



DANIELA GÓMEZ MONTOYA



# COMPONENTS OF AN INNOVATIVE ORGANIZATION

“EXTENSIVE NETWORKING”

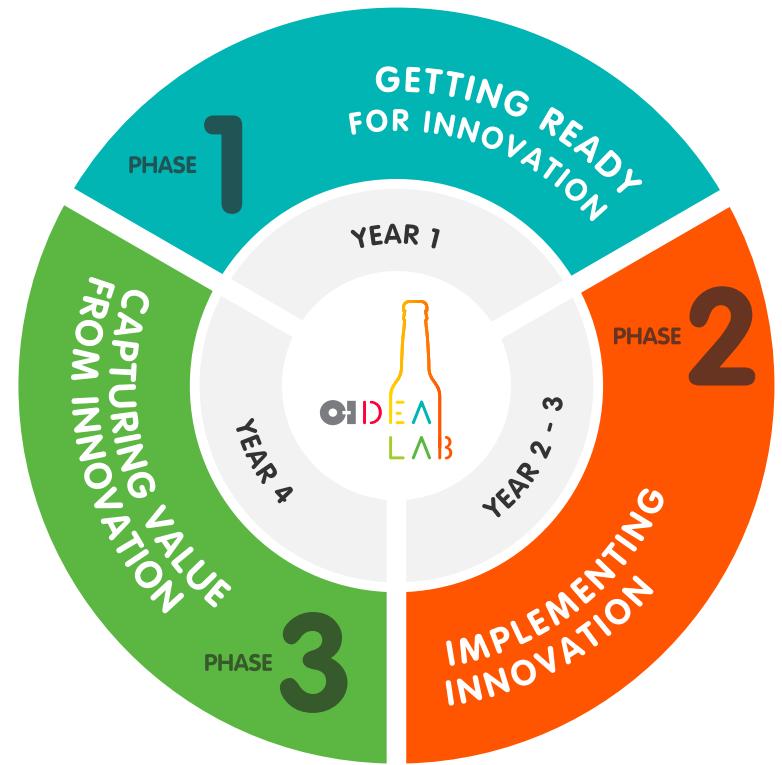


Source: Tidd & Bessant (2013) – Adapted by Daniela Gomez

As it is suggested by Tidd & Bessant (2013), there are some components that define an Innovative Organization. As you will find, the proposal for O-I is based on these components as it is a true conviction that the success in Innovation depends on the excellence of their implementation inside the company.

## O-I INNOVATION MODEL PHASES

Source: Created by Daniela Gomez



### PHASE 1: GETTING READY FOR INNOVATION

The Innovation Plan during its first year starts with a deep and detailed preparation of all different matters and “legs” to help “innovation happen”.

### PHASE 2: IMPLEMENTING INNOVATION

Once the company has been prepared for Innovation and each of the elements of the model are well defined as explained in the previous section, it's time for implementation. Let's remember that Phase 1 was proposed to last one year and now Phase 2 should occur through the following two years before O-I can start to obtain value directly from Innovation.

### PHASE 3: CAPTURING VALUE FOR INNOVATION

The last phase is actually the start of the continuity of Innovation as a culture that never should end and always needs to be reinvented: “Capturing Value from innovation”. At this point, O-I should be getting results from Innovation.

## O-I INNOVATION DEFINITION

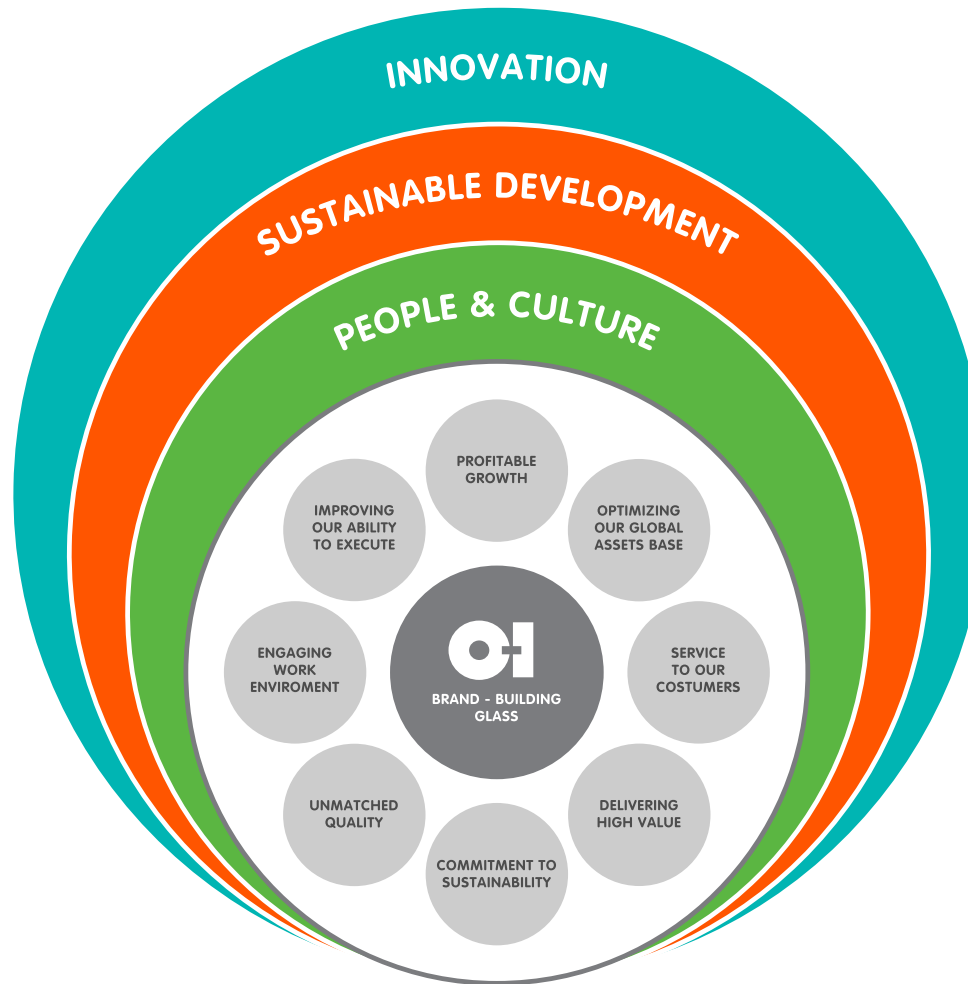
Source: Created in a team session in 2014, led by Daniela Gómez



Innovation is a **complete ecosystem** across the organization, articulated by different processes & elements that **together apply new solutions for the business, break paradigms and create new ways to develop opportunities** and reach our company strategy and growth.

