



The Path from Innovation to Execution

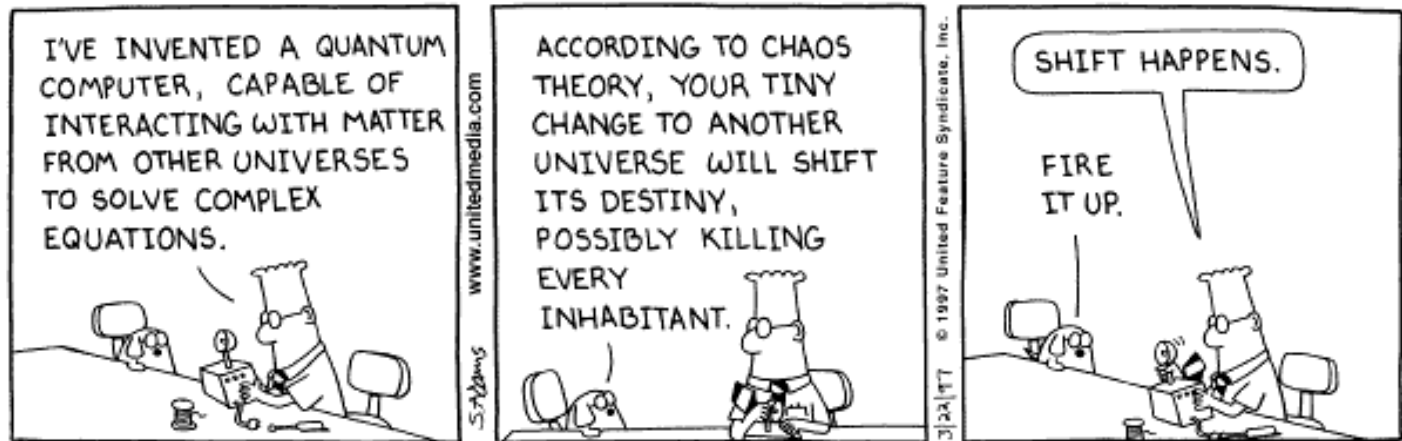
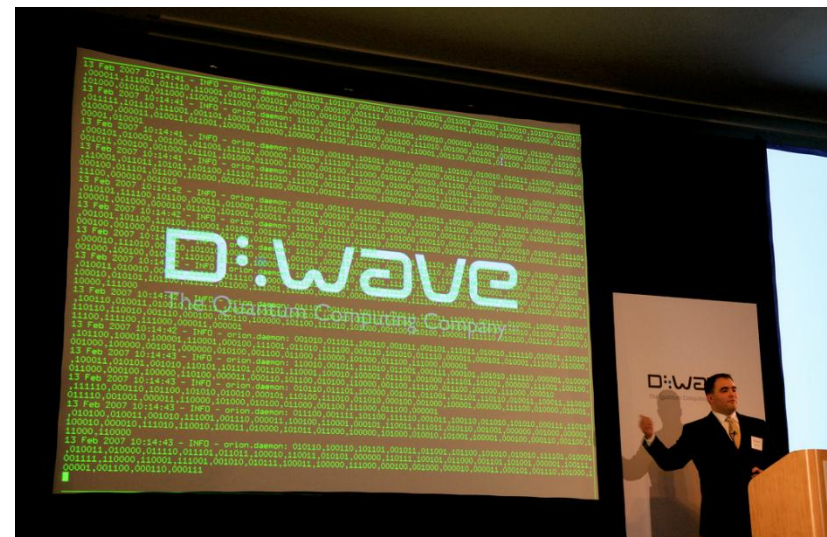
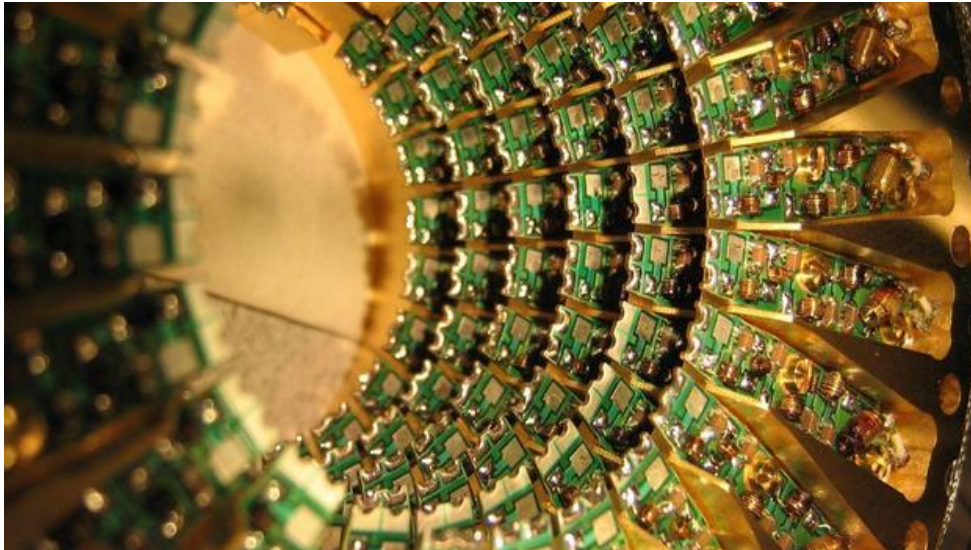
Ravi Sahi, PMP, CSM, SCPM
Regional Director, Solutions

