The Innovation Method

Columbia Business School
AT THE VERY CENTER OF BUSINESS™

The New Colossus

Not like the brazen giant of Greek fame,
With conquering limbs astride from land to land;
Here at our sea-washed, sunset gates shall stand
A mighty woman with a torch, whose flame
Is the imprisoned lightning, and her name
Mother of Exiles. From her beacon-hand
Glows world-wide welcome; her mild eyes command
The air-bridged harbor that twin cities frame.
Keep, ancient lands, your storied pomp! cries she
With silent lips. "Give me your tired, your poor,
Your huddled masses yearning to breathe free,
The wretched refuse of your teeming shore.
Send these, the homeless, tempest-tost to me,
I lift my lamp beside the golden door!

— Emma Lazarus, 1883

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Frédéric Auguste Bartholdi

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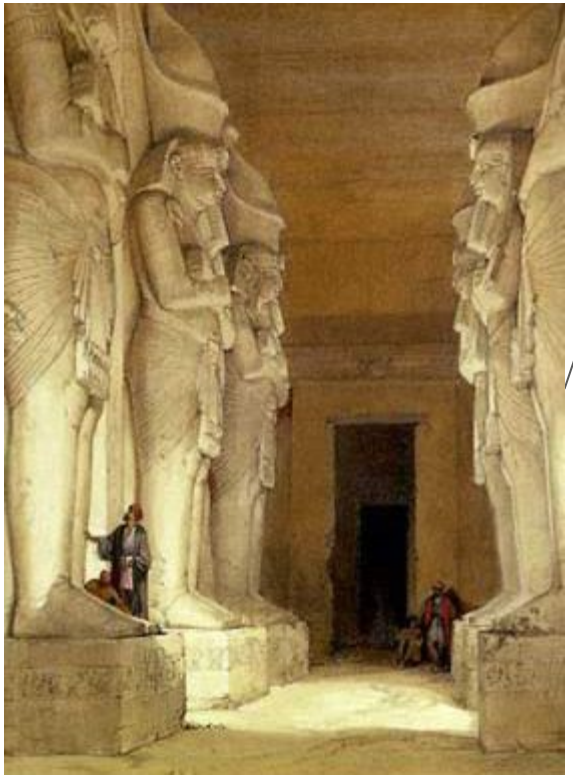

Large Nubian statues guarding tombs

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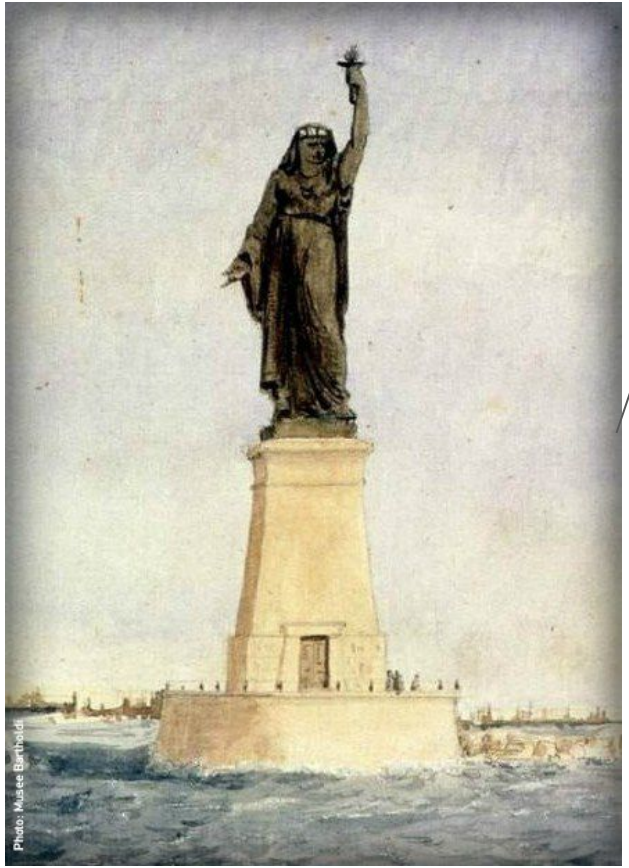

