Innovation @ Scale

The Imperative to
Think Big, Start Small, Scale Fast

Saul Kaplan
Director, Business Development,
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What is government’s role?

The American Research Landscape: Leveraging the Academic/Industry Partnership
What is government’s role?

a) Zip, nada, no role… stay out of the way.
What is government’s role?

b) Ship the $$$.... and then stay out of the way
What is government’s role?

The American Research Landscape: Leveraging the Academic/Industry Partnership

c) Ship the $$... and maybe, just maybe to play a leadership and catalyst role
Market Drivers

The opportunity to position our economy for sustainable jobs and income growth is influenced by four key market drivers:

- **Globalization**
- **Invention to Innovation**
- **Chains to Networks**
- **Intention Value Networks**
Globalization has diminished the relative importance of community on the business agenda.
Invention to Innovation: technology is no longer a limiting factor for business innovation
Business Model Innovation: A Strategic Weapon
Chains to Networks: value creation is as much a function of a knowledge network as a function of a physical supply chain.
## Shifting Economies of Scale

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Intention Value Networks are possible which realign interests to provide value to the individual.
Intention Value Networks

Health
- Disease understanding
- Disease recognition
- Diagnosis
- Treatment
- Personalized medicine
- Fitness and nutrition

Security
- National defense
- Homeland security
- Community security
- Safe workplace
- Information security
- Home security

Wealth
- Cash management
- Investments
- Capital access
- Insurance
- Financial planning
- Tax planning

Quality of Life
- Food
- Shelter
- Clothing
- Education
- Media and entertainment
- Travel and transportation
Business Building That Works

A key unmet need for business executives is to make business building more predictable and easier to manage:

- Underestimated Importance
- Underestimated the Difficulty
- Key Lessons Learned
- Imperative for Innovation at Scale
Importance of business innovation as a source of competitive advantage has been underestimated by business executives.
Difficulty of business building and innovation has also been underestimated by business executives...death by 1000 initiatives
Lessons Learned:
executives now realize business innovation will have to be done a different way
Unmet Need:

innovation @ scale...
an environment to
think big, start small,
scale fast
Birth of a Scale-Free Network
Proof of Concept demonstrating the network effect faster and cheaper.
Rhode Island:

a unique place to innovate @ scale

- Compact geography…1000 square miles
- Diverse and reachable population: 400,000 households/1,000,000 people
- Access to both physical and idea supply chains
- Limited number of key stakeholders
- Accessible government
Hydrogen Fuel Cell Cars

Public Policy Objective

Environmental Protection

Value for Rhode Islanders

Affordable Environment Friendly Cars

New Business Investment and Jobs

Hydrogen Fuel Cell Cars
- Distributors
- Auto Service
- Auto Parts
- Gas Stations
- Natural Gas Suppliers
- Auto Dealers
- Component Suppliers
- Auto Industry

Affordable Environment Friendly Cars

New Business Investment and Jobs
Business Innovation Factory
Think “Do-Tank”

- Business Innovators Network
- Thought Capital Engine
- Operating Model Management
- Experiential Learning

THINK
LEARN
DO
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