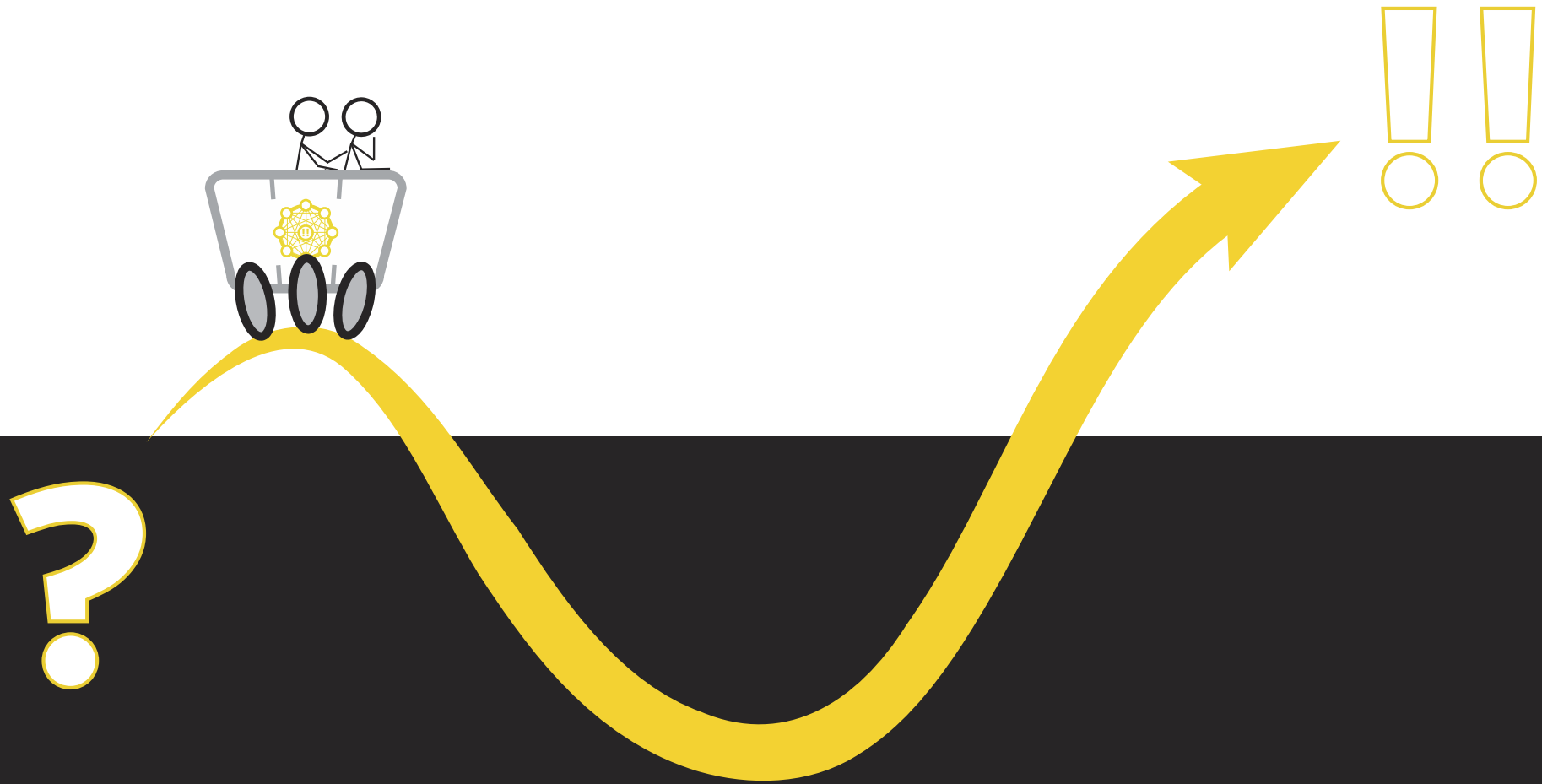
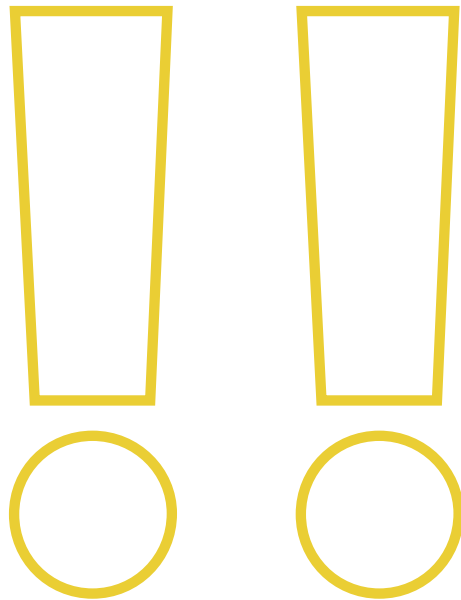


