

# REALIZING GROWTH WITH INNOVATION INNOVATION STRATEGY





# THE FIRST IN A NEW SERIES FOR 2022

**WEBINAR ONE** // JANUARY 27  
INNOVATION STRATEGY

**WEBINAR TWO** // FEBRUARY 17  
INNOVATION PORTFOLIO MANAGEMENT

**WEBINAR THREE** // MARCH 17  
ORGANIZATION OF INNOVATION

**WEBINAR FOUR** // APRIL 21  
INNOVATION CULTURE

\* WATCH OUR OTHER WEBINARS ON OUR WEBSITE:  
<https://www.revelx.co/previous-webinars/>





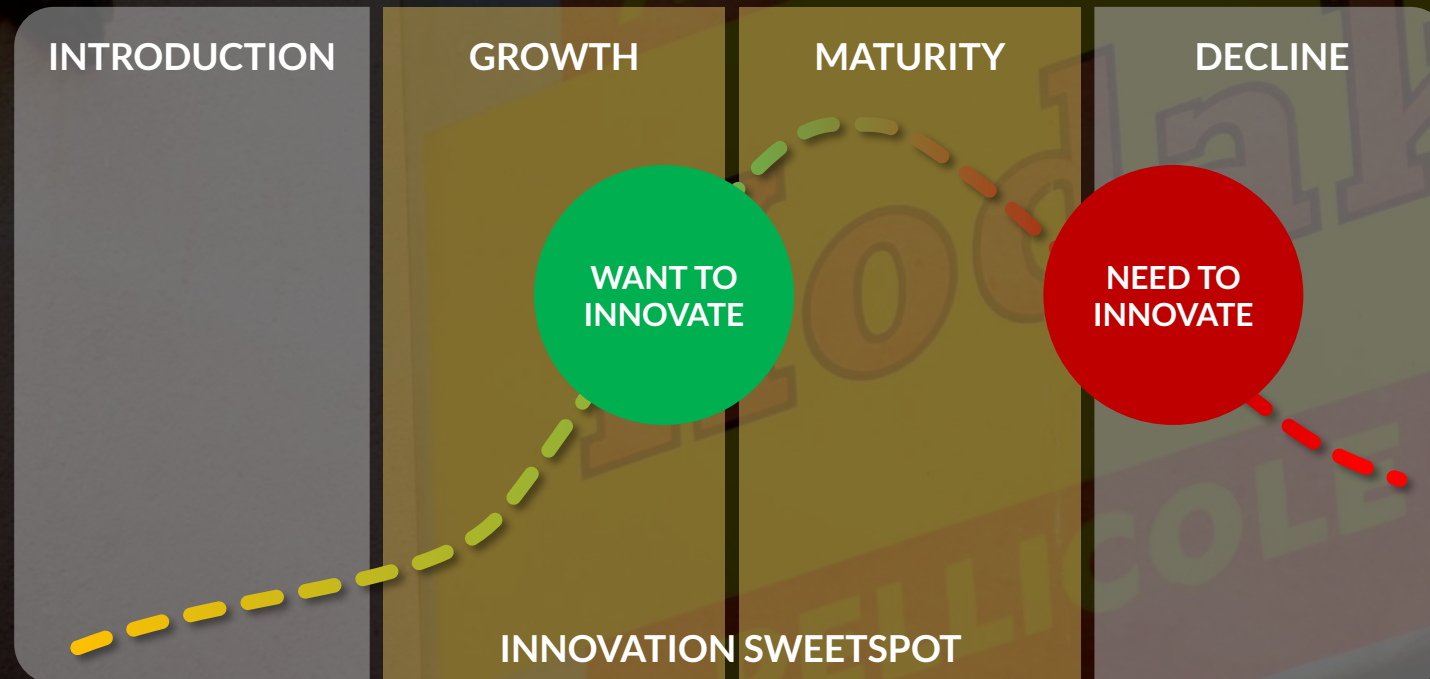
# INNOVATION IS A KEY ELEMENT IN YOUR **GROWTH MIX**

IT IS A SUSTAINABLE SOURCE OF FUTURE GROWTH





# TWO TYPES OF INNOVATORS: ACTIVE VS. REACTIVE



THANKS TO GIJS VAN WULFEN!



