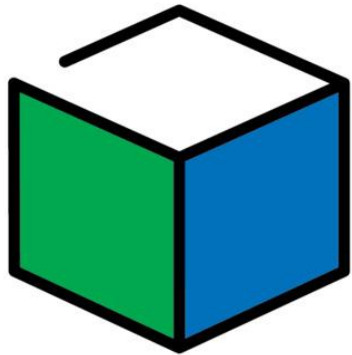




**Covenant**



**PAPERBOARD  
PACKAGING  
COUNCIL™**

# Innovation and Looking at Problems From a Different Perspective

Matt McLelland  
VP of Sustainability and Innovation  
Covenant Logistics



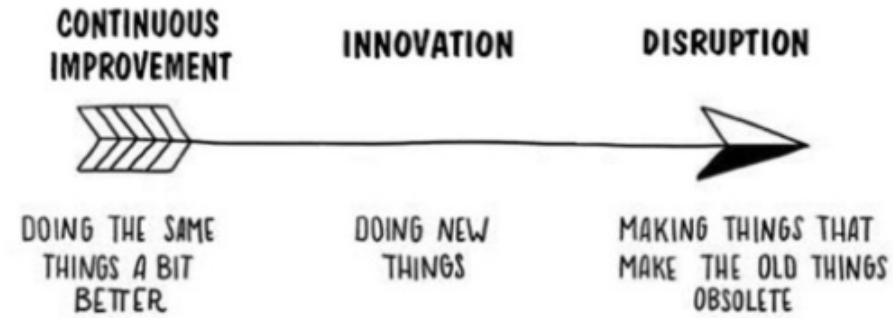
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Matt McLelland

VP of Sustainability and Innovation at Covenant

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The University of Georgia

### About

After working exclusively in the world of Information Technology for 21 years, in June of 2015 I transitioned into a completely different space - sustainability and innovation. The graphic next to my photo - right in the middle - is where I spend most of my time.

DESIGNER BABIES ARE HERE. ARE YOU READY FOR THEM?

# POPULAR SCIENCE

25 REASONS TO LOVE DRONES

AND 5 REASONS TO FEAR THEM

HACK YOUR BBQ

A CAR THAT CAN SPOT DANGER

HOW TO LAND ON A COMET

PLUS: SUMMER SCI-FI SPECIAL

10 TOP WILD TECH IDEAS TO IMAGINE THE FUTURE

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The Upside of Smart Dust: Something you don't want to see  
submitted 29 hours ago by [atomized](#) [share](#)

Moore's Law, Kings, Paupers, Lilies.  
submitted 2 days ago by [caahd](#) [comment](#) [share](#)

THE WALL STREET JOURNAL

# WSJ

DC VELOCITY

LOGISTICS SOLUTIONS FOR BUSINESS AND MANUFACTURING

SEPTEMBER 2014

T. Boone on the Pickens Plan for logistics

LIFT TRUCKS

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THE \$5 BILLION 'GENIUS' FUND: A DUMB IDEA?

FORBES

# INNOVATORS

CLAYTON CHRISTENSEN PICKS THE 50 BEST COMPANIES OF TOMORROW

SALESFORCE.COM'S PASCAL SEBASTIAN TAKES THE NUMBER ONE SPOT

inbound

# logistics

THE MAGAZINE FOR DEMAND-DRIVEN

WIRED

Thomas Heatherwick

## HOW TO INNOVATE

CSCMP's

# Supply Chain

[QUARTERLY]

FORTUNE

THE FUTURE ISSUE

WHAT'S NEXT IN TECHNOLOGY, ENERGY, BANKING, MEDICINE, OFFICES, EDUCATION...

Popular Mechanics

20 BOLD IDEAS

THAT WILL CHANGE THE WORLD

DIY

CHINA LAWS

# Transport Topics

OTM to Ship MAES in 2016. Calls for Biennial Schedule

April Class 8 Sales Rise 15%

Southwest's New Gates Will 20 Straight Months



**I | W | L | A**

International Warehouse Logistics Association

The Economist

World politics Business & finance Economics Science & technology

## The Economist explains

Explaining the world, daily

Sponsored by GE

Previous Next Latest The Economist explains All latest

The Economist explains

### What disruptive innovation means

HUFF POST INNOVATION

FRONT PAGE BUSINESS SMALL BIZ MEDIA SCIENCE GREEN COMEDY ARTS CODE HUFFPOST LIVE ALL SECTIONS

Tech Women in Tech Girls in STEM Screen Sense Tech The Halls Tech Innovations Our Connected Future

WATCH LIVE: Have Begets Gone Too Mainstream? 12:25 PM Political junkies, Redden & Polina COMING UP 1:00 PM

9 Books That Steve Jobs Thought Everybody Should Read  
Quick Read | Comments (12)

Rare Diamond Confirms Old Theory About Earth's Interior  
Quick Read | Comments (77)

This Home Was Built With A 3-D Printer  
Quick Read | Comments (14) | Tech

CNN iReport

BUILDING INCLUSIVE ECONOMIES

NOT VERIFIED BY CNN



What Are Disruption and Innovation?

