

The background features a dark purple gradient with a subtle geometric grid pattern. In the foreground, several 3D rectangular blocks are arranged in a staggered, overlapping fashion. These blocks are rendered with a soft gradient, transitioning through colors like yellow, orange, red, purple, and blue. Some blocks have a solid color, while others show a more complex, multi-layered gradient. The overall effect is a sense of depth and modernity.

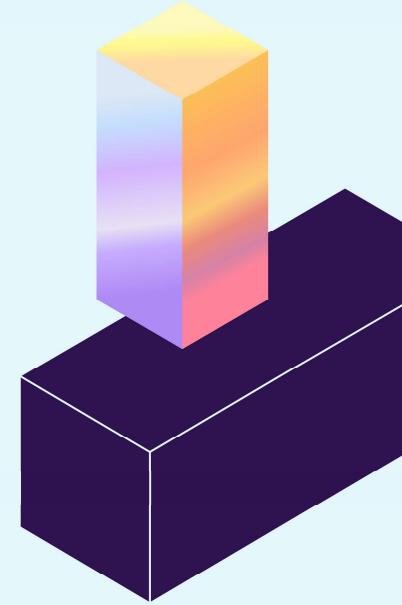
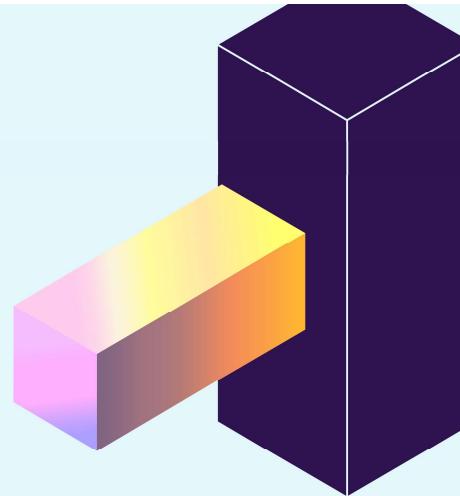
IRI 2025

INNOVATING THE FUTURE

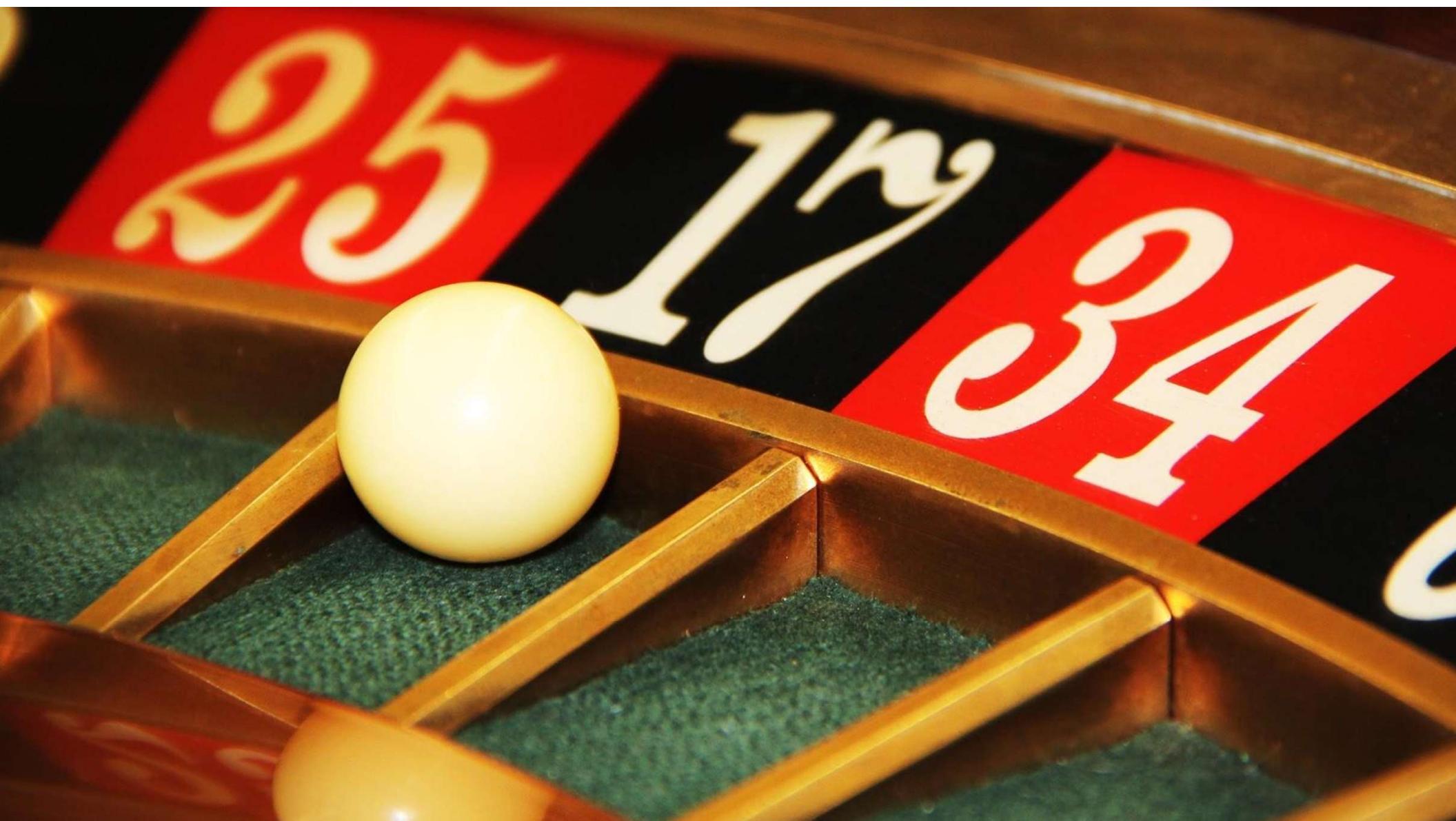
Taking the Helm

From Stuck to Scale
the new playbook for corporate innovation

Andrea Kates









13,000 teams

Andrea Kates

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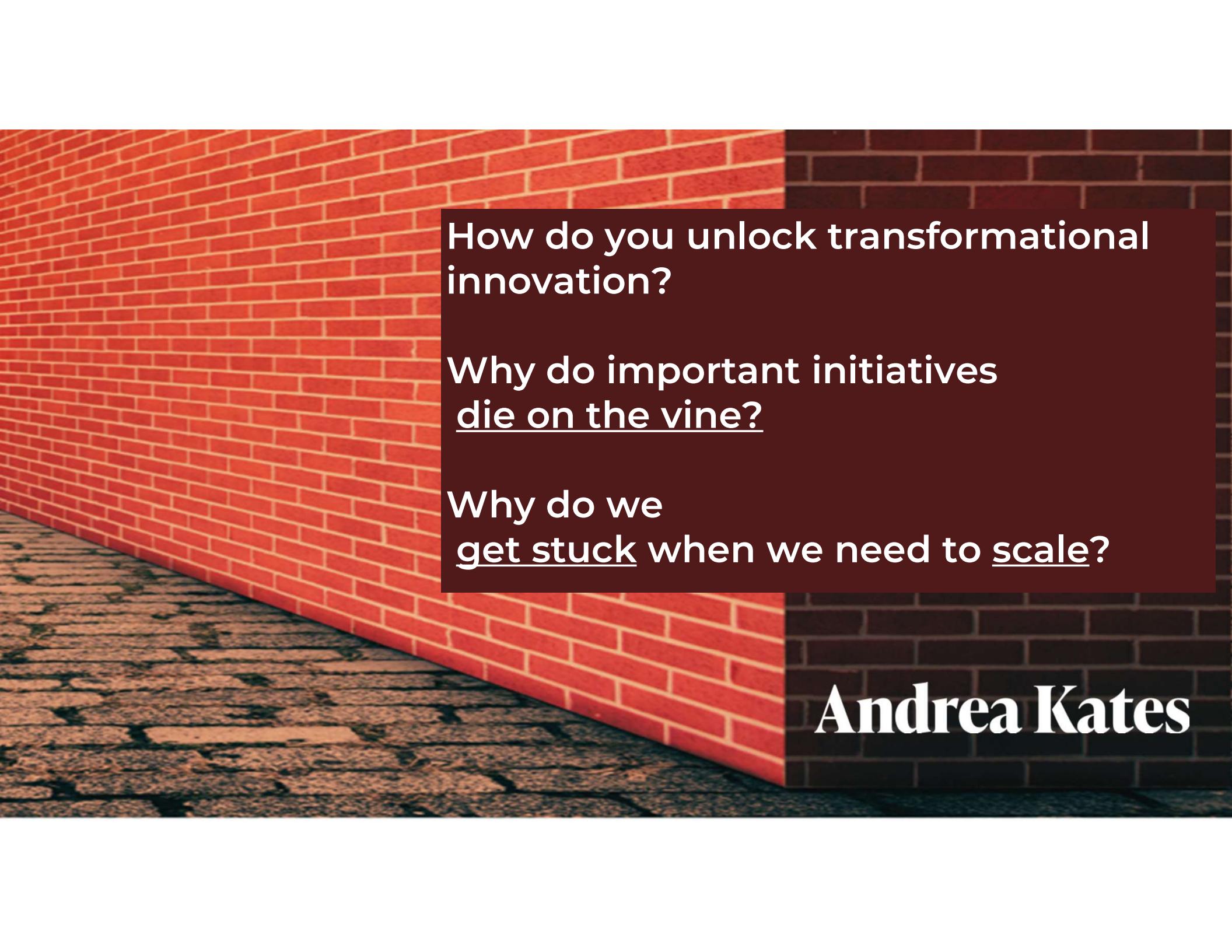
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HOW?



