



Innovation @ 50x

Steve Blank
@sgblank
www.steveblank.com

Disruption

In Telecom

Blackberry



Apple



Disruption

In the Automobile Business



Disruption

In the Utility Business

Nuclear



Wind



Coal



Solar



Wind



Utility Scale Batteries



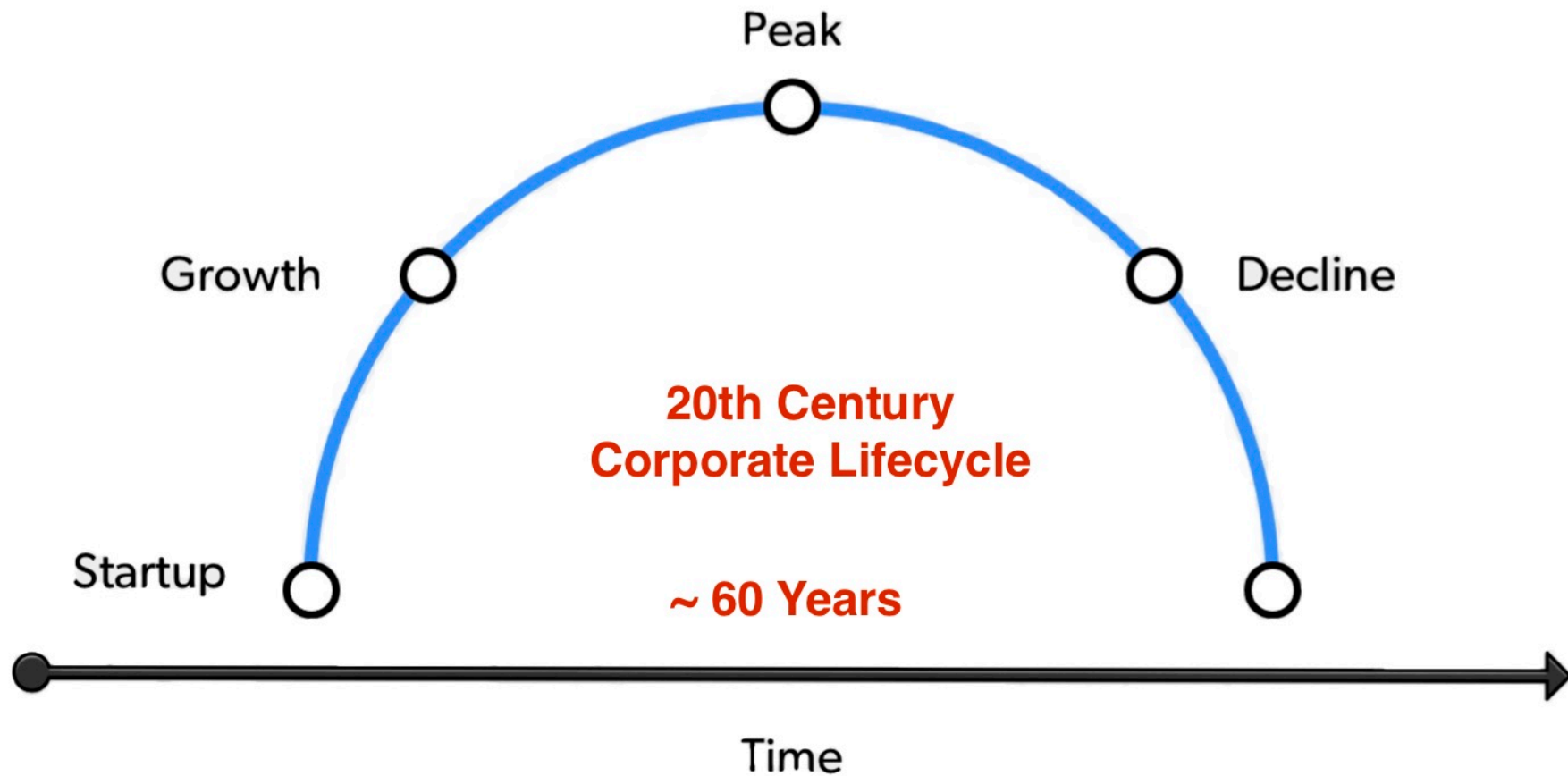
Solar



Grid Tied Cars



20th Century Corporate Lifecycle



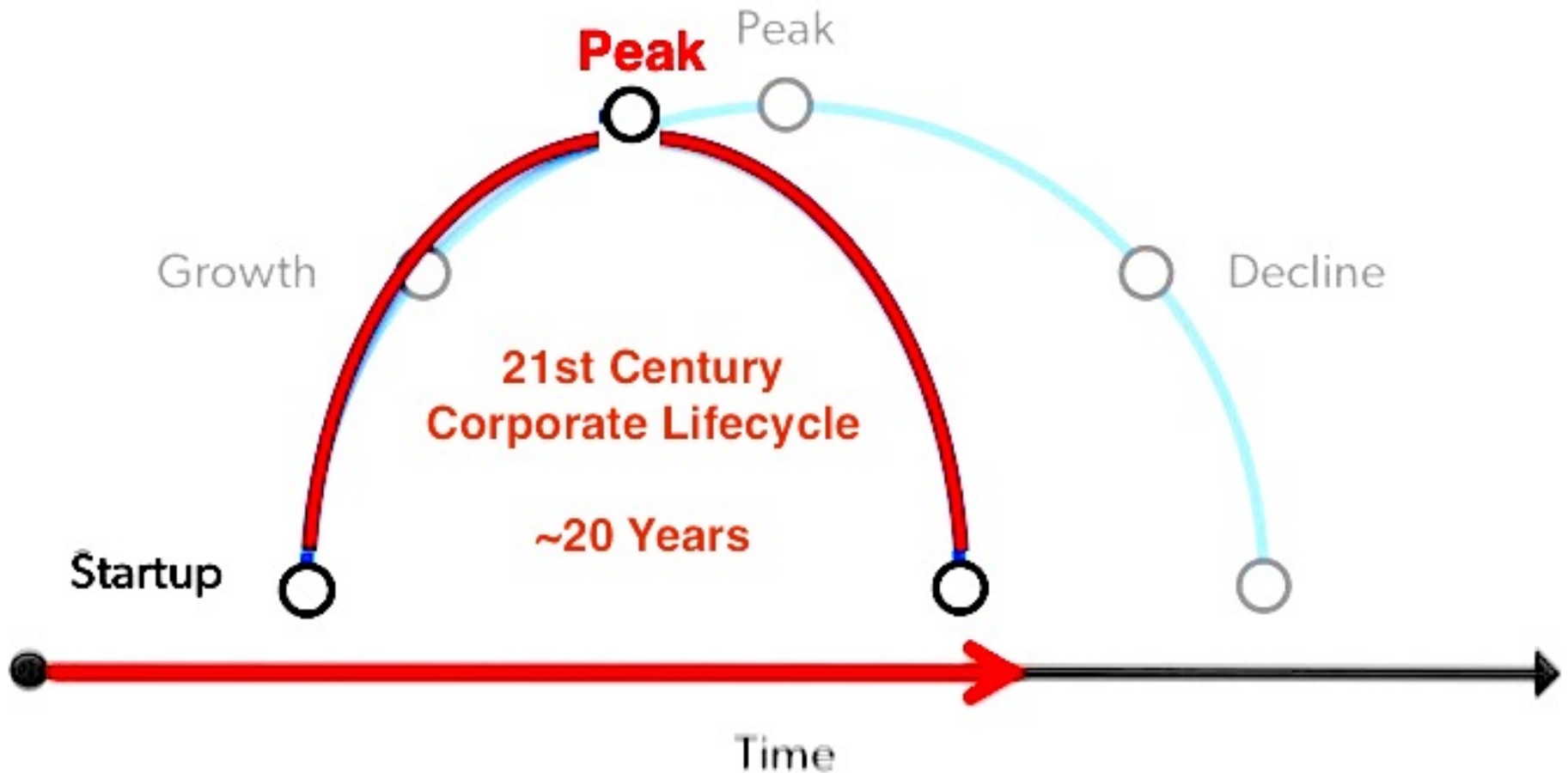
The New Normal...

Continuous Disruption



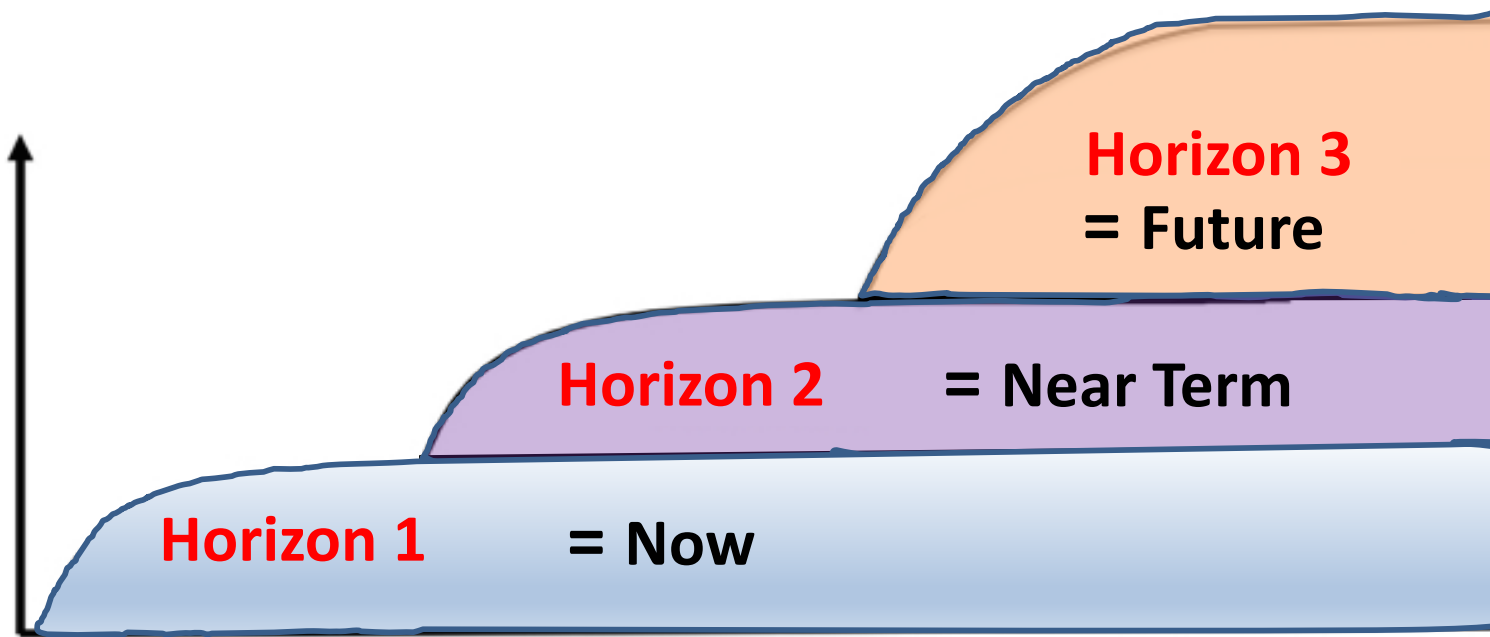
- Barriers to entry plummeting
- Well-capitalized startups
- China as a manufacturer
- China as a market
- Globalization
- Technology shifts
- ...

21st Century Corporate Lifecycle



Types of Innovation In Large Companies

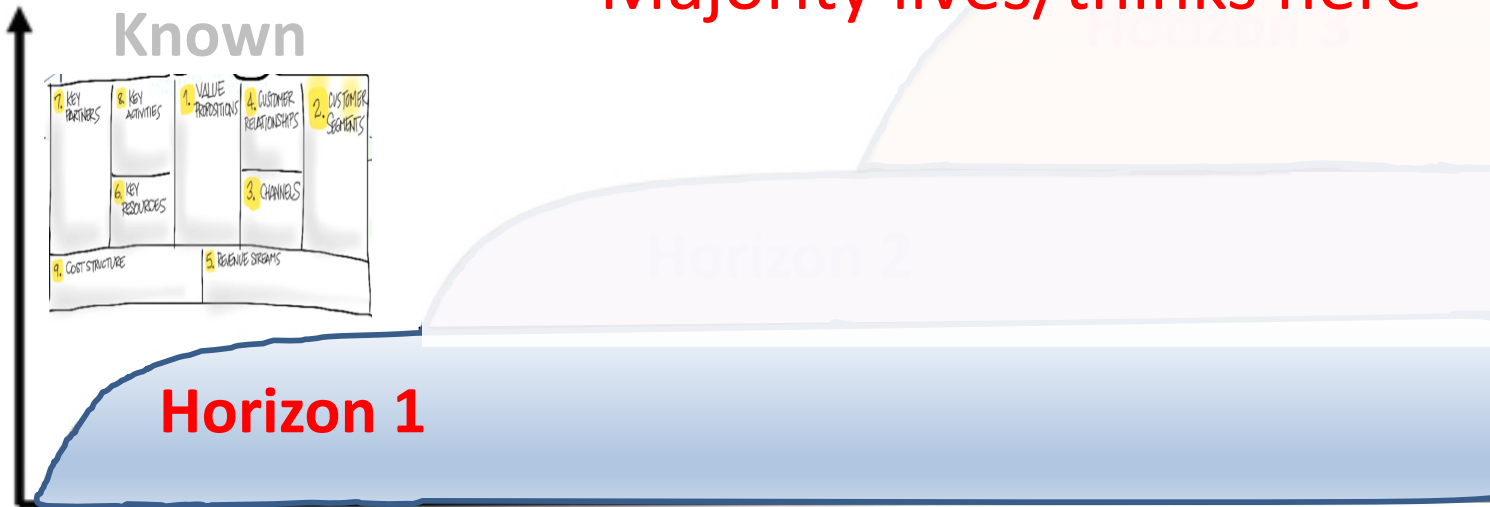
Continuous Innovation Enables the Business



