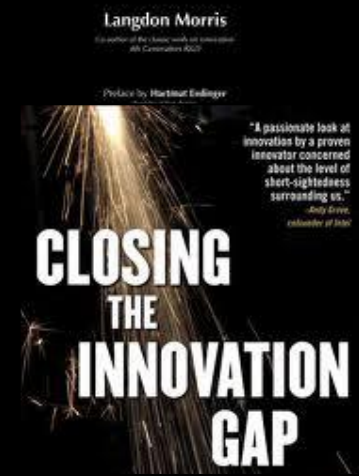
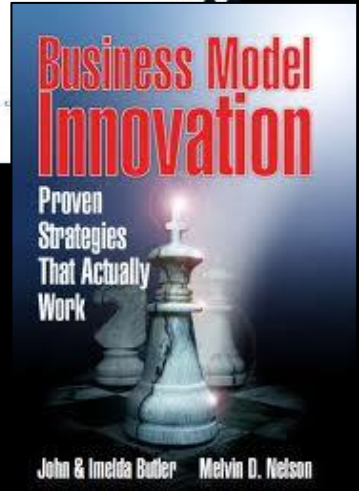
# Kodak's Recipe for Being Disrupted



1. Ignore technology
2. Wait to respond
3. Place a single big bet



PERMANENT INNOVATION!

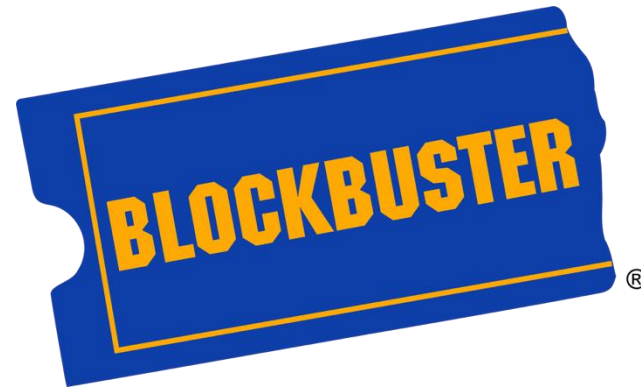


# Famous Innovations

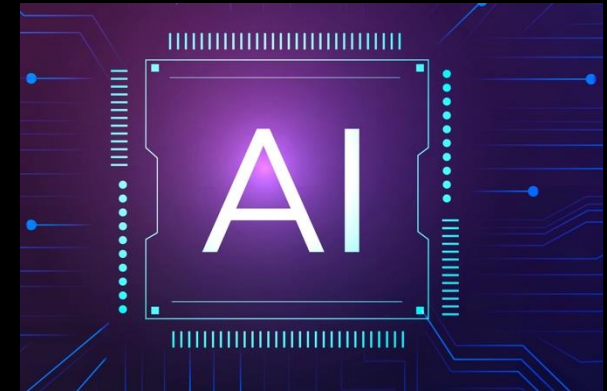


# Casualties of Disruptive Innovation

**BORDERS.**

The logo for Borders, featuring the word "BORDERS." in a bold, black, sans-serif font with a registered trademark symbol. A thick red horizontal line is positioned directly beneath the text.

# Disruptors



Strategy #1

**Find Your Curve**

The  
Economist

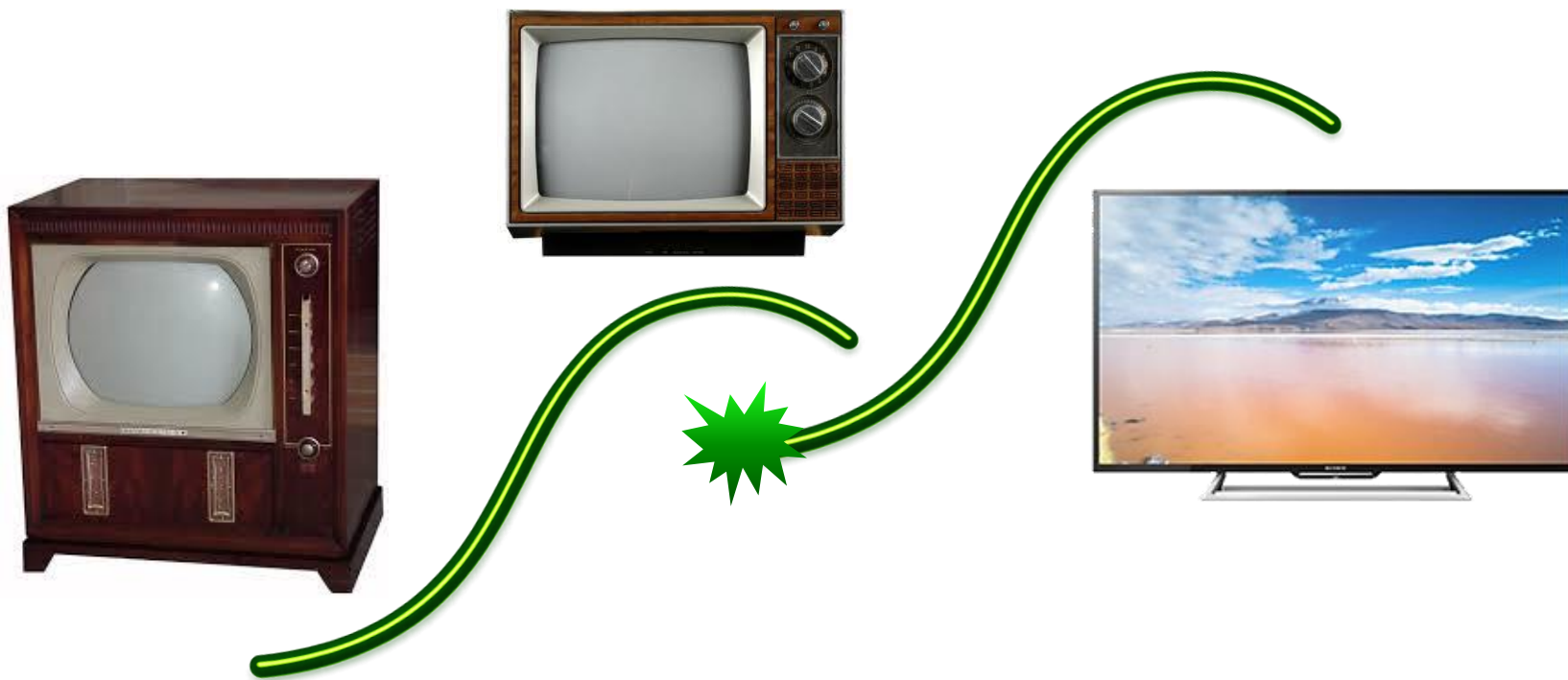


# Innovation during covid-19





# Value Curves

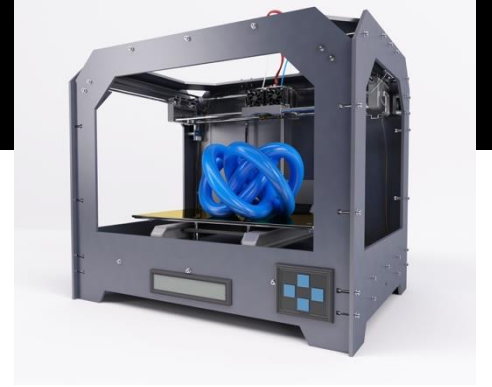


# Value Curves

Office 365  
Office when and where you need it  
Work anywhere, anytime, on any device. Office 365 is ready when you are.  
[See plans & pricing](#)