How do you unlock transformational innovation?

Why do important initiatives die on the vine?

Why do we get stuck when we need to scale?

Andrea Kates



Economic volatility

Sustainability

**We need to
innovate at scale...**

Supply chain shifts

**Artificial
intelligence**

**Resilient go-to-market
...in an
unprecedented era**



How to
innovate at scale

Emerging needs

Wicked problems

Tech leapfrog

Scout and convene

Talent mindset

Ecosystems + coalitions



Here's how
to navigate waters
and take the helm

“

We must unlock
transformational
innovation.

”

Andrea Kates

Sharper Center
Prosperity and
Entrepreneurship



Kuo Sharpe
for Prosperity
Entrepreneurship



Sharper Center
Prosperity and
Entrepreneurship



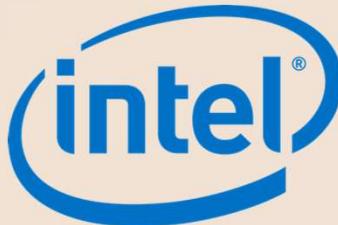
Kuo Sharpe
for Prosperity
Entrepreneurship



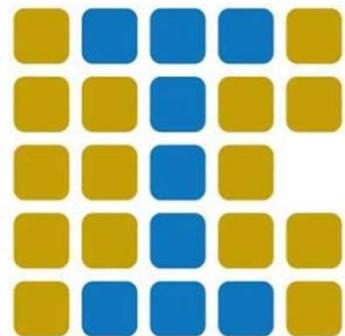


INNOVATION RESEARCH INTERCHANGE

Accelerating Value Creation

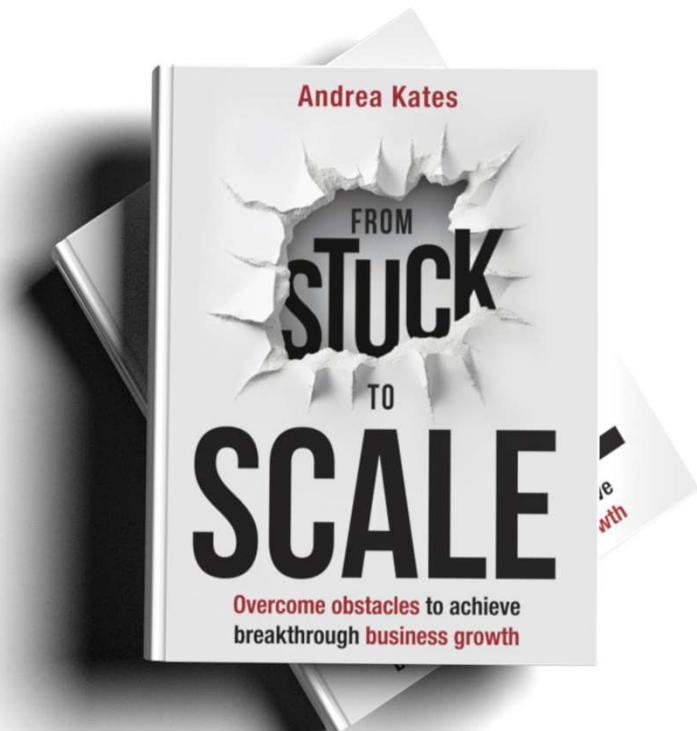


launched 2500 companies



CORPS
NSF Innovation Corps

the new playbook





**Monday morning
action plan for
transformational
innovation.**

**And a blueprint
for getting
support to drive
scale.**

Transformational innovation

- An unprecedented era
- Diagnostic lens
- From Stuck to Scale
- Blueprint to drive action

from stuck to scale

Andrea Kates

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Transformational innovation

- ✓ An unprecedented era
- Diagnostic lens
- From Stuck to Scale
- Blueprint to drive action

from stuck to scale

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1 thing





What's your idea for
transformational
innovation?

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Transformational innovation

- ❑ An unprecedented era
- ✓ Diagnostic lens
- ❑ From stuck to scale
- ❑ Blueprint to drive action

from stuck to scale

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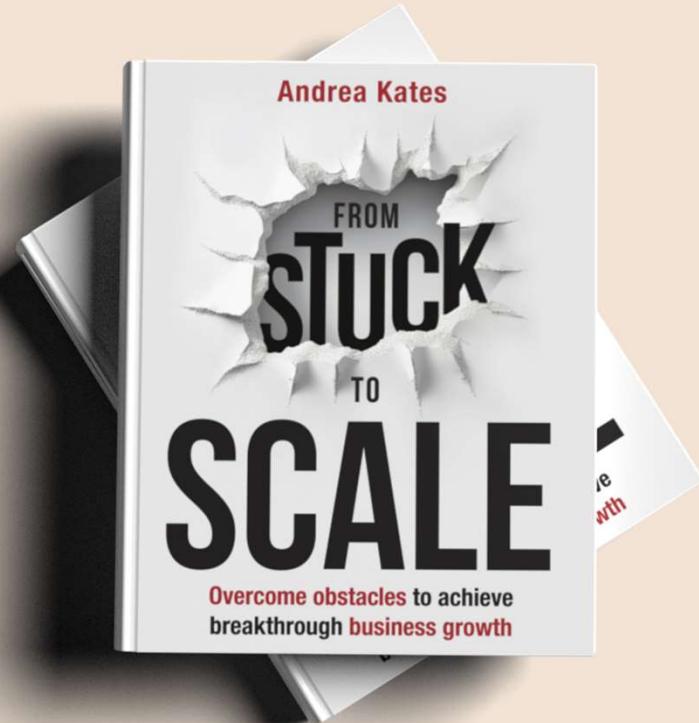
Hold up one hand

YOUR LEFT HAND
Can't figure out what
to do



YOUR RIGHT HAND
Can't get people to
do it

From Stuck to Scale



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1. Envision

2. Expand

3. Build

4. Engage

5. Activate



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YOUR LEFT
HAND
Can't figure out
what to do

Tech leapfrog

Scout and convene

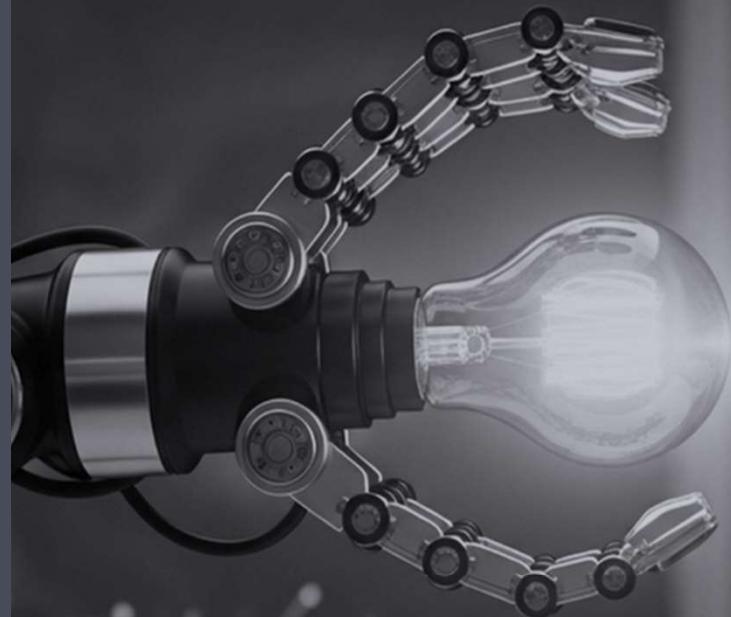
Emerging needs

Wicked problems

Talent mindset

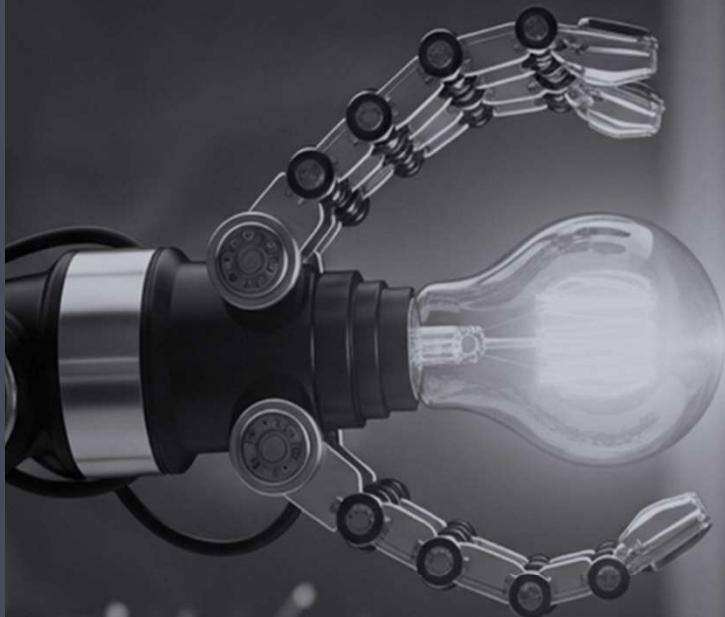
Ecosystems + coalitions

How to
innovate at scale



Tech leapfrog

How to
innovate at scale







Wind Turbine Monitoring System

Wind Energy Management Interface

732853

The rotor blades on turbines with relatively short towers will be subjected to different wind speeds (and)

