

20
years



CEEMAN

Open Innovation,
Cross-border Strategy,
Large and Small Company
Innovation Interaction

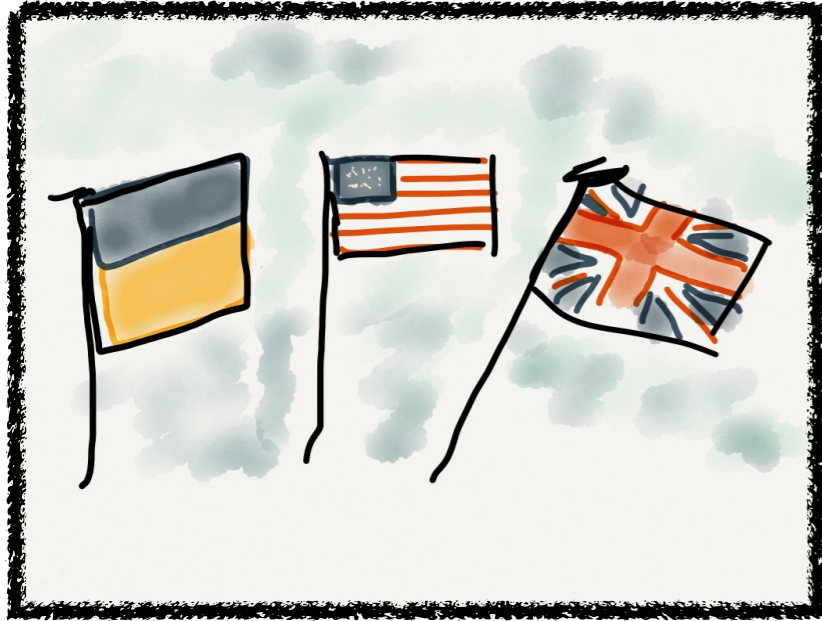
Chris Hare, CCMI

The nTeTe Group
Innovation ■ Strategy ■ Execution

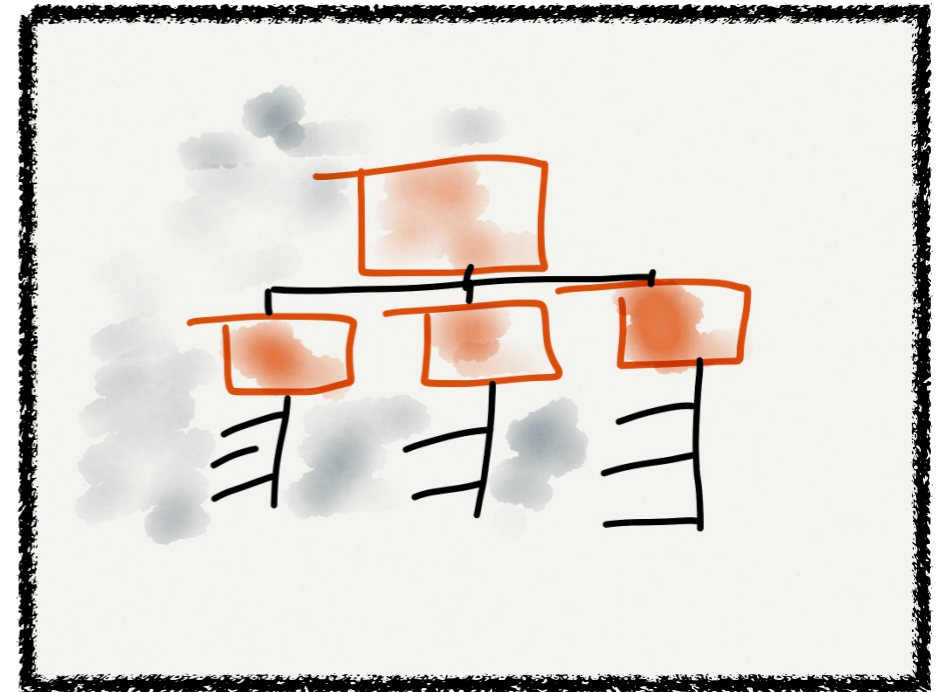
Innovation

Just like 'Communication' root
of all evil
and
solution to all problems...

Bite Sized Pieces

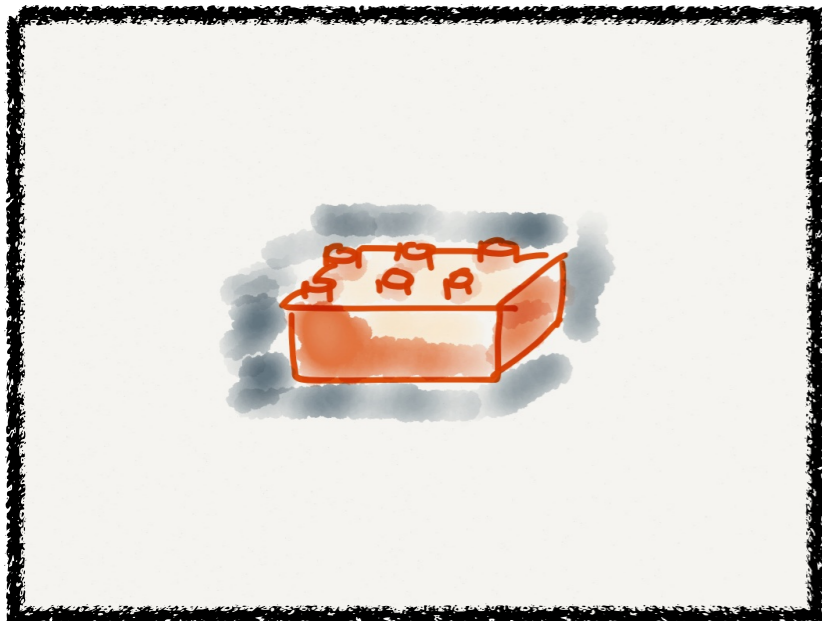


Cultural



Structural

Educational



Questions to Ask?



nTeTe Journey



Sony Ericsson



ALCOA



lenovo™

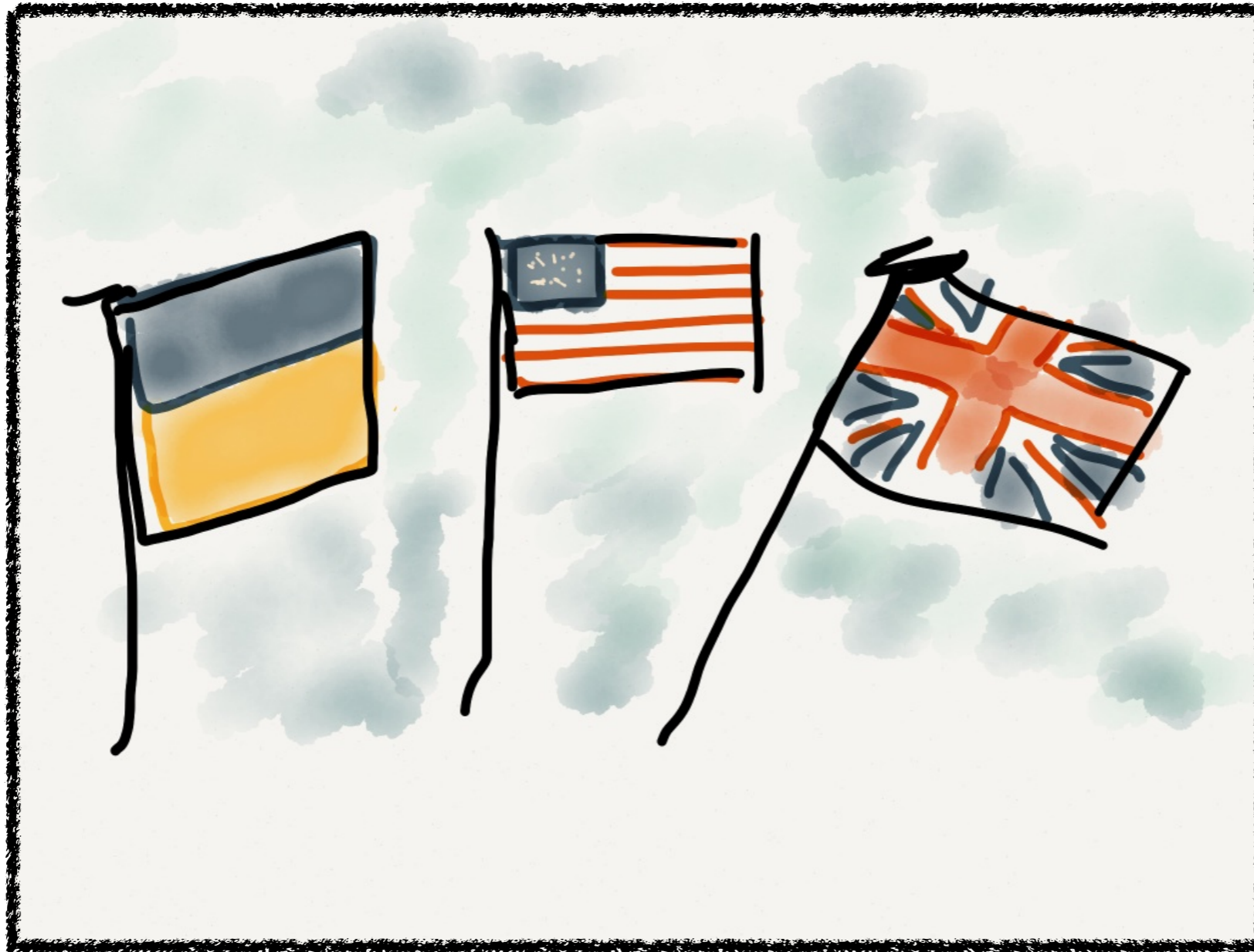
- 25 years bridging these issues
- Yes I am an optimist
- I believe there is an equation that works

