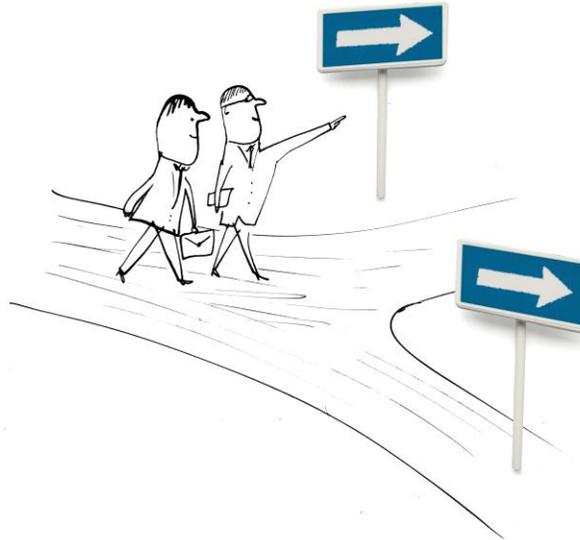




goetzpartners

STRATEGY | M&A | TRANSFORMATION



# goetzpartners' Innovation Management Solutions

CREATING A SHARED VISION OF THE FUTURE AND INITIALIZING THE ORGANIZATIONAL MOMENTUM TO GET THERE

Dr Peter Russo | Partner | Head of Innovation

**Our Values:** We help business leaders to align around **a shared vision of the future,** and to **create the organizational momentum** to get there

## 1 IMPACT

We are driven to help our clients succeed and openly share our methods to inspire and enable others to achieve similar outcomes

## 2 INTELLECTUAL CURIOSITY

We are motivated to find the truth, we get excited by new ideas – both our own and others – and strive to find practical ways to adapt, apply and improve them

## 3 INITIATIVE

We are change agents, encouraged, empowered and responsible for improving the performance of our clients, our teammates, and the world around us

UNLOCKING GROWTH  
THROUGH VALUE-  
DRIVEN INNOVATION



## 4 INCLUSIVENESS

We are a community of diverse thinkers drawn from different backgrounds to apply ourselves to a common purpose, and we believe this diversity is a key contributor to our success

## 5 COLLABORATION

We are teammates whose success is tied to that of our colleagues and clients. We listen attentively, respond quickly, and iterate often based on our collective views

## 6 HUMILITY

We are confident in our abilities but avoid arrogance by accepting that our current knowledge/capability is but a fraction of what we have yet to learn, discover and create

# What most of our clients occupies

When our clients are dealing with innovation, high uncertainty can be recognized across all industries

## TYPICAL ISSUES ADDRESSED BY OUR CLIENTS

„Are we still selling our current products in future?“

„Is our business model fit for the future?“

„Which ideas are worth to develop, which aren't?“

„Have I pursued the right ideas in the past or did I leave out attractive opportunities?“



„It takes us too long to bring new products to market!“

„Are really the right persons in key positions of our innovation process and do they have sufficient knowledge?“

„How can I support innovation enthusiasts?“

„What do I have to contribute as a CEO and how can I support?“

## LESSON'S LEARNED

- In times of **disruption** and **digitalization**, many clients link **innovation** with a **high uncertainty**
- Despite being in **different industries**, most of our clients share the **same or similar issues**
- **Issues** addressed by our clients can be divided into two groups: **What** do I make new und **how** do I do it?
- Can **start-ups** help to exploit new **technologies**?
- **In a nutshell**
  - **No** innovation management systems **equals another one**
  - **Quality** needs to be assessed always **comprehensively**



**Innovation failures:** Lack of satisfaction is always caused by multiple reasons. In detail, an deficient fit between **innovation strategy, process, portfolio management** and **innovation culture!**

The more the anticipated **dramatic changes** become obvious the less business leaders are convinced they are prepared for the upcoming future challenges

93%

Of executives say their company's **long-term success** is dependent on the **ability to innovate**

85%

Of executives in large companies expect they will need to more radically **transform** their business in the next **five years**

35%

Of executives in large companies are **confident** in their ability to **successfully transform** their organizations in the way needed

