

Be Cheap!

New Directions for Radical Innovation

Gerry George, Imperial College London

EUSPRI

Milan, 2012



JUST DO IT.



But I can't.



15,000,000 square kilometres of trash forms 'The Garbage Island' in the Pacific

2/3 of the **111 million**
children not in school are girls

1,700,000,000

people lack access to clean water

As of 2004 there were

25,000,000 internally
displaced persons in at least **49**
countries

More than

2,200,000 people
die from preventable water
diseases

Three gorges Dam Project
in china will resettle more

than **1,200,000**
people

On any given night in the United States, at least

700,000

people are without shelter

By 2030
the avg.
number of
elderly will
increase
by **500**
Million

4,000,000 people lost their homes

Of the world's refugees
49% are female
and

47% are children
(under 18)

Grand Challenge Thinking

How Individuals, Societies, and Companies can radically transform who they are and what they do through low cost innovation

Bentley

Ego Laptop



Implausible

One laptop per child

Grand challenge thinking



Be Radical

Ask Why

Inspire with purpose

Rethink goals and process

Design a new system

Transform action and lives

Rethinking the Object

Repurposing the nature of why we do what we do and how we do it



Brita

Water Filter



Functionality

Lifestraw

Rethinking the object

Rethink the Object

Change the concept

Product Positioning

Disruptive Perceptions

Functionality in Design

Change the Interface Experience

Lifecycle Cost Thinking

Evaluate more than just product or service cost

Paul Smith

Messenger



Transform

Freitag

Lifecycle Cost thinking



Lifecycle Cost

Recouping Costs

Business model design

Reuse materials

Create customer perceptions of value

Reduce overall product cost

Specialize for Scope

