

Mini Case Study: Servicios Selther, running an Innovation Programme
Key Words: Creativity, idea generation, innovation measurement, project management

The Brief

“To reinvent the company in order for the customer to recognise us as an organisation where ideas and imagination flow.”

The company recognised that its own future lay beyond the current boundaries of its industrial sector and national frontier. The programme needed to examine what was possible and then generate concrete results, laying foundations for the future.

Running The Innovation Programme



Initially, two activities were carried out in parallel. The first was an appraisal of the company’s ability to innovate using The Innovation Toolkit. Secondly, a group of individuals from across the organisation were released from their everyday jobs and moved to ‘The House of Ideas’. Here they were introduced to new ways of thinking and given time and resources to carry out research and prototyping. The whole programme was constrained within strict timescales – within 8 weeks from the start there were to be at least 2 product prototypes that were capable of being manufactured.

The Results

The plot to the right shows the overall ability of the company to innovate. The results were compiled into a comprehensive report showing areas of strength, possible ‘quick wins’ and areas for development. This was used as a basis to create an action plan for ongoing development work.

At the end of the 8 week period, around 1500 or so ideas had been generated and evaluated, with 150 being thought worthwhile to record in detail. There were a total of 14 concrete product ideas, and over 20 ideas for marketing and services. Prototypes were produced and less than 6 months after the programme began 4 new products were revealed to customers and distributors. The innovation work is ongoing but 4 new products have already been launched into the marketplace.

