

The background features a dark blue field with a faint, light blue grid of dashed lines. Overlaid on this are several 3D rectangular blocks of varying sizes and orientations. These blocks are rendered with a vibrant color gradient, transitioning from a deep purple on one side to a bright yellow on the other, creating a sense of depth and modernity.

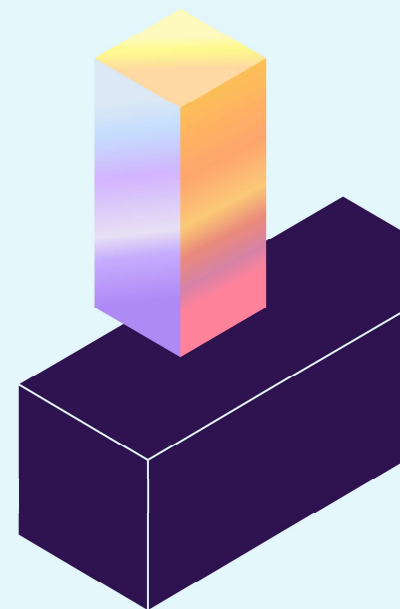
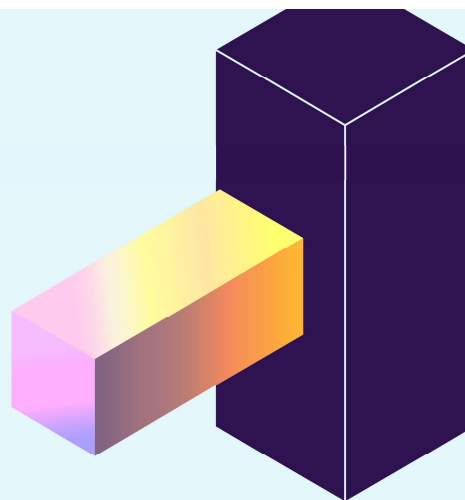
IRI 2025

# INNOVATING THE FUTURE

Facilitated Session

# Spotting Rough Seas—and How You'll Get Through Them

Michael Holman  
Senior Content Director, IRI



# Getting ready to use the framework

**Now**

**Next**

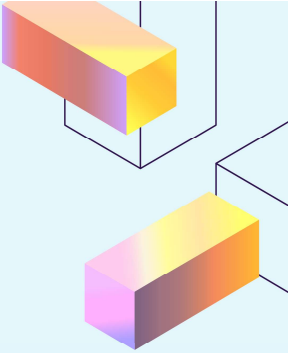
# Getting ready to use the framework

**Where you are  
today as a  
company**

**How  
innovation  
can drive  
future  
success**

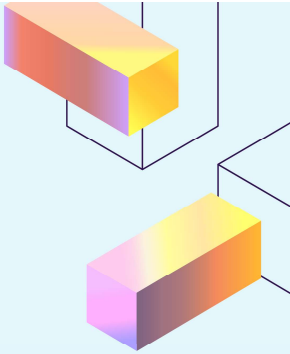
# Lenses for NOW

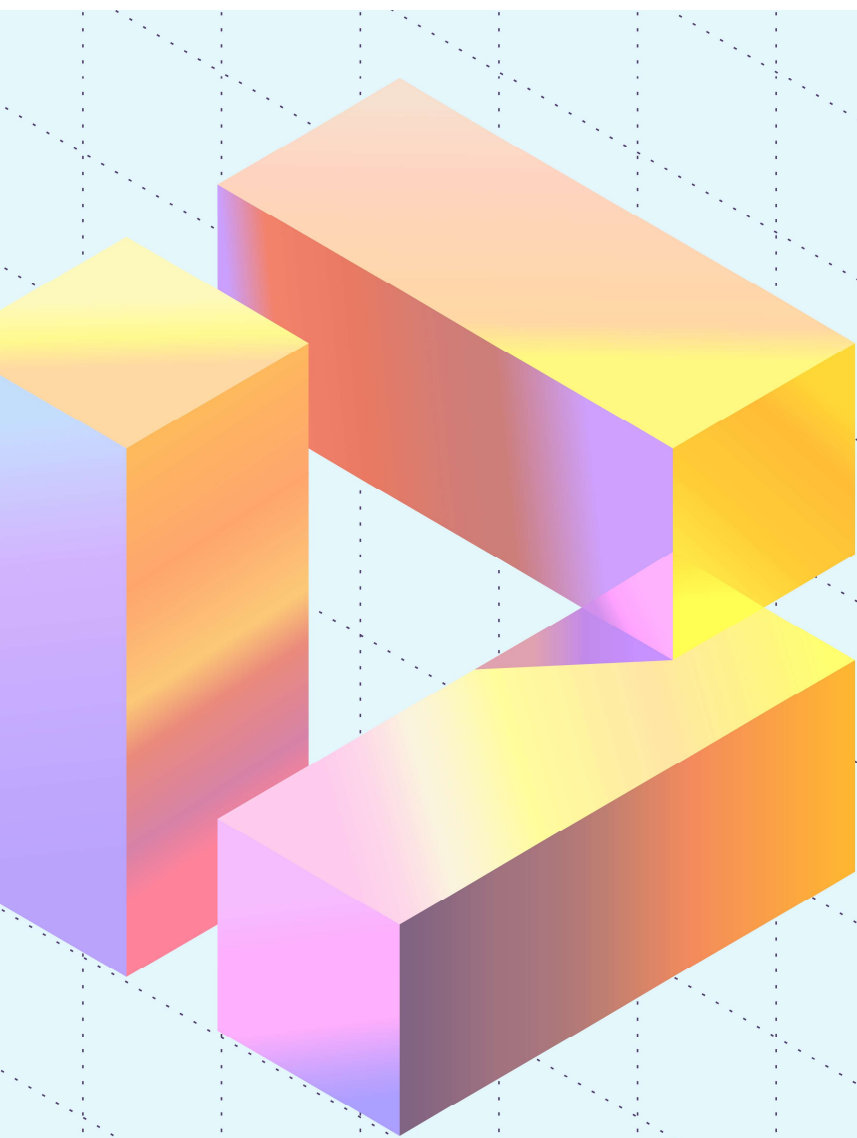
- What **shifts in the market** do you observe?
- Which **technologies** would you like to leverage?
- Which **people/workforce** issues do you want to address?



# Lenses for NEXT

- What **trends** can tap into to drive growth?
- How might you rethink your strategy to be more **resilient**?
- How can you unlock **transformational** innovations, not just incremental advances?





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