

A REVELX PUBLICATION

REVELX INNOVATION PLAYBOOK

Demystifying corporate innovation and its challenges. The methods, tools, canvases and definitions any innovator needs to succeed.

Version 2.0

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Including AI innovation tooling guide

REVELX
REALIZING GROWTH

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01

INTRODUCTION



WE ARE REVELX

We specialize in identifying and capitalizing on growth prospects. Our strengths lie in disruptive creativity, rigorous analysis, and disciplined execution. By integrating strategic thinking and exceptional execution capabilities into your team, we drive tangible innovative growth for your organization.

We are growth entrepreneurs—a dynamic group of inquisitive thinkers and individuals with diverse backgrounds. Headquartered in Amsterdam, we take great pride in serving clients worldwide with a dedicated team of talented and enthusiastic innovation professionals.

We forge strong partnerships with our clients, fostering a sense of pride in our collaborative endeavors.



WHY WE MADE THIS



Innovation is hard. Especially given the amount of uncertainty we face today. We created this playbook to help you succeed as a corporate innovator. By providing you with a set of proven methods, frameworks and tools you can deploy within your organization today. Let's grow!

WHAT WE WILL COVER



We will introduce you to innovation and why it's difficult, explore the 4 key corporate innovation methods and dive into the 3 main innovation challenges and how to overcome them. As a bonus, we have some of our free resources lined up for you.

HOW YOU CAN READ IT



This playbook is structured around several key innovation challenges. You don't have to read it from start to end, as you can jump straight to those topics which have your interest. But, if you wish to cover everything, you're more than welcome to read it like a book.

02

INNOVATION AND WHY IT'S HARD



“

INNOVATION:

The process & activities to transform ideas and hypotheses into solutions that add value from customer, business, and societal perspective

WHY SHOULD YOU INNOVATE IN THE FIRST PLACE?

In many organizations, the need for innovation has become apparent. Nevertheless, innovation often encounters significant resistance. The prevailing mindset of sticking to old practices and resisting change, with the mantra of 'we have done it this way for the past decades' remains persistent.

It is key to become best in class in innovation. Research shows that companies that excel in innovation experience three times more revenue growth!

Three main reasons why innovation is important:

1. Relevance for customers

Customer needs are changing all the time. This holds true in a consumer context as well as in a business-to-business context. Our job is stay relevant for our customers. This requires a process of constant adaptation. Continuous focus on innovation is essential.

2. Building business resilience

We are living in challenging times. Crises are following each other in rapid succession. COVID-19 and the war in the Ukraine are impactful disruptors. We must build resilient business models to keep our businesses afloat amid this turmoil. Business model innovation has become a critical competence.

3. Fend off industry disruptors

Disruptors are around every corner. You might not be aware of them yet. As businesses mature and markets develop, incumbent organizations tend to be focused on extending current offerings for current customers. Build your own disruptor to prevent getting caught by an outsider.

INNOVATION IS HARD: INSIGHTS FROM OUR INNOVATION READINESS BENCHMARK

**Only 25% of companies
rate their own innovation
performance as 'good'**

RevelX research shows that only 25% of companies are satisfied with their own innovation performance, while 65% of companies are afraid of being disrupted. Only 47% of companies have a well-defined innovation strategy and roadmap in place.

The RevelX Innovation Readiness Benchmark indicates what it takes to be a best-in-class innovator

- » 7 key innovation areas
- » 35 best practices
- » 7 drivers for disruption
- » 5 performance KPI's
- » 500+ participants

65%

estimates the disruption risk as 7 or higher (on a scale from 1-10)



25%

Rates their own innovation performance as 'good'



47%

Indicates they do not have a well-defined innovation strategy and roadmap in place



WHY CORPORATE INNOVATION FAILS

Between 70-90% of innovation projects fail. But why? Based on our experience and research we identified 5 key reasons why innovation fails within the 'corporate environment'

1. Innovation theater

Many organizations play 'innovation theater': they don't walk the talk on true innovation practices. They perform innovation activities but don't make them integral part of their strategy and core business process of continuous innovation.

4. Low risk appetite & failure acceptance

Innovation is often seen as synonymous with high risk. Industries with low-risk appetite and failure acceptance miss out on the opportunity. Innovation done right de-risks the process and learns from failure.

2. Strategy disconnect

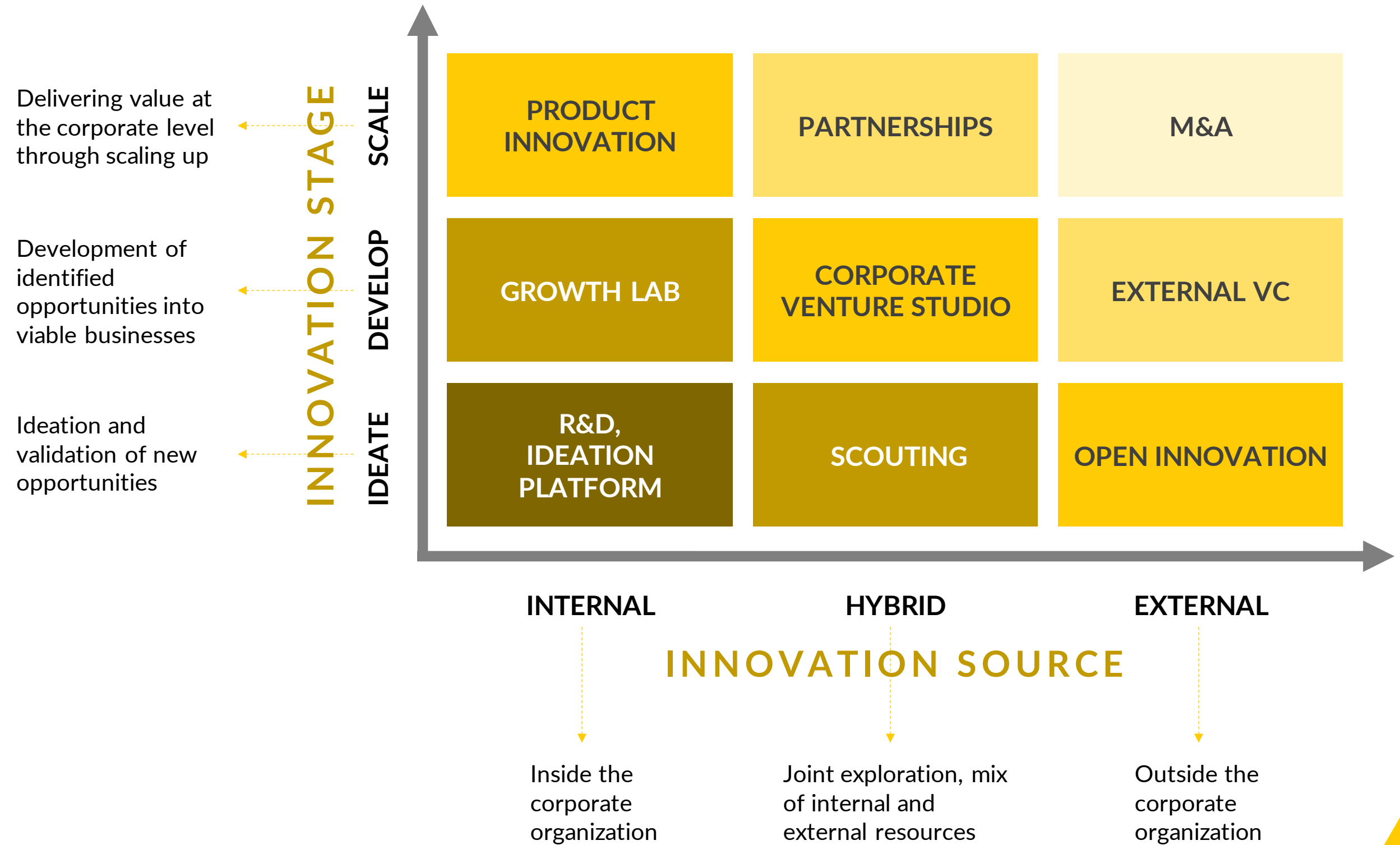
Innovation programs should be part of the overall organizational strategy. They should be tied into all strategic horizons: short, medium and long term. Disconnected innovation will not deliver (long term) value.

5. Lack of data culture

Smart decision making is a key aspect of successful innovation. Too often decision making is only based on gut feel or opinions. Smart decision making is based on data and insights. A data culture is a prerequisite for value.

3. "Not invented here" syndrome

Siloed organizations suffer from the 'not invented here' syndrome. Successful innovation is based on cross-functional collaboration. This requires an open attitudes towards other business units and external opportunities



HOW TO INCORPORATE INNOVATION: THE CORPORATE INNOVATION MATRIX

THE THREE MAIN INNOVATION CHALLENGES

Becoming a best-in-class innovator requires mastering three main challenges. We recognize a structured innovation process that covers these challenges.

1

The Ideation Challenge

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

2

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

3

The Scale-Up Challenge

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

03

THE 4 FUNDAMENTAL INNOVATION METHODS

CHANGE THE HOW

The foundation of this innovation playbook is formed by the principles of core business methodologies that have created big paradigm shifts in the way modern companies innovate and develop their businesses. We have learned that by combining the principles of these 4 key methods, innovation processes run faster and lead to better results.

CUSTOMER PROBLEM



CUSTOMER SOLUTION



SCALED UP BUSINESS

DESIGN
THINKING

Start your innovation process with truly understanding the customer challenge and design solutions to solve that challenge. Uncover 'problems worth solving'.

LEAN
STARTUP

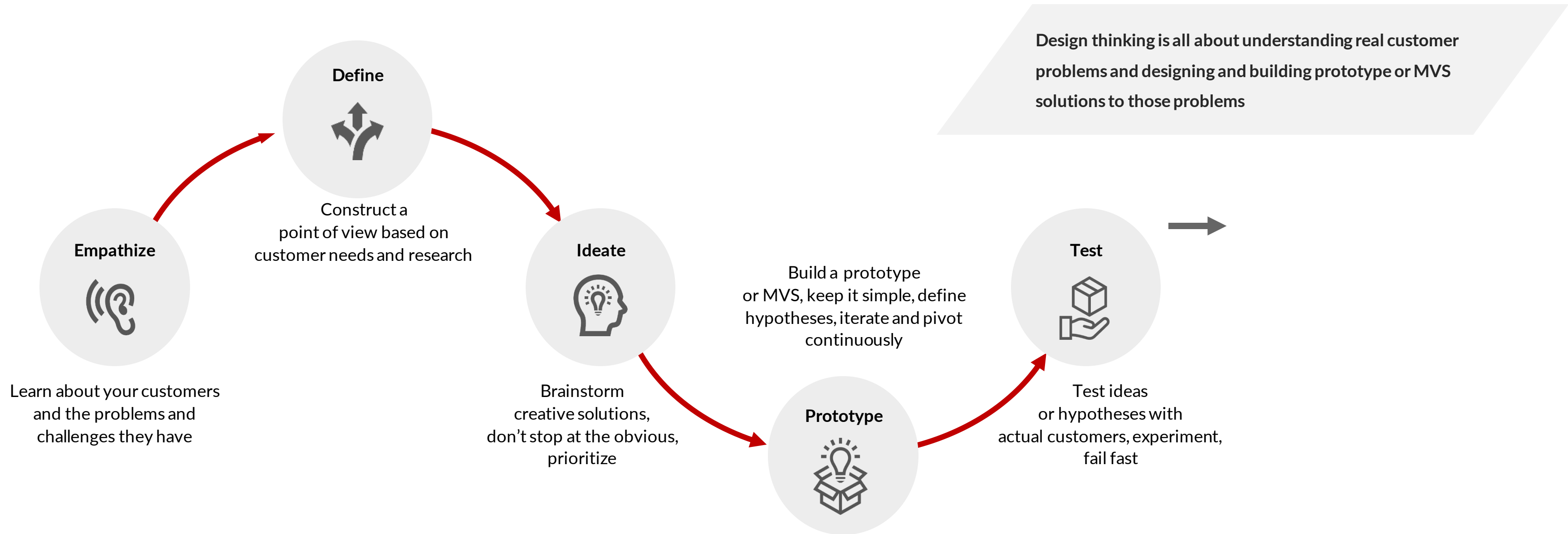
Use experiments and MVSs to test your critical hypotheses. Measure and learn. Pivot your proposition as much as is needed before scaling up.

AGILE

Organize (MVS) development in sprint cycles of 2-4 weeks. Include all key people in the sprint team. Integrate learnings from each sprint in the development.

GO-TO-
MARKET

Develop and execute a targeted strategy to bring your new value propositions to the market. From launch, and initial growth to scaling up. Find your growth engines.

