

Within, Adjacent, + Beyond

WHAT IS WITHIN, ADJACENT, + BEYOND?

Within, Adjacent, and Beyond helps teams explore alternative partners that can add value to their business or share in the innovation risk equation. Too often, we think of partnerships in terms of those in our own industries. While this is helpful, stretching our realm of partner possibilities to include offbeat ideas will enable us to garner more breakthrough possibilities. Use this tool when you need to consider engaging resources outside your organization to better innovate.

WITHIN is where most people start when it comes to innovation because it's what we're familiar with. Here we look inside our own companies to borrow resources, technology, or other expertise. Or, we look to our competitive set to explore new opportunities within the industry we currently operate in.

ADJACENT. The answers aren't always in front of you. Sometimes, they're to the side. You should be open to exploring innovations with those that know your business but may only support you, and operate in other businesses as well. This can include vendors, technology companies, other external functions, or related business models that can stretch your current offerings to new places, or deliver them in brand new ways to your industry or others.

BEYOND is where we look for partners that operate in completely different spaces than we do to find unexpected partners for groundbreaking innovations. For a pharmaceutical company, for example, a Beyond example might include partners in the automotive, sports, or media industries.

FACILITATION GUIDE



SUGGESTED AUDIENCE

- Relevant for senior leadership and all levels of staff



SET-UP

- This exercise can be completed either in teams of three to four people or individually.
- Each person (or team) will get a worksheet to use for the exercise.



RECOMMENDED TIMING

Step 1.	Define the Challenge:	5 mins.
Step 2.	Brainstorm: Within	5 mins.
Step 3.	Brainstorm: Adjacent	5 mins.
Step 4.	Brainstorm: Beyond	5 mins.
Step 5.	Discuss & Select:	10 mins.
Step 6.	Ideate Opportunities:	15 mins.

45 mins.



SUGGESTED MATERIALS

- **Worksheets**
Enough for each participant + a few extra
- **Colored whiteboard markers/pens**
Separating by color helps organize thoughts
- **Whiteboard or flip charts**
Write down all group ideas; no idea is a bad idea

FACILITATION GUIDE (Cont'd.)

HOW IT WORKS:

- STEP 1. Define the Challenge.** Specify the goal of your ideation session.
- STEP 2–4. Brainstorm.** Using the bulls-eye framework worksheet, ask teams to brainstorm at least two possible partners for each of key *Within*, *Adjacent*, and *Beyond* areas. Be as specific as possible and provide names of partners, not just an industry or category idea.
- STEP 5. Discuss + Select.** Ask teams to select the partner who could offer the most critical solution overall. What will you give to/get from your partner to make it a worthwhile alliance?
- STEP 6. Ideate.** Have teams generate three examples of co-ventured products and services for partnering with their top choice.