The first thing required to be unified across all the organization and in every single area is the definition of what Innovation is for O-I. This definition was built on a design thinking session in 2014 with O-I LA team members and was presented in the strategy plan to the core team of the region at that time.

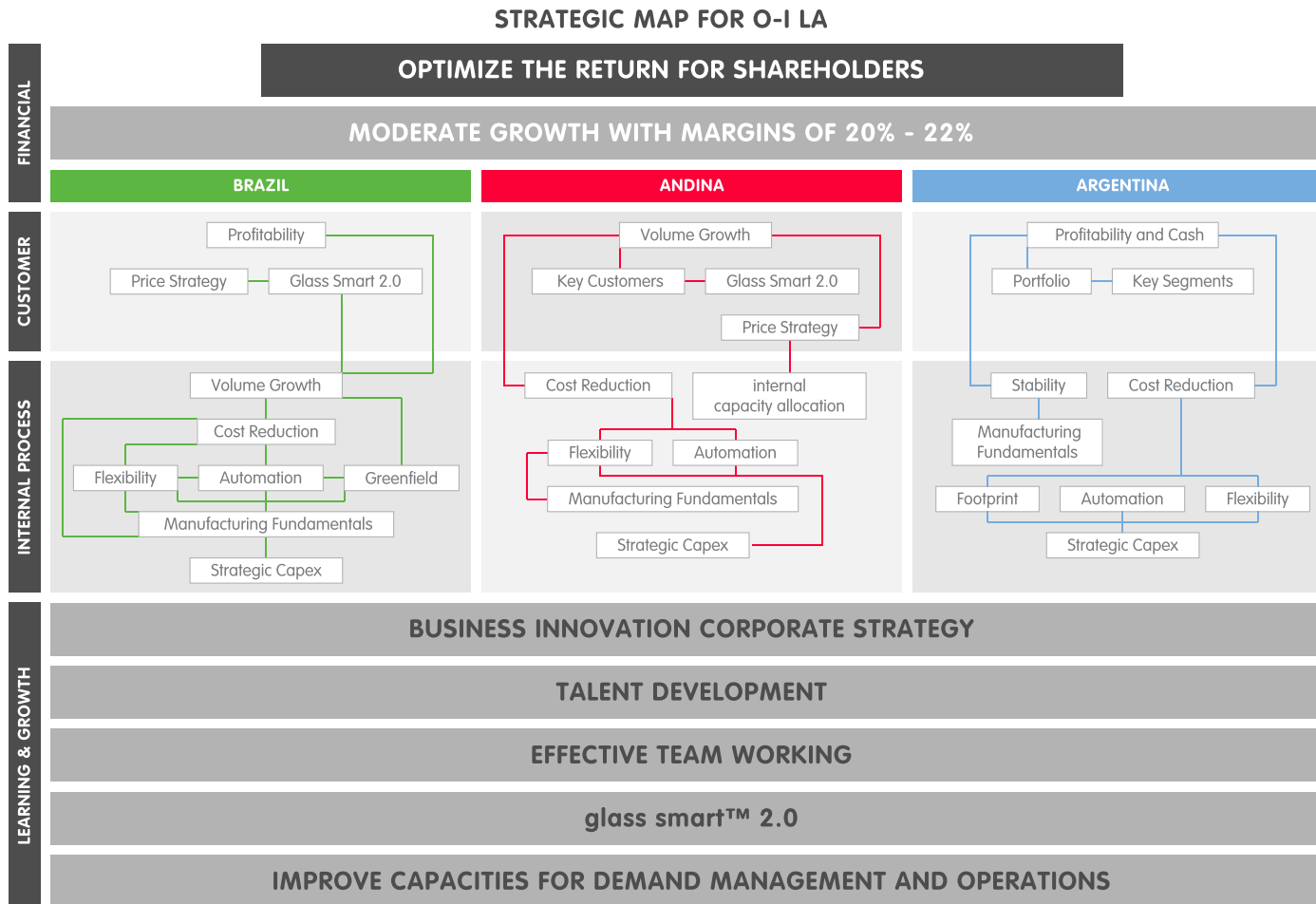
# O-I GLOBAL STRATEGY PROPOSAL



Source: Redesigned by Daniela Gómez

In the figure above, three external elements support the whole O-I Strategy: INNOVATION, SUSTAINABLE DEVELOPMENT and PEOPLE & CULTURE. In the center the purpose: "O-I as a Brand Building Glass". The eight circles around are the strategic priorities in which every single area should develop their plans every year to achieve the final purpose.

