



# Managing innovation

Philips Industry Consulting

**PHILIPS**

Effective



# innovation: the route to your goal



Ensure your innovation supports your business goals. Through our unique blend of industrial experience, technical know-how and hands-on support, we help you develop future innovation strategies. So you can make the product innovation funnel choices that maximize your potential for growth.

The business world is constantly changing – and fast. Your success depends on effective and efficient innovation. You need to choose the right products for development and ramp up production quickly. For that, your whole approach to innovation must be aligned with your business goals.

That's exactly what Industry Consulting helps you achieve. We take the 'fuzzy' out of the 'fuzzy front end'. With our strategic thinking and in-depth technical knowledge, we can guide you through filling your innovation funnel – helping you make the right product choices at the right time to achieve your business goals.

We help you:

- Future-proof your business
- Increase your hit-rate for new products
- Move from idea to business faster
- Ensure a good balance of new and existing products

# Real experience, real results



## **Managing a diverse portfolio**

A large healthcare multinational had recently acquired a number of smaller companies based in various countries. Each one had its own product portfolios, roadmaps, innovation processes and ways of working. We helped the customer choose and deploy the necessary tools to improve transparency and strategically align innovation throughout its whole organization. We then analyzed the 'innovation overview' for each new acquisition. This allowed us to identify overlaps to reduce costs, and identify blind spots offering new business opportunities.

**The end result was a clear overview of a development portfolio worth over € 200 million.**



### Developing a strategic architecture

An established vacuum cleaner manufacturer wanted to create three new product families: one high-end, one mid-range and one bagless – a new market for that customer. By analyzing consumer demands, market trends and the customer's supply chain, we jointly developed a smart architecture that met the needs of all three ranges. The architecture had a high level of commonality in components, technical design and interfaces, while allowing plenty of commercial and styling variation. This enabled the customer to reduce costs and still differentiate the ranges in consumers' minds.

**The customer successfully entered a brand new market with minimal additional investment.**

### Long-term technology roadmapping

An office equipment manufacturer was looking for ways to maintain a continuous flow of innovations and upgrades. We worked with the customer to define a long-term strategic roadmap. Using a 'learning by doing' approach, we helped improve transparency and manageability in the company's core technology program for various product lines. And we ensured that this tailored roadmapping process was transferred to the customer's organization.

**The company now has two core technology roadmaps, aligned with its business and innovation drivers, and linked to its product and platform roadmaps.**



# Our services

## Portfolio management

We start by analyzing your business. Then we work with you to create decision-making and portfolio-management processes that cluster your ideas and ensure a balanced portfolio of long- and short-term, high- and low-risk, development and outsourcing opportunities. These processes ensure everyone stays on the same page and that your innovation portfolio remains aligned with your goals.

We can also steer you through the forest of portfolio management tools, helping you choose the right one, so your decisions are based on data that's relevant to all parts of your organization.

## Innovation roadmapping

We help you set-up, design and implement robust, future-proof innovation roadmaps covering everything from business strategy to project initiation. Our proprietary tools, including Technology Scouting Assessment and Competitive Arena Scan, are based on standard methodologies, tailored to your innovation processes and technology content.

## Creating strategic architectures

We help you translate your innovation roadmap into sound product architectures and platforms that can form the basis of current and future ranges. This comprehensive process covers: capturing requirements, system integration and verification, commonality, re-use, modularity, keeping strategic options open and much more. The resulting architectures let you develop high-quality, consumer-friendly, next-generation products faster and at lower cost.

## Innovation competence management

We provide a snapshot of your core competences – both technical and 'soft' skills such as communication and networking. Then we benchmark these against your ambitions and roadmap to highlight your strengths and weaknesses. This helps you establish long-term competence management plans aligned with your innovation strategy, and to identify areas you can strengthen through acquisitions, partnerships or training.

## InnoGame™

The InnoGame™ gets your entire team involved in strategy development. Targeting a predefined business area, this role-playing game helps you create a robust strategy. You gain valuable insight into your competitors, their products, market choices, and product features. And by simulating future business realities, you can test your strategy, make product roadmap choices and identify what differentiates you from the competition.

**Philips Industry Consulting is part of Philips Innovation Services**

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