rsahi@esi-intl.com

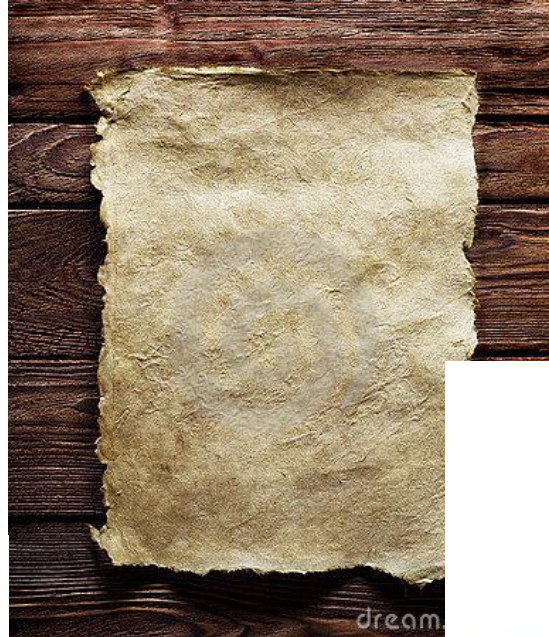
www.esi-intl.com



Big or Small



Big or Small



Big or Small



bold

small

Productivity

in.no.
va.tion

IMPROVED

NEW

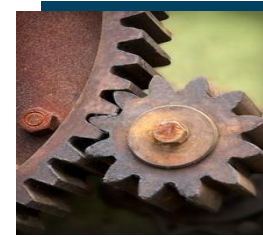
efficiency

Are You ready?



- Current realities
- Strategic perspective
- The Innovation Process
 - Your role
 - Optimising diversity
 - Sparking new thinking
- Ideas prioritisation
- Execute

