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PROFESSIONEEL
INNOVEREN –
de basis

Let's introduce

Milou van Elburg

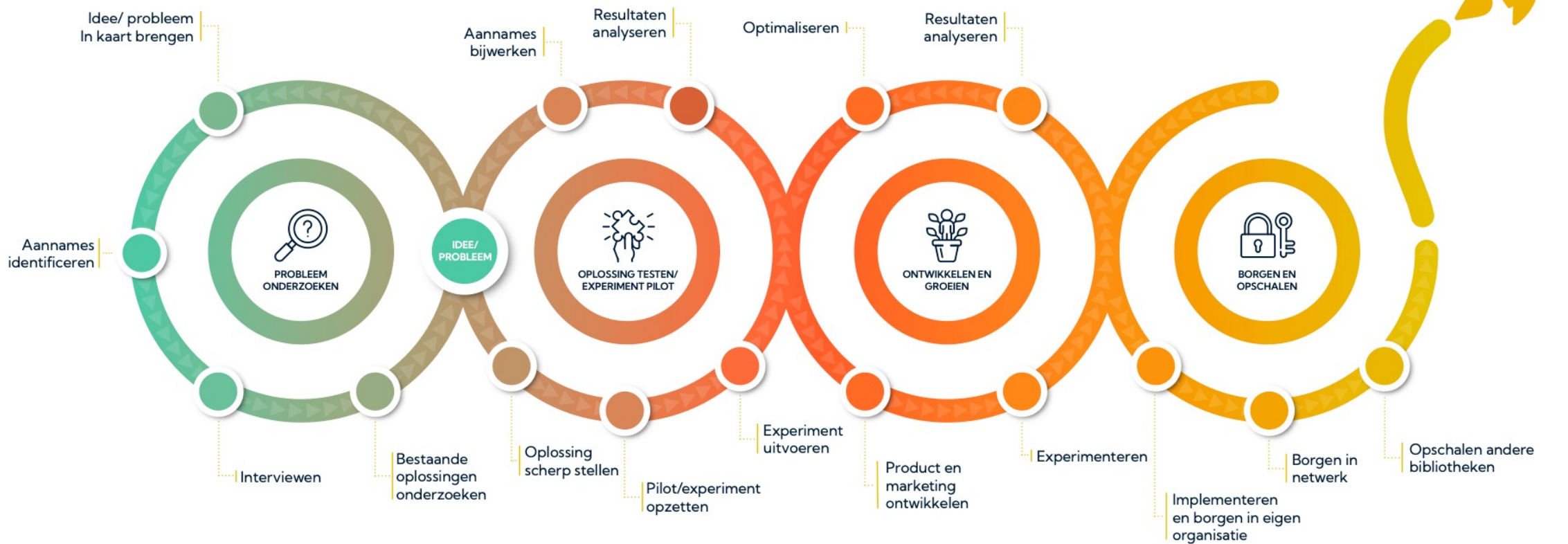
Owner Emfy | Lean Startup | Innovation
Coach | Trainer | Speaker | Consultant

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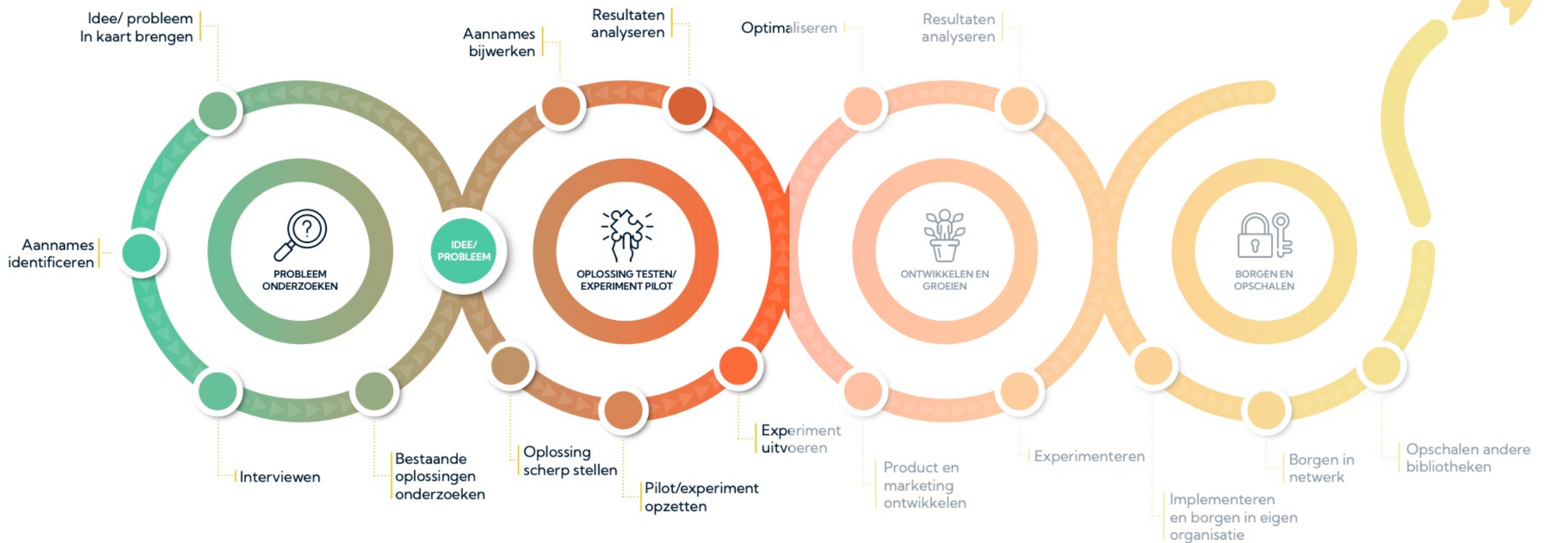
Over vandaag

Innovatieproces



Over vandaag

Innovatieproces



Ideeën



- ...

- ...

- ...

- ...

Let's team up!



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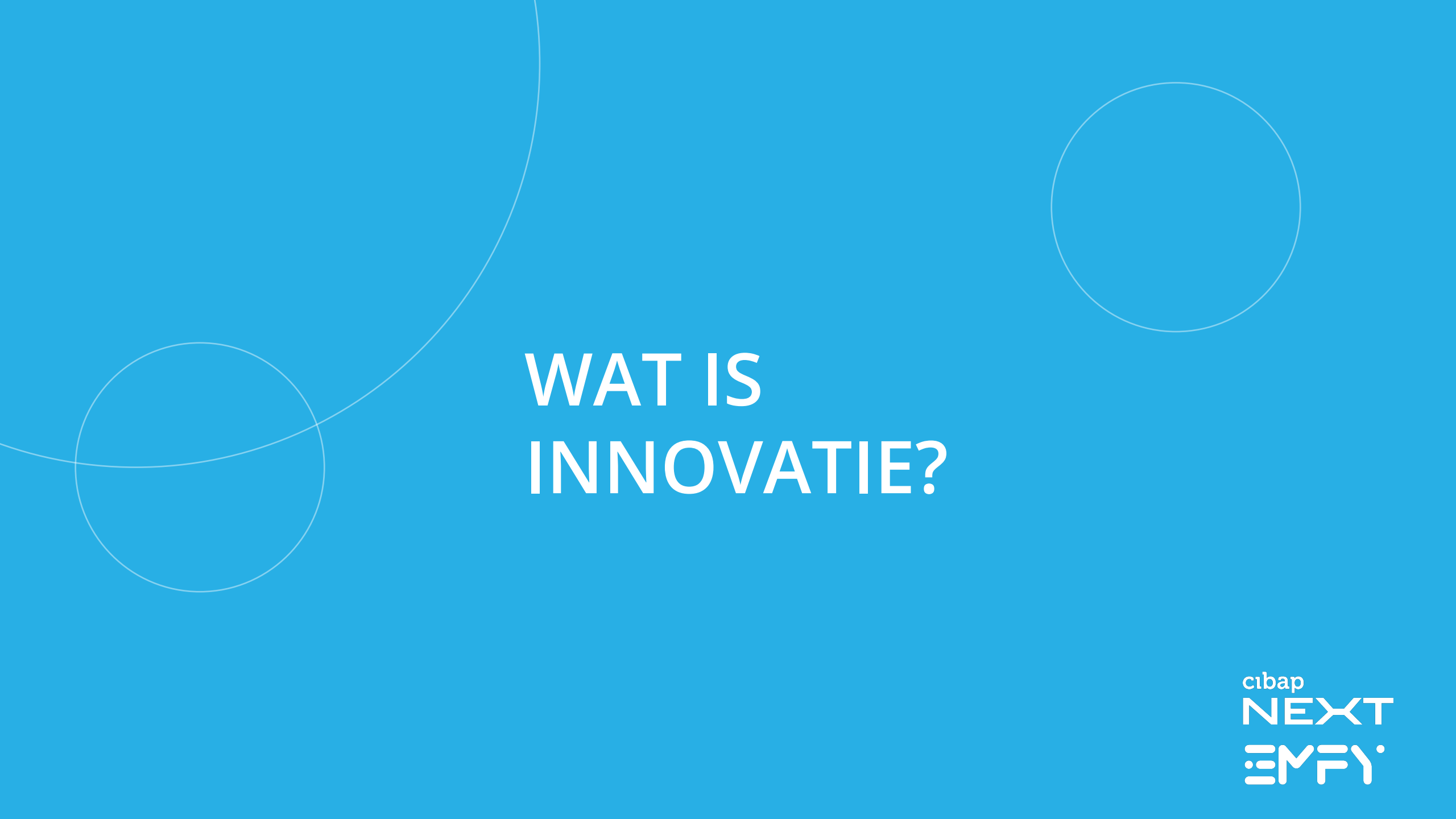


Scream for coffee 😊



Let's go!

