

The background is a dark purple field with a faint, light-colored grid of dashed lines. Overlaid on this are several 3D rectangular blocks of varying sizes and orientations. These blocks have a vibrant, multi-colored gradient, transitioning from yellow at the top, through orange and red, to a deep purple at the bottom. They are arranged in a way that creates a sense of depth and architectural structure.

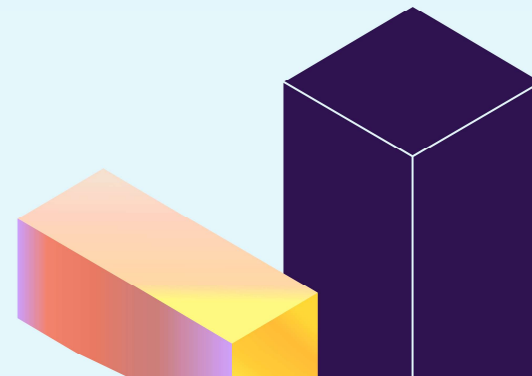
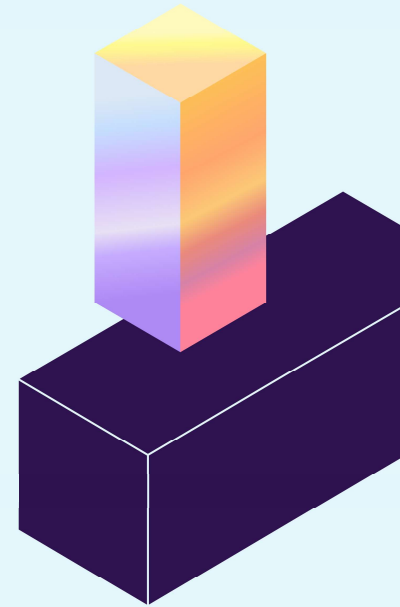
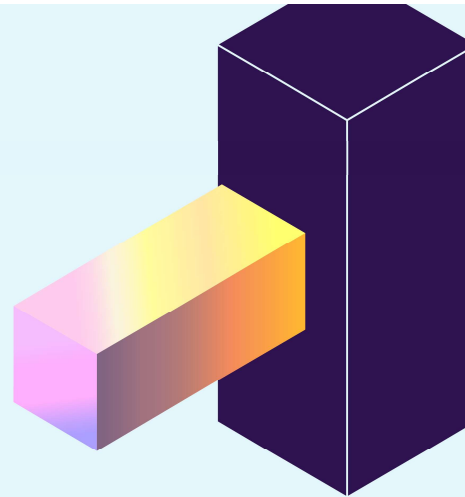
IRI 2025

# INNOVATING THE FUTURE

# Taking the Helm

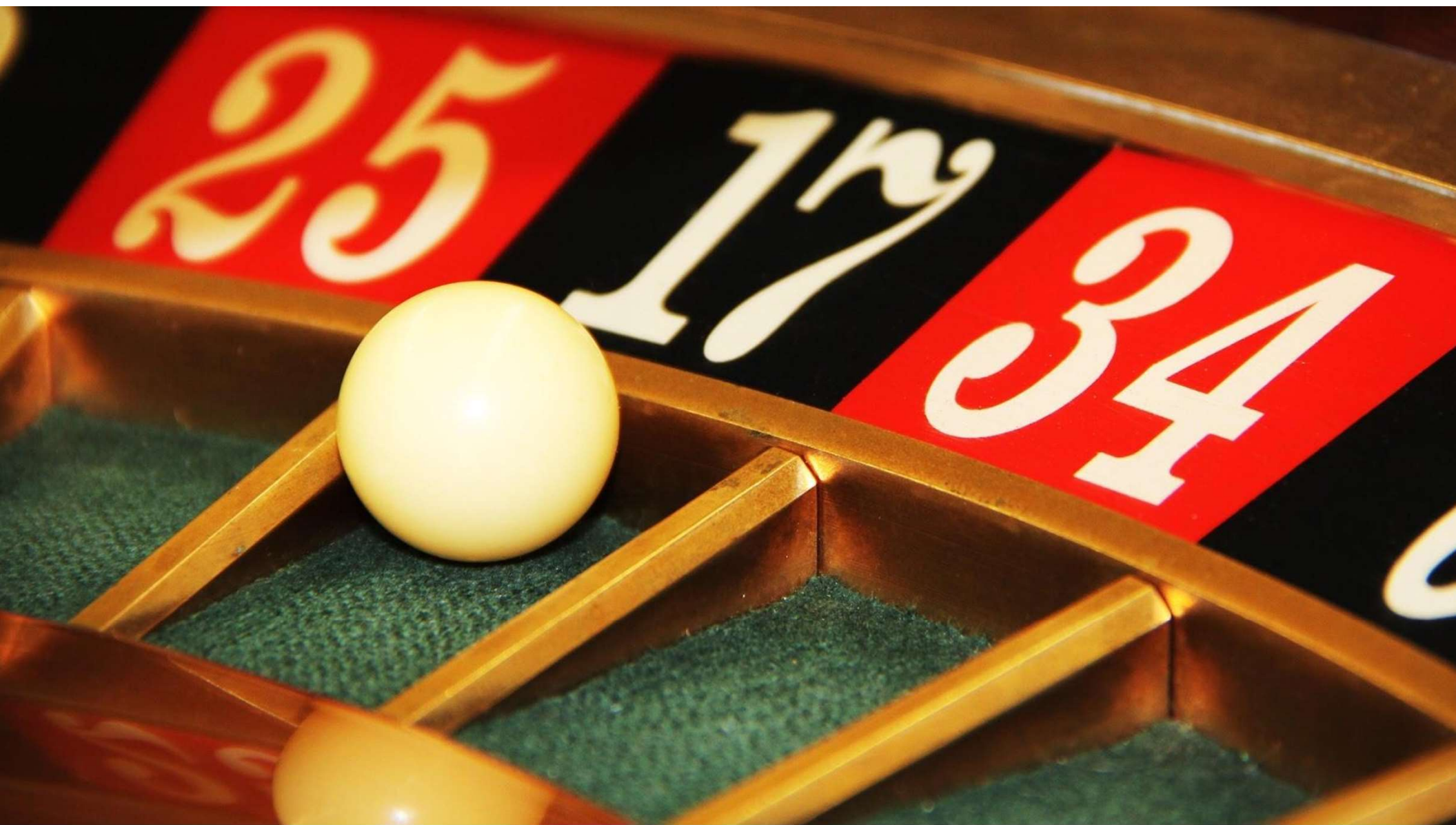
From Stuck to Scale  
the new playbook for corporate innovation

**Andrea Kates**













**13,000 teams**

**Andrea Kates**

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Andrea Kates

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A piece of white paper is torn in the center, revealing a solid brown surface beneath. The word "HOW?" is printed in a bold, black, sans-serif font in the middle of the brown area.

HOW?

The background of the slide features a red brick wall on the left and a dark cobblestone path in the foreground. A dark red rectangular box is overlaid on the right side of the wall, containing white text.

