The new ideation platform for ING

A solution that inspires and empowers ING employees in order to come up with creative ideas to keep the innovation pipeline continuously filled.

APPENDIX

Evy Otto
OVERVIEW OF APPENDICES

The appendices contain content that didn’t make it to the actual report although they add value to the overall picture of this thesis. The following pieces are included in this appendix:

1. Planning of graduation project
2. Insights from informal conversations

**PART I DISCOVER & DEFINE**

1.1 ING’s history
1.2 Observations ideation sessions
1.3 Interview guides
1.4 Interview quote clusters
1.5 SWOT’s

**PART II DEVELOP**

2.1 Ideation
2.2 All ideas
2.3 C-box
2.4 Main insights
2.5 Concept sketches
2.6 Pulse’s first version
2.7 Survey
2.8 Harris profile

**PART III DELIVER**

3.1 Paper prototype used for validation
3.2 User testing paper prototype
3.3 Validation session meetup
3.4 Ideation session example
# 1. Planning of Graduation Project

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### Phase
- Discovery & define
- Literature research
- Set-up research
- Company exploration
- Internal analysis
- External analysis
- Creating design brief

### Develop
- Ideation planning
- Ideation: brainstorming sessions
- Co-creation sessions
- Conceptualization
- Choosing concept & creating report

### Deliver
- Developing concept
- Iteration
- Validation of concept
- Implementation plan
- Recommendations & future plan
- Graduation preparation

### Deliverables

<table>
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<td>Meeting 1 - design brief</td>
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<td>Meeting 2 - ideation</td>
<td>Meeting 3 - green light</td>
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## 2. INSIGHTS FROM INFORMAL CONVERSATIONS

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<tr>
<td>&quot;We never really have meetings with other initiatives.&quot;</td>
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<tr>
<td>&quot;Ideas within the Wholesale Bank were placed somewhere in the back.&quot;</td>
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<tr>
<td>&quot;There is a big change that it isn't possible within ING.&quot;</td>
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<tr>
<td>&quot;My idea just came up spontaneously, I thought: this is something that ING should do.&quot;</td>
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<td>8/3</td>
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<tr>
<td>&quot;My hobby is doing Batavia&quot;</td>
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<tr>
<td>&quot;ING wants to set-up 50 ventures.&quot;</td>
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<td>9/2</td>
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<tr>
<td>&quot;Nine out of 10 initiatives die.&quot;</td>
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<td>9/2</td>
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<tr>
<td>&quot;WB Innovation is moving from a product-driven approach to a more client-driven approach.&quot;</td>
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<td>&quot;You should make clear what kind of projects are in the WB Innovation portfolio.&quot;</td>
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<td>&quot;Cobase is the first and only spin-out yet from the WB Innovation.&quot;</td>
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<td>&quot;Innovation is all about the team.&quot;</td>
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<tr>
<td>&quot;It is hard to find entrepreneurial talent within the organisation.&quot;</td>
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<td>&quot;Every project needs their own approach.&quot;</td>
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<td>&quot;I was looking for an initiative lead, when Martin told me I am the initiative lead.&quot;</td>
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<td>&quot;Sometimes someone can be too good within a team that they don't want to miss them.&quot;</td>
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<tr>
<td>&quot;Everybody would like to do innovation for a few months.&quot;</td>
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<tr>
<td>&quot;It would be good to create an innovation ecosystem view from the company.&quot;</td>
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<tr>
<td>&quot;People think that a PACE coach is not needed.&quot;</td>
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<tr>
<td>&quot;Choosing a project is about having the click with an innovation team.&quot;</td>
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<td>&quot;There is no constantly filled innovation funnel.&quot;</td>
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<td>&quot;Functionally we do the same as Cino, but at WB Innovation.&quot;</td>
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<tr>
<td>&quot;It doesn't matter if your idea isn't that good in the beginning, you make a lot of pivots.&quot;</td>
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<tr>
<td>&quot;We are operating from stage-gate to stage-gate.&quot;</td>
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<tr>
<td>&quot;We have to keep everyone on board all the time; PACE coach &amp; sponsor.&quot;</td>
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<tr>
<td>&quot;We can't go back to our current jobs, so it is a big risk to innovate.&quot;</td>
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<tr>
<td>&quot;What makes a fintech or start-up successful?&quot;</td>
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<tr>
<td>&quot;Innovation within such a big corporate doesn't really work.&quot;</td>
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<td>&quot;The ideation and exploration fase is now a coincidence.&quot;</td>
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<tr>
<td>&quot;There is no room for failure.&quot;</td>
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<tr>
<td>&quot;Our sponsor was gone and then I was done with it.&quot;</td>
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<tr>
<td>&quot;It doesn't matter what we have to do we just want to reach our goal.&quot;</td>
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<tr>
<td>&quot;Entrepreneurship isn't in the core of banking. They need an inspiring leader to look up to.&quot;</td>
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<tr>
<td>&quot;Employees who are talking to clients could also capture ideas they are coming up with.&quot;</td>
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<tr>
<td>&quot;We have to define what ideation is in the beginning. Everyone has a different perception.&quot;</td>
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<tr>
<td>&quot;We had an ideation session with Real Estate and an H3 idea came up, which we - I don't know why - didn't use.&quot;</td>
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</table>
Appendices Part I

DISCOVER & DEFINE
The history of ING already starts in 1881 with the ‘Rijkspostpaarbank’ (RPS, later called Postbank) in Amsterdam and had the function of providing every citizen the opportunity to save money (ING en haar geschiedenis, 2017). From 1850 there were different bank institutions that provided loans and credits to the middle class. These banks were mostly local. After a few years a change occurred; the big banks bought the small institutions and it was no longer possible for the middle class to receive loans. This caused a stagnation of the lending. The middle class decided to found credit banks themselves. These middle class banks collaborated and merged into the ‘Nederlandsche Middenstandsbank N.V.’ (NMB) in 1927.

In September 1988 the NMB and Postbank investigated the options for a merger between both parties. The main reason for the NMB to join forces with the Postbank was the strong position in the private market. For the Postbank a fusion would mean the end of different statutory restrictions. In 1989 the ‘NMB Postbank groep N.V.’ was a fact.

In 1991 the NMB Postbank Groep merged with the Dutch insurance company Nationale Nederlanden and the company was now called ‘ING Bank’. The most important reasons for this fusion was that the synergy between banks and insurances could be optimized. Together the two companies could grow their expertise and financial strength and therefore create a bigger position in the European and international market. ING Group was a holding that existed from two juridical entities; ING Bank N.V. and ING Insurances N.V., under which all national and international activities were executed by business units.

The financial crisis in 2007-2008 also had an impact on ING Group. Because of big losses, mostly in the U.S.A., ING Group was forced to ask for a lending from the Dutch state. This was one reason for the European Commission to force the ING Group to split into two companies: a bank and an insurance company.