Scale is nice, but it is simply isn't enough



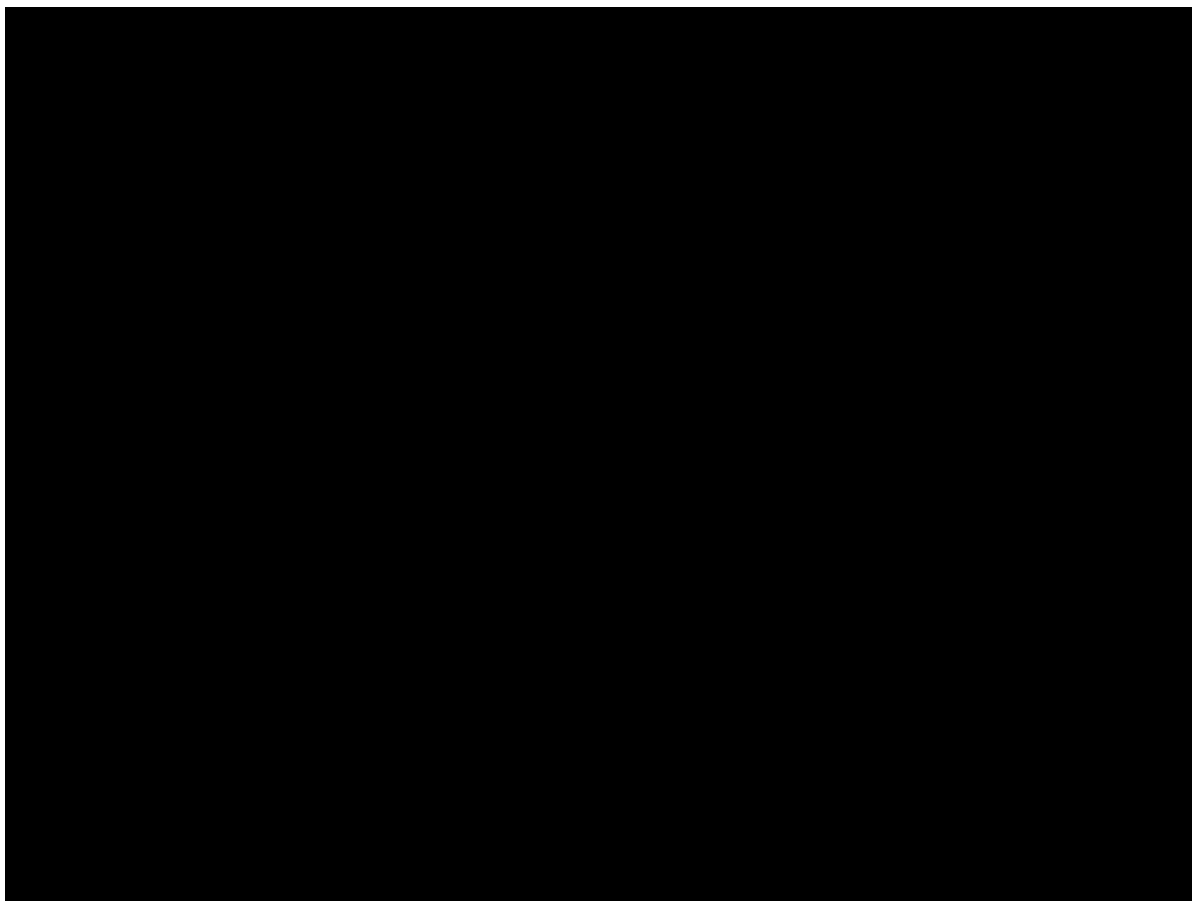
Factories **Cardboard**

Flexible

Vaspar

Specialize for scope





Specialize for Scope

Make Scope Efficient

Reduce cost through variety

Defray cost by batching

Enhanced choice and customer loyalty

Resource Bricolage

Create Value from Less

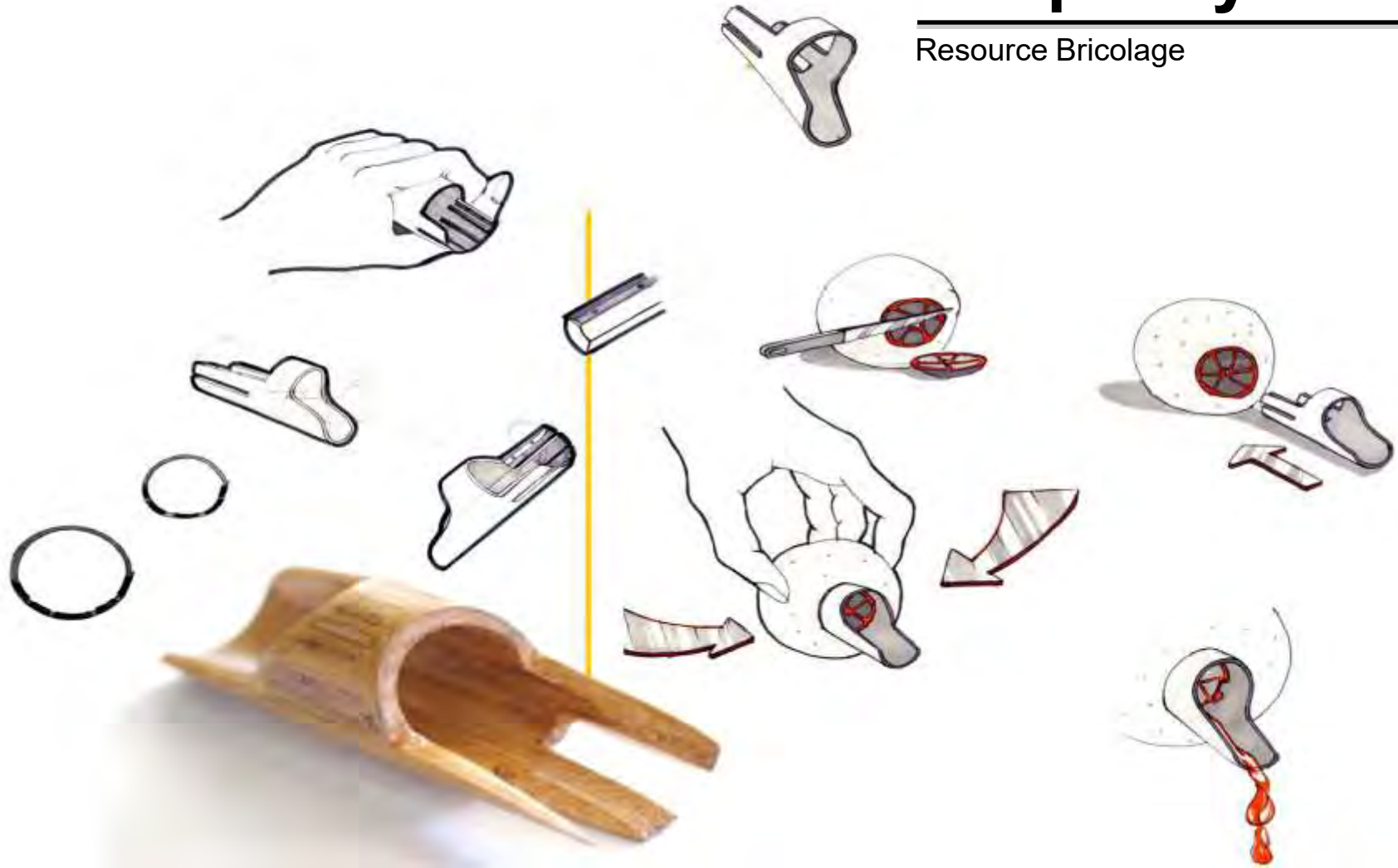
Juicy Salif Philippe Stark



Simplicity

Citrus

Resource Bricolage



Resource bricolage

Making 'useless' useful

Simple ideas for use

Envision new uses for materials

Reclaim used materials

Redefine the meaning of 'useless'

End Superfunctionality

Why adding more actually gets you less



Philips

Brilliance CT

Niche

GE Vscan

End of Superfuntionality



Deka

Prosthetic Arm





No Frills

Jaipur Foot

End of Superfuncionality

Superfunctionality

Reduce distraction

Strip away 'nice to haves'

