



Wat betekent  
innovatie  
voor onze sector



**GEEN LUXE  
MAAR NOODZAAK**

**ZEKER  
BIJ ONZEKERHEID  
IN TIJDEN VAN KRAPTE**

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**Waarom innovatie?**

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**Wat innoveren we?**

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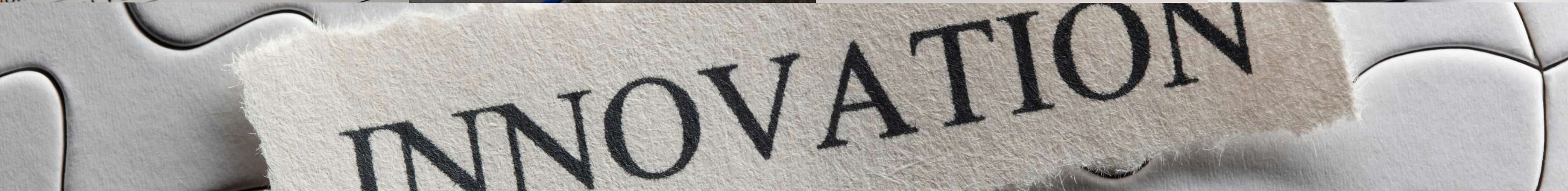
**Hoe innovatie organiseren?**

---

**Wie en waar innoveren?**

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**Mini Innovatie Plan**



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<https://www.linkedin.com/in/staessen/>



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**I DO THE  
WAKE UP  
CALL**



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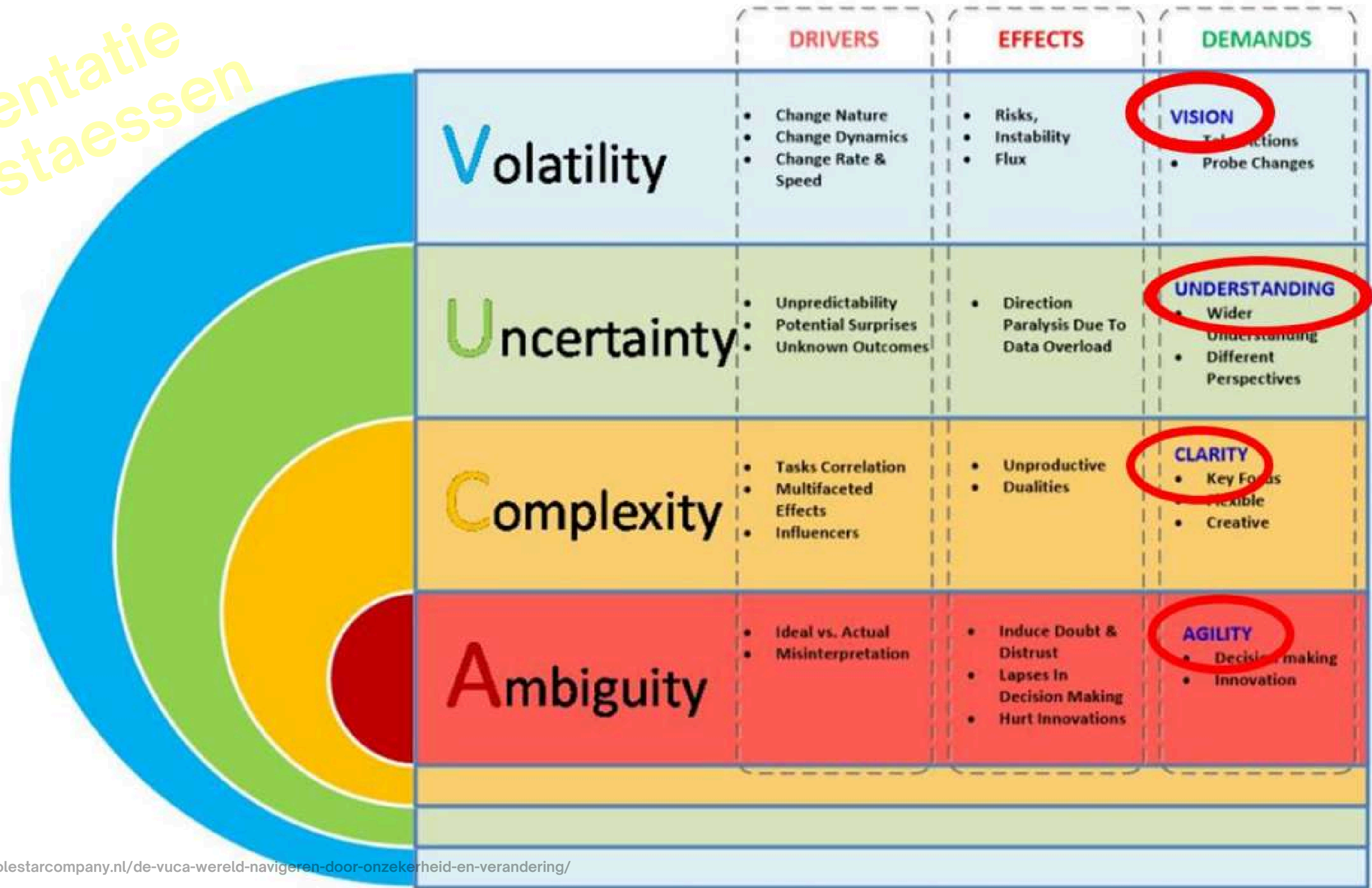
**YOU HAVE  
TO DO THE  
HARD WORK**



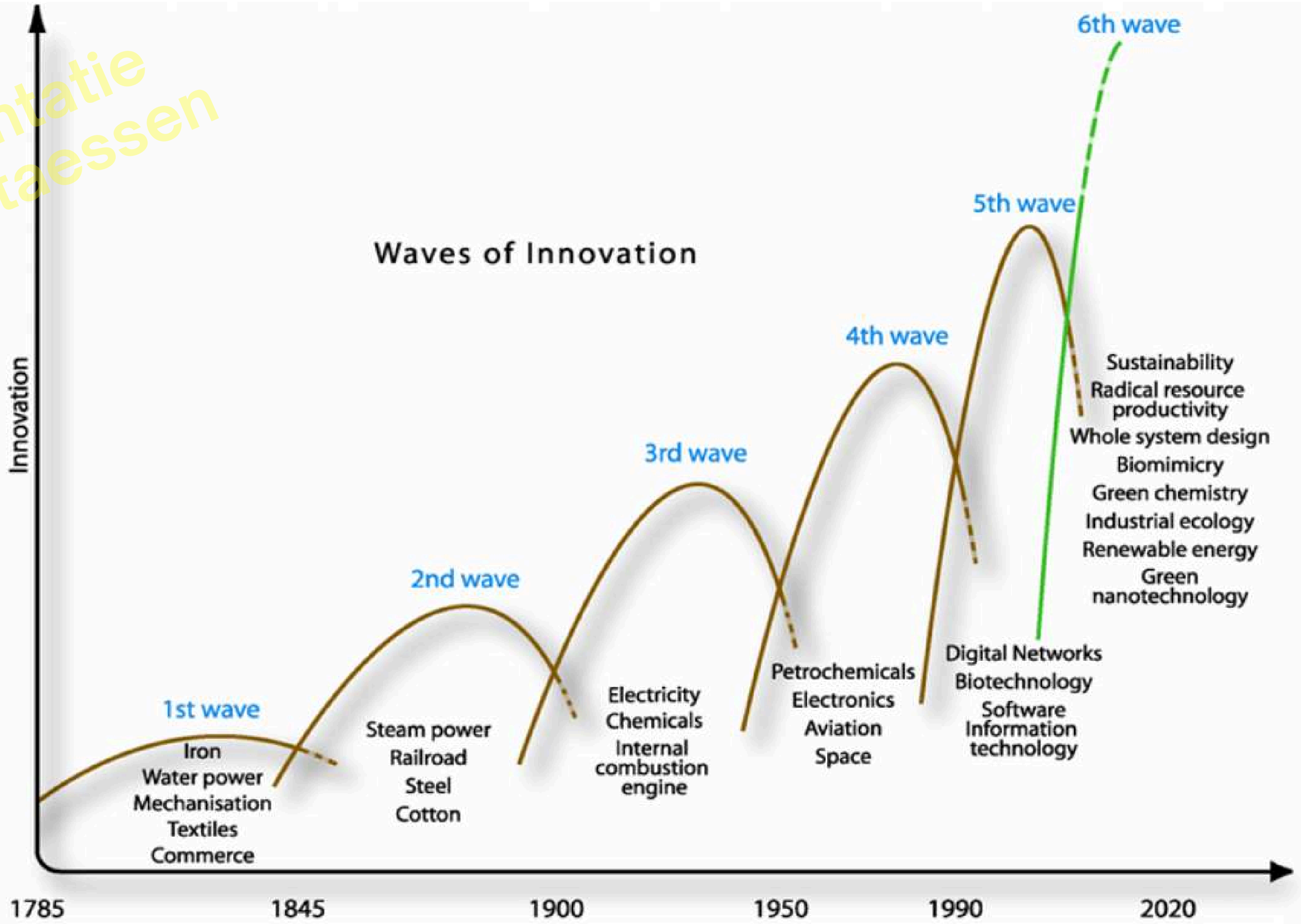
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**zes seconden**

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en de zevende  
golf?