# O-I LA STRATEGIC MAP

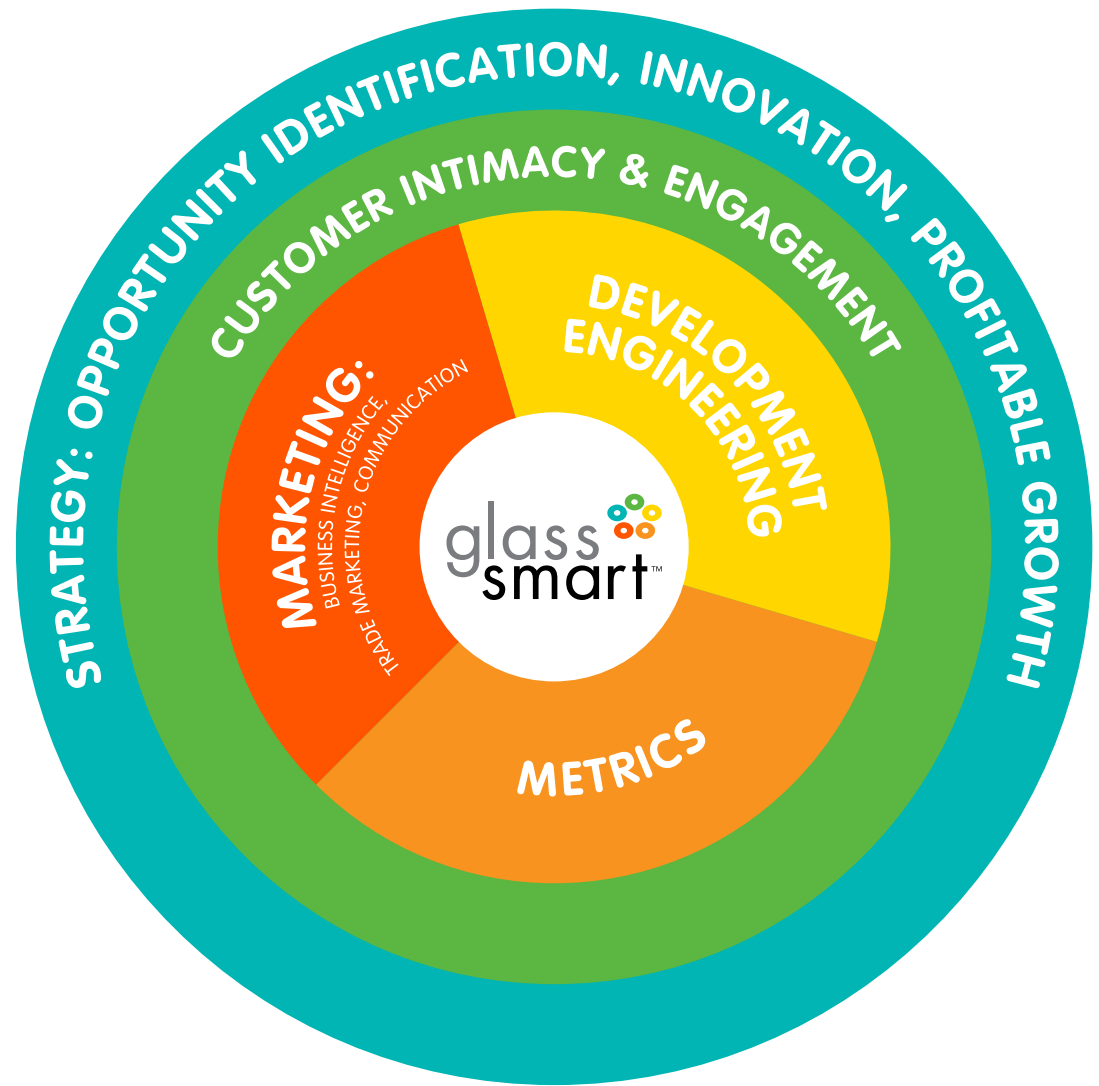


Source: Redesigned by Daniela Gómez

Starting from the global strategy, each region should build the strategic map, giving to Innovation the same importance and relevance. As we have started this project based on O-I LA, we have adapted its strategic map, moving or adding some elements in order link the global strategy and support it.

## O-I glass smart™ 2.0

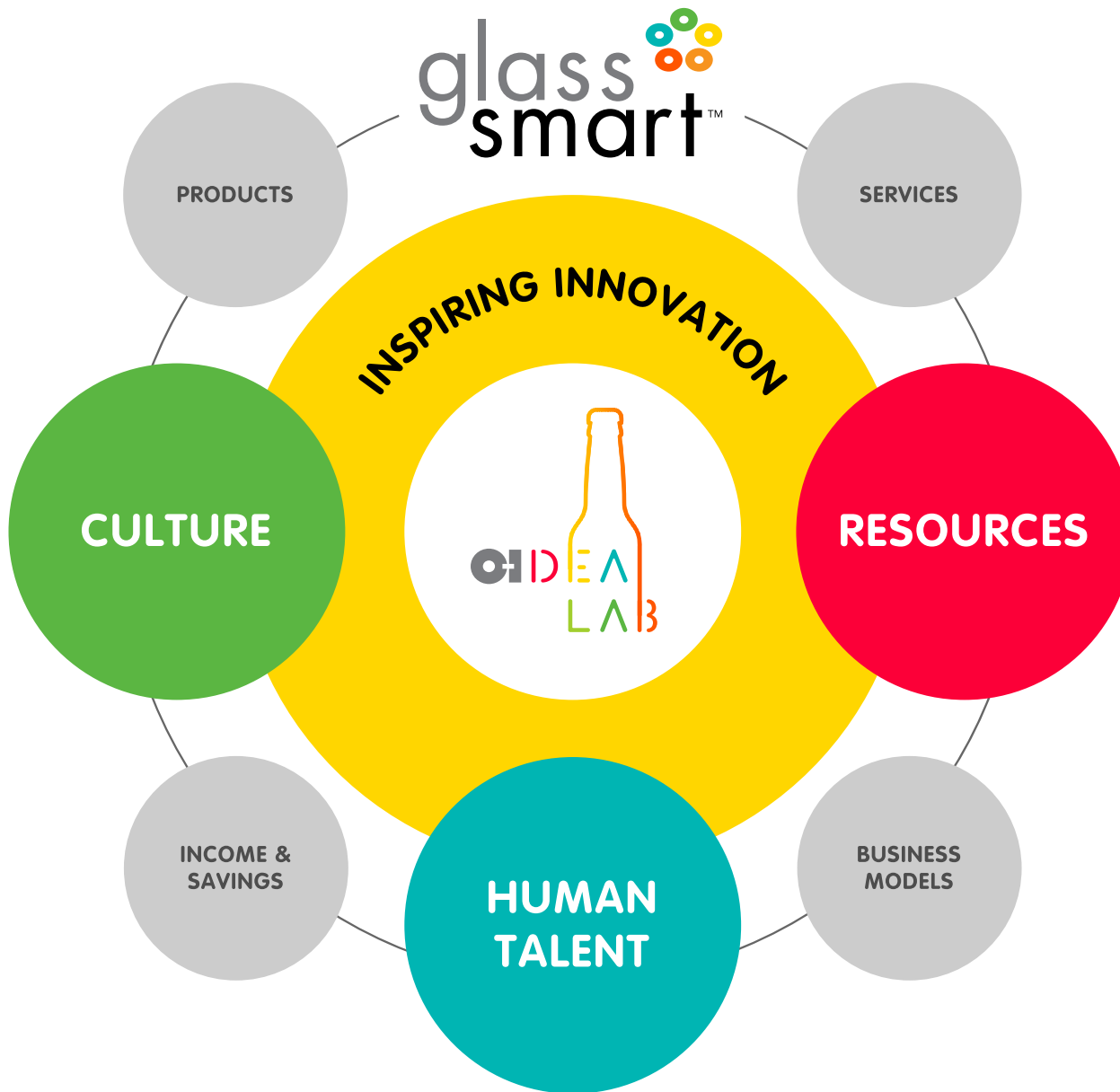
Source: Created by Daniela Gómez  
as part of the Agility team with some adaptations