# Value Curves



# Innovation Strategy

70%

20%

10%



New Products

New Services

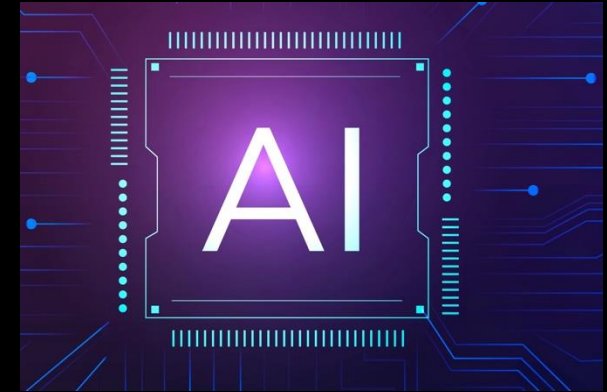
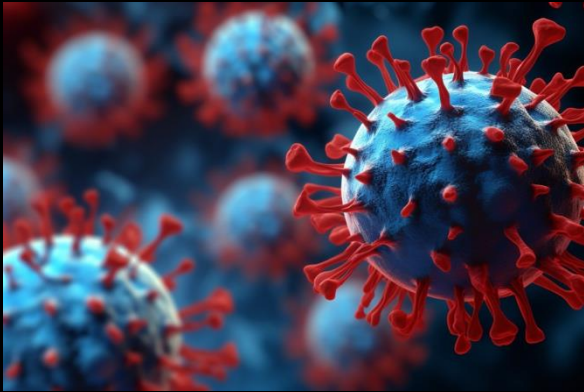
New Processes

New Customer Experiences

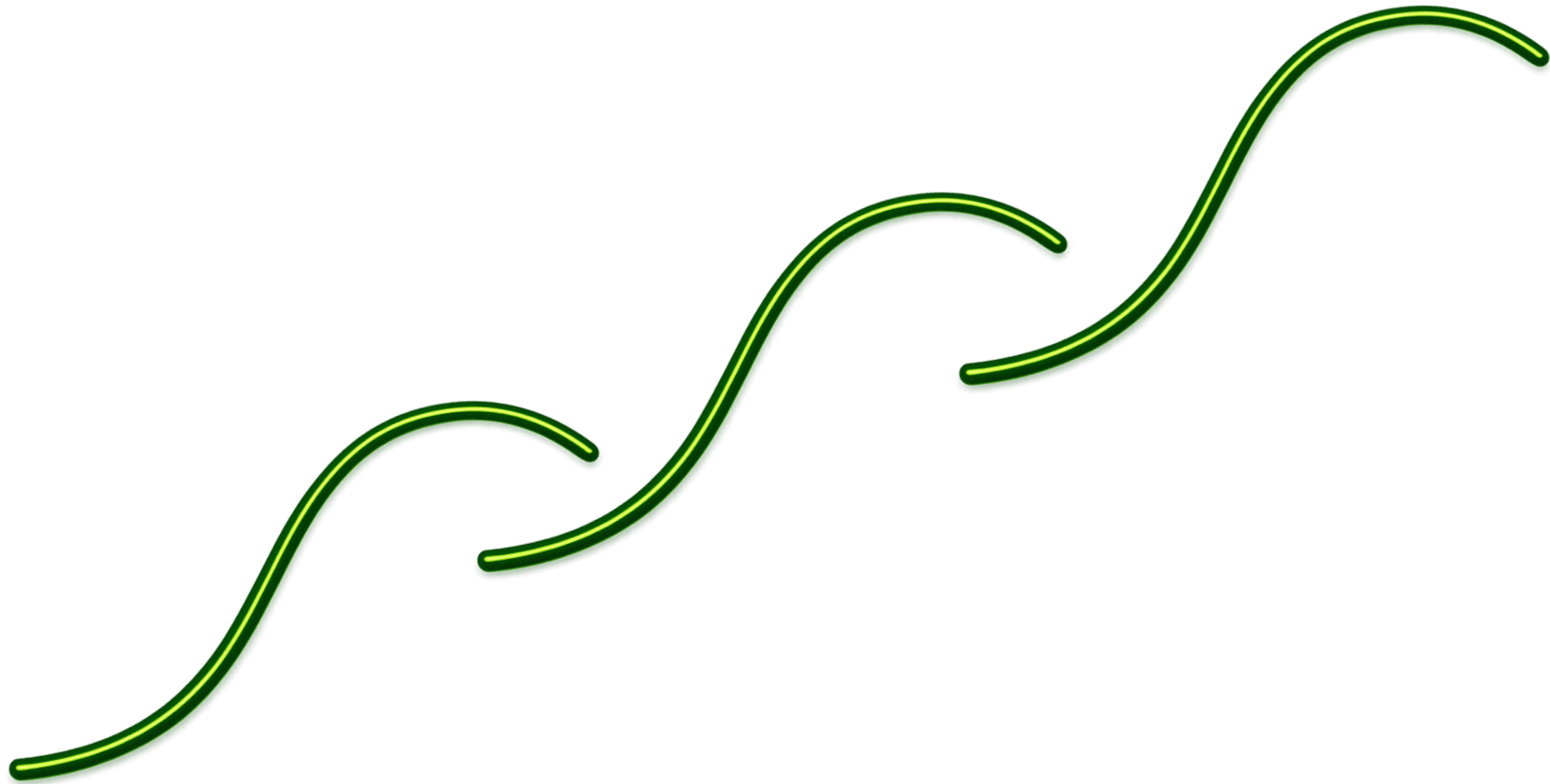
New Supply Chain Strategies

New Business Models

# What disruptions are having the biggest impact?



# What are your most critical value curves?



1



SOREN KAPLAN

## LEAPFROGGING DISRUPTION

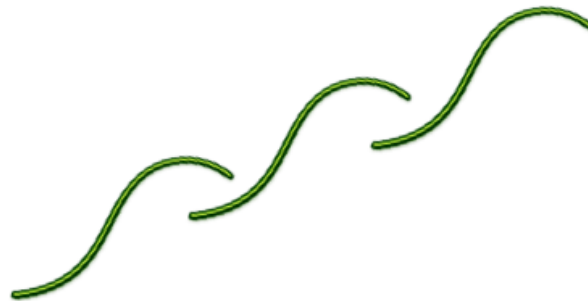
Ford Supplier Summit Discussion Guide

### STRATEGY #1: FIND YOUR CURVE

Where is your innovation focused today?

| Incremental | Evolutionary | Disruptive |
|-------------|--------------|------------|
| ___ %       | ___ %        | ___ %      |

What are your most critical Value Curves?



Strategy #2

**Leapfrog**

# 2



## STRATEGY #2: LEAPFROG

How can you apply these strategies to your own organization, and your relationship with Ford?

| Leapfrogging Strategies                    | Insights & Ideas |
|--|------------------|
| 1. Innovate for your customer's customer   |                  |
| 2. Co-create your customer's breakthrough  |                  |
| 3. Drive the trend before it drives you    |                  |
| 4. Deliver the outcome, not just a product |                  |
| 5. Unlock value, together                  |                  |

## STRATEGY #3: INNOVATE CULTURE

How can you apply these strategies to your own organization, and your relationship with Ford?

| Leapfrogging Strategies                  | Insights & Ideas |
|--|------------------|
| 1. Define Innovation with your customers |                  |
| 2. Make it safe to challenge assumptions |                  |
| 3. Measure what moves the customer       |                  |
| 4. Give "worthless" rewards              |                  |
| 5. Grow people to grow momentum          |                  |

Download this presentation & other resources:



Thank you!

Soren Kaplan  
skaplan@innovation-point.com

© InnovationPoint LLC

# Leapfrog



Uncover and overcome  
constraining assumptions to create  
new value for those you serve



Aptar 





The Aptar logo is displayed in a white rectangular box. It features the word "Aptar" in a dark grey, sans-serif font, followed by a green icon consisting of two overlapping triangles forming a stylized arrow pointing to the right.

Aptar

# The Power of a Flow Control Valve







Till the very  
**LAST DROP!**





Sour Cream  
category

13%



70%



# Aptar Closures Named Supplier of the Year for Daisy Brand Sour Cream

29  
Jun  
2022

Following the same prestigious recognition in 2017, Aptar Closures has been recognized by the iconic brand of Daisy Sour Cream as its 2021 Supplier of the Year.