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de wereld is in  
versnelling



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Welke **trends** spelen op  
ons in?



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JUST EAT

airbnb

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BATMAN

SPRAY  
NET  
CONTAINS NOT MORE  
AUSFA  
PRAT  
KIMM



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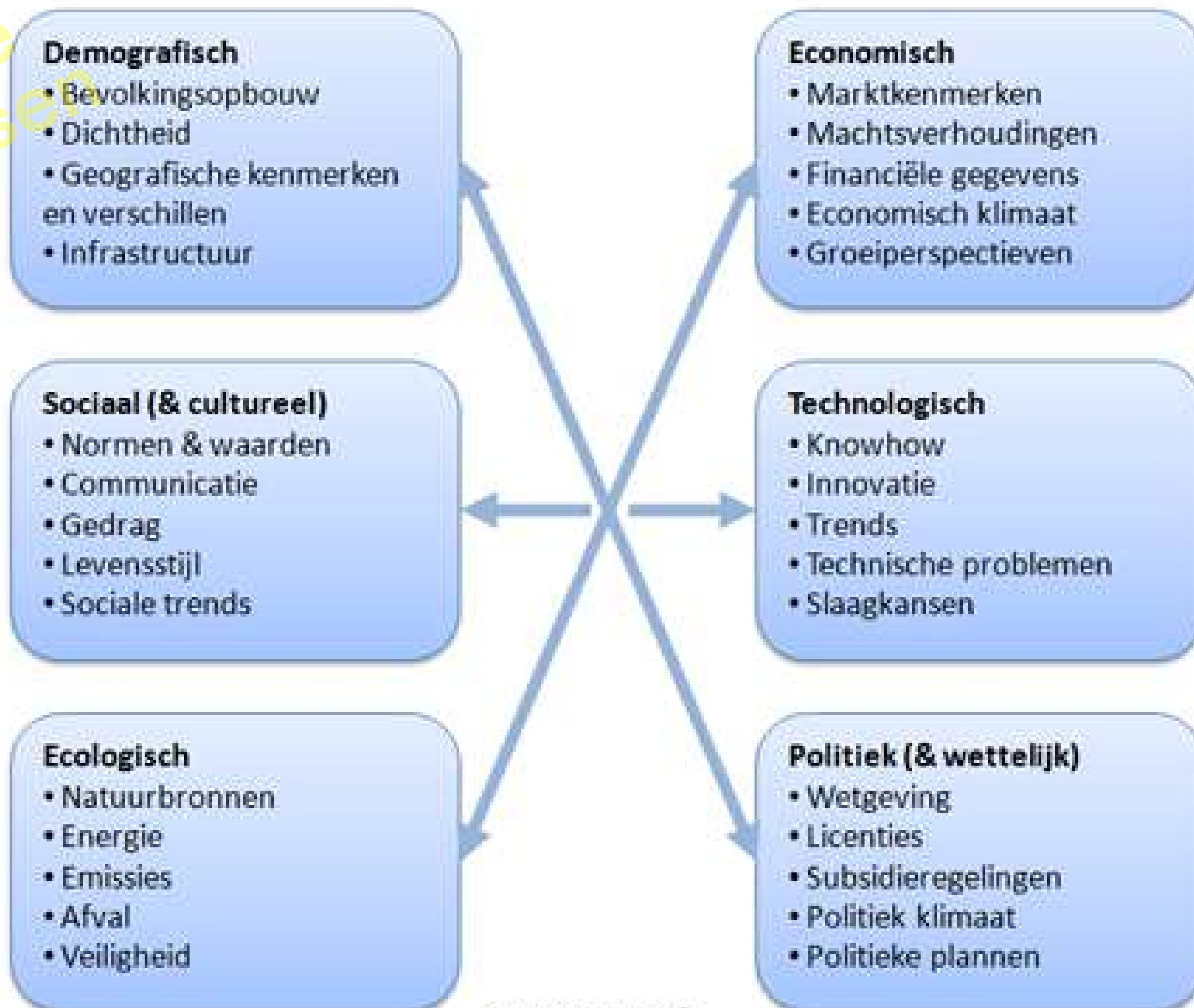
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politiek  
economisch  
sociaal  
technologisch  
ecologisch  
legaal

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Welke onzekerheden  
spelen op ons in?



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FIGHT TODAY

FOR A BETTER

TOMORROW



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ATLANTIC OCEAN

OCEAN

SPAIN

UNITED KINGDOM

IRELAND

ENGLAND

FRANCE

PORTUGAL

ANDORRA

SWEDEN

NORWAY

DENMARK

GERMANY

NETHERLANDS

BEELGIUM

LUXEMBOURG

FRANCE

SWITZERLAND

GERMANY

AUSTRIA

SLOVENIA

CROATIA

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CZECH REP.

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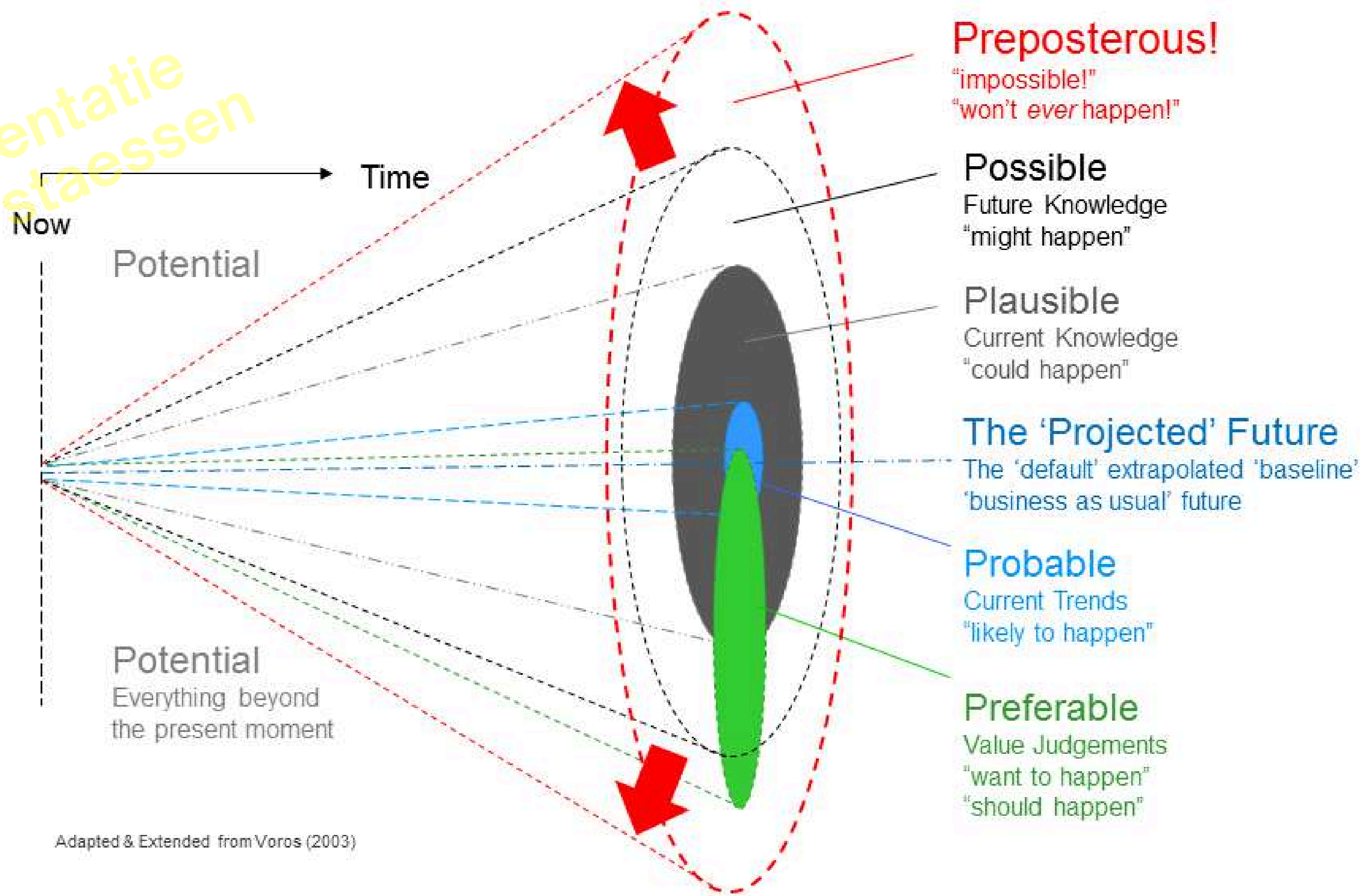


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Adapted & Extended from Voros (2003)

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Wat is het ene uiterste van de 2<sup>e</sup> keuze?



2<sup>e</sup> strategische keuze

Wat is het ene uiterste van de 1<sup>e</sup> keuze?

Wat is het andere uiterste van de 1<sup>e</sup> keuze?

1<sup>e</sup> strategische keuze



Wat is het andere uiterste van de 2<sup>e</sup> keuze?