632562

578652

GENERATOR STATUS : Good

421289

394188

```
def mahalanobis(x=None, data=None, cov=None):
    """Compute the Mahalanobis Distance between each row of 'x' and the data.
    x : vector or matrix of data with, say, p columns.
    data : ndarray of the distribution from which an observation was drawn
    for which each observation of x is to be compared.
    cov : covariance matrix (p x p) of the distribution. If None, will be computed from data.
    """
    x_minus_mu = x.T - np.mean(data, axis=0)
    if not cov:
        cov = np.cov(data.T)
    inv_covmat = np.linalg.inv(cov)
    left_term = x_minus_mu.T @ inv_covmat
    mahal = np.sqrt(left_term @ x_minus_mu)
```

244586

8897



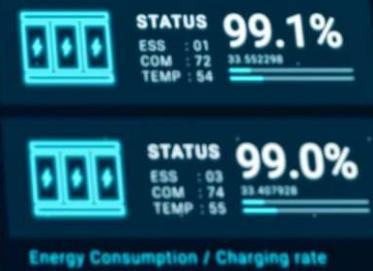
TURBINE MODEL ANALYSIS



ENERGY MONITORING



BATTERY STORAGE SYSTEM



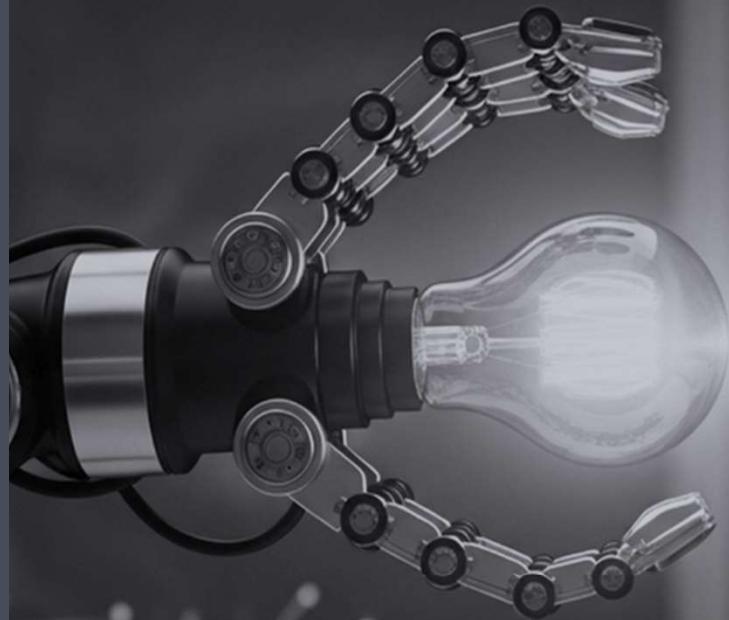


\$500mm

SHIMIZU CORPORATION 
SHIMIZU

Scout and convene

**How to
innovate at scale**





Black & Veatch's 2025 Innovation Accelerator



KEWAZO

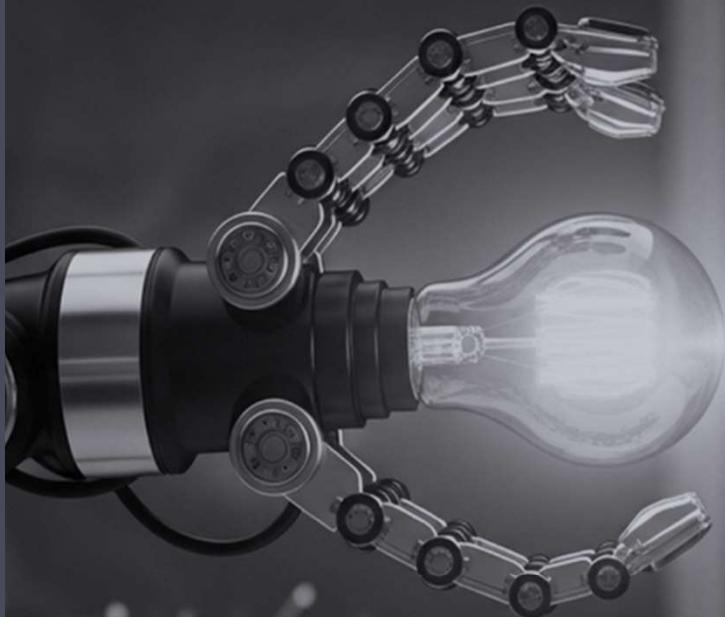


Exclusive: Squint raises \$40 million at \$265 million valuation to modernize manufacturing for companies like Pepsi and Michelin



Emerging needs

How to
innovate at scale





Cargill™

15 million litres



Used cooking oil to
biodiesel

[Products](#)[Solutions](#)[MQTT](#)[Learn](#)[Company](#)[Pricing](#)[Login](#)

Industrial AI Platform

Securely stream and govern industrial data to power intelligent operations with agentic insights.

[Start Free](#)[Contact Us](#)