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**

**Supply chain shifts**

**Sustainability**

**Artificial  
intelligence**

**Resilient go-to-market**

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

**...in an  
unprecedented era**



**How to  
innovate at scale**

**Tech leapfrog**

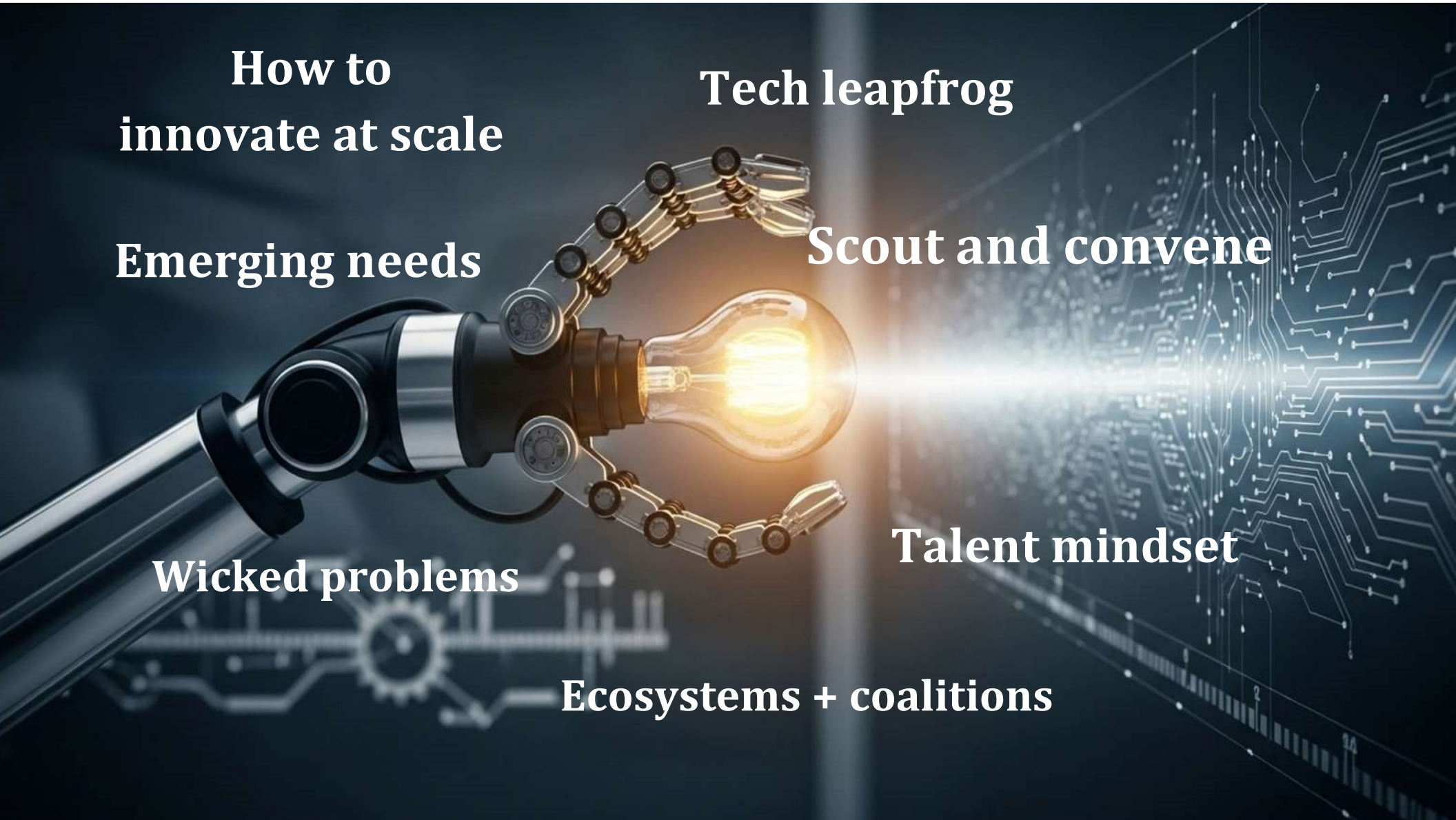
**Emerging needs**

**Scout and convene**

**Wicked problems**

**Talent mindset**

**Ecosystems + coalitions**





Here's how  
to navigate waters  
and take the helm

“

We must unlock  
transformational  
innovation.

”

**Andrea Kates**

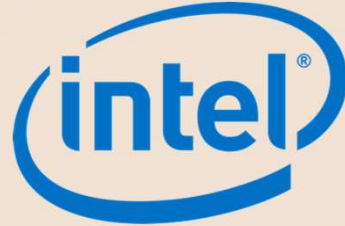




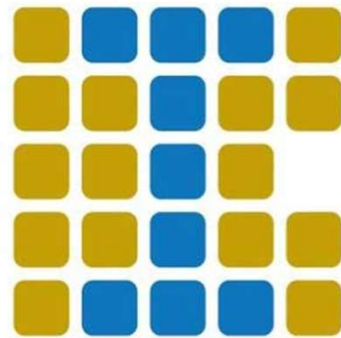


INNOVATION RESEARCH  
INTERCHANGE

*Accelerating Value Creation*



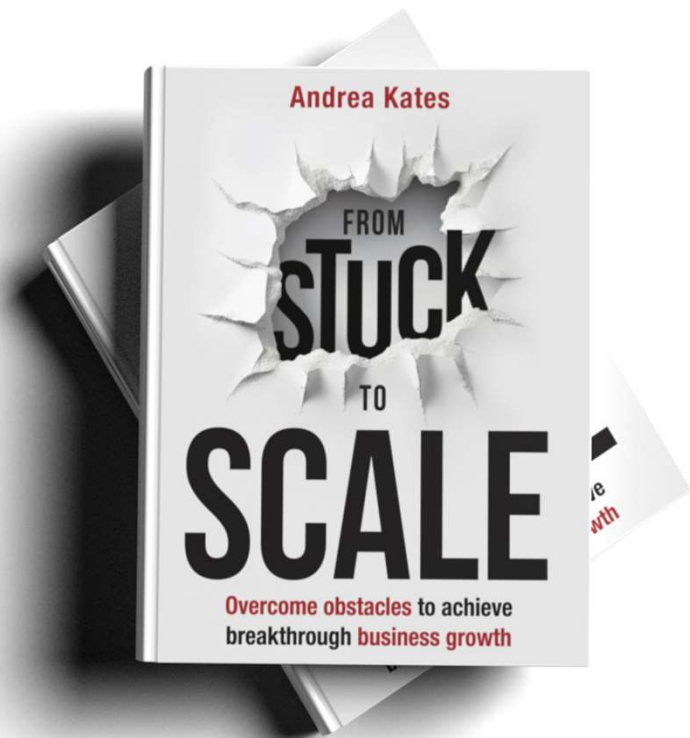
launched 2500 companies



**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*



# Transformational innovation

✓ An unprecedented era

□ Diagnostic lens

□ From Stuck to Scale

□ Blueprint to drive action

*from stuck to scale*

1 thing



**What's your idea for  
transformational  
innovation?**




# Transformational innovation

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

*from stuck to scale*



A close-up of a hand holding a small, dark, rectangular object between the thumb and index finger. The hand is positioned on the left side of the frame, with the palm facing the viewer. The background is a solid, light beige color.

# Hold up one hand

**YOUR LEFT HAND**  
Can't figure out what  
to do

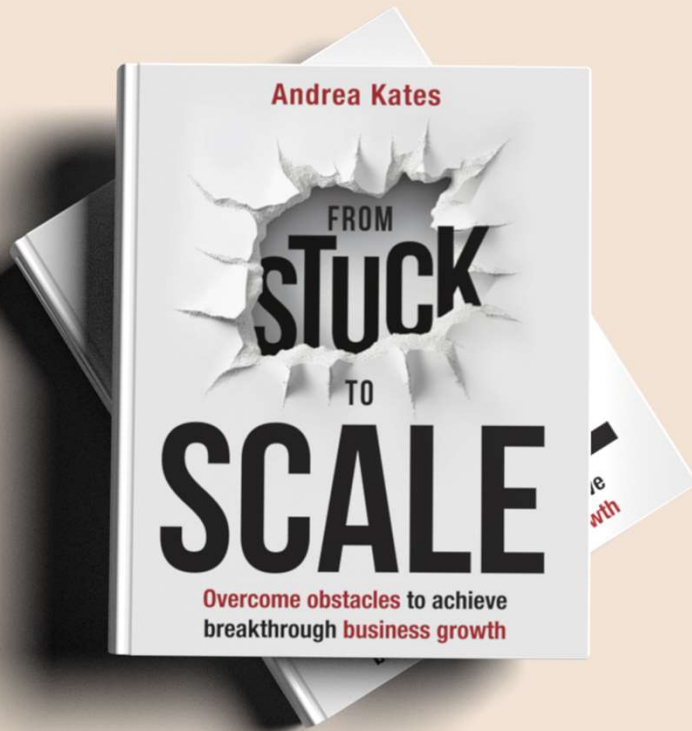
Andrea Kates

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A close-up of a hand holding a small, dark, rectangular object between the thumb and index finger. The hand is positioned on the right side of the frame, with the palm facing the viewer. The background is a solid, light beige color.