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**OPTION A**

**OPTION B**

**OPTION C**

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Welke **impact** wil je  
hebben?

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**C** **r** **E** **A** **T** **E**

**money**

**MEANING**



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# Innovatie creëert waarde voor mensen

Innovatie draait om het creëren van waarde voor mensen door middel van samenwerkingen en projecten die echte behoeften adresseren. Het is essentieel om de mens centraal te stellen in alle innovatiestrategieën.



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**Maar...**  
**hoe moeten we dan  
innoveren?**



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gaan voor disruptie

TIMING

ANGST

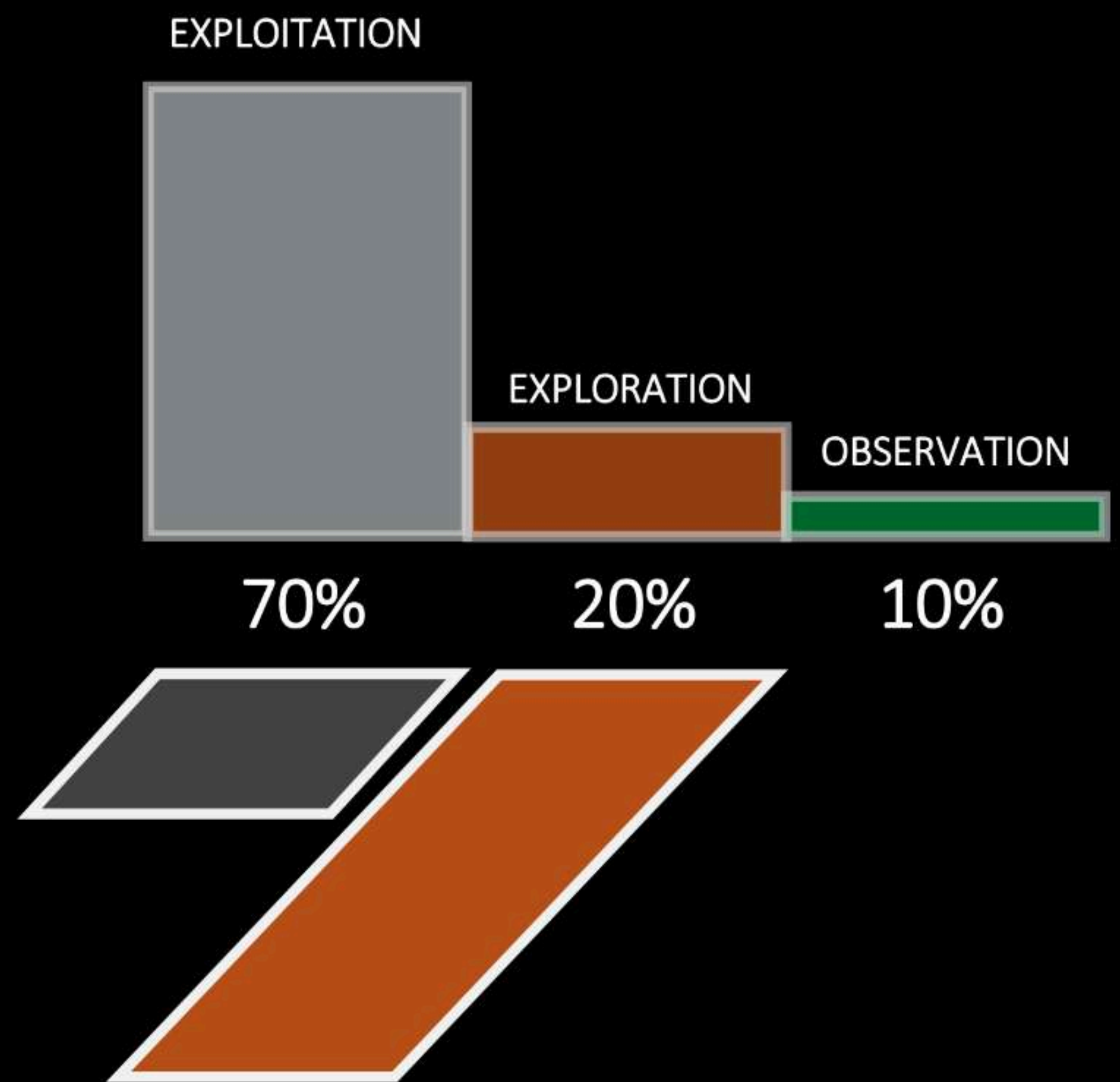
HONGER  
DURF



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TIME  
ATTENTION  
BUDGET  
TALENT

