

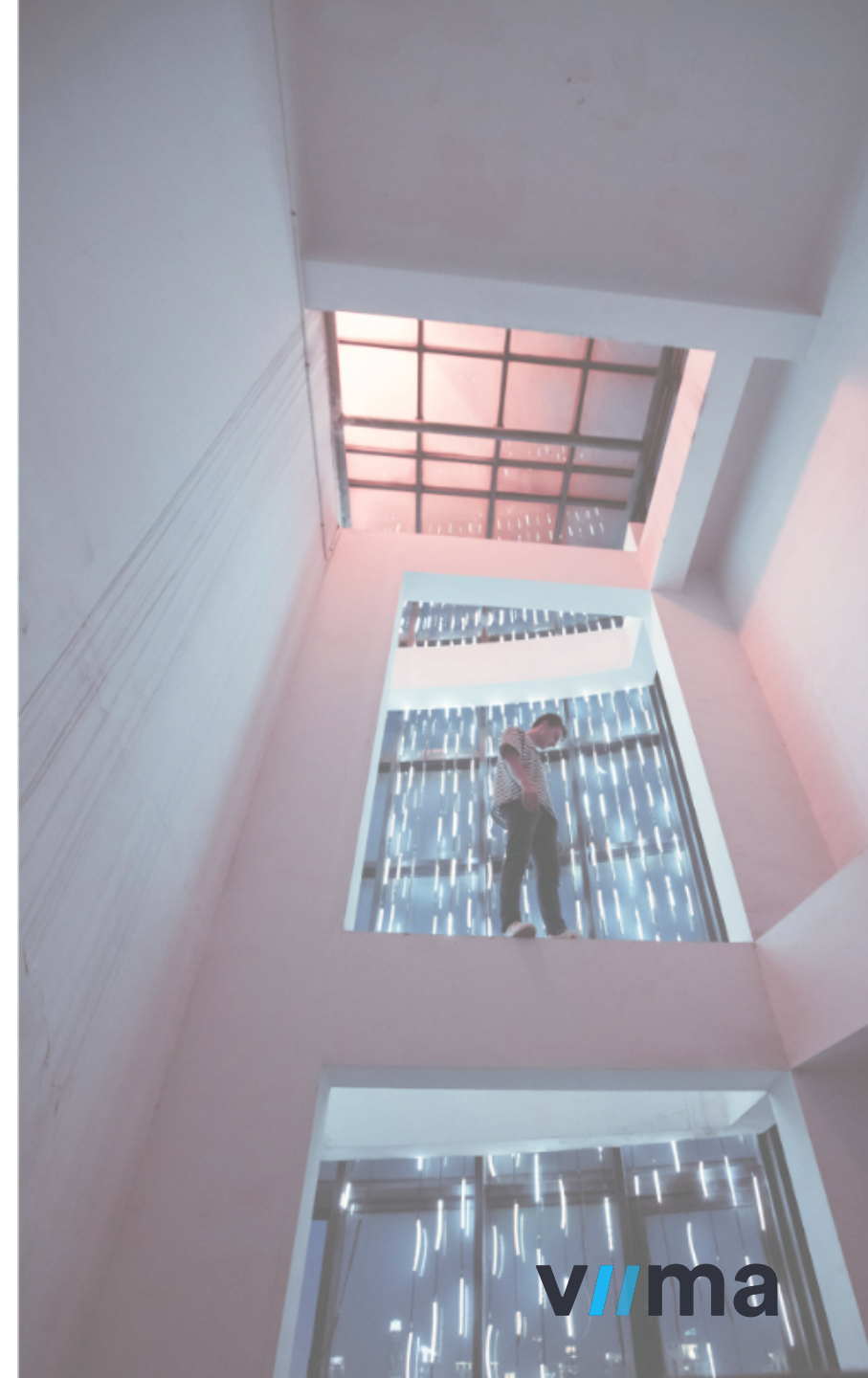


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THE TOOLKIT FOR
SCALING
INNOVATION

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INTRODUCTION

What is this toolkit for?

If you think creating an innovation is difficult, just try scaling it. It's a difficult and often painful process. This toolkit is designed to **give you an overview on the topic, help determine what to focus on, and also provide you with practical frameworks and examples** to get you going.

This presentation contains informational content, but also editable templates, and we'll also share some useful information via the **links** and the **presentation slide notes** if you're interested in diving deeper on the topic.

How to use it?

This presentation will walk you through the process, but for a more detailed take on the topic, please read our [Guide to Scaling Innovation](#) from our blog.

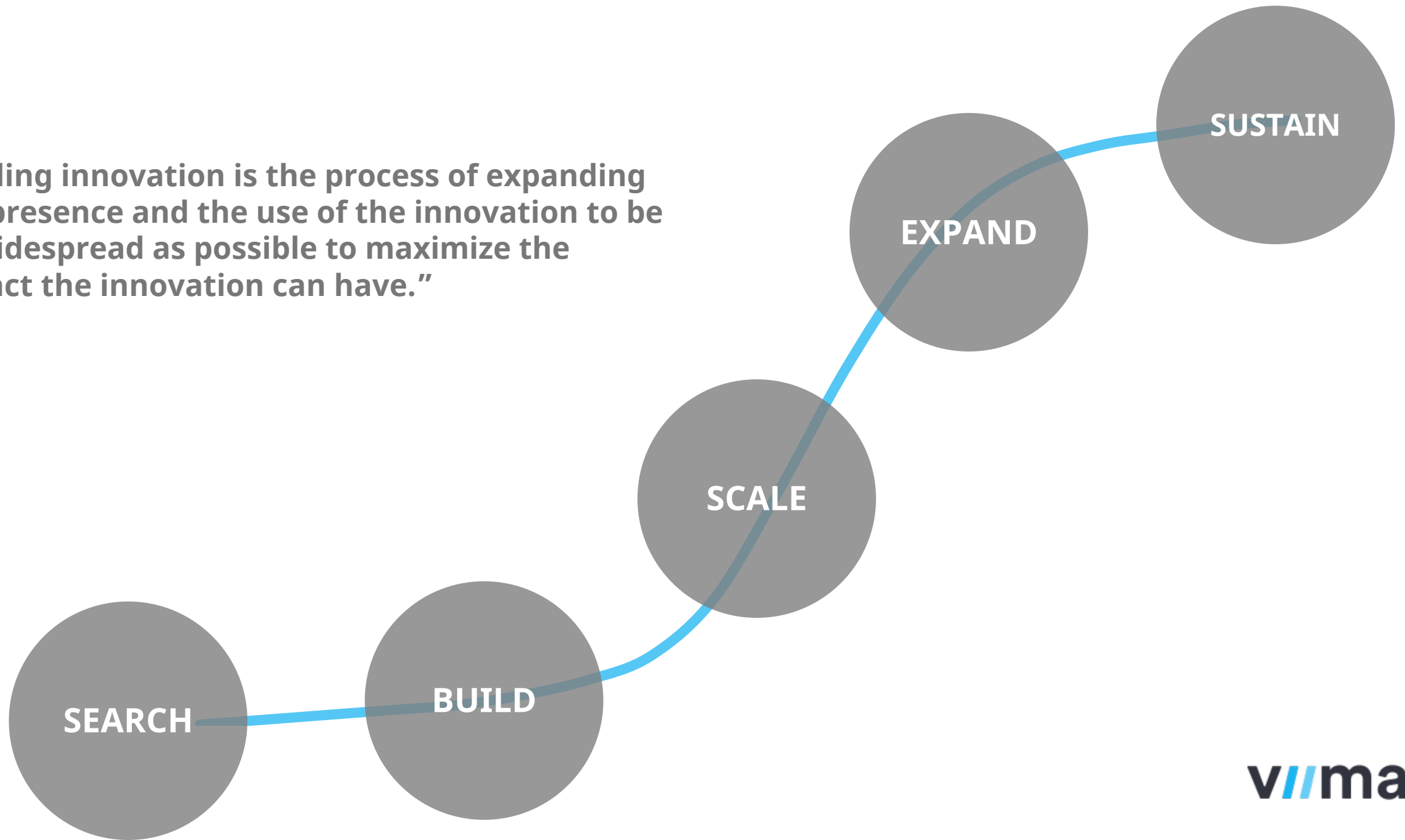
Feel free to **share this toolkit with your colleagues!**