Focus on the core user need

Create a niche that isn't a niche

Essentials for a large base

Innovate on the Cheap

Principles of Innovation

Grand Challenge Thinking

Rethinking the Object

Specialize for Scope

Lifecycle Cost Thinking


Resource Bricolage

End Superfunctionality

**What does this mean for
management theory?**

Journal of Management Studies 49:4 June 2012

doi: 10.1111/j.1467-6486.2012.01048.x



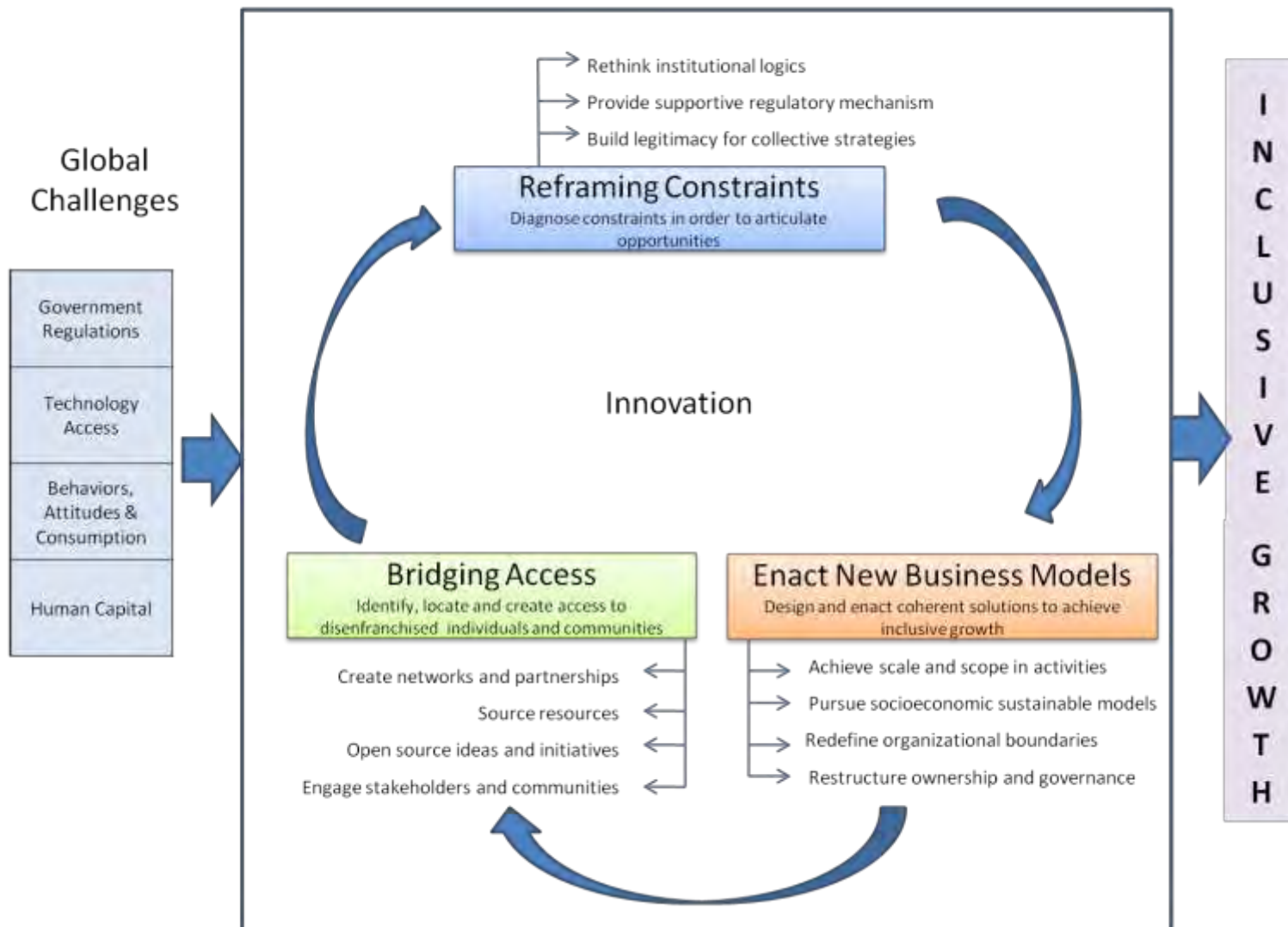
Innovation for Inclusive Growth: Towards a Theoretical Framework and a Research Agenda

Gerard George, Anita M. McGahan and Jaideep Prabhu

Imperial College London; University of Toronto; University of Cambridge

ABSTRACT Inclusive innovation, which we define as innovation that benefits the disenfranchised, is a process as well as a performance outcome. Consideration of inclusive

