

# Innovation Family

## *Die neue Offenheit ?!*

*(Managing the innovation Family)*



**Dr. Fred van Ommen**

June 16 , 2016

**perspectives**  
2016



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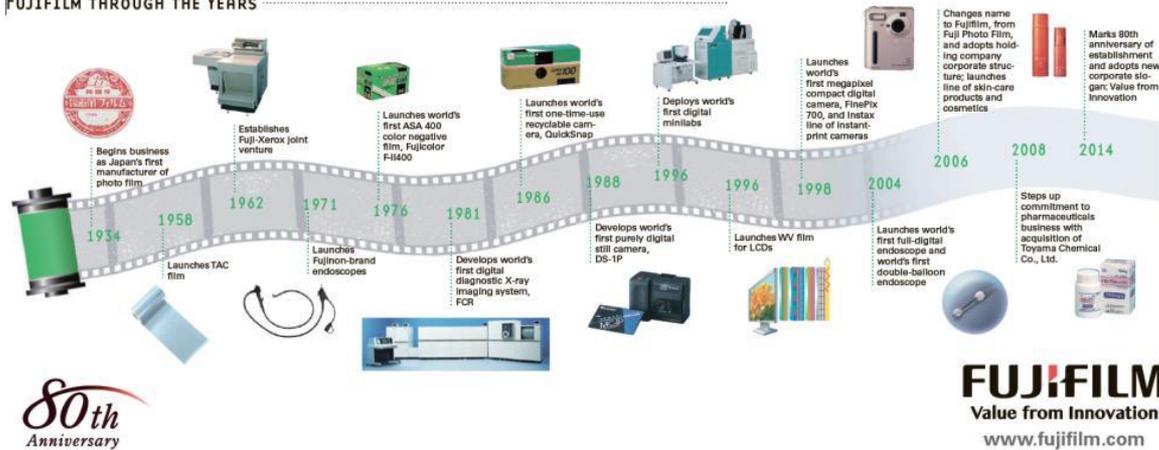
**Invented the digital camera in 1976  
but did not introduce it to protect  
their film business.**

DISCOVERED



## FUJIFILM THROUGH THE YEARS

OPEN



*FUJIFILM has \$ 23 billion turnover and 80,000 employees.*

*Co-creation with customers in Japan, Silicon Valley and The Netherlands*



*“The samurai become stronger by leaving the dojo and sparring with warriors from other traditions.”*



OPEN

HIGH  
TECH  
CAMPUS  
EINDHOVEN

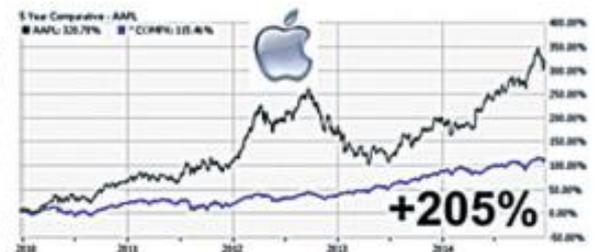
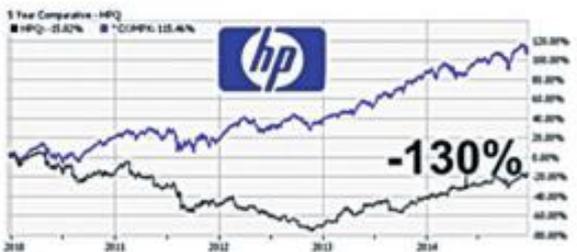
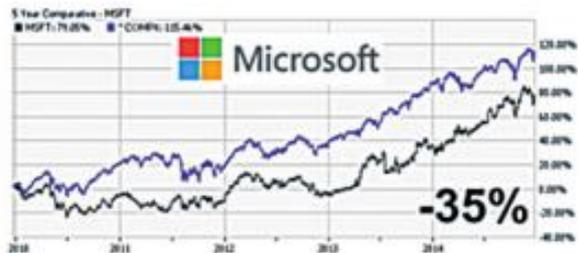
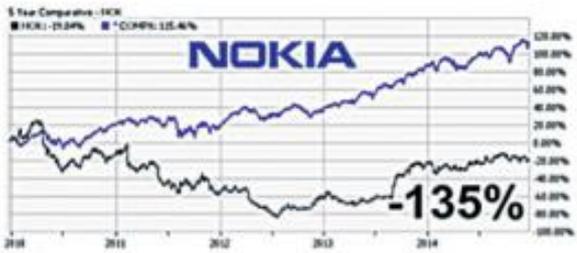
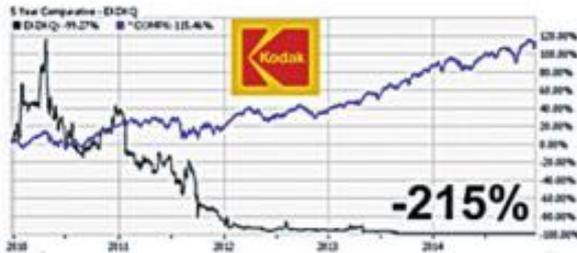


# WHY OPEN?

## STRUGGLE FOR SURVIVAL

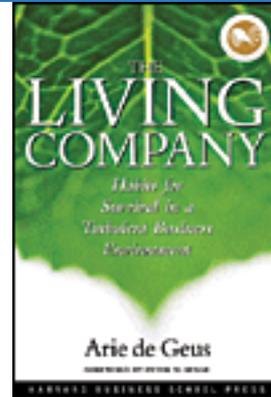
## BUSINESS AS USUAL

## DISRUPTIVE INNOVATORS



# Arie de Geus: the living company

**Average life expectancy of all firms, regardless of size <sup>1)</sup>:**



**12,5 years**

## **Common characteristics of long-lived companies**

- Sensitive to their environment in order to **learn and adapt**
- **Cohesive**, with a strong sense of **identity**
- Tolerant of **unconventional thinking** and **experimentation**
- Conservative in financial policy to retain the resources that allow for **flexibility**

