

# Fewer BIGGER Better

Developing the  
RIGHT Products

Growth **Innovation**  
Masterclass



Join us for a one day in person  
Innovation Growth  
Masterclass and learn how to  
optimize the return on your  
Innovation Investments.

*“It was fantastic! Good  
thought-provoking questions,  
great hearing from other  
companies and shared  
experiences Very well run.”*



Presented by Sopheon Asia Pacific  
A Wellspring company

## Wellspring Masterclass Training



Wellspring provides a range of public and in-house training masterclasses to support your business in driving business growth through systematic innovation.

We partner with some of the world's leading innovation academics & practitioners to support our innovation Masterclasses.

**"Fewer, BIGGER, Better"** is a hands-on interactive masterclass facilitated by **Gerard Ryan** and the Sopheon Asia Pacific team.



**GERARD  
RYAN**

*"The workshop was a fantastic opportunity to review our practice and to challenge us to make improvements.*

*Sharing experiences and challenges with other product development professional teams was invaluable.*

*The conversations were lively and insightful."*

Tristen Branson -  
Product Innovation  
Manager  
**OPAL**

Gerard has been implementing Stage Gate and Portfolio Management systems for Australasian businesses for over 25 years. His clients include multi-national Food, Beverage, Chemical and Process Industry companies from Australia, New Zealand, Thailand, Singapore and China.

He founded Prodex Systems in 2004 and is the president of the Product Development and Management Association – Australia.

Gerard is now the Managing Director and Principal Innovation Management Consultant for Sopheon Asia Pacific – a Wellspring company.



# Fewer BIGGER Better

## Developing the RIGHT Products



*“Systematic Innovation Governance is the methodical system of rules, practices and processes by which a company directs and **controls** its **innovation activities** to fulfil shareholder expectations and **sustain corporate growth**”*



# Fewer BIGGER Better – KEY Learning Objectives

## Strategic Innovation Governance Challenges

### Are you seeking to:

Increase the return on your Innovation Investments?

Increase ALIGNMENT between your corporate and innovation strategies?

Improve the success rate of new product projects?

Increase the value of your Innovation Portfolio?

Divert investments from weak to strong projects with robust governance processes?

Reduce time to market and accelerate cycle times?

Extend your planning horizon for new product initiatives from Tactical to Strategic projects?

Prioritise and optimise your innovation portfolio?

Identify HIGH growth opportunities in emerging market sectors?

Identify Technology platforms and new capabilities for sustainable differentiation?

Create a pipeline of sustained innovation initiatives to drive future growth?

## KEY Learning Objectives

### SYSTEMATIC INNOVATION GOVERNANCE (SIG) METHODOLOGY

- ✓ Develop a deep understanding of the Systematic Innovation Governance methodology.
- ✓ Understand the 4 quadrants of SIG and the 3 different levels of process maturity available within each quadrant.
- ✓ Identify your current and planned progression in SIG.

### PRODUCT INNOVATION MATURITY (PIM)

- ✓ Extend your innovation process analysis to explore additional Innovation Maturity dimensions across Strategy, Process, People and Technology.
- ✓ Identify your current position in each of the four phases of Innovation Maturity.
- ✓ Define and plan the progression of Product Innovation maturity to support your sustained innovation growth objectives.

### INNOVATION PLANNING + ROAD-MAPPING

- ✓ Learn and apply a series of innovation planning canvas views to review your "As-Is" Innovation Portfolio.
- ✓ Define strategic arenas as innovation growth opportunities.
- ✓ Create strategic roadmaps linking un-met needs with product and technology opportunities.

### TARGETED IDEATION

- ✓ Identify Innovation Planning gaps as opportunities for targeted idea campaigns?
- ✓ Create and manage idea campaigns. Assign Ideas to managers based on idea type.
- ✓ Rank and prioritise ideas to advance the best candidate projects for development.

### PROJECT + PROCESS GOVERNANCE

- ✓ Identify, Analyse and manage cross functional risks in innovation projects.
- ✓ Define specific innovation governance processes aligned with varying levels of project risk.
- ✓ Incorporate AGILE methods within project stages to manage design iterations and variability in scope, time and cost.
- ✓ Create Gate Dashboards for project milestone and investment reviews.

### INNOVATION PORTFOLIO GOVERNANCE

- ✓ Provide visibility of the status and risk of all projects.
- ✓ Prioritise and rank projects based on Business value as well as the Productivity Index.
- ✓ Use the Expected Commercial Value (ECV) method to assess the current value of any innovation project.
- ✓ Visualise portfolio balance and alignment with strategy.