For more information on innovation management in general, please refer to our [blog](#).

PLEASE NOTE: To effectively execute many of these practices, you'll likely need top management support. If you don't have it yet, you might want to discuss the topic and try to get them onboard.



“Scaling innovation is the process of expanding the presence and the use of the innovation to be as widespread as possible to maximize the impact the innovation can have.”



DIMENSIONS OF SCALING

Scaling Up (Supply):

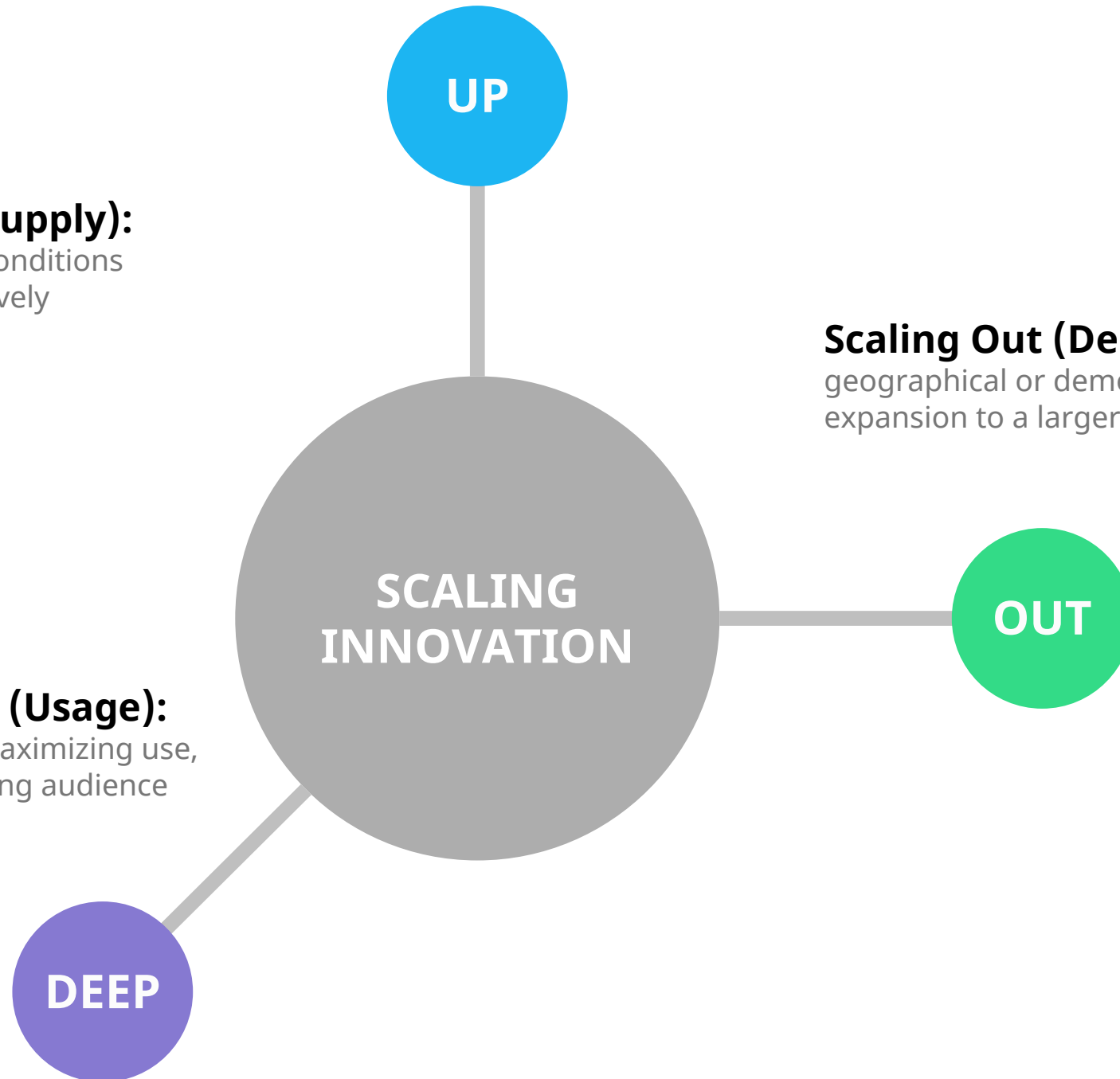
creating the preconditions
for scaling effectively

Scaling Deep (Usage):

