



REALIZING GROWTH WITH INNOVATION **SCALE** TO SUCCESS

AMSTERDAM, MAY 2021



THE LAST* IN A SERIES OF FOUR

WEBINAR ONE // FEBRUARY 11

INTRODUCTION TO THE PLAYBOOK → **OVER 1.000 DOWNLOADS!**

WEBINAR TWO // MARCH 11

IDEATING EFFECTIVELY

WEBINAR THREE // APRIL 8

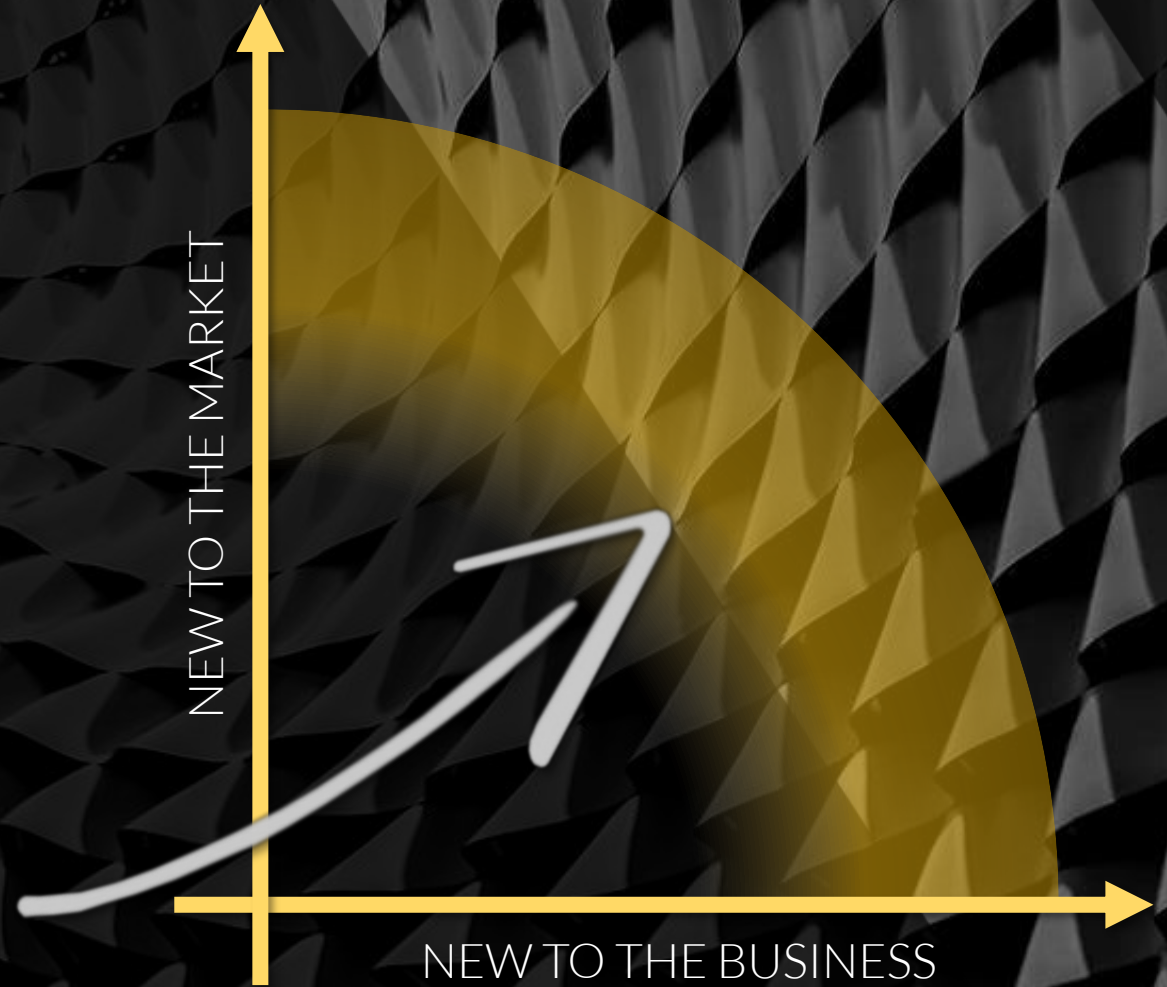
VALIDATING EFFECTIVELY

WEBINAR FOUR // MAY 20
SCALE TO SUCCESS

* WATCH THE FIRST THREE WEBINARS ON OUR WEBSITE:
<https://www.revelx.co/previous-webinars/>



WHEN WE TALK ABOUT INNOVATION, WE MEAN THIS



THE 3 INNOVATION CHALLENGES

THE IDEATION CHALLENGE

- » Spotting and creating innovation opportunities
- » Balancing the long- and short-term perspective
- » Selecting the most promising innovations

THE VALIDATION CHALLENGE

- » Assessing the true potential of new ideas
- » Avoiding unjustified investments in bad ideas or hobby horses
- » Beating the competition on time-to-market

THE SCALE UP CHALLENGE

- » Turning on the right growth engines
- » Creating the right conditions for growth
- » Balancing management of core business and innovations



FOUR CORE INNOVATION METHODOLOGIES

THE IDEATION
CHALLENGE

THE VALIDATION
CHALLENGE

THE SCALE UP
CHALLENGE

**DESIGN
THINKING**

**LEAN
STARTUP**

**AGILE
SCRUM**

**GO TO
MARKET**



THE **PLAYBOOK** COVERS THESE IN MORE DETAIL



INNOVATION SPECIALISTS AND CREATIVE STRATEGISTS

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<https://www.linkedin.com/in/matthijsrosman/>



IN TODAY'S WEBINAR

1

What is
scaling up?

