



## Strategic planning

Unless innovation efforts are informed and driven by clear corporate vision and commercial targets, they are unlikely to achieve a successful outcome.

All too often, operational level staff don't have a good understanding of the business vision and strategy, or are influenced by outdated strategy (past experience) and short term sales targets (the next show, the next tender etc). A focus on "keeping up with the competition" can drive efforts towards incremental rather than fundamental innovation. As a result, R&D resources and efforts are unable to deliver the type of innovations necessary to achieve the long term vision and plan. Conversely, teams can be reluctant to "let go" of large or long-term "white elephant" projects, which continue to consume resources without a clear revenue return.

Ensuring that the innovation management process is tightly managed and clearly driven by the right vision and strategy is essential. This can ensure not only that the innovation pipeline has the right balance of projects to deliver the stated aims, but is also delivering the best value from allocated budgets and resources.

Our strategic planning tools and services are not intended to challenge or change corporate-level strategy or vision (although we are happy to influence them with our insights!). Specifically, they aim to bring a clear understanding of the client's stated corporate level vision and strategy to the innovation team in order to focus their resources and direction efficiently and effectively.

### Strategic Planning Workshops

An essential precursor to our innovation management skill training courses, these workshops are designed to ensure that corporate vision and strategy goals are clearly defined and understood by the team tasked with innovation delivery.

Using toolkits developed by Smart Garment People (based on world-class strategy planning methods from Insead, Boston Consulting Group, Porter, Ansoff and others), the team will filter down the corporate vision to a clear strategy based on the competitive landscape, technology intelligence and market trends.

The outcome of these workshops is a clear operational strategy for innovation which is aligned with corporate level goals and vision, clearly defined criteria for the selection and assessment of innovation projects and a model for generating and maintaining a balanced innovation pipeline.

Workshop lengths are determined by individual client circumstances and requirements, but we strongly recommend these workshops as a companion to our innovation skills training in order to maximise the effectiveness of the course outcomes. Work completed in the strategic planning workshop can significantly offset subsequent support and training times in designing and managing the in-house innovation management process.