Agenda	Fewer BIGGER Better – Growth Innovation Masterclass
8:30	<b>Introductions, Objectives and Outline Day 1</b>
8:45	<b>The Innovation Governance Challenge: Driving business growth through innovation</b> <ul style="list-style-type: none"> <li>• Innovation Best Practices and the core drivers of Innovation Success</li> <li>• Case Study - Quantifying the business value of Systematic Innovation Governance</li> </ul>
Exercise 1	<b>Innovation Strengths + Weaknesses</b> <ul style="list-style-type: none"> <li>• Strategy, Process, Resource + Technology</li> </ul>
9:30	<b>Systematic Innovation Governance Overview</b> <ul style="list-style-type: none"> <li>• Four quadrants of Innovation Governance</li> <li>• Innovation Governance Process Maturity</li> </ul>
Exercise 2	<b>Product Innovation Maturity Assessment</b> <ul style="list-style-type: none"> <li>• Goal Setting: As-Is and To-Be process change</li> </ul>
10:30	<b>Morning break</b>
11:00	<b>Strategic Innovation Planning</b> <ul style="list-style-type: none"> <li>• Analyzing the “As-Is” Innovation plan</li> <li>• Strategic, Customer and Business Value</li> <li>• Strategic Buckets and Growth Targets</li> </ul>
Exercise 3	<b>Innovation Planning Canvas – Practical Exercise</b>
12:30	<b>Networking Lunch</b>
1:15	<b>Targeted Idea Campaigns</b> <ul style="list-style-type: none"> <li>• Designing effective Idea Campaigns</li> <li>• Targeting Ideation across the business - Idea Types + the role of Idea Managers</li> <li>• Evaluating and scoring the Idea Portfolio</li> </ul>
Exercise 4	<b>Strategic Idea Campaign Definition</b>
2:00	<b>Effective Portfolio Management + Prioritization Models</b> <ul style="list-style-type: none"> <li>• Strategic, Customer and Business Value</li> <li>• Portfolio reports and dashboards</li> <li>• Innovation Productivity Index</li> </ul>
Exercise 5	<b>Criteria for Portfolio Prioritisation</b>
2:45	<b>Afternoon Break</b>
3:15	<b>Implementing Innovation Governance</b> <ul style="list-style-type: none"> <li>• Innovation Governance maturity phases</li> <li>• Change Management implications</li> <li>• Executive support and governance</li> </ul>
Exercise 6	<b>“Our Innovation Governance Implementation Plan”</b>
4:30	<b>Close of Masterclass + Networking</b>

# Fewer BIGGER Better – Past Client Testimonials



*“From the first slide I knew we were going to learn a lot and our time investment was worthwhile.”*

Peta Allsopp – **Chief Marketing Officer**

*“This was great → engaging + incredibly relevant. Great facilitation + cross company idea sharing”*

Christy Sink- **R&D Director**

*“Great Session → helped define the bench-mark for future Innovation planning and processes . The road-mapping session will help frame these essential elements for NPD success. ”*

Bryan Wakefield – **Demand Manager**

*“Great overview of tools and techniques required for NPD. Fantastic networking opportunity.”*

Kate Rosewarne – **Project Manager**



## Pernod Ricard Winemakers

*“Very useful frameworks and strategic thinking. Great interactions with other attendees, rich discussions. A lot of content to take in in a short time.”*

Jessica Bath - **Head of Portfolio Strategy & Planning**

*“Great content, plenty to reflect on, review and look to implement. Great mix of attendees, discussion and collaboration.”*

Jason Moon - **Head of Innovation Projects**

*“Great event with great content. We really enjoyed the cross functional learning with other businesses. Really enjoyed the fun and relaxed learning environment. ”*

Megan Kleeman - **Innovation Manager**



*“Thank you for facilitating the masterclass. Great sharing and learnings. Love the concepts and governance strategies based on proven results”*

Vay Ho- **Innovation & Insights Manager**

*“Very satisfied with the workshop. Highly relevant content. Let’s plan a catch-up soon to explore more.”*

Dane Ouellette - **Head of Portfolio**



*“Great insights into best practises and examples from Gerard’s career to help bring them to life. Enjoyed the cross learning between other companies.”*

Lana Natera - **NPD Manager**



*“Some useful tools to utilise as I go back to my business. I particularly found the Innovation Planning Canvas + Road mapping exercises useful.”*

Mary Sharma – **R&D Manager**



*“It was fantastic! Good thought-provoking questions, great hearing from other companies and shared experiences Very well run.”*

Sam Tang- **Commercialisation Manager**

*“Overall, the workshop was very informative and thought provoking regarding what we are doing well, and what opportunities we have to further improve our Strategic Innovation Governance.”*

