

Lucas Sauberschwarz  
Lysander Weiss

# The Corporates Strike Back

How Large  
Companies  
Win the  
Innovation  
Race Against  
Disruptive  
Start-ups



 Springer

Lucas Sauberschwarz • Lysander Weiss

# The Corporates Strike Back

How Large Companies Win the Innovation Race Against  
Disruptive Start-ups

Translated from German by Lynn Urch C



Springer

Lucas Sauberschwarz  
Venture Idea GmbH  
Düsseldorf, Germany

Lysander Weiss  
Venture Idea GmbH  
Düsseldorf, Germany

Original German edition published by Verlag Franz Vahlen GmbH, Munich, Germany, 2018

ISBN 978-3-030-79113-1      ISBN 978-3-030-79114-8 (eBook)  
<https://doi.org/10.1007/978-3-030-79114-8>

© The Editor(s) (if applicable) and The Author(s), under exclusive license to Springer Nature Switzerland AG 2022

This work is subject to copyright. All rights are solely and exclusively licensed by the Publisher, whether the whole or part of the material is concerned, specifically the rights of reprinting, reuse of illustrations, recitation, broadcasting, reproduction on microfilms or in any other physical way, and transmission or information storage and retrieval, electronic adaptation, computer software, or by similar or dissimilar methodology now known or hereafter developed.

The use of general descriptive names, registered names, trademarks, service marks, etc. in this publication does not imply, even in the absence of a specific statement, that such names are exempt from the relevant protective laws and regulations and therefore free for general use.

The publisher, the authors and the editors are safe to assume that the advice and information in this book are believed to be true and accurate at the date of publication. Neither the publisher nor the authors or the editors give a warranty, expressed or implied, with respect to the material contained herein or for any errors or omissions that may have been made. The publisher remains neutral with regard to jurisdictional claims in published maps and institutional affiliations.

This Springer imprint is published by the registered company Springer Nature Switzerland AG  
The registered company address is: Gewerbestrasse 11, 6330 Cham, Switzerland

## Foreword

---

Some 10 years ago now, I managed one of the first design thinking projects at SAP. Together with a cross-functional team of colleagues from Walldorf and Palo Alto, we were commissioned to develop an ‘innovative’ prototype using the design thinking method and then present this to SAP co-founder Hasso Plattner. The project was backdated from the date of this presentation. We had 2 months. Our Eventus project – in the form of a collaborative platform for event-based supply chain management – was a complete success. It was not only praised by Hasso Plattner, but also embraced by the then CEO of SAP in his keynote speech at the customer conference. It was then presented to customers in a live demonstration as a future SAP product vision. This was how we received the official commission to ‘productise’ our innovative prototype and bring it to market. Unfortunately, it quickly became apparent that there were no development resources available, and the development departments involved also had varying degrees of interest in implementing the prototype. The ‘innovation’ was therefore discussed, but ultimately failed in its implementation.

That was an important insight for me. In large corporations, real innovation in the form of new products and services means far more than developing a prototype which presents an innovative solution to an existing problem. Corporations need to organise their innovation processes systematically and integrate the numerous innovation methods in a goal-orientated way, especially in these times of digitisation and rapidly changing economic conditions. This is the only way that long-term success and competitive edge can be achieved through efficient innovation.

An important aspect of my research and lecturing at the Karlsruhe Institute of Technology is therefore to deal with as holistic a perspective as possible with regard to the process of designing innovative software and digital services. Many methods coexist independently today. This therefore raises the question of how we can integrate and scale methods for agile software development (for example, Scrum) as synergistically as possible using design thinking or other user-centred design methods. We are already passing on this knowledge to our students during their studies while at the same time focusing on a scientific basis for further development in our research work and also on a targeted integration of different methodological approaches, in particular.

A wide range of innovation methods have also been developed for large corporations in recent years although lacking any overarching integration of the individual approaches. This lack of integration has resulted in applying individual innovation methods which definitely deliver good outcomes locally but become enmeshed in the ‘machinery’ of large corporations and end up not being brought to market in the form of innovative products or services. While start-ups react to changing economic conditions and can implement new ideas quickly, corporates are naturally slower and less agile. At the same time, corporates have a clear advantage over start-ups with their established brands and their ability to scale up in all

functional areas. It is therefore necessary to overcome the known weaknesses of large companies while also harnessing their strengths.