...there is no such thing as society. There are individual men and women, and there are families...- Margaret Thatcher



So What is My Message

- Global/Local
- Cross Functional
- Cross Market



Cultural

Cultural Perspective



Chartered Management Institute: In my opinion

By Chris Hare Tuesday, 01 May 2012

Chris Hare, a CMI Companion and CEO of nTete Group, on the ingredients of success in international management.

Many books have been written about international business and the behaviour, ethics and cultural faux pas associated with it. However, the more time I have spent living and working outside the UK, the more I have come to realise that successful international management boils down to five simple principles; principles that I learnt from my parents and have seen reflected in my own children.

The first of these is to listen well so you begin to understand the rationales, motivations and outcomes from management, it is important to have, demonstrate and act on a vision. But the success of the vision depends on the people around you, whether they are your own team, partners, clients, the media or others. For change to happen, people need to let go of their own ideas, let a temporary withdrawal or submission, soon reversed. To make that change, you need to understand the common ground, the reality of the other party is dealing with, to see how your goals can be reflected in theirs. However, this can be a little difficult. When communicating in front of teams, on stage or in small groups, it is often necessary to start talking before you listen fully, and this moves me to my next point.

Take the time to do research. We are told at school to 'do our homework', and that doesn't go away after we leave academia. Helping a client recently, I was surprised to discover he attended conferences without making prior meeting booking, or contacting local organisations, or looking in his network to see who would be in the area. If you don't have a busy schedule, then the trip is a 'jolly', either accidentally or deliberately.

It sounds obvious but being courteous and considerate is essential in international business and management. There is often a lot made about local manners and customs and it is important to be mindful of cultural idiosyncrasies - but respectful behaviour is universal. Saying please and thank you or holding the door open for someone seems like a small thing but it is not. It is no excuse for an otherwise professional business person to berate a check-in agent at the airport, whatever the situation. But manners are also personal, subtle and sometimes local. Whether it is being polite at a dinner in Japan, touring a manufacturing plant in India and understanding how the staff work during the rainy season, or knowing how early to arrive for a meeting at the White House to be processed through security, you need to be aware of these differences, while remaining true to yourself and your upbringing.

Trust goes hand in hand with respect. It is central in developing good working relationships and is arguably even more important if you are managing people across boundaries. It is important to remain a trusting person. If you aren't trusting, I think you have lost a piece of your humanity. The expression goes 'fool me once, shame on you, fool me twice, shame on me'. Trust and judgement combine to make for prudent business, but to be open to new ideas, thoughts and business.

Finally, we need to embrace the opportunities international management brings. Living and working outside the UK since 1996, I have found myself enjoying the different cultures. To mix into the societies in which you find yourself, how can you understand them?

Early in my time in the US, I had colleagues who also made the move but found the differences between the countries irritating. Repeated jokes about the UK's relationship with the US took their toll on some of them, who went home. However, after living in Virginia for eight years, close to the last battles of the War of Independence, I grew to understand and respect the heritage and history of the place. I enjoy being international, having spent most of my career in Asia, Europe and the US.

Having a job abroad gives you a new common sense about the world. Working with other cultures requires you to appreciate difference but also adapt to fit in. You can continue to use colloquialisms and spell differently or you can tune your vocabulary and way of speaking to make sure you are understood.

The key thing to remember is that whatever the customs, differences and similarities, we are in business to do business. Most cultures recognise this and respect the need to get something done. All international countries have their issues, but as you start to do more business outside your home you might remember that you had problems when you started out in the UK too - it's just that then you had family and friends and business colleagues to help you.

So have these five principles helped me in my international career? Absolutely, as they say regularly in Sweden, 'Living by these simple rules can help make your organisation competitive, relevant, transportable and simple. And, of course, it does the same for the leadership.'

