



Pioneers, Settlers and Town Planners – A Story of Continuous Innovation



Mark Bynens, Janssen R&D

Disclaimer



The opinions expressed in this presentation are those of the authors and do not necessarily represent the opinions of PHUSE, members' respective companies or organizations, or the products' respective companies mentioned in this paper.

It is the reader's or audience's responsibility to determine where the Pioneers, Settlers and Town Planners framework would best suit their need.

Additionally, the authors do not endorse any specific commercial products or services.

Is there a 'simple' framework for repeated, long-term innovation?



Pioneers, Settlers and Town Planners*

A framework for continuous innovation

Pioneers



Settlers



Town Planners



Allowing innovation in all 3 areas whilst moving at the right speed

Applying the right methods for each area

Putting people where they are the most effective

Genesis

Custom
Built

Product
(+ rental)

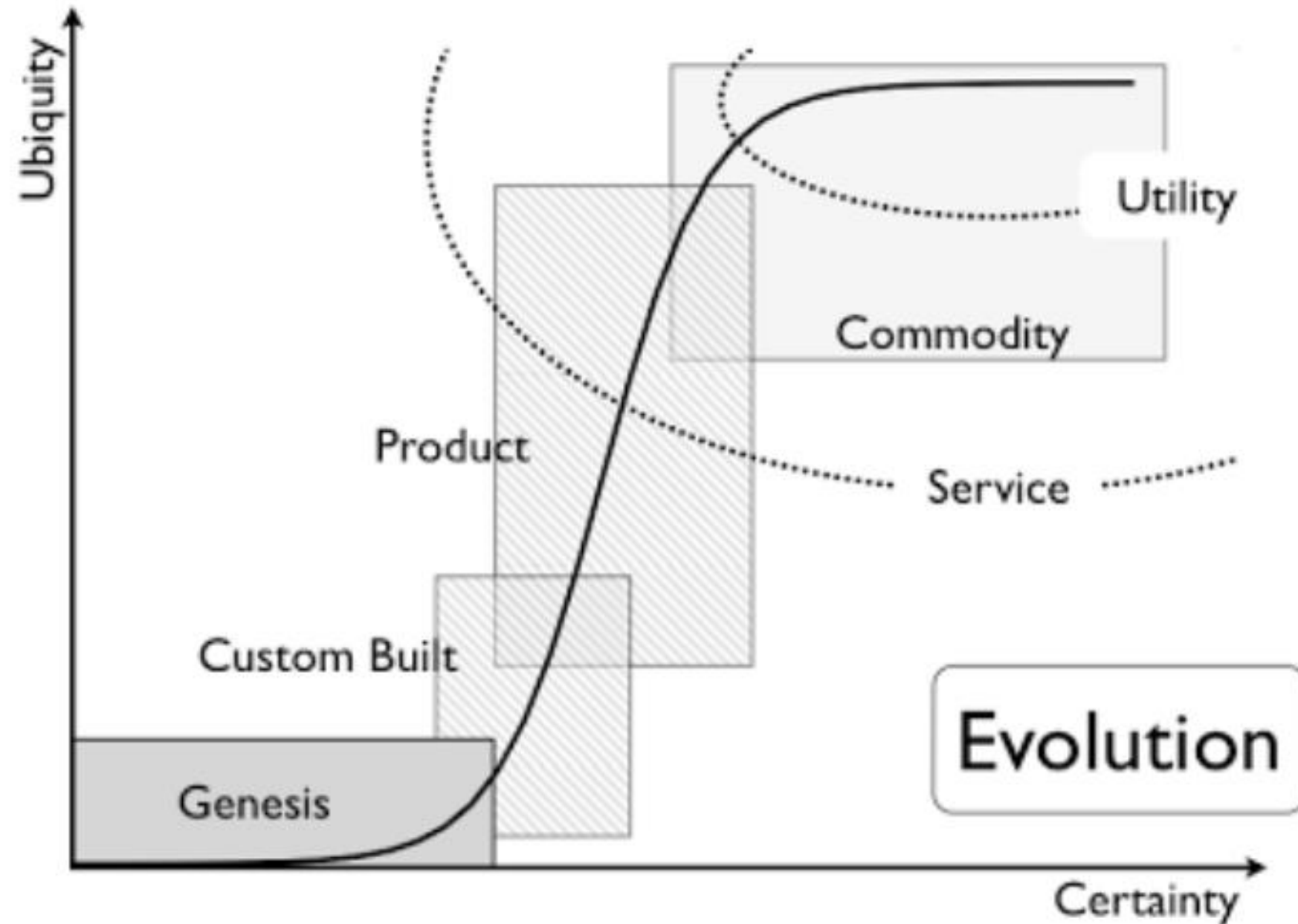
Commodity
(+ utility)

Evolution

*Researcher Simon Wardley derived the Pioneer, Settler, Town Planner (PST) [concept](#) from [Robert Cringely's Accidental Empires](#) as an organisational model for how to support repeated, long-term innovation.

