



## INNOVATION: PROCESSES

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Associate Professor  
Lund University

7 \uf`chH U\c\bggcb

Associate Professor  
Lund University

5 bXfYUg@Ufggcb

Associate Professor  
Lund University



LUND UNIVERSITY

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Ass. Professor  
Zhejiang University



ZHEJIANG UNIVERSITY

“WHAT IS”  
vs.  
“WHAT MIGHT BE”

“Whereas scientists investigate today to discover explanations for what already is, designers invent tomorrow—they create something that isn’t. To get to growth, we have to create something in the future that is different from the present.”

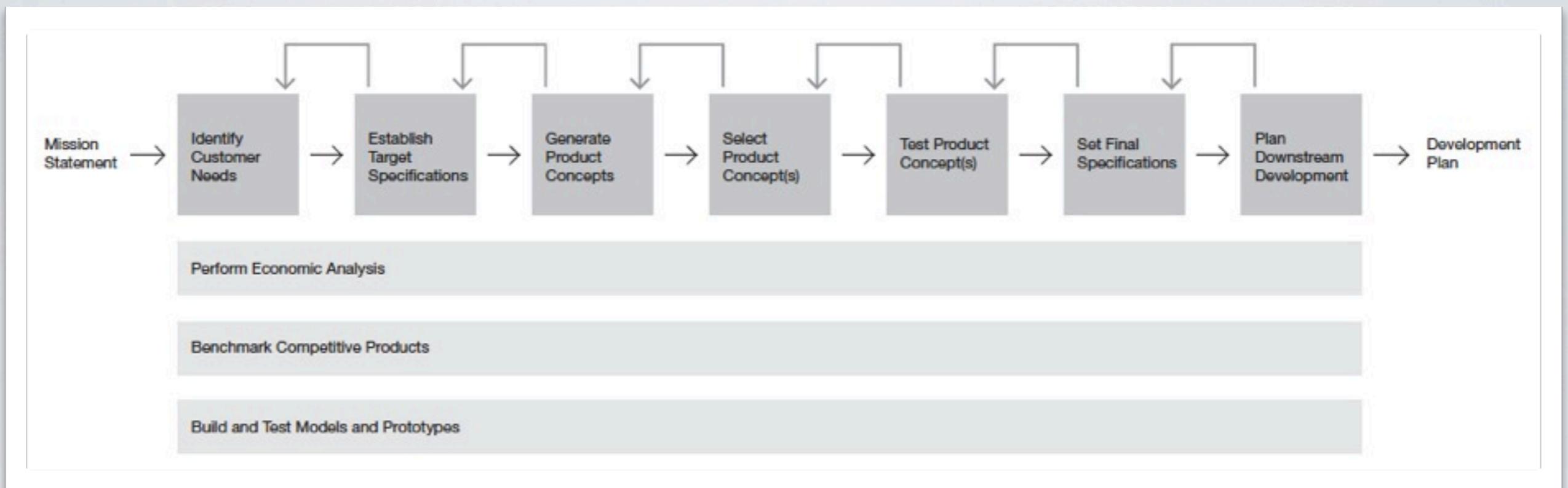
(Liedtka & Ogilvie, 2011)

# EXERCISE

WHAT WOULD  
YOU DO TO  
DESIGN  
AN INNOVATION?