Designing, catalysing  
& choreographing  
**BREAKTHROUGH**

**Innovation Accelerators**  
**Breakthrough Innovation Projects (BIPs)**  
**Cross Value Chain Innovation (XVCI)**  
**Strategic Landscapes**  
**Quests**  
**Strategic Chessboards**  
**Visions of the Future**





Building shared intent and deepening the quality of relationships within a team are prerequisites for being able to work with the highs and lows of the creative process and undertake breakthrough work.

To generate breakthrough, the team must also have the capability to tune into what they already know (their collective experience and expertise), and then move beyond it into the unknown, lingering there long enough for moments of insight and breakthrough to emerge. We call this 'riding the creative rollercoaster'.

Our practice helps business-critical teams learn to ride this creative rollercoaster ... moving beyond their assumptions and beliefs, priming them with new information and experience, tapping into a wider collective intelligence, and noticing and capturing the subtle moments that make the difference.

By developing the mindset, skills, tools and human processes to ride the creative rollercoaster, the **nowhere** practice enables teams to generate the discontinuous leaps of thought that allow new order to emerge from chaos, and new patterns to emerge from complexity.

For us, these breakthroughs have two vital characteristics:

- **an innovative output:** something new that we can bring to our work and the world, ie. a breakthrough strategy, product, service, business model, process, systems...
- **a transformational outcome** ie. we have been transformed by the process because something has repatterned in us as well as the work. This means we can no longer go back to thinking what we thought before, and are compelled to move forward through insight-driven action

Working in this way binds the team, creating the alignment and energy needed to fuel powerful leaps forward. As the team learns to ride the creative rollercoaster more often, more powerfully, and for longer periods of time, so their capacity to reach new levels of productivity, creativity and innovation also increases.



## INNOVATION ACCELERATORS

‘We all left the workshop thinking that what we achieved in those three days would have taken us at least six months to resolve, if at all.’

This three-day workshop is for intact or project teams to accelerate business-critical issues to first insight and new movement.

Typically these workshops are run with one or more teams simultaneously.

Examples of some of the outputs include:

- How to generate an eight-fold increase in the rate of innovation of a global R&D pipeline
- Halving the annual IT spend without decreasing the quality of service
- Finding a creative way of taking \$100m of cost out of a Supply Chain
- Crafting the principles that led to the process simplification of all global functions
- Reducing R&D timelines (from molecule to market) by over 30%
- Significantly increasing the productivity of a strategically vital manufacturing plant

