

You can kill an idea, but you can't
kill an opportunity!

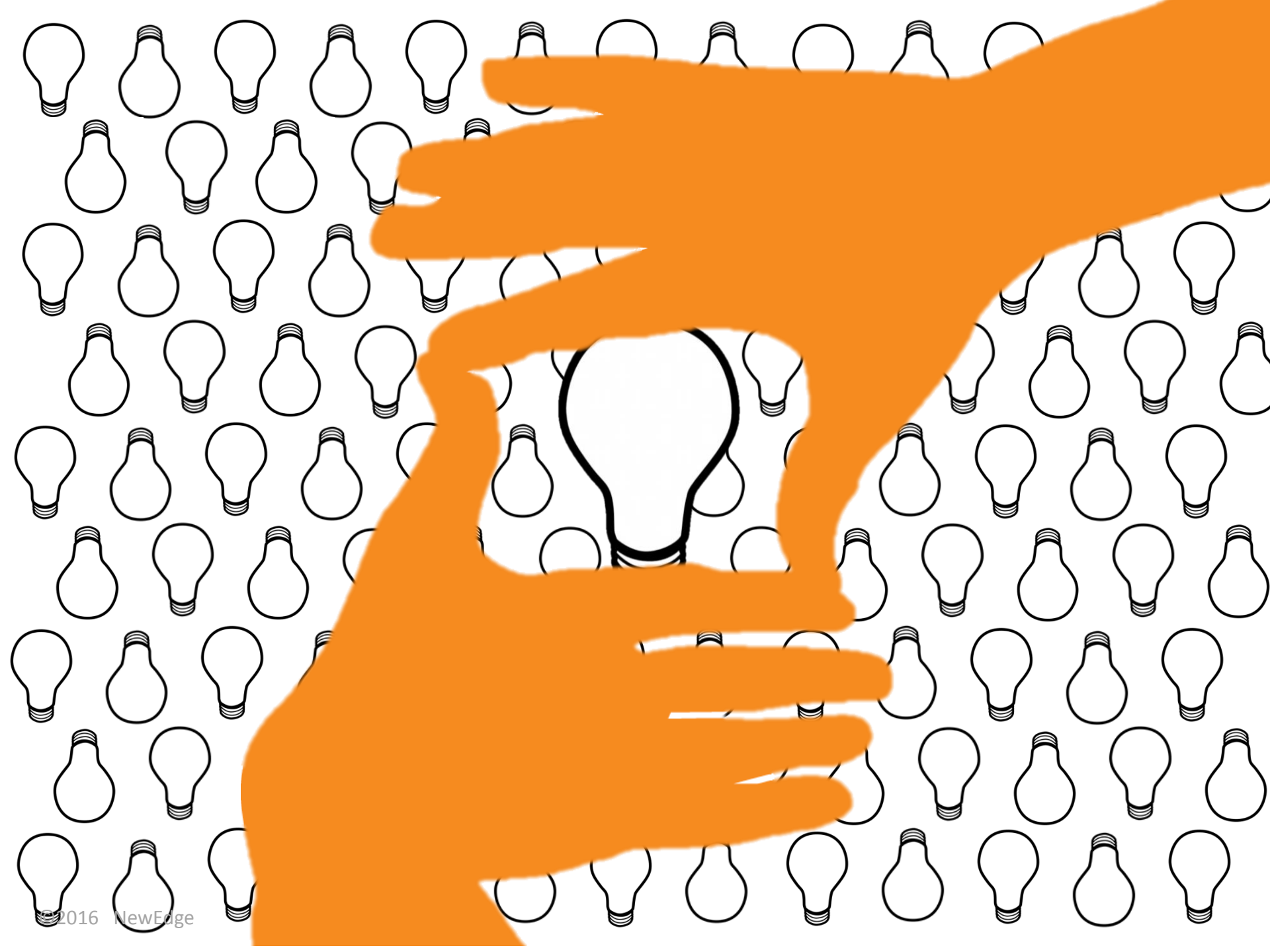
Driving Growth Through
Opportunity ThinkingSM

Pam Henderson, PhD, CEO

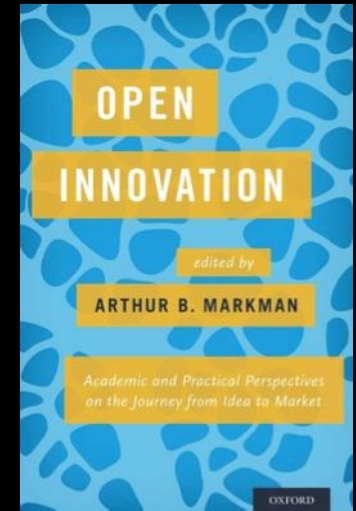


- Boutique firm: Growth from Opportunity Thinking
- Founded 2002: Dr. Pam Henderson, Carnegie Mellon University
- Global work: Asia, Australia, Europe, Africa and the Americas
- Staff: Professionals from business and creative disciplines
- Ecosystem: 4000+ members providing subject matter expertise
- Location: West coast, 10,000 sq. ft. Opportunity Brewery

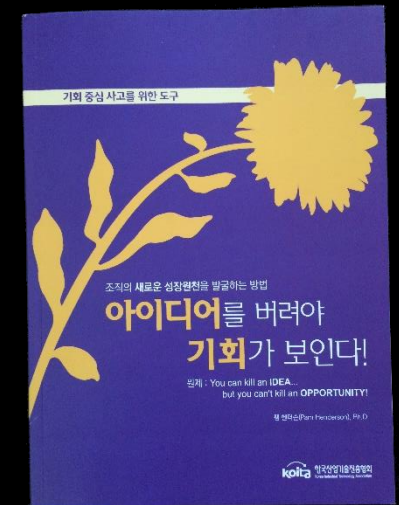








- Third printing
- Translated into Chinese and Korean
- Cited in other business books
- Listed as top business book in US and China



Opportunity Thinking Principles

1. Idea vs. Opportunity
2. Opportunity Formula
3. Six Sources of Opportunity
4. Opportunity Middleware

So...What is Opportunity?

1. Idea vs. Opportunity
2. Opportunity Formula
3. Six Sources of Opportunity
4. Opportunity Middleware



An idea is like a koi fish...

Opportunity is the pond...

*If you want a
BIG fish...
find a BIG pond!*

*If you want a
BIG idea...
find a BIG opportunity!*

Idea vs. Opportunity





Larger Opportunity

Engaging a younger audience in the brand and decorating with color

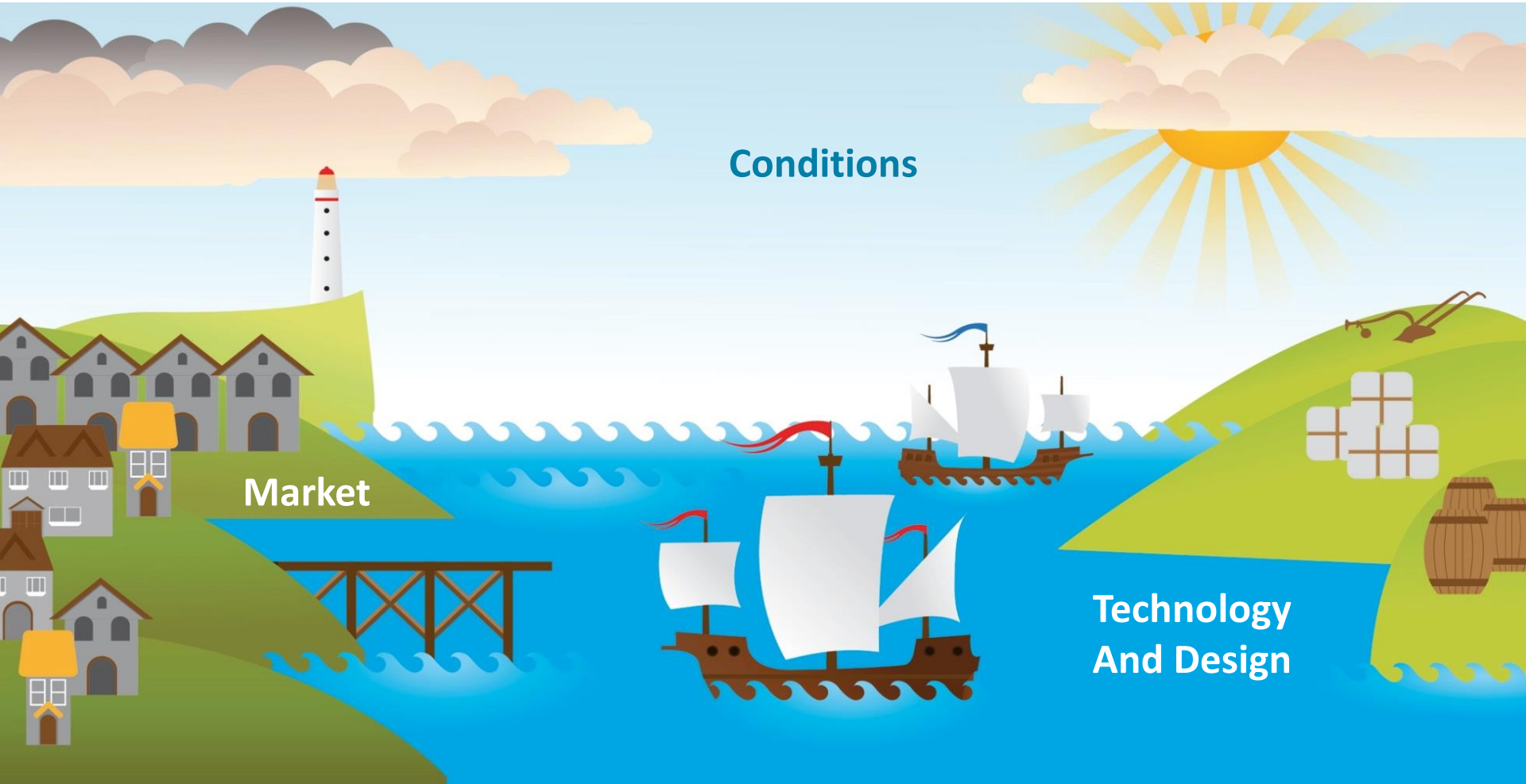


Defining Opportunity

1. Idea vs. Opportunity
- 2. Opportunity Formula**
3. Six Sources of Opportunity
4. Opportunity Middleware

op·por·tu·ni·ty

Latin – ob portu (1375-1425)





