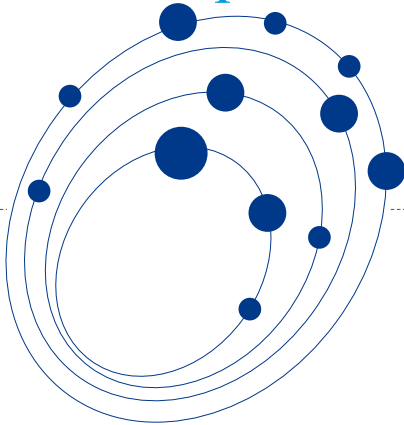


Growth & Innovation Services Quantum growth through Innovation



Overview

We assist our public and private clients



B

Growth Services

We help businesses to achieve growth in new domains by utilizing the full force of our innovation services. We have confidence in your potential and our competence to unlock it therefore we are willing to put skin in the game.

A Innovation Services

1

Navigate Innovation Strategy

We help you to determine your innovation strategy to decide, in a cumulative and sustainable manner, on which type of innovation will help your company gain competitive advantage

2

Generate Innovation Culture and Processes

We help you to build a culture of innovation and install the right tools and processes to become more innovative and gain real innovation capacity

3

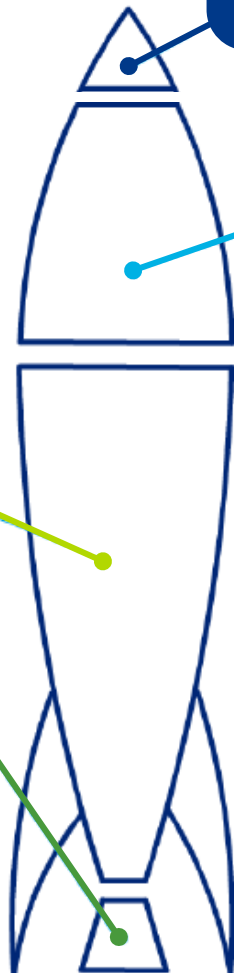
Deliver Innovation Projects

We help you to achieve results with innovation projects by bringing ideas to life from concept to commercial impact

4

Expand (Open) Innovation network

We help you to identify, connect and work with potential partners so your company can gain collaborative advantage by engaging external resources to find solutions for specific business opportunities and challenges



Deloitte stands out for its ability to pragmatically deliver recommendations that are aligned with clients' particular circumstances, demonstrate the achievability of results and generate excitement at all levels of an organization around innovation.

C

Innovation Policy Services

We leverage our innovation experience to advise and collaborate with (European) governments and institutions on how to become more innovative and create fertile grounds for innovation

Innovation Strategy

Direct your innovation efforts



Why we do it

The most essential question business leaders struggle with is where and how they will deploy their limited resources to stay relevant and grasp opportunity in a ever changing world. Extensive research and over 200 strategic innovation projects have though us that innovative companies:

- Stay connected with a changing world, beyond their own industry and rightly recognize opportunities;
- Are able to generate creative new solutions and smart combinations beyond product /service innovation. Innovation is every one's business, not just of the R&D department;
- Focus on business of tomorrow and not of today. Successfully determine their risk appetite and really commit to long-term strategic choices even when these conflict with short-term business interests;
- Manage and build their product portfolio in a sustainable manner, so that product /service succession will ensure continuous growth and competitive advantage.

How we do it

Working alongside senior leaders, Deloitte consultants will explore how a changing world will impact your business and industry, and where in a seemingly chaotic landscape lies opportunity:

- **Outside in** – determine the fundamental strategic choices, opportunities and challenges that impact your business based on market research and innovation theory;
- **Inside out**– obtain a detailed understanding of your current strategy, innovation value chain, assets and gaps;
- **Develop your innovation strategy** – build consensus around your company's innovation ambition (level of possibility and risk), innovation strategy roadmap, size of investment, criteria and expected returns;
- **Implement your innovation portfolio** – propose Innovation Portfolio and framework for prioritization and diversification of new products/services, markets and smart combinations.