16 views 0 comments 63 votes

10TH ANNUAL INNOVATION BY DESIGN ISSUE

# FAST COMPANY

Inside The Apple Design Lab



# The New York Times

Expect the World®



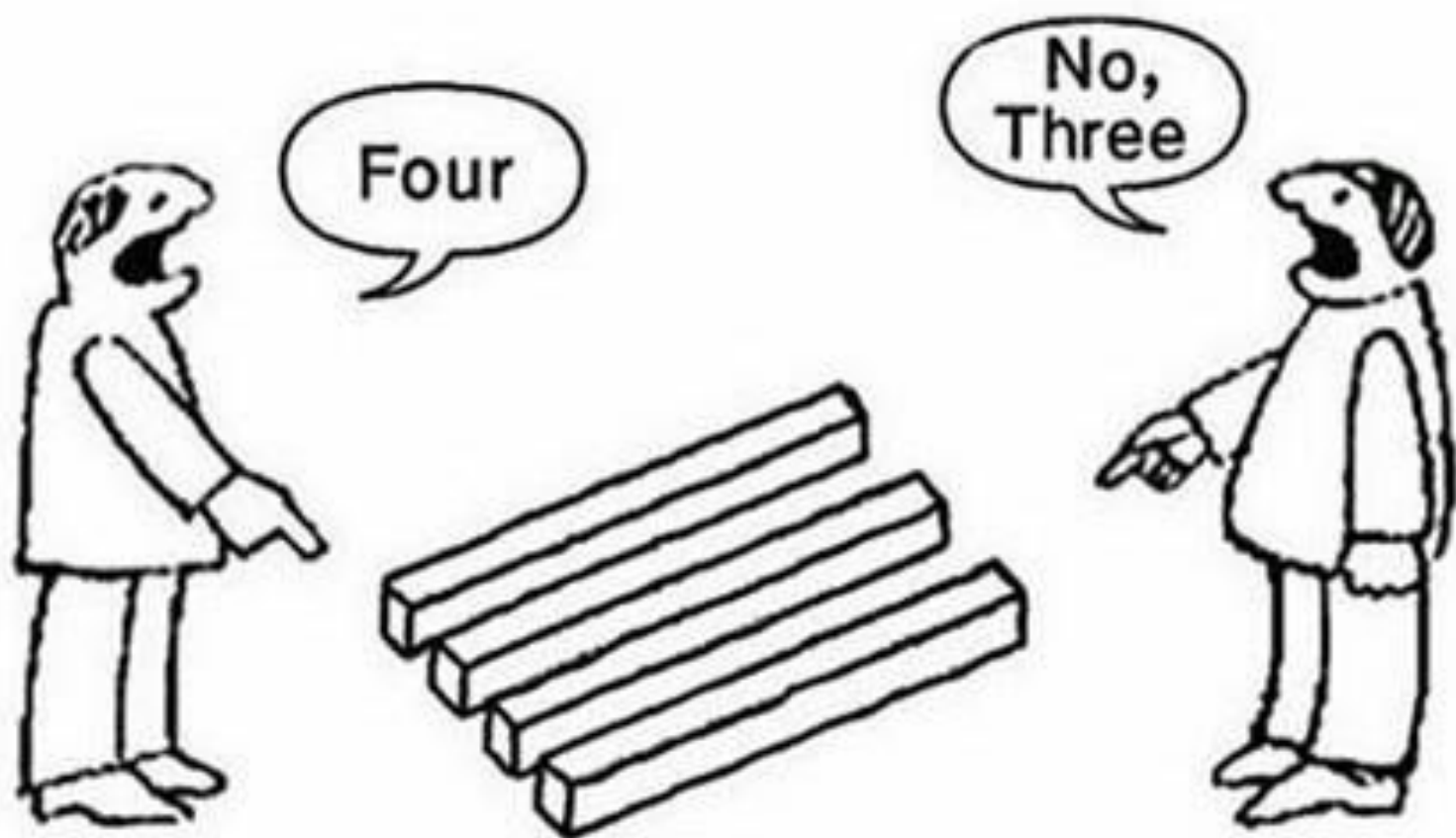
# THE FUTURE OF FREIGHT



SuperTruck  
The future of freight



Why Me?



1. What does it (innovation) mean?
2. Why it doesn't have to be hard.
3. Innovation during a crisis.
4. A different perspective.

1.

What does it mean?