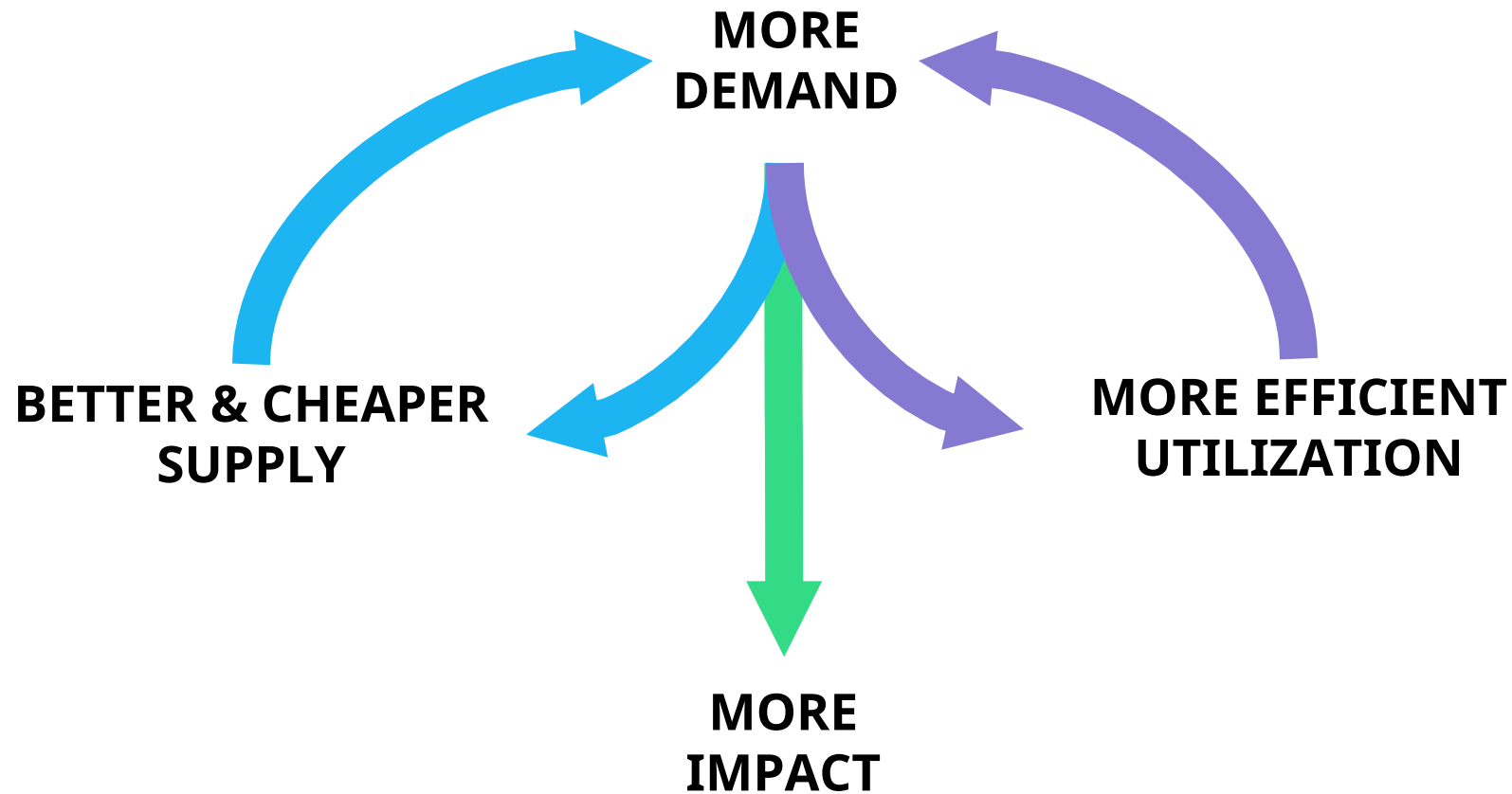
expanding and maximizing use,
typically for existing audience

Scaling Out (Demand):

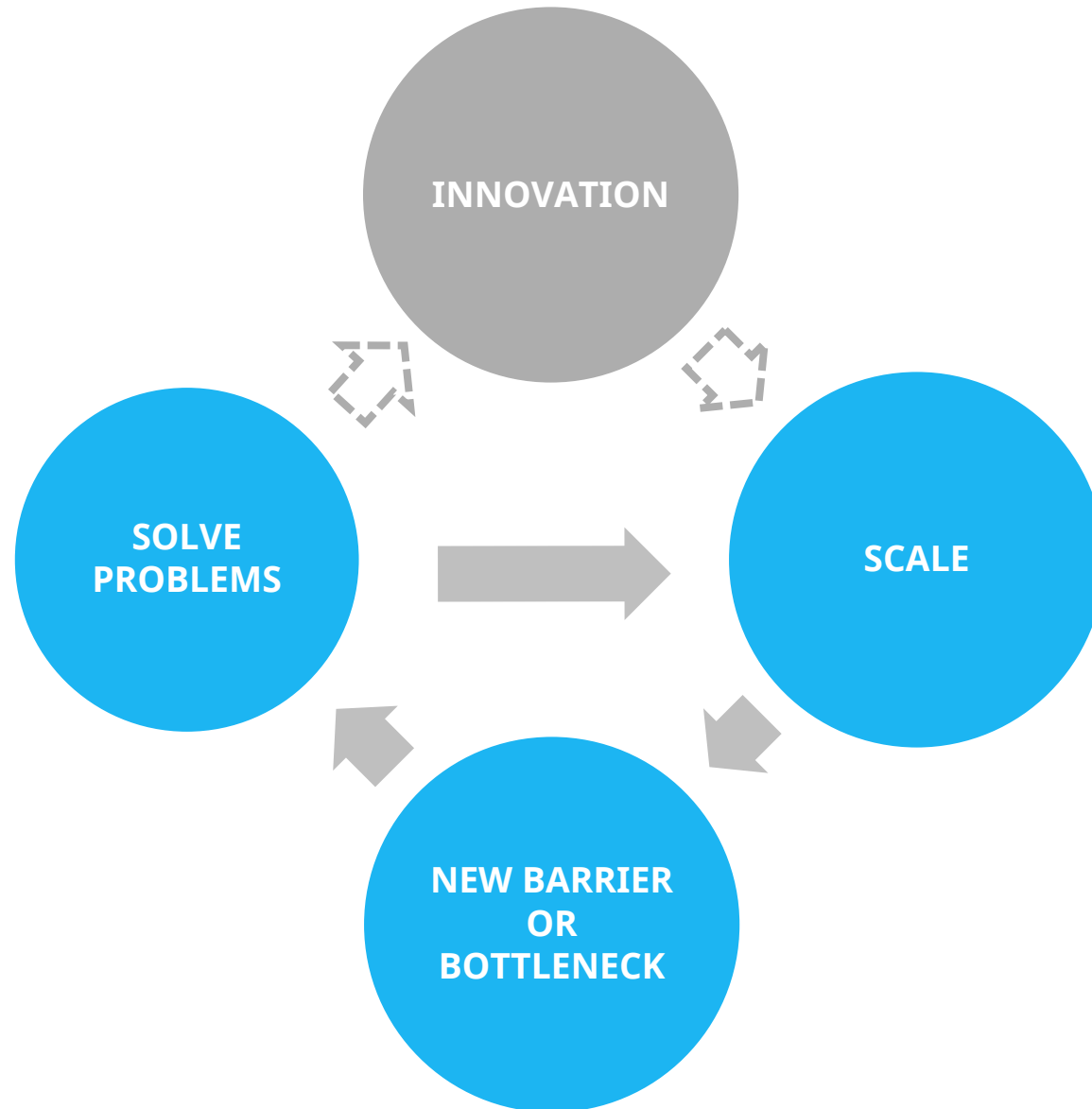
geographical or demographical
expansion to a larger audience