James Hayward - **Head of Commercialisation**



*“The attendees of the event were well curated to generate great discussions and share learnings. Very worthwhile attending.”*

Jodie Dabelic - **Head of Innovation**

*“Great interaction and learning shares from all participants, which led to robust and beneficial discussion, enhancing the theory content.”*

Kerrie Field - **NPD Process & Technical Manager**

*“Great to be able to attend and hear other companies’ experiences. Great insight into understanding more about how we can optimise our processes.”*

Brid Treacy- **PDM**

# Fewer BIGGER Better – Past Client Testimonials



*“Very well executed. The content of the workshop was great. Happy to recommend your course on innovation to others who need to implement an Innovation Program in-house from scratch.”*

Priya Subramanian - **R&D Manager**

## Laminex®

*“Great to have the session split across governance and stage gate. Great VOC consumer insights information to review at the front end of our processes.”*

Cam Nguyen - **Strategic Innovation & Insights Manager**



## B + D Group

*“Good experience. Validated a lot of what we have in plan but also gave some good thought starters for frameworks to use in our existing processes.”*

Sam Goldstein- **Product Manager**

*“Provided a great overview of strategy to launch. Lots of valuable tools to help with our Innovation journey.”*

Sam Saliba - **Innovation Director – Products and Markets**



*“Masterclass was a good experience covering different ways to prioritise, balance and sustain growth.”*

Amy Leedham - **Lead Designer**



*“I have over 25 years' experience in packaging and NPd. This event has provided me with more insight into how to enhance and improve already established processes.”*

Randall Anthonisz- **Development Manager**

*“I found the masterclass very insightful in learning about the different tools in gathering industry/customer insights, how to prioritise projects and really enjoyed the Innovation Planning Canvas exercise.”*

Enda Larasati – **Project Engineer**



## Opal Packaging

*“The workshop was a fantastic opportunity to review our practice and to challenge us to make improvements.”*

*Sharing experiences and challenges with other product development professional teams was invaluable. The conversations were lively and insightful.”*

Tristen Branson - **Product Innovation Manager**



*“Sharing was the biggest benefit from other businesses and having even more clients attend would be even more beneficial.”*

Trevor Lowder - **Head of Marketing Operations**

*“Very well facilitated. Great content and great experience.”*

Amelia Li - **Marketing Operations Manager**

*“Training was well provided and completed. Topics and information were easily understood. Insightful presentation and overall pleased.”*

Jackson Ryan - **Marketing Operations Manager**



*“Great discussions around Stage Gate processes. Useful to discuss and understand Lean Stage Gate which encompasses Agile processes within innovation stages. Innovation governance will be my focus within the company.”*

Mohamed Fouad - **Project Manager**

*“Masterclass provided some great areas to think about ways to manage innovation and align innovation with business strategies.”*

Caitlin Williams - **Innovation Manager**

*“Very happy with the content which highlighted the necessity to do more from a VOC insights perspective. Standardised Innovation Process is a great concept we will take away.”*

Anna Morrison - **Global Head of R&D**



*“Great event covering a variety of topics. Very thought provoking and insightful for continuous improvement.”*

Carolyn Walker – **R&D Manager**



# Innovation Planning

The Innovation Planning process commences with an analysis of the as-is portfolio of projects and ideas. A review of your existing project lists and the collation of a set of project metrics is used to categorise and prioritise the existing portfolio.



## Portfolio Balance

Investing for both short term profitability and long term growth requires an innovation portfolio which is balanced across:

- Planning Horizons (H1,H2,H3)
- Risk Vs Reward
- Innovation Type
- Markets & Categories
- Strategic Shift



## Multiple Planning Lenses

Systematic Innovation Governance requires a review of the different innovation types by more than just the financial lens of a projects **business value**. To build a balanced innovation portfolio, projects must also be assessed on the basis of their **strategic value** as well as on **customer value**.

	Market A	Market B	Market C
Category A		?	
Category B			?
Category C		?	?
	Horizon 1	Horizon 2	Horizon 3
New to World			?
New to Category		?	?
New to Company			?