18%

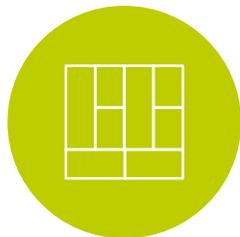
Of executives believe their **own innovation strategy** is delivering a **competitive advantage**

Ideation  
Dual Jobs-to-be-done  
Transformation  
Breakthroughs  
Time-to-market  
Change  
Innovation  
Radical  
Customer Insights  
New-to-market  
Open Innovation  
Disruptive Innovation  
Customer Jobs  
Digitalization

Our ambition is to help our clients unlocking new growth through innovation.  
We think strategically and act entrepreneurially at the same time

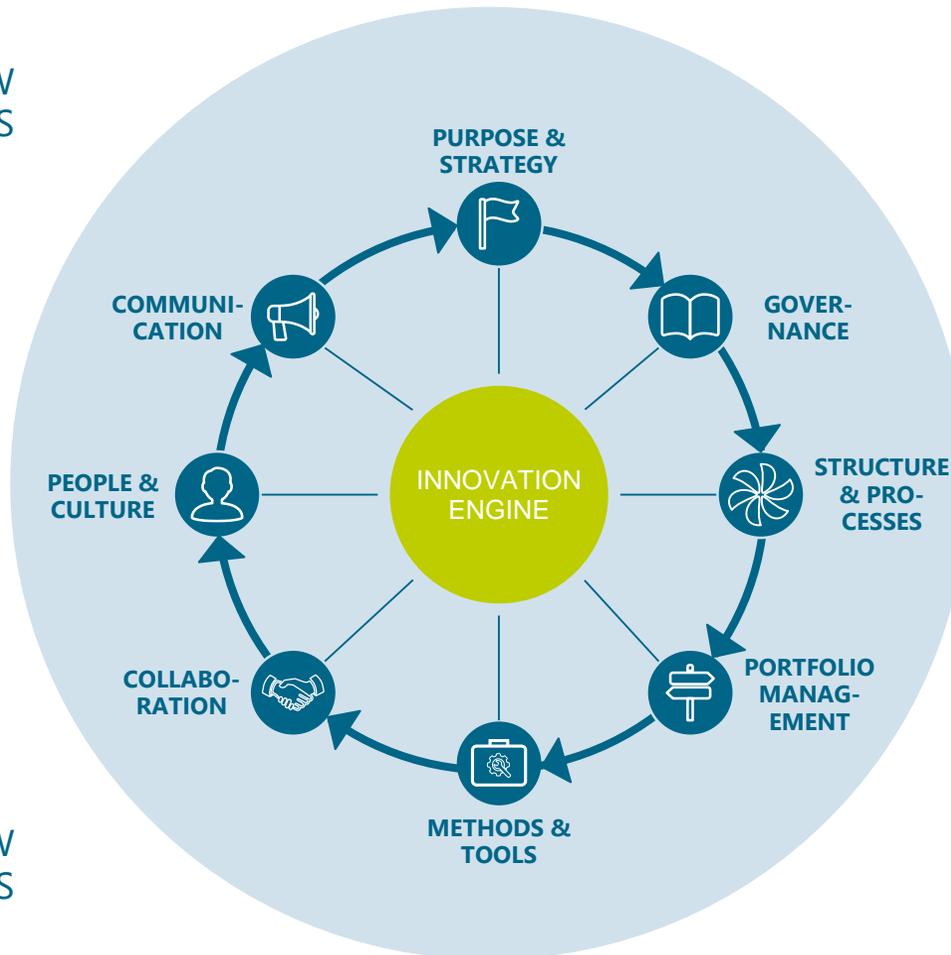
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**PILOT NEW VENTURES**



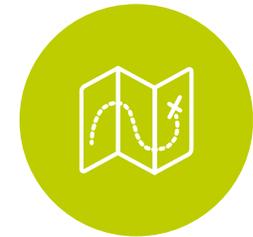
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**BUILD NEW BUSINESS MODELS**