# BREAKTHROUGH INNOVATION PROJECTS (BIPS)

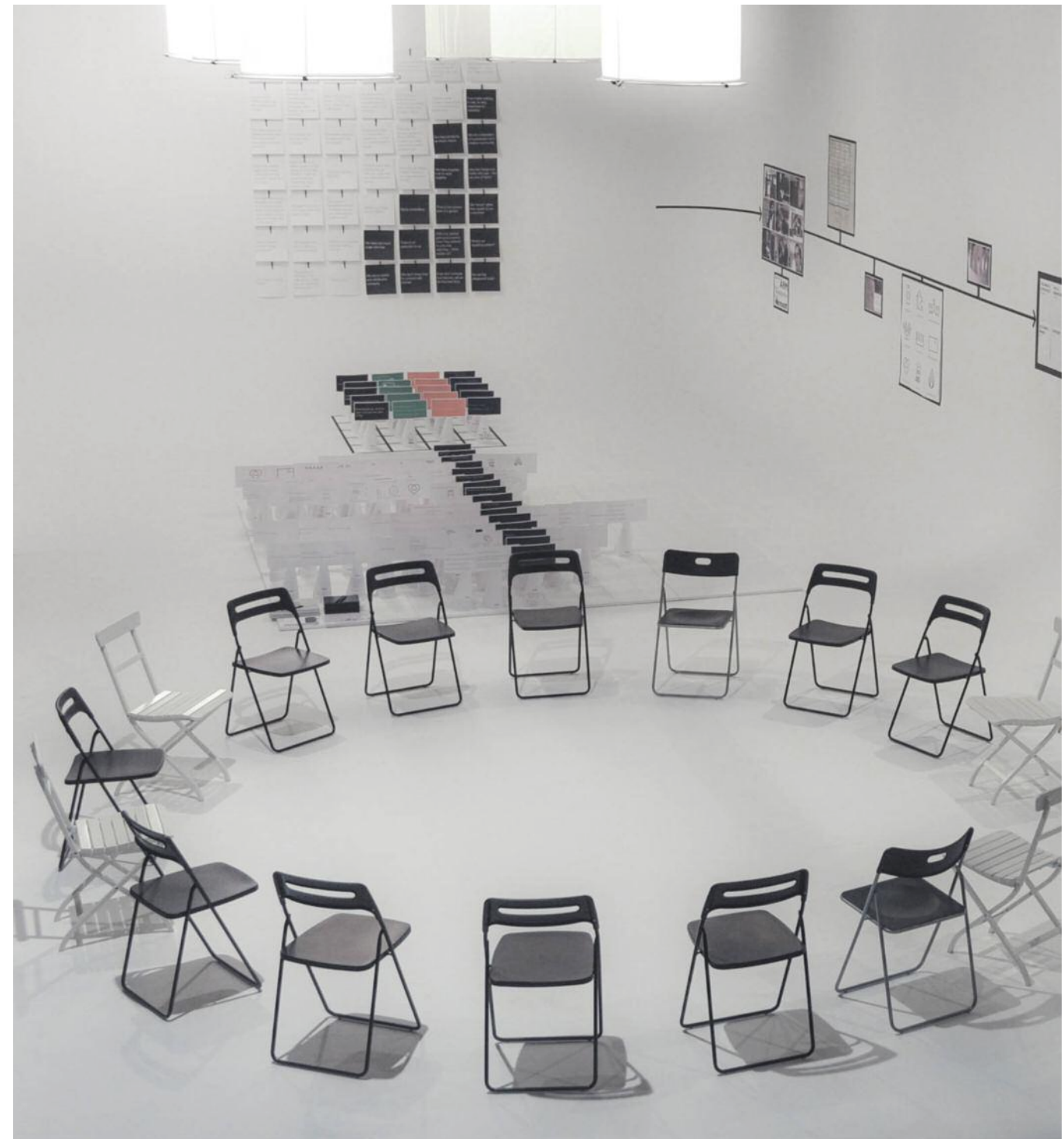
‘I am stunned at the simplicity, clarity  
and elegance of our solution.’

A three-to six-month process where creative teams are formed around breakthrough questions, and use high consequence, rich environment and deep embodiment methodologies to co-create game-changing solutions.

Teams follow a four-step process: Onboarding, Questing, Illumination and Seeking Counsel.

Examples of some of the outputs include:

- A unique \$1bn market opportunity, that was previously thought to be only \$50m, emerged when two competing scientific disciplines transcended their assumptions of each other and turned what was a low-priority market segment into a massive growth business
- A game-changing breakthrough in the production and distribution of a core, emerging markets product pipeline
- A strategic blueprint that innovatively wove together breakthroughs in user experience, prescient technology and branded behaviour







## CROSS VALUE CHAIN INNOVATION (XVCI)

‘I think together we can  
change the industry.’

