

## Growth Strategy Case Examples



### **How can we create a portfolio of new categories and concepts that capitalize on consumer health and wellness?**

Working closely with the Senior Vice President of Innovation and her team, InnovationPoint customized a process that identified and mapped potential opportunity platforms focused on long-term growth. A number of new category product concepts were developed by exploring the intersections of emerging customer experience opportunities, packaging innovation, disruptive technologies in nutrition and ingredients, and socially responsible business practices. Four of these concepts have been placed into test markets with one launched nationally.



### **How do we significantly elevate the value of the Chase United Mileage Plus credit card to drive revenue growth?**

Through a highly collaborative approach that engaged the senior leadership teams of Visa, Chase, and United Airlines, a portfolio of new customer experience models, product offerings and positioning strategies were created. These concepts were then validated with consumers and used to tap into new growth areas that elevate the value of the customer experience in a commoditized market space.



### **How can we develop innovative clinical service line strategies that align physicians, administrators and community care providers and drive measurable world-class performance?**

Through a highly collaborative “Decision Accelerator” approach, eight integrated service line strategies were developed in ways that resulted in the structural alignment of physicians, administrators and care providers. Having completed hundreds similar sessions over several years following this work, in 2008, Alegent Health went from a relatively unknown health care provider to number one in the US in clinical quality and customer satisfaction, beating out the Mayo Clinic who held the top position for the last 8 years.



### **How can we create new product and service categories that tap into emerging “health & wellness” technologies?**

Nominated for the “One Philips” Award, the initiative engaged a cross-business team spanning Philips Medical Systems in the US, Consumer Health and Wellness in the Netherlands, Central R&D, and Philips Design. Through a robust approach that included ethnographic immersions, consumer inspiration focus groups, and a Thought Leader Innovation Session, a portfolio of opportunities were identified targeting the growing boomer/senior market. New insights and relationships built during the initiative led to the acquisition of Lifeline Systems as a market entry point and new business model.

## Innovation Capability Building Case Examples



### **How can we instill “strategic innovation” as a core leadership competency to drive growth in our consumer products business?**

As part of Disney’s world-renown Global Leadership Institute (GLI), InnovationPoint’s strategic innovation framework and approaches have become an integral component of the training and development of Disney’s future executive leadership. Using an “action learning” approach, specific high impact innovation opportunities are identified by selected Disney executive sponsors. Assigned to globally distributed teams, InnovationPoint guides and coaches these teams to tackle their “real world challenge” in a way that instills new insight, pushes strategic thinking, and delivers practical results for the business sponsor. InnovationPoint’s process design and leadership is recognized as a key factor in the program’s success.



### **What innovation insights and capabilities can we provide leaders to help drive breakthrough thinking and growth?**

Through a series of experiential web-based online workshops, a select group of high potential leaders responsible for Cisco’s service innovation strategy gained new insights and tools for strategic innovation. These workshops are now a core component of the leadership development curriculum for the Customer Advocacy business – Cisco’s largest division focused on services – and are being used to drive a culture of innovation across the global business.



### **How can we embed a capability for strategic roadmapping, so that market insights and related growth strategies are continuously aligned with top priority R&D investments?**

Through engaging multiple stakeholder groups ranging from Sealed Air’s Global Research & Development, Business Development, Marketing, Packaging, and various other business functions, Sealed Air has created a new capability widely recognized within the company as a critical driver of both resource optimization and future growth. InnovationPoint’s role as process architect and leader has been central in driving roadmaps that create alignment and actionable results.



### **How can our internal Innovation group drive the greatest strategic value to the business?**

Through a strategic and organizational assessment of Chase’s internal innovation group, an innovation capability-building session was designed to tap into the individual and collective strengths of the group and introduce tools for driving greater value across the enterprise.