This book addresses the above challenges and introduces the 5C process for efficient innovation from a practice-orientated perspective. The authors have developed an integrated innovation methodology and the relevant tools specifically for the target group of large corporations based on their experience gained from more than 60 innovation projects in more than 20 different industries. With their 5C process, they are filling a gap in the practice-orientated innovation literature and delivering an integrated approach for efficient innovations in corporates.



**Alexander Mädche**

Karlsruhe Institute of Technology (KIT), Karlsruhe, Germany

## That's a really great idea, but...

---

- ... the business case is too small.
- ... that doesn't fit our corporate philosophy.
- ... it's not our job.
- ... we don't have the competence for that.
- ... that won't work.
- ... we don't have the resources for that.
- ... that's impossible for legal reasons.
- ... we don't have time for distractions right now.
- ... it won't scale.
- ... no one will buy it.
- ... our industry doesn't work like that.
- ... that's too risky.
- ... we haven't got the people for that.
- ... I've already tried that.
- ... that's still too far in the future.
- ... is that really necessary?
- ... we don't have the budget for that.
- ... will that also work without any investment?
- ... it won't go down well with investors.
- ... where's the impact?
- ... it's not the right time.

You could continue this list indefinitely, of course. No wonder employees in corporations feel as if they are sitting in a rigid 'tanker'.

Under these conditions, how are they supposed to react quickly and successfully to social changes, new technologies and changing customer needs? And will this tanker still be able to keep up with all the start-up speedboats in future?

Corporates are looking to Silicon Valley increasingly often these days as a result. After all, successful start-ups like Uber, Airbnb, Dropbox or Pinterest seem to emerge there as if they were exiting a production line. Many corporates began employing the customer-centric innovation methods of successful start-ups for their own innovation development years ago. The problem with this is that large companies are not start-ups! And so ideas developed using start-up methods such as *design thinking* or *lean start-up* usually cannot be implemented in large companies. The complexity within these companies is simply too high. As a result, innovation is outsourced – out of frustration and as a supposed solution – to separate units whose value addition is simply not significant enough for the corporation. Instead of processing strategically new, significant opportunities, innovation often degenerates into innovation theatre.

When looking for solutions to this problem, we asked ourselves, what if the corporation isn't the problem, but the idea instead? And how can we develop ideas that can be implemented successfully in large companies without any ifs or buts? After all, established companies actually possess the best preconditions for

successful innovations with their resources, expertise, customers, network and strong brands. So why do they not manage to exploit them?

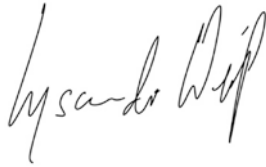
Throughout more than 8 years of theoretical and practical research, we have studied why current customer-centric methods – such as *design thinking* and *lean start-up*, or the outsourcing of innovation to separate units, like innovation hubs and labs – achieve no significant impact in corporates. And what a new methodology must look like to ensure that large companies are able to innovate successfully.

The result is the 5C process for efficient innovation. We have continuously developed and tested this process with the experience we have gained from more than 60 projects in over 20 industries. In this book, we intend to describe our insights and the underlying 5C process in detail to provide new impulses and approaches for practical use. Our aim is to see innovation regain its status in established companies as a strategic tool for future corporate success. Decision makers in corporations and small and medium-sized enterprises should be made aware of their internal innovation challenges and external, often disruptive, threats and be equipped with the tools and methods needed to counter them successfully. In this way, established companies can win the innovation race against disruptive start-ups.

We hope to inspire plenty of good ideas when you read this book and we look forward to receiving your feedback.



**Lucas Sauberschwartz**



**Lysander Weiss**

# Acknowledgements

---

This book and the 5C methodology described in it are the culmination of years of research and work so far. This would not have been possible without Florian Lanzer and Alexander Kornelsen. Our collective work on this process forms the basis of this book which they have supported with their valuable advice and active support.

A special thanks goes to Lynn Urch for translating the book and thus making it possible to publish it beyond the borders of the German language.

A project like this can only succeed if, in addition to support at work, the process is also accompanied by help, understanding and motivation in your private life. I (Lucas) would therefore like to thank my wife, Lisa, who has always given me the courage to follow my heart. My thanks also go to my two sons, Leo and Rafael, who show me every day just how much there is still to discover in this world and who have enriched my life in so many ways.

