

Creating a



culture

of Innovation

[andrialong.com](http://andrialong.com)

*Andria Long*

# Built 2 Innovation Centers



VP Innovation & Strategy



VP Innovation & Consumer Insights



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# “Inside” Innovation Experience at 7 Companies

**MARS**  
incorporated

**m&m's**  
CHOCOLATE CANDIES

**HUGGIES**  
BRAND

 **Kimberly-Clark**

 **Cottonelle**  
BRAND

**CHEEZ-IT**

**Keebler** *Kellogg's*

 **St. Ives**

**DOUWE EGBERTS**  
 **Senseo**  
BRAND

**ALBERTO CULVER**

**Ball Park**  
BEER

 **Jimmy Dean**

*Sara Lee*

 **Hillshire Farm**  
Since 1934

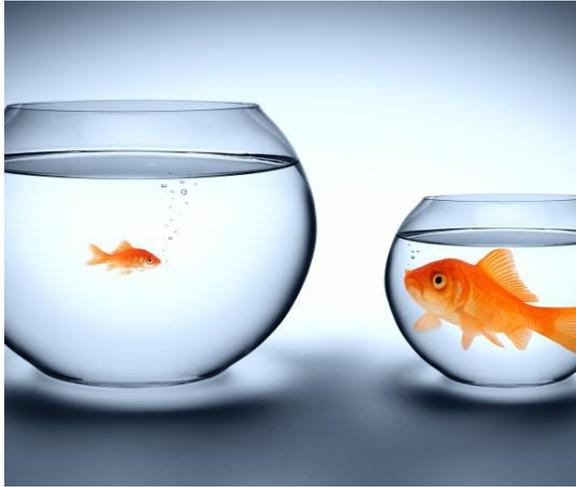
 **Johnsonville**  
FAMILY OWNED SINCE 1945

 **Johnsonville**  
FAMILY OWNED SINCE 1945

**COMPANIES**

**BRANDS**

# Multiple variables across companies different situations & challenges



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**No matter how good your process and capabilities are  
if your company doesn't do these things you will kill innovation**



**Right People**



**Right Leadership**



**Right Mindset**

# Right People



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The day before something is a  
breakthrough, it's a crazy idea.

Peter H. Diamandis

No!

DEALING  
WITH  
REJECTION

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**A successful man is one who can lay a firm foundation with the bricks others have thrown at him.** David Brinkley, Television Journalist



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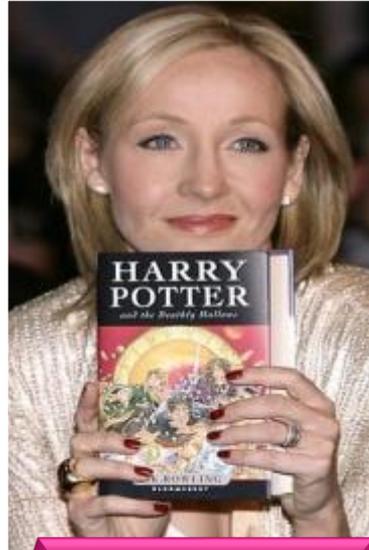
# TENACITY!



