

McKinsey  
& Company

# CVL 3.0 Open Innovation

Introduction to McKinsey

Leap  
by McKinsey

**fuel**   
A MCKINSEY COMPANY

**EDB:**  
SINGAPORE

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# McKinsey is a global firm with deep professional networks

We're here to make our clients' bold ambitions a reality.

We work as one global partnership. We are catalysts for decarbonization, partners in your technology transformation, and actors for a more inclusive economy, all in the service of growth.

We're proud of the unmatched distinction and diversity of our colleagues.

**1926**

founding date

**45,000+**

colleagues

**65+**

countries

**500+**

tech-enabled assets

**23**

industries

**10**

capabilities

**\$15B+**

in revenue

**30+**

acquisitions

**2,700+**

partners



# The McKinsey you did not know....

We have **built businesses**



Leap  
by McKinsey

**620+**

businesses built

We work with our clients to  
**execute long-term,  
transformational projects**



**1000+**

at scale, end-to-end transformations

We have **cutting edge  
digitalisation, design, analytics  
and tech**



**5,800+**

technology practitioners

We are a **leading change and  
org transformation  
consultancy**



**100k+**

Participants in leadership  
programmes at Aberkyn

We have built and acquired  
**deep capabilities in  
sustainability**



**600+**

global sustainability experts

And we have an **ecosystem of  
alliances and collaborations**



**500+**

ecosystem members

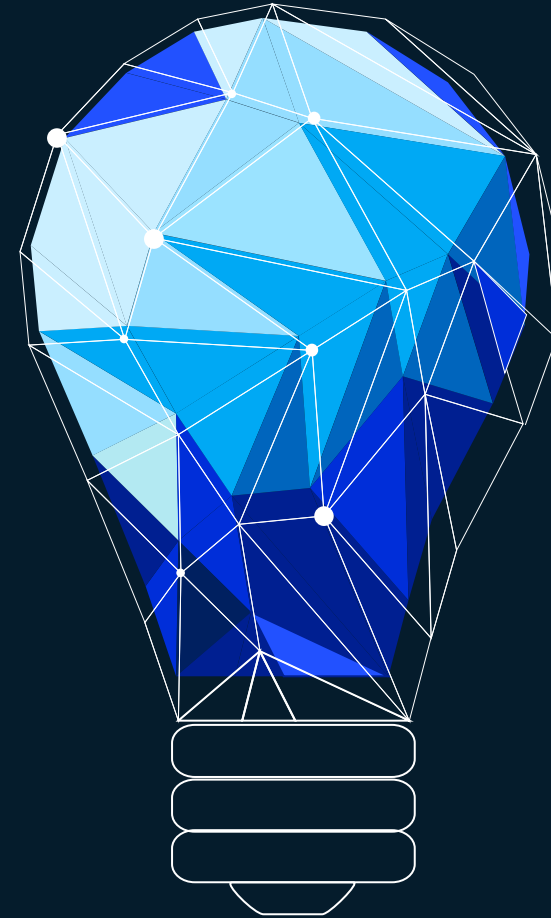
# We have identified Eight Essentials that delivers innovation capabilities to drive substantial and sustainable growth

## Innovation @ Scale

We drive substantial and sustainable new growth through new products, new services, new business models and new experiences with a reliable and scalable operating model to bring new and sizeable innovations to market

### The Eight Innovation Essentials

- 1 Aspire
- 2 Choose
- 3 Discover
- 4 Evolve
- 5 Accelerate
- 6 Scale
- 7 Extend
- 8 Mobilize



Companies mastering innovation at scale have

**2.2X**

The economic profit of their peers<sup>1</sup>





**3.2X**

The TRS of their peers<sup>1</sup>

1. Analysis of 1024 companies compared to MIC L2 industry peers, measured over 5 years (2017-2021). Top innovators are defined as those above the 60th percentile of scores for the 8 Innovation Essentials as determined by Innovation IQ

# We help clients make structural choices across the “full stack” to enable different types of innovation aspirations

Not exhaustive

Eight Essentials		Operating Model	Incremental Innovation	Hybrid			Moonshots	
 Aspire  Choose & Discover	Governance	No structural changes / units used	Executive Sponsors / Champions	BU Innovation Leads	Chief Growth Officer	Innovation Board / Council	Chief Innovation Officer	
	Strategy		M&A / Business Development	IP / Licensing Team	External Incubator	Corporate Venture Capital		
Portfolio Mgmt.	Sourcing & Design		Core R&D	New Product Development	Internal Incubator	Internal Accelerator	Technology Lab	Breakthrough Research
 Evolve and Extend	External Ecosystem		Segmented Sales Force	Pilot plants	Pilot Channels / Stores	Distinct Innovation GTM		
	Concept Development		Insights	Market Analytics	User Insights	Futurism / Trends		
 Accelerate and Scale	Go-To-Market & Scaling		HR: High Potential Pool	Functional Leads (e.g., Legal, Reg.)	COEs (e.g., Agile, Digital, etc.)	Entrepreneur in Residence		
	Organization & Capabilities							