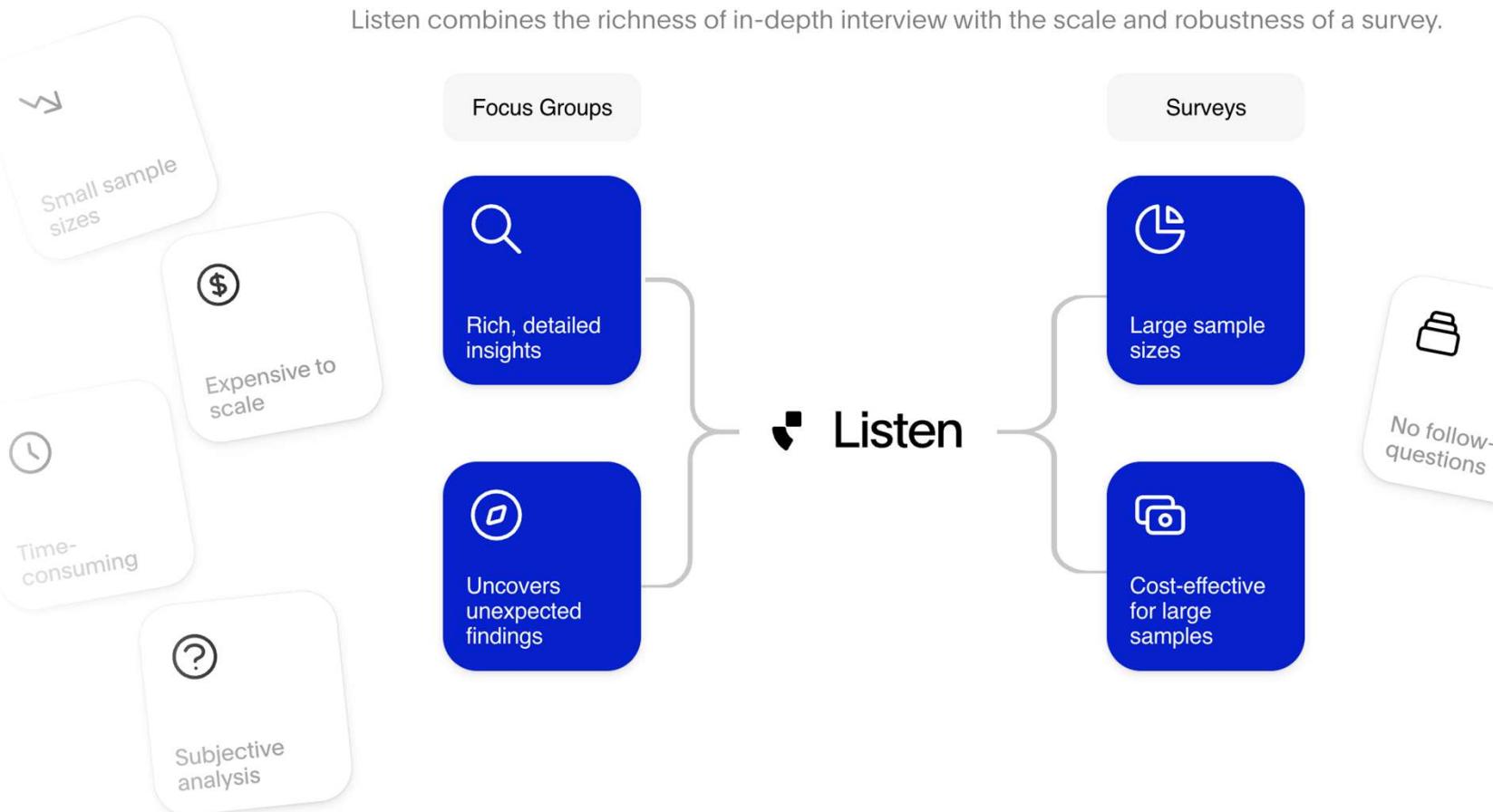


Listen

Resources Resources ▾ Careers

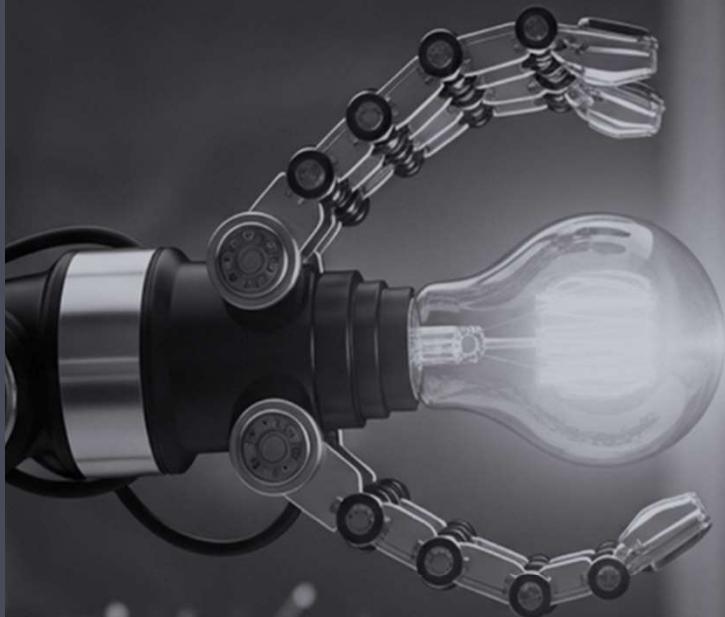
The Best of Both Worlds

Listen combines the richness of in-depth interview with the scale and robustness of a survey.



Wicked problems

How to
innovate at scale





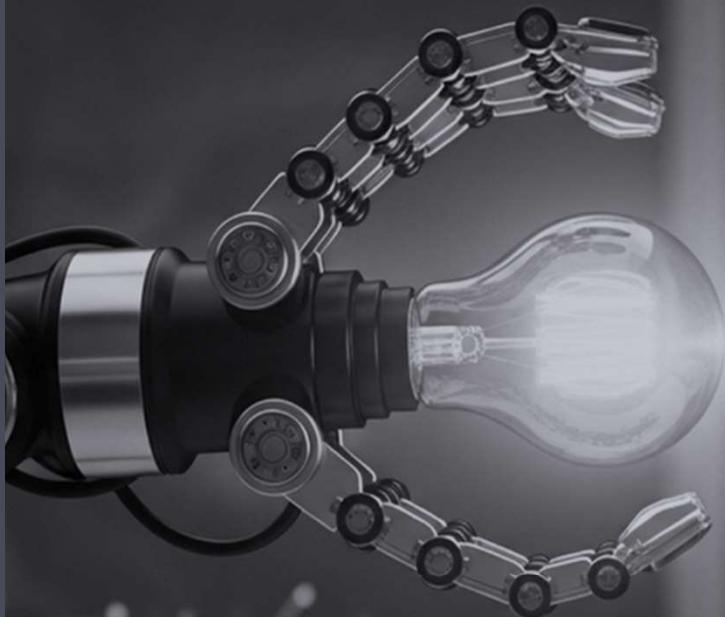


Transform mining waste
into eco-friendly bricks



Talent mindset

How to
innovate at scale





MIT



Vibe Coding Hackathon



Innovation mindset: Botswana

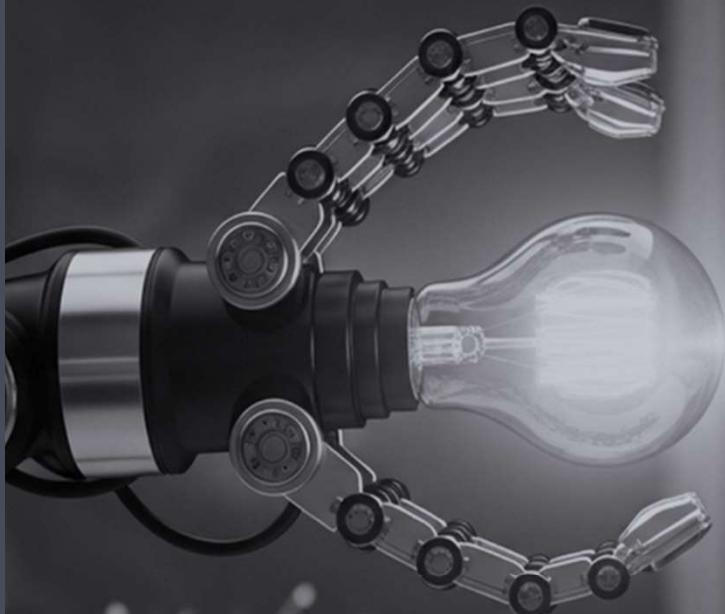


Innovation mindset: Uzbekistan



Ecosystems + coalitions

**How to
innovate at scale**





**How might P&G
engineer detergents
that are more
sustainable for the
environment?**



Andrea Kates

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**How might P&G
engineer detergents
that are more
sustainable for the
environment?**



For P&G, addressing biofilms is at the heart of many products from laundry to oral care.



We're able to step back and address the underlying science that can drive change for many applications by forming ecosystem relationships.

For example, the shipping industry would like to reduce the incidence of biofilms to improve vessel fuel efficiency.

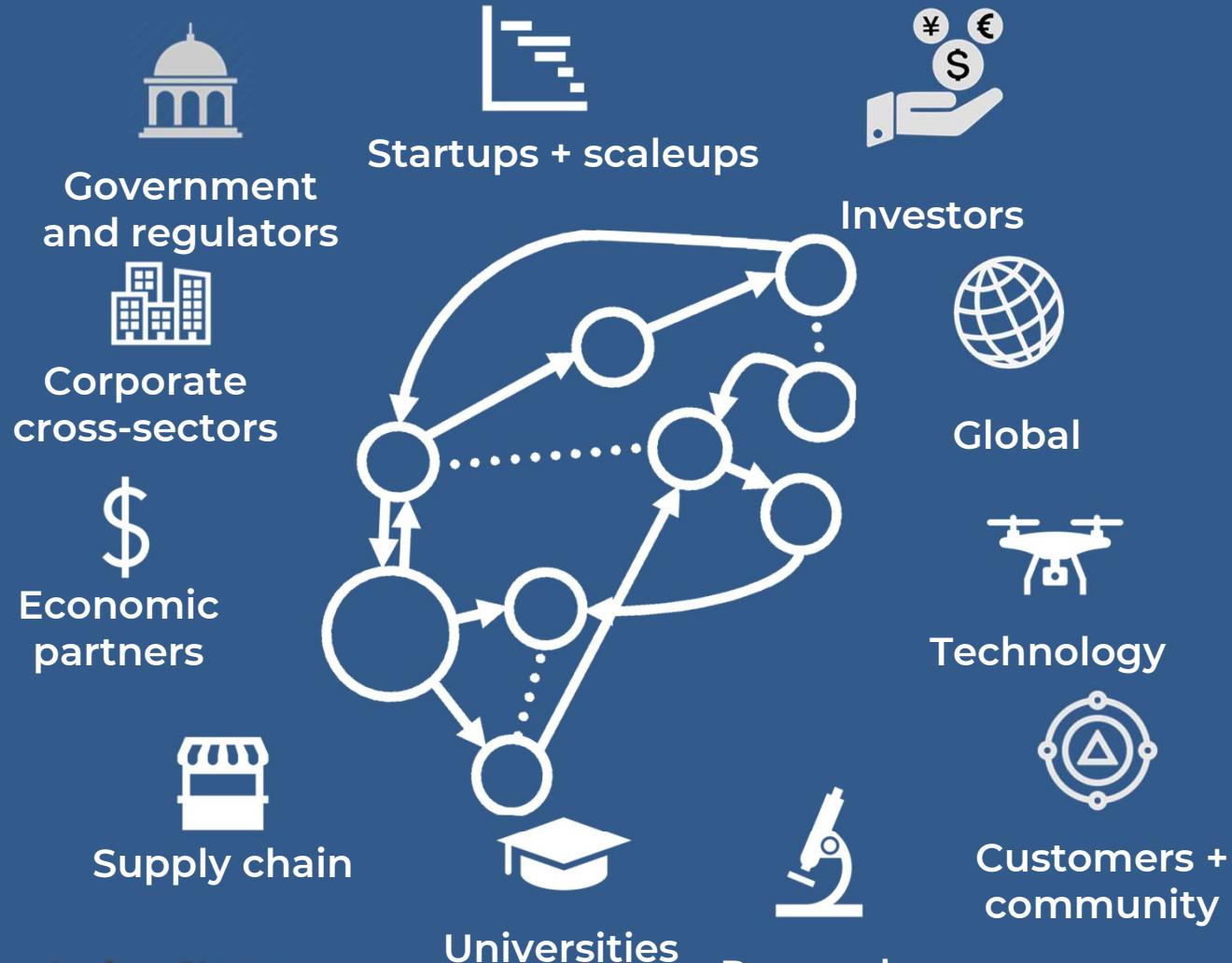


How might P&G rethink biofilms?



