INNOSIGHT
STRATEGY AND INNOVATION AT HURON

Breaking Down the Barriers to Disruptive Innovation:

STRATEGIES FOR OVERCOMING COMMON DISRUPTION CHALLENGES

APRIL 16, 2024

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STRATEGY AND INNOVATION AT **HURON**

ABOUT US

At a Glance

We are a global strategy consulting firm focused on helping forward-thinking organizations to navigate disruptive change and **OWN THE FUTURE**

We help companies imagine and build new ways to grow, both in their core businesses and in markets that don't yet exist

Our clients tell us we change the way they think and see, enabling them to do things they could never do before

Ned Calder
Partner

Rob Bell
Partner

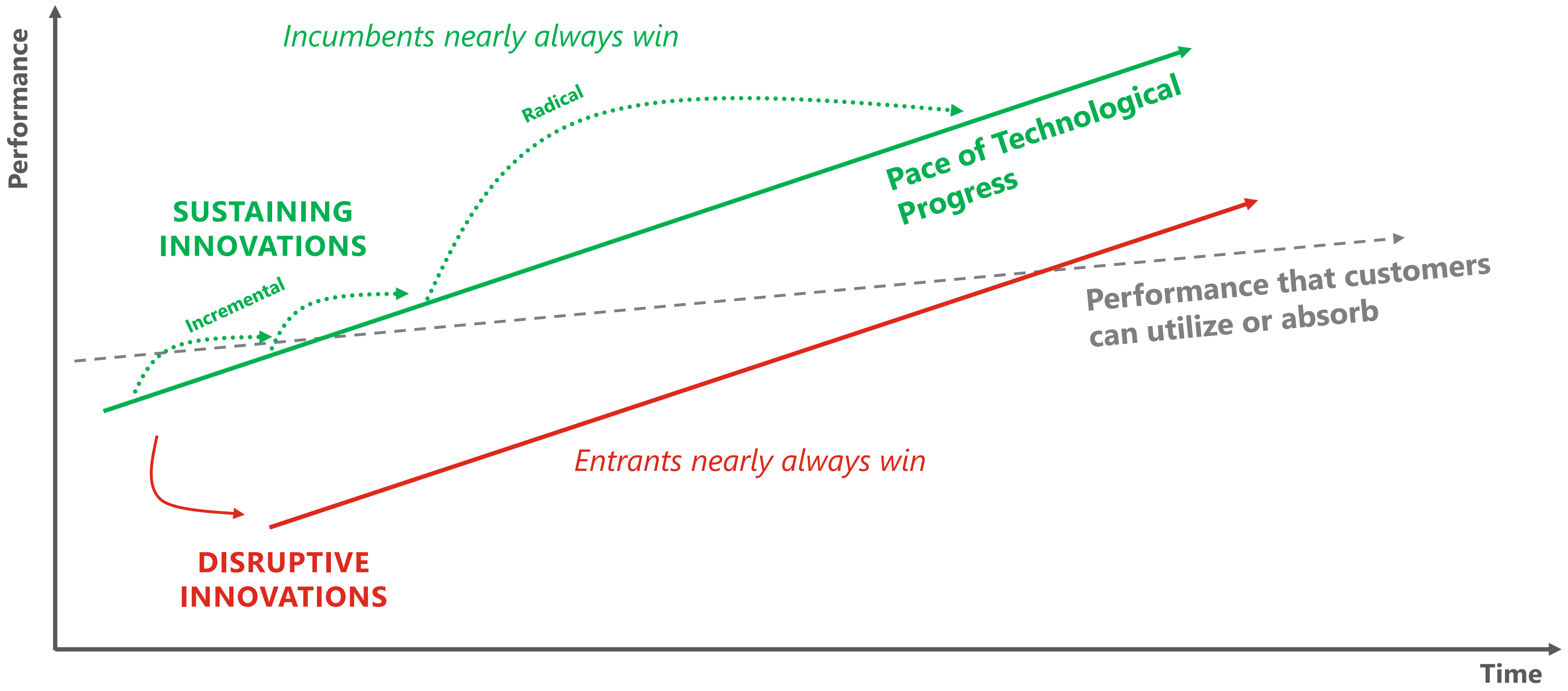
Freddy Solis
Associate Partner

"The research shows that **good management was the most powerful reason companies failed** to stay atop their industries. Precisely because these firms listened to their customers, invested aggressively in new technologies that would provide their customers more and better products of the sort they wanted... they lost their positions of leadership."