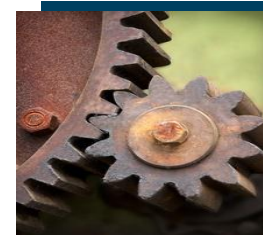
Current Realities—The Speed of Change



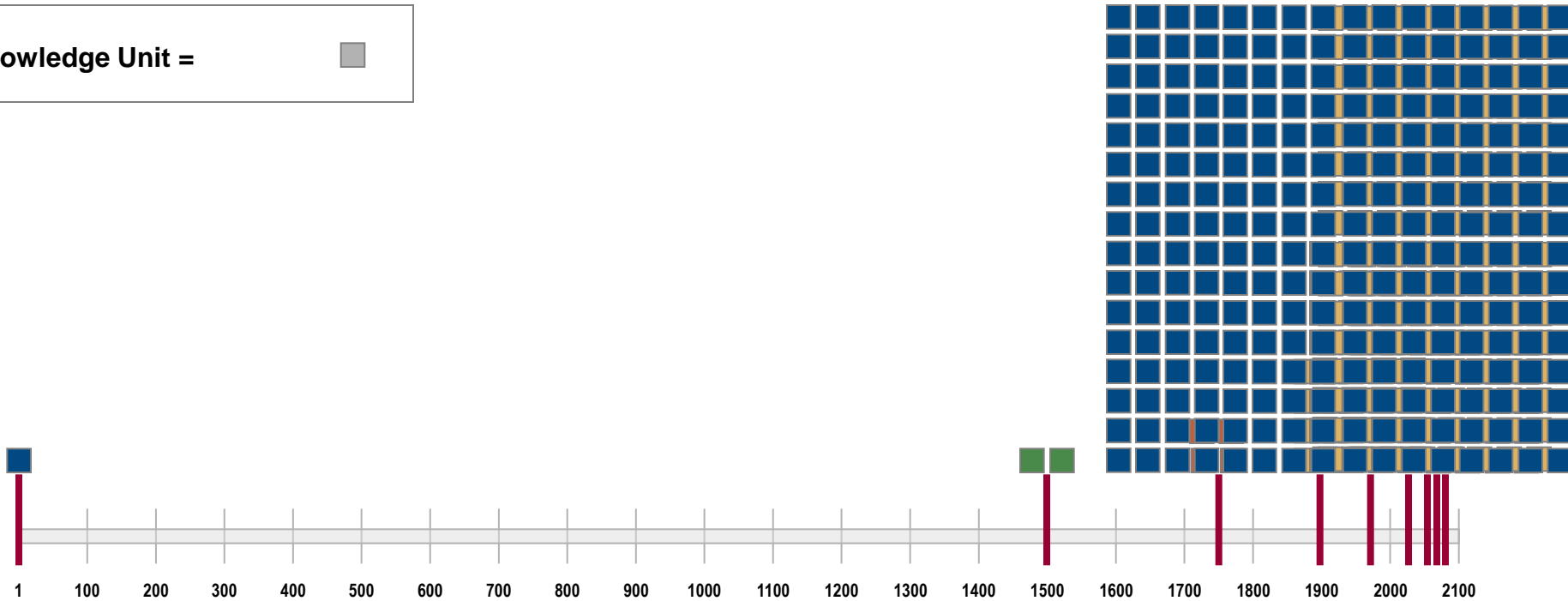
2010



How Quickly Does What We Know Change?



Knowledge Unit =



We Need a STRATEGIC Perspective



How do I select & implement the right initiatives...quickly?

The Best Firms Do 3 Things Well



Mastery of Execution drives successful implementation of innovative ideas



Key Challenge

Bigger Picture?



The Innovation Equation

IDEA x CUSTOMER
VALUE x EXECUTION

in·no·
va·tion

Traits of an Innovative Culture

Research revealed a comprehensive set of areas that encourage the range of skills required to enhance innovation success.

The Heart
of Innovation

Your Role
in Innovation

Optimizing
Diversity

Sparkling
New Thinking

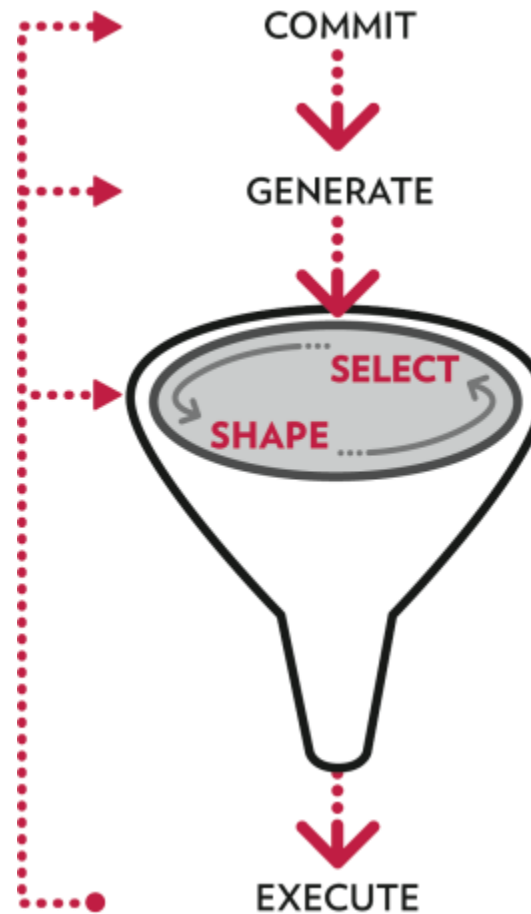
Shaping and
Selecting
Ideas

Executing
Innovation

Traits of an Innovative Culture

- **Context-Rich**
- **Customer-Close**
- **Confidence-Building**
- **Curious**
- **Challenging**
- **Collaborative**

The 'Selection' of Initiatives



Your role

The Heart
of Innovation

Your Role
in Innovation

Optimizing
Diversity

Sparking
New Thinking

Shaping and
Selecting
Ideas

Executing
Innovation

You play many roles

Your Role: Different Points of View Activity



Optimizing Diversity

The Heart
of Innovation

Your Role
in Innovation

Optimizing
Diversity

Sparkling
New Thinking

Shaping and
Selecting
Ideas

Executing
Innovation

Consider your sources... Who are they?

Sparking New Thinking

The Heart
of Innovation

Your Role
in Innovation

Optimizing
Diversity

Sparking
New Thinking

Shaping and
Selecting
Ideas

Executing
Innovation

association chains

Enforce Prioritisation

Define criteria and weighting

Rate numerically based on data

Calculate priorities and rank

Communicate and verify

What is your Strategy??



Where Do We Find Strategy?



Discovering Strategy

Annual reports

Vision/mission statements

Capability statements

Corporate history legend

Past department behavior

Strategies

“ We are a profitable organization. We will continue to effectively leverage our established technical expertise, our innovative approaches, and our strong financial position to increase customer satisfaction !”

