

Invent, Innovate, Renovate?

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Service Director

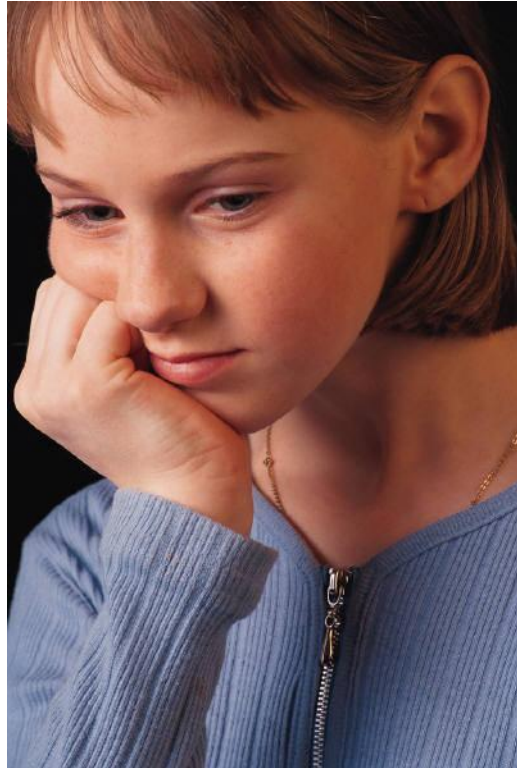
- IBM's 2006 CEO survey identified "Innovation" as a major focus for large organisation CEOs
 - Duh!!!!
- But what is "innovation"?
 - How can we foster this?
 - How can we optimise this?
 - Where should the focus be?



A wheel has one active surface....



This one has to be better
– it has an infinite number of active surfaces



- The “Eureka!!!” moment can bring in big bucks
 - But can also lose loads...
- The “Hang on – this is wrong” moment can change the way we work
 - If people are willing to listen
- The “You know, I think I can do this differently” moment can save a business
 - If people think it is worth thinking that way

- Doing something new in a manner never done before
 - Very rare – and getting rarer

[Economy Statistics](#) > Patents granted (most recent) by country

VIEW DATA: **Totals** [Per capita](#) [Per \\$ GDP](#) [Definition](#) [Source](#) [Printable version](#)
[Bar Graph](#) [Map](#) [Correlations](#)

Showing latest available data.

Rank	Countries	Amount
# 1	Japan:	994 per million people
# 2	Korea, South:	779 per million people
# 3	United States:	289 per million people
# 4	Sweden:	271 per million people
# 5	Germany:	235 per million people
# 6	France:	205 per million people
# 7	Luxembourg:	202 per million people
# 8	Netherlands:	189 per million people
# 9	Finland:	187 per million people
# 10	Switzerland:	183 per million people
#18	UK	82 per million people

Source: WIPO 2001



- Doing something existing in a way never done before
 - Business Process Re-engineering?
 - Innovative on a global scale, or just to you?
 - Still pretty rare