Bartholdi's proposal for *Egypt Carrying the Light to Asia*

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Jules Joseph Lefebvre's painting *La Verite*

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The Roman goddess Libertas

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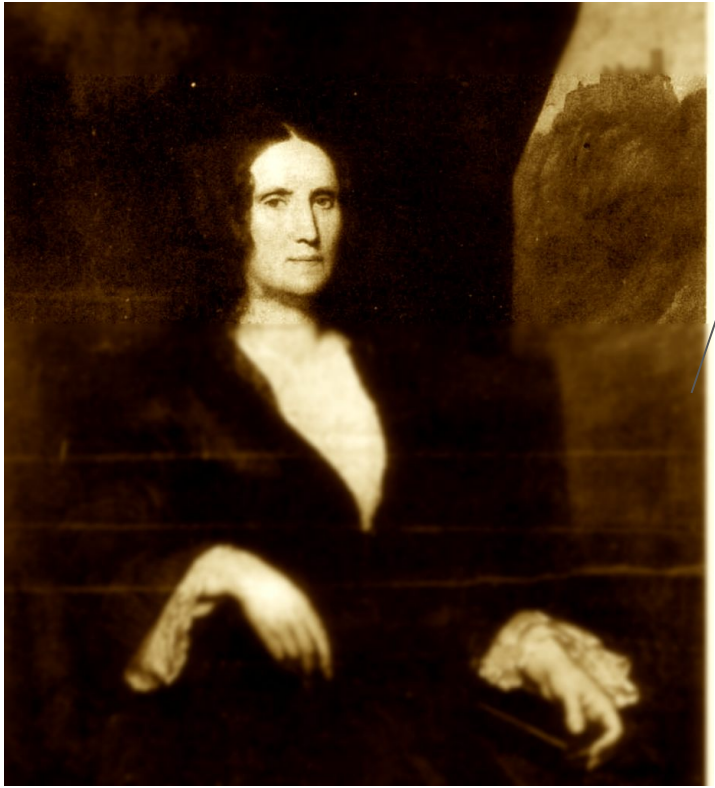

Bartholdi’s mother

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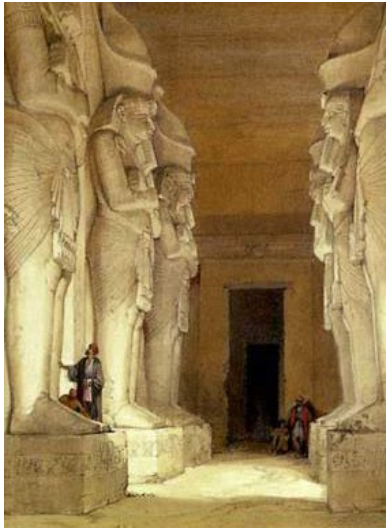

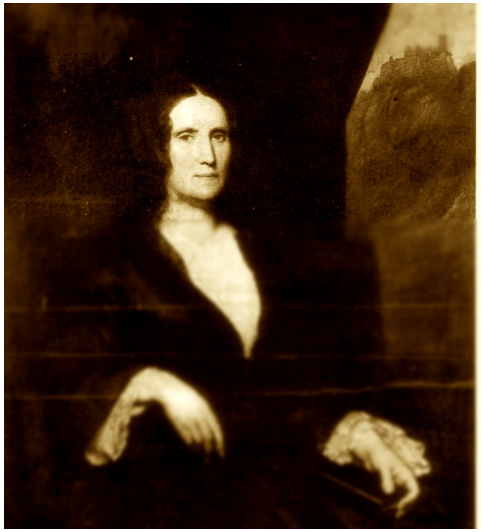

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“Immature poets imitate; mature poets steal; bad poets deface what they take, and good poets make it into something better, or at least something different.”
- T.S. Eliot