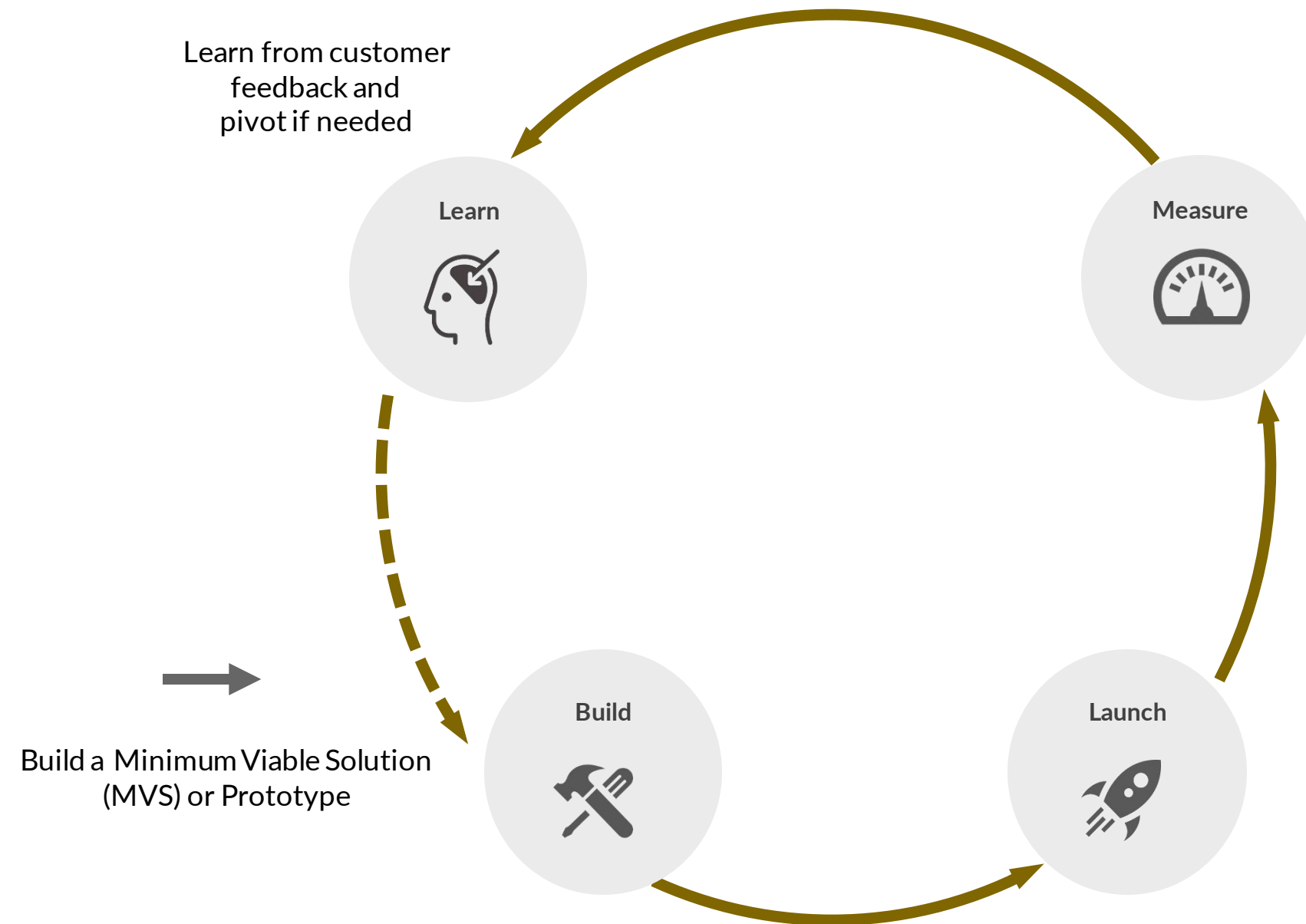


DESIGN THINKING

DESIGNING YOUR SOLUTIONS BASED ON PROFOUND CUSTOMER INSIGHTS

6 Design Thinking principles:

1. It is **people centered**, focused on user's experiences, specifically emotional ones.
2. It is **holistic**, creates a model that examines complex problems, benefits from system thinking.
3. Find **problems worth solving**, the ones that inspire and need critical creative thinking.
4. It **tolerates failure** and is optimistic.
5. It is **contextual** talk with customers and other people involved in the context of the problem.
6. **Tangibility rules**, visual facilitation and storytelling are great ways to make the abstract clear and concrete.



Lean startup is all about taking your solution as early as possible to market (as a Minimum Viable Solution), collect customer feedback, learn and improve

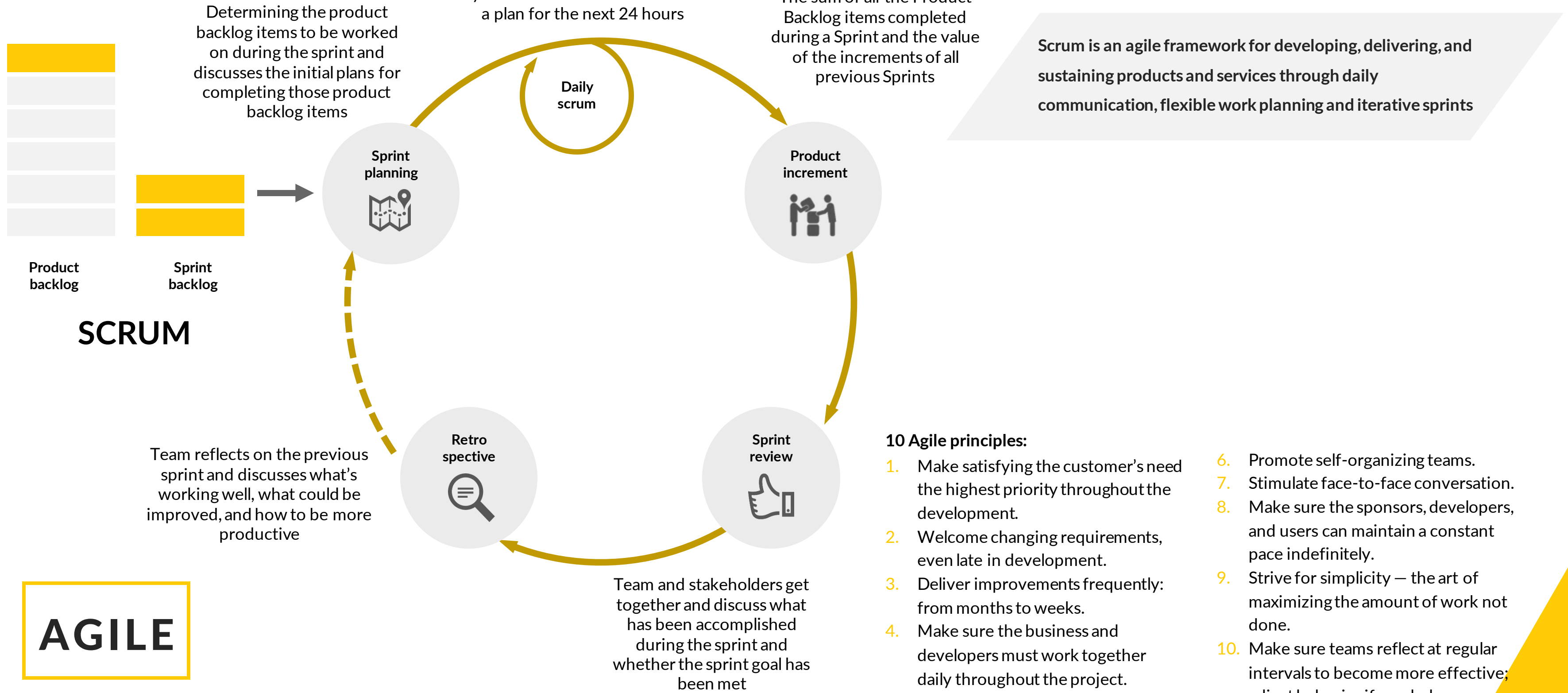
Collect performance data and customer feedback, monitor performance

LEAN STARTUP

ACCELERATING VALIDATION OF IDEAS BY LAUNCHING MINIMUM VIABLE SOLUTIONS AND MEASURING IMPACT

10 Lean Startup principles:

1. Identify the real problem to solve
2. Fail fast and learn often
3. Get out of the building!
4. Fake it before you make it
5. Start small before you scale up
6. Keep iterating
7. MVS = awesome, not awful
8. Test, measure & learn!
9. Set hypotheses
10. Experiment rigorously



