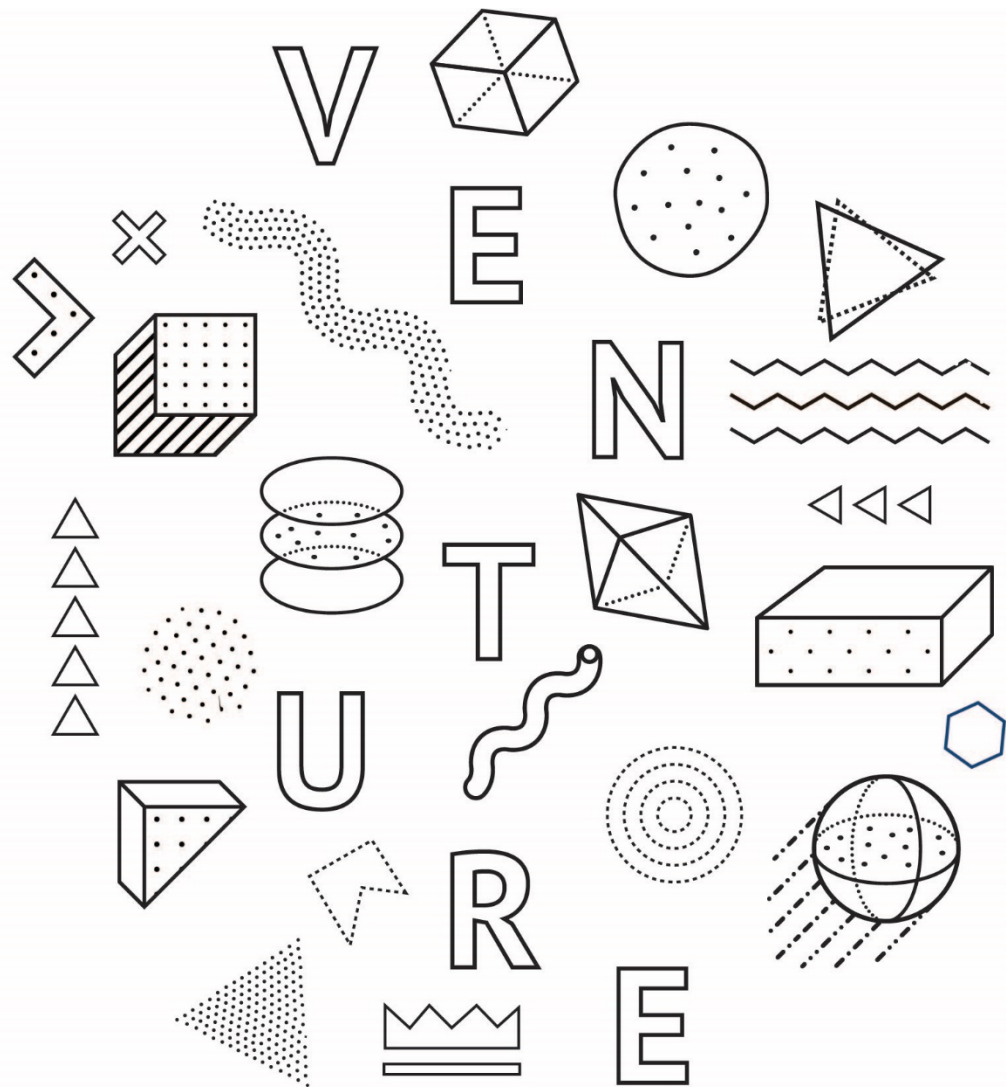


Monitor
Deloitte.