**1,009**

**recipe was  
rejected**

**Colonel Sanders**



**12**

**publishers rejections**

**publisher gave her a chance,  
told her to keep her day job**

**J. K. Rowling**



**30**

**rejections  
for Carrie**

**Stephen King**



**30**

**times rejected from  
film school**

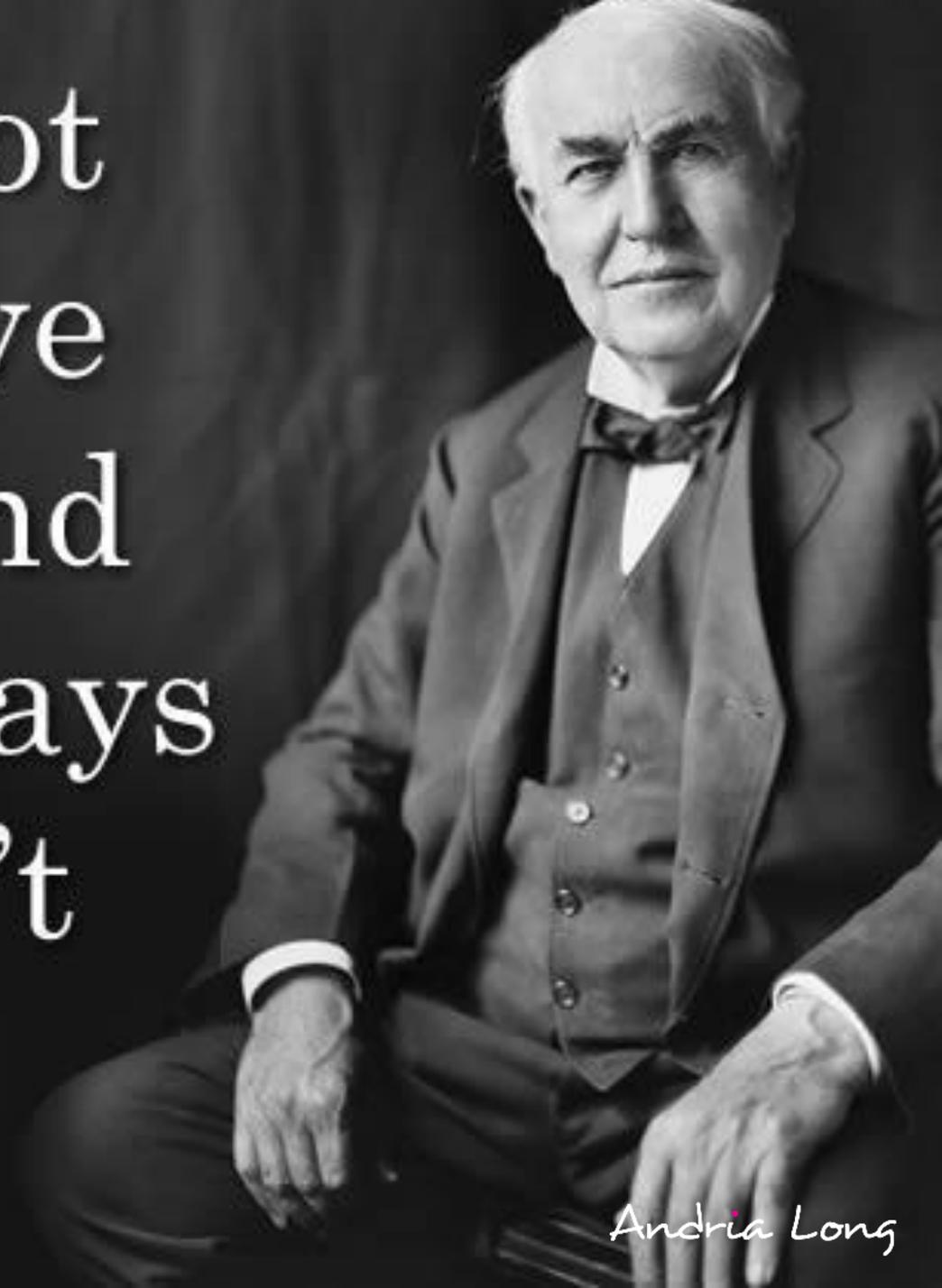
**Steven Spielberg**

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I Have Not  
Failed, I've  
Just Found  
10,000 Ways  
that Won't  
Work.

Edison

*Andria Long*



C  
A  
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D  
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**“A positive attitude brings strength, energy, motivation and initiative.”**

**You may not  
be able to control  
every situation  
and its outcome,  
but you can  
control your  
attitude and how  
you deal with it.**

[HpLyrikz.com](http://HpLyrikz.com)