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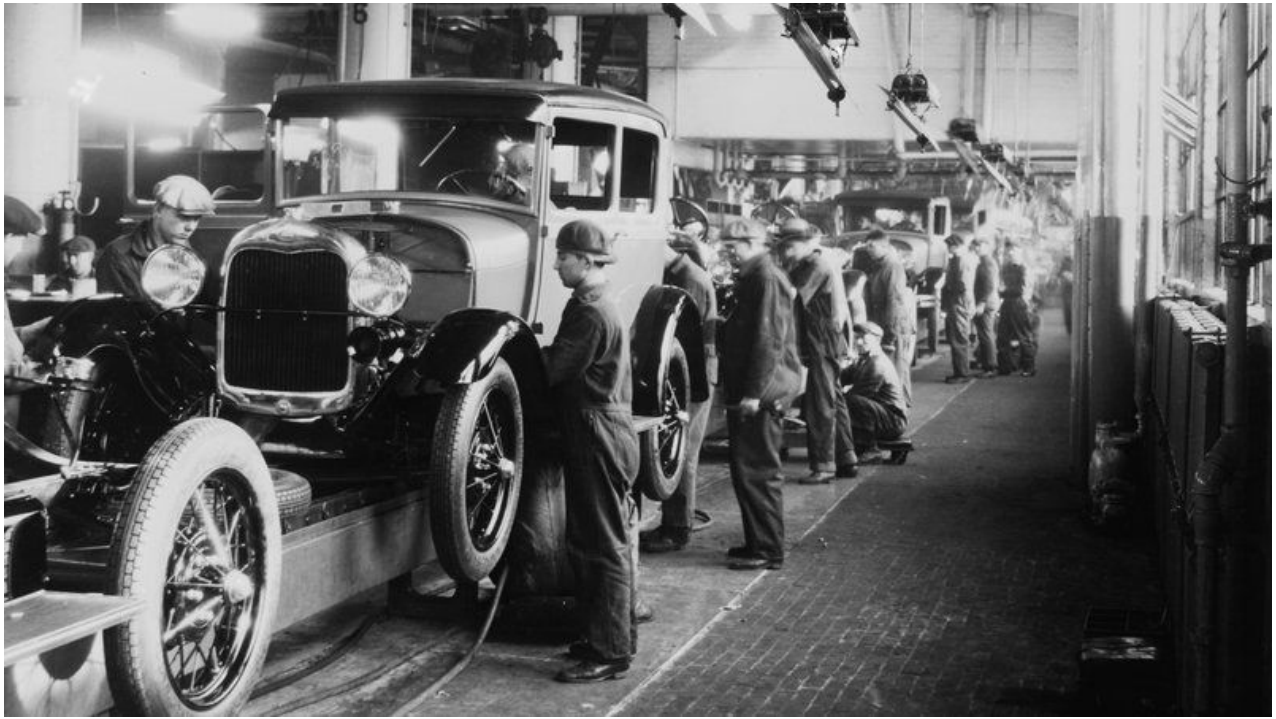
Ford Model T



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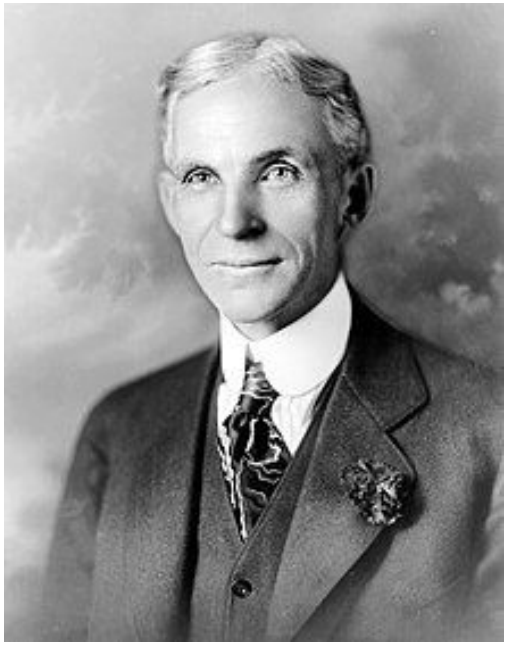