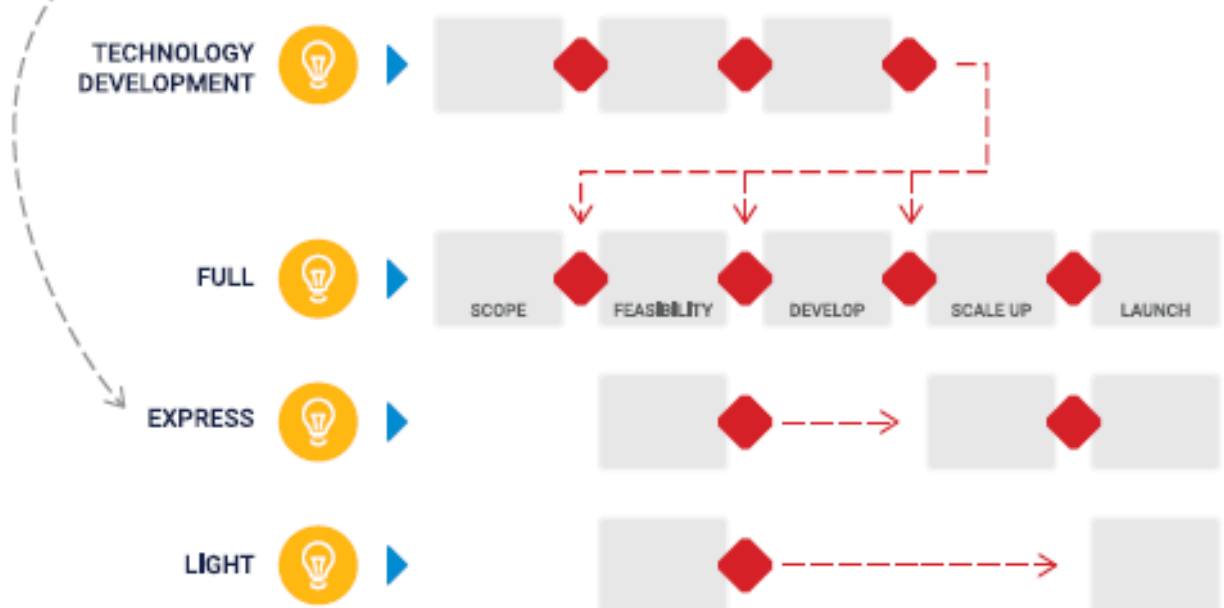


# Process & Project Management

Ideas are upgraded to projects and follow a process workflow aligned to meet their project type and level of risk and investment.

COST REDUCTIONS		IDEA SUMMARY					Score	Status
Project ID	Project Name	Phase 1	Phase 2	Phase 3	Phase 4	Phase 5		
Europe		●	●	●	●	●	3	●
US&C		●	●	●	●	●	7	✘
Asia		●	●	●	●	●	5	✘
Latin		●	●	●	●	●	-	○
Europe		●	●	●	●	●	2	●
France/US		●	●	●	●	●	2	●
France		●	●	●	●	●	5	✘
Asia		●	●	●	●	●	4	●
France		●	●	●	●	●	1	●
France		●	●	●	●	●	8	✘

Idea managers review ideas as candidate projects, promoting the best ideas through alternate Stage Gate workflows based on their project type.



Gated process models can be developed for many different project types. Any business process which is suited to a staged investment can be managed in this way, including:

- **Product and Process Development**
  - New Product / Process Development
  - New Product / Process Extension
  - Product / Process Change
  - Product Deletion
- **Technology Platform Development**
- **Stage-Gate® for IT Projects**



