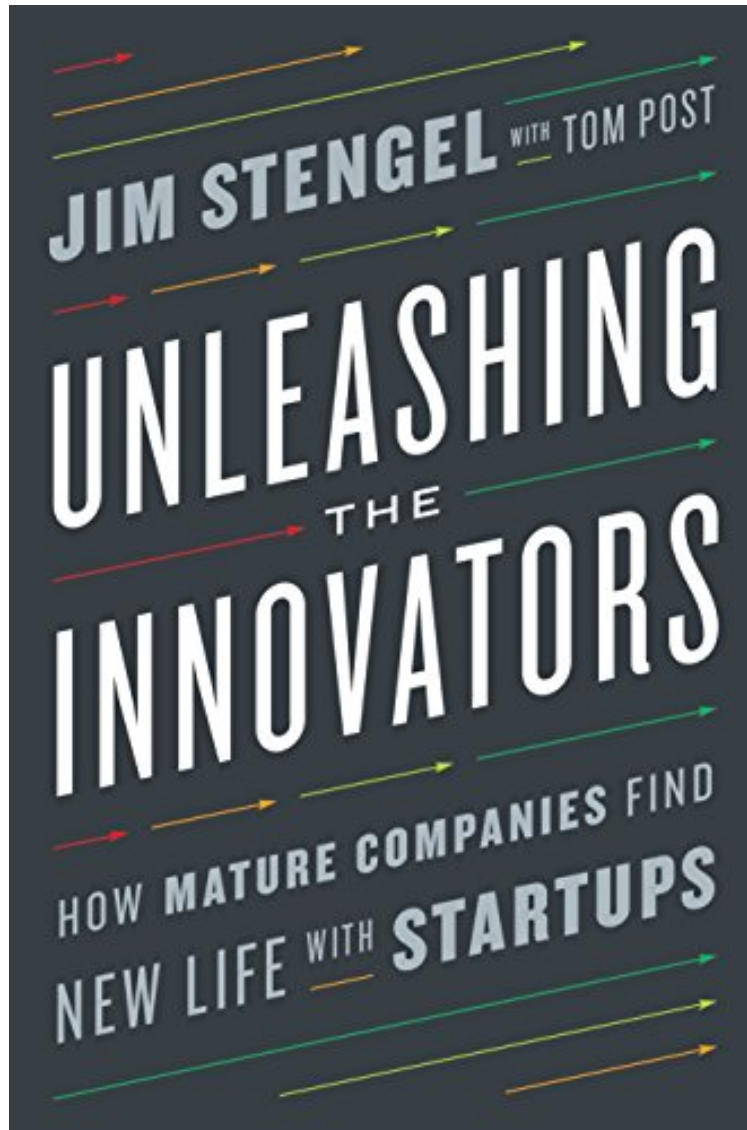


(Download free pdf) Unleashing the Innovators: How Mature Companies Find New Life with Startups

Unleashing the Innovators: How Mature Companies Find New Life with Startups

Jim Stengel, Tom Post
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Jim Stengel, Tom Post : Unleashing the Innovators: How Mature Companies Find New Life with Startups before purchasing it in order to gauge whether or not it would be worth my time, and all praised Unleashing the Innovators: How Mature Companies Find New Life with Startups:

2 of 2 people found the following review helpful. A deep and refreshing look at the world of partnerships and marketing changeBy CoopAs a marketer, I love this book, for several key reasons -1. The number and depth of the interviews, and the level of people interviewed was stunning. Many of the people you'd aspire to meet in a lifetime,

but rather than hearing them speak from a stage, this book takes us right there to hear their innermost feelings.² The writing style is superb. It takes us into the very nuances of these key conversations.³ I am so compelled by how forthcoming these leaders have been, and how much there is to learn from each of their stories. Too often our impression of these "storied" companies is that they have it all figured out, can do no wrong, or when they have, would never admit it. These interviews take us to the heart of what it is really like to be humbled by market changes, to really listen to your customers, to re-focus and re-assign your employees where needed in a business arena that seems to change by the day. I will be referring to this book often. Probably quoting it frequently in my own columns as well.¹

1 of 1 people found the following review helpful. Lots of examples, but a little hard to tell how to unleash the innovators

By Etiam si omnes, ego non Jim Stengel talked to a lot of people before writing this book, and he pulls together a lot of quotes and ideas and "war stories" from those people in this book. All to make his case that mature companies can increase their innovation prowess by partnering with startups. The stories he gives are not just successes but some failures too, and the case he makes is balanced and fair. But I'm not so sure that he is right. Strategic partnerships are very hard to pull off. As Scott McNealy said, "Most over used phrase in business is 'strategic partner.' Favorite partnership for me is a purchase order. Defined charter, beginning, end." The problem with partnerships, particularly between a huge company and a tiny one, is that interests will differ. Partners will pull in different directions, and the smaller company will find it hard not to be pulled off track by the larger. Of course nothing is that simple, though, and Jim Stengel has some good evidence that at least some of these partnerships work. I just found his book to have too many voices, and I think he trusted those people's perceptions too much. That made the book a little too much toward a cacophony out of which it is hard to discern solid rules to guide those who want to unleash the innovators.