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# Ambiguity & Uncertainty

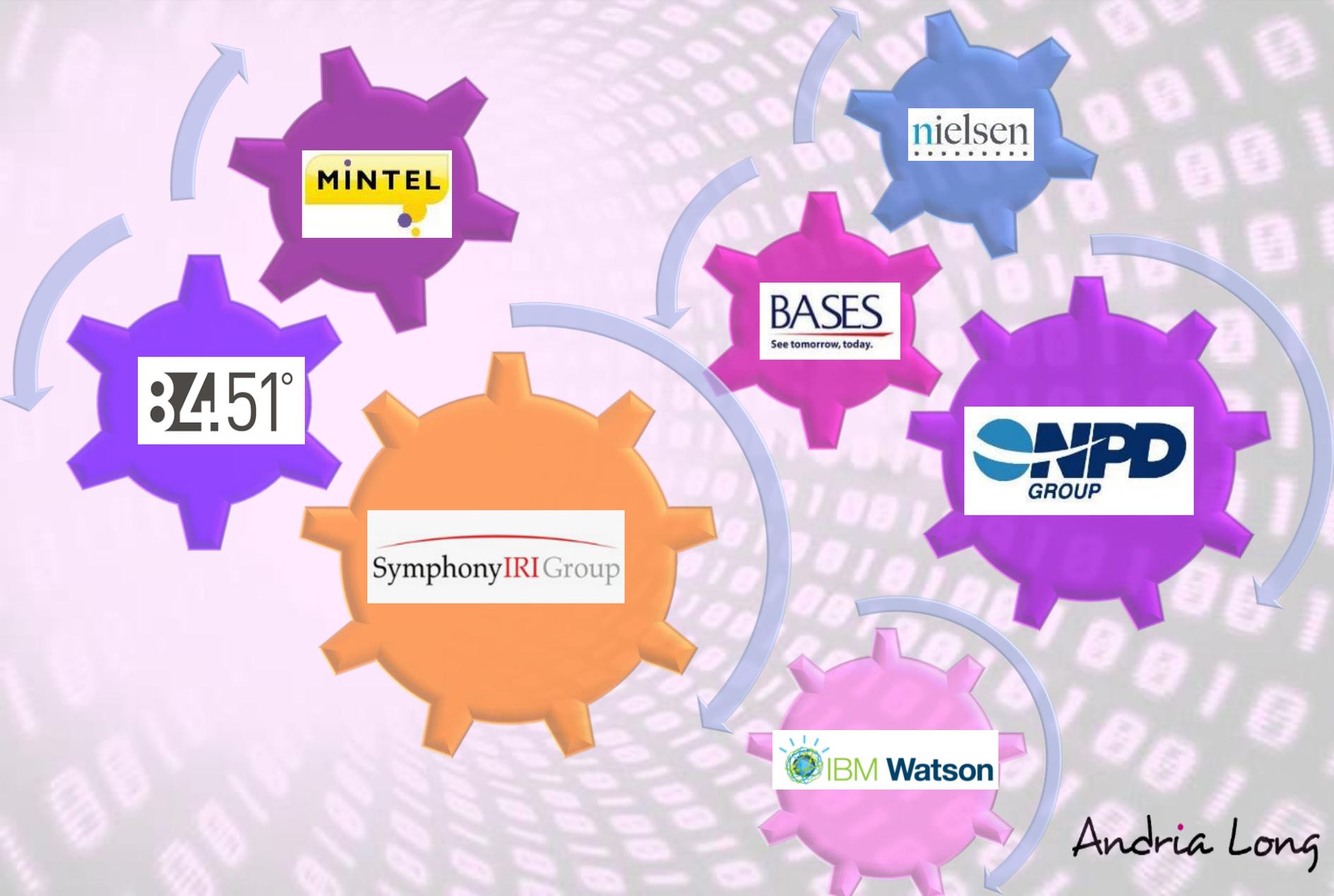
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You  
be  
the  
Judge

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# And we all have access to the same data

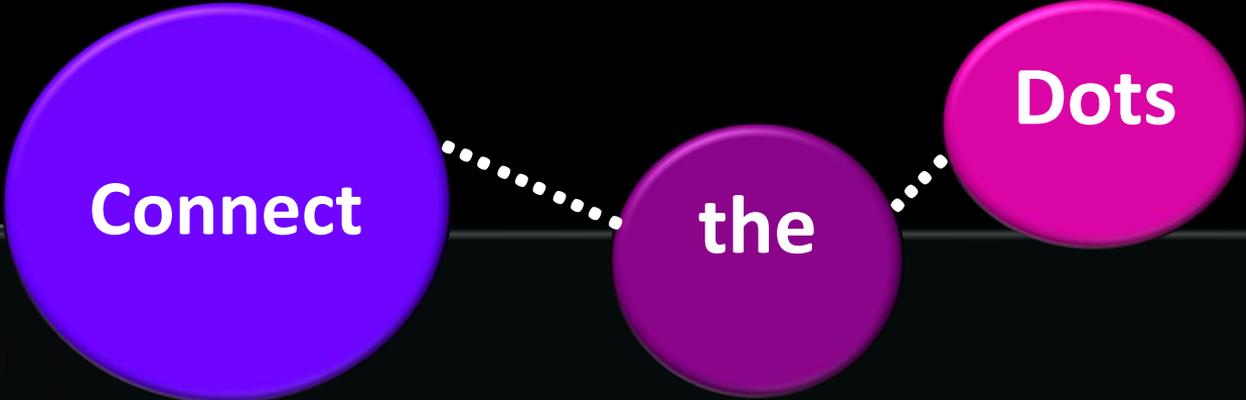


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**“The ability to LEARN faster than your competition may be the only sustainable competitive advantage that you can ever achieve.”**