Venture Growth

Unlock the next horizon of growth with confidence



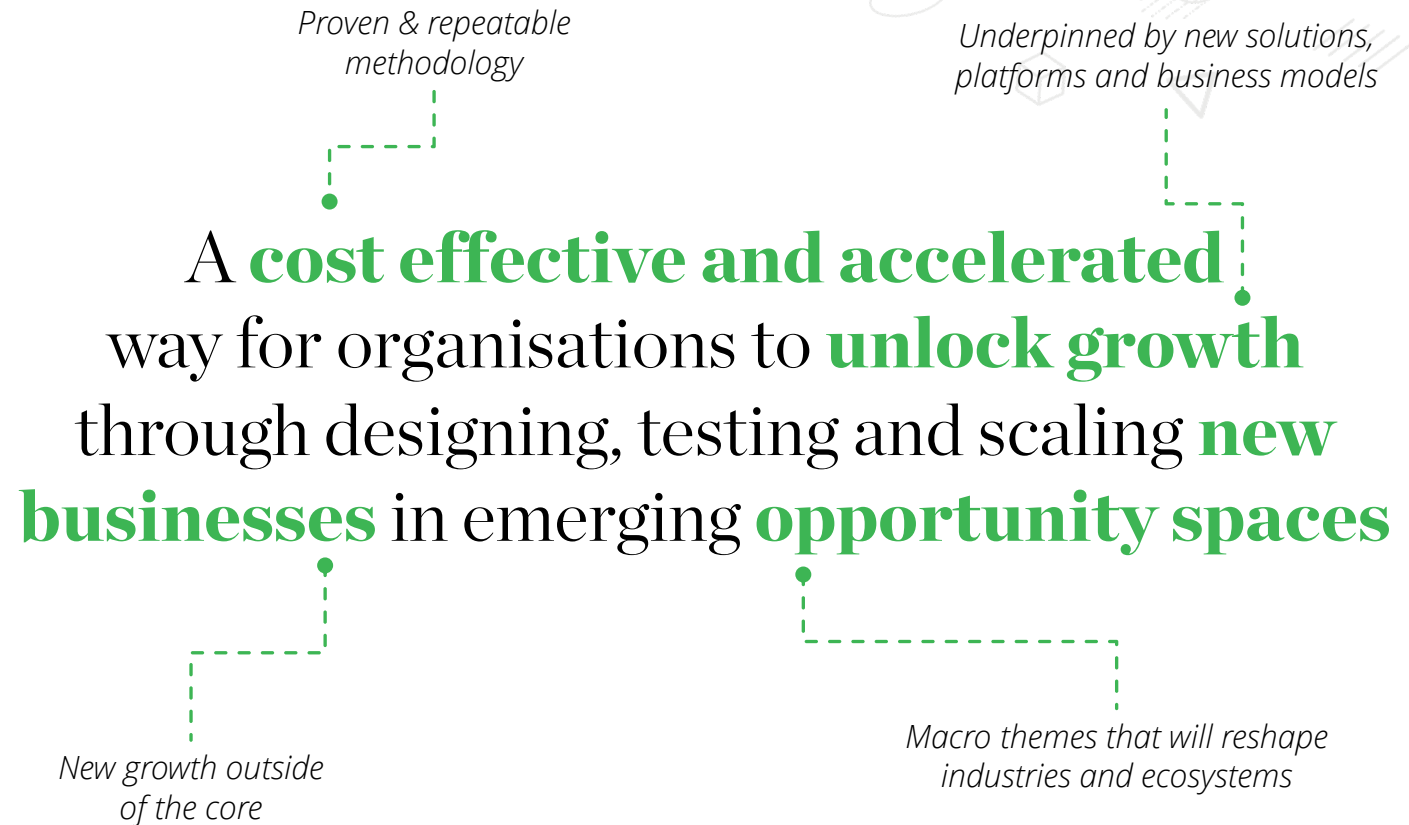
Future confident

Are you maximising your
growth potential?

Unlock the next horizon with **Venture Growth**

What is Venture Growth?

Venture Growth is Monitor Deloitte's approach for enabling large enterprises to sustainably launch new business models and embed lean start-up innovation in their organisation.



Why is it important now?