# THE 3 INNOVATION CHALLENGES

## THE IDEATION CHALLENGE

- » Spotting and creating innovation opportunities
- » Balancing the long- and short-term perspective
- » Selecting the most promising innovations

## THE VALIDATION CHALLENGE

- » Assessing the true potential of new ideas
- » Avoiding unjustified investments in bad ideas or hobby horses
- » Beating the competition on time-to-market

## THE SCALE UP CHALLENGE

- » Turning on the right growth engines
- » Creating the right conditions for growth
- » Balancing management of core business and innovations





# FOLLOW UP TO OUR PLAYBOOK SERIES



# BEST-IN-CLASS INNOVATORS

- ✓ Have a well-defined innovation strategy & roadmap
- ✓ Manage their innovation portfolio professionally
- ✓ Embed innovation in their organization
- ✓ Continuously develop their innovation competence, culture and leadership





# INNOVATION SPECIALISTS AND CREATIVE STRATEGISTS

<https://www.linkedin.com/in/marc-douma-revelx/>

<https://www.linkedin.com/in/matthijsrosman/>





# IN TODAY'S WEBINAR

1

What is an  
innovation  
strategy?

2

How to develop  
an innovation  
strategy?

3

How do you build  
a portfolio of  
strategy projects?





# INNOVATION **READINESS** BENCHMARK

Gain valuable insights into how to increase your innovation power.  
Our Innovation Readiness Benchmark will help you to assess your innovation strengths and weaknesses and to improve your innovation performance.

START THE BENCHMARK

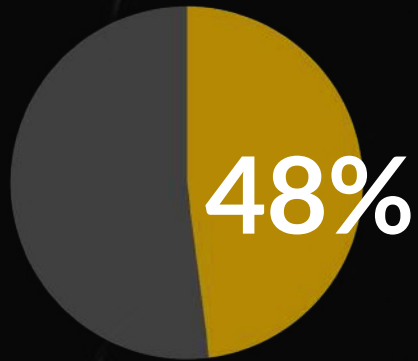
BASED ON 7  
INNOVATION **BEST**  
**PRACTICE** AREAS

**>300** COMPANIES IN  
OUR DATA SET

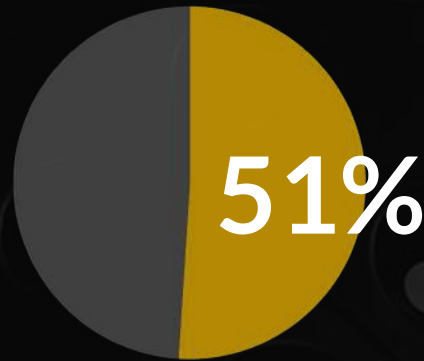




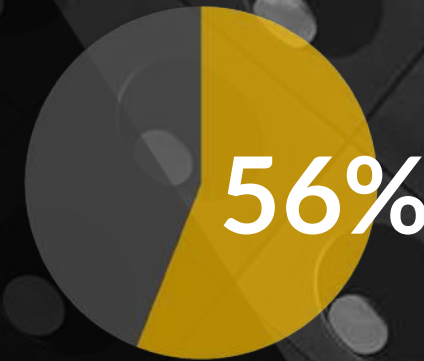
# WORK TO BE DONE...