Continuous Innovation means innovating
on all three horizons **simultaneously**

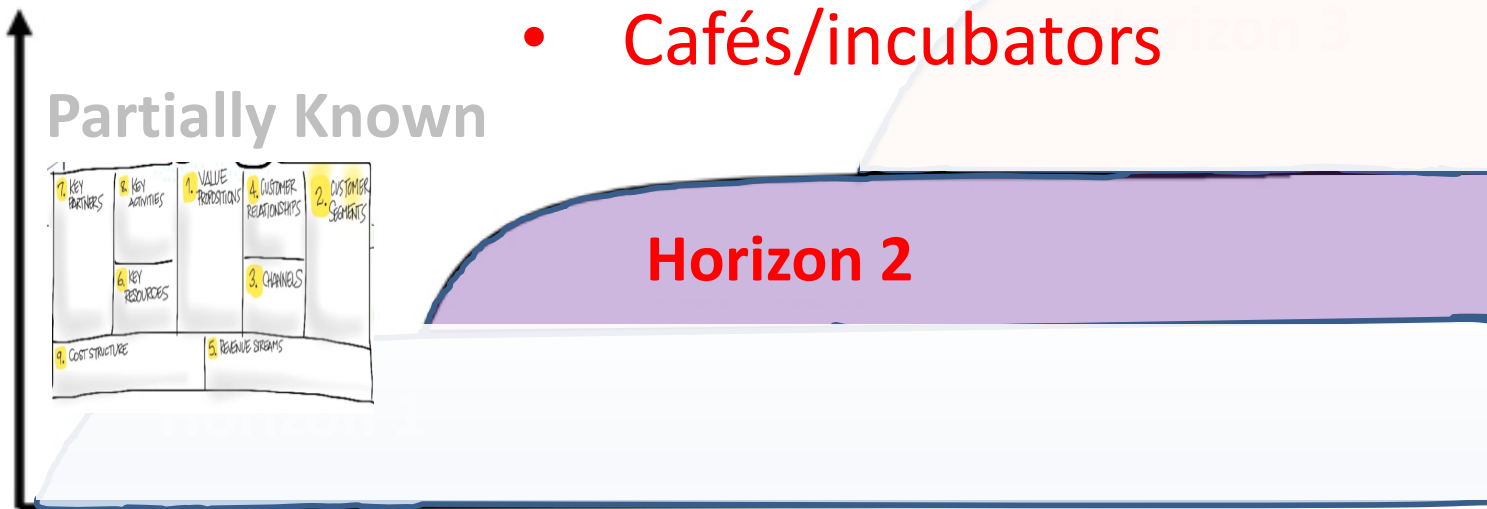
Horizon 1 is Execution

- Believes problem understood
- Believes requirements understood
- Execution of budget and schedule
- Majority lives/thinks here



Horizon 2 Expands/Enhances Existing Capabilities

- Quick hits – small teams
- Proto or product done internally
- Cafés/incubators



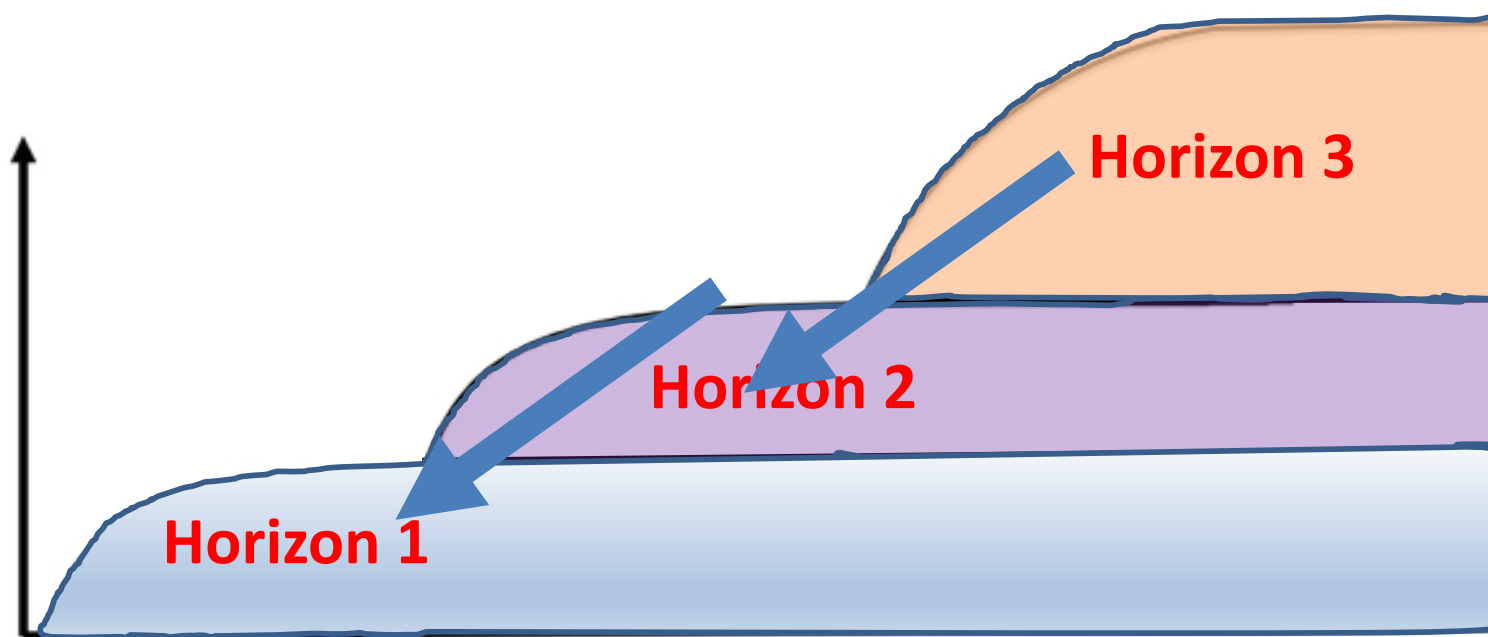
Horizon 3 Creates New Capabilities

- *Unknown* Requirements
- Not a program of record
- It's where the business will and needs to be



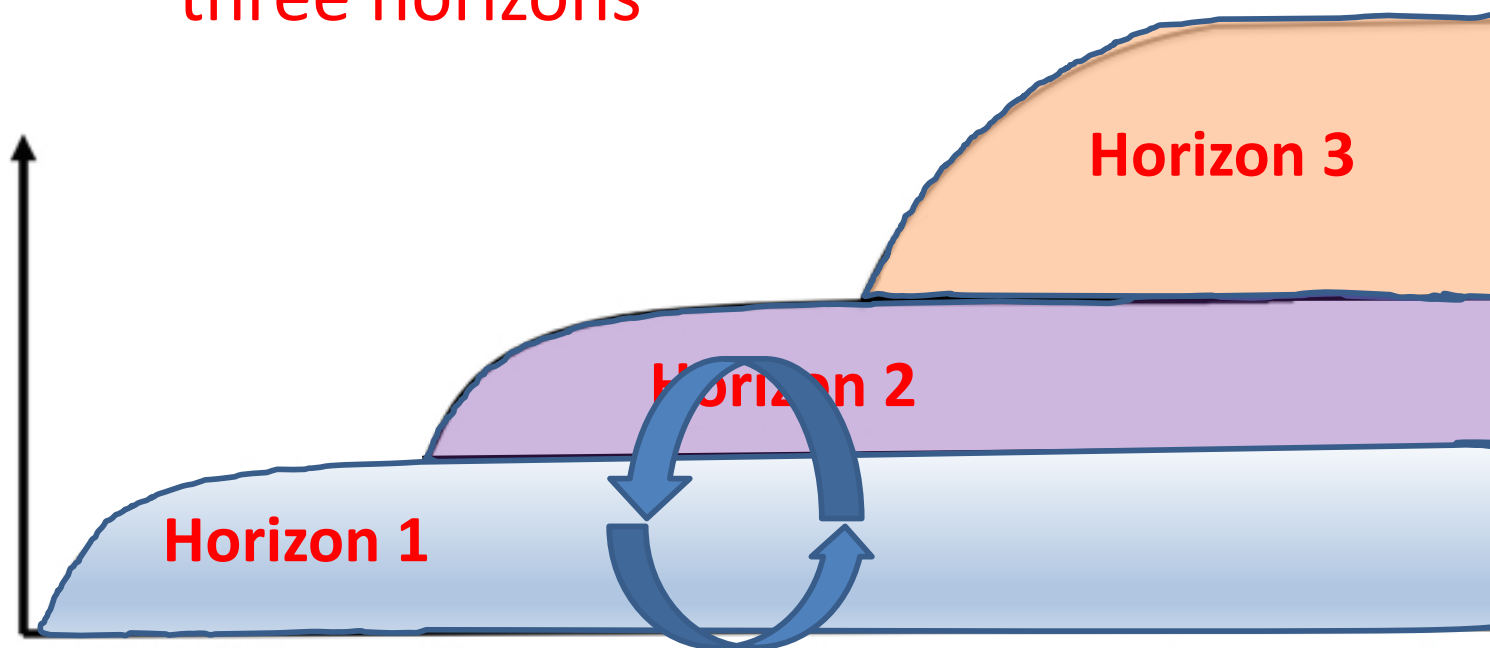
Innovation Enables the Mission

- *Yesterday's breakthrough is today's tool*
- Companies need all three Horizons
- People, processes are different

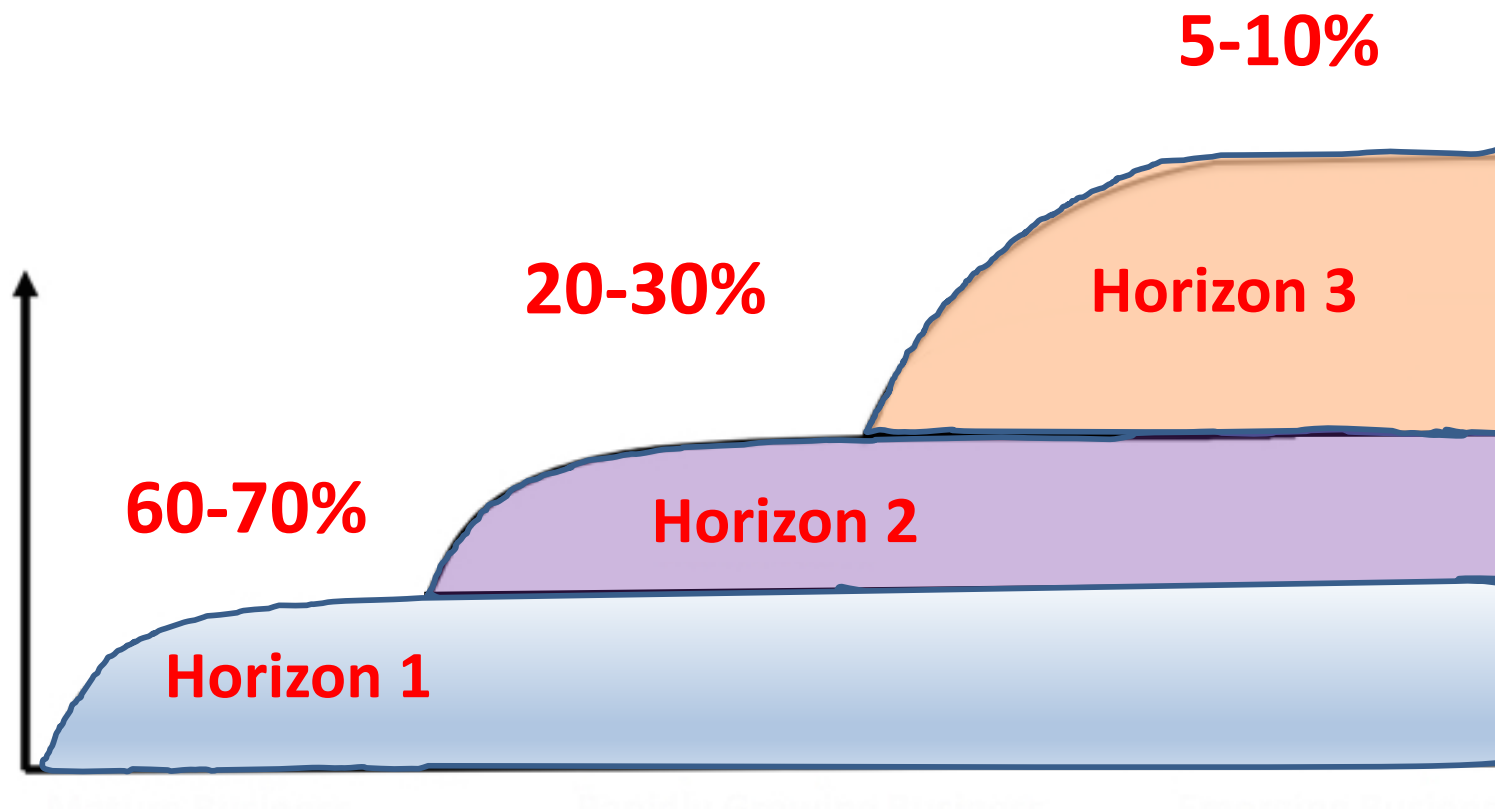


Innovation Occurs in **All Three** Horizons

- There isn't the innovation group
- We now have tools for innovation – different than those for execution
- Customer obsession is paramount in all three horizons