Opportunity Formula =

Need

+

Value

+

Conditions

Need



Value



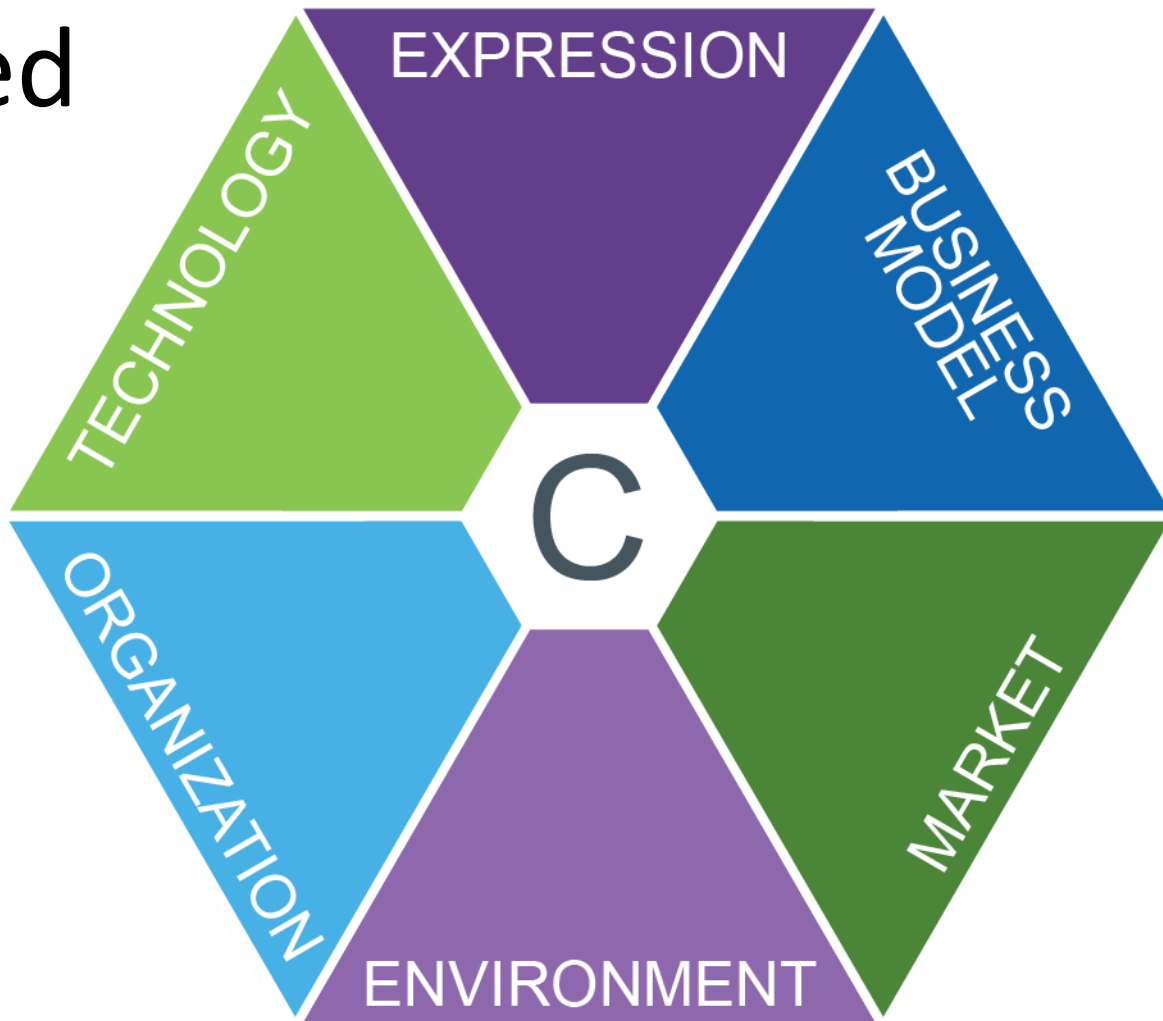
Conditions in 1975



Opportunity requires the whole organization

1. Idea vs. Opportunity
2. Opportunity Formula
3. Six Sources of Opportunity
4. Opportunity Middleware

Need



Value

Conditions

EASTMAN



JZ3V20



JZ3V27



JZ3V29



JZ0221



JZ0703



JZ3001



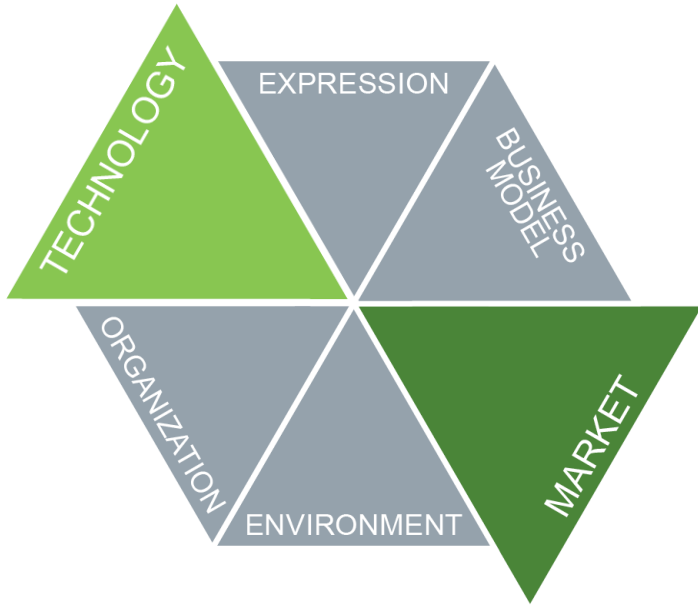
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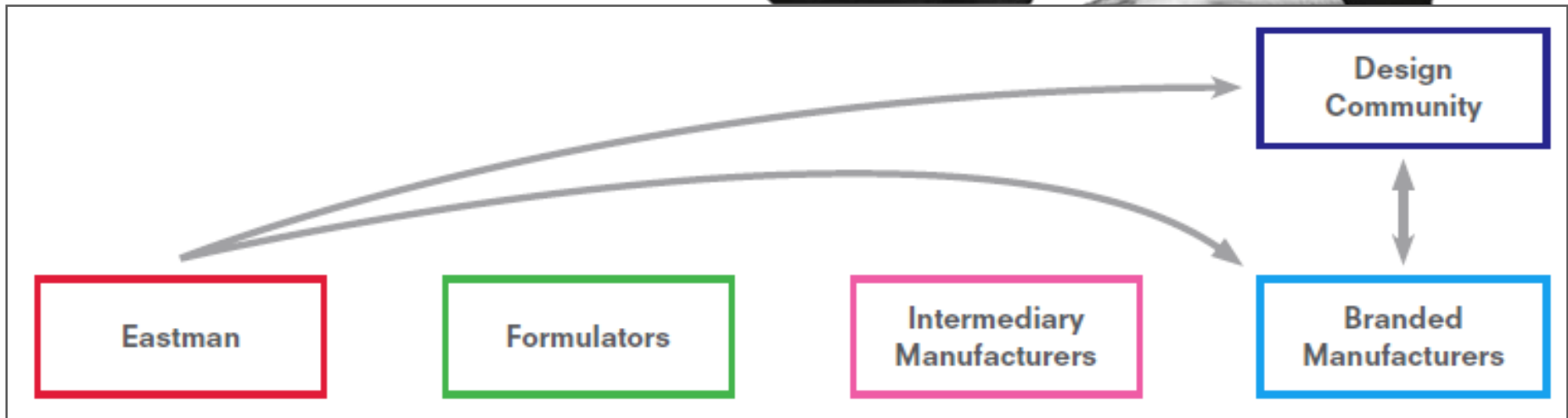
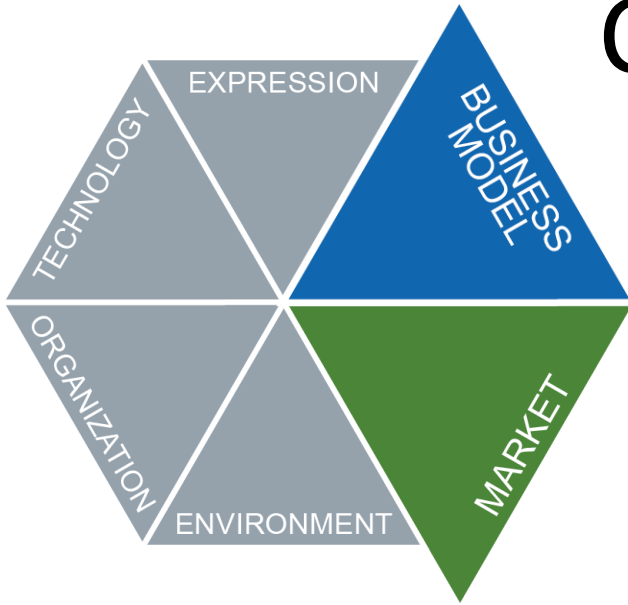
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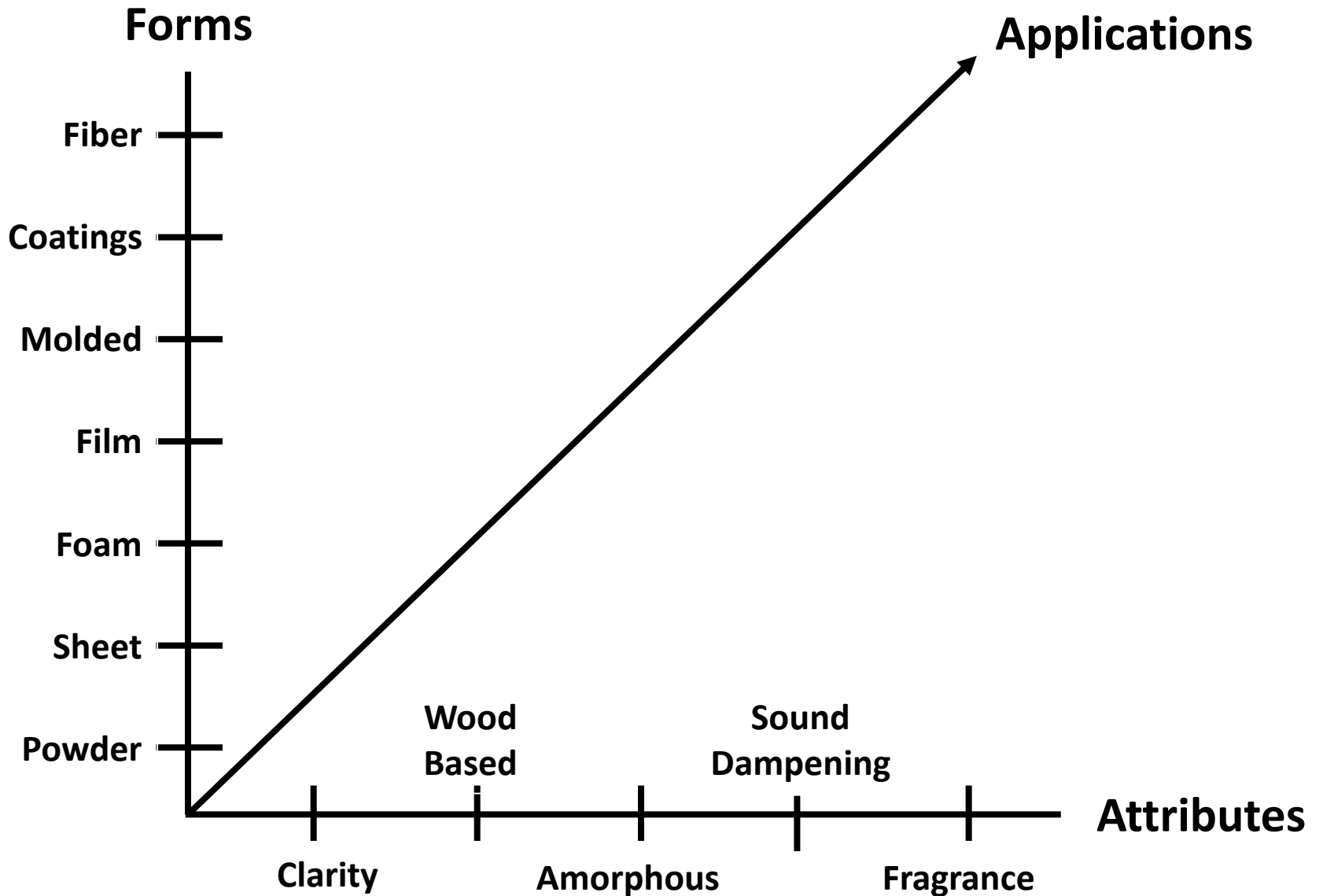
Conditions



