

Thinking in, out and about the box

91° petit-déjeuner du Cycle Innovation & Connaissance

Steve Kopp
Head of Amadeus Horizon 3



“Turning disruptive ideas into value”

INNOVATION

DISRUPTION

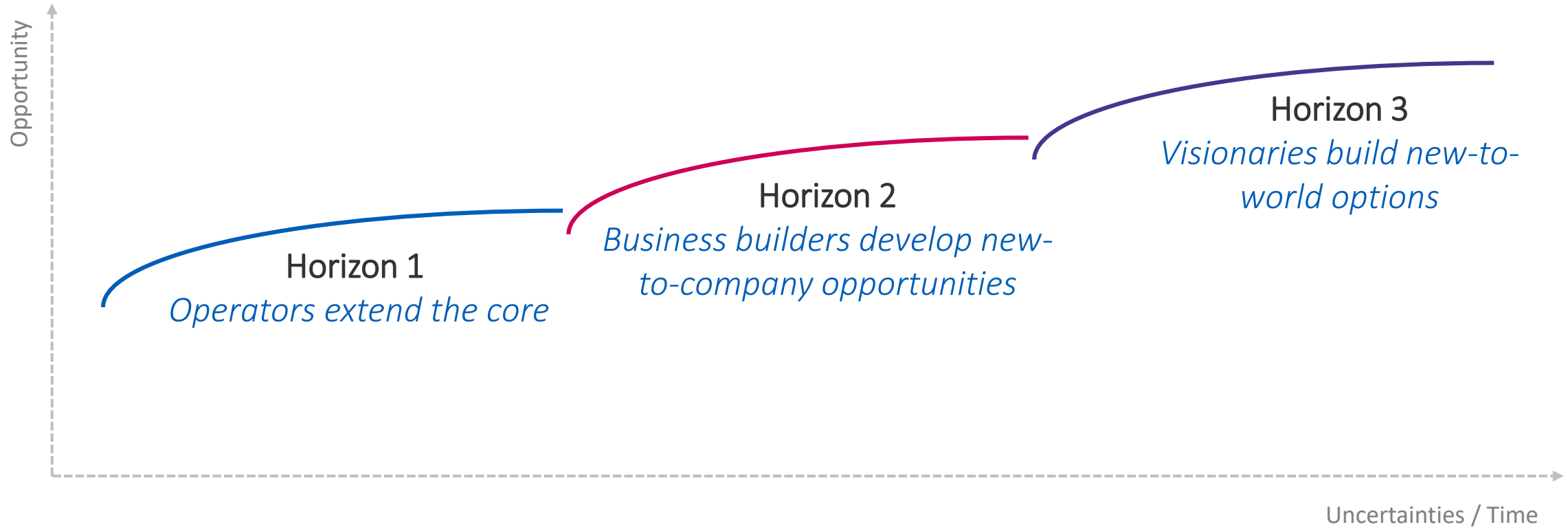


DOING THE SAME
THINGS A BIT
BETTER

DOING NEW
THINGS

MAKING THINGS THAT
MAKE THE OLD THINGS
OBSOLETE

Managing growth through different Horizons



The 3 Horizon Innovation Framework, Baghai, Coley and White (1999)

Amadeus Horizon 3

- WHAT* Unveiling the **disruptive forces** likely to redefine the travel sector in the medium- to long-term
- WHY* **Protecting value** in preventing our strategic advantages from being eroded a decade from now by emerging disruptive forces
- HOW* Exploring **radical use cases** with the potential to **create unprecedented value** to new customers, partners & consumers

Spring-loaded bar mousetrap

Dominant design since 1894



ONEDOWN mousetrap

Aakash Dewan, 2010

Viva! **PETA**



PEOPLE FOR ANIMALS™



HUMANE SOCIETY
INTERNATIONAL

The Vegan Society
One world. Many lives. Our choice.