**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**

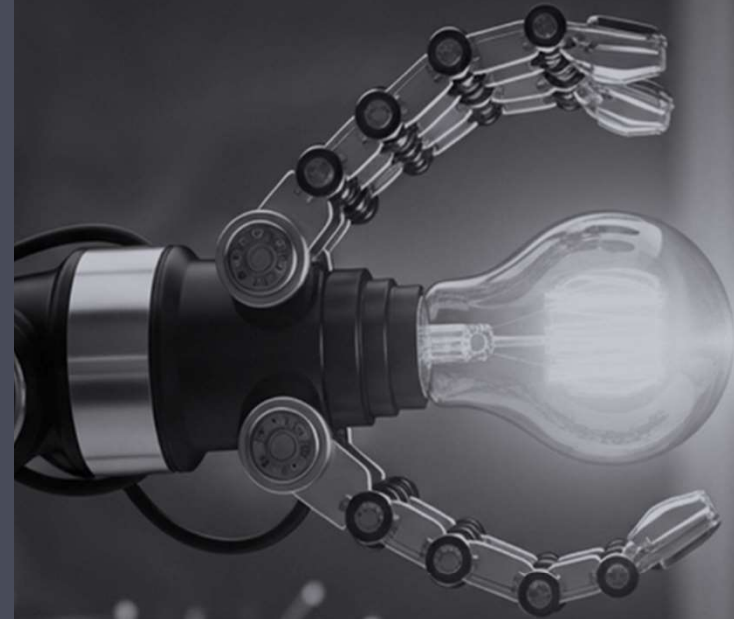
**Ecosystems + coalitions**

**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 subject to much different wind speeds (and

632562

578652

GENERATOR STATUS : Good

421289

394188

```
def mahalanobis=None, data=None, cov=None):
    """Compute the Mahalanobis Distance between x and the data
    x : vector or matrix of data with, say, 10 columns
    data : ndarray of the distribution from which the distance
    of each observation of x is to be computed
    cov : covariance matrix (p x p) of the data. If None, will be computed from data
    ret
    x_minus_mu = x - np.mean(data, axis=0)
    if not cov:
        cov = np.cov(data, data)
    inv_covmat = np.linalg.pinv(cov)
    left_term = (x_minus_mu.T * inv_covmat * x_minus_mu)
    mahal = np.sqrt(left_term)
    return mahal, x_minus_mu, T)
```

244586

8897



TOWER STRESS : Normal



982856 849844  
31545 15234  
274538 128325

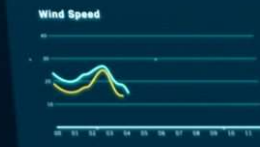
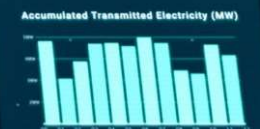
## TURBINE MODEL ANALYSIS



UNIT 01	TURBINE 01
UNIT 02	Model ID : A
UNIT 03	State
UNIT 04	Cap
	Produced : 0.4
	Target : 0.5 M