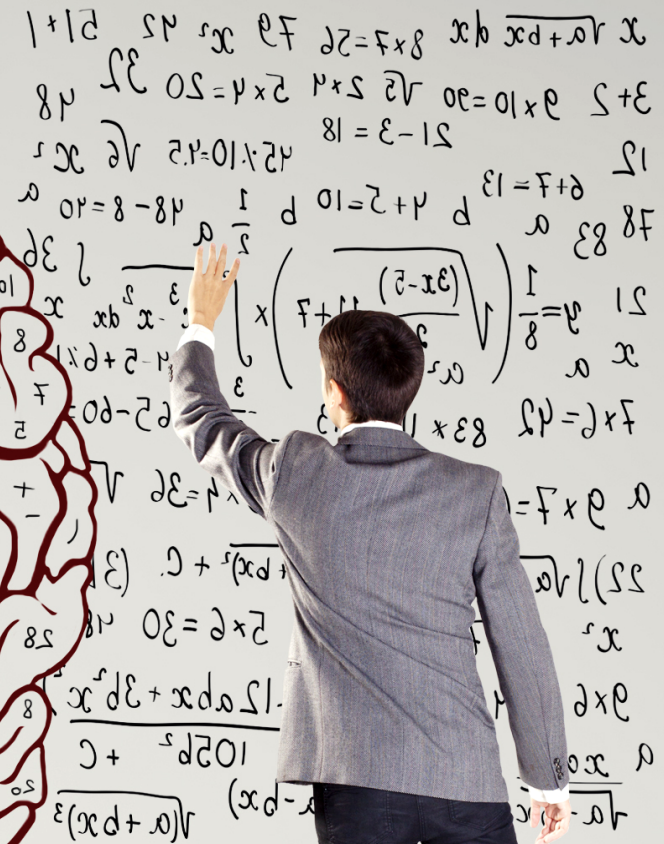
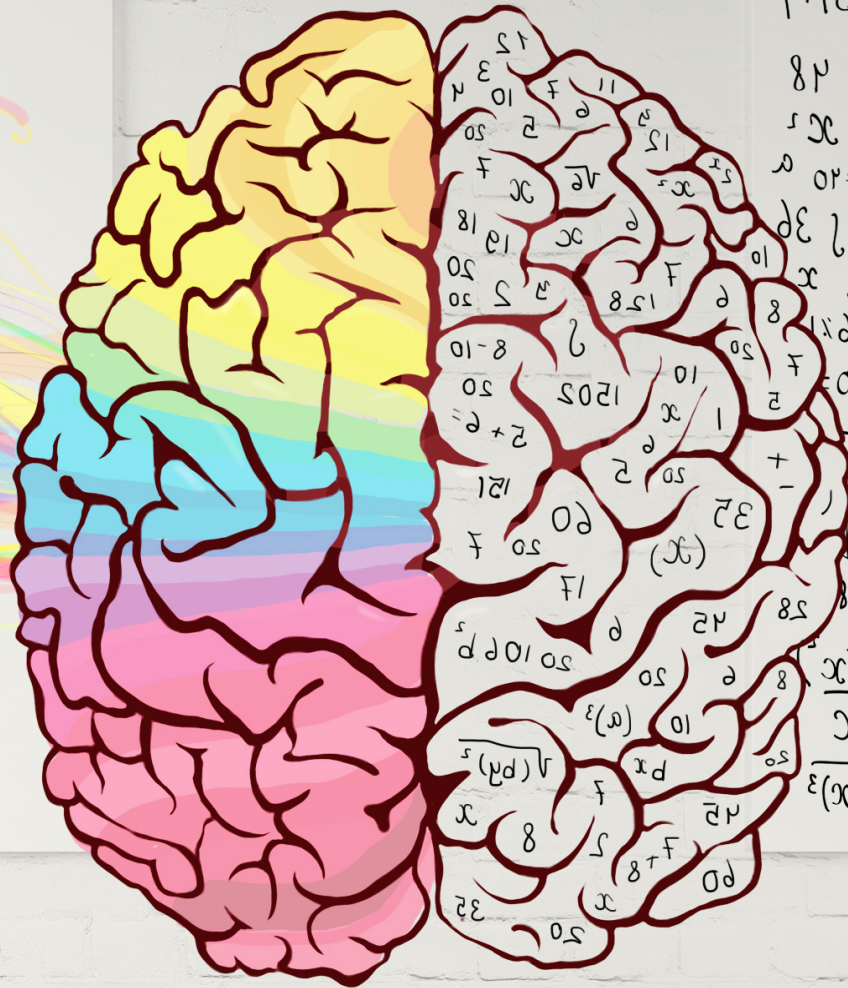


R&D Spending Across the Horizons



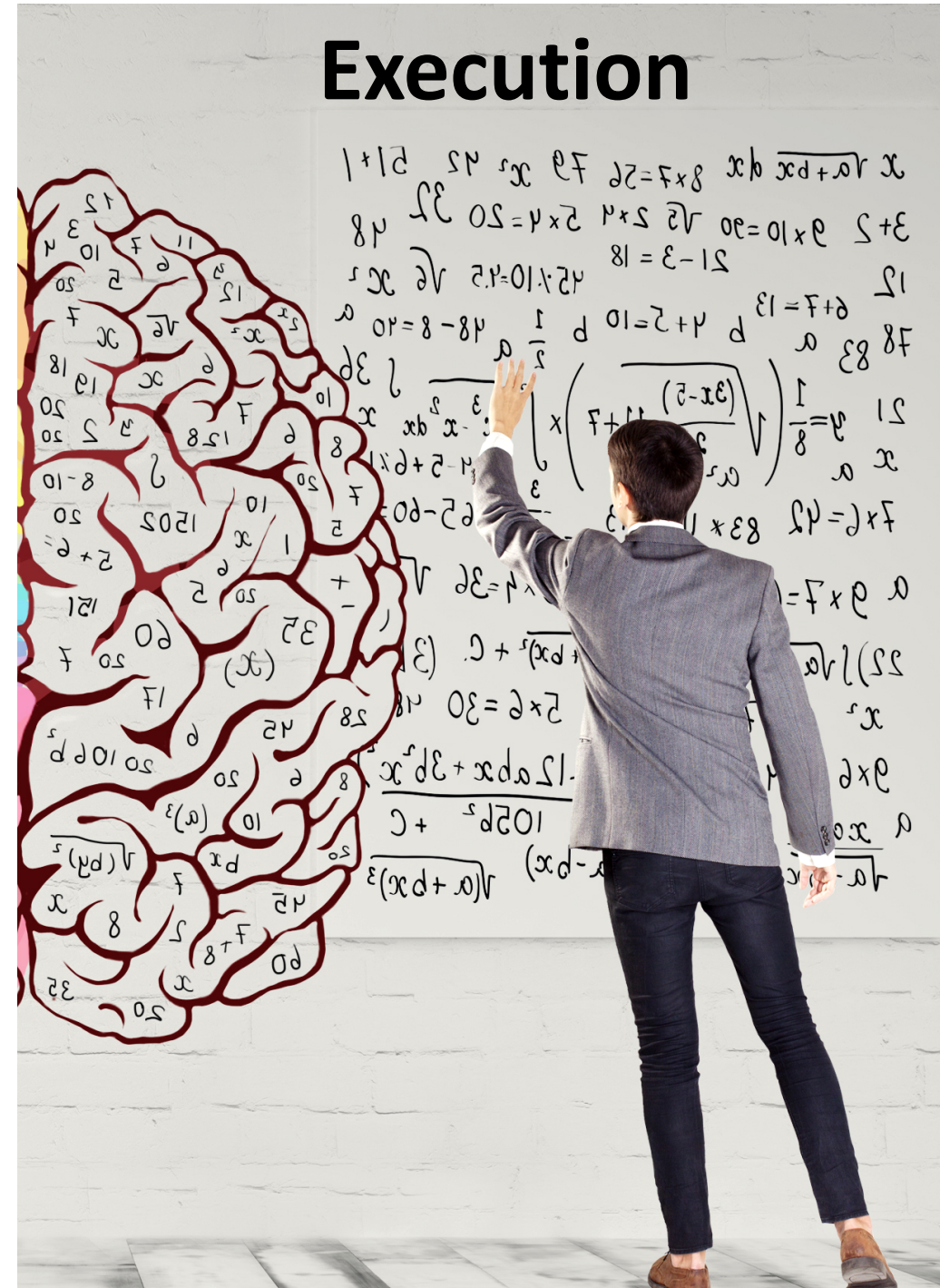
Search

Execution

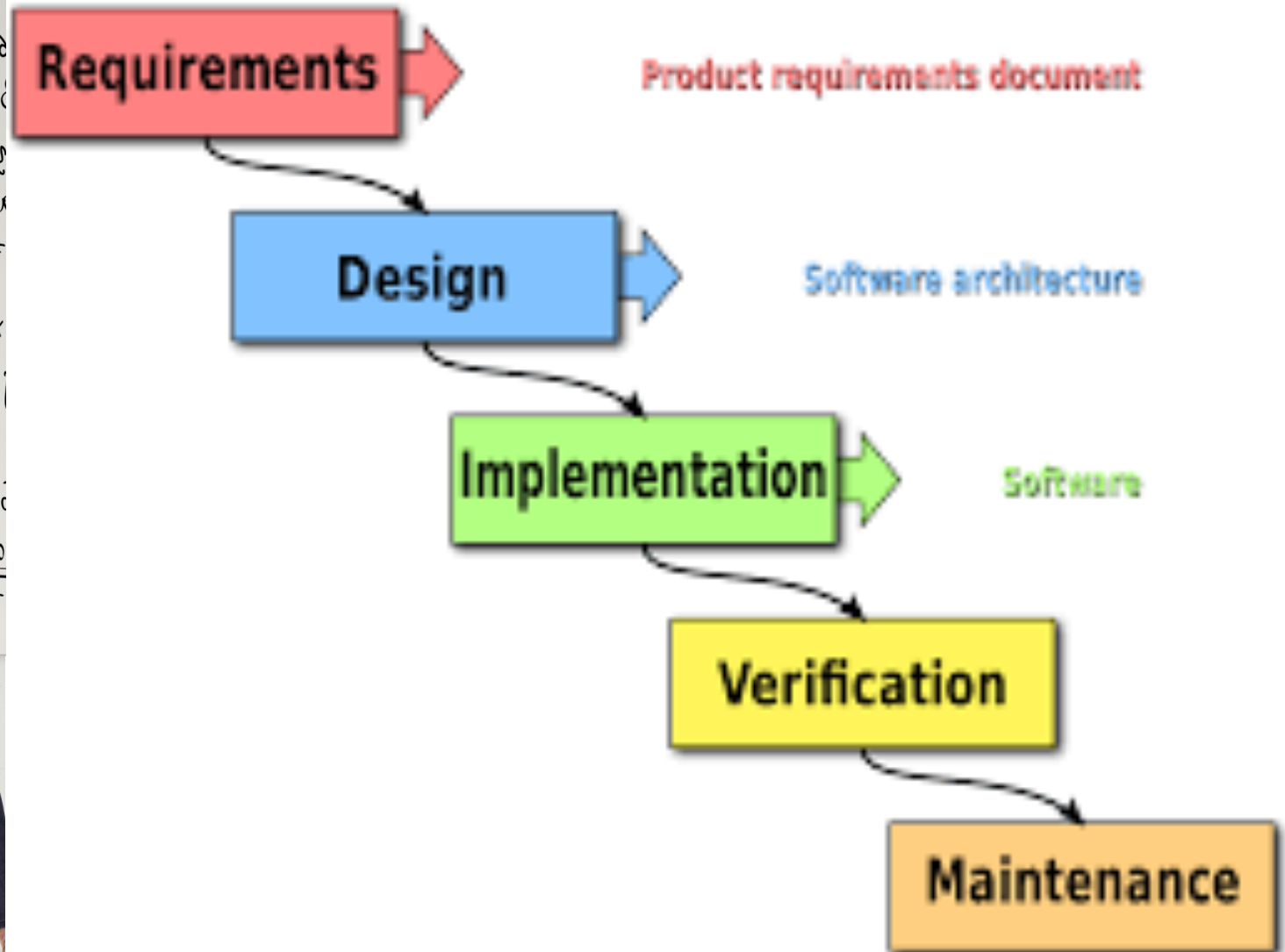
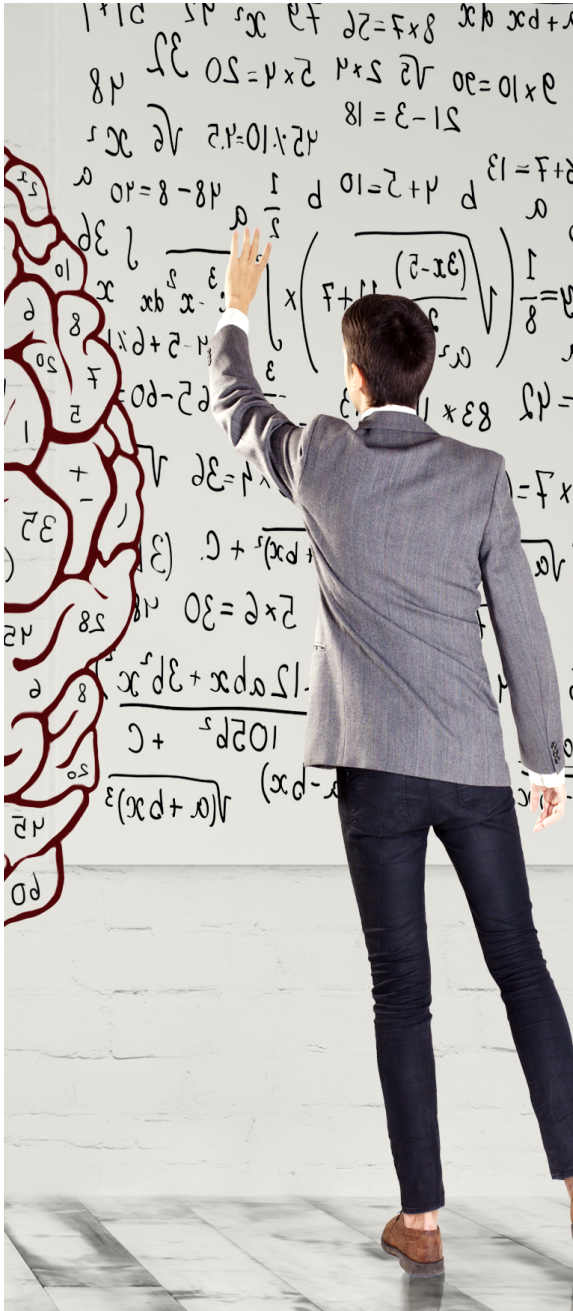