Conditions



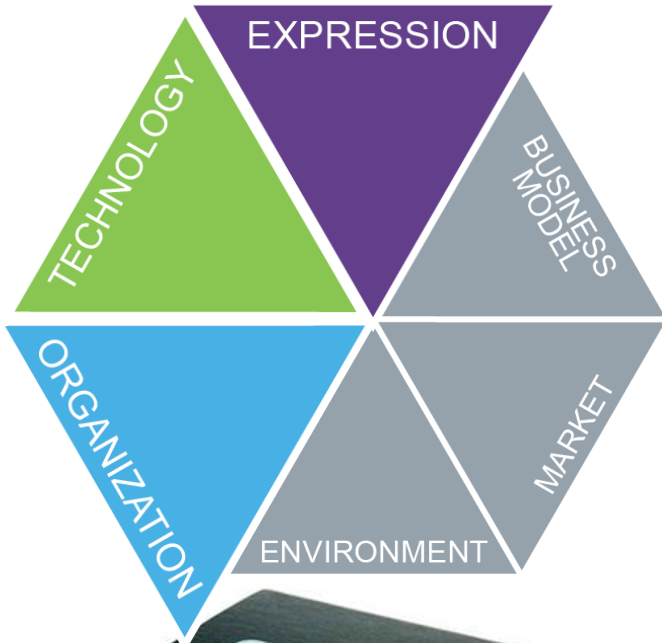
Value



Needs



Stretching Opportunity



☑ DEVICES

material difference™



Y: TOUGHNESS

X: CLARITY

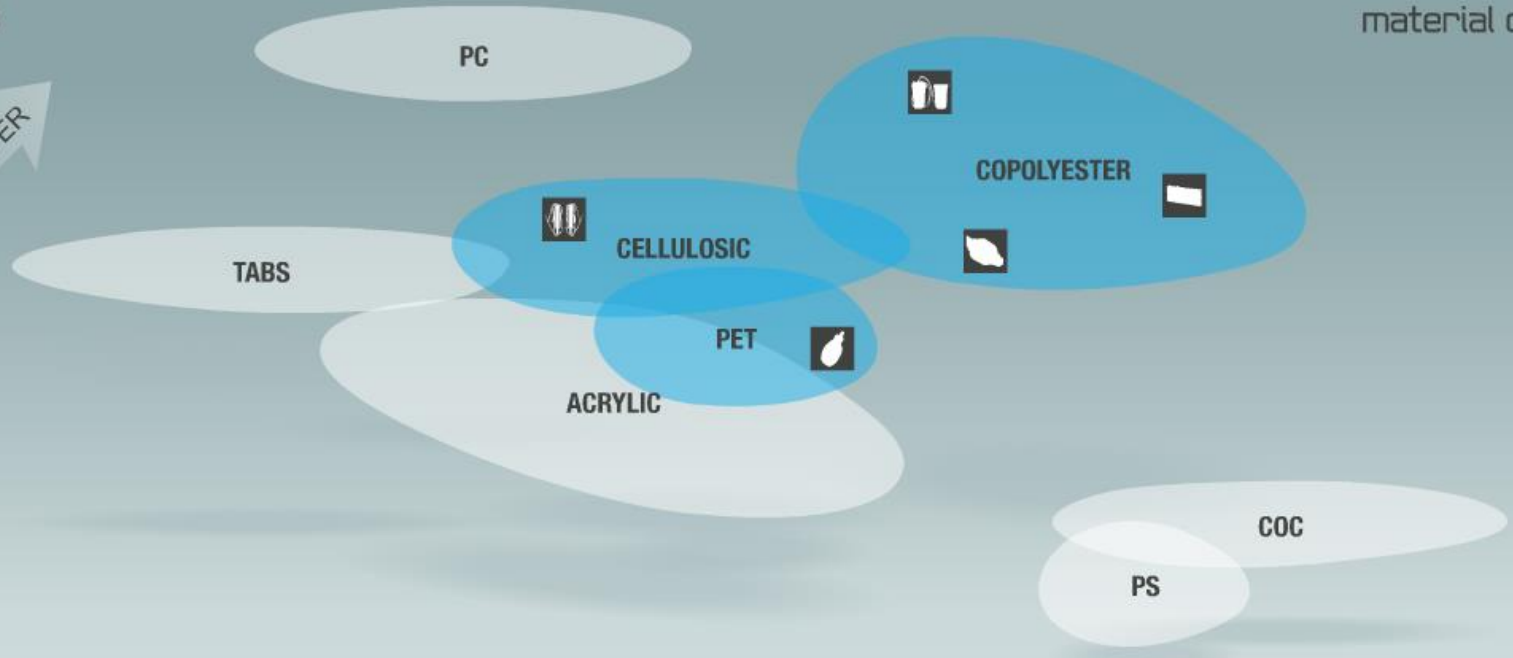


CHART SHOWS | TOUGHNESS OVER CLARITY

SELECT A MARKET ▲

CHANGE Y AXIS ▲

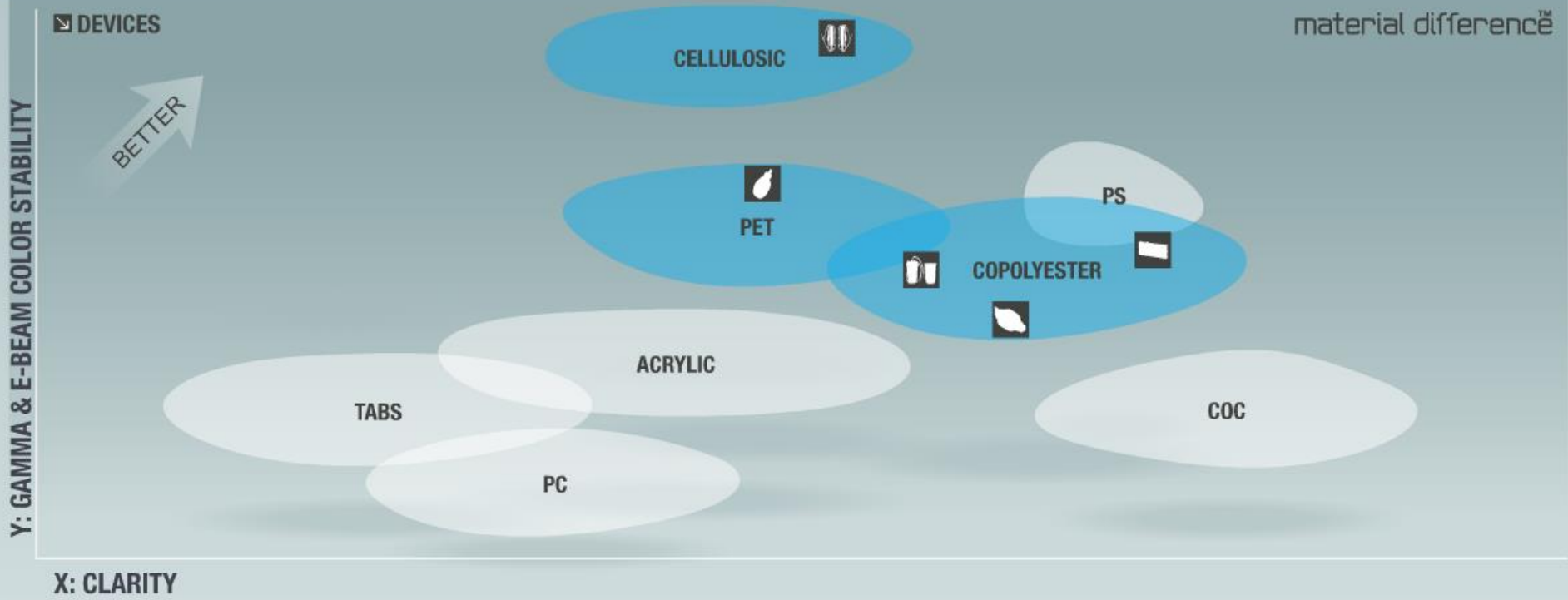
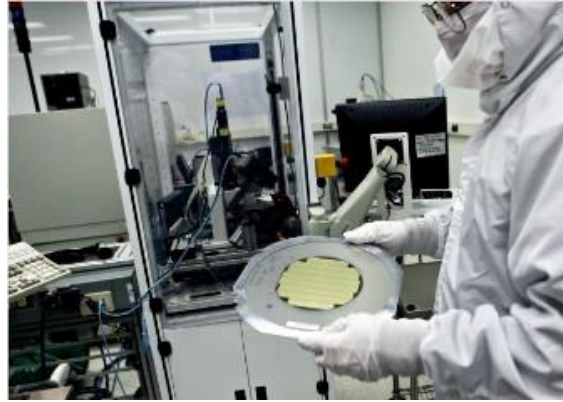
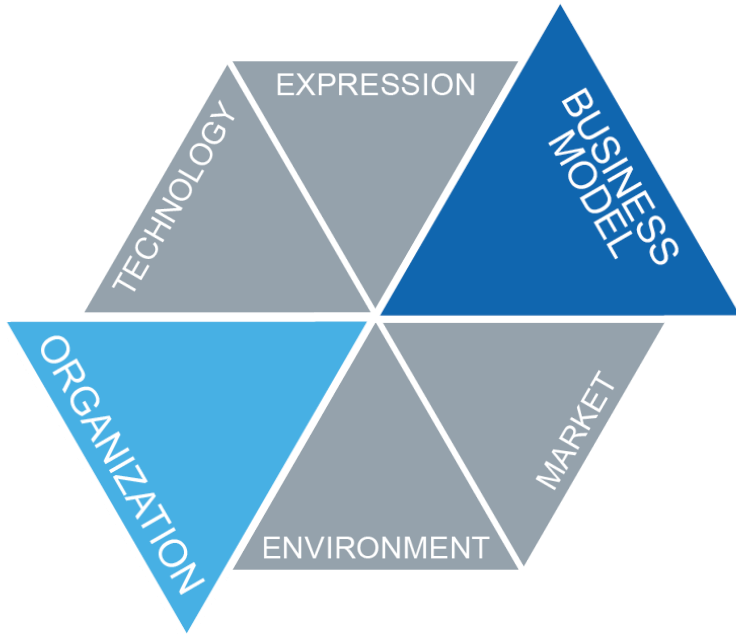


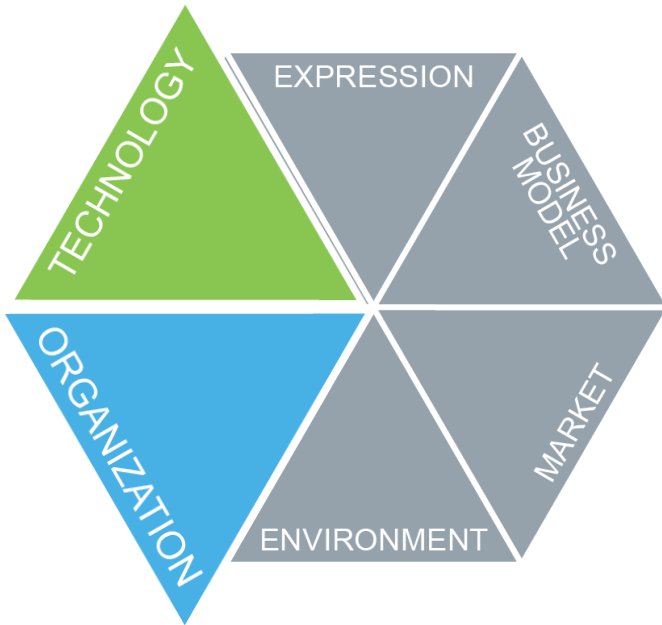
CHART SHOWS | GAMMA & E-BEAM COLOR STABILITY OVER CLARITY

SELECT A MARKET ▲

CHANGE Y AXIS ▲



Stretching Opportunity



EASTMAN
innovation lab



DURASTAR™
polymer



The injection-moldable polymer with superior clarity, toughness and chemical resistance, used everywhere from medical devices to POP displays.

EASTAR™
copolyesters



Create packaging that sells by bringing brilliant, glass-like sparkle to a range of industries and applications processed via injection or blow molding.

Eastman™
coatings



Eastman additives bring out the best in coatings, providing performance benefits to entice customers in while keeping the elements out.

Eastman EMBRACE™
copolyester



The shrink-film copolyester resin designed to maximize shelf-appeal through vibrant high-gloss colors for even those difficult to wrap items.