<sup>1)</sup> Source: study 1996 Stratix consulting group - Amsterdam

**INVENTION** is  
turning money  
into ideas.

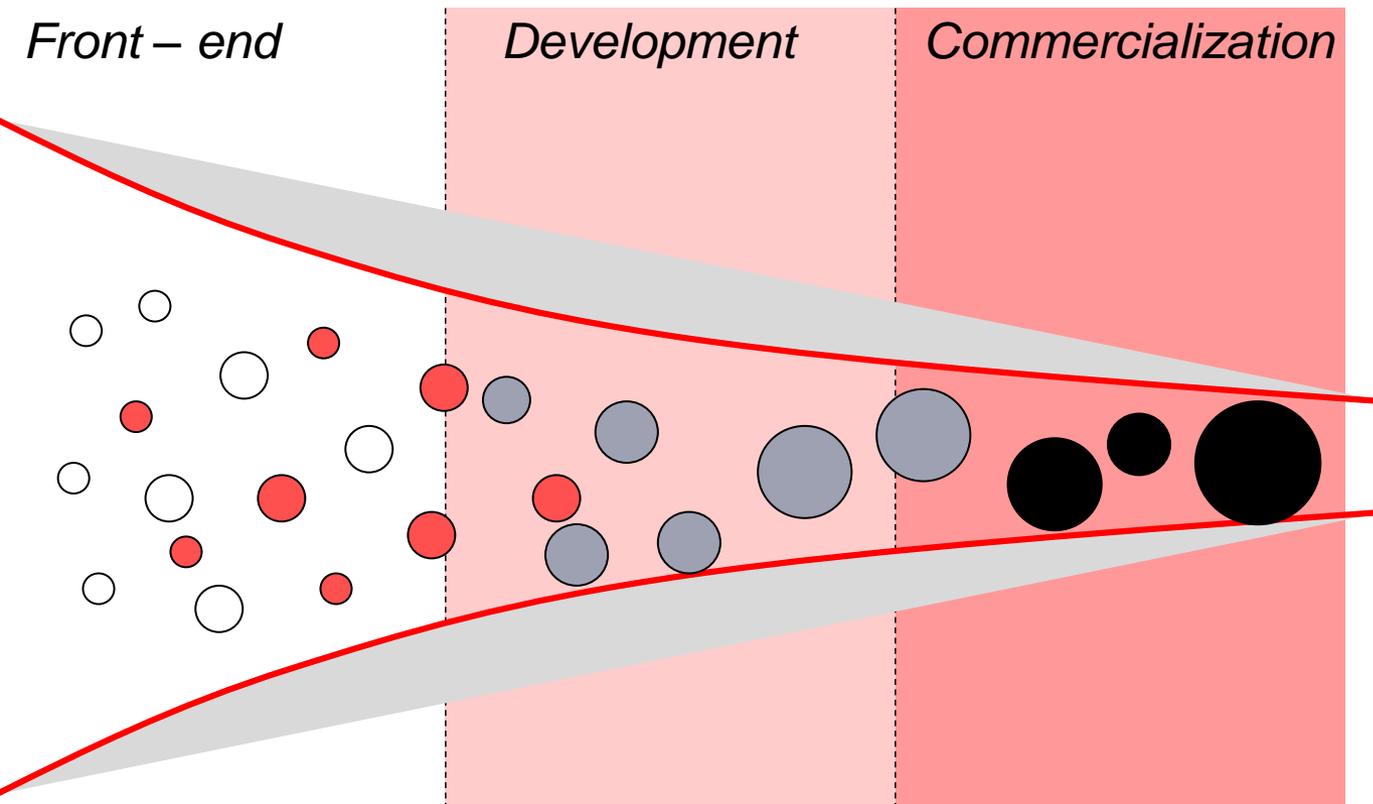


# INNOVATION is turning ideas into money

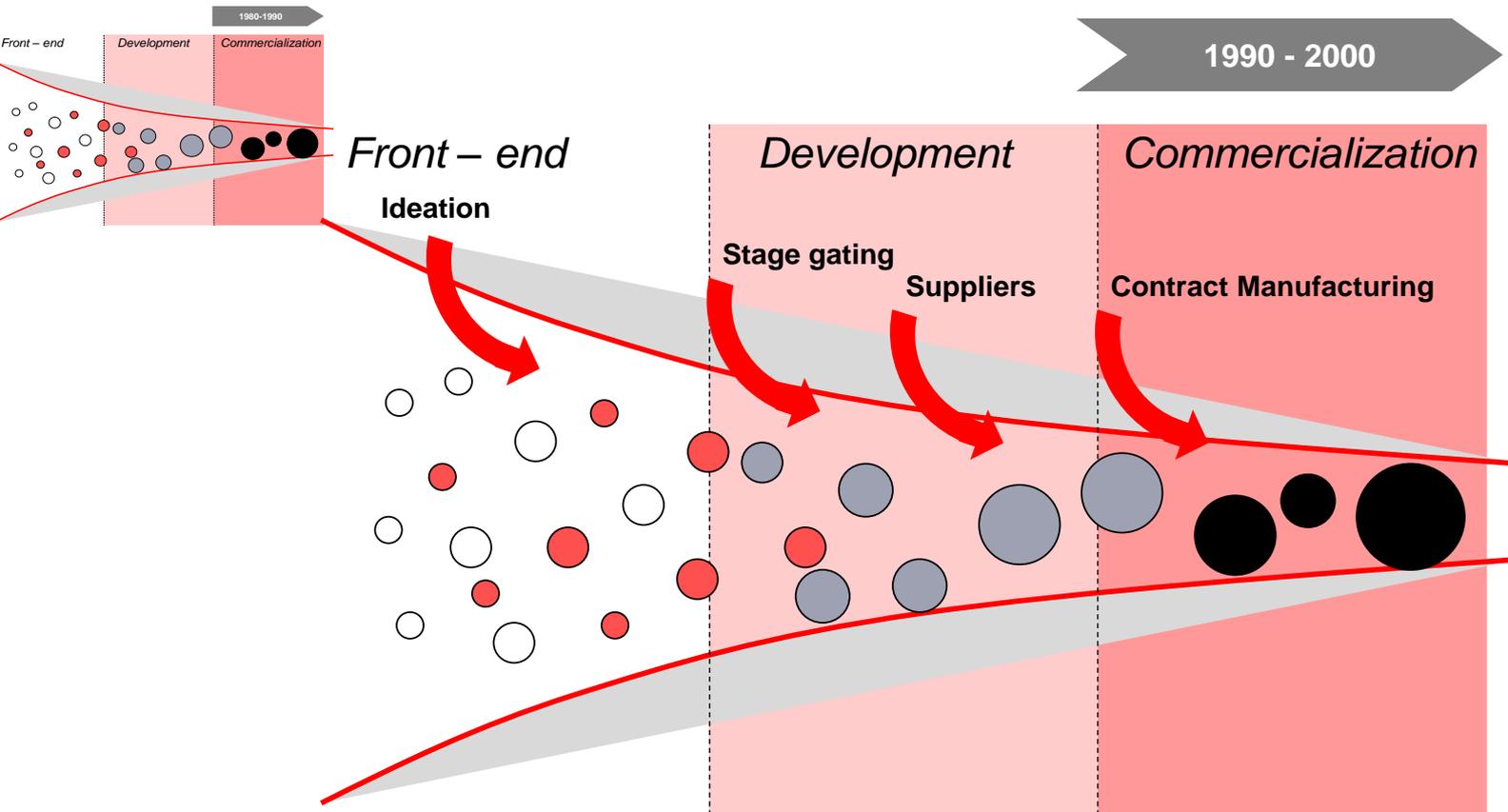