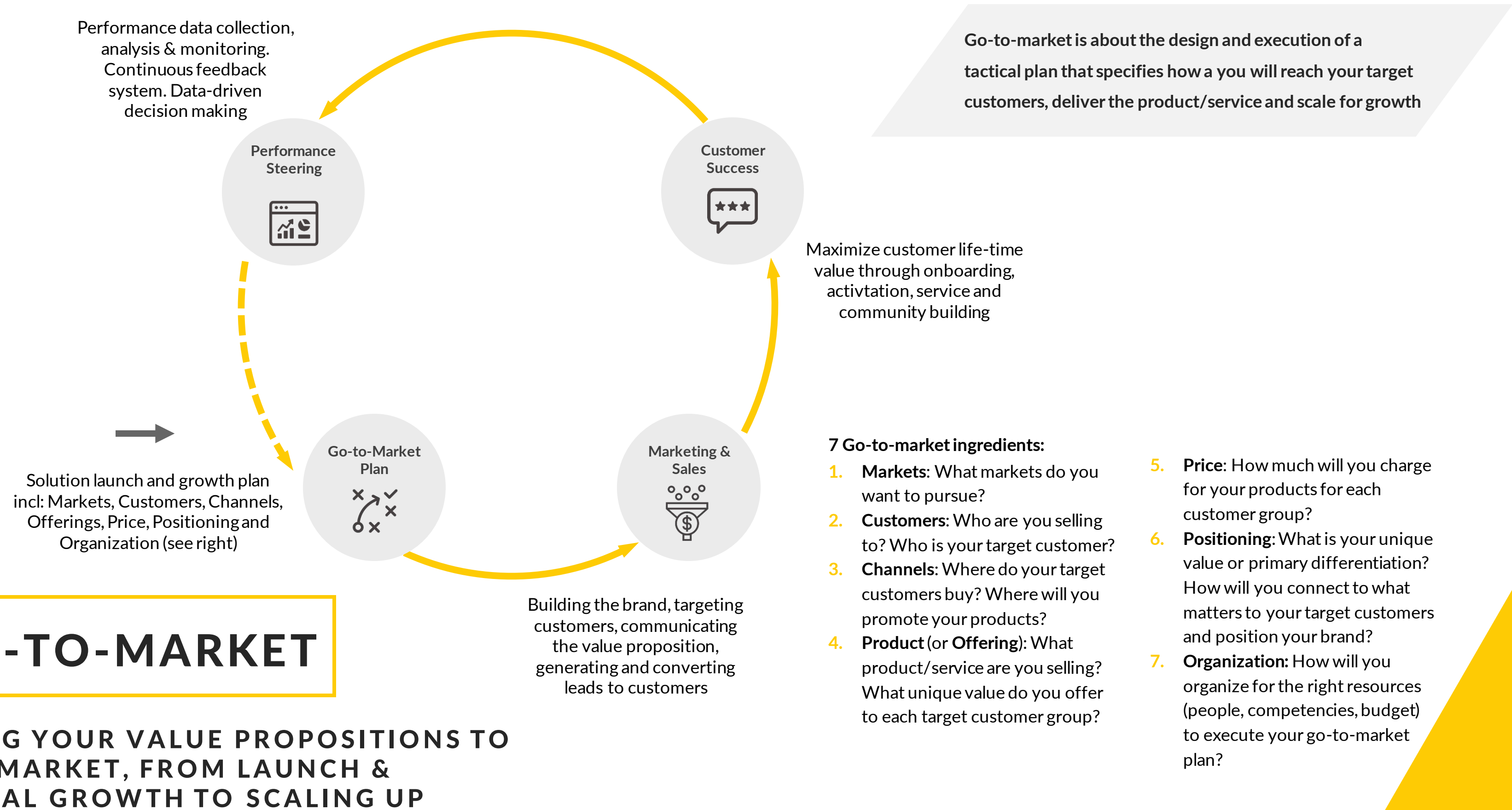
Product backlog
Sprint backlog
SCRUM

AGILE

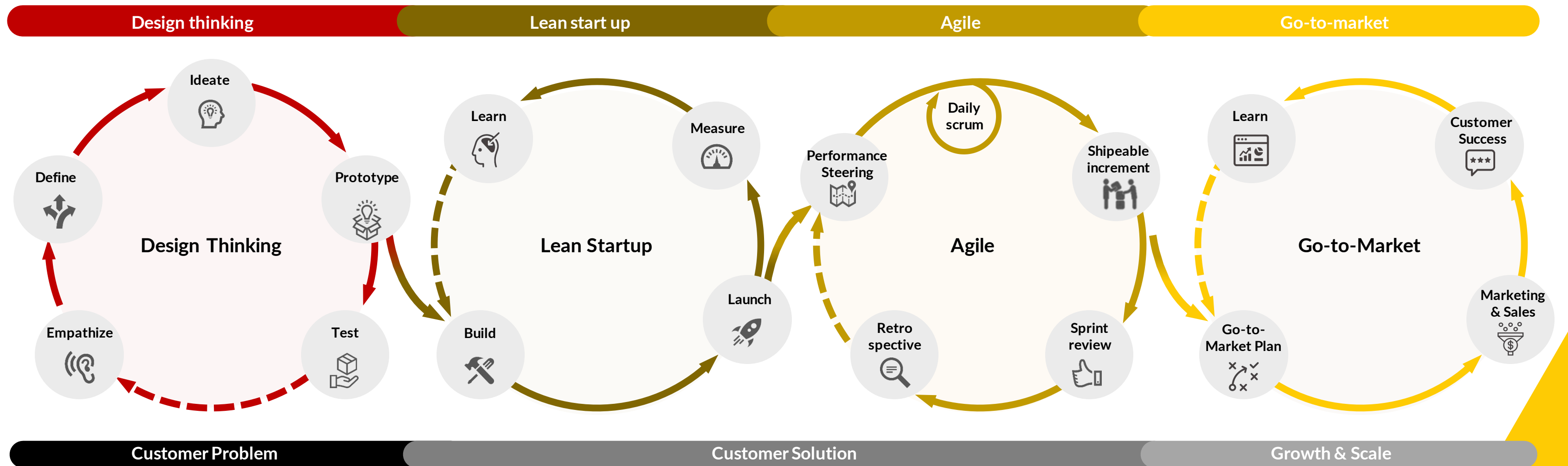
DEVELOP IN SPRINTS THAT DRIVE FAST AND INCREMENTAL DATA-DRIVEN IMPROVEMENTS

10 Agile principles:

1. Make satisfying the customer's need the highest priority throughout the development.
2. Welcome changing requirements, even late in development.
3. Deliver improvements frequently: from months to weeks.
4. Make sure the business and developers must work together daily throughout the project.
5. Build projects around motivated individuals. Give them the environment and support and trust they need to get the job done.
6. Promote self-organizing teams.
7. Stimulate face-to-face conversation.
8. Make sure the sponsors, developers, and users can maintain a constant pace indefinitely.
9. Strive for simplicity – the art of maximizing the amount of work not done.
10. Make sure teams reflect at regular intervals to become more effective; adjust behavior if needed.



A **BLENDED** APPROACH OF LEADING INNOVATION PRINCIPLES



THERE IS AN **AI APPLICATION** FOR THAT

Artificial Intelligence (AI) applications have revolutionized the corporate innovation domain, bringing about significant transformations and opportunities. These advanced technologies have the potential to enhance productivity, streamline processes, and drive strategic decision-making within organizations. AI enables businesses to leverage large volumes of data and extract valuable insights, leading to more informed and data-driven innovation strategies.

With AI-powered tools, companies can automate repetitive tasks, freeing up valuable time for employees to focus on higher-value activities and creative problem-solving. Furthermore, AI applications foster collaboration and idea generation by facilitating the exchange of knowledge and expertise across teams, resulting in accelerated innovation cycles and increased competitiveness in the market.

AI-powered tools are becoming an integral part of the innovation 'way of working'. Smart innovators leverage the power of AI to speed up the innovation process. As new AI tools emerge on a daily basis, it is impossible to provide an adequate overview of which tools to use in which phase of the innovation process. However, as we regularly update these playbooks, we will provide you with our today's assessment of innovation tools.

On our website, we provide an overview of AI tools to use in the innovation process. Head to www.revelx.co/warehouse for an updated list in our playbooks.

GENERATIVE AI AS YOUR INNOVATION CO-PILOT

Generative AI, a field within artificial intelligence, focuses on the creation of models and algorithms that have the ability to generate original and novel content. These algorithms utilize probabilistic methods to generate new instances that resemble the original data, often showcasing creative and inventive behavior that goes beyond explicit design.

Generative AI is extremely useful in your role as innovator. It can help boost creative output and gain an edge over competitors. Using Generative AI as your innovation co-pilot enables you to:

- » Enhance creativity
- » Create realistic product prototypes
- » Generate personalized content and compelling marketing materials for validation with customers
- » Design enhance data analysis and decision-making processes

We will point you to some useful AI-powered tools at the end of the following sections of this playbook. Please, take into consideration that this playbook has been update in July 2023. Please, check back for updates.

04

THE IDEATION CHALLENGE



THE IDEATION CHALLENGE

The innovation process starts with the identification and assessment of the innovation opportunities. Structured and high-quality ideation is a challenge for many corporates. We recognize the following ideation challenges:

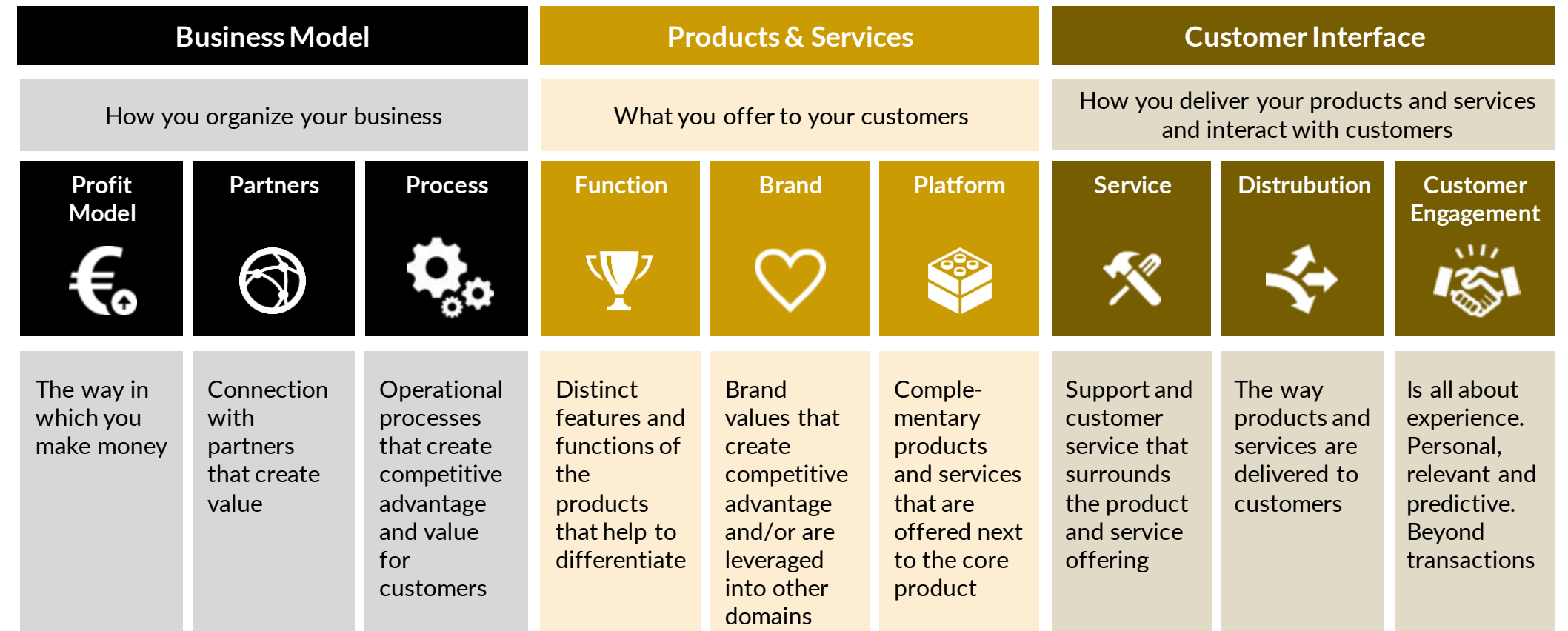
- » Spotting and creating innovation opportunities
- » Balancing the long- and short-term perspective
- » Selecting the most promising innovations

The basis for ideation is the organization's growth strategy*. Where do we want to play? How are we going to win? The process of ideation should culminate into a balanced innovation portfolio for the business. This portfolio covers both the short and long term and serves as input for the Growth Board. Ideation makes use of amongst others design thinking principles and takes the customer as central vantage point.

* Need help with building your organization's growth strategy? Let us know! We are experts in crafting actionable growth strategies. Check out our website (www.revelx.co) for resources, blog posts, and customer cases.

BREAKTHROUGH INNOVATIONS OFTEN COMBINE SEVERAL TYPES IN THE 3X3 INNOVATION MATRIX

Use the 3x3 Innovation Matrix* to assess the strength of your current innovation and to brainstorm on how to further improve your innovation efforts



Type of innovation	🔦	1	2	3	4	5	
Business Model	€ Profit model	Current					
	🌐 Partners	Aspiration					
	⚙️ Process						
Products & Services	🏆 Function						
	❤️ Brand	Current					
	📦 Platform						
Customer Interface	🔧 Service	Current			Aspiration		
	🔄 Distribution	Aspiration					
	🤝 Customer engagement						

Rate your innovation on each of the nine types on a 5-point scale

- 0 No innovation
- 1 Minor innovation
- 2 Modest innovation
- 3 Relevant innovation
- 4 Strong
- 5 Very strong innovation

Brainstorm on which type of innovation you can include or improve to further strengthen your innovation

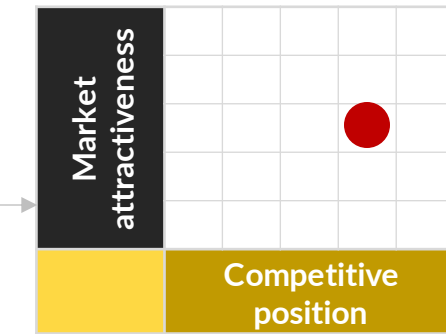
Current
Aspiration

*Based on Ten Types of Innovation by Larry Keeley

INNOVATION OPPORTUNITY ASSESSMENT

Assess the market attractiveness and the competitive edge of your innovation efforts to identify their viability and potential risks

Innovation Opportunity Assessment		1	2	3	4	5	AVG
Market attractiveness	€ There is a substantial market						2,9
	📈 The market will grow substantially						
	🔄 We can scale across sectors						
	🎯 Target customers are well defined						
	💬 The customer need is evident and defined						
	👎 Current offerings in the market are insufficient						
	👤 Customers are likely to buy our solution						
Competitive advantage	💡 We offer an innovation that is unique in the market						4,1
	🔄 Our competitive advantage is sustainable						
	👤 We have access to the target customers						
	🕒 We have a first mover advantage (time-to-market)						
	📊 There is a good fit with our positioning and core business						
	✅ We are fully confident that we can deliver the solution						
	🏆 We can deliver a competitive price / performance ratio						



- Definition of the rating**
- 1 Fully disagree
 - 2 Disagree
 - 3 Agree nor disagree
 - 4 Agree
 - 5 Fully agree

