

Want to know how seriously your company takes innovation?

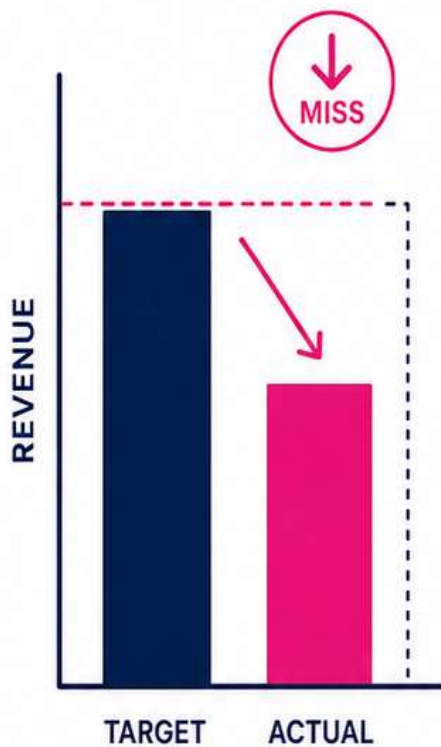
Watch what happens when the numbers get difficult.



Then Q4 hits.

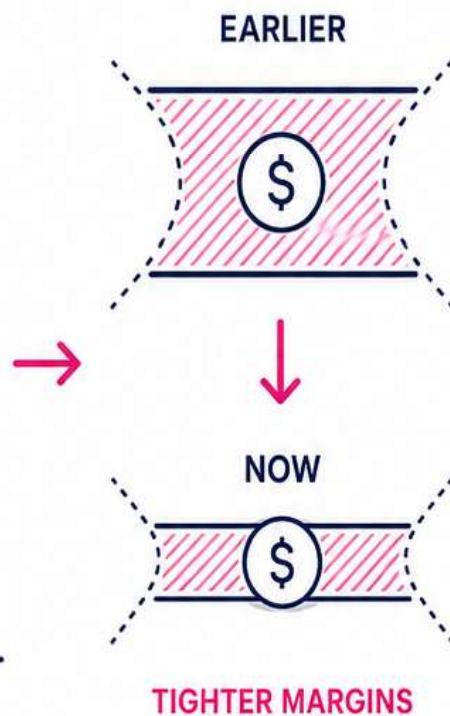
1

Revenue misses target.



2

Margins tighten.



3

Operational problems start piling up.



PRESSURE BUILDS



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THE Q4 INNOVATION TEST



Q4 hits. Pressure rises.

For each area, **what happens** in your organization?



	SALES Revenue recovery	☐ PROTECTED	☒ POSTPONED
	CUSTOMER DELIVERY On-time, in-full	☐ PROTECTED	☒ POSTPONED
	OPERATIONS Stability & continuity	☐ PROTECTED	☒ POSTPONED
	QUALITY Standards & compliance	☐ PROTECTED	☒ POSTPONED
	MARGINS & COST CONTROL Protect profitability	☐ PROTECTED	☒ POSTPONED
	DEPARTMENTAL KPIs Hit the numbers	☐ PROTECTED	☒ POSTPONED



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THE Q4 INNOVATION TEST



Q4 hits. Pressure rises.

For each area, **what happens** in your organization?



	EXPLORATION Discovering new possibilities	☐ PROTECTED	☐ POSTPONED
	EXPERIMENTS Testing & learning	☐ PROTECTED	☐ POSTPONED
	LONGER-TERM PROJECTS Future-oriented bets	☐ PROTECTED	☐ POSTPONED
	INNOVATION TIME Protected time to think, test and build	☐ PROTECTED	☐ POSTPONED



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We rest our case...



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If innovation only
survives when
everything else is going
well...

it isn't structural yet.



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