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WAT IS INNOVATIE?

Innovatie:

1% inspiratie
99% transpiratie



Segway

€200.000.000 loss



Ford Edsel

€400.000.000 loss

VIDEOLAND

BY RTL

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Idea



Business plan



Investment



Product



Marketing

Loco, loco, loco.

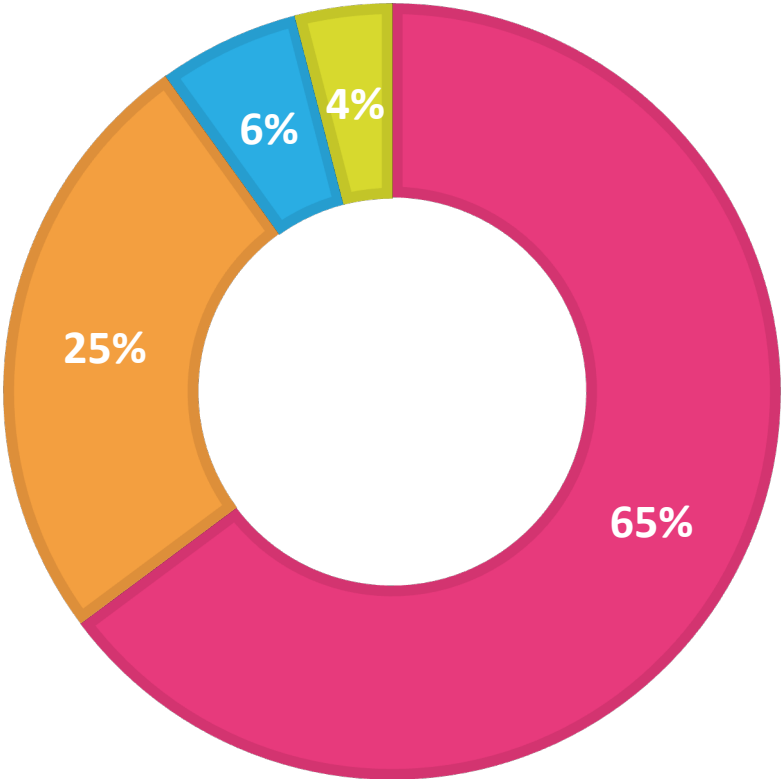
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Between 70% and 90% of the
innovation projects in large-sized
companies **fail.**

Harvard Business Review

Early-stage venture returns

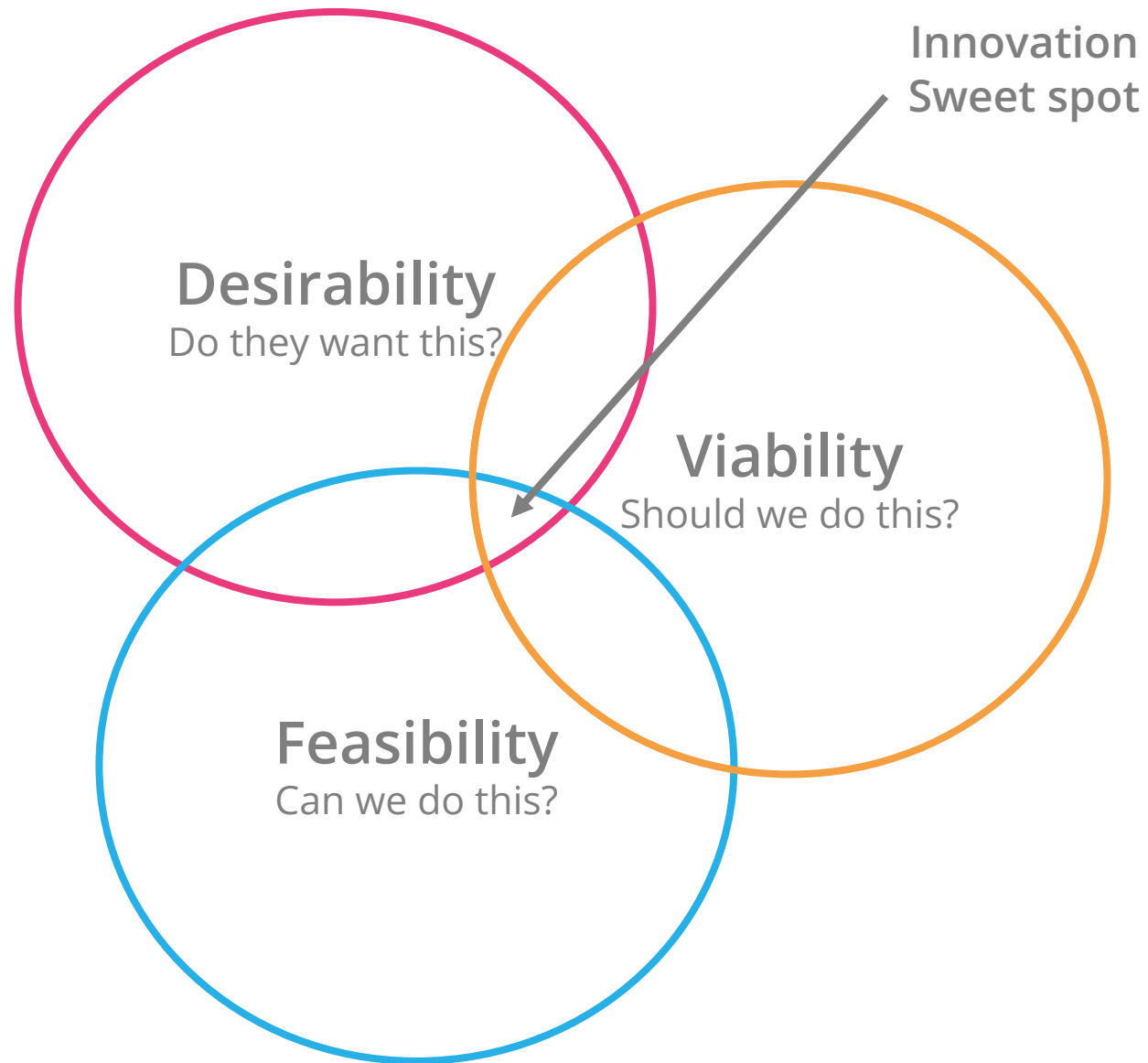
■ <1 ■ 1-5 ■ 5-10 ■ >10



Source: data from VentureSource and other

Why startups fail





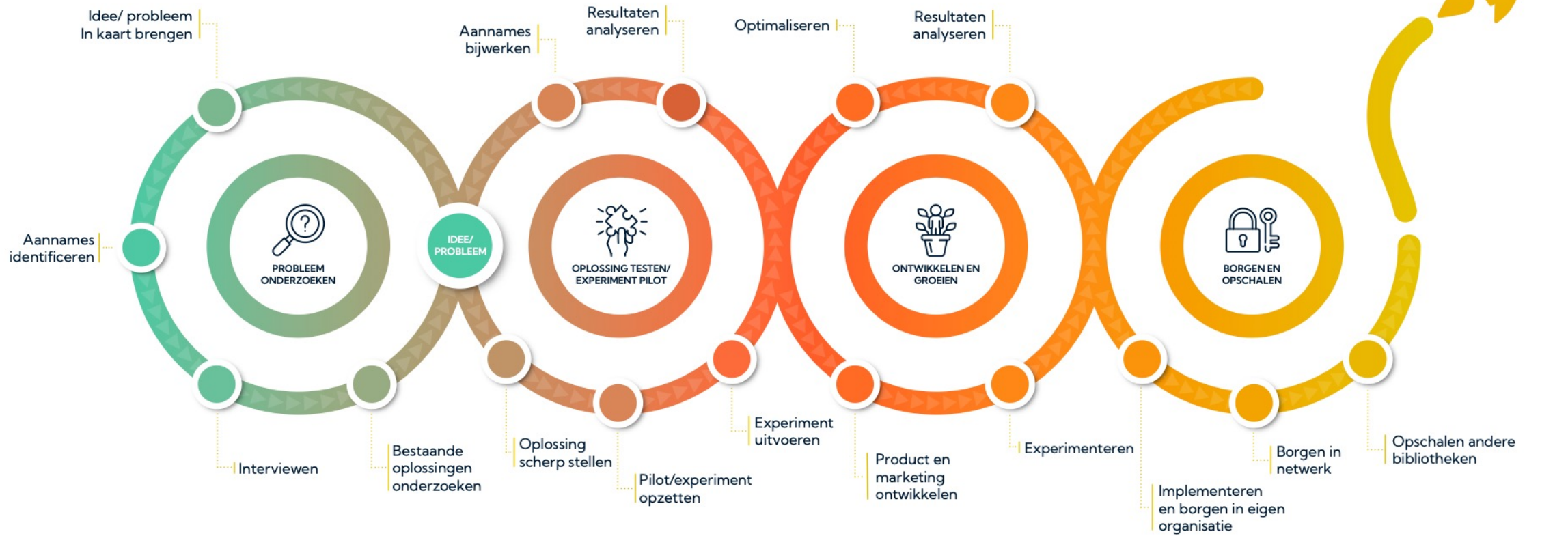


The question is not **can** it be built, but **should** it be built.