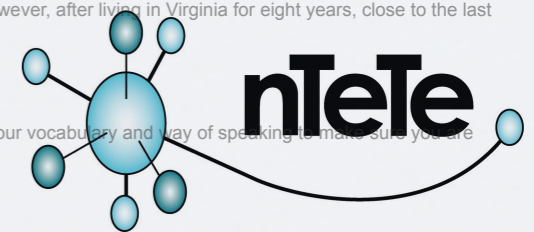
Listen

Homework

Respect

Trust

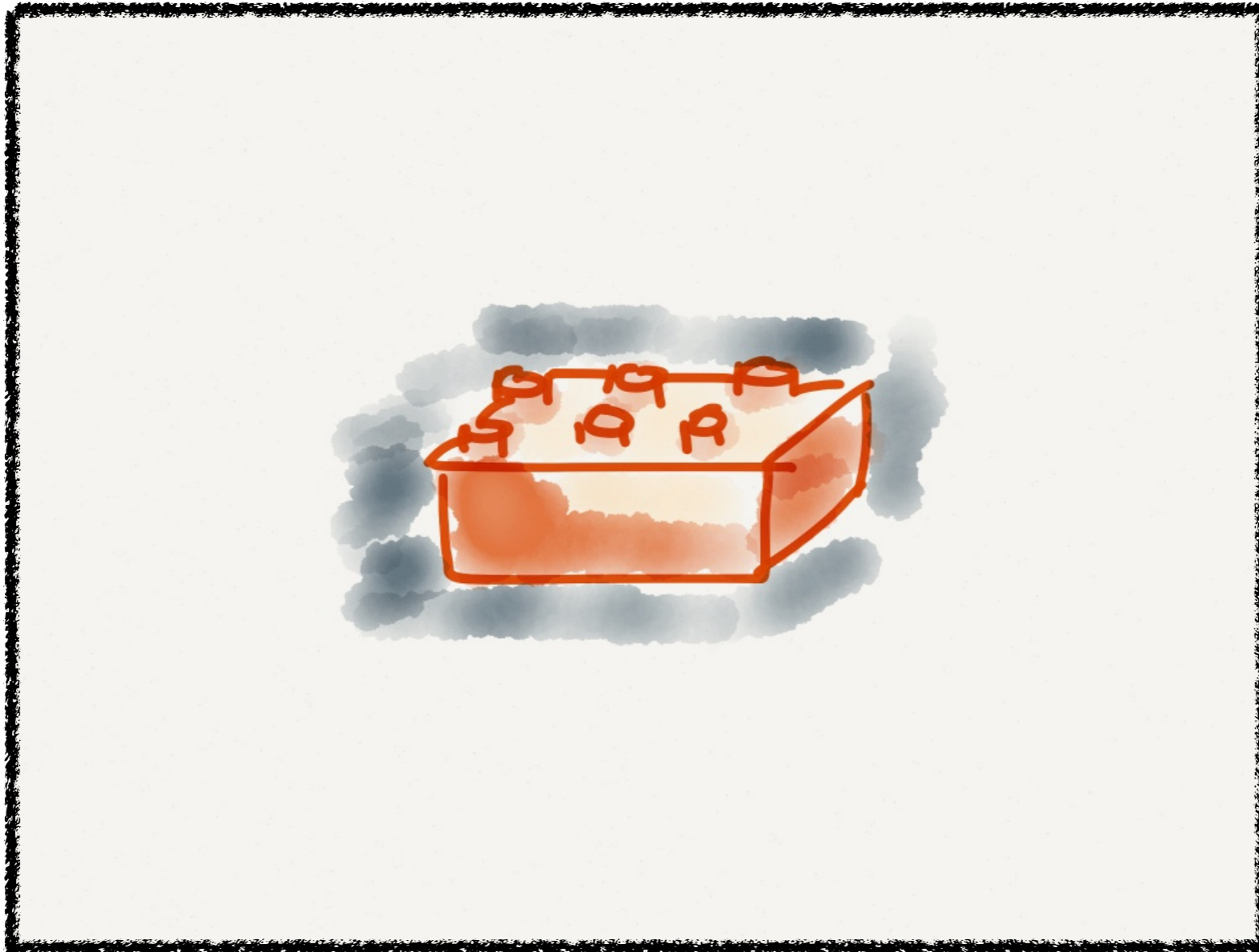
Enjoy



The nTete Group

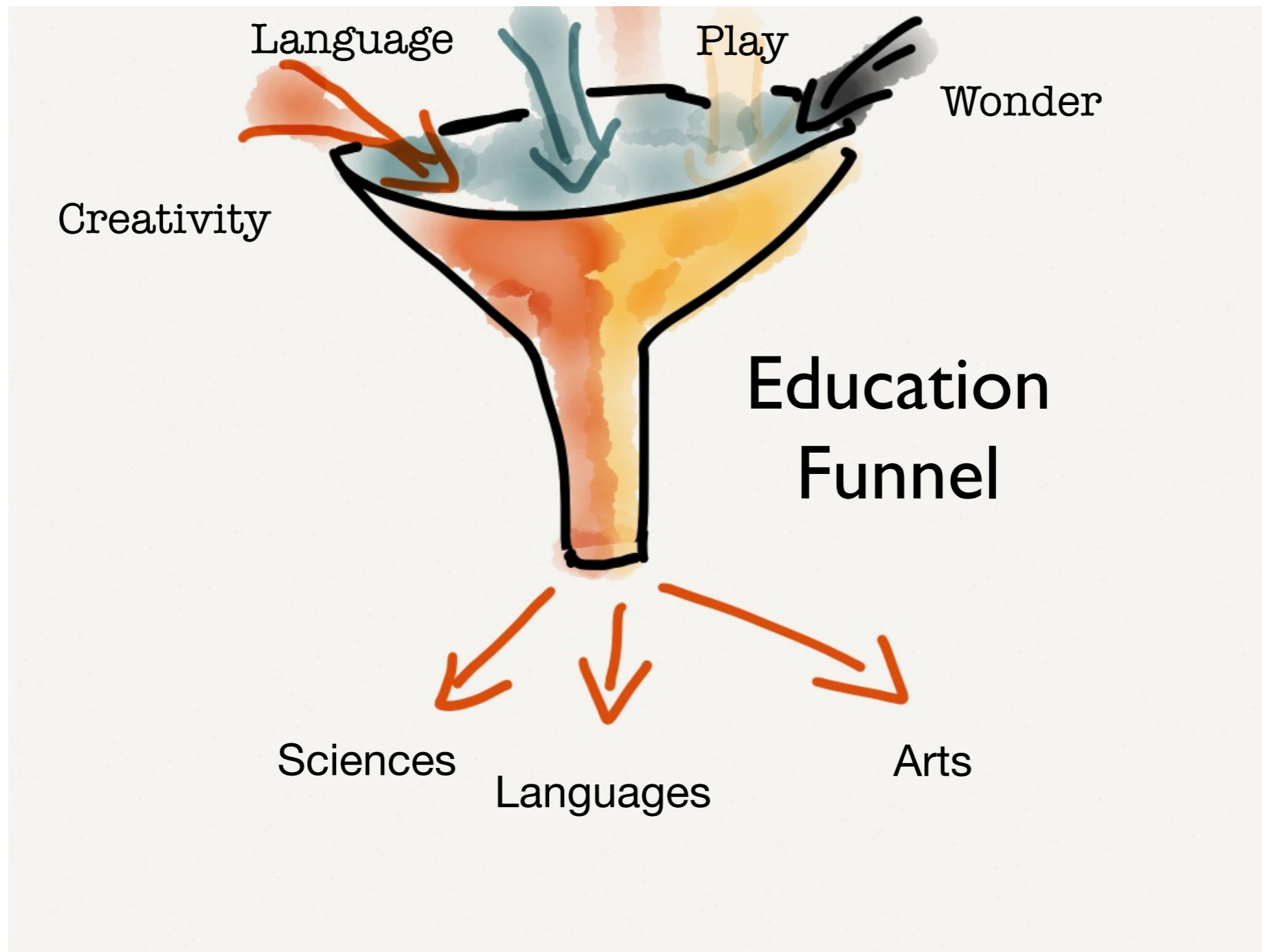
Cross Border Work

- Culture, language and history just add to this
- Define people traits to get job done
- Right Attitude is key - you can add the knowledge

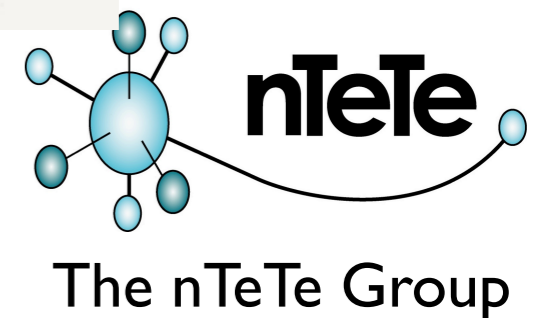


Educational

Education at fault?