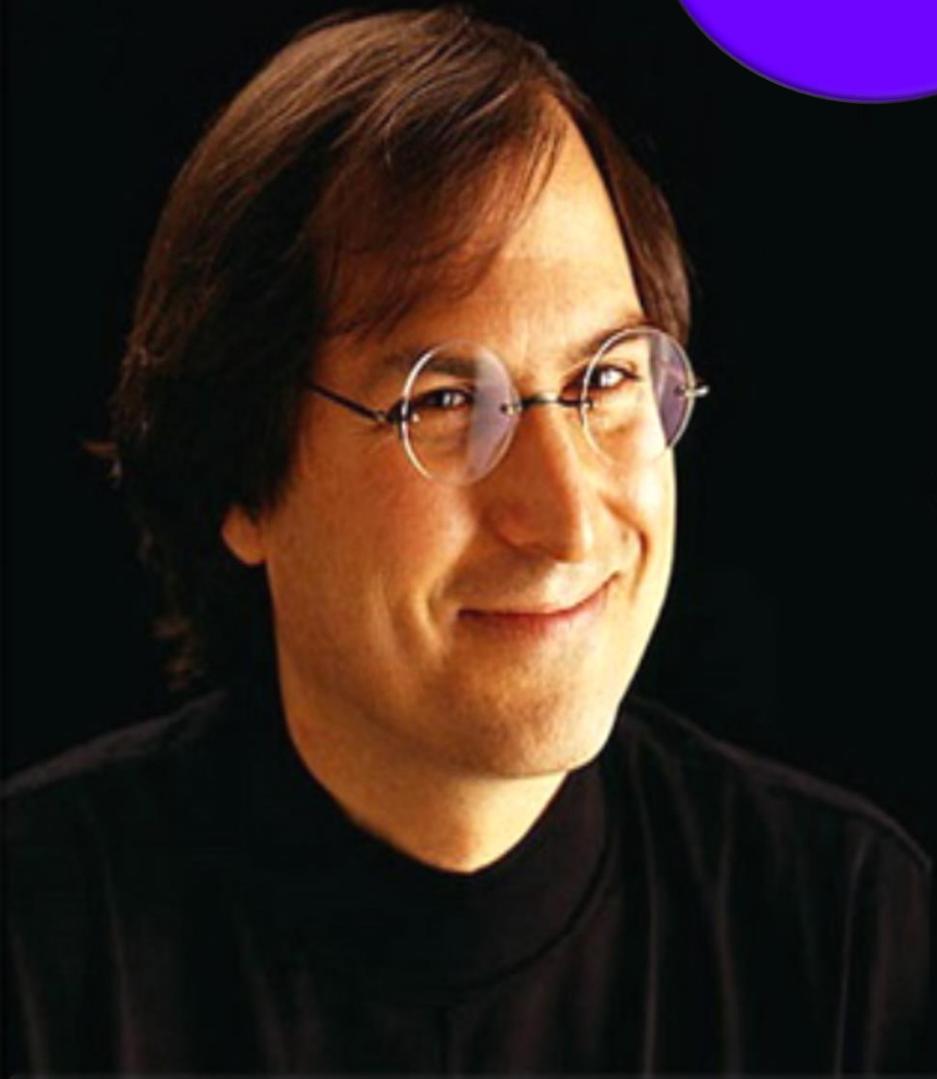
**Peter Senge – The Fifth Discipline**



Connect

the

Dots



"I think the artistry is in having an insight into what one sees around them. Generally putting things together in a way no one else has before and finding a way to express that to other people who don't have that insight"

# CEO Leadership

**PASSIVE**

**ACTIVE**

# Cascade Directly, Don't Delegate



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# Leadership Team Aligned



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# wheels on the bus



# Enforced from the Top



**MAKE SURE EVERYBODY  
IN YOUR "BOAT" IS  
ROWING AND NOT  
DRILLING HOLES WHEN  
YOU'RE NOT LOOKING.**

**Shared Responsibility & Accountability**

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# Change is not optional



**“ She is unafraid to confront executives who resist change. I told everyone that if they don't change, I'd be happy to attend their retirement parties.**

**Former PepsiCo CEO Indra Nooyi**



# 2018 TOP 25 BREAKTHROUGH INNOVATION WINNERS



Source: Nielsen

**7** products totaling more than \$246 million in IRI pacesetter sales in 2018

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Not afraid to try again

**WELCOME BACK  
CRYSTAL PEPSI!**

#oGoLead





# Long Term Mindset



Tin Shed's portfolio companies have a 100% survival rate to date, and they're patient. "We want companies that don't make financial sense over the two-to-three year period, but do make sense over the long haul," he says.



**Phil Graves, Managing Director**



# Culture - Mindset



WHICH STEP HAVE YOU REACHED TODAY?