What methodologies we use

Disruption theory is developed by Prof. Dr. Clayton Christensen and our Deloitte colleague Michael Raynor. This theory allows us to assess whether or not new technologies, products and/or services can potentially disrupt certain markets.

Deloitte's **Strategic Innovation Methodology** allows Deloitte to gain insight in clients capabilities, prioritize strategic options and build consensus around innovation strategy. This methodology has been developed in collaboration with the University of Hasselt and has been applied to +200 companies.

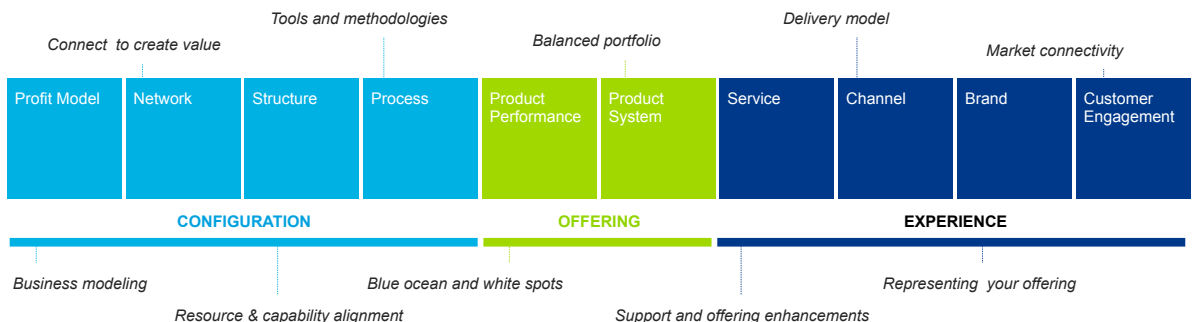
Innovation in your system is much broader than just product innovation – hence successful solutions need to unfold multiple types of innovation. **Ten types of innovation*** model is developed by Deloitte/Doblin consultants.

The **3 Horizons model** allows the organization to manage its ambidexterity, since it provides an excellent mould to formulate an organization's product and service portfolio strategy. The framework allows for evaluating the health of a product/service strategy pipeline and for setting up the alignment of short, medium, and long-term plans of a company.

Eating the pudding



(*) TEN TYPES OF INNOVATION



Innovation Culture & Process

Build innovation capacity

Generate

Why we do it

In today's hyper-competitive and technology-based environments companies need to innovate continuously in order to respond to changing technology, market trends and competition. Moreover innovation can help you make the most of what you already have. Innovation is certainly trending, but how many companies acutely succeed in embedding innovation in their DNA? We see a lot of companies that struggle to get their arms around innovation. They:

- Do not know where to start when making an organisation more innovative. What elements do come to play when building a culture of innovation?
- Fail to keep momentum, ensure leadership support, bridge silo's, change the company's mind-set and build a sustainable culture of innovation instead of one-off actions.
- Find it hard to get a view on the ideas that are living in the larger organization (fuzzy front end). Their corporate culture (hierarchic barriers, low failure tolerance, etc.) often impedes innovation because people with good ideas are discouraged.
- Do not have the right processes and tools to capture, select, promote and mature ideas in a consistent manner. After all, innovation is a companywide process that can be managed, measured and improved.

How we do it

Passionate about innovation and progress, our innovation consultants will work with you to cultivate a culture of innovation with tailored tools, processes and actions across company silos:

- **Assess your Innovation Maturity** – determine current level of innovation maturity based on innovation scan and pinpoint areas of improvement together with management.
- **Lay foundation for culture of innovation** – draft innovation roadmap, organizational and governance structures to embed, execute and evangelize the innovation strategy.
- **Design innovation processes** – including management tools, performance indicators (KPI's) and idea evaluation processes.
- **Set fire to the platform** – organize innovation campaigns and actions, according to the innovation agenda, to generate buy-in and foster enthusiasm for innovation. Boot camps, workshops and trainings (curriculum) will empower employees to become more innovative.

What methodologies we use

The **Innovation Maturity Model*** helps to determine the innovation maturity of your organisation. Deloitte developed this model in collaboration with the Europe's most renowned academic research institute, UNU-MERIT of the United Nations University.