Subject Based Boxes

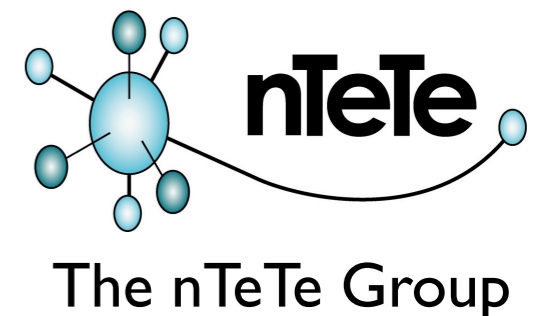
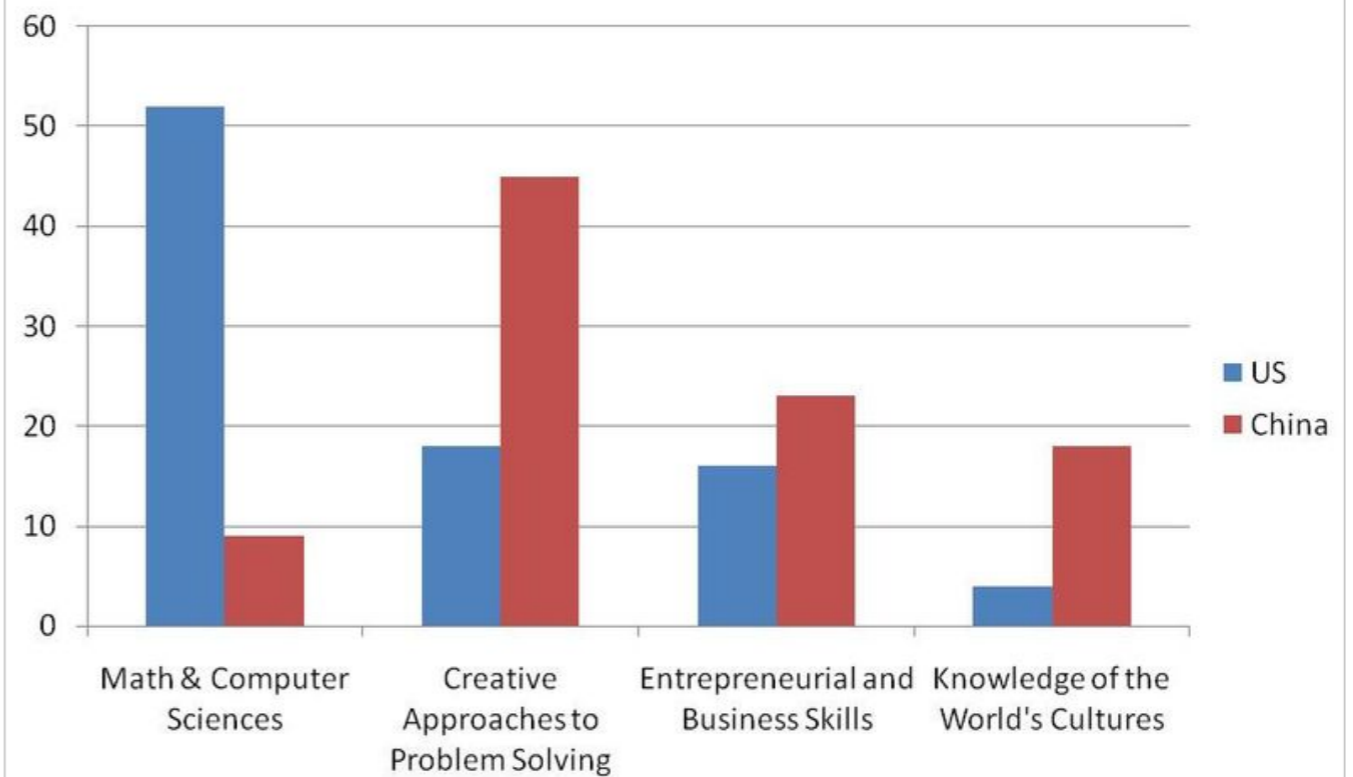


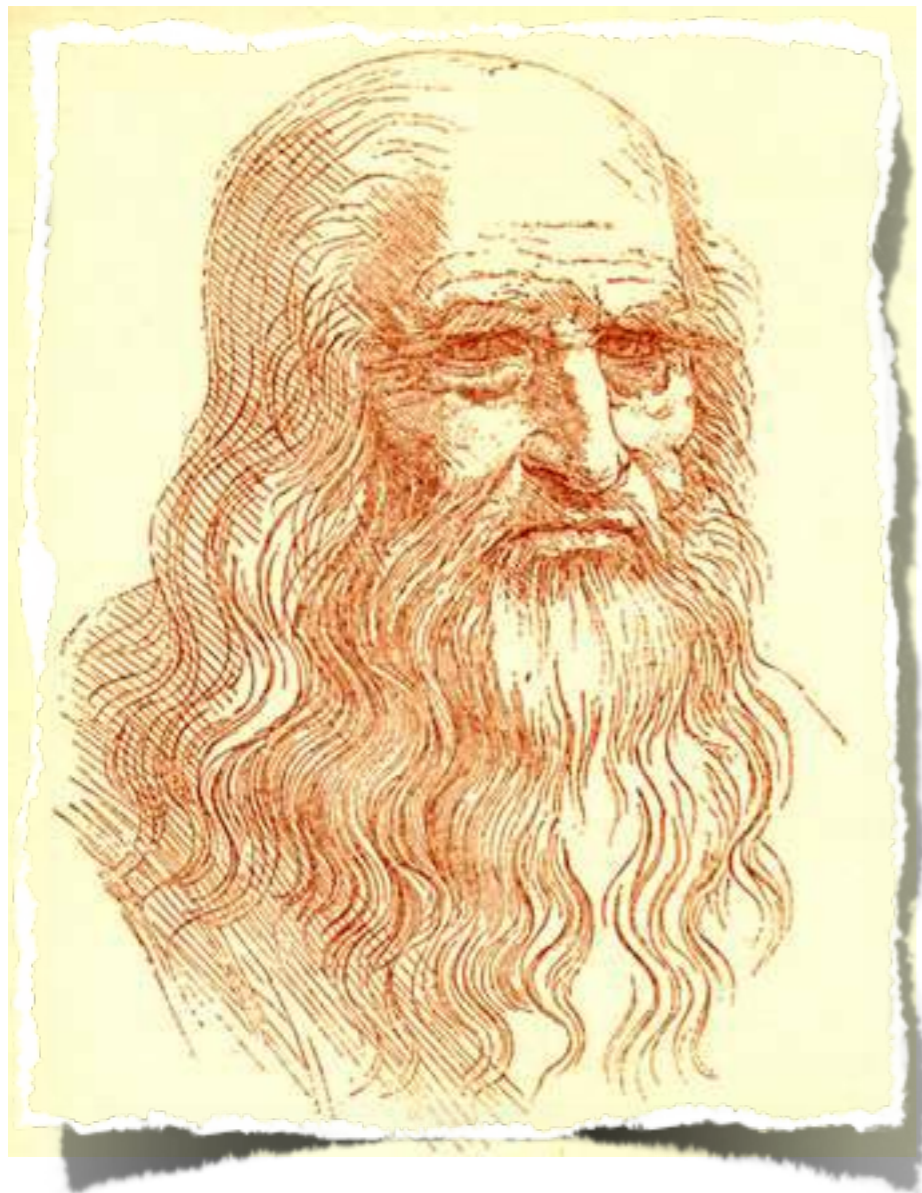
Science Technology Engineering and Math

S.T.E.M. IS THE
ANSWER TO
INNOVATION???

What skills American and Chinese parents say their children need to drive innovation.

