

Building an Opportunity Radar to prioritize emerging opportunities within Circular Economy

CHALLENGE

Veolia is a world-leader in optimizing resource management, providing water, waste and energy management solutions in 5 continents. Growing environmental awareness posed an opportunity for Veolia to significantly expand their market leadership position by promoting sustainable resource management solutions.

Veolia's global RD&I division wanted to identify new innovation opportunities within the field of Circular Economy. Rohrbeck Heger provided a systematic, structured approach to identify and prioritize innovation opportunities by building a Circular Economy Opportunity Radar in collaboration with Arup.

IMPACT

Circular Technology Innovation Scanning

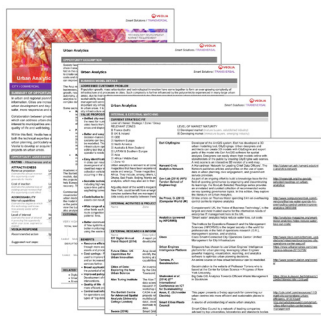
Working with key stakeholders across the R&D organization at Veolia, we designed and implemented a custom framework to evaluate and prioritize emerging innovation opportunities. The comprehensive framework defined processes, information requirements, roles & responsibilities, and decision criteria.

60+ Opportunities

Together with stakeholders from across Veolia functions, we evaluated and prioritized 60+ emerging innovation opportunities. These opportunities were shortlisted based on a longlist of nearly 1,000 technology innovations and opportunities researched and identified in collaboration with Arup. We combined in-depth technology scanning with expert interviews.

Radar and 3 Pilot Opportunities

We implemented a Circular Economy Opportunity Radar to identify, track and prioritize emerging innovation opportunities for Veolia's R&D pipeline. In the Pilot, three opportunities were selected for further validation and venturing.



APPROACH

Together with the management team from Veolia R&D, we piloted our systematic Radar-based innovation management process. The process would underpin R&D portfolio management at Veolia, initially covering Circular Economy-related technology fields.

We scanned a substantial number of new and emerging technologies and research innovations related to circular economy, sustainability, and the environment. Based on an internal assessment of viability and attractiveness, we shortlisted 100 for further evaluation within the 6 selected innovation domains.

20 key stakeholders were then asked to evaluate the opportunities, using a structured qualitative and quantitative assessment. A validation workshop was held to agree on the final prioritized shortlist of 60 opportunities. These formed the first generation of the Veolia Circular Economy Radar.

Through further research and evaluation by stakeholders, Veolia leadership selected three opportunities to pilot immediately.



BENEFITS

Exhaustive overview of R&D opportunities

Veolia built up an exhaustive overview of emerging CE technologies, which could be used to inform R&D activities for the next decade.

Accelerated portfolio development

The process enabled us to fast-track the selection of three key opportunities for Veolia to carve out a leading position in the emerging field of Circular Economy.

Radar Framework & Process

Stakeholders from across units discussed and aligned on key opportunities, using a structured process to enable effective and transparent prioritization.

ABOUT THE CLIENT



- Paris, France
- >€25 billion
- 48 countries
- 170000+ employees



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