There’s a gap between what technology innovation allows companies to do and what they actually do, and in that gap is trapped value. And it turns out you can use innovation to harness modern technology, modern techniques, to create value inside the enterprise by putting innovation to work inside the company, in its supply chain, in its wider market, and even in the wider society. So, to explore this, Accenture looked at a group of 3,600 companies.

Inside that group, we found the high-growth companies that are really releasing trapped value in this digital age and tried to figure out what it is that they’re doing. And it turns out that rather than focusing on incremental innovation, improving how they do things today or what is, rather than creating what could be, the investment strategies of these high-growth companies are concentrated in three areas. Firstly, they’re change-oriented.

They have the courage to apply innovation with the real intent to reinvent how they do things. Changing the ways of working, changing the actual Org Structures themselves, using innovation. The second is, they’re very outcome-oriented. So their innovation efforts are focused on helping the business really link an innovation exercise to a financial, business outcome. So, the focus is on outcomes.

And then the third part is, they’re quite disruption-minded. They take a view that says, “I’m committing to invest aggressively, increasingly over time, in innovation initiatives that can really bring disruption even to my own business, but ultimately they help me create new revenue streams and new markets.”