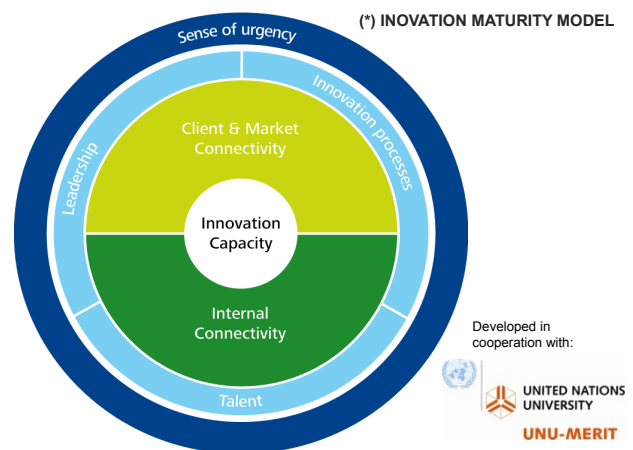
The **Innovation Value Chain** integrates all innovation components from an end-to-end perspective and allows managers to chart their weakest links and tailor innovation best practices appropriately to strengthen those links.

Innovation Week Methodology is a refreshing new take on what innovation campaigns could look like. The methodology very much emphasises the need for interactive communication and social collaboration.

Fast Track is a boot camp that brings innovators, clients and business leaders together to bring ideas to life by expanding horizons and forcing participants to step out of their comfort zone to sharpen their concepts over a period of several days.

The **Innovation Portal** is the place where your colleagues can post ideas and can see them grow from ideation to go-to-market. This Salesforce.com based platform can be tailored to meet the specific processes of your company and includes an important social media component to allow users to collaborate digitally around ideas.

The **Innovation Playbook** is Deloitte's handbook on how to implement innovation strategy, governance, culture and processes.



Eating the pudding



Innovation Projects

Achieve results with innovation projects

Deliver

Why we do it

Vision and creativity are essential, but in it self not sufficient to produce successful innovations. Many companies fail to translate great ideas to successful innovations. Deloitte experience and research shows that many companies struggle to:

- Get insight in unfamiliar markets without revealing their strategic intentions. Embryonic innovation projects require the latest market insights and data – however those intentions could prove to be meaningless. Hence companies are looking for a discrete way they can experiment and explore new markets;
- Manage operational pressure and lift a project beyond the creative phase towards implementation. Innovation projects often require a second A team, because the best people are usually indispensable for running business. As a result innovation comes “on-top off”.
- Manage degree of uncertainty. Potential successful innovations are discarded because a company's traditional mode of project management, planning and performance metrics are applied;
- Manage threat of cannibalization, namely anticipate the conflict of interest between innovation projects (future business) and current business (product/services) of the company.

How we do it

Experienced Deloitte innovation professionals and respective market experts, with diverse backgrounds, can assist you in bringing a wide range of innovation projects to fruition:

- **Review landscape and ecosystem** – Identify industry stakeholders, potential customers and their respective market challenges. In-depth insight in the “ins and outs” of target markets/industries based on relevant market data and insider information obtained through Deloitte network.
- **Build consensus around offering** – Prioritize focus areas (product/market combination) and value proposition based on technical assets and talent, establish a dedicated team to carry the project forward and build sufficient leadership support;
- **Shape strategies, operating model and identify entry points** – Detail key activities, partners, resources, customer relations and market entry channels.
- **Validate the business case & go-to-market plan** – Detail business model with financial plan (model to forecast cost & revenue streams), risks and rewards. Design and execute go-to-market initiatives.