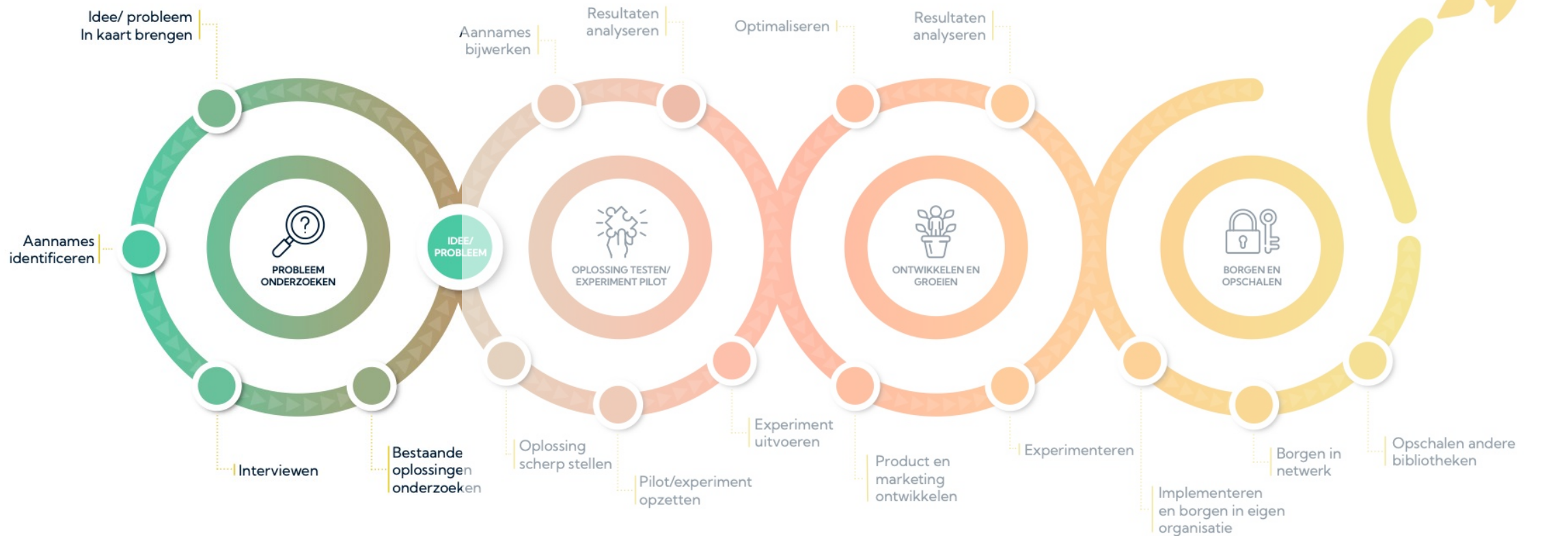
THAT'S WHY...

Innovatieproces



LET'S START...

Innovatieproces




IDEE IN KAART BRENGEN





Business Innovation Canvas

<p>1 Customer segment <i>Who is your customer? Who is your target group?</i></p> <p>Early adopters <i>Who within the target group will be the first to adopt the solution?</i></p>	<p>2 Problem <i>What problems do you solve for your customer?</i></p> <p>Alternatives <i>What alternatives do people use to solve the problem?</i></p>	<p>3 Idea <i>What's your idea or solution for this problem?</i></p> <p>Value proposition <i>A statement that formulates what value your solution ads for customers</i></p>					
<p>4 Total addressable market <i>How big is the target group?</i></p> <p>Market share <i>Which part of the target group will be a customer or user?</i></p>	<p>5 Competitive position <i>How does the solution differ from alternative solutions?</i></p>	<p>6 Team <i>What skills, knowledge and experience are needed?</i></p> <p>Partners <i>Which (parts of the) solution could you purchase? Who could be your partner?</i></p>					
<p>7 Business</p> <table border="1"><tr><td data-bbox="318 972 810 1382"><p>Goal <i>What do you want to achieve? What (business)goals are there?</i></p></td><td data-bbox="810 972 1302 1382"><p>Investment <i>What investment (in time and money) is needed to launch the first version of the innovation? Where do you get that investment?</i></p></td><td data-bbox="1302 972 1793 1382"><p>Returns <i>What is the expected revenue (price x quantity) or cost reduction?</i></p></td><td data-bbox="1793 972 2234 1382"><p>Cost <i>What are the expected costs?</i></p></td></tr></table> <p></p>				<p>Goal <i>What do you want to achieve? What (business)goals are there?</i></p>	<p>Investment <i>What investment (in time and money) is needed to launch the first version of the innovation? Where do you get that investment?</i></p>	<p>Returns <i>What is the expected revenue (price x quantity) or cost reduction?</i></p>	<p>Cost <i>What are the expected costs?</i></p>
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Business Innovation Canvas

1 Customer segment
Who is your customer? Who is your target group?

Early adopters
Who within the target group will be the first to adopt the solution?

2 Problem
What problems do you solve for your customer?

Alternatives
What alternatives do people use to solve the problem?

3 Idea
What's your idea or solution for this problem?

Value proposition
A statement that formulates what value your solution ads for customers

4 Total addressable market
How big is the target group?

Market share
Which part of the target group will be a customer or user?

5 Competitive position
How does the solution differ from alternative solutions?

6 Team
What skills, knowledge and experience are needed?

Partners
Which (parts of the) solution could you purchase? Who could be your partner?

Goal
What do you want to achieve? What (business)goals are there?

7 Business

Investment
What investment (in time and money) is needed to launch the first version of the innovation? Where do you get that investment?

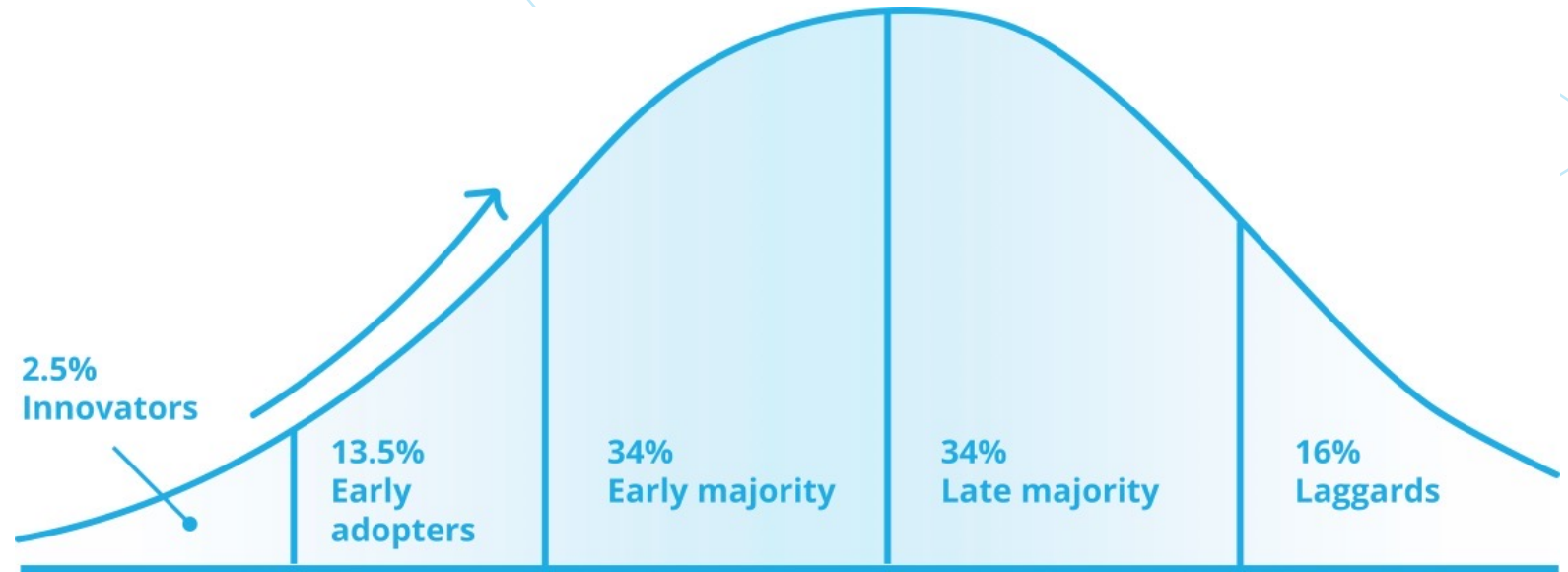
Returns
What is the expected revenue (price x quantity) or cost reduction?

Cost
What are the expected costs?





Where to start?





“By far the most common mistake startups make is solving **problems no one has.**”

Paul Graham

Founder Y-combinator


Let's get to work!

Fill out 1,2 and 3 of your business innovation canvas

Work on post-its

Work together

Business Innovation Canvas

1 Customer segment Who is your customer? Who is your target group? Early adopters Who within the target group will be the first to adopt the solution?	2 Problem What problems do you solve for your customer? Alternatives What alternatives do people use to solve the problem?	3 Idea What's your idea or solution for this problem? Value proposition A statement that formulates what value your solution offers for customers	
4 Total addressable market How big is the target group? Market share Which part of the target group will be a customer or user?	5 Competitive position How does the solution differ from alternative solutions?	6 Team What skills, knowledge and experience are needed? Partners Which parts of the solution could you purchase? Who could be your partner?	
7 Business	Goal What do you want to achieve? What business goals are there? Investment What investment (in time and money) is needed to launch the first version of the innovation? Where do you get that investment?	Returns What is the expected revenue (price x quantity) or cost reduction? Cost What are the expected costs?	