### ¿Why should glass smart™ 2.0 be the umbrella for Innovation?

It's simple, **glass smart™** fits completely in the strategy, because it looks for profitable growth and at the time it delivers value to customers through the deep knowledge of the market and the final consumer. Definitely, **glass smart™ 2.0** will help us to work and deliver Innovation not only from the back-end of the company (product – technology – manufacturing) but from the front-end as well: consumer, market & customer, solving the challenges we face every day and pulling Innovation.

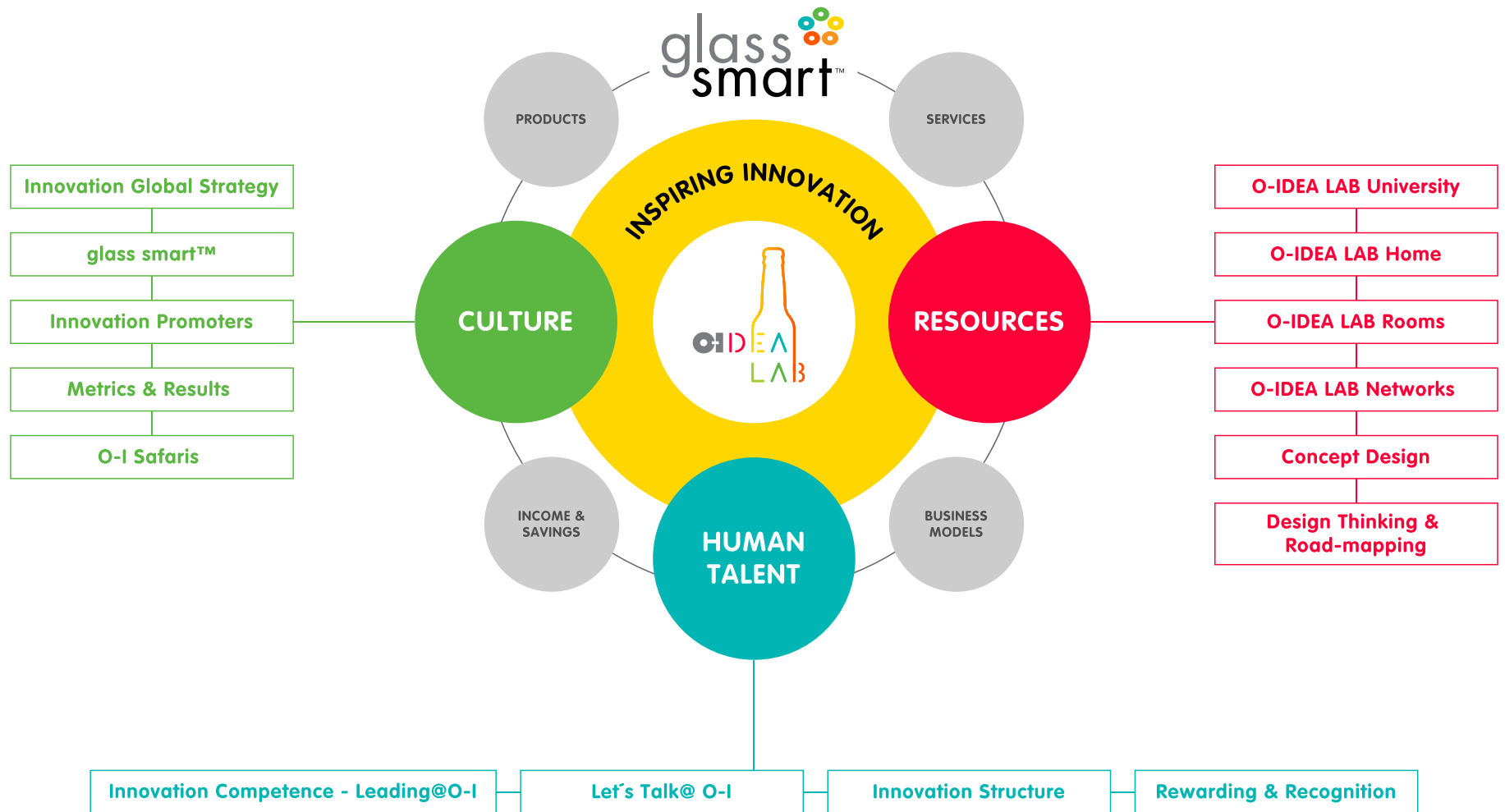
## O-IDEA LAB MODEL



Source: Created by Daniela Gómez

O-I IDEA LAB is the model to achieve all the goals of each region, country and area of the organization in order to achieve the strategy.