→
Invention



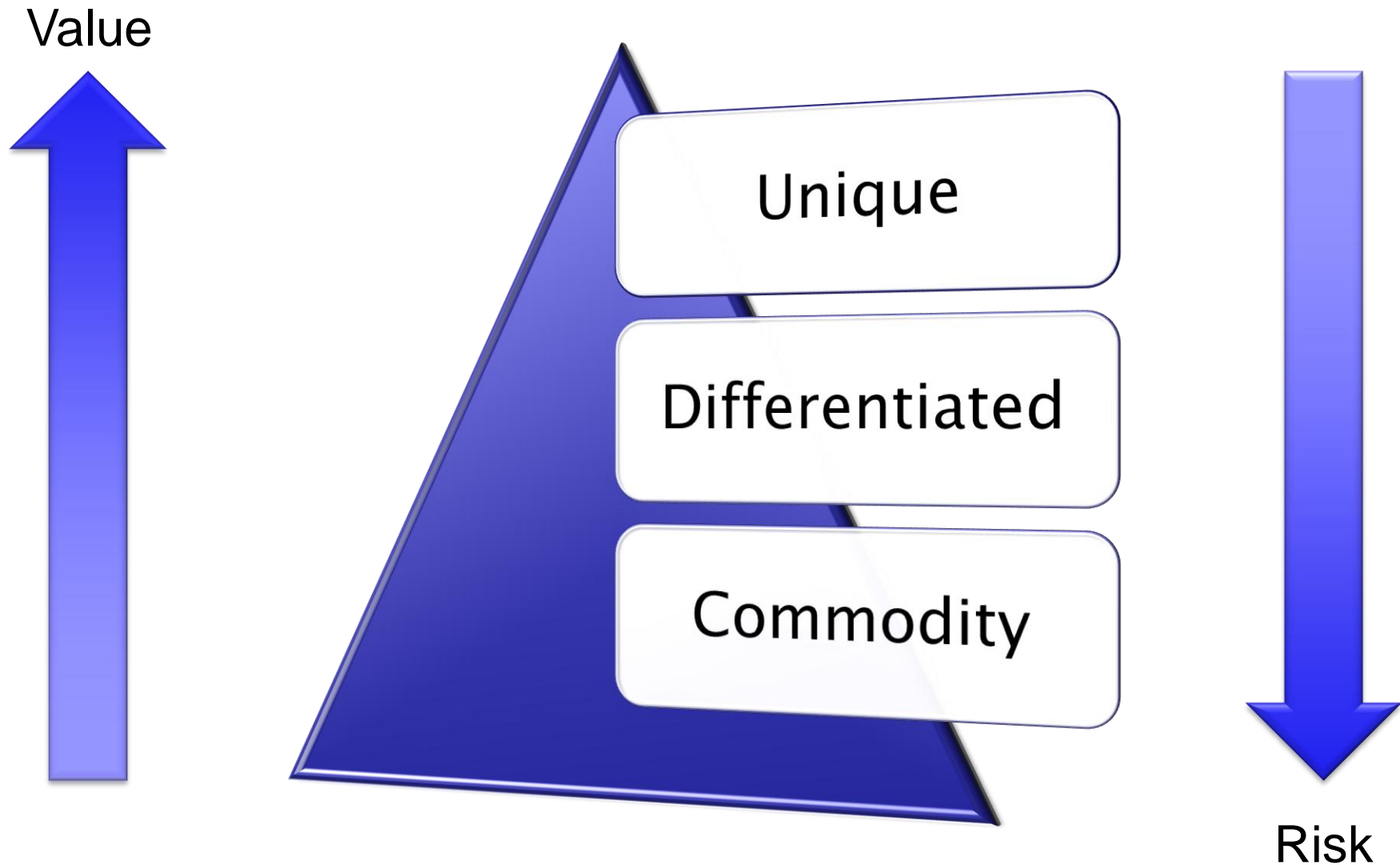
→
Innovation



- Doing something existing in an improved manner
 - Big returns, small outlays
 - Great for working on processes
 - And businesses run on process – not invention!



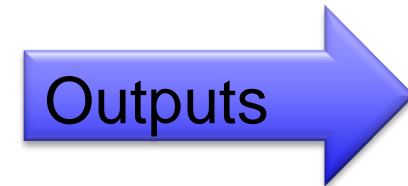
- But it's seen as boring
- Something that can be put off
- Innovation and invention much more "fun"



- “We can do it better....”
- Commodity processes can be done far more effectively outside
- Differentiated processes should be broken down
 - Outsource the commodity tasks
- Focus on investment in the unique