DOES NOT UNDERSTAND  
FUTURE INNOVATIONS  
THAT CAN **DISRUPT THE  
INDUSTRY**



DOES NOT INVEST  
SUFFICIENTLY IN PROJECTS  
WITH A **LONG-TERM  
HORIZON**



DOES NOT HAVE A WELL-  
DEFINED **INNOVATION  
STRATEGY**

SOURCE: REVELX IRB 2018 - 2022



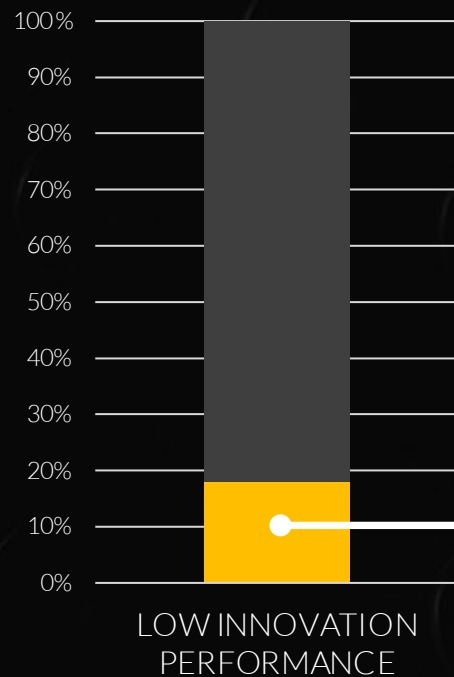


# **WHY BOTHER ... WITH DEVELOPING AN INNOVATION STRATEGY**





# WHY BOTHER ...

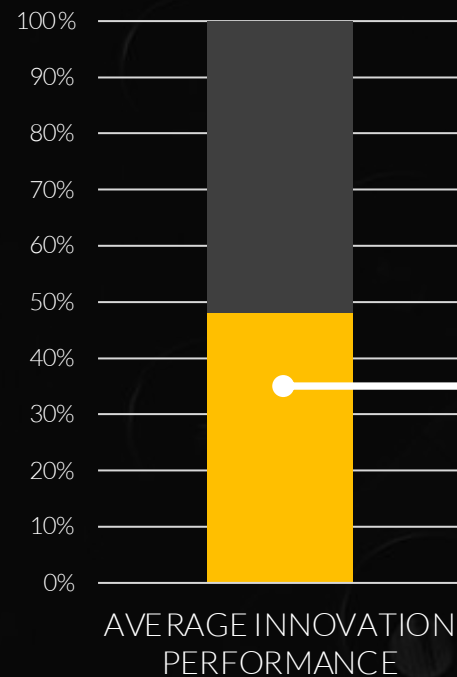
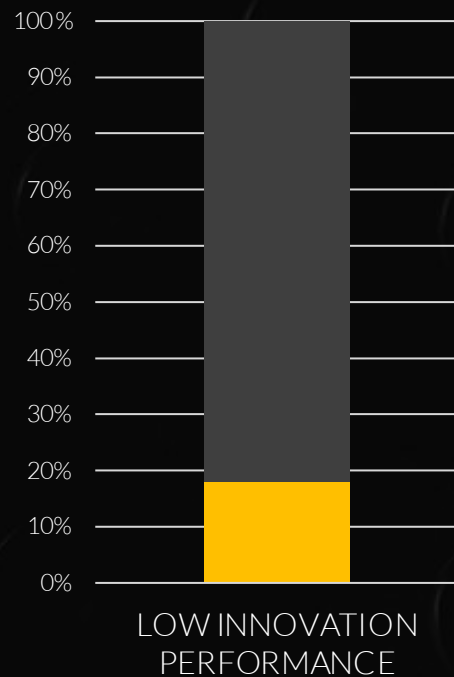


**18%**  
OF THE  
**LOW PERFORMERS**  
HAS A WELL-DEFINED  
INNOVATION  
STRATEGY

SOURCE: REVELX IRB 2018 - 2022



# WHY BOTHER ...



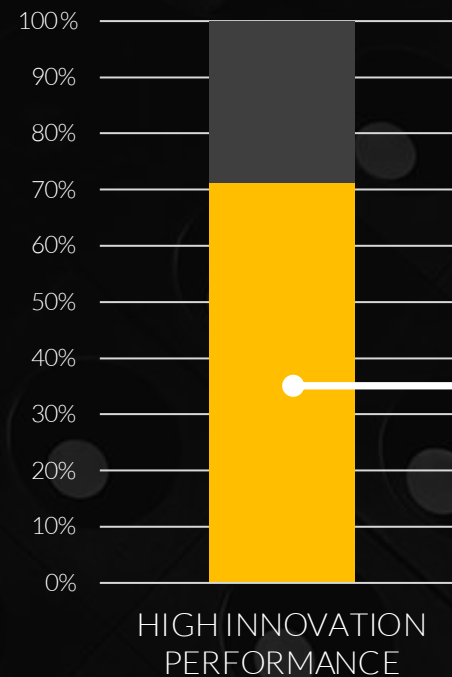
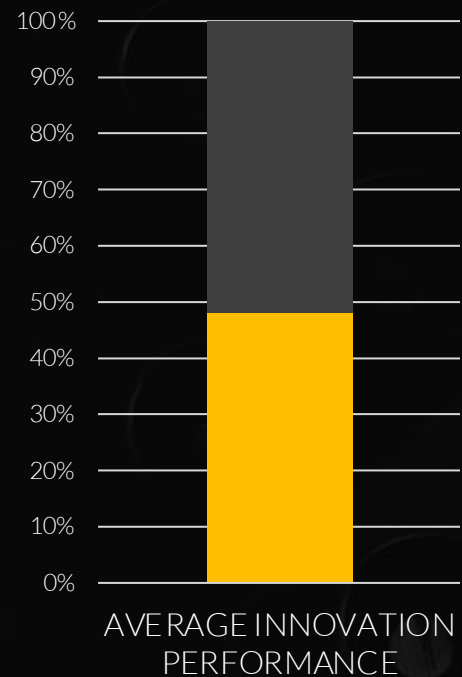
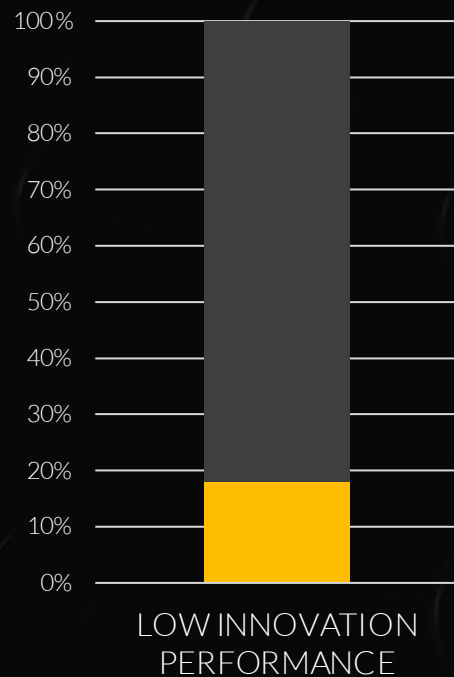
**48%**  
**OF THE  
AVERAGE  
PERFORMERS  
HAS A WELL-DEFINED  
INNOVATION  
STRATEGY**