Tell us where you stand

Business Innovation Canvas

<p>1 Customer segment <i>Who is your customer? Who is your target group?</i></p> <p>Early adopters <i>Who segments are most likely to try your innovation?</i></p> <p>Guess</p>	<p>2 Problem <i>What problems do you solve for your customer?</i></p> <p>Alternative solutions <i>What alternative solutions are available to your customer?</i></p> <p>Guess</p>	<p>3 Idea <i>What's your idea or solution for this problem?</i></p> <p>Value proposition <i>A statement of the benefits for customers</i></p> <p>Guess</p>					
<p>4 Total addressable market <i>How big is the target group?</i></p> <p>Market segments <i>Which parts of the market are most relevant to your customer or user?</i></p> <p>Guess</p>	<p>5 Competitive position <i>How does the solution differ from alternative solutions?</i></p> <p>Guess</p>	<p>6 Team <i>What skills, knowledge and experience do you have?</i></p> <p>Partners <i>Which parts of the solution could you purchase? Who could be your partners?</i></p> <p>Guess</p>					
<p>7 Business</p> <table border="1"><tr><td data-bbox="698 818 996 1073"><p>Goal <i>What do you want to achieve? What business goals are there?</i></p><p>Guess</p></td><td data-bbox="1014 818 1312 1073"><p>Investment <i>What investment (in time and money) is needed to launch the first version of the innovation? Where do you get that investment?</i></p><p>Guess</p></td><td data-bbox="1330 818 1628 1073"><p>Returns <i>What is the expected revenue (price x quantity) or cost reduction?</i></p><p>Guess</p></td><td data-bbox="1646 818 1908 1073"><p>Cost <i>What are the expected costs?</i></p><p>Guess</p></td></tr></table> <p>EMFY</p> <p>© 2019 EMFY</p>				<p>Goal <i>What do you want to achieve? What business goals are there?</i></p> <p>Guess</p>	<p>Investment <i>What investment (in time and money) is needed to launch the first version of the innovation? Where do you get that investment?</i></p> <p>Guess</p>	<p>Returns <i>What is the expected revenue (price x quantity) or cost reduction?</i></p> <p>Guess</p>	<p>Cost <i>What are the expected costs?</i></p> <p>Guess</p>
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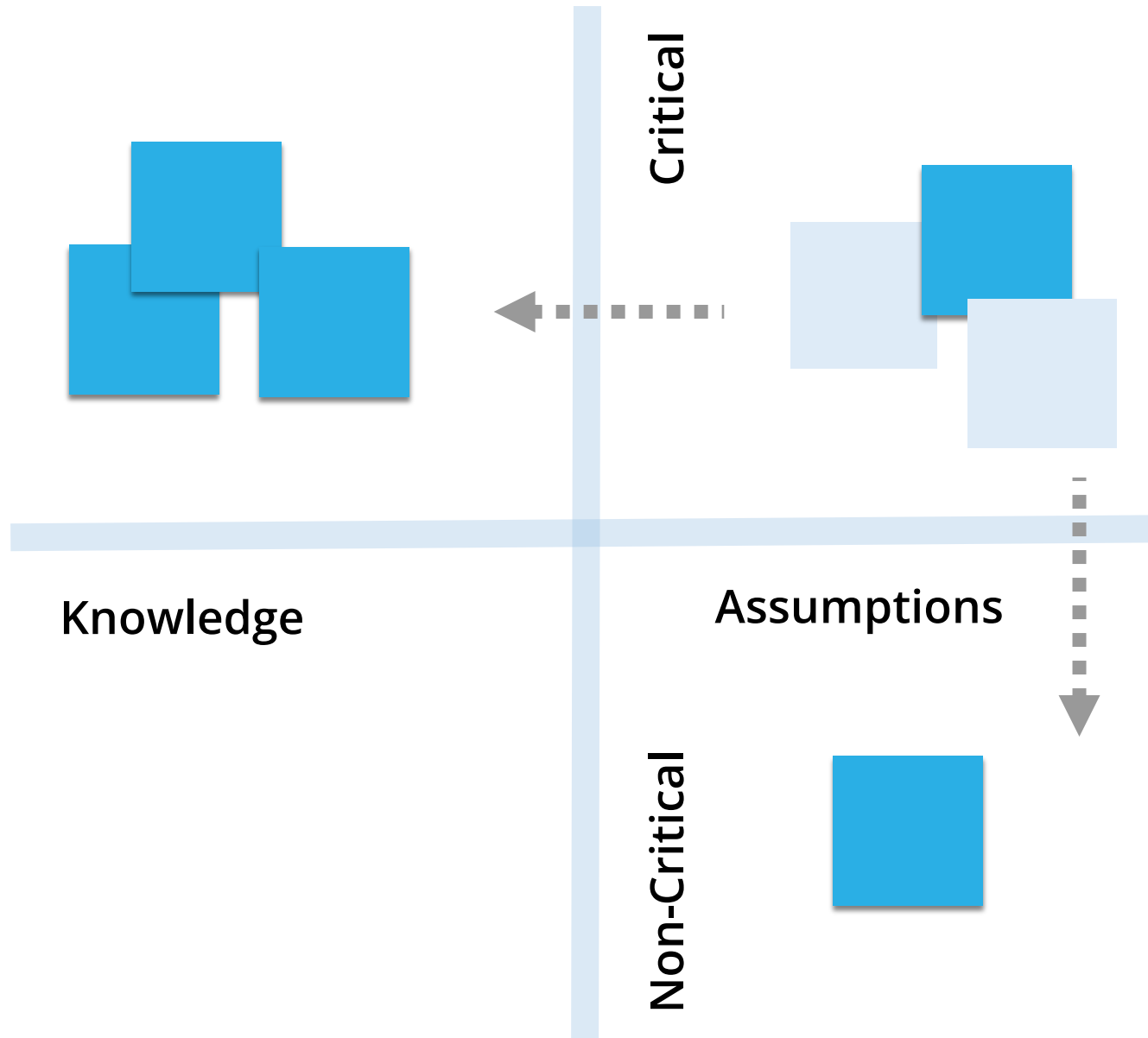


Your assumptions are most likely wrong



**"It's your job to iterate
from 'plan A', to a plan
that works."**

Ash Maurya

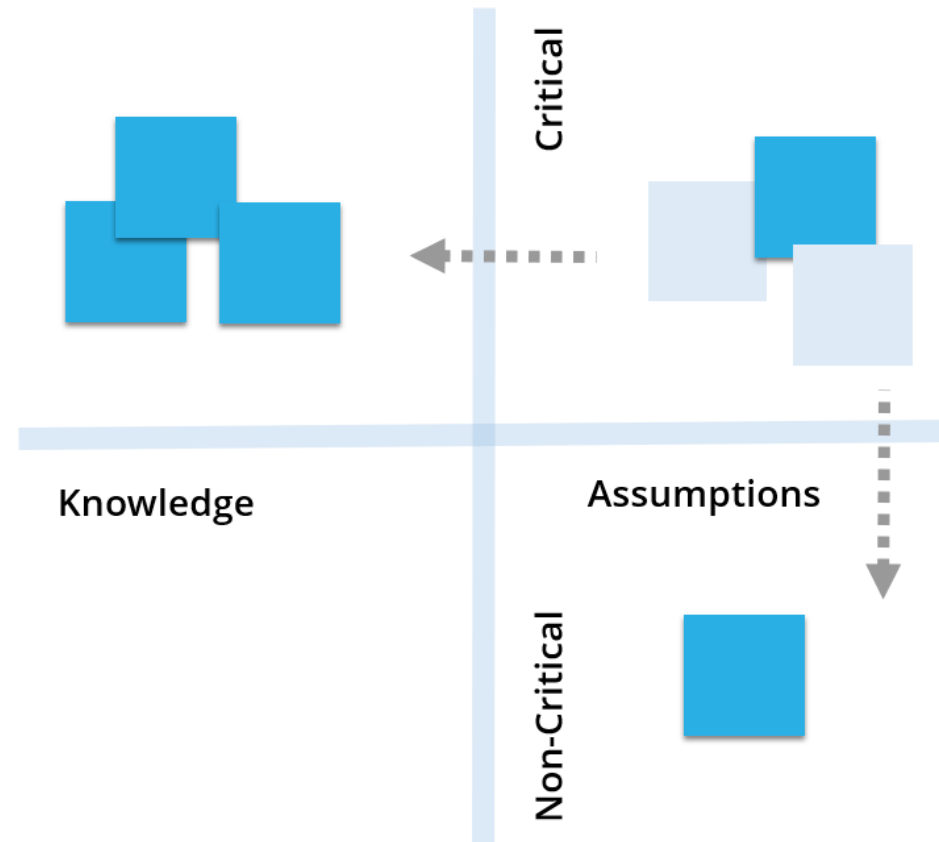


Aannames

Puppy eigenaren vinden het vervelend dat hun puppy op de bank springt.