In the face of evolving consumer behaviours and rapid technology advancements, organisation's core businesses are under pressure, requiring a more effective approach to unlocking new growth

The Challenge

Across each of the sectors we service, **our clients are experiencing declines in their core business**, driven by changing consumer behaviours, increased interconnectivity and rapid advancements in technology

The Common Response

To address this, **organisations are investing in innovation** and solution development to **unlock new growth and build a presence in emerging opportunity spaces**. However, innovation efforts can often be:



Knee-jerk reactions to new competition



Limited by the **core business mindsets and structures**



Deliver fragmented solutions with no measurable value

Why Venture Growth?

Venture Growth is a pragmatic approach to innovation that enables organisations to:

1

De-risk and validate assumptions cheaply

2

Measure value effectively and build tangible momentum

3

Embed a repeatable and structured process and capability

4

Work outside of organisational constraints

5

Access new data quickly to reinforce new growth initiatives

Where do we focus?

We give organisations confidence to drive new growth, by providing the flexibility and options to start at any point in the process and answering a series of simple questions to guide their focus

1

Strategy & vision

How do we ensure we are focused on the right opportunity spaces for new growth?

2

Capabilities

How do we build a repeatable internal capability to deliver new ventures and leverage leading partnerships and alliances?

3

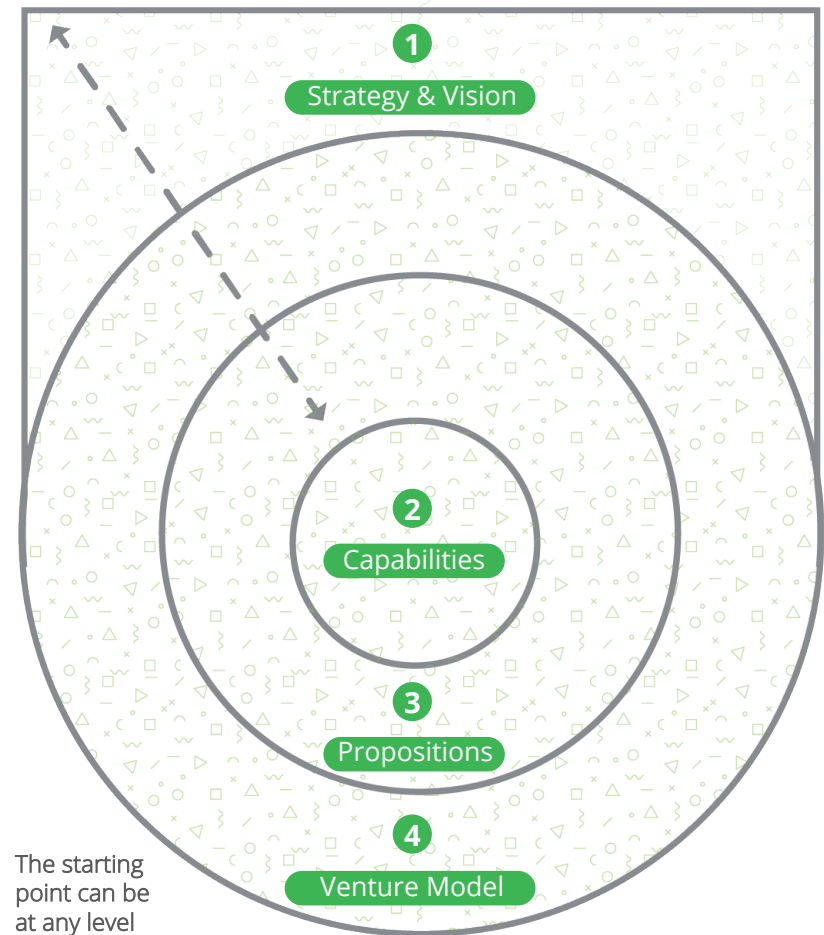
Propositions

What are our breakthrough new growth solutions that meet customer needs, have a strong business rationale and can be scaled in market?

