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Dr. Björn Thunström (SVP Marketing & Innovation) and Jon Haag (Director Design Studios)

Breaking the Silos

Innovation in Action, Stockholm, Nov 3rd 2015

Purpose of this workshop

Create organizational adoption and metric's for **Breaking the Silos**

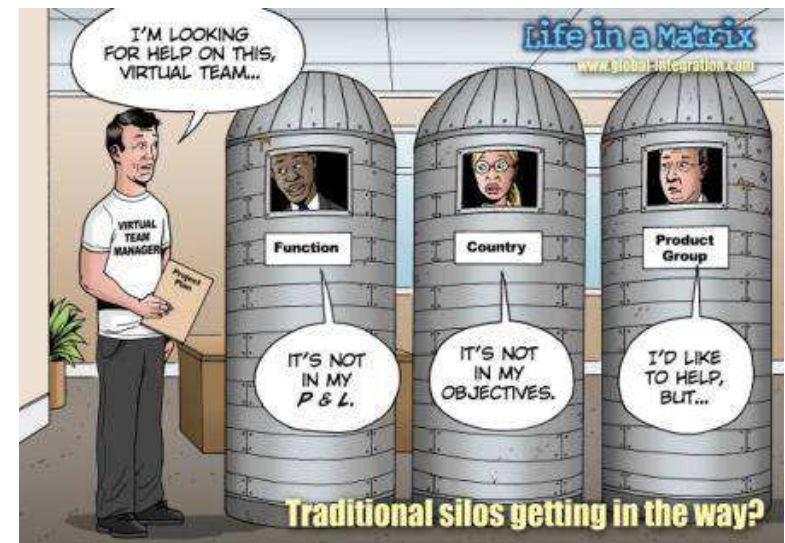
- With best practice examples to illustrate



INNOVATIVE CULTURE – a must for speed and success

WHAT COULD BE A CLEAR SIGN ON INNOVATIVE CULTURE?

- BEEING MORE EXPERIMENTING
- GRASPING BUSINESS OPPORTUNITIES FASTER THAN OTHERS
- DARING TO MAKE MISTAKES (AND LEARN FROM THEM)
- STRUCTURES & PROCESSES THAT SUPPORT THE INNOVATIVE CULTURE



INNOVATIVE CULTURE – a must for speed and success

WHAT COULD BE A CLEAR SIGN ON INNOVATIVE CULTURE?

Top-10 Most Innovative Companies

Change in the 10 Most Innovative Companies Ranking

	2010-2014				PwC, 2015
	2010	2011	2012	2013	2014
1 st					
2 nd	Google	Google	Google	Google	Google
3 rd	3M	3M	3M	SAMSUNG	amazon.com
4 th			SAMSUNG	amazon.com	SAMSUNG
5 th	TOYOTA			3M	
6 th		IBM			3M
7 th	P&G	SAMSUNG	TOYOTA		
8 th	IBM	P&G	P&G	IBM	
9 th	SAMSUNG	TOYOTA	IBM	T	IBM
10 th	intel	facebook	amazon.com	facebook	P&G