Voorbeeld van slecht geformuleerde aannames

- Puppy op bank (te vaag).
- Puppy eigenaren vinden het vervelend als hun puppy op de bank springt en binnen poept (zijn twee verschillende aannames).
- Puppy eigenaren vinden het vervelend als hun puppy op de bank springt en willen dit voorkomen (zijn twee verschillende aannames).
- We denken dat puppy eigenaren het vervelend vinden als hun puppy op de bank springt (schrijf het stellig op als een aanname. Niet als een idee.).

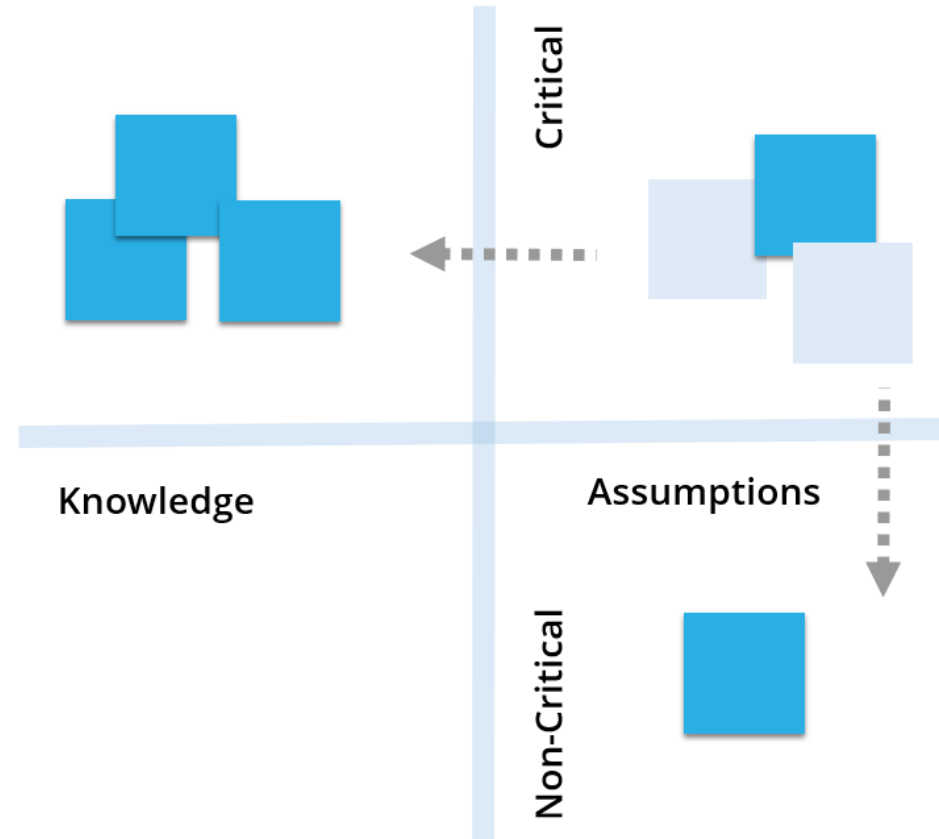


Voor nu...

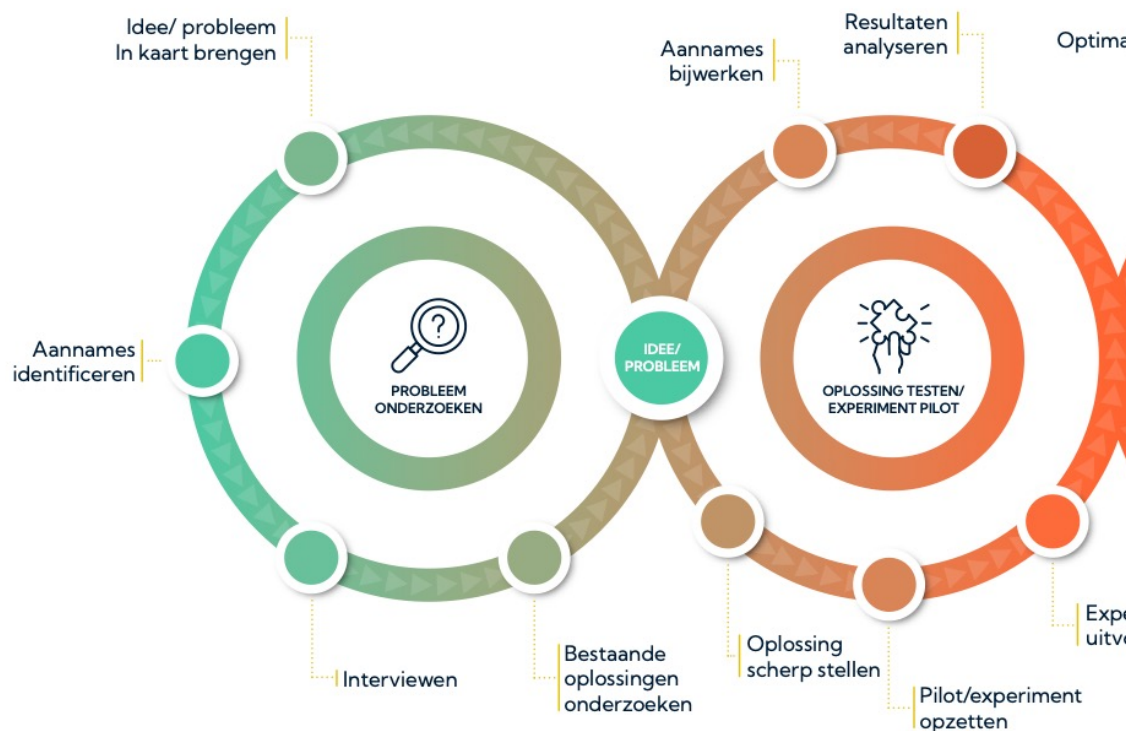
Schrijf 10 aannames op

Kies de 3 meest risicovolle

Tip: bestaat het probleem dat je probeert op te lossen?



Bestaat het **probleem** en is het de moeite waard om op te lossen?



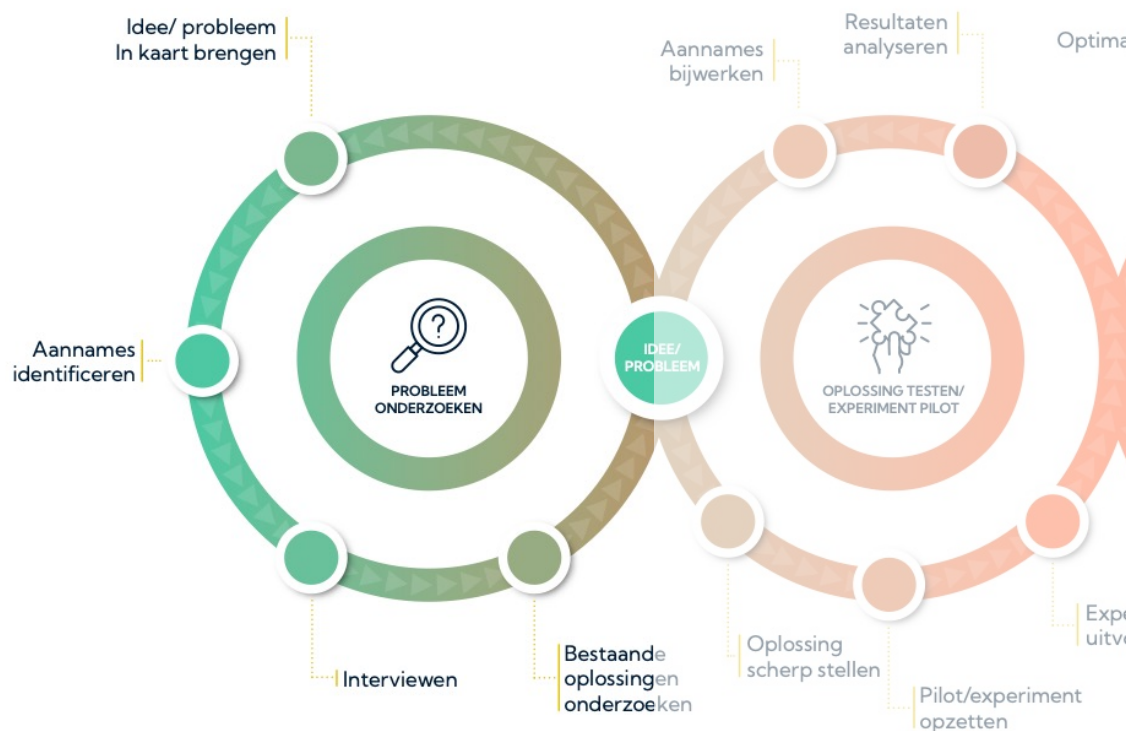
Interview!

Wil de doelgroep de **oplossing** die je hebt bedacht (liever) hebben?

Experimenteer!

Bestaat het **probleem** en is het de moeite waard om op te lossen?

Interview!