Share [in](#) [X](#) [f](#) [@](#)





**NEW**

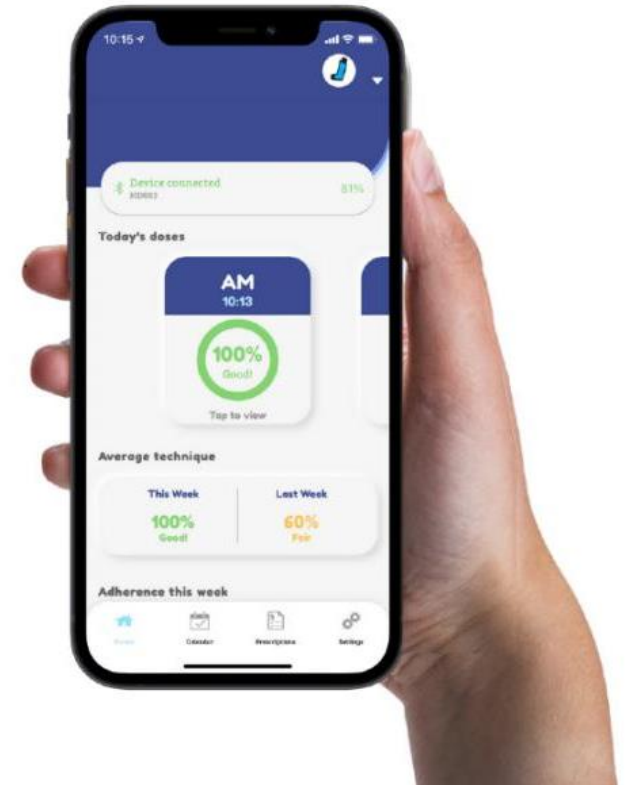
**THERAFLU**

**Ultra Fine Mist**

**2X Shorter Nozzle\***

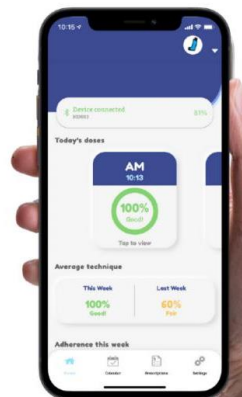
**One Thumb Press**

\*vs the leading oxymetazoline nasal mist





- Co-design & co-develop products
- Co-navigate the FDA
- Co-engineer the consumer experience
- Drives their customer's differentiation



# HALEON

Winning

together

Supplier Excellence Awards 2026

March 2026



# Leapfrogging Lessons



1. Innovate for your customer's customer
2. Co-create your customer's breakthrough

# NUCOR®





Electric Arc Furnace



Mini mill network



**ECONIQ™**  
NET-ZERO STEEL

## ECONIQ™ OFFERINGS



Econiq™ NZ is the world's first net-zero carbon steel at scale, certified for Scopes 1 and 2, with the option of Scope 3.

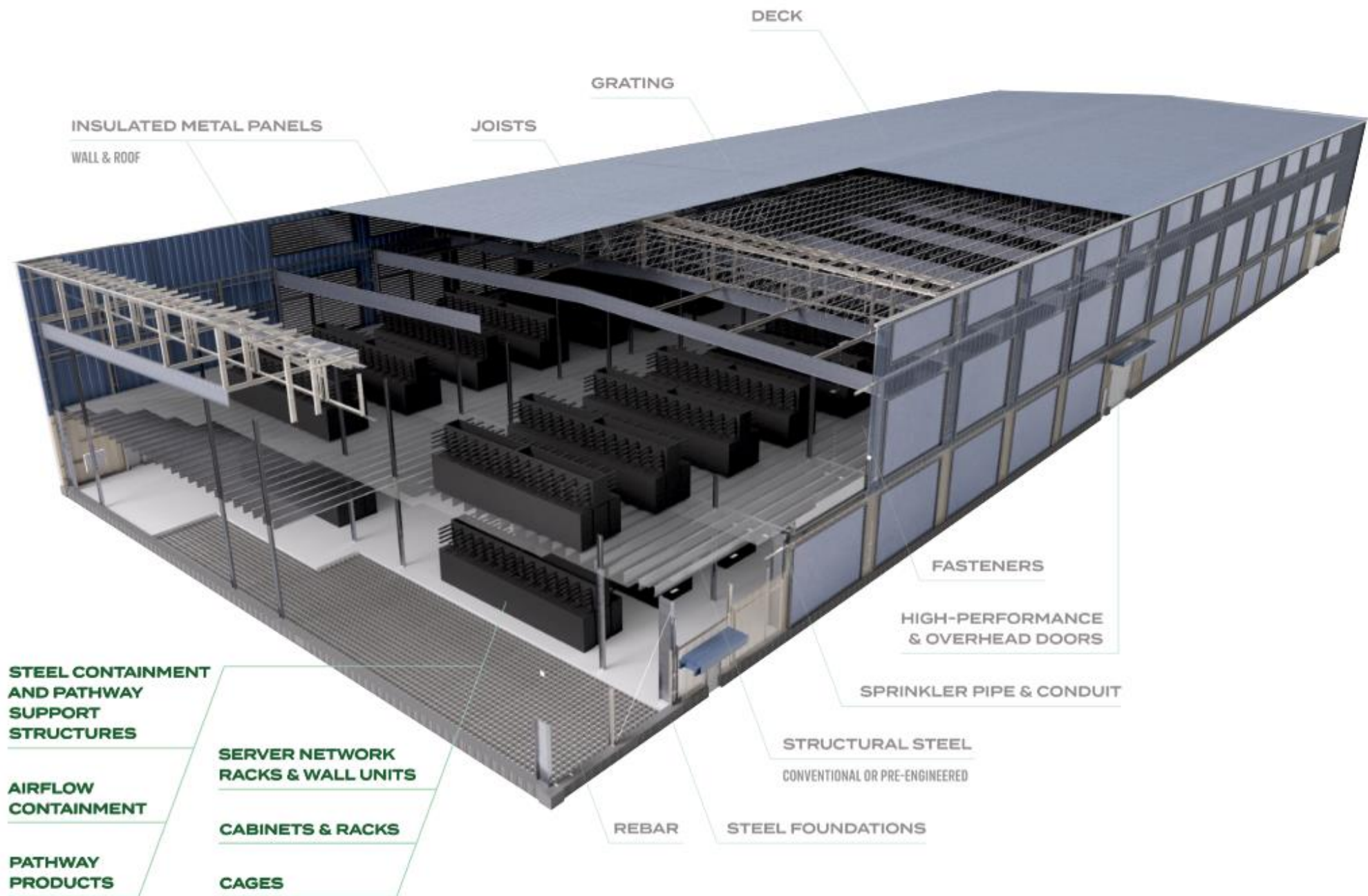


Econiq™ RE certifies that your steel or steel products were made with 100% emission-free and/or renewable electricity.