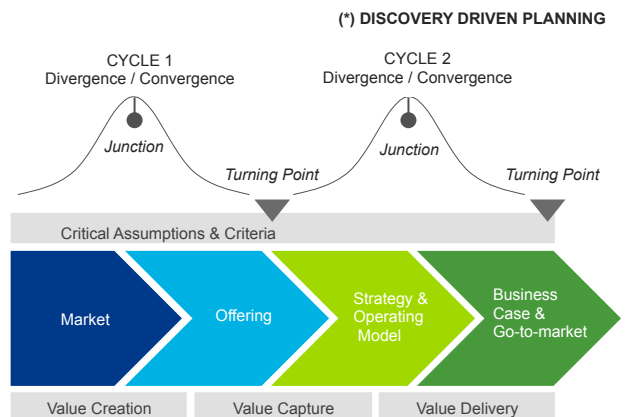
What methodologies we use

While managing innovation projects Deloitte applies a unique method of **Discovery Driven Planning*** that allow clients to steer innovation projects based on those critical assumptions that create, capture and deliver value for the company.

One of the most influential works on generating new business ideas in the last decade was “Business Model Generation”, by Alexander Osterwalder. Deloitte is an official practitioner of the **Business Model Canvas**, which is a pragmatic yet highly effective and comprehensive tool to design and think about (new) business models.

Deloitte has years of experience with supporting innovative start-ups and spin-offs in finding their way in the complex landscape of **funding, tax and other government R&D incentives**.

Deloitte's **financial modelling** experts have a distinct and effective method to model financial flows, forecast revenues and determine potential return on investments specific to innovation projects.



Eating the pudding

“There where several internal and external parties involved. Many of whom experts, who tend to focus more on the technical aspects of the solution. Deloitte's combination of innovation and industry experts really worked to connect the different disciplines and keep an eye on all aspects of the project, both technical and business.” *Jan Vercaemmen CEO Egemin Automation*



Open Innovation

Connect and innovate together

Expand

Why we do it

Markets are getting more volatile, R&D pipe-lines are stretching and the low-hanging fruit is becoming increasingly more difficult to reach. Companies have never before felt the need to connect, share risk and collaborate more than today. However few companies succeed in building strong relations that allow companies to really innovate openly with each-other. Deloitte has identified 4 main roadblocks that impede open innovation:

- Insufficient connectivity, namely market insights (data) and relations, with unfamiliar markets and industries;
- Cultural differences and in-depth specialization makes it hard for companies from different industries to understand each other and recognize the potential value of their assets in other industries;
- Fear of losing competitive advantage when revealing intellectual property;
- Business model protectionism refers to the initial reflex of companies to shield their products, costumers, market channels, resources, partners, etc.. This makes it very hard for companies to build vital thrust to collaborate.

How we do it

Deloitte has dedicated professionals to manage and facilitate complex collaboration projects:

- **Connect to other companies** within and beyond your natural network – Screen landscape for targets, identify and contact potential partners. Identify market challenges and drivers for Open Innovation.
- **Align strategy of the partners** – facilitate relations and translate potential synergies in a clear partnership strategy;
- **Define partnership value proposition** – translate strategy based on assets and market opportunities into a joint (win-win) value proposition and market approach. Deloitte provides valuation, IP and legal support to facilitate the partnership;
- **Validate business case & operating model** – Find consensus around financial model (cost- and revenue structure solution) including the in/output of the partners. Determine what collaboration operating model will be and how client can ensure objectives and synergies are met. Including roadmap to ensure externally-created solutions are integrated into the business;

What methodologies we use

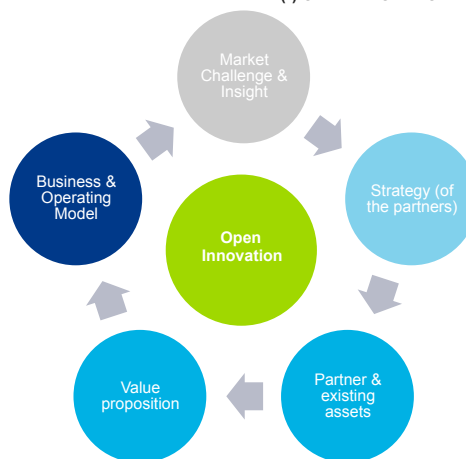
Deloitte's **Open Innovation methodology*** is a systematic approach to engaging and directing external resources to find solutions for specific business opportunities and challenges.

As an **integrated service firm** Deloitte can support you from strategy to structural, administrative and legal implementation during open innovation projects.