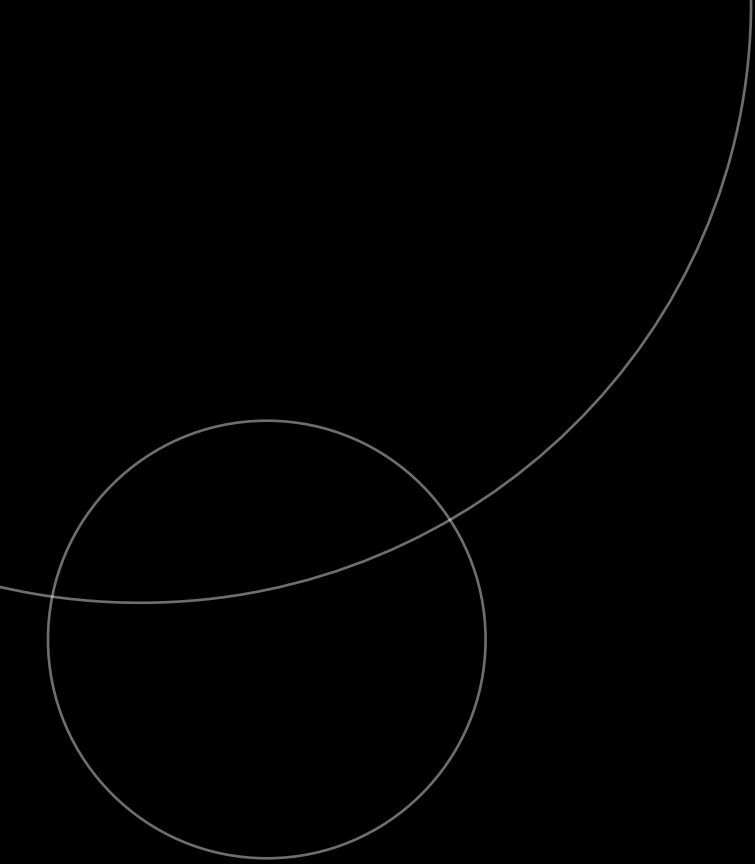
Wil de doelgroep de **oplossing** die je hebt bedacht (liever) hebben?

Experimenteer!



Get out of the building!

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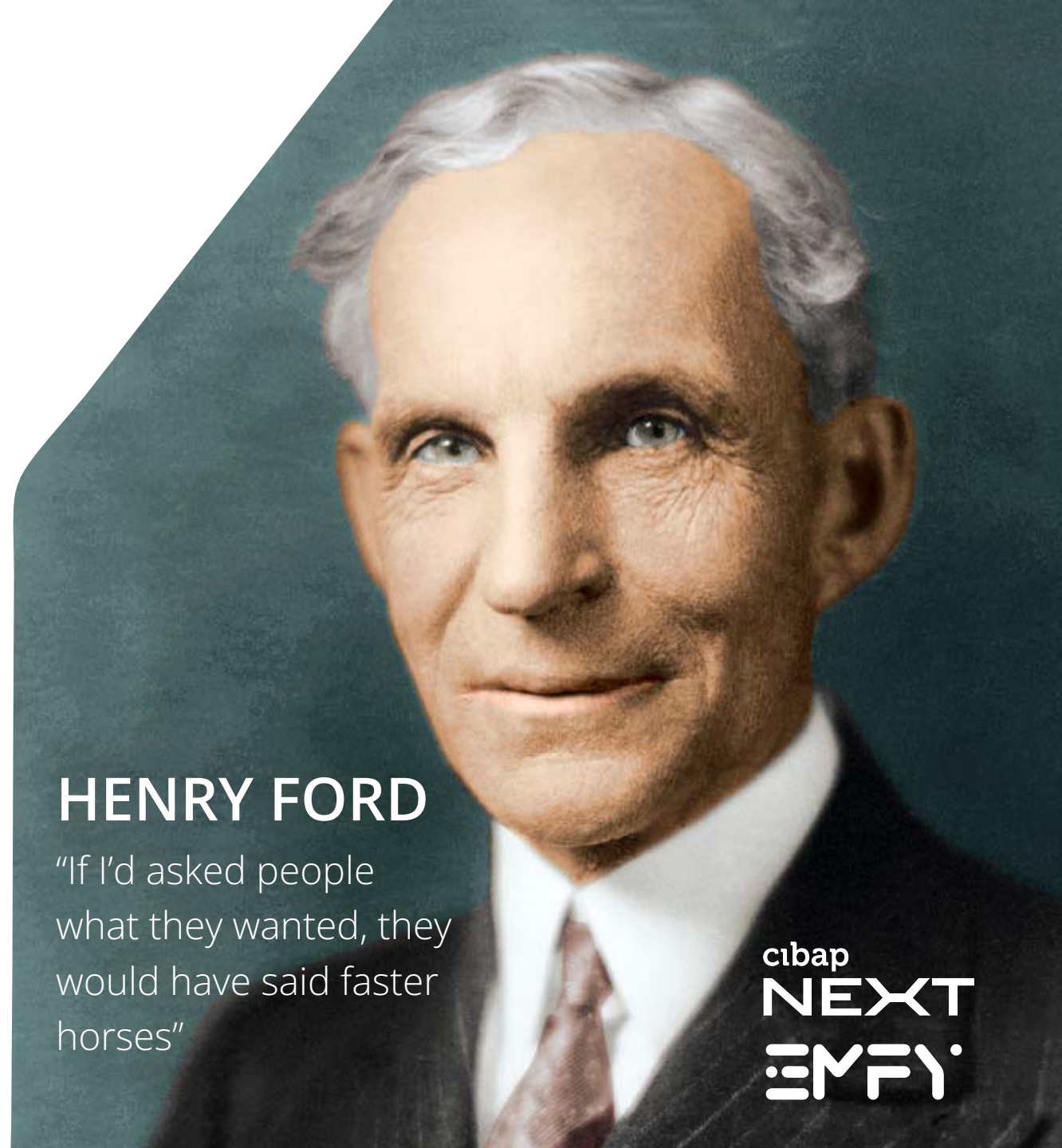
You have **one** job

To build something people would want. But do people actually know what they want?

HENRY FORD

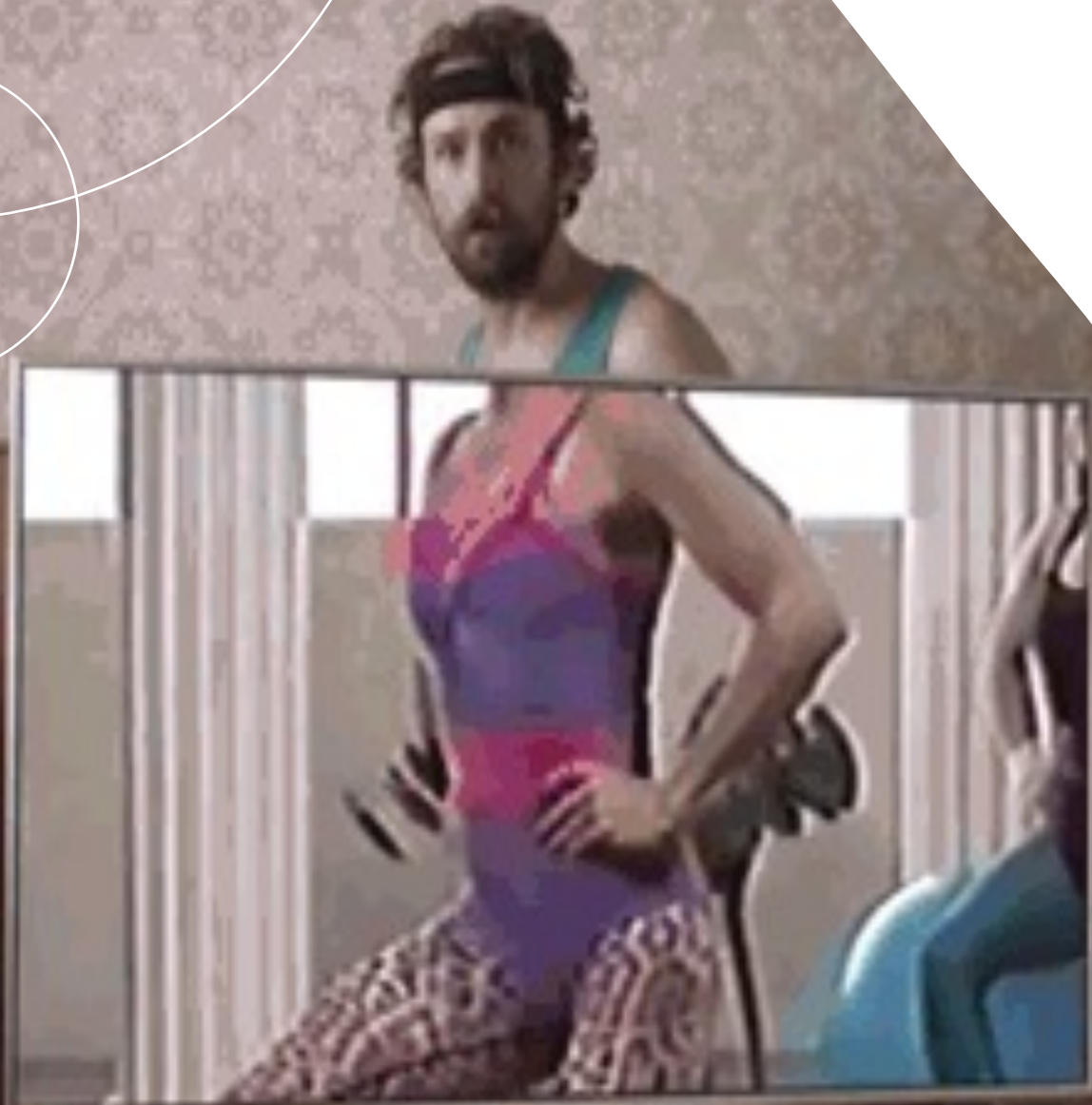
"If I'd asked people what they wanted, they would have said faster horses"

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People are lying bastards...