I (Lysander) would like to thank Charlotte who has always made me feel I can achieve anything. I would hardly have had the strength to write this book without her support, whether this was her understanding and support for the phases of my work or the joy and relaxation in between them.

In addition, we are happy, grateful and also a little proud that we were able to win over so many people to support us in writing this book. We would first of all like to thank Wolfgang Böcking, Maximilian Schön, Dennis Wedderkop, Matthias Hampel, Josef Stoll, Britta Gayko and many others for our valuable discussions about the content of this book. We would also like to thank the many test readers who helped us with their valuable feedback and great ideas, Jörg Limberg, Björn Sprotte, Andreas Seitz, Dr Werner Sauberschwarz, Oliver Sauberschwarz, Tim Merforth, Dr Florian Muschaweck and Philipp Blasberg, as well as David Dorn, Josephine Bayazid, Marc Parat and Thorben Rückert for their support with research and corrections.

We were also impressed by the willingness of the many companies and their representatives to help us with comments and case studies to make the book as practical and lively as possible. Many thanks to all the companies and individuals mentioned in the book and to all the other companies which have placed their trust in us over the years.

Last but not least, we are grateful for our publisher Springer, namely Christian Rauscher and his team, to make this our first international book on the market. Thank you very much for your many helpful tips, assistance and editing.

We could thank so many other people in our private and professional lives who have helped us to achieve this goal. So, thank you to anyone we have not mentioned here, but who played an important part for us. We are eternally grateful that our dream has now become reality, and that the comprehensive book which has brought our work and our passion for innovation into the world is now sitting on our desk.



# Guest Commentaries and Case studies

---

## Chapter 1:

Guest Commentary: Uwe Wagner, Chief Technology Officer, Schaeffler

Guest Commentary: Britta Gayko, Managing Partner Commerz Business Consulting, Commerzbank

Guest Commentary: Michael Weppler, Executive Vice President of Systems at German Certification Body TÜV Rheinland

## Chapter 2:

Guest Commentary: Nicolas Biagosch, Managing Director, Digitalhafen, former CEO, Simyo, former Executive Board member, E-Plus

Guest Commentary: Olivier Krüger, Chief Executive Officer, Lufthansa Systems

Guest Commentary: Luke Mansfield, Vice President Innovation, PepsiCo Beverages

Case Study: Estée Lauder Companies

Case Study: Telekom Innovation Laboratories

Case Study: A Container Shipping Company

Guest Commentary: Nicolai Andersen, EMEA Lead Innovation and Head of Deloitte Garage, Deloitte

Guest Commentary: Dr. Klaus Suwelack, Senior Manager New Business Development and Innovation Management, Janssen Deutschland, Johnson & Johnson

Case Study: Hermes Arzneimittel

Guest Commentary: Reyk Radojewski, Chief Financial Officer, Beiersdorf South East Asia

Case Study: FTI Group

Guest Commentary: Till Bauer, Head of Strategic Projects and Commercial Innovation, MSD Sharp & Dohme (Subsidiary of Merck & Co.)

Case Study: Hymer

## Chapter 3:

Guest Commentary: Klaus Burmeister, Founder and Managing Director, Z\_punkt, The Foresight Company, Foresightlab and Initiative D2030 (Germany 2030)

Guest Commentary: Jörg Limberg, Vice President Europe Research Solutions Sales and Marketing, Elsevier, Former Vice President and General Manager Software and Solutions, Hewlett Packard

Guest Commentary: Timo Emmert, Head of e-Commerce, MediaMarktSaturn

Guest Commentary: Dr. Hans-Joachim Popp, Chief Information Officer, Dt. Luft- und Raumfahrt (German Aerospace Centre)

Guest Commentary: Dave Birss, Author of *"A User Guide to the Creative Mind"* and Chief Thinker, RIGHT thinking

Guest Commentary: Björn Sprotte, Chief Executive Officer, OSM Maritime Group

Guest Commentary: Thomas Weiler, Vice President Innovation Portfolio and Strategic Programs, Deutsche Telekom

Guest Commentary: Stefan Heidrich, General Manager, Maybelline  
New York/Essie, L'Oréal