VALUE  
CREATION



# RED BOX

TIME  
ATTENTION  
BUDGET  
TALENT

EXPLOITATION

EXPLORATION

OBSERVATION

70%

20%

10%

98%

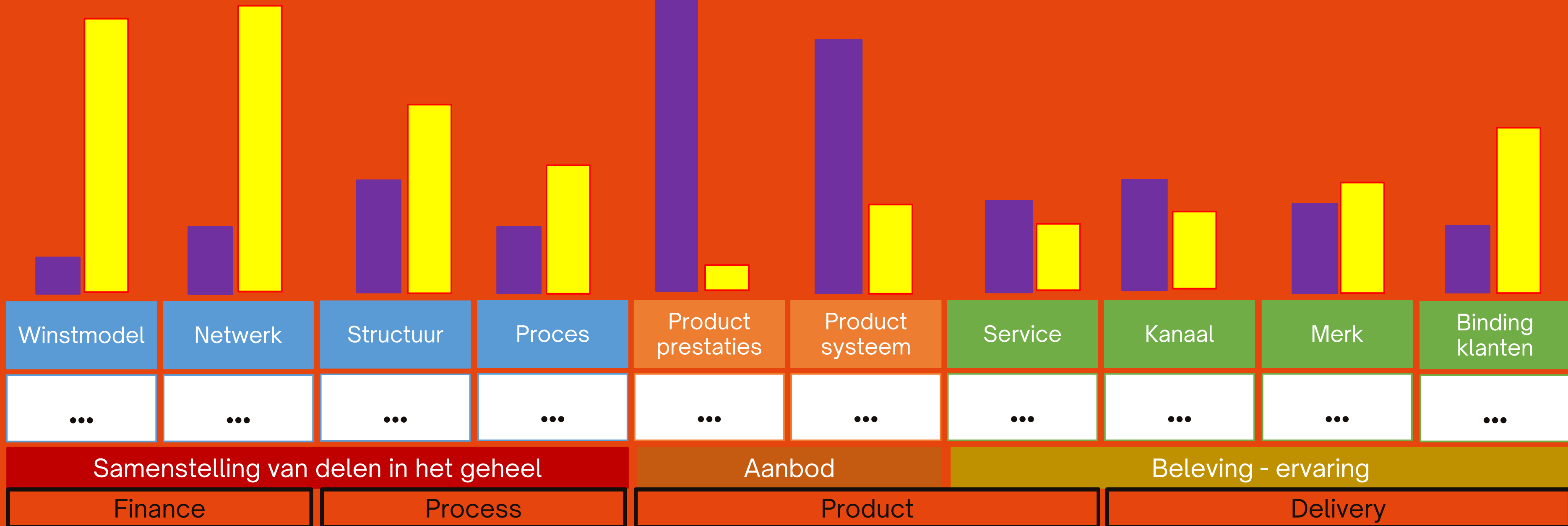
1%

1%



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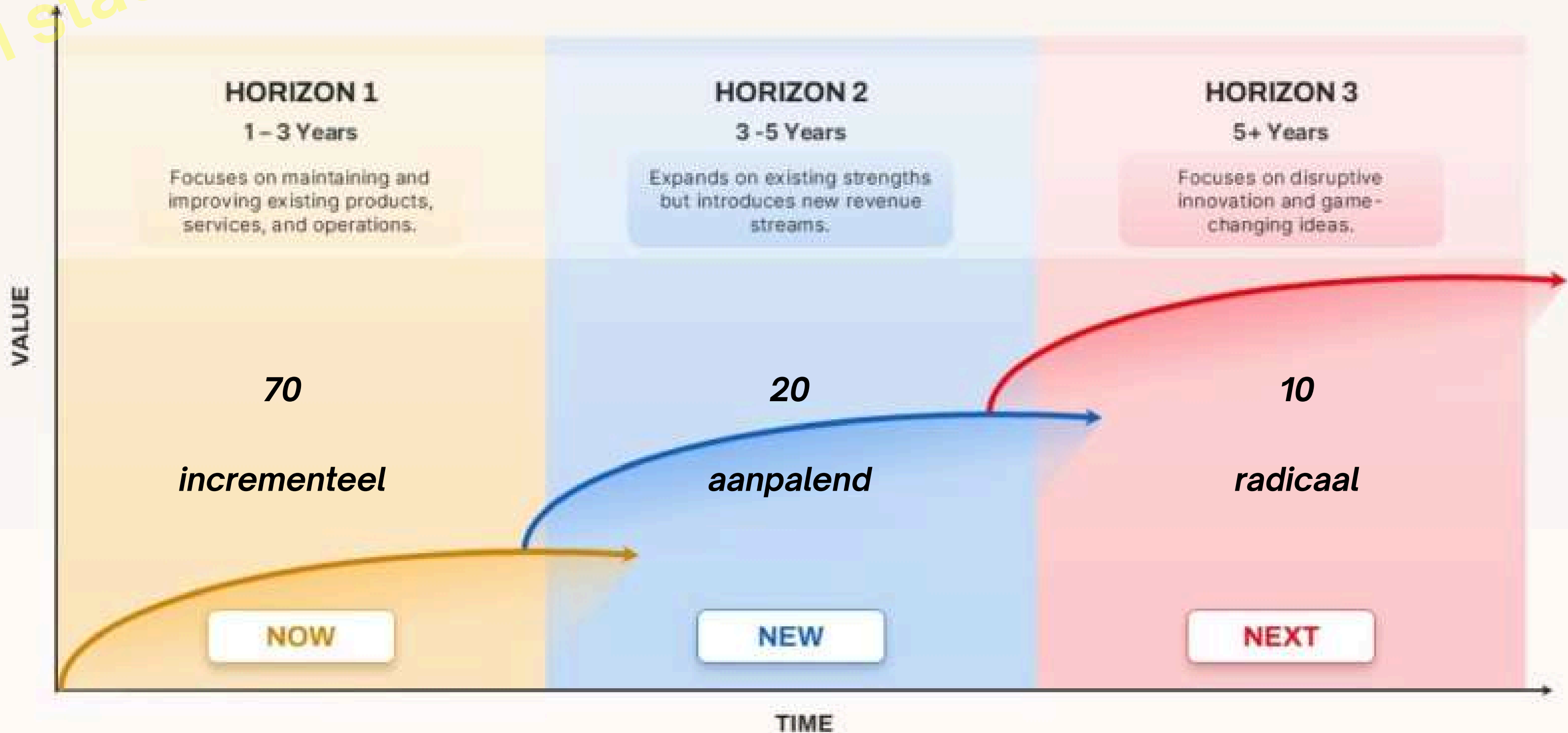
# WAT KAN JE ALLEMAAL INNOVEREN?



# McKinsey's Three Horizon Model Template



# McKinsey's Three Horizon Model Template



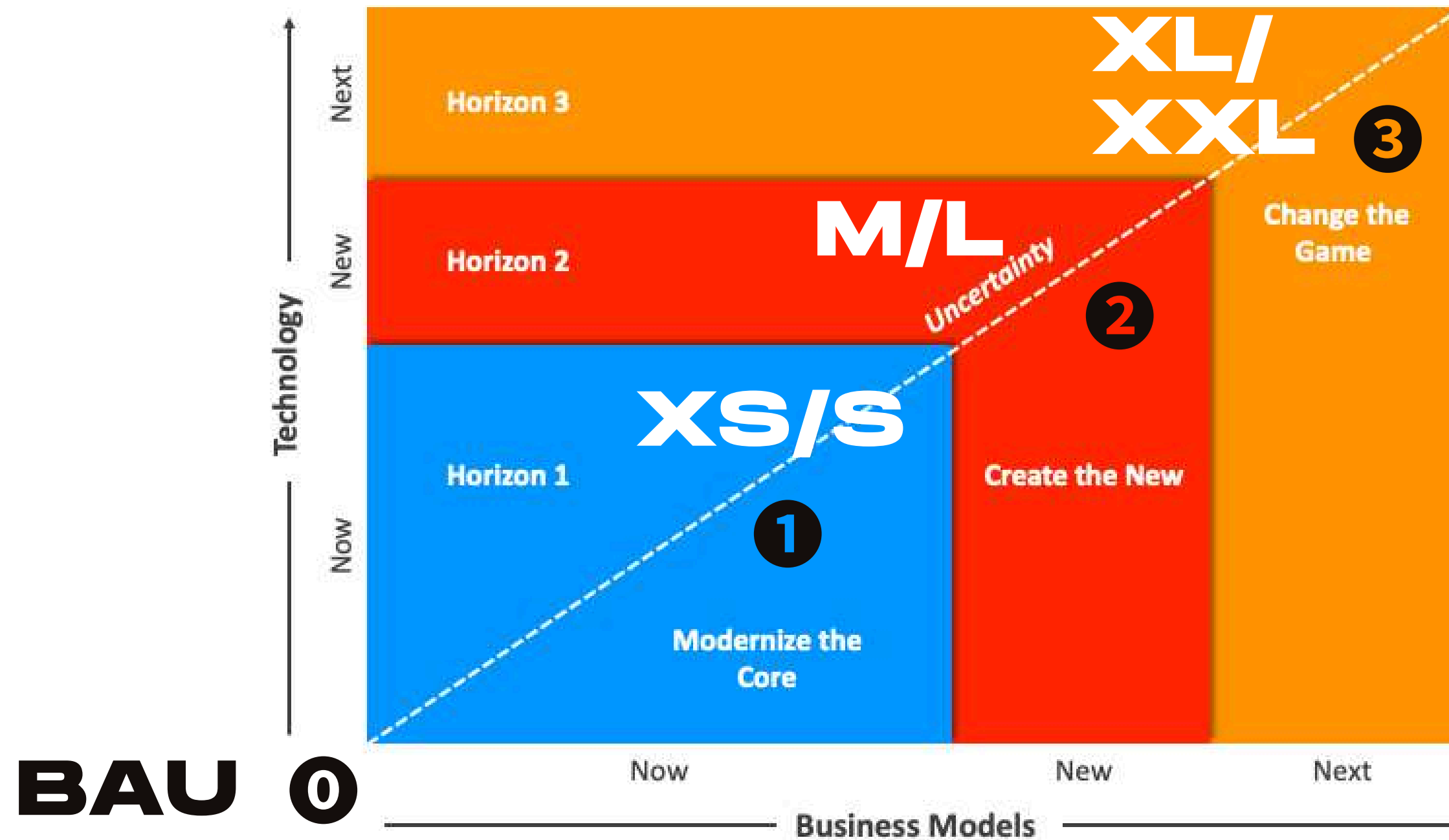
# HOE: INNOVATIE ROADMAP

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verbeteren  
veranderen  
vernieuwen

## INNOVATION HORIZON

Innovation Horizon Framework



-1

SOY

# HOE: VANUIT VERSCHIL VERNIEUWEN VS VERBETEREN

## Vernieuwen

**XL/  
XXL**

- Af en toe
- In sprongen
- Onzekere uitkomst
- Gaat alle kanten op
- Vaag iteratief proces
- Risicovol
- Grotere investering in tijd en geld
- Voor overovermorgen

## Verbeteren

**XS/S**

- Continu
- In stapjes
- Bijna zekere uitkomst
- Duidelijk doel
- Strak planmatig proces
- Klein faalrisico
- Kleinere investering in tijd en geld
- Voor morgen

# HOE: INNOVATIEPROCES



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### Wenselijkheid

Wil de klant dit?