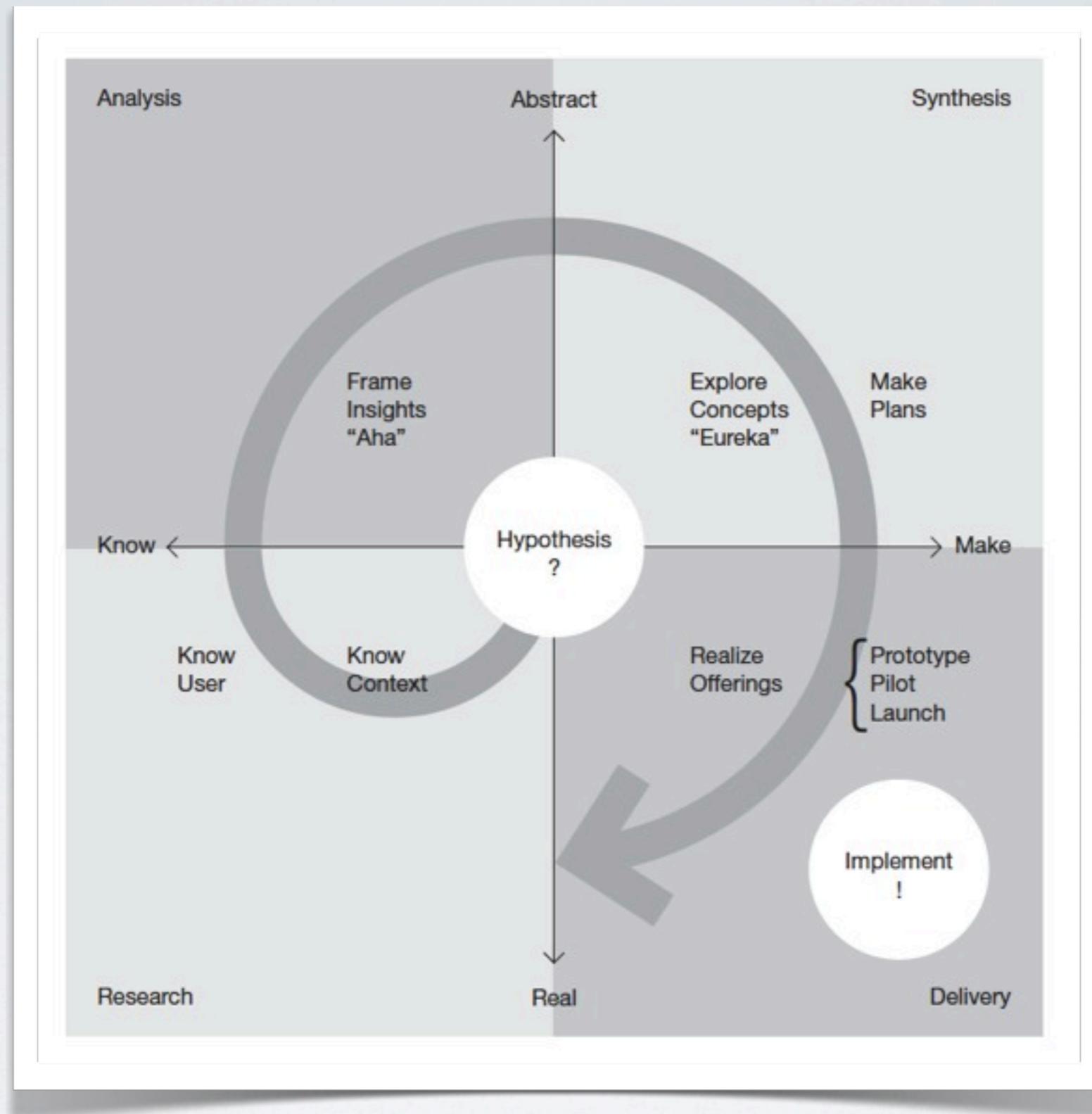
WHAT DOES AN  
INNOVATION  
PROCESS  
LOOK LIKE?