0 of 0 people found the following review helpful. An approach to derisking innovation - partner with start-ups; no dramatically new ideas

By Jijnasu Forever Big corporations, as the cliché goes, often suffer from hierarchies and risk-averse cultures that can dissuade innovation and ultimately threaten their very existence. Stengel argues that strategic partnerships with start-ups is one way to alleviate that risk. Using cherry-picked examples, the book provides some potential thought starters on how such a relationship could be conceived and managed. Interestingly enough, pharma sector - a sector that sees significant activity in this aspect with multiple licensing and milestone payment deals, doesn't get enough attention in this book. Examples from megacap companies like GE and IBM are scattered throughout the book, though it is really unclear what ROI these efforts have resulted in the long-term. The discussion on ensuring culture match, goal setting, and realistic expectations is well worth the read for anyone leading innovation/partnership teams or involved in BD (business development), licensing roles. For those, the book can be a very quick refresher; for the average business genre enthusiast, this will provide a few good examples of megacaps working with start-ups but doesn't really add a set of thought tools or frameworks that can further help. Overall, a breezy read with some interesting anecdotes.

Today's established companies must find new ways to reignite their entrepreneurial DNA and jumpstart revenues--or risk losing their way. By working with startup companies, Jim Stengel, renowned consultant to Fortune 500 companies and the former global marketing officer for Procter Gamble, says that legacy companies can renew themselves: by acquiring new technology and creating new business lines; relearning the need for speed; sparking innovation; and learning from failures.

At PG, Stengel saw the importance of establishing partnerships with the startup world in order to learn how to better innovate. Relying on extensive interviews with innovation leaders at enterprise companies and startups, Stengel's *Unleashing the Innovators* takes readers inside such storied companies as GE and Wells Fargo, IBM and Target, Motorola Solutions and Toyota to see what they are learning from their alliances with entrepreneurs. Stengel also explores how even 20- and 30-year-old "startups" like Amazon, Google, and Facebook can reinvent themselves--and what managers at legacy companies everywhere can learn from them. Drawing on a specially commissioned global study of over 200 established corporations and startups, conducted by research consultancy OgilvyRED, Stengel found that companies with successful startup partnerships are three times more likely to change their culture to be more innovative. Filled with in-depth stories from the front lines of today's most forward-looking companies, *Unleashing the Innovators* shows how companies of all sizes can better navigate today's changing landscape, accelerate innovation, increase revenues, and improve their customer relationships.

"Entrepreneurial imagination, enthusiasm and vision is core to startup success, and Jim Stengel teaches us it's just the prescription for reinvigorating larger legacy companies as well. *Unleashing the Innovators* can help managers harness this startup spirit to reenergize their companies and take them 'from old to bold.'"

-Sheryl Sandberg, Facebook COO and Founder, LeanIn.Org and OptionB.Org

Fact: the business world is changing and changing fast. We have two options, learn from Jim Stengel or get left behind. With an open mind, a willingness to trying something different and a copy of *Unleashing the Innovators* in hand, executives at legacy companies can adapt the cultures to more effectively compete in a new generation."

-Simon Sinek, *Optimist*

and *Leaders Eat Last*

The future belongs, as Stengel persuasively

demonstrates, to those willing to embrace new ideas and new ways of working — combined with the speed and agility to act on them.” — Paul Polman, CEO, Unilever “Unleashing the Innovators unleashes some wonderful wisdom and insights about what companies of all sizes can learn from each other. It’s a great playbook — full of inspiring stories — on how to build successful partnerships.” — Arianna Huffington, Founder of The Huffington Post and Founder and CEO of Thrive Global “By managing the tension between old and new, small and big, novel and established, both startups and big global brands can get in touch not just with who they are, but who they must become. And this insightful, useful book by one of the best growth minds I know is a great place to begin the journey.” — Beth Comstock, Vice Chair, GE “Innovation and the ability to challenge the status quo are what ensures the long-term success of any company. The bigger, the more successful the enterprise, the tougher the challenge, and the greater the need.” — Jim Stengel “Unleashing the Innovators” offers critical insight into how to evolve a company’s culture to constantly innovate, disrupt accepted thinking, and actually benefit from the accelerating change we are all experiencing. Plus, Stengel’s lessons will help any individual personally challenge themselves to improve.” — Dawn Hudson, CMO, the National Football League, and Board of Directors, Nvidia and Interpublic Group “Jim takes us beyond the benefits of partnerships with startups. He forces us to understand two essential human truths critical to innovation — the humility to recognize that no one organization or individual has all the answers and the courage to act on that.” — Salman Amin, COO, SC Johnson “Jim Stengel aims the invaluable lessons of Unleashing the Innovators squarely at the leaders of legacy companies who labor to stay fresh and innovative. Stengel shows how to invite startup innovators into the tent to shock incumbents into new thinking; how outsiders — or insiders who think like renegades — are essential to the longevity of established companies; and a set of “how to” — to avoid failure, and to make these unconventional and often uncomfortable partnerships with startups work.” — Judy Olian, Dean and John E. Anderson Chair in Management, UCLA Anderson School of Management “In today’s digital, customer-first world, businesses must disrupt or be disrupted. Jim Stengel’s fresh perspectives on leadership and purpose are an inspiring call to action for business transformation. Unleashing the Innovators is the established company’s playbook for how to re-ignite passion and innovation within corporate culture to survive and thrive.” — Karen Quintos, Chief Customer Officer, Dell About the Author JIM STENGEL was the global marketing officer for Procter Gamble, where he worked for 25 years. In 2008, he formed The Jim Stengel Company, helping clients from global companies to Silicon Valley startups to find their purpose, build their brands, and grow their businesses. He is the author of the critically acclaimed book Grow. TOM POST is a former managing editor at Forbes Media, where he oversaw stories about legacy companies and entrepreneurs. As a journalist at Fortune, Newsweek, and ABC World News Tonight, he covered business and foreign affairs. He is currently senior VP for content at SnappConner PR