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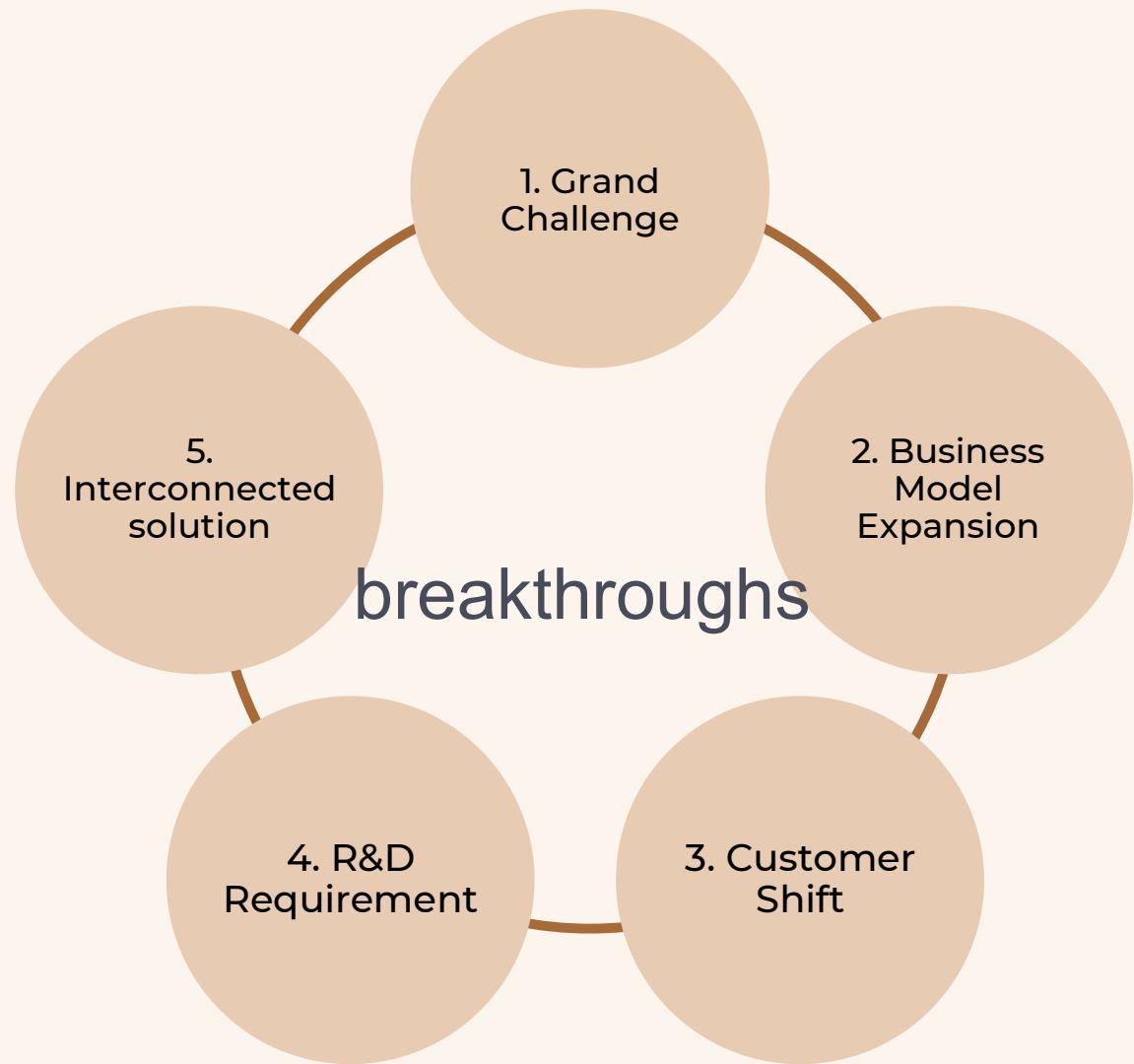
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Mindset

outside of our 4 walls

outside of our industry

- Grand Challenge
- Business Model Expansion
- Consumer shift
- R&D Requirement
- Interconnected Solution



Tech leapfrog

Scout and convene

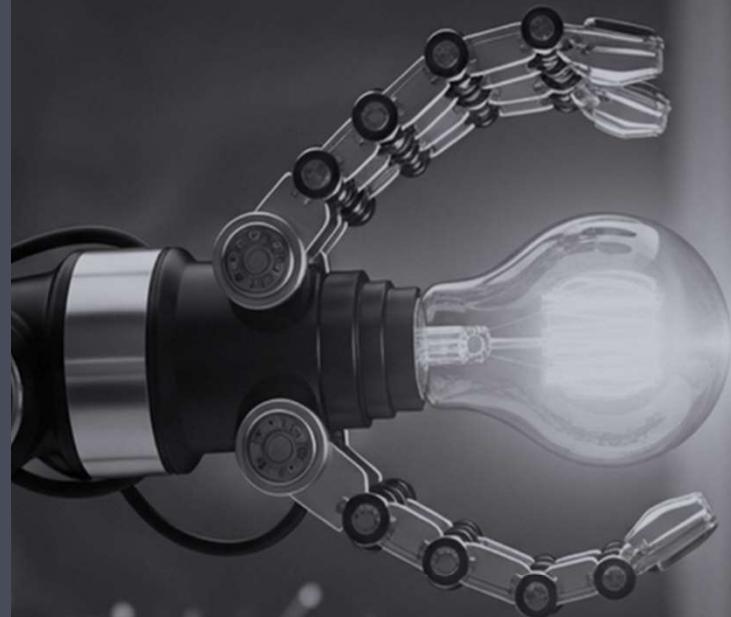
Emerging needs

Wicked problems

Talent mindset

Ecosystems + coalitions

How to
innovate at scale





Round #2: what's your (improved) idea for transformational innovation?

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Transformational innovation

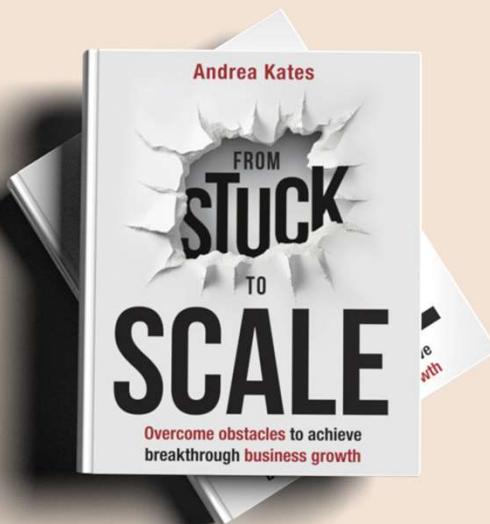
- An unprecedented era
- Diagnostic lens
- From stuck to scale
- Blueprint to drive action

from stuck to scale

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From Stuck to Scale



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1. Envision

2. Expand

3. Build

4. Engage

5. Activate



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YOUR LEFT
HAND
Can't figure out
what to do



just did

1. Envision

2. Expand

3. Build

4. Engage

5. Activate

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quick

1. Envision

2. Expand

3. Build

4. Engage

5. Activate

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Transformational innovation

- An unprecedented era
- Diagnostic lens
- From Stuck to Scale
- ✓ Blueprint to drive action

from stuck to scale

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4. Engage

5. Activate

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RIGHT

YOUR RIGHT HAND
Can't get people
to do it

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WHERE WE GET **STUCK**

Envision

Expand

Build

Engage

Activate

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4. Engage



Fire in 4 bellies (dream vacation)



A. Social proof

Who else has
done this?

B. Broader thinking

What's the big
idea?

C. Logistics

When do ferries
run?

D. Data & Tech

Are we getting a
good deal?

What will it take to get fire in 4 bellies?

A. Social proof	B. Broader thinking
HR, Sales, Marketing, Customer insights	Future trends, Emerging tech, Emerging demand, Global innovation
People from other industries, Government	
<hr/>	
C. Logistics	D. Data & Tech
Operations, Legal, Quality, Manufacturing, Regulatory	R&D, Finance, Technology, AI/Analytics, Policy

Make each
person a hero
of their own
story.