Source: Newsweek-Intel Global Innovation Survey, *Newsweek*, 11/23/09

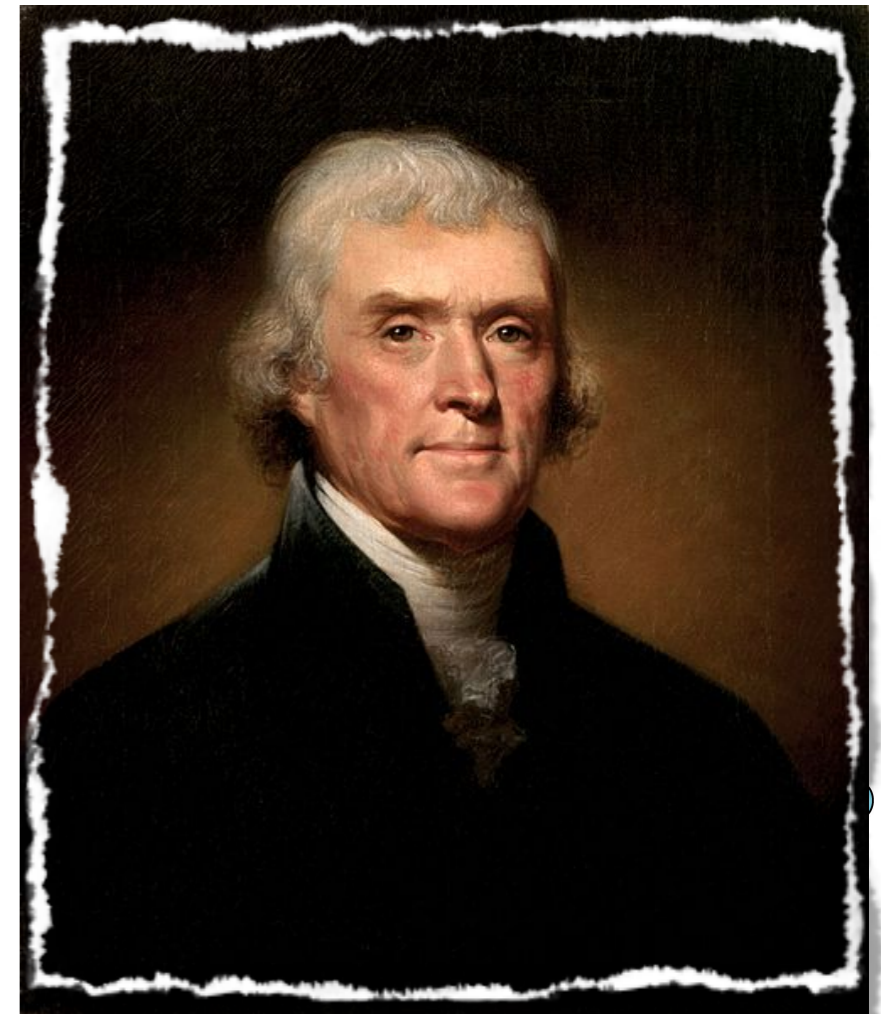




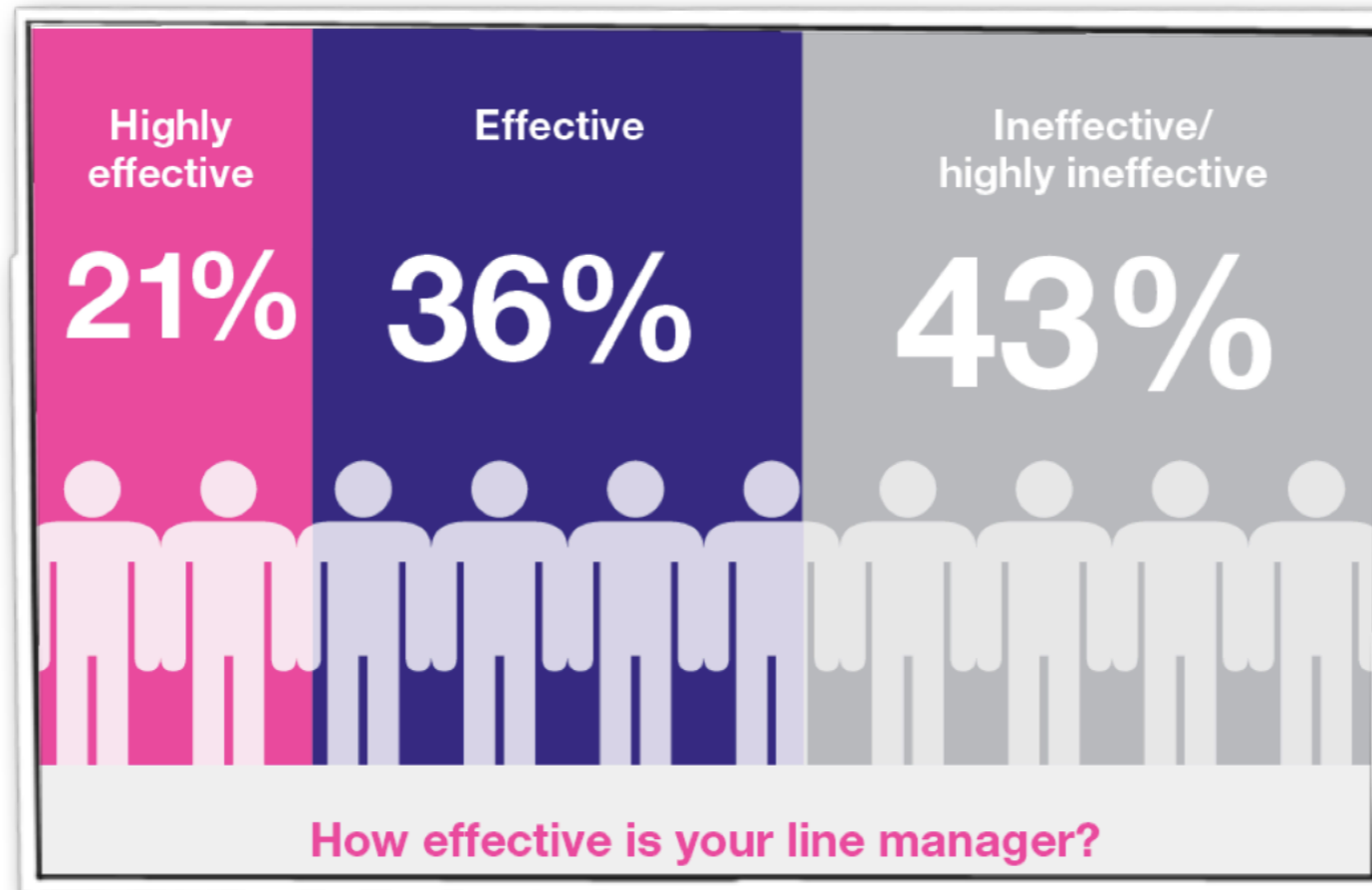
What is wrong with being versatile
Taking interest, delight and success
from a range of disciplines

In England we say Jack of All Trades
Master of None - I think its just
jealousy

We put narrow boxes
around education and
wonder why creativity and
innovation are rare



Leadership required



Leaders and Managers are Made not Born

Best Practice needs Practice: A Continuing Journey not a One-off

Make the Business Case - Link to Strategy and ROI

Not Just HR Issue. Everyone's Issue - Especially CEO and CFO

Immigration Reform

Border Control



Skill Expansion

Outside Ideas are GOOD

Immigrants are driving new business growth in the US: **28 percent of all companies founded in the United States in 2011 had immigrant founders.** (Source: Partnership for a New American Economy, "Open for Business," August 2012 Report)

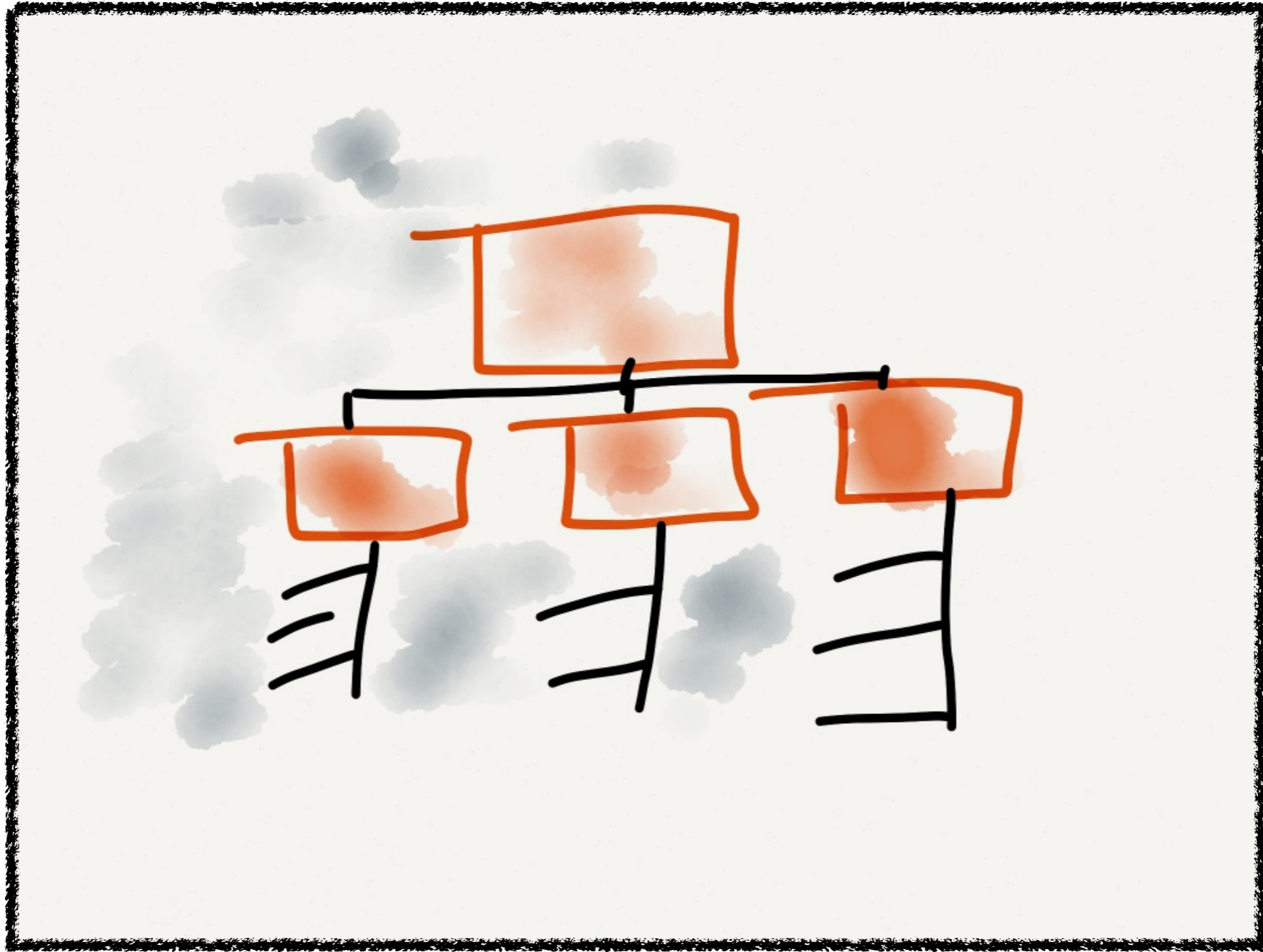
Immigrants are inventing the products that will drive American innovation over the coming generation: **More than 3 out of every 4 patents (76%) that the top 10 US patent-producing universities (Caltech, MIT, Stanford, etc.) received in 2011 had an immigrant inventor.** (Source: Partnership for a New American Economy, "Patent Pending," June 2012 Report)