SOURCE: REVELX IRB 2018 - 2022





# WHY BOTHER ...



**72%**  
**OF THE**  
**HIGH PERFORMERS**  
**HAS A WELL-DEFINED**  
**INNOVATION**  
**STRATEGY**

SOURCE: REVELX IRB 2018 - 2022



# **BARRIERS** FOR STRATEGIC INNOVATION



- ✓ SHORT-TERM THINKING
- ✓ LACK OF VISION
- ✓ TUNNEL VISION
- ✓ OPERATIONAL FOCUS
- ✓ LACK OF OWNERSHIP

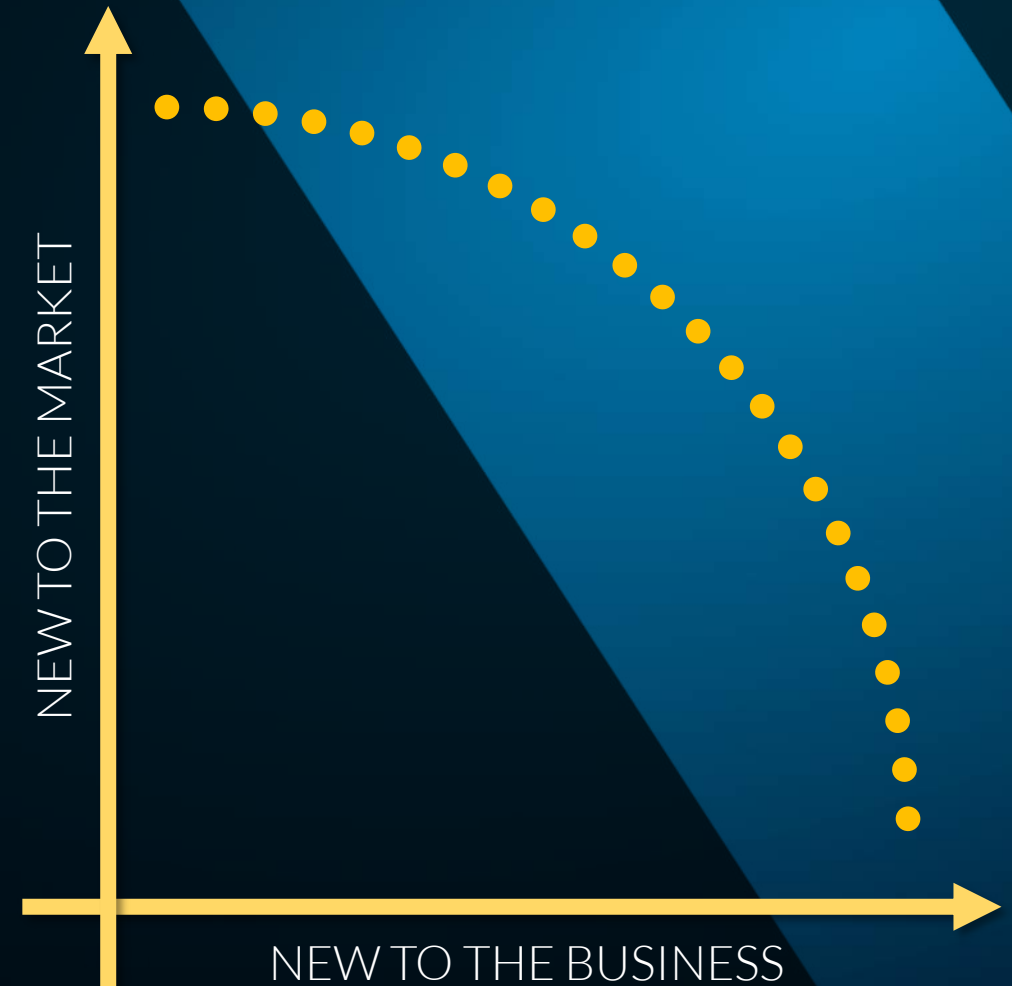




# WHAT DO WE MEAN WITH INNOVATION STRATEGY?



# WHAT DO WE MEAN WITH **INNOVATION** ~~STRATEGY~~?





# YOUR INNOVATION STRATEGY...

DEFINES WHAT  
**INNOVATION WILL**  
**CONTRIBUTE TO THE**  
**LONG-TERM RELEVANCE**  
**AND SUCCESS** OF YOUR  
ORGANIZATION AND **HOW**  
THAT WILL BE REALIZED

REFLECTING **DISRUPTIVE**  
**TRENDS** IN THE INDUSTRY ...

