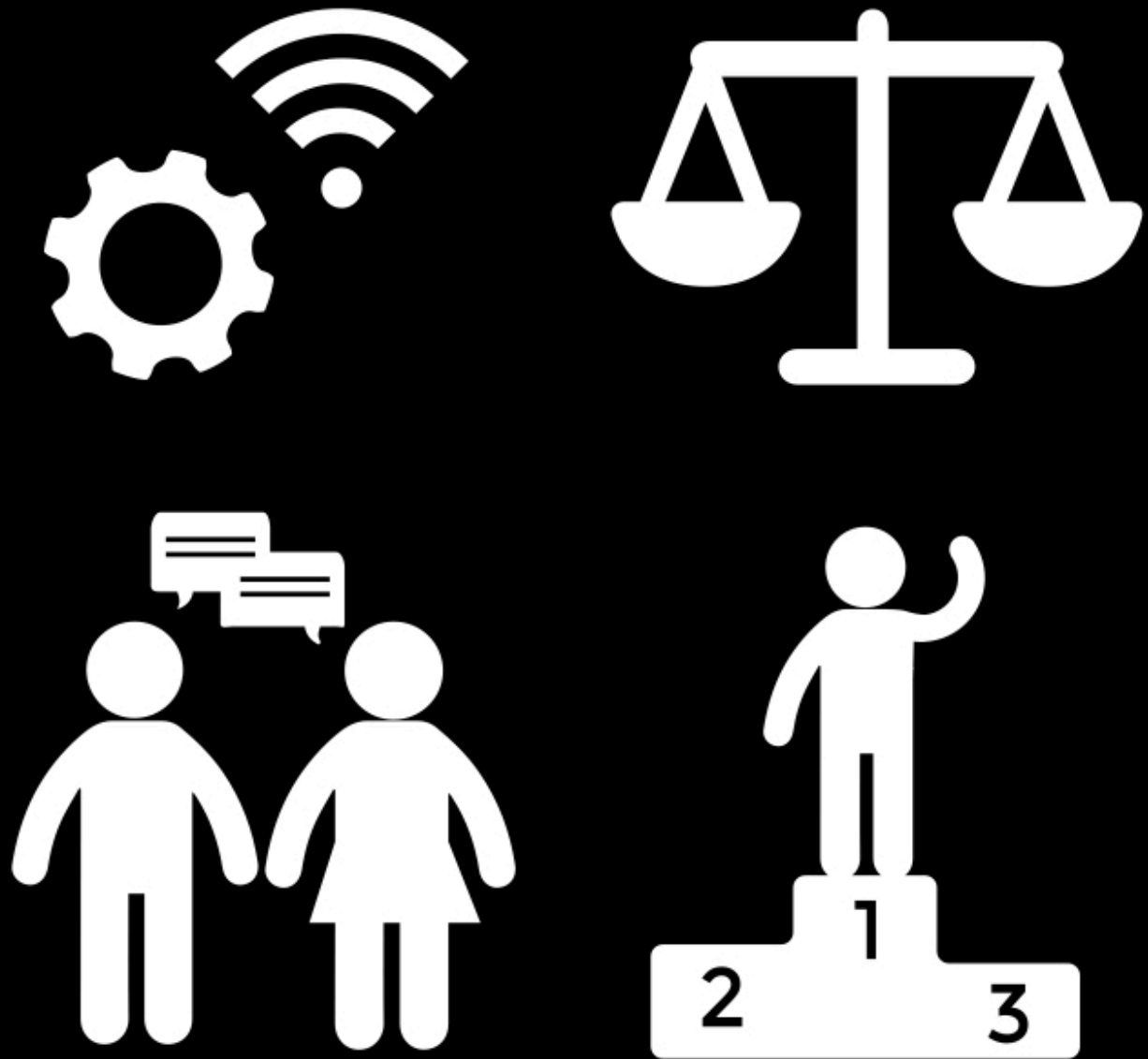


BRAINSTORM CARDS



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BRAINSTORM CARDS

How to use?

We would advise to use them in the following steps:

1. Start from a challenge or problem.
2. Use the cards to be inspired individually first and then come up with ideas for 20 minutes.
3. Share ideas in team and build further on the best ones.

Why 4 types of cards?

These are the 4 main starting points for innovation:
New Technology, Regulation, Customers or
Societal trends, Market

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BRAINSTORM CARDS

Who is Board of Innovation?

