

# THE LEAN VENTURES INNOVATION ACADEMY



NPS 80+



*Unlocking the full potential of your intrapreneurs*

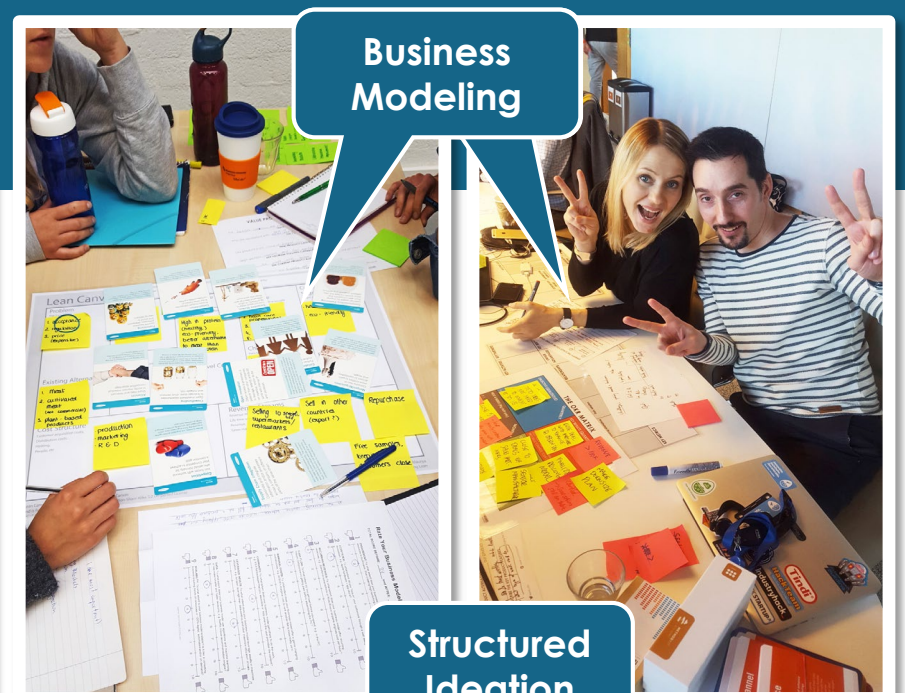
# 10 workshop modules focused on innovation & intrapreneurship!



**Innovation Strategy**



**Customer Interview Techniques**



**Business Modeling**

**Structured Ideation**



**Innovation Accounting**



**Lean Startup**





# Why do we need an Innovation Academy ?



The Lean Ventures Innovation Academy <sup>TM</sup> **strengthens the innovation capabilities** of your most important asset – **your people**.

We introduce **tools, processes, measurability,** and a **shared language**, while killing off die-hard **innovation myths**, that if left unchecked block innovation.

**Put simply, our Innovation Academy helps your company to excel at innovation.**

# What do some of our workshop participants think ?

" I attended a Lean Startup workshop hosted by Andy during a four day event.



Without doubt, his enthusiasm, the competence with which he addresses a subject matter he clearly masters, and the eye-catching observations made with his uncanny ability to condense complex systems into graspable ideas, were the great attractor of the event.

He is fluid, encouraging, vastly inspiring and able to convey with seeming ease, the challenges and rewards of building an innovative organization. A true pleasure. "

**Andi Kravljaca, Digital Strategist  
at Värmdö Kommun**

"Andy led a brilliant workshop for our social entrepreneurs about the Lean Startup.



His presentation was dynamic, filled with a perfect blend of theory and practical applications and he did a very good job of keeping both energy and attention high for a full-day.

I highly recommend Andy for anything and everything Lean Startup! "

**Alex Budak, Country Manager, Sweden at  
Reach for Change**

" We hired Andy to facilitate an ideation workshop, to take one of our concepts to the next level.



He did a great job leaving us with lots of new knowledge and loads of well-evaluated ideas, and a clear view of the next step!

I would highly recommend Andy for this type of assignment and will continue to work with him moving forward."

**Johan Lindström, Innovation and Concept  
Development at H&M Group**

More testimonials at  
[www.leanventures.se/testimonials](http://www.leanventures.se/testimonials)

# We take continuous improvement seriously

At the end of every workshop we measure participant satisfaction by calculating a **Net Promoter Score (NPS)**.

NPS measures the likelihood of customers recommending a company, product or service to a friend or colleague.

We use NPS together with other feedback that we collect as a basis for continuously improving our workshops.