ING Bank and Postbank both served their own customers: the Postbank had a strong image on the retail market and ING Bank was an important sales organisation with their centre of gravity in the business market. But with big changes of the new century and upcoming competition customers started to ask more from their bank and raised their requirements. To gain a stronger position in the market ING Groep decided in 2007 to merge both banks; in January 2009 the name ‘Postbank’ disappeared and the new bank continued under the name ING.

This research project is conducted from the Wholesale Banking Innovation team. In 2015, the Wholesale Banking Innovation team was established to drive innovation amongst the Wholesale Bank. This will be discussed in more detail at page X.

**KEY INSIGHT**

ING has a strong fundament consisting of two specialized banks
1.2 OBSERVATIONS OF IDEATION SESSIONS
1.2.1 OBSERVATION TEMPLATE USED

Date / time / location:

Duration:

Goal of this session:

Participants (number & background):

Room & environmental quality:

Stimuli used:

Overall group dynamics:

Activities during the session:

Emotional well-being during the session:

What is provoking:

What is stimulating:

Interesting quotes:

Non-verbal interaction:

What surprises the participants:

Main conclusion:
1.3 INTERVIEW GUIDES

INTERVIEW GUIDE - INITIATIVE

Research question: How are initiatives born within the company and how are they developed?

Research topic: Idea generation within ING

Main research question: How are initiatives within ING born?
Important: asking for stories, experiences, struggles.

Checklist for the start
Record interview
Introduction of the research and the topic of the interview
Explanation of what will be done with the results
Print questions
Ask permission to use quotes and recordings
Make sure that the participant is aware that all answers are good answers - no wrong answers

Introductory script
What is your name and on which department within ING do you work?
Could you give me a short introduction on the initiative?
What is your team set-up? (Ask about initiative lead, customer lead, IT lead etc.)

Subtopic 1 - Idea generation
Opening question: How did you came up with the idea to start this project?
Follow-up questions/probes:
What ideation techniques did you use, if applicable?
Where did you get your inspiration? (co-workers, trends, technical developments)
Have you heard of the innovation bootcamp?
Why or why not did you participate?

Subtopic 2 - Process
Opening question: What process did you follow when getting your idea off the ground?

Follow-up questions/probes:
Did you use the PACE process? (why/why not)
What do you think of the PACE process in general?
Do you think it is useful? (why/why not)
Was it hard to find your stakeholders? (sponsor/PACE coach/customer lead/initiative lead)
How did you find your stakeholders?
Is it possible to return to your old job if the initiative will be killed?

Subtopic 3 - The project & team
Opening question: What drives your team?
Follow-up questions/probes:
What is the biggest challenge your team is facing currently?
What has been the biggest surprise since you start with your initiative?
How would you define success?
What if your project fails?

Checklist for closure
Thank the participant
Ask if the participant can be contacted again for further questions if needed
INTERVIEW BOARD OF INNOVATION (SAME USED FOR INK)

Research question: How is an ideation session currently designed within ING and how can it be optimized?

Checklist for the start
Record interview
Introduction of the research and the topic of the interview
Explanation of what will be done with the results
Print questions
Ask permission to use quotes and recordings

Introductory script
Can you introduce yourself shortly and what is your position within BoI?
What exactly does BoI do?

Subtopic 1 - Ideation within ING
Opening question: What is your job as BoI within ING?
Follow-up questions (probe):
What kind of sessions have you done within ING?
What do you think of ideation within ING?
What are the different roles you played within ING?
Are you familiar with PACE?
If yes: can you give me your opinion about the PACE methodology?

Subtopic 2 - Idea generation in general and within BoI
Opening question: What are according to you the best methods to create good ideas and why?
Follow-up questions (probe):
How can you pursue a participant who is not willing to innovate?
What are according to you the best methods to ideate?
Can you tell me more about your top 10 innovation methods of BoI?
What are the biggest challenges you are facing within an ideation or co-creation session?
What do you think is the most fun part of your job?
How would you describe a 'good' idea?

Checklist for closure
Thank the participant
Ask if the participant can be contacted again for further questions if needed

INTERVIEW GUIDE - PACE COACH

Research question: What is the role of a PACE coach within the idea generation process?

Important: asking for stories, experiences, struggles.

Checklist for the start
Record interview
Introduction of the research and the topic of the interview
Explanation of what will be done with the results
Print questions
Ask permission to use quotes and recordings
Make sure that the participant is aware that all answers are good answers - no wrong answers

Introductory script
What is your name and on which department within ING do you work?
Could you give me a short introduction on your job as a PACE coach?

Subtopic 1 - the PACE methodology
Opening question: What is your opinion about the PACE methodology?
Follow-up questions (probes):
Were you involved in developing the PACE methodology?
If yes: could you tell me more about that?
Is PACE applicable for every project? (why/why not)
What are according to you PACE’s strongest assets?
Where could PACE be improved?

Subtopic 2 - Work as a PACE coach
Opening question: what are you main activities as a PACE coach?
Follow-up questions (probes):
What is your biggest challenge as your work as a PACE coach?
What do you think is the most fun part?
Do you have a favourite initiative that you are coaching? (if yes: why?)

Subtopic 3 - Ideation
Opening question: How is ideation currently happening within ING?
Follow-up questions (probes):
How are ideation sessions currently shaped? Workshops, brainstorm sessions, co-creation sessions etc.?
What is the role of a PACE coach within ideation?
What is currently happening with the ideas that are killed?
Is there a clear strategy of ideation within ING?
How do you think ideation could be improved?
Does it ever happen that an external person delivers an idea to ING?
If yes, can you give an example?
How is it determined if the idea will be worked out further?
Do you think it is possible to transfer the traditional banking mind-set of ING employees towards a more innovative one?

Checklist for closure
Thank the participant
Ask if the participant can be contacted again for further questions if needed

INTERVIEW GUIDE EXPERT 1

Research question: How does ideation and innovation manifest itself in the organisation?

Important: ask him to be critical

Checklist for the start
Record interview
Introduction of the research and the topic of the interview
Explanation of what will be done with the results
Print questions
Ask permission to use quotes and recordings

Introducing assignment
Design a strategy / toolkit / platform / ... to have a continuous input of ideas from employees within ING to keep the WB innovation pipeline constantly filled.

INTERVIEW EXPERT 2

Main research question: What is the main focus from corporate strategy?

Checklist for the start
Record interview
Introduction of the research and the topic of the interview
Explanation of what will be done with the results
Print questions
Ask permission to use quotes and recordings
Make sure that the participant is aware that all answers are good answers

Introductory script
What is your name and on which department within ING do you work?
In what other teams than the exploration team have you worked within ING?
What was your involvement in the set-up and development of innovation within ING?