Henry Ford

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Oldsmobile Assembly Line

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Chicago Slaughterhouse Moving Tracks

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Ford Model T with “Japanning” Paint

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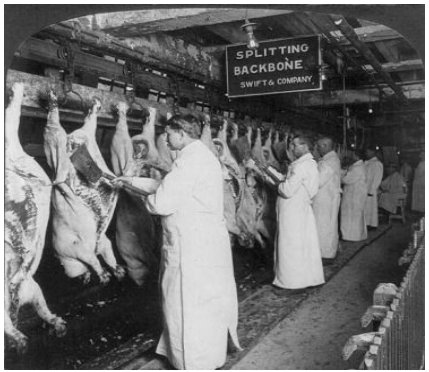
Ford's Innovation



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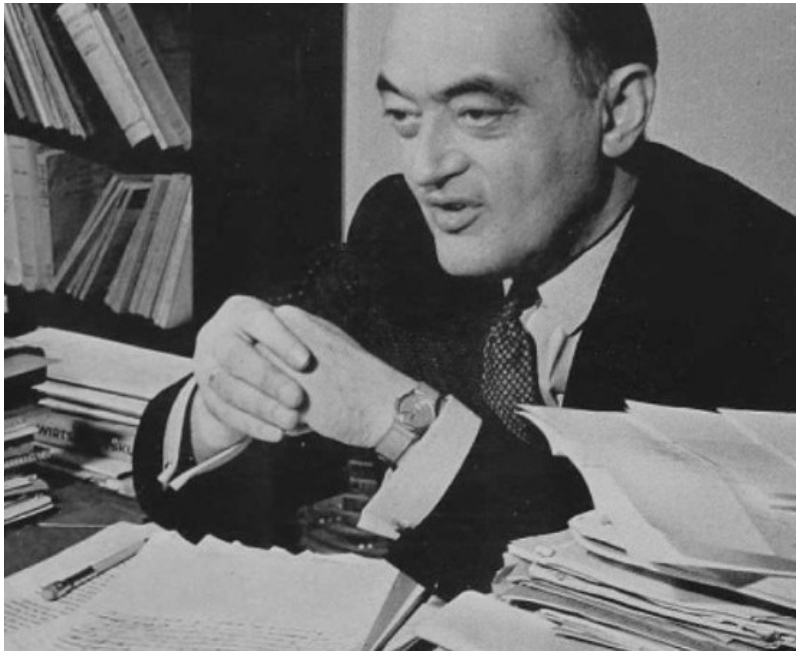

“Innovation is new combinations of old ideas.”

-Joseph Schumpeter

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Netflix’s Subscription Service

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Reed Hastings

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Blockbuster's Physical Movie Rentals

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Gym Membership Model

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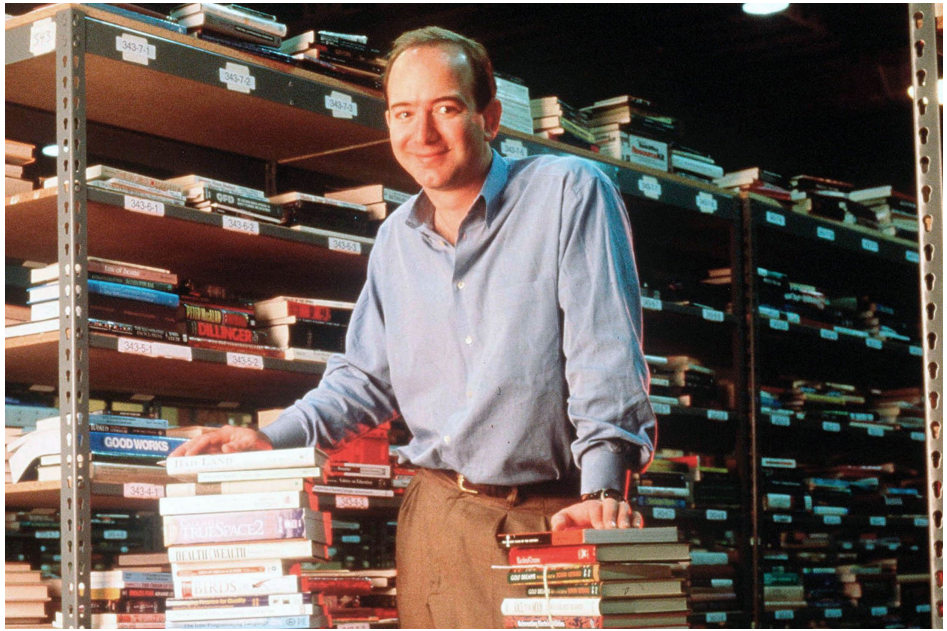