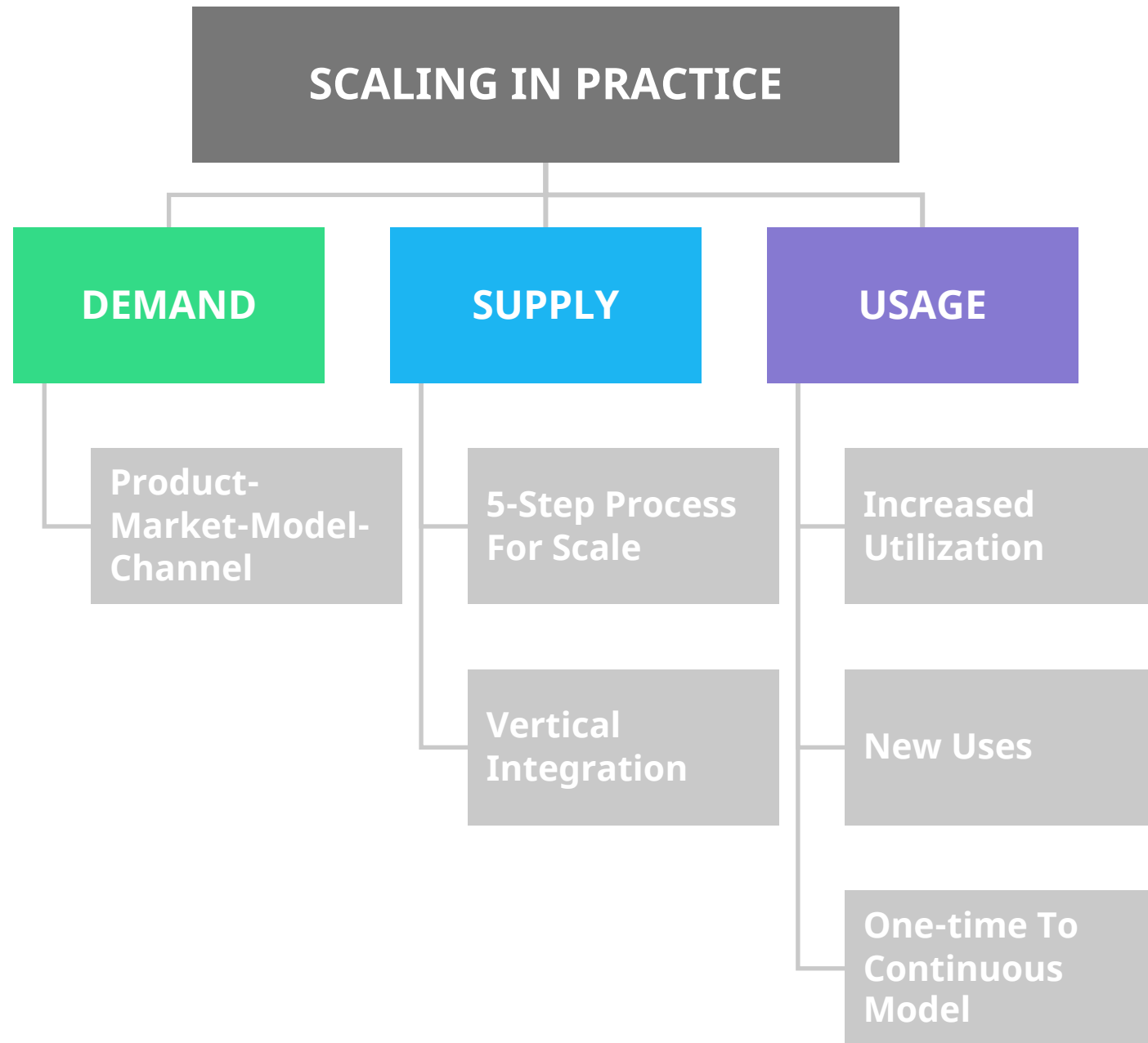


**The Dimensions Are Intertwined,
Use This To Your Advantage!**



THE PROCESS

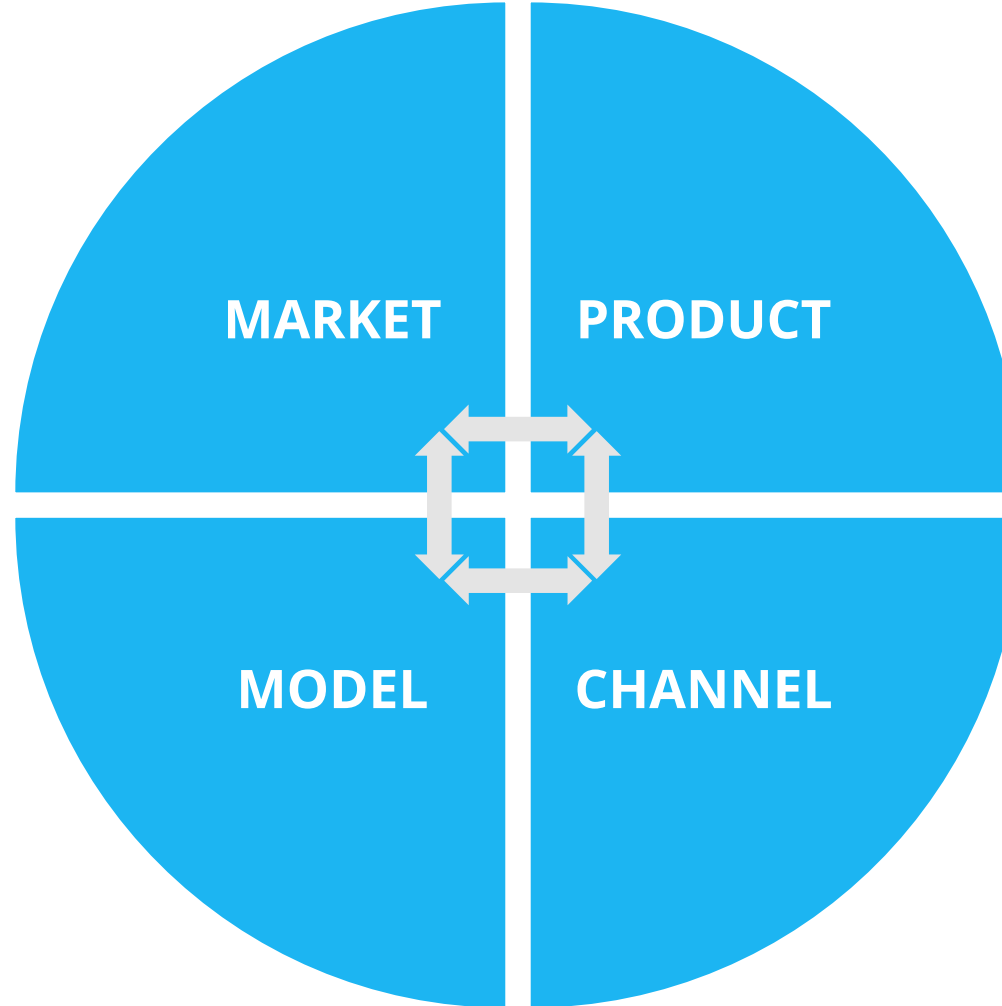




THE FRAMEWORKS

The Product-Market-Model-Channel Framework (PMMC)

- Find a **market with real demand**
- Note that it might not exist before your innovation, which can make this challenging
- Find a business model to capture some of the value created
- Aim is NOT to maximize value capture, but to **maximize total value created**



- Create a product **around the innovation that matches the needs of the market** and creates real value for customers
- Find the right channels to **reach the buyers in a scalable and cost-effective way**
- The cost structures must also align with the business model and value created

- Your innovation is just a starting point for the product, and it alone will never be enough
- If any part changes, others will have to adapt accordingly!