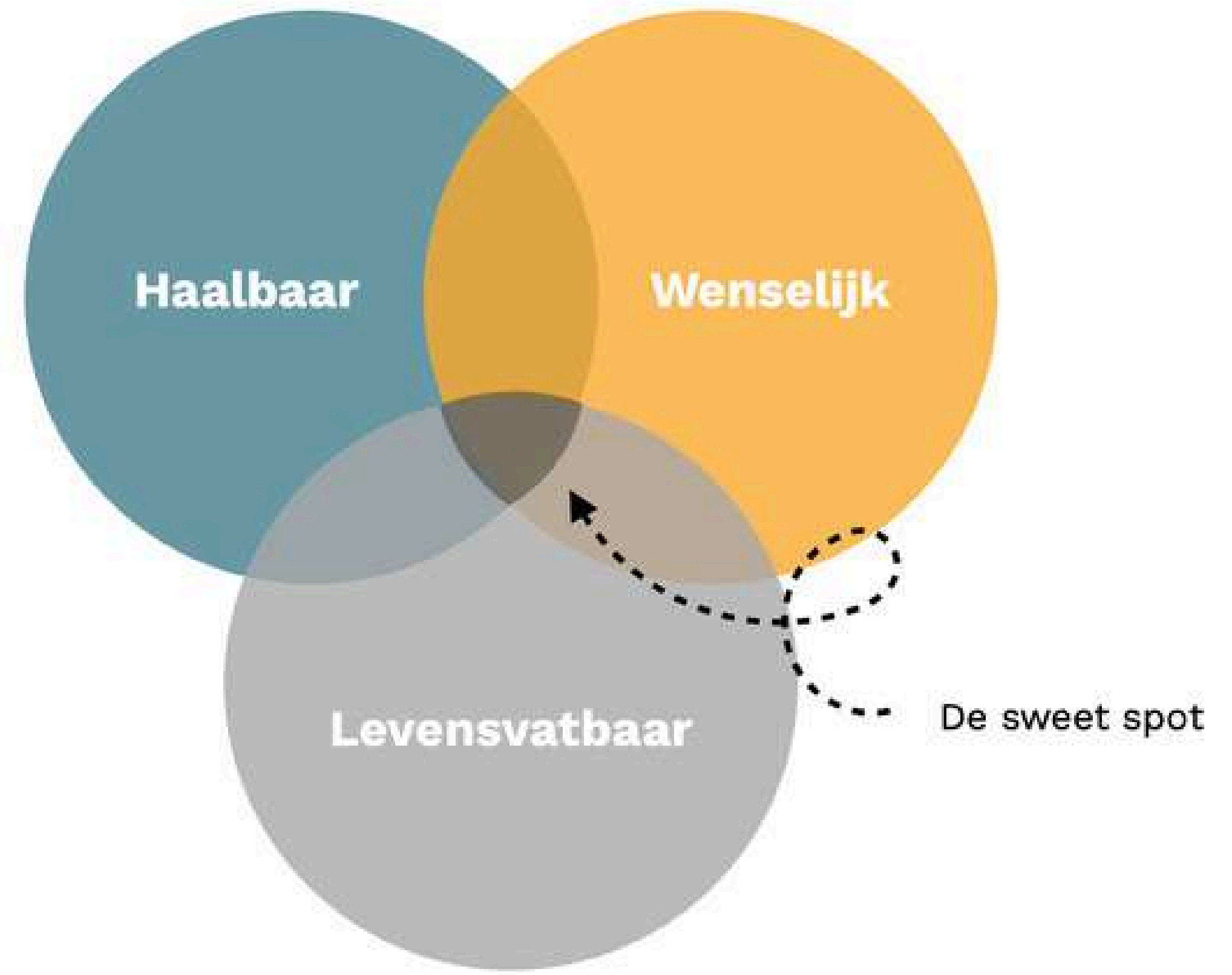
### Haalbaarheid

Kunnen we dit produceren?



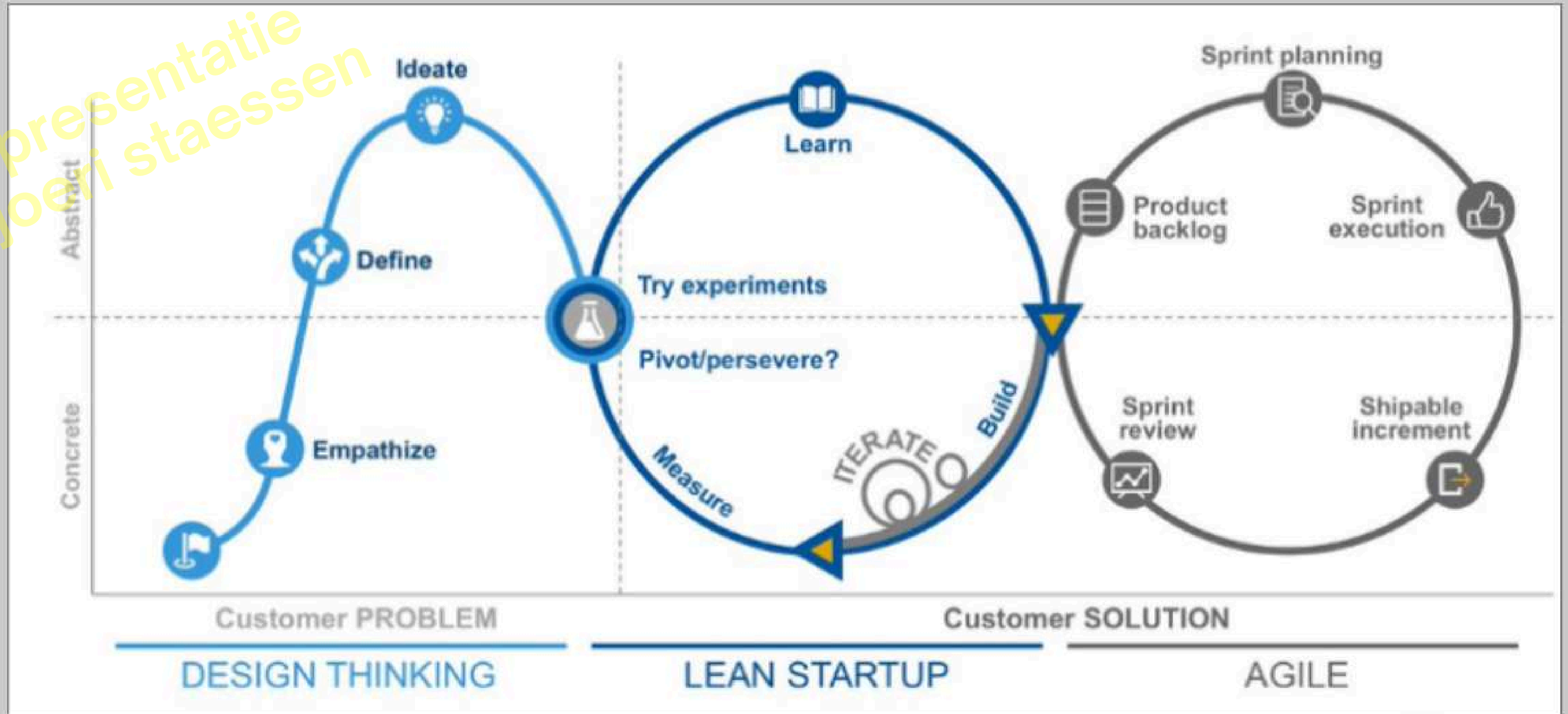
### Levensvatbaarheid

Levert dit ons genoeg op?



Focus innovatie

Piloot



**EXPERIMENTEREN MET FOCUS OP DESIRABILITY**  
→ begrijp de eindgebruiker zijn / haar probleem

**EXPERIMENTEREN MET FOCUS OP VIABILITY**  
→ elimineer risico's & ontwikkel ideale product

**OPTIMALISEREN MET FOCUS OP SCHAAAL**  
→ Lanceer het product & optimaliseer richting massa-adoptie

design thinking



**1. Trigger**

Trends  
Competitor move  
Customer problem  
Wild idea



**2. Discover need**

Desk research  
Field research (interrogate)  
Empathise



**3. Define problem**

Define a clear problem statement (HMW)



**4. Brainstorm**

Quantity over quality  
Lightning bulbs

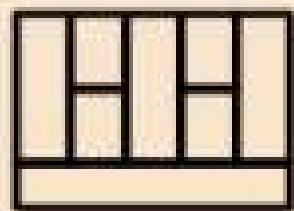


**5. Select solution**

Desirability  
Feasibility  
Viability

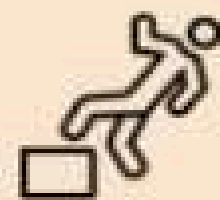
PROBLEM  
SOLUTION  
FIT

lean startup



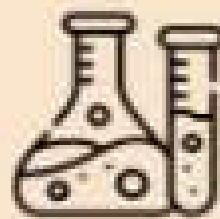
**6. Lean canvas**

Summarize idea



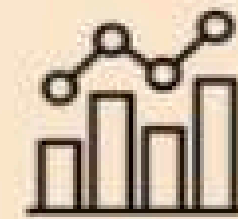
**7. Assumptions**

List 'unknowns' that affect your success rate  
(Risky <-> easy to test)



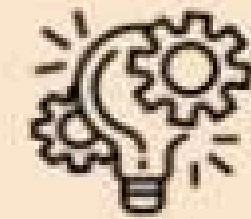
**8. Experiments**

Create experiments to test assumptions with customers



**9. Learn**

Analyse customer feedback  
Pivot / update

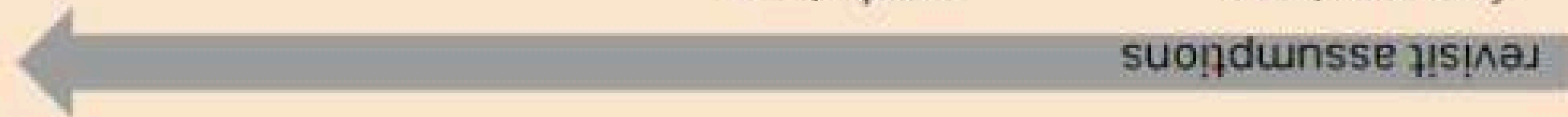


**10. Business case**

Roadmap  
(product, team, marketing, sales, structure)