**CREATE INNOVATION STRATEGIES**

1



**DEVELOP INNOVATION CAPABILITIES**

2

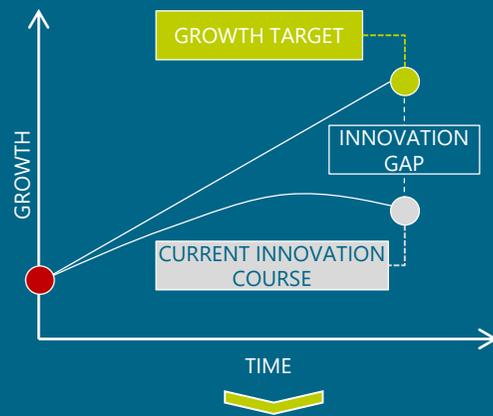


# Innovation Strategies: The key to success is in creating a dual innovation strategy to manage both the CORE and the NEW through innovation at the same time

1

## WHY?

Mostly all incumbents face the innovation gap ...



**NEARLY 3 OUT OF 4** Fortune 1,000 have been replaced in the last 10 years

... due to their inability to maintain dual attention ...

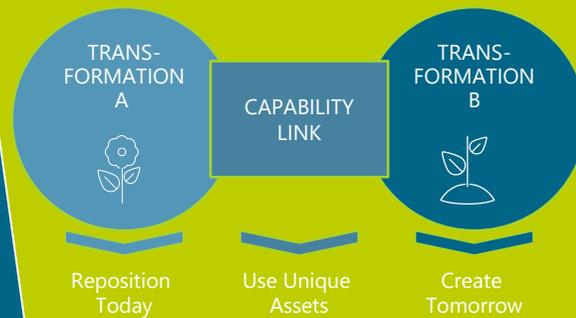
"What are my most needed innovation goals, tasks, and instruments?"

"What are strategic opportunity areas in adjacent and 'white space' markets?"



## WHAT?

... on managing core and new growth simultaneously ...

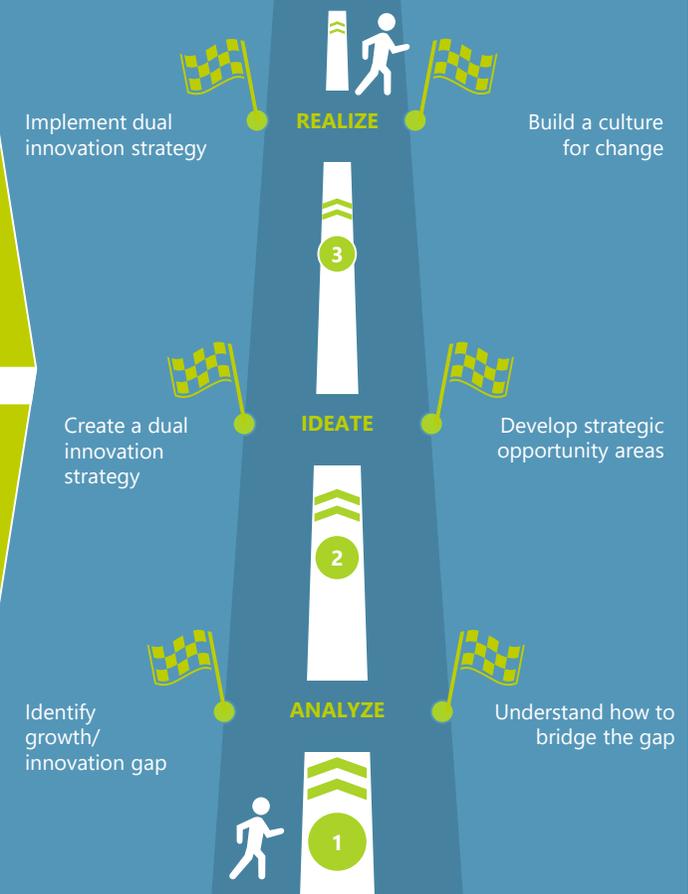


... and by missing the right strategic opportunity areas!



## HOW?

Your roadmap towards a transformative **innovation strategy!**





# Innovation Capabilities: Eight innovation capabilities are driving your future basic growth

2

## WHY?

The most difficult part of a Dual Transformation is ...