Introduction to my research: Design a strategy / toolkit / platform / … to have a continuous input of ideas from employees within ING to keep the WB innovation pipeline constantly filled.
Sub Questions:
How are ideas currently generated within ING?
What is the most optimal way for ideation within ING?
How can good ideas be stored within the company when they are not worked out further?
Who are the best people to ideate with?

Subtopic 1: Corporate strategy
Opening question: How is corporate strategy defined within ING?
Follow-up questions (probes):
How do you communicate the corporate strategy to the ING employees?
What is the role of corporate strategy within ING?
Are you with corporate strategy linked to the innovation bootcamp?
How do you define the trends and opportunities in the market?
How do you think ideation could be improved within ING?
Do you think if it works when innovation is presented top down?
Follow up: should innovation be about intrinsic motivation?
where do you think ideation and defining the strategy could be improved?

Checklist for closure
Thank the participant
Ask if the participant can be contacted again for further questions if needed

INTERVIEW GUIDE EXPERT 3

Main research question: What is the main pain point in ideation within ING?

Checklist for the start
Record interview
Introduction of the research and the topic of the interview
Explanation of what will be done with the results
Print questions
Ask permission to use quotes and recordings
Make sure that the participant is aware that all answers are good answers

Introductory script
What is your name and on which department within ING do you work?
In what other teams than the exploration team have you worked within ING?
What was your involvement in the set-up and development of innovation within ING?

Introduction to my research: Design a strategy / toolkit / platform / … to have a continuous input of ideas from employees within ING to keep the WB innovation pipeline constantly filled.
Sub Questions:
How are ideas currently generated within ING?
What is the most optimal way for ideation within ING?
How can good ideas be stored within the company when they are not worked out further?
Who are the best people to ideate with?

Subtopic 1: Exploration team
Opening question: How long are you already involved in the exploration team?
Follow-up questions (probes):
What was the reason for setting up the exploration team?
What are the main activities of the exploration team?
How big is your team? What are the different roles of team members?
How do you determine which sector you will explore for opportunities?
If you have found an opportunity how do you define who will work this out?
Do you work together with external parties?
If yes: what is their role?
What are the main challenges you are facing as a team?

Subtopic 2: Ideation within ING
Opening question: Could you elaborate on how ideation is currently happening within ING?
Follow-up questions (probes):
How is an ideation session organised?
Who is involved and why?
What do you think that are the best methods for an ideation session?
Could you give an example? For instance the one with the collaboration with students Patrick mentioned?
How would you describe a good idea?
What do you think of the ideation process within ING?

Checklist for closure
Thank the participant
Ask if the participant can be contacted again for further questions if needed

INTERVIEW GUIDE EXPERT 4

Checklist for the start
Record interview
Introduction of the research and the topic of the interview
Explanation of what will be done with the results
Print questions
Ask permission to use quotes and recordings
Make sure that the participant is aware that all answers are good answers

Introductory script
What is your name and on which department within ING do you work?
What was your involvement in the set-up and development of innovation within ING?
Introduction to my research: Design a strategy / toolkit / platform / … to have a continuous input of ideas from employees within ING to keep the WB innovation pipeline constantly filled.

Done research: 3 types of ideation, does Andre agree? And overall problem statement:

I want to design a tool for employees within ING to change their mindset that is necessary to conduct ad-hoc ideation.

Subtopic 1: Innovation bootcamp & ideation
Opening question: How did the idea to organize an innovation bootcamp arise?
Sub Questions:
What is the main goal of the innovation bootcamp?
Follow-up: is that creating awareness or really idea input?
What is according to you the biggest success of the innovation bootcamp?
What could be improved?
How does an ideal ideation session should look like?
Who are the best people to ideate with?
What are the challenges when it comes to innovation and ideation within ING?
Why aren’t the Wholesale Bank and CInO more connected?

Subtopic 2: Change of mindset
Opening question: What do you think of the mindset towards innovation within ING?
Sub Questions:
I believe there is like a two-side within ING, the traditional bankers with the expertise and the more innovative entrepreneurial one. What is your opinion about that?
Innovation is really communicated from top-down, how do you see the adaptation of these innovative mindset?
Did you try to change those mindsets and how did you do that?
If you wanted to start small and change this mindset, do you have any ideas about that?
1.4 INTERVIEW QUOTE CLUSTERS
IDEATION & INNOVATION

Lack of ideas, handling of ideas after generation, traditional banking mindset, ideation strategy, ideation sessions, types of ideas, idea sourcing, terminology, collaboration WB & ClnO, Innovation Bootcamp

1. There is no ideation strategy within ING."
2. "Without a frame or scope, ideation is frustrating."
3. "I don't even know why we didn't use that H3 idea."
4. "It's not only about the idea, it's what happens afterwards."
5. "Employees don't know if the idea is H1, H2 or H3."

INITIATIVES

Risk, stakeholder management, team, intrinsic motivation, recognition, room for failure

1. "There are three types of ideation."
2. "You're not going to find a lot of entrepreneurs inside, otherwise they wouldn't be a banker."
3. "I was struggling where the idea came from."
4. "You have to be careful that you don't use the usual suspects."
5. "I'm not joining the IB because I don't want to be in the spotlights."

PACE

Drawbacks, expertise

1. "There is no room for failure within ING."
2. "Getting recognition for doing innovation is important."
3. "Innovation is all about the team."
4. "The biggest challenge is to keep all stakeholders on board."
5. "Every project needs their own approach."

2. "There is a risk doing innovation within ING."
3. "I'm not joining the IB because I don't want to be in the spotlights."
4. "PACE looks very logical on paper, but it's hard to follow it in practice."
Within ING, innovation is a big strategic pillar and they are already doing a sufficient job on pursuing that with the different innovation entities, partnerships with FinTechs and home-grown startups. The internal research stated that there are still a few hurdles to overcome when it comes to the recognition of innovation projects, the mindset of employees and idea generation sessions and how to design them. Defining the strengths and weaknesses of the company allows the designer to recognise what kinds of innovations might fit the company’s core competences and therefore increase the chance of success (van Boeijen, et. al. 2012). The SWOT is based on the conclusion of the chapters Analysis I & II. Also some internal opportunities and threats are presented to find out what they could improve as a company and where ING should be aware of.

**STRENGTHS**
- Strong and relevant company purpose
- Biggest bank in the Netherlands and one of the biggest in Belgium and Luxemburg
- Precursor in banking sector when it comes to innovation
- Big investment fund of 300 Million for FinTechs external as well as internal and fund of 25 million to invest in internal startups
- Shifting away from a product-driven to a customer-driven strategy
- Unlocking entrepreneurs within accelerators
- Experts in finance and banking, their core business
- Idea sourcing is done by several layers within the organization
- Retail side of the bank already working agile, WB is making the transition to an agile way of working to work more effective
- Developed their own innovation methodology in order to have one innovation language throughout the whole company.