TIPS FOR SUCCESS

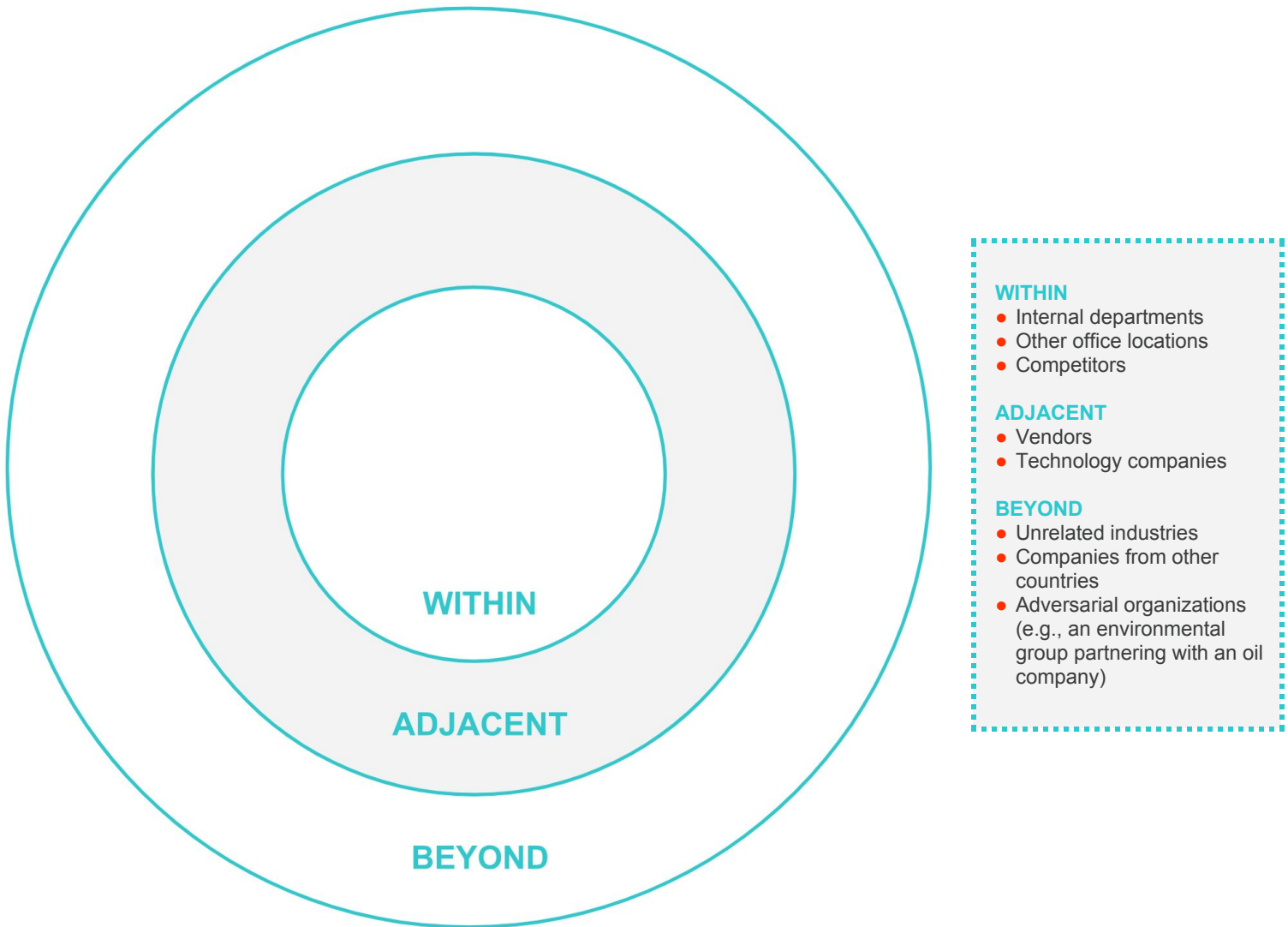
- **Consider Anyone & Everyone.** Encourage participants to brainstorm partners that are unexpected, such as competitors, start-up companies, or even adversarial organizations (e.g., an environmental nonprofit partnering with an oil company).
- **Adjust Accordingly.** Depending on your company's size and sector, resources like software or technology could fall into either the *Within* or *Adjacent* categories.
- **Two-Way Street.** Each partner must offer an advantage to the other. Thinking about what you can offer a potential partner is as important as what they can offer you.
- **Provide Thinking Prompts.** Who is your dream partner? Who would you partner with if money were no object? What innovators would you want to seek out? What partner would we never consider—but should? What partner would shock our competition?

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WORKSHEET

STEP 1. DEFINE THE CHALLENGE: _____

STEP 2–4. BRAINSTORM POSSIBLE PARTNERS BELOW (at least two per area)