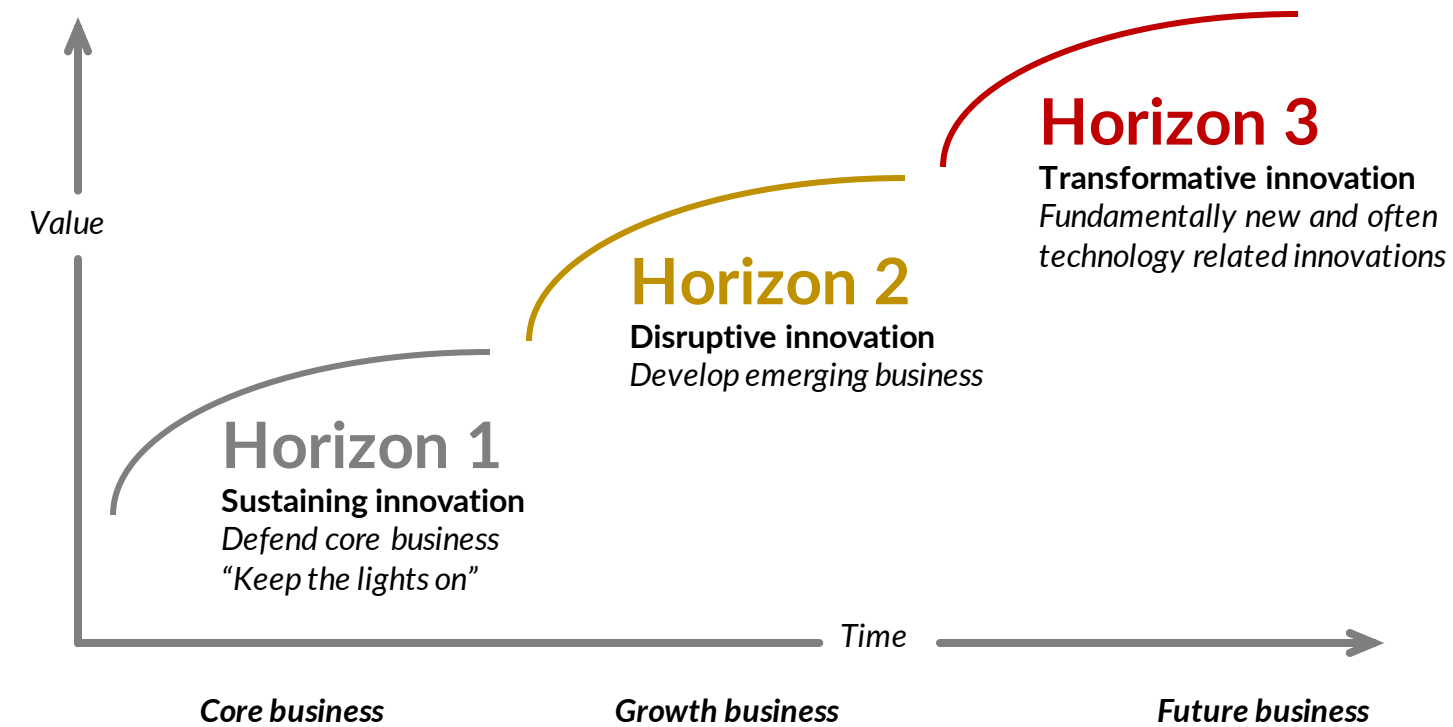
3 INNOVATION HORIZONS

Always be aware that your innovation ideas & projects cover all 3 horizons, not just one or two. Typically, in a 70% (Horizon 1), 20% (Horizon 2) and 10% (Horizon 3) distribution. Depending on your current position in the market.

Trigger questions:

- » Do we have a good understanding of the horizon 2 and 3 innovations that can potentially change our industry
- » Which technology drivers are likely to drive horizon 2 and 3 innovation, and do we master these technologies?
- » Do we have enough innovation on each of the horizons?
- » Are we willing to place some horizon 3 bets?
- » What are our competitors and potential new entrants doing in each horizon?

**BALANCING
SHORT AND
LONG TERM
PERSPECTIVES**



The timing aspect of the 3 horizons should not be set too stringent. Disruptive events like COVID-19 may throw your horizons off course.

**EACH HORIZON
REQUIRES SPECIFIC
CAPABILITIES**

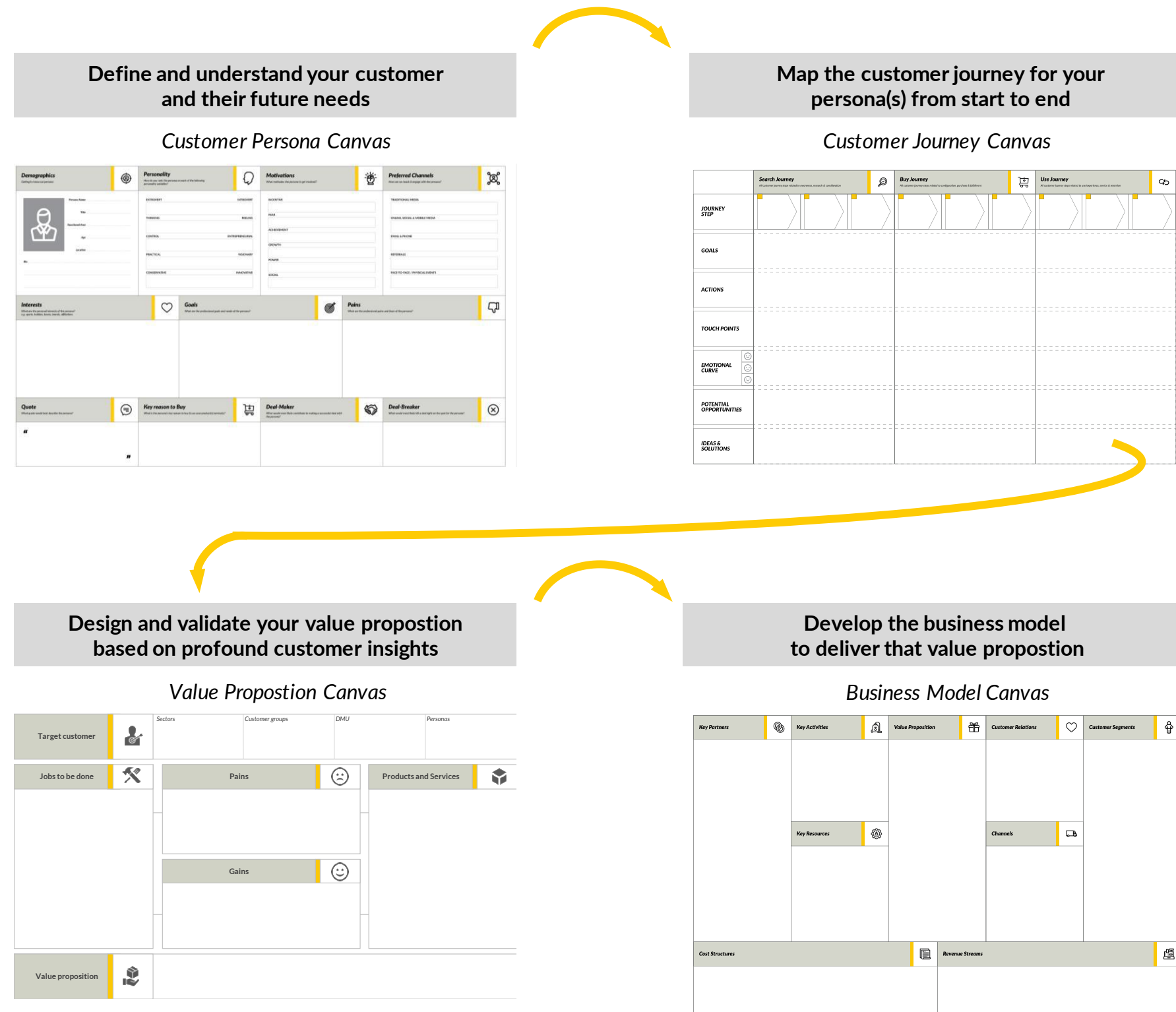
Horizon 1	Horizon 2	Horizon 3	
Sustaining innovation Defend core business "Keep the lights on"	Disruptive innovation Develop emerging business	Transformative innovation Fundamentally new and technology related innovations	
<ul style="list-style-type: none"> • Proven technology • Known • Short time-to-market • Direct business impact • Fast-track process 	<ul style="list-style-type: none"> • Existing technology • New • Mid time-to-market • Disrupt business • Validation needed 	<ul style="list-style-type: none"> • New unproven technology • New to industry • Long time-to-market • Transform business • Complex concepts 	Characteristics
<ul style="list-style-type: none"> • Clear vision • Core focus • Market insights • Goal oriented leadership 	<ul style="list-style-type: none"> • Ideation • Design thinking • Prototyping • Speed to market 	<ul style="list-style-type: none"> • Co creation • Open innovation • Exploring options • Identify emerging opportunities • Dealing with high uncertainty 	Required capabilities for innovation

DEFINING YOUR INNOVATION OPPORTUNITY, STARTING FROM THE CUSTOMER

Once you have your (short-listed and prioritized) list of ideas, it is time to define and document your innovation opportunity: what it is, for whom, how it generates value and what business model is required to sell and deliver.

4 steps to define your innovation opportunity:

1. Define and understand your customer (groups). Use the Customer Persona Canvas. Develop a persona for each distinct type of customer.
2. Map the customer journey and the entire experience for each persona, from start to end.
3. Design your value proposition based on customer insights. Use the Value Proposition Canvas.
4. Develop your business model to deliver that value proposition. Use the Business Model Canvas.



UNDERSTANDING YOUR AUDIENCE WITH CUSTOMER PERSONAS

By defining customer personas, you will better understand your customer and tailor your value proposition and marketing strategy to their needs.

What is a Persona?

A Persona is a semi-fictional representation of your ideal customer based on market research and real data about your existing (or potential) customers.

Why use a Persona?

Personas provide structure and context for your company, making it easier to map out opportunities and allocate your team's time and resources.

Depending on your business, you could have as few as one or two personas, or as many as 10 or 20. However, when starting out we advise to keep it simple and stick to a low number as a starting point.

CUSTOMER PERSONA CANVAS

Demographics
Describing your Buyer Persona by giving him or her a name, a job title and an age, helps people understand who you are targeting. Remember: when everybody is your customer, nobody is your customer.

Interests
Tools that might help you understand the interests of your persona are Google Analytics Audience and Facebook & Twitter Audience Insights.

Quote
Gathering feedback from your prospects or existing customers is very important and can help bring your buyer personas to life. Be sure to collect quotes anytime you are conducting interviews or surveys.

Key reason to buy
What makes your buyer persona decide to buy from you? Is it because your organization is known for world class Customer Service, does your persona need referrals from friends, or is your store conveniently located or website highly ranked in SEO?

Personality
Try to get a deeper understanding of your persona. Who are we dealing with? Try to find certain traits that will help you dictate the kind of language that is likely to capture your personas attention.

Motivation
If you better understand what drives your Buyer Persona to make decisions, you may also better understand why this person would be interested in your product or service.

Preferred channels
Your Buyer Persona will allow you to examine how each group within your target audience can be most effectively reached. You can also carry out A/B testing by varying your design and copy.

Demographics Getting to know our persona Persona Name: _____ Title: _____ Functional Area: _____ Age: _____ Location: _____ Bio: _____	Personality How do you rank the persona on each of the following personality variables? EXTROVERT _____ INTROVERT _____ THINKING _____ FEELING _____ CONTROL _____ ENTREPRENEURIAL _____ PRACTICAL _____ VISIONARY _____ CONSERVATIVE _____ INNOVATIVE _____	Motivations What motivates the persona to get involved? INCENTIVE _____ FEAR _____ ACHIEVEMENT _____ GROWTH _____ POWER _____ SOCIAL _____	Preferred Channels How can we reach & engage with the persona? TRADITIONAL MEDIA _____ ONLINE, SOCIAL & MOBILE MEDIA _____ EMAIL & PHONE _____ REFERRALS _____ FACE-TO-FACE / PHYSICAL EVENTS _____
Interests What are the personal interests of the persona? e.g. sports, hobbies, books, brands, affiliations	Goals What are the professional goals and needs of the persona?	Pains What are the professional pains and fears of the persona?	
Quote What quote would best describe the persona?	Key reason to Buy What is the persona's key reason to buy & use your product(s)/service(s)?	Deal-Maker What would most likely contribute to making a successful deal with the persona?	Deal-Breaker What would most likely kill a deal right on the spot for the persona?
“	”		

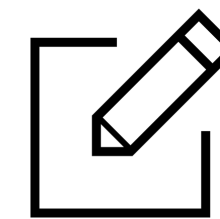
Goals
As Clay Christensen states with his “jobs to be done”, think of what your buyer persona is trying to achieve and what “job” he or she would be hiring your product or service to do.

Pains
Do your customers worry about helping their department meet sales goals? Are they struggling to stay competitive? What are typical “trigger-points” for individuals to start searching for solutions?

Deal maker
What is a deal-maker for your customer? Think of delivery speed, shipping costs, set-up costs, etc.

Deal breaker
Similar to deal-makers, try to think of what could be a deal breaker for your Buyer Persona.

DOWNLOAD YOUR FREE
INNOVATION CANVASES



CLICK HERE

MAPPING THE CUSTOMER JOURNEY FROM START TO FINISH

The Customer Journey Canvas enables you to map the entire customer journey from start to finish using three distinct sub-journeys: the search/orientation journey, the buy journey and the use/experience journey.