Or if we ignore this...

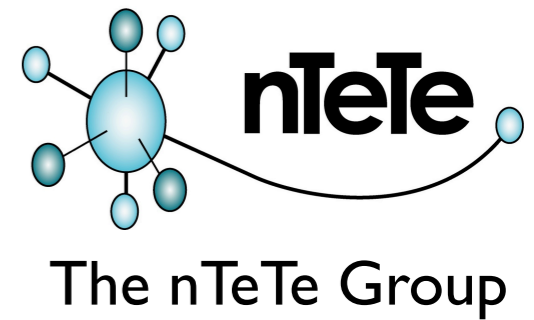
Other countries are reforming their immigration laws to recruit the entrepreneurs, scientists, engineers, and other key workers we are turning away. For example, **Chile offers \$40,000 to entrepreneurs who start their businesses there,** while we don't even have a visa for entrepreneurs to come here. (Source: Partnership for a New American Economy, "Not Coming to America," May 2012 Report).



PARTNERSHIP FOR A
NEW AMERICAN
ECONOMY

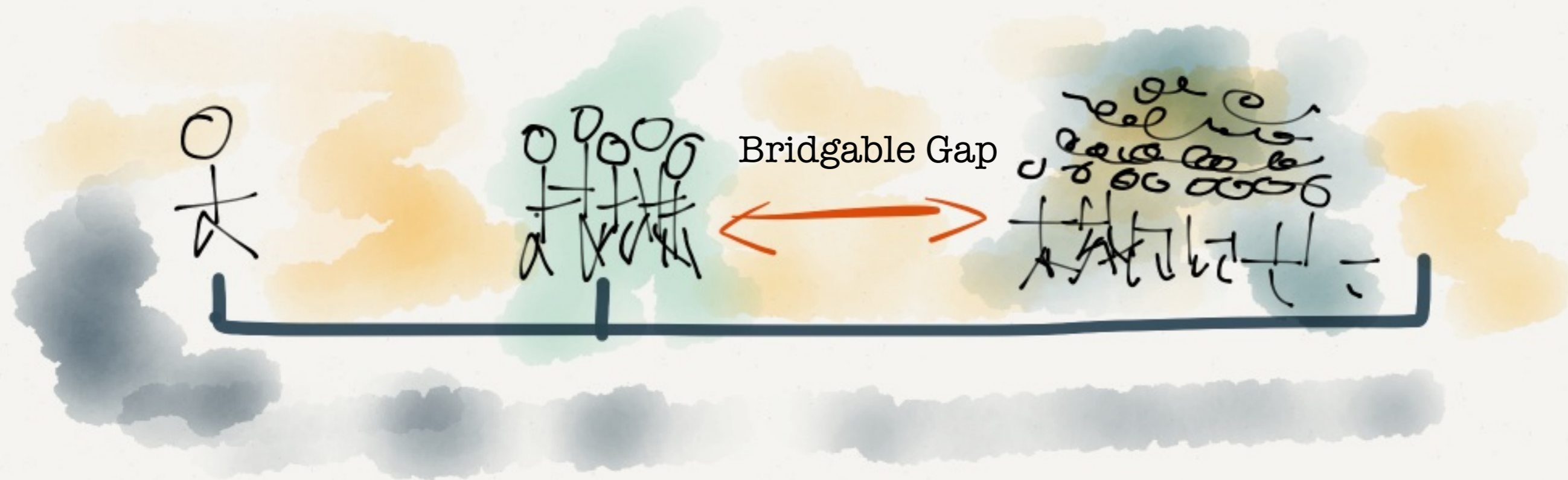


Structural



Large vs Small vs Tiny

- conflicting reasons for existing
- different goals
- Structurally incompatible
- Yet they want to like each other SO much...

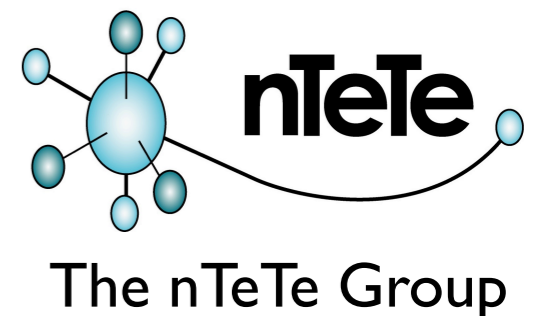


Structured Misalignment

Large Company Problems

- Require profitable growth
- Need faster innovation
- Structures breed process, formality
- Innovation slows down and is stifled
- MIH - Must Invent Here – is a real threat

“..an incumbent’s greatest vulnerability is its belief in accepted practice.” Gary Hamel and C.K. Prahalad



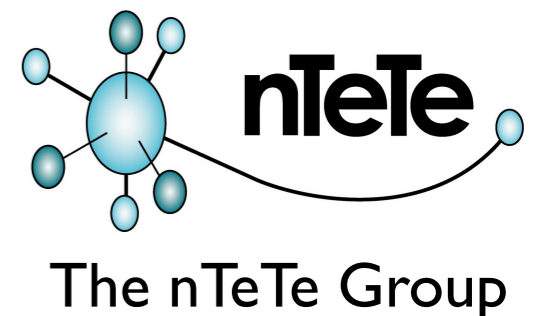
They Just Don't Understand

Smaller Companies (not Startups..)

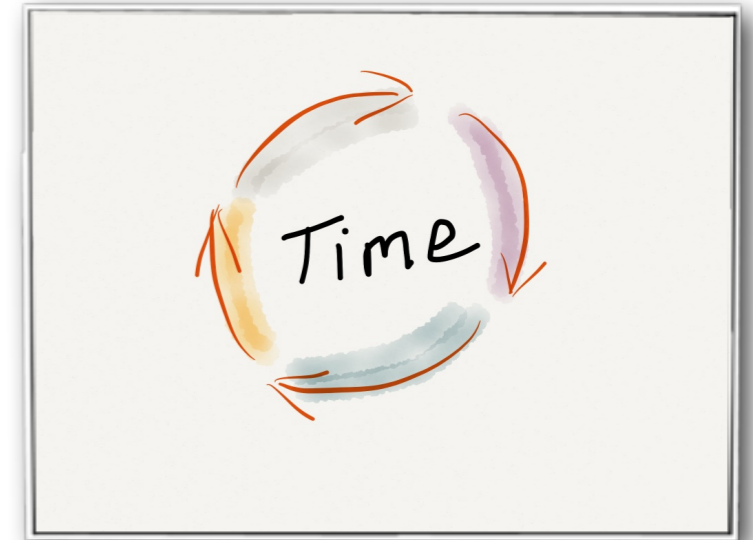
- Creative, nimble and small
- Avoid and limit process
- Fearful of large companies...
- Limited resources

