



Innovation Radar

Innovation rarely comes from looking straight ahead. The companies that shape what's next don't just watch their own industry — they scan the edges. Start by marking your own position, then fill in your level and everything above it, working outward from your industry to the periphery. The further out and further up you look, the more you see what's coming.

	Own Industry The companies you compete with directly Which industry?	Adjacent Markets Industries serving a similar customer or need Which industries?	Periphery Markets Industries reshaping expectations from the outside Which industries?
Innovators Shaping what comes next			
Mainstream Keeping up with the standard			
Followers Catching up or standing still			