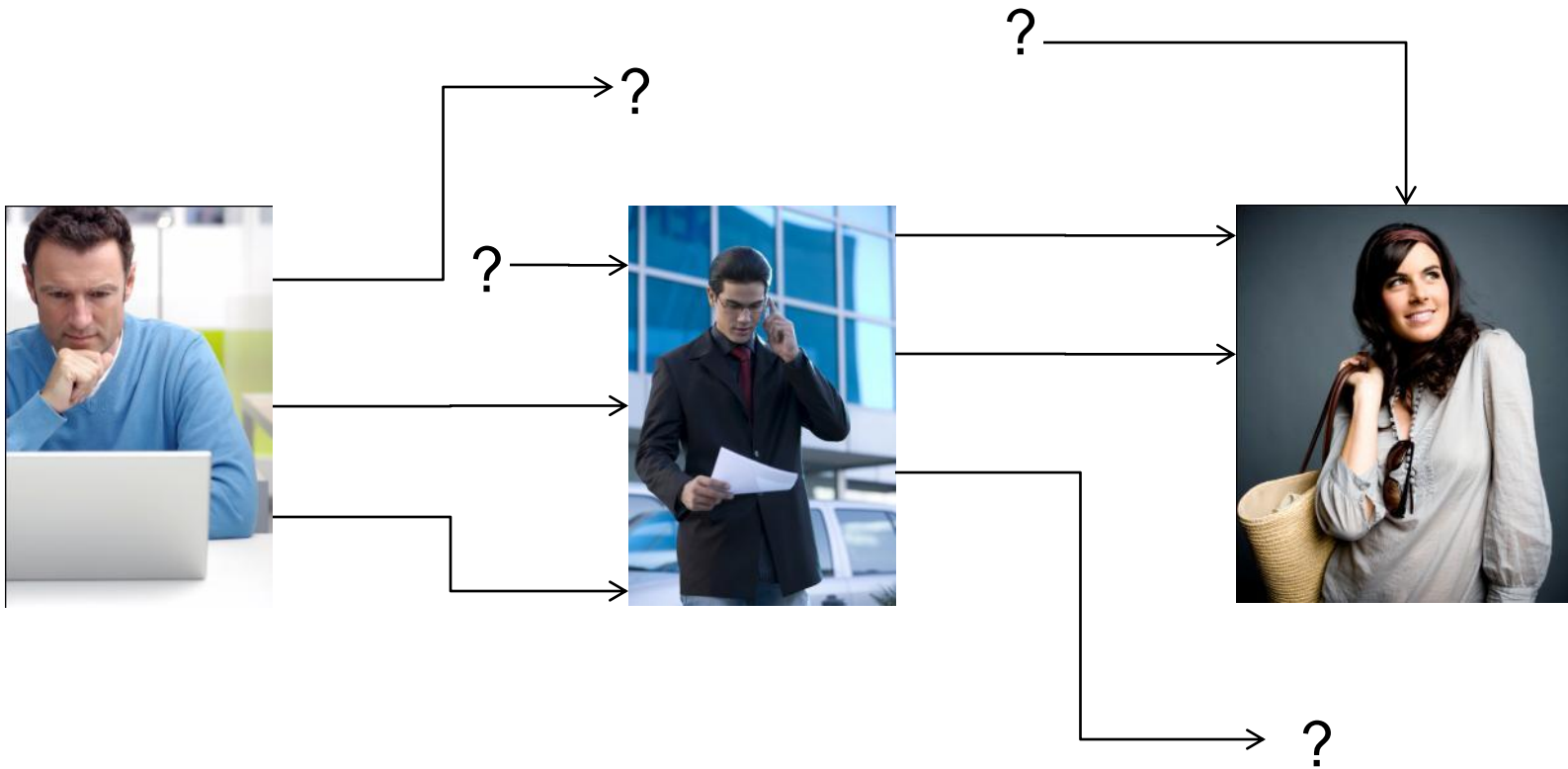


“I need”



“I provide”

Matching outputs to inputs



- “Computers make it easier to do a lot of things, but most of the things they make it easier to do don’t need to be done”
 - Andy Rooney (US TV/Radio presenter)
- “Programming today is a race between software engineers striving to build bigger and better idiot-proof programs and the Universe trying to produce bigger and better idiots. So far, the Universe is winning”
 - Rich Cook (Author)
- “Automating bad processes with great technology just enables you to go out of business faster than you were doing before”
 - Clive Longbottom (All-round good chap)

- Technology is just a facilitator
 - If you don't need it, you don't need it
- But it's great for:
 - Automation
 - Collaboration
 - Number crunching
 - Etc...
- What's coming along?