“Remember: Its not innovation until it gets built”

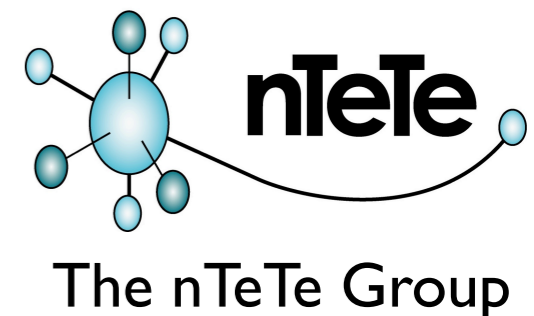
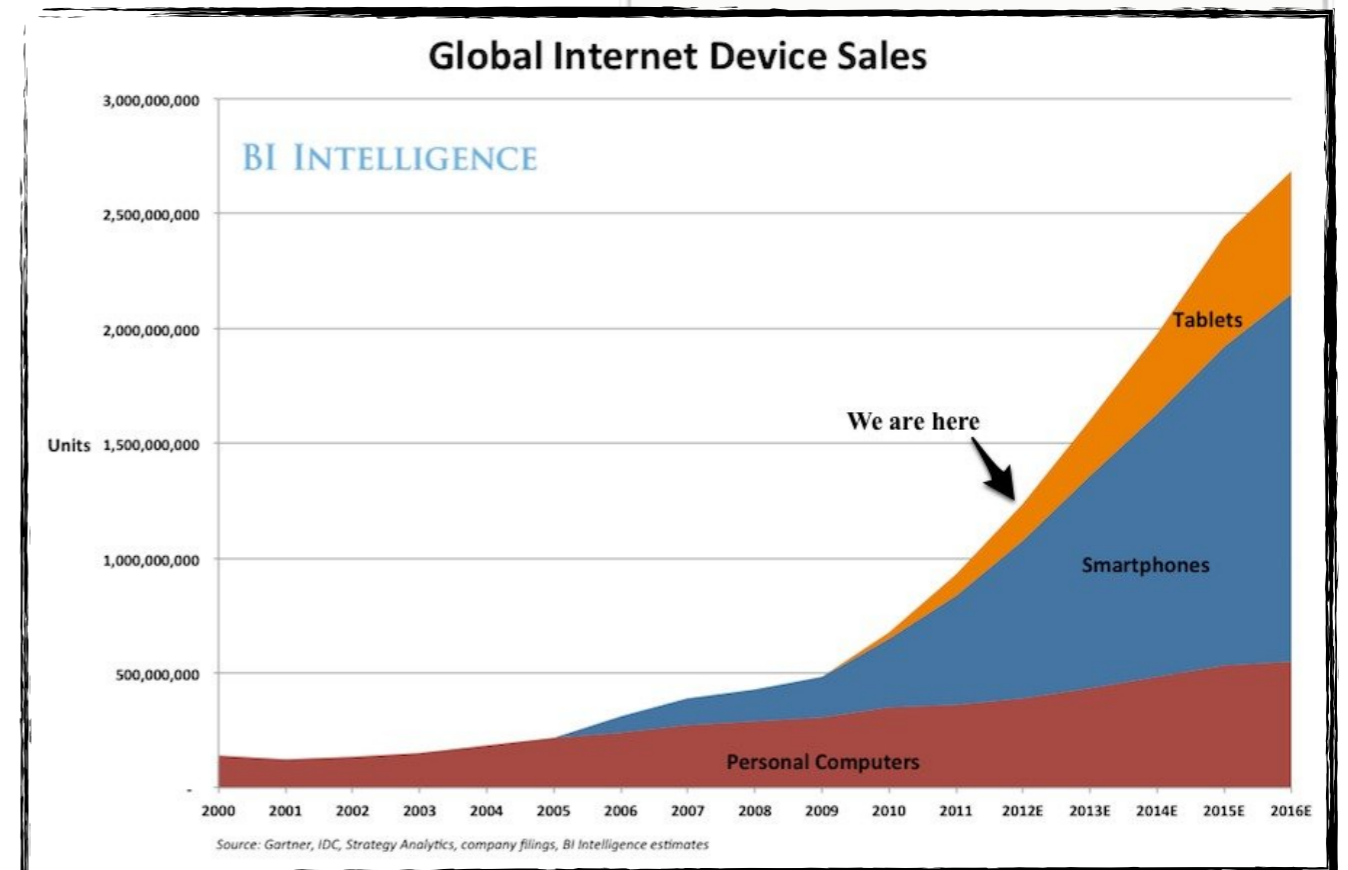
Garry Tan



Align this with Mobile Telephony

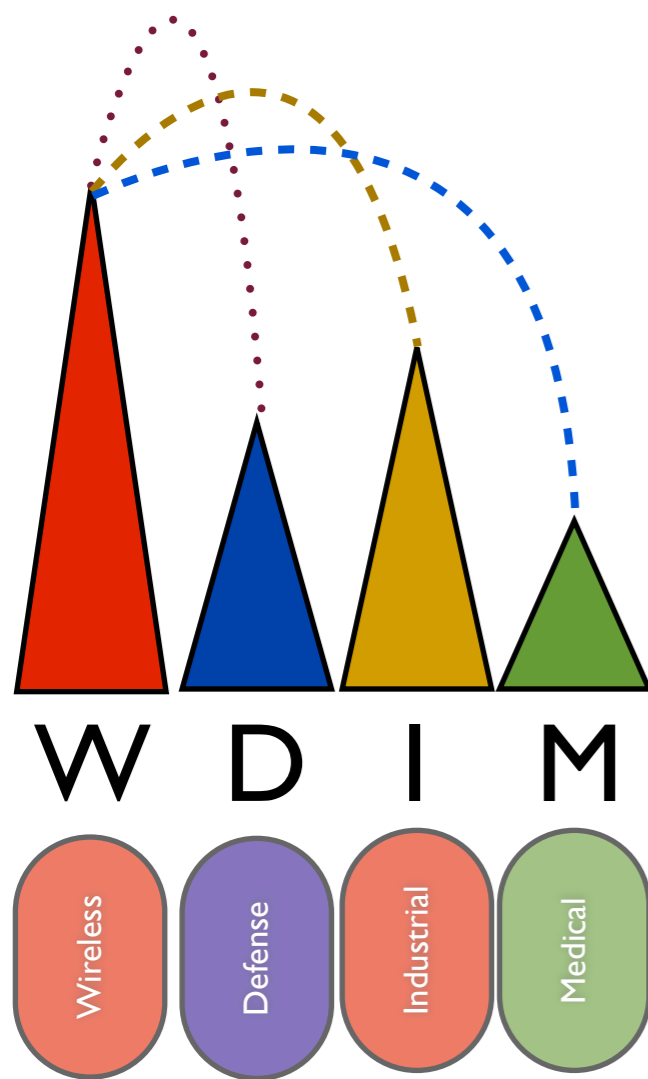


- Rate of Change
- Life cycle of projects
- Process 'right sizing'
- Concurrent Engineering
- Family/Platform design
- Supply Chain EOL/Reuse
- Common Sense to apply elsewhere

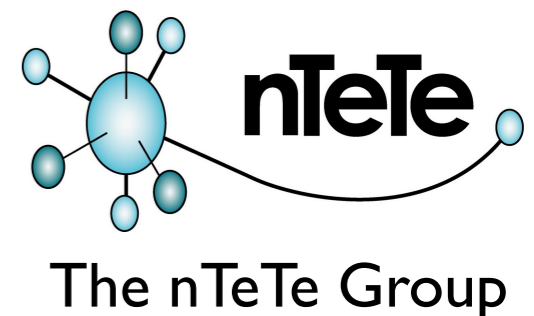


Fast Fail, Fast Success

- Mobile is Different



- Ambition, speed, rate of change and change of players is self-evident
- Non-mobile industries increasingly hiring wireless familiar teams/executives to learn (good and bad) from this field
- Opportunity to leverages Resources and Contacts from these other industries