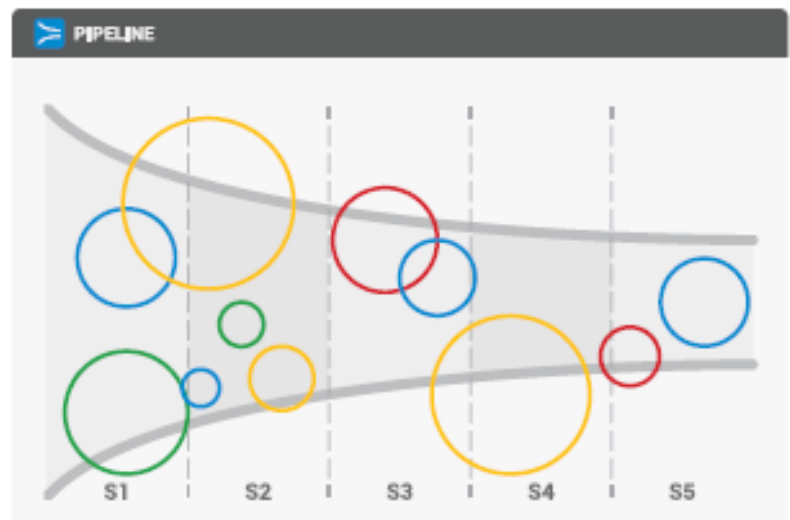


# Portfolio Optimisation

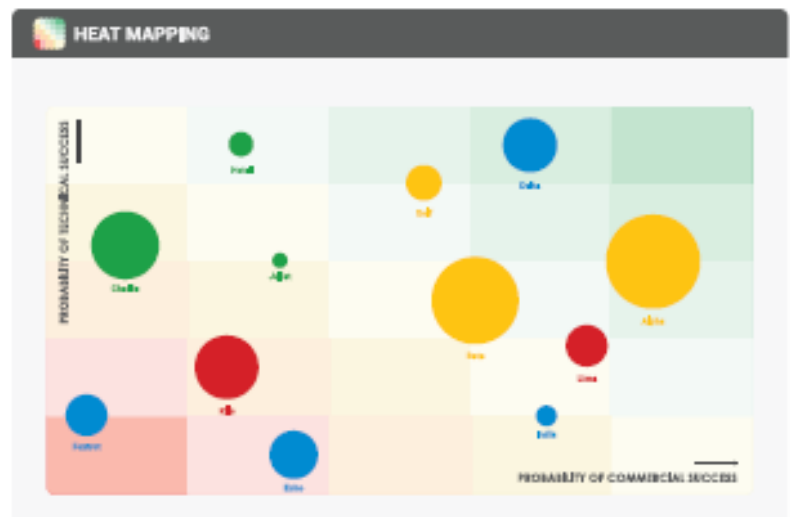
The 3 objectives of portfolio optimisation are; **alignment** with strategy, **balance** across project types, categories and markets, and **value**, considering strategic, customer and business value.

COST REDUCTION PORTFOLIO										
	Market	Category	Launch	CV	SI	Risk	Dev Cost \$	Y1 Incr Margin \$	Y1	ROI
✓	Project Alpha	Market A	Category C	15/01/20	●	●	●	602M	23652M	12.2%
✓	Project Beta	Market D	Category C	23/03/20	●	●	●	1001M	28942M	21.6%
✓	Project Charlie	Market C	Category A	08/01/19	●	●	●	102M	1053M	16.2%
✓	Project Delta	Market C	Category B	14/03/19	●	●	●	942M	13142M	18.7%
✓	Project Echo	Market A	Category B	26/01/18	●	●	●	701M	8812M	11.2%
✗	Project Foxtrot	Market B	Category B	02/09/19	●	●	●	112M	4432M	18.2%
?	Project Golf	Market A	Category C	22/11/19	●	●	●	N/A	482M	1.2%
✗	Project Hotel	Market D	Category A	11/09/19	●	●	●	82M	2032M	24.2%
✗	Project India	Market D	Category B	18/09/18	●	●	●	372M	1110M	3.2%
✗	Project Juliet	Market D	Category A	28/11/19	●	●	●	182M	42M	4.2%

**Pipeline Health** is measured through the visibility of a continued stream of healthy and attractive projects. Kill decisions are taken early and typically occur at the end of the feasibility stage.



**Alternate Portfolio Views** are created to isolate and challenge weak projects to allow the diversion of investment funds to strong and viable innovation projects.



# Sopheon Asia Pacific – a Wellspring company

Sopheon Asia Pacific is a wholly owned subsidiary of Wellspring Worldwide, a specialist provider of Consulting, Training and Software solutions which facilitate Systematic Innovation Governance.

Our consulting assignments include the implementation of Stage-Gate® and Product Portfolio Management systems and are supported by our capabilities for in-house training.



## Consulting

Wellspring supports the definition of strategy and process, the training and empowerment of innovation leaders and teams and the implementation of technologies which drive business growth through innovation.

We offer an integrated range of services which support your growth innovation agenda including:

- Innovation Process Audits
- Innovation Process Development
- Innovation Process Implementation
- Portfolio Management Systems
- Strategy & Ideation Workshops
- Voice of the Customer Methods

## Training

Wellspring provides a range of customized and in-house training masterclasses and workshops to ensure your business is aligned with best practices in successful product development.

We are also in partnership with some of the world's leading innovation academics & practitioners. Contact us for training courses on:

- Systematic Innovation Governance
- Innovation Planning
- Strategic Road Mapping
- Technology Road Mapping
- Stage Gate Best Practices
- Portfolio Management
- Voice of The Customer

## Accolade®

Accolade revolutionizes innovation management.

By streamlining processes, aligning strategies, and unlocking portfolio potential, innovation teams are empowered to turn ideas, whether groundbreaking or incremental, into measurable success.

Accolade® is the first in the industry to provide end-to-end support for strategic road mapping, idea development, product portfolio management, and innovation process execution. Wellspring's innovation management software solutions are used by Global 1000 manufacturers and service providers including; BASF, Corning, Electrolux, Honeywell, and Mondalez.

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