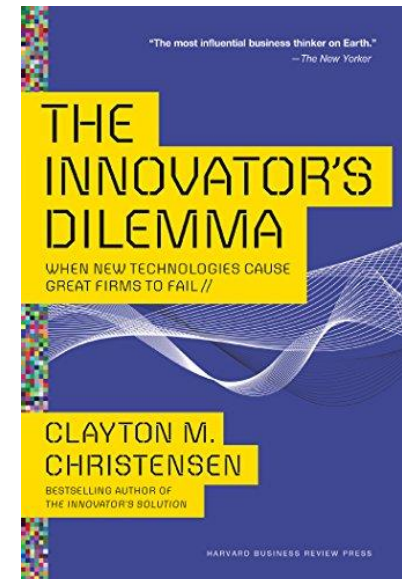
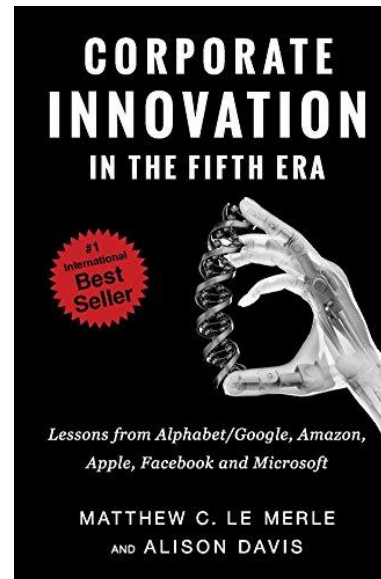
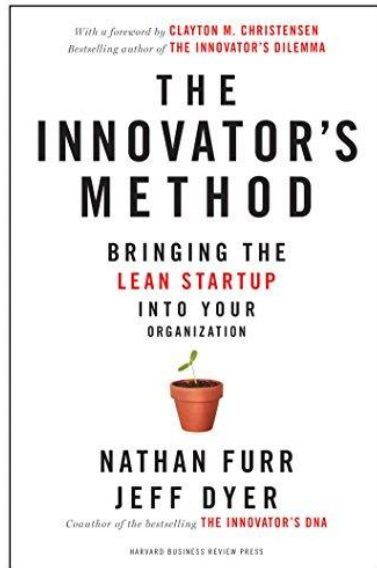
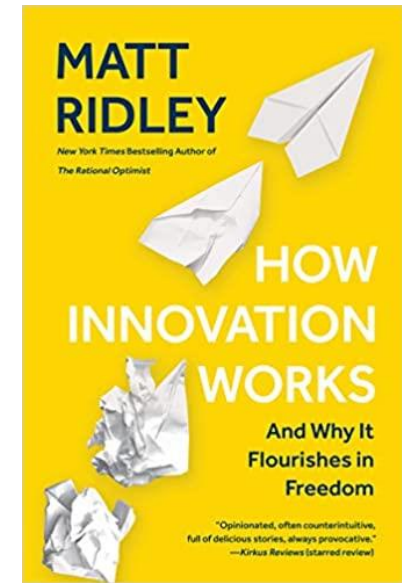
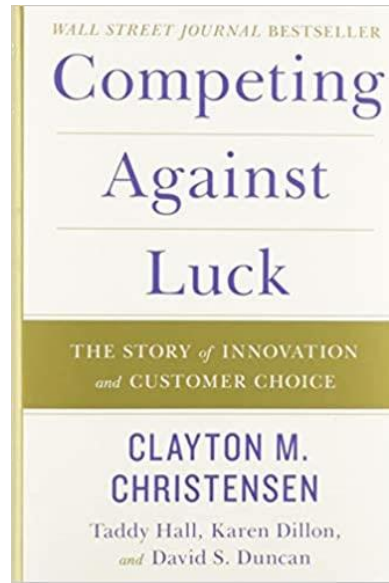
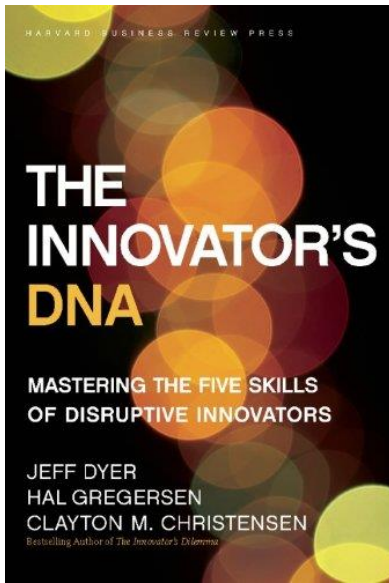
I shall not today attempt further to define the kinds of material – BUT – I know it when I see it.

- Potter Stewart (associate Justice of the Supreme Court, 1958 to 1981)



### Johnny's AirPods

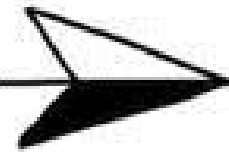
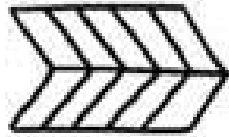




**CONTINUOUS  
IMPROVEMENT**

**INNOVATION**

**DISRUPTION**



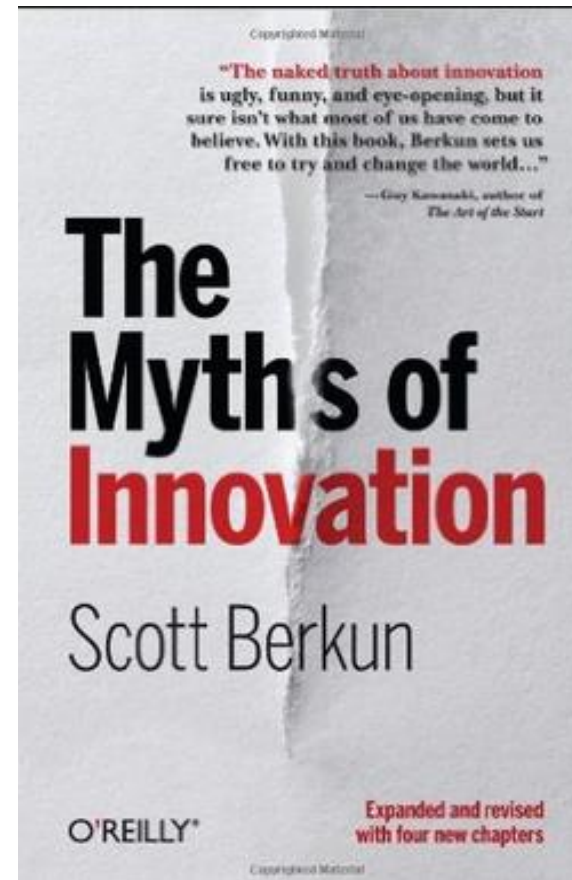
DOING THE SAME  
THINGS A BIT  
BETTER

DOING NEW  
THINGS

MAKING THINGS THAT  
MAKE THE OLD THINGS  
OBSOLETE

I generally recommend people don't use the word. Use more thoughtful words instead. More importantly, dedicate yourself to solving problems since that's what most people who earn the title innovator were trying to do. Instead of saying "our goal is innovation", which is highly vague, say "our goal is to solve THIS problem for THESE people", or at least admit that your first aim is to decide which problems you're going to solve and for whom.