THE GLASS POLYMER™
family of cosmetic materials



The ultimate glass-replacement material for stunning cosmetic applications. All the luster and depth of glass in a shatter-proof container with excellent tactile appeal.

Naturacell™ Auracell™



Developed by Eastman and Rotuba as the scented polymer system, perfect for long-term fragrance in the home, the office or at the store.

Perennial Wood



Wood is one of nature's most useful, most beautiful building materials. With Perennial Wood™, we made it even better through science.

Eastman PROVISTA™
copolymer



Easy to process into packaging tubes, pricing channels and POP displays; versatile enough to be used in a wide range of profile configurations and applications.

Eastman SPECTAR™
copolyester



The premier material for indoor signs and displays. Easy to thermoform when extruded into sheet and compliant with the full range of cutting and joining technologies.

TENITE™
cellulosics

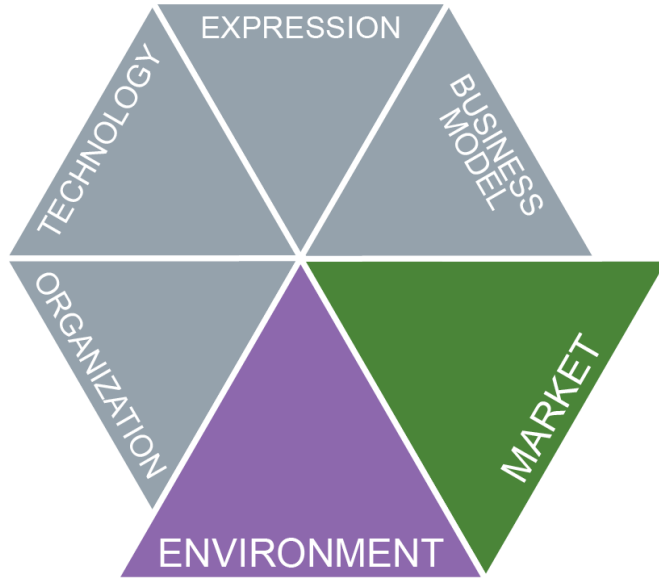


Primarily derived from wood pulp, Tenite™ is The Natural Polymer that is comfortable in the hand or on the skin, pleasing on the eye and the ear.