Deloitte's has dedicated legal experts on the subject of **Intellectual Property** and related legal support. Who are experienced in facilitating partnerships, mergers and acquisitions (e.g. nondisclosure agreements, etc.).

Deloitte M&A and financial experts has specific expertise on **business valuation and financial modelling** to assess and model the assets of the respective partners

(*) OPEN INNOVATION METHODOLOGY



Eating the pudding

"Deloitte not only has the talent and experience to deliver on open innovation projects, but they also had a very strong network in our industry. It was very important to us that we could have a conversation at the right level within the third-party organisation." *Ludo Lauwers senior vice-president Janssen Pharmaceutica*



Growth Services

Innovate for growth



Why we do it

"There are no such things as limits to growth, because there are no limits to the human capacity for intelligence, imagination, and wonder". This quote from late US president Ronald Reagan dates back from the eighties when US and Europe were also suffering at the hands of a deep economic crisis. Innovation was considered then, and today, to be the key driver for growth.

However, contrary to what one might expect, today we see a clear decline in the average innovation expenditures across various business sectors. Companies are very much looking for new ideas they can believe in and translate them into top line business impact

We at Deloitte believe in innovation. Therefore we want to join forces and stimulate you, our clients, to innovate and realize sustainable quantum growth by doing so.

How we do it

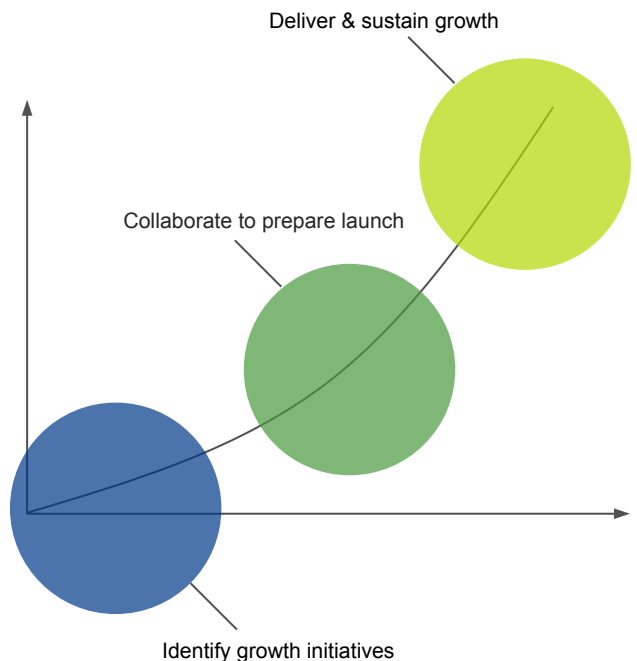
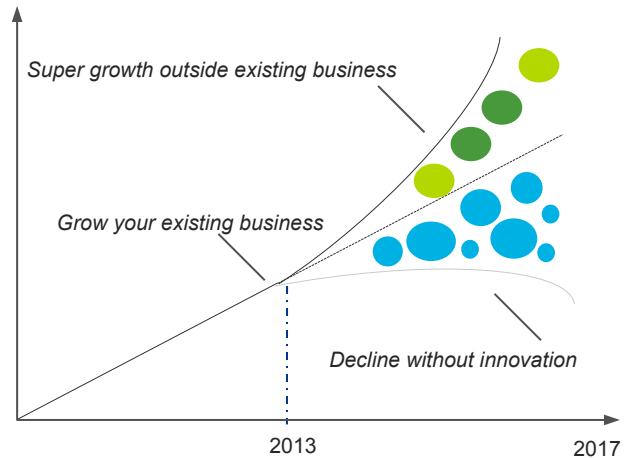
A broad range of Deloitte experts help you to achieve growth in new domains by utilizing the full force of our innovation services:

- **Identify growth initiatives** – We look for opportunities we can both believe in. Deloitte will leverage its vast network and market insight to pin point potential opportunities. We work with you to build strong criteria to select those silver bullets;
- **Collaborate to prepare launch** – We will unite time and resources to turn ideas into real projects and bring concepts to fruition together with you, our client, and potentially other partners;
- **Deliver and sustain growth** – We have confidence in your potential and our competence to unlock it. Therefore we are willing to put skin in the game and join forces to implement, achieve and sustain results.