Title

Date

MARKET

PRODUCT

BUSINESS & OPERATING MODEL

CHANNELS

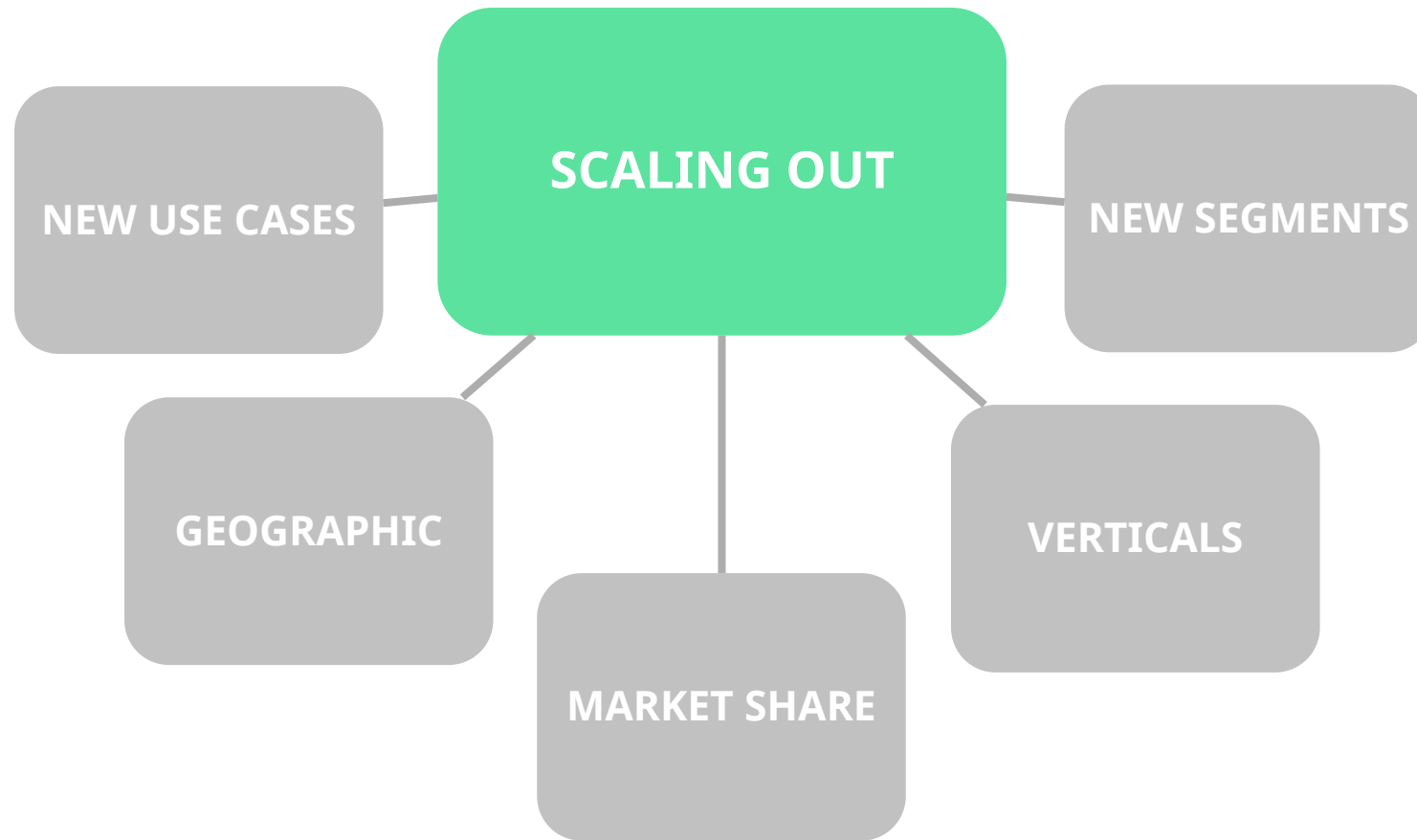
MARKET

PRODUCT

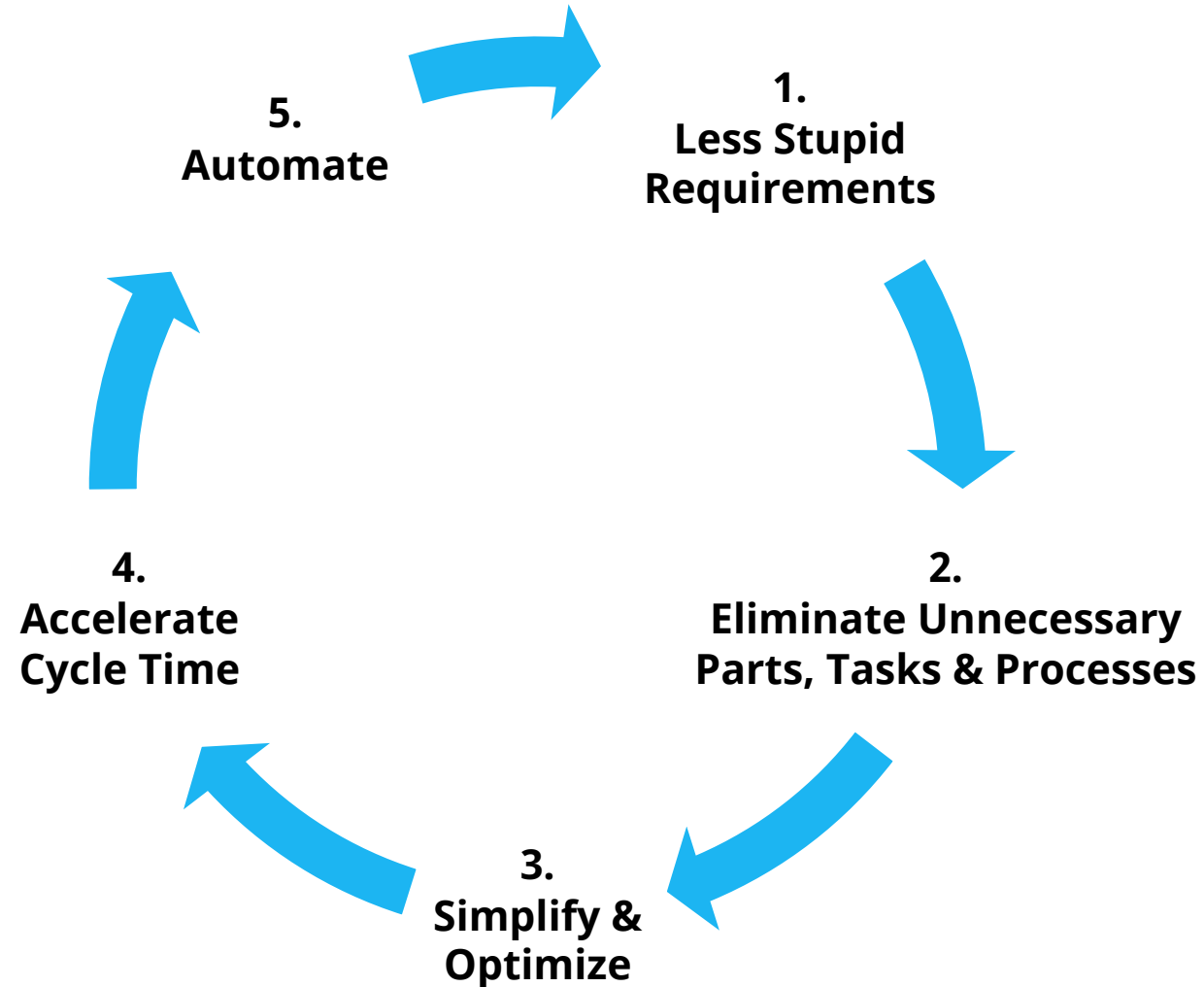
MODEL

CHANNEL

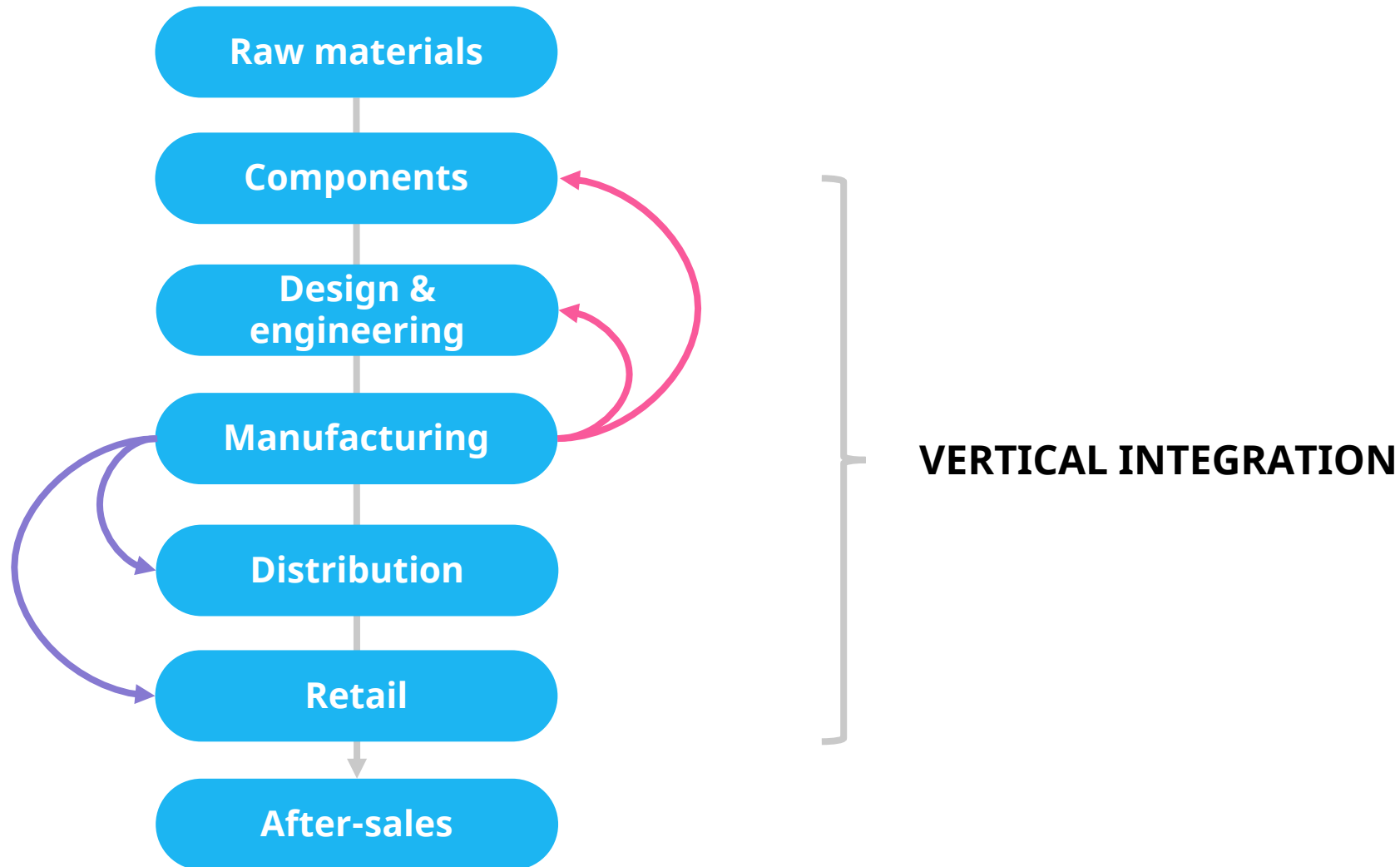
Paths for Scaling Out



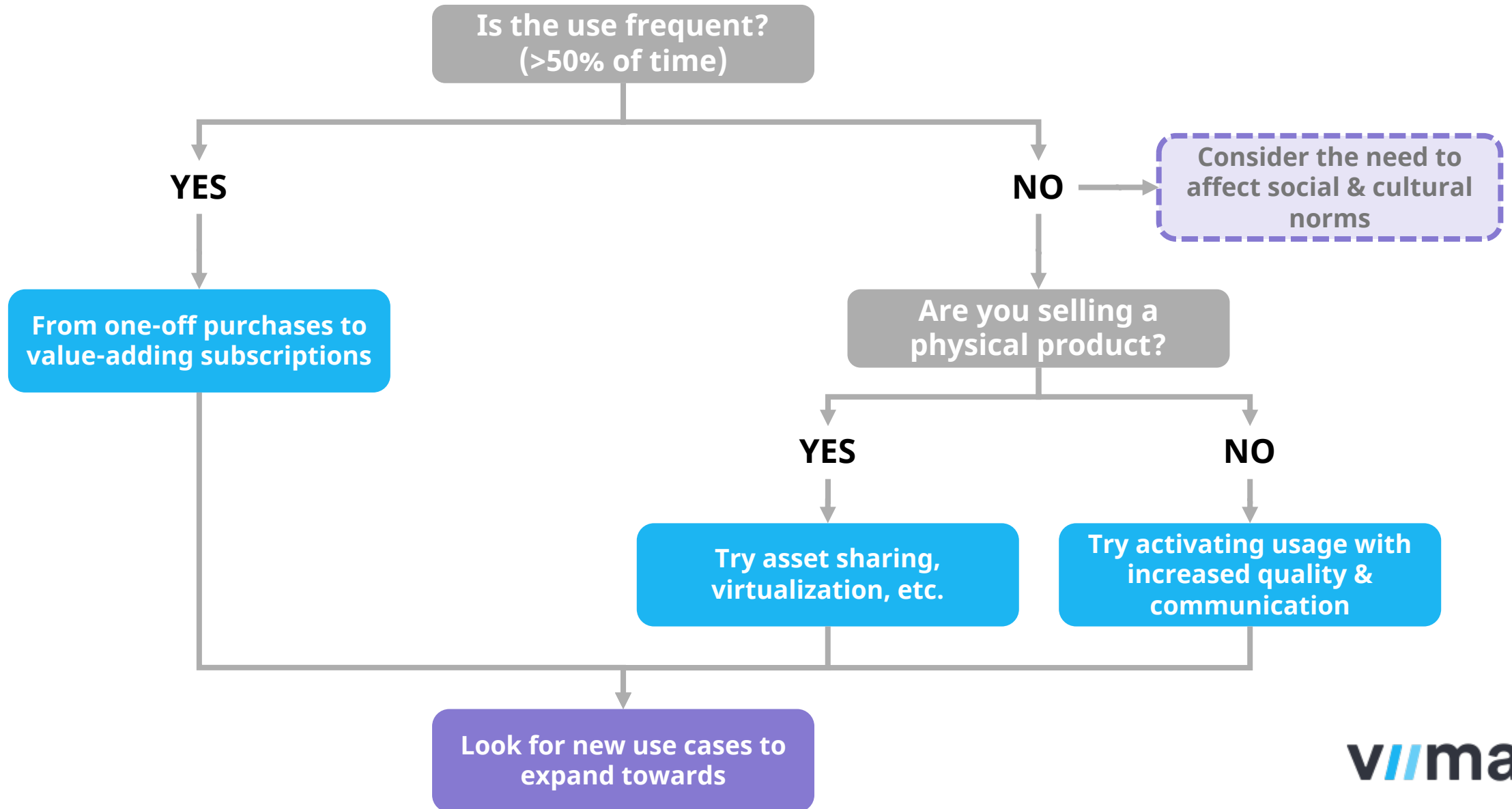
5 Steps of Engineering for Scale



Vertical Integration Can Help Solve Challenges in Scaling Up



Paths for Scaling Deep

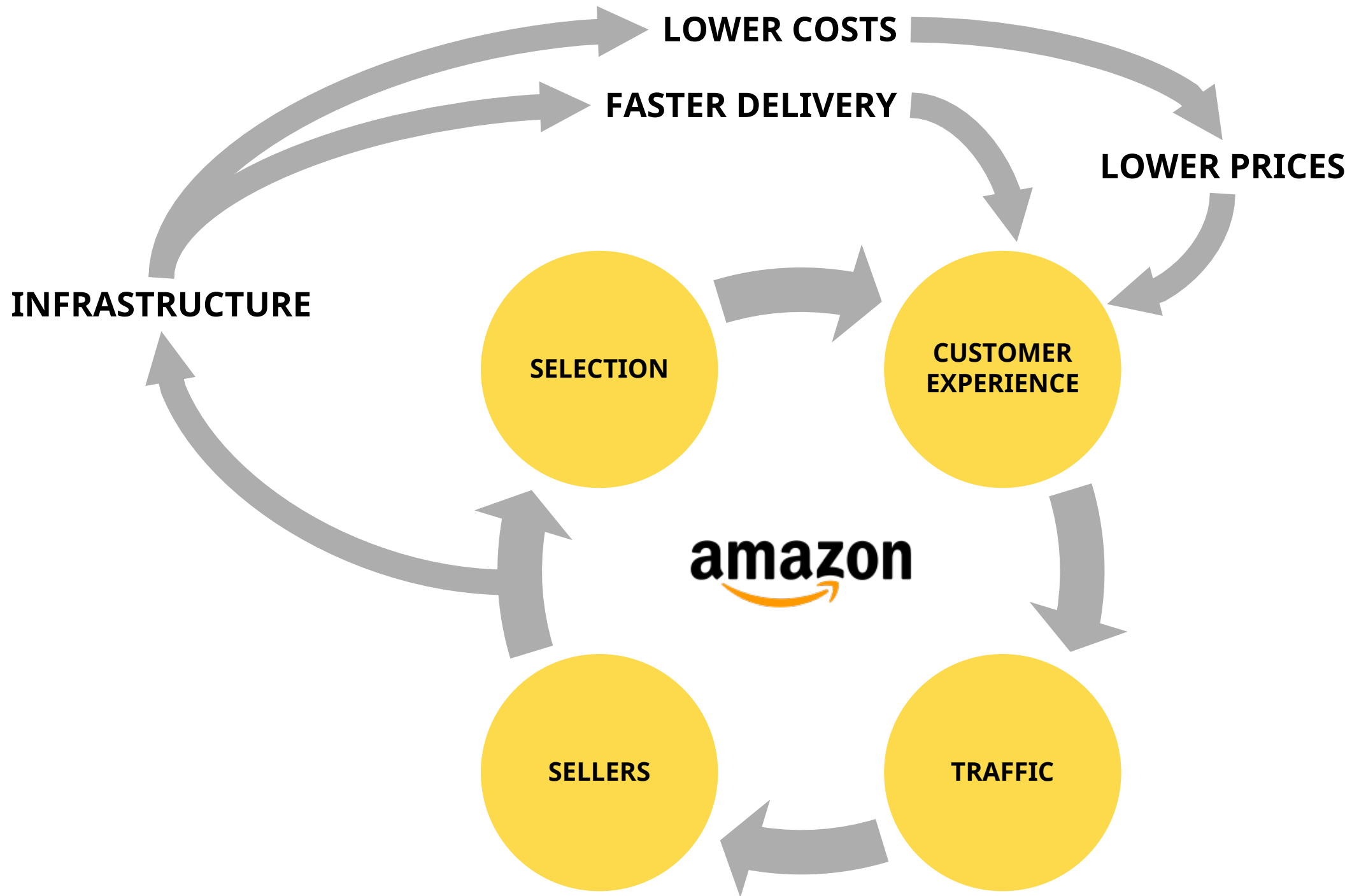


EXAMPLES

Amazon

- Systematic approach of Scaling Up by building a [flywheel](#) where supply (more selection and cheaper prices) drives increased demand and enables better customer experience
- In solving bottlenecks, Amazon has turned each major bottleneck/cost center in its core business into competitive advantages and profit centers:
 - ▶ Logistics: Fulfillment by Amazon
 - ▶ IT Infrastructure: Amazon Web Services
 - ▶ Competition: Amazon Marketplace