2

How to
scale up
effectively?

3

Practical
tools

4

Scaling up
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WHAT IS SCALE UP?

DRIVING
SUSTAINABLE
RESULTS FROM
INNOVATION

'LAB' → 'FAB'

EARLY ADOPTERS → MAINSTREAM

PIZZA MONEY → INVESTMENT



STARTUP VS SCALE UP

QUEST FOR A
REPEATABLE, SCALABLE
BUSINESS MODEL

PIVOT TO EXPLORE



EXECUTION OF A
SUSTAINABLE,
PROFITABLE BUSINESS

PIVOT TO GROW



"GROWTH CHASM"

Repeatable, scalable
business model

STARTUP

Crossing
the chasm

Sustainable,
exponential
growth

SCALE UP



REINVENTING THE HVAC INDUSTRY

BDR THERMEA GROUP



- » 1920 | Apeldoorn, Van Reekums Metaalhandel
- » Remeha
- » 2009 | Baxi, DeDietrich, Remeha
- » Over 6,000 employees
- » 70 countries
- » €2 billion turnover



DISRUPTION OF THE INDUSTRY

RENEWABLES

SERVITIZATION

DIGITALISATION

D2C CHANNELS

HOW TO STAY **RELEVANT?**



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**DUURZAAM WONEN,
VERTROUWD COMFORT**

Contact met Klimaat@home



BUSINESS MODEL HIGHLIGHTS

- ✓ RESIDENTIAL MARKET
- ✓ INTEGRATED SYSTEM HEATPUMP, SOLAR, HEAT RECOVERY VENTILATION
- ✓ 10 OR 25 YEAR SERVICE CONTRACTS
- ✓ FINANCING
- ✓ ONE SERVICE ORGANIZATION
- ✓ FIVE PARTNERS / ONE PROCESS
- ✓ B2B-2C GO TO MARKET
- ✓ NEW BUILD FIRST



GAME CHANGER

OLD WAY

NEW WAY

- ✓ B2C PROPOSITION
- ✓ SYSTEM INTEGRATOR
- ✓ CONSULTATIVE SELLING
- ✓ CONSORTIUM OF PARTNERS



SUCCESSFULL SCALE UP

- ✓ SIZEABLE TURNOVER IN THE FIRST YEAR
- ✓ 300% GROWTH IN YEAR 2 AS WELL AS YEAR 3
- ✓ ONE OF THE LEADERS IN THE DUTCH MARKET
- ✓ PROFITABLE



BUT NOT WITHOUT GROWING PAINS

- ✓ OWNERSHIP & PARTNERSHIP
- ✓ INFRASTRUCTURE
- ✓ PROCESS & RESPONSIBILITY
- ✓ TALENT & SKILLS
- ✓ QUALITY
- ✓ SALES



BEFORE **YOU SCALE UP**

75 TO 90% OFF
INNOVATIONS FAIL

NAIL IT, THEN SCALE IT

~Nathan Furr



MAKE SURE YOU HAVE DONE YOUR **HOMework**

Problem-solution fit

Do we have a problem
worth solving?



Are we still targeting the right
customer jobs, pains and gains
with the value proposition?

Solution-Market fit

Have we built something
that people want?



Do customers react positively
to my value proposition, and
does it get traction?

Business Model fit

Have we found the
right growth engines?



Is our business model indeed
scalable and profitable?



SCALE UP **OR** DIVEST

**SCALE, PIVOT OR STOP
(OR PERSEVERE)**

**MAKE YOUR DECISION
WISELY!***

* RECOGNIZE YOUR BIASES AND LET THE DATA SPEAK



HOW? DEVELOP A GROWTH PLAN

Scale up ambition

What are our short term and long-term growth ambitions?
What is our BHAG?

Scale up organization

Where can the business be scaled best? How should governance be arranged?

Scale up roadmap

Where can the business be scaled best? What are the required enablers for growth?

Growth Engines

How do attract customers in the scale up phase?

Scale up investment

Move from affordable loss to growth investment.

Growth metrics

What metrics do we apply?
What is our target?