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# Culture

# Mindset

*You can have all the right strategy in the world; if you don't have the right culture, you're dead.*

PATRICK WHITESELL, CO-CEO OF WME



“

One of my fears is being this big, slow, constipated, bureaucratic company that's happy with it's success.

When an organization that depends on innovation has 44,000 employees, its CEO should be concerned about this.

Companies fall apart when their model is so successful that it **stifles thinking that challenges it.**

Mark Parker, CEO, Nike (Fast Company, June 2013)

**BECOMING IS  
BETTER THAN  
BEING.**

CAROL DWECK



LIGHT YOUR MIND  
UNLOCK YOUR GREATNESS



**ELIMINATE  
THE MINDSET  
OF CAN'T!  
BECAUSE YOU  
CAN DO  
ANYTHING!**

TONY HORTON  
FEARLESSMOTIVATION.COM

.....  
"The ones who say  
'you can't'  
are too afraid  
you will.  
.....

-Nike

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# THE MOST DANGEROUS PHRASE

IN THE LANGUAGE IS

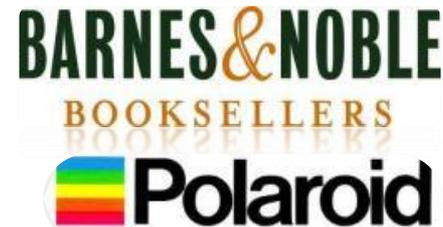
"WE'VE ALWAYS  
DONE IT  
THIS  
WAY."



# This is where you will end up



LINENS-N-THINGS



SEARS



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# Growth Mindset of the Future



# See Around The Corners



“We need to be able to **see more effectively around corners** in terms of where is the overall food and agriculture industry going domestically and globally.”

Target Chief Strategy & Innovation Officer

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**‘When tech evolves, people have higher expectations. But with new tech, you also have lots of new possibilities.’**

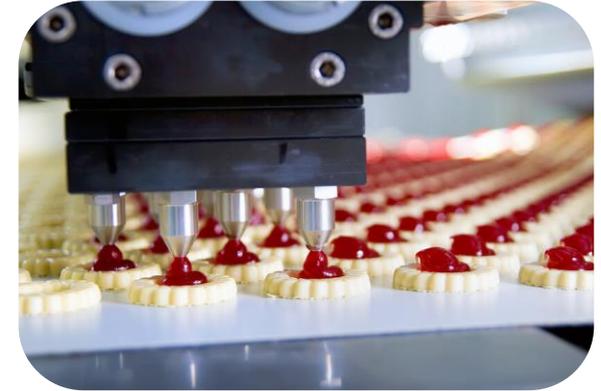
# Tech has eliminated big barriers to entry



