

Innovation



What is an innovation?

An innovation is something:

- new, different or better (product, service, ...)
- that a company brings to customers or to employees
- which is widely used
- and that generates payback

We consider two types of innovation

The incremental innovation offers something better or slightly different, but based on an existing product, service, ...

The radical innovation is a breakthrough that gives the customer something never seen or experienced before.

What is the difference between an innovation and a new technology, invention or discovery

The technology may be a way to develop a new product, new material, etc. In this case, Intellectual Property may be a key asset. But innovation and new technologies are not synonymous. For example, new Business Models or new services may be developed without cutting edge technology.

An invention is not widely used. A brilliant idea and perseverance do not always lead to market acceptance and payback.

A discovery is the observation of an existing phenomena and not the development and use of something new.

Confusion between these concepts is frequent because an invention may be the trigger for companies to innovate, and technology is very often the foundation needed to build something new.

Innovation can occur in various forms

- **A product** (the famous Post-it by 3M)
- **A service** (the online gift list for a wedding)
- **A customer experience** (a luminescent alarm clock by Philips)
- **An industrial process** (more flexible, more productive, less pollutant, ...)
- **A material** (the Kevlar, an aramide fiber developed by DuPont)
- **An operational or organizational process standard** (the assembly areas at Volvo, versus assembly lines)
- **A Business Model** (the exclusive internet sale of computer equipment by DELL)

Innovation

Why innovate?

We usually say that innovation provides organic growth and sustainability. Innovation allows one to go beyond fusion & acquisition. It is an alternative to geographic growth and brings many more benefits than the ultimate cost reduction. Innovation is a weapon for fierce competition in the marketplace.

Yes but, more practically, an innovation addresses other customers or other customer's benefits.

Innovation is a strong differentiation lever that:

- Avoids the commoditization of products
- Distances competitors
- Generates high margins

Moreover, innovation can promote a brand or the image of a company.

Who can innovate?

Generally, people think that new innovations exclusively come from large companies involved in the development of new technologies.

We must also consider the other innovators: small, and even very small, companies that are often more dynamic and flexible than the international giants.

Companies not specifically involved in developing new technologies.

How to innovate?

Fierce competition pushes companies to innovate intensively. More new products must be launched more often. That cannot be due to chance or to artistic chaos anymore. Moreover, good ideas or smart technologies will not guarantee financial success.

Market acceptance, large-scale distribution, and then the payback of an innovation must rely on the companies' abilities to structure and manage their innovation efforts.

We will talk about a structured innovation and an innovation process.



Your Innovation

You will succeed in innovation if

Innovation is an exploration filled with uncertainties.

Unlike in the past, technology and chance alone cannot guarantee your success.

Failure in the innovation may lead to budget explosions, continuous changes in the product launch schedule or even commercial failure. It may even threaten the companies' existence.

- You do the right things, addressing market needs with the right product & service
- You do the things right, using the right methodology to control the risks and maximize the efficiency of your innovation process

Innovation is governed by a process involving the company and its environment. That process is complex and must be organized to guarantee performance and sustainability.

Usually, companies have all of the necessary ingredients for success. They only need methodology.

No matter

- the size and the sector of your company is,
- whether you work alone or with many stakeholders,
- whether you look for a radical or an incremental innovation,
- what field you work in (product, production process, services, business model),

your innovation process is governed by the same key success factors.

Success factors

Your innovation is governed by a process. Successful outcomes and productivity of your innovation efforts rely on people, methodology and tools. The whole company must be aligned around driving innovation.

Your Innovation

The key success factors are:

- a strategy that is coherent with the innovation's initiatives
- a visible every day involvement and support of your highest ranking management
- a constructive co-operation of market professionals and technology experts
- a carefully selected coach who will initiate, lead, orchestrate and sustain the innovation's process
- a well structured and risk-oriented development
- a close cooperation with suppliers and customers
- a competent idea management going beyond basic brainstorming
- a development launch under relevant project structure
- the use of global project portfolio management
- a management of your knowledge and technologies taking advantage of intellectual property
- a management of human resources which promotes diversity, motivation, team work and responsibility of all people involved

Risks

By definition, innovation means exploring and therefore taking all kinds of risk: technical, commercial and human.

Structured project management methodology will help you to mitigate the risks generated by product development and launch. If you deal with several projects at the same time, portfolio management will guide your decisions. Traditional project management is not sufficient enough for your company to face the challenge and uncertainties of your innovative developments.

In this particular case of innovative developments, you will need a risk-oriented methodology which focuses on assumptions made and critical risks related to them. This methodology will regulate your resource allocation decisions according to the level of uncertainty at every stage of your project..