ENABLERS

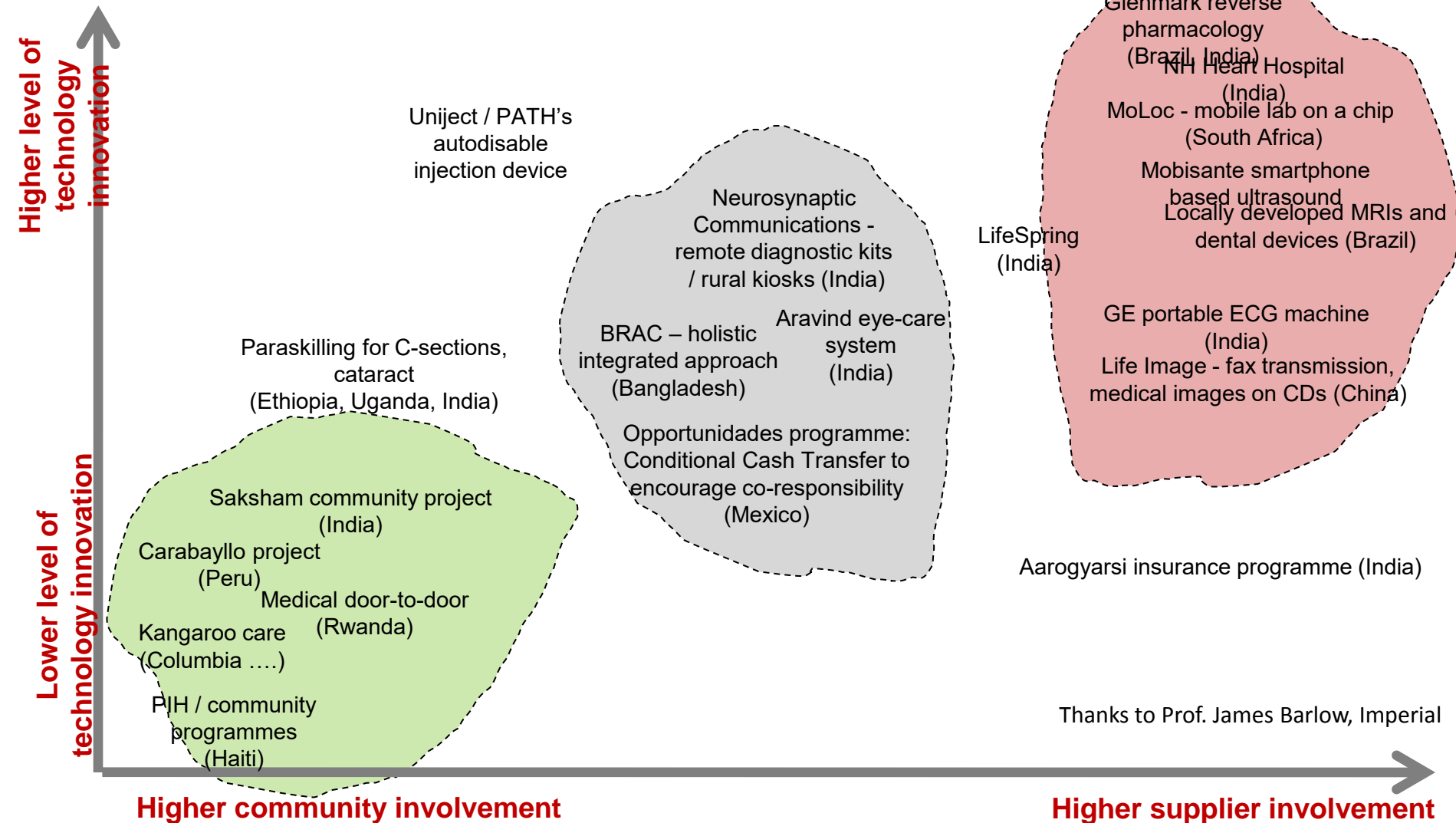


Theories with scope for expansion

- resource assembly, deployment
- governance and agency
- social and organizational networks
- transaction cost and org econ
- competition and strategy
- stakeholder engagement
- adoption of practices