# We have delivered growth and the engine to sustain it across all sectors and regions

## Growth strategy & targeted ideas

Used **genAI** to identify **innovation opportunities** for US **specialty chemicals co** incl 3 new businesses & 150+ M&A opportunities

Redesigned the **innovation strategy and operating model** for **global CPG**, generating \$50M in new growth in **3 years**

Supported **global retailer** in **entering 5 new regions**, doubling revenues in 5 years

## Innovation piloting & scaling

Designed and co-led 5-year, **multi-lever growth transformation** for **healthcare provider**, doubling revenues

Improved innovation **project portfolio efficiency by 25%** for **auto supplier**

Drove **multi-lever growth transformation** and built **battery solutions business** for a global electronics player

## Upgraded engine for new growth

Developed a **business building engine** for **Asian drone and robotics** technology player

Built an **innovation lab** and built **first rare disease patient referral digital ecosystem in China**

Built a **new world-class research infrastructure** to advance vaccine development and innovation in **Europe**

# \$50B

in new revenue growth  
created in the past 2 years

# 20+

Unicorns / Decacorns &  
620+ new businesses built  
since 2019

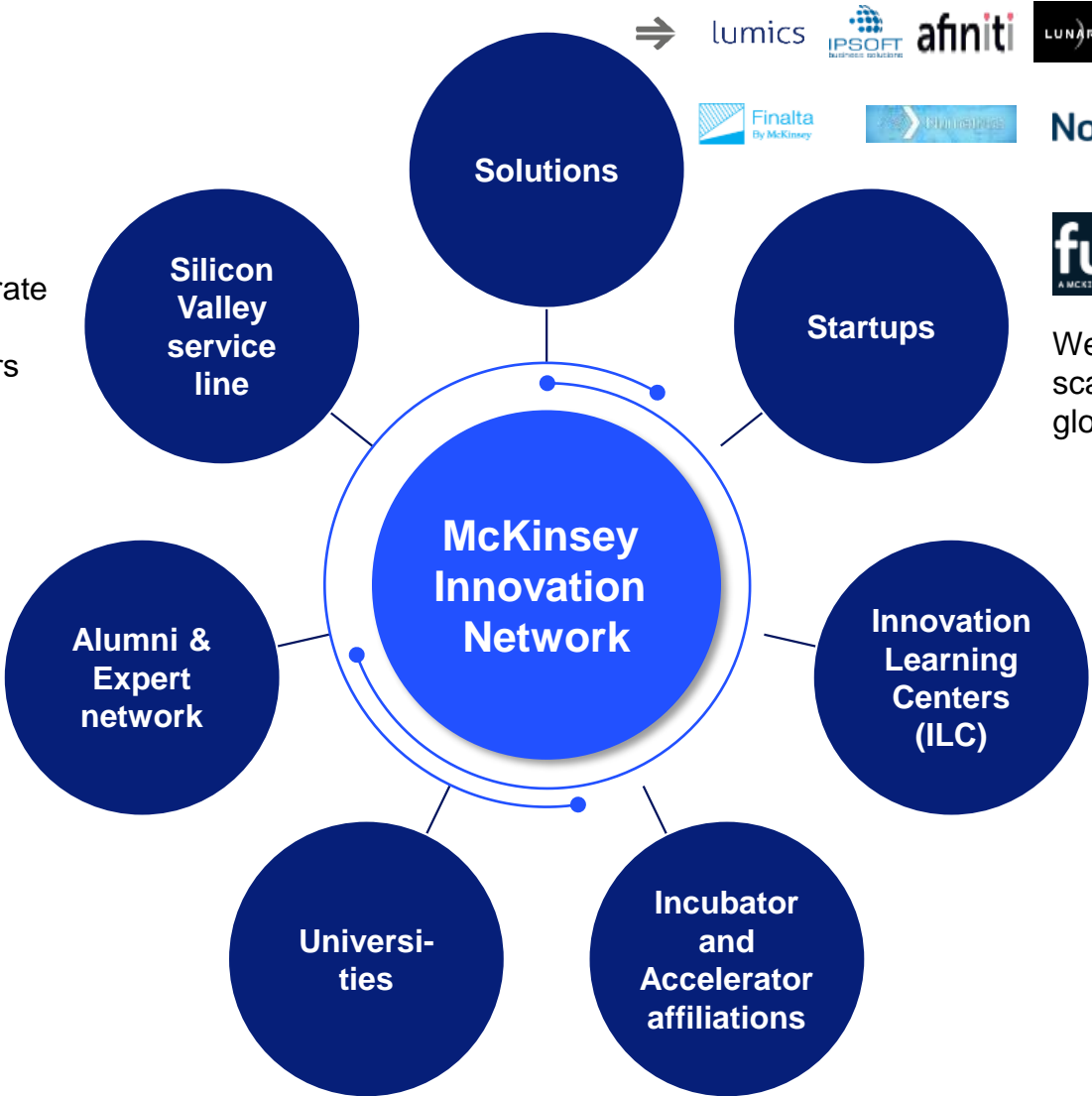
# 70

Fortune 100 companies served  
(over 5.7k clients total)

# We operate as one firm and will bring our full unique network of external partners and capabilities for CVL 3.0 without additional contracting

Standing innovation hub connecting corporate clients daily with >200 Silicon Valley start-up's, VCs, and academic innovation centers

Extensive network of former colleagues and external advisors (innovation experts, venture builders, founder etc.,)



We have worked with 1,000+ startups and scale-ups, including 250+ unicorns served globally



12 ILCs globally, including one in Singapore, with an ecosystem of 150+ tech and startup partnerships



# Our Fuel division is a unique capability



Fuel is a division of McKinsey, launched to help startups and investors **create, launch and scale high growth businesses**