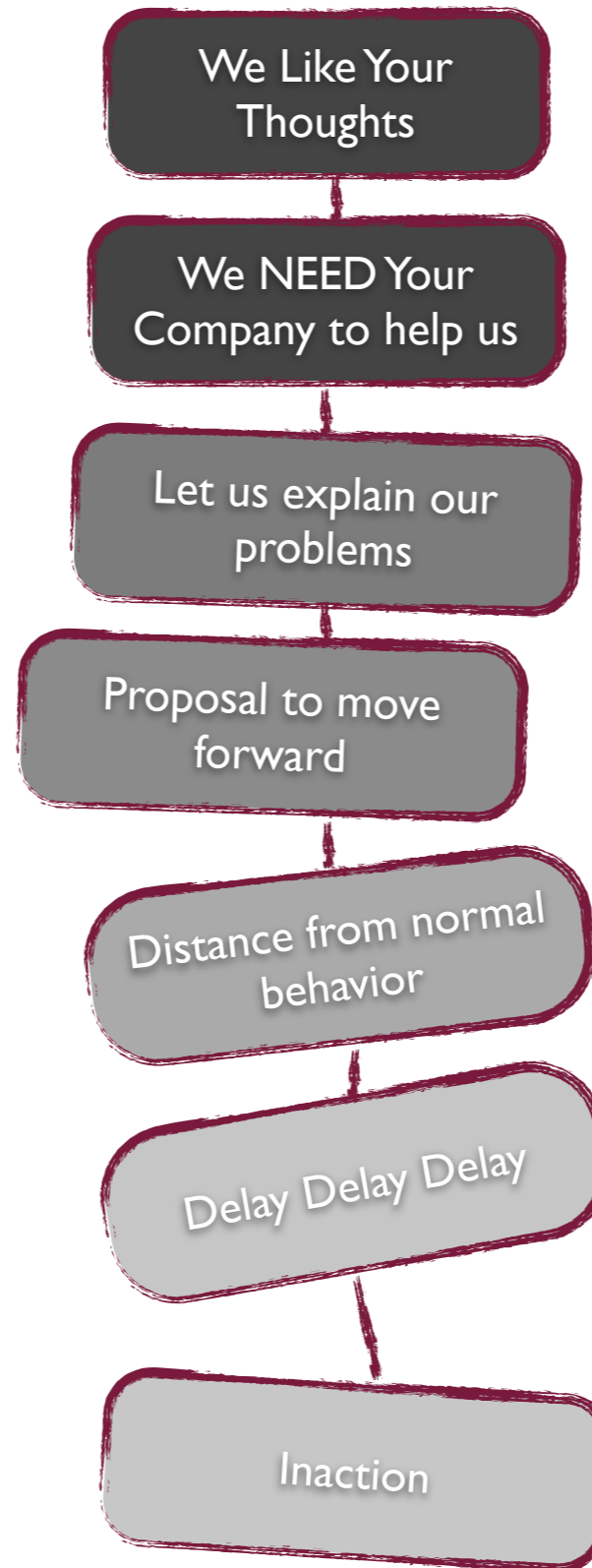
Same Speech different day

Large

Utility Company

Small

Incubator



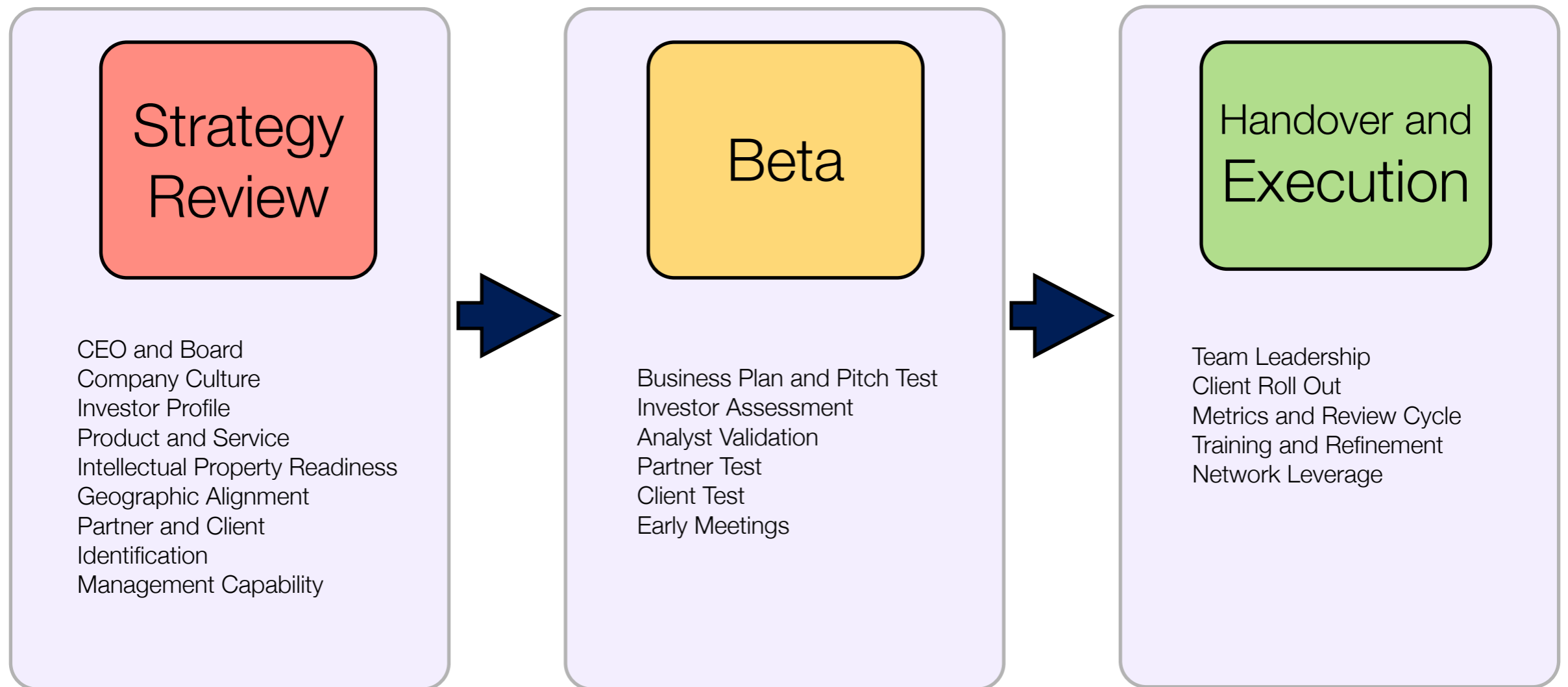
Still hoping my company can help both

Sources of Hope?

Common Behaviours of Clients that 'Get It'

- Driven
- Experienced
- Know that they don't know
- Laser focus on results and steps
- Right chain of decision making

Strategy Review Process we have developed

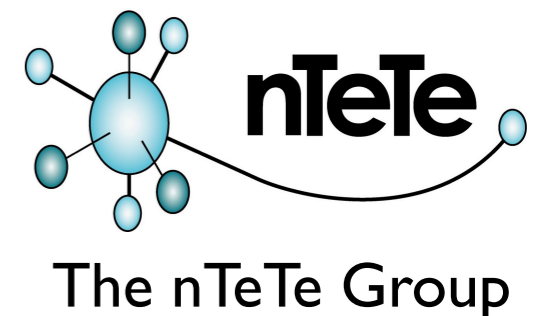


Our Consulting Areas



Team capabilities - breadth, depth, competencies, skills
Global view - local project, global application
Financial Awareness - readiness for launch, funding/
Customer/Exit Optimization - 360° Awareness
Marketing and Go to Market Connectedness - A-B or A-Z?

Glimmers of hope, action and results



Thank You

- Future Leadership needs to draw from not only many disciplines, but from many industries and cultures
- Open Innovation - really means being Open to Innovation
- Global also means Locally relevant
- Without Execution there is no Innovation
- Alignment, Buy in and long term COMMITMENT are key

Thank You

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