How often do you
go to the gym?

The mom test



Quiz





Do you think this is a good idea?



Would you buy a product which did X?



Can you talk me through the last time the problem occurred?



How much would you pay for X?



What else have you tried to solve your problem?



Is there anything else I should have asked?

The mom test

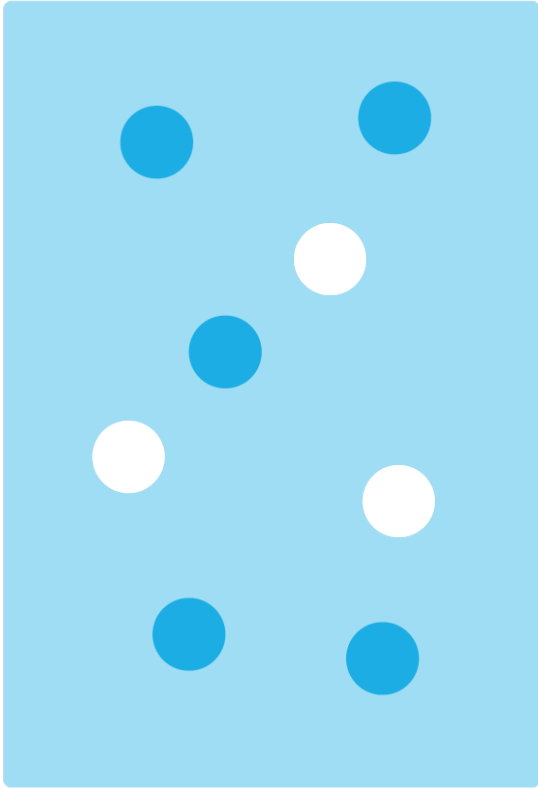


1. Talk about their life instead of your idea
2. Ask about specifics in the past instead of generics or opinions about the future
3. Talk less and listen more

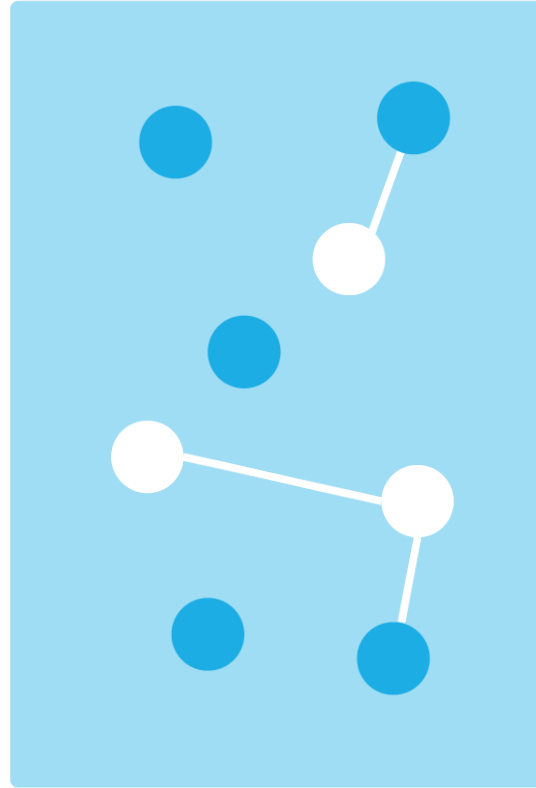
It is about learning,
not about selling!

No surveys or
focus groups!

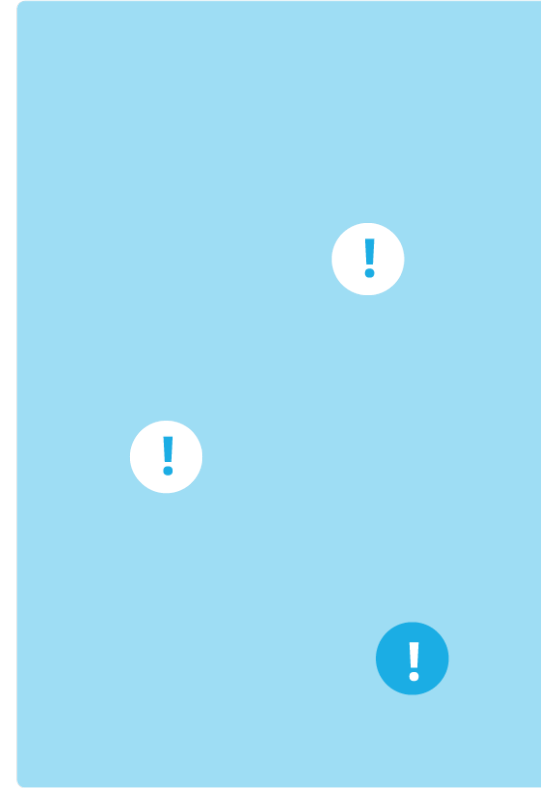




Information



Knowledge



Wisdom

Write down
characteristics



Get to work!

Bepaal wie je wil interviewen

Maak een mom-test proof interview script

Really? No.

Cheat sheet

Don't ask about futuristic behavior

Collect relevant characteristics

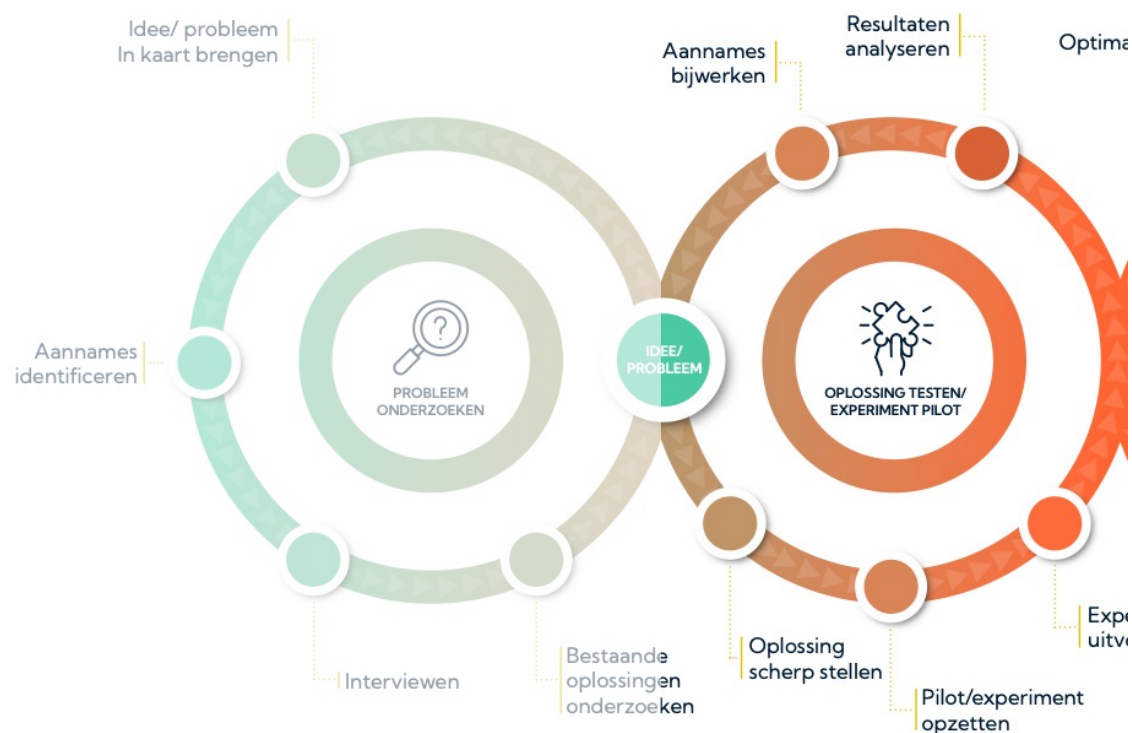
Ask about problems and the current way of solving them

Use the script as a checklist.

Really? No.

