

Innovation

Commercial Floor Maintenance

Market :
Commercial floor maintenance

Client :
Revenue : \$2.5B (parent)
Customers : Large retail stores

CLIENT ISSUE

A global commercial floor maintenance company's business was becoming stagnant and was not meeting profitability targets. Their market share was being eroded by a major competitor and their products were becoming commodities.

The current organization's leadership team lacked forward vision and consensus for new growth strategies. Their was a need to train innovation leaders and create a flow of major innovations to breakthrough their corporate paradigm.

SOLUTION / APPROACH

Innovate new market offerings:

- AIT training and facilitation
- Changed the business model to incorporate selling solutions in addition to products
- Created an Innovation department (not connected to R&D)
- Listed existing projects and terminated those that were not essential
- Emergent Strategic Priorities sessions with customers, determined that they were interested in quick change of the appearance of floors
- **New product: a method to change the appearance of floors overnight**
- Emergent Strategic Priorities sessions with customers, determined that they wanted to clean floor drains in a way that people don't need to touch what they were cleaning
- **New product: a drain cleaning device that has no competition and high demand**

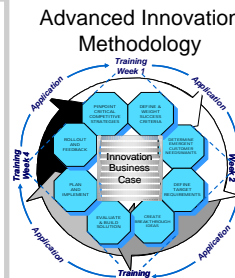


CLIENT BENEFITS

- Transition from selling individual products to selling systems and solution
- Customers enjoy working with them as a partner on Emergent Strategic Priorities projects
- Positioned as a strategic partner rather than a commodity suppliers
- *"FarSight's Aim has helped our organization better understand the creative thinking and decision-making processes we need to follow to design breakthrough solutions for our customer's needs. It is robust without being too rigid, adding to the creativity and wisdom found in our company. We have already applied the requirement to thoroughly understand our customers, to identify needs that we are confident we can solve."* Greg Clark, Vice President, Innovation and Product Portfolio.

Europe
 North America
 Asia/Pacific

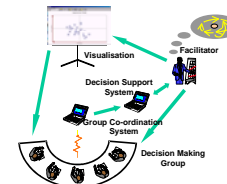
We used a number of different tools & methodologies



Breakthrough "Advanced Ideation"



Collaborative Decision Making Technology FarSight Pro Technology



Customer Deep Needs Analysis



Collaboration Matrix and Innovation Opportunity Portfolio