- Budget annually
- Seek group consensus
- Focus on numbers
- Punish deviations
- Work in conference rooms

- Stage investment
- Allow individual champions
- Focus on the story and team
- Expect deviations
- Experience the raw data

the wise use of the company's skills and resources!

"What kind of capabilities do we need to grow within and beyond our core business?"

"How to create or renew a culture of innovation and the next generation of innovation leaders?"



## WHAT?

What's missing is a system of enablers ...

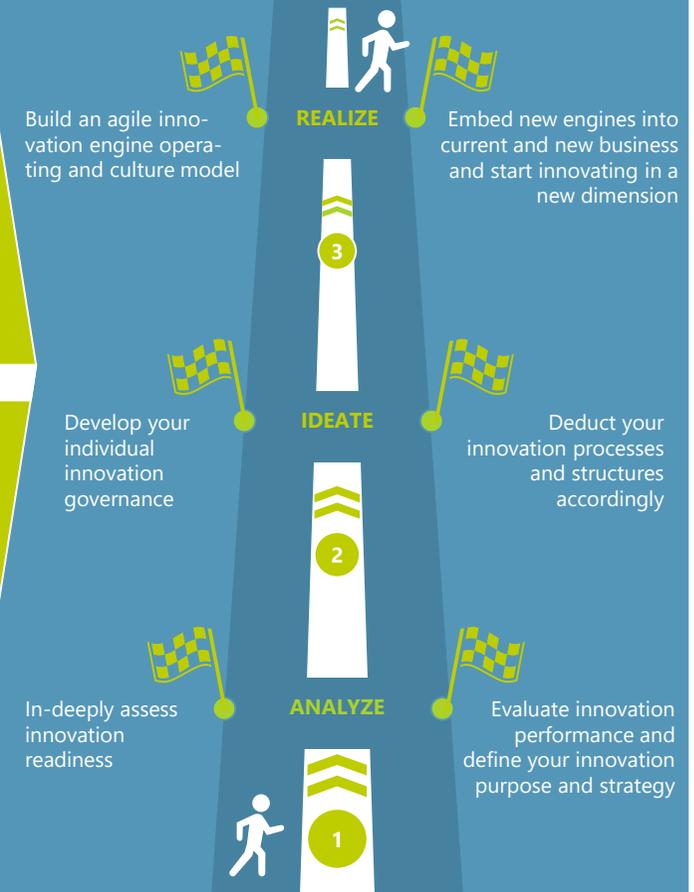


... and by missing the right strategic opportunity areas!

|                       |  |
|-----------------------|--|
| PURPOSE & STRATEGY    | Work out a strong purpose and create detailed goals, boundaries, tasks and instruments for innovation efforts        |
| GOVERNANCE            | Define responsibilities, task, roles, budgets and timelines  |
| STRUCTURE & PROCESSES | Develop a robust innovation process detailing activities, inputs and outputs for each step in the innovation process |
| PEOPLE & CULTURE      | Create or renew a culture of innovation with a shared vision, a world-class skill-set, and committed leadership      |

## HOW?

Your roadmap towards a growth enabling **innovation engine**!



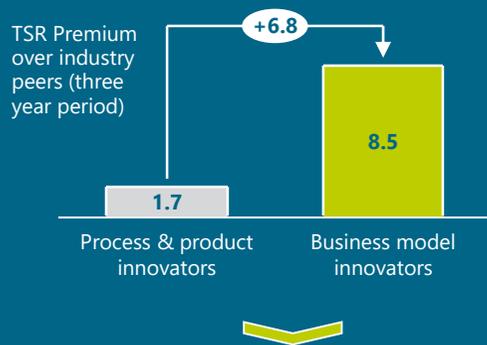


# Business Model Innovation: The key to unlocking exponential growth

3

## WHY?

BM innovations outperform traditional innovations ...



**BUSINESS MODEL INNOVATORS** earn an average premium that is **more than four times greater** than that enjoyed by product or process innovators

... but many companies fail at BMI ...

