

Developing a future proof strategic business pillar

Running the RevelX ideation approach to identify new businesses

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RevelX helped us tremendously in mobilizing the creative power of our R&D team in the first ideation round and deploying the scrutiny and business sense of our commercial team in prioritizing all generated new ideas. Their approach was very professional and pragmatic, fitting well with our business culture and needs.

- Robert Wantia
R&D Manager Ubbink (Part of UCG)

About the client

Ubbink Centrotherm Group is a leading global provider of innovative solutions for building installations and renewable energy systems. With a strong focus on sustainability and energy efficiency, Ubbink Centrotherm offers a wide range of products and services in areas such as ventilation, roofing, solar energy, and heat recovery. Their expertise lies in creating integrated systems that optimize indoor climate, reduce energy consumption, and contribute to a more sustainable future. Ubbink Centrotherm Group is dedicated to delivering high-quality solutions that meet the evolving needs of their customers worldwide.

The Challenge

UCG has achieved remarkable growth; however, it also faces a range of challenges. In the near term, market uncertainty resulting from the Ukraine War and supply chain issues may impact the demand for Ubbink products. Looking ahead, the energy transition will significantly reduce the demand for gas-related products, which form a substantial part of Ubbink's core business. To address these challenges, UCG is placing its focus on portfolio innovation. Three avenues are being explored: incremental product innovation, service innovation, and strategic portfolio innovation. UCG has sought the assistance of RevelX in generating ideas for strategic portfolio innovation.



The Solution

In Step 1, RevelX conducted a brief exploration of Ubbink's strategic context and aspirations. This involved reviewing strategic documents, conducting interviews with key managers, and analyzing relevant mega trends and industry-specific trends. The outcome was a scoping document that provided a framework for evaluating options.

In Step 2, our attention shifted to ideation and the identification of a shortlist of potential new business initiatives. This involved interactive workshops, employing ideation tools such as the RevelX 3x3 innovation matrix and the five lenses of innovation, among others. Multiple workshops were held to generate options, prioritize them, and validate the most promising ones.

Results

The workshops yielded a total of 79 new ideas, including their prioritization, categorized into four distinct groups: (1) Ideas within or adjacent to existing strategic product-market combinations (PMC), (2) Completely new PMCs, (3) Value-added services, and (4) Entirely new strategic directions.

Furthermore, a plan was developed for further evaluation and scrutiny of the most promising ideas. Ubbink senior management received several recommendations on organizing and implementing innovation portfolio management.



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