Pioneers, Settlers and Town Planners

Evolution of a product or service



Pioneers, Settlers and Town Planners

A framework for continuous innovation

Pioneers

Deals with:

- Rare
- Poorly Understood
- Differential & Novel
- High Future value
- Constantly changing
- Undefined Market

Settlers

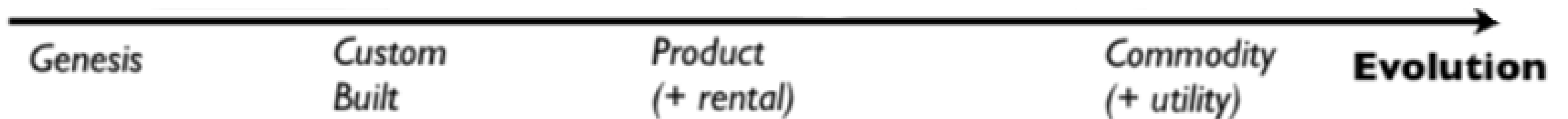
Deals with:

- Growing
- Increasing Education
- Feature Differentiation
- High Profitability
- Maturing Products
- Growing Market

Town Planners

Deals with:

- Common
- Well Defined
- Essential Cost of Doing Business
- High Volume
- Standardized & Stable
- Mature Market



Pioneers, Settlers and Town Planners

A framework for continuous innovation

Pioneers

Happy with:

- Failure
- Gambling & Gut Feel
- Experimentation
- Uncertainty
- Ignoring Customers

Uses: Agile

Most likely to build a partially functioning 3D printer with lego

Settlers

Happy with:

- Constant Improvement
- Market Analysis
- Feedback
- Trend Spotting
- Listening to Customers

Most likely to inherit a half baked lego 3D printer and turn it into something that lots of people want to use or buy

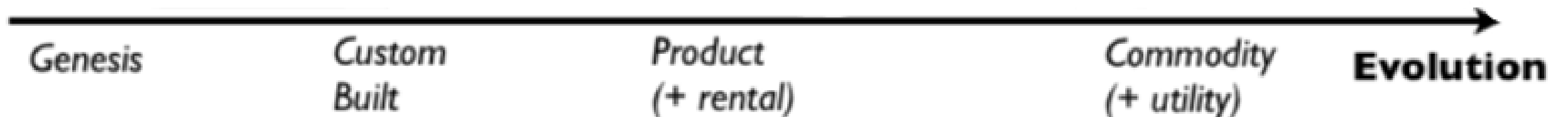
Town Planners

Happy with:

- Operational Efficiency
- Metric Driven
- Analytics
- Scientific Modelling
- Building what is needed

