Embedding a culture of innovation

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Plan for the session

- Introduction to me and THINK

- The top ten principles to embed a culture of innovation

- We'll make it relevant for organisations of all sizes and causal areas

- Time for your questions…

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Introduction to me and THINK

think **has unparalleled experience and skills:**

Collective Experience

The THINK Team has centuries of *collective experience*.

We have walked in your shoes and so understand the real time issues you face.

Expertise

Our *expertise* is diverse, across different income streams and causal areas including mainstream charities, heritage and environment, arts, education, international development.

Innovative

Your organisation is unique. We seek *innovative, original, practical and actionable* solutions for your challenges.

'Off the shelf' is not in our vocabulary.

Bespoke Teams

We offer tailored *bespoke* teams, ensuring you have individuals with relevant experience supporting you. Reports are peer reviewed bringing a different perspective, challenge and added value.

Unique

We offer a *unique portfolio* of consultancy, research, interim management and specialist forums, meaning our knowledge has breadth and depth, is up to date and relevant.

Diverse

Our *clients are diverse* - from size, cause and geography.

This means we have sector insights that are relevant to your organisation.

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Ten principles to embed innovation

- There are no shortcuts, this stuff is hard work

- It needs investment, but time, and following these principles, are more important than money

- Procrastination kills innovation. Tomorrow never comes.

- That being said, the fundamentals are straightforward and easy to make happen. Here are the ten principles to apply…

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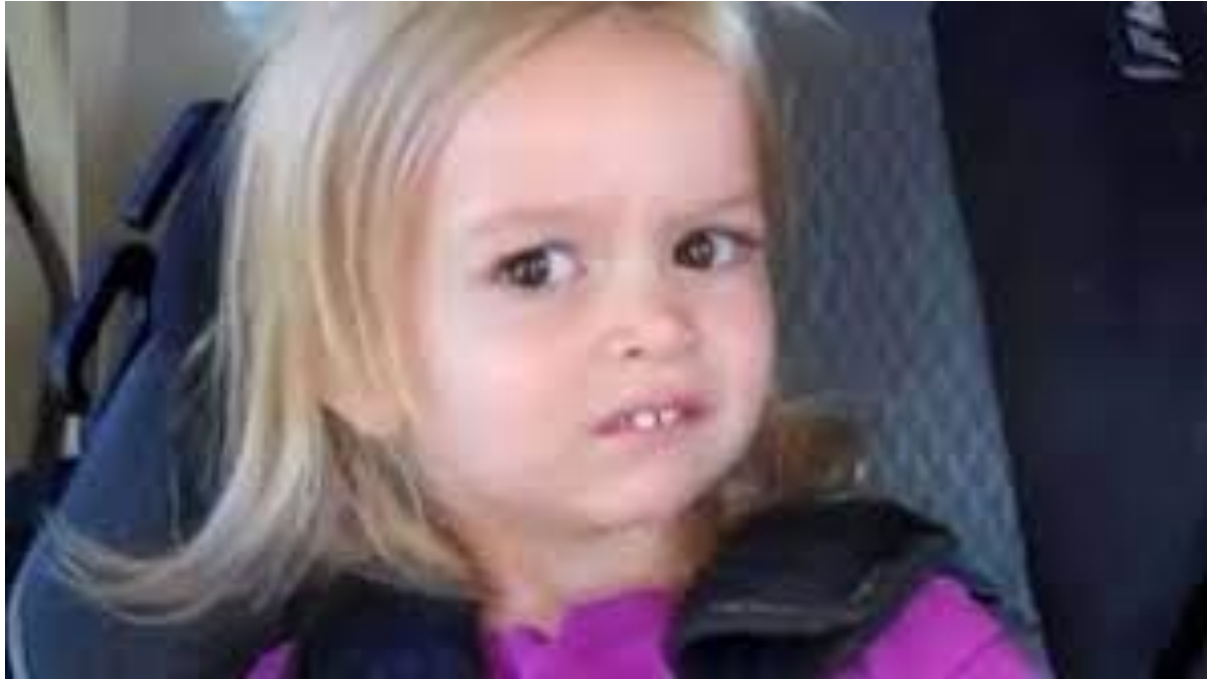
1. Make it make sense!

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- Start at the top. What are your organisation's vision and strategic objectives?

- How do your team goals and tactics meet these?

- Avoid copycatism. Avoid pet projects. Avoid shiny new things just for the sake of them.

DO THEY MEET YOUR WIDER STRATEGY AND GOALS?

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2. Think audience first

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- What do you know about your target audience(s)?

- How can you collect more data and insight on them now? But also, how can you be constantly farming intel about them?

- Are you overwhelming and overserving the same audience(s)?

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3. Cross-team culture

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- Great product development cannot exist in a vacuum. How well are you influencing senior leaders? How well do you work with other teams?

