

# Building an internal venturing program to define future-proof product and service concepts

## CHALLENGE

As a past joint venture between Vodafone Portugal and Novabase, Celfocus specializes in delivering high-tech solutions to Communications Service Providers. Shifts in the competitive landscape of the telecoms industry threatened Celfocus' value proposition, strategy and revenue model. Celfocus sought to develop new growth opportunities by diversifying its product and service offerings.

Based on our previous assistance in using scenarios to define a new strategic direction, Celfocus requested Rohrbeck Heger's guidance in developing and piloting an internal venturing program to define future-proof product and service concepts.



## IMPACT

### 2 MVPs developed

Dedicated agile teams developed two MVPs in under 6 months, successfully handing them over to product units for implementation.

### Annual corporate venturing program

Based on the success of the pilot, Celfocus will run an expanded annual venturing program. More teams will be committed to the program, with an expectation to develop functional prototypes.

### Venturing playbook

We developed a tailored Celfocus methodology handbook to ensure the venturing program is scalable and replicable - and that knowledge and insights are easily available to all Celfocus employees.

### 20+ employees trained

Around 20 employees were trained in the core elements of venturing, design thinking, and pitching over a period of 6 months through a series of workshops and hands-on activities.

## APPROACH

Understanding potential futures through scenario work generates ideas for products and services, which will potentially fulfil emerging future requirements. Feasibility and viability of these ideas, however, need to be tested. Combining ideas about the future with human-centred design methods ensures that product ideas are already commercially viable in the present or the near future.

For Celfocus, we developed and implemented a venturing program and supported Celfocus' 2 pilot teams during a 6-month pilot program. The early steps until the end of month 3 emphasized:

- team coherence
- definition of strong value propositions
- identification and exchange with potential customers
- customer-driven exploratory research about future needs

The focus during the last 3 months was on:

- development, iteration, and testing of prototypes
- fine-tuning of value propositions
- development and validation of viable business models

At the end of the pilot programme, both teams handed minimum viable products over to Celfocus' business units for further implementation.

## BENEFITS

### ✓ Future-Proofing

By combining foresight and human-centred design approaches, we assess the future potential of ideas before they are included in the venturing process.

### ✓ Lightweight Pilot

With our coaching and dedicated facilitation during a pilot program, the teams we support go from idea to minimal viable product in less than 6 months.

### ✓ Organisational Learning

We document our methodology in a play-book to ensure future knowledge-sharing, and use workshops to drive individual employee learning through experience.

## ABOUT THE CLIENT

### CELFOCUS

- Lisbon, Portugal
- >€50 million
- 25 countries
- >1000 employees



For more information please contact:

**TOBIAS HEGER**

Founder & Managing Partner  
theher@rohrbeckheger.com