4

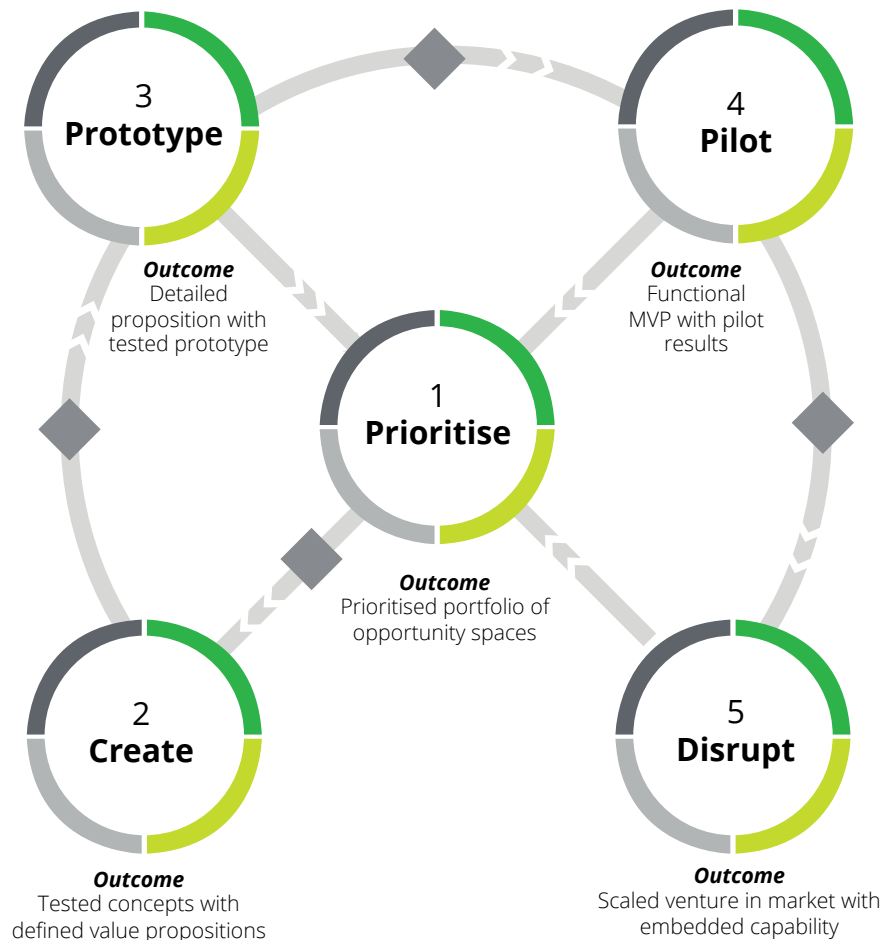
Venture Model

How can we create the optimal environment for our new solutions to thrive and scale and what talent, processes, structures and governance does this require?



The Venture Growth Method

We have a disciplined approach to co-creating new ventures with clients, enabling us to routinely disrupt and innovate with purpose and speed



1 Prioritise

Set an ambition, the market boundaries and landscape, identify ecosystem growth opportunities, develop initial capability and value assessment

2 Create

Conduct customer research, market size definition and competitor/trends analysis, concept Ideation, business model definition and initial feasibility assessment

3 Prototype

Define key features, customer experience design, prototyping, commercial modelling, capability assessment and sourcing options, growth approach