# O-IDEA LAB MODEL DETAILED



Source: Adapted by Daniela Gómez

The model is under glass smart™ 2.0 as explained before. Three priorities are the backbone of the proposal: Human Talent, Resources and Culture. Each of them contains different elements that compose it and articulate the complete system in order to make it work properly.

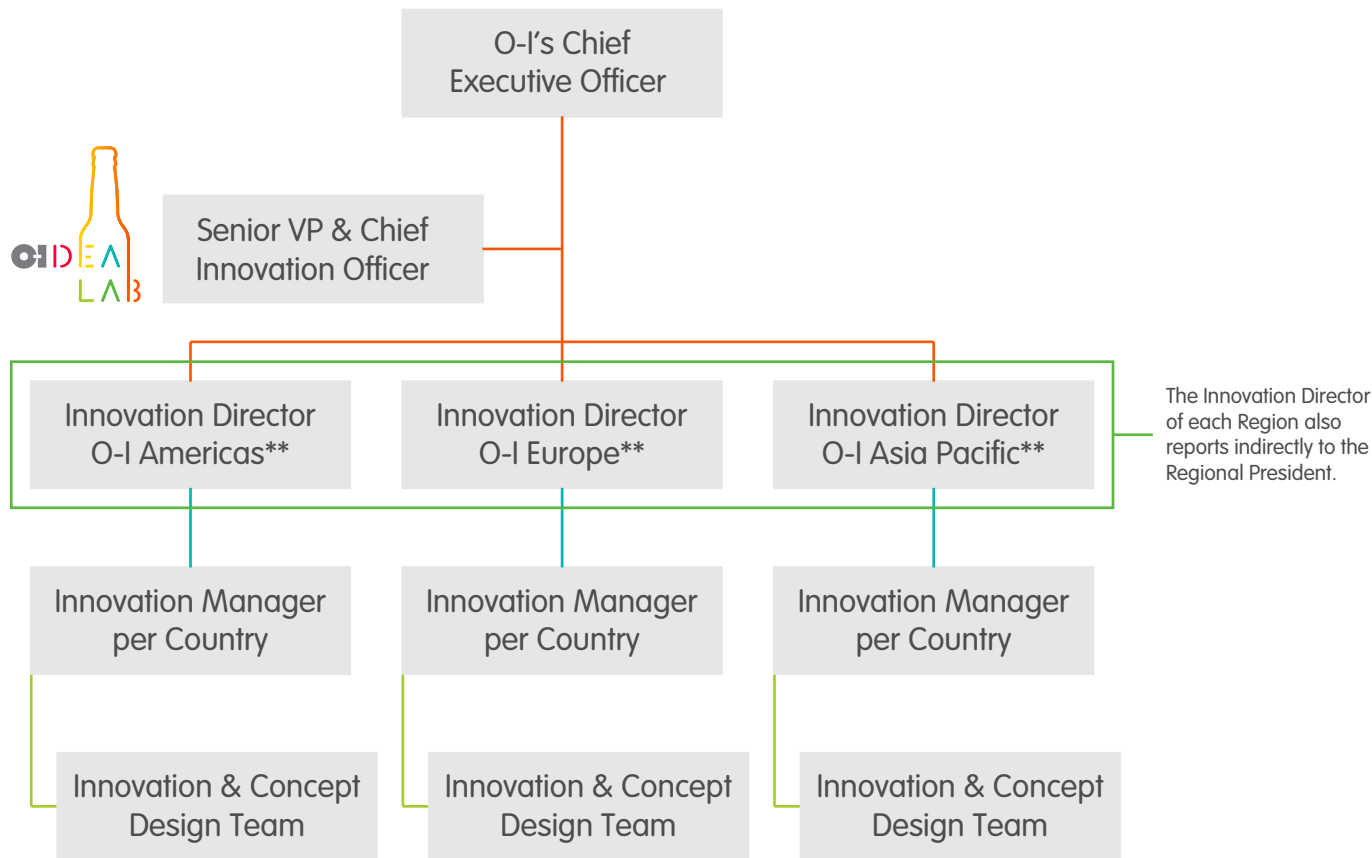
# INNOVATION COMPETENCE – LEADING@O-I

Source: Adapted by Daniela Gómez

INNOVATION COMPETENCE - Leading@O-I (applies to all leadership levels)		
HIGHLY EFFECTIVE	MEETS EXPECTATIONS	NEEDS DEVELOPMENT
Has a clear vision of the business, which allows him/her to generate innovative and timely proposals, long before the competition.	Focus his/her work, professional development and own life with the freedom of criteria and creativity, without being attached to preconceptions.	"Perceives the need to give new answers to atypical problems, and strives to provide them on time."
Generates non-traditional projects, with dynamic structures or teams and adaptable to the needs of the business, without being guided by prevailing styles.	He/She is consulted by peers and subordinates, because is recognized for his ability to approach problems or difficulties from new approaches, and may propose unexpected alternative solutions.	Can propose improvements or innovative solutions to simple problems when you have the appropriate time and advice. Some times is difficult to solve situations or problems given.
Design creative business solutions that anticipate the needs of customers and usually surprise and delight them.	Idea and carries out innovative solutions for management problems, clients or their people.	Is intellectually curious, likes to be informed and learn different things, and tries to apply this knowledge if he has a chance.
Leads business groups and is required in professional teams or areas for his contribution of creativity and innovative vision that allows him to solve very complex situations that others have not been able to solve.	Generates habitual discussion spaces and tools that promote the development of new ideas; consult opinions and establish concrete mechanisms for the promotion of continuous improvement, creativity and innovation in its field of action.	He/she has prejudices and preconceptions that influence his way of seeing the issues and that reduce his ability to respond freely and spontaneously.
Promotes a style of management and connection with the dynamic and creative environment and business, providing coaching to its people to work in the same approach.	Trains and develops continuously and is part of teams that work on the development of creativity and innovation.	He/she feels uncomfortable in new situations or in non-traditional contexts or work environments. Repeat ways of doing and thinking without taking into account contextual changes or past experiences.