Eastman TRITAN™
copolyester



The BPA free alternative to polycarbonate that's a big hit in the housewares department. Impact-resistant and durable enough to survive in the dishwasher.

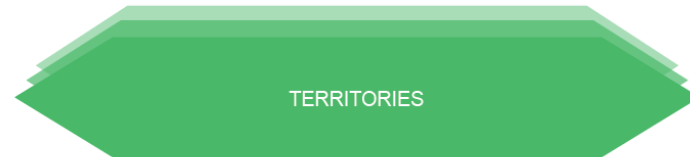


Connecting Vision with Individual Projects

1. Idea vs. Opportunity
2. Opportunity Formula
3. Six Sources of Opportunity
- 4. Opportunity Middleware**

Opportunity MiddlewareSM

Opportunity Territory



Opportunity Space



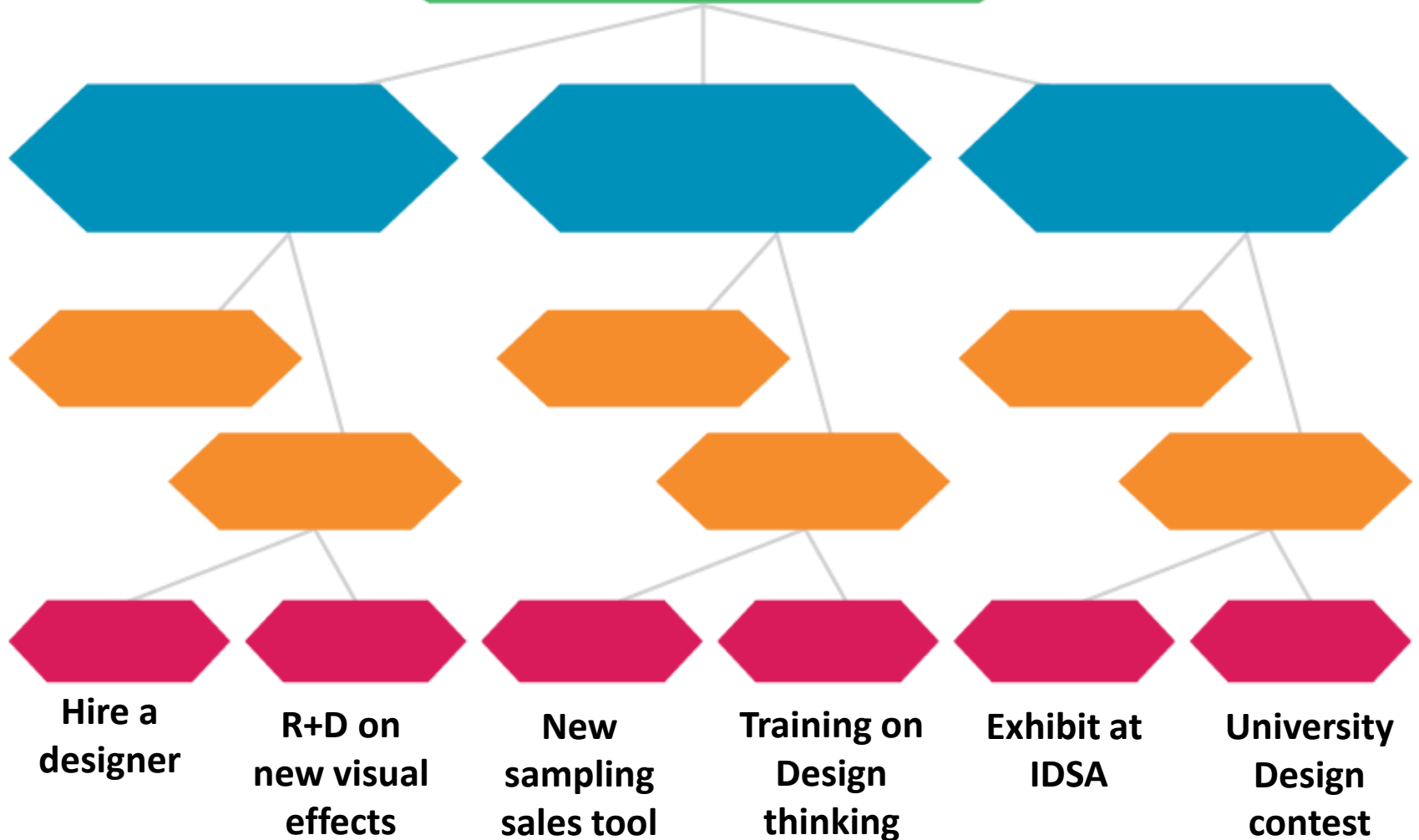
Idea Platform



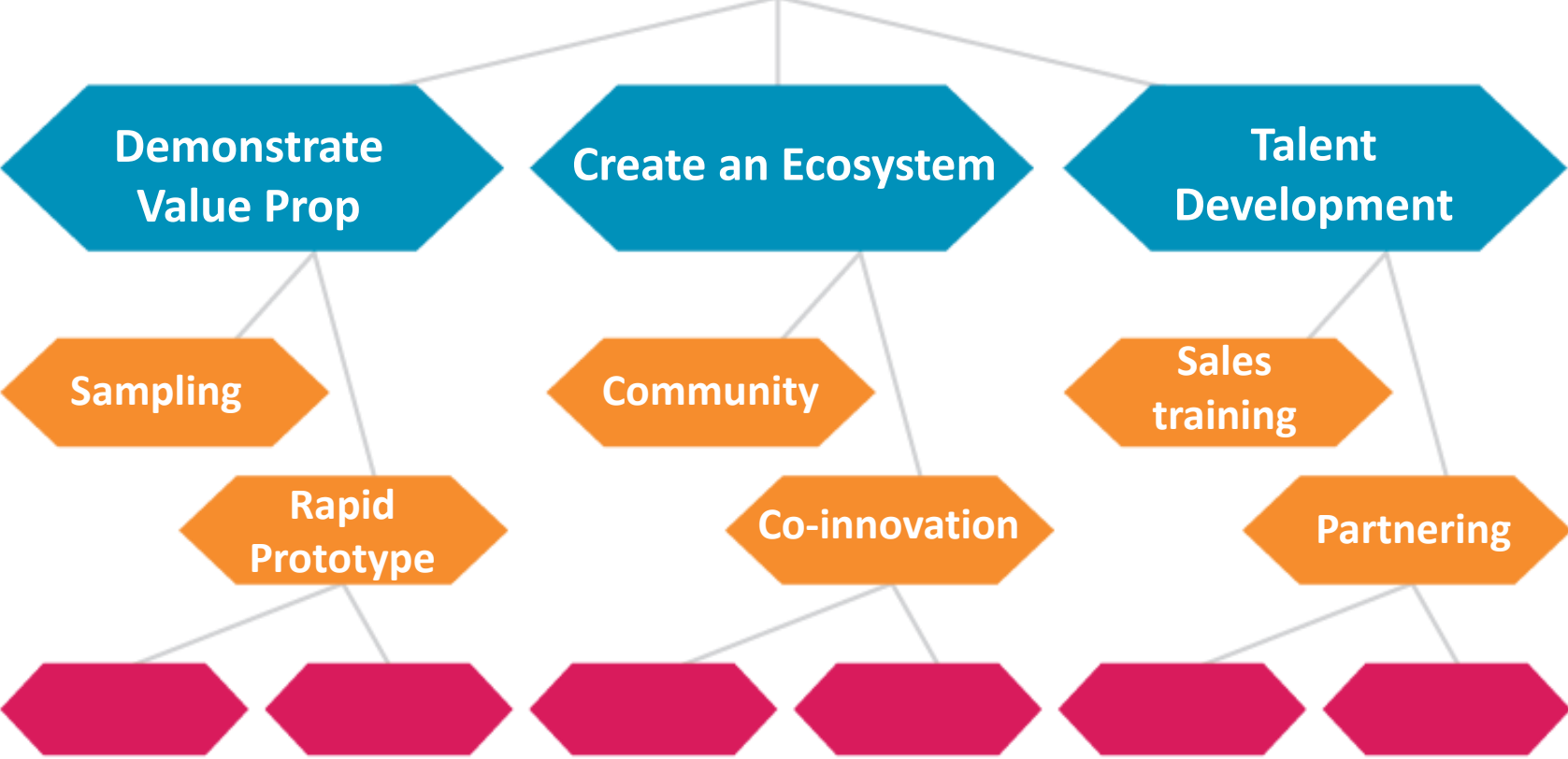
Execution



Design Driven New Growth



Design Driven New Growth



Applying Opportunity Thinking to Growth Journey





New Growth starts with looking at new conditions – Trends

When you focus on...

The WHAT

- Agriculture
- Construction
- Forestry
- Lawn and landscaping



you get...

- Siloed opportunities
- Close in – within BU cycle
- Duplication of resources

When you focus on...

The WHY

- Connection to the land
- Getting the job done
- Customer profitability



you get...

