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Execution is the other side of innovation. When hoping to stimulate innovation, companies tend to put almost all of their energies into this side of innovation — the thrilling hunt for the breakthrough idea. That's unfortunate, because there are severe challenges and hidden dangers on the other side.

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The Discovery Group, for example, is upending the medical and life-insurance industries in its native South Africa and also has operations in the United Kingdom, the United States, and China, among other locations. Innovation is a

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standard measure in the company's semiannual divisional scorecards—a process that helps mobilize the organization and affects roughly 1,000 of the company's business leaders.

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The Other Side of Innovation Companies can't survive without innovating, but most put far more emphasis on generating "Big Ideas" than on executing them. Model 1: Innovation = IDEAs + Motivation

### **The Other Side of Innovation - Keith Walker**

The Other Side of Innovation is based on an extensive ten-year study that produced the most extensive library of case studies about executing innovation initiatives in the world. Several of the case studies are summarized in this book.

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And there are deep and fundamental conflicts between the two. Drawing on examples from innovators as diverse as



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The Other Side of Innovation codifies this staged approach in a variety of contexts. It delivers a proven step-by-step guide to executing (launching, managing, and measuring) more modest but necessary innovations within large firms without disrupting their bread-and-butter business.

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