**LEADERSHIP TEAM** does not really want a new business model

**PRODUCT** is king. Nothing else matters

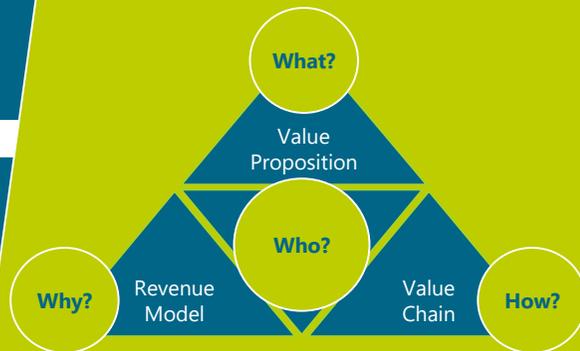
**ROGUES & RENEGADES** get neither respect nor honor

## WHAT?

... as with BMI we are moving into white spaces ...

|                                    |   |  |
|------------------------------------|---|--|
| Poor fit with current organization | (Poor Dogs)                                   | White Space (Business Model Innovation)            |
| Good fit with current organization | Core Business                                 | Adjacency  |
|                                    | Existing customers served in traditional ways | New or existing customers served in different ways |

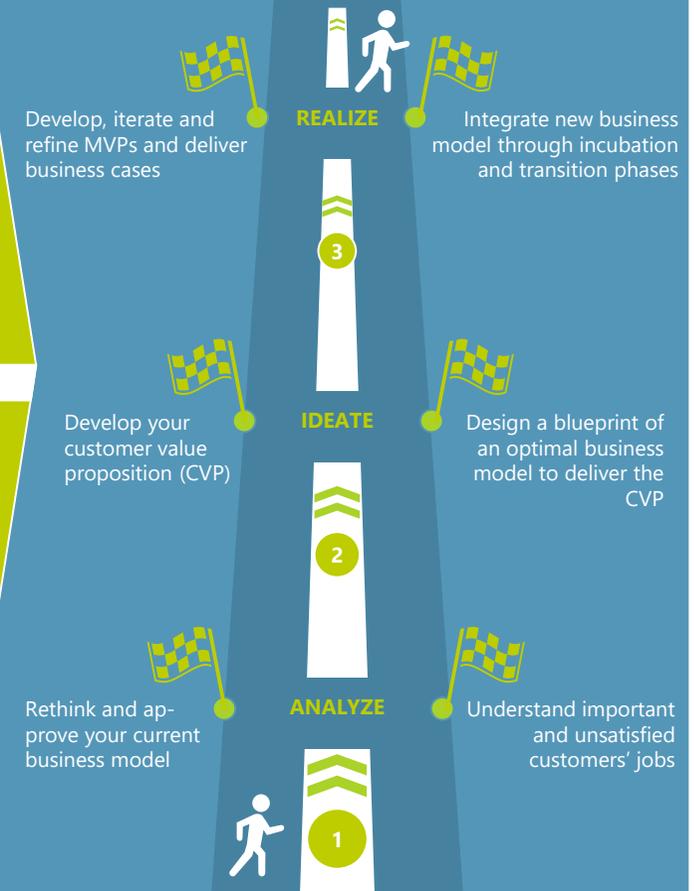
... where assumptions are high and knowledge is low!



A **BUSINESS MODEL INNOVATION** introduces a new logic of how a company creates value by changing multiple dimensions of a business model

## HOW?

Your roadmap towards successful **new business models!**



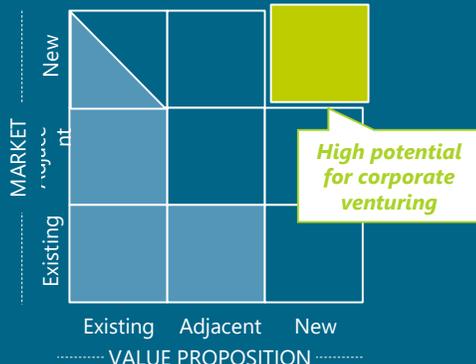


# New Ventures: As a vehicle for innovation, corporate venturing is used to turn opportunities in new business areas into growing business

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## WHY?