PRODUCT  
MARKET  
FIT

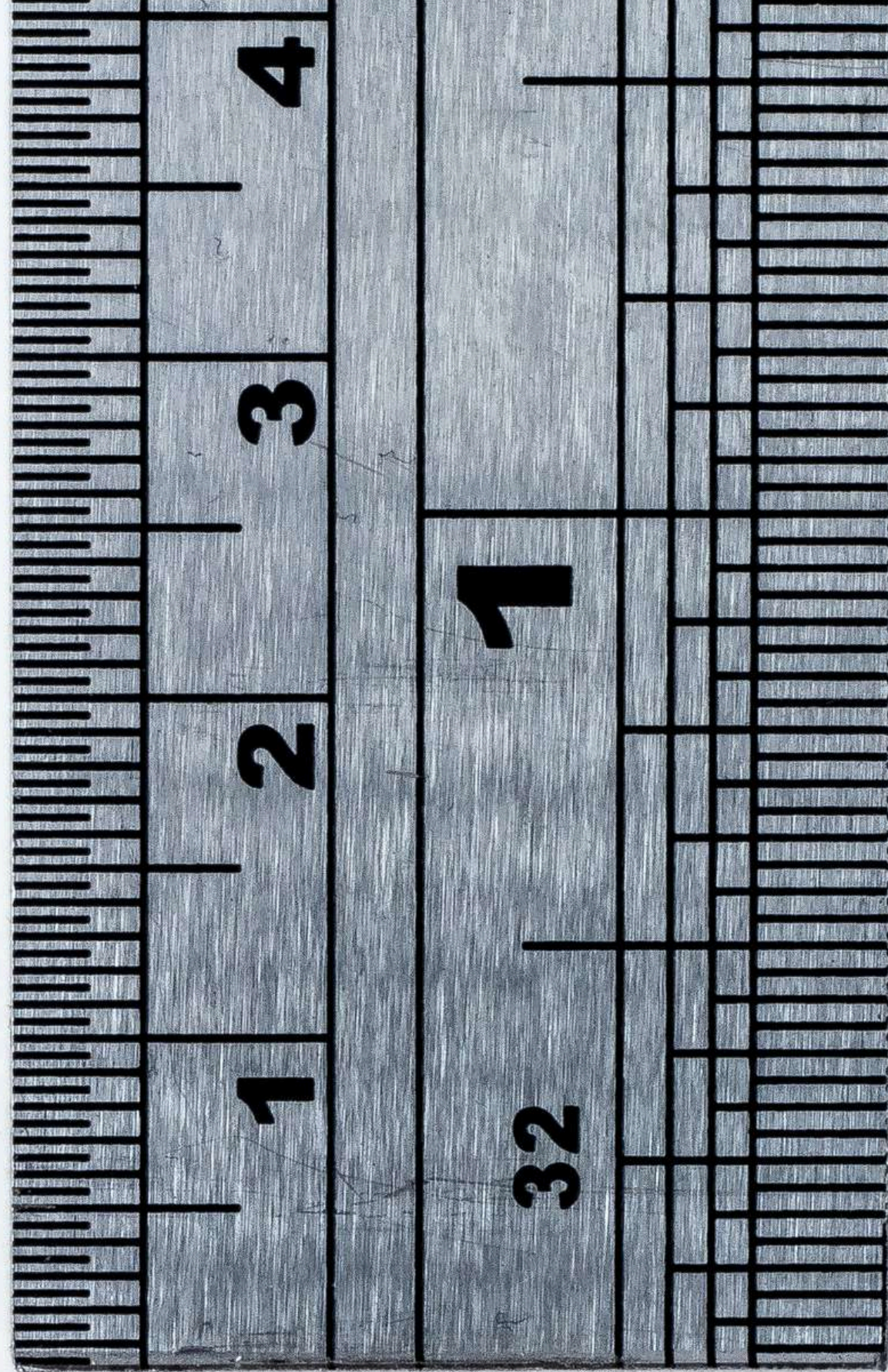
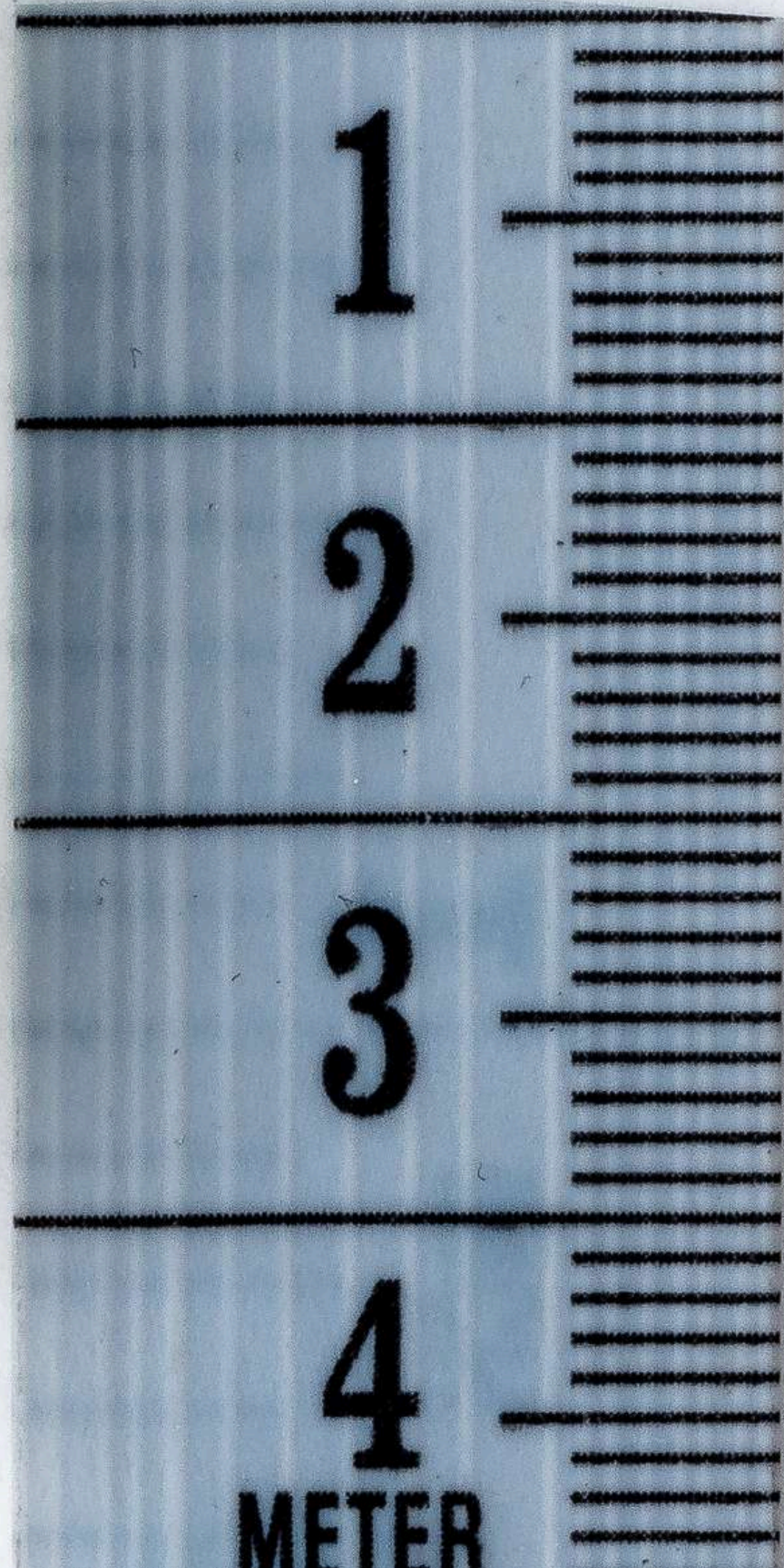
revisit assumptions





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pre  
joey  
cent  
staes





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AGU

do Sparen

Rabobank

fi'zi:k



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# BUDGET, HOEVEEL MEDEWERKERS & DE ROLLEN IN HET DREAMTEAM

- Afhankelijk van de bedrijfstak
- Vanaf 100 VTE – team dat ½ op innovatie bezig kan zijn
- 3-7% van de omzet