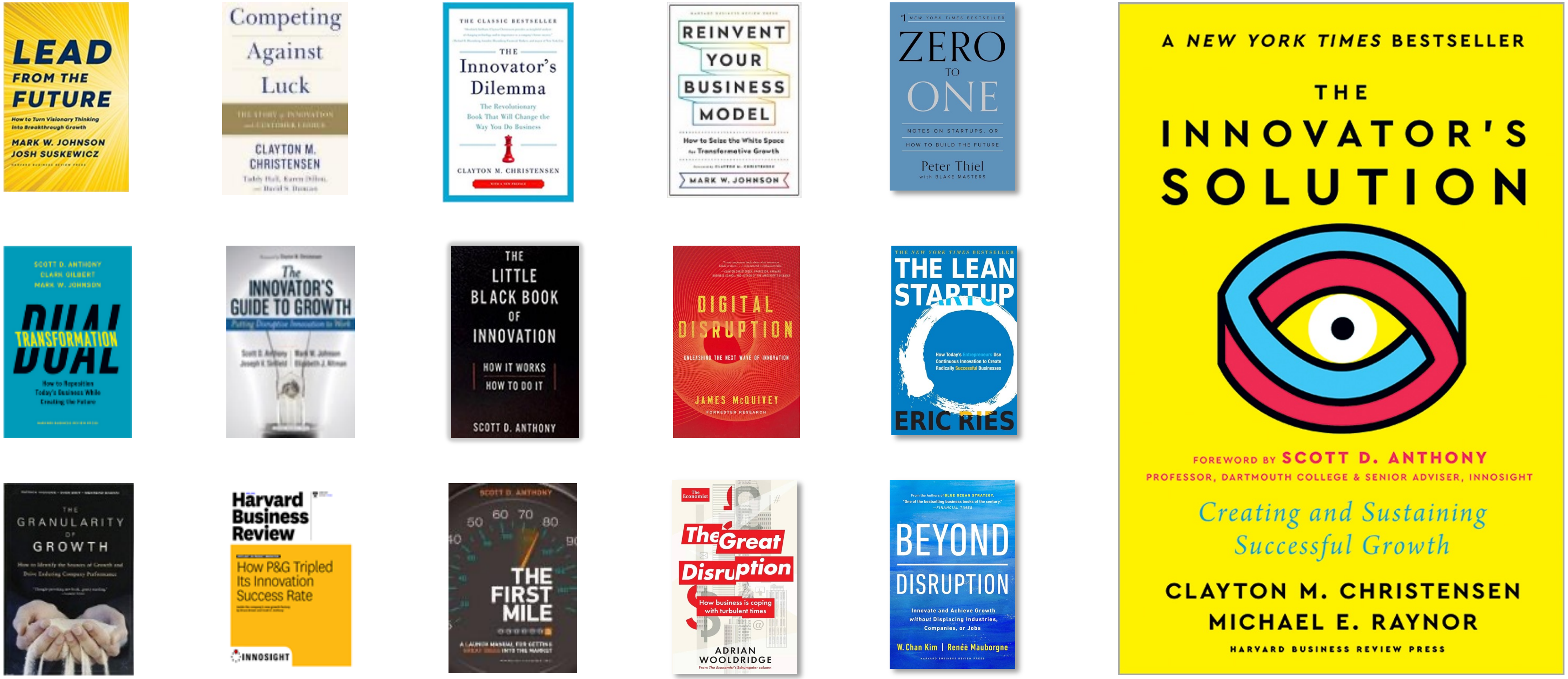
–*Clayton Christensen*

Why do large companies still struggle with disruption?

Disruption seems simple…



Disruption is a much researched and discussed topic…



…yet companies continue to struggle

To Newsletters
Forbes
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Plant Based Fail: The Empty Promise Of Animal Meat Displacement

Medium
Search
Facebook's Metaverse Failure: A $170+ Billion Flop

INDEPENDENT
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LET'S UNPACK THAT
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By Matt McFarland, CNN Business
6 minute read · Updated 5:04 PM EDT, Tue November 1, 2022

Answer in the chat:

What are the biggest disruptions your industry is facing?