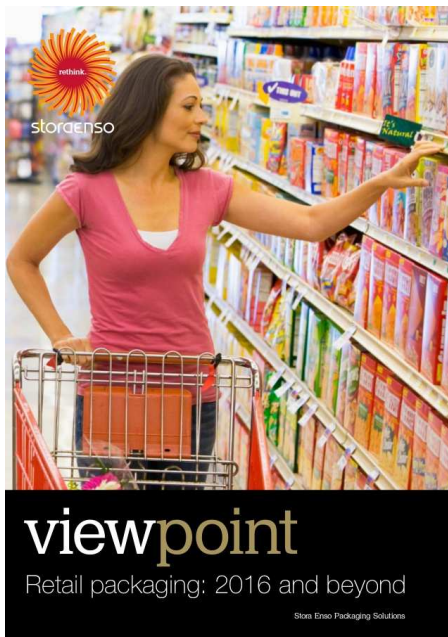


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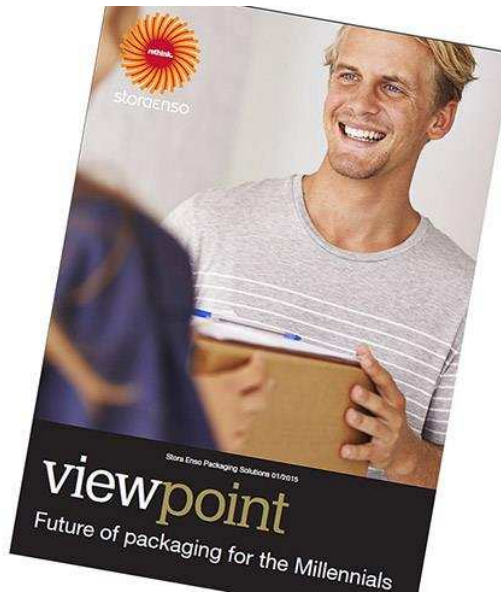
Being perceived as Innovation Leader requires to add new platforms for leverage IN EXISTING SILOS OR OUTSIDE SILOS?



Being perceived as Innovation Leader – from the customers' perspective



RETAIL



CONSUMER SEGMENTS



ONLINE

Openly sharing insights and collaborate with customers –
The Viewpoint™, Stora Enso best practice



POLL: Can we organize our Innovation to break the silos on purpose?

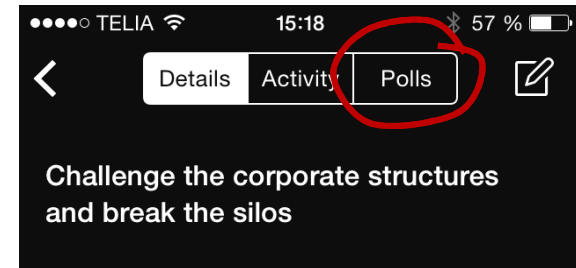
Question: Have you organized your innovation to avoid silo thinking?

Answers:

- 6% 1. Yes, we have done that and succeeded
- 74% 2. Yes, we have tried, but still face issues with silos
- 10% 3. No, we have not thought of this
- 10% 4. No, we do not have silos in our company



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3 november 2015 • 10:05 - 12:30

Speakers: Björn Thunström, Jon Haag

Challenge the corporate structures and break the silos

Avoid innovation showstoppers – break the silos!

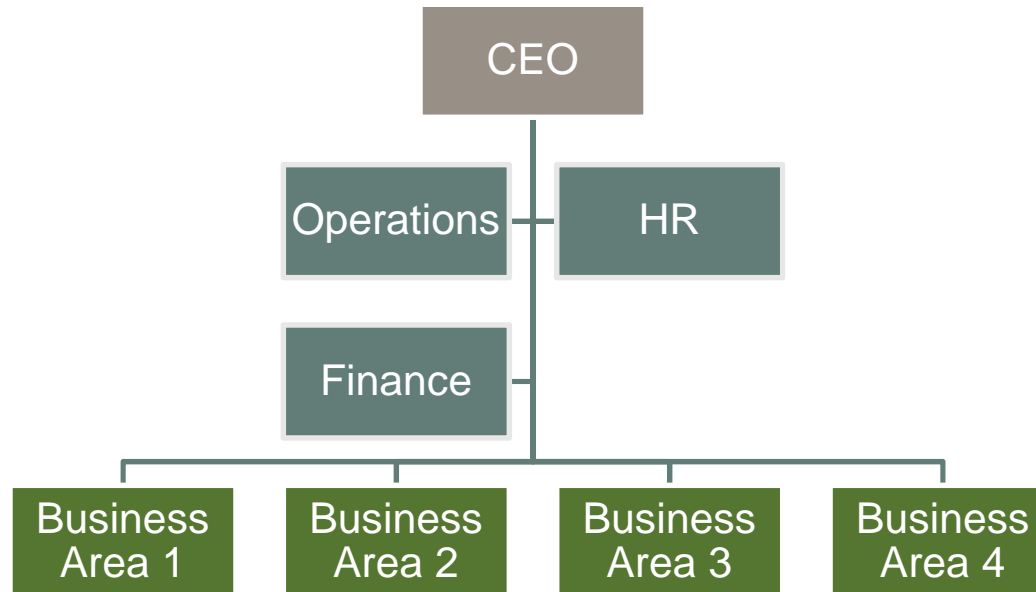
Many companies that focus on innovation experience that the projects get stuck somewhere in the organization. We do not really know where the sometimes new questions belong in the corporate structure (units, budgets, resources).

New business models blur the picture - How will we get paid? Are we competing with our own existing products? Will we enter a new service business? ...are questions that arise.

Companies that have business in different divisions/business areas or even subsidiaries

Remove From My Agenda

Breaking the silos... why do we have silos?