Amazon’s Online Book Store

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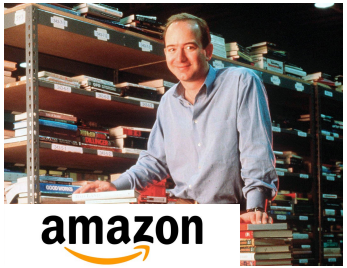
Netflix's Innovation



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“If I have seen further it is by standing on ye shoulders of Giants.”

- Robert Hooke

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Choice Mapping

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Choice Mapping

1. Break the Problem Down
2. Prioritize Past Successes
3. Search in and Out of Domain

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What problem do I want to solve?

Create a list of “subproblems”:

Narrow in on what is important:

MAIN PROBLEM:

I want a dinner party that is memorable and fun.

SUBPROBLEMS:

- Menu ingredients
- Food/Wine pairings
- Decor
- Dietary restrictions/preferences
- Seating arrangements

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Choice Mapping

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Choice Mapping

1. Break the Problem Down

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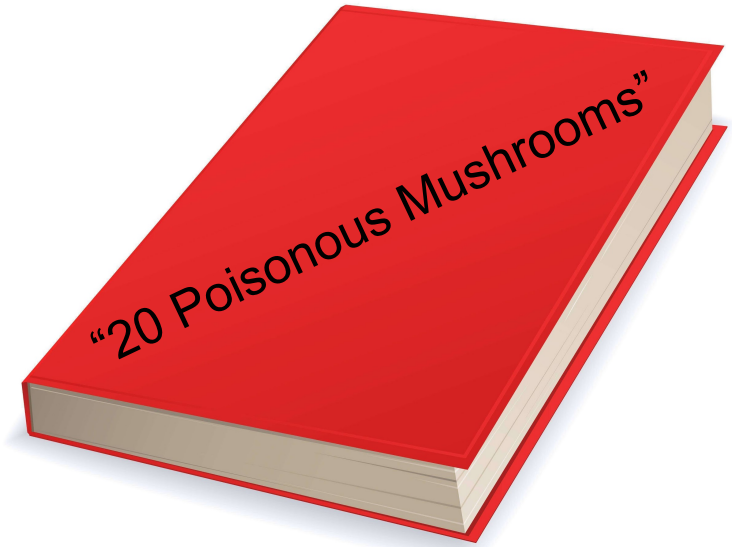
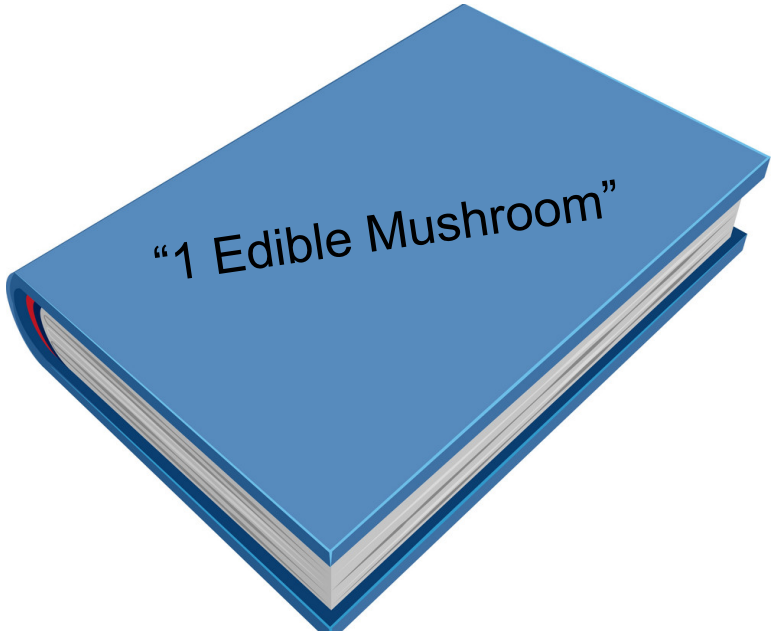
Main Problem: There are 100 types of mushrooms in this forest. 99 of them are poisonous.