# Evolution of Open Innovation

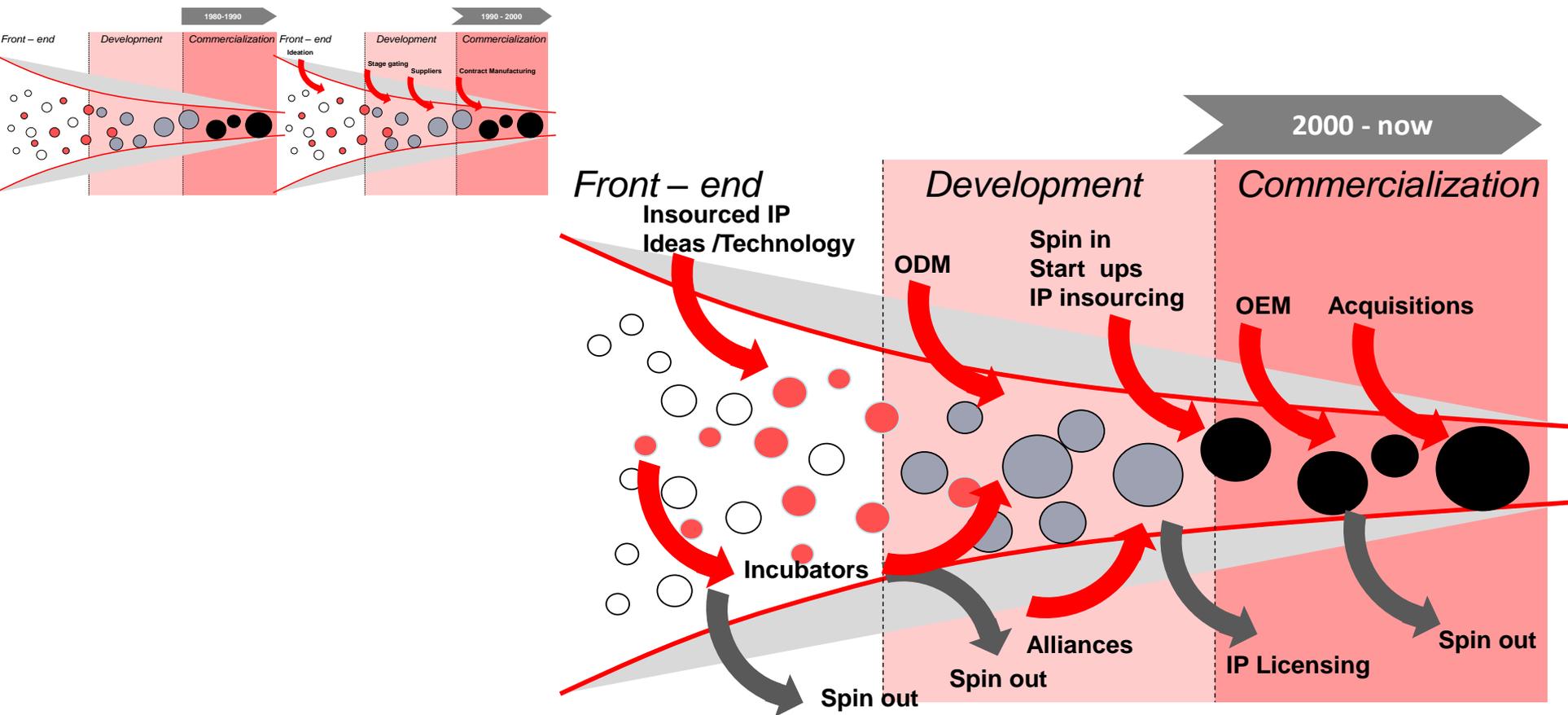
1980-1990



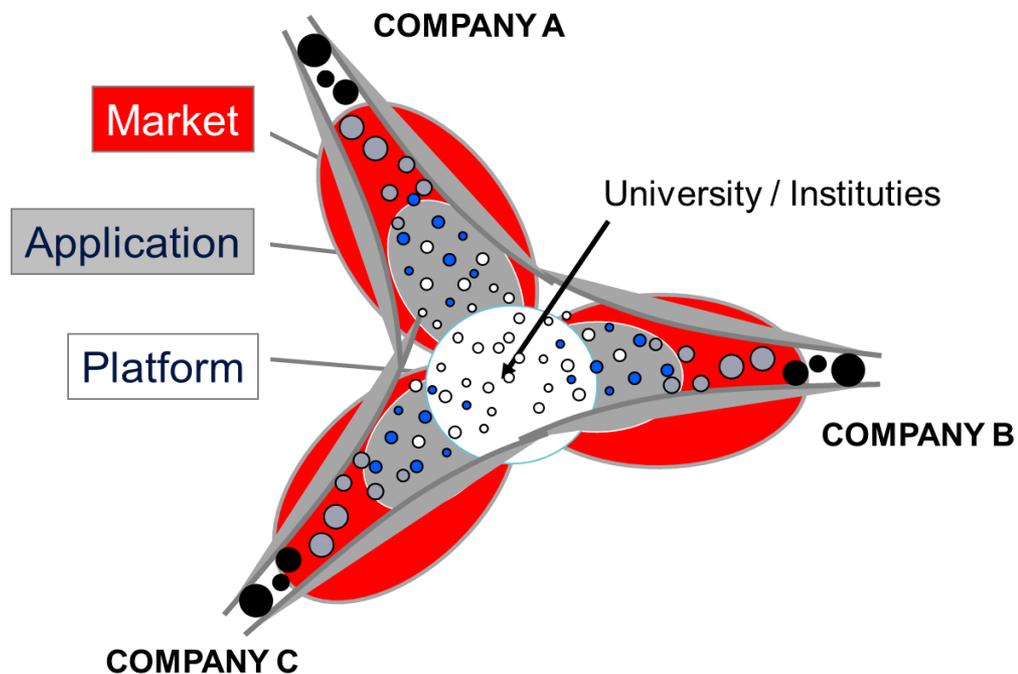
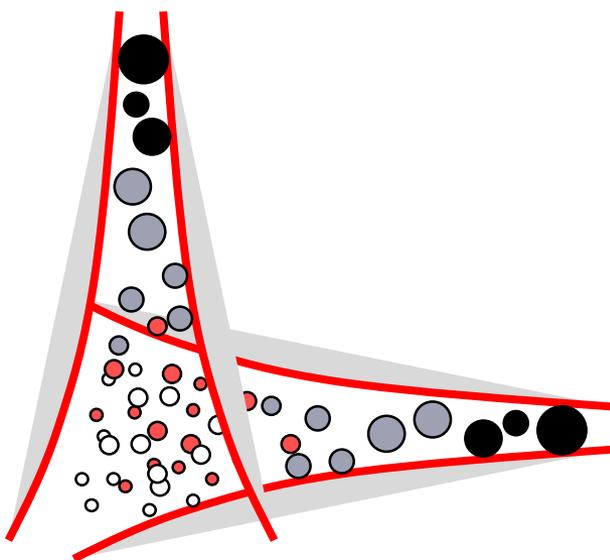
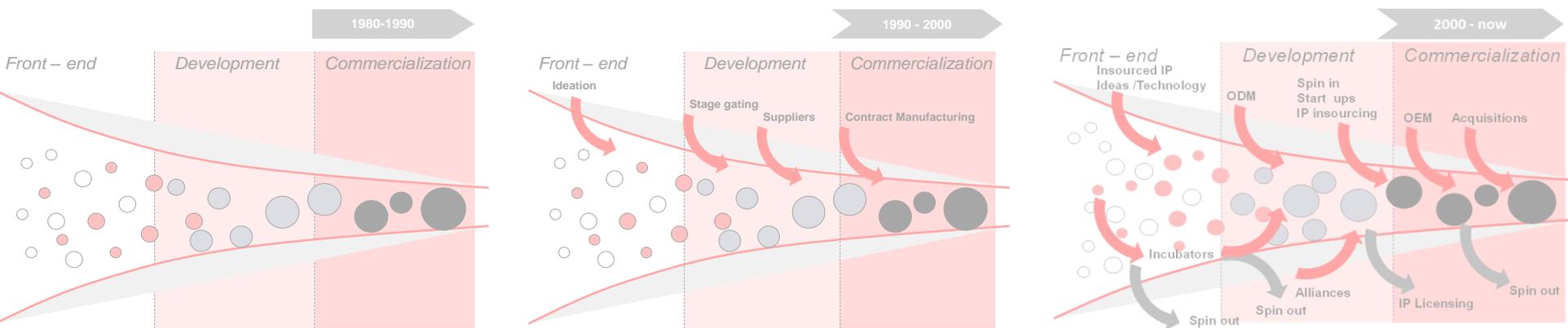
# Evolution of Open Innovation



