

Designing a Winning Innovation Strategy and Operating Model

How this leader in heavy machinery
improved their innovation performance

About the client

The client is a leading expert in earthmoving and infrastructure projects, such as railway tracks, waterways, and foundations. Their services range from supplying heavy-duty Cat machines to the port of Rotterdam, to delivering compact machines to gardening companies and road workers. The client also provides innovative electric power generating systems to land based- and oil and gas industries, as well as technical total drive and power solutions for the global maritime market.

The Challenge

The groundwork, in terms of innovation, had previously been completed by the client. They had already set up a skilled dedicated innovation department and secured senior leadership support. The first steps regarding their innovation strategy and processes, had already been well thought out.

But to ensure a big impact within the organization and make innovation really work, further development of the strategy and their innovation model was essential.



The Solution

RevelX Solutions:

- RevelX in-company Innovation Readiness Benchmark (IRB)
- RevelX Innovation Management Program
- RevelX Innovation Modules (Strategy Design, Operating Model Blueprint, Portfolio Management Framework).

RevelX first collected input from the innovation team and board members through the RevelX In-Company Innovation Readiness Assessment. Next, we ran a program with a series of workshops for the client’s innovation team, their board members and business units.

Using a working method based on co-creation, RevelX brought in their knowledge and expertise. They shared innovation best practices and customizable innovation modules, such as Innovation Strategy Design, Operating Model Blueprint, and the RevelX Idea and Portfolio Management Framework.

Results

During the program, and in co-creation with the client, RevelX delivered a refined innovation strategy. Together we set ambitious goals and created a realistic and executable innovation portfolio for new projects.

Part of the program was an ideation workshop, which produced 24 new incremental innovations (horizon 1) and 34 disruptive innovation ideas (Horizon 2 and 3). Parallel to that, we designed and implemented a new operating model (blueprint), which is also documented in the client-specific innovation playbook.

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