# BUILDING THE DIGITAL FUTURE

PRODUCTS

INSTALLATION



# FAST COMPANY



**Most Innovative  
Companies 2024**

# Leapfrogging Lessons



1. Drive the trend before it drives you





**NX HORIZON**

YH-1-426339-07 2534

200002

30M47550

Spain



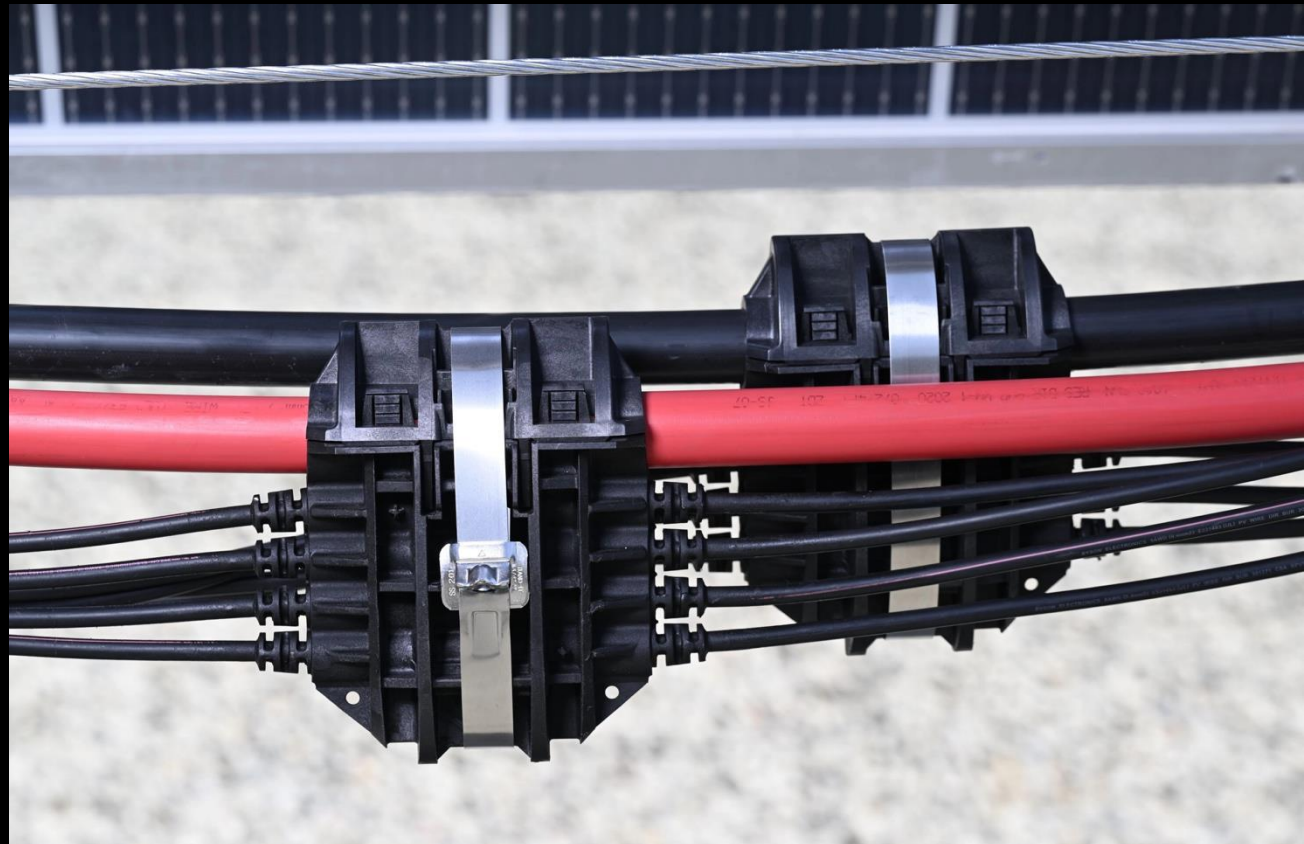
# Saudi Arabia















 **NEXT  
POWER™**

02-47  
U.S. Patent No. 12,375,696



## Flexible Design & Engineering

By integrating established in-house and third-party design tools, NX One provides flexibility and accuracy in project design, precision yield, and revenue modeling.



## Transparent Logistics

Track component shipments in real time, adapt delivery schedules, and access all project documentation through a single source, eliminating information gaps and reducing delays.



## Schedule Certainty

Intuitive visual tools give stakeholders transparent visibility into commissioning progress across projects and site zones – making it easy to log milestones, stay aligned, and keep schedules on track.



## Operations & Service Oversight

NX One delivers a connected view of live KPIs and performance analytics at the portfolio and site level, with TrueCapture® integration and built-in service ticketing to simplify ongoing O&M.



Latest news

ACP Annual Report | 2025

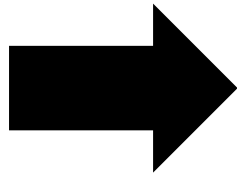
CLEANPOWER is almost here!

ACP Announces 2026 Board of Directors

Analysis: Cost of No New Clean Power in PJM

# Clean Power Grew U.S. Economy by \$150B and Supported 1.4M Jobs in 2025

"America's clean power industry is delivering the energy the economy needs to thrive," said ACP CEO Jason Grumet. "As our 2025 Annual Market Report demonstrates, we are not only meeting growing electricity demand — we are building an energy future that is made in America, benefits local communities, and powers our global competitiveness."



## We unite the power of the clean energy industry.

The American clean power sector is providing reliable, affordable, and clean domestic energy while creating jobs, spurring investment, and driving innovation.



The American Clean Power Association (ACP) is the leading voice of today's multi-tech clean energy industry, representing energy storage, wind, utility-scale solar, clean hydrogen, and transmission companies. ACP is committed to meeting America's energy and national security goals and building our economy with fast-growing, low-cost, and reliable domestic power.



### Leverage

our larger geographic and economic footprint.



### Include

all sectors, business models, and aspects of the clean energy value chain.



### Respond

to the external environment quickly.



### Integrate

501(c)(3), (c)(4) and (c)(6) for maximum impact.



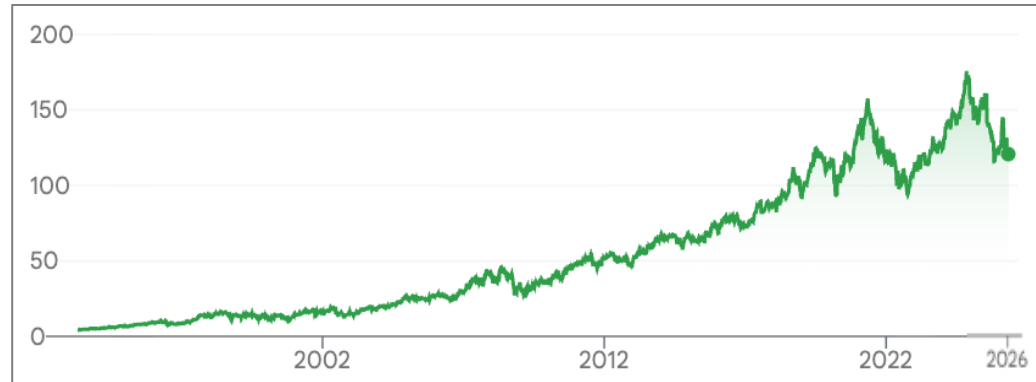
**October 2025**  
**7,000 suppliers across 45 countries**

# Leapfrogging Lessons

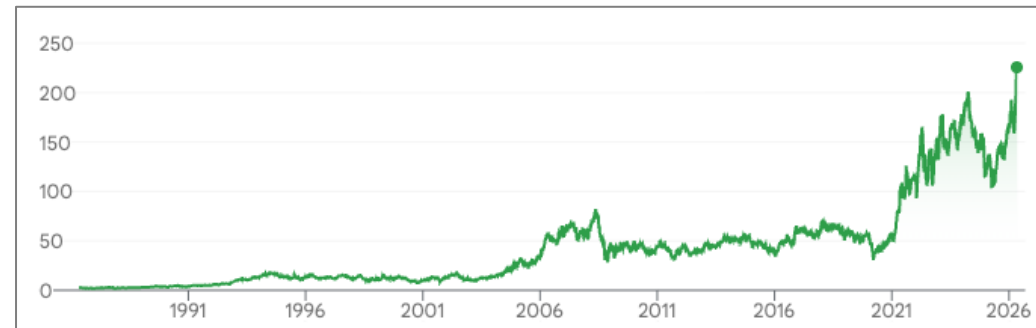


1. Deliver the outcome, not just a product

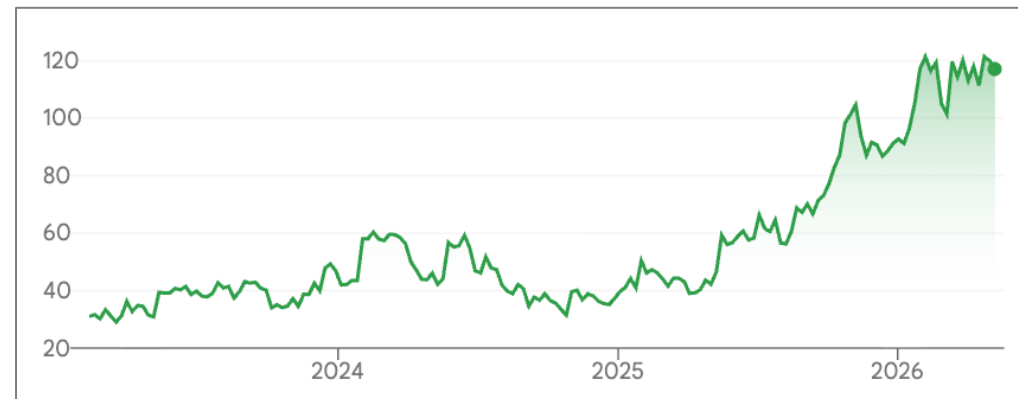
# Aptar



# NUCOR<sup>®</sup>



# NEXTPOWER<sup>™</sup>



# Leapfrog



1. Innovate for your customer's customer (Aptar)
2. Co-create your customer's breakthrough (Aptar)
3. Drive the trend before it drives you (Nucor)
4. Deliver the outcome, not just a product (Nextpower)
5. Unlock value, together (All)

# 2

## STRATEGY #2: LEAPFROG

How can you apply these strategies to your own organization, and your relationship with Ford?

| Leapfrogging Strategies                    | Insights & Ideas |
|--|------------------|
| 1. Innovate for your customer's customer   |                  |
| 2. Co-create your customer's breakthrough  |                  |
| 3. Drive the trend before it drives you    |                  |
| 4. Deliver the outcome, not just a product |                  |
| 5. Unlock value, together                  |                  |

## STRATEGY #3: INNOVATE CULTURE

How can you apply these strategies to your own organization, and your relationship with Ford?

| Leapfrogging Strategies                  | Insights & Ideas |
|--|------------------|
| 1. Define Innovation with your customers |                  |
| 2. Make it safe to challenge assumptions |                  |
| 3. Measure what moves the customer       |                  |
| 4. Give "worthless" rewards              |                  |
| 5. Grow people to grow momentum          |                  |

Download this presentation & other resources:



Thank you!