“Silos are often caused by conflicts or not fully aligned leadership teams”

Patrick Lencioni - Silos, Politics and Turf Wars

HOW DO WE AVOID SILOS?

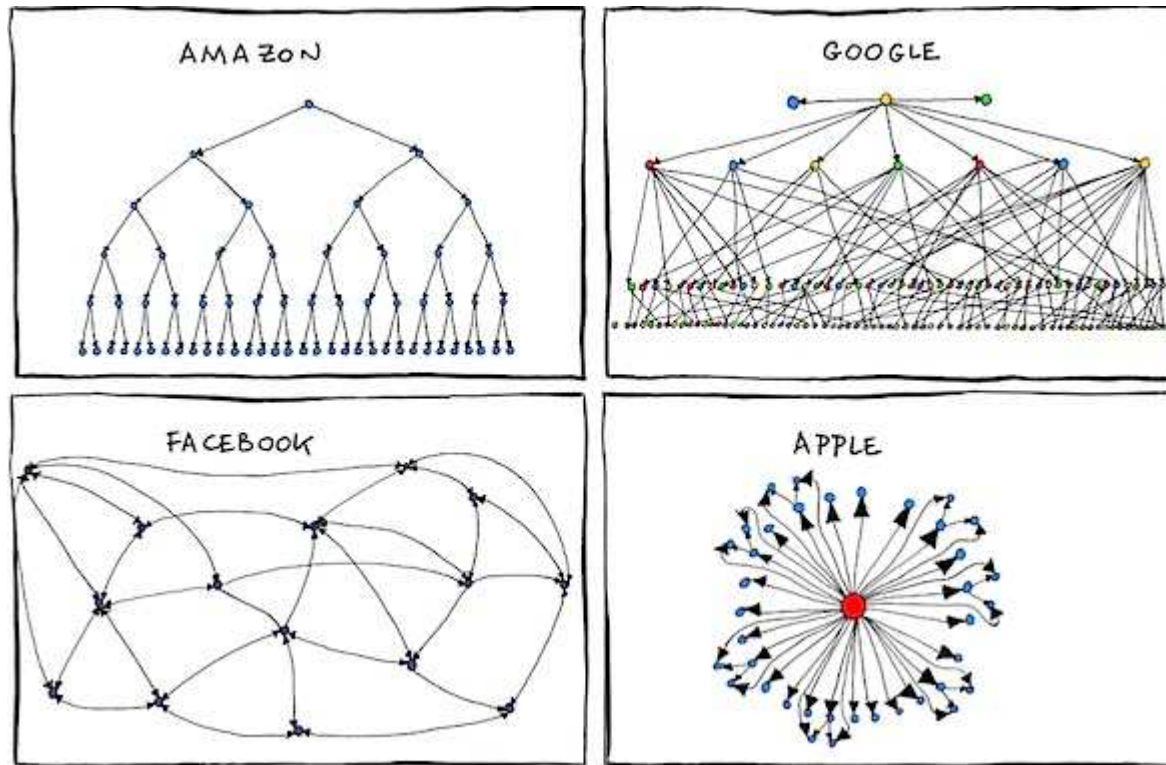


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Discussion: Can we organize to avoid silos?