This three-day workshop is for organisations in a value chain, or ecosystem, who want to move into a more creative relationship with one another, so they can co-create around a key innovation challenge.

Moreover, learning to work in creative partnership beyond the workshop itself often generates more value than can ever be comprehended before it.

Examples of some of the outputs include:

- Transforming a flagship category for one of the world’s largest retailers, generating 25% upturn in sales with virtually no capital outlay
- Saving £8 million by enabling the disconnected regions of a national charity to learn to think together
- Reshaping government policy and corporate and consumer behaviours by supporting a cabinet government department in the hosting and catalysis of a co-creative event for key stakeholders in a regulatory driven value chain



## STRATEGIC LANDSCAPES

‘I can’t believe what was right under our nose. Previously it felt like a million miles away.’

This three-day workshop breaks down fragmented silos by putting different worldviews and ‘expertise’ into an intense, creative experience to shape optimal and synchronised pathways forward.

Building on the classic process of saturation, incubation, illumination and verification, this approach uses collective intelligence tools and templates to turn strategy into a physical mapping activity.

It enables diverse groups of experts to come together and really hear and see each other, so they can then co-create a shared strategic landscape of sequenced moves, milestones, innovations and risks.

Examples of some of the outputs include:

- A blueprint for building a \$10bn vertically integrated business
- Strategies for speeding up value extraction in less developed markets
- Turning a regulatory strategy on its head and becoming eco-system leaders





## QUESTS

‘What seemed impossible, not only became clear, but also actionable.’

This is one of **nowhere**'s iconic processes, whereby creative teams are put together (often a combination of internals and seconded externals) on behalf of the wider organisation to ‘quest’ into fundamental strategic questions.

Quests are like adventures, where teams literally immerse themselves in a problem/opportunity space and learn to find and follow a series of emergent and dynamic clues, which step-by-step reveal a new strategic pattern of thought and action.

Those that undertake these quests are often transformed by them, putting them in a great position to attract and enrol others to help them elegantly execute and implement.

Unfortunately, for confidentiality reasons we can't share insights from any of our quests.



# STRATEGIC CHESSBOARDS

‘A powerful framework that not only elevated our thinking, but helped us collectively see a new way forward.’

While strategy is often reduced to a set of financial targets, and strategic planning to portfolio management or a list of must-wins on a slide, real strategy is about discovering the most elegant, value-creating movements through time and space.

Strategic Chessboards are ways of building and/or testing strategies in 3-dimensions. They help us to: step more honestly into the present; feel into the future to discover a space that we can uniquely shape, make and claim as our own; create a set of guiding principles that are themselves impositions on the organisation; and identify the key chess-moves for getting from here to there – or at least the first few steps.

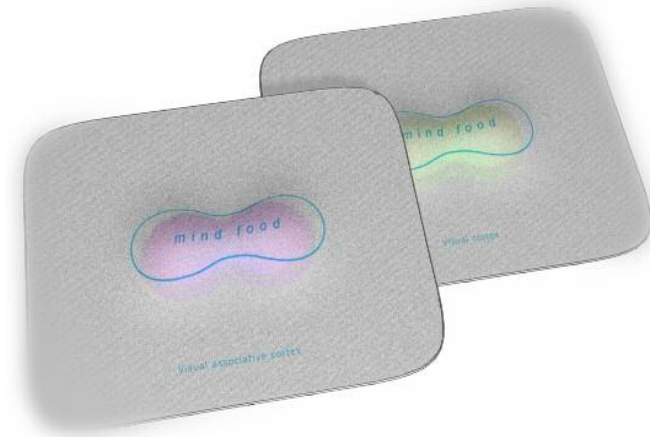
It enables teams and organisations to uncover and align behind the true multipliers of value, while understanding the timing and rhythm of how and when to pull those ‘levers’. It also introduces a simple framework and language that raises the strategic nous of teams and communities.