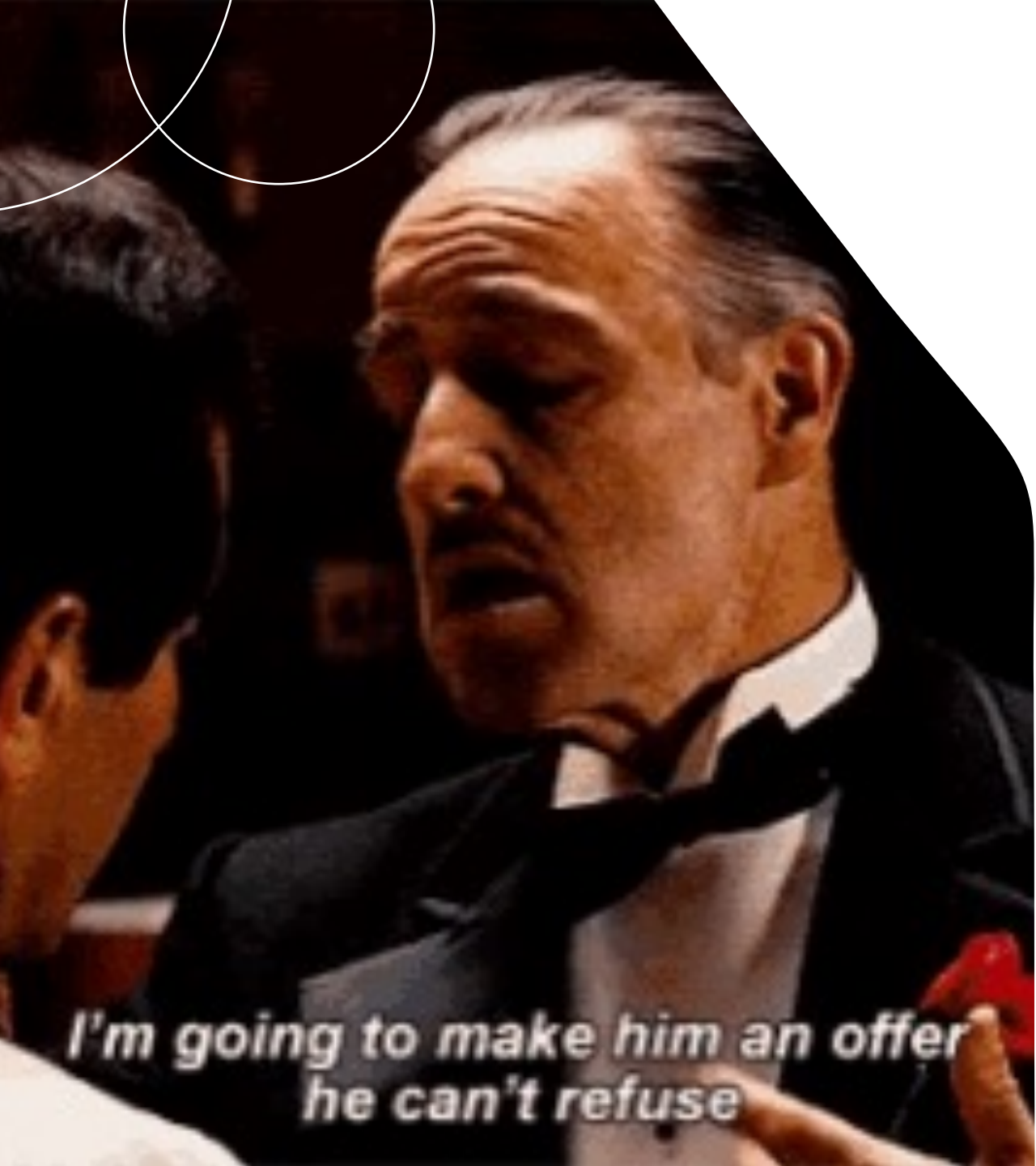
Bestaat het **probleem** en is het de moeite waard om op te lossen?

Interview!



Wil de doelgroep de **oplossing** die je hebt bedacht (liever) hebben?

Experimenteer!



*I'm going to make him an offer
he can't refuse*

The offer

- Smoke test
- A/B testing
- Pre-order
- Explainer videos
- Wizard of Oz
- The concierge
- Free cookie offer
- Pop-up stores
- Prototyping

Smoke test



BoekThuis.nl

[Hoe werkt het](#)

[Boekbox bestellen](#)

[Contact](#)



Zin om met een goed boek van de zomer te genieten?

Leen je BoekBox via BoekThuis

[LEES VERDER](#)

Pre-order offer

Let your customer pre-order your product on Kickstarter or other platforms. You'll get customer validation and fundraising at the same time.

KICKSTARTER PBC

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Wizard of Oz

Zappos began with putting up photos of shoes from local shoe stores on a website to gauge demand for an online store.

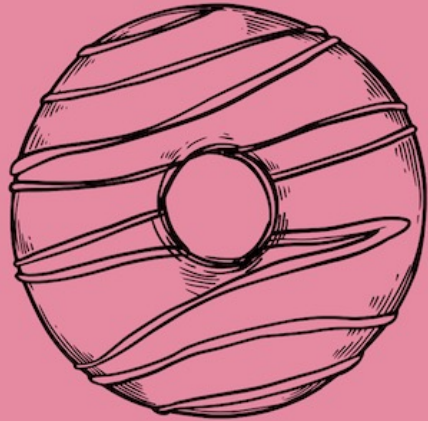


The free cookie offer

Download the first chapter of a book for free and give feedback.



**Pop-up
store or restaurant**



prototype



minimum viable product



product

“If you’re not embarrassed by the first version of your product, you’ve launched it too late.”

Reid Hoffman
Founder LinkedIn



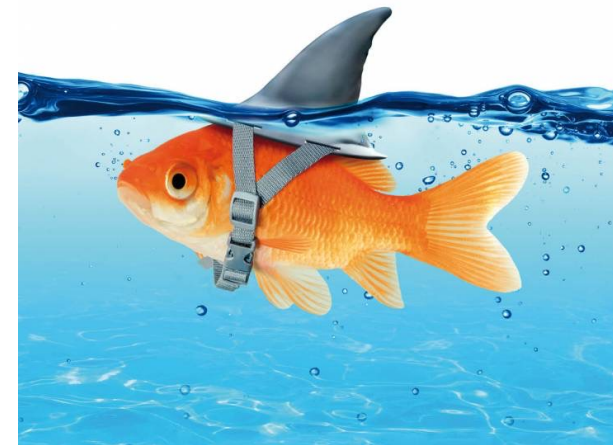
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Go to work!



Bedenk een experiment
voor jouw idee

Be brave
even if you're not,
pretend to be

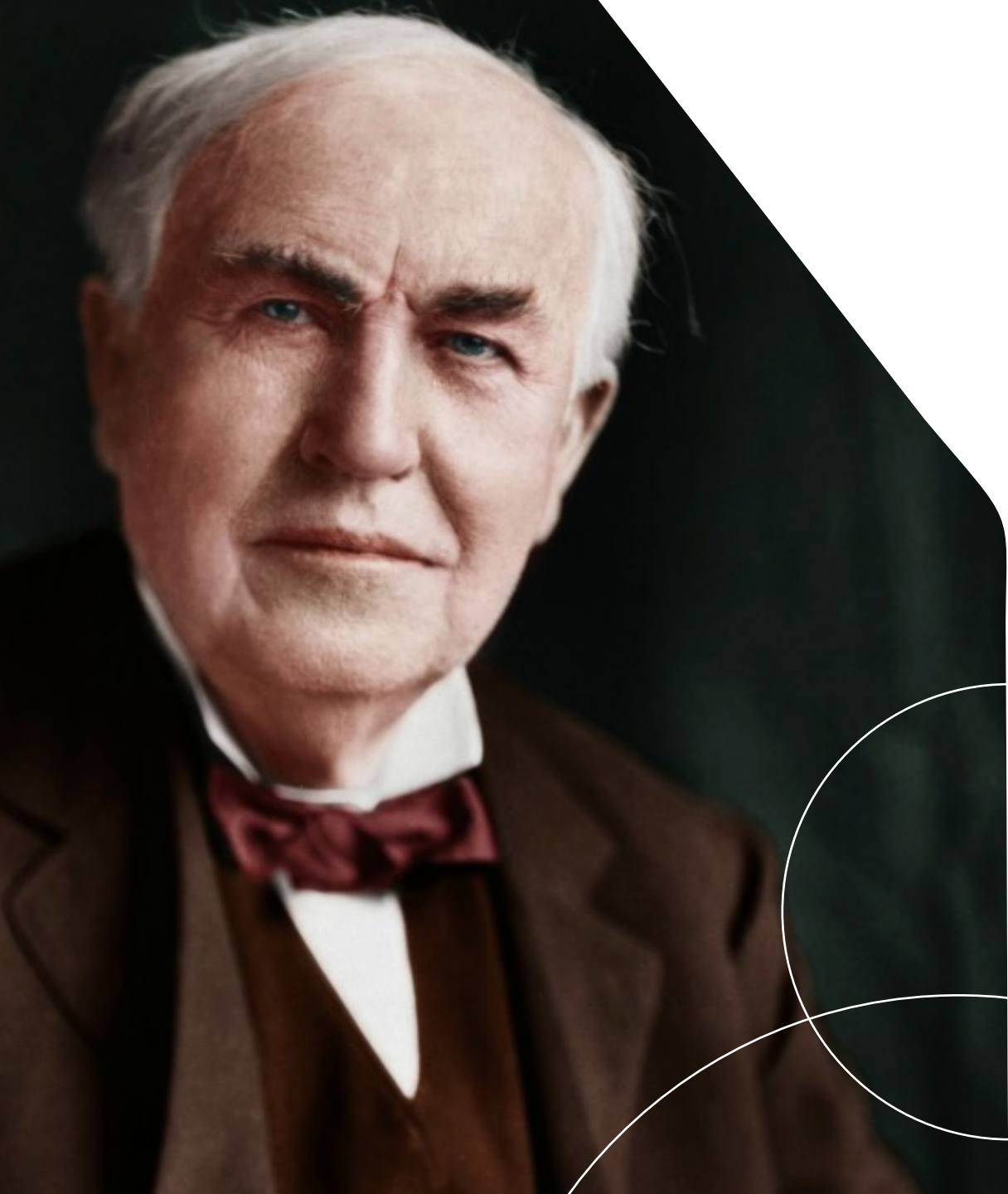


**“Without data you’re
just another person
with an opinion.”**

W. Edwards Deming



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“I haven’t failed. I’ve
just found 10.000 ways
that won’t work”

Thomas Edison

Any questions
left?





Good luck!

Good job today!



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