We're an international office specialised in intrapreneurship & business model innovation. We help corporates to innovate like startups, and to develop sustainable new revenue streams.

We try to avoid corporate theatre at all cost and go for a hands-on approach based on the philosophy behind the Lean Startup. Fail fast, learn, iterate!

Feel free to reach out via hello@boardofinnovation.com



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TECHNOLOGICAL TRENDS



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WHAT IF *you use the cloud?*

Imagine you're not all in the same place. You have to be able to access the service from anywhere. Also clients could use your single centralised solution.



Dropbox

Eg. Dropbox saves files in the cloud that you can share with different people.

WHAT IF *everything were connected?*

Think of sharing info or data with different stakeholders automatically. Maybe products could even interact?



Eg. In Google Drive (Docs, Sheets and Slides) the documents can be edited simultaneously by different people.

WHAT IF *you automate the process?*

Think about how you could create the same experience for your customer without manual interactions.



Eg. IFTTT links lots of online tools and automates anything you like. For example: If my gps signal picks up a certain location, pay my parking ticket online.

WHAT IF *you use the internet of things?*

Think of connecting regular products to the internet, remote control, machine to machine interaction, etc.



Eg. Tile is a Bluetooth tracker that helps to find your lost stuff in seconds. Attach, stick, or place Tiles inside everyday items and keep track of them in the Tile app.

WHAT IF *you use biometrics for identification?*

Imagine using fingerprint, iris-scans or a person's unique heart beat to make identification both very secure and convenient.



Eg. Citibank uses voice biometrics to automatically identify a customer while he or she explains an issue to a customer service representative over the phone.

WHAT IF *you use live interaction?*

Imagine realtime recordings to be used as news flashes, instruction videos, condense pieces of learning content, etc.



Periscope

Eg. Periscope is an app that allows anyone with a smartphone to live stream their recordings to their twitter audience. Can be used everywhere, anytime & by anyone.

WHAT IF *you can use artificial intelligence?*

Imagine an automated solution that gives users the feeling that they are served by a person.



Eg. All online questions directed to the customer service of KLM on Facebook and related to bookings or flight numbers are handled by chat bots.

WHAT IF *you could use* **Watson?**

Imagine a super computer that can analyse millions of documents and answers any question taking all those documents into account.



Eg. Watson is used to calculate the pension plans of US military veterans. Thousands of exceptions make it too complex to be executed correctly by a person.

WHAT IF *your solution adapts to different cultures?*

think of a solution to be used globally without language or culture barriers.



Eg. Google Translate automatically translates all websites to English (or other language) if you install the plugin.

WHAT IF *you can predict customer behaviour?*

Think of a solution that answers customers' needs incredibly fast by preparing a tailored product or service before the need exists.

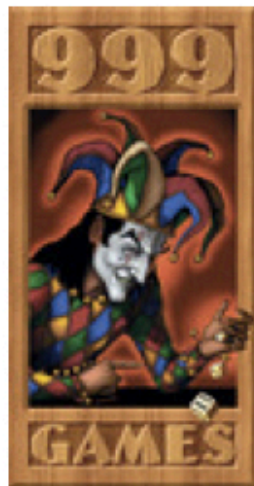


Eg. Amazon patented predictive logistics in 2014. Based on buying trends, your searches and region data they already send products close to you before you buy it.

WHAT IF

your customer is on a digital detox cure?

Imagine a non-connected solution for your problem. Your customer tries to avoid all sorts of digital products and communication.



Eg. The renewed success of board games partly lies in the need of people to come together physically again.

WHAT IF *everything was encrypted?*

Imagine a super secure solution that is in no way hackable. Not even by the provider. Also think about the opportunities it creates.



Eg. Whatsapp encrypts all your messages. It allows more use cases than originally intended (business for example).