- Virtualisation
 - Yawn....
 - Enables you to move from an average <10% utilisation of Intel-based equipment to, say, 50%
 - Puts off the \$10m server
 - Can enable complete and utter havoc if not planned correctly



- Service Oriented Architecture (SOA)
 - Great idea...
 - ...pity so few have done it well
- Software as a Service (SaaS)
 - Great idea...
 - ...but licensing, service levels, business models all remain issues
- Outsourcing
 - Labour–arbitrage will get you the results you deserve
 - Don't just chase cost – outsource for the right reasons



A mix of value chains – and a mix of work/leisure, consumer/pro



The driver:

- An expert in all things automotive
- Carried a full toolbox
- Knew everything about the engine
- Knew just where to use a hammer
- Expected things to go wrong



The driver:

- An expert in all things business
- Carries a full wallet
- Knows everything about the spec
- Knows just where to use the horn
- Expected things never to go wrong



The user:

- An expert in all things computing
- Carried a full set of utilities
- Knew everything about Hex
- Knew just where to use a soldering iron
- Expected things to go wrong

The user:

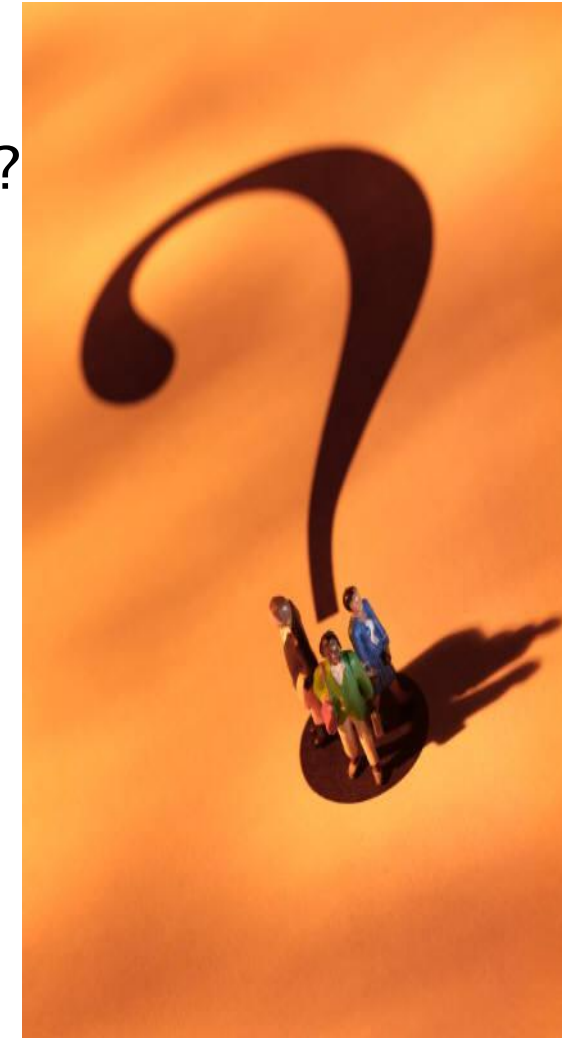
- An expert in all things
- Carries a purse/“man bag”
- Knows everything (through Wikipedia)
- Knows just where to use PowerPoint
- Expected technology to propel them through the ranks



- “Functional” computing
 - Combining the best of SOA, virtualisation, SaaS, cloud...
- I work from anywhere – everything has to be available
- I don’t care about technology – I want to do my job
- I don’t care who does it – just make sure it is done properly
- I know I said that yesterday – but today is different
- If you’re not making life easier, you’re not part of the solution

- Basic automation
 - 70% of IT budget keeping lights on is not sustainable
- Customisation is a cul-de-sac
 - Function for many tasks and processes is 99% the same
 - Interfaces have to be open due to value chain needs
- Data management
 - It's a bit/byte argument
 - Information management is the big differentiator
 - The evolution of the “compliance oriented architecture”

- Questions to ask:
 - What is the purpose of your business?
 - What's our competitive edge?
 - Are you an IT company?
 - Is your current IT facilitating or constraining your business?
 - Is the pace of change in technology too overwhelming?
 - Can we afford to continue as we are?