## ENERGY MONITORING



## BATTERY STORAGE SYSTEM



STATUS 99.1%  
ESS : 01  
COM : 72 33 552298  
TEMP : 54



STATUS 99.0%  
ESS : 03  
COM : 74 33 487928  
TEMP : 55

Energy Consumption / Charging rate





\$500mm





**Scout and convene**

**How to  
innovate at scale**





# Black & Veatch's 2025 Innovation Accelerator

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KEWAZO





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



0 ft forward

1

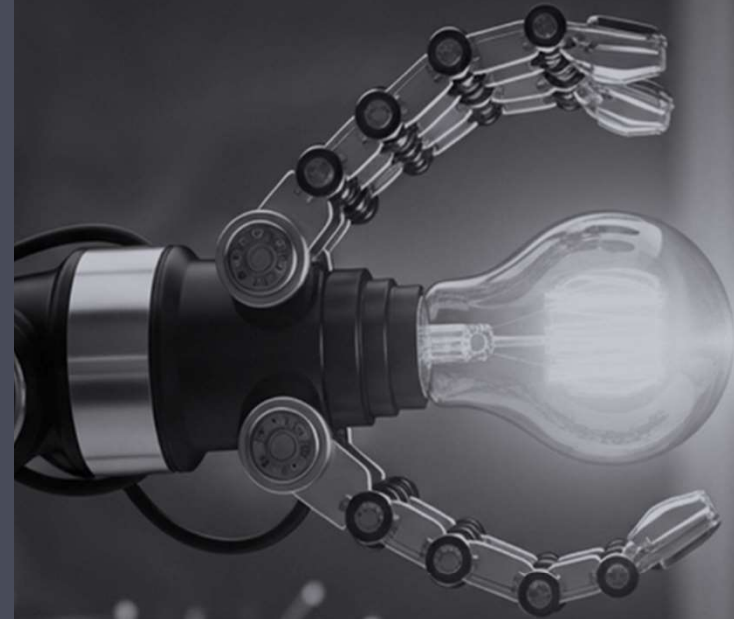
Rotate valve





**Emerging needs**

**How to  
innovate at scale**







***Cargill***<sup>TM</sup>

15 million litres



Used cooking oil to  
biodiesel



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# Industrial AI Platform

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

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



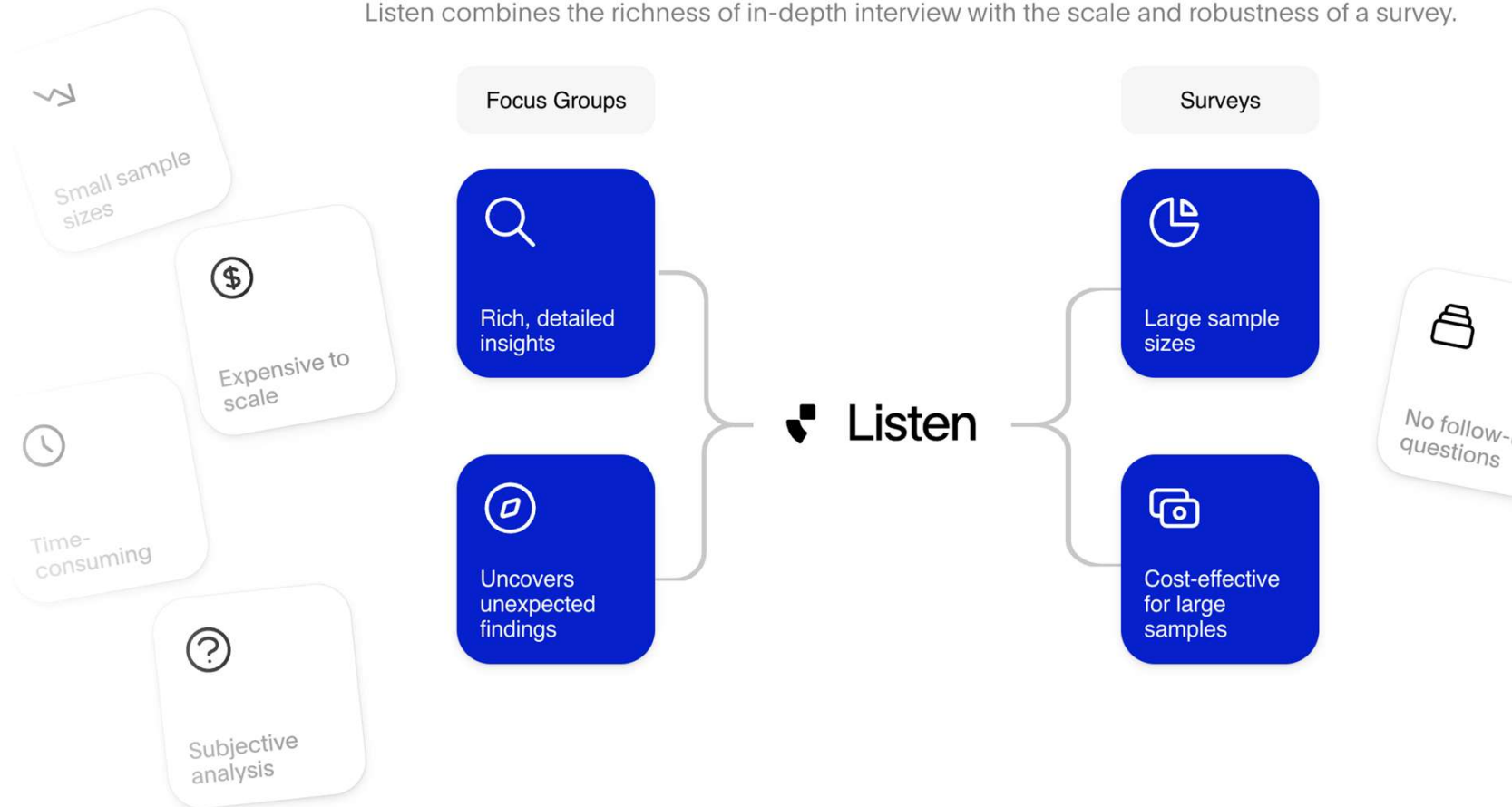


# Listen

rs 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**







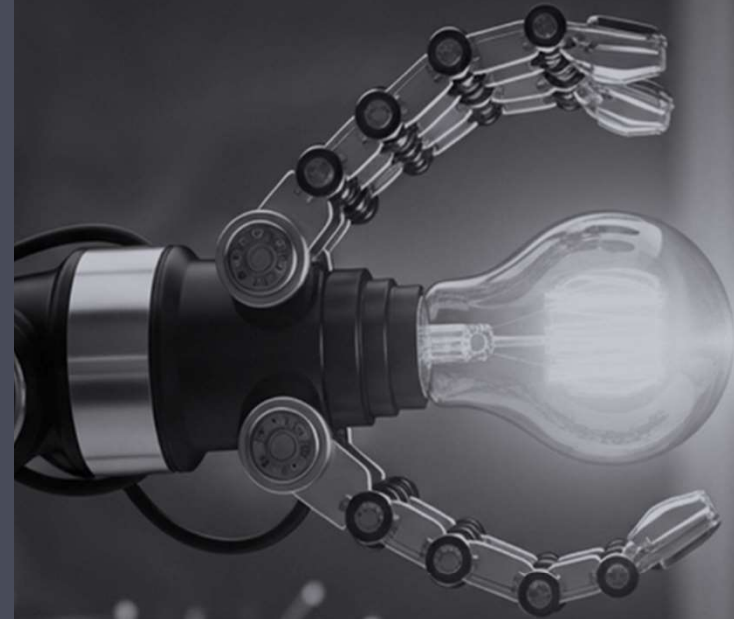


Transform mining waste  
into eco-friendly bricks



**Talent mindset**

**How to  
innovate at scale**









# Vibe Coding Hackathon



Innovation mindset: Botswana

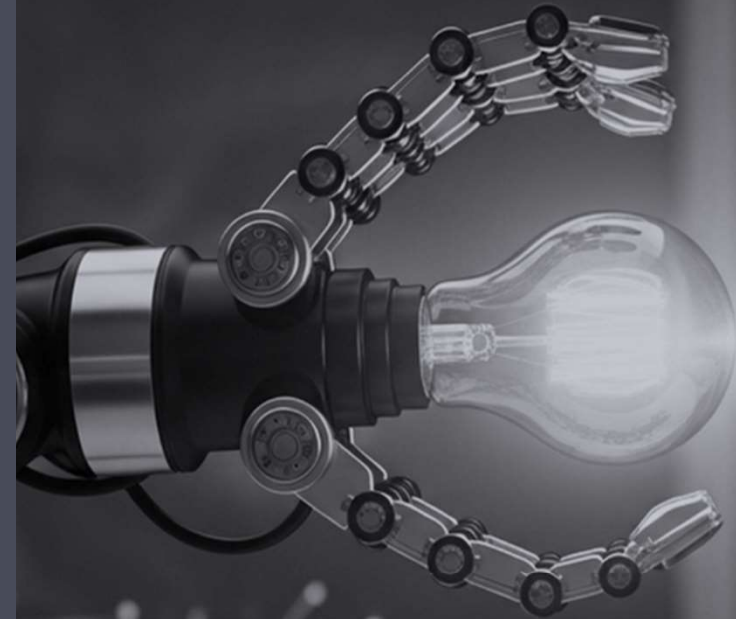


# Innovation mindset: Uzbekistan





**How to  
innovate at scale**



**Ecosystems + coalitions**



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





~~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?