- More robust, ownable platforms
- Identified the right adjacencies
- Bigger initiatives – corp + BU
- Longer-term portfolio

MACHINE PRODUCTIVITY



+

WORKSITE SOLUTIONS

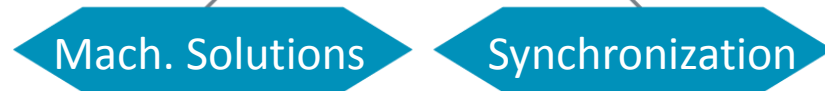


Opportunity MiddlewareSM

Opportunity Territory



Opportunity Spaces



Idea Platform



Execution



Top 10 impacts for John Deere

1. Said no to one territory and added new areas with more significant long-term potential
2. Alignment across siloed businesses re: adjacencies
3. Reduced duplication, increased collaboration
4. Creation of new innovation centers globally
5. Unprecedented momentum in innovation capacity
6. Clear growth path with investor community
7. Bigger ideas grounded in opportunity
8. Faster and more breakthrough innovations
9. Better partnerships
10. Innovation culture throughout organization

Created Opportunity Visions for 50+ Global Organizations



Building the roadmap to get there

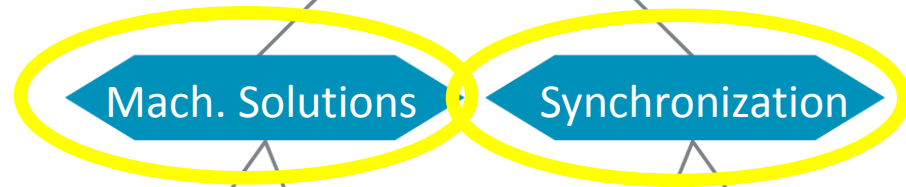


Opportunity MiddlewareSM

Opportunity Territory



Opportunity Spaces

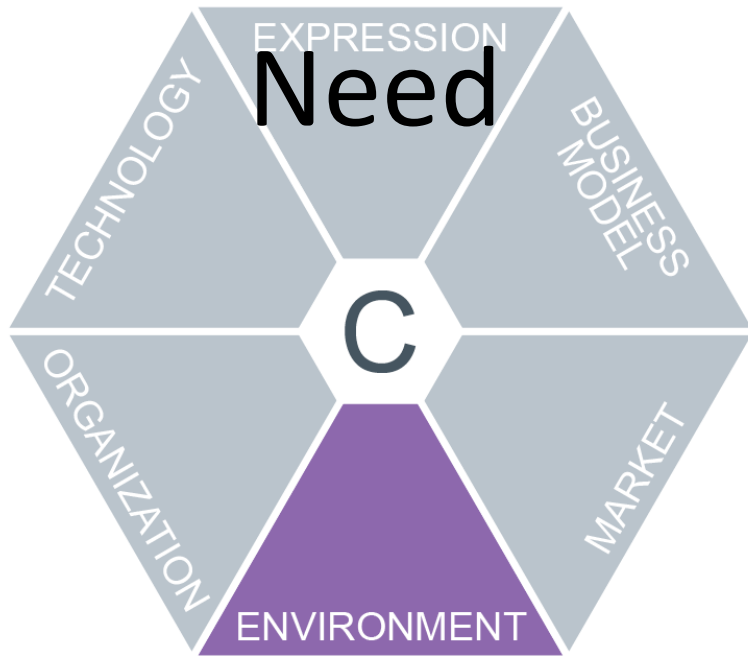


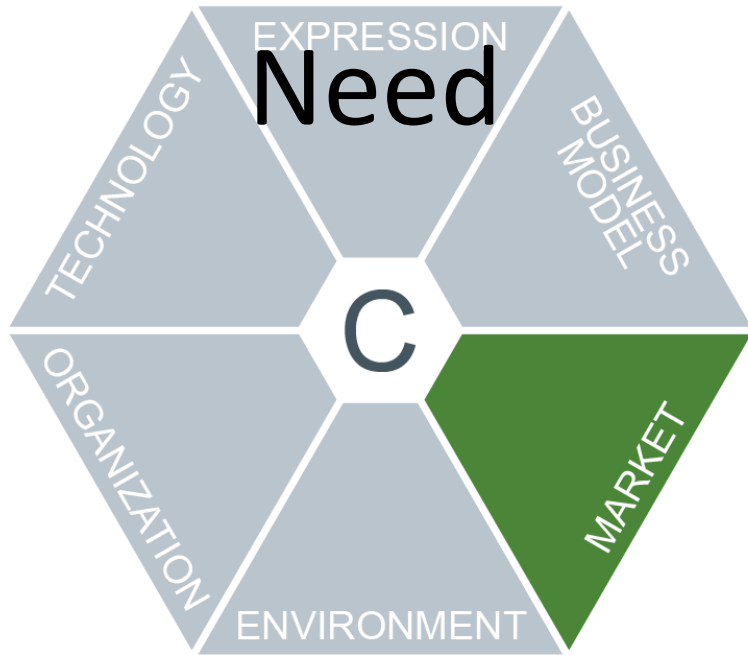
Idea Platform

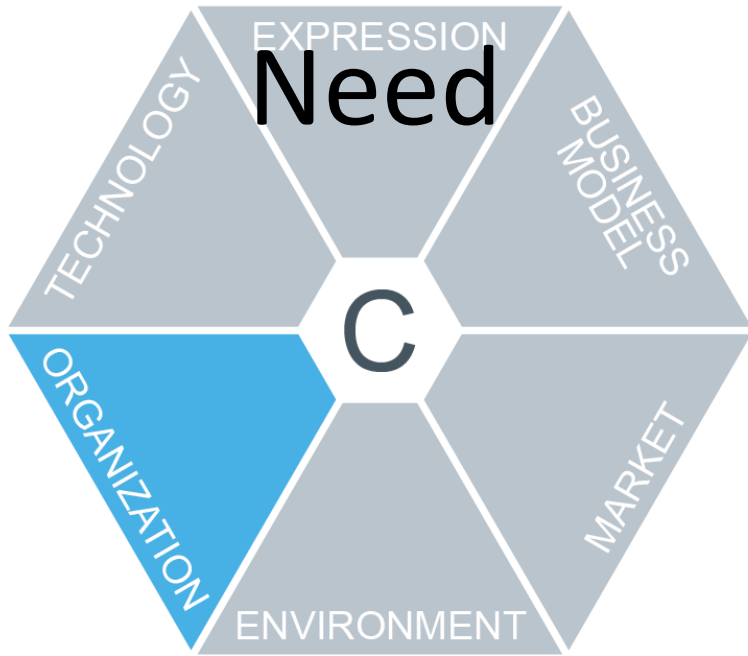


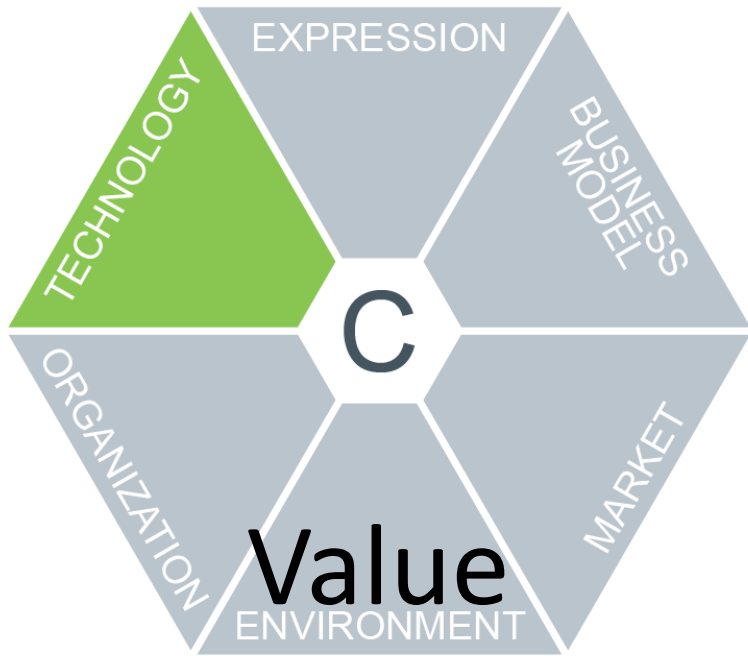
Execution

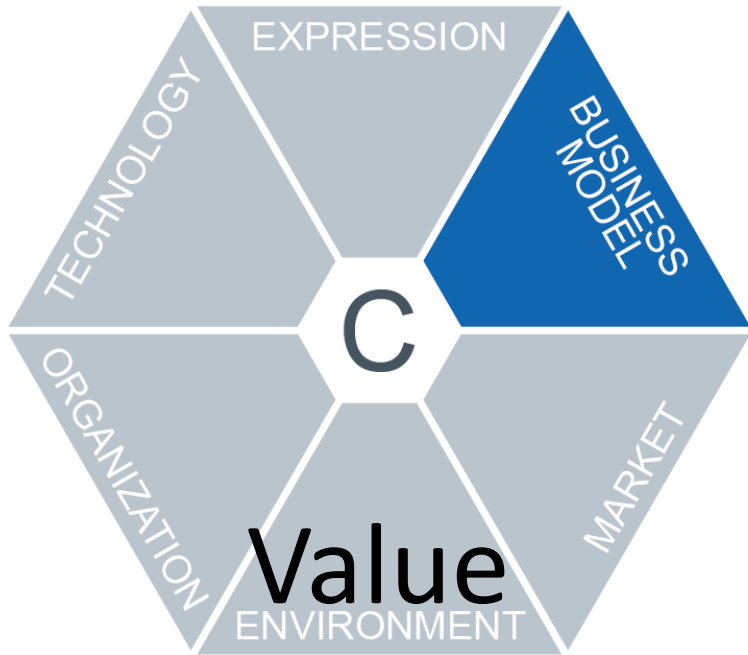


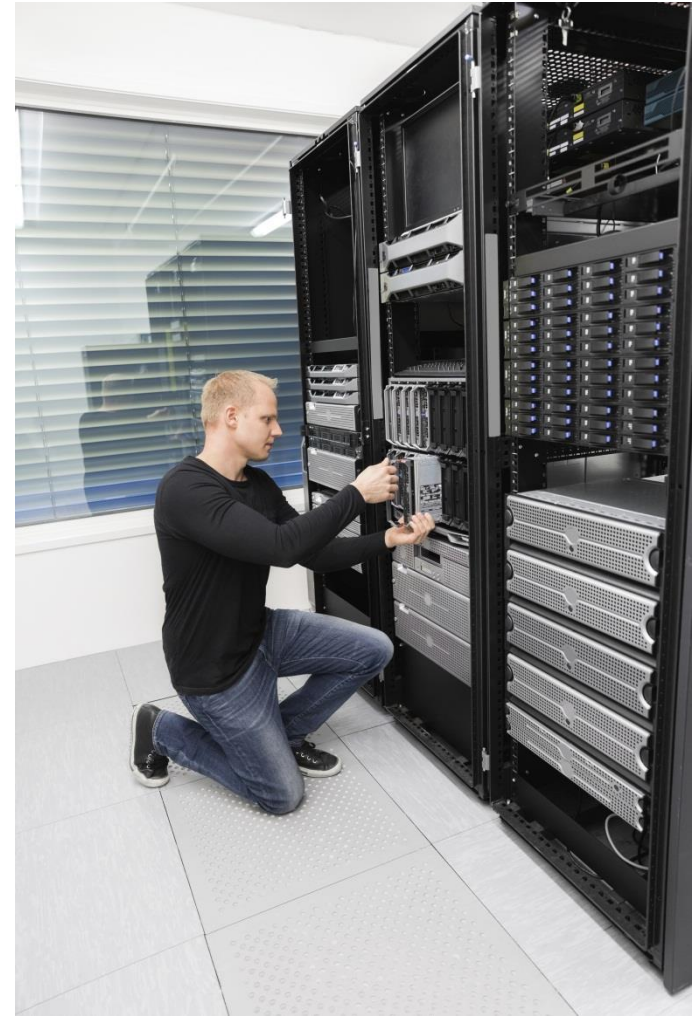
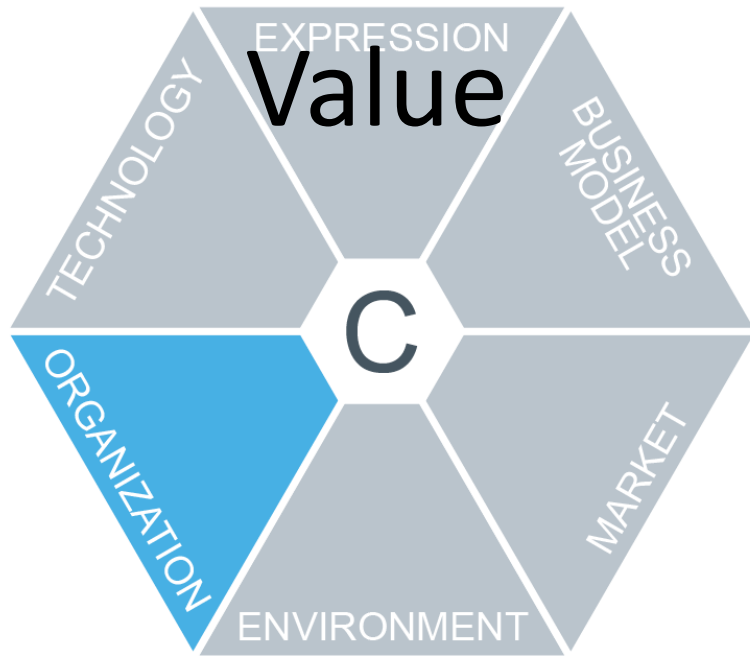


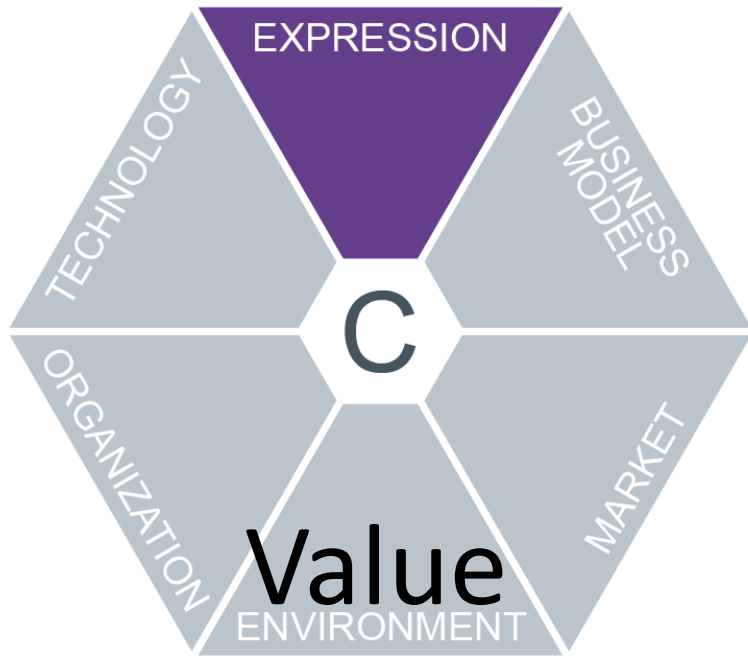








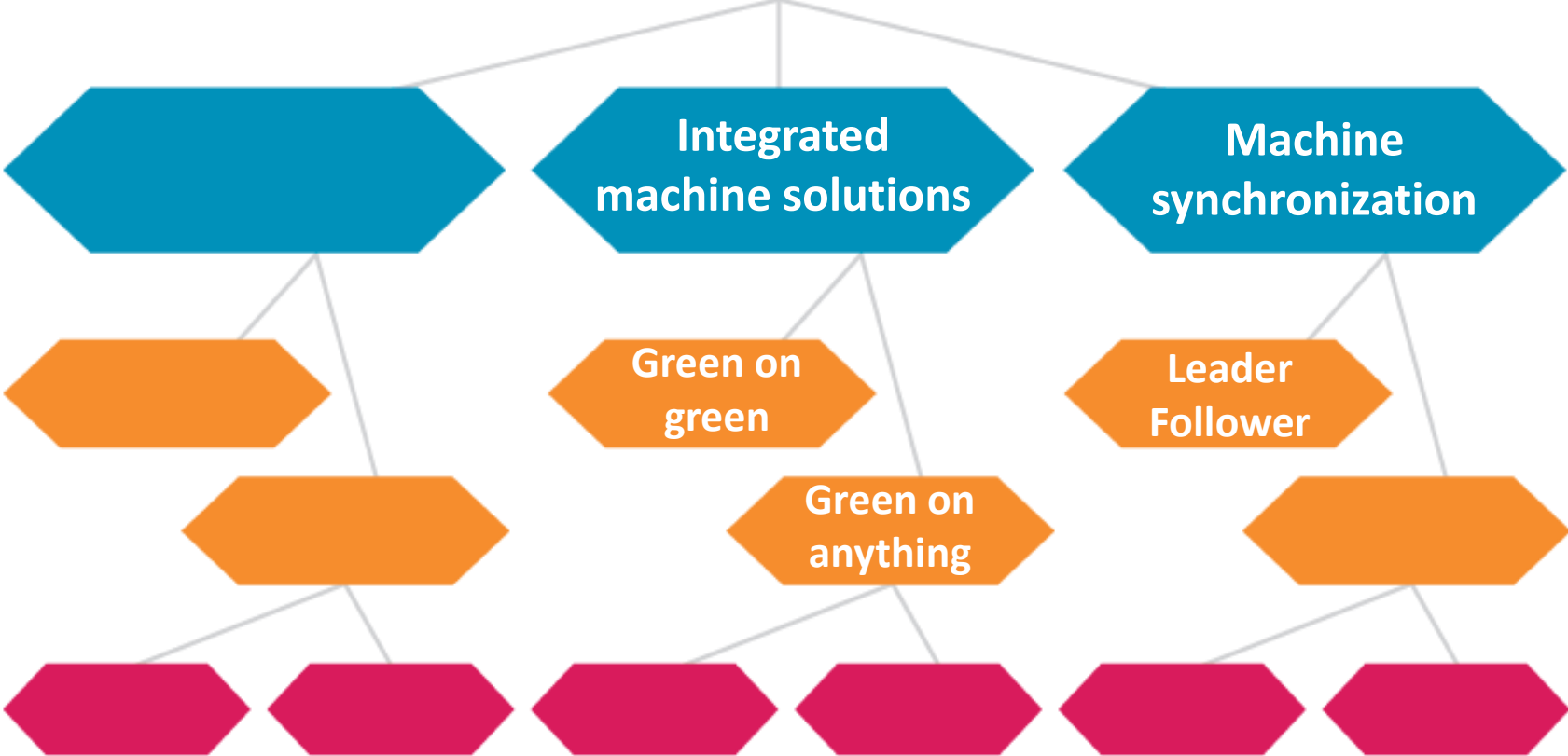




JOHN DEERE



Worksite Solutions



Clarity on capabilities to build, borrow, and buy

Opportunity name: <i>Closer in!</i>			
Capabilities	Build	Borrow	Buy
1	★		
2	★		
3		★	
4		★	
5			★