Uses: Six Sigma

Most likely to be running the factory which builds lego bricks and lego kits



Pioneers, Settlers and Town Planners

Different roles and characters

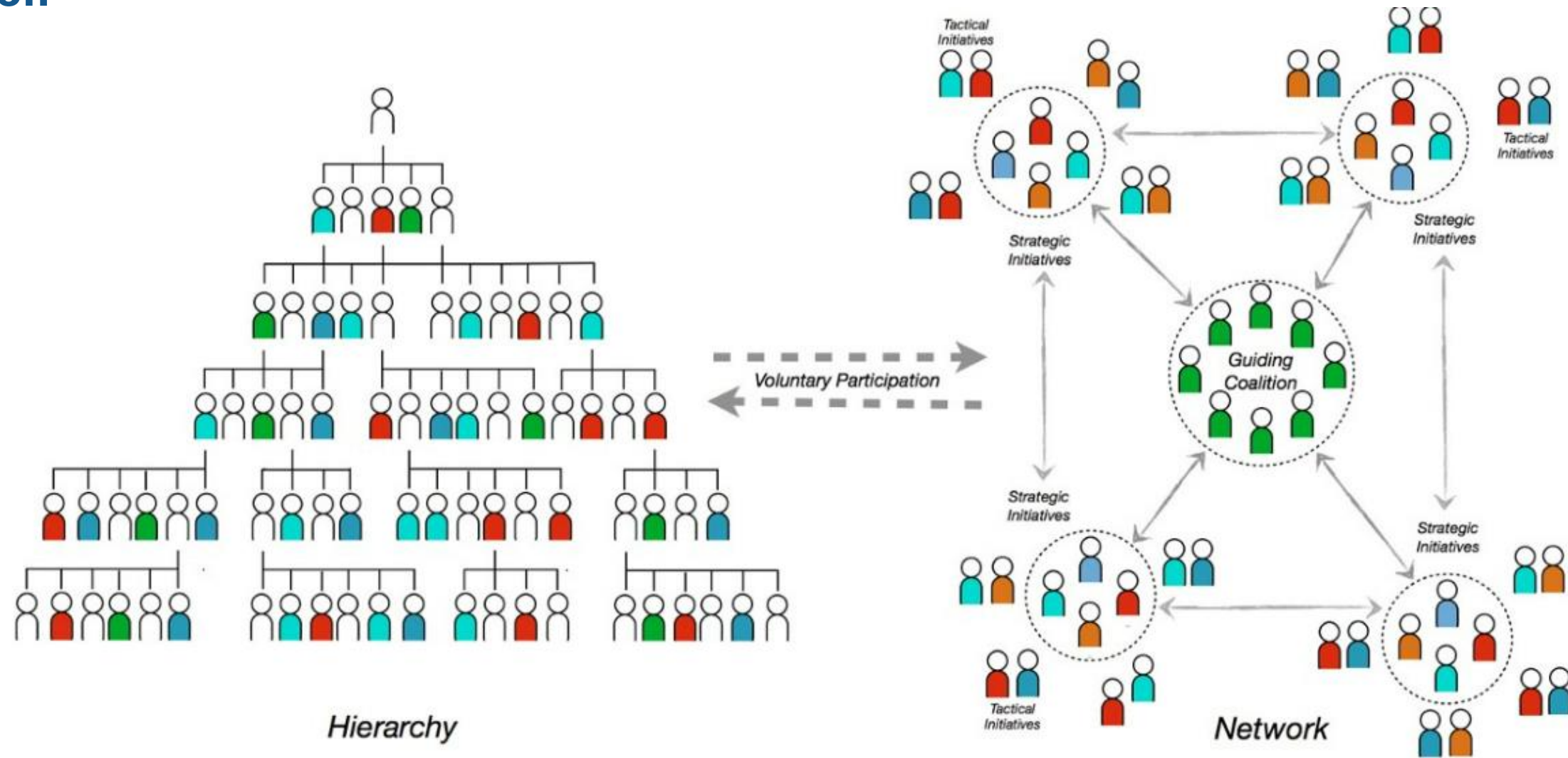


Each role is necessary, dependent upon the other, and simply brilliant.

Innovation can happen in all areas.

Pioneers, Settlers and Town Planners

Organization



Pioneers, Settlers and Town Planners

Inheritance

Inheritance is a key part of the PST model:

The process of inheritance is essential to mimic outside evolution. All the components are evolving due to supply and demand competition which means new teams need to form and inherit the work of earlier teams i.e., the settlers inherit from the pioneers and the outside ecosystems and productize the work. This forces the pioneers to move on. Equally the town planners inherit from the settlers and industrialize it, forcing the settlers to move on.

Pioneers, Settlers and Town Planners

Inheritance – some examples

What does this mean in the context of a new R package for statistical reporting? What does this ‘inherit’ look like?

Here’s some examples:

- ***Settlers inheriting from pioneers***: Pioneers will think and develop the initial R package for statistical reporting summarizing and outputting the data. Settlers (early adopters) inherit the package putting them into use for solving a specific reporting need.
- ***Town planners inheriting from settlers***: Town Planners see how the Settlers solved a specific need(s) and made the new R package ‘real’. Town Planners inherit that and expand the scope to cover more general problem sets, making it more a standard.
- ***Pioneers learning from Town Planners***: Pioneers will look at the information gained by applying the R package for statistical reporting. They will then go further with that information, using it to drive the development of higher order systems.



Email Addresses

Mark Bynens: MBYNENS@its.jnj.com

Thank You





PHARMACEUTICAL COMPANIES OF
Johnson & Johnson



**Creating a future where
disease is a thing of the past**