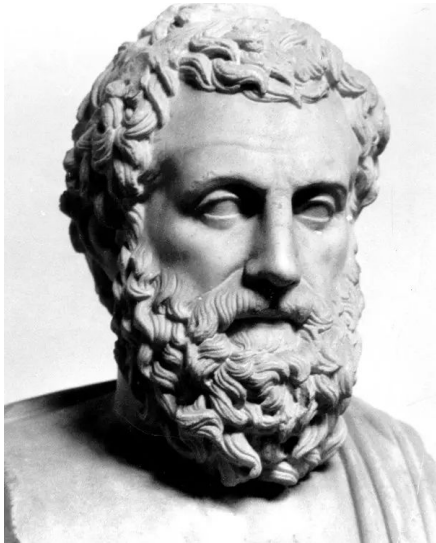
Which book do you want?





“It is possible to fail in many ways . . . while to succeed is possible only in one way (for which reason also one is easy and the other difficult - to miss the mark easy, to hit it difficult).”

-Aristotle



Choice Mapping

1. Break the Problem Down

2. Prioritize Past Successes

3. Search in and Out of Domain

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Choice Mapping

1. Break the Problem Down
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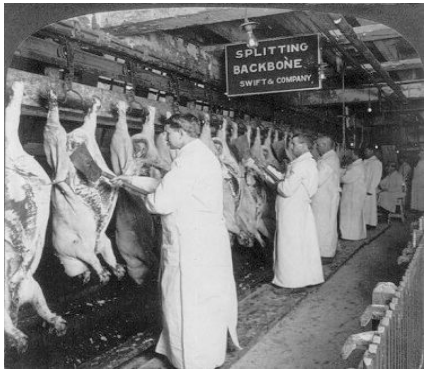
In Domain

Current Best Practices

Out of Domain

Creative Inspiration



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CHOICE MAP

Main Problem: I don't like using a trackpad, but carrying a mouse with my laptop is a pain.

Subproblem 1:

How do we make it easy/convenient to carry?

Subproblem 2:

How do we make it difficult to lose?

Subproblem 3:

How do we make the tracking function work smoothly?

CHOICE MAP

Main Problem: I don't like using a trackpad, but carrying a mouse with my laptop is a pain.

Subproblem 1:

How do we make it easy/convenient to carry?

Subproblem 2:

How do we make it difficult to lose?

Subproblem 3:

How do we make the tracking function work smoothly?

IN DOMAIN

Mophie keychain charger
(in domain)

- clips to keys or belt
- cord inside the device
- glowing battery life power meter

amPen Detachable Elastic Coil-Style Lanyard
(in)

- attaches to headphone jack
- elastic coil extends to 10 inches

Logitech MX Master 2S
(in)

- scrolling wheel & thumbwheel
- any surface
- **ergonomic design**
- **customizable buttons**

OUT OF DOMAIN

Discover Card
(out domain)

- fits in your wallet
- no raised numbers/features
- brushed metal look
- minimal design/info on top

Post-it Note
(out)

- bright colors (draw attention)
- disposable
- can be stuck anywhere
- don't leave a sticky residue

Fibaro motion sensor
(out)

- detects light
- detects heat
- changes color depending on temperature
- adjustable sensitivity
- voice control

MOCK COMBINATION

Subproblem 1:

How do we make it easy/convenient to carry?