Guest Commentary: Carsten Stöcker, Senior Manager Blockchain and Machine  
Economy Lighthouse, innogy Innovation Hub, innogy

Guest Commentary: Jun.-Prof. Dr. Dominik Kanbach, Junior Professor in Strategic  
Entrepreneurship, HHL Leipzig Graduate School of Management

# Contents

---

<b>1</b>	<b>Innovate or Die: Efficient Innovation Instead of Inefficient Start-Up Thinking</b>	<b>1</b>
1.1	Corporates Yesterday: From Patent Factories to the Innovation Dilemma	4
1.2	Corporates Today: Inefficient Start-Up Thinking in Separate Innovation Units	10
1.3	Corporates Tomorrow: Efficient Innovation with Customer Fit and Traction	17
1.4	Efficient Innovation: From Theory to Practice	25
	References	31
<b>2</b>	<b>Efficient Innovation with the 5C Process</b>	<b>35</b>
2.1	<b>Configuration: Do Not Think Freely</b>	<b>43</b>
2.1.1	The Destination is the Journey	44
2.1.2	Better a Step in the Right Direction Than a Leap Into the Unknown	53
2.1.3	No Risk, More Fun	61
2.2	<b>Customisation: No Problem Means No Solution Either</b>	<b>69</b>
2.2.1	If You Know Where You Are Going, You'll Get There	70
2.2.2	If You Don't Ask, You Won't Get	74
2.2.3	The Customer Is Not Always King	78
2.3	<b>Compilation: If You Want to Reap, You Must First Sow</b>	<b>82</b>
2.3.1	Seek and You Will Find	84
2.3.2	Good Artists Copy, Great Artists Steal	87
2.3.3	Put Off Until Tomorrow What You Cannot Do Today	90
2.4	<b>Construction: Think Inside the Box</b>	<b>95</b>
2.4.1	Ideas Are Not Random	96
2.4.2	No Pain, No Gain	106
2.4.3	Count Your Chickens Before They Hatch	112
2.5	<b>Conversion: Where There Is a Way, There Is Also a Will</b>	<b>119</b>
2.5.1	Everyone On Board	121
2.5.2	The Fast Bird Catches the Worm	125
2.5.3	All Endings Are Easy	127
	References	133
<b>3</b>	<b>The Innovation Machine: Efficient Innovation in Corporations</b>	<b>137</b>
3.1	<b>Organisational Anchoring of Efficient Innovation</b>	<b>142</b>
3.2	<b>Characteristics of an Efficient Innovation Unit</b>	<b>147</b>
3.3	<b>Implementing Efficient Innovation in Corporations</b>	<b>154</b>
3.3.1	From Incremental Innovation to Efficient Innovation	157
3.3.2	From Strategic Innovation to Efficient Innovation	165

3.3.3	From Customer-Centric Innovation to Efficient Innovation .....	172
3.3.4	Efficient Innovation in Separate Innovation Units .....	178
	References .....	186
4	<b>The End Is Not Nigh</b> .....	189
	Further Bibliography for Excurses.....	190
	<b>Supplementary information</b>	
	Index.....	195

## About the Authors

---



### **Lucas Sauberschwartz**

is managing director of the strategy consultancy Venture Idea and director of the Center for Innovation at the SGMI Management Institute St. Gallen, Switzerland.



### **Lysander Weiss**

is partner of the strategy consultancy Venture Idea, a doctoral student at the HHL Leipzig Graduate School of Management and a lecturer on strategy, innovation and new work.

Lucas Sauberschwartz and Lysander Weiss are best-selling authors and leading experts in the fields of strategy, innovation and new work. Together, they run the management consultancy Venture Idea, which was awarded as Germany's best medium-sized consultancy for Innovation & Growth (2018) and Strategy (2019) by Germany's leading business magazine WirtschaftsWoche. They regularly share their expertise through publications, teaching and as keynote speakers.