Marketeer



Developer



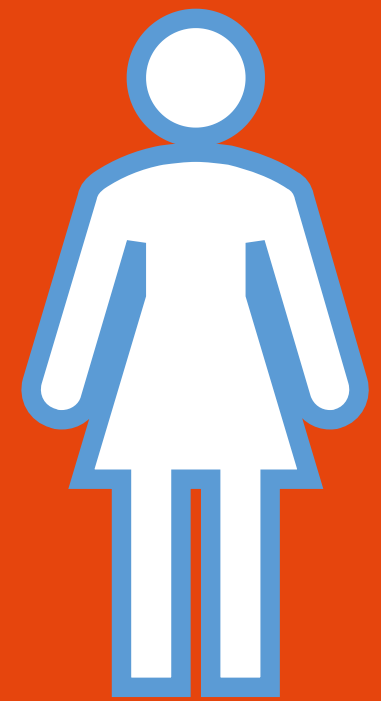
IT-techneut



Klantbril



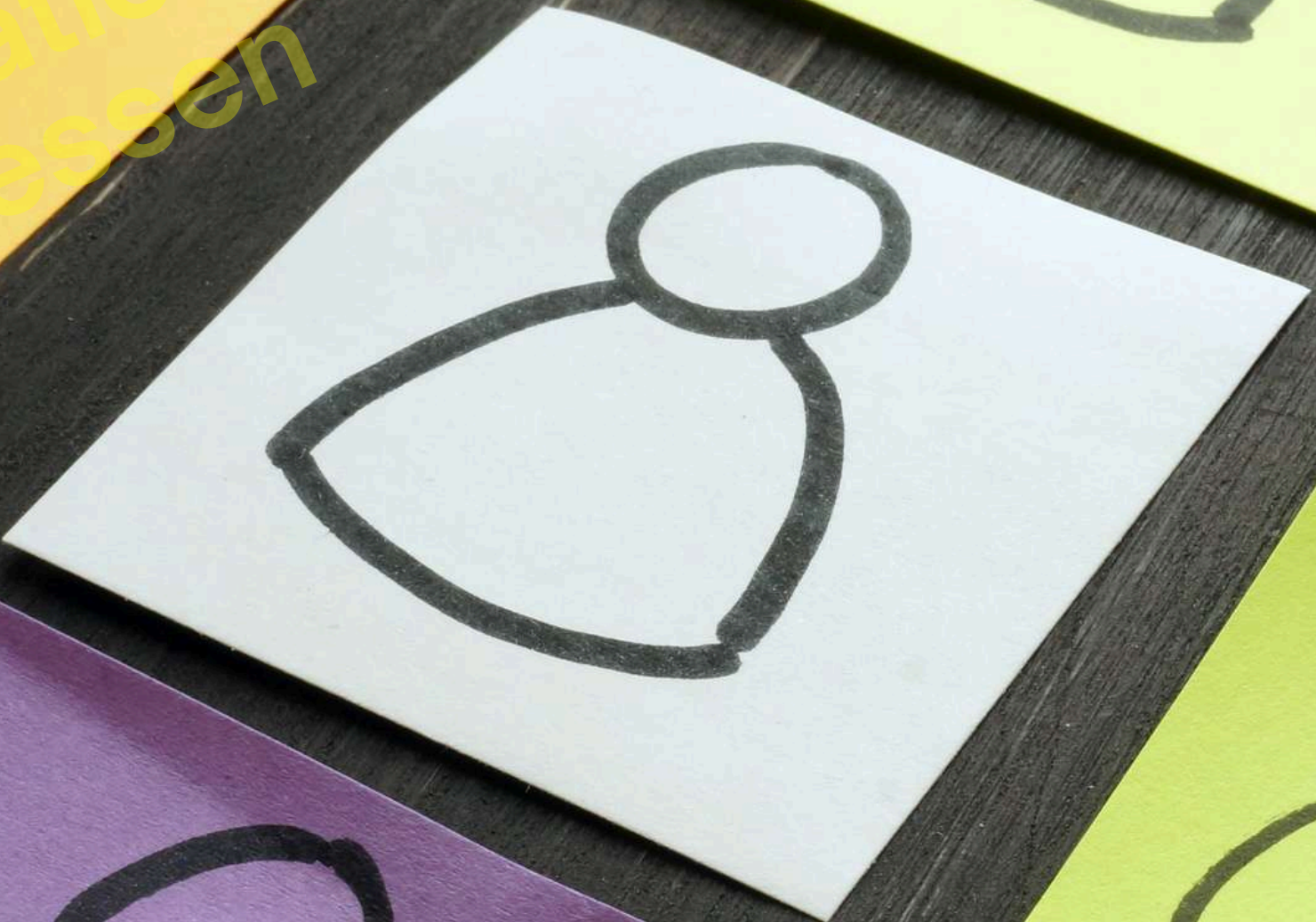
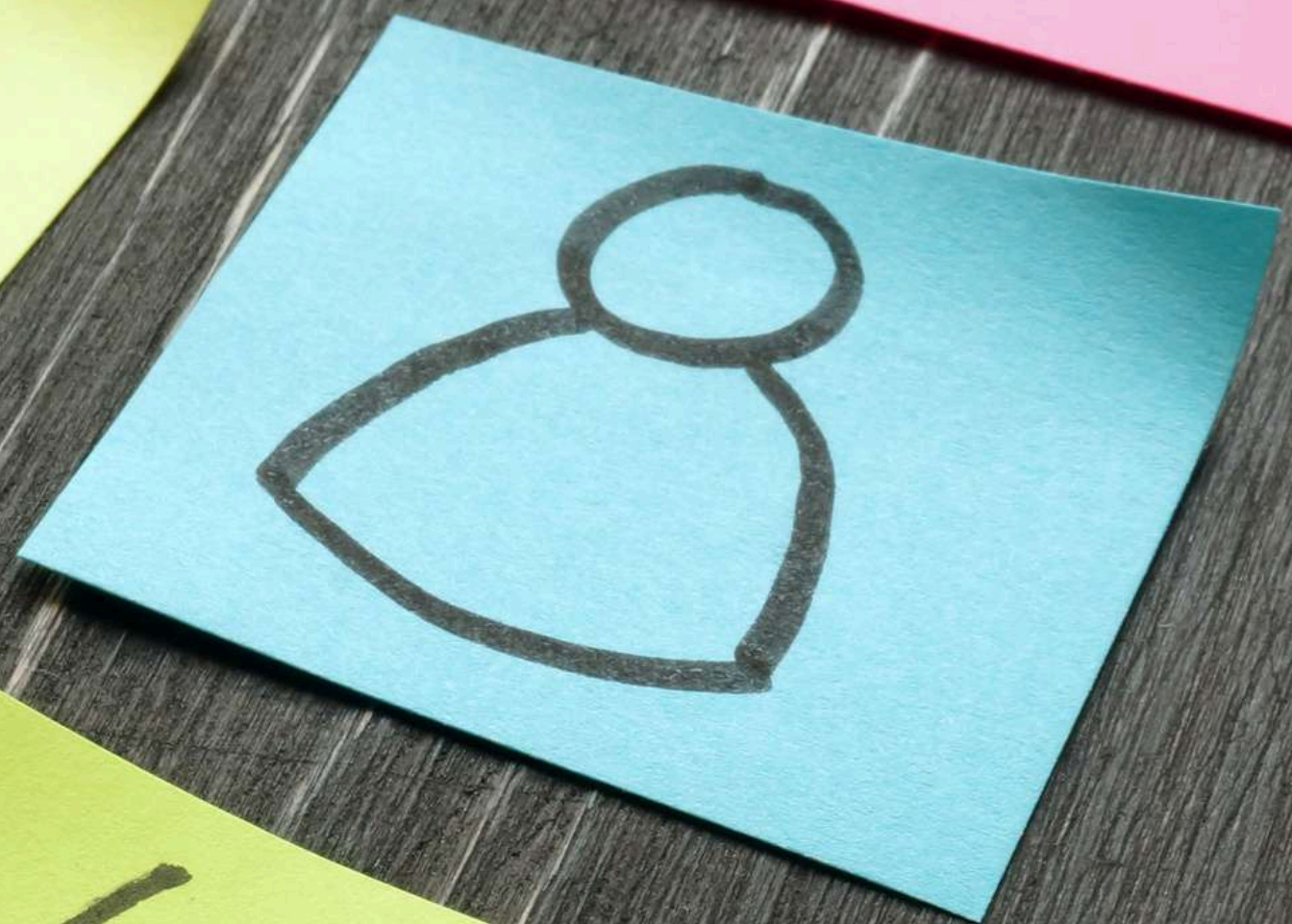
Strateeg