What methodologies we use

Deloitte leverages its innovation and growth experience and methodologies to achieve growth for your company.

Our approach and methodologies focus on balancing risk & reward to lower the barrier for our clients to innovate and stimulate them to launch forth on their business of tomorrow.



Innovation Policy Services

Create fertile grounds for Innovation



Why we do it

Nevermore have (European) institutions, countries and regions been tested on their ability to turn the wheel on the economic crisis, whose shockwaves have impacted the lives of its citizens and businesses. Innovation is not only key to growth, but it also inspires people. As highlighted in Europe's 2020 and Innovation Union ambitions, governments and institutions are challenged to:

- Provide innovative solutions for changing societal & industrial conditions, stimulate industrial leadership and economic growth;
- Do more with less and become more innovative, and less bureaucratic, to adapt to a changing world and shifting citizen needs;
- Bring ideas closer to the market, create competitive advantage by really valorizing the creative potential within our regions and through smart specialization. Investment in research should lead to impact on society and/or market.
- Upscale local initiatives and connect innovators and other stakeholders through clusters and open innovation networks;

How we do it

Deloitte experts can help by advising (European) governments and institutions with their strategies and internal processes:

- Work top-down, with upper echelons of public partners, to **define adequate innovation strategies** in response to societal and industrial forces of change;
- **Assess innovation maturity** of governments and public institutions to benchmark their performance and identify areas of improvement. Inclusive approach, bottom-up, to stimulate creativity and foster innovation within the public entity.

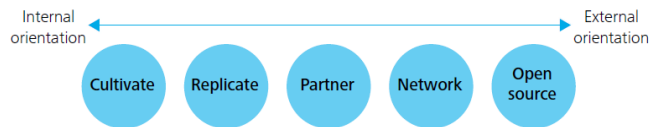
Deloitte innovation professionals and subject matter experts will also tender to work together with (European) governments and institutions to:

- **Collaborate with government and institutions** to leverage Deloitte's expertise, in-depth sector knowledge and global network on specific projects to bridge the gap between private and public stakeholders (e.g. Public Private Partnerships). Advise on effective legislations and build regulatory frameworks that succeed in generating impact with innovation;
- **Impact Assessment of legislation, policies and instruments** (e.g. Horizon 2020). Deloitte has the required experience and expertise to deliver on policies. Such as, facilitating clusters and larger eco-systems to foster and upscale innovation within and across countries and regions.

What methodologies we use

The **Five Innovation Strategies*** that provide guidance to how governments and institutions can innovate and what the benefits are for each Strategy?

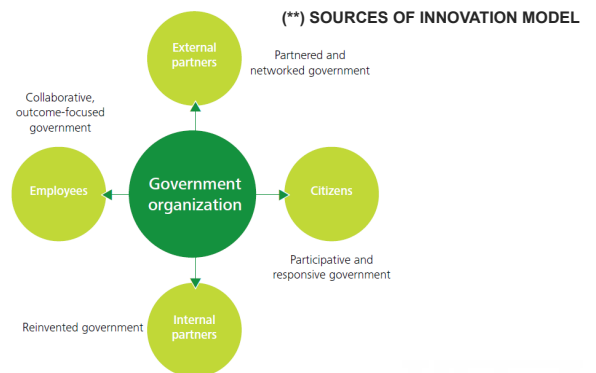
(*) FIVE INNOVATION STRATEGIES



Innovation is a continuous sequential process called the **innovation cycle**. This methodology stimulates governments and institutions to use multiple innovation approaches. Focus on process helps to overcome weaknesses in the public sector's innovation cycle, while the organizational structures provides the bedrock for the innovation process to work. Included are tested tools and techniques for each stage in the innovation cycle.

We also apply our commercial Innovation Methodologies (cfr. page 3) to make governments and institutions more innovative.

Deloitte's **Sources of Innovation model**** to identify where innovation can originate from and help to develop structural approach towards different stakeholders.



Eating the pudding