Additional materials can be downloaded on [www.the-corporates-strike-back.com](http://www.the-corporates-strike-back.com)

## **Innovate or Die: Efficient Innovation Instead of Inefficient Start-Up Thinking**

---

With upcoming disruptive start-ups changing the rules of the game, innovation has become increasingly essential and difficult for incumbents to thrive in today's world. By copying the start-up methods, large companies try to solve the innovation dilemma of simultaneously managing their existing core business and creating new, disruptive innovations. However, these start-up methods are focused on opportunistic greenfield innovation. Consequently, implementing them in complex corporate environments leads to a vanishingly small chance of success. To increase these chances, incumbents need to find a way to exploit their strengths as an unfair advantage by developing efficient innovations with high customer fit and traction. Using the proposed 5C process, corporates can find the balance between their core business and future opportunities to win the innovation battle against disruptive start-ups with efficient innovation.

## Efficient Innovation with the 5C Process

---

Taking into account conventional innovation methods, a direct link from the current business of the corporation with high traction towards innovative, new business is often not established. This is because innovation processes usually deal with either the customer (pull) or the company (push) side. Differentiating from such innovation processes, the 5C process stands out in combining both customer fit and traction to enable efficient innovation for corporations through processual ambidexterity. To achieve this, the 5C process is broken down in five steps: *Configuration*, *Customisation*, *Compilation*, *Construction* and *Conversion*.

During the *Configuration*, innovation potentials are derived by combining emerging market/customer opportunities with existing core business strengths. *Customisation* marks the identification and validation of customer pain points within a selected potential. On this basis, new inspirations for ideas are gathered through scouting during the *Compilation*. Subsequently, in the *Construction*, multidimensional ideation is applied to create innovative ideas and concepts that are innovative ‘inside-the-box’ and hence, as close to the core business as possible and as disruptive as necessary. Finally, the *Conversion* deals with the transition from an implementable innovation concept to its implementation and commercialization as a successful innovation.

## **The Innovation Machine: Efficient Innovation in Corporations**

---

The chapter deals with the question how efficient innovation can be implemented organizationally. As a basis, the strategic significance of innovation in companies must be clarified. Next, in addition to integrating the 5C process itself, sustainable efficient innovation with major strategic relevance, customer fit and exploitation of the core business also demands a suitable organisational anchoring, possibly in a specific venturing/innovation unit. For these, appropriate conditions must be established in the organisation to enable the seamless implementation of the 5C process, including for instance the right structures, governance, culture and capabilities. As a result, an "efficient innovation unit" can be institutionalised which can cover both the creative problem-solving and the analytical work required to implement the 5C process and sustainably establish efficient innovation in the company.



## The End Is Not Nigh

---

The need for innovation will increase even further in the future driven by increasingly fast social changes, new technologies and the associated changes in customer needs. Armed with the 5C process to develop efficient innovations, corporations can gain new confidence and motivation to pick-up the battle against disruptive start-ups.

# Supplementary Information

Index – 195

# Index

---

## A

Accelerator, *see* Innovation hub  
 Adjacent possible 65  
 Agile development 126, 174  
 Ambidexterity  
 – contextual 30  
 – organisational 141, 152, 153  
 – procedural 30, 31, 39, 40, 141, 165  
 – structural 29  
 Analogies, *see* Analogous examples 89  
 Anchoring 99, 124, 141–148, 152, 154–156, 158, 159, 163, 170, 176, 177, 180, 184  
 Auxiliary axes 102, 103, 105

## B

Best practice 29, 84, 85, 88, 90, 91, 93, 102, 104, 105, 118, 130, 131  
 Brainstorming 11, 42, 62, 83, 84, 95–100, 105–107, 123, 125  
 Brainwriting 97–98, 105  
 Brownfield 3, 11, 12, 22, 38, 43  
 Business model  
 – canvas 109  
 – navigator 98

## C

Co-creation 57  
 Compilation 41–43, 80, 82–95, 102, 104, 105, 109, 118, 130–131  
 Concept study 90, 131  
 Configuration 41, 43–69, 80, 93, 95, 102, 104, 109, 114, 117, 118, 130, 144, 146, 158, 163–166, 170, 171, 173, 177, 178, 180, 184, 185  
 Construction 20, 42, 43, 92, 95–116, 118–119, 131, 146, 152  
 Conversion 42, 43, 116, 119–132, 148, 174, 181  
 Corporate culture 146, 152, 155, 159, 161  
 Creativity 15, 41, 82, 89, 97–98, 100, 101, 104, 107, 140, 149, 150  
 Cross-industry innovation 124  
 Crowdsourcing 57  
 Customer-centric design 2–4, 7, 10–12, 16, 17, 22, 23, 25, 29, 154, 172  
 Customer factor(s) 41, 43, 48, 54–59, 61–63, 66, 70–76, 109, 120, 127, 130