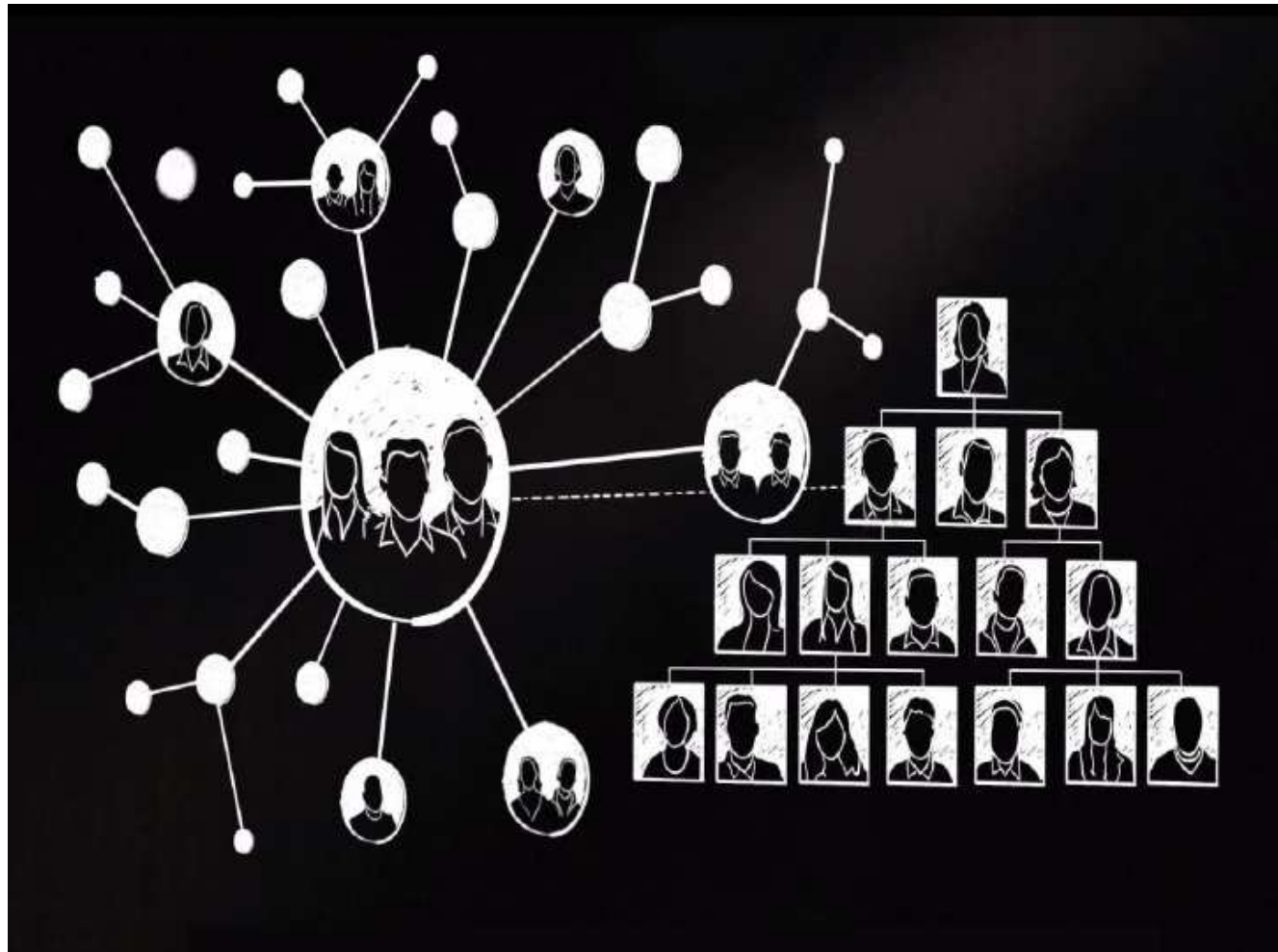
Breaking the silos – what silos?



Organizational Charts drawing by Manu Cornet, <http://www.bonkersworld.net>



Breaking the silos – **what silos?** - *best practice from Stora Enso*



METHOD 2: Breaking the silos with Design and Customer Experience - examples



Version 1: *just calendar, contacts and notes*

Mar 1997

Version 1: *just “1000 songs in your pocket”*

Oct 2001



A. Get the customers used to the new idea in a simple way

B. Learn and adapt for better customer experience



Feb 2000

Version 3: *many applications and uses*

Sep 2010

Version 4: *iPod -> iPod Touch -> iPhone
Millions of apps*



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Design Thinking example from Stora Enso: Buying Groceries online...



Average order of ~2,000 SEK
8 paper bags, 2 plastic bags, plus toilet paper and diapers