Build

Leverage / expand

Borrow

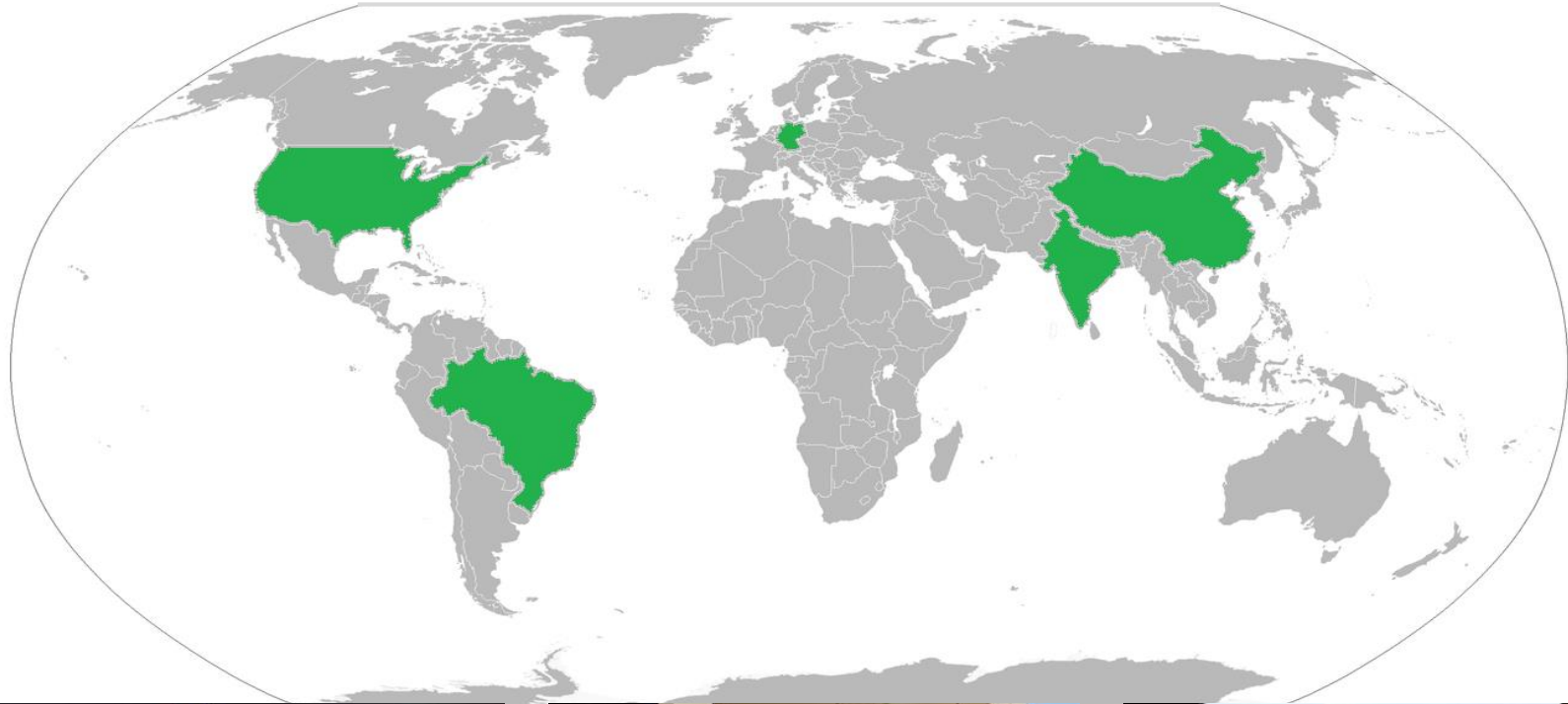
Partner / contract

Buy

Outsource / acquire

Opportunity name: <i>Farther out</i>			
Capabilities	Build	Borrow	Buy
1	★		
2		★	
3			★
4		★	
5			★

Outcome: 2000 staff added, new products, revenue + partners

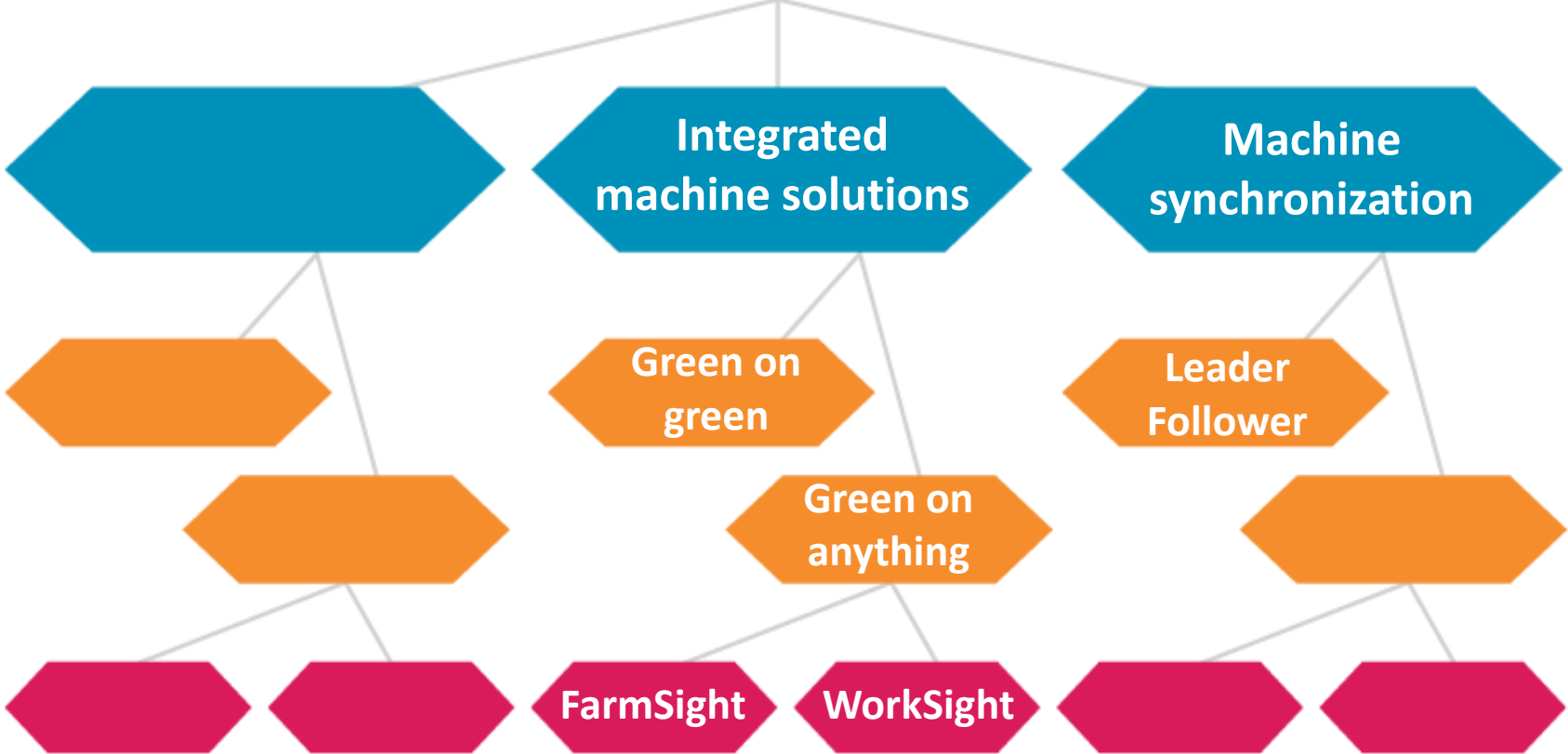


Implications

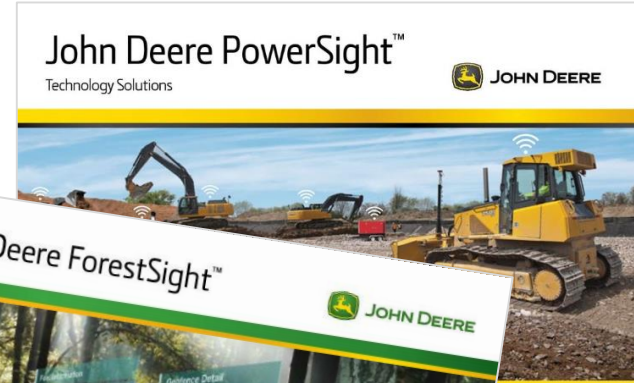
- Drove alignment across the organization on exactly the projects that would yield growth
- Accelerated innovation and path to market
- Defined areas for capability growth and the right org structure
- Expanded growth in core and internal improvements
- Defined where partnerships were needed



Worksite Solutions



Corporate approach to opportunity spaces – launched at business level



and revenue
consumption
and documentation

their hours of use
or productivity

gh CPS tracking

location programming interface (API)

**Culture:
The Imperative to Change the
Internal Conditions for
Opportunity**

WRIGLEY

A Subsidiary of Mars, Incorporated



Builds bigger ideas grounded in opportunity

Cross - functional

Common culture / Common language



Focused long term / short term vision of opportunity

Mindset of focus and agility

Thinks outside - in