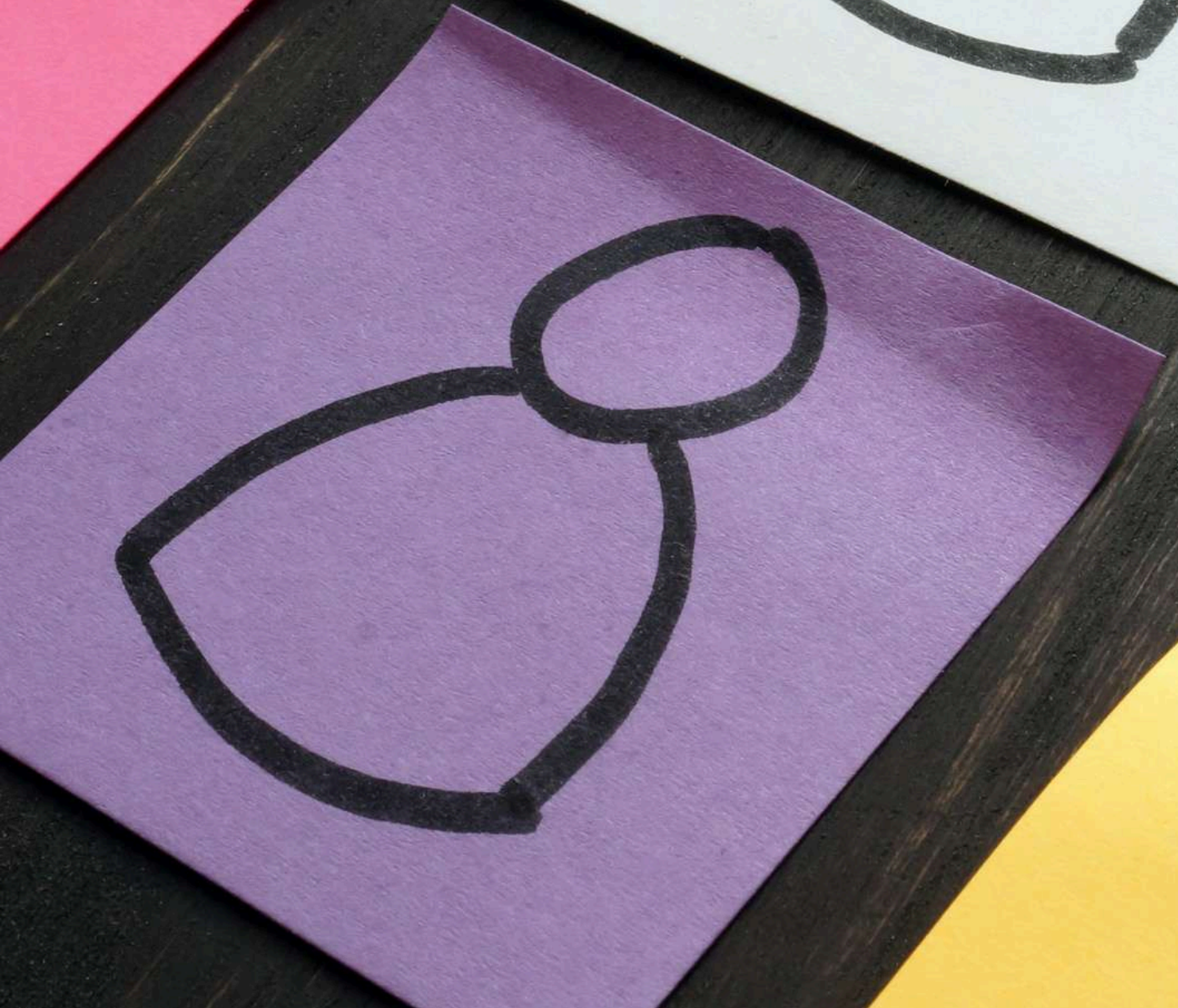
Analist

*tip: test leerstijlen via 'Kolb'*

bron: <https://www.s-l-impact.com/>



Workplace  
Culture



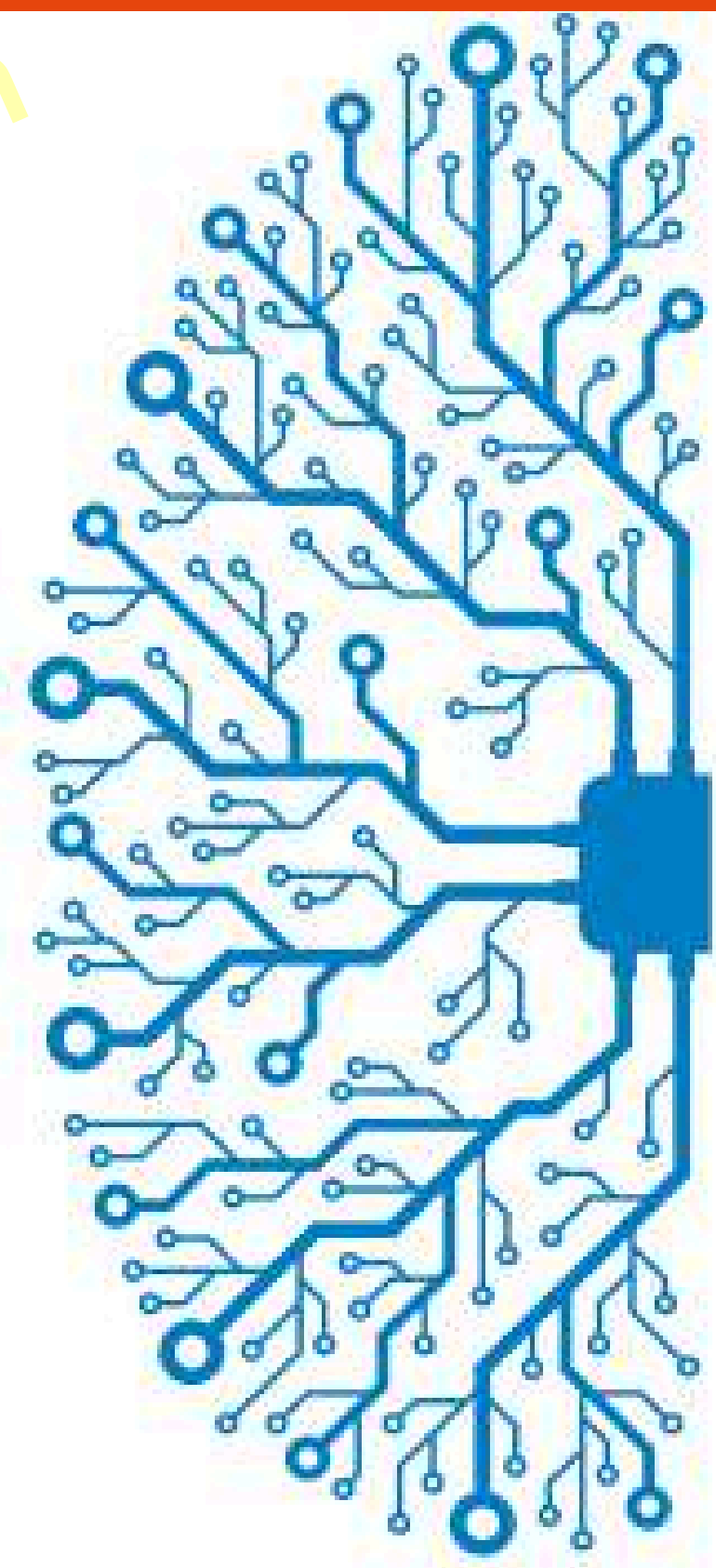
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Evolution  
Corporate  
Control & monitor  
Scale  
Cause and effect  
Optimize  
Cost



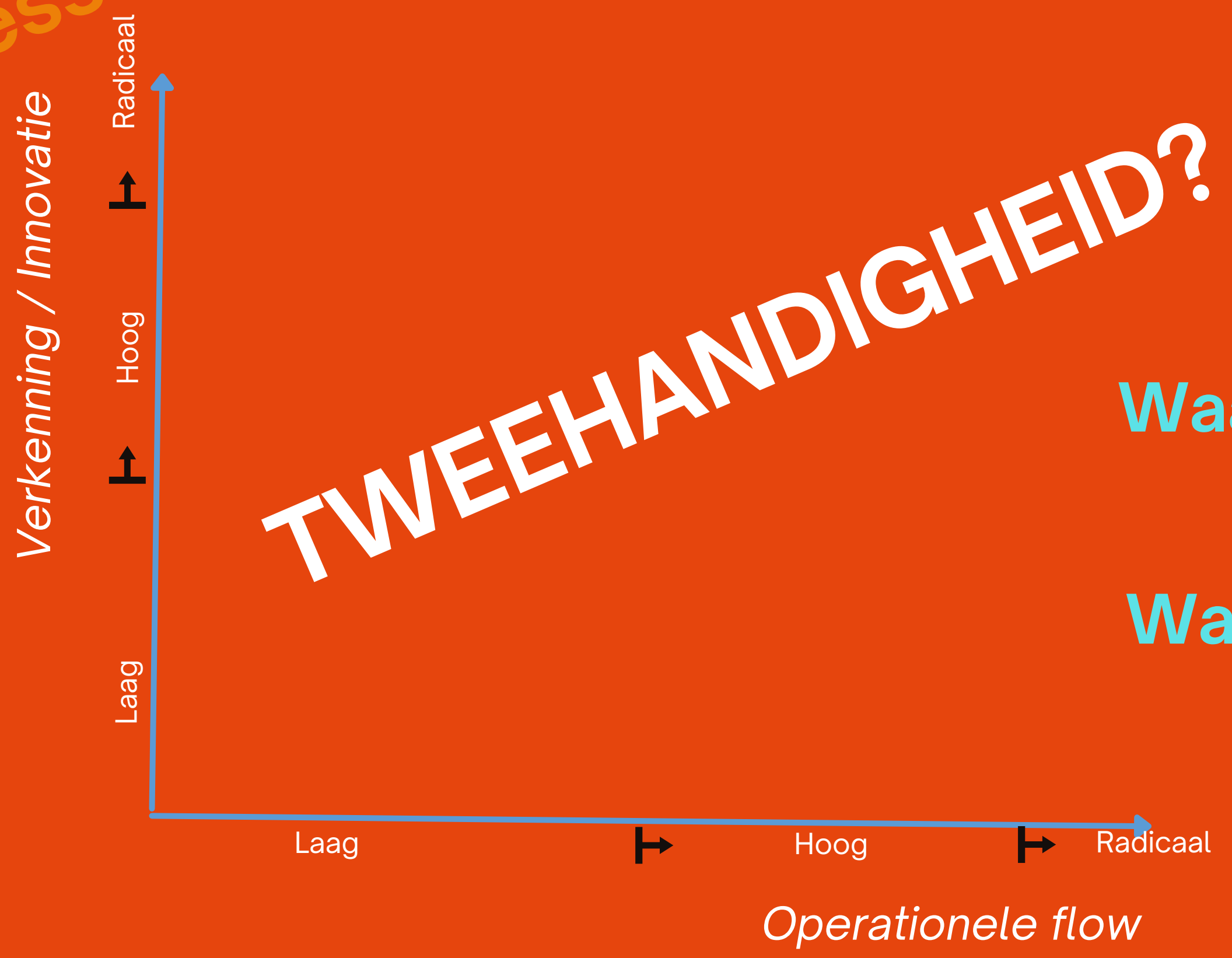
# Ambidextrous



Revolution  
Start-up  
Trial & error  
Speed  
Cause an effect!  
Create  
Breakthrough



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Waar zijn wij goed in?  
EN  
Waar ben jij goed in?



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*de innovatieparadox*



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**WHAT IS**

**YOUR PLAN?**

Op het einde komt het  
altijd goed, en als het  
niet goed komt, is het  
nog niet het einde

