



INTRAPRENEURSHIP
CONFERENCE

Innovation: From Strategy to Execution

Xavier Debane
VP Innovation & Business
Development

**Think of your
favourite
innovation**



**What do they have in
common?**

Meanwhile ...

**Innovation
theatre**



Recipe for Innovation Theatre

1. Hire “innovators”
2. Invent new titles (Sherpa, Guru)
3. Claim to “disrupt yourself”
4. Take a pilgrimage to Silicon Valley
5. Go casual, break the cubicle
6. Talk “open innovation”
7. Run idea contests, hackathons, crowd-sourcing
8. Launch a lab

Why?

Because we focus on the process, not the outcome.

**The only metric for innovation:
delivering value to our customers**

A decorative footer consisting of several overlapping geometric shapes in shades of green and yellow.

**We have to link
innovation to execution.**

HOW?

The recipe

1. Define purpose & focus, gain executive commitment
2. Identify new ideas & link to business objectives
3. Build an end-to-end process – with its tools & capabilities
4. Test & validate – fast
5. Identify the gold nuggets & double down

Step 1. align your organization

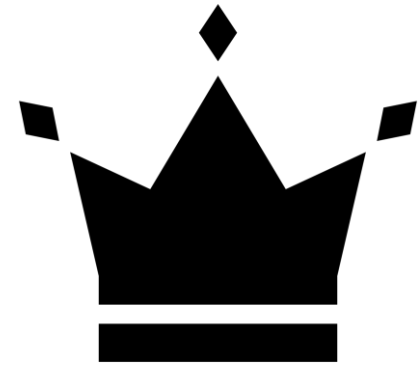
Purpose



Focus

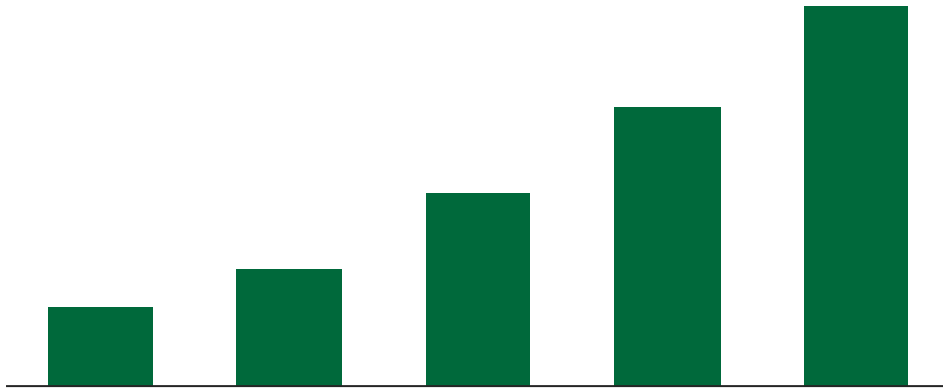


**Exec
commitment**

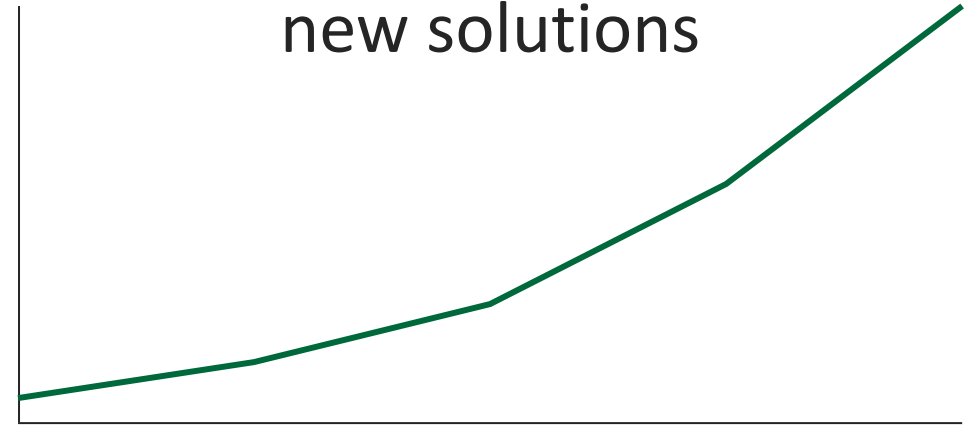


Our Innovation KPIs

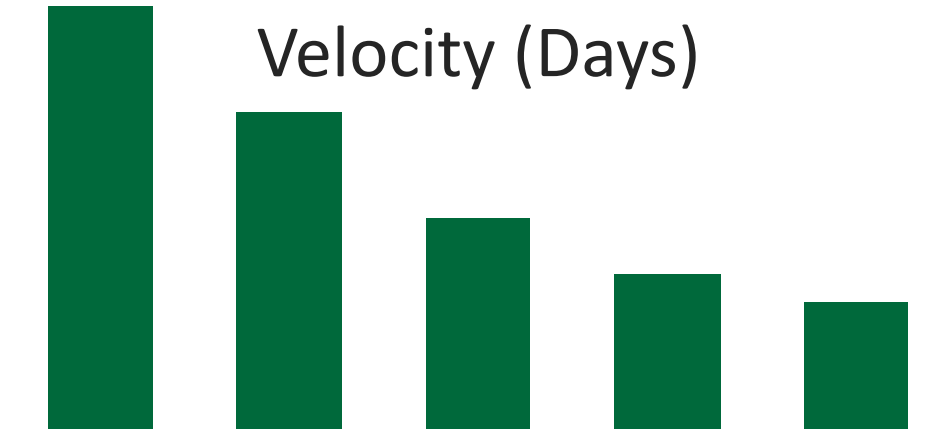
Revenues (\$M)



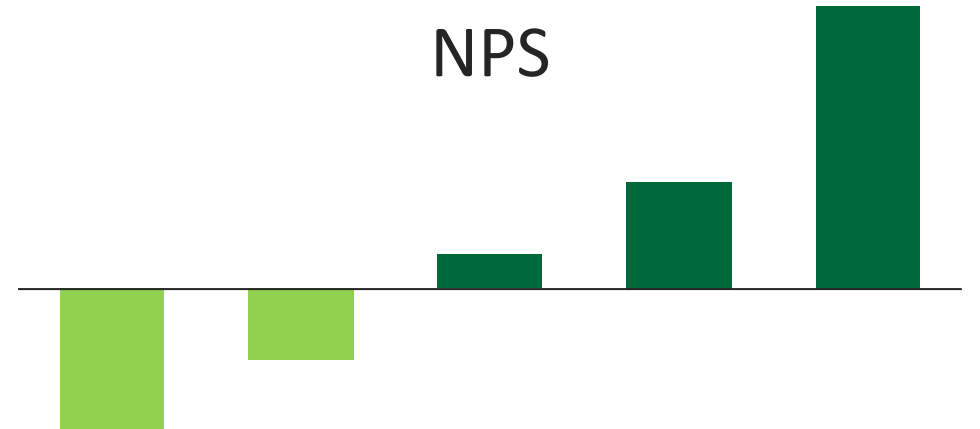
of customers on new solutions



Velocity (Days)