# Evolution of Open Innovation

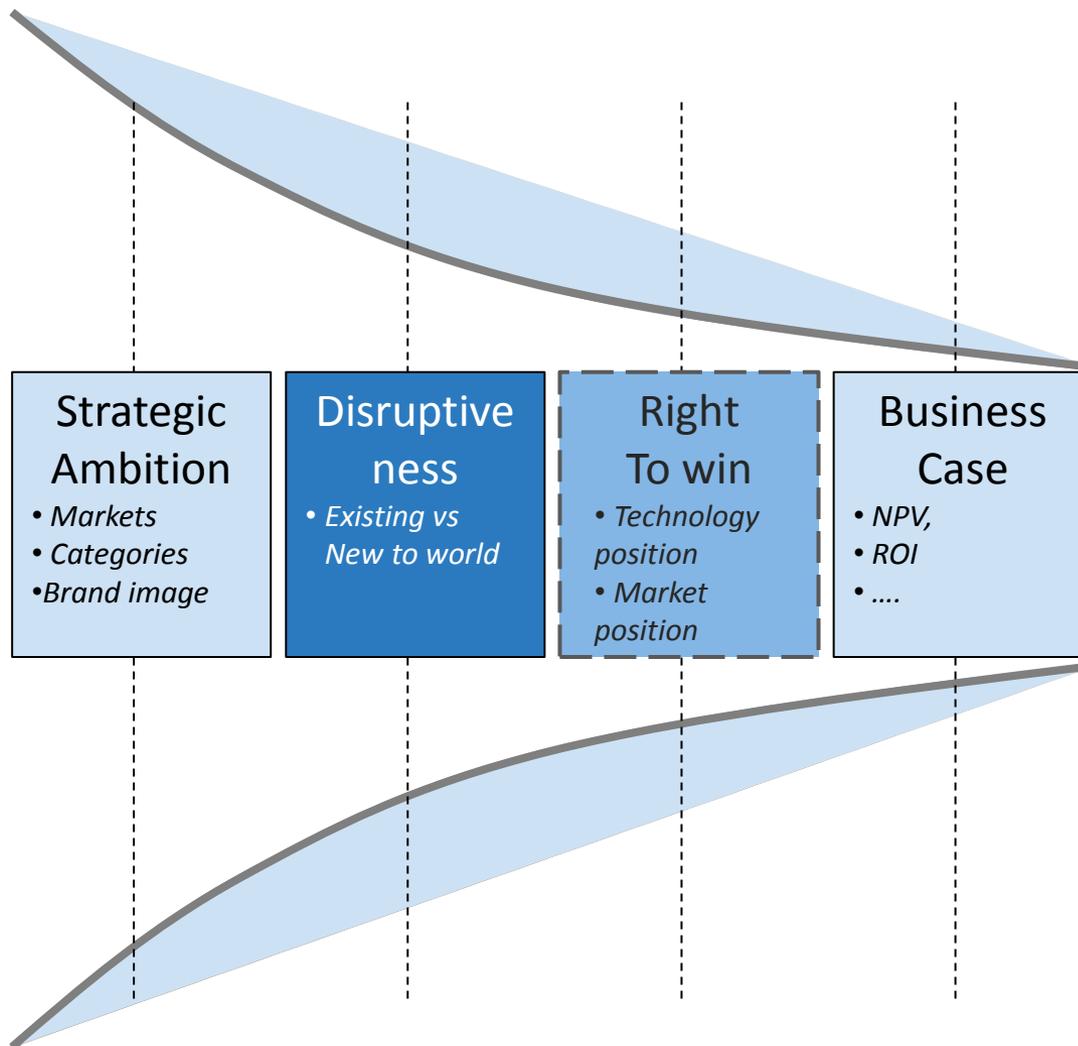


# Evolution to Open Business Creation



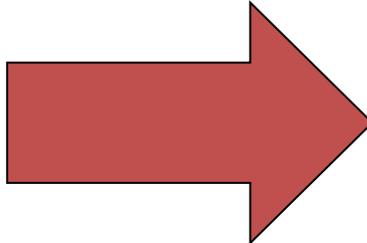
# Disruptiveness to the customer determines how to innovate

