

What's the Big Idea?

Why most innovations fail to scale and what to do about it

In a disrupted, fast-moving world, organizations are betting big on innovation

Organizations understand the criticality of innovation to meeting new customer needs, driving new levels of operational performance, and building long-term value and growth

However, these ambitions run into a major obstacle: the difficulty of achieving scale with innovations in processes, products, or services

Achieving scale is often cited as the number one barrier to realizing commercial goals across sectors and technologies

Organizations are challenged with low rates of scaled implementation across technologies and sectors

Automotive Smart Factories

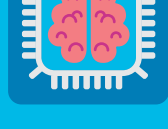
10%



Percentage of automotive smart factories that have mastered the core areas of smart factories to be ready to drive them to scale

Artificial Intelligence

13%



Percentage of organizations across sectors that have successfully deployed AI use cases in production and continue to scale more throughout multiple business teams

Agile

<20%



Percentage of organizations across sectors that have achieved a high level of competency with agile practices across the organization

Retail Store Automation

21%



Percentage of stores that retailers, on average, have implemented automation use cases in today

Source: Capgemini Research Institute, "How automotive organizations can maximize the smart factory potential," February 2020; "Smart stores: Rebooting the retail store through in-store automation," January 2020; "Agile at scale: Four ways to gain enterprise-wide agility," November 2019; "The AI-powered enterprise: Unlocking the potential of AI at scale," June 2020.

Three actions points for how organizations can successfully scale innovation

Based on in-depth interviews with 40 senior executives from global organizations with combined revenues of over \$1.7 trillion, as well as academics, and drawing on innovation best practices, we offer three recommendations for successfully scaling innovation.



Treat scaling as its own discipline within the innovation journey



Design innovation governance to include scaling as a key responsibility



Build a culture that is willing to take tough decisions on scaled innovations

Treat scaling as its own discipline within the innovation journey

1



Set up specialized roles dedicated to scaling within the business to ease and accelerate wider business adoption

2



Cross-train teams across scaling and generating functions

3



Place innovation generators into the scaling function to build awareness of future challenges

4



Make viability and feasibility analyses integral aspects of the innovation journey

Design innovation governance to include scaling as a key responsibility

1



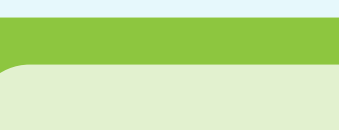
Give more ownership to business lines for scaling innovation

2

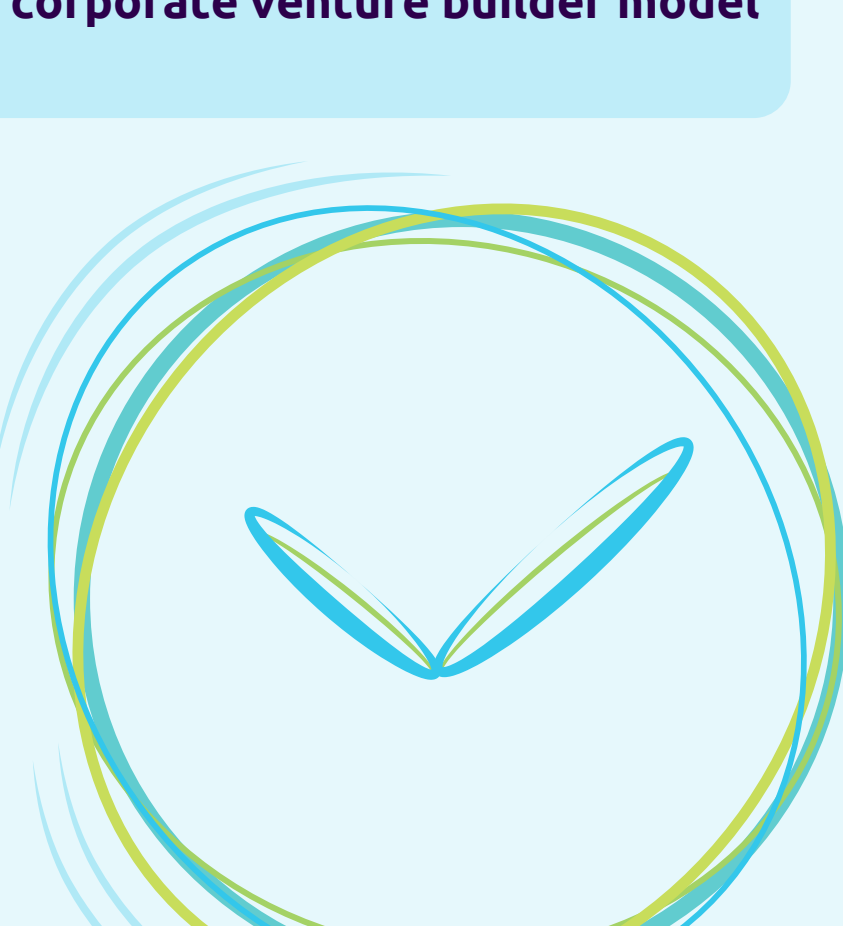


Consider implementing a **corporate venture builder model**

3

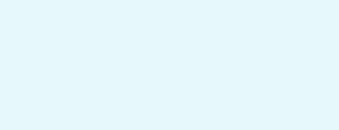


Learn from **accelerated scaling approaches** driven by the COVID-19 pandemic



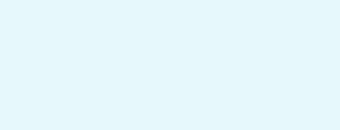
Build a culture that is willing to take tough decisions on scaled innovations

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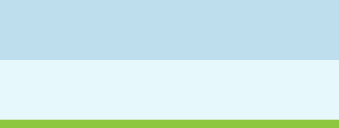
Promote a "learning" culture while scaling

2



Kill or scale back successful innovation when necessary

3



Introduce flexibility when scaling innovation to respond to changing market conditions



Source: Capgemini Research Institute and Capgemini Technology, Innovation and Ventures analysis.

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