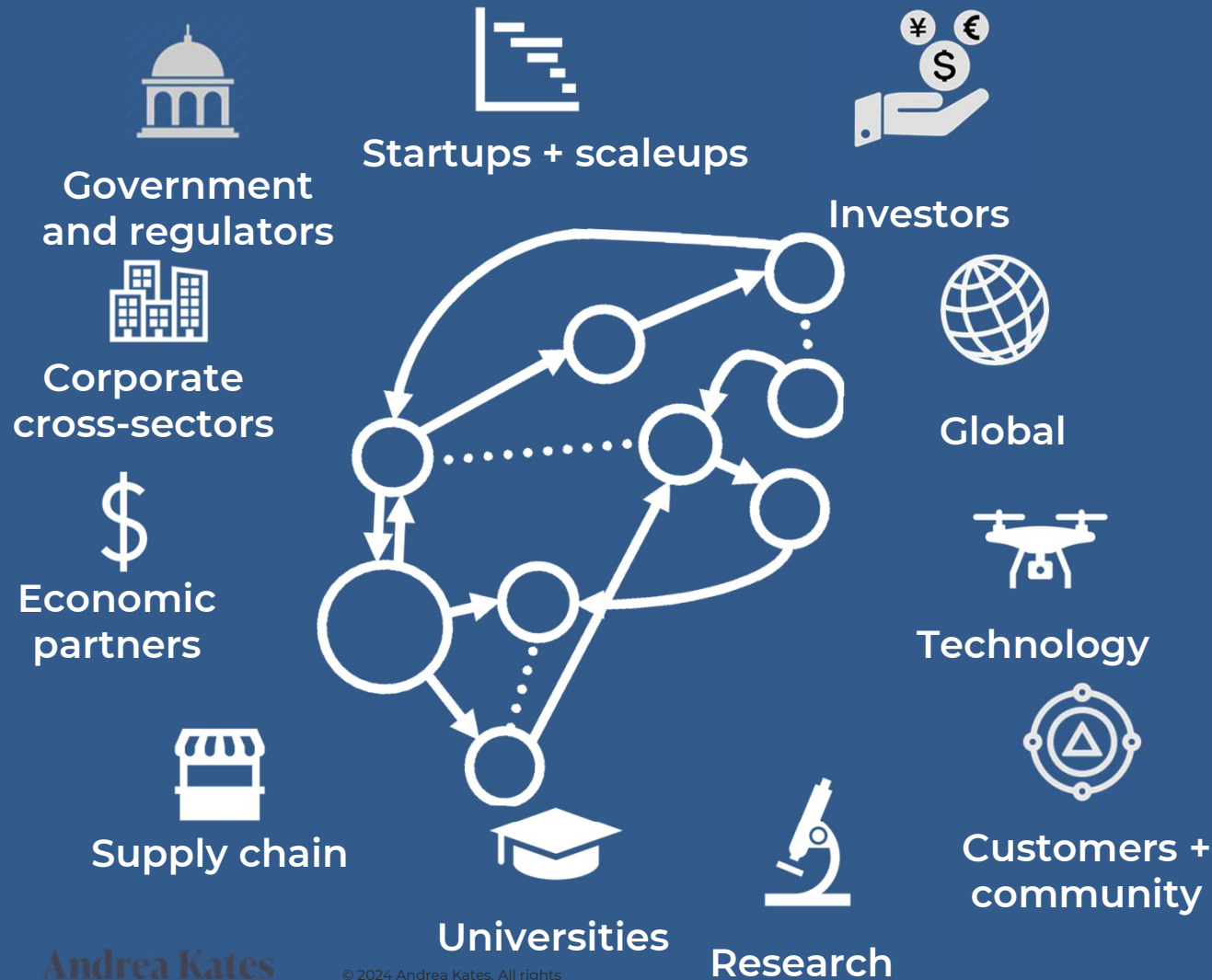




Mindset

outside of our 4  
walls

outside of our  
industry



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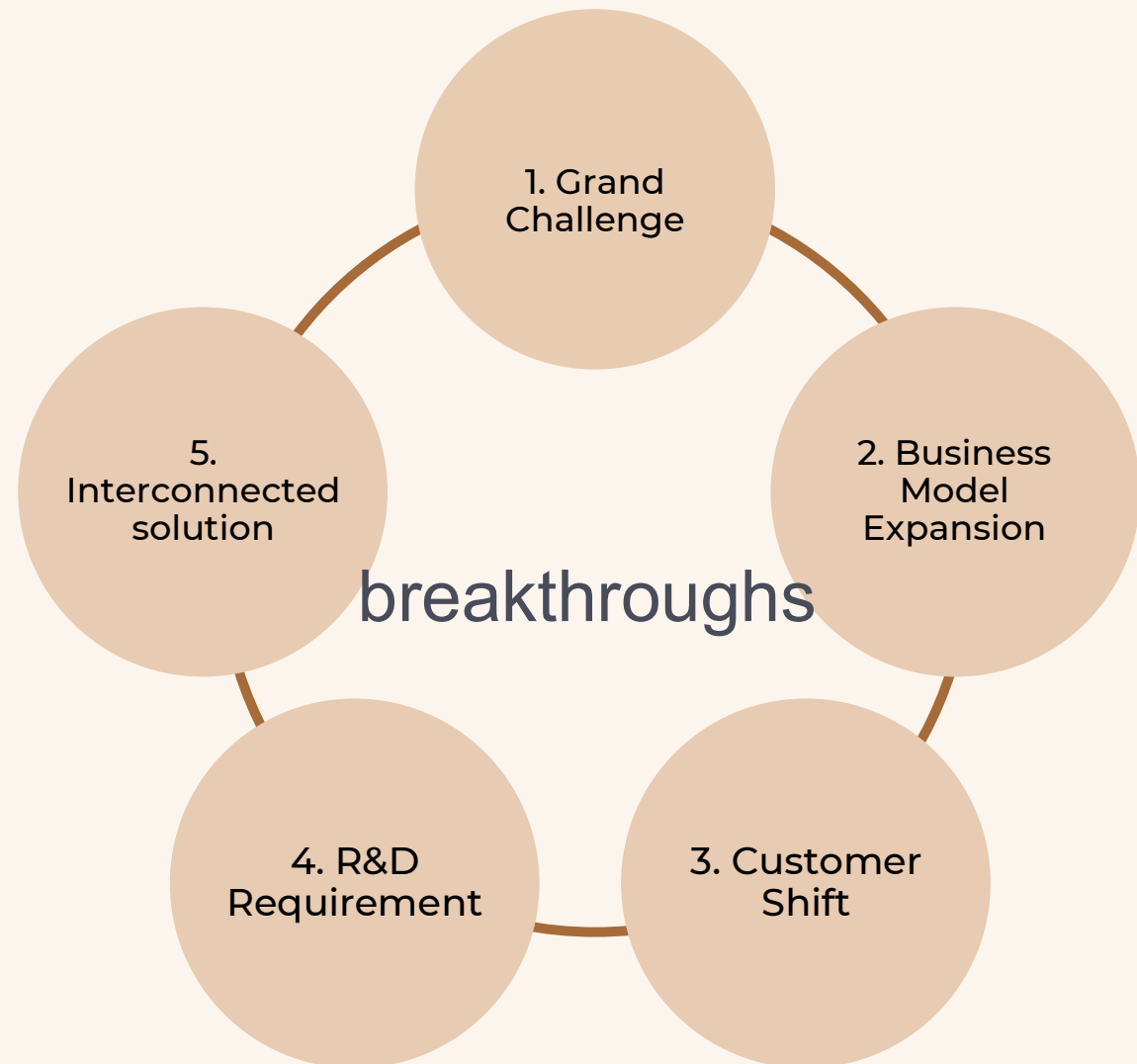
. Grand Challenge

. Business Model  
Expansion

. Consumer shift

. R&D Requirement

. Interconnected  
Solution



**Tech leapfrog**

**Scout and convene**

**Emerging needs**

**Wicked problems**

**Talent mindset**

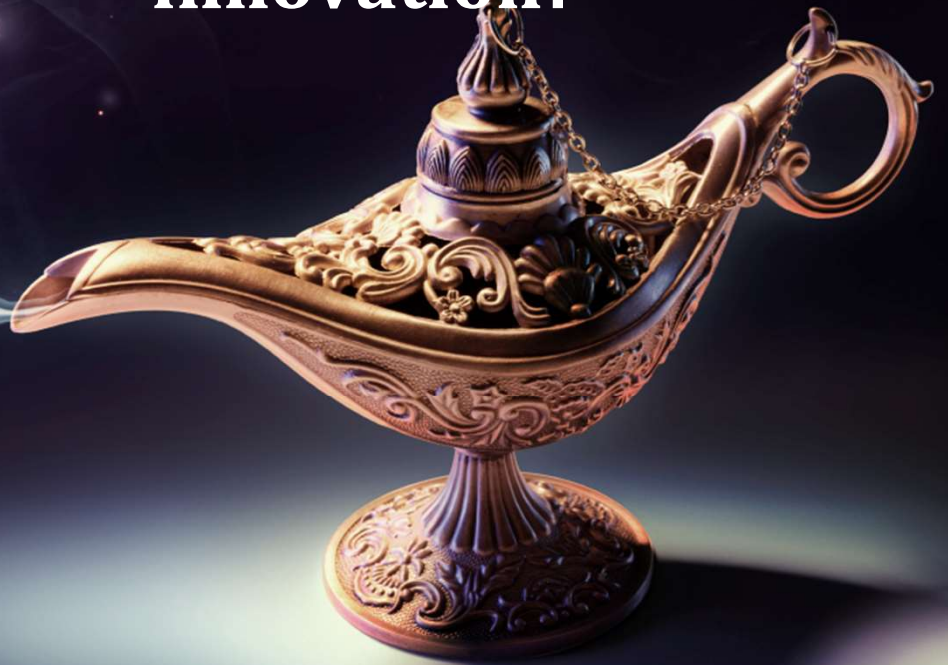
**Ecosystems + coalitions**

**How to  
innovate at scale**





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

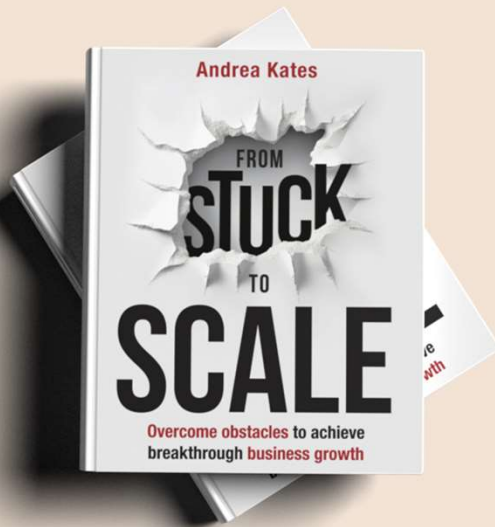


# Transformational innovation

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

*from stuck to scale*

# From Stuck to Scale



**Andrea Kates**

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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



quick

1. Envision

2. Expand

3. Build

4. Engage

5. Activate



# Transformational innovation

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

*from stuck to scale*



4. Engage

5. Activate



**RIGHT**

**YOUR RIGHT HAND**  
**Can't get people**  
**to do it**

**Andrea Kates**

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WHERE WE GET **STUCK**

Envision

Expand

Build

Engage

Activate

## 4. Engage

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## 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**

