

Building a strategic innovation and venturing agenda

Royal Dutch KLM

Situation

KLM Royal Dutch Airlines is a worldwide company based in the Netherlands. It comprises the core of the KLM Group, which further includes KLM Cityhopper and Transavia. Furthermore, KLM works closely with Air France within the AIR FRANCE KLM holding company, which has existed since the two companies merged in 2004. In terms of financial turnover, AIR FRANCE KLM is the world's largest airline partnership; it also transports the most passengers and is the world's second-largest cargo transporter. In fiscal year 2006/07, the KLM Group transported almost 23.4 million passengers and 657.022 tons of cargo. It performed maintenance and technical modifications on aircraft, engines, and components for more than a hundred different airlines. The KLM Group avails itself of a modern fleet of 203 aircraft and employed 33,002 staff.



KLM, as a member of the H-I Network, wanted to look at how it should approach its innovation venturing to meet the challenges the airline industry and society faces with such major issues as economic environment, sustainability and rapidly changing technology.

Objectives

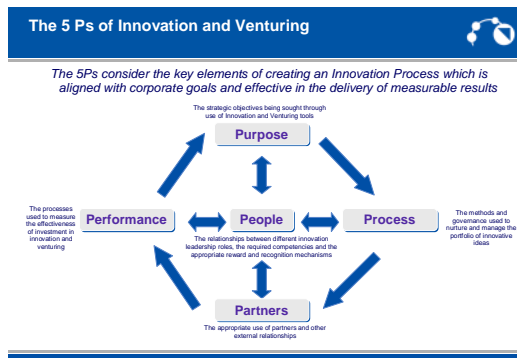
The objective of the H-I Tailored Programme was to support the KLM Ventures team to develop models for KLM venture and innovation approaches and gain insights to the challenges by

- clarifying the models and approach to innovation;
- mapping the business environment to innovation approach; and
- identifying appropriate processes and structures to recommend to the KLM board.

The programme used case studies and examples from other leading organisations.

Approach

H-I Network used its Open Innovation framework with the KLM team in order to deliver insights, a common language and a more developed structure to their thinking in innovation and venturing strategy development.



The output from the working meetings and interaction with other leading organisations has been input to a strategy document which will provide the direction and framework for innovation in KLM.

Results

The programme achieved the objectives and the KLM team are putting the plan into action.

"The H-I Network and the programme have provided very valuable contacts and insights for the KLM innovation and venturing programme. We have certainly saved considerable time and enhanced our venturing opportunities."

Ignaas Caryn, KLM Ventures



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