Soren Kaplan  
skaplan@innovation-point.com

© InnovationPoint LLC

Strategy #3

**Innovate Culture**

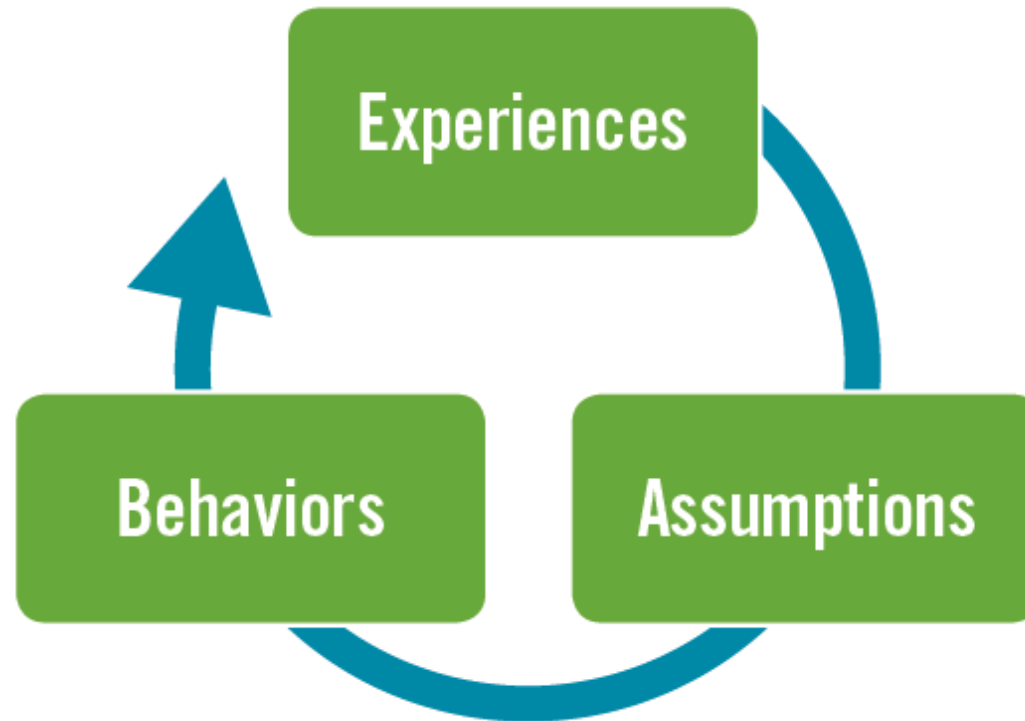
**Innovation** = Top 5 Business Priority

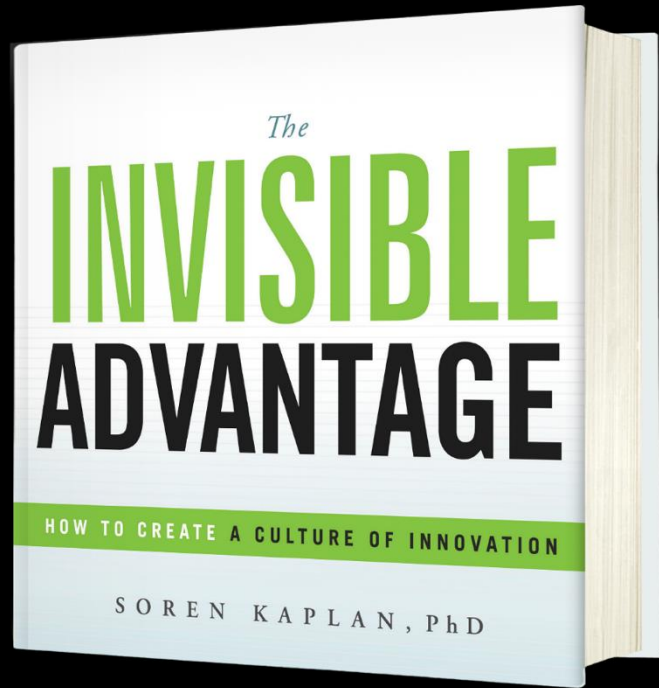
**Culture** = #1 Innovation Priority





# Culture Cycle





- Competitive advantage is **TEMPORARY**
- **CULTURE** is today's only advantage
- Every organization culture is **UNIQUE**

# Innovation Culture Killers

1. We don't have time to innovate.
2. That's the way we've always done it.
3. The customer doesn't want that.
4. We tried that before (10 years ago) and it failed.
5. We can't do anything until we have more data.