A Company Needs Both

- We have tools, people, budget, process to build and acquire for known requirements

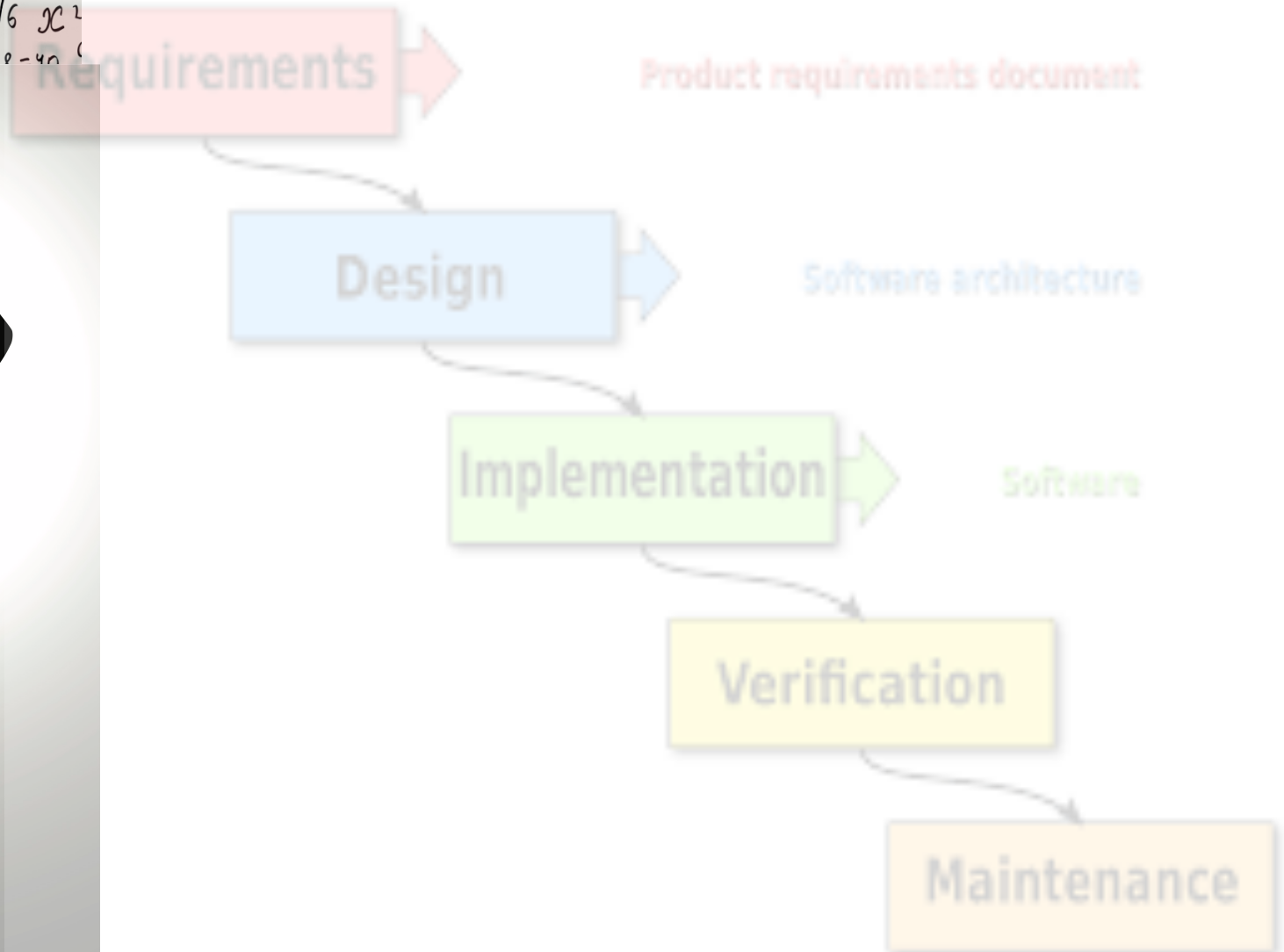


Execution – if Problem and Solution are Known



Execution – if Problem and Solution are Known

You're A Hero



if Problem and Solution are **Unknown**

Requirements

Design

Implementation

Verification

Maintenance

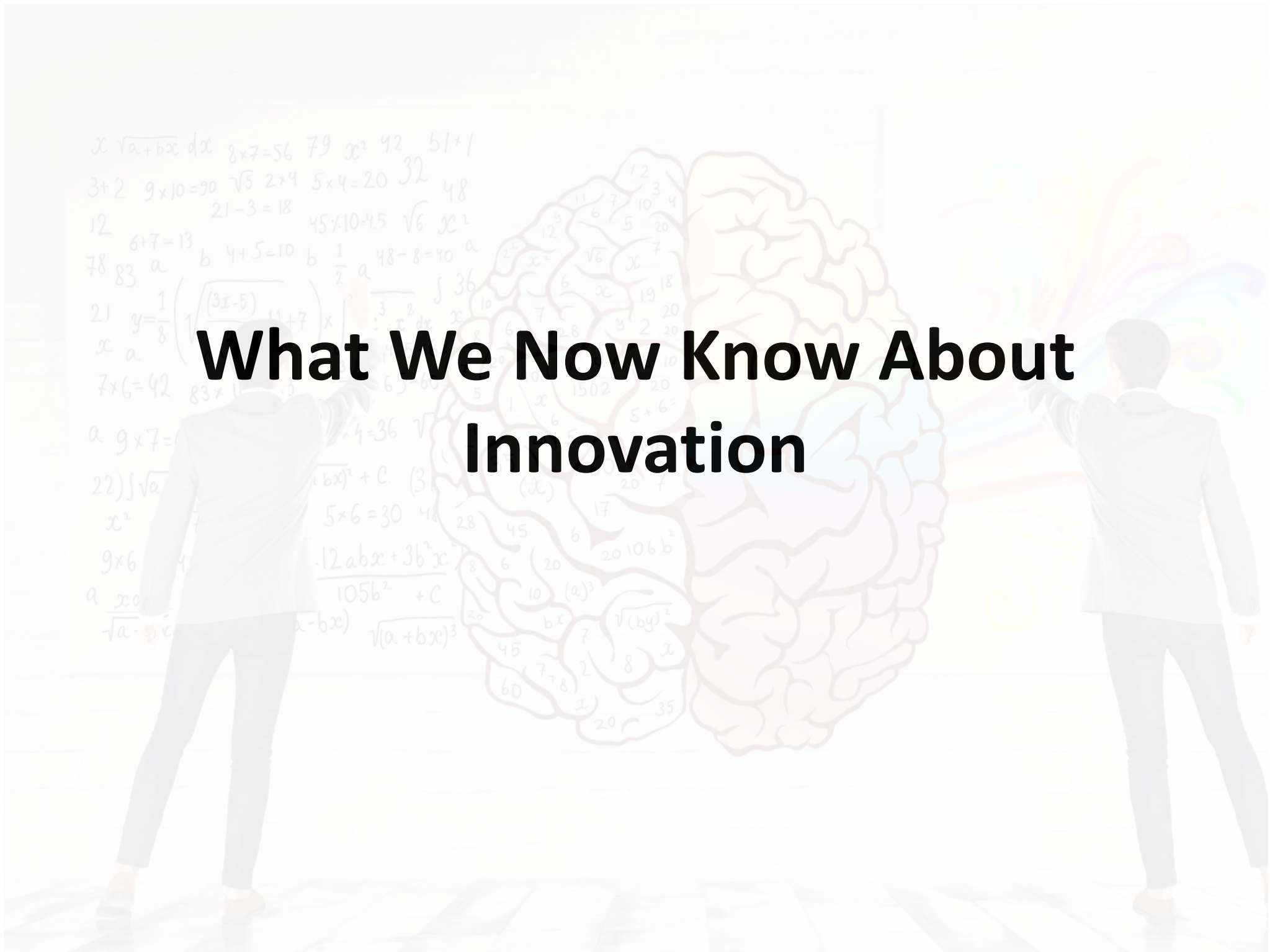
No longer needed

Over Due

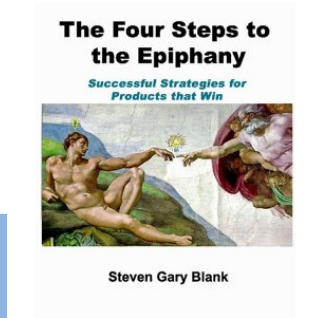
Over Budget



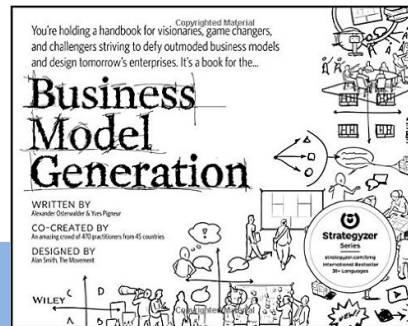
What We Now Know About Innovation



Lean Gets Theory



Customer Development
2003
Blank



Business Model Canvas
2010
Osterwalder



Agile Engineering
2011
Ries

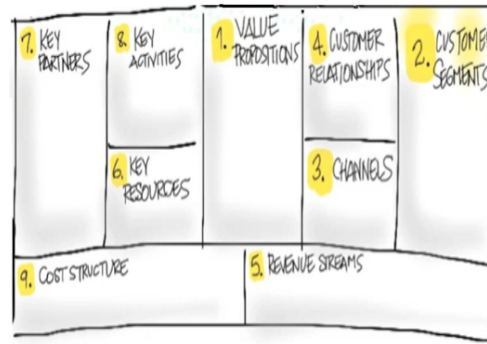


HBR Cover
2013
Blank



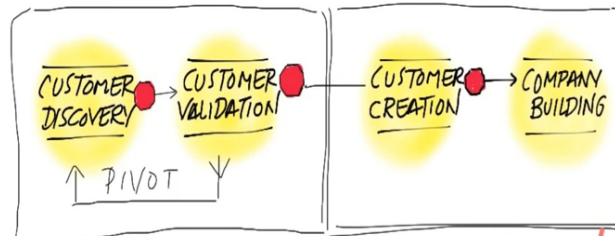
Three Parts of Lean Startup

Part 1



+

Part 2



+

Part 3



1. Frame Hypotheses

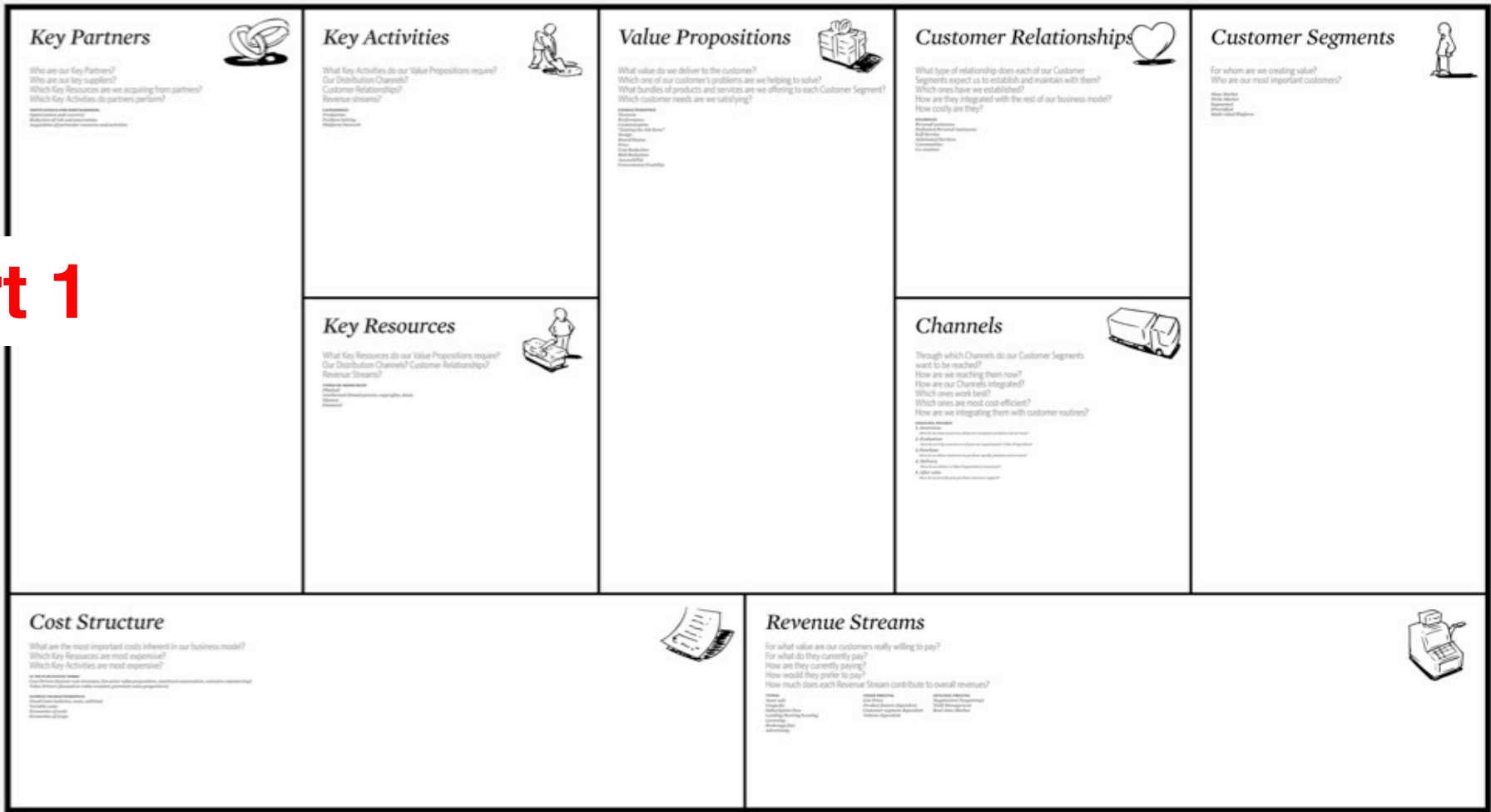
- Frame Hypotheses →

1. Frame Hypotheses

- Frame Hypotheses → Business Model Canvas

Business Model Canvas

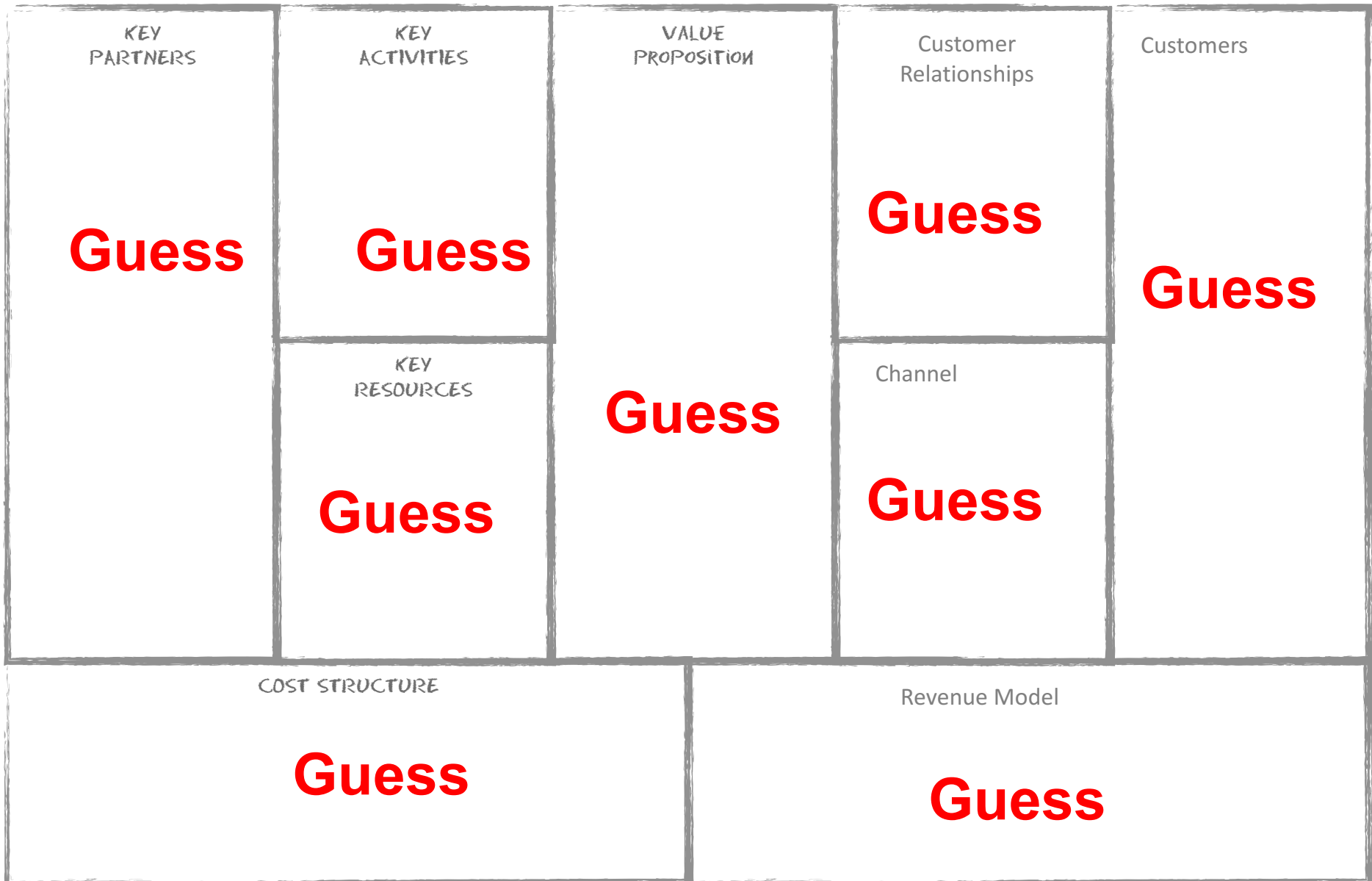
Part 1



Business Model Canvas

<p>Partners</p> <p>Who are our key partners? Suppliers?</p> <p>What are we getting from them? Giving them?</p>	<p>Activities</p> <p>What key activities do we need to be expert in?</p>	<p>Value Proposition</p> <p>How are we solving each customers pains/gains?</p> <p>How?</p> <p>What product/service features match their needs?</p>	<p>Customer Relationships</p> <p>how does the team get “Buy-In” from all the beneficiaries?</p>	<p>Customer Segments</p> <p>Who are our most important customers? Stakeholders?</p> <p>What are their pains/gains?</p> <p>What job do they want us to get done for them></p>