# LIKE THIS?



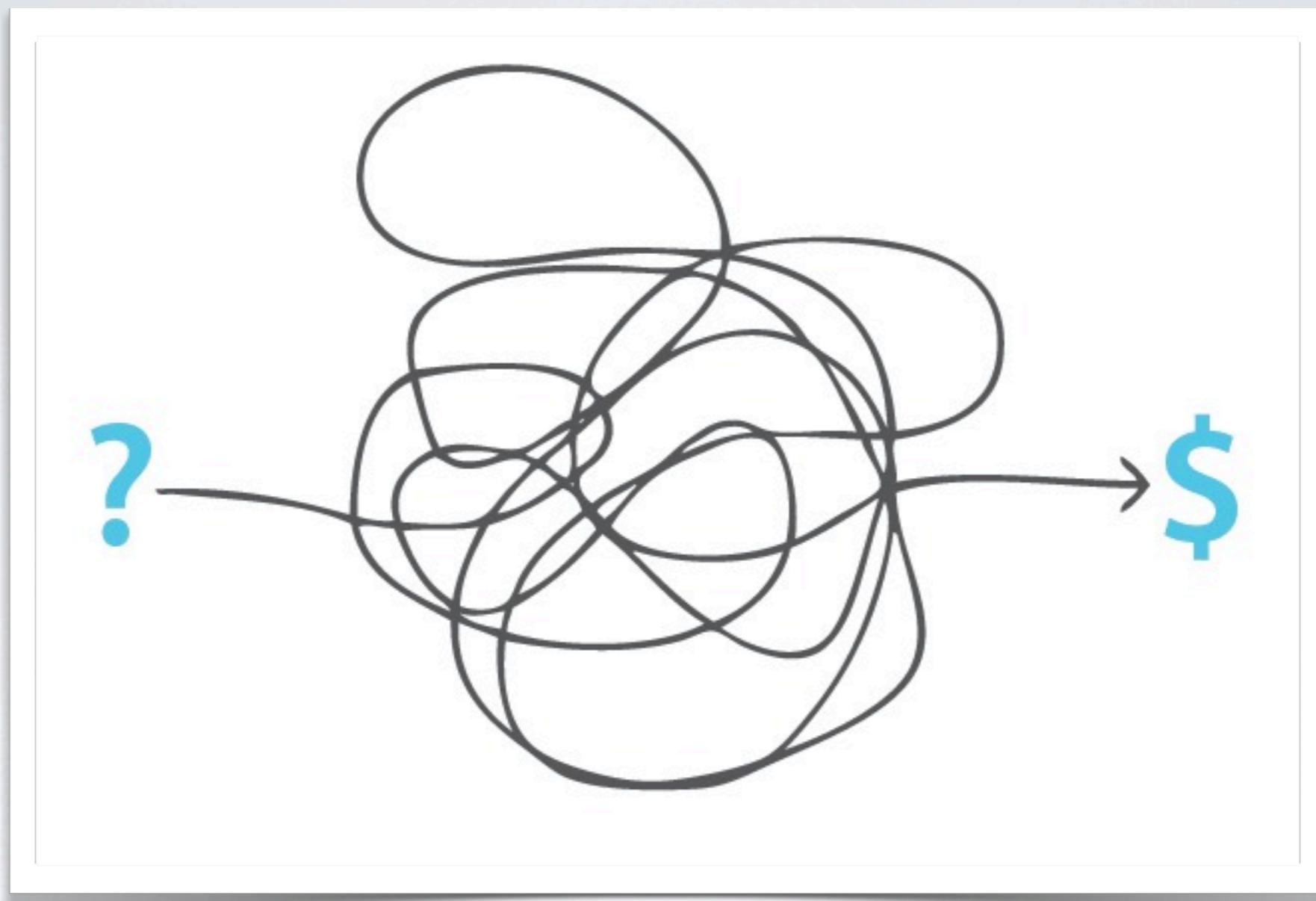
Ulrich & Eppinger, 1995 (in Dubberly, 2008)

