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EXPERIENCES IN BUILDING A CULTURE OF INNOVATION IN PORT COS

Value harnessed:

Levers

Enablers

Challenges

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INDUSTRY EXAMPLES OF INNOVATION DRIVEN CULTURE

Example: Toyota's Kaizen Philosophy

Levers: Commitment to incremental continuous improvements

Enablers: Established suggestion systems and organized regular Kaizen events

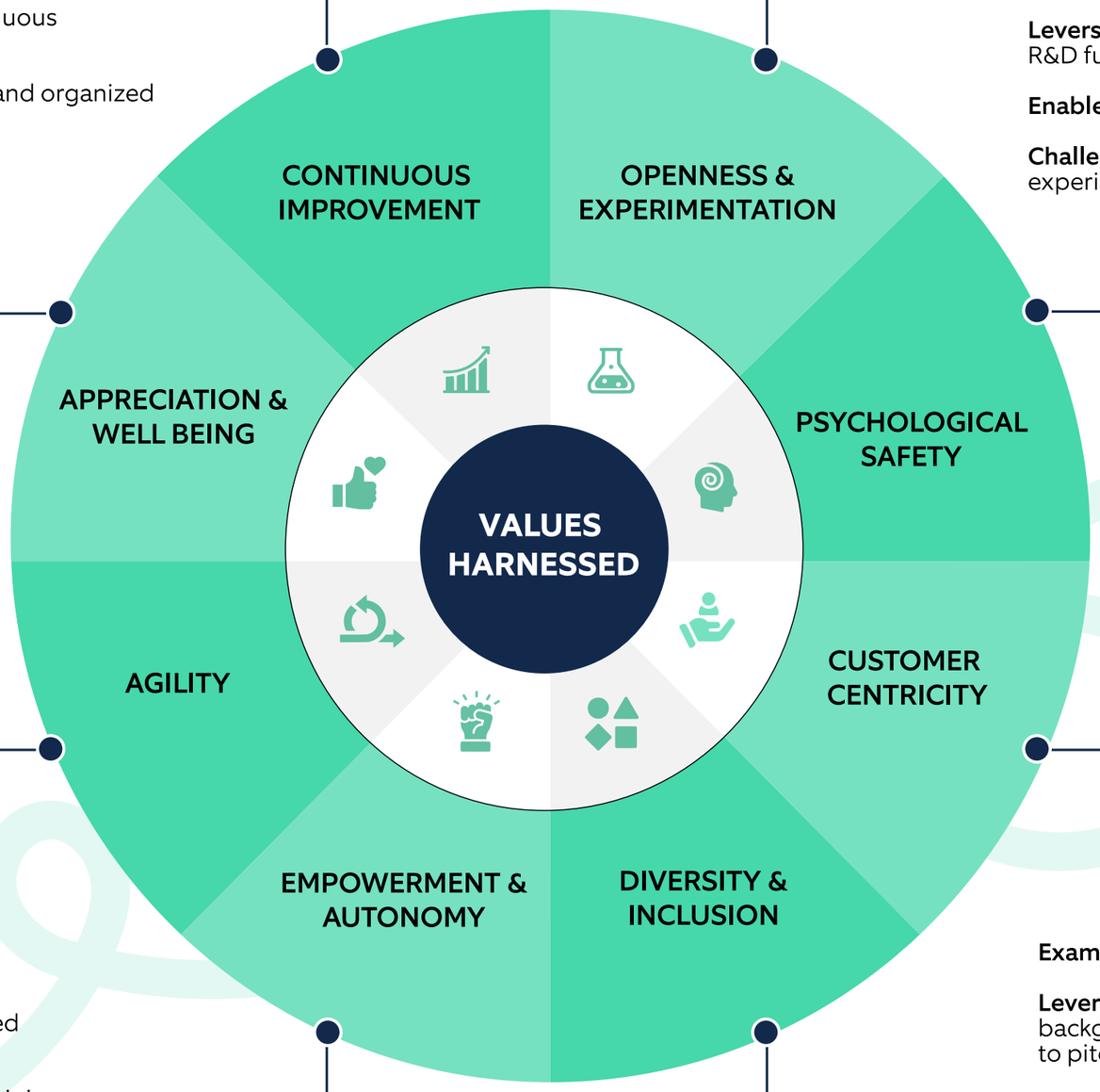
Challenges: Balancing incremental improvements with systemic changes

Example: AT&T Foundry

Levers: Established innovation labs (Foundries), allocated R&D funds

Enablers: Collaboration with startups and external partners

Challenges: Managing diverse projects and ensuring ROI on experimental ones



Example: Facebook hackathons

Levers: Recognizing contributions, fostering community

Enablers: Collaborative platforms

Challenges: Sustaining innovation momentum beyond hackathon events

Example: Google's "20% Time"

Levers: Allowed 20% of time to project of interest

Enablers: TGIF meetings to facilitate the exchange of ideas and feedback

Challenges: Resource allocation without impacting business operations

Example: Spotify's Agile Squads

Levers: Agile, decentralized squad teams

Enablers: Aligned dedicated product owners and delivery tools for continuous integration

Challenges: Cross-squad collaboration & alignment to product vision

Example: Amazon's "Working Backwards" Process

Levers: Customer-first mindset, incentivized diverse ideas

Enablers: Structured approach involving "Press Release", FAQs and customer feedback loops

Challenges: Balancing customer feedback with business viability

Example: Adobe's Kickbox Program

Levers: Providing resources and a structured innovation process

Enablers: Kickbox Innovation toolkits containing resources & pre-paid credit cards

Challenges: Ensuring allocated resources are used effectively and not wasted

Example: Samsung: C-Lab program (Creative Lab)

Levers: Empowerment to employees from diverse backgrounds
to pitch innovation

Enablers: Dedicated innovation budget and internal incubator space

Challenges: Scaling successful C-Lab projects across the global organization