**WEAKNESSES**
- A lot of uncertainty for team members within initiatives
- Only a few initiatives made it into an actual startup
- Often no clarity on the innovation process
- Employees don't know which horizon their idea belongs to
- Strategic values are not communicated clearly to ING’s employees

**OPPORTUNITIES INTERNAL**
- The mindset of traditional bankers can be changed within the organization towards a more innovative mindset to bring the bank to a next level.
- A more customized use of PACE, adjusted to each project (more Wholesale focused or more Retail focused)
- Creation of more profitable ideas when finding the right people to ideate with

**THREATS INTERNAL**
- Different approaches of managers and co-workers when it comes to rewards and recognition towards intrapreneurs
- Using usual suspects to thrive innovation and do ideation sessions with
- Limited implementation of innovation projects which can work demotivating to intrapreneurs
- Different kinds of bankers and visions when it comes to being innovative, trying to keep all employees on the same page is a challenge
From the external research into platform businesses, technology in the financial industry and the idea generation phase opportunities and threats can be defined that can help to define the design statement.

**OPPORTUNITIES**

- Collaborations with and investing in FinTechs
- Next to PACE, creating a specific methodology for idea generation
- Focus from product supplier to service supplier
- Increasing focus on automation, digitalization and efficiency
- New disrupting technologies like blockchain, big data, AI, robotics where ING could make an impact
- Use the advantage of being a leading innovative bank
- Making ING’s employees aware of the change of their sector
- Inspire ING’s employees on the need of innovation
- When creating new ideas keeping the platform business model in mind

**THREATS**

- Big tech-companies shifting into the financial world
- Rising FinTech companies who are becoming more attractive to work with and doing banking with then the traditional banks
- Hard to compete with developed tech companies like Apple, Google and Amazon since they are already fully developed in the disrupting technologies available and having a platform business model.
2.1 Ideation

Spd Students

Ing Team 1

Ing Team 2
Note: no votes on which one is the best idea, R was not creative, need for a warm-up, not used to brainstorm, forgot to tell purpose of session which is important.

Main INSIGHTS: Innovation should be tangible, show ING employees how they can make impact with their expertise, show employees what is happening elsewhere,

H2 Make ING employees aware of the need of innovation on a personal level?
- Make innovation tangible
- Demo days showing how tech impacts everyone
- Create shock effects Duplex presentation by google
- Promote it internal and external
- Show them how they will contribute to a great future
- Keep them informed to get them thinking

H2 Run an innovation project next to your own job?
- Impossible
- Would love to
- Quit your job
- Schedule time in advance
- Arrange specific dates with your boss
- Select tasks that you can handle aside from your job share responsibility
- 3 days on your regular job, 2 on the project
- Be a coach/advisor instead of doing the work
- Find a way to link the project to your own job

H2 Communicate ING’s strategic values?
- By actually applying them from management, Blw colleagues
- Giving the room for questions
- Giving workshops regarding each one
- Show the interest lying behind each value
- Explaining how each person can contribute their impact
- Intranet
- FYI
- Townhalls
- Email
- Connect and communicate with subsidiaries
- Practice what you preach!

H2 Unlock creativity
- Just do it
- Break routines
- Leave comfort zone and increase appreciation for ideas
- Leave room for craziness
- Enhance team dynamics and looking beyond your plate thinking
- Facilitate communical vertically and horizontally
- Reduce the intimidation vibe
- Create a suggestion box with no limits or boundaries
- Organize random events for popular interest from the intranet

H2 Inspire ING employees on innovation
- Recognition internally
- Give them the opportunity to pitch in front of big names
- Show them what is happening elsewhere
- Manage their schedule to that they have some free time for innovative thinking
- Via workshops
- Show them the value they can create
- Get together in different locations
- FYI newsletter

H2 Increase appreciation on innovation projects?
- Show/emphasize value of the innovation
- Facilitate progress opportunities and entrepreneurial behaviour
- Mitigate fear of failing
- Offer attractive rewards
- Bring in success stories
- Celebrate failed stories and ask employees what they would have done better or in their place
- Gamification is key
- Increase internal recognition
- Value the employee and appreciate them
- Organise team building sessions

H2 Involve ING’s customers in the innovation/ideation process?
- Social media
- Experiments with customers and surveys
- Feedback through applications
- Constant interaction with customers
- Enable customers to review products
- ING customer meetings and customer participation
- Demo days with customers creation of events
- Ask them what type of problem or need they encountered and had

H2 Select the right person to ideate with?
- Prior experience
- Diverse group from different backgrounds
- Affinity with people
- People with common interests
- Do some kind of challenge or assignment first with some people
- Senior people
- People with knowledge

H2 Define quality of ideas?
- Originality
- Feasibility
- If the idea makes sense; context, resources, time
- Selection in teams
- Extent to which it addresses clients needs
Wow effect

**TEAM BRAINSTORM 2**
Notes: a lot of ideas generated, questions were not clear sometimes, people just started ideating, no additional brainstorm cards needed because of people joined who used to be creative, voting went smooth.

H2 make ING employees aware of the need of innovation on a personal level?
Ask why they are not aware
Show examples, people's interviews videos, articles
Without innovation you would not use a phone or drive a car
Ask what does it mean for them? On a personal level
What would they want to change
Give the example of nokia and kodak, what happens if you miss the boat
Make the benefits personal
Ask them to draw the future of banking
Ask them how their kids or grand children will bank
Bring innovation into their circle of influence (start met kleine veranderingen)
You will lose your job
Show successes

H2 Involve ING's clients in the idea generation process?
Invite them for sessions or to the demo's
Build a community with corporate innovators
Take clients more serious
Avoid the Pam/Lam
Be transparent tell about successes and failures
Client idea box on our innovation lab portal
Say what is it for clients
Invent an innovation oath, that you take together with the client. Awareness and bonding, gives you the appreciation or feeling that you are special.
Co-create, solutions for clients problems. Listen to them and help to solve them during the creation session

H2 Run an innovation project next to your own job?
Don't.
Don't even think about it
Really dedicate time in your agenda
Tell your colleagues and set a goal they will challenge you on
Do it with 1 or 2 others
Google hours for exploration
Wednesday Innovation day
Become a coach in your daily job rest innovation
Old boss still pays you, you can go back easy
Innovate in your current department
Just do it!
Make room and time for that. Set it as a stretched ambition
Revoke your outlook ID (Block)

H2: Inspire ING employees on innovation
Innovation cafes, lunches

Organize meetups
Continuous bootcamp
Switch between departments
More inspiration; newsletter, videochannel
Externals to talk about innovation to see different points of view
Demo days of current projects
Talks like fuck up nights and creative mornings (zijn bepaalde meetups, tess)
Professional brainstormers
Incentives for ideas, win prices
Client sessions
Google hours
Coming with an idea that you don't have to work-out yourself
Challenge the status quo sessions
associate with other fun things; drinks, play garden
Make ICEC bigger