Since 2014 we have had more than 1 000 workshop participants giving us a **NPS of 80\* or more**. We have had no 'detractors', or unsatisfied participants, since 2016.



$$\text{😊 \%} - \text{😞 \%} = \text{NET PROMOTER SCORE}$$



**NPS 80+**











*\* NPS benchmark scores vary according to industry, but a NPS of more than 70 is often considered "world-class" regardless of industry.*

# The Lean Ventures Innovation Academy

consists of the following 10 workshop modules

Interested to learn more?  
Get in touch

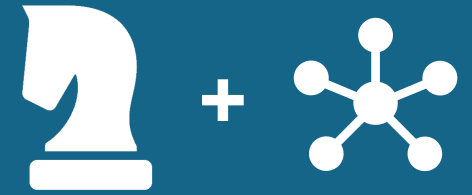


- |  |   |              |   |  |              |
|--|---|--------------|---|--|--------------|
|  <b>1</b>   | <b>INNOVATION STRATEGY &amp; ECOSYSTEMS</b> | <b>1 DAY</b> |  <b>6</b>    | <b>CUSTOMER INTERVIEW TECHNIQUES</b>         | <b>½ DAY</b> |
|  <b>2</b>   | <b>THE LEAN STARTUP®</b>                    | <b>1 DAY</b> |  <b>7</b>    | <b>CUSTOMER LOYALTY</b>                      | <b>½ DAY</b> |
|  <b>3</b>   | <b>GO-2-MARKET STRATEGY</b>                 | <b>1 DAY</b> |  <b>8</b>    | <b>CONSTRAINT-DRIVEN INNOVATION/IDEATION</b> | <b>½ DAY</b> |
|  <b>4</b>  | <b>BUSINESS MODELING</b>                    | <b>½ DAY</b> |  <b>9</b>   | <b>OUTCOME-DRIVEN INNOVATION®/JTBD</b>       | <b>½ DAY</b> |
|  <b>5</b> | <b>INNOVATION ACCOUNTING</b>                | <b>½ DAY</b> |  <b>10</b> | <b>SCALING STARTUPS</b>                      | <b>½ DAY</b> |

# INNOVATION STRATEGY & ECOSYSTEMS



This module is part of the **Lean Ventures Innovation Academy**™



Every company must innovate to have a chance of growing long-term. Yet, many companies lack both an innovation strategy and a supporting ecosystem. During this workshop you will learn how to guide your company's innovation efforts towards clear and measurable goals that are aligned with your business strategy.

**WHY?** An innovation strategy provides a clear focus and direction. It answers the question of how your company wants to create value for its customers in the future. A clearly communicated innovation strategy significantly increase chances of attracting intrapreneurs and the overall ecosystem to join your journey towards sustainable growth.

**HOW?** We begin by taking a snapshot of where your company stands today. Then we begin to develop your innovation strategy, ecosystem, and shared language. We discuss how to prioritize and lead your innovation efforts. Tough questions are interspersed with practical frameworks and tools to trigger dialogue and drive towards a consensus.

Register your interest here!



1 day

## THIS WORKSHOP IS FOR:

- Board members
- C-level executives
- Heads of innovation
- HR
- Strategists

## YOU WILL LEARN:

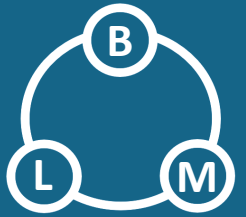
... how you can develop an innovation strategy and a supporting ecosystem.

... about frameworks, tools, and terminology that triggers valuable dialogue about prioritization, resource allocation, and structure.

# THE LEAN STARTUP<sup>®</sup>



This module is part of the **Lean Ventures Innovation Academy**™



The Lean Startup<sup>®</sup> is a method and a mindset that draws inspiration from the scientific method. The purpose is to reduce the risk when developing new and untested business models. During this workshop you will learn how to apply lean startup in your organization.

**WHY?** By applying an experimental and data-driven approach you are less likely to build something that the market doesn't want. According to Gartner: *"By 2021, more than 50% of established corporations will be leveraging lean startup techniques"*. Lean startup helps companies to create order out of chaos when working creatively with innovation.

**HOW?** With the "Build – Measure – Learn" loop as a starting point, the participants get to apply lean startup in their business cases. We help you to identify your most risky assumptions, convert your assumptions to measurable hypotheses, and design experiments to test your hypothesis. We introduce smart tools and show several examples of lean experiments, while addressing common misunderstandings and pitfalls to avoid.

Register your interest here!