HR, Sales, Marketing,  
Customer insights  
People from other  
industries, Government

**B. Broader thinking**

Future trends,  
Emerging tech,  
Emerging demand,  
Global innovation

**C. Logistics**

Operations, Legal,  
Quality,  
Manufacturing,  
Regulatory


**D. Data & Tech**

R&D, Finance,  
Technology,  
AI/Analytics, Policy

Make each  
person a hero  
of their own  
story.





A high-angle, wide shot of a large crowd of people walking on a beach towards the ocean at sunset. The people are small figures, mostly in silhouette, moving from the foreground towards the horizon. The sky is a warm, golden-orange color, and the ocean is visible in the distance. One person stands out in the distance, facing away from the camera and towards the ocean.

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







ditch the  
elevator pitch



WHERE WE GET **STUCK**

Envision

Expand

Build

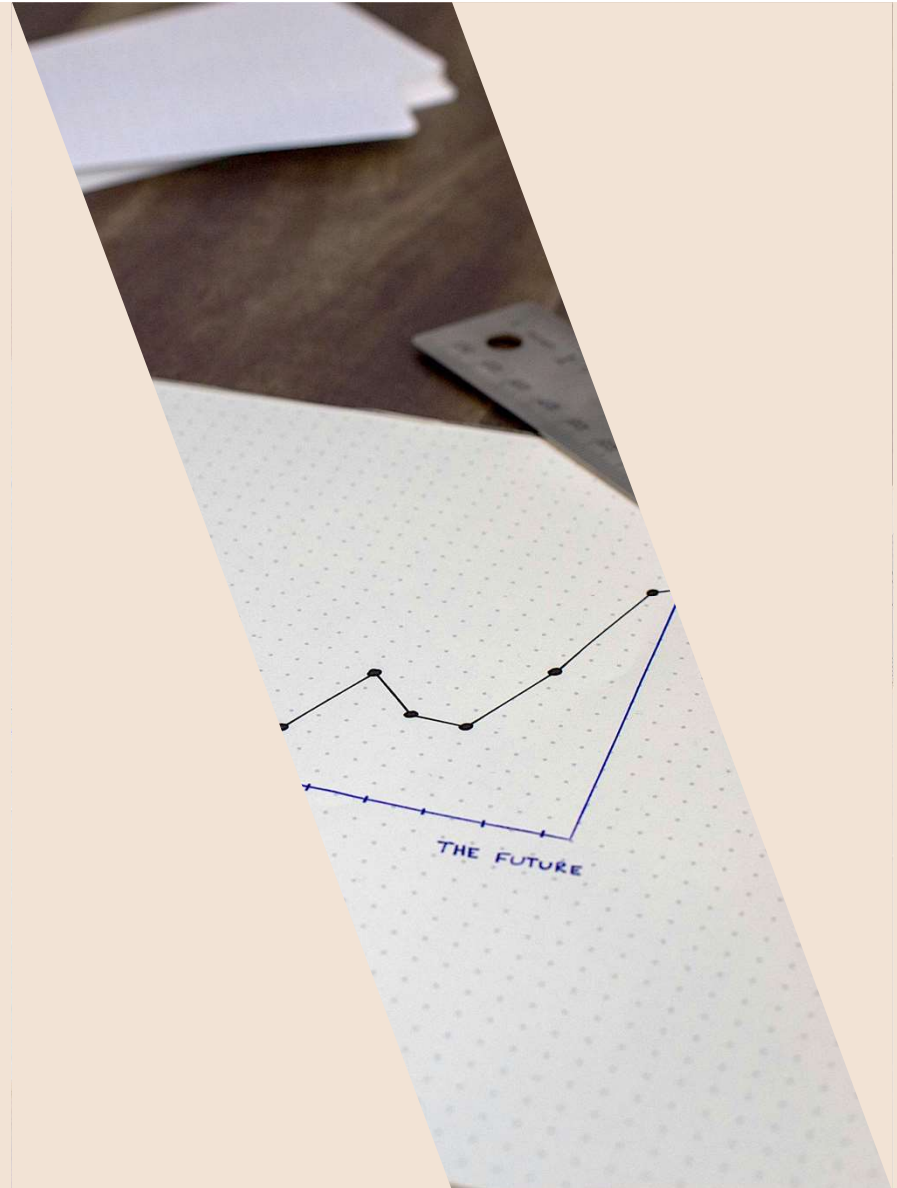
Engage

Activate

## 5. Activate

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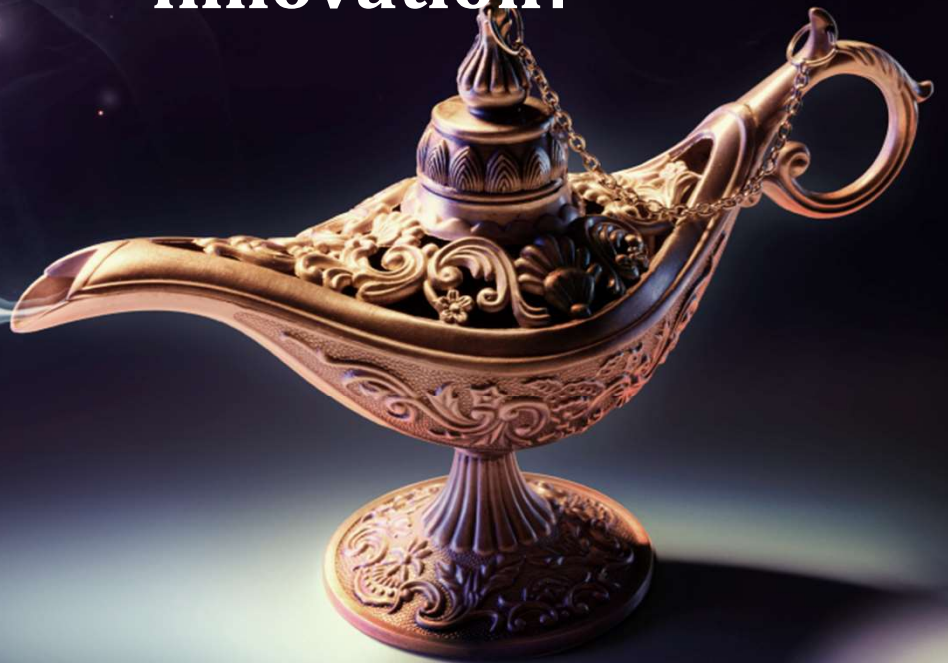




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**Round #3: Now, what's your  
expanded idea for  
transformational  
innovation?**