Regarding the performance evaluation, Let's Talk@O-I, the suggestion is for Human Resources to define a unique scale for all levels of leadership in terms of Innovation as it is proposed, to be included at the Leading@O-I Brochure:

# O-I'S INNOVATION STRUCTURE



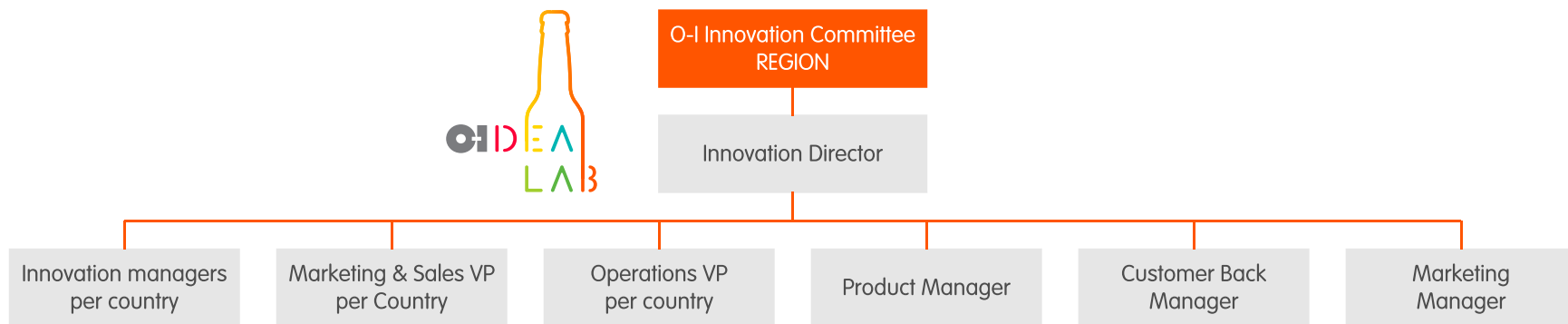
**Note:** Depending of the size of each country, the structure could be defined different.

Source: Designed by Daniela Gómez

As O-I has a structure in each region and country, the figure will explain the suggested structure to manage innovation at O-I and that will ensure the appropriate implementation of this model. (The figure does not include the other VP and Chief's positions already in O-I's structure, as it is focused in Innovation).

## O-I'S INNOVATION COMMITTEE

Source: Designed by Daniela Gómez



**Note:** Depending of the size of each country, the structure of the committee could be defined different.

The figure proposes how the Innovation Committee should be structured.

The committee should be formed by different leaders of each region where it is suggested to include, beside the Innovation Managers per country, Marketing and Sales VP, Operations VP (technical) and the three key positions of **glass smart™**: Marketing Manager, Customer Back Manager and Product Manager. Depending on how each region is structured (there may be some differences between regions) some of the positions recommended could change. However, it is important to consider that the “multidisciplinary” element of this team is of the utmost relevance.

## O-IDEA LAB BOTTLE LOGO & FIGURE



PROGRAM	CONDITION	BOTTLES
O-IDEA LAB - Home	Present an Idea on the Platform	1
O-IDEA LAB - Home	Get an Idea approved	2
O-IDEA LAB - Home	Be part of a team to validate an Idea	2
O-IDEA LAB - Home	Get an Idea Implemented	3
O-IDEA LAB - Home	Be part of a team that implemented an Idea	3
Let's Talk@O-I	Get a "Highly Effective" result on the Innovation Competence	1
O-IDEA LAB - University	Get a graduation certificate from the program with a score of 90% or higher	2
O-IDEA LAB - Challenge	Be part of a team that solve a challenge	3
O-IDEA Innovation Safari	Be part of a team invited to world Innovation Safari	1
O-IDEA LAB - Awards	Be a winner of a golden bottle (Innovation Award)	3
Global, Regional or Local Awards	If the company or a customer nominates a product result of the O-IDEA LAB program and it wins global, regional or local prize	5