CV aims for growth in non-core business segments ...



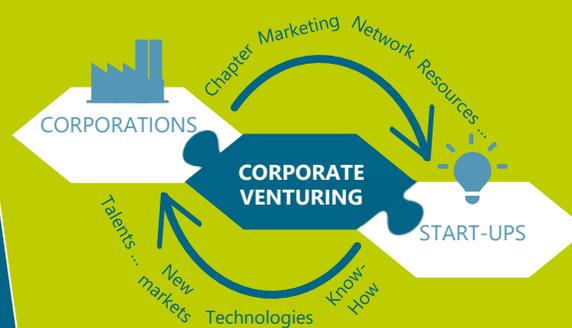
Highly explorative innovations (covering new offerings and new markets) might warrant the usage of **Corporate Venturing Activities**

... but, > 90% of CV programs miss their targets!

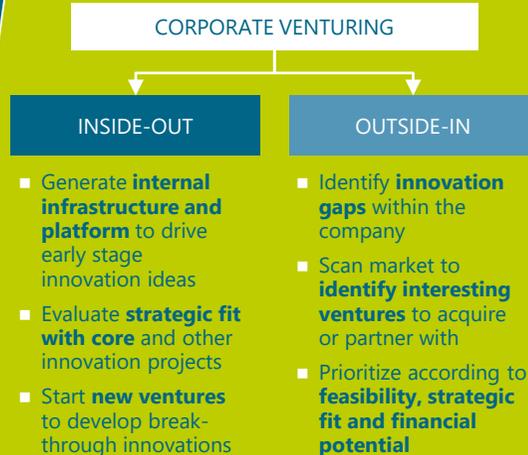
- 1 Lack of strategic integration and long-term definition of objectives
- 2 Deficient set-up of CV programs and support structures in the core business
- 3 Inadequate venturing processes (investment and management processes at portfolio companies)

## WHAT?

CV acts as a bridge between corporations and start-ups ...

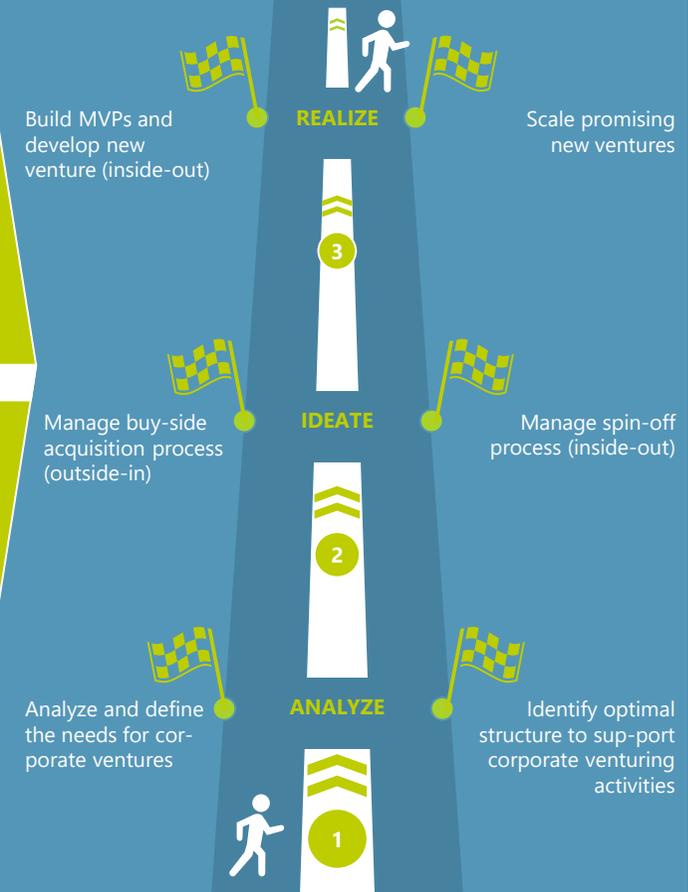


... and promotes inside-out as well as outside-in innovation!



## HOW?

Your roadmap towards **new corporate ventures!**



# Contact



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