# LIKE THIS?

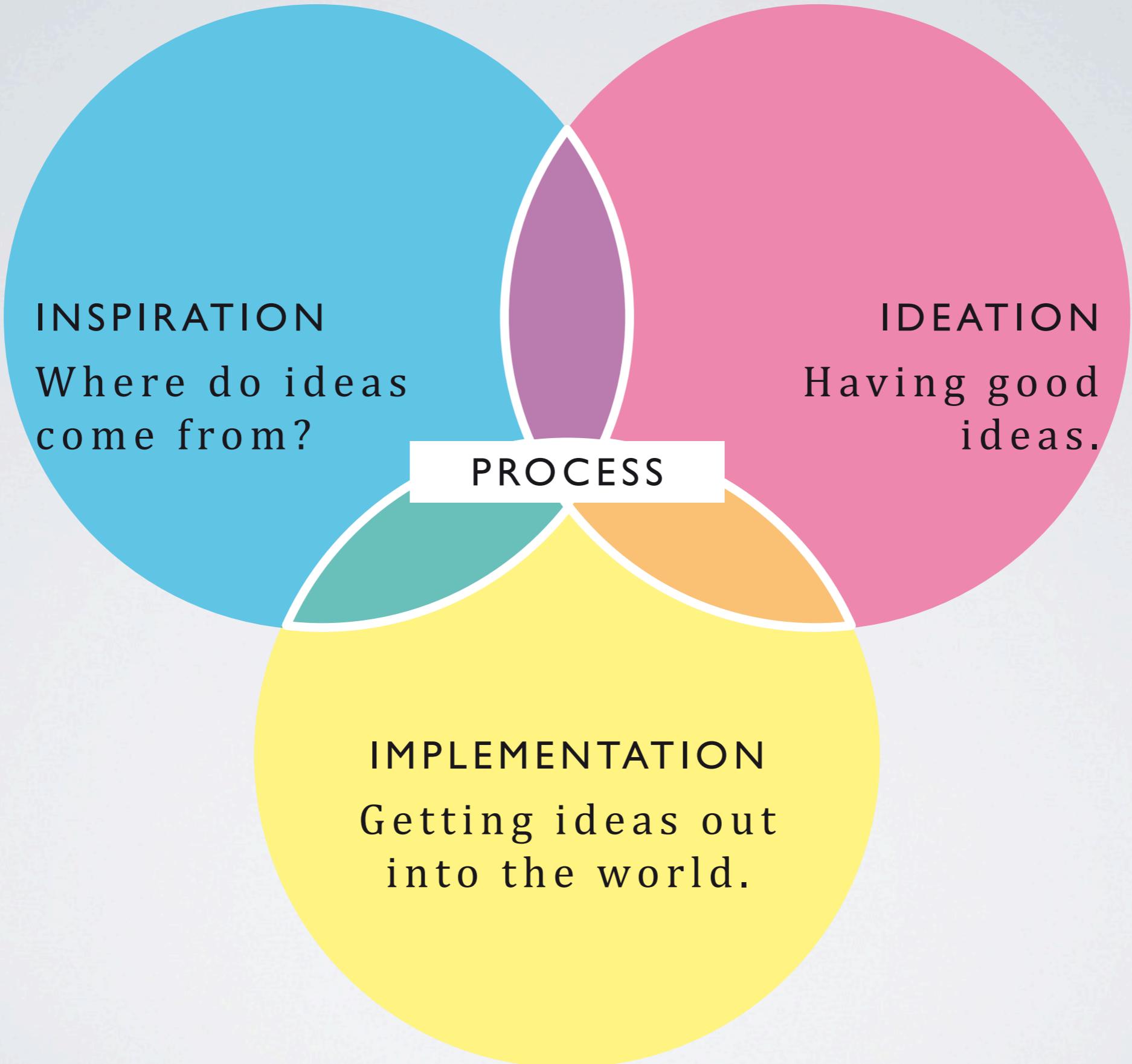


Kumar, 2003 (in Dubberly, 2008)