<p>Resources</p> <p>What key resources do we need to own or acquire? Financial? Human?</p>	<p>Channel</p> <p>How will we deploy the product to widespread use? What constitutes a successful deployment?</p>			
<p>Costs</p> <p>What is the Budget/Cost?</p>		<p>Revenue Streams</p> <p>What is the revenue model? What are the pricing tactics?</p>		

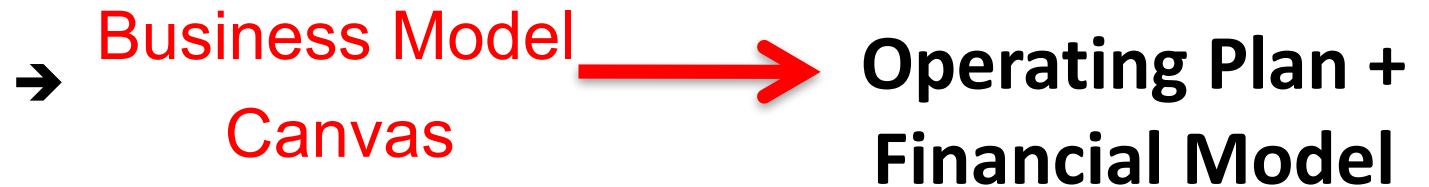
9 Guesses



1. Frame Hypotheses

Execution

- Frame Hypotheses



2. Test Hypotheses

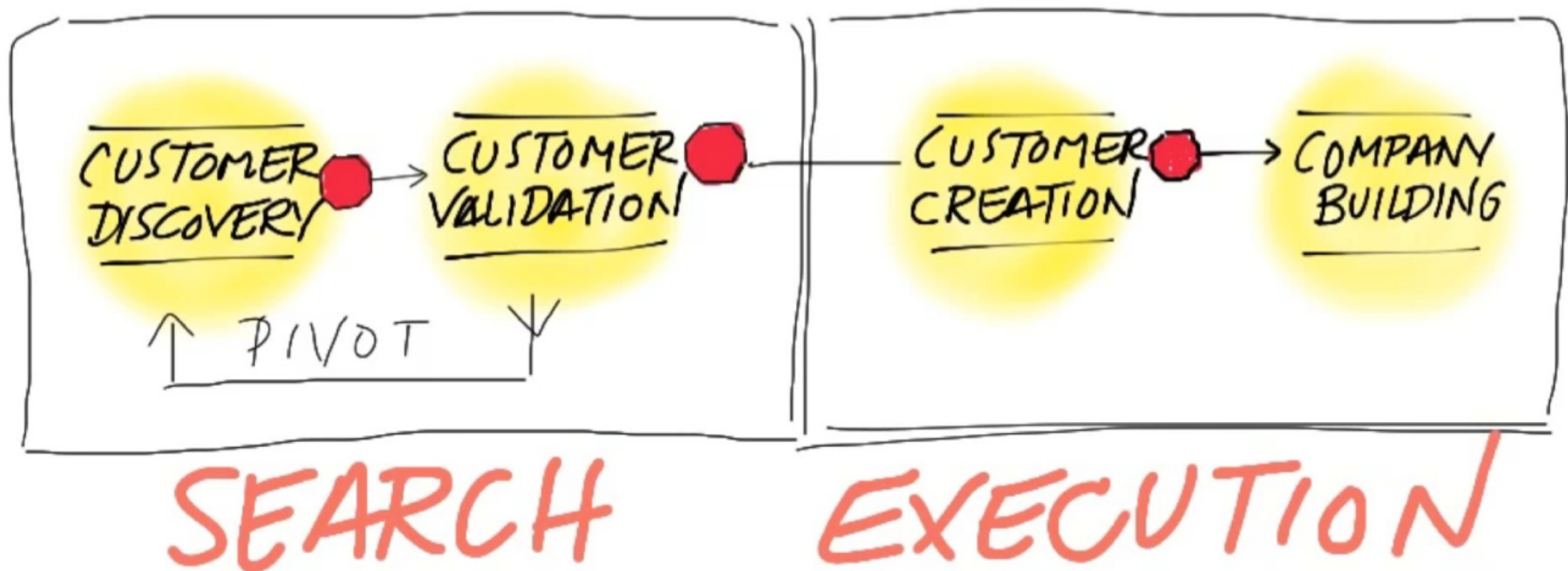
- Frame Hypotheses → Business Model
- Test Hypotheses → Customer Development

Lean Innovation Principles

- Problem understanding comes first
- A good idea is not enough - you need a Business Model
 - What are the underlying assumptions
 - Move forward incrementally, iteratively with experiments
 - Gather evidence
- Validate, Invalidate or modify your hypotheses

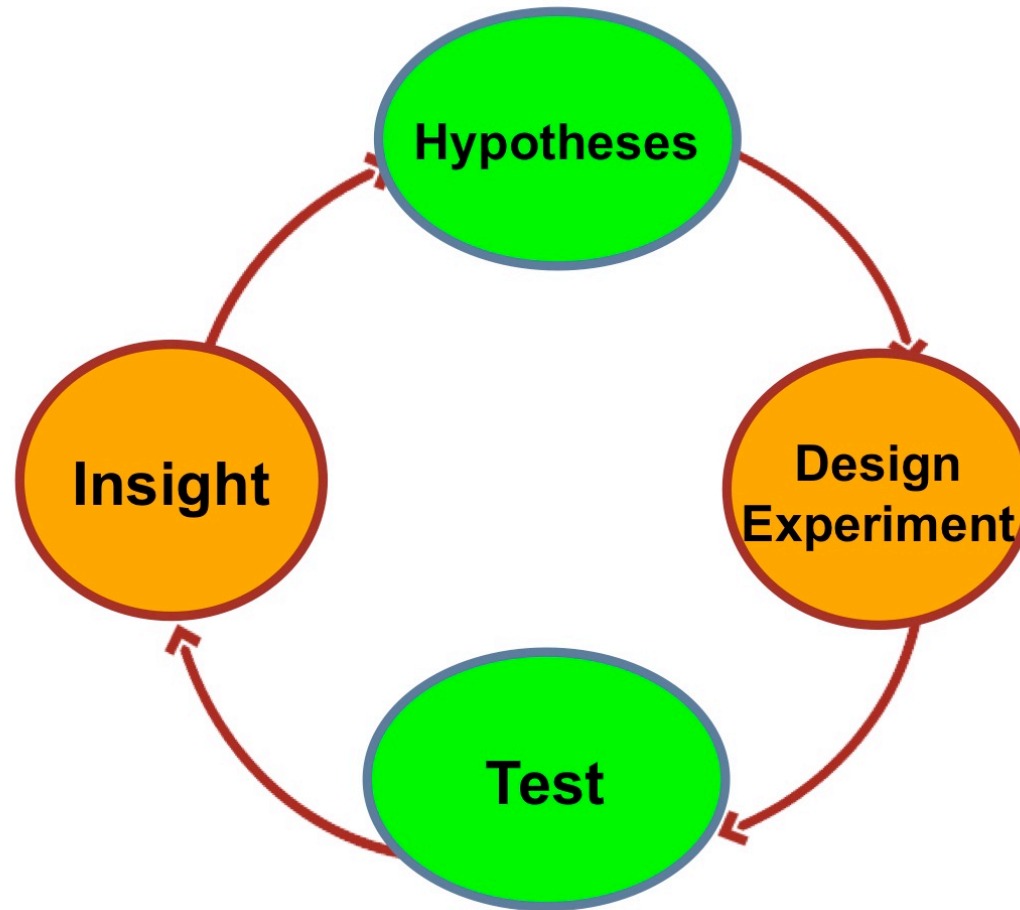
2. Test Hypotheses

- Frame Hypotheses → Business Model
- Test Hypotheses → Customer Development



Customer Development is *how you search* for the mission model

Customer Development is Hypothesis Testing



Customer Development

- Continuous cycle of customer interaction
- Rapid hypothesis testing about problem, customer needs, solution, ...
- Extreme low cost, low burn, tight focus
- Measurable gates for investors/management

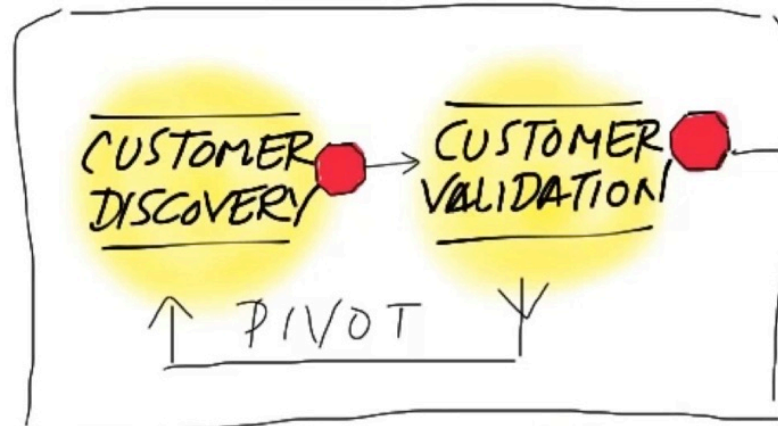
3. Build Incrementally & Iteratively

- Frame Hypotheses → Business Model
- Test Hypotheses → Customer Development
- Build the product incrementally & iteratively → **Agile Engineering**