If you must use the word, here is the best definition: **Innovation is significant positive change**. It's a result. It's an outcome. It's something you work towards achieving on a project. If you are successful at solving important problems, peers you respect will call your work innovative and you an innovator. Let them choose the word.



2.

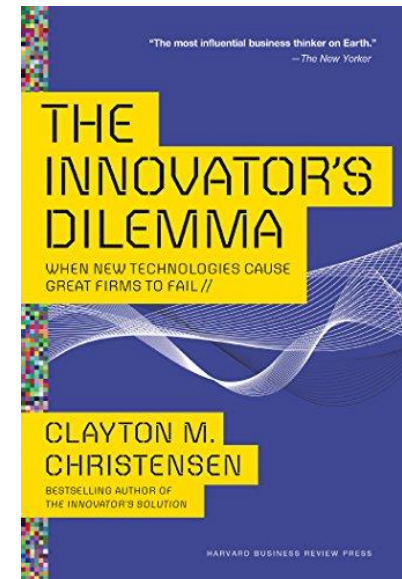
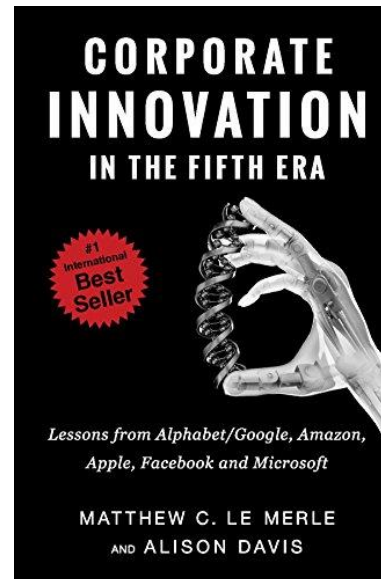
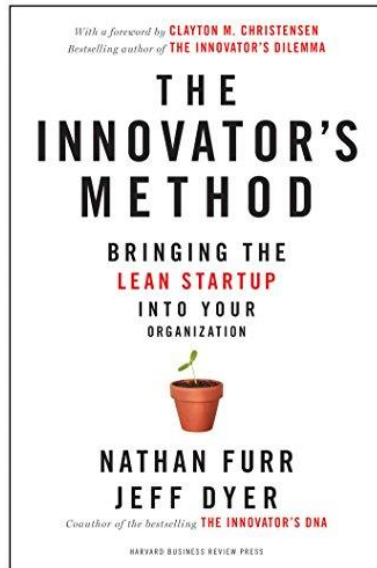
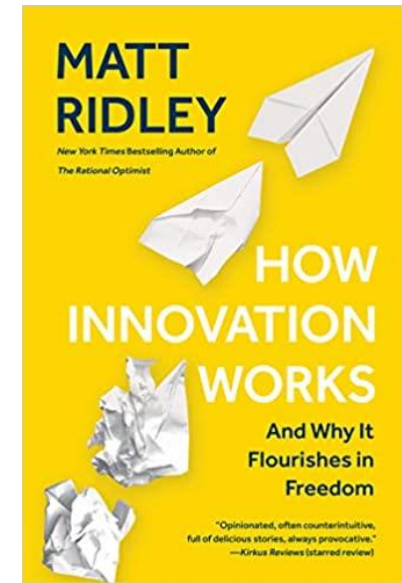
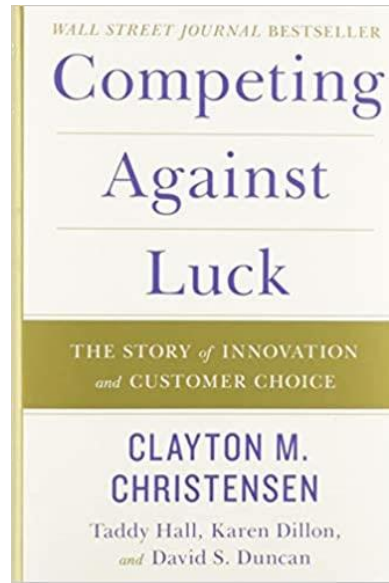
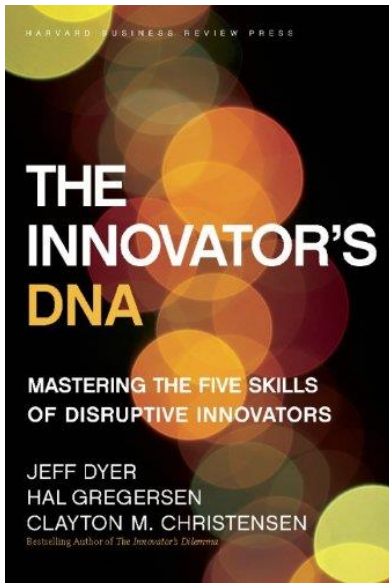
It Doesn't  
Have To Be  
Hard