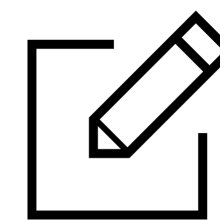
Using the Customer Journey Canvas

- Try to really put yourself in the shoes of one of your (potential) customers. What do they experience? When? What do they feel, hope and do?
- The first journey step will typically be the moment when your prospect first hears about you and the first action that he/she then takes. The last journey step will typically be about service and loyalty/advocacy.
- In the 'Emotional Curve' segment on the canvas, for each of the journey steps indicate whether your customer would likely be content/happy in that step, neutral/indifferent or sad/frustrated. Now draw a line between all these points to uncover the emotional curve.
- Use the 'Potential Opportunities' and 'Ideas & Solutions' segments on the canvas to harvest ideas to mitigate any bottlenecks or sub-optimal steps in the customer journey.

CUSTOMER JOURNEY CANVAS

	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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INNOVATION CANVASES



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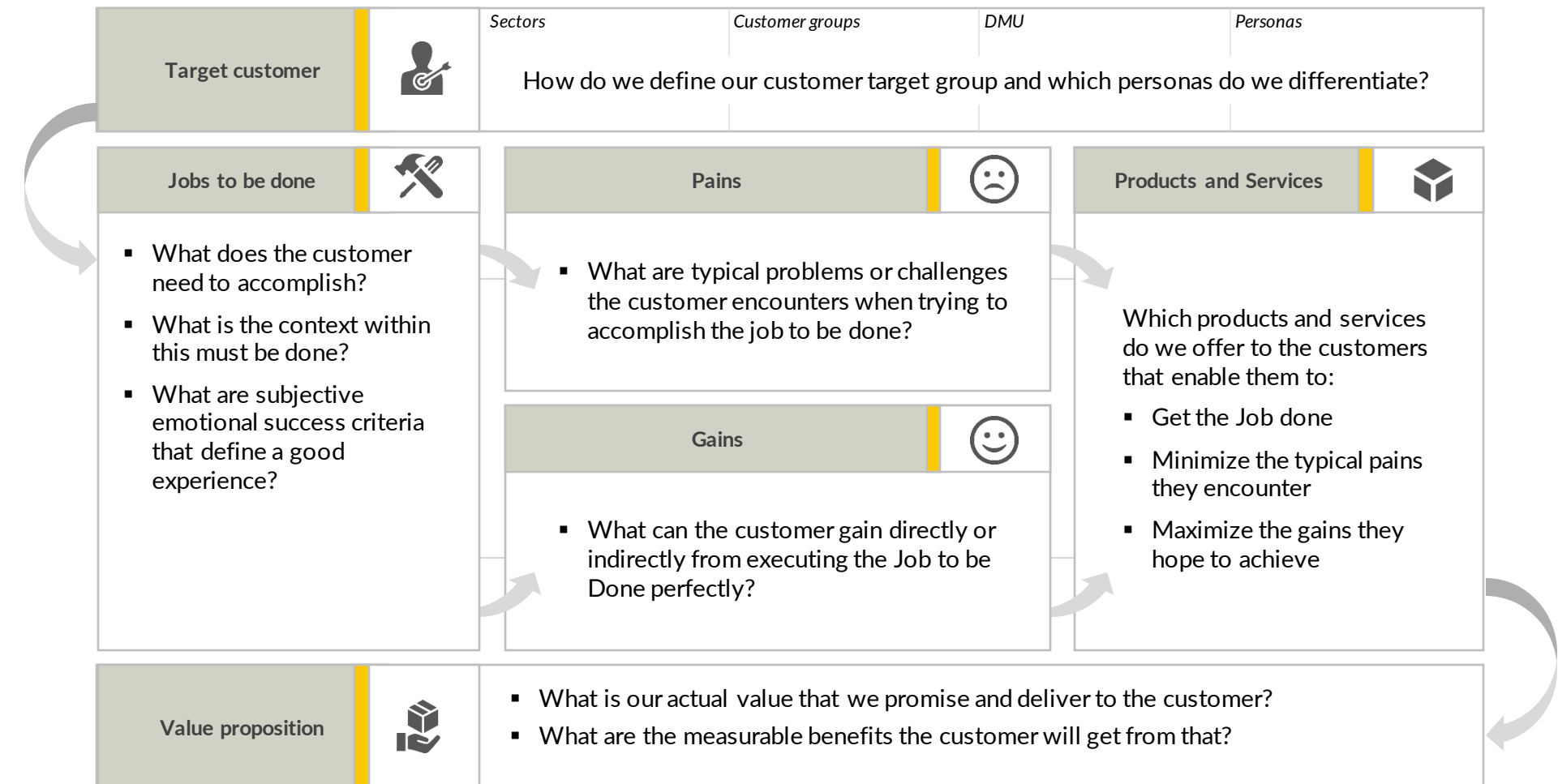
DESIGNING THE RIGHT VALUE PROPOSITION FOR YOUR TARGET CUSTOMER

Value proposition design leads to the definition of how to create value for your customer and with what products and services. It starts by identifying your customers, their 'jobs to be done' and the pains and gains that must be addressed for them.

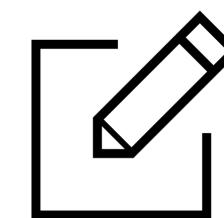
Using the Value Proposition Canvas

- » Make sure you have a good understanding of the customers you aim to target
- » Think beyond the direct 'jobs to be done' – often this is defined at a higher level (e.g., providing a comfortable climate instead of installing an air conditioner)
- » Use the pains and gains to design unique products and services creating value for your customer
- » Think in terms of value that you deliver and not just activities that you execute or products you deliver

VALUE PROPOSITION CANVAS



DOWNLOAD YOUR FREE
INNOVATION CANVASES



CLICK HERE

DESIGNING A VIABLE BUSINESS MODEL FOR YOUR SOLUTION

The Business Model Canvas helps you to define what business model is needed to sell, deliver and monetize your solution.

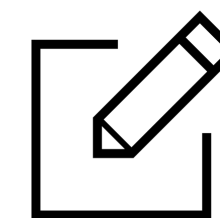
Using the Business Model Canvas

- » Start with identifying the customers that you want to create value for
- » Use personas to better understand their needs and behavior
- » Design a value proposition that addresses the 'Jobs to be done' (JTBD), pains and gains of your customer
- » Tailor the channels and relations to the specific needs and behavior of each persona you want to target
- » Apply as many of the 3x3 innovation types as you can when defining your business model; innovation is also about how you structure your business, your partner network and the unique resources and assets you have
- » Make a careful make-or-buy assessment when defining the left side of the business model canvas; partnering can reduce risks and time to market

BUSINESS MODEL CANVAS

Key partners	Key activities	Value proposition	Customer relations	Customer segments
<ul style="list-style-type: none"> ▪ Who are our key partners? ▪ Who are our key suppliers? ▪ Which key resources do we acquire from partners? ▪ Which key activities do partners perform? 	<ul style="list-style-type: none"> ▪ What key activities do our value propositions require? ▪ Our distribution channels? ▪ Customer Relationships? ▪ Revenue streams? 	<ul style="list-style-type: none"> ▪ What value do we deliver to the customer? ▪ Which one of our customer's problems are we helping to solve? ▪ Which customers needs are we satisfying? ▪ What product / service bundles are we offering to each segment? <p style="text-align: center; background-color: #fff9c4; padding: 5px;"><i>Also see the Value Proposition Canvas</i></p>	<ul style="list-style-type: none"> ▪ What type of relationship do our customers expect? ▪ How are they integrated with the rest of the business model ▪ How costly are they? 	<ul style="list-style-type: none"> ▪ For whom are we creating value? ▪ Who are our most important customers? ▪ What are the customer arche types? ▪ Who is the DMU ▪ Which personas can be identified?
		Key resources	Channels	
		<ul style="list-style-type: none"> ▪ What key resources are required to develop and maintain our <ul style="list-style-type: none"> - value propositions - distribution channels - customer relations 	<ul style="list-style-type: none"> ▪ Through which channels do our customer segments want to be reached? ▪ How are our customer channels integrated? ▪ Which works best and/or is most cost efficient? 	<p style="text-align: center; background-color: #fff9c4; padding: 5px;"><i>Also see the Customer Persona canvas</i></p>
Cost structure			Revenue streams	
<ul style="list-style-type: none"> ▪ What are the most important costs inherent in our business model? ▪ Which key resources are most expensive? ▪ Which key activities are most expensive? 			<ul style="list-style-type: none"> ▪ For what value are our customers willing to pay? ▪ What is our pricing strategy / tactics? ▪ How much does each revenue stream contribute to overall revenues? 	

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INNOVATION CANVASES



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USEFUL AI TOOLS IN THE IDEATION PHASE*

AI tool	Description	Website
Ideas AI	GTP-3 powered idea generator to spark creativity	https://ideasai.com/
Ideagenerator	Ideas for business ventures and other creative pursuits	https://www.ideagenerator.ai/
VentHive	Market research with suggestions, analysis and advice for business ideas	https://venthive.tech/
Stormz	AI-powered brainstorming	https://about.stormz.me/en/ai/
Seenapse	Create a long list of creative, divergent ideas	https://seenapse.ai/
User Persona	Create detailed user personas	https://userpersona.dev/
Hotball AI	Quick feedback on your business model	https://hotball.ai/
Lean Canvas Generator	Instantly build a lean canvas for your business idea or innovation	https://leancanvas.business/

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This list of AI tools has been put together based on RevelX research in the period of June - July 2023. AI tools are developed at a breathtaking speed. We invite you to do your own research but use this list as a starting point or reference. If you feel important tools are missing, please send an e-mail to matthijs@revelx.nl such that we can review them and add them to the next version of this playbook. Many thanks!

05

THE VALIDATION CHALLENGE

THE **VALIDATION** CHALLENGE

When the customer, the value proposition and the business model have been identified, it is time to realize that these are all 'just' hypotheses. They need to be tested in real life and pivoted until your first customers start buying and your value proposition becomes main steam.

We recognize the following validation challenges:

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

The main objective in the validation phase is to find data points to support or invalidate your own assumptions. If in this stage, you allow gut feel to take over, you risk spending a lot of money on the wrong initiatives. This makes innovation a risky and potentially expensive endeavor.

SUCCESSFUL INNOVATION IS ALL ABOUT FINDING THE RIGHT 'FIT'

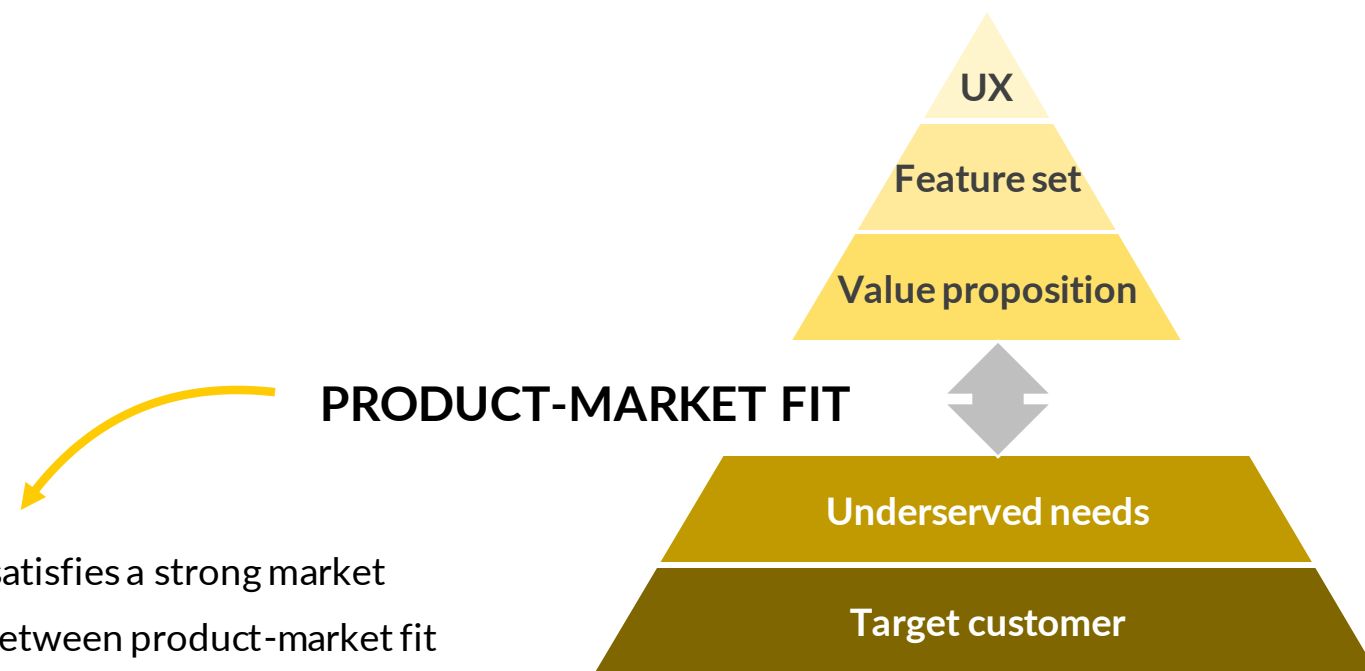
In this phase of the innovation process, three types of fit need to be established. Too many companies start their scaling process before these three types of fit have been established, leading to the high cost and risk of scaling before they have a solution worth to scale.