The Minimum Viable Product (MVP)

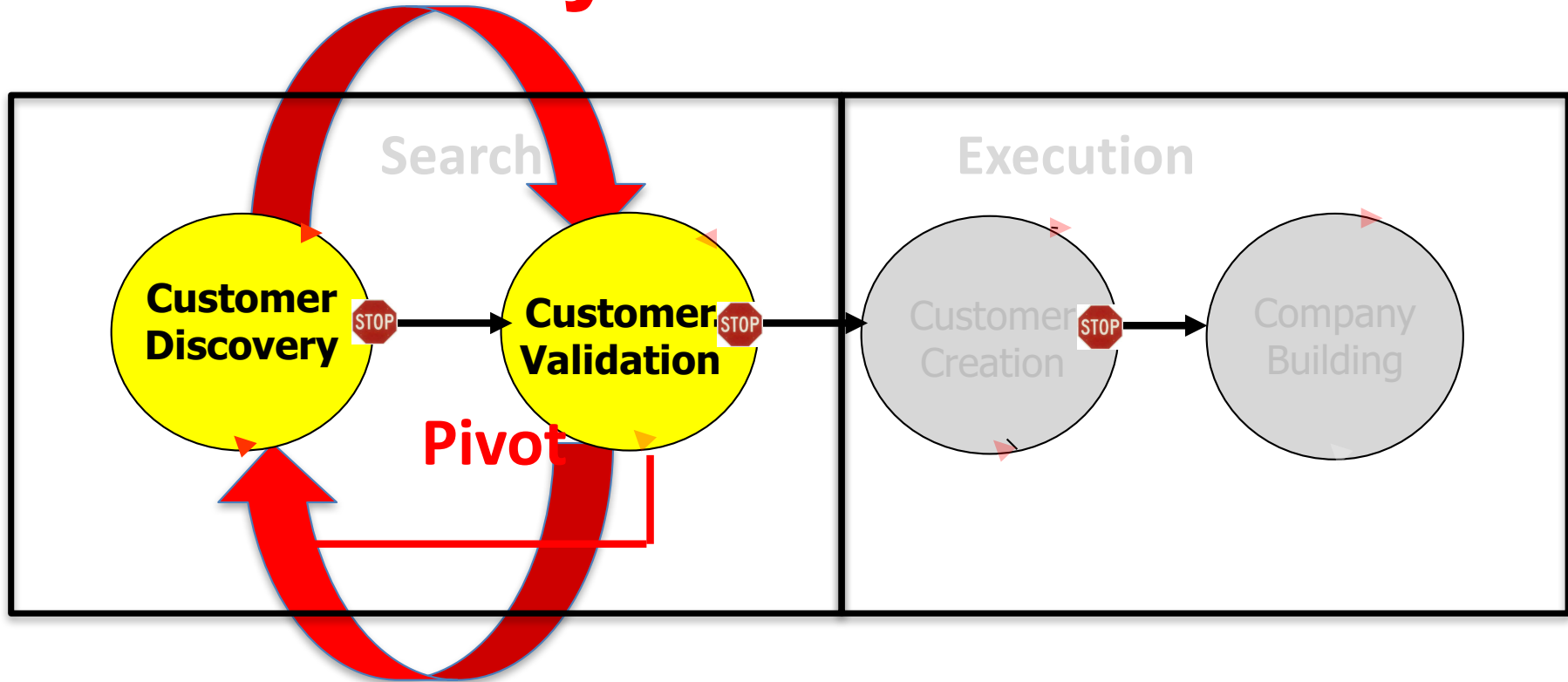
- **Smallest feature set** that gets you the most ...
 - **learning**, feedback, failure, orders, ...
 - incremental and iterative
- It is **not** a prototype
- It is **not** a deployable version with the fewest features
- **It is** what enables a test of a hypothesis
- It may be a drawing, a slide, a wireframe, clickable workflow, etc...

The Pivot



- *Definition:* A substantive change to one or more of the business model canvas components
- Iteration without crisis
- Fast, agile and opportunistic
- Weeks and <\$100K

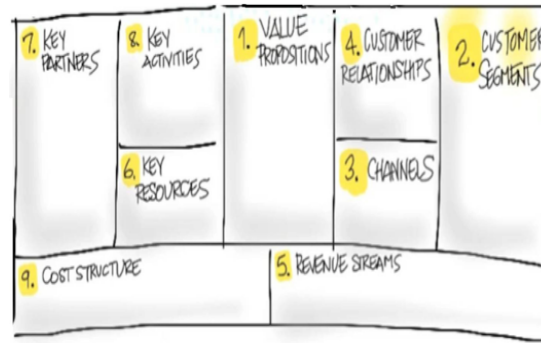
Pivot Cycle Time Matters



- **Speed** of cycle minimizes cash needs
- **Minimum feature set** speeds up cycle time
- **Near instantaneous customer feedback** drives feature set

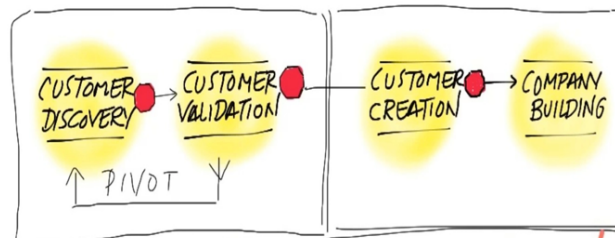
Elements of Lean Startup

Part 1



+

Part 2



+

Part 3



Search

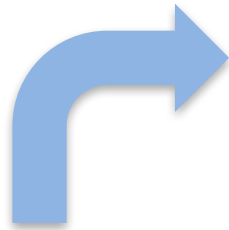


- Lean means we now have tools and process to build for unknown requirements



**Innovation in
Companies
can be taught**

Lean Gets Practice



~350,000 on-line students
Udacity.com

STANFORD UNIVERSITY

**Lean LaunchPad
For Students
2011**

1250+ teams
Taught in 75
Universities



**I-Corps @ NSF
For SBIR/STTR
2012**

1,200+ teams
Taught by 53
Universities



National Institutes
of Health

**I-Corps @ NIH
For Life Sciences
2014**



**I-Corps @ NSA
2015**



**Hacking for
Defense/
Diplomacy
2016**

Corporate Innovation



- **Accelerator** – 7 weeks for new teams pursuing unplanned H3 and H2 innovations



- **Bootcamp** – 1 week for existing/resourced teams pursuing H2 and H1 innovations



- **Workshop** – 2 days for everyone
 - Teach a shared language of innovation



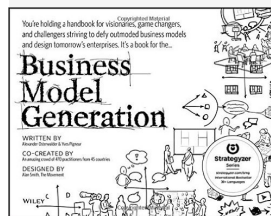
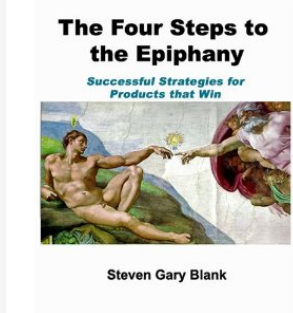
- **Coaching** – helping teams stay lean

How Do We Teach Lean?

Lean LaunchPad/I-Corps/H4D

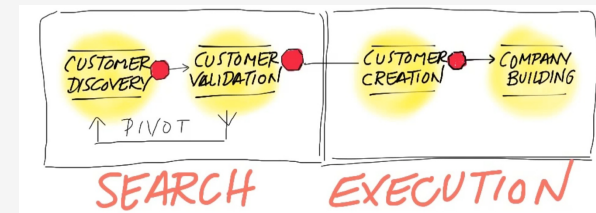
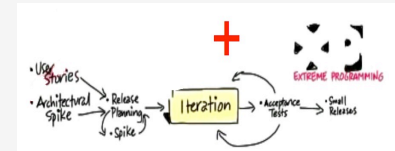
I-Corps - Teach Lean Startups to Teams

- A curriculum to teach repeatable/scalable processes to help teams do **extraordinary things** in an **impossibly short period of time**



Curriculum

Key Partners Which of these activities can your company outsource to others?	Key Activities What are the unique activities your company needs to deliver the value proposition? Key Resources Which of these activities does your company need to own?	Value Proposition For each beneficiary what is their value proposition? What problem/pain/gain does this solve for them?	Buy-in & Support For each beneficiary how does the team get "buy-in"? Deployment • What will it take to deploy the MVP to widespread use? • What constitutes a successful deployment?	Beneficiaries/ Stakeholders • By the function who are the individuals we are creating value for? • What is their archetype?
Mission Budget (or cost) What are the costs to deliver the value proposition?		Mission Achievement/Success (or "fulfillment" or "impact") Factors For each beneficiary how does the team know they succeeded?		



Key Concepts

Principles

- Get out of the building
 - 5-15 interviews/*week*
- Build Minimal Viable Products *weekly*
- Goal is to *gather evidence* to validate/invalidate/modify hypotheses

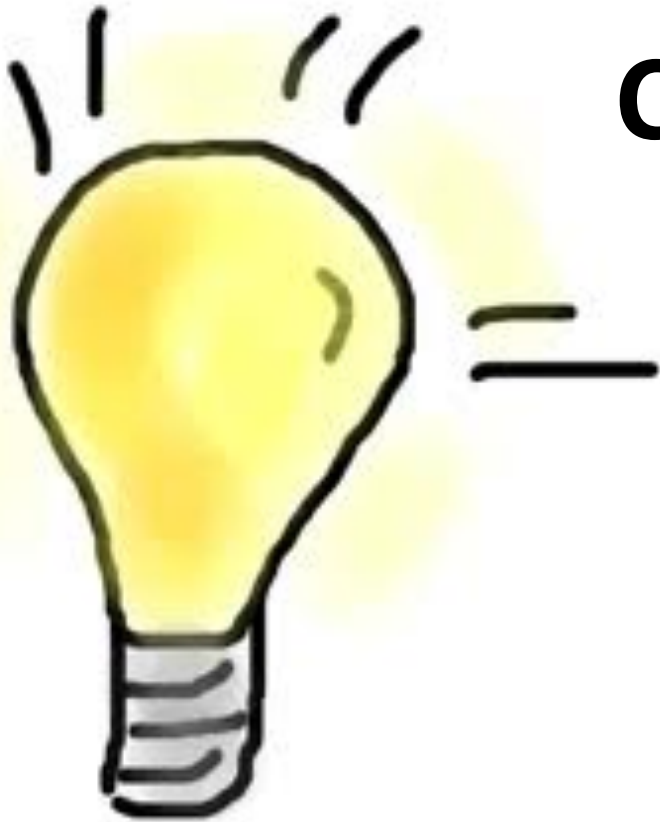
Lean LaunchPad/I-Corps/H4D

Pedagogy

- Flipped Classroom
 - lectures are homework, homework is classwork
- Teams present in front of peers weekly
- Teams have mentors/advisors
- **Speed/Urgency** = good enough decision making
- Evidence-based, not opinions

**How Do I Make This Work
in My Company?**

**Innovation in
Companies is not like
startups**



**Innovation in
Companies is not like
startups**



**Copying them results
in Innovation Theater**

Why Innovation In Companies Are Different

Goals

	Startups	Companies	Government
Goal	Liquidity	Market Share, Revenue, Profit	Mission Success/ Achievement

- Companies start with a different goal

Source of Innovation

	Startups	Companies	Government
Goal	Liquidity	Market Share, Revenue, Profit	Mission Success/ Achievement
Source of Innovation	Internal	Internal, Partner, License, Acquire	Internal, Contractor

-
- Innovation in companies comes from a variety of sources

Product Development Methodology

	Startups	Companies	Government
Goal	Liquidity	Market Share, Revenue, Profit	Mission Success/Achievement
Source of Innovation	Internal	Internal, Partner, License, Acquire	Internal, Contractor
Product Development Methodology	Lean	Agile, Waterfall	Waterfall, Contract spec's

- And while startup implementation is Lean, companies often still use waterfall development

Scope of Activities

	Startups	Companies	Government
Scope of Activities	Anything	Anything Legal	ONLY things authorized by law

- Uber, Airbnb, Tesla all started by breaking the law
- You're limited to what's legal

Individual Rewards

	Startups	Companies	Government
Scope of Activities	Anything	Anything Legal	ONLY things authorized by law
Individual Reward	Large \$\$\$, Pride	Small \$, pride, promotion	Mission pride/promotion

- Incentives in startups are large \$\$\$'s

Innovation Speed

	Startups	Companies	Government
<i>Speed</i>	Rapid agile/lean dev only limited by funding	<p>agile dev limited by corporate processes and funding.</p> <p>Pivots and failure counter to established culture.</p> <p>1.5 or more slower than startups</p>	<p>limited by gov't contract processes and funding.</p> <p>Pivots and failure counter to established culture and contracting.</p> <p>9x or more slower than startups</p> <p>Can be as rapid as a startup in a crisis</p>

- Startup teams operate at irrational speed
- Companies are limited by process, KPI's and culture

Funding Innovation

	Startups	Companies	Government
Funding	Risk Capital (Angel/VC)	Internal – Horizon 1&2 existing Horizon 3 R&D	Internal – Horizon 1&2 existing, Horizon 3 – RDT&E UFRs (compete with herd)

- Startups have formal Horizon 3 funding process
- Companies have formal Horizon 1/2 funding process
 - Little headroom for Horizon 3 capabilities

Using Partners for Innovation

	Startups	Companies	Government
Funding	Risk Capital (Angel/VC)	Internal – Horizon 1&2 existing, Horizon 3 R&D	Internal – Horizon 1&2 existing, Horizon 3 – RDT&E UFRs (compete with herd)
Resources/ Partners	Cash constrained	Politics/ bureaucracy constrained	Politics/ bureaucracy/ legal constrained

- Often little room for partner creativity
- Silicon Valley Innovation Outposts for companies

Using Outside Resources

	Startups	Companies	Government
Funding	Risk Capital (Angel/VC)	Internal – Horizon 1&2 existing, Horizon 3 R&D	Internal – Horizon 1&2 existing, Horizon 3 – RDT&E UFRs (compete with herd)
Resources/ Partners	Cash constrained	Politics/ bureaucracy constrained	Politics/ bureaucracy/ legal constrained
Acquisition of external resources	Just get it done	Budget and finance processes	Formal rigid contracting process. TechFar and OTA for special cases

- Little room for using external resources

Cost of Failure

	Startups	Companies	Government
Who it impacts and Cost of Failure	<p>Founders & Investors</p> <p>End of company, loss of investment</p>	<p>Individual program leaders</p> <p>Quarterly report</p> <p>Reduced market share & earnings + personnel reassignment</p>	<p>Not felt by the program manager - impact may not be felt for months or years</p> <p>Mission failure = people die + personnel reassignment</p>

- For Horizon 1 projects impacts the bottom line
- Risk avoidance inhibits Horizon 3 projects

How Hard is It to Innovate?

