

IGNITE EXPONENTIAL LEARNING EXCHANGES

LEARNING FROM OTHER CORPORATE LEADERS TO ACCELERATE INNOVATION AND GROWTH

- How can we **accelerate innovation and development** in our risk adverse culture?
- How should we manage R&D strategically in the face of increasing **uncertainty and turbulence**?
- How can we create the best **innovation culture** and return-on-investment (ROI) for my company?
- How have other companies achieved successful **digital transformations**? And how should we?
- What has worked best at other corporates to **drive venture-backed innovation**?

These are just a few examples of the questions our team has helped customers address through Learning Exchanges. As a result of previous exchanges, customers have been able to bring new strategies to the table, reduce the risk of investments and increase their organization's confidence in a chosen direction.

HOW DOES IT WORK?

A Learning Exchange brings your team together with experienced corporate innovation leaders from Ignite Exponential's network (typically SVPs, VPs, Senior Directors) who have successfully navigated similar challenges in their own industries. By meeting with specific individuals with this first-hand experience (rather than those retelling a story) we'll learn about the impact of both 'hard' benchmarking factors and 'soft' factors such as language, culture and habits. We're able to identify a full range of options and evaluate these with people that have previously lived these challenges and transitions for their own companies and to subsequently develop a tailored strategy or plan for your organization. These programs can also create a rich network of cross-industry peers that can continue to provide insight, support and sometimes even corporate partnerships long after the program itself.

WHAT DO WE DO?

In a Learning Exchange we:

- Create a program of targeted virtual meetings with senior leaders at 5-8 non-competing companies.
- We work with your team to carefully refine your learning objectives and the types of companies and specific individuals that you can learn most from. By drawing on our considerable network of corporate innovation leaders we'll agree a short list of target companies and interviewees that you feel you can learn most from. We will contact these leaders to assess their interest to meet and the value of a meeting for you.
- We create a briefing and discussion guide based on your objectives (key topics to cover, questions to answer) and conduct background research into the target companies, their activities in the areas of interest and the leaders that we'll meet with. Two Ignite Exponential consultants will help to moderate the meetings, incorporate a 3rd perspective (sometimes 'translating' between industries) and capture learning for both parties.
- Afterwards we'll get together to review the learnings across all of the meetings and to draw out conclusions and next steps for your organization.

WHO MIGHT WE MEET?

The precise companies and individuals we meet with will depend on the learning topics and the mutual interest of both parties to meet. As an illustration, a selection of companies which have been involved in previous learning exchanges with the team include: **Johnson & Johnson, GSK, RB, General Mills, Procter & Gamble, McLaren Automotive, Ecco, Moleskine, Stanley Black & Decker, HP, Electrolux, Rolls-Royce, BP, Lego, UPS** and many others.

If you are interested to explore how an Ignite Exponential Learning Exchange can help your organization, please contact alan.cucknell@igniteexponential.com to discuss your objectives further.

LEARNING EXCHANGE CASE STUDY

CAMELBAK: HOW PHYSICAL COMPANIES SUCCESSFULLY INNOVATE IN CONNECTED PRODUCTS



CHALLENGE

CamelBak provides a range of innovative hydration packs, backpacks, and water bottles. Its consumers know when they buy CamelBak, they are purchasing a durable, high-quality product, but after purchase they may not interact with the brand for several more years.

Consumers are increasingly using digital technologies such as smart watches, phones, and apps to manage their lives. CamelBak has previously embarked on a few digital technology projects but has encountered a range of challenges in successfully developing connected products.

CamelBak wanted to understand **how other natively 'physical' product companies successfully made the transition to complementary connected offerings**; and **how it should structure and guide its own innovation in connected products**.

APPROACH

Through an Ignite Exponential Learning Exchange we brought CamelBak's senior R&D and Product Management team together with experienced corporate innovation leaders from our network who have successfully navigated similar challenges in their own industries.

We screened more than 100 companies to shortlist those from whom CamelBak could learn the most. We set up virtual meetings, briefed the participants and moderated the discussions translating insights between industries and sharing our own experience.

After the meetings we helped CamelBak distil what we learnt through collaborative virtual workshops and to build a strategic framework for innovating in connected devices; and for transitioning from a physical to 'digitally connected' organization.

OUTCOME

Our approach allowed CamelBak to learn about the technical and commercial capabilities it would need, as well as the impact of 'soft' factors such as partnership, purpose and organizational culture. By drawing directly on the real-world experience of non-competing leaders it was able to build its confidence and internal alignment in a strategy for future connected products that provide real end-user value. The program also created a rich network of cross-industry peers that can provide partnership to CamelBak long after the meetings.

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COMMERCIAL IN CONFIDENCE

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