H2: Select the right person to join in an ideation session?
Topic Knowledge
Meetings on different topics to exchange knowledge
Time available
Drawing skills
Facilitator! Food, creative, inspiring
Extravert
Introvert
Creative freak, magician?
Creativeness
Test before invite: strong selection
Member gets member the ‘chosen one’
Open mind our listener
Intrinsic motivation
force people to join
Look for the more experienced employees, business/IT
Invite more IT staff
Experience in the field
Outside in view - kid, student, gardener, priest

H2 Communicate strategic values from the bank to the employees
Write it on the wall
Anti graffiti (hoge drukspuit)
Flashmob
Make an analogy as a mascot that pictures the values
Translate ING strategy to your own purpose. Having to fill in your own values first
Make a game, valuable gratification (?)
Escape room while solving the problem on strategy
Make an ING song national anthem
Coffee cups print
Competition where people send in a quote that will be used for a campaign
Translate ING strategy to your own purpose, having to fill in your own values first
It is not about strategy but about orange code

How to improve the Innovation Bootcamp i.o. to receive more valuable ideas?
Give people time to spend on ideas articulation
Open up to externals, have clients participate
Remind them via iBeacons when entering the building pop up message
Set no pillars everything is possible
Define more valuable communication
Clear challenge, not too broad
You can send an idea without the need to work on it
No focus on our value spaces but on client’s needs
Invite employees via email
Invite the creative people to join the IB
Take more time for inspiration
More marketing & communication
Special WB Bootcamp
Organize ideation workshops at the beginning
Give them money or a vacay to join
Bigger campagne
Show role models (successes)

H2 Increase appreciation for innovation projects & initiatives
Celebration button sets of an alarm, everyone starts cheering
Also value small operational ideas
Give innovation projects a podium during town halls
Hall of fame
FYI
Coach trello to managers
Free coffee on innovation meeting
Conference tickets on a topic
Global Intranet
Simple definition on innovation
New heroes
KPI for managers, 10 ideas a year
VIP attention
Give funding
Incentive for Innovation Project
Regular catch up with team member or manager

INDIVIDUAL IDEATION
Notes: did the ideation after the SPD students ideation with new H2’s which are thought by them. Used some inspiration from the brainstorm cards (?) Would have been better to go in another setting not behind the desk

H2 Communicate strategic values
On trashbins
Implant chip in their brain
Management sessions
Someone screaming it in the hallway
On lunch package
Stunt
Vlog
Make them aware of the future

H2 run an innovation project next to your own job?
Bigger contract
Brainstorm regularly
Reward it
Incremental innovation
Show relevance
Intrinsic motivation
Pressure cooker
1 innovation driver within each team
Make money free for it

H2 Select the right person to ideate with?
Don’t make a selection
Invite retail people for Wb problems and WB people to retail problems
Look for the enthusiasts and creatives within the bank
Make them wear bracelets
Usual suspects usage
Make a talent pool
Provide everyone with certain toolkit
Give them a present or other incentive

H2 Make ING employees aware of the need of innovation on a personal level?
Show them that e-mail will not exist
Throw an innovation party
Weekly updates with something cool that already exists where they can learn from
Inspire them

H2 Unlock creativity
Find intrinsic motivation
Provide toolkit to improve creative thinking skills
Show videos
Magic drink
Go jump, dance, be crazy
Be casual, no suits
Have some free time with your team like soccer o.i.d.

H2 Create horizontal structures within innovation?
Lay down on the ground, be literally horizontal
Neutraal terrein voor iedereen
Manager mag als laatst pas gaan zitten
Iedereen casual kleding aan
Van tevoren al dingen laten opsturen of er over na laten denken
Invite external facilitator
Select the right people, not everyone has to be creative

H2 inspire your employees
With flowers
Putting slogans on pens and booklets
Innovation screensavers
Show people they need it
Do crazy stuff
Different people
Go outside in the Bijlmer
Stick stuff on windows
Inspirational speakers and meetings

H2 Increase appreciation for innovation projects?
Throw them parties
Hang pictures of them in the hallway
Expose them, do interviews photo’s videos etc.
Award winners; best failure, best ux etc.
Monthly exposure

H2 Involve customers in the innovation and ideation process?
Everytime do a brainstorm when you are with the client
Enquête to the customer
Let the client rate the meeting
Idea box for clients/externals
Make sure they think it is interesting and fun
Send invites on regular brainstorm
Let ING customers work for you make a pool.
Find out what the client’s problems are.

H2 create the most optimal group to ideate with
Select them randomly
Tinder, inner circle pick your own team
If you hire someone, teach them the skills instantly
Select the enthusiasts
Idea box in the hall

H2 Define quality of ideas
Pretend to be someone else
Maatstaf zodat iedereen kan raten
Delftse methoden voor raten
Definie wat je er potentiële aan kan verdienen
Vraag het in de gang
Organiseer meetings Als aan alle criteria is voldaan

IDEATION SPD STUDENTS
Notes: people used to the methods, helped me and gave feedback all along.

H2 Define quality of ideas
Harris profiel
Fast & short iterations & customer tests
Ontime surveys
Value proposition canvas
Zelf raten alles is goed
Start with a very clear scope
INTRO
Quick and easy testing
Ask your manager
Idea rate game
Voting by whole company

Van tevoren al pillars bepalen waar het aan moet voldoen
Dot voten
Meer is beter
Schaal vergelijkbaar aan de Horizons
CEO picks the winner
Niks is fout in een brainstorm
ING Business Model Canvas

H2 Involve customers in the ideation process
Create tribe design teams
Best idea wins a price tickets NL elftal
Ask them what their problems are
Force them
Show them a good sucessful example
Free ...
Tafeltennis competitie
Chapter activities
Have an innovation afternoon
Part Timers who work at innovation at ING and somewhere else
Innovation camp
Mention it when they have a meeting

H2 Increase appreciation for innovation projects
Announce winner Bigtime
Schaal omhoog
Meer geld = meer aanzien
Gratis zieke lease auto
Show what happened to not innovative companies like Kodak etc.
Special place on the workfloor
Show added value for the company
Show success
Intranet, commercials, in euro
Percentage aan start-ups geven in € stimulans.
Budget vrijmaken voor innovatieprojecten per team
Present at the Maand borrels
Zet het in persoonlijke leerdoelen
Niet in de kelder laten zitten

H2 Inspire your employees on Innovation
Kaars filmpje
Mini innovation bootcamps every week
Show them succes!
Campagne on the screens
Big post its on the wall
Show appreciation for innovation
Provide stretch ambition innovation workshops
Meetings with innovators from ING
Mix & match with employees
ING bus trips to silicon valley / Yes Delft
Build a google like office
Hire only SPD students
Talks from serial entrepreneurs