Strategy #3

## Innovate Culture

---

**1. Define innovation  
with your customers**

# Define Innovation (with your customers)

70%

20%

10%



New Products

New Services

New Processes

New Customer  
Experiences

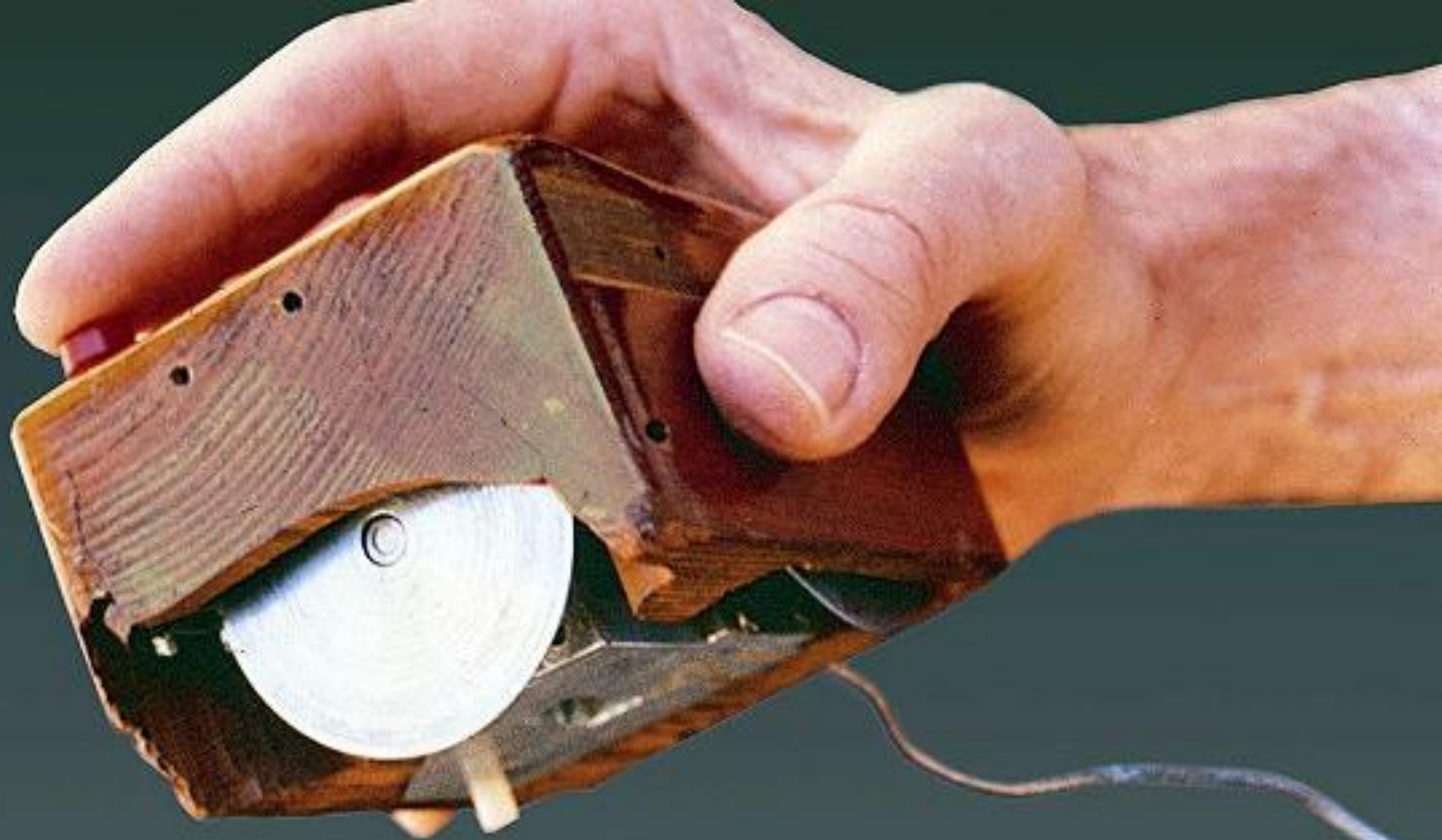
New Supply  
Chain Strategies

New Business  
Models

Strategy #3  
**Innovate Culture**

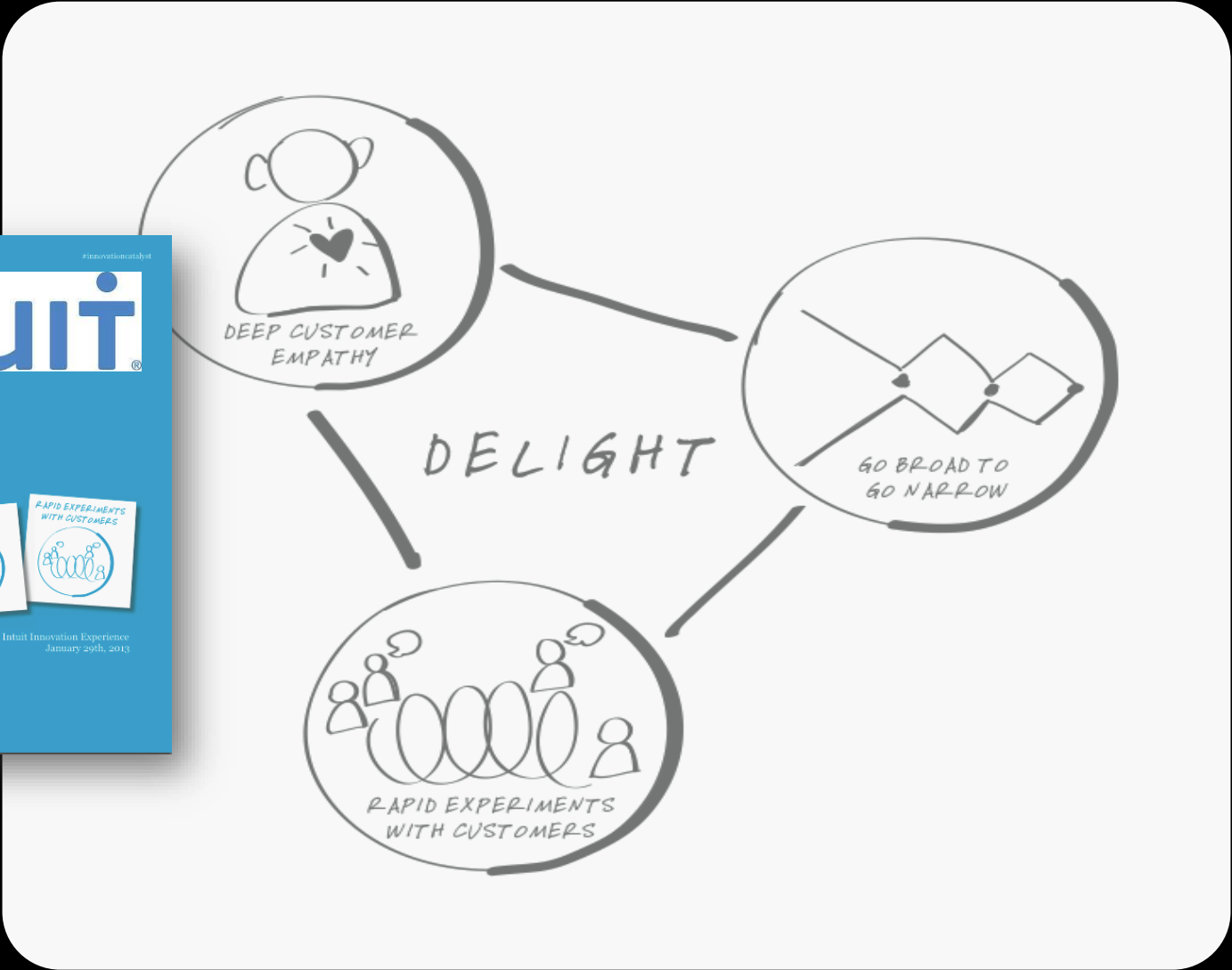
---

**2. Make it safe to  
challenge assumptions**



# Innovation Wall of Fame





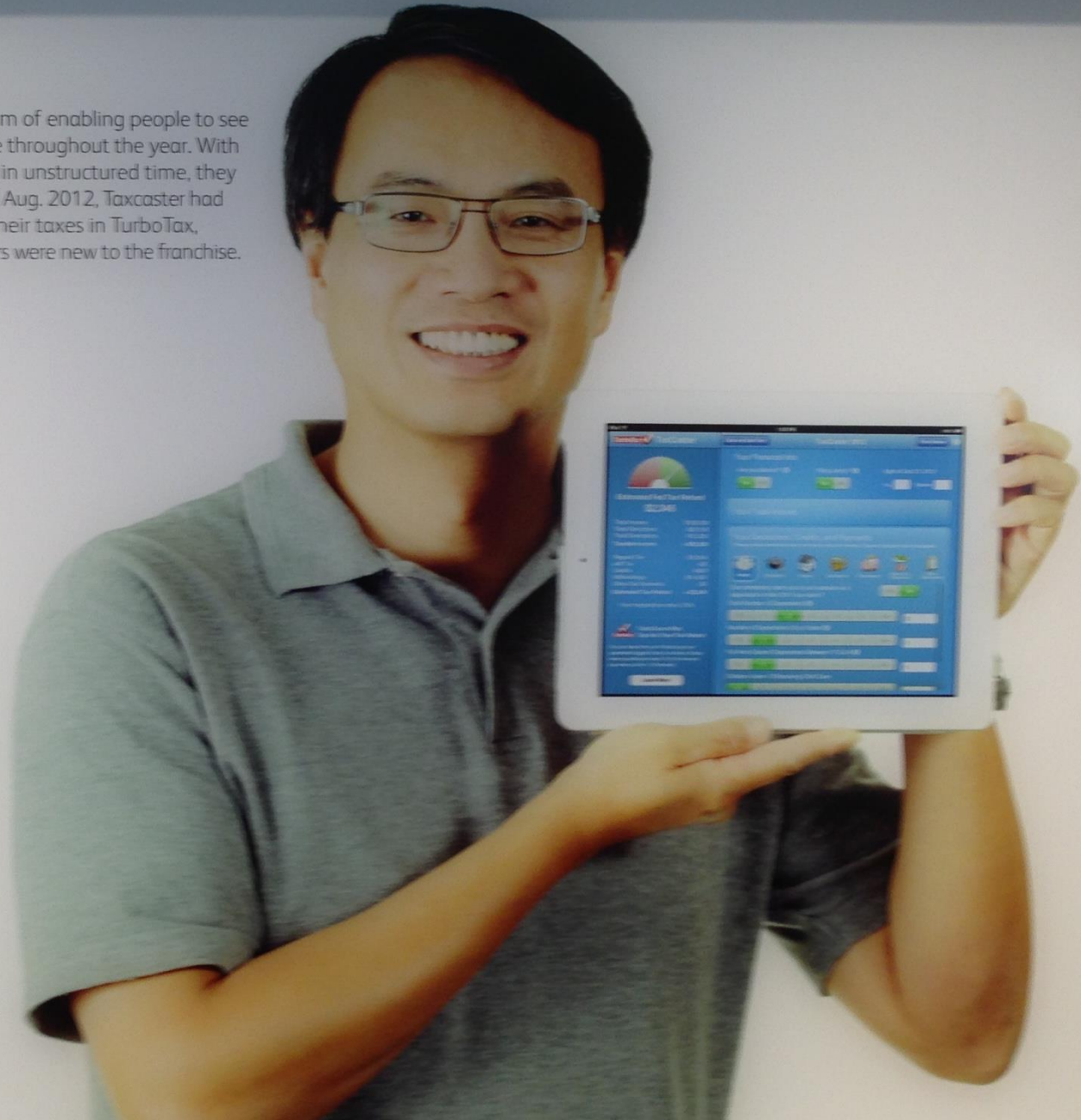
2012 Scott Cook Innovation Award Winner

# Taxcaster

**Jay Yu**

Consumer Group, San Diego

At an idea jam in 2008, Jay led a small team to look at the problem of enabling people to see how their taxes would be affected by various decisions they made throughout the year. With the help of dozens of volunteers and working almost exclusively in unstructured time, they grew the idea into a solution for the Web and mobile devices. As of Aug. 2012, Taxcaster had 2.5 million visitors – 25 percent of whom went on to complete their taxes in TurboTax, generating \$30 million in revenue. And best of all, half of those filers were new to the franchise.



2012 Scott Cook Innovation Award Winner

## Immersive College Recruiting

**Samantha Apostolou, Chris Hylan and Arun Muthukumaran**

Human Resources, San Diego; Payment Solutions Division, Woodland Hills and Mountain View