- Transport Director's letter to all CIOs & department heads from the most recent annual report

Strategies Drive Ideas Prioritisation Criteria

Business Strategies

- Increase customer satisfaction
- Be profitable
- Maintain our financial position
- Leverage success, without leveraging assets

Criteria

- Ease congestion
- Return on Investment (ROI)
- Up-front Investment
- Use existing technology

Score the Projects

		Ease Congestion	ROI	Up Front Investment	Use Existing Technology	Score
	Total	1.5	1.0	0.5	1.0	
7	Traffic flow	1	3	2	1	6.5
1	Office Hours	5	5	1	3	16.0
6	Firewall	1	5	3	1	9.0
4	Upgrader	1	4	1	5	11.0
5	Re-vamp	1	3	5	4	11.0
2	Innovation	3	5	5	3	15.0
3	Automator	2	5	3	3	12.5

Score the Projects

		Ease Congestion	ROI	Up Front Investment	Use Existing Technology	Score
	Total	1.5	1.0	0.5	1.0	
1	Office Hours	5	5	1	3	16.0
2	Innovation	3	5	5	3	15.0

A prioritised list of projects emerges based on an objective review against criteria

6	Firewall	1	5	3	1	9.0
7	Traffic flow	1	3	2	1	6.5

Get Control over Resource Utilisation

Define resource pool

Estimate resource demand

Analyse capacity vs. demand

**Before deciding what to do...
*understand the facts!***



Consolidate Resource Information



Estimate The Demand

Resources Required BY PROJECT

Column Totals				1500.34	67.46	76.94	111.32	123.28	126.34	125.09	125.36	121.18	107.10	95.92	94.77	90.8	
			Project Name	Priority	Row Totals	Nov98	Dec98	Jan99	Feb99	Mar99	Apr99	May99	Jun99	Jul99	Aug99	Sep99	Oct99
na	4	AMEX IRF Phase 1	1	37.19	3.30	5.30	6.55	5.63	6.13	2.58	3.35	3.40	0.85				
na	5	AMEX IRF Phase 2	1	45.70						4.05	4.80	4.70	4.90	5.90	5.35	5.5	
na	6	Corporate Development P	1	50.73	0.15	0.20	4.36	7.90	7.05	5.81	4.55	2.70	3.55	3.01	4.35	4.4	
na	7	International Securities Ex	1	6.60			0.20	0.20	0.10	0.10	0.25	0.40	0.50	1.15	1.20	0.9	
na	8	Oasis Phase 2	1	14.65	4.65	4.50	3.65	1.75		0.05	0.05						
na	9	Oasis Rollout	1	7.82	1.00	2.32	2.62	1.88									
na	10	scott test	1														
na	11	SPDR and WEBS	1	20.94	3.35	3.05	3.87	3.47	3.20	3.20	0.80						
na	12	Year 2000 Contingency Pla	1	34.85	1.71	2.85	3.31	3.31	3.33	3.31	3.31	3.33	2.36	1.41	1.43	1.4	
na	13	Year 2000 Industry Readin	1	80.03	3.60	3.55	8.71	9.50	10.14	8.65	8.18	8.48	3.17	3.12	3.12	3.1	
na	14	Year 2000 Internal	1	85.97	3.00	3.00	4.46	5.69	6.19	5.79	5.77	6.67	7.02	7.03	8.02	8.0	
na	15	Decimalization	2	217.50	5.70	8.85	9.50	12.20	12.75	15.10	18.35	20.10	19.90	19.95	19.55	18.7	
na	16	Expand Hedge	3	164.70	11.10	11.10	12.45	14.00	16.65	16.15	15.35	13.05	12.95	8.70	9.25	8.9	
na	17	OCC Tims Domestic	4	10.05	0.75	0.75	0.65	0.20	1.40	2.45	1.75	0.55	0.55	1.00			
na	18	OCC Tims International	4	92.70	6.50	7.00	7.35	8.30	9.05	9.30	9.30	10.05	10.05	5.30	3.80	3.8	
na	19	Business Vision II	5	72.40	4.65	4.15	3.40	3.60	4.75	4.60	4.60	4.65	5.00	4.80	7.05	7.0	
na	20	Internet 99 Infrastructure	6	16.20			1.30	1.30	0.50	0.50	0.70	1.70	2.10	2.70	2.70	2.7	
na	21	Internet 99 Internet	6	17.80			2.30	2.90	2.90	2.50	2.50	2.20	0.70	0.80	0.50	0.5	
Portfolio Demand				Effort Estimates	Capacity	Resource Demand	Demand Analysis		Shortfall								

Recap

Consciously align your department's strategies with project work

Use fact-based information to prioritise Innovative ideas

Detailed planning and estimation

Are we ready to execute?

Make the tough decisions!



QUESTIONS???



You want
WHAT???