Examples of some of the outputs include:

- A game-changing platform strategy that leverages 250 million touch-points with customers every day
- Reducing 20% of a business unit’s operating costs, while increasing its productivity and speed to market
- A bold plan for leveraging the supply chain monopoly in China to reverse engineer an industry shake-up







## VISIONS OF THE FUTURE

‘We have broken free and now see ourselves and our future very differently – which is refreshing, enlightening and a little bit scary.’

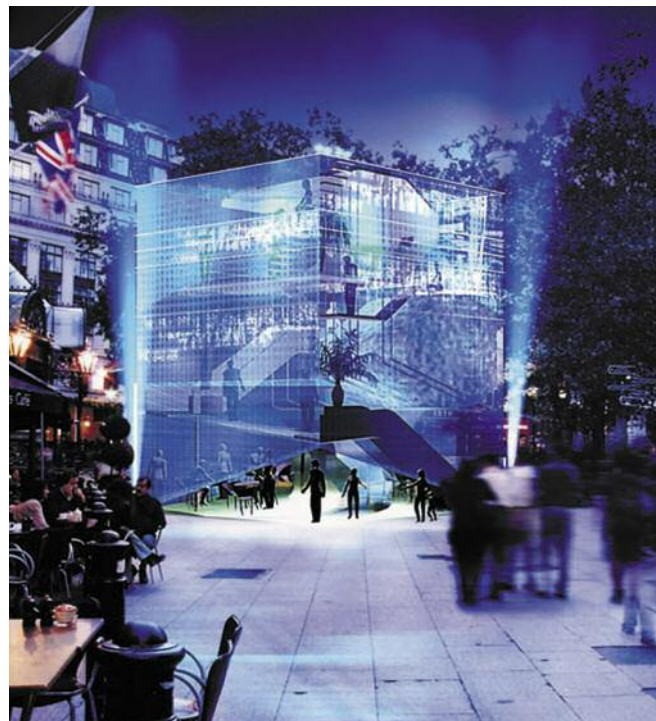
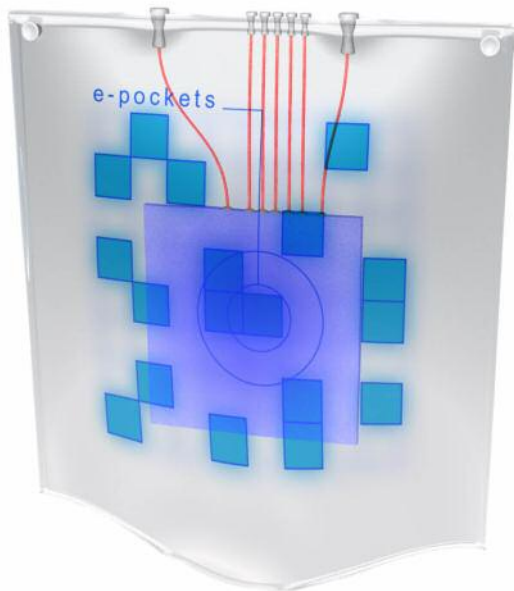
Doing more of the same but a little bit differently is not the way to reinvent the future. The challenge is to leap into the future and innovate from the future back.

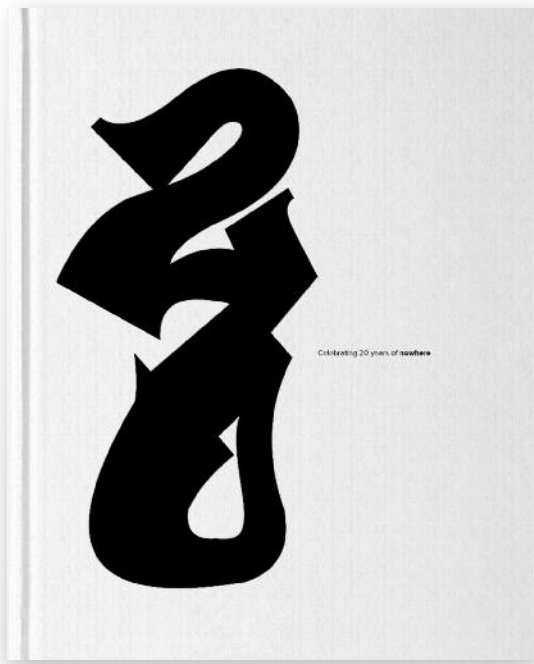
Too many times we have seen organisations try and innovate through their existing norms, filters and biases – which is generally a waste of time. It becomes even more like wading through treacle when you add in the self-limiting beliefs and orthodoxies of ‘expert’ agencies and professional service providers.