## Global Trends



## Opportunities

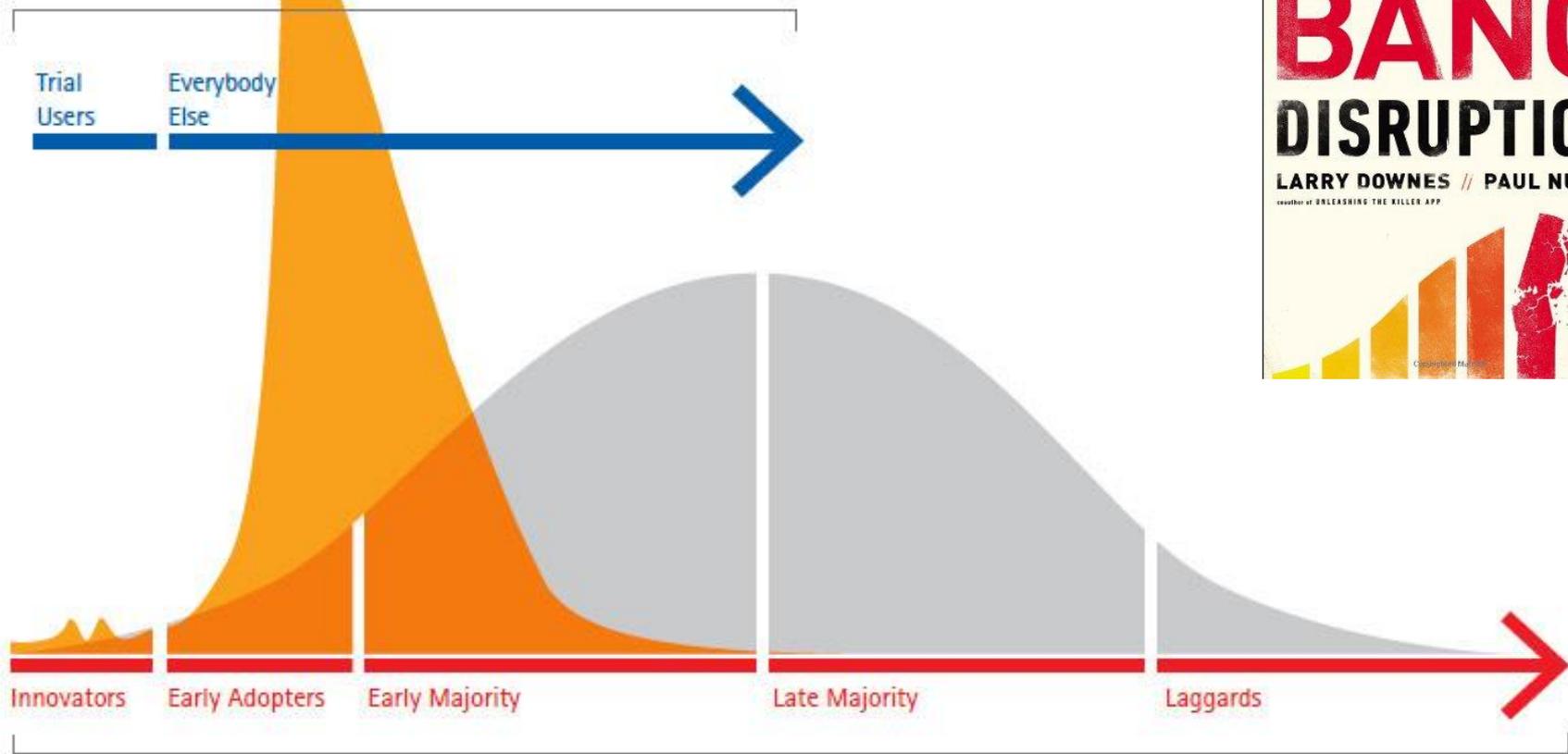




# Big Bang Disruption

## Big Bang Market Adoption

BIG BANG MARKET SEGMENTS



Trial Users

Everybody Else

Innovators

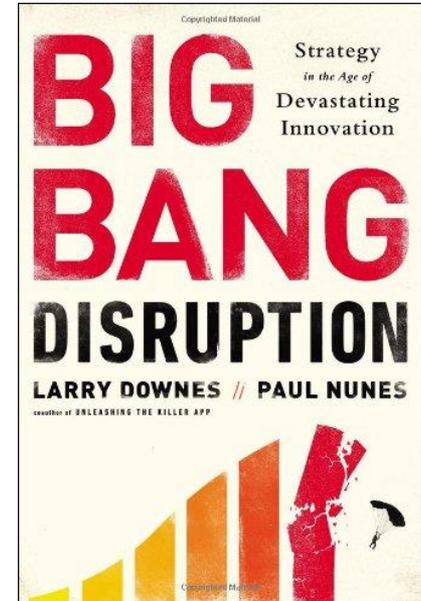
Early Adopters

Early Majority

Late Majority

Laggards

ROGERS'S MARKET SEGMENTS



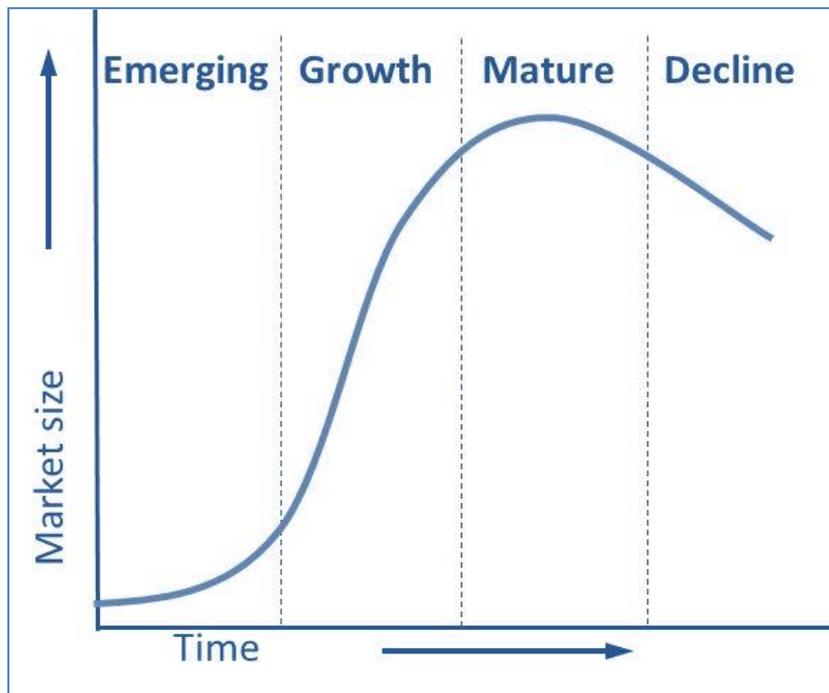
# Innovation Jungle



# Granularity of Innovation

*Market life cycle*

**OUTSIDE - IN**



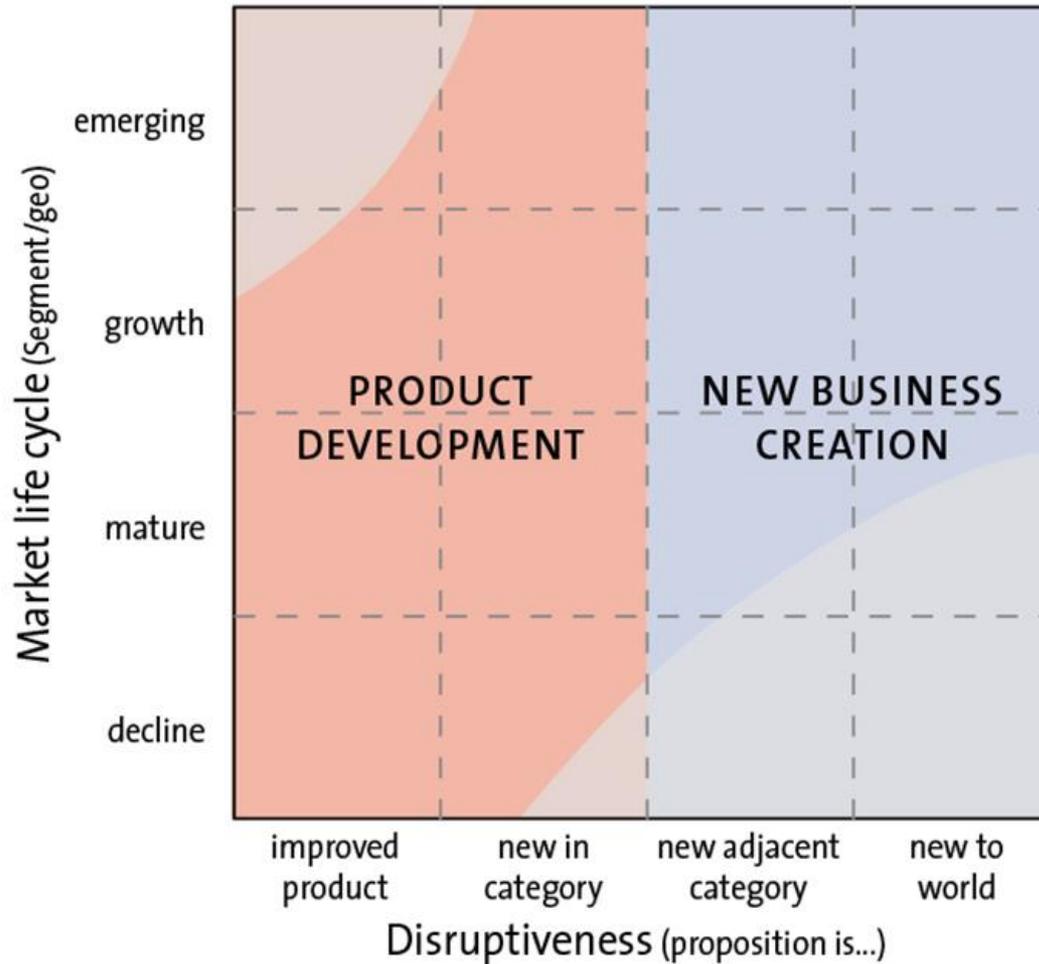
*Disruptiveness to consumer*

**OUTSIDE - IN**

- New to the world
- New adjacent category
- New in the category
- Improved

**“The Granularity of Innovation”,**  
*A more granular perspective on innovation types driving enduring company performance.*

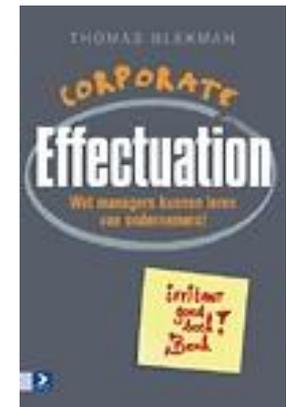
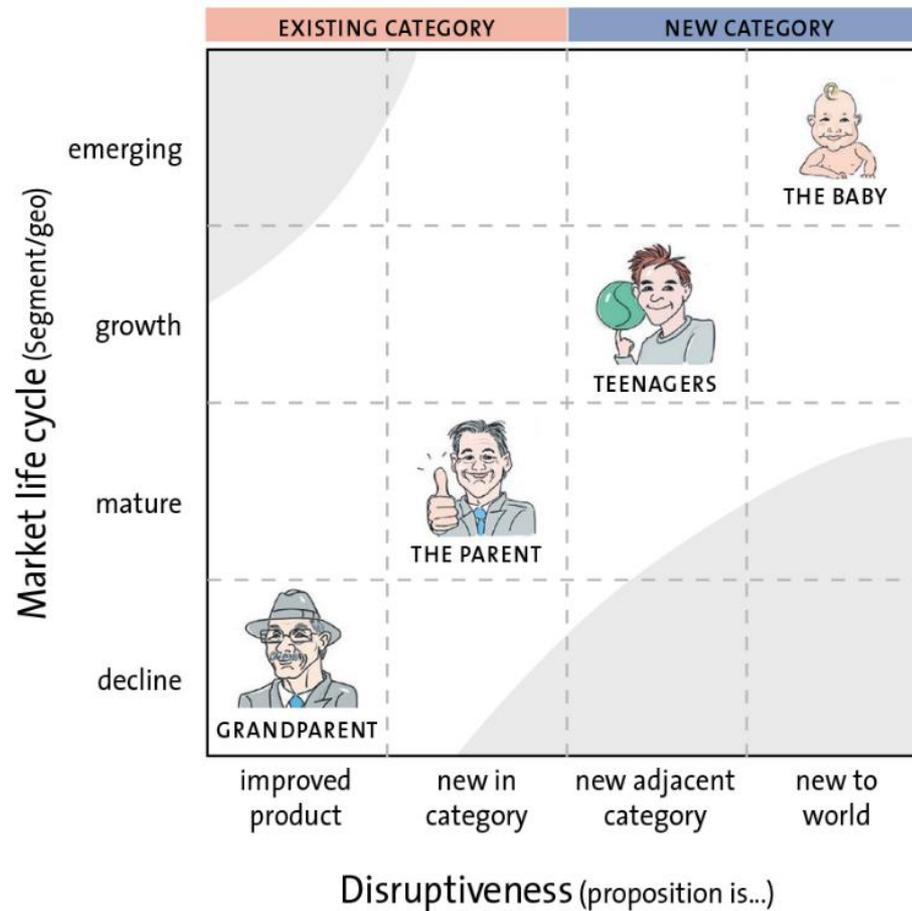
## Two dimensions creating view on different types of innovation



*A map to the Innovation Jungle*

## .... that enables different innovation perspectives

*From market share battle in existing spaces to opening new spaces*



## Different types of business and business models



### Established business Product creation



- Recombine existing resources
- Mitigating risk
- Existing ecosystem
- Market share battle
- Customer insights known
- Leverage existing channels
- Established business models
- Focus on execution/leverage
- Short/mid-term
- Existing organization



### New business New Business Creation



- Generate new opportunities
- Deal with the Unknowable
- New ecosystem
- Building mountains
- **Changing customer behavior**
- Building new channels
- New business models
- Learning / iterative
- Mid/long-term
- New capabilities

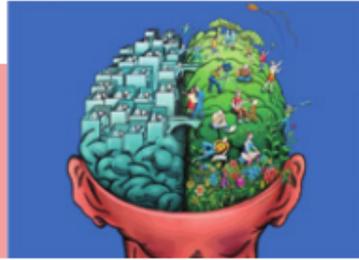


# Disruptive Innovation:

*rewiring of the brain is required to change behavior*



## PRODUCT DEVELOPMENT



## NEW BUSINESS CREATION

- Your identity is known and a key asset
- You know more, can do more, and are known by many more people
- You have something to loose
- You maximize on sales/profit
- Your company patience is 1-3 years
- You hate uncertainty
- Optimize each business case
- Failures are wrong
- Think before you act (rationale)
- Where does it fit (leverage) - 'borrow'
- Carrot and stick incentives have positive impact on performance

- You discover/develop your identity
- You are creating new ways/networks ('use it or loose it' principle)
- You have something to gain
- You manage on cash-out (affordable loss)
- It takes 5 - 10 years
- You like to be challenged
- Optimize the bigger picture
- Fail fast and cheap
- You need to experiment (emotion)
- Building outside the scope - 'forget'
- Intrinsic motivation drives performance; carrot and stick is counterproductive