Three less talked about challenges

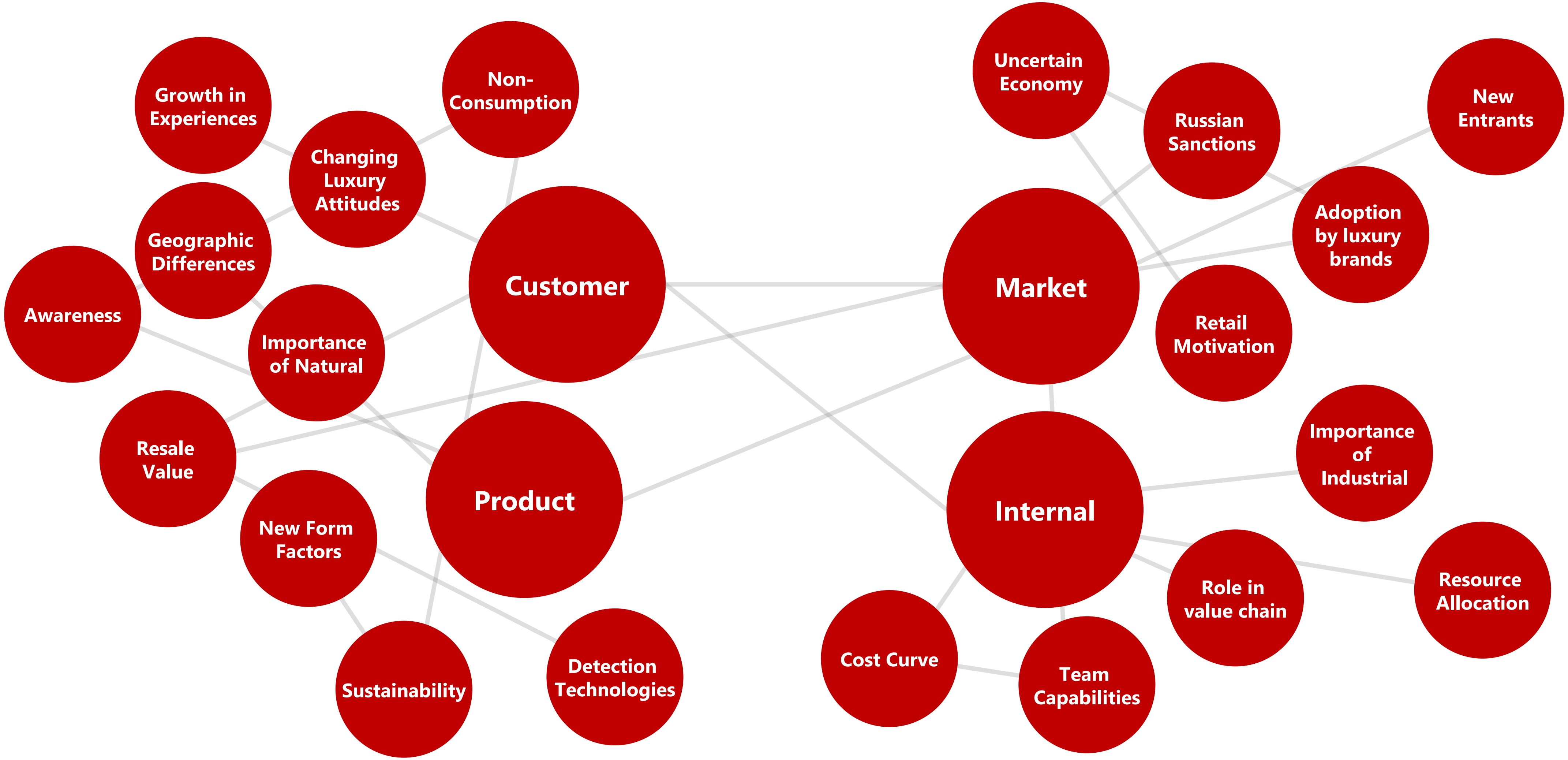
1. **Embrace the complexity**
2. **Focus more on market development**
3. **Create a disruption-ready culture**

