

Driving Organic Growth

Client Our client, a leading global consumer company with significant business in Oral Care products, is listed in the Fortune 200 with revenue in excess of \$14B. The client's Long-term Innovation (LTI) group has responsibility for delivering new products to provide growth.

Challenge Create innovative, technology based products that produce minimum \$50M and \$100M annually at launch. Single statements describing each of four "Evergreen" goals served as the starting point.

Actions Application of BIC's proven Five Step approach delivered a portfolio of technically feasible new products – aligned with market needs in four company "Evergreen" areas.

- Organized and prioritized market needs.
- Identified benchmark products, basis of competition, competitor trajectories, and strategic technology positioning.
- Created a database of nearly 1,000 feasible external technologies.
- Developed best technology platforms to spawn 80 product concepts.
- Evaluated each concept for risk and reward potential.
- Delivered results with specific interactive portfolio model.
- Brought marketing and technology functions together around a common process - to align market needs, technologies, products, and revenue.

Results BIC recommended 17 of the 80 resulting products based on probability of technical success and revenue potential – providing a protected combined \$6B in sales over 10 years.

- Of these products, 3 were selected for further development and are currently progressing toward market introduction.

Owing to the project's success, additional assignments were undertaken:

- Two additional "Evergreen" areas were developed, resulting in a new product portfolio with a combined revenue potential of ~\$3.5B over 10 years.
- Additional technical and product platforms were created, based on cross-functional technologies from the original project, to support the innovation requirements of two additional business areas.

Client Comment *"BIC's Five Step Solutions-Driven Process offers both the discipline and creativity to generate winning innovations. BIC's process is intuitive and very thorough, allowing for those in charge of innovation functions to know that no stone has been left unturned. I highly recommend them."*

Global Director of Long Term Innovation