Customer feedback 58, 126  
 Customer fit 4, 10, 11, 17–26, 30, 37–42, 44, 54, 55, 58, 59, 61, 63, 65, 69–71, 76, 78, 79, 82, 89, 90, 96, 99, 108, 109, 112–114, 116, 125, 126, 138, 140–142, 146, 154–156, 165, 168, 172, 176, 179, 180  
 Customer insight(s) 41, 53, 69, 71–78  
 Customer journey 66, 71, 109, 110  
 Customisation 41–43, 69–82, 93, 95, 102, 109, 117–118, 130, 176

## D

Design thinking 2, 3, 7, 10, 11, 15–17, 38, 46, 69–72, 142, 146, 154, 172–176  
 Diffusion 127–129  
 Disruption 3, 7, 9–12, 16, 25, 26, 46, 47, 155, 178, 179, 182  
 Disruptive innovation 3, 7, 9–13, 16, 17, 22, 24–27, 29, 30  
 Disruptive technology 9, 46, 179  
 Dotcom bubble 6, 7  
 Dynamic capabilities 30

## F

Failure culture 176, 181  
 Feasibility check 112, 131  
 5C process 4, 31, 35–132, 138, 141, 142, 144–146, 148, 152–155, 157–160, 162, 166, 168, 169, 173, 175–177, 180, 182, 185  
 Flash of genius 30, 96, 97  
 Frugal innovation 88  
 Future lab(s) 3, 12, 15  
 Fuzzy front end 96, 127

## G

Greenfield 2, 3, 11–13, 15–18, 22–24, 28–30, 38, 41, 43, 44, 47, 53, 97, 101, 102, 132

## I

Ideation  
 – multidimensional 42, 95, 102, 131  
 – workshop 95, 102–106, 108, 146, 161, 181  
 Incubators, *see* Innovation hub 3, 12

**Innovation**

- classical 73, 127
- concept 27, 30, 42, 95, 96, 107–110, 112–116, 118, 120–127, 131, 144–146, 150–152, 161–163, 169, 170, 175, 176, 182
- customer-centric 2, 7, 10, 11, 16–18, 23, 25, 38–41, 69, 78, 155–157, 172–178, 190
- diffusion 127, 128
- dilemma 2–10, 12, 16, 25, 38
- field 62, 183
- hub 3, 12–16, 23, 24, 29, 38, 154–156, 167, 178, 179, 190
- incremental 3, 8, 16, 17, 24, 38, 74, 139, 142, 144, 154, 156–164, 166
- potential 41–43, 48, 53, 59, 61, 63–66, 69–73, 76–80, 82, 87, 92–95, 98, 102–104, 113, 115, 117, 130, 158, 165, 173
- strategic/corporate 28, 57, 58, 139, 141–144, 154, 155, 157–159, 162, 163, 165–171, 183, 190

**Innovation process**

- classical 127
- customer-centered 11, 17, 39–41, 78, 121, 175

**Innovation roadmap** 143, 158, 160, 163, 164, 166, 170, 171, 173, 177, 178, 184, 185**Innovation unit**

- customer-centric 10–12, 16, 39, 142, 153–157, 165, 172–175, 177, 179, 181, 190
- separate 10–16, 24, 38, 49, 142, 154–157, 178–186, 190
- strategic 156, 165, 166, 168, 169