Recruiting top students from top universities is incredibly competitive. Stepping up to the challenge as an Intuit leader, Chris Hylan chose to target the Claremont colleges, despite other companies having a head start on us. He worked with this team to let students experience our innovative culture through idea jams focused on promoting GoPayment on social networks. Intuit hired 13 participating students as interns, ultimately converting two of them to full-time employees. It's a win-win: students can make more informed career decisions, and Intuit can make hiring decisions based on actual work. The program has now become a standard part of university recruiting.



# TechKnow Bar

Have You Restarted Your Computer?

- Fun fact: Restarting your computer solves 80% of issues.
- Computer running slow? Restarting your computer clears the memory.
- Feeling like you're up to date? Restarting your computer ensures updates get installed.





Annual “best failed idea” award

---

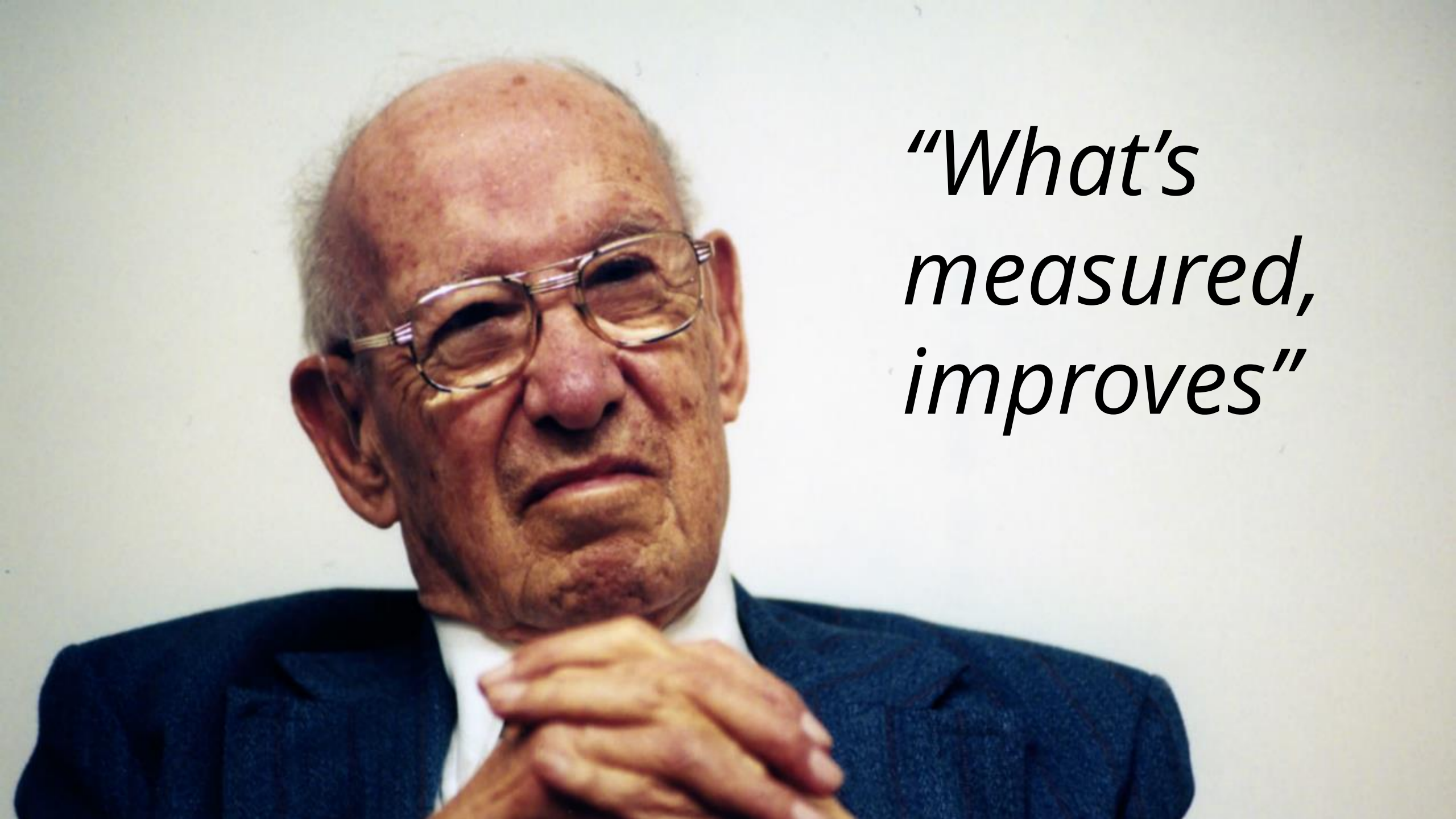


Failure parties

Strategy #3  
**Innovate Culture**

---

**3. Measure what  
moves the customer**



*“What’s  
measured,  
improves”*

The NUCOR logo is displayed in a white rectangular box. The word "NUCOR" is written in a bold, green, sans-serif font with a registered trademark symbol (®) to the upper right of the letter "R".

**NUCOR®**

**On time delivery**

---

The NEXTPOWER logo is displayed in a rectangular box with a gradient background transitioning from orange on the left to purple on the right. The word "NEXTPOWER" is written in a white, sans-serif font, preceded by a white circular icon containing a stylized 'X' or cross symbol.