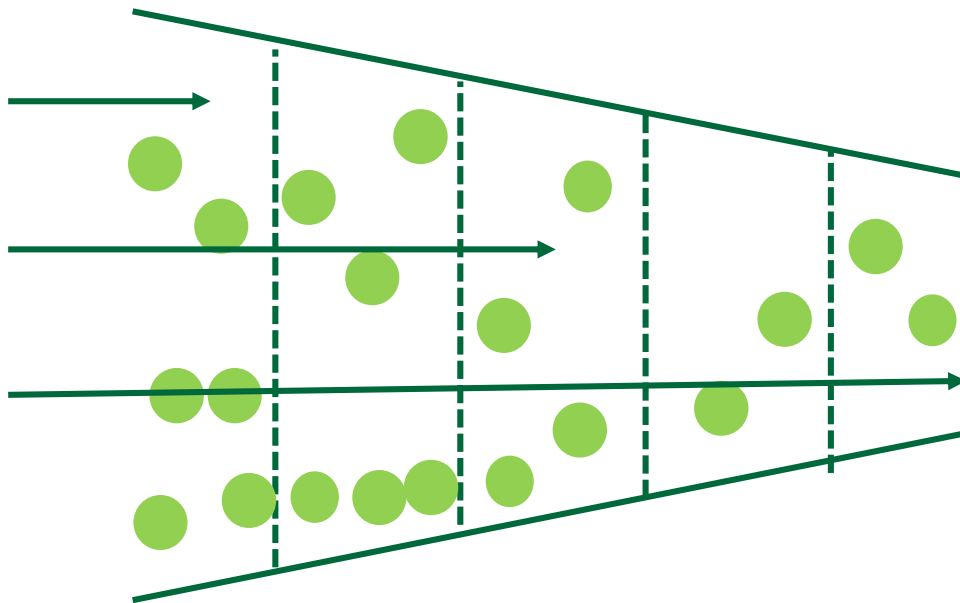
NPS



Step 2. identify new ideas & link to business

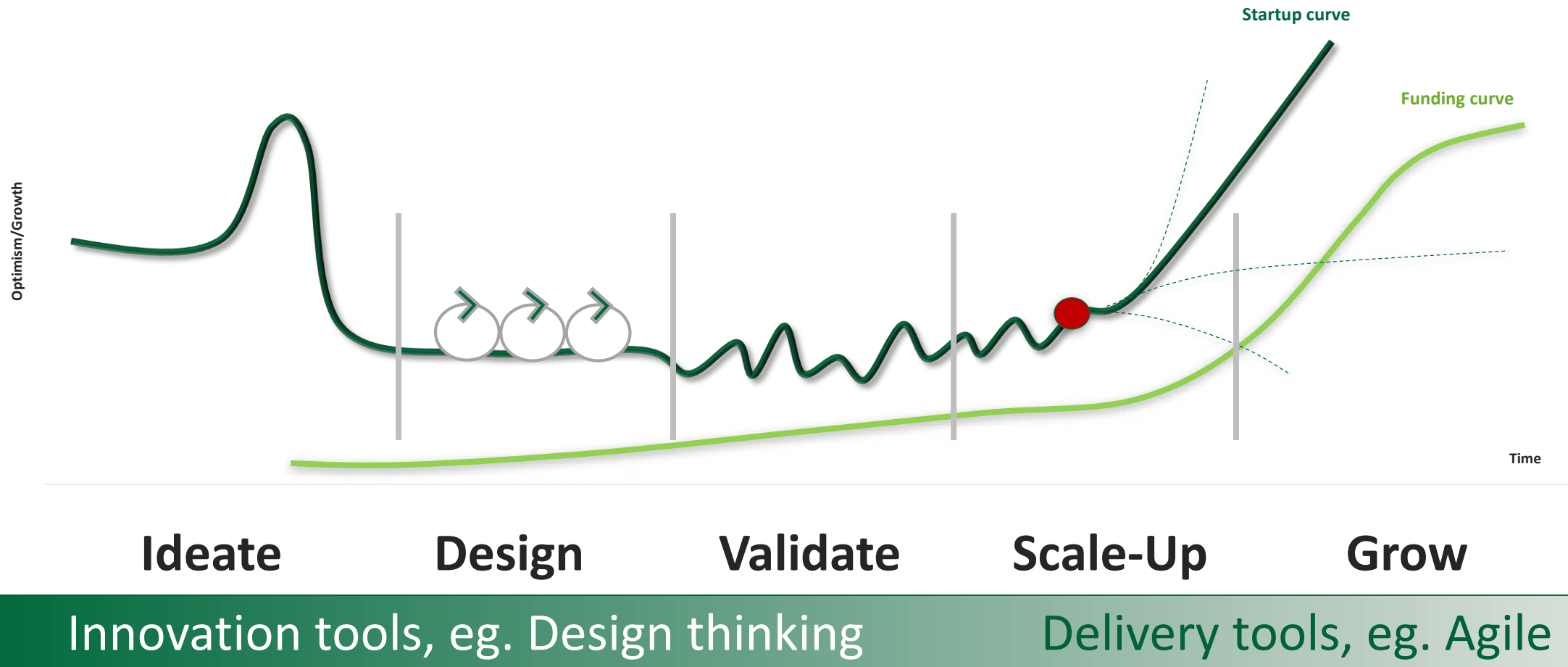
Build funnel of ideas...