... AND SUPPORTING THE  
**STRATEGIC AMBITION** OF  
THE ORGANIZATION



# WHAT DEFINES A GOOD INNOVATION STRATEGY?

- ✓ FUTURE DISRUPTIONS VS SHORT-TERM TRENDS
- ✓ BROAD FOCUS ENCOMPASSING THE ENTIRE BUSINESS MODEL
- ✓ APPEALS TO THE BROADER ORGANIZATION
- ✓ GUIDES THE INNOVATION PROCESS
- ✓ ALLOWS TO MANAGE THE PORTFOLIO EFFECTIVELY





## BUSINESS STRATEGY

- ✓ DEFINES THE OVERARCHING STRATEGIC AMBITION
- ✓ HAS A 3 TO 5-YEAR HORIZON
- ✓ FOCUSES ON GROWTH TARGETS IN TURNOVER AND PROFITABILITY
- ✓ FOCUS ON GROWTH ENGINES: THE PROPOSITIONS DELIVERING GROWTH
- ✓ TRANSLATED INTO COMMERCIAL AND ORGANIZATIONAL PLANS

## INNOVATION STRATEGY

- ✓ IS SUPPORTIVE AND SO A PART OF YOUR OVERALL STRATEGY
- ✓ SHOULD LOOK FURTHER IN THE FUTURE
- ✓ FOCUSES ON THE BUSINESS MODEL TRANSFORMATION
- ✓ FOCUSES ON THE PROPOSITIONS THAT DELIVER FUTURE GROWTH
- ✓ TRANSLATED INTO A ROADMAP OF STRATEGIC PROJECTS



# BE PRAGMATIC

STRATEGY IS ALL ABOUT  
MAKING CHOICES





# REVELX INNOVATION STRATEGY CANVAS







Drivers for disruptive innovation	Innovation North Star and targets	Innovation enablers
Sectoral megatrends	Company BHAG or mission statement  Innovation North Star <small>Work how innovation strategy reflects the company BHAG or Mission</small>	Innovation enabler Key initiatives to strengthen innovation power
Technological drivers	Innovation targets Top 3 Innovation Performance Indicators	PORTFOLIO MANAGEMENT ORGANIZATION OF INNOVATION INNOVATION PROCESS AND COMPETENCES CULTURE AND LEADERSHIP
Unfulfilled future customer needs	Key innovation themes and ambition	Innovation roadmap
Innovation Readiness Benchmark	Innovation theme Innovation ambition 3-5 years	Top 3 innovation projects per theme Horizon Due date
Innovation performance Best practice cases Innovation strategy Customer centricity Organizational agility Portfolio management Organization of innovation Skills and competences Culture and leadership		