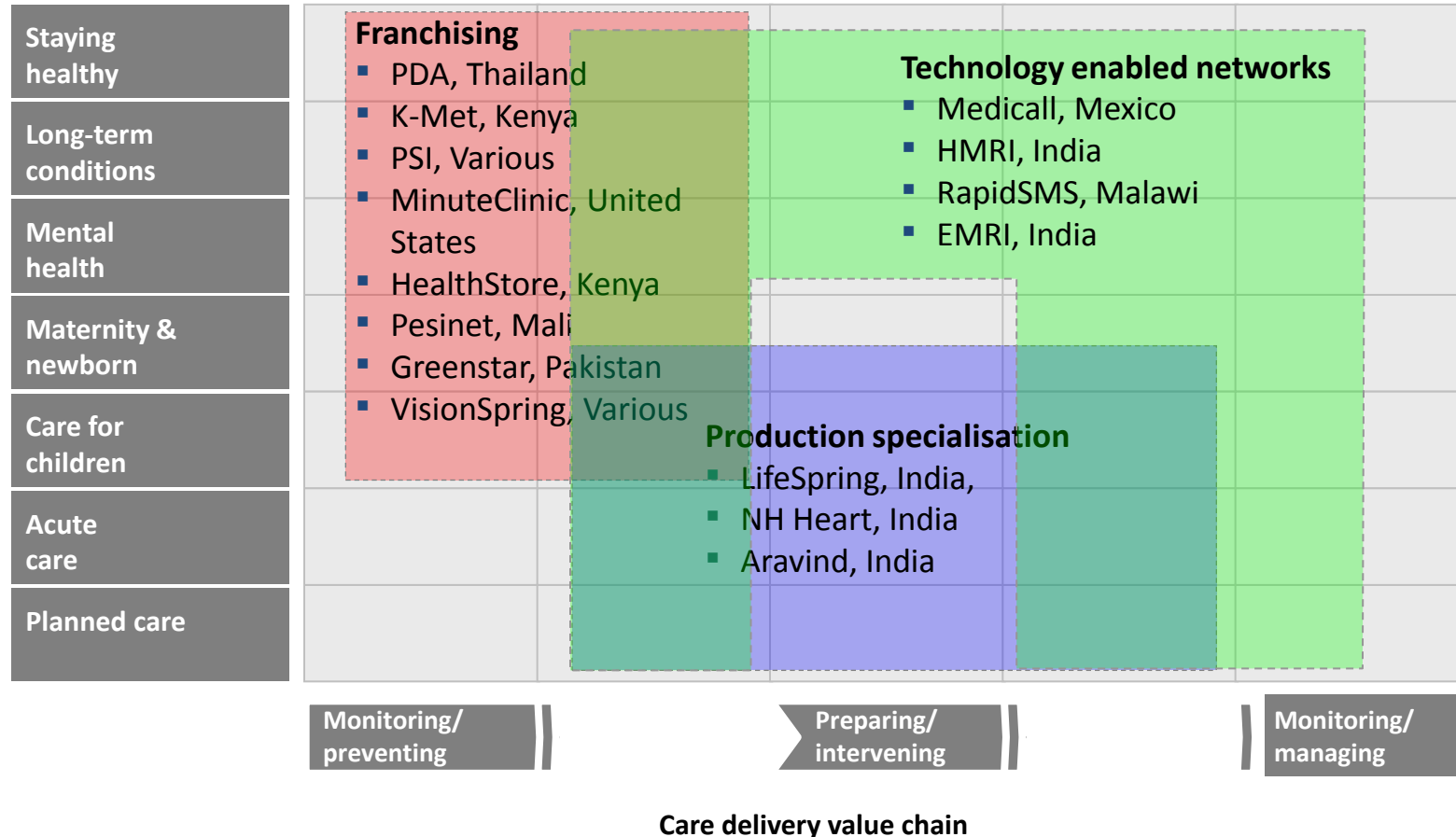
Can we have “radical”
innovation at low cost?

Classifying innovations in LMICs: type of innovation



Classifying innovations in LMICs: focus of innovation

Categories of care



SOURCE: adapted from Udayakumar (2010) / McKinsey / World Economic Forum Innovative Delivery Models project

Soil Transmitted Helminth Infections

“Worms”

Ascariasis, Trichuriasis, Hookworm

Lets treat this girl
with **ONE TABLET** of
albendazole at a cost
of just 2 US cents



Treating school children is easy



Onchocerciasis

(River Blindness)