...filtered through strategy

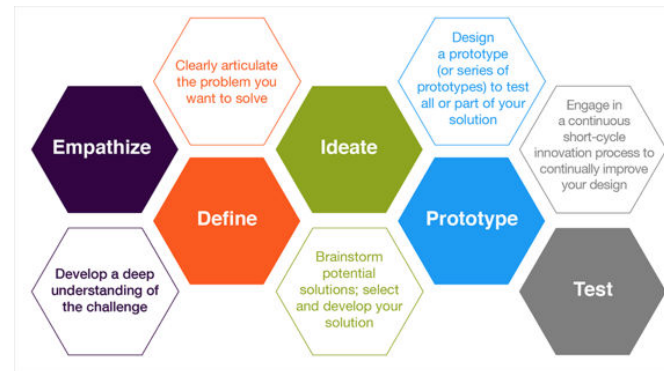
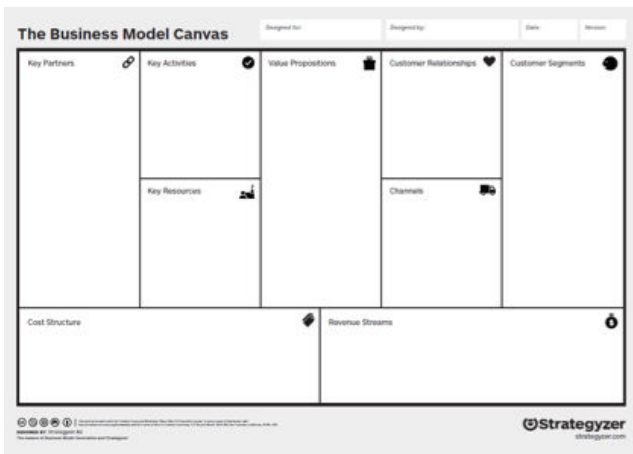
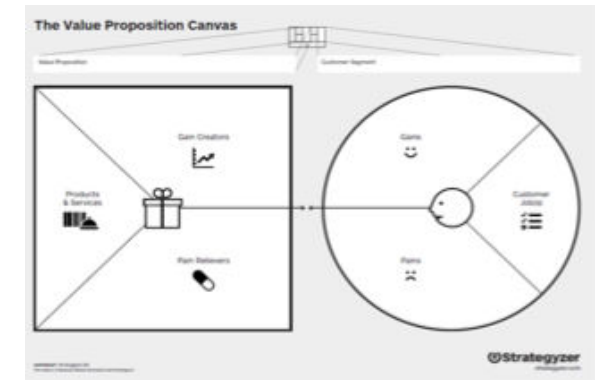
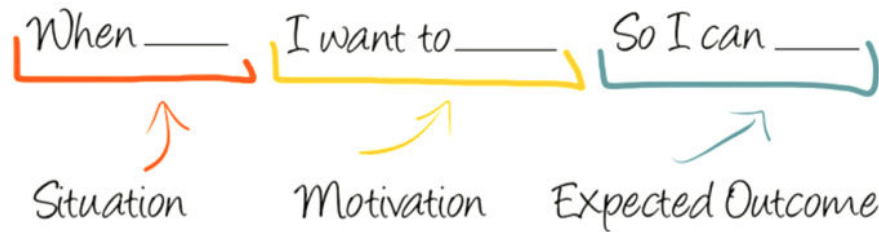