	Startups	Companies	Government
Who it impacts and Cost of Failure	Founders & Investors End of company, loss of investment	Individual program leaders Quarterly report Reduced market share & earnings + personnel reassignment	Not felt by the program manager - impact may not be felt for months or years Mission failure = people die + personnel reassignment
Level of Effort	1x	2-3x a startup (external + Internal customers)	3-4x a startup (external + Internal customers + legal)

- Innovation in companies is 2-3x harder than a startup

How Do We Innovate?

	Startups	Companies	Government
Innovation Model	VC's run a portfolio of bets	License, acquire, buy or build	Build or contract Innovation Pipeline

- Innovation can be done multiple ways

How Do We Teach Innovation?

	Startups	Companies	Government
Innovation Model	VC's run a portfolio of bets	License, acquire, buy or build	Build or contract Innovation Pipeline
Accelerator Model	Demo Days for Funding ie. Y-Combinator, Techstars,	Validated Value Proposition and <i>Business Model</i> for Horizon adoption ie. NSF I-Corps	Validated Value Proposition and <i>Mission Model</i> for problem/pathway to solution + deployable MVP ie. I-Corps@NSA

- "That's how startups do it" is a recipe for innovation failure
- Companies need *their own* innovation playbook

There is nothing more
powerful than an idea
whose time has come.

backups

Horizon 3 Initiatives

Start as Innovation Engines

**New/Disruptive
Innovation**

- Disruptive
- Business Model Innovation
 - Better/faster/cheaper
- Innovation *requires* no restrictions by plans, procedures or processes
- Success = finding a repeatable and scalable business model
- Grows and scales

Horizon 3 Needs To Leave Home

Horizon 3

**Disruptive
Innovation**



- Physically separate from existing org
- Need their own plans, procedures, policies, incentives and KPI's

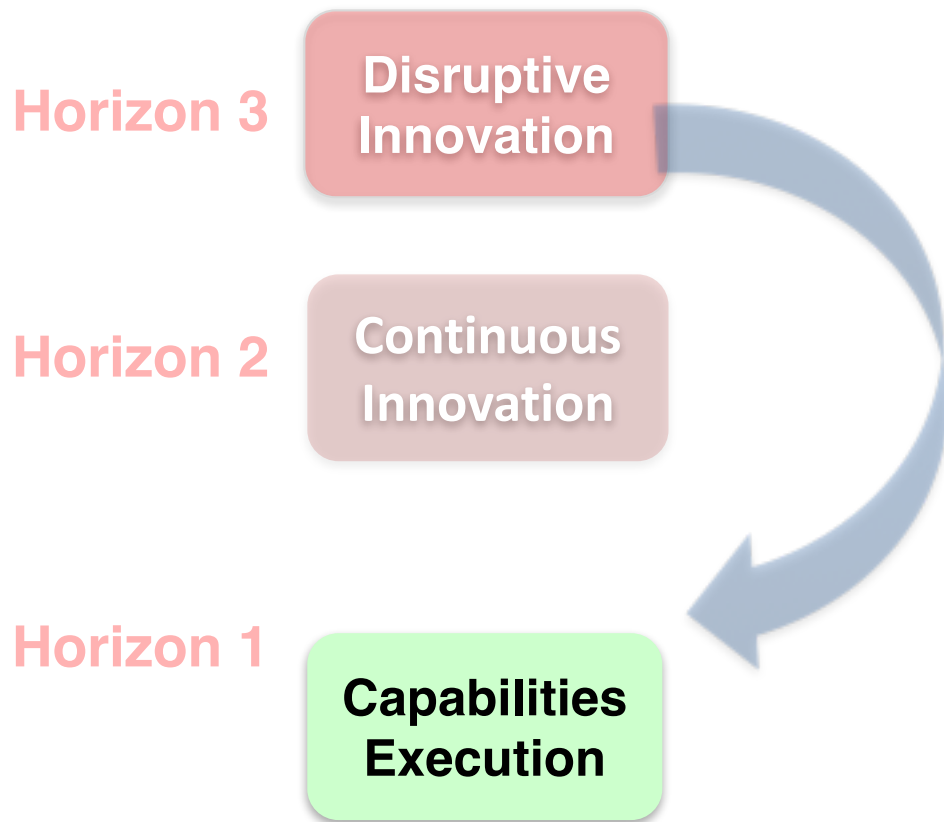
Continuous
Innovation

- They operate with speed and urgency
- Goal is to find a repeatable and scalable mission model

Process
Innovation

Integrating Innovation as an Integral Part of Capabilities

Type of Innovation



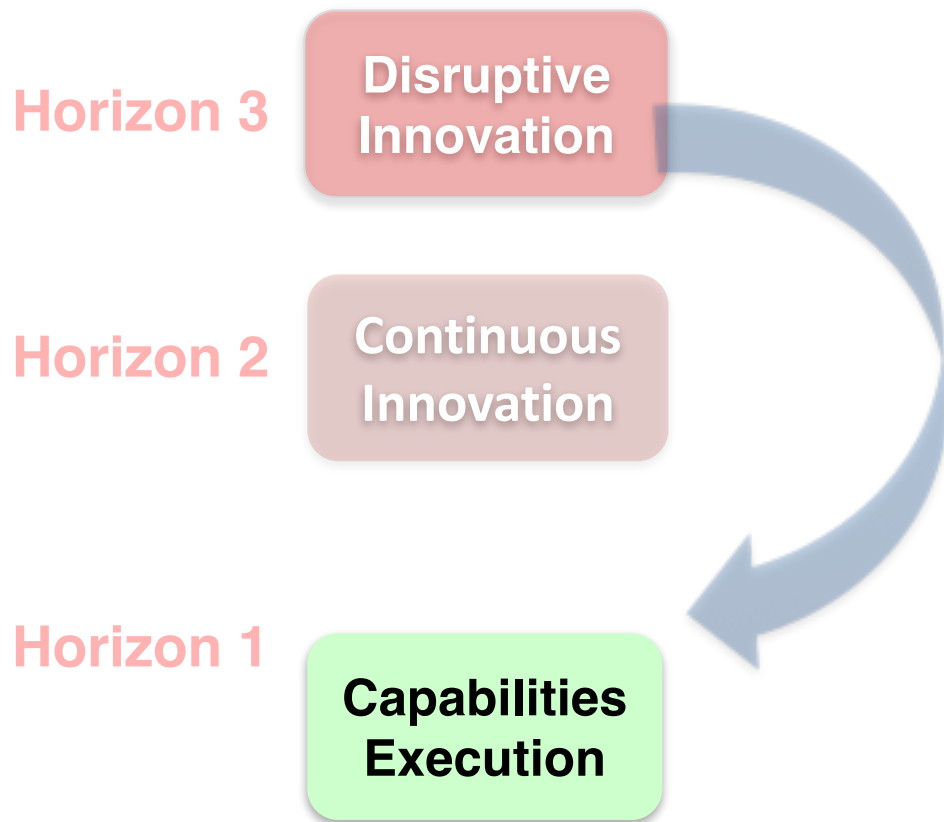
Problem:

- Innovation initiatives are by definition unbudgeted and unplanned
- To capabilities it looks like one more thing thrown over the transom

Solution: Capabilities Mentors (at minimum) and optimally part of the Innovation Teams

Innovation Success Creates “Debt”

Type of Innovation



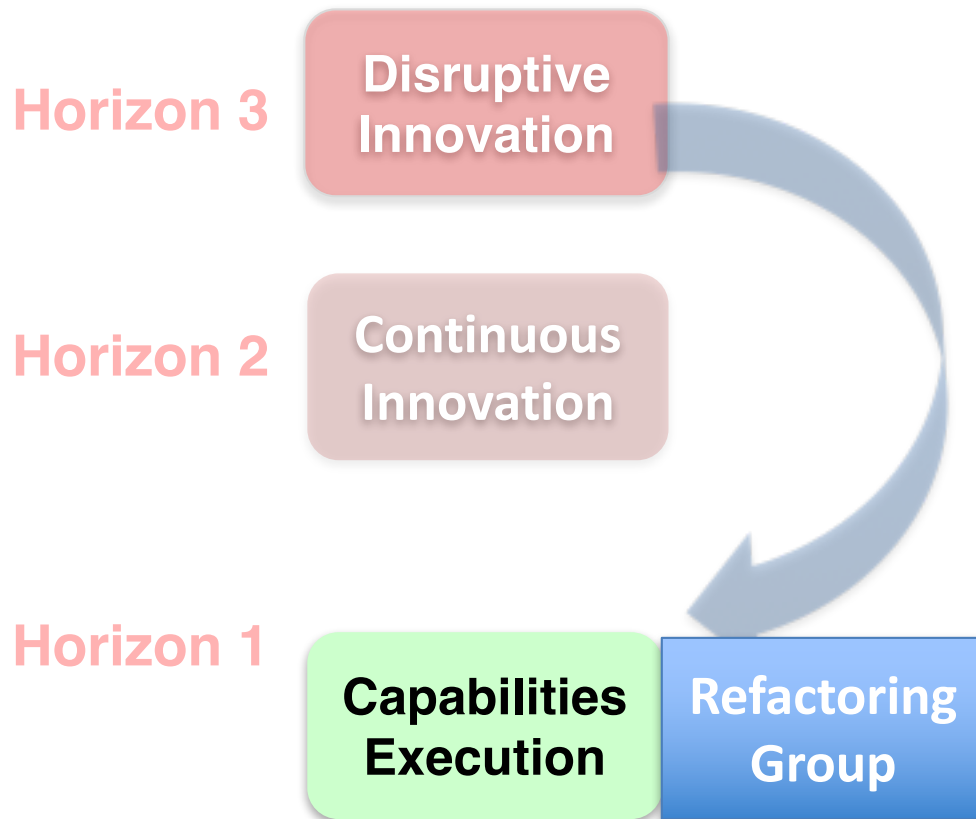
Success creates

- Technical shortcuts which add up and become what is called *Technical debt*
- People/process shortcuts are *Organizational debt*

Problem: Non-standard code and tools, innovation developers are hackers

Innovation Becomes Execution

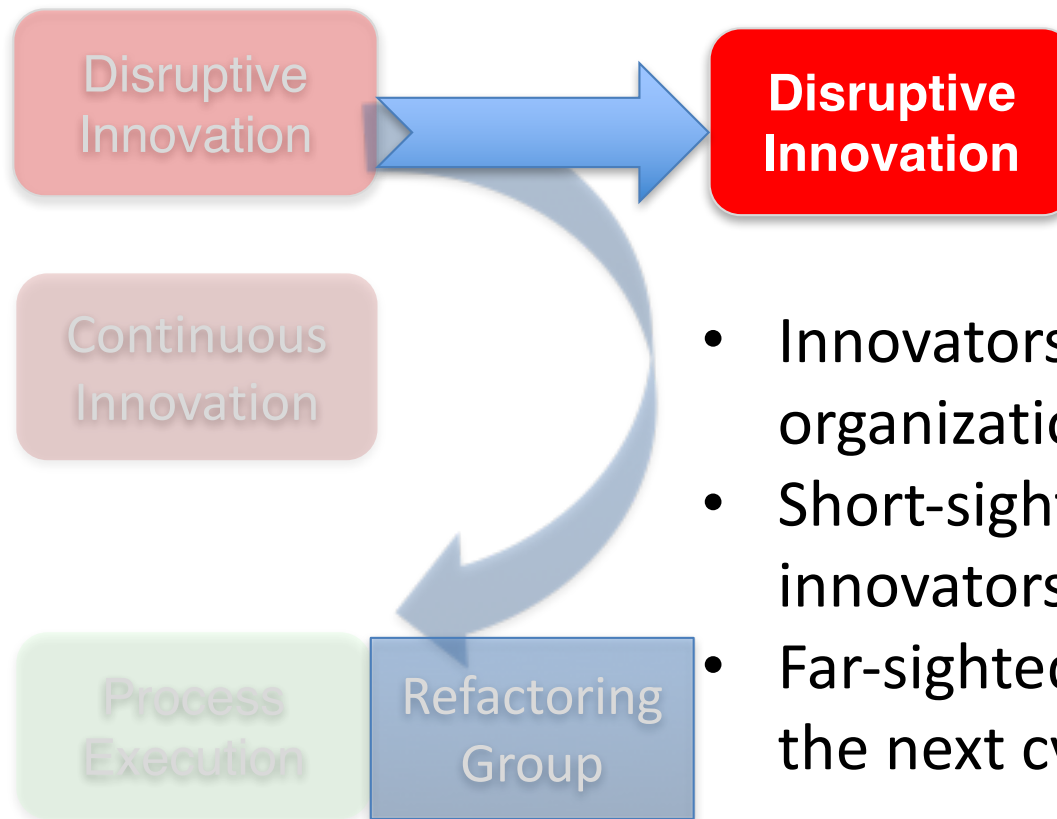
Type of Innovation



- Success means scale
- Scale *requires* plans, procedures, processes, incentives, KPI's
- Innovation needs to becomes execution
- **Solution:** A small refactoring group “cleans up” Horizon 2/3 debt by restructuring it

Innovators Leave or Start New Initiatives

Type of Innovation



- Innovators don't fit in execution organizations
- Short-sighted agencies innovators leave
- Far-sighted agencies they start the next cycle of innovation

“Get to Yes”

Agency support of Innovation in All 3 Horizons



**Disruptive
Innovation**

- Task Support Organizations to work *inside* Horizon 2/3
- Assign Acquisition, Legal, Security, etc.
- Job is helping *all* Horizon projects “get to yes”
- leverage existing assets and capabilities is critical

Agency
support orgs

**Process
Innovation**

Refactoring
Group

Agency **Incentives & Goals**

In support of Innovation in All 3 Horizons

The diagram illustrates a cyclical relationship between four components. At the top is a red rounded rectangle labeled 'Disruptive Innovation'. Below it are three boxes: a dark blue 'Agency support orgs', a light green 'Process Innovation', and a light blue 'Refactoring Group'. A large blue arrow on the left curves from the bottom back to the top. A grey arrow points from 'Disruptive Innovation' down to 'Refactoring Group'. Another grey arrow points from 'Refactoring Group' up to 'Disruptive Innovation'.