**NEXTPOWER**

**Frictionless installation**

Strategy #3  
**Innovate Culture**

---

**4. Give “worthless” rewards**







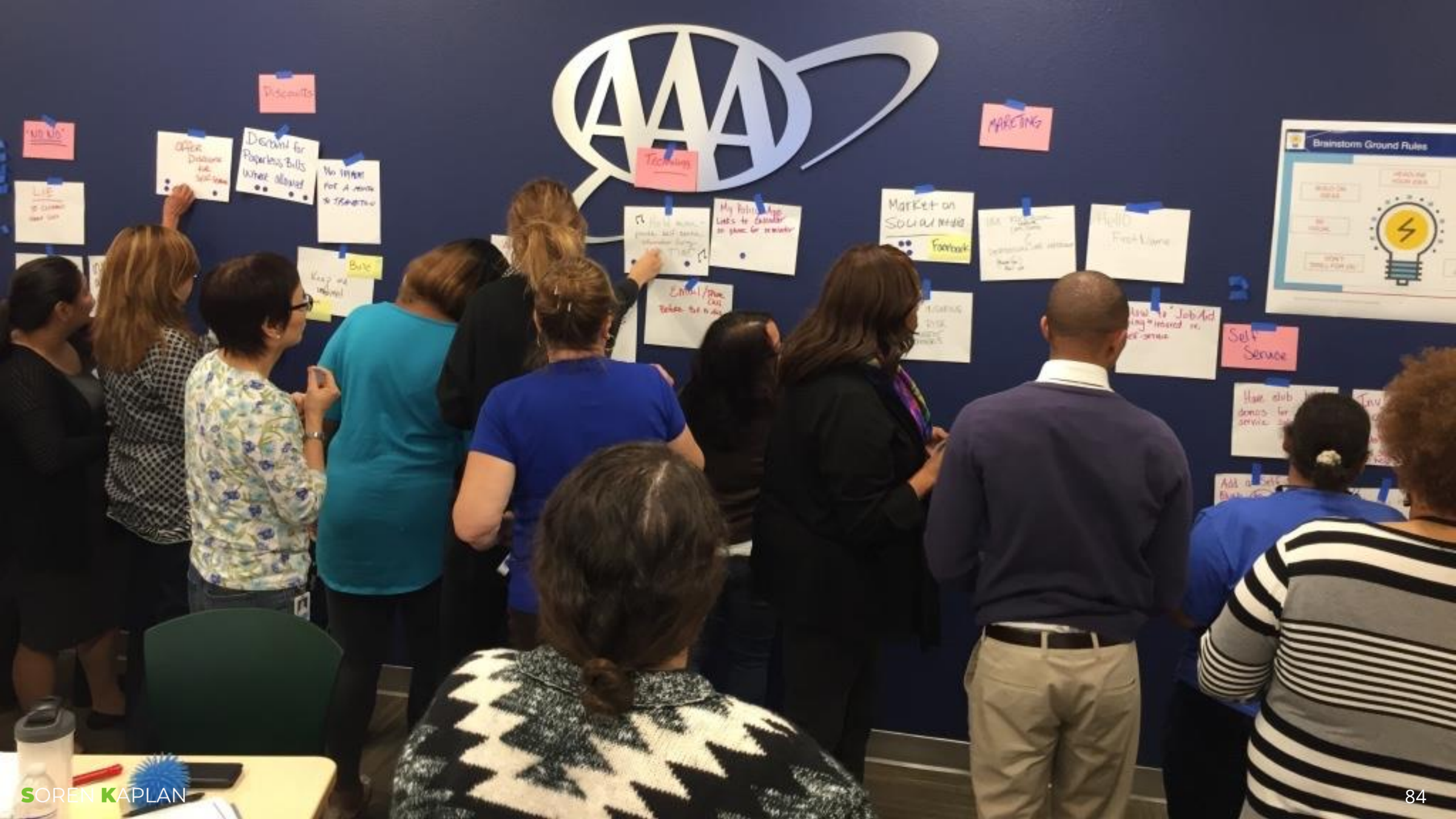
Spacesaver®



Strategy #3  
**Innovate Culture**

---

**5. Grow people to  
grow momentum**



NO NO

Discounts

offer Discounts for...

Discount for Paperless Bills when allowed

No impact for a month to transition

Technology

MARKETING

Market on Social Media

Footprint

Multi-Faceted



My Phone App Links to Calendar to show for reminders

Email/Phone Call before set in place

How to Job/Ad using insured vs self-service

Self-Service

Have club domains for service





- 2x more motivated to work for employer
- 1.7x more likely to proactively build new skills

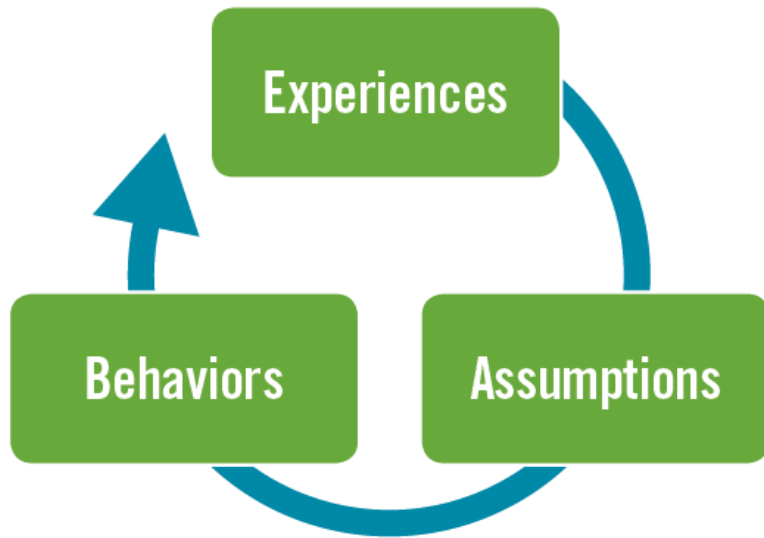
**Forbes**

**MOST TRUSTED  
COMPANIES**

IN AMERICA

**2026**

# Every Partnership Also Has a Culture



1. Define Innovation with your customers
2. Make it safe to challenge assumptions
3. Measure what moves the customer
4. Give “worthless” rewards
5. Grow people to grow momentum



SOREN KAPLAN

## LEAPFROGGING DISRUPTION

Ford Supplier Summit Discussion Guide

---

**STRATEGY #1: FIND YOUR CURVE**

Where is your innovation focused today?

| Incremental | Evolutionary | Disruptive |
|-------------|--------------|------------|
| ___%        | ___%         | ___%       |

What are your most critical Value Curves?



# Roundtable Topic #1

Which Value Curves and Leapfrogging Strategies are most critical for your own business — and what opportunity do you see to apply them with Ford?

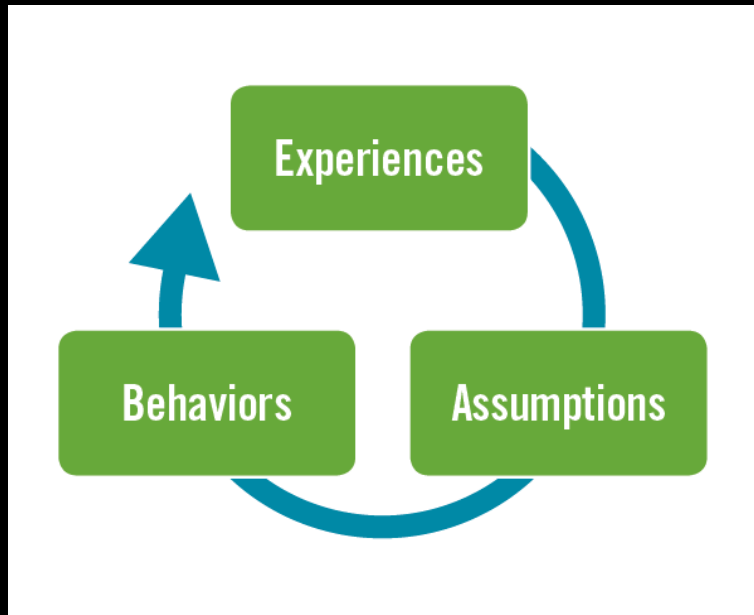
**STRATEGY #2: LEAPFROG**

How can you apply these strategies to your own organization, and your relationship with Ford?

| Leapfrogging Strategies                    | Insights & Ideas |
|--|------------------|
| 1. Innovate for your customer's customer   |                  |
| 2. Co-create your customer's breakthrough  |                  |
| 3. Drive the trend before it drives you    |                  |
| 4. Deliver the outcome, not just a product |                  |
| 5. Unlock value, together                  |                  |

- 10 minutes
- Be prepared to share (optional but rewarded!)

# Roundtable Discussion #2



1. Define Innovation with your customers
2. Make it safe to challenge assumptions
3. Measure what moves the customer
4. Give “worthless” rewards
5. Grow people to grow momentum

**S**OREN **K**KAPLAN

**Thank You**



downloads

**Skaplan@innovation-point.com**