Data Scientists

Intrapreneurs

Ergonomists

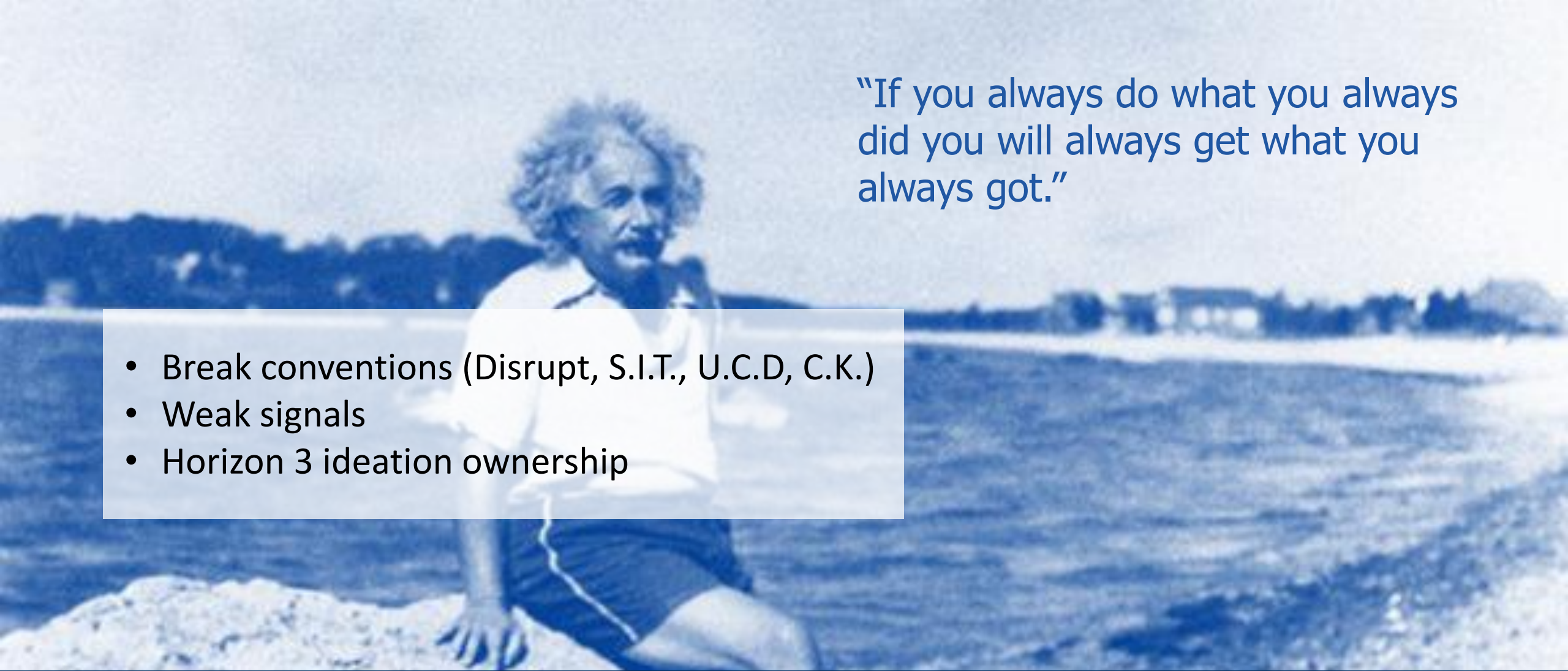
Technologists

Psychologists

Designers



Very different yet complementary innovation professionals



“If you always do what you always did you will always get what you always got.”

- Break conventions (Disrupt, S.I.T., U.C.D, C.K.)
- Weak signals
- Horizon 3 ideation ownership


Break Mental Fixedness

An aerial photograph of a launch complex, likely at NASA's Kennedy Space Center, showing various launch pads, service buildings, and infrastructure. A semi-transparent white text box is overlaid on the upper portion of the image.

Quarterly 2-Day ideation workshop followed by a 3 month exploration phase

- Heterogeneous list of participants
- Source and break existing business conventions/clichés
- Lean canvas + key hypothesis & uncertainties

Extended Launchpads

- 
- A person is walking on a tightrope against a red background. The person is in the center of the frame, balancing on a thin wire. The background is a gradient of red, with some light streaks. The overall mood is one of balance and risk.
- Thorough hypothesis and uncertainty management
 - Lean methodology [Build, measure, learn]
 - Living Labs (Live market validations)

Manage Uncertainties

- CEOs & CTOs
- Fast-prototyping
- MVP Development



Technical Thought Leadership & Business Acumen

Thank You