**L****Lean business case** 109–112, 115**Lean start-up** 2, 7, 11, 16, 38, 49, 121, 125–127, 146**M****Market research** 41, 71–74, 96, 113, 114, 145, 149, 160, 172**Mindset** 11, 40, 69, 146, 162, 172, 176**Minimum viable product (MVP)** 11, 125, 126**Morphological box** 61–63, 66, 71, 85, 89, 103, 104**O****Open innovation(s)** 19, 57, 58, 91, 155, 168, 170**Opportunity space(s)** 41, 43, 54, 55, 58–64, 66, 79, 80, 85, 93, 130, 165, 173, 180**Outside the box** 42, 95, 97, 151**P****Pain point** 41, 42, 69–82, 84–95, 98, 102–105, 109, 113, 118, 130**Patent search** 2, 4–10, 84, 90, 91, 131**Persona** 71, 72**Priming** 102**Proof of concept (PoC)** 126**Prototype(s)** 11, 107, 112, 126, 130, 131, 146, 174**Psychological ownership** 121–122**Psychological security** 151, 153, 161, 164, 169, 171, 174–176, 178, 182, 185**Q****Qualitative validation** 113**Quantitative evaluation** 73, 79, 80, 96, 101, 113, 114**R****Research** 2, 5, 6, 10, 15, 16, 19, 27, 38, 39, 53–55, 69, 72, 73, 78, 84, 85, 87, 88, 90–92, 101, 108, 110, 112, 118, 123, 131, 138, 140, 148, 149, 160, 180, 183, 190**Research and development** 2, 5, 6, 10, 39, 74, 154, 156, 158, 159, 190**Return on innovation** 161**Return on investment** 152, 153, 161, 164, 169, 171, 176, 178, 182, 185**S****Scamper** 98**Scouting** 56, 91, 92, 167, 183**Scrum** 126, 167**Search** 85**Search field** 3, 11, 12, 16, 47, 48, 53, 64, 65, 69, 71, 72, 78, 84, 89–92**6 Thinking hats** 98**Sparring** 108, 148, 149, 164, 171, 178, 186**Stakeholder(s)** 3, 43, 45, 49, 54, 56–59, 63, 79, 80, 92, 94–96, 108, 110, 113–115, 123, 124, 143, 144, 146–148, 150, 153, 155, 163, 166, 170, 177, 180, 184, 185**Start-up** 1–31, 39, 85, 91, 92, 115, 122, 125, 126, 129, 138–140, 146, 160, 164, 166, 168, 171, 178–185, 190**Symbols** 97

**T**

Thought leadership 91

Traction

- factor 19, 22, 23, 41–43, 54–56, 58, 59, 61, 63, 87, 93, 103, 109, 114, 115, 127, 129, 144–146, 180
- space 38, 54, 55, 58, 59, 61, 65, 70, 78, 82, 95, 98, 115, 120, 130, 143

Transformation(s) 38, 44, 65, 82, 146, 157, 173

**U**

Unfair advantage 13

Unicorn 13

**V**

Value proposition canvas 109

**W**

White spot(s) 41, 84–90, 93, 104, 105, 118

Workshop(s) 10, 20, 46, 51, 72, 74, 95, 102–108, 123, 124, 145, 146, 148, 149, 155, 160–162, 168, 173, 174

*The road to successful innovation management is long – this book is the shortcut.*

—Thomas Weiler, VP Innovation Portfolio & Strategic Programs, Deutsche Telekom

*An overdue update on traditional R&D processes for the 21st century.*

—Uwe Wagner, CTO, Schaeffler

*Anyone who has ever experienced the methodology described here in practice will hide the book from the competition!*

—Dr. Carsten Stöcker, World Economic Forum, Global Future Council-Member

65% of global CEOs are concerned about losing the innovation race against disruptive start-ups. The supposed solution: copying their methods. But as corporations are not start-ups, this is a fatal mistake. Most ideas never reach successful implementation, and innovation becomes frustration. So how does a solution look like that enables large firms to systematically leverage their existing strength and thus win the innovation race sustainably? The answer is the 5C process for efficient innovation. This book closes a gap in the practice-oriented innovation literature - and brings the desire for innovation back to established companies.

**Lucas Sauberschwarz** is Managing Director of the strategy consultancy Venture Idea and Director of the Center for Innovation at the SGMI Management Institute St. Gallen, Switzerland.

**Lysander Weiss** is Partner of the strategy consultancy Venture Idea, academic researcher at the HHL Leipzig Graduate School of Management, and a lecturer on strategy, innovation and new work.

**Lucas Sauberschwarz** and **Lysander Weiss** are best-selling authors and leading experts in the fields of strategy, innovation and new work. Together, they run the management consultancy Venture Idea, which was awarded as Germany's best medium-sized consultancy for Innovation & Growth (2018) and Strategy (2019) by Germany's leading business magazine WirtschaftsWoche. They regularly share their expertise in publications, teaching and as keynote speakers.

ISBN 978-3-030-79113-1



9 783030 791131