Moreover, too many companies spend too much time looking down to fix short-term problems, as opposed to looking up to shape new futures – where some of those problems are no longer relevant.

And finally, without a light at the end of the tunnel, we all lose energy and motivation.

Building discontinuous visions of the future (products, services, business models, place, belonging, purpose, brands, processes, relationships, partnerships and platforms) is a powerful way of breaking free of the mundane and the mediocre, and enlivening and challenging a ‘system’ to reinvent the future, step by step, innovation by innovation.





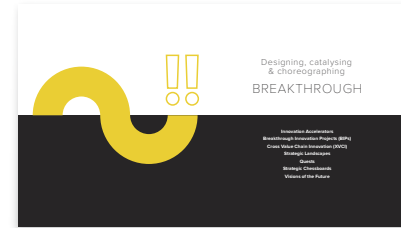
**The Hum**  
Celebrating 20 years of **nowhere**



**Our Core Practice**



**Tuning Teams**



**Designing, Catalysing & Choreographing Breakthrough**



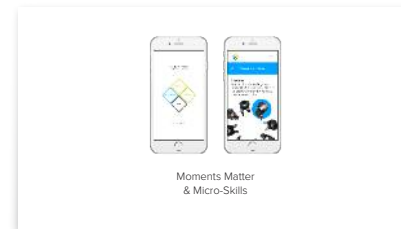
**Building Eco-Systems & Cultures of Innovation**



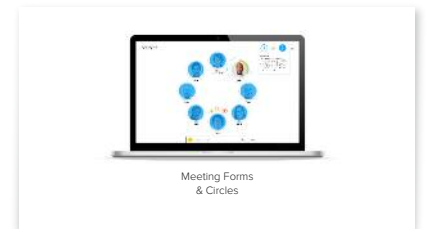
**Transforming the way organisations meet and lead**



**Holding Space & Empty Mirror**



**Moments Matter & Micro-Skills**



**Meeting Forms & Circles**



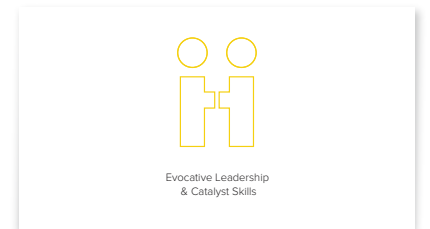
**Catalyst Training**



**nMaps**



**Riding the Creative Rollercoaster**

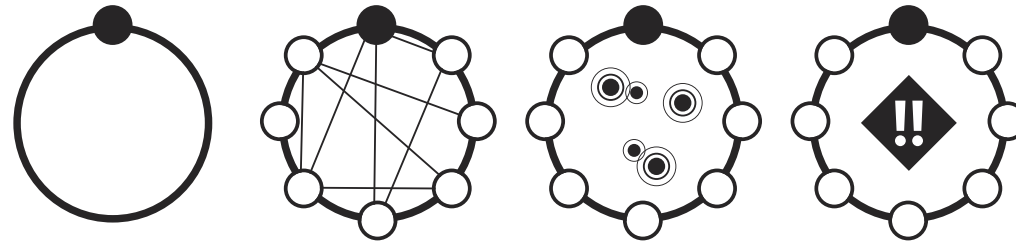


**Evocative Leadership & Catalyst Skills**



# nowhere

Catalysing Breakthrough



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