Disruption seems simple…

$6000/ct

$1000/ct

… in reality, it’s much more complex



A shared perspective of the future environment is critical

GRANULAR

The future is electrified

ALIGNED

Functions

Business

EMBEDDED

Define Future

Set Strategy

Companies often focus on the product…





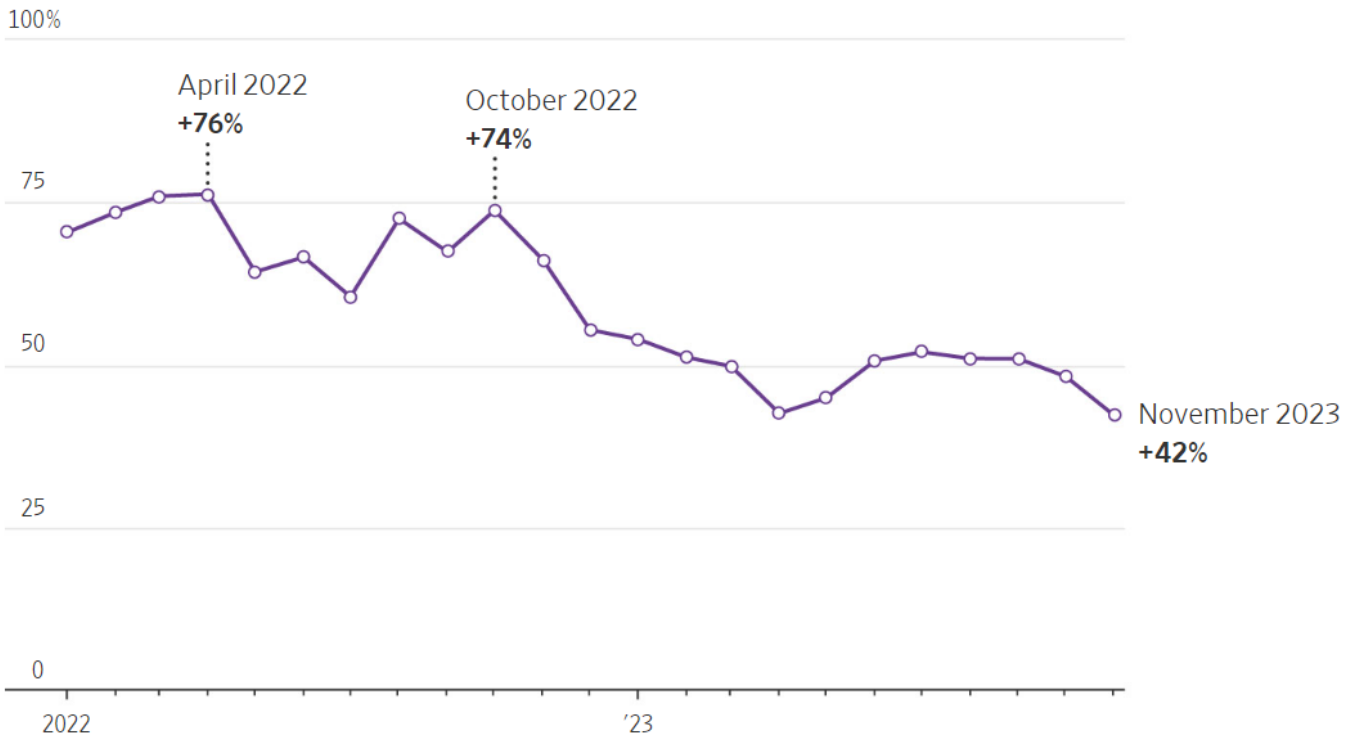





But products alone don't create new markets

THE WALL STREET JOURNAL.

U.S. electric-vehicle sales, change from a year earlier



Note: Uses three-month averages
Source: Motor Intelligence

Companies must actively develop the market

Structural & cultural interventions must be combined to thrive under disruptive change situations

No Systemic Enablers	+	**Cultural Interventions**: Artifacts, Behaviors, Perceptions	=	**Frustration**
Systemic Enablers: Processes, Structure & Governance, Talent Management	+	**No Cultural Interventions**	=	**Inertia**
Systemic Enablers: Processes, Structure & Governance, Talent Management	+	**Cultural Interventions**: Artifacts, Behaviors, Perceptions	=	**Successful Culture Change**

Culture needs to be tied to strategy

"What so effectively got Home Depot from zero to $50 billion in sales wasn't going to get it to the next $50 billion."

– Bob Nardelli

Source: Charan, Ram. "Home Depot's Blueprint for Culture Change." *Harvard Business Review*, 1 Aug. 2014, hbr.org/2006/04/home-depots-blueprint-for-culture-change.

Q&A

Please use the 'chat' or 'raise hand' functions to ask questions


Harvard Business Review | Digital Article

Disruptive Innovation

Overcoming Common Challenges to Disruptive Innovation

How companies can improve their prospects for growth.
by Ned Calder, Freddy Solis, and Rob Bell

Ned Calder
Partner
ncalder@innosight.com

Rob Bell
Partner
rbell@innosight.com

Freddy Solis
Associate Partner
fsolis@innosight.com

Reach out if you think your organization could use guidance in navigating disruptive change