4 Pilot

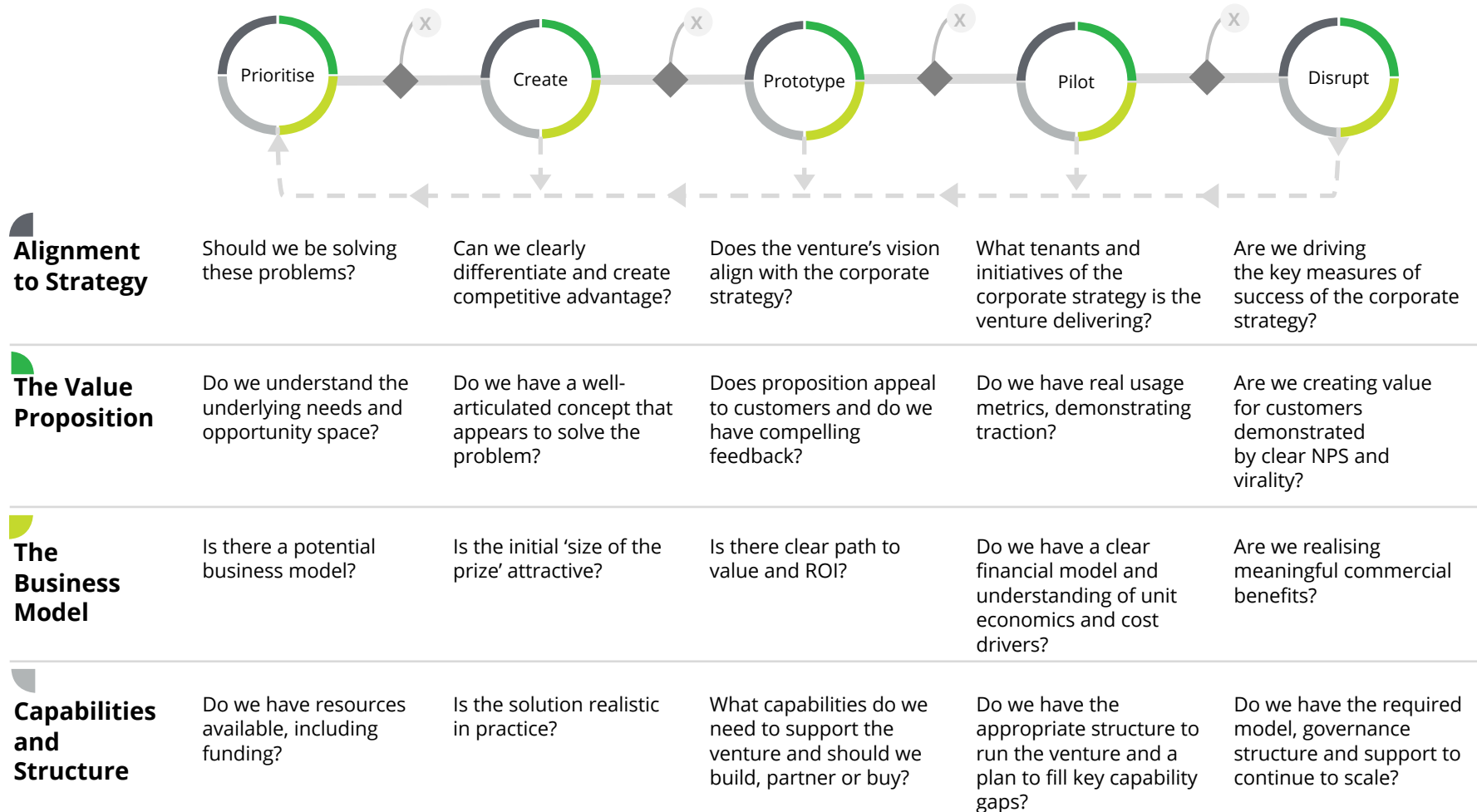
MVP requirements, detailed UI/UX, Build vs Partner vs Buy Assessment, pilot design, business case for scaling, go to market strategy

5 Disrupt

Asset & IP Extension, venture model refinement, growth hacking experiments, growth metric development, marketing optimisation

Building confidence as the venture matures

The burden of proof increases at each stage through real-world experimentation to refine compelling ventures and remove those that cannot find product/market fit



X Concepts being deprioritised

◆ Stage gates

← New data being fed back to refine the venture portfolio

Fully integrated, end-to-end capabilities

Our Venture Growth team is multi-disciplinary and we leverage global capability and alliances to accelerate development and harness leading technology