**To the extent I can predict  
the future, I can control it.**

**To the extent I can co-create  
the future, I don't need to  
predict it.**

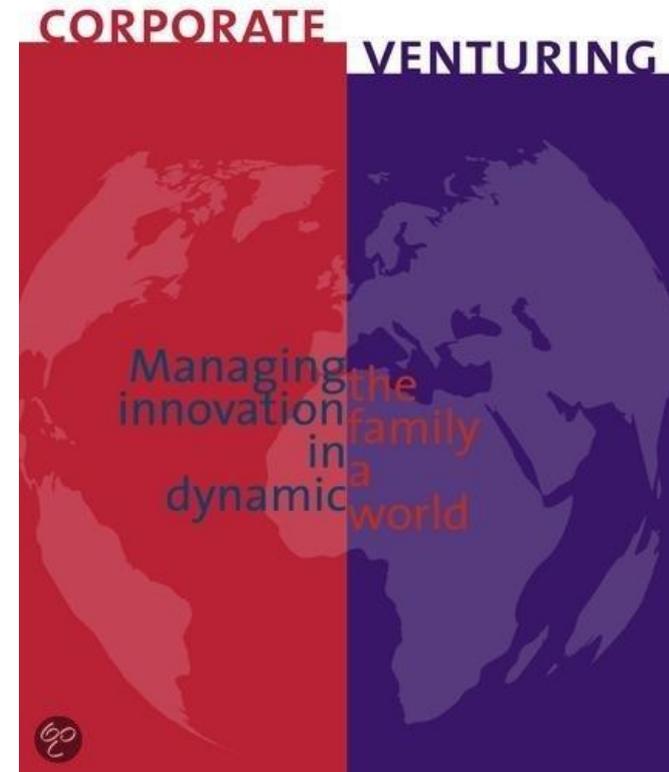
# Working With Ventures

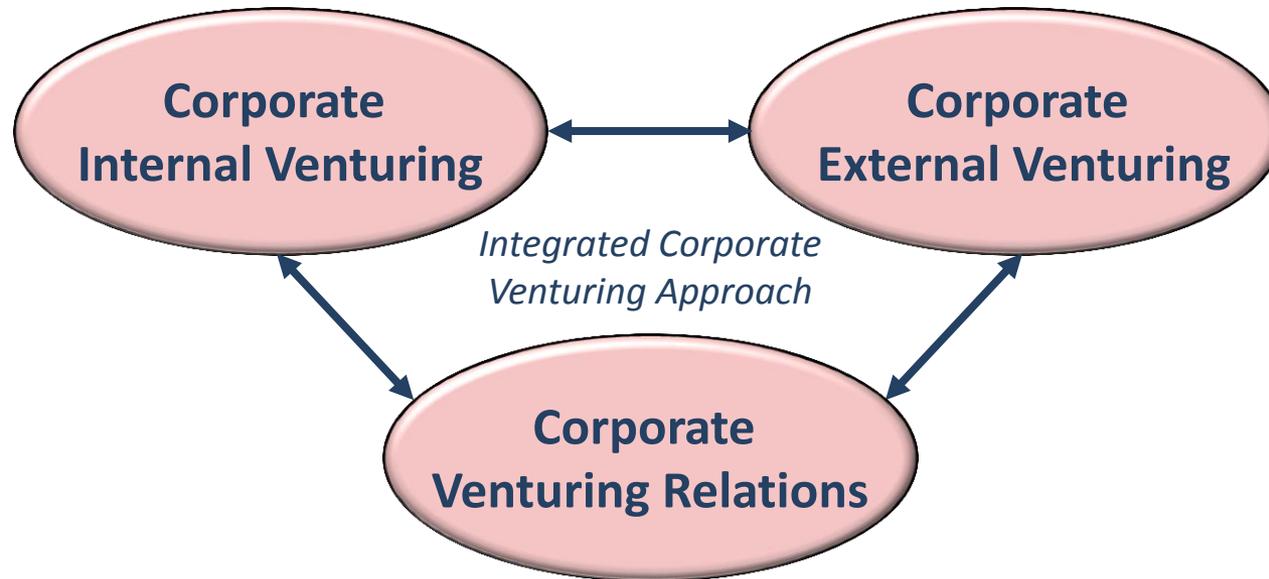


# CORPORATE VENTURING

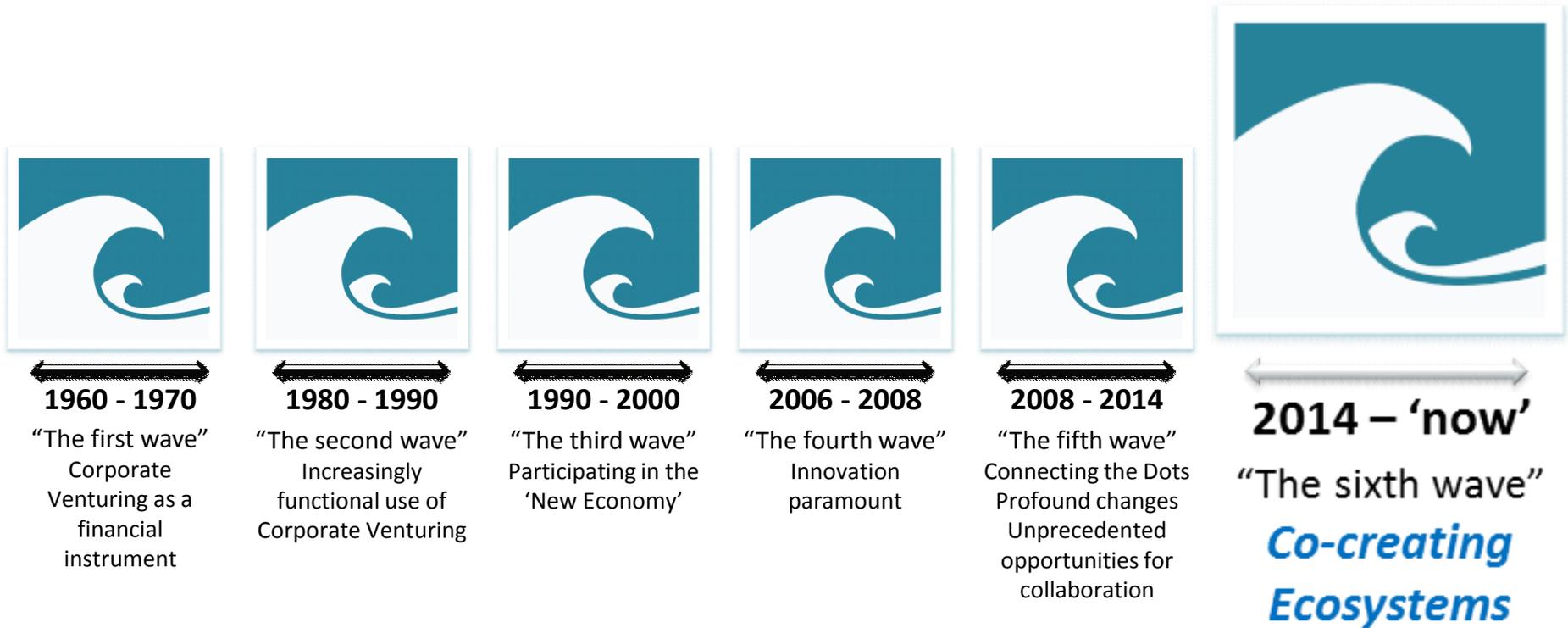
~~“all of the entrepreneurial activities aimed at setting up new businesses within or in close co-operation with a large corporate organisation”~~