1 day

or



1/2 day

## THIS WORKSHOP IS FOR:

- Innovation leaders
- Innovation teams
- Business developers
- Marketing and sales
- Strategists
- Product owners

## YOU WILL LEARN:

... how you can work with lean startup in your organization to reduce the risk when developing new business models and taking new ideas to the market.



# GO-2-MARKET STRATEGY



This module is part of the **Lean Ventures Innovation Academy**™



There are hundreds of marketing channels to choose from. How do you know which channel mix is right for your company? How do you choose a pricing strategy and develop a strong value proposition? During this workshop you will learn all of that.

**WHY?** Over time the effectiveness of your go-2-market strategy can be negatively effected by external factors such as channel saturation and competition. By questioning and testing new channels, pricing strategies, and value propositions, you increase your odds of reducing customer acquisition costs while boosting revenues.

**HOW?** After a brief look at how other companies have improved their go-2-market strategies, we take a look at your value proposition, pricing strategy, and channel mix. We introduce tools to help you strengthen your value proposition, experiment with pricing strategies, and prioritize which channels to explore further. We end the workshop by discussing different SaaS examples that you can use to analyze relevant data.

Register your interest here!



1 day

## THIS WORKSHOP IS FOR:

- Innovation leaders
- Innovation teams & growth teams
- Marketing and sales
- Strategists
- Product owners

## YOU WILL LEARN:

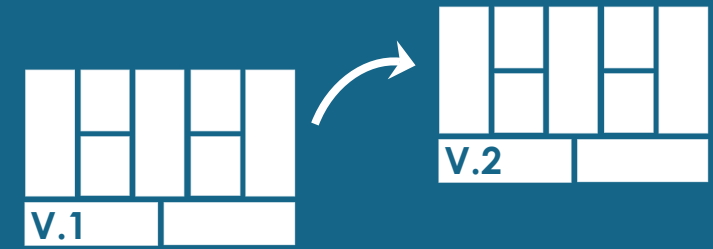
... how to develop and communicate a strong value proposition, and choose a pricing strategy and channel mix that work.

... how you can prioritize which channels you should focus on when running tests in search of the optimal channel mix.

# BUSINESS MODELING



This module is part of the **Lean Ventures Innovation Academy**™



**Business modeling and generating new revenue streams go hand-in-hand. Yet, companies often lack in-depth understanding of business modeling techniques. During this workshop you will learn how to design new business models that can contribute to your company's long-term growth and profitability.**

**WHY?** Companies that focus too narrowly on product innovation miss out on opportunities to generate added value and new revenue streams. At the end of the day, the product must be incorporated into a profitable business model. To only focus on incremental innovation is not enough. To achieve sustainable growth, companies must become great at designing and testing new business models.

**HOW?** We go through the building blocks of a business model. For every building block we introduce several different tactics that you can combine to create new business models. For example, we will go through different pricing tactics and also take a look at how other companies have innovated their business models. We will conclude by rating the strength of the business models that you have designed.

Register your interest here!



1/2 day

## THIS WORKSHOP IS FOR:

- Innovation leaders
- Innovation teams
- Business developers
- Strategists
- Product owners

## YOU WILL LEARN:

... about tools to rapidly design new business models.

... about different pricing tactics.

... how to spot the difference between a strong and weak business model.

# INNOVATION ACCOUNTING



This module is part of the **Lean Ventures Innovation Academy**™



In today's data-driven world the need for measurability has become a necessity. Yet, there are many people that still think that you can't measure innovation, much less know how to do it. During this workshop you will learn how to measure innovation both on a strategic and an operational level.

**WHY?** If we don't measure our efforts invested into innovation, how can we know if we are succeeding or not, or how to improve? Discussing innovation strategy, resource allocation, and team performance, without a clear understanding of innovation accounting becomes very difficult and chaotic.

**HOW?** We compare classical financial metrics, e.g. ROI (Return on Investment) with metrics specifically developed to measure innovation. We introduce different frameworks to guide leadership and innovation teams how they can produce relevant KPIs to measure and discuss innovation, both on a strategic and an operational level.

Register your interest here!



1/2 day

## THIS WORKSHOP IS FOR:

- Board members
- C-level executives
- Innovation leaders
- Innovation teams
- Strategists
- Product owners

## YOU WILL LEARN:

... how to measure innovation both on a strategic and an operational level.

... about the different stages a startup goes through and how relevant metrics are chosen based on the stage and business model.

# CUSTOMER INTERVIEW TECHNIQUES



This module is part of the **Lean Ventures Innovation Academy**™



Everyone knows that a customer focus is key to business success. But instead of pitching or selling your products, during this workshop you will learn how to lead valuable conversations with your customers to better understand their needs, but also their struggles and worries that stand in the way of adopting your solution.

