SCALING IMPACT:
WHY DO MOST INNOVATIONS FAIL TO SPREAD? WHEN DO THEY SUCCEED?

CHI INNOVATE 2022 concluded a year-long series of events with its Flagship Day on 4 November, featuring 3 Centrestage and panel sessions, each focused on their respective areas of discussion: Scaling Impact, Redefining Impact, and Mobilising for Impact. In this article, we share the learnings from the first of three sessions. By Tjut Rostina, CHI

Leading the session is Centrestage Speaker, Maaike Doyer, Founder, Epic Angels.

The Centrestage session is followed by a panel discussion, moderated by A/Prof Tan Cher Heng, Executive Director, Centre for Healthcare Innovation.

Joining Ms Doyer and A/Prof Tan are panellists:

- *Dr Sue Anne Toh, CEO, Co-Founder & Medical Director, NOVI Health*

- *Dr Bryan Tan, Chief Health Officer, Salesforce APAC*

- *Julian Koo, CEO & Co-Founder, Jaga-Me*

In this session, innovators from Singapore, US and Asia Pacific share their journey, highlighting the barriers and enablers to innovation. With insights into corporate organisations and start-ups, how can public healthcare institutions leverage on the agility of a start-up?

A/Prof Tan with Maaike Doyer

From left to right: Dr Sue Anne Toh, Dr Bryan Tan, and Julian Koo

CUSTOMER-CENTRIC INNOVATION

Core to scaling impact for innovation is to have the customer's needs at the heart of the development. The essence of design thinking, can be defined as a human centered and collaborative approach to problem solving that is creative, iterative and practical.

To do this, be pro-active in communicating with customers and clients early on in the innovation journey, have in-person conversations, rather than embark on a time-consuming business proposal and an impersonal survey. More will be understood about the customer's problem statement through conversation, and the requirements as well as emotional value that is tied to it. By shifting the mind set to focus on the problem rather than the solution, innovators will be able to conceptualise a variety of solutions, and the number of ideas will continue to grow. If the problem is significant and affects many, the impact of the solution (s) will be scale up.

INNOVATION DNA & ECOSYSTEM

View innovation as a culture that is embedded in the organisation's muscle memory. In building this culture, think about the organisation's innovation DNA, which needs to be centred on the organisation's strategy and ambition. It is important to nurture the innovation eco-system within the organisation, and this would require the involvement of every person within the set-up to ensure a holistic approach.

Innovation is creating new value. A traditional way of looking at innovations and its success rates are:
- Core: Current products, markets, consumers (95 percent success rate)
- Adjacent: Incremental products, adjacent markets & consumers (50 percent success rate)
- Transformational: New products, new markets & consumers (20 percent success rate)
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To make an impact, the greatest value comes from transformational innovation, where 80 percent of innovations will fail. While innovating, start small but be ambitious and think big! Adopt the *Fail Early, Fast, and Often* approach in developing the solutions in order to be effective. To secure market share, launch the prototype early, and then continuously improve on the solution with customer feedback.

SUCCESSFUL INNOVATION
WITHIN THE SYSTEM

In the meantime, when innovating within the traditional system and seeking support from upper management, de-risk by setting clear development stages/phases, budget goals and back-up plans. Build a startup culture that focuses on transformational innovation, and think about securing support and resources within the system where an investment of 10 cents would look like $500 outside the system.

It is important to build trust and strengthen relationships in an innovation journey, and work with the components in the system (team/services), as well as facilitate change management to enable the scaling of a solution.

Catch the Highlights of the Flagship Event here.
For the full programme, relive the experience here.

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