Your key job is to assess the value proposition's fit with the observed needs of the customer

When you have identified a customer segment, with a specific set of needs which can be addressed with your innovation, and you have been able to sell your product to a significant number of these clients, and they are using it to their satisfaction ... You may have found product market fit!



ALL THREE TESTS NEED TO BE POSITIVE!



The degree to which your product or service satisfies a strong market demand. Note: There is a distinct difference between product-market fit and problem-solution fit. Interpreting a customer's desire for a solution as a desire for your product produces false positives for product-market fit

MINIMUM VIABLE SOLUTION TO ASSESS PRODUCT-MARKET FIT

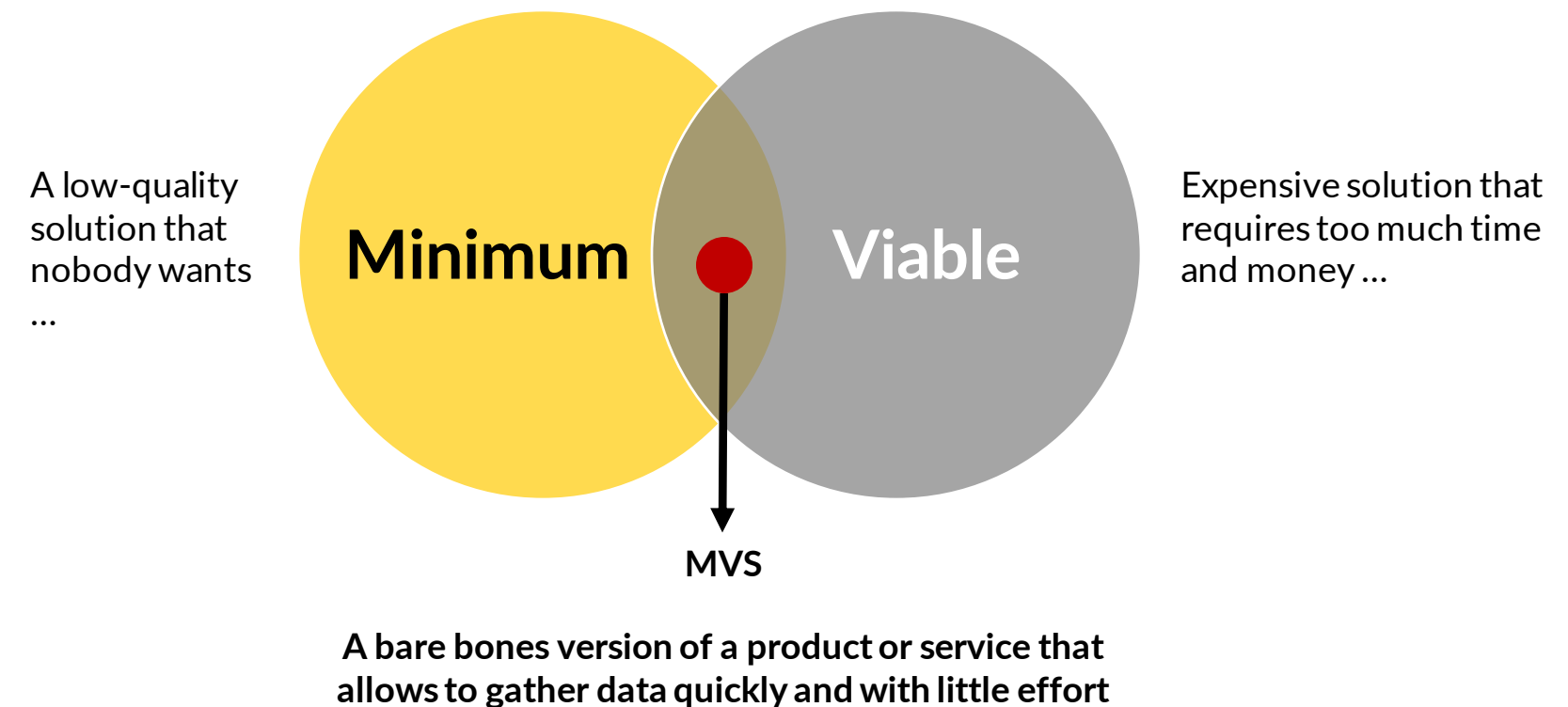
Building a Minimum Viable Solution (MVS)* is a great way for assessing product-market fit. Marketing and selling an MVS enables you to determine whether you have reached product market fit or not.

What is the goal of an MVS?

The goal of an MVS is to quickly gather data on customer response to your product or service. An MVS allows us to test the hypotheses we developed around our offering.

How do I measure success?

One metric for product/market fit is if at least 40% percent of surveyed customers indicate that they would be “very disappointed” if they no longer have access to your product or service. Alternatively, it could be measured by having at least 40% of surveyed customers considering the product or service as “must have”.



* Contrary to other innovation thinkers, we prefer to use the term Minimum Viable Solution over Minimum Viable Product. We would like to stimulate innovators to think in terms of solutions rather than products and it applies to intangibles (services) in the same way as tangibles

HOW TO BUILD AN MVS? FAST PROTOTYPING

WHAT?

“Fast prototyping” is an approach for communicating ideas or work done in projects in order to get feedback quickly from experiments or relevant stakeholders before detailing the solution. Prototypes should be made early and frequently during the innovation process.

WHY?

Obtain an overview of the realistic possibilities before diving into the details. You will achieve:







- » Faster and more accurate feedback, more often
- » A more focused discussion of the solution with colleagues and users
- » Improved and more possibilities for stakeholders to give you feedback
- » Higher speed of learning by making more and simpler prototypes

HOW?

The following steps can be repeated several times during the innovation process:

- » Identify where your uncertainty is and define key questions that the prototype must answer: E.g., does the design look good? Does it have the right functionality?
- » Identify relevant people to evaluate the model (potential users, experienced colleagues, people from the supply chain and marketing etc.)
- » Select an appropriate type of prototype
- » Produce the prototype (or have someone else do it for you)
- » Get feedback/experiment and adjust accordingly (pivot)


There are various ways to market a MVS without having to build the whole solution


-  **Sketches**
 - Hand sketches showing possible alternatives
 - Simple CAD sketches and drafts
-  **Digital**
 - Landing pages
 - Mock-ups
-  **Platform**
 - Simple models displaying the layout of a concept Made out of easily accessible material: Lego, cardboard, wood/MDF, foam, plastic etc.
-  **Scale models**
 - Model of individual key components
 - 3D prints
-  **Functional models**
 - E.g. models performing a sub-function Allowing for simple testing and experiments
-  **User scenarios/storyboards**
 - Scenarios displaying a potential use case

DEFINING YOUR RISKIEST ASSUMPTIONS

Many innovations fail because their underlying assumptions turn out to be false. The Riskiest Assumption Table allows you to test ideas and validate whether your solution will solve your customers' problems, whether it's a big enough problem to solve, and whether it's a viable business model.

This spin on the MVS approach has helped companies such as Airbnb, Zappos, and Buffer validate their ideas before building their solutions – and their efforts proved to be quite successful.

Key assumptions / hypotheses		Likelihood our assumption is wrong*	Business case impact if we are wrong*	Likelihood x Impact
Market attractiveness				
Competitive position				
Value proposition				
Other				





Validation of the key assumptions			
Top 3 assumptions	Validation metric	How to validate	

15 MEANS FOR HYPOTHESES VALIDATION

Desk research	Do: Market research reports, social media comments, online conversations, Google trends, etc.	Explainer video	Do: develop an explainer video if you have a complex proposition. Add the video to a landing page or a mailing.	Concierge	Do: Deliver a digital service in physical form before building an automated version of the proposition.
Customer observation	Do: Observe (potential) customers for your product or service in context without offering them a solution (yet).	Comprehension test	Do: Run a comprehension test with customers in a 5 to 10 second exposure test and have the customer summarize.	Wizard of Oz	Do: Similar to the concierge service but this time the customer is offered the proposition in a digital format.
Customer interviews	Do: Get out of the building and talk to customers. Use to explore customer needs or test solution ideas.	Pre-sales letter of intent	Do: Have potential customers sign a letter of intent (or even have them pay) for the product or service up front.	A/B testing	Do: Present the customer with multiple versions of the product each with a call to action attached to gauge interest.
Landing pages	Do: Create a simple landing page to present your product and service and direct to Call to Action to gauge interest.	Digital prototype	Do: Develop digital wireframes or software mockups to gather customer feedback. Be sure to integrate tracking methods.	Co-creation	Do: Work with customers to co-create products. Select early adopters with deep understanding of the job to be done.
Test advertizing campaign	Do: Run a test advertizing campaign with various value propositions in various channels and test the results.	Physical prototype	Do: Create a prototype of your product for the customer to interact with. Also test whether the product can be produced.	Usability testing	Do: Have users complete tasks connected to the value proposition while the product team watches.

USER INTERVIEWS ARE IMPORTANT BUT DIFFICULT TO GET RIGHT

Direct user feedback through interviews is one of the most important ways to collect data and validate your hypotheses/assumptions.

 likes	 improvements
 questions	 ideas

FEEDBACK CAPTURE GRID

What is the user saying?	What is the user thinking?
What is the user doing?	What is the user feeling?
Functional, emotional and social needs?	Topics to explore further?
Wat surprised me?	Ideas?

USER INTERVIEW TEMPLATE

WHAT?

'User interviews' are used to gain in-depth understanding and empathy for future users or customers. Interviews should be conducted in the everyday context of the users to make the understanding more real. The term 'user' covers everyone in touch with the product during the consumption chain, e.g., retailers, buyers of the product and end users.

WHY?

In-context interviews develop a deep and rich view into the behaviors, thoughts and lives of users and are the best way of uncovering functional, emotional and social needs. The aim is to generate a foundation of new insights of what is necessary.

HOW?

- » Identify and select users to be interviewed. Include the target group of the product but consider all users throughout the consumption chain.
- » Prepare an interview guide by brainstorming themes and key questions for the user. Explore the values, desires, frustrations and aspirations of the user. Consider using visual stimuli, e.g., showing competing products.
- » Preferably, interview in pairs and take notes during the interview. The interview should be like a conversation allowing for improvisation
- » Fill out the template for user interviews and observation knowledge capture (one template per user)
- » Share key conclusions and insights with your team in a feedback capture grid

USE THE MOM TEST TO NAIL YOUR USER INTERVIEWS

User interviews are extremely difficult to get right. Key insights from 'The Mom Test' help you find the right perspective, overcome psychological bias and improve the quality of your interviews.

Key take-aways:

» **Talk about customers' lives instead of your idea.**

It's a common misconception to start a conversation with "Oh, you know, I have such a cool idea for my startup! It's like the new Uber for Instagram. What do you think about it?" Instead, ask people about their habits, life in general, and what they do day-by-day.

» **Ask about some specifics from the past instead of generics or opinions about the future.** If you ask someone "How often do you go to the gym?", then it's more likely that people will respond by hyperbolizing, giving higher numbers. It's fine, everyone wants to appear better than they are, but a better chance to find out the truth comes with the question "How many times did you go to the gym last week?"

» **Talk less and listen more.**

Don't just talk about your amazing idea or product but try to listen very carefully and ask a bunch of questions. Design is about questions. Ask many of them.



USE VALIDATION INSIGHTS TO PIVOT

Based on customer feedback, you may need to 'pivot' your original innovation idea.

Frequently performed pivots:

- » **Customer-Pivot:** Your product may prove popular but not with the user segment that you had initially targeted. Therefore, your product positioning may need to change, and the value proposition, pricing, and channels would all need to be reviewed.
- » **Channel-Pivot:** Here you change how and where you sell your products and services (in stores, online, through partners, in-app). Channel pivots therefore often require adjustments to many elements of the business model.
- » **Problem-Pivot:** When you find out the problem you are trying to solve is not getting traction, You may need to point your existing product at a different customer "job", or you may need a completely new product.
- » **Technology-Pivot:** This pivot is when a new technology can be used to achieve the same outcome. This can be beneficial if the new solution has lower cost and/or better performance.

WHAT?

