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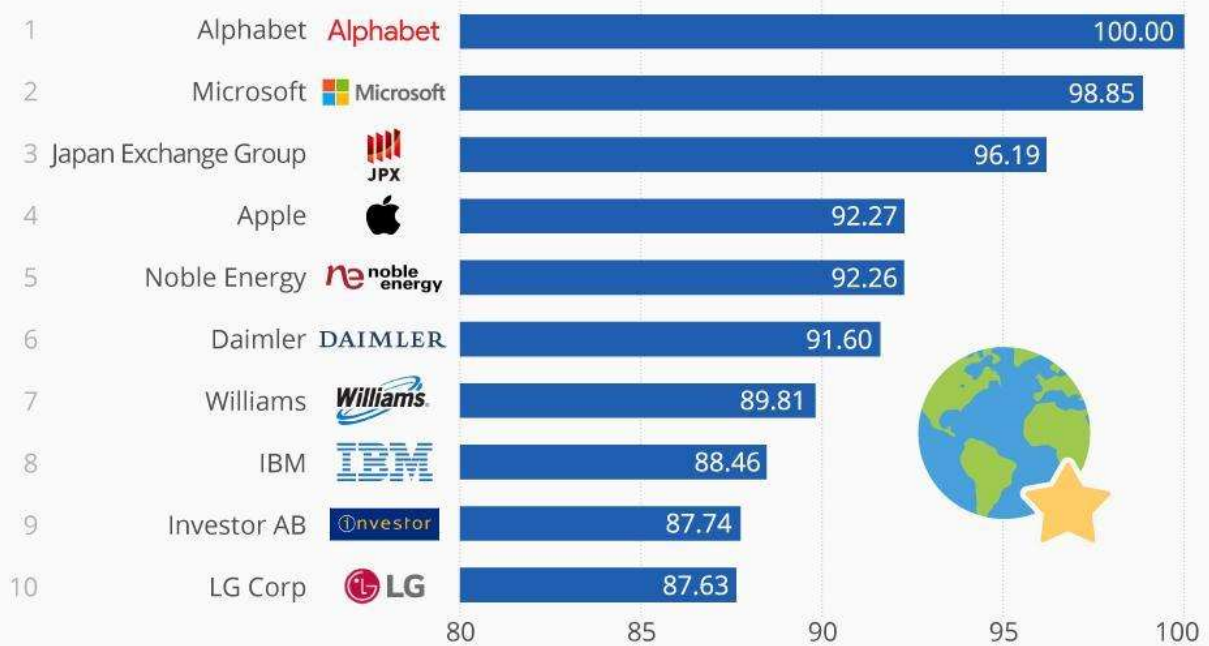
INTRODUCTION

There are multiple sources of motivation that lead companies to innovate:

- Develop sales and perpetuate their image with customers
 - Making improvements to existing products helps avoid downward pressure on selling prices and margins
 - Showing that the company is capable of upgrading its products and services, in line with the expectations of its customers, demonstrates its ability to support their clients on a long-term basis
- By leaving their products and services unchanged, companies risk losing customers to more dynamic competitors.
- Reduce waste and costs
 - In a world called upon to be thriftier of its resources, reducing costs and waste helps improve margins
 - It is also a guarantee of efficiency, largely inspired by Japanese methods translated into "Lean Production" processes introduced on a large scale in the industrial world.
- These methods are more trivially based on the elimination of any process that does not produce added value for the benefit of the end customer.
- Improve their market positioning
 - Innovation makes it possible to anticipate market changes more quickly to take advantage of opportunities and act instead of reacting to upheavals
 - It also makes it possible to stand out from the competition and induce greater price freedom.
- Improve their image towards their employees
 - The talent race is on! In this ranking, we will recognize companies known for their capacity for innovation, or their brand image, 2 characteristics that are closely linked
 - Being proud of your products and being visionary reduces staff turnover and improves attractiveness
 - An innovative workplace is stimulating for employees

The World's Best Employers 2017

Top 10 global employers on a scale of 0–100 in 2017



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* Based on Forbes' 2017 Global 2000 rankings, which features public companies from 61 countries

Source: Statista & Forbes – Global 2000 Rankings

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Whatever the purpose (s) of the Innovation plan, our purpose is based on its objectives, its structure and its sizing.

It is therefore through the impact of this plan on your financial objectives that we will address the subject.

KEY STEPS FOR THE IMPLEMENTATION

1. Define the crucible of innovation

- Define the gap between growth objectives and current activities
- Define the categories of innovation likely to fill the gap
- Target Areas of Innovation Opportunities (AIO)

1.1 Define the gap between growth objectives and current activities

As this is an Innovation program, we reason on the medium term, both for organization and financial impact.

The first step in the process is to build an income statement over a time horizon compatible with your activity (4 years in the context of our example).

Based on historical data and your knowledge of the evolution of your activity, you will build the "Bridge" which will allow you to project yourself over this time horizon, excluding the contributions provided by your innovation plan.

This "Bridge" includes items that can be positive for your operating account, such as:

- Improvement of the margin linked to the natural growth rate of your sector of activity
- Your productivity, meaning your ability to lower both fixed and variable costs

And negative elements, such as:

- Lower sales prices granted to your customers on existing products / services
- Inflation, including rising purchasing costs and wage increases