## Innovate at scale

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

**Andrea Kates**





## ENVISION I TOOL

### NOW / NEXT

#### A. NOW

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#### B. NEXT

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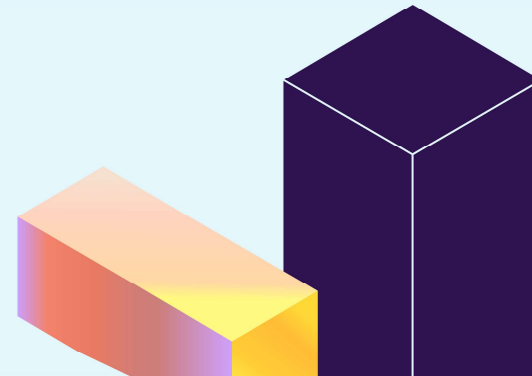
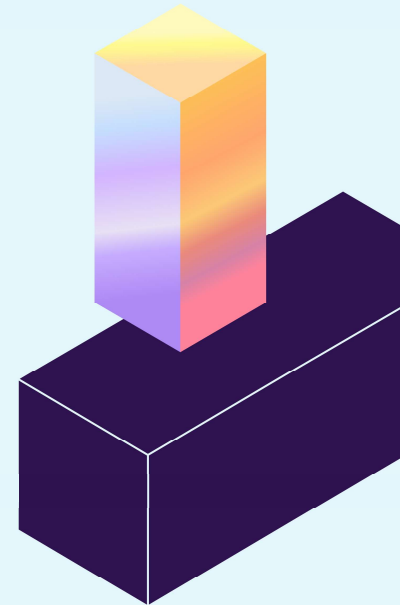
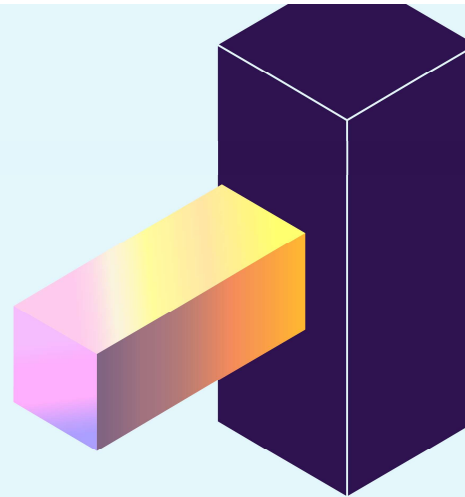
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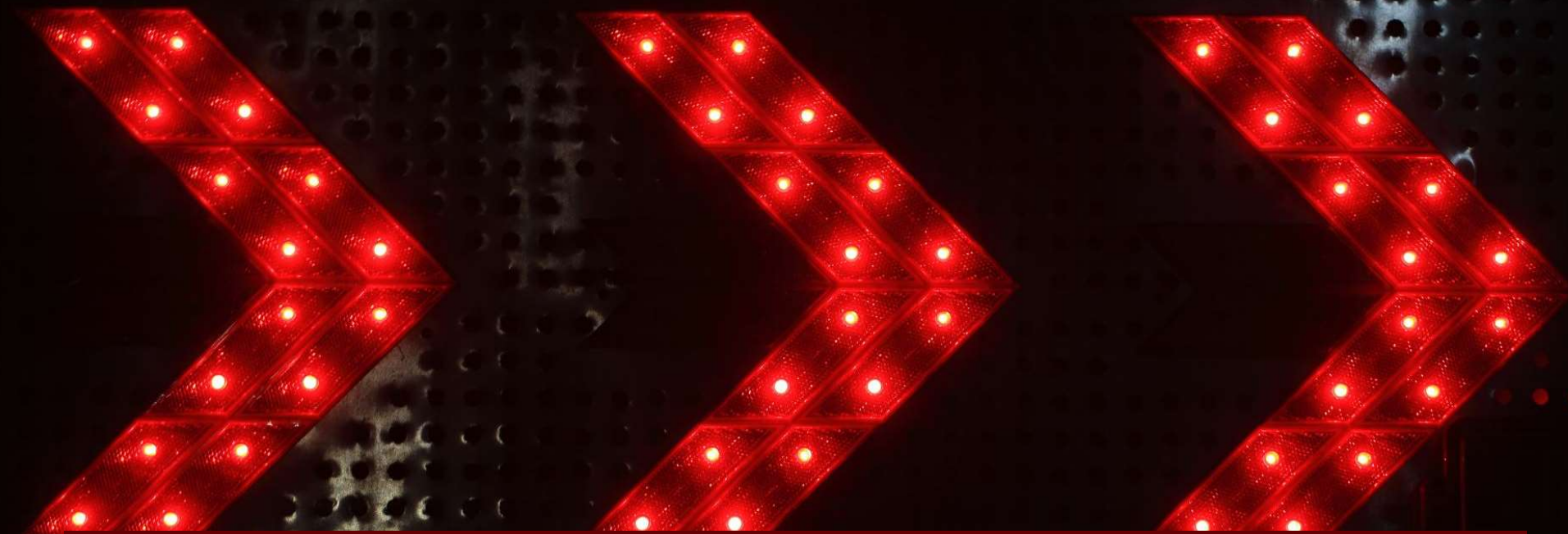
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# End of part one

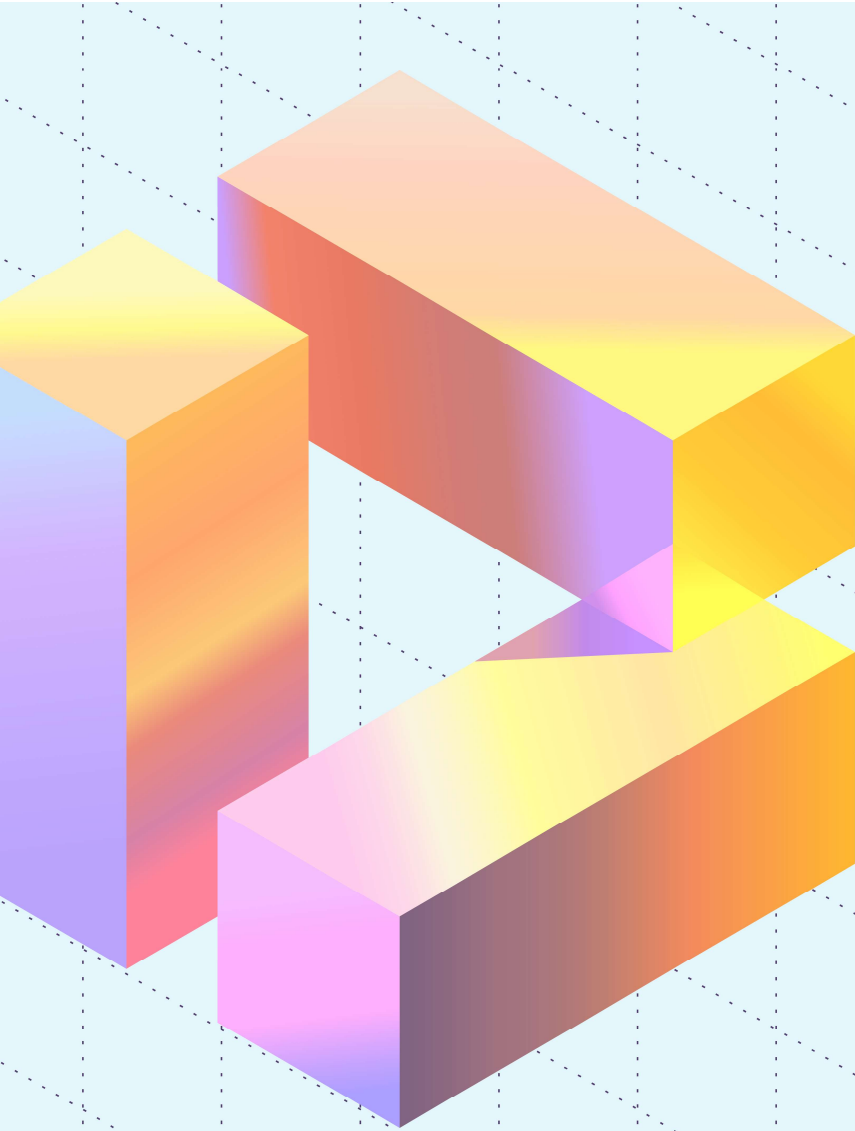
We'll finish the blueprint after the facilitated session with Michael Holman