H2 Create a horizontal structure within Innovation
External product owner
New team function every month rotations
P.O.
Organise blind voting sessions to make decisions
Rotate roles
Do awkward stuff to make the boss less intimidating
Get drunk with the team
Exclude innovation from the yearly job fit reviews, gaat niemand meer hielen liiken
Manager niet uitnodigen
 Doe sessie niet op ING maar ergens anders
 Blind dates achtige Innovatie sessies je geeft op wat je interessant vindt en wordt zo bij elkaar gezet en wat je expertise is etc.
 Eerst alleen brainstromen en daarna bespreken
 Opwarmers

H2 Unlock creativity
Throw it on the wall
Make them aware with posters in the hallway etc
Start the day with doing something crazy
Force them with a facilitator
Best idea wins employee of the month
Pressure cooker Bos dag
Brainstorm cards
How To
Niks is fout
Creativity chapter activities
Do an outdoor creative session to unlock ideas
Toolbox à la Different. Lego etc.
Multidis. team
Half an hour time a day for yourself to do innovation
Analogy thinking, opposite thinking etc. Methods

H2 Communicate strategic Values
Push messages when entering the building
IBeacons
Corporate commercials
Activation days
Terugblikken op een project of de values gehaald zijn
Ludieké stunt
Make them tangible
Vloggen
Op koffie bekerfjes afdrukken
Elke dag met stand-up herhalen
Elk team heeft een poster met zijn of haar waarden
employee blog op intranet
Wifi password
Medewerkers test laten maken
Print them on employee pass
Reëel voorbeeld laten zijn als jij dit doet gebeurt dit.

Make a movie with all C-levels etc.

H2 make ING employees aware of innovation on their personal level?
Involve them on a personal level: secret whatsapp group/meetings.
Soort Inner circle mensen willen erbij horen
Explain them about technological developments
Create furutros experiences in the office
Your company will die your job too
Spel spelen, monopolie als je traditioneel blijft dan verlies je al je geld
Laat ze een soort black mirror zien van toekomstige banken
Trainings over de toekomst
Show a movie what happens with your life if you lose your job
Gamification
Tegenschietsvideo China
Een dag uit het leven van laten zien, raakvlakken
Rewarden voor als iemand zelf met innoverende dingen komt

H2 Select the right person to ideate with?
Ask manager about talented employees
Special HR department
Opletten tijdens ideation sessies en die opslaan
Company profile op intranet
Test maken over ideation en innovation bepaalde score halen
Zelf opgeven voor deze sessies
Online vacature
Elevator pitch battle
Design a team framework
Old boys network
Wanted advertisement
Organise random lunches to let people meet new people in the company
Organise meetups around topics
Employee tinder
A easy overview with employees capabilities selection tools

H2 run an innovation project next to your daily job?
Paid for the innovation over time
A team manager who does all the small stuff
Netflix/Google workweek. 1 day to allocate freely
Be passionate about the project
Create a pool of freelancers that help employees with their regular job
Free intern for some tasks
Love for ING dus niet zeuren
Cash
Force in the week schedule
HR guidance
Communication from managers
Look for entrepreneurial talent
Start the day with a brainstorm about something small
Begin klein
Maak het tot je stretched ambition
X aantal innovatieve uren in schaal omhoog
2.4 MAIN INSIGHTS

Ideation team 1

Main insights: Innovation should be tangible, show ING employees how they can make impact with their expertise, show employees what is happening elsewhere, show success, gamification is key.

Ideation team 2

Main insights: Bring innovation to the circle of influence of ING employees, make them aware of the future of banking; to involve clients a community with corporate innovators should be built, never run an innovation project (initiative) next to your own job but there should be room for innovation in the daily job with for instance Google hours, come with incentives for innovation, translate ING’s strategy into peoples own purpose, open up IB to externals, send in an idea without working on it, also value small operational ideas, hall of fame for innovation projects.

Personal ideation

Main insights: Make sure your terminology is right, no vague H2, leave out some H2’s, adding some H2’s which are more detailed and not too general on inspiration and innovation, show relevance of innovation, intrinsic motivation is very important, don’t make a selection for ideation; it should be broad according to ideas and people who are joining, find the main problems of your clients.

SPD students ideation

Main insights: Define pillars up front for ideation, create tribe design teams, give a percentage of the budget of all teams to innovation projects, provide stretch ambition innovation workshops, make blind-dates like innovation sessions so show your interests and people are set-up to do a session, do outdoor ideation sessions, go elsewhere, create a kind of inner circle it is in human nature people want to be part of something bigger, organise random lunches to meet new people in the company, be passionate about your project.
Blockchain and distributed ledgers have a bright future. As real-time, open-source and trusted platforms that securely transmit data and value, they can not only reduce the cost of processing payments, but also generate new products and services that can generate important new revenue streams.

Participants

Background information:
Blockchain and distributed ledgers have a bright future. As real-time, open-source and trusted platforms that securely transmit data and value, they can not only reduce the cost of processing payments, but also generate new products and services that can generate important new revenue streams.

Participants

2.6 Pulse First Version
2.7 Survey

Questionnaire graduation project TU Delft & WB Innovation
For more info: eveline.cotte@ing.com

What is your job?

1. In what way would you like to be more involved in innovation within ING (more than 1 option possible)?
   a. Through an innovation game
   b. Through meetups organized around topics (client needs, trends, tech developments in financial industry etc.)
   c. Idea generation sessions (brainstorms, creative sessions) which involve my expertise or passion.
   d. I don’t need to be actively involved, but communication through intranet and in the hallway is sufficient.
   e. I would like to be part of an innovation initiative as an intrapreneur.
   f. I’m already enough involved in innovation.
   g. Other:

2. What is, according to you, the most relevant factor in creating a new idea for ING (more than 1 option possible)?
   a. The idea arises from intrinsic motivation and passion on a certain topic
   b. The idea arises by expertise in a certain field
   c. The idea solves a deeply rooted problem within the organization
   d. The idea will be revenue generating for ING
   e. The idea is disruptive within the banking industry
   f. Other:

3. Would you like to join an idea generation (ideation) session?
   a. When it involves my expertise, yes.
   b. Yes, I’m interested in innovation and would like to contribute.
   c. No, but I support the idea of these sessions.
   d. No, I don’t see the relevance of these sessions.

4. If there was an app that would inspire you (trends, upcoming technology, success stories on innovation within ING, etc.) on innovation inside and outside ING and where you could submit ideas, would you use it?
   a. Yes, my e-mail address is: ...
   b. No

5. If there were meet-ups organized around your expertise or passion and where you could contribute on innovation with your knowledge and ideas, would you attend these meetups?
   a. Yes, my e-mail address is: ...
   b. No

If you leave your e-mail you will be updated on one of the two concepts to be developed.