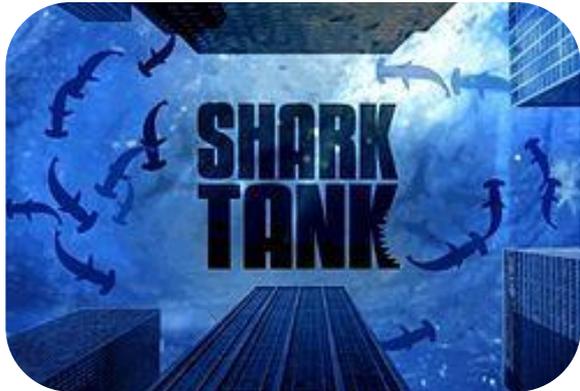
**Distribution**



**Awareness**



**Manufacturing**



**Money**



**Incubators**

**Accelerators**



**Expertise**

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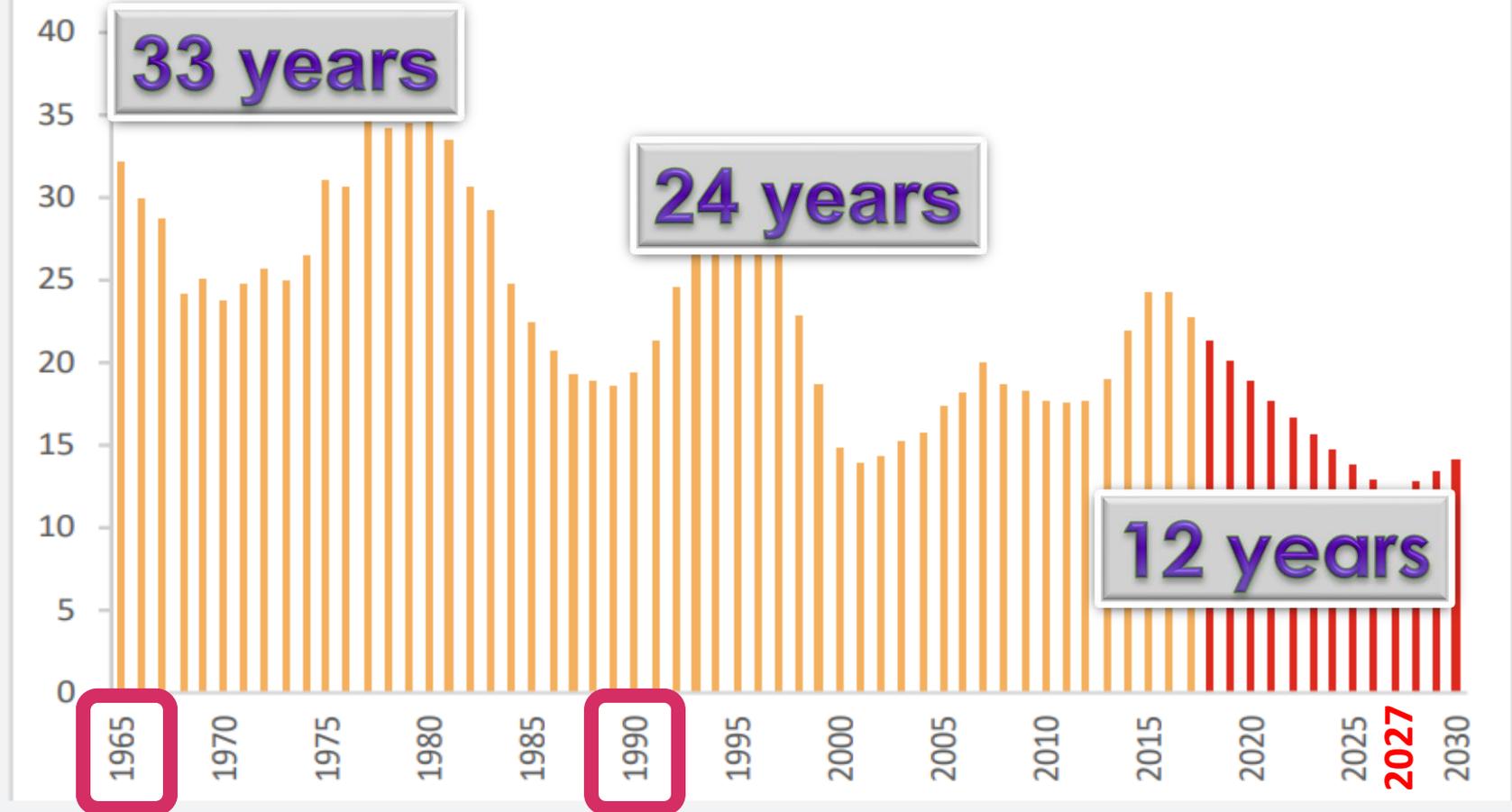
Change has never happened this fast before, and it will never be this slow again.

Graeme Wood, journalist

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# At current churn rate, 50% of the S&P 500 will be replaced by 2027

**Chart 1: Average Company Lifespan on S&P 500 Index**  
Years, rolling 7-year average



**Tenure for average firm in 1958**

**61 years**

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Source: Innosight Executive Briefing 2017



In the new world, it is not the big fish which eats the small fish, it's the fast fish which eats the slow fish



