Ank van Wylick is Partner leading the Innovation Consulting Team at KPMG; FinTech is Ank’s personal expertise. Ank has over 20 years of experience focused on business transformations triggered by innovation including identifying new sustainable business models, to work with the right startups in a sustainable way and how to organise for innovation. She works with global companies like AkzoNobel, AholdDelhaize supports innovation in new ways like in a platform organisation. Her purpose is to inspire to innovate with Impact.

Wilco Leenslag I like to disrupt the status quo by enthusiast others in shaping new possibilities and realities. My main focus is on understanding, providing insights and creating tangible results for organizations that face change in their business model, and where digitalization plays an important role.
Planning

- Crops of Innovation
- Innovation Capability
- Collaborative Open innovation
- Examples
Crops of Innovation
Collaborative Innovation: How to organize it

Innovation scale: How do you rank yourself?

1 2 3 4 5

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Collaborative Innovation: How to organize it

Phase I of Innovation: caring for by separate unit
Phase II: Innovation scaled up
Collaborative Innovation: How to organize it

Phase III: Innovation is integrated
Innovation capability
Innovation

Source: Larry Keely, Ten types of Innovation
Why do we innovate?

How do we use results?

With whom do we innovate?

How do we do it?

Vision & Strategy

Results & Feedback

Culture

Value Network

Process & Governance

Resources
Vision & Strategy

Strategic Plan
The extent to which an innovation vision and mission are present and translated into a clear long-term strategy, actionable goals and Key Process Indicators (KPIs).

Understanding Trends
The extent to which socio-economic, market, technology, regulatory and customer trends are scanned, understood, evaluated and selected for innovation purposes.

Communication & Roll-out
The extent to which the innovation vision and strategy are communicated to and incorporated in the day-to-day work of employees.

Value Network

External Partners
The extent to which the organization is involved in collaboration with innovation partners or networks such as start-ups, research institutions and other organizations.

Internal Knowledge Network
The extent to which employees can find the right people and have access to necessary information for innovation purposes.

Open Innovation
Knowledge transfer (such as customer input or Intellectual Property (IP)) across organizational or internal boundaries takes place in an ad-hoc manner; translation to practical application of this knowledge is scarce.

Culture

Leadership & Inspiration
The extent to which managers are actively involved in innovation activities and employees are inspired to innovate.

Cross-functional Collaboration
The extent to which employees collaborate with each other in the team and throughout the entire organization.

Tolerance of Failure
The extent to which risk taking is accepted and both innovation successes and failures are celebrated and acknowledged.

Value Network

Process & Governance

Innovation Process
The extent to which an innovation process is present and well-executed, in which criteria for every stage and decision moment are clearly defined.

Portfolio Management
The extent to which a holistic overview of the innovation projects is taken into account in decision making for project prioritization.

Governance
The extent to which responsibilities for innovation are explicitly defined and acted upon.

Results & Feedback

Measurable Results
The extent to which the organization measures, evaluates and stores suitable input, throughput and output indicators for innovation (e.g. number of ideas, project duration, financial results).

Organizational Learning
The extent to which previous experiences are reflected upon and incorporated in decision-making processes.

Resources

People
The extent to which dedicated people with the right (technological) capabilities are working on innovation projects.

Time & Budget
The extent to which an organization makes time and budget available to invest in innovation activities.

Support Tools
The extent to which (IT) support tools (including IT) are present to support innovation (e.g. idea generation, communication, knowledge sharing and project and portfolio tracking).

Cross-functional Collaboration

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Collaborative open innovation
Innovation in three horizons

Horizon 1: Maintain & defend core business

Horizon 2: Nuture emerging business

Horizon 2: Create genuinely new business

In theory...

70%

20%

10%

In practice...

95%

4%

1%

In ideal situation...

60%

30%

10%
The crops of open innovation

1. **Corporate venture funds**
   - Mature solutions
   - Acquisition of IP
   - Implement directly into operations

2. **Internal ideation & incubation**
   - Search for corporate intrapreneurship
   - Create solutions internally
   - Nurture and grow them

3. **Collaborative innovation**
   - Create solutions with partners
   - Shared ownership
   - Harvest the results together

Source: Hardwood, 2016, Open Innovation Methods Matrix
Types of open innovation

The World

Suppliers

Organization

Clients

End clients / Consumers

A: In your organization

B1: In your value chain

B2: In your value chain (ie. supply fraud)