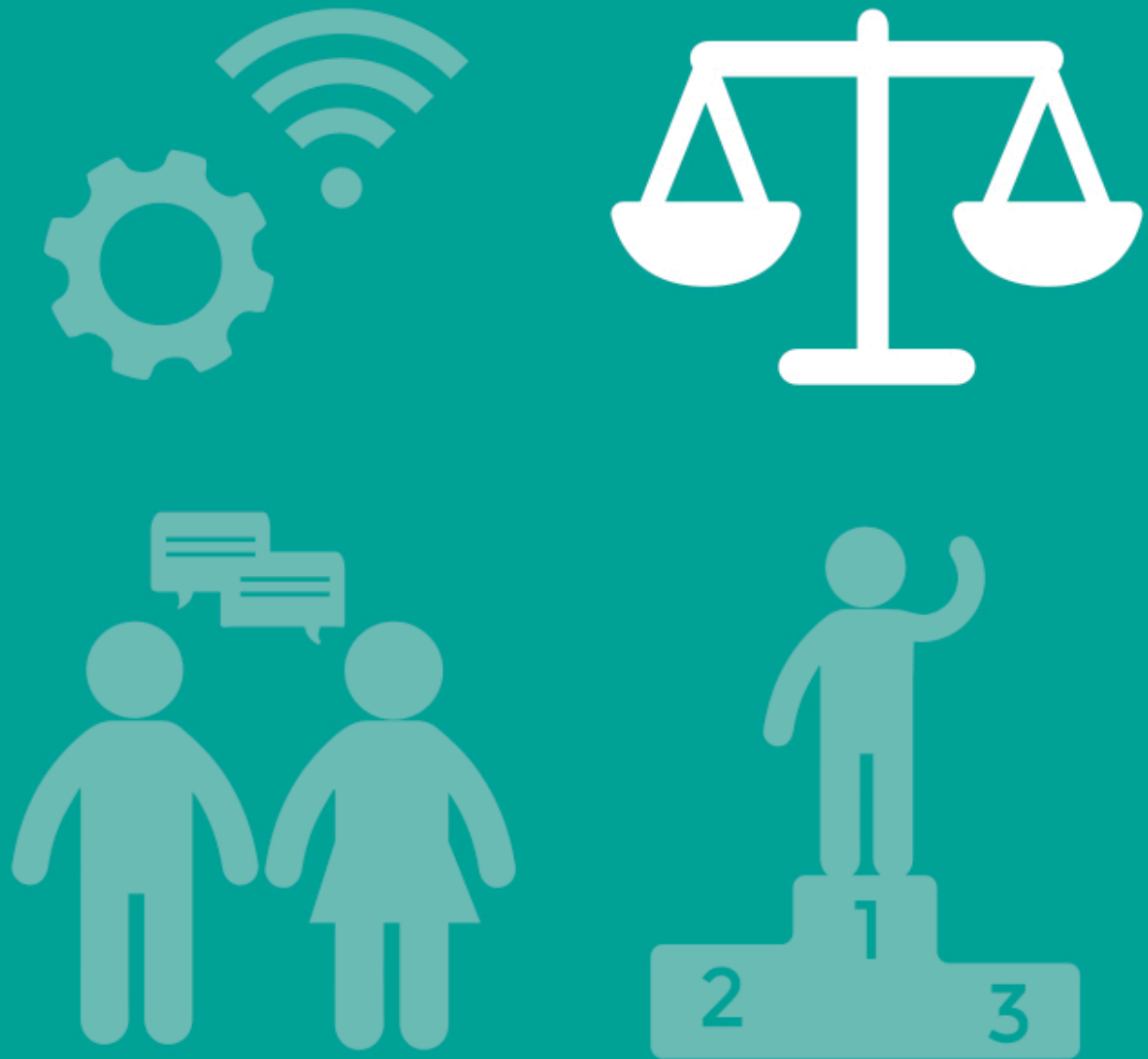
WHAT IF *your product learns by being used?*

Imagine your solution to become smarter every time it is used. It memorises what you do and tries to make use easier next time.



Eg. The Nest smart thermostat finds patterns in your behaviour and adapts temperature to historical data and your current behaviour (or location).

REGULATORY SCENARIOS



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WHAT IF

you could sell at negative margins?

Imagine that you could sell way below prices of competition, that you would be able to attract all existing clients on the market.



Eg. Ikea Belgium sold €2,5 steaks & fries to attract customers to their shops. Restaurants and butchers took legal action for unfair competition, without success.

WHAT IF *drones were allowed everywhere?*

Think of a way to use drones in
your service (delivery, automation,
scanning, security, etc.)



A TRIMBLE COMPANY

*Eg. Gatewing, a Belgian founded company, is
using drones to make 3D scans of
construction sites, mines, agriculture, etc.*

WHAT IF

you have access to all your client's personal data?

Imagine a world without privacy concerns and clients expecting companies to use their data.



