

# Where Does Innovation Come From? Bringing New Ideas to Revenue Agencies

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**Will Rice**  
**FTA Annual Meeting**  
**June 12, 2007**



THE POSITIVELY "IN" SOUND  
OF  
**THE INNOVATIONS**

JOE COHEN  
PA 2-7289

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# The birds are different



# The skies are different



# The trees are different



# Some things are the same...



# And during the rainy season, it's all too familiar...



# Washington State and Trinidad both have revenue agencies



# Innovation Mythology

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## Myth #1:

“All you need is a  
good idea”

# Who Says a Car Has to Have Four Wheels?

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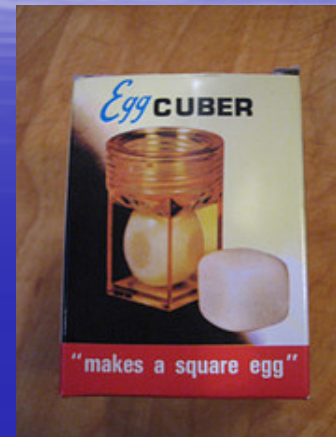


# Useful Inventions?

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Solar Powered Cigarette Lighter



Square Egg Maker



Food Cooler

**“A new idea is only a good idea if it propels you towards your vision and mission”**

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**“Be cult-like about your vision”**

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***Built to Last: Successful Habits  
of Visionary Companies***

**-James C. Collins & Jerry I. Porras**

# Innovation Mythology

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## Myth #2:

“Innovation comes from people who are innately creative, innovative, and risk takers”

# Risk Takers?

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- Accountants
- Sky Divers
- Administrative Law Judges
- Software Designers
- Auditors
- Tight Rope Walkers
- Mid Level Government Worker
- Venture Capitalists
- Tax Attorneys
- Emergency Room Technicians
- Economists
- Fire Fighters
- Revenue Agents
- Astronauts
- Clerks

# What's a Revenue Agency Made Of?

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- Accountants
- Sky Divers
- Administrative Law Judges
- Software Designers
- Auditors
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**“It’s hard to come up with  
new ways of doing things if  
you are only familiar with  
one way of doing things”**

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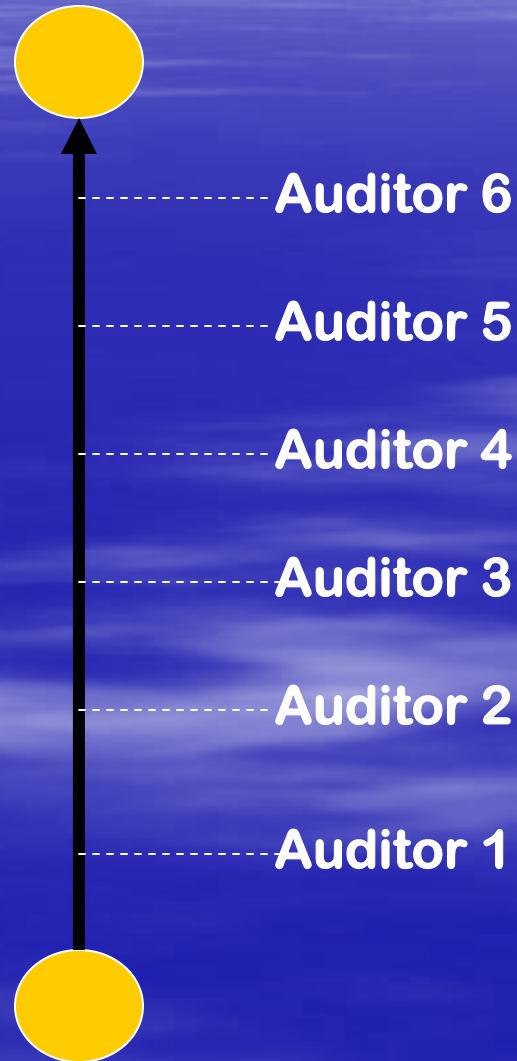
**“If the only tool you have  
is a hammer, you tend to  
see every problem as a  
nail”**

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**Abraham Maslow**

**“The shortest distance between two points is a straight line”**

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**“In terms of innovation, a straight line is not the best answer”**