Source: Designed by Daniela Gómez

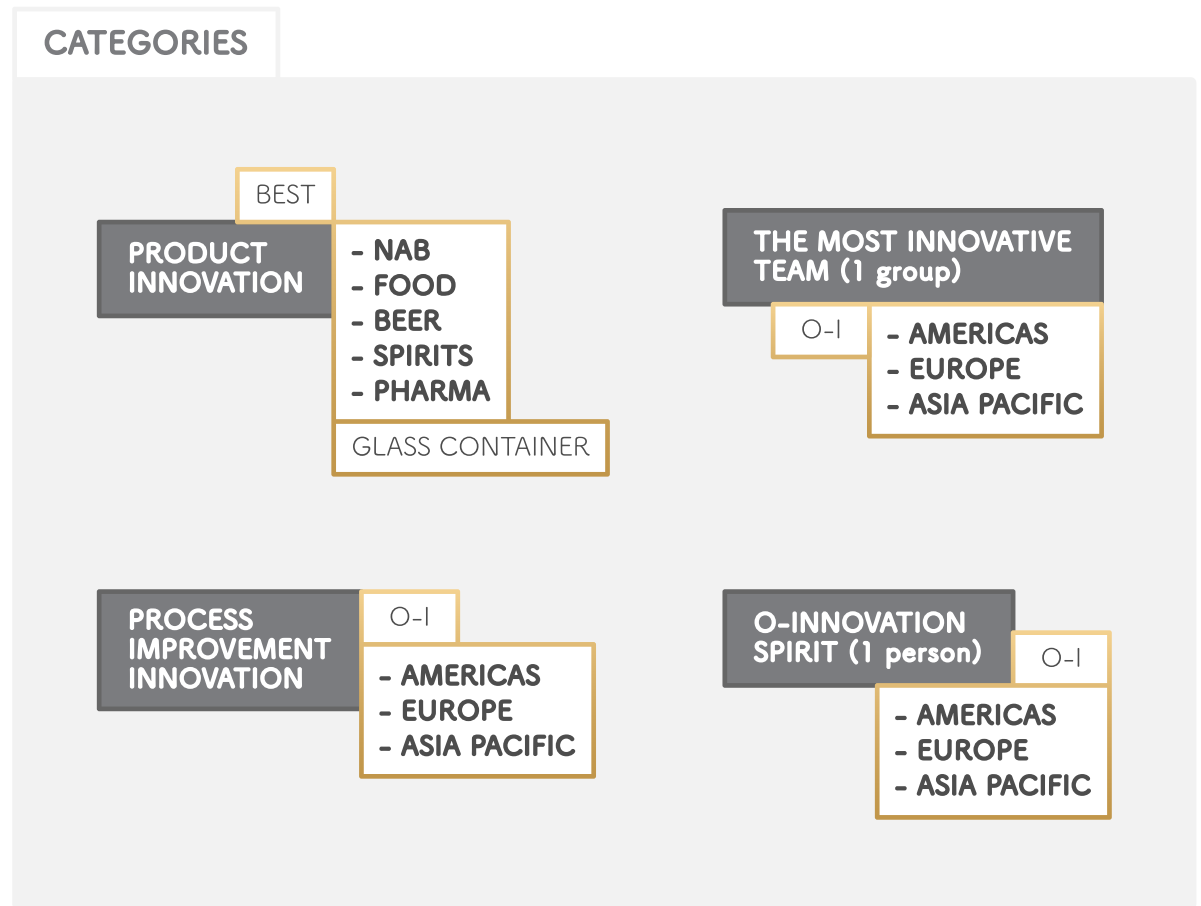
To exchange bottles per money is only possible at the end of a calendar year, once the employee completes the performance evaluation Let's Talk @O-I. To be able to change their bottles, employees must have at least a **"meets expectations"** score on the evaluation at the end of the period.

The Innovation Strategy should define in detail this system, however, here we present a proposal to apply to the innovation model.

# O-IDEA LAB INNOVATION AWARDS LOGO & CATEGORIES



Source: Designed by Daniela Gómez



This is a global annual event where all the greatest innovations of the different countries are awarded. This initiative is led by the Global and Regional innovation team and every year the location will change according to the decision of the Global Innovation Committee, after analyzing the Innovation activity and performance of each O-I operation.

The winners will get the "Golden Bottle" as a recognition, in each category awarded.

## O-IDEA CHALLENGES & LOGO



Source: Designed by Daniela Gómez

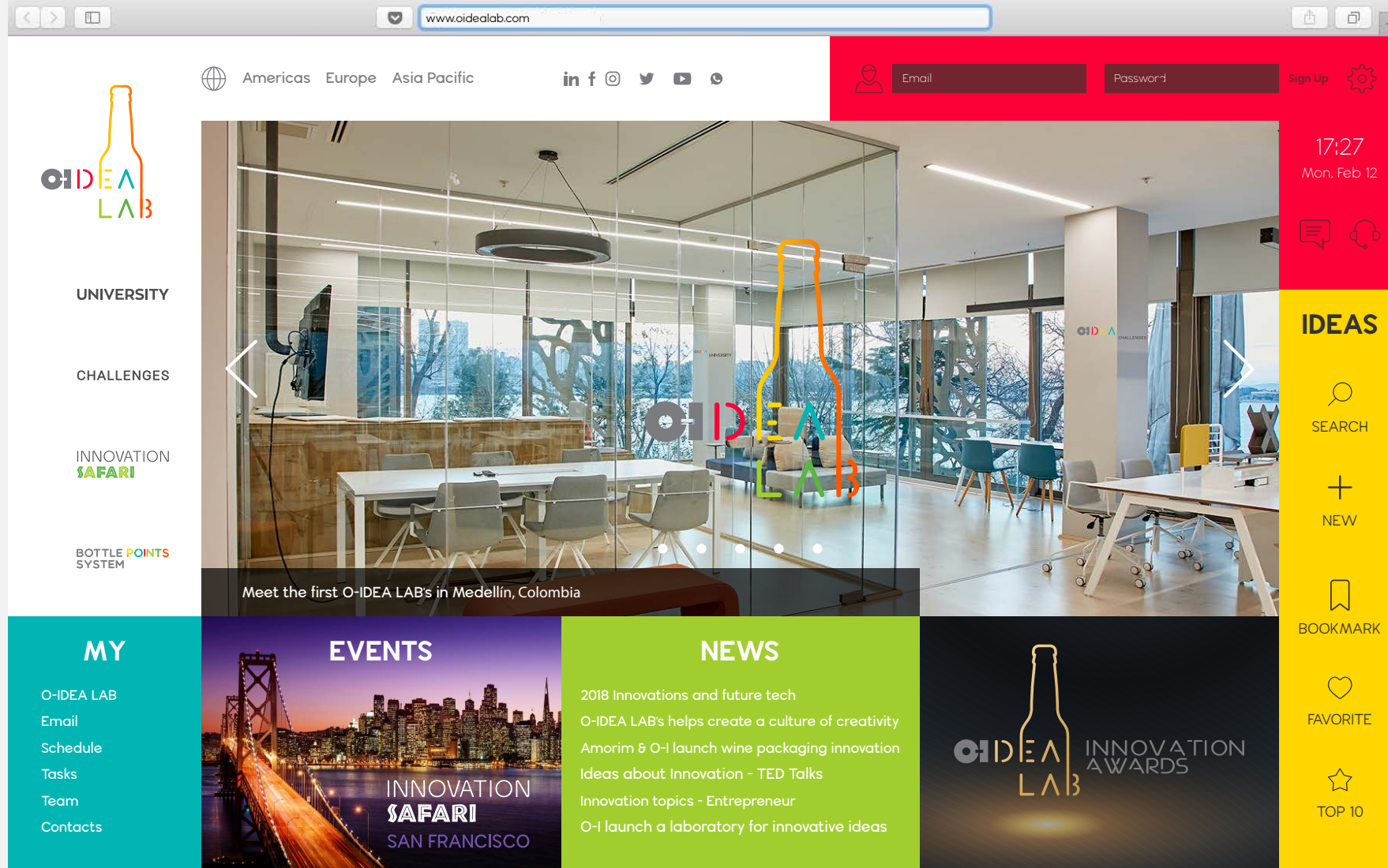
Every year, after the Road-Mapping sessions (which will be explained later), different market challenges will be defined. The definition of a market challenge is basically an identified need with a complex level to be resolved and that cannot be worked out by current processes or in a short time, but that can represent a huge achievement for the company and for the customer.