Our activities

Whatever the size and the field of your company, if you have to:

- control the risks of your new developments
- identify, select, assess innovation opportunities
- increase the productivity of your innovation process
- build up or improve the management of your innovative projects

INNEO lends you a hand in facing the challenges of innovation and developing new products.

Our goal is to speed up and secure your innovative developments and projects.

INNEO assists you and works hand-in-hand with your teams, in order to:

- develop your autonomy in efficient innovation process management,
- give you access to specific tools and methodologies,

Assignments can range from quick troubleshooting missions to long term assistance, including training.

Risk control

INNEO helps you control risks by:

- o Minimizing the risks associated with developing new products.
- o Securing your new product, new process or new services.
- o Avoiding recurrent delays in product validation and budget explosion

INNEO assists you and works together with your team, providing:

- o Design modules breakdown
- o Maturity assessment
- o Maturation planning and risk hedging
- o Set up or improvement of your project management

Development planning

- o Failure Mode and Effect Analysis and Control planning
- o Preparation of industrial integration

Risks analysis in design of product and process

- o Target cost design
- o Production cost analysis for decision making in design
- o Profitability analysis

Design for maximum profitability

Project management

- o Assessment of your capabilities in project management
- o Methodology and tools proposition for project management ease
- o Structuring, build up and launch of projects
- o Project development planning
- o Education of project teams, facilitation

Our activities

Opportunities

INNEO helps you to identify innovation opportunities

Your strategy pushes you to address new players, new markets or to launch new products and services.

INNEO gives you access to specific methodologies and analysis tools such as:

- o Workshops for value exploration and identification of new concepts
- o Identification of « shared value » offers

Innovation opportunities

Collaborative development

- o Opportunity and feasibility studies for collaborative design initiatives with a contractor, a supplier, a partner
- o Implementation, support and management of collaborative design

Impact analysis and opportunity analysis

- o Assessment of the new product's impact on the environment (competitors, business partners, customers, other stakeholders)
- o Assessment of the opportunity to develop and launch the new product or service

Productivity

INNEO helps you to improve the productivity of your innovation process if:

- o You need to reduce your development time and time to market
- o You want to improve the profitability of your market launches
- o You must cut off part of your R&D budget or launch more new products without budget increase,

INNEO brings proven tools and methodologies that help you to manage your:

Innovation process

- o Assessment of the key success factors of your innovation process
- o Proposition of dedicated working modes and organizations
- o Collaborative design (contractor, supplier, partner)
- o Idea management, brainstorming, marketing and R&D collaboration

Project portfolio management

- o Assessment of your capabilities in project development
- o Proposition of dedicated working modes and organizations
- o Project portfolio mapping under strong uncertainties
- o Business Plan under uncertainties
- o Opportunity studies
- o Planning of hypothesis validation

About us



INNEO is a company founded and managed by Marc-André EGGIMANN. Marc-André has more than twenty years of operational experience in R&D mainly in automotive, but also in machine-tools, industrial electronics and chemical. He has successfully held the positions of Engineering and Design Department Manager, Senior R&D Manager and Business Development Manager.

From our location in the Lake of Geneva area, we can serve the interests of both regional and global international players.

INNEO is a member of the French association and consultancy network, *Chambre Professionnelle des Consultants de Bourgogne* and consequently, is committed to respecting its professional code of ethics.

INNEO is a certified official consultant for the "APPIC Innovation PME" programs, a regional initiative to improve the innovation capabilities of small & medium enterprises in the Rhône-Alpes region of France.

Code of ethics

INNEO continuously and passionately do surveys on new practices and track both success and failure stories in the field of innovation management. By doing so, INNEO is able to provide value to its customers through cutting edge knowledge.

INNEO is committed to respect the "*Chambre Professionnelle des Consultants de Bourgogne*" code of ethics, and consequently to respect the following main principles:

- o Commitment to conclude the accepted tasks
- o Professionalism in the core field of competencies
- o Respect of peers
- o Confidentiality
- o Independence from third parties
- o Integrity in defending the exclusive interests of the customer

About us

Know how

INNEO 's know how is built from sound operational experience in R&D management, methodology and technique.

Management

Innovation process
New product development
Design office management
Re-engineering of process, organization and R&D methodologies
Change management and team building
Project and project portfolio management
Management of collaborative design

Methodology

Exploration of new innovation and business opportunities
Design under quality insurance standards
Risk analysis
Uncertainties management
Industrial integration
Industrial costs and profitability analysis
Quality Control

Technique

Fabrication process (assembly, extrusion, mixing, curing, machining)
Automatic control, modeling, simulation
Finite elements design
Elastomers and composite materials (fabrication and use)
Intelligent technologies (fuzzy logic, learning, recognition)

Contact



You are interested in our competencies and services,

You want to have some complementary information
to talk about your needs
to discuss the subject of innovation

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