**\$1T**

in enterprise value aiming to add in next 5 years

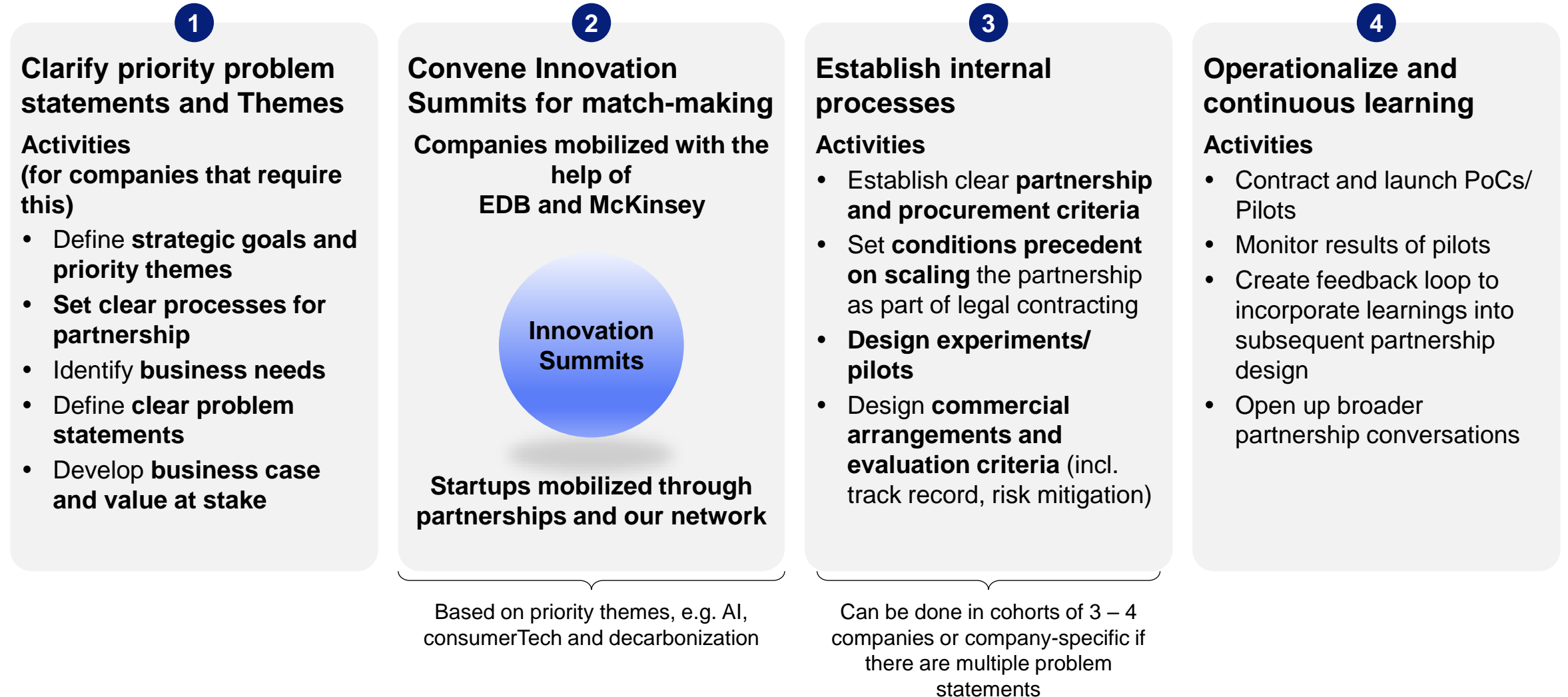
**1,000+**

startups and scaleups served



# We will follow a consistent broad process in working with companies, but the details and modality may need to differ

Indicative process



# We have extensive experience across the 6 growth domains, with >5,000 engagements across these topics per year

Non-exhaustive



## Health & Wellness

Our Consumer health & wellness brings together distinctive complementary knowledge and expertise in consumer health

### Across topics

- Health & wellness for food, nutrition, beauty & personal care
- New business building / direct-to-consumer channel
- Digital enablement (e.g., app)
- Precision healthcare

and many more...

### Future of Wellness

annual survey



## Digital Economy

We help you create technology for business that's sustainable, inclusive, and grows with your organization.

We deliver state-of-the-art generative AI (GenAI) capabilities through QuantumBlack and technology alliances and global expertise



## Bio-based Economy

We have extensive, global experience in Chemicals & Agriculture and a world class community of experts that drives towards a bio-based economy

### Across topics

- Agriculture: approach to land use and biobased waste/fuel
- Specialty chemicals
- Petrochemicals
- Natural capital and nature – transition to a net-zero

and many more...



## Next-Gen Hardware

Our Advanced Industries Practice shapes the way that the world's most innovative companies stay ahead in a period of constant disruption

### Across topics

- Future of Automation
- Industrial software (from hardware to software-enabled industrial companies)
- COMETs (Competitive Edge Through Space)

and many more...



## Mobility

The McKinsey Center for Future Mobility's mission is to help the world transform the way they approach mobility in all its forms

### Across topics

- Product development
- Supply chain and purchasing
- Marketing & sales
- Strategy & capital allocation
- ESG and decarbonization

and many more...