EMPATHIZE DEFINE IDEATE PROTOTYPE TEST



**DESIGN THINKING**





FRESHLY  
FLAME  
GRILLED  
FOR YOU

Taste is King

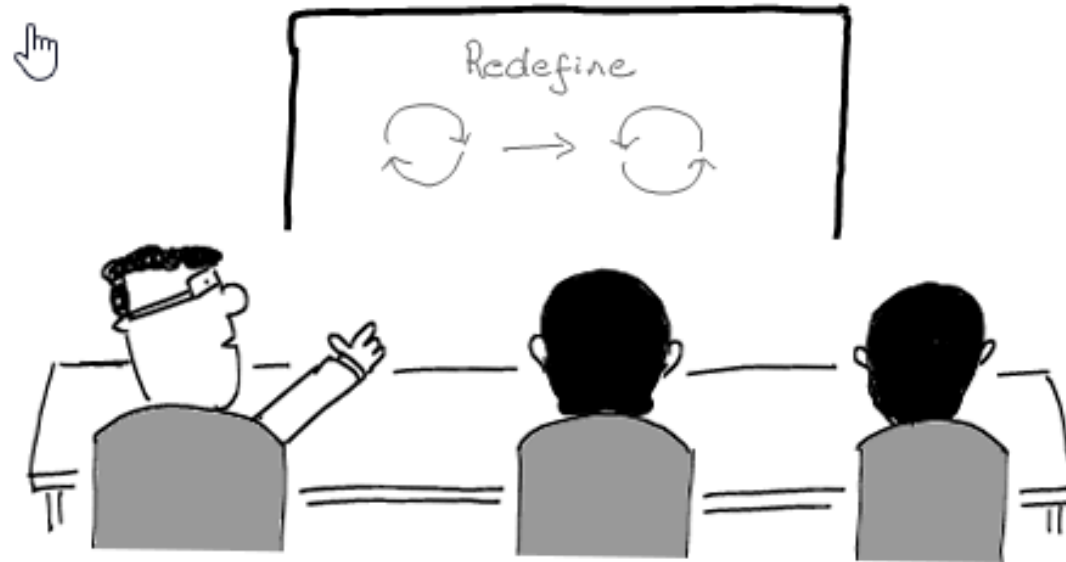


2. **Unstructured Time.** Allow employees to experiment with new ideas using unstructured time. For example, Google is well-known for giving employees up to 20% of their time to explore personal projects

The image shows the Google logo with the text '80/20' integrated into it. The 'G' is blue, the '8' is red, the '0' is red, the '/' is green, the '2' is yellow, the 'o' is yellow, the 'g' is blue, the 'l' is green, and the 'e' is red. A small 'TM' trademark symbol is located to the right of the 'e'.

Google 80/20™

3. **Re-define metrics and incentives.** Innovation may struggle because it is judged using the same metrics used for decades. Employees are told to be innovative – yet - their performance goals and compensation don't create the incentives to do so.



We need to redefine our approach to everything, including our approach to redefining.

4. **Allow failure.** If your employees are constantly worried their jobs will be in jeopardy if they come up with a bad idea, they will be reluctant to take the risks necessary to develop new ideas.

For example, Procter and Gamble takes great pride in presenting their annual “epic failure award”.



# 5. Honor achievement, success, hard work, and luck

thehustle.co/hot-cheetos-inventor/

the **HUSTLE** Newsletter ▾ Podcasts ▾ Trends About


Home ▸ How a janitor at Frito-Lay 'invented' Flamin' Hot Cheetos

## How a janitor at Frito-Lay 'invented' Flamin' Hot Cheetos

Richard Montañez allegedly went from cleaning toilets to being one of the most respected execs in the food industry.