Thanks a lot for contributing! ☺

2.9 Harris Profile

Desirability
Easy to implement
Newness/Innovativeness
Idea generating
Level of inspiration
Enhancing of creative capabilities
Easy to use
Costs
Alternative solutions
Time consuming
Viability
Appendices Part III

DELIVER
CUSTOMER JOURNEY PULSE

STAY IMPORTANT

- Communication towards management about pulse
  - 2 ways
    - Management also making awareness towards employee
- Join pulse session
- Read on uploaded idea
- Apply for intrapreneur position

"Google hours"
Time made free for employees to work on their passion

- Notification about specific need up will be sent towards employees
- Notification is made by the app

- Sharing is made by the app
  - 2nd sharing

- Trend/tech
- Different metrics should be available to upload idea

- Team w/ deeply rooted problem

- IB
CUSTOMER JOURNEY PULSE II

1. ideas, world around, meet up, colleagues, facilitator etc.
2. facilitator, session, technique
3. outcome session
4. step by step, tangible maps

1. INSPIRATION
2. CREATIVITY
3. FUNNELING
4. MIND SET

[1 WEEK]
dedication to comment & adjust the idea.
members alert a reminder

[ ] 

PARTICIPANTS receiving question “WOULD YOU LIKE TO WORK ON THIS IDEA?”

NICE? follow-up
Same, but thanks for contributing!

IDEO IDEATION LEAD IS CONSTANTLY MODERATING.
GATHERING INSIGHTS & setting up team

IDEAS WHICH ARE EXPLORED BUT UNDISABLED WILL BE USED BY THE TEAM
3.1 Paper Prototype Used for Validation
3.2 USER TESTING PAPER PROTOTYPE
3.3 Validation Session Meetup

Ideation session

How to improve our working environment at ACT 08?

Introduction & Warm-up

Introduce yourself according to your bunch of KEYS

Goals of this session

Graduation project experiment
Providing ideation techniques
Working environment improvement

Some trends...

Leaders encourage more human interaction.
Artificial intelligence becomes embedded in the workplace.
Financial and mental wellness get prioritized.
Brainwriting, what is it?

Answering 'How To' questions through Brainwriting

Answer 'How To question' - 3 to 6 ideas in 2 minutes - Pass the paper - Iterate on ideas and make new ones - Vote - Discuss

Thank you!

LET'S DO IT!
Hi everyone! Great that you are joining my ideation session this afternoon.

So why are you all here?
There are several goals of this session. The first is that you are part of an experiment for my graduation research, I will also be an observer as well as the facilitator to see what is happening according to the social interaction the whole session.
The second goal is providing you some idea generation techniques which you can hopefully use in the future as well within your teams. The ideation session will be about improving the workplace here at ACT 08 in a very general way in order to use all your experiences and expertises. To repeat, the main goal is that you are helping me with my graduation project and I am very thankful for that.

Probably the most of you will know each other a little bit but to warm up our creative brain and do a fun introduction round you can all now grab your bunch of keys. You may introduce yourself according to your bunch of keys, maybe you have a nice anecdote about one key or just your bunch in general. Be creative!

To warm you up a little bit I would like to provide some trends in the working environment which are already present. Also I want you to think about the problems you are facing during the your workflow from stepping out your bed until you are leaving the office. What is important, what are you missing?

IBM stopped their remote-working program, pushing thousands of employees from core groups that support their brands back to the office. Apple's innovative new facility is designed to promote worker relationships, idea sharing and collaboration. Google Cafés are designed to encourage interactions between employees across departments and teams. All three leading tech companies are encouraging more human interaction in order to come up with creative output.

The topic with the biggest buzz in HR circles is AI because there is both excitement and fear around the topic as it relates to how we do our jobs. A big example of AI in the working environment these days are chatbots for instance. Robots that answer the customer's questions. In 2020 85% of the companies will arrange their contact with clients without human interaction.

More and more people are burned out. A burnout is caused by unfair compensation, an unreasonable workload and too much after-hours work. Therefore companies are more and more conscious about mental health of their employees. As a result, there are numerous companies that are helping employees payback student loans to ease their financial burdens, including Fidelity, PwC, Aetna, Penguin Randomhouse and Chegg. Mental health, which has long been a stigma in the workplace, is now becoming something that is more common and accepted by leaders. Now HR is taking on the role of mental health counselors, helping support employees who have all sorts of mental health issues like depression, anxiety, bipolar and ADHD. PwC, for example, provides 24/7 access to counseling, a mental health toolkit and a group of six mental health advocates to support the de-stigmatization of mental health in the workplace.
How To:
Improve communication between all employees at ACT 08?
Improve productivity?
Make it even more fun to work here?
Improve the physical facilities at ACT 08?
Keep every employee satisfied?
Define the needs of employees regarding the workplace?
Make use of each others expertises?
Let the environment ‘breathe innovation’?
Inspire eachother regarding innovation?
Make optimal use of the space available?

So let’s start! Each of you will now receive a paper with one of the so-called How To questions. Think of as many ideas as possible within two minutes. Write everything on a post-it note and stick it on the paper. If you need some inspiration, you can use the Brainstormcards! These are cards that provide questions to change your mind, like: what if you were Donald Trump or Elon Musk etc. After two minutes I will tell you to pass on the paper. After that you can iterate on eachother’s ideas and be inspired by what the one before you came up with.

How to’s: 15 minutes

After all questions are answered the paper will go on another round where you can vote for the best three ideas. When your paper is back, we will discuss the ideas and tell why or why not this is a good idea.

Voting & discussing: 20 minutes

Thank you for having such great output.
OBSERVATION IDEATION SESSION 25-07

Main goal
Observing social interaction in an ideation session, gain insights into the behaviour of people during the meetup; what is provoking and stimulating. Look for anecdotes and outstanding quotes.

Questions general
1. How many people are present?
2. Did people not show up, what is their reason?
3. What was the overall group dynamics? (Enthusiastic, relaxed, passive, ‘wait-and-see’, sceptical, judging etc.)

Deeper questions during the workshop
1. What is happening when the participants meet?
2. What is provoking them during the session?
3. How are introvert people handling more extravert people?
4. What makes people insecure?
5. What are they proud of?
6. What surprises them?
7. Is there a dip noticeable at some point in the session? And why is that?
8. What happens if people disagree on a certain topic or idea selection?

Note:
- Interesting anecdotes & quotes
- Other outstanding observations
1. Short introduction to ideation

In this document an elaboration will be given on what ideation is and how it can be used to uplift company performance. Idea generation is a critical part of the creative design process likely related to the quality of the final design solution.

Creative products need to be original and effective. Creativity can be defined by the ability to produce work that is novel (original or unique) and useful (Runco & Jaeger, 2012). Based on these definitions, ideation constitutes two fundamental processes of creative thinking. The definition of ideation can be stated as follows:

Generative processes that are required to formulate original ideas and evaluative processes that are required to select and/or refine ideas into a form that is of value (Hao et. al., 2016).