## Green Economy

We aspire to be the largest private sector catalyst for decarbonization

### Across topics

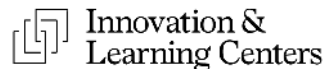
- Value creation from sustainability and social impact strategy
- Green Business Building
- Decarbonisation transformations
- Sustainable financial institutions
- Sustainability investing

and many more...

# Including our partnership with EDB and A\*STAR's Advanced Remanufacturing and Technology Center in the Innovation and Learning Center Singapore



Supporting Advanced Industries in tech innovation and capability building with an active ecosystem of 100+ companies



**Innovative experiential showcase**



**Ecosystem of industry-proven solutions**



**Hands-on learning environment**



**I4.0 implementation experts**



**“Risk-free” testbed centre for pilots**



**Experiential journey with “Go & See”**



Since our launch in April 2017...

**4300+**

Leaders hosted

**280+**

Company workshops organized

**100+**

Capability building events

**100+**

Companies assisted with diagnostics

**20+**

Transformations programs enabled



### Working as one team

We will work co-located on site where possible and leverage remote tools as needed to create a joint team



### Agile way of working

We will collaborate closely and in an agile, iterative manner, e.g., through joint collision workshops and working in sprints



### Capability building

We will appoint and train change agents among smart management, each change agent owns one workstream



# What it feels like to work together

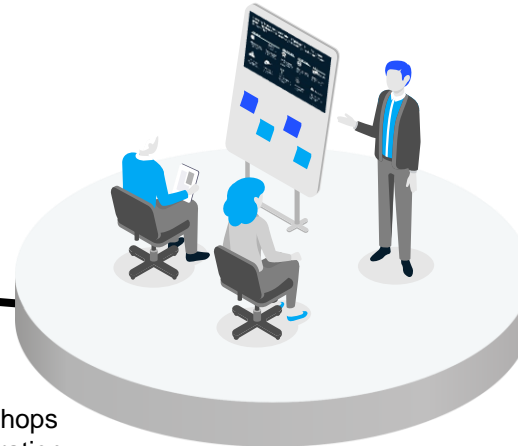
### Virtual/Social events

We will spend significant time together and therefore want to get to know each other outside of the team room (e.g., at a joint team dinner)



### Customer-centric design thinking

We will have joint workshops for hands-on idea generation to derive “moments that count” and respective solutions for the smart customer



### Best-in-class advisory

We will organize joint working sessions with external advisors who have guided their organizations through similar efforts