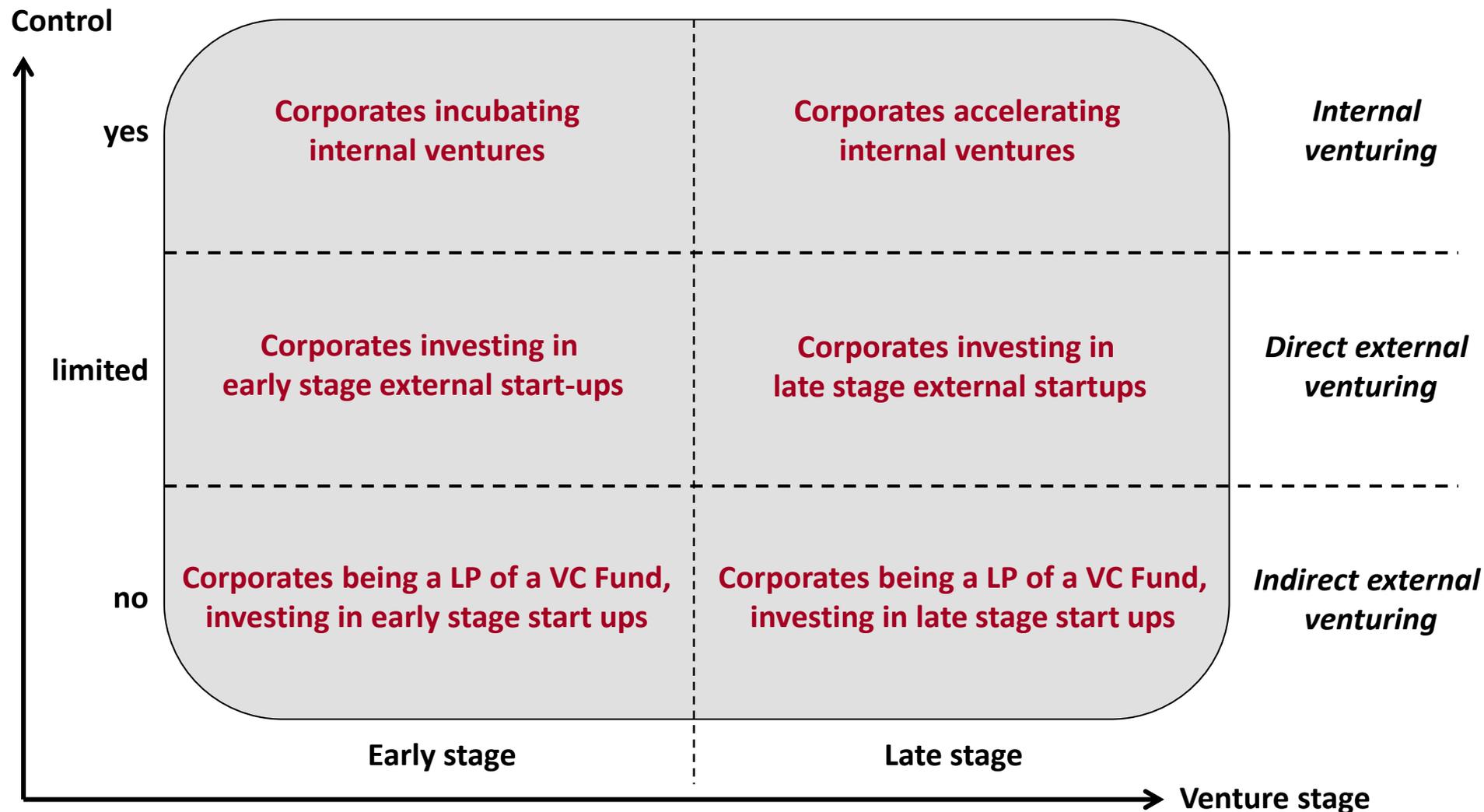
Corina Kuiper & Fred van Ommen





# Historic waves of corporate venturing





# Corporate Venturing in practice: 15 innovation families

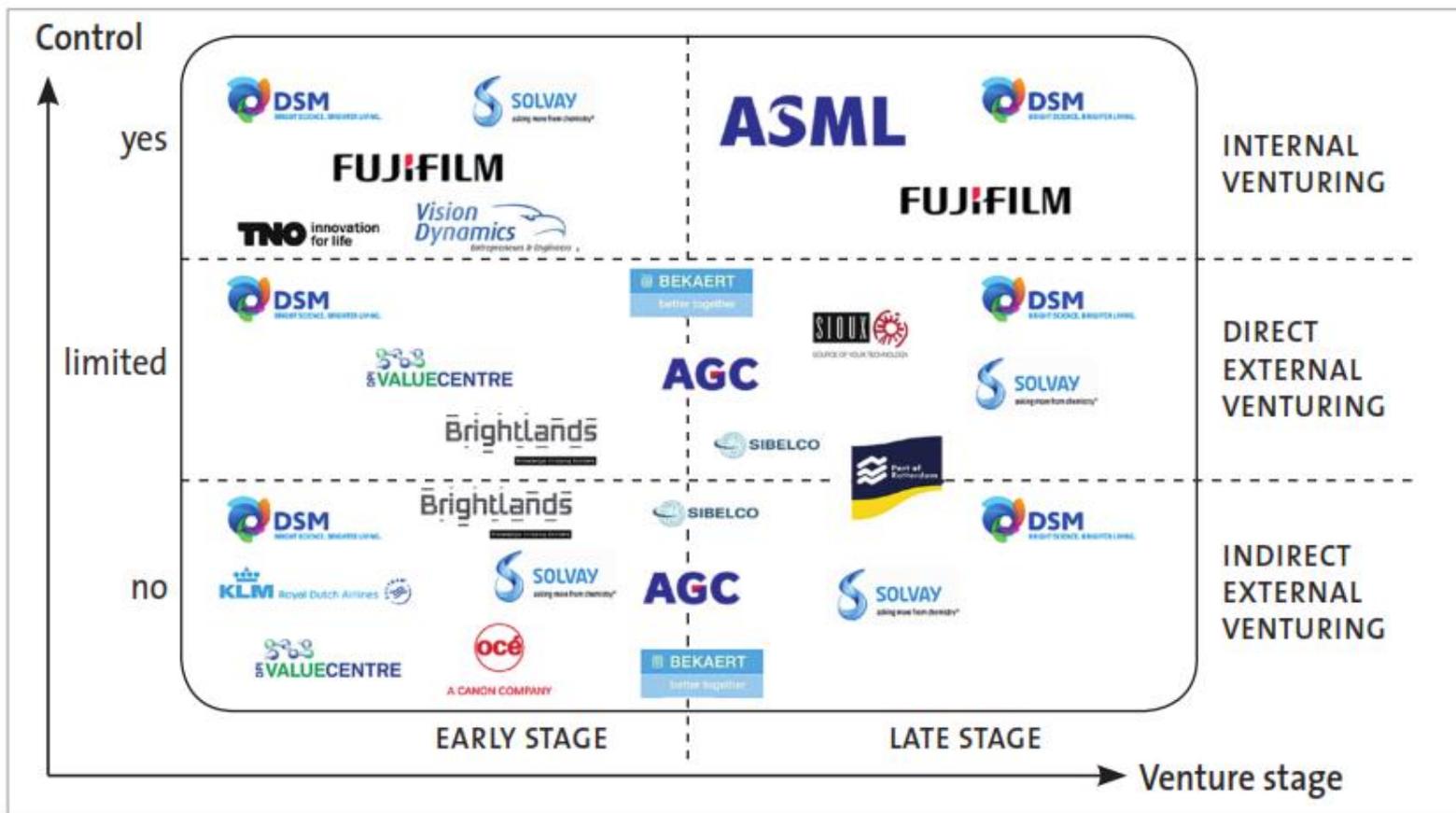
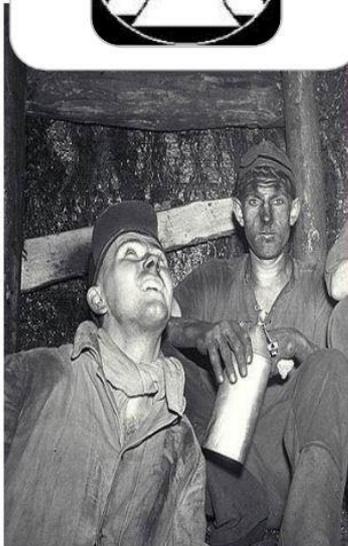