GROWTH STRATEGY CANVAS

Growth Opportunities <small>What is our vision on our future market and its growth potential?</small>		Growth Ambition <small>What is our purpose and inspirational long term goal and how does that translate into mid term objectives?</small>		Growth Strategy <small>What are the main strategic focus areas to realize the ambition?</small>		Growth Execution <small>What are the key activities/projects in our strategic roadmap?</small>																												
DISRUPTIVE FORCES	FUTURE CUSTOMER NEEDS	10 YEAR AMBITION - BHAG 3 - 5 YEAR AMBITION		GROWTH ENGINES <small>What are the (new) business models and markets to focus on to realize our growth ambition?</small> <div> <div>CURRENT</div> <div>NEW</div> </div>																														
COMPETITIVE LANDSCAPE	MARKET GROWTH POTENTIAL	TRANSFORMATION <small>What are the key business areas that will change with this ambition?</small> <div> <div>CURRENT</div> <div>NEW</div> </div>																																
Growth Readiness <small>Do we have a good starting point for realizing growth?</small>				GROWTH ENABLERS <small>What are the strategic improvement areas within the organization that will enable our growth ambition?</small> <div> <div>GROWTH ENABLER</div> <div>TARGET</div> </div>																														
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<https://www.revelx.co/canvases/>



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BUSINESS MODEL CHALLENGES & SOLUTIONS

- ✓ OWNERSHIP & PARTNERSHIP
- ✓ INFRASTRUCTURE
- ✓ PROCESS & RESPONSIBILITY
- ✓ TALENT & SKILLS
- ✓ QUALITY



SELL LIKE **HELL** BUT STAY REALISTIC



UNDERSTAND THE CUSTOMER JOURNEY

	Search Journey <small>All customer journey steps related to awareness, research & consideration</small>	Buy Journey <small>All customer journey steps related to configuration, purchase & fulfillment</small>	Use Journey <small>All customer journey steps related to use/experience, service & retention</small>
JOURNEY STEP			
GOALS			
ACTIONS			
TOUCH POINTS			
EMOTIONAL CURVE			
POTENTIAL OPPORTUNITIES			
IDEAS & SOLUTIONS			



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USE EXPERIMENTS TO GET TRACTION, QUICKLY

Growth Objectives <small>What are the short-term growth objectives we wish to realise? (Make them S.M.A.R.T., max. 2 months / 1 quarter ahead)</small>		Key Metrics <small>For each growth objective, what are the key metrics to measure success?</small>		Key Targets <small>For each growth objective and metric, what are the current and target values?</small>		Growth Team <small>Who is our multi-disciplinary growth team? How much time per week can they contribute to experimenting?</small>		Key Stakeholders <small>Who are the key stakeholders inside and outside our organisation we need to involve, inform and/or manage?</small>	
				Current Value <hr style="border-top: 1px dashed black;"/> Target Value					
						Tools/Software <small>What tools and software do we need to conduct our experiments? To which existing platforms do we need data access?</small>		Experiment Budget <small>What is the monthly experiment budget we need to conduct our experiments? Includes: tools, ad-spend, agency fees etc.</small>	
Awareness <small>Experiments creating initial awareness of our brand / offering with our audiences!</small>	Acquisition <small>Experiments contributing to initial interest from and engagement with our audiences</small>	Activation <small>Experiments activating our audiences! Sign-up, trial, initial contact and interaction</small>	Revenue <small>Experiments facilitating the sale / transaction and increasing conversion</small>	Retention <small>Experiments motivating customer to come back, buy again, cross-sell and/or up-sell</small>	Referral <small>Experiments boosting loyalty, advocacy and referral to others</small>				

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BUILD YOUR GROWTH FUNNEL

ADOPT A DATA
DRIVEN GROWTH
APPROACH



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BUILDING THE FUNNEL



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MANAGING THE FUNNEL



6 PITFALLS TO AVOID WHEN SCALING-UP



1 NO HANDOVER PLAN

**SCRIPT THE
TRANSITION FROM
LAB TO FAB**



2 MISALIGNMENT WITH STRATEGY



**MAKE INNOVATION
MISSION DRIVEN**



3 RISK AVERSION AND INTERNAL POLITICS

**STOP SEARCHING FOR
ABSOLUTE TRUTHS**

* CALL OUT A HIPPO WHEN YOU SPOT ONE



4 PROCESS GAPS

TRANSFER RESPONSIBILITIES IN TIME AND IN LINE



5 LACK OF CUSTOMER CENTRICITY

NO CUSTOMER,
NO INNOVATION



6

INEFFECTIVE METRICS

IMPLEMENT THE RIGHT MEASURES



HELPFUL RESOURCES

1



**GET DARE:
OUR BOOK ON
CORPORATE
INNOVATION**

<https://www.revelx.co/dare/>

2



**TAKE PART IN THE
INNOVATION
READINESS
BENCHMARK**

<https://www.revelx.co/innovation-readiness-benchmark/>

3



**DOWNLOAD OUR
CORPORATE
INNOVATION
PLAYBOOK**

<https://www.revelx.co/corporate-innovation-playbook/>

4



**VISIT OUR GROWTH
WAREHOUSE FOR
MORE TOOLS AND
INSPIRATION**

<https://www.revelx.co/canvases/>

5



BOOK A FREE 30-MINUTE CONSULTATION WITH US



JOIN OUR **INNOVATION** **READINESS** BENCHMARK

And measure yourself against the
> **250 companies** that have already participated





THANK YOU!