Netflix

- In recent years, Netflix subscriber numbers in the US have been relatively flat as they're near the full market potential
- To continue scaling, they are pursuing two key paths:
 - ▶ International expansion (Scaling Out)
 - ▶ Justifying price increases through added value for existing users, primarily through original content (Scaling Deep)





Tesla

- Since the introduction of the Model 3, Tesla has been fully supply-constrained. Despite rapidly increasing production and zero advertising, there's consistently tons of people waiting to be able to buy one.
- They've been constantly looking for ways to become more efficient at manufacturing and are investing heavily in increasing capacity and coming up with innovations to help Scale Up.
- As they've seen their supply chain unable to keep up, they've started to do more and more vertical integration. For example, this helped them keep up impressive growth even when every other automaker has been unable to respond to the 2021 chip shortages and has also made them one of the most profitable automakers.
- In addition, they are investing in many initiatives for Scaling Out (expanding to new geographics and segments like professional vehicles with a Semi etc.) and Deep (Full Self Driving for existing vehicle owners), which can potentially help sustain their momentum going forward.

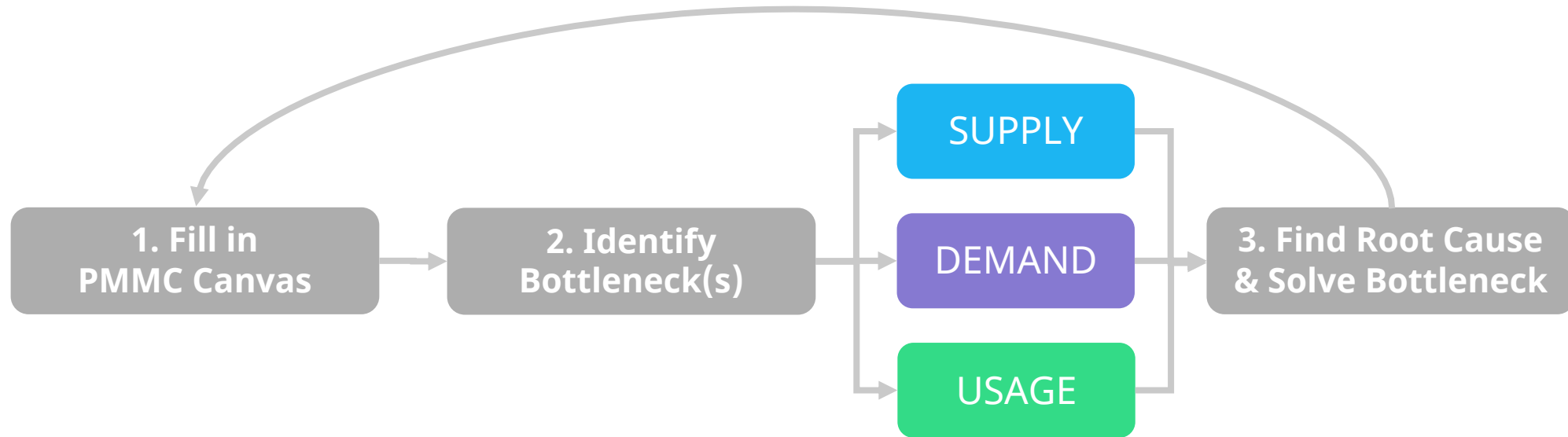
HubSpot

- **HubSpot is an example of a B2B SaaS company with a clear focus on scaling out.**
- **Started as a pure inbound marketing software, it has expanded to a full-blown CRM software suite** (Scaling Out to new segments)
- **At the same time, they've continued expanding to international markets** (Scaling Out to new geographical markets)
- **...and also added new capabilities to sell as add-ons to existing customers** (Scaling Deep)



NEXT STEPS

Next Steps



About Viima

We're on a mission to help organizations make more innovation happen.

Viima is the all-in-one innovation platform that helps you go from ideas to innovations, every step of the way.

Getting started is fast and easy and the best part is that Viima is completely free for an unlimited number of users!

So, If you're looking for a tool that can help you **drive more innovation across the organization**, you can get started in as little as 5 minutes at viima.com.

START FOR FREE



viima

Who Are We?

#1

in global
market share*

#1

in customer
ratings**

15000+

organizations already
signed up for Viima

Wake up.
Kick ass.
Repeat.

* Number of active deployments, source: Gartner, 2019

** Avg. of all reviews, source: Software World; 2018, 2019, 2020

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