Mophie keychain charger
(in domain)

- clips to keys or belt
- cord inside the device
- glowing battery life power meter

Subproblem 2:

How do we make it difficult to lose and/or easy to find?

amPen Detachable Elastic
Coil-Style Lanyard
(in domain)

- attaches to headphone jack
- elastic coil extends to 10 inches

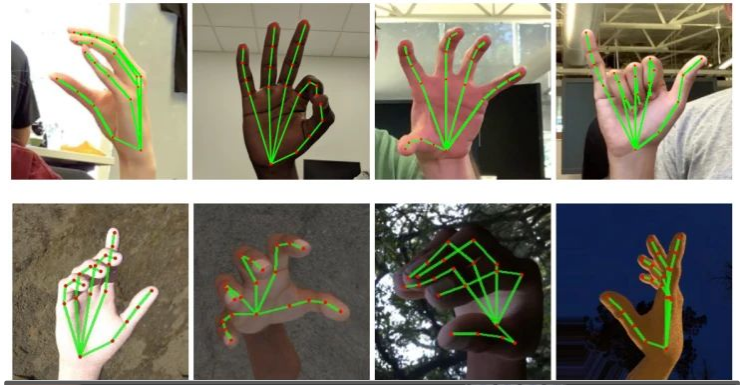
Subproblem 3:

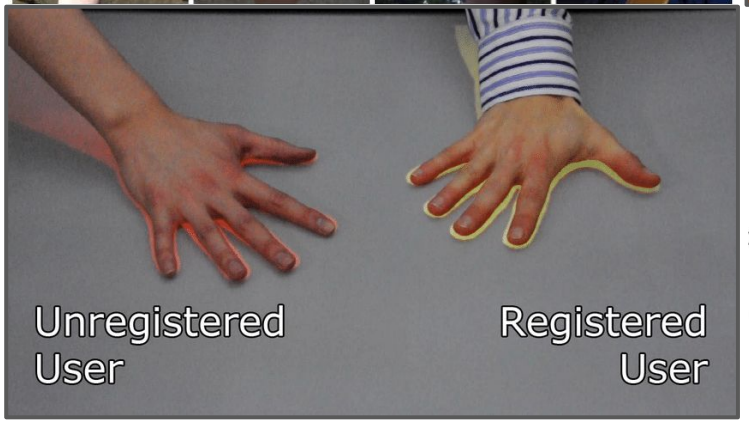
How do we make the tracking function work smoothly?

Fibaro motion sensor
(out of domain)

- detects light
- detects heat
- changes color depending on temperature
- adjustable sensitivity
- voice control

SPARK:
A small spherical sensor you place on any surface that tracks your hand (used in front of the device) and makes any surface a “touchscreen” of sorts. The device recognizes finger movement on account of heat and light-sensors and allows you to program certain gestures and voice commands to specific computing functions like “zoom” and “scroll.” Finally, the device comes clipped onto a lanyard, and has an coiled USB “clip” for easy charging *and* carry.





COMBINATION 1

Subproblem 1:

How do we make it easy/convenient to carry?

Discover Card
(out domain)

- easily carried in pocket or wallet
- no raised numbers/features
- brushed metal look
- minimal design/info on top side

Subproblem 2:

How do we make it difficult to lose and/or easy to find?

Post-it Note
(out)

- bright colors (draw attention)
- disposable
- can be stuck anywhere
- don't leave a sticky residue

Subproblem 3:

How do we make the tracking function work smoothly?

Logitech MX Master
2S
(in)

- scrolling wheel & thumbwheel
- any surface
- ergonomic design
- customizable buttons

SPARK:
Minimal mouse that comes with a self-adhesive sleeve (like a wallet) that can be attached anywhere on a laptop. This extra-thin mouse has slides directly into this sleeve and only comes in bright colors so that it is easier to keep track of.

“Invention consists in avoiding the constructing of useless combinations and in constructing the useful combinations which are in infinite minority.”

- Henri Poincaré

Thank you!

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