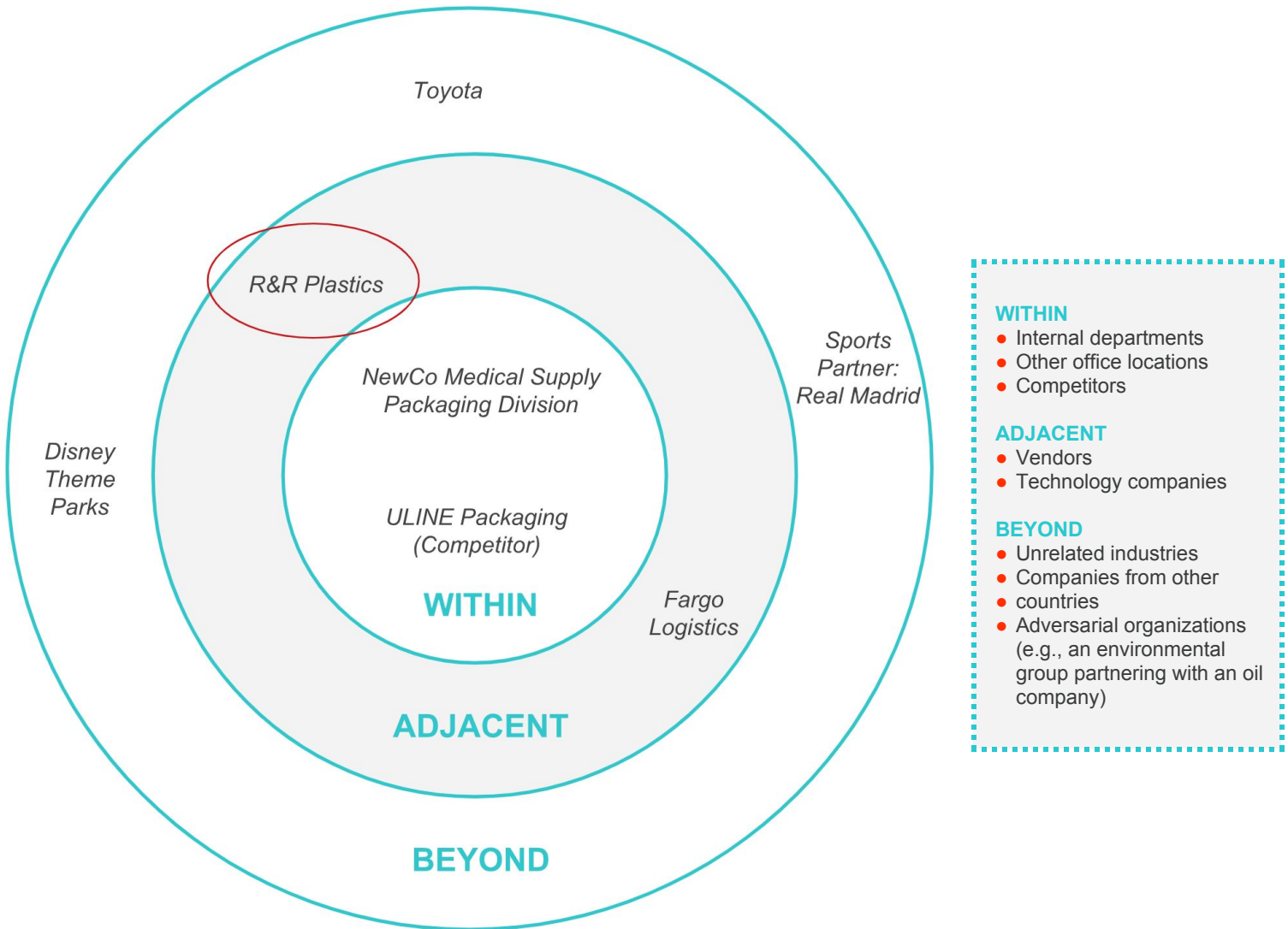
STEP 5. DISCUSS + SELECT. Once you’ve determined potential partners, circle your favorite partnering option.

STEP 6. IDEATE. In the space provided, write down three ways you could partner with your top pick.	
PARTNER:	
1.	
2.	
3.	

FILLED-IN SAMPLE WORKSHEET

STEP 1. DEFINE THE CHALLENGE: Generate New ideas for NewCo Packaging

STEP 2–4. BRAINSTORM POSSIBLE PARTNERS BELOW (at least two per area)



STEP 5. DISCUSS + SELECT. Once you've determined potential partners, circle your favorite partnering option.

STEP 6. IDEATE. In the space provided, write down three ways you could partner with your top pick.

PARTNER: R&R PLASTICS

- | | |
|----|---|
| 1. | Develop custom plastic molds |
| 2. | Invent a compost-friendly plastic package |
| 3. | Sales teams develop new business pitches together |