This is clearly a challenge for O-I. To Find a solution to this problem could represent big sales for O-I as well as a barrier to help protect the customer's business.

If the challenge is solved in time and form, the team could be rewarded monetarily, or with experiences rewards such as: "A complete trip to Russia 2018", to mention an example.

# O-IDEA LAB HOME

Source: Designed by Daniela Gómez



This is the online platform or website of the Innovation strategy to keep the system connected and updated. Through the O-IDEA LAB Home the organization and its employees will have access to:

- \*\* Register an Idea in the system to be evaluated according to the pipeline process.
- \*\* O-IDEA Pipeline: Where all the ideas are managed according to the process stage. Users can interact, comment and help the Innovator to develop the idea.
- \*\* All the different initiatives of the Innovation Model at O-I.
- \*\* The **O-IDEA NETWORKS**: Through the Platform, the category Networks will be able to be in touch, upload files, documents or make comments.

The site will be launched globally, but once in the Home page, the user will select the region to which he is part of and will be able to navigate on the platform across the different options.

# O-IDEA UNIVERSITY LOGO & PROGRAM



## MODULE 1

### BASIC INNOVATION THEORY

- What is Innovation?
- Types of Innovation
- Why does Innovation matter to O-I?
- Managing Innovation

## MODULE 2

### THE O-IDEA LAB - CORPORATE MODEL

- O-I Global Strategy
- The Innovation Strategy
- Processes & Programs
- Why people are important to innovate?

## MODULE 3

### DESIGN THINKING AND OTHER CREATIVITY TECHNIQUES

- What is Design Thinking?
- The DT process
- Tools & Techniques
- Design Thinking and O-IDEA LAB

## MODULE 4

### DEVELOPING AN INNOVATION CULTURE

- The meaning of an Innovation Culture
- Leadership Commitment
- People Commitment & Involvement
- Metrics & Results

After the O-IDEA LAB launching in every region, the next step is the people's training. It is important prior to the beginning of all the different innovation programs and initiatives, that all employees complete a basic and simple virtual training about why Innovation matters for O-I.

Via e-mail, all employees will receive an invitation to complete the program with a username and password to access thorough the O-IDEA LAB home. It is a requirement to have completed and passed the program to participate in the different programs of O-IDEA LAB system. In other words, every O-I's employee must complete Innovation University.

After completing each module, the employee will receive a survey that should be passed with at least an 80% score to move on to the next one. After completing the 4th module with 90% or more on the total score, the employee will receive the first "2 Bottles" on the reward system and a diploma or certification. The employee will receive also a quick Challenge Invitation to wake-up their creativity and get more "Bottles" if completed.

# O-IDEA LAB'S: CREATIVE SPACES FOR EVERYBODY



The O-IDEA LAB's are creativity rooms. Each O-I office or location should have one. These are inspiration spaces to let ideas fly. The room will have "free places" for any employee who needs it to work in new ideas. There will be tables for innovation meetings and customers and other external teams could be invited too.

The Labs will have members from the Innovation Team facilitating their use, managing the different available tools and resources.

Inside the Labs, the design thinking sessions will take place, as well as design and innovation discussions, brain-storming sessions and in general all the different activities scheduled by the Innovation Team.

## O-IDEA INNOVATION SAFARI & LOGO



Source: Designed by Daniela Gómez

The SAFARIS are planned to start during the second year (PHASE 2) and also to be considered as a “prize” for Innovators (people and teams with outstanding performance at the O-IDEA LAB), which is an attractive opportunity to have a complete experience around Innovation in O-I.

An O-IDEA Safari through the Innovation Team, should define a city where O-I has operations (offices and a manufacturing plant), tickets and lodging for all the attendees, and an agenda that includes:

- \*\* A guided visit to O-I’s offices and facilities, and team meetings.
- \*\* A city tour from a cultural perspective: architecture, museums, iconic places, etc.
- \*\* A market dive-in, to understand distribution channels and the different category dynamics where O-I’s glass is present (similar to an exercise we developed in O-I Colombia with the global team in October 2013), as well as launches to the market that can be good benchmarks for the rest of the operations.
- \*\* Visits to key customer’s facilities to get to know their reality, projects, production plants and challenges from a closer point of view.

As an objective, there should be between one and two O-IDEA Safaris every year.