A 'pivot' changes **one** dimension of your idea in order to discover new insights. This is often confused with the idea of iteration or a new product. A pivot is a structured change/course correction designed to test a fundamentally new hypothesis about your product or growth strategy.

WHY?

Looking at the pivot through a scientific approach of experimentation and discovery, we can find two main reasons to consider pivoting.

- » You have new information that invalidates your previous fundamental assumptions
- » You have new information that validates fundamental new assumptions.

WHEN?

Timing can be a tricky balance, with risks associated to both premature pivots and delayed ones.

- » The premature pivot is often the result of decisions made based on too few data points. Perhaps an idea didn't gather enthusiasm after initial pitching, or a few people you admire shut it down. This mistake can be proactively countered by setting clear goals and deliverables, talking to more people & the right people (potential customers/users) and getting out of the door (and into the marketplace).
- » The delayed pivot, in contrast, means an opportunity lost. Perhaps a competitor beat you to it, or your stakeholders and resources have worn too thin to assure a proper runway. Either way, you're at risk of draining your team, losing external interest and maintaining the status quo.

USEFUL AI TOOLS IN THE VALIDATION PHASE*

AI tool	Description	Website
Fermat	Visualize product designs quickly	https://fermat.app/
Insight7	Get customer insights in minutes	https://insight7.io/
Synthetic users	Test an idea or product with AI participants	https://www.syntheticusers.com/
Viable	Quickly research text-based user feedback	https://www.askviable.com/
Insyte	Build a landing page in seconds	https://www.insyte.tech/
Rhetorai	RhetorAI automates user interviews for faster product-market fit	https://www.rhetorai.com/
Validator AI	Get objective feedback on any business idea	https://validatorai.com/
Galileo AI	Galileo AI creates editable UI designs from a simple text description	https://www.usegalileo.ai/
GitHub Co-Pilot X	Helps you program anything	https://github.com/features/preview/copilot-x
Midjourney	Create product concepts from text prompts	https://www.midjourney.com/
Uizard	Generate mock-ups from text prompts	https://uizard.io/

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06

THE SCALE-UP CHALLENGE

THE **SCALE-UP** CHALLENGE

Once you have established all three fits, you know you have an innovation with real and significant market potential. Now is the time to start scaling and invest in generating large volumes of business: scaling up. We recognize the following corporate scale-up challenges:

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

Many organizations struggle in this phase. They either put off scaling for too long or they scale too soon. Depending on which scenario you follow, you may miss the boat or crash prematurely. Scaling an innovation requires careful consideration. “Don’t try to scale it until you nail it.” is a popular saying. Yet it holds many truths. Especially in a corporate setting, too much focus on generating (early) revenues and realizing return on investment is a major factor in premature scaling.

VALIDATE, PIVOT AND SCALE UP OR DIVEST?

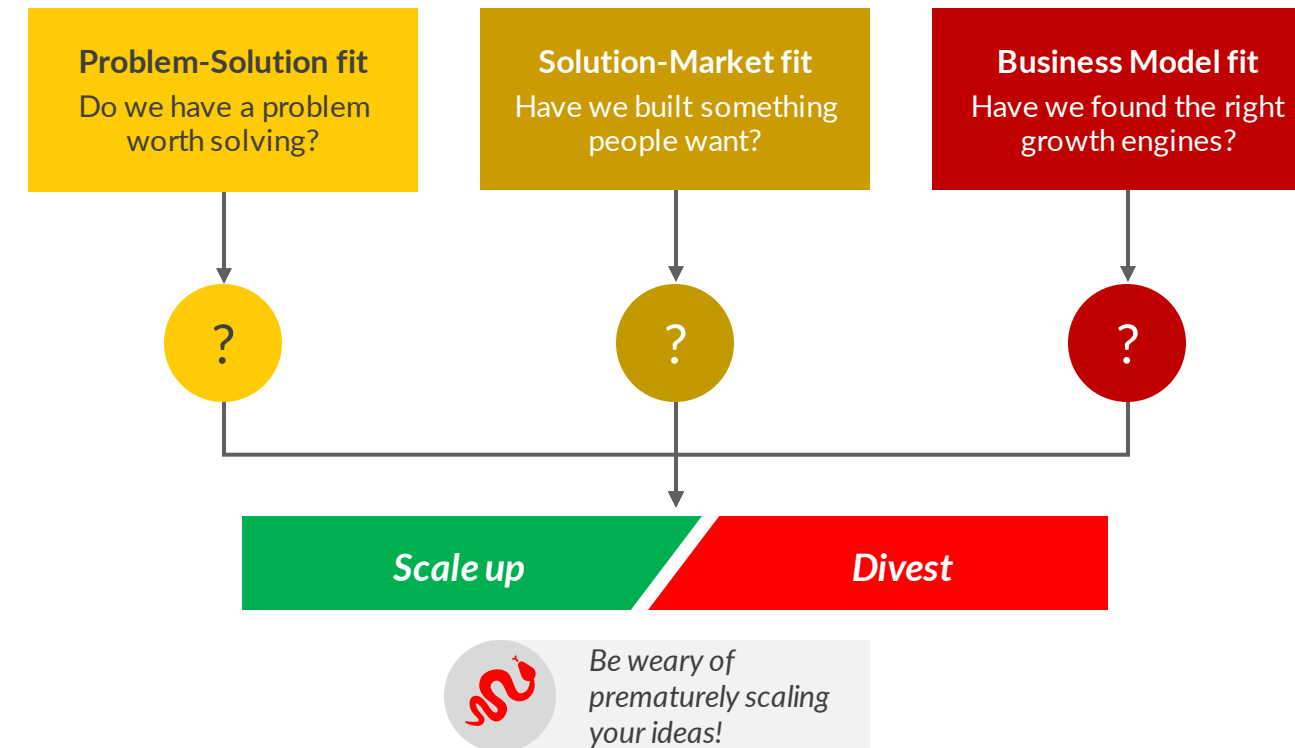
The last phase of the innovation process pertains to generating business value at scale. An innovation now enters the monetization phase.

This phase shouldn't be entered if there are no clear signs of problem-solution fit (are we addressing the right problems?), product-market fit (have we built something the market wants or needs?) and business model fit (can we produce at scale in a viable way?).

Pursuing an innovation in this stage without proper sign off on the three tests puts your money and company reputation at risk. So, proceed with caution and construct a sound growth plan.

ONCE AGAIN, ARE ALL THREE TESTS POSITIVE BEFORE YOU SCALE UP?

SCALING
REQUIRES A
SOUND
GROWTH PLAN



<p>Scale up market</p> <p>From early adopters to mainstream customers. Extend channels. Branding. Add geographical areas</p>	<p>Scale up organization</p> <p>Organize a growth team. Find new people. Leverage other's assets. How should governance be arranged?</p>	<p>Growth roadmap</p> <p>Where can the business be scaled best? Add new features and services. Extend the offering</p>
<p>Enter production mode</p> <p>Bring your MVS from Lab to Fab. Process design. Partner and leverage resources. Make it scalable</p>	<p>Scale up investment</p> <p>Move from frugal / affordable loss spending into growth investment. Leverage as much as possible</p>	<p>Establishing growth metrics</p> <p>What (activity & impact) metrics do we apply to the business and what should be their values?</p>

GROWTH STRATEGY CANVAS

The Growth Strategy Canvas is a helpful guide in preventing misalignment with strategy. It provides the organizational context and guidance for innovation.

Most importantly, it makes the connection between innovation and the growth goals of an organization.

Growth ambition

- An inspiring statement of your growth ambitions, split into a longer term BHAG (Big Hairy Audacious Goal) and a mid term ambition

Tips

- Be bold and brave when defining the BHAG
- Make sure that your 3 to 5-year ambition is specific and preferably also includes a quantitative measure

Transformation

- The transformation your business must make.
- This describes the current state and the future state you aim

Tips

- Define an inspirational ambition
- Use this as communication tool to describe the impact of the growth strategy

Growth goals

The main goals by which you measure the realization of your growth strategy

Tips

- Define your goals SMART
- Avoid the hockey stick
- Also include non-financial goals

Growth engines

- The priorities in your growth strategy to realize the growth ambitions
- Can be new markets, new propositions, acquisitions

Tips

- Link growth engines to
 - market opportunities
 - key strengths
- Define the underlying value proposition and business model
- Validate growth engines with market data and customer feedback

Growth Opportunities

A summary of the external context and the growth opportunities that this presents:

- Which **disruptive forces** need to be countered
- What are the **future needs** of your customers (also driven by disruption)
- Who will be your future competitors and will this change the **competitive landscape**
- Where do you expect the largest **growth potential**

Growth Readiness

- Make sure your organization is ready for growth and that all preconditions are in place
- Helps to identify the growth enablers that need to be included in your strategic action plan

Tips

- Check this upfront to make sure you identify potential restrictions

Growth Opportunities		Growth Ambition		Growth Strategy		Growth Execution	
DISRUPTIVE FORCES	FUTURE CUSTOMER NEEDS	5-YEAR AMBITION: BHAG	3-5 YEAR AMBITION	GROWTH ENGINES			
COMPETITIVE LANDSCAPE	MARKET GROWTH POTENTIAL	TRANSFORMATION		CURRENT	NEW		
Growth Readiness		Growth Goals		Growth Enablers		Growth Execution	
PORTFOLIO STRENGTH	CONSUMER CENTRIC PERFORMANCE	MARKET POSITION	FINANCIAL PERFORMANCE	INVESTMENT CAPACITY	ORGANIZATION STRUCTURE & GOVERNANCE	LEADERSHIP & COMPETENCES	
REMARK		€		GROWTH ENABLER		TARGET	

Growth enablers

- The internal improvements that are needed to realize your growth strategy
- Think of competences, systems, processes, etc.

Tips

- Involve key operational people in defining your growth strategy
- Spent sufficient time on defining the enablers as they can be make or break

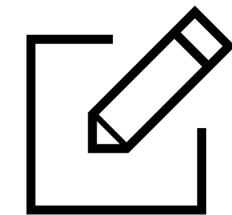
Growth execution

Per growth engine and growth enabler you define strategic actions/projects that need to be executed

Tips

- Define the strategic projects in more detail by the project leads
- Think about how you will monitor and manage the execution of the strategic roadmap

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INNOVATION CANVASES



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DATA DRIVEN DECISION MAKING

Making objective decisions about innovation in a corporate setting requires data and a data driven mindset.

Decision making in an organization is often fraught with cognitive biases which are counter productive in many cases and outright dangerous in others.

When making decisions about innovation make sure you recognize the common cognitive biases and address them in your organization.