# INNOVATION STRATEGY **AMBITION LEVEL AND FOCUS**

<b>Drivers for disruptive innovation</b> 	<b>NORTH STAR &amp; TARGETS</b> 		<b>Innovation enablers</b> 																															
<b>Societal megatrends</b>   	<b>Company BHAG or mission statement</b>  		<b>Innovation enabler</b> <b>Key initiatives to strengthen innovation power</b> <div>PORTFOLIO MANAGEMENT</div> <div>ORGANIZATION OF INNOVATION</div> <div>INNOVATION PROCESS AND COMPETENCES</div> <div>CULTURE AND LEADERSHIP</div>																															
<b>Technological drivers</b>   	<b>Innovation North Star</b> <small>Written on how innovation will help to achieve the company BHAG or Mission</small>  <b>Innovation targets</b> <small>Top 3 Innovation Performance Indicators</small> <table border="1" data-bbox="703 639 1192 735"> <thead> <tr> <th></th> <th>Y1</th> <th>Y2</th> <th>Y3</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table>			Y1	Y2	Y3																												
	Y1	Y2	Y3																															
<b>Unfulfilled future customer needs</b>   	<b>THEMES &amp; AMBITION</b>  <table border="1" data-bbox="703 803 1192 1222"> <thead> <tr> <th>Innovation theme</th> <th>Innovation ambition 3-5 years</th> </tr> </thead> <tbody> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> </tbody> </table>		Innovation theme	Innovation ambition 3-5 years									<b>Innovation roadmap</b>  <table border="1" data-bbox="1238 803 1961 1222"> <thead> <tr> <th>Top 3 innovation projects per theme</th> <th>Horizon</th> <th>Due date</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> </tbody> </table>		Top 3 innovation projects per theme	Horizon	Due date																	
Innovation theme	Innovation ambition 3-5 years																																	
Top 3 innovation projects per theme	Horizon	Due date																																
<b>Innovation Readiness Benchmark</b> 																																		
<table border="1"> <thead> <tr> <th></th> <th>IRB score</th> <th>Remark</th> </tr> </thead> <tbody> <tr><td>Innovation performance</td><td></td><td></td></tr> <tr><td>Best practice areas</td><td></td><td></td></tr> <tr><td>Innovation strategy</td><td></td><td></td></tr> <tr><td>Customer centricity</td><td></td><td></td></tr> <tr><td>Organizational agility</td><td></td><td></td></tr> <tr><td>Portfolio management</td><td></td><td></td></tr> <tr><td>Organization of innovation</td><td></td><td></td></tr> <tr><td>Skills and competences</td><td></td><td></td></tr> <tr><td>Culture and leadership</td><td></td><td></td></tr> </tbody> </table>		IRB score	Remark	Innovation performance			Best practice areas			Innovation strategy			Customer centricity			Organizational agility			Portfolio management			Organization of innovation			Skills and competences			Culture and leadership						
	IRB score	Remark																																
Innovation performance																																		
Best practice areas																																		
Innovation strategy																																		
Customer centricity																																		
Organizational agility																																		
Portfolio management																																		
Organization of innovation																																		
Skills and competences																																		
Culture and leadership																																		



# INNOVATION STRATEGY **MAKING IT HAPPEN**

Drivers for disruptive innovation		Innovation North Star and targets		INNOVATION ENABLERS																																																																													
Societal megatrends		Company BHAG or mission statement		<div> <div>Innovation enabler</div> <div> <div>PORTFOLIO MANAGEMENT</div> <div>ORGANIZATION OF INNOVATION</div> <div>INNOVATION PROCESS AND COMPETENCES</div> <div>CULTURE AND LEADERSHIP</div> </div> <div>Key initiatives to strengthen innovation power</div> </div>																																																																													
Technological drivers		<div>Innovation North Star</div> <div>Vision on how innovation will help to achieve the company BHAG or Mission</div>																																																																															
Unfulfilled future customer needs		<div>Innovation targets</div> <table border="1"> <thead> <tr> <th>Top 3 Innovation Performance Indicators</th> <th>Y1</th> <th>Y2</th> <th>Y3</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td></tr> </tbody> </table>		Top 3 Innovation Performance Indicators	Y1	Y2	Y3																																																																										
Top 3 Innovation Performance Indicators	Y1	Y2	Y3																																																																														
Innovation Readiness Benchmark		Key innovation themes and ambition		INNOVATION ROADMAP PER THEME																																																																													
<table border="1"> <thead> <tr> <th></th> <th>IRB score</th> <th>Remark</th> </tr> </thead> <tbody> <tr><td>Innovation performance</td><td></td><td></td></tr> <tr><td>Best practice areas</td><td></td><td></td></tr> <tr><td>Innovation strategy</td><td></td><td></td></tr> <tr><td>Customer centricity</td><td></td><td></td></tr> <tr><td>Organizational agility</td><td></td><td></td></tr> <tr><td>Portfolio management</td><td></td><td></td></tr> <tr><td>Organization of innovation</td><td></td><td></td></tr> <tr><td>Skills and competences</td><td></td><td></td></tr> <tr><td>Culture and leadership</td><td></td><td></td></tr> </tbody> </table>			IRB score	Remark	Innovation performance			Best practice areas			Innovation strategy			Customer centricity			Organizational agility			Portfolio management			Organization of innovation			Skills and competences			Culture and leadership			<table border="1"> <thead> <tr> <th>Innovation theme</th> <th>Innovation ambition 3-5 years</th> </tr> </thead> <tbody> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> <tr><td></td><td></td></tr> </tbody> </table>		Innovation theme	Innovation ambition 3-5 years																	<table border="1"> <thead> <tr> <th>Top 3 innovation projects per theme</th> <th>Horizon</th> <th>Due date</th> </tr> </thead> <tbody> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td></tr> </tbody> </table>			Top 3 innovation projects per theme	Horizon	Due date																								
	IRB score	Remark																																																																															
Innovation performance																																																																																	
Best practice areas																																																																																	
Innovation strategy																																																																																	
Customer centricity																																																																																	
Organizational agility																																																																																	
Portfolio management																																																																																	
Organization of innovation																																																																																	
Skills and competences																																																																																	
Culture and leadership																																																																																	
Innovation theme	Innovation ambition 3-5 years																																																																																
Top 3 innovation projects per theme	Horizon	Due date																																																																															