- Whatever the size of your charity… you will go further, faster by bringing others with you.

- Great internal comms is a lost art. You need to be BOTH project manager AND cheerleader.

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4. Data and insight

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- What insight can you glean from the external market? What can you learn from your peers?

- Are you staying on top of the latest channel insight? What new tactics have emerged?

- Back to audience, audience, audience. Every new product or idea must be rooted in the latest audience insight.
  - Free resources Third Sector, Charity Digital, CAF
  - Simple email surveys, tele-depths and smoke testing are all free

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5. The creative funnel
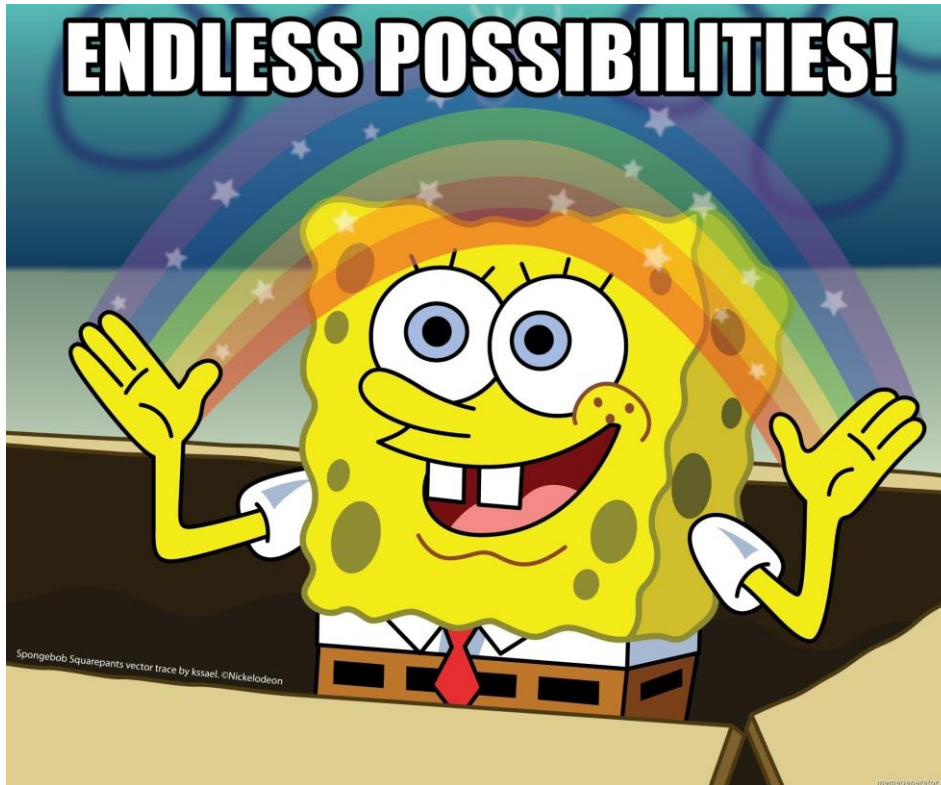
5. The creative funnel

- When generating ideas – start with volume. To develop a new product area, you need 100s (e.g. Cadbury's)

    - Crazy 8s

    - Post it speed sessions (3-7 words per post it)

    - Session Lab (www.sessionlab.com)

- From the 100+ ideas, return to the audience insight and remove personal bias. What are your top 10-12?

- Then use a scoring template to bring down to the 5-6 you want to test.

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6. Test and learn

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- This is where a lot of organisations fail. Go from idea to full product launch, too quickly.

- There are so many tools to test and learn at a smaller scale now. We don't need to risk so much budget!

- Use Facebook smoke tests, surveys and/or small focus groups to test our assumptions before launch.

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7. Product pilot test

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- Even after doing some audience testing, the first iteration of a product should always have a pilot test.

- Again, a modest budget and expectations set that failure rates will be high.

- Product pilot should be fast, lean and inexpensive. Prove your assumptions to allow you to invest or kill!

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8. What do you want to learn?

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8. What do you want to learn?

- The product pilot gives you a unique opportunity to learn in a live environment…
    - What fundraising models work / don't work
    - What mechanisms and technologies work / don't work
    - What stewardship moments work / don't work

- Use this pilot to gain as much feedback from supporters as you can. Listen to the super-engaged, but try to reach the less-engaged too.

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9. Know when to go big! Know when to kill!

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- After a product pilot you have three decisions: invest, test again or kill.

- Invest in success faster and to a higher level. Our product lifecycles are now much shorter.

- Adding new products to a portfolio either needs new people or other things to go.

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10. The bad habits

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- Avoid HiPPOs (Highest Paid Person's Opinion)

- Challenge your own assumptions

- Break-out of in-year thinking and cycles

- Above all else… Be brave, collaborative and honest.

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