- It's not “platform as a service” (co-lo)
- It's not application hosting
 - Functional computing will be king
 - The monolithic application is the new dinosaur
- It's not (necessarily) BPO
 - The “task” will be king – if the outsourcing company can aggregate task facilitation to give an aggregate process, then fine.
- It's not the “one-stop-shop”
 - Choice of function will drive best of breed
 - Improvements in standardisation means the end of technical proprietariness – the interface has to be open





- “A la carte” provision
- Task and aggregate application automation
- Providing “vanilla” function that is implemented and managed better than the competition
- Translating between business needs and technical capability
- The more trusted relationship
 - But based on pragmatism and open shared interest aimed at mutual benefit

- “Where’s my job gone?”
 - It’s far more important now
- Security
 - So your security is better than theirs?
- Vendor failure
 - The data is what’s important – make sure that you own that
- Green/power
 - A highly shared environment is a green “tick”
- Costs
 - Far more predictable
- Availability, performance, flexibility...
 - All part of service value management (forget SLAs)

Inland Revenue		Details of employee leaving work		P45
		Copy for new employer		Part 2
1 Previous PAYE Reference	Office number	Reference number		
2 Employee's National Insurance number				
3 Surname				
First name(s)				
4 Leaving date	Day	Month	Year	
5 Continue Student Loan Deductions(Y/N)				
6 Tax Code at leaving date. 'X' in the box means Week 1 or Month 1 basis applies.	Code	Week 1 or Month 1		
7 Last entries on Deductions Working Sheet (P11) If there is an 'X' at item 6, there will be no entries here.	Week or month number	Week	Month	
Total pay to date	£		p	
Total tax to date	£		p	

To the employee

This form is important to you. Take good care of it. Copies are not available. Keep Parts 2 and 3 of the form together and do not alter them.

Going to a new job
Give this form (Parts 2 and 3) to your new employer, or you will have tax deducted using the emergency code and may pay too much tax. If you do not want your new employer to know the details on this form, send it to your Inland Revenue office immediately with a letter saying so and giving the name and address of your new employer. The Inland Revenue office can make special arrangements, but you may pay too much tax for a while as a result.

Going abroad
If you are going abroad or returning to a country outside the UK ask for *Income Tax form for those Leaving the United Kingdom* (form P85) from any Inland Revenue office or Enquiry Centre.

Becoming self-employed
You must register with the Inland Revenue within 3 months, or you could incur a penalty. To register, get a copy of *Thinking of working for yourself* (leaflet P/SE/1) from your Inland Revenue office or call 08459 154515.

Claiming Jobseeker's Allowance
Take this form to the Benefit Office. They will pay you any tax refund you may be entitled to when your claim ends, or at 5 April if this is earlier.

Not working and not claiming Jobseeker's Allowance
If you have paid tax and wish to claim a refund ask for *Claim for income tax repayment* (form P50) from any Inland Revenue office or Enquiry Centre.

To the new employer

Check this form, complete items 8 to 17 in Part 3 and prepare a *Deductions Working Sheet* (form P11). Follow the instructions in the Employer's Help Book 'Day-to-day payroll, E13' for how to prepare a P11.

Detach Part 3 of this form and send it to your Inland Revenue office immediately. Keep Part 2.

P45

- We're living in "interesting times"
- Process and task are your lifeblood
 - They should be dynamic
 - Outsourcing enables better focus, less "headless chicken"
- Technology will continue to change
 - Technology itself is meaningless
- Choose what makes you business more effective
 - Not necessarily more efficient
- The "who", "how" and "why" needs to be addressed
 - Admin is pointless, end result is paramount