# UNDERSTANDING FORCES OF DISRUPTION

>50% OF COMPANIES HAVE A GOOD VIEW OF  
WHAT CAN DISRUPT THEM IN THE FUTURE

→ OUT OF THESE → >60% OF COMPANIES THINK  
DISRUPTION IS INEVITABLE IN THE  
NEAR FUTURE





# UNDERSTANDING FORCES OF DISRUPTION

- ✓ INDUSTRY CHARACTERISTICS
- ✓ TECHNOLOGY

Watch the webinar on Disruption for more insights on this topic!





# DISRUPTING URBAN MOBILITY

## MEGA TRENDS

✓ URBANIZATION

✓ SUSTAINABILITY

✓ DIGITALIZATION





# IDENTIFYING FUTURE CUSTOMER NEEDS



**ACCELL GROUP**





# ASSESSING YOUR INNOVATION READINESS



## INNOVATION READINESS BENCHMARK

Gain valuable insights into how to increase your innovation power.  
Our Innovation Readiness Benchmark will help you to assess your innovation strengths and weaknesses and to improve your innovation performance.

START THE BENCHMARK



# STRETCHING THE INNOVATION **AMBITION** - YOUR BHAG





# DISRUPTING URBAN MOBILITY





# CREATE YOUR OWN DISRUPTOR





# INNOVATION THEMES

WHAT ARE THE KEY THEMES UNDERPINNING YOUR  
INNOVATION STRATEGY?

**FOR EXAMPLE:** SERVITIZATION, SUSTAINABILITY,  
DIGITIZATION, IoT, ROBOTICS, AI, CYBER SECURITY,  
etc ...



# INNOVATION ROADMAP

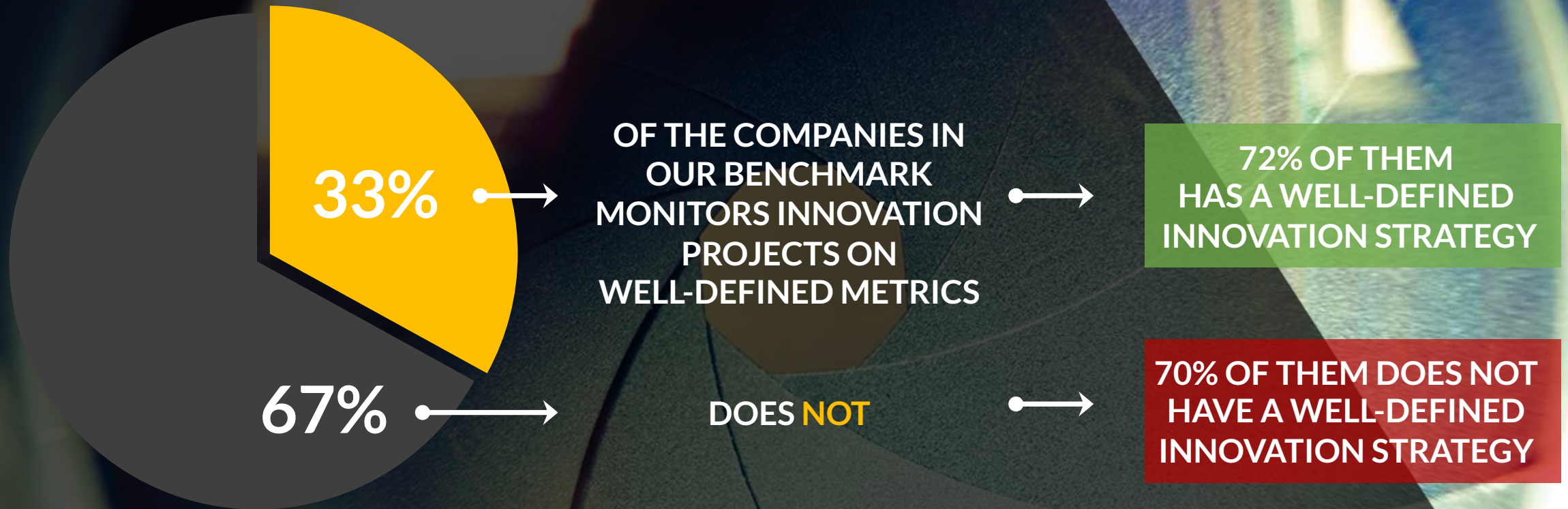
WHAT ARE THE KEY PROJECTS THAT SHAPE  
OUR INNOVATION DRIVEN GROWTH PLAN?

