

The Growth Accelerator

Accelerating profitable growth through innovation in promising opportunity spaces



Innovation-based growth

Creating unique and winning businesses in the most promising opportunity spaces the future has to offer – is it utopia or a new reality for your company?

This **Insight** describes how Arthur D. Little's Growth Accelerator can help you to identify growth opportunities based on unmet needs and new markets combined with your ability to define winning solutions. It helps to answer the two fundamental questions of growth: *Where do we find growth opportunities and how do we deliver on the growth strategy?*

The Growth Accelerator is end-to-end, from ambition to realization and from Strategy and Marketing to R&D and Operations. It is modular, since we build on available IP, competencies and insights and only accelerate those areas that need more focus.

What we do

The Growth Accelerator modules spans across two layers of business creation:

1. Finding Growth

Opportunities for growth can be found by understanding the fundamental forces of change in your markets and technologies and by finding unmet needs and innovative solutions.

Customers & markets. Can you intensify your sales in current markets? Are there unmet needs or customer groups that you are not serving properly? Which mega-trends and major value chain changes will impact your end markets and what is the best way to respond?

Competencies & technologies. What are your core competencies and how can you leverage them in adjacent fields? What new features, products and systems solutions can you develop building on your unique competencies?

Which emerging technologies may have a disruptive impact on your businesses in the future?

Exhibit 1 – Two layers, eight modules



Source: Arthur D. Little

(Future) unmet needs and solutions are then brought together in a module called **Opportunity Spaces**; for selected opportunities we create actionable **Growth Roadmaps** covering different growth horizons:

Intensification: ways to protect and increase your company's turnover of existing products and services within the existing customer base ("defend and grow the core")

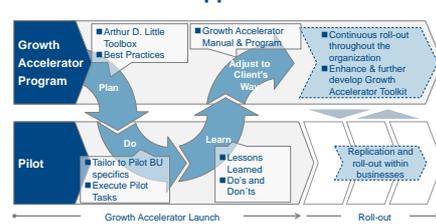
Enhancement: ways to broaden your customer base through smart new combinations of existing technologies and markets ("extend the core")

Enlargement: ways to enlarge your product and services portfolio or develop new applications ("grow beyond the core")

2. Delivering Growth

We strongly believe in the value of continuous learning, testing and adjusting. That is why in previous client engagements we have set up **pilot** projects to deliver early wins and ensure that the Growth Accelerator becomes your company's way of working

Exhibit 2 – Overall approach



Source: Arthur D. Little

Knowing where and how to grow is one thing, embedding it in the **organization** is quite another. Does an opportunity fit comfortably in an existing Business Unit or should it first mature someplace else? Is it wise to go it alone or should you work with **partners**?

Fundamentally, the Growth Accelerator is about helping teams and individuals see the right way forward and understand it is not a one-off event but a continuous journey. **Culture and change** management are therefore an explicit part of our program from day one.

Also, realizing the growth potential in new areas requires new **capabilities** – e.g. in business development or in customer intelligence. We will identify those needs and help you solve them, be it through tool development, setting up competence development centers or by learning from teams from other (non-competing) companies.

What's different

Our Growth Accelerator is not just smart, it is also unique in that it brings together the key modules of innovation-based growth; it joins the traditional 'market pull' and 'technology push'; it builds multifunctional teams, typically from Marketing, R&D, Supply Chain and Operations; and it builds new capabilities and initiates change and fosters entrepreneurship in your company.

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