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





— IRI 2025 —

# INNOVATING THE FUTURE

Wrap up: Support and Action





taking the  
helm isn't  
enough



Part 2: Support and action



## ENVISION I TOOL NOW / NEXT

### A. NOW

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### B. NEXT

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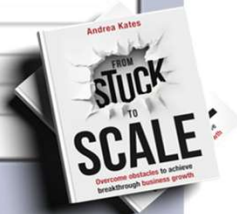
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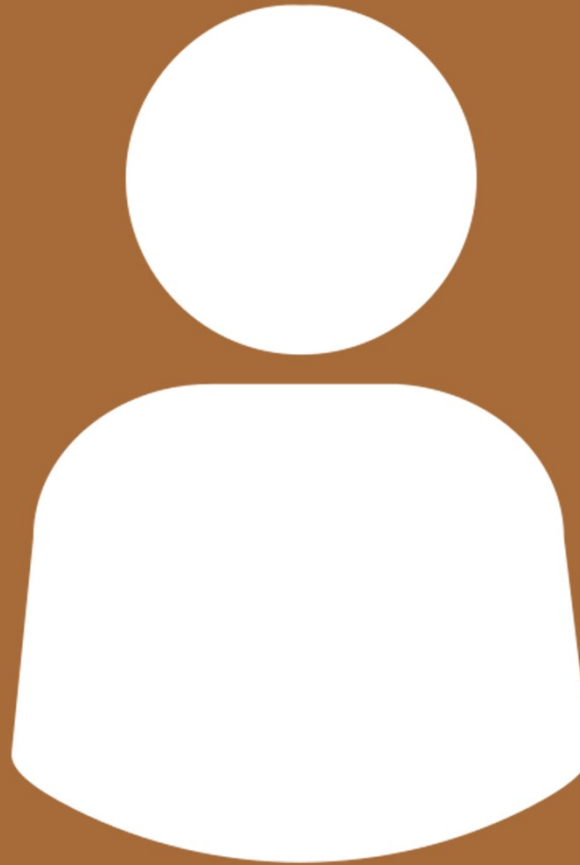
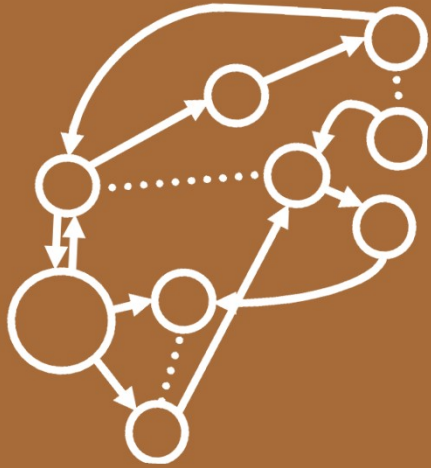
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Take this idea forward



**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**

HR, Sales, Marketing,  
Customer insights  
People from other  
industries, Government

**B. Broader thinking**

Future trends,  
Emerging tech,  
Emerging demand,  
Global innovation

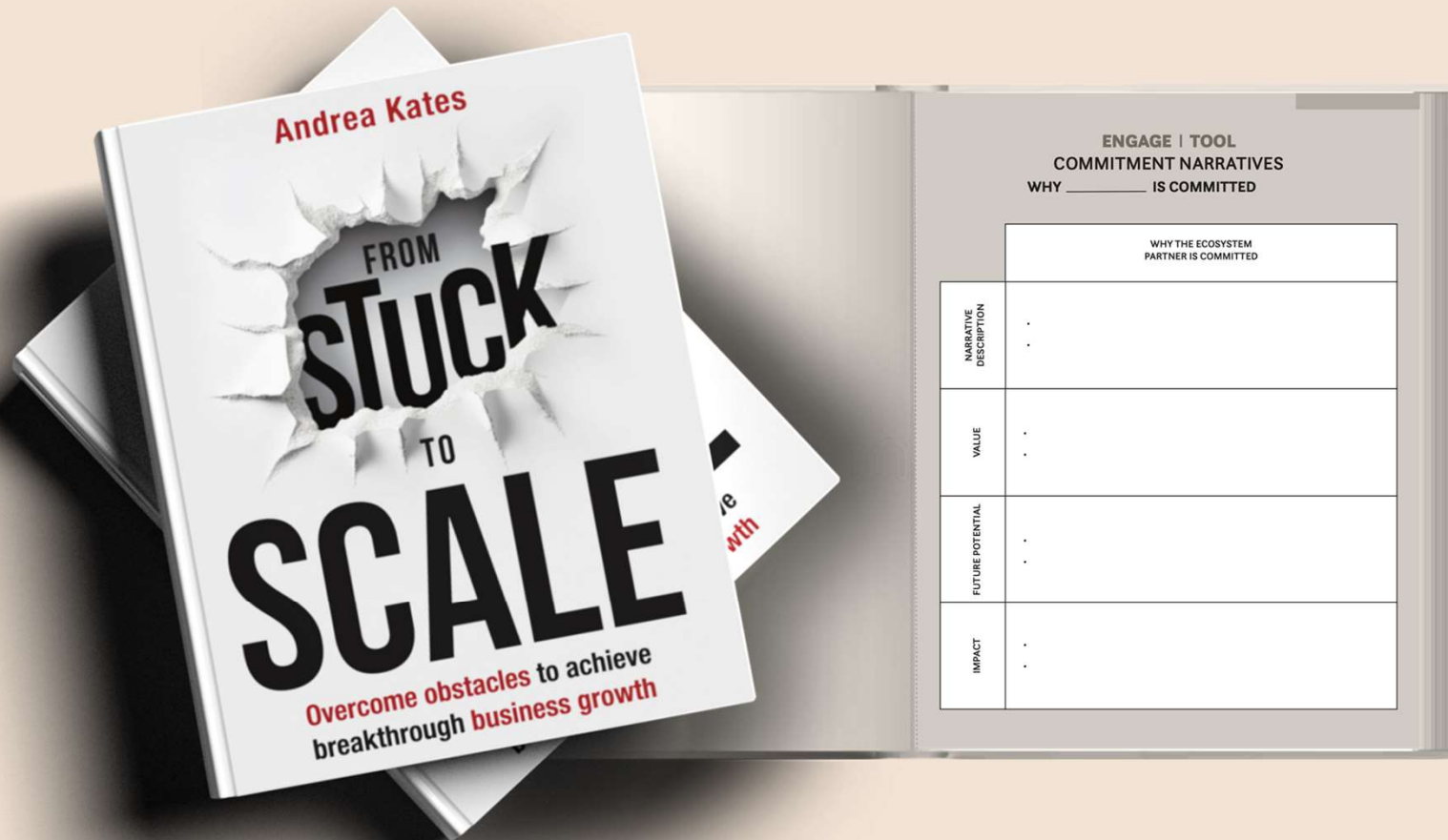
**C. Logistics**

Operations, Legal,  
Quality,  
Manufacturing,  
Regulatory

**D. Data & Tech**

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	<ul style="list-style-type: none"><li>•</li><li>•</li></ul>
VALUE	<ul style="list-style-type: none"><li>•</li><li>•</li></ul>
FUTURE POTENTIAL	<ul style="list-style-type: none"><li>•</li><li>•</li></ul>
IMPACT	<ul style="list-style-type: none"><li>•</li><li>•</li></ul>







**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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A dramatic image of a space shuttle launching. The shuttle is positioned vertically in the center, ascending into a dark sky. A bright, intense orange and yellow flame trail extends from the base of the shuttle, surrounded by a massive, billowing cloud of white and grey smoke that spreads out horizontally. The scene is backlit by the shuttle's engines, creating a strong glow and lens flare effects.

...into real impact



 [linkedin.com/in/andreakates](https://www.linkedin.com/in/andreakates)