Klaus Schwab  
Founder and Executive Chairman  
World Economic Forum

# 51%

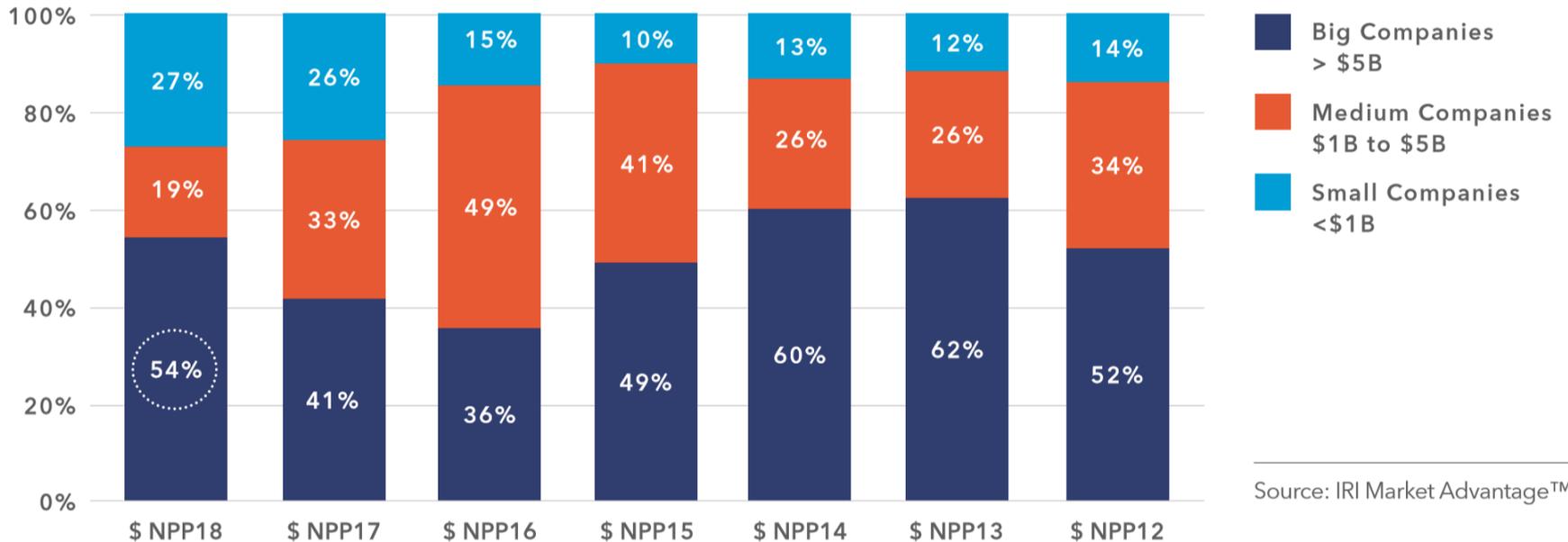
of NPP Companies  
Are **Small Companies**