Core Venture Capabilities

Venture Architecture

Develop the venture strategy, execute the end-to-end approach and orchestrate core capabilities

- Idea generation and evaluation
- Venture strategy
- Value analysis
- Experimenting & prototyping
- Venture model design
- Capability, governance & KPIs

Platform Engineering

Architect and build scalable solutions

- Solution Architecture
- Platform expertise
- Integrations/APIs
- Cyber & Security

Cognitive & Analytics

Cutting edge analytics approaches

- Data architecture
- Machine and deep learning
- Natural Language Processing
- Enterprise data management

Design & Growth Marketing

Unique experiences & fast growth

- Visual and motion design
- VR/AR immersive experiences
- Digital channel optimisation
- Ethnographic research

Accelerators and Alliances

Global Assets and Accelerators

Connect to global innovation expertise and start-up ecosystems

- Deloitte Ventures AU/UK
- Bridge by Deloitte
- The Deloitte
- Innovation Tech Terminal
- Tech Harbor
- Greenhouse® Corporate Innovation Lab

Alliance Partners

Leverage emerging technology

- 50+ Alliances with leading technology providers

Our core offerings

To embed the Venture Growth capability in an organisation we both deliver projects and offer a range of capability uplift focused offerings

Deep-dive Project



One day intensive workshop with a combined Deloitte Venture and client team. **Focused on rapidly prioritising an opportunity space and developing a set of potential concepts** to take into a sprint

Future Prioritisation Lab

1 day

One week sprint focused on testing key assumptions through low cost in-market experiments. This provides new data to validate customer, value and capability assumptions pre-build

Rapid Experiment Sprint

1 week

Combined Deloitte / client squad work together on a specific venture idea and run the Venture Growth process as a joint project. Toolkit and ways of working are shared and embedded

Venture Sprints

4-8 weeks

AND / OR

Capability Development



Intensive, multi-day day sessions that builds venture capability. *Example activities: practical case studies, methodology/ toolkit, terminology, process, capabilities, ways of working and governance*

Multi-day Venture Immersives

Tailored group training modules covering the end-to-end venture process. *Example modules: Rapid prototyping, experiment design, Design Thinking for leaders, growth hacking*

Tailored Learning Modules

1-on-1 partnering and coaching with Deloitte's venture experts. Focused on equipping business unit and innovation executives with the capabilities to deliver venture projects routinely

1:1 coaching

Demonstrated cross industry experience

We continue to deliver a breadth of projects across industries and the end-to-end Venture Growth process, locally and globally

Large energy retailer

Designed a **new energy venture bringing together the clients various pilot solutions**. This provided clarity on how the solutions should be enhanced, delivered and scaled in market



Global pharmaceutical

Designed and **built a new solution to accelerate the diagnosis of a rare disease**. This solution will form part of a suite of solutions being developed to unlock new growth across digital opportunities



A leading telco

Co-designed and **launched a low cost competitor brand in 10 weeks**. The new venture was focused on offering a simple digital first offering to new customers looking for cheaper rates and fewer services



Global heavy equipment manufacturer

Defined and tested a **fuel efficiency proposition to provide an additional revenue stream** and to scale the sale of heavy equipment



Multinational shipping company

Designed, tested and **launched a new IoT product now used across the clients fleet of vessels**. Also developed an incubator to help test a portfolio of new ventures



Australian financial institution

Designed and tested an innovative new deposits proposition focused on driving growth in adjacent customer segments (young and growing families)



Our team & beliefs

Our Belief

Organisations can choose to either shape or be controlled by the next wave of disruption

Our Mission

We partner with our most ambitious clients to create, launch and scale breakthrough ventures

Our Approach

We're pragmatic, focused on rapidly testing new ventures in-market

Our Team

Made up of a diverse and inclusive collection of strategists, technologists and entrepreneurs

Our Attributes

Highly collaborative, with a growth mindset, people and coaching centred and hungry to shape markets

Key contacts



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