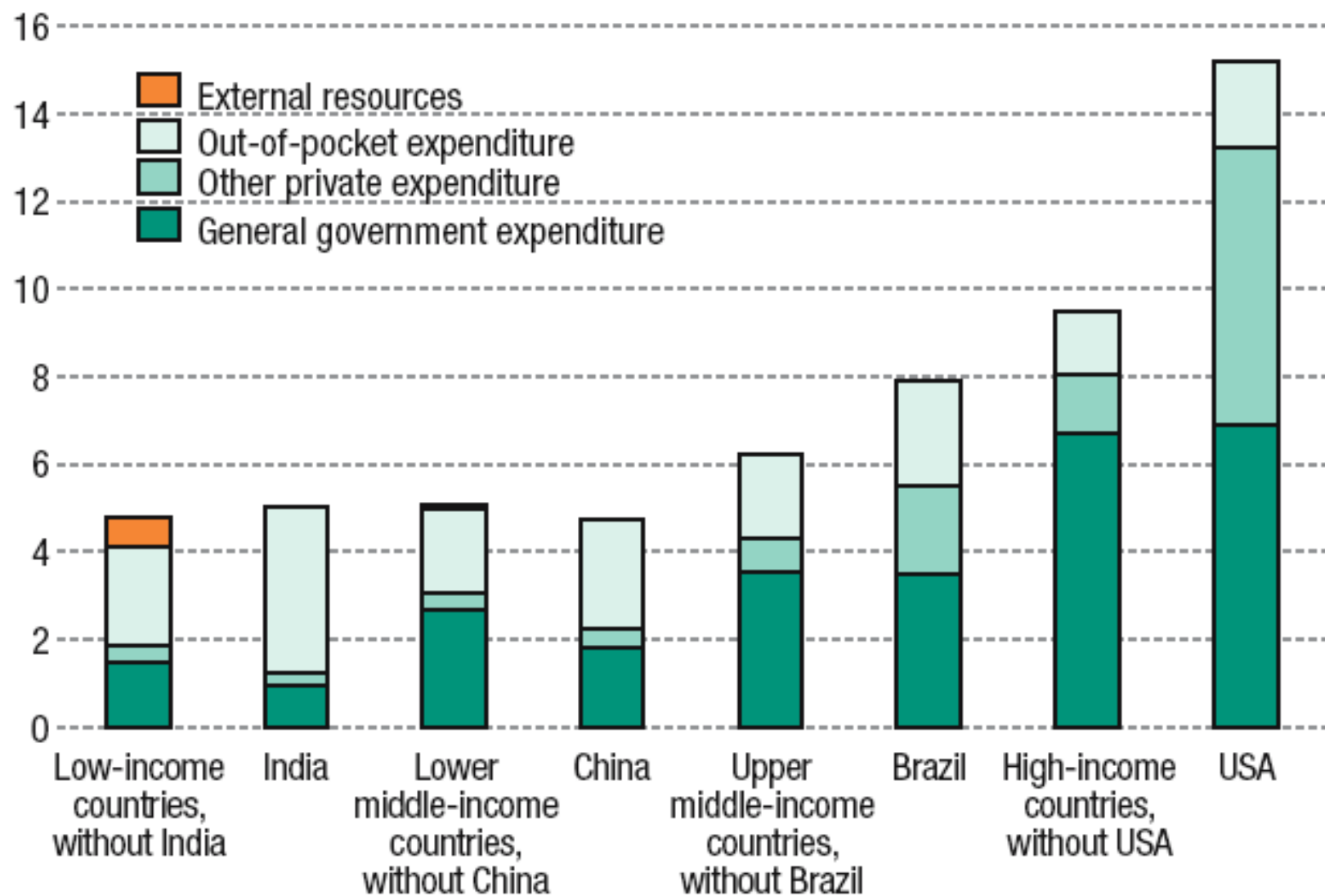
- 37 million infected
- Over 99% of those infected live in Africa
- Causes blindness and severe skin disease

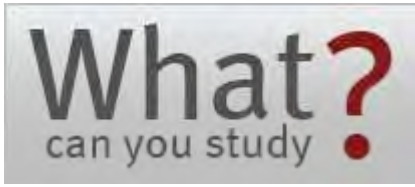


Head of a simuliid blackfly a vector for the onchocerciasis parasite

Thanks to Prof. Alan Fenwick, Imperial







Individual and social identity

Organisational design

Coordination costs and distributed collaboration

Scale and scope in activities and processes

IP Rights, sharing and sourcing

Technological pathways and platforms

Services design and delivery

Be Cheap... to address a Grand Challenge