- ✓ CREATE FOCUS IN YOUR CURRENT INITIATIVES
- ✓ FILL THE GAPS





# CREATE FOCUS



SOURCE: REVELX IRB 2018 - 2022



# FILL THE **GAPS**

WHICH INNOVATION THEMES  
ARE NOT COVERED AT THIS POINT?





# DEVELOPING THE **ENABLERS**

CREATING THE CONDITIONS FOR INNOVATION

- ✓ ORGANIZATION OF INNOVATION
- ✓ PORTFOLIO MANAGEMENT
- ✓ LEADERSHIP AND CULTURE
- ✓ INNOVATION COMPETENCES
- ✓ INNOVATION PROCESS





# USE THE CANVAS TO BRING IT TOGETHER

Drivers for disruptive innovation	Innovation North Star and targets	Innovation enablers																
<p><b>Societal megatrends</b></p>	<p>Company BHAG or mission statement</p>	<p><b>Innovation enabler</b></p> <p>Key initiatives to strengthen innovation power</p>																
<p><b>Technological drivers</b></p>	<p><b>Innovation North Star</b></p> <p>Work on how innovation will help to achieve the company BHAG or Mission</p>	<p>PORTFOLIO MANAGEMENT</p>																
<p><b>Unfulfilled future customer needs</b></p>	<p><b>Innovation targets</b></p> <p>Top 3 Innovation Performance Indicators</p> <table border="1"> <thead> <tr> <th></th> <th>Y1</th> <th>Y2</th> <th>Y3</th> </tr> </thead> <tbody> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Y1	Y2	Y3													<p>ORGANIZATION OF INNOVATION</p>
	Y1	Y2	Y3															
		<p>INNOVATION PROCESS AND COMPETENCES</p>																
		<p>CULTURE AND LEADERSHIP</p>																
	<p><b>Key innovation themes and ambition</b></p>	<p><b>Innovation roadmap</b></p>																
<p><b>Innovation Readiness Benchmark</b></p>	<p>Innovation theme</p> <p>Innovation ambition 3-5 years</p>	<p>Top 3 innovation projects per theme</p> <p>Horizon</p> <p>Due date</p>																
<p>Innovation performance</p> <p>Business units</p> <p>Innovation strategy</p> <p>Customer-centricity</p> <p>Organizational agility</p> <p>Portfolio management</p> <p>Organization of innovation</p> <p>Skills and competences</p> <p>Culture and leadership</p>	<p>Fill score</p> <p>Remark</p>																	





# INNOVATION STRATEGY DEVELOPMENT





# KEY SUCCESS FACTORS

- ✓ CUSTOMER FOCUSED
- ✓ CHALLENGING DOMINANT MYTHS AND BELIEFS
- ✓ BRING IN THE OUTSIDE PERSPECTIVE (FROM OTHER INDUSTRIES)
- ✓ INTERACTIVE HIGH IMPACT WORKING SESSIONS
- ✓ INVOLVING THE RIGHT PEOPLE
- ✓ COMBINING DATA AND GUT FEEL
- ✓ EXTERNAL VALIDATION OF YOUR RISKIEST ASSUMPTIONS
- ✓ ACTIONABLE OUTCOMES





# HELPFUL RESOURCES

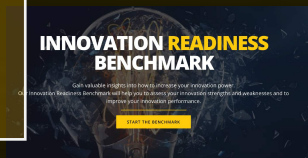
1



**GET DARE:  
OUR BOOK ON  
CORPORATE  
INNOVATION**

<https://www.revelx.co/dare/>

2



**TAKE PART IN THE  
INNOVATION  
READINESS  
BENCHMARK**

<https://www.revelx.co/innovation-readiness-benchmark/>

3



**DOWNLOAD OUR  
CORPORATE  
INNOVATION  
PLAYBOOK**

<https://www.revelx.co/corporate-innovation-playbook/>

4



**VISIT OUR GROWTH  
WAREHOUSE FOR  
MORE TOOLS AND  
INSPIRATION**

<https://www.revelx.co/canvases/>

5



**BOOK A FREE 30-MINUTE CONSULTATION WITH US**





# JOIN OUR NEXT WEBINAR

**WEBINAR ONE** // JANUARY 27  
INNOVATION STRATEGY

**WEBINAR TWO** // FEBRUARY 17  
INNOVATION PORTFOLIO MANAGEMENT

**WEBINAR THREE** // MARCH 17  
ORGANIZATION OF INNOVATION

**WEBINAR FOUR** // APRIL 21  
INNOVATION CULTURE

\* WATCH OUR OTHER WEBINARS ON OUR WEBSITE:  
<https://www.revelx.co/previous-webinars/>







# THANK YOU!