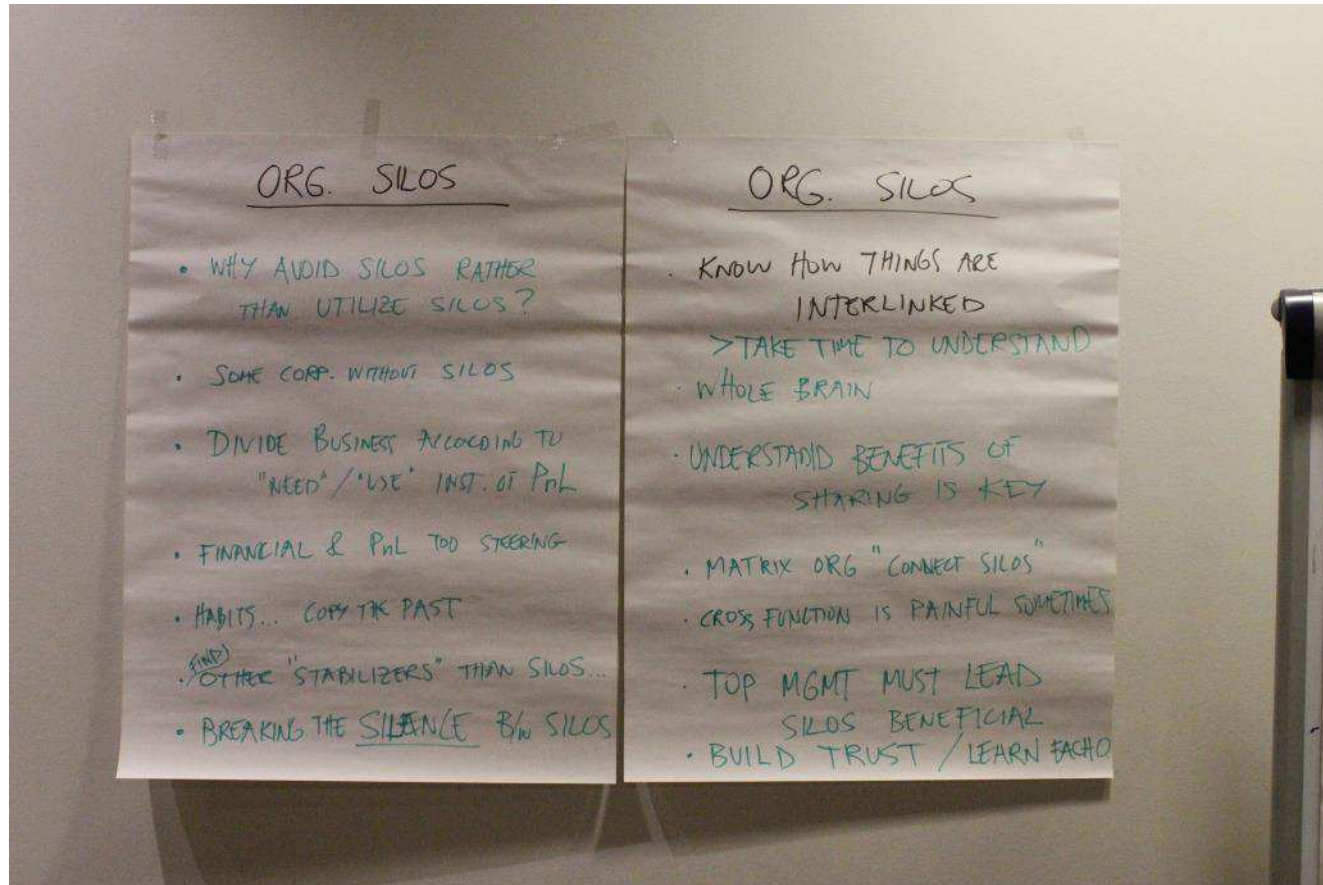
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REFLECTIONS & SUMMARY