FIGURE 4.2 Corporate Venturing Instruments used by CVNN members



Coal Mining



Commodity  
Chemicals



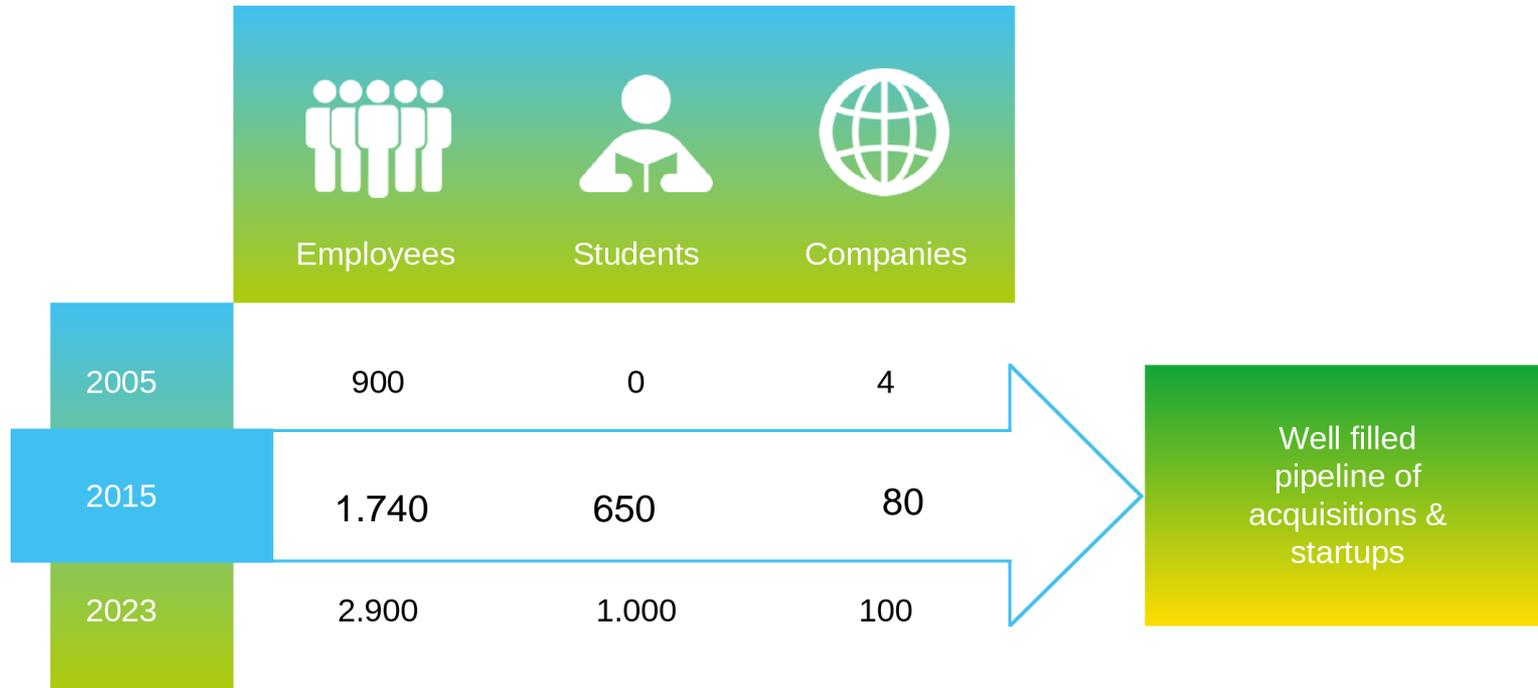
Specialty  
Chemicals



Life Sciences &  
Materials Sciences



# Brightlands Chemelot Campus



Brightlands  
squaremeter

# DSM Biomedical

## PORTFOLIO AND MATERIALS

### Biomedical Polyurethanes



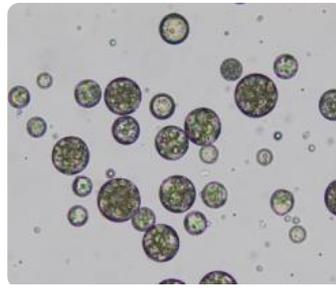
### Coatings

Hydrophilic & Non-biofouling



### Drug delivery

Slow, sustained release



### ECMs

Extracellular Matrices



### Mechanical Devices

Innovative devices and tooling



### Natural Materials

Ceramics, Minerals & Collagen



### Polymers & Metals

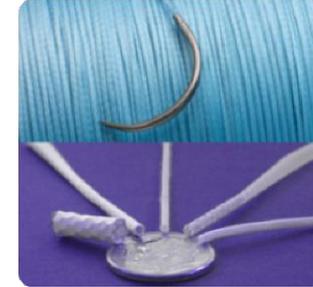
PLA, PEEK, Polyurethane & Metal Implants



### Silicone hydrogels



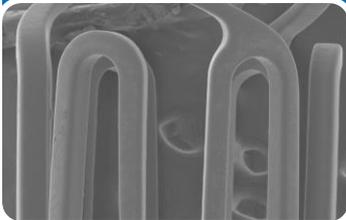
### Biomedical Polyethylenes



*Making medical products longer-lasting,  
more effective, less invasive and more productive*

# A novel biodegradable polymer for drug delivery

Coating on cardiovascular stents



DSM offers the Medical devices and (bio)Pharmaceutical industries innovative drug delivery products and solutions.

Based on a proprietary polymer platform that combines **excellent biocompatibility** and **bioresorption** for the local and **sustained release** of drugs.

The distinguishing features open unique therapeutic **opportunities** in the fields of Cardiovascular, Ophthalmology, Muscle-skeleton and Pain management.

Injectable fibers for the treatment of back-of-the-eye diseases



Injectable microparticles for the management of pain

# Brightlands Chemelot



**We are building a unique public-private institute:  
Chemelot Institute of Science & Technology (InSciTe)**

## BUNDLING FORCES

*InSciTe bundles forces of four leading players in South Netherlands: an international Life Sciences and Materials Sciences company, a technical university, a general university with university medical center and a science park*

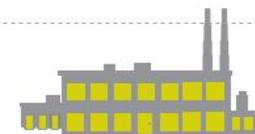


*InSciTe performs internationally leading R&D in which top-academia and entrepreneurs work side by side – meeting and working at the physical nucleus Chemelot*

## ACADEMIC & ENTREPRENEURIAL

## PHYSICAL NUCLEUS AT CHEMELOT

*InSciTe has a physical nucleus at Chemelot with unique, shared R&D infrastructure and other facilities that attract founding fathers and partners to the same location*



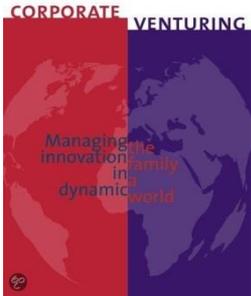
*InSciTe is open to other parties and actively seeks partners – from academia and industry, and from all over the world – that complement the expertise of InSciTe and share its ambitions*

## OPEN TO OTHER PARTNERS

**THINK BIG,  
ACT SMALL AND  
ACCELERATE FAST**



[www.innovation-family.com](http://www.innovation-family.com)



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ISBN-13: 978-9079812172

Available on Amazon

Corporate venturing almost sounds like a 'contradictio in terminis'. Can colossal slow and inflexible dinosaurs live and work together with small, agile and entrepreneurial ventures?

## The innovation family

The book 'Corporate venturing, managing the innovation family in a dynamic world', describes why and how Corporates can successfully use venturing to create new business that is crucial for their long term survival. It describes how Corporate Venturing is part of the company's 'innovation family', where babies and teenagers are the new business initiatives and the parents and grandparents represent the established business, including the tension amongst the family members.

## A look behind the scenes

There is no 'one size fits all' approach and there are different flavours of Corporate Venturing. This book allows you to take a look behind the scenes of fifteen innovation families, all members of the Corporate Venturing Network Netherlands, being: Asahi Glass Company, ASML, Bekaert, Brightlands Chemelot Campus, Dutch Polymer Institute, Royal DSM, Fujifilm, KLM Royal Dutch Airlines, Océ Canon, Port of Rotterdam Authority, Sibelco, Sioux, Solvay, TNO and Vision Dynamics. They will provide you insights into their strategy, the venture instruments they use, the way they have organized Corporate Venturing and how they deal with entrepreneurship within their companies.

## References

"This is an essential reference for anyone interested in corporate venturing. It is full of helpful insights, and is illustrated with loads of great examples."

**Henry Chesbrough**, professor at UC Berkeley and author of *Open Innovation*

"DSM has endeavoured on many different tools to create its future by corporate venturing. In this book you will find an excellent overview and a valuable structure on how to implement venturing in your organization."

**Rob van Leen**, Chief Innovation Officer, Royal DSM

"In this book you will find thought provoking ideas, examples and a wealth of tools on how corporate enterprises can organize their new business activities and be successful at it."

**Doug Berger**, managing director, innovate, publisher *The innovators ezine*

"Corporate Venturing describes the struggle of companies with new business development and elegantly shows how co-creation and partnerships can help companies in shaping their future."

**Frits van Hout**, Chief Program Officer and member of the Board of Management, ASML



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