C: Societal issues (ie. food waste)
## Design options for your community

<table>
<thead>
<tr>
<th>Topic</th>
<th>Design options</th>
<th>Max impact on brand</th>
<th>Max impact on Innovation culture</th>
<th>Max innovation impact on the business</th>
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</thead>
<tbody>
<tr>
<td>Group</td>
<td>• Open</td>
<td>Open</td>
<td>Open / Closed</td>
<td>Open (/ with value chain partners)</td>
</tr>
<tr>
<td></td>
<td>• Closed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Funnel</td>
<td>• Ideas</td>
<td>Ideas</td>
<td>Concepts</td>
<td>Solutions</td>
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<tr>
<td></td>
<td>• Concepts</td>
<td></td>
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<tr>
<td></td>
<td>• Solutions</td>
<td></td>
<td></td>
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<tr>
<td>Interaction</td>
<td>• Collaboration</td>
<td>Competition</td>
<td>Collaboration</td>
<td>Collaboration</td>
</tr>
<tr>
<td></td>
<td>• Competition</td>
<td></td>
<td></td>
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<td>Communications</td>
<td>• Reach</td>
<td>Reach</td>
<td>Richness</td>
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<tr>
<td></td>
<td>• Richness</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time</td>
<td>• Continuous</td>
<td>Limited</td>
<td>Start limited, than continuous</td>
<td>Limited</td>
</tr>
<tr>
<td></td>
<td>• Limited</td>
<td></td>
<td></td>
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<td>Mode</td>
<td>• Challenge Question Driven</td>
<td>Challenge Question Driven</td>
<td>Challenge Question Driven</td>
<td>Challenge Question Driven</td>
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<tr>
<td></td>
<td>• Open</td>
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<td></td>
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<td>Incentives</td>
<td>• Financial</td>
<td>Financial</td>
<td>Motivational</td>
<td>External: financial</td>
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<tr>
<td></td>
<td>• Motivational</td>
<td></td>
<td></td>
<td>Internal: Motivational</td>
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<tr>
<td>Accessability</td>
<td>• Ease of access</td>
<td>Ease of Access</td>
<td>Ease of Access</td>
<td>Completeness</td>
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<tr>
<td></td>
<td>• Completeness</td>
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</tr>
<tr>
<td>Crowd</td>
<td>• Crowd</td>
<td>Crowd / Business Celebrities</td>
<td>Crowd (Employees)</td>
<td>Expert Panel</td>
</tr>
<tr>
<td></td>
<td>• Expert panel / business celebrities</td>
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</tr>
</tbody>
</table>
Examples
We believe we can make a better world with chemistry, rather than without

Collaborate as **equals**, by **listening** and **learning** from each other

**Startup solutions**
- Fresh ideas
- New perspectives
- Passion and energy

**Organizations global capabilities**
- Bring ideas from lab to production
- Safety and operational excellence
- Global footprint

**Unique approach**
- From 1 year into 3 days
- By bringing together all decision makers & decide on the spot

**Business impact**
- Focused on real-life business challenges
- Solutions can be brought to market

**Collaborative approach**
- Not a beauty contest but joint development
- No IP claims in advance & shared IP

**One-stop shop**
- Cover all aspects of a business plan in 1 event with 70+ experts & partners like KPMG
150 submissions with a truly global spread and reach

"80% of them were fully new to us"
## How it works: Open innovation approach

<table>
<thead>
<tr>
<th>Month</th>
<th>Activity</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>January</td>
<td>Submit ideas via open challenge platform</td>
<td>- Online community: everyone can join the discussion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Experts help enrich ideas</td>
</tr>
<tr>
<td>February</td>
<td></td>
<td>- Your IP remains yours, no claims in advance</td>
</tr>
<tr>
<td>March</td>
<td></td>
<td></td>
</tr>
<tr>
<td>April</td>
<td>Select finalists</td>
<td>- Based on fit with the business and real-life potential</td>
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<tr>
<td>May</td>
<td></td>
<td></td>
</tr>
<tr>
<td>June</td>
<td>Final Collaborative event</td>
<td>- Joint development of ideas and exploring opportunities for collaboration with experts and decision makers</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- On the spot decision making to enter into a JDA</td>
</tr>
</tbody>
</table>
Our Oceans Challenge

Initiated by Heerema Marine Contractors, a partnership of 11 organizations launched ‘Our Oceans Challenge’.

In this crowdsourcing initiative using KPMG innovation factory platform 88 ideas for sustainable ocean ventures and making current operations of the existing offshore industry more sustainable were gathered from the general public. The ideas received 750 enrichments.
Ahold

*The partnership with KPMG has brought Ahold Delhaize:*

- 150 selected ideas out of 1273
- An active participation (more than 3 log-ons) of over 14%
- Participation of over 20 brands
- A global participant evaluation score (positive responses) of 97%.
- 50% of the ideas were collaborations of more than 2 brands
- A second global challenge that is currently live
Nutreco

Nutreco used our platform to promote open innovation. Startups were invited to share their solutions which were then further enriched by experts from Nutreco. Together, these groups collaborated to kick-start breakthrough solutions that helped fulfil Nutreco’s mission of ‘Feeding the Future’.

During the course of the Challenge, 44 startups submitted their solution to the platform. Together with the Nutreco experts, these solutions were enriched over 265 times.
Speeding up innovation

Chance of success vs. Effort (time and material)

N = 1

N = 20
"The Amsterdam South East area is a unique location where mobility, sustainability, fan experience, security and urban farming are combined into an open innovation platform where development and testing of Smart Stadium and Smart City solutions can prosper."
Innovation powered by KPMG