Eg. Customer can sell their data to DataCoup that sells it to corporates for marketing purposes. (up to \$9 per month)

WHAT IF *work is not allowed from 9am to 5pm?*

Think of 24/7 services, deliveries at night, customer support using live video, self service restaurants, etc.



eg. Outsourcing work to another timezone is a common used practiced in software development. Brief developers at 5pm and have results delivered at 9am the next day.

WHAT IF *direct advertising is forbidden?*

Imagine a world without commercials. Good products and services create brand lovers that share experiences with others.

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eg. Board of Innovation does not use direct advertising. Instead we share useful content, such as these cards to be known by innovation professionals at our clients.

WHAT IF *you have only 60 minutes to solve it?*

Think of quick actions you can do with your current tools: Excel, Powerpoint, email, SMS, WhatsApp, etc.



Eg. Startups often use a 'concierge MVP' to test their product. The front-end seems an automated tool but the back-end is a person that handles everything manually.

WHAT IF

your offering was free for your client?

Think of ways to make/earn without users paying for it: advertising, referral fees, free for some, etc.



Eg. Spotify is a freemium service. 30% pays a monthly fee, all the rest receives advertising every 30 minutes and is not able to save songs on their device.

WHAT IF *you always need to have a partnership?*

Think of co-creating new solutions with a partner company. Always. Who would you work with? What would that result into?

PHILIPS

Eg. Philips has a history of launching products in joint ventures with other companies. Think of coffee brands, Nivea, etc.

WHAT IF *there is no regulatory framework?*

Think of 'grey-zone' solutions that might become forbidden in the future but deliver value on short term.



Eg. AirBnB and many other startups were able to grow exponentially because no regulation existed for their kind of business in the first years of their activities.

WHAT IF *you get fines when delivering below client expectations?*

Think of ways to overshoot client expectations. What could 'wow' your offering?

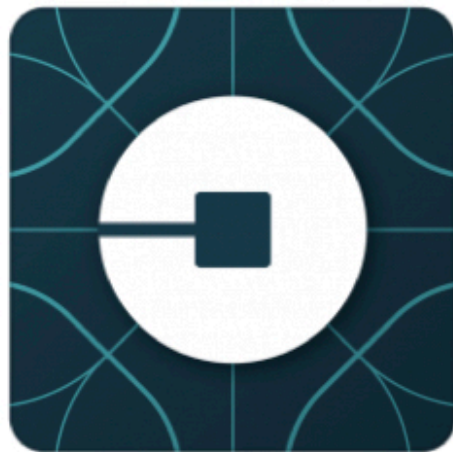


Eg. When Zalando introduced free return shipping, it broke the business case of all other online clothes retailers.

WHAT IF

behaviour could trigger payments?

Think of ways to eliminate conscious payments by your client. Think of honest ways to arrange reimbursement automatically.



Eg. Uber took away the hassle of paying cabs. Once your driver finishes the ride, you automatically pay via credit card.

WHAT IF *a new financial crisis kicks off?*

Think of ways to minimise investment on both business or client side without creating less value.



LafargeHolcim

Eg. Lafarge Holcim, world's largest cement manufacturer, links retailers with micro-finance organisations to support low-income consumers with small loans.

WHAT IF

your company had only 5 employees?

Imagine ways to offer your products and services with a small team. Think automation, outsourcing, etc.



Eg. Instagram had 13 employees when acquired by Facebook for \$1B.

CUSTOMER TRENDS



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WHAT IF *the product was also an experience?*

Imagine buying, opening and using the product is an experience, on top of the product's functionality.



Eg. Nespresso turns buying coffee pads into an experience for their customers.

WHAT IF

you only had clients above 90 years old?

Imagine an offering that is dummy proof, has no need to be explained or does not require clients to visit a physical place.



Eg. Lift Hero has created a peer-to-peer lift service that uses trained or studying medical professionals to drive the elderly safely to their destination.

WHAT IF *your product had to be so simple, a child could use it?*

Imagine a solution that doesn't need an explanation.



Eg. Ipad is that user friendly that kids from 2 year old can use it. The intuitive interface allows users to learn by doing.

WHAT IF *you need to be 100% transparent?*

Think of ways to be truly honest and open to everyone in your value chain. What opportunities would it create? No NDA's, no secrets, etc.



Eg. Buffer, a social media startup, has a file with up-to-date wages of everyone working in the company available for the public on Google Spreadsheets.

WHAT IF *you have to source everything locally?*

Imagine that your customers only buy if you can prove that all value in your product is created within a 100 miles range from the store.