By: The Hustle | @TheHustle November 29, 2017

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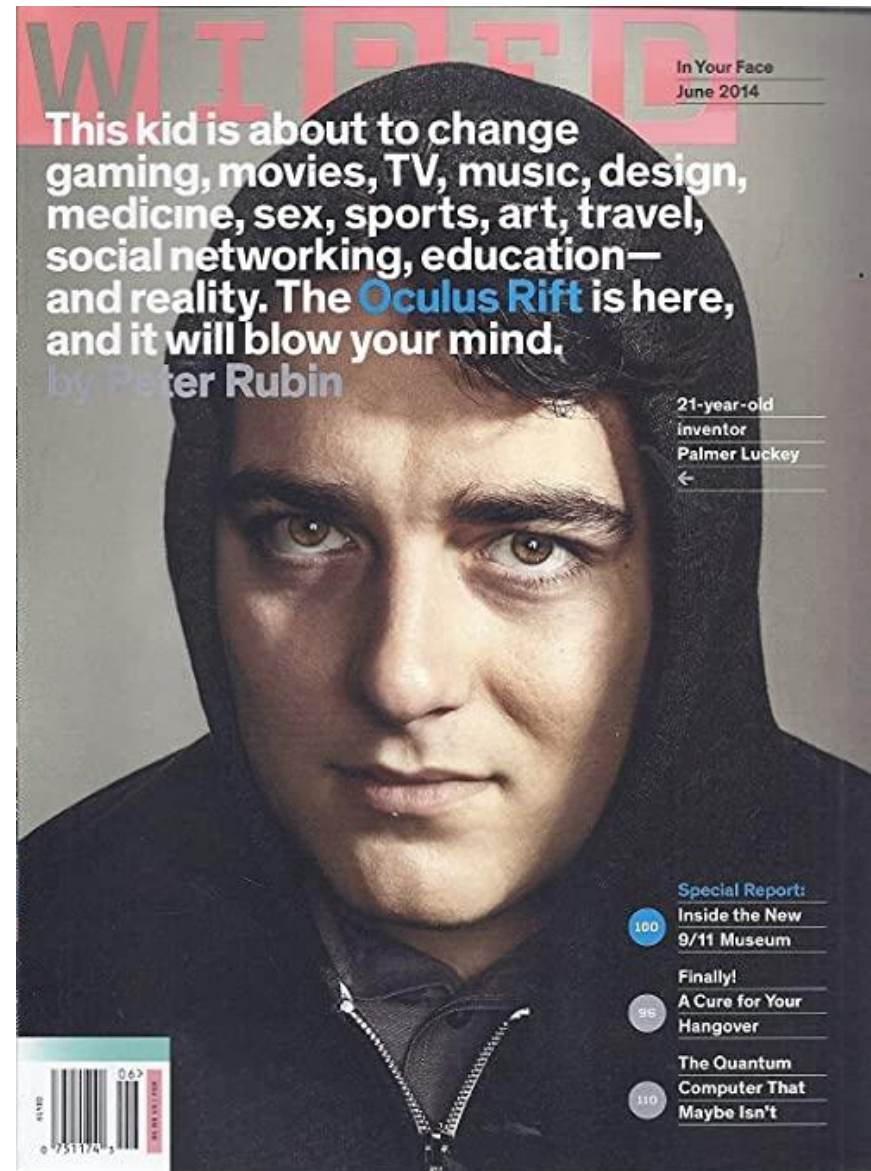


A photograph of Richard Montañez, a man with a goatee wearing a grey suit, smiling broadly. He is holding two bags of Flamin' Hot Cheetos, one in each hand, raised above his head. The background is black, and several individual Cheetos sticks are scattered around him, appearing to float in the air.



“In the middle of the night I woke up and the whole thing suddenly popped into my head. In an instant I saw how to build the laser. But that flash of insight required 20 years of work I had done in physics and optics to put all the bricks of that invention in there”

Gordon Gould  
Inventor of the Laser Beam







# Core Innovation

Fixing existing business processes or products.  
Business as usual but a little better.

# Cheesy Gordita Crunch



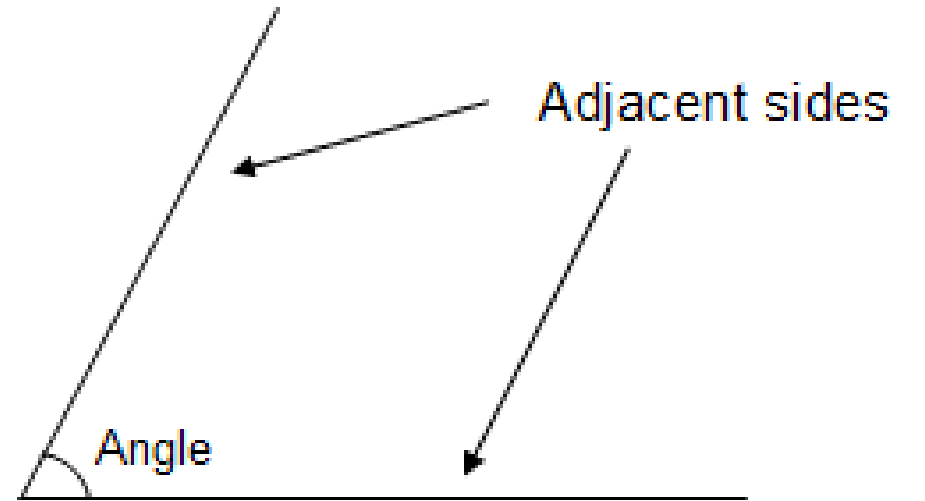
THINK  
OUTSIDE  
THE BUN.



TACO  
BELL

# Adjacent Innovation

A new line of business but essentially in same area of expertise



# INVITE

A GORGEOUS VIEW TO YOUR WEDDING.