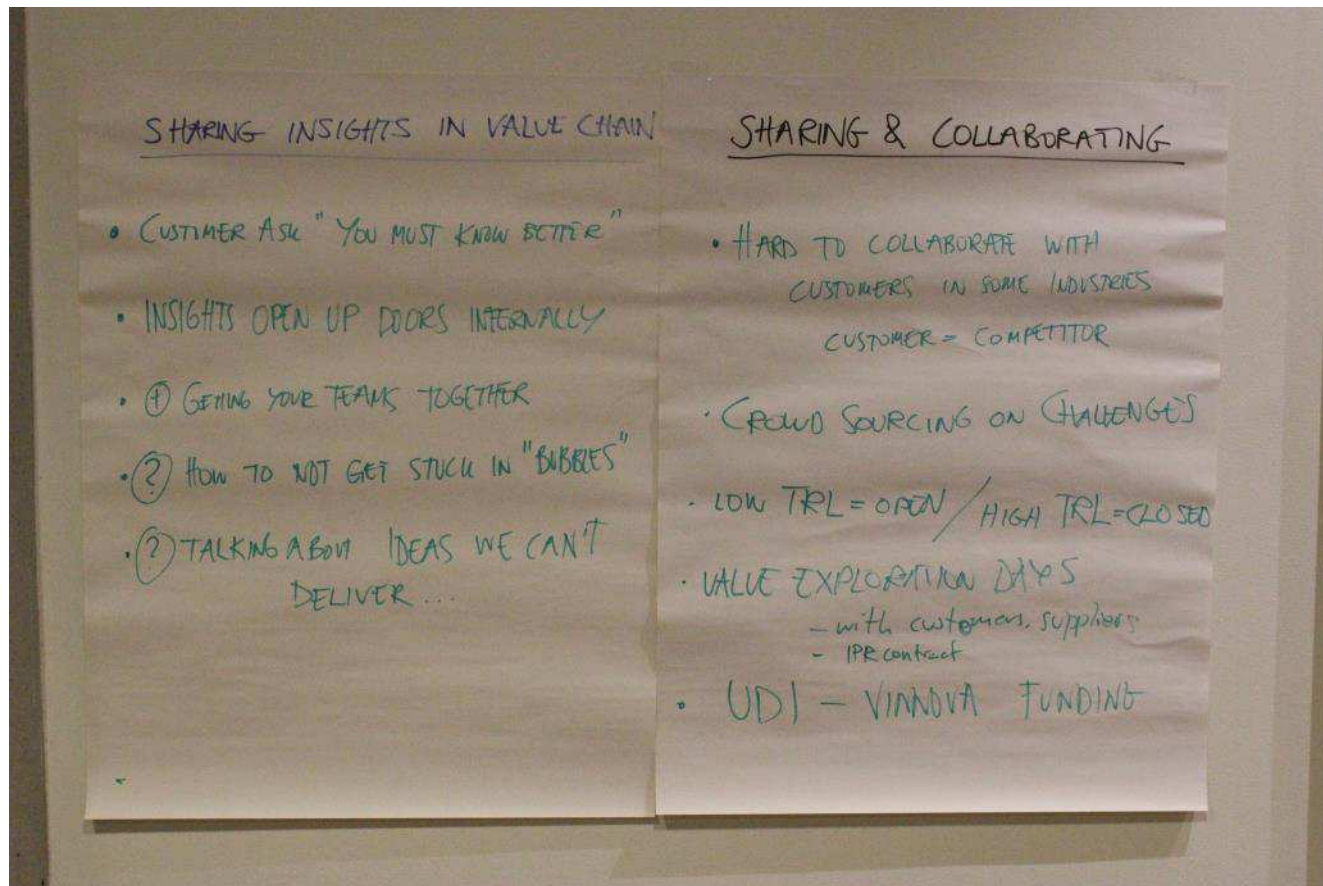
- Can we create better ways to **organize** Innovation **for breaking the silos**?
- May focusing on **Customer Experience** enable you to break the silos?
- Will **Innovation structure and processes help** us doing that?
- Can **Design help us succeed** with innovation in a collaborative way?
- Can we structure and build our **Innovation KPI's to avoid silos**?
- What do you bring home as **Key take-aways from this workshop**?



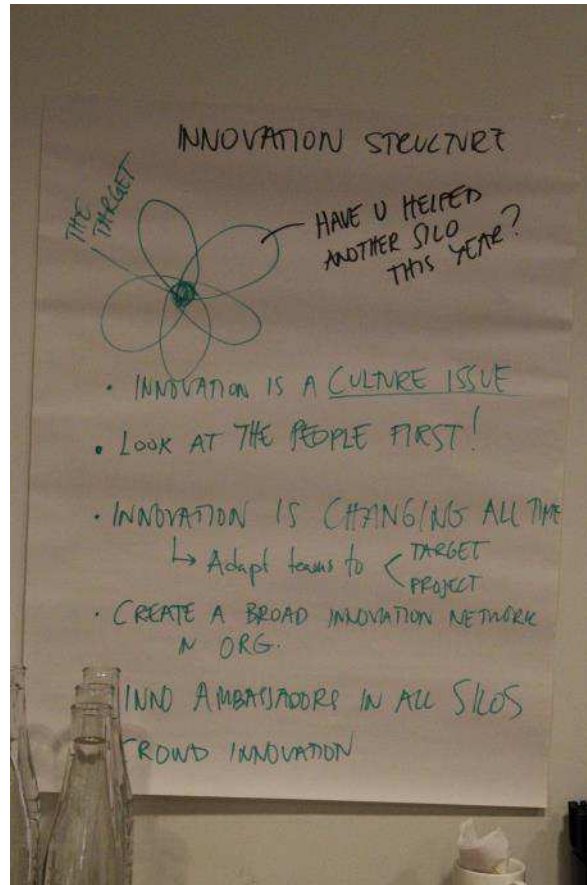
Conclusions from organizational silos



How insights and collaboration in value chain could help



How to structure innovation work



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