Disruptive Innovation

- Agencies operate on goals and incentives
- Incent mavericks, incent support, incent adoption

Agency
support orgs

**Process
Innovation**

Refactoring
Group

Agency Incentives & Goals

In support of Innovation in All 3 Horizons



**Disruptive
Innovation**

- Company operates on goals and incentives
 - Incent mavericks, incent support, incent adoption
- If supporting Horizon 2/3 is not part of Company goals & incentives then there is no real commitment to innovation

Company
support orgs

**Process
Innovation**

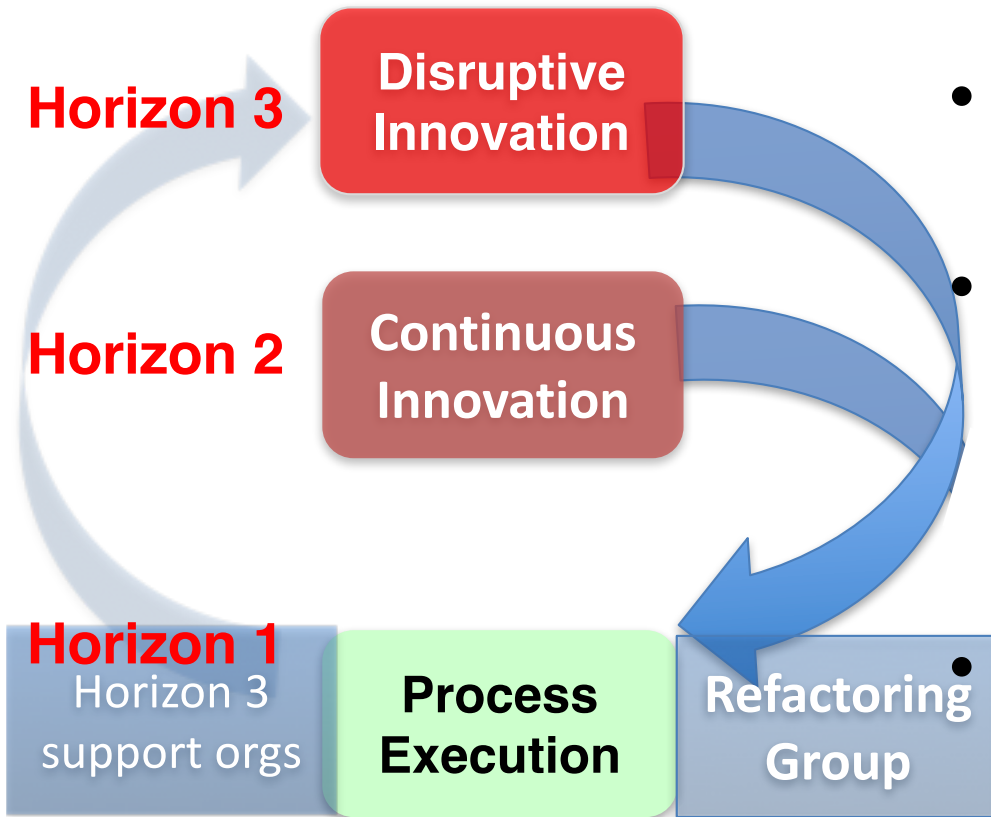
Positive – Financial Awards, Performance Bonuses, & Honorary Awards

Negative – You can lose product funding

Innovation Becomes Execution

Horizon 1 Adopts Horizon 2 & 3

Type of Innovation



- Success means scale

- Scale *requires* plans, KPI's procedures, processes, incentives

• Innovation becomes execution

Intrapreneurs are (Good) Rebels

Bad Rebels

Break Rules
Complain
Assertions
Me-focused
Anger
Pessimist
Energy-sapping
Alienate
Problems
Vocalize Problems
Worry That
Point Fingers
Doubt
Social Loner

Good Rebels

Change Rules
Create
Questions
Mission-focused
Passion
Optimist
Energy-generating
Attract
Possibilities
Socialize Opportunities
Wonder if
Pinpoint Causes
Believe
Social

When Horizon 3 Innovation Meets Horizon 1 Process and Procedures

Horizon 3 Project



Horizon 1 Management

GENERAL DECLARATION
(Outward/Inward)

AGRICULTURE, CUSTOMS, IMMIGRATION, AND PUBLIC HEALTH

Owner or Operator NATIONAL AERONAUTICS AND SPACE ADMINISTRATION

Marks of Nationality and Registration U.S.A. Flight No. APOLLO 11 Date JULY 24, 1969

Departure from MOON Arrival at HONOLULU, HAWAII, U.S.A.

FLIGHT ROUTING
(*Place* Column always to list origin, every en-route stop and destination)

PLACE	TOTAL NUMBER OF CREW	NUMBER OF PASSENGERS ON THIS STAGE	CARGO
CAPE KENNEDY	COMMANDER NEIL A. ARMSTRONG		
MOON	<i>[Signature]</i>	Departure Place:	MOON ROCK AND MOON DUST SAMPLES <i>Carg Manifests Attached</i>
JULY 24, 1969	COLONEL EDWIN E. ALDRIN, JR.	Embarking: NIL	
HONOLULU	<i>[Signature]</i>	Through on same flight: NIL	
	<i>[Signature]</i>	Arrival Place:	
	LT. COLONEL MICHAEL COLLINS	Disembarking: NIL	
		Through on same flight: NIL	

Declaration of Health
Persons on board known to be suffering from illness other than airsickness or the effects of accidents, as well as those cases of illness disembarked during the flight:
NONE

Any other condition on board which may lead to the spread of disease:
TO BE DETERMINED

Details of each disinsecting or sanitary treatment (place, date, time, method) during the flight. If no disinsecting has been carried out during the flight give details of most recent disinsecting:

Signed, if required _____
Crew Member Concerned

For official use only

HONOLULU AIRPORT
Honolulu, Hawaii
ENTERED
[Signature]
Customs Inspector

I declare that all statements and particulars contained in this General Declaration, and in any supplementary forms required to be presented with this General Declaration are complete, exact and true to the best of my knowledge and that all through passengers will continue/have continued on the flight.

SCHEDULE OF EXPENSES AND AMOUNTS CLAIMED

PREVIOUS TEMPORARY DUTY (Complete these blocks only if in travel status immediately prior to period covered by this voucher and if administratively required.)

DATE	NATURE OF EXPENSE*	AUTHORIZED MILEAGE RATE <u>7</u>	AMOUNT CLAIMED			
			Specimens Enclosed	No. of Miles	Subistence	Other
7-7	LV: Residence	0445		POV		
7-7	AR: EAFB	0500				
7-7	LV: EAFB	0530		Gov. Air		
7-7	AR: Cape Kennedy, Fla.	0500				
7-16	LV: Cape Kennedy, Fla.	0832		Gov. Spacecraft		
7-19	AR: Moon	1325				
7-21	LV: Moon	2400		Gov. Spacecraft		
7-24	AR: Pacific Ocean	0500				
7-24	LV: Pacific Ocean	0500		USN Hornett		
7-25	AR: Hawaii	0500				
7-26	LV: Hawaii	1200		USAF Plane		
7-27	AR: EAFB	0100				
7-27	LV: EAFB	0215		Gov. Veh.		
7-27	AR: LRL	0300				

Government meals and quarters furnished for all the above dates.

POV was used for 100 miles official vicinity travel at Cape Kennedy, Fla. 10.00

POV authorized for official vicinity travel at Cape Kennedy, Fla. in lieu of rental car.

Thomas P. Stafford

1 day per 6 x 8.00 8.00

19 1/4 days per 241.00 11.25

2 days @ 2.25 per mile (2) (4.50)

Grand total to face of voucher (Subtotal, to be carried forward if necessary) 23.31 36.25 10.00

*If per diem allowances for members of employee's immediate family are claimed, their names, their relationship to employee, and ages and marital status of children (unless this information is shown on the travel authorization).

Horizon 1 Management

AGRICULTURE, CUSTOMS, IMMIGRATION, AND PUBLIC HEALTH

Owner or Operator **NATIONAL AERONAUTICS AND SPACE ADMINISTRATION**

Marks of Nationality and Registration **U.S.A.** Flight No. **APOLLO 11** Date **JULY 24, 1969**

Departure from **MOON** Arrival at **HONOLULU, HAWAII, U.S.A.**
(Place and Country) (Place and Country)

FLIGHT ROUTING			
("Place" Column always to list origin, every en-route stop and destination)			
PLACE	TOTAL NUMBER OF CREW	NUMBER OF PASSENGERS ON THIS STAGE	CARGO
CAPE KENNEDY	COMMANDER NEIL A. ARMSTRONG	Departure Place: Embarking NIL Through on same flight NIL Arrival Place:	MOON ROCK AND MOON DUST SAMPLES <small>Carg</small> Manifests Attached
MOON	<i>Neil A. Armstrong</i>		
JULY 24, 1969 HONOLULU	COLONEL EDWIN E. ALDRIN, JR.		
	<i>Edwin E. Aldrin Jr.</i>		

Declaration of Health
 Persons on board known to the effects of accidents, as flight:

Any other condition on board

Details of each disinsecting or sanitary treatment (place, date, time, method) during the flight. If no disinsecting has been carried out during the flight give details of most recent disinsecting:

Signed, if required _____
Crew Member Concerned

I declare that all statements and particulars contained in this General Declaration, and in any supplementary forms required to be presented with this General Declaration are complete, exact and true to the best of my knowledge and that all through passengers will continue/have continued on the flight.

Horizon 1 Management

SCHEDULE OF EXPENSES AND AMOUNTS CLAIMED								
PREVIOUS TEMPORARY DUTY (DATE)		TEMPORARY DUTY STATION LAST DAY OF PRECEDING VOUCHER PERIOD (DATE OF ARRIVAL)						
DEPARTURE FROM OFFICIAL STATION (DATE)		TEMPORARY DUTY STATION LAST DAY OF PRECEDING VOUCHER PERIOD (DATE OF ARRIVAL)						
DATE	NATURE OF EXPENSE*	AUTHORIZED MILE RATE	AMOUNT CLAIMED					
			Specimen's Expense	No. of Miles	Mileage	Substance	Other	
7-7	LV: Residence	0445	POV	8	56			
7-7	AR: EAFB	0500						
7-7	LV: EAFB	0530	Gov. Air					
7-7	AR: Cape Kennedy, Fla.	0800						
7-16	LV: Cape Kennedy, Fla.	0832	Gov. Spacecraft					
7-19	AR: Noon	1325						
7-21	LV: Noon	2400	Gov. Spacecraft					
7-24	AR: Pacific Ocean	0800						
7-24	LV: Pacific Ocean	0800	USN Hornatt					
7-25	AR: Hawaii	0900						
7-26	LV: Hawaii	1200	USAF Plans					
7-27	AR: EAFB	0100						
7-27	LV: EAFB	0215	Gov. Veh.					
7-27	AR: LRL	0300						

SCHEDULE OF EXPENSES AND AMOUNTS CLAIMED	
TEMPORARY DUTY STATION (LOCATION)	TEMPORARY DUTY STATION LAST DAY OF PRECEDING VOUCHER PERIOD (DATE OF ARRIVAL)
0445 POV	8
0500	
0530 Gov. Air	
0800	
0832 Gov. Spacecraft	
1325	
2400 Gov. Spacecraft	
0800	
0800 USN Hornatt	
0900	
1200 USAF Plans	
0100	
0215 Gov. Veh.	
0300	

int meals and quarters furnished for all the

used for 100 miles official vicinity travel at Cape Kennedy, Fla. 10.00

authorized for official vicinity travel at Cape Kennedy, Fla.

of rental car.

Thomas P. Stafford

4.00

11.25

4.35

23.31

36.02 25 10.00

*If per diem allowances for members of employee's immediate family are included, give members' names, their relationship to employee, and ages and marital status of children (unless this information is shown on the travel authorization).

Continuous Innovation Requires Change

Requires the adoption of:

- *new corporate culture*
- *new organizational structure, and employee incentives*
- *Innovation Horizons* withh acceptable risk level, and *innovation KPIs*