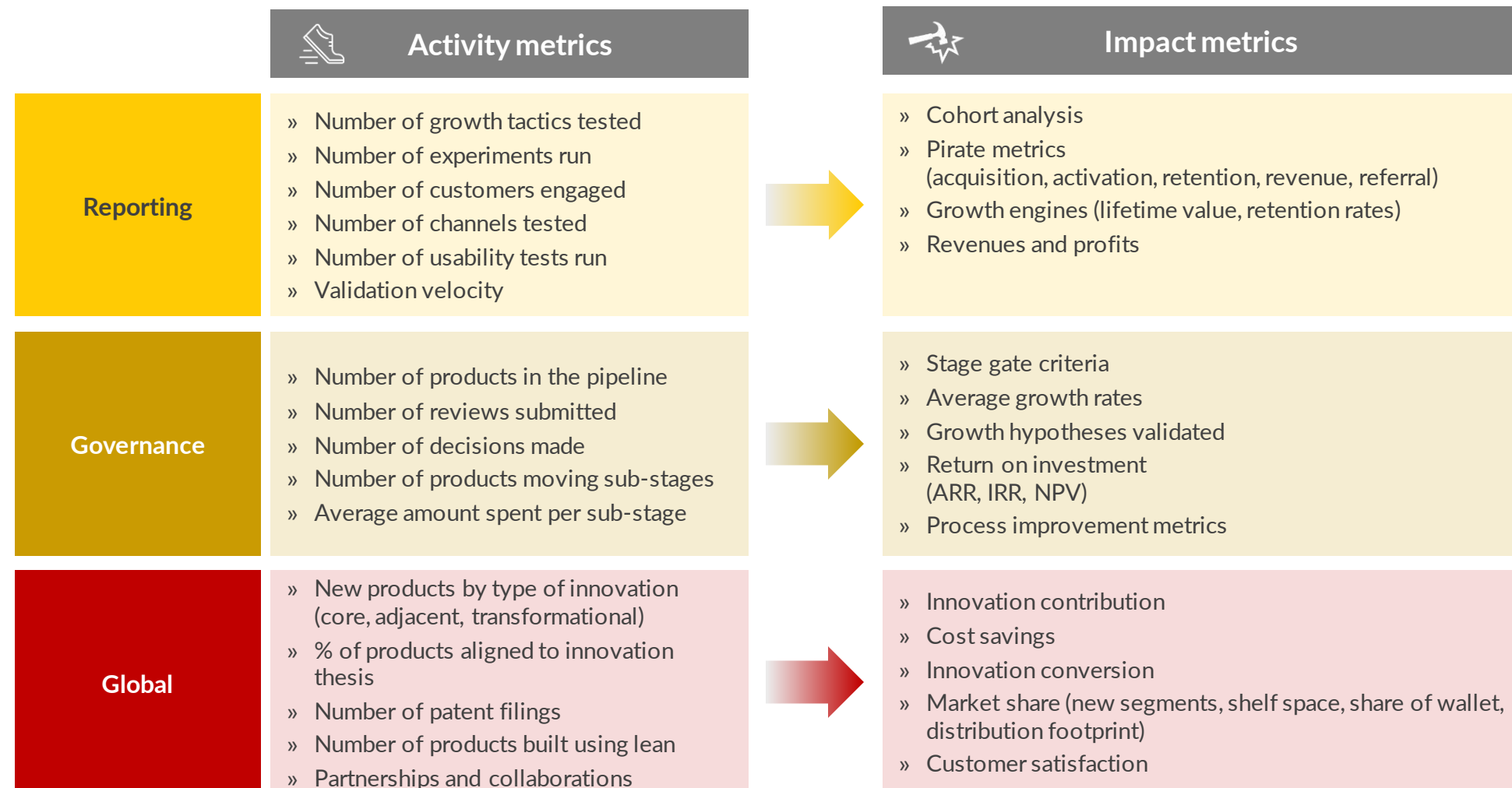
COMMON COGNITIVE BIASES

Ambiguity	The tendency to avoid options for which missing information makes the probability seem unknown.	Optimism	The tendency to be over optimistic. Also known as wishful thinking or planning fallacy.
Anchoring	The tendency to rely too heavily on one piece of information. Often rooted in company myths and beliefs.	Selection	The tendency to notice something more when someone or something causes us to be more aware of it.
Group think	The tendency to believe things because many other people do or believe the same way.	Sunk cost/loss aversion	The disutility of giving up an object is greater than the utility associated with acquiring it.
Confirmation	The tendency to search for and interpret information and data in the way that confirms one's preconceptions.	Semmelweis reflex	The tendency to reject new evidence that contradicts a set paradigm.
Framing	Drawing different conclusions from the same information depending on how or by whom the information is presented.		

SCALE UP ACCOUNTING: FROM ACTIVITY TO IMPACT METRICS

During the process of scaling up an innovation, the focus shifts from activity metrics, which track the progress of delivery, to impact metrics. Impact metrics consist of a collection of leading and lagging indicators that evaluate the innovation's business viability

Metrics play a vital role in presenting quantifiable outcomes to leadership. Transparency regarding the deliverables of innovations fosters trust and autonomy. Moreover, understanding the appropriate metrics prevents evaluations of innovations from being misguided.



6 PITFALLS TO AVOID WHEN SCALING-UP

	Pitfall	Solution
1	Hand-over to the business Innovation managers run into trouble getting people to take ownership of innovations as they become reality within the organization – particularly if those innovations disrupt the status quo or bring big changes to how work gets done.	Decide early (ideation) on if and how hand-over takes place. You want that to be very scripted. You want to know how and when that hand over happens, how you'll release it from the innovation side to the operation side. Involve future business owner's early stage.
2	Misalignment with the strategy If your innovation initiatives aren't aligned with business strategy, they fail to generate the value your organization needs.	Create an innovation profile that outlines goals, context and principles. Translate business goals into innovation projects to ensure a greater chance of gaining sponsorship, stamina and funding. The Growth Strategy Canvas is a great tool for this.
3	Risk aversion and internal politics Fear of failure and missing the mark on quarterly goals can discourage creative and innovative thinking and premature killings.	Ensure that KPIs and incentives recognize that innovation is value-adding. Implement a culture that embraces failure as learning opportunities and encourages whitespace time.
4	Process gaps Ambiguities about ownership and roles can lead to gaps that stagnate innovation. Leadership needs to take upon its role.	Avoid gaps between ideation, validation and scaling by embracing an innovation culture. Clear communication and shared responsibilities allow you to eliminate the common "drop-off points" in the innovation pipeline.
5	Lack of customer centricity No matter how innovative a solution is, it will be dead on arrival if it lacks a compelling value proposition and feels to meet customers' needs.	Ensure you have positively tested for all 3 validation tests: problem-solution fit, product-market fit and business model fit. Involve customers early and often in the development process and beyond. Use metrics to gauge traction.
6	Ineffective metrics Inaccurate or ineffective metrics lead organizations astray and cause them to focus on the wrong objectives	Ensure that your metrics address 3 key areas: inputs and types of innovations going into the funnel, the flow rate through the funnel and the revenue and other quantifiable returns on investment at a later stage of the funnel.

WHEN IS IT **TIME** TO SCALE?

When is it time to scale? This is a frequently asked question.

The reality is that there are no rigid criteria for entering the scaling phase; it occurs organically.

To assist you in commencing the scaling journey, we provide a set of indicators to consider. Assess on how many criteria you can tick the box on the right. Do you believe that the most crucial conditions have been met to take the next step?

IS IT TIME TO SCALE-UP? 12 SIGNS TO LOOK FOR:

- Getting interest from new customer groups
- Reaching sustainable user growth
- First adopters start to expect more
- Customers become sticky and recurring
- Solutions are becoming more standardized
- First competitors are showing up
- Recurring problems occur in the delivery and primary process
- Need for standards for transfer of knowledge
- Need for formal communication channels
- Need for formal decision-making process
- When you go international
- The venture project team grows beyond 30

USEFUL AI TOOLS IN THE SCALE-UP PHASE

AI tool	Description	Website
Diagram	AI companion in Figma to build designs quickly	https://diagram.com/
Digital First AI	Finding the best growth hacking tactics with AI	https://www.digitalfirst.ai/
AdCreative.ai	Generate conversion focused ad creatives and social media post creatives in a matter of seconds	https://www.adcreative.ai/
Jasper	Create end-to-end marketing campaigns with one brief	https://www.jasper.ai/
Tability	Set better goals, track progress, and execute smarter toward your team's North Star	https://www.tability.io/
Neurons	Predict human behavior towards brand campaigns	https://www.neuronsinc.com/
Rationale	AI assistant to make better rational decisions	https://rationale.jina.ai/

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07

SO, NOW WHAT?



INNOVATION READINESS BENCHMARK

Gain valuable insights into how to increase your innovation power.

Our **Innovation Readiness Benchmark** will help you to assess your innovation strengths and weaknesses and to improve your innovation performance.

LEARN MORE AND
PARTICIPATE IN THE
BENCHMARK

[CLICK HERE](#)

BECOME A BEST-IN-CLASS INNOVATOR

To become a best-in-class innovator you first need to understand your current innovation power and the key improvement areas.

This is the first step in order to stay relevant to your customers, stay ahead of your competitors and defend yourself against disruptive forces. How? Through the Innovation Readiness Benchmark.

'YourBusiness' Innovation Readiness Dashboard		Score of 'YourBusiness'	Delta with average all participants	Delta with high performers in benchmark
Innovation Strategy				
Our innovation strategy and roadmap is clearly defined and documented	1	-2.2	-3.0	
We have well defined and ambitious innovation targets	2	-1.3	-2.1	
We have a clear understanding of future innovations that can disrupt our industry	3	-0.5	-1.2	
Innovation is not only focused on new products but on our entire business model	3	-0.8	-1.3	
Our organization invests sufficiently in projects with a long term horizon	2	-1.3	-2.0	
Customer Centricity				
We actively explore the customer's future needs as starting point for our innovation	4	0.3	-0.4	
We invite customers to discuss new ideas for propositions and business models	5	1.3	0.9	
We test our hypotheses or prototypes for new innovations with our customers	3	-0.7	-1.1	
We measure customer satisfaction and use that to drive our innovation	3	-0.3	-0.9	
The voice of the customer is leading in our decision making on innovation	4	0.6	-0.3	
Organizational Agility				
We have implemented agile as leading principle in our way of working in innovation projects	4	0.8	0.1	
Our innovation process is well defined and can be tailored to the needs of a specific project	2	-1.0	-1.7	
We understand and apply the principles of rapid prototyping and low-cost experimentation	3	-0.4	-1.3	
Our innovation projects are carried out by multi-disciplinary teams	4	0.3	0.0	
Our innovation process allows for short lead times and fast learning	3	-0.4	-1.4	



INCREASE YOUR INNOVATION POWER

- Measure the innovation power of your organization against 35 innovation best practices.
- Gain insight in new forces that can potentially disrupt your industry.
- Compare your organization with the high performers in our benchmark.
- Understand which areas can drive innovation performance.
- Receive a personal report including customized recommendations

REQUIRE FURTHER ASSISTANCE?

You're more than welcome to contact us for a
FREE 30 minutes **Innovation Consult**.



marc@revelx.nl



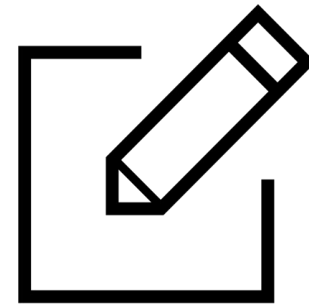
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08

BONUS: FREE INNOVATION CANVASES AND WEBINARS

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Growth Strategy Canvas

If you really want to reach growth make sure you have a clear strategy.



Persona Canvas

Start to think about who you're doing it for and find what drives your persona's.



Lean Analytics Roadmap

Define what features you should add, identify when to add those features.



Customer Journey Canvas

How does your customer behave? Use the Customer Journey to define your companies opportunities.



Growth Experiment

Define the goals of your experiments and how they fit in the marketing funnel.



MVP Feature Canvas

Building an MVP is great way to validate your product idea.



Business Model Canvas

Classic. Define how you're business is going to thrive.



Value Proposition Canvas

Make sure you create a product people actually want.

AND MORE...

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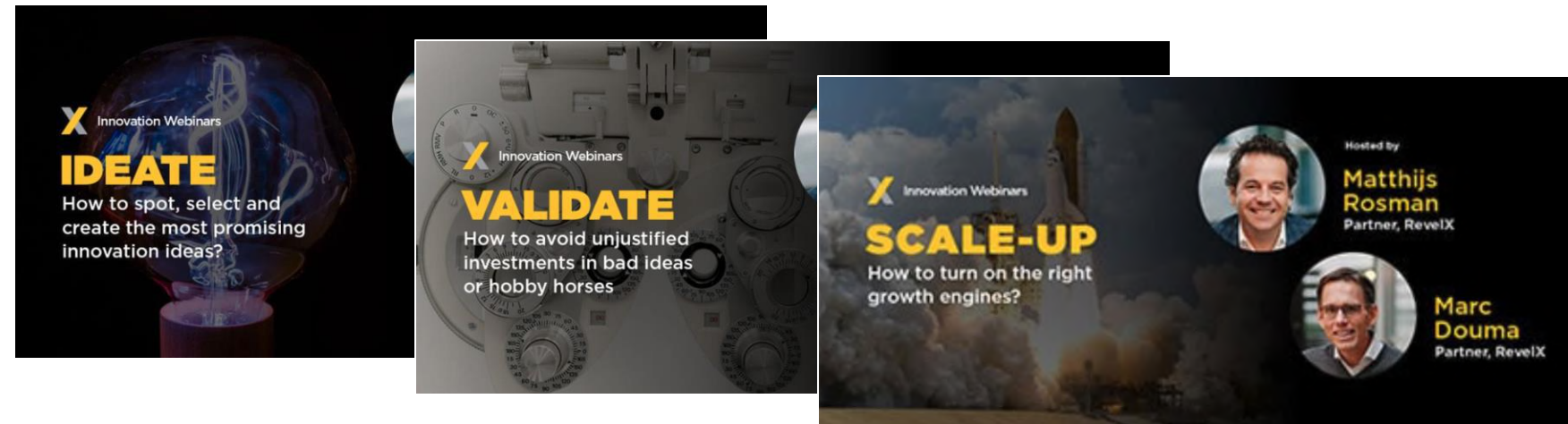
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In our webinar series we cover a range of innovation challenges. You can watch these webinars on demand via our website.

If you want more inspiration on innovation strategy, including examples from real life cases, we recommend the Innovation Strategy and Roadmap webinar.



Webinar series on becoming a best-class-innovator:



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