**WHY?** Those who are able to empathize with their customer's perspective have an advantage over competitors who are working from an 'inside-outside-approach'. The world's most innovative companies have mastered the customer dialogue. With this workshop we want to help you to see the world through the eyes of your customers.

**HOW?** We begin by showing examples of good and bad customer discovery questions. You will also practice how to lead customer interviews that generate valuable data. We will coach you in how you can ask great questions that reduce bias and how you can draw insights from the data that you collect.

Register your interest here!



1/2 day

## THIS WORKSHOP IS FOR:

- Innovation leaders
- Innovation teams
- Marketing and sales
- Business developers
- Strategists
- Product owners

## YOU WILL LEARN:

... a new battery of questions that you can use as a starting point during your next customer dialogue.

... how to document and identify patterns in the customer data that you collect, and how to draw insights from that data.



# CUSTOMER LOYALTY



This module is part of the **Lean Ventures Innovation Academy**™



**Successful companies understand the power of customer loyalty. During this workshop you will learn how to apply an effective tool to guide your team to find ways to improve customer loyalty.**

**WHY?** The benefits of improved customer loyalty include repeat business, more referrals, reduced complaints handling, more satisfied employees, and a stronger brand that makes it easier to recruit top talent. Customer loyalty is the result of a company consistently meeting and exceeding customer expectations. To get there, we must be prepared to question how we deliver value, and closely examine those areas that can be improved.

**HOW?** For this workshop on customer loyalty we have developed our own tool that we lovingly call the "Customer Happiness Canvas". The canvas together with our own trigger cards, and us as coaches, provides a great environment to discuss and develop ideas that your company can experiment with to create more loyal customers.

Register your interest here!



1/2 day

## THIS WORKSHOP IS FOR:

- Innovation leaders
- Innovation teams
- Marketing and sales
- Business developers
- Strategists
- Product owners

## YOU WILL LEARN:

... how to use the *Customer Happiness Canvas* to develop strategies that makes it easier to attract new customers, while reducing the risk that your current customers will leave you for the competition.

# CONSTRAINT-DRIVEN INNOVATION / IDEATION



This module is part of the **Lean Ventures Innovation Academy**™



Although it has been popular for decades to chant the old mantra "think outside the box", it seldom leads to new ideas. During this workshop you will instead learn how to turn limitations, such as budget or regulatory constraints, into opportunities by thinking inside a new and different "box".

**WHY?** There is plenty of research that shows that clearly defined constraints act as a catalyst during ideation. Thinking "outside the box" paralyzes people, while thinking "inside the box" liberates them. If you want to take part in a workshop where creative ideas flow freely, then this is the workshop for you.

**HOW?** We begin by framing the challenge that you aim to solve. During the workshop we introduce different frameworks and tools to stimulate your creativity. We break path dependence by asking questions that forces you to think in new ways about how to approach the challenge at hand.

Register your interest here!



1/2 day

## THIS WORKSHOP IS FOR:

- Innovation leaders
- Innovation teams
- Business developers
- Marketing and sales
- Strategists
- Product owners

## YOU WILL LEARN:

... how to turn limitations and challenges into advantages and opportunities.

... how to run structured ideation workshops grounded in clearly defined challenges to solve important problems.

# OUTCOME-DRIVEN INNOVATION<sup>®</sup> / JTBD



This module is part of the **Lean Ventures Innovation Academy**™



**Outcome-Driven Innovation<sup>®</sup> (ODI)** is the process developed by Strategyn that turns **Jobs-to-Be-Done (JTBD)** theory into practice. During this workshop you will learn how to use the ODI-process to map your customers goals, understand how they measure success, and how happy they are with competing offers.

**WHY?** Most company leaders agree that innovation is key to growth and that understanding customer needs is key to innovation. But very few agree on what a “customer need” actually is. Companies that have applied ODI have managed to remove this blindspot, thereby increasing the success rate of introducing new products and services by five times (5X) the industry average.

**HOW?** Instead of asking our customers what they want, we dig deeper to understand their underlying “Jobs”. We introduce a language and proven process for uncovering customer needs that stand in stark contrast to *personas* that is popular amongst the design community. Be prepared, this workshop may challenge deeply held beliefs about what business you are in, who your customer is, and what their actual needs are.

Register your interest here!