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# Innovation Mythology

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## Myth #3

**“Innovation comes from designated inventors”**

# Two Innovators...

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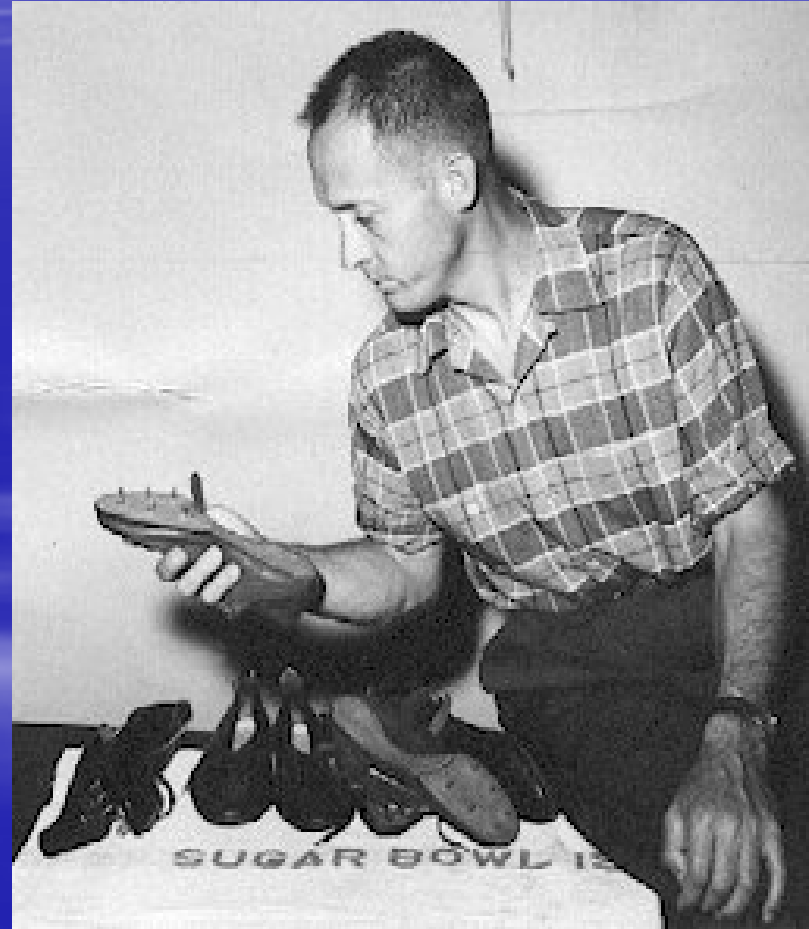
**Milton Reeves**



**Bill Bowerman**

# The Story of Bill Bowerman

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# Blue Ribbons Sports Company

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**Founded 1967**

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# Innovation Mythology

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## Myth #4:

“Innovation is all about big breakthroughs, the opening of new epochs”

**Lewis and Clark  
versus  
Bert and Tubby**

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**“Innovation is easy. You just stare at a blank piece of paper until droplets of blood form on your forehead”**

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FTA Compendium of Best Practices

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**State Taxes: Exemplary  
Application of Leading  
Innovations & Technologies**

**or**

**“STEAL – IT”**

# Innovation Mythology

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## Myth #5:

**“Performance measures  
are for bean counters;  
they inhibit creativity”**

# The Experience of Bill Bradley

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# Moving Beyond Butter

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**“A vibrant organization is one in which every member of the organization thinks and acts as though they were in charge of the entire organization’s performance”**

# Getting from Point “A” to Point “B” on an Airplane

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- Check-in line
- Check your baggage line (sometimes)
- Security line
- Starbucks line!
- Loading the plane
- Clearance to take off
- In flight time
- Available runway to land? (Circling the airport)
- Available gate?
- De-planing
- Baggage claim

# Fastest way to load an airplane?

## Saving money by sitting faster

Airlines are experimenting with a variety of methods to load economy-class passengers in the most efficient way. Here are the leading methods.

### Seating order



### REVERSE-PYRAMID BOARDING

Used by America West and now being tested by US Airways. Window seats in the back and middle are filled first.

### BACK-TO-FRONT BOARDING

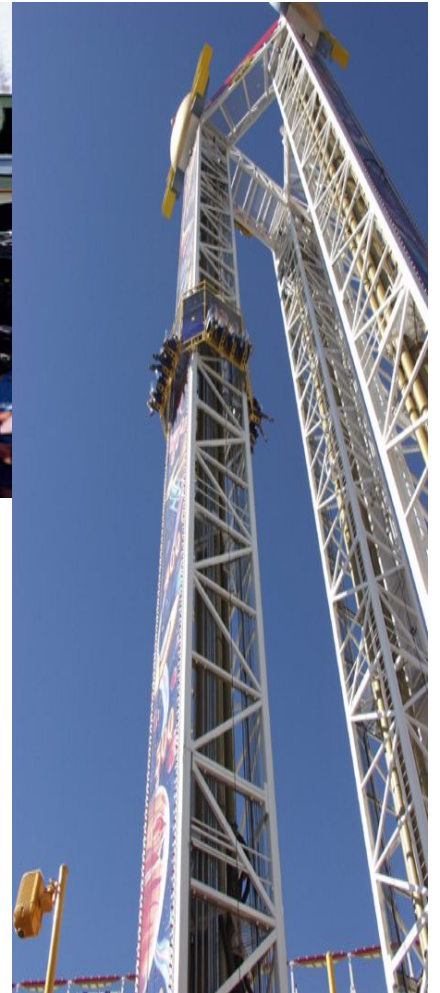
Used by American and many others. Seating filled by groups starting in back and finishing in front.

### ROTATING-ZONE BOARDING

Used by AirTran, Delta, others. Back is filled first, followed by the area second nearest the front.

### WINDOW-MIDDLE AISLE BOARDING

Used by United. Window seats, back to front, filled first.



WALT DISNEY



## Definition of Insanity:

**“Doing the same thing over  
and over again, and  
expecting different results”**

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***-Albert Einstein***

**“Try a lot of stuff...keep  
what works”**

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***Built to Last: Successful Habits  
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**“Pick big problems.  
Solve them.”**

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**Malcolm Sparrow**

*-John F. Kennedy School of  
Government, Harvard University*