**BUT**

# 54%

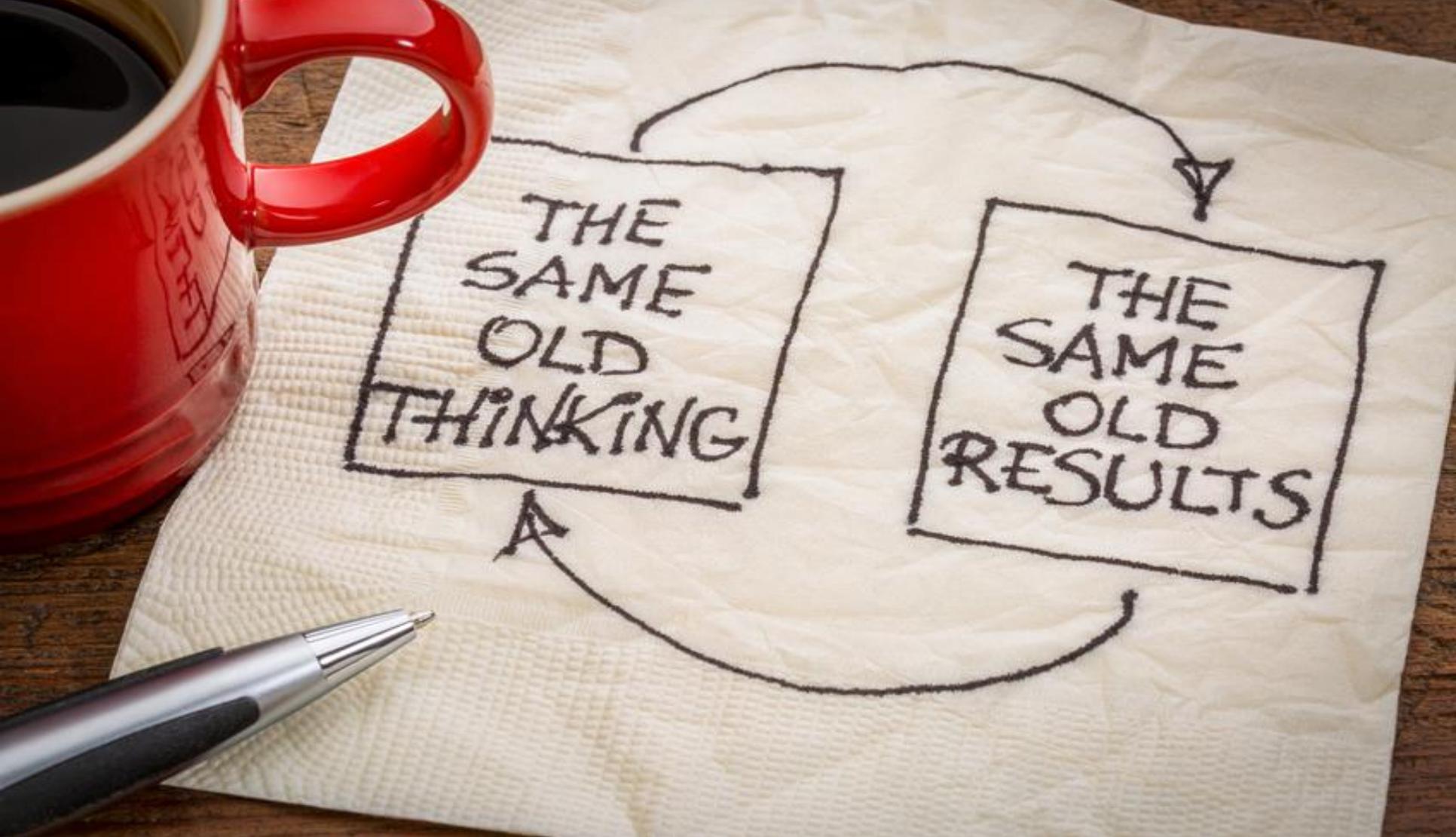
of Dollar Sales  
Are **Big Companies**

Company Size as % of Total New Product Sales



Source: IRI Market Advantage™

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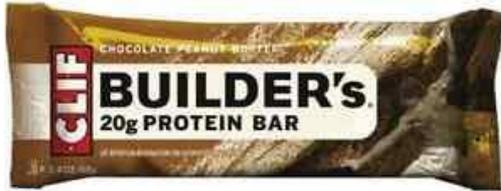


**Learning and innovation go hand in hand. The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.**



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# What we consider food



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**With Patagonia Provisions, our goals are the same as with everything we do:**  
We aim to make the best product, cause no unnecessary harm, and perhaps most important, inspire solutions to the environmental crisis



# Access to Data |

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# Who is now entering the "game"

Notification when things are about to expire



## Know what you have

The Family Hub™ has three built-in cameras that take a photo every time the doors close. You can use your phone\* to access photos from anywhere, so you always know what you have and what you're missing.



## Get what you need

When it's time to get groceries, order them directly from the touchscreen with apps like Groceries by MasterCard. You can even discover new recipes and receive notifications when food is about to expire. The Family Hub™ makes it easy to stay on top of meals.



Information is power



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Failure isn't fatal, but failure to  
change ~~might~~ be.

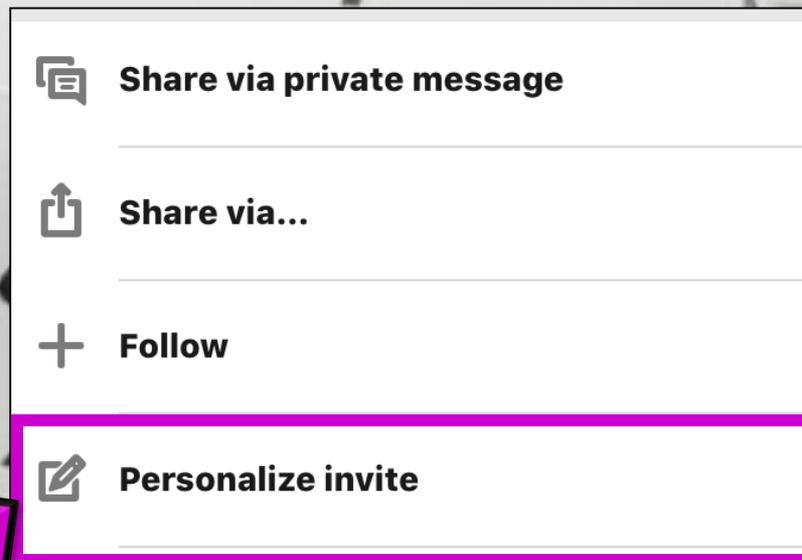
**will**

– John Wooden

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LinkedIn profile of Andria Long. The profile includes a blue 'in' logo, a circular profile picture of a woman with blonde hair, and a background image of a tropical beach with overwater bungalows. The text on the profile reads: **Andria Long**, CPG Innovation, Insights & Strategy Executive | Growth Advisor | Board Member | Keynote Speaker. Below this, it says: Andria Long | www.andrialong.com • University of Florida - Warrington College Of Business | Chicago, Illinois • 500+ connections. At the bottom, there are three buttons: 'Connect', 'Message', and 'More...'. The 'More...' button is highlighted with a pink border.



A share menu is open over the 'More...' button. The menu items are: 'Share via private message', 'Share via...', 'Follow', and 'Personalize invite'. The 'Personalize invite' option is highlighted with a pink border. A pink arrow points from the 'More...' button to the 'Personalize invite' option.

**Let me know you met me here!**

**andrialong.com**

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