3D HUBS

Eg. 3D hubs, a platform for 3D printing, decentralises production to people with a 3D printer at home. If you want a print, you can pick it up nearby at the printer's home.

WHAT IF *you personalise everything you do?*

Think of ways to eliminate all standardisation. You are able to give customers exactly what they want, whatever their demands.



Eg. Suitcase, a Belgian startup creating a shopping experience for men, sends a box with a personalised set of clothes to you. If you don't like it, you can send items back.

WHAT IF *everyone lives in urban areas?*

Think of solutions that work best if offered in crowded cities with lots of traffic jams, apartments and wifi everywhere.



Eg. Fon provides a global crowd-sourced WiFi network, where users share their broadband connection via WiFi and in return get access to other user's hotspots.

WHAT IF *clients can't wait for more than 8 sec?*

Think of customers who are very impatient. If you make them wait, you loose your customer to competitors.



Eg. Amazon calculated that every 100ms improvement to the loading speed of their website, brings them 1% more revenues.

WHAT IF *clients would share your offering?*

Imagine a setup that allows customers to use your offering when needed while splitting the cost amongst different peers.



Eg. Antwerp Velo Bikes is a bike sharing service owned by the city of Antwerp. Citizens pay €35/year to use the bikes for an unlimited amount of 30 minute slots.

WHAT IF ***the only driver to buy*** ***is sustainability?***

Imagine that every kg of CO₂ produced by your company makes you loose a customer. Think of products that have zero (or even a positive) impact on the planet.



Eg. Nike's new Logistic Campus in Belgium is self sufficient and creates energy to supply 1500 households on top of their own needs.

WHAT IF

you use gamification mechanics?

Think of ways to make clients have a fun time while using your product or service. Think of different levels, rankings or perks.



Eg. Waze, a free GPS app, gives you points for every km driven and every report added. With these points, you can customise your avatar within the app.

WHAT IF

you have a customer ready to pay €1M?

Imagine VIP features that make you rich if you can sell them once. Exclusive top notch services can make sense for the happy few.



Eg. In Gaming, the term 'whales' is used for clients that spend thousands of dollars on in-app purchases. Often they are professional gamers earning by advertising.

WHAT IF *the crowd was willing to help you?*

Think of tackling big challenges by using lots of helping hands.

#CrowdFunding #CrowdSourcing
#CrowdInvesting #CrowdLending



eg. Lego launched an ideation platform to crowdsource ideas for new products. Everyone can submit, everyone can vote and the winning ideas gain 1% of net sales.

WHAT IF

all buying decisions are real-time?

Think of capturing needs when they occur and delivering your product or service at that specific time and place.



Eg. 'Push for pizza' is an app with one feature: an 'order pizza' button. It knows your favourite pizza, uses your GPS location and sources from a local delivery place.

OUTSIDER PERSPECTIVE



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WHAT IF *you were Google?*

Imagine that you have unlimited access to engineers, software and many other resources you could wish for.



WHAT IF *you were HelloFresh?*

Imagine you have a low entry flexible subscription model for your service, zero inventory and millions of marketing budget.



WHAT IF *you were Amazon?*

Imagine you have access to all the offerings and brands you want and no need to arrange physical presence as a company.



WHAT IF *you were Facebook?*

Imagine you have +1B people
spending 30 minutes with you
every day, allowing you to record
everything they do.



WHAT IF *you were Uber?*

Imagine that you have unlimited cash to pay lawsuits. Also think of solutions that are controversial to the established industry.



UBER

WHAT IF *you were Al Capone?*

Imagine you know someone everywhere. Now you can influence politics by doing business.



WHAT IF *you were Harry Potter?*

Imagine being able to give customers what they want by using magic. What would you give them?



WHAT IF *you were Oprah* *Winfrey?*

The media is yours. What you say is considered the truth and people follow you whatever you do.



WHAT IF *you were a student?*

Imagine having just enough cash for a burger and 2 beers a day. How would you build your offering? How would you test it?



WHAT IF *you were Elon Musk?*

Imagine having a big plan for humanity. You believe in economies of scale to disrupt markets with affordable products.



WHAT IF *you were Donald Trump?*

Think of being someone that uses
controversiality to gain followers.
You grasp every opportunity to
destabilise the established power.



WHAT IF *you were Bono?*

Philanthropy is what you preach.
You show to care about people in
need and fight for equal rights
amongst the world population.