*Let's Vacation™*



**DELTA**

VACATIONS



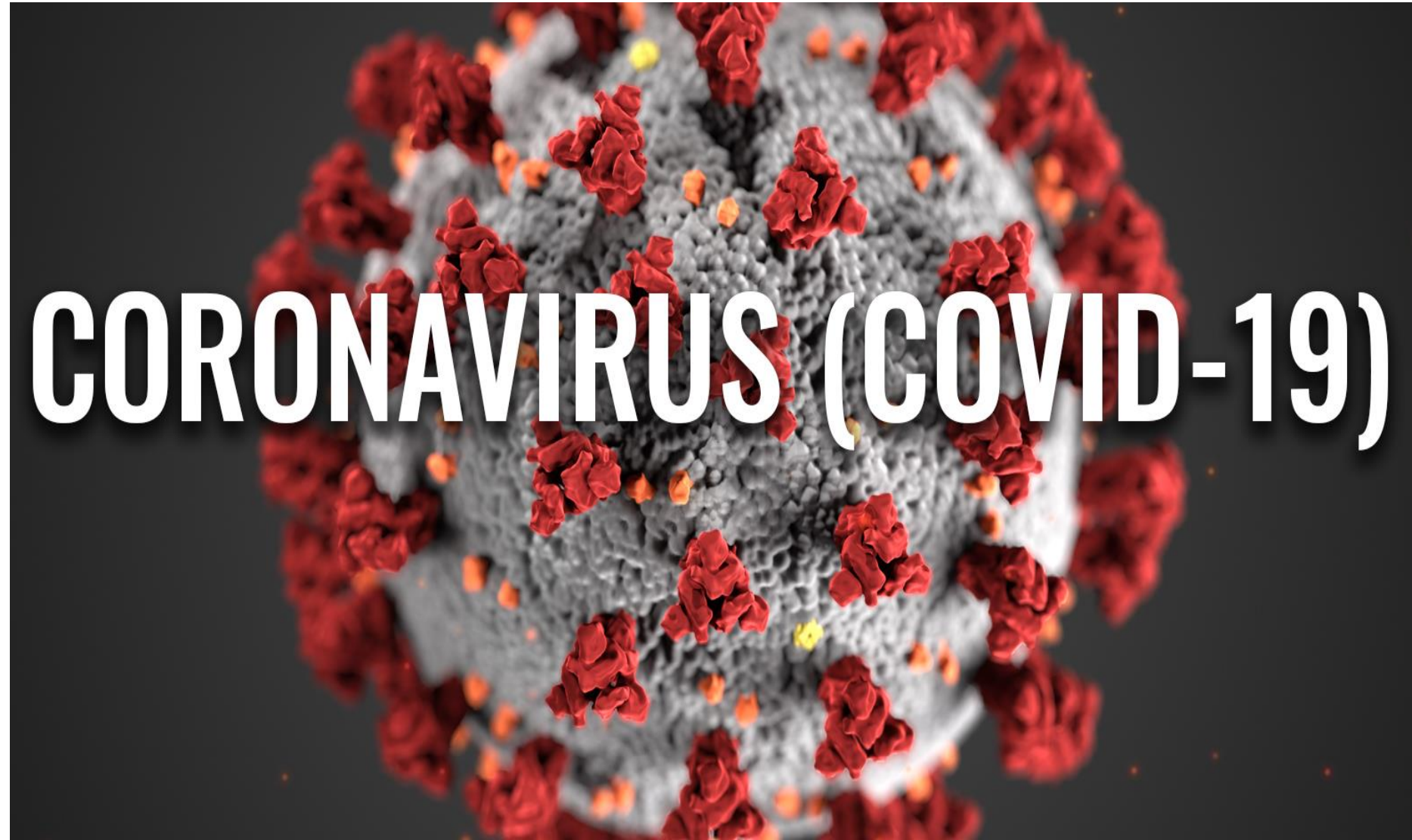
# Transformational Innovation

Not at all related to your existing business but somewhat in the same ballpark.



iTunes

# 3. Innovation During Crisis



# Crisis Has Jump-Started America's Innovation Engine. What Took So Long?

United by a singular purpose and freed from bureaucratic restraints, traditional companies like Ford are suddenly more nimble



Jeff Sturges, Ford's prototype design lead, tests a full-face respirator mask prototype with Jeffrey Forbes, Lieutenant, Detroit Fire Department, in Detroit.

PHOTO: GARRETT MACLEAN



By [John D. Stoll](#)

April 10, 2020 10:00 am ET

🔖 SAVE 🖨️ PRINT 🗨️ TEXT

Chances are there is a company within short driving distance from where you are that has recently gotten into the personal protection equipment business. I know, because my inbox is flooded with pitches from their PR agencies.

Eclipse International, a New Jersey bedding maker, and Aunt Flow, an Ohio-based tampon producer, are among them. They're making face masks using materials, factories or supply chains used for [mattresses](#) or [maxi pads](#).

British vacuum-cleaner giant Dyson Inc. designed [the CoVent](#) ventilator in 10 days and is one of several industrial heavyweights committing to make thousands of them.





Made shoes yesterday.  
Making masks today.



## Dyson Goes From Vacuums to Ventilators in Just 10 Days

The company is one in a growing list that's joining COVID-19 relief efforts.

BY DAISSY HERNANDEZ MAR 26, 2020



- Dyson—most popularly known as a vacuum company—has committed to making 15,000 ventilators to support hospitals and healthcare providers who are running dangerously low on them.
- A representative for the company says that the ventilators should be available around “early April.”

# Southern Champion Tray to mass produce face shields for medical community

by John Madewell | Wednesday, April 8th 2020



AA



Chattanooga's Southern Champion Tray is producing paperboard and plastic face shields for local medical community, for free. PHOTO: WTVC NEWS



CHATTANOOGA, Tenn. — Across the NewsChannel 9 viewing area, people, companies and schools stepping up to fight the COVID-19 crisis. One Chattanooga company is coming to the aid of the medical community with a much needed product.

The near 11-inch wide protective paperboard face shields are in large demand from the medical community here in Chattanooga and beyond.



Iad Dacus • 1st

Sales Manager, Central US, Southern Champion Tray

23h •

All hands on deck this morning, helping pack our Face Shields to get in the hands of the local medical community and first responders! Getting ready to ship across the US... receiving orders from East to West Coast!!!