2. Differences in ideation methods

Ideation methods have been categorised into two main groups (Goncalves et al. (2014):
1. Intuitive: brainstorming, roleplaying, metaphors and synetics. These approaches are meant to help an individual to break routines and overcome mental blocks. Brainstorming, which is probably the most popular idea generation method is often reported as one of the most used approaches during idea generation. Other intuitive approaches like role playing are implemented by well-known design consultancies as IDEO at the beginning of the design process when trying to guide both clients and potential end-users through a huge experience about the situation at hand. Metaphors have been used as a way of framing and defining initial problems and helping communicating about design situations.
2. Logical: TRIZ, “a problem-solving, analysis and forecasting tool derived from the study of patterns of invention in the global patent literature” (Hua et al., 2006) and forward steps. These approaches are largely based on available resources, and

more scientific and engineering principles, and are aimed at thoroughly decomposing and analysing problems.

A lot of research has been done on idea generation techniques that is concerned with the effectiveness of the technique as defined by novelty, variety, quantity and quality of the resulting ideas (Shroyer et. al, 2018). A common theme in several of these studies is emphasizing on generating a large number of ideas or potential design solutions by understanding that a greater number of ideas will likely lead to better solutions. In the contrary, other research that is done seeks to identify and assess common ingredients, components or heuristics that make up these ideation techniques and may be responsible for the effectiveness of the outcome.

3. Ideation session step by step

If you would like to conduct an 2 hour ideation session with your team, this is a fun and convenient way to do so. This session is all about creating ideas to solve a problem, therefore a problem already is defined. The main method used in this session is called ‘Brainwriting’. In this section step by step is explained how to conduct an ideation session through brainwriting.

I. Practical | Make sure all practical elements are arranged: a room with windows and fresh air, enough post-its, sharpies, brainstorm cards (by Board of Innovation) and some small snacks and water to keep the energy level high. For this method no more than 6 people should be attending. Who should be attending? Depending on the topic of your session you can invite one expert who is there to have all the questions answered. The best is to have a multi-disciplinary group: different jobs, backgrounds, maybe some external people to create an outside-in-view. Make sure there are enough breaks in the session to prevent having a certain ‘dip’ at some point.

2. Introduction | To have a fun and energized kick-starter make sure there is no standard introduction. One way to do so is by letting the participants introduce themselves according to their bunch of keys. Let them tell a fun anecdote about a key or another interesting story behind their keys. In this way the creative mind is already a bit triggered.
Other fun introductions:
• One-hand Paper Airplanes: https://experience.sap.com/skillup/warm-ups-one-hand-paper-airplanes
• Three Common Things in Three Minutes: http://designtinkingformuseums.net/2014/01/27/improv-games-1/
• Who Am I?: http://www.icebreakers.ws/medium-group/who-am-i.html

3. Goal of the session | Expectation management is really important in an ideation session. Do you want to generate three possible ideas? Do you want to learn people ideation techniques? Do you want to change their mind-set towards a more innovative one? Make sure your goal is clear. Be sure to set boundaries when you are framing the problem to be solved.

4. Trends, tech & other inspiration | Provide the participants with some background information about the topic, trends regarding the topic and perhaps some relevant technologies. Other inspiration like video’s or physical products could also be useful: anything that is relevant to give the participants background information regarding the topic you will ideate on.

5. Brainwriting | Now the actual fun starts! An approachable way to create ideas is done via Brainwriting. If your audience is not used to be creative or need some extra stimulus, make sure you have some brainstorm cards available on the table (http://info.boardofinnovation.com/brainstorm-cards). These cards have questions like: “What if you were Donald Trump?” or “What if you were Facebook?” etc. The cards are divided in New Technology, Regulation, Customers or Societal trends and Market.

Step 1: Diverging phase
Every participants receives an A3 paper with a so-called ‘How Might We question that has to do with the topic. An example. When your problem is that communication between the different locations of your team is not optimal, an How Might We question could be “How Might We cope with different time zones?”.
Each idea that is generated for this questions is written on a post-it note and stuck to the A3 paper. As many ideas as possible can be created. After two minutes the paper is passed on to the neighbours. Then they can iterate on the ideas generated before them and come up with new ones. After 6 (when you have 6 participants) rounds of 2 minutes many ideas are generated.

Best Practice Guide to Asking How Might We
• Begin with your Point of View (POV) or problem statement. Start by rephrasing and framing your Point Of View as several questions by adding “How might we?” at the beginning.
• Break that larger POV challenge up into smaller actionable and meaningful questions. Five to ten How Might We questions for one POV is a good starting point.
• It is often helpful to brainstorm the HMW questions before the solutions brainstorm.
• Look at your How Might We questions and ask yourself if they allow for a variety of solutions. If they don’t, broaden them. Your How Might We questions should generate a number of possible answers and will become a launch pad for your Ideation Sessions, such as Brainstorms.
• If your How Might We questions are too broad, narrow them down. You should aim for a narrow enough frame to let you know where to start your Brainstorm, but at the same time you should also aim for enough breadth to give you room to explore wild ideas.

This step can also be done more mobile while hanging the How Might We questions throughout the room and letting people filling it in while walking throughout the room.

Step 2: Converging phase
Now it is time for deciding which ideas are most promising. One way to do so is via ‘Dot Voting’. Every participant has three dots to divide by voting on ideas: one idea can have three dots or every idea can have one dot etc. Every A3 sheet is passing by the participant and in one minute the voting should be done. After the three best ideas are selected from each How Might We question the ideas can be mapped on a scale: Innovativeness versus Feasibility etc. The ideas top right are the best ones.

To prevent biased voting, voting can also be done anonymously: write down which idea you think was the best and discuss it later plenary.
Other selection tools can be found here: https://www.interaction-design.org/literature/article/how-to-select-the-best-idea-by-the-end-of-an-ideation-session.

6. Closure & follow up | Thank every participant for their input and make sure the follow-up is clear. What will happen with their ideas? Who will be participating in the design sprint if there is any? Define the next step after the ideation session to not disappoint the participants.
4. Other ideation methods
Brainwriting is a very common and easy way to create a lot of innovative ideas. Below you can find some links to other ideation techniques and methods based on Design Thinking:

• Board of Innovation: https://www.boardofinnovation.com/tools-old/best-idea-tion-tools/
• IDEO: https://www.ideou.com/pages/ideation-method-mash-up
• Interaction Design: https://www.interaction-design.org/literature/article/introduction-to-the-essential-ideation-techniques-which-are-the-heart-of-design-thinking
• Innovation Management: http://www.innovationmanagement.se/2013/05/30/the-7-all-time-greatest-ideation-techniques/

5. To conclude

Remember that ideation sessions are fun, people are doing something completely different than their daily work. Make sure you create a relaxed and open environment. And remember: all ideas are good ideas! No judgements. Make sure that as a facilitator you facilitate, so don't give your own opinion about ideas and start the discussion between the participants in the session.

Have fun! Let's start ideate.