STRATEGY

Step 3. build an end-to-end process



We use proven tools & methods

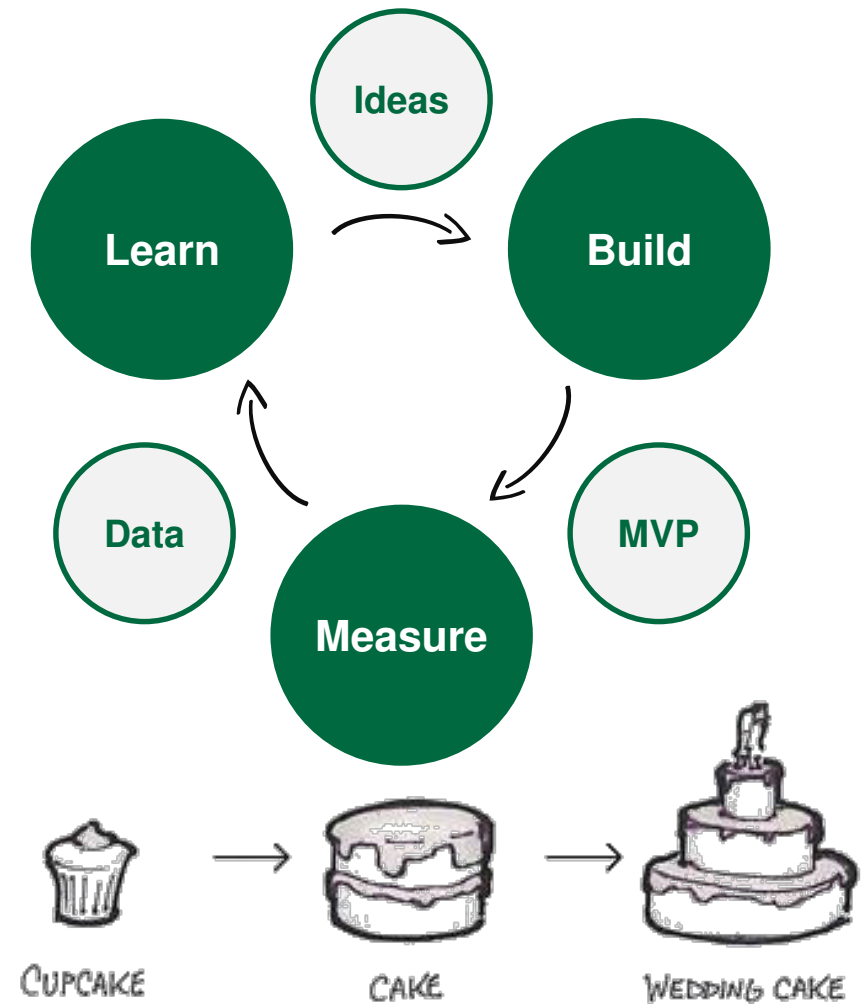


Our thanks to:

- Clay Christensen
- Steve Blank
- Eric Ries
- Larry Kelley & Jay Doblin
- Alexander Osterwalder
- And many others

Step 4. test & validate – fast

1. Moving at Digital Speed
2. Scale across the enterprise
3. Value for customers



Step 5.
double down



The recipe

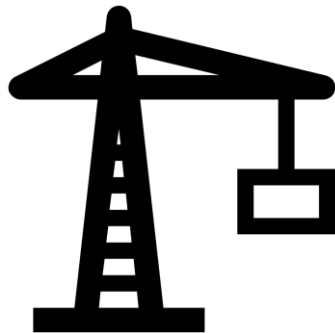
1. Define purpose & focus, gain executive commitment
2. Identify new ideas & link to business objectives
3. Build an end-to-end process – with its tools & capabilities
4. Test & validate – fast
5. Identify the gold nuggets & double down

The chef's secrets

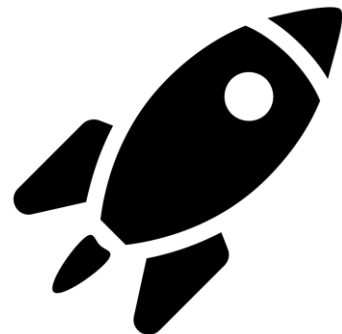
- ▶ Do not isolate your innovation team efforts
- ▶ Work on the big stuff but find small early wins
- ▶ Find your allies & let them loose
- ▶ Adapt innovation to your organization's flavours ...
- ▶ ... but don't budge on its core principles
- ▶ Be resilient & celebrate

Impact to our business

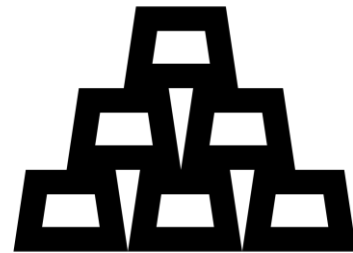
**Better
solutions**



**Speed to
market**



**Improved
efficiency**



**Higher
engagement**



Thank you

Xavier Debane
VP Innovation & Business Development