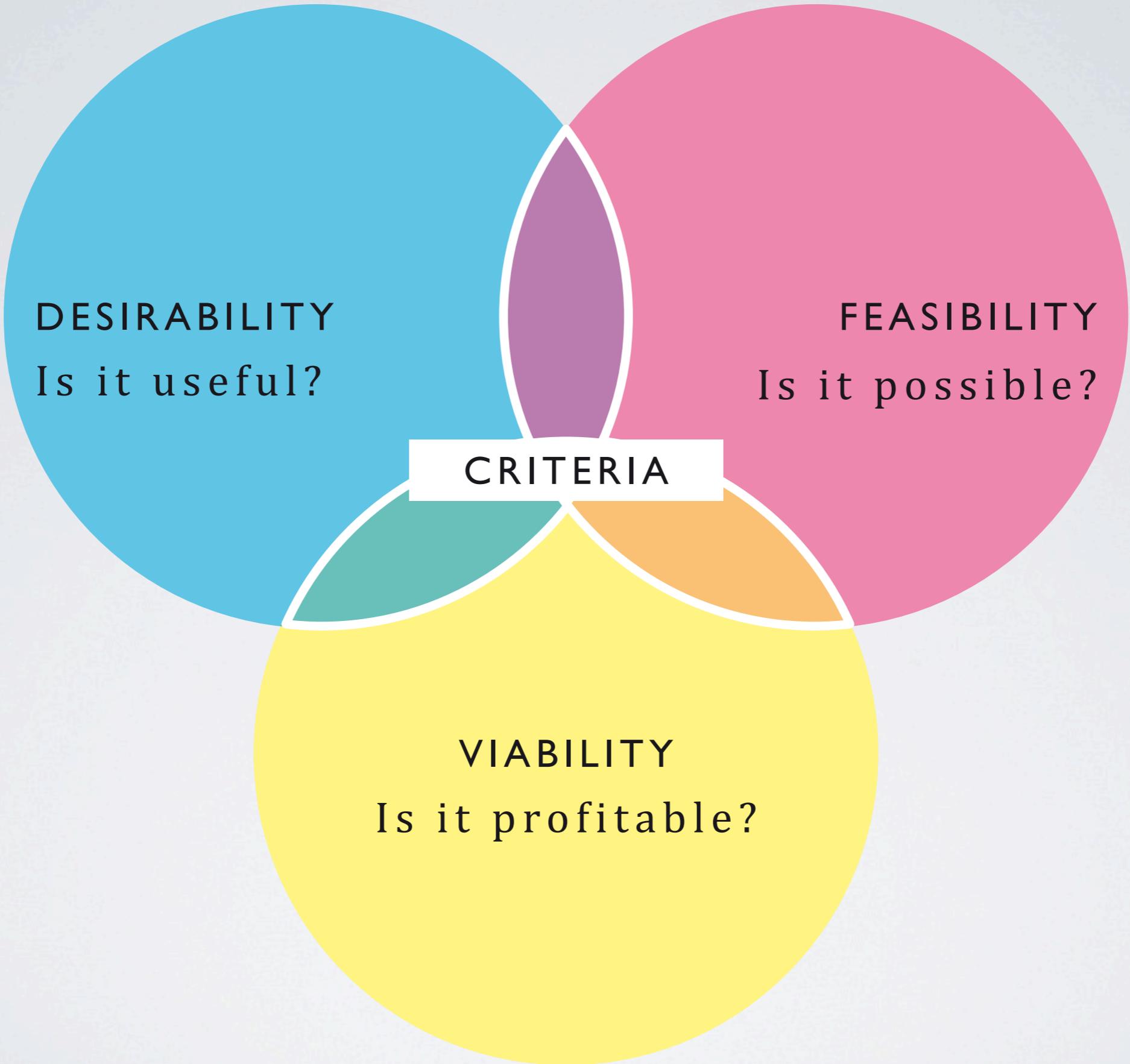
...OR PERHAPS LIKE THIS?



Brennan, ca 1990 (in Liedtka & Ogilvie, 2011)



Adapted from Brown & Katz, 2009



Adapted from Brown & Katz, 2009

# KEY TAKEAWAYS

1. FOCUS ON “WHAT MIGHT BE”
2. BE MINDFUL OF PROCESS
3. EXPERIENCE! INTERACT!
4. THREE OVERLAPPING DIMENSIONS
5. THREE OVERLAPPING CRITERIA

# KEY READINGS

- Beckman, S. L., Barry, M. 2007. Innovation as a Learning Process, California Management Review, Vol. 50, No. 1.
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- Simon, H. *The Sciences of the Artificial*. Cambridge, MA, USA: MIT Press.
- Verganti, R. 2009. *Design-Driven Innovation: Changing the Rules of Competition by Radically Innovating What Things Mean*. Boston, MA, USA: Harvard Business School Publishing Corporation.