[#faceshield](#) [#covid19](#) [#disposable](#) [#sctray](#) [#paperboardpackaging](#)



# 4.

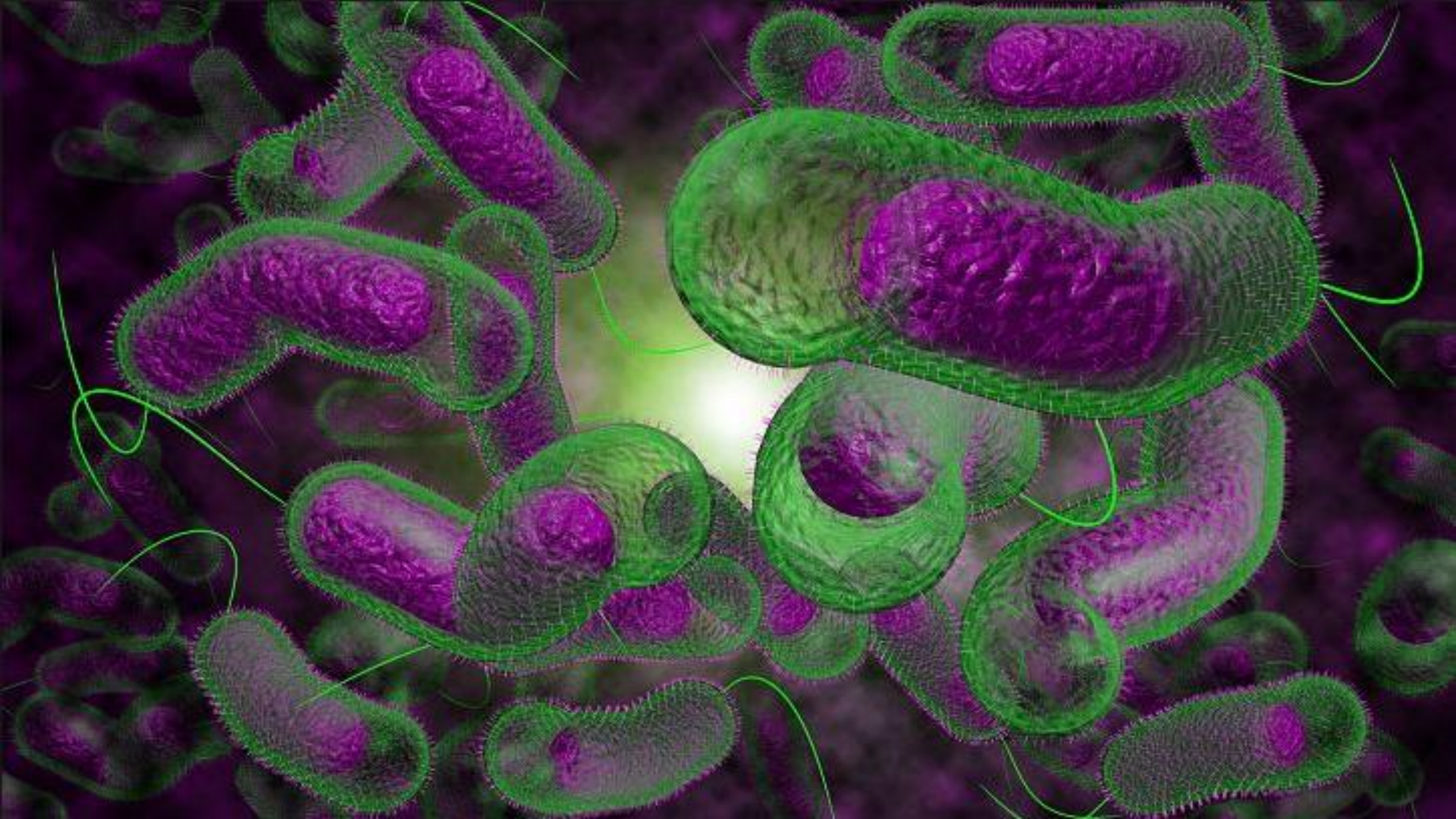
## A Different Perspective



THE REALITY IS THAT **WITHOUT**  
CONTEXT, DATA IS MEANINGLESS



# Think different.





A TABLE of REFERENCES to the CHURCHES and PRINCIPAL BUILDINGS, shewing their Situation in the above PLAN.

1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
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The PLAN is divided into the four great Divisions, and half Divisions, and the several Streets, by the Letters, and Figures, as in the above Table, every Division is put in Italics, at the top and Bottom of the PLAN, in Italics with a Capital Letter of the Alphabet from A to Z, and in the Cities with small Letters from A to Z, and in the Borough of Southwark with small Letters from A to Z.



*Final Thoughts*

“Our success at Amazon is a function of how many experiments we try. Some are successful and some fail – and we’ve learned that while being wrong might hurt you a bit, but being slow will kill you”

- Jeff Bezos, Founder / CEO of Amazon

A photograph of Jeff Bezos, the founder and CEO of Amazon, speaking at a podium. He is wearing a dark blue suit jacket over a white shirt. His hands are raised in a gesture of emphasis. The podium in front of him features the Amazon logo, which consists of the word "amazon" in a grey, lowercase, sans-serif font, with a curved orange arrow underneath it pointing from the 'a' to the 'z'.

amazon



*The End*

drink  
more  
water!

*The End*