1/2 day

## THIS WORKSHOP IS FOR:

- Innovation leaders
- Innovation teams
- Business developers
- Marketing and sales
- Strategists
- Product owners

## YOU WILL LEARN:

... how to capture customer needs through interviews and surveys using ODI.

... how to segment the market based on customer needs and pick a strategy that is relevant to your customer segment.

# SCALING STARTUPS



This module is part of the **Lean Ventures Innovation Academy**™



After a startup team has learnt to master the "customer discovery phase", and has found a market that wants its product, it's time to look closer at the challenges of scaling. During this workshop you will learn what it takes to scale your startup.

**WHY?** According to the Startup Genome project, the number one reason why startups fail is because they scale too early. The key to building successful companies is to understand when it's time to scale, and where you should focus during each stage of the development of your startup.

**HOW?** We take you through examples of companies that have managed to scale while maintaining agility. The participants will be using frameworks, tools, and benchmark figures when they discuss their startups. We will also take a look at virality and 'growth engines' and what that means to your startup. The goal of the workshop is to identify which KPIs, processes, and culture that you need to scale your startup.

Register your interest here!



1/2 day

## THIS WORKSHOP IS FOR:

- Innovation leaders
- Innovation teams & growth teams
- Business developers & strategists
- Product owners

## YOU WILL LEARN:

... how each phase in the development of a startup is different, and what to focus on during each phase.

... which KPIs, processes, and culture that you need to scale your startup.

... about virality and 'growth engines' and how that relates to your startup.



# What are the benefits of our Innovation Academy ?

- Build in-house innovation capabilities. 
- Gain access to a network of world-leading lean startup coaches and innovation experts. 
- Learn how to apply proven innovation methods and tools. 
- Develop new and differentiated business models. 
- Have more meaningful conversations with your customers and identify their true needs. 
- Learn how to measure innovation and select and evaluate innovation teams. 
- Learn how to scale innovation processes across complex organizations. 

# Clients



ARKWRIGHT



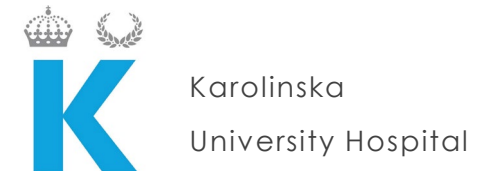
tieto



SMHI



seforum  
SOCIAL ENTREPRENEURSHIP FORUM



# Workshop Leader



**Andy Cars** is the founder of Lean Ventures International AB where he has worked with a diverse set of clients in different industries, including Telia, Tieto, H&M, Bayer, BillerudKorsnäs and SMHI.

As an entrepreneur, Andy has experience from building five companies, of which three have been sold. As a business coach and mentor to more than 200 startups, Andy has contributed to creating entrepreneurially driven enterprises worth several hundred million SEK.

By combining the *Innovation Academy* with *Executive Coaching* and a battle-tested *Intrapreneurship Program*, Andy helps large companies to build their innovation capabilities.

Andy is also on the jury of the EU-Commission SME-Instrument Program to help strengthen EUs innovation capabilities. As a visiting faculty member of the KTH Executive School he also teaches innovation and intrapreneurship. Previously Andy has contributed to developing the world's first guiding standard for Innovation Management (ISO 56002) published in 2019.

Andy has a *magna cum laude* MBA from the European University in Lisbon and an undergraduate in Change Management from OUBS. Andy is fluent in English, Swedish and German.



# Overview of our services

Interested to learn more?  
Get in touch



1



## Innovation Academy

### Who is it for?

Executives, middle managers, and innovation teams

### Purpose?

Teaching innovation theory to develop new abilities.

### For how long does it run?

10 modules.  
½ to 1 day per module.

**DAYS**

2



## Intrapreneurship Program

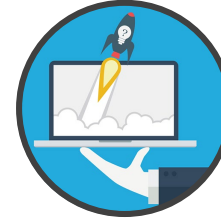
Innovation teams

Turning theory into practice by bringing new ideas to market.

10 – 12 weeks

**WEEKS**

3



## Executive Innovation Coaching

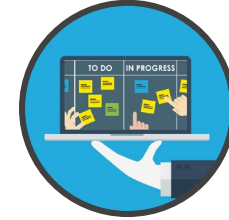
Executives and middle managers

Tailored to the person being coached.  
1-on-1

Normally 3 – 6 months.  
Flexible / on-demand.

**MONTHS**

4



## Interim Innovation Leadership

The CEO or Business Unit Heads

Setting up new innovation functions with hand-over to line managers.

Several months up to a year.

**YEAR**