**INSIGHT: People
become
committed to
initiatives for
their OWN
reasons.**



ditch the
elevator pitch



WHERE WE GET **STUCK**

Envision

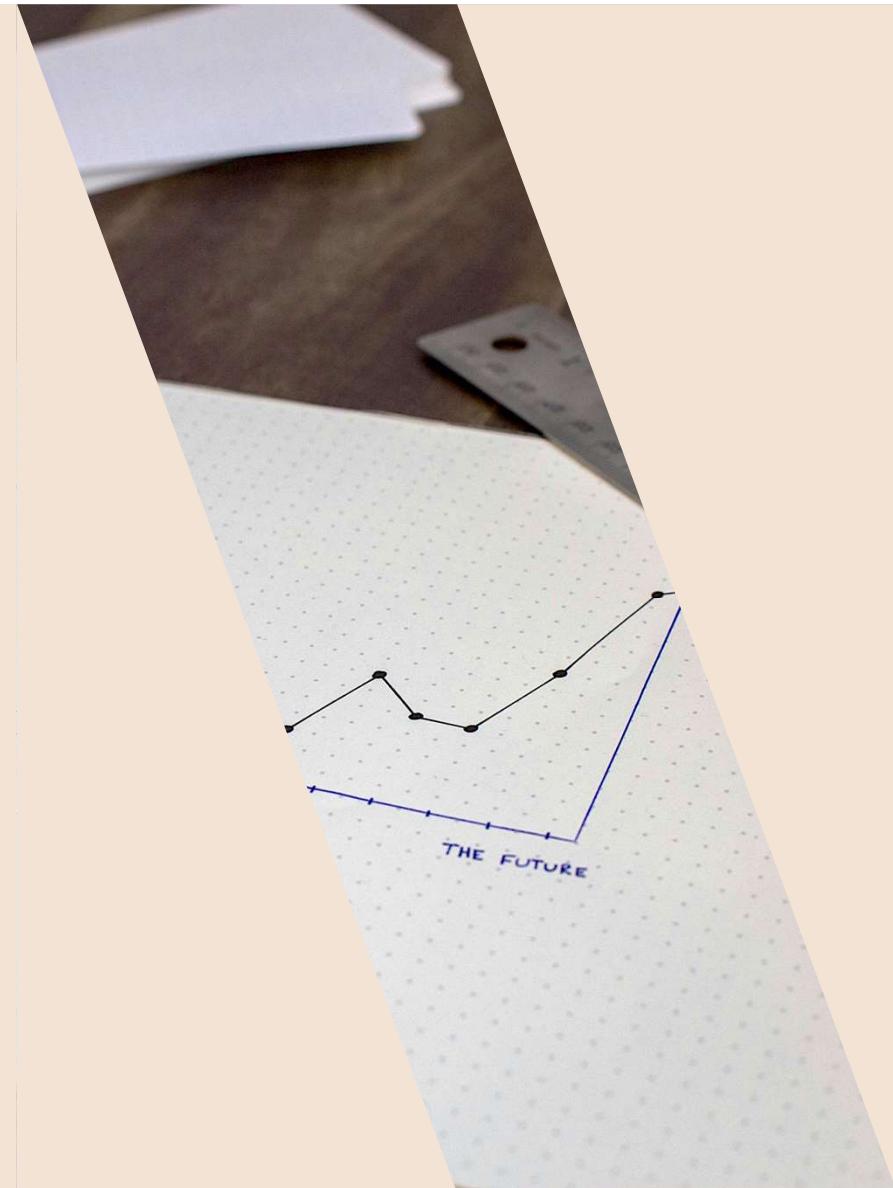
Expand

Build

Engage

Activate

5. Activate



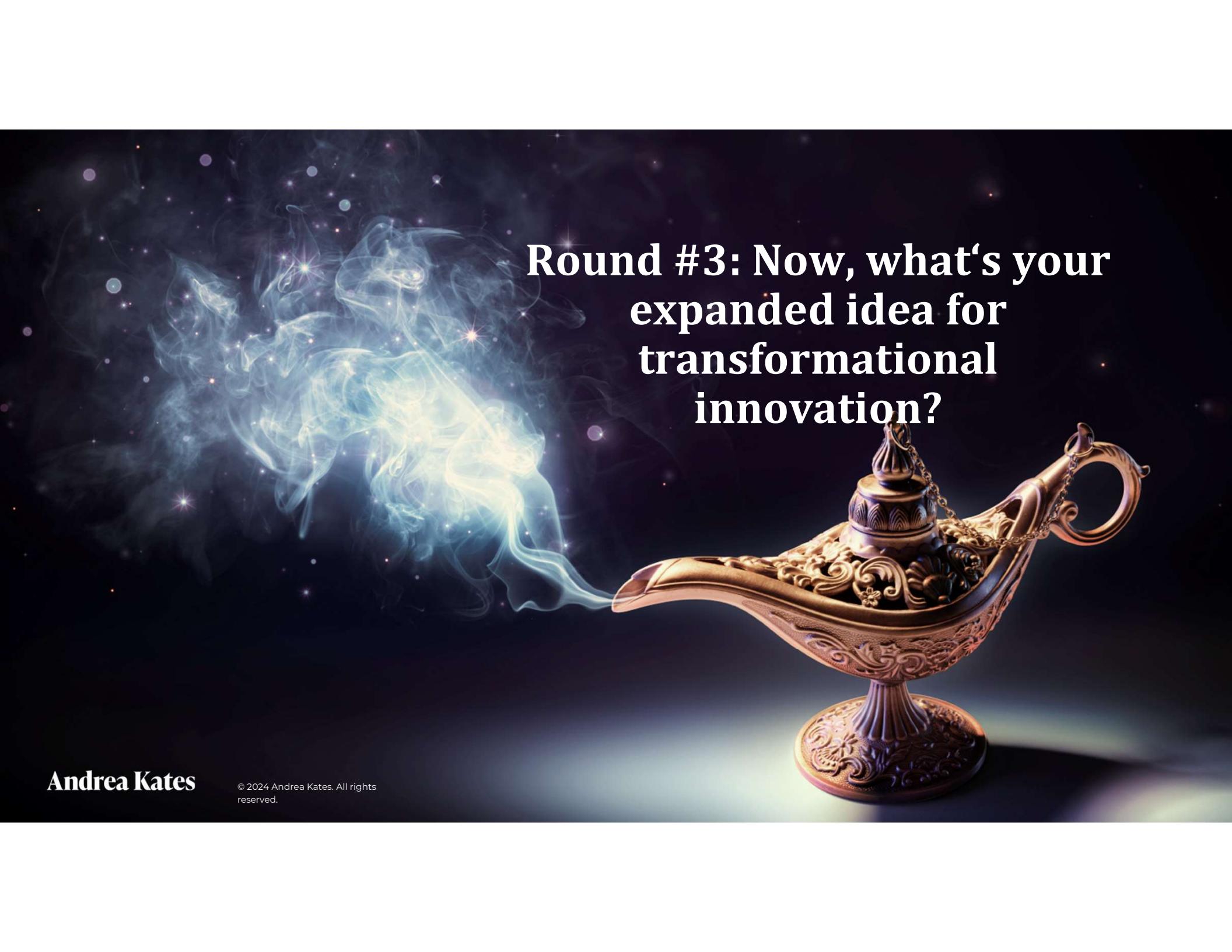
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Round #3: Now, what's your expanded idea for transformational innovation?

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Innovate at scale

- Tech leapfrog
- Scout and convene
- Emerging needs
- Wicked problems
- Talent mindset
- Ecosystems

Andrea Kates

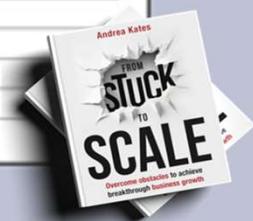


ENVISION I TOOL NOW / NEXT

A. NOW

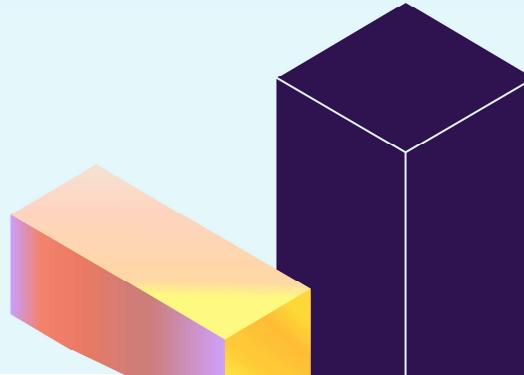
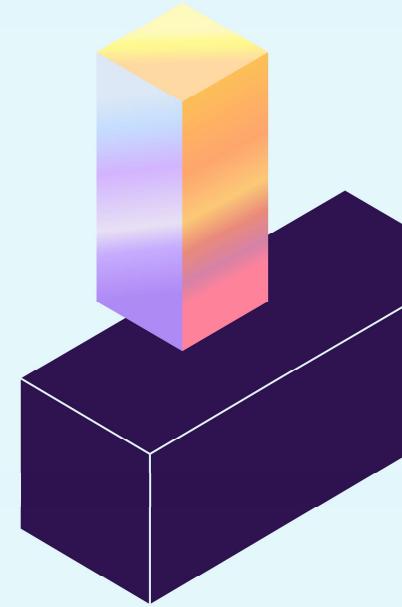
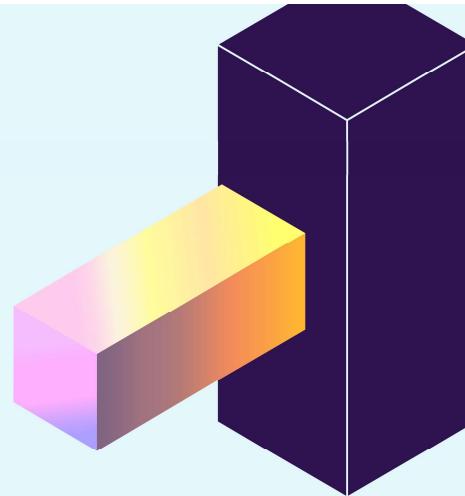


B. NEXT



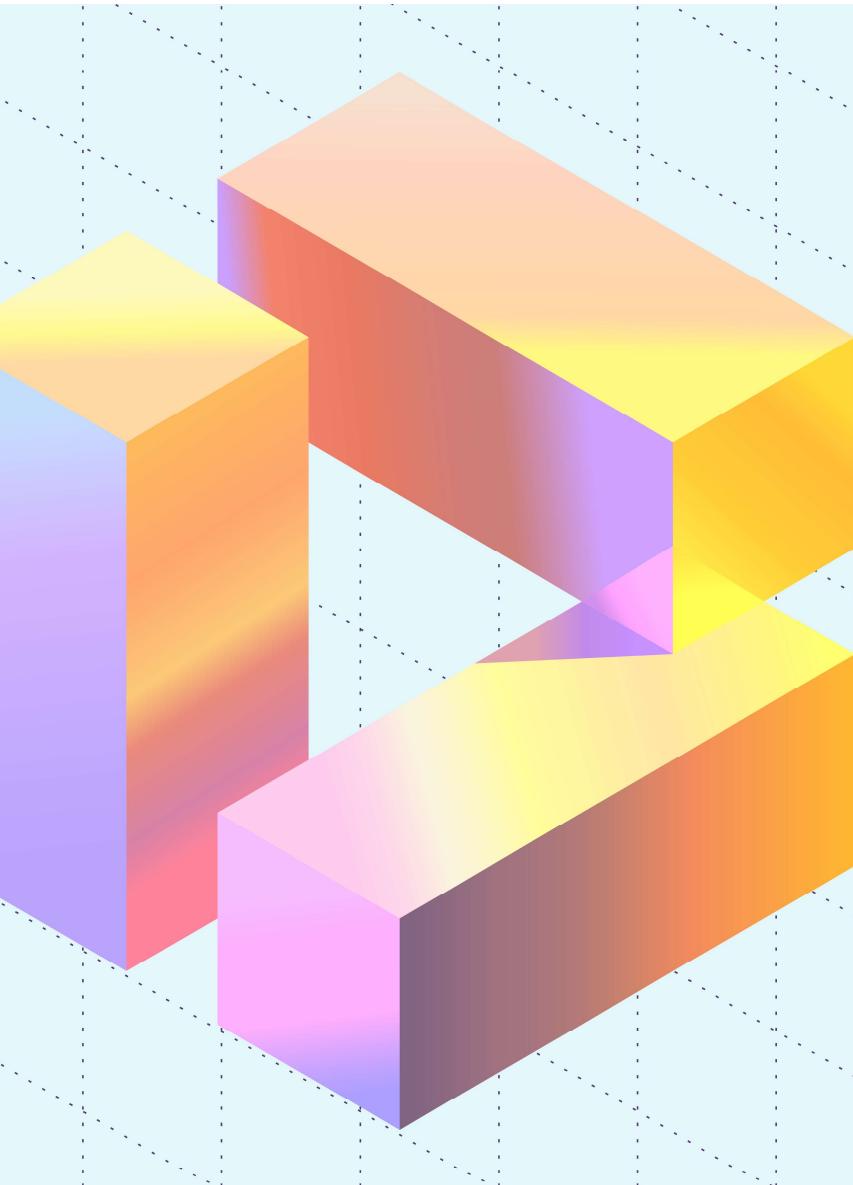
End of part one

We'll finish the blueprint after the facilitated session with Michael Holman





End of part 1. Transition into Lenses for Now/Next hands-on



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INNOVATING THE FUTURE

Wrap up: Support and Action





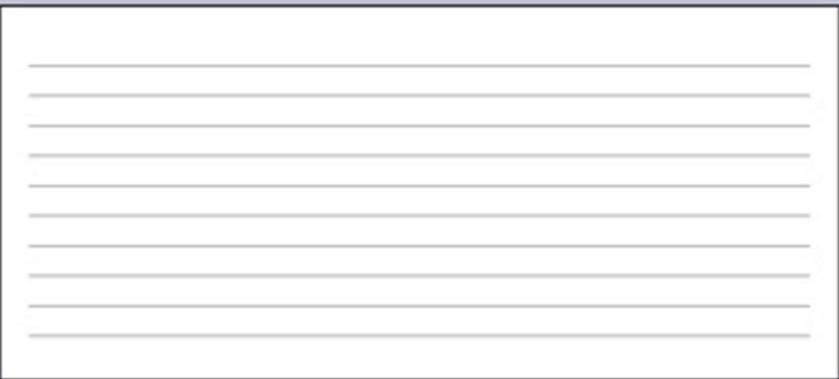
taking the
helm isn't
enough



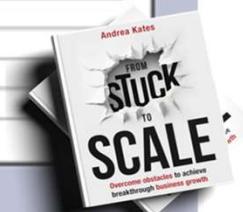
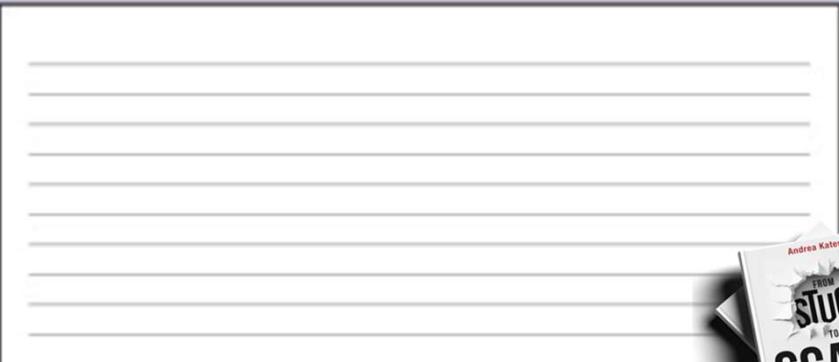
Part 2: Support and action

ENVISION | TOOL
NOW / NEXT

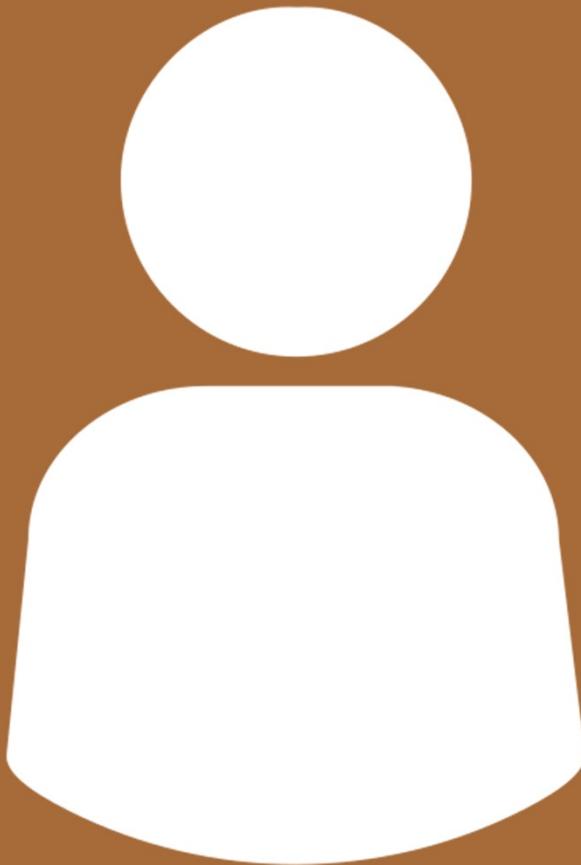
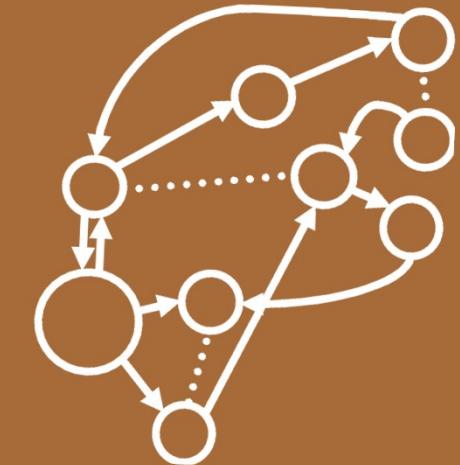
A. NOW



B. NEXT

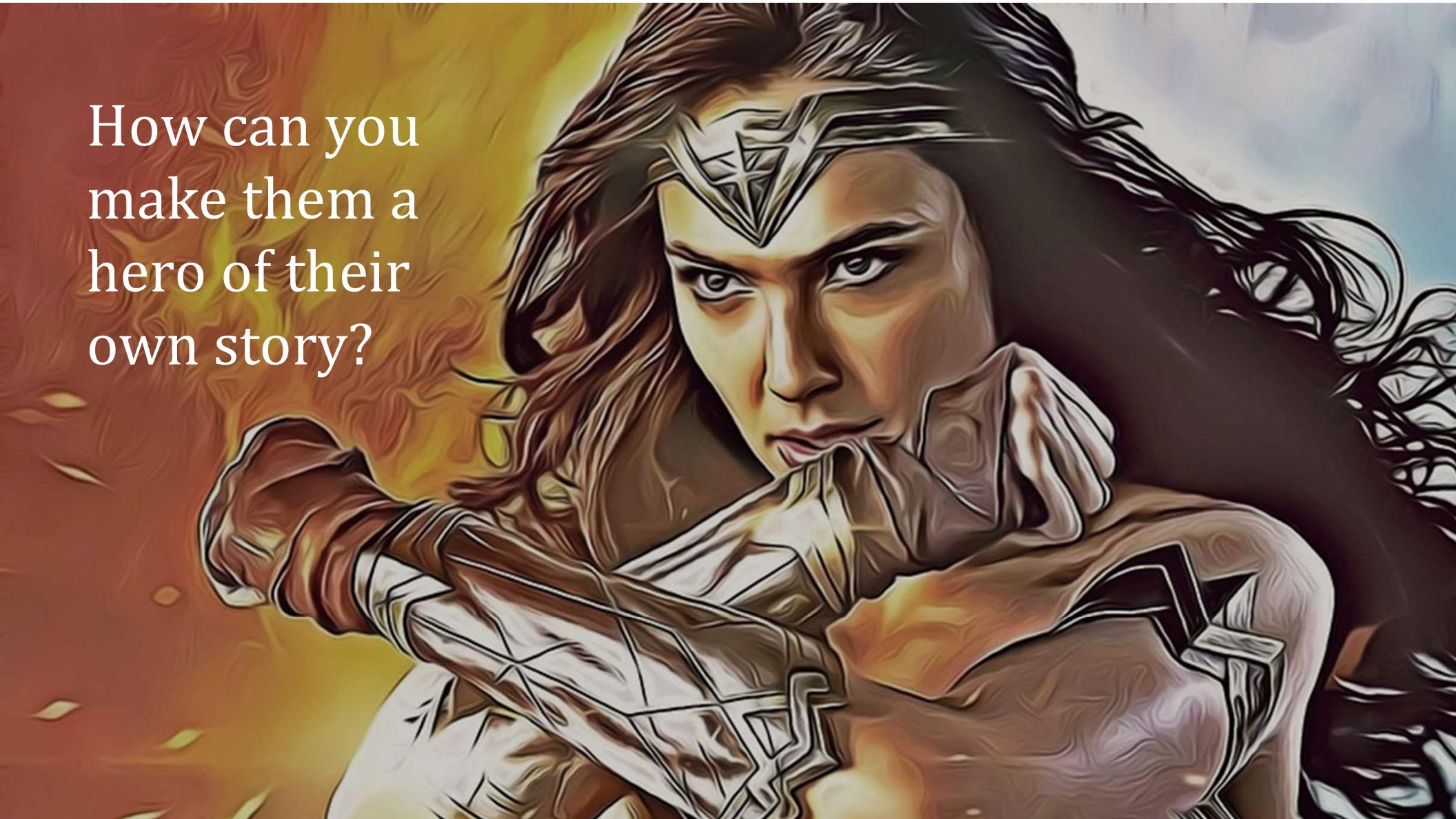


Take this idea forward



**Focus on one
person whose
support or
contribution
matters most
right now.**

How can you
make them a
hero of their
own story?

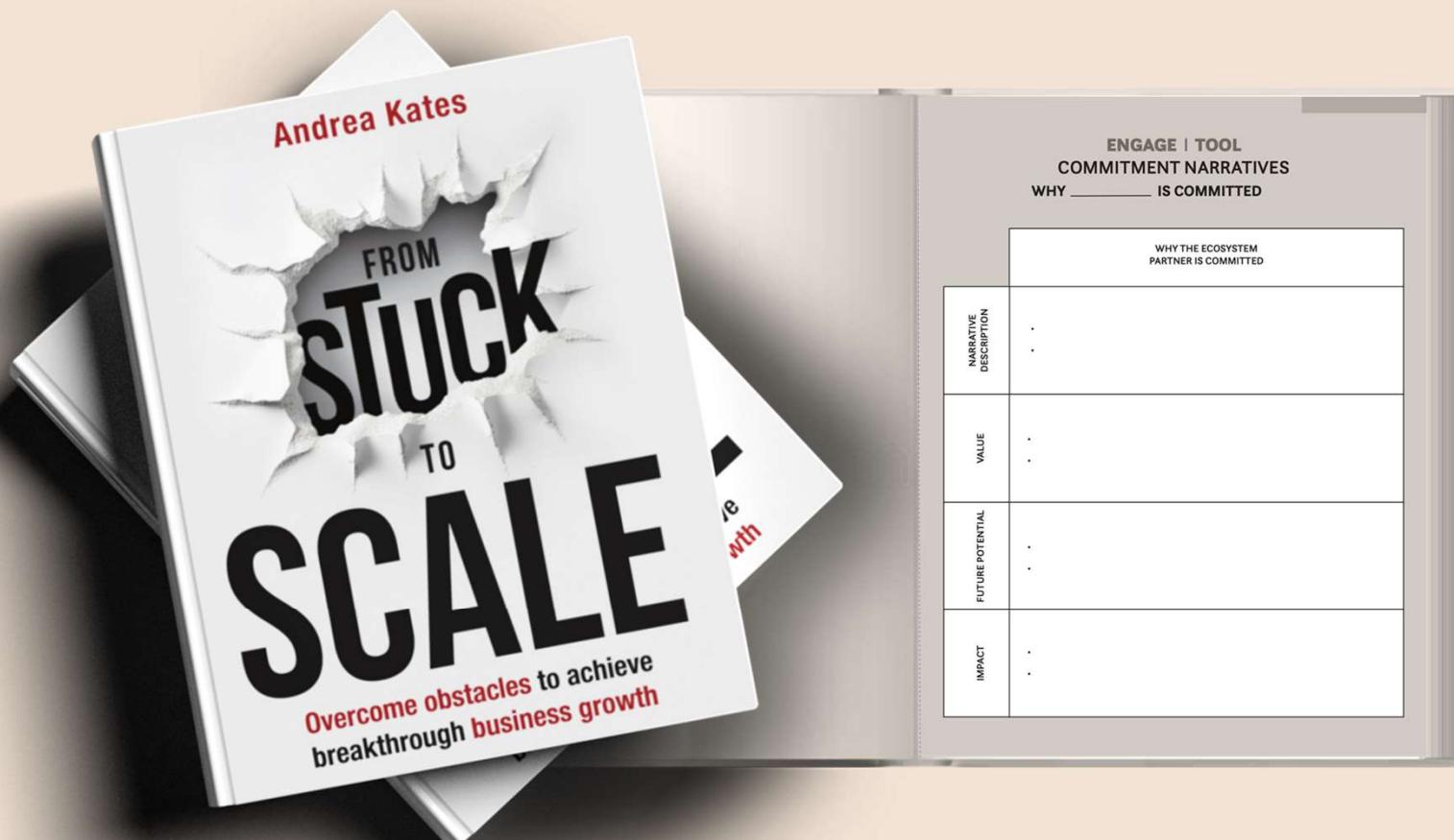


**What's their
story?**

**What will it take
to get that
person fired up
to take action?**

A. Social proof	B. Broader thinking
HR, Sales, Marketing, Customer insights	Future trends, Emerging tech, Emerging demand, Global innovation
People from other industries, Government	
<hr/>	
C. Logistics	D. Data & Tech
Operations, Legal, Quality, Manufacturing, Regulatory	R&D, Finance, Technology, AI/Analytics, Policy

Commitment narrative



1. Fill in the name of one person

2. Describe in a way that THEY will care about

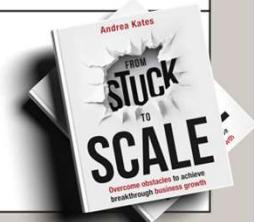
3. VALUE in their terms

4. POTENTIAL in their terms

5. IMPACT in their terms

ENGAGE | TOOL
COMMITMENT NARRATIVES
WHY _____ IS COMMITTED

	WHY THE ECOSYSTEM PARTNER IS COMMITTED
NARRATIVE DESCRIPTION	• •
VALUE	• •
FUTURE POTENTIAL	• •
IMPACT	• •





**Monday morning
action plan for
transformational
innovation.**

**And a blueprint
for getting
support to drive
